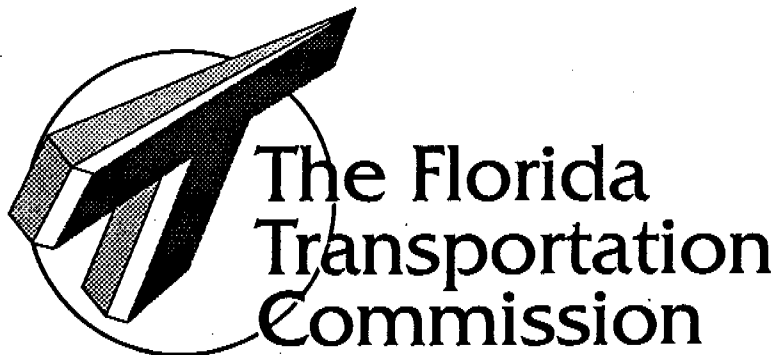


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***PERFORMANCE AND  
PRODUCTION REVIEW  
OF THE  
DEPARTMENT OF TRANSPORTATION  
YEAR-END FY 1991/92***

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*Meeting 7/30/92*



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**Consultant Acquisition:** The statewide plan was to execute 346 consultant contracts. During the year, a total of 318 were executed, 92% of the total planned. A total of 45 consultant contracts were added and executed during the year.

## **STATEWIDE SYNOPSIS**

**FY 1991/92**

Actual dollar commitments of \$159.6 M. were 91% of the total consultant acquisition plan of \$175.7 M., leaving \$16.1 M. uncommitted. However, additions totaling \$21.5 M. were executed (overage funded by budget amendment).

**Right of Way Acquisition:** The statewide right of way plan was to certify 66 projects. During the year, a total of 51 projects were certified, 77% of the total planned. Of the 15 projects not certified on schedule, 5 have resulted in delays of planned contract letting dates. A total of 3 projects were advanced from future years and certified during the year, and 12 projects were added and certified during the year.

Of total parcels acquired during the year, 65% were negotiated purchases, while 35% proceeded to litigation. Of parcels acquired by negotiation (excludes donated parcels), 59% were acquired at or within 10% of the Department's appraisal.

**Construction Contract Lettings:** The statewide construction plan was to let 345 contracts (programmed at \$250,000 or more). During the year, a total of 332 contracts were let, 96% of the total planned. A total of 22 contracts were advanced from future years to letting during the year, and 10 projects were added and let during the year.

Actual dollar commitments of \$836.4 M. were 85% of total planned construction lettings of \$989.4 M., leaving \$153 M. uncommitted, largely due to bids that were \$116.5 M. lower than Department programmed amounts. However, advances totaling \$56.1 M. and additions totaling \$19.2 M. were also let, reducing the uncommitted amount to \$77.7 M.

**Construction Contract Letting Levels:** Of the total dollar amount of bids received at contract lettings, the percentage let during each quarter was as follows:

1st Quarter:	37.4%
2nd Quarter:	21.7%
3rd Quarter:	18.2%
4th Quarter:	22.7%

**Construction Contract Management - Time Extensions:** Of 152 contracts completed during the year, the total original contract time increased by 15.8% during the life of the contracts. Of total days added, 69% was due to time extensions granted, 26.7% was due to weather conditions, and 9% was due to delinquent performance by contractors. Unused contract days comprised 8.2% of total days for the 152 contracts.

**Construction Contract Management - Supplemental Agreements:** Of 152 contracts completed during the year, the total original contract amount of \$131.5 M. increased by 3.1% due to supplemental agreements, for a final contract amount of \$135.5 M.

**Advance Production:** The statewide plan was to complete 103 advance production projects. During the year, a total of 72 projects were completed, 70% of the total planned. A total of 9 projects were added and completed during the year.

Of a total plan of \$379 M. in advance production, projects totaling \$268.7 M., or 71% of plan, were completed. Of those completed, \$37.5 Million were let during the year. Further, \$10.3 M. in additions were let, for a total of \$47.8 M. in advance production projects completed and let during the fiscal year.

**Commitment of Federal Funds:** At the end of third quarter of the federal fiscal year (6/30/92), the Department had committed \$382.5 M., or 76%, of a total of \$503.6 M. in federal funds subject to forfeiture at federal fiscal year end if not committed. Thus, 24% remains to be committed during the 4th Quarter ending 9/30/92.

**Disadvantaged Business Enterprise (DBE) Achievement:** For construction and consultant contracts financed in part by federal funds, DBE participation was **13.6%**, exceeding the 10% goal by 3.6%.

For all consultant contracts (including 100% state funded), DBE participation was **9.7%**.

**Management of Administrative Costs:** Total Department administrative costs were 2.3% of the total program for the year, totaling \$54 M. of a total program of almost \$2.4 B.

**Management of Bond Programs:** The Department issued two bond series during FY 1991/92. The first bond sale in January, 1991 (interest rate of 7.32%), financed right of way and construction on the Seminole Expressway and right of way on the Northwest Hillsborough Expressway. Of the total commitment plan of \$324.9 M., actual commitments totaled \$226.2 M., with the remaining balance of \$98.7 M. reserved to pay final judgments on right of way and contingencies for construction cost overruns.

The second bond sale in June, 1992 (interest rate of 6.34%), financed construction of the Northwest Hillsborough Expressway. Of the 3-year commitment plan of \$186.5 M., a total of \$55.8 M. was committed during FY 1991/92, 79% of the \$70.7 M. planned for commitment during the year.

**Management of Toll Facility Operational Costs:** For FY 1991/92, the Department's cost to operate toll facilities was **13.4 cents** per toll transaction.

Of total toll revenue, **19.4%** was used to defray direct operational costs of collecting tolls. Including indirect operational costs, **27%** of total toll revenue was used to defray operational costs of collecting tolls.

***COST-EFFICIENT &  
EFFECTIVE BUSINESS  
PRACTICES:  
PRODUCTION***

**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

## ***Consultant Acquisition***

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 consultant acquisition process is carried out pursuant to state law requiring competitive negotiations. Selection of consultants is based primarily on 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, delays in right-of-way acquisition and construction usually mean increased project cost.

**Primary Measure**      **Number of Consultant Contracts Executed vs. Total Contracts Planned.**

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

**Explanatory Data**      **Actual Dollar Amount of Consultant Contracts Executed vs. Total Plan Amount.**

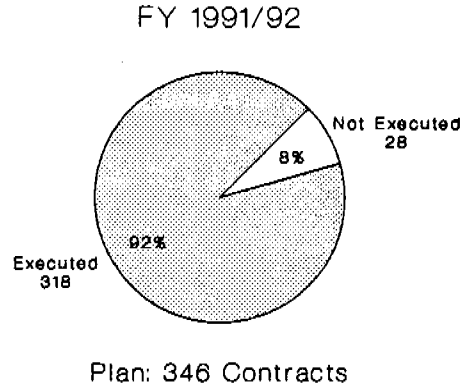
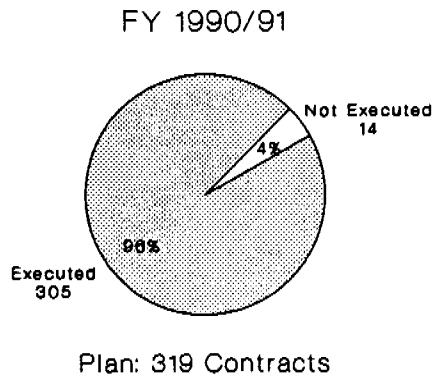
**Synopsis:** *The Department achieved 92% of plan, having executed 318 of 346 contracts planned for the year. A total of 45 consultant contracts were added and executed during the year.*

*Comparison with FY 1990/91:*

- o The plan for 1991/92 was 8% larger than the plan for FY 1990/91 (253% larger than FY 1989/90). Department achievement of plan was 4% lower in 1991/92 than in 1990/91.*
- o The total (includes additions) of 363 consultant contracts executed in FY 1991/92 was a 13% increase over FY 1990/91.*
- o With regard to additions (contracts added to the plan), the number increased almost three-fold in FY 1991/92, from 16 in 1990/91 to 45 in 1991/92.*



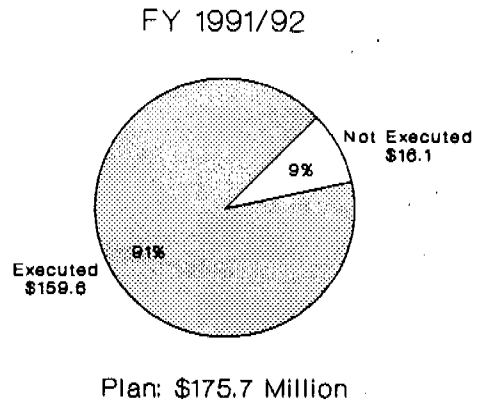
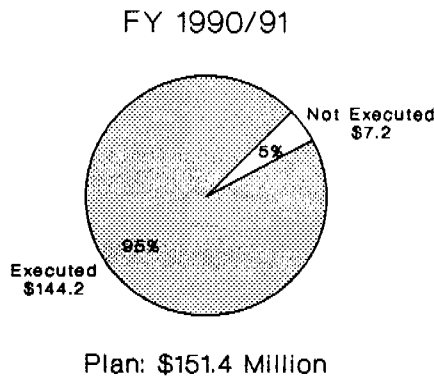
# STATEWIDE CONSULTANT ACQUISITION # of Contracts



**FY 90/91: 16 Additions**

**FY 91/92: 45 Additions**

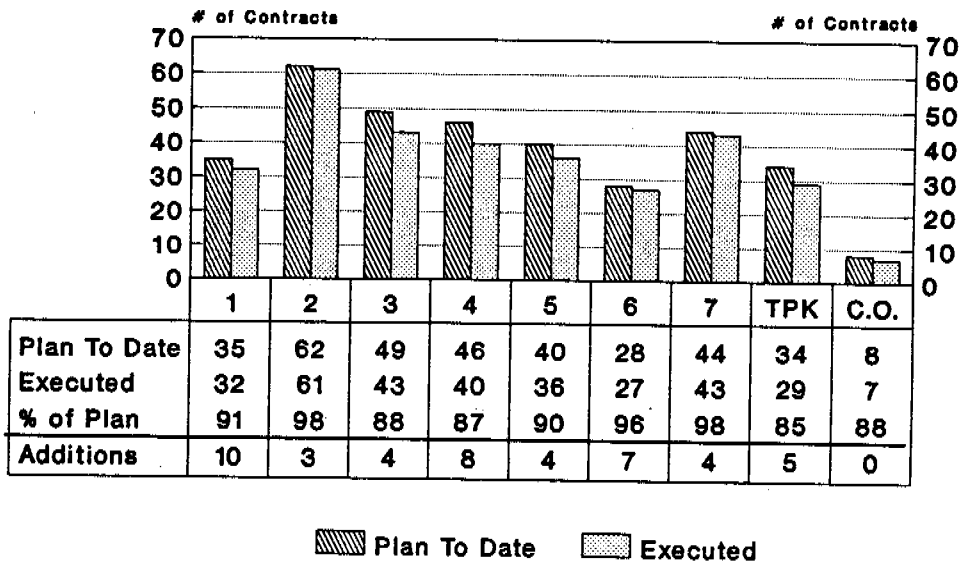
# STATEWIDE CONSULTANT ACQUISITION \$ Amount



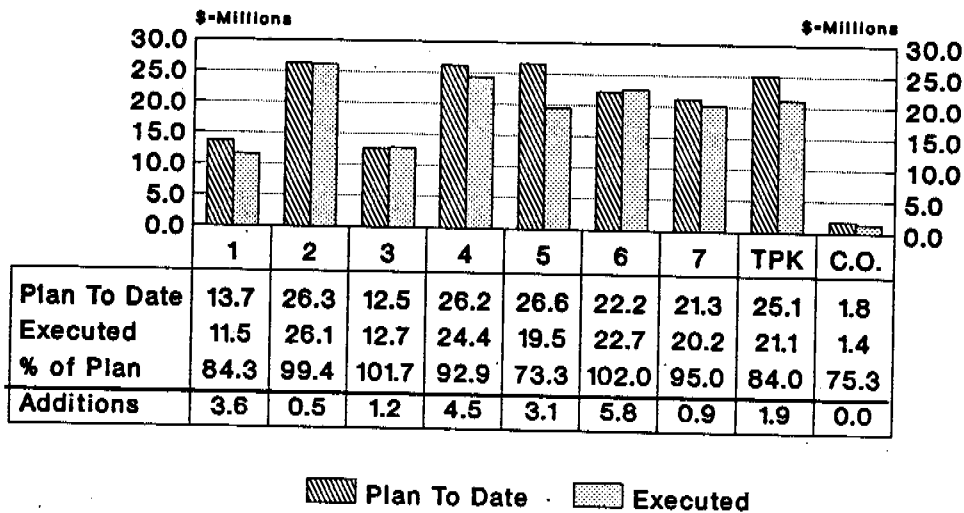
**FY 90/91: \$ 5.7 M. Additions**

**FY 91/92: \$21.5 M. Additions**

**CONSULTANT ACQUISITION**  
**Districts, Turnpike & Central Office**  
**# of Contracts thru 4th Qtr, FY 1991/92**



**CONSULTANT ACQUISITION**  
**Districts, Turnpike & Central Office**  
**\$ Amount thru 4th Quarter, FY 1991/92**



Consultant Acquisition includes:  
 Design, R/W Support, and Construction  
 Engineering Inspection (CEI)

**1991/92 END OF YEAR PERFORMANCE & PRODUCTION REVIEW  
CONSULTANT ACQUISITION**

**DISTRICT 1:  
(Bartow)**

The district planned to execute 35 consultant contracts. During the year, 32 consultant contracts were executed, 91% of the total number planned. Actual dollar commitments of \$11.5 M. were 84.3% of planned commitments totaling \$13.7 M.

***Explanation of 3 Planned Contracts (\$ 1.7 M) Not Executed -***

- o One PD&E contract for a high rise bridge (Cortez Bridge) deleted because local government and MPO no longer support the project.
- o One design contract delayed due to discovery of landfill and wetland concerns requiring further investigation during PD&E phase.
- o One CEI contract not required because district had no intersections qualifying for construction project involving computer signalization with urban funds.

**DISTRICT 2:  
(Lake City)**

The district planned to execute 62 consultant contracts. During the year, 61 consultant contracts were executed, 98% of the total number planned. Actual dollar commitments of \$26.1 M. were 99.4% of planned commitments totaling \$26.3 M.

***Explanation of 1 Planned Contract (\$ 0.3 M) Not Executed -***

- o One design contract delayed on Federal demonstration project because required 20% local match was not authorized by Jacksonville Port Authority by end of fiscal year.

**DISTRICT 3:  
(Chipley)**

The district planned to execute 49 consultant contracts. During the year, 43 consultant contracts were executed, 88% of the total number planned. Actual dollar commitments of \$12.7 M. were 101.7% of planned commitments totaling \$12.5 M.

***Explanation of 6 Planned Contracts (\$ 3.0 M) Not Executed -***

- o One design contract delayed because of large dollar spread between consultant and Department, resulting in protracted negotiations. Earlier delays occurred as a result of resolving location issues from public hearing (Bayou Chico Bridge).
- o One design contract on hold at request of City of Tallahassee due to problems with location alternates and tree impacts.
- o One PD&E contract deferred because of new Department Interstate Policy (I-110 extension N. to Nine Mi. Rd.). Awaiting revision of master plan in about 10 months.
- o One design contract deferred pending Interchange Justification Report to determine if interchange (I-10 at Westville) is warranted under new Interstate Policy.

- o One right of way support contract delayed due to need for manpower on other projects being advanced. Will not delay construction phase.
- o One right of way support contract delayed due to design consultant running behind schedule. No impact because construction phase is unfunded.

**DISTRICT 4:  
(Ft. Lauderdale)**

The district planned to execute 46 consultant contracts. During the year, 40 consultant contracts were executed, 87% of the total number planned. Actual dollar commitments of \$24.4 M. were 92.9% of planned commitments totaling \$26.2 M.

***Explanation of 6 Planned Contracts (\$ 2.7 M) Not Executed -***

- o One design contract deleted. Cost proposals on this freeway surveillance project were double the estimate; deleted as not cost effective.
- o Four (4) design contracts on one job (SR 80) delayed due to county request that scope be changed from 6-lane to 8-lane based on more recent traffic projections.
- o One right of way support contract for advanced acquisition delayed due to locally sensitive location issues slowing production.

**DISTRICT 5:  
(Deland)**

The district planned to execute 40 consultant contracts. During the year, 36 consultant contracts were executed, 90% of the total number planned. Actual dollar commitments of \$19.5 M. were 73.3% of planned commitments totaling \$26.6 M.

***Explanation of 4 Planned Contracts (\$ 4.2 M) Not Executed -***

- o One design contract deleted due to non-conformance with new Interstate Policy (I-4 auxiliary lanes, Orlando).
- o One design contract deleted due to MPO change in priorities and request that project not be started at this time.
- o One design contract deleted due to local government request that road not be widened (U.S. A1A).
- o One CEI contract deleted because it was tied to a construction contract that was deleted: Federal demonstration project where donation of right of way did not materialize.

**DISTRICT 6:  
(Miami)**

The district planned to execute 28 consultant contracts. During the year, 27 consultant contracts were executed, 96% of the total number planned. Actual dollar commitments of \$22.7 M. were 102.0% of planned commitments totaling \$22.2 M.

***Explanation of 1 Planned Contract (\$ 0.8 M) Not Executed -***

- o One design contract deleted due to local request for additional study before decision is made to replace bridge.

**DISTRICT 7:  
(Tampa)**

The district planned to execute 44 consultant contracts. During the year, 43 consultant contracts were executed, 98% of the total number planned. Actual dollar commitments of \$20.2 M. were 95.0% of planned commitments totaling \$21.3 M.

***Explanation of 1 Planned Contract (\$ 0.8 M) Not Executed -***

- o One design contract deleted due to later Department determination that bridge can be rehabilitated, in lieu of replacement.

**TURNPIKE:**

The district planned to execute 34 consultant contracts. During the year, 29 consultant contracts were executed, 85% of the total number planned. Actual dollar commitments of \$21.1 M. were 84.0% of planned commitments totaling \$25.1 M.

***Explanation of 5 Planned Contracts (\$ 4.2 M) Not Executed -***

- o One design contract delayed due to pending decisions on number of lanes required following AVI implementation.
- o One design contract deleted due to project not meeting preliminary economic feasibility tests (Southern Connector Interchange).
- o One design contract deleted due to Department decision not to pursue it following public hearings (Beeline Close-up).
- o Two (2) right of way support contracts delayed until final economic feasibility tests are met (Southern Connector Extension).

**CENTRAL  
OFFICE:**

The Central Office planned to execute 8 consultant contracts. During the year, 7 consultant contracts were executed, 88% of the total number planned. Actual dollar commitments of \$1.4 M. were 75.3% of planned commitments totaling \$1.8 M.

***Explanation of 1 Planned Contract (\$ 0.4 M) Not Executed -***

- o One contract placed on hold pending completion of statewide bridge scour evaluation steps 1 and 2.

**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.

## *Right of Way Acquisition*

Although the Department successfully negotiates the purchase of about 65% of right of way parcels, costly and lengthy condemnation proceedings must be pursued on the remaining 35% 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 occur 2 or 3 years later). Federal and state constitutional provisions, as well as state statutes, provide 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 Department's control.

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 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.

Using bond proceeds to finance the program, the Department will buy now, rather than later when value has appreciated, 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.

<b>Primary Measure</b>	<b>Number of Projects Certified vs. Number of Projects Scheduled for Certification.</b>
	This Measure assesses how well the Department performs in certifying as "clear" or ready for construction, all parcels needed for construction letting. Failure to certify on schedule all parcels for a given project may delay the project and therefore increase project cost.
<b>Explanatory Data</b>	Number of Parcels and dollar value of parcels acquired by negotiation vs. condemnation.
<b>Explanatory Data</b>	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.
<b>Explanatory Data</b>	Final judgment amounts vs. total DOT estimated compensation vs. total property owner's claim.
<b>Explanatory Data</b>	Total costs of right of way acquisition (land value plus all court costs, attorney fees, appraisal fees, expert witnesses, etc.) vs. land value only.

*Synopsis: The Department achieved 77% of plan, having certified right of way on 51 of 66 projects planned for the year. Of the 15 projects not certified, 5 have delayed planned construction lettings. Three (3) projects planned for certification in future years were advanced to certification in FY 1991/92. Twelve (12) projects were added and certified during the year.*

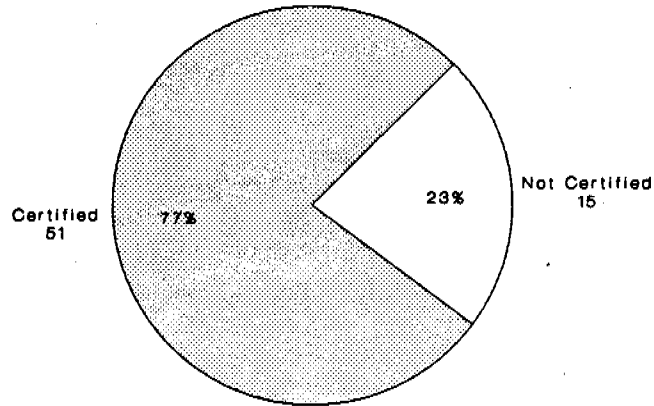
*Comparisons with FY 1990/91:*

- o Of the total parcels acquired during FY 1991/92, 65% were negotiated purchases, an improvement of 16.5% over 1990/91, when 48.5% of total parcels were acquired by negotiation.*
- o Of parcels acquired by negotiation during 1991/92, 59% were acquired at or within 10% of the Department's appraisal, an increase of 9.5% over 1990/91, when 49.5% were acquired at or within 10% of Department appraisal.*

# STATEWIDE RIGHT OF WAY ACQUISITION

## # of Projects Certified

FY 1991/92



Plan: 66 Projects

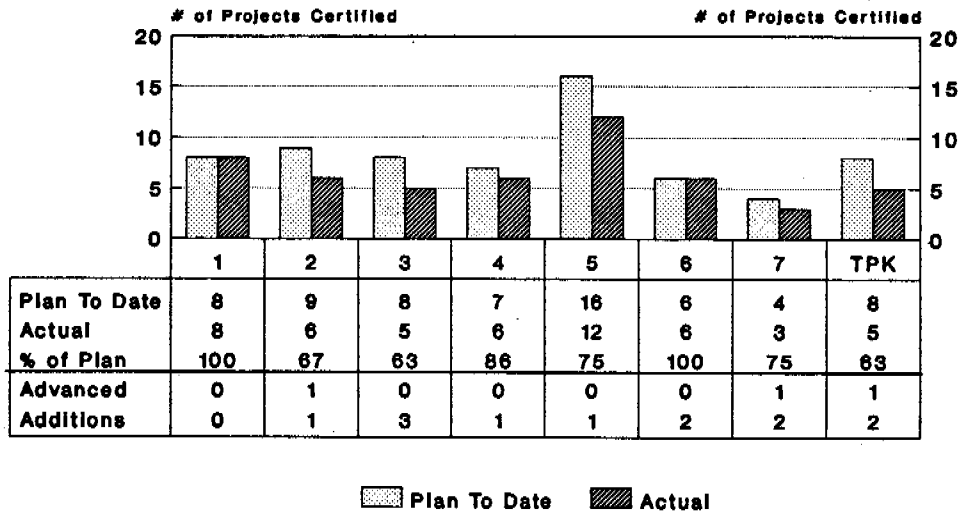
FY 1991/92: 3 Advances,  
12 Additions

Note: FY 1990/91 data not available

## RIGHT-OF-WAY ACQUISITION

### Districts & Turnpike

### # of Projects thru 4th Qtr, FY 1991/92



\*Certified\* is when all parcels are acquired on a project and the construction phase is ready to proceed.



**1991/92 END OF YEAR PERFORMANCE & PRODUCTION REVIEW  
RIGHT OF WAY CERTIFICATION**

- DISTRICT 1:**           The district planned to certify right of way for 8 projects. During the year, 8 projects were certified, 100% of the total number planned.  
**(Bartow)**
- DISTRICT 2:**           The district planned to certify right of way for 9 projects. During the year, 6 projects were certified, 67% of the total number planned.  
**(Lake City)**
- Explanation of 3 Planned Projects Not Certified-***
- o     One project delayed slightly; Will be certified in July. Construction unfunded.
  - o     One project delayed slightly due to court docket delay; will be certified in July. Will not delay letting.
  - o     One project will be deleted due to this I-75 Interchange reconstruction/add.capacity project having a low statewide priority.
- DISTRICT 3:**           The district planned to certify right of way for 8 projects. During the year, 5 projects were certified, 63% of the total number planned.  
**(Chipley)**
- Explanation of 3 Planned Projects Not Certified-***
- o     One project delayed due to negotiating best solution on a golf course parcel relating to a retention pond. Will be certified in July or August. September letting should not be delayed.
  - o     One project delayed due to problems getting order of taking hearings on court docket. Last order of taking now complete; will certify in August. Letting date of May '94 will not be delayed (Capital Circle).
  - o     One project will be deleted due to a change in priorities. Work has been stopped. Project construction was unfunded.
- DISTRICT 4:**           The district planned to certify right of way for 7 projects. During the year, 6 projects were certified, 86% of the total number planned.  
**(Ft.Lauderdale)**
- Explanation of 1 Planned Project Not Certified-***
- o     One project delayed due to decision to go with slow take in order to get best price. Outstanding permits could be obtained during take period. Will not delay letting in May, 1994.
- DISTRICT 5:**           The district planned to certify right of way for 16 projects. During the year, 12 projects were certified, 75% of the total number planned.  
**(Deland)**
- Explanation of 4 Planned Projects Not Certified -***
- o     One project delayed due to additional order of taking requirements imposed by Volusia Co. court system. Letting date delayed from May, 1992 until August, 1992.
  - o     One project delayed; certified during July. Will not delay letting in January, 1993.

- o One project delayed due to design change to move retention pond and save money. Letting date delayed from October, 1992 until January, 1993.
- o One project delayed due to additional order of taking requirements imposed by Volusia Co. court system. No order of taking hearing date set. Could delay letting in February, 1993.

**DISTRICT 6:  
(Miami)**

The district planned to certify right of way for 6 projects. During the year, 6 projects were certified, 100% of the total number planned.

**DISTRICT 7:  
(Tampa)**

The district planned to certify right of way for 4 projects. During the year, 3 projects were certified, 75% of the total number planned.

***Explanation of 1 Planned Project Not Certified -***

- o One project delayed -- this project is actually mitigation parcels for 2 construction projects, one of which will be certified in August. The remaining mitigation parcels will be grouped with the construction parcels for that project.

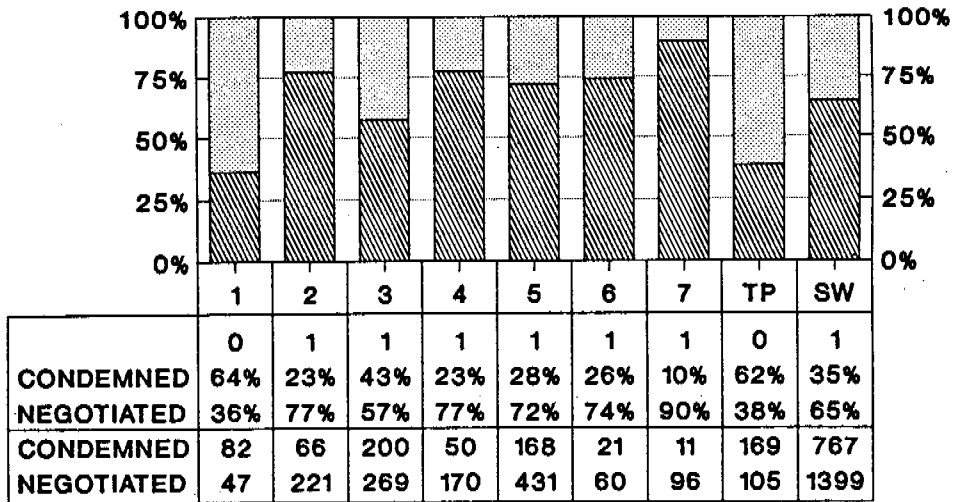
**TURNPIKE:**

The district planned to certify right of way for 8 projects. During the year, 5 projects were certified, 63% of the total number planned.

***Explanation of 3 Planned Projects Not Certified -***

- o Three (3) projects (N.W. Hillsborough Expressway) delayed due to protest filed on selection of acquisition consultant and pending inverse condemnation suits responsibility for which had to be resolved prior to order of taking. Planned letting dates of August (2 projects) and September (1 project) are delayed until October, 1992. No impact on opening date of expressway.

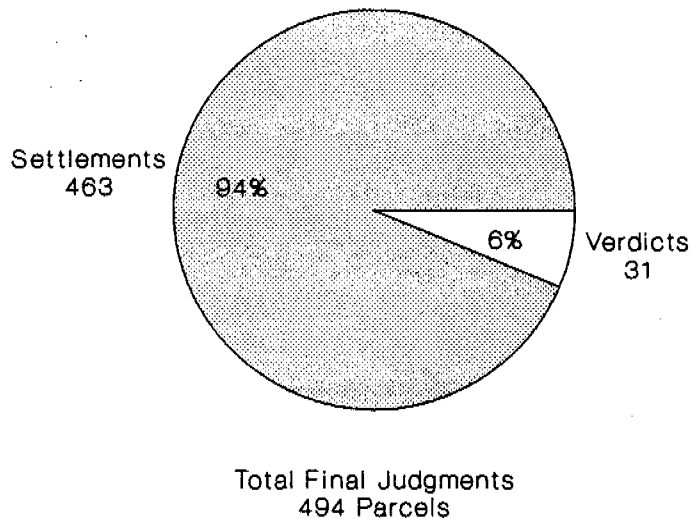
**NEGOTIATED AND CONDEMNED PARCELS  
PERCENTAGE RATES  
DOES NOT INCLUDE VOIDED PARCELS**



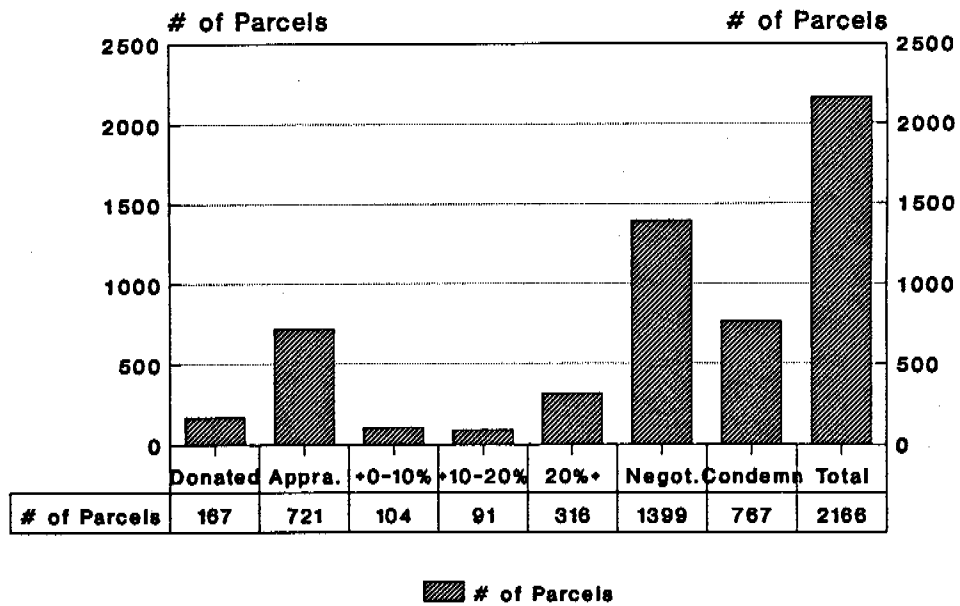
 **NEGOTIATED**     
  **CONDEMNED**

AS OF 6/30/92

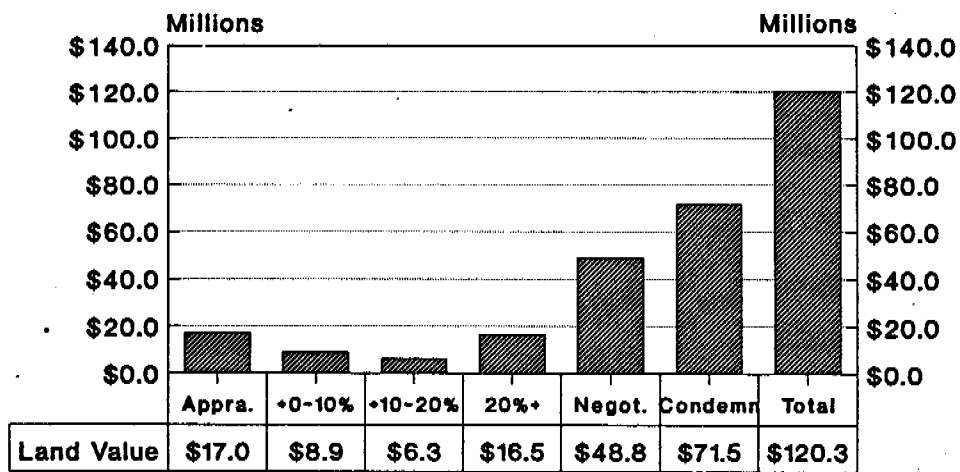
**LITIGATED PARCELS  
Final Judgments - FY 1991/92**



## R/W PARCEL PRODUCTION Progress thru 4th Quarter, FY 1991/92



## R/W LAND VALUE Progress thru 4th Quarter, FY 1991/92



Value per Parcel \$23.6 \$86.0 \$69.0 \$52.4 \$34.9 \$93.2 \$55.5  
(\$ in thousands)

\$'s include land value only.  
Condemnation amount equals \$ deposited  
at Order of Taking.

**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 Contracts**

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.

The construction phase results in the final, tangible product of the Department and the construction program comprises 38% of total dollars in the work program. The public's foremost concern 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.

<b>Primary Measure</b>	<b>Number of Projects Let vs. Planned for Letting</b>
	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 <i>not</i> let, explanation will be supplied and categorized as <i>within</i> or <i>not within</i> the Department's control.
Explanatory Data	Actual Contract Amount of Projects Let vs. Total Plan Amount
Explanatory Data	Actual Contract Amount of Planned Projects Let vs. Plan

**Synopsis:** *The Department achieved 96% of plan, having let 332 of 345 projects (est. value of \$250,000 or more) planned for the year. Twenty-two (22) projects were advanced from future fiscal years to letting in FY 1991/92. Ten (10) projects were added and let during the year.*

*From a dollar standpoint, actual commitments of \$836.4 M. were 85% of total planned construction lettings of \$989.4 M., leaving \$153.0 M. uncommitted for the fiscal year. This is largely due to bids that were \$116.5 M. lower than Department programmed amounts.*

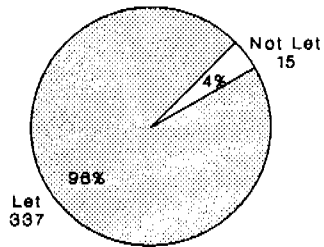
*A total of \$56.1 M. in projects were advanced from future years to letting in 1991/92 and \$19.2 M. in projects were added to the plan and let during the year, reducing the uncommitted amount to \$77.7 M.*

*Comparison with FY 1990/91:*

- o The Department let 96% of the total number of projects planned in each of the two fiscal years.*
- o From a dollar standpoint, the total let (includes additions and advances) during 1991/92 was an increase of 39% over the amount let in 1990/91 of \$657.9 M.*
- o With regard to advancements, the Department advanced slightly over twice as many projects as were advanced during 1990/91, when 10 projects were advanced to letting from future years.*

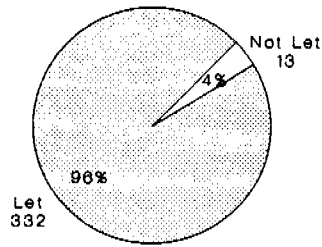
# STATEWIDE CONSTRUCTION CONTRACTS # of Contracts Let

FY 1990/91



Plan: 352 Contracts

FY 1991/92



Plan: 345 Contracts

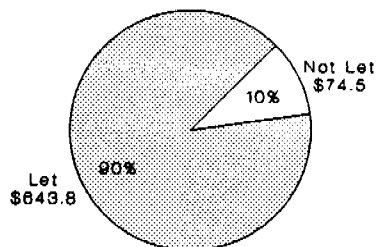
Includes all projects with an estimated value of \$250,000 or more.

FY 90/91: 10 Advanced

FY 91/92: 22 Advanced; 10 Additions

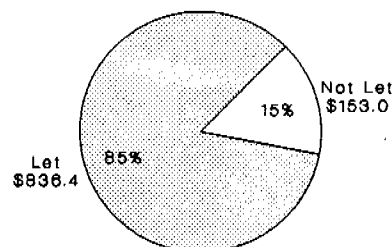
# STATEWIDE CONSTRUCTION CONTRACTS \$ Amount

FY 1990/91



Plan: \$718.3 Million

FY 1991/92

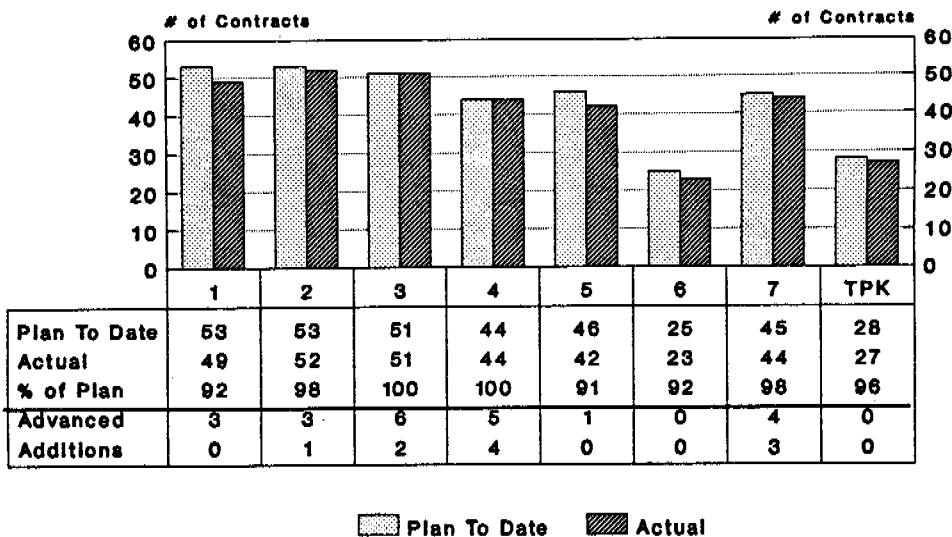


Plan: \$989.4 Million

FY 90/91: \$14.1 Advanced

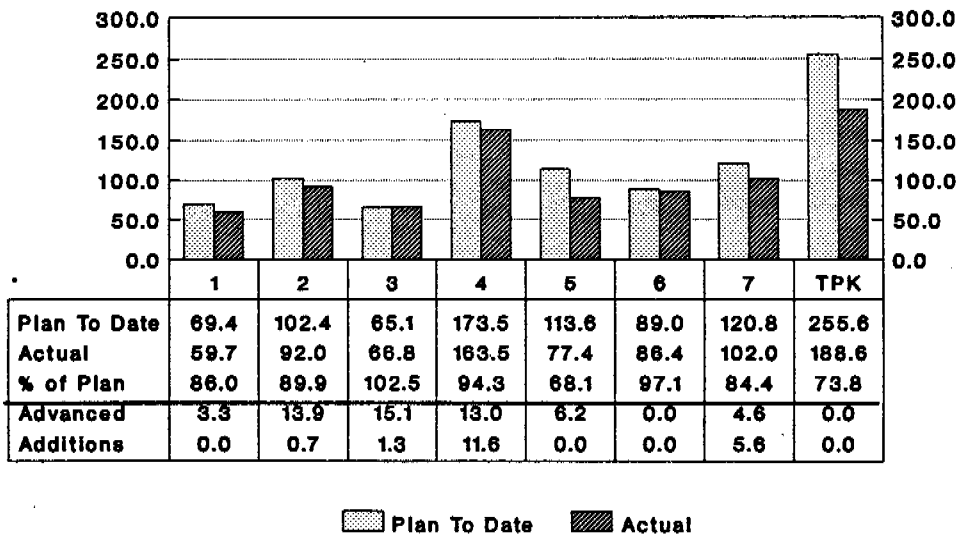
FY 91/92: \$56.1 Advanced; \$19.2 M. Added Bids \$116.5 M lower than Dept. estimate

## CONTRACT LETTINGS Districts and Turnpike # of Projects thru 4th Qtr, FY 1991/92



Includes all projects with an estimated value of \$250,000 or more.

## CONTRACT LETTINGS Districts and Turnpike \$ Amount thru 4th Quarter, FY 1991/92



Includes all projects with an estimated value of \$250,000 or more.



**1991/92 END OF YEAR PERFORMANCE & PRODUCTION REVIEW  
CONSTRUCTION CONTRACT LETTINGS**

**DISTRICT 1:  
(Bartow)**

The district planned to let 53 contracts. During the year, 49 contracts were let, 92% of the total number planned. Actual dollar commitments of \$59.7 M. were 86.0% of planned construction lettings of \$69.4 M.

***Explanation of 4 Planned Contracts (\$ 2.5 M) Not Let-***

- o One contract delayed because of roadbed contamination. Clean-up will be accomplished by city as part of utility relocation and Department will delay letting until after city completes work.
- o One contract deleted because there were no intersections qualifying for urban funds (computerized signalization).
- o One contract deleted due to later assessment obviating need for bridge repair.
- o One contract delayed due to discovery of foundation defects in building to be rehabilitated, requiring a new building, now under design (Toll facility, west end, Alligator Alley).

**DISTRICT 2:  
(Lake City)**

The district planned to let 53 contracts. During the year, 52 contracts were let, 98% of the total number planned. Actual dollar commitments of \$92.0 M. were 89.9% of planned construction lettings of \$102.4 M.

***Explanation of 1 Planned Contract (\$ 0.4 M) Not Let-***

- o One project delayed at request of county in order to incorporate additional work on the project.

**DISTRICT 3:  
(Chipley)**

The district planned to let 51 contracts. During the year, 51 contracts were let, 100% of the total number planned. Actual dollar commitments of \$66.8 M. were 102.5% of planned construction lettings of \$65.1 M.

**DISTRICT 4:  
(Ft. Lauderdale)**

The district planned to let 44 contracts. During the year, 44 contracts were let, 100% of the total number planned. Actual dollar commitments of \$163.5 M. were 94.3% of planned construction lettings of \$173.5 M.

**DISTRICT 5:  
(Deland)**

The district planned to let 46 contracts. During the year, 42 contracts were let, 91% of the total number planned. Actual dollar commitments of \$77.4 M. were 68.1% of planned construction lettings of \$113.6 M.

***Explanation of 4 Planned Contracts (\$ 24.1 M) Not Let-***

- o One contract delayed due to imposition of additional requirements by Volusia Co. Court system to obtain order of taking.
- o One contract deleted due to discovery of poor soil conditions, tripling project cost (sidewalk construction).
- o One contract delayed due to lengthy time required to obtain FHWA approval of proposed method of handling traffic.

- o One contract deleted due to non-donation of right of way where financing was contingent upon such donation (Federal demonstration project, I-4 at C.R. 46A).

**DISTRICT 6:  
(Miami)**

The district planned to let 25 contracts. During the year, 23 contracts were let, 92% of the total number planned. Actual dollar commitments of \$86.4 M. were 97.1% of planned construction lettings of \$89.0 M.

***Explanation of 2 Planned Contracts (\$ 0.8 M) Not Let-***

- o One contract delayed until drainage (beach location) is included and designed, at request of city.
- o One contract deleted. Contract was for improvement to community college property in exchange for use as temporary detour during interchange construction. Community college then requested that the Department purchase property in addition to making improvements.

**DISTRICT 7:  
(Tampa)**

The district planned to let 45 contracts. During the year, 44 contracts were let, 98% of the total number planned. Actual dollar commitments of \$102.0 M. were 84.4% of planned construction lettings of \$120.8 M.

***Explanation of 1 Planned Contract (\$0.8) Not Let-***

- o One contract for bridge repair deferred due to bascule bridge study which significantly increased scope of repair work and established new production date.

**TURNPIKE:**

The Turnpike planned to let 28 contracts. During the year, 27 contracts were let, 96% of the total number planned. Actual dollar commitments of \$188.6 M. were 73.8% of planned construction lettings of \$255.6 M.

***Explanation of 1 Planned Contract (\$ 8.0 M) Not Let-***

- o One project delayed in order to negotiate on right of way and avoid big June letting. No impact on opening date of expressway (N.W. Hillsborough toll facility)

**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 throughout the year, 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.

## ***Construction Contract Letting Level***

**Secondary Measure** *Dollar Volume of Projects Let Per Quarter.*

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

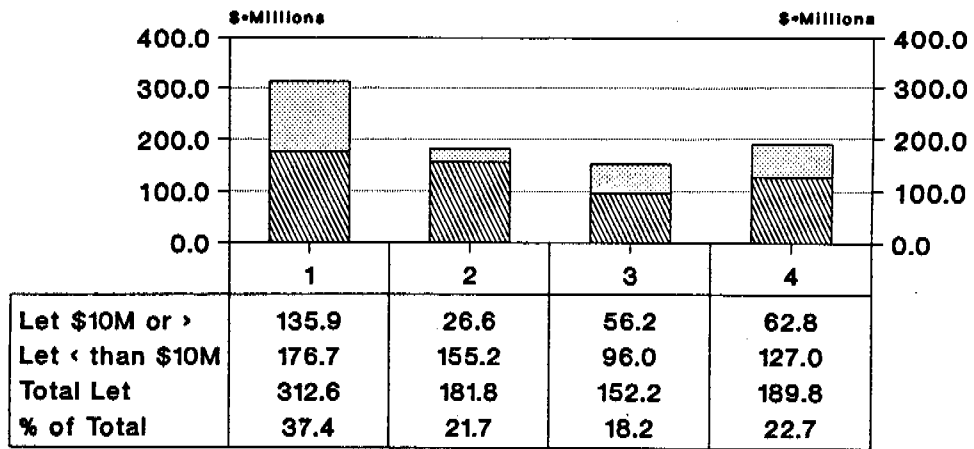
**Synopsis:** *Of the total dollar amount of bids received at contract lettings, the percentage let during each quarter was as follows:*

*1st Quarter: 37.4%*  
*2nd Quarter: 21.7%*  
*3rd Quarter: 18.2%*  
*4th Quarter: 22.7%*

**Comparison with FY 1990/91:**

- o 1st Quarter dollar volume increased 42.2% over 1990/91; in fact, 1991/92 was the highest 1st Quarter in the last 5 years, during which period 1st quarter volume averaged 22.8% of total dollars.*
- o 2nd Quarter showed an increase of 24% over 1990/91, continuing a 5-year trend of increasing the 2nd Quarter share of dollar volume; average 2nd quarter volumes were 13.5% during the 5-year period from 1986/87 through 1990/91.*
- o 3rd Quarter showed a 14.3% decrease from FY 1990/91 volume of 20.8%.*
- o 4th Quarter dollar volume decreased 56% from 1990/91's heavy 4th quarter during which 35.4% of total dollar volume was let. Although the 4th quarter average for the previous 5-year period is 40%, data exhibits a trend toward decreasing volume of lettings during the 4th quarter, with the 1991/92 volume of 22.7% being the lowest 4th quarter during the period.*

## CONTRACT LETTING LEVELS FISCAL YEAR 1991/92 By Quarter



Let < than \$10M
  Let \$10M or >

Includes all projects with an estimated value of \$250,000 or more.

**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

## ***Construction Contract Condition***

of the project established by lowest responsible bid) agreed to in the contract are subject to adjustment due to a variety of factors. These factors include 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.

On the following pages, Contract Time Adjustments and Contract Cost Adjustments are covered in detail.

**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 earlier 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.

## ***Contract Time Adjustments Extensions/Delinquencies***

*Secondary 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.*

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

*Synopsis: For the 152 contracts completed during FY 1991/92, the original contract time was increased by 15.8% as a collective result of weather conditions, authorized time extensions and delinquent performance by contractors. A little over one-quarter of time increases were due to weather conditions, while delinquent performance accounted for 4% of added days. The remaining 69% of added days was due to time extensions granted by the Department.*

*Data indicate that the bulk (49%) of time extensions are due to utility delays, extra work and material acquisition delays. The "Miscellaneous" category accounts for another one-quarter of extensions, at 26%; however this category will require further definition and analysis.*

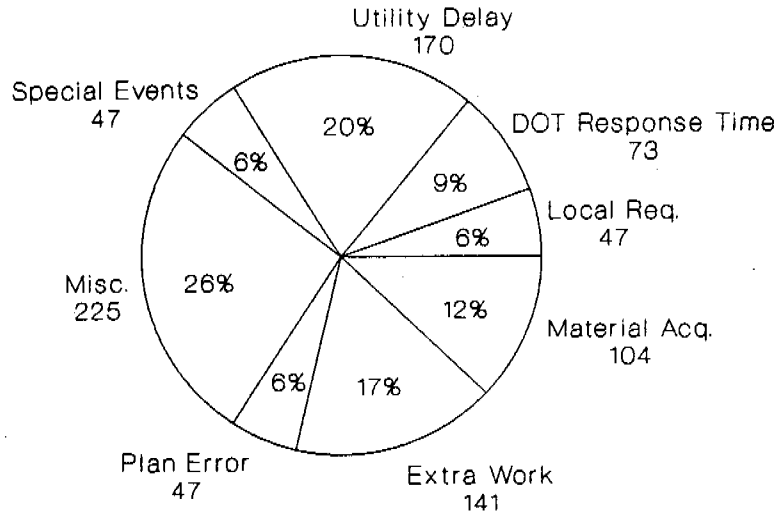
	Days	%
<b>Original Contract (152 Contracts)</b>	<b>19,242</b>	<b>100.0</b>
<b>Weather Conditions</b>	<b>1,237</b>	<b>6.4</b>
<b>Time Extensions</b>	<b>854</b>	<b>4.4</b>
<b>Supplemental Agreement-Time Ext.</b>	<b>2,344</b>	<b>12.2</b>
<b>Delinquent Performance</b>	<b>193</b>	<b>1.0</b>
<b>Unused Contract Days</b>	<b>(1,590)</b>	<b>(8.2)</b>
<b>TOTAL</b>	<b>22,280</b>	<b>115.8</b>

**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.

# TIME EXTENSIONS

## Total - 854 Days



### REASONS FOR TIME EXTENSIONS

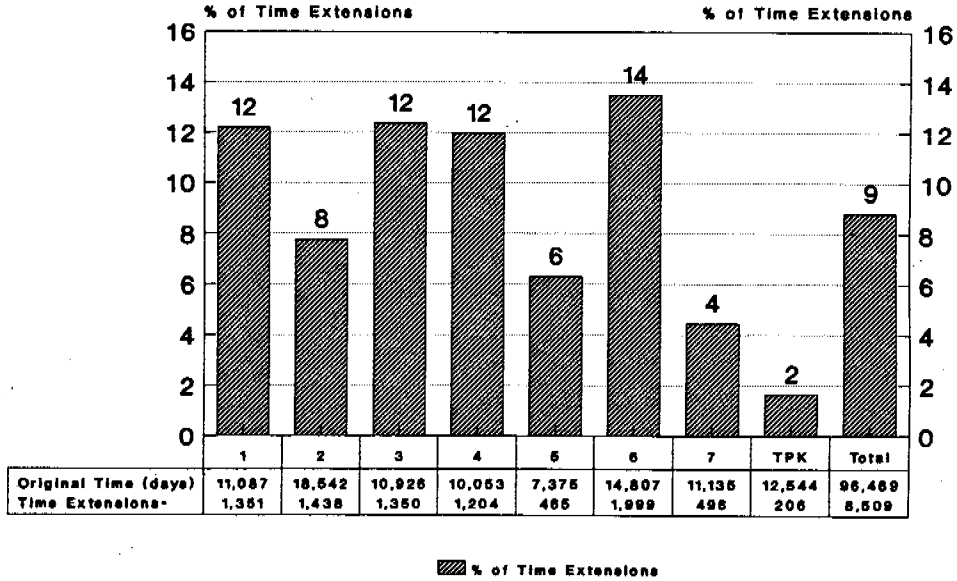
<b>Plan/Design Error</b>	Station error may cause completed work to be removed and redone.
<b>DOT Response Time</b>	Excessive time for the Department to provide test results, approval of shop drawings, erection plans, anchorage plans, demolition plans or giving contractor directions due to Plan/Design error.
<b>Extra Work</b>	Significant overrun in quantity requiring additional installation time to complete or added features to make a project functional.
<b>Utility Delays</b>	Time lost to mitigate unforeseen utility conflicts or beyond time scheduled in contract documents.
<b>Material Acquisition</b>	Unavailability of materials due to area wide shortages and strikes or wrong quantities or items specified that require long delivery time.
<b>Special Events</b>	Construction work may be delayed by unanticipated traffic congestion due to major sporting events or political events such as presidential visit.
<b>Local Requirements</b>	Noise restrictions may prohibit certain types of work such as dump truck operations from being performed during certain specified quiet hours or seasonal shopping or tourist periods.
<b>Miscellaneous</b>	Time granted in order to settle a dispute that would otherwise result in a monetary claim.

DOT 7/14/92



## TIME EXTENSIONS

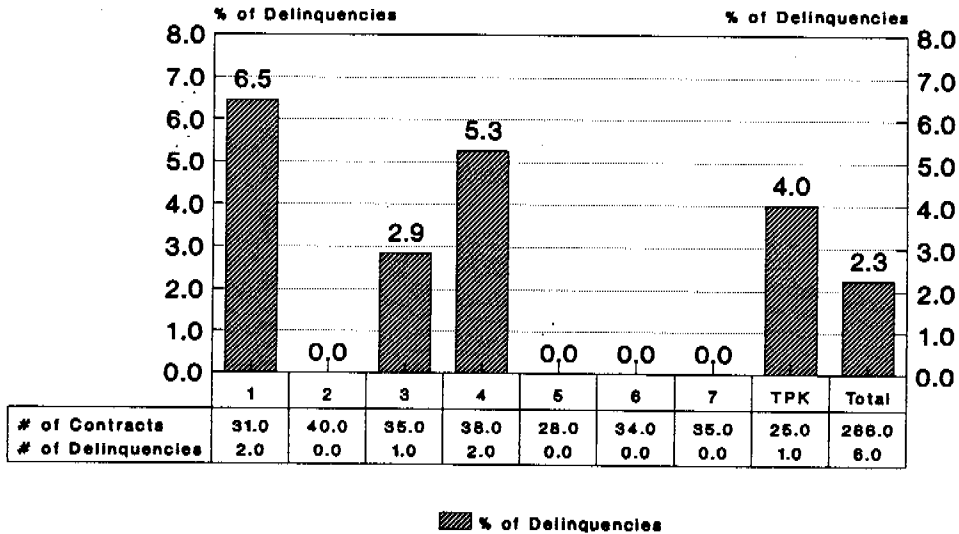
For Construction Contracts Underway  
% of Time Extensions as of 6/30/92



• Does Not Include Weather Days

## DELINQUENT CONTRACTS

For Construction Contracts Underway  
% of Delinquent Contracts as of 6/30/92



Delinquent Contracts are contracts on which allowable contract time has expired.

**Narrative:** The measure below compares original project cost to final project cost. Increases in cost frequently occur 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 planned projects to cover prior overruns and could indicate a problem in quality of design plans and specifications or in contract management.

## ***Contract Cost Adjustments Supplemental Agreements***

***Secondary Measure*** *Original Contract Amount vs. Final Amount Paid on all Construction Contracts Completed during the Fiscal Year.*

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

***Synopsis:*** *For the 152 contracts completed during the fiscal year, the total original contract amount of \$131.5 M. increased by 3.1% due to supplemental agreements, for a final total contract amount of \$135.5 M. A total of 276 supplemental agreements were executed, for an average of 1.8 supplements per contract.*

***Data indicate that 73% of supplemental agreements were necessary due to "plan errors" and "claim settlements."***

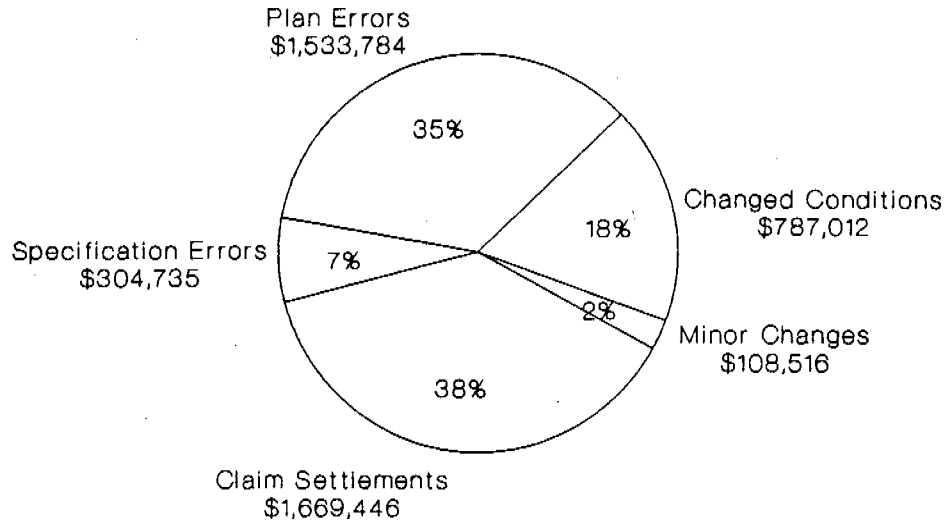
	# of	\$ Amount	% \$'s
<b>Original Contracts</b>	<b>152</b>	<b>\$131,469,738</b>	<b>100.0</b>
<b>Supplemental Agreements:</b>			
<b>Changed Conditions, Plan Error, Spec. Error, Claim Settlements, and Minor Changes</b>	<b>191</b>	<b>\$ 4,403,493</b>	<b>3.4</b>
<b>Other Supplemental Agreements</b>	<b>85</b>	<b>\$ (361,005)</b>	<b>(0.3)</b>
<b>TOTAL COST</b>		<b>\$135,512,226</b>	<b>103.1</b>

**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.

# SUPPLEMENTAL AGREEMENTS

Total - \$4,403,493  
(Excludes "Other" Category)

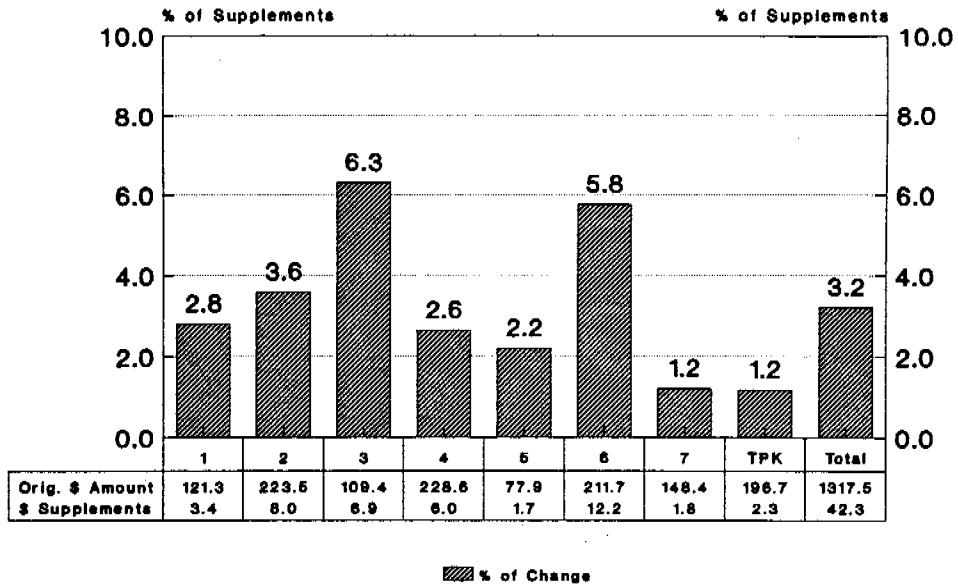


## REASONS FOR SUPPLEMENTAL AGREEMENTS

<b>Changed Conditions</b>	Physical conditions or changes encountered that could not have reasonably been anticipated in the contract such as discovery of unsuitable subsoil materials, subsurface changes such as hidden utility conflicts or other similar unanticipated changes.
<b>Plan Error</b>	Necessary pay items, permits or quantities missing or incorrect, feature locations inaccurate or insufficient and incorrect information or methods indicated that require correction in order to construct the projects as intended.
<b>Specification Error</b>	Specifications incomplete or missing to describe, direct and pay for work necessary to construct the project with the intended scope.
<b>Minor Changes/Overruns</b>	Minor changes in the contract amounting to less than five (5) percent of the original contract amount that <i>do not</i> require changes to specifications or new pay items or changes to the scope of the contract.
<b>Claim Settlement</b>	Payment for negotiated or arbitrated settlement of claims that often include both time and money.
<b>Other</b>	Some sensitive time extensions or necessary changes in contract provisions are formally documented with a Supplemental Agreement.

DOT 7/14/92

## SUPPLEMENTAL CONTRACTS For Construction Contracts Underway % of Supplementals as of 6/30/92



**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

## *Advance Production*

developed its 5-year 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 *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 (design and right of way phases complete) 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 has recently been the case. Advance production is an important strategic tool given the sensitivity of revenues to a variety of rapidly changing economic factors.

Florida Law enacted in 1992 acknowledges the importance of advance production in requiring that the Department maintain an inventory of "projects on which construction could begin immediately if additional sources of revenue become available."

*Proposed Secondary Measure*      *Number and dollar value of Advance Production projects completed vs. number and dollar value of projects planned.*

This Measure assesses how well the Department performed in producing an inventory of projects that could be let to construction immediately, should additional funds become available.

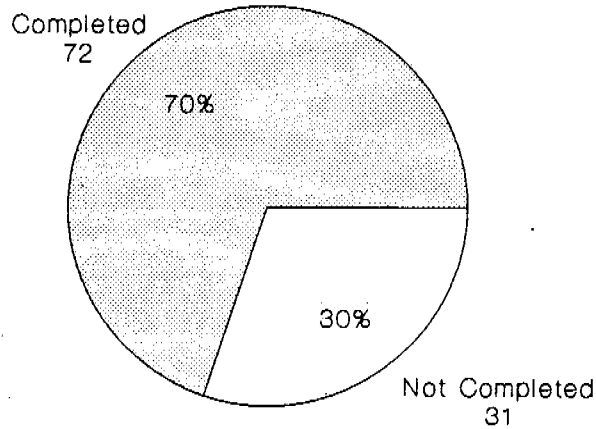
Note: Florida Law limits the advance production inventory to not more than 50% of the annual construction program.

*Synopsis: The Department achieved 70% of plan, having completed 72 of 103 advance production projects planned for the year. Nine projects were added to the plan and completed during the year.*

*From a dollar standpoint, the Department achieved 71% of plan, completing \$268.7 M. of \$379 M. in advance production projects planned. An additional \$36 M. in projects were added during the year and accomplished.*

*Of the total planned projects completed, \$37.5 M. were advanced to letting during FY 1991/92. Further, \$10.3 M. in additions (one project) were advanced to letting, for a total of \$47.8 M. in advance production projects completed and let during the fiscal year.*

# ADVANCE PRODUCTION # of Projects FY 1991/92

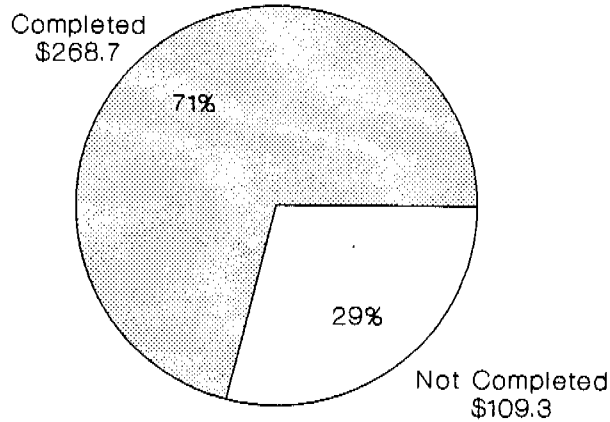


Plan: 103 Projects

Projects > \$500,000

9 Additions

# ADVANCE PRODUCTION \$ Amount FY 1991/92



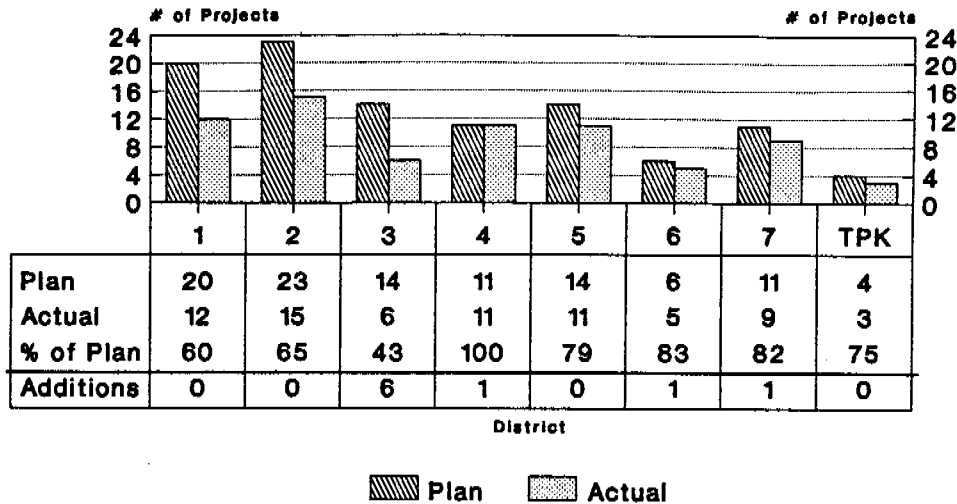
Plan: \$379 Million

Projects > \$500,000

\$36.0 M Additions



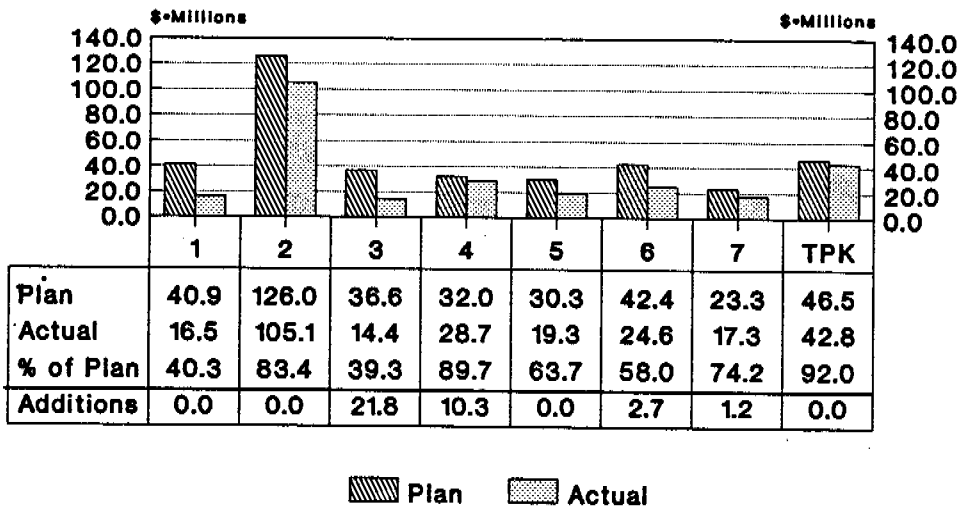
## ADVANCE PRODUCTION Districts and Turnpike # of Projects thru 4th Qtr, FY 1991/92



Of "Actual" 13 projects were advanced to letting in FY 1991/92

Projects > \$500,000

## ADVANCE PRODUCTION Districts and Turnpike \$ Amount thru 4th Qtr, FY 1991/92

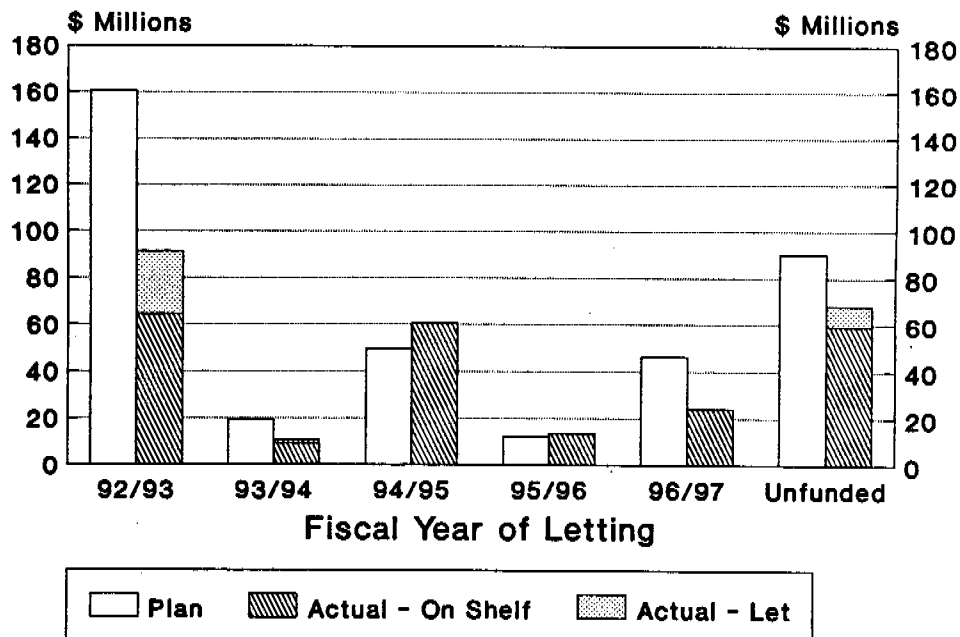


Of "Actual" \$37.5 M. was advanced to letting in FY 1991/92.

Projects > \$500,000

# ADVANCE PRODUCTION

Projects > \$500,000



Fiscal Year of Letting in Adopted Work Program							
	92/93	93/94	94/95	95/96	96/97	Unfunded	Total
Plan	160.6	19.4	49.3	12.2	46.1	90.4	378.0
Actual - On Shelf	64.5	9.2	60.6	13.7	24.0	59.2	231.2
Actual - Let	27.0	1.6	0.0	0.0	0.0	9.0	37.5
Total Actual vs. Plan	91.5	10.8	60.6	13.7	24.0	68.2	268.7
% of Plan	56.96%	55.55%	122.92%	112.30%	52.06%	75.41%	71.09%
Additions - On Shelf	2.7	3.4	7.2	7.1	5.3	0.0	25.7
Additions - Let	0.0	0.0	0.0	0.0	0.0	10.3	10.3
Total Additions	2.7	3.4	7.2	7.1	5.3	10.3	36.0

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***COST-EFFICIENT &  
EFFECTIVE BUSINESS***

***PRACTICES:***

***FINANCE &  
ADMINISTRATION***

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**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 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).

***Commitment of  
Federal Funds***

Today, federal funds comprises about 30% 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 funds is committed to qualifying projects in a timely manner and that all federal requirements are met.

Federal 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 federal 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 funds in such a manner as to avoid forfeiture.

<b>Primary Measure</b>	<b>Of Federal Funds Subject to Forfeiture at the End of the Federal Fiscal Year, the Percent that was Committed.</b>  This measure assesses how well the Department manages federal funds to avoid forfeiture of such funds.
<b>Explanatory Data</b>	Amount of redistributed federal funds requested during the Federal fiscal year and amount received, if any.

*Synopsis: At the end of the 3rd Quarter of the federal fiscal year (6/30/92), the Department had committed \$382.5 M. of a total of \$503.6 M. in federal funds subject to forfeiture at federal fiscal year end if not committed. \$121.1 M. or 24% remains to be committed during the 4th Quarter ending 9/30/92.*

*The Department plans to commit the remaining balance by federal fiscal year end and has indicated that it will be in a position to consume an additional \$49.8 M. in federal funds, should unused funds from other states be made available for redistribution.*

*Comparison with FY 1990/91:*

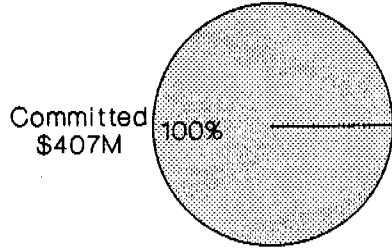
- o There was a 23.7% increase in Federal funds subject to forfeiture in FY 1991/92 compared to FY 1990/91.*
- o The Department had committed slightly less by federal fiscal year end of 3rd Quarter in 1991/92 (\$382.5) than it had at the same point in FY 1990/91 (\$386 M.).*

# FEDERAL AID PLAN

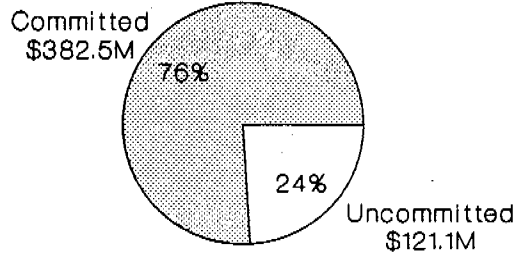
(Dollars in Millions)

Federal FY 1990/91

Federal FY 1991/92



Total \$407.0 Million



Total \$503.6 Million

**Plan calls for committing the remainder this Federal fiscal year plus requesting \$49.8 million in redistributions.**

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

## *Management of Administrative Costs*

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.

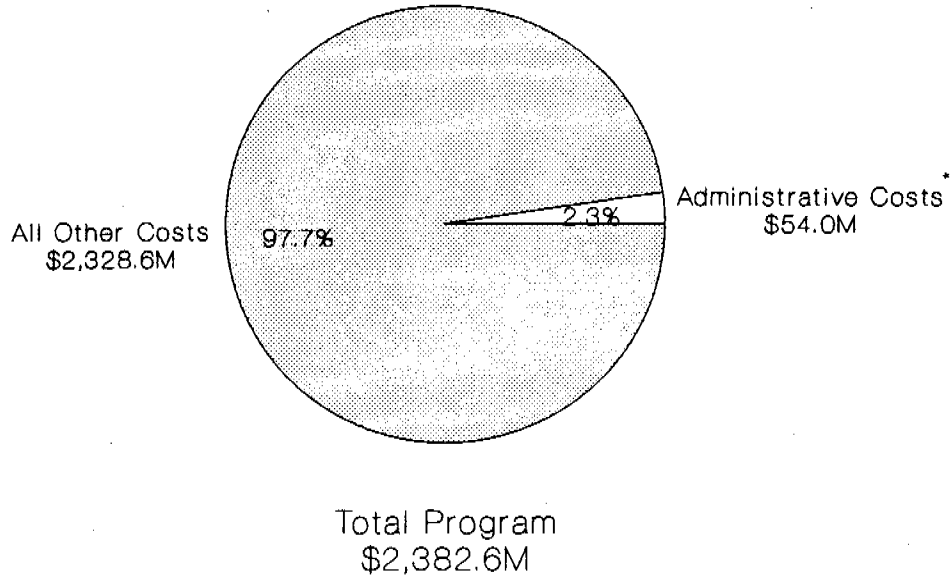
### **Primary Measure**

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

This measure tracks administrative costs as a percent of the total program (product, product support, operations, maintenance, and administration) and by actual dollar amounts. The 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.

*Synopsis: Total Administrative costs were 2.3% of the Total Program for FY 1991/92, totaling \$54 M. of a total program of almost \$2.4 B.*

# ADMINISTRATIVE COSTS FY 1991/92



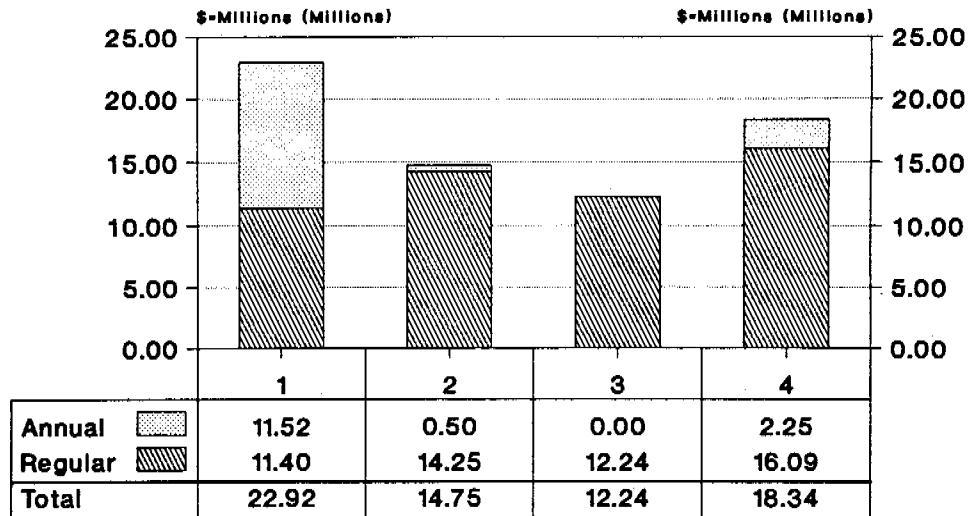
**Notes:**

(1) This information may be adjusted as the year-end close process continues.

(2) Administrative Costs does not include Fixed Capital Outlay expenditures, or expenditures the Department does not have control over (e.g., Risk Management Insurance).



## ADMINISTRATIVE COSTS FY 1991/92 - \$ Amount By Quarter



2nd and 4th Quarters contain 1 more payroll than 1st and 3rd Quarters. Each payroll equals approximately \$1,175,000.

	Quarter				Total
	1st	2nd	3rd	4th	
<b>Annual Payment Cycle</b>					
Risk Management	11,372,115	230,000	0	0	11,602,115
Transfer to Dept. of Admin.	148,524	0	0	0	148,524
Transfer to DCA	0	266,831	0	0	266,831
Legislative Relief Bills	0	0	0	2,250,000	2,250,000
<b>Annual Payment Cycle</b>	<b>11,520,639</b>	<b>496,831</b>	<b>0</b>	<b>2,250,000</b>	<b>14,267,470</b>
<b>Regular Payment Cycle</b>					
Salaries	6,351,575	8,231,123	7,181,641	8,515,562	30,279,901
Other Personal Services	332,981	409,416	430,618	495,948	1,668,963
Expenses	2,786,888	3,155,327	2,996,679	3,470,256	12,409,150
Operating Capital Outlay	205,827	308,905	160,176	113,600	788,508
Consultant Fees	552,408	460,888	102,841	224,700	1,340,837
Human Resource Develop.	17,350	58,604	24,948	51,510	152,412
Overtime	9,608	23,625	15,125	13,878	62,236
Central Support Services	223,886	266,985	3,638	265,788	760,297
Payment to Burns Data Ctr.	921,519	1,335,508	1,324,770	2,939,942	6,521,739
<b>Total Regular Payment Cycle</b>	<b>11,402,042</b>	<b>14,250,381</b>	<b>12,240,436</b>	<b>16,091,184</b>	<b>53,984,043</b>
<b>Total Administrative Costs</b>	<b>22,922,681</b>	<b>14,747,212</b>	<b>12,240,436</b>	<b>18,341,184</b>	<b>68,251,513</b>

**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 method.

## *Cash Management*

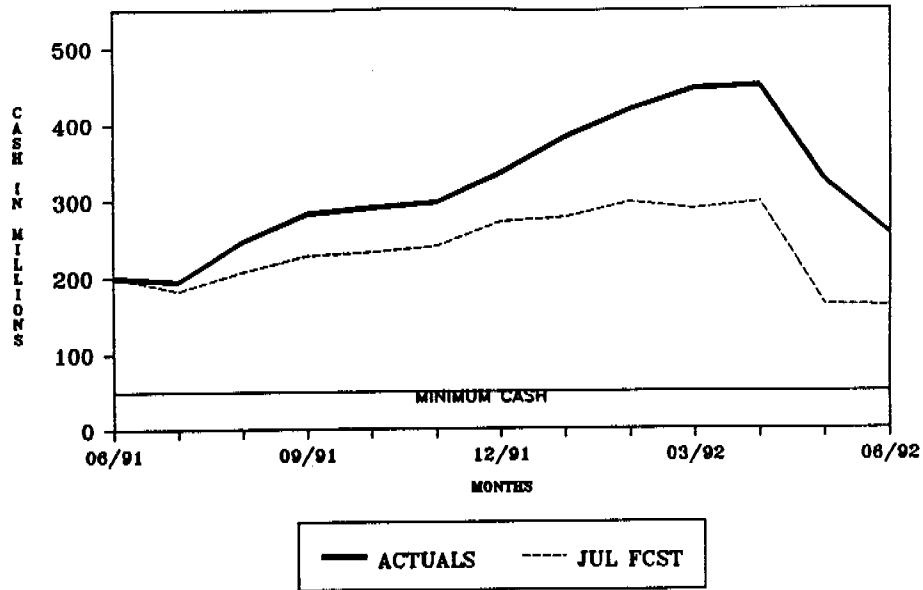
State law requires that the Department maintain a minimum cash balance in the State Transportation Trust Fund of 5% of outstanding obligations or \$50 million, whichever is less. Because the Department must maintain a lawful cash balance, and must pay its bills promptly, it must carefully forecast future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

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

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

**STTF CASH FORECAST  
FISCAL YEAR 1991/92**



SOURCE: OOC

The accompanying assumptions to the cash forecast are an integral part of this report.

**STTF Cash Forecast  
Variance Analysis as of 6/30/92**

CHANGES IN THE CASH BALANCE	FY 92 ENDING CASH BALANCE
<b>JULY 1992 CASH FORECAST</b>	<b>162.3</b>
R.E.C. Adjustments through May 1992 (decrease)	(27.5)
R.E.C. transfers delayed (decrease) to be received in July	(100.3)
Advanced Construction revisions (increase) State cash was not advanced, therefore Federal Aid was reimbursed	30.0
Refinancing of Skyway Bonds (increase) unanticipated revenues resulted	<u>12.7</u>
<b>SUBTOTAL</b>	<b>(85.1)</b>
New construction Payout Rates (decrease) Cyclical curves vs straight-line	(1.5)
ROW cash needs adjustments (increase) District needs were overestimated	58.6
Contingency Box reflows (increase) historical needs and usage	4.2
ROW Bond Fund advances/reimbursements (increase)	37.0
Changes in Programming Levels (decrease) changes from Adopted to ISTEPA	(6.3)
Affect of low bids on Construction (increase) cash flow based on July cost	6.5
Commitment schedules and payout rates (increase) execution and payout of contracts was slower than originally estimated	<u>79.2</u>
<b>SUBTOTAL</b>	<b>177.7</b>
<b>FY 92 ACTUAL ENDING CASH BALANCE</b>	<b>254.9</b>

**Narrative:** Like most state agencies, the Department purchases goods and services from the private sector. Because the Department contracts for 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.

***Prompt Payment to  
Contractors & Vendors***

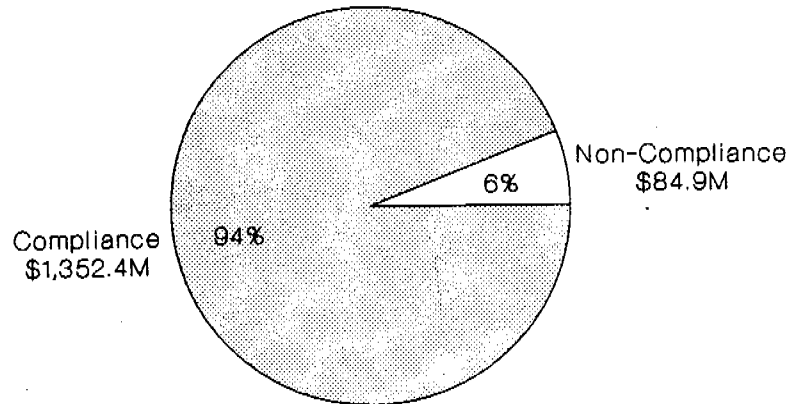
It is important that the Department act as a good "customer:" one who pays its financial obligations in a timely manner and in accordance with state law, which requires that invoices be forwarded to the State Comptroller within 20 days after receipt of the invoice by the Department or approval of goods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

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

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

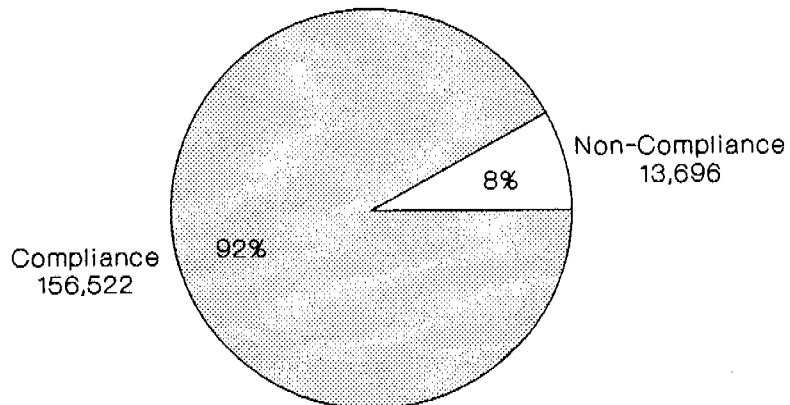
***Synopsis:*** *The Department achieved 94% compliance rate, having processed \$1.35 B. of a total of \$1.44 B. in invoices in compliance with the 20-day rule. From the standpoint of number of invoices, the Department achieved 92% compliance, having processed 156,522 of 170,218 invoices in compliance with the 20-day rule.*

**INVOICES PROCESSED IN COMPLIANCE  
WITH 20-DAY RULE  
\$ Amount of Invoices**



FY 1991/92  
Total \$ 1,437.3 M

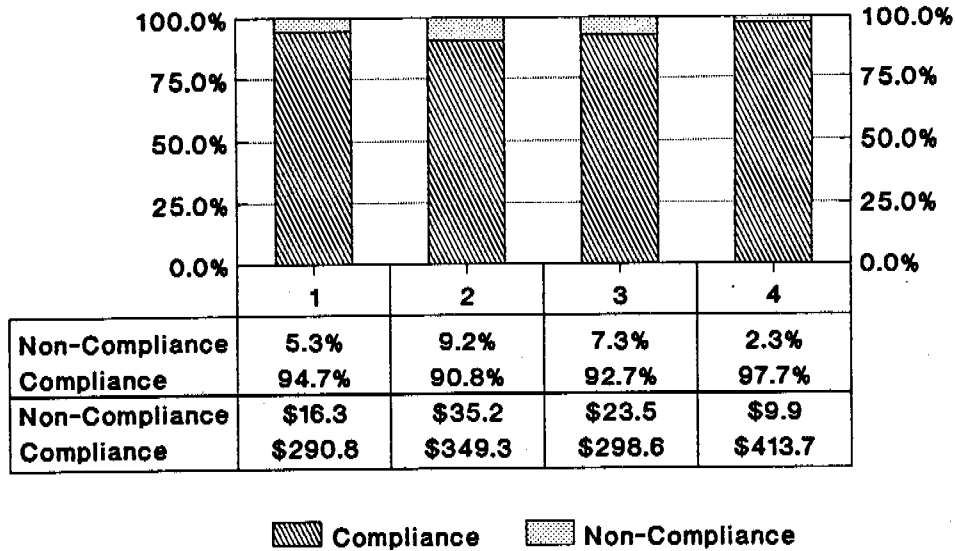
**INVOICES PROCESSED IN COMPLIANCE  
WITH 20-DAY RULE  
Number of Invoices**



FY 1991/92  
Total 170,218

## INVOICES PROCESSED IN COMPLIANCE WITH 20-DAY RULE

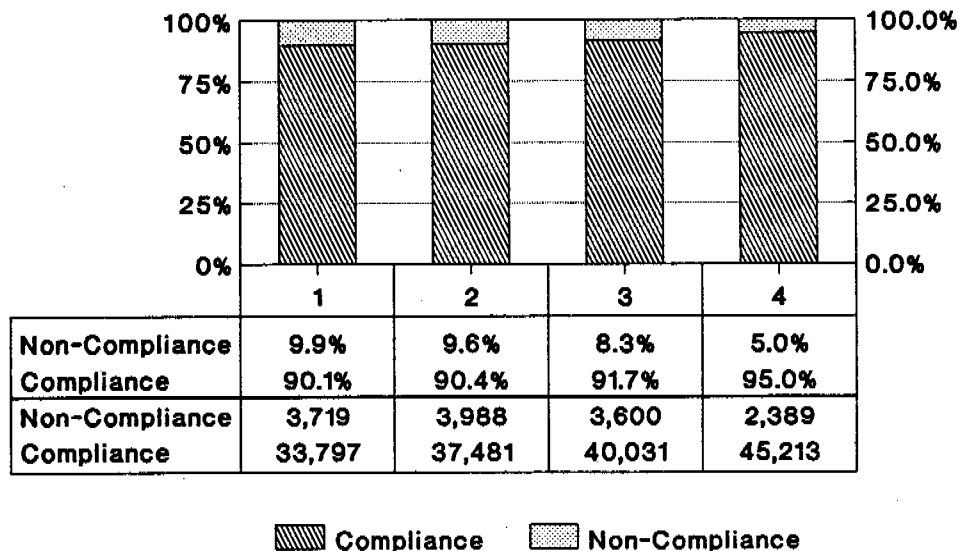
### \$ Amount of Invoices - By Quarter



\$ In Millions

## INVOICES PROCESSED IN COMPLIANCE WITH 20-DAY RULE

### Number of Invoices - By Quarter



**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 economic feasibility criteria.

## *Management of Bond Programs*

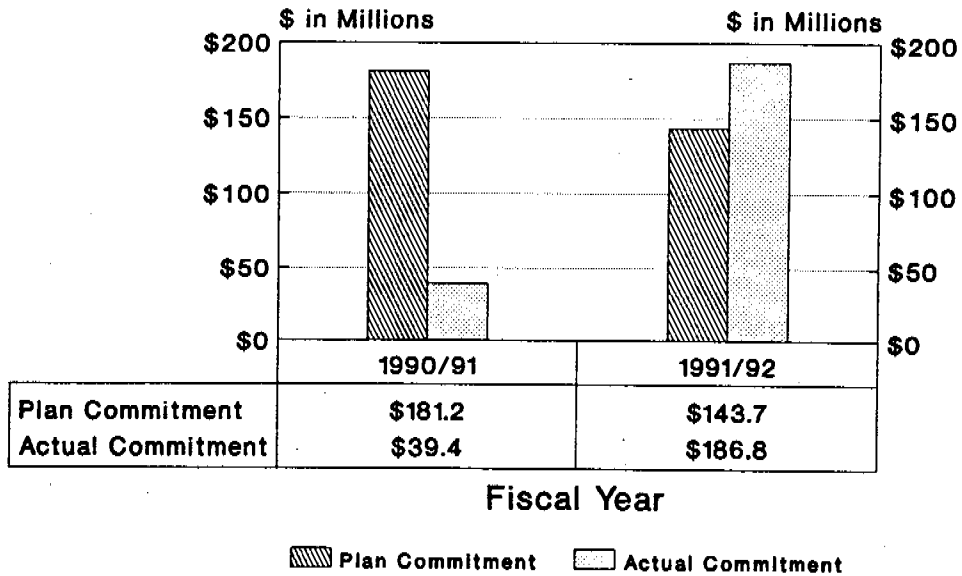
Since bond financing involves payment of interest to bondholders on bond proceeds received by the Department, it is important that interest be minimized, to the extent possible, through timing of the sale and maintenance of a high bond rating. Although Department bond sales are processed by the Division of Bond Finance in the Department of Management 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.

**Secondary 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.*

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.

**Explanatory Data** For each series issued during the fiscal year, provide bond rating and interest rate.

## TURNPIKE BOND FUNDS - P91A BOND COMMITMENT



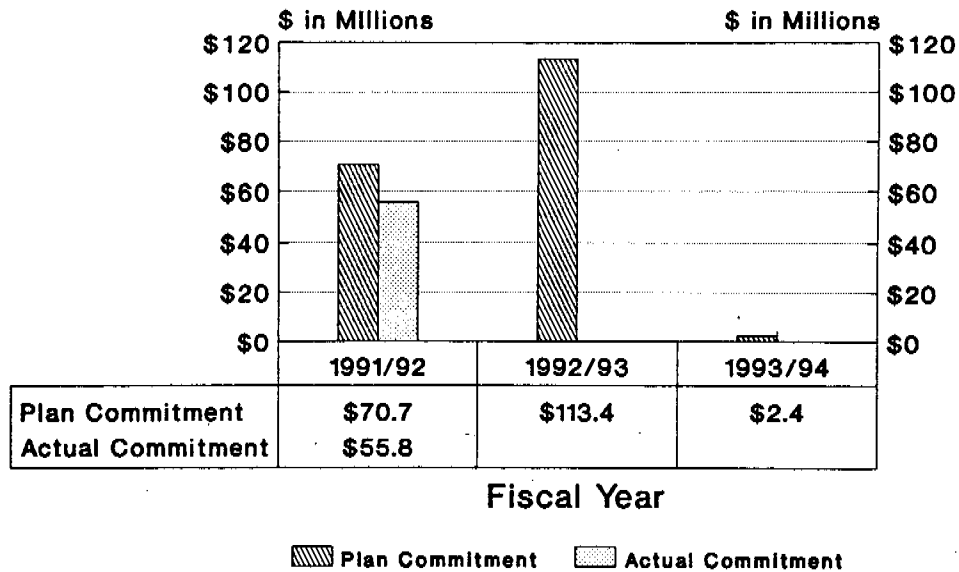
### TURNPIKE BOND FUNDS - 91A

Date Issued	January 1991
Interest Rate	7.32 Percent
Use of Proceeds	Seminole Expressway - Right of Way and Construction Northwest Hillsborough Expressway- Right of Way
Total Commitment Plan	\$324.9 M.
Actual Commitments	\$226.2 M.
Commitment Balance	\$ 98.7 M.

\$67.2 M. for right of way. All parcel titles have been acquired this is to pay final judgments.  
\$31.5 M. Contingency Fund for construction cost overruns.



## TURNPIKE BOND FUNDS - P92A BOND COMMITMENT



TURNPIKE BOND FUNDS - 92A	
Date Issued	June 1992
Interest Rate	6.34 Percent
Use of Proceeds	Northwest Hillsborough Expressway- Construction
Total Commitment Plan	\$186.5 M.
Actual Commitments	\$ 55.8 M.
Commitment Balance	\$130.7 M.

**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 managed by the Department.

## *Management of Toll Facility Operational Costs*

Toll revenues are used to pay debt service on bonds issued for construction of a 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.

*Secondary Measure      Operational Costs per Toll Transaction*

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.

*Secondary Measure      Percentage of Toll Revenues Used to Collect Toll*

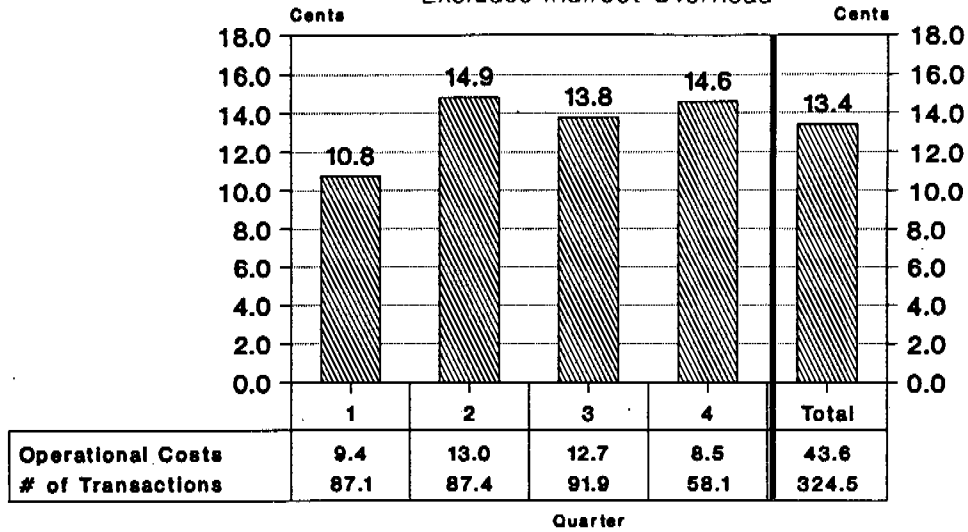
This measure arrives at the percentage of toll revenues used to collect tolls by dividing total operational costs by total toll revenue collected. Although the percentage will automatically decrease when a toll increase occurs, such adjustments will be noted. This measure will serve as the basis for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

**Synopsis:** For FY 1991/92, the Department's cost to operate toll facilities was 13.4 cents per toll transaction (excludes data for June).

Of total toll revenue, 19.4% was used to defray direct operational costs of collecting tolls. Including indirect operational costs, 27% of total toll revenue was used to defray operational costs of collecting tolls.

# OPERATIONAL COSTS PER TOLL TRANSACTION FY 1991/92 - By Quarter

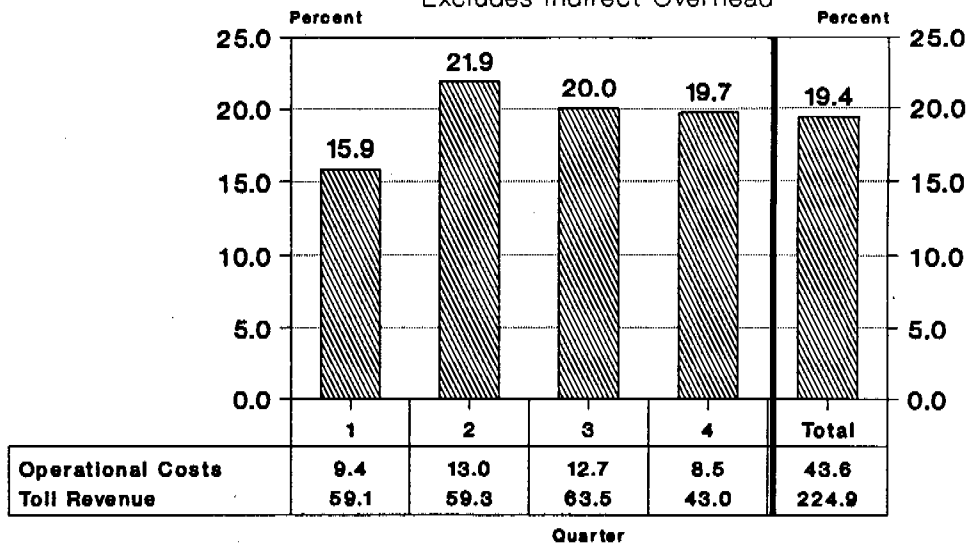
Excludes Indirect Overhead



•Costs and Transactions in Millions  
 •Chart does not include June data -  
 available after August 21st.

## % TOLL REVENUES USED TO COLLECT TOLL FY 1991/92 - By Quarter

Excludes Indirect Overhead

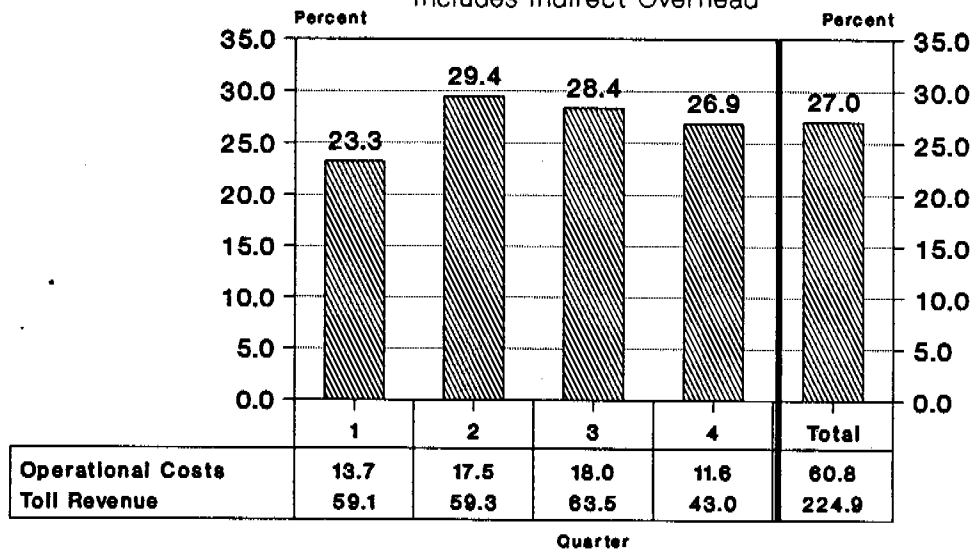


1st and 3rd Qtrs. contain 1 more payroll  
than 2nd and 4th Qtrs. (each payroll \$1,456,000)

•Costs and Transactions in Millions  
•Chart does not include June data-  
available after August 21st.

## % TOLL REVENUES USED TO COLLECT TOLL FY 1991/92 - By Quarter

Includes Indirect Overhead



1st and 3rd Qtrs. contain 1 more payroll  
than 2nd and 4th Qtrs. (each payroll \$1,456,000)

•Costs and Transactions in Millions  
•Chart does not include June data-  
available after August 21st.

**Narrative:** The term "Information Technology" encompasses all computer systems supporting Department operations. The more than 60 systems range from those that directly support production activities to those that provide data used in administrative functions and management decision making.

## *Information Technology*

Information technology is a support function essential to improved productivity and quality in all Department operations, and thus should not be measured in isolation. Further, although appropriate use of computer technology does result in increased efficiency and improved quality of end products, it does not lend itself to measurement in quantitative terms. Its positive impacts are, however, measured as part of major operations addressed elsewhere in this report.

<b>Indicator</b>	<b>Progress toward implementation of the Business Information System Plan (BISP), including CADD and office automation.</b>
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In 1990, the Department adopted a Business Information System Plan (BISP), its long-range plan for pursuing the most effective use of information technology. Implementation of BISP will continue over the next several years, with scheduled completion in early 1998.

BISP implementation began during FY 1991/92, with Financial Management, the Department area identified as highest priority (scheduled for completion in early 1995). Pursuant to rigid methodology, all aspects of the area are thoroughly analyzed, allowing full integration of future information systems. A case in point is the Accounts Receivable operation, which was a weak area due to Department inability to pull together information from 8 different systems, some not yet computerized. A single Accounts Receivable System will be operative in October, 1992. Another benefit of the comprehensive analysis imposed by BISP is the "one number concept" which will allow the Department to use one identifying number to track a project from conception through completion.

Computer Aided Drafting and Design (CADD) is an engineering application of computer technology that is now widely used in the transportation industry. The demonstrated benefits of CADD are increased productivity and enhanced quality

of construction plans. In the transportation industry, CADD is no longer evaluated from a cost/benefit standpoint, but rather is clearly recognized as an essential engineering tool for competing in today's market. The Department was considered an early leader in the use of CADD among departments of transportation nationally and continues to pursue improved application of CADD.

FY 1991/92 was the first year of a two-year effort to replace obsolete mid-1980's CADD equipment with standard desk-top work stations which allow greater flexibility and availability to designers.

A nationally recognized advancement in automation of surveying and design functions developed by the Department is the Electronic Field Book (EFB) computer system. The EFB system allows collection of field survey data more quickly and accurately and allows direct electronic access to survey data by CADD systems used in the design process. During FY 1991/92, implementation of EFB systems was completed in two districts and was initiated in the remaining districts.

**Narrative:** The extent to which the Department actively recruits qualified employees, provides training opportunities for its current employees, and creates a work environment that minimizes turnover, impacts productivity and work quality in all operational areas.

***Personnel-Related  
Practices***

While it is important to monitor and report Department efforts to recruit, train and retain employees, the benefits in increased production and improved performance are difficult to quantify.

Indicator	Percent of work time per employee spent on training.
Indicator	Average longevity of service of Department professional employees.
Indicator	Number of quality improvement team suggestions implemented. Amount of money saved or revenue increased due to implementation of quality improvement team suggestions.
Indicator	Existence of active recruitment programs.

Department recruitment efforts are geared toward attracting civil engineering students and graduates. The Department's primary source of new entry level engineers is the Professional Engineer Training Program -- a popular, 4-year training program that provides graduate civil engineers with broad, practical experience in transportation engineering, and guides them toward Professional Engineer registration. During FY 1991/92, nineteen (19) engineering graduates finished the program and all 19 were hired (from 1989 to 1992, 65 trainees graduated and 64 of those were hired).

The Student Cooperative Education Program, which was re-authorized during FY 1991/92, provides opportunities for college students (primarily engineering majors) to gain work experience compatible with their course work and career goals, while the Department benefits from attracting and retaining skilled, trained individuals in critical areas. During FY 1991/92, twenty-six (26) students participated in the program, 81% of which were females or minorities.

In response to alarming attrition rates in state transportation agencies and declining enrollment in the civil engineering curriculum, the TRAC (Transportation and

Civil Engineers Career Centers) Pilot Program was created at the national level to increase awareness and interest in civil engineering and transportation careers among pre-college and college students. A TRAC Career Center has been established at the University of Florida in Gainesville. Through 2-person outreach teams, the program will implement an aggressive public information campaign from elementary school level through college in a effort to attract more students to the curriculum and new graduates to the transportation profession.

The benefits of successful recruitment programs are dependent on the Department's ability to retain professional employees. At the end of FY 1991/92, the average continuous service of the Department's 3,940 professional employees was 12.2 years.

Appropriately timed, relevant training for employees enhances productivity, improves work quality, and positively impacts longevity of service. For FY 1991/92, 1.2% of work time per employee was spent on training.

The "Quality Improvement" or QI program is viewed as a positive employee practice that directly involves teams of employees in problem solving tasks of their own selection. This structured approach to solving work-related problems was pioneered in state government by the Department and continues to result in implementation by management of many QI team recommendations. During FY 1991/92, a total of 77 QI team suggestions were implemented by various units in the Department.



***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

*Preservation of  
Current State  
System*

given day. Failure to adequately maintain our transportation assets 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 road and bridge in perfect condition, or 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.

**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

## ***Bridge Repair & Replacement***

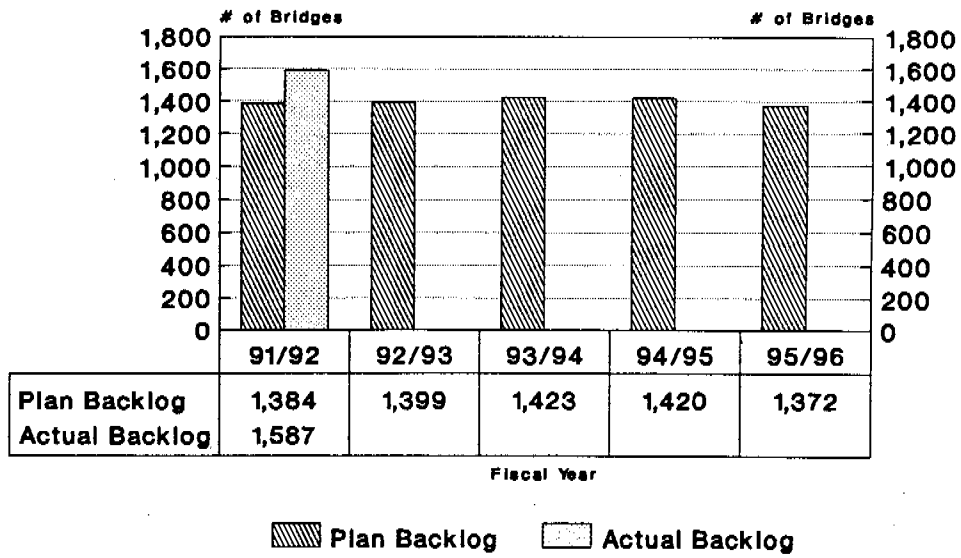
identified deficiencies are inspected more frequently). Over time, some bridges also become "functionally obsolete," meaning they fail to meet current design standards for items such as under-bridge clearance, roadway width, or guardrails. The Department's Bridge Repair and Replacement Backlog monitors 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 used to measure the backlog of deficient bridges.

<b>Primary Measure</b>	<b>Reduce the Backlog of Bridges on the State Highway System Requiring Repair to the 1983 Level (1,145 bridges) by the End of 1999-2000.</b>
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<b>Primary Measure</b>	<b>Reduce the Backlog of Bridges on the State Highway System Requiring Replacement to the 1983 Level (278 bridges) by the End of 1999/2000. Replace 7 Major Bridges over a 10-year Period from 1984-1993</b>
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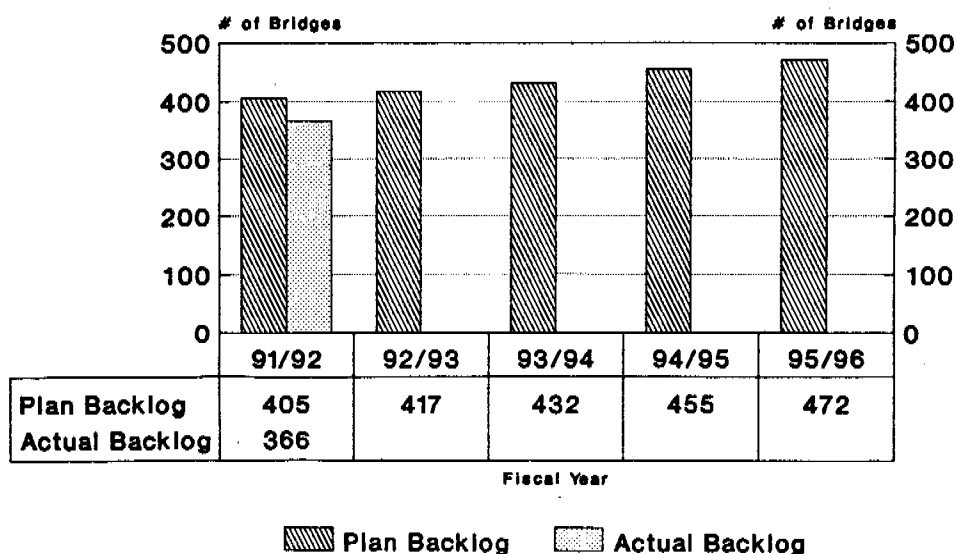
## BRIDGE REPAIR By Fiscal Year



Objective: reduce bridges requiring repair to the 1983 level (1,145) by the end of 1999/2000.

PRELIMINARY  
SUBJECT TO CHANGE

## BRIDGE REPLACEMENT By Fiscal Year



**Objective: reduce bridges requiring replacement to the 1983 level (278) by the end of 1999/2000.**

### Seven (7) Major Bridge Replacement

Of the seven (7) major bridge replacements, a total of 6 are either under construction or complete (Green, Eau Gallie, Apalachicola River, Choctawhatchee Bay, Acosta and Edison). The remaining replacement bridge (Boynton Beach) has been delayed due to litigation, but is scheduled for replacement in FY 1996/97.

PRELIMINARY  
 SUBJECT TO CHANGE

**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***

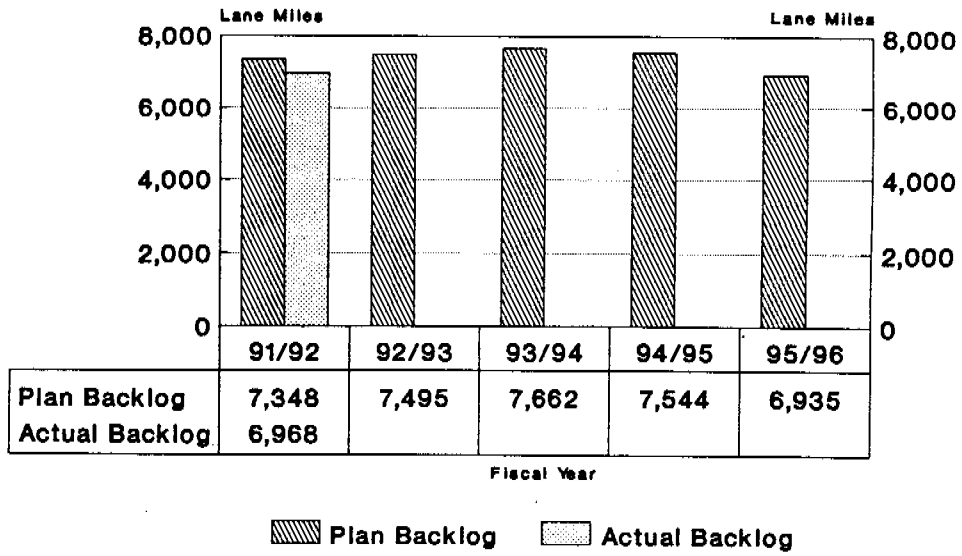
Resurfacing preserves the structural integrity of highway pavements and includes pavement resurfacing, pavement rehabilitation and minor reconstruction. Failure to timely resurface a road results in damage to the road base, necessitating costly reconstruction work in addition to resurfacing. The Department 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 used to measure the backlog of structurally deficient roads.

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

PRELIMINARY  
SUBJECT TO CHANGE

## RESURFACING By Fiscal Year



Objective: reduce backlog of structural-ly deficient state highways to 1983 level (5,020) by end of 1996/97.

PRELIMINARY  
 SUBJECT TO CHANGE

**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

***Routine Maintenance***

maintenance on a statewide basis is essential from structural and safety standpoints and is important for aesthetic and environmental reasons.

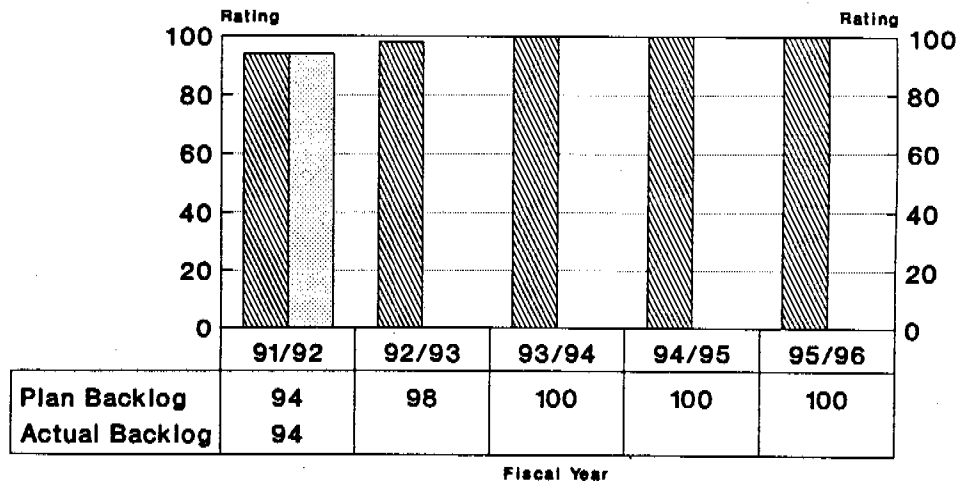
Florida law requires the Department to provide routine and uniform maintenance of the state highway system. The measure below is the Department's current operating policy implementing the statutory provision.

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

**Note:**      The "maintenance rating" goal of 80 referred to is based on the Department's evaluation of its performance using the Maintenance Rating Program. This system grades five (5) maintenance elements and arrives at a composite state score based on a scale of 1 to 10.



## ROUTINE MAINTENANCE By Fiscal Year



Plan Backlog    
  Actual Backlog

Objective: achieve a Maintenance Rating of 80 on the State Highway System in 1994/95.

***SAFETY***  
***OF CURRENT***  
***STATE SYSTEM***

**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 traffic-related injuries and fatalities is further limited

*Safety of  
Current State System*

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 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. By comparison, 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 official national data is for 1989, when the national crash rate was 1.9 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 3.7% of crashes.

<i>Secondary Measure</i>	<i>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.</i>
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.
Indicator	Percent of crashes on State Highway System involving injuries or fatalities where road conditions were a contributing cause, compared to previous year percentage.

Safety improvement as part of project design is a Department priority. Each set of construction plans is reviewed by the District Safety Engineer for inclusion of safety features designed to current engineering standards, to ensure that existing hazardous situations are resolved, and to ensure that hazards are not inadvertently designed into projects. Department safety emphasis on the State system is important and well placed since it carries nearly 70% of the traffic statewide.

Both when designing new transportation facilities and rehabilitating existing facilities, the Department adheres to national safety design criteria, and in some instances Department criteria for the State system exceed national standards. Variances from these criteria are granted only for existing conditions on rehabilitation projects after review of the district variance request by the State Roadway Design Engineer. As part of the review, crash data are examined to determine if the existing condition has created a high crash risk.

During FY 1991/92, of 421 projects let to construction, a total of 68 variances were approved (of 5,473 potential variances based on 13 design elements for each project). Of the 68 variances granted, over 80% related to road lane width, horizontal alignment (sharpness of curve), super elevation (bank of road), border width (distance from outer lane edge to back of sidewalk), and clear recovery area (road edge to nearest obstruction).

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.

The Corridor Safety Improvement Program was initiated to provide a comprehensive approach to reducing crashes, fatalities and injuries in high risk corridors. These projects combine engineering, enforcement, education and emergency services in a coordinated effort.

Because of Florida's standing as a leading state in pedestrian and bicyclist fatalities, the Department has initiated safety awareness programs in both areas,

targeting school-age children as well as high risk groups. Bicycle programs provide traffic education training, promote bicycle helmet use and advocate installation and use of bicycle headlights and taillights (60% of bicycle fatalities occur at night). Pedestrian programs focus on adults between ages 18 and 34 and elder pedestrians -- the two groups most at risk -- and cover such issues as pedestrian alcohol impairment, nighttime walking dangers, and proper walking behaviors. From an engineering standpoint, the Department has presented pedestrian facilities design courses to some 1600 engineers and planners with advanced courses scheduled for 1993. Urban roadway facilities fully incorporating bicycle and pedestrian travel are provided whenever possible.

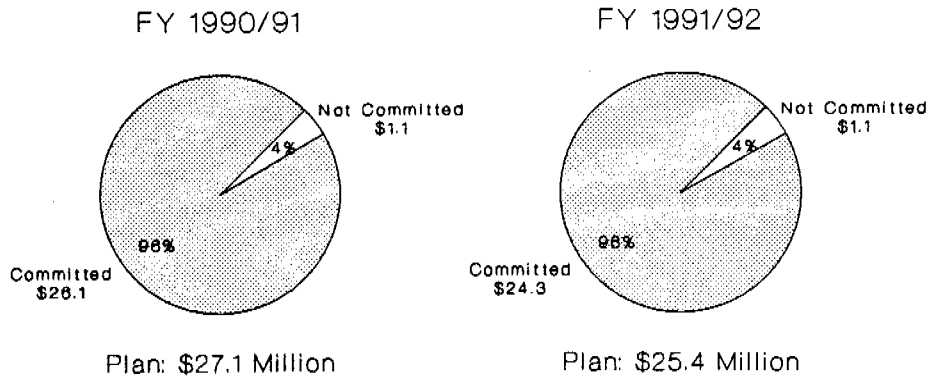
In recognition of the number of elder drivers in Florida and their special needs, the Department has initiated the Elder Driver Program. This high priority program enhances state road safety by establishing design standards specifically tailored to the elder road user, such as advanced signing and larger signs, and road stripes of 6 inch width instead of 4 inch width. Improvements to highway lighting are encouraged to address potential night vision problems.

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. As part of the project, hundreds of Department employees were educated in the area of work zone traffic control. The public awareness component, "Think Along These Lines," is designed to increase motorist awareness of the hazards in and around highway work zones.

Three statutorily mandated safety enforcement 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).

Through the aforementioned activities incorporating education, engineering and enforcement strategies, the Department pursues its goals of reducing the frequency of crashes and the severity of injuries sustained in those crashes that do occur.

# SAFETY PROGRAM FUNDS \$ Amount



\$ in Millions

Note: \$9.3 M in unprogrammed funds were rolled forward to FY 1992/93.

***CAPACITY IMPROVEMENTS  
HIGHWAYS & ALL PUBLIC  
TRANSPORTATION MODES***

**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

## *Capacity Improvements Highways*

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.

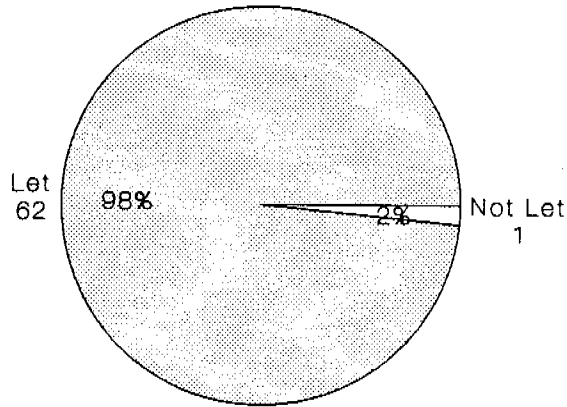
Further, the degree to which capacity improvements yield the desired result of increased mobility (i.e., movement of people and goods in greater volume or reduced trip time) is affected by many factors over which the Department has little or no control. These factors include extent and location of growth,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

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.

<b>Primary Measure</b>	<b>Capacity Improvement Projects Let vs. Capacity Improvement Projects Planned</b>
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# CAPACITY IMPROVEMENT PROJECTS HIGHWAY # of Projects



FY 1991/92  
Plan: 63 Projects

**8 Projects Added**

**New corridor construction and major reconstruction projects adding lanes.**

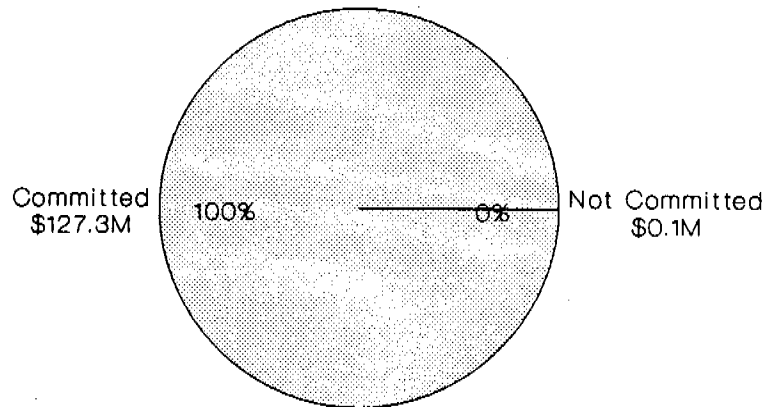
**Narrative:** Public Transportation capacity improvements include airports, seaports, rail, bus transit, intermodal development (projects enhancing connectivity of various transportation modes) and commuter assistance (carpooling, vanpooling, park & ride, etc.). The Department's role is generally limited 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 government or private-sector entities, with state assistance limited to grants, other funding assistance and technical support.

***Capacity Improvements  
Public Transportation  
Modes***

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

<p><i>Secondary Measure</i>     <i>Dollar Amount Committed to Public Transportation Capacity Improvement Projects vs. Dollar Amount Planned</i></p>
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CAPACITY IMPROVEMENT PROJECTS  
PUBLIC TRANSPORTATION  
\$ Amount



FY 1991/92  
Plan: \$127.4 M

***DISADVANTAGED &  
MINORITY BUSINESS  
PROGRAMS***

**Narrative:** Both Federal and State law address 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.

***Disadvantaged/  
Minority Business  
Programs***

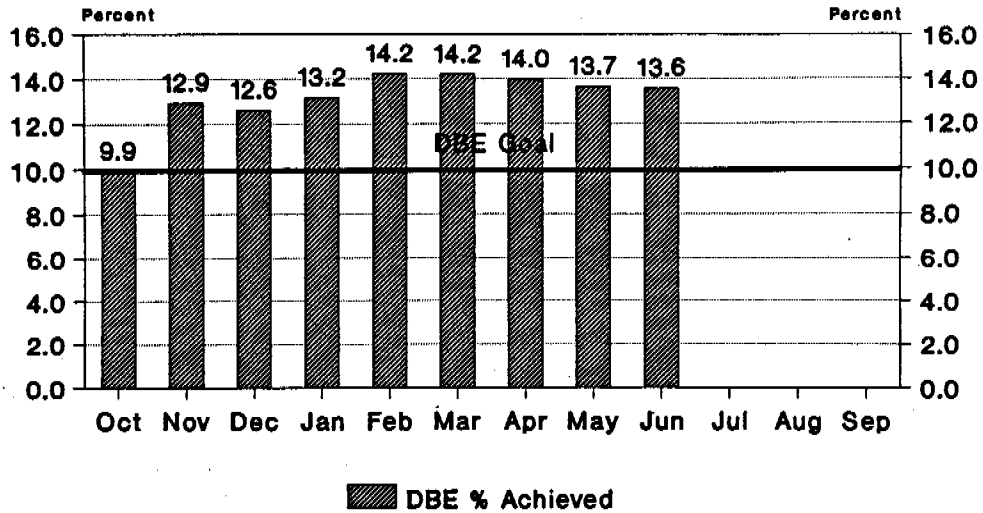
State law also provides maximum opportunity for increased participation by minority business enterprises (MBE's) in State purchases of commodities and contractual services. All agencies, including the Department, are subject to varying percentage goals geared to specific minority groups.

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.

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.

<b>Primary Measure</b>	<b>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.
Indicator	Progress Toward Attaining Statutory Goals for Individual Minority Business Categories in Four Work Type Areas; Reported as Goal vs. Actual.

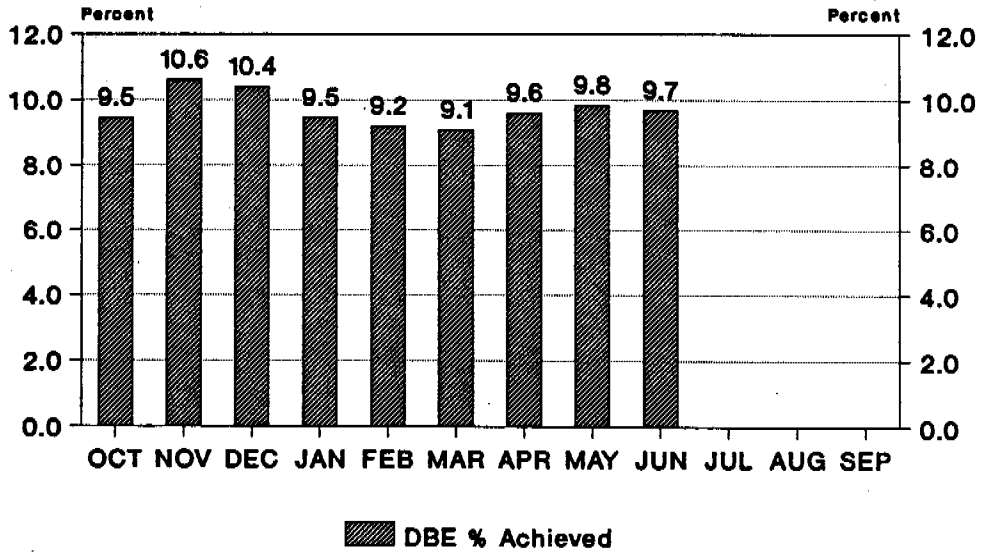
## DBE ACHIEVEMENT ON EXECUTED FEDERAL FUNDED CONTRACTS FY 1991/92



Cumulative Plot

Total Executed \$480.2 million  
Total DBE \$65.2 million

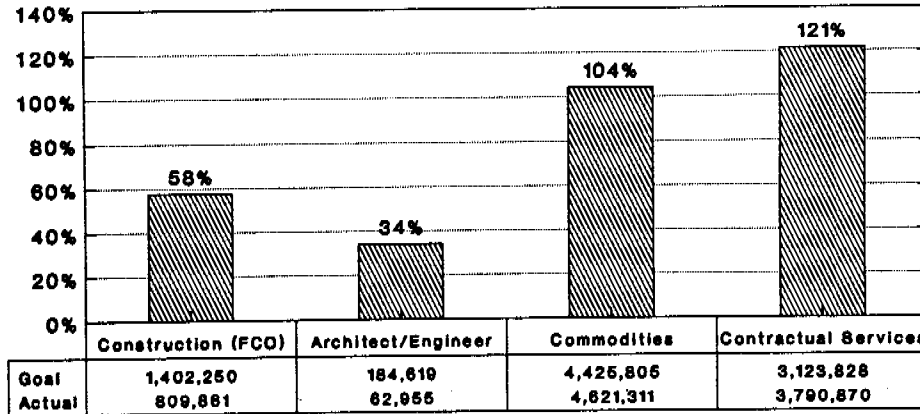
## DBE ACHIEVEMENT ON ALL EXECUTED CONSULTANT CONTRACTS



Cumulative Plot

Total Executed \$183.0 million  
Total DBE \$17.7 million

# MINORITY BUSINESS ENTERPRISE EXPENDITURES - FY 1991/92 By Industry



By Industry

▨ % of Goal

**Total Goal**      \$9,136,502  
**Total Actual**    \$9,284,997  
**Total % of Goal**   102%

## Female Economic Parity

Categories	Goal	Current # of Employees	Over/(Under) Goal
Officials/Administrators	55	21	(34)
Professionals	748	924	176
Technical Services	382	411	29
Protective Services	18	17	(1)
Para-Professionals	106	115	9
Office/Clerical	1,578	1,598	20
Skilled Craft	27	32	5
Service/Maintenance	245	245	0

## Minority Economic Parity

Categories	Goal	Current # of Employees	Over/(Under) Goal
Officials/Administrators	18	21	3
Professionals	394	673	279
Technical Services	172	383	211
Protective Services	25	49	24
Para-Professionals	62	45	(17)
Office/Clerical	405	736	331
Skilled Craft	118	174	56
Service/Maintenance	601	749	148



***COST-SAVING &  
EFFICIENCY PROGRAMS***

Not only is it important that the Department performs the road and bridge projects it has committed to in the work program and moves them through design, right-of-way acquisition and construction according to schedule, it is equally important that

## *Cost-Saving & Efficiency Programs*

the resulting product is a quality one, using the best engineering knowledge and materials available. It is essential that the Department have in place, provide strong management support to, and give continuing priority to, programs whose purpose is improvement of the product itself and the standards and procedures that support production functions.

Although the programs that follow are considered essential to effective performance and continued improvement, these programs are not amenable to quantitative measures.

Value Engineering (VE) uses multi-disciplinary teams (design engineer, construction engineer, maintenance engineer, right-of-way agent, etc.) to evaluate significant projects and determine if, strictly from an engineering standpoint, the same

***Value  
Engineering***

quality product can be achieved at less cost. If potential cost savings are identified, recommendations are made to the District Secretary. The District Secretary sometimes elects not to implement a VE recommendation due to non-engineering factors (e.g., a cost-saving design change might be rejected due to an adverse impact on the community).

Where possible, improvements made as a result of VE reviews are incorporated as standard business practice and may involve permanent revisions to the Department's standard specifications and design standards.

During FY 1991/92, a total of 68 projects were reviewed by VE teams. Of the total recommendations generated by the reviews, 30% were implemented, for a total cost savings of \$58.7 Million. By contrast with the savings, the cost of administering the VE Program is \$0.9 Million annually.

Indicator	Savings attributable to VE reviews vs. cost of administering VE program.
Indicator	Number of projects reviewed by VE vs. planned for review.
Indicator	Percent of VE recommendations implemented,
Indicator	Number of implemented VE recommendations that result in permanent revisions to Department standards and specifications.

The Quality Assurance Program (QA) is currently under development by the Department. Its primary purposes are twofold: to assure a level of uniformity in procedures among the seven Department district offices and Turnpike Office; and to provide a



*Quality  
Assurance*

framework within which procedures are improved and streamlined. The QA program is essential to achieving and maintaining the necessary degree of uniformity in a decentralized agency such as the Department. The public, transportation industry, local governments, etc., have a legitimate expectation that, for example, the Miami District Office and the Lake City District Office will respond similarly when articulating and implementing Department policy on a given matter.

Indicators will be developed for the QA program when it is fully implemented.

The Department's Research Program is managed in the Central Office and for FY 1991-92, has a budget of about \$3.5 million (about .1% of the total Department budget for the year). The benefits of relevant, quality research include economic savings from

improved materials and engineering technology, but also go beyond immediate, practical results by providing policy options and alternatives that assist in successfully addressing the complex transportation issues of the future.

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## *Research*

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During FY 1991/92, 22 new research projects were funded and started, from a total of 62 funding requests. A total of 12 final reports were accepted by project managers during the year, with 8 of those, or 67% having been implemented during the period. Documented benefits included time savings, dollar savings, cost avoidance, quality improvement and validation of assumptions.

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



***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 gas taxes and motor vehicle registration fees, the two largest revenue sources dedicated to transportation purposes.

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## *External Relations*

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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.

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.
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The Florida  
Transportation  
Commission