

**TRANSPORTATION
PERFORMANCE
AND
PRODUCTIVITY
MEASURES**

January, 1992



FLORIDA TRANSPORTATION COMMISSION

Commissioners

David Kerr, Chairman
John Browning, Jr.
Art Kennedy
Jim Kimbrough
Malcolm Kirschenbaum
Wayne Mixson
Phil Reece
Bob Wilhelm



Governor
Lawton Chiles

January 16, 1992

Honorable Gwen Margolis, President
The Florida Senate
Room 409, The Capitol
Tallahassee, Florida

Honorable T. K. Wetherell, Speaker
The Florida House of Representatives
Room 420, The Capitol
Tallahassee, Florida

Dear President Margolis and Speaker Wetherell,

As part of the transportation revenue package enacted in 1990, the Legislature created s. 334.045, F.S., directing the Commission to develop transportation performance and productivity measures. Following adoption by the Commission, the statute requires that the measures be submitted to the 1992 Legislature and considered for adoption.

Upon adoption, the measures are applicable to the Department of Transportation under the section, which specifies that failure of the Department to attain the measures results in a rollback of funding to levels available in FY 1989/90. Thus, the continued flow of additional revenues to the Department was conditioned upon sustained quality performance. At the core of performance assessment is public accountability, ensuring that taxpayer dollars are directed to tangible transportation product. Equally important is to ensure that the Department keeps its commitments to build the projects it committed to build in the 5-year plan and that it does so on schedule and within budget.

We point out that the enclosed transportation performance measures are the first such effort to be completed for a state agency in Florida and, to our knowledge, are without precedent nationwide. These measures and their refined successors will very likely serve as prototypes for other state agencies and other departments of transportation.

The measures were developed over a 16-month period by a Working Group composed of Commission staff, Department assistant secretaries and district secretaries, industry representatives, Partners in Productivity staff, and a representative of the public. This 13-member group met monthly in 3-hour sessions and followed an exhaustive methodology in which they surveyed and prioritized all major Department operations; inventoried all measures currently in existence; solicited suggested measures from Department managers and working group members; and evaluated, tested and selected measures (documentation is available in the Commission Office and tapes are available for all sessions).

A Review Board was created to guide and periodically review and approve the product of the Working Group. The Board, which met on four occasions, was composed of two Transportation Commissioners, the President of TaxWatch, the Chairman of the Partners in Productivity Transportation Subcommittee, the Executive Director of the Council of 100, and the Secretary of Transportation.

The full Commission reviewed the measures at three public hearings, and formally adopted them, with modification, on December 12, 1991.

We believe that the measures are comprehensive, fair, meaningful and simple enough to be understood by those outside the transportation community. However, they are by no means a "final" product; we view the development of performance measures as an evolutionary process involving continued improvement and refinement. For this reason, we recommend that the **measures not be codified** as part of the legislative approval process.

Wherever possible, measures are quantitative. However, it has been the Commission's experience over the past three years that even in areas subject to

Performance Measures

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quantitative measurement, performance expressed in numerical terms does not tell the whole story and must be accompanied by explanation. In short, performance is not simply a matter of adding numerical scores and averaging them for a final grade. The many factors that impact performance must also be taken into account in arriving at an overall assessment.

With one exception, we believe that both the measures and the process by which they were developed comply with s. 334.045. Subsection (4) requires that the Commission develop and include recommendations concerning actions to be taken in the event the Department fails to meet the adopted measures. The Commission feels that any such recommendations must be tailored to the particular failure and that generic sanctions or remedial actions would not best serve the Department or the public. Thus, we would recommend such actions to the Legislature on a case by case basis.

The law provides that measures may incorporate increases in performance and productivity goals for succeeding years. The Commission has not recommended such increases initially since for many of the measures, baseline data will not be available until the measures are applied and data collection "bugs" are worked out. Further, in the area of production, increased goals must be set compatible with funding levels approved by the Legislature (as was done with the statutory objectives for preservation). The Commission felt that the highest priority directive was development of a core of fundamental measures. After these measures are refined through application, it might then be appropriate to explore increases in performance goals.

We are recommending a hierarchy of measures, with greatest weight given to eleven "Primary Measures." These assess major functions, measure an end product or outcome, and are within the Department's control to the greatest extent possible. Failure to attain primary measures could result in a recommendation to the Legislature that the statutory budget rollback sanction be invoked. The ten "Secondary Measures" are considered sufficiently important to be reported, but meet the above criteria to a lesser degree and therefore, are not given weight vis a vis the statutory sanction. "Explanatory Data" and

Performance Measures

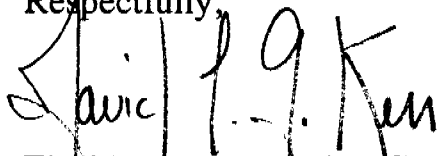
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"Indicators" provide analytically useful data or are used for lower priority areas or areas not amenable to quantitative measurement.

We hope that you find the measures, accompanying narrative and graphic displays clear, concise and meaningful as you consider them during this session. We would be happy to respond to questions and provide detailed briefings, as needed or appropriate.

Respectfully,

A handwritten signature in black ink that reads "David C. G. Kerr". The signature is written in a cursive style with a large initial "D" and "K".

Florida Transportation Commission

David C. G. Kerr, Chairman

cc: Honorable Lawton Chiles, Governor
Honorable Buddy MacKay, Lieutenant Governor
Honorable Howard Forman, Chairman, Senate Transportation Committee
Honorable Vernon Peoples, Chairman, House Transportation Committee
Honorable Mary Figg, Chairman, Transportation Subcommittee, House
Transportation Committee
Honorable Winston W. Gardner, Chairman, Senate Appropriations
Committee
Honorable Ron Saunders, Chairman, House Appropriations Committee

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SECTION A

DEVELOPMENT PROCESS:

PARTICIPANTS

&

SCHEDULE

REVIEW BOARD MEMBERS

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**Secretary, Florida Department of
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WORKING GROUP MEMBERS

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H. Eugene Cowger	Engineering Director, Florida Limerock & Aggregate Institute, Inc. - (904)942-0781

TRANSPORTATION PERFORMANCE & PRODUCTIVITY MEASURES WORK SCHEDULE

DATE	ACTIVITY
SEPTEMBER 13, 1990	INITIAL MEETING OF PERFORMANCE MEASURES REVIEW BOARD <ul style="list-style-type: none">* Review Law* History And Current Status of Standards* Appoint Working Group* Review Proposed Guidelines
SEPTEMBER 25, 1990	WORKING GROUP SESSION #1 <ul style="list-style-type: none">* Review Dot Operations To Determine Areas For Which Measures Should Be Developed* Review Current And Draft Performance Measures Of The Commission, Partners, And DOT* Develop Work Schedule
OCTOBER 16, 1990	WORKING GROUP SESSION #2 <ul style="list-style-type: none">* Identify & Prioritize Areas To Be Measured
NOVEMBER 1, 1990	WORKING GROUP SESSION #3 <ul style="list-style-type: none">* Begin Development Of Recommended Measures For Priority Area #1
NOVEMBER 13, 1990	2ND MEETING OF REVIEW BOARD <ul style="list-style-type: none">* Update By Working Group* Review And Approve Recommended Areas To Be Measured and Prioritization Thereof* Review And Approve Methodology For Development of Recommended Measures
NOVEMBER 29, 1990	WORKING GROUP SESSION #4 <ul style="list-style-type: none">* Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9
DECEMBER 18, 1990	WORKING GROUP SESSION #5 <ul style="list-style-type: none">* Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

DATE**ACTIVITY****JANUARY 15, 1991****WORKING GROUP SESSION #6**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

FEBRUARY 19, 1991**WORKING GROUP SESSION #7**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

MARCH 19, 1991**WORKING GROUP SESSION #8**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

APRIL 16, 1991**WORKING GROUP SESSION #9**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

MAY 22-23, 1991**WORKING GROUP SESSION #10**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

JUNE 18, 1991**WORKING GROUP SESSION #11**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

JUNE 24, 1991**WORKING GROUP SESSION #12**

- * Continuation Of Development Of Recommended Measures for Priority Areas #1 Through #9

AUGUST 6, 1991**3RD REVIEW BOARD MEETING****AUGUST 13, 1991****WORKING GROUP SESSION #13**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

AUGUST 22, 1991**WORKING GROUP SESSION #14**

- * Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

DATE**ACTIVITY****SEPTEMBER 24, 1991****WORKING GROUP SESSION #15**

* Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

OCTOBER 23, 1991**WORKING GROUP SESSION #16**

* Continuation Of Development Of Recommended Measures For Priority Areas #1 Through #9

OCTOBER 31, 1991**4TH REVIEW BOARD MEETING****MONTH OF
NOVEMBER, 1991****PARTNERS IN PRODUCTIVITY REVIEW OF MEASURES****DECEMBER 12, 1991****FLORIDA TRANSPORTATION COMMISSION MEETING TO ADOPT MEASURES****JANUARY 9, 1992****FLORIDA TRANSPORTATION COMMISSION MEETING - PARTNERS IN PRODUCTIVITY COMMENTS****JANUARY 14, 1992
THROUGH
MARCH 13, 1992****1992 REGULAR LEGISLATIVE SESSION DURING WHICH LEGISLATURE ADOPTS MEASURES****APRIL, 1992****COMMISSION PERFORMS PRELIMINARY PERFORMANCE & PRODUCTIVITY REVIEW OF DOT FOR 3RD QUARTER, FY 1991-92 AND REPORTS FINDINGS TO LEGISLATURE AND GOVERNOR****OCTOBER, 1992****COMMISSION OFFICIALLY PERFORMS ANNUAL PERFORMANCE & PRODUCTIVITY REVIEW OF DOT FOR FY 1991-92. COMMISSION, BY MAJORITY VOTE, MAKES FINDINGS REGARDING DOT ATTAINMENT OF MEASURES AND REPORTS FINDINGS TO LEGISLATURE AND GOVERNOR.**

SECTION B

**DEFINITIONS
&
SUMMARIES**

DEFINITIONS

Primary Measures: Would be used to formally assess and report Department performance. Failure of the Department to attain primary measures (by majority vote of the Commission) would result in a recommendation to the Legislature that the statutory budget rollback sanction be invoked. Primary measures (1) assess a major function or activity, (2) measure an end product or result, and (3) are within the Department's control to the greatest extent possible.

Secondary Measures: Would be reported, but would not be given weight in the formal performance assessment.

Explanatory Data: Would be analyzed by staff and would, in many instances, be reviewed by the Commission, but would only be included in the formal report in summary fashion when pertinent.

Indicators: Would be used for lower priority categories or ones that are not amenable to quantitative measurement, and would be reported in narrative format, if at all.

**OVERVIEW OF
DEPARTMENT OF TRANSPORTATION
PERFORMANCE & PRODUCTIVITY MEASURES**

Prioritized Categories	Primary	Secondary	Explanatory	Indicators
Production	3	4	8	10
Finance & Administration	3	4	2	5
Preservation	3	0	0	0
Safety	0	1	0	2
Capacity Improvements	1	1	0	0
Minority Programs	1	0	0	2
External Relations	0	0	0	1
Total	11	10	10	20

PRIMARY PERFORMANCE MEASURES

1. Number of Construction Projects Let vs. Planned for Letting.
2. Number of Projects Certified (when all needed parcels have been acquired) vs. Number of Projects Scheduled for Certification.
3. Number of Consultant Contracts Executed vs. Total Contracts Planned.
4. Of Federal Aid Funds Subject to Forfeiture at the End of the Federal Fiscal Year, the Percent that was Committed.
5. Administrative Costs as a Percent of Total Program. Dollar Amount of Administrative Costs vs. Dollar Amount of Total Program.
6. Original 36-month Forecast of Revenues and Expenditures Reconciled to Actual Revenues and Expenditures.
7. Bridge Repair and Replacement:
 - Reduce the Backlog of Bridges on the State Highway System Requiring Repair (1,145 bridges) to the 1983 Level by the End of 1999/2000.
 - Reduce the Backlog of Bridges on the State Highway System Requiring Replacement (278 bridges) to the 1983 Level by the End of 1999/2000.
 - Replace 7 Major Bridges over a 10-year Period from 1984/1993.
8. Reduce the Backlog of Structurally Deficient State Highways to the 1983 Level (5,020 lane miles) by the End of 1996/97.
9. Achieve a Maintenance Rating of 80 on the State Highway System in 1994/95.
10. Highway Capacity Improvement Projects let vs. Highway Capacity Improvement Projects Planned.
11. Dollar Volume of Disadvantaged Business Enterprise Utilization as a Percentage of Total Federal Funded Contracts (10% Statutory Goal).

SECONDARY PERFORMANCE MEASURES

1. Dollar Volume of Construction Projects Let per Fiscal Year Quarter.
2. For all Construction Contracts Completed during the Fiscal Year, the Original Contract Time vs. Number of Days Added due to Authorized Time Extensions vs. Days Added due to Delinquent Performance by Contractor.
3. Original Construction Contract Amount vs. Final Amount Paid on all Construction Projects Completed during the Fiscal Year.
4. Secondary Measure to be adopted upon Department development of policy on advance production.
5. Number and Dollar Value of Invoices Processed in Compliance with 20-day Rule (requires that invoices be forwarded to the State Comptroller within 20 days after receipt of the invoice by the Department or approval of goods or services, whichever is later).
6. Bond Proceeds Commitment Plan vs. Actual Commitment of Proceeds, for each Bond Series Issued during the Year and for all Outstanding Bond Series that have not been Totally Committed.
7. Operational Costs (for toll collectors, supervisors, management) per Toll Transaction.
8. Percentage of Toll Revenues Used to Collect Toll.
9. Annual, Comprehensive Review by the Commission of the Department's Safety Activities and Programs, Including But Not Limited To: Determinations of the Extent to which the Department is (1) Meeting or Exceeding Current Design Standards for Safety, (2) Committing its Safety Program Funds, and (3) Pursuing Needed Safety Initiatives and Innovations.
10. Dollar Amount Committed to Public Transportation Capacity Improvement Projects vs. Dollar Amount Planned.

OUTLINE

PRIORITY #1: COST-EFFICIENT & EFFECTIVE BUSINESS PRACTICES: PRODUCTION

I. CONSTRUCTION CONTRACTS

- A. *Primary Performance Measure: Number of Projects Let vs. Planned for Letting*
- B. Explanatory Data: Actual Contract Amount of Projects Let vs. Total Plan Amount
- C. Explanatory Data: Actual Contract Amount of Planned Projects Let vs. Planned Amount of Projects Let.

II. CONSTRUCTION CONTRACT LETTING LEVELS

- A. **Secondary Performance Measure: Dollar Volume of Projects Let per Quarter.**

III. RIGHT-OF-WAY ACQUISITION

- A. *Primary Performance Measure: Number of Projects Certified vs. Number of Projects Scheduled for Certification.*
- B. Explanatory Data: Number of Parcels and dollar value of parcels acquired by negotiation vs. condemnation.
- C. Explanatory Data: Actual land value negotiated vs. appraised value: Number and dollar value of parcels acquired at appraised value, 0-10% over appraisal, 10-20% over, and 20% plus, over. Average value per parcel for each category.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

- D. Explanatory Data: Final judgment value of parcels litigated vs. total DOT estimated compensation vs. total property owner's claim.
- E. Explanatory Data: Total costs of right-of-way acquisition (land value plus all court costs, attorney fees, appraisal fees, expert witnesses, etc.) vs. land value only.

IV. CONSULTANT ACQUISITION

- A. *Primary Performance Measure: Number of Consultant Contracts Executed vs. Total Contracts Planned.*
- B. Explanatory Data: Actual Dollar Amount of Consultant Contracts Executed vs. Total Plan Amount

V. COST-SAVING AND EFFICIENCY PROGRAMS

- A. Value Engineering
 - 1. Indicator: Savings attributable to VE reviews vs. cost of administering VE program
 - 2. Indicator: Number of projects reviewed by VE vs. planned for review (min. should be 75%).
 - 3. Indicator: Percent of VE recommendations implemented (min. should be 50%).
 - 4. Indicator: Number of implemented VE recommendations that result in permanent revisions to department standards and specifications.
- B. Quality Assurance
 - 1. Indicators will be developed for the QA program; however, since the program is not yet fully implemented, the selection of indicators is temporarily deferred.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

C. Research

1. Indicator: Percent of final reports accepted by project managers.
2. Indicator: Percent of accepted recommendations implemented and benefits received.
3. Indicator: Studies planned vs. actual (starts, finished).
4. Indicator: Research opportunities acted upon.
5. Indicator: Percent of budget spent on research.

**VI. CONSTRUCTION CONTRACT CONDITION: CONTRACT
TIME ADJUSTMENTS & CONTRACT COST ADJUSTMENTS**

A. Contract Time Adjustments: Extensions/Delinquencies

1. **Secondary Performance Measure: For all Construction Contracts Completed during the Fiscal Year, the Original Contract Time vs. Number of Days Added due to Authorized Time Extensions vs. Days Added due to Delinquent Performance by Contractor.**

B. Contract Cost Adjustments: Supplemental Agreements/Claims

1. **Secondary Performance Measure: Original Contract Amount vs. Final Amount Paid on all Construction Projects Completed during the Fiscal Year.**
2. Explanatory Data: For all supplemental agreements on contracts closed out during the fiscal year, categorization by a) those caused by factors within the Department's control, and b) those caused by factors outside the Department's control. For each category, provide dollar value and number of supplementals.

VII. ADVANCED PRODUCTION

- A. **Secondary Measure to be adopted upon Department development of policy on advance production.**

**PRIORITY #2: COST EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE AND ADMINISTRATION**

VIII. OBLIGATION OF FEDERAL FUNDS

- A. *Primary Performance Measure: Of Federal Aid Funds Subject to Forfeiture at the End of the Federal Fiscal Year, the Percent that was Committed.***
- B. Explanatory Data: Amount of redistributed federal aid requested during the Federal fiscal year and amount received, if any.**

IX. MANAGEMENT OF ADMINISTRATIVE AND PRODUCT SUPPORT COSTS

- A. *Primary Performance Measure: Administrative Costs as a Percent of Total Program. Dollar Amount of Administrative Costs vs. Dollar Amount of Total Program.***

X. CASH MANAGEMENT

- A. *Primary Performance Measure: Original 36-month Forecast of Revenues and Expenditures Reconciled to Actual Revenues and Expenditures.***

XI. PROMPT PAYMENT TO CONTRACTORS AND VENDORS

- A. *Secondary Performance Measure: Number and Dollar Value of Invoices Processed in Compliance with 20-day rule.***

**PRIORITY #2: COST EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

**XII. MANAGEMENT OF BOND PROGRAMS (RIGHT-OF-WAY AND
TURNPIKE)**

- A. Secondary Performance Measure: Bond Proceeds Commitment Plan vs. Actual Commitment of Proceeds, for each Bond Series Issued during the Year and for all Outstanding Bond Series that have not been Totally Committed.**
- B. Explanatory Data: For each series issued during the fiscal year, provide bond rating and interest rate.**

XIII. MANAGEMENT OF TOLL FACILITY OPERATIONAL COSTS

- A. Secondary Performance Measure: Operational Costs per Toll Transaction.**
- B. Secondary Performance Measure: Percentage of Toll Revenues Used to Collect Toll.**

XIV. INFORMATION TECHNOLOGY

- A. Indicator: Progress toward implementation of the Business Information System Plan (BISP), including CADD and office automation.**

XV. PERSONNEL-RELATED PRACTICES

- A. Indicator: Percent of work time per employee spent on training.**
- B. Indicator: Average longevity of service of Department professional employees.**

**PRIORITY #2: COST EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

- C. Indicator: Number of quality improvement team suggestions implemented. Amount of money saved or revenue increased due to implementation of quality improvement team suggestions.

- D. Indicator: Existence of active recruitment programs.

**PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM**

XVI. BRIDGE REPAIR & REPLACEMENT

Primary Performance Measure:

Reduce the Backlog of Bridges on the State Highway System Requiring Repair(1,145 bridges) to the 1983 Level by the End of 1999-2000.

Reduce the Backlog of Bridges on the State Highway System Requiring Replacement (278 bridges) to the 1983 Level by the End of 1999-2000.

Replace 7 Major Bridges over a 10-year Period from 1984-1993.

XVII. RESURFACING

A. Primary Performance Measure: Reduce the Backlog of Structurally Deficient State Highways to the 1983 Level (5,020 lane miles) by the End of 1996-97.

XVIII. ROUTINE MAINTENANCE

A. Primary Performance Measure: Achieve a Maintenance Rating of 80 on the State Highway System in 1994-95.

PRIORITY #4: SAFETY OF CURRENT STATE SYSTEM

XIX. SAFETY OF CURRENT STATE SYSTEM

- A. Secondary Performance Measure: Annual, Comprehensive Review by the Commission of the Department's Safety Activities and Programs, Including But Not Limited To: Determinations of the Extent to which the Department is (1) Meeting or Exceeding Current Design Standards for Safety, (2) Committing its Safety Program Funds, and (3) Pursuing needed Safety Initiatives and Innovations.**
- B. Indicator: Florida's fatal crash rate per 100 million vehicle miles traveled (and fatal crash rate per 100 million VMT for State Highway System only) vs. National Average Rate.**
- C. Indicator: Percent of crashes on State Highway System involving injuries or fatalities where road conditions were a contributing cause, compared to previous year percentage.**

PRIORITY #5: CAPACITY IMPROVEMENTS: HIGHWAYS & ALL PUBLIC TRANSPORTATION MODES

XX. CAPACITY IMPROVEMENTS: HIGHWAYS & ALL PUBLIC TRANSPORTATION MODES

- A. *Primary Performance Measure: Highway Capacity Improvement Projects Let vs. Highway Capacity Improvement Projects Planned.***
- B. Secondary Performance Measure: Dollar Amount Committed to Public Transportation Capacity Improvement Projects vs. Dollar Amount Planned.**

PRIORITY #6 DISADVANTAGED & MINORITY BUSINESS PROGRAMS; EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION PROGRAMS

XXI. DISADVANTAGED MINORITY & BUSINESS PROGRAMS; EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION PROGRAMS

- A. *Primary Performance Measure: Dollar Volume of Disadvantaged Business Enterprise Utilization as a Percentage of Total Federal Funded Contracts (10% Statutory Goal).*
- B. Indicator: Progress Toward Economic Parity for Minorities and Females in the Eight Equal Employment Opportunity Categories; Reported as Goal vs. Actual.
- C. Indicator: Progress Toward Attaining Statutory Goals for Individual Minority Business Categories in Four Work Type Areas; Reported as Goal vs. Actual.

PRIORITY #7: EXTERNAL RELATIONS

XXII. EXTERNAL RELATIONS

- A. Indicator: Three-pronged Customer Survey to Assess and Report: (1) Public Perception of Florida's Transportation System; (2) Working Relationships of Transportation Community with the Department; (3) Customer Satisfaction with Services and Regulatory Functions Carried Out by the Department.

SECTION C

**RECOMMENDED
TRANSPORTATION
PERFORMANCE
&
PRODUCTIVITY MEASURES**

PRIORITY #1: COST-EFFICIENT & EFFECTIVE BUSINESS PRACTICES; PRODUCTION

Construction Contracts

Narrative

Each year, the Department develops a detailed plan (work program) of the transportation projects it has committed to undertake during the next and ensuing 4 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 lowest responsible bidder, the construction firm that will actually build the facility, be it a road, bridge or other structure.

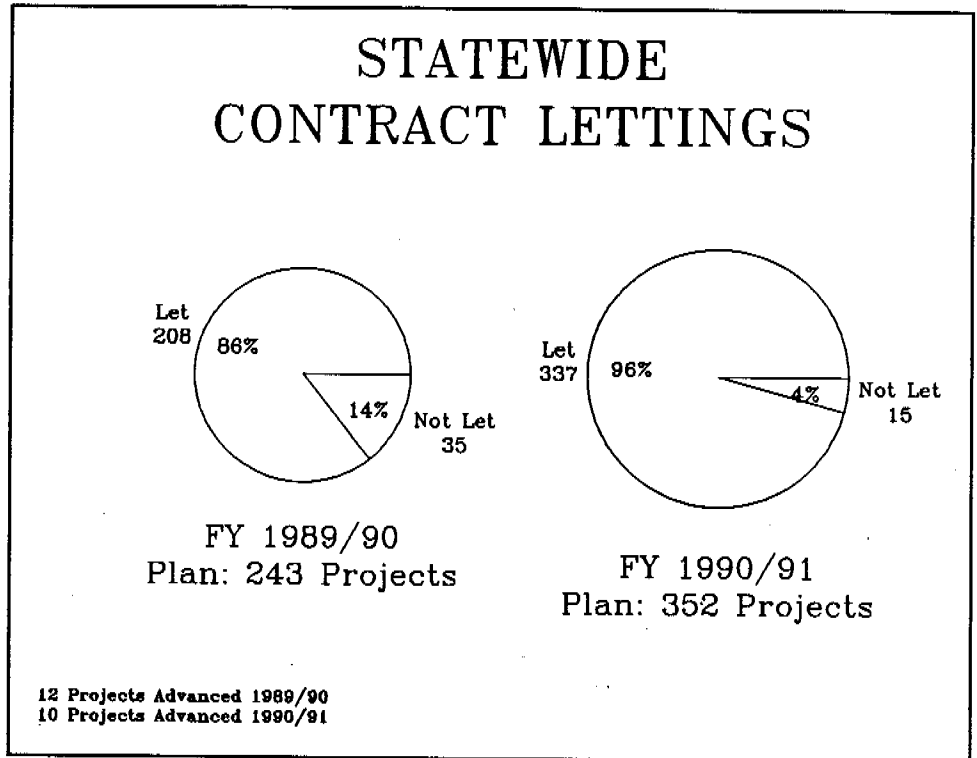
Because the construction phase results in the final, tangible product of the Department and the construction program comprises 44% of total dollars in the work program, construction contract performance is accorded highest priority in this report. The public's foremost concern here is "Did the Department build the projects it committed to build, and did it do so *when* it promised to?" The following measure and data, collectively, assess the department's performance in keeping its commitments to initiate the construction of planned roads, bridges and other transportation facilities.

Note: Some charts in this draft contain fictional data.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Primary Performance Measure:

Number of Projects Let vs. Projects Planned for Letting.



Notes

- o Reports all construction contracts let by the Department having a planned amount of \$250,000 or more.
- o "Projects Advanced" are those projects advanced to current fiscal year letting from a future fiscal year.

Comment

This measure assesses how well the Department performed in letting construction contracts on the projects it committed to let to construction during the year. For contracts *not* let, explanation will be supplied and categorized as *within* or *not within* the Department's control.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

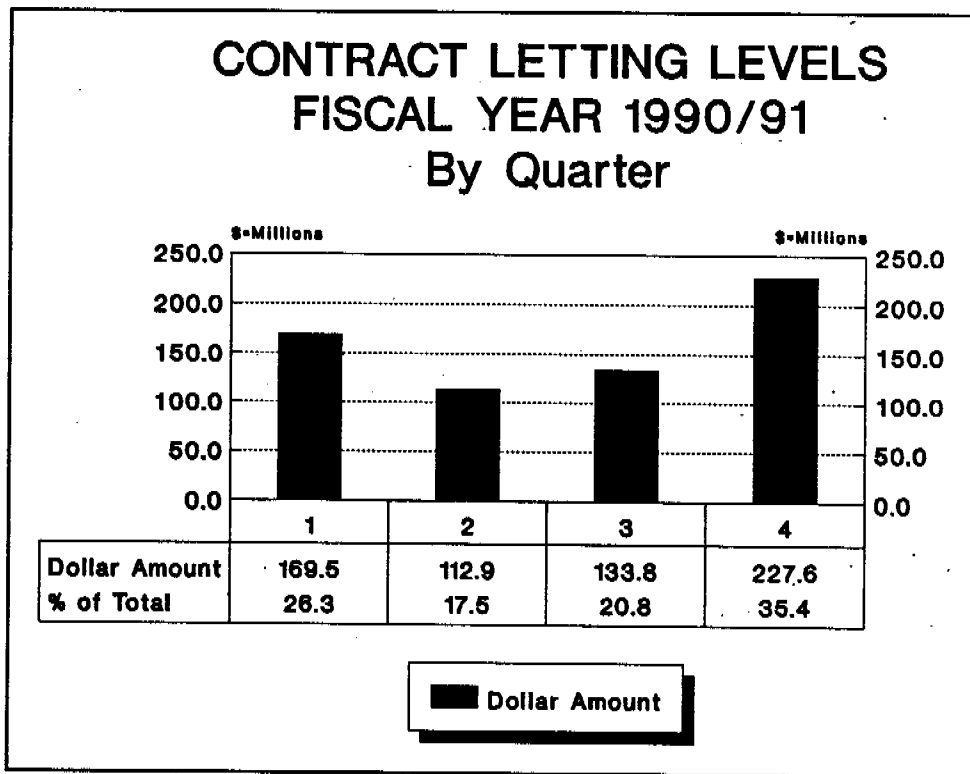
Construction Contract Letting Levels

Narrative

The Department lets construction contracts eleven times during the year (during November, no contract letting is held). To the extent that lettings are "level," that is, maintained at relatively uniform dollar volumes, competition among construction firms is maximized and workloads both for industry and Department staff are distributed evenly throughout the year. It is generally thought that level lettings contribute significantly to a higher quality product at the lowest cost to taxpayers.

Secondary Performance Measure:

Dollar Volume of Projects Let per Quarter.



Notes

- o Does not include contracts of less than \$250,000. Contracts greater than \$10 million will be shown separately.

Comment

This measure assesses the degree to which the dollar value of lettings are evenly distributed throughout the year.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Right-of-Way Acquisition

Narrative

Since no construction contract is let until all right-of-way parcels needed for the project are acquired and certified as "clear" (ready for construction to proceed), an efficient and economically effective right-of-way program is an essential component of productivity.

Although the Department successfully negotiates the purchase of about 50% of right-of-way parcels, costly and lengthy condemnation proceedings must be pursued on the remaining 50% of needed parcels (title to a parcel is acquired by the State a few months after filing suit allowing construction to commence; however, court proceedings to determine the amount of compensation to be paid to the property owner may not occur until 2 or 3 years later). Federal and state constitutional provisions, as well as state statutes, provide many safeguards for the property owner whose land is being taken, including payment of his attorney fees and costs, and the right to a 12-member jury trial to determine just compensation. The timing of required court proceedings and the amount ultimately paid for the property are subject to many factors beyond the control of the Department.

A successful right-of-way program is one that maximizes cost avoidance strategies during negotiation and condemnation, and completes parcel acquisition in a timely manner, avoiding delays in letting the project to construction.

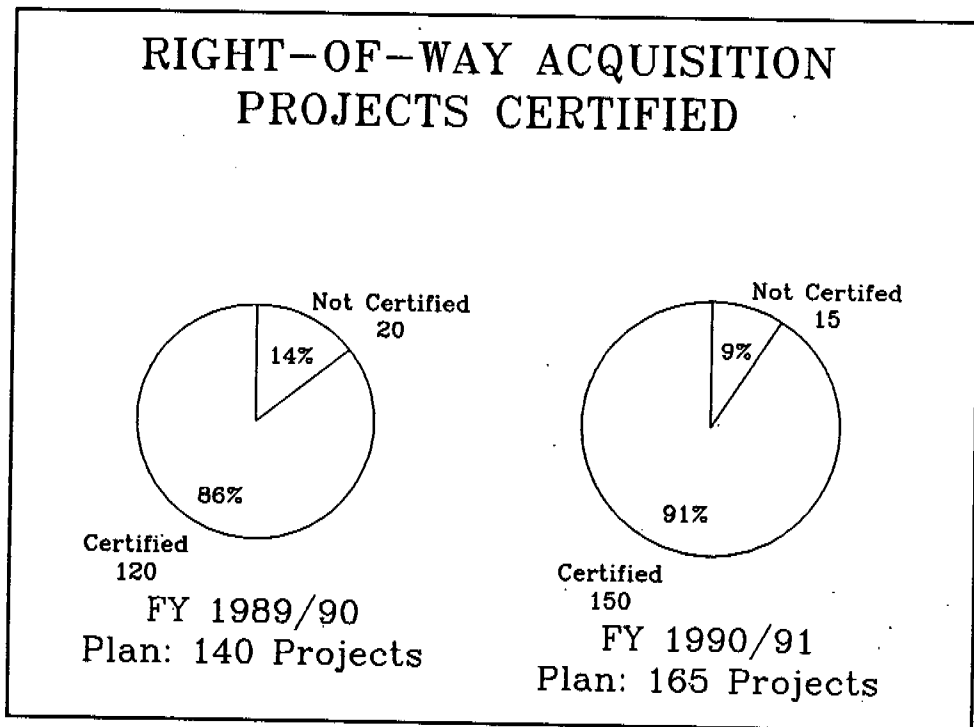
In the usual production cycle of a road or bridge referred to above, the necessary right-of-way is acquired immediately prior to the start of construction. By contrast, the Department's "advance acquisition" program, approved by the voters as a constitutional amendment and subsequently authorized by the 1990 Legislature, allows the Department to acquire right-of-way several years in advance of the proposed construction date.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Using bond proceeds to finance the program, the Department will buy now, rather than later at inflated prices, land that will be needed for planned future roads or for widening existing roads. In many cases, not only will the State receive the benefit of today's lower prices, but it will also buy land before commercial or residential development has occurred, thereby avoiding large sums paid to property owners in damages and relocation expenses.

Primary Performance Measure:

Number of Projects Certified vs. Number of Projects Scheduled for Certification.



Note

- o Includes advanced acquisition projects.

Comment

This measure assesses how well the Department performs in certifying as "clear" or ready for construction, all parcels needed for each of the projects scheduled that year for construction letting. Failure to certify all parcels for a given project on schedule delays the project and therefore increases project costs.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Consultant Acquisition

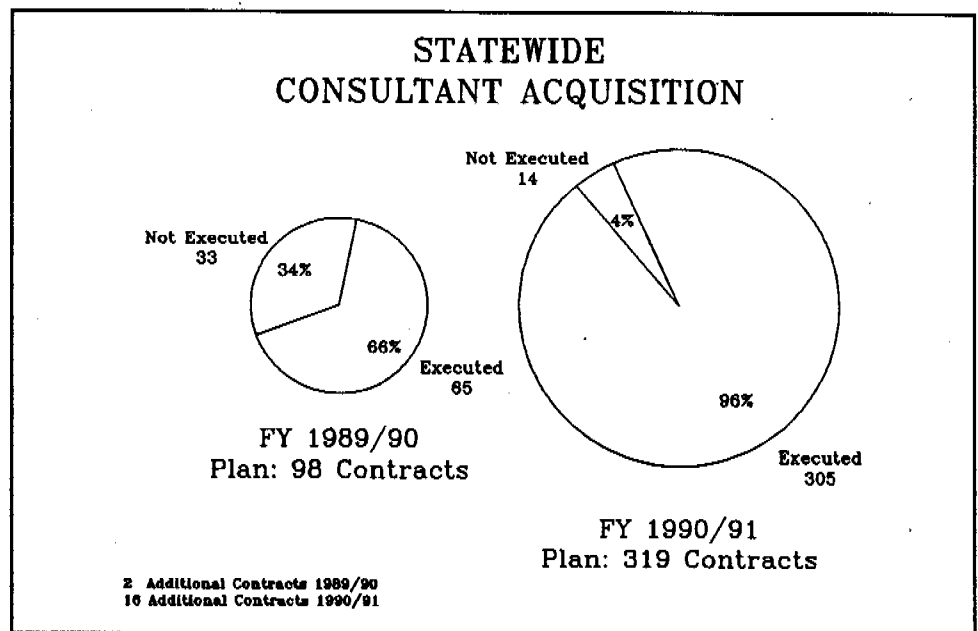
Narrative

The production cycle of a road or bridge begins with the preliminary engineering and design phases. Although the Department employs engineers who perform these functions, it presently contracts with private-sector engineering consultants to produce more than 50% of design plans. Unlike the construction contracting process in which the firm with the lowest responsible bid receives the contract, the design consultant acquisition process is carried out pursuant to state law requiring competitive negotiations. Selection of consultants is based primarily on the quality of the technical proposal, with price being secondary.

In order for a project to progress on schedule to right-of-way acquisition and construction, the design consultant contract must be negotiated and signed (executed) in a timely manner. Further, a delay in right-of-way acquisition and construction usually means increased project costs.

Primary Performance Measure:

Number of Consultant Contracts Executed vs. Total Contracts Planned



**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Notes

- o Projects originally planned to be performed by consultants but performed instead by in-house personnel are reported as "executed."
- o A brief explanation of each contract "not" executed will be provided.

Comment

This measure assesses Department performance in initiating project design in accordance with the schedule committed to in the work program.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

***Construction Contract Condition: Contract Time Adjustments &
Contract Cost Adjustments***

Narrative

After the Department and construction firm contract for construction of a road or bridge project and construction commences, the contract time (number of days to complete the project established by the Department) and contract amount (cost of the project established by lowest responsible bid) agreed to in the contract are subject to adjustment due to a variety of factors, including time lost due to rain or other inclement weather conditions, unanticipated environmental or soil conditions (e.g., discovery of hazardous waste on a site), design plan defects or omissions, and economic or workforce-related problems of the construction contractor.

Some extension of time beyond the original contract time is anticipated due to unfavorable weather conditions. However, when a contractor fails to complete the project within the original contract time plus any authorized time extensions, he is declared delinquent by the Department and must pay liquidated damages for each day he is delinquent.

It is generally accepted in the construction industry that the contract amount may increase by a small percentage of the original low bid amount due to a variety of unanticipated conditions and unexpected events. Such cost increases are authorized by "supplemental agreement" (contract amendment authorizing contractor to perform additional work and to receive additional payment). In the event that 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 cost.

The public expects that a project will be delivered "within budget and on schedule." It is important to assess how well the Department manages its construction contracts as it relates to containment of cost and schedule overruns. As explained above, however, some causes of overruns are beyond the Department's control.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Contract Time Adjustments: Extensions/Delinquencies

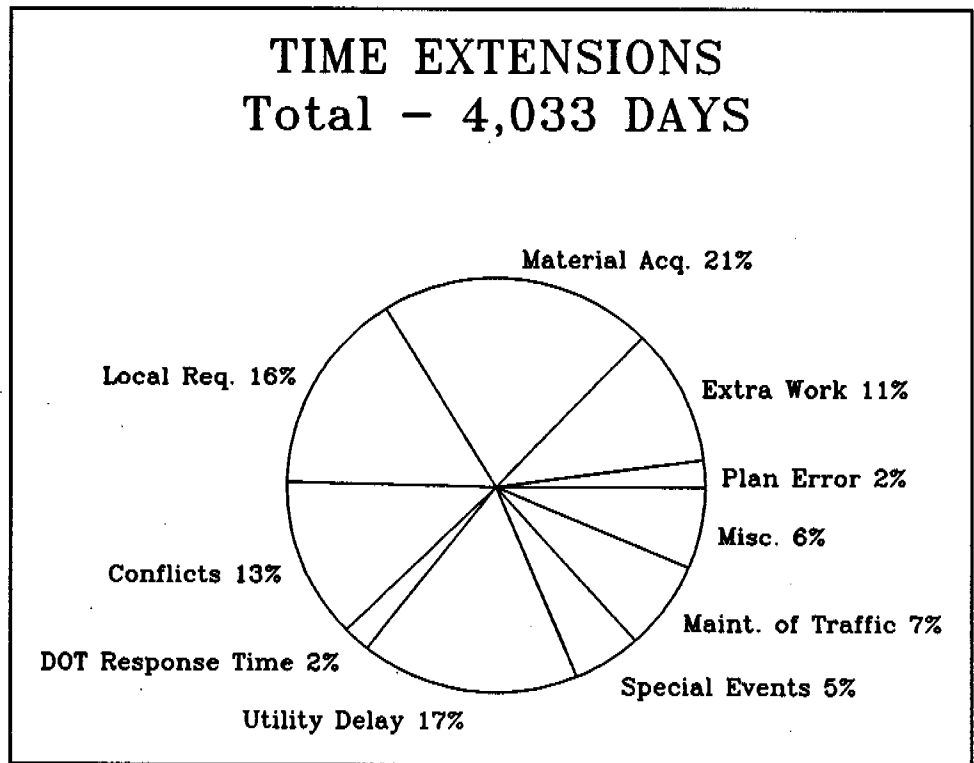
Narrative The original contract time will predictably increase due to time extensions granted for inclement weather conditions. Beyond additional "weather days," extensions are granted for a variety of other reasons, including extra work, special events (parades, etc.), plan or design errors, material testing delays, and utility relocation delays. As noted above however, failure by the contractor to complete work within the allowed time results in a determination of delinquency and payment of liquidated damages in a daily amount established by law.

Secondary Performance Measure:

For all Construction Contracts Completed during the Fiscal Year, the Original Contract Time vs. Number of Days Added due to Authorized Time Extensions vs. Days Added due to Delinquent Performance by Contractor.

	# of Days	%
Original Contract	64,882	100.0
Weather Conditions	5,000	7.7
Time Extensions:		
Within DOT's control	1,000	1.5
Outside DOT's control	3,033	4.7
Delinquent Performance	900	1.4
Unused Contract Days	(1,000)	(1.5)
TOTAL	73,815	113.8

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**



Notes

- o "Contracts completed" are contracts on which final payment was made during the fiscal year.
- o The report includes only those contracts that do not contain "weather days" as part of the original contract time (all contracts let after June 30, 1988).
- o Currently, authorized time extensions cannot be categorized as "within DOT's control" or "outside DOT's control." Until this information is available authorized time extensions will be categorized by the 10 types of delays presently recorded by the Department.

Comment

This measure assesses the Department's performance in containing schedule overruns and will indicate, for those factors within the Department's control, areas where Department performance can improve. The measure also shows the number of days added due to contractor delinquency.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

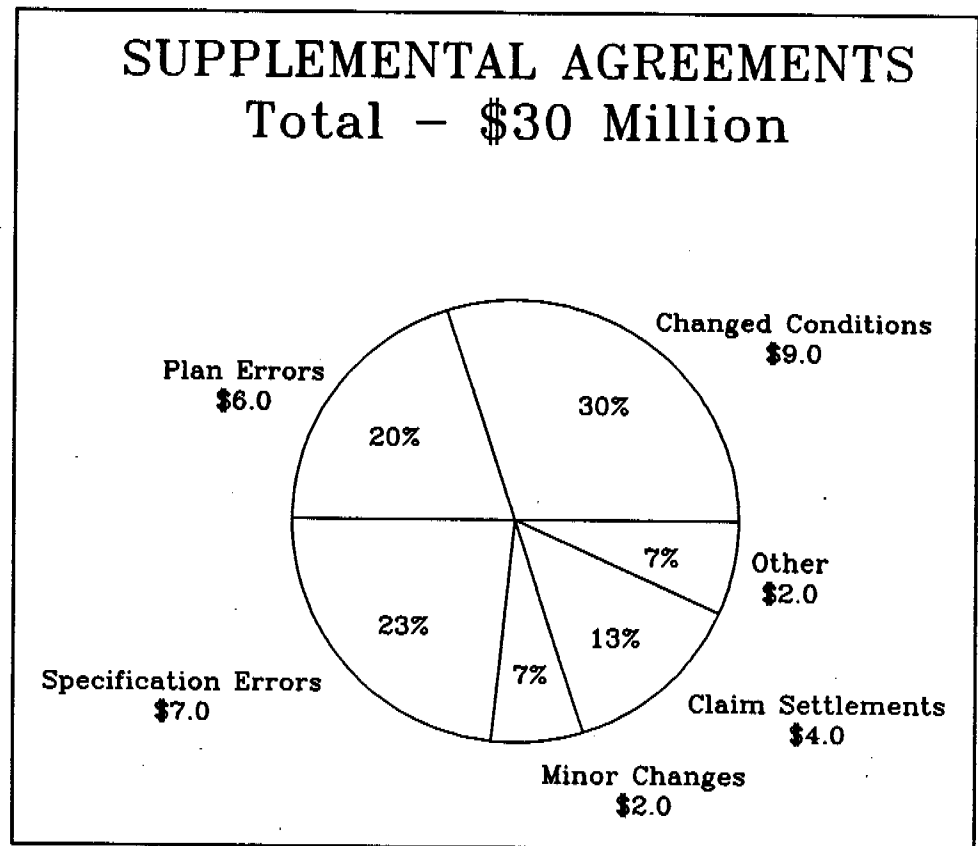
Contract Cost Adjustments: Supplemental Agreements/Claims

Narrative

The measure below compares original project cost to increases due to authorization of additional work as the project progresses and due to payment, in part or in full, of claims filed by the contractor. Even though a small percentage increase in cost is generally expected (less than 5%), and the Department reserves contingencies for cost increases, significant cost overruns could result in delaying projects to cover prior overruns and could indicate a problem in plans and specifications or contract management.

Secondary Performance Measure:			
Original Contract Amount vs. Final Amount Paid on all Construction Contracts Completed during the Fiscal Year.			
	# of	\$ Amount	% \$'s
Original Contracts	191	\$974,225,881	100.0
Supplemental Agreements			
Within DOT's Control	85	20,000,000	2.0
Outside DOT's Control	150	10,000,000	1.0
TOTAL COST		1,026,711,705	103.0

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**



Note

- o "Contracts completed" are contracts on which final payment was made during the fiscal year.
- o Currently, supplemental agreements cannot be categorized as "within DOT's control" or "outside DOT's control." Until this information is available supplemental agreements will be categorized by the 6 reasons presently recorded by the Department.

Comment

This measure assesses contract management from a cost standpoint by contrasting the original contract amount with the final contract amount following acceptance of the work by the Department and final payment to the contractor. The data shows the percentage increase in cost due to supplemental agreements.

**PRIORITY #1: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: PRODUCTION
(CONTINUED)**

Advance Production

Narrative With some degree of frequency, fluctuation occurs in the revenues available to the Department for construction of transportation projects, with the result that federal or state funds either are less than or more than the amount projected to be available at the time the Department developed its work program. A major reduction in revenues compels the Department to delay or delete projects from the work program. The availability of *additional funds*, on the other hand, places the Department in a position to *add* projects to the work program or to *advance* projects from later years of the program, up to the level of additional revenues available.

Advance Production is the mechanism that allows the Department to immediately (within a few months) let projects to consume additional funds. Advance production projects are those scheduled beyond the first year in the Department's work program that are ready to be let to construction and thus could be advanced into the current year should additional funds become available. Thus, when additional funds become available, the Department has sufficient advance production or "plans on the shelf" in the form of projects ready for construction. There are times when, due to a large revenue increase, the Department depletes its advance production and must rebuild its inventory, as is the case today. Advance production is a necessary, strategic tool given the sensitivity of revenues to a variety of rapidly changing economic factors.

Since the dollar amount of advance production inventory the Department is able to maintain will vary depending on whether the Department has recently received a significant revenue increase, and since there is no evidence that a particular amount of advance production is desirable at all times, the working group recommends that the Department be asked to develop a policy concerning advance production that could then be used to track performance.

Secondary Measure to be adopted upon Department development of policy on advance production.

***PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION***

Obligation of Federal Funds

Narrative

Federal motor fuel taxes paid by Floridians and visitors are deposited in the Federal Highway Trust Fund and a portion of the total tax amount deposited is returned to Florida as federal aid funds to be matched by State revenues and used for various transportation purposes (e.g., the matching share for Interstate highway construction is 90% federal funds, 10% State funds).

Today, federal aid comprises about 29% of Florida's total transportation revenues and thus plays an important role in the State's ability to meet transportation needs.

With few exceptions, the Department is responsible for ensuring that all available federal aid is committed to qualifying projects in a timely manner and that all federal requirements are met.

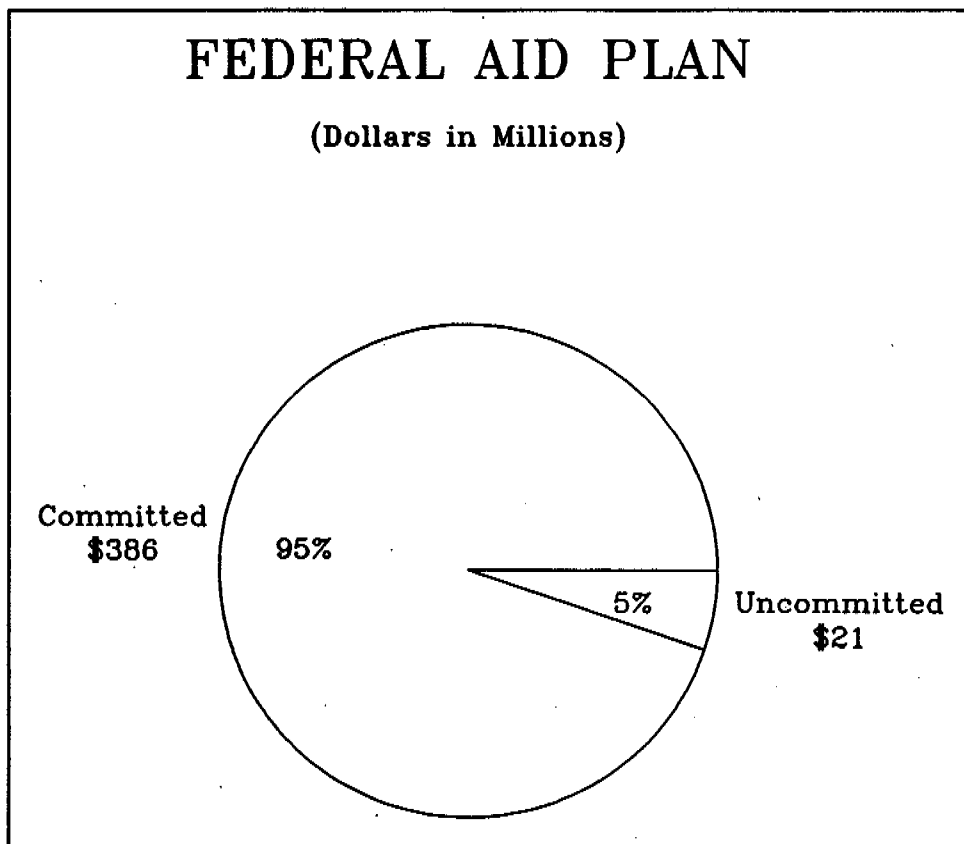
Federal aid funding must be committed to projects within a specified time period; otherwise, unused funds "lapse" (are forfeited) and are pooled and "redistributed" to other states that have exhausted their funds and have the ability to consume additional funds.

With transportation needs that far exceed available revenues, it is imperative that the Department manage federal aid in such a manner as to avoid forfeiture.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Primary Performance Measure:

Of Federal Aid Funds Subject to Forfeiture at the End of the Federal Fiscal Year, the Percent that was Committed.



Notes

- o Includes both Obligating Authority, and Minimum Allocation which is subject to forfeiture during the reporting period.
- o This measure requires data at the close of the federal fiscal year (Sept. 30). The data will not be available at the end of the state fiscal year (June 30) when reviewed by the Commission.

Comment

This measure assesses how well the Department manages federal aid funds to avoid forfeiture of such funds.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Management of Administrative and Product Support Costs

Narrative

The Department is one of a few state agencies that produces a tangible product -- a transportation system composed of roads, bridges, and other ancillary facilities.

The Florida taxpayer, who funds construction and maintenance of the state transportation system, has a legitimate expectation that the Department will strive to maximize tax dollars put into actual transportation product by containing administrative overhead and product support costs to the extent possible.

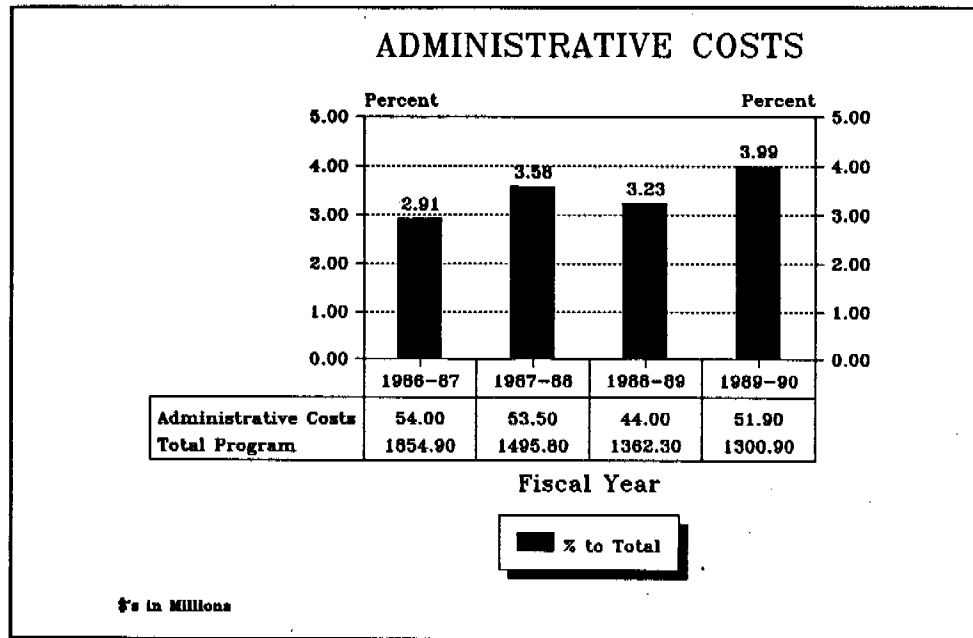
It must be recognized, however, that the Department, as a public agency, is directed by the Legislature to perform many services and activities not required of private sector firms performing similar functions. Thus, a direct comparison of Department overhead costs with those of the private sector is not recommended.

The following measure initiates the process of evaluating the Department's ability to contain administrative costs. Other measures will be explored following development of complete and accurate cost reporting data by the Department.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Primary Performance Measure:

Administrative Costs as a Percent of Total Program. Dollar Amount of Administrative Costs vs. Dollar Amount of Total Program.



Notes

- o Administrative Costs - FDOT staff and professional consultants who perform fiscal, budget, personnel, reprographics, and contract administration functions.
- o All the above amounts exclude:
 - Fixed Capital Outlay expenditures
 - Expenditures that DOT does not have control over (e.g., Risk Management Insurance) or large expenditures (e.g., main-frame computer) from data. However, excluded expenditures will be reconciled and explained in narrative portion of report.

Comment

This measure tracks administrative costs as a percent of the total program (product, product support, operations, maintenance, and administration) and by actual dollar amounts. This measure allows evaluators to assess the reasonableness of administrative costs over time, and where increases occur, to review the administrative budget in greater detail. Since the administrative cost percentage will automatically increase or decrease when total program size is reduced or increased, respectively, absolute dollar amounts must also be reviewed.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Cash Management

Narrative The Department is the only state agency that operates on a "cash flow" basis; that is, the Department is not required to have funds "on hand" to cover all existing contractual obligations and it may let contracts against revenue it expects to receive in the future. The advantage to the taxpayer 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 the case under the more traditional "encumbrance" financing technique.

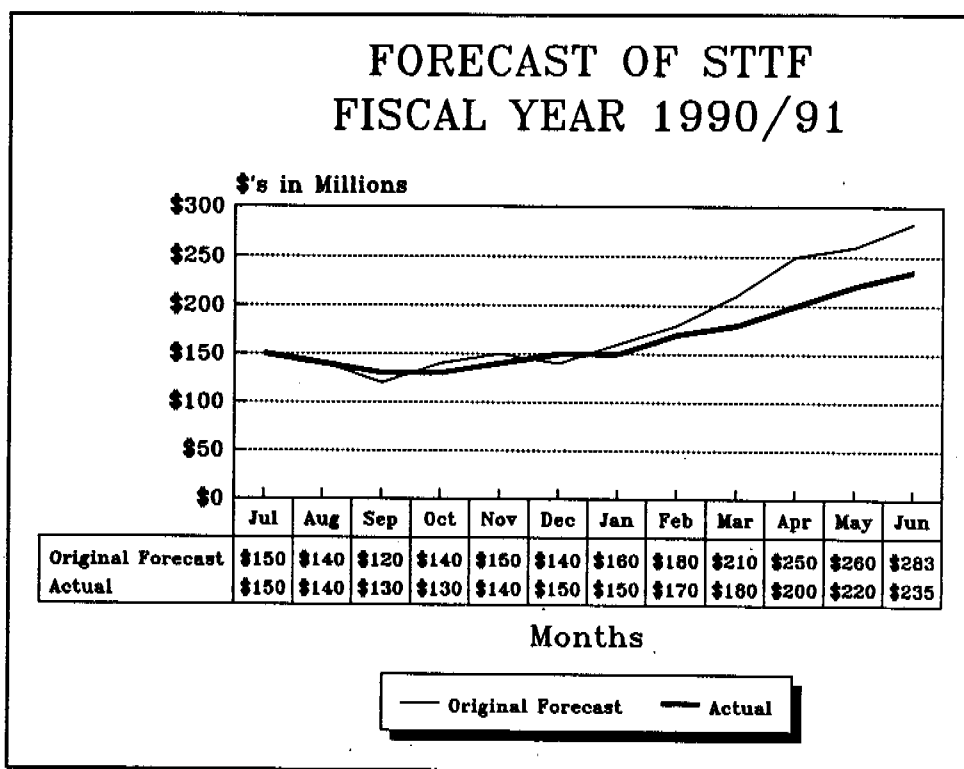
State law requires that the Department maintain a minimum cash balance in the State Transportation Trust Fund of 5% of outstanding obligations or \$50 million, whichever is less. Because the Department must maintain a lawful cash balance, and must pay its bills promptly, it must carefully forecast future 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.

Primary Performance Measure:

Original 36-month Forecast of Revenues and Expenditures Reconciled to Actual Revenues and Expenditures.

Comment This measure assesses the accuracy of Department forecasts and will provide the evaluator with the variables that reconcile the original forecast with actual revenues and expenditures.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**



Action	Increase to Cash Balance	Decrease to Cash Balance	Cash Balance
August Cash Forecast	\$	\$	\$ 283.0
Cash Receipts:			
REC (11/30/90)		50.0	
REC (12/12/90)		10.0	
Adjusted Fed. Matching Ratio		20.0	
Adjusted Inflation Factors		10.0	
Total Cash Receipts		90.0	(90.0)
Cash Disbursements:			
Changes in Program Levels Due to; (REC 11/30/90)			
Interstate	20.0		
Other Federal Aid	5.0		
100% State	7.0		
Matching Ratio			
Interstate	5.0		
Other Federal Aid	5.0		
Total Cash Disbursements	42.0		42.0
Actual			235.0

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Prompt Payment to Contractors and Vendors

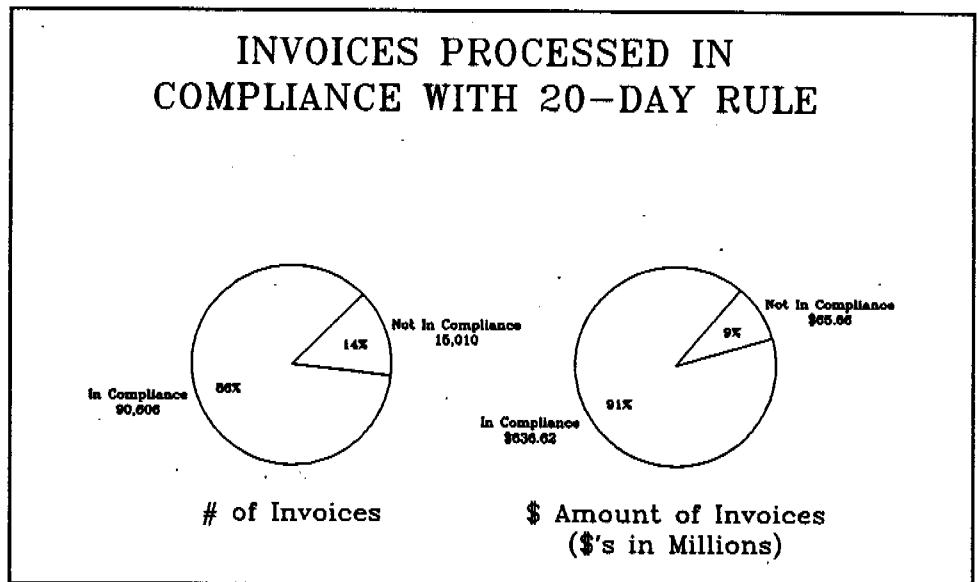
Narrative

Like most state agencies, the Department purchases goods and services from the private sector. Because the Department contracts for the design and construction of transportation facilities, it has a large dollar volume of payments to consultants and contractors, with "progress payments" often spanning a 2 or 3 year period on construction contracts.

It is important that the Department act as a good "customer:" one who pays its financial obligations in a timely manner and in accordance with state law, which requires that invoices be forwarded to the State Comptroller within 20 days after receipt of the invoice by the Department or approval of goods or services, whichever is later.

Secondary Performance Measure:

Number and Dollar Value of Invoices Processed in Compliance with 20-day Rule



Note

- o Includes only those invoices subject to 20-day rule.

Comment

This measure assesses how efficiently the Department processes invoices in compliance with the statutory 20-day time period.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Management of Bond Programs (Right-of-Way and Turnpike)

Narrative

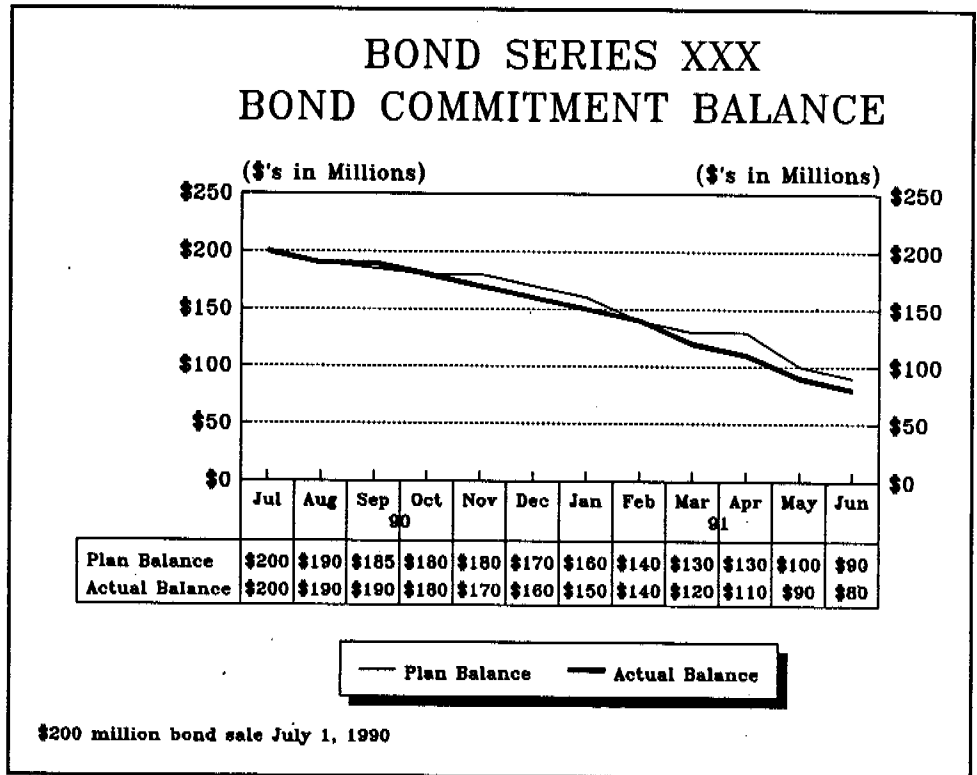
The Department was authorized by the 1990 Legislature to issue bonds to finance a \$500 million advanced right-of-way acquisition program and a \$1.1 billion program to expand the Turnpike System statewide by constructing new toll facilities meeting certain economic feasibility criteria.

Since bond financing involves payment of interest to bondholders on bond proceeds received by the Department, it is important that interest be minimized, to the extent possible, through timing of the sale and maintenance of a high bond rating. Although Department bond sales are processed by the Division of Bond Finance in the Department of General Services, accurate financial data relating to bond funded projects and management of bond funded programs are responsibilities of the Department and are factors that influence future bond ratings.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Secondary Performance Measure

Bond Proceeds Commitment Plan vs. Actual Commitment of Proceeds, for each Bond Series Issued during the Year and for all Outstanding Bond Series that have not been Totally Committed.



Comment

Since bond proceeds are essentially a loan on which interest is being paid, it is important that the proceeds are committed to projects on schedule and do not remain idle. This measure monitors the Department's performance in committing bond proceeds on schedule.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Management of Toll Facility Operational Costs

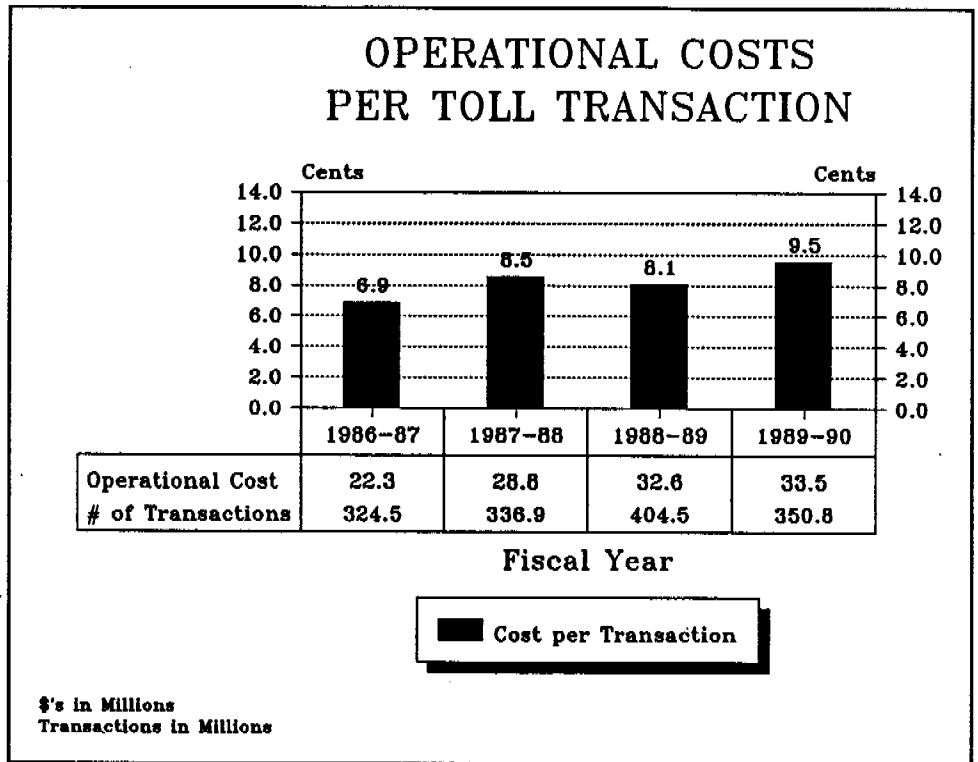
Narrative The collection of tolls on 58 of Florida's toll facilities is the responsibility of the Department. By far, the largest and highest revenue-producing toll facility is the Florida Turnpike, which is owned and managed by the Department.

Toll revenues are used to pay debt service on bonds issued for construction of the facility and facility maintenance or, if the bonds are paid off, toll revenues are used for facility maintenance and other transportation purposes. To the extent that operational costs to collect tolls increase, less net toll revenue is available for debt service or other purposes.

Since tolls are fees paid by toll facility users who have an interest that the maximum amount of tolls collected be used to pay off the debt or be used for other transportation improvements, toll collection costs should be contained and carefully managed.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

**Secondary Performance Measure:
Operational Costs per Toll Transaction**



Notes

- o "Operational Cost" does not include indirect overhead.
- o Purchase of major toll equipment is spread over a period of time (20 years) so that the measure is not skewed.

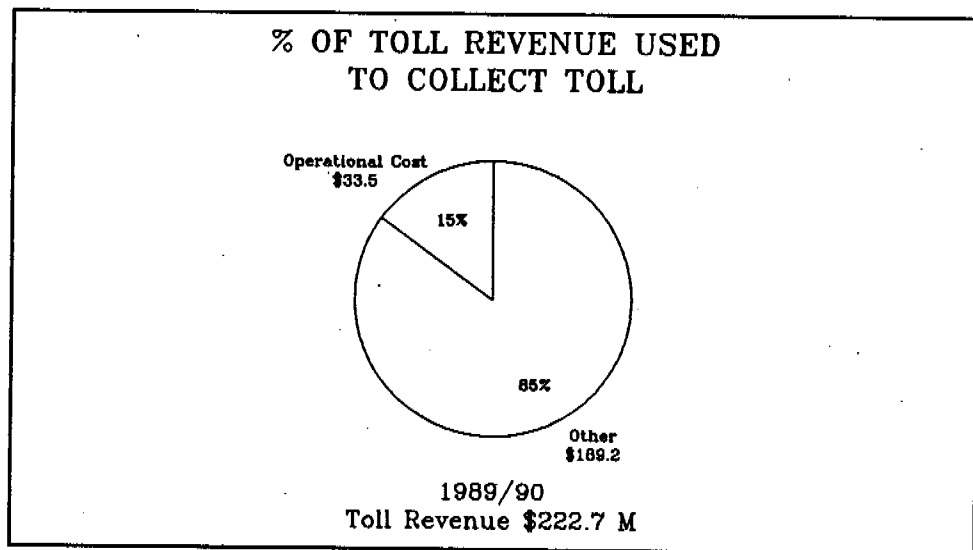
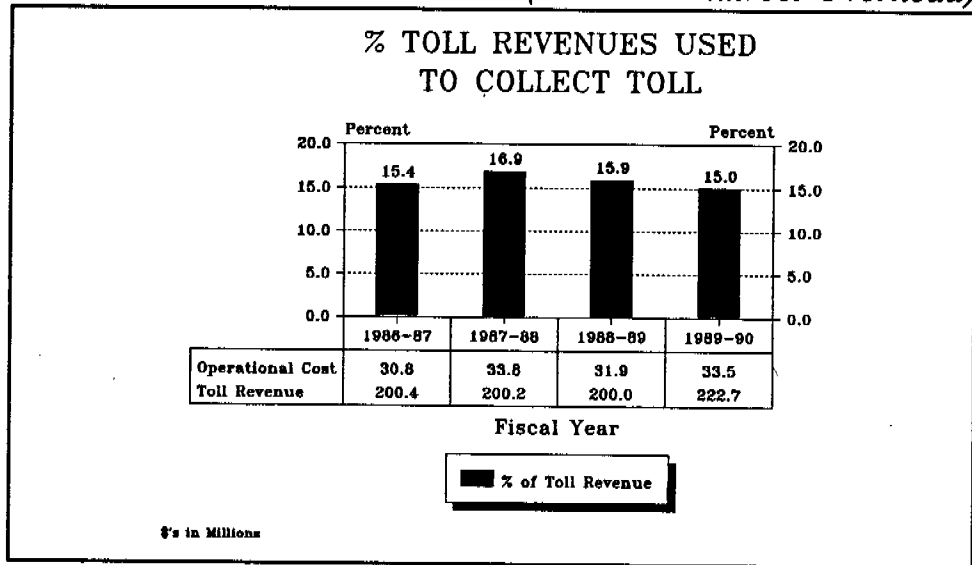
Comment

This measure provides the evaluator with the "cost per transaction" by dividing total operational costs (for toll collectors, supervisors, management) by the number of toll transactions. The cost per transaction can then be monitored over time and will provide the basis for measuring improved efficiency.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Secondary Performance Measure:

Percentage of Toll Revenues Used to Collect Toll (Excludes Indirect Overhead)



Notes

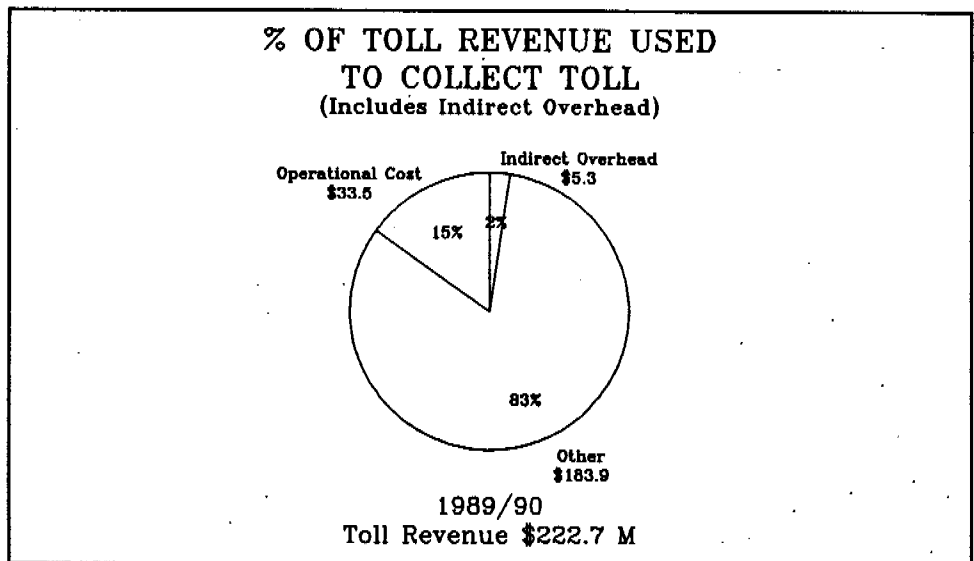
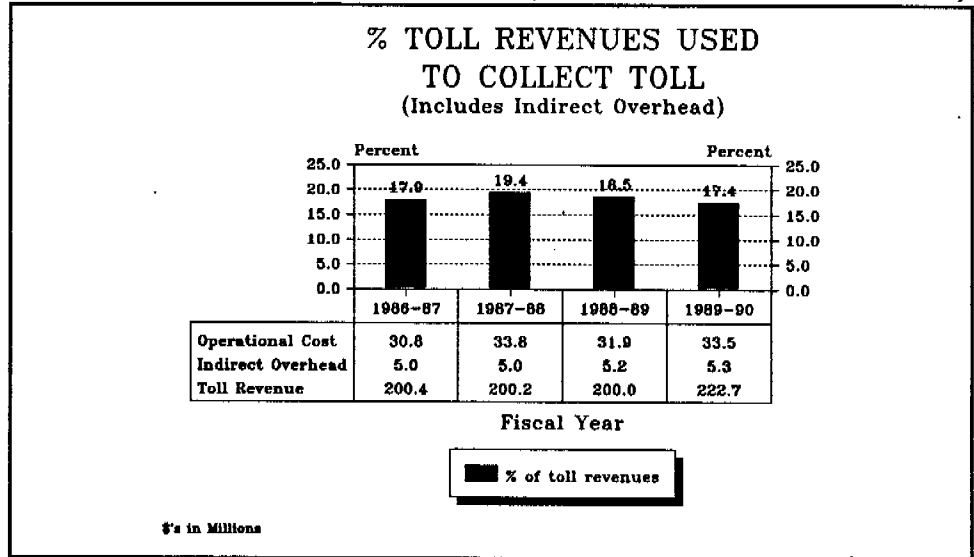
- o "Operational Cost" does not include indirect overhead.
- o Purchase of major toll equipment is spread over a period of time (20 years) so that the measure is not skewed.

Comment

This measure arrives at the percentage of toll revenues used to collect tolls by dividing total operational costs by total toll revenue collected. Although the percentage will automatically decrease when a toll increase occurs, such adjustments will be noted. This measure will serve as the basis for containment of operational costs.

**PRIORITY #2: COST-EFFICIENT & EFFECTIVE
BUSINESS PRACTICES: FINANCE & ADMINISTRATION
(CONTINUED)**

Percentage of Toll Revenues Used to Collect Toll (Includes Indirect Overhead)



Notes

- o Purchase of major toll equipment is spread over a period of time (20 years) so that the measure is not skewed.

Comment

This measure arrives at the percentage of toll revenues used to collect tolls by dividing the sum of total operating costs and indirect overhead by total toll revenue collected. Although the percentage will automatically decrease when a toll increase occurs, such adjustments will be noted. This measure will serve as the basis for containment of both operational costs and indirect overhead.

***PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM***

Billions of taxpayer dollars have been invested over many years in constructing Florida's roads, bridges and other transportation facilities. Our transportation "infrastructure," as it is frequently called, is an asset which serves nearly every Floridian on any given day. Failure to adequately maintain our transportation asset would not only allow deterioration of a costly investment, but also would adversely impact the State's economy, jeopardize the safety of the traveling public, and accelerate deterioration of motor vehicles, to name just a few. With limited revenues, it is not possible to maintain every bridge and road in perfect condition, and to replace immediately every facility that becomes obsolete. However, the public has a right to expect structural deficiencies to be corrected before safety is threatened and before damage is allowed to become so severe as to necessitate major reconstruction.

**PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM
(CONTINUED)**

Bridge Repair & Replacement

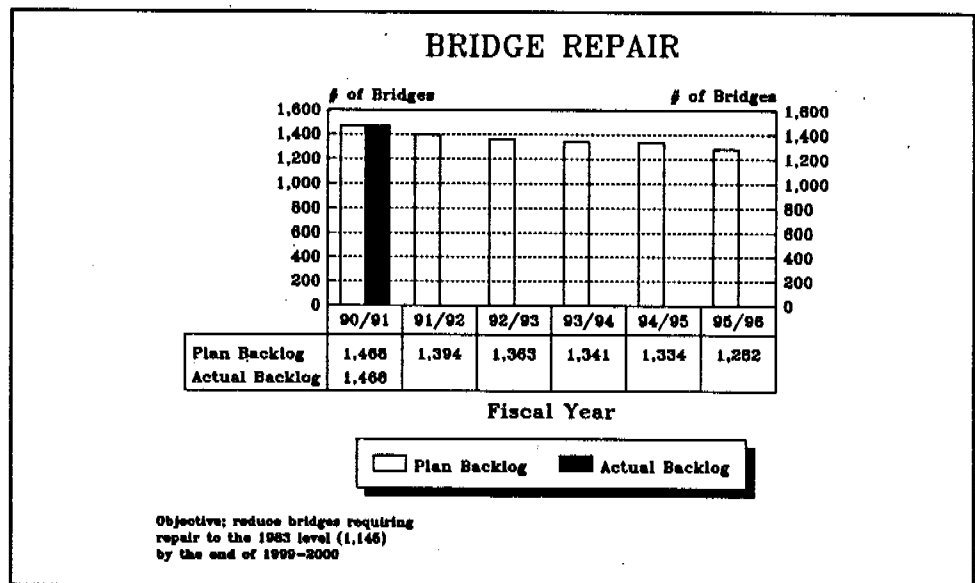
Narrative

There are approximately 10,000 bridges in Florida and about 5,600 of these are the responsibility of the Department. All bridges in the State are inspected by the Department for structural deficiencies at least once every two years (bridges with certain identified deficiencies are inspected more frequently). Over time, some bridges also become "functionally obsolete," meaning they fail to meet current design standards for items such as under-bridge clearance, roadway width, or guardrail. The Department's Bridge Repair and Replacement Backlog monitors the need for repair, rehabilitation and replacement of deficient bridges, with priority scheduling given to work on structurally deficient bridges.

Florida law requires the Department to "meet the annual needs for ... repair and replacement of bridges on the system." The Department objective set by the Legislature in 1990 is adopted below to measure the backlog of deficient bridges.

Primary Performance Measure:

Reduce the Backlog of Bridges on the State Highway System Requiring Repair (1,145 bridges) to the 1983 Level by the End of 1999-2000.



Note

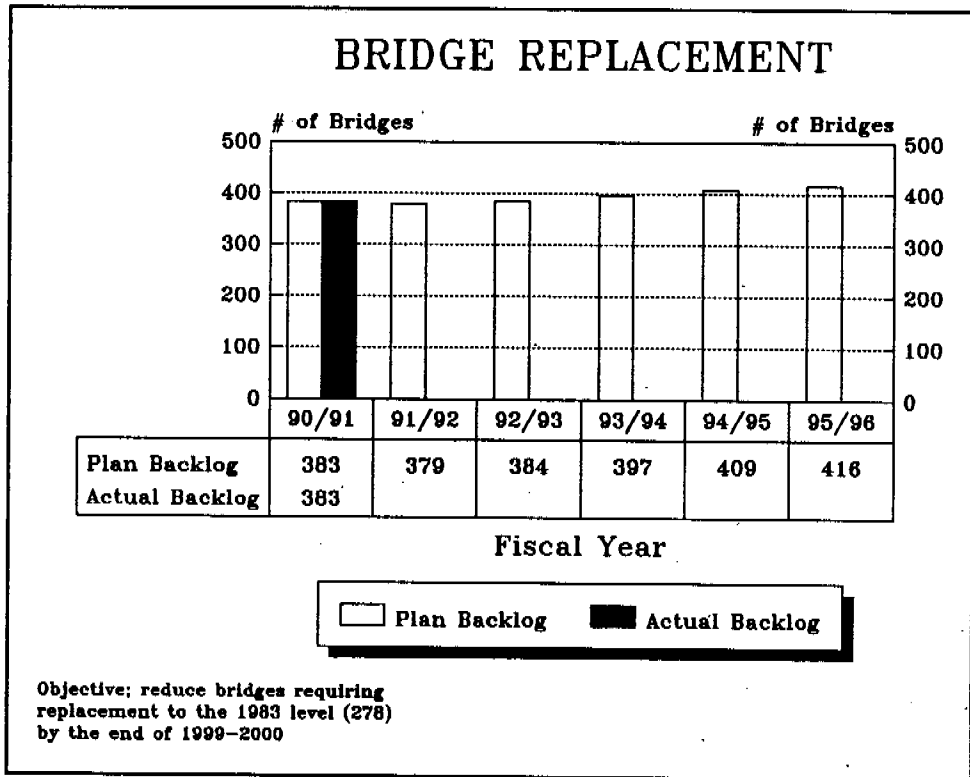
- o Plan: deficiencies contained in DOT's 1991/92-1995/96 Adopted Work Program.

**PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM
(CONTINUED)**

Primary Performance Measure:

Reduce the Backlog of Bridges on the State Highway System Requiring Replacement (278 bridges) to the 1983 Level by the End of 1999-2000.

Replace 7 Major Bridges over a 10-year Period from 1984-1993.



Note

- o Plan: deficiencies contained in DOT's 1991/92-1995/96 Adopted Work Program

**PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM
(CONTINUED)**

Resurfacing

Narrative

Road pavements require periodic resurfacing; however, the frequency of resurfacing depends on the volume of traffic, type of traffic (heavier vehicles cause more "wear and tear") and weather conditions to which a road pavement is subjected.

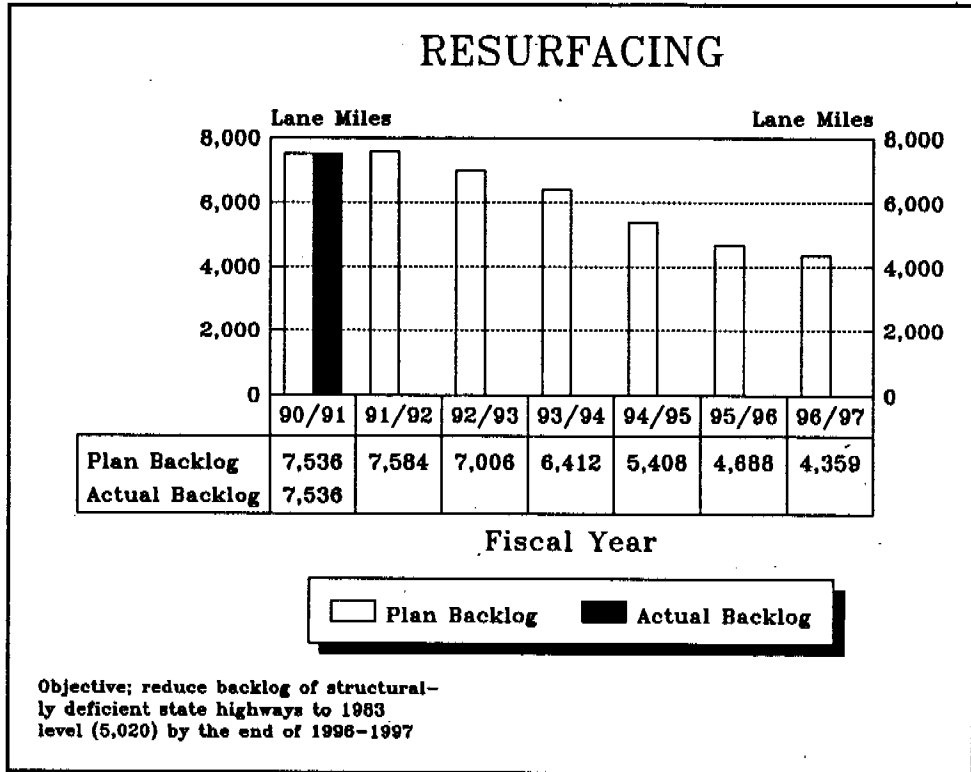
Resurfacing preserves the structural integrity of highway pavements and includes pavement resurfacing, pavement rehabilitation and minor reconstruction. Failure to timely resurface a road results in damage to the road base, necessitating costly reconstruction work in addition to resurfacing. The Department measures the condition of road pavements on an annual basis and road segments that do not measure up to predefined pavement condition standards are considered deficient and become part of the pavement deficiency backlog. Priority scheduling is accorded to roads with the most severe deficiencies.

Florida law requires the Department to "meet the annual needs for resurfacing of the state highway system...." The Department objective set by the Legislature in 1990 is adopted below to measure the backlog of structurally deficient roads.

**PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM
(CONTINUED)**

Primary Performance Measure:

Reduce the Backlog of Structurally Deficient State Highways to the 1983 Level (5,020 lane miles) by the End of 1996-97.



Note

- o Plan: deficiencies contained in DOT's 1992/93-1996/97 Tentative Work Program.

**PRIORITY #3: ADEQUATE & EFFICIENT
PRESERVATION OF CURRENT STATE SYSTEM
(CONTINUED)**

Routine Maintenance

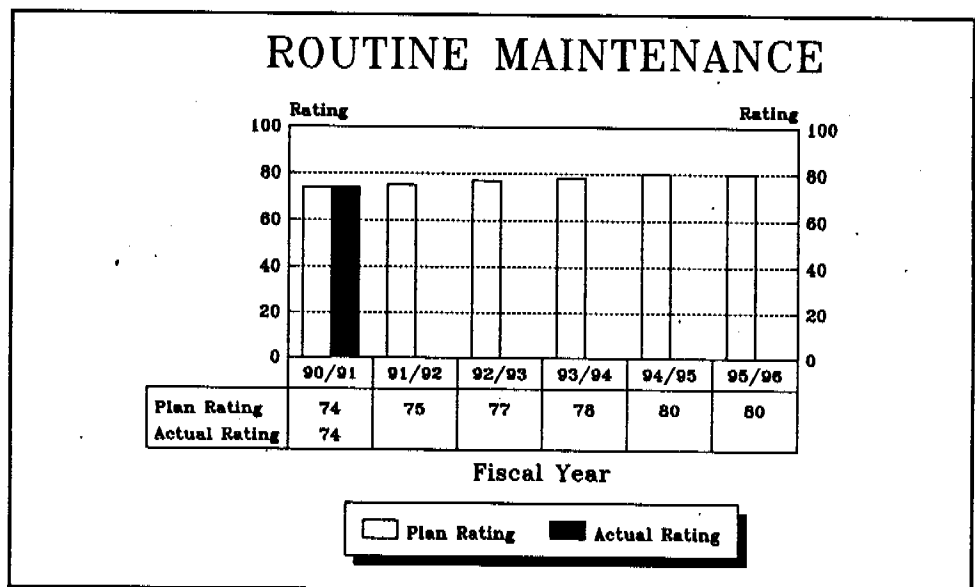
Narrative

Routine maintenance encompasses highway repairs (repairing potholes, patching, etc.), roadside upkeep (mowing, litter removal), drainage management, and traffic services (road signs, re-striping). Adequate, uniform road maintenance on a statewide basis is essential from structural and safety standpoints and is important for aesthetic and environmental reasons.

Florida law requires the Department to provide routine and uniform maintenance of the state highway system. The measure adopted below is the Department's current operating policy implementing the statutory provision.

Primary Performance Measure:

Achieve a Maintenance Rating of 80 on the State Highway System in 1994-95.



Note

- o The "maintenance rating" goal of 80 referred to above is based on DOT's evaluation of its performance using the Maintenance Rating Program. This system grades five maintenance elements and arrives at a composite state score based on a scale of 1 to 100.

PRIORITY #4: SAFETY OF CURRENT STATE SYSTEM

Safety

Narrative

The Department's role in safety of the traveling public is defined by and limited to those transportation system components and programs over which it exercises jurisdiction. Moreover, the Department's ability to impact the number of injuries and fatalities is further limited by contributing factors over which it has no control, e.g., driver skills or impairment, presence and use of safety equipment, vehicle condition, and weather conditions.

The transportation system component over which the Department exercises the most control is the State Highway System, in that the Department is responsible for designing, constructing and maintaining the 12,000 miles of state roads (an additional 96,000 miles of road are the responsibility of cities and counties).

Florida's 1990 fatal crash rate for all roads (state, county and city) was 2.4 fatal crashes per 100 million vehicle miles. The 1990 fatal crash rate for State roads only was 2.2 fatal crashes per 100 million vehicle miles (this rate was lower than the four previous years). The most recent national data is for 1988, when the national crash rate was 2.08 fatal crashes per 100 million vehicle miles. For 1990, data indicates that road conditions (e.g., soft shoulders, ruts, standing water) were a contributing cause in only slightly over 4% of crashes.

**PRIORITY #4: SAFETY OF CURRENT STATE SYSTEM
(CONTINUED)**

Safety improvement as a part of the design of all projects is a priority policy of the Department, and each set of design plans is reviewed by the District Safety Engineer for inclusion of safety features designed to meet current engineering standards. This comprehensive safety emphasis on the State system is important since it carries 68% of the traffic statewide.

The Department also administers a Safety Program comprised of projects that enhance safety of high hazard/high crash road locations, improve rail/highway grade crossings with high accident potential, eliminate roadside obstacles and replace substandard guardrails. The Department has responsibility for the Highway Safety Grant Program, pursuant to which federal grants are awarded to local governments for a variety of traffic safety purposes such as speed enforcement, alcohol countermeasures, emergency medical services, motorcycle safety, and promotion and enforcement of safety belt use.

Three statutorily mandated safety programs are administered by the Department: safety inspections of commercial motor vehicles (large trucks and buses); safety inspections of all publicly and privately operated airports; and safety inspections of all railroads (tracks, rolling stock and operational practices).

Because of Florida's standing as the lead state in pedestrian and bicyclist fatalities, the Department has initiated a comprehensive crash reduction program that includes school-based traffic education training and promotion of bicycle helmet use. Urban roadway design fully incorporating bicycle and pedestrian travel is promoted through planning and engineering courses and increased investment.

In recognition of the number of elder drivers in Florida, the Department has initiated the Elder Driver Program. This high priority program will enhance state road safety by establishing new design standards specifically tailored to the elder road user (e.g., larger print on signage, road stripes of 6 inch width instead of 4 inch width).

**PRIORITY #4: SAFETY OF CURRENT STATE SYSTEM
(CONTINUED)**

The Department recently initiated a Work Zone Safety effort in response to a 63% increase in work zone accidents in Florida from 1985 to 1989. The campaign, "Think Along These Lines," is designed to increase motorists' awareness of the dangers they face by driving carelessly through highway work zones. The program emphasizes to motorists that the life they save by slowing down and paying attention may well be their own. Funded by a Federal grant, the campaign public service announcements and other educational materials.

Secondary Performance Measure:

Annual, Comprehensive Review by the Commission of the Department's Safety Activities and Programs, Including But Not Limited To: Determinations of the Extent to which the Department is (1) Meeting or Exceeding Current Design Standards for Safety, (2) Committing its Safety Program Funds, and (3) Pursuing Needed Safety Initiatives and Innovations.

PRIORITY #5: CAPACITY IMPROVEMENTS HIGHWAYS & ALL PUBLIC TRANSPORTATION MODES

Highways

Narrative

Highest funding priority is accorded to preservation of existing highways, bridges, and other transportation facilities. First call on transportation revenues is to maintain our transportation assets to standards established and funded by the Legislature. With an existing backlog of preservation needs, highway capacity improvement needs -- including new road construction, adding lanes to existing roads, and traffic operations improvements (intersection improvements, signal timing, etc.) - - have necessarily been accorded secondary priority. Thus, although Florida law mandates that the Department "reduce congestion on the state transportation system" through new construction, expansion of existing facilities and traffic operations improvements, these capacity improvement programs have not been comprehensively addressed due to competing preservation priorities for limited funding.

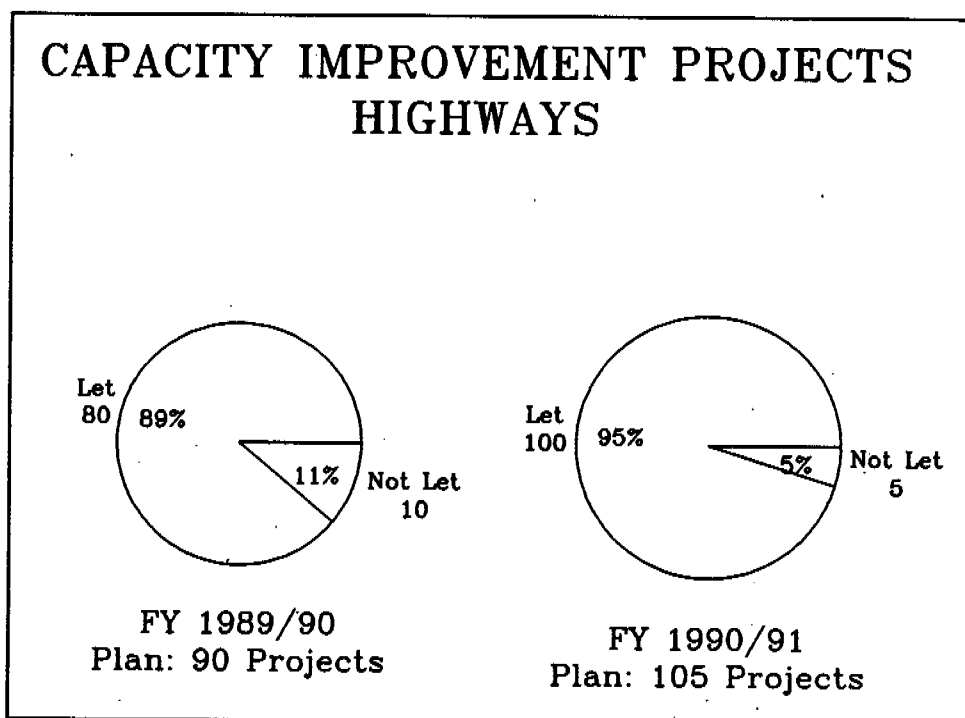
Further, the degree to which capacity improvements yield the desired result of increased mobility (i.e., movement of people and goods in greater volume or reduced trip time) is affected by many factors over which the Department has little or no control. These factors include extent and location of growth, local government zoning and land development decisions, and changing travel patterns.

**PRIORITY #5: CAPACITY IMPROVEMENTS
HIGHWAYS & ALL PUBLIC TRANSPORTATION MODES
(CONTINUED)**

The measure below acknowledges funding limitations and appropriately focuses on activities under the Department's control rather than attempting to measure the desired result (reduced congestion/increased mobility) which is subject to factors beyond the Department's control.

Primary Performance Measure:

Capacity Improvement Projects Let vs. Capacity Improvement Projects Planned



**PRIORITY #5: CAPACITY IMPROVEMENTS
HIGHWAYS & ALL PUBLIC TRANSPORTATION MODES
(CONTINUED)**

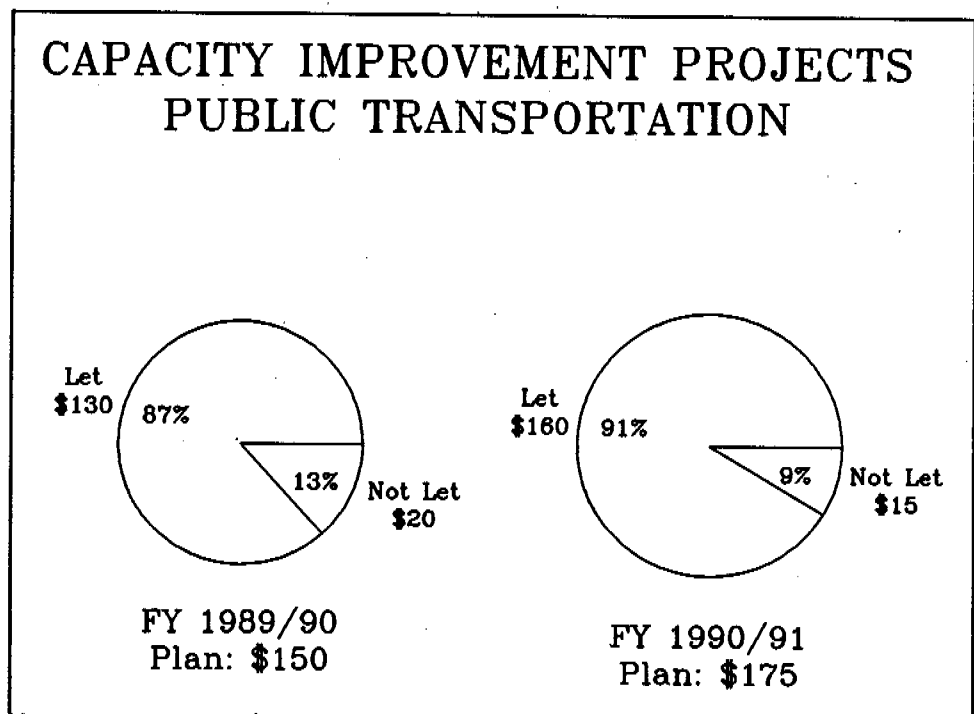
Public Transportation Modes

Narrative

Public Transportation capacity improvements include airports, seaports, rail, bus transit, intermodal development (projects enhancing connectivity of various transportation modes) and commuter assistance (carpooling, vanpooling, park & ride, etc.). The Department's role is generally limited to providing funding and technical support. Public transportation facilities and, therefore, projects to improve facility capacity are, with few exceptions, owned and operated by local governmental or private-sector entities, with state assistance limited to grants, other funding assistance and technical support.

Since the Department exercises little control over the timing and production readiness of public transportation capacity improvement projects, the following secondary measure is recommended.

**Secondary Performance Measure:
Dollar Amount Committed to Public Transportation Capacity Improvement
Projects vs. Dollar Amount Planned**



PRIORITY #6: DISADVANTAGED & MINORITY BUSINESS PROGRAMS; EQUAL EMPLOYMENT OPPORTUNITY & AFFIRMATIVE ACTION PROGRAMS

DBE, MBE, EEO, AND AA Programs

Narrative

Both Federal and State law address the utilization of socially and economically disadvantaged business enterprises (DBE's) in Department contracts for construction of transportation facilities. Specifically, for all consultant and construction contracts which are in part funded with federal aid, at least 10% of the total contract amount must be spent on small businesses owned and controlled by socially and economically disadvantaged individuals, as defined by law. Failure to attain this goal results in withholding of federal funds.

State law also provides for maximum opportunity for increased participation by minority business enterprises (MBE's) in State purchases of commodities and contractual services. All agencies, including the Department, are subject to varying percentage goals geared to specific minority groups.

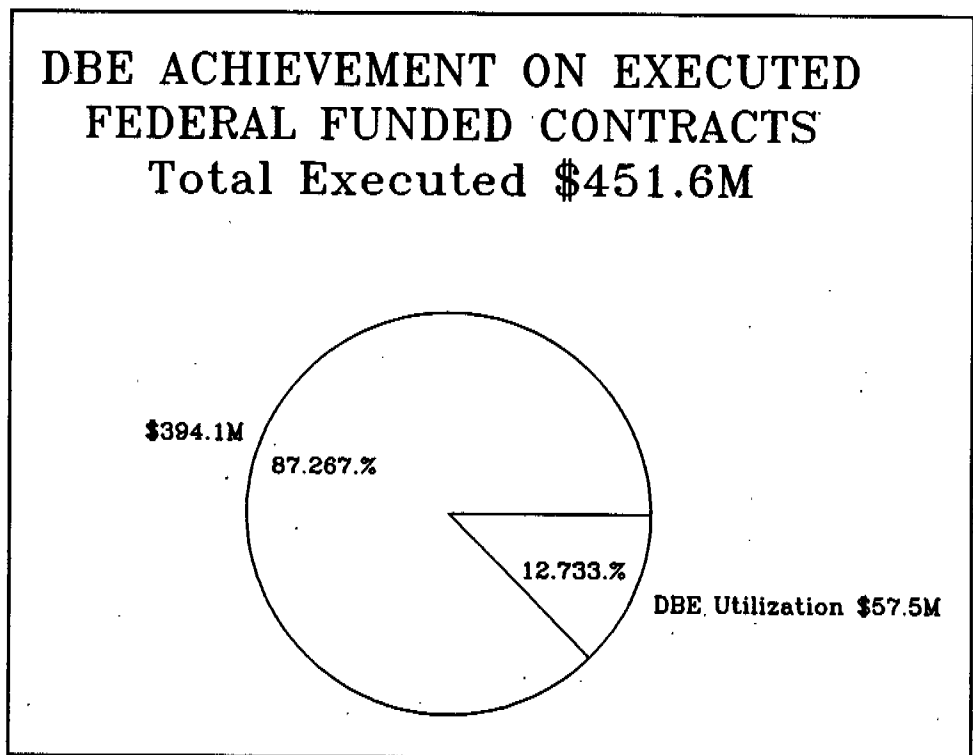
The Department, like all state agencies, is subject to state policy to provide the assurance of equal employment opportunity (EEO) through programs that will allow full utilization of women and minorities. The Department's 5-year Affirmative Action (AA) Plan outlines Department affirmative action goals and ensures that all employees are fully aware of their responsibilities in implementing the goals.

**PRIORITY #6: DBE, MBE, EEO, and AA PROGRAMS
(CONTINUED)**

The Department has attained "employment parity" meaning simply that the percentage of female and minority employees mirrors the total percentage of females and minorities in the available labor market. Current goals of the Department are to achieve "economic parity," that is, to employ females and minorities in job classes where they previously have been under-represented.

Primary Performance Measure:

Dollar Volume of Disadvantaged Business Enterprise Utilization as a Percentage of Total Federal Funded Contracts (10% Statutory Goal).



Comment

Indicators have been developed to assess Department (1) progress toward economic parity for minorities and females in eight Equal Employment Opportunity Categories, (2) progress toward attaining statutory goals for individual Minority Business Categories in four work type areas.

PRIORITY #7: EXTERNAL RELATIONS

External Relations

Narrative

Florida's citizenry and, to a lesser extent, her visitors, underwrite the cost of construction and preservation of the State Transportation System primarily through payment of the gas tax and motor vehicle registration fees, the two largest revenue sources dedicated to transportation purposes.

Members of the public, by virtue of their status as transportation taxpayers, are the Department's customers. They pay for, and in turn, expect to receive quality products and services from the Department. Their perceptions, views and direct experiences with Department products and employees are important features of the comprehensive performance assessment process.

A survey instrument is the most appropriate means for evaluating customer satisfaction with the Department. Such a survey should have three components, each geared to a different degree of customer interaction with the Department.

The first component would focus on public perception of the transportation system generally, including condition and adequacy of the system, transportation problem identification and prioritization, perceptions regarding traffic congestion and use of public transportation.

**PRIORITY #7: EXTERNAL RELATIONS
(CONTINUED)**

The second component would assess the working relationships of the transportation community with the Department. The focus would be on how well the Department carries out its various statutory obligations and partnership strategies promoting coordination of transportation planning and project activities with local governments, metropolitan planning organizations, community transportation groups, regional planning councils, etc.

The third survey component would target specific Department programs or activities that involve direct contact with members of the public and would assess how well the Department provided the service or administered the regulatory activity. Included in this category would be toll collection, access (driveway) permits, outdoor advertising permits/logo program, adopt-a-highway program, highway beautification, wildflower program, and oversize/overweight vehicle permits, etc.

Survey results would be used by the Department to improve working relationships and provision of services where indicated.

Indicator:

Three-pronged customer survey performed and reported as part of the Year-End Performance and Productivity Report.

Note

The Working Group recommends that the time intervals of the three survey components be determined only after the cost of the survey is known.

SECTION D

FLORIDA TRANSPORTATION

COMMISSION

LEGISLATIVE PROPOSAL

Summary
Florida Transportation Commission
Legislative Proposal
Performance and Productivity Measures

- Page D-3, Lines 7-27: Updates the areas to be addressed by performance measures to the general categories which are proposed by the Commission. Does not eliminate the areas outlined in current law since they are included in the broader categories.
- Page D-3, Line 31: Recognizes that very few, if any, factors to be measured are "completely" within the Department's control and amends the language to require measurement of those factors that are "to the greatest extent possible" within the Department's control.
- Page D-4, Lines 6-14: Deletes language relating to Partners in Productivity review, since this was a one time event. Retains language documenting Commission review of Partners in Productivity recommendations (lines 1-6).
- Page D-4, Lines 16-17: Conforms language here to language on page D-3, lines 4 and 5 which states that the measures are for the purpose of evaluating the performance of the Department.
- Page D-4, Lines 21-22: Deletes the requirement that the Legislature adopt the measures and instead requires only that the transportation committees review the measures.
- Page D-4, Lines 25-32: Technical. Re-phrases language contained on page D-5, lines 22-26.
- Page D-4, Lines 32-36: Deletes provision requiring the Commission to recommend actions to be taken if the Department fails to attain the measures. The Commission proposes to do this on a case by case basis, with remedial action tailored to the particular failure (see page D-5, lines 1-3).

Page D-4, Lines 37-38

Page D-5, Lines 1-9 : Provides that the Commission would submit its findings to the Governor and legislative transportation and appropriations committees rather than to the Senate President and House Speaker. Deletes the preliminary review. This review is covered on page D-4, lines 25-26.

Page D-5, Lines 10-38: Adds a process by which the Legislature may exercise its authority to roll back Department funding to the levels for 1989-90 in the event of Department failure to attain the measures. There is no process specified in current law, which states that if the Department fails to meet the measures, its funding would roll back to 1989-90 levels (lines 26-31). The Department is then directed to amend the adopted work program to accomplish the reduction.

Page D-6, Lines 24-28: Broadens exceptions relating to bond proceeds and bond debt service to be applicable to any bonds issued for transportation purposes pursuant to general law.

Page D-6, Lines 32-34: The Department has this obligation under s. 20.23.

Page D-6, Lines 37-38

Page D-7, Lines 1-7 : Technical, in view of amendments on page D-5, lines 10-38.

FLORIDA TRANSPORTATION COMMISSION PROPOSAL PERFORMANCE AND PRODUCTIVITY MEASURES

1 ***334.045 Transportation performance and productivity measures standards;**
2 **development; measurement; application.--**

3 (1) The Florida Transportation Commission shall develop ~~standards and~~
4 ~~measures~~ for the evaluation of the performance of the Department of
5 Transportation. The ~~standards and~~ measures shall, at a minimum, address
6 performance in the following areas:

7 (a) Production;

8 (b) Finance and administration;

9 (c) Preservation of current state system;

10 (d) Safety of current state system;

11 (e) Capacity improvements: highways and all public transportation modes;

12 (f) Disadvantaged Business enterprise and minority business programs;

13 (g) External relations; and

14 (h) Compliance with applicable laws.

15 ~~(a) Consultant acquisition;~~

16 ~~(b) Right-of-way production and expenditures;~~

17 ~~(c) Construction contracts;~~

18 ~~(d) Compliance with disadvantaged business enterprise or minority business~~
19 ~~enterprise requirements pursuant to this section and s. 287.042 for consultant and~~
20 ~~construction contracts;~~

21 ~~(e) Supplemental agreements;~~

22 ~~(f) Contract delinquencies;~~

23 ~~(g) Advanced production;~~

24 ~~(h) Leveling of contract lettings;~~

25 ~~(i) Timeliness of payments to contractors and vendors;~~

26 ~~(j) Aviation, intermodal development, transit, and port programs; and~~

27 ~~(k) Compliance with applicable laws.~~

28
29 Such ~~standards and~~ performance measures shall assess the quality and cost-
30 effectiveness of the department's operations and measure those factors that are,
31 to the greatest extent possible, within the department's complete control. The
32 ~~standards and~~ measures may be both quantitative and qualitative and may
33 incorporate increases in performance and productivity goals for succeeding fiscal
34 years.
35

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1 (2) The commission may use measures adopted by the commission pursuant
2 to s. 20.23 for the purposes of subsection (1) and shall, prior to the adoption of
3 such standards, review recommendations made regarding such standards and
4 measures by the Partners in Productivity Task Force established by Executive
5 Order of the Governor, 87-186, and by Cabinet resolution adopted December 15,
6 1987. ~~The task force shall review the standards and measures currently used by~~
7 ~~the commission and advise the commission as to revisions and suggestions to~~
8 ~~such standards and measures that it determines will assist the commission in the~~
9 ~~performance of its duties under this section and that will assist in the~~
10 ~~improvement and increased efficiency of the department. The task force shall~~
11 ~~make its recommendations to the commission not later than October 1, 1991.~~
12 ~~All meetings of the task force to consider such recommendations shall be subject~~
13 ~~to the provisions of s. 286.014, and notice of such meetings shall be advertised~~
14 ~~in the Florida Administrative Weekly.~~

15 (3) The commission, after review of any recommendation by the task force,
16 shall adopt standards, measures to evaluate the performance and productivity of,
17 ~~and goals to determine increases in productivity~~ by the Department of
18 Transportation. Such standards, measures, and goals shall be adopted by the
19 commission not later than January 1, 1992. Upon adoption by the commission,
20 such standards, measures, and goals shall be submitted to the Legislature for
21 consideration at the 1992 regular session. Following review by the legislative
22 transportation committees, the measures ~~Upon adoption by the Legislature, such~~
23 ~~standards, measures, and goals shall be applicable to the department pursuant to~~
24 ~~this section.~~

25 (4) The commission shall evaluate the department's performance and
26 productivity on a quarterly basis using the performance and productivity
27 measures adopted pursuant to this section. Beginning with FY 1991-92, the
28 commission shall evaluate the department's performance and productivity for the
29 fiscal year ending the previous June 30. The commission shall, by majority vote
30 of the members present, make findings regarding the department's performance
31 and productivity during the fiscal year using the measures adopted under this
32 section. The commission shall also develop recommendations concerning actions
33 ~~to be taken in the event the department fails to meet the standards, measures, and~~
34 ~~goals adopted by the commission pursuant to subsection (3). The commission~~
35 ~~shall include such recommendations with the adopted standards, measures, and~~
36 ~~goals submitted to the Legislature.~~

37 (5) As soon as practicable after each annual evaluation, the commission
38 shall submit its findings to the Governor and legislative transportation and

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1 appropriation committees. In the event that the commission finds that the
2 department failed to attain the measures, the commission shall include in its
3 findings recommended actions to be taken to improve the department's
4 performance. ~~The commission shall quarterly, beginning April 1, 1992, conduct a~~
5 ~~preliminary review of the department's performance based upon such standards,~~
6 ~~measures, and goals for the prior calendar quarter and furnish the secretary, the~~
7 ~~Governor, the President of the Senate, and the Speaker of the House of~~
8 ~~Representatives with its findings regarding the department's performance in such~~
9 ~~quarter.~~

10 (6) Upon a finding by the Commission of department failure to attain the
11 measures, the department shall submit a budget request and tentative work
12 program for the next fiscal year that do not exceed the funding level for fiscal
13 year 1989-90, except as necessary pursuant to subsection (7). The
14 aforementioned budget request and tentative work program shall be submitted in
15 addition to a budget request prepared pursuant to chapter 216 and a tentative
16 work program prepared pursuant to s.339.135(3)(b), to deplete the estimated
17 resources of the State Transportation Trust Fund for each fiscal year of such
18 tentative work program. If the Legislature determines that the department failed
19 to attain the performance and productivity measures, then state funding
20 authorized to the department for the next fiscal year shall not exceed the funding
21 level for fiscal year 1989-90, except as necessary pursuant to subsection (7).
22 ~~Beginning October 1, 1992, the department shall also be evaluated annually for~~
23 ~~performance and productivity based upon the department's fiscal year ending the~~
24 ~~previous June 30. The commission shall, by a majority vote, make findings~~
25 ~~regarding the standards, measures, and goals applicable to the department as~~
26 ~~soon thereafter as practicable. In the event the department fails to meet the~~
27 ~~assigned performance and productivity standards, measures, or goals, funding~~
28 ~~authorized to the department from the State Transportation Trust Fund for the~~
29 ~~current fiscal year shall not exceed the funding level from the trust fund for~~
30 ~~fiscal year 1989-1990, except as necessary pursuant to subsection (7). In such~~
31 ~~event, the department shall proceed to amend the adopted work program~~
32 ~~pursuant to s. 339.135(8), except that all amendments, as defined in s.~~
33 ~~339.135(8)(e), necessary to the adopted work program to accomplish such~~
34 ~~reduction shall be submitted to the Governor for approval as individual~~
35 ~~amendments which shall be subject to the provisions of s. 339.135(8)(d). Notice~~
36 ~~for said amendments shall be provided for each amendment, as defined in s.~~
37 ~~339.135(8)(e), which is a component of the amendment necessary to accomplish~~
38 ~~said reduction pursuant to s. 339.135(8)(d).~~

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1 (7) Funds necessary for the following shall not be subject to the reductions
2 required in subsection (6):

3 (a) Any funds necessary to honor construction and consultant contracts
4 entered by the department prior to the determination of the commission that the
5 department failed to meet its assigned productivity and performance objectives
6 for the previous fiscal year;

7 (b) Any funds necessary to qualify for federal matching funds that, if a
8 reduction were made, would be irrevocably lost to the state;

9 (c) Any funds necessary to resolve any emergency requiring amendment to
10 the adopted work program pursuant to s. 339.135(8)(e);

11 (d) Any funds necessary to honor any supplemental agreement or change
12 orders on projects and project phases related to contracts entered by the
13 department prior to the determination of the commission that the department
14 failed to meet its assigned productivity and performance objectives for the
15 previous fiscal year;

16 (e) Any funds necessary to pay any judgment in any action brought by or
17 against the department pursuant to chapter 73 or chapter 74, or settlement
18 entered relating to the acquisition of right-of-way prior to the determination of
19 the commission that the department failed to meet its assigned productivity and
20 performance objectives for the previous fiscal year;

21 (f) Any funds, including any bond proceeds or funds appropriated to the
22 Florida Intrastate Highway System, necessary to any turnpike project authorized
23 in s. 338.2275;

24 (g) Any proceeds from any bonds issued for transportation purposes
25 pursuant to general law s. 17, Art. VII of the State Constitution;

26 (h) Any funds necessary to pay debt service on any bonds issued for
27 transportation purposes authorized pursuant to general law chapter 338 or s. 17,
28 Art. VII of the State Constitution; and

29 (i) Any funds necessary for projects in the first 3 years of the adopted work
30 program included in the capital improvements element of an approved local
31 government comprehensive plan.

32 ~~(8) The department shall provide the commission any information necessary to~~
33 ~~determine the performance of the department based upon the factors adopted by~~
34 ~~the commission.~~

35 ~~(8)~~ (9) The provisions of chapter 120 shall not apply to the actions of the
36 commission taken pursuant to this section.

37 ~~(10) In preparing the tentative work program for the next fiscal year~~
38 ~~beginning after the commission has determined that the department has failed to~~

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1 ~~meet the assigned performance and productivity standards, the department shall~~
2 ~~prepare such tentative work program in accordance with the requirements of s.~~
3 ~~339.135(3)(b), to deplete the estimated resources of the State Transportation~~
4 ~~Trust Fund for each fiscal year of such tentative work program.~~

5 ~~(11) Based upon its review, the commission may make such recommendations~~
6 ~~as it deems advisable to the Legislature which will improve the efficiency of the~~
7 ~~department.~~

8 History.--s. 118, ch. 90-136.

9 *Note.--Expires June 30, 1996, pursuant to s. 118, ch. 90136, and is
10 scheduled for review by the Legislature.

11 **Note.--Section 286.014 does not exist.
12

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The Florida
Transportation
Commission