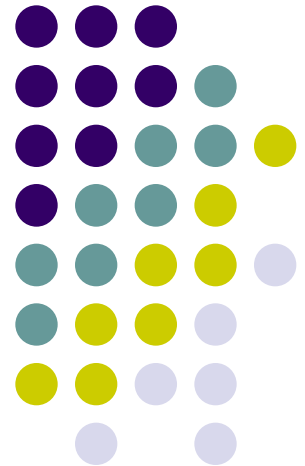


# *Agency Performance Measures, Objectives and Governance Compliance areas under HB 985*



**Commissioner Marcos Marchena,  
Florida Transportation Commission**

October 9, 2007



# The Commission's Charge



- Monitor the efficiency, productivity, and management of the authorities created under chapters 343 and 348

# Action Requested Today



- Review and approve performance measures established by the Commission subcommittee
- Establish “Management Objectives” for those measures
- Approve the areas of oversight recommended for “Agency Governance”

# Agencies Covered



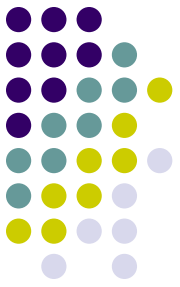
- Toll Agencies
  - Miami-Dade Expressway Authority
  - Orlando-Orange County Expressway Authority
  - Tampa-Hillsborough County Expressway Authority
  - Southwest Florida Expressway Authority
  - Santa Rosa Bridge Authority
  - Northwest Florida Transportation Corridor Authority
  - Tampa Bay Regional Transportation Authority
- Transit Agencies
  - Central Florida Regional Transit Authority – LYNX
  - South Florida Regional Transportation Authority – Tri Rail

# Commission's Approach



- Appointed subcommittee
- Developed “performance measures” and “reportable indicators” for all agencies
- Suggested areas for “agency governance” oversight and reporting
- Staffed by FTC and CUTR
- Will prepare first report prior to legislative session
- Annually updated, reviewed and refined

# Measures and Indicators Status – *Toll Agencies*



- 15 *performance measures* established
- 9 *reportable indicators* established
- Consultant contracts – still under discussion
- ***Agency objectives*** established for all 15 performance measures



# Performance Measures

Measure	Detail	Objective	Legislative Mandate
<b>Consultant Contract Management (Under discussion)</b>	Consultant Costs Efficiency (Final Cost over Contract)	<b>&lt;5%</b>	Operations & Budget
<b>Construction Contract Adjustments - Time</b>	% contracts completed in 20% of contracted days	<b>&gt;80%</b>	Operations & Budget

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Construction Contract Adjustments - Cost</b>	% projects complete within 110% of contract	<b>&gt;90%</b>	Operations & Budget
<b>Pavement Condition Rating</b>	% lane miles rated Excellent or Good	<b>&gt;85%</b>	Operations



# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Bridge Condition - Rating</b>	% structures rated Excellent or Good	<b>&gt;95%</b>	Operations
<b>Bridge Condition - Weight Restrictions</b>	% structures with posted limit	<b>0%</b>	Operations
<b>Roadway Maintenance Condition</b>	Condition rating of at least 90	<b>90</b>	Operations

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Cost to Collect A Toll Transaction</b>	Excludes, indirect, patrol, interest, depreciation	<b>&lt;\$0.16</b>	Operations & Budget
<b>Electronic Toll Collection %</b>	# of electronic transactions as a % of total (includes I-toll, M-toll)	<b>&gt;75% by 12/31/08</b>	Operations

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>M/WBE &amp; SBE</b>	Each agency to establish goal/target	<b>&gt;90%</b>	Applicable Laws
<b>Debt Service Coverage - Commercial Debt</b>	Gross operating rev. – M & O/ all commercial D.S.	<b>&gt;1.5x</b>	Revenue & Bond Management
<b>Debt Service Coverage - Comprehensive Debt</b>	Gross operating rev. – M & O/ all commercial D.S. + other scheduled repayments e.g. SIB, TFRTF. . .	<b>&gt;1.2x</b>	Revenue & Bond Management

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Revenue Variance</b>	Variance from indicated revenue	<b>&lt;4%</b> (without fines)	Operations & Revenue Mgmt
<b>Operating Budget Variance</b>	Actual % variance from budgeted O,M & A \$s	<b>&lt; +/- 10%</b>	Operations & Budget

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Safety</b>	Fatalities per 100 million vehicle miles- 10% below 5yr. Avg.	<b>&lt; 0.49*</b>	Operations
<b>Customer Satisfaction</b>	% of customers satisfied with agencies' level of service	<b>&gt;90%</b>	Operations

\*Awaiting full 2006 data -0.49 fatalities per 100 million VMT calculated on 4 years 2002 through 2005.

# ***Reportable Indicators***



<b>Measure</b>	<b>Detail</b>	<b>Legislative Mandate</b>
<b>Reinvestment in transportation system</b>	Growth in transportation assets	Operations, Budget & Revenue Mgmt
<b>Operating Efficiency</b>	Toll collection expense/ total operating expense	Operations & Budget
<b>Maintenance</b>	Maintenance expense/ total operating expense	Operations & Budget

# *Reportable Indicators*



<b>Measure</b>	<b>Detail</b>	<b>Legislative Mandate</b>
<b>Administrative</b>	Administrative expense/ total operating expense	Operations & Budget
<b>Operating Efficiency</b>	Operating expense as a % of operating revenue	Operations & Budget
<b>Electronic Collection</b>	ETC revenue as a % of total revenue	Operations & Budget

# *Reportable Indicators*



Measure	Detail	Legislative Mandate
Revenue Growth	Annual % growth in total operating revenue	Operations & Revenue Mgmt
Operating Ratio	Operating and Maintenance expenses / operating revenue	Operations & Revenue Mgmt

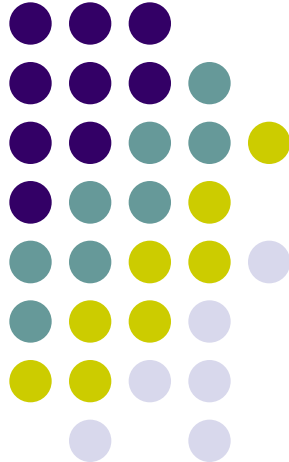


# *Reportable Indicators*



Measure	Detail	Legislative Mandate
Right of Way	Agency appraisal- initial offer- owners appraisal- final settlement	Property Acquisition

# TRANSIT



# Measures and Indicators Status – *Transit Agencies*



- 14 ***performance measures*** established
- 22 ***reportable indicators*** established
- ***Agency objectives*** established for all 14 performance measures

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Average Headway (minutes)</b>	Average headways all routes	<p>&lt;50 min. Tri Rail</p> <hr/> <p>&lt;60 min. LYNX</p>	Operations
<b>Cost Efficiency Revenue Mile</b>	Operating exp/ annual revenue miles	<p>&lt;\$18 (Tri Rail)</p> <hr/> <p>&lt;\$5.30 LYNX</p>	Revenue Mgmt., Budget & Operations



# Performance Measures

Measure	Detail	Objective	Legislative Mandate
<b>Cost Efficiency Revenue Hour</b>	Operating exp./ revenue hours	$\frac{< \$500 \text{ Tri Rail}}{< \$75 \text{ LYNX}}$	Revenue Mgmt., Budget & Operations
<b>Cost Efficiency Ratio</b>	% all operating revenue contribution to total operating exp.	$\frac{> 25\% \text{ Tri Rail}}{> 30\% \text{ LYNX}}$	Revenue Mgmt., Budget & Operations
<b>Cost Efficiency Passenger Trip</b>	Operating exp./ total annual riders	$\frac{< \$15 \text{ Tri Rail}}{< \$3 \text{ LYNX}}$	Budget & Operations

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Cost Efficiency Passenger Mile</b>	Operating exp./ total passenger miles	$\lt \$0.45$ Tri Rail <hr/> $\lt \$0.47$ LYNX	Budget & Operations
<b>Operating Costs per Potential Customer*</b>	Operating budget/ service area population	$\lt \$7.00$ Tri Rail <hr/> $\lt \$47.00$ LYNX	Budget & Operations

\*Will be a Reportable Item

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Fare Box Recovery*</b> *Requires refinement	% of operating costs covered by passenger revenues	>20% Tri Rail <hr/> >27% LYNX	Revenue Mgmt. & Operations
<b>Safety</b>	Revenue miles between major incidents	No FRA “Reportables” Tri Rail <hr/> >140,000 LYNX	Operations

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Reliability</b>	Revenue miles between failures	<b>&gt;10,500</b>	Operations
<b>Route Efficiency</b>	Revenue miles/vehicle miles	<b>&gt;.90</b>	Budget & Operations



# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Customer Service</b>	Avg. time from complaint to resolution	<b>2 weeks</b>	Operations
<b>Customer Complaints</b>	# of complaints per boardings	<b>&lt;1 per 5,000</b>	Operations

# Performance Measures



Measure	Detail	Objective	Legislative Mandate
<b>Customer Service/ System Reliability</b>	% trips end to end on time < 6 mins. late rail < 5 mins. late bus	<b>&gt;80%</b>	Operations

# *Reportable Indicators*



Measure	Detail	Legislative Mandate
Market Size	Service area population	-
Market Characteristic	Service area population density	-
Operating Expense	Annual operating including admin., maint, & operations	Budget & Operations

# ***Reportable Indicators***



<b>Measure</b>	<b>Detail</b>	<b>Legislative Mandate</b>
<b>Operating Revenue</b>	All revenues including fares, charges, charters. . .	Budget & Operations
<b>Annual Revenue Miles</b>	Total number of miles of vehicle operation in active service	Operations
<b>Annual Revenue Hours</b>	Hours of operation by revenue vehicles in active service	Operations

# *Reportable Indicators*



Measure	Detail	Legislative Mandate
<b>Total Revenue Vehicles</b>	# of vehicles available for use. Includes spares, . . .	Operations
<b>Peak Vehicles</b>	# of vehicles operated in maximum service	Operations & Budget
<b>Spare Ratio</b>	Total revenue vehicles/ Peak vehicles	Operations & Budget

# *Reportable Indicators*



Measure	Detail	Legislative Mandate
Annual Passenger Trips	Total annual boardings	Operations
Average Trip Length	Typically derived from sampling	Operations
Annual Passenger Miles	Annual passengers x average trip length	Operations

# ***Reportable Indicators***



<b>Measure</b>	<b>Detail</b>	<b>Legislative Mandate</b>
<b>Weekday Span of Service</b>	# of hours of service typical weekday from 1 <sup>st</sup> service to last	Operations & Budget
<b>Average Fare</b>	Regularly scheduled fare revenue/ total passenger trips	Operations & Budget
<b>Service Effectiveness Revenue Miles</b>	Passenger trips/ revenue miles = trips per rev. mile	Operations & Revenue Mgmt.

# Reportable Indicators



Measure	Detail	Legislative Mandate
Service Effectiveness Revenue Hours	Passenger trips/ revenue hours = trips per rev. hour	Operations & Revenue Mgmt.
Service Effectiveness Market	Passenger trips per capita – service area	Operations & Revenue Mgmt.
Fleet Age	Bus = avg. age of total fleet  Rail = avg. years since rebuild	Operations



# *Reportable Indicators*



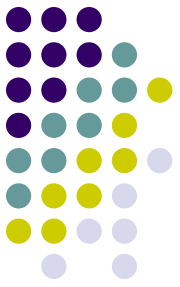
Measure	Detail	Legislative Mandate
Liquidity	End of year cash balance from financial statement	Budget & Revenue Mgmt.
Ridership	Average weekday ridership	Operations

# *Reportable Indicators*



Measure	Detail	Legislative Mandate
<b>Use of Capital Funds</b>	% capital to system preservation, % capital to system expansion	Budget
<b>Intermodal Connectivity</b>	Number of intermodal transfer points available	Operations

# ***Governance Compliance Areas***



- **Ethics**
  - Is an ethics policy in place?
  - Are there periodic review of ethics standards?
  - Have there been any ethics violations reported?
- **Conflicts of Interest**
  - Is there a conflict of interest disclosure requirement?
  - Have the requirements been met?



# ***Governance Compliance Areas***



- Audit
  - Unqualified audit with one or less findings
- Public Records
  - Are there procedures to assure compliance with public records laws?
- Open Meetings
  - Demonstrated compliance with open meetings laws



# ***Governance Compliance Areas***



- Procurement
  - Certification of compliance with procurement policies
  - Document delegated procurement authority to the Director or other staff
    - Dollar amount
    - Reporting requirements to Board (written, agenda item, time limit)



# ***Governance Compliance Areas***



- Board Education
  - Is an orientation provided for new members including ethics, sunshine law, and public records laws?
- Consultant Use
  - GECs
    - What sub agreements exist?
    - For what services?
    - Amounts?



# ***Governance Compliance Areas***



- Statutes
  - Compliance with all applicable statutes
- Use of bond funds
  - Compliance with all agreements and bond covenants



# Next Steps



- Complete data collection
- Finalize governance compliance process in conjunction with agencies
- Draft inaugural report
- Present draft to Commission
- Finalize and report to legislature

