



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

October 15, 2024

Brandi Gunder, Interim Budget Director
Office of Policy and Budget
Executive Office of the Governor
1701 Capitol
Tallahassee, Florida 32399-0001

J. Eric Pridgeon, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

Tim Sadberry, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Department of Transportation is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2025-26 Fiscal Year. This submission has been approved by Jared W. Perdue, P.E., Secretary of the Florida Department of Transportation.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Evans".

Chris Evans
Budget Officer

CE:ec

Enclosure

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
DEBT SERVICE			990D000
FIXED CAPITAL OUTLAY			080000
DEBT SERVICE		001	089070
TRUST FUNDS.....	32,730,317		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: DEBT SERVICE
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program:	\$13,500,069,459	Nonrecurring
Debt Service:	\$ 322,635,201	

Total Work Program:	\$13,822,704,660	

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

- Goal 1: Provide safety and security for residents, visitors and businesses.
- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
ESTIMATED EXPENDITURES - FIXED			
CAPITAL OUTLAY			990I000
FIXED CAPITAL OUTLAY			080000
DEBT SERVICE		001	089070
TRUST FUNDS.....	289,904,884		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: DEBT SERVICE
 Priority #001

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Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

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COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
SIB LOAN REPAYMENTS		001	080047
TRUST FUNDS.....	55,443,441		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: SIB LOAN REPAYMENTS
 Priority #001

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Debt Service:	\$ 322,635,201	

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
SM CTY RESURFACE ASSIST PG                              001      085575

TRUST FUNDS..... 25,000,001                            2000
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SCH VIIIA NARR 25-26 NOTES: SM CTY RESURFACE ASSIST PG
 Priority #001

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 Debt Service: \$ 322,635,201

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COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
SM COUNTY OUTREACH PROGRAM		001	085576
TRUST FUNDS.....	81,079,599		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: SM COUNTY OUTREACH PROGRAM
 Priority #001

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
MFF - WP                                                001          086100

TRUST FUNDS.....                                1779,136,690      2000
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SCH VIIIA NARR 25-26 NOTES: MFF - WP
 Priority #001

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COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
G/A-MAJOR DISASTERS - WP		001	088041
TRUST FUNDS.....	1,609,487		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: G/A-MAJOR DISASTERS - WP
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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
G/A-EV GRANT PROGRAM - WP		001	088051
TRUST FUNDS.....	105,785,251		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: G/A-EV GRANT PROGRAM - WP
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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
COUNTY TRANSPORTATION PRGS		001	088572
TRUST FUNDS.....	41,734,749		2000
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SCH VIIIA NARR 25-26 NOTES: COUNTY TRANSPORTATION PRGS
 Priority #001

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AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
BOND GUARANTEE		001	088703
TRUST FUNDS.....	500,000		2000
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SCH VIIIA NARR 25-26 NOTES: BOND GUARANTEE
 Priority #001

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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
TRANSP PLANNING CONSULT		001	088704
TRUST FUNDS.....	71,466,054		2000
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SCH VIIIA NARR 25-26 NOTES: TRANSP PLANNING CONSULT
 Priority #001

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
HIGHWAY MAINTENANCE CONTR                              001      088712

TRUST FUNDS.....                                716,545,324      2000
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SCH VIIIA NARR 25-26 NOTES: HIGHWAY MAINTENANCE CONTR
 Priority #001

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
INTRASTATE HIGHWAY CONSTR                                088716
                                001
TRUST FUNDS..... 3601,211,748                                2000
                                =====
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SCH VIIIA NARR 25-26 NOTES: INTRASTATE HIGHWAY CONSTR
 Priority #001

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
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TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
ARTERIAL HIGHWAY CONSTR                                001      088717

TRUST FUNDS.....                                343,248,633      2000
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SCH VIIIA NARR 25-26 NOTES: ARTERIAL HIGHWAY CONSTR
 Priority #001

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF
CAPITAL IMPROVEMENT PLAN
TRANSPORTATION WORK PROGRAM
FIXED CAPITAL OUTLAY
CONSTRUCT INSPECT CONSULT
                                001
TRUST FUNDS.....
                                686,755,689
                                =====
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SCH VIIIA NARR 25-26 NOTES: CONSTRUCT INSPECT CONSULT
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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
AVIATION DEV/GRANTS                                    001      088719

TRUST FUNDS.....                                330,621,994      2000
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SCH VIIIA NARR 25-26 NOTES: AVIATION DEV/GRANTS
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COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
PUBLIC TRANSIT DEV/GRANTS		001	088774
TRUST FUNDS.....	441,537,638		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: PUBLIC TRANSIT DEV/GRANTS
 Priority #001

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AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
RIGHT-OF-WAY LAND ACQ		001	088777
TRUST FUNDS.....	407,807,732		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: RIGHT-OF-WAY LAND ACQ
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TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
SEAPORT - ECONOMIC DEV		001	088790
TRUST FUNDS.....	15,000,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: SEAPORT - ECONOMIC DEV
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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
SEAPORTS ACCESS PROGRAM                                001      088791

TRUST FUNDS.....                                10,000,000      2000
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SCH VIIIA NARR 25-26 NOTES: SEAPORTS ACCESS PROGRAM
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

- Goal 1: Provide safety and security for residents, visitors and businesses.
- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
SEAPORT GRANTS		001	088794
TRUST FUNDS.....	78,715,475		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: SEAPORT GRANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
HIWAY SAFETY CONSTR/GRANTS		001	088796
TRUST FUNDS.....	214,416,699		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: HIWAY SAFETY CONSTR/GRANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

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- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
RESURFACING		001	088797
TRUST FUNDS.....	1621,769,553		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: RESURFACING
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
BRIDGE CONSTRUCTION                                    001      088799

TRUST FUNDS.....                                795,286,747      2000
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SCH VIIIA NARR 25-26 NOTES: BRIDGE CONSTRUCTION
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
SEAPORT INVESTMENT PRG		001	088807
TRUST FUNDS.....	10,000,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: SEAPORT INVESTMENT PRG
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
RAIL DEVELOPMENT/GRANTS		001	088808
TRUST FUNDS.....	156,699,489		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: RAIL DEVELOPMENT/GRANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
INTERMODAL DEVELOP/GRANTS		001	088809
TRUST FUNDS.....	144,287,904		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: INTERMODAL DEVELOP/GRANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:
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 Goal 2: Provide agile, resilient, and quality transportation infrastructure.
 Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
CONTRACT MAINT W/ DOC                                  001      088810

TRUST FUNDS.....                                1,000,000      2000
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SCH VIIIA NARR 25-26 NOTES: CONTRACT MAINT W/ DOC
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
PRELIMINARY ENGR CONSULT		001	088849
TRUST FUNDS.....	855,896,242		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: PRELIMINARY ENGR CONSULT
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program:	\$13,500,069,459	Nonrecurring
Debt Service:	\$ 322,635,201	

Total Work Program:	\$13,822,704,660	

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
HWY BEAUTIFICATION GRANTS		001	088850
TRUST FUNDS.....	1,000,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: HWY BEAUTIFICATION GRANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program:	\$13,500,069,459	Nonrecurring
Debt Service:	\$ 322,635,201	

Total Work Program:	\$13,822,704,660	

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

- Goal 1: Provide safety and security for residents, visitors and businesses.
- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
RIGHT-OF-WAY SUPPORT                                    001      088853

TRUST FUNDS.....                                58,216,661      2000
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SCH VIIIA NARR 25-26 NOTES: RIGHT-OF-WAY SUPPORT
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

- Goal 1: Provide safety and security for residents, visitors and businesses.
- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                   080000
TRANSPORT PLANNING GRANTS                                088854
                                001
TRUST FUNDS.....                                62,073,737      2000
                                =====
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SCH VIIIA NARR 25-26 NOTES: TRANSPORT PLANNING GRANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
MATERIALS AND RESEARCH		001	088857
TRUST FUNDS.....	18,207,982		2000
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SCH VIIIA NARR 25-26 NOTES: MATERIALS AND RESEARCH
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program:	\$13,500,069,459	Nonrecurring
Debt Service:	\$ 322,635,201	

Total Work Program:	\$13,822,704,660	

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

- Goal 1: Provide safety and security for residents, visitors and businesses.
- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T000
FIXED CAPITAL OUTLAY                                    080000
BRIDGE INSPECTION                                     001      088864

TRUST FUNDS.....                                20,824,450      2000
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SCH VIIIA NARR 25-26 NOTES: BRIDGE INSPECTION
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:
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 Goal 2: Provide agile, resilient, and quality transportation infrastructure.
 Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                   080000
TRAFFIC ENGR CONSULTANTS                                001      088866

TRUST FUNDS.....                                363,082,522      2000
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SCH VIIIA NARR 25-26 NOTES: TRAFFIC ENGR CONSULTANTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
LOCAL GOVERNMENT REIMBURSE		001	088867
TRUST FUNDS.....	49,582,852		2000
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SCH VIIIA NARR 25-26 NOTES: LOCAL GOVERNMENT REIMBURSE
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

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LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

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                                COL A03
                                AGY REQUEST
                                FY 2025-26
                                POS      AMOUNT      PRIORITY      CODES
                                -----
TRANSPORTATION, DEPT OF                                55000000
CAPITAL IMPROVEMENT PLAN                                99000000
TRANSPORTATION WORK PROGRAM                            990T0000
FIXED CAPITAL OUTLAY                                    080000
TOLL OPERATION CONTRACTS                                088876
                                001
TRUST FUNDS.....                                241,615,976                                2000
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SCH VIIIA NARR 25-26 NOTES: TOLL OPERATION CONTRACTS
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
TURNPIKE SYS EQUIP & DEVEL		001	088920
TRUST FUNDS.....	26,404,065		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: TURNPIKE SYS EQUIP & DEVEL
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

Requests the second year of the FY 2026-30, Adopted Work Program and includes projects supporting the preservation, safety, maintenance and enhancement of Florida's Transportation Systems. The second year of the Adopted Work Program serves as a placeholder pending development of the new Tentative Work Program. The development cycle enables the department to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

LRPP REFERENCE:

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- Goal 2: Provide agile, resilient, and quality transportation infrastructure.
- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
TRANSPORTATION WORK PROGRAM			990T000
FIXED CAPITAL OUTLAY			080000
TOLLS SYS EQUIP & DEVELOP		001	088922
TRUST FUNDS.....	66,505,075		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: TOLLS SYS EQUIP & DEVELOP
 Priority #001

Requests \$13,822,704,660 in budget authority for the department's Work Program.

Work Program: \$13,500,069,459 Nonrecurring
 Debt Service: \$ 322,635,201

 Total Work Program: \$13,822,704,660

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LRPP REFERENCE:

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- Goal 4: Provide efficient and reliable mobility for people and freight.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
OPERATING BUDGET INCREASES			4000000
INCREASED OPERATING COSTS		002	4001000
TRUST FUNDS.....	13,252,416		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:

Priority #002

Requests \$13,252,416 of recurring budget authority in multiple operating categories in various budget entities, to support department continuity of operations. \$5,375,856 of this requested budget is for prior year increased costs funded as nonrecurring in FY 2024-25. Material cost increases, minimum wage changes, supply chain issues, provider staffing shortages and heightened security and janitorial services can no longer be absorbed with existing budget. This issue was funded nonrecurring in FY 2022-23, FY 2023-24 and partially recurring in FY 2024-25. However increased costs have persisted, and the need remains.

Consistent, significant and increasing costs have been identified in the following categories:

Contracted Services (recurring) - Contracts supporting daily operations continue to increase due to enhanced cleaning measures, heightened security needs, air conditioning maintenance, pest control and landscape maintenance. Increased cost of support and maintenance renewals for critical department software applications and traffic maintenance control equipment can no longer be covered with existing resources.

Expenses (recurring) - Utility costs have increased by approximately 15% statewide. Additional cost increases include communications, repairs/maintenance, supplies, leases, subscriptions, computer equipment, Microsoft and other software licenses.

Transportation Materials and Equipment (TME)(recurring) - Increases in fuel costs department-wide and material costs in the Office of Maintenance and Sign Shop.

Consultant Fees (recurring)- Consulting Engineers, Training consultants, and outdoor advertising activities.

Lease/Purchase/Equip (recurring) - Increased copier and equipment leasing costs.

Other Personal Services (recurring) - Increased temporary staffing costs.

Operating Capital Outlay (recurring) - Increased Materials Lab Equipment replacement costs.

BREAKDOWN OF COST SUMMARY:

Transportation Systems Development - 55100100
 Pre-Construction Design Services 1101010200

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		AGY REQUEST		
		FY 2025-26		
	POS	AMOUNT	PRIORITY	CODES
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TRANSPORTATION, DEPT OF				55000000
OPERATING BUDGET INCREASES				4000000
INCREASED OPERATING COSTS			002	4001000
<hr/>				
Expenses		\$358,866		
OCO		\$81,000		
Consultant Fees		\$30,000		
Contracted Services		\$707,848		
Lease/Purchase/Equip		\$1,416		
<hr/>				
Right of Way Acquisition	1101010400			
<hr/>				
Expenses		\$5,160		
Consultant Fees		\$169,393		
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Public Transportation	1101010600			
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Expenses		\$23,922		
Consultant Fees		\$87,584		
Contracted Services		\$19,800		
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Planning and Environment	1101010800			
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Expenses		\$200,000		
Consultant Fees		\$125,961		
Contracted Services		\$15,325		
Lease/Purchase/Equip		\$1,100		
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Highway Operations -	55150200			
Materials Testing and Research	1101010300			
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Expenses		\$600,000		
Lease/Purchase/Equip		\$5,518		
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Traffic Operations	1601010300			
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Expenses		\$112,449		
Contracted Services		\$341,040		
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Operations and Maintenance	1601010600			
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OPS		\$41,600		

		COL A03			
		AGY REQUEST			
		FY 2025-26			
	POS	AMOUNT	PRIORITY		CODES
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<u>TRANSPORTATION, DEPT OF</u>					55000000
<u>OPERATING BUDGET INCREASES</u>					4000000
INCREASED OPERATING COSTS					4001000
Expenses		\$1,803,710			
OCO		\$15,000			
Contracted Services		\$624,677			
TME		\$408,415			
Lease/Purchase/Equip		\$8,000			
Executive Direction - 55150500					
Executive Leadership and Support Services 1602000000					
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OPS		\$114,500			
Expenses		\$1,506,453			
Contracted Services		3,010,896			
Information Technology - 55150600					
Information Technology 1603000000					
<hr/>					
Expenses		\$1,894,440			
Contracted Services		\$579,426			
Turnpike - 55180100					
Executive Leadership and Support Services 1602000000					
<hr/>					
Expenses		\$158,917			
Contracted Services		\$200,000			
Grand Total		\$13,252,416 (recurring)			

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

Additional budget will support the daily operations of the department's most basic needs to include: utilities, repairs/maintenance, supplies, materials, fuel, subscriptions, janitorial and grounds services, security contracts, software licenses, contractual services, critical equipment purchases, etc.

ADVERSE IMPACTS IF NOT FUNDED:

Significant increases in operating costs budget have left the department rationing limited budget to meet basic operating needs. These contracts and purchases ensure the lights-on functioning of the department. If additional budget is not available, the department will be unable to meet contractual obligations critical to daily operations.

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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
OPERATING BUDGET INCREASES			4000000
INCREASED OPERATING COSTS		002	4001000

BENEFITS TO THE STATE:

Funding of the operations of the department ensure the buildings, staff and equipment can continue to serve the state of Florida without interruption in safe, clean and functioning environments, with critical equipment and resources.

LRPP REFERENCE: Goal 2: Provide agile, resilient, and quality transportation infrastructure.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

NEW INFORMATION RESOURCE MANAGEMENT			
INFRASTRUCTURE PROJECT			3600000
FLORIDA PLANNING, ACCOUNTING, AND			
LEDGER MANAGEMENT (PALM) READINESS		003	3600PC0
TRUST FUNDS.....	9,617,735		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:

Priority #003

Requests \$9,617,735 of nonrecurring budget authority in the Flair System Replacement category to continue the department's multi-year remediation of computing assets to transition to the Florida Planning Accounting and Ledger Management (PALM) system. The Florida PALM Project is a multiyear initiative to replace the State's budget, accounting, and financial reporting systems with a modern financial management solution. The Florida PALM Project's remaining phases include:

- Agency Business System Remediation: January 2024 - December 2025
- Agency User Acceptance Testing: April 2025 - December 2025
- Training: July 2025 - December 2025
- Implementation Planning and Readiness Activities: August 2025 - December 2025
- Hypercare and Post-Implementation Support: January 2026 - June 2026

Over 1,900 FDOT applications, automated processes, reporting programs, databases, and interfaces require remediation to

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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
NEW INFORMATION RESOURCE MANAGEMENT			3600000
INFRASTRUCTURE PROJECT			3600000
FLORIDA PLANNING, ACCOUNTING, AND			3600PC0
LEDGER MANAGEMENT (PALM) READINESS		003	3600PC0

align with the Florida PALM Chart of Accounts values and address the replacement of the central, departmental, and payroll functionality in the Florida Accounting Information Resource (FLAIR) system, the current Statewide Accounting System. These targeted modifications to the department's computing assets will help ensure continued access to the data and functionality available from the State of Florida's cash management, accounting, and financial reporting systems after PALM's January 2026 go-live date.

Remediation efforts for this year will be used as follows:

FY 2025-26: Fund the completion of agency system remediation, user acceptance testing, agency training requirements, readiness activities, and post-implementation defect resolution.

Failure to remediate the computing assets will increase costs and risks due to the likely disruption in the department's ability to manage its budget, financial commitments, and mission-critical interfaces to the Statewide Accounting System.

BREAKDOWN OF COST SUMMARY:

The table below summarizes the department's historical and anticipated annual remediation costs.

Fiscal Year	Cost of System	Remediation Activity
FY 2021-22	\$2,000,000 (nonrecurring)	Preparation, Analysis and Initial Mitigation
FY 2022-23	\$2,000,000 (nonrecurring)	Analysis and Continued Mitigation
FY 2023-24	\$4,000,000 (nonrecurring)	Continued Remediation and Unit Testing
FY 2024-25	\$12,790,430 (nonrecurring)	Completion of Remediation and Unit Testing
FY 2025-26	\$9,617,735 (nonrecurring)	Initialization of User Acceptance Testing and Defect Resolution
		Completion of User Acceptance Testing and Defect Resolution, System Remediation, Project Monitoring and Control. Initiation of Post Implementation Defect Resolution

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

Risk Avoidance:

FDOT manages almost \$19 billion of existing project commitments, manages over 11,000 contractual agreements, processes over 58,000 transactions annually to pay consultants and contractors, and seeks reimbursement of \$2.5 billion per year from the Federal Highway Administration. FDOT's financial systems' continuity of operation is essential to not only continued delivery of transportation projects but also to the continuity of the construction industry that employs tens of thousands of workers responsible for delivering the projects.

The risk mitigated by this budget issue relates entirely to the sustainability, from a technical perspective, of the department's mission critical interfaces to the new Statewide Accounting System (Florida PALM) and the modification of internal computing assets necessary for the budgetary appropriation and financial commitment management functions. Therefore, funding is requested for the technology remediation project as required by the implementation of the Department of Financial Services' Florida PALM Project.

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TRANSPORTATION, DEPT OF			55000000
NEW INFORMATION RESOURCE MANAGEMENT			3600000
INFRASTRUCTURE PROJECT			3600000
FLORIDA PLANNING, ACCOUNTING, AND			3600PC0
LEDGER MANAGEMENT (PALM) READINESS		003	

The focus of the remediation efforts is to modify current FLAIR interfaces and internal computing assets that will allow the department to continue using the automation FDOT relies on to perform its critical financial functions. No significant additional functionality is planned, therefore no improvement to services is anticipated other than improvements that result from new features and techniques made available by the Florida PALM solution. The interfaces and computing assets are integral to allowing the department to continue the successful management of \$15.5 billion in current year planned commitments.

ADVERSE IMPACT(S) IF NOT FUNDED:

Investments in Florida's transportation infrastructure are an integral part of the state's economic recovery and continued growth. FDOT is a steward of those investments and relies on its connection to the Statewide Accounting System for the management of budget appropriations and actual financial commitments that enable the delivery of vital transportation projects. The department has leveraged technology to support this responsibility and has become dependent on the interfaces to and from FLAIR and the supporting internal computing assets.

The level of remediation efforts required by the implementation of Florida PALM is a concern. In the absence of successful modifications to the existing FLAIR interfaces and internal computing assets, many of the department's current processes would be impossible. Potential adverse impacts of not adequately addressing the remediation needs include:

- Significant disruptions to the department's financial and transportation production functions if/when systems fail.
- Inability to forecast budget needs as part of the annual Legislative Budget Request (LBR) process, ensure funding and budget availability prior to the execution of contracts, and potentially manage FDOT's actual financial commitments.
- Inability to provide timely payments to suppliers doing irreparable damage to our relationships with Florida's construction vendors.
- Delayed FHWA certification suspending access to billions of dollars in federal funds.

Any impact to the department's delivery of the approximately \$71 billion Five Year Work Program has potentially negative economic repercussions statewide.

BENEFITS TO STATE:

This FDOT Planning, Accounting, and Ledger Management (PALM) System Transition (FPST) Program will help ensure over 1,900 Florida PALM-impacted information technology assets are successfully transitioned from legacy FLAIR integrations to updated Florida PALM integrations. The Florida PALM-impacted information technology assets are vital to the daily financial operations of the department in the development and delivery of the approximately \$71 billion Five Year Work Program.

The legacy FLAIR integrations use an antiquated batching text file system. The new Florida PALM solution offers a more modern interfacing approach to process data inputs and outputs. This improved interface will require development within the department to migrate from the batch file processes to the more modern interfacing method. In addition to the new integrations, the State's chart of accounts is being completely redesigned, necessitating changes to numerous information

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TRANSPORTATION, DEPT OF			55000000
NEW INFORMATION RESOURCE MANAGEMENT			3600000
INFRASTRUCTURE PROJECT			3600000
FLORIDA PLANNING, ACCOUNTING, AND			
LEDGER MANAGEMENT (PALM) READINESS		003	3600PC0
<p>technology assets for various codes such as budget structure, organization, object code, trust fund, and general ledger code.</p> <p>This remediation of impacted computing assets will help ensure the department's continued financial integrity, while allowing for the improvement of information technology security through identity access management and allowing for improvement of efficiency and effectiveness of data capture, retrieval, and analysis through updated methods.</p> <p>LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors, and businesses.</p> <p>FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.</p> <p>LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.</p> <p>*****</p>			
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
DATA INFRASTRUCTURE MODERNIZATION		004	36221C0
TRUST FUNDS.....	11,444,434		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:

Priority #004

Requests \$11,444,434 (\$6,091,391 recurring) of budget authority in the Cloud Computing Services category to support the Florida Department of Transportation's (FDOT) cloud-first initiative, known as the Data Infrastructure Migration and Modernization (DIMM) program. The DIMM initiative has been modified to become the vehicle for developing a five-year plan which plans, quantifies and schedules technology tools and systems for migration or modernization as may be needed to ensure continuity of departmental operations.

FDOT's business vision is to leverage cloud computing and Software as a Service (SaaS) for most of our information technology infrastructure by 2031. We require highly scalable, innovative, and elastic infrastructure and technology platforms to support our vision. Current public cloud computing services are uniquely positioned and support our future strategic technology requirements. FDOT will continue adopting cloud computing services using a cloud-first approach for

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 POS AMOUNT PRIORITY CODES

<u>TRANSPORTATION, DEPT OF</u>			55000000
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
DATA INFRASTRUCTURE MODERNIZATION	004		36221C0

new and existing workloads.

- The DIMM program represents the continuous, long-term effort to migrate numerous business applications to cloud architecture while modernizing outdated technologies. The goals and objectives of the DIMM program are:
- Plan, implement, and monitor enterprise architecture in alignment with Rule 60GG-5, Florida Administrative Code (F.A.C.).
 - Modernize FDOT data infrastructure and accelerate the transition from the State Data Center (SDC) infrastructure.
 - Replace, remediate, and/or modernize legacy applications, reports, and other IT assets.
 - Migrate FDOT Information Technology (IT) assets to cloud-based platforms in alignment with Rule 60GG-4, F.A.C.
 - Become more agile and responsive to business demands by lowering the time to production for new projects and prototypes.
 - Enhance our ability to react to scalability requirements.
 - Improve our cybersecurity capabilities.
 - Provide resources and guidance to FDOT staff on utilizing the enterprise architecture.

Legacy technology components, many of which are mainframe applications and related components, require replacement with software as a service (SaaS) or major architecture updates to remain functional and compatible with emerging technologies. Failure to replace systems or perform architecture updates increases costs and risks to the department due to the inability of these applications to leverage the department's strategic technology stacks and associated infrastructure.

Budget authority was approved in FY 2017-18, establishing the Enterprise Service Bus (ESB) in a cloud environment. Further budget was appropriated in FY 2019-20, FY 2020-21, FY 2022-23, and FY 2023-24 funding the replacement, modernization, migration, and maintenance of 143 applications. The cloud hosting environments, software as a service subscription, and professional & staff support of the platforms are recurring expenditures.

Cloud hosting costs have increased significantly since the small footprint was established in 2016. Increased costs are due to additional web servers/services, increased database usage, and the need to improve operational performance and reliability and implement performance efficiencies. With the increased utilization and dependence on Azure, the department needs to adopt the Well-Architected Framework provided by Azure. It is essential to continue developing high-availability service levels for mission-critical services and providing high-availability database services and failover.

Azure's Well-Architected Framework improves Azure workload deployments by providing principles, goals, checklists, and recommendation guides centered around five pillars: Reliability, Security, Cost Optimization, Operational Excellence, and Performance Efficiency. Reliability guidance ensures workload resiliency, including the capacity to recover from failures and malfunctions. Security guidance maintains data confidentiality, integrity, and availability. Cost Optimization guidance enables continual support and realization of return on investments. Guidance from the Operational Excellence pillar standardizes processes to sustain workload quality and bolster team awareness and collaboration. Finally, Performance Efficiency guidance ensures workload demand changes are tested fully before deployment. An initial Well-Architected Framework assessment was conducted in May 2024 for FDOT's Azure environment. FDOT has critical concerns on reliability with 40 reliability areas identified and ranked for architecture improvements. Operational excellence included several moderate concerns with 32 operational areas identified and ranked for architecture improvements. Performance efficiency also included several moderate concerns with 33 performance areas

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identified and ranked for architecture improvements.

BREAKDOWN OF COST SUMMARY:

Costs for migration and modernization activities are based on the Department Management Services' (DMS) average hourly rate of \$131.31 per hour times the number of hours for required roles associated with the complexity of migrating and maintaining the applications, enterprise architecture, data management processes, and business intelligence platform. Maintenance costs also include Azure hosting costs and support of the Azure infrastructure.

Migration/modernization efforts identified for FY 2025-26 include:

- Migration and modernization of legacy applications - \$971,694 (nonrecurring). Migration and modernization of five legacy applications. Maintenance and support of cloud-hosted applications, application programming interfaces, and other cloud-based software products. (7,400 hrs. @ \$131.31/hour) = \$971,694 (nonrecurring).
- Cloud Hosting Subscription & Support Services - \$4,032,505 (recurring). Continuation of cloud hosting platform and database services, including professional services for implementing the well-architected framework to improve reliability, operational excellence, and performance efficiency. Cloud Hosting (3840 hrs. @ \$131.31/hr.) and Service Management (2500 hrs. @ \$131.31/hr.) Staff Augmentation Support = \$832,505 + \$3,200,000 Cloud Hosting Subscription = \$4,032,505 (recurring)
- Service Delivery Core Platform, IT Service Management, and Project Management Subscriptions - \$777,118 (recurring). Continuation of the core platform utilized for IT Service Management, Strategic Portfolio Management, IT Operations Management, Customer Relationship Management, and Now low-code, no-code development functionality.
- Transparency and Accountability Support - \$175,203 (recurring). To continue Systems Analyst staff augmentation position in the FDOT Procurement Office, to support application enhancements necessitated by House Bill 1079 which became law during the 2021 legislative session
- Procurement Enterprise Platform - \$152,774 (recurring). The implementation of this project was funded through the Cloud Modernization funding in FY 2023-24. This recurring cost is needed to maintain the licensing for the cloud solution. This ensures uninterrupted service to over 2,000 consultants and department users of the procurement enterprise applications.
- Consultant Invoice Transmittal System (CITS) Modernization - \$2,013,137 (nonrecurring). Two-year implementation effort, totaling \$4,425,117 (\$920,545 recurring). Year 2 and recurring costs will be requested in future legislative budget requests. The technology refresh for CITS will allow the department to continue electronic payment for professional services contracts. Over 41,000 invoices were paid in CITS last fiscal year, amounting to over \$3.2 billion processed through the application. A Schedule IV-B will be submitted separately.
- Human Resources (HR) Service Delivery Subscriptions and Implementation Services - \$771,346 (nonrecurring). Three-year implementation effort, totaling \$2,429,256 (\$728,955 recurring). Year 2 and 3 implementation and recurring costs will be requested in future legislative budget requests. Funding provides for the acquisition and implementation of HR Service Delivery to replace extensive manual processes for hiring staff, on-boarding/off-boarding employees, processing pay actions, maintaining position descriptions, and maintaining budget and rate. Implementation of an HR system that automates and simplifies the Request for Pay Actions, Separations/Advertising, Position Description review, Onboarding, and Budget and Rate processes is estimated to save stakeholders over 45,000 hours spent on manual data entry, reviews, routing, corrections, reporting, tracking, and document generation per fiscal year. A Schedule IV-B will be submitted separately.
- Geographic Information System of Engagement (SoE) - \$443,352 (\$331,680 recurring). The SoE facilitates personnel collaboration inside and outside the department on activities and projects that use geospatial data. It connects the Enterprise GIS platforms to utilize resources and share ideas more efficiently. The SoE creates an ecosystem for GIS that

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TRANSPORTATION, DEPT OF			55000000
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
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improves data sharing, increases transparency, raises awareness, and enhances communications. The SoE will integrate over 300 sources of business and location data shared publicly or with the organization into a System of Engagement.

- Investigative Management Software as a Service - \$31,577 (recurring). To implement and maintain cloud subscription software, allowing the Office of Inspector General to process and maintain investigative information.
- Electronic Discovery Software as a Service - \$510,600 (recurring). Acquisition and implementation of an eDiscovery Software as a Service (SaaS) product, aimed at enhancing litigation preparedness, bolstering data security, and increasing process efficiency. Implementation of eDiscovery SaaS could potentially reduce external legal and data processing costs by up to 50% over the next five years.
- Transportation Infrastructure Project Scheduling System Migration to Cloud Database Infrastructure - \$986,434 (\$79,934 recurring). Acquisition and implementation of Oracle Cloud Infrastructure for hosting critical databases that support the Transportation Infrastructure Project Scheduling System. FDOT utilizes the Transportation Infrastructure Project Scheduling (TIPS) System to validate progress on large infrastructure projects, ensuring projects are delivered on time, within budget, and include the required deliverables.
- Transportation Infrastructure Project Management Feasibility Study - \$578,694 (nonrecurring). This issue will determine the cost and feasibility of modernizing the existing system, an in-house developed platform with several integrations. This system provides valuable information to manage projects to over 10,000 users, including project schedules and change data essential for transportation project progress.

Total: \$11,444,434 (\$6,091,391 Recurring)

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The following are the long-term savings achieved by this issue.

- Increased efficiencies with the development and delivery of the department's Five-Year Work Program resulting in increased transportation infrastructure capacity for the traveling public
- Improved cybersecurity posture with lower risk of ransomware, malware, and breaches
- Increased efficiencies with IT service management
- Increased efficiencies with Human Resources (HR) service delivery
- Increased efficiencies with consultant invoice verification and processing
- Increased efficiencies with electronic discovery and legal document management
- Increased efficiencies with internal audit processes
- Reduced State Data Center maintenance costs and custom support
- Reduced database support cost
- Avoidance of project delay cost during maintenance
- Avoidance of lost productivity during normal outages

PROGRAM HISTORY:

Fiscal Year/Phase	Funding	Efforts
FY 2017-18:	\$520,342	ESB established
FY 2019-20(Phase 1):	\$2,504,680	27 Applications
FY 2020-21 (Phase 2):	\$2,853,582	41 Applications
FY 2021-22 (Maintenance):		Maintain 68 Applications

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		004	
FY 2022-23 (Phase 3):	\$1,735,743	30 Applications	
FY 2023-24 (Phase 4):	\$1,516,594	23 Applications/Cloud subscriptions	
FY 2024-25 (Phase 5):	\$3,177,489	25 Applications/2 Projects/Cloud subscriptions	
FY 2025-26 (Phase 6):	\$11,444,434	5 Applications/7 projects/Cloud subscriptions	
FY 2026-27 - FY 2031-32	TBD	Financial Management Applications/Cloud subscriptions	

COST AVOIDANCE ROI CALCULATION:

The HR Service Delivery Subscriptions and Implementation Services project has a payback period of 2.75 years with breakeven in FY 2027-28. The net present value is \$3,959,881 with an internal rate of return at 91.49%.
 The CITS Modernization project has a payback period of 2.75 years with breakeven in FY 2027-28. The net present value is \$8,378,412 with an internal rate of return at 59.32%.
 The remaining Data Infrastructure Migration and Modernization efforts have a payback period of 6 years and reach breakeven in FY 2024-25. The net present value is \$23,815,482 with an internal rate of return at 80%.

ADVERSE IMPACT(S) IF NOT FUNDED:

Failure to adopt enterprise architecture will lead to increased costs and cybersecurity risks. The cost of supporting systems on legacy infrastructure will increase over time as the industry moves to a cloud-based environment. In addition to maintaining the legacy servers, FDOT would need to implement hardware and operating system migrations every 3-7 years to stay current with a server-based infrastructure. These migrations are not an issue in a cloud environment, where hardware and operating system upgrades are built into the contract with the host vendor. Legacy technologies are expensive to maintain, and skilled resources are scarce. Service disruptions in critical systems could lead to significant development disruption and delivery of the department's Five-Year Work Program. This would result in delayed construction, dissatisfied contractors, increased construction and maintenance costs, continued traffic congestion, and public outrage at perceived inefficiencies in Florida's transportation infrastructure.

BENEFITS TO THE STATE:

Re-architecting and re-platforming the applications to the enterprise architecture will ensure that the systems retain their functionality and avoid critical system failures. Cloud-based infrastructure is the modern environment for hosting information technology assets. Cloud First is also an infrastructure mandate by the Florida Legislature (Section 282.206, Florida Statutes). Upgrading to current technology will improve system cybersecurity and reduce risks from security vulnerabilities as defined in F.S. 282.318 and F.A.C. 60GG-2.

Updating the department's applications to allow them to utilize enterprise architecture reduces the total cost of all applications in the department's information technology infrastructure. The reduction is directly related to the expense of maintaining software upgrades and efforts to remove and replace software. Applications utilize services to access data in disparate systems rather than expensive point-to-point interfaces. This increases the efficiency of data capture, retrieval, and analysis, allowing the department to best serve stakeholders and the traveling public.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors, and businesses.

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TRANSPORTATION, DEPT OF 55000000
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FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

SECURITY RISK MANAGEMENT PROGRAM 005 36253C0

TRUST FUNDS..... 1,191,200 2000
 =====

SCH VIIIA NARR 25-26 NOTES:
 Priority #005

Requests \$1,191,200 in recurring spending authority to continue the Security Risk Management program which provides cybersecurity protection to the department and covers functions such as security risk assessments, continuous monitoring by staff assigned exclusively to the Security Operations Center (SOC), incident response, and penetration testing. Specifically, this request funds Cybersecurity Consultants, Cyber-Hunters, Cyber-Incident Responders and cybersecurity related software.

This request for recurring funds will continue these operations that have already been started by the department. This function has proven to protect the department from serious breach. Keeping the department protected from cybercriminals means that all other functions of the department (Safety, Planning, Project Delivery, Information Technology) can continue to operate as normal. It will also provide capabilities to meet requirements for security domain testing required by Florida Administrative Code 60GG-4.

BREAKDOWN:
 EXPENSES 040000 \$210,000 Recurring
 CONTRACTED SERVICES 100777 \$981,000 Recurring
 Issue Total: \$1,191,200

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:
 Florida State and Local Agencies continue to be targets of cybercriminals, as criminals take advantage of regular business cycles (such as elections and state holidays) and emergency situations such as hurricanes. During 2024, the Florida Department of Health, City of Jacksonville Beach, Sumter County Sheriff's Office all experienced damaging

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SECURITY RISK MANAGEMENT PROGRAM		005	36253C0

cybersecurity attacks. In June and July of 2024, FDOT dealt with a flood of phishing emails that dumped approximately 1,400 additional malicious emails into the department over a 1-month period. This phish attempt was particularly dangerous because it used a legitimate document sharing process within Microsoft to spread the malicious file. Having staff to navigate the ever-changing landscape of cyber threats is essential to the department's protections.

As organizational and state governance, risk, and compliance (GRC) requirements become increasingly resource intensive (they generate more projects, uses of information, and regulations), risk assessment at the agency level requires more attention. This shift means the volume of risk and control information that the Information Security Manager (ISM) function is required to manage has grown rapidly. The Florida Cybersecurity Standards requires compliance with a wide range of IT-related standards. These are modeled after the National Institute of Science and Technology (NIST) Risk Management Framework (RMF). Additional resources are needed to navigate the current and changing risks in cybersecurity.

ADVERSE IMPACTS IF NOT FUNDED:

If not funded the department will not have the staffing and tools needed to protect our IT assets and data from cybersecurity breach, ransomware and/or data exfiltration. Any of these items could cause critical damage to the work of the department and impact all state employees, consultants, business partners, and the traveling public. As a provider of critical infrastructure, FDOT is a prime target for many malicious actors.

BENEFITS TO THE STATE:

This request continues and expands a needed layer of protection for the department's IT assets, and therefore to the State. FDOT must improve our protections as quickly as possible so that we may be better protected, which in turn protects the data entrusted to FDOT by its business partners, staff, and citizens.

Return on Investment is achieved through cost avoidance. As with many cybersecurity components, the purchase is made to prevent a problem, rather than save money. It's critical that systems are implemented with a System Security Plan/Assessment and Security Testing to avoid potential weak spot that opens the department to cyber risk. The monitoring of cybersecurity alerts is necessary in order to minimize the risk of a breach.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
VIRTUAL MOBILITY DATA			
MANAGEMENT		006	36254C0
TRUST FUNDS.....	434,720		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #006

Requests \$434,720 recurring Contracted Services budget authority to extend and retain our Virtual Desktop Infrastructure (VDI) through a private sector service provider used for: subscription model for licensing of desktop services, virtual app access for image configuration, pooled storage capacity, implementation, and ongoing maintenance to handle security updates and support.

This issue requests funding to expand the VDI environment from 200 up to 300 VDI instances and continue using a third-party provider for Desktop as a Service (DaaS) to implement, maintain security updates, and provide support to integrate with the ClearPass network security tool. Funding in FY 2023-24 enabled the department to adopt a cloud-first approach and conduct a successful proof of concept implementing a Cloud-Based Virtual Desktop Infrastructure (VDI) for up to 200 instances. Recurring funding is requested to continue this program going forward.

During the proof of concept, resources outside the department were provided access to secure, virtual workstations without requiring a physical, department-issued desktop computer. Host workstations accessed the virtual workstation infrastructure through cloud-based firewalls and were kept separate from the internal network, providing greater security than Virtual Private Networks. This allowed consistent connectivity to department resources while keeping the security levels updated. The current security levels are critical in keeping the environment at a low risk for threats, virus attacks, and data loss. If the security levels are not current, there are delays in connecting to the computing environment while updates take place. There are several external business partners with a need to connect and exchange information to complete complex and costly projects. Timely access in a controlled environment ensures greater productivity from business partners, external and internal.

This enhanced infrastructure furthers compliance with the Florida Cybersecurity Standards, 60GG-2.001 Florida Administrative Code (F.A.C.) and 60GG-2.002 F.A.C. and Section 282.206, Florida Statutes. It also eliminates the need for the department to provide, manage, repair, and/or replace a physical computing device (laptop or workstation). The cloud VDI solution bolsters the department's disaster response plans during emergencies. It enables the department's critical business applications to remain available during emergencies, from any location, expediting disaster response activities and coordinating with state and local respondents.

BREAKDOWN OF COST SUMMARY:

FY 2025-26 Request - Contracted Services (Recurring):
 Increase from 200 to 300 licenses, desktop services, security updates, and maintenance: \$434,720
 \$240,540 (Recurring Yearly Expense for 300 VDI Instances with Azure Cloud Services)

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
VIRTUAL MOBILITY DATA			
MANAGEMENT		006	36254C0

\$192,000 (Recurring VDI Contract Support Staff)
 \$2,180 (Recurring VDI Firewalls)
 \$434,720 Total Amount

IMPACT ASSESSMENT / SAVINGS ACHIEVED BY ISSUE:

ROI: 5.27
 ROI calculated over ten-year lifespan of system with NPV factor of 4%
 Time saved by patch and configuration management team: (4 configuration tech * \$25.69/hr. saved per mobile hardware enrollment of 2,022 devices): \$207,781
 Cost avoidance for mobile hardware deployment costs: (2,022 devices scheduled for replacement or upgrade * \$25.69 avg. salary/hr. * 1 hr. per employee): \$51,945
 Time saved by technical and security staff to remediate data breaches:
 (350 hrs. * \$38.14 * 2 hr. per employee + \$25,000 LifeLock): \$51,698
 Time saved by workstation support Staff:
 (27 Workstation Support Tech * \$24.15/hr. * 2 hrs. saved per image configured * 300 avg. devices per district/yr.): \$391,230
 Cost avoidance Ransomware from data exposure: (2,022 staff @ 100% affected * 8.5 hrs. down * 38.14/hr. * 1X/yr.): \$655,512
 Total \$1,358,166

Net present value with a 4% NPV factor: \$11,015,944
 Cost of services: Desktop services, security updates, support and maintenance: \$434,720, VDI funded tool (funded in FY 2023-24) \$384,000, ClearPass Security Tool (funded in FY 2022-23) \$304,281
 Total: \$1,123,001

ADVERSE IMPACT(S) IF NOT FUNDED:

Limits the ability to provide portability and flexibility into the workforce during emergencies when the need to work away from the office is great. Also, business partnerships will be limited to local constituents and will not have the ability to expand its resource pool to meet skill and talent levels needed but impacted by relocation requirements. The department's efforts to secure the computing services against ransomware, malware, and breaches would continue to be complex and expensive to maintain. The department would face additional costs for the purchase and maintenance of physical hardware.

BENEFITS TO THE STATE:

This project will create an environment to allow work to take place without the worry of traveling to perform job functions. The department can reduce the risk of data loss while improving mobility and accessibility to resources to complete work.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
VIRTUAL MOBILITY DATA			
MANAGEMENT		006	36254C0
<p>FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.</p> <p>LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.</p> <p>*****</p>			
PROGRAM OR SERVICE-LEVEL			
INFORMATION TECHNOLOGY			3630000
SECURE EMAIL GATEWAY		007	36347C0
TRUST FUNDS.....	740,880		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #007

Requests \$740,880 in recurring contracted services budget authority to continue the secure email gateway services contracts as funded in FY 2024-25 to better protect staff from malicious email. Email-based attacks are evolving and Ransomware, Business email compromise (BEC) and account takeover (ATO) are continuing to rise. The email security capabilities included with Microsoft 365 are used, but malicious emails still make it through the system. It is recommended for organizations the size of FDOT to have multiple layers of email protection. That recommendation is supported by the results of the FDOT Security Risk Assessment completed in September 2023 which identified additional email security protections as a gap that needed to be addressed by the department.

This request is for recurring funds for a Software-as-a-Service (SaaS) solution to be integrated with the Microsoft 365 email environment. Protecting the department from cybercriminals means that all other functions of the department (Work Program delivery, Safety, Planning, Project Delivery, Information Technology, etc.) can continue to operate as normal. The department sees increases in phishing threats on a daily basis. For example, In June 2024 malware that spread among business partners resulted in an additional 1400 phishing emails sent to the department over a four (4) week period. Existing protections caught some, but not all of these emails - as the emails morph over time to prevent detection. Each of those emails is a threat to the department, as one click could expose the department to a severe threat.

Secure email gateway functionality is on the Florida Digital Services' State Cybersecurity Strategic Plan and FDOT planned to use the product provided by FLDS, however, in May 2023 Information Security Managers were advised by the State CIO to pursue their own funding for this, and other items on the Strategic Plan. This suggestion was made based on

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM OR SERVICE-LEVEL			
INFORMATION TECHNOLOGY			3630000
SECURE EMAIL GATEWAY		007	36347C0

concerns about FLDS' ability to procure the product in a timely manner.

BREAKDOWN OF COST SUMMARY:

Contracted Services - Secure Email Gateway Subscription 9,000 licenses x \$82.32/year \$740,880

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

Email messages that reach the inbox for a user to click a link or open an attachment represent a threat spot to the data and business process of the department. Return on Investment is achieved through cost avoidance. As with many cybersecurity components, the purchase is made to prevent a problem, rather than save money. Each malicious email that reaches an inbox is a threat that opens the department to risk.???

Cost Avoidance - General Breach or Vulnerabilities (15,000 devices @ 10% affected ? \$1,352,451
 Cost Avoidance - Ransomware (15,000 devices @ 100% affected @ 8.5 hours down @ \$45.20/hr @ 1X/yr)? \$5,763,000
 Cost Avoidance - Data Breach - Based on Gartner Data Breach Calculations Method - 100,000 records \$615,149
 Total \$ 7,730,600 per year

ADVERSE IMPACT(S) IF NOT FUNDED:

If not funded the department continue to be at greater risk of cyber-attacks such as ransomware, business email compromise and account takers which could cause critical damage to the work of the department and impact all state employees, consultants, and business partners. As a provider of critical infrastructure, FDOT is a prime target for many malicious actors.

BENEFITS TO THE STATE:

Provides a needed layer of protection for the department, and therefore to the State. FDOT must improve our protections as quickly as possible so that we may be better protected, which in turn protects the data entrusted to FDOT by its business partners, staff, and citizens.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors, and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
EQUIPMENT NEEDS			2400000
REPLACEMENT EQUIPMENT		008	2401000
TRUST FUNDS.....	9,199,500		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #008

Requests \$9,199,500 of nonrecurring Acquisition of Motor Vehicle budget authority for the replacement of 65 key pieces of heavy equipment throughout the department. The types of heavy equipment include vacuum trucks, heavy duty dump trucks, grapple trucks, skid steers, transport trucks, loaders, penetrometer truck and other necessary items. The LBR will allow the replacement of 65 out of 2,254 items or approximately 2% of the heavy equipment fleet in the department. The average age of the department's heavy equipment fleet is 21 years. There are 1,142 heavy equipment items that meet replacement criteria out of 2,254 or 50% of the heavy equipment fleet that needs replacement.

Existing equipment is old, worn out with high mileage/hours and parts are difficult to find (with some parts being obsolete). The work that our in-house crews provide requires safe and reliable equipment. The district's ability to be effective in maintaining a safe transportation system, especially in daily and emergency work, is becoming more difficult. During the past hurricane seasons, FDOT has been tasked with taking the lead in debris removal and emergency response. Reliable equipment is essential when public health is the priority. Immediately prior to and during emergencies, essential equipment is difficult to lease or rent due to demand from our industry partners. Therefore, it is important for the department to both own and maintain a dependable fleet.

Through the recent Fleet Management Plan, the heavy equipment owned and leased by the department has been prioritized based on the usage and need for Districts to perform in-house Maintenance work. The prioritization of the fleet looks beyond the traditional trade criteria to properly size the department's fleet and ensure the right equipment is being repaired/replaced.

BREAKDOWN OF COST SUMMARY:
 Equipment request list is as follows:

Medium Duty Truck	14 @ 110,000 = 1,540,000
Bucket Truck	2 @ 190,000 = 380,000
Heavy Duty Dump Truck	8 @ 275,000 = 2,200,000
Loader	1 @ 235,000 = 235,000
Compact Loader	2 @ 120,000 = 240,000
Skid Steer	3 @ 85,000 = 255,000
Compact Excavator	2 @ 206,000 = 412,000
Grapple Truck	2 @ 220,000 = 440,000
Transport Truck	2 @ 160,000 = 320,000
Low Boy Trailer	2 @ 100,000 = 200,000

COL A03
 AGY REQUEST
 FY 2025-26
 POS AMOUNT

PRIORITY

CODES

TRANSPORTATION, DEPT OF
 EQUIPMENT NEEDS
 REPLACEMENT EQUIPMENT

55000000
 2400000
 2401000

008

Mid-Sized Excavator	2 @	270,000 =	540,000
Woodchipper Trailer Mtd.	1 @	80,000 =	80,000
Forklift 5K Lbs.	4 @	150,000 =	600,000
Boom Mower	2 @	180,000 =	360,000
Penetrometer (Cone) Truck	1 @	750,000 =	750,000
Vacuum Truck	1 @	550,000 =	550,000
SunTrax Forklift	1 @	60,000 =	60,000
Portable trailer-mounted signs	15 @	2,500 =	37,500

Total	65		\$9,199,500

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

ROI: 1.85
 Breakeven fiscal year: FY 2028-29
 ROI calculated over ten-year lifespan of system with NPV factor of 4%
 Savings/Cost Avoidance = Cost to lease equipment: \$27,956,460
 Cost = Purchase and maintenance of equipment: \$15,079,130

ADVERSE IMPACT(S) IF NOT FUNDED:

As the department's heavy equipment continues to age, it will be subject to more breakdowns and repairs. Many parts are no longer available rendering equipment un-usable due to age. Responding to emergencies with in-house resources will become more difficult as the equipment continues to deteriorate. Furthermore, immediately prior and during emergencies, essential equipment is difficult to lease or rent due to demand from industry partners. Therefore, it is important for the department to both own and maintain dependable equipment.

BENEFITS TO THE STATE:

Owning and maintaining essential equipment allows the department to respond to daily and emergency needs on the state transportation system. Safe and reliable equipment is critical to ensure that the department can respond to maintenance needs in a timely, cost effective and safe manner.

LRPP REFERENCE: Goal 2: Provide agile, resilient and quality transportation infrastructure.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize Infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM OR SERVICE-LEVEL			
INFORMATION TECHNOLOGY			3630000
TRANSPORTATION SYSTEMS DISRUPTION			
MITIGATION PLAN		009	36352C0
TRUST FUNDS.....	610,873		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #009

Requests \$610,873 of nonrecurring budget authority for year 1 implementation of the Transportation Systems Disruption Mitigation Plan for the Department of Transportation. This request includes the subscription for the tool and two staff augmentation resources to work with the business offices to collect business impacts, recovery objectives, and system dependencies.

A comprehensive plan ensures an organization can maintain its most important activities during emergencies. These emergencies might be natural disasters, financial crises, pandemics, computer system failures, violence at work, or anything else that stops the business or technology from working normally.

The plan uses basic organization data including business applications, users, and groups with assessment data collected during the Business Impact Analysis (BIA) to determine the recovery objectives and dependencies for the business processes and technology assets. This information is then used to create crisis, continuity, and recovery plans. The department plans to extend its core platform for Information Technology Service Management (ITSM) and Integrated Risk Management (IRM) to collect BIA information and build comprehensive plans to ensure continuity of operations during emergency events. Coordinating with the Division of Emergency Management, the department is a key agency assisting with disaster preparation and recovery. The department's critical business applications must remain available during emergencies, expediting disaster response activities, and coordinating with state and local respondents.

The department conducted a cybersecurity risk assessment in FY 2023-24. This funding request will address three moderate-risk findings from that assessment. The requested funding will allow the department to extend its core ITSM and IRM capabilities to populate the key business application inventory contained within the Configuration Management Database (CMDB), perform BIA on key business applications, and formalize crisis, continuity, and recovery plans for those key applications.

FY 2025-26 implementation activities will be focused on the applications utilized to monitor emergency events, plan evacuation routes including toll roads, monitor traffic operations including real-time traffic and SunPass information, provide emergency response, and track emergency expenditures. Integration with the department's emergency notification system will complete the initial implementation effort. FY 2026-27 activities will continue data collection and recovery planning for the remaining critical systems. During this final implementation year, application owners and functional coordinators will be transitioned toward ongoing maintenance of the business application information.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM OR SERVICE-LEVEL			
INFORMATION TECHNOLOGY			3630000
TRANSPORTATION SYSTEMS DISRUPTION			
MITIGATION PLAN		009	36352C0

BREAKDOWN OF COST SUMMARY:

	FY 25/26	FY 26/27
Tool Subscription	\$115,273 (NR)	\$177,901 (REC)
Tool Implementation, Configuration, and Training Services	\$100,000 (NR)	\$0
Staff Augmentation Business Continuity Specialists	\$345,600 (NR)	\$172,800 (REC)

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The long-term savings achieved by this issue are:

- Increased efficiencies during emergency events resulting in increased preparation with orderly evacuations, effective - post-emergency response, and faster economic recovery for areas impacted by emergencies
- Documented and tested disaster management plans
- Resilient technology architecture and infrastructure for facilitating emergency event coordination and recovery
- Avoidance of lost productivity during emergency events
- Improved cybersecurity posture with lower risk of ransomware, malware, and breaches

ADVERSE IMPACTS IF NOT FUNDED:

Failure to implement a comprehensive plan will increase the risk of critical technology failures during emergencies. If, during emergencies, the department's critical business applications are unavailable, the monitoring, response, and recovery efforts are seriously hampered. The department has a major role in coordinating evacuation routes; delays in evacuation from threatened areas could result in multiple injuries and fatalities.

The department is also responsible for clearing the roadways of debris after major storms. Delays in roadway clearance could prevent first responders from rendering aid to the storm victims. The department monitors the conditions of bridges throughout the state; delay in this effort may result in injury or death due to unsafe bridge conditions. The department also coordinates efforts to rebuild damaged transportation infrastructure. Delays in rebuilding can hamper the delivery of recovery aid and general recovery efforts in the affected areas.

BENEFITS TO THE STATE:

Effective cybersecurity emergency response planning provides the state with resilient technology services that can be relied on during day-to-day operations and emergency response. The department utilizes numerous technology services to provide dependable transportation infrastructure. With detailed recovery planning, Florida will continue to lead the nation in providing a safe statewide transportation system that promotes the efficient movement of people and goods, supports the state's economic competitiveness, prioritizes Florida's environment and natural resources, and preserves the quality of life and connectedness of the state's communities.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM OR SERVICE-LEVEL			
INFORMATION TECHNOLOGY			3630000
TRANSPORTATION SYSTEMS DISRUPTION			
MITIGATION PLAN		009	36352C0
government agencies at all levels.			
LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.			

CAPITAL IMPROVEMENT PLAN			9900000
CODE CORRECTIONS			990C000
FIXED CAPITAL OUTLAY			080000
MINOR REPAIRS/IMPROV-STATE		010	080002
TRUST FUNDS.....	25,637,400		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: MINOR REPAIRS/IMPROV-STATE
 Priority #010

Requests \$25,637,400 of Fixed Capital Outlay (FCO) budget authority to fund building and grounds projects necessary to meet federal, state, or local building code, life safety or Americans with Disabilities Act (ADA) requirements. Relevant projects include critical repairs or replacement of: Life safety fire panels/suppression systems; removal of contaminants through laboratory exhaust systems; ADA restroom design and renovations/ADA door openers; electrical system panels/transformer evaluations/corrections and replacements; fuel canopy replacements; hurricane shutters installations; HVAC/Chiller/AC systems redesign/upgrades/replacements; wind load resistant window/door replacements; security upgrades for employee safety and protection of assets; and other building critical repairs for units at the end of their design life or that have experienced increased failures.

This issue is presented annually to reduce the level of code deficiencies.

Refer to the CIP-5 form for additional project details.

BREAKDOWN OF COST:
 Highway Operations (55150200)
 Operations and Maintenance (1601010600):

 COL A03
 AGY REQUEST
 FY 2025-26
 POS AMOUNT PRIORITY CODES

TRANSPORTATION, DEPT OF
 CAPITAL IMPROVEMENT PLAN
 CODE CORRECTIONS
 FIXED CAPITAL OUTLAY
 MINOR REPAIRS/IMPROV-STATE 010 55000000
 9900000
 990C000
 080000
 080002

CO-State Materials Office 1,380,000
 CO-Tallahassee HQ 240,000
 District 1 400,000
 District 2 1,240,000
 District 3 465,000
 District 4 2,710,000
 District 5 2,707,152
 District 6 470,000
 District 7 712,788
 TOTAL \$10,324,940

Executive Direction (55150500)
 Executive Leadership (1602000000):

 CO-Tallahassee HQ 4,310,000
 District 1 2,500,000
 District 2 1,535,000
 District 3 20,400
 District 4 495,000
 District 5 3,306,060
 District 6 345,000
 District 7 956,000
 TOTAL \$13,467,460

Florida's Turnpike Enterprise
 Operations and Maintenance (1601010600):

 Turnpike: \$1,845,000

FY 2025-26 Issue Total: \$25,637,400

IMPACT ASSESSMENT / SAVINGS ACHIEVED BY ISSUE:

FCO Minor Repairs budget allows the department to protect the value and contents of 840 structures valued at over \$560M. Projects are programmed in the department's Capital Improvement Plan (CIP) in accordance with DMS. Maintenance mitigates the risk of issues escalating into more costly repairs.

ADVERSE IMPACT(S) IF NOT FUNDED:

Facilities are non-compliant with ADA standards, life safety codes and other building code requirements. If not funded,

COL A03
 AGY REQUEST
 FY 2025-26
 POS AMOUNT

PRIORITY

CODES

TRANSPORTATION, DEPT OF		55000000
CAPITAL IMPROVEMENT PLAN		9900000
CODE CORRECTIONS		990C000
FIXED CAPITAL OUTLAY		080000
MINOR REPAIRS/IMPROV-STATE	010	080002

FDOT will be at risk of federal, state, and/or local code violations. If left unattended, assets would be rendered unsafe, essential services or building operations may be disrupted, or a building's integrity or habitability may be compromised.

This funding will resolve code violation issues and mitigate risk of cost liability. Repairs that are not performed for code corrections could result in costlier future repairs. For example, building envelope replacement at the end-of-life cycle is more cost effective than on-going repairs. Water intrusion may result in interior structural or property damage and potential mold growth which can result in hundreds of thousands of dollars to remediate and increase liabilities for health and safety claims.

BENEFITS TO THE STATE:

The intent is to repair the buildings and grounds to meet code requirements, mitigate risks to employees and the public and ensure the integrity and value of the assets. By maintaining and maximizing the use of existing real estate, the department is able to focus on and support its mission and ensure the best use of taxpayer dollars.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 6; Strategy 6.1: Create and sustain vibrant, safe, healthy and resilient communities that attract workers, residents, businesses and visitors.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

SUPPORT FACILITIES		990F000
FIXED CAPITAL OUTLAY		080000
MINOR REPAIRS/IMPROV-STATE	011	080002
TRUST FUNDS.....	5,557,754	2000
	=====	

SCH VIIIA NARR 25-26 NOTES: MINOR REPAIRS/IMPROV-STATE
 Priority #011

 COL A03
 AGY REQUEST
 FY 2025-26
 POS AMOUNT PRIORITY CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
SUPPORT FACILITIES			990F000
FIXED CAPITAL OUTLAY			080000
MINOR REPAIRS/IMPROV-STATE	011		080002

Requests \$5,557,754 nonrecurring Fixed Capital Outlay (FCO) budget authority to fund minor asset preservation and risk protection projects. Projects are necessary to protect the value of investments, reduce financial risk and maximize use of facility space. Projects include: Design, construction, renovation, remodel and/or expansion of restrooms, offices, conference areas, reconfiguration of work areas, and replacement of flooring/equipment/furniture in renovated areas to maximize use of facility space; construction and installations of equipment storage buildings/sheds/canopies and pole barns.

FCO Minor Repairs budget allows the department to protect the value and contents of approximately 840 structures valued at over \$560 million. Maintenance mitigates the risk of issues escalating into more costly code correction repairs. The inability to install exterior canopies and awnings leaves fuel pumps and equipment exposed to the elements, speeding their eventual degradation. These projects are necessary for asset preservation and risk protection (i.e., equipment and materials) and to align facility layout and space needs to allow staff to work more efficiently.

Refer to the CIP-5 form for additional project details.

BREAKDOWN OF COST SUMMARY:

Highway Operations (55150200)
 Operations and Maintenance (1601010600):

CO-St Mtl Office	420,000
CO-St Maint Office	56,000
District 1	215,000
District 3	6,500
District 4	750,000
District 5	880,732
District 6	285,000
District 7	692,000
Total:	\$3,305,232

Executive Direction (55150500)
 Executive Leadership (1602000000):

CO-Tallahassee HQ	210,000
District 4	195,000
District 5	612,522
District 6	240,000
District 7	995,000
Total	\$2,252,522

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
SUPPORT FACILITIES			990F000
FIXED CAPITAL OUTLAY			080000
MINOR REPAIRS/IMPROV-STATE		011	080002

FY 2025-26 Issue Total: \$5,557,754

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE

These projects are necessary for asset preservation and risk protection (i.e., equipment and materials) and to align facility layout and space needs to allow staff to work more efficiently.

ADVERSE IMPACT(S) IF NOT FUNDED:

Future private sector contracts totaling \$5.6 million necessary to support these FCO projects would be impacted. Failure to address ongoing issues such as drainage problems could result in increased risks from property damage claims. The operational and cost efficiencies gained by consolidating work areas and making better use of space would not be realized. By maintaining and maximizing the use of existing tangible assets and consolidating office space, the department can support its mission and ensure the best use of taxpayer dollars.

BENEFITS TO THE STATE:

This budget allows the department to protect people and assets, maximize existing building elements and minimize construction costs. Additionally, increased work efficiencies and shared resources are realized with one contiguous workspace. FCO Minor Repairs budget allows the department to protect the value and contents of 840 structures valued at over \$560 million. Projects are programmed in the department's Capital Improvement Plan (CIP) in accordance with DMS and to address critical facility needs. Maintenance mitigates the risk of issues escalating into more costly code correction repairs.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
ENVIRONMENTAL PROJECTS			990E000
FIXED CAPITAL OUTLAY			080000
ENVIRON SITE RESTORATION		012	088763
TRUST FUNDS.....	703,928		2000
	=====		

SCH VIIIA NARR 25-26 NOTES: ENVIRON SITE RESTORATION
 Priority #012

Requests \$703,928 of nonrecurring Fixed Capital Outlay (FCO) budget authority to continue the cleanup of contaminated soil and groundwater at various FDOT facilities statewide to restore those sites to a clean and safe condition. The cleanup is needed to ensure compliance with the Federal Resource Conservation and Recovery Act. FDOT will request this issue on an annual basis until all site restoration is completed. Refer to the accompanying CIP-5 form for additional details.

Surveys conducted in 1995 were used to develop the original environmental site restoration plan, which identified anticipated assessment and remediation activities required to restore the sites to an uncontaminated, safe condition. The extent of required remediation activity is dependent on findings during the assessment of the site as well as discoveries during the actual remediation of the site. As the assessment and/or remediation activities are performed, the project approach is modified to address the extent of contamination at the site. When additional contamination is discovered, the required work to accomplish clean closure of a site will increase. In cases where contamination remediation occurs earlier than anticipated, the required work factors (e.g., length of time, funding requirements, resource requirements, etc.) may decrease. However, as time increases, contaminants typically migrate causing an increase in plume (trail) size and subsequent additional assessment and remediation costs. Additionally, the department adds sites to the environmental site restoration plan due to the consolidation of facilities or newly discovered contamination at existing facility sites or removes sites from the plan once environmental work is completed.

BREAKDOWN OF COST:
 Highway Operations (55150200)
 Operations and Maintenance (1601010600):

District 2	85,000
District 3	110,000
District 4	240,000
District 5	103,928
District 7	165,000
 FY 2025-26 Issue Total:	 \$703,928

COL A03
 AGY REQUEST
 FY 2025-26
 POS AMOUNT

PRIORITY

CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
ENVIRONMENTAL PROJECTS			990E000
FIXED CAPITAL OUTLAY			080000
ENVIRON SITE RESTORATION	012		088763

IMPACT ASSESSMENT / SAVINGS ACHIEVED BY ISSUE:

FDOT is legally responsible for the cleanup of contaminated soil and groundwater at various FDOT facilities statewide. These projects remediate and monitor soil contamination and groundwater, and failure to address these environmental violations could result in fines and penalties as stated in Section 376.16, Florida Statutes.

ADVERSE IMPACT(S) IF NOT FUNDED:

Mitigates harm to the environment, staff and citizens and reduces toxicity levels at sites. Four future private sector contracts to support the environmental projects would be adversely impacted and the ability to address the existing environmental impacts would be delayed.

BENEFITS TO THE STATE:

FDOT is able to support its mission and ensure the best use of taxpayer dollars by fulfilling its lawful responsibility to clean up contaminated soil and groundwater at our facilities. Cleanup of environmental contamination is critical to the health and safety of Floridians and reduces the impact of ground water intrusion and soil migration.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 6; Strategy 6.1: Create and sustain vibrant, safe, healthy and resilient communities that attract workers, residents, businesses and visitors.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

SUPPORT FACILITIES			990F000
FIXED CAPITAL OUTLAY			080000
CHIPLEY OPS - CONSTRUCTION	013		088632
TRUST FUNDS.....	21,709,517		2000

=====

SCH VIIIA NARR 25-26 NOTES: CHIPLEY OPS - CONSTRUCTION
 Priority #013

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
SUPPORT FACILITIES			990F000
FIXED CAPITAL OUTLAY			080000
CHIPLEY OPS - CONSTRUCTION		013	088632

Requests \$21,709,517 of nonrecurring Fixed Capital Outlay (FCO) budget authority for year 2 of the 2-year project to design and construct a new 38,000 square foot Chipley Operations Center at the existing FDOT-owned site in District 3, Washington County. The design phase (year 1, \$2,403,776) of the project was funded in FY 2024-25. The proposed new operations building project: Consolidates 4 buildings with personnel and functions into one; will be built at grade level to eliminate all the current water intrusion problems; and incorporate all current building and life safety codes. The project would reduce maintenance costs by reducing the quantity of structures on campus, give needed additional parking spaces, incorporate a new modern hardened Emergency Operations Center (EOC) and Regional Traffic Management Center (RTMC). The new building would provide a better office layout and include a Building Management System (BMS) control of the new mechanical system to improve efficiency which typically results in energy consumption reduction.

The existing Chipley Operations building core was built in 1940 and is over 80 years old. The first floor of this existing structure is partially underground and has been plagued with water intrusion/mildew issues for years. Multiple attempts have been made to stop water intrusion such as waterproofing exterior walls down to the footings, scoping of existing drain lines for breakage/leakage, water proofing of exterior light wells around the perimeter of the building, adding covered canopy over basement entrance/light wells and adding an emergency water pump to handle water overflow from backed up storm drains. The history of water intrusion issues at the basement level may jeopardize the ability of the department to perform critical functions during emergency events by exposing expensive electronic equipment to potential water damage. The ongoing water intrusion challenges would be mitigated in a new structure with no floors located below grade.

The design of the existing building is very compartmentalized by bearing walls. The existing building is not equipped with fire sprinklers and the condition of draft stops previously installed may not be effective. The building is conditioned with 24 split system units, most of which use R22 refrigerant that is no longer manufactured. The air-conditioning design likely does not comply with current code for make-up air. Like the building interior, the building campus includes several small buildings to accommodate various functions that divide and reduce the efficiency of the site. These facilities occupy space that could be used for much-needed vehicle parking.

The proposed new construction of the Chipley Operations Office will replace the existing aged and dilapidated 27,707 square foot office. Scope includes consolidation of functional areas and demolition of adjacent buildings that have also exceeded their life span. The new proposed 38,000 square foot facility will sit on approximately the same footprint as the existing. During demolition and construction, temporary modular buildings will be utilized to provide a working location for the duration of the construction project. The costs of the temporary modular facilities have been included in the cost estimate.

BREAKDOWN OF COST SUMMARY:

Highway Operations (55150200)
 Operations and Maintenance (1601010600):

 FY 2024-25: \$2,403,776 Design
 FY 2025-26: 21,709,517 Construction

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
CAPITAL IMPROVEMENT PLAN			9900000
SUPPORT FACILITIES			990F000
FIXED CAPITAL OUTLAY			080000
CHIPLEY OPS - CONSTRUCTION		013	088632

Total Project: \$24,113,293

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE

Project will resolve water intrusion/mildew issues, office layout inefficiencies, fire safety and air conditioning deficiencies, parking area limitations and mitigate risk of cost liability to FDOT. Cost savings are realized with the new replacement center's operational and building system efficiencies, the department's increased ability to perform critical functions during emergency events and reduced exposure of potential water damage to expensive electronic equipment. Replacement of existing structures protects the department employees and resources by providing a more efficient modern building that will meet all current building and life safety codes.

ADVERSE IMPACT(S) IF NOT FUNDED:

Future private sector contracts totaling \$24.1 million necessary to support this FCO project would be impacted. Additionally, the ability to address the existing site's multiple water intrusion, office layout and operational deficiencies would be delayed.

BENEFITS TO THE STATE:

Constructing the new replacement operations center including an expanded EOC and RTMC will enable FDOT to maintain a higher level of transportation service in Washington County in support of the movement of people and goods on transportation infrastructure. The replacement operations center will also increase the department's ability to respond to emergencies and natural disasters.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 6; Strategy 6.1: Create and sustain vibrant, safe, healthy and resilient communities that attract workers, residents, businesses and visitors.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
WORKFORCE DEVELOPMENT		014	6001080
TRUST FUNDS.....	1,742,119		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #014

Requests \$1,742,119 of recurring budget authority in the Expenses and Contracted Services categories to support the Workforce Development Program needs for training, marketing, and hiring events statewide in the construction industry. Section 17 of Chapter 2023-197, Laws of Florida, requires the Florida Department of Transportation (FDOT) to allocate \$5 million for workforce development activities to build the workforce pipeline for infrastructure projects. This request establishes operating budget to support the Statewide Workforce Development Training Program activities including recruiting, hiring, and training employees. The request provides the correct budget type to enhance workforce development efforts, to ensure a pipeline of workers to meet the construction industry's needs today and into the future, and to provide a robust career path for growth and retention.

The requested budget authority will be utilized for costs associated with training and hiring events, marketing, supplies, equipment, training and recruitment materials, consultant services for training and recruitment material development, rental costs for hiring and training events, etc. Workforce development programs provide opportunities to recruit candidates into the transportation industry, to build successful careers, which will ensure sustained delivery of a safe and resilient transportation infrastructure to support Florida's robust economy and supply chain.

BREAKDOWN OF COST SUMMARY:
 \$951,374 Expenses
 \$790,745 Contracted Services

 \$1,742,119 Total

This request for Operating Budget will be used to achieve the statutory requirements and complement the current Work Program Budget. Operating budget authority is needed to procure certain commodities and services in the appropriate budget categories.

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:
 The increase in budget authority enables full establishment of the workforce development program to further stabilize the commitment in delivering of the department's Work Program. This program provides opportunities to create successful careers, while delivering on workforce development; improving safety; deploying advanced technology; fostering innovation all while remaining resilient to a robust supply chain. The department has a solid track record with bridging the gap between job seekers and the construction industry to remove barriers for workers to ensure success for individuals and

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
WORKFORCE DEVELOPMENT		014	6001080

industry alike.

ADVERSE IMPACTS IF NOT FUNDED:

If this issue is not funded the department is at risk for not being able to meet the legislative mandate to provide a construction workforce development program for delivery of projects designated in the department's work program pursuant to Section 334.044(35), Florida Statutes.

BENEFITS TO THE STATE:

This request will allow the department to increase support for the Statewide Workforce Development Training Program. The department would be able to increase support to the contractors in recruiting, hiring, and training employees in the construction industry.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

MAJOR PROJECTS LOGISTICS AND STAGING		015	6001090
TRUST FUNDS.....	1,922,500		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:

Priority #015

Requests \$1,922,500 of recurring budget authority in the Expenses category for major projects logistics and staging needs. The Department of Transportation (FDOT) infrastructure investments have significantly increased over the last several years as the transportation system expands and the projects' size, scope, and complexity increase. To ensure successful delivery of infrastructure, the 2024 legislature recognized the importance of supply chain on the availability of raw materials and FDOT initiated a program to identify gaps and stimulate investment. Additionally, FDOT has

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TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
MAJOR PROJECTS LOGISTICS AND STAGING		015	6001090

identified an internal strategy to ensure successful delivery and mitigate disruptions to major projects in this proposal for establishing additional staging and storage locations and preparedness materials. The strategy is scalable statewide and will ensure major projects throughout the state can establish staging and storage locations. Costs include supplies, storage location leasing, communications, utilities, equipment, etc.

The requested budget authority will provide the department the ability to secure and mobilize construction materials and supplies in proximity of major projects. The strategy will also enable quick post-storm recovery and reinitiation of major projects' construction.

As the department moves forward with multiple major projects across the state, such as the I-4 Corridor, the need for additional storage and staging areas has increased. These staging and storage areas reduce time to delivery for supplies, materials, and equipment, which increase project efficiency and project delivery. The requested budget authority will provide for leasing of space in key locations, equipment and material storage, utility and communications costs, ultimately improving supply chain operations and efficiency.

BREAKDOWN OF COST SUMMARY:
 \$1,922,500 Expenses

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The increase in budget authority enhances the department's ability to rapidly and efficiently deploy resources for major projects. This request will save critical time in allowing the department to initiate and deploy equipment and materials as quickly and efficiently as possible. Additional staging and storage locations allow the department to prepare, distribute, and deliver equipment and materials needed to increase project delivery and efficiency.

ADVERSE IMPACTS IF NOT FUNDED:

If this issue is not funded the department is at risk for delays in major project delivery. Without this funding the department will not be able to strategically stage equipment and materials to prepare and efficiently deploy resources for major project needs.

BENEFITS TO THE STATE:

This request will provide improved logistical operations and efficiency benefitting residents, visitors, and businesses throughout the state.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
MAJOR PROJECTS LOGISTICS AND STAGING		015	6001090
LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.			

SPECIALIZED TRAINING PROGRAMS		016	6002000
TRUST FUNDS.....	2,000,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #016

Requests \$2,000,000 of nonrecurring budget authority in the Contracted Services category to support the development of the newly authorized training programs. Chapter 2024-231, L.O.F. authorizes the Department of Transportation to develop and implement a training program for employees in bridge inspection, roadway technicians, transportation project manager professionals, and work program specializations. The training program is required to culminate in professional licensure, or professional or departmental certification.

To curate a training program for employees a curriculum of learning material needs to be developed. The creation of a training program will require program design, developing engaging training materials (including presentations, manuals, videos, and interactive activities), and development of training plans and curriculum. Creating the necessary content for the program will be an extensive effort requiring the need to document core processes and ensure consistency in the delivery. Once content is developed, it will require extensive staff time to review the content for accuracy as well as make any modifications. Content created may be used in manuals, computer-based trainings or in-person training. To develop the materials and coursework for these training programs it will require Contracted Services to support existing staff to develop the content and the programs.

BREAKDOWN OF COSTS:
 Training Programs

Bridge Inspection	500,000
Roadway Technicians	500,000
Transportation Project Manager Professionals	500,000
Work Program Specializations	500,000

Total	\$2,000,000

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

<u>TRANSPORTATION, DEPT OF</u>			55000000
PROGRAM PLAN SUPPORT			6000000
SPECIALIZED TRAINING PROGRAMS		016	6002000

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The base operating budget in Contracted Services does not have the capacity to absorb the estimated costs to development the training programs. The additional budget authority requested will allow the department to develop training materials to implement the authorized training programs which will enhance staff development, retention, and delivery of transportation infrastructure.

ADVERSE IMPACTS IF NOT FUNDED:

The department is experiencing an evolving workforce where employees with a long history within the department are retiring. It is critical to the success of the department to ensure proper knowledge transfer, consistency in processes, and to reduce the learning curve in department processes. The inability to provide these programs will impact the department's workforce and deployment of critical job functions which increases financial and safety risk.

BENEFITS TO THE STATE:

The investments in a training program for bridge inspection, roadway technicians, transportation project manager professionals, and work program specializations will make the department's workforce successful and keep the department's transportation system safe and available to the public. It will also allow for employees to be trained efficiently and to minimize turn over because employees will feel secure and satisfied in their job. It will also allow for employees to grow with the agency by providing a career path. The department's Professional Engineer (PE) Training Program has been a successful trainee program. To date the department has graduated 603 trainees. Of the department's middle management positions, 25% have participated in the PE Training Program. These positions are held by employees averaging nearly 26 years of service.

LRPP REFERENCE: Goal 2: Provide agile, resilient, and quality transportation infrastructure.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
EQUIPMENT NEEDS			2400000
REPLACEMENT EQUIPMENT FOR MATERIALS			
AND TESTING LABORATORIES		017	2401170
TRUST FUNDS.....	811,687		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #017

Requests \$811,687 in nonrecurring budget authority to replace specialized equipment that has exceeded its useful life. These specialized pieces of equipment are used to ensure roads and bridges meet contract specifications and are safe to travel.

The department conducts a combination of in-sourced and outsourced testing of materials used to construct the roadways and bridges. Title 23 Code of Federal Regulations (CFR) 637.203 requires verification sampling, product testing and quality assurance on highway products. Proper testing equipment is needed to assure compliance with s. 334.046(4)(a), Florida Statutes, which requires the department to ensure 80 percent of pavements meet standards. Replacing the aging equipment ensures timely completion of testing, feedback of results and final acceptance of the project.

Dynamic Shear Rheometer -
 Budget is requested for the purchase of a Dynamic Shear Rheometer is used for the testing of liquid asphalt materials that are used as a component of asphalt pavements. This is a replacement item. This equipment is used to determine the properties of liquid asphalt materials that are used in asphalt pavements on construction projects. Testing with this equipment is required by the department's construction specifications. This test is only conducted by one department laboratory statewide. Testing liquid asphalt materials with this device ensures that asphalt pavements will not be prone to rutting, or premature cracking.

The department's State Materials Office currently has three dynamic shear rheometers used in daily laboratory operations. The two oldest units were acquired in 2012, the newest unit was acquired in 2015. The life expectancy of this equipment is approximately ten years. Due to the age of this equipment, all units are experiencing numerous breakdowns, resulting in costly and time-consuming repairs. When repairs are needed, instrument parts must be sent back to the manufacturer for diagnostic analysis and repair, resulting in lengthy periods where the equipment is out of operation. This results in significant delays in testing which hinders the efficiency of laboratory operations and increases the likelihood of substandard materials being used on a project.

Multi-purpose Survey Vehicle -
 Budget is requested to rebuild an existing inertial profiler into a Multi-Purpose Survey Vehicle (MPSV) and provide a new host vehicle to replace ME32742. The MPSV system is a highway speed mobile test vehicle instrumented to collect pavement condition information such as cross-slope, grade, rut, ride, and forward image characteristics of roadways. This information is used to support both design and acceptance of roadways. Since the MPSV collects data at highway speeds, it minimizes lane closures needed for conventional manual evaluation and allows for a much faster and safer assessment of existing conditions. This equipment enhances the safety of the traveling public by identifying hazardous roadway

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POS	AMOUNT	PRIORITY	CODES

<u>TRANSPORTATION, DEPT OF</u>			55000000
EQUIPMENT NEEDS			2400000
REPLACEMENT EQUIPMENT FOR MATERIALS AND TESTING LABORATORIES			017 2401170

conditions. The system and host vehicle have over 120,000 miles and past their service life.

Laser Crack Measurement System -

Budget is requested to rebuild an existing Laser Crack Measurement System (LCMS) and provide a new host vehicle to replace ME32743. The LCMS system is a highway speed mobile test vehicle instrumented to collect pavement condition information such as crack, rut, ride, raveling, and image characteristics of roadways. This information is used to support both federal and state highway system requirements and annual pavement management surveys. Since the LCMS collects data at highway speeds, it minimizes lane closures needed for conventional manual evaluation and allows for a much faster and safer assessment of existing conditions. This equipment enhances the safety of the traveling public by identifying hazardous roadway conditions. The system and host vehicle have over 120,000 miles and past their service life.

BREAKDOWN OF COST SUMMARY:

Dynamic Shear Rheometer	
OCO	\$75,000
Total:	\$75,000

Multi-Purpose Survey Vehicle (MPSV)	
OCO	\$295,695
Acquisition of Motor Vehicles	\$51,000
Total:	\$346,695

Laser Crack Measurement System (LCMS)	
OCO	\$328,992
Acquisition of Motor Vehicles	\$61,000
Total:	\$389,992

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

Rheometer
 Calculation of ROI: 10 tests/day * \$110/test * 16 workdays/month = \$17,600/month. ROI = \$75,000/(\$17,600/month) = 4.3 months

Note: Cost/Test was taken from current Professional Services Agreement (CAD98) with Professional Service Industries, Inc., dated 3/11/2022.

Costs are based on supplier quote (3/08/2024).

Savings over 10 years: 160 tests/month x 120 months = 19,200 tests x \$110/test = \$2,112,000

Cost to Implement: \$75,000 + (\$7,000 x 10) = \$145,000

ROI = (\$2,112,000 - \$145,000)/\$145,000 = 13.5

MPSV

Automated vs Manual MPSV Survey: Average Cost of Standard Lane Closure for Testing = \$2,000 per day.

Average Cost for Manual Survey = \$720 / mile. Average Savings = \$720 - \$23 = \$697 / mile.

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<u>TRANSPORTATION, DEPT OF</u>			55000000
EQUIPMENT NEEDS			2400000
REPLACEMENT EQUIPMENT FOR MATERIALS AND TESTING LABORATORIES	017		2401170

Average Annual Savings = \$697 x 6,000 miles = \$4,202,910.
 Number of Rated Miles for ROI = \$359,445 / \$697 515 rated miles.
 Breakeven Time on ROI = 515 / 6,000 rated miles/year 0.09 year 1 month

LCMS
 LCMS vs Manual Survey: Average Cost for LCMS Survey = \$29 / mile.
 Average Cost for Manual Survey = \$720 / mile. Average Savings = \$720 - \$29 = \$691 / mile.
 Average Annual Savings = \$691 x 5,000 miles = \$3,455,000.
 Number of Rated Miles for ROI = \$453,242 / \$691 656 rated miles.
 Breakeven Time on ROI = 656 / 5,000 rated miles/year 0.13 year 1.5 months

ADVERSE IMPACT(S) IF NOT FUNDED:
 Rheometer - Mission Limiting: If this issue is not approved, the current dynamic shear rheometers will continue to experience age-related issues which render them non-functional until expensive and time-consuming repairs are made. This will result in extensive delays that could prevent the department from ensuring materials meet the specification requirements in a timely manner. This delay will also impact laboratory and field operations and potentially lead to inferior materials being utilized on Department asphalt paving projects. Inferior materials will result in more frequent resurfacing, and a loss of mobility to the public - which impacts FDOT's mission.

MPSV - If not funded, critical information such as cross-slope, ride, rutting, and grade impacting the department's ability to achieve the mission pursuant to 334.046(4) Florida Statutes.

LCMS - If not funded, critical information such as cracking, ride, rutting, and overall condition impacting the department's ability to achieve the mission pursuant to 334.046(4) Florida Statutes.

BENEFITS TO THE STATE:
 If this issue is not approved, the current dynamic shear rheometers will continue to experience age-related issues which render them non-functional until expensive and time-consuming repairs are made. This will result in extensive delays that could prevent the department from ensuring materials meet the specification requirements in a timely manner. This delay will also impact laboratory and field operations and potentially lead to inferior materials being utilized on department asphalt paving projects. Inferior materials will result in more frequent resurfacing, and a loss of mobility to the public - which impacts the department's ability to achieve the mission pursuant to 334.046(4) Florida Statutes. Without the MPSV, critical information such as cross-slope, ride, rutting, and grade required by the districts will not be provided. Without the LCMS, critical information such as cracking, ride, rutting, and overall condition required by the districts and FHWA will not be provided.

LRPP REFERENCE: Goal 2: Provide agile, resilient and quality transportation infrastructure.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

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POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
EQUIPMENT NEEDS			2400000
REPLACEMENT EQUIPMENT FOR MATERIALS AND TESTING LABORATORIES		017	2401170
LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize Infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.			

OPERATING BUDGET INCREASES			4000000
TURNPIKE PAYMENT PROCESSING INCREASE		018	4004000
TRUST FUNDS.....	11,500,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #018

Requests \$11,500,000 in additional spending authority in the Contracted Services category to cover increased costs related to payment card processing. The majority of toll revenues for department toll roads and bridges are collected via payment card transactions through the SunPass pre-paid toll program. Additionally, the department is contracted to collect tolls via SunPass for several other toll agencies in Florida, including the expressway authorities in Tampa, Orlando, and Miami-Dade. Accepting payment cards from customers requires the department to pay fees to card processors.

The department continues to convert traditional in-lane cash toll facilities to All-Electronic Tolling (AET) where customers pay with either a SunPass pre-paid account linked to a transponder or through license plate image-based tolling (TOLL-BY-PLATE). This seamless pavement to payment method processes more than 1 billion toll transactions each year and dramatically increases safety while reducing travel times for customers. As of June 30, 2023, 96% of transactions are being processed by either SunPass or TOLL-BY-PLATE.

Florida continues to experience an increase in traffic related to tourism, growth in commuters as people move to Florida seeking employment, as well as increased commercial activity. Furthermore, the department continues to build new toll roads which will result in increased traffic and increased payments from SunPass customers. Finally, the department has been very successful in making SunPass interoperable within Florida as well as in 21 other states. The U.S. Congress mandated that all toll agencies within the U.S. shall become interoperable with each other. Toll interoperability provides significant benefits to customers allowing them to have a single pre-paid toll account that can be used on the toll roads of multiple agencies. These factors contribute to growth in the use of SunPass and the processing of payment card transactions, a trend that is expected to continue.

Also, pursuant to section 338.165, Florida Statutes. the department is authorized and required to index toll rates for

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TRANSPORTATION, DEPT OF			55000000
OPERATING BUDGET INCREASES			4000000
TURNPIKE PAYMENT PROCESSING			
INCREASE			4004000
		018	

inflation on existing facilities no less frequently than every 5 years. Toll rates were last adjusted on July 1, 2023.

BREAKDOWN OF COST SUMMARY:

An increase of \$11,500,000 in the Contracted Services category is requested due to traffic growth and indexing. Payment card expenses were \$38.4 million in FY 2022-23 and \$41.5 million in FY 2023-24. Estimates for payment card expenses in FY 2025-26 are \$60.9 million.

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The base operating budget in Contracted Services does not have the capacity to absorb the estimated increase in payment card fees. The additional budget authority requested will allow the Turnpike Enterprise to keep pace with the anticipated growth in customer transactions.

ADVERSE IMPACTS IF NOT FUNDED:

Customers see the value in establishing a prepaid SunPass account and the convenience of replenishing it with their payment card. With the expansion of interoperability with other states, the conversion of in-lane cash toll facilities to AET, toll indexing and increased traffic, the department estimates that it will have insufficient Contracted Services budget in FY 2025-26 to process electronic toll transactions if this issue is not approved. The inability to pay for such services would put the department at risk of meeting its contractual and statutory obligations with partner toll agencies, local entities, and the financial institutions that process payment card transactions. Additionally, having insufficient budget would put the department at risk for meeting the U.S. Congress mandate for national toll interoperability.

BENEFITS TO THE STATE:

This issue results in an overall increase in spending authority for the Turnpike Enterprise budget entity. However, the increase in spending authority will allow the department to continue to process electronic toll transactions, which is the primary source of revenue for the Turnpike Enterprise. Additionally, customers will continue to be able to pay for their tolls with a payment card ensuring continued acceptance of the SunPass brand. By continuing to operate and fully fund the SunPass program, Florida will be in an excellent position to allow SunPass customers to utilize their transponders both inside and outside of Florida, resulting in significant transportation and environmental benefits. SunPass reduces congestion and travel times and allows customers to travel safely through toll plazas without having to stop or change lanes. Additionally, by paying with SunPass, customers realize savings with a discounted toll rate compared to cash payment as electronic toll collection is significantly more cost effective.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
OPERATING BUDGET INCREASES			4000000
TURNPIKE PAYMENT PROCESSING			
INCREASE		018	4004000
<p>LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.</p> <p>*****</p>			
TURNPIKE ENTERPRISE INCREASED			
INSURANCE COSTS		019	4003000
TRUST FUNDS.....	1,600,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #019

Requests \$1,600,000 in recurring budget authority to cover expenditures related to rising insurance costs. The department has experienced increasing insurance costs due to rising toll road valuations, insurance rates, and market conditions. The requested budget authority will cover estimated premium increases on the Florida Turnpike Enterprise's (Enterprise) bridge, property and business interruption insurance policy. Bridge, property and business interruption insurance purchased to protect against loss on our toll roads is calculated by assessing the total value of assets covered by the policy and applying the premium rate to that total. The total insured value of the Enterprise's roadways is projected to rise by \$1.4 billion from FY 2023-24 to FY 2025-26.

BREAKDOWN OF COST SUMMARY:

An increase of \$1,600,000 in recurring budget authority in the Expenses category is requested to cover estimated premium increases on the Enterprise's bridge, property and business interruption insurance policy. Insurance premiums for the Enterprise have increased from \$7.7 million in FY 2023-24 to \$9.0 million in FY 2024-25, and are projected at \$11.0 million in FY 2025-26. Insurance rates are estimated to increase by 22.2% from FY 2023-24 to FY 2025-26's projected rate. Additional spending authority is needed to meet the continual increases in insurance premiums. The requested amount is only for the anticipated 1-year projected increase.

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The base operating budget in Expenses category does not have the capacity to absorb the estimated increase in insurance expenses. The additional budget authority requested will allow the Enterprise to keep pace with the anticipated growth in customer transactions and rising insurance costs.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
OPERATING BUDGET INCREASES			4000000
TURNPIKE ENTERPRISE INCREASED			
INSURANCE COSTS		019	4003000

ADVERSE IMPACTS IF NOT FUNDED:

Per the Bond Resolution authorizing Florida's Turnpike Enterprise to issue revenue bonds, the Enterprise must carry insurance to protect bond holders in the event of loss. As such, the Enterprise carries multi-risk, use and occupancy, war risk, and other insurances to cover loss or damage for which the Enterprise is or may become liable. If the budget issue is not approved, the Enterprise will be unable to acquire sufficient insurance coverage for loss of capital and revenue in case of damage to the system.

BENEFITS TO THE STATE:

The increase in spending authority will allow the department to continue to be fully insured against business interruptions or property damage. In turn, the Enterprise will be able to continue the issuance of bond revenues to help fund the improvement and expansion of Florida's infrastructure via its roadways.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

PROGRAM PLAN SUPPORT			6000000
PAYMENTS TO EXPRESSWAY AUTHORITIES		020	6009910
TRUST FUNDS.....	600,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:

Priority #020

Requests \$600,000 of recurring budget authority in the Payment to Expressway Authority category for expenditures related to Expressway Authority agreements.

An increase of \$600,000 in the Payment to Expressway Authority is to make payments to Central Florida Expressway Authority (CFX) and Tampa Hillsborough Expressway Authority (THEA) for certain contractual obligations. As Florida

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
PAYMENTS TO EXPRESSWAY AUTHORITIES		020	6009910

continues to experience an increase in traffic related to tourism, commuter traffic as people move to Florida to seek employment, and commercial traffic, CFX operational costs have increased, as well as amounts collected on the I-4 Connector. These factors result in larger payments to THEA and CFX.

Payments made to CFX represent required operations and maintenance costs for the Conway and Pine Hills toll plaza locations. Operational costs, primarily bank fees, toll collection management fees, and annual recurring larger payments have increased approximately 15.7% over the last two fiscal years, from \$5.0 million in FY 2022-23 to an estimated \$5.8 million in FY 2024-25. The preliminary budget proposal from CFX anticipates costs to be over \$6.2 million in FY 2025-26.

Payments to THEA represent required payments for amounts collected on the I-4 Connector toll road project in Tampa. For the project to be built, the department agreed to provide certain amounts to THEA based on the impact the I-4 Connector facility has on THEA's toll road. Amounts collected on the I-4 Connector on THEA's behalf are projected to rise from the actual \$1.9 million in FY 2023-24 to an anticipated \$2.0 million in FY 2024-25 followed by \$2.1 million in FY 2025-26.

BREAKDOWN OF COST SUMMARY:

The current appropriation is \$7.7 million, and with the FY 2025-26 estimated need of \$8.3 million (\$6.2 million for CFX and \$2.1 million for THEA), an additional \$600,000 of budget authority is required.

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

Payments to CFX and THEA are made from the Payment to Expressway Authority operating budget category (100902). In FY 2024-25, the Florida Legislature appropriated additional spending authority of \$1.1 million in order for the department to make its required payments. The additional budget authority requested for FY 2025-26 will allow the department to continue to meet its ongoing contractual obligations to CFX and THEA.

ADVERSE IMPACTS IF NOT FUNDED:

The department will have insufficient Payment to Expressway Authority budget in FY 2025-26 if this issue is not approved. In the absence of the necessary spending authority, the department will not be able to meet its contractual obligations to CFX and THEA. In addition, this would put both CFX and THEA at risk in meeting their financial obligations as CFX and THEA depend on this revenue stream.

BENEFITS TO THE STATE:

The increase in the Payment to Expressway Authority category will allow the department to continue to meet its contractual obligations to CFX and THEA by ensuring that payments are remitted in accordance with the agreements.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
PAYMENTS TO EXPRESSWAY AUTHORITIES		020	6009910
<p>LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.</p> <p>*****</p>			
WORKLOAD			3000000
INCREASED WORKLOAD FOR DATA CENTER TO SUPPORT AN AGENCY		021	30010C0
TRUST FUNDS.....	2,378,511		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #021

Requests \$2,378,511 of recurring budget authority in the Northwest Regional Data Center (NWRDC) category to support changes to the estimated costs between the NWRDC and the Florida Department of Transportation (FDOT). The NWRDC changed to a consumption-based model in July 2023. Based on estimates provided by NWRDC for FDOT's utilization, anticipated cost increases, and future needs, the current budget appropriation is insufficient, and an additional budget is required to maintain operations. This request is for non-PALM related resources. Additional PALM-related NWRDC needs are included in issue 3600PC0.

In addition to daily operations, FDOT relies on the NWRDC's services for critical applications and systems used during emergency events. These provide real-time analytics and access to department financial systems so that forecasting and payments can be made, ensuring stable economic activities for roadway and bridge maintenance. Funding is needed to maintain confidentiality, high availability, integrity, secured services, and peak performance for FDOT's critical infrastructure housed at NWRDC.

Based on the consumption-based billing, FY 2025-26 projected estimates from NWRDC, emergency situations, planned projects, and unforeseen server/software needs, FDOT will require a total of \$11,452,762 in the data processing category for non-PALM related needs FY 2025-26. This will allow FDOT to maintain the existing service level for licenses and services used to obtain software and hardware maintenance across different infrastructure platforms. We also anticipate a 15% increase in services due to implementation of current projects, and additional funding for end-of-life server upgrades on 86 servers to address Cybersecurity patching concerns. This increase represents a total increase of \$2,378,511 over the FY 2024-25 base budget.

BREAKDOWN OF COST SUMMARY:
 FY 2025-26 Northwest Regional Data Center Data Processing Services: \$2,378,511 (recurring)

 COL A03
 AGY REQUEST
 FY 2025-26
 POS AMOUNT PRIORITY CODES

<u>TRANSPORTATION, DEPT OF</u>			55000000
WORKLOAD			3000000
INCREASED WORKLOAD FOR DATA CENTER TO SUPPORT AN AGENCY	021		30010C0

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The department relies on the services provided by the NWRDC to house and support FDOT's critical applications and technology infrastructure. The data center ensures timely responses during emergency events as well as secure and efficient performance in normal operations.

ADVERSE IMPACT(s) IF NOT FUNDED:

Diminished Work Program Project Effectiveness - If the issue is not funded, the department will be unable to meet the requirements of the revised contractual model and agreement with the data center. The existing budget will be insufficient to pay for NWRDC support as well as performing the required server upgrades for security purposes.

BENEFITS TO STATE:

The NWRDC provides services integral to the department's technological infrastructure. A supported, secured host environment ensures continuity of service, prompt response times, and maintenance of confidential data.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors, and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
STATEWIDE TELEPHONE SYSTEM			
MODERNIZATION	022		36243C0
TRUST FUNDS.....		1,894,935	2000

=====

SCH VIIIA NARR 25-26 NOTES:

Priority #022

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
AGENCY-WIDE INFORMATION TECHNOLOGY			3620000
STATEWIDE TELEPHONE SYSTEM			
MODERNIZATION		022	36243C0

Requests \$1,894,935 (\$545,735 recurring) of budget authority to modernize the Florida Department of Transportation's (FDOT) legacy statewide enterprise telephone system. The statewide telephone system provides a vital infrastructure for both internal and external communication. During crises or disasters, the telephone system enables FDOT to communicate and disseminate vital information to staff and external partners. It facilitates public announcements, emergency hotlines, and helplines, ensuring employees and citizens receive timely updates, instructions, and support. The telephone system plays a critical role in emergency response and is critical for the services needed in fulling the mission of the agency.

This request will replace the aged 13-year-old voice communications equipment (telephone systems and peripherals) that includes (8) physical servers located in each district and central office headquarter offices. The goal is to replace our legacy telephone system with a Unified Communications as a Service (UCaaS) cloud-based system. The new UCaaS cloud-based model will be comprised of approximately (7,500) soft clients and approximately (500) UCaaS ready desk phones. The proposed UCaaS solution will provide continuous hardware, software, peripherals, cloud services, maintenance and support. The UCaaS solution will provide telephony services anywhere and anytime, ensuring optimum availability. The UCaaS model would allow FDOT IT technical staff to shift attention to supporting more strategic IT initiatives that directly support the organization's mission such as enhanced collaboration tool usage, improve communication during emergencies, increase mobility and productivity.

BREAKDOWN OF COST SUMMARY:

IMPLEMENTATION COSTS:

Implementation and Annual maintenance: \$1,377,735 Recurring
 500 UCaaS ready desk phones: \$18,000 Recurring
 Project Management Consultant: \$187,200 Nonrecurring
 Primary Rate Interface (PRI) circuits: \$312,000 Nonrecurring
 Year 1 Implementation Total: \$1,894,935 Total

RECURRING COSTS: Includes hardware, software, peripherals, maintenance, and cloud services.

Annual maintenance: \$1,377,735 Recurring
 500 UCaaS ready desk phones: \$18,000 Recurring
 Less DMS Communications Costs: (\$850,000) Recurring
 Ongoing Maintenance & Operations: \$545,735 Total

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The department's Voice Team met with authorized providers through the Department of Management Services to receive information on the latest technology for telephony services in a hybrid workforce environment. The use of collaboration tools such as Teams, WebEx, and Zoom reduces the need for physical handsets on the desk for placing and receiving calls. The statewide telephone system will be replaced with a Unified Communication as a Service (UCaaS) model and which will provide continuous hardware, software, peripherals, cloud services, maintenance, and support. The UCaaS solution will provide telephony services anywhere and anytime, ensuring optimum availability. The UCaaS model would allow FDOT Information Technology (IT) technical staff to shift attention to supporting more strategic IT initiatives that directly

COL A03
AGY REQUEST
FY 2025-26
POS AMOUNT PRIORITY CODES

TRANSPORTATION, DEPT OF 55000000
AGENCY-WIDE INFORMATION TECHNOLOGY 3620000
STATEWIDE TELEPHONE SYSTEM
MODERNIZATION 022 36243C0

support the organization's mission such as enhanced collaboration tool usage, improved communication during emergencies, increased mobility and productivity.

ADVERSE IMPACTS IF NOT FUNDED:

If this budget request is not approved, there will be a risk of loss of agency communication, and limited support. Without reliable communication, the agency would not be able to effectively accomplish its mission. The agency is beginning to experience more hardware failures due to the aging technology. In the event of a communications failure, the agency experiences a loss of personnel productivity. The loss of telecommunication functions also presents a safety and security risk 911 calls can't be made. Aging ancillary hardware that supports voicemail, auto attendant and call center services also presents vulnerabilities. Regional Traffic Management Center's (RTMC), Permits Office and the Service Desk rely on voicemail, auto attendant and call center services 24/7. Annual maintenance costs will continue to increase as the hardware ages.

BENEFITS TO THE STATE:

The UCaaS solution will enable the organization to shift IT technical staff away from the tedious tasks around siloed, legacy communications to more strategic roles that directly help and support the organization. The UCaaS provider will be responsible for software updates, maintaining and managing the hardware infrastructure to minimize the risk of aging technology. The UCaaS model system will improve all employees' mobility and ability to communicate with colleagues, supervisors, and stakeholders from anywhere, with multiple endpoint devices. It also supports teleconferencing, video conferencing, virtual meetings, discussions, and collaboration.

LRPP REFERENCE: Goal 1: Provide safety and security for residents, visitors and businesses.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5; Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES

TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
SUPPORT FOR TRANSPORTATION DISADVANTAGED		023	6002400
TRUST FUNDS.....	3,000,000		2000
	=====		

SCH VIIIA NARR 25-26 NOTES:
 Priority #023

Requests an increase of \$3,000,000 in recurring budget authority in the Grants and Aids (G/A) category for the Florida Commission for the Transportation Disadvantaged (FLCTD), pursuant to chapter 427, Florida Statutes. The current base budget authority for G/A is \$56.3 million. An increase in budget authority of \$3 million to G/A represents an increase of 5.3%, for a total recurring budget authority of \$59.3 million. The funding will be allocated as follows:

- Planning Grant: additional \$59,239
- Innovative Service Development: \$1,715,523
- Trip & Equipment: additional \$1,225,238

All industries in the United States, including the Florida Coordinated Transportation System, have gone through a period of sustained increase in the cost of goods and services in recent years. As a result, the Coordinated System continues to display a decline in purchasing power that has resulted in the significant reduction of services provided to the transportation disadvantaged population. To illustrate the impact on the services provided by the Coordinated System, the data in the body of this budget issue is sourced from reported data in the Annual Performance Report that is published annually by the FLCTD and US Census Bureau.

In FY 2016-17, the Coordinated System spent \$280 million on services that yielded 22.6 million trips (\$12.38/trip). In FY 2022-23 the Coordinated system spent \$330.8 million in services that yielded 11.6 million trips (\$28.51/trip), a reduction in services by 11 million trips since FY 2016-17. This data indicates the reduction in reported trips may be in part due to the rising costs to deliver transportation services during the last seven years.

FY	EXPENSES	EXPENSE PERCENT	INCREASE	TRIPS	TRIP PERCENT REDUCTION
FY2016-17	280,061,013		22,636,650		
FY2022-23	330,857,548	18%	11,624,269	-49%	

Furthermore, the Florida population in the years 2017 and 2022 was 20.9 million and 21.6 million respectively, with the latter showing an approximate increase of 3%. The population with disabilities in the 18 years of age and 18 to 64 years of age groups, grew approximately 6% and 2.4% respectively since the year 2020. In the 65 years of age and older group, the population without disability grew approximately 4% and with disability 1%. With a growing population, the transportation disadvantaged population will demand further access to much needed services.

This request will expand the purchasing power of the FLCTD to expand the delivery of services to the Transportation Disadvantaged population. The increase in recurring budget authority to the Trip & Equipment Grant will allow FLCTD to

COL A03 AGY REQUEST FY 2025-26			
POS	AMOUNT	PRIORITY	CODES
<hr/>			
TRANSPORTATION, DEPT OF			55000000
PROGRAM PLAN SUPPORT			6000000
SUPPORT FOR TRANSPORTATION			
DISADVANTAGED		023	6002400

distribute more formula funding on a statewide basis, which will incentivize Community Transportation Coordinators to deliver more trips year-over-year under the grant program. The increase in recurring budget authority will continue to support the Innovative Service Development Grant, providing on-demand services or expanding transportation to cross county lines. Additionally, this funding request will allow FLCTD to increase funding to the planning grant activities as part of the pay raises to the state workforce, pursuant to Rule 41-2.014, F.A.C.

BREAKDOWN:

Revenues Projections for FY2025-26	\$63.3 million
Cost Center Base Budget for FY2025-26	\$58.4 million
Total Difference	\$4.9 million
Total Proposed Recurring Expense FY2025-26	
(\$58.4 million plus \$3 million)	\$61.4 million

IMPACT ASSESSMENT/SAVINGS ACHIEVED BY ISSUE:

The increase in budget authority for recurring funding in the Grants and Aids appropriation will help the Commission for the Transportation Disadvantaged maintain stability of transportation services and continue explorations of innovative ways to providing transportation access to Florida's older, disabled, and low-income citizens.

ADVERSE IMPACTS IF NOT FUNDED:

Without additional budget authority, the FLCTD will fail at bolstering the Transportation Disadvantaged program to meet in some measure the demand for non-sponsored transportation services by Florida's older, disabled, and low-income citizens.

BENEFITS TO THE STATE:

This request for an increase in budget authority for recurring funding will enhance the mission of the Commission for the Transportation Disadvantaged to ensure the coordination of cost-effective, efficient transportation services to the TD population within the State of Florida.

LRPP REFERENCE: Goal 2: Provide agile, resilient, and quality transportation infrastructure.

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT: Pillar 5, Strategy 5.2: Improve the efficiency and effectiveness of government agencies at all levels.

LINKAGE TO GOVERNOR'S PRIORITIES: Priority 3: Economic Development and Job Creation - Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety and improved mobility.

COL A03			
AGY REQUEST			
FY 2025-26			
POS	AMOUNT	PRIORITY	CODES
TRANSPORTATION, DEPT OF			55000000
TOTAL: TRANSPORTATION, DEPT OF			55000000
BY FUND TYPE			
TRUST FUNDS.....	13950,254,769		2000
	=====		

**Florida Department of Transportation
Temporary Special Duty – General Pay Additives Implementation Plan
for Fiscal Year 2025 – 2026**

In accordance with 110.2035(7)(b), Florida Statutes, each state agency shall include in its annual Legislative Budget Request, a proposed written plan for implementing *Temporary Special Duties – General Pay Additives*. The Florida Department of Transportation (Department) requests the use of this additive for Fiscal Year (FY) 2025-2026, using existing resources when warranted, based on the duties and responsibilities of a position.

Description: The Department requests to use the existing *Temporary Special Duty – General pay* additive in the following circumstances:

1. A Career Service employee is designated to act in a vacant established position in a higher broadband level and perform a major portion of the duties of the higher-level position, for more than 22 workdays within any six consecutive months.
2. A Career Service employee is designated to act in a vacant critical capacity position and perform the duties of the vacant position until the vacancy is filled.
3. A Career Service employee is assigned temporary duties of another position, due to an employee's absence from work for reasons other than the incumbent being on authorized Family Medical Leave Act (FMLA) or authorized military leave.
4. A Career Service employee is assigned temporary duties of another position, due to the position incumbent's absence from work while on authorized Family Supportive Work Program (FSWP), which does not meet the requirements for FMLA or military leave, or when the incumbent has exhausted FMLA leave, but continues to be absent from work.
5. A Career Service employee is assigned temporary duties of a position whose incumbent has been temporarily assigned other temporary duties that are not customarily assigned to the position.
6. A Career Service employee is assigned temporary duties of an emergency nature not customarily assigned.
7. A Career Service employee is assigned a time limited project outside the normal scope of the employee's duties and responsibilities.

Justification: The Department cannot anticipate when any of the aforementioned scenarios might occur; however, implementation of a *Temporary Special Duty – General Pay Additive*, will be utilized conservatively when the need is well documented, justified and consistent with the Department's implementation plan.

Effective date: The effective date of the additive for #1 above will begin on the 23rd day. The effective date for additives #2 - #5 will typically be the first day the temporary added duties have been assigned to the employee, unless otherwise prescribed herein.

Time Period for the Additive: The additive will continue through the period the additional duties are assigned.

Amount of the Additive: The additive will typically not exceed 10% of the employee's base salary.

Positions Affected: The Department cannot anticipate the number of additives needed during FY 2025-2026; however, during FY 2023-2024, eleven (11) *Temporary Special Duty —General Pay Additives* were issued.

Historical Data: Eleven (11) employees received this type of additive in FY 2023-2024.

Estimated Annual Cost: The Department cannot anticipate the future impact of this need in any given fiscal year, and can only rely on historical data; however, the agency has used existing salary rate/budget to support additives. In FY 2023-2024, the annual cost was \$31,817.79



**LEGISLATIVE
BUDGET REQUEST
2025-2026**

**Department Level Exhibits and
Schedules**



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

MEMORANDUM

To: CO-Budget@dot.state.fl.us
Office of Work Program and Budget

From: Clinton Doud *CD*
Chief Counsel, Civil Litigation

Date: August 19, 2024

Re: Schedule VII Agency Litigation Inventory
2025/2026 Legislative Budget Request

We have attached an inventory of the Department's current litigation in accordance with the Planning and Budgeting Instructions. Based on your request, we have exercised due diligence by requesting that each attorney assigned to the Office of the General Counsel in Tallahassee and each of the District Chief Counsels, including the Chief Counsel for the Turnpike Enterprise, identify any litigation cases known to them that may require additional appropriations in excess of \$500,000, may increase revenues by more than \$500,000, may impact enforceability of a current state law, or are otherwise required to be reported pursuant to Section 216.023(5), Florida Statutes.

We have not included within this list eminent domain actions brought by the Department in which the issues are the Department's right to obtain title and possession of identified property for public purposes and the value of the property taken. Eminent domain actions arise from the Department's discretionary exercise of its statutory powers, and, on that basis, differ from a claim or suit that might otherwise be brought against the Department as a Defendant. Moreover, these cases are not included because legislative funding for eminent domain actions are included as part of the Department's work program and are legislatively appropriated through the work program.

If you have any questions, or need additional information, please feel free to contact me at 414-5367.

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Denise Johnson	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Bay Drum Superfund Site		
Court with Jurisdiction:	United States District Court, Middle District		
Case Number:	97-1564-CIV-T-26(A)		
Summary of the Complaint:	The EPA has told the Department it is responsible for groundwater contamination at this site. EPA is overseeing the cleanup of this site under CERCLA, the Comprehensive Environmental Response, Compensation, and Liability Act. Department entered a consent decree that requires it to clean this site.		
Amount of the Claim:	Potential exposure is estimated to be \$10,000,000. EPA to assess the parties if additional funds are required.		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	The Department has responded to EPA’s information request and has joined a Potential Responsible Party group. The Department is a major participant due to its allocation. On 1/21/05, EPA agreed to amend the Record of Decision to provide for monitoring and natural attenuation as the remedy for the deep Floridian Aquifer. No additional assessment was made in 2014/15 and 2015/16. On 1/25/18, The Department paid an additional assessment of \$73,634.47. No additional assessment was made for 2020/21. No assessment was made for 2023/24 and an assessment for 2024/25 is not anticipated. However, potential exposure does remain.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Office of Policy and Budget – June 2024

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	D.A.B. Contractors, Inc. v. Florida Department of Transportation		
Court with Jurisdiction:	2 nd Judicial Circuit, Leon County		
Case Number:	2021 CA 001175		
Summary of the Complaint:	On 7/1/21, plaintiff filed a one-count complaint for breach of contract.		
Amount of the Claim:	Undetermined		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Plaintiff filed a one-count complaint for breach of contract. On 9/22/21, Department filed its answer and affirmative defenses. On 9/3/22, Plaintiff filed Chapter 7 bankruptcy and case was stayed until bankruptcy matter resolved. Currently the matter is being negotiated between the bankruptcy Trustee and the Surety. Department’s outside counsel and bankruptcy counsel have continued monitoring the situation.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Office of Policy and Budget – June 2024

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	H.I. Recoveries, LLC, as Assignee of Magnum Construction Management, LLC, v. State of Florida, Department of Transportation		
Court with Jurisdiction:	11th Judicial Circuit, Miami-Dade County		
Case Number:	2021-000776-CA-01		
Summary of the Complaint:	Plaintiff filed a two-count complaint for breach of contract and unjust enrichment. This suit is related to the lawsuit filed by Magnum Construction Management, LLC (Case 21-CA-680) and involves hurricane waste cleanup.		
Amount of the Claim:	\$1,200,000.00		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Complaint was served on 3/26/21. Count II was dismissed 11/22/21. This case was consolidated with Case No. 21-680, Magnum Construction Management, LLC v. Florida Department of Transportation, Case No. 2021-000680 even though the two cases are for the same contract payment. On 11/16/23, the parties reached an oral agreement to settle both cases for \$1,200,000.00 (resolve one case with second one dismissed). The written agreement was finalized on 6/23/24. Funds were encumbered on 6/25/24, and the Department will process payment.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Lincolnshire Maximo LLC, Plaintiff v. State of Florida Department of Transportation		
Court with Jurisdiction:	6 th Judicial Circuit, Pinellas County		
Case Number:	21-003653-CI		
Summary of the Complaint:	Maximo filed a complaint against the Department for declaratory action, inverse condemnation, negligence, maritime negligence, private nuisance, and trespass to land for actions associated with drainage of stormwater related to US 19 and I-275.		
Amount of the Claim:	Estimated at \$6,000,000		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Department was served 8/31. On 2/24/22 Plaintiff filed an Amended Complaint. The Department’s Motion to Dismiss was denied 3/25/22, and the Department filed an Amended Answer. Discovery is ongoing. Mediation is scheduled for 9/17/24.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Magnum Construction Management, LLC, f/k/a Munilla Construction Management, LLC, and d/b/a/ MCM Corp., v. State of Florida, Department of Transportation		
Court with Jurisdiction:	11 th Judicial Circuit, Miami-Dade County		
Case Number:	2021-000680-CA-01		
Summary of the Complaint:	Plaintiff filed a two-count complaint for breach of contract and unjust enrichment. This case is identical to the claim in H.I. Recoveries, LLC, Case 21-CA-776.		
Amount of the Claim:	See Schedule VII for H.I. Recoveries, LLC		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	See Schedule VII for H.I. Recoveries, LLC		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Thomas Mark & Cynthia L. Dellerman, Plaintiffs v. State of Florida Department of Transportation, Defendant		
Court with Jurisdiction:	19th Judicial Circuit, Indian River County		
Case Number:	2016-CA-000555		
Summary of the Complaint:	Plaintiffs filed a three-count complaint for inverse condemnation, injunction, and trespass due to flooding of their property. The alleged cause of flooding is based on the Department’s lack of maintenance due to federally protected mangrove trees.		
Amount of the Claim:	\$1,500,000		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	The case has been administratively closed, but Plaintiff can reopen matter. Parties have tried scheduling mediation.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Florida Gas Transmission Company, LLC, Plaintiff v. State of Florida Department of Transportation, Defendant		
Court with Jurisdiction:	19 th Judicial Circuit, St. Lucie County		
Case Number:	2022 CA 000100		
Summary of the Complaint:	Plaintiff filed a complaint for declaratory judgment to determine whether tax gross up related costs and expenses are included in the Global Settlement Agreement.		
Amount of the Claim:	Undetermined		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Complaint filed 1/18/22. Discovery is ongoing. Potential settlement talks are scheduled for September 5, 2024.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Barbara Gillis, as Personal Representative of the Estate of Antwan Gillis, deceased, Plaintiff v. Transdev Services, Inc., d/b/a Tri-Rail, State of Florida Department of Transportation, South Florida Regional Transportation Authority (“SFRTA”), Veolia Transportation Maintenance and Infrastructure, Inc. (“VTMI”), and Douglas Healy, Defendants		
Court with Jurisdiction:	17 th Judicial Circuit, Broward County		
Case Number:	2017-CA-007344		
Summary of the Complaint:	Personal injury action arising from an accident at a rail crossing. Plaintiff sued Defendants for negligence and wrongful death.		
Amount of the Claim:	Closed		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	The Department provided representation for Tri-Rail, SFRTA, VTMI and Healy due to contractual obligations set forth in the Department/SFRTA operating agreement. Parties signed the settlement agreement in October 2023. Notice of Voluntary Dismissal with Prejudice filed on 10/30/23. Closed.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Murphy Auto Group, Inc., Plaintiff v. State of Florida Department of Transportation, Defendant		
Court with Jurisdiction:	Polk County; District Court of Appeal, 2nd DCA		
Case Number:	2015-CA-001614; 2D19-1236		
Summary of the Complaint:	Plaintiff filed a two-count complaint against the Department for unlawful exaction and unlawful compensation arising from Plaintiff’s use of the Department’s right of way.		
Amount of the Claim:	Closed		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	On 3/21/19, the trial court entered a final judgment in favor of the Department. Plaintiff filed notice of appeal the same day. On 11/20/20, the District Court reversed the trial court. On 2/18/21, mandate issued and remanded to trial court. Trial Court entered Order of Taking on 3/17/23. The parties entered into a settlement agreement on 12/19/23. Notice of Voluntary Dismissal with Prejudice was filed on 10/30/23. Closed.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Transportation		
Contact Person:	Denise Johnson	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Peak Oil Superfund Site		
Court with Jurisdiction:	United States District Court, Middle District		
Case Number:	97-1564-CIV-T-26(A)		
Summary of the Complaint:	The EPA has told the Department it is responsible for groundwater contamination at this site. EPA is overseeing the cleanup of the site under CERCLA, the Comprehensive Environmental Response, Compensation, and Liability Act. The Department entered a consent decree that requires it to clean the site.		
Amount of the Claim:	In excess of \$10,000,000		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Implementation of remedial design is in progress. Evaluation of the need for remedy in wetlands and deep aquifer is ongoing. Assessments for cleanup costs were not made in FY 2014/2015 to date. Currently, the Trust Fund is healthy and there is no anticipated need for additional funds. No assessment was made for FY23/24, and no assessment is expected for FY 24/25. However, potential exposure does remain.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Governor's website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Kalabrya Haskins, as personal representative of Dwayne Haskins, deceased, v. Florida Department of Transportation, et al		
Court with Jurisdiction:	17 th Judicial Circuit, Broward County		
Case Number:	23-CA-011023		
Summary of the Complaint:	Plaintiff filed a 16-count complaint against multiple defendants. Only Count IV for negligence is against the Department.		
Amount of the Claim:	Closed		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Plaintiff served complaint on Department on 6/19/23. Department filed Motion for Summary Judgment. Section 768.28 limits tort damage to \$300,000 and any additional amount can only be authorized by the Florida Legislature. The court ordered the case dismissed on 8/14/23. On 1/8/24, Plaintiff filed a Notice of Voluntary Dismissal with Prejudice as to the Department. Closed.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Morrison-Cobalt JV v. Kimbley-Horn and Associates, Inc., and State of Florida, Department of Transportation		
Court with Jurisdiction:	2 nd Judicial Circuit, Leon County		
Case Number:	21-2092		
Summary of the Complaint:	Plaintiff filed a two-count Amended Complaint against the Department for breach of contract for defective contract drawings and delays.		
Amount of the Claim:	\$5,000,000		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Department’s Answer to Amended Complaint was filed on 4/6/23. On 7/17/24, the Department filed its Amended Second Answer to Amended Complaint. Extensive discovery has been ongoing.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input checked="" type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Jeanette C. Schreiber, et al. v. Department of Transportation, I-4 Mobility Partners, OPCO, LLC, Skanska-Granite-Lane, d/b/a SGL Constructors, Skanska USA Civil Southeast, Inc., Granite Construction Company, and The Lane Construction Company		
Court with Jurisdiction:	18 th Judicial Circuit, Seminole County		
Case Number:	2022-2478		
Summary of the Complaint:	Plaintiff filed a 5-count class action suit against the parties. Count 1 is for violation of Chapter 376; Count II is for inverse condemnation (only against the Department); Count III is not against the Department; Count IV is for Injunctive Relief; and Count V is for Declaratory Relief.		
Amount of the Claim:	Undetermined but estimated over \$10,000,000		
Specific Statutes or Laws (including GAA) Challenged:	Chapter 376.		
Status of the Case:	Defendants have filed answers. Discovery ongoing. The case has been designated as complex. Department tendered defense to Contractor (Skanska). New deadline for trial is June 2025.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	Petitioner has until 10/31/24 to file Motion to Certify Class and Petitioner must have a hearing on class certification by 1/15/25.		

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Estate of Jeanneau Datilus v South Florida Regional Transportation Authority		
Court with Jurisdiction:	17trh Judicial Circuit, Broward County		
Case Number:	CACE-23-008650		
Summary of the Complaint:	Claim of negligence against South Florida Regional Transportation Authority (SFRTA).		
Amount of the Claim:	Closed for Schedule VII reporting purposes. Exposure is well below reporting threshold.		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Plaintiff served SFRTA on 7/21/23. SFRTA’s response is due 8/10/23. Pursuant to contract, Department will pay for SFRTA’s defense. Closed for Schedule VII reporting purposes.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Mark Wright v CSX Transportation and Florida Department of Transportation		
Court with Jurisdiction:	Miami-Dade County		
Case Number:	2021-11743		
Summary of the Complaint:	Department served with third-party complaint on 3/7/22 seeking declaratory judgment based on contracted obligation. Injury is for a CSX worker injured at the Miami Tri-rail yard.		
Amount of the Claim:	\$500,000		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Discovery ongoing. Transferred defense to co-defendant’s insurance carrier and carrier has verbally resolved suit excluding fees and costs.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Danyelle Madsen, as Personal Representative of the Estate of Jesse Madsen, Deceased, Plaintiff v. State of Florida Department of Transportation		
Court with Jurisdiction:	13 th Judicial Circuit, Hillsborough County, Florida		
Case Number:	2022 CA 005461		
Summary of the Complaint:	On 8/7/22, Plaintiff served a two-count complaint with only count I against the Department for negligence resulting in the death of Jesse Madsen. The complaint has been amended to bring in other Defendants but has remained unchanged as the Department.		
Amount of the Claim:	Closed		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	On 5/24/24, Plaintiff filed a Notice of Voluntary Dismissal with Prejudice. Closed.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Mark Lagatta; Margaret Lagatta, his wife, and Faith R. Lagatta, Plaintiffs v. State of Florida Department of Transportation, Defendant		
Court with Jurisdiction:	8 th Judicial Circuit, Levy County		
Case Number:	2021 CA 0054		
Summary of the Complaint:	Plaintiffs filed a three-count suit against the Department for negligence resulting in personal injury and loss of consortium caused by Department employee who was acting in the course and scope of his employment (during construction)		
Amount of the Claim:	\$2,200,000.00		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	Plaintiff served the Department on 04/16/22. Section 768.28 limits tort damage recovery to \$300,000 with additional amount to be made only by the Legislature. On 1/29/23, The Department entered into a settlement agreement to support a Claims Bill in the amount of \$2,200,000.00. Litigation closed. A Claims Bill was filed for the 2024 Legislative Session which passed in the House but failed in the Senate. Department anticipates the Plaintiff will continue filing Claims Bills until passed.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	Celebration Pointe Holdings, LLC, Debtor Voluntary Petition for Bankruptcy		
Court with Jurisdiction:	U.S. Bankruptcy Court for the Northern District of Florida		
Case Number:	24-100056 (lead case of the 3 petitions filed by Debtor)		
Summary of the Complaint:	Debtor filed a Chapter 11 Bankruptcy which includes as a creditor the Department of Transportation, State Infrastructure Bank (SIB) loan.		
Amount of the Claim:	Total amount overdue as of 8/15/24 to the Department’s SIB loan program is \$2,400,913.97		
Specific Statutes or Laws (including GAA) Challenged:	Chapter 11, Federal Bankruptcy		
Status of the Case:	On 6/28/24, Debtor filed its Joint Plan of Reorganization. The Department’s Counsel is currently reviewing and analyzing the details of the proposed plan, and the Department is requesting further accounting and information on the PUF fees.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.

Agency:	Department of Transportation		
Contact Person:	Clinton Doud	Phone Number:	414-5265
Names of the Case: (If no case name, list the names of the plaintiff and Defendant.)	State of Florida Department of Transportation, Plaintiff v. Emerald Coast Utility Authority, Defendant		
Court with Jurisdiction:	1 st Judicial Circuit, Escambia County (transferred from Leon County)		
Case Number:	2019 CA 1235		
Summary of the Complaint:	The Department filed a two-county complaint seeking reimbursement for construction delay damages caused by Emerald Coast moving their utilities to the wrong location.		
Amount of the Claim:	\$800, 000 (claim is being sought by Department)		
Specific Statutes or Laws (including GAA) Challenged:			
Status of the Case:	The Department filed suit on 1/15/19. On 1/5/20, the Department filed its Second Amended Complaint. Defendant’s motion to dismiss Second Amended Complaint was denied on 4/5/22. On 5/16/22, the Department Filed its Motion to Strike EUCA’s Affirmative Defenses as well as a Third-Party Complaint against Warrington Utility & Excavating. Discovery ongoing. All third-party defendants have been served.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<input type="checkbox"/>	Agency Counsel	
	<input type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input checked="" type="checkbox"/>	Outside Contract Counsel	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).			



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

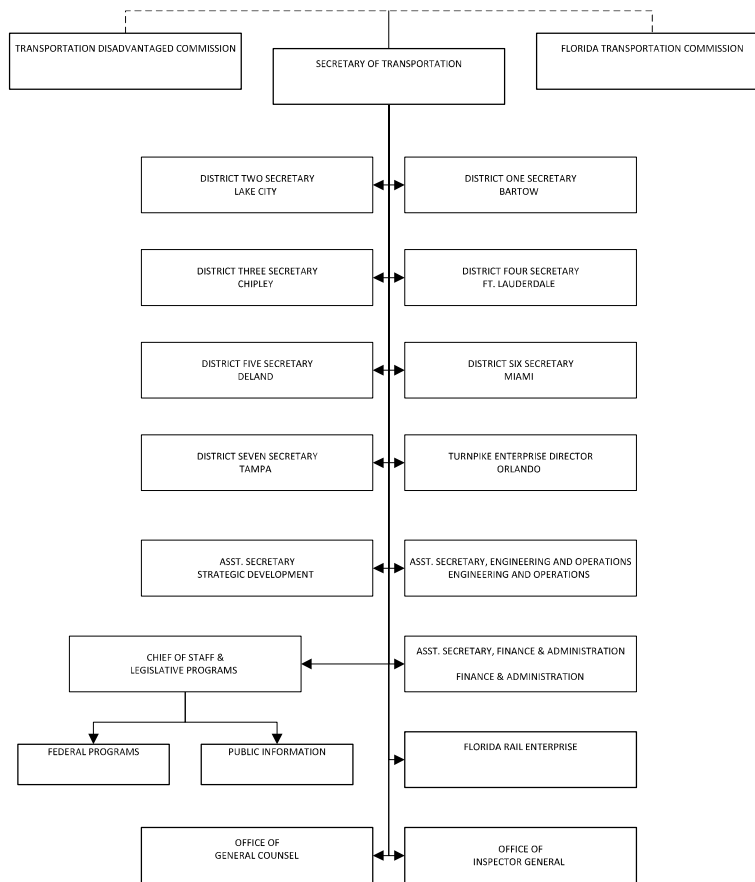
MEMORANDUM

DATE: August 23, 2024
TO: FDOT Budget Office
FROM: Victoria Kliner, Director of Human Resources
SUBJECT: Schedule X

I certify that the attached organizational charts represent our agency's organizational structure effective July 1, 2024.

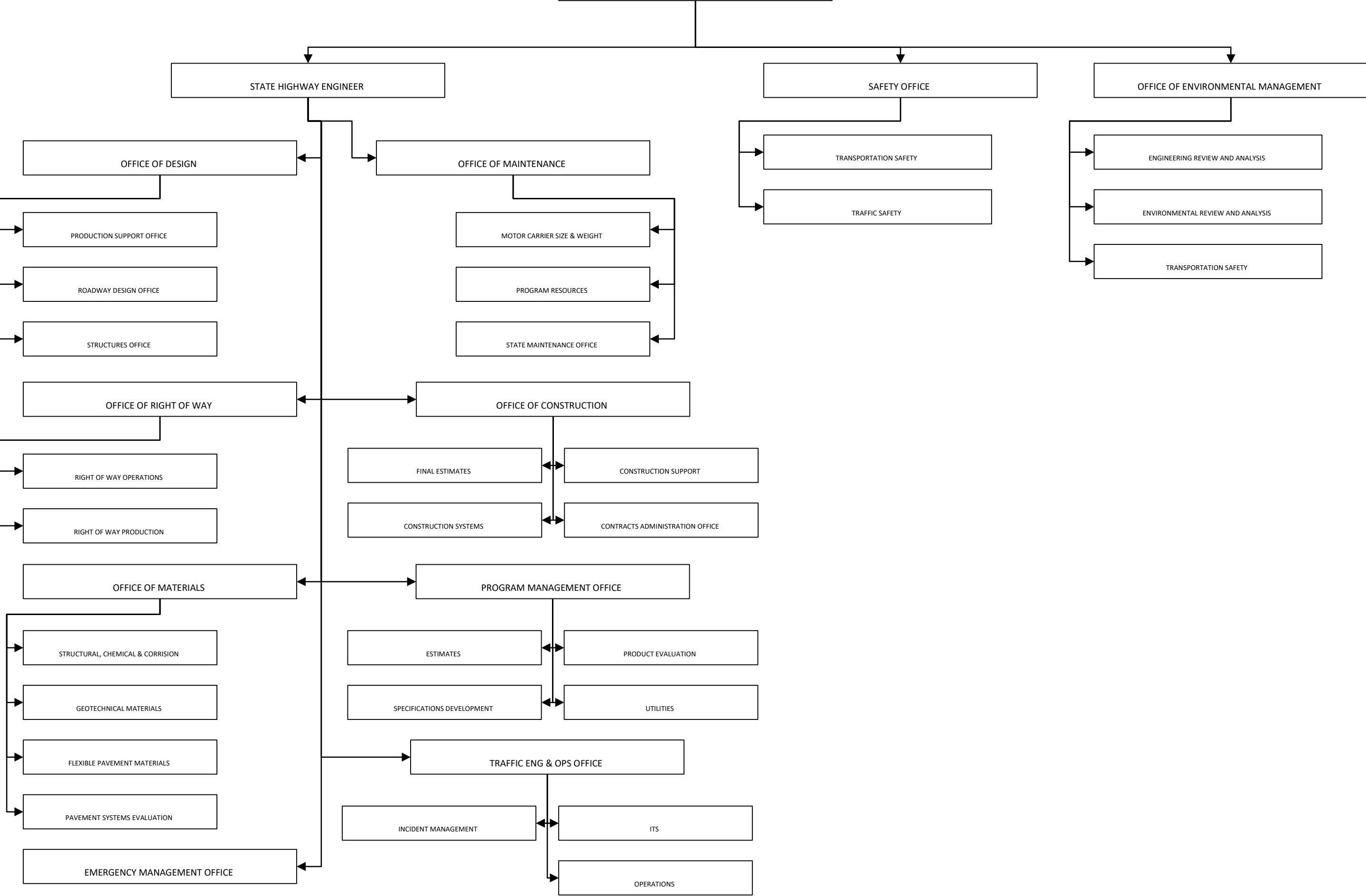

Victoria Kliner
Director of Human Resources

FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

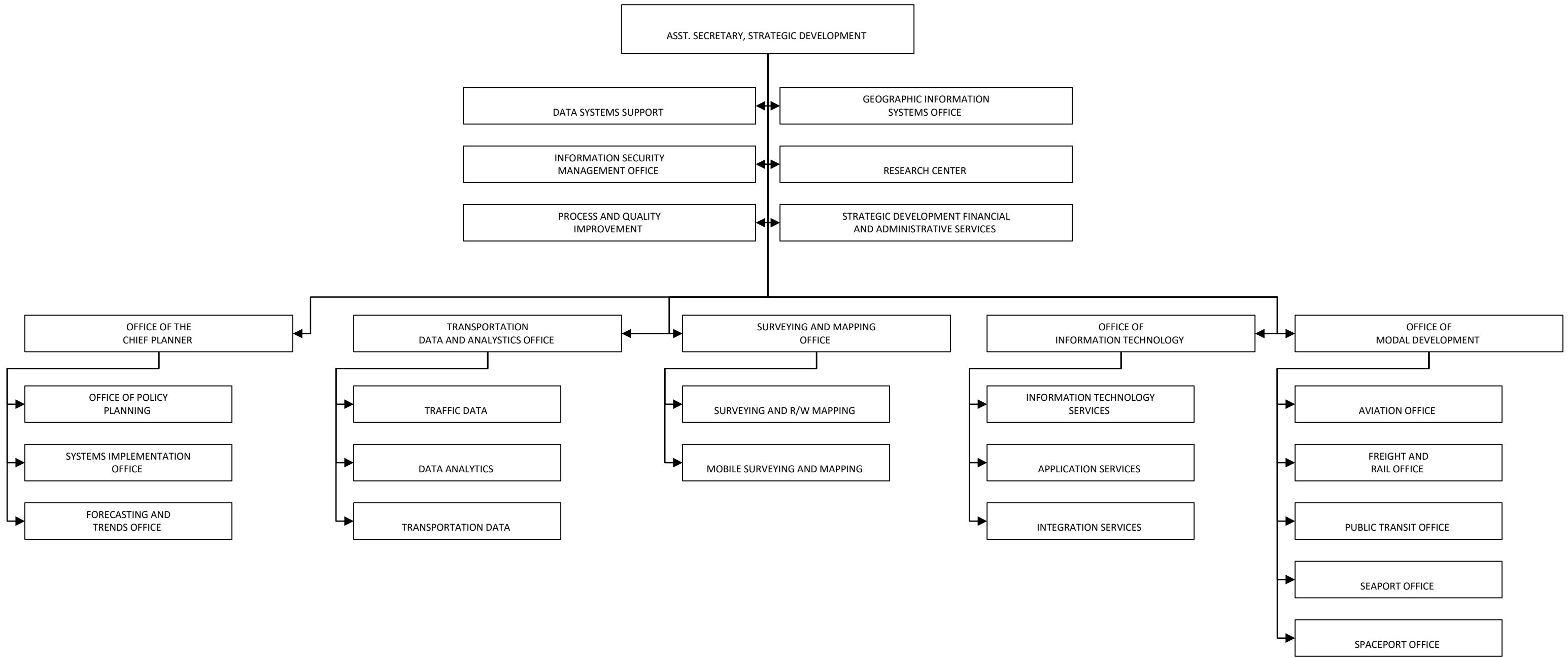


FLORIDA DEPARTMENT OF TRANSPORTATION
 ASSISTANT SECRETARY FOR ENGINEERING AND OPERATIONS

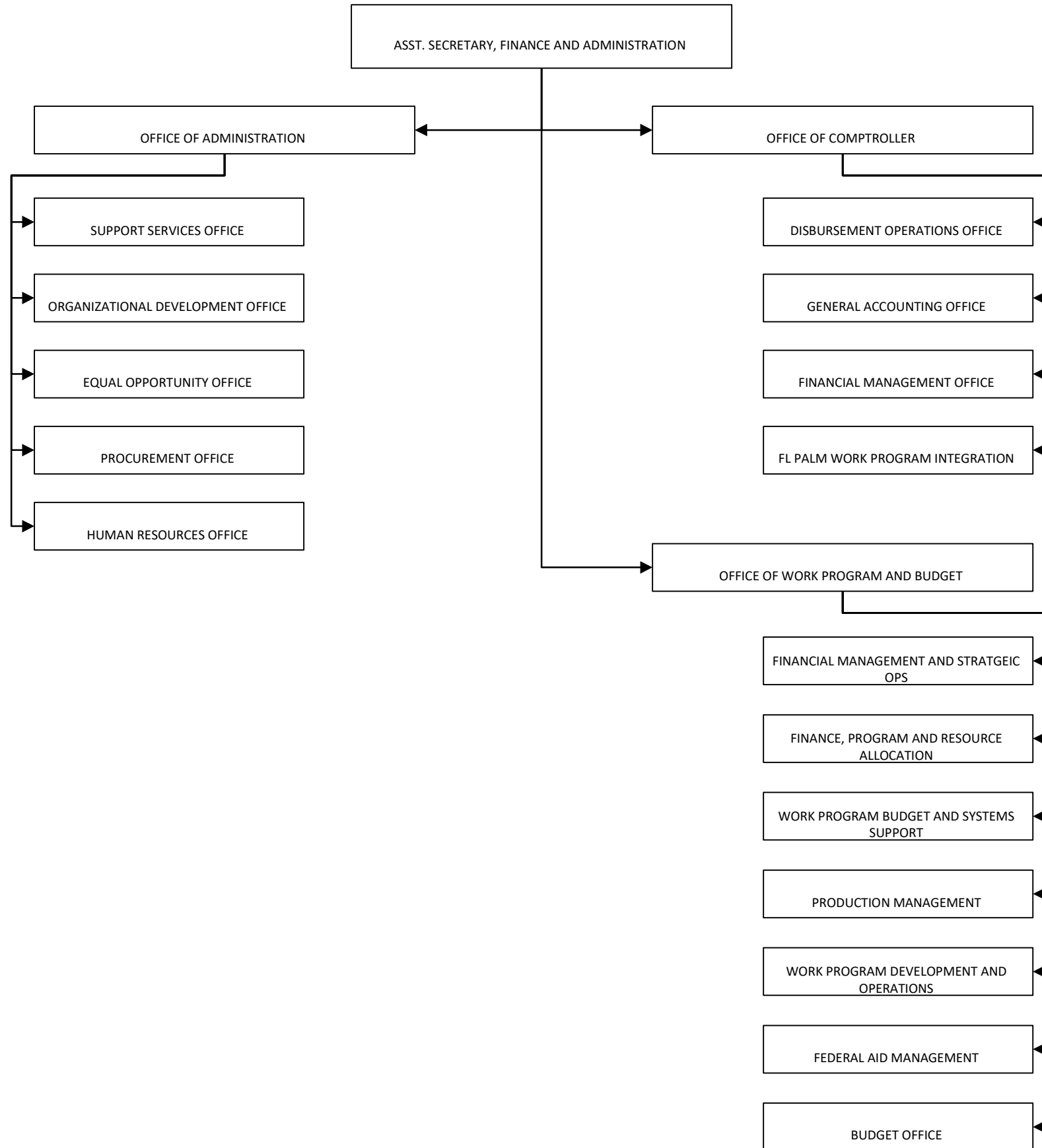
ASST. SECRETARY, ENGINEERING AND OPERATIONS



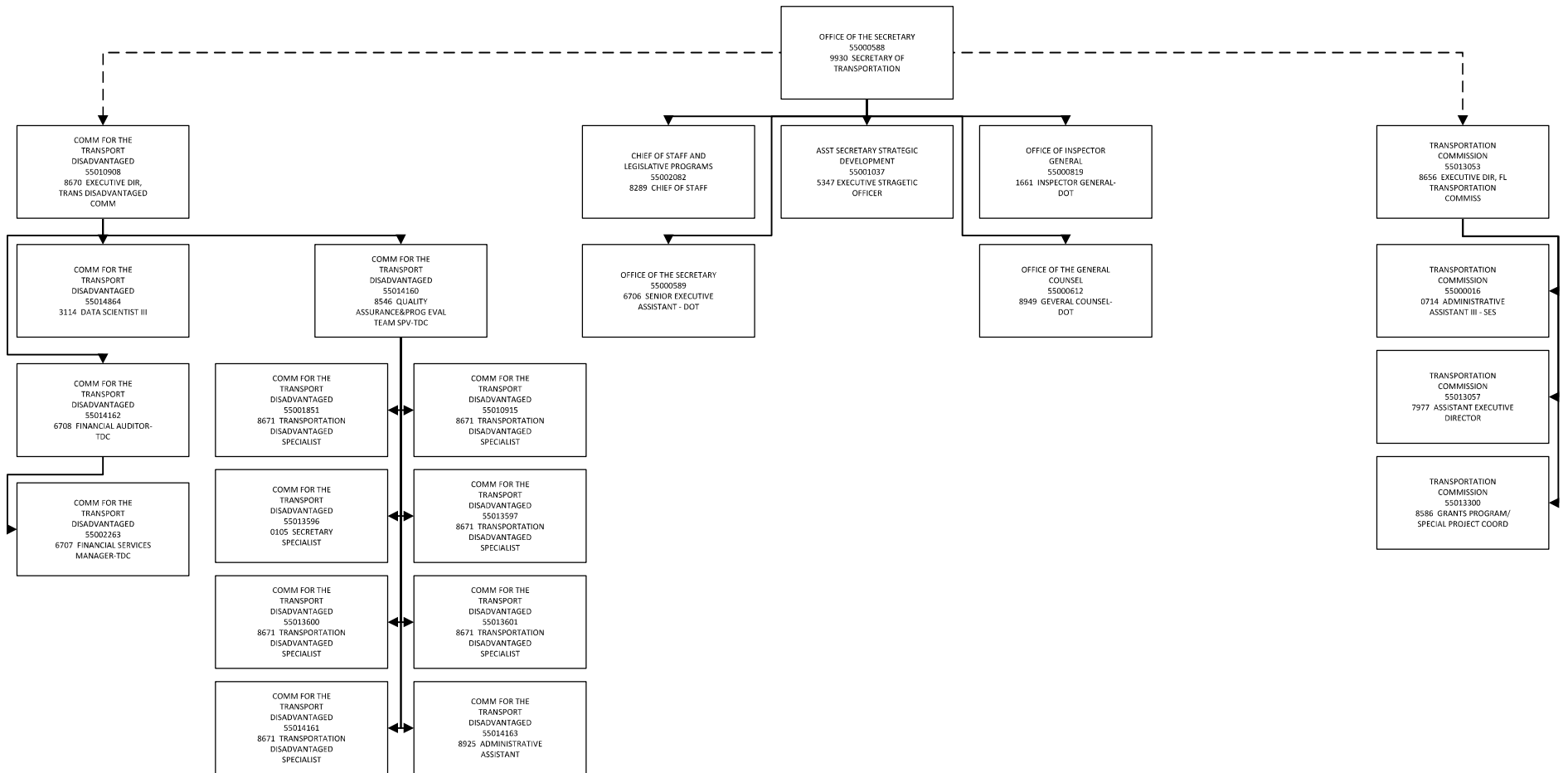
FLORIDA DEPARTMENT OF TRANSPORTATION
 ASSISTANT SECRETARY FOR STRATEGIC DEVELOPMENT



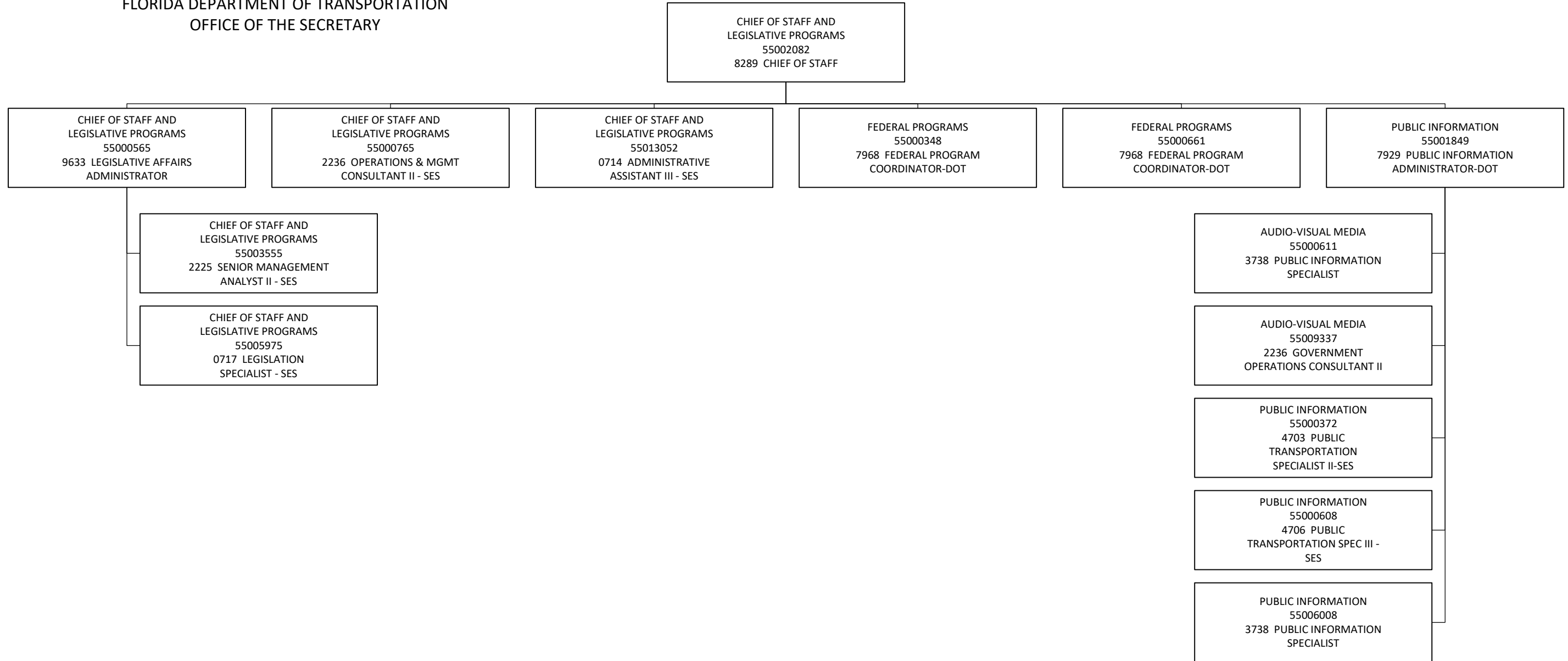
FLORIDA DEPARTMENT OF TRANSPORTATION
 ASSISTANT SECRETARY FOR FINANCE AND ADMINISTRATION



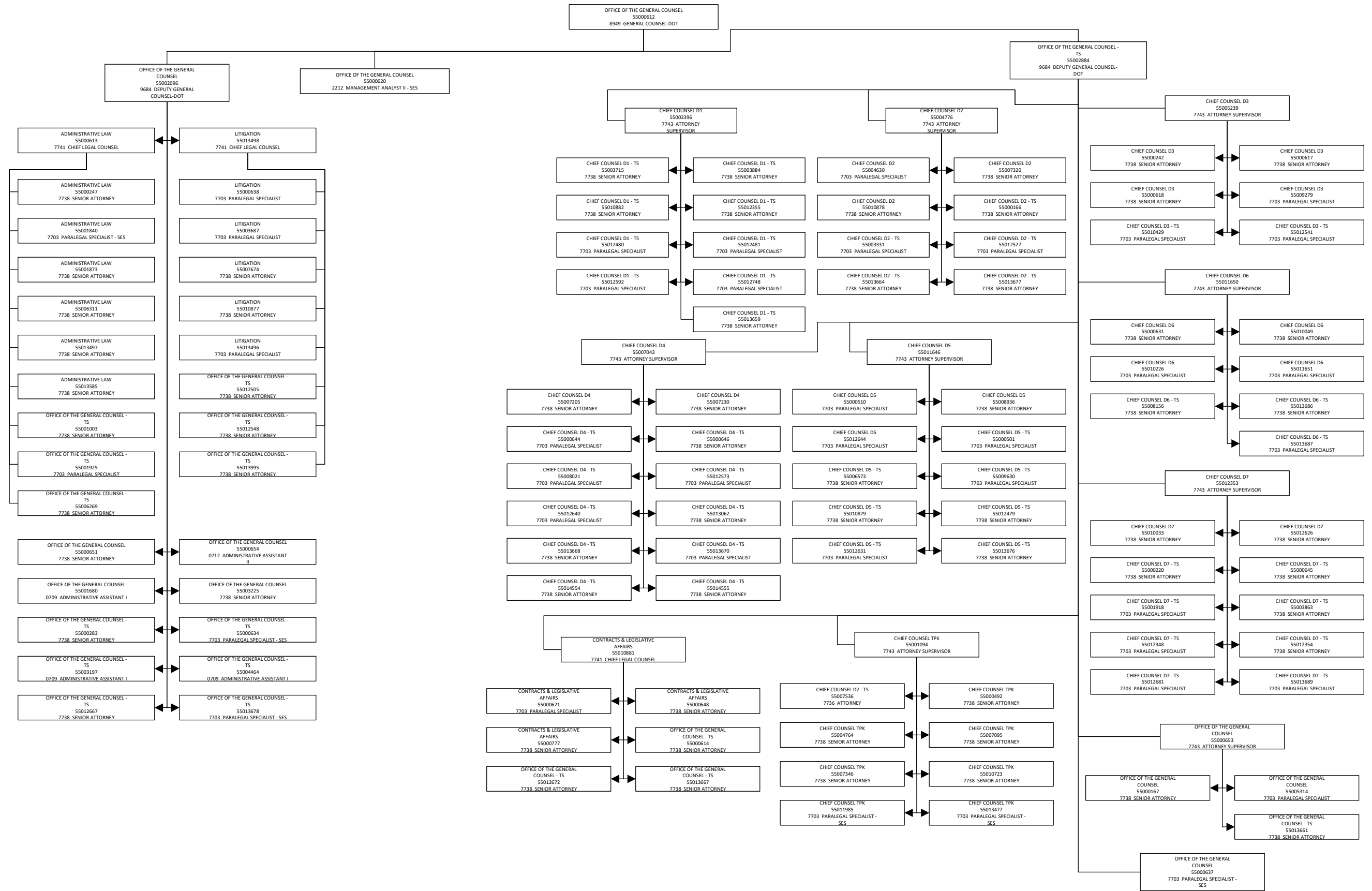
FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY



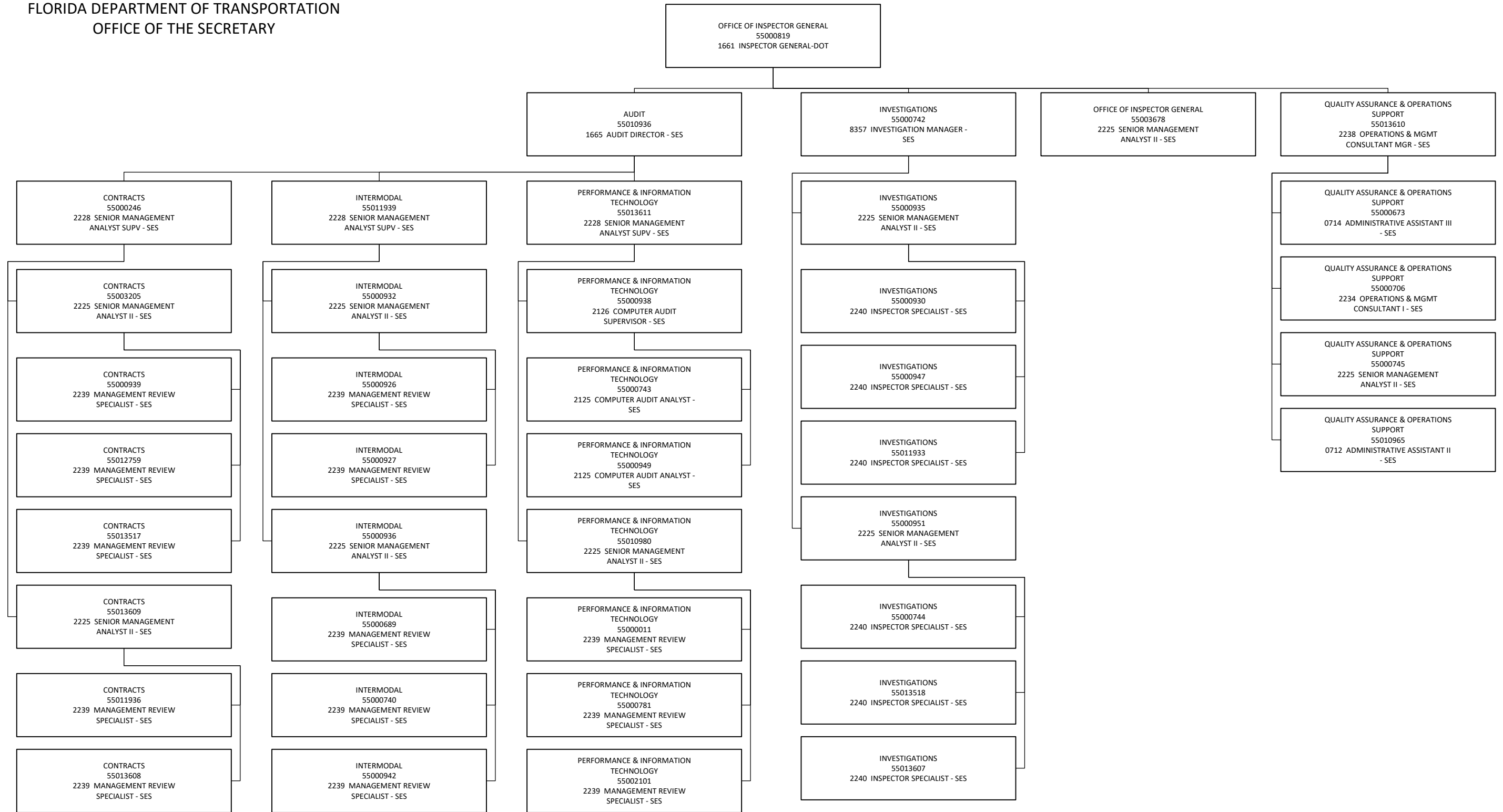
FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY



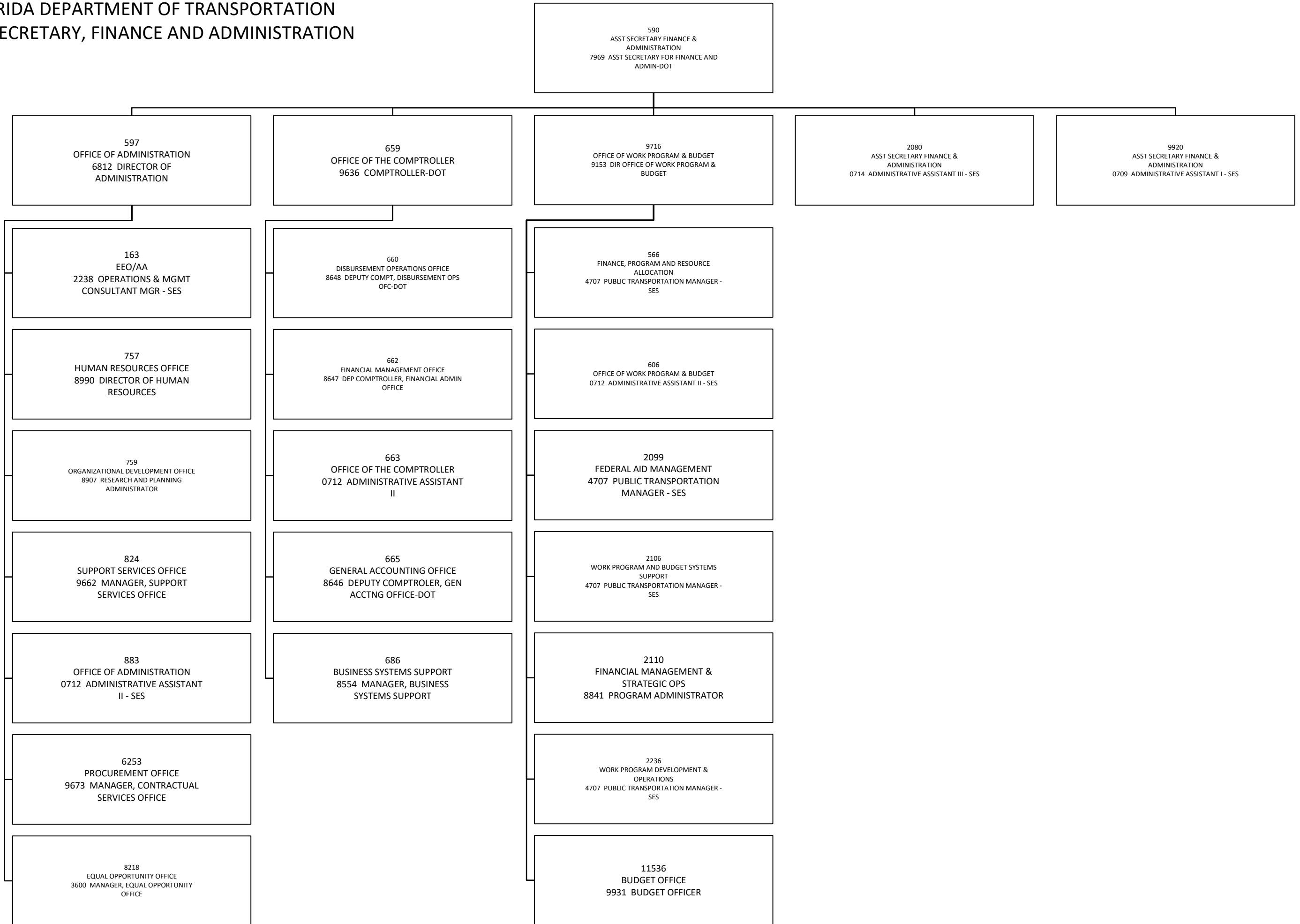
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OFFICE OF THE SECRETARY



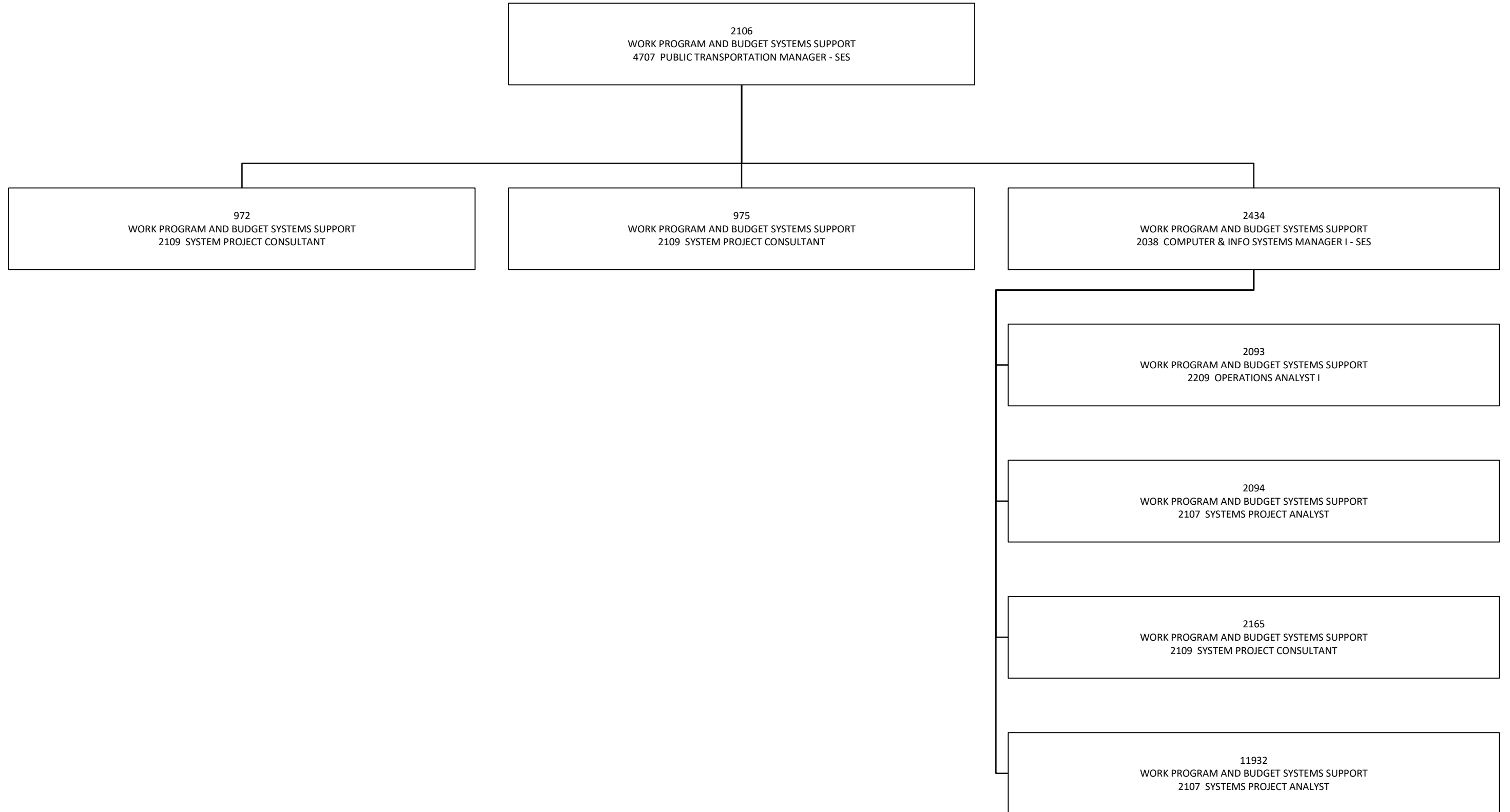
FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY



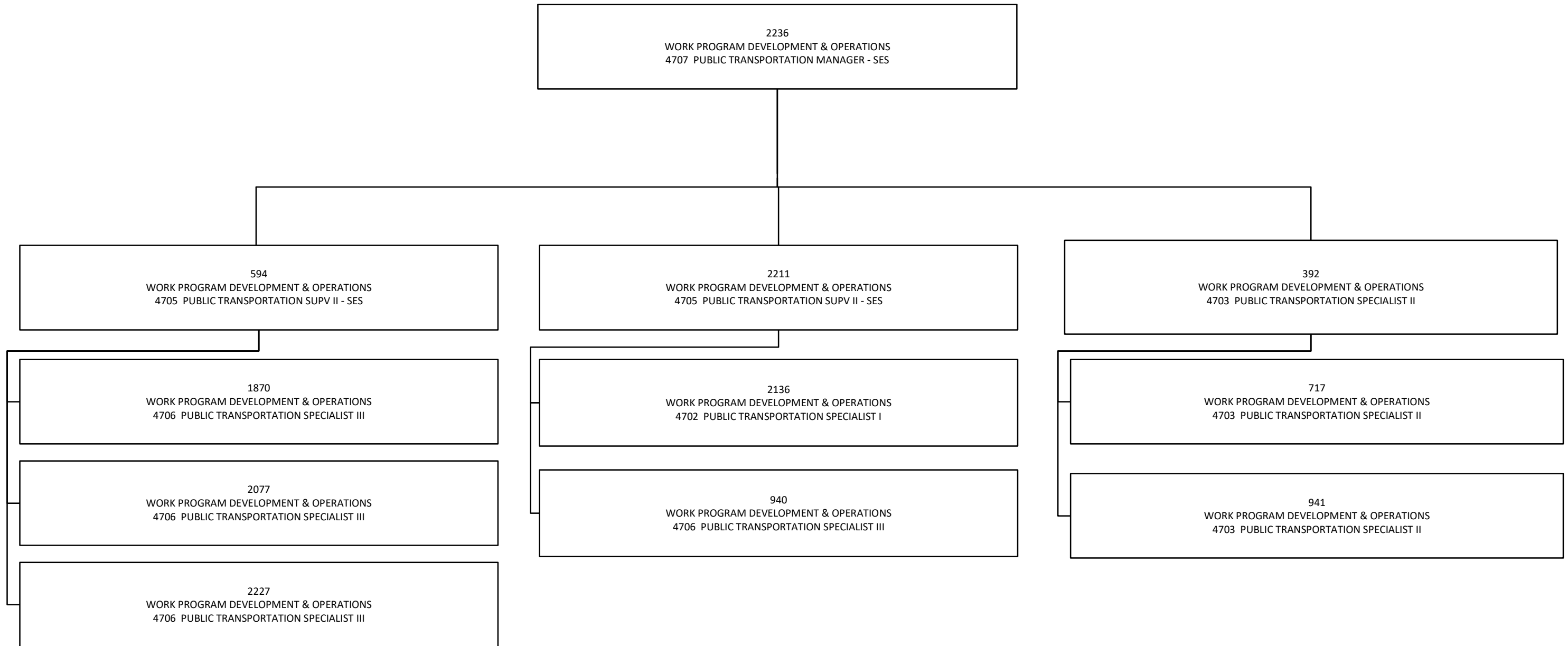
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, FINANCE AND ADMINISTRATION



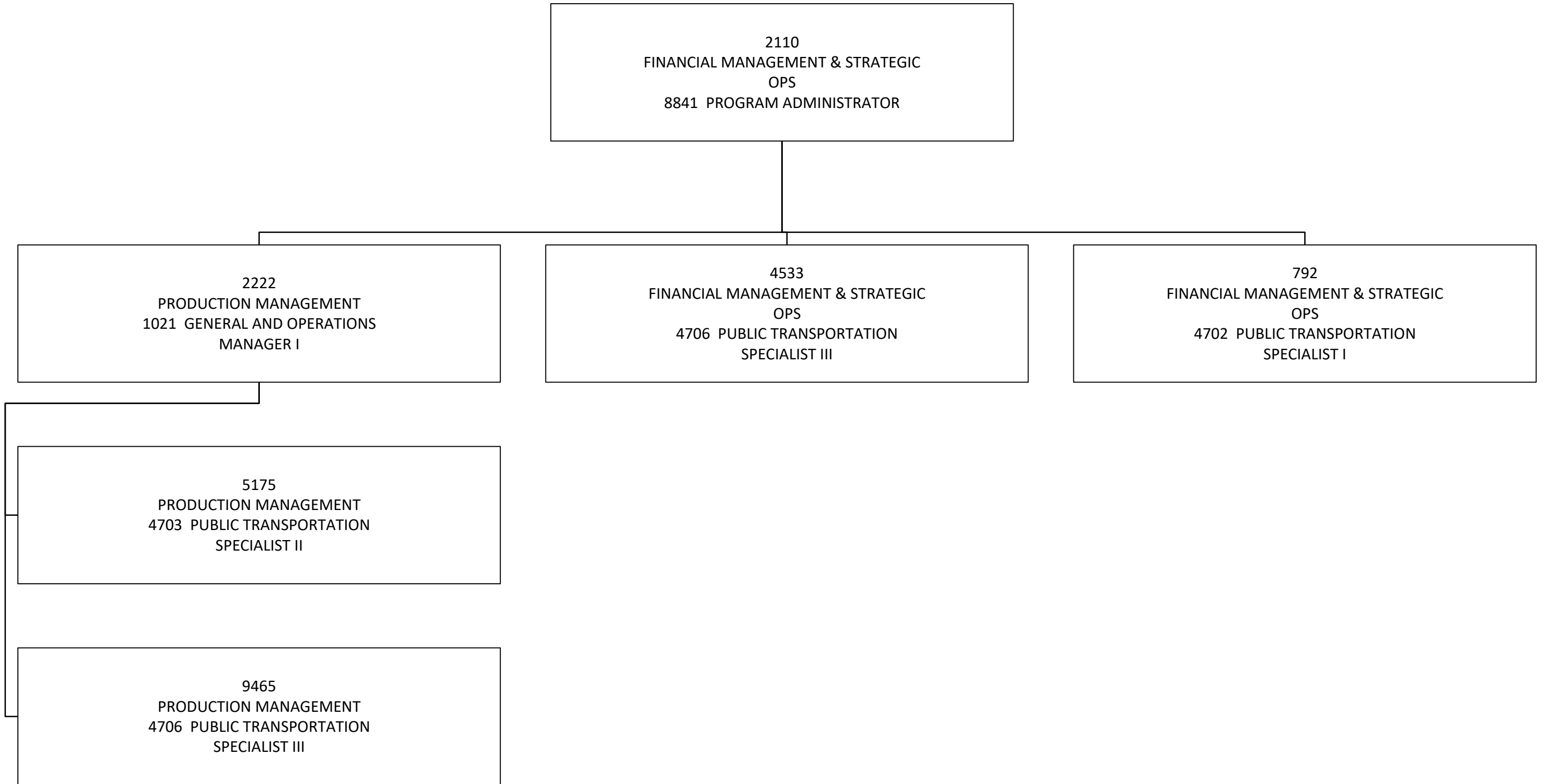
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ASST SECRETARY, FINANCE AND ADMINISTRATION



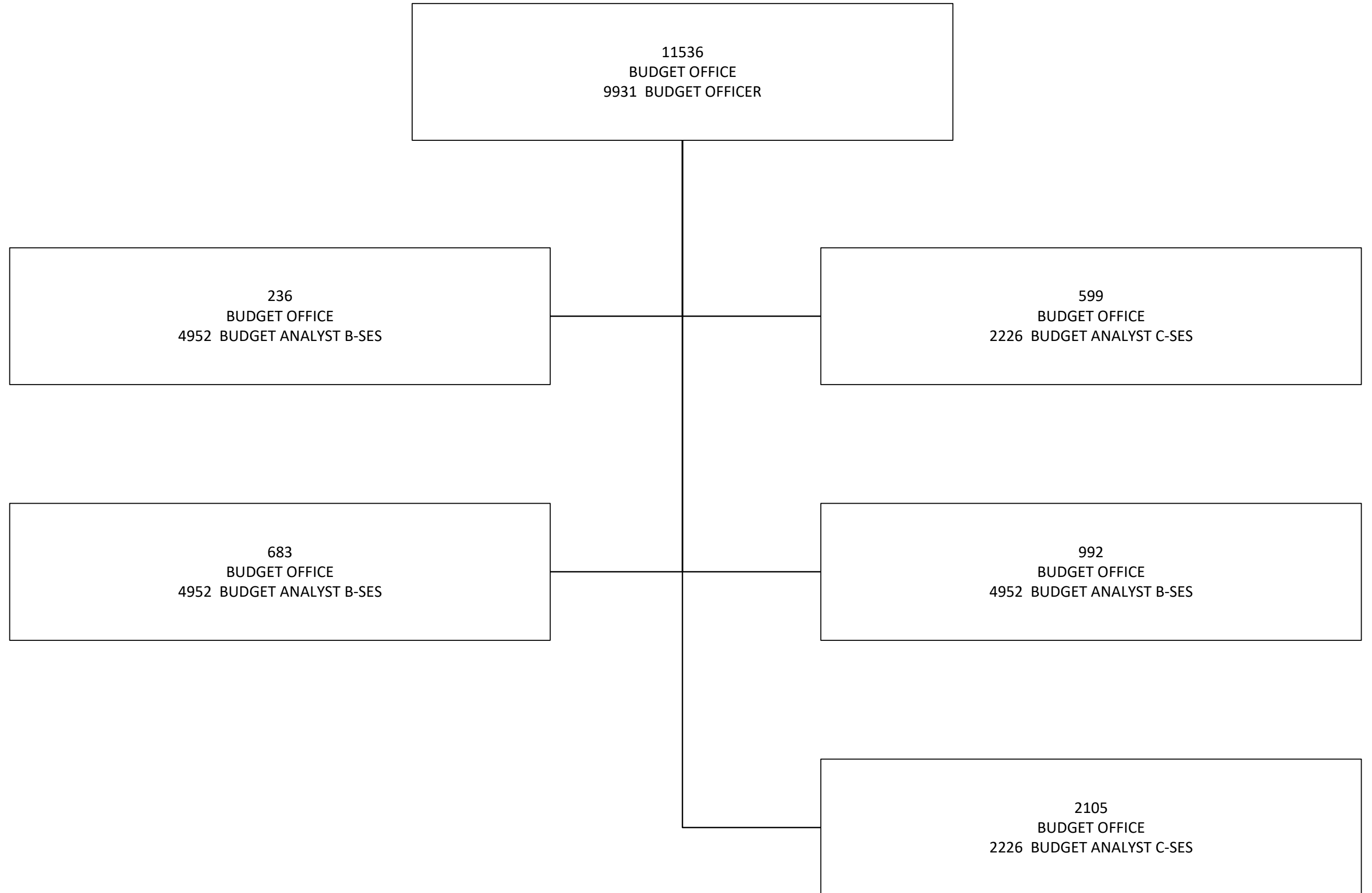
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ASST SECRETARY, FINANCE AND ADMINISTRATION



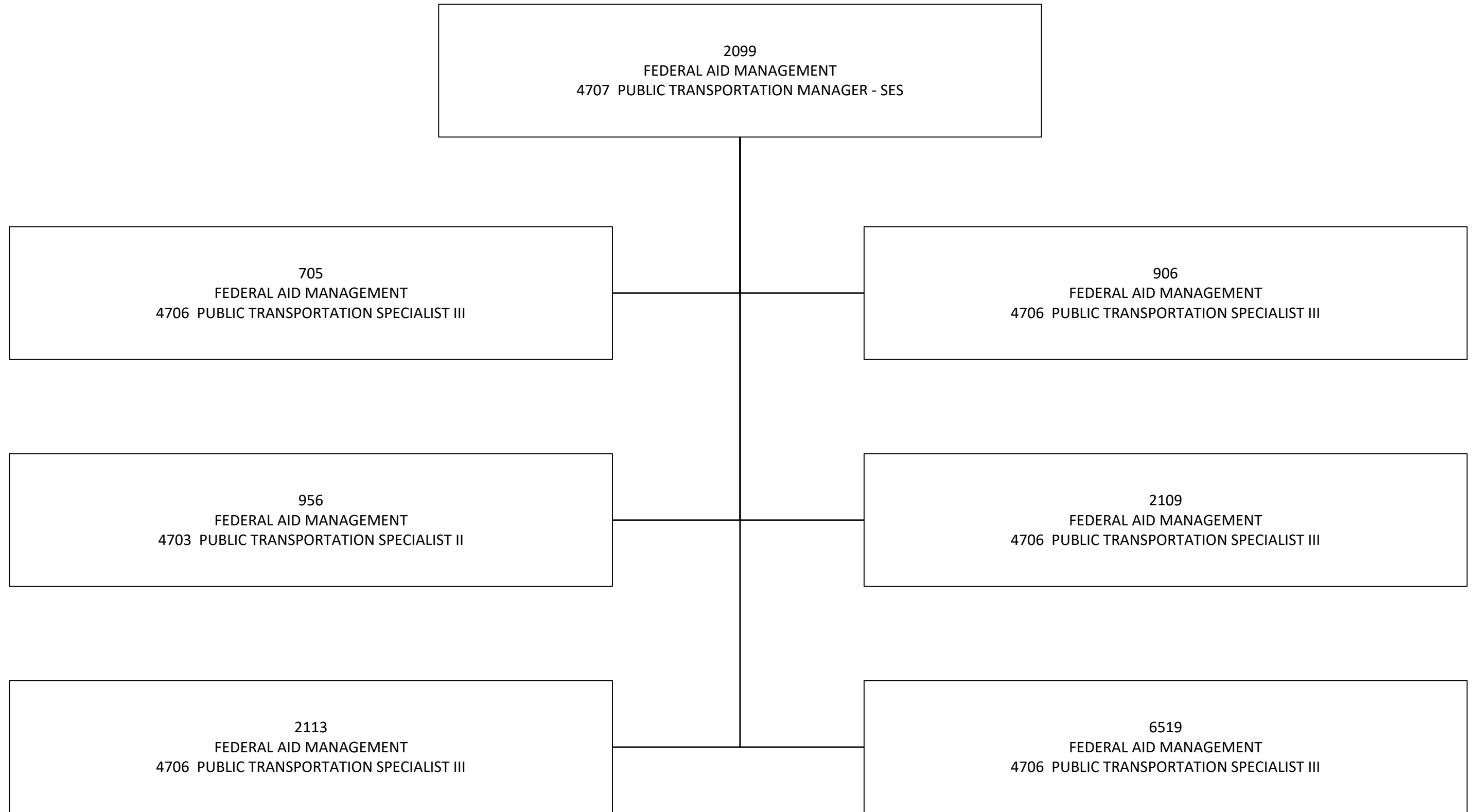
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ASST SECRETARY, FINANCE AND ADMINISTRATION



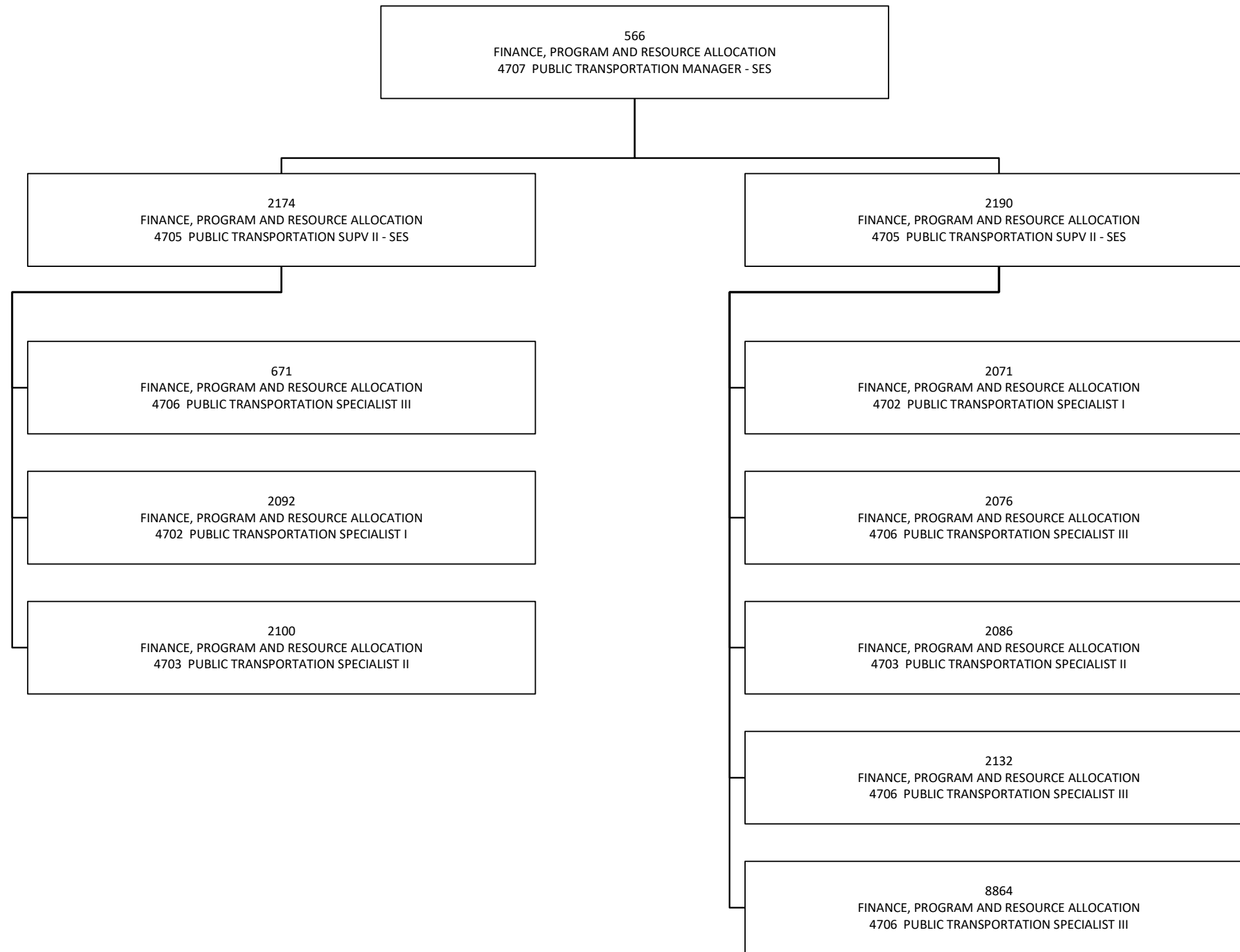
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ASST SECRETARY, FINANCE AND ADMINISTRATION



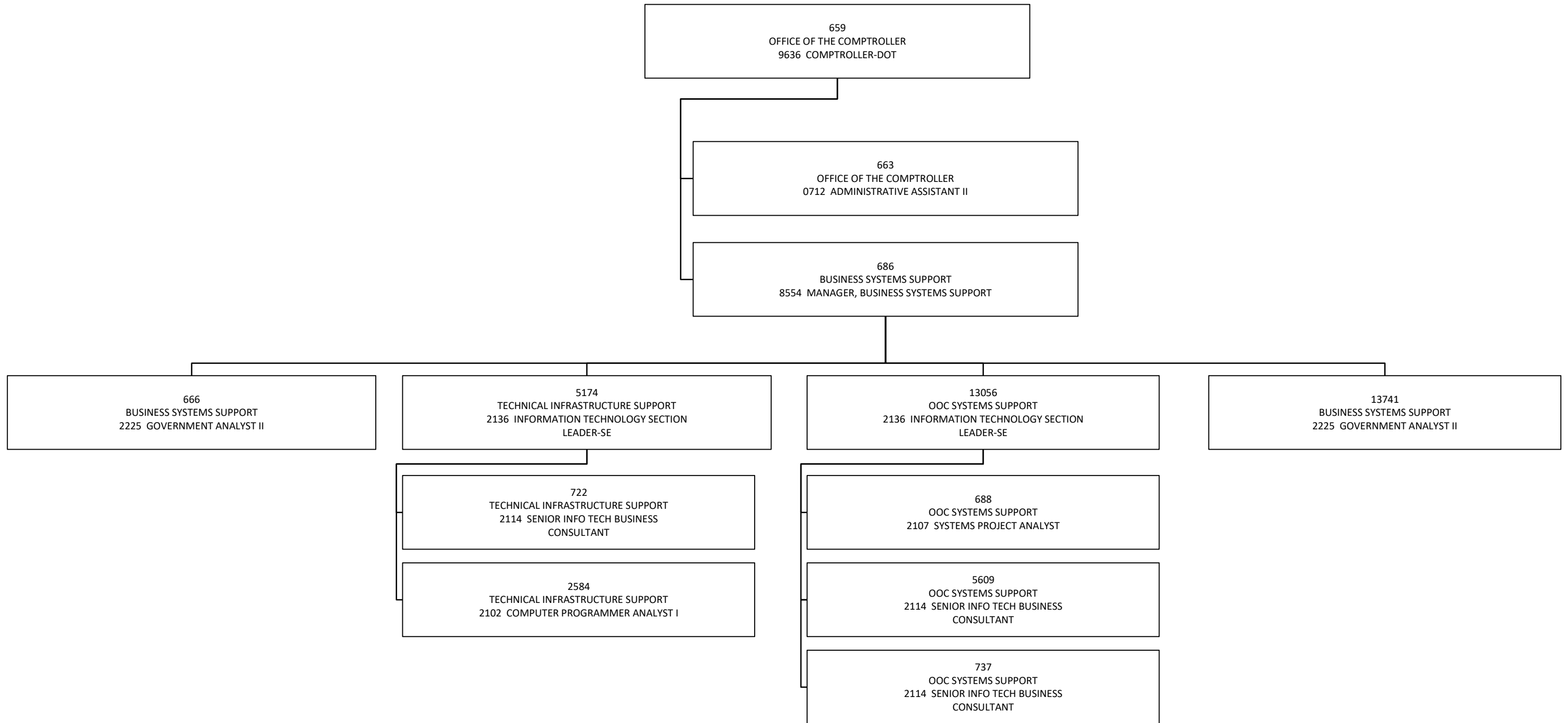
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ASST SECRETARY, FINANCE AND ADMINISTRATION



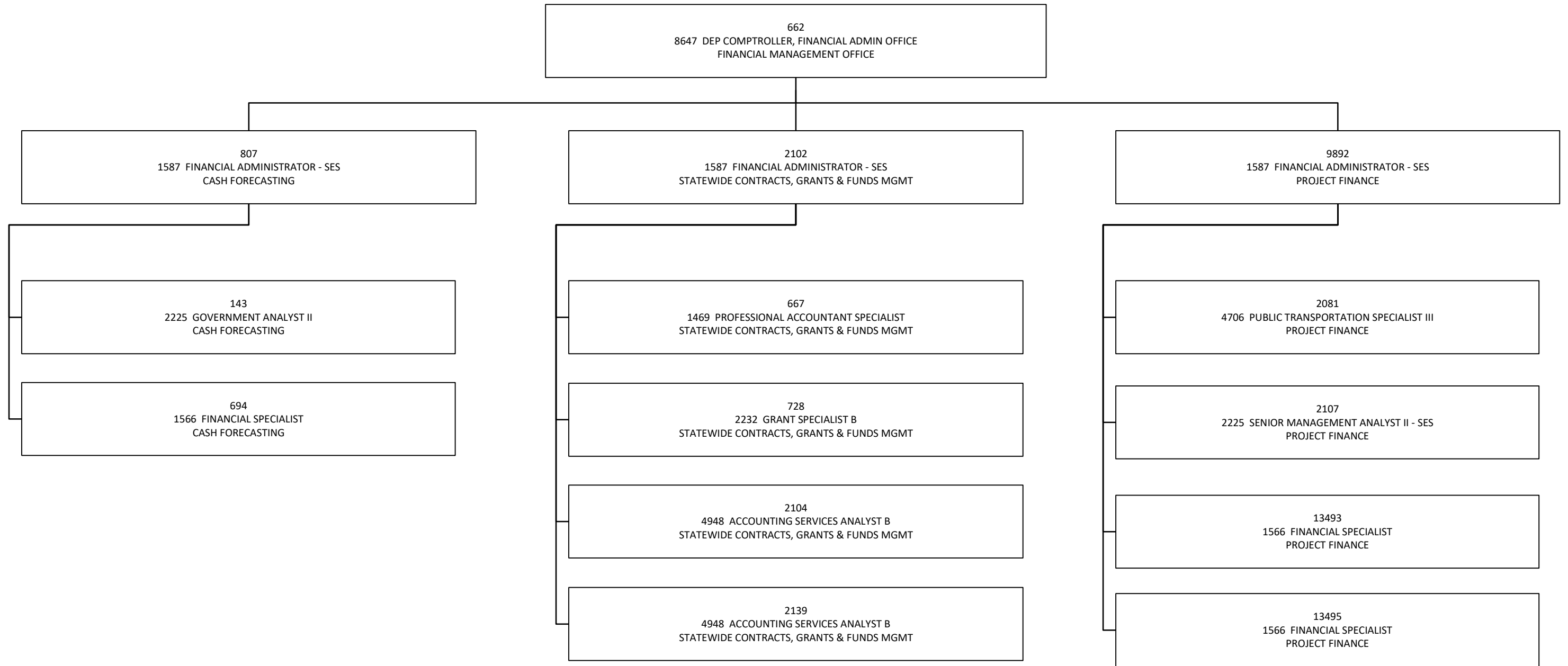
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ASST SECRETARY, FINANCE AND ADMINISTRATION



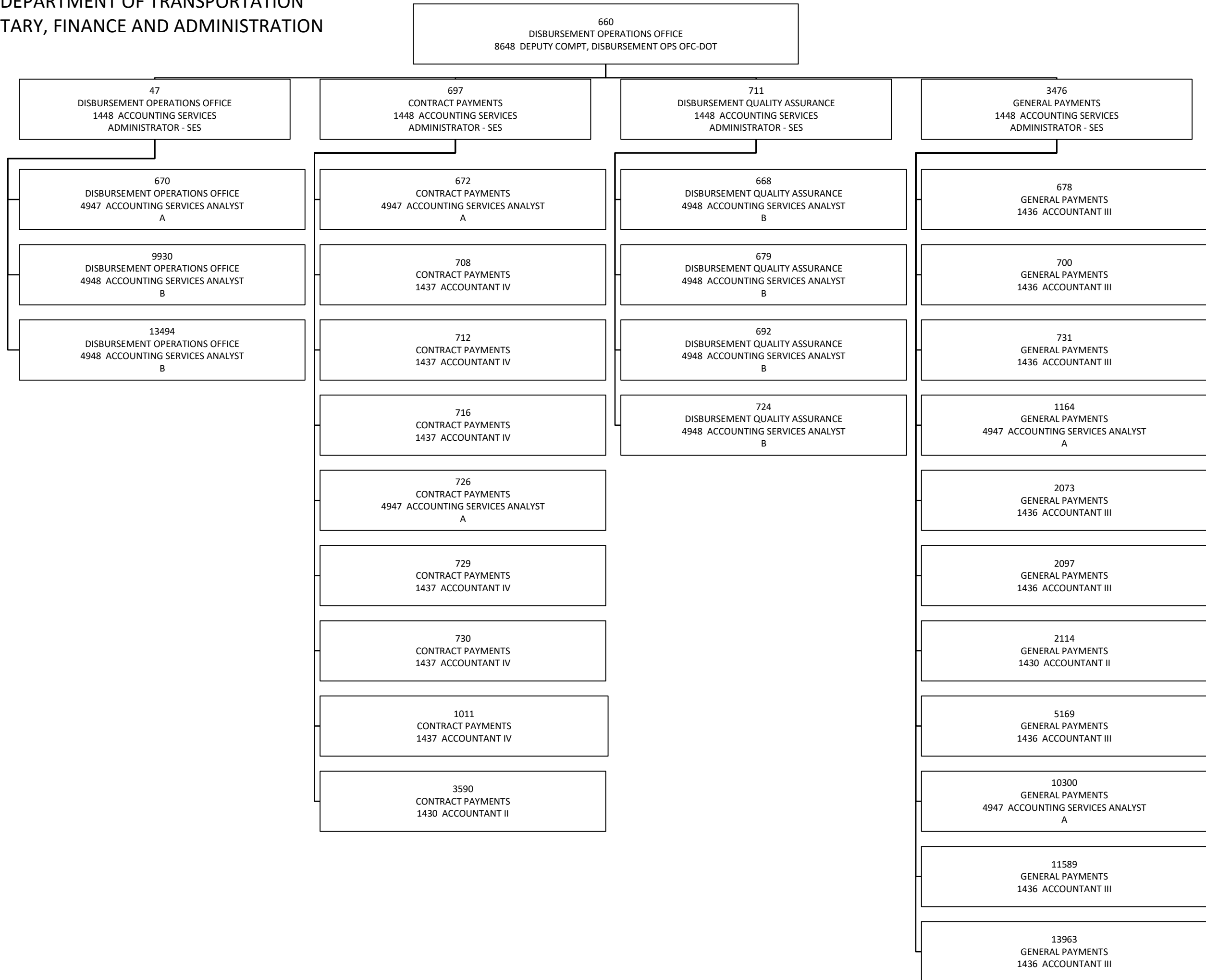
FLORIDA DEPARTMENT OF TRANSPORTATION
 ASST SECRETARY, FINANCE AND ADMINISTRATION



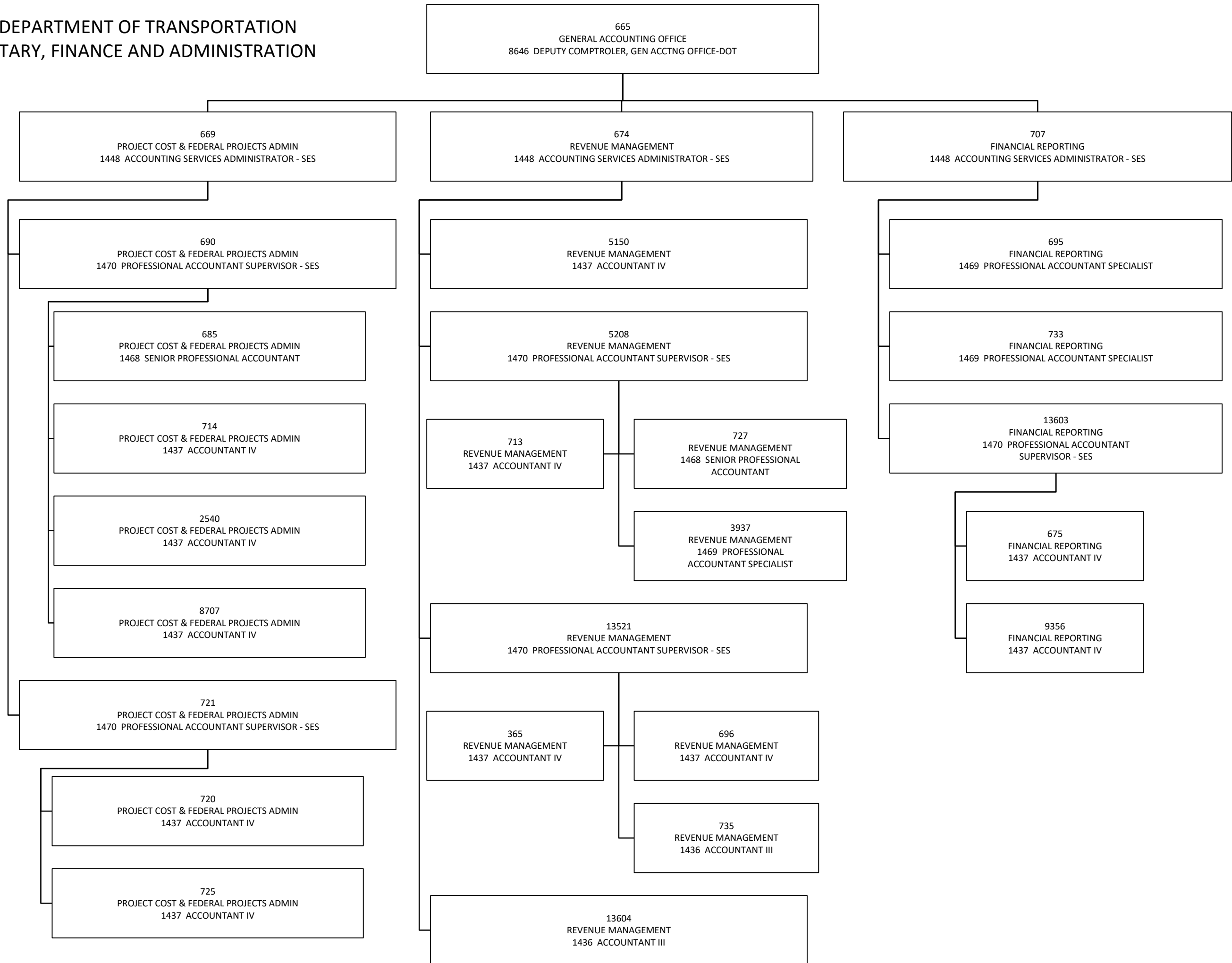
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ASST SECRETARY, FINANCE AND ADMINISTRATION



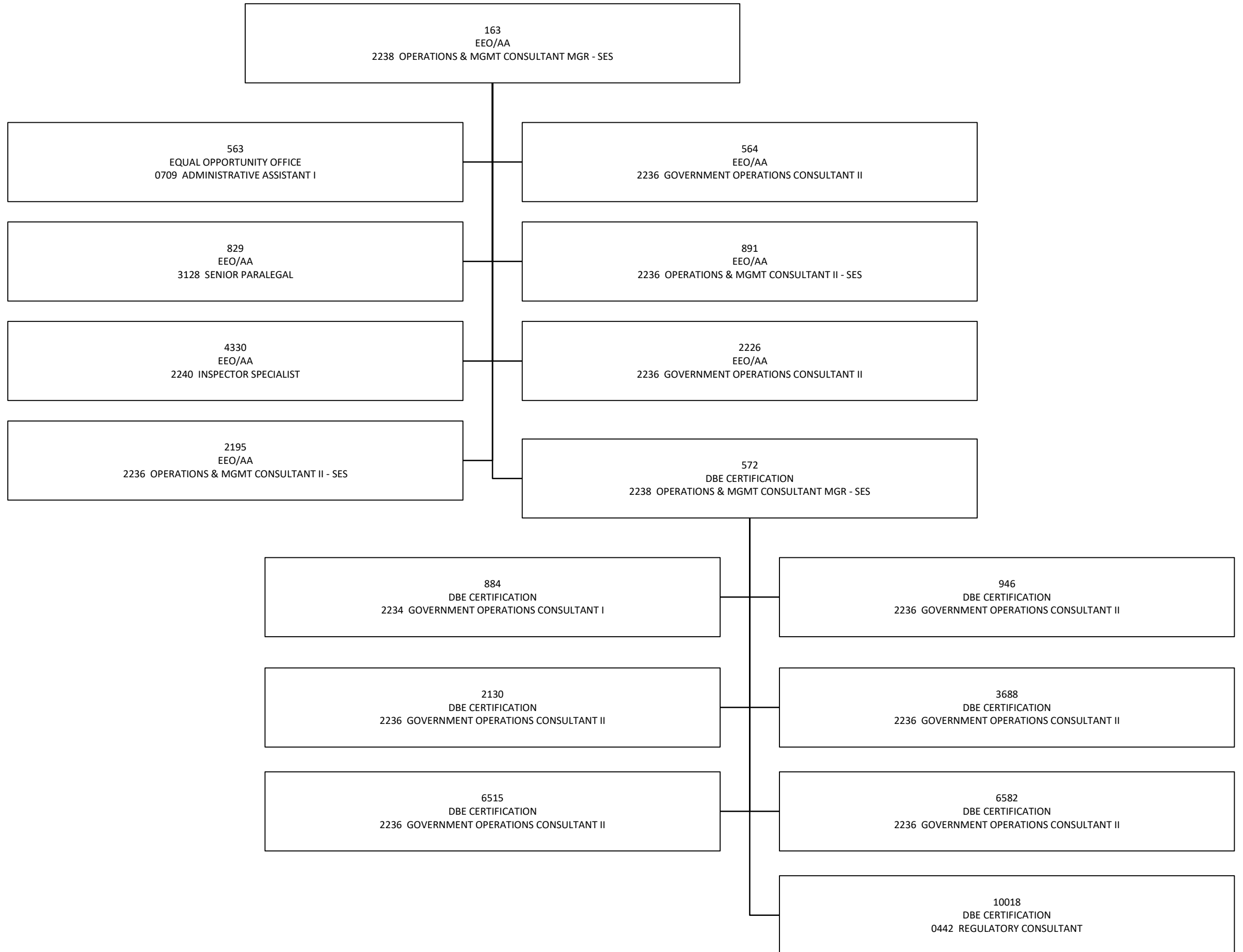
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ASST SECRETARY, FINANCE AND ADMINISTRATION



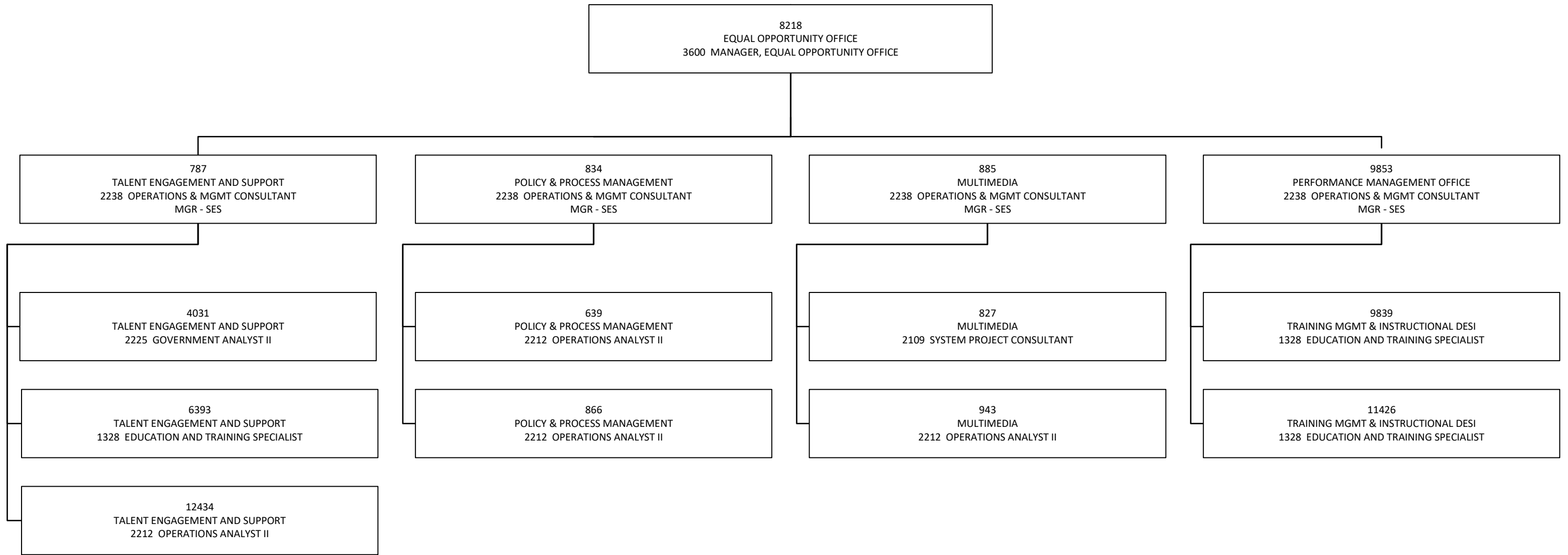
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ASST SECRETARY, FINANCE AND ADMINISTRATION



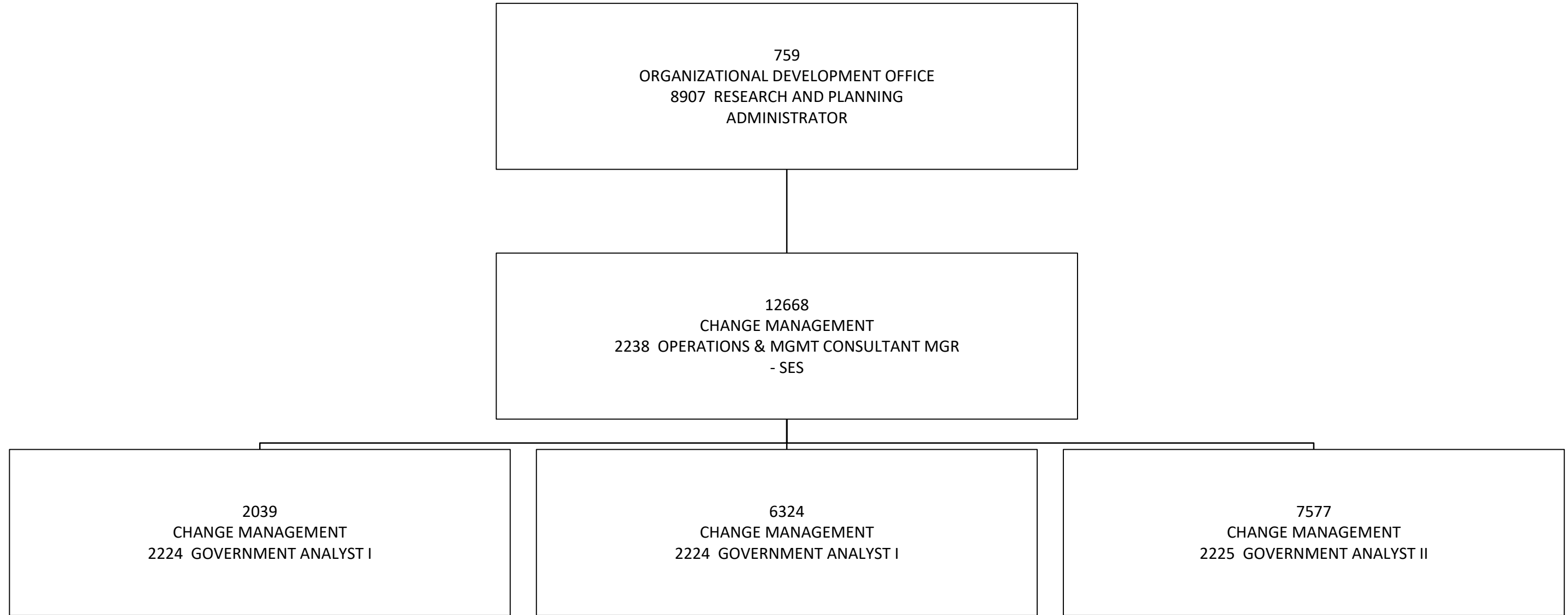
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ASST SECRETARY, FINANCE AND ADMINISTRATION



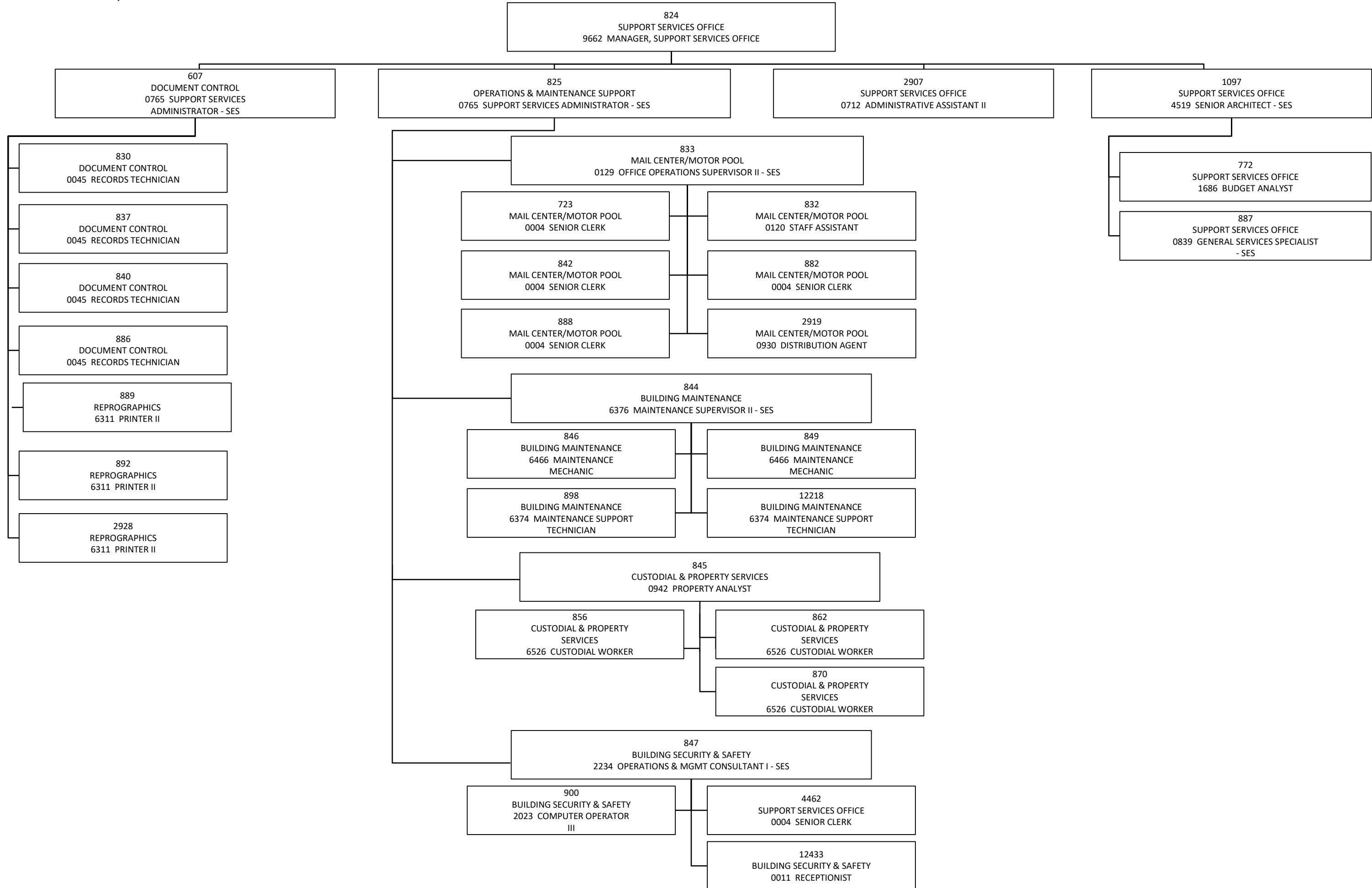
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ASST SECRETARY, FINANCE AND ADMINISTRATION



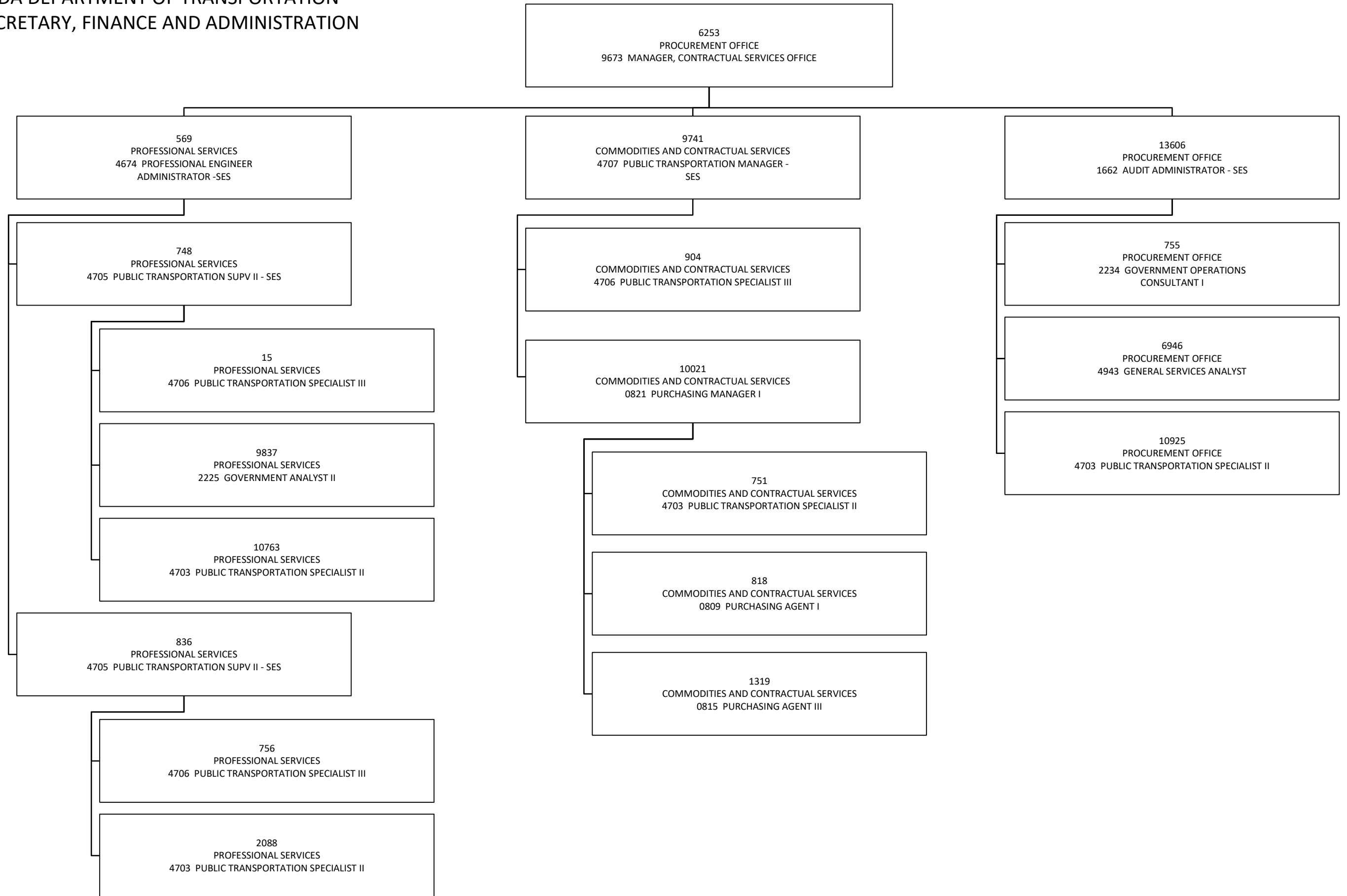
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, FINANCE AND ADMINISTRATION



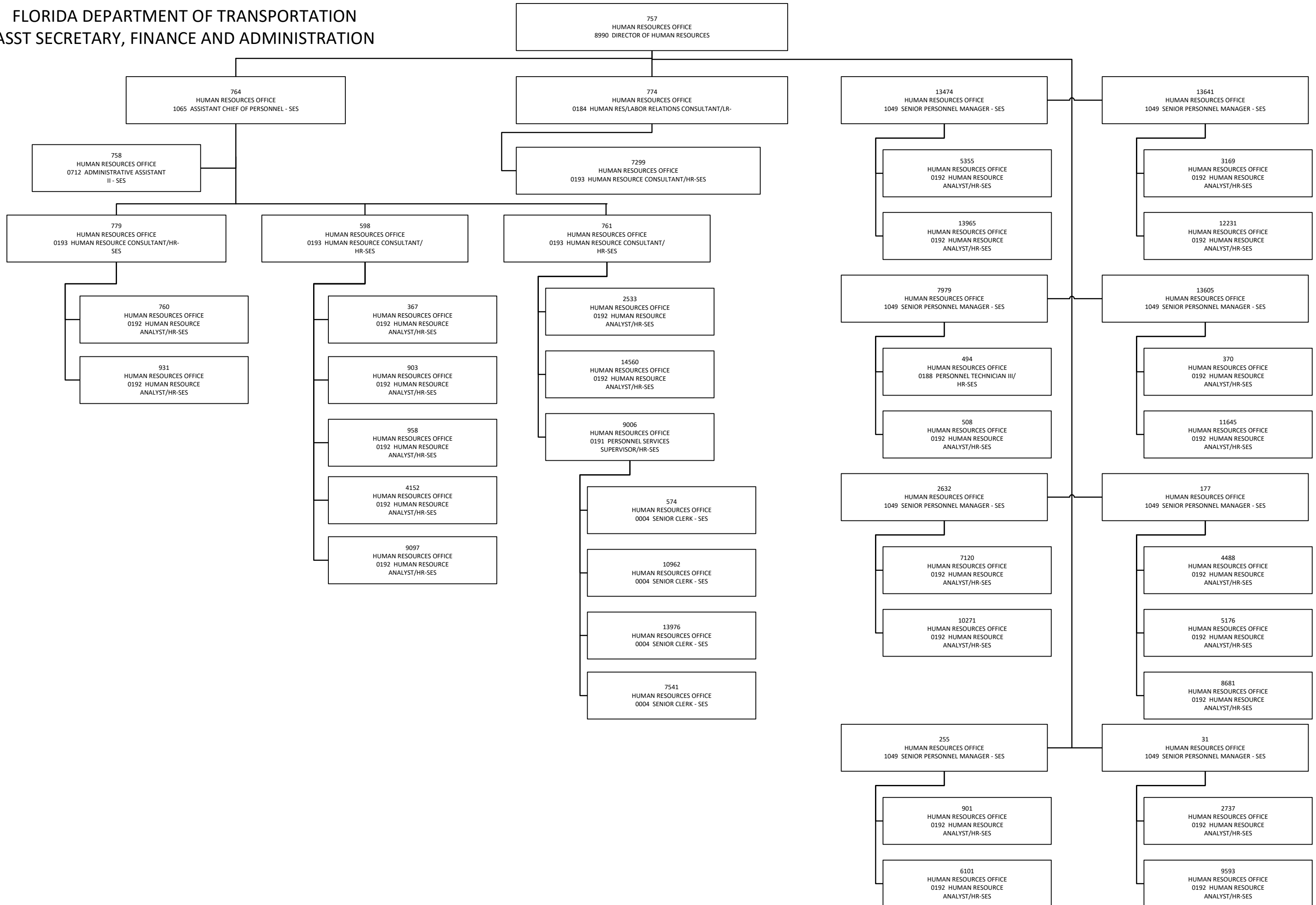
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ASST SECRETARY, FINANCE AND ADMINISTRATION



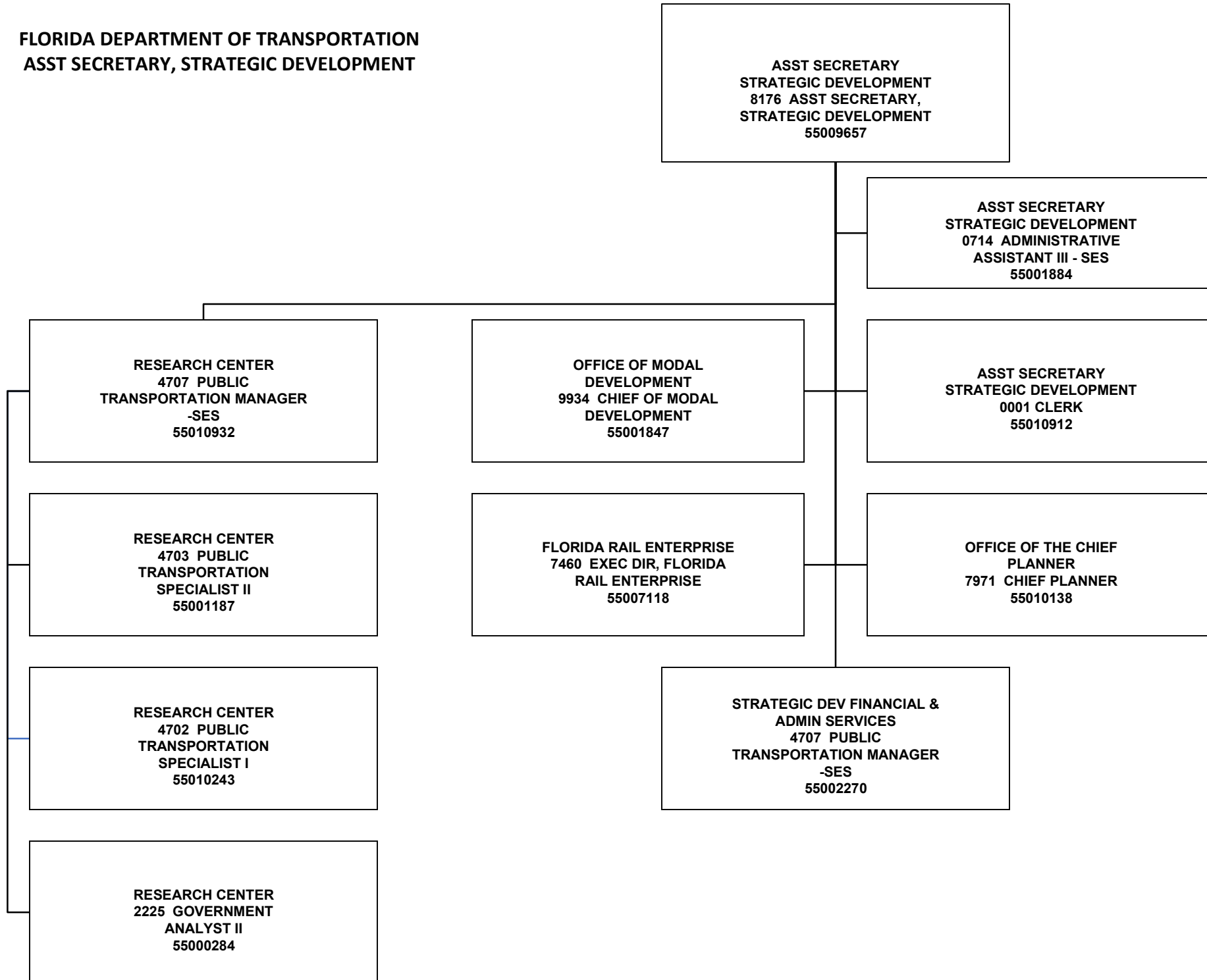
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ASST SECRETARY, FINANCE AND ADMINISTRATION

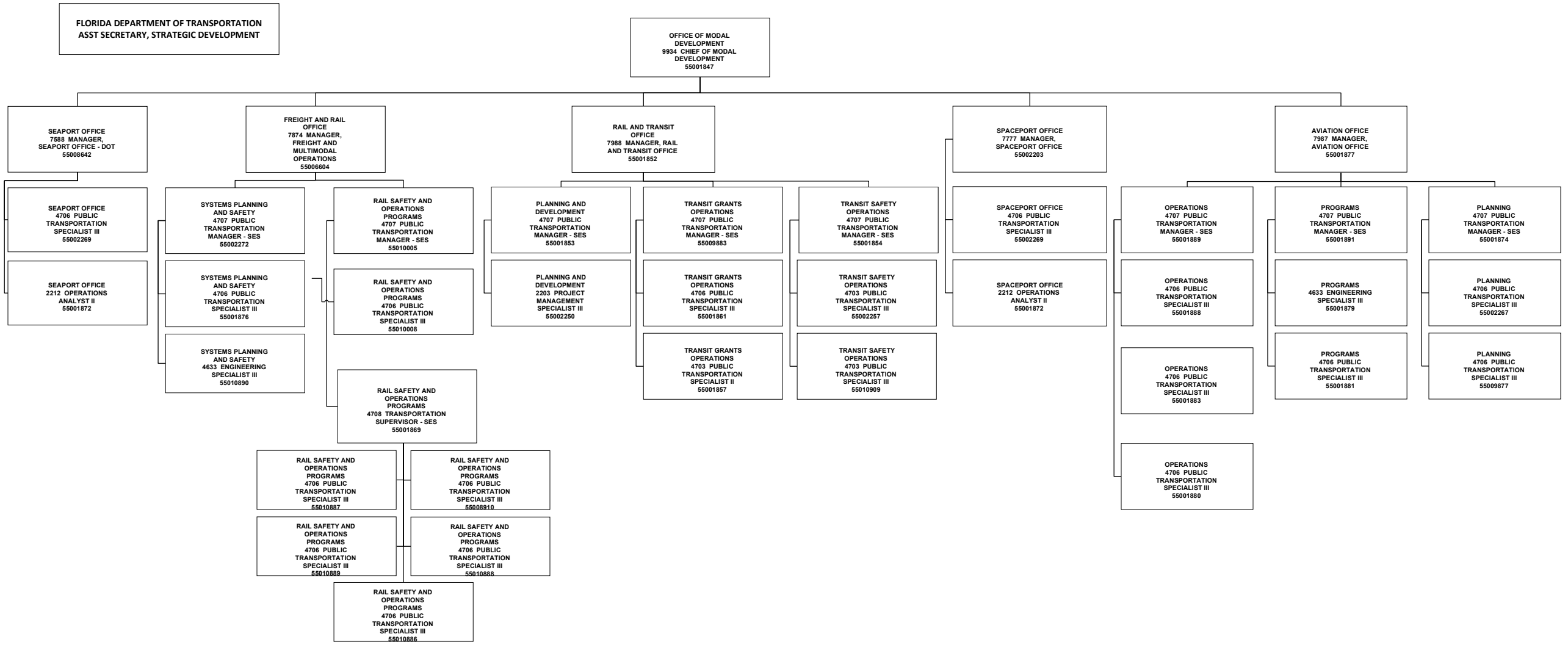


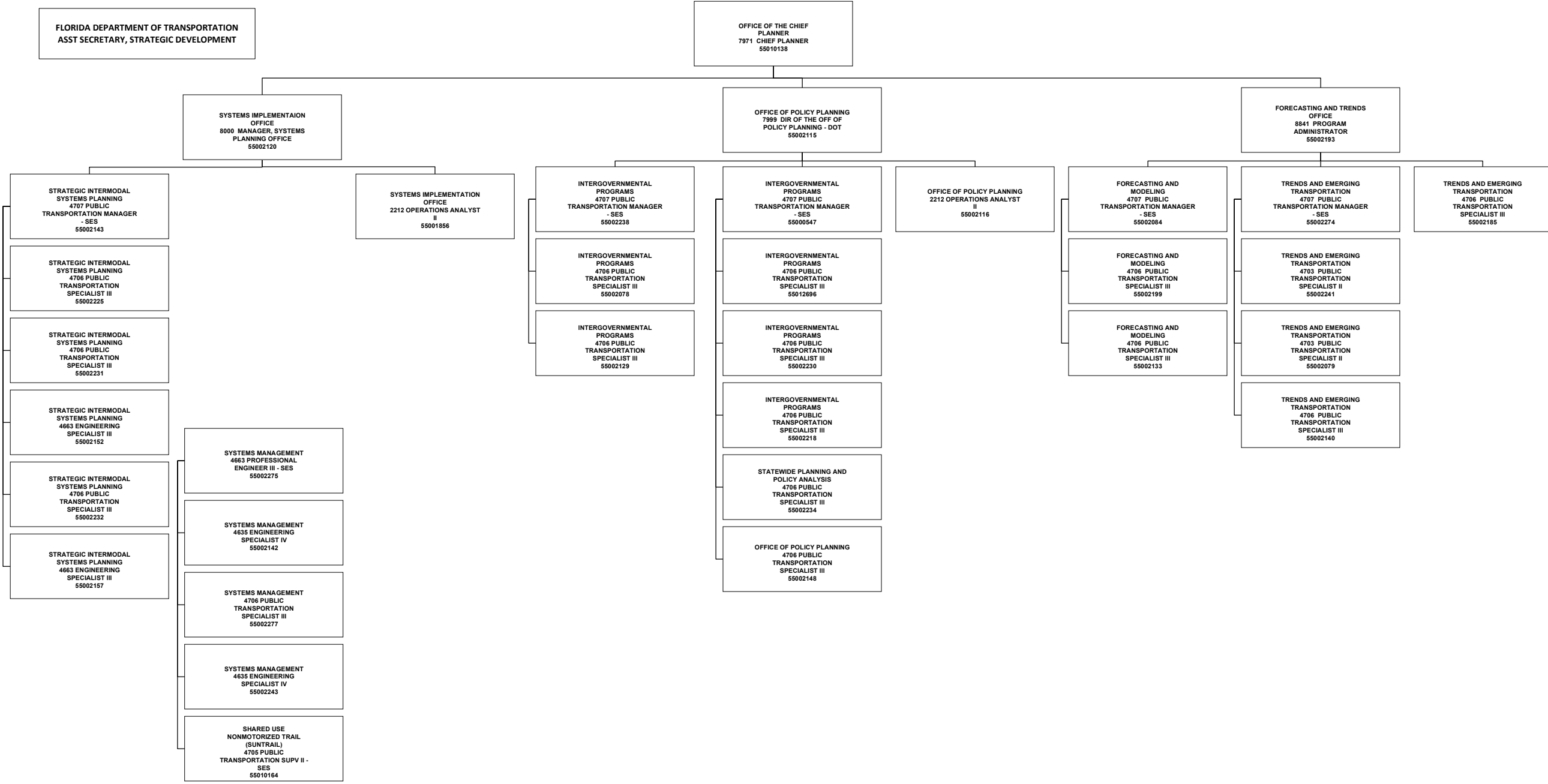
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, FINANCE AND ADMINISTRATION



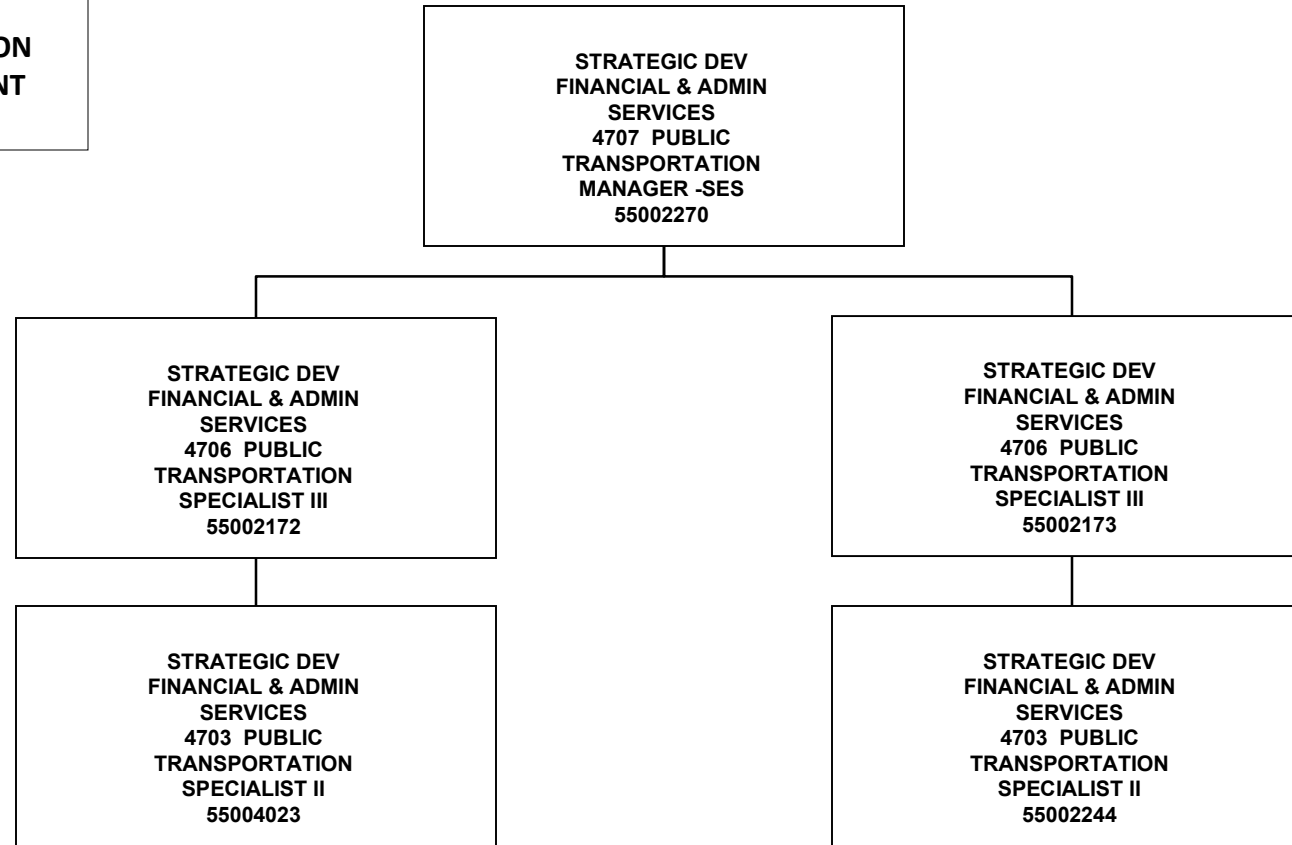
**FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, STRATEGIC DEVELOPMENT**



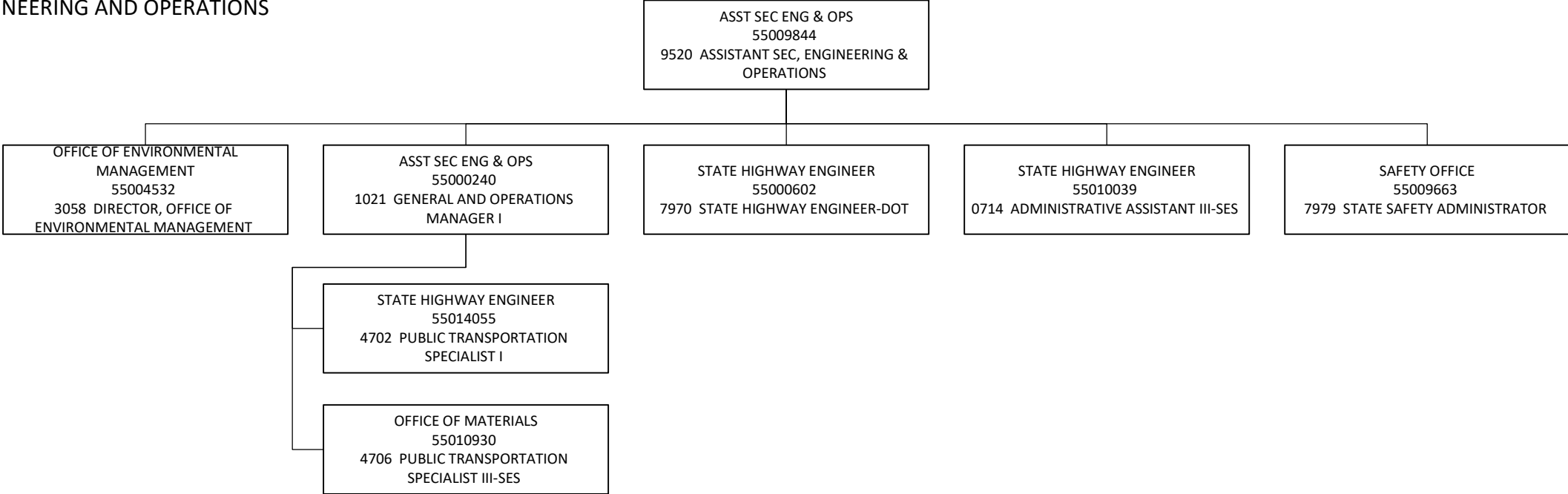




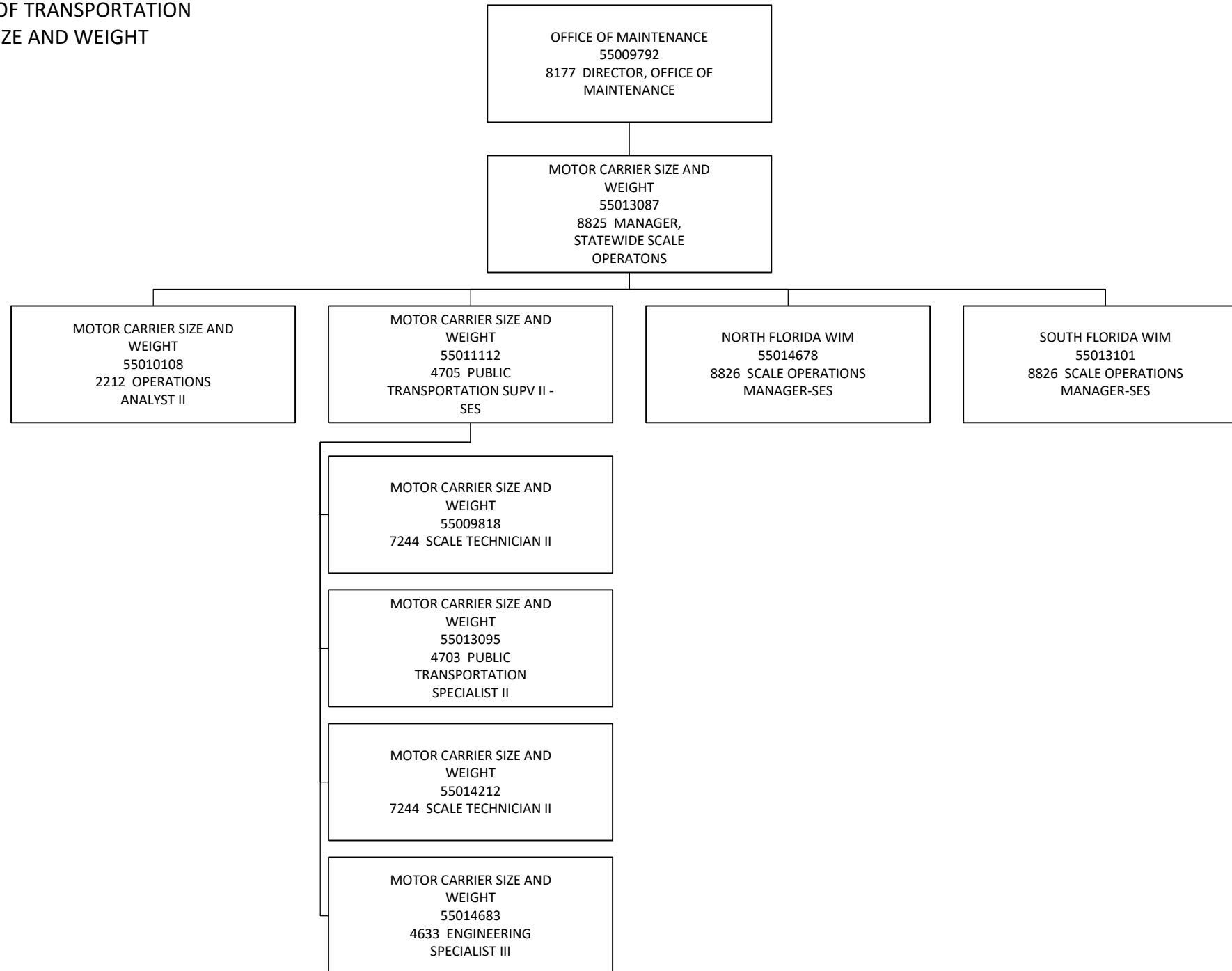
**FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, STRATEGIC DEVELOPMENT**



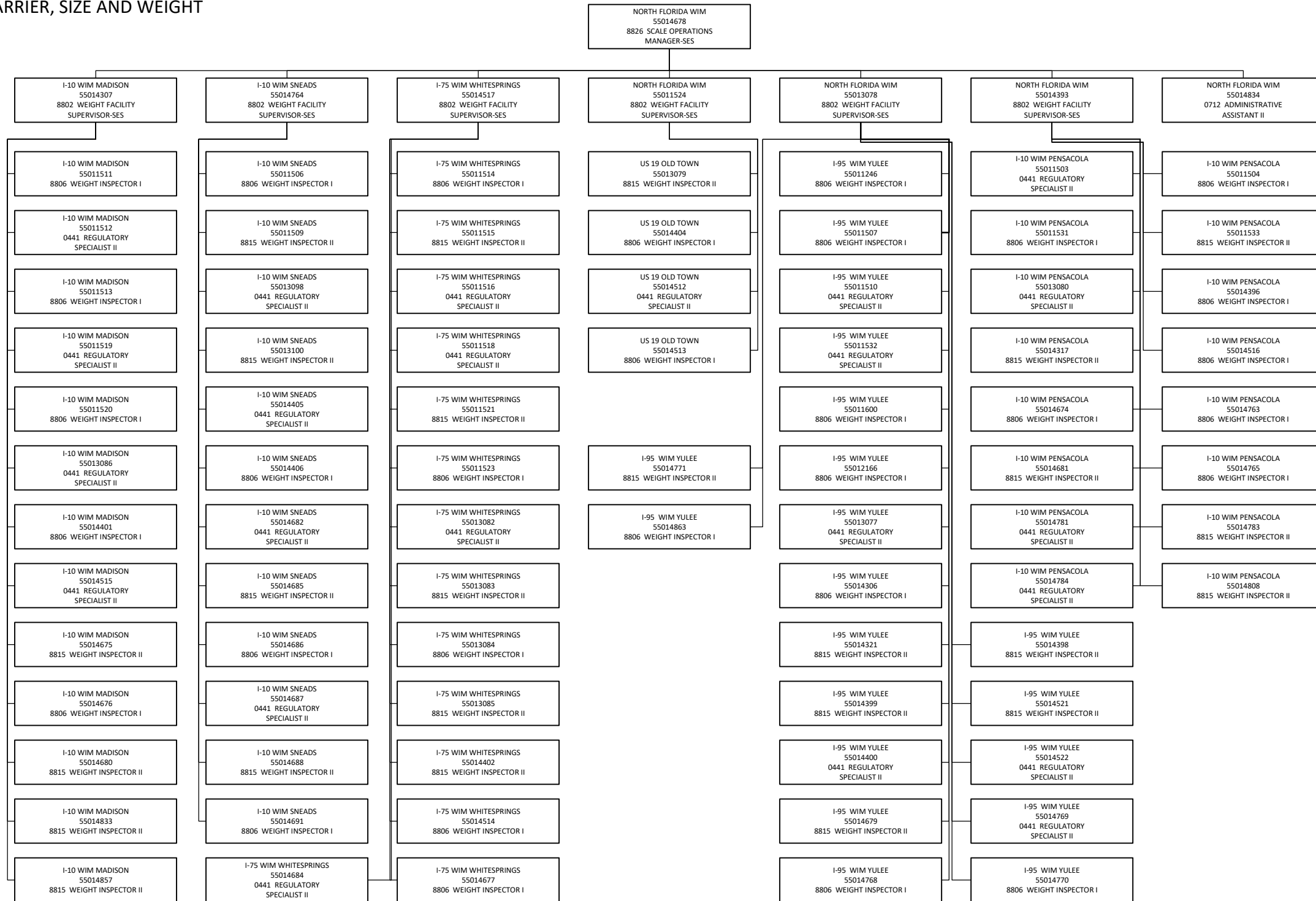
FLORIDA DEPARTMENT OF TRANSPORTATION
 ASST SECRETARY, ENGINEERING AND OPERATIONS



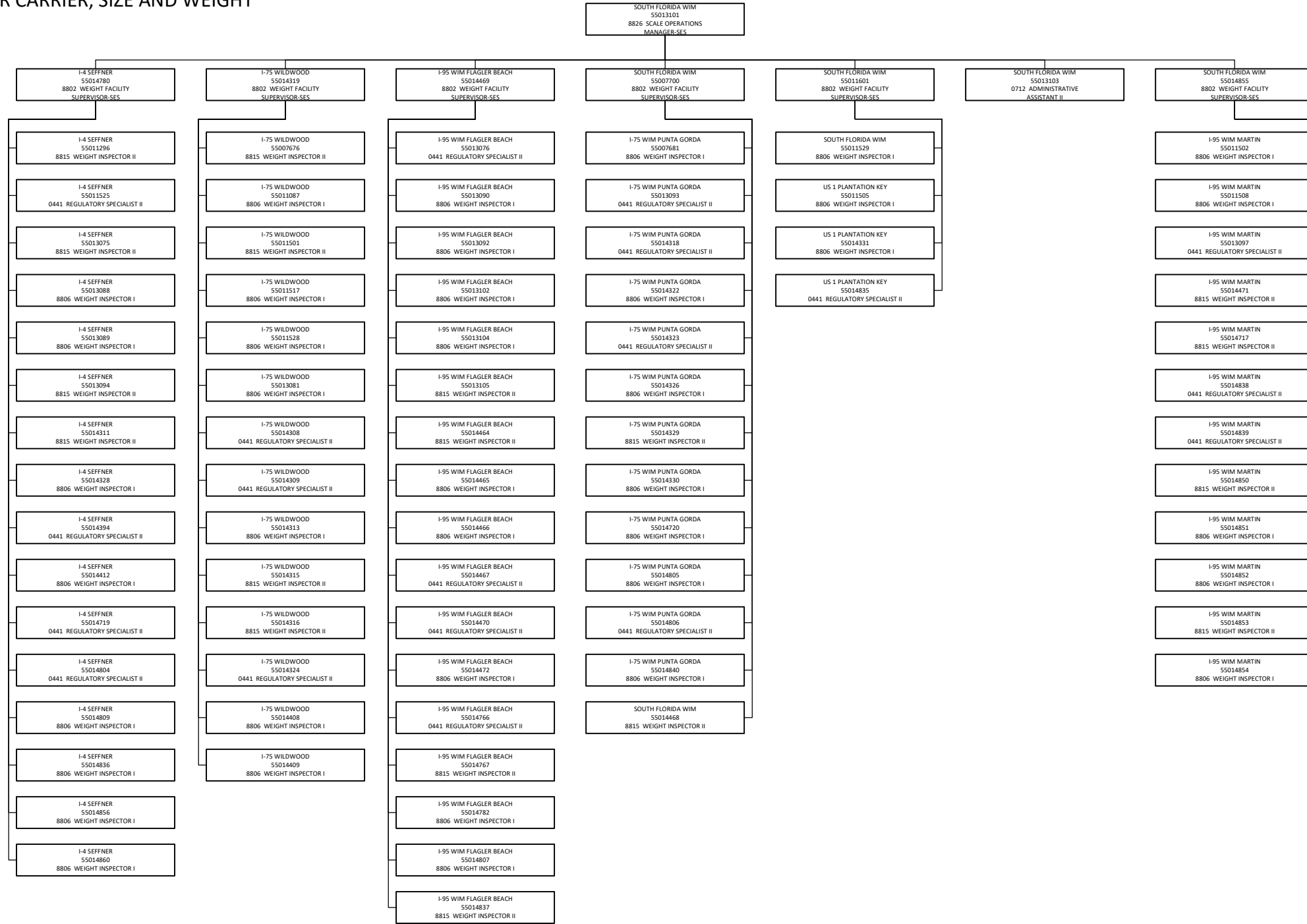
FLORIDA DEPARTMENT OF TRANSPORTATION
MOTOR CARRIER, SIZE AND WEIGHT



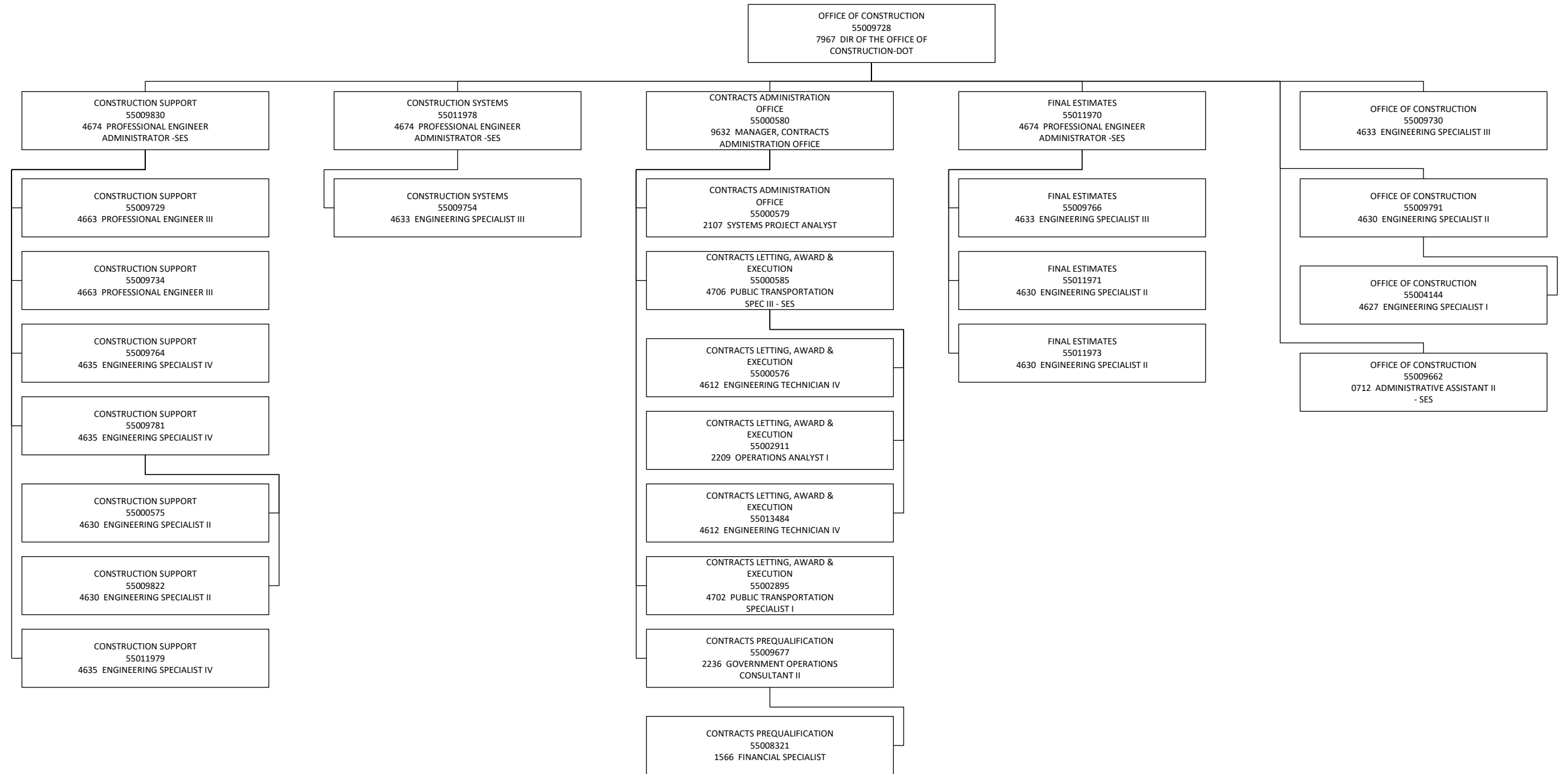
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MOTOR CARRIER, SIZE AND WEIGHT



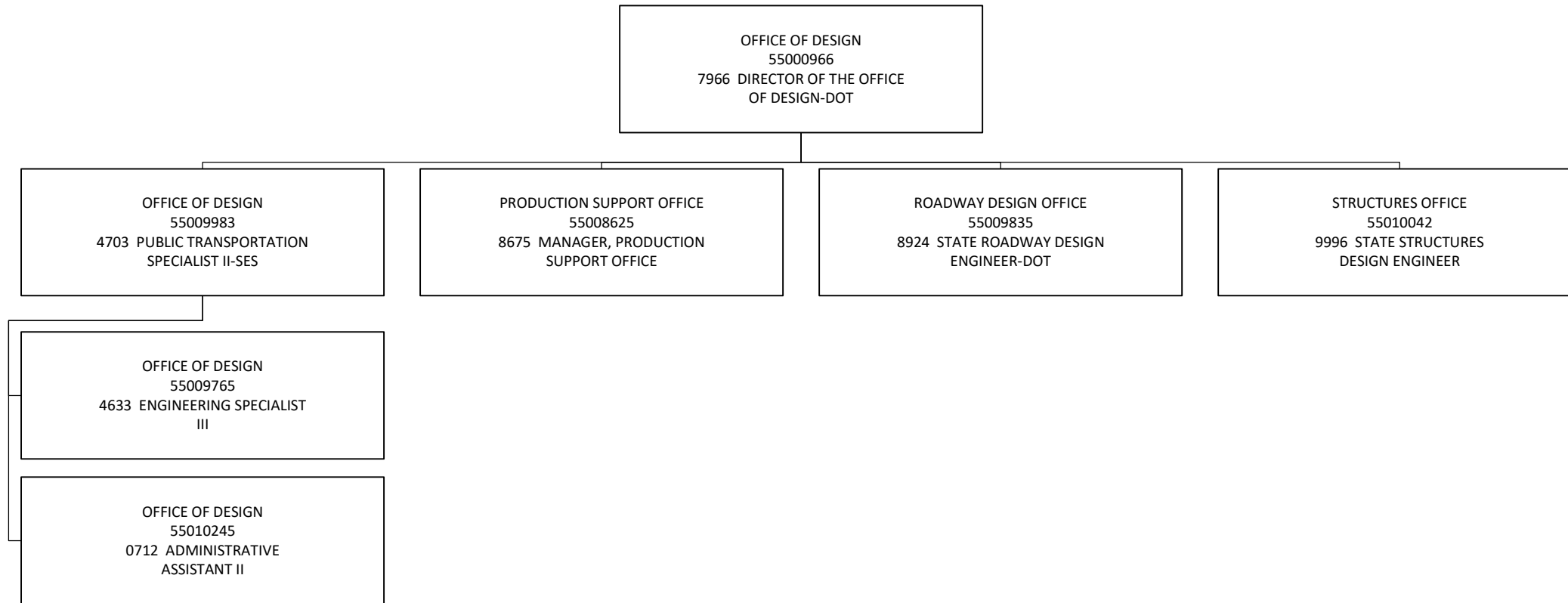
FLORIDA DEPARTMENT OF TRANSPORTATION
MOTOR CARRIER, SIZE AND WEIGHT



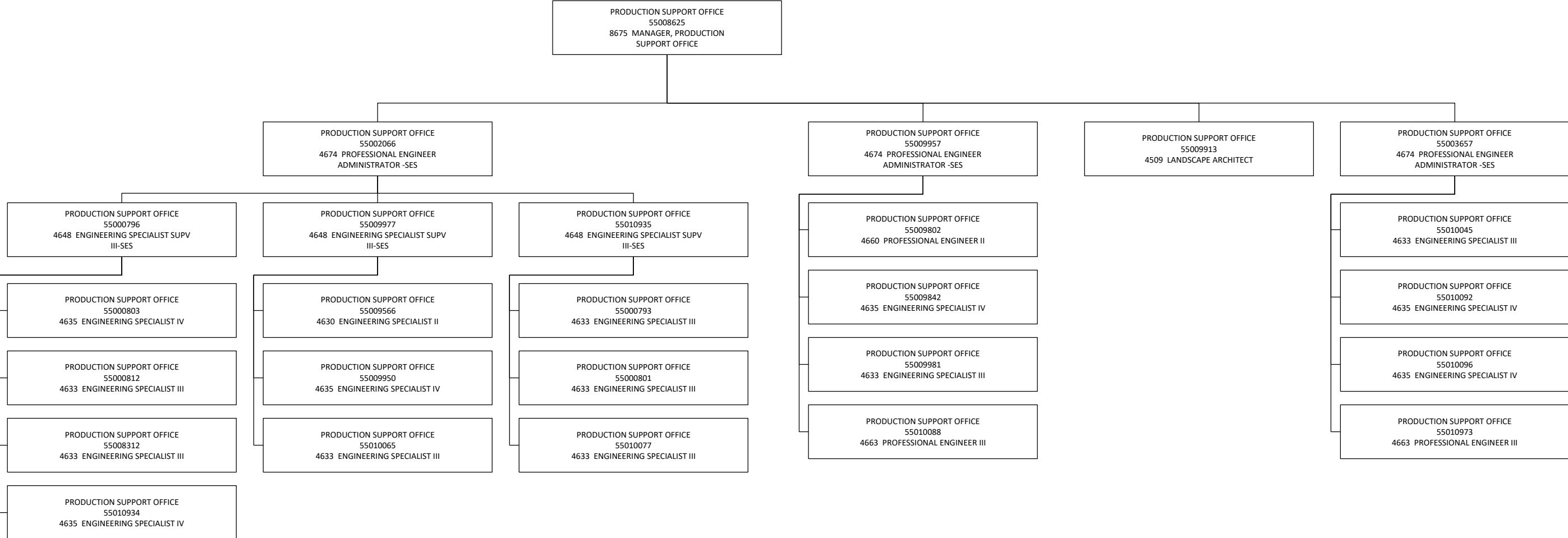
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, ENGINEERING & OPERATIONS



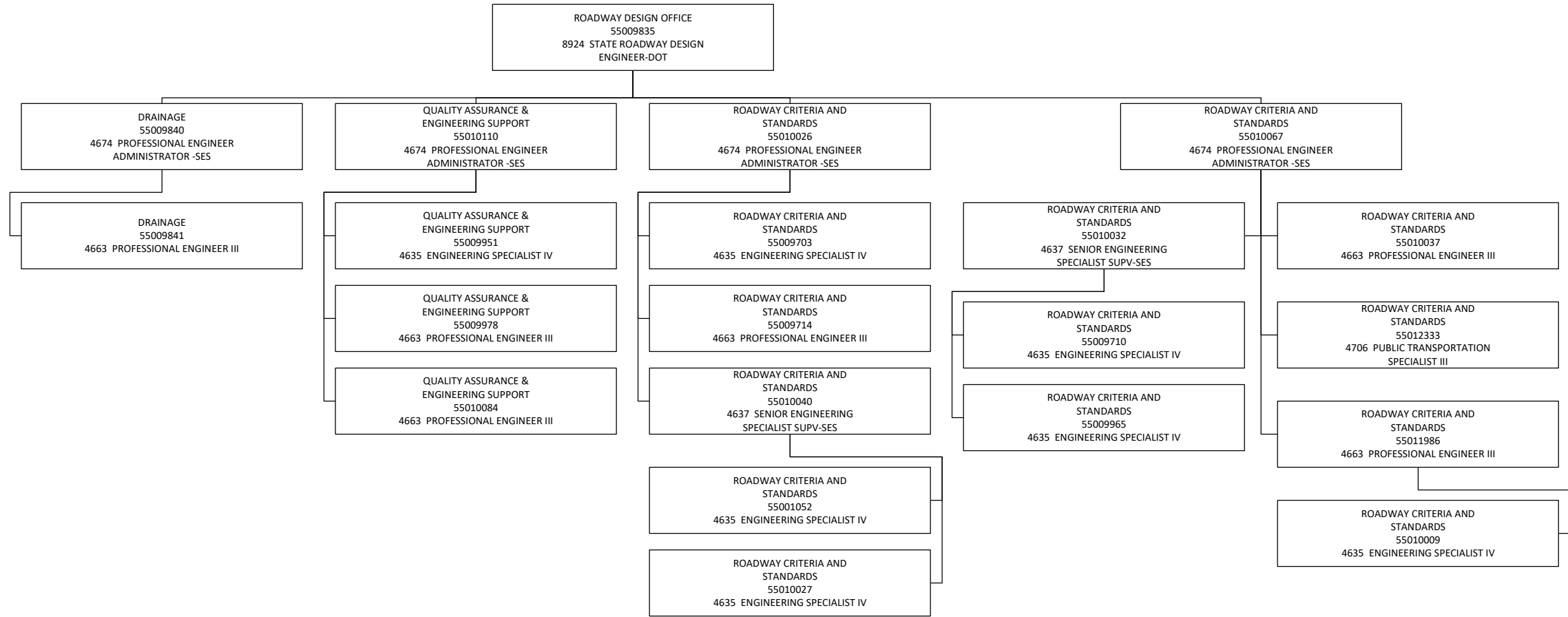
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, ENGINEERING & OPERATIONS



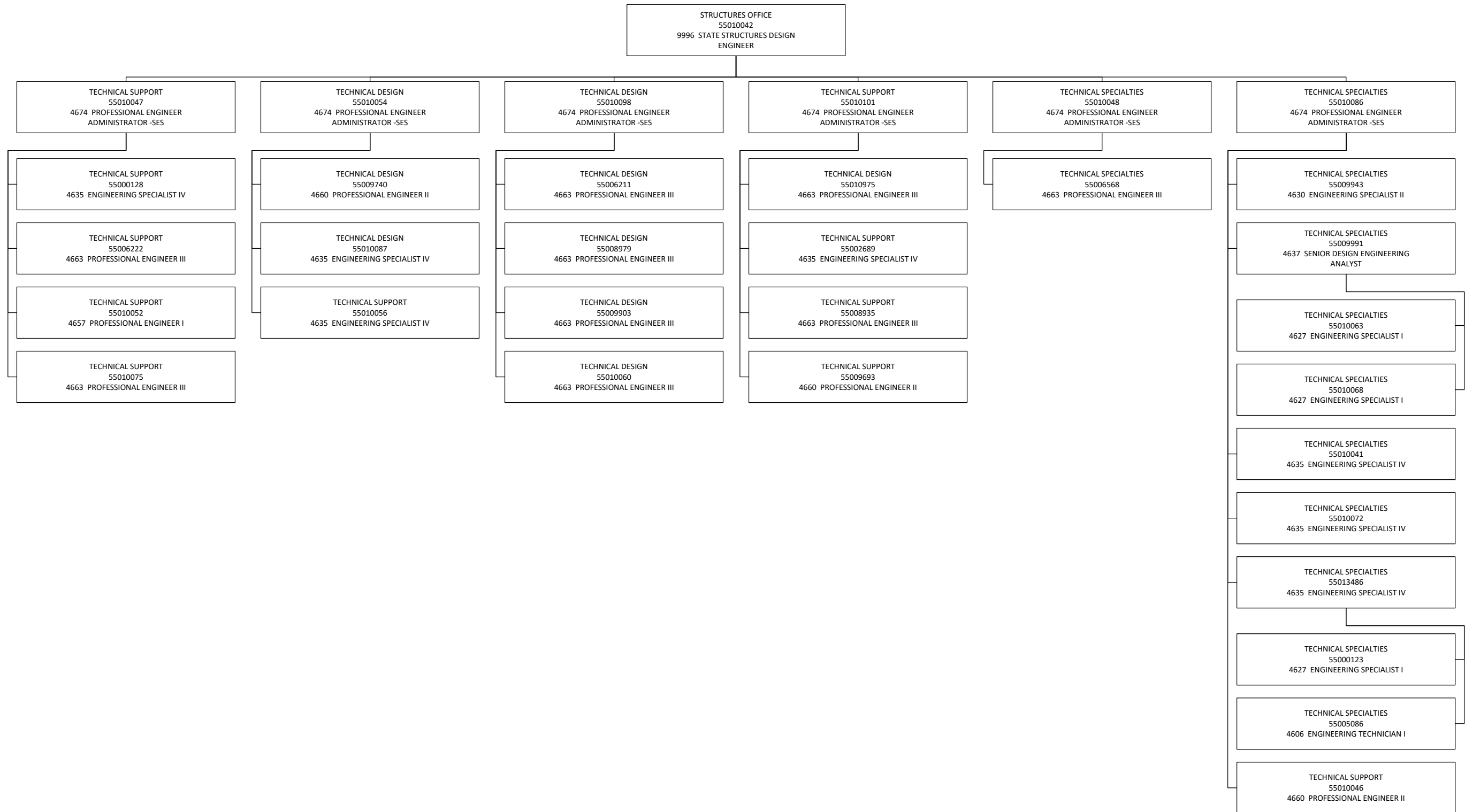
FLORIDA DEPARTMENT OF TRANSPORTATION
 ASST SECRETARY, ENGINEERING & OPERATIONS



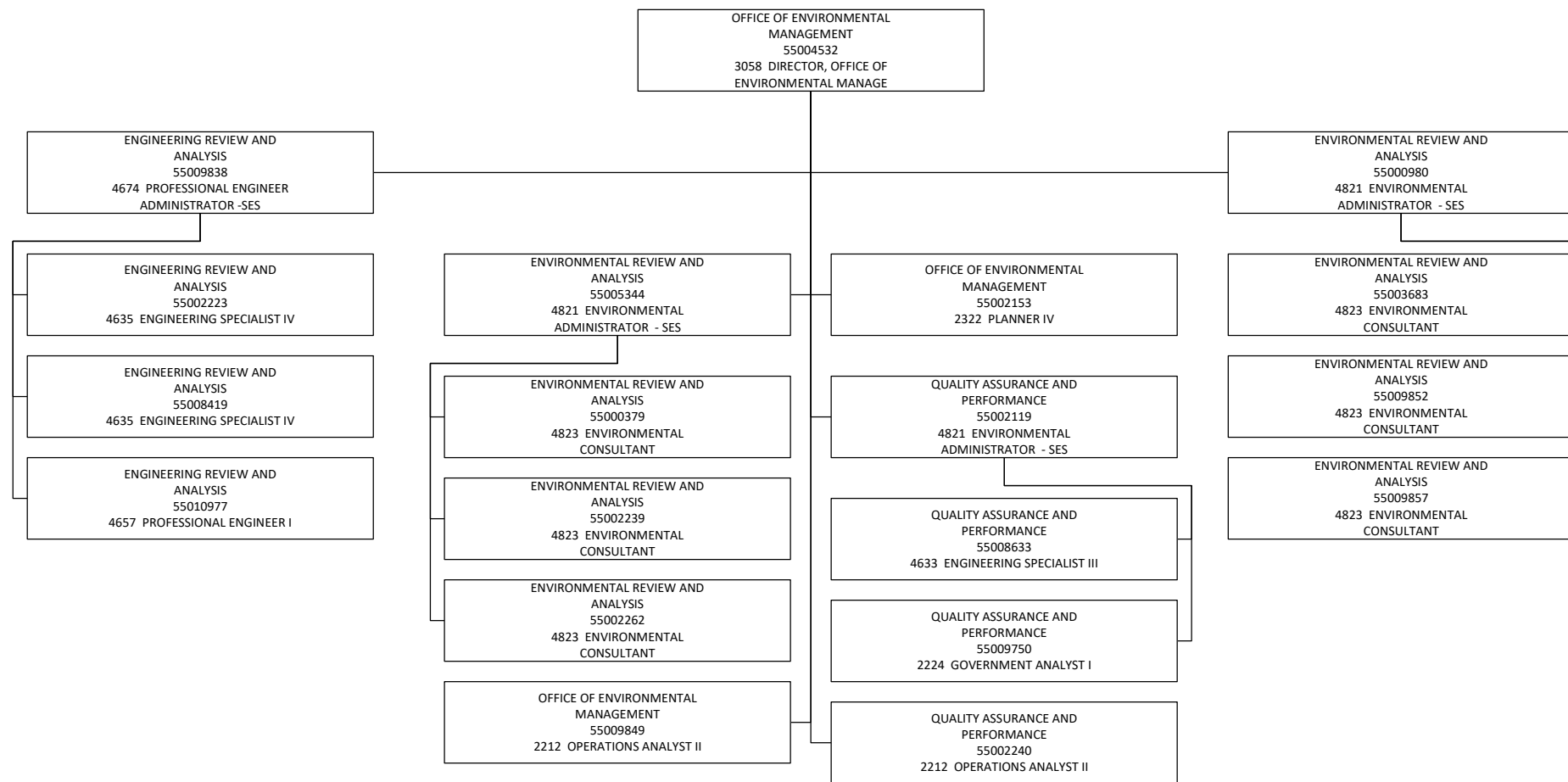
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ASST SECRETARY, ENGINEERING & OPERATIONS



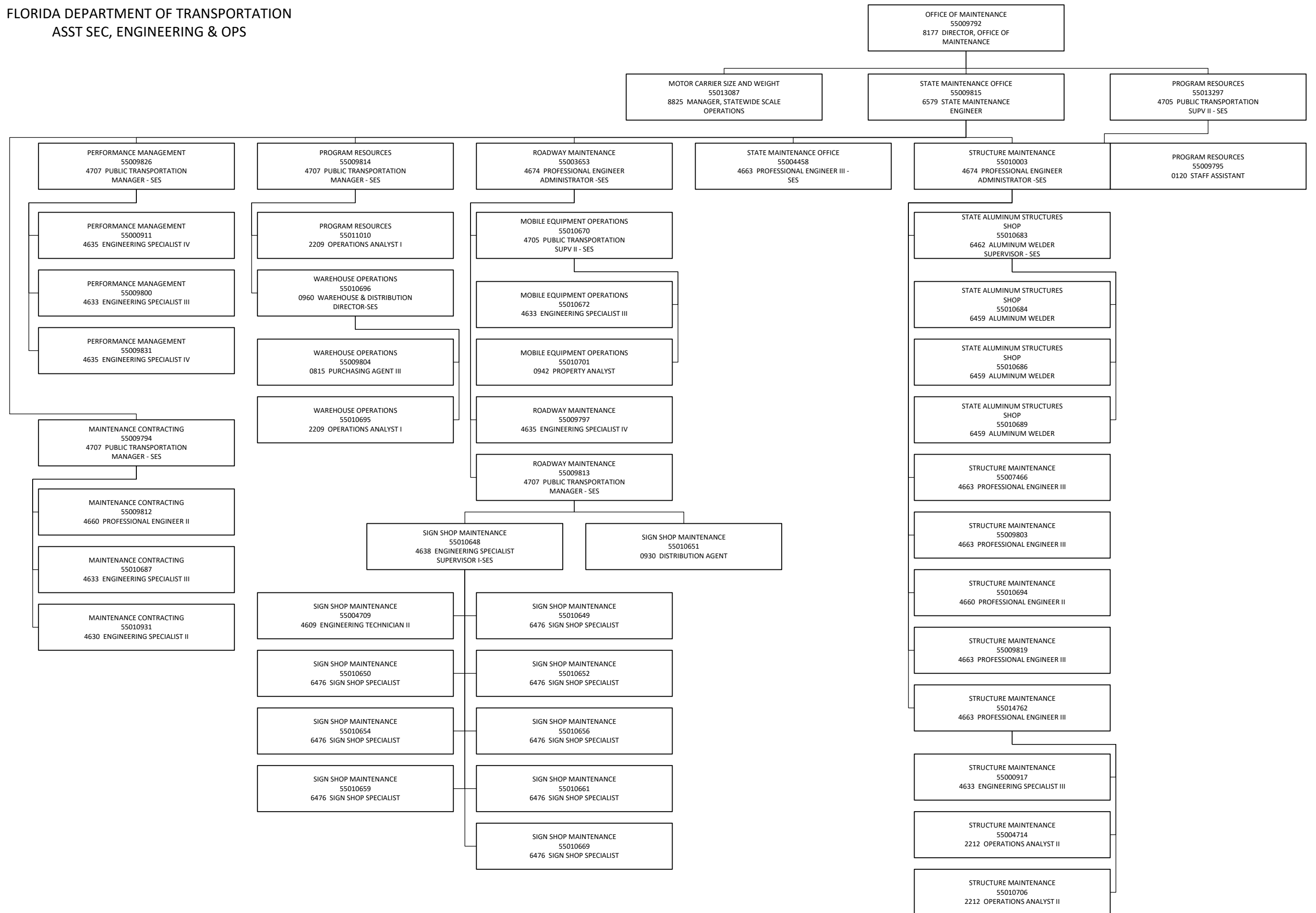
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, ENGINEERING & OPERATIONS



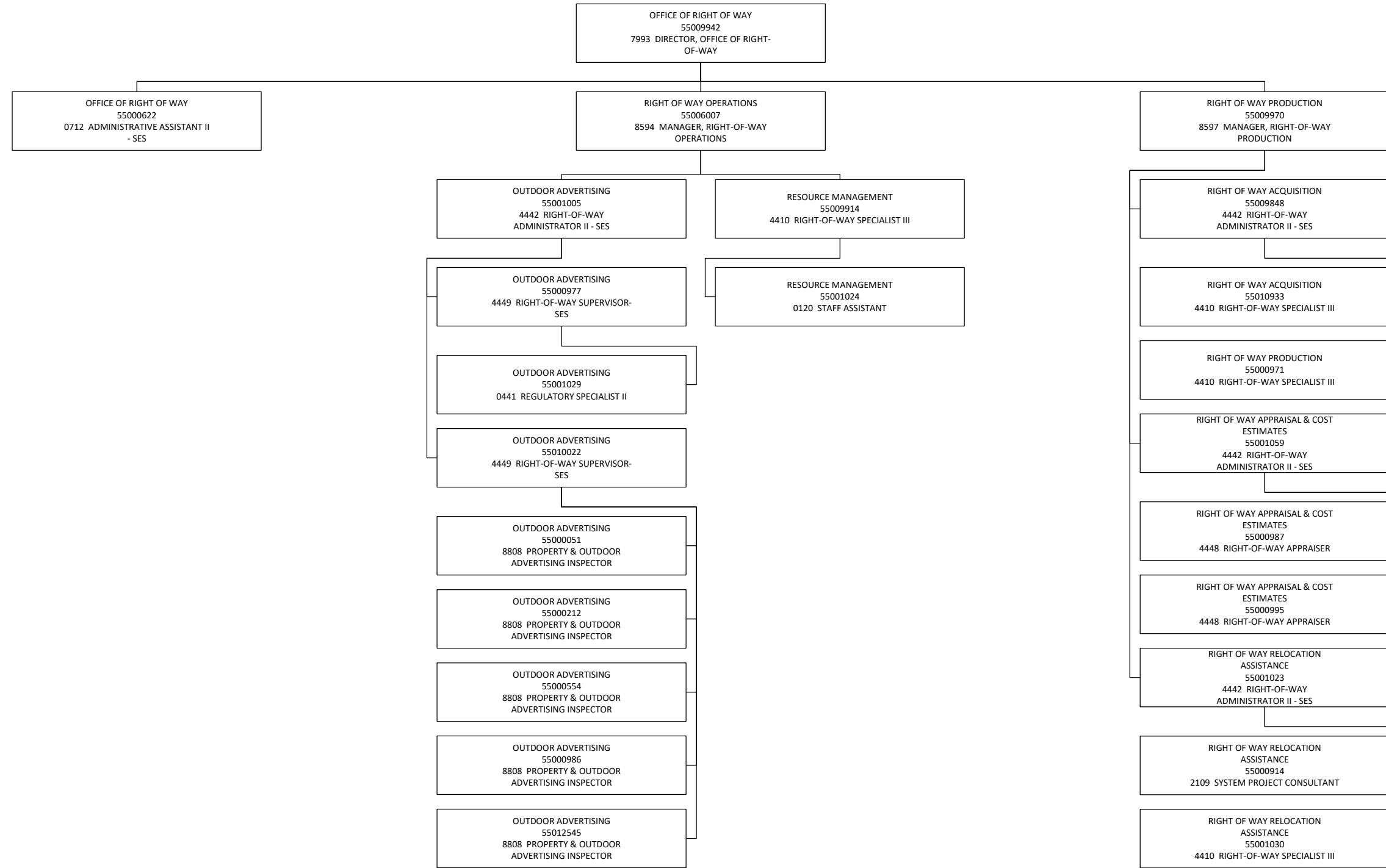
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SECRETARY, ENGINEERING & OPERATIONS



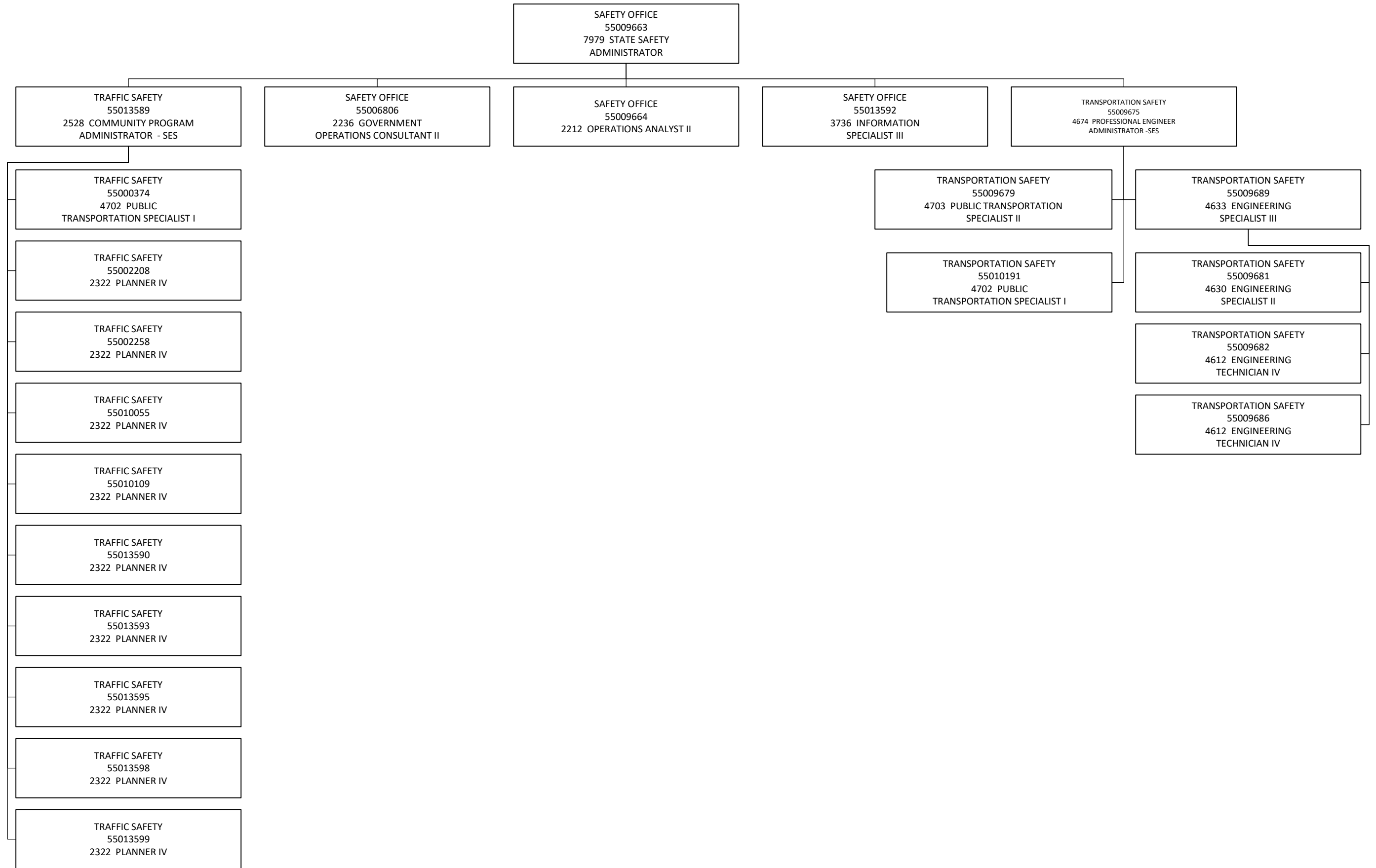
FLORIDA DEPARTMENT OF TRANSPORTATION
ASST SEC, ENGINEERING & OPS



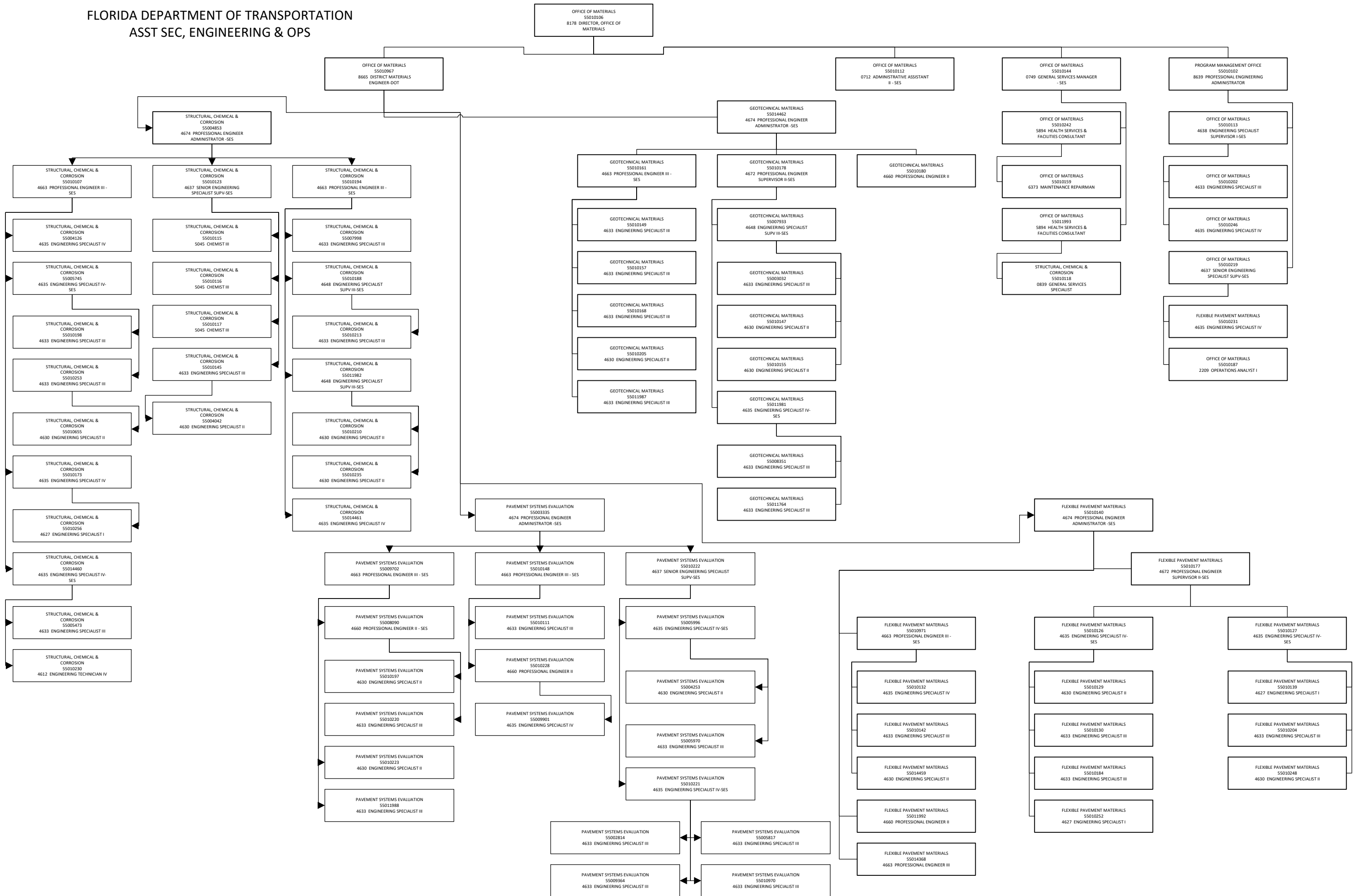
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 ASST SECRETARY, ENGINEERING & OPERATIONS



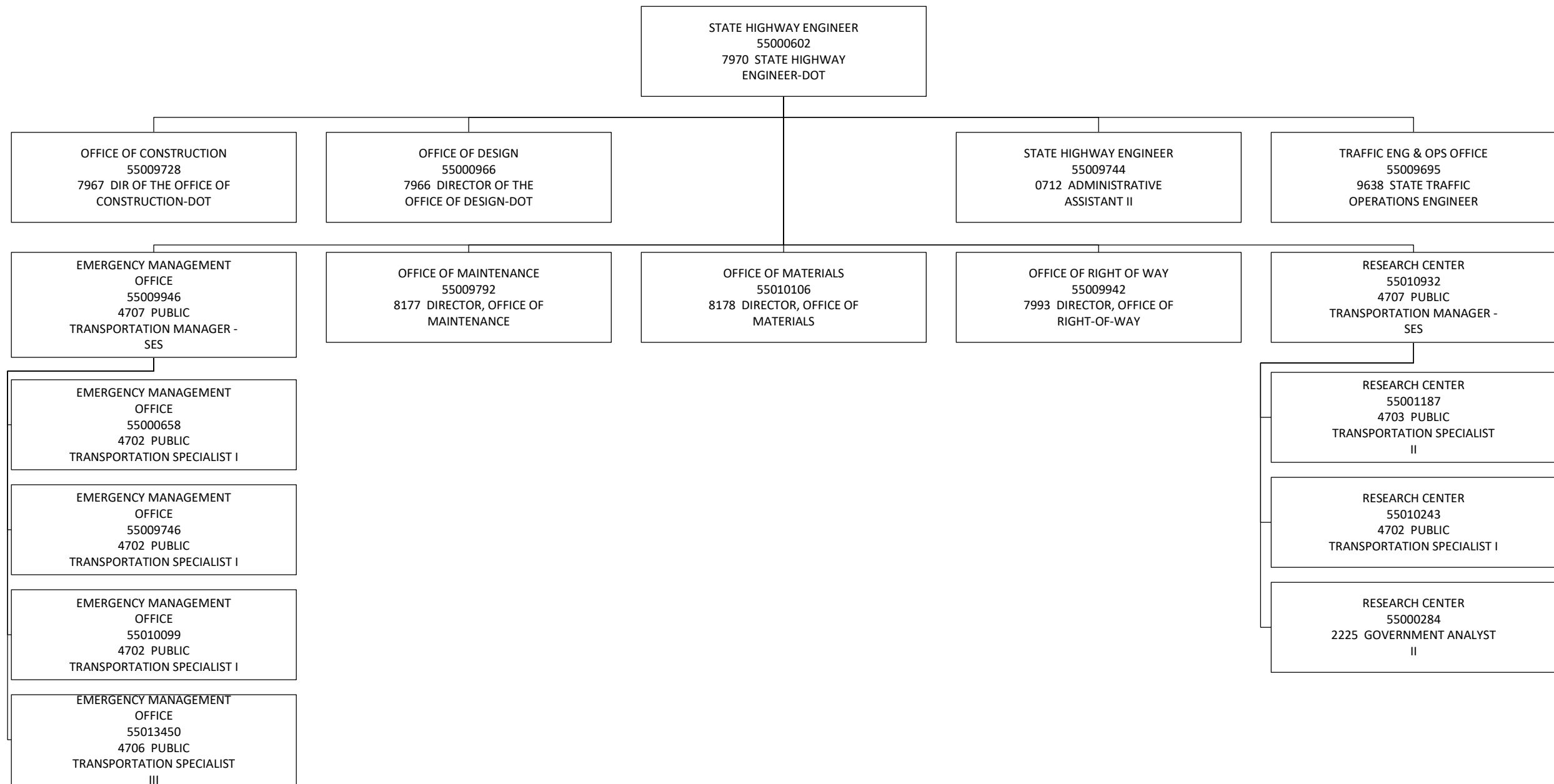
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ASST SECRETARY, ENGINEERING AND OPS



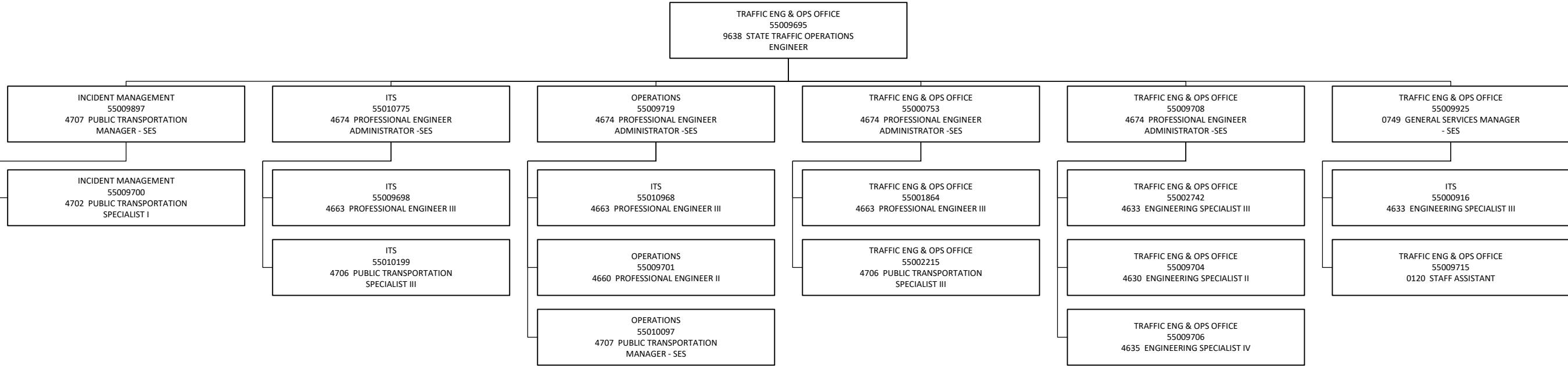
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ASST SEC, ENGINEERING & OPS



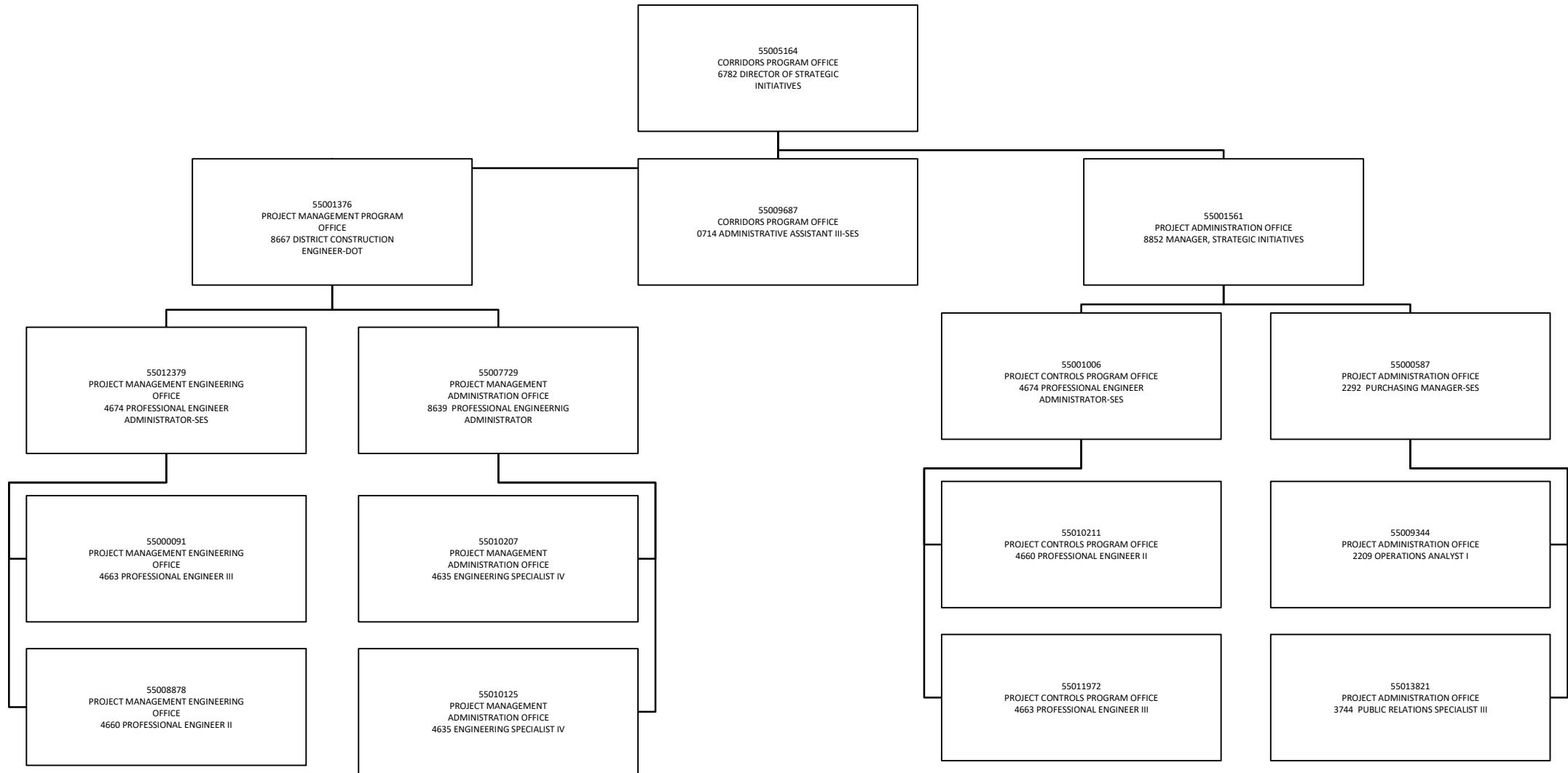
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ASST SEC, ENGINEERING & OPS



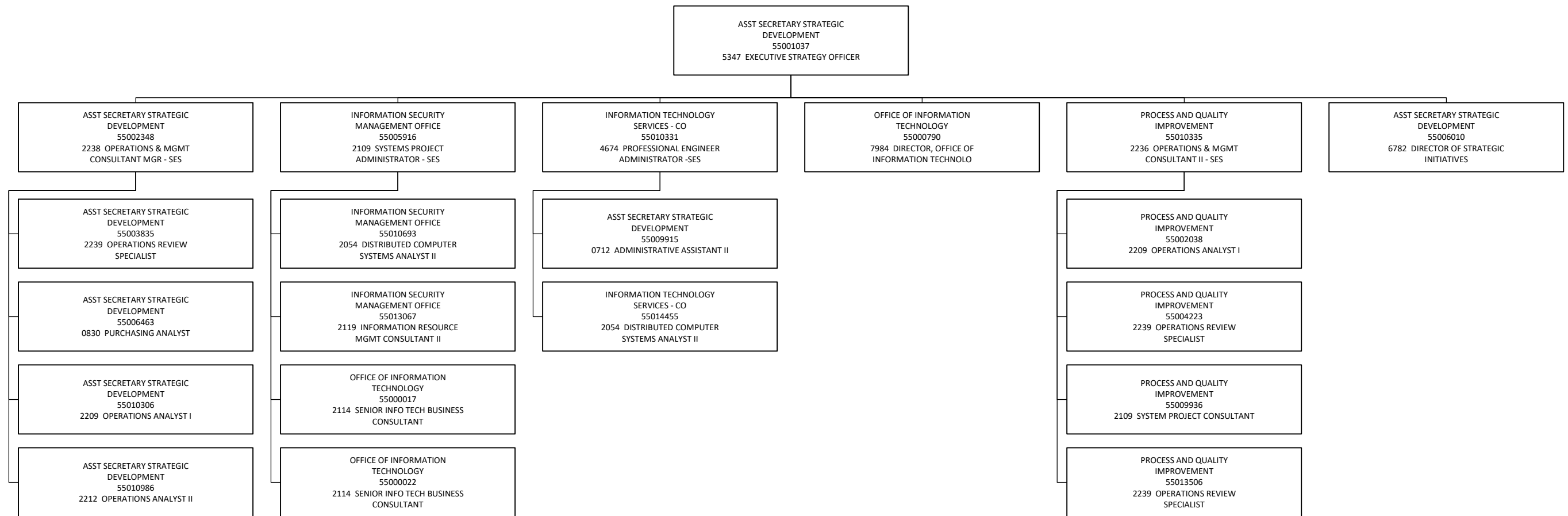
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 ASST SECRETARY, ENGINEERING AND OPERATIONS



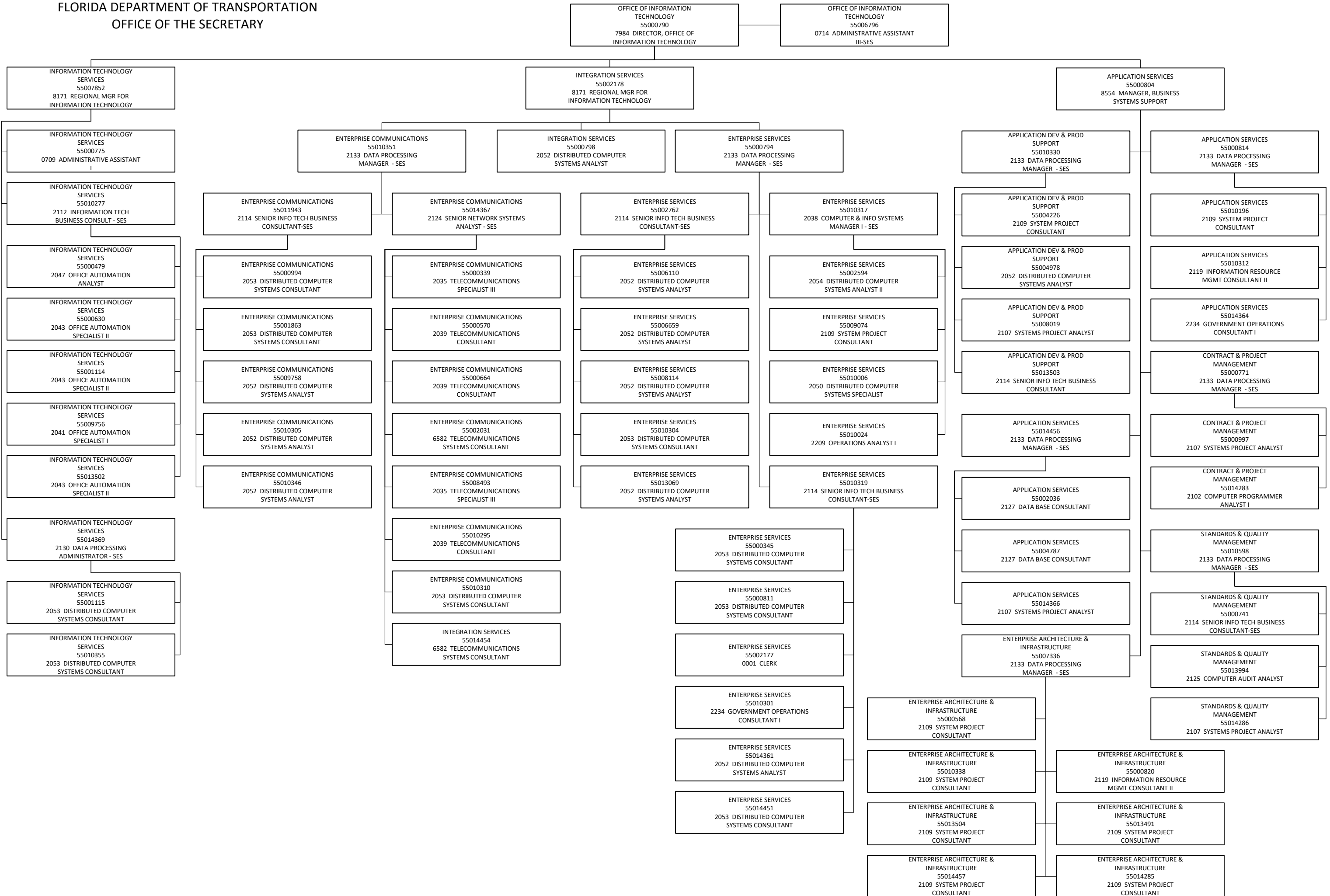
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 ASST SECRETARY, ENGINEERING AND OPERATIONS



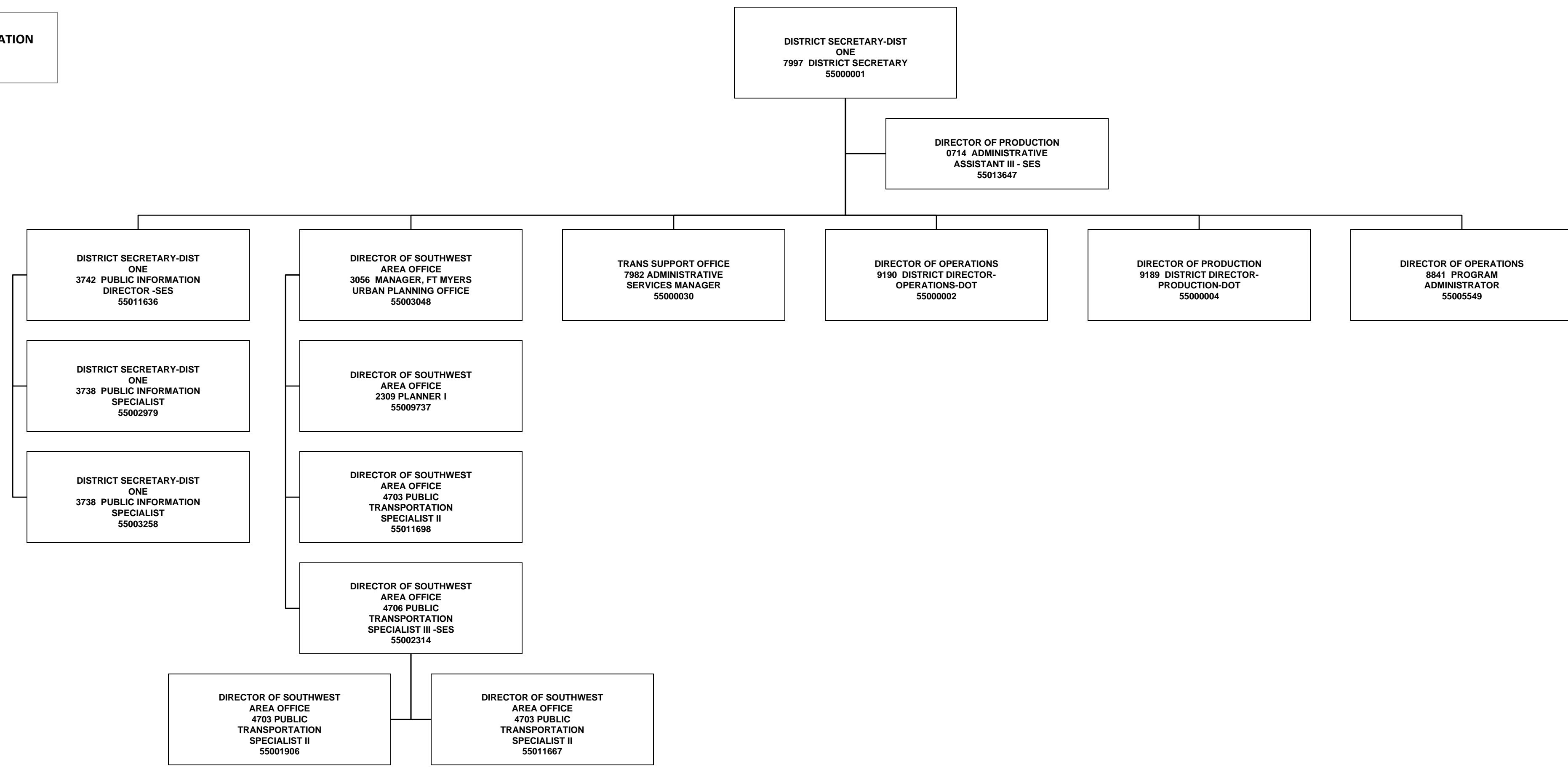
FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

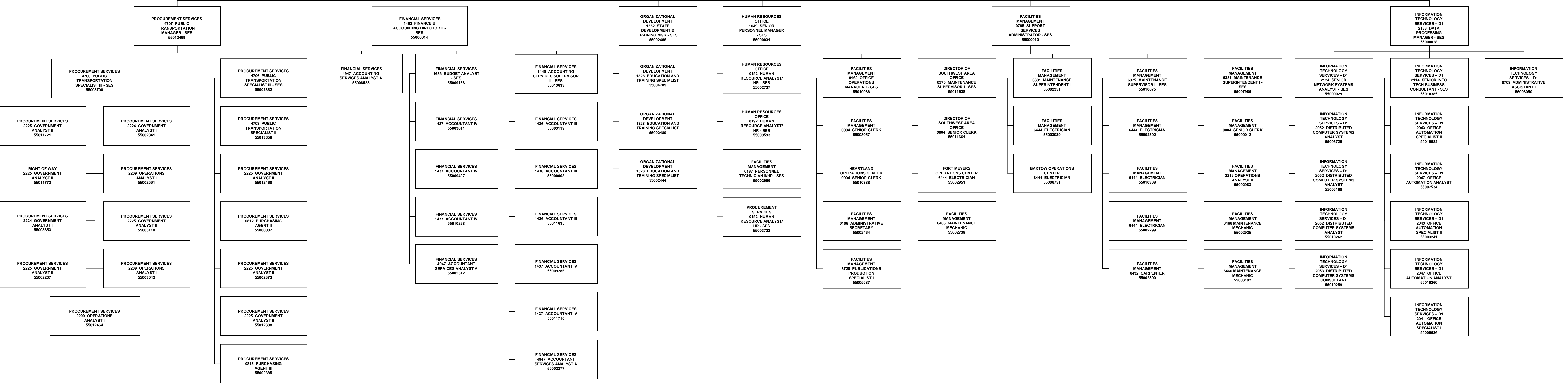


FLORIDA DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY



FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE





FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE

DIRECTOR OF PRODUCTION
9189 DISTRICT
DIRECTOR-PRODUCTION-
DOT
55000004

ROADWAY DESIGN
0712 ADMINISTRATIVE
ASSISTANT II
55000996

ENVIRONMENTAL
MANAGEMENT OFFICE
8659 DIST PLANNING &
ENVIRONMNT MGT ADMIN-
DOT
55001924

RIGHT OF WAY
8663 DISTRICT RIGHT-OF-
WAY ADMIN - DOT
55000036

DESIGN
8662 DISTRICT DESIGN
ENGINEER - DOT
55002292

INTERMODAL SYSTEMS
DEVELOPMENT
8659 DIST PLANNING &
ENVIRONMNT MGMT ADMIN -
DOT
55011663

PROGRAM MANAGEMENT
8627 DISTRICT PROGRAM
MGMT ADMIN - DOT
55012468

RIGHT OF WAY
8663 DISTRICT RIGHT-OF-
WAY ADMIN - DOT
55000036

RIGHT OF WAY
4442 RIGHT-OF-WAY
ADMINISTRATOR II - SES
55000122

RIGHT OF WAY
4442 RIGHT-OF-WAY
ADMINISTRATOR II - SES
55011713

RIGHT OF WAY
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ADMINISTRATOR II - SES
55000079

RIGHT OF WAY
4449 RIGHT-OF-WAY
SUPERVISOR - SES
55003693

RIGHT OF WAY
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SUPERVISOR - SES
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RIGHT OF WAY
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SUPERVISOR - SES
55000114

RIGHT OF WAY
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SUPERVISOR - SES
55000075

RIGHT OF WAY
4449 RIGHT-OF-WAY
SUPERVISOR - SES
55000134

RIGHT OF WAY
4410 RIGHT-OF-WAY
SPECIALIST III
55000136

RIGHT OF WAY
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SPECIALIST III
55012484

RIGHT OF WAY
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APPRAISER
55000092

RIGHT OF WAY
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APPRAISER
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RIGHT OF WAY
4406 RIGHT-OF-WAY
SPECIALIST I
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RIGHT OF WAY
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SPECIALIST III
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RIGHT OF WAY
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SPECIALIST III
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RIGHT OF WAY
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SPECIALIST III
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RIGHT OF WAY
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APPRAISER
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RIGHT OF WAY
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APPRAISER
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RIGHT OF WAY
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SPECIALIST III
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RIGHT OF WAY
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SPECIALIST III
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RIGHT OF WAY
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APPRAISER
55000271

RIGHT OF WAY
4410 RIGHT-OF-WAY
SPECIALIST III
55007385

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE**

**ENVIRONMENTAL
MANAGEMENT OFFICE
8659 DIST PLANNING
& ENVIRONMNT MGT
ADMIN-DOT
55001924**

**PROJECT
DEVELOPMENT
4660 PROFESSIONAL
ENGINEER II
55012389**

**PROJECT
DEVELOPMENT
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR - SES
55003836**

**ENVIRONMENTAL
MANAGEMENT OFFICE
0712
ADMINISTRATIVE
ASSISTANT II
55002293**

**ENVIRONMENT
4821 ENVIRONMENTAL
ADMINISTRATOR - SES
55001927**

**PROJECT
DEVELOPMENT
4635 ENGINEERING
SPECIALIST IV
55011781**

**PROJECT
DEVELOPMENT
4660 PROFESSIONAL
ENGINEER II
55003862**

**ENVIRONMENT
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TRANSPORTATION
SPECIALIST II
55001923**

**ENVIRONMENT
4703 PUBLIC
TRANSPORTATION
SPECIALIST II
55011703**

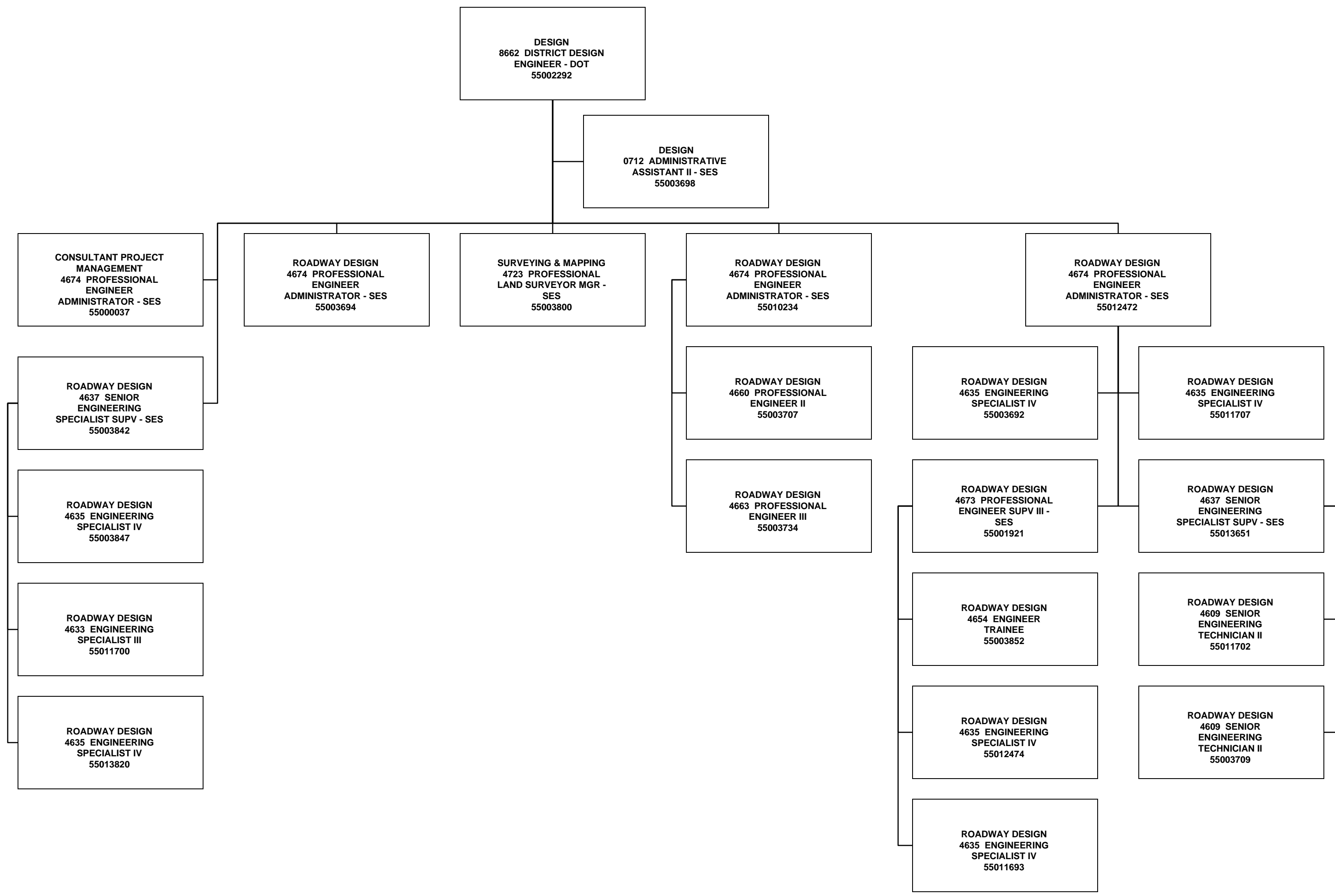
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SPECIALIST III
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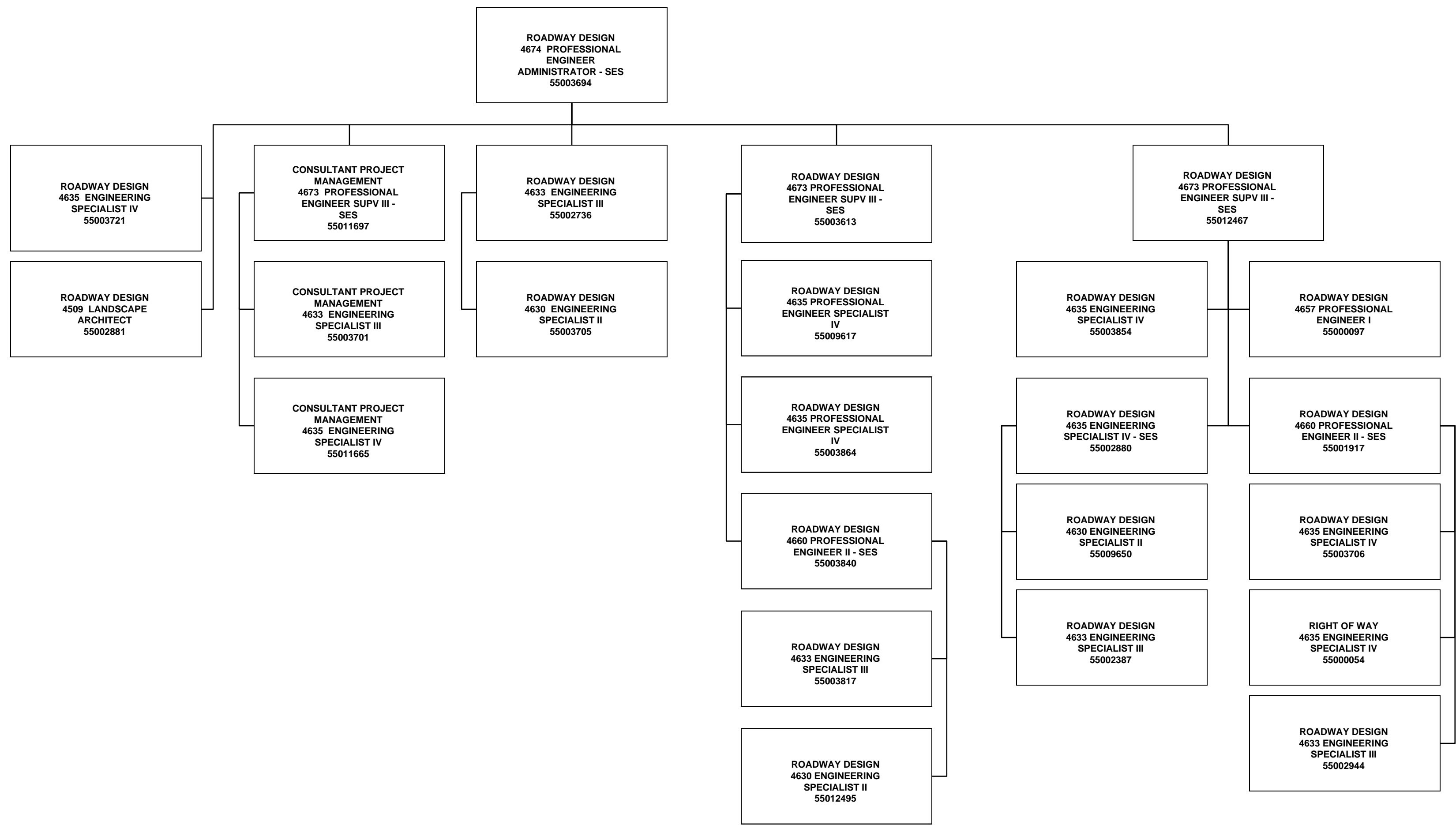
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4660 PROFESSIONAL
ENGINEER II
55003732**

**ENVIRONMENT
4706 PUBLIC
TRANSPORTATION
SPECIALIST III
55002294**

**ENVIRONMENT
4703 PUBLIC
TRANSPORTATION
SPECIALIST II
55002887**

**ENVIRONMENT
4654 ENGINEER
TRAINEE
55003664**





SURVEYING & MAPPING
4723 PROFESSIONAL
LAND SURVEYOR MGR -
SES
55003800

SURVEYING & MAPPING
4721 PROFESSIONAL
LAND SURVEYOR SUPV
II - SES
55002390

SURVEYING & MAPPING
4721 PROFESSIONAL
LAND SURVEYOR SUPV
II - SES
55003781

SURVEYING & MAPPING
4717 PROFESSIONAL
LAND SURVEYOR SUPV
I - SES
55003860

SURVEYING & MAPPING
4449 RIGHT-OF-WAY
SUPERVISOR - SES
55003735

SURVEYING & MAPPING
4717 PROFESSIONAL
LAND SURVEYOR SUPV
I - SES
55003855

SURVEYING & MAPPING
4717 PROFESSIONAL
LAND SURVEYOR SUPV
I - SES
55003787

SURVEYING & MAPPING
4670 SURVEY AND
MAPPING SUPERVISOR
- SES
55003737

SURVEYING & MAPPING
4717 PROFESSIONAL
LAND SURVEYOR SUPV
I - SES
55010979

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55005188

SURVEYING & MAPPING
4410 RIGHT-OF-WAY
SPECIALIST III
55012476

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55003861

SURVEYING & MAPPING
4635 ENGINEERING
SPECIALIST IV
55004102

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55003745

SURVEYING & MAPPING
4670 SURVEY AND
MAPPING SUPERVISOR
- SES
55003744

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55003742

SURVEYING & MAPPING
4670 SURVEY AND
MAPPING SUPERVISOR
- SES
55003740

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55003703

SURVEYING & MAPPING
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MAPPING TECHNICIAN
55012478

SURVEYING & MAPPING
4630 ENGINEERING
SPECIALIST II
55012477

SURVEYING & MAPPING
4664 SURVEY AND
MAPPING TECHNICIAN
55002559

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55005664

SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55003780

SURVEYING & MAPPING
4664 SURVEY AND
MAPPING TECHNICIAN
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SURVEYING & MAPPING
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MAPPING TECHNICIAN
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SURVEYING & MAPPING
4666 SURVEY AND
MAPPING SPECIALIST
55003736

SURVEYING & MAPPING
4664 SURVEY AND
MAPPING TECHNICIAN
55003210

SURVEYING & MAPPING
4664 SURVEY AND
MAPPING TECHNICIAN
55003695

INTERMODAL SYSTEMS
DEVELOPMENT
8659 DIST PLANNING &
ENVIRONMNT MGMT ADMIN -
DOT
55011663

INTERMODAL SYSTEMS
DEVELOPMENT
0712 ADMINISTRATIVE
ASSISTANT II
55002593

SYSTEM PLANNING
4707 PUBLIC
TRANSPORTATION MANAGER
- SES
55001894

MODAL DEVELOPMENT
4707 PUBLIC
TRANSPORTATION MANAGER
- SES
55001926

COMMUNITY LIAISONS
4707 PUBLIC
TRANSPORTATION MANAGER
- SES
55012255

INTERMODAL SYSTEMS
DEVELOPMENT
4706 PUBLIC
TRANSPORTATION
SPECIALIST III
55001822

SYSTEM PLANNING
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TRANSPORTATION
SPECIALIST I
55013643

AVIATION
4706 PUBLIC
TRANSPORTATION
SPECIALIST III
55001821

AVIATION
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TRANSPORTATION
SPECIALIST III
55003754

SYSTEM PLANNING
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TRANSPORTATION
SPECIALIST II
550001910

SYSTEM PLANNING
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TRANSPORTATION
SPECIALIST II
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MODAL DEVELOPMENT
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TRANSPORTATION
SPECIALIST III
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TRANSIT
4705 PUBLIC
TRANSPORTATION SUPV II -
SES
55001823

COMMUNITY LIAISONS
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TRANSPORTATION
SPECIALIST III
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TRANSPORTATION
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TRANSIT
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TRANSPORTATION
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COMMUNITY LIAISONS
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SPECIALIST II
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RAIL
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TRANSPORTATION
SPECIALIST II
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TRANSIT
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TRANSPORTATION
SPECIALIST II
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FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE

PROGRAM MANAGEMENT
8627 DISTRICT PROGRAM
MGMT ADMIN - DOT
55012468

PRODUCTION MANAGEMENT/LAP
4607 PUBLIC TRANSPORTATION SPEC III - SES
55011845

PRODUCTION MANAGEMENT/LAP
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55001904

PRODUCTION MANAGEMENT/LAP
4635 ENGINEERING SPECIALIST IV
55012475

PRODUCTION MANAGEMENT/LAP
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55000135

PRODUCTION MANAGEMENT/LAP
4635 ENGINEERING SPECIALIST IV
55003846

PRODUCTION MANAGEMENT/LAP
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55002623

PROGRAM MANAGEMENT
2203 PROJECT MANAGEMENT SPECIALIST III
55011701

WORK PROGRAM
4707 PUBLIC TRANSPORTATION MANAGER - SES
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WORK PROGRAM
4703 PUBLIC TRANSPORTATION SPECIALIST II
55011664

WORK PROGRAM
4706 PUBLIC TRANSPORTATION SPECIALIST III
55014064

WORK PROGRAM
4706 PUBLIC TRANSPORTATION SPECIALIST III
55014523

PRODUCTION MANAGEMENT/LAP
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55003730

PRODUCTION MANAGEMENT/LAP
4635 ENGINEERING SPECIALIST IV
55012487

PRODUCTION MANAGEMENT/LAP
4635 ENGINEERING SPECIALIST IV
55001824

SPECIFICATIONS
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SPECIFICATIONS
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55002802

SPECIFICATIONS
4635 ENGINEERING SPECIALIST IV - SES
55007403

SPECIFICATIONS
4633 ENGINEERING SPECIALIST III
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SPECIFICATIONS
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SPECIFICATIONS
4630 ENGINEERING SPECIALIST II
55001907

SPECIFICATIONS
4630 ENGINEERING SPECIALIST II
55009963

FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE

DIRECTOR OF OPERATIONS
9190 DISTRICT DIRECTOR-
OPERATIONS-DOT
55000002

DIRECTOR OF OPERATIONS
0712 ADMINISTRATIVE
ASSISTANT II
55006709

PROFESSIONAL ENGINEER
TRAINEES
4654 ENGINEER TRAINEE
55002309

PROFESSIONAL ENGINEER
TRAINEES
4655 SENIOR ENGINEER
TRAINEE
55011922

PROFESSIONAL ENGINEER
TRAINEES
4654 ENGINEER TRAINEE
55011872

PROFESSIONAL ENGINEER
TRAINEES
4654 ENGINEER TRAINEE
55006378

DISTRICT MAINTENANCE
8666 DISTRICT
MAINTENANCE ENGINEER -
DOT
55002284

HEARTLAND OPERATIONS
CENTER
8639 PROFESSIONAL
ENGINEERING
ADMINISTRATOR
55002787

MANATEE OPERATIONS
CENTER
4674 PROFESSIONAL
ENGINEERING
ADMINISTRATOR - SES
55002366

DISTRICT MATERIALS OFFICE
8665 DISTRICT MATERIALS
ENGINEER - DOT
55002483

DISTRICT TRAFFIC
OPERATIONS
8664 DISTRICT TRAFFIC
OPERATIONS ENGINEER -
DOT
55002738

BARTOW OPERATIONS
CENTER
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR -
SES
55002790

CONSTRUCTION
8667 DISTRICT
CONSTRUCTION ENGINEER -
DOT
55002279

FORT MYERS OPERATIONS
CENTER
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR -
SES
55002604

FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE

DISTRICT
MAINTENANCE
8666 DISTRICT
MAINTENANCE
ENGINEER - DOT
55002284

DISTRICT
MAINTENANCE
0712 ADMINISTRATIVE
ASSISTANT II
55002371

DISTRICT
MAINTENANCE
4637 SENIOR
ENGINEERING
SPECIALIST SUPV - SES
55002285

DISTRICT
MAINTENANCE
4630 ENGINEERING
SPECIALIST II
55003067

DISTRICT
MAINTENANCE
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR - SES
55007720

TRAFFIC SERVICES
4630 ENGINEERING
SPECIALIST II
55002894

DISTRICT
MAINTENANCE
4635 SENIOR
ENGINEERING
SPECIALIST IV
55003171

MAINTENANCE
PERMITS
0001 CLERK
55010369

DISTRICT
MAINTENANCE
4724 ENGINEERING
MANAGER I
55003017

DISTRICT
MAINTENANCE
4635 SENIOR
ENGINEERING
SPECIALIST IV - SES
55002287

DISTRICT
MAINTENANCE
2212 OPERATIONS
ANALYST II
55010676

DISTRICT
MAINTENANCE
4635 ENGINEERING
SPECIALIST IV - SES
55002879

MAINTENANCE
PERMITS
4633 ENGINEERING
SPECIALIST III
55002920

ROADWAY
MAINTENANCE
4630 ENGINEERING
SPECIALIST II
55005099

DISTRICT
MAINTENANCE
2209 OPERATIONS
ANALYST I
55002290

DISTRICT
MAINTENANCE
4633 ENGINEERING
SPECIALIST III
55010942

MAINTENANCE
PERMITS
4654 ENGINEER
TRAINEE
55003071

DISTRICT
MAINTENANCE
4633 ENGINEERING
SPECIALIST III
55003536

DISTRICT
MAINTENANCE
4633 ENGINEERING
SPECIALIST III
55002608

DISTRICT
MAINTENANCE
4635 ENGINEERING
SPECIALIST IV - SES
55003469

DISTRICT
MAINTENANCE
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SPECIALIST III
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DISTRICT
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4633 ENGINEERING
SPECIALIST III
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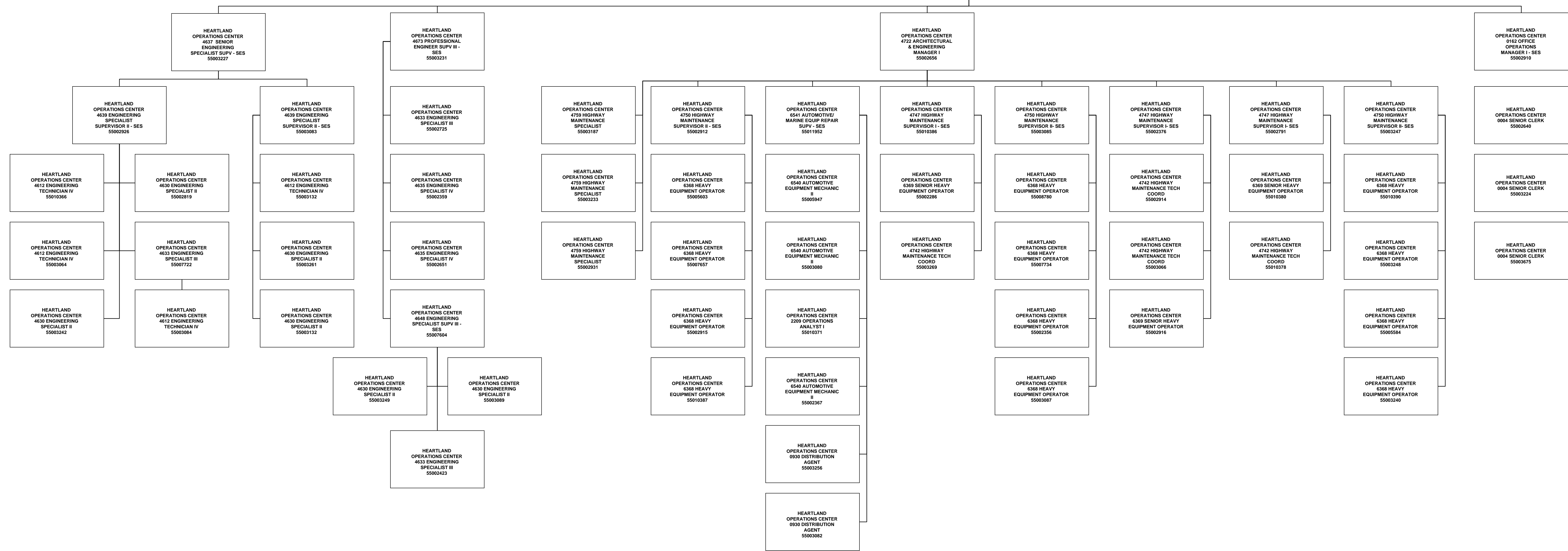
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SPECIALIST III
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SPECIALIST II
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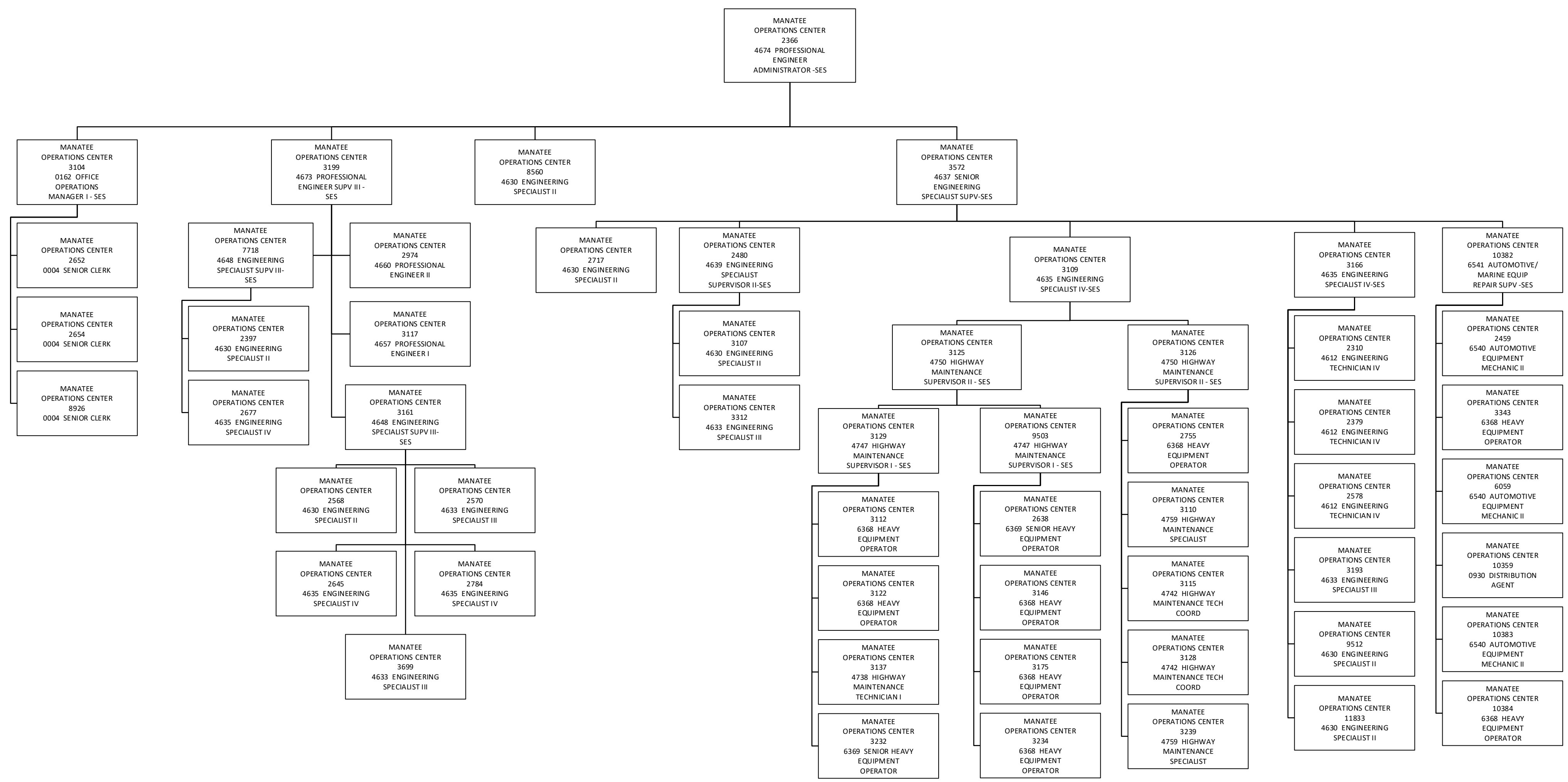
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MAINTENANCE
4609 ENGINEERING
TECHNICIAN II
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FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE

HEARTLAND
OPERATIONS CENTER
8639 PROFESSIONAL
ENGINEERING
ADMINISTRATOR
55002787

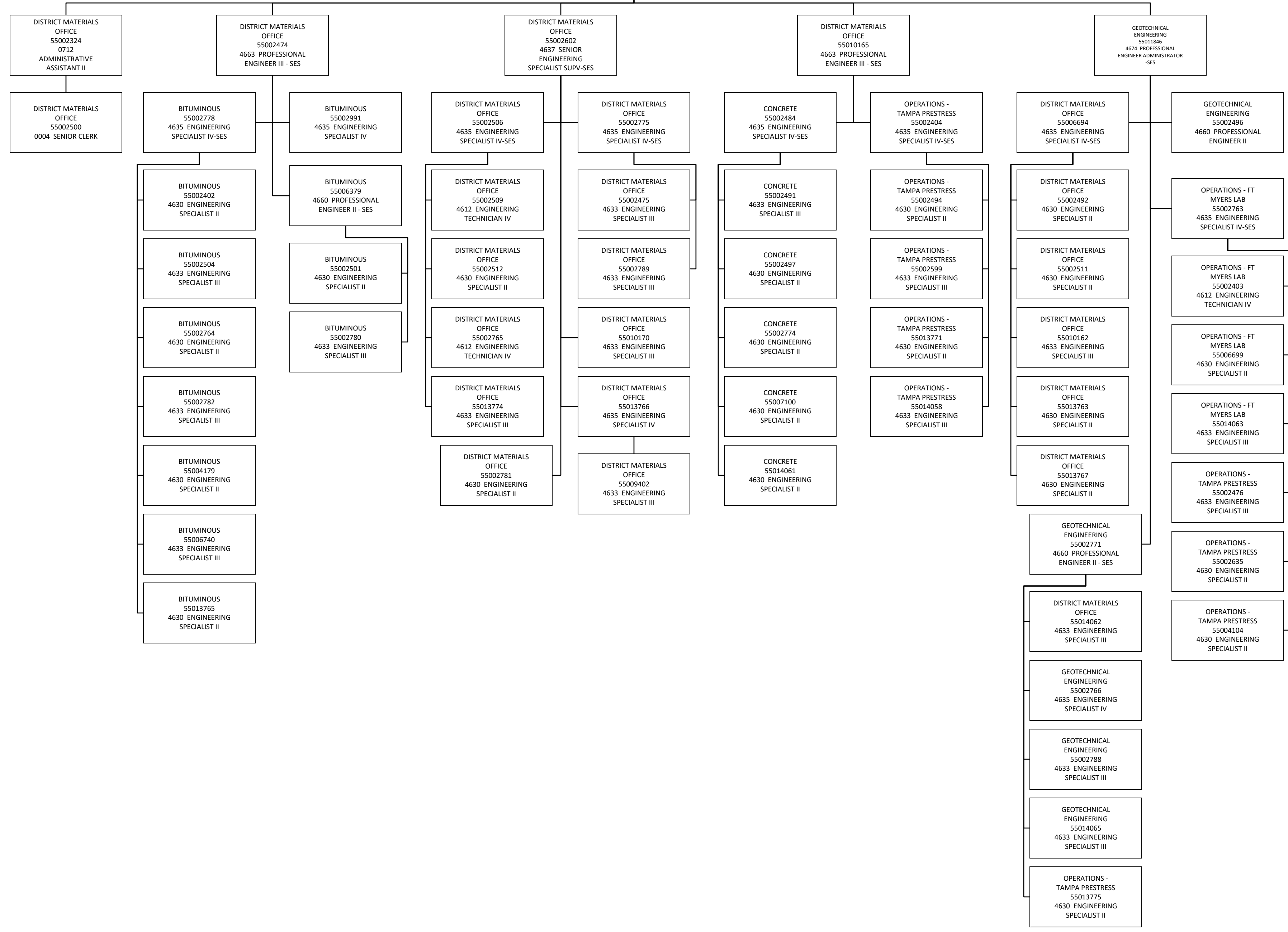


FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE**

DISTRICT MATERIALS
OFFICE
55002483
8665 DISTRICT
MATERIALS
ENGINEER - DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE**

DISTRICT TRAFFIC OPERATIONS
55002738
8664 DISTRICT TRAFFIC OPERATIONS
ENGINEER-DOT

DISTRICT TRAFFIC OPERATIONS
55002939
4674 PROFESSIONAL ENGINEER
ADMINISTRATOR - SES

DISTRICT TRAFFIC OPERATIONS
55003113
4674 PROFESSIONAL ENGINEER
ADMINISTRATOR - SES

DISTRICT TRAFFIC OPERATIONS
55003802
0712 ADMINISTRATIVE ASSISTANT II

DISTRICT TRAFFIC OPERATIONS
55002370
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
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4663 PROFESSIONAL ENGINEER III - SES

DISTRICT TRAFFIC OPERATIONS
55003803
4663 PROFESSIONAL ENGINEER III - SES

DISTRICT TRAFFIC OPERATIONS
55003001
4637 SENIOR ENGINEERING SPECIALIST SUPV-SES

DISTRICT TRAFFIC OPERATIONS
55003716
0709 ADMINISTRATIVE ASSISTANT I

DISTRICT TRAFFIC OPERATIONS
55003830
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55002503
4660 PROFESSIONAL ENGINEER II - SES

DISTRICT TRAFFIC OPERATIONS
55012461
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55003820
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
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4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55012494
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55002391
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55014827
4635 ENGINEERING SPECIALIST IV-SES

DISTRICT TRAFFIC OPERATIONS
55003823
4633 ENGINEERING SPECIALIST III

DISTRICT TRAFFIC OPERATIONS
55002752
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55005295
4637 SENIOR ENGINEERING SPECIALIST SUPV-SES

DISTRICT TRAFFIC OPERATIONS
55002641
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55002947
7214 MICROWAVE COMMUNICATIONS TECHNICIAN II

DISTRICT TRAFFIC OPERATIONS
55004446
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DISTRICT TRAFFIC OPERATIONS
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4635 ENGINEERING SPECIALIST IV

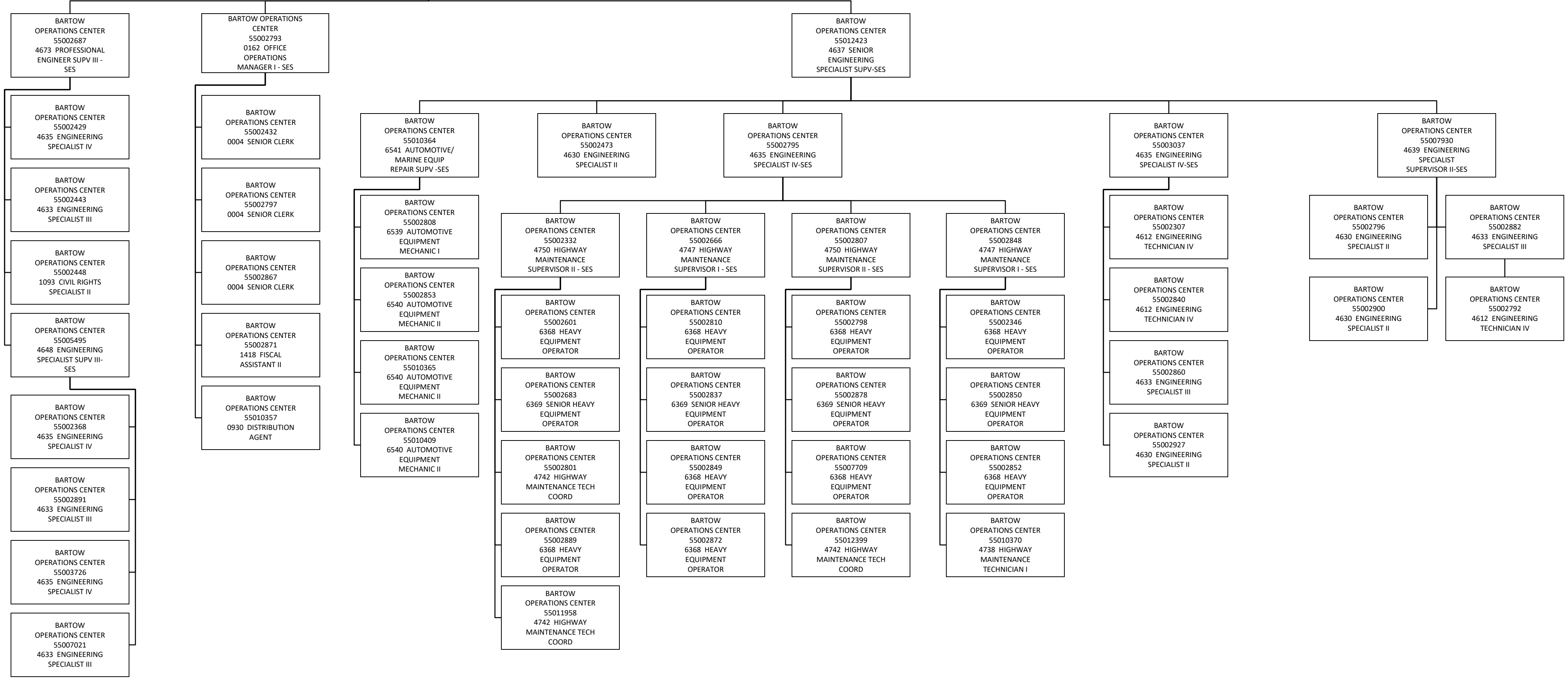
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DISTRICT TRAFFIC OPERATIONS
55011841
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55004959
4635 ENGINEERING SPECIALIST IV

DISTRICT TRAFFIC OPERATIONS
55014059
4633 ENGINEERING SPECIALIST III



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT ONE**

CONSTRUCTION
55002279
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT

CONSTRUCTION
55002280
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

CONSTRUCTION
55002845
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -SES

CONSTRUCTION
55003208
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

CONSTRUCTION
55007219
0712
ADMINISTRATIVE
ASSISTANT II

CONSTRUCTION
55003902
4635 ENGINEERING
SPECIALIST IV

CONSTRUCTION
55003832
4648 ENGINEERING
SPECIALIST SUPV III-
SES

DIRECTOR OF
OPERATIONS
55007236
4635 ENGINEERING
SPECIALIST IV

CONSTRUCTION
55003053
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

CONSTRUCTION
55002458
4633 ENGINEERING
SPECIALIST III

CONSTRUCTION
55012473
0108
ADMINISTRATIVE
SECRETARY

OFFICE ENGINEER
55002660
4633 ENGINEERING
SPECIALIST III

CONSTRUCTION
55000762
4633 ENGINEERING
SPECIALIST III

CONSTRUCTION
55010906
4679 UTILITIES
SYSTEM/ENGINEERING
SPEC SUPV-SES

CONSTRUCTION
55002653
4635 ENGINEERING
SPECIALIST IV

CONSTRUCTION
55003006
2236 GOVERNMENT
OPERATIONS
CONSULTANT II

CONSTRUCTION
55009968
2236 OPERATIONS &
MGMT CONSULTANT
II - SES

CONSTRUCTION
55002282
4633 ENGINEERING
SPECIALIST III

CONSTRUCTION
55002940
4635 ENGINEERING
SPECIALIST IV

CONSTRUCTION
55009574
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SPECIALIST IV

CONSTRUCTION
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SPECIALIST IV

CONSTRUCTION
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4635 ENGINEERING
SPECIALIST IV

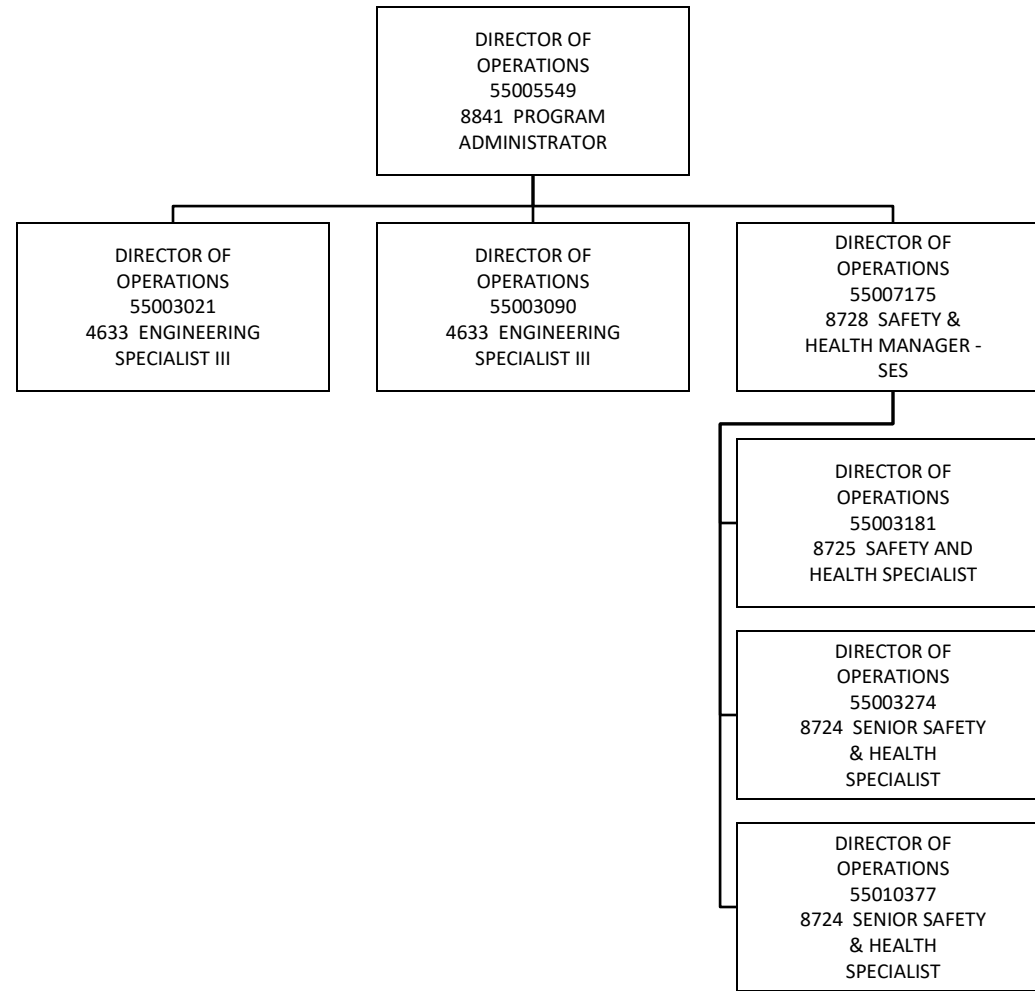
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SPECIALIST III

CONSTRUCTION
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SPECIALIST IV

CONSTRUCTION
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4633 ENGINEERING
SPECIALIST III

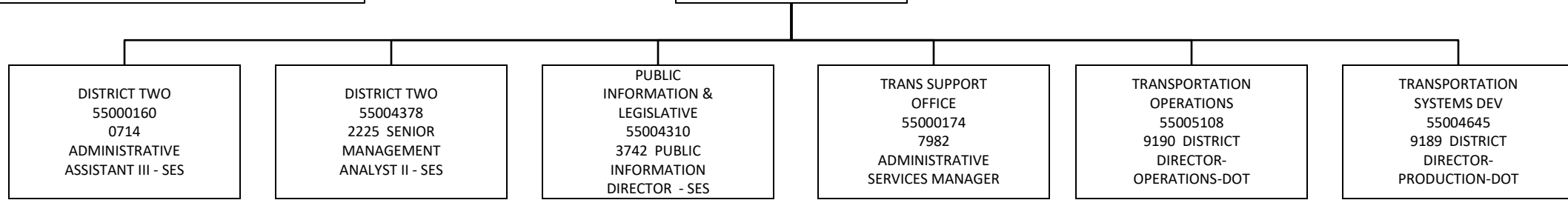
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SPECIALIST III

CONSTRUCTION
55003220
4633 ENGINEERING
SPECIALIST III



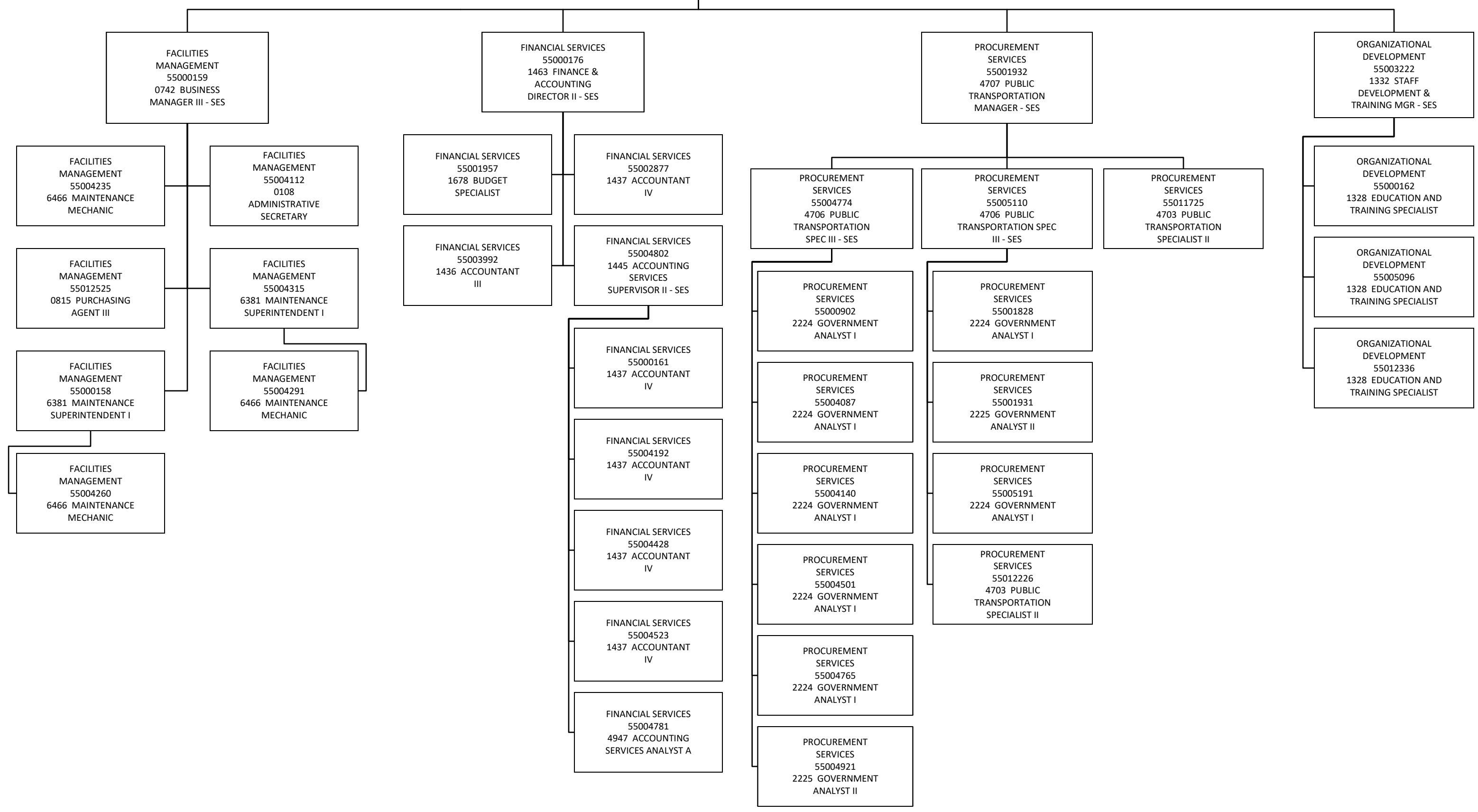
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

DISTRICT TWO
55000157
7997 DISTRICT
SECRETARY



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

TRANS SUPPORT
OFFICE
55000174
7982 ADMINISTRATIVE
SERVICES MANAGER



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

TRANSPORTATION
OPERATIONS
55005108
9190 DISTRICT
DIRECTOR-
OPERATIONS-DOT

DISTRICT MATERIALS
& CONSTRUCTION
55004020
8665 DISTRICT
MATERIALS
ENGINEER - DOT

DISTRICT
CONSTRUCTION
55004021
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT

DISTRICT
MAINTENANCE
55004198
8666 DISTRICT
MAINTENANCE
ENGINEER - DOT

DISTRICT TRAFFIC
OPERATIONS
55005098
8664 DISTRICT
TRAFFIC OPERATIONS
ENGINEER-DOT

PROFESSIONAL
ENGINEER TRAINEES
55004867
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55004937
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55011866
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55006875
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55011865
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55005210
4655 SENIOR ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55004232
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
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4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
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4654 ENGINEER
TRAINEE

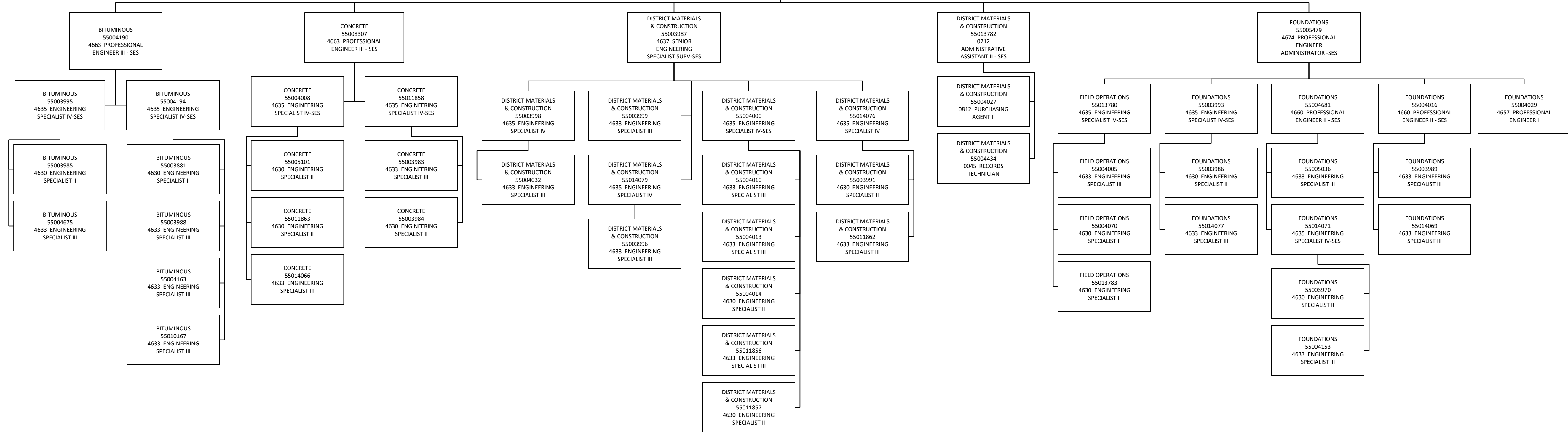
PROFESSIONAL
ENGINEER TRAINEES
55013778
4654 ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
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4655 SENIOR ENGINEER
TRAINEE

PROFESSIONAL
ENGINEER TRAINEES
55004758
4655 SENIOR ENGINEER
TRAINEE

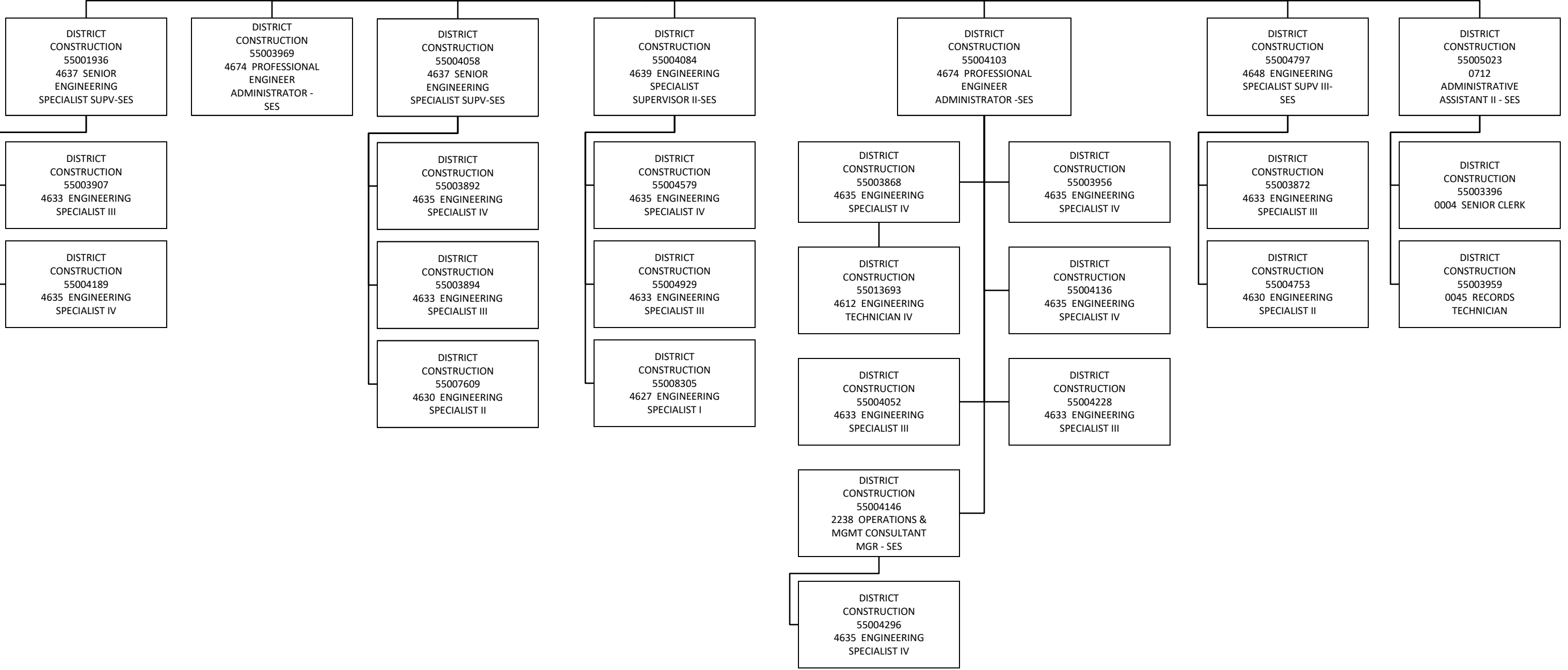
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

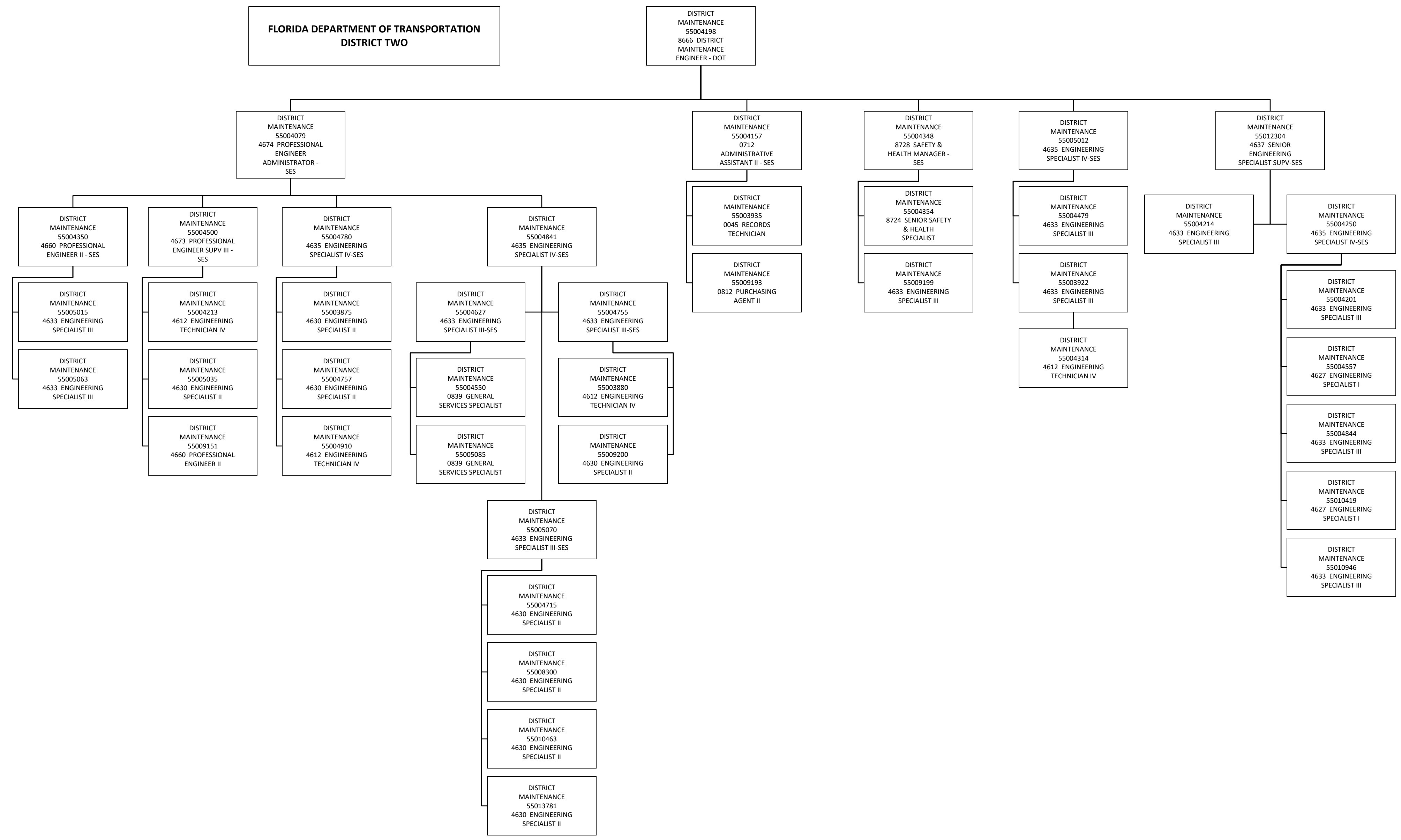
DISTRICT MATERIALS
& CONSTRUCTION
55004020
8665 DISTRICT
MATERIALS ENGINEER
- DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

DISTRICT
CONSTRUCTION
55004021
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT





**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

DISTRICT TRAFFIC
OPERATIONS
55005098
8664 DISTRICT
TRAFFIC OPERATIONS
ENGINEER-DOT

DISTRICT TRAFFIC
OPERATIONS
55004703
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

DISTRICT TRAFFIC
OPERATIONS
55004748
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

HIGHWAY SAFETY
55003877
4660 PROFESSIONAL
ENGINEER II - SES

HIGHWAY SAFETY
55005089
4660 PROFESSIONAL
ENGINEER II

STUDIES
55005088
4660 PROFESSIONAL
ENGINEER II

STUDIES
55014070
4660 PROFESSIONAL
ENGINEER II

HIGHWAY SAFETY
55004858
4633 ENGINEERING
SPECIALIST III

HIGHWAY SAFETY
55013777
4702 PUBLIC
TRANSPORTATION
SPECIALIST I

STUDIES
55010948
4660 PROFESSIONAL
ENGINEER II - SES

STUDIES
55005094
4660 PROFESSIONAL
ENGINEER II - SES

HIGHWAY SAFETY
55014632
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55004650
4635 ENGINEERING
SPECIALIST IV

STUDIES
55005163
4633 ENGINEERING
SPECIALIST III

STUDIES
55011867
4635 ENGINEERING
SPECIALIST IV

WORK PROGRAM/
CONCEPTUAL
DESIGN
55005100
4635 ENGINEERING
SPECIALIST IV

STUDIES
55005094
4660 PROFESSIONAL
ENGINEER II - SES

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

TRANSPORTATION
SYSTEMS DEV
55004645
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT

PROGRAM
MANAGEMENT
55012292
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT

PLANNING &
ENVIRONMENTAL
MGT
55001934
8659 DIST
PLANNING &
ENVIRONMNT
MGMT ADMIN-DOT

TRANSPORTATION
SYSTEM DEVELOP
55012286
0714
ADMINISTRATIVE
ASSISTANT III - SES

URBAN
TRANSPORTATION
DEVELOPMENT
55001933
8673 DIST
PLANNING
MANAGER - DOT

DISTRICT RIGHT OF
WAY
55000180
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

DISTRICT DESIGN
55005205
8662 DISTRICT
DESIGN ENGINEER -
DOT

DISTRICT DESIGN
55001136
0712
ADMINISTRATIVE
ASSISTANT II

DISTRICT DESIGN
55012513
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

DISTRICT DESIGN
55012303
4627 ENGINEERING
SPECIALIST I

DISTRICT DESIGN
55012332
0004 SENIOR CLERK

DISTRICT DESIGN
55012504
4635 ENGINEERING
SPECIALIST IV

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

PROGRAM
MANAGEMENT
55012292
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT

LOCAL AGENCY
PROGRAMS
55012500
4663 PROFESSIONAL
ENGINEER III - SES

PROGRAM
MANAGEMENT
55004225
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

PROGRAM
MANAGEMENT
55012357
0712
ADMINISTRATIVE
ASSISTANT II

SPECIFICATIONS
55005202
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

WORK PROGRAM
55000447
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

LOCAL AGENCY
PROGRAMS
55000615
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

PROGRAM
MANAGEMENT
55000628
2315 PLANNER II

SPECIFICATIONS
55005180
4660 PROFESSIONAL
ENGINEER II - SES

SPECIFICATIONS
55011718
4635 ENGINEERING
SPECIALIST IV-SES

WORK PROGRAM
55000635
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

LOCAL AGENCY
PROGRAMS
55001963
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

PROGRAM
MANAGEMENT
55005155
4635 ENGINEERING
SPECIALIST IV

SPECIFICATIONS
55005203
4630 ENGINEERING
SPECIALIST II

SPECIFICATIONS
55001953
4630 ENGINEERING
SPECIALIST II

WORK PROGRAM
55004180
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

LOCAL AGENCY
PROGRAMS
55004572
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

PROGRAM
MANAGEMENT
55011720
4630 ENGINEERING
SPECIALIST II

SPECIFICATIONS
55009780
4633 ENGINEERING
SPECIALIST III

SPECIFICATIONS
55014174
4633 ENGINEERING
SPECIALIST III

WORK PROGRAM
55012508
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

LOCAL AGENCY
PROGRAMS
55011683
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

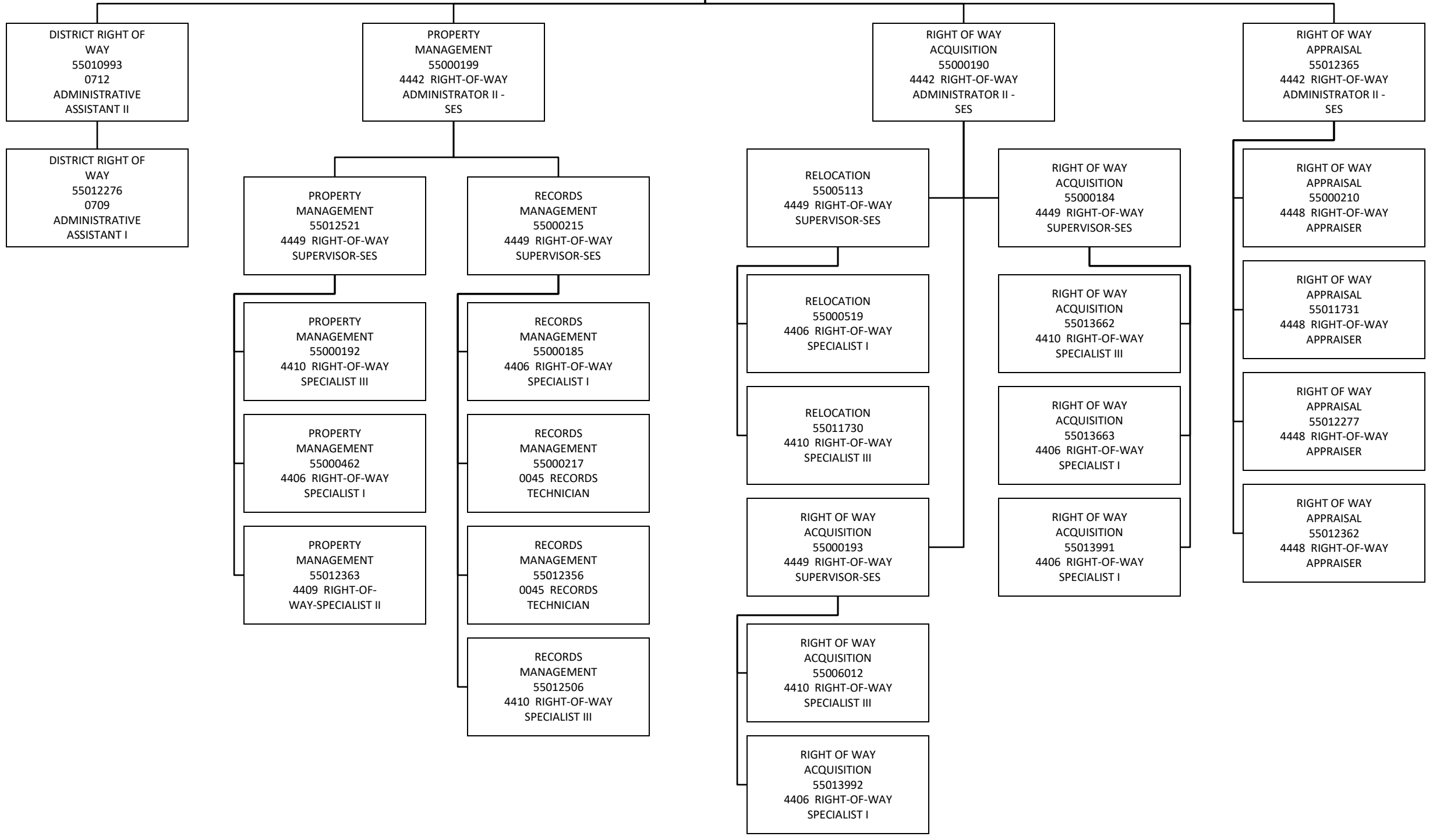
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SPECIALIST IV

WORK PROGRAM
55014524
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

LOCAL AGENCY
PROGRAMS
55013634
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

DISTRICT RIGHT OF
WAY
55000180
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

PLANNING &
ENVIRONMENTAL
MGT
55001934
8659 DIST
PLANNING &
ENVIRONMNT
MGMT ADMIN-DOT

PROJECT
DEVELOPMENT
55004922
4660 PROFESSIONAL
ENGINEER II

PROJECT
DEVELOPMENT
55001942
4660 PROFESSIONAL
ENGINEER II

PROJECT
DEVELOPMENT
55012295
4657 PROFESSIONAL
ENGINEER I

PROJECT
DEVELOPMENT
55001939
4635 ENGINEERING
SPECIALIST IV

ENVIRONMENT
55005105
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT TWO**

URBAN
TRANSPORTATION
DEVELOPMENT
55001933
8673 DIST PLANNING
MANAGER - DOT

URBAN PLANNING
55012251
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

URBAN
TRANSPORTATION DEV
55004985
0712
ADMINISTRATIVE
ASSISTANT II

MODAL
DEVELOPMENT
55010794
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

WORK PROGRAM
55012520
1021 GENERAL AND
OPERATIONS
MANAGER I

URBAN PLANNING
55013644
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

URBAN
TRANSPORTATION DEV
55001950
4635 ENGINEERING
SPECIALIST IV

URBAN PLANNING
55012244
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

RAIL
55012306
4705 PUBLIC
TRANSPORTATION
SUPV II - SES

MODAL
DEVELOPMENT
55000039
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

AVIATION
55004465
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

URBAN PLANNING
55003915
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

RAIL
55011682
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

AVIATION
55012243
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

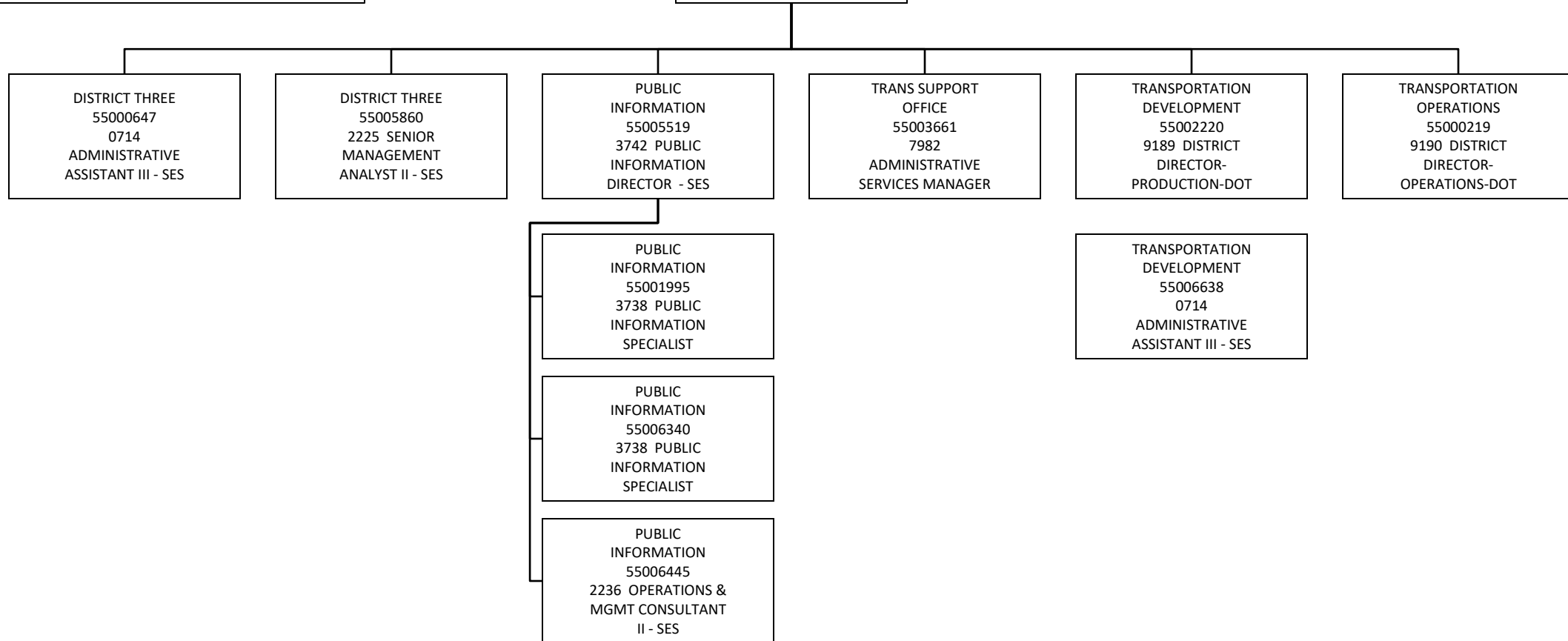
MODAL
DEVELOPMENT
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TRANSPORTATION
SPECIALIST III

MODAL
DEVELOPMENT
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4706 PUBLIC
TRANSPORTATION
SPECIALIST III

MODAL
DEVELOPMENT
55010911
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

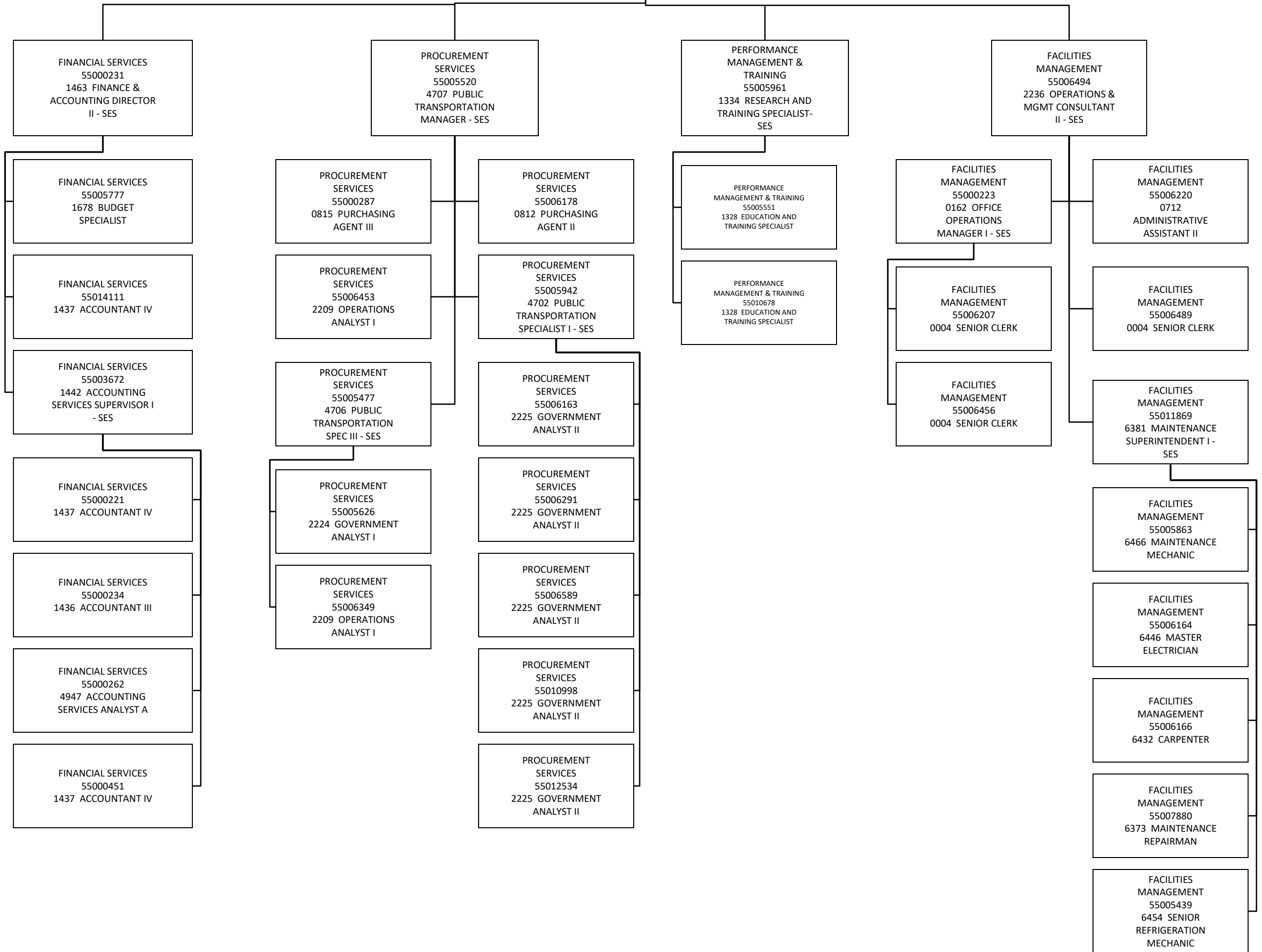
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

DISTRICT THREE
55000218
7997 DISTRICT
SECRETARY

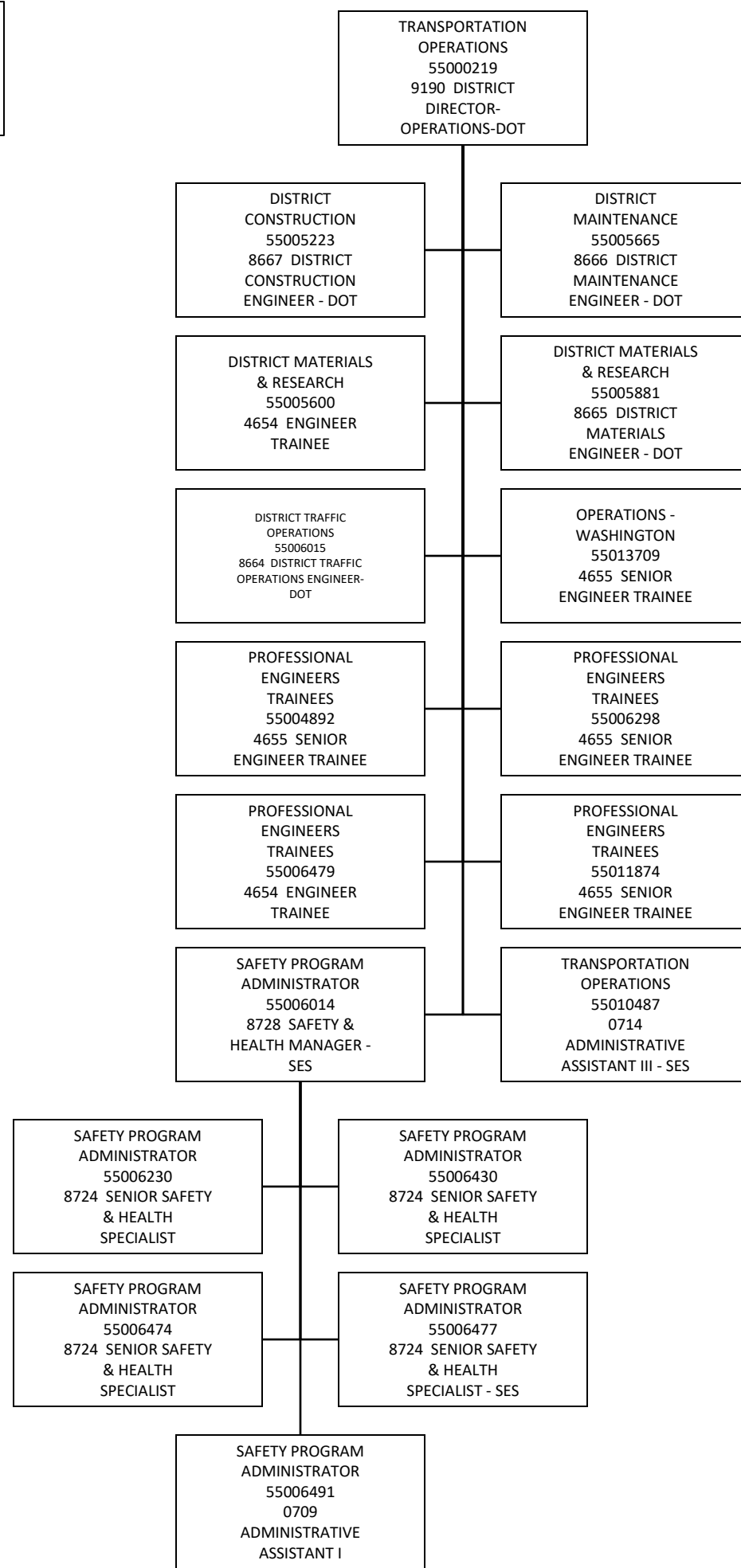


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

TRANS SUPPORT
OFFICE
55003661
7982
ADMINISTRATIVE
SERVICES MANAGER

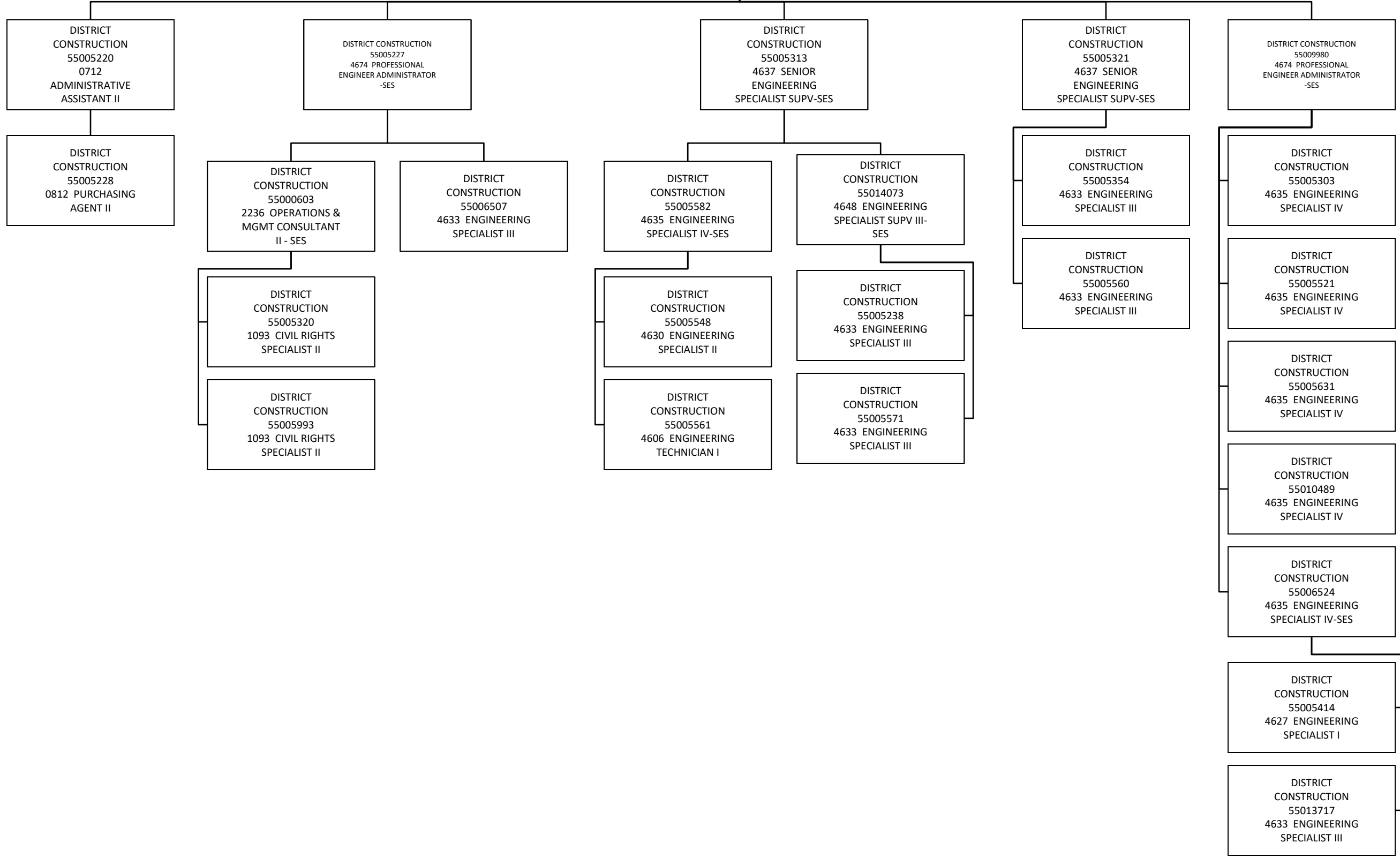


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

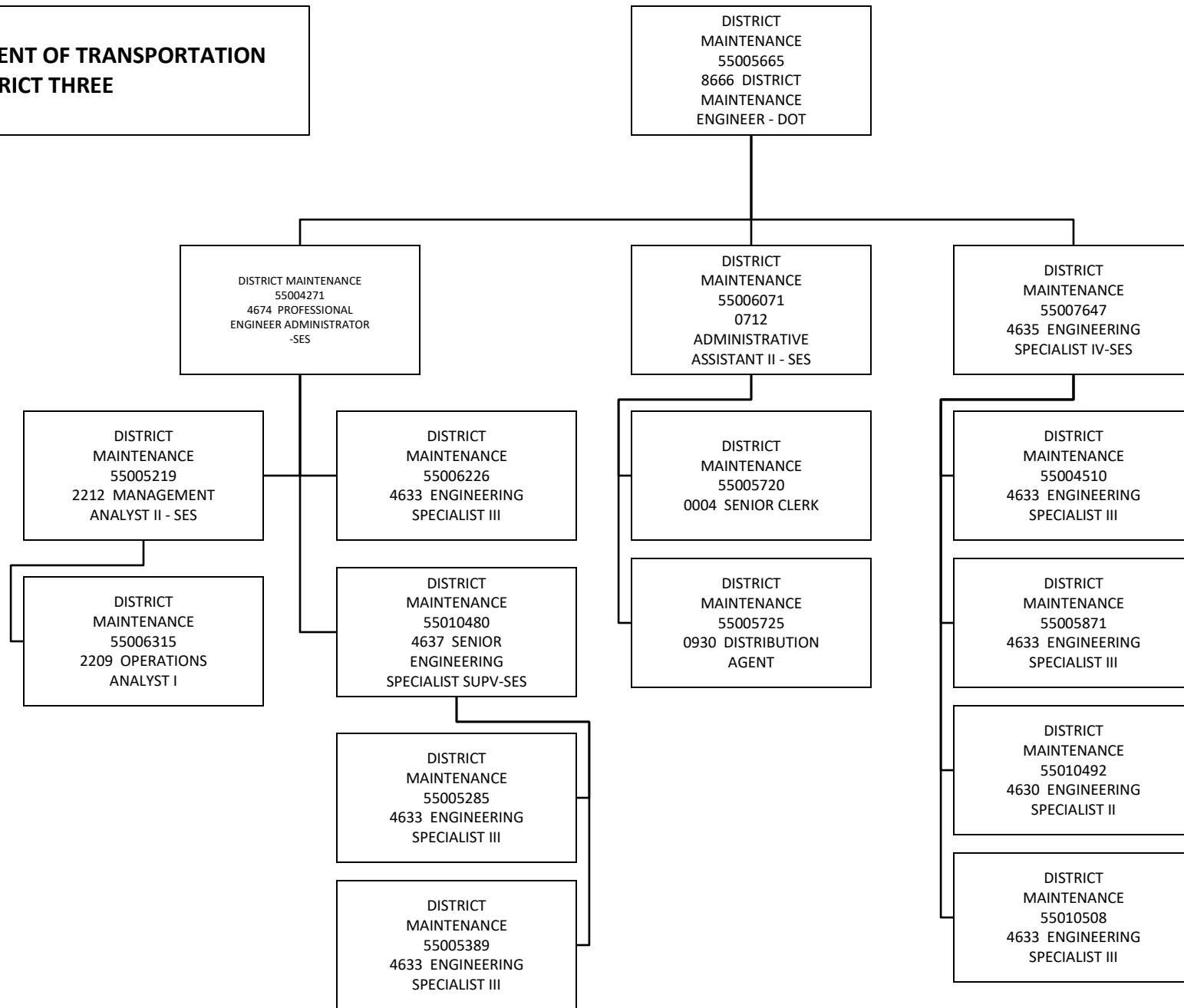


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

DISTRICT
CONSTRUCTION
55005223
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT

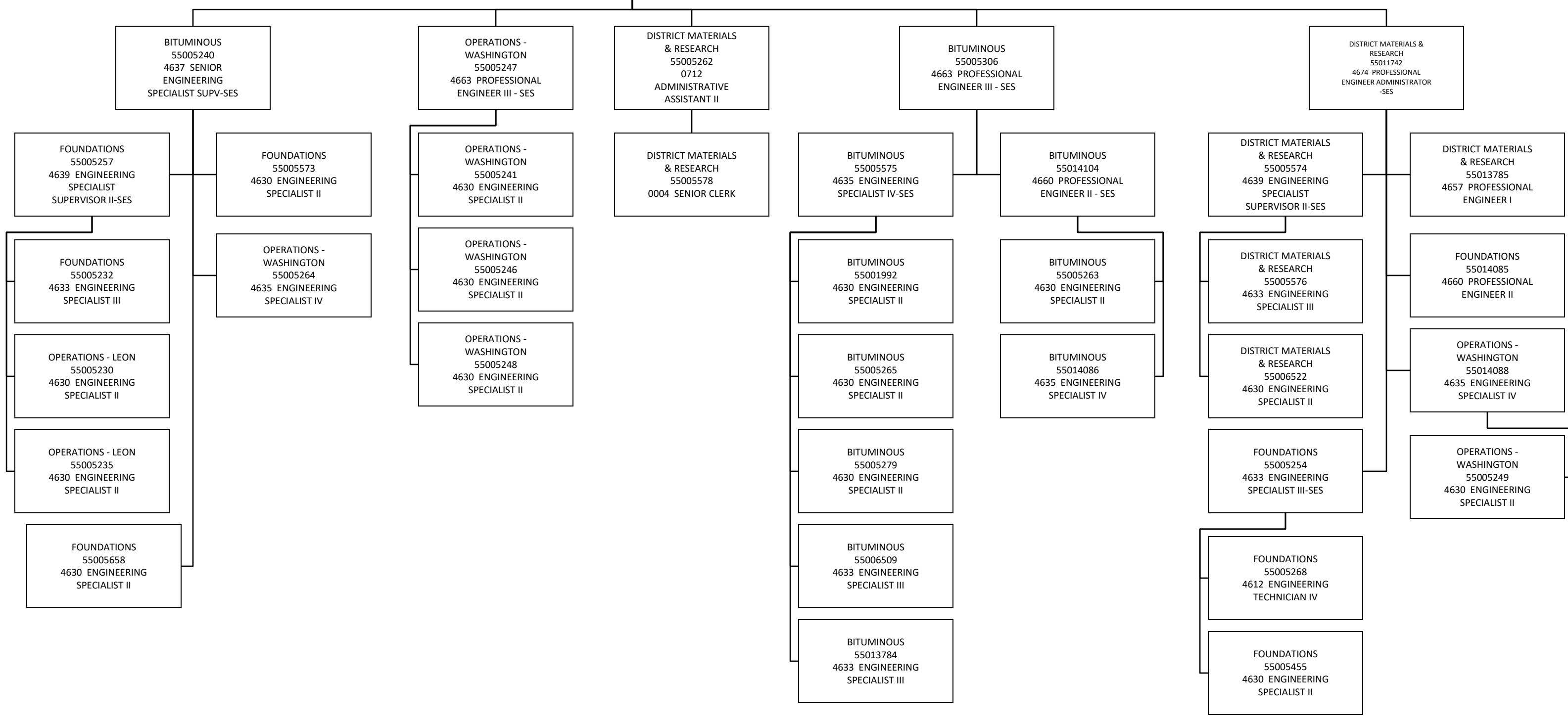


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

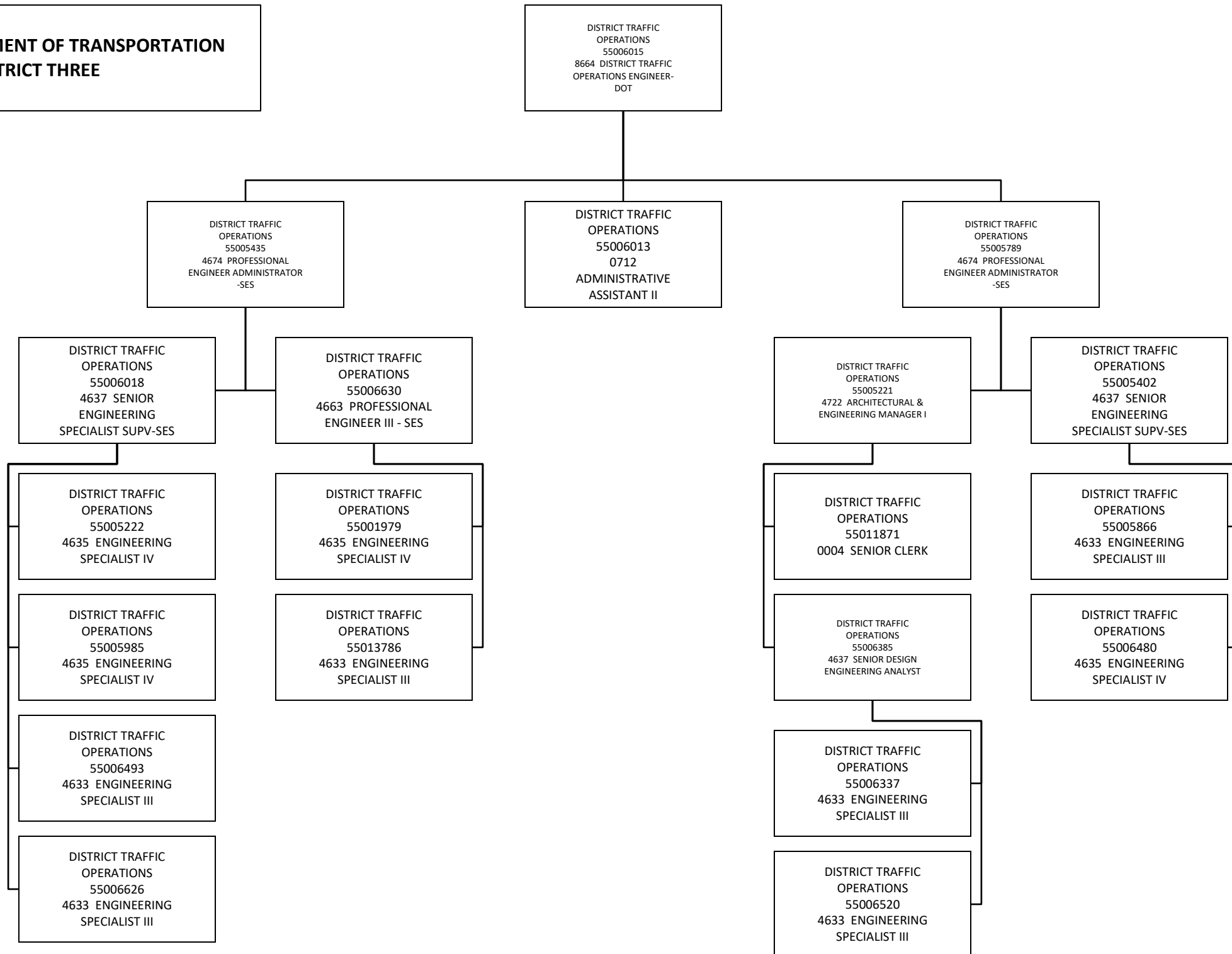


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

DISTRICT MATERIALS
& RESEARCH
55005881
8665 DISTRICT
MATERIALS
ENGINEER - DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

TRANSPORTATION
DEVELOPMENT
55002220
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT

TRANSPORTATION
DEVELOPMENT
55006638
0714
ADMINISTRATIVE
ASSISTANT III - SES

INTERMODAL SYSTEMS
DEVELOPMENT
55001965
8659 DIST PLANNING &
ENVIRONMNT MGT ADMIN-
DOT

DISTRICT RIGHT OF
WAY
55000259
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

ROADWAY DESIGN
55006571
8662 DISTRICT
DESIGN ENGINEER -
DOT

PROGRAM
MANAGEMENT
55012536
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT

INTERMODAL SYSTEMS
DEVELOPMENT
55006556
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

INTERMODAL SYSTEMS
DEVELOPMENT
55011687
0712 ADMINISTRATIVE
ASSISTANT II

TRANSPORTATION
SYSTEMS PLANNING
55005505
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

INTERMODAL SYSTEMS
DEVELOPMENT
55000261
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

SYSTEMS PLANNING
55001984
1021 GENERAL AND
OPERATIONS
MANAGER I

SYSTEMS PLANNING
55006286
1021 GENERAL AND
OPERATIONS
MANAGER I

URBAN AREA
PLANNING
55001993
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

SYSTEMS PLANNING
55005353
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

SYSTEMS PLANNING
55001968
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

SYSTEMS PLANNING
55009319
4609 ENGINEERING
TECHNICIAN II

SYSTEMS PLANNING
55001971
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

TRANSPORTATION
SYSTEMS PLANNING
55010920
4705 PUBLIC
TRANSPORTATION
SUPV II - SES

TRANSPORTATION
STATISTICS
55000305
4706 PUBLIC
TRANSPORTATION
SPEC III - SES

TRANSPORTATION
STATISTICS
55001981
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ROADWAY
CLASSIFICATION
55005428
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

TRANSPORTATION
STATISTICS
55005813
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ROADWAY
CLASSIFICATION
55011688
4702 PUBLIC
TRANSPORTATION
SPECIALIST I

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

DISTRICT RIGHT OF
WAY
55000259
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

DISTRICT RIGHT OF
WAY
55000264
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

DISTRICT RIGHT OF
WAY
55005423
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

DISTRICT RIGHT OF
WAY
55005613
0709
ADMINISTRATIVE
ASSISTANT I

DISTRICT RIGHT OF
WAY
55006577
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

DISTRICT RIGHT OF
WAY
55000260
4449 RIGHT-OF-WAY
SUPERVISOR-SES

DISTRICT RIGHT OF
WAY
55000281
0709
ADMINISTRATIVE
ASSISTANT I

APPRAISAL
55000266
4448 RIGHT-OF-WAY
APPRAISER

ACQUISITION
55000295
4449 RIGHT-OF-WAY
SUPERVISOR-SES

DISTRICT RIGHT OF
WAY
55006540
4410 RIGHT-OF-WAY
SPECIALIST III

DISTRICT RIGHT OF
WAY
55000303
4409 RIGHT-OF-
WAY-SPECIALIST II

APPRAISAL
55000278
4409 RIGHT-OF-
WAY-SPECIALIST II

ACQUISITION
55012538
4409 RIGHT-OF-
WAY-SPECIALIST II

DISTRICT RIGHT OF
WAY
55000286
1021 GENERAL AND
OPERATIONS
MANAGER I

DISTRICT RIGHT OF
WAY
55014525
4410 RIGHT-OF-WAY
SPECIALIST III

APPRAISAL
55006132
4409 RIGHT-OF-
WAY-SPECIALIST II

ACQUISITION
55012547
4410 RIGHT-OF-WAY
SPECIALIST III

ACQUISITION
55001831
4406 RIGHT-OF-WAY
SPECIALIST I

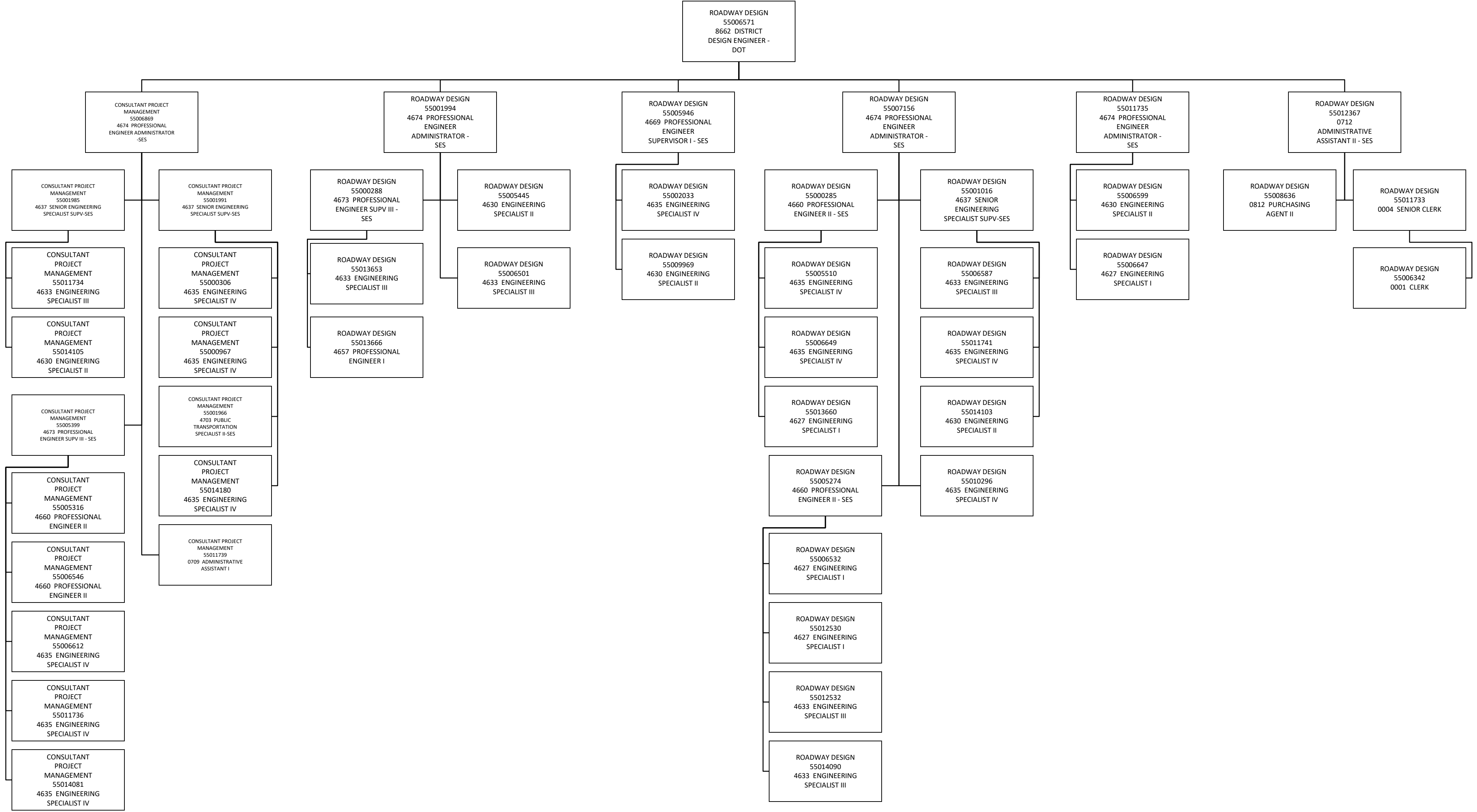
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55006216
4409 RIGHT-OF-
WAY-SPECIALIST II

DISTRICT RIGHT OF
WAY
55005868
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SPECIALIST I

APPRAISAL &
ACQUISITION - LEON
55000302
4410 RIGHT-OF-WAY
SPECIALIST III

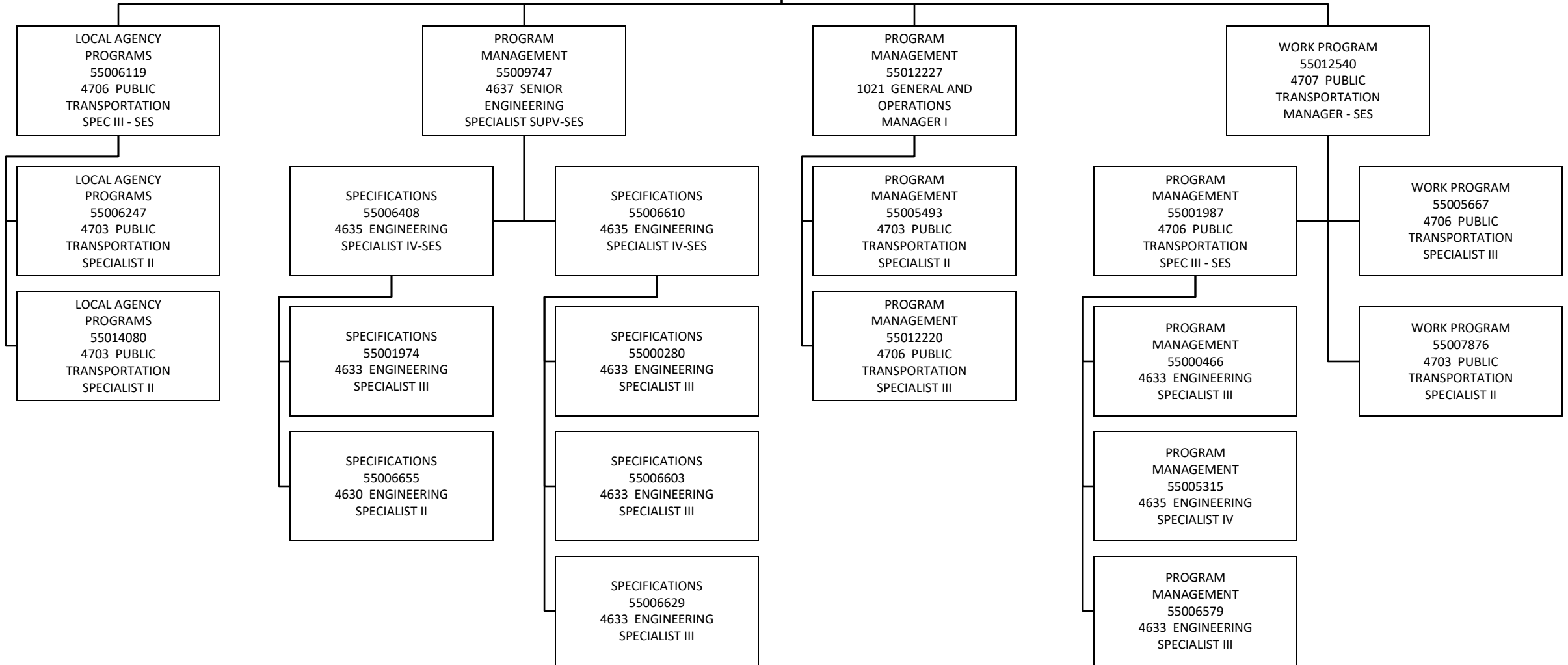
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55012543
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APPRAISAL
55012546
4448 RIGHT-OF-WAY
APPRAISER



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT THREE**

PROGRAM
MANAGEMENT
55012536
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

DISTRICT SECRETARY
55000308
7997 DISTRICT
SECRETARY

DISTRICT SECRETARY
55007249
0714
ADMINISTRATIVE
ASSISTANT III - SES

PUBLIC
INFORMATION
55000337
3742 PUBLIC
INFORMATION
DIRECTOR - SES

DIRECTOR OF
OPERATIONS
55000310
9190 DISTRICT
DIRECTOR-
OPERATIONS-DOT

DISTRICT SAFETY
PROGRAM
55008059
8841 PROGRAM
ADMINISTRATOR

TRANSPORTATION
DEVELOPMENT
55002029
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT

TRANS SUPPORT
OFFICE
55008066
7982
ADMINISTRATIVE
SERVICES MANAGER

DISTRICT SECRETARY
55007626
0004 SENIOR CLERK

PUBLIC
INFORMATION
55000364
3738 PUBLIC
INFORMATION
SPECIALIST

PUBLIC
INFORMATION
55008148
0011 RECEPTIONIST

PUBLIC
INFORMATION
55012221
3736 INFORMATION
SPECIALIST III

DISTRICT SAFETY
PROGRAM
55007245
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

DISTRICT SAFETY PROGRAM
55008035
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

DISTRICT SAFETY
PROGRAM
55006902
4635 ENGINEERING
SPECIALIST IV

DISTRICT SAFETY
PROGRAM
55013795
4633 ENGINEERING
SPECIALIST III

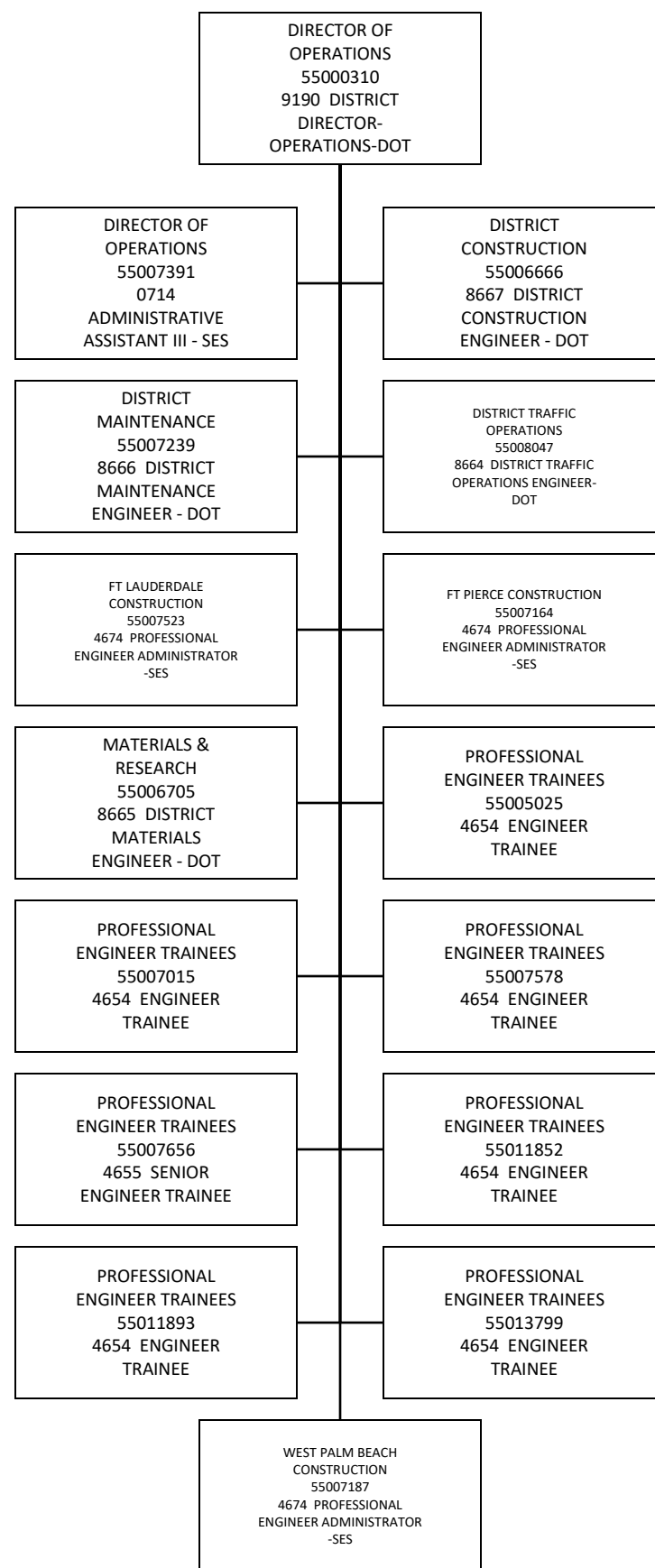
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PROGRAM
55014815
4635 ENGINEERING
SPECIALIST IV

DISTRICT SAFETY
PROGRAM
55007614
8728 SAFETY &
HEALTH MANAGER -
SES

DISTRICT SAFETY
PROGRAM
55007256
8724 SENIOR SAFETY
& HEALTH
SPECIALIST

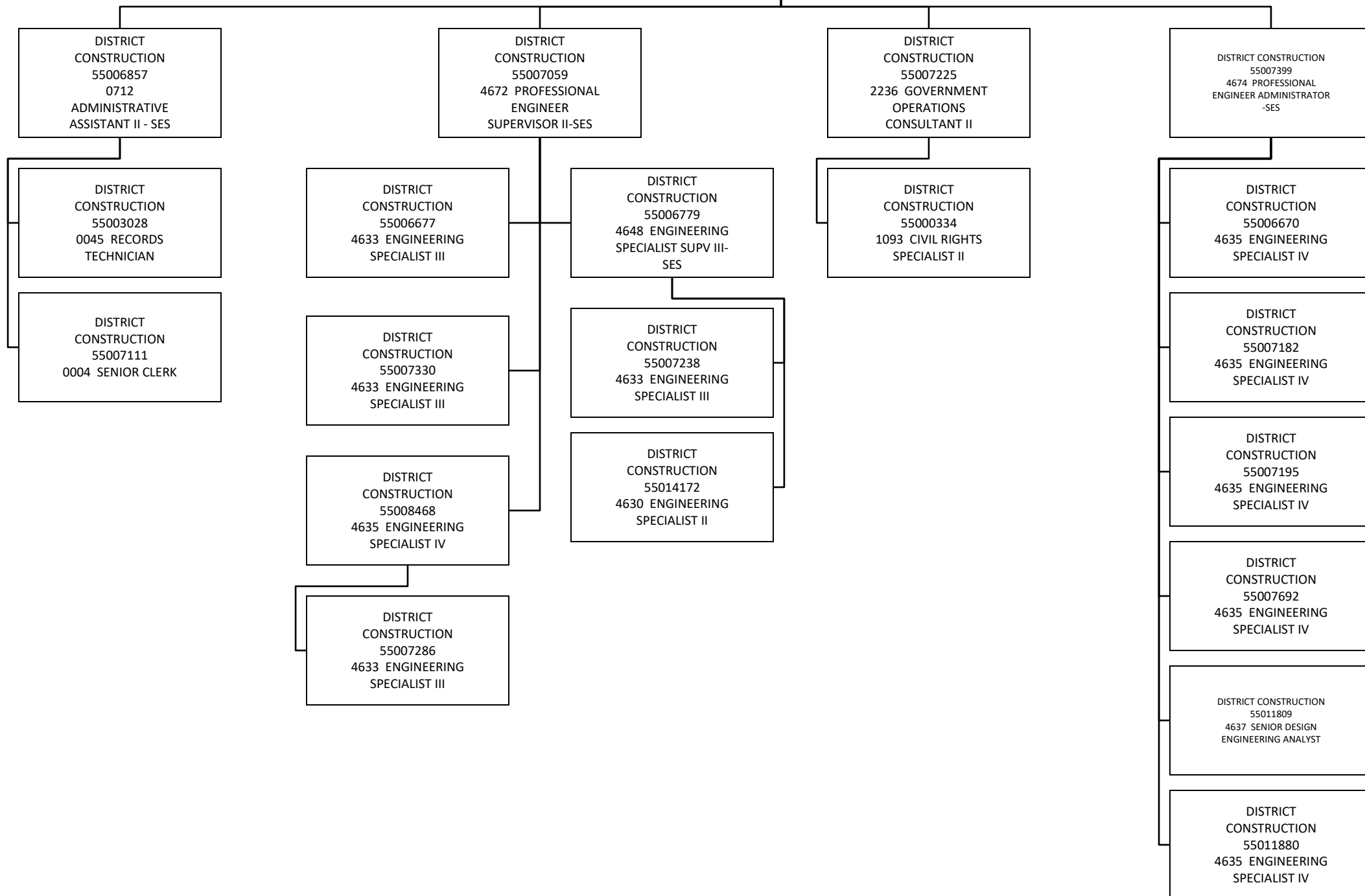
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PROGRAM
55007364
8724 SENIOR SAFETY
& HEALTH
SPECIALIST

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



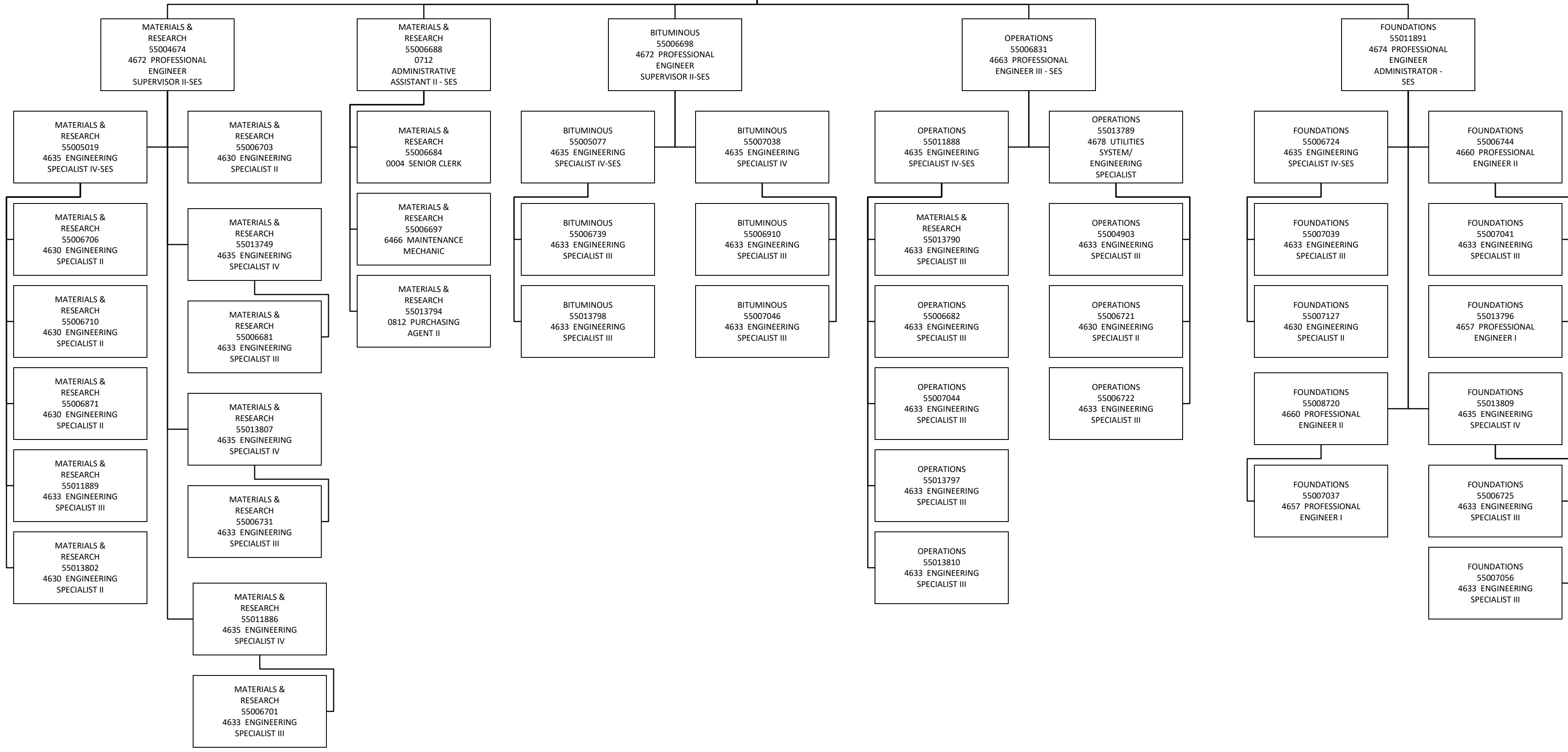
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

DISTRICT
CONSTRUCTION
55006666
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

MATERIALS &
RESEARCH
55006705
8665 DISTRICT
MATERIALS ENGINEER
- DOT



FT PIERCE
CONSTRUCTION
55007164
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -SES

FT PIERCE
CONSTRUCTION
55007646
4673 PROFESSIONAL
ENGINEER SUPV III - SES

FT PIERCE MAINTENANCE -
ADMINISTRATION
55007678
4637 SENIOR ENGINEERING
SPECIALIST SUPV-SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007561
4663 PROFESSIONAL
ENGINEER III - SES

FT PIERCE MAINTENANCE -
ADMINISTRATION
55007562
0165 OFFICE OPERATIONS
MANAGER II - SES

FT PIERCE CONSTRUCTION
55007133
4678 UTILITIES SYSTEM/
ENGINEERING SPECIALIST

FT PIERCE
CONSTRUCTION
55007166
4672 PROFESSIONAL
ENGINEER
SUPERVISOR II-SES

FT PIERCE
MAINTENANCE -
FIELD CREW
55007621
4635 ENGINEERING
SPECIALIST IV-SES

FT PIERCE
MAINTENANCE -
FIELD CREW
55012425
4635 ENGINEERING
SPECIALIST IV-SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007565
4635 ENGINEERING
SPECIALIST IV-SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007144
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007235
0930 DISTRIBUTION
AGENT

FT PIERCE
CONSTRUCTION
55007188
4635 ENGINEERING
SPECIALIST IV

FT PIERCE
CONSTRUCTION
55007151
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007617
0812 PURCHASING
AGENT II

FT PIERCE MAINTENANCE -
FIELD CREW
55004866
6541 AUTOMOTIVE/
MAINTENANCE EQUIP REPAIR
SUPV-SES

FT PIERCE MAINTENANCE -
FIELD CREW
55007487
4750 HIGHWAY
MAINTENANCE SUPERVISOR
II - SES

FT PIERCE MAINTENANCE -
FIELD CREW
5500784
4750 HIGHWAY
MAINTENANCE SUPERVISOR
II - SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55006648
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007144
4635 ENGINEERING
SPECIALIST IV-SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007434
0004 SENIOR CLERK

FT PIERCE
CONSTRUCTION
55012386
4648 ENGINEERING
SPECIALIST SUPV III-
SES

FT PIERCE
CONSTRUCTION
55007151
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
FIELD CREW
55007641
4630 ENGINEERING
SPECIALIST II-SES

FT PIERCE MAINTENANCE -
FIELD CREW
55005740
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007426
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE MAINTENANCE -
FIELD CREW
55007593
4750 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007170
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007569
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007563
0004 SENIOR CLERK

FT PIERCE
CONSTRUCTION
55005735
4633 ENGINEERING
SPECIALIST III

FT PIERCE
CONSTRUCTION
55007612
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
FIELD CREW
55007040
6466 MAINTENANCE
MECHANIC

FT PIERCE MAINTENANCE -
FIELD CREW
55005740
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007426
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE MAINTENANCE -
FIELD CREW
55007593
4750 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010952
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007666
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007565
0812 PURCHASING
AGENT II

FT PIERCE
CONSTRUCTION
55006753
4630 ENGINEERING
SPECIALIST II

FT PIERCE
CONSTRUCTION
55008203
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
FIELD CREW
55007581
6466 MAINTENANCE
MECHANIC

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007650
4742 HIGHWAY
MAINTENANCE TECH
COORD

FT PIERCE MAINTENANCE -
FIELD CREW
55007721
6368 HEAVY EQUIPMENT
OPERATOR

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007631
4635 ENGINEERING
SPECIALIST IV-SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007666
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FT PIERCE
CONSTRUCTION
55007159
4630 ENGINEERING
SPECIALIST II

FT PIERCE
CONSTRUCTION
55008245
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
FIELD CREW
55007608
6432 CARPENTER

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007613
4750 HIGHWAY
MAINTENANCE SUPERVISOR
II - SES

FT PIERCE MAINTENANCE -
FIELD CREW
55007704
4750 HIGHWAY
MAINTENANCE SUPERVISOR
II - SES

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55006665
4612 ENGINEERING
TECHNICIAN IV

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007666
4633 ENGINEERING
SPECIALIST III

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FT PIERCE
CONSTRUCTION
55007139
4635 ENGINEERING
SPECIALIST IV

FT PIERCE
CONSTRUCTION
55008799
4660 PROFESSIONAL
ENGINEER II

FT PIERCE MAINTENANCE -
FIELD CREW
55006691
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007650
4742 HIGHWAY
MAINTENANCE TECH
COORD

FT PIERCE MAINTENANCE -
FIELD CREW
55007721
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007668
4612 ENGINEERING
TECHNICIAN IV

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007668
4612 ENGINEERING
TECHNICIAN IV

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FT PIERCE
CONSTRUCTION
55007172
4633 ENGINEERING
SPECIALIST III

FT PIERCE
CONSTRUCTION
55008245
4633 ENGINEERING
SPECIALIST III

FT PIERCE MAINTENANCE -
FIELD CREW
55006767
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007650
4742 HIGHWAY
MAINTENANCE TECH
COORD

FT PIERCE MAINTENANCE -
FIELD CREW
55007721
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007684
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007684
4630 ENGINEERING
SPECIALIST II

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MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FT PIERCE
CONSTRUCTION
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SPECIALIST IV

FT PIERCE
CONSTRUCTION
55008245
4633 ENGINEERING
SPECIALIST III

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007650
4742 HIGHWAY
MAINTENANCE TECH
COORD

FT PIERCE MAINTENANCE -
FIELD CREW
55007721
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007695
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55007695
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FT PIERCE
CONSTRUCTION
55007142
4637 ENGINEERING
SPECIALIST I

FT PIERCE
CONSTRUCTION
55008245
4633 ENGINEERING
SPECIALIST III

FT PIERCE MAINTENANCE -
FIELD CREW
55006991
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE MAINTENANCE -
FIELD CREW
55007590
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

FT PIERCE MAINTENANCE -
FIELD CREW
55007650
4742 HIGHWAY
MAINTENANCE TECH
COORD

FT PIERCE MAINTENANCE -
FIELD CREW
55007721
4742 HIGHWAY
MAINTENANCE TECHNICIAN
II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55011877
4630 ENGINEERING
SPECIALIST II

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MAINTENANCE -
ADMINISTRATION
55011877
4630 ENGINEERING
SPECIALIST II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FT PIERCE
MAINTENANCE -
ADMINISTRATION
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4609 ENGINEERING
TECHNICIAN II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
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4609 ENGINEERING
TECHNICIAN II

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MAINTENANCE -
ADMINISTRATION
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0045 RECORDS
TECHNICIAN

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MAINTENANCE -
ADMINISTRATION
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4609 ENGINEERING
TECHNICIAN II

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TECHNICIAN II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
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0045 RECORDS
TECHNICIAN

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MAINTENANCE -
ADMINISTRATION
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4609 ENGINEERING
TECHNICIAN II

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MAINTENANCE -
ADMINISTRATION
55007588
4609 ENGINEERING
TECHNICIAN II

FT PIERCE
MAINTENANCE -
ADMINISTRATION
55010541
0045 RECORDS
TECHNICIAN

FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR

WEST PALM BEACH
CONSTRUCTION
55007187
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

WEST PALM BEACH
CONSTRUCTION
55007184
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

WEST PALM BEACH
MAINT - ADM
55004558
0162 OFFICE
OPERATIONS
MANAGER I - SES

WEST PALM BEACH MAINT -
ENG/CONTRACTS
55007615
4637 SENIOR ENGINEERING
SPECIALIST SUPV-SES

WEST PALM BEACH
MAINT - ADM
55008863
4663 PROFESSIONAL
ENGINEER III - SES

WEST PALM BEACH
CONSTRUCTION
55002322
4660 PROFESSIONAL
ENGINEER II

WEST PALM BEACH
CONSTRUCTION
55002614
4637 SENIOR DESIGN
ENGINEERING ANALYST

WEST PALM BEACH
CONSTRUCTION
55006759
4633 ENGINEERING
SPECIALIST III

WEST PALM BEACH
CONSTRUCTION
55007449
4648 ENGINEERING
SPECIALIST SUPV III-
SES

WEST PALM BEACH
CONSTRUCTION
55007409
4633 ENGINEERING
SPECIALIST III

WEST PALM BEACH
CONSTRUCTION
55007183
4630 ENGINEERING
SPECIALIST II

WEST PALM BEACH
CONSTRUCTION
55007202
4635 ENGINEERING
SPECIALIST IV

WEST PALM BEACH
CONSTRUCTION
55007222
4635 ENGINEERING
SPECIALIST IV

WEST PALM BEACH
CONSTRUCTION
55007467
4672 PROFESSIONAL
ENGINEER
SUPERVISOR II-SES

WEST PALM BEACH
CONSTRUCTION
55007367
4635 ENGINEERING
SPECIALIST IV

WEST PALM BEACH
CONSTRUCTION
55006746
4630 ENGINEERING
SPECIALIST II

WEST PALM BEACH
CONSTRUCTION
55007199
4635 ENGINEERING
SPECIALIST IV-SES

WEST PALM BEACH
CONSTRUCTION
55007171
4630 ENGINEERING
SPECIALIST II

WEST PALM BEACH
CONSTRUCTION
55006822
4627 ENGINEERING
SPECIALIST I

WEST PALM BEACH
CONSTRUCTION
55007193
4655 SENIOR
ENGINEER TRAINEE

WEST PALM BEACH
CONSTRUCTION
55007191
4633 ENGINEERING
SPECIALIST III

WEST PALM BEACH
CONSTRUCTION
55007428
4630 ENGINEERING
SPECIALIST II

WEST PALM BEACH
CONSTRUCTION
55007528
4660 PROFESSIONAL
ENGINEER II

WEST PALM BEACH
CONSTRUCTION
55007457
4630 ENGINEERING
SPECIALIST II

WEST PALM BEACH
CONSTRUCTION
55002642
4633 ENGINEERING
SPECIALIST III

WEST PALM BEACH
CONSTRUCTION
55007607
4635 ENGINEERING
SPECIALIST IV

WEST PALM BEACH
MAINT - ADM
55007196
0004 SENIOR CLERK

WEST PALM BEACH
MAINT - ADM
55007450
0812 PURCHASING
AGENT II

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MAINT - ADM
55007454
0004 SENIOR CLERK

WEST PALM BEACH
MAINT - ADM
55007517
0004 SENIOR CLERK

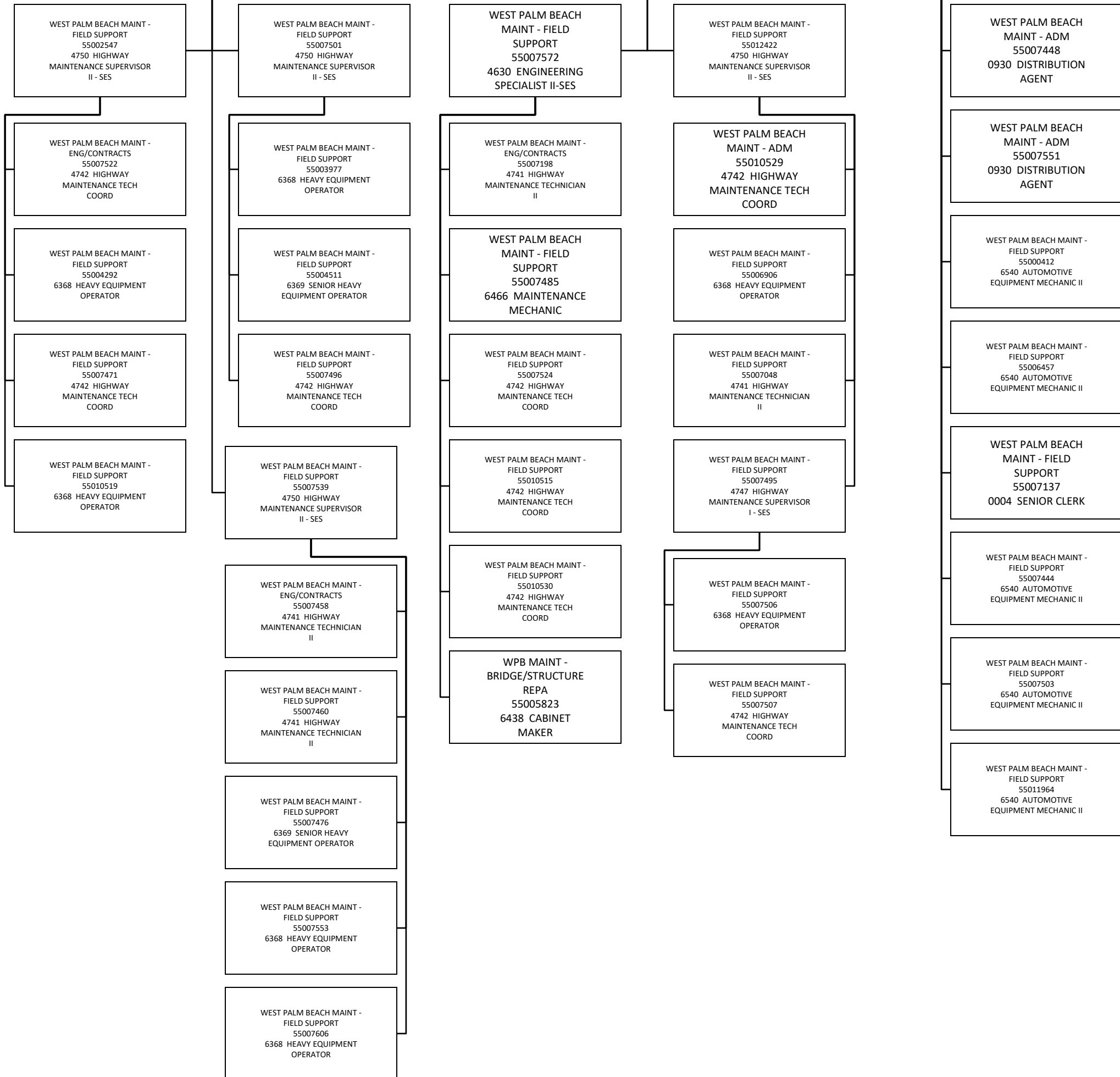
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

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ENG/CONTRACTS
55007615
4637 SENIOR ENGINEERING
SPECIALIST SUPV-SES

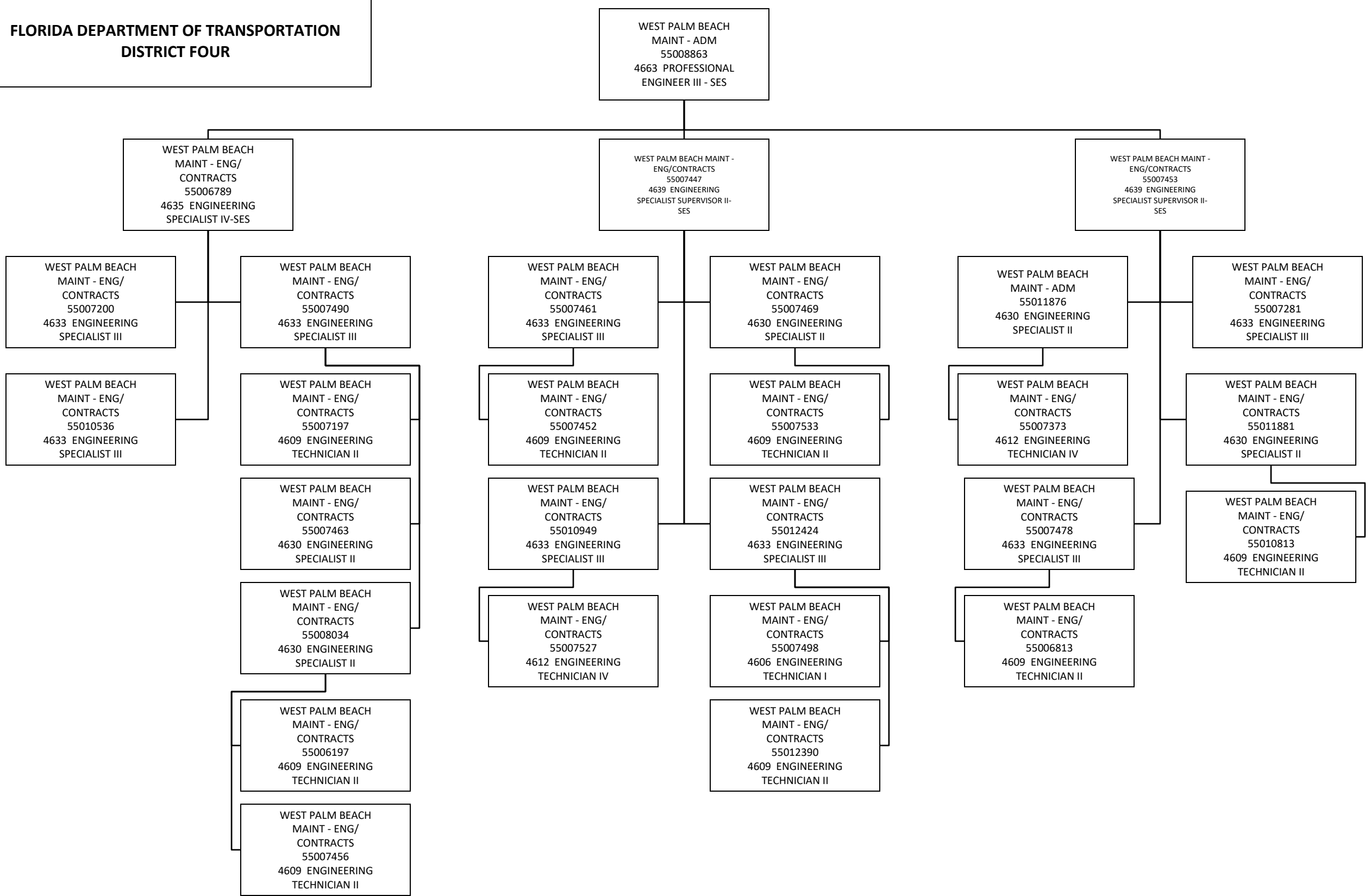
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MAINT - ENG/
CONTRACTS
55004527
4635 ENGINEERING
SPECIALIST IV-SES

WEST PALM BEACH
MAINT - ENG/
CONTRACTS
55006816
4635 ENGINEERING
SPECIALIST IV-SES

WEST PALM BEACH MAINT -
FIELD SUPPORT
55010531
6541 AUTOMOTIVE/
MARINE EQUIP REPAIR
SUPV -SES



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

DISTRICT
MAINTENANCE
55007239
8666 DISTRICT
MAINTENANCE
ENGINEER - DOT

DISTRICT MAINTENANCE
55004862
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

DISTRICT MAINTENANCE
55007141
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

DISTRICT
MAINTENANCE
55010524
0712
ADMINISTRATIVE
ASSISTANT II - SES

DISTRICT
MAINTENANCE
55011878
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

DISTRICT
MAINTENANCE
55000067
4655 SENIOR
ENGINEER TRAINEE

DISTRICT
MAINTENANCE
55006660
4657 PROFESSIONAL
ENGINEER I

DISTRICT
MAINTENANCE
55004928
4635 ENGINEERING
SPECIALIST IV

DISTRICT
MAINTENANCE
55007297
4660 PROFESSIONAL
ENGINEER II - SES

DISTRICT
MAINTENANCE
55004386
0812 PURCHASING
AGENT II

DISTRICT
MAINTENANCE
55006732
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SPECIALIST III

DISTRICT
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55006884
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MANAGER I

DISTRICT
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ENGINEERING
SPECIALIST SUPV-SES

DISTRICT
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SPECIALIST IV

DISTRICT
MAINTENANCE
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4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007266
0045 RECORDS
TECHNICIAN

DISTRICT
MAINTENANCE
55007243
2212 OPERATIONS
ANALYST II

DISTRICT
MAINTENANCE
55007259
2204 PROJECT
MANAGEMENT
SPECIALIST IV

DISTRICT
MAINTENANCE
55006676
4630 ENGINEERING
SPECIALIST II

DISTRICT
MAINTENANCE
55007252
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007241
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007404
2209 OPERATIONS
ANALYST I

DISTRICT
MAINTENANCE
55004878
4630 ENGINEERING
SPECIALIST II

DISTRICT
MAINTENANCE
55007242
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007473
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT
MAINTENANCE
55007244
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55012426
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT
MAINTENANCE
55007937
4633 ENGINEERING
SPECIALIST III

DISTRICT
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55007624
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007473
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT
MAINTENANCE
55007244
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55010514
4630 ENGINEERING
SPECIALIST II

DISTRICT
MAINTENANCE
55007262
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

DISTRICT
MAINTENANCE
55007377
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II - SES

DISTRICT
MAINTENANCE
55004390
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007244
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55010514
4630 ENGINEERING
SPECIALIST II

DISTRICT
MAINTENANCE
55007251
4627 ENGINEERING
SPECIALIST I

DISTRICT
MAINTENANCE
55006968
6466 MAINTENANCE
MECHANIC

DISTRICT
MAINTENANCE
55007451
0839 GENERAL
SERVICES SPECIALIST

DISTRICT
MAINTENANCE
55007244
4633 ENGINEERING
SPECIALIST III

MAINTENANCE
MANAGEMENT
SYSTEMS
55007248
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55009825
4627 ENGINEERING
SPECIALIST I

DISTRICT
MAINTENANCE
55007263
6466 MAINTENANCE
MECHANIC

DISTRICT
MAINTENANCE
55008006
4633 ENGINEERING
SPECIALIST III

DISTRICT
MAINTENANCE
55007354
6466 MAINTENANCE
MECHANIC

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

FT LAUDERDALE
CONSTRUCTION
55007523
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
SES

FT LAUDERDALE
CONSTRUCTION
55007060
4663 PROFESSIONAL
ENGINEER III - SES

FT LAUDERDALE
CONSTRUCTION
55006874
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

FT LAUD MAINT -
ADMIN
55007402
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

FT LAUDERDALE
CONSTRUCTION
55007388
0162 OFFICE
OPERATIONS
MANAGER I - SES

FT LAUDERDALE
CONSTRUCTION
55006680
4660 PROFESSIONAL
ENGINEER II

FT LAUDERDALE
CONSTRUCTION
55006913
4660 PROFESSIONAL
ENGINEER II

FT LAUDERDALE
CONSTRUCTION
55006984
4660 PROFESSIONAL
ENGINEER II

FT LAUDERDALE
CONSTRUCTION
55007363
4660 PROFESSIONAL
ENGINEER II

FT LAUDERDALE
CONSTRUCTION
55007295
4672 PROFESSIONAL
ENGINEER
SUPERVISOR II-SES

FT LAUDERDALE
CONSTRUCTION
55007329
4648 ENGINEERING
SPECIALIST SUPV III-
SES

FT LAUDERDALE
CONSTRUCTION
55007493
4672 PROFESSIONAL
ENGINEER
SUPERVISOR II-SES

FT LAUD MAINT -
ADMIN
55006662
0930 DISTRIBUTION
AGENT

FT LAUDERDALE
CONSTRUCTION
55006826
4635 ENGINEERING
SPECIALIST IV

FT LAUDERDALE
CONSTRUCTION
55002691
4655 SENIOR
ENGINEER TRAINEE

FT LAUDERDALE
CONSTRUCTION
55006911
4630 ENGINEERING
SPECIALIST II

FT LAUDERDALE
CONSTRUCTION
55004080
4655 SENIOR
ENGINEER TRAINEE

FT LAUD MAINT -
ADMIN
55007087
0004 SENIOR CLERK

FT LAUDERDALE
CONSTRUCTION
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4633 ENGINEERING
SPECIALIST III

FT LAUDERDALE
CONSTRUCTION
55007019
4630 ENGINEERING
SPECIALIST II

FT LAUDERDALE
CONSTRUCTION
55005734
4633 ENGINEERING
SPECIALIST III

FT LAUD MAINT -
ADMIN
55007185
0004 SENIOR CLERK

FT LAUDERDALE
CONSTRUCTION
55006896
4630 ENGINEERING
SPECIALIST II

FT LAUDERDALE
CONSTRUCTION
55007212
4635 ENGINEERING
SPECIALIST IV

FT LAUDERDALE
CONSTRUCTION
55006848
4633 ENGINEERING
SPECIALIST III

FT LAUD MAINT -
ADMIN
55007296
0812 PURCHASING
AGENT II

FT LAUDERDALE
CONSTRUCTION
55007080
4637 SENIOR DESIGN
ENGINEERING ANALYST

FT LAUDERDALE
CONSTRUCTION
55006923
4627 ENGINEERING
SPECIALIST I

FT LAUDERDALE
CONSTRUCTION
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SPECIALIST II

FT LAUD MAINT -
ADMIN
55010513
0930 DISTRIBUTION
AGENT

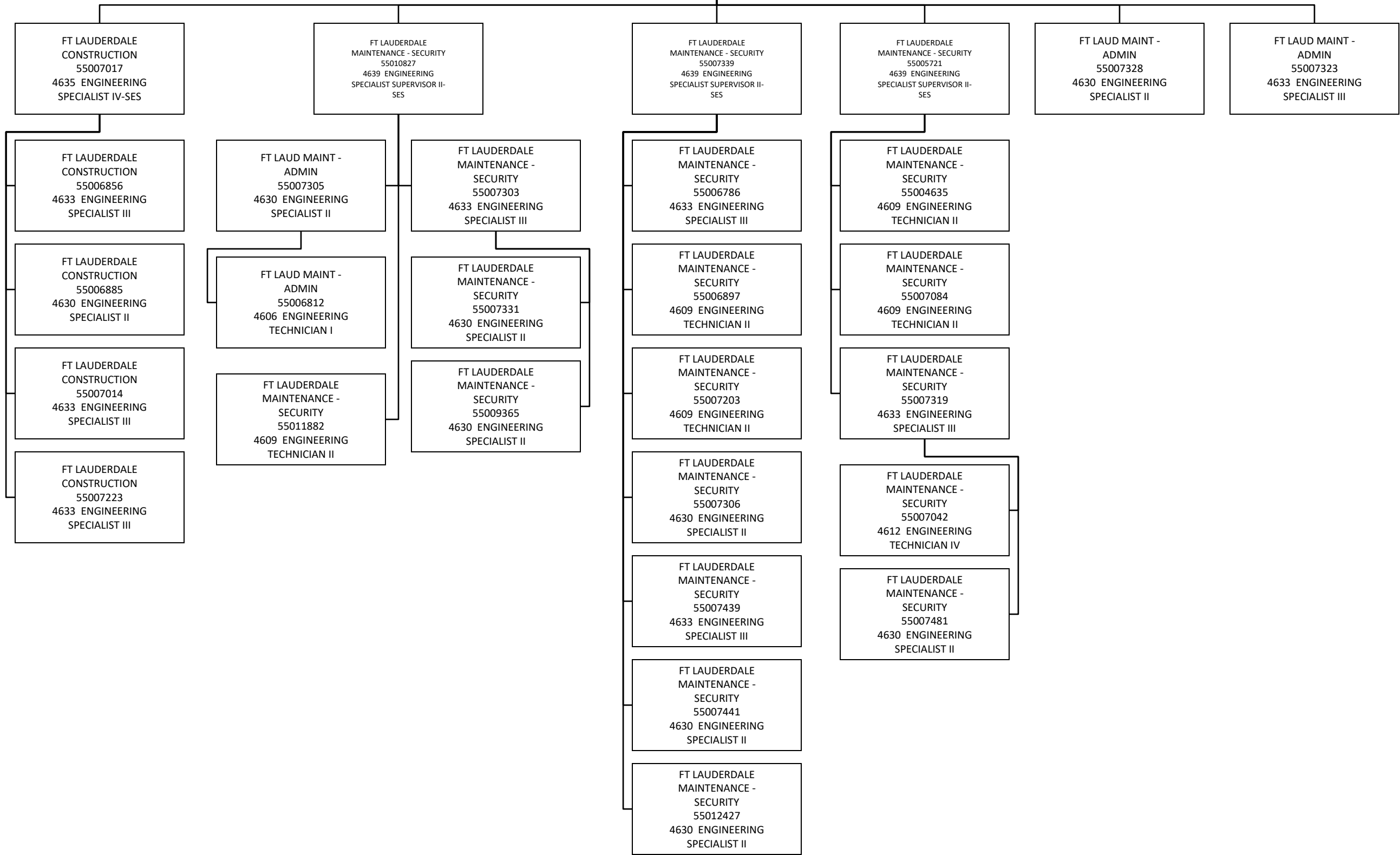
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SPECIALIST III

FT LAUDERDALE
CONSTRUCTION
55007240
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ENGINEERING ANALYST

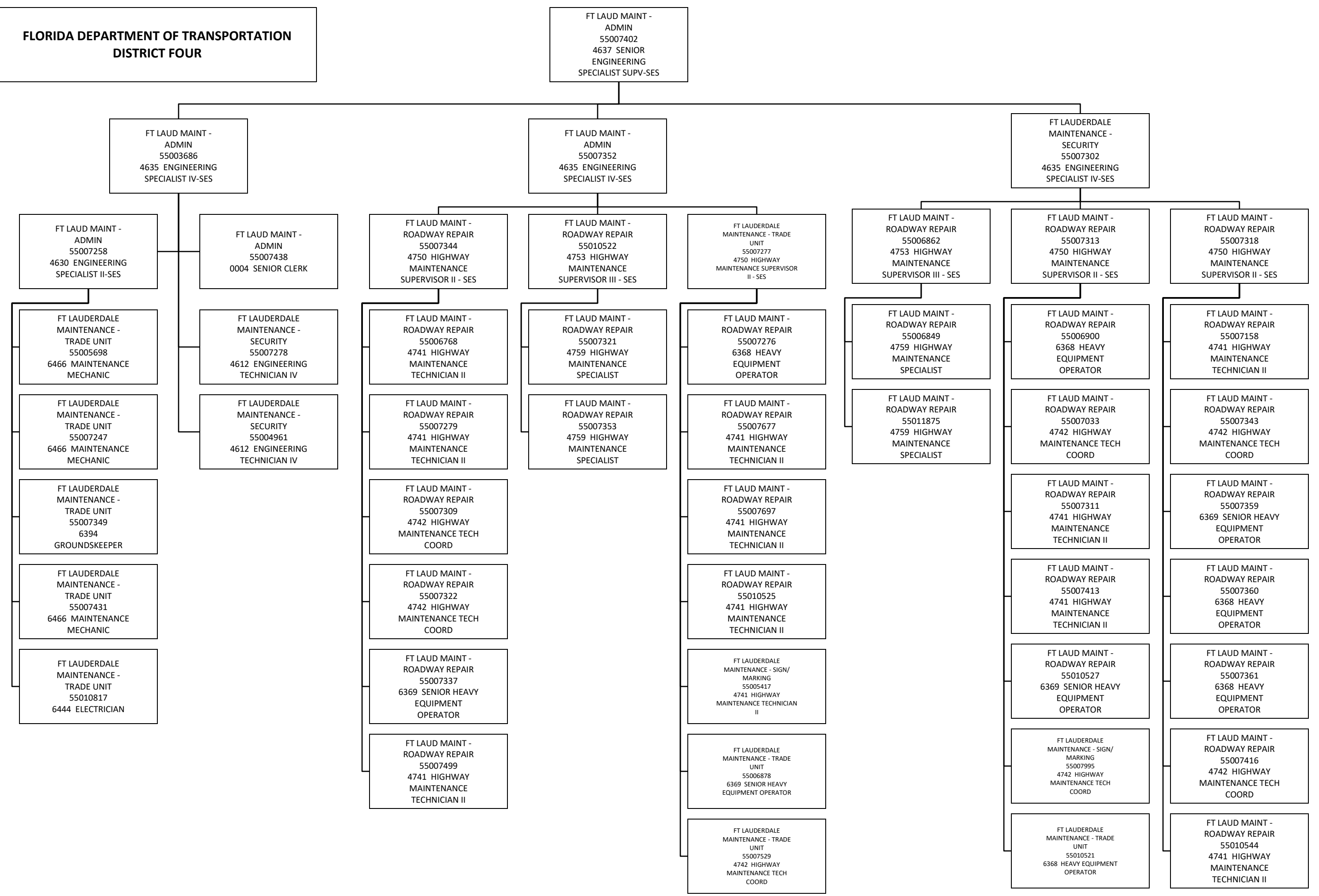
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CONSTRUCTION
55006829
0812 PURCHASING
AGENT II

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

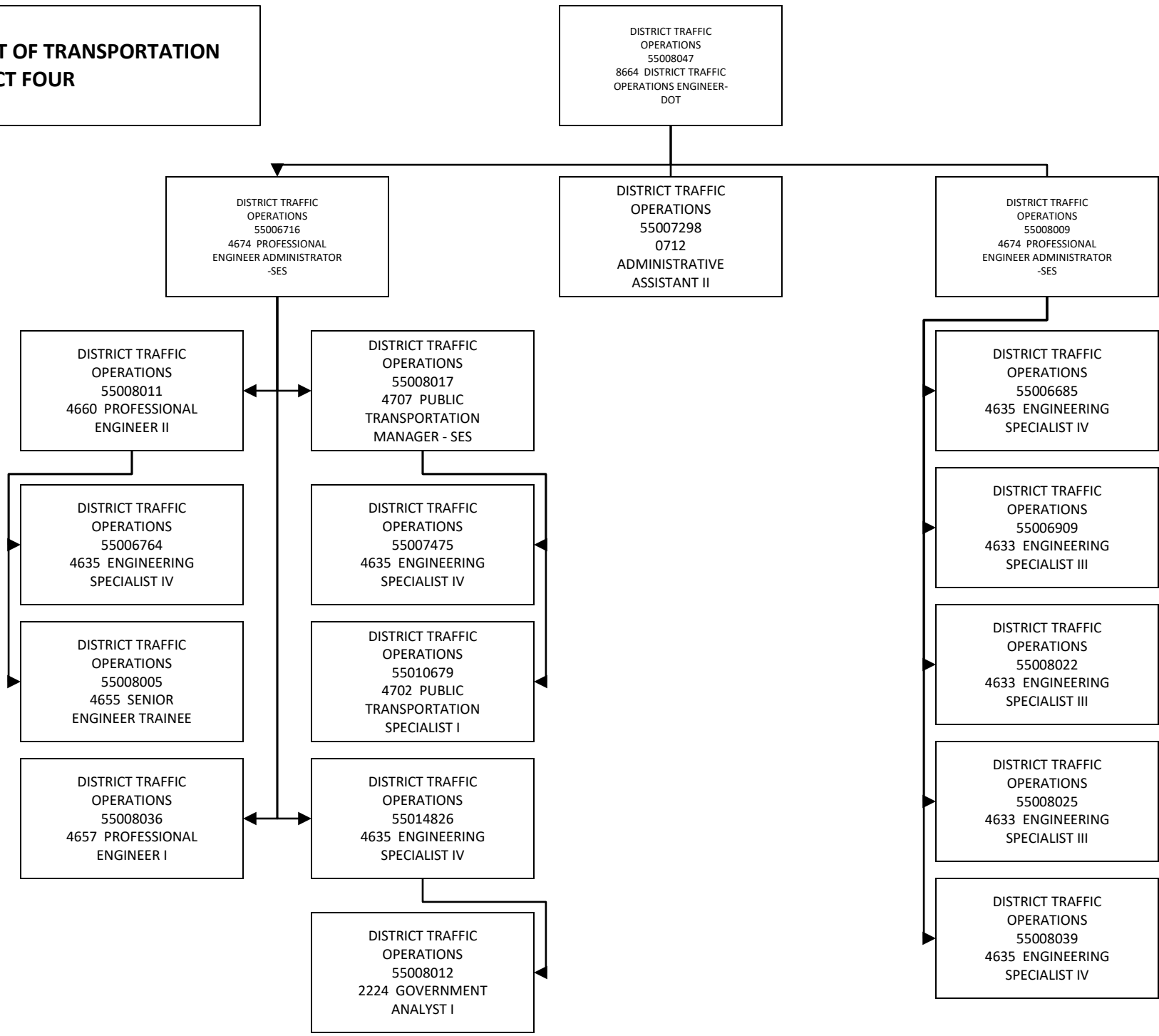
FT LAUDERDALE
CONSTRUCTION
55007060
4663 PROFESSIONAL
ENGINEER III - SES



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

TRANSPORTATION
DEVELOPMENT
55002029
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT

DISTRICT RIGHT OF
WAY
55000657
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

ENGINEERING
DESIGN
55008082
8662 DISTRICT
DESIGN ENGINEER -
DOT

MODAL DEVELOPMENT
55002171
8668 DISTRICT PUBLIC
TRANSPORTATION MGR -
DOT

PLANNING &
ENVIRONMENTAL
MANAGEMENT
55001996
8659 DIST PLANNING &
ENVIRONMNT MGT ADMIN-
DOT

PROGRAM
MANAGEMENT
55008170
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT

TRANSPORTATION
DEVELOPMENT
55012563
0712
ADMINISTRATIVE
ASSISTANT II - SES

DISTRICT RIGHT OF
WAY
55000472
0712
ADMINISTRATIVE
ASSISTANT II

MANAGEMENT
SERVICES
55012585
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

MANAGEMENT
SERVICES
55000440
4449 RIGHT-OF-WAY
SUPERVISOR-SES

MANAGEMENT
SERVICES
55014552
4449 RIGHT-OF-WAY
SUPERVISOR-SES

MANAGEMENT
SERVICES
55000375
4409 RIGHT-OF-
WAY-SPECIALIST II

MANAGEMENT
SERVICES
55000391
4409 RIGHT-OF-
WAY-SPECIALIST II

MANAGEMENT
SERVICES
55012588
4406 RIGHT-OF-WAY
SPECIALIST I

MANAGEMENT
SERVICES
55000444
2212 OPERATIONS
ANALYST II

MANAGEMENT
SERVICES
55011748
1436 ACCOUNTANT
III

MANAGEMENT
SERVICES
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2208 RECORDS
MANAGEMENT
ANALYST - SES

MANAGEMENT
SERVICES
55000098
0004 SENIOR CLERK

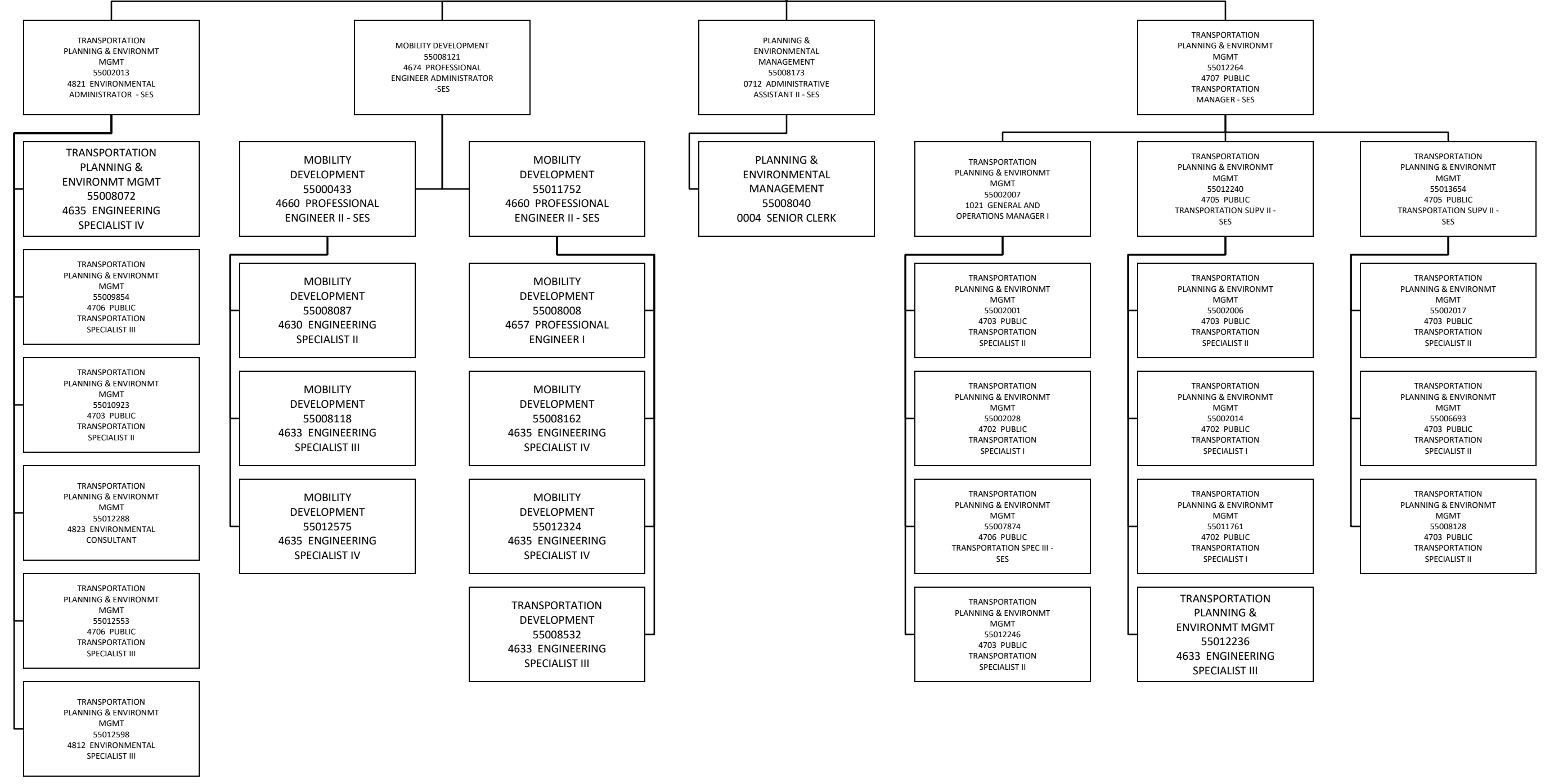
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SERVICES
55000408
0004 SENIOR CLERK

MANAGEMENT
SERVICES
55000430
0004 SENIOR CLERK

MANAGEMENT
SERVICES
55012593
0045 RECORDS
TECHNICIAN

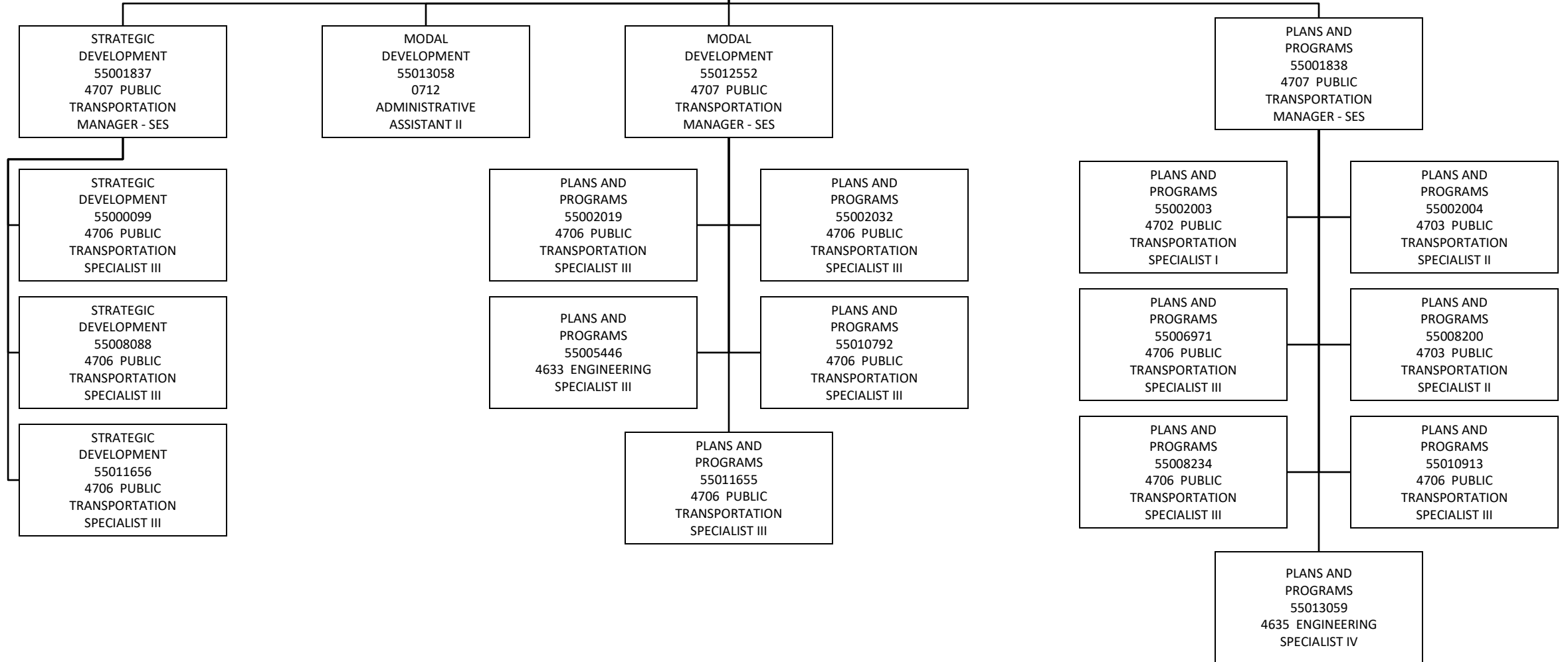
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

PLANNING & ENVIRONMENTAL MANAGEMENT
55001996
8659 DIST PLANNING & ENVIRONMENT MGT ADMIN- DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

MODAL DEVELOPMENT
55002171
8668 DISTRICT PUBLIC
TRANSPORTATION MGR -
DOT



FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR

ENGINEERING
DESIGN
55008082
8662 DISTRICT
DESIGN ENGINEER -
DOT

ENGINEERING GROUP IV
55006668
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

ENGINEERING
DESIGN
55014551
0712
ADMINISTRATIVE
ASSISTANT II - SES

ENGINEERING DESIGN
55012570
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

ENGINEERING
DESIGN
55006436
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
55008007
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ENGINEERING
GROUP IV
55008044
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ENGINEERING
GROUP IV
55012314
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ENGINEERING
DESIGN
55000629
0004 SENIOR CLERK

ENGINEERING
GROUP IV
55001982
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
55000403
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
55002015
4660 PROFESSIONAL
ENGINEER II

ENGINEERING
DESIGN
55008086
0004 SENIOR CLERK

ENGINEERING
GROUP IV
55007131
4660 PROFESSIONAL
ENGINEER II

ENGINEERING
GROUP IV
55000437
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
55008049
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
DESIGN
55008201
0004 SENIOR CLERK

ENGINEERING
GROUP IV
55008127
4660 PROFESSIONAL
ENGINEER II

ENGINEERING
GROUP IV
55006880
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
55008071
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
DESIGN
55010282
0108
ADMINISTRATIVE
SECRETARY

ENGINEERING
GROUP IV
55012268
4660 PROFESSIONAL
ENGINEER II

ENGINEERING
GROUP IV
55008063
4660 PROFESSIONAL
ENGINEER II

ENGINEERING
GROUP IV
55011785
4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
55012327
4660 PROFESSIONAL
ENGINEER II

ENGINEERING
GROUP IV
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4663 PROFESSIONAL
ENGINEER III

ENGINEERING
GROUP IV
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4663 PROFESSIONAL
ENGINEER III

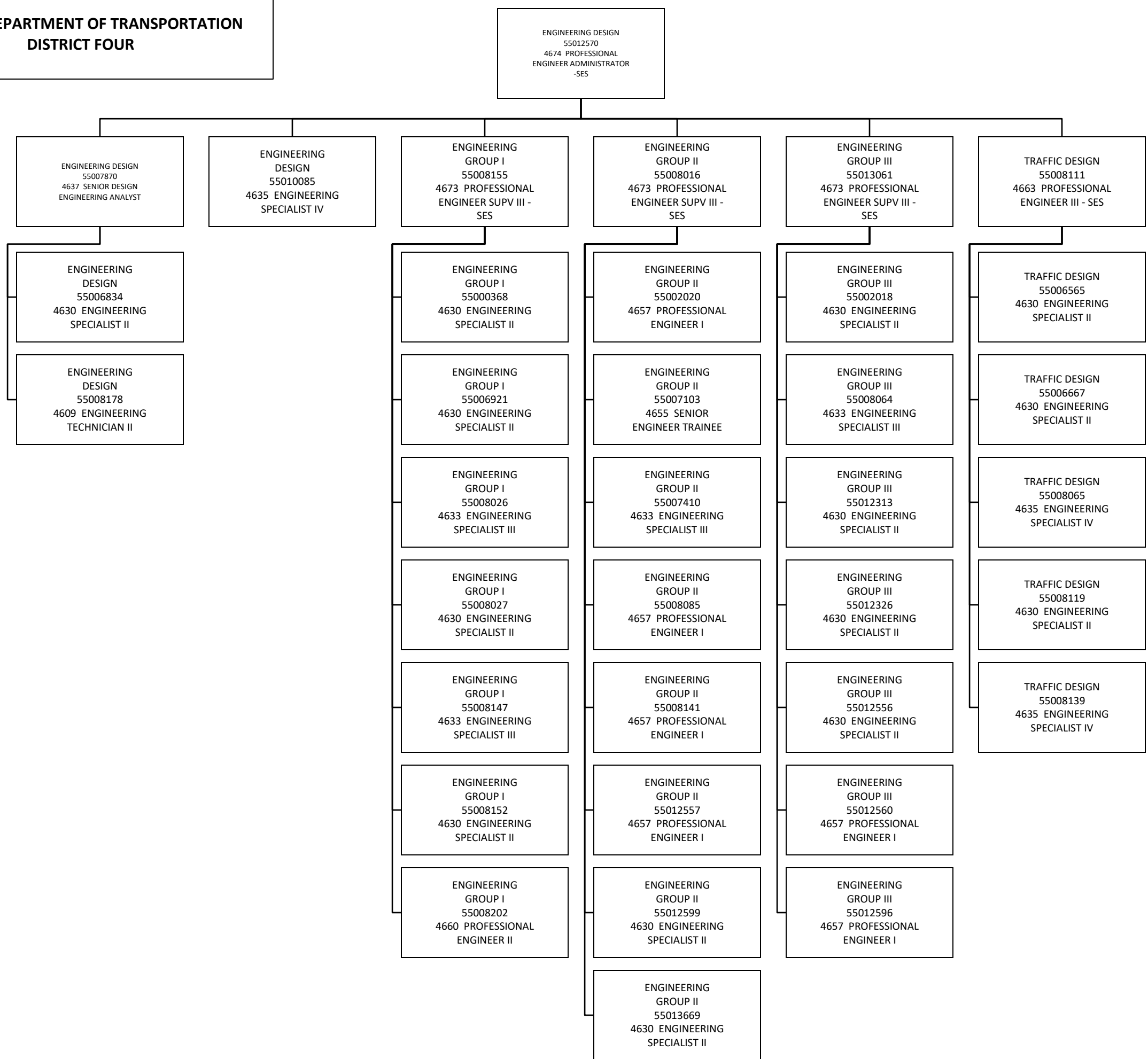
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GROUP IV
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4663 PROFESSIONAL
ENGINEER III

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GROUP IV
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ENGINEER II

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GROUP IV
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ENGINEER II

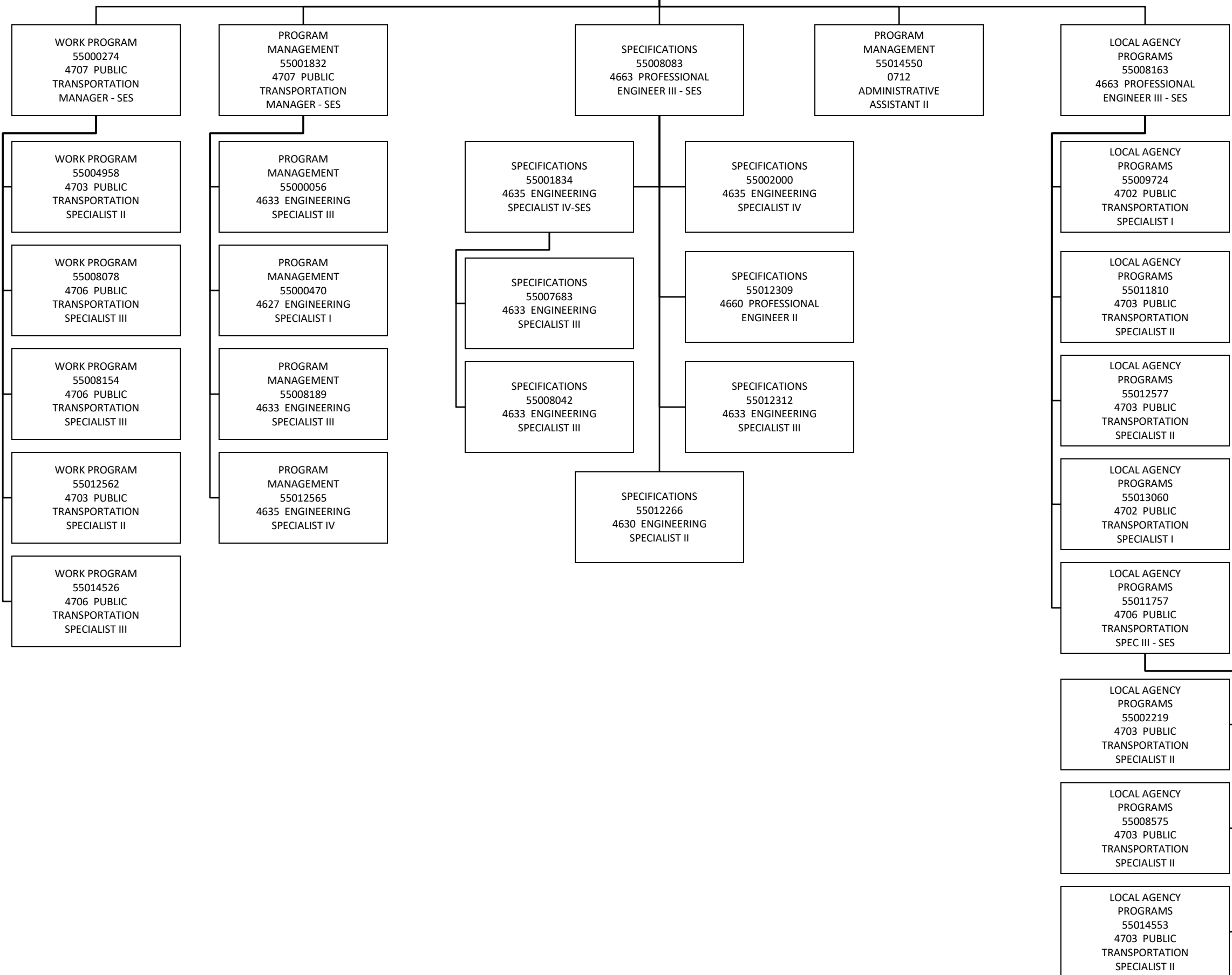
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GROUP IV
55008175
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ENGINEER II

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

PROGRAM
MANAGEMENT
55008170
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

TRANS SUPPORT
OFFICE
55008066
7982
ADMINISTRATIVE
SERVICES MANAGER

FACILITIES
MANAGEMENT
55000626
2238 OPERATIONS &
MGMT CONSULTANT
MGR - SES

FINANCIAL SERVICES
55000322
1460 FINANCE &
ACCOUNTING
DIRECTOR I - SES

INFORMATION
TECHNOLOGY SERVICES - D4
55010278
2133 DATA PROCESSING
MANAGER - SES

ORGANIZATIONAL
DEVELOPMENT
55008877
1332 STAFF
DEVELOPMENT &
TRAINING MGR - SES

PROCUREMENT
SERVICES
55000371
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

TRANS SUPPORT
OFFICE
55000313
0712
ADMINISTRATIVE
ASSISTANT II - SES

FACILITIES
MANAGEMENT
55000340
6466 MAINTENANCE
MECHANIC

FACILITIES
MANAGEMENT
55007316
6374 MAINTENANCE
SUPPORT
TECHNICIAN

FACILITIES
MANAGEMENT
55007446
6466 MAINTENANCE
MECHANIC

FACILITIES
MANAGEMENT
55012274
6466 MAINTENANCE
MECHANIC

ORGANIZATIONAL
DEVELOPMENT
55000835
1328 EDUCATION
AND TRAINING
SPECIALIST

ORGANIZATIONAL
DEVELOPMENT
55004649
1328 EDUCATION
AND TRAINING
SPECIALIST

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**

FINANCIAL SERVICES
55000322
1460 FINANCE &
ACCOUNTING
DIRECTOR I - SES

FINANCIAL SERVICES
55000315
4947 ACCOUNTING
SERVICES ANALYST A

FINANCIAL SERVICES
55000320
1430 ACCOUNTANT
II

FINANCIAL SERVICES
55006808
1678 BUDGET
SPECIALIST

FINANCIAL SERVICES
55007314
4947 ACCOUNTING
SERVICES ANALYST A

FINANCIAL SERVICES
55008766
4947 ACCOUNTING
SERVICES ANALYST A

FINANCIAL SERVICES
55013635
1470 PROFESSIONAL
ACCOUNTANT
SUPERVISOR - SES

FINANCIAL SERVICES
55000314
1437 ACCOUNTANT
IV

FINANCIAL SERVICES
55000710
1436 ACCOUNTANT
III

FINANCIAL SERVICES
55006390
1437 ACCOUNTANT
IV

FINANCIAL SERVICES
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1436 ACCOUNTANT
III

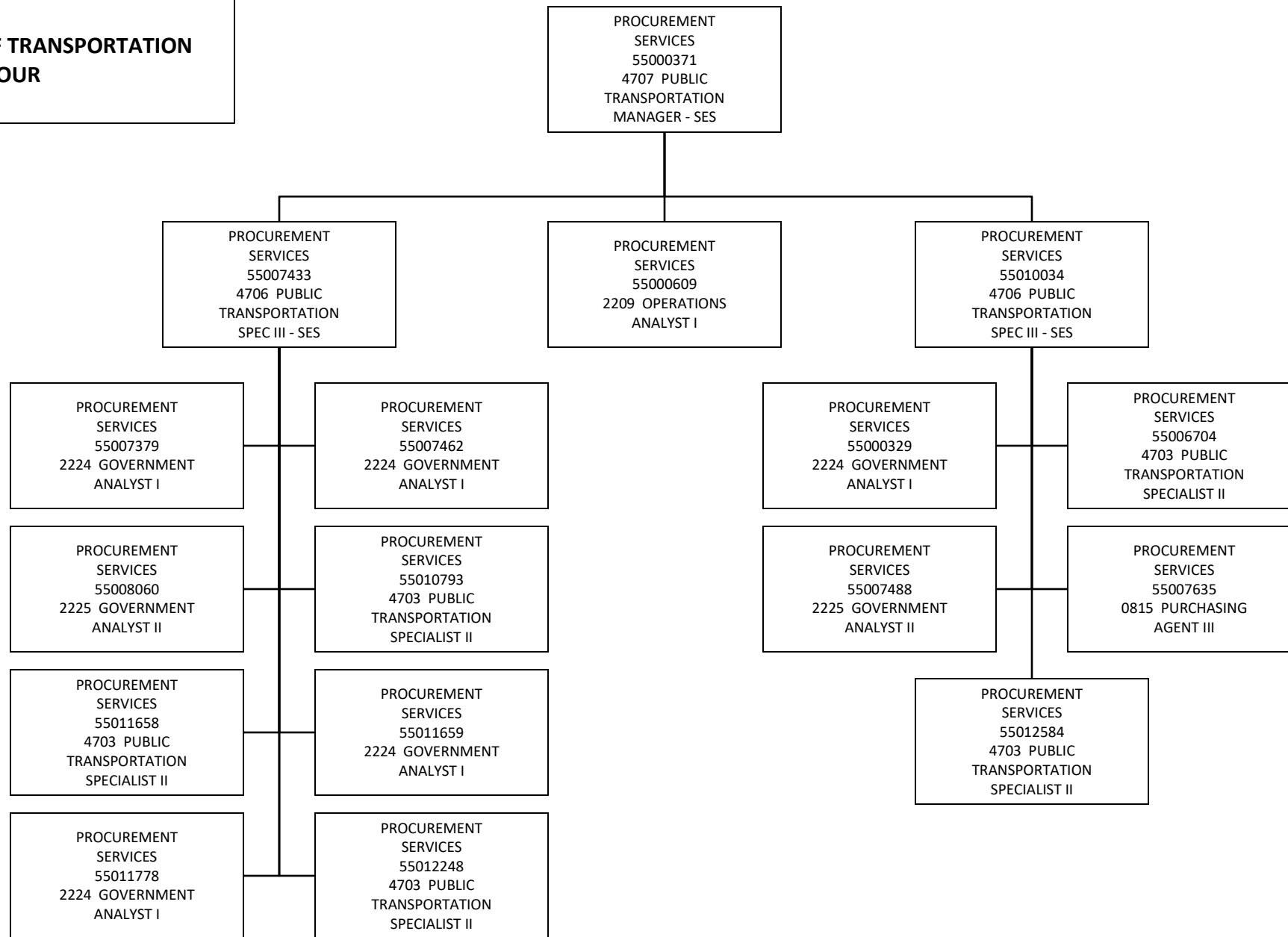
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1437 ACCOUNTANT
IV

FINANCIAL SERVICES
55009283
1437 ACCOUNTANT
IV

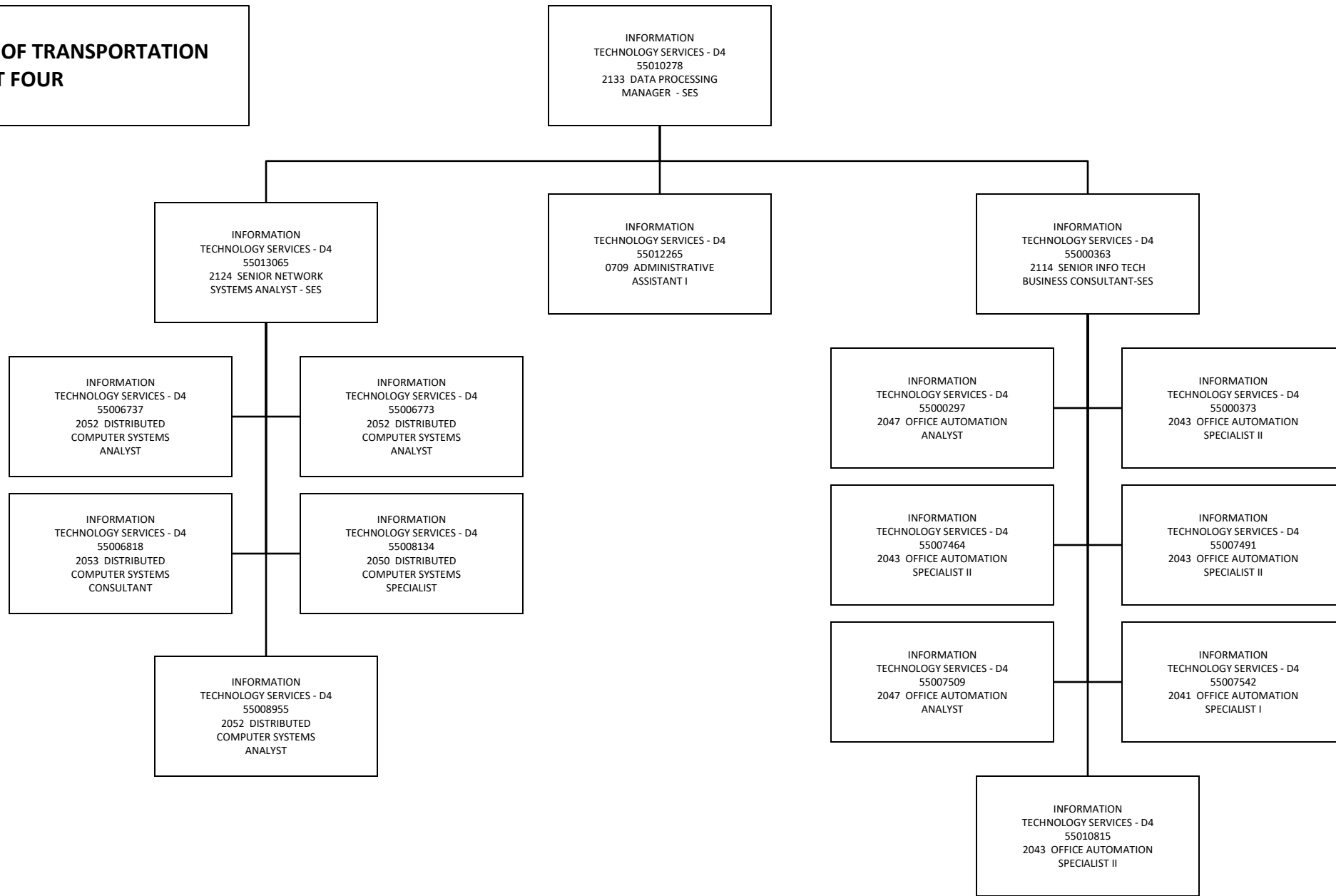
FINANCIAL SERVICES
55011657
1436 ACCOUNTANT
III

FINANCIAL SERVICES
55012580
1436 ACCOUNTANT
III

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FOUR**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DISTRICT SECRETARY
& STAFF
55000474
7997 DISTRICT
SECRETARY

DIRECTOR TRANS
DEVELOPMENT
55000952
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT

DIRECTOR TRANS
OPERATIONS
55000475
9190 DISTRICT
DIRECTOR-
OPERATIONS-DOT

DISTRICT SECRETARY
& STAFF
55000477
0714
ADMINISTRATIVE
ASSISTANT III - SES

PUBLIC
INFORMATION
55008287
3742 PUBLIC
INFORMATION
DIRECTOR - SES

RAIL OPERATIONS
55009443
8668 DISTRICT
PUBLIC
TRANSPORTATION
MGR - DOT

ROADWAY DESIGN
55008452
8841 PROGRAM
ADMINISTRATOR

TRANS SUPPORT
OFFICE
55012636
7982
ADMINISTRATIVE
SERVICES MANAGER

DISTRICT SECRETARY
& STAFF
55009310
0004 SENIOR CLERK

PUBLIC
INFORMATION
55001767
2236 GOVERNMENT
OPERATIONS
CONSULTANT II

DISTRICT
CONSTRUCTION
55009218
2236 GOVERNMENT
OPERATIONS
CONSULTANT II

RAIL OPERATIONS
55001010
0004 SENIOR CLERK

RAIL OPERATIONS
55008834
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

RAIL OPERATIONS
55009385
1448 ACCOUNTING
SERVICES
ADMINISTRATOR -
SES

RAIL OPERATIONS
55013414
0001 CLERK

PUBLIC
INFORMATION
55010638
3738 PUBLIC
INFORMATION
SPECIALIST

ROADWAY DESIGN
55000268
4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55008582
4663 PROFESSIONAL
ENGINEER III - SES

ROADWAY DESIGN
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4633 ENGINEERING
SPECIALIST III

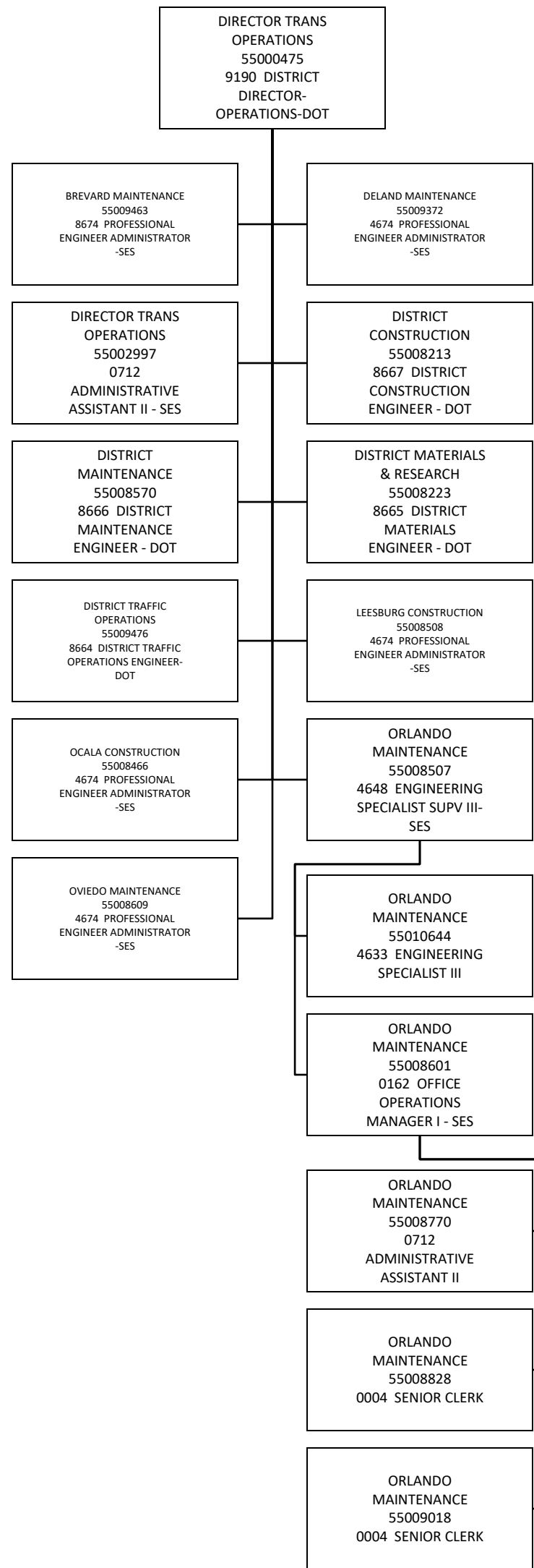
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SPECIALIST III

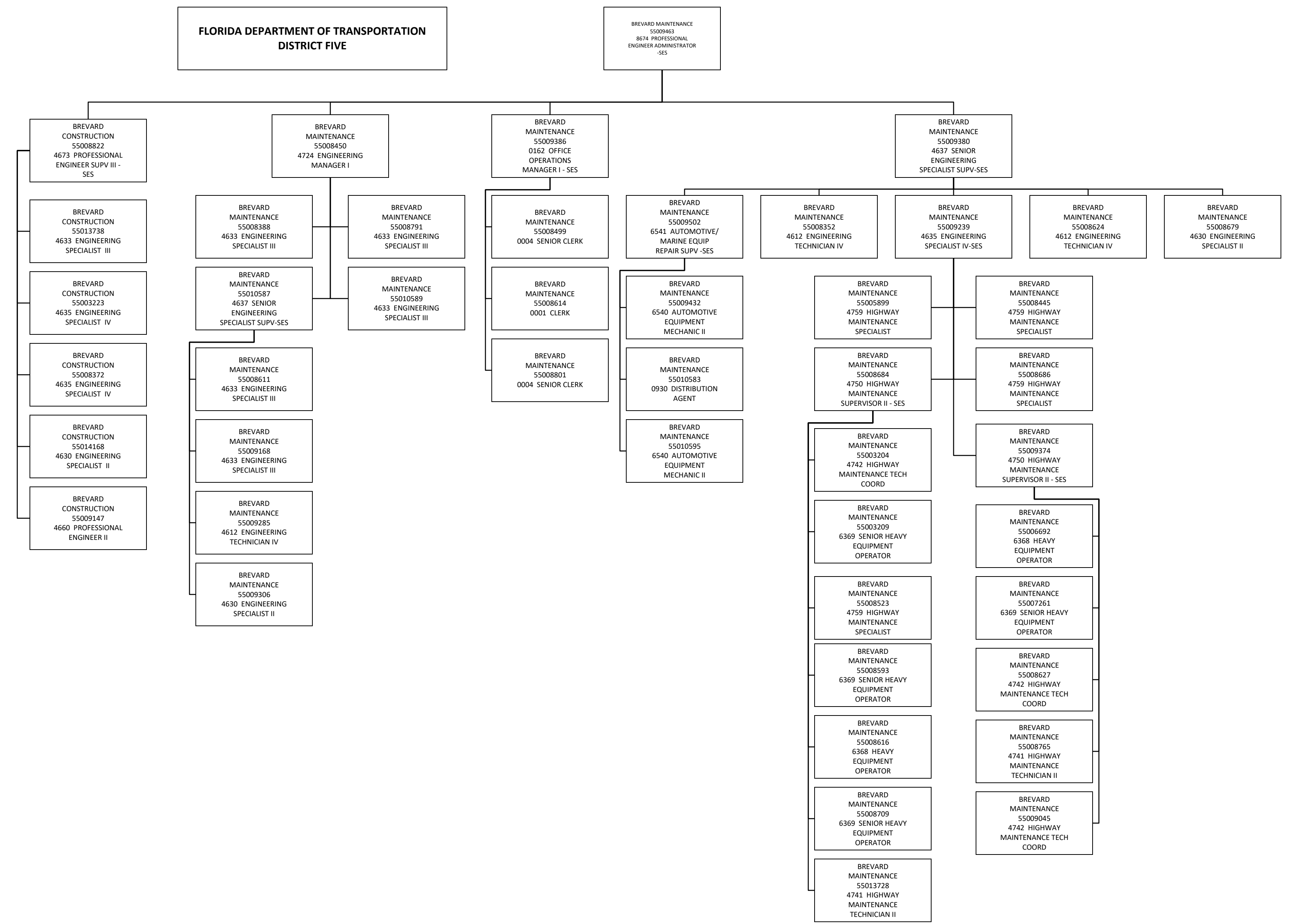
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4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55011790
5894 HEALTH
SERVICES &
FACILITIES
CONSULTANT

ROADWAY DESIGN
55013818
8725 SAFETY AND
HEALTH SPECIALIST

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**





**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

OCALA
CONSTRUCTION
55008466
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

OCALA
MAINTENANCE
55014164
4663 PROFESSIONAL
ENGINEER III - SES

OCALA
CONSTRUCTION
55008553
0162 OFFICE
OPERATIONS
MANAGER I - SES

OCALA
MAINTENANCE
55009246
4663 PROFESSIONAL
ENGINEER III - SES

OCALA
MAINTENANCE
55009219
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

OCALA
MAINTENANCE
55003203
4630 ENGINEERING
SPECIALIST II

OCALA
MAINTENANCE
55008944
4633 ENGINEERING
SPECIALIST III

OCALA
CONSTRUCTION
55008342
0004 SENIOR CLERK

OCALA
MAINTENANCE
55008556
4648 ENGINEERING
SPECIALIST SUPV III -
SES

OCALA
MAINTENANCE
55009033
4633 ENGINEERING
SPECIALIST III-SES

OCALA
MAINTENANCE
55009460
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II -SES

OCALA
MAINTENANCE
55008922
4633 ENGINEERING
SPECIALIST III-SES

OCALA
MAINTENANCE
55009304
2216 PROJECT
MANAGER

OCALA
MAINTENANCE
55012754
4633 ENGINEERING
SPECIALIST III

OCALA
CONSTRUCTION
55009397
0004 SENIOR CLERK

OCALA
MAINTENANCE
55009474
4633 ENGINEERING
SPECIALIST III

OCALA
MAINTENANCE
55009442
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OCALA
MAINTENANCE
55008519
6540 AUTOMOTIVE
EQUIPMENT
MECHANIC II

OCALA
MAINTENANCE
55008486
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OCALA
MAINTENANCE
55006674
4609 ENGINEERING
TECHNICIAN II

OCALA
CONSTRUCTION
55011928
0001 CLERK

OCALA
CONSTRUCTION
55011928
0001 CLERK

OCALA
CONSTRUCTION
55009410
4630 ENGINEERING
SPECIALIST II

OCALA
MAINTENANCE
55008745
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OCALA
MAINTENANCE
55009451
6540 AUTOMOTIVE
EQUIPMENT
MECHANIC II

OCALA
MAINTENANCE
55009433
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OCALA
MAINTENANCE
55008337
4609 ENGINEERING
TECHNICIAN II

OCALA
CONSTRUCTION
55011948
0930 DISTRIBUTION
AGENT

OCALA
MAINTENANCE
55009494
4633 ENGINEERING
SPECIALIST III

OCALA
MAINTENANCE
55010643
4759 HIGHWAY
MAINTENANCE
SPECIALIST

OCALA
MAINTENANCE
55009003
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OCALA
MAINTENANCE
55009458
4759 HIGHWAY
MAINTENANCE
SPECIALIST

OCALA
MAINTENANCE
55008919
4609 ENGINEERING
TECHNICIAN II

OCALA
MAINTENANCE
55009000
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OCALA
MAINTENANCE
55009423
4742 HIGHWAY
MAINTENANCE TECH
COORD

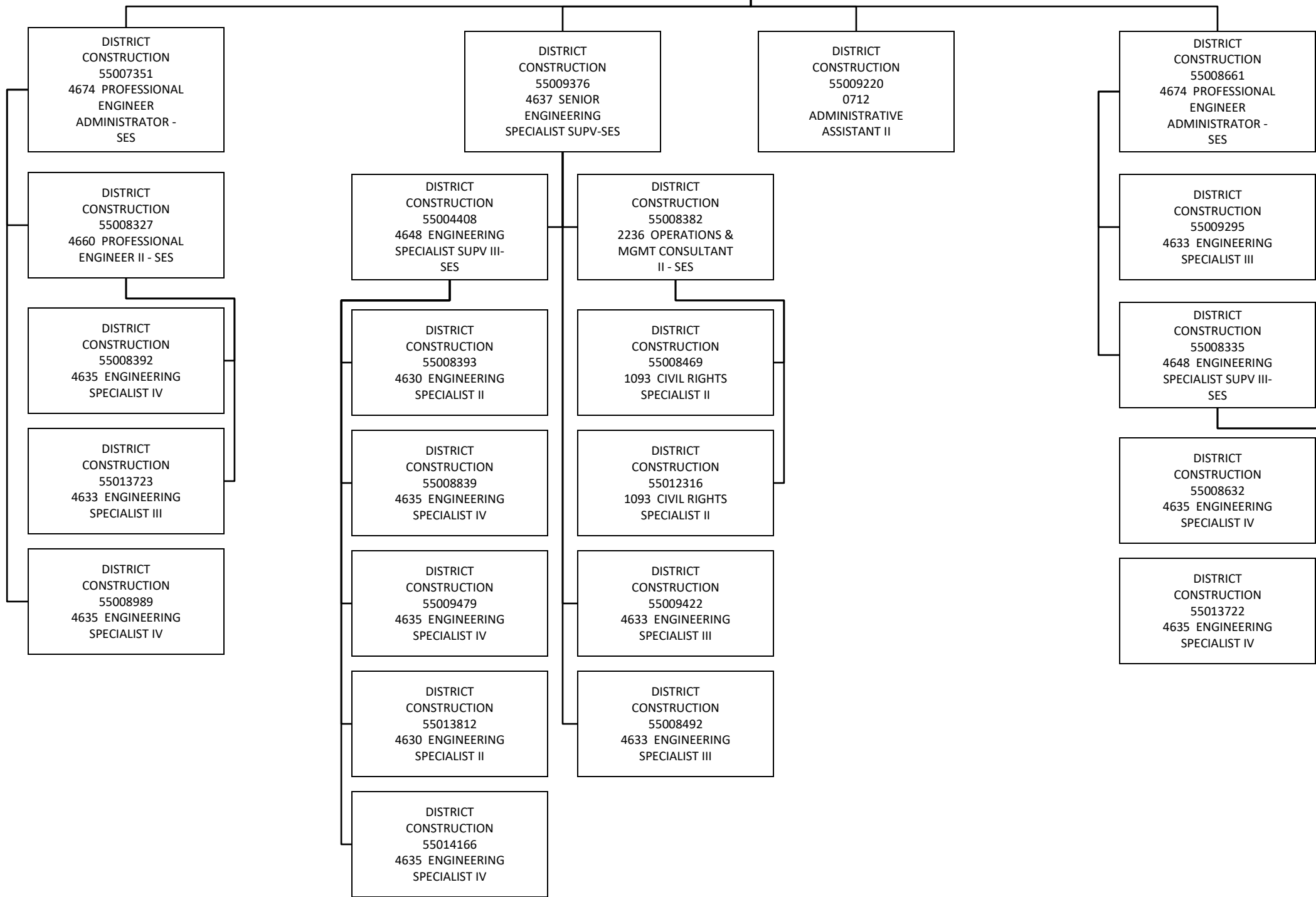
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MAINTENANCE
55014006
6368 HEAVY
EQUIPMENT
OPERATOR

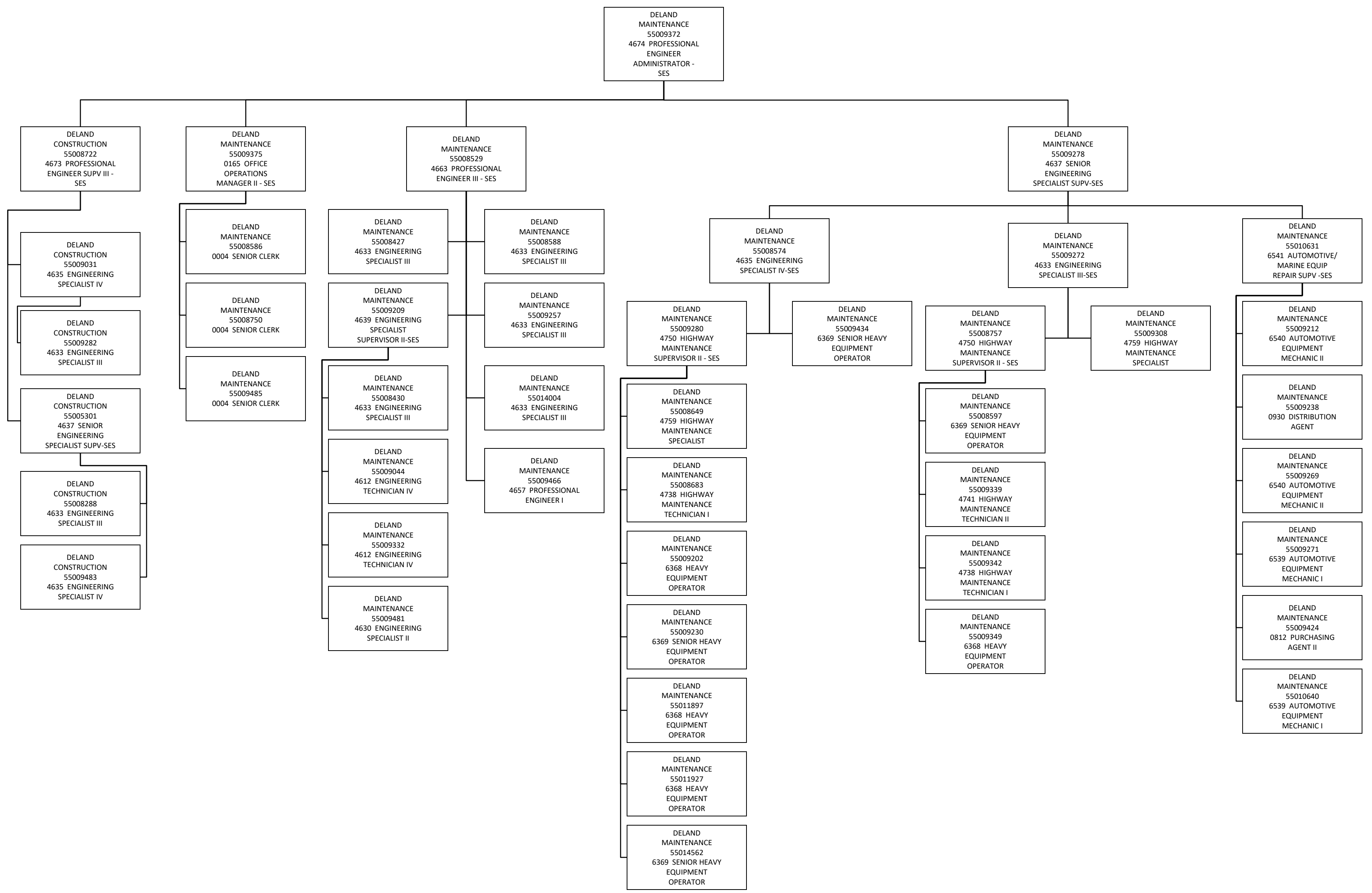
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MAINTENANCE
55008585
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EQUIPMENT
OPERATOR

OCALA
MAINTENANCE
55008950
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DISTRICT
CONSTRUCTION
55008213
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT





**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DISTRICT MATERIALS
& RESEARCH
55008223
8665 DISTRICT
MATERIALS
ENGINEER - DOT

DISTRICT MATERIALS
& RESEARCH
55008272
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

DISTRICT MATERIALS
& RESEARCH
55008428
0714
ADMINISTRATIVE
ASSISTANT III - SES

DISTRICT MATERIALS
& RESEARCH
55011900
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

DISTRICT MATERIALS
& RESEARCH
55008623
4663 PROFESSIONAL
ENGINEER III - SES

DISTRICT MATERIALS
& RESEARCH
55002063
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55008271
4635 ENGINEERING
SPECIALIST IV

DISTRICT MATERIALS
& RESEARCH
55008226
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55008657
4660 PROFESSIONAL
ENGINEER II - SES

DISTRICT MATERIALS
& RESEARCH
55008224
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55008819
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55014026
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008230
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008248
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55013811
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008277
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008255
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008376
4663 PROFESSIONAL
ENGINEER III - SES

DISTRICT MATERIALS
& RESEARCH
55014027
4635 ENGINEERING
SPECIALIST IV

DISTRICT MATERIALS
& RESEARCH
55008555
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55013813
4635 ENGINEERING
SPECIALIST IV

DISTRICT MATERIALS
& RESEARCH
55014022
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008558
4630 ENGINEERING
SPECIALIST II

DISTRICT MATERIALS
& RESEARCH
55008772
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55014030
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55013817
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55013822
4660 PROFESSIONAL
ENGINEER II - SES

DISTRICT MATERIALS
& RESEARCH
55008257
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008554
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008227
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55009615
4657 PROFESSIONAL
ENGINEER I

DISTRICT MATERIALS
& RESEARCH
55013815
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55013814
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55008229
4633 ENGINEERING
SPECIALIST III

DISTRICT MATERIALS
& RESEARCH
55013823
4635 ENGINEERING
SPECIALIST IV

DISTRICT MATERIALS
& RESEARCH
55014018
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT MATERIALS
& RESEARCH
55006048
4633 ENGINEERING
SPECIALIST III

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DISTRICT TRAFFIC
OPERATIONS
55009476
8664 DISTRICT
TRAFFIC
OPERATIONS
ENGINEER-DOT

DISTRICT TRAFFIC
OPERATIONS
55008956
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

DISTRICT TRAFFIC
OPERATIONS
55009486
0162 OFFICE
OPERATIONS
MANAGER I - SES

INTERMODAL SYSTEMS
DEVELOPMENT
55000516
0709 ADMINISTRATIVE
ASSISTANT I

DISTRICT TRAFFIC
OPERATIONS
55009326
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

DISTRICT TRAFFIC
OPERATIONS
55008408
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT TRAFFIC
OPERATIONS
55008871
4663 PROFESSIONAL
ENGINEER III - SES

DISTRICT TRAFFIC
OPERATIONS
55009048
0004 SENIOR CLERK

DISTRICT TRAFFIC
OPERATIONS
55008862
4660 PROFESSIONAL
ENGINEER II - SES

DISTRICT TRAFFIC
OPERATIONS
55009189
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

DISTRICT TRAFFIC
OPERATIONS
55009495
4635 ENGINEERING
SPECIALIST IV-SES

DISTRICT TRAFFIC
OPERATIONS
55014025
4660 PROFESSIONAL
ENGINEER II - SES

DISTRICT TRAFFIC
OPERATIONS
55008652
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55008835
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55009362
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55011788
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55002047
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55008924
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55009450
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55009382
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55009480
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55014029
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55009328
0812 PURCHASING
AGENT II

DISTRICT TRAFFIC
OPERATIONS
55009597
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55009645
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55009491
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55009496
4635 ENGINEERING
SPECIALIST IV

DISTRICT TRAFFIC
OPERATIONS
55010956
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55013729
4657 PROFESSIONAL
ENGINEER I

DISTRICT TRAFFIC
OPERATIONS
55009500
4657 PROFESSIONAL
ENGINEER I

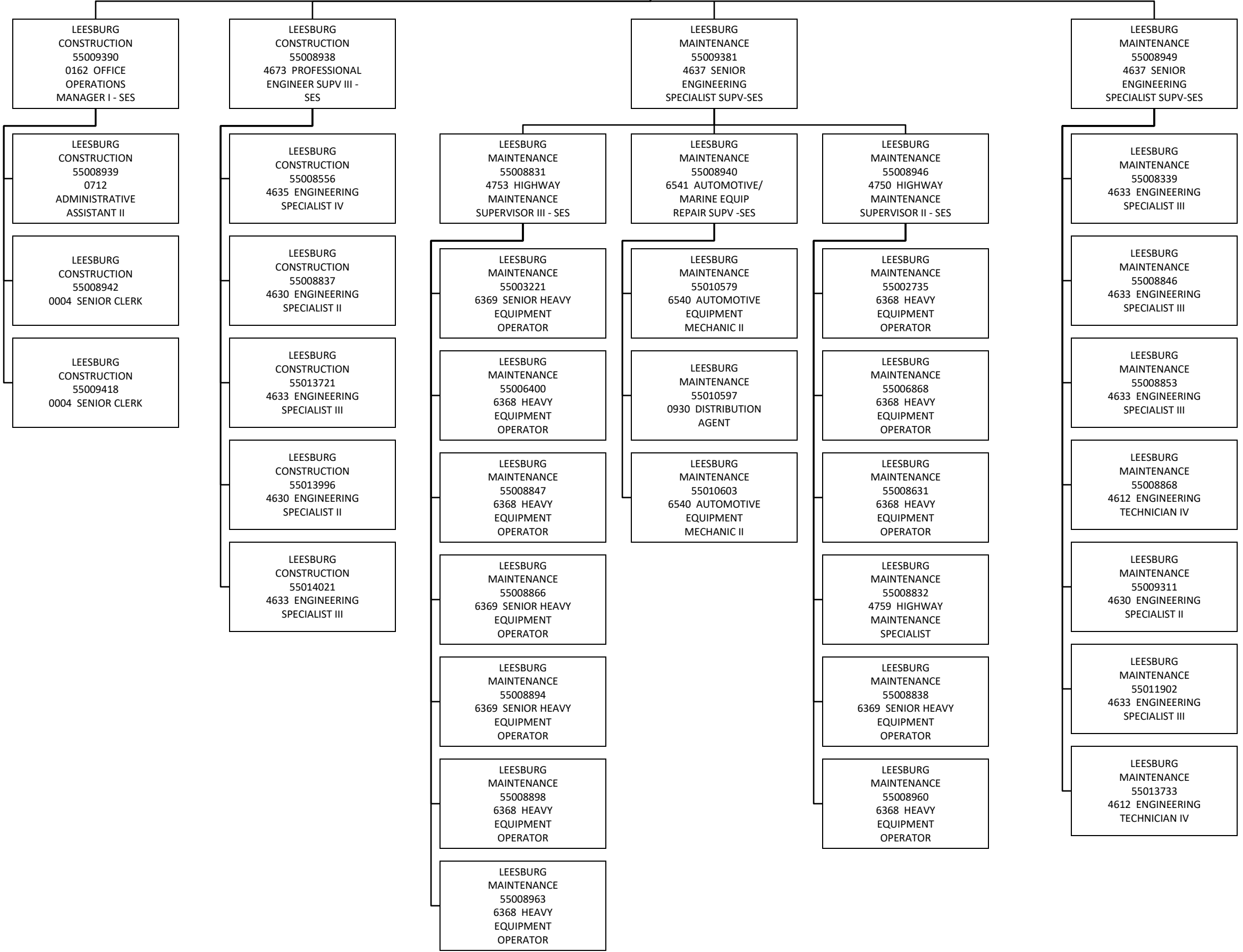
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OPERATIONS
55013731
4633 ENGINEERING
SPECIALIST III

DISTRICT TRAFFIC
OPERATIONS
55014492
4657 PROFESSIONAL
ENGINEER I

DISTRICT TRAFFIC
OPERATIONS
55014493
4633 ENGINEERING
SPECIALIST III

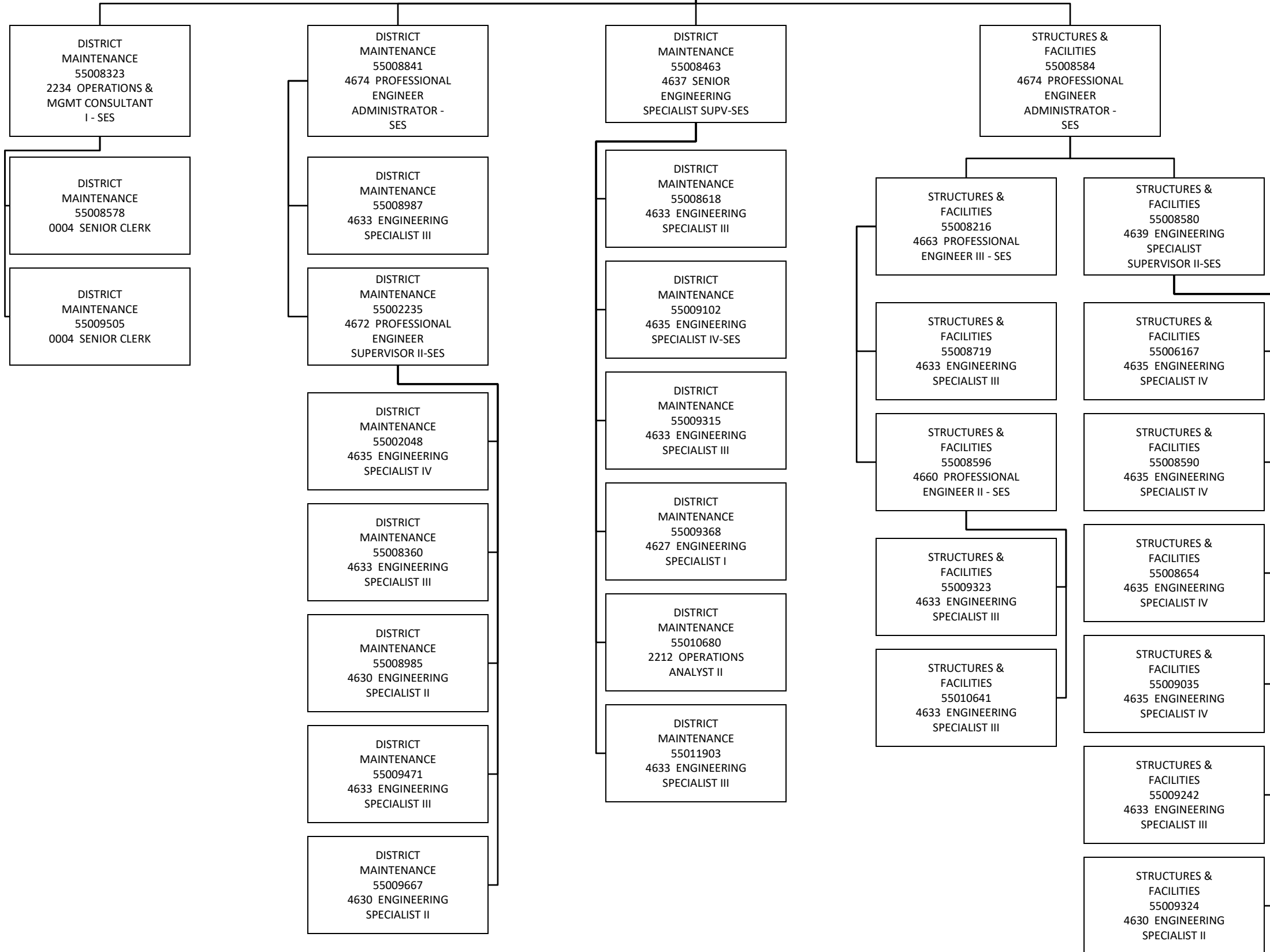
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

LEESBURG
CONSTRUCTION
55008508
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DISTRICT
MAINTENANCE
55008570
8666 DISTRICT
MAINTENANCE
ENGINEER - DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

OVIEDO MAINTENANCE
55008609
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

ORLANDO MAINTENANCE
55008731
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

OVIEDO MAINTENANCE
55008612
0165 OFFICE
OPERATIONS
MANAGER II - SES

ORLANDO MAINTENANCE
55009409
4663 PROFESSIONAL
ENGINEER III - SES

OVIEDO MAINTENANCE
55006602
4663 PROFESSIONAL
ENGINEER III - SES

OVIEDO MAINTENANCE
55009058
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

OVIEDO CONSTRUCTION
55002420
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ORLANDO CONSTRUCTION
55011801
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ORLANDO MAINTENANCE
55008818
4635 ENGINEERING
SPECIALIST IV-SES

ORLANDO MAINTENANCE
55010573
6541 AUTOMOTIVE/
MARINE EQUIP
REPAIR SUPV -SES

OVIEDO MAINTENANCE
55008375
0004 SENIOR CLERK

ORLANDO MAINTENANCE
55008237
4639 ENGINEERING
SPECIALIST
SUPERVISOR II-SES

ORLANDO MAINTENANCE
55008573
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55004389
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55008641
4630 ENGINEERING
SPECIALIST II

OVIEDO MAINTENANCE
55008970
4635 ENGINEERING
SPECIALIST IV-SES

OVIEDO MAINTENANCE
55008982
6541 AUTOMOTIVE/
MARINE EQUIP
REPAIR SUPV -SES

OVIEDO CONSTRUCTION
55008589
4637 SENIOR
DESIGN
ENGINEERING
ANALYST

ORLANDO CONSTRUCTION
55008483
4660 PROFESSIONAL
ENGINEER II

ORLANDO MAINTENANCE
55008767
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II - SES

ORLANDO MAINTENANCE
55009648
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II - SES

ORLANDO MAINTENANCE
55008603
6540 AUTOMOTIVE
EQUIPMENT
MECHANIC II

OVIEDO MAINTENANCE
55008433
0001 CLERK

ORLANDO MAINTENANCE
55008397
4612 ENGINEERING
TECHNICIAN IV

ORLANDO MAINTENANCE
55009010
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55008753
4630 ENGINEERING
SPECIALIST II

OVIEDO MAINTENANCE
55008967
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55008621
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II - SES

OVIEDO MAINTENANCE
55009030
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II - SES

OVIEDO MAINTENANCE
55008796
0930 DISTRIBUTION
AGENT

OVIEDO CONSTRUCTION
55008543
4635 ENGINEERING
SPECIALIST IV

ORLANDO CONSTRUCTION
55008494
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55003120
6368 HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55003479
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008752
6540 AUTOMOTIVE
EQUIPMENT
MECHANIC II

OVIEDO MAINTENANCE
55010586
0004 SENIOR CLERK

ORLANDO MAINTENANCE
55008604
4627 ENGINEERING
SPECIALIST I

ORLANDO MAINTENANCE
55009490
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55009334
4639 ENGINEERING
SPECIALIST
SUPERVISOR II-SES

OVIEDO MAINTENANCE
55009427
4606 ENGINEERING
TECHNICIAN I

OVIEDO MAINTENANCE
55005834
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55003214
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55008997
6543 MASTER
EQUIPMENT
MECHANIC

OVIEDO CONSTRUCTION
55009217
4648 ENGINEERING
SPECIALIST SUPV III-
SES

ORLANDO CONSTRUCTION
55013726
4635 ENGINEERING
SPECIALIST IV

ORLANDO MAINTENANCE
55008435
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008539
6368 HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008999
6540 AUTOMOTIVE
EQUIPMENT
MECHANIC II

OVIEDO MAINTENANCE
55014169
0004 SENIOR CLERK

ORLANDO MAINTENANCE
55008792
4612 ENGINEERING
TECHNICIAN IV

ORLANDO MAINTENANCE
55009490
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55008383
4609 ENGINEERING
TECHNICIAN II

OVIEDO MAINTENANCE
55010954
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55008274
4759 HIGHWAY
MAINTENANCE
SPECIALIST

OVIEDO MAINTENANCE
55008347
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OVIEDO CONSTRUCTION
55011901
4633 ENGINEERING
SPECIALIST III

ORLANDO CONSTRUCTION
55008937
4648 ENGINEERING
SPECIALIST SUPV III-
SES

ORLANDO MAINTENANCE
55008740
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008577
4738 HIGHWAY
MAINTENANCE
TECHNICIAN I

ORLANDO MAINTENANCE
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0930 DISTRIBUTION
AGENT

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SPECIALIST I

ORLANDO MAINTENANCE
55014000
4630 ENGINEERING
SPECIALIST II

OVIEDO MAINTENANCE
55009379
4609 ENGINEERING
TECHNICIAN II

OVIEDO MAINTENANCE
55010594
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55008272
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55008437
6368 HEAVY
EQUIPMENT
OPERATOR

OVIEDO CONSTRUCTION
55011901
4633 ENGINEERING
SPECIALIST III

ORLANDO CONSTRUCTION
55008233
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55008758
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008726
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008999
6540 AUTOMOTIVE
EQUIPMENT
MECHANIC II

ORLANDO MAINTENANCE
55008815
2220 PROJECT
MANAGEMENT
SPECIALIST IV-SES

ORLANDO MAINTENANCE
55014000
4630 ENGINEERING
SPECIALIST II

OVIEDO MAINTENANCE
55014561
4612 ENGINEERING
TECHNICIAN IV

OVIEDO MAINTENANCE
55010594
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55009041
4742 HIGHWAY
MAINTENANCE TECH
COORD

OVIEDO MAINTENANCE
55008741
4759 HIGHWAY
MAINTENANCE
SPECIALIST

OVIEDO CONSTRUCTION
55008273
4635 ENGINEERING
SPECIALIST IV

ORLANDO CONSTRUCTION
55008937
4648 ENGINEERING
SPECIALIST SUPV III-
SES

ORLANDO MAINTENANCE
55008769
4742 HIGHWAY
MAINTENANCE TECH
COORD

ORLANDO MAINTENANCE
55008744
4742 HIGHWAY
MAINTENANCE TECH
COORD

ORLANDO MAINTENANCE
55010574
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55008606
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55014000
4630 ENGINEERING
SPECIALIST II

OVIEDO MAINTENANCE
55009065
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55010611
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OVIEDO MAINTENANCE
55009065
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55010611
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

OVIEDO CONSTRUCTION
55008273
4635 ENGINEERING
SPECIALIST IV

ORLANDO CONSTRUCTION
55006123
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55008988
4742 HIGHWAY
MAINTENANCE TECH
COORD

ORLANDO MAINTENANCE
55010574
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55010801
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55010578
4630 ENGINEERING
SPECIALIST II

ORLANDO MAINTENANCE
55014000
4630 ENGINEERING
SPECIALIST II

OVIEDO MAINTENANCE
55009379
4609 ENGINEERING
TECHNICIAN II

OVIEDO MAINTENANCE
55010594
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55009041
4742 HIGHWAY
MAINTENANCE TECH
COORD

OVIEDO MAINTENANCE
55008741
4759 HIGHWAY
MAINTENANCE
SPECIALIST

OVIEDO CONSTRUCTION
55008273
4635 ENGINEERING
SPECIALIST IV

ORLANDO CONSTRUCTION
55006123
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55009046
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55010801
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55010801
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55009457
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55009457
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55011904
6368 HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55010955
4742 HIGHWAY
MAINTENANCE TECH
COORD

OVIEDO MAINTENANCE
55011904
6368 HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55010955
4742 HIGHWAY
MAINTENANCE TECH
COORD

OVIEDO CONSTRUCTION
55008273
4635 ENGINEERING
SPECIALIST IV

ORLANDO CONSTRUCTION
55006123
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55009233
4738 HIGHWAY
MAINTENANCE
TECHNICIAN I

ORLANDO MAINTENANCE
55010801
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55010801
6369 SENIOR HEAVY
EQUIPMENT
OPERATOR

ORLANDO MAINTENANCE
55009457
4633 ENGINEERING
SPECIALIST III

ORLANDO MAINTENANCE
55009457
4633 ENGINEERING
SPECIALIST III

OVIEDO MAINTENANCE
55011904
6368 HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55010955
4742 HIGHWAY
MAINTENANCE TECH
COORD

OVIEDO MAINTENANCE
55011904
6368 HEAVY
EQUIPMENT
OPERATOR

OVIEDO MAINTENANCE
55010955
4742 HIGHWAY
MAINTENANCE TECH
COORD

OVIEDO CONSTRUCTION
55008273
4635 ENGINEERING
SPECIALIST IV

ORLANDO CONSTRUCTION
55006123
4633 ENGINEERING
SPECIALIST III

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DIRECTOR TRANS
DEVELOPMENT
55000952
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT

CONSULTANT PROJECT
MANAGEMENT
55009633
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

DIRECTOR TRANS
DEVELOPMENT
55013415
0712
ADMINISTRATIVE
ASSISTANT II - SES

DISTRICT DESIGN
55009538
8662 DISTRICT
DESIGN ENGINEER -
DOT

ENVIRONMENTAL
MANAGEMENT
55009621
8659 DIST PLANNING &
ENVIRONMNT MGT ADMIN-
DOT

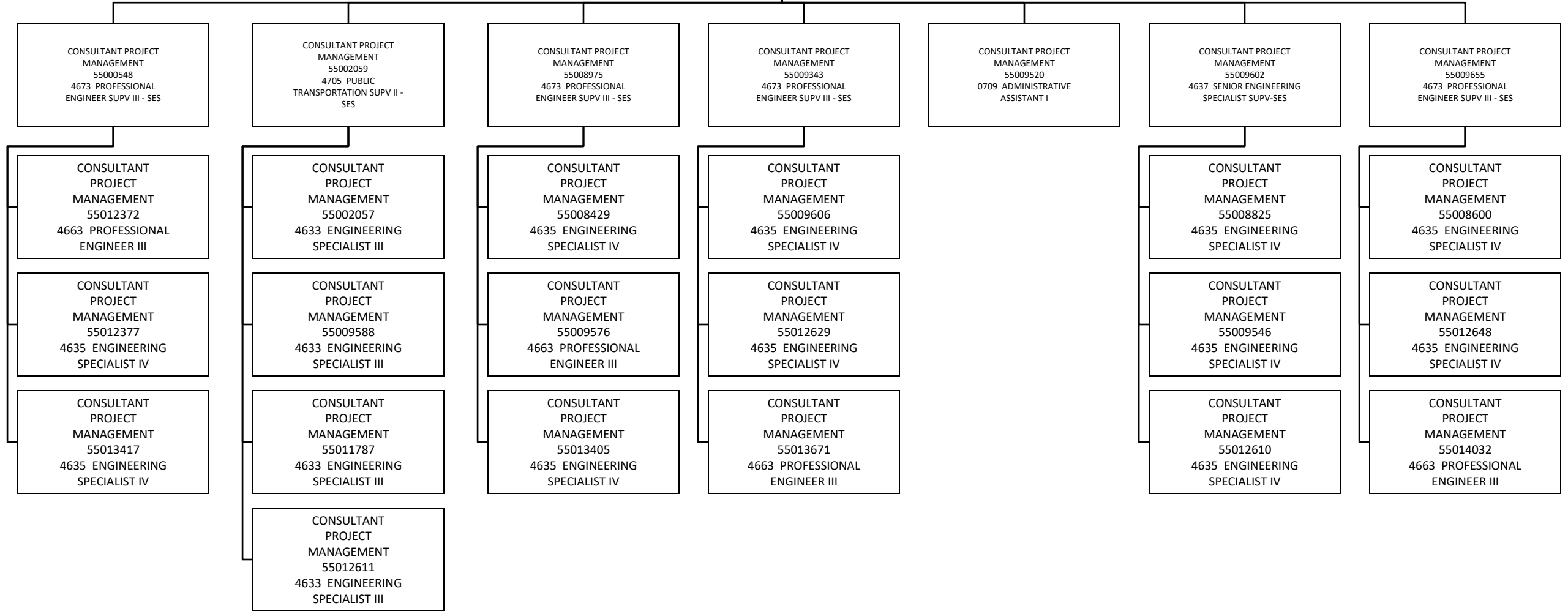
INTERMODAL SYSTEMS
DEVELOPMENT
55007976
8668 DISTRICT PUBLIC
TRANSPORTATION MGR -
DOT

PROGRAM
MANAGEMENT
55012625
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT

RIGHT OF WAY
ADMINISTRATION
55000513
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

CONSULTANT PROJECT
MANAGEMENT
55009633
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

DISTRICT DESIGN
55009538
8662 DISTRICT
DESIGN ENGINEER -
DOT

DISTRICT DESIGN
55009540
0714
ADMINISTRATIVE
ASSISTANT III - SES

ROADWAY DESIGN
55009493
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

SURVEYING &
MAPPING
55013416
4723 PROFESSIONAL
LAND SURVEYOR
MGR - SES

ROADWAY DESIGN
55002042
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

DRAINAGE DESIGN
55011786
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES

UTILITIES DESIGN
55009501
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

STRUCTURES DESIGN
55012616
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR-SES

ROADWAY DESIGN
55009624
4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55012256
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ROADWAY DESIGN
55008672
0712
ADMINISTRATIVE
ASSISTANT II

ROADWAY DESIGN
55009575
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ROADWAY DESIGN
55009605
4663 PROFESSIONAL
ENGINEER III - SES

ROADWAY DESIGN
55011803
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

DRAINAGE DESIGN
55009357
4660 PROFESSIONAL
ENGINEER II

UTILITIES DESIGN
55009577
4633 ENGINEERING
SPECIALIST III

STRUCTURES DESIGN
55007815
4660 PROFESSIONAL
ENGINEER II

ROADWAY DESIGN
55012368
4633 ENGINEERING
SPECIALIST III

ROADWAY DESIGN
55008225
4660 PROFESSIONAL
ENGINEER II

ROADWAY DESIGN
55011796
4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55008602
4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55009573
4635 ENGINEERING
SPECIALIST IV

DRAINAGE DESIGN
55012603
4673 PROFESSIONAL
ENGINEER SUPV III-
SES

UTILITIES DESIGN
55013403
4630 ENGINEERING
SPECIALIST II

STRUCTURES DESIGN
55013419
4663 PROFESSIONAL
ENGINEER III

ROADWAY DESIGN
55013410
4609 ENGINEERING
TECHNICIAN II

ROADWAY DESIGN
55008235
4660 PROFESSIONAL
ENGINEER II

ROADWAY DESIGN
55012613
4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55009607
4635 ENGINEERING
SPECIALIST IV

ROADWAY DESIGN
55009586
4635 ENGINEERING
SPECIALIST IV

DRAINAGE DESIGN
55009541
4660 PROFESSIONAL
ENGINEER II

UTILITIES DESIGN
55008811
4635 ENGINEERING
SPECIALIST IV

STRUCTURES DESIGN
55013411
4660 PROFESSIONAL
ENGINEER II

ROADWAY DESIGN
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4660 PROFESSIONAL
ENGINEER II

ROADWAY DESIGN
55012630
4635 ENGINEERING
SPECIALIST IV

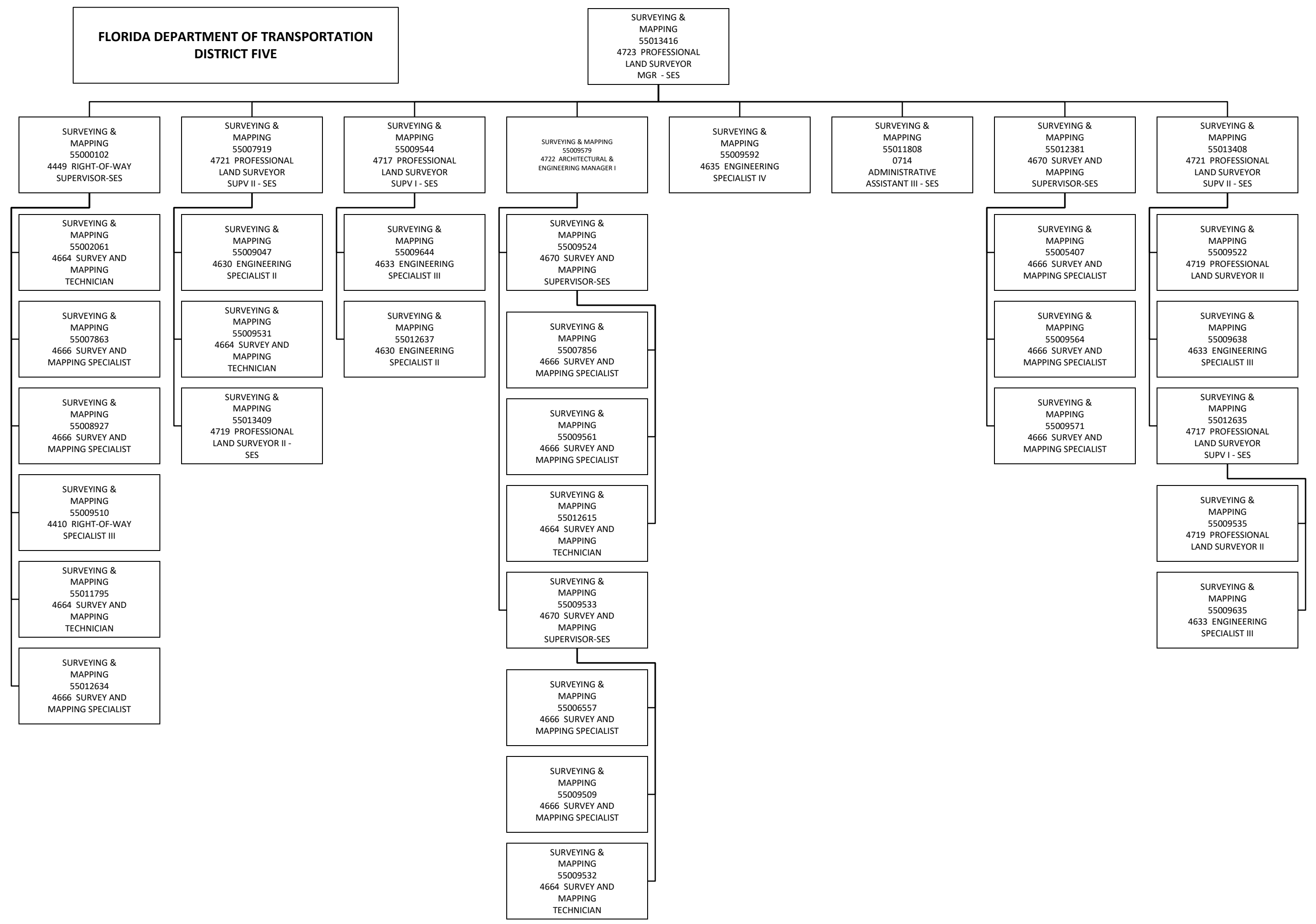
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ENGINEER III

DRAINAGE DESIGN
55011797
4635 ENGINEERING
SPECIALIST IV

UTILITIES DESIGN
55008811
4635 ENGINEERING
SPECIALIST IV

STRUCTURES DESIGN
55000436
4635 ENGINEERING
SPECIALIST IV

STRUCTURES DESIGN
55012619
4663 PROFESSIONAL
ENGINEER III



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

RIGHT OF WAY
ADMINISTRATION
55000513
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

RIGHT OF WAY
ADMINISTRATION
55000514
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

RIGHT OF WAY
ADMINISTRATION
55000523
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

APPRAISAL &
ACQUISITION
55013648
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

RIGHT OF WAY
ADMINISTRATION
55000557
4449 RIGHT-OF-WAY
SUPERVISOR-SES

APPRAISAL &
ACQUISITION
55012627
6622 PROPERTY
AND REAL ESTATE
MANAGERS I

APPRAISAL &
ACQUISITION
55009601
1526 FINANCIAL
MANAGER I

APPRAISAL &
ACQUISITION
55000533
1021 GENERAL AND
OPERATIONS
MANAGER I

APPRAISAL &
ACQUISITION
55013672
4406 RIGHT-OF-WAY
SPECIALIST I

APPRAISAL &
ACQUISITION
55000530
4448 RIGHT-OF-WAY
APPRAISER

APPRAISAL &
ACQUISITION
55014031
4410 RIGHT-OF-
WAY-SPECIALIST III

APPRAISAL &
ACQUISITION
55012649
4409 RIGHT-OF-
WAY-SPECIALIST II

APPRAISAL &
ACQUISITION
55008199
4410 RIGHT-OF-WAY
SPECIALIST III

APPRAISAL &
ACQUISITION
55012628
4410 RIGHT-OF-WAY
SPECIALIST III

APPRAISAL &
ACQUISITION
55000417
4448 RIGHT-OF-WAY
APPRAISER

APPRAISAL &
ACQUISITION
55000520
4448 RIGHT-OF-WAY
APPRAISER

RECORDS & REPORTS
55000558
0004 SENIOR CLERK

APPRAISAL &
ACQUISITION
55000545
4410 RIGHT-OF-
WAY-SPECIALIST III

APPRAISAL &
ACQUISITION
55013674
4410 RIGHT-OF-WAY
SPECIALIST III

APPRAISAL &
ACQUISITION
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SPECIALIST III

APPRAISAL &
ACQUISITION
55009518
4448 RIGHT-OF-WAY
APPRAISER

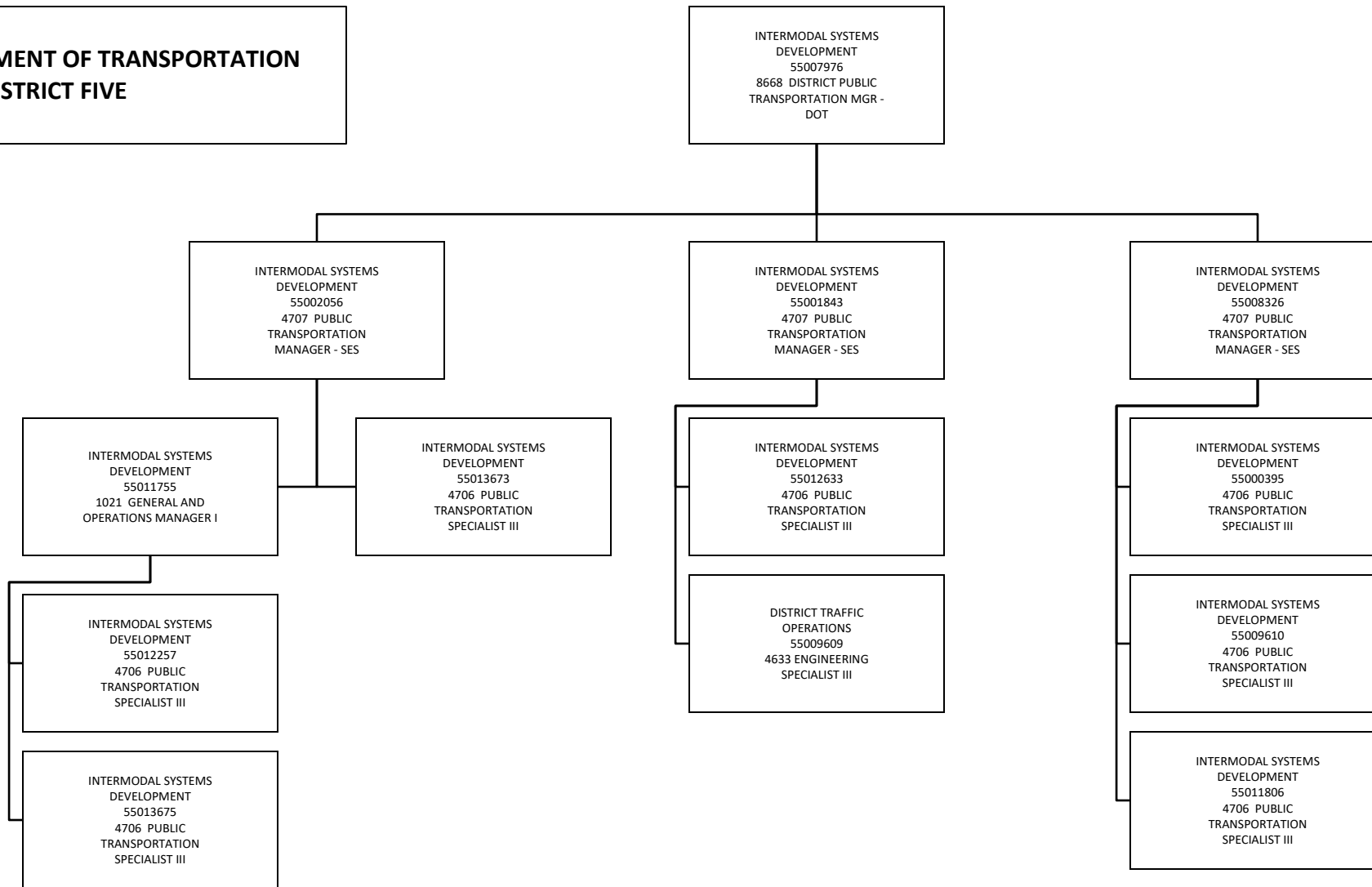
APPRAISAL &
ACQUISITION
55011798
4461 SENIOR
APPRAISER

APPRAISAL &
ACQUISITION
55014057
4410 RIGHT-OF-WAY
SPECIALIST III

APPRAISAL &
ACQUISITION
55012317
4448 RIGHT-OF-WAY
APPRAISER

APPRAISAL &
ACQUISITION
55014033
4409 RIGHT-OF-WAY
SPECIALIST II

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

ENVIRONMENTAL
MANAGEMENT
55009621
8659 DIST PLANNING &
ENVIRONMNT MGT ADMIN-
DOT

ENVIRONMENTAL
MANAGEMENT
55002051
4707 PUBLIC
TRANSPORTATION
MANAGER - SES

ENVIRONMENTAL
MANAGEMENT
55011684
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55012371
0709
ADMINISTRATIVE
ASSISTANT I

ENVIRONMENTAL
MANAGEMENT
55013655
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

ENVIRONMENTAL
MANAGEMENT
55008969
0004 SENIOR CLERK

ENVIRONMENTAL
MANAGEMENT
55001846
0712
ADMINISTRATIVE
ASSISTANT II

ENVIRONMENTAL
MANAGEMENT
55002045
1021 GENERAL AND
OPERATIONS
MANAGER I

ENVIRONMENTAL
MANAGEMENT
55009395
4706 PUBLIC
TRANSPORTATION
SPEC III - SES

ENVIRONMENTAL
MANAGEMENT
55000522
5076 NATURAL
SCIENCES MANAGER
I

ENVIRONMENTAL
MANAGEMENT
55009612
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55002058
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55009498
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

DRAINAGE DESIGN
55013725
4679 UTILITIES
SYSTEM/ENGINEERING
SPEC SUPV-SES

ENVIRONMENTAL
MANAGEMENT
55012237
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55008279
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55013986
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55008214
4635 ENGINEERING
SPECIALIST IV

ENVIRONMENTAL
MANAGEMENT
55012259
4673 PROFESSIONAL
ENGINEER SUPV III -
SES

ENVIRONMENTAL
MANAGEMENT
55009549
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55010922
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

ENVIRONMENTAL
MANAGEMENT
55012369
2236 GOVERNMENT
OPERATIONS
CONSULTANT II

ENVIRONMENTAL
MANAGEMENT
55010924
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55000543
4637 SENIOR
ENGINEERING
SPECIALIST SUPV-SES

ROADWAY DESIGN
55013407
4679 UTILITIES
SYSTEM/ENGINEERING
SPEC SUPV-SES

ENVIRONMENTAL
MANAGEMENT
55009634
4635 ENGINEERING
SPECIALIST IV

ENVIRONMENTAL
MANAGEMENT
55002043
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

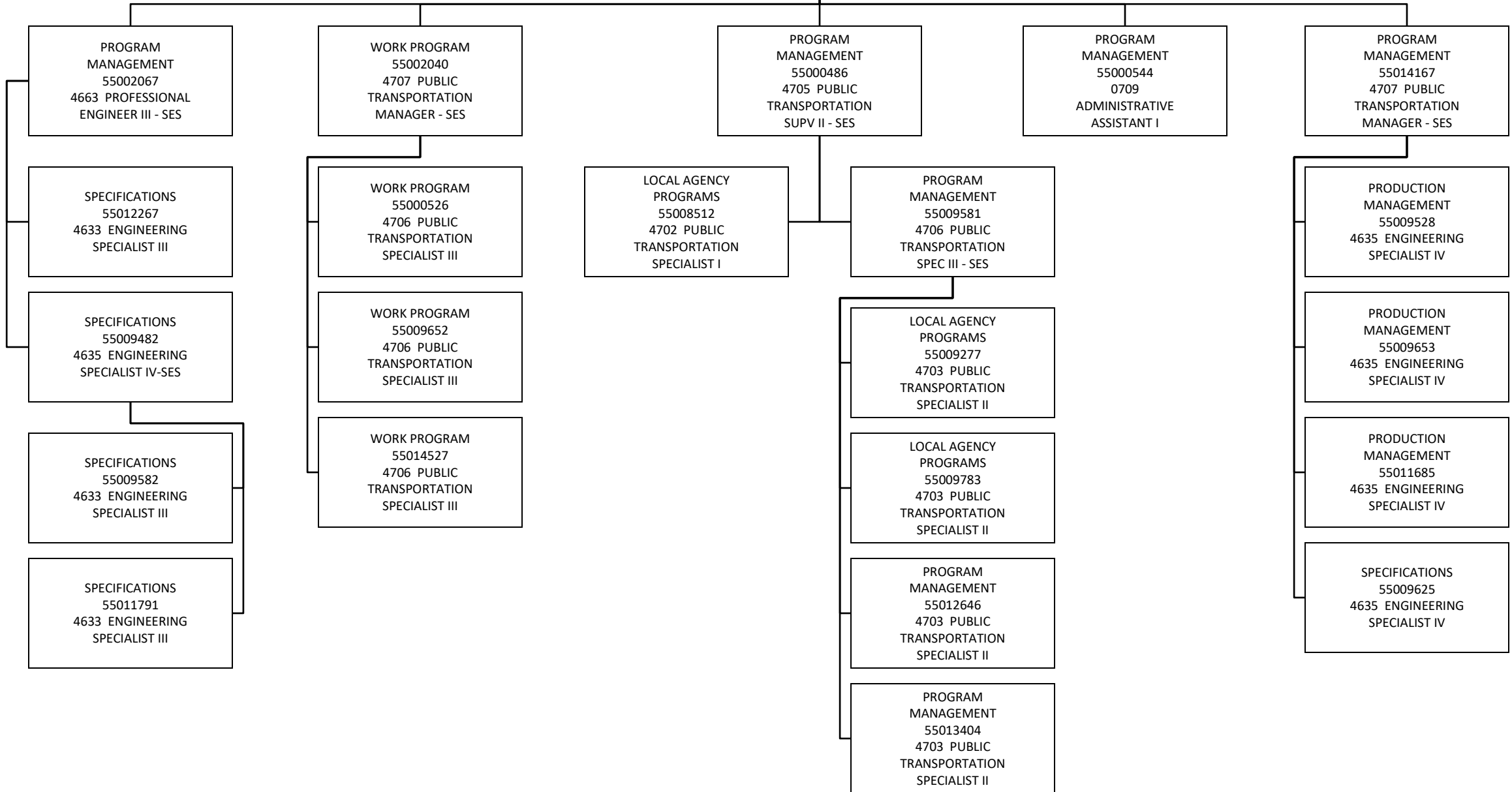
ENVIRONMENTAL
MANAGEMENT
55012247
4635 ENGINEERING
SPECIALIST IV

ENVIRONMENTAL
MANAGEMENT
55002049
4703 PUBLIC
TRANSPORTATION
SPECIALIST II

ENVIRONMENTAL
MANAGEMENT
55010764
4706 PUBLIC
TRANSPORTATION
SPECIALIST III

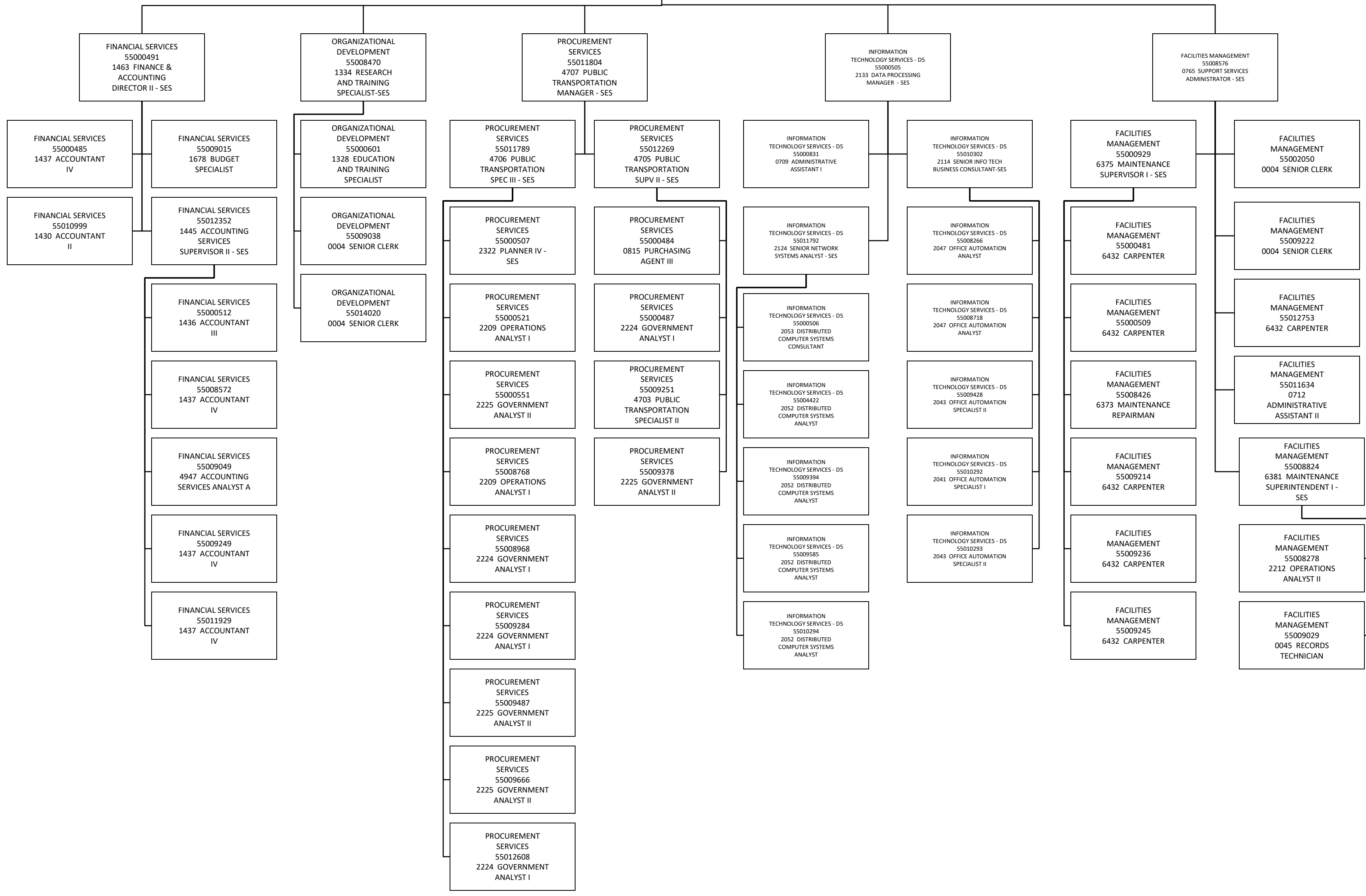
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

PROGRAM
MANAGEMENT
55012625
8627 DISTRICT
PROGRAM MGMT
ADMIN-DOT



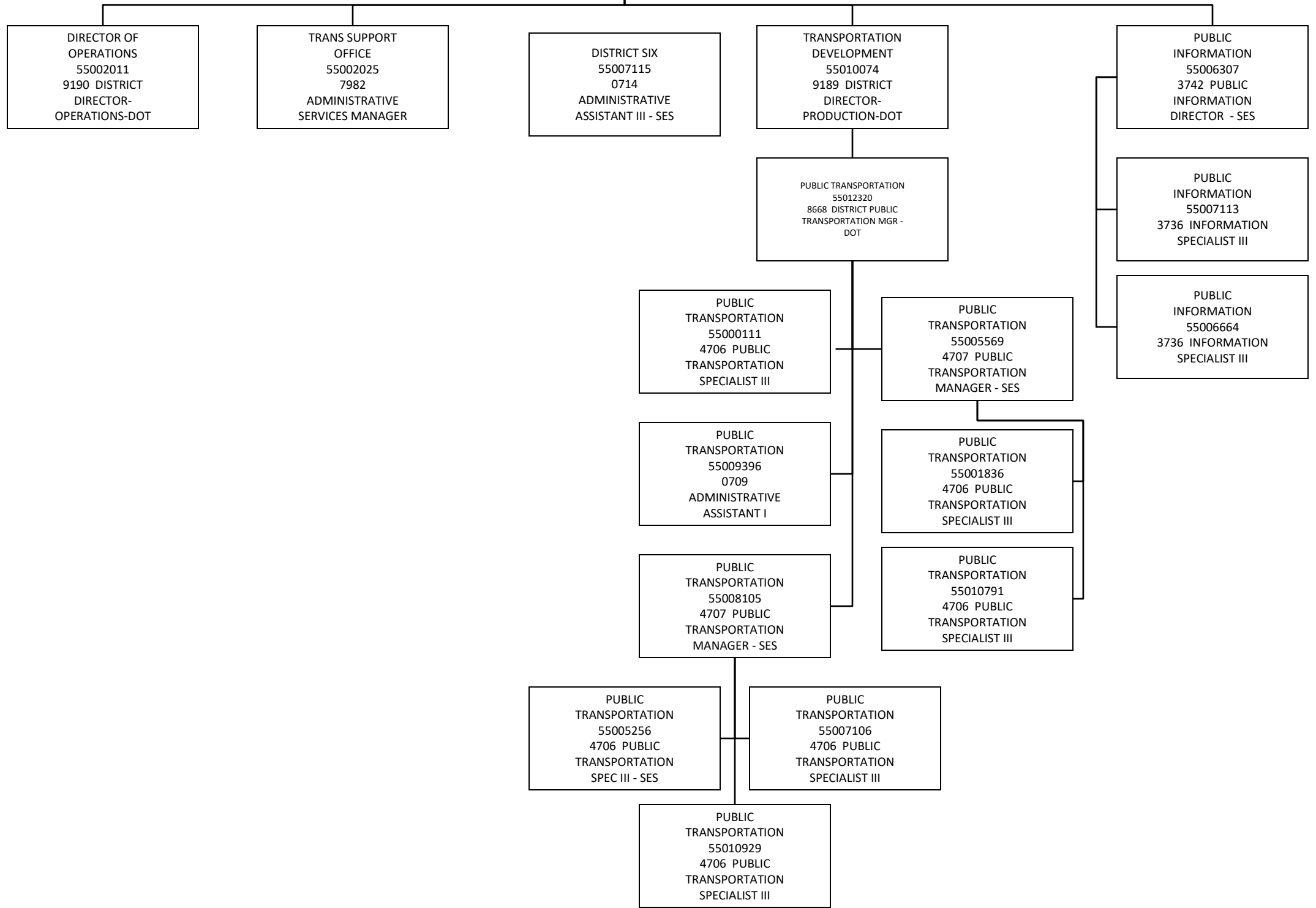
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT FIVE**

TRANS SUPPORT
OFFICE
55012636
7982
ADMINISTRATIVE
SERVICES MANAGER



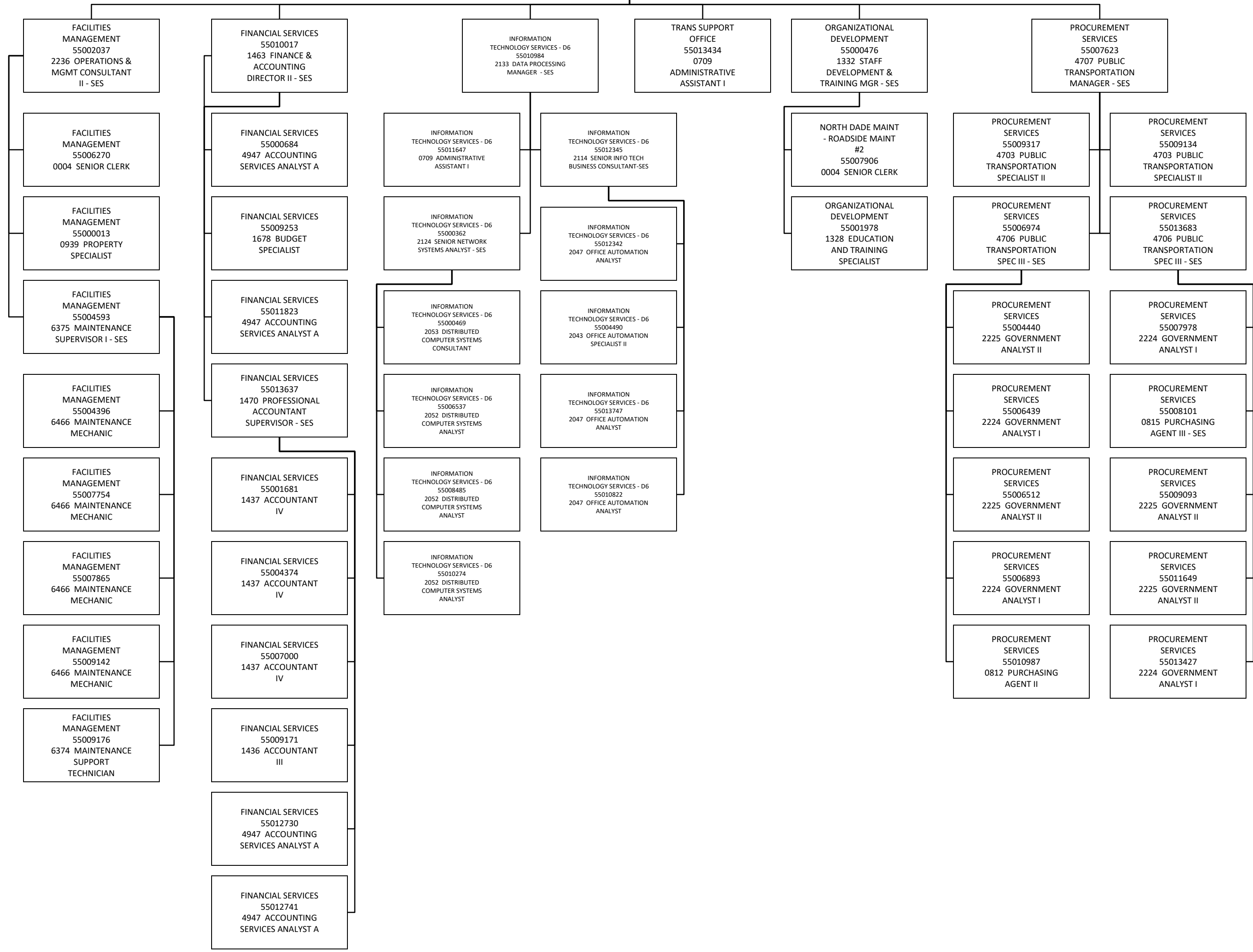
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

DISTRICT SIX
55006811
7997 DISTRICT
SECRETARY



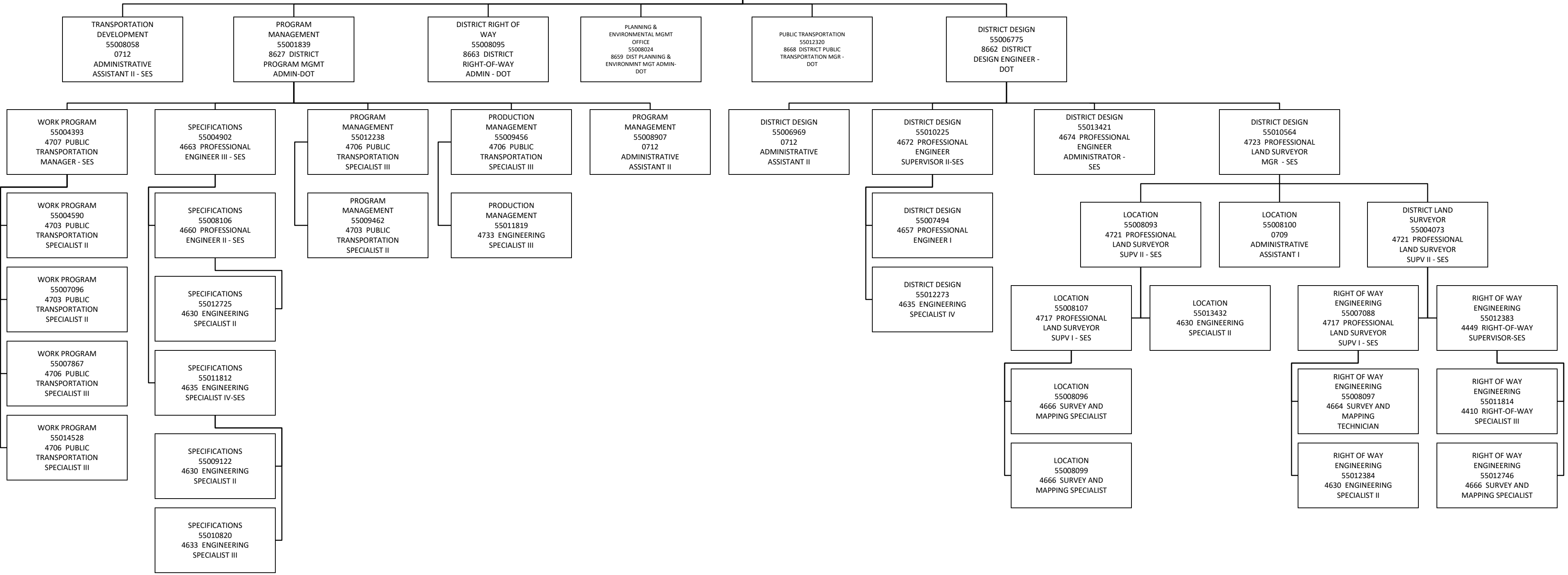
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

TRANS SUPPORT
OFFICE
55002025
7982
ADMINISTRATIVE
SERVICES MANAGER



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

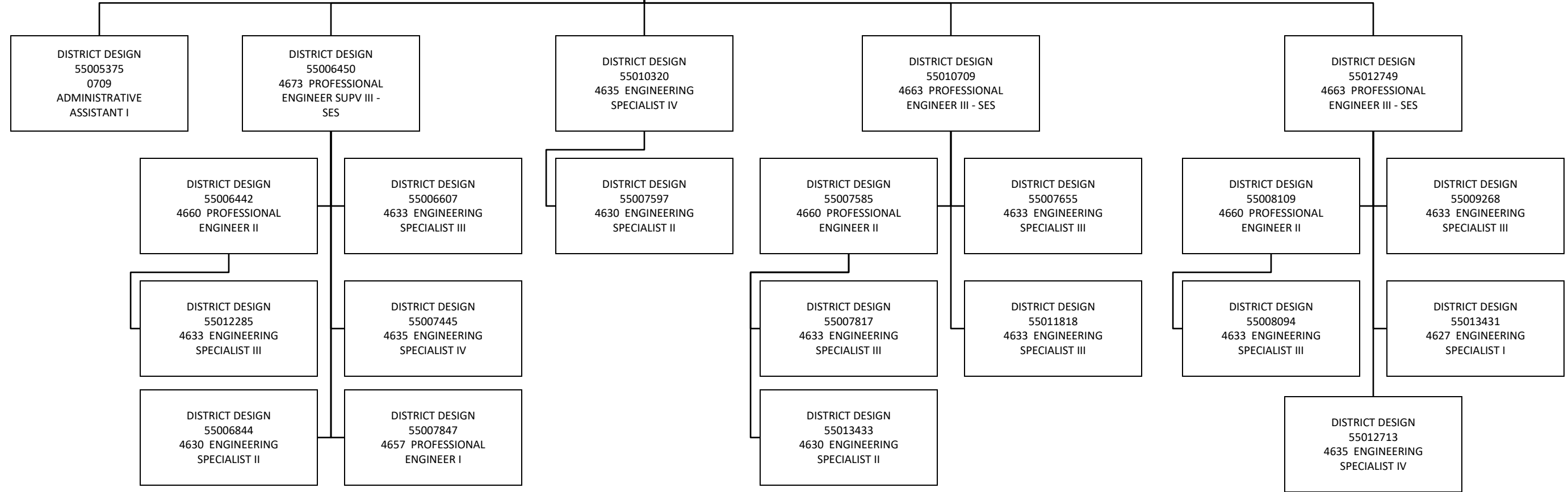
TRANSPORTATION
DEVELOPMENT
55010074
9189 DISTRICT
DIRECTOR-
PRODUCTION-DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

DISTRICT DESIGN
55006775
8662 DISTRICT
DESIGN ENGINEER -
DOT

DISTRICT DESIGN
55013421
4674 PROFESSIONAL
ENGINEER
ADMINISTRATOR -
SES



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

DISTRICT RIGHT OF
WAY
55008095
8663 DISTRICT
RIGHT-OF-WAY
ADMIN - DOT

ACQUISITION
55012742
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

DISTRICT RIGHT OF
WAY
55012318
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

DISTRICT RIGHT OF
WAY
55012744
0712
ADMINISTRATIVE
ASSISTANT II

PROPERTY
MANAGEMENT
55005624
4442 RIGHT-OF-WAY
ADMINISTRATOR II -
SES

ACQUISITION
55004745
4449 RIGHT-OF-WAY
SUPERVISOR-SES

RELOCATION
55012728
4449 RIGHT-OF-WAY
SUPERVISOR-SES

APPRAISAL &
ACQUISITION
REVIEW
55008667
4448 RIGHT-OF-WAY
APPRAISER

PROPERTY
MANAGEMENT
55008400
4449 RIGHT-OF-WAY
SUPERVISOR-SES

PROPERTY
MANAGEMENT
55012735
4410 RIGHT-OF-WAY
SPECIALIST III

PROPERTY
MANAGEMENT
55013680
4449 RIGHT-OF-WAY
SUPERVISOR-SES

ACQUISITION
55006106
4409 RIGHT-OF-
WAY-SPECIALIST II

RELOCATION
55012732
4409 RIGHT-OF-
WAY-SPECIALIST II

APPRAISAL &
ACQUISITION
REVIEW
55008845
4448 RIGHT-OF-WAY
APPRAISER

PROPERTY
MANAGEMENT
55001977
4406 RIGHT-OF-WAY
SPECIALIST I

PROPERTY
MANAGEMENT
55005588
4406 RIGHT-OF-WAY
SPECIALIST I

ACQUISITION
55008763
4410 RIGHT-OF-WAY
SPECIALIST III

RELOCATION
55014014
4409 RIGHT-OF-
WAY-SPECIALIST II

APPRAISAL &
ACQUISITION
REVIEW
55012733
4448 RIGHT-OF-WAY
APPRAISER

PROPERTY
MANAGEMENT
55006543
4406 RIGHT-OF-WAY
SPECIALIST I

PROPERTY
MANAGEMENT
55006072
4409 RIGHT-OF-
WAY-SPECIALIST II

ACQUISITION
55009809
4409 RIGHT-OF-
WAY-SPECIALIST II

APPRAISAL &
ACQUISITION
REVIEW
55014013
4448 RIGHT-OF-WAY
APPRAISER

PROPERTY
MANAGEMENT
55012731
4406 RIGHT-OF-WAY
SPECIALIST I

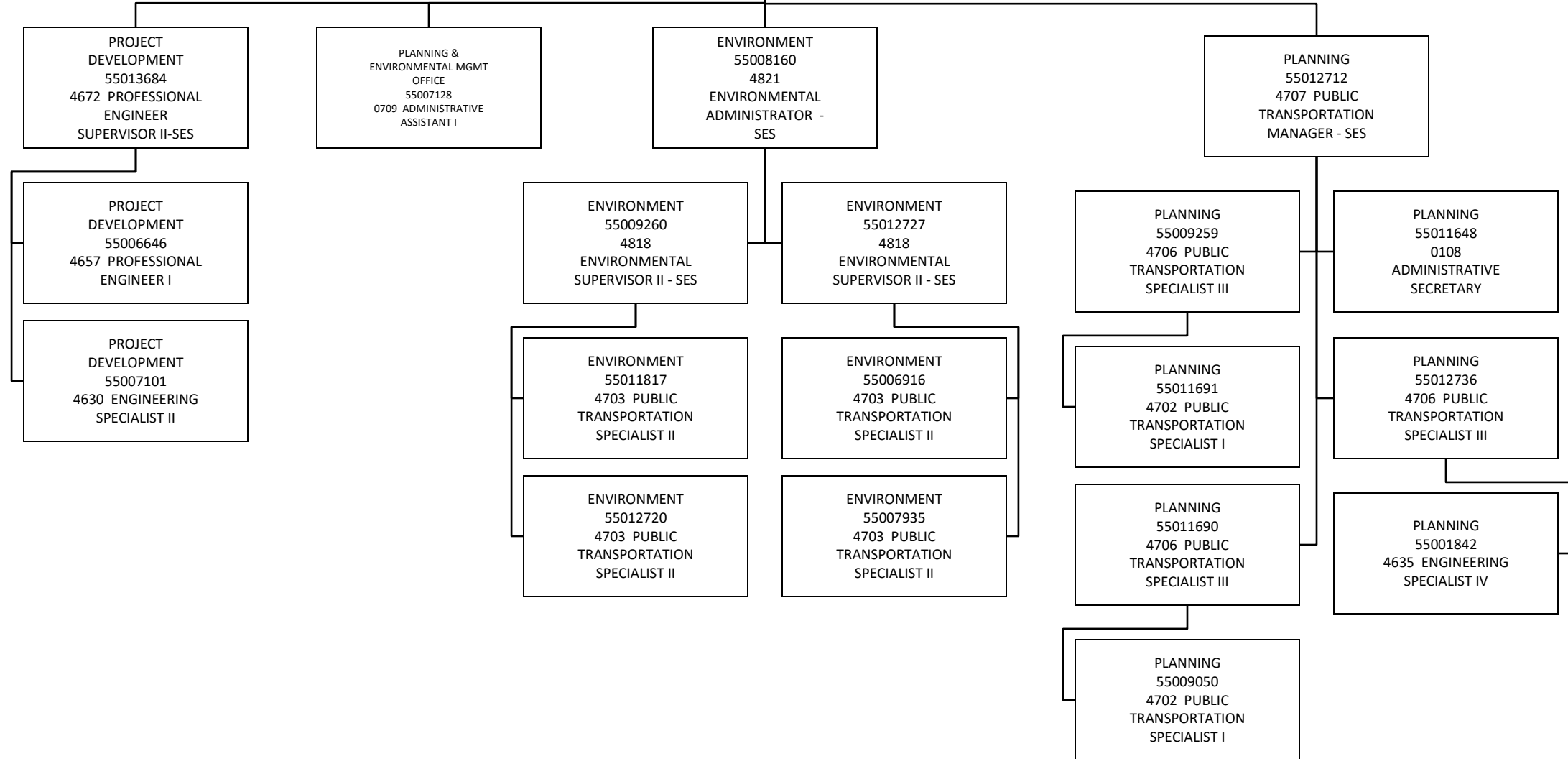
PROPERTY
MANAGEMENT
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4406 RIGHT-OF-WAY
SPECIALIST I

ACQUISITION
55012729
4409 RIGHT-OF-
WAY-SPECIALIST II

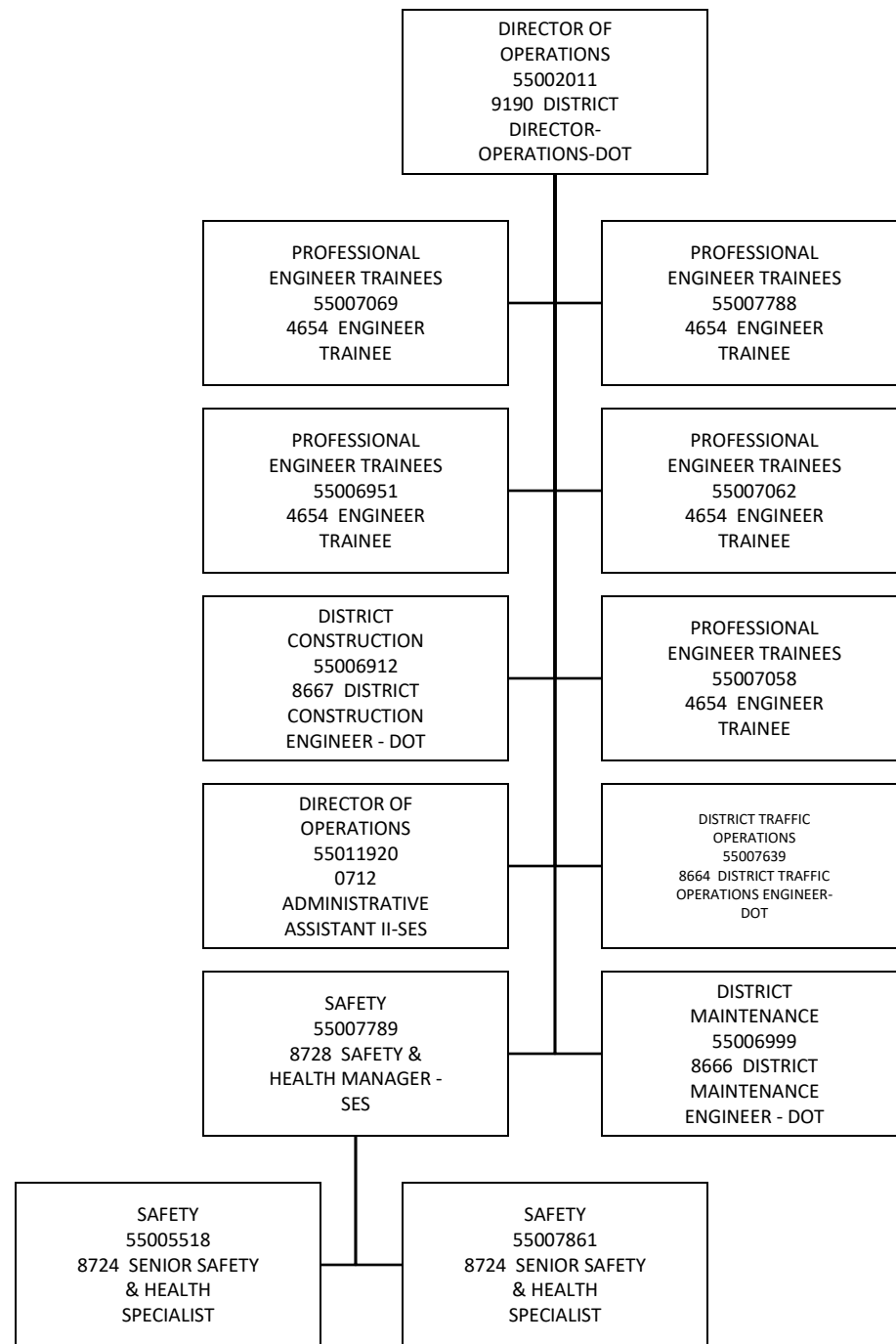
PROPERTY
MANAGEMENT
55013682
4409 RIGHT-OF-
WAY-SPECIALIST II

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

PLANNING &
ENVIRONMENTAL MGMT
OFFICE
55008024
8659 DIST PLANNING &
ENVIRONMNT MGT ADMIN-
DOT

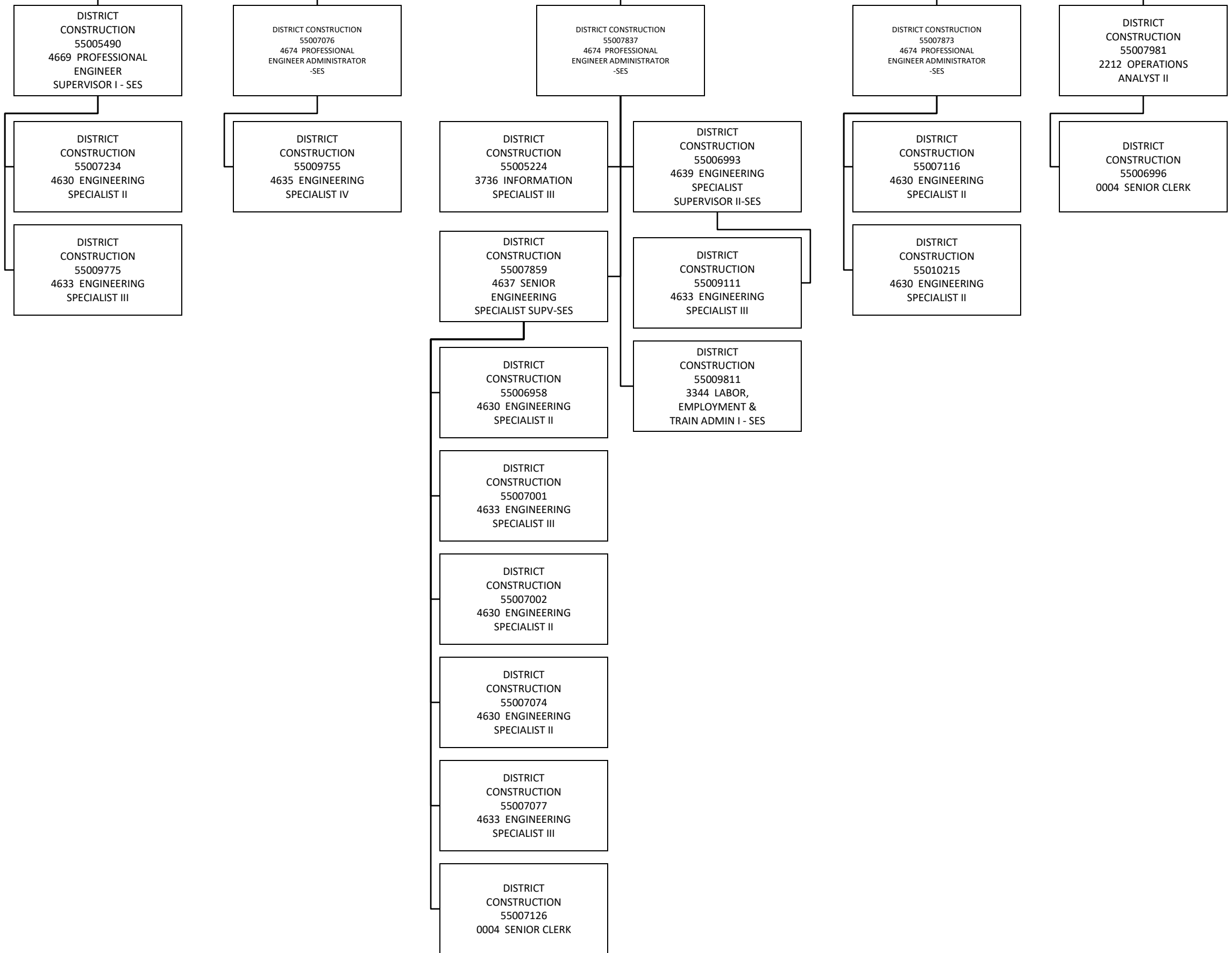


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**



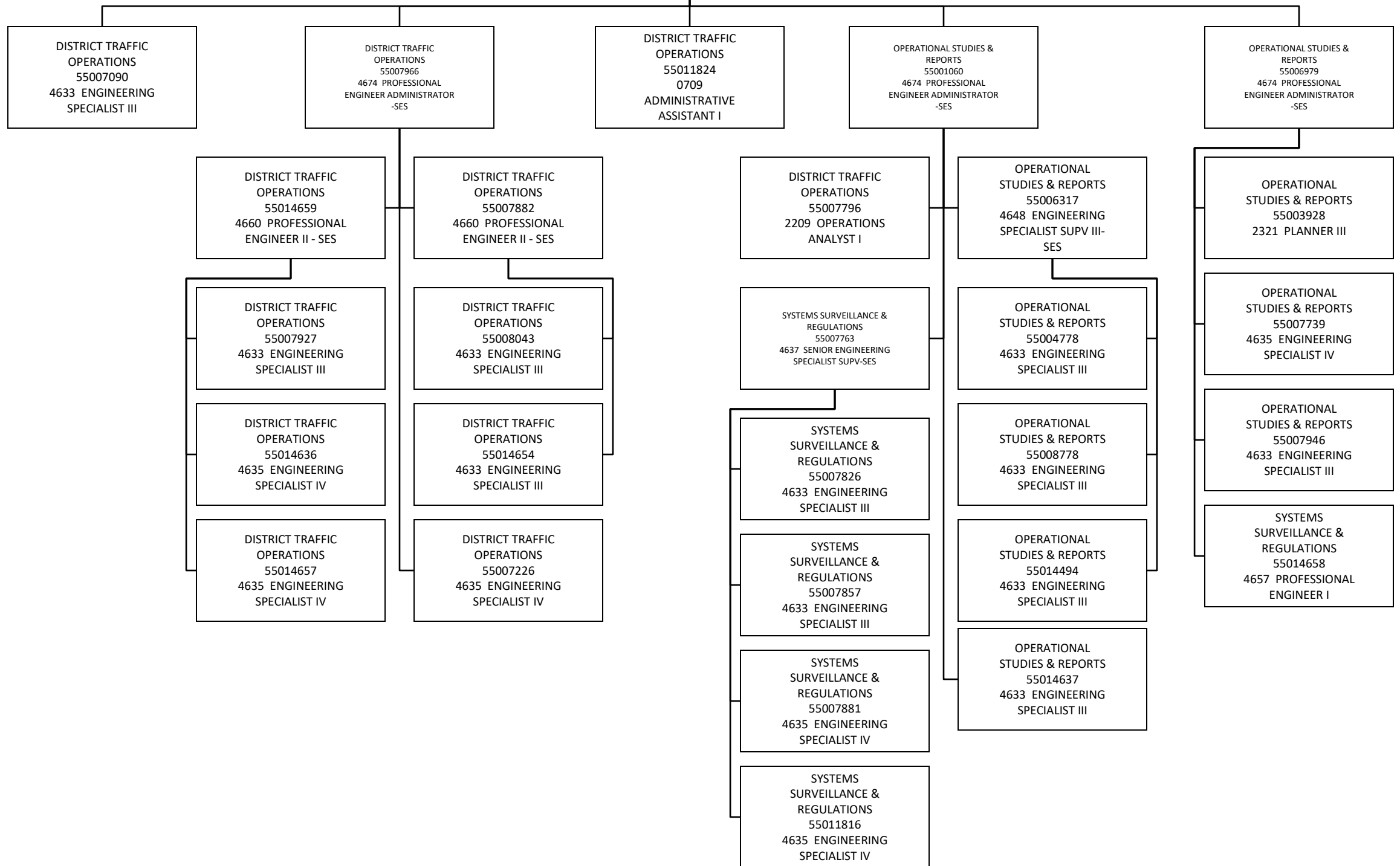
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

DISTRICT
CONSTRUCTION
55006912
8667 DISTRICT
CONSTRUCTION
ENGINEER - DOT



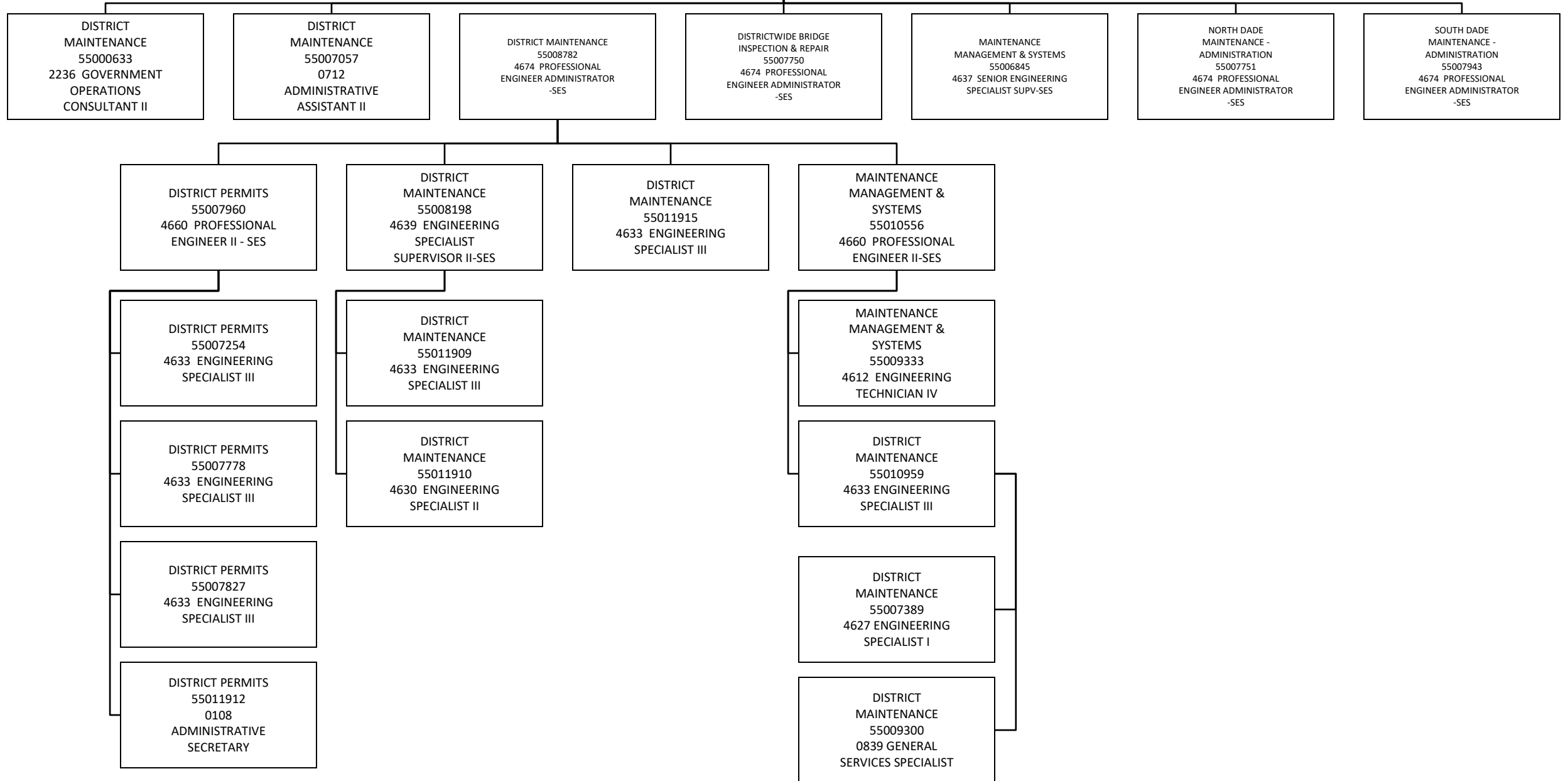
**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

DISTRICT TRAFFIC OPERATIONS
55007639
8664 DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT

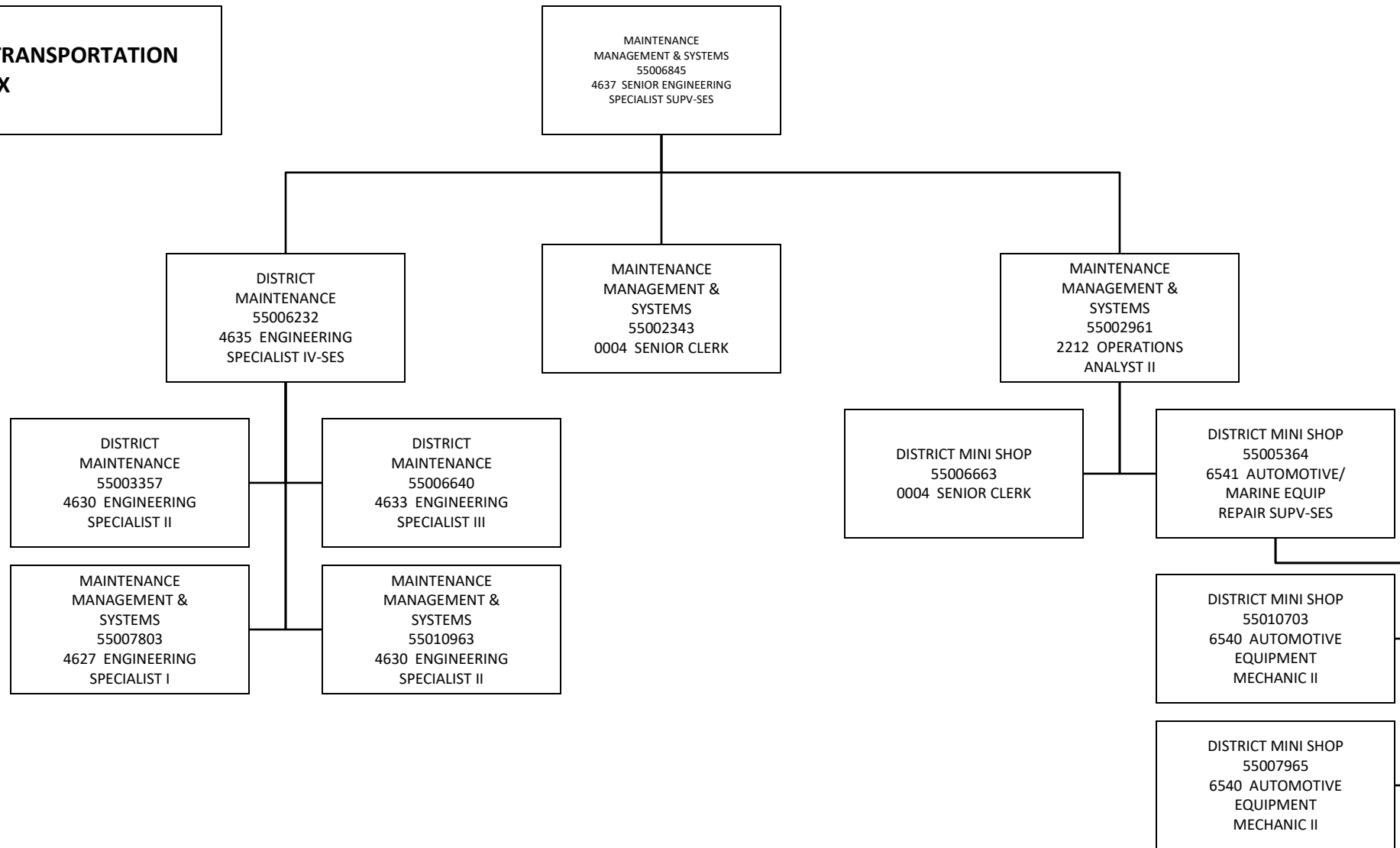


**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

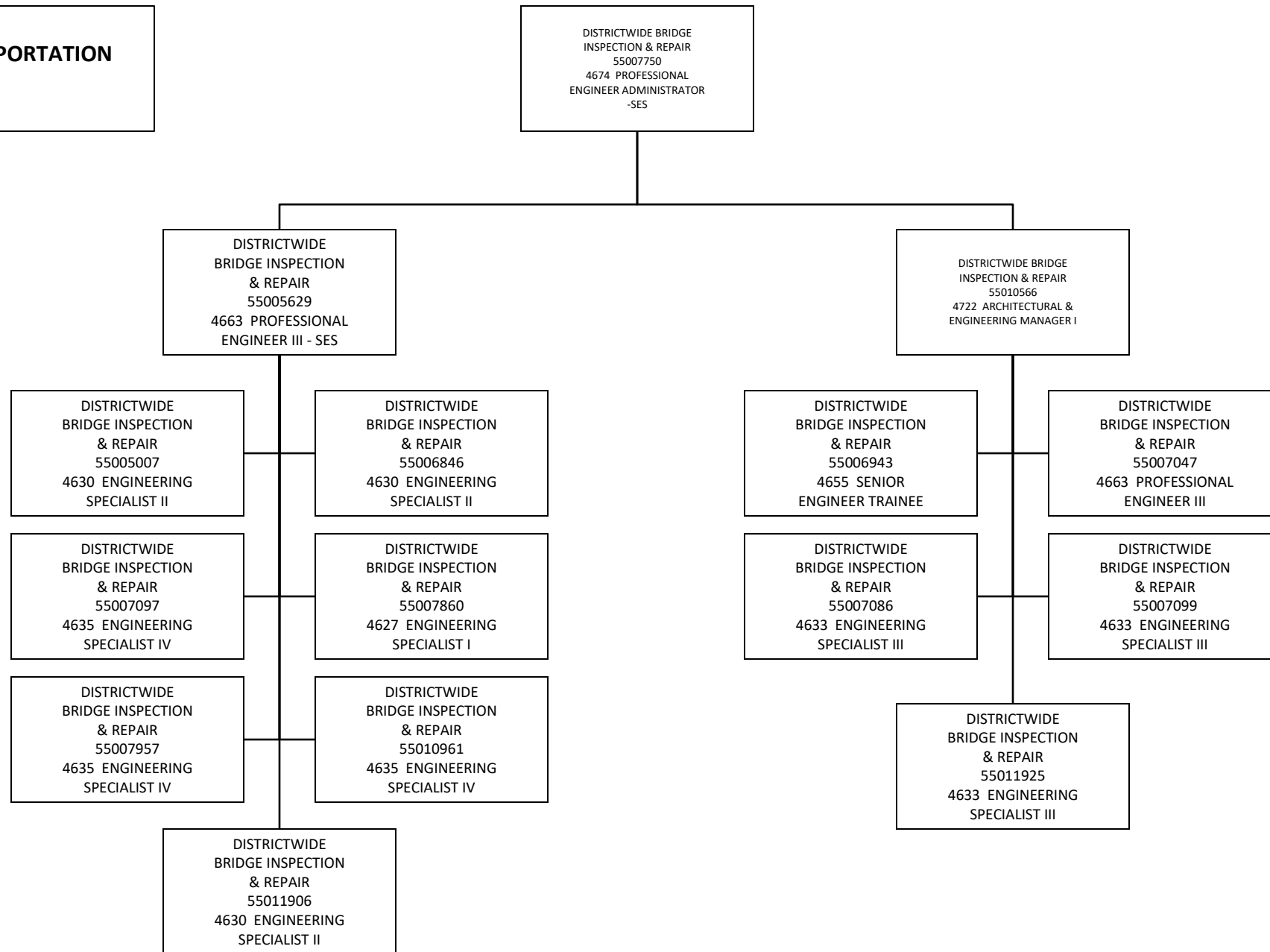
DISTRICT
MAINTENANCE
55006999
8666 DISTRICT
MAINTENANCE
ENGINEER - DOT



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**



**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007751
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55002471
0162 OFFICE OPERATIONS
MANAGER I - SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55002966
4630 ENGINEERING
SPECIALIST II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55005185
4637 SENIOR ENGINEERING
SPECIALIST SUPV-SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55011907
4638 ENGINEERING
SPECIALIST SUPERVISOR I -
SES

NORTH DADE SHOP
55011968
6542 AUTOMOTIVE
EQUIPMNT MAINTENANCE
SUPT-SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55005013
0004 SENIOR CLERK

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007818
0004 SENIOR CLERK

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55003848
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55004602
4630 ENGINEERING
SPECIALIST II

NORTH DADE SHOP
55011954
6456 WELDER

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007833
0709 ADMINISTRATIVE
ASSISTANT I - SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007887
0812 PURCHASING
AGENT II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007253
4630 ENGINEERING
SPECIALIST II

NORTH DADE SHOP
55010567
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55004043
0255 SWITCHBOARD
OPERATOR II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007961
4630 ENGINEERING
SPECIALIST II

NORTH DADE SHOP
55010569
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007872
0004 SENIOR CLERK

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55010958
4630 ENGINEERING
SPECIALIST II

NORTH DADE SHOP
55007967
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

NORTH DADE SHOP
55010236
0004 SENIOR CLERK

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55005185
4637 SENIOR ENGINEERING
SPECIALIST SUPV-SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55002466
4639 ENGINEERING
SPECIALIST SUPERVISOR II-
SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55004592
4630 ENGINEERING
SPECIALIST II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007945
4639 ENGINEERING
SPECIALIST SUPERVISOR II-
SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55010079
4639 ENGINEERING
SPECIALIST SUPERVISOR II-
SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55011908
4759 HIGHWAY
MAINTENANCE SPECIALIST

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55014495
4635 ENGINEERING
SPECIALIST IV

NORTH DADE MAINT
- TRAFFIC SVCS
55008464
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE MAINT
- TRAFFIC SVCS
55009403
4750 HIGHWAY
MAINTENANCE
SUPERVISOR II - SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55005840
4750 HIGHWAY
MAINTENANCE SUPERVISOR
II - SES

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007769
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55006947
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55008852
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE MAINT
- TRAFFIC SVCS
55006169
4742 HIGHWAY
MAINTENANCE TECH
COORD

NORTH DADE MAINT -
ROADSIDE MAINT #1
55003850
4741 HIGHWAY
MAINTENANCE TECHNICIAN
II

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55007942
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE
MAINTENANCE -
ADMINISTRATION
55010960
4612 ENGINEERING
TECHNICIAN IV

NORTH DADE MAINT
- TRAFFIC SVCS
55006866
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

NORTH DADE MAINT -
ROADSIDE MAINT #1
55007899
4741 HIGHWAY
MAINTENANCE TECHNICIAN
II

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007900
4750 HIGHWAY
MAINTENANCE SUPERVISOR
II - SES

NORTH DADE MAINT
- TRAFFIC SVCS
55007766
4742 HIGHWAY
MAINTENANCE TECH
COORD

NORTH DADE MAINT -
ROADSIDE MAINT #1
55008622
4742 HIGHWAY
MAINTENANCE TECH
COORD

NORTH DADE
MAINTENANCE - MAINT
CREWS
55000550
6369 SENIOR HEAVY
EQUIPMENT OPERATOR

NORTH DADE MAINT
- TRAFFIC SVCS
55007816
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

NORTH DADE MAINT -
ROADSIDE MAINT #2
55007913
4742 HIGHWAY
MAINTENANCE TECH
COORD

NORTH DADE
MAINTENANCE - MAINT
CREWS
55004242
6368 HEAVY EQUIPMENT
OPERATOR

NORTH DADE MAINT
- TRAFFIC SVCS
55007889
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

NORTH DADE MAINT -
ROADSIDE MAINT #2
55007936
4741 HIGHWAY
MAINTENANCE TECHNICIAN
II

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007820
6368 HEAVY EQUIPMENT
OPERATOR

NORTH DADE MAINT
- TRAFFIC SVCS
55007911
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007844
6368 HEAVY EQUIPMENT
OPERATOR

NORTH DADE MAINT
- TRAFFIC SVCS
55007924
4741 HIGHWAY
MAINTENANCE
TECHNICIAN II

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007902
6369 SENIOR HEAVY
EQUIPMENT OPERATOR

NORTH DADE MAINT
- TRAFFIC SVCS
55007934
4742 HIGHWAY
MAINTENANCE TECH
COORD

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007907
6368 HEAVY EQUIPMENT
OPERATOR

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007917
6368 HEAVY EQUIPMENT
OPERATOR

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007925
6369 SENIOR HEAVY
EQUIPMENT OPERATOR

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007938
6369 SENIOR HEAVY
EQUIPMENT OPERATOR

NORTH DADE
MAINTENANCE - MAINT
CREWS
55007940
6368 HEAVY EQUIPMENT
OPERATOR

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007943
4674 PROFESSIONAL
ENGINEER ADMINISTRATOR
-SES

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007829
4638 ENGINEERING
SPECIALIST SUPERVISOR I-
SES

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007737
4722 ARCHITECTURAL &
ENGINEERING MANAGER I

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007853
4638 ENGINEERING
SPECIALIST SUPERVISOR I-
SES

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007970
0162 OFFICE OPERATIONS
MANAGER I - SES

SOUTH DADE SHOP
55007982
6541 AUTOMOTIVE/
MARINE EQUIP REPAIR
SUPV-SES

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007842
4630 ENGINEERING
SPECIALIST II

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007777
4742 HIGHWAY
MAINTENANCE TECH
COORD

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55006429
0709 ADMINISTRATIVE
ASSISTANT I - SES

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007746
0812 PURCHASING
AGENT II

SOUTH DADE SHOP
55007755
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55010560
4630 ENGINEERING
SPECIALIST II

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007810
4627 ENGINEERING
SPECIALIST I

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55007740
0004 SENIOR CLERK

SOUTH DADE
MAINTENANCE -
ADMINISTRATION
55008511
0108 ADMINISTRATIVE
SECRETARY

SOUTH DADE SHOP
55007779
6540 AUTOMOTIVE
EQUIPMENT MECHANIC II

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ADMINISTRATION
55007745
0004 SENIOR CLERK

SOUTH DADE SHOP
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0004 SENIOR CLERK

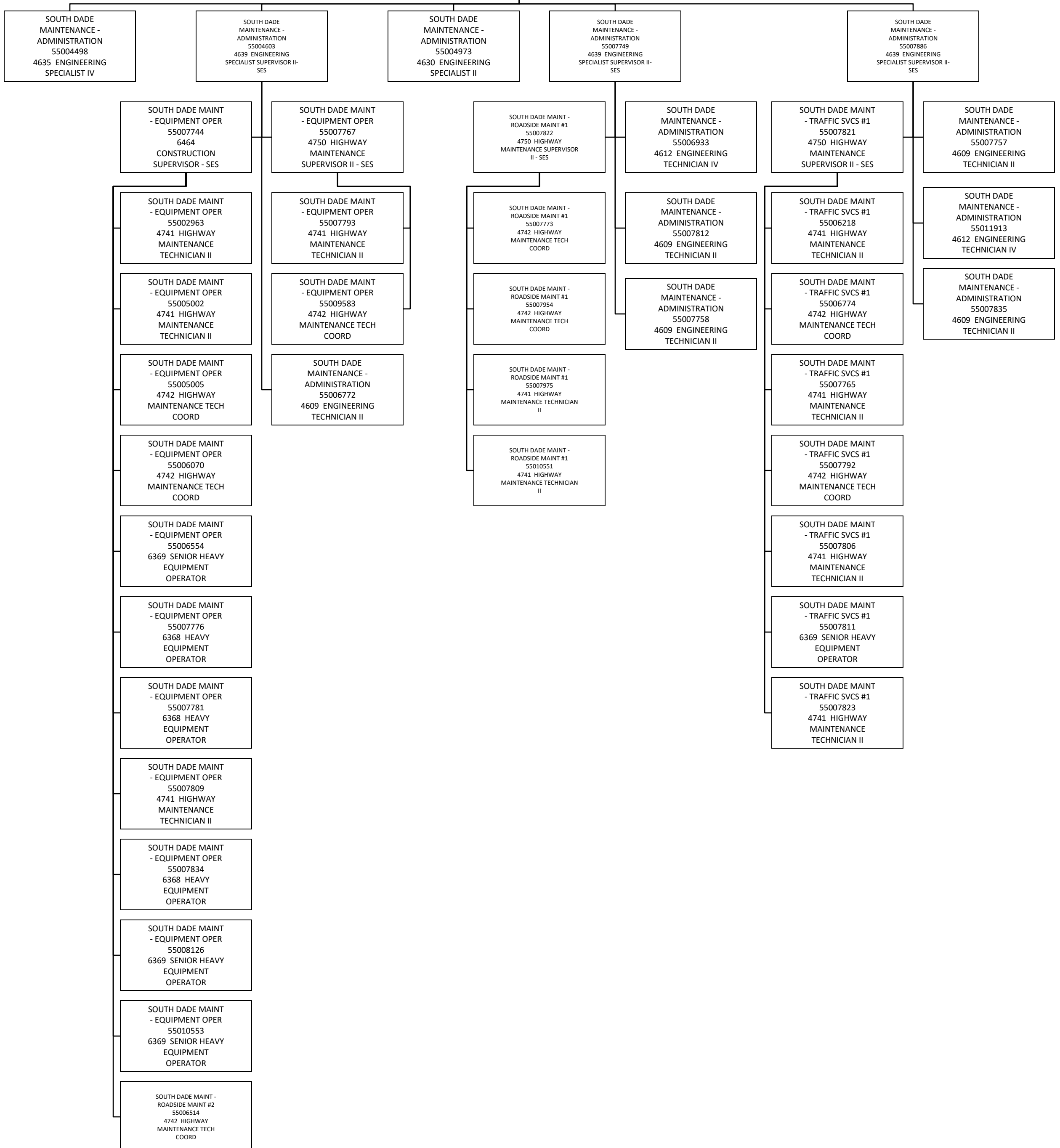
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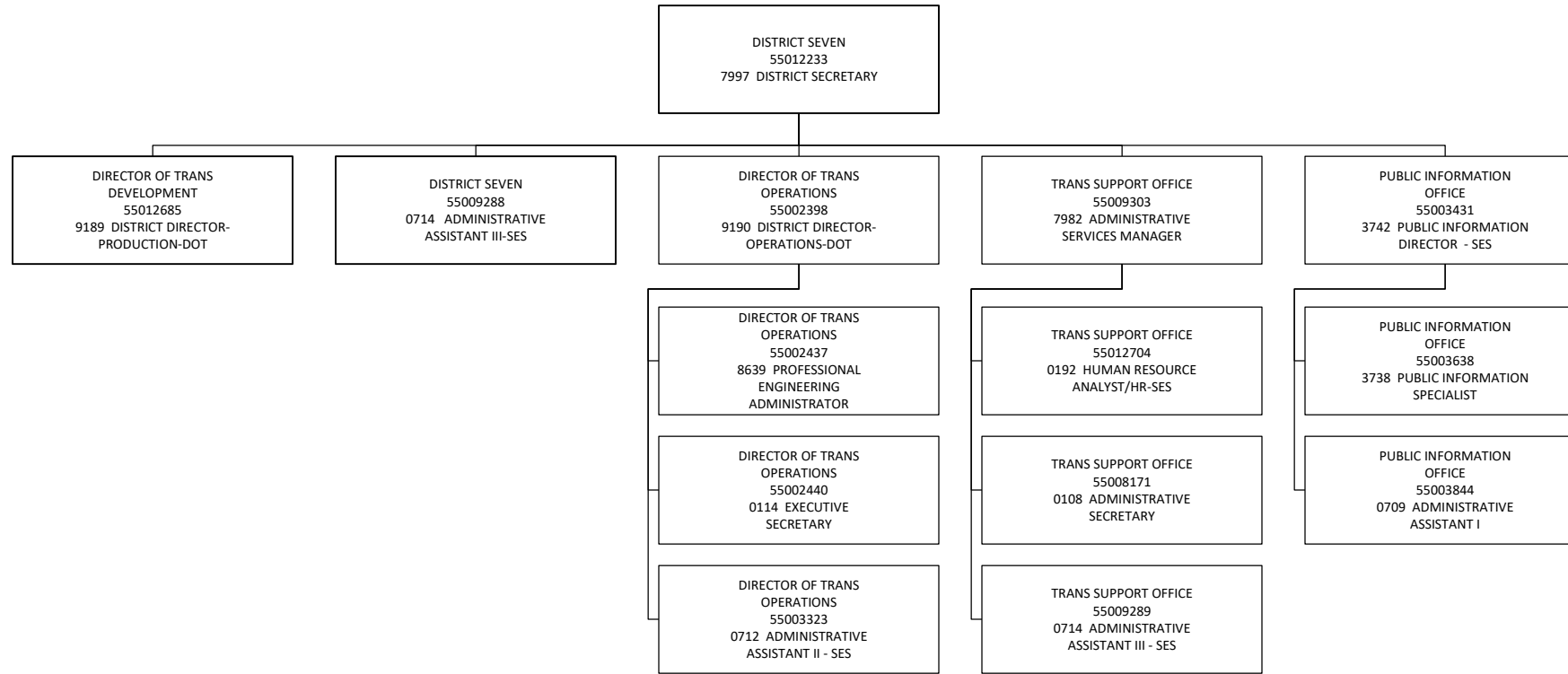
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EQUIPMENT MECHANIC II

**FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SIX**

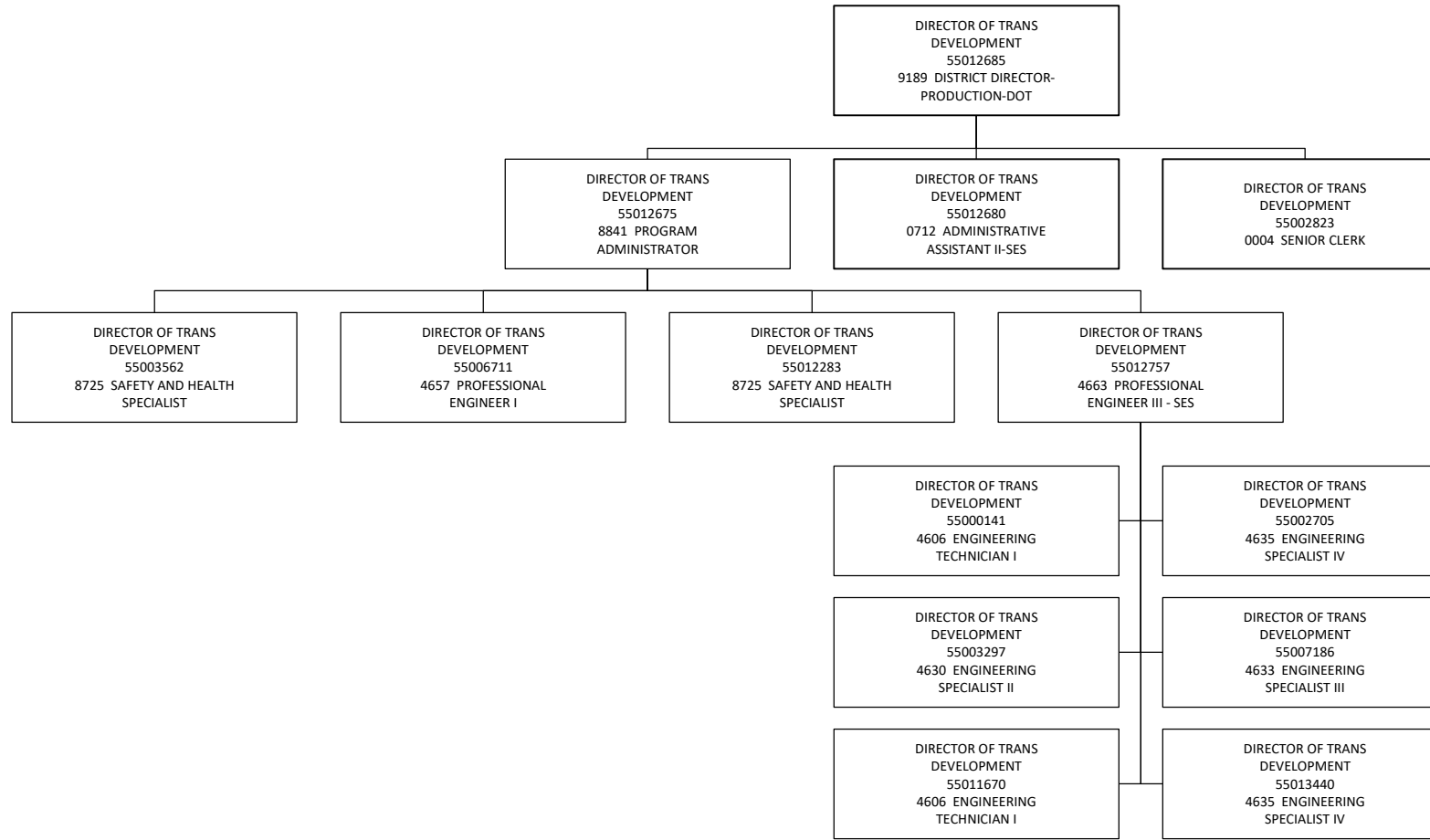
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ADMINISTRATION
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4722 ARCHITECTURAL &
ENGINEERING MANAGER I



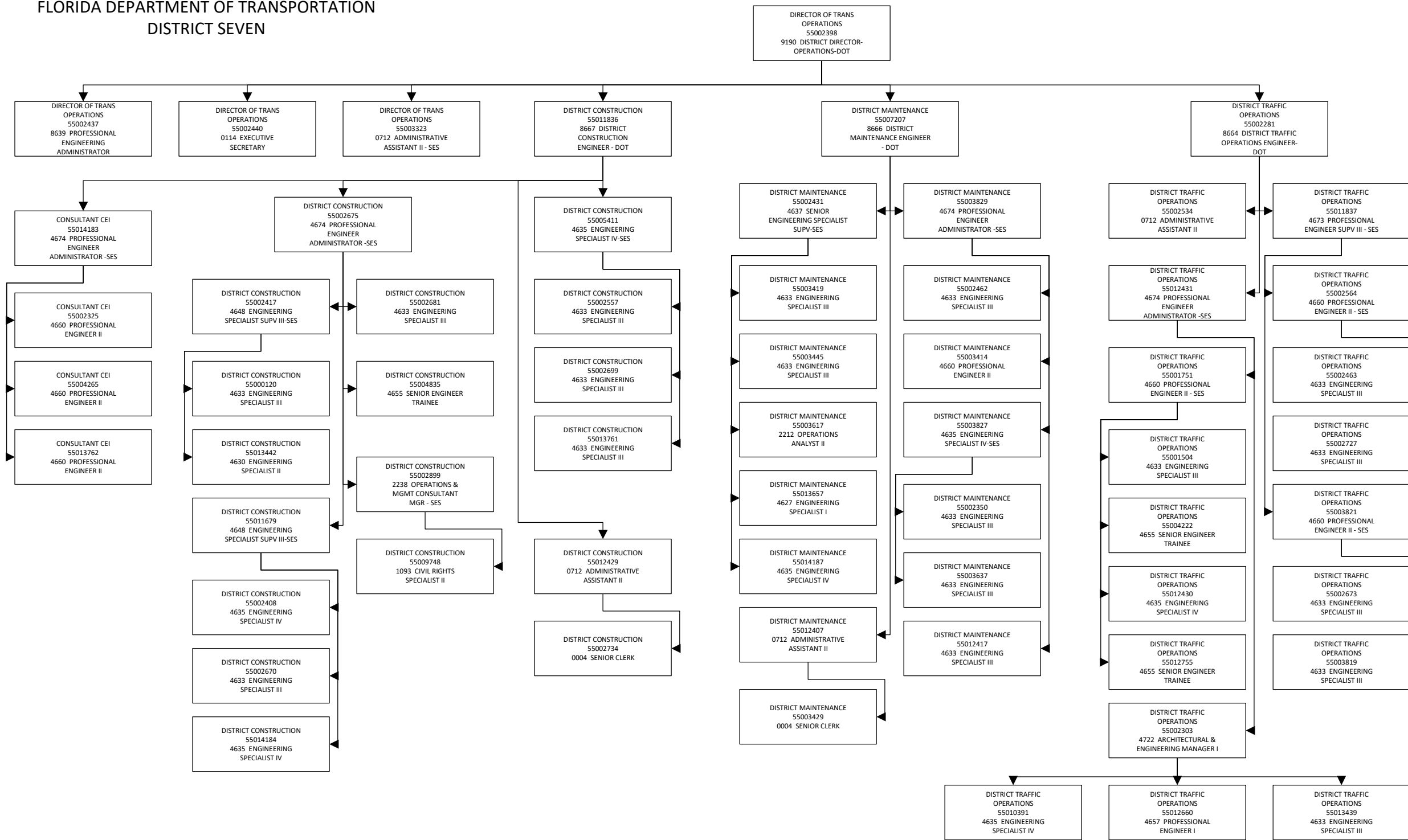
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DISTRICT SEVEN



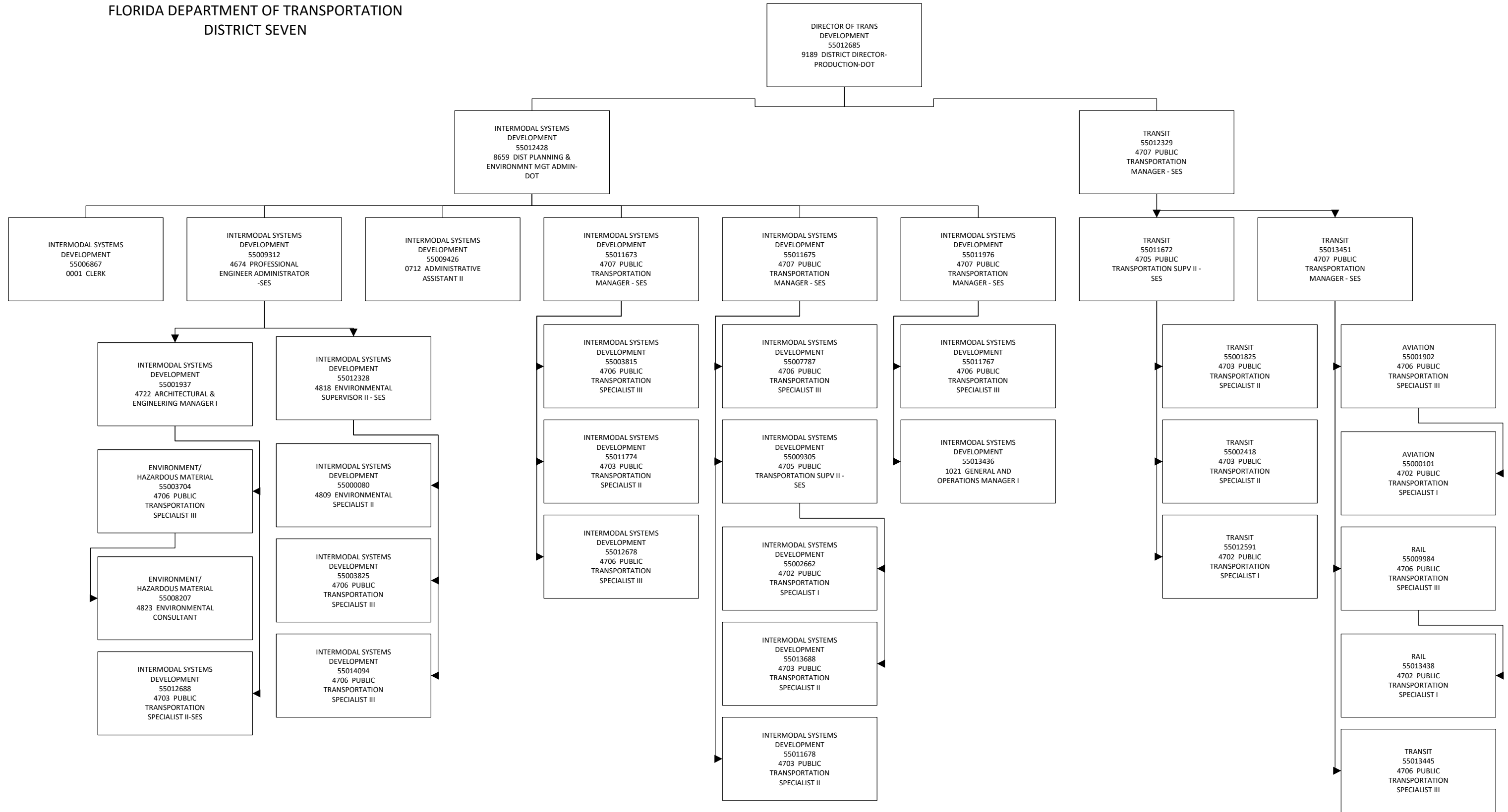
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DISTRICT SEVEN



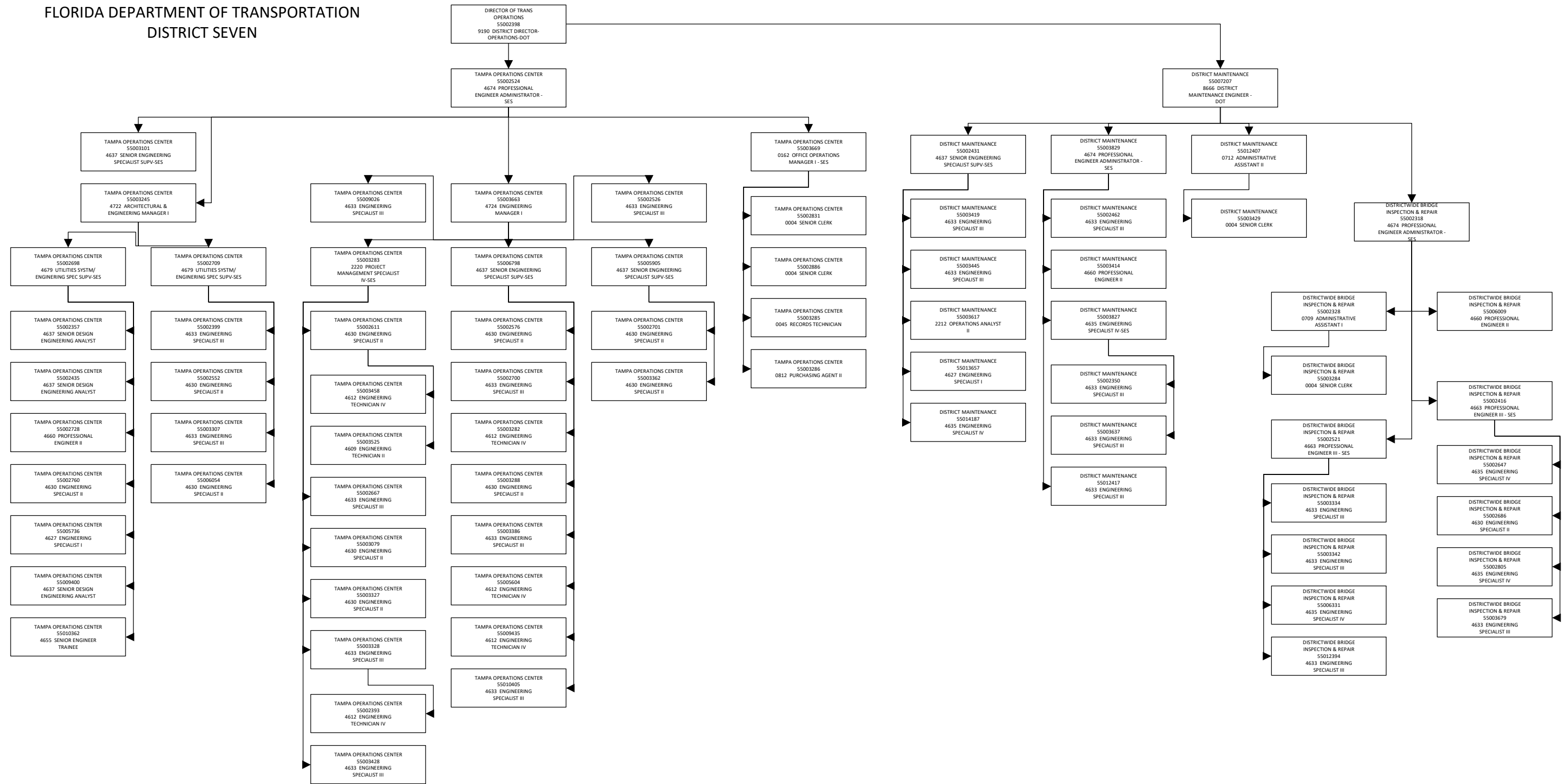
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DISTRICT SEVEN



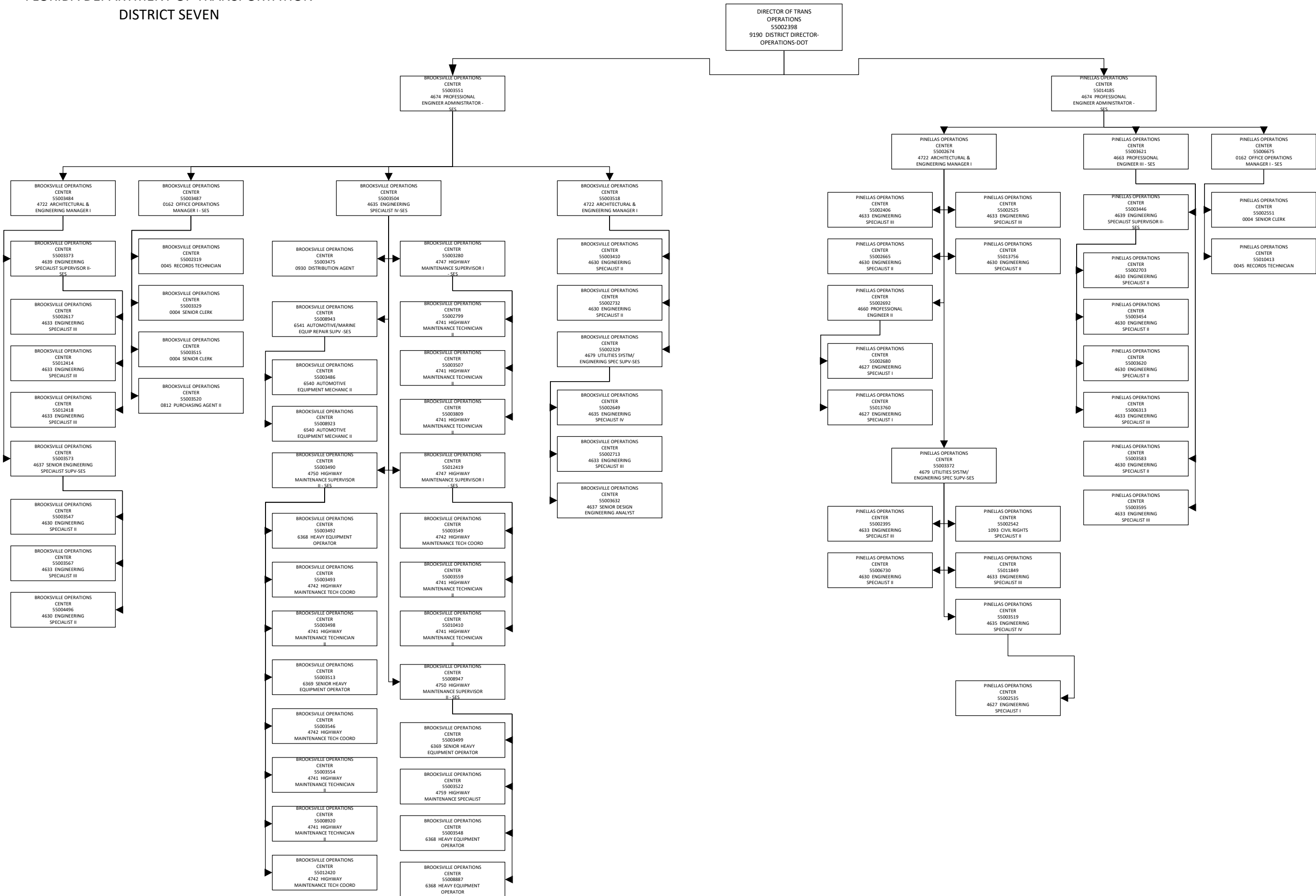
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DISTRICT SEVEN



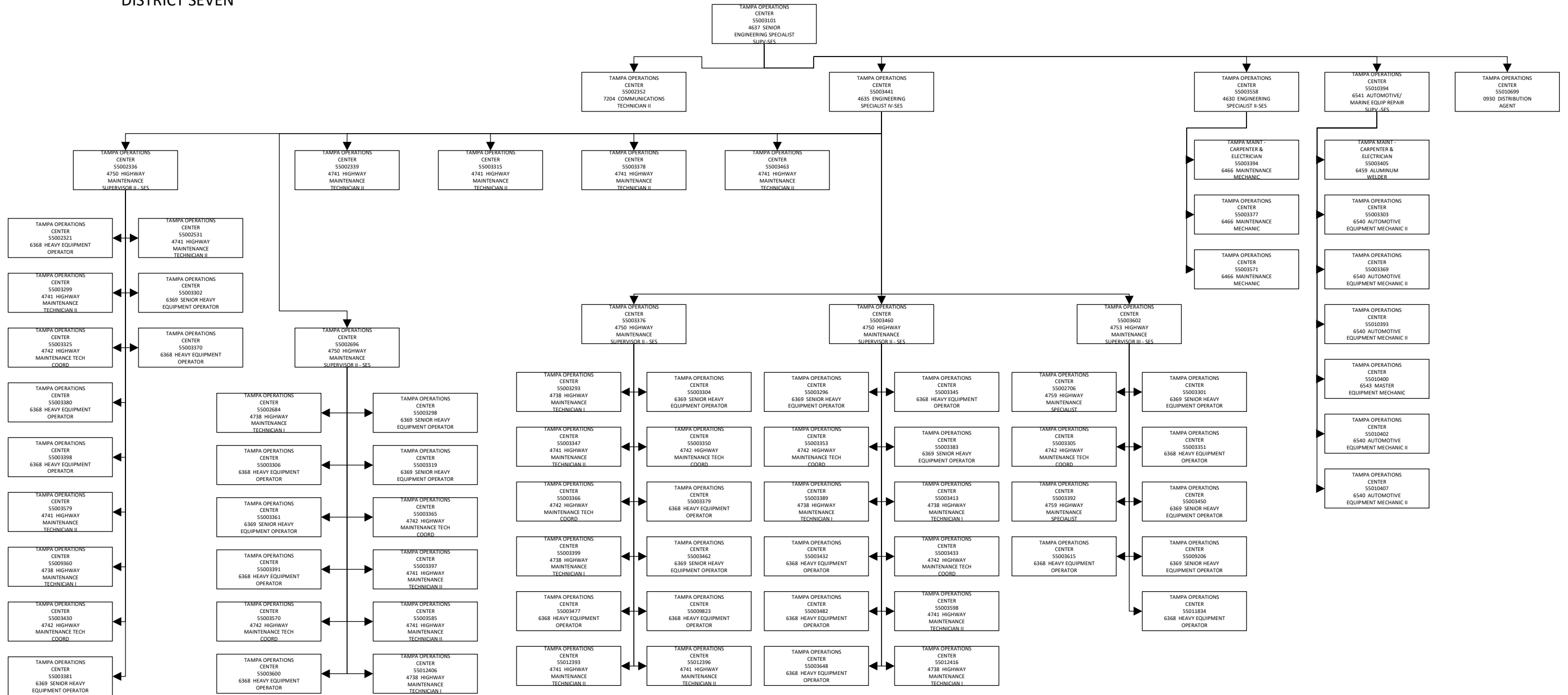
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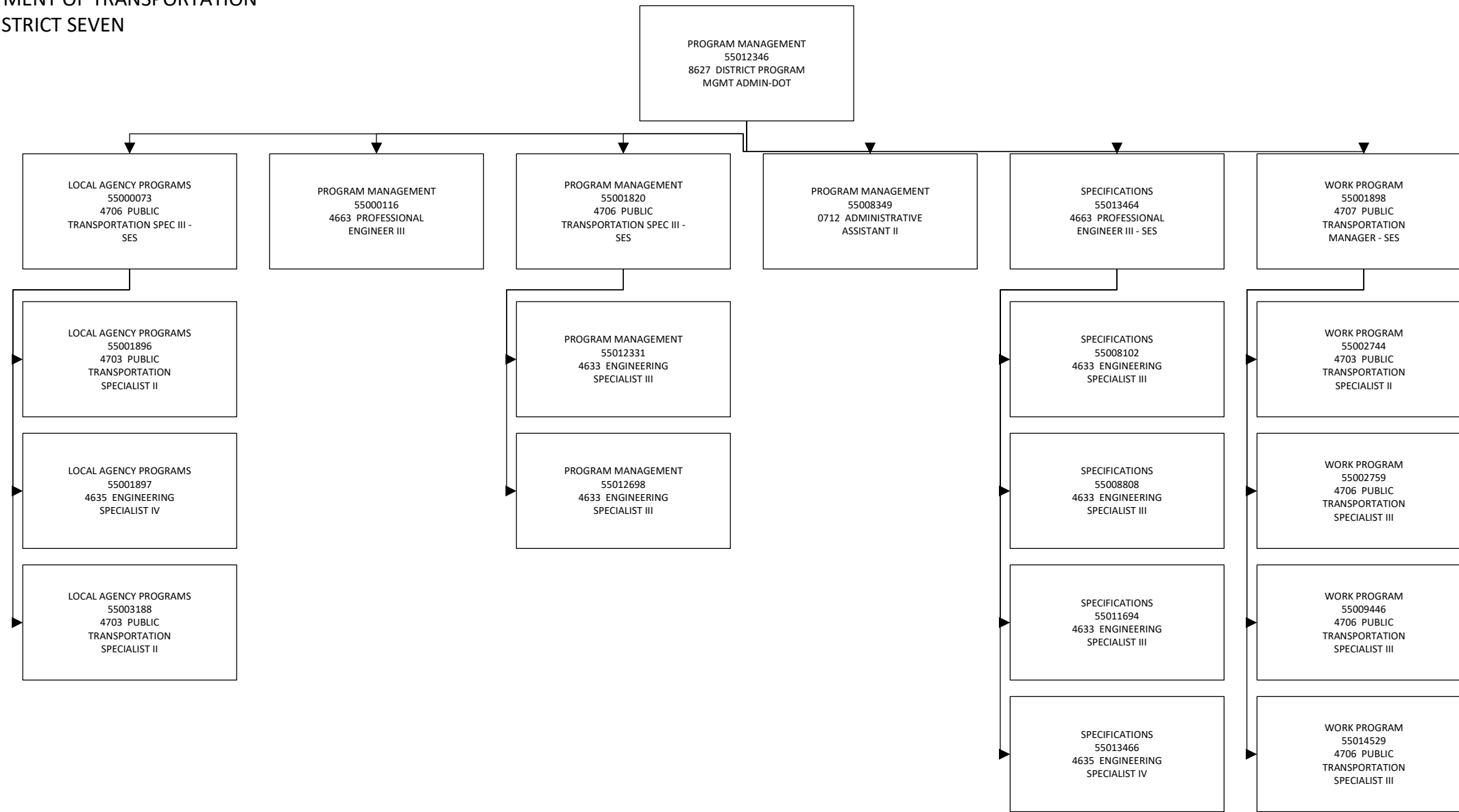
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DISTRICT SEVEN



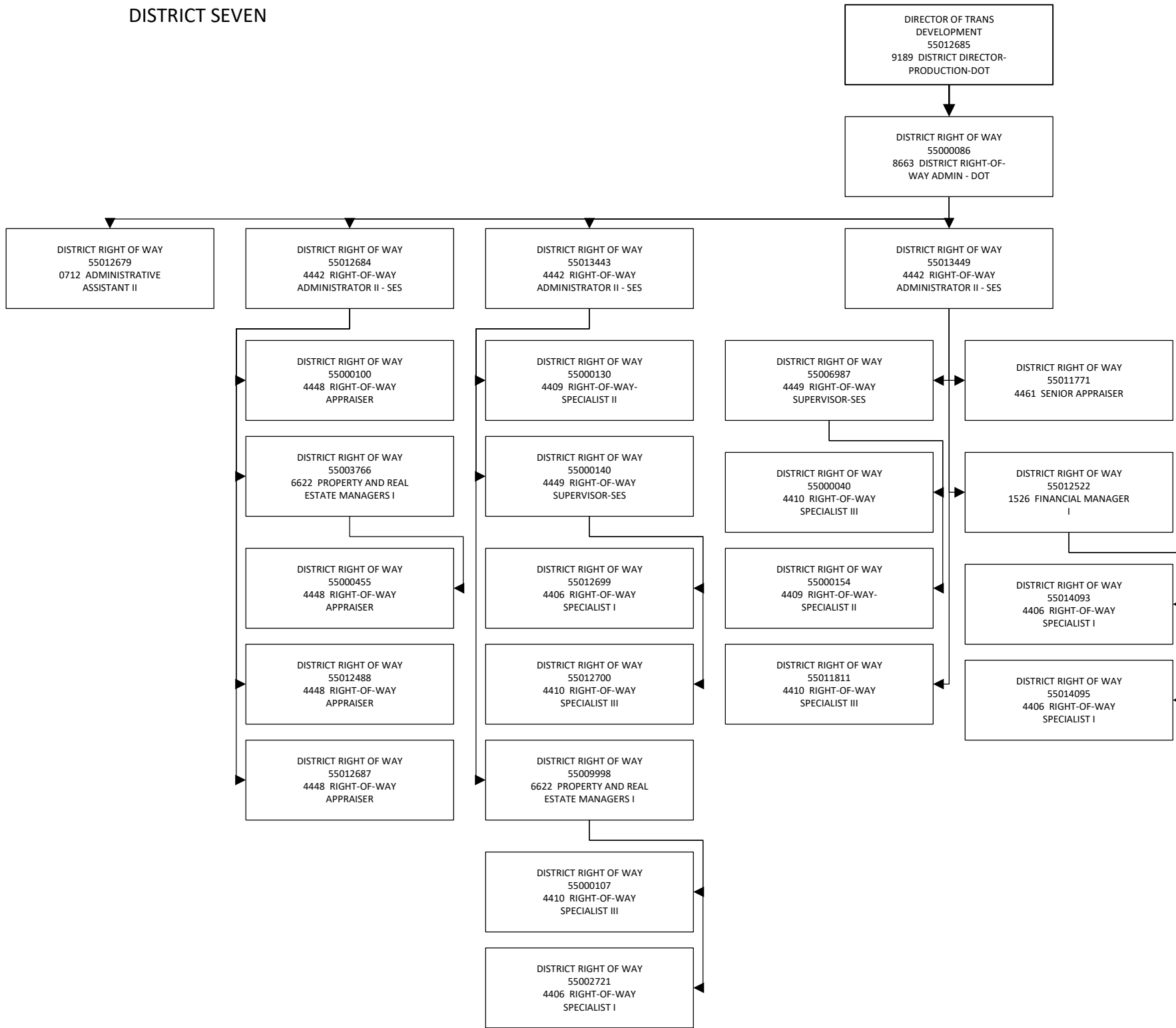
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DISTRICT SEVEN



FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SEVEN

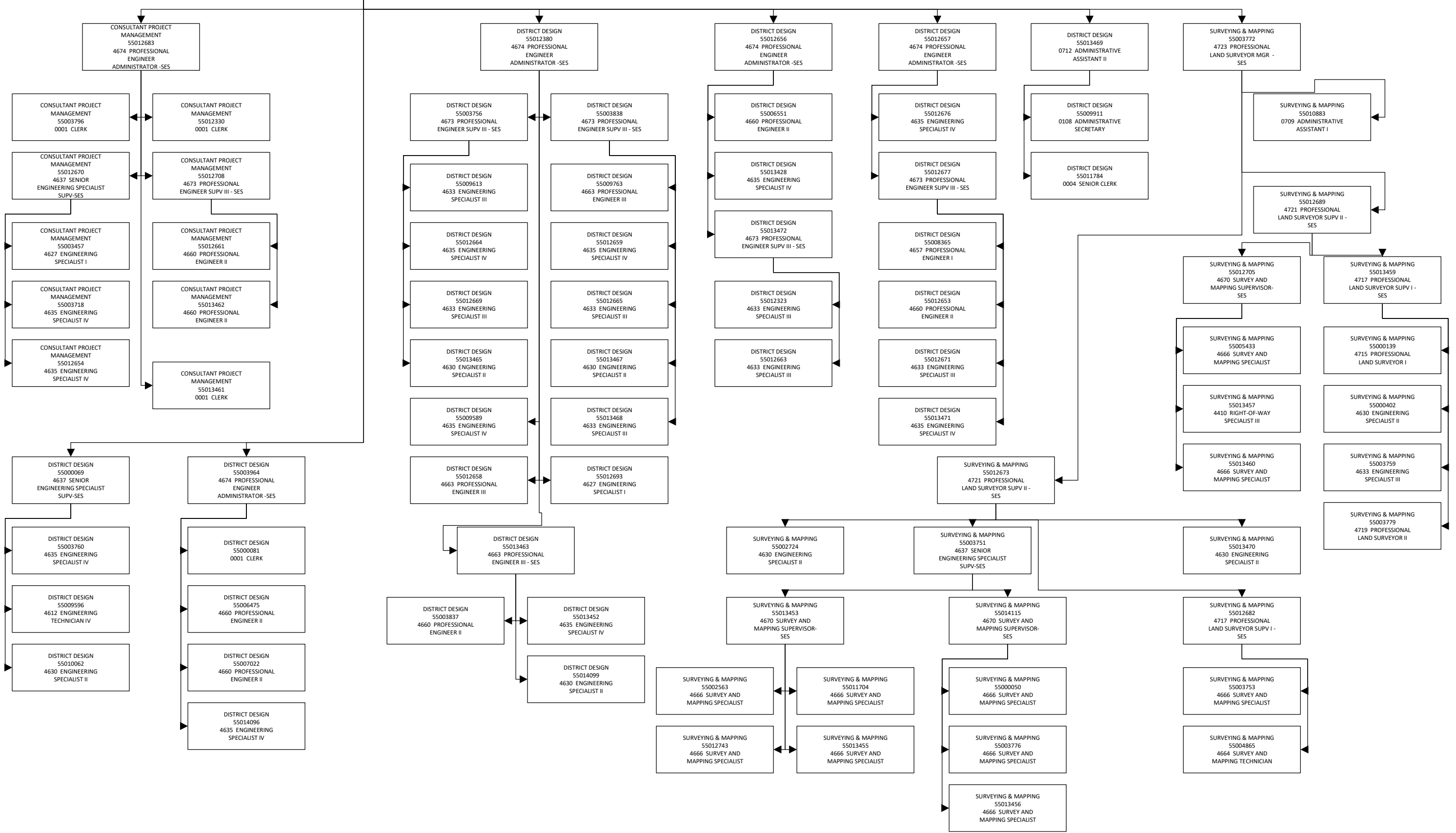


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DISTRICT SEVEN

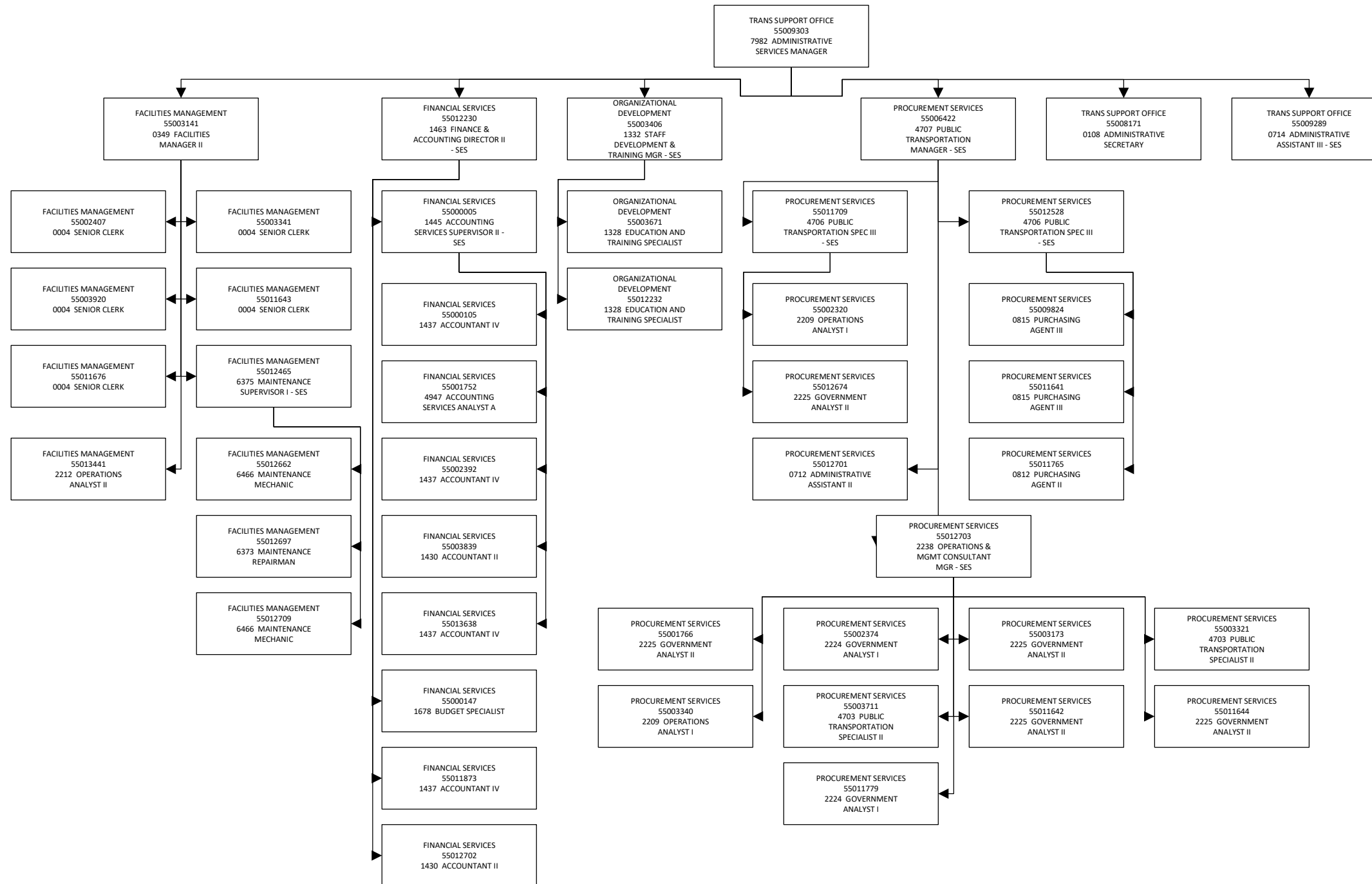


FLORIDA DEPARTMENT OF TRANSPORTATION
DISTRICT SEVEN

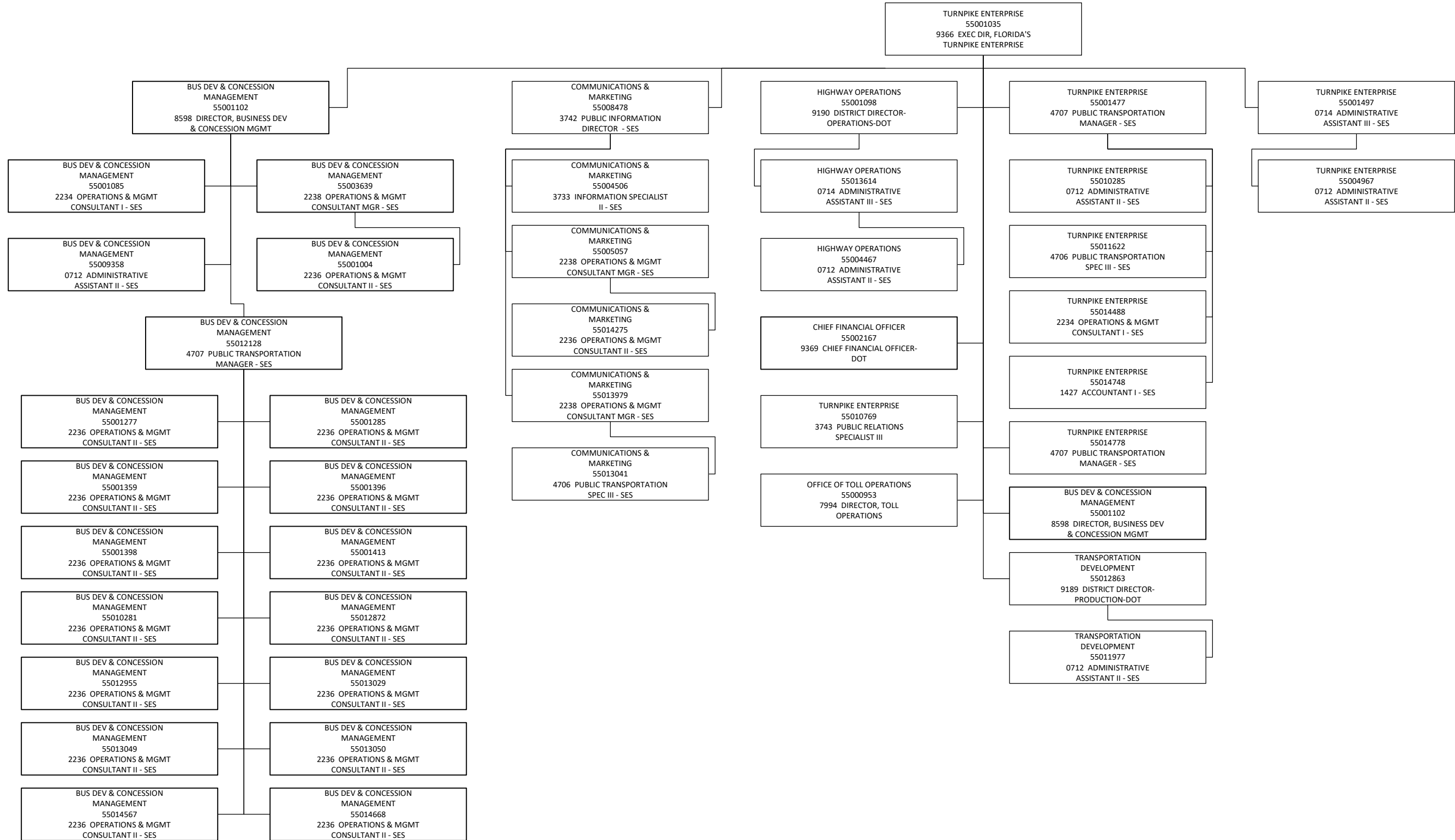
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55002451
8662 DISTRICT DESIGN
ENGINEER - DOT



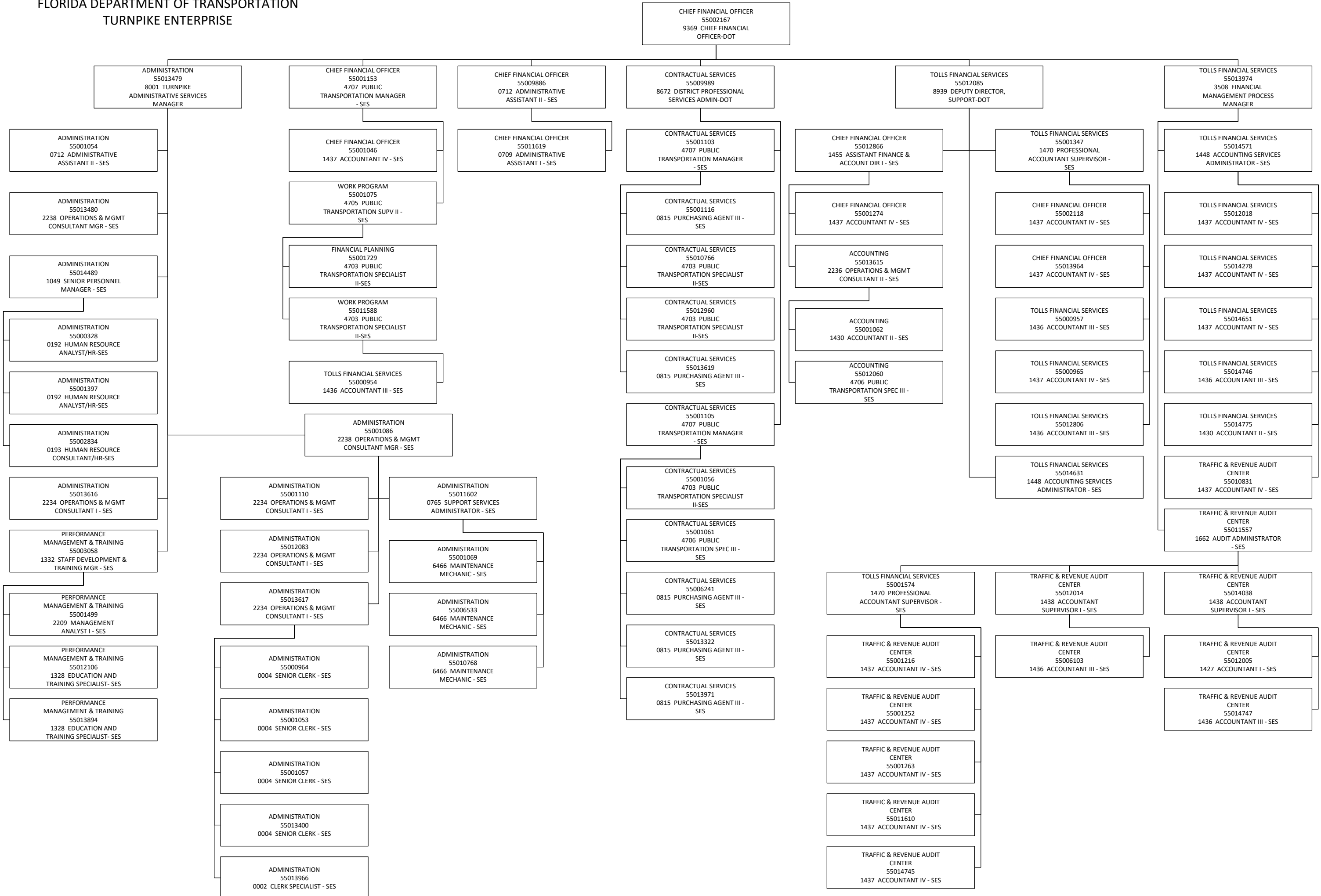
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DISTRICT SEVEN



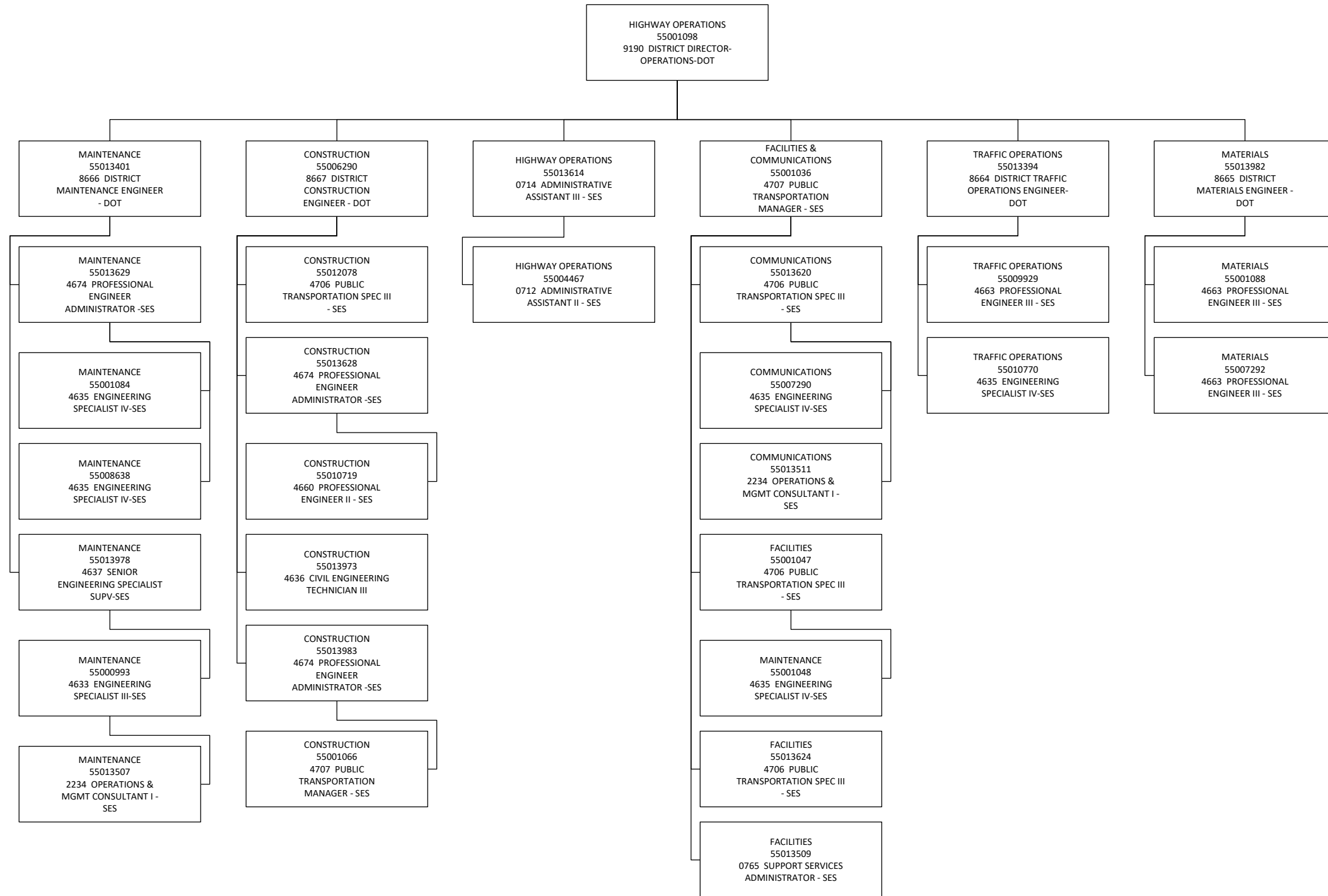
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TURNPIKE ENTERPRISE

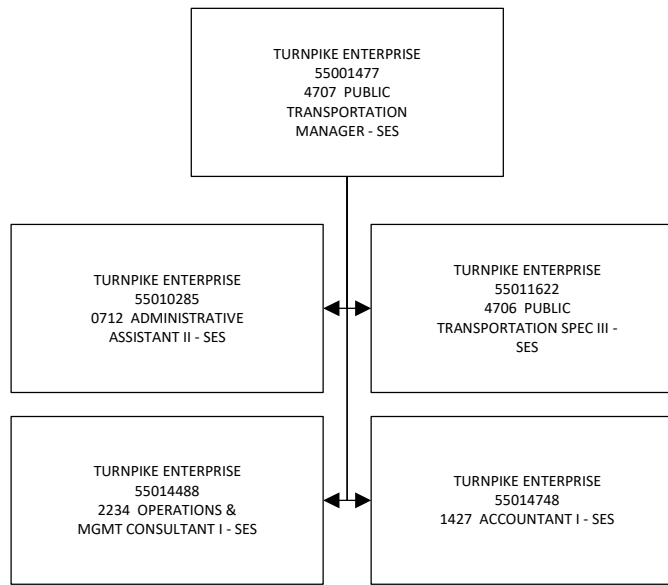


FLORIDA DEPARTMENT OF TRANSPORTATION
TURNPIKE ENTERPRISE

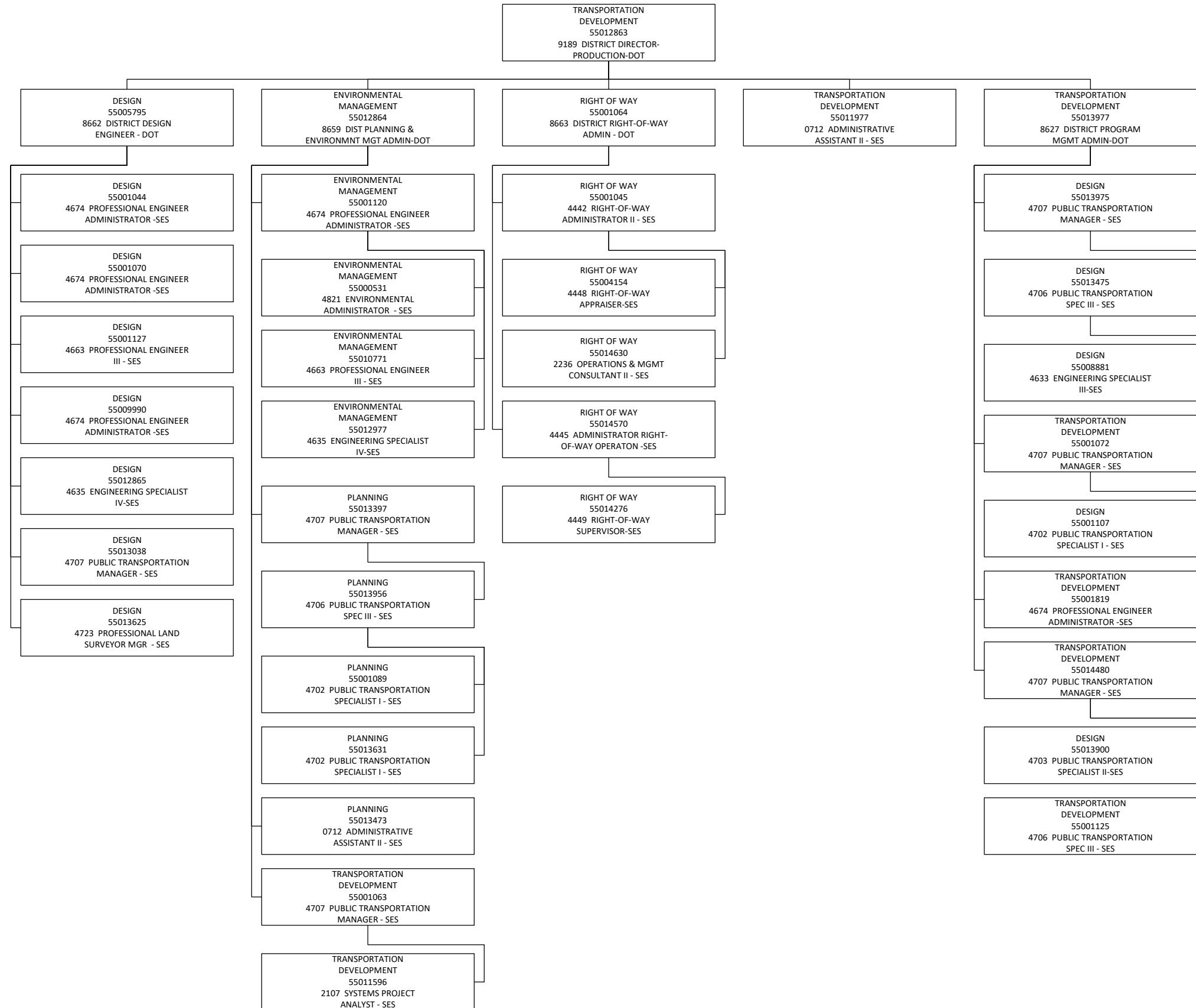


FLORIDA DEPARTMENT OF TRANSPORTATION
TURNPIKE ENTERPRISE

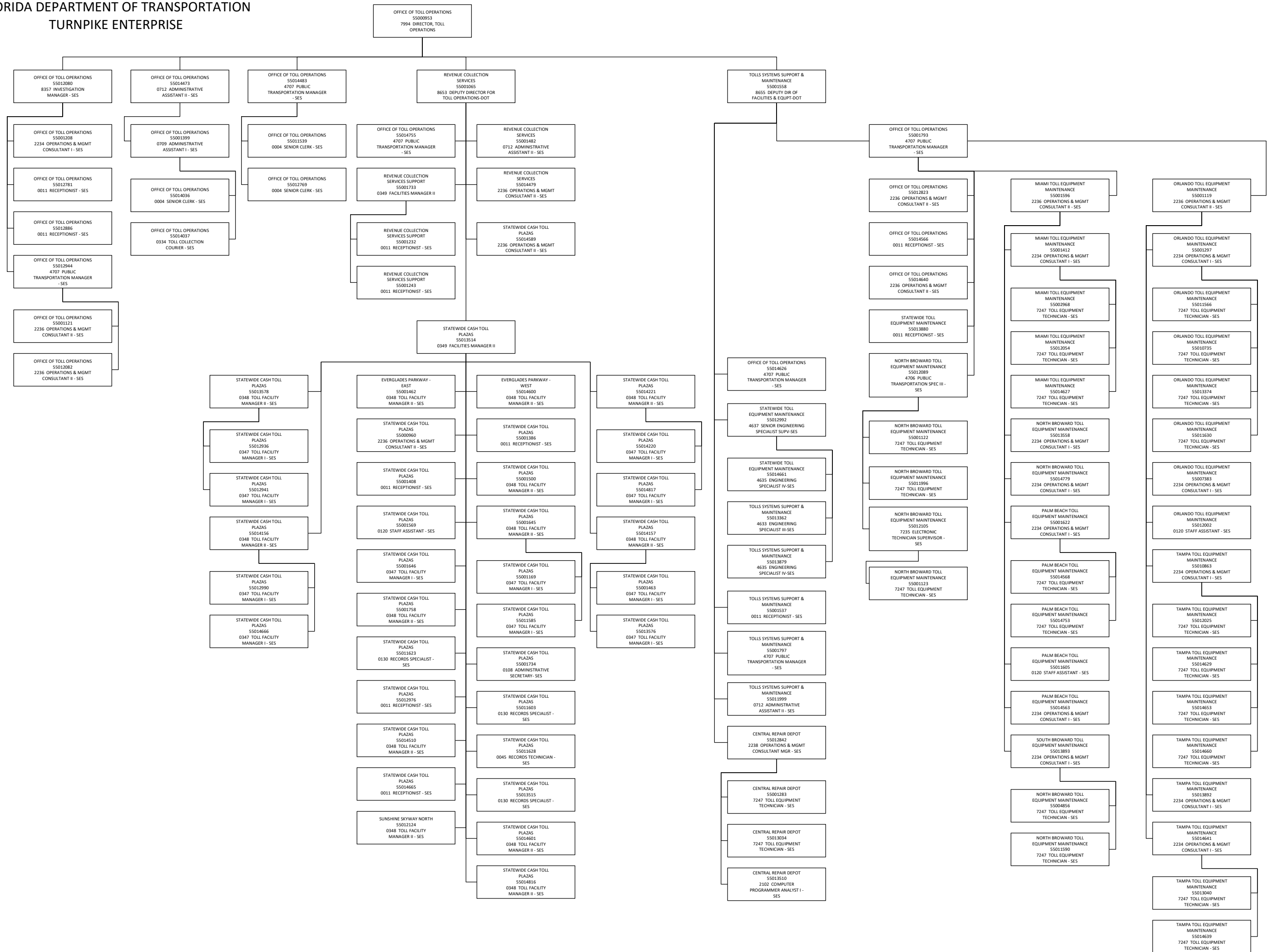




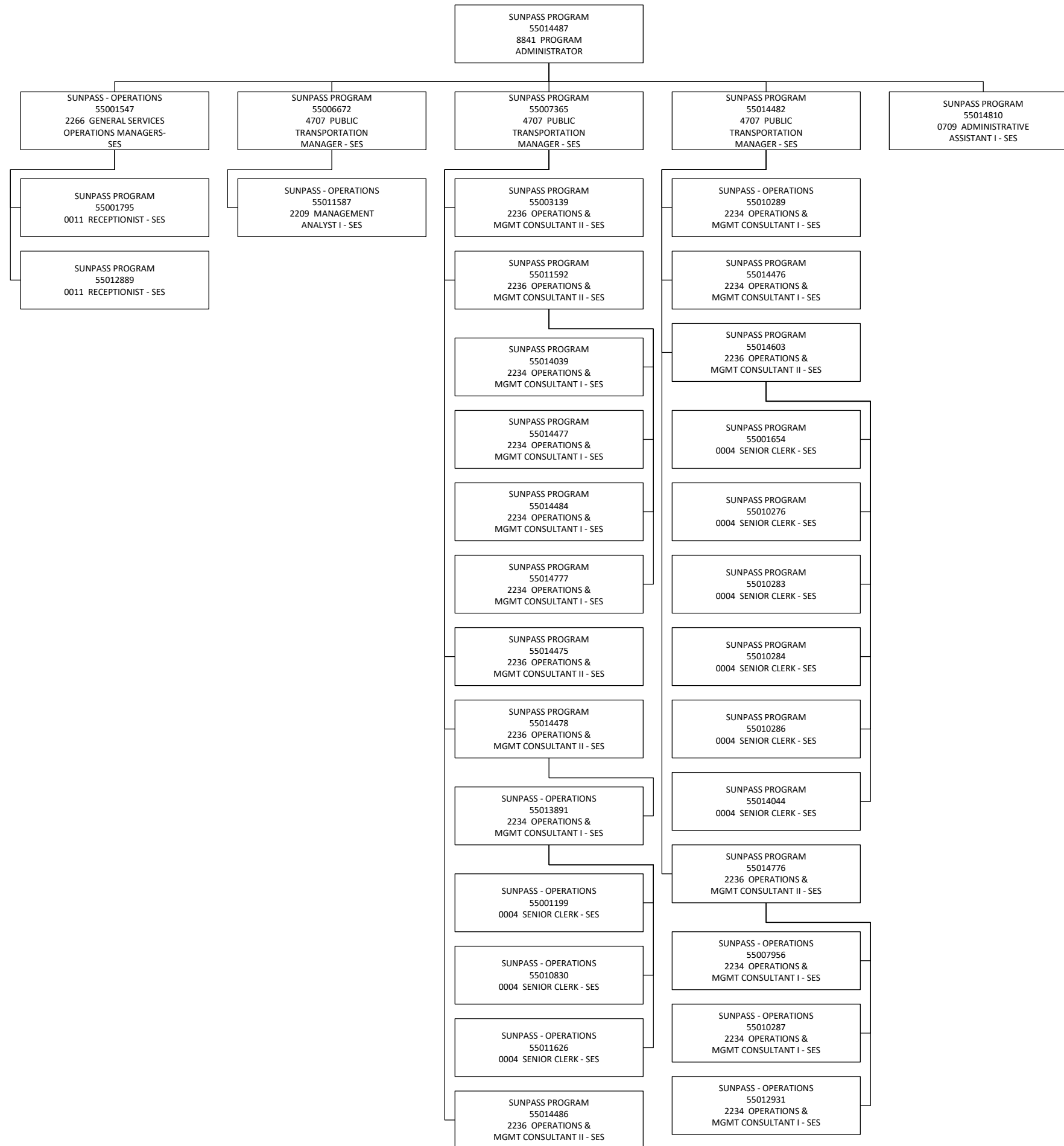
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TURNPIKE ENTERPRISE



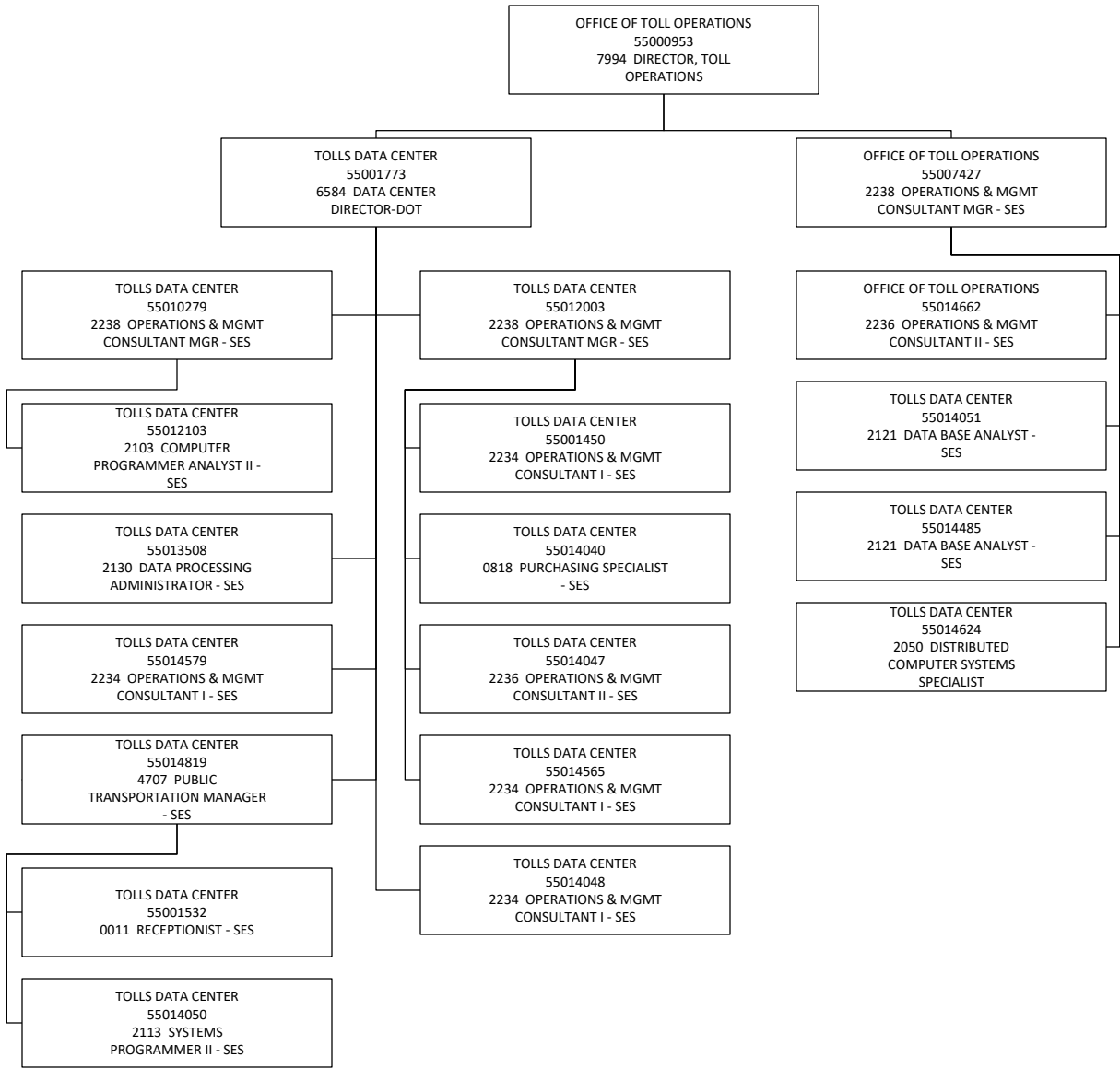
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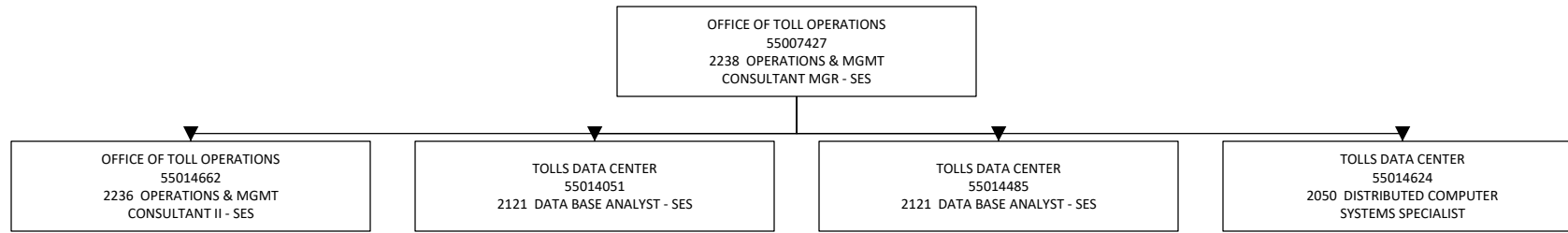


FLORIDA DEPARTMENT OF TRANSPORTATION
TURNPIKE ENTERPRISE



FLORIDA DEPARTMENT OF TRANSPORTATION
TURNPIKE ENTERPRISE





TRANSPORTATION, DEPARTMENT OF		FISCAL YEAR 2023-24			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		908,041,019		14,298,147,686	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		4,526,724,442		5,921,807,639	
FINAL BUDGET FOR AGENCY		5,434,765,461		20,219,955,325	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					0
Intrastate Highways * Intrastate highway lane miles contracted for highway capacity improvements.		116	0.00		5,683,106,313
Arterial Highways * Arterial highway lane miles contracted for highway capacity improvements.		5	0.00		450,719,167
Resurface Roads * Number of lane miles contracted for resurfacing.		2,754	0.00		1,524,663,091
Repair And Replace Bridges * Number of bridges contracted for repair or replacement.		78	0.00		652,756,660
Preliminary Engineering * Number of projects with preliminary engineering provided.		967	163,650.65	158,250,183	1,072,739,301
Materials Testing And Research * Number of projects with materials and research provided.		71	681,622.39	48,395,190	13,040,366
Construction Engineering Inspection * Number of projects with construction engineering inspection provided.		405	11,243,487.85	4,553,612,578	713,558,064
Planning * Number of projects with planning provided.		336	135,536.77	45,540,356	205,830,092
Right Of Way Land * Number of Right-of-Way parcels acquired.		806	0.00		540,530,352
Right Of Way Support * Number of projects with right of way support provided.		812	48,246.50	39,176,160	59,707,012
Aviation * Number of aviation projects.		374	0.00		391,771,401
Transit * Number of public transit passenger trips provided.		181,794,611	0.00		386,530,113
Transportation Disadvantaged * Number of trips provided (Transportation Disadvantaged).		1,409,297	44.99	63,404,974	
Rail * Number of rail projects.		147	0.00		143,483,565
Intermodal * Number of intermodal projects.		43	0.00		26,308,761
Seaports * Number of seaport projects.		50	0.00		114,548,311
Bridge Inspection * Number of bridge inspections conducted.		7,873	0.00		19,870,417
Routine Maintenance * Lane miles maintained on the State Highway System.		45,874	5,305.38	243,379,143	1,230,367,753
Traffic Engineering * Number of projects with traffic engineering provided.		25	2,572,511.00	64,312,775	289,947,412
Motor Carrier Compliance * Number of commercial vehicle weighing's performed.		24,681,102	0.70	17,391,753	
Toll Operations * Total cost per active SunPass account.		7,039,234	12.94	91,119,368	167,377,855
TOTAL				5,324,582,480	13,686,856,006
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					16,404,340
REVERSIONS					82,956,644
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)					5,423,943,464
					20,219,955,325

SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.
(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.
(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.
(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

AUDIT #1: THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

AUDIT #2: THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT: (NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

*** NO OPERATING CATEGORIES FOUND ***

AUDIT #3: THE ACTIVITIES LISTED IN AUDIT #3 DO NOT HAVE AN ASSOCIATED OUTPUT STANDARD. IN ADDITION, THE ACTIVITIES WERE NOT IDENTIFIED AS A TRANSFER-STATE AGENCIES, AS AID TO LOCAL GOVERNMENTS, OR A PAYMENT OF PENSIONS, BENEFITS AND CLAIMS (ACT0430). ACTIVITIES LISTED HERE SHOULD REPRESENT TRANSFERS/PASS THROUGH THAT ARE NOT REPRESENTED BY THOSE ABOVE OR ADMINISTRATIVE COSTS THAT ARE UNIQUE TO THE AGENCY AND ARE NOT APPROPRIATE TO BE ALLOCATED TO ALL OTHER ACTIVITIES.

BE	PC	CODE	TITLE	EXPENDITURES	FCO
55150200	9999999999	ACT5100	HIGHWAY SAFETY CONSTRUCTION		624,494,639
55150200	9999999999	ACT5120	LOCAL GOVERNMENT REIMBURSEMENT		31,290,075
55150200	9999999999	ACT5140	COUNTY TRANSPORTATION PROGRAMS		149,157,352
55100100	9999999999	ACT5340	DEBT SERVICE		172,536,000
55100100	9999999999	ACT5480	SEAPORT DEVELOPMENT AND ACCESS		25,000,000
55100500	1101010600	ACT5500	PUBLIC TRANSPORTATION OPERATIONS	16,404,340	

AUDIT #4: TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 55	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	5,434,765,461	20,219,955,325
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	5,423,943,464	20,219,955,325
DIFFERENCE:	10,821,997	

Footnotes to Schedule XI, Agency Level Unit Cost
Summary - October 2024 Submission

1. The following table shows the calculated unit costs with FCO expenditures included.

Activity/Measure	Number of Units	Unit Cost	FY 2023/24 Expenditures		
			Allocated	FCO	Total
Exec Direction and Info Tech					
Intrastate Highways (Intrastate highways lane miles contracted for highway capacity improvements)	116	48,992,296		5,683,106,313	5,683,106,313
Arterial Highways (Arterial highways lane miles contracted for highway capacity improvements)	5	90,143,833		450,719,167	450,719,167
Resurface Roads (Number of lane miles contracted for resurfacing)	2,754	553,618		1,524,663,091	1,524,663,091
Repair and Replace Bridges (Number of bridges contracted for repair or replacement)	78	8,368,675		652,756,660	652,756,660
Preliminary Engineering (Number of projects with preliminary engineering provided)	967	1,272,998	158,250,228	1,072,739,301	1,230,989,529
Material Testing and Research (Number of projects with materials and testing provided)	71	865,290	48,395,190	13,040,366	61,435,556
Construction Engineering Inspection (Number of projects with Construction Engr provided)	405	13,005,360	4,553,612,578	713,558,064	5,267,170,642
Planning (Number of projects with planning provided)	336	748,126	45,540,356	205,830,092	251,370,448
Right of Way Land (Number of Right-of-Way parcels acquired)	806	670,633		540,530,352	540,530,352
Right of Way Support (Number of projects with right-of-way support provided)	812	121,777	39,176,160	59,707,012	98,883,172
Aviation (Number of aviation projects)	374	1,047,517		391,771,401	391,771,401
Transit (Number of public transit passenger trips provided)	181,794,611	2		386,530,113	386,530,113
Transportation Disadvantaged [Number of trips provided (transportation disadvantaged)]	1,409,297	45	63,404,974		63,404,974
Rail (Number of rail projects)	147	976,079		143,483,565	143,483,565
Intermodal (Number of intermodal projects)	43	611,832		26,308,761	26,308,761
Seaports (Number of Seaport projects)	50	2,290,966		114,548,311	114,548,311
Bridge Inspection (Number of bridges inspected)	7,873	2,524		19,870,417	19,870,417
Routine Maintenance (Lane miles maintained on the State Highway System)	45,874	32,126	243,379,142	1,230,367,753	1,473,746,895
Traffic Engineering (Number of projects with traffic engineering provided)	25	14,170,407	64,312,775	289,947,412	354,260,187
Motor Carrier Compliance (Number of commercial vehicles weighed)	24,681,102	1	17,391,753		17,391,753
Toll Operations (Total cost per active SunPass account)	7,039,234	37	91,119,369	167,377,855	258,497,224
Total			5,324,582,525	13,686,856,006	19,011,438,531

2. The expenditures exception of \$10,821,997 noted at the end of Section III relates to the Carry Forward budget for the Rail Enterprise and Turnpike budget entities. It shows that Sections II and III (expenditures plus reversions) do not account for \$10,821,997 of budget that was available in FY 2023-24 as reflected in Section I. Rail Enterprise & Turnpike operating budget is not reflected as either a reversion in Column G69 nor as an expenditure in Column A01. Therefore, it is not captured in either Section II or III totals. However, it is appropriate that this amount not be counted as a FY 2023-24 expenditure in Section II because this budget was neither disbursed nor committed at June 30, 2024.

Schedule XIV Variance from Long Range Financial Outlook

Agency: Department of Transportation

Contact: Chris Evans

Article III, section 19(a)3 of the Florida Constitution, requires each agency Legislative Budget Request to be based upon and reflect the long range financial outlook adopted by the Joint Legislative Budget Commission or to explain any variance from the outlook.

- 1) Does the long range financial outlook adopted by the Joint Legislative Budget Commission in September 2024 contain revenue or expenditure estimates related to your agency?

Yes No

- 2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2025-2026 and list the amount projected in the long range financial outlook and the amounts projected in your Schedule I or budget request.

	Issue (Revenue or Budget Driver)	R/B*	FY 2025-2026 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	Work Program	Y	\$13.5 Billion	\$13.5 Billion
b				
c				
d				
e				
f				

- 3) If your agency's Legislative Budget Request does not conform to the long range financial outlook with respect to the revenue estimates (from your Schedule I) or budget drivers, please explain the variance(s) below.

The Department of Transportation develops a Work Program, which is the list of transportation projects planned for the following five years. It is supported by a balanced five-year finance plan and a thirty-six month cash forecast of receipts and expenditures. Funding projections for each year are based on Revenue Estimating Conferences (REC) held throughout the year. The projected revenues from the August 2024 REC will be programmed into the Tentative Work Program and be used by the Governor and Legislature for consideration. The development cycle enables FDOT to incorporate policy changes and Revenue Estimating Conference adjustments so the preliminary plan can be timely and accurately submitted to the Governor and Legislature 14 days prior to convening of the regular Legislative Session. The final plan is submitted 14 days after the start of Session.

* R/B = Revenue or Budget Driver



**LEGISLATIVE
BUDGET REQUEST
2025-2026**

**Budget Entity Level
Exhibits and Schedules**



**LEGISLATIVE
BUDGET REQUEST
2025-2026**

**Schedule I Series
(Sort by Trust Fund)**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Transportation
Trust Fund Title:	Turnpike Renewal & Replacement TF
Budget Entity:	
LAS/PBS Fund Number:	2324

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	5,000,000	(A)	0	5,000,000
ADD: Other Cash (See Instructions)		(B)	0	0
ADD: Investments	42,203,191	(C)	0	42,203,191
ADD: Outstanding Accounts Receivable	136,497	(D)	0	136,497
ADD: Anticipated revenues for future commitments	73,593,352	(E)	0	73,593,352
Total Cash plus Accounts Receivable	120,933,040	(F)	0	120,933,040
LESS Allowances for Uncollectibles		(G)	0	0
LESS Approved "A" Certified Forwards		(H)	0	0
Approved "B" Certified Forwards		(H)	0	0
Approved "FCO" Certified Forwards	120,904,983	(H)	0	120,904,983
LESS: Other Accounts Payable (Nonoperating)	28,057	(I)	0	28,057
LESS: _____		(J)	0	0
Unreserved Fund Balance, 07/01/24	0	(K)	0	0 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2025 - 2026

Department Title: Department of Transportation
Trust Fund Title: Turnpike Renewal & Replacement TF
LAS/PBS Fund Number: 2324

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/24	
Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	41,817,438 (A)
Subtract Nonspendable Fund Balance (GLC 56XXX)	
Add/Subtract Statewide Financial Statement (SWFS) Adjustments :	
SWFS Adjustment #	
SWFS Adjustment # and Description	
Add/Subtract Other Adjustment(s):	
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	
Approved "E" Carry Forward Total (FCO) per LAS/PBS	(120,904,983) (D)
Anticipated revenues for future commitments	73,593,352 (D)
FCO - Account Payable	5,494,193 (D)
Investment in Capital Assets Net of Related Debt	(65,579,625) (D)
Long-Term Assets	65,579,625 (D)
ADJUSTED BEGINNING TRIAL BALANCE:	0 (E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	0 (F)
DIFFERENCE:	0 (G)*

***SHOULD EQUAL ZERO.**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2025 - 2026
Trust Fund Title:	Department of Transportation
Budget Entity:	Turnpike General Reserve TF
LAS/PBS Fund Number:	2326

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	10,007,049 (A)		10,007,049
ADD: Other Cash (See Instructions)	148,296 (B)		148,296
ADD: Investments	810,964,611 (C)		810,964,611
ADD: Outstanding Accounts Receivable	67,239,031 (D)	1,252,919	68,491,950
ADD: Anticipated revenues for future commitments	2,274,286,472 (E)		2,274,286,472
Total Cash plus Accounts Receivable	3,162,645,459 (F)	1,252,919	3,163,898,378
LESS Allowances for Uncollectibles			0
LESS Approved "A" Certified Forwards			0
LESS Approved "B" Certified Forwards			0
LESS Approved "FCO" Certified Forwards	3,078,902,754 (H)		3,078,902,754
LESS: Other Accounts Payable (Nonoperating)	64,515,432 (I)		64,515,432
LESS: Unearned Revenue	20,480,192 (J)		20,480,192
LESS: _____			0
Unreserved Fund Balance, 07/01/24	(1,252,919) (K)	1,252,919	0 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period:	2025 - 2026
Department Title:	Department of Transportation
Trust Fund Title:	Turnpike General Reserve TF
LAS/PBS Fund Number:	2326

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/24	
Total all GLC's 5XXXX for governmental funds;	736,335,020 (A)
GLC 539XX for proprietary and fiduciary funds	
Subtract Nonspendable Fund Balance (GLC 56XXX)	(B)
Add/Subtract Statewide Financial Statement (SWFS) Adjustments :	
SWFS Adjustment #B5500019	903,154 (C)
SWFS Adjustment #B5500020	(4,611) (C)
SWFS Adjustment #B5500038	117,998 (C)
SWFS Adjustment #B5500072	108,855 (C)
SWFS Adjustment #B5500080	17,431 (C)
SWFS Adjustment #B5500082	110,092 (C)
Add/Subtract Other Adjustment(s):	
Approved "B" Carry Forward (Encumbrances) per LAS/PBS	(D1)
Approved "E" Carry Forward Total (FCO) per LAS/PBS	(3,078,902,754) (D2)
A/P not C/F-FCO	11,753,750 (D3)
Long-Term Receivables	(336,276,727) (D4)
Allowance for Uncollectibles - Long Term	(D5)
Supply Inventory	(4,596,782) (D6)
Goods Purchased for Resale	(3,613,581) (D7)
Prepays	(D8)
Non-Spendable Investments	(20,754,681) (D9)
Current Bonds Payable	156,015,000 (D10)
Deferred Inflows on Service Concession Arrangements	111,384,424 (D11)
Long-Term Unearned Revenue	53,755 (D12)
Long-Term Payables from Restricted Assets	6,875,962 (D13)
Long-Term Bonds Payable	3,252,868,381 (D14)
Fixed Assets GLC 26xxx	(11,019,666,374) (D15)
Fixed Assets GLC 27xxx	(3,792,410,678) (D16)
Fixed Assets GLC 28xxx	(D17)
Anticipated revenues for future commitments	2,274,286,472 (D18)
Invested in Capital Assets Net of Related Debt	11,441,724,174 (D19)
Other Restricted	263,671,720 (D20)
ADJUSTED BEGINNING TRIAL BALANCE:	0 (E)
UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	0 (F)
DIFFERENCE:	0 (G)*

***SHOULD EQUAL ZERO.**

SCHEDULE 1A: DETAIL OF FEES AND RELATED PROGRAM COSTS

Department: TRANSPORTATION **Budget Period:** 2025-26
Program: OUTDOOR ADVERTISING
Fund: 2540

Specific Authority: Chapter 479, Florida Statutes
Purpose of Fees Collected: To offset the total cost of the Outdoor Advertising Program

Type of Fee or Program: (Check **ONE** Box and answer questions as indicated.)

<input checked="" type="checkbox"/>	Regulatory services or oversight to businesses or professions. (Complete Sections I, II, and III and attach Examination of Regulatory Fees Form - Part I and II.)
<input type="checkbox"/>	Non-regulatory fees authorized to cover full cost of conducting a specific program or service. (Complete Sections I, II, and III only.)

<u>SECTION I - FEE COLLECTION</u>	<u>ACTUAL</u> FY 2023-24	<u>ESTIMATED</u> FY 2024-25	<u>REQUEST</u> FY 2025-26
<u>Receipts:</u>			
Permit Renewals/New Tags	1,153,164	1,147,500	1,584,800
Licenses	178,500	178,500	179,100
Reinstatements/Delinquent Fees	25,347	23,000	23,000
Other Receipts	1,142	1400	1500
Total Fee Collection to Line (A) - Section III	1,358,152	1,350,400	1,788,400

<u>SECTION II - FULL COSTS</u>			
<u>Direct Costs:</u>			
Salaries and Benefits	504,816	600,000	618,000
Other Personal Services			
Expenses	1,101,933	1,193,339	1,191,539
Operating Capital Outlay			
Deficiency Recapture	330,775	579,372	1,022,311
Indirect Costs Charged to Trust Fund			
Total Full Costs to Line (B) - Section III	1,937,524	2,372,711	2,831,850

Basis Used: _____

<u>SECTION III - SUMMARY</u>			
TOTAL SECTION I	(A)	1,358,152	1,350,400
TOTAL SECTION II	(B)	1,937,524	2,372,711
TOTAL - Surplus/Deficit	(C)	(579,372)	(1,043,450)

EXPLANATION of LINE C:
 Any excess or deficiency is carried forward in setting permit fee amounts for the subsequent biennial fee period.
 Agency is looking to increase permit fees next year as we are currently running a deficit. Permit fee amounts are set i
 Rule 14-10.0043, Florida Administrative Code. The rule implements the authority in Section 479.07(3)(c), Florida St

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:

Department of Transportation

Trust Fund Title:

State Transportation Trust Fund

Budget Entity:

55000000

LAS/PBS Fund Number:

2540

	Balance as of 6/30/2024		SWFS* Adjustments		Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	24,338,610	(A)			24,338,610
ADD: Other Cash (See Instructions)	2,584,207	(B)			2,584,207
ADD: Investments	715,234,036	(C)			715,234,036
ADD: Outstanding Accounts Receivable	640,224,022	(D)	91,761,824		731,985,846
ADD: Estimated cash forecast for FCO projects	16,051,884,362	(E)			16,051,884,362
Total Cash plus Accounts Receivable	17,434,265,237	(F)	91,761,824		17,526,027,061
LESS Allowances for Uncollectibles	3,664,338	(G)			3,664,338
LESS Approved "A" Certified Forwards	13,267,574	(H)			13,267,574
LESS Approved "B" Certified Forwards	19,781,450	(H)			19,781,450
LESS Approved "FCO" Certified Forwards	15,510,310,067	(H)			15,510,310,067
LESS: Other Accounts Payable (Nonoperating)	249,771,844	(I)			249,771,844
LESS: Unearned Revenue	1,656,765,859	(J)			1,656,765,859
LESS: Deferred Inflows - Current Portion	72,465,929	(J)			72,465,929
Unreserved Fund Balance, 07/01/24	(91,761,824)	(K)	91,761,824		0 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

Office of Policy and Budget - June 2024

Line J Deferred Inflows – Current Portion

DEFERRED INFLOWS LT-DAMAGE CLAIMS NOT IN C	001204	RESTITUTION	(2,031.65)	
DEFERRED INFLOWS LT-LFA GOAA	001801	REIMBURSEMENTS	(45,165,506.55)	
DEFERRED INFLOWS LT-ROW HLT-FLORES	810001	NON-CASH/BUDGET ITEMS -(DEPARTMENTAL USE ONLY)	(108,095.15)	
DEFERRED INFLOWS ST-DAMAGE CLAIMS NOT IN C	001204	RESTITUTION	(1,573,438.56)	
DEFERRED INFLOWS ST-DAMAGE CLAIMS PROMIS	001204	RESTITUTION	(25,923.37)	
DEFERRED INFLOWS ST-GRANTS REC NOT IN ARI	000700	U S GRANTS	(18,645,101.24)	
DEFERRED INFLOWS ST-LFA GOAA	001801	REIMBURSEMENTS	(2,565,278.85)	
DEFERRED INFLOWS ST-MAINTENANCE OF CROSSI	002100	LAND SALES OR LEASES	(111,091.45)	
DEFERRED INFLOWS ST-NSF ACCOUNTS	001204	RESTITUTION	(663.75)	
DEFERRED INFLOWS ST-SIB INTEREST ACCRUAL	000500	INTEREST	(3,926,135.21)	
DEFERRED INFLOWS ST-COLLECTION AGENCY AC	001204	RESTITUTION	(342,619.55)	(72,465,929.70) SIT portion

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2025 - 2026
Department Title: Department of Transportation
Trust Fund Title: State Transportation Trust Fund
LAS/PBS Fund Number: 2540

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/24

Total all GLC's 5XXXX for governmental funds;	6,586,583,486	(A)
GLC 539XX for proprietary and fiduciary funds		

Subtract Nonspendable Fund Balance (GLC 56XXX)	(11,984,722)	(B)
---	---------------------	-----

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment #B5500004 - Due To Agency	734,258	(C)
SWFS Adjustment #B5500015 - Due to GR/Interest	0	(C)
SWFS Adjustment #B5500024	(1,045,990)	(C)
SWFS Adjustment #B5500060	81,382,027	(C)
SWFS Adjustment #B5500077	11,952,225	(C)
SWFS Adjustment #B5500079	(1,260,696)	(C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS	(19,781,450)	(D)
Approved "E" Carry Forward Total (FCO) per LAS/PBS	(15,510,310,067)	(D)
A/P not C/F-Operating Categories	12,780,532	(D)
FCO not C/F	546,731,671	(D)
Compensated Absences	303,333	(D)
Deferred Outflows	(51,924,629)	(D)
Advances and Receivables- L/T	(756,894,029)	(D)
Allowance for Uncollectibles - L/T	252,869	(D)
Nonstate & Cu Investments with Stat	(7,356,850,654)	(D)
Deferred Inflows	417,447,474	(D)
Estimated Cash Forecast for FCO Projects	16,051,884,362	(D)

ADJUSTED BEGINNING TRIAL BALANCE:	(0)	(E)
--	------------	-----

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	0	(F)
--	----------	-----

DIFFERENCE:	(0)	(G)*
--------------------	------------	------

***SHOULD EQUAL ZERO.**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2025 - 2026

Department Title:	Department of Transportation
Trust Fund Title:	Right of Way Acquisition/Bridge Construction TF
Budget Entity:	
LAS/PBS Fund Number:	2586

	Balance as of 6/30/2024	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	14,989,130 (A)	0	14,989,130
ADD: Other Cash (See Instructions)	(B)	0	0
ADD: Investments	31,179,677 (C)	0	31,179,677
ADD: Outstanding Accounts Receivable	112,851 (D)	0	112,851
ADD: Anticipated revenues for future commitments	454,427,638 (E)	0	454,427,638
Total Cash plus Accounts Receivable	500,709,296 (F)	0	500,709,296
LESS Allowances for Uncollectibles	(G)	0	0
LESS Approved "A" Certified Forwards	(H)	0	0
LESS Approved "B" Certified Forwards	(H)	0	0
LESS Approved "FCO" Certified Forwards	500,705,528 (H)	0	500,705,528
LESS: Other Accounts Payable (Nonoperating)	3,768 (I)	0	3,768
LESS:	(J)	0	0
Unreserved Fund Balance, 07/01/23	0.00 (K)	0	0 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2025 - 2026

Department Title:	Department of Transportation
Trust Fund Title:	Right of Way Acquisition/Bridge Construction TF
LAS/PBS Fund Number:	2586

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/24

Total all GLC's 5XXXX for governmental funds; GLC 539XX for proprietary and fiduciary funds	<input type="text" value="27,636,219"/> (A)
--	---

Subtract Nonspendable Fund Balance (GLC 56XXX)	<input type="text"/> (B)
---	--------------------------

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment #	<input type="text"/> (C)
-------------------	--------------------------

SWFS Adjustment #	<input type="text"/> (C)
-------------------	--------------------------

SWFS Adjustment #	<input type="text"/> (C)
-------------------	--------------------------

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS	<input type="text"/> (D)
---	--------------------------

Approved "E" Carry Forward Total (FCO) per LAS/PBS	<input type="text" value="(500,705,528)"/> (D)
--	--

A/P not C/F-FCO Categories	<input type="text" value="18,641,671"/> (D)
----------------------------	---

Anticipated revenues for future commitments	<input type="text" value="454,427,638"/> (D)
---	--

ADJUSTED BEGINNING TRIAL BALANCE:	<input type="text" value="0"/> (E)
--	------------------------------------

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K)	<input type="text" value="0"/> (F)
--	------------------------------------

DIFFERENCE:	<input type="text" value="0"/> (G)*
--------------------	-------------------------------------

***SHOULD EQUAL ZERO.**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2025 - 2026
Trust Fund Title:	Department of Transportation
Budget Entity:	Transportation Disadvantaged TF
LAS/PBS Fund Number:	2731

	Balance as of 6/30/2024		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	3,469,908	(A)		3,469,908
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	61,549,693	(C)		61,549,693
ADD: Outstanding Accounts Receivable	1,186,580	(D)		1,186,580
ADD: _____		(E)		-
Total Cash plus Accounts Receivable	66,206,181	(F)	-	66,206,181
LESS Allowances for Uncollectibles		(G)		-
LESS Approved "A" Certified Forwards	40,125	(H)		40,125
Approved "B" Certified Forwards	20,818,136	(H)		20,818,136
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	6,705	(I)		6,705
LESS: _____		(J)		-
Unreserved Fund Balance, 07/01/24	45,341,215	(K)	-	45,341,215 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC

Budget Period: 2025 - 2026

Department Title: Department of Transportation
Trust Fund Title: Transportation Disadvantaged Trust Fund
LAS/PBS Fund Number: 2731

BEGINNING TRIAL BALANCE:

Total Fund Balance Per FLAIR Trial Balance, 07/01/24

Total all GLC's 5XXXX for governmental funds; 60,465,353.00 (A)
 GLC 539XX for proprietary and fiduciary funds

Subtract Nonspendable Fund Balance (GLC 56XXX) (B)

Add/Subtract Statewide Financial Statement (SWFS) Adjustments :

SWFS Adjustment # and Description (C)

SWFS Adjustment # and Description (C)

Add/Subtract Other Adjustment(s):

Approved "B" Carry Forward (Encumbrances) per LAS/PBS (20,818,136.00) (D)

Approved FCO Certified Forward per LAS/PBS (D)

A/P not C/F-Operating Categories 5,693,998.00 (D)

 (D)

 (D)

 (D)

ADJUSTED BEGINNING TRIAL BALANCE: 45,341,215.00 (E)

UNRESERVED FUND BALANCE, SCHEDULE IC (Line K) 45,341,215.00 (F)

DIFFERENCE: 0.00 (G)*

***SHOULD EQUAL ZERO.**

SCHEDULE IV-B FOR TECHNOLOGY REFRESH FOR CONSULTANT INVOICE TRANSMITTAL SYSTEM (CITS)

For Fiscal Year 2025-26



October 15, 2024

FLORIDA DEPARTMENT OF TRANSPORTATION

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Transportation	Schedule IV-B Submission Date: October 15, 2024
Project Name: Technology Refresh for Consultant Invoice Transmittal System (CITS)	Is this project included in the Agency's LRPP? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
FY 2025-26 LBR Issue Code: 36221C0	FY 2025-26 LBR Issue Title:
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Carla Perry, 850-414-4484, Carla.perry@dot.state.fl.us	
<div style="text-align: right;">DocuSigned by: <i>Carla M. Perry</i></div>	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: For Printed Name: Jared W. Perdue, P.E., Secretary of Transportation	<div style="text-align: right;">DocuSigned by: <i>Jared W. Perdue</i></div> <div style="text-align: right;">Date: 10/11/2024 12:58 PM EDT</div>
Agency Chief Information Officer (or equivalent): Printed Name: Glendora Fortune, Chief Information Officer	<div style="text-align: right;">DocuSigned by: <i>Glendora Fortune</i></div> <div style="text-align: right;">Date: 10/11/2024 12:59 PM EDT</div>
Budget Officer: Printed Name: Chris Evans, Budget Officer	<div style="text-align: right;">DocuSigned by: <i>Chris Evans</i></div> <div style="text-align: right;">Date: 10/11/2024 1:03 PM EDT</div>
Planning Officer: Printed Name: Stephanie D. Iliff, Director of Administration	<div style="text-align: right;">DocuSigned by: <i>Stephanie D. Iliff</i></div> <div style="text-align: right;">Date: 10/10/2024 9:14 AM EDT</div>
Project Sponsor: Printed Name: Lisa Saliba, Assistant Secretary, Finance & Administration	<div style="text-align: right;">DocuSigned by: <i>Lisa Saliba</i></div> <div style="text-align: right;">Date: 10/11/2024 12:58 PM EDT</div>
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Angela Matiyow, 850-414-4481, Angela.Matiyow@dot.state.fl.us
Cost Benefit Analysis:	Vincent Moore, 850-414-4478, Vincent.Moore@dot.state.fl.us
Risk Analysis:	Vincent Moore, 850-414-4478, Vincent.Moore@dot.state.fl.us
Technology Planning:	Vincent Moore, 850-414-4478, Vincent.Moore@dot.state.fl.us
Project Planning:	Vincent Moore, 850-414-4478, Vincent.Moore@dot.state.fl.us

II. Schedule IV-B Business Case – Strategic Needs Assessment

A. Background and Strategic Needs Assessment

Purpose: To clearly articulate the business-related need(s) for the proposed project.

The Technology Refresh for Consultant Invoice Transmittal System (CITS) will allow the Department to continue electronic invoice processing for professional services contracts. CITS is a web-based enterprise application developed in 2001. This project is in alignment with the Florida Planning, Accounting, and Ledger Management (PALM) system. CITS is in direct support of projects identified in the Work Program. 85% of the Department's business is outsourced to Consultants. Payment of those projects are handled through CITS. CITS directly supports the Work Program and is a direct component of contract outsourcing of Work Program and directly supports Preliminary Engineering and Construction, Engineering and Inspection (CEI) procurements under section 287.055, F.S. and 23 CFR 172.

The proposed technology refresh of the enterprise application will eliminate reliance on DB2¹ for CITS data, incorporate the Automated Fee Proposal (AFP), improve system usability, and generate the task work order form from within the application.

The CITS enterprise application is reaching the critical timeline of its end of life, as it is older than 23 years. Critical resources to support the enterprise application are scarce. There are serious impacts of downtime which can be detrimental to the efficiencies and timely processing to be in compliance with section 215, F.S. and prompt payment compliance for both the State and Federal level. Such downtime can result in interest charged to the Department and thousands of users being impacted due to system failures. The system must be approved for a technology refresh to eliminate this potential risk which is not "if", but a matter of "when".

Immediate Technology Refresh is necessary in order to leverage the electronic invoicing capabilities. It is not ideal for the Department to revert back to paper invoicing or a manual invoice process for these critical contracts. CITS processes over \$3.2B in invoices in a FY, additional FTEs will need to be hired if the system fails and manual processing is brought back (the process used pre-2001). An additional 10 FTE would be needed if CITS failed and the Department had to revert to manual processing to carry this level of workload. The Technology Refresh for Consultant Invoice Transmittal System is the most favorable solution for the Department and the people of Florida.

**1 DB2 is a family of relational database management system (RDBMS) products from IBM that serve a number of different operating system platforms.*

1. Business Need

The Florida Department of Transportation (FDOT) has the authority to enter into contracts and agreements pursuant to section 344.044 (7), F.S. The Department procures professional services agreements in accordance with section 287.055, F.S. for Engineering, Landscape Architectural, Architectural, Surveying and Mapping as well as Planning Services (reference section 337.1075, F.S). The Department's mission is to provide a safe statewide transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of Florida's environment and communities. The business objective of the Department's Procurement Office is to ensure accomplishment of the agency mission through contracting a significant portion of its preliminary engineering, design, planning, and construction support activities.

FDOT manages approximately 2,500 active professional services contracts at any given time. These professional services contracts are input into CITS, and 41,223 invoices were paid in CITS last fiscal year, amounting to over \$3,200,000,000.00 in payments. The CITS enterprise application helps ensure that amounts billed are in compliance with contract terms.

FDOT prides itself on a homegrown system such as CITS, however, it has reached its end of life and is in dire need of a Technology Refresh. Since CITS's inception in 2001, it significantly improved the Department's invoicing process and Florida became a well-known leader amongst other State DOTs for the implementation of an invoicing system. However, as an aging twenty-three year old application, CITS has reached its useful life. It was coded in older computer languages which prevents any major upgrades without exorbitant maintenance costs. CITS lacks

certain innovations that limit both Department and Consultant efficiencies. The technology refresh is needed due to the limitations of the current system. A value engineering study was performed on CITS in 2016, where 46 issues, observations, and obstacles were identified by the value engineering team. Several of the items on the issue list relate to trouble with loading the contract data from the Automated Fee Proposal (AFP) into CITS. For these reasons and to create additional time savings we have proposed to include the AFP as part of the CITS Technology Refresh. There are several items on the issue list associated with system restrictions that prevent inputting contract information into the system. To minimize similar disruptions, the requirements for the Technology Refresh for CITS will greatly reduce lock out times and promote a higher functionality of the system overall.

The Department's Office of Information Technology (OIT) has requested the Procurement Office develop business cases for all procurement systems that will need to migrate DB2 to SQL Server.

CITS currently uses DB2 tables. A system change would allow for better integration to enterprise applications using Azure SQL Server, per OIT. SQL Server provides consistency of the data across different Department applications, and better reporting.

The Technology Refresh will allow CITS to be migrated from servers housed at the State Data Center to a cloud-based server, therefore this effort would support section 282.206, F.S., which requires state agencies to adopt a cloud-first policy.

The current AFP is a write-protected Excel spreadsheet that includes formulas and macros. It was developed to standardize the professional services consultant fee proposal submittal process and provide efficiency on contract uploads into CITS. It has received minor upgrades since implementation in 2002. The AFP macros render the spreadsheet, and by extension the Department and consultant computer resources, vulnerable to viruses. The AFP is a 13.5 megabyte spreadsheet that requires large amounts of data storage to save the file. Additional processes are necessary to upload the data using a separate File Transfer Protocol (FTP) software called WS_FTP IPSWITCH. To use IPSWITCH each user must purchase a separate license. IPSWITCH also uses additional computer resources for storing and uploading data. The AFP upload process does not occur immediately as it requires an overnight batch process. Upload time is further increased if the advertisement number has been previously used. Consultants have expressed the desire to have an easier format to submit fee proposal information. The ideal location for fee proposal information to be input would be in a module in the CITS application, since that is where the information will ultimately reside.

Integrating the AFP into the Technology Refresh for CITS will reduce resource usage and time spent troubleshooting AFP formula errors. The need for this integration is supported by a Value Engineering (VE) study initiated by District 4. The VE study found, "development of a web based system for the AFP would be extremely beneficial to avoid multiple uploads of a failed AFP to test for the cause of problems, reduce file corruption, create easier access, faster reviewing, faster editing, and provide quality control for the consultants." Due to the limitations of spreadsheets it is difficult to identify errors and corruptions that occur.

The Technology Refresh for CITS will provide for automation of manual contract monitoring tasks including invoice/timesheet review, desk audit reviews, observations, and trend analysis.

Department of Financial Services issued Memorandum No. 06 for Contract Monitoring and Documenting Contractor Performance requires Agencies to perform contract monitoring to verify performance and compliance with the terms and conditions of the contract.

The Technology Refresh of CITS will assist FDOT Project Managers with accomplishing compliance with the fiscal and programmatic aspects of contract monitoring. The Technology Refresh of CITS will continue to provide controls to ensure strict adherence to method of compensation limits, and will provide for strict adherence to billing only in accordance with the agreement. Date constraints will provide further compliance in that the limits established by the agreement cannot be exceeded. Restricting access to only rates that are authorized will be an added benefit of the application to address concerns regarding use of rates that are not supported or justified. Further compliance is upheld with the multi-review process once an invoice has been submitted through the application.

The system will provide for billing on specific projects to allow accounting for proper costs/accounts. For task assignment type agreements, only assigned tasks with a notice to proceed date will be accessible for billing, and task work orders will have a documented begin and end date. The system will allow for proper management of the scope of work and deliverables. Reporting functionality will be enhanced with the technology refresh as the application will be in the cloud and will allow project managers to extract reports to assist in determining burn rates, and other

important information.

The application will also include functionality to assign a performance grade after reviewing an invoice. An email reminder will be sent to the Project Manager after invoice approval with a link to the Consultant Evaluation system.

Further, the system will allow for storage of invoice history on the Department's EDMS system. The current system does not provide for this functionality. If a new employee begins managing a contract, the new employee will be able to have the added benefit of retrieving prior invoices and have full access to past progress reports, and invoicing, for full 360 degree history of the contract. DFS stated that review of monthly invoice processing with budget, quarterly reports are part of a low risk monitoring. With CITS, this can be done across the board, on all contracts.

Limitations from the current system:

1. The data resides in DB2 tables. OIT has advised procurement that all applications that are reliant on DB2 tables will have to be migrated to SQL Server before retirement of DB2.
2. The current system has system architecture that restricts one financial project number to a Task Work Order (TWO). The current business rule needs to be revisited, as it hinders TWO flexibility.
3. The number of contract rates displayed in CITS (Paging Functionality) is restricted. To remedy this would require a COOL:Gen system upgrade costing \$50,000 annually.
4. The current CITS system lacks the ability to modify consultants as a result of a contract assignment agreement (name change or merger).
5. Reporting in CITS is substandard, and difficult to navigate without training. To extract information from the system, Procurement must often resort to requesting a manual data extract from OIT. The technology refresh would allow for the users to gather the same information on demand.
6. E-mail notifications are not configurable under the current system. The Technology Refresh for CITS should provide functionality to send additional reminders or to include hyperlinks in the e-mail.
7. The technology refresh will allow for the creation of the Task Work Orders, Task Work Order Amendments, and Consultant Fee Sheets. The change would reduce errors in CITS and settlement agreements associated with unauthorized consultants and rates. It would eliminate errors associated with selecting methods of payment not allowed by the contract terms.
8. The technology refresh should allow for the creation of Amendments, only by Procurement Staff.
9. The technology refresh needs to interface with Procurement Development Application and Equal Opportunity Compliance System (EOC) to eliminate duplication of efforts.
10. The Technology Refresh for CITS should accommodate the upload of supporting documentation for invoicing and for negotiation into the system.
11. A certification that timely payments are being made to subconsultants by the prime. This was a request by small businesses.
12. The ability for a project manager to select the encumbrance line to pay from.
13. Application is not cloud-based.

2. Business Objectives

The below are FDOT's business objectives in procuring a vendor to complete the Technology Refresh for CITS to refresh an end of life product. The Technology Refresh for CITS will improve efficiencies and productivity as well as maintain the auditability, and support the retention of records in accordance with Chapters 119 and 257, Florida Statutes. More specifically, the deliverables that will be expected are as follows:

A Technology Refresh for CITS integrates:

1. SQL Server tables

2. Fee Proposal Functionality
3. Automated Task Work Order generation
4. Automated Task Work Order amendment generation
5. Automated Contract Amendment generation
6. Automated Consultant Fee Sheet generation
7. Enhanced customized reports
8. Greater paging functionality
9. Configurable e-mail notifications
10. Allows multiple financial project numbers for a Task Work Order
11. Incorporates supporting documentation for invoices
12. Incorporates supporting documentation for negotiation
13. Integration and improvement of fee proposal information for negotiations and TWO development
14. Collaboration between consultant and department during the negotiation process

The Technology Refresh for CITS will create time savings on:

15. Task Work Order creation and review
16. Drafting Amendments
17. Troubleshooting AFP
18. Reduced settlement agreements
19. Consultants entering payment information into EOC
20. OIT creating special reports

B. Baseline Analysis

***Purpose:** To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.*

1. Current Business Process(es)

Professional Consultant Contracting

Florida law requires state agencies using professional consultants to acquire the services of those consultants by competitive negotiation. The process mandated by statute (s. 287.055, F.S.), administrative rule (Rule 14-75, F.A.C.), and departmental operating procedures requires a competitive selection of the consultants based on qualifications, followed by a negotiation process to establish a fee for the desired services. A summary of the various aspects of the Department's contracting process for these services follow:

Professional Services

The types of services statutorily designated for this process include engineering, survey and mapping, architecture, landscape architecture, planning, and right of way services. The Department typically uses this process for activities including planning, project development and environmental studies, design, construction engineering inspection (CEI), and right of way services.

Prequalification Process

The Department has identified a number of types of work for which consultants are frequently used. Consultants desiring to compete for contracts in these standard types of work are required to prequalify annually. This process involves demonstration of technical qualification for requested types of work as well as administrative qualification.

Administrative qualification includes demonstration of an adequate job cost accounting system and submittal of an overhead audit performed by an independent CPA. Consultants may elect to become only technically qualified or to become technically

qualified with an approved unlimited audit. To contract with the Department, consultants must be technically qualified in accordance with the advertisement language. If the total contract cost exceeds \$500,000, the consultant must be technically qualified with an approved unlimited audit.

Subconsultants who are used to meet qualification requirements for responses to advertised Department projects must be technically qualified. Technically qualified consultants, whose work is to exceed \$500,000, must also have an acceptable job cost accounting system and must submit an overhead audit performed by an independent CPA.

Prequalification is not required for professional services that do not conform to the Department's standard types of work. However, consultants selected for such services are required to have an acceptable job cost accounting system and independent overhead rate audit performed by a CPA if the contract fee exceeds \$500,000. Additionally, the Consultant must submit proof of professional liability insurance and have an active Certificate of Authorization.

Advertisement of Projects

Annually, the Department develops a list of planned consultant projects for each district with anticipated solicitation dates. These are published on the Department's Procurement website as planned projects. Then, each week, a list of actual solicitations are published on the Professional Services advertisements website as current advertisements. This announcement requests letters of response from any consultants who are prequalified in the needed type(s) of work and are interested in being considered for the project. The letters of response are submitted on a standard form in accordance with the advertisement.

Shortlisting Process

All letters of response from prequalified firms are reviewed, together with the Detailed Consultant Analysis Report (or shortlist profile) on the respondents based on prequalification information and past performance with the Department. A technical review committee provides recommendations as to the top ten respondents to a selection committee composed of top management personnel. The selection committee then selects at least three of the respondents as a shortlist. An announcement of the consultants shortlisted for the project is published on the advertisement website.

Final Selection Process

The shortlisted consultants are provided a formal request for proposal (RFP) which will include a copy of the scope of service. For more complex projects, a Scope of Services meeting may be held to discuss the scope of services as well as addressing any other questions from the shortlisted consultants. The RFP will specify whether proposals are to be written, or the consultant will participate in an oral presentation, or interviews, or a combination thereof. Upon receipt of the technical proposals, they are scored by the technical review committee. The selection committee then reviews the scores along with other pertinent information and ranks the consultants in order of preference. The resulting ranking for the project is published on the advertisement website.

Negotiation of Fee

The number one ranked consultant is requested to provide a fee proposal for the project, and an independent staff hour estimate is prepared by the Department. Negotiations are conducted to resolve any differences between the Consultant and FDOT staff hour estimates and to establish fair, competitive and reasonable rates for consultant personnel and for any direct expenses. Typically, the fee is developed using negotiated staff hours, negotiated hourly rates for staff, actual consultant overhead (based on the overhead audit), audited FCCM (Facilities Capital Cost of Money) and audited direct expense rate, and negotiated

operating margin. The fee may be structured as a lump sum amount, a limiting amount based on actual hours worked or as a combination of the two.

If an agreed upon fee cannot be negotiated, negotiations with the number one ranked firm are terminated and negotiations are begun with the number two ranked firm. The process is continued in this manner until a fee is established.

Structure of Contract

The standard format for professional consultant contracts include a standard contract document which specifies the term of the agreement as well as the legal responsibilities and rights of both parties, an Exhibit A which describes the scope of services, and an Exhibit B which describes the method of compensation.

As described above, the method of compensation may be established a lump sum amount or as a limiting amount. With a lump sum agreement, the consultant will be provided an agreed upon amount for completion of the contract, regardless of the effort expended in completing the services. With a limiting amount agreement, the consultant is obligated to complete the services with compensation based upon documented actual hours worked and/or expenses incurred up to the agreed upon limiting amount. For task assignment type contracts, a fee is negotiated with each task work order. Task work orders may be lump sum, limiting amount, or a combination.

Contract Modification

Within prevailing law, contract terms may be amended upon mutual agreement of both parties to the contract. If additional services are determined to be required during the course of the project, a contract amendment may be negotiated to provide for such services.

Contract Auditing

Consultant contracts are subject to a post audit at the completion of the services or at other times within the term of the project.

Pertinent Statutes and Administrative Rules:

Section 287.055, Florida Statutes

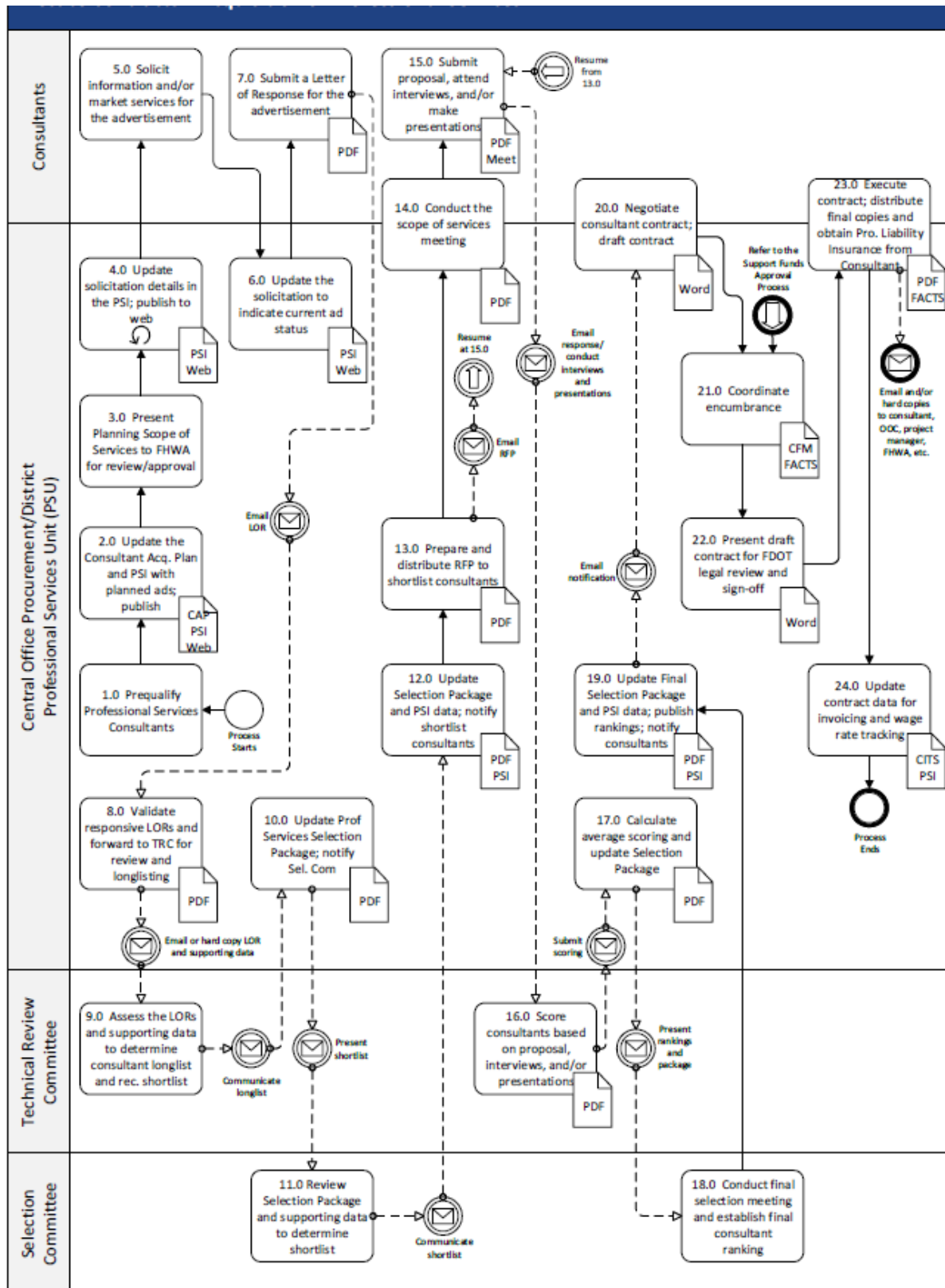
Section 337.105, Florida Statutes

Section 337.107, Florida Statutes

Section 337.1075, Florida Statutes

Rule 14-75, Florida Administrative Code

Below is a visual depiction of the procurement process:



The above is the standard procurement process, however, the negotiations process is very detailed. As a final step in the process, the Central Office Procurement /District PSU staff updates the Consultant Invoice Transmittal System (CITS) for project invoicing. To do so, the AFP is converted to a .PRN file and uploaded into the CITS application using the Ipswitch WS_FTP file transfer software. Concurrent with loading the AFP contract information into CITS, the contract average wage rate data from the AFP is also uploaded into the Procurement Development Application (PDA) database via the Ipswitch WS_FTP. The average wage rate data is used by FDOT and the consultants for purposes of comparison of the proposed salary or contract rates with prevailing rates for the class of personnel, as part of contract negotiations.

2. Assumptions and Constraints

If the existing application is not able to undergo a technology refresh, the Department must continue using the existing aging application which would require a Coolgen upgrade at a cost of an additional \$50,000 annually. This upgrade does not include code fixes and time spent managing necessary enhancements, database updates, testing, and code changes associated with the enhancements. Additionally, the tables will continue to reside in DB2 which is part of the mainframe. The Department is trying to eliminate the need to store things on the mainframe due to its costly maintenance.

The Technology Refresh for CITS is a mission critical requirement. There are multiple Districts and program offices championing this request including District 3, District 4 (reference attached Value Engineering study), District 6 (Innovators Task Team), Central Office OIT, and the American Council of Engineering Companies (ACEC-FL). The Technology Refresh for CITS will achieve significant time savings.

The technology refresh will meet OIT's requirement to migrate DB2 tables to Azure SQL Servers. The Technology Refresh for CITS will provide improved usability, error free contracts, a better look and feel, simplified screens, better flow, simpler navigation, and eliminate redundancies of entering data into multiple systems.

C. Proposed Business Process Requirements

Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.

1. Proposed Business Process Requirement

See attachment.

2. Business Solution Alternatives

Upgrade the current application to Azure SQL server.

3. Rationale for Selection

The Department's invoicing system is a leader as compared to other State DOTs. However, as an aging twenty-three year old application, CITS has reached its useful life.

4. Recommended Business Solution

Technology Refresh of CITS will increase efficiencies in multiple program areas, and external consultants will realize considerable time savings, ultimately resulting in cost savings for the Department.

NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4) (a) 10, F.S.

D. Functional and Technical Requirements

Purpose: To identify the functional and technical system requirements that must be met by the project.

See attached.

III. Success Criteria

Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	No system-wide interruption to the ability of the prime firms to create and submit invoices to the Department.	Scheduled and unplanned interruptions to service will be minimized once the Technology Refresh for CITS is in place.	FDOT and External Stakeholders	07/26
2	Minimal interruption of the Procurement Office's ability to add new and update existing contract and AFP data.	Will be measured by having less than 1% total delays in the ability to add new and update existing contract and AFP data.	FDOT and External Stakeholders	07/26
3	Successful migration of active contract data from the current database to the new database.	The department will conduct quality control checks of the migrated data of active contracts to ensure a minimum of 99% accuracy.	FDOT and External Stakeholders	07/26
4	Timely and accurate reporting	Provide timely and accurate reports to the Department, Consultants and Public, with minimal errors.	FDOT, External Stakeholders, and the public.	07/26
5	Ad hoc reporting	The data can be retrieved from the enterprise web-based application with little to no delay.	FDOT, External Stakeholders, legislature, and the public.	07/26
6	Successful tracking of individual project expenditures	Projects will not be able to exceed the allowable amount of expenditures.	FDOT, External Stakeholders	07/26

SUCCESS CRITERIA TABLE					
7	Accurate Status Update	Users can retrieve a real time snapshot of the status of individual or multiple projects.	FDOT, External Stakeholders	07/26	
8	FHWA Funds Tracking	Users can successfully track the payments made on contracts using federal funds.	FDOT, External Stakeholders, and the public.	07/26	
9	Automated Fee Proposal will function without loss of data.	Scheduled and unplanned interruptions to service will be minimized once the Technology Refresh for CITS is in place.	FDOT, External Stakeholders	07/26	
10	No loss of connectivity to other systems	Scheduled and unplanned interruptions to service will be minimized once the Technology Refresh for CITS is in place.	FDOT, External Stakeholders	07/26	
11	Intuitive	90% of the users will be able to successfully operate the application with little to no training.	FDOT, External Stakeholders	07/26	

IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

A. Benefits Realization Table

Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Reduction in risk due to project end of useful life	FDOT & external stakeholders	FDOT & external stakeholders will not experience delays in processing data	Reduction in staff time and costs related to application failure.	07/26
2	Increase efficiencies in accessing and reporting data	FDOT	Ease of use and reduction in time spent accessing and	Representative sample will be taken during performed	07/26

BENEFITS REALIZATION TABLE				
			creating reports	task.

B. Cost Benefit Analysis (CBA)

Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	<p>Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>
CBA Form 2 - Project Cost Analysis	<p>Baseline Project Budget: Estimated project costs.</p> <p>Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.</p> <p>Characterization of Project Cost Estimate.</p>
CBA Form 3 - Project Investment Summary	<p>Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates:</p> <ul style="list-style-type: none"> • Return on Investment • Payback Period • Breakeven Fiscal Year • Net Present Value • Internal Rate of Return

V. Schedule IV-B Major Project Risk Assessment

Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.

NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal

and must be completed and submitted with the agency's Schedule IV-B. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

VI. Schedule IV-B Technology Planning

Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.

A. Current Information Technology Environment

1. Current System

The Consultant Invoice Transmittal System (CITS) is a web-based application developed in 2001. CITS is the application used by 99.9% of consultants to bill the department for work performed on professional services contracts.

The Automated Fee Proposal (AFP) is a write-protected Excel spreadsheet that includes formulas and macros. It was developed to standardize the professional services consultant fee proposal submittal process and provide efficiency on contract uploads into CITS.

a. Description of Current System

CITS runs on server <https://fdotwpl.dot.state.fl.us>. CITS was built and maintained using Cool:Gen development tools and runs DB2 and Oracle databases. CITS is used by Procurement as a means of tracking contract data such as the contract method of compensation, task work orders, amendments and funding. It is used by the consultant community to track and invoice contract activity, by the project management community to review and approve invoices, and by Financial Services to review and approve the consultant invoices for payment. In addition to the necessity of upgrading the CITS servers from DB2 and Oracle to Azure SQL Server, the CITS application has long outlasted its 10-year life expectancy and is in need of major updates as supported in a 2016 Value Engineering Study of CITS.

The AFP has received minor maintenance enhancements since implementation in 2002, however, it uses an aging file format (Excel 95). Consultant users have expressed security concerns about the Excel 95 file format. The large number of AFP macros render the spreadsheet, and by extension the Department and consultant computer resources, vulnerable to viruses. The AFP is a 13.5 megabyte spreadsheet that requires large amounts of data storage to save multiple submittals of the file. Additional processes are necessary to upload the data using a separate File Transfer Protocol (FTP) software called WS_FTP IPSWITCH. In order to use IPSWITCH a license must be purchased per person, making the use of the FTP costly and inefficient. IPSWITCH also uses additional computer resources for storing and uploading data adding to the already high space cost of saving submittals. The AFP upload process does not occur immediately as it requires an overnight batch process meaning that until the batch load is complete, users are not seeing the most recent data record until the day after submitting the AFP, creating more inefficiencies.

b. Current System Resource Requirements

CITS currently utilizes the following hardware and software:

Hardware Inventory

1. IBM
 - a. CICS

- b. Communication Bridge
 - c. DB2
 - d. Mainframe Scheduler
 - e. RACF - Security
2. CA-Gen (CASE tool)
 3. IBI z/Server Focus (Reporting)

Software Inventory

1. Classic ASP
 - a. Intranet Web App
 - b. Internet Web App
2. Enterprise Email
3. IBI WebFocus (Reporting)
4. Oracle Database
5. IBI Managed Reporting Environment
6. Batch Job Scheduler (BJS)
7. WS_FTP IPSWITCH

c. Current System Performance

There are 80 defined CICS transactions for the CITS application. These transactions are the number one application user (excluding WebFOCUS) as the latest mainframe process statistics demonstrate below:

APPL	SSID	% CPU	% Total	CPU Time	Count	% Total Count	Application Group
CITS	DSN	22.68%	11.16%	306.85 hrs.	14,604,722	22.56%	B.1 CITS

CITS currently has CPU usage of 22.68%, CPU time is 306.85 hours for 14,604,722 transactions as shown above. The application is somewhat stable and performing with occasional periods of slow response times.

CITS uses Excel 95 for Automated Fee Proposals (AFP). Excel 95 is an aging file format about which consultant users have expressed security concerns. The AFP spreadsheet is composed of a large number of macros requiring high amounts of data storage to save multiple files. Additional processes are required to upload the data using a File Transfer Protocol (FTP) which must occur through an overnight batch upload. A more efficient means of AFP processing is needed due to the current format’s vulnerability to viruses, consultant security concerns, large amounts of data storage, and excessive processing procedures.

2. Information Technology Standards

Projects managed by Applications Services (the application development section of the Office of Information Technology) are developed following Florida Data Services (FLDS) guidelines, which are based on the Project Management Institute’s methodology including standard phases, tools, steps and sign-off processes. This methodology is made available to all project management and project staff working within FDOT to ensure consistent steps are followed when developing system applications.

B. Current Hardware and/or Software Inventory

NOTE: Current customers of the state data center would obtain this information from the data center.

Current Hardware

The systems supporting CITS exist on both mainframe and web environments. The CITS mainframe environment consists of a z/Server housed at the Northwest Regional Data Center (NWRDC) It also

includes hosting instances of internet and intranet applications. The following are technologies which reside on the z/Server:

IBM

- CICS
- Communication Bridge
- DB2
- Mainframe Scheduler
- RACF - Security

CA-Gen (CASE tool)

IBI z/Server Focus (Reporting)

Current Software

The mixture of software, programming languages, databases and protocols supporting the CITS Windows environment includes the following:

Classic ASP

- Intranet Web App
- Internet Web App

Enterprise Email

IBI WebFocus (Reporting)

Oracle Database

IBI Managed Reporting Environment

Batch Job Scheduler (BJS)

Excel 95 (AFP)

C. Proposed Technical Solution

1. Technical Solution Alternatives

- a. Upgrade the platform to current web standards and SQL Server Databases and include integration of the Automated Fee Proposal and other business processes currently missing from CITS.
- b. Continue using the applications as is. The current CITS application will become increasingly more outdated and will eventually not meet the department needs. CITS Users will continue to rely on other applications and tools to support the business processes lacking in CITS.

2. Rationale for Selection

The proposed system will eliminate deficiencies with downtime and the need to ramp up staff for returning to manual invoice processing when the existing 23+ year old system fails.

The proposed Technology Refresh for CITS will reduce risk by updating both the CITS code and data platforms as well as updating CITS to meet the current business needs of the department. Continuing the use of outdated tools increases risk, increases cost of mitigation, and decreases efficiency and productivity. Updating to current web standards and moving from DB2 to SQL Server Databases will not only reduce risk and cost but will also allow for more accessible scalability and future growth in a more maintainable space.

The proposed integration of the AFP workbook with the application brings many benefits, including gaining efficiencies with less overhead of maintaining multiple applications. Using an outdated format such as the currently utilized Excel 95 presents a high risk for all parties involved, including FDOT and consultant users, and the risk of a data or security breach through use of a virus presents an issue that could have statewide implications. Being able to access AFP through the CITS application will increase

efficiency and usability in addition to the efficiency gains of avoiding the time-consuming process of utilizing an FTP and the batch load process.

3. **Recommended Technical Solution**

The recommended technical solution is to have a vendor complete a Technology Refresh for CITS to upgrade the platform to current web standards and SQL server databases and include integration of the Automated Fee Proposal.

D. Proposed Solution Description

1. **Summary Description of Proposed System**

The Technology Refresh for CITS would integrate the following components: SQL server tables, standardized fee proposal functionality, automated task work order generation, automated task work order amendment generation, automated contract amendment generation, automated consultant fee sheet generation, enhanced customized reports, greater paging functionality, configurable e-mail notifications, handling of multiple financial project numbers to a single task work order, incorporate supporting documentation for invoices, incorporate supporting documentation for negotiation, integration and improvement of fee proposal information for negotiations and TWO development, allow collaboration between consultant and department during the negotiation process.

The Technology Refresh for CITS would create time and cost savings by significantly reducing the effort of task work order creation and review, drafting amendments, and will result in less time spent troubleshooting AFP, reduced settlement agreements, elimination of redundant data entry into the Equal Opportunity Compliance system, and the need for OIT to create special reports.

2. **Resource and Summary Level Funding Requirements for Proposed Solution (if known)**

The Department's estimate is approximately 4.4 million dollars over two years (non-recurring) for requirements gathering, design, development, testing, oversight, implementation, and warranty; \$677,286.40 for maintenance for 10 years following implementation.

E. Capacity Planning

(historical and current trends versus projected requirements)

FDOT's data requirements for the current application identified a current data storage usage of 785GB to 800GB, which includes active and archive vendor contract invoice data. The anticipated solution will provide storage capacity at a minimum of 800GB. This is anticipated to fulfill FDOT's data requirements for the Technology Refresh for CITS as growth is relatively stable and therefore unlikely to exceed the proposed storage.

Servers for testing, training and production will be provided as part of the Technology Refresh for CITS and are scalable per customer need.

3,642 internal and external users operate within the current CITS application. Due to planning for future construction projects being relatively consistent and stable, usage requirements are not expected to rise. However, additional users can be accommodated within the system with no impact to system operations.

VII. Schedule IV-B Project Management Planning

Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.

Include through file insertion or attachment the agency's project management plan and any associated planning tools/documents.

See File "CITS Project Management Plan LBF 25-26"

VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

- A. Cost Benefit Analysis
- B. Project Risk Assessment
- C. Project Management Plan
- D. CITS Requirements
- E. Value Engineering Study
- F. CITS Consultant Survey

CBAForm 1 - Net Tangible Benefits

Agency	FDOT	Project	CITS Technology Refresh
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Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2025-26			FY 2026-27			FY 2027-28			FY 2028-29			FY 2029-30		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS Staff (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)		\$0	\$0		\$0	\$0		\$0	\$0		\$0	\$0		\$0	\$0
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Application Maintenance Costs	\$0	\$2,013,137	\$2,013,137	\$0	\$2,411,980	\$2,411,980	\$0	\$677,286	\$677,286	\$0	\$677,286	\$677,286	\$0	\$677,286	\$677,286
B-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Software	\$0	\$2,013,137	\$2,013,137	\$0	\$2,411,980	\$2,411,980	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-4. Other <i>Maintenance Contract</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$677,286	\$677,286	\$0	\$677,286	\$677,286	\$0	\$677,286	\$677,286
C. Data Center Provider Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Other Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Recurring Operational Costs	\$0	\$2,013,137	\$2,013,137	\$0	\$2,411,980	\$2,411,980	\$0	\$677,286	\$677,286	\$0	\$677,286	\$677,286	\$0	\$677,286	\$677,286
F. Additional Tangible Benefits:		\$0			\$5,331,383			\$5,331,383			\$5,331,383			\$5,331,383	
F-1. <i>Professional Services</i>		\$0			\$473,240			\$473,240			\$473,240			\$473,240	
F-2. <i>Reporting and Process Work Flows</i>		\$0			\$1,023,926			\$1,023,926			\$1,023,926			\$1,023,926	
F-3. <i>Consultant Savings</i>		\$0			\$3,719,500			\$3,719,500			\$3,719,500			\$3,719,500	
F-4. <i>Project Management Savings</i>		\$0			\$114,717			\$114,717			\$114,717			\$114,717	
Total Net Tangible Benefits:		(\$2,013,137)			\$2,919,403			\$4,654,097			\$4,654,097			\$4,654,097	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	<input checked="" type="checkbox"/>	Confidence Level
Order of Magnitude	<input type="checkbox"/>	Confidence Level
Placeholder	<input type="checkbox"/>	Confidence Level

FDOT

CITS Technology Refresh

CBAForm 2A Baseline Project Budget

Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable. Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.

			CBAForm 2A Baseline Project Budget																
			FY2025-26			FY2026-27			FY2027-28			FY2028-29			FY2029-30			TOTAL	
			\$ -			\$ 2,013,137			\$ -			\$ -			\$ -			\$ 4,425,117	
Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	TOTAL
Costs for all state employees working on the project.	FTE	S&B	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	\$ -	0.00	\$ 2,013,137	\$ -	0.00	\$ 2,411,980	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 4,425,117
Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Hardware purchases not included in data center services.	Hardware	OCO	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
All first-time training costs associated with the project.	Training	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	Data Center Services - One Time Costs	Data Center Category	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Other contracted services not included in other categories.	Other Services	Contracted Services	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	Equipment	Expense	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Other project expenses not included in other categories.	Other Expenses	Expense	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
Total			\$ -	0.00	\$ 2,013,137	\$ -	0.00	\$ 2,411,980	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 4,425,117

CBAForm 2 - Project Cost Analysis

Agency <u> </u> FDOT	Project <u> </u> CITS Technology Refresh
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	
TOTAL PROJECT COSTS (*)	\$2,013,137	\$2,411,980	\$0	\$0	\$0	\$4,425,117
CUMULATIVE PROJECT COSTS <small>(includes Current & Previous Years' Project-Related Costs)</small>	\$2,013,137	\$4,425,117	\$4,425,117	\$4,425,117	\$4,425,117	
<small>Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.</small>						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$2,013,137	\$2,411,980	\$0	\$0	\$0	\$4,425,117
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$2,013,137	\$2,411,980	\$0	\$0	\$0	\$4,425,117
CUMULATIVE INVESTMENT	\$2,013,137	\$4,425,117	\$4,425,117	\$4,425,117	\$4,425,117	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Confidence Level		
Order of Magnitude	Confidence Level		
Placeholder	Confidence Level		

CBAForm 3 - Project Investment Summary

Agency	<u>FDOT</u>	Project	<u>CITS Technology Refresh</u>
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	TOTAL FOR ALL YEARS
Project Cost	\$2,013,137	\$2,411,980	\$0	\$0	\$0	\$4,425,117
Net Tangible Benefits	(\$2,013,137)	\$2,919,403	\$4,654,097	\$4,654,097	\$4,654,097	\$14,868,556
Return on Investment	(\$4,026,274)	\$507,423	\$4,654,097	\$4,654,097	\$4,654,097	\$10,443,439
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	2 3/4	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	2027-28	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	\$8,376,823	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	59.30%	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

	B	C	D	E	F	G	H							
3	Project		<i>CITS Technology Refresh</i>											
4														
5	Agency		<i>Department of Transportation</i>											
6	FY 2024-25 LBR Issue Code:			FY 2024-25 LBR Issue Title:										
7	<i>Issue Code</i>			<i>Issue Title</i>										
8	Risk Assessment Contact Info (Name, Phone #, and E-mail Address):													
9	<i>Vincent Moore, 850-414-4478, vincent.moore@dot.state.fl.us</i>													
10	Executive Sponsor		<i>Stephanie Iliff</i>											
11	Project Manager		<i>Vincent Moore</i>											
12	Prepared By		<i>Vincent Moore</i>			<i>10/10/2024</i>								
14	Risk Assessment Summary													
15	<div style="display: flex; align-items: center; justify-content: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 10px;">Business Strategy</div> <table border="1" style="border-collapse: collapse; width: 100%; height: 100%;"> <tr> <td style="width: 50%; height: 100px; vertical-align: top; text-align: center;"> <div style="display: flex; align-items: center; justify-content: center;"> Most Aligned </div> </td> <td style="width: 50%;"></td> </tr> <tr> <td style="height: 100px; vertical-align: bottom; text-align: center;"> <div style="display: flex; align-items: center; justify-content: center;"> Least Aligned </div> </td> <td></td> </tr> </table> </div> <div style="margin-top: 10px; text-align: center;"> <p>Level of Project Risk</p> <div style="display: flex; justify-content: space-between; width: 100%;"> Least Risk Most Risk </div> </div>							<div style="display: flex; align-items: center; justify-content: center;"> Most Aligned </div>		<div style="display: flex; align-items: center; justify-content: center;"> Least Aligned </div>				
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32														
34	Project Risk Area Breakdown													
35	Risk Assessment Areas						<i>Risk Exposure</i>							
36	Strategic Assessment						MEDIUM							
37														
38	Technology Exposure Assessment						LOW							
39														
40	Organizational Change Management Assessment						LOW							
41														
42	Communication Assessment						LOW							
43														
44	Fiscal Assessment						MEDIUM							
45														
46	Project Organization Assessment						LOW							
47														
48	Project Management Assessment						LOW							
49														
50	Project Complexity Assessment						MEDIUM							
51														
52														
53	<i>Overall Project Risk</i>						MEDIUM							

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
3	Section 1 -- Strategic Area			
4	#	Criteria	Values	Answer
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Informal agreement by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Most regularly attend executive steering committee meetings
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is completely documented
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
26			Some	
27			All or nearly all	
28	1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Single agency-wide use or visibility
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Installed and supported production system more than 3 years
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	2.02	Does the agency's internal staff have sufficient knowledge of the proposed technical solution to implement and operate the new system?	External technical resources will be needed for implementation and operations	Internal resources have sufficient knowledge for implementation and operations
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	2.04	Does the proposed technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	No
9			No	
10	3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	81% to 100% -- All or nearly all processes defined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
14			No	
15	3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
25			Moderate changes	
26			Minor or no changes	
27	3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with similar change requirements
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name		Project: Project Name	
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	No
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
13			No	
14	4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	All or nearly all messages are documented
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
21			No	

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
3	Section 5 -- Fiscal Area			
4	#	Criteria	Values	Answer
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
6			No	
7	5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$2 M and \$10 M
11			Greater than \$10 M	
12			Between \$2 M and \$10 M	
13			Between \$500K and \$1,999,999	
14		Less than \$500 K		
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Neither requested nor received
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	All or nearly all project benefits have been identified and validated
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	Within 3 years
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Firm Fixed Price (FFP)
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Purchase all hardware and software at start of project to take advantage of one-time discounts
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager is the project manager
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	No
52			No	
53	5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
3	Section 6 -- Project Organization Area			
4	#	Criteria	Values	Answer
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	2
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Mostly staffed from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	Some
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	All or nearly all deliverables and acceptance criteria have been defined and documented
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Only project manager signs-off
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	No
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
35			No	
36	7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
43			No	
44	7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	Agency: Department of Transportation		Project: CITS Technology Refresh	
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Less complex
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	9 to 15
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	1
23			2 to 4	
24			1	
25			None	
26	8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Agency-wide business process change
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

EXECUTIVE SUMMARY

The FDOT Procurement Office requests funding for an Information Technology development project for a Technology Refresh for Consultant Invoice Transmittal System (CITS), which was implemented in 2001.

CITS is a web-based application which allows electronic submittal and invoicing of professional services contracts (project development and environmental studies, preliminary engineering, design, right of way acquisition, and construction engineering inspection contracts). CITS directly supports the projects identified in the work program.

The proposed technology refresh of the application will eliminate reliance on DB2 for CITS data, incorporate the Automated Fee Proposal (AFP), improve system usability, and generate the task work order form from within the application.

Office of Information Technology (OIT) has requested the Procurement Office develop business cases for all procurement systems that will need to migrate from DB2 to an Azure SQL Server platform which provides for better integration with enterprise applications.

DB2 Tables: CITS currently uses DB2 tables housed on the mainframe. A system change would allow for better integration to enterprise applications using an Azure SQL Server, per OIT. Migration to the cloud with this technology refresh provides consistency of the data across different Department applications, and better reporting. The proposed technology refresh of the application will eliminate reliance on old technology for invoicing data tables, which will no longer be maintained or supported by FDOT Office of Information Technology. Moreover, section 282.206 F.S., Cloud-first policy for state agencies, was passed and implemented in the 2019-2020 fiscal year requiring that all existing applications be evaluated for cloud readiness. The application required a complete technology refresh, in preparation for the move to the cloud environment.

Currently, CITS has a dependency on the mainframe which resides at the State Data Center. A technology refresh of CITS will eliminate dependencies on older legacy platforms. The technology refresh of CITS will be cloud compatible supporting the Governor's Cloud First Initiative.

AFP: The AFP is a write-protected Excel spreadsheet that includes formulas and macros. It was developed to standardize the professional services consultant fee proposal submittal process for contract uploads into CITS. The spreadsheet macros have received minor updates since implementation in 2002, however, AFP uses an aging file format (Excel 95). Consultant users have expressed computer security concerns about use of the Excel 95 file format. The large number of AFP macros render the spreadsheet, and by extension the Department and consultant computer resources, vulnerable to viruses. The AFP is a 13.5-megabyte spreadsheet that requires large amounts of data storage to save multiple submittals of the file. Additional processes are necessary to upload the data into CITS including use of a separate File Transfer Protocol (FTP) software called WS_FTP IPSWITCH. IPSWITCH in turn requires additional computer resources for storing and uploading data. The AFP upload process does not occur immediately as it requires an overnight batch process. Upload time is further increased if the advertisement number has been previously used.

The Technology Refresh for CITS will also include integration of the AFP as this is a major component of the application database and will reduce resource usage and time spent troubleshooting AFP formula errors. The need for this system integration is supported by a Value Engineering (VE) study performed by District 4. The VE study found, "development of a web-based system for the AFP would be extremely beneficial to avoid multiple uploads of a failed AFP to test for the

cause of problems, reduce file corruption, create easier access, faster reviewing, faster editing, and provide quality control for the consultants.” Due to the limitations of spreadsheets, it is difficult to identify errors and corruptions that occur.

A refreshed invoicing system will accomplish efficiencies and create time savings for:

- Task Work Order creation and review
- Drafting Amendments
- Troubleshooting AFP
- Reduced settlement agreements
- Consultants entering payment information into Equal Opportunity Compliance (EOC)
- Creation of Ad Hoc reports

A technology refresh of the CITS application will provide for automation of manual contract monitoring tasks including invoice/timesheet review, desk audit reviews, observations, and trend analysis.

Department of Financial Services issued Memorandum No. 06 for Contract Monitoring and Documenting Contractor Performance requires Agencies to perform contract monitoring to verify performance and compliance with the terms and conditions of the contract.

CITS will assist FDOT Project Managers with accomplishing compliance with the fiscal and programmatic aspects of contract monitoring. CITS will provide controls to ensure strict adherence to method of compensation limits and will provide for strict adherence to billing only in accordance with the agreement. Date constraints will provide further compliance in that the limits established by the agreement cannot be exceeded. Restricting access to only rates that are authorized will be an added benefit of the application to address concerns regarding use of rates that are not supported or justified. Further compliance is upheld with the multi-review process once an invoice has been submitted through the application.

The system will provide for billing on specific projects to allow accounting for proper costs/accounts. For task assignment type agreements, only assigned tasks with a notice to proceed date will be accessible for billing, and task work orders will have a documented begin and end date. The system will allow for proper management of the scope of work and deliverables. Reporting functionality will be enhanced with the technology refresh to allow project managers to extract reports to assist in determining burn rates, and other important information.

The application will also include functionality to assign a performance grade after reviewing an invoice. An email reminder will be sent to the Project Manager after invoice approval with a link to the Consultant Evaluation system.

Further, the system will allow for storage of invoice history on the Department’s EDMS system. The current system does not provide for this functionality. If a new employee begins managing a contract, the new employee will be able to have the added benefit of retrieving prior invoices and have full access to past progress reports, and invoicing, for full 360-degree history of the contract. DFS stated that review of monthly invoice processing with budget, quarterly reports are part of a low-risk monitoring. With CITS, this can be done across the board, on all contracts.

1 Project Scope

The scope of the proposed project includes:

A technology refresh of the current CITS application and AFP spreadsheet to a refreshed, integrated system. To allow seamless transition from the old systems to enhanced version and to have fully trained and competent staff at time of application implementation.

The technology refresh will have enhanced functionality which will benefit the Procurement office, project management, financial services, and the consultant communities. The technology refresh will eliminate the many limitations imposed by the existing CITS and AFP, including: limiting a task work order to a single financial project; capping the amount of data that can be displayed at a time (52 KB limit); poor reporting capability, limited data updates, poor notification ability, no support of electronic document management (EDMS), no payment certification for sub consultants, and no ability to choose the desired funding encumbrance line.

Milestones	No. of Days	Completion Date
Consultant Onboarding	2	7/3/2025
As Is and To Be Documentation	16	7/25/2025
Database design and review	10	8/8/2025
System design and review	15	8/29/2025
Reporting design and review	15	9/19/2025
Data conversion design and review	30	10/31/2025
Database development	10	11/14/2025
Application development	80	3/6/2026
Database standards review	5	3/13/2026
.NET Code standards, web application standards, and 508 standards reviews	5	3/20/2026
Unit test scripting and testing	15	4/10/2026
System Integration scripting and testing	10	4/24/2026
User acceptance Testing	5	5/1/2026
Implementation planning	3	5/6/2026
System documentation	5	5/13/2026
User Manual development	10	5/27/2026
System Training	3	5/30/2026
Implementation	1	6/3/2026

Post implementation debriefing	3	6/6/2026
Warranty	180	12/3/2026

2 Out-of-Scope

Application Computer Based Training (CBT) is not in Scope.

3 Project Phasing Plan

This is a 1-fiscal year plan where the project will be managed by a project team that will execute the plan when it is fully realized. The project will follow the Project Management Rule 74-1, F.A.C.

Once funding approval is given the following phases will be implemented.

FY 25 - 26

Major work activities anticipated for CITS Technology Refresh Project: current state and To Be documentation, database design, system design, reporting design, and data conversion design.

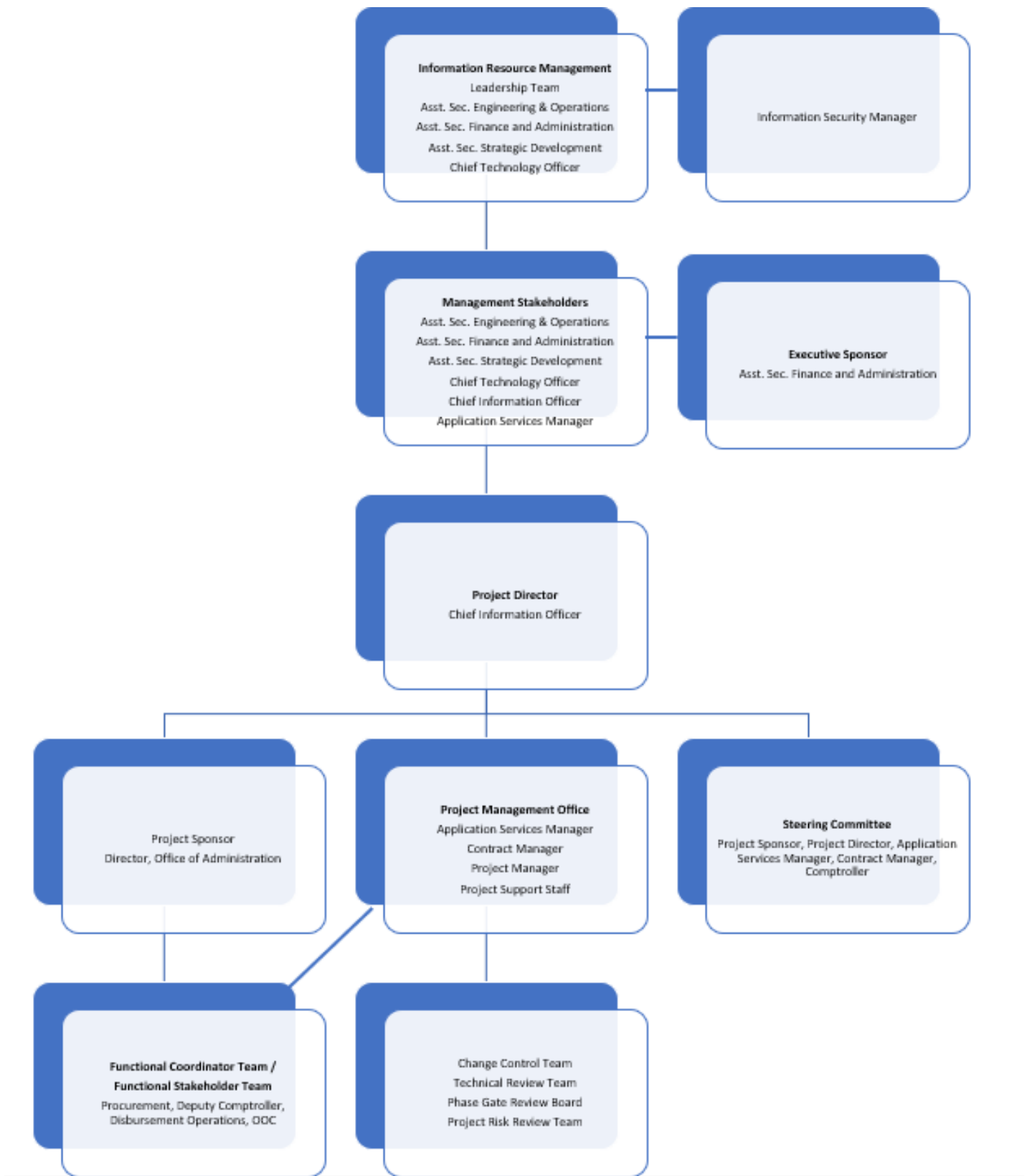
Major work activities anticipated for CITS Technology Refresh Project: database development, application development, data conversion, unit testing, system integration testing, user acceptance testing, application implementation, Tier 1 and Tier 2 support.

4 Baseline Schedule

Task	Status	Planned Start	Planned Finish
CITS Technology Refresh	Pending Funding		
	Pending Funding		
	Pending Funding		
	Pending Funding		
	Pending Funding		
	Pending Funding		
	Pending Funding		

5 Project Organization and Governance

This subsection describes the proposed project organization and governance.



The project governance structure consists of the following elements:

- **Information Resource Management Leadership Team:** provides direction and prioritization for information technology resources and projects estimated at over 1,500 hours of effort. The group usually consists of the department's Assistant Secretaries and the Chief Information Officer (CIO).
 - **The Information Security Manager (ISM)** reports directly to the CIO. The ISM is responsible for statewide coordination and administration of the Department's security policies, procedures, and standards including security awareness training and security compliance assessment. The ISM reviews and approves the Security Plans that are submitted for all enterprise applications including this initiative.
- **Office of Inspector General:** serves as a central point for coordination of and responsibility for activities that promote accountability, integrity, and efficiency in the department. Conducts audits, investigation and management review relating to the programs and operation of the agency.
- **Management Stakeholders:** The Management Stakeholders provides functional management oversight for the application projects.
- **Executive Sponsor:** The Executive Sponsor is a chairperson of the subject business process improvement, analysis, and design efforts. The Executive Sponsor acts as a visionary and motivator and instills the project with a purpose and a sense of mission. The Executive Sponsor introduces the project within the organization and demonstrates commitment to its success.
- **Project Sponsors:** ensure that security controls related to access and integrity of the application and data are in place. Ensure that the needed resources from the Functional Office are available to serve in various roles throughout the application's life cycle.
- **Project Director:** Coordinates and manages the information resources management policies, procedures and standards activities. Advises executive management regarding information resources management needs of the department. Assist in the development and prioritization of the information resources management schedule of the department's legislative budget request.
- **Internal Stakeholders:** functional areas and Directors that are affected by the project. It is critical that Internal Stakeholders are kept aware of the project; and are involved (provide staff) in discussions regarding their functional area at the appropriate time in the project.
- **Functional Coordinators:** Serve as a dedicated resource from the Functional Office assigned to serve as liaison between the Office of Information Technology and the Functional Office. The role of the Functional Coordinator will exist beyond the project, throughout the life of an application. The Functional Coordinator may act as an agent for the Project Sponsor.
- **Functional Stakeholders:** provide functional management oversight of the application project for which they have been delegated responsibility. Provide direction to the Project Team regarding project strategy and planning.
- **Project Management Office (PMO):** provides coordination and support for Communications, Human Resource, Risk, Integration, Time, Cost and Quality management. Reports to Executive Leadership overall status of projects. Monitors project progress against business objectives. Monitors relationships with internal and external stakeholders. Responsible for document management and requirements management process. The Project Management Office includes the Application Services Portfolio Manager, Project Manager, Contract Manager and other support staff as needed.
- **Application Services Portfolio Manager:** The Office of Information Technology Portfolio Manager provides leadership and facilitation to the Program Managers of the development and maintenance of applications taken on by the Application Support Office within the Office of Information Technologies. The Application Services Portfolio Manager ensures proper methodology support is provided for Application Services application development projects and maintenance efforts. The Application Services Portfolio Manager also represents the application development and maintenance perspective within Office of Technology Systems management and to other Offices or work groups within the Department as required.
- **Project Manager:** The Project Manager is accountable for maintaining project scope, cost, and schedule in accordance with the baselines established in the Project Plan. The Project Manager plans, assigns, and oversees the deliverables provided by team members.

- **Contract Manager:** a department employee responsible for enforcing performance of the contract terms and conditions, serving as liaison with the vendor and ensuring that the contractual terms have been complied with prior to processing the invoice for payment.
- **Change Control Team (CCT):** responsible for reviewing and determining the outcome of all change requests submitted to the project during the project life cycle. The CCT will meet as often as necessary, as changes are introduced throughout the project, to discuss potential impacts or changes to the scope, schedule or budget. If the CCT approves a change, the CCT must then seek authorization from the Executive Sponsor, Project Sponsor, Application Services Portfolio Manager, or combination of those stakeholders, depending on the type of impact, the change will have on the project.
- **Technical Review Team:** reviews technical components of the project to ensure alignment with scope, time, budget and quality.
- **Project Risk Review Team:** prioritizes and ranks all risks identified for the project, and agree on a risk response strategy for each identified risk.

6 Quality Assurance Plan

FDOT follows standard practice project management principles to reduce project incurred risks, ensure compliance with stated quality standards and keep the project on track. This subsection describes several of FDOT’s quality assurance plans including:

7 Communication Plan

Communication is important in all projects, and particularly on projects of this scale. Providing consistent, timely and appropriate communication keeps the project in the minds of all stakeholders. The following Communication methods are planned:

Item	Purpose	Frequency	Audience
Functional Steering Committee Meeting	Provide updates on project activities, issue and deadlines	Monthly	Functional Steering Committee
Written Status Report	Provide update on project activities, issues and deadlines	Bi-Weekly	All Project Team Members
Legislative Status Report	Provide update on project activities for all projects funded by a Budget Request	Monthly	Legislative Members and Staff and Procurement
Executive Status Report and Review Meeting	Monthly review of the project status and schedule with the Information Resource Management Leadership Team	Monthly	Information Resource Management Leadership Team, Executive Sponsor, Project Sponsor, CIO, Application Services Manager

Functional Group Status Presentations	Provide project status updates to existing functional teams that are affected by the project. Management Stakeholders will request time on the agenda of these existing meeting to provide status and answer questions	As Needed	Statewide Teams that are affected by project.
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8 Deliverables Review and Acceptance

All deliverables are reviewed by appropriately appointed staff. Standard review teams will be established, by technology or business area, to provide a consistent review base. Project schedules must be established to provide time for deliverables review, feedback and secondary review.

9 Issue Management

Issues are problems that have occurred and/or exist on the project that need to be addressed with a decision.

- The Project Issue Management Process will be documented in the Issue Management section of the Project Management Plan. This plan will address:
 - o What constitutes an issue
 - o Who can create or update issues
 - o How will issues be reported
 - o Where will issues be documented and tracked
 - o Who will receive/review the issues
 - o How/When will issues be reviewed
 - o How will issues be resolved
 - o How and when will unaddressed issues be escalated
 - o How will information be communicated
- All Project Issues will be documented in the change control log and will be available and reviewable by all project members.
- The Project Manager is responsible for ensuring the project team (both functional staff and technical staff) have a clear understanding of the purpose and details of the Issue Management Process.
- Weekly Status Reports will track and provide status for all open project issues.

10 Risk Management

A key focus of risk management is to anticipate, identify and address events or occurrences that left unabated could negatively impact a project's success. Risk Management Plans define work products and processes for assessing and controlling risks. The process of Risk Management has two parts: risk assessment, which involves identifying, classifying, analyzing and prioritizing risk; and risk monitoring and control, which involves planning, tracking and reporting, reducing and resolving risk.

This project will follow FDOT's standard process for Risk Management. This includes:

- Identification of potential risks early in the planning phases. Potential Project Risks are provided in table below.
- Establishment of a formal Project Risk Review Team to evaluate risks on a scheduled basis.
- Establishment of a method for analyzing and prioritizing risk.
- Review new or changing Risks at Weekly Project Status Meetings.

- Ensure all project Team Members are aware of the Risk Management process and their involvement in the Process.

Inventory of Potential Risks and Response Strategies

Risk Type	Risk Description	Risk Response Strategy and Notes
Project Organization	Inconsistent processes and standards across FDOT business units could impact drive to standardize business processes	<ul style="list-style-type: none"> • Establish organizational change management program • Engage stakeholders from various Districts in defining process changes
Change Management, Technology	Perception by various FDOT business units about apparent loss of tailored functionality	<ul style="list-style-type: none"> • Encourage early involvement by key business units • Ensure Change Management and Communication Plan emphasizes benefits of enterprise solution • Ensure consistent and ongoing senior management support
Project Organization	Changes in FDOT executive management can impact program execution	<ul style="list-style-type: none"> • Immediately brief new management on program objectives and status • Implement Steering Committee to manage program with a mix of executive-level policymakers and senior-level career staff • Engage continuing Steering Committee members to assist in presenting program benefits to new management team members • Include career staff in key roles responsible for managing program execution for continuity
Fiscal	Delay in obtaining funding for all or part of proposed program effort from the legislature	<ul style="list-style-type: none"> • Actively engage with stakeholders and policymakers to obtain approval for change in scope based on funding • Revisit budgets regularly; economic factors should be on agenda for discussion at Steering Committee meetings and executive management briefings where appropriate • Adjust program schedule as necessary based on timing of funding • Identify activities that could continue in the interim (process analysis, etc.) to maintain momentum
Fiscal	Less funding than requested is approved for the program effort	<ul style="list-style-type: none"> • Actively engage with stakeholders and policymakers to obtain approval • Revisit budgets regularly; economic factors should be on agenda at Steering Committee meetings or

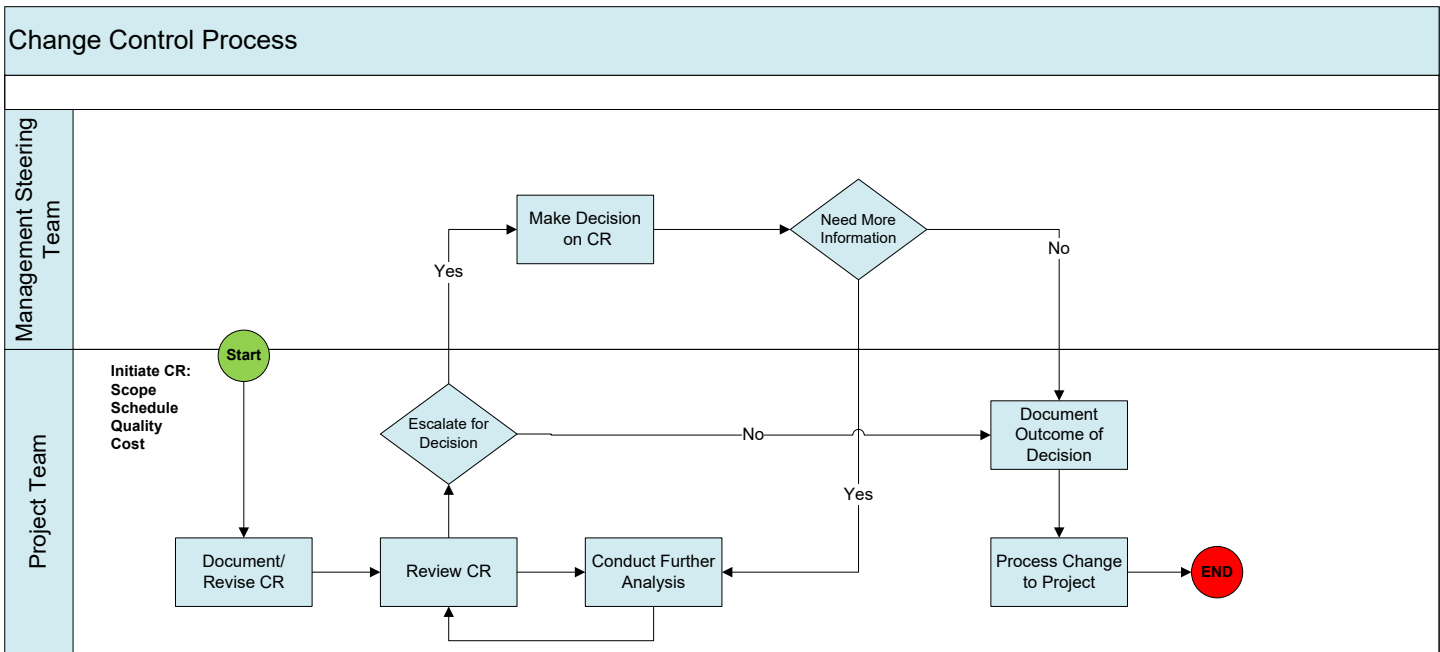
		<p>executive briefings as appropriate</p> <ul style="list-style-type: none"> • Adjust scope and/or program schedule as necessary based on timing of funding
Project Complexity	Challenges in aligning project schedule with current hosting services or the vendor's hosting solution	<ul style="list-style-type: none"> • Initiate early discussions with the current hosting provider and/or the vendor hosting team and continue dialogue throughout planning process
Communication	Project delays not resolved in a timely manner	<ul style="list-style-type: none"> • Initiate early discussions • Monitor and track resolution • Ensure management understands required timeline for resolution and cost/schedule impact of not resolving
Strategic	Desired business benefits not achieved	<ul style="list-style-type: none"> • Adhere to requirements, involve stakeholders and tie scope decisions to performance measures and anticipated benefits to ensure success • Incorporate business process training and mentoring into the work plan
Project Organization	Staff not being able to participate when needed or review deliverables within schedule	<ul style="list-style-type: none"> • Utilize a project approach that leverages best practices as a starting point for discussions to better leverage staff time • Proactively identify resource constraints and escalate in a timely manor • Re-assign some responsibilities of key extended team members • Reprioritize some activities assigned to extended team members
Project Complexity	Project scope too large or complex and/or implementation strategy attempts to implement too much at one time	<ul style="list-style-type: none"> • Establish implementation plan, carefully develop the plan and link it to expected business benefits • Link project scope to business benefits • Careful review by FDOT Steering Committee of requirements and implementation plan before approving implementation go-ahead • Develop scope change process that requires demonstrated link to targeted business benefits and program steering committee approval of any proposed scope changes

Project Organization, Project Management	Availability of FDOT resources (business and technical) to support implementation	<ul style="list-style-type: none"> • Develop detailed estimates of resource requirements as early as possible as part of planning • Develop an implementation strategy and work plan that is in sync with availability of FDOT resources • Obtain specific commitment of resources from FDOT management prior to start of implementation
Project Complexity, Project Management	Need to provide large number of employees with training on various refreshed application functions	<ul style="list-style-type: none"> • Initiate organizational change management program from start of program • Develop training strategy for each project component early and monitor status of training effort closely

11 Change Management

Monitoring and controlling change is critical to the successful delivery of a project. Changes are inevitable. Any change to project scope, cost, and/or schedule will invoke the Change Control process.

- The Project Change Control Process will be documented in the Change Management section of the Project Management Plan.
- Any proposed changes will be documented using a change control form and tracked through the change control log.
- The change control log and form will be available and reviewable by all project members.
- The Project Director will establish the Change Control Team (CCT).
- The CCT will meet as often as necessary to ensure changes are dealt with in a timely manner.
- The Project Manager is responsible for ensuring the project team (both functional staff and technical staff) have a clear understanding of the purpose and details of the Change Management Process.
- Changes that are approved by the CCT will seek final approval from the appropriate staff and stakeholders.
- Monthly Status Reports will track and provide status for all open change requests.



12 Security Plan

The objectives of the Security Plan are to:

- Ensure confidentiality, integrity, and availability of the system data
- Identify confidential or sensitive information in the system
- Define system security methods, requirements and procedures
- Promote consistency and uniformity in the system's security practices

The following Sections are outlined in the document to address risk management and reduce exposure to the Department by identifying controls to offset threats and protect the Department's resources.

1. Risk Analysis (Authentication/ Data and System Integrity/ Confidential Information)
2. Federal Information Processing Standards (FIPS) 199 Potential Impact Categorization
3. Critical Resources
4. Roles and Responsibilities
5. FDOT Policies and Procedures

13 Implementation Plan

The Implementation Phase will be defined in detail as the project progresses.

Requirement ID	Requirement Type	Requirement Name	Description	Priority	Comments
1.0	Scope	Security - Login	Define AFP - Includes Authorize and Authenticate users to provide access to the CITS Allow FDOT internal users to login to the CITS using their RACF/AD account credentials so that they can access the CITS application.	Should Have	We would like to use single sign-on with AD / Role for internal users.
1.1	Functional		Authorize and Authenticate FDOT internal users using their RACF/AD credentials and provide appropriate access to the CITS. Note: FDOT Internal users will have role based user accounts for District and Central Office users.	Should Have	
1.2	Functional		Allow Consultants to login to the CITS using their ISA account credentials so that they can access the CITS application.	Should Have	
1.3	Functional			Should Have	
2.0	Scope	Consultant Account Inform	Manage Consultant Account Information Consultants should have very limited access to personal user information such as ability to update phone and email.	Should Have	
2.1	Functional			Should Have	
3.0	Scope	Administrator Functionality	Allow Admins to manage the Authorized Users	Should Have	
3.1	Functional		Allow Admin users to add Users to a particular User Role and provide access to CITS so that they can access the CITS application and perform the activities as needed.	Should Have	
3.2	Functional		Allow Admin user to revoke user access from CITS so that unauthorized user cannot access any information in CITS.	Should Have	
3.3	Functional		Allow Admin user change user role in CITS so that they can perform specific activities as needed.	Should Have	Controlled Through AARF/ACEA
3.4	Functional		Allow Admin user to generate specific/confidential Reports in CITS so that confidential information can be handled accordingly.	Should Have	
3.5	Functional		Ability to keep consultant name current in cases of Assignment Agreements.	Should Have	
3.6	Functional		Retention function needed in Admin module - Ability to remove contracts based on date ranges.	Should Have	
3.7	Functional		Ability to identify firms subject to contracting limitations based on audit (configurable)	Should Have	
3.8	Functional		All items under section 10: Email notifications, fall under the Administrator Functionalities.	Should Have	
4.0	Scope	User Dashboard (Home Pa	Provide Users a dashboard Provide user a dashboard/Home Page to display the Contract information by Status/District/ Statewide so that they can quickly look for the information as needed. <u>Note:</u> By default, users would see the contract information based on their ROLE. Consultants should only see Contract information for their Firm.	Should Have	
4.1	Functional			Should Have	
5.0	Scope	Contract Negotiation & AF	Allow FDOT Internal Users and Consultants to negotiate on the contract terms and finalize the contract using the Automated Fee Proposal (AFP) Define AFP - Includes all information listed here plus the Tables generated from the information. Allow Consultants to submit AFP with required information within CITS so that department can eliminate the use of AFP excel spreadsheet in the future. AFP consists of: +Contract Details + Consultant Information + Employee Information + Standard Testing Rates + Loaded Rates information +Wage Rate Date Range +CEI Analysis +Testing Rate Analysis +Prof and Vend Firms +Table 6 only + Work Effort Unloaded information + Overtime Rate information + Work Effort Loaded information + Burdened Unloaded Rates information + Partially Loaded without Operating Margin Rates information + Commitment + Fee Calculation (automated calculations) + Fee Summary (automated report based on the AFP details)	Should Have	
5.1	Functional		Allow FDOT Internal Users and Consultants to Add/Update the AFP and Contract related information in the CITS application so that the Department and Consultant can negotiate on the contract terms and finalize the contract	Should Have	
5.2	Functional		Allow Consultants to submit updated AFP information for review and concurrence with the department prior to finalization of negotiations.	Should Have	
5.3	Functional		Allow FDOT User to submit updated AFP information for review and concurrence with the consultant prior to finalization of negotiations-	Should Have	
5.4	Functional		Allow FDOT Internal users to Accept/Reject the changes proposed by the Consultant so that only the agreed terms will be retained and included in the contract.	Should Have	
5.5	Functional		Allow FDOT Internal users to terminate the negotiation process so that if Department and Consultant cannot agree on the fees, Department can terminate the negotiation process with number one ranked firm and start negotiating with the number two firm.	Should Have	
5.6	Functional			Should Have	
5.7	Functional		Allow FDOT Internal users and Consultants to upload Negotiation related documents within CITS so that they are available for review when needed. EDMS	Should Have	
5.8	Functional		FDOT User should have the ability to delete an AFP at any time.	Should Have	

Requirement ID	Requirement Type	Requirement Name	Description	Priority	Comments
6.0	Scope	Contract Information	<p>Allow FDOT Internal Users to Add Contract information in CITS</p> <p>Allow FDOT Internal users to Add/Update the Contract and Amendment information in CITS, allowing additional contract related information to be reviewed and used during the contract lifecycle within CITS.</p> <p>Contract information such as:</p> <ul style="list-style-type: none"> + Basic Contract information + Constraints information + Payment information + Sub-Contractor information + Amendment + Any contract information that is available in the Procurement Development System (PD), CFM, etc. should be utilized to reduce entry of redundant information. + Timing of Financial Information is critical to CITS. + and more... <p>Note: Once contract has been submitted and approved by Financial Services, the contract information cannot be updated until an Amendment is executed or invoice reviews are updated. (Administrative role may override)</p>	Should Have	
6.1	Functional		<p>Allow FDOT internal users to add/update the Contract Amendment (Form 375-030-97) information in CITS using the AFP data. Once the Contract Amendment is Approved, the latest information on the Contract amendment can be reviewed in CITS.</p>	Should Have	
6.2	Functional		<p>Allow FDOT internal users to send Contract information to Financial Services so that Financial Services can review and approve the contract.</p>	Should Have	
6.3	Functional		<p>Ability to identify firms subject to contracting limitations based on audit</p>	Should Have	
6.4	Functional		<p>Ability to pull data from AFP Wage Rate and Table 6 report for comparison purposes.</p>	Should Have	
6.5	Functional			Should Have	

Requirement ID	Requirement Type	Requirement Name	Description	Priority	Comments
7.0	Scope	Task Work Order Informat	Allow FDOT Internal Users and Consultants to manage Task Work Order (TWO) information in CITS	Should Have	
7.1	Functional		Allow FDOT Internal users (PM) to create/generate one or multiple new TWO (Form 375-030-25) using the contract information captured in CITS so that all TWOs for a particular contract can be tracked within CITS.	Should Have	
7.2	Functional		A Contract can have one or multiple Task Work Orders. + A TWO can have multiple Financial Project Numbers	Should Have	
7.3	Functional		Allow Consultant to Review and Accept the TWO in CITS so that Consultants can keep track of their TWO for a particular contract within CITS. Note: Consultants will work with Project Managers to make necessary changes in TWO.	Should Have	
7.4	Functional		The ability to build the TWO from data already in the system.	Should Have	
7.5	Functional		Allow FDOT Internal users (PM) to Approve the TWO once accepted by Consultant in CITS so that TWO information can be locked for further updated until TWO Amendment is executed.	Should Have	
7.6	Functional		Allow FDOT Internal users and Consultants to generate the ' Fee Sheet ' so that they can review the agreed fee information for quick reference. Note: Fee Sheet information remains read-only for all the users after execution.	Should Have	
7.7	Functional		Allow FDOT Internal users (PM) to create TWO Amendment (Form 375-030-26) in CITS so that TWO changes can be tracked within CITS. Note: Multiple amendments can be filed for a Task Work Order.	Should Have	
7.8	Functional		Allow Consultant to Review and Accept the TWO or TWO Amendment fee sheet in CITS.	Should Have	
7.9	Functional		Allow FDOT Internal users (PM) to Approve the TWO Amendment once accepted by Consultant in CITS so that TWO Amendment information can be locked from further updates until a new TWO Amendment is filed.	Should Have	
7.10	Functional		Role based Ability to close all active TWOs for given contract and ability to reverse the change.	Should Have	

Requirement ID	Requirement Type	Requirement Name	Description	Priority	Comments
8.0	Scope	Invoice Submission and Re	Allow FDOT Internal Users and Consultants to manage Invoice information in CITS	Should Have	
			Allow Consultants to enter Hours Worked in CITS and generate the Invoice within CITS so that they can submit the invoice to the department electronically.	Should Have	
8.1	Functional		Note: Invoice must be within the Constraints defined in the contract.		
8.2	Functional		Allow Consultants to upload Invoice related documents within CITS so that FDOT Internal users can review them as needed.	Should Have	
			Allow FDOT Internal users (PM) to Review and Approve the submitted invoices in CITS so that invoices can be processed quickly and transferred to Financial Services electronically.	Should Have	
8.3	Functional				
			Allow FDOT Internal users (PM) to assign another Reviewer systematically for the contract to review and Approve the submitted invoices in CITS so that secondary review and approval can be performed if required. The assignment of reviewers will allow a begin and end date.	Should Have	
8.4	Functional				
			Allow FDOT Internal Users (PM) to transfer approved invoices automatically/systematicall thru the assigned flow to the Financial Services so that Financial Services team can review and process the invoice payment through DFS.		
			Note: The CITS system must keep track of all the invoice payment related information and update the status.	Should Have	
8.5	Functional				
			PM note field on Invoice for Financial Services information.		
			PM Ability to select Encumbrance line to be used		
9.0	Scope	Status Reports	Allow Consultants to submit Status Report within CITS	Should Have	
9.1	Functional		Allow Consultants to submit/upload the Status Reports in CITS so that PM can review them and take actions as necessary.	Should Have	
9.2	Functional		Reporting for non-professional services firms.	Should Have	

Requirement ID	Requirement Type	Requirement Name	Description	Priority	Comments
10.0	Scope	Email Notifications	Email Notification Managed within CITS in Admin <ul style="list-style-type: none"> • Notify FDOT internal users when AFP is submitted • Notify FDOT internal users when AFP is modified • Notify Consultant once the FDOT internal users proposes the changes in AFP • Notify FDOT internal users when AFP is Accepted by the Consultant • Notify FDOT internal users and Consultants once the AFP is Approved • Notify Consultant and FDOT internal users once Contract information is loaded in CITS • Notify Consultant & FDOT internal users once Contract information is Updated in CITS • Notify Consultant & FDOT internal users once Contract Amendment is requested • Notify Consultant & FDOT internal users once Contract Amendment is Approved/Denied • Notify Financial Services, Consultant, & FDOT internal users once the Contract has been finalized • Notify Consultant once the Task Work Order (TWO) has been created • Notify Consultant & FDOT internal users once the TWO has been Accepted and Approved • Notify Consultant & FDOT Internal users once the TWO Amendment has been created • Notify Consultant & FDOT internal users once the TWO Amendment has been Accepted & Approved • Notify FDOT internal users once the Invoice has been submitted by the Consultant • Notify Consultant once the Invoice has been reviewed & approved or require any changes 	Should Have	
10.1	Functional				
10.2	Functional		The System shall provide the functionality to send automated email notifications to the appropriate users during the procurement/contract lifecycle.	Should Have	
10.3	Functional		The system shall provide the capability of notifying Procurement Staff that they have been assigned a new role in the application	Should Have	
10.4	Functional		The System shall have the capability for the administrator to create a new email notification based on configurable settings/fields in the system.	Should Have	
10.5	Functional		The System shall have the ability to send email notifications with an attachment supplied in PDF format.	Should Have	
10.6	Functional		The System shall provide functionality to notify specified roles of procurement/advertisement/contract status changes.	Should Have	
10.7	Functional		The System shall provide functionality to add additional email addresses from PQ to receive email notifications at certain review levels.	Should Have	
10.8	Functional		The System shall provide a mechanism to allow users to list email addresses to receive email notifications.	Should Have	
10.9	Functional		All email notifications sent to internal users shall contain a link to the appropriate system page for a particular contract (query logic).	Should Have	
10.10	Functional		The System shall provide the ability to maintain email templates.	Should Have	
10.11	Functional		The System shall provide the ability to identify the roles that shall receive email notifications based on the template.	Should Have	
10.12	Functional		The email verbiage must be able to contain markers/variables to allow embedded data such as: Ad Number, Contract Number, Project Manager, Contract Analyst, Prime Consultant/Vendor Name, FEID, etc. The email notification admin page shall allow for formatting with Rich Text Formatting	Should Have	
10.13	Functional		The Default Reminder Frequency shall be daily, weekly, monthly or yearly.	Should Have	

Requirement ID	Requirement Type	Requirement Name	Description	Priority	Comments
11.0	Scope	Report	Provide Reports for FDOT Internal Users and Consultants	Should Have	
11.1	Report		Provide Ad-Hoc reporting functionality for advanced reporting	Should Have	
11.2	Report		List of all the reports	Should Have	

Additional Items

Vendor to provide 6 months maintenance period for stabilization
 Conversion All active contracts based on CFM status plus 6 months.
 Expanded contract number field to accommodate PALM

Value Engineering For Transportation Improvements

Consultant Invoice Transmittal System Process



Value Engineering Study Final Report

FM Number: _____

Fed. Aid Project: _____

Project Description: Consultant Invoice Transmittal System

Study Dates: April 26 – May 5, 2016

Project Development Phase				Study Identification Number						
PD&E	Design	Other					VE Item No.			
								Yr.	Dist.	No.
								16	004	04

This study has been performed in accordance with current applicable FDOT Value Engineering Procedures and Techniques

Richard L. Johnson, CVS No. 20030201, PE No. 38681

Date: March 15, 2017

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EXECUTIVE SUMMARY

This Value Engineering process review will have two primary objectives: (1) Develop an enhanced District Four CITS Process Flowchart that incorporates all stakeholder activities. (2) Develop a list of improvement strategies and defined roles and responsibilities understood by all functional departments in a manner consistent with the Consultants Invoice Transmittal System (CITS) process and procedures in District Four. The VE study, facilitated by PMA Consultants LLC (PMA) with assistance by Florida Department of Transportation (FDOT) internal staff was conducted April 26th through May 5th, 2016.

CITS is an application developed to reduce the dependency on manually processed paper documents: namely Professional Services Contracts, Invoices, and supporting information. The system allows for the electronic generation and submittal of invoices by consultants over the Internet. For a complete list of CITS resources, please go to the FDOT Procurement website.

Therefore, the purpose of the study, through execution of the VE job plan (see Appendix A) was to:

- Verify or improve on the various sub-processes contributing to the CITS process to achieve, maintain and operate the system.
- Conduct a thorough review and analysis of the key process issues using a multidiscipline, cross-functional team.
- Improve the value of the process through innovative measures aimed at improving the performance by clearly defining, educating and training staff regarding the procedures within the process.

The desired outcome is a clear understanding of what senior management desires to have addressed and determine the strategic objectives/priorities on how to implement the CITS process improvements resulting from the VE Workshop. So the team will focus on determining what offices will receive the CITS questionnaire and determine measures of success. 18 subject-matter experts and VE facilitators made up the VE team.

VE Recommendations

46 issues were generated via a questionnaire that was distributed to team members for their comments that the VE team felt were the cause of lengthy processes, delays; lack of funding, lack of training, poor communication, due to similarities among the issues and concerns, the 46 issues were grouped into 9 broader classifications. From these issues, the team generated 42 ideas to improve the process. After review and refinement all 42 ideas were evaluated. Those 42 ideas were again grouped and consolidated into 13 recommendations that were identified as potential process improvements. Recommendations have not been prioritized, they are numbered for tracking and correlation purposes.

Rec. No.	Description
1	Develop a web based system for the Automatic Fee Proposal (AFP)
2	Allow the contract to be active while new documents are being input. (do not lockout the entire contract to keep the system working)

Table ES-1 - Summary of Recommendations	
Rec. No.	Description
3	Allow the consultants to build their invoice offline (over time) and then submit to CITS
4	Allow CITS upload through optical character recognition (scan)
5	Add additional full time CITS position for PSU and a new full time CITS position for FSO
6	Restructure training for CITS users
7	ALLOW consultants to create TWO/TWO Amendments/LOA in CITS
8	Update the CITS software to improve efficacy of workflow
9	System to add the calendar field for transaction date and progress report receipt date
10	Allow contract coordinator and contract manager to view all the contracts they manage in CITS
11	Use the radio button (select all) to include all positions and multipliers on TWO/LOA
12	Develop a portfolio management system (dashboard) for data analysis of key indicators within CITS, FLAIR, CFM and PSI
13	Provide competitive salaries to improve staff retention in FSO and PSU

Resolution of Recommendations

After review of the 13 recommendations submitted, the Florida Department of Transportation presented their responses via a letter. These 13 recommendations were combined into three (3) overall categories. The three categories consisted of nine (9) Software Modifications/Development recommendations, three (3) Management Coordination recommendations, and one (1) Training recommendation and all were accepted. Each category was assigned a district champion to refine and implement each recommendation and associated process improvement. The restructuring of these recommendations can be found in **Section 6 Recommendations**.

The VE team wishes to express its appreciation to the District managers for the excellent support they provided during the study. Hopefully, the recommendations and process improvements provided will assist in management decisions necessary to improve and expedite the process to deliver comprehensive CITS projects.

1 Introduction

1.1 Study Objectives

The VE study had two primary objectives: (1) address the general lack of understanding of the CITS process activities and required information associated with processing District Four consultant invoices; and (2) develop practical guidance, materials, and schedules for the application of an enhanced CITS process for all District Four consultant invoices in a manner consistent with processing invoices and issuing checks. In addition to the primary objectives, the following were also included as secondary objectives of the study:

- Improve the efficiency and effectiveness of the CITS upload process
- Allow the CITS software to allow multi-tasking
- Provide a platform for the consultant to work on their draft invoice submittals offline. (but still within CITS)
- Improve the efficiency and effectiveness of the CITS upload process
- Effectively handle the current workload related to CITS
- Have knowledgeable and empowered staff to execute CITS functions
- Improve efficacy and accountability of the CITS process
- Enhanced CITS software to optimize workflow
- Improve District compliance on invoice processing
- Have efficient customer service with contract managers and contract coordinators
- Improve efficiency and workflow
- Produce accurate and reliable information in a timely manner
- Obtain and retain qualified personnel
- Identify specific people from relevant functional offices
- Formalize buy-in with Central Office
- Make responsible parties aware of timeline of activities
- Understand current practices
- Document and implement best practices
- Get plan funded

1.2 Study Approach

This section describes the value analysis procedure used during the VE study. A systematic approach was used in the VE study and the key procedures involved were organized into three distinct parts: 1) pre-study preparations, 2) VE workshop study, and 3) post-study.

1.2.1 Pre-Study

Part 1 of the process was pre-study preparations for the VE effort consisting of scheduling study participants and tasks; reviews of documents and District organization charts; gathering necessary background information on the process; and compiling process data. Information relating to the receiving, processing, and issuing checks for invoices is important to District Four and needs to be performed expeditiously.

The District's VE team Coordinator distributed a questionnaire and asked each department to fill it out and return to the VE team leaders. The completed questionnaires were used to understand the participants' role in the process and to provide an opportunity to identify key issues and opportunities affecting the process. The main questions asked were "what, where,

when, why, who, and how” in relationship to their function(s) in the CITS process. Participants were also asked to describe key issues/obstacles they encounter in performing those functions, and solicited ideas to resolve them.

In preparation for the study, the team leaders and FDOT’s VE Coordinator agreed that, the following functions needed to be represented in the process:

- Work Program
- Office of Modal Development
- Procurement/Professional Services
- Program Management
- Financial Services Office
- Construction
- Invoice Approver
- CEI Task Work Orders and Invoicing
- Design Consultant Management
- District and Operations Construction Office

Appendix C contains the questionnaire responses received prior to the beginning of the study.

1.2.2 VE Workshop Part 1

Information: This phase took place over a 2-day period at the District Offices. At the beginning of the information phase, the conditions and decisions that have influenced the process were reviewed and discussed as a group. Issues from the questionnaires were discussed and new issues were added to the list of things to consider.

During function analysis the VE team identified the functions of the various process elements and subsystems and created a Function Analysis System Technique (FAST) Diagram to display the relationships of the functions.

A CITS project delivery diagram was conceptualized and initiated during the function analysis phase of the study. The CITS process flow chart is shown in **Figure 1** on the page 6.

1.2.3 VE Workshop Study Part 2

This phase took place over a 3-day period at the District Offices. Between Part 1 and Part 2 of the study sessions, the VE team leaders reviewed and analyzed the issues and grouped them into broad classifications. The corresponding ideas were brought forward within these classifications. All team members were provided a list of all the grouped issues from the questionnaires and the ones added during Part 1 of the 2-part workshop.

Speculation: This VE study phase involved the creation and listing of ideas. The VE team broke out into four separate groups to consider the issues and identify ideas to consider for improving the process. The VE team was looking for a large quantity of ideas and association of ideas.

Evaluation: The evaluation of ideas was based on three basic questions: “Does it work?” “Does it save time?” and “Will it meet or exceed performance expectations?” The VE team scored ideas on a scale of 1 through 5; ideas scoring 4 or 5 moved to the *Development* phase, ideas with a score of 3 were designated as “Process Improvement Suggestions,” and ideas with scores of 1 or 2 were removed from further consideration.

The FDOT functional office managers may wish to review the creative design suggestions, because they may contain ideas, which can be further evaluated for potential use in the process refinement.

Development: Ideas that moved forward for development were reviewed and developed by the VE team into goals and objectives. These goals and objectives will serve as the guiding steps to build business (strategic) plans for the corresponding functional offices. On completion of the recommendations, the team reviewed and concurred until consensus on the final recommendations was obtained.

1.2.4 Post Study

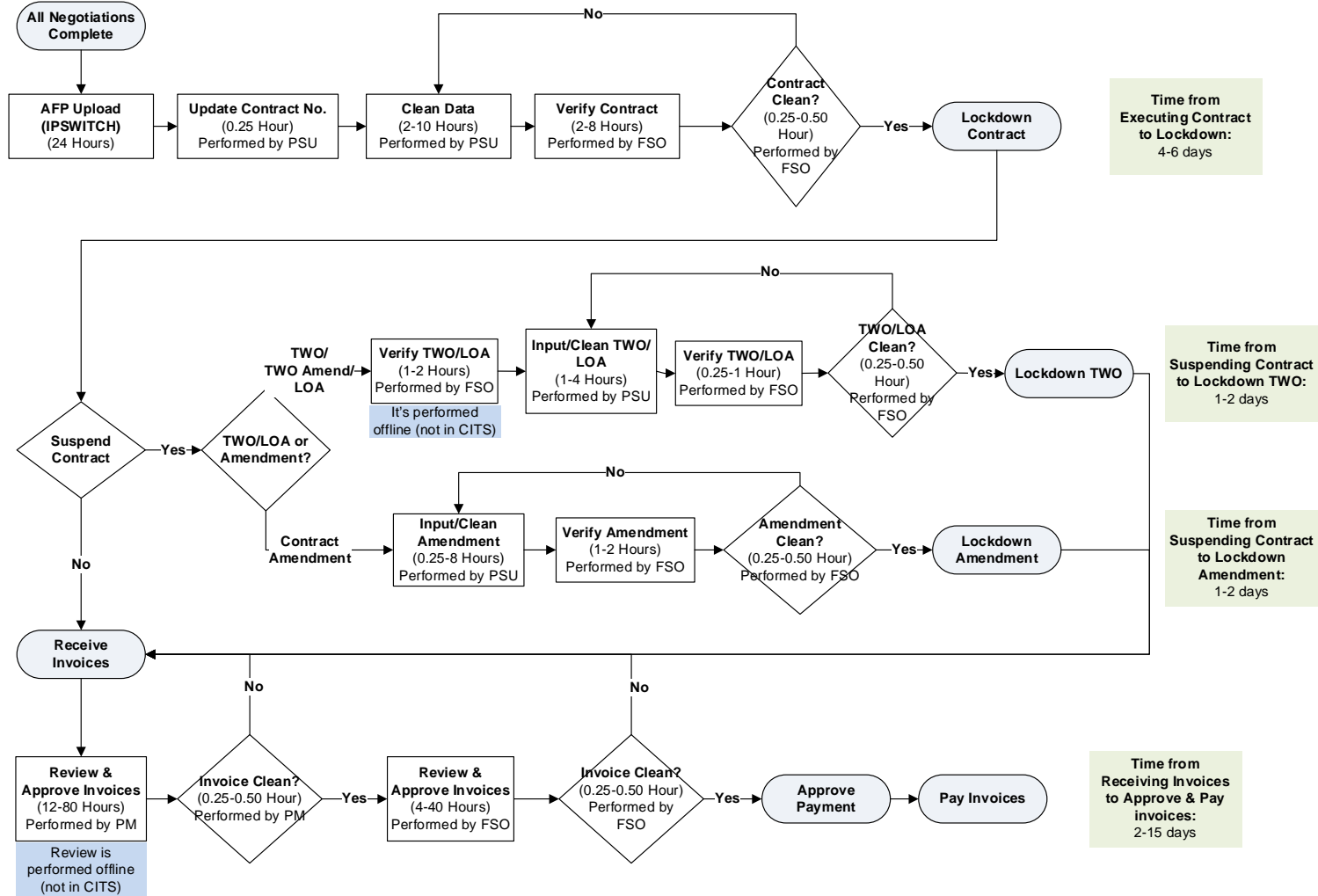
The post-study portion of the VE study includes the draft and final preparation of this Value Engineering Study Report and the discussions and resolution meetings with FDOT personnel. The District should analyze each recommendation and prepare a short response, recommending incorporating the idea into the process, offering modifications before implementation, or presenting reasons for rejection. The VE team is available for consultation after the ideas are reviewed. Please do not hesitate to call on us for clarification or further information for considerations to implement any of the presented ideas.

The VE team screened the VE ideas before draft copies of the report were prepared and distributed for the team to review. Review comments, clarifications and edits were incorporated and the final draft was presented for resolution by District management.

Figure 1 Consultant Invoice Transmittal System Flow Diagram

FDOT D4 – CITS VE STUDY

Contract Lockdown and Invoice Approval Workflow



1.3 VE Team Members

The 2-phase study included a total of 21 members, with a core VE group of 19 FDOT District 4 employees. The District VE Coordinator reviewed and explained the value engineering improvement study agenda. He acquainted the team with the goals for the study based upon the study methodology that would be applied to improve the process. The study team included the following subject matter experts who participated in the study:

Participant Name	Role	Affiliation
Vanessa Wright	FSO	FDOT District 4
Victoria White	PSU	FDOT District 4
Woodlyne Celin	FSO	FDOT District 4
Henley St. Fort	FSO	FDOT District 4
Kadian McLean	Design – Utilities	FDOT District 4
Celestino Lucero	Project Management	FDOT District 4
Bonnie Majcher	PSU	FDOT District 4
Antonette Adams	Work Program	FDOT District 4
Stacey Sasala	Construction	FDOT District 4
Nikye Joseph	FSO	FDOT District 4
Jessica Rubio	PSU	FDOT District 4
Marie Dorismond	OMD	FDOT District 4
Norma Corredor	Project Management	FDOT District 4
Cassandra Lamey	Work Program	FDOT District 4
Wibet Hay	OMD	FDOT District 4
Chila Dupre	Project Management	FDOT District 4
Mike Lucero	Work Program	FDOT District 4
Abosede Olowofela	PSU	FDOT District 4
Tim Brock	Co-Team Leader	FDOT District 4
Francisco Cruz	Assistant Team Leader	PMA Consultants LLC
Rick Johnson, PE, CVS	VE Team Leader	PMA Consultants LLC



2 Background Information

2.1 Introduction

In many areas transportation agencies, as well as the public, have grown frustrated watching much needed transportation improvements delayed or postponed for years as a result of lack of funding or a slow moving comprehensive process. As a result, District Four Florida Department of Transportation (FDOT) has embarked on an examination of the CITS financial process. This process performed by state and local Districts is intended to be a comprehensive program to receive, process, and pay consultant invoices in an integrated and manner in order to maximize efficiencies. The CITS function begins with the uploading of a final negotiated contract that is inputted by the Professional Services Unit (PSU) and verified by the Financial Services Office (FSO). Once the contract is established within CITS the consultant can invoice via a submittal upload into the system for processing and payment.

2.2 Current Process

The Consultant Invoice Transmittal System is an application developed to reduce the dependency on manually processed paper documents namely; professional services contracts, invoices, and supporting information. The system allows for the electronic generation and submittal of invoices by consultants over the Internet.

Access to CITS - consultants interested in gaining access to CITS must complete and submit a Corporate Access Request Package to FDOT Information Security Administration.

CITS Payment Options - Prime consultants can receive payments from CITS in the form of a paper check or through direct deposit (also known as Electronic Funds Transfer (EFT)). To receive payment by check, the consultant needs to register in MyFloridaMarketPlace.com (MFMP).

If the consultant prefers to use EFT for Direct Deposits the can sign up by visiting the Department of Financial Services (DFS) Direct Deposit Web site. Consultants must ensure that the vendor name in the Direct Deposit system and the vendor name in the MFMP vendor registration account match exactly. There can be only one financial institution's account information on file for one federal tax identification number (SSN or FEIN). Payments will be sent to one financial institution and cannot be sent to two or more financial institutions.

2.3 Process Schedule

The CITS process begins with the finalization of negotiations with a consultant contract and uploading it into the system. District Four is currently working to improve the process that currently can take from eight (8) to 25 working days depending on efficiencies. The VE team put together the Contract Lockdown and Invoice Approval Workflow Diagram shown in **Figure 1** and assigned timelines to each activity.

2.4 Project Constraints

While there are no apparent or agreed constraints, changes to the CITS process must meet federal, state, and regulatory agencies laws, rules, and regulations.

2.5 Summary of General Project Input - Objectives, Policies, Directives, Constraints, Conditions & Considerations

The following is a summary of general project input, including the goals, objectives, directives, policies, constraints, conditions and considerations presented to the study team. Any “element” specific input is indicated by parentheses around the elements, disciplines and interests (i.e., right-of-way, roadway, environmental). Representatives from FDOT and the design team provided a project background, on the first day of the study.

3.4.1 Project Functions, Goals & Objectives (what the process should do as determined at the kickoff meeting and subsequent Workshop): Defined Roles & Responsibilities

- | | |
|----------------------------|---------------------------------------|
| 1. Define CITS Process | 14. Lockdown Contract |
| 2. Coordinate Departments | 15. Suspend Contract |
| 3. Pay Invoices | 16. Verify Contract |
| 4. Approve Payment | 17. Verify Contract |
| 5. Approve Invoices | 18. Clean Data |
| 6. Secure Funding | 19. Conform Contract |
| 7. Identify Expectation | 20. Update Contract Number |
| 8. Define Department Roles | 21. Avoid Archives |
| 9. Allow Invoicing | 22. Execute Documents |
| 10. Lockdown TWO/Amendment | 23. Verify Quality |
| 11. Verify TWO/Amendment | 24. Maintain Timeliness |
| 12. Enter TWO/Amendment | 25. Upload Proposal |
| 13. Verify Quality | 26. Define Roles and Responsibilities |

These functions were used by the VE team to create/brainstorm new ideas for potential improvement to the project.

Table 1 lists the project documents that were provided to the VE team for their use during the study.

Table 1. List of VE Study Material Reviewed

Document Description	Date
FDOT Consultants Invoice Transmittal System Training Manual	June 4, 2013
Consultants Invoice Transmittal System (CITS) Program Manager Overview	Undated

3 Function Analysis

3.1 Summary of Analysis

In addition to the process information in **Section 2**, the VE team used a series of tools to gain additional knowledge and a more complete understanding of the process. The following analysis tools were used to study the project, and are explained in greater detail in this chapter:

- Function Analysis
- Function Analysis System Technique Diagram

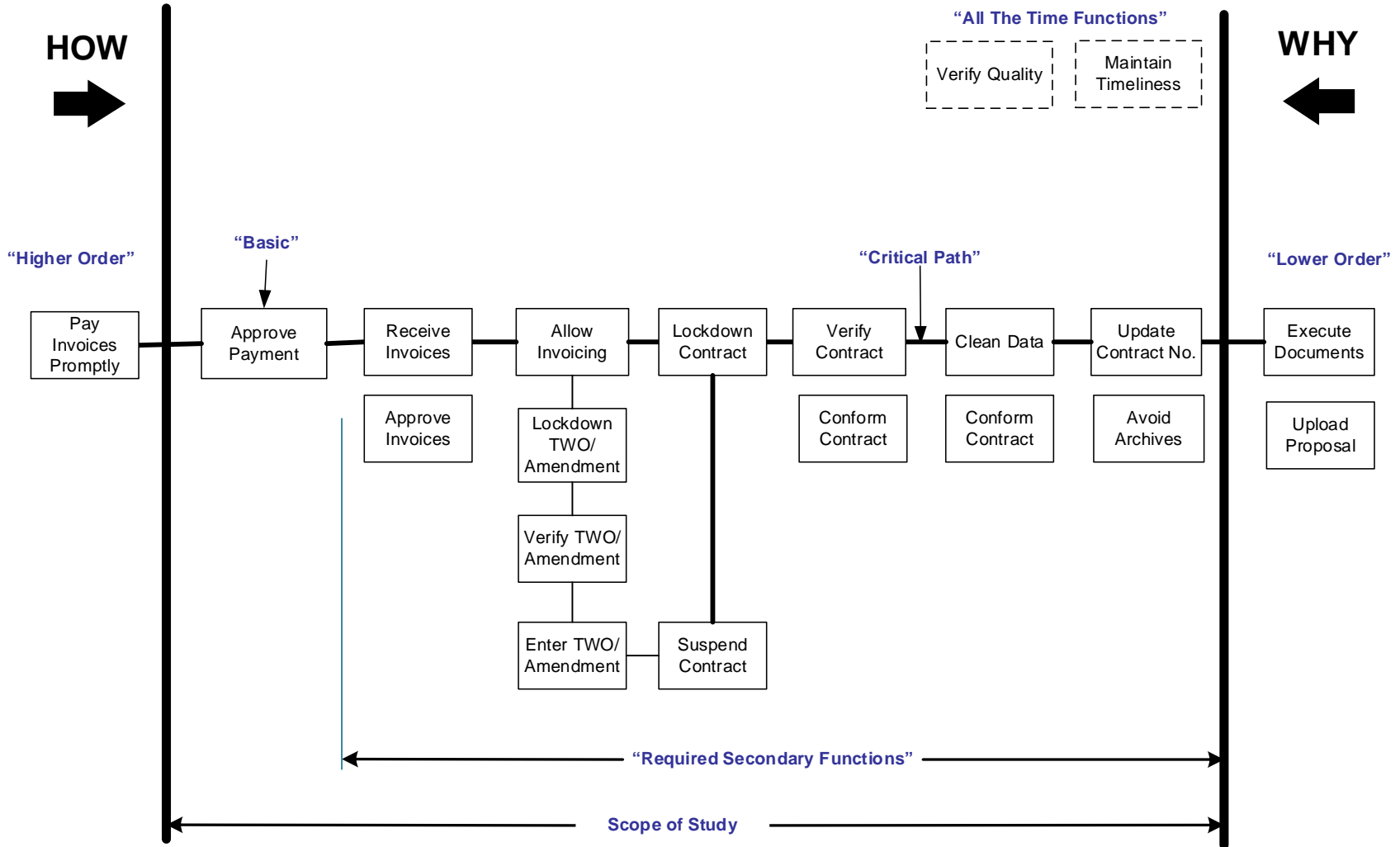
3.2 Function Analysis

This process' function analysis was reviewed and developed by the team to define the requirements for the overall process and to ensure that the VE team had a complete and thorough understanding of the functions (basic and others) needed to satisfy the process requirements. The primary Function Analysis System Technique (FAST) Diagram for the project follows on the next page. The development of FAST diagrams help stimulate team members to think in terms of required functions, not just normal solutions, to enhance their creative idea development. The project's primary tasks, the critical path functions, the project's primary basic functions and other required functions that must be satisfied were identified and are indicated in the report.

3.3 Function Analysis System Technique Diagram

The function analysis system technique diagram arranges the functions in logical order so that when read from left to right, the functions answer the question "How?" If the diagram is read from right to left, the functions answer the question "Why?" Functions connected with a vertical line are those that happen at the same time as, or are caused by, the function at the top of the column. In this case, the functional units shown in **Figure 2** were used to create a function activity diagram that provided the VE team with an understanding of the function dependencies and which functions offered the best opportunity for improving the process and the process schedule.

Figure 2. Function Analysis System Technique Diagram



3.4 Issues, Observations and Obstacles by Identified by the Team

1. If the consultants are building their invoice over time they are locking out the system so that no other activities (payments/TWO/amendments, etc.)
2. PM has 10 working days to approve the services after receipt of progress report, FDOT has 20 calendar days to submit a voucher to DFS, FSO typically takes 5-8 days to pay. Payment is posted within 48 hours.
3. Can we just lockout a pending TWO and not the entire contract to keep the system working?
4. Encumbered dollars in CITS need to have any remainder dollars negative encumbrance on each TWO to free up the dollars under the contract. Can we close the TWO and have it automatically free up the remainder and communicate that information to the financial page to reflect the update?
5. Attach all of the contract lists into the TWOs
6. Sometimes when the uploading of an AFP fails the reasons can be can be very varied if not text length. A good deal of time may be spent trying to troubleshoot for errors or other reasons that it failed. The only way to know if you're successful is to try to upload again. This can take multiple people and multiple trials.
7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices
8. Contract close-out invoices and/or multiple invoices are difficult to submit
9. Document errors, computer settings, unexpected absence from work could derail the plan
10. PSU should not be entering data for TWO into CITS
11. When using the same element description but with a different type of compensation, CITS will overwrite the amount and will convert it to lump sum; adding the old and new value. PSU then has to go back and amend the amount
12. Bridge program (IPSWITCH) was created to extract data from AFP spreadsheet to dump it into CITS. If the IPSWITCH does not find a location within your computer to store the data temporarily, the data will be lost. Delays the process and there is room for errors
13. There are not enough in-house expert local DOT personnel who understand CITS
14. If the consultant's financial people don't have the correct pay period shown on the invoice
15. The 20-day turnaround from the submittal of progress report to payment of the consultant
16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments

17. Task work orders (new and close-out amendments) not in CITS on a timely basis
18. Conflicting information in CTIS – Project page will incorrectly show Contract over funds limit. When this happens, we're unable to obtain approval of new TWOs for additional funds
19. Amendments adding subs not in CITS on a timely basis
20. CITS under suspend – unable to process invoices
21. Issues with Operating Margins not showing up in CITS an input error (E1) or should automatically link E1 to table 4. Or stop progression until correct info is entered.
22. It is difficult to determine the reasoning why contract is suspended in CITS as the system does not clearly state reason Have CITS tell us who and why it is locked
23. Once an executed TWO/amendment is submitted from us for CITS data upload there is no easy way to track if the information has been entered or when, without frequently manually checking Have the PM or the consultant input the proposal – consultant submits, PM approves proposal is In the system notification should be sent when the TWO is approved or rejected.
24. Document upload timing and contract suspension may derail the plan
25. Lack of necessary information to review may derail the plan
26. You can't click the back button to go to the previous screen, you can if you double click
27. On the home page, when you enter the contract number you have to hit submit in lieu of the "enter" button as with most applications. It is cumbersome to have to go home each time to switch between contract page and invoices when looking for information. Contracts often get locked, thus prohibiting consultants from submitting invoices to me for approval or for FSO for payment. Software correction to allow Enter or Submit on the home page (Brandon in CO)
28. If the contract is locked out it may derail the plan
29. Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services.
30. Procurement cannot enter agreements in CITS due to the contract being suspended by Financial Services.
31. Financial Services cannot lock the agreement for billing due to the contract being previously suspended by Procurement
32. Progress report not submitted by the consultant before invoice is submitted in CITS may derail the plan
33. If the system is locked due to upload of data in PSU the consultant cannot submit an invoice until the data entry is complete

34. Must approve invoice with 10 days. If the PM is out make sure an alternate is available to approve on behalf of the PM
35. There could be an issue with the contract that could hold up the data entry or if someone is uploading information in CITS the system could be locked
36. Manual date input errors negatively affects District compliance and auditors performance measures.
37. Unable to provide customer service to stakeholders because contract coordinators and contract managers cannot see specific contracts
38. Not all positions within the Contract are included in the CITS TWO/LOA
39. TWO/LOA amendments are currently required to add positions not part of the original TWO/LOA
40. Current separate systems do not communicate efficiently with each other.
41. Difficult to quickly obtain accurate data
42. High turnover rate in FSO and PSU
43. Loss of knowledge
44. Employees do not feel they are valued
45. Low employee morale
46. Supporting documents for expenses not submitted in timely manner

3.5 Issue/Obstacle Summary

Overall, 46 separate issues were identified by the team. Due to the similarity of multiple issues, the VE team leaders reviewed and grouped them into the following broad classifications:

1. Modifications to the Automatic Fee Proposal
2. Lack of Training/Understanding
3. Modifications to the Consultants Invoice Transmittal System Software
4. Improvements to the Review Process
5. Staffing Issues
6. Data Input Improvements
7. Need to identify roles and responsibilities
8. How are we collecting and analyzing data
9. How CITS interfaces and interoperates with other related systems (e.g., CFM, Flare)

These classification numbers are utilized during the evaluation phase for continued tracking of the issues and ideas (see the Idea Evaluation Form in **Section 5.2**).

4 Speculation/Creative

As mentioned in **Section 3.5**, the 46 issues/concerns were assigned to one of the 9 broad classifications. To ensure all issues/concerns were accounted for during the speculation phase, their identifying numbers were used for clarity in showing from, which functional unit the idea was generated. Brainstorming on each of these, the VE team, as a group, generated 42 ideas that were brought forward within the classifications mentioned for evaluation. The final disposition of each idea is included at the end of **Section 5 Idea Evaluation**.

4.1 Modifications to the Automatic Fee Proposal

6. Sometimes when the uploading of an AFP fails the reasons can be can be very varied if not text length. A good deal of time may be spent trying to troubleshoot for errors or other reasons that it failed. The only way to know if you're successful is to try to upload again. This can take multiple people and multiple trials.
12. Bridge program (IPSWITCH) was created to extract data from AFP spreadsheet to dump it into CITS. If the IPSW does not find a location within your computer to store the data temporarily, the data will be lost. Delays the process and there is room for errors
21. Issues with Operating Margins not showing up in CITS an input error (E1) or should automatically link E1 to table 4. Or stop progression until correct info is entered.
24. Document upload timing and contract suspension may derail the plan

4.2 Lack of Training/Understanding

2. PM has 10 working days to approve the services after receipt of progress report, FDOT has 20 calendar days to submit a voucher to DFS, FSO typically takes 5-8 days to pay. Payment is posted within 48 hours.
13. There are not in-house, local DOT personnel who understand CITS
14. If the consultant's financial people don't have the correct pay period shown on the invoice
15. The 20-day turnaround from the submittal of progress report to payment of the consultant
17. Task work orders (new and close-out amendments) not in CITS on a timely basis
46. Supporting documents for expenses not submitted in timely manner

4.3 Modifications to the Consultants Invoice Transmittal System Software

4. Encumbered dollars in CITS need to have any remainder dollars negative encumbrance on each TWO to free up the dollars under the contract. Can we close the TWO and have it automatically free up the remainder and communicate that information to the financial page to reflect the update?

5. Attach all of the contract lists into the TWOs
7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices
8. Contract close-out invoices and/or multiple invoices are difficult to submit
11. When Using the same element description but with a different type of compensation, CITS will overwrite the amount and will convert it to lump sum; adding the old and new value. PSU then has to go back and amend the amount
18. Conflicting information in CTIS – Project page will incorrectly show Contract over funds limit. When this happens, we're unable to obtain approval of new TWOs for additional funds
20. CITS under suspend – unable to process invoices
22. It is difficult to determine the reasoning why contract is suspended in CITS as the system does not clearly state reason Have CITS tell us who and why it is locked
23. Once an executed TWO/amendment is submitted from us for CITS data upload there is no easy way to track if the information has been entered or when, without frequently manually checking Have the PM or the consultant input the proposal – consultant submits, PM approves proposal is In the system notification should be sent when the TWO is approved or rejected.
26. You can't click the back button to go to the previous screen, you can if you double click
27. On the home page, when you enter the contract number you have to hit submit in lieu of the "enter" button as with most applications. It is cumbersome to have to go home each time to switch between contract page and invoices when looking for information. Contracts often get locked, thus prohibiting consultants from submitting invoices to me for approval or for FSO for payment. Software correction to allow Enter or Submit on the home page (Brandon in CO)
29. Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services.
35. There could be an issue with the contract that could hold up the data entry or if someone is uploading information in CITS the system could be locked

4.4 Improvements to the Review Process

25. Lack of necessary information to review may derail the plan
36. Manual date input errors negatively affects District compliance and auditors performance measures.
37. Unable to provide customer service to stakeholders because contract coordinators and contract managers cannot see specific contracts
38. Not all positions within the Contract are included in the CITS TWO/LOA

39. TWO/LOA amendments are currently required to add positions not part of the original TWO/LOA

4.5 Staffing Issues

42. High turnover rate in FSO and PSU
43. Loss of knowledge
44. Employees do not feel they are valued
45. Low employee morale

4.6 Data Input Improvements

1. If the consultants are building their invoice over time they are locking out the system so that no other activities (payments/TWO/amendments, etc.)
3. Can we just lockout a pending TWO and not the entire contract to keep the system working?
10. PSU should not be entering data for TWO into CITS
16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments
30. Procurement cannot enter agreements in CITS due to the contract being suspended by Financial Services.
31. Financial Services cannot lock the agreement for billing due to the contract being previously suspended by Procurement
32. Progress report not submitted by the consultant before invoice is submitted in CITS may derail the plan
33. If the system is locked due to upload of data in PSU the consultant cannot submit an invoice until the data entry is complete
34. Must approve invoice within 10 days. If the PM is out make sure an alternate is available to approve on behalf of the PM

4.7 Need to identify roles and responsibilities

9. Document errors, computer settings, unexpected absence from work could derail the plan

4.8 How are we collecting and analyzing data

19. Amendments adding subs not in CITS on a timely basis
28. If the contract is locked out it may derail the plan

4.9 How CITS interfaces and interoperates with other related systems (e.g., CFM, Flare)

40. Current separate systems do not communicate efficiently with each other.
41. Difficult to quickly obtain accurate data

5 Idea Evaluation

Although each project is different, the evaluation process for each VE effort can be thought of in its simplest form as a way of combining, evaluating, and narrowing ideas until the VE team agrees on the recommendations to be forwarded. **Figure 2** depicts the typical information flow for the VE process.

5.1 Evaluation Process

Using information from the functional unit discussions, experience, research, and taking into consideration the constraints (federal and state legal requirements), the VE team discussed the various ideas and documented the advantages and disadvantages of each. Each idea was then carefully evaluated with the VE team reaching consensus on the validity of the idea through answering the following questions (as they related to the issue being discussed).

- 1) Will it work?
- 2) Will it save time?
- 3) Will it meet or exceed performance needs?

The idea list was grouped by broad classification as identified in **Section 3.5**. Any idea that scored less than 3 points was eliminated from further discussion. A score of 4 or 5 was developed further. Items scoring 3 were added to the list of Process Improvement Suggestions. **Section 5.2** identifies the ranking of each idea and their disposition; the team provided a short description and justification to support any low ranking.

5.2 Idea Evaluation Form

Issue 1: Modifications to the Automatic Fee Proposal

References: Issue No. 1, 3, 7, 8; Ideas No. 6, 7, 9, 12, 19, 20, 21, 24

Idea No.	Description	Advantages	Disadvantages
1.1	Modify the Automatic Fee Proposal (AFP), to a web-based system	<ul style="list-style-type: none"> ◆ Easier access ◆ Faster review ◆ Faster editing ◆ More efficient ◆ Quality control for the consultants ◆ Reduces the chances for corruption of the file 	<ul style="list-style-type: none"> ◆ No current funding ◆ Additional training for consultant and PSU/PM staff
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
1.2	AFP errors should be identified clearly so errors/corruptors can be corrected	<ul style="list-style-type: none"> ◆ Efficient ◆ Less staff hours ◆ Allows data to be available faster 	<ul style="list-style-type: none"> ◆ Requires software update
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
1.3	Expand dropdown fields for all possible services line item characters and abbreviations	<ul style="list-style-type: none"> ◆ Reduces errors ◆ Time efficiency ◆ Less stressful ◆ Increase data collection opportunities ◆ Improves consistency 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Issue 2: Lack of Training/Understanding

References: Issue No. 1, 2, 3, 6, 8; Ideas No. 2, 4, 11, 13, 14, 15, 17, 32, 46

2.1	Provide a training document to illustrate that the PM has 10 working days to approve the services after receipt of progress report, Department has 20 total calendar days to submit a voucher to the Comptroller.	<ul style="list-style-type: none"> ◆ Improves efficiency ◆ Improves compliance ◆ Minimizes interest payments ◆ Less stress ◆ Improves Department image 	<ul style="list-style-type: none"> ◆ None apparent
Justification/Comments/Disposition:			
Rating:4			

	Description	Advantages	Disadvantages
2.2	Use a checklist to identify common and basic errors	<ul style="list-style-type: none"> ◆ Improves efficiency ◆ Improves compliance ◆ Improves accuracy ◆ Less stress ◆ Improves Department image ◆ Reduces training needs 	<ul style="list-style-type: none"> ◆ None apparent
	Justification/Comments/Disposition:		
Rating: 4			

	Description	Advantages	Disadvantages
2.3	Provide consultants with a progress report template.	<ul style="list-style-type: none"> ◆ Improves efficiency ◆ Provides consistency ◆ Improves accuracy ◆ Less stress ◆ Improves Department image ◆ Reduces training needs 	<ul style="list-style-type: none"> ◆ None apparent
	Justification/Comments/Disposition:		
Rating: 3			

	Description	Advantages	Disadvantages
2.4	Provide a training document that identifies proper procedures to reduce common errors between PSU and FSO.	<ul style="list-style-type: none"> ◆ More efficient ◆ Improves morale ◆ Less stress 	<ul style="list-style-type: none"> ◆ None apparent
	Justification/Comments/Disposition:		
Rating: 4			

Issue 3: Modifications to the Consultants Invoice Transmittal System Software

References: Issue No. 1, 2, 3, 6, 8; Ideas No. 1, 3, 6, 7, 9, 12, 16, 17, 19, 20, 21, 22, 23, 24, 29, 30, 31, 46

Idea No.	Description	Advantages	Disadvantages
3.1	Within the software have a report capability to query CITS	<ul style="list-style-type: none"> ◆ Saves time ◆ More efficient ◆ Improves compliance 	<ul style="list-style-type: none"> ◆ None apparent
	Justification/Comments/Disposition:		
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.2	Allow view –only access to all CITS contracts in the Department the PM and Contractor Coordinator work with	<ul style="list-style-type: none"> ◆ Improves efficiency for PMs and contract coordinators ◆ Improves customer service between PM and PSU 	<ul style="list-style-type: none"> ◆ District Four does not allow view-only capability
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.3	Allow the contract to be active while new documents are being input and not lockout the entire contract to keep the system working?	<ul style="list-style-type: none"> ◆ Less external correspondence ◆ Improves Department image ◆ Improves efficiency ◆ Improves compliance ◆ Improves morale ◆ Allows continuance of invoicing 	<ul style="list-style-type: none"> ◆ None apparent
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.4	Allow the consultants to build their invoice offline (over time) and then submit to CITS	<ul style="list-style-type: none"> ◆ Less external correspondence ◆ Improves Department image ◆ Improves efficiency ◆ Improves compliance ◆ Improves morale ◆ Allows continuance of invoicing and document upload 	<ul style="list-style-type: none"> ◆ None apparent
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.5	Software enhancement to allow Enter or Submit options on the CITS home page (Brandon in CO)	<ul style="list-style-type: none"> ◆ Easier access ◆ More flexibility ◆ Faster data entry 	<ul style="list-style-type: none"> ◆ Software correction cost
Justification/Comments/Disposition:			
Rating: 3			

Idea No.	Description	Advantages	Disadvantages
3.6	Have automated input Optical Character Reader (OCR) vs. manual to minimize human error	<ul style="list-style-type: none"> ◆ Faster data entry ◆ Less input errors ◆ Time efficient ◆ Less frustration 	<ul style="list-style-type: none"> ◆ Software update and OCR software
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.7	The Consultant should be able to initiate the TWO within CITS using all existing agreements, which will alleviate FSO and PSU time.	<ul style="list-style-type: none"> ◆ Decrease errors ◆ Improve accuracy ◆ Saves time ◆ Less stress ◆ Faster access to the contract 	<ul style="list-style-type: none"> ◆ Software upgrade ◆ Consultant training
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.8	Recalculate invoices when multiple invoices are submitted and are incorrect. Correct the invoices automatically in the background. Automate the process of linking table 4 and E1 table.	<ul style="list-style-type: none"> ◆ Eliminates errors ◆ More timely approval 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.9	Obtain limited authority of system for users. Open CITS for administration rights for local PSA	<ul style="list-style-type: none"> ◆ Faster corrections ◆ Better availability of contracts ◆ Less down time 	<ul style="list-style-type: none"> ◆ More work for PSU ◆ Complacency to do it right the first time ◆ Fear of unauthorized contract changes ◆ Need additional safeguards
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.10	CITS should be able to let internal users (FDOT Staff) know who has approved a document	<ul style="list-style-type: none"> ◆ Accountability ◆ Better communication ◆ Improved work product 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.11	Add a required field where the PM could report when they received the progress report	<ul style="list-style-type: none"> ◆ Less errors ◆ Reduces processing time ◆ Improves compliance ◆ More efficient 	<ul style="list-style-type: none"> ◆ Software update needed
Justification/Comments/Disposition:			
Rating: 5			

	Description	Advantages	Disadvantages
3.12	Automatically update the financial project page for any funds changes in CITS Update the system so that when a TWO is complete and closed to automatically pull the FM project number to recover the costs. There are three systems involved here (CITS, CFM, FLAIR). CITS does not talk to CFM since it's not picking up the encumbrance in CFM.	<ul style="list-style-type: none"> ◆ More accurate ◆ Time efficient ◆ Better funds accountability and management ◆ Faster reconciliation of funds 	<ul style="list-style-type: none"> ◆ Software update
	Justification/Comments/Disposition:		
Rating: 5	When entering the amendment/TWO currently PSU needs to manually add the FM project number. CITS should be able to automatically read and append the encumbrance. This will enhance the financial page		

Idea No.	Description	Advantages	Disadvantages
3.13	CITS needs to notify the person inputting that the compensation element already exists under a different method of compensation for a given TWO.	<ul style="list-style-type: none"> ◆ Prevents changes in method of payment ◆ Prevents loss of payment history ◆ Saves time ◆ Prevents overpayment 	<ul style="list-style-type: none"> ◆ The only person aware of the difference is the person entering the data
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.14	CITS should be able to let internal users (FDOT Staff) know what and who has suspended a particular contract.	<ul style="list-style-type: none"> ◆ Better communication ◆ Improves resolution of issues ◆ Provides accountability ◆ Saves time 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.15	CITS should allow users to work on different TWOs within a contract even when one of the TWOs has been suspended.	<ul style="list-style-type: none"> ◆ Less external correspondence ◆ Improves Department image ◆ Improves efficiency ◆ Improves morale ◆ Allows document upload ◆ Less stress 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.16	Create a calendar to click the transaction date for FSO only instead of manual input	<ul style="list-style-type: none"> ◆ Improve compliance ◆ Reduces input errors ◆ Saves time 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
3.17	Immediate notification that Object Codes not valid in CITS when FSO is processing an invoice	<ul style="list-style-type: none"> ◆ Faster processing of the invoice ◆ Less corrections 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.18	CITS needs to notify when there is split funding	<ul style="list-style-type: none"> ◆ Better funds management ◆ Saves time ◆ Prevents work stoppages ◆ Improves public image ◆ Prevents settlement agreements 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.19	The Consultant initiates the TWO, TWO amendments and LOA within CITS using all existing agreements. PM will approve task work orders, TWO amendments and LOA directly in CITS.	<ul style="list-style-type: none"> ◆ Eliminates FSO and PSU time ◆ More efficient ◆ Minimizes errors ◆ Ownership 	<ul style="list-style-type: none"> ◆ Additional workload for the PM ◆ If Idea 3.13 is not implemented, then this idea could create a method of comp. issue. ◆ Develop the software to do it
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.20	Create a system where the TWOs/LOAs are populated through a form site and then uploaded automatically into CITS.	<ul style="list-style-type: none"> ◆ Minimize errors ◆ Eliminates cleaning ◆ More efficient 	<ul style="list-style-type: none"> ◆ It will not capture the signature ◆ Software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
3.21	Provide a seamless transition between the Contract page and the invoice page.	<ul style="list-style-type: none"> ◆ More efficient ◆ Saves time ◆ Less frustration 	<ul style="list-style-type: none"> ◆ Software update
Justification/Comments/Disposition:			
Rating: 5			

Issue 4: Improvements to the Review Process

References: Issue No. 4; Ideas No. 25, 36, 37, 38, 39

Idea No.	Description	Advantages	Disadvantages
4.1	Allow more invoice reviewers (need 4 versus 2)	<ul style="list-style-type: none"> ◆ Distribute workload ◆ Expedites review 	<ul style="list-style-type: none"> ◆ It creates another layer of approval ◆ May require software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
4.2	Set up and send a notification once the status of documents has been changed to approved	<ul style="list-style-type: none"> ◆ Improves customer service ◆ Less emails and phone calls ◆ Consultants will be notified 	<ul style="list-style-type: none"> ◆ May require software update
Justification/Comments/Disposition:			
Rating: 4			

Idea No.	Description	Advantages	Disadvantages
4.3	Add automatic email notifications at multiple stages to the Project Manager regarding the time to review the invoice (at day 5 and at day 10)	<ul style="list-style-type: none"> ● Improves compliance ● Less emails ● Saves time (PM and FSO) ● Reduces interest payments 	<ul style="list-style-type: none"> ◆ May require software update
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
4.4	Use the radio button to include all positions and multipliers on TOWs	<ul style="list-style-type: none"> ◆ Minimizes amendments ◆ More efficient ◆ Less review for FSO ◆ Less input for PSU ◆ Reduces human error ◆ Saves time 	<ul style="list-style-type: none"> ◆ None apparent
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
4.5	Automate the process when there is a contract amendment to add rates, since currently it has to be added manually. It could be done using the AFP, but it is not working well for contract amendments via IPSWITCH. CITS should be able to append an AFP into an existing contract	<ul style="list-style-type: none"> ◆ Saves time ◆ Less errors ◆ Improves customer service 	<ul style="list-style-type: none"> ◆ IPSWITCH still has to work properly
Justification/Comments/Disposition:			
Rating: 5			

Issue 5: Staffing Issues

References: Issue No. 2, 5, 7; Ideas No. 7, 9, 17, 42, 43, 44, 45

Idea No.	Description	Advantages	Disadvantages
5.1	Add a new Full Time Employee position for CITS input in PSU	<ul style="list-style-type: none"> ◆ Better customer service ◆ Quicker turnaround for docs ◆ Improves morale ◆ Improves employee retention 	<ul style="list-style-type: none"> ◆ Funding ◆
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
5.2	Add a new Full Time Employee position for CITS review in FSO	<ul style="list-style-type: none"> ◆ Better customer service ◆ Quicker turnaround for docs ◆ Improves morale ◆ Improves employee retention 	<ul style="list-style-type: none"> ◆ Funding ◆
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
5.3	Improve staff retention for FSO and PSU by providing competitive salaries	<ul style="list-style-type: none"> ◆ Improves morale ◆ Improves employee retention 	<ul style="list-style-type: none"> ◆ Funding ◆
Justification/Comments/Disposition:			
Rating: 5			

Issue 6: Data Input Improvements

References: Issue No. 6; Ideas No. 1, 3, 7, 10, 16, 17, 19, 22, 23, 24, 30, 31, 32, 33, 34

Idea No.	Description	Advantages	Disadvantages
6.3	Do more lump sum contracts.	<ul style="list-style-type: none"> ◆ It's easier and faster to process lump sum contracts in CITS ◆ Less review time for FSO 	◆ Inherent financial risk to both parties
Justification/Comments/Disposition:			
Rating: 3			

Idea No.	Description	Advantages	Disadvantages
6.4	Have a true electronic system that eliminates redundancy (See 3.20)	♦	♦ None apparent
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
6.5	Have automated input vs. manual to minimize human error (covered elsewhere)	♦	♦ None apparent
Justification/Comments/Disposition:			
Rating: 5			

Issue 7: Need to identify roles and responsibilities

References: Issue No. 5, 7; Ideas No. 9, 10, 34, 42, 43, 44, 45

Idea No.	Description	Advantages	Disadvantages
7.1	Develop a flowchart of the process between PSU and FSO to identify roles and responsibilities	<ul style="list-style-type: none">◆ Clearly defines process◆ Faster training◆ Accountability◆ Improves morale◆ Improves communication◆ Improves customer service◆ Saves time	<ul style="list-style-type: none">◆ None apparent
Rating: 4			

Issue 8: How are we collecting and analyzing data

References: Issue No. 8, 9; Ideas No. 19, 28, 40, 41

Idea No.	Description	Advantages	Disadvantages
8.1	Develop a portfolio management system (dashboard) for quick review of key indicators within CITS, FLAIR, CFM and PSI	<ul style="list-style-type: none">◆ Saves time◆ Accurate data collection◆ Accurate data analysis◆ One stop shop◆ Improves customer service◆ Better fiscal accountability◆ Less manual analysis	<ul style="list-style-type: none">◆ Software reconfiguration◆ Funding◆ Training
Justification/Comments/Disposition:			
Rating: 5			

Issue 9: How CITS interfaces and interoperates with other related systems (e.g., CFM, FLAIR)

References: Issue No. 9; Ideas No. 40, 41

Idea No.	Description	Advantages	Disadvantages
9.1	Update the system so that when a TWO is complete and closed to automatically pull the FM project number to recover the costs. There are three systems involved here (CITS, CFM, FLAIR). CITS does not talk to CFM since it's not picking up the encumbrance in CFM. (See 3.12)	♦	♦ None apparent
Justification/Comments/Disposition:			
Rating: 5			

Idea No.	Description	Advantages	Disadvantages
9.2	Establish communication from CITS to FM system when encumbered amount is less than programmed to eliminate "roll forward".	<ul style="list-style-type: none"> ◆ Reduces roll forward ◆ Provides accountability ◆ Free up funds for other projects ◆ Increases communication 	<ul style="list-style-type: none"> ◆ None apparent
Justification/Comments/Disposition:			
Rating: 4			

6 Recommendations

6.1 Introduction

46 issues were generated that the VE team felt were the cause of lengthy processes and delays; due to similarities among the issues and concerns, the 46 issues were grouped into 9 broader classifications. From these issues, the team generated 42 ideas to improve the process. After review and refinement all 42 ideas were evaluated. Those 42 ideas were again grouped and consolidated into 13 recommendations that were identified as potential process improvements.

The VE recommendation documents in this section are presented as collectively written by the team during the VE study. Each recommendation was viewed and edited by the team as a group to provide the correct narrative or better clarify the recommendation, they represent the VE team's findings during the VE study. In addition to the 13 recommendations, three of the ideas didn't score high enough (scored 3 out of 5) to be considered recommendations, but they should be considered as suggestions to enhance, expedite, or provide overall improvement. They are identified, in **Table 2** as process improvement suggestions.

6.2 Correlation to the Business Plan

The FDOT District 4 has a comprehensive Strategic Planning Model called "Business Plan." The plan methodology is instilled in the district's culture through multi-tiered web-based software. This method consists of goals, objectives and activities; goals have high level lofty focus and objectives are the breakdown of the goals into specific focus areas. Activities further break down objectives into step-by-step deliverables aimed at meeting those objectives. While goals do not have specific measurable outcomes, objectives and activities have specific measures to monitor progress; they are also used to measure the effects of strategic and tactical changes to district processes.

To best take advantage of the outcome of this study, the team adapted the recommendation form to align with the District's strategic planning tool. Each recommendation consists of a list of identified issues and concerns, a description of the suggested changes to address issues and concerns, a listing of its advantages and disadvantages, a discussion of the idea/concept, followed by the aforementioned goals and objectives, along with obstacles, and resources needed to implement the recommendation.

Table 2. Process Improvement Suggestions

Idea No.	Process Improvement
2.3	Provide consultants with a progress report template.
3.5	Software enhancement to allow Enter or Submit options on the CITS home page (Brandon in Central Office)
3.5	Software enhancement to allow Enter or Submit options on the CITS home page (Brandon in Central Office)

6.3 Summary of Recommendations

Table 3 is a summary of all recommendations generated based on their evaluation scores of a 4 or 5 and their benefits relative to the study objectives identified in **Section 1.1**.

Table 3 - Summary of Recommendations	
Rec. No.	Description
1	Develop a web based system for the Automatic Fee Proposal (AFP)
2	Allow the contract to be active while new documents are being input. (do not lockout the entire contract to keep the system working)
3	Allow the consultants to build their invoice offline (over time) and then submit to CITS
4	Allow CITS upload through optical character recognition (scan)
5	Add additional full time CITS position for PSU and a new full time CITS position for FSO
6	Restructure training for CITS users
7	ALLOW consultants to create TWO/TWO Amendments/LOA in CITS
8	Update the CITS software to improve efficacy of workflow
9	System to add the calendar field for transaction date and progress report receipt date
10	Allow contract coordinator and contract manager to view all the contracts they manage in CITS
11	Use the radio button (select all) to include all positions and multipliers on TWO/LOA
12	Develop a portfolio management system (dashboard) for data analysis of key indicators within CITS, FLAIR, CFM and PSI
13	Provide competitive salaries to improve staff retention in FSO and PSU

VE RECOMMENDATION NO. 1: DEVELOP A WEB BASED SYSTEM FOR THE AUTOMATIC FEE PROPOSAL (AFP)		IDEA No.(s) <i>See below</i>
Issues		
<p>6. Sometimes when the uploading of an AFP fails the reasons can be can be very varied if not text length. A good deal of time may be spent trying to troubleshoot for errors or other reasons that it failed. The only way to know if you're successful is to try to upload again. This can take multiple people and multiple trials.</p> <p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>9. Document errors, computer settings, unexpected absence from work could derail the plan</p> <p>12. Bridge program (IPSWITCH) was created to extract data from AFP spreadsheet to dump it into CITS. If the IPSW does not find a location within your computer to store the data temporarily, the data will be lost. Delays the process and there is room for errors OMD2 Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments</p> <p>19. Amendments adding subs not in CITS on a timely basis</p> <p>20. CITS under suspend – unable to process invoices</p> <p>21. Issues with Operating Margins not showing up in CITS an input error (E1) or should automatically link E1 to table 4. Or stop progression until correct info is entered.</p> <p>24. Document upload timing and contract suspension may derail the plan</p>		
Idea		
1.1, 1.2, 1.3, 2.2, 3.6, 3.20, 4.5,		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Easier access • Faster review • Faster editing • Quality control for all parties • Reduces the chances for corruption of the file • Faster data entry • Less input errors • Time efficient • Less frustration • Improves public image 		<ul style="list-style-type: none"> • No current funding • Additional training for consultant and PSU/PM staff • Software update
Goal		
Improve the efficiency and effectiveness of the CITS upload process		
Objective(s)		
1.1	Work with Tallahassee to develop the web-based application for the AFP	
1.2	Improve the efficiency of the AFP spreadsheet	
1.3	Develop and incorporate checklists of common errors	
Resources		
Existing AFP spreadsheet, CITS software and IPSWITCH		

VE RECOMMENDATION NO. 2: ALLOW THE CONTRACT TO BE ACTIVE WHILE NEW DOCUMENTS ARE BEING INPUT. (DO NOT LOCKOUT THE ENTIRE CONTRACT TO KEEP THE SYSTEM WORKING)		IDEA No.(s) <i>See below</i>
Issues		
<p>1. If the consultants are building their invoice over time they are locking out the system so that no other activities (payments/TWO/amendments, etc.)</p> <p>3. Can we just lockout a pending TWO and not the entire contract to keep the system working??</p> <p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments</p> <p>17. Task work orders (new and close-out amendments) not in CITS on a timely basis</p> <p>19. Amendments adding subs not in CITS on a timely basis</p> <p>20. CITS under suspend – unable to process invoices</p> <p>22. It is difficult to determine the reasoning why contract is suspended in CITS as the system does not clearly state reason Have CITS tell us who and why it is locked</p> <p>23. Once an executed TWO/amendment is submitted from us for CITS data upload there is no easy way to track if the information has been entered or when, without frequently manually checking Have the PM or the consultant input the proposal – consultant submits, PM approves proposal is In the system notification should be sent when the TWO is approved or rejected.</p> <p>24. Document upload timing and contract suspension may derail the plan</p> <p>30. Procurement cannot enter agreements in CITS due to the contract being suspended by Financial Services.</p> <p>31. Financial Services cannot lock the agreement for billing due to the contract being previously suspended by Procurement</p>		
Idea		
3.3., 3.4, 3.15		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Less external correspondence • Improves Department image • Improves efficiency • Improves compliance • Improves morale • Allows continuance of invoicing • Less stress to all parties 		<ul style="list-style-type: none"> • Software update
Goal		
Allow the CITS software to allow multi-tasking.		
Objective(s)		
2.1	Work with Tallahassee to change the software.	
2.2	Eliminate the backlog of documents to be entered into the system	
2.3	Allow the continuous processing of invoices	

<p style="text-align: center;">VE RECOMMENDATION NO. 2: ALLOW THE CONTRACT TO BE ACTIVE WHILE NEW DOCUMENTS ARE BEING INPUT. (DO NOT LOCKOUT THE ENTIRE CONTRACT TO KEEP THE SYSTEM WORKING)</p>	<p style="text-align: center;">IDEA No.(s) <i>See below</i></p>
<p>Notes</p>	
<p>Current software and education Funding</p>	
<p>Resources</p>	
<p>Current CITS software</p>	

VE RECOMMENDATION NO. 3: ALLOW THE CONSULTANTS TO BUILD THEIR INVOICE OFFLINE (OVER TIME) AND THEN SUBMIT TO CITS		IDEA No.(s) <i>See below</i>
Issues		
<p>1. If the consultants are building their invoice over time they are locking out the system so that no other activities (payments/TWO/amendments, etc.)</p> <p>3. Can we just lockout a pending TWO and not the entire contract to keep the system working??</p> <p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments</p> <p>17. Task work orders (new and close-out amendments) not in CITS on a timely basis</p> <p>19. Amendments adding subs not in CITS on a timely basis</p> <p>20. CITS under suspend – unable to process invoices</p> <p>22. It is difficult to determine the reasoning why contract is suspended in CITS as the system does not clearly state reason Have CITS tell us who and why it is locked</p> <p>23. Once an executed TWO/amendment is submitted from us for CITS data upload there is no easy way to track if the information has been entered or when, without frequently manually checking Have the PM or the consultant input the proposal – consultant submits, PM approves proposal is In the system notification should be sent when the TWO is approved or rejected.</p> <p>24. Document upload timing and contract suspension may derail the plan</p> <p>29. Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services.</p> <p>30. Procurement cannot enter agreements in CITS due to the contract being suspended by Financial Services.</p> <p>31. Financial Services cannot lock the agreement for billing due to the contract being previously suspended by Procurement</p> <p>46. Supporting documents for expenses not submitted in timely manner</p>		
Idea		
3.4.		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Less external correspondence • Improves Department image • Improves efficiency • Improves compliance • Improves morale • Allows continuance of invoicing • Less stress to all parties • Increase in productivity 		<ul style="list-style-type: none"> • Software update
Goal		
Provide a platform for the consultant to work on their draft invoice submittals offline. (but still within CITS)		
Objective(s)		
3.1	Work with Tallahassee to change the software.	
3.2	Allow the users continuous uninterrupted access to the system.	

VE RECOMMENDATION NO. 3: ALLOW THE CONSULTANTS TO BUILD THEIR INVOICE OFFLINE (OVER TIME) AND THEN SUBMIT TO CITS	IDEA No.(s) <i>See below</i>
Resources	
Current CITS software	

VE RECOMMENDATION NO. 4: ALLOW CITS UPLOAD THROUGH OPTICAL CHARACTER RECOGNITION (SCAN)		IDEA No.(s) See below
Issues		
<p>6. Sometimes when the uploading of an AFP fails the reasons can be can be very varied if not text length. A good deal of time may be spent trying to troubleshoot for errors or other reasons that it failed. The only way to know if you're successful is to try to upload again. This can take multiple people and multiple trials.</p> <p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>9. Document errors, computer settings, unexpected absence from work could derail the plan</p> <p>12. Bridge program (IPSWITCH) was created to extract data from AFP spreadsheet to dump it into CITS. If the IPSWITCH does not find a location within your computer to store the data temporarily, the data will be lost. Delays the process and there is room for errors</p> <p>16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments</p> <p>19. Amendments adding subs not in CITS on a timely basis</p> <p>20. CITS under suspend – unable to process invoices</p> <p>21. Issues with Operating Margins not showing up in CITS an input error (E1) or should automatically link E1 to table 4. Or stop progression until correct info is entered.</p> <p>24. Document upload timing and contract suspension may derail the plan</p>		
Idea		
3.6, 4.5		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Faster data entry • Less input errors • Time efficient • Less frustration • Eliminates the IPSWITCH • Eliminates the AFP upload • Less stress 		<ul style="list-style-type: none"> • Software update and OCR software • Software funding • Have to find a way to capture all data
Goal		
Improve the efficiency and effectiveness of the CITS upload process		
Objective(s)		
4.1	Work with Tallahassee to develop the interface in CITS for OCR	
Resources		
Scanners, CITS software, PDF writer software		

VE RECOMMENDATION NO. 5: ADD ADDITIONAL FULL TIME CITS POSITION FOR PSU AND A NEW FULL TIME CITS POSITION FOR FSO		IDEA No.(s) <i>See below</i>
Issues		
<p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>9. Document errors, computer settings, unexpected absence from work could derail the plan</p> <p>16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments</p> <p>17. Task work orders (new and close-out amendments) not in CITS on a timely basis</p> <p>19. Amendments adding subs not in CITS on a timely basis</p> <p>20. CITS under suspend – unable to process invoices</p> <p>24. Document upload timing and contract suspension may derail the plan</p> <p>26. You can't click the back button to go to the previous screen. You can if you double click</p> <p>29. Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services.</p> <p>30. Procurement cannot enter agreements in CITS due to the contract being suspended by Financial Services.</p> <p>31. Financial Services cannot lock the agreement for billing due to the contract being previously suspended by Procurement</p>		
Idea		
5.1, 5.2, 5.3.		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Better customer service • Quicker turnaround for docs • Improves morale • Improves employee retention 		<ul style="list-style-type: none"> • Funding
Goal		
Effectively handle the current workload related to CITS		
Objective(s)		
5.1	Obtain approval to add full time positions	
5.2	Prepare and deliver training to new staff	
Resources		
Available CITS training material, experienced staff.		

VE RECOMMENDATION NO. 6: RESTRUCTURE TRAINING FOR CITS USERS		IDEA No.(s) <i>See below</i>
Issues		
<p>4. Encumbered dollars in CITS need to have any remainder dollars negative encumbrance on each TWO to free up the dollars under the contract. Can we close the TWO and have it automatically free up the remainder and communicate that information to the financial page to reflect the update?</p> <p>11. When Using the same element description but with a different type of compensation, CITS will overwrite the amount and will convert it to lump sum; adding the old and new value. PSU then has to go back and amend the amount</p> <p>17. Task work orders (new and close-out amendments) not in CITS on a timely basis</p> <p>32. Progress report not submitted by the consultant before invoice is submitted in CITS may derail the plan</p>		
Idea		
2.1, 2.2, 2.3, 2.4		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Improves efficiency • Improves compliance • Improves accuracy • Less stress • Improves Department image • Reduces training needs 		<ul style="list-style-type: none"> • None apparent
Goal		
Have knowledgeable and empowered staff to execute CITS functions.		
Objective(s)		
6.1	Enhance directed training for specific roles and responsibilities.	
6.2	Establish a desktop procedure for specific roles and responsibilities	
6.3	Develop list with most common errors	
Resources		
Existing training material, check list, contract manager academy		

VE RECOMMENDATION NO. 7: ALLOW CONSULTANTS TO CREATE TWO/TWO AMENDMENTS/LOA IN CITS		IDEA No.(s) <i>See below</i>
Issues		
<p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>9. Document errors, computer settings, unexpected absence from work could derail the plan</p> <p>10. PSU should not be entering data for TWO into CITS</p> <p>11. When Using the same element description but with a different type of compensation, CITS will overwrite the amount and will convert it to lump sum; adding the old and new value. PSU then has to go back and amend the amount</p> <p>16. Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments</p> <p>17. Task work orders (new and close-out amendments) not in CITS on a timely basis</p> <p>19. Amendments adding subs not in CITS on a timely basis</p> <p>20. CITS under suspend – unable to process invoicesOC2,</p> <p>24. Document upload timing and contract suspension may derail the plan</p> <p>29. Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services.</p>		
Idea		
3.3, 3.7, 3.19, 3.20, 4.4		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Decrease errors • Improve accuracy • Saves time • Less stress • Faster access to the contract • More efficient • Ownership • Minimizes amendments • Less review for FSO • Less input for PSU • Improves compliance • Improves morale 		<ul style="list-style-type: none"> • Software upgrade • Consultant training • Additional workload for the PM • If Idea 3.13 is not implemented, then this idea could create a method of comp. issue. • Develop the software
Goal		
Improve efficacy and accountability of the CITS process		
Objective(s)		
7.1	Work with Tallahassee to modify the CITS software to allow consultant input	
7.2	Develop and implement new training/guidelines for the new process.	
Resources		
Existing CITS software, guidelines, existing contract data		

VE RECOMMENDATION NO. 8: UPDATE THE CITS SOFTWARE TO IMPROVE EFFICACY OF WORKFLOW		IDEA No.(s) <i>See below</i>
Issues		
<p>4. Encumbered dollars in CITS need to have any remainder dollars negative encumbrance on each TWO to free up the dollars under the contract. Can we close the TWO and have it automatically free up the remainder and communicate that information to the financial page to reflect the update?</p> <p>7. Consultants get frustrated when they system has locked them out (suspended file) and they want to submit invoices</p> <p>11. When Using the same element description but with a different type of compensation, CITS will overwrite the amount and will convert it to lump sum; adding the old and new value. PSU then has to go back and amend the amount</p> <p>18. Conflicting information in ICTIS – Project page will incorrectly show Contract over funds limit. When this happens, we're unable to obtain approval of new TWOs for additional funds</p> <p>20. CITS under suspend – unable to process invoices</p> <p>22. It is difficult to determine the reasoning why contract is suspended in CITS as the system does not clearly state reason Have CITS tell us who and why it is locked</p> <p>23. Once an executed TWO/amendment is submitted from us for CITS data upload there is no easy way to track if the information has been entered or when, without frequently manually checking Have the PM or the consultant input the proposal – consultant submits, PM approves proposal is In the system notification should be sent when the TWO is approved or rejected.</p> <p>24. Document upload timing and contract suspension may derail the plan</p> <p>26. You can't click the back button to go to the previous screen You can if you double click</p> <p>27. On the home page, when you enter the contract number you have to hit submit in lieu of the "enter" button as with most applications. It is cumbersome to have to go home each time to switch between contract page and invoices when looking for information. Contracts often get locked, thus prohibiting consultants from submitting invoices to me for approval or for FSO for payment. Software correction to allow Enter or Submit on the home page (Brandon in CO)</p> <p>29. Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services.</p>		
Idea		
3.1, 3.8, 3.9, 3.10, 3.11, 3.12, 3.13, 3.14, 3.16. 3.17., 3.18, 4.1, 4.2, 4.3		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Accountability • Better communication • Improved work product • Less errors • Reduces processing time • Improves compliance • More efficient • More accurate • Better funds accountability and management • Faster reconciliation of funds 		<ul style="list-style-type: none"> • Software update
Goal		
Enhanced CITS software to optimize workflow		

VE RECOMMENDATION NO. 8: UPDATE THE CITS SOFTWARE TO IMPROVE EFFICACY OF WORKFLOW		IDEA No.(s) <i>See below</i>
Objective(s)		
8.1	Work with Tallahassee to change the software	
8.2	Modify the system to include calendar field for transaction date and progress report receipt date	
8.3	Automatically update the financial project page for fund changes.	
8.4	Modify the CITS software to allow notifications as expressed in the ideas above	
Resources		
CITS coordinator, CITS software		

VE RECOMMENDATION NO. 9: SYSTEM TO ADD THE CALENDAR FIELD FOR TRANSACTION DATE AND PROGRESS REPORT RECEIPT DATE		IDEA No.(s) <i>See below</i>
Issues		
36. Manual date input errors negatively affects District compliance and auditors performance measures.		
Idea		
3.11, 3.16		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Less errors • Reduces processing time • Improves compliance • More efficient • Saves time 		<ul style="list-style-type: none"> • Software update
Goal		
Improve District compliance on invoice processing		
Objective(s)		
9.1	Work with Tallahassee to change the software addressing calendar input fields.	
9.2		
Resources		
CITS software, desktop procedures		

VE RECOMMENDATION NO. 10: ALLOW CONTRACT COORDINATOR AND CONTRACT MANAGER TO VIEW ALL OF THE CONTRACTS THEY MANAGE IN CITS		IDEA No.(s) <i>See below</i>
Issues		
37. Unable to provide customer service to stakeholders because contract coordinators and contract managers cannot see specific contracts		
Idea		
3.2.		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Improves efficiency for contract managers and contract coordinators • Improves customer service 	<ul style="list-style-type: none"> • District Four no longer allows view-only capability 	
Goal		
Have efficient customer service with contract managers and contract coordinators.		
Objective(s)		
10.1	Work with management to allow view-only access	
10.2		
Resources		
Capability already exists in CITS		

VE RECOMMENDATION NO. 11: USE THE RADIO BUTTON (SELECT ALL) TO INCLUDE ALL POSITIONS AND MULTIPLIERS ON TWO/LOA		IDEA No.(s) <i>See below</i>
Issues		
<p>38. Not all positions within the Contract are included in the CITS TWO/LOA</p> <p>39. TWO/LOA amendments are currently required to add positions not part of the original TWO/LOA</p>		
Idea		
4.4		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Minimizes amendments • More efficient • Less review for FSO • Less manual input for PSU • Reduces human error • Saves time • Alleviates unnecessary workload for all CITS users • Eliminates redundancy • Already in use at other Districts 		<ul style="list-style-type: none"> • None apparent
Goal		
Improve efficiency and workflow		
Objective(s)		
11.1	Improve customer service through utilizing existing options available within CITS	
Resources		
CITS software		

VE RECOMMENDATION NO. 12: DEVELOP A PORTFOLIO MANAGEMENT SYSTEM (DASHBOARD) FOR DATA ANALYSIS OF KEY INDICATORS WITHIN CITS, FLAIR, CFM AND PSI		IDEA No.(s) <i>See below</i>
Issues		
40. Current separate systems do not communicate efficiently with each other. 41. Difficult to quickly obtain accurate data		
Idea		
8.1, 9.2		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Consistent with ROADS initiative • Saves time • Accurate data collection • Accurate data analysis • One stop shop • Improves customer service • Better fiscal accountability • Less manual analysis • Reduces roll forward • Provides accountability • Free up funds for other projects • Increases communication 		<ul style="list-style-type: none"> • Software reconfiguration • Funding • Training
Goal		
Produce accurate and reliable information in a timely manner		
Objective(s)		
12.1	Work with Tallahassee to change the software	
12.2	Develop an integrated system that encompasses all existing contract related data collection systems	
Resources		
Existing contract related data collection systems		

VE RECOMMENDATION NO. 13: PROVIDE COMPETITIVE SALARIES TO IMPROVE STAFF RETENTION IN FSO AND PSU		IDEA No.(s) <i>See below</i>
Issues		
42. High turnover rate in FSO and PSU 43. Loss of knowledge 44. Employees do not feel they are valued 45. Low employee morale		
Idea		
5.3		
Advantages		Disadvantages
<ul style="list-style-type: none"> • Improves morale • Improves employee retention • Improves customer service 		<ul style="list-style-type: none"> • Funding
Goal		
Obtain and retain qualified personnel		
Objective(s)		
13.1	Revisit HR CPR process for current PSU and FSO	
13.2	Provide competitive salaries and career path development	
13.3	Reduce personnel turnover	
Resources		
Existing staff		

Appendix A. Value Engineering Process

Value Engineering (VE) is a systematic process using a multidisciplinary team to improve the value of a project through the analysis of its functions. The primary objective of a VE Study is value improvement. Value improvements might relate to scope definition, functional design, constructability, coordination (both internal and external), or the schedule for project development. Other possible value improvements are reduced environmental impacts, reduced public (traffic) inconvenience, or reduced project cost.

General

This section describes the value engineering methodology used during the VE study. A systematic approach was used in the VE study and the key procedures involved were organized into three distinct parts: 1) pre-study preparations, 2) VE workshop, and 3) post-study.

Pre-Workshop Activities

Purpose: Plan and organize the CITS Process Review Study.

Desired Outcome:

The desired outcome is a clear understanding of what senior management desires to have addressed, determine the strategic objectives/priorities on how to implement the CITS process improvements resulting from the VE Workshop. Determine what offices will receive the CITS questionnaire. Determine the VE team members that are knowledgeable of and committed to improving the CITS Process. Determine measures of success.

Workshop (Job Plan) Activities (six phases)

1. Information Phase

The team reviews and defines the current conditions of the CITS process and clearly understands the desired outcomes of the study.

Purpose: Understand the current state of the CITS process and constraints that influence each stakeholder's actions and decisions.

Desired Outcome:

This phase brings all team members to a common, basic understanding of the current CITS process within the affected functional offices within District Four (including influences from other operational offices with a focus on supplier and customer relationships specific to CITS). The functional understanding establishes the base case to identify and benchmark alternatives and mismatches that will set the stage for innovation.

2. Function Analysis Phase

The team defines the CITS process functions using a two-word active verb/measurable noun context. The team reviews and analyzes these functions to determine which need improvement, elimination, or creation to meet the process improvement's goals and objectives.

Purpose: Understand the CITS process from a functional perspective; what must be done, rather than how CITS is currently managed.

Desired Outcome:

This phase focuses the team on validating that the CITS process satisfies the needs and objectives of the customer. It provides a more comprehensive understanding of the project by

focusing on what the project does or must do rather than what it is. The team identifies value-mismatched function(s) on which to focus in order to improve the project.

3. Creative Phase

The team employs creative techniques to identify other ways to perform the required CITS functions.

Purpose: Generate a quantity of ideas related to other ways to perform functions

Desired Outcome:

The team develops a broad array of ideas that will provide a wide variety of possible alternative ways to perform the required functions that may improve the overall value of the project (process).

4. Evaluation Phase

The team follows a structured evaluation process to select those ideas that offer the potential for value improvement while delivering the project's function(s) and considering performance requirements and resource limits.

Purpose: Reduce the quantity of ideas that have been identified to a short list of ideas with the greatest potential to improve the project.

Desired Outcome:

The team produces a focused list of concepts that warrant quality time to develop into value-based solutions that can be implemented into each functional office's CITS Process.

5. Development Phase

The team develops the selected ideas into recommendations (or suggestions) with a sufficient level of documentation to allow decision makers to determine if the alternative should be implemented.

Purpose: Further analyze and develop the short list of ideas and develop those with merit into value alternatives.

Desired Outcome:

The Value Study team creates recommendations with low, medium, and high-risk scenarios and offers these recommendations to senior management as options that address the Pre-Workshop strategic objectives.

6. Presentation Phase

The team leaders develop a report and presentation that documents and conveys the adequacy of the recommendations developed by the team and the associated value improvement opportunity.

Purpose: Present value recommendations to the management team and other project stakeholders and/or decision-makers.

Desired Outcome:

Ensure management and other key stakeholders understand the rationale of the value alternatives. Also generate interest to sanction implementation.

Post-Workshop Activities

Implementation Activities

Purpose: Ensure accepted value recommendations are implemented and that the benefits projected by the Value Study have been realized.

Typical Outcome:

The project stakeholders determine what will be changed in the current CITS Process as a result of the VE Workshop. These are changes to the original CITS process and/or other processes related to improving the overall efficiencies within the involved functional offices resulting from the value recommendations. The identified improvements will be delivered in a strategic business plan format for monitoring and continuous improvement opportunities.

Appendix B. VE Study Agenda

CITS Process VE Study Agenda

Tuesday April 26, 2016	
Location: FDOT District Four Second Floor Conference Room	
Time	Topic
9:30 a.m.	Workshop Kick-off: Process Overview and Workshop Expectations <ul style="list-style-type: none"> • Welcome, sign-in • Management direction • Agenda review • Current Process overview and Procedure
10:45 a.m.	Break
11:00 a.m.	CITS Process — Group Function <ul style="list-style-type: none"> • Create a Function Analysis System Technique Diagram of our current Consultant Invoice Tracking System • Open discussion of current process and how individual functional units interact • Identify constraints, policy, challenges, etc. • Review questionnaire issues, any additional issues? • Brainstorming of ideas on how to overcome the issues
12:00 p.m.	Lunch
1:30 p.m.	CITS Process — Procurement Office <ul style="list-style-type: none"> • Discussion of current process and interactions • Review questionnaire issues, any additional issues? • Brainstorming of ideas on how to overcome the issues
3:00 p.m.	Break
3:15 p.m.	CITS Process — (Design & Construction) <ul style="list-style-type: none"> • Discussion of current process and interactions • Review questionnaire issues, any additional issues? • Brainstorming of ideas on how to overcome the issues
4:30 p.m.	Adjourn for the day

Wednesday April 27, 2016	
Time	Topic
9:00 a.m.	CITS Process — Financial Services /Program Management <ul style="list-style-type: none"> • Discussion of current process and interactions • Review questionnaire issues, any additional issues? • Brainstorming of ideas on how to overcome the issues
10:15 a.m.	Break
10:30 a.m.	CITS Process — Other Offices /Parking Lot items <ul style="list-style-type: none"> • Discussion of current process and interactions • Review questionnaire issues, any additional issues? • Brainstorming of ideas on how to overcome the issues
12:00 p.m.	Lunch
1:30 p.m.	CITS Process — Group <ul style="list-style-type: none"> • Overview of combined discussions of current process and interactions • Begin Brainstorming as a Group
3:00 p.m.	Break
3:15 p.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue Brainstorming as a Group • Discuss homework assignments
4:30 p.m.	Adjourn for the day

Tuesday May 3, 2016	
<i>Location: FDOT District 4 Second Floor Conference Room</i>	
Time	Topic
9:00 a.m.	CITS Process — Group <ul style="list-style-type: none"> • Summarize/review consolidated issues and ideas • Additional issues • Begin evaluation
10:15 a.m.	Break
10:30 a.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue evaluation
12:00 p.m.	Lunch
1:30 p.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue evaluation
3:00 p.m.	Break
3:15 p.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue evaluation • Begin development into recommendations
4:30 p.m.	Adjourn for the day

Wednesday, May 4, 2016	
Location: FDOT District 4 Second Floor Conference Room	
Time	Topic
9:00 a.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue development into recommendation
10:15 a.m.	Break
10:30 a.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue development into recommendations
12:00 p.m.	Lunch
1:30 p.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue development into recommendations
3:00 p.m.	Break
3:15 p.m.	CITS Process — Group <ul style="list-style-type: none"> • Continue development into recommendations
4:30 p.m.	Adjourn for the day

Thursday, May 5, 2016	
Location: FDOT District 4 Second Floor Conference Room	
Time	Topic
9:00 a.m.	CITS Process — Group <ul style="list-style-type: none"> • Complete Development
10:15 a.m.	Break
10:30 a.m.	CITS Process — Group <ul style="list-style-type: none"> • Complete Development
12:00 p.m.	Adjourn

Appendix C. Questionnaire Responses

Consultant Invoice Transmittal System (CITS) value engineering process questions	
Functional Area (Discipline): Program Management (Work Program)	Date:
General Question	
Can you summarize the CITS process within your functional office?	
The Work Program (WP) unit does not utilize CITS.	
What are the biggest issues or concerns you have about the overall CITS process?	
<p>There are no issues from a Work Program standpoint; however, I've heard issues where</p> <ul style="list-style-type: none"> • Consultants cannot bill due to their agreements being locked by either Procurement or Financial Services. • Procurement cannot enter agreements in CITS due to the contract being locked by Financial Services or the Consultant. • Financial Services cannot lock the agreement for billing due to the contract being previously locked by Procurement or the Consultant 	
What are the biggest issues or concerns you have about your role/contribution(s) to/in the process?	
The Work Program unit does not utilize CITS.	

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management (Work Program)

Date:

What?

What is your role in the CITS Process? What is it that you do?

The Work Program unit does not utilize CITS.

What functions do you perform in the process?

None.

What are the deliverables or outputs from your process?

None.

What information is required before the process can begin?

The Project Manager must have authorized funds and an approved encumbrance prior to issuing a Notice to Proceed to the Consultant.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management (Work Program) Date:

What laws, rules, regulations, or guidelines constrain your work/process?

None.

How?

Do you have a workflow or desktop procedure of your process/work?

No

What laws, rules, regulations, or guidelines do you follow to do your job?

The WP is developed and maintained in accordance with FS 339.135.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management (Work Program)

Date:

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

N/A

What issues may derail the plan?

N/A

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

N/A

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management (Work Program)

Date:

Where?

Where in the process does your work come in?

My role is in the beginning of the procurement process. We program and authorize funds so that the agreement (new, supplemental, task work order) can be issued.

Where physically is your work performed?

In my office in the FDOT headquarters building.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management (Work Program)

Date:

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

The Project Manager and the Contract Manager

Who is doing the work? Internal, external, other office/agency?

Internal: the Work Program Unit

External: FHWA (federal funds authorization)

Contract Funds Management

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management (Work Program)

Date:

Why?

Why do you perform this work? What are the foundations for your work?

To enable the Project/Contract Managers to issue Notice to Proceeds for their agreements.

Why do you perform it the way you do?

Per FS 339.135(6)(a)

The department, during any fiscal year, shall not expend money, incur any liability, or enter into any contract which, by its terms, involves the expenditure of money in excess of the amounts budgeted as available for expenditure during such fiscal year. Any contract, verbal or written, made in violation of this subsection is null and void, and no money may be paid on such contract. The department shall require a statement from the comptroller of the department that funds are available prior to entering into any such contract or other binding commitment of funds...

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Yes; see above

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

General Question

Can you summarize the CITS process within your functional office?

Yes, see below.

What are the biggest issues or concerns you have about the overall CITS process?

20-day turnaround from submittal of progress report to payment of consultant. Haven't experienced a problem, however, other than anxiety.

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

What?

What is your role in the CITS Process? What is it that you do?

Project Manager

What functions do you perform in the process?

For D/W contracts: review progress reports, approve submittal of invoice for Program Management approval.

For Project contracts: review progress reports and approve CITS invoice submittals

What are the deliverables or outputs from your process?

Approvals of progress reports, approvals of invoices

What information is required before the process can begin?

Progress report and copy of CITS input for and invoice.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

What laws, rules, regulations, or guidelines constrain your work/process?

Procedure 350-020-301, Service Level Agreement w/ Program Management

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

How?

Do you have a workflow or desktop procedure of your process/work?

No.

What laws, rules, regulations, or guidelines do you follow to do your job?

Procedure 360-050-005

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

½ hour or less depending on the number of work orders processed

What issues may derail the plan?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

Invoices cannot be submitted until task work orders and contract amendments are entered into CITS, or when CITS is shut down to enter amendments.

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

Upstream: Director, Office Manager, and Supervisor for approval of work orders, amendments, supplementals, funding authorizations. No dependencies upstream for CITS

Downstream: Program Management for processing of task work orders and invoices

Where?

Where in the process does your work come in?

Review progress reports and draft invoices, approve payment for D/W contracts, approve invoices in CITS for project contracts, initiate task work order processing

Where physically is your work performed?

In the office mainly, can be performed anywhere with computer access to email and servers (like North Carolina from time to time).

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

Program management followed by Financial Services

Who is doing the work? Internal, external, other office/agency?

Consultant (external) prepares progress reports and invoices, and submits invoices into CITS

Internal: OMD for progress report approval. Program Management for CITS approval. Fiscal for invoice payment.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): OMD

Date:2/15/2016

Why?

Why do you perform this work? What are the foundations for your work?

I'm the PM

Foundations? Planning and PDE? Related to CITS?

Why do you perform it the way you do?

It works, is efficient, and provides for documentation for audits if needed, plus cannot imagine a better way to it that would not add complexity to a simple process.

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Yes, Service Level Agreement with Program Management. Procedure 360-050-005

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

General Question

Can you summarize the CITS process within your functional office?

1. Consultant creates/submits invoice
2. Primary Approver approves invoice
3. System creates Cost Distribution Work Form
4. Invoices is submitted to Financial Services

What are the biggest issues or concerns you have about the overall CITS process?

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

What?

What is your role in the CITS Process? What is it that you do?

Primary Approver. I review and approve invoices for contracts for which I am listed as the Primary Approver.

What functions do you perform in the process?

Invoice reviewer and approver.

What are the deliverables or outputs from your process?

Payment for services during the invoice period.

What information is required before the process can begin?

The Consultant submits through email to the FDOT Project Manager the Progress Report for the invoice period.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

What laws, rules, regulations, or guidelines constrain your work/process?

Florida Statute 215.422 - Payments, warrants, and invoices.

How?

Do you have a workflow or desktop procedure of your process/work?

No

What laws, rules, regulations, or guidelines do you follow to do your job?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

2 days

What issues may derail the plan?

Progress report not submitted by the consultant before invoice is submitted in CITS.

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

Where?

Where in the process does your work come in?

When invoice is submitted in CITS

Where physically is your work performed?

In my office cubicle, FDOT District 4.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

Who is doing the work? Internal, external, other office/agency?

Internal

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Program Management

Date:

Why?

Why do you perform this work? What are the foundations for your work?

So consultants are paid with their services.

Why do you perform it the way you do?

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

General Question

Can you summarize the CITS process within your functional office?

Serves as a storehouse for professional contract information related to rates for invoicing. Can be used to find other contract details such as the prime and sub-consultants listed on the contract, task work orders, invoices paid, etc. (for other offices too)

What are the biggest issues or concerns you have about the overall CITS process?

Sometimes when the uploading of an AFP fails, the reasons can be very varied if not text length. A good deal of time may be spent trying to trouble shoot for errors or other reasons that it failed. The only way to know if you're successful is to try to upload again. This can take multiple people and multiple trials.

Consultants get frustrated when the system has locked them out and they want to submit invoices.

Contract close-out invoices &/or multiple invoices are difficult to submit.

Shouldn't have an Excel spreadsheet, it should be web-based

Could input be accomplished with scanning software to avoid manual input

Implement more lump sum contracts to simplify CITS (much faster)

Need a search tool within CITS to query the type of contract

Would like to have a "view only" capability for the PM on CEI contracts

Ability to recalculate and update invoices when multiple invoices are submitted and incorrect, keep the first corrected one in the background until all incorrect invoices are automatically corrected

Prepare checklist for basic and common errors

Why is PSU in the loop for TWOs? If the PM and the FSO approve that should be could

Allow the consultant to initiate the TWO within CITS using all existing data, the PM approves and it is in the system, would expedite the process

Add a warning if an added line item is the same but a different method of payment on an existing compensation element

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

See above AFP issue stated. When it is troublesome to upload an AFP, the whole process gets delayed and sometimes the consultant can't invoice.

What?

What is your role in the CITS Process? What is it that you do?

Upload AFPs for newly executed contracts.

What functions do you perform in the process?

Upload AFPs for newly executed contracts.

What are the deliverables or outputs from your process?

Contract rates and overall contract deliverable designation.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

What information is required before the process can begin?

Correct and accurate information on the AFP.

What laws, rules, regulations, or guidelines constrain your work/process?

?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

How?

Do you have a workflow or desktop procedure of your process/work?

Specific to CITS?? I am not aware.

Otherwise, yes there are many.

What laws, rules, regulations, or guidelines do you follow to do your job?

Acquisition of Professional Services – Procedure 375-030-002-k (references contained within)

FS 334.048; 337.077

Negotiation Handbook

Amendments & Task Work Orders for Professional Service Agreements – Procedure 375-030-010-d

FS 387.055

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

A few minutes to do my part if everything worked properly.

What issues may derail the plan?

Document errors, computer settings, unexpected absence from work.

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

See comment above.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

Where?

Where in the process does your work come in?

The beginning.

Where physically is your work performed?

D4 headquarters, Procurement office.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

Project Managers, Consultants, CITS Coordinator, Financial Services

Who is doing the work? Internal, external, other office/agency?

What work specifically? If related to the above question, all of the above related to this question: Internal, external, other office/agency.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Procurement/Professional Services

Date: 2/17/16

Why?

Why do you perform this work? What are the foundations for your work?

For financial accountability and reference in invoicing. The information and support documentation that goes into the AFP.

Why do you perform it the way you do?

So the projects can start and the consultants can be paid.

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Yes, FS 334.048; 337.077 (and the others listed in one of the above questions)

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TWOs & Invoicing

Date: 2/15/16

General Question

Can you summarize the CITS process within your functional office?

Verify that TWOs & Amendments have been entered into CITS. Once Entered, CEI is able to enter and submit Invoices for review/approval.

What are the biggest issues or concerns you have about the overall CITS process?

TWOs (new and close out amendments) not in CITS on a timely basis.

Conflicting information in CITS – Projects page will incorrectly show Contract over funds limit. When this happens, we're unable to obtain approval of new TWOs for additional funds.

Amendments adding Subs not in CITS on a timely basis.

CITS under suspend - unable to process Invoices.

Issues with Operating Margins not showing up in CITS.

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TWOs & Invoicing

Date: 2/15/16

What?

What is your role in the CITS Process? What is it that you do?

What functions do you perform in the process?

What are the deliverables or outputs from your process?

What information is required before the process can begin?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TOWs & Invoicing

Date: 2/15/16

What laws, rules, regulations, or guidelines constrain your work/process?

How?

Do you have a workflow or desktop procedure of your process/work?

What laws, rules, regulations, or guidelines do you follow to do your job?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TWOs & Invoicing

Date: 2/15/16

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

What issues may derail the plan?

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TWOs & Invoicing

Date: 2/15/16

Where?

Where in the process does your work come in?

Where physically is your work performed?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TOWs & Invoicing

Date: 2/15/16

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

Who is doing the work? Internal, external, other office/agency?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): CEI TOWs & Invoicing

Date: 2/15/16

Why?

Why do you perform this work? What are the foundations for your work?

Why do you perform it the way you do?

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

General Question

Can you summarize the CITS process within your functional office?

Processing invoices for payment for consultants.

What are the biggest issues or concerns you have about the overall CITS process?

Don't have any.

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

N/A

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

What?

What is your role in the CITS Process? What is it that you do?

I approve/reject invoices for payments.

What functions do you perform in the process?

Review information provided by consultants pertaining to the invoice being processed for payment. For example: pay period being invoiced and dollar amount being invoiced. All this has to be consistent with progress report previously approved.

What are the deliverables or outputs from your process?

Authorization for payment.

What information is required before the process can begin?

Progress report has to be approved by FDOT PM.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

What laws, rules, regulations, or guidelines constrain your work/process?

The ones stipulated by Professional Services.

How?

Do you have a workflow or desktop procedure of your process/work?

Yes, I do. It consists on first reviewing and discussing progress report with consultant. Once approved, the consultant may proceed to submit invoice into CITS.

What laws, rules, regulations, or guidelines do you follow to do your job?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

Based on process followed (see above): ½ hour.

What issues may derail the plan?

This is on the consultant's end. Their financial people don't have the correct pay period shown on the invoice.

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

Consultants no providing correct information.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

Where?

Where in the process does your work come in?

From discussing progress report to processing for payment

Where physically is your work performed?

In my office using a computer.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

The consultant. Although as the PM, I have all that information for cross-reference.

Who is doing the work? Internal, external, other office/agency?

External

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Traffic Operations

Date: 2/15/2016

Why?

Why do you perform this work? What are the foundations for your work?

I am the PM who assigns the work load to our consultants and have control over what is being done.

Why do you perform it the way you do?

For consistency.

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

No, it is not.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

General Question

Can you summarize the CITS process within your functional office?

I receive, review and approve invoices from our Consultants are the primary and alternate reviewer. I also frequently utilize CITS to review financial information on task work orders and contracts.

What are the biggest issues or concerns you have about the overall CITS process?

You can't click the back button to go to the previous screen. On the home page, when you enter the contract number, you have to hit submit in lieu of the "enter" button as with most applications. It is cumbersome to have to go home each time to switch between contract page and invoices when looking for info. Contracts often get locked; thus prohibiting Consultants from submitting invoices to me for approval or for FSU for payment

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

Having to go back to the home screen to switch between functions is cumbersome.

I have no knowledge of why or when a contract is locked so I can't give our Consultants any reason or time frame of resolution.

There's no way to drill down into fields for more information. I have no way of knowing how much was invoiced against each TWO

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

What?

What is your role in the CITS Process? What is it that you do?

I approve invoices as the prime and alternate. I also utilize CITS for information regarding payment of invoices and general info on task work orders and contracts

What functions do you perform in the process?

I review the compensation elements and rate tables contained within

What are the deliverables or outputs from your process?

I approve invoices, action request forms and task work orders

What information is required before the process can begin?

The contract information has to be input into CITS before I can do any of my processes

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

What laws, rules, regulations, or guidelines constrain your work/process?

I follow that standards and guidelines of procurement

How?

Do you have a workflow or desktop procedure of your process/work?

Sort of. A few have been drafted, but not officially approved or published.

What laws, rules, regulations, or guidelines do you follow to do your job?

I ensure that the terms of the standard professional service agreement are followed

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

Less than 30 minutes

What issues may derail the plan?

If the contract is locked out

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

I depend on PSU/FSU to enter in new task work orders, amendments, etc. so that the Consultant can invoice. I cannot close out a task work order until the Consultant has done final billing, the invoice has been paid and all amendments have been entered. I've had to wait several weeks before to close out a task work because the amendments weren't entered.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

Where?

Where in the process does your work come in?

My work is in the middle of the process – when the actual services on the contract are being provided

Where physically is your work performed?

At my desk on my desktop computer

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

The Consultant (customer) is dependent upon me completing my processes

Who is doing the work? Internal, external, other office/agency?

External Consultants

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): invoice approver, alternate approver

Date: 2/17/16

Why?

Why do you perform this work? What are the foundations for your work?

So the Consultants can be compensated for their work

Why do you perform it the way you do?

Because it is the only way I know how based on the systems functionality

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Yes it's required because I am the designated Project Manager responsible for time and money on the contracts

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

General Question

Can you summarize the CITS process within your functional office?

The consultant send an email with an attached invoice for review. Once project manager (PM) reviews the invoice, the invoice is submitted into CITS for approval. PM then goes in CITS, acknowledged that the invoice was received and reviewed. PM verifies Fed Part and submit the invoice to PSU for approval.

What are the biggest issues or concerns you have about the overall CITS process?

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

What?

What is your role in the CITS Process? What is it that you do?

Approve consultant invoice and submit to PSU.

What functions do you perform in the process?

Review submitted invoices for accuracy based on what was agreed upon during execution of the contract.

What are the deliverables or outputs from your process?

I initiated payment approval to consultants.

What information is required before the process can begin?

Consultant needs to submit invoice for review prior imputing invoice into CITS.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

What laws, rules, regulations, or guidelines constrain your work/process?

Not aware of any

How?

Do you have a workflow or desktop procedure of your process/work?

Yes.

What laws, rules, regulations, or guidelines do you follow to do your job?

Guidelines established other unit in my work area.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

30 mins

What issues may derail the plan?

Lack of necessary info to review

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

Invoice needs to be submitted timely.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

Where?

Where in the process does your work come in?

After consultant generate or compile the invoice, I perform my review.

Where physically is your work performed?

At my desk.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

consultant

Who is doing the work? Internal, external, other office/agency?

Internal

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Construction

Date:2/16/16

Why?

Why do you perform this work? What are the foundations for your work?

It's required in my job description.

Why do you perform it the way you do?

No particular reason other than the fact the expectation to accomplish the task is met.

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Yes, my job description.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

General Question

Can you summarize the CITS process within your functional office?

Consultant submits a progress report and invoice for approval

FDOT PM reviews the information

If satisfactory consultant can submit the invoice in CITS

FDOT PM approves invoice in CITS

What are the biggest issues or concerns you have about the overall CITS process?

If the system is locked due to upload of data in PSU the consultant cannot submit an invoice until the data entry is complete.

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

Must approve the invoice with 10 day.

If PM is out make sure an alternate is available to approve on behalf of PM.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

What?

What is your role in the CITS Process? What is it that you do?

Approve (disapprove) the invoice submitted in CITS by consultant for professional services

What functions do you perform in the process?

System approvals (not data entry)

What are the deliverables or outputs from your process?

Approvals in the system

What information is required before the process can begin?

Need progress reports -> identifying what services have been performed to date, expenditures, and what progress is expected compared to where those activities are in the schedule (i.e., ahead, on time, or late) payout curve or earned value analysis.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

What laws, rules, regulations, or guidelines constrain your work/process?

None

How?

Do you have a workflow or desktop procedure of your process/work?

No, working on one through the PM process mapping CM business plan objective

What laws, rules, regulations, or guidelines do you follow to do your job?

Only user guidelines, no laws or rules, etc.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

5 minutes (or less)

What issues may derail the plan?

There could be an issue with the contract that could hold up the data entry or if someone is uploading information in CITS the system could be locked.

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

PSU and Financial Services

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

Where?

Where in the process does your work come in?

In the middle or towards the end:

(Data entry by PSU) ->(Consultant enters billing information) ->[FDOT approves] ->(FSO processes)

Where physically is your work performed?

Office

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

Consultant

Who is doing the work? Internal, external, other office/agency?

Internal

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): Design CM

Date: 4/28/16

Why?

Why do you perform this work? What are the foundations for your work?

So the consultant can invoice properly/appropriately for payment

Why do you perform it the way you do?

Means to monitor and control the progress of the consultant project appropriately compensate them for the work they perform.

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

Yes, policy

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

General Question

Can you summarize the CITS process within your functional office?

- The District Office & Operation Centers supply the executed TWO/Amendments estimate of work effort & encumbrance if applicable to Procurement & Financial Services for data upload into CITS.
- The District & Operation Centers have authority to approve invoices as primary reviewer, additionally we can view the invoice when the consultant is working in it in "DRAFT" mode.

What are the biggest issues or concerns you have about the overall CITS process?

- It is difficult to determine the reasoning why a contract is suspended in CITS as the system does not clearly state reason.
- Once an executed TWO/Amendment is submitted from us for CITS data upload there is no easy way to track if the information has been entered or when, without frequently manually checking.
- **There is a limit on TWO contracts for professional services can the threshold be raised?**

What are the biggest issues or concerns you have about **your** role/contribution(s) to/in the process?

- It is challenging in our role to view all Construction CEI contracts in CITS. It would be most helpful to have the ability to view all of our contracts without having to search.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

What?

What is your role in the CITS Process? What is it that you do?

- In addition to providing the executed documents for upload we act as the liaison for the Consultants when they are inquiring as to when the documents are uploaded, contracts are suspended & realizing the contract for payment.

What functions do you perform in the process?

- We begin the process by submitting documents followed by approving payments in CITS once we have reviewed the invoice.

What are the deliverables or outputs from your process?

- Once our executed documents are uploaded, Consultants can invoice against them & it is our responsibility per contract to pay them in a timely manner.

What information is required before the process can begin?

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

What laws, rules, regulations, or guidelines constrain your work/process?

- Utilization of the CITS invoice system is spec'd out in our executed CEI contracts.

How?

Do you have a workflow or desktop procedure of your process/work?

- Yes, we provide an estimate of work effort & programmed dollars to the Consultant along with discussions with the FDOT PM to determine a fair & reasonable cost estimate for us to use as justification for our TWO/Amendments.

What laws, rules, regulations, or guidelines do you follow to do your job?

- CEI Contract
- Negotiation Handbook
- Automated Fee Proposal (AFP) if applicable

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

When?

If you had only one project, how long would it take to perform your work/function when dealing with the CITS aspect?

- Executed documents include a begin/execution date & the Consultant commences work from that date. Payment of the Consultant is strictly dependent on how long upload takes into CITS & if the contract is suspended. There is a potential if the program worked perfectly for the timing to be seamless.

What issues may derail the plan?

- Document upload timing
- Contract Suspension

What dependencies (upstream/downstream) do you have that drive the duration of your work/process?

- The main dependency is that if a contract is suspended a Consultant cannot submit then invoice to allow us to process payment in CITS.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

Where?

Where in the process does your work come in?

- Our executed documents begin the CITS process than invoices are paid off those uploaded documents.

Where physically is your work performed?

- We work at District Office & documents can be executed at the Operation Center.
- Work on specific TWO's can occur anywhere within District 4.

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

Who?

Who is dependent on the functional element being completed (information and schedule dependencies)?

- Consultant invoicing is 100% driven by CITS data upload & contract being in Active status

Who is doing the work? Internal, external, other office/agency?

- Internal

Consultant Invoice Transmittal System (CITS) value engineering process questions

Functional Area (Discipline): District Office & Representing the Operation Centers

Date: 03/01/2016

Why?

Why do you perform this work? What are the foundations for your work?

- TWO/Amendments are a requirement of the contract

Why do you perform it the way you do?

- We have attended CITS Training & TWO/Amendment Execution Training that was presented by D4 Procurement

Is your functional element a requirement? Please cite source (i.e., law, regulation, policy, etc.)?

- Yes, our contract documents are specified in the Scope of Services included in the contract.

Appendix D. VE Responses by Florida Department of Transportation



Florida Department of Transportation

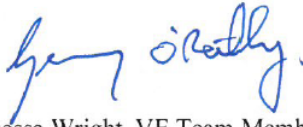
RICK SCOTT
GOVERNOR

3400 West Commercial Boulevard
Fort Lauderdale, FL 33309

RACHEL D. CONE
INTERIM SECRETARY

Date: March 1, 2017

To: Tim Brock, District Value Engineer

From: Gerry O'Reilly, District Secretary 

Copies: Rosielyn Quiroz, Jessica Rubio, Vanessa Wright, VE Team Members

Subject: Consultant Invoice Transmittal System (CITS) Value Engineering (VE) Process Review (response to recommendations)

Congratulations to the Value Engineering (VE) team on a job well done for their efforts with the April 26 – May 5, 2016 CITS process review. The team's focus on our current consultant invoice processing efforts between key functional offices with the focus on each other's internal process while asking 'what can we do to improve the overall quality and delivery of our finished product' is relevant and commendable. The District VE team identified 46 issues that may have direct impacts to our internal processing and software currently used with our consultant invoice transmittal process. These 46 issues were further broken down into 9 main categories. The team then generated 42 ideas to resolve the identified 46 issues. Refinement, consolidation and further evaluation of these 42 ideas provided 13 VE recommendations that are listed below. The final report has additional details on these 13 recommendations along with other sources of information gathered during the process workshop. These recommendations will become part of the FY2017 business plan for Procurement and Financial Services.

The 13 recommendations were grouped into three broad categories and identified district champions for each category as described below. These district champions will develop smaller teams that will work to develop more defined objectives and activities to implement each recommendation. These district champions will utilize our strategic business plan approach to further define and track these improvements. Our goal is to incorporate the strategies into our district business plan by the end of the FY 2017.

Software Modifications/Development:

Champions: Jessica Rubio

VE recommendations 1, 2, 3, 4, 7, 8, 9, 11 & 12:

- 1 Develop a web based system for the Automatic Fee Proposal (AFP)
- 2 Allow the contract to be active while new documents are being input (do not lockout the entire contract to keep the system working)
- 3 Allow the consultants to build their invoice offline (over time) and then submit to CITS
- 4 Allow CITS upload through optical character recognition (scan)
- 7 Allow consultants to create TWO/TWO Amendments/LOA in CITS
- 8 Update the CITS software to improve efficacy of workflow
- 9 System to add the calendar field for transaction date and progress report receipt date
- 11 Use the radio button (select all) to include all positions and multipliers on TWO/LOA
- 12 Develop a portfolio management system (dashboard) for data analysis of key indicators within CITS, FLAIR, CFM and PSI

www.fdot.gov

Management Coordination:

Champions: Rosielyn Quiroz, Jessica Rut
Vanessa Wright

VE recommendations 5, 10 and 13:

- 5 Add additional full time CITS position for PSU and a new full time CITS position for FSO
- 10 Allow contract coordinator and contract manager to view all D4 contracts in CITS
- 13 Provide competitive salaries to Improve staff retention in FSO and PSU

Training matters:

Champions: Jessica Rubio & Vanessa Wright

VE recommendations 6:

- 6 Restructure training for CITS users

Appendix E. Presentation

FDOT District Four CITS Process Value Engineering Study

Presentation of Findings for Consultant Invoice
Transmittal System (CITS)
October 7, 2016

Conducted
April 26 – May 5, 2016

Value Engineering Process Team



Participant Name	Role	Affiliation
Vanessa Wright	FSO	FDOT District 4
Victoria White	PSU	FDOT District 4
Woodlyne Celin	FSO	FDOT District 4
Henley St. Fort	FSO	FDOT District 4
Kadian McLean	Design – Utilities	FDOT District 4
Celestino Lucero	Project Management	FDOT District 4
Bonnie Majcher	PSU	FDOT District 4
Antonette Adams	Work Program	FDOT District 4
Stacey Sasala	Construction	FDOT District 4
Nikye Joseph	FSO	FDOT District 4
Jessica Rubio	PSU	FDOT District 4
Marie Dorismond	OMD	FDOT District 4
Norma Corredor	Project Management	FDOT District 4
Cassandra Lamey	Work Program	FDOT District 4
Wibet Hay	OMD	FDOT District 4
Chila Dupre	Project Management	FDOT District 4
Mike Lucero	Work Program	FDOT District 4
Abosede Olowofela	PSU	FDOT District 4
Tim Brock	Co-Team Leader	FDOT District 4
Francisco Cruz	Assistant Team Leader	PMA Consultants LLC
Rick Johnson, PE, CVS	VE Team Leader	PMA Consultants LLC

Value Engineering the CITS Process

Workshop Part I

Information & Analysis
April 26 & 27

- Ask about Functions
 - What
 - How
 - Why
 - When
 - Where
 - Who
- Function Analysis
- 46 Issues Identified
- 9 Major Categories

Workshop Part II

Speculate, Evaluate, Develop & Recommend
May 3, 4 & 5

- Brainstorm
 - Overcome Issues & Concerns
 - Enhance Opportunities
 - How to Do It Differently
 - 42 Ideas Gathered
- Evaluate Ideas
 - Does it work?
 - Does it save time?
 - Does it meet/exceed performance?
- Develop 13 Recommendations

Part III

Presentation of Recommendations

October 7, 2016 (1:30 pm – 3:00 pm)

District Auditorium

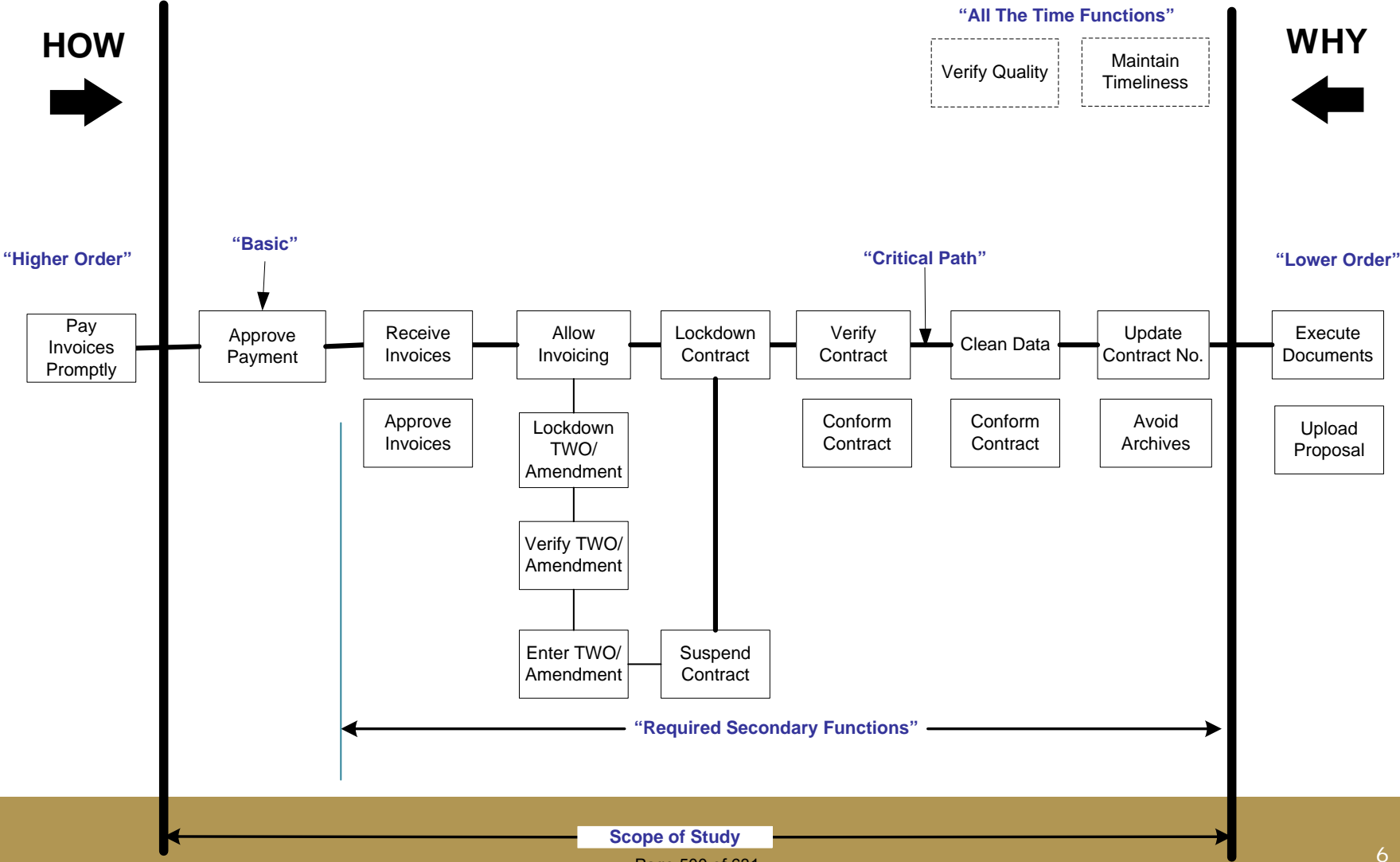
Using the VE Job Plan the objective of the CITS process study is:

- Improve the understanding of the CITS process and how to improve it
- Understand the coordination with internal and external participants
- Develop recommendations to enhance the process

Part 1 of the Study

- Distributed a Functions Questionnaire and asked:
 - What
 - How
 - Why
 - When
 - Where
 - Who
- Identified issues, concerns, and opportunities

Function Analysis System Technique Diagram

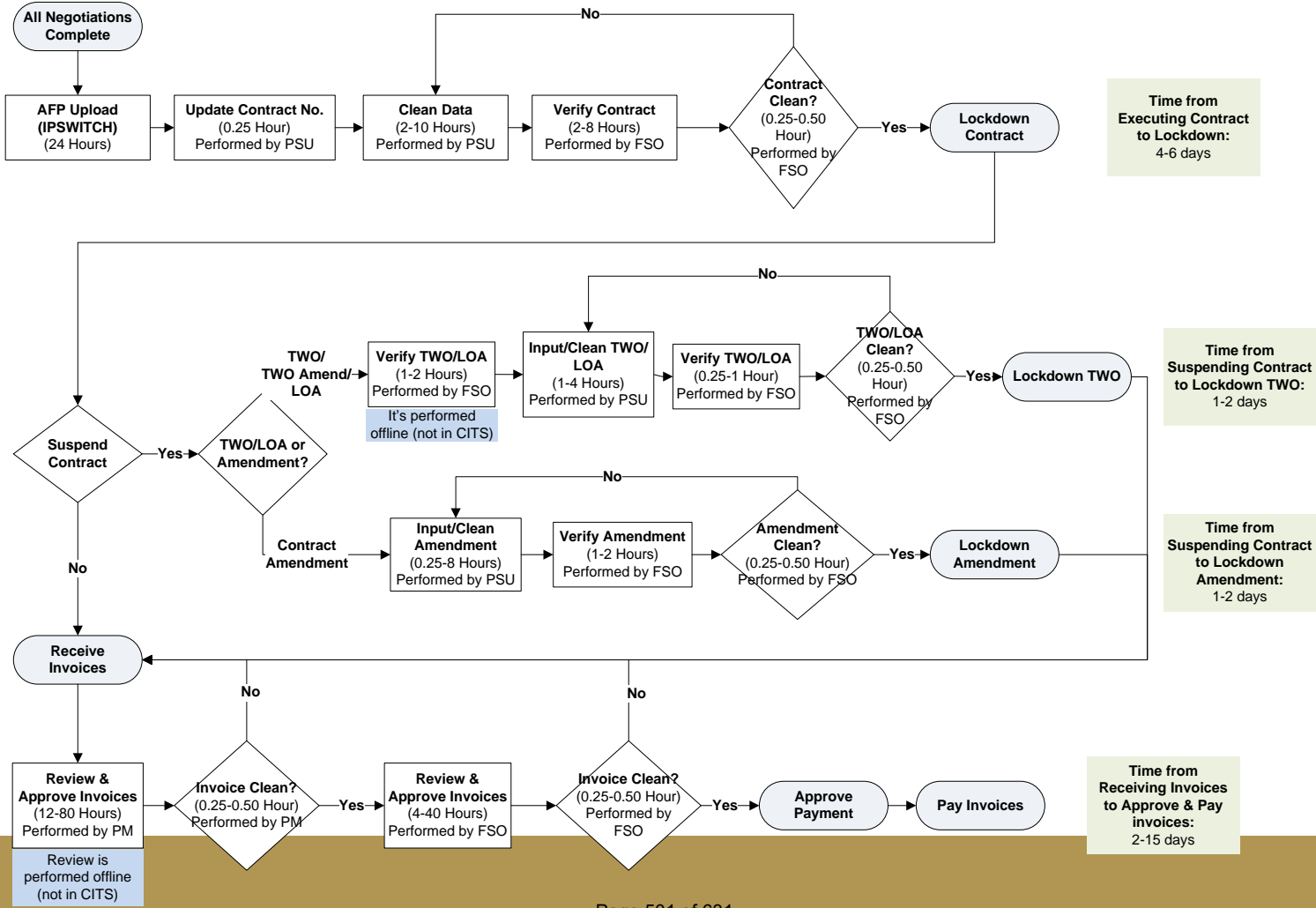


CITS Flow Diagram

FDOT D4 – CITS VE STUDY

DRAFT

Contract Lockdown and Invoice Approval Workflow



Findings

- 46 issues were identified
- Those 46 issues were grouped into 9 major categories
 1. Modifications to the Automatic Fee Proposal
 2. Lack of Training/Understanding
 3. Modifications to the Consultants Invoice Transmittal System Software
 4. Improvements to the Review Process
 5. Staffing Issues
 6. Data Input Improvements
 7. Need to identify roles and responsibilities
 8. How are we collecting and analyzing data
 9. How CITS interfaces and interoperates with other related systems (e.g., CFM, Flare)

Part 2 of the Study

- Brainstormed 42 ideas
- Consolidated to 30 ideas during evaluation
- Following evaluation resulted in 13 recommendations

Recommendations

- No. 1: Develop a web based system for the Automatic Fee Proposal (AFP)**

Advantages	Disadvantages
<ul style="list-style-type: none">• Easier access• Faster review• Faster editing• Quality control for all parties• Reduces the chances for corruption of the file• Faster data entry• Less input errors• Time efficient• Less frustration• Improves public image	<ul style="list-style-type: none">• No current funding• Additional training for consultant and PSU/PM staff• Software update

Recommendations

- No. 2: Allow the contract to be active while new documents are being input. (do not lockout the entire contract to keep the system working)**

Advantages	Disadvantages
<ul style="list-style-type: none">• Less external correspondence• Improves Department image• Improves efficiency• Improves compliance• Improves morale• Allows continuance of invoicing• Less stress to all parties	<ul style="list-style-type: none">• Software update

Recommendations

- **No. 3: Allow the consultants to build their invoice offline (over time) and then submit to CITS**

Advantages	Disadvantages
<ul style="list-style-type: none">• Less external correspondence• Improves Department image• Improves efficiency• Improves compliance• Improves morale• Allows continuance of invoicing• Less stress to all parties• Increase in productivity	<ul style="list-style-type: none">• Software update

Recommendations

- **No. 4: Allow CITS upload through optical character recognition (scan)**

Advantages

- Faster data entry
- Less input errors
- Time efficient
- Less frustration
- Eliminates the IPSWITCH
- Eliminates the AFP upload
- Less stress

Disadvantages

- Software update and OCR software
- Software funding

Recommendations

- **No. 5: Add additional full time CITS position for PSU and a new full time CITS position for FSO**

Advantages	Disadvantages
<ul style="list-style-type: none">• Better customer service• Quicker turnaround for docs• Improves morale• Improves employee retention	<ul style="list-style-type: none">• Funding

Recommendations

• **No. 6: Restructure training for CITS users**

Advantages	Disadvantages
<ul style="list-style-type: none">• Improves efficiency• Improves compliance• Improves accuracy• Less stress• Improves Department image• Reduces training needs	<ul style="list-style-type: none">• None apparent

Recommendations

• No. 7: Allow consultants to create TWO/TWO Amendments/LOA in CITS

Advantages	Disadvantages
<ul style="list-style-type: none">• Decrease errors• Improve accuracy• Saves time• Less stress• Faster access to the contract• More efficient• Ownership• Minimizes amendments• Less review for FSO• Less input for PSU• Improves compliance• Improves morale	<ul style="list-style-type: none">• Software upgrade• Consultant training• Additional workload for the PM• If Idea 3.13 is not implemented, then this idea could create a method of comp. issue.• Develop the software

Recommendations

- No. 8: Update the CITS software to improve efficacy of workflow**

Advantages	Disadvantages
<ul style="list-style-type: none">• Accountability• Better communication• Improved work product• Less errors• Reduces processing time• Improves compliance• More efficient• More accurate• Better funds accountability and management• Faster reconciliation of funds	<ul style="list-style-type: none">• Software update

Recommendations

- **No. 9: System to add the calendar field for transaction date and progress report receipt date**

Advantages	Disadvantages
<ul style="list-style-type: none">• Less errors• Reduces processing time• Improves compliance• More efficient• Saves time	<ul style="list-style-type: none">• Software update

Recommendations

- No. 10: Allow contract coordinator and contract manager to view all D4 contracts in CITS**

Advantages	Disadvantages
<ul style="list-style-type: none">• Improves efficiency for contract managers and contract coordinators• Improves customer service	<ul style="list-style-type: none">• District Four no longer allows view-only capability

Recommendations

- No. 11: Use the radio button (select all) to include all positions and multipliers on TWO/LOA**

Advantages	Disadvantages
<ul style="list-style-type: none">• Minimizes amendments• More efficient• Less review for FSO• Less manual input for PSU• Reduces human error• Saves time• Alleviates unnecessary workload for all CITS users• Eliminates redundancy• Already in use at other Districts	<ul style="list-style-type: none">• None apparent

Recommendations

- No. 12: Develop a portfolio management system (dashboard) for data analysis of key indicators within CITS, FLAIR, CFM and PSI**

Advantages	Disadvantages
<ul style="list-style-type: none">• Consistent with ROADS initiative• Saves time• Accurate data collection• Accurate data analysis• One stop shop• Improves customer service• Better fiscal accountability• Less manual analysis• Reduces roll forward• Provides accountability• Free up funds for other projects• Increases communication	<ul style="list-style-type: none">• Software reconfiguration• Funding• Training

Recommendations

- No. 13: Provide competitive salaries to Improve staff retention in FSO and PSU**

Advantages	Disadvantages
<ul style="list-style-type: none">• Improves morale• Improves employee retention• Improves customer service	<ul style="list-style-type: none">• Funding

Summary of Recommendations Associated with the D4 Business Plan

Rec. No.	Description
1	Develop a web based system for the Automatic Fee Proposal (AFP)
2	Allow the contract to be active while new documents are being input. (do not lockout the entire contract to keep the system working)
3	Allow the consultants to build their invoice offline (over time) and then submit to CITS
4	Allow CITS upload through optical character recognition (scan)
5	Add additional full time CITS position for PSU and a new full time CITS position for FSO
6	Restructure training for CITS users
7	ALLOW consultants to create TWO/TWO Amendments/LOA in CITS
8	Update the CITS software to improve efficacy of workflow
9	System to add the calendar field for transaction date and progress report receipt date
10	Allow contract coordinator and contract manager to view all D4 contracts in CITS
11	Use the radio button (select all) to include all positions and multipliers on TWO/LOA
12	Develop a portfolio management system (dashboard) for data analysis of key indicators within CITS, FLAIR, CFM and PSI
13	Provide competitive salaries to improve staff retention in FSO and PSU

Summary of Recommendations Associated with the D4 Business Plan

- Software Modifications / Development

VE Recommendations 1, 2, 3, 4, 7, 8, 9, 11 & 12.

- Management Coordination

VE Recommendations 5, 10 & 13

- Training Opportunities

VE Recommendation 6

Next Steps

- Resolution meeting to identify accepted recommendations (TBD, 2016).
- Implementation of the recommendations is tracked through a business plan developed for this purpose.
- Close coordination with Central Office for possible CITS software enhancements.

Questions?

What system limitations have you observed with CITS?	What additional functionality in CITS be helpful to you (i.e., time savings or efficiencies)?	If this functionality were added, how many hours would this save you annually when invoicing the Department?
Not being able to see contracts when we are not the prime	Being able to see the contracts even if it was a read only	Can't put a measure on it because we just started not be able to see contracts so I don't know what issues are going to come about.
having to clear all entered hours on the schedules in order to change dates on Main Invoice		
Maybe the ability to run reports to see a breakdown of invoices billed to a specific FM number and see the total billed by FM number.	See invoices billed by Task Work Order (TWO) to include the sum of the invoices. Currently we can see the 'total' billed to a TWO.	No sure. We currently track this info in an Excel spreadsheet.
I am new to CITS so really cannot comment on this at this time.	I am new to CITS so really cannot comment on this at this time.	N/A
dates restrictions when an Amendment is added, you have to know that first before invoicing		
Another date issue, a TWO has been loaded, the work is completed and depending on PM, you may have to wait for next billing cycle to invoice.	When there are multiple items in a TWO and you want to invoice all at (for example) 75%, you have to keep going back to the same TWO over and over. Also, if CITS had the TWO's in the same order as Exhibit A when we get the executed TWO from FDOT.	a lot of time and more accurate.
deleting and organizing by task order	balancing	1 hour
Limited hours. If we are working late or on weekends we are unable to prepare invoices in CITS.	It would be helpful if we did not have to zero out an invoice before changing the date. Sometimes a date needs to be adjusted for one reason or another (or a subconsultant invoice date is incorrect) and we have to start from scratch rather than making a minor adjustment which can be very time consuming.	
CITS is down on Sunday	Stay available later in evening during week	100
When remitting, the contract number and invoice number are what's referenced. You have to go to FLAIR to see the actual invoice number.	If we could upload our backup to the CITS invoice, that may be helpful.	I think it would save auditors and the employees who work with auditors many hours per year.
As a company who is a primarily a sub, I liked it so much better with the old contracts and being able to enter our own invoices in to CITS, no worries of rounding or resubmitting for another approval because it came out different for the prime because you could not access CITS. Each firm could enter their own and not be at the mercy of a prime that may have so many subs it is difficult for them to enter all of the invoices in a timely manner and be accurate. I also think it would save the primes time to already have the invoices entered and just review them for submittal. Each sub would be responsible for their own invoices and the accuracy and they have a vested interest to enter it promptly and correctly so it will go through the system smoothly and be paid quickly.	Access as a sub to enter our invoices in to the system. I liked it because I could put a copy of the CITS Invoice Summary with my invoice when billing the prime and sending it in for approval with the FDOT, sort of like a triple check on the numbers.	Several hours



Florida Department of Transportation

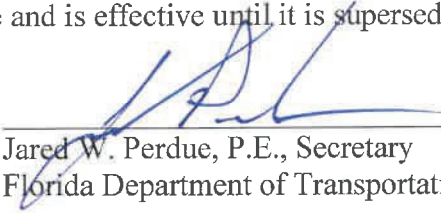
RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

DELEGATION OF AUTHORITY

I, Jared W. Perdue, P.E., Secretary of the Florida Department of Transportation, delegate to, Leda Kelly as the Chief of Staff, Kim Holland, P.E. as the Assistant Secretary for Strategic Development, Lisa Saliba as the Assistant Secretary for Finance and Administration, and Will Watts, P.E. as the Assistant Secretary for Engineering and Operations, the authority and responsibility to take action on my behalf at any time during my absence or unavailability. All other delegations of authority made by my predecessors are hereby revoked and are of no further effect. This Delegation shall remain in place and is effective until it is superseded or rescinded.



Jared W. Perdue, P.E., Secretary
Florida Department of Transportation

9/13/23

Date

State of Florida
County of Leon

The foregoing instrument was acknowledged before me this ___ day of September 2023, by Jared W. Perdue who is personally known to me, as Secretary of the Florida Department of Transportation.



NOTARY PUBLIC
My Commission Expires:



JENNIFER L. PARFITT
Commission # HH 140368
Expires August 4, 2025
Bonded Thru Budget Notary Services

SCHEDULE IV-B FOR HUMAN RESOURCES MODULE IMPLEMENTATION

For Fiscal Year 2025-26



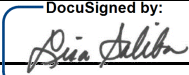
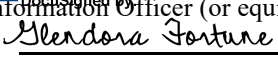
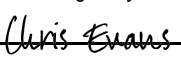
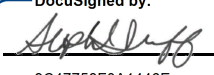
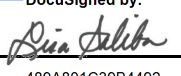
OCTOBER 15, 2024

FLORIDA DEPARTMENT OF TRANSPORTATION

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Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Transportation	Schedule IV-B Submission Date: October 15, 2024
Project Name: Human Resources Module Implementation	Is this project included in the Agency's LRPP? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
FY 2025-26 LBR Issue Code: 36221C0	FY 2025-26 LBR Issue Title: Data Infrastructure Migration and Modernization
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Lisa Saliba, (850) 414-4442, Lisa.Saliba@dot.state.fl.us	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: For Printed Name: Jared W. Perdue, P.E., Secretary of Transportation	DocuSigned by:  489A801C39B4492... Date: 10/11/2024 3:07 PM EDT
Agency Chief Information Officer (or equivalent): Printed Name: Glendora Fortune, Chief Information Officer	DocuSigned by:  A8732D4F15B441C... Date: 10/11/2024 3:10 PM EDT
Budget Officer: Printed Name: Chris Evans, Budget Officer	DocuSigned by:  D6097AF564374B6... Date: 10/11/2024 3:15 PM EDT
Planning Officer: Printed Name: Stephanie D. Iliff, Director of Administration	DocuSigned by:  9C47758F0A1446E... Date: 10/11/2024 2:36 PM EDT
Project Sponsor: Printed Name: Lisa Saliba, Assistant Secretary, Finance & Administration	DocuSigned by:  489A801C39B4492... Date: 10/11/2024 3:07 PM EDT
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Sara Dugger, (850) 414-4430, sara.dugger@dot.state.fl.us
Cost Benefit Analysis:	Destiny Thomas, (850) 410-5407, Destiny.thomas@dot.state.fl.us
Risk Analysis:	Sara Dugger, (850) 414-4430, sara.dugger@dot.state.fl.us
Technology Planning:	Destiny Thomas, (850) 410-5407, Destiny.thomas@dot.state.fl.us
Project Planning:	Sara Dugger, (850) 414-4430, sara.dugger@dot.state.fl.us

General Guidelines

Schedule IV-B contains more detailed information on information technology (IT) projects than in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements that are similar to the service level agreements currently in use, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.
- Contract only for the completion of a business case or feasibility study for the replacement or remediation of an existing IT system or the development of a new IT system.

Documentation Requirements

The type and complexity of an IT project determine the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Technical Solution
- Proposed Solution Description
- Project Management Planning

Compliance with section 216.023(4)(a)10, Florida Statutes, is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed before the submission of the document.

Sections of Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of Schedule IV-B, agencies should submit their planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at IT@LASPBS.STATE.FL.US. Reference the D-3A issue code and title in the subject line.

I. Schedule IV-B Business Case – Strategic Needs Assessment

A. Background and Strategic Needs Assessment

Purpose: To clearly articulate the business-related need(s) for the proposed project.

1. Business Need

The Florida Department of Transportation (FDOT or Department) Human Resources (HR) Office coordinates and administers the Department's statewide HR Program, which includes recruitment and selection, classification and pay, benefits, attendance and leave performance management, and employee relations. The office supports the Department's employees, managers, and retirees from all districts throughout the state. These processes are heavily tied to disparate SharePoint sites and manual processes. Workflows are managed manually, and each stage of a workflow is individually input into a tracking log. The current processes involving SharePoint tracking present various challenges to business users. This work is stored on various legacy technologies, via paper or email. These multiple tools and processes contribute to extensive support requirements, inefficient workflows, and the deterioration of employee services.

FDOT is determined to reduce support requirements, provide efficient workflows, and improve employee services. This will be done by procuring and implementing the HR module of its core Information Technology service platform. The platform is ServiceNow, which utilizes a common data model so critical service information is shared throughout the solution's components. This platform is also modular and allows for extensibility as FDOT's service delivery processes evolve and mature.

2. Business Objectives

NOTE: For IT projects with a total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in section 216.023(4)(a)10, Florida Statutes.

The implementation goals for the Human Resources module are to:

- Decrease the overall timeline from hiring processes, from recruitment to onboarding.
- Simplify the onboarding process, minimizing manual tasks.
- Enhance the employee experience with increased awareness and workflow visibility.
- Curtail data entry errors that result in re-work.
- Develop workflows that satisfy the various approval routes.
- Decrease attrition rates to an acceptable range.
- Seamlessly integrate with other Department tools including Active Directory, SharePoint, electronic document signature, and enterprise electronic document management.
- Increase performance management and reporting through dashboards.
- Bolster our employee retention rates due to a frictionless hiring experience.
- Reduce costs related to time-intensive tasks.

B. Baseline Analysis

Purpose: To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.

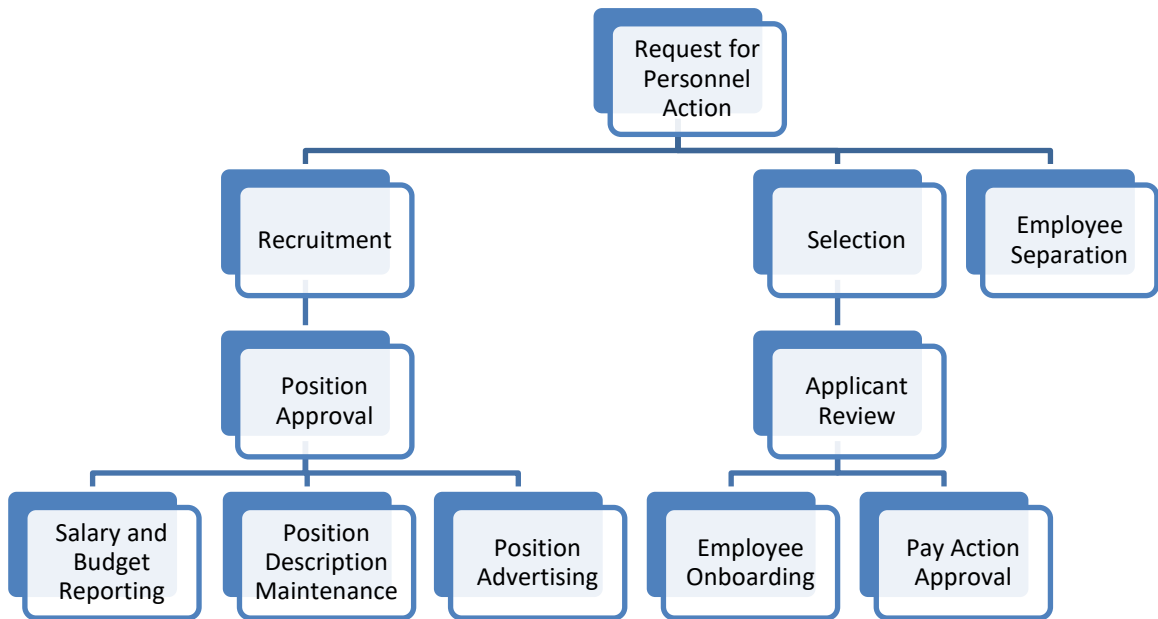
1. Current Business Process(es)

NOTE: If an agency has completed a workflow analysis, include through file insertion or attachment the analysis documentation developed and completed by the agency.

Functional business processes supported by the system include the following:

- Position Approval
- Position Advertising
- Pay Action Approval
- Applicant Review
- Employee Onboarding
- Employee Separation
- Position Description Maintenance
- Salary and Budget Reporting

Human Resources Request for Personnel Action Process Flow



The responsibilities and activities currently performed for each RPA component are described below.

Position Description Maintenance

For each new hire, the associated position descriptions should be reviewed before advertising the vacancy. The description must accurately reflect the position’s current duties and requirements. Should updates be required, the hiring manager is responsible for submitting updates to their local Human Resources Office.

Otherwise, at a minimum, hiring managers must review position descriptions every two years.

Position Approval

Position type dictates who the hiring manager must obtain written authorization from. To fill a Career Service position, the Cost Center Manager must approve. Selected Exempt Service positions require the approval of the appropriate Assistant Secretary, District Secretary, or Executive Director. The Human Resources Office approves Senior Management Service positions.

Position Advertising

After gaining formal approval, the hiring manager can advertise the position via the People First system. A requisition is submitted, and the *Job Posting Description, Form No. 250-015-16* is used for consistency. Advertising options include “Internal Agency Opportunity” or “Open Competitive Opportunity”. An advertisement remains open for at least three (3) days and can be extended beyond its original closing date.

Applicant Review

Candidates are reviewed and “scored” based on their compatibility with the position’s knowledge, skills, abilities, and other requirements. The pool is decreased to only the most qualified. At the next stage of selection, these individuals are orally interviewed. This component also includes applying Veterans’ Preference and Laid-Off Employee points to appropriate individuals’ “score.”

Pre-employment checks are completed for top candidate choices based on the position description.

Pay Action Approval

Using the Appointment Package Checklist, Form No. 250-005-35, the hiring manager completes the *Request for Pay Action Form No. 250-040-02* for the selected candidate. Authorizers include the hiring manager/supervisor, the Cost Center Manager, the SMS, and the Secretary.

2. Assumptions and Constraints

Project assumptions include:

- Sufficient project staff resources will be assigned and available.
- Sufficient funding will be available to procure subscriptions and implementation services.

Project constraints include:

- Competing HR, project, and application maintenance tasks require overlapping resources.
- Incomplete documentation of manual processes and workflows will require additional analysis efforts.

C. Proposed Business Process Requirements

Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet to select an appropriate solution for the project.

1. Proposed Business Process Requirements

See attached Appendix 3 – Human Resources Module Implementation Requirements Traceability Matrix

2. Business Solution Alternatives

- a. Retain existing system
- b. Custom-developed HR workflow solution
- c. No code/low code workflow solution
- d. HR service delivery platform acquired as Software as a Service (SaaS)

3. Rationale for Selection

FDOT selected alternative 2d, an HR service delivery platform acquired as SaaS, to replace the current HR system. A SaaS solution allows for rapid deployment and incremental deployment of prioritized functionality. The SaaS solution includes extensive out-of-the-box functionality and implementing FDOT’s

requirements is accomplished through configuring data collection forms, workflows, reports, and dashboards.

The SaaS vendor is responsible for the hardware and software maintenance which minimizes technical support requirements for FDOT. This solution also aligns with the cloud infrastructure and enterprise architecture requirements of Rules 60GG-4 and 60GG-5, Florida Administrative Code (F.A.C.).

4. Recommended Business Solution

NOTE: For IT projects with a total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in section 216.023(4) (a) 10, Florida Statutes.

FDOT selected alternative 2d, an HR service delivery platform acquired as SaaS, to replace the current HR system. A SaaS solution allows for rapid deployment and incremental deployment of prioritized functionality. The SaaS solution includes extensive out-of-the-box functionality and implementing FDOT’s requirements is accomplished through configuring data collection forms, workflows, reports, and dashboards.

The SaaS vendor is responsible for the hardware and software maintenance which minimizes technical support requirements for FDOT. This solution also aligns with the cloud infrastructure and enterprise architecture requirements of Rules 60GG-4 and 60GG-5, F.A.C.

D. Functional and Technical Requirements

Purpose: To identify the functional and technical system requirements that must be met by the project.

Include through file insertion or attachment the functional and technical requirements analyses documentation developed and completed by the agency.

See attached Appendix 3 – Human Resources Module Implementation Requirements Traceability Matrix

II. Success Criteria

Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	Implementation of SaaS Human Resources module. Configuration of data collection, workflows, reports, and dashboards to provide streamlined processing for: <ul style="list-style-type: none"> • Position Approval • Position Advertising • Pay Action Approval • Applicant Review • Employee Onboarding • Employee Separation • Position Description 	The HR module provides robust reporting on identified key performance indicators (KPIs). These metrics will be compared against the historical metrics collected for the cost-benefit analysis.	Position applicants, HR users, hiring managers, FDOT	Phased implementations planned: 6/26 6/27 6/28

SUCCESS CRITERIA TABLE				
	Maintenance			
	• Salary and Budget Reporting			

III. Schedule IV-B Benefits Realization and Cost Benefit Analysis

A. Benefits Realization Table

Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.

For each tangible benefit, identify the benefit recipient, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is the benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Increased productivity of HR staff	HR staff, hiring managers, FDOT	Integration of disparate processes, reduction in duplicative data entry, automated workflows based on business rules, real-time data reporting	Comparison of historic, baseline KPIs with target KPIs	Incremental realization with phased implementation: 6/26 6/27 6/28
2	Increased visibility into HR service processes	FDOT, hiring managers	Built-in workflow process status updates, real-time data reporting, dashboards	Usage metrics on reports and dashboards	Incremental realization with phased implementation: 6/26 6/27 6/28
3	Increased efficiency in advertising and onboarding processes	FDOT, hiring manager, prospective employees	Reduced time to complete advertising and onboarding processes	Comparison of historic, baseline KPIs with target KPIs	Incremental realization with phased implementation: 6/26 6/27 6/28

BENEFITS REALIZATION TABLE					
4	Increased efficiency in employee separation processes	FDOT, hiring manager, separating employee	Reduced time to complete employee separation processes	Comparison of historic, baseline KPIs with target KPIs	Incremental realization with phased implementation: 6/26 6/27 6/28
5	Increased system security controls	HR staff, hiring managers, FDOT	Out-of-the-box functionality includes granular access controls, system logging, and integration with Active Directory	Security control reviews	Incremental realization with phased implementation: 6/26 6/27 6/28

B. Cost Benefit Analysis (CBA)

Purpose: To provide a comprehensive financial prospectus specifying the project’s tangible benefits, funding requirements, and proposed source(s) of funding.

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project. Tangible Benefits: Estimates for tangible benefits resulting from the implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.
CBA Form 2 - Project Cost Analysis	Baseline Project Budget: Estimated project costs. Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, and Grants. Characterization of Project Cost Estimate.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 3 - Project Investment Summary	Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates: <ul style="list-style-type: none"> • Return on Investment • Payback Period • Breakeven Fiscal Year • Net Present Value • Internal Rate of Return

Please see Appendix 1 – Human Resources Module Implementation Cost Benefit Analysis

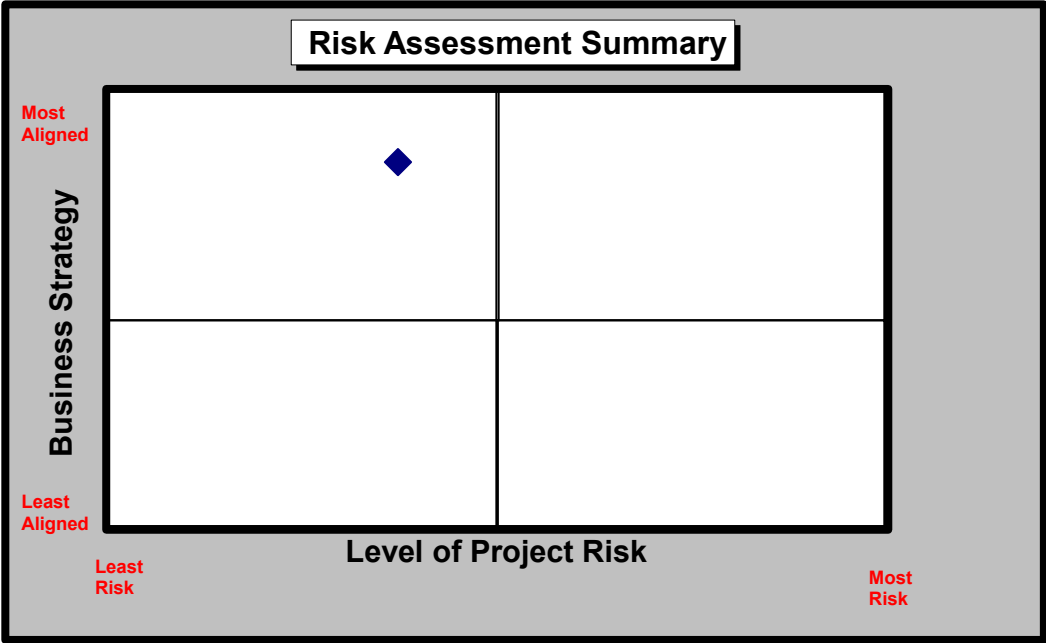
IV. Schedule IV-B Major Project Risk Assessment

Purpose: To provide an initial high-level assessment of the overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.

NOTE: All multi-year projects must update the Risk Assessment Component of Schedule IV-B along with any other components that have been changed from the original Feasibility Study.

The Risk Assessment Tool and Risk Assessment Summary are in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

Please see Appendix 2 - Human Resources Module Implementation Risk Assessment



Project Risk Area Breakdown	
Risk Assessment Areas	Risk Exposure
Strategic Assessment	MEDIUM
Technology Exposure Assessment	LOW
Organizational Change Management Assessment	LOW
Communication Assessment	MEDIUM
Fiscal Assessment	MEDIUM
Project Organization Assessment	MEDIUM
Project Management Assessment	LOW
Project Complexity Assessment	MEDIUM
Overall Project Risk	MEDIUM

V. Schedule IV-B Technology Planning

Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.

A. Current Information Technology Environment

1. Current System

a. Description of the Current System

The system’s processes are heavily tied to disparate SharePoint sites and manual processes. Workflows are managed manually, and each stage of a workflow is individually input into a tracking log. The current processes involving SharePoint tracking present various challenges to business users. This work is stored on several legacy technologies, via paper, or email.

b. Current System Resource Requirements

The system is currently staff resource intensive and frequently requires manual intervention to restart or revise the document workflows.

c. Current System Performance

Due to the lack of automation, system performance is unacceptable and results in significant delays in HR service requests,

2. Information Technology Standards

FDOT complies with the statewide standards prescribed in Rules 60GG-1 through 60GG-5, F.A.C. FDOT also maintains [internal application development standards](#).

B. Current Hardware and/or Software Inventory

NOTE: Current customers of the state data center would obtain this information from the data center.

This project will not replace any hardware or software. The current system utilizes files, SharePoint lists, workflows, and reports. Those individual digital products will be sunset as they are replaced with the HR module functionality. However, SharePoint will remain a major collaboration platform for FDOT.

C. Proposed Technical Solution

1. Technical Solution Alternatives

- a. Retain existing system
- b. Custom-developed HR workflow solution
- c. No code/low code workflow solution
- d. HR service delivery platform acquired as SaaS

2. Rationale for Selection

FDOT selected alternative 1d, an HR service delivery platform acquired as SaaS, to replace the current HR system. A SaaS solution allows for rapid deployment and incremental deployment of prioritized functionality. The SaaS solution includes extensive out-of-the-box functionality and implementing FDOT's requirements is accomplished through configuring data collection forms, workflows, reports, and dashboards.

The SaaS vendor is responsible for the hardware and software maintenance which minimizes technical support requirements for FDOT. This solution also aligns with the cloud infrastructure and enterprise architecture requirements of Rules 60GG-4 and 60GG-5, F.A.C.

3. Recommended Technical Solution

FDOT selected alternative 1d, an HR service delivery platform acquired as SaaS, to replace the current HR system. A SaaS solution allows for rapid deployment and incremental deployment of prioritized functionality. The SaaS solution includes extensive out-of-the-box functionality and implementing FDOT's requirements is accomplished through configuring data collection forms, workflows, reports, and dashboards.

The SaaS vendor is responsible for the hardware and software maintenance which minimizes technical support requirements for FDOT. This solution also aligns with the cloud infrastructure and enterprise architecture requirements of Florida Administrative Code 60GG-4 and 60GG-5.

D. Proposed Solution Description

1. Summary Description of Proposed System

This project supports and provides oversight for procuring and implementing the HR module. Procurement involves implementation services and subscriptions to the SaaS platform. Implementation activities include:

- Configuration of the HR module
- Population of HR data
- Configuration of HR workflows
- Configuration of HR reports
- Configuration of HR employee portal
- Training and knowledge transfer for ongoing utilization and support of the module

2. Resource and Summary Level Funding Requirements for Proposed Solution (if known)

See Appendix 1 - Human Resources Module Implementation Cost Benefit Analysis for a summary of funding requirements and requests.

E. Capacity Planning (historical and current trends versus projected requirements)

Subscriptions are planned for 6,000 employees. The Department is authorized for 6,053 positions but there are always vacancies so 6,000 subscriptions are sufficient. The solution is SaaS, and the vendor is responsible for scaling the services to ensure Service Level Agreements remain compliant with the Department's requirements for availability and performance.

VI. Schedule IV-B Project Management Planning

Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.

Include through file insertion or attachment the agency's project management plan and any associated planning tools/documents.

NOTE: For IT projects with total costs in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in section 216.023(4)(a)10, Florida Statutes.

Please see Appendix 4 - Human Resources Module Implementation Project Management Plan

VII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within Schedule IV-B.

Appendix 1 - Human Resources Module Implementation Cost Benefit Analysis

Appendix 2 - Human Resources Module Implementation Risk Assessment

Appendix 3 – Human Resources Module Implementation Requirements Traceability Matrix

Appendix 4 - Human Resources Module Implementation Project Management Plan

CBAForm 1 - Net Tangible Benefits

Agency Department of Transportation Project in Resource Module Implement

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A															
Agency <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2025-26			FY 2026-27			FY 2027-28			FY 2028-29			FY 2029-30		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$0	\$0	\$0	\$0	-\$914,722	-\$914,722	\$0	-\$1,727,435	-\$1,727,435	\$0	-\$2,221,437	-\$2,221,437	\$0	-\$2,221,437	-\$2,221,437
A.b Total Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25	0.00	0.00	1.25
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	-\$914,722	-\$914,722	\$0	-\$1,727,435	-\$1,727,435	\$0	-\$2,221,437	-\$2,221,437	\$0	-\$2,221,437	-\$2,221,437
A-1.b. State FTEs (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS Staff (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS (#)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25	0.00	0.00	1.25
B. Application Maintenance Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$605,403	\$0	\$0	\$605,403
B-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
B-2. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$555,403	\$0	\$0	\$555,403
B-4. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. Data Center Provider Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Other Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Recurring Operational Costs	\$0	\$0	\$0	\$0	-\$914,722	-\$914,722	\$0	-\$1,727,435	-\$1,727,435	\$0	-\$2,221,437	-\$1,616,034	\$0	-\$2,221,437	-\$1,616,034
F. Additional Tangible Benefits:		\$0			\$0			\$0			\$0			\$0	
F-1. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-2. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-3. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			\$914,722			\$1,727,435			\$2,221,437			\$2,221,437	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input checked="" type="checkbox"/>	Confidence Level	95%
Order of Magnitude <input type="checkbox"/>	Confidence Level	
Placeholder <input type="checkbox"/>	Confidence Level	

A	B		C	D	E	F		G	H	I	J	K	L		M	N	O	P	Q	R	S	T
1	Department of Transportation		Human Resource Module Implementation		CBA Form 2A Baseline Project Budget																	
2	Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable.				FY2025-26			FY2026-27			FY2027-28			FY2028-29			FY2029-30			TOTAL		
3	Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.				\$ 771,346			\$ 828,955			\$ 828,995			\$ -			\$ -			\$ 2,429,296		
4	Item Description <i>(remove guidelines and annotate entries here)</i>	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	TOTAL		
5	Costs for all state employees working on the project.	FTE	S&B	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
6	Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
7	Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	\$ -	0.00	\$ 150,000	\$ -	0.00	\$ 150,000	\$ -	0.00	\$ 150,000	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 450,000		
8	Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
10	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
11	Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
12	Hardware purchases not included in data center services.	Hardware	OCO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
13	Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -	\$ 440,796	\$ -	\$ -	\$ 528,955	\$ -	\$ -	\$ 528,995	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,498,746		
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -	\$ 180,550	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 480,550		
15	All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16	Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	Data Center Services - One Time Costs	Data Center Category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
17	Other contracted services not included in other categories.	Other Services	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
18	Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	Equipment	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19	Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
20	Other project expenses not included in other categories.	Other Expenses	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
21	Total			\$ -	0.00	\$ 771,346	\$ -	0.00	\$ 828,955	\$ -	0.00	\$ 828,995	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 2,429,296		

CBAForm 2 - Project Cost Analysis

Agency <u>Department of Transportation</u>	Project <u>Human Resource Module Implementation</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	
TOTAL PROJECT COSTS (*)	\$771,346	\$828,955	\$828,995	\$0	\$0	\$2,429,296
CUMULATIVE PROJECT COSTS <small>(includes Current & Previous Years' Project-Related Costs)</small>	\$771,346	\$1,600,301	\$2,429,296	\$2,429,296	\$2,429,296	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$771,346	\$828,955	\$828,955	\$0	\$0	\$2,429,256
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$771,346	\$828,955	\$828,955	\$0	\$0	\$2,429,256
CUMULATIVE INVESTMENT	\$771,346	\$1,600,301	\$2,429,256	\$2,429,256	\$2,429,256	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Detailed/rigorous	Confidence Level	95%
Order of Magnitude		Confidence Level	
Placeholder		Confidence Level	

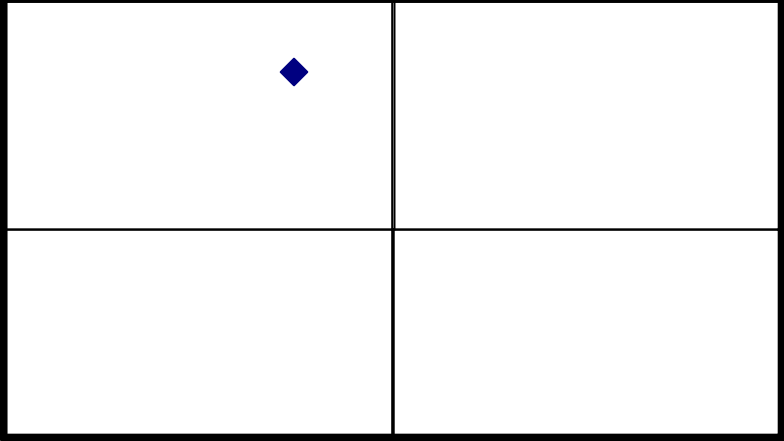
CBAForm 3 - Project Investment Summary

Agency	<u>Department of Transportation</u>	Project	<u>Resource Module Impleme</u>
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	TOTAL FOR ALL YEARS
Project Cost	\$771,346	\$828,955	\$828,995	\$0	\$0	\$2,429,296
Net Tangible Benefits	\$0	\$914,722	\$1,727,435	\$2,221,437	\$2,221,437	\$7,085,031
Return on Investment	(\$771,346)	\$85,767	\$898,440	\$2,221,437	\$2,221,437	\$4,655,735
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B		
Payback Period (years)	2 3/4	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	2027-28	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	\$3,959,881	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	91.49%	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C					
Fiscal Year	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Cost of Capital	2.90%	3.10%	3.30%	3.40%	3.50%

	B	C	D	E	F	G	H	
3	Project		<i>Human Resources Module Implementation</i>					
4								
5	Agency		<i>Department of Transportation</i>					
6	FY 2025-26 LBR Issue Code:			FY 2025-26 LBR Issue Title:				
7	<i>36221C0</i>			<i>Data Infrastructure Migration and</i>				
8	Risk Assessment Contact Info (Name, Phone #, and E-mail Address):							
9	<i>Name ----- Phone # ----- E-mail address</i>							
10	Executive Sponsor		<i>Glendora Fortune</i>					
11	Project Manager		<i>Sara Dugger</i>					
12	Prepared By		<i>Chelsea York</i>			<i>8/27/2024</i>		
14	Risk Assessment Summary							
15								
16	Business Strategy			Level of Project Risk				
17								Most Aligned
18								
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29	Least Aligned							
30	Least Risk	Most Risk						
31								
32								
34	Project Risk Area Breakdown							
35	Risk Assessment Areas						<i>Risk Exposure</i>	
36	Strategic Assessment						MEDIUM	
37								
38	Technology Exposure Assessment						LOW	
39								
40	Organizational Change Management Assessment						LOW	
41								
42	Communication Assessment						MEDIUM	
43								
44	Fiscal Assessment						MEDIUM	
45								
46	Project Organization Assessment						MEDIUM	
47								
48	Project Management Assessment						LOW	
49								
50	Project Complexity Assessment						MEDIUM	
51								
52								
53	Overall Project Risk						MEDIUM	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
3	Section 1 -- Strategic Area			
4	#	Criteria	Values	Answer
5	1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
6			41% to 80% -- Some objectives aligned	
7			81% to 100% -- All or nearly all objectives aligned	
8	1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
9			Informal agreement by stakeholders	
10			Documented with sign-off by stakeholders	
11	1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Most regularly attend executive steering committee meetings
12			Most regularly attend executive steering committee meetings	
13			Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
14	1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is completely documented
15			Vision is partially documented	
16			Vision is completely documented	
17	1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
18			41% to 80% -- Some defined and documented	
19			81% to 100% -- All or nearly all defined and documented	
20	1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
21			Changes unknown	
22			Changes are identified in concept only	
23			Changes are identified and documented	
24			Legislation or proposed rule change is drafted	
25	1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
26			Some	
27			All or nearly all	
28	1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Minimal or no external use or visibility
29			Moderate external use or visibility	
30			Extensive external use or visibility	
31	1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Single agency-wide use or visibility
32			Single agency-wide use or visibility	
33			Use or visibility at division and/or bureau level only	
34	1.10	Is this a multi-year project?	Greater than 5 years	Between 3 and 5 years
35			Between 3 and 5 years	
36			Between 1 and 3 years	
37			1 year or less	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
3	Section 2 -- Technology Area			
4	#	Criteria	Values	Answer
5	2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Supported production system 1 year to 3 years
6			Supported prototype or production system less than 6 months	
7			Supported production system 6 months to 12 months	
8			Supported production system 1 year to 3 years	
9			Installed and supported production system more than 3 years	
10	2.02	Does the agency's internal staff have sufficient knowledge of the proposed technical solution to implement and operate the new system?	External technical resources will be needed for implementation and operations	Internal resources have sufficient knowledge for implementation and operations
11			External technical resources will be needed through implementation only	
12			Internal resources have sufficient knowledge for implementation and operations	
13	2.03	Have all relevant technical alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
14			Some alternatives documented and considered	
15			All or nearly all alternatives documented and considered	
16	2.04	Does the proposed technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
17			Some relevant standards have been incorporated into the proposed technology	
18			Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
19	2.05	Does the proposed technical solution require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
20			Moderate infrastructure change required	
21			Extensive infrastructure change required	
22			Complete infrastructure replacement	
23	2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
24			Capacity requirements are defined only at a conceptual level	
25			Capacity requirements are based on historical data and new system design specifications and performance requirements	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
3	Section 3 -- Organizational Change Management Area			
4	#	Criteria	Values	Answer
5	3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
6			Moderate changes to organization structure, staff or business processes	
7			Minimal changes to organization structure, staff or business processes structure	
8	3.02	Will this project impact essential business processes?	Yes	Yes
9			No	
10	3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	81% to 100% -- All or nearly all processes defined and documented
11			41% to 80% -- Some process changes defined and documented	
12			81% to 100% -- All or nearly all processes defined and documented	
13	3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
14			No	
15	3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
16			1% to 10% FTE count change	
17			Less than 1% FTE count change	
18	3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
19			1 to 10% contractor count change	
20			Less than 1% contractor count change	
21	3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
22			Moderate changes	
23			Minor or no changes	
24	3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
25			Moderate changes	
26			Minor or no changes	
27	3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with greater change requirements
28			Recently completed project with fewer change requirements	
29			Recently completed project with similar change requirements	
30			Recently completed project with greater change requirements	

	B	C	D	E
1	Agency: Agency Name		Project: Project Name	
3	Section 4 -- Communication Area			
4	#	Criteria	Value Options	Answer
5	4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
6			No	
7	4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
8			Routine feedback in Plan	
9			Proactive use of feedback in Plan	
10	4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
11			No	
12	4.04	Are all affected stakeholders included in the Communication Plan?	Yes	No
13			No	
14	4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
15			Some key messages have been developed	
16			All or nearly all messages are documented	
17	4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
18			Success measures have been developed for some messages	
19			All or nearly all messages have success measures	
20	4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
21			No	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
3	Section 5 -- Fiscal Area			
4	#	Criteria	Values	Answer
5	5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
6			No	
7	5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
8			41% to 80% -- Some defined and documented	
9			81% to 100% -- All or nearly all defined and documented	
10	5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$2 M and \$10 M
11			Greater than \$10 M	
12			Between \$2 M and \$10 M	
13			Between \$500K and \$1,999,999	
14		Less than \$500 K		
15	5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
16			No	
17	5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
18			Order of magnitude – estimate could vary between 10-100%	
19			Placeholder – actual cost may exceed estimate by more than 100%	
20	5.06	Are funds available within existing agency resources to complete this project?	Yes	No
21			No	
22	5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
23			Funding from local government agencies	
24			Funding from other state agencies	
25	5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
26			Requested but not received	
27			Requested and received	
28			Not applicable	
29	5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	All or nearly all project benefits have been identified and validated
30			Some project benefits have been identified but not validated	
31			Most project benefits have been identified but not validated	
32			All or nearly all project benefits have been identified and validated	
33	5.10	What is the benefit payback period that is defined and documented?	Within 1 year	Within 3 years
34			Within 3 years	
35			Within 5 years	
36			More than 5 years	
37			No payback	
38	5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Procurement strategy has not been identified and documented
39			Stakeholders have not been consulted re: procurement strategy	
40			Stakeholders have reviewed and approved the proposed procurement strategy	
41	5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
42			Firm Fixed Price (FFP)	
43			Combination FFP and T&E	
44	5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Timing of major hardware and software purchases has not yet been determined
45			Purchase all hardware and software at start of project to take advantage of one-time discounts	
46			Just-in-time purchasing of hardware and software is documented in the project schedule	
47	5.14	Has a contract manager been assigned to this project?	No contract manager assigned	No contract manager assigned
48			Contract manager is the procurement manager	
49			Contract manager is the project manager	
50			Contract manager assigned is not the procurement manager or the project manager	
51	5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	No
52			No	
53	5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	No selection criteria or outcomes have been identified
54			Some selection criteria and outcomes have been defined and documented	
55			All or nearly all selection criteria and expected outcomes have been defined and documented	
56	5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
57			Multi-stage evaluation not planned/used for procurement	
58			Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
59	5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
60			No, bid response did/will not require proof of concept or prototype	
61			Yes, bid response did/will include proof of concept or prototype	
62			Not applicable	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
3	Section 6 -- Project Organization Area			
4	#	Criteria	Values	Answer
5	6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
6			No	
7	6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
8			Some have been defined and documented	
9			All or nearly all have been defined and documented	
10	6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
11			Agency	
12			System Integrator (contractor)	
13	6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	1
14			2	
15			1	
16	6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
17			Some or most staff roles and responsibilities and needed skills have been identified	
18			Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
19	6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	No, project manager assigned more than half-time, but less than full-time to project
20			No, project manager is assigned 50% or less to project	
21			No, project manager assigned more than half-time, but less than full-time to project	
22			Yes, experienced project manager dedicated full-time, 100% to project	
23	6.07	Are qualified project management team members dedicated full-time to the project	None	No, business, functional or technical experts dedicated more than half-time but less than full-time to project
24			No, business, functional or technical experts dedicated 50% or less to project	
25			No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
26			Yes, business, functional or technical experts dedicated full-time, 100% to project	
27	6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Mostly staffed from in-house resources
28			Half of staff from in-house resources	
29			Mostly staffed from in-house resources	
30			Completely staffed from in-house resources	
31	6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
32			Moderate impact	
33			Extensive impact	
34	6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
35			No	
36	6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
37			No, only IT staff are on change review and control board	
38			No, all stakeholders are not represented on the board	
39			Yes, all stakeholders are represented by functional manager	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
3	Section 7 -- Project Management Area			
4	#	Criteria	Values	Answer
5	7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
6			Project Management team will use the methodology selected by the systems integrator	
7			Yes	
8	7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
9			1-3	
10			More than 3	
11	7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
12			Some	
13			All or nearly all	
14	7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
15			41 to 80% -- Some have been defined and documented	
16			81% to 100% -- All or nearly all have been defined and documented	
17	7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
18			41 to 80% -- Some have been defined and documented	
19			81% to 100% -- All or nearly all have been defined and documented	
20	7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
21			41 to 80% -- Some are traceable	
22			81% to 100% -- All or nearly all requirements and specifications are traceable	
23	7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	All or nearly all deliverables and acceptance criteria have been defined and documented
24			Some deliverables and acceptance criteria have been defined and documented	
25			All or nearly all deliverables and acceptance criteria have been defined and documented	
26	7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
27			Only project manager signs-off	
28			Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
29	7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	41 to 80% -- Some have been defined to the work package level
30			41 to 80% -- Some have been defined to the work package level	
31			81% to 100% -- All or nearly all have been defined to the work package level	
32	7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
33			No	
34	7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
35			No	
36	7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
37			Project team uses formal processes	
38			Project team and executive steering committee use formal status reporting processes	
39	7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
40			Some templates are available	
41			All planning and reporting templates are available	
42	7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
43			No	
44	7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
45			Some have been defined and documented	
46			All known risks and mitigation strategies have been defined	
47	7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
48			No	
49	7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
50			No	

	B	C	D	E
1	Agency: Department of Transportation		Project: Human Resources Module Implementation	
2				
3	Section 8 -- Project Complexity Area			
4	#	Criteria	Values	Answer
5	8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Less complex
6			More complex	
7			Similar complexity	
8			Less complex	
9	8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
10			3 sites or fewer	
11			More than 3 sites	
12	8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
13			3 sites or fewer	
14			More than 3 sites	
15	8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
16			1 to 3 external organizations	
17			More than 3 external organizations	
18	8.05	What is the expected project team size?	Greater than 15	9 to 15
19			9 to 15	
20			5 to 8	
21			Less than 5	
22	8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	None
23			2 to 4	
24			1	
25			None	
26	8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Agency-wide business process change
27			Agency-wide business process change	
28			Statewide or multiple agency business process change	
29	8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
30			No	
31	8.09	What type of project is this?	Infrastructure upgrade	Implementation requiring software development or purchasing commercial off the shelf (COTS) software
32			Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
33			Business Process Reengineering	
34			Combination of the above	
35	8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Greater size and complexity
36			Lesser size and complexity	
37			Similar size and complexity	
38			Greater size and complexity	
39	8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
40			Lesser size and complexity	
41			Similar size and complexity	
42			Greater size and complexity	

Requirements Traceability Matrix										
Project			Human Resources Module Implementation				Project #			
Project Manager			Sara Dugger				Sponsor			Glendora Fortune
R&C Category			1.00				Worksheet Updated			8/28/2024
Business Area			Human Resources				Business Analyst Lead			Destiny Thomas
RTM Revision number			1.00				RTM Phase Review			1 2 3 4 5
							and Revision Date			

REQUIREMENTS SOURCES
 Requirements sources (documents or design elements) - Identify the requirements specifications, system or database design documents, system test plan or procedures, and any other project documents that contain content that is directly traceable to the requirements.

Doc Ref	Document name	Version	Document ID	Note
1	HR processing matrix	1		
2				
3				
4				
<i>Add rows as necessary</i>				
Test Plan				

TEST VERIFICATION METHODS:

Analysis A study (computer simulation, mathematical, etc.) to prove the system will satisfy one or more requirements (e.g., throughput volume). This verification technique is normally used when demonstration or test techniques are impractical or impossible.

Demonstration Execution of the system where results can be viewed (but no hardcopy output is obtained) and judged as 'pass' or 'fail' (e.g., the system runs without crashing and files are not corrupted).

Inspection Review (e.g., a code listing or a screen) to verify one or more characteristics (e.g., code complexity, proper spelling of words in screen dialogs).

Test Execution of the system, after which results are reviewed to determine if the execution resulted in a 'pass' or 'fail' condition.

Original Requirement ID #	Requirement (The system will:)	Origin/Source	Business Impact Priority (H / M / L)	Doc Ref 1 Reference Location / Requirement ID #	Doc Ref 2 Reference Location / Requirement ID #	Doc Ref 3 Reference Location / Requirement ID #	Doc Ref 4 Reference Location / Requirement ID #	Doc Ref - Test Plan Reference Location / Test Case Identifier	Test Verification Method (A / D / I / T)	Test Pass / Fail	Implementation location (screen /report /database /hardware /software /etc.)	Notes
1	The system will provide a Notice of Separation data entry form for employee separation process including fields collected in form 250-005-25.	HR processing matrix	H									
2	The system will provide hiring manager workflow for employee separation process.	HR processing matrix	H									
2a	Workflow to submit form 250-005-25 to HR	HR processing matrix	H									
2b	Workflow for hiring manager to close out Performance Evaluation	HR processing matrix	H									
2c	Workflow for hiring manager to close out PeopleFirst time sheets	HR processing matrix	H									
2d	Workflow for hiring manager to submit request remove system accesses	HR processing matrix	H									
3	The system will provide HR process flow for employee separation process.	HR processing matrix	H									
3a	Workflow to notify Payroll Office	HR processing matrix	H									
3b	Workflow to initiate Payroll Action Form (PAR) in PeopleFirst	HR processing matrix	H									
3c	Workflow to save PAR in employee's personnel record	HR processing matrix	H									
3d	Workflow to add data to PRR Waiver Log	HR processing matrix	H									
3e	Workflow to update Agency Organization Charts	HR processing matrix	H									
4	The system will provide reports and dashboards on separation data	HR processing matrix	H									
5	The system will provide Salary Matrix report with robust filtering options	HR processing matrix	H									
6	The system will collect Salary Matrix report data via integration with data sources	HR processing matrix	H									
7	The system will provide process flow for authorization to fill vacancy and advertisement of vacancy	HR processing matrix	H									
7a	Workflow for cost center manager approval	HR processing matrix	H									
7b	Workflow for Position description review	HR processing matrix	H									
7c	Workflow for HR review	HR processing matrix	H									
7d	Workflow for requisition record	HR processing matrix	H									
7e	Workflow for notification to Department of Education Division of Vocational Rehabilitation	HR processing matrix	H									
7f	Workflow for building internal notification of advertisement	HR processing matrix	H									
7g	Workflow for notifying Public Information Office	HR processing matrix	H									
8	The system will provide process flow for applicant review	HR processing matrix	H									
8a	Workflow to capture Veterans' Preference eligibility and record review outcome	HR processing matrix	H									
8b	Workflow for hiring manager to complete VPEA Review Form (250-005-36) and notify HR	HR processing matrix	H									
9	The system will provide data entry form for Request for Pay Action	HR processing matrix	H									
10	The system will provide HR staff and district coordinators process flow for Request for Pay Action	HR processing matrix	H									
10a	Workflow for collecting signatures	HR processing matrix	H									
10b	Process for rerouting the RPA	HR processing matrix	H									
10c	Process for reviewing Drivers license data	HR processing matrix	H									
10d	Process for validating Florida Retirement system status	HR processing matrix	H									
10e	Process for validating Selective Service Registration	HR processing matrix	H									
11	The system will provide process flow for Appointment Package	HR processing matrix	H									
11a	Process for reviewing Drivers license data	HR processing matrix	H									
11b	Process for validating Florida Retirement system status	HR processing matrix	H									
11c	Process for validating Selective Service Registration	HR processing matrix	H									
11d	Process for validating VPEA	HR processing matrix	H									
11e	Process for initiating background check	HR processing matrix	H									
11f	Process for creating approval letter and routing to hiring manager	HR processing matrix	H									
11g	Process for updating hire date	HR processing matrix	H									
11h	Process for filing documents into HRO e-Personnel file	HR processing matrix	H									

Requirements Traceability Matrix												
12	The system will provide reports and dashboards on advertising and hiring data	HR processing matrix	H									
13	The system will provide process flow for Onboarding	HR processing matrix	H									
13a	Process for onboarding appointment with HR office	HR processing matrix	H									
13b	Process for creating and routing benefits email	HR processing matrix	H									
13c	Process for collecting and saving public records exemption	HR processing matrix	H									
13d	Process for completing and saving I-9 form	HR processing matrix	H									
13f	Integration with PAR process	HR processing matrix	H									
13g	Process for communicating PeopleFirst login information	HR processing matrix	H									
13h	Process for confirming data entry to PeopleFirst	HR processing matrix	H									
13i	Process for completing benefits and leave information	HR processing matrix	H									
14	The system will provide process flow for Position Classification	HR processing matrix	H									
14a	Integration with process for Position Description updates	HR processing matrix	H									
14b	Process to collect PDPS data	HR processing matrix	H									
14c	Workflow for multiple reviews of Position Description	HR processing matrix	H									
14d	Process for Position Description updates in EDMS	HR processing matrix	H									
14e	Process for Position Description updates in PeopleFirst	HR processing matrix	H									
15	The system will provide reports and dashboards on HR data	HR processing matrix	H									
15a	Vacancies	HR processing matrix	H									
15b	Budget salary matrix	HR processing matrix	H									
15c	New hire elections	HR processing matrix	H									
15d	Probation expiration	HR processing matrix	H									
15e	Pay changes	HR processing matrix	H									
16	The system will provide key performance indicators and metrics	HR processing matrix	H									
17	The system will provide configurable workflow capabilities	Technical	H									
18	The system will provide configurable dashboard capabilities	Technical	H									
19	The system will provide configurable reporting capabilities	Technical	H									
20	The system will provide integration with Active Directory	Technical	H									
21	The system will be available to users 99.999% of the time within regular work days from 6:00 am to 7:00 pm	Technical	H									
22	The system will comply with 508 accessibility requirements	Technical	H									
23	The system will have development and test environments in addition to the production environment	Technical	H									
24	The system will provide integration with electronic document signature solution	Technical	H									
25	The system will provide integration with SharePoint	Technical	H									
26	The system will provide integration with enterprise electronic document management solution	Technical	H									
27	The system will provide extensive access control capabilities through roles and groups	Technical	H									

Human Resources Module Implementation

Project Management Plan

August 27, 2024

PROJECT MANAGEMENT PLAN

Human Resources Module Implementation

VERSION: 1.0

REVISION DATE: 8/27/24

Approval of this Project Management Plan indicates an understanding of the purpose and content described in this deliverable. By signing this deliverable, you are stating that you have reviewed this Project Management Plan and agree that the content of the document is accurate and clearly describes the project management methodology for the project.

Project Sponsor		
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Contract Manager (procurement activities)		
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Signature		Date

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Section 1 Executive Summary

Rule Chapter 60GG-1 Required for R&C Categories 1-4

The Florida Department of Transportation (FDOT) Human Resources (HR) Office coordinates and administers the Department's statewide HR Program, which includes recruitment and selection, classification and pay, benefits, attendance and leave performance management, and employee relations. The office supports the Department's employees, managers, and retirees from all districts throughout the state. These processes are heavily tied to disparate SharePoint sites and manual processes. Workflows are managed manually, and each stage of a workflow is individually input into a tracking log. The current processes involving SharePoint tracking present various challenges to business users. This work is stored on various legacy technologies, via paper, or email. These multiple tools and processes contribute to extensive support requirements, inefficient workflows, and the deterioration of employee services.

To reduce support requirements, provide efficient workflows, and improve employee services, FDOT will procure and implement the HR module of its core Information Technology service platform. The platform, ServiceNow, utilizes a common data model so critical service information is shared throughout the solution's components. This platform is also modular and allows for extensibility as FDOT's service delivery processes evolve and mature.

This project supports and provides oversight for procuring and implementing the Human Resources module. Procurement involves implementation services and subscriptions to the Software as a Service (SaaS) platform. Implementation activities include:

- Configuration of the HR module
- Population of HR data
- Configuration of HR workflows
- Configuration of HR reports
- Configuration of HR employee portal
- Training and knowledge transfer for ongoing utilization and support of the module

Section 2 Project Scope

2.1 Project Scope Summary

FDOT Recommended for R&C Categories 1-4

The project scope involves the planning, procurement, and implementation of the ServiceNow HR module.

2.2 In Scope

Rule Chapter 60GG-1 Required for R&C Categories 1-4

The project scope includes:

- Procurement of ServiceNow software as a SaaS HR module with appropriate subscriptions for FDOT employees.
- Planning, configuration, and implementation services for the HR solution.
- Data analysis, cleansing, and migration of selected legacy data.
- Organizational change management (OCM) support for implementation of the HR module.
- Training plan and training delivery for HR professionals and employees.
- Sunset of replaced legacy processes.

2.3 Out of Scope

Rule Chapter 60GG-1 Required for R&C Categories 1-4

The project scope excludes:

- Customization of the HR module; configuration will provide the functionality required and software customization will not be included within the scope of this project.

2.4 Project Objectives

Rule Chapter 60GG-1 Required for R&C Categories 2-4

The project goal is the successful implementation of the ServiceNow module for HR. This goal will be accomplished through:

- Diligently planning for product subscriptions and implementation services.
- Acquiring the subscriptions and implementation services that best meet FDOT's requirements within the established schedule and budget.
- The implementation of the platform, utilizing the services within the schedule and budget.
- Monitoring and controlling the implementation to ensure FDOT's requirements are achieved.
- Monitoring and mitigating the risks.
- Ensuring effective stakeholder communications.

2.5 Critical Success Factors

FDOT Recommended for R&C Categories 1-4

Critical success factors include, but are not limited to:

- Involvement of expert resources.
- Strong collaboration with key stakeholders.
- Effective communication.
- Strong alignment of project objectives with FDOT's strategic plan.
- Executive support.

2.6 Assumptions

Rule Chapter 60GG-1 Required for R&C Categories 2-4

Project assumptions include:

- Sufficient project staff resources will be assigned and available.
- Sufficient funding will be available to procure subscriptions and implementation services.

2.7 Constraints

Rule Chapter 60GG-1 Required for R&C Categories 2-4

Project constraints include:

- Competing HR, project, and application maintenance tasks require overlapping resources.
- Incomplete documentation of manual processes and workflows will require additional analysis efforts.

2.8 Trace Project Scope & Objectives

Rule Chapter 60GG-1 Required for R&C Categories 2-4

The project scope and objectives trace back to the Legislative Budget Request (LBR) funded initiative for the Data Infrastructure Migration and Modernization Program (DIMM). The DIMM initiative moves separate department legacy business applications from a server-based environment to a cloud environment over 10 years. Several legacy processes/workflows/reports will be sunset upon implementation of the HR module.

HR module requirements, test cases and results, implementation outcomes, and legacy asset sunset activity will be recorded within the project's Requirements Traceability Matrix.

2.9 Interdependencies

FDOT Recommended for R&C Categories 1-4

Interdependencies include:

- Active Directory

- PeopleFirst
- Knowledge Management
- Request/workflow items
- Reports
- SharePoint

Section 3 Project Approach

3.1 Project Approach

Rule Chapter 60GG-1 Required for R&C Categories 2-4

This project will be delivered utilizing an agile approach with multiple iterations. Iteration 1 includes planning efforts with deliverables to inform Iteration 2 activities. Iteration 2 involves subscription acquisition and implementation of the core HR module. Iteration 3 includes priority one workflow processes and reports. Iteration 4 includes priority two workflow processes and reports. Iteration 5 includes the remaining workflow processes and reports and project closeout.

Section 4 Organization & Governance

4.1 Decision-Making Responsibilities

Rule Chapter 60GG-1 Required for R&C Categories 1-2

The direction for the project is confirmed and approved by the project sponsor. The project has a functional coordinator to ensure the project meets the technical and business needs of FDOT's HR services. The functional coordinator is responsible for ensuring the participation of FDOT project staff and confirming business and technical direction during the project. The FDOT Project Manager will work with the vendor project manager(s) to ensure project activities remain in scope, within budget, and on schedule. The FDOT Project Manager will provide business and technical expertise, as needed. Decisions will be documented in the Project Log Workbook.

4.2 Escalation Responsibilities

Rule Chapter 60GG-1 Required for R&C Categories 1-2

The Project Manager is the first contact point for any escalation in a project. If the Project Manager cannot resolve the issue at their level, it's escalated to the next level. Any escalations will require written communication via email. Escalation outcomes will be documented in the Project Log Workbook. Exhibit 4-1 lists the five (5) levels of escalation.

Level	Role and Name
1	FDOT Project Manager
2	Functional Coordinator
3	Application Owner
4	Project Sponsor
5	Executive Leadership

Exhibit 4-1: Escalation Levels

4.3 Identify Stakeholders

Rule Chapter 60GG-1 Required for R&C Categories 1-2

The current Stakeholder Analysis Communication Plan can be found on the Project SharePoint site.

4.4 Identify FDOT Project Team

FDOT Recommended for R&C Categories 1-4

Resource Role	Responsibility
Project Manager	Managing the project per Florida Administrative Code 60GG-1
Technical Analysts	Assisting with business and technical requirements. Assisting with project documentation.
Subject Matter Experts	Assisting with business and technical requirements. Change champions for staff involved in employee service management and project management.
Functional Coordinator	Ensuring participation of FDOT project staff and confirming business and technical direction during the project.
OIT Managers	Ensuring participation of FDOT project staff and confirming business and technical direction during the project.
Project Sponsor/Application Owner	Providing oversight on the business and technical aspects of the HR module.

Exhibit 4-2: Project Team

4.5 Project Organization & Governance Chart

Rule Chapter 60GG-1 Required for R&C Categories 3-4

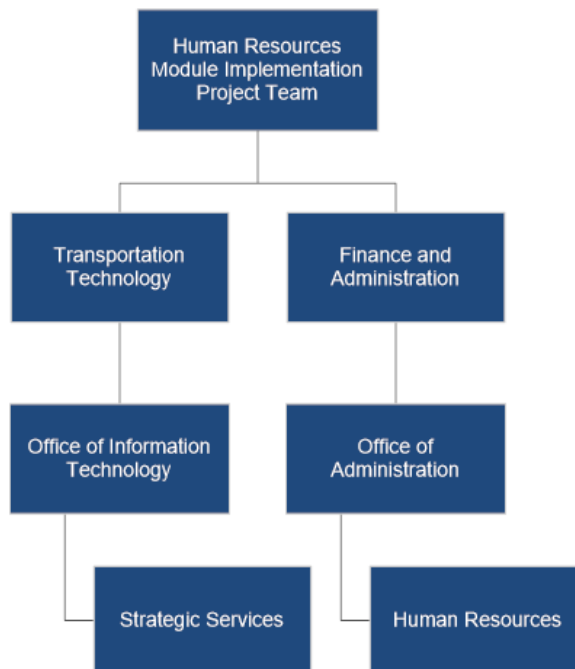


Exhibit 4-3: Organization Chart

Section 5 Resource Plan

5.1 Anticipated Resources

Rule Chapter 60GG-1 Recommended for R&C Categories 1-2

Resources to be procured include:

- Implementation services utilizing the Staff Augmentation State Term Contract (STC)
- ServiceNow Subscriptions for HR utilizing National Association of Procurement Official Alternate Contract Source

5.2 Maintenance/Support of Resources

FDOT Recommended for R&C Categories 1-4

FDOT resources will receive training and knowledge transfer for long-term administration and configuration activities. The ServiceNow platform is a SaaS; core platform maintenance and upgrades are available within the recurring subscription cost. FDOT will evaluate options for major platform upgrade activities.

Section 6 Schedule Management Plan

6.1 Project Schedule Approach

Rule Chapter 60GG-1 Recommended for R&C Categories 1-2

Rule Chapter 60GG-1 Required for R&C Categories 3-4

The Master Schedule encompasses the total scope of the project and identifies the project's critical path. The project schedule is updated weekly. The schedule is on the Project SharePoint site.

6.2 Project Schedule & Milestones

FDOT Recommended for R&C Categories 1-4

Project Milestones	Start Date	End Date
Conduct planning efforts	7/1/25	9/30/25
Procure HR subscriptions and services	8/15/25	9/30/25
Configure core functionality and implement priority-one workflows and reports	10/1/25	6/30/26
Configure core functionality and implement priority two workflows and reports	7/1/26	6/30/27
Configure core functionality and implement remaining workflows and reports	7/1/27	5/31/28
Project closeout	4/1/28	6/30/28

Exhibit 6-1: Project Milestones

Section 7 Cost Management Plan

7.1 Budget

Rule Chapter 60GG-1 Required for R&C Categories 1-4

The estimated project budget is \$1,500,000, including planning, implementation, and subscriptions for HR. Recurring subscriptions and maintenance costs will be documented in the Operations and Maintenance Plan.

	FY 25-26	FY 26-27	FY 27-28	Total funding
HR Subscriptions	\$440,796	\$528,995	\$528,995	\$1,498,746
Implementation Services	\$180,550	\$150,000	\$150,000	\$450,000
HR Staff Augmentation	\$150,000	\$150,000	\$150,000	\$450,000
Total	\$771,346	\$828,955	\$828,955	\$2,429,296

Exhibit 7-1: Project Budget

7.2 Cost Management

FDOT Recommended for R&C Categories 1-4

Proposed cost changes will be processed through FDOT change management. Any approved cost changes will be updated in this Project Management Plan and cost tracking will be captured in the budget and spend plan. The budget and spend plan track the utilization of internal hours and expenditure of funds for contracts.

Section 8 Communications Management Plan

8.1 Project Information Requirements

Rule Chapter 60GG-1 Required for R&C Categories 1-4

FDOT completed the Stakeholder Analysis Communication Plan for this Project. The Communication Plan includes requirements for weekly status updates, bi-weekly sponsor updates, and other planned communications. The completed document may be found on the Project SharePoint site. The Stakeholder Analysis Communication Plan will be updated, as needed, throughout the project.

Communication is important in all projects, particularly on projects of this scale. Providing consistent, timely, and appropriate communication keeps the project in the minds of all stakeholders. The following communication methods are planned:

Item	Purpose	Frequency	Audience
Project Status Report	Provide an update on project activities, issues, and deadlines	Weekly	All Project Team Members
Department of Management Services (DMS) Project Status Report	Status Report as required by 60GG-1 F.A.C.	Monthly	All Project Team Members
Executive Status Report and Review Meeting	Monthly review of the project status and schedule with the Leadership Team	Monthly	Project Sponsor, IT Services Manager, Application Services Manager
Functional Group Status Presentations	Provide project status updates to existing functional teams affected by the project. Management Stakeholders will request time on the agenda of these existing meetings to provide status and answer questions	As Needed	Statewide Teams that are affected by the project

Exhibit 8-1: Stakeholder Communications

8.2 Assess Stakeholders

FDOT Recommended for R&C Categories 1-4

Identified stakeholder assessments are included in this Project's Stakeholder Analysis Communication Plan.

8.3 Documentation Standards

FDOT Recommended for R&C Categories 1-4

Documentation associated with work products and deliverables will be created using standard office products (MS Word, Excel, PowerPoint, etc.). Documentation will utilize DMS or FDOT-provided templates. Deliverables submitted in draft form utilizing MS Word will be converted to PDF upon approval.

Section 9 Change Management Plan

9.1 Change Control Process

Rule Chapter 60GG-1 Required for R&C Categories 1-4

The purpose of the change management process is to describe the process involved with identifying, escalating, and managing project changes. A project change is defined as something outside the documented and approved project scope or a change to requirements, project schedule, or project cost (including resource effort). A project change requires approval for additional resources, funding, or modifications to the project schedule. The change management process defines handling project changes that negatively or positively impact deliverables, schedules, budgets, and/or resources.

Changes to scope, schedule, and/or budget costs are documented in the FDOT portfolio management tool and tracked accordingly. Any change to the baselines will be vetted with the Project Sponsor and documented through the change request process. The Change Control Log is maintained on the Project SharePoint site and any Change Request forms, and additional documentation about the Change Request will be monitored and updated by the FDOT Project Manager.

Specific change management steps include:

Action	Responsibility/Agent
Identify issue – any project stakeholder can identify an issue	An identified issue that may result in a change of scope, schedule, or cost is a candidate for a change request
Assign a change request to the person responsible	Project Manager
Analyze alternatives – the person who is responsible for the change request will coordinate the research and analysis of the issue and present alternatives to the project team	Change Request Initiator & Project Team
Decide if the change request is needed. The project team will decide on whether to initiate a change request or pursue an alternative	Project Team
Perform Impact/Cost Analysis – The vendor will perform the analysis and come up with a recommended solution, identifying all changes to scope, schedule, and cost	Project Team
Preliminary review of change request – Review change request details for feasibility	Project Team
Review the proposed change with the Strategic Services Manager	Project Manager
Produce formal change request document using the FDOT-approved form	Project Team

Action	Responsibility/Agent
For contractual changes, submit the change request to the FDOT Contract Manager	Project Manager
For contractual changes, review change request with the FDOT Contract Manager and get unofficial approval from the FDOT Contract Manager	Project Manager
Update the change request log and change request folder in the project SharePoint site	Project Manager
Enter the change request into ServiceNow and initiate the official approval process	Project Manager
Communicate approval decision	Project Manager
Update project artifacts – Update impacted project artifacts as appropriate (deliverables, PMP, logs, schedule, budget, spending plan, status reports, purchase order, etc.)	Project Manager

Exhibit 9-1: Change Management Steps

9.2 Change Management Roles & Responsibilities

FDOT Recommended for R&C Categories 1-4

1. Project Team – Vendor and FDOT project teams, are responsible for assessing if a change request is needed and desired.
2. Project Manager – Communicate with the Application Services Manager and FDOT Contract Manager regarding the proposed change request. If the Application Services Manager and FDOT Contract Manager unofficially accept the change request, the Project Manager will enter the change request into ServiceNow to begin the official change request approval process. Once the change request is approved, the spending plan and other budget and cost reports must be changed.
3. Project Sponsor – May present the change request to the Executive Leadership with the Strategic Services Manager.
4. Project Manager – Completes the change request form. Once the change request is approved, the project management documents must be changed as appropriate.
5. FDOT Contract Manager – For contractual changes, provide initial approval for the change.
6. Portfolio Management – Verifies that the change request data is good in ServiceNow and is the second approval required in the approval process.
7. Strategic Services Manager – Reviews the change request in ServiceNow against the Work Plan, the Budget, Resources, etc., and is the third approval in the change request process. If the change request has no schedule, cost, or scope change (administrative only), that is the final approval.

8. Executive Leadership – The Strategic Services Manager and/or the Project Sponsor will present the change request to the Executive Leadership, as needed, for information purposes.

9.3 Track Project Changes

FDOT Recommended for R&C Categories 1-4

Change Request Communication

The communication methods for communicating change will be through any or a combination of communication methods identified in Section 8, Communications Management.

Section 10 Quality Management Plan

10.1 Quality Management

Rule Chapter 60GG-1 Required for R&C Categories 1-2

Quality management activities are part of the acquisition and implementation of SaaS solutions. The activities include preparing test plans and test cases, complying with standards, validating compliance through reviews/inspections, following procedures for error reporting and tracking, and managing quality management documentation.

Determining the frequency and types of quality reviews and the appropriate level of testing for the project is the combined responsibility of the:

- Project Manager
- Functional Coordinators
- Business Analysts

The first step in the quality management process involves defining the quality tasks is performed. Each task is based on the project's risk, complexity, requirements, and quality objectives. The tasks include the following:

- Selecting the types of testing
- Determining the inspection points
- Identifying the quality outputs to complete
- Quality objectives

Specific quality objectives are detailed in the procurement instrument and include extensive testing and verification of parallel operations to ensure that the HR module meets the needs of FDOT.

10.2 Test Plan

FDOT Recommended for R&C Categories 1-4

Test Plans are a key deliverable from the implementation vendor. The Test Plans will be developed to provide additional details on testing activities. The Test Plans are used for all documented testing types, i.e., system, integration, and user acceptance.

Test Plans

- Describe the selection of testing methods.
- Specify the testing environment and test data.
- Define features to be tested.
- Provide traceability to system requirements.
- Identify business and/or technical risks.
- Describe defect tracking.

- Test plans are updated throughout the project life cycle and are modified, based on the scope of the implementation.
- Test Case Specifications

In addition to the Quality Plan and the Test Plan(s), Test Case Specifications will be developed that provide detailed information on test scripts, test cases, and test results. The specifications describe the purpose of a specific test, identify the required inputs and expected results, provide step-by-step procedures for executing the test, and outline the pass/fail criteria for determining acceptance. Test Case Specifications also record and track defects that are found during testing.

Test Scripts

Test scripts are sets of instructions performed on systems to test that the system functions as expected. These steps can be executed manually or automatically, using a testing tool.

Test Cases

Test cases consist of conditions or variables under which testers determine whether a system requirement is partially or fully satisfied. Test case documentation provides traceability back to requirements and design documents, as appropriate. Each test case has known input and expected output which are determined before the test.

Test Results

Testing results provide detailed information on test scenarios, test scripts, test cases, and test outcomes. Test outcomes include test case level information on status (pass, fail, blocked) as well as defects found during testing.

Roles and Responsibilities

Role	Responsibilities
Implementation Project Manager	Review and approve Integration and/or System Test Plans. Review test results.
Implementation Technical Lead	Review and approve Integration and/or System Test Plans. Review test results. Assist in problem resolution.
Implementation Quality Lead	Identify, assess, and document quality risks and assurance requirements throughout the project life cycle.
Implementation Quality Assurance (QA) Analyst / Tester	Review requirements, design, and testing documentation. Develop test case specifications, conduct tests, document test results, and place test documentation in the appropriate repository. Document and manage issues and defects. Track and re-test problems. Verify that software products conform to specifications. Conduct operational QA and system verification checks.
FDOT Project Manager	Facilitate and coordinate FDOT work required for Quality Management and testing.

Role	Responsibilities
FDOT Functional Coordinators	Provide feedback on the Quality Management processes and results. Complete user acceptance testing per the approved terms and timeframes as directed by the FDOT Project Manager.
FDOT Technical Analysts	Provide feedback on the Quality Management processes and results. Complete user acceptance testing per the approved terms and timeframes as directed by the FDOT Project Manager.

Exhibit 10-1: Roles and Responsibilities

Section 11 Deliverable Acceptance Plan

11.1 Project Deliverables

Rule Chapter 60GG-1 Required for R&C Categories 1-2

Subscription deliverables include the following:

Subscription	Quantity	Approver
ServiceNow® HR Service Delivery Professional – HR User v4 ServiceNow - PROD17237	6000	FDOT Project Manager
ServiceNow® Impact Guided - Public Sector (United States)	1	FDOT Project Manager

Exhibit 11-1: Subscription Deliverables

HR implementation phase includes the following deliverables from selected vendor:

Deliverables	Approver
Project Management	FDOT Project Manager
Configuration and Implementation Planning	FDOT Application Services Manager
Implementation of ServiceNow Core HR Components	FDOT Application Services Manager
Implementation of HR Workflows	FDOT Application Services Manager
Implementation of HR Reports	FDOT Application Services Manager
Training and Knowledge Transfer	FDOT Application Services Manager

Exhibit 11-2: HR Module Implementation Deliverables

Section 12 Risk Management

12.1 Risk & Complexity Assessment

FDOT Recommended for R&C Categories 1-4

Risk & Complexity Assessments	Category	Reason for Change (If Applicable)
Pre-Charter Risk & Complexity Category	1	
Initiation Gate Risk & Complexity Category	N/A	
Planning Gate Risk & Complexity Category	N/A	
Event Driven Risk & Complexity Category		To date, no events have occurred to trigger this type of assessment.

Exhibit 12-1: Risk and Complexity Assessments

12.2 Risk Identification, Tracking, & Review

Rule Chapter 60GG-1 Required for R&C Categories 2-4

All Risk information is maintained in the Risk Log found in the Project Log Workbook. The table below lists the key project Risk Identification, Tracking, and Review activities.

Activity	Approach	Purpose
Identify Risk	Create a list of project risks; gather risks from stakeholders using brainstorming, predefined lists, and/or completion of risk identification questionnaires.	Identifies project risks before they are problems; helps to set expectations and provide a vehicle for reaching consensus – unknown risks cannot be managed.
Validate and Log Risk	Discuss all newly identified risks with the Risk Management Team and affected stakeholders to establish the credibility of the risk.	To ensure the information is complete, the identified risk is valid not a duplicate, and thoroughly documented.
Monitor Risk	Review and re-examine risks when the project changes or key milestones are achieved. Discuss and review project risks and plans in project status, or other scheduled meetings, when the project situation changes, or key milestones are achieved.	Monitors risk indicators and risk response actions.

Exhibit 12-2: Risk Identification, Tracking, & Review

12.3 Risk Analysis

Rule Chapter 60GG-1 Required for R&C Categories 2-4

The Project Team will evaluate newly identified risks and determine impact, probability, and mitigation strategies. The risk detail is included in the Project Risk Log.

12.4 Risk Mitigation

Rule Chapter 60GG-1 Required for R&C Categories 2-4

To plan a risk response, the Project Team will perform the following steps:

- Identify the most suitable set of actions to control the risk (mitigate, transfer, or accept) that minimizes the risk and its impact on the project.
- Find the resolution to the risk or locate the appropriate resources if a risk is transferred or mitigation is necessary.
- Assign the risk to an identified risk owner.

These are the four actions that will be considered in response to an identified risk:

- **Mitigate:** Reduce the probability or consequences of an adverse risk event to an acceptable threshold.
- **Transfer:** Shift the consequences of a risk to a third party together with the ownership of the response.
- **Accept:** Do not change the project plan but develop a contingency plan should the risk event occur.
- **Avoid:** Change the plan to eliminate the possibility of the risk occurring or the effect of the risk if it does occur.

All risk information will be kept in the Risk Log found in the Project Log Workbook. The table below lists the key project Risk Mitigation activities.

Activity	Approach	Purpose
Formulate a Risk Response Plan	Determine desired risk strategies and actions and assign responsibility.	Translates the risk information into strategies and mitigation actions.
Approve Risk Response Plan	Gather consensus on risk strategies and actions and approve their assignment to an owner(s).	Assigns accountability to risk owner.
Execute Risk Response Plan	Mobilize action plans.	Risk Response actions are executed to minimize the probability and impact of the risk.
Monitor Risk	Review and re-examine risks when project changes or key milestones are achieved. Discuss and review project risks and plans in project status, or other scheduled	Monitors risk indicators and risk response actions.

Activity	Approach	Purpose
	meetings, when project changes or key milestones are achieved.	

Exhibit 12-3: Risk Mitigation

12.5 Roles & Responsibilities

Rule Chapter 60GG-1 Required for R&C Categories 2-4

Role	Responsibilities
FDOT Project Manager/Vendor Project Manager	The PM must manage project risks and is responsible for establishing and maintaining the Risk Log, coordinating resources; ensuring project team participation in risk management processes and activities, and communicating risk activities to the project team.
Project Team Members	FDOT project team members are responsible for supporting risk identification, developing assessments, prioritizing risks, status reporting, and communication of escalations or other actions advised. Titan project team members are responsible for notifying the FDOT and Titan Project Managers of any newly identified risks that may impact the development and delivery of implementation deliverables as outlined in the Request for Quote (RFQ) and Titan Response
Project Sponsor	The Project Sponsor is informed of risks and provides escalation support to the Project Team to mitigate risk.
Risk Owner	An individual assigned to complete specific risk response activities, and responsible for completing and communicating efforts taken, as well as status and reporting.

Exhibit 12-4: Roles and Responsibilities

Section 13 Issue Management Plan

13.1 Issue Identification, Tracking, & Review

Rule Chapter 60GG-1 Required for R&C Categories 2-4

Issue Identification

Issue identification occurs at any project stage and continues throughout the project life cycle. Project team members must openly and regularly watch for, discuss, and analyze issues. New issues may develop as the project matures, as internal and external factors influence the project. Stakeholders involved with issues identification include FDOT staff and contractors providing services and/or software. Project team members may identify and enter issues. Issue identification includes reviewing all project elements in detail to identify, describe, and document impacts on the project. The project team will utilize the Issue Log in the Project Log Workbook to report, track, and update issues through the project life cycle.

The Issue Log includes the following information:

- Issue name
- Issue description
- Originator
- Identification date
- Priority
- Project impact
- Owner
- Deadline
- Status
- Resolution date
- Resolution approach

Issue Tracking

Once an issue occurs, it is documented and reviewed. Any problems or concerns that cannot be resolved through direct discussion between project members remain open issues in the log.

Issue Monitoring and Control

Issue monitoring and control include the following:

- Weekly analysis of current issue status
- Weekly communication of the issue status
- Timely implementation of issue resolutions

Should an issue remain unresolved at its specific level of project governance or where all identified options for resolution have become exhausted, the project team will escalate to the next project governance level.

13.2 Issue Evaluation & Management

Rule Chapter 60GG-1 Required for R&C Categories 2-4

Issue Evaluation

Once issues are identified, the next step is to analyze each issue within the context of its importance (level of impact) and urgency. The project team will estimate project exposure based on these factors and establish issue resolution priorities. The project team will utilize the Issue Log in the Project Log Workbook to report, track, and update issues through the project life cycle.

Issue Management

Issue management is performed throughout the project's life. Issues are documented Within the Project Log Workbook in the Issue Log and reviewed in the weekly project status meeting with the project team. Issue management activities are subject to the governance and escalation processes described in the Organizational and Governance Structure (Section 4 above). Any issues not resolved by the Project Manager will follow the documented project escalation path. Issue management objectives include:

- Identify issues promptly.
- Assign the appropriate staff for prompt issue resolution.
- Ensure that issue resolution progress is monitored continually.
- Ensure that no issue is overlooked.

Depending on the nature of the issue identified, resolution actions could include a change request for the project, to be handled via the project's Change Management Plan. Issue management processes include identifying, documenting, assigning, investigating, tracking, and resolving issues.

Once an issue has been identified, the Project Team will review the issue, evaluate priority based on level and area of project impact, and assign responsibility for resolution of the issue to an Issue Owner. The Issue Owner will determine an approach for resolution and an expected deadline for completion. The project team will continually monitor and manage the issues throughout their lifecycle. The project team will utilize the Issue Log in the Project Log Workbook to report, track, and update issues through the project's life cycle.

13.3 Issue Resolution

Rule Chapter 60GG-1 Required for R&C Categories 2-4

The issue status, resolution date, and resolution approach for resolved issues are captured in the Issue Log. Issues may also be closed, with an updated status, if they are no longer present due to changes in circumstances. The project team will utilize the Issue Log in the Project Log Workbook to report, track, and update issues through the project's life cycle.

13.4 Roles & Responsibilities

Rule Chapter 60GG-1 Required for R&C Categories 2-4

Role	Responsibilities
FDOT Project Manager/ Vendor Project Manager	The PM is responsible for issue management on the project and must establish and maintain the Issue Log, coordinate resources, ensure project member participation in issue management processes and activities, and communicate issue activities to the project team.
FDOT/Vendor Project Team Members	FDOT project team members must support issue identification, developing assessments, prioritizing issues, status reporting, and communication of escalations or other actions advised. Titan project team members are responsible for notifying the FDOT and Titan Project Managers of any issues impacting the development and delivery of implementation deliverables as outlined in the RFQ and Titan Response
Project Sponsors	The Project Sponsors are informed of issues and provide escalation support to the Project Team for issue mitigation.
Issue Owner	Individual assigned to complete issue response activities for specific issues, responsible for completing and communicating efforts taken, as well as status and reporting.

Exhibit 13-1: Roles and Responsibilities

Section 14 Procurement Management Plan

14.1 Procurement Management

Rule Chapter 60GG-1 Required for R&C Categories 1-2

ServiceNow HR module subscriptions and implementation services are anticipated as multiple procurements with multiple deliverables. State-term contracts, alternate contract sources, and other appropriate procurement vehicles will be leveraged for procurement.

14.2 Contract Management

FDOT Recommended for R&C Categories 1-4

Contract management will align with FDOT's standard operating procedures. The assigned Contract Manager is Alan Busenbark. The Contract Manager will monitor and administer the contract, deliverable acceptance, and correlated invoices/payments.

Section 15 Organizational Change Management Plan

15.1 Impact

Rule Chapter 60GG-1 Required for R&C Categories 2-4
Rule Chapter 60GG-1 Recommended for R&C Category 1

The current business operations for HR services have several legacy software tools and numerous manual processes. The proposed business operations include increased automation, reduced manual intervention, and integration of key systems to manage HR service requests.

Impacts identified include:

- The increased automation will result in task assignment changes for the individuals currently performing the manual processes; these individuals will have increased availability for preventative service work and daily operational activities.
- Training/knowledge transfer will be required for affected staff.
- ServiceNow has broad Organizational Change Management (OCM) assets. Alongside the implementation vendor, a detailed OCM plan will be developed and executed.

15.2 Communication

FDOT Recommended for R&C Categories 1-4

Objectives, Scope, and Approach

Clear and accurate information delivered to, and received by, project stakeholders is a key success factor for this Project. The important communication objectives are:

- What is happening and when?
- Why changes are being made.
- How changes will impact staff
- What they will need to do differently in the future
- How they should acquire any new skills required of them to be successful

The Project Team, with the implementation vendor, will work closely to ensure the OCM plan is communicated and OCM activities occur to ensure a successful implementation.

15.3 Training

FDOT Recommended for R&C Categories 1-4

HR tool training will be required for FDOT. The training strategy will be developed during the planning phase and training needs will be addressed in implementation of the HR module.

Section 16 System Security Plan

16.1 Rule Chapter 60GG-2, F.A.C.

Rule Chapter 60GG-1 Required for R&C Categories 1-4

The System Security Plan for ServiceNow will be completed during implementation activities. System Security Plan activities were initiated in November 2022.

Section 17 Document Revision History

Version	Date	Name	Description
1.0	8/27/24	Original version	



Florida Department of Transportation

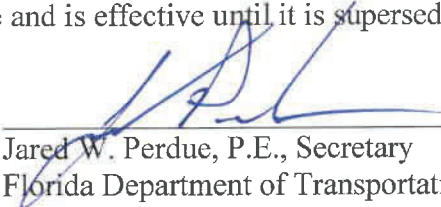
RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

DELEGATION OF AUTHORITY

I, Jared W. Perdue, P.E., Secretary of the Florida Department of Transportation, delegate to, Leda Kelly as the Chief of Staff, Kim Holland, P.E. as the Assistant Secretary for Strategic Development, Lisa Saliba as the Assistant Secretary for Finance and Administration, and Will Watts, P.E. as the Assistant Secretary for Engineering and Operations, the authority and responsibility to take action on my behalf at any time during my absence or unavailability. All other delegations of authority made by my predecessors are hereby revoked and are of no further effect. This Delegation shall remain in place and is effective until it is superseded or rescinded.



Jared W. Perdue, P.E., Secretary
Florida Department of Transportation

9/13/23

Date

State of Florida
County of Leon

The foregoing instrument was acknowledged before me this ___ day of September 2023, by Jared W. Perdue who is personally known to me, as Secretary of the Florida Department of Transportation.



NOTARY PUBLIC
My Commission Expires:



JENNIFER L. PARFITT
Commission # HH 140368
Expires August 4, 2025
Bonded Thru Budget Notary Services

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entities: 55100100 - Transportation Systems Development
 55150200 - Highway Operations

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
SECTION I			
Interest on Debt	(A) 108,815,693	135,687,269	155,055,469
Principal	(B) 156,505,000	169,170,000	184,650,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 255,595	308,735	344,879
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 265,576,287	305,166,003	340,050,348

Explanation: Total combined debt service (outstanding and proposed) for: Alligator Alley, ROW Acquisition and Bridge Construction, Seaport, Transportation Financing Corporation, GARVEE, and Sunshine Skyway.

SECTION II Note: Does not include interest credited from Debt Service Reserve Account.

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	495,250	380,250	259,500
Principal (B)	2,300,000	2,415,000	2,530,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	990	761	519
Other Debt Service (E)	0	0	0
Total Debt Service (F)	2,796,240	2,796,011	2,790,019

Explanation:

Combined total debt service for outstanding Alligator Alley Revenue Bonds.

Note: Does not include interest credited from Debt Service Reserve Account.

SECTION II

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	495,250	380,250	259,500
Principal (B)	2,300,000	2,415,000	2,530,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	990	761	519
Other Debt Service (E)	0	0	0
Total Debt Service (F)	2,796,240	2,796,011	2,790,019

Explanation: Total debt service requirements for outstanding Alligator Alley Revenue Bonds, as authorized by s. 215.57-215.83, F.S., s. 338.165(4), F.S., and s. 11(d), Article VII of the Florida Constitution.

SECTION II

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)	(8)	(9)
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)	0	0	0	0
Principal (H)	0	0	0	0
Fiscal Agent or Other Fees (I)	0	0	0	0
Other (J)	0	0	0	0
Total Debt Service (K)	0	0	0	0

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)	(8)	(9)
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)	0	0	0	0
Principal (H)	0	0	0	0
Fiscal Agent or Other Fees (I)	0	0	0	0
Other (J)	0	0	0	0
Total Debt Service (K)	0	0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
	ACTUAL	ESTIMATED	REQUEST
<u>SECTION I</u>	FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (A)	0	0	0
Principal (B)	0	0	0
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	0	0	0
Other Debt Service (E)	0	0	0
Total Debt Service (F)	0	0	0

Explanation: No proposed issuances for Alligator Alley Revenue Bonds.

SECTION II

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
	ACTUAL	ESTIMATED	REQUEST
SECTION I	FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (A)	4,734,350	4,584,350	4,426,850
Principal (B)	3,000,000	3,150,000	3,310,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	9,898	9,598	9,283
Other Debt Service (E)	0	0	0
Total Debt Service (F)	7,744,248	7,743,948	7,746,133

Explanation:

Combined total debt service for outstanding Seaport Investment
 Program Revenue Bonds.

SECTION II

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Dev

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	4,734,350	4,584,350	4,426,850
Principal (B)	3,000,000	3,150,000	3,310,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	9,898	9,598	9,283
Other Debt Service (E)	0	0	0
Total Debt Service (F)	7,744,248	7,743,948	7,746,133

Explanation: Total debt service requirements for outstanding Seaport Investment Program Revenue Bonds, as authorized by Section 339.0801, Florida Statutes.

SECTION II

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Dev

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
	ACTUAL	ESTIMATED	REQUEST
SECTION I	FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (A)	0	0	0
Principal (B)	0	0	0
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	0	0	0
Other Debt Service (E)	0	0	0
Total Debt Service (F)	0	0	0

Explanation: No proposed issuances for Seaport Investment Program Revenue Bonds.

SECTION II

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	3,371,000	3,196,000	3,012,250
Principal (B)	3,500,000	3,675,000	3,860,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	7,463	7,113	6,745
Other Debt Service (E)	0	0	0
Total Debt Service (F)	6,878,463	6,878,113	6,878,995

Explanation: Combined total debt service for outstanding Sunshine Skyway Revenue Bonds.

SECTION II

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	0
Principal (H)	0	0	0	0
Fiscal Agent or Other Fees (I)	0	0	0	0
Other (J)	0	0	0	0
Total Debt Service (K)	0	0	0	0

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	0
Principal (H)	0	0	0	0
Fiscal Agent or Other Fees (I)	0	0	0	0
Other (J)	0	0	0	0
Total Debt Service (K)	0	0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	3,371,000	3,196,000	3,012,250
Principal (B)	3,500,000	3,675,000	3,860,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	7,463	7,113	6,745
Other Debt Service (E)	0	0	0
Total Debt Service (F)	6,878,463	6,878,113	6,878,995

Explanation:

Total debt service requirements for outstanding Sunshine Skyway Revenue Bonds,
as authorized by s. 215.57-215.83, F.S., s. 338.165(4), F.S., and s. 11(d),
Article VII of the Florida Constitution.

SECTION II

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

(1) ISSUE:

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	0	0	0
Principal (B)	0	0	0
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	0	0	0
Other Debt Service (E)	0	0	0
Total Debt Service (F)	0	0	0

Explanation: No proposed issuance for Sunshine Skyway Revenue Bonds.

SECTION II

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0		
Principal (H)		0		
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt	(A) 15,991,850	14,841,600	22,741,275
Principal	(B) 23,005,000	24,150,000	30,475,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 34,879	32,579	47,511
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 39,031,729	39,024,179	53,263,786

Explanation:

Combined total debt service for outstanding and proposed Department of Transportation Financing Corporation Revenue Bonds.

SECTION II

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt	(G) 0	0	0	
Principal	(H) 0	0	0	
Fiscal Agent or Other Fees	(I) 0	0	0	
Other	(J) 0	0	0	
Total Debt Service	(K) 0	0	0	

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt	(G) 0	0	0	
Principal	(H) 0	0	0	
Fiscal Agent or Other Fees	(I) 0	0	0	
Other	(J) 0	0	0	
Total Debt Service	(K) 0	0	0	

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1) <u>SECTION I</u>	(2) ACTUAL FY 2023-2024	(3) ESTIMATED FY 2024-2025	(4) REQUEST FY 2025-2026
Interest on Debt (A)	15,991,850	14,841,600	13,634,100
Principal (B)	23,005,000	24,150,000	25,365,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	34,879	32,579	30,164
Other Debt Service (E)	0	0	0
Total Debt Service (F)	39,031,729	39,024,179	39,029,264

Explanation:

Total debt service requirements for outstanding Department of Transportation
Financing Corporation Revenue Bonds.

SECTION II

(1) ISSUE: _____

(2) INTEREST RATE	(3) MATURITY DATE	(4) ISSUE AMOUNT	(5) June 30, 2025	(6) June 30, 2026
		(7) ACTUAL FY 2023-2024	(8) ESTIMATED FY 2024-2025	(9) REQUEST FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

(1) ISSUE: _____

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	0	0
Principal (H)		0	0	0
Fiscal Agent or Other Fees (I)		0	0	0
Other (J)		0	0	0
Total Debt Service (K)		0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt	(A) 0	0	9,107,175
Principal	(B) 0	0	5,110,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 0	0	17,347
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 0	0	14,234,522

Explanation: Total debt service for proposed Department of Transportation Financing Corporation Revenue Bonds.

SECTION II

(1) **ISSUE:** Proposed Financing Corporation Bond Issue (Arterials) 7/1/25

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
5.250%	7/1/2045	173,470,000	0	168,360,000
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	9,107,175
Principal		(H) 0	0	5,110,000
Fiscal Agent or Other Fees		(I) 0	0	17,347
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	14,234,522

(1) **ISSUE:** _____

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

TRUTH-IN-BONDING WORKSHEET

1. A listing of the purpose of the debt or obligation: Florida Department of Transportation Financing Corporation as authorized by Section 339.0809(14), Florida Statutes.
2. The source of repayment of the debt or obligation: Amounts available in the State Transportation Trust Fund in accordance with Section 339.0809(4) Florida Statutes.
3. The principal amount of the debt or obligation: \$173,470,000
4. The interest rate on the debt or obligation (per EEC): 5.250%
5. A schedule of annual debt service payments (attached)
6. The method of sale of the debt or obligation, as determined by the Governing Board of the Division of Bond Finance.
7. The cost of issuance of the debt or obligation:
Underwriter Discount \$3,469,400

TRUTH-IN-BONDING STATEMENT

The State of Florida is proposing to issue \$173,470,000 of debt or obligation for the purpose of the Florida Department of Transportation Financing Corporation, as authorized by Section 339.0809(14), Florida Statutes.

This debt or obligation is expected to be repaid over a period of 20 years. At a forecasted interest rate of 5.250%, total interest paid over the life of the debt or obligation will be \$110,857,950.

The proposed issuance date is 7/1/2025.

FINC170M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Sizing Debt Service Schedule
\$173,470,000.00

<i>Fiscal</i> Yr	<i>Coupon</i> Date	<i>Zer</i> Cpn	<i>Cpn</i> Rate	<i>Maturing</i> Principal	<i>Periodic</i> Interest	<i>Gross Semi- Annl Dbt Svc</i>	<i>Cap</i> Int	<i>DbtSvcRcv</i> Int & Prin	<i>Constr. Fund</i> Interest	<i>Net Semi- Annl Dbt Svc</i>	<i>Net Fiscal</i> Dbt Svc
26	1/1/2026				4,553,587.50	4,553,587.50				4,553,587.50	
26	7/1/2026	N	5.250	5,110,000.00	4,553,587.50	9,663,587.50				9,663,587.50	14,217,175.00
27	1/1/2027				4,419,450.00	4,419,450.00				4,419,450.00	
27	7/1/2027	N	5.250	5,375,000.00	4,419,450.00	9,794,450.00				9,794,450.00	14,213,900.00
28	1/1/2028				4,278,356.25	4,278,356.25				4,278,356.25	
28	7/1/2028	N	5.250	5,660,000.00	4,278,356.25	9,938,356.25				9,938,356.25	14,216,712.50
29	1/1/2029				4,129,781.25	4,129,781.25				4,129,781.25	
29	7/1/2029	N	5.250	5,955,000.00	4,129,781.25	10,084,781.25				10,084,781.25	14,214,562.50
30	1/1/2030				3,973,462.50	3,973,462.50				3,973,462.50	
30	7/1/2030	N	5.250	6,270,000.00	3,973,462.50	10,243,462.50				10,243,462.50	14,216,925.00
31	1/1/2031				3,808,875.00	3,808,875.00				3,808,875.00	
31	7/1/2031	N	5.250	6,600,000.00	3,808,875.00	10,408,875.00				10,408,875.00	14,217,750.00
32	1/1/2032				3,635,625.00	3,635,625.00				3,635,625.00	
32	7/1/2032	N	5.250	6,945,000.00	3,635,625.00	10,580,625.00				10,580,625.00	14,216,250.00
33	1/1/2033				3,453,318.75	3,453,318.75				3,453,318.75	
33	7/1/2033	N	5.250	7,310,000.00	3,453,318.75	10,763,318.75				10,763,318.75	14,216,637.50
34	1/1/2034				3,261,431.25	3,261,431.25				3,261,431.25	
34	7/1/2034	N	5.250	7,695,000.00	3,261,431.25	10,956,431.25				10,956,431.25	14,217,862.50
35	1/1/2035				3,059,437.50	3,059,437.50				3,059,437.50	
35	7/1/2035	N	5.250	8,095,000.00	3,059,437.50	11,154,437.50				11,154,437.50	14,213,875.00
36	1/1/2036				2,846,943.75	2,846,943.75				2,846,943.75	
36	7/1/2036	N	5.250	8,520,000.00	2,846,943.75	11,366,943.75				11,366,943.75	14,213,887.50
37	1/1/2037				2,623,293.75	2,623,293.75				2,623,293.75	
37	7/1/2037	N	5.250	8,970,000.00	2,623,293.75	11,593,293.75				11,593,293.75	14,216,587.50
38	1/1/2038				2,387,831.25	2,387,831.25				2,387,831.25	
38	7/1/2038	N	5.250	9,440,000.00	2,387,831.25	11,827,831.25				11,827,831.25	14,215,662.50
39	1/1/2039				2,140,031.25	2,140,031.25				2,140,031.25	
39	7/1/2039	N	5.250	9,935,000.00	2,140,031.25	12,075,031.25				12,075,031.25	14,215,062.50
40	1/1/2040				1,879,237.50	1,879,237.50				1,879,237.50	
40	7/1/2040	N	5.250	10,460,000.00	1,879,237.50	12,339,237.50				12,339,237.50	14,218,475.00
41	1/1/2041				1,604,662.50	1,604,662.50				1,604,662.50	
41	7/1/2041	N	5.250	11,005,000.00	1,604,662.50	12,609,662.50				12,609,662.50	14,214,325.00
42	1/1/2042				1,315,781.25	1,315,781.25				1,315,781.25	
42	7/1/2042	N	5.250	11,585,000.00	1,315,781.25	12,900,781.25				12,900,781.25	14,216,562.50
43	1/1/2043				1,011,675.00	1,011,675.00				1,011,675.00	
43	7/1/2043	N	5.250	12,195,000.00	1,011,675.00	13,206,675.00				13,206,675.00	14,218,350.00
44	1/1/2044				691,556.25	691,556.25				691,556.25	
44	7/1/2044	N	5.250	12,835,000.00	691,556.25	13,526,556.25				13,526,556.25	14,218,112.50
45	1/1/2045				354,637.50	354,637.50				354,637.50	
45	7/1/2045	N	5.250	13,510,000.00	354,637.50	13,864,637.50				13,864,637.50	14,219,275.00
				173,470,000.00	110,857,950.00	284,327,950.00	0.00	0.00	0.00	284,327,950.00	284,327,950.00
<i>True Interest Cost (TIC)</i>						5.4899620	<i>Arbitrage Yield Limit (AYL)</i>				5.2500000
<i>Net Interest Cost (NIC)</i>						5.4143035	<i>Arbitrage Net Interest Cost (ANIC)</i>				5.2500000

FINC170M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Summary of Sizing Inputs

\$173,470,000.00

General Information

1st Month in FY: 1
Denomination: 5000.
Rate scale: 5.2500%
Issue type:
Sizing Rule 1: Level debt service - yearly principal payments. You input the gross construction costs (or a draw schedule) and the size of the bond issue is computed to cover the construction draws, reserves, and the various costs of issuance.
-> Proportionally level debt service in stub period.

Dates

07/01/2025-> Dated (bond issue) date
07/01/2025-> Delivery date
01/01/2026-> 1st coupon date
07/01/2026-> First principal payment
07/01/2045-> Last maturity date
No CABS in bond issue

Gross Construction Costs

Total project costs	170,000,000.00
Total prior costs	
Net total project costs:	170,000,000.00
Total number of projects = 0	

Restricted Accounts

DSR rule: No debt service reserve fund	
No capitalized interest	
Restricted yield = 5.250000%	
Net deposit to Debt Service Reserve Fund	
Net deposit to Contingency Fund	600.00

Costs of Issuance

Underwriter spread: 20.000/\$1,000	-3,469,400.00
Bond insurance: 0.000% (net of accrued & cap. interest)	
Other TIC costs:	

FINC170M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Summary of Sizing Calculations

\$173,470,000.00

<u>Sources of Funds</u>	
Par amount of bonds	173,470,000.00
Original Issue Premium	
Accrued Interest	
<u>Construction Costs</u>	
Costs to complete construction	170,000,000.00
Prior costs to be paid from bond proceeds	
Gross Construction Costs	170,000,000.00
<u>Restricted Funds</u>	
Gross capitalized interest	
Less: Interest earned on Capitalized Interest Fund @ 5.250%	
Net deposit to Capitalized Interest Fund	
Net deposit to Debt Service Reserve Fund	
Net deposit to Contingency Fund	600.00
<u>Costs of Issuance</u>	
Underwriter spread: 20.000/\$1,000	-3,469,400.00
Bond insurance: 0.000%	
Other issuance costs	
<u>Calculations</u>	
Net Interest Cost (NIC)	5.4143035
True Interest Cost (TIC)	5.4899620
All-Inclusive TIC:	5.4899620
Arbitrage Net Interest Cost (NIC)	5.2500000
Arbitrage Yield Limit (AYL)	5.2500000
Total Bond Years (delivery date)	2,111,580,000.00
Average Bond Years (Delivery date)	12.17
Level debt service calculation	14,216,198.86

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt	(A) 74,653,493	93,333,106	106,614,594
Principal	(B) 106,055,000	109,115,000	116,460,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 183,225	221,002	245,805
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 180,891,718	202,669,108	223,320,398

Explanation: Combined total debt service for outstanding and proposed Right-of-Way Acquisition and Bridge Construction bonds.

SECTION II

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt	(A) 74,653,493	74,582,994	69,384,744
Principal	(B) 106,055,000	103,965,000	105,890,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 183,225	185,287	174,891
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 180,891,718	178,733,281	175,449,634

Explanation:

Total debt service requirements for outstanding Right-of-Way Acquisition and Bridge Construction bonds.

SECTION II

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

(1) ISSUE:

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	0	18,750,113	37,229,850
Principal (B)	0	5,150,000	10,570,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	0	35,715	70,914
Other Debt Service (E)	0	0	0
Total Debt Service (F)	0	23,935,827	47,870,764

Explanation:

Total debt service for proposed Right-of-Way Acquisition and Bridge Construction bond sales, pursuant to Section 337.276, Florida Statutes.

SECTION II

(1) **ISSUE:** Proposed Right-of-Way Acquisition and Bridge Construction Bond issuance 7/1/2024

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
5.250%	7/1/2054	357,145,000	351,995,000	346,575,000
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	18,750,113	18,479,738
Principal (H)		0	5,150,000	5,420,000
Fiscal Agent or Other Fees (I)		0	35,715	35,200
Other (J)		0	0	0
Total Debt Service (K)		0	23,935,827	23,934,937

(1) **ISSUE:** Proposed Right-of-Way Acquisition and Bridge Construction Bond issuance 7/1/2025

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
5.250%	7/1/2055	357,145,000	0	351,995,000
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	0	18,750,113
Principal (H)		0	0	5,150,000
Fiscal Agent or Other Fees (I)		0	0	35,715
Other (J)		0	0	0
Total Debt Service (K)		0	0	23,935,827

TRUTH-IN-BONDING WORKSHEET

1. A listing of the purpose of the debt or obligation: Right-of-Way Acquisition and Bridge Construction, pursuant to Section 337.276, Florida Statutes.
2. The source of repayment of the debt or obligation: Funded from monies transferred from the State Transportation Trust Fund, pursuant to Sections 206.46(2) and 215.605(2), Florida Statutes.
3. The principal amount of the debt or obligation: \$357,145,000
4. The interest rate on the debt or obligation (per EEC): 5.250%
5. A schedule of annual debt service payments (attached)
6. The method of sale of the debt or obligation, as determined by the Governing Board of the Division of Bond Finance.
7. The cost of issuance of the debt or obligation:

<u>Underwriter Discount</u>	<u>\$7,142,900</u>
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TRUTH-IN-BONDING STATEMENT

The State of Florida is proposing to issue \$357,145,000 of debt or obligation for the purpose of the Right-of-Way Acquisition and Bridge Construction, pursuant to Section 337.276, Florida Statutes.

This debt or obligation is expected to be repaid over a period of 30 years. At a forecasted interest rate of 5.250%, total interest paid over the life of the debt or obligation will be \$359,814,263.

The proposed issuance date is 7/1/2025.

ROW350M26

for TIB LBR FY 26

Sizing Debt Service Schedule

\$357,145,000.00

Dated: 07/01/2025

Delivered: 07/01/2025

<i>Fiscal</i> <i>Yr</i>	<i>Coupon</i> <i>Date</i>	<i>Zer</i> <i>Cpn</i>	<i>Cpn</i> <i>Rate</i>	<i>Maturing</i> <i>Principal</i>	<i>Periodic</i> <i>Interest</i>	<i>Gross Semi-</i> <i>Annl Dbt Svc</i>	<i>Cap</i> <i>Int</i>	<i>DbtSvcRev</i> <i>Int & Prin</i>	<i>Constr. Fund</i> <i>Interest</i>	<i>Net Semi-</i> <i>Annl Dbt Svc</i>	<i>Net Fiscal</i> <i>Dbt Svc</i>
52	7/1/2052	N	5.250	19,475,000.00	2,211,431.25	21,686,431.25				21,686,431.25	23,897,862.50
53	1/1/2053				1,700,212.50	1,700,212.50				1,700,212.50	
53	7/1/2053	N	5.250	20,495,000.00	1,700,212.50	22,195,212.50				22,195,212.50	23,895,425.00
54	1/1/2054				1,162,218.75	1,162,218.75				1,162,218.75	
54	7/1/2054	N	5.250	21,570,000.00	1,162,218.75	22,732,218.75				22,732,218.75	23,894,437.50
55	1/1/2055				596,006.25	596,006.25				596,006.25	
55	7/1/2055	N	5.250	22,705,000.00	596,006.25	23,301,006.25				23,301,006.25	23,897,012.50
				357,145,000.00	359,814,262.50	716,959,262.50	0.00	0.00	0.00	716,959,262.50	716,959,262.50
<i>True Interest Cost (TIC)</i>						5.4297927	<i>Arbitrage Yield Limit (AYL)</i>				5.2500000
<i>Net Interest Cost (NIC)</i>						5.3542211	<i>Arbitrage Net Interest Cost (ANIC)</i>				5.2500000

ROW350M26

for TIB LBR FY 26

Sizing Debt Service Schedule

\$357,145,000.00

Dated: 07/01/2025

Delivered: 07/01/2025

<i>Fiscal</i> <i>Yr</i>	<i>Coupon</i> <i>Date</i>	<i>Zer</i> <i>Cpn</i>	<i>Cpn</i> <i>Rate</i>	<i>Maturing</i> <i>Principal</i>	<i>Periodic</i> <i>Interest</i>	<i>Gross Semi-</i> <i>Annl Dbt Svc</i>	<i>Cap</i> <i>Int</i>	<i>DbtSvcRev</i> <i>Int & Prin</i>	<i>Constr. Fund</i> <i>Interest</i>	<i>Net Semi-</i> <i>Annl Dbt Svc</i>	<i>Net Fiscal</i> <i>Dbt Svc</i>
26	1/1/2026				9,375,056.25	9,375,056.25				9,375,056.25	
26	7/1/2026	N	5.250	5,150,000.00	9,375,056.25	14,525,056.25				14,525,056.25	23,900,112.50
27	1/1/2027				9,239,868.75	9,239,868.75				9,239,868.75	
27	7/1/2027	N	5.250	5,420,000.00	9,239,868.75	14,659,868.75				14,659,868.75	23,899,737.50
28	1/1/2028				9,097,593.75	9,097,593.75				9,097,593.75	
28	7/1/2028	N	5.250	5,705,000.00	9,097,593.75	14,802,593.75				14,802,593.75	23,900,187.50
29	1/1/2029				8,947,837.50	8,947,837.50				8,947,837.50	
29	7/1/2029	N	5.250	6,005,000.00	8,947,837.50	14,952,837.50				14,952,837.50	23,900,675.00
30	1/1/2030				8,790,206.25	8,790,206.25				8,790,206.25	
30	7/1/2030	N	5.250	6,320,000.00	8,790,206.25	15,110,206.25				15,110,206.25	23,900,412.50
31	1/1/2031				8,624,306.25	8,624,306.25				8,624,306.25	
31	7/1/2031	N	5.250	6,650,000.00	8,624,306.25	15,274,306.25				15,274,306.25	23,898,612.50
32	1/1/2032				8,449,743.75	8,449,743.75				8,449,743.75	
32	7/1/2032	N	5.250	7,000,000.00	8,449,743.75	15,449,743.75				15,449,743.75	23,899,487.50
33	1/1/2033				8,265,993.75	8,265,993.75				8,265,993.75	
33	7/1/2033	N	5.250	7,365,000.00	8,265,993.75	15,630,993.75				15,630,993.75	23,896,987.50
34	1/1/2034				8,072,662.50	8,072,662.50				8,072,662.50	
34	7/1/2034	N	5.250	7,755,000.00	8,072,662.50	15,827,662.50				15,827,662.50	23,900,325.00
35	1/1/2035				7,869,093.75	7,869,093.75				7,869,093.75	
35	7/1/2035	N	5.250	8,160,000.00	7,869,093.75	16,029,093.75				16,029,093.75	23,898,187.50
36	1/1/2036				7,654,893.75	7,654,893.75				7,654,893.75	
36	7/1/2036	N	5.250	8,590,000.00	7,654,893.75	16,244,893.75				16,244,893.75	23,899,787.50
37	1/1/2037				7,429,406.25	7,429,406.25				7,429,406.25	
37	7/1/2037	N	5.250	9,040,000.00	7,429,406.25	16,469,406.25				16,469,406.25	23,898,812.50
38	1/1/2038				7,192,106.25	7,192,106.25				7,192,106.25	
38	7/1/2038	N	5.250	9,515,000.00	7,192,106.25	16,707,106.25				16,707,106.25	23,899,212.50
39	1/1/2039				6,942,337.50	6,942,337.50				6,942,337.50	
39	7/1/2039	N	5.250	10,015,000.00	6,942,337.50	16,957,337.50				16,957,337.50	23,899,675.00
40	1/1/2040				6,679,443.75	6,679,443.75				6,679,443.75	
40	7/1/2040	N	5.250	10,540,000.00	6,679,443.75	17,219,443.75				17,219,443.75	23,898,887.50
41	1/1/2041				6,402,768.75	6,402,768.75				6,402,768.75	
41	7/1/2041	N	5.250	11,095,000.00	6,402,768.75	17,497,768.75				17,497,768.75	23,900,537.50
42	1/1/2042				6,111,525.00	6,111,525.00				6,111,525.00	
42	7/1/2042	N	5.250	11,675,000.00	6,111,525.00	17,786,525.00				17,786,525.00	23,898,050.00
43	1/1/2043				5,805,056.25	5,805,056.25				5,805,056.25	
43	7/1/2043	N	5.250	12,290,000.00	5,805,056.25	18,095,056.25				18,095,056.25	23,900,112.50
44	1/1/2044				5,482,443.75	5,482,443.75				5,482,443.75	
44	7/1/2044	N	5.250	12,935,000.00	5,482,443.75	18,417,443.75				18,417,443.75	23,899,887.50
45	1/1/2045				5,142,900.00	5,142,900.00				5,142,900.00	
45	7/1/2045	N	5.250	13,610,000.00	5,142,900.00	18,752,900.00				18,752,900.00	23,895,800.00
46	1/1/2046				4,785,637.50	4,785,637.50				4,785,637.50	
46	7/1/2046	N	5.250	14,325,000.00	4,785,637.50	19,110,637.50				19,110,637.50	23,896,275.00
47	1/1/2047				4,409,606.25	4,409,606.25				4,409,606.25	
47	7/1/2047	N	5.250	15,080,000.00	4,409,606.25	19,489,606.25				19,489,606.25	23,899,212.50
48	1/1/2048				4,013,756.25	4,013,756.25				4,013,756.25	
48	7/1/2048	N	5.250	15,870,000.00	4,013,756.25	19,883,756.25				19,883,756.25	23,897,512.50
49	1/1/2049				3,597,168.75	3,597,168.75				3,597,168.75	
49	7/1/2049	N	5.250	16,705,000.00	3,597,168.75	20,302,168.75				20,302,168.75	23,899,337.50
50	1/1/2050				3,158,662.50	3,158,662.50				3,158,662.50	
50	7/1/2050	N	5.250	17,580,000.00	3,158,662.50	20,738,662.50				20,738,662.50	23,897,325.00
51	1/1/2051				2,697,187.50	2,697,187.50				2,697,187.50	
51	7/1/2051	N	5.250	18,505,000.00	2,697,187.50	21,202,187.50				21,202,187.50	23,899,375.00
52	1/1/2052				2,211,431.25	2,211,431.25				2,211,431.25	

ROW350M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Summary of Sizing Inputs

\$357,145,000.00

General Information

1st Month in FY: 1
Denomination: 5000.
Rate scale: 5.2500%
Issue type:
Sizing Rule 1: Level debt service - yearly principal payments. You input the gross construction costs (or a draw schedule) and the size of the bond issue is computed to cover the construction draws, reserves, and the various costs of issuance.
-> Proportionally level debt service in stub period.

Dates

07/01/2025-> Dated (bond issue) date
07/01/2025-> Delivery date
01/01/2026-> 1st coupon date
07/01/2026-> First principal payment
07/01/2055-> Last maturity date
No CABS in bond issue

Gross Construction Costs

Total project costs	350,000,000.00
Total prior costs	
Net total project costs:	350,000,000.00
Total number of projects = 0	

Restricted Accounts

DSR rule: No debt service reserve fund
No capitalized interest
Restricted yield = 5.250000%
Net deposit to Debt Service Reserve Fund
Net deposit to Contingency Fund 2,100.02

Costs of Issuance

Underwriter spread: 20.000/\$1,000	-7,142,900.00
Bond insurance: 0.000% (net of accrued & cap. interest)	
Other TIC costs:	

ROW350M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Summary of Sizing Calculations

\$357,145,000.00

<u>Sources of Funds</u>	
Par amount of bonds	357,145,000.00
Original Issue Premium	
Accrued Interest	
<u>Construction Costs</u>	
Costs to complete construction	350,000,000.00
Prior costs to be paid from bond proceeds	
Gross Construction Costs	350,000,000.00
<u>Restricted Funds</u>	
Gross capitalized interest	
Less: Interest earned on Capitalized Interest Fund @ 5.250%	
Net deposit to Capitalized Interest Fund	
Net deposit to Debt Service Reserve Fund	
Net deposit to Contingency Fund	2,100.02
<u>Costs of Issuance</u>	
Underwriter spread: 20.000/\$1,000	-7,142,900.00
Bond insurance: 0.000%	
Other issuance costs	
<u>Calculations</u>	
Net Interest Cost (NIC)	5.3542211
True Interest Cost (TIC)	5.4297927
All-Inclusive TIC:	5.4297927
Arbitrage Net Interest Cost (NIC)	5.2500000
Arbitrage Yield Limit (AYL)	5.2500000
Total Bond Years (delivery date)	6,853,605,000.00
Average Bond Years (Delivery date)	19.19
Level debt service calculation	23,898,988.75

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	9,569,750	19,351,963	18,001,000
Principal (B)	18,645,000	26,665,000	28,015,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	19,140	37,684	35,017
Other Debt Service (E)	0	0	0
Total Debt Service (F)	28,233,890	46,054,646	46,051,017

Explanation: Combined total debt service for outstanding and proposed Grant Anticipation Revenue Vehicle (GARVEE) Bonds.

SECTION II

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1) <u>SECTION I</u>	(2) ACTUAL FY 2023-2024	(3) ESTIMATED FY 2024-2025	(4) REQUEST FY 2025-2026
Interest on Debt	(A) 9,569,750	8,637,500	7,658,500
Principal	(B) 18,645,000	19,580,000	20,555,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 19,140	17,275	15,317
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 28,233,890	28,234,775	28,228,817

Explanation: Total debt service requirements for outstanding Grant Anticipation Revenue Vehicle (GARVEE) Bonds.

SECTION II

(1) ISSUE: _____

(2) INTEREST RATE	(3) MATURITY DATE	(4) ISSUE AMOUNT	(5) June 30, 2025	(6) June 30, 2026
		(7) ACTUAL FY 2023-2024	(8) ESTIMATED FY 2024-2025	(9) REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

(1) ISSUE: _____

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55100100 - Transportation Systems Development

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt	(A) 0	10,714,463	10,342,500
Principal	(B) 0	7,085,000	7,460,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 0	20,409	19,700
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 0	17,819,871	17,822,200

Explanation: Total debt service for proposed Grant Anticipation Revenue Vehicle (GARVEE) Bonds, as authorized by Section 215.616, Florida Statutes.

SECTION II

(1) **ISSUE:** Proposed GARVEE Bond issuance 7/1/2024

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
5.250%	7/1/2042	204,085,000	197,000,000	189,540,000
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	10,714,463	10,342,500
Principal		(H) 0	7,085,000	7,460,000
Fiscal Agent or Other Fees		(I) 0	20,409	19,700
Other		(J) 0	0	0
Total Debt Service		(K) 0	17,819,871	17,822,200

(1) **ISSUE:** _____

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55180100 - Florida Turnpike Enterprise

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
	ACTUAL	ESTIMATED	REQUEST
	FY 2023-2024	FY 2024-2025	FY 2025-2026
SECTION I			
Interest on Debt	(A) 123,075,037	153,179,238	175,251,784
Principal	(B) 147,170,000	162,570,000	161,530,000
Repayment of Loans	(C) 0	0	0
Fiscal Agent or Other Fees	(D) 311,970	368,321	408,799
Other Debt Service	(E) 0	0	0
Total Debt Service	(F) 270,557,007	316,117,559	337,190,583

Explanation: Combined total debt service for outstanding and proposed Florida Turnpike bonds.
Note: Does not include interest credited from Debt Service Reserve Account.

SECTION II

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

(1) **ISSUE:** _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
		(7)	(8)	(9)
		ACTUAL	ESTIMATED	REQUEST
		FY 2023-2024	FY 2024-2025	FY 2025-2026
Interest on Debt		(G) 0	0	0
Principal		(H) 0	0	0
Fiscal Agent or Other Fees		(I) 0	0	0
Other		(J) 0	0	0
Total Debt Service		(K) 0	0	0

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55180100 - Florida Turnpike Enterprise

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	123,075,037	140,097,026	132,572,171
Principal (B)	147,170,000	158,980,000	149,570,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	311,970	343,403	327,505
Other Debt Service (E)			
Total Debt Service (F)	270,557,007	299,420,428	282,469,676

Explanation: Total debt service requirements for outstanding Florida Turnpike bonds.
Note: Does not include interest credited from Debt Service Reserve Account.

SECTION II

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

(1) ISSUE: _____

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
(7)	(8)	(9)		
ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026		
Interest on Debt (G)	0	0	0	
Principal (H)	0	0	0	
Fiscal Agent or Other Fees (I)	0	0	0	
Other (J)	0	0	0	
Total Debt Service (K)	0	0	0	

SCHEDULE VI: DETAIL OF DEBT SERVICE

Department: 55 Transportation
Budget Entity: 55180100 - Florida Turnpike Enterprise

Budget Period 2025 - 2026

(1)	(2)	(3)	(4)
SECTION I	ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (A)	0	13,082,213	42,679,613
Principal (B)	0	3,590,000	11,960,000
Repayment of Loans (C)	0	0	0
Fiscal Agent or Other Fees (D)	0	24,919	81,295
Other Debt Service (E)	0	0	0
Total Debt Service (F)	0	16,697,131	54,720,907

Explanation:

Total debt service for proposed Florida Turnpike bonds, as authorized by Chapter 338, Florida Statutes.

Note: Does not include interest credited from Debt Service Reserve Account.

SECTION II

(1) **ISSUE:** Proposed Turnpike Bond sale 7/1/2024

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
5.250%	7/1/2054	249,185,000	245,595,000	241,815,000
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	13,082,213	12,893,738
Principal (H)		0	3,590,000	3,780,000
Fiscal Agent or Other Fees (I)		0	24,919	24,560
Other (J)		0	0	0
Total Debt Service (K)		0	16,697,131	16,698,297

(1) **ISSUE:** Proposed Turnpike Bond Sale 7/1/2025

(2)	(3)	(4)	(5)	(6)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	June 30, 2025	June 30, 2026
5.250%	7/1/2055	567,350,000	0	559,170,000
		(7)	(8)	(9)
		ACTUAL FY 2023-2024	ESTIMATED FY 2024-2025	REQUEST FY 2025-2026
Interest on Debt (G)		0	0	29,785,875
Principal (H)		0	0	8,180,000
Fiscal Agent or Other Fees (I)		0	0	56,735
Other (J)		0	0	0
Total Debt Service (K)		0	0	38,022,610

TRUTH-IN-BONDING WORKSHEET

1. A listing of the purpose of the debt or obligation: Florida Turnpike as authorized by Chapter 338, Florida Statutes.
2. The source of repayment of the debt or obligation: Net revenues of the Florida Turnpike System.
3. The principal amount of the debt or obligation: \$567,350,000
4. The interest rate on the debt or obligation (per EEC): 5.250%
5. A schedule of annual debt service payments (attached)
6. The method of sale of the debt or obligation, as determined by the Governing Board of the Division of Bond Finance.
7. The costs of issuance of the debt or obligation:
Underwriter Discount \$11,347,000

TRUTH-IN-BONDING STATEMENT

The State of Florida is proposing to issue \$567,350,000 of debt or obligation for the purpose of the Florida Turnpike Program, as authorized by Chapter 338, Florida Statutes.

This debt or obligation is expected to be repaid over a period of 30 years. At a forecasted interest rate of 5.250%, total interest paid over the life of the debt or obligation will be \$571,607,663.

The proposed issuance date is 7/1/2025.

TPK556M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Sizing Debt Service Schedule
\$567,350,000.00

<i>Fiscal</i> <i>Yr</i>	<i>Coupon</i> <i>Date</i>	<i>Zer</i> <i>Cpn</i>	<i>Cpn</i> <i>Rate</i>	<i>Maturing</i> <i>Principal</i>	<i>Periodic</i> <i>Interest</i>	<i>Gross Semi-</i> <i>Annl Dbt Svc</i>	<i>Cap</i> <i>Int</i>	<i>DbtSvcRcv</i> <i>Int & Prin</i>	<i>Constr. Fund</i> <i>Interest</i>	<i>Net Semi-</i> <i>Annl Dbt Svc</i>	<i>Net Fiscal</i> <i>Dbt Svc</i>
52	7/1/2052	N	5.250	30,940,000.00	3,513,431.25	34,453,431.25				34,453,431.25	37,966,862.50
53	1/1/2053				2,701,256.25	2,701,256.25				2,701,256.25	
53	7/1/2053	N	5.250	32,565,000.00	2,701,256.25	35,266,256.25				35,266,256.25	37,967,512.50
54	1/1/2054				1,846,425.00	1,846,425.00				1,846,425.00	
54	7/1/2054	N	5.250	34,270,000.00	1,846,425.00	36,116,425.00				36,116,425.00	37,962,850.00
55	1/1/2055				946,837.50	946,837.50				946,837.50	
55	7/1/2055	N	5.250	36,070,000.00	946,837.50	37,016,837.50				37,016,837.50	37,963,675.00
				567,350,000.00	571,607,662.50	1,138,957,662.50	0.00	0.00	0.00	1,138,957,662.50	1,138,957,662.50
<i>True Interest Cost (TIC)</i>						5.4297886	<i>Arbitrage Yield Limit (AYL)</i>				5.2500000
<i>Net Interest Cost (NIC)</i>						5.3542179	<i>Arbitrage Net Interest Cost (ANIC)</i>				5.2500000

TPK556M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Sizing Debt Service Schedule
\$567,350,000.00

<i>Fiscal</i> <i>Yr</i>	<i>Coupon</i> <i>Date</i>	<i>Zer</i> <i>Cpn</i>	<i>Cpn</i> <i>Rate</i>	<i>Maturing</i> <i>Principal</i>	<i>Periodic</i> <i>Interest</i>	<i>Gross Semi-</i> <i>Annl Dbt Svc</i>	<i>Cap</i> <i>Int</i>	<i>DbtSvcRcv</i> <i>Int & Prin</i>	<i>Constr. Fund</i> <i>Interest</i>	<i>Net Semi-</i> <i>Annl Dbt Svc</i>	<i>Net Fiscal</i> <i>Dbt Svc</i>
26	1/1/2026				14,892,937.50	14,892,937.50				14,892,937.50	
26	7/1/2026	N	5.250	8,180,000.00	14,892,937.50	23,072,937.50				23,072,937.50	37,965,875.00
27	1/1/2027				14,678,212.50	14,678,212.50				14,678,212.50	
27	7/1/2027	N	5.250	8,610,000.00	14,678,212.50	23,288,212.50				23,288,212.50	37,966,425.00
28	1/1/2028				14,452,200.00	14,452,200.00				14,452,200.00	
28	7/1/2028	N	5.250	9,060,000.00	14,452,200.00	23,512,200.00				23,512,200.00	37,964,400.00
29	1/1/2029				14,214,375.00	14,214,375.00				14,214,375.00	
29	7/1/2029	N	5.250	9,535,000.00	14,214,375.00	23,749,375.00				23,749,375.00	37,963,750.00
30	1/1/2030				13,964,081.25	13,964,081.25				13,964,081.25	
30	7/1/2030	N	5.250	10,035,000.00	13,964,081.25	23,999,081.25				23,999,081.25	37,963,162.50
31	1/1/2031				13,700,662.50	13,700,662.50				13,700,662.50	
31	7/1/2031	N	5.250	10,565,000.00	13,700,662.50	24,265,662.50				24,265,662.50	37,966,325.00
32	1/1/2032				13,423,331.25	13,423,331.25				13,423,331.25	
32	7/1/2032	N	5.250	11,120,000.00	13,423,331.25	24,543,331.25				24,543,331.25	37,966,662.50
33	1/1/2033				13,131,431.25	13,131,431.25				13,131,431.25	
33	7/1/2033	N	5.250	11,705,000.00	13,131,431.25	24,836,431.25				24,836,431.25	37,967,862.50
34	1/1/2034				12,824,175.00	12,824,175.00				12,824,175.00	
34	7/1/2034	N	5.250	12,315,000.00	12,824,175.00	25,139,175.00				25,139,175.00	37,963,350.00
35	1/1/2035				12,500,906.25	12,500,906.25				12,500,906.25	
35	7/1/2035	N	5.250	12,965,000.00	12,500,906.25	25,465,906.25				25,465,906.25	37,966,812.50
36	1/1/2036				12,160,575.00	12,160,575.00				12,160,575.00	
36	7/1/2036	N	5.250	13,645,000.00	12,160,575.00	25,805,575.00				25,805,575.00	37,966,150.00
37	1/1/2037				11,802,393.75	11,802,393.75				11,802,393.75	
37	7/1/2037	N	5.250	14,360,000.00	11,802,393.75	26,162,393.75				26,162,393.75	37,964,787.50
38	1/1/2038				11,425,443.75	11,425,443.75				11,425,443.75	
38	7/1/2038	N	5.250	15,115,000.00	11,425,443.75	26,540,443.75				26,540,443.75	37,965,887.50
39	1/1/2039				11,028,675.00	11,028,675.00				11,028,675.00	
39	7/1/2039	N	5.250	15,910,000.00	11,028,675.00	26,938,675.00				26,938,675.00	37,967,350.00
40	1/1/2040				10,611,037.50	10,611,037.50				10,611,037.50	
40	7/1/2040	N	5.250	16,745,000.00	10,611,037.50	27,356,037.50				27,356,037.50	37,967,075.00
41	1/1/2041				10,171,481.25	10,171,481.25				10,171,481.25	
41	7/1/2041	N	5.250	17,620,000.00	10,171,481.25	27,791,481.25				27,791,481.25	37,962,962.50
42	1/1/2042				9,708,956.25	9,708,956.25				9,708,956.25	
42	7/1/2042	N	5.250	18,545,000.00	9,708,956.25	28,253,956.25				28,253,956.25	37,962,912.50
43	1/1/2043				9,222,150.00	9,222,150.00				9,222,150.00	
43	7/1/2043	N	5.250	19,520,000.00	9,222,150.00	28,742,150.00				28,742,150.00	37,964,300.00
44	1/1/2044				8,709,750.00	8,709,750.00				8,709,750.00	
44	7/1/2044	N	5.250	20,545,000.00	8,709,750.00	29,254,750.00				29,254,750.00	37,964,500.00
45	1/1/2045				8,170,443.75	8,170,443.75				8,170,443.75	
45	7/1/2045	N	5.250	21,625,000.00	8,170,443.75	29,795,443.75				29,795,443.75	37,965,887.50
46	1/1/2046				7,602,787.50	7,602,787.50				7,602,787.50	
46	7/1/2046	N	5.250	22,760,000.00	7,602,787.50	30,362,787.50				30,362,787.50	37,965,575.00
47	1/1/2047				7,005,337.50	7,005,337.50				7,005,337.50	
47	7/1/2047	N	5.250	23,955,000.00	7,005,337.50	30,960,337.50				30,960,337.50	37,965,675.00
48	1/1/2048				6,376,518.75	6,376,518.75				6,376,518.75	
48	7/1/2048	N	5.250	25,210,000.00	6,376,518.75	31,586,518.75				31,586,518.75	37,963,037.50
49	1/1/2049				5,714,756.25	5,714,756.25				5,714,756.25	
49	7/1/2049	N	5.250	26,535,000.00	5,714,756.25	32,249,756.25				32,249,756.25	37,964,512.50
50	1/1/2050				5,018,212.50	5,018,212.50				5,018,212.50	
50	7/1/2050	N	5.250	27,930,000.00	5,018,212.50	32,948,212.50				32,948,212.50	37,966,425.00
51	1/1/2051				4,285,050.00	4,285,050.00				4,285,050.00	
51	7/1/2051	N	5.250	29,395,000.00	4,285,050.00	33,680,050.00				33,680,050.00	37,965,100.00
52	1/1/2052				3,513,431.25	3,513,431.25				3,513,431.25	

TPK556M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Summary of Sizing Inputs

\$567,350,000.00

General Information

1st Month in FY: 1
Denomination: 5000.
Rate scale: 5.2500%
Issue type:
Sizing Rule 1: Level debt service - yearly principal payments. You input the gross construction costs (or a draw schedule) and the size of the bond issue is computed to cover the construction draws, reserves, and the various costs of issuance.
-> Proportionally level debt service in stub period.

Dates

07/01/2025-> Dated (bond issue) date
07/01/2025-> Delivery date
01/01/2026-> 1st coupon date
07/01/2026-> First principal payment
07/01/2055-> Last maturity date
No CABS in bond issue

Gross Construction Costs

Total project costs	556,000,000.00
Total prior costs	
Net total project costs:	556,000,000.00
Total number of projects = 0	

Restricted Accounts

DSR rule: No debt service reserve fund
No capitalized interest
Restricted yield = 5.250000%
Net deposit to Debt Service Reserve Fund
Net deposit to Contingency Fund 3,000.02

Costs of Issuance

Underwriter spread: 20.000/\$1,000	-11,347,000.00
Bond insurance: 0.000% (net of accrued & cap. interest)	
Other TIC costs:	

TPK556M26
for TIB LBR FY 26

Dated: 07/01/2025
Delivered: 07/01/2025

Summary of Sizing Calculations

\$567,350,000.00

<u>Sources of Funds</u>	
Par amount of bonds	567,350,000.00
Original Issue Premium	
Accrued Interest	
<u>Construction Costs</u>	
Costs to complete construction	556,000,000.00
Prior costs to be paid from bond proceeds	
Gross Construction Costs	556,000,000.00
<u>Restricted Funds</u>	
Gross capitalized interest	
Less: Interest earned on Capitalized Interest Fund @ 5.250%	
Net deposit to Capitalized Interest Fund	
Net deposit to Debt Service Reserve Fund	
Net deposit to Contingency Fund	3,000.02
<u>Costs of Issuance</u>	
Underwriter spread: 20.000/\$1,000	-11,347,000.00
Bond insurance: 0.000%	
Other issuance costs	
<u>Calculations</u>	
Net Interest Cost (NIC)	5.3542179
True Interest Cost (TIC)	5.4297886
All-Inclusive TIC:	5.4297886
Arbitrage Net Interest Cost (NIC)	5.2500000
Arbitrage Yield Limit (AYL)	5.2500000
Total Bond Years (delivery date)	10,887,765,000.00
Average Bond Years (Delivery date)	19.19
Level debt service calculation	37,965,404.69

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2025 - 2026

Department: Transportation

Chief Internal Auditor: Kristofer Sullivan, Inspector General

Budget Entity: Not applicable

Phone Number: 850-410-5506

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			NOT APPLICABLE		

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
Agency Budget Officer/OPB Analyst Name: Chris Evans / Tonja Webb						
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
	Program or Service (Budget Entity Codes)					
Action	55100100	55100500	55150200	55150500	55150600	55180100

1. GENERAL						
1.1	Are Columns A01, A04, A05, A91, A92, A93, A36, A10, IA1, IA4, IA5, IP1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns (no trust fund files for narrative columns)? Is Column A02 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for the Trust Fund Files (the Budget Files should already be on TRANSFER CONTROL for DISPLAY and MANAGEMENT CONTROL for UPDATE)? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only (UPDATE status remains on OWNER)? (CSDI or Web LBR Column Security)	Y	Y	Y	Y	Y
1.2	Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y	Y	Y	Y
AUDITS:						
1.3	Have Column A03 budget files been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y	Y	Y	Y
1.4	Have Column A03 trust fund files been copied to Column A12? Run Schedule I (SC1R, SC1 or SC1R, SC1D adding column A12) to verify.	Y	Y	Y	Y	Y
1.5	Has Column A12 security been set correctly to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for Budget and Trust Fund files? (CSDR, CSA)	Y	Y	Y	Y	Y
TIP	The agency should prepare the budget request for submission in this order: 1) Copy Column A03 to Column A12, and 2) Lock columns as described above. A security control feature included in the LAS/PBS Web upload process requires columns to be in the proper status before uploading to the portal.					
2. EXHIBIT A (EADR, EXA)						
2.1	Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 56 of the LBR Instructions?	Y	Y	Y	Y	Y
2.2	Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	Y
2.3	Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 14 through 27)? Do they clearly describe the issue?	Y	Y	Y	Y	Y
3. EXHIBIT B (EXBR, EXB)						
3.1	Is it apparent that there is a fund shift where an appropriation category's funding source is different between A02 and A03? Were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	N/A	N/A	N/A	N/A	N/A
AUDITS:						
3.2	Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity and program component at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found")	Y	Y	Y	Y	Y
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? (EXBR, EXBC - Report should print "Records Selected Net To Zero")	Y	Y	Y	Y	Y
TIP	Generally look for and be able to fully explain significant differences between A02 and A03.					
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.					

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
Agency Budget Officer/OPB Analyst Name: Chris Evans / Tonja Webb						
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
	Program or Service (Budget Entity Codes)					
Action	55100100	55100500	55150200	55150500	55150600	55180100

TIP Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, a Special Categories appropriation category (10XXXX) should be used.						
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4. EXHIBIT D (EADR, EXD)

4.1 Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
4.2 Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y

TIP Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.						
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5. EXHIBIT D-1 (ED1R, EXD1)

5.1 Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y
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AUDITS:

5.2 Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y	Y	Y	Y	Y
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5.3 FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences [with a \$5,000 allowance] need to be corrected in Column A01.)	Y	Y	Y	Y	Y	Y
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5.4 A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences [with a \$5,000 allowance at the department level] need to be corrected in Column A01.)	Y	Y	Y	Y	Y	Y
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TIP If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.						
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TIP If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.						
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TIP Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2023-24 approved budget. Amounts should be positive. The \$5,000 allowance is necessary for rounding.						
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TIP If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created. Note that there is a \$5,000 allowance at the department level.						
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6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)

6.1 Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	Y	Y
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TIP Exhibit D-3 is not required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.						
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7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)

7.1 Are the issue titles correct and do they clearly identify the issue? (See pages 14 through 27 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
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7.2 Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See pages 64 through 69 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
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Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
Agency Budget Officer/OPB Analyst Name: Chris Evans / Tonja Webb						
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
	Program or Service (Budget Entity Codes)					
Action	55100100	55100500	55150200	55150500	55150600	55180100

7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 66 through 69 of the LBR Instructions?	N/A	N/A	N/A	N/A	Y	N/A
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	N/A	N/A	N/A	N/A	Y	N/A
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E.4 through E.7 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	N/A	N/A	N/A	N/A	N/A	N/A
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A. (See pages 93 through 94 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y	Y	Y	Y	Y	Y
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Y	Y	Y	Y	Y	Y
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #24-040?	Y	Y	Y	Y	Y	Y
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the LAS/PBS Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	N/A	N/A	N/A	N/A	N/A	N/A
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A	N/A	N/A	N/A	N/A	N/A
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	Y	Y	Y	Y	Y	Y
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	Y	Y
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	N/A	N/A	N/A	N/A	N/A	N/A
7.16	Do the issue codes relating to special <i>Salaries and Benefits</i> issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 26 and 27 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 24010C0, 30010C0, 33011C0, 160E470, or 160E480)?	N/A	N/A	N/A	N/A	Y	N/A
7.18	Are the issues relating to <i>Major Audit Findings and Recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A	N/A	N/A	N/A	N/A	N/A
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development?	Y	Y	Y	Y	Y	Y
AUDIT:							
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? (GENR, LBR1)	N/A	N/A	N/A	N/A	N/A	N/A

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
Agency Budget Officer/OPB Analyst Name: Chris Evans / Tonja Webb						
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
	Program or Service (Budget Entity Codes)					
Action	55100100	55100500	55150200	55150500	55150600	55180100

7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? (GENR, LBR2)	FDOT does not have GR. However, the 180XXXX and 200XXXX issues net to zero at the department level for the Trust Funds				
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? (GENR, LBR3)					
7.23	Have FCO appropriations been entered into the nonrecurring column (A04)? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L)	Y	Y	Y	Y	N/A
7.24	Has narrative been entered for all issues requested by the agency? Agencies do not need to include narrative for startup issues (1001000, 2103XXX, etc.) that were not input by the agency. (NAAR, BSNR)	Y	Y	Y	Y	Y
7.25	Has the agency entered annualization issues (260XXX0) for any issue that was partially funded in Fiscal Year 2024-25? Review Column G66 to determine whether any incremental amounts are needed to fully fund an issue that was initially appropriated in Fiscal Year 2024-25. Do not add annualization issues for pay and benefit distribution issues, as those annualization issues (26AXXXX) have already been added to A03.	N/A	N/A	N/A	N/A	N/A
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 64 through 69 of the LBR Instructions.					
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.					
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).					
TIP	If an appropriation made in the FY 2024-25 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.					

8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level) (Required to be posted to the Florida Fiscal Portal)						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y				
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y				
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y				
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y				
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative; fixed capital outlay adjustment narrative)?	Y				

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
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	Program or Service (Budget Entity Codes)					
Action	55100100	55100500	55150200	55150500	55150600	55180100

8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	N/A
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to section 215.32(2)(b), Florida Statutes - including the Schedule ID and applicable legislation?	N/A
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?	Y
8.10	Are the statutory authority references correct?	Y
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to section 215.20, Florida Statutes, for appropriate General Revenue Service Charge percentage rates.)	Y
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?	Y
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?	Y
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?	Y
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y
8.27	Has the agency analyzed for continuing appropriations (category 13XXXX) and properly accounted for in the appropriate column(s) in Section III?	Y

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
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A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
Action	Program or Service (Budget Entity Codes)					
	55100100	55100500	55150200	55150500	55150600	55180100
8.28	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?					Y
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?					Y
AUDITS:						
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).					Y
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")					Y
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)					Y
8.33	Has a Schedule IB been provided for ALL trust funds having an unreserved fund balance in columns A01, A02 and/or A03, and if so, does each column's total agree with line I of the Schedule I?					Y
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?					Y
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!					
TIP	Determine if the agency is scheduled for trust fund review. (See page 124 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.					
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.					
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.					
9. SCHEDULE II (PSCR, SC2)						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 155 of the LBR Instructions.)					Position transfer issues utilize the broadband minimum or existing rate level.
10. SCHEDULE III (PSCR, SC3)						
10.1	Is the appropriate lapse amount applied? (See page 90 of the LBR Instructions.)					N/A
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See pages 93 and 94 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.					N/A
11. SCHEDULE IV (EADR, SC4)						
11.1	Are the correct Information Technology (IT) issue codes used?					N/A
TIP	If IT issues are not coded (with "C" in 6th position or within a program component of 1603000000), they will not appear in the Schedule IV.					
12. SCHEDULE VIIIA (EADR, SC8A)						
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate? Note: FCO issues can be included in the priority listing.					Y
13. SCHEDULE VIIIB-1 (EADR, S8B1)						
13.1	NOT REQUIRED FOR THIS YEAR					N/A

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
Agency Budget Officer/OPB Analyst Name: Chris Evans / Tonja Webb						
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
Action	Program or Service (Budget Entity Codes)					
	55100100	55100500	55150200	55150500	55150600	55180100

TIP	If all or a portion of an issue is intended to be reduced on a nonrecurring basis, include the total reduction amount in Column A91 and the nonrecurring portion in Column A92.					
14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)						
14.1	Do the reductions comply with the instructions provided on pages 99 through 102 of the LBR Instructions regarding a 10% reduction in General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	Y
TIP	Compare the debt service amount requested (IOE N or other IOE used for debt service) with the debt service need included in the Schedule VI: Detail of Debt Service, to determine whether any debt has been retired and may be reduced.					
TIP	If all or a portion of an issue is intended to be reduced on a nonrecurring basis, in the absence of a nonrecurring column, include that intent in narrative.					
15. SCHEDULE VIIIC (EADR, S8C) (NO LONGER REQUIRED)						
16. SCHEDULE XI (UCSR, SCXI) (LAS/PBS Web - see pages 104-108 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)						
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website. (Note: Pursuant to section 216.023(4) (b), Florida Statutes, the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	Y
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP (if submitting) and LBR match?	N/A	N/A	N/A	N/A	N/A
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:						
16.3	Does the FY 2023-24 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y	Y	Y	Y	Y
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y	Y	Y	Y	Y
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y	Y	Y	Y	Y
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: The activities listed in Audit #3 do not have an associated output standard. In addition, the activities were not identified as a Transfer to a State Agency, as Aid to Local Government, or a Payment of Pensions, Benefits and Claims. Activities listed here should represent transfers/pass-throughs that are not represented by those above or administrative costs that are unique to the agency and are not appropriate to be allocated to all other activities.)	Y	Y	Y	Y	Y
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y	Y	Y	Y	Y
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
17. MANUALLY PREPARED EXHIBITS & SCHEDULES (Required to be posted to the Florida Fiscal Portal)						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 52 through 152 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	Y
17.2	Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	Y
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	Y

Fiscal Year 2025-26 LBR Technical Review Checklist

Department/Budget Entity (Service): Transportation - 55000000						
Agency Budget Officer/OPB Analyst Name: Chris Evans / Tonja Webb						
A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.						
	Program or Service (Budget Entity Codes)					
Action	55100100	55100500	55150200	55150500	55150600	55180100

17.4 Does the LBR include a separate Schedule IV-B for each IT project over \$1 million (see page 128 and 129 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: IT@LASPBS.STATE.FL.US?	N/A	N/A	N/A	N/A	Y	N/A
17.5 Are all forms relating to Fixed Capital Outlay (FCO) funding requests submitted in the proper form, including a Truth in Bonding statement (if applicable) ?	Y	Y	Y	Y	N/A	Y

AUDITS - GENERAL INFORMATION						
TIP Review <i>Section 6: Audits</i> of the LBR Instructions (pages 154 through 156) for a list of audits and their descriptions.						
TIP Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.						

18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)						
18.1 Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A	N/A	Y	Y	N/A	Y
18.2 Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A	N/A	Y	Y	N/A	Y
18.3 Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A	N/A	Y	Y	N/A	Y
18.4 Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A	N/A	Y	Y	N/A	Y
18.5 Are the appropriate counties identified in the narrative?	N/A	N/A	Y	Y	N/A	Y
18.6 Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	N/A	N/A	Y	Y	N/A	Y
TIP Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.						

19. FLORIDA FISCAL PORTAL						
19.1 Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	Y	Y