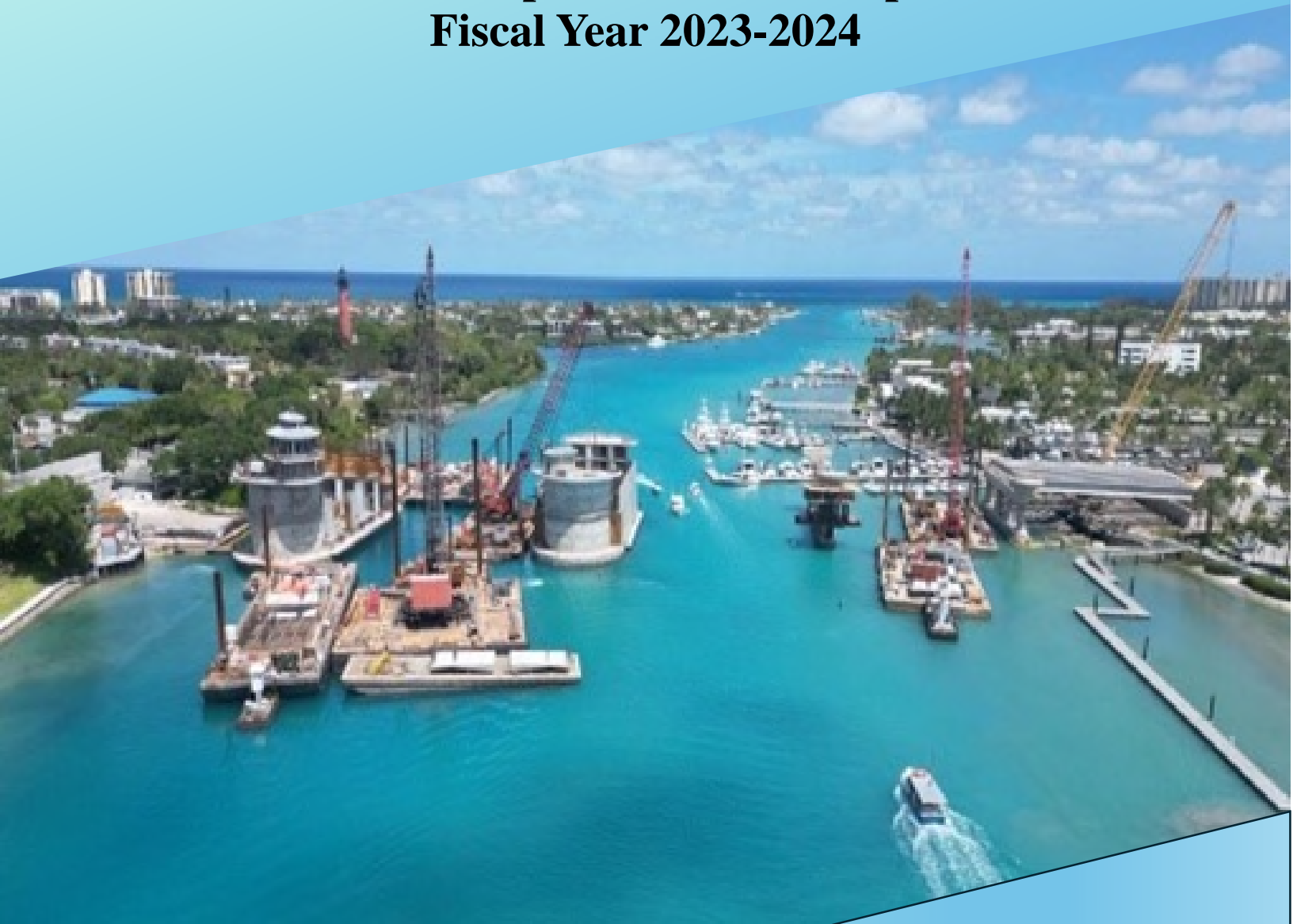


Performance and Production Review of The Florida Department of Transportation Fiscal Year 2023-2024



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The Florida Transportation Commission**

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About the Cover:

**Jupiter U.S. 1 Bridge Replacement
District 4**

The U.S. 1 Bridge Replacement Project will replace the existing bridge over the Loxahatchee River and Intracoastal Waterway in the Town of Jupiter from County Road (C.R.) A1A to C.R. 707/Beach Road. The replacement bridge will consist of two 11-foot travel lanes, seven-foot bicycle lanes and eight-foot sidewalks in each direction. The new bridge will have up to 42 feet of vertical clearance, and the navigable-channel width will be increased to 125 feet. Construction began in October 2021 and a full closure of the bridge began in March 2023. Management of detoured traffic during this 20-month closure includes a Smart Work Zone and intersection improvements along the detour route. Overall project completion is expected in 2026.

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Preface

The Florida Transportation Commission was established in 1987 by the Florida Legislature and is responsible for reviewing, evaluating, and monitoring the Florida Department of Transportation's policies, transportation systems, and budgets. The members of the Commission are appointed by the Governor to serve four-year terms. Commissioners must have private sector business managerial experience and must represent transportation needs of the state as a whole and may not place state needs subservient to those of any area. The Transportation Commission could be compared to a private corporation's board of directors.



Ronald Howse
Chairman



David Genson
Vice Chairman



John Browning



Richard Burke



Julius Davis



Russell "Rusty" Roberts



Alex Lastra

Purpose of this Report

The mission of the Florida Department of Transportation is to “provide 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. FDOT takes this directive very seriously as it moves forward with the Five-Year Work Program.

The Florida Transportation Commission was tasked with oversight responsibility in 1990, when the Florida Legislature created s. 334.045, Florida Statutes. This statute directed the Commission to develop transportation performance and productivity measures.

Performance measurement focuses the attention of decision-makers, practitioners, and the public on the operating performance of the transportation system. These measures are an important mechanism for increasing awareness of management and operations methods and provide a means to link a transportation agency's perspective with the experience of those who use the transportation system.

The Transportation Commission is further charged with developing this system of measurement to be both quantitative and qualitative. Additionally, the measures should, to the maximum extent possible, assess those factors that are within the Department’s control. The Commission submits its findings to the Governor, legislative leadership, and the legislative transportation and appropriations committees. If the Commission finds that the Department failed to perform satisfactorily, actions to be taken to improve performance are recommended.

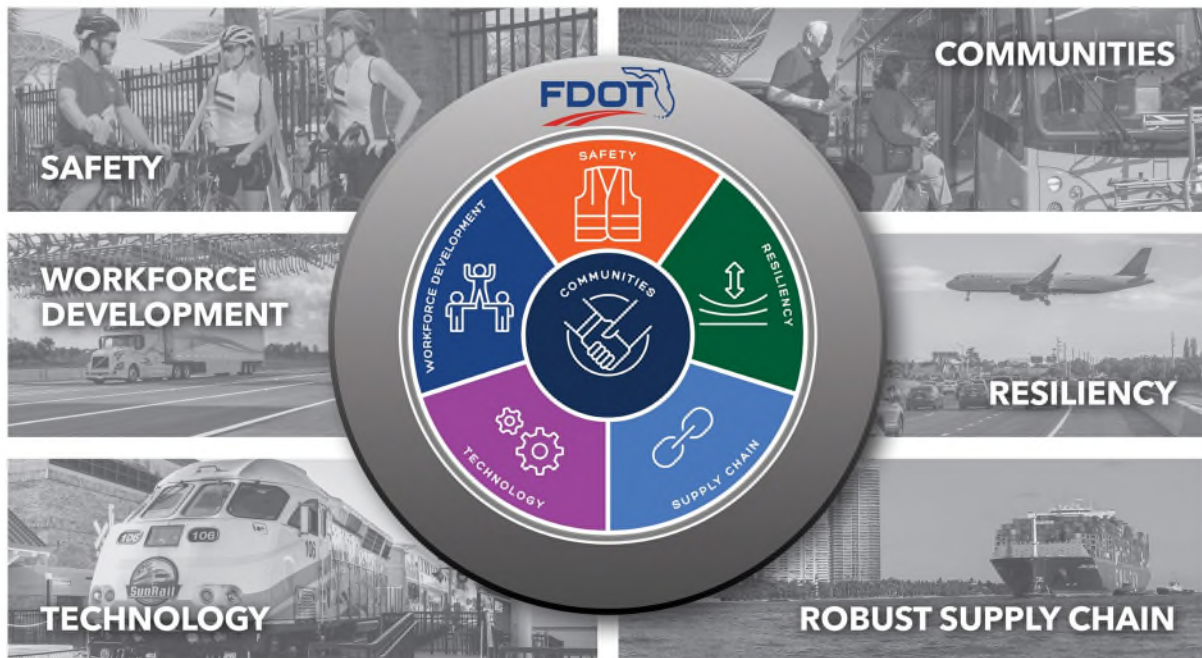
The performance measures governing this report were derived through extensive effort by a working group composed of representatives from the Transportation Commission, the Department, and the transportation industry. The annual *Performance and Production Review of the Florida Department of Transportation* evaluates how effectively the Department has addressed the transportation needs of our state through the implementation of its work program.

The Latest in Measuring Performance

This report utilizes performance measures produced by the 2020 performance measure working group.

This working group, comprised of industry leaders and stakeholders including Florida Transportation Commission members, academia, and Department and Commission staff, was convened in May 2020. The group was tasked with reducing the total number of measures with a focus on clear, simple, and meaningful goals that not only conform with the Commission's statutory dictates, but also align with Governor Ron DeSantis' transportation priorities as well as the six pillars of the Department's Compass: Safety, Resiliency, a Robust Supply Chain, Technology, Workforce Development, and a focus on Communities.

Approval of the new system of performance measurement was requested by Commission staff and granted by the Commission in August 2020.



The FDOT Compass

Executive Summary

As Florida's population continues to increase, the Department's mandate to provide an effective and efficient transportation system grows proportionally. Such a system is required of a state's economy as it provides citizens with reliable options for both personal and professional travel. FDOT updated its [Emerging Trends](#)¹ document in August of 2024.

The success of Florida's complex transportation network is the key to Florida's robust economy. The commercial exchange of goods and services and the movement of people and freight are most efficient with a seamless, multi-modal, and intermodal transportation system. FDOT continues to play a pivotal role in the development, support, and deployment of electrical vehicle (EV) infrastructure. Current FDOT EV infrastructure information is located [here](#)². The economy depends on our roads, transit systems, railways, seaports, and airports, which provide businesses, residents, and visitors with connections to each other, the country, and the rest of the world.

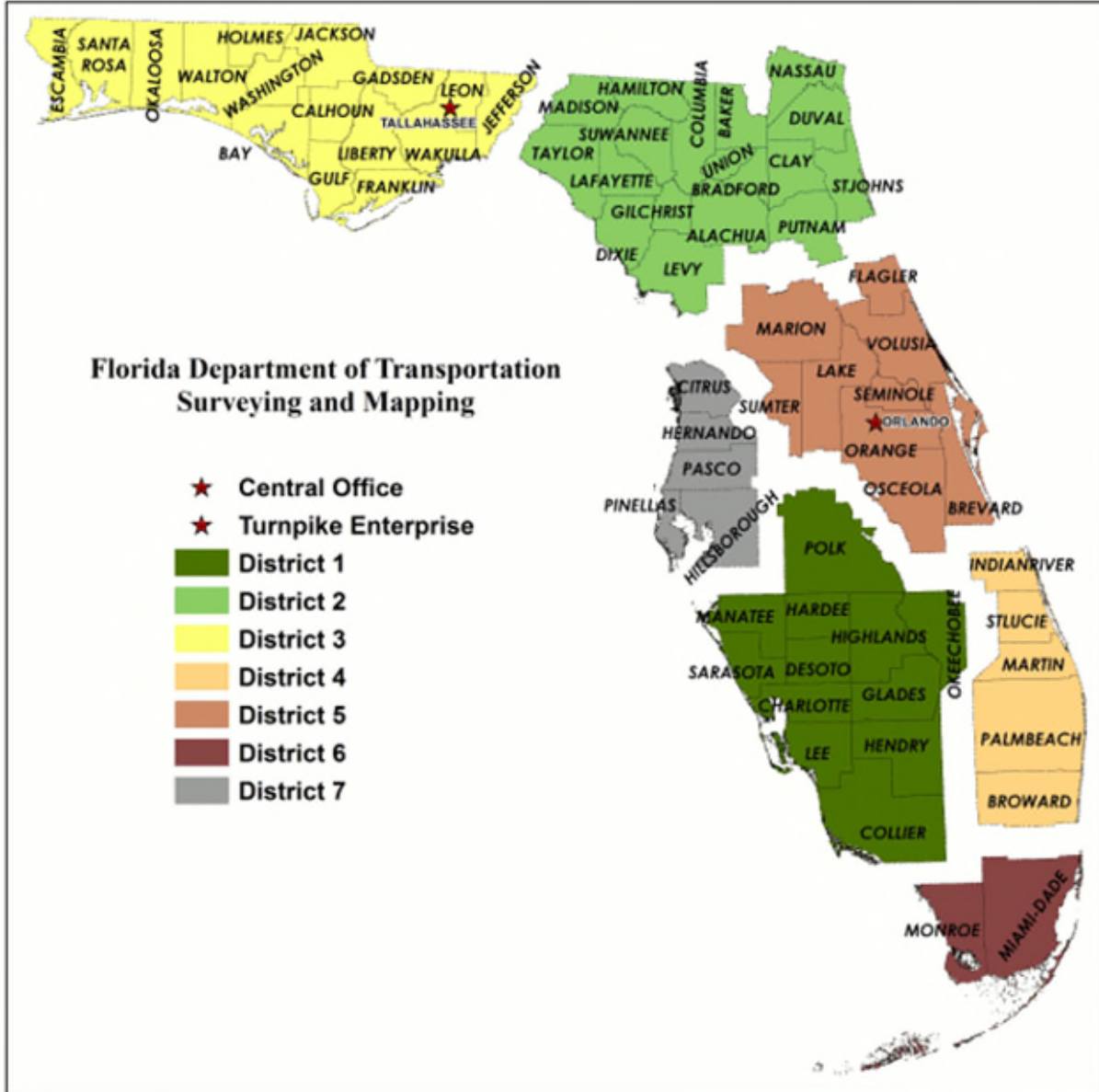
There are 15 measures used by the Commission to evaluate the Department's performance. These measures assess major Department functions, measure a product or an outcome, and are, to the greatest extent possible, within FDOT's control. The focus of this review is on these 15 measures.

The Department performed well this fiscal year. Construction commenced on 87.1 (or 70.1%) of 124.3 planned lane miles of additional roadway to the State Highway System (SHS). In addition, FDOT advanced or added 303.3 lane miles that were not in the current plan. The Department also let to contract 2,426.8 (or 86.9%) of 2,791.8 planned lane miles of roadway to be resurfaced on the SHS. Additionally, FDOT advanced or added five bridge repairs and one bridge replacement that were not in the original plan. A total of 451 construction contracts valued at \$6.34 billion were let during the year. This includes 27 contracts that were not in the original plan but were added during fiscal 2023-24. There were 46 bridge repair projects of 65 planned (or 70.8%) and 15 bridge replacement projects of 20 planned (or 75.0%). FDOT let 2,005 consultant contracts (for preliminary engineering, design, right of way, and construction engineering and inspection services) valued at \$1.80 billion. 701 consultant contracts were added that were not originally planned. By the end of fiscal 2023-24, the Department completed 308 construction projects with a value of \$2.63 billion. Of the 308 construction contracts, 254 (or 82.5%) were completed within 120% of their original contract time and 273 (or 88.6%) were completed within 110% of their original contract amount.

¹<https://tinyurl.com/FDOT24EmergingTrends>

²<https://tinyurl.com/EVFDOT23>

State and District Profiles



Overview of the State: Florida, with a population of over 23 million residents, covers an area of 54,157 square miles, representing 67 counties. The State Highway System is composed of 44,976 lane miles with 7,044 bridges, including 89 movable bridges. There are 32 urban public transit systems; 674 active aviation facilities, including 21 offering commercial service; 2,746 railway miles; 16 deep-water ports; and 5 seaport territories with 2 active FAA licensed spaceports.

Overview of District One: District One, with a population of approximately 3.1 million people, is composed of 6,652.4 lane miles with 946 bridges including 14 movable bridges. There are 6 MPO/TPOs, 6 transit agencies, 20 aviation facilities, 3 of which offer commercial service, 4 major rail lines, 1 deep-water port and 1 intermodal Logistics Center.

Overview of District Two: District Two, with approximately 2.3 million residents, covers an area of 11,865 square miles, representing 18 counties in Northeastern Florida. The State Highway System in the district is composed of 8,549.9 lane miles with 1,330 bridges, including five movable bridges. There are nine public transit agencies, 16 aviation facilities, two of which offer commercial service, eight major rail lines, three seaports and a spaceport.

Overview of District Three: District Three, with a population of approximately 1.5 million residents, covers an area of about 11,300 square miles, representing 16 counties in Florida's Panhandle. The State Highway System in the district is composed of 6,900 lane miles with 841 maintained bridges. There are a total of 11 Transit Organizations, four Mass Transit Systems and seven Rural Public Transportation. There are 19 aviation facilities, four of which offer commercial service, five major rail lines and three deep-water ports.

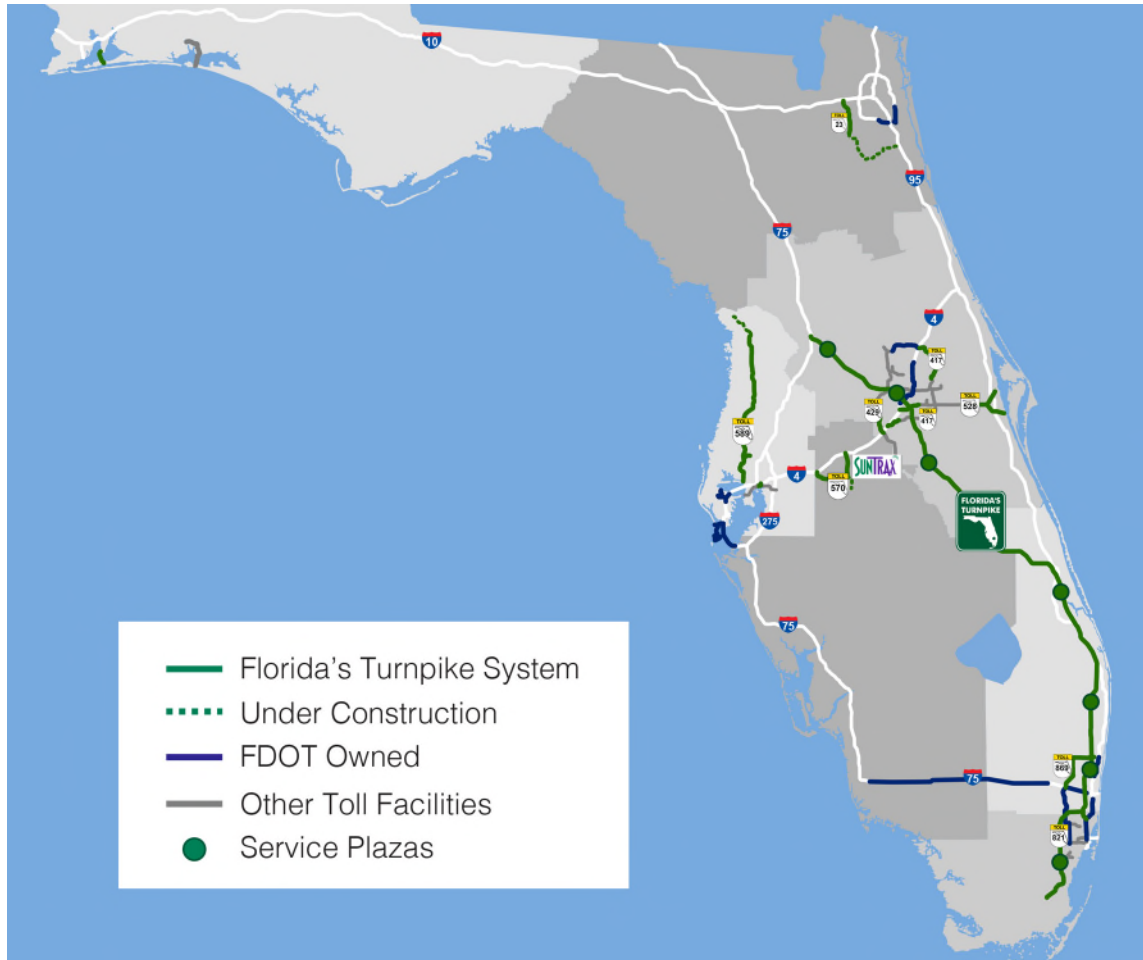
Overview of District Four: District Four, with 4.1 million residents, covers an area of 5,000 square miles, representing 5 counties in southeastern Florida. The State Highway System (SHS) in the district is composed of 6,669 lane miles with 772 bridges including 37 movable bridges. There are 6 transit authorities, 92 aviation facilities, 4 rail lines and 3 deep-water ports.

Overview of District Five: District Five, with a population of approximately 4.6 million residents, covers an area of nearly 9,000 square miles, representing nine counties in Central Florida. The State Highway System in the District is composed of 8,334.5 total lane miles with 1,203 bridges, including seven movable bridges. There are eight transit agencies, 155 aviation facilities (four of which offer commercial service), five major rail lines, one deep-water port and two spaceports.

Overview of District Six: District Six, with a population of approximately 2.8 million residents, covers an area of 2,989 square miles, representing Miami-Dade and Monroe Counties in Southeastern Florida. The State Highway System in the District is composed of 3,242.5 lane miles with 659 bridges, fifteen of which are movable. There are two transit agencies (Miami-Dade Transit, Key West Transit), 44 aviation facilities, two of which offer commercial service, two major rail lines and two deep-water ports.

Overview of District Seven: District Seven, with a land area of nearly 3,332 square miles, represents five counties with 3.4 million residents in the Tampa Bay area. Drivers in the district travel more than 40.1 million miles daily. The State Highway System in the District is composed of 4,876.5 lane miles with 800 bridges including nine movable bridges. FDOT provides capital

and operating assistance to five public transit agencies in the district. Two commercial and 9 general aviation airports provide the public aviation services, while two deep-water ports and one central rail line also operate in the Bay area.



Overview of Florida's Turnpike Enterprise: The Turnpike Enterprise is a system of user-financed toll facilities across the State totaling 515 centerline miles and generating over \$1.3 billion in annual revenues. At strategic locations along the Turnpike Mainline are eight service plazas offering amenities to travelers, such as food, fuel options, pet parks and travel information. The Turnpike Enterprise also encompasses SunTrax, a large-scale innovative test facility dedicated to the research, development and testing of emerging transportation technologies. The Enterprise operates the SunPass system, the largest single tolling back office in the country. The SunPass Pro transponder is the most interoperable transponder in the U.S., offering the flexibility to utilize a single transponder across 22 states. With its vast toll operations, the Enterprise processes more than two billion customer transactions annually and manages 45 million customer accounts.

Fiscal Year 2023/2024

Florida Department of Transportation Performance

Fiscal year 2023/2024 represents the thirty-third year of the Florida Transportation Commission's annual evaluation of the Department of Transportation's performance.

The Commission uses 15 measures to evaluate the performance of the Department. These measures assess major departmental functions, evaluate a product or an outcome, and are, to the greatest extent possible, within the Department's control. As a result, these measures reflect the issues on which the Commission places the most weight.



*U.S. 27 at U.S. 60 Interchange
(District 1)*

Florida Transportation Commission Scorecard			
Performance Metric		Objective	FY 2024
Safety of the Current State System			
1	Reduction of the number of fatalities all public roads in Florida calendar year over year (Calendar 2023).	3,551	3,389
Production			
Consultant Contracts			
2	Consultant contract dollars let as a percentage of the original estimated amount.	95% to 105%	95.4%
3	Consultant contracts let compared to the number of consultant contracts planned for the year.	95% to 105%	93.3%
Construction Contracts			
4	Contract time: For all construction contracts completed during the year, the percentage of those contracts that were completed within 120% of the original contract time.	80%	82.5%
5	Contract cost: For all construction contracts completed during the year, the percentage of those contracts that were completed at a cost within 110% of the original contract amount.	90%	88.6%
6	Contract estimate: The construction contract dollars let as a percentage of the original estimated amount.	95% to 105%	107.9%
7	Construction contracts let as compared to the number planned.	95%	92.6%
Preservation of the State Highway System			
8	The percentage of lane miles on the State Highway System having a pavement condition rating of excellent or good.	80%	81.9%
9	Achieve a maintenance rating of at least 80 on the State Highway System.	80	83
10	The percentage of bridge structures on the State Highway System having a condition rating of excellent or good.	90%	95.1%
Capacity/Mobility			
11	Time it takes to clear incidents (minutes).	60	48.1
Financial Management			
12	a. Adopt a balanced work program and cash management within the statutory requirements.	Yes/No	Yes
	b. Operating budget reversions are funds not utilized in the given fiscal year, exclusive of the Turnpike.	Operating Budget Reversions: 10%	6.7%
	c. Roll forward budget is derived from the outgoing year in the form of available balances minus certified forward amounts.	Roll Forward: 10% to 12%	20.3%
Disadvantaged Business Enterprise and Minority Business Enterprise Programs			
13	The dollar volume of DBE participation as a percentage of all executed federal and state construction and consultant contracts. (3rd Quarter, FFY 2023-2024.)	10.54%	10.81%
14	The MBE utilization rate expressed as a percentage of all executed state and federal construction and consultant contracts.	9.14%	13.76%
Small Business Program			
15	Utilization of services with small business enterprises.	10% of construction, maintenance, and other contractual services	12.6%
		15% of professional services contracts	20.1%

Safety of the Current State System

Highway safety has always been the highest priority of the Florida Department of Transportation. Its programs and activities strive to reduce the number of traffic crashes and the resulting injuries and fatalities. Improved safety requires coordination with many state and local agencies, since the Department has limited control over factors such as driver skill or impairment, presence and use of safety equipment, vehicle condition, local roads, and weather conditions.

FDOT updated the [Florida Strategic Highway Safety Plan](#)¹ in March 2021.

Metric: Annual reduction of fatalities on Florida’s state highway system, with the ultimate target of zero.

Performance: The 2023 fatality total in Florida dropped from 3,551 (updated from the Fiscal 2022/2023 PPR) in calendar 2022 to 3,389 in calendar 2023, a reduction of 162. This represents a decrease of 4.6%.

	Calendar 2022	Calendar 2023
Fatalities	3,551	3,389

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Calendar 2022	978	855	800	918
Calendar 2023	944	855	756	834
Difference	-34	0	-44	-84

	District							TP
	1	2	3	4	5	6	7	
Calendar 2022	579	419	271	599	787	310	523	63
Calendar 2023	570	468	275	441	709	358	505	63
Difference	-9	49	4	-158	-78	48	-18	0

Data Source: Signal Four Analytics (S4) database as of 03/01/2024. The information contained within or attached to this message has been compiled from information collected for the purpose of identifying, evaluating or planning safety enhancements. It is used to develop highway safety construction improvements projects which may be implemented utilizing Federal Aid Highway funds. Any document displaying this notice shall be used only for the purposes deemed appropriate by the Florida Department of Transportation. See Title 23, United States Code, Section 407. Pursuant to Title 23 U.S.C Section 407, the information provided to you is not subject to discovery and is not admissible into evidence.

¹<https://tinyurl.com/FDOTSafetyPlan>

Production

Each year, the Department develops a detailed plan (Work Program) of the transportation projects it has committed to undertake during the next five years. The Department schedules each project by phase (e.g., design, right-of-way, construction) and estimates the cost of each phase. The construction phase cannot begin until the Department lets the project (carries out the bidding process) and awards a construction contract to the construction firm that will build the facility.

Consultant Contracts

This measure is an indicator of how well the Department develops its financial plan and negotiates consultant contracts. If the percentage of the dollar value of contracts let is tracking below 100%, then contracts were negotiated at a price less than what the Department had planned. If the percentage tracks too far above 100%, then the Department is not effectively developing its financial plan.

Metric: To let consultant contracts from 95% to 105% of the original plan value.

Performance: The total dollar value of the planned consultant contracts let is approximately \$1.46 billion, or 95.4% of the Department’s plan of \$1.53 billion.

Consultant Contract Dollars

\$ in Billions	Fiscal Year				
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Plan	\$1.06	\$1.07	\$1.04	\$1.24	\$1.53
Actual	\$1.02	\$980.5 M	\$991.1 M	\$1.24	\$1.46
% of Plan	96.3%	94.7%	101.2%	100.2%	95.4%

\$ in Millions	District							
	1	2	3	4	5	6	7	TP
Plan	\$203.1	\$112.9	\$199.3	\$179.5	\$193.0	\$176.2	\$152.4	\$316.2
Actual	\$188.5	\$111.8	\$161.1	\$181.9	\$181.5	\$175.0	\$162.3	\$299.4
% of Plan	92.8%	99.0%	80.8%	101.3%	94.0%	99.3%	106.5%	94.7%

Number of Consultant Contracts

Additionally, the number of consultant contracts successfully let relative to the number planned is a valuable indicator of the Department’s planning performance. While there are acceptable reasons for not executing a specific contract, FDOT strives to let the maximum number of planned consultant contracts.

Metric: To let not less than 95% of those consultant contracts planned.

Performance: The Department let 1,304 (or **93.3%**) of 1,397 planned consultant contracts. Additionally, 701 consultant contracts were let that were not included in the original plan.

	Fiscal Year				
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Plan	1,165	1,081	1,150	1,323	1,397
Actual	1,139	1,051	1,110	1,261	1,304
% of Plan	97.8%	97.2%	96.5%	95.3%	93.3%
Additions	356	250	433	905	701
Total	1,495	1,301	1,543	2,166	2,005

	District							
	1	2	3	4	5	6	7	TP
Plan	231	136	147	203	211	204	177	88
Actual	195	134	145	196	193	201	155	85
% of Plan	84.4%	98.5%	98.6%	96.6%	91.5%	98.5%	87.6%	96.6%
Additions	81	108	128	101	113	23	77	70
Total	276	242	273	297	306	224	232	155



*U.S. 301 Concrete and Asphalt Test Roads
(District 2)*

Construction Contracts

Time Adjustments

Original contract time typically increases due to extensions granted for inclement weather conditions or other legitimate reasons. However, when a contractor fails to complete the project within the original contract time plus any authorized time extensions, they are declared delinquent by the Department and must pay liquidated damages for each additional day.

Metric: Not less than 80% of construction contracts completed within 120% of the original time.

Performance: 254 (or 82.5%) of 308 construction contracts were completed within 120% of their original time.

Letting Contracts with Time within 120% Original Contract

	Fiscal Year				
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Contracts	314	331	270	244	308
Within 120%	270	278	230	201	254
Percentage	86.7%	86.0%	85.2%	82.4%	82.5%

Note: The Department-wide totals of 308 and 254 above include “T9” contracts. These are Central Office let and managed contracts, typically managed by CO Maintenance and dealing with weigh stations. The Department does not include these contracts in the district totals. As a result, be aware the district contract totals below will NOT sum to these numbers.

	District							
	1	2	3	4	5	6	7	TP
Contracts	44	56	56	34	36	23	32	22
Within 120%	32	33	44	33	35	23	29	22
Percentage	72.7%	58.9%	78.6%	97.1%	97.2%	100.0%	90.6%	100.0%

There were 308 construction contracts completed. The aggregate original time allowed for completion of those contracts was 82,423 days. There were 12,832 additional non-weather/holiday days (or 15.6% of aggregate original time) used in the completion of those contracts. This does not take into consideration contracts finished early.

Sixteen contracts accounted for approximately 50% of the additional days. The specifics of these contracts are presented in the [Informational Appendix](#) on page 52.

Cost Adjustments

It is generally accepted in the construction industry that the contract amount will increase by a small percentage of the original bid amount due to a variety of unanticipated conditions and unexpected events. Even though a small percentage increase in cost is to be expected, and the Department reserves funds for this purpose, significant cost increases could result in delaying other planned projects and could indicate a problem in quality of design plans and specifications or in contract management.

Metric: Not less than 90% of the construction contracts completed at a cost within 110% of the original dollar amount.

Performance: 273 (or 88.6%) of 308 construction contracts were completed within 110% of their original dollar amount.

Letting Contracts with Cost within 110% Original Contract

	Fiscal Year				
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Contracts	314	331	270	244	308
Within 110%	283	310	248	209	273
Percentage	90.1%	93.7%	91.9%	85.7%	88.6%

Note: The Department-wide totals of 308 and 273 above include “T9” contracts. These are Central Office let and managed contracts, typically managed by CO Maintenance and dealing with weigh stations. The Department does not include these contracts in the district totals. As a result, be aware the district contract totals below will NOT sum to these numbers.

	District							
	1	2	3	4	5	6	7	TP
Contracts	44	56	56	34	36	23	32	22
Within 110%	33	47	50	32	33	22	30	22
Percentage	75.0%	83.9%	89.3%	94.1%	91.7%	95.7%	93.8%	100.0%

Of the 308 construction contracts completed during the fiscal year, the total aggregate original dollar amount (less contingency pay items) allowed for completion was \$2.50 billion. There were additional completion costs in the amount of \$136.8 million (or 5.5% of the aggregate original amount).

Ten contracts accounted for approximately 50% of the additional costs. The specifics of these contracts are presented in the [Informational Appendix](#) on page 53.

Please note the portion of the final amount paid attributable to avoidable supplemental agreements. That number is further broken down to reflect the supplemental agreements that added value to

the project and those that did not.

Cost increases are authorized by supplemental agreement (a contract amendment authorizing the contractor to perform additional work and to receive additional payment). If the Department disagrees with a request for additional payment by the contractor, the contractor files a claim which, when resolved (through administrative or legal channels), may be paid in part or in full and may also add to project costs. Individual work items on a contract may be increased up to five percent as a minor cost overrun. Minor cost overruns are common due to the difficulty of precisely estimating quantities of individual work items required on a project. Any increase of over five percent requires authorization via a supplemental agreement.

Of the \$2.63 billion paid on the 308 completed construction contracts, a total of \$13.0 million (or 0.5%) was deemed avoidable supplemental agreements. Of the \$13.0 million avoidable supplemental agreement amount, \$9.5 million (or 0.4% of the \$2.63 billion) added value to the completed projects.

The tables below indicate that of the total amount paid for construction contracts (including supplemental agreements and other cost adjustments), \$3.5 million (or 0.1%) paid for supplemental agreements that added no value to projects and can be considered unnecessary expenditures. The Department should focus on these supplemental agreements to identify areas of improvement.

	Amount	Percentage
Adjusted Original Contract Amount	\$2,075,302,088	96.0%
Unavoidable SAs	\$73,219,580	3.4%
Avoidable SAs	\$12,973,588	0.6%
Total Amount Paid	\$2,161,495,256	100.0%

Avoidable Supplemental Agreements		
Value Added	\$9,450,657	72.8%
No Value Added	\$3,522,931	27.2%
Total	\$12,973,588	100.0%

The next chart identifies the party responsible for the supplemental agreements that were avoidable and added no value to the project.

Responsible Party	Amount	Percentage
Third Party*	\$2,087,798	59.3%
Consultants	\$1,339,069	38.0%
FDOT Staff	\$96,065	2.7%
No Value Added Total	\$3,522,931	100.0%

*"Third Party" refers to local governments and utility companies.

Letting Contracts

This measure is an indicator of how well the Department develops its financial plan and estimates the construction contract amounts and the number of construction contracts. If the percentage of the dollar value of contracts executed is tracking below 100%, then contracts were executed at a price less than what the Department had planned. If the percentage tracks too far below 100%, then the Department is overestimating project amounts which ties up dollars in its financial plan that can be allocated towards other projects or for other purposes.

Letting Contract Dollars

Metric: The letting of construction contracts from 95% to 105% of the planned amount.

Performance: The 424 projects that were planned and let during the year were estimated to cost an approximate total of \$5.37 billion. They were let at an actual cost of \$5.79 billion, or **107.9%** of the estimate. The Department let 27 construction contracts not in the plan, totaling \$550.2 million.

\$ in Billions	Fiscal Year				
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Plan	\$3.25	\$2.32	\$2.58	\$4.14	\$5.37
Actual	\$3.36	\$2.12	\$2.94	\$4.64	\$5.79
% of Plan	103.2%	91.4%	114.1%	112.2%	107.9%

\$ in Millions	District								
	1	2	3	4	5	6	7	TP	CO
Plan	\$364.6	\$384.1	\$852.3	\$1,088.0	\$309.0	\$748.9	\$314.7	\$1,304.4	\$4.9
Actual	\$347.7	\$379.0	\$910.3	\$1,092.2	\$345.4	\$1,033.0	\$338.1	\$1,341.5	\$6.8
% of Plan	95.4%	98.7%	106.8%	100.4%	111.8%	137.9%	107.4%	102.8%	138.6%



*S.R. 44 Bridge
(District 5)*

Number of Letting Contracts

As with consultant contracts, while there are valid reasons for not executing some construction contracts, many of which are out of the Department’s control, the objective is to execute no less than 95% of those contracts planned to be let during the year.

Metric: To let not less than 95% of those construction contracts planned.

Performance: The Department achieved **92.6%** of its plan, having let 424 of the 458 planned projects. Additionally, the Department let 27 projects not in the plans.

	Fiscal Year				
	2019/20	2020/21	2021/22	2022/23	2023/24
Plan	465	380	431	466	458
Actual	460	369	408	437	424
% of Plan	98.9%	97.1%	94.7%	93.8%	92.6%
Additions	36	14	91	22	27
Total	496	383	499	459	451

	District								
	1	2	3	4	5	6	7	TP	CO
Plan	69	60	71	62	60	43	59	30	4
Actual	64	58	70	58	53	37	54	27	3
% of Plan	92.8%	96.7%	98.6%	93.6%	88.3%	86.1%	91.5%	90.0%	75.0%
Additions	7	0	3	0	4	2	7	1	3
Total	71	58	73	58	57	39	61	28	6



*S.R. 25 / U.S. 27 Resurfacing and Restoration
(District 4)*

Preservation of the State Highway System

Billions of taxpayer dollars continue to be invested in support of the construction and preservation of Florida's roads, bridges, and other transportation facilities. Though it is not viable to maintain every road and bridge in pristine condition, or to immediately replace or upgrade every structure that becomes functionally obsolete, the Department should be expected to correct structural deficiencies before safety is threatened and before damage becomes so severe as to necessitate costly major reconstruction.

Road pavement requires periodic resurfacing. This process preserves the structural integrity of highway pavements and includes resurfacing, rehabilitation, and minor reconstruction. Failure to resurface a road in a timely fashion can result in damage to the road base, necessitating costly reconstruction work. The Department measures the condition of road pavements on an annual basis. Road segments that do not meet predefined pavement condition standards are considered deficient and are subsequently scheduled for repair in the Department's Five-Year Work Program. Florida law requires the Department meet the annual needs for resurfacing of the State Highway System through regular maintenance. This process helps avoid high repair bills and prolongs the useful life of transportation facilities.

Pavement Condition

Metric: Not less than 80% of all lane miles on the State Highway System with a Pavement Condition Rating (PCR) of either “excellent” or “good.” Pavement meeting these Department standards is defined as that which received at least a 6.5 out of ten score in the rating factors of ride quality, crack severity, and rutting.

Performance: The percentage of lane miles on the State Highway System with a PCR of either “excellent” or “good” is 81.9%, meeting the measure and up from 80.7% last year.

FHWA Rating	Condition Rating	Lane Miles	Percentage of Total
8.5 to 10	Excellent	10,719.3	23.4%
6.5 to 8.4	Good	26,766.4	58.5%
4.5 to 6.4	Fair	5,804.8	12.7%
0 to 4.4	Poor	2,451.7	5.4%
Totals		45,742.2	100.0%

	District							
	1	2	3	4	5	6	7	TP
Excellent	1,445.7	2,082.2	1,790.5	937.0	2,159.0	282.0	739.6	1,283.1
Good	3,683.3	4,179.0	3,670.0	4,416.8	4,464.3	2,357.3	2,854.1	1,141.6
Total Lane Miles	6,542.1	8,488.0	6,890.5	5,819.0	8,042.2	2,916.2	4,501.8	2,542.4
% Excellent or Good	78.4%	73.8%	79.2%	92.0%	82.4%	90.5%	79.8%	95.4%

Maintenance Rating

Florida law requires the Department provide routine and uniform maintenance of the State Highway System. The measure below is the Department's current operating policy implementing the statutory provision. The Maintenance Rating Program (MRP) system grades five highway elements and arrives at a composite state score, based on a scale of 1 to 100, with a score of 80 being the acceptable standard.

Metric: Achieve a maintenance rating of at least 80 on the State Highway System.

Performance: For the sixth consecutive year, the Department achieved an MRP grade of 83, 103.8% of the objective.

Fiscal Year				
2019/20	2020/21	2021/22	2022/23	2023/24
83	83	83	83	83

District Maintenance Rating

District							
1	2	3	4	5	6	7	TP
84	80	85	81	82	82	81	91



*Golden Glades Intersection (GGI)
(District 6)*

Structures

There are 12,937 structures in Florida, 6,657 of which are the responsibility of the Florida Department of Transportation. All bridges maintained by the Department are inspected for structural deterioration at least once every two years (bridges with certain identified deficiencies are inspected more frequently). The Department's Bridge Repair and Replacement Programs monitor the need for repair, rehabilitation, and replacement of FDOT maintained bridges. *No bridge will be allowed to become unsafe for the traveling public.*

Florida law requires the Department meet the annual needs for repair and replacement of bridges on the system. The Department's strategy is to preserve the life of Florida's bridges by making cost effective repairs or through preventive maintenance. Bridges are replaced when repair is not justified by life-cycle cost considerations.

Metric: A condition rating of either "excellent" or "good" for at least 90% of all bridge structures on the State Highway System – for bridge components of substructure, superstructure, and deck – or the culvert condition rating.

Performance: The percentage of state-maintained structures having a condition rating of either "excellent" or "good" was 95.1%, up from 94.8% last year.

Structure Condition

FHWA Rating	Condition Rating	Structures	Percentage of Total
8 or 9	Excellent	440	6.6%
6 or 7	Good	5,890	88.5%
5	Fair	284	4.3%
0 to 4	Poor	43	0.6%
Totals		6,657	100.0%

	District							
	1	2	3	4	5	6	7	TP
Excellent	20	88	6	49	112	53	53	59
Good	890	1,132	780	678	678	393	637	702
Fair	31	67	45	41	41	33	21	5
Poor	1	16	10	6	2	8	0	0
Total Bridges	942	1,303	841	774	833	487	711	766
% Excellent or Good	96.6%	93.6%	93.5%	93.9%	94.8%	91.6%	97.0%	99.3%

Structure Repair

	Fiscal Year				
	2019/20	2020/21	2021/22	2022/23	2023/24
Plan	86	91	89	66	65
Actual	84	87	78	76	46
% of Plan	97.7%	95.6%	87.6%	115.2%	70.8%
Additions	4	3	9	4	4
Advanced	6	0	0	0	1
Total	94	90	87	80	51

Structure Replacement

	Fiscal Year				
	2019/20	2020/21	2021/22	2022/23	2023/24
Plan	24	18	21	19	20
Actual	22	16	19	13	15
% of Plan	91.7%	88.9%	90.5%	68.4%	75.0%
Additions	0	0	0	0	0
Advanced	0	0	0	0	1
Total	22	16	19	13	16



*U.S. 98 (Panama City Beach Parkway) Widening
(District 3)*



*Wekiva Parkway
(District 5)*

Capacity / Mobility

To better accommodate the State’s rapid growth in population, tourism, and commerce, the Florida Department of Transportation is committed to developing and deploying sophisticated, fully integrated, statewide Intelligent Transportation Systems (ITS) in a cost-efficient manner. ITS represents the application of real-time information systems and advanced technologies as transportation management tools to improve mobility of people and goods.

Incident Duration

Previously, the Commission adopted a measure of the time it takes to clear an incident or “Incident Duration.” The SunGuide system, the Traffic Management Center (TMC) software that captures this information, reports incident duration data in all seven Districts and the Turnpike Enterprise. The incident duration timeline includes the following components: Notification/ Verification time, Response time, and Open Roads time. The Open Roads time is defined as the time that begins with the arrival of the first responder, either Florida Highway Patrol (FHP) or FDOT, and ends when all mainline travel lanes are cleared, and traffic is returned to pre-incident conditions. The Open Roads time is directly comparable with Florida’s Open Roads Policy of clearing all travel lanes in 90 minutes or less.

With the investment of hundreds of millions of dollars in the development and operation of TMC’s, the Commission felt that a better measure of performance was warranted. Accordingly, Incident Duration was adopted as a measure with less than 60 minutes the objective.

Metric: To clear incidents in an average time under 60 minutes.

Performance: The Department achieved an average incident duration of 48.1 minutes, 3.3 minutes (or 7.4%) longer than the previous four-year average of 44.8 minutes.

Incident Duration (Minutes)				
2019/20	2020/21	2021/22	2022/23	2023/24
41.5	43.1	47.3	47.3	48.1

Fiscal	District							
	1	2	3	4	5	6	7	TP
2022 / 23	56.7	57.1	40.9	35.8	53.9	30.6	52.0	51.7
2023 / 24	59.9	57.8	45.1	35.8	53.8	31.2	46.3	55.3
Change	3.2	0.7	4.2	0	-0.1	0.6	-5.7	3.6



*Polk Parkway Widening from Old Dixie Highway to Pace Road
(Florida's Turnpike Enterprise)*

Financial Management

A financially sound and balanced financial plan requires an effective cash forecasting and management system. The Department of Transportation is the only state agency that operates on a cash flow basis. That is, for most transportation projects in Florida, the Department begins design and construction before the total amount of cash is available to fund the project. The Department anticipates that future revenues will be available to finance current projects in much the same way that a family anticipates future earnings to pay for a mortgage. Other Florida agencies require the entire contract amount to be on hand in the same year work begins. The method used by Florida's transportation agency requires an effective and timely forecasting process to calculate future revenues.

Cash Management

Operating on a "cash flow" basis, the Department is not required to have all cash on hand to cover all existing obligations. It may continue committing to contractual obligations if future revenues are forecast to be sufficient to cover anticipated expenditures. The advantage of the cash flow method is that transportation tax collections are returned to the taxpayer in the form of transportation facilities much sooner than would be possible using the more traditional "encumbrance" financing method under which all funds for a project must be available at the time the contractual obligation is incurred.

State law requires that the Department maintain a minimum cash balance in the State Transportation Trust Fund of 5% of outstanding obligations, or \$50 million, whichever is less. For the Department to maintain a lawful cash balance and pay its bills promptly under the cash flow method, where contractual obligations far exceed available cash, it must carefully forecast future incoming revenues and future expenditures and frequently revise forecasts based on new information. For instance, when economic factors negatively impact gas tax revenues, the Department must adjust its cash forecast to reflect less incoming revenue, which may, in turn, necessitate deferral of projects in the work program. Periodic fine-tuning of forecasts of revenues and expenditures is essential to sound financial management.

Metric: Adoption of a fiscally balanced work program, and the management of financial planning and budgeting processes that maintain a cash balance of at least 5% of outstanding obligations or \$50 million, whichever is less, at the end of each quarter.

Performance: The Department met the statutory requirement and continues to support a financially sound 5-Year work program.

The lowest quarterly cash balance in the State Transportation Trust Fund met the requisite \$50 million minimum.

State Transportation Trust Fund Quarterly Balances (Measure: Minimum \$50 Million)			
End 1st Quarter	End 2nd Quarter	End 3rd Quarter	End 4th Quarter
\$1.09 B	\$310.7	\$564.8	\$739.6

The ensuing chart reflects the percentage of contractual obligations the cash balance represents.

Fiscal Year	Lowest End-of-Quarter Cash Balance (Millions)	Unpaid End-of-Year Balance (Billions)	Cash as % of Unpaid Balance	Approximate 5% of Unpaid Balance (Millions)
2014-2015	\$401.0	\$9.3	4.3%	\$465.0
2015-2016	\$569.5	\$10.5	5.4%	\$525.0
2016-2017	\$208.4	\$10.6	2.0%	\$530.0
2017-2018	\$199.2	\$12.5	1.6%	\$625.0
2018-2019	\$131.7	\$12.1	1.1%	\$605.0
2019-2020	\$331.2	\$12.6	2.6%	\$630.0
2020-2021	\$404.8	\$11.8	5.6%	\$588.9
2021-2022	\$638.5	\$13.5	4.7%	\$674.0
2022-2023	\$592.2	\$13.4	4.4%	\$670.0
2023-2024	\$310.7	\$17.3	4.3%	\$863.2

Operating Budget Reversions

Operating budget reversions are funds not utilized in the given fiscal year, exclusive of the Turnpike.

Metric: Completing the fiscal year with a total operating reversion of less than ten percent of the Department’s final budget allotment.

Performance: The Department finished fiscal year 2023-24 with a total operating budget reversion amount of approximately \$49.5 million, or 6.7% of the Department’s final operating allotment of \$736.4 million.

Budgetary Reversion (Measure: 10%)	
Final Allotment	\$736,435,730
Reversion	\$49,495,659
Percentage	6.7%

Roll Forward

Roll forward budget is derived from the outgoing year in the form of available balances minus certified forward amounts.

Metric: Completing the fiscal year with a total roll forward budget amount within the range of ten percent to twelve percent of the Department’s total budget.

Performance: The Department finished fiscal year 2023-24 with an approximate roll forward amount of \$4.11 billion, or **20.3%** of the FDOT budget of \$20.22 billion.

Fiscal 2023/24

General Appropriations Act	\$17,298,082,954
Roll Forward into Fiscal 2023/24	\$2,921,872,371
Total Budget	\$20,219,955,325

Roll Forward into Fiscal 2024-25	\$4,114,051,930
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Roll Forward Percentage	20.3%
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*S.R. AIA North Causeway over the Intracoastal Waterway (ICWW)
(District 4)*

Disadvantaged Business Enterprise and Minority Business Enterprise

Both state and federal laws address the utilization of socially and economically disadvantaged business enterprises in FDOT contracts for the construction of transportation facilities. The Department endeavors to expend at least 10.54% of federal fund receipts with small business concerns owned and controlled by socially and economically disadvantaged individuals.

Disadvantaged Business Enterprise (DBE)

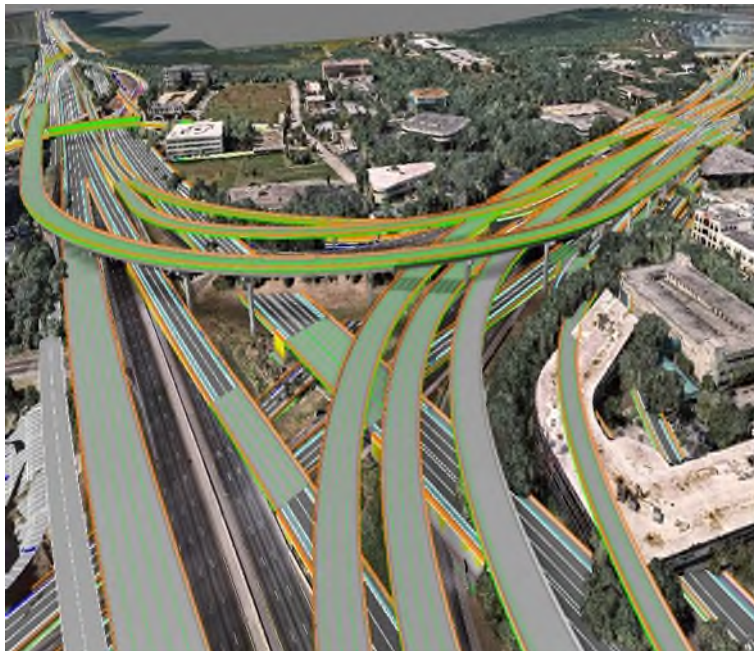
Under federal guidance, on January 1, 2000, the Department initiated a race and gender-neutral Disadvantaged Business Enterprise (DBE) program for all consultant and construction contracts which are in part funded with federal aid. This program is based on demonstrable evidence of local market conditions and availability of DBEs. The definition of DBE is different from MBE mainly in firm size and the requirement for being based in Florida. Both Federal and State laws address utilization of socially and economically disadvantaged business enterprises in Department contracts for the construction of transportation facilities. The Department ensures that DBEs have an equal opportunity to compete for and obtain these contracts.

Metric: Disadvantaged Business Enterprise participation of 10.54% for all consultant and letting contracts, partially financed with federal funds.

Performance: For all consultant and letting contracts financed by both state and federal funds, the Federal fiscal year third quarter (April 1st through June 30th) ended with DBE participation of 10.81%, meeting the metric but down from 12.43% for this quarter last year.

	Federal Fiscal				
	2019/20	2020/21	2021/22	2022/23	FFY Q3
Percentage	12.58%	14.79%	11.23%	11.82%	10.81%

	District								
	1	2	3	4	5	6	7	TP	CO
Expenditure	\$591.0	\$603.1	\$684.6	\$309.3	\$629.1	\$293.5	\$710.8	\$368.4	\$58.9
DBE Expenditure	\$62.3	\$42.5	\$52.7	\$83.4	\$67.2	\$36.1	\$56.7	\$56.7	\$1.7
Participation %	10.55%	7.05%	7.71%	26.95%	10.68%	12.30%	7.97%	15.39%	2.92%



*(Both) Reconstruction of Tampa's Westshore Interchange
(District 7)*

Minority Business Enterprise (MBE)

The Department strives to improve economic opportunities for businesses owned by the state’s women and minorities by ensuring equity in the execution of contracting provisions.

The current Minority Business Enterprise (MBE) program began with the "Small and Minority Business Assistance Act of 1985." This established state agency goals for the percentage of expenditures with certified minority businesses. Criteria includes ethnic group, business size, and being a Florida business owned by minority Florida residents. There have been refinements over the years, but the essence of the Act is still in place in Chapter 287, F.S.

Metric: MBE expenditures of at least 9.14% of all let state and federal construction and consultant contracts.

Performance: The MBE expenditure percentage was 13.76%, up from 11.61% last year.

	District								
	1	2	3	4	5	6	7	TP	CO
Expenditure	\$1,201.5	\$1,340.9	\$1,005.4	\$1,219.2	\$1,432.3	\$914.7	\$1,535.6	\$1,394.2	\$1,067.7
MBE Expenditure	\$161.5	\$89.6	\$88.6	\$297.4	\$263.1	\$184.5	\$123.4	\$273.2	\$47.7
Participation %	13.44%	6.68%	8.81%	24.39%	18.37%	20.17%	8.04%	19.60%	4.46%



*Emerson Expressway Resurfacing and Rehabilitation
(District 2)*

Small Business Program (SBP)

The purpose of this program is to increase competition, lower prices, and provide increased support to meet the department’s future work program.

Only certified small businesses qualify for SBP contracts. This includes all subcontractors and sub-consultants.

Construction / Maintenance Contracts

Metric: A minimum of ten percent of construction / maintenance contracts let to certified small businesses.

Performance: 12.6% of construction contracts were let to certified small businesses, up from 10.5% last year.

Construction / Maintenance Contracts	685
Certified SBP Contracts	86
SBP Percentage	12.6%

Small Business Program Construction / Maintenance Contracts

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Fiscal 2022-23	8.6%	10.5%	12.9%	10.5%
Fiscal 2023-24	12.3%	12.9%	13.8%	12.6%

	District							
	1	2	3	4	5	6	7	TP
Contracts	98	122	74	99	96	57	64	75
SBP Contracts	7	17	12	18	12	7	7	6
Percentage	7.1%	13.9%	16.2%	18.2%	12.5%	12.3%	10.9%	8.0%

Professional Services Contracts

Metric: A minimum of fifteen percent of professional services contracts executed with certified small businesses.

Performance: 20.1% of professional services contracts were executed with certified small businesses, meeting the metric but down from 22.3% last year.

Professional Services Contracts	541
Certified SBP Contracts	109
SBP Percentage	20.1%

Small Business Program Professional Services Contracts

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Fiscal 2022-23	18.9%	26.1%	23.8%	22.3%
Fiscal 2023-24	21.6%	21.1%	21.5%	20.1%

	District								
	1	2	3	4	5	6	7	TP	CO
Contracts	63	66	84	70	61	77	57	46	17
BDI Contracts	11	7	13	16	14	29	10	9	0
Percentage	17.5%	10.6%	15.5%	22.9%	23.0%	37.7%	17.5%	19.6%	0.0%



*S.R. 370 (Gulf Coast Parkway) New Road Construction
(District 3)*

Correspondence Appendix

FLORIDA TRANSPORTATION COMMISSION

Ron Howse, Chairman
David Genson, Vice-Chairman
John Browning
Richard Burke
Julius Davis
Alex Lastra
Russell (Rusty) Roberts



Ron DeSantis
Governor

Janaury 6, 2025

The Honorable Ron DeSantis, Governor
State of Florida
The Capitol, 400 South Monroe Street
Tallahassee, Florida 32399-0001

The Honorable Ben Albritton, President
Florida Senate
409 The Capitol
404 S. Monroe Street
Tallahassee, Florida 32399-0001

The Honorable Daniel Perez, Speaker
Florida House of Representatives
420 The Capitol
402 S. Monroe Street
Tallahassee, Florida 32399-0001

Dear Governor DeSantis, President Albritton and Speaker Perez:

The Florida Transportation Commission (Commission) conducted the statutorily required *Performance and Production Review of the Florida Department of Transportation* for fiscal year 2023/24 (report enclosed). The Commission uses 15 measures to evaluate the Department's performance. These metrics assess major Department functions, measure a product or an outcome, with results that are, with few exceptions, within the Department's control.

The Commission is confident that this performance evaluation process is yielding sound results. As areas of concern are recognized, data is gathered, causes are identified, and corrective actions are taken on an ongoing basis. We also remain confident that the Florida Department of Transportation (Department) maintains a strong level of performance and is committed to improving the products and services it provides to the citizens of the State of Florida.

Ralph Yoder | Executive Director
FLORIDA TRANSPORTATION COMMISSION
605 Suwannee Street, MS-9, Tallahassee, FL 32399-0450
Office (850) 414-4105 | Fax (850) 414-4234
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FDOT Performance and Production Review

Janaury 6, 2025

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While the Commission acknowledges that there were financial metric targets not achieved, it also recognizes that many contributing factors, such as inflation, are beyond FDOT's control. Inflation, influenced by federal economic conditions, provides a reasonable explanation for some missed financial goals. According to the Bureau of Labor Statistics, materials costing \$100 in 2020 would cost \$122.22 in 2024, reflecting a cumulative inflation rate of 22.2%. Despite these challenges, the Commission affirms that the Department continues to manage its operations efficiently, cost-effectively, and in a business-like manner.

The Department successfully began construction on 87.1 lane miles of additional roadway to the State Highway System (SHS). It also let to contract 2,426.8 lane miles of roadway to be resurfaced on the SHS. The Department successfully began work on 46 bridge repairs and 15 bridge replacement projects. By the end of the fiscal year, the Department closed out 309 construction projects with a total dollar value of \$2.18 billion and let \$5.79 billion in new construction contracts.

It should be noted that the SHS remains in great condition with 81.9% of lane miles and 95.1% of bridges rated either excellent or good, both measures exceeding their objectives.

Our goal is for this report to be meaningful and clear. An executive summary of performance is located on page 4 of the enclosed report.

If you have any questions regarding this review, please do not hesitate to contact me or the Transportation Commission staff at (850) 414-4105.

Sincerely,



Ronald S. Howse, Chairman
Florida Transportation Commission

Enclosure

cc: Honorable Jay Collins, Chair, Senate Transportation Committee
Honorable Nick DiCeglie, Chair, Senate Appropriations Committee on Transportation, Tourism, and Economic Development
Honorable Ed Hooper, Chair, Senate Appropriations Committee
Honorable James Buchanan, Chair, House Commerce Committee
Honorable Mike Caruso, Chair, House Economic Infrastructure Subcommittee
Honorable Jason Shoaf, Chair, House Transportation & Economic Development Budget Subcommittee
Honorable Lawrence McClure, Chair, House Budget Committee
Mr. Jared W. Perdue, P.E., Secretary, Florida Department of Transportation
Ms. Leda Kelly, Chief of Staff, Florida Department of Transportation
Mr. James Uthmeier, Chief of Staff, Executive Office of the Governor
Mr. Cody Farrill, Deputy Chief of Staff, Executive Office of the Governor
Mr. Peter Cuderman, Director of Legislative and Intergovernmental Affairs, Executive Office of the Governor
Ms. Brandi Gunder, Deputy Director of Policy and Budget, Executive Office of the Governor
Mr. James Christian, Florida Division Administrator, Federal Highway Administration



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

December 20, 2024

Mr. Ronald Howse, P.E.
Chairman
605 Suwannee Street, MS 9
Tallahassee, FL 32399-0540

Dear Chairman Howse,

I want to thank you for your continued service and leadership as Chairman of the Florida Transportation Commission. Your dedication and support are most appreciated as Florida continues to be a national leader in transportation and as FDOT showcases our commitment to our communities.

FDOT saw tremendous accomplishments during the 2023-2024 fiscal year, from the completion of pivotal projects throughout the state to success with community engagement, planning, design, and development. This was an especially noteworthy year, building off the 2022-2023 record budget with another record this year of \$15.5 billion, continued funding and groundbreakings for several of the Moving Florida Forward Infrastructure Initiative projects - a historic investment in Florida's arterial and major roadways that will advance selected projects into our work program 10-15 years ahead of schedule - and many other legislative impacts such as the expansion of our first class of P.E. and Right of Way Trainee programs to include tracks for bridge inspectors, roadway technicians, transportation project managers, and work program specialists. Additionally, beginning April 1 of this year, the extremely successful Toll Relief Program was renewed for a second year after the 2023 program provided over \$470 million in relief to Florida commuters.

FDOT's Work Program celebrated several milestones during this past fiscal year on many important projects around the state. These statewide accomplishments highlight the values of the FDOT Compass, our agency's guiding principles, and reaffirm our commitment to the communities we serve. For instance, FDOT broke ground on the Brooks Bridge replacement project in Okaloosa County in August 2023, which will increase connectivity and meet the growing demands of the community by relieving congestion, improving evacuation and emergency access, and enhancing economic development for the region. Additionally, the final segment of the Wekiva Parkway, a legacy project for FDOT, celebrated its grand opening in January 2024. This not only completes the Central Florida beltway but also serves as a global model for transportation projects on how to serve the best interests of the community and meet their transportation needs while protecting and preserving the natural environment surrounding the corridor. In South Florida, the first of the Moving Florida Forward Initiative projects, the Golden Glades Interchange reconfiguration, broke ground in April 2024. The Golden Glades Interchange project will redesign an area where five essential roadway systems connect in one of South Florida's most heavily traveled areas. Thanks to the Moving Florida Forward funding, this project will be completed nearly a decade before originally planned. Finally, in Polk County, the Interstate 4 (I-4) and County Road 557

Mr. Ronald Howse, P.E.

January 11, 2024

Page Two

interchange was completed in June. The newly configured interchange will connect the Hilochee Wildlife Management Area, providing safe passage for wildlife via the accompanying wildlife crossing under I-4.

As I serve in my third year as Secretary, I want to thank the entire FDOT team who ensure our work is focused around the six pillars of the FDOT Compass and who are active in creating a dynamic and welcoming environment by implementing the Defining Culture Initiative. Teams have been hard at work identifying opportunities for improving our processes and procedures to help FDOT work smarter and more efficiently. Many of these programs are being implemented during Fiscal Year 2024-25 and I look forward to sharing their results in the future.

As you know, Florida's Gulf Coast has been ground zero for three hurricanes this year in Debby, Helene, and Milton. FDOT had over 2,000 team members directly involved in helping those communities recover – whether by beginning Cut and Toss operations immediately after landfall of each storm to allow access for first responders, supply trucks, and emergency vehicles, or by operating nearly 24 hours a day to remove debris from impacted areas, our team has shown up to serve. When an emergency happens, FDOT boots are often the first on the ground and the last to leave. I'm proud of our team and industry partners who jumped into action to help serve our communities. I'm especially grateful for the DOTs from Alabama, Louisiana, South Carolina, and Tennessee who sent crews to help clear debris after Hurricane Milton, even when many of their communities were impacted by those same storms.

While I'm proud of the work our team has accomplished this year, it has not been without challenges. Despite the financial uncertainty caused by outside forces like federally-induced inflation and regulatory headwinds at the federal level, FDOT has taken great strides to ensure our competitiveness in the marketplace by addressing workforce issues and strengthening our supply chain, to ensure FDOT continues to deliver our historic work program.

FDOT's success comes from our strong partnerships with state, local, and industry partners. I'm grateful for the trust Governor DeSantis has shown in the Department and his support as we continuously strive to improve our transportation system. Florida continues to see unprecedented population growth and record-breaking numbers of visitors coming to our state. FDOT sees this as another opportunity to showcase our dynamic transportation system. As we look to the future, FDOT stands committed to our mission to provide a safe transportation system that efficiently moves people and goods around the state.

Thank you for your continued support and guidance. We look forward to another year of continued success and keeping Florida a national leader in transportation.

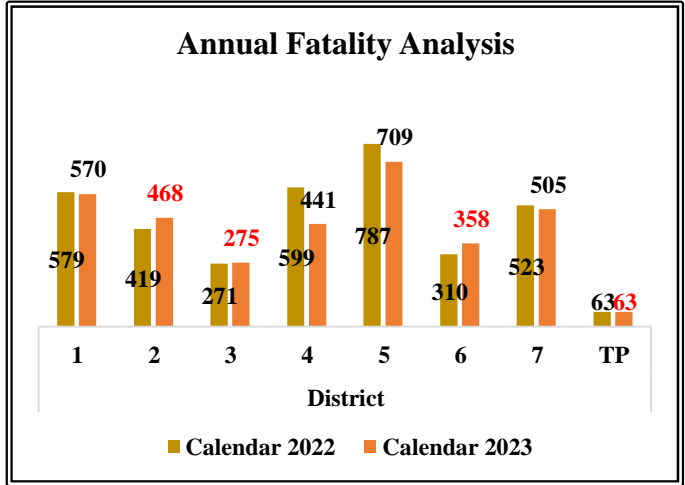
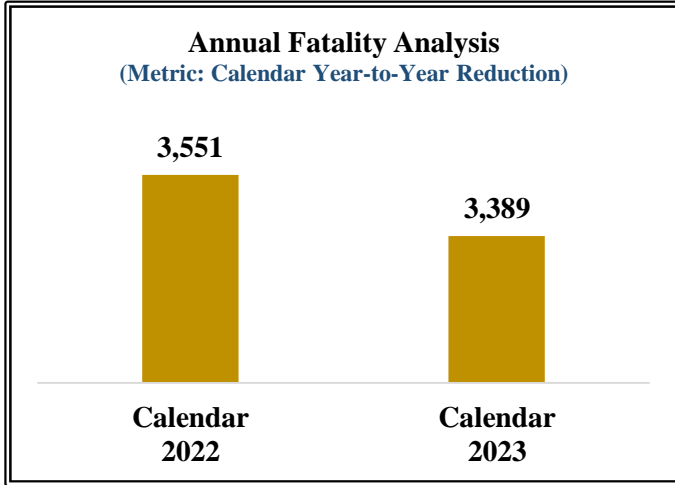
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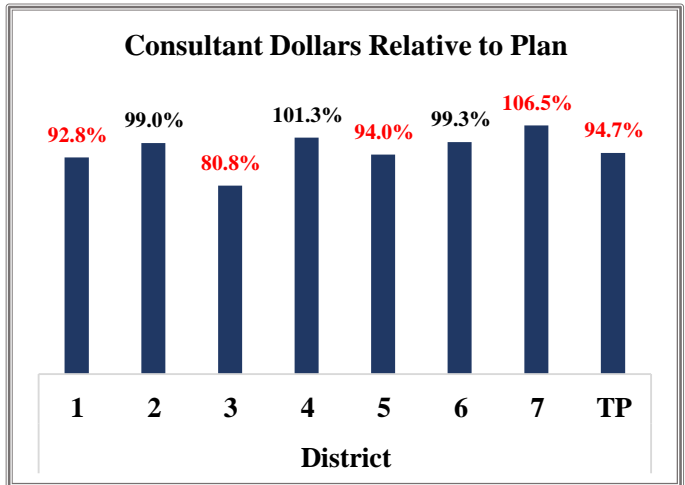
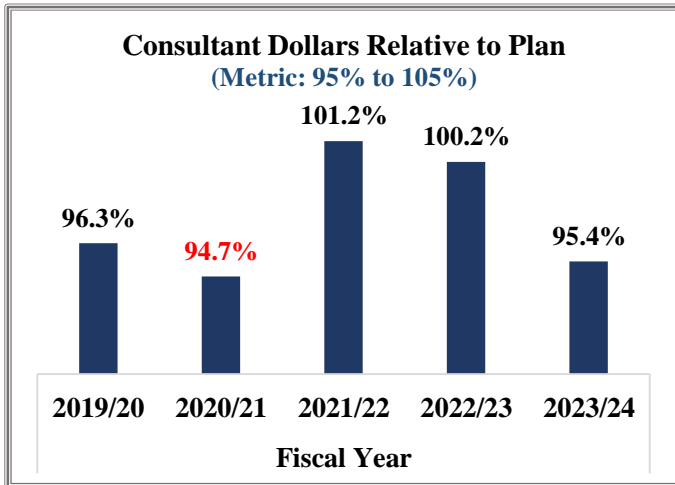
Jared W. Perdue, P.E.
Secretary

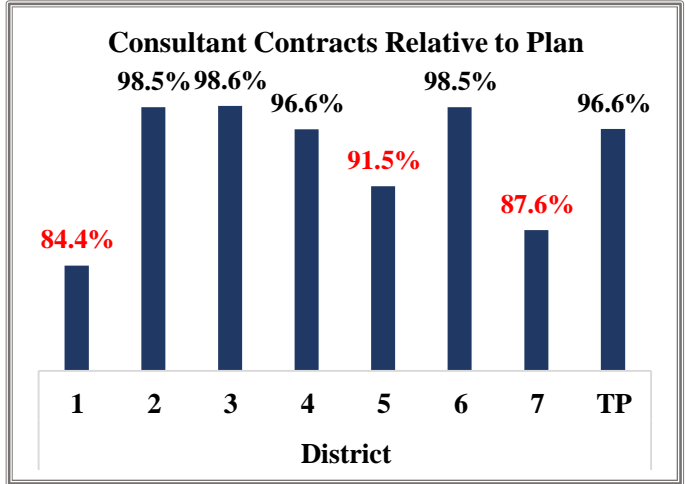
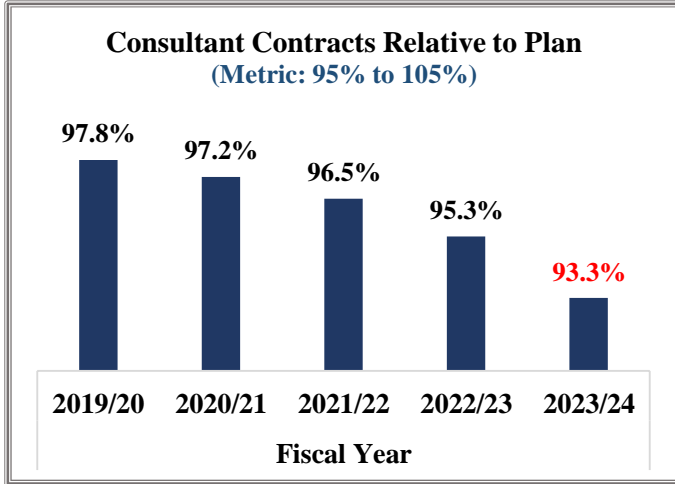
Data Graph Appendix

Safety of the Current State System

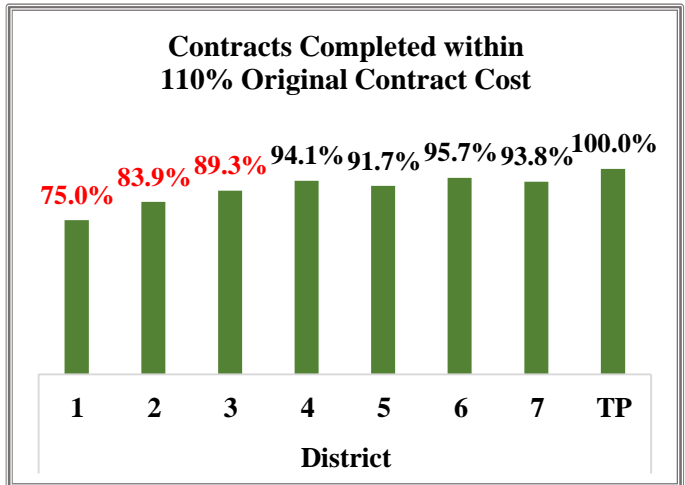
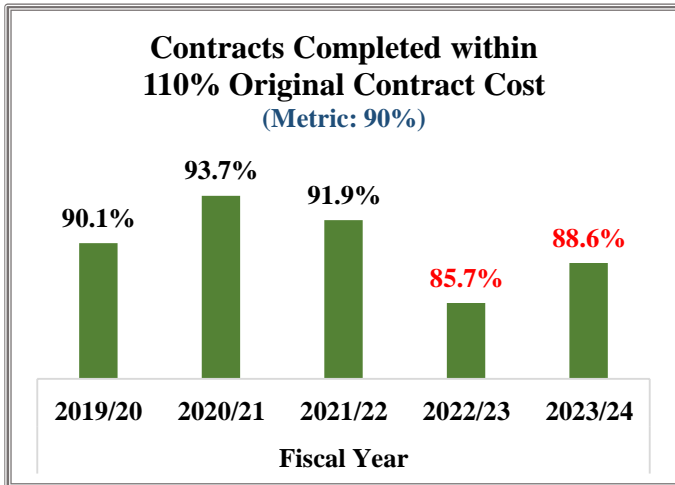
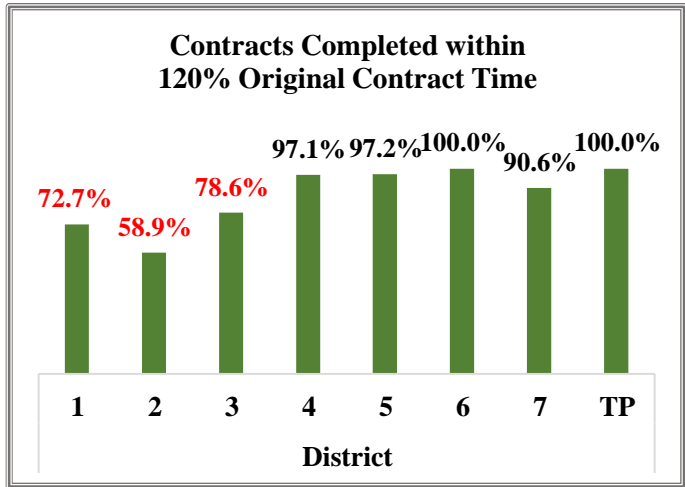
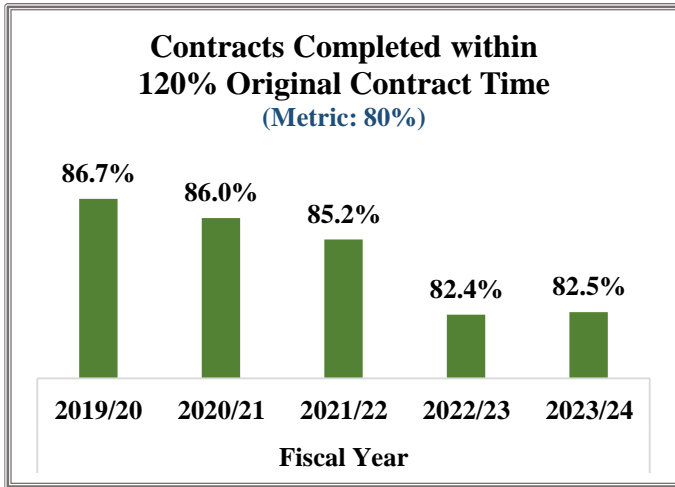


Production

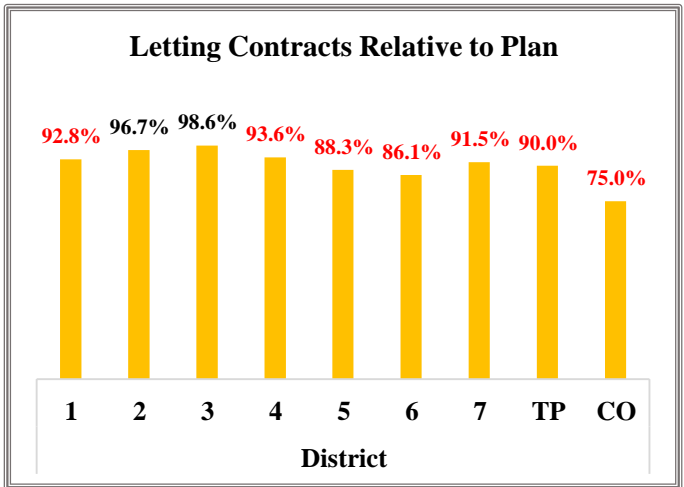
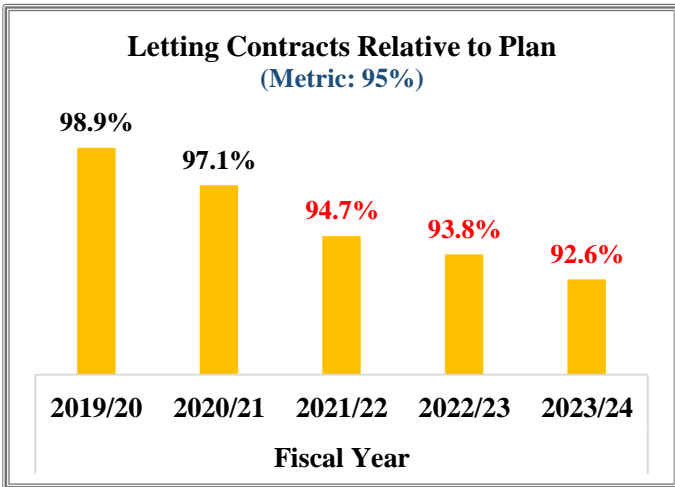
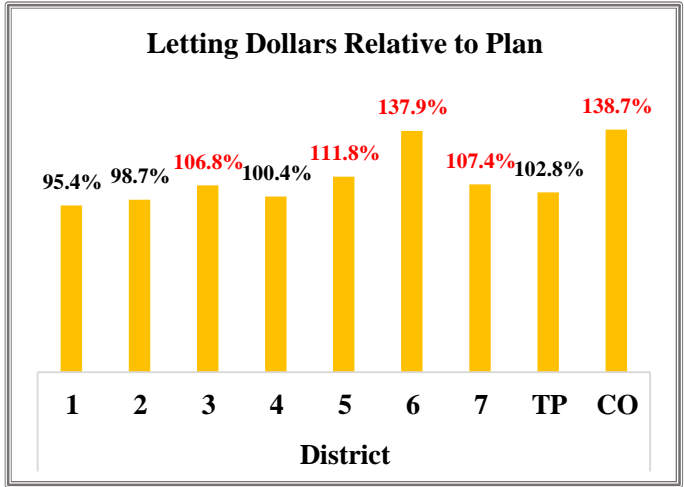
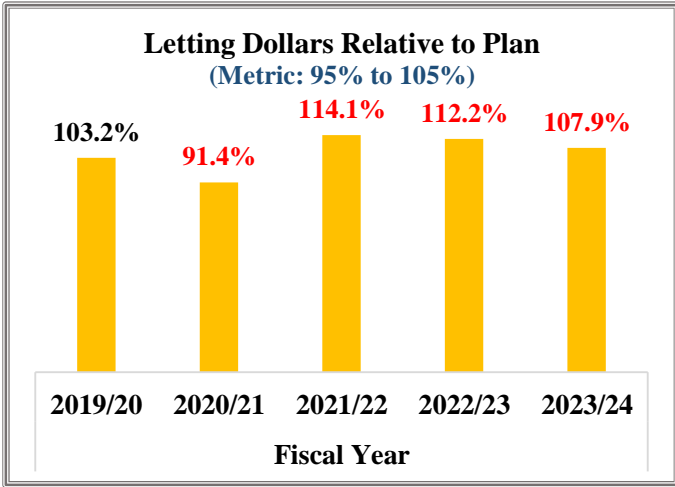




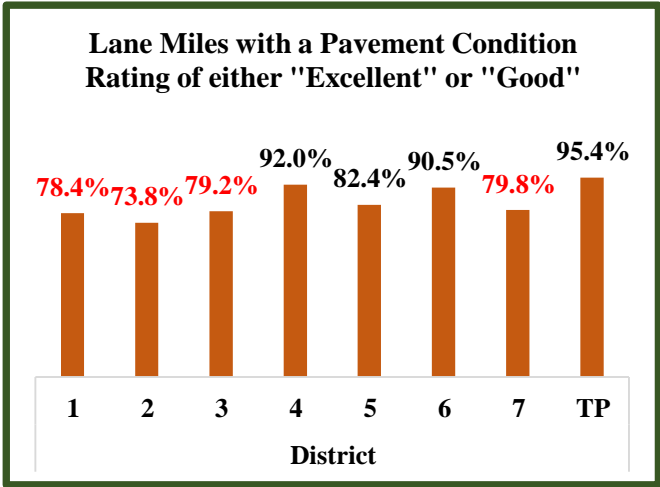
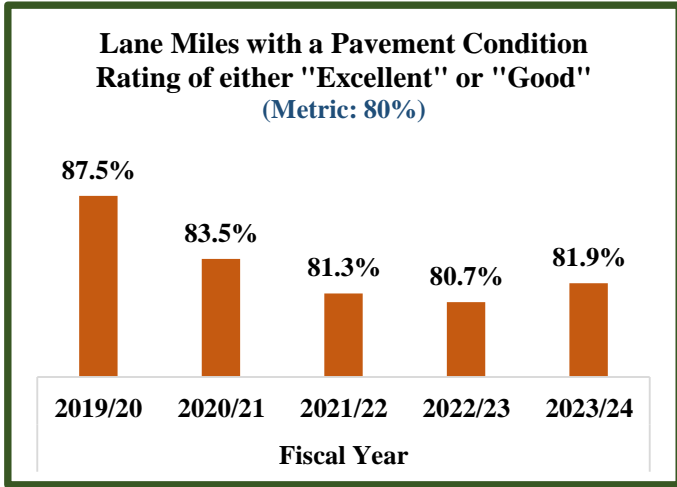
Time and Cost



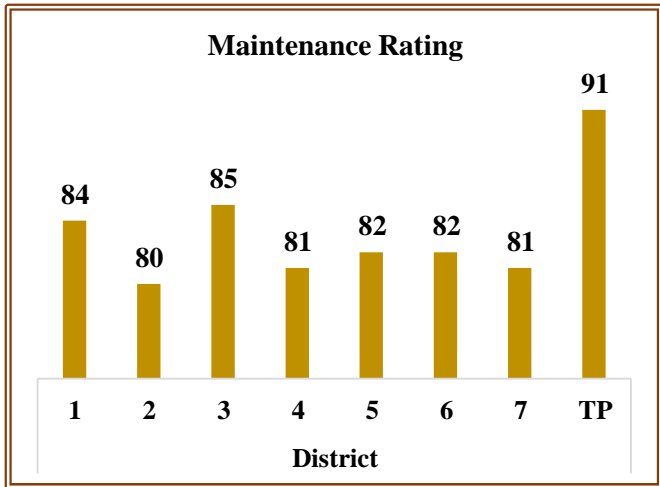
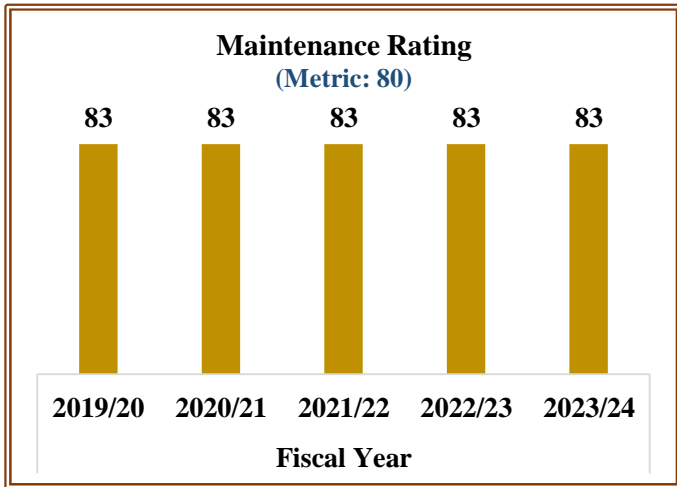
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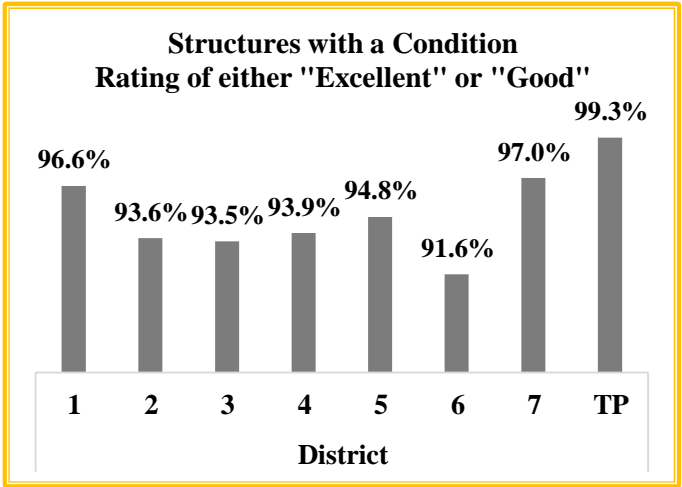
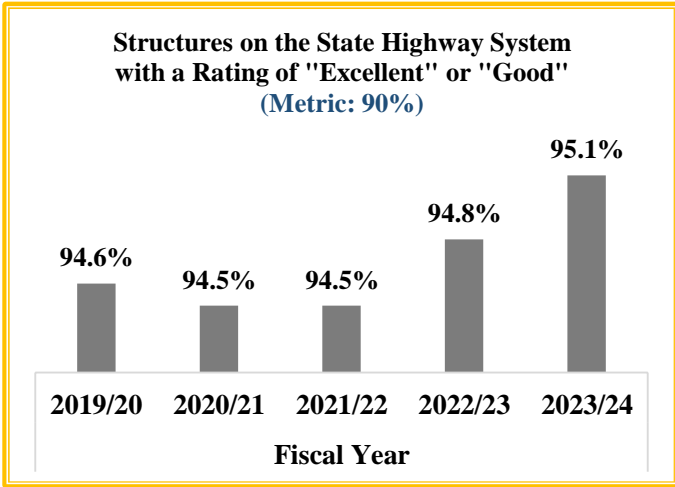
Lane Mile Condition Rating



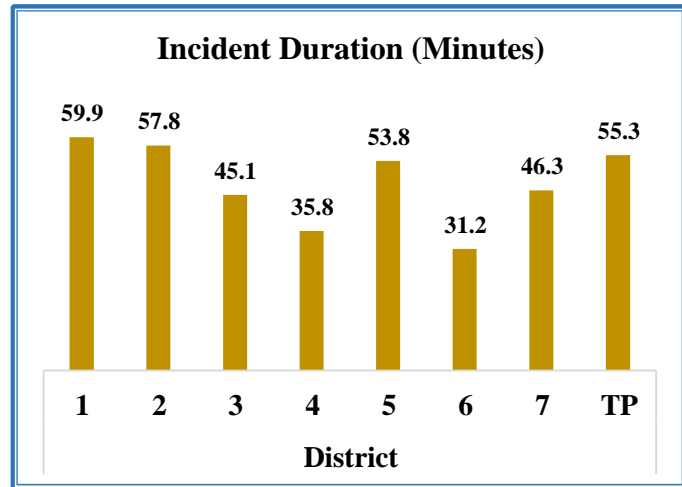
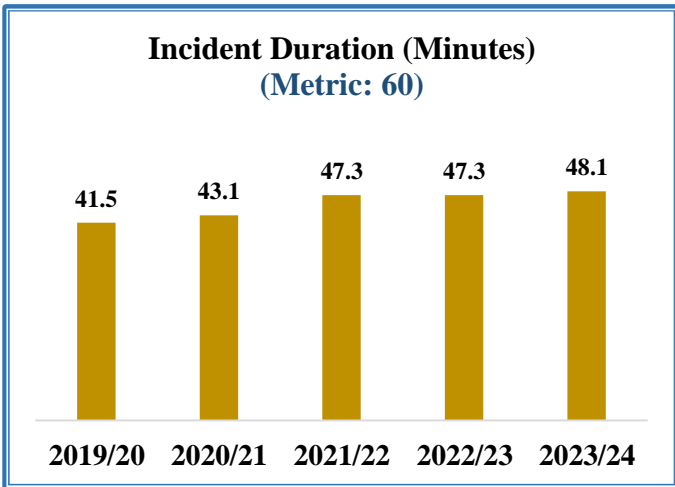
Maintenance Rating Program (MRP)



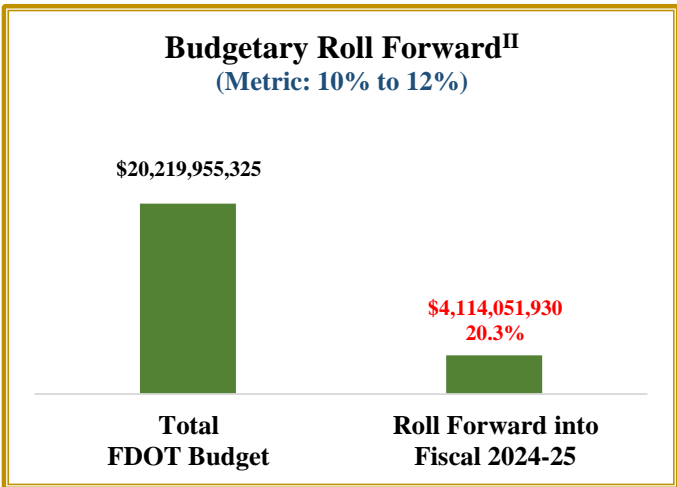
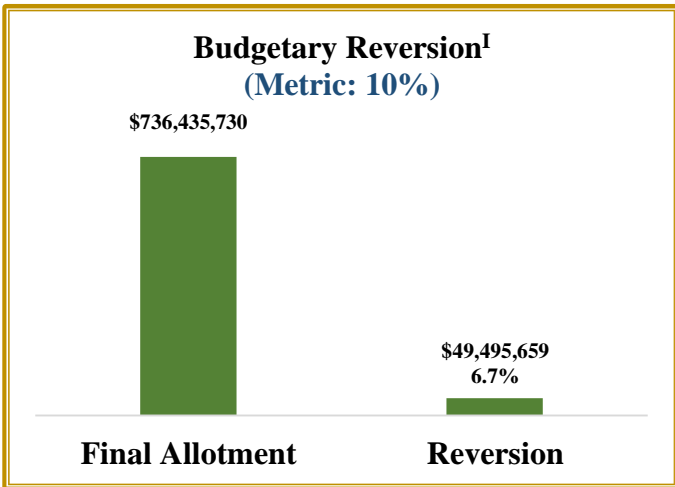
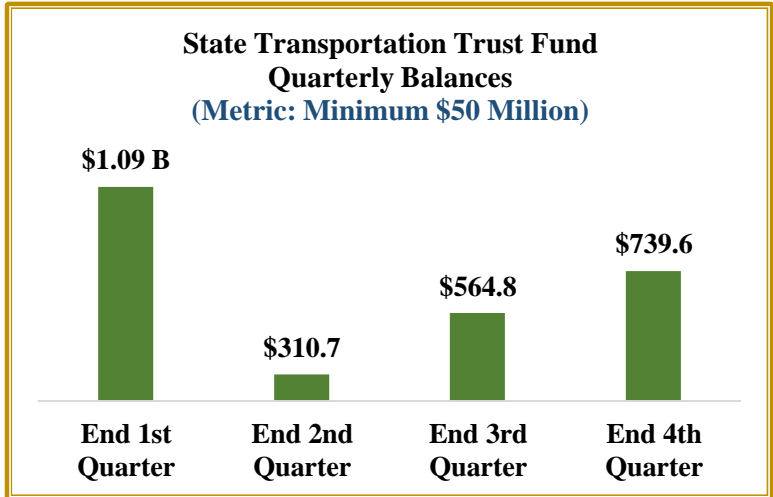
Structure Condition



Capacity / Mobility



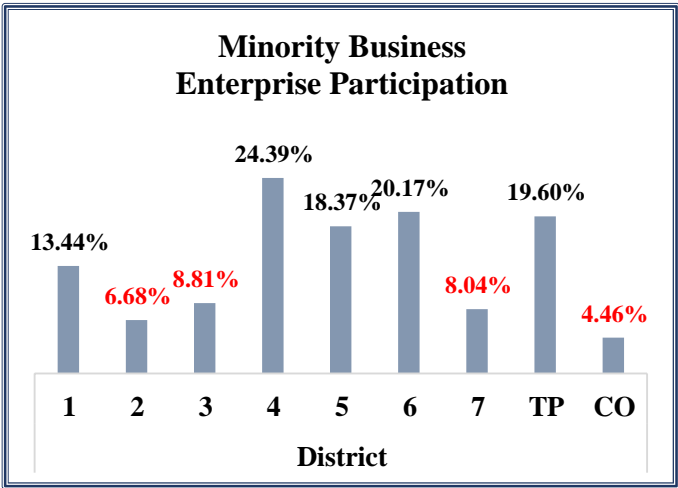
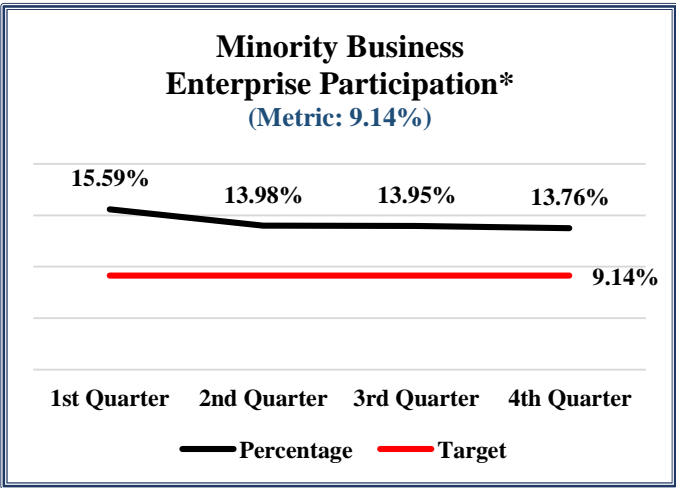
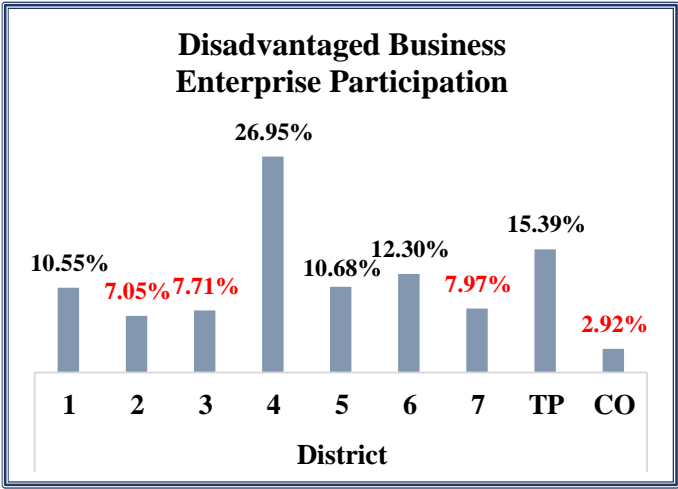
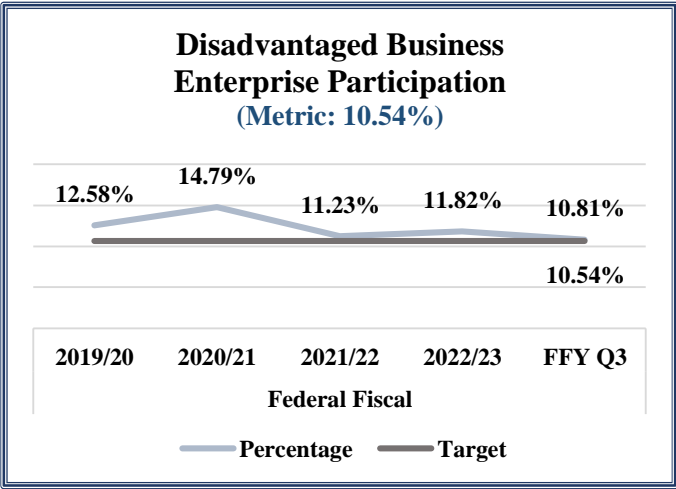
Financial Management



^I Operating budget reversions are funds not utilized in the given fiscal year, exclusive of the Turnpike.

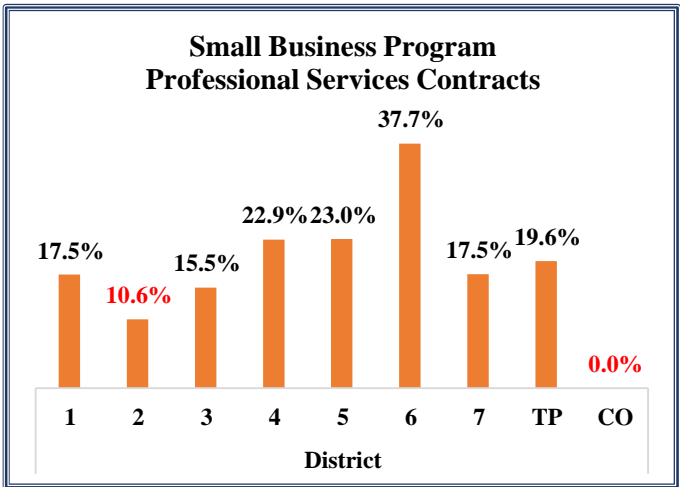
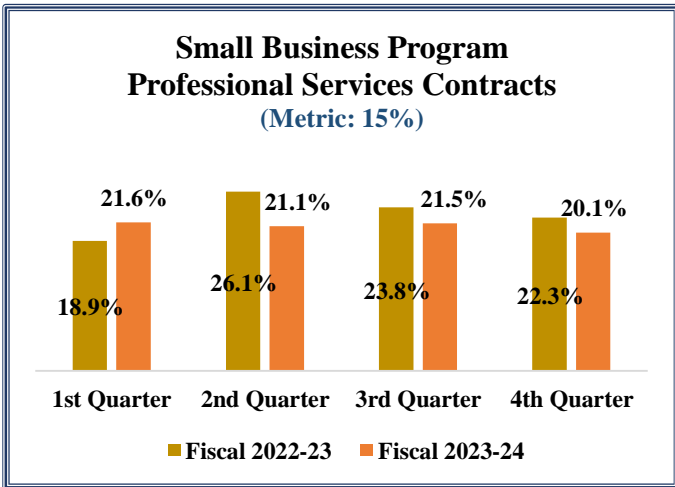
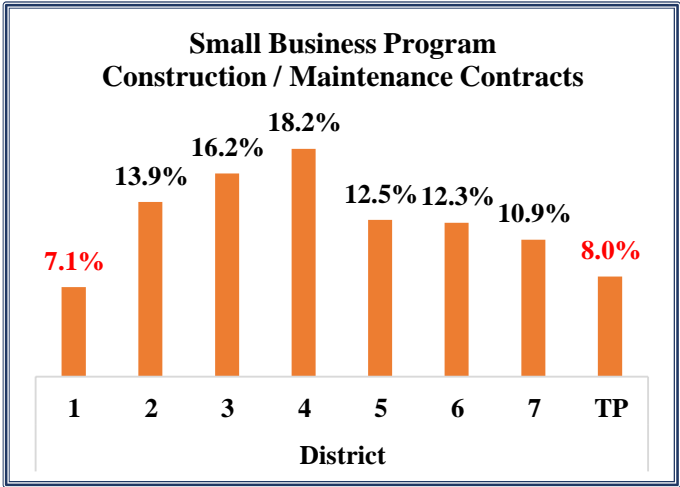
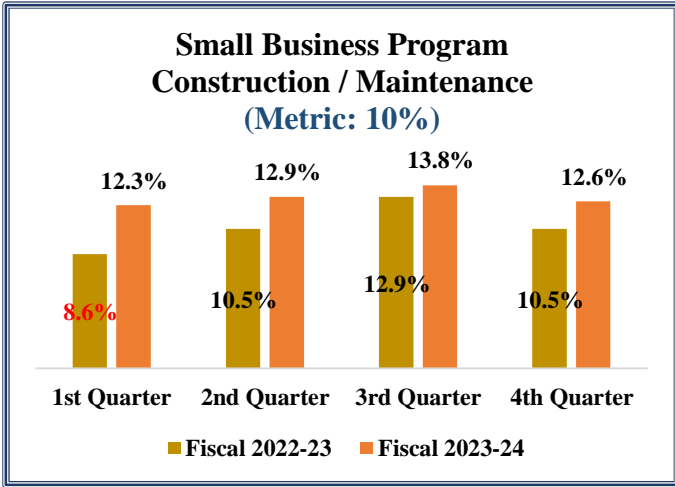
^{II} Roll forward budget is derived from the outgoing year in the form of available balances minus certified forward amounts.

Disadvantaged and Minority Business Enterprises



*Performance metric established in Fiscal 2020 / 2021.

Small Business Program



Informational Appendix

Planning Time Index

The Commission adopted a performance indicator to review the ITS programs’ impact on improving mobility and decreasing congestion. Travel time reliability assesses the variability or uncertainty in the performance of a facility over time. With investments in ITS, as well as in new lane construction, travel time reliability can be used to measure the outcomes of these investments.

The planning time index (PTI) measures the reliability of travel service and is calculated as the 95th percentile travel time divided by the travel time at a reference speed. The reference speed for this measure is defined as the 85th percentile speed during weekday off-peak hours (9:00 AM to 4:00 PM and 7:00 PM to 10:00 PM). This measure represents the additional time that a traveler should budget to ensure on-time arrival to their destination. For example, a PTI of 1.60 means that for a trip that takes 15 minutes in light traffic, a traveler should budget a total of 24 minutes (15 minutes plus 60 percent additional time) to ensure an on-time arrival for 95 percent of the trips. This is especially important to shippers and carriers that rely on the timely movement of finished goods and raw materials as trucks have historically moved over 80% of all Florida manufactured tonnage.

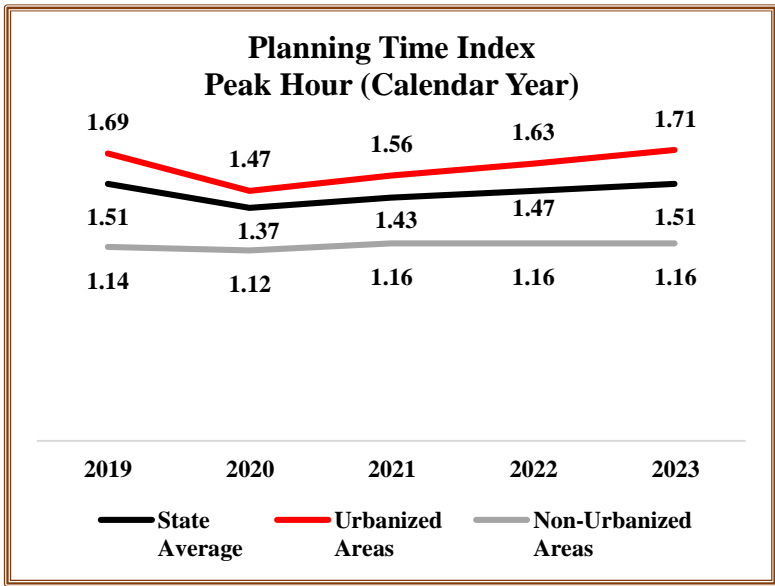
Planning Time Index information is presented by urbanized and non-urbanized areas. 2024 data is not yet available.

Planning Time Index (95th Travel Time Index) on Freeways

Peak Hour (Calendar Year)			
Year	State Average	Urbanized Areas	Non-Urbanized Areas
2019	1.51	1.69	1.14
2020	1.37	1.47	1.12
2021	1.43	1.56	1.16
2022	1.47	1.63	1.16
2023	1.51	1.71	1.16

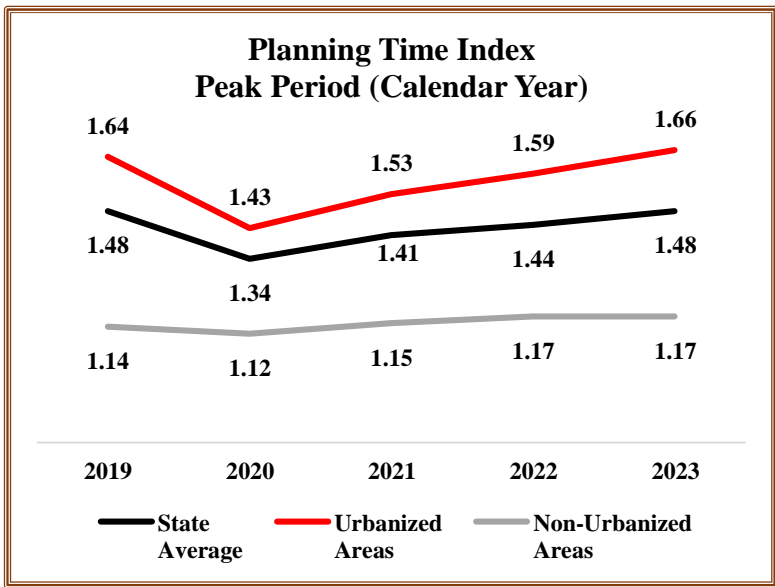
- **Peak Hour:** 5:00 p.m. to 6:00 p.m. on a weekday. *This hour is chosen to allow consistent comparisons among transportation modes. It may not be the hour of greatest travel for any given roadway, mode or area. The majority of travel typically occurs during the PM peak hour resulting in more congestion in the PM peak than observed in the AM peak.*
- **Peak Period:** 4:00 p.m. to 6:00 p.m. on a weekday in which travel is greatest. *These peak period hours are chosen based on the hours of greatest travel in different area types.*

Source: [Planning Time Index](#) (Definitions)



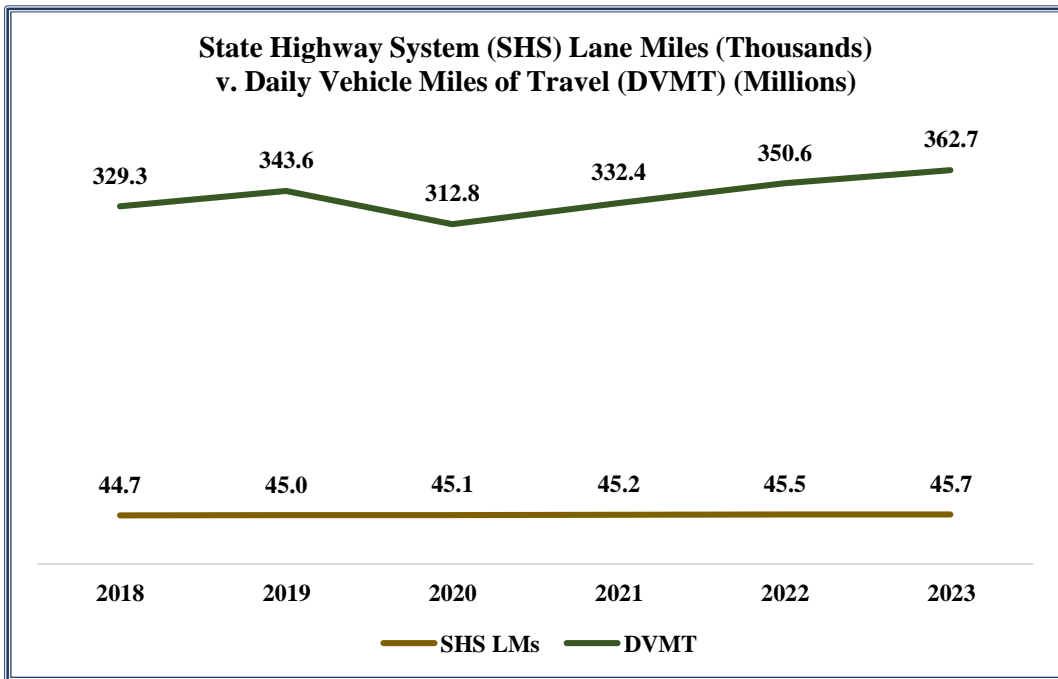
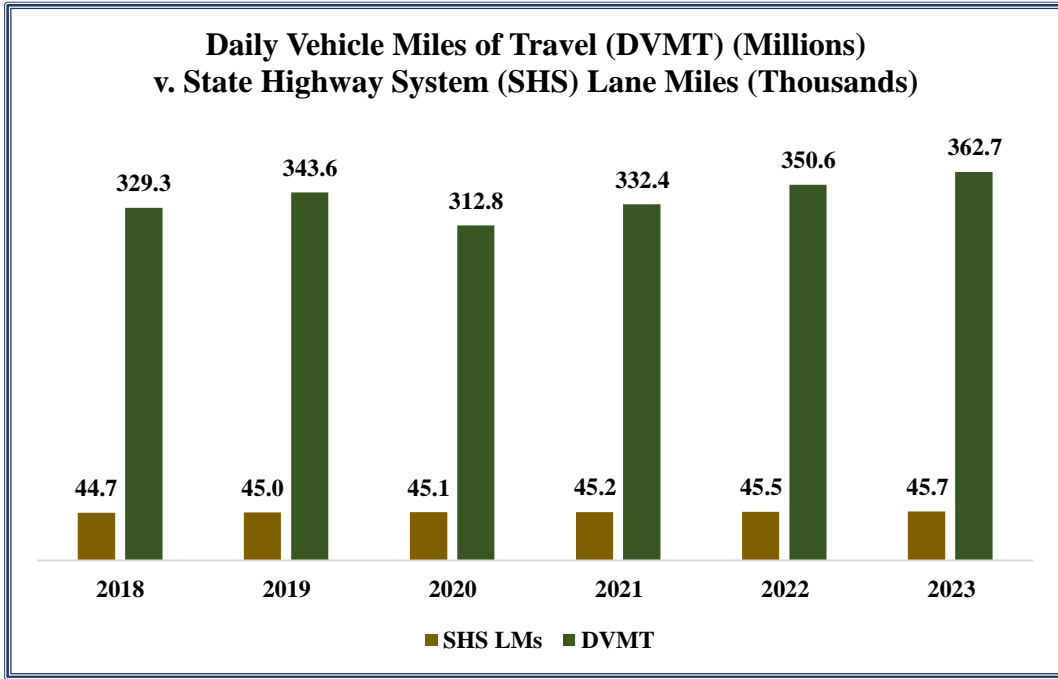
Peak Period (Calendar Year)

Year	State Average	Urbanized Areas	Non-Urbanized Areas
2019	1.48	1.64	1.14
2020	1.34	1.43	1.12
2021	1.41	1.53	1.15
2022	1.44	1.59	1.17
2023	1.48	1.66	1.17

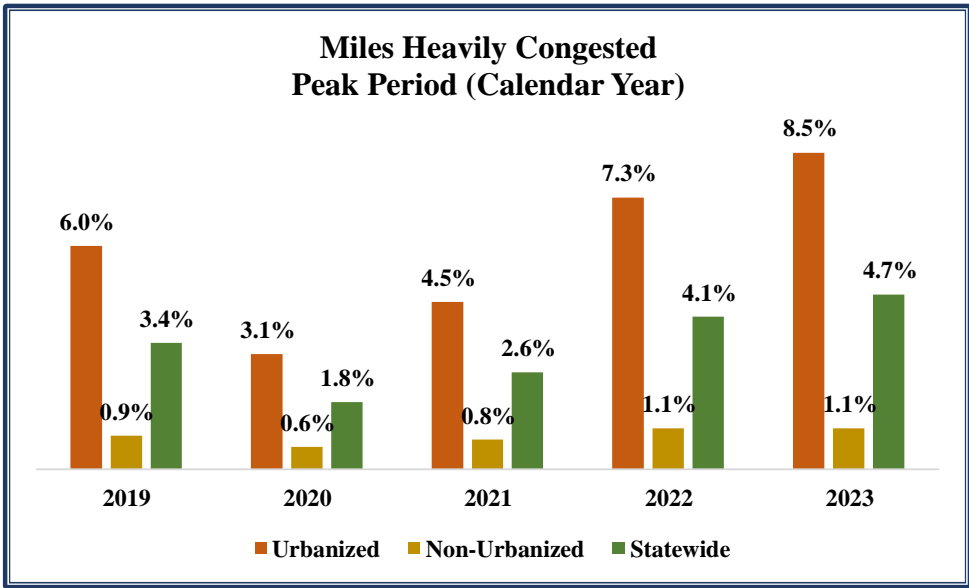
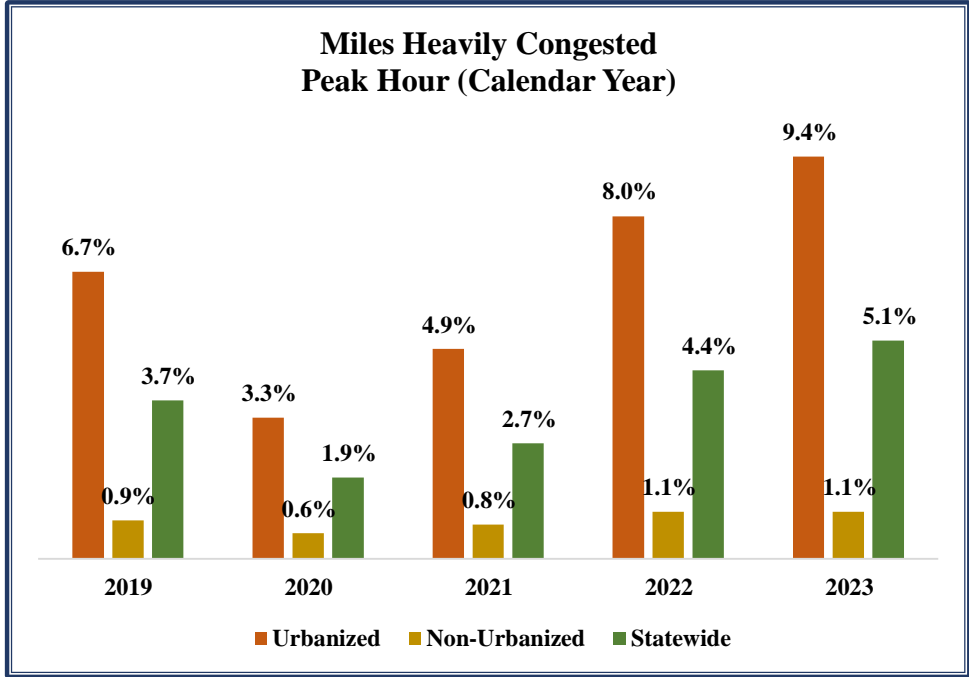


Performance of the System as a Whole

The ever-growing Florida population continues to create challenges to maintain traffic flow throughout the state. Daily vehicle miles of travel on the State Highway System (SHS), a valuable barometer to assess the Department’s performance therein, increased during calendar year 2023 by increased 3.5%, compared to an increase of 5.5% in 2022.



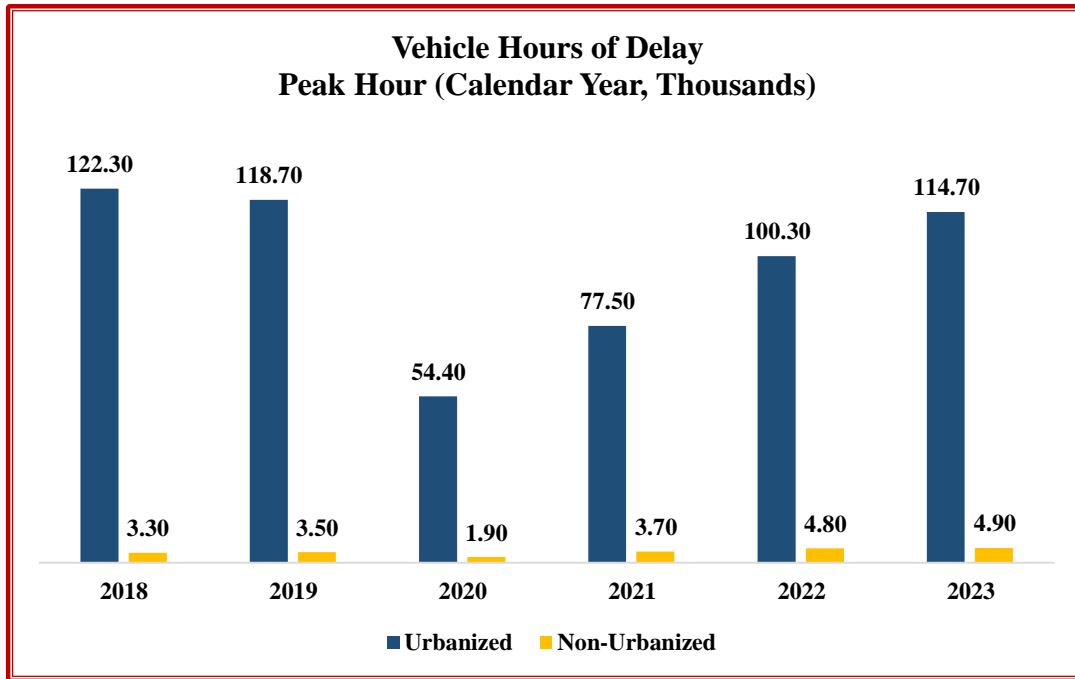
One indicator of the effectiveness of the Department’s sizeable financial investment is the annual variation in the percentage of miles on the SHS that are heavily congested during the peak hours of performance. 4.4% of miles on the SHS were heavily congested during peak hours in calendar 2023, the most recent data available. Detailed analysis of this information is illustrated below.



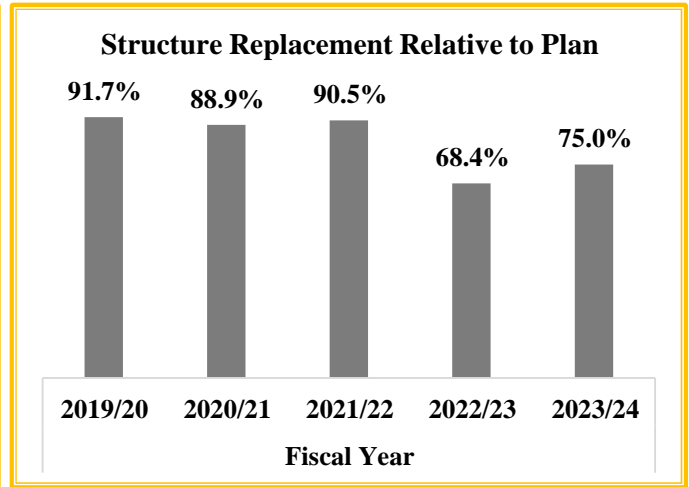
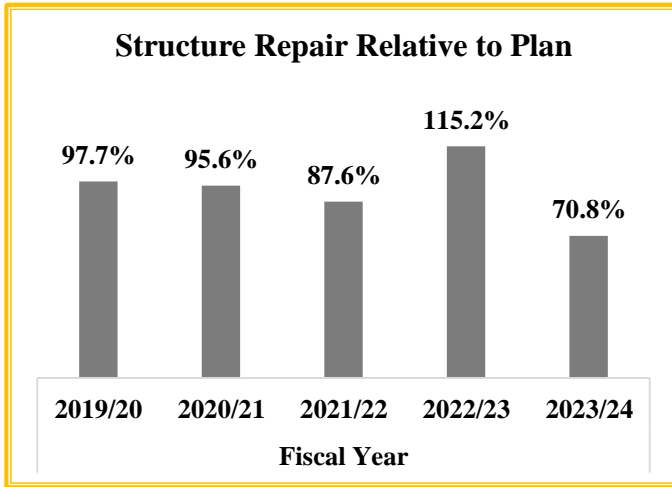
NOTE: The precipitous reduction reflected in 2020 is the result of pandemic-related travel levels.

Additionally, the return on the Department’s investment in the transportation system can be measured by looking at Vehicle Hours of Delay on the SHS. Delay is important because it equates to cost in time and money for individuals and businesses. Vehicle hours of delay information,

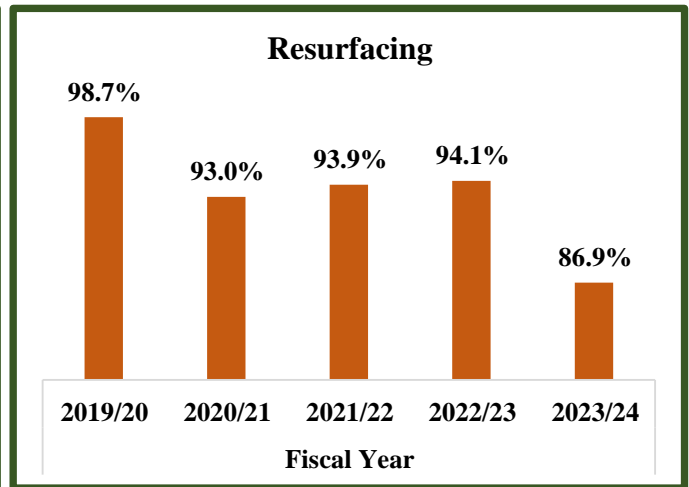
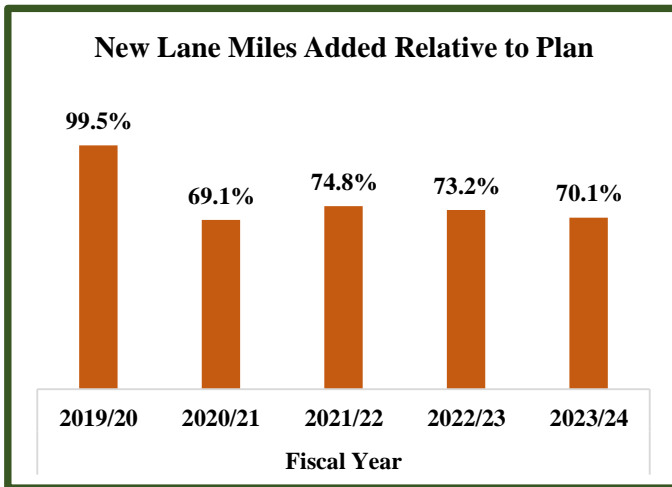
broken out into subcategories, are reflected below. Data for 2024 is not yet available.



Structure Maintenance



Lane Miles



Time and Cost Appendix

Contract Time

Contracts that combine for at least 50% of all additional time.

District	Contract Number	Work Mix	Project Description	Original Days	Additional Days	Total Days	Total as % of Original
7	T7383	ADD LANES & REHABILITATE PVMNT	US 19 (SR 55) FROM W GREEN ACRES ST TO W JUMP CT	730	1,366	2,096	287.1%
2	E2V58	INTERCHANGE - ADD LANES	I-95(SR9) @ I-10 INTERCHANGE OPERATIONAL IMPROVEMENT	1,200	1,237	2,437	203.1%
3	T3579	ADD LANES & RECONSTRUCT	SR 30 (US 98) FROM EMERALD BAY DRIVE TO TANG-O-MAR DRIVE	1,090	1,081	2,171	199.2%
5	T5552	ADD LANES & RECONSTRUCT	SR 482 SAND LAKE RD FROM W OF INTERNATIONAL DR TO UNIVERSAL BLVD	1,050	779	1,829	174.2%
1	T1676	RESURFACING	US 41 (SR 45) FROM WINKLER AVENUE TO SR 82	1,200	645	1,845	153.8%
5	T5626	NEW ROAD CONSTRUCTION	SR429/46 (WEKIVA PKWY) FROM E OF OSPREY HAMMOCK TRAIL TO ORANGE BLVD	1,454	635	2,089	143.7%
2	E2Y76	LIGHTING	I-295(SR9A) DAMES PT BR OVER ST JOHN RIVER & MILL COVE BR NO720518	400	567	967	241.8%
2	T2796	PEDESTRIAN SAFETY IMPROVEMENT	SRA1A/SR10/ATLANTIC BLVD/3RD ST FROM: 2ND AVENUE NORTH TO: BAY STREET	200	503	703	351.5%
2	T9023	MCCO WEIGH STATION STATIC/WIM	MADISON MAINLINE WEIGH IN MOTION (WIM) FOR SCREENING	250	480	730	292.0%
1	T1772	LIGHTING	SR 25 (US 27) AT FLORENCE VILLA GROVE RD	150	457	607	404.7%
2	T2725	INTERCHANGE - ADD LANES	I-75(SR93)@ SR24(ARCHER RD)	300	437	737	245.7%
2	T2703	BRIDGE REPLACEMENT	CR250 SUWANNEE RIVER BRIDGE NO370018	550	418	968	176.0%
1	E1S66	ROUNDAABOUT	US 41 AT GULFSTREAM	450	388	838	186.2%
7	T7451	LIGHTING	INTERSECTION LIGHTING PINELLAS COUNTY VARIOUS LOCATIONS	170	380	550	323.5%
3	T3720	BRIDGE REPLACEMENT	CR 259 OVER SCL RAILROAD BRIDGE NO. 540027	245	330	575	234.7%
3	T3712	BRIDGE REPLACEMENT	CR 67 OVER YELLOW CREEK BRIDGE NO. 560023	240	303	543	226.3%

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Contract Cost

Contracts that combine for at least 50% of all additional expenditures.

District	Contract Number	Work Mix	Project Description	Adjusted Original Amount	SA Amount	Total Amount	Total as % of Original
5	T5552	ADD LANES & RECONSTRUCT	SR 482 SAND LAKE RD FROM W OF INTERNATIONAL DR TO UNIVERSAL BLVD	\$75,664,482	\$14,793,530	\$90,458,012	119.6%
2	E2V58	INTERCHANGE - ADD LANES	I-95(SR9) @ I-10 INTERCHANGE OPERATIONAL IMPROVEMENT	\$116,813,000	\$11,914,437	\$128,727,437	110.2%
5	T5626	NEW ROAD CONSTRUCTION	SR429/46 (WEKIVA PKWY) FROM E OF OSPREY HAMMOCK TRAIL TO ORANGE BLVD	\$108,144,973	\$9,317,605	\$117,462,578	108.6%
3	T3702	ADD LANES & RECONSTRUCT	SR 388 FROM SR 79 TO E OF NWF BEACHES INTL AIRPORT	\$49,670,573	\$9,065,327	\$58,735,900	118.3%
8	E8R97	MISCELLANEOUS CONSTRUCTION	SUNTRAX CONNECTED/AUTOMATED VEHICLE TEST FACILITY	\$139,829,406	\$3,655,994	\$143,485,400	102.6%
3	T3579	ADD LANES & RECONSTRUCT	SR 30 (US 98) FROM EMERALD BAY DRIVE TO TANG-O-MAR DRIVE	\$41,990,000	\$3,160,067	\$45,150,067	107.5%
5	T5705	RESURFACING	SR25/SR200/US301/US441 FROM CR 25A TO US 301/US441 INTERCHANGE	\$15,254,884	\$2,743,433	\$17,998,317	118.0%
7	T7383	ADD LANES & REHABILITATE PVMNT	US 19 (SR 55) FROM W GREEN ACRES ST TO W JUMP CT	\$27,718,889	\$2,579,766	\$30,298,655	109.3%
1	T1676	RESURFACING	US 41 (SR 45) FROM WINKLER AVENUE TO SR 82	\$19,902,828	\$2,204,817	\$22,107,645	111.1%
1	T1751	ADD LANES & RECONSTRUCT	SR 542 FROM BUCKEYE LOOP ROAD TO US 27	\$43,413,143	\$2,203,473	\$45,616,616	105.1%

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Photograph Appendix

U.S. 27 at U.S. 60 Interchange (District 1) The Florida Department of Transportation (FDOT) began construction in early September 2020 to reconstruct the interchange at U.S. 27 and State Road (S.R.) 60 in Polk County. U.S. 27 and S.R. 60 were widened from four to six lanes, and the contractor replaced the bridges carrying S.R. 60 over U.S. 27, reconstructing the interchange from a partial cloverleaf design to a Single Point Urban Interchange. Improvements on U.S. 27 included widening the roadway, adding paved shoulders with buffered bicycle lanes, and installing a closed drainage system, curbs, gutters, and six-foot sidewalks. S.R. 60 improvements involved constructing a new bridge over U.S. 27, widening the roadway, and adding a seven-foot bicycle lane, curbs, gutters, a closed drainage system, and six-foot sidewalks. Crews also constructed an urban frontage road in the southwest quadrant for access to local businesses, built a noise wall along S.R. 60 from South Miami Street to west of Sharp Street, resurfaced Central Avenue from west of U.S. 27 to Miami Street, and installed signals, lighting, signage, and pavement markings on U.S. 27 and S.R. 60. During construction, daytime and nighttime lane closures and detours were implemented on U.S. 27 and S.R. 60 as needed. This project was completed in April 2024. (Page 9)

U.S. 301 Concrete and Asphalt Test Roads (District 2) The Florida Department of Transportation (FDOT) recently completed Florida's first concrete test roadway in Clay County, parallel to the existing northbound lanes of U.S. 301 from just south of County Road 218 to just north of Richard Mosely Road (approximately 2.5 miles). This project included 52 new concrete test sections, new storm water ponds, traffic signals, lighting, highway signage, guardrail, drainage, asphalt paving and other incidental construction. The concrete test road will allow FDOT to assess the quality and longevity of existing concrete pavement design practices and identify opportunities for future improvement. The success of the concrete test track led to the second phase of the project: construction of a companion asphalt test road to be located parallel to the existing southbound lanes of U.S. 301 from just south of County Road 218 to just north of Richard Mosely Road. This new asphalt test road will implement the same cutting-edge technology and will hold 12 new asphalt test sections, each having a unique design of pavement and base materials, with sensors that collect data and measure the performance of the underlying base sections as vehicles drive over the roadway. The concrete and asphalt test roads are completely unique and innovative facilities for Florida, reflecting FDOT's commitment to enhancing the quality and performance of state roadways through comprehensive testing and data-driven improvements for the future of our state. (Page 13)

S.R. 44 Bridge (District 5) The State Road (S.R.) 44 Bridge replacement project, connecting Volusia and Lake counties over the St. Johns River, was celebrated with a ribbon-cutting ceremony on November 30, 2023. FDOT District Five Secretary John Tyler, Volusia County Chair Jeff Brower, Lake County Chairman Kirby Smith, Sen. Tom Wright, and other local officials marked the completion of the new fixed-span bridge, which eliminates the need for movable parts, enhances mobility, and reduces maintenance costs. With a vertical clearance of 45 feet, the bridge allows seamless passage for taller marine vessels while maintaining uninterrupted vehicle traffic. The project also includes an updated traffic signal at S.R. 44 and County Road 42, improved access roads, two new stormwater management ponds, and a 12-foot-wide shared-use path for pedestrians and cyclists. Full project completion is expected by Fall 2024. (Page 17)

S.R. 25/U.S. 27 Resurfacing and Restoration (District 4) Project improvements for this 13-mile project from the Hendry/Palm Beach County Line to State Road (S.R.) 80/East Palm Beach Road in Palm Beach County included milling and resurfacing existing travel lanes and shoulders along with other safety improvements, including shoulder widening, replacing or resetting guardrails along the roadway, restored sidewalk at various locations and upgraded curb ramps to meet Americans with Disabilities Act (ADA) standards, added pedestrian gates at the FEC Railroad crossing, improved lighting and replacement of the signals at S.R. 80/East Palm Beach Road, upgraded pedestrian signals, pavement markings, and signing to current standards, installed rumble strips, and internally illuminated retroreflective pavement markings. This project began in May 2022 and was completed in August 2024. (Page 18)

Golden Glades Interchange (GGI) (District 6) The Florida Department of Transportation (FDOT) and Florida's Turnpike Enterprise have started construction of the GGI Project, in northwest Miami-Dade County. As part of the Moving Florida Forward Infrastructure Initiative, it will enhance regional mobility by revitalizing this major transportation interchange, which includes connections to five essential roadway systems in the South Florida area: State Road (S.R.) 9A/Interstate 95, S.R. 826/Palmetto Expressway, S.R. 91/Florida's Turnpike, S.R. 9 and S.R. 7/U.S. 441/NW 7 Avenue. The GGI Project includes constructing 32 new bridges to ease access between major corridors, adding wrong-way vehicle detection systems at various locations, installing more than 50,000 linear feet of new stormwater drainage pipe, updating lighting and much more. The project began in March 2024 and is scheduled to be completed in fall 2031 at an estimated cost of \$908 million. (Page 20)

U.S. 98 (Panama City Beach Parkway) Widening (District 3) Work began in late 2023 to widen U.S. 98 (Panama City Beach Parkway) from four to six travel lanes (three in each direction) from east of Richard Jackson Boulevard to west of Mandy Lane. Two contractors are working simultaneously on the project(s) at a total construction cost of approximately \$110 million. U.S. 98 is a critical east-west corridor that plays a primary role in supporting the tourism-based economy of both Bay County and the City of Panama City Beach. An average of 52,000 drivers travel the 4.8-mile segment of U.S. 98 daily. In addition to widening the roadway, the project will also add seven-foot bicycle lanes and six-foot sidewalks on both sides of U.S. 98. New signals will be added at the Mandy Lane and Gulf Boulevard intersections. Drainage enhancements are also planned as part of the capacity improvement efforts. Numerous upgrades will be made at the U.S. 98-Pier Park Drive intersection, all aimed at improving traffic safety and accessibility for the busy Pier Park commercial district. To minimize traffic impacts during construction, particularly during the busy summer months, the department is limiting lane closures to 8 p.m. to 6 a.m. Other than these times, two travel lanes in each direction are remaining open. That is the same number of travel lanes that were available prior to the start of construction. Both segments of the project are currently estimated for completion by mid-2027. (Page 22)

Wekiva Parkway (District 5) The Florida Department of Transportation (FDOT) made history this year with the opening of the final section of the 25-mile Wekiva Parkway. A ribbon cutting ceremony attended by nearly 150 officials, department and project personnel on January 26, 2024, celebrated the final connection between State Road (S.R.) 429, S.R. 417 and Interstate 4 (I-4), which opened on January 27, 2024. Decades in the making, the completion of Central Florida's beltway was achieved while also protecting the natural resources surrounding the Wekiva River,

a National Wild and Scenic River and Florida Outstanding Waterway. The Wekiva Parkway was built jointly by FDOT and the Central Florida Expressway Authority. The parkway features an unprecedented slate of environmental protections including 3,400 acres of land purchased for conservation, 1.5 miles of wildlife crossing bridges allowing animals to safely pass under traffic between habitats, a limited number of interchanges in this naturally sensitive area, wildlife jump outs – and more. To celebrate the regional collaboration that went into developing the parkway and to thank community members for their cooperation during construction, FDOT hosted a free Community Festival on February 24, 2024, at the Neighborhood Lakes - Lake Wekiva Trailhead in Sorrento. About 200 people attended the event featuring nearly 30 agency and community booths, speakers, a tree planting ceremony, a commemorative plaque unveiling and performances by the Seminole High School drumline and jazz band. The event, which received positive media coverage, was located within one of the major parcels purchased for conservation. Crews have been putting the finishing touches on the Parkway's Section 8 interchange at S.R. 417, S.R. 429 and I-4, and anticipate being done by October of 2024. FDOT has been installing thousands of trees and plants along the Wekiva Parkway corridor as part of the commitment made for enhanced landscaping that complements the natural area. In honor of all the FDOT employees who worked over the years to make the parkway a reality, a final internal partner meeting was held on June 26, 2024. FDOT District Secretary John E. Tyler, P.E., and other team members recapped the challenges overcome while developing and building the parkway. Numerous FDOT staff also were honored for their role in the parkway's success before about 60 team members. (Page 23)

Polk Parkway Widening Project from Old Dixie Highway to Pace Road (Florida's Turnpike Enterprise) This project entails widening Polk Parkway/State Road 570 to four lanes in each direction between Old Dixie Highway/County Road 546 and south of Pace Road and resurfacing the existing four-lane section between U.S. 92 (milepost 17) and Interstate 4 (I-4) (milepost 24) in Polk County. Polk County is seeing an increase in economic growth. Widening Polk Parkway supports economic prosperity by improving travel times for not only residents and visitors but also for commercial transportation, enhancing supply chain efficiency which is critical for businesses and industries. Additionally, a new interchange at Polk Parkway and Braddock Road was constructed, along with the widening of Braddock Road. The project includes installing new electronic toll collection points, realigning access roads, and upgrading signage, pavement markings, signalization, lighting, and drainage. The estimated construction cost of this project is \$61.2 million, with completion expected later this year. (Page 24)

S.R. A1A North Causeway Over the Intracoastal Waterway (ICWW) Bridge Replacement (District 4) The State Road (S.R.) A1A North Causeway over the Intracoastal Waterway (ICWW) Bridge Replacement project improvements consist of constructing a new high-level fixed bridge connected directly to S.R. 5/U.S. 1 going over the Florida East Coast (FEC) Railroad, Old Dixie Highway, and the Intracoastal Waterway. The new bridge will feature one 12-foot travel lane in each direction and navigational clearances of 85 feet vertical and 125 feet horizontal at the waterway channel. Pedestrian and cyclist features include installing a barrier-protected eight-foot sidewalk on the south side of the bridge and a barrier-protected 12-foot shared-use path on the north side of the bridge, installing seven-foot buffered bicycle lanes within the shoulders on both sides of S.R. A1A, constructing a ten-foot shared-use path along Old Dixie Highway to provide connectivity to the East Coast Greenway, and building an observation deck beneath the west side of the new bridge structure. Other improvements include constructing a new access road under the

bridge to businesses east of the FEC Railroad, extending Juanita Avenue from S.R. 5/U.S. 1 to Old Dixie Highway, and connecting S.R. 5/U.S. 1 and Old Dixie Highway along Sunny Lane. The new bridge is expected to open to motorists in late 2026, followed by the demolition of the existing bridge. Project completion is expected in late 2027. (Page 27)

Reconstruction of Tampa’s Westshore Interchange (District 7) This project will fully reconstruct Tampa’s Westshore Interchange, Interstate 275 (I-275)/State Road (S.R.) 60, with a modern design and add capacity with general-use and express lanes. The updated design includes flyover ramps providing better traffic operations by replacing the existing loop ramp from westbound S.R. 60 to northbound I-275. Additional improvements include: widening I-275 to construct two new express lanes in each direction and reconstruct the general-use lanes, widening S.R. 60 to construct two new express lanes in each direction and reconstruct the general-use lanes, constructing a new flyover ramp from the Howard Frankland Bridge to westbound S.R. 60 towards the Tampa International Airport, adding a new on-ramp from Reo Street to southbound I-275, reconnecting three local roadways at Reo Street, Occident Street, and Trask Street to help improve local traffic circulation. Also, the project includes adding aesthetic treatments and shared-use path connectivity to the existing trail network and to the new-shared use path currently under construction as part of the Howard Frankland Bridge project. Once complete, the express lanes will provide drivers with a new choice and reliable travel times across Tampa Bay and the Veterans Expressway. The design will also accommodate future transit along the southside of northbound I-275. Construction activities are anticipated to begin in 2025. (Page 29)

Emerson Expressway Resurfacing and Rehabilitation (District 2) The multi-lane Emerson Expressway, also known as State Road 228A, serves as a crucial link between Atlantic Boulevard and Emerson Street in Jacksonville. Significant improvements in this project included milling and resurfacing, shoulder treatments, drainage enhancements, and the addition of sidewalks and bicycle paths. The improvements are particularly important for enhancing safety, reducing congestion and ensuring efficient transportation during peak hours and emergency situations. Originally projected to take 400 days, the project timeline was accelerated to under 150 days with the goal of minimizing inconvenience to drivers and reducing project costs. The project, which began in March 2024, was completed in August 2024. (Page 30)

S.R. 370 (Gulf Coast Parkway) New Road Construction (District 3) This \$16.2 million project will construct a new two-lane roadway to be named Gulf Coast Parkway. This new roadway is essential to adding connectivity within Bay County. The roadway development is taking place south of Tram Road from U.S. 98 (Tyndall Parkway) to County Road 2315 (Star Avenue), in Bay County. Improvements along the two-mile project include constructing a 10-foot multi-use path along the south side roadway and adding new traffic signals along with right and left turn lanes onto Tyndall Parkway and Star Avenue that include pedestrian features to meet current Americans with Disabilities Act standards. An additional important feature includes building a connector road to Tram Road with access to Clifford Chester Sims State Veterans Nursing Home. Drainage will be improved throughout the project. This project is currently anticipated for completion in late 2025. (Page 32)

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