PERFORMANCE & PRODUCTION REVIEW

OF THE DEPARTMENT OF TRANSPORTATION

Fiscal Year 2000-2001

PERFORMANCE & PRODUCTION REVIEW

OF THE DEPARTMENT OF TRANSPORTATION

Fiscal Year 2000-2001

October 2001

FLORIDA TRANSPORTATION COMMISSION

Jeb Bush
Governor

October 15, 2001

Dear Governor Bush, Senate President McKay, and House Speaker Feeney,

At its public meeting on September 25, 2001, the Florida Transportation Commission conducted the *Performance and Production Review of the Department of Transportation for Fiscal Year 2000/01*. Secretary Barry participated in the review.

This *Performance Review* has changed substantially from years past based on recommendations of the Performance Measures Working Group, a cross-functional team of commissioners, staff, Department management and industry and citizen representatives, in an effort to make the *Review* more meaningful and user-friendly. The first section of the *Review* includes an introduction followed by highlights of the challenges and accomplishments submitted by the Department. The second section emphasizes those measures where the Department's performance deserves recognition and other primary measures that warrant improvement. The third, and final, section of the *Review* presents first a "dashboard" view, followed by a detailed description of all 33 performance measures with results for the fiscal year.

Commissioner Mansour, Chairman of the Performance Measures Working Group, observed during the meeting "The Department has performed exceptionally well over the year." This marks the tenth consecutive year of high performance ratings.

Most notably are the Department's performance in construction contract lettings and time adjustments and its performance in cash management. For FY 2000/01, the Department achieved 98.7% of its planned construction commitments, having executed 469 of the 475 projects it planned to execute during the year. In addition, the Department executed two projects advanced from future years and added and executed 66 projects not included in the plan for a grand total of 537 projects and a record letting level of $1.6 billion.

The Department continues to make progress in decreasing time overruns on construction projects. For the 362 contracts completed during the year, the original contract time increased an average of only 15.5% as a result of days added to the contract. This has dropped from an average of 34.5% in fiscal year 96/97.

In order to sustain high levels of production the Department must practice sound financial management. Under the "cash flow" method, where contractual obligations far exceed available cash; it is imperative that the Department be able to accurately project future receipts and disbursements. The Commission's performance measure compares forecasted receipts and disbursements to actuals. These varied by only 2.5% and 0.1% from the August 2000 forecast of receipts and disbursements, respectively.

The Commission uses 33 primary and secondary measures to evaluate the Department's performance. However, the focus is on the primary measures, which are measures that assess major Departmental functions, measure an end product or outcome, and are, to the greatest extent possible, within the Department's control. The Department met or exceeded 11 of the 14 primary measures that include an objective. The three measures that fell below the objective include bridge repair contracts, resurfacing, and construction contract cost overruns. Each of these measures was discussed in detail with Secretary Barry to understand why performance fell below the objective. These three measures along with the Department's explanation for departure from the objective are covered in this final report beginning on page 35.

The Commission firmly believes that this performance evaluation process is working well. As areas of concern are identified, data is gathered, causes are identified and corrective actions are taken to improve performance. The end result is that the Department is improving the products and services it provides to the taxpayers.

We hope this report is meaningful and clear. Your comments would be welcomed.

Respectfully,

Florida Transportation Commission
C. David Brown II, Chairman

Table of Contents

Roosevelt Bridge, Stuart.

Preface

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

Purpose of this Report

With all of the demands placed on state government and limited resources to address those demands, it is generally understood that we will never be able to adequately address all of the state's transportation needs. Currently, the State of Florida spends about $4.5 billion annually on transportation services and facilities – one of the largest taxpayer expenditures. Therefore, it is imperative that the Florida Department of Transportation uses the funds it has available in the most efficient and effective manner possible. It is the responsibility of the Florida Transportation Commission to ensure this occurs and to protect the state's transportation investment through oversight and performance evaluation.

In 1990, the Florida Legislature created s. 334.045, Florida Statutes, which directs the Transportation Commission to develop transportation performance and productivity measures. At the core of this performance assessment is public accountability, ensuring that taxpayer dollars are directed toward the development of tangible transportation products. Of equal importance is the assurance that the Department keeps its commitment to building the projects found in its Five Year Work Program, adhering to schedule and budget constraints.

The Transportation Commission was further charged with developing measures that are both quantitative and qualitative and, to the maximum extent possible, assessing those factors that are within the Department's control. At a minimum, the measures must assess performance in the areas of production, finance and administration, preservation of the system, safety, capacity improvements and disadvantaged business enterprise and minority business programs. After each annual evaluation, the Commission submits its findings to the Governor and the legislative transportation and appropriations committees. If the Commission finds that the Department failed to perform satisfactorily under the measures, it must recommend actions to be taken to improve performance.

This *Performance and Production Review of the Florida Department of Transportation* is an annual report produced by the Florida Transportation Commission that evaluates how effective the Department has been in addressing the transportation needs of our state through the implementation of its work plan.

The performance measures presented in this report have been derived through years of effort by a cross-functional Working Group composed of representatives from the Transportation Commission, the Department, the transportation industry, and the citizens of Florida. Though the membership has changed over the years, this Working Group continues to meet on a periodic basis to address revisions to the performance measures process, based on new and improved data and the changing dynamics of the transportation industry.

Port Canaveral Cruise Terminals.

Introduction

Florida's transportation system is the engine that drives the state's economy. The commercial exchange of goods and services and the movement of people are most efficient with a seamless, multi-modal, and intermodal transportation system. The economy depends on our roads, railways, seaports, and airports, which provide residents and visitors with connections to each other and to the rest of the world.

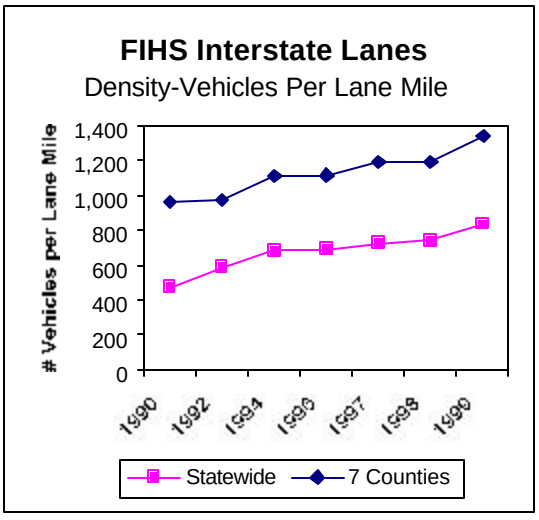
The quality and accessibility of the state's transportation system impact heavily on Florida's prospects for economic growth. International trade and tourism are two of Florida's top industries in dollar volume, and both are highly dependent upon a sound transportation system. Florida's agriculture and construction industries are also mainstays of the economy, which, along with strong manufacturing, retail, and service sectors, rely on transportation for timely delivery of materials and products and for access to labor, markets, and customers.

Overview of Performance

During these times of limited public resources, practicing good business sense in maximizing the return on investments (getting the most "bang for its buck") is essential. Based on the Department's overall performance this past year, the Transportation Commission is confident the Department is managing its operations in an efficient and effective manner.

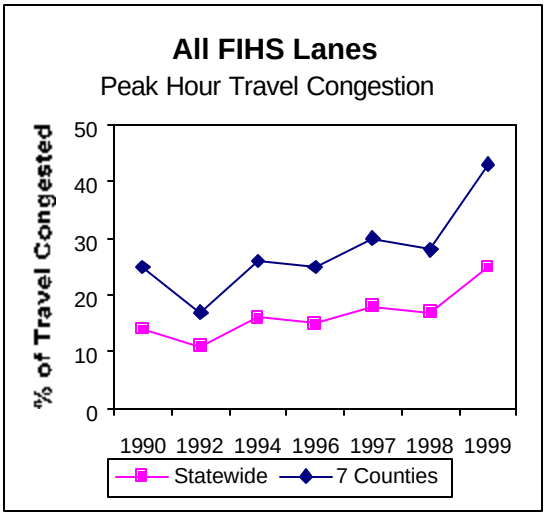
During FY 2000/01, the Florida Department of Transportation was successful in constructing 313 lane miles of additional roadway (an increase of 0.8 percent) to the State Highway System. However, demand on the system, Daily Vehicle Miles Traveled (DVMT), increased by 8.5 million miles (an increase of 3.5 percent). It also resurfaced 2,187 lane miles of roadway. The Department repaired 131 bridges and replaced 43. Dollar commitments for public transportation improvements, which include airports, seaports, bus transit, intermodal development and commuter assistance, totaled $312.5 million last year. By the end of this past fiscal year, the Department closed out 362 construction projects with a dollar value of $1,236.9 million and let an additional $1,571.2 million in new projects.

The state's investment in its transportation infrastructure has increased significantly over the years, growing from $657.9 million in FY 1990/91 to $1,571.2 million in FY 2000/01. This trend will continue to climb with additional federal funds and the Mobility 2000 program. However, it is estimated there is still a $28 billion shortfall in meeting the state's transportation needs on just the FIHS. The Department does not have the resources to diminish this shortfall and can only strive to keep from falling farther behind. Congestion is an escalating problem, especially in our metropolitan areas, as is evidenced by the following charts on mobility.



The chart above illustrates the growth in the number of vehicles per lane mile during the peak hour of travel (5:00 pm to 6:00 pm) on the interstate portion of the Florida Intrastate Highway System (FIHS) and also on the Interstate within the seven largest counties in population (Miami-

Dade, Broward, Palm Beach, Orange, Pinellas, Hillsborough and Duval). In just nine years, congestion has increased 77 percent on the entire interstate system and 39.3 percent on the interstates within the seven largest counties. Not only has the number of vehicles on the roadway increased, but also the percentage of our travel time that is spent in congested conditions is continuing to increase.



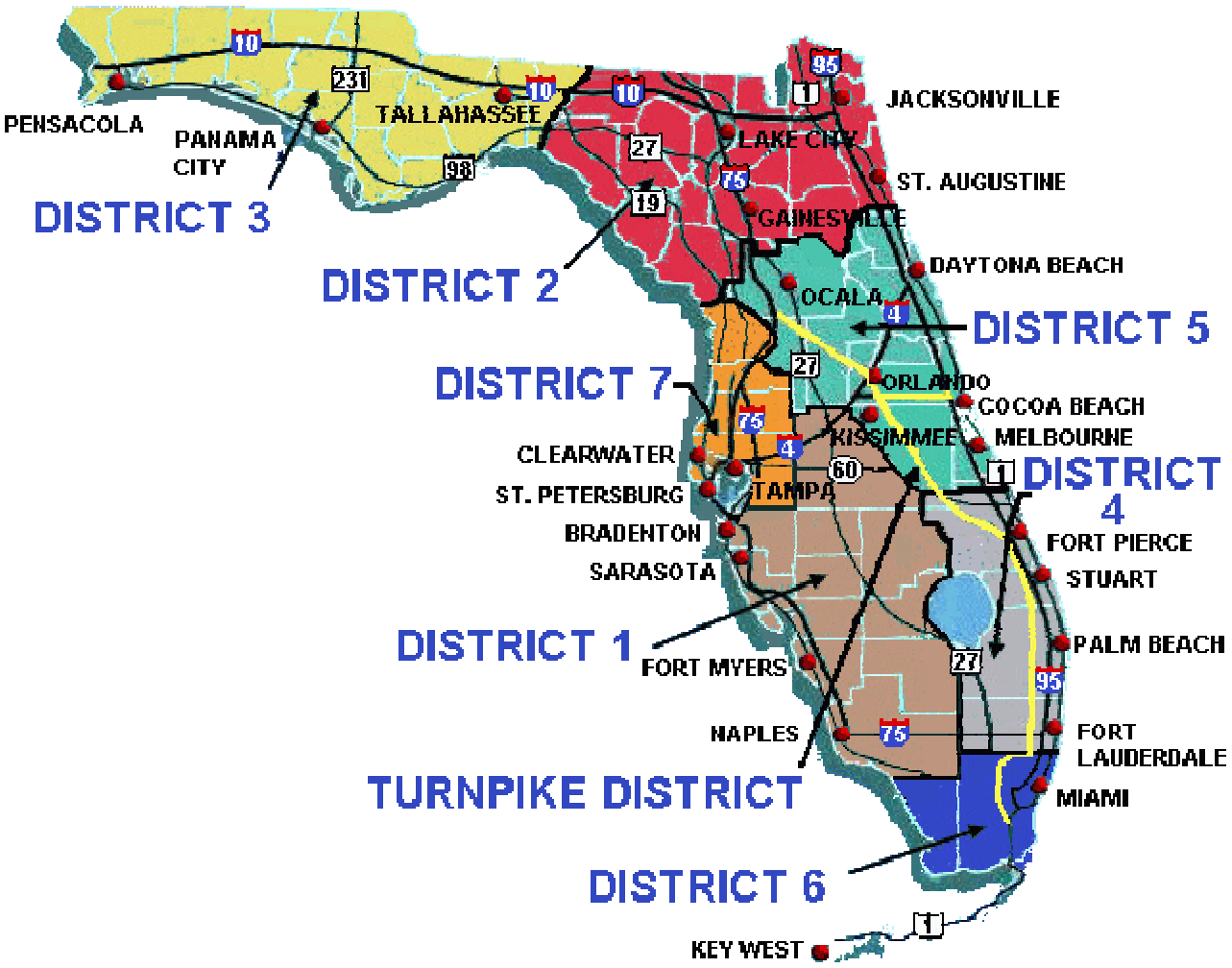
In most metropolitan areas in the state, there is no "rush hour" anymore. What used to be known as rush hour has now extended well beyond an hour in duration.

As you can see from the information presented here, addressing the state's transportation needs is a formidable task. However, it is a task that must be undertaken with diligence if Florida is to maintain its economic strength. The Florida Transportation Commission, through its oversight responsibility, will ensure that the Department of Transportation continues to address the state's needs both effectively and efficiently.

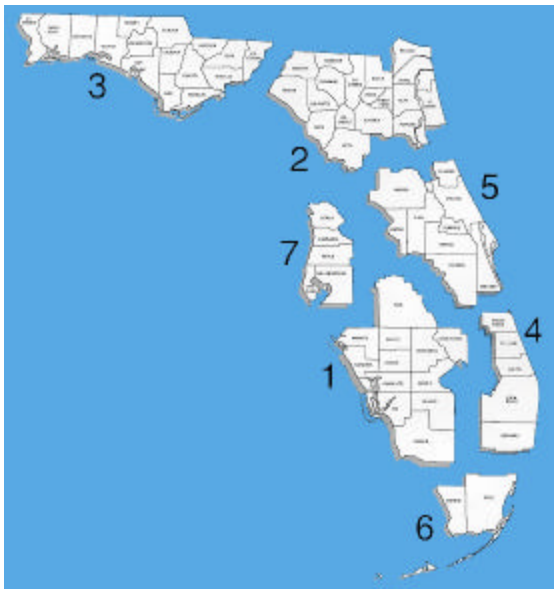
FDOT Statewide and District Challenges and Accomplishments

This page intentionally left blank.

Florida Department of Transportation District Map



STATEWIDE
Challenges and Accomplishments



Overview of the State: Florida, with a population of approximately 16 million residents, covers an area of 59,928 square miles, representing 67 counties. The State Highway System (SHS) is composed of 40,042 lane miles with 6,320 bridges. There are 23 public transit systems; 760 aviation facilities, 128 of which are open to the public with 19 offering commercial service; 2,887 railway miles; and fourteen deep-water ports.

Challenges

According to the 2000 Census, there are now approximately 16 million Floridians. This number is expected to increase to 22 million by the year 2020. Roughly 85 percent of Floridians live in urban areas of the state. Florida's population also continues to age. The median age in 2000 was 39, the highest in the United States. By 2025, the number of residents over 65 will double and make up over 26 percent of the population, also the highest in the nation. An aging population requires special consideration when planning our transportation system.

The state has enjoyed considerable economic growth through the decade of the '90s, continuing into the 21st Century. In 2000 Florida's Gross State Product (GSP) was $468.5 billion, an increase of approximately 81 percent since 1990. The GSP is expected to climb to $756 billion by 2020. Florida imported $37.9 billion and exported $35.9 billion in goods; roughly double the amount in 1990. These figures are expected to more than double again by 2020. Tourism has increased an average of 5 percent annually, resulting in an estimated 52 million visitors coming to Florida in 2000. If this trend continues, the state will host 87 million tourists in 2020.

Vehicles. Due to these trends, facility usage continues to climb, testing the capacity limitations of our transportation system. In 2000 there were approximately 12 million registered vehicles and 14 million licensed drivers in Florida, a growing trend that mirrors our population growth.

Airports. Almost 57 million passengers embarked on planes in our airports. This number is anticipated to grow to 133 million passengers by 2020. Additionally, 823 thousand tons of cargo and mail moved through the state's airports.

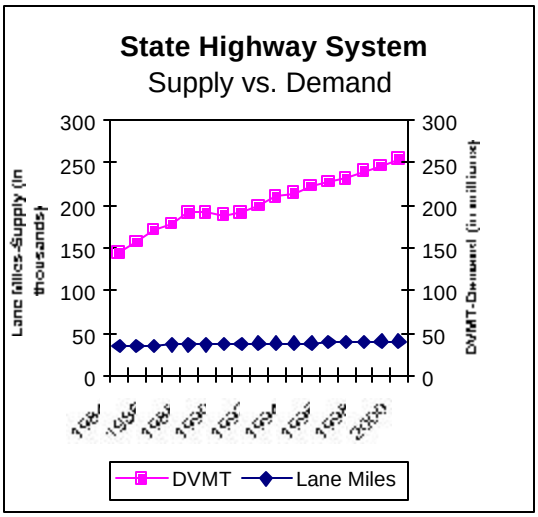
Seaports. Florida's 14 deep-water seaports handled more than 9.9 million cruise passengers and shipped more than 115 million tons of freight. These figures are estimated to increase to 15.7 million passengers and 134.3 million tons of freight by 2020.

Rail. The state's railroads carried a million passengers and 171.4 million tons of freight in 2000.

Public Transportation. Florida's 23 public transit systems accounted for 184 million passenger trips in 1999, and is expected to grow at roughly the same rate as the population to 248 million trips by 2020.

The economy's reliance on transportation is evident from national trends, which strongly suggest that declines in the business productivity growth rate accompany declines in public works spending, with transportation infrastructure being the largest component of that spending. Transportation improvements that allow businesses to make more efficient use of highways, seaports, airports, and railways have a positive impact on overall business productivity. Without exception, all of Florida's economic sectors depend daily on an interconnected, multi-modal transportation system.

Highways. Highways will continue to be the backbone of Florida's transportation system. The State Highway System (SHS) is composed of 40,042 lane miles of roadway. A component of the SHS is the Florida Intrastate Highway System (FIHS). The FIHS is a high-volume, high-speed network of controlled access and limited access highways. Although the FIHS only makes up about ten percent of the SHS, it carries ten times the traffic volume of a typical public road and 70 percent of all truck traffic.



Florida has been unable to keep pace with the demands placed on highway capacity, and that demand continues to grow faster than the supply (new roads or new lanes on existing roads). As the previous chart illustrates, from 1984 to 2000, the demand (total vehicle miles traveled) on state roads increased 77 percent, while the supply of travel lanes increased only 15 percent.

Accomplishments

The past year has been a very challenging and successful one for the Department. It adopted a new 2020 Florida Transportation Plan, implemented the Governor's Mobility 2000 initiative, accomplished a record level of construction lettings, met its goal of keeping contract time increases below 20 percent and continued a six-year trend of reducing contract cost increases, strengthened its capabilities in Intelligent Transportation Systems and completed its first major Customer Satisfaction Survey as part of the Department's commitment to the Sterling Criteria for Organizational Performance Excellence.

Florida's Transportation Plan. An updated Florida Transportation Plan was adopted during the year, which establishes a policy framework to guide future project and resource allocation decisions. Safety will remain a top priority as current activities are reinforced and expanded to other transportation modes. Efforts to preserve and manage the transportation system will move beyond simply taking care of the physical system to extending the useful life of facilities through modern traffic management techniques. To enhance economic competitiveness, state resources will be targeted to facilities that will have the most statewide impact while allowing local governments more flexibility on other facilities. Quality of life will also be a major focus in solving project development issues earlier and in ways that enhance communities and increase mobility choices.

Mobility 2000. The Department was successful in implementing the Governor's Mobility 2000 initiative, meeting all first-year project commitments and implementing the new programs created by the Florida Legislature. In 2000/01, the

35 projects advanced involved the commitment of $229 million for major phases that, prior to Mobility 2000, would have occurred an average of four years later. Some of the major projects advanced under this program were six-laning I-95 in Duval and Nassau counties and replacing the St. Johns River Bridge on I-4. The Department also developed and implemented the new $100 million County Incentive Grant Program, the $25 million Small County Outreach Program, and provided support to the Transportation Outreach Program Council.

Record Letting Level and Project Changes Continue to Decline. The Department established a new record level for construction lettings, at $1.57 billion, the highest in Department history. In addition, the Department has placed increased emphasis over the past six years on the issue of reducing contract changes resulting in increased costs and time extensions. These efforts have proven to be very successful, resulting in a marked reduction in time and cost overruns. The improvements evolved from efforts such as innovative contracting methods and improved project management.

The results for the past six years are as follows:

Fiscal Year	% Contract Time Increases	% Contract Cost Increases
95-96	32.1%	11.0%
96-97	34.5%	12.8%
97-98	30.6%	12.3%
98-99	28.9%	14.2%
99-00	16.4%	11.3%
00-01	15.5%	11.2%

Many of the changes incorporated into projects are just now being realized since these numbers are reported on completed projects during the fiscal year. Our goals are no more than 20 percent contract time increases and 10 percent contract cost increases.

Customer Survey. During the year the Department announced the results of the first phase of its Customer Satisfaction Survey. The results were favorable. From November 2000 to February 2001, over 5,000 residents, visitors and businesses rated their satisfaction with the State Highway System which included the visibility of roadway signs and markings, construction zones, traffic flow, rest areas, airports, and overall satisfaction with the transportation system. Nearly 78 percent were satisfied or very satisfied with state highways overall. While the results were favorable, respondents identified specific areas that require attention and the Department is developing strategies to address those concerns.

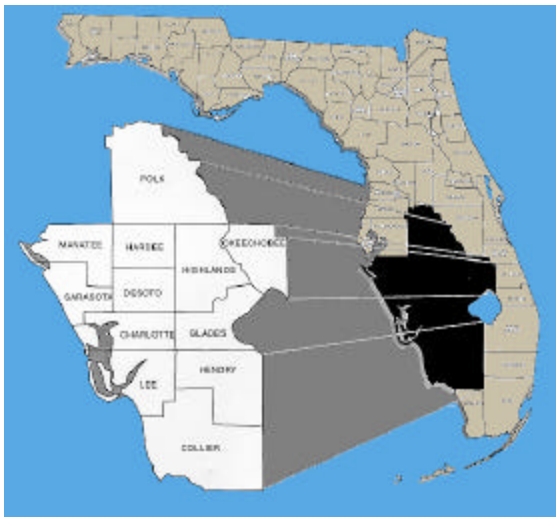
Percentage of Overall Satisfaction with Florida State Highway System

Item	Statewide	Residents	Commercial Drivers	Government Officials	Visitors
Visual appeal	74	75	N/A	62	84
Overall safety	84	76	82	88	89
Overall road smoothness	77	71	69	77	92
The transportation system	76	69	78	80	75

Intelligent Transportation Systems. In line with the objective of better management of operational characteristics of roadways, the Department established in July of 2000, an Intelligent Transportation Systems (ITS) Office. Additional funding has also been committed to support an eight-year plan for full deployment of ITS on the principal corridors identified below. The ITS Office will support the statewide coordination of ITS deployments and lead four major statewide initiatives: guide the deployment of a statewide communications backbone; adopt a corridor wide approach for the deployment of ITS along Florida's five principal transportation corridors: I-95, I-75, I-4, I-10 and Florida's Turnpike; establish statewide standards for ITS deployment; and support the deployment of advanced traveler information systems.

This page intentionally left blank.

DISTRICT ONE
Challenges and Accomplishments



Overview of District: District One, with a population of approximately 2.1 million residents, covers an area of 11,629 square miles, representing 12 counties in Southwestern Florida. The State Highway System (SHS) in the District is composed of 5,715 lanes miles with 907 fixed bridges and 19 movable bridges. There are four major transit authorities, 134 public and private airports, three of which offer commercial service, four major rail lines and one deep-water port.

Challenges

District One faces some unique challenges; largely because of the diversity of the citizens it serves. At one end of the spectrum is Naples, one of the most affluent cities in the nation. At the other end is Glades County, one of the poorest counties in the state. Keeping up with growth and demands in wealthy, urbanized areas, while balancing that with meeting the needs of the more rural counties, creates challenges.

The widening of I-4 looms large. As the interstate is widened in Tampa and Orlando, the segment through Polk County is becoming a bottleneck. The possibility of High Speed Rail has resulted in the District suspending existing plans to six-lane I-4. District personnel are working on alternatives to incorporate High Speed Rail into the widening plan.

Funding for transit services continues to be a major focus. Three of the District's Metropolitan Planning Organizations are conducting studies to determine the best long-term direction for public transportation finances, services, and structures. The lack of a dedicated source of transit revenues has led to these initiatives, which may result in voter referendums regarding new or redirected taxation and establishing more regionalized entities to manage public transit.

Accomplishments

District One made great strides during FY 2000/01, with efforts that have already paid off for the public and will continue to do so for years to come. One of the most notable successes was the completion of the Lee County Transit Downtown Ft. Myers Intermodal Transfer Center. This $3.5 million facility has nine city, five Greyhound, and two paratransit covered bus bays, as well as bicycle and taxi parking areas. The project was funded jointly with the city (donated land $850,000), county ($100,000), Federal Transit Administration ($75,000), and FDOT Intermodal funds ($2.4 million).

After many years of battling in the court of public opinion as well as in the courtroom, DOT, working with the Sarasota/Manatee MPO, closed the legal and permit challenges to the Ringling Bridge project in Sarasota County. Construction of the bridge began in August.

Several times during the year, the District was called upon to respond in emergency situations. When wildfires raged out of control, forcing the closure at various times of I-4 and I-75, District One personnel coordinated effectively with

other agencies, helping to close roads, re-route traffic and keep the public informed about the ever-changing situation. The District moved swiftly to make emergency repairs to an I-75 overpass in Lee County in less than two weeks after a truck hauling construction equipment rammed into the bridge. The Department's quick efforts to get the overpass repaired – as well as to keep traffic flowing during that time – were the subject of much positive press coverage.

The District has partnered with the private sector to accelerate construction on U.S. 41 in Lee and Collier counties, by entering into agreements with adjacent developers to handle stormwater runoff within existing private drainage areas, in lieu of proceeding with expensive and time-delaying right-of-way acquisition. The right-of-way dollars were used to fund an accelerated construction project, resulting in a true win-win situation for all. The District continues to look for more opportunities for similar successes, and is pursuing developer agreements for the widening of I-75 in Lee and Collier counties, and S.R. 70 in Manatee County.

The District's Environmental Management Office has gained cooperation with the U.S. Fish and Wildlife Service (USFWS) in the review and approval of FDOT projects. USFWS has expedited its review and approval of typical FDOT projects in District One, and has reinforced its position that future road projects built in Florida Panther habitat (or other habitat of critical concern) may be met with strong objection and require extensive coordination prior to USFWS approval.

The Department also has sent re-evaluation documents to the Federal Highway Administration for approval of major widening projects on U.S. 27 in Polk County, stretching from State Road 60 to I-4.

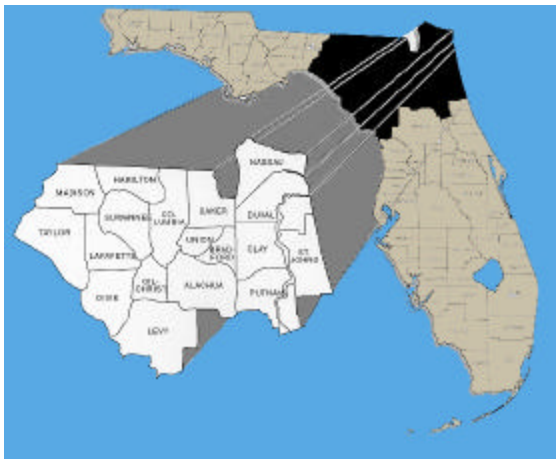
A new 27,000-square-foot, $4 million general aviation terminal was completed at the Sebring Regional Airport in December 2000, utilizing the design/build process. The state provided $3.2 million of the funding, with the rest coming from local sources.

The District successfully let to bid four of our first design/build projects, with two of those scheduled for completion in August, well ahead of the contract expiration. District One also received FHWA approval of the National Environmental Protection Act (NEPA) document for several high-profile corridors or projects, including the I-75 Peace River Bridge in Charlotte County, the I-75 Golden Gate Interchange in Collier County, S.R. 70 in Manatee County, and S. R. 64, also in Manatee County. As we continue to implement alternative contracting methods, the District is concentrating on properly choosing, designing, and administering projects for the "lump sum" method, which is still somewhat new in the District. We plan to continue letting to bid more design/build projects and will continue improving efficiency in dealing with these types of projects.

District One continues to receive input from the Community Traffic Safety Teams on specific safety improvement projects. As a result, the District has installed several new sidewalks, particularly around schools, and has installed skid overlays on various roadways.

As of December 2000, 60 District One employees had participated in the Mentoring Program in 14 elementary and high schools, as part of the Governor's Mentoring Initiative. Our participating employees represented 31 percent of the total FDOT statewide number of participants (195).

DISTRICT TWO
Challenges and Accomplishments



Overview of District: District Two, with approximately 1.7 million residents, covers an area of 11,865 square miles, representing 18 counties in Northeastern Florida. The State Highway System (SHS) in the District is composed of 7,778 lanes miles with 1,077 fixed bridges and nine movable bridges. There are two major transit authorities, 144 public and private airports, two of which offer commercial service, three major rail lines and two deep-water ports.

Challenges

The District faces many transportation challenges today and in the coming years. District Two is the largest geographic district with 18 counties and over 2,500 centerline miles of road. Perhaps most notable is the fact that District Two connects the peninsula of Florida with the rest of the continent, and thus sustains a huge volume of through traffic and the associated heavy wear and tear on the road system. The District is primarily rural with two urbanized areas, Jacksonville and Gainesville. Jacksonville offers the greatest challenges in size and number, but challenges throughout the district are prevalent as communities grow and face issues such as sprawl and increased through traffic with little opportunity to address these demands due to extremely limited resources.

Jacksonville and the entire First Coast Region are experiencing unprecedented growth combined with increased I-95 and I-10 traffic through the region. The immediate challenge is the completion of six-laning I-95 from the Flagler/St. Johns County line to the Georgia line. With this is the need to complete S.R. 9A, a limited access facility, which loops around the east side of Jacksonville. The twenty-year shortfall in funding for the Jacksonville Urbanized Area exceeds $1.2 billion and continues to grow.

Public transportation challenges are vast, with growing needs for the transportation disadvantaged throughout the urban and rural parts of the District. Commuter traffic in the Jacksonville Urbanized Area sorely needs alternatives other than the increasingly congested expressway and arterial systems, with future rail options being studied.

Generally, challenges throughout the District include: the increasing gap between needs and funding (federal, state and local) available to address those needs; pressure to increase landscaping, tree mitigation, noise abatement, and overall aesthetics; added dependence on the state highway system for mobility, access and public utilities due to inability and/or lack of understanding of local governments to develop a supporting network of collector and urban minor arterial roads; pressure to minimize the duration of construction to minimize disruption of traffic; and a general inability of communities to reach and sustain a consensus on how they need to grow and what the supporting transportation system should be.

Accomplishments

While the District faces these many challenges, it is making progress with numerous programs underway and recent

successes and milestones regarding long and short range plans.

Progress on I-95 includes near completion of the Fuller Warren Bridge (85%). The most significant milestone this past year was the diversion of all four lanes of traffic to the new river span, which eliminated the only draw span on the interstate system in Florida. The six-laning of I-95 in southern Duval County was begun, as well as six-laning from I-295 north to the George state line, which includes northern Duval and all of Nassau County.

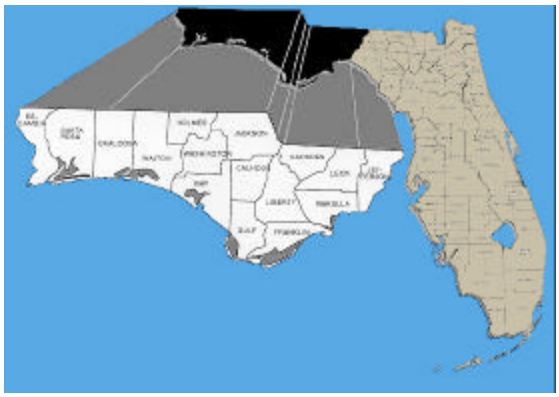
Four lanes of limited access on S.R. 9A was completed and opened between U.S. 1 and Baymeadows Road in southern Duval County, and bids were received on the major interchange at I-95, I-295, and S.R. 9A in August 2001. Branan Field/ Chaffee Road construction nears completion, and it will open to traffic in September 2001, thus providing a long needed alternative route between Clay County and southwest Duval County northward to I-10.

The Department began design of the Jacksonville Transportation Center, which will be a multi-modal terminal linking Amtrak, Greyhound, Jacksonville Transportation Authority (JTA) bus, JTA Skyway, Park and Ride, Taxi and future rail at the Prime Osborne Convention Center. The JTA, with funding and technical support of FDOT, is progressing on the study of the first leg of the future rail system.

The Jacksonville Traffic Management Center became operational, marking a milestone in the deployment of Intelligent Transportation Systems on the interstate system in Jacksonville.

The use of contracted maintenance and innovative contracting and incentives for early completion of work are becoming more widespread as the District works to improve efficiency while reducing its workforce.

DISTRICT THREE
Challenges and Accomplishments



Overview of District: District Three, with a population of approximately 1.2 million residents, covers an area of 11,378 square miles, representing 16 counties in Florida's Panhandle. The State Highway System (SHS) in the District is composed of 6,377 lanes miles with 783 fixed bridges and one movable bridge. There are two major transit authorities, 80 public and private airports, four of which offer commercial service, four major rail lines and three deep-water ports.

Challenges

A multitude of challenges face District Three in the coming future. Rapid growth in northwest Florida is requiring the District to reassess the current transportation infrastructure and the increasing needs created by this development. Major landholders are modifying their corporate focus and transitioning into land development, which will have distinct impacts and challenges in order for District Three to provide the framework necessary to sustain this growth. Additionally, the District ranks second, among the Department's seven geographical districts, in number of lane miles that must be maintained. It should be noted that the majority of the District's roadways are two-lane rural facilities. District Three also ranks among the highest in the number of bridges to maintain.

The coastal region has become a premiere vacation destination for tourists who travel by automobile. The influx of motorists creates additional congestion and special transportation needs specifically for tourists. Frequently, during peak tourist season, the population in some of our coastal counties doubles in size. In addition, the region's peak tourist season coincides with the annual hurricane season. This dilemma presents a challenge to provide the necessary capacity and roadway assistance required to safely and quickly evacuate the population in the event of a hurricane. For this reason, the District developed a comprehensive emergency management plan to address and manage emergencies.

Further, the development and expansion of airports and seaports in District Three have resulted in Northwest Florida becoming a net-exporting region. Currently, 54 percent of exports are outbound to the rest of Florida. Approximately, 42 million tons each year flow through, traveling between markets in Florida and the continental United States. These changes will necessitate further expansion to multi-modal facilities in order to sustain the growth.

The future of this area depends on the traffic moving off the coast northward to Interstate 10. The addition of lanes to these corridors is critical for economic development and growth, safety, and hurricane evacuation from the coast. The challenge to close a large gap in the regional transportation system between Panama City and Pensacola will be significant this coming year with the impending construction of the last two segments of U.S. 98 in Walton County. Additional issues on U.S. 98 include adding capacity through south Santa Rosa County, replacement of the "Three-Mile" bridge; as well as, the 23rd Street/U.S. 98 Interchange in Panama

City, which is critical to the Port of Panama City and its future growth.

With the tremendous growth in the Florida Panhandle, the Metropolitan Planning Organizations, rural counties, and other communities across District Three find it difficult to accomplish Intelligent Transportation System projects. These projects are needed to maximize the efficiency of the existing transportation network and to manage future demands.

The never-ending quest to secure sufficient funding for all the stated needs in the region will continue to challenge District Three as well.

Successes

District Three achieved many successes this past fiscal year. Several design/build contracts were let that will aid the District in addressing the current capacity needs as well as potential future demands in those areas. Hathaway Bridge in Bay County is being constructed along a main east-west coastal corridor (U.S. 98), and the St. George Island Bridge in Franklin County was successfully let and is being constructed among a critical environmental area. In addition, these projects are on-schedule and are being built with a 10-year warranty – a new concept District Three is exploring. As a result, the District's design/build process is being used as a national model, an achievement we are very proud of.

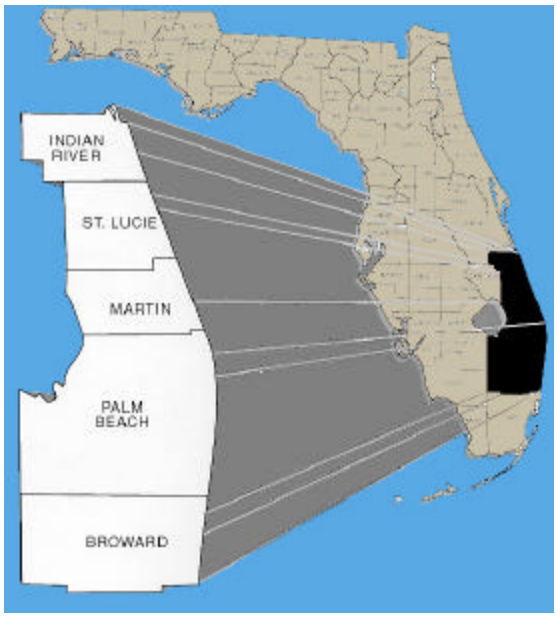
The concept of partnerships was used effectively in several successful endeavors this past year. Partnerships were implemented to ensure environmental issues were appropriately addressed in District Three. The District is very excited about the improvements these partnerships will foster. Lastly, partnerships proved very successful when used in conjunction with the widening improvement of Danny Wuerffel Way. The project concept was initiated in August 2000, and through the remarkable efforts and cooperation of the participating partners, design was completed in four months and construction began July 9, 2001. Construction is scheduled to be complete in May 2002.

In an effort to address the increasing needs of its economically challenged counties, District Three has focused on establishing an outreach program to these small counties. One example of the District's ongoing outreach efforts is reflected in what has been named, "Rural County Workshops." These workshops are held annually for all non-MPO counties. The workshops provide a forum for the District to establish a dialogue with the counties and provide assistance concerning issues that affect them.

An innovative method of contracting known as asset management contracting was employed in five counties in District Three. This contracting method is a first for this area, and is being used to realize a significant cost savings where the contractor will manage and perform all routine maintenance activities associated with the roadways.

Presently, efforts are underway to reactivate the Port of Port St. Joe and construct a facility to off-load vehicles arriving by ship bound for transport inland. In addition, public transportation improvements have focused on adding fixed-route transit service to several rural communities that appear very promising. In June 2000, the District received bids on the two-lane section of U.S. 98 from Sandestin to U.S. 331. In addition, bids will be received on the remaining two segments from U.S. 331 to Bay County this coming year. The improvements on U.S. 98 were advanced due to the Governor's Mobility 2000 initiative. These advancements will serve the District well in its commitment to provide the infrastructure necessary to sustain the demands on its transportation network.

DISTRICT FOUR
Challenges and Accomplishments



Overview of District: District Four, with approximately 3.2 million residents, covers an area of 4,837 square miles, representing five counties in Southeastern Florida. The State Highway System (SHS) in the District is composed of 5,879 lanes miles with 663 fixed bridges and 38 movable bridges. There are two major transit authorities, a commuter rail service, 90 public and private airports, two of which offer commercial service, two major rail lines and three deep-water ports.

Challenges

District Four, like the rest of the State of Florida, faces the challenge of dealing with growth while maintaining the quality of life of its communities. The most complex challenge that is faced daily is how to expand transportation facilities while still maintaining traffic. With the largest number of movable bridges of any district, each requires periodic maintenance and potential complete closures for a period of time. Traffic and community impacts are numerous with such closures.

The beginning of the expansion of Interstate 95 in Palm Beach County, under heavy traffic volumes, creates the need for a heightened awareness of safety of the workers as well as motorists in a construction zone. Several major Intracoastal Waterway bridges are under construction and the performance of the contractor reflects on the image of the Department with the surrounding communities.

Not unique to District Four is the issue of insufficient funding for the needs associated with the growth of the area. Growth in traffic along interstate corridors, as well as development adjacent to these corridors, creates demands for roadway improvements as well as sound barrier walls or other types of buffers. These unfunded transportation needs are the cause of the most consternation with the local communities.

The lack of consensus on several major projects causes delays in project development. Three major urban counties in southeast Florida, with a lack of consensus on how to cooperate as a region, create challenges when trying to address public transportation needs, complicate any cooperative efforts in addressing regional issues at both the state and federal level and undermine the effectiveness of the region in advancing its agenda.

Large numbers of seasonal visitors unfamiliar with local roadways, an aging population and the high levels of traffic on all of the roadways in the district demand extra attention to pavement markings and signage.

Accomplishments

Understanding the impacts of major bridge closures on local communities, the District has endeavored to develop project schedules that minimize closure times and to coordinate such closures so that they are timed to occur when they create the

least impact. Likewise, with the help of all of the partners involved in the maintenance of traffic along I-95 in Palm Beach County, additional safety features and enforcement have been added in the construction zones. The Southeast 17th Street Causeway Bridge in Fort Lauderdale is close to completion and has become the pride of the surrounding community. The Boynton Beach Boulevard Bridge opened to traffic this past year, after two years of complete closure and over seventeen years of preconstruction activities due to disagreement on alignment. This was the last of the original major bridges identified for replacement that were being tracked by the Transportation Commission. The Evans Crary Bridge in Stuart had the design modified by a Value Engineering Change proposal submitted by the contractor and was completed early through the incentives process.

Realizing the funding constraints for interstate transportation corridors master plans throughout the state, the District performed a reality check on the I-595 Master Plan and developed a set of realistic projects that improve mobility. The projects are also being subjected to environmental streamlining efforts underway in Florida.

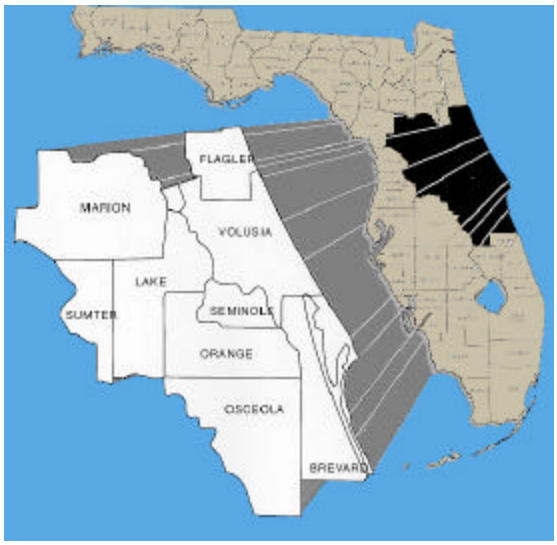
Other master plans that are underway are being subjected to this same test. We identify projects that can be developed within the funding available. This does not negate the identified improvement needs for any of the interstate corridors. It does, however, recognize that without an increase in funding only a certain number of improvements can be made, and it is better to focus on where to apply limited resources for maximum effect.

Reflecting on the recent Customer Survey and comments from local motorists, the District has implemented a policy to include internally illuminated street signs on all new projects. The results have received favorable comments from the local communities. The District has also successfully awarded two striping contracts using the warranty bid method. These were the first of this type awarded in the state. The contractor is responsible for the application of traffic striping and markings in accordance with a performance based specification. The contractor is then responsible for maintaining and warranting these traffic stripes and markings for eight years

While the progress may be minor at this point, there is, at least, recognition that working together as a region is of major benefit to all of the parties involved. A Regional Transportation Organization (RTO) is in place and, at present, is coordinating the marketing efforts for the four transit properties in South Florida. Discussions are underway to seek legislation to convert this to a Regional Transportation Authority with additional duties and responsibilities. Efforts are underway to seek consensus on this concept within the three Metropolitan Planning Organizations and counties of South Florida (Palm Beach, Broward and Miami-Dade).

The paving all of South Florida is not a viable alternative to the local communities, and there is a heightened awareness for various forms of public transportation. Ridership on the transit systems, as well as Tri-Rail, is up for the past year and there are major efforts underway to expand service. Likewise, both Palm Tran and Broward Transit are aggressively addressing the appropriate type of transit service and service vehicle. The local funding authorities have made major commitments to transit and the Department has also assisted with funding commitments.

DISTRICT FIVE
Challenges and Accomplishments



Overview of District: District Five, with a population of approximately 2.9 million residents, covers an area of 8,282 square miles, representing nine counties in Central Florida. The State Highway System (SHS) in the District is composed of 7,278 lanes miles with 605 fixed bridges and nine movable bridges. There are five major transit authorities, 160 public and private airports, four of which offer commercial service, five major rail lines and one deep-water port.

Challenges

Many challenges face District Five in the coming fiscal year and beyond. The Walt Disney World, Sea World, and Universal Studios attractions are all located in the Orlando area. District Five also encompasses the Kennedy Space Center, Daytona Beach's International Speedway, and the Silver Springs Park in the Ocala area. The District thus attracts many of the state's 52 million annual tourists. It is also the fastest growing of the Department's seven geographical districts. It is home to one of the nation's busiest and ever-expanding international airports, and to the second largest convention center in the country.

While over $500 million is programmed for I-4 improvements within the coming five years, nearly $3 billion more is needed (in today's dollars) to implement the ultimate I-4 improvements recommended in the master plan for the Interstate. Given current funding levels, those improvements could take about 30 years to accomplish in their entirety.

There is still no community consensus on future public transportation improvements regionally to complement Interstate and arterial road improvements. Light rail remains a component of necessary improvements along the I-4 corridor, and multiple proposals for other rail options continue to be debated by various levels and centers of government.

Issues not unique to District Five, such as funding sufficient to meet all the stated needs of our rapid growth metropolitan areas, and noise walls or other buffers to shield residential areas from rapidly growing traffic volumes on adjacent roadways, will continue to challenge the District as well.

Accomplishments

The past fiscal year saw some major successes in Central Florida. Work began in March 2001 on replacement of the Interstate 4/St. Johns River Bridge at the Volusia/Seminole County line. The $105 million project had been advanced three years due to the Governor's Mobility 2000 initiative, and the Department's ability to hasten the process through a design/build contract. The project includes six-laning of six miles of I-4 in Volusia County, widening or replacement of several other bridges on or over the Interstate, and improvements to the U.S. 17/92 interchange in Seminole County.

Work also began on another design/build contract to widen the Lake Panasoffkee Bridge on I-75 in Sumter County. The

bridge had been the site of several fatal collisions in recent years, and had received significant media coverage. The $20 million project is to be completed in the fall of 2002.

A $60 million design/build contract to add lanes from Maitland Boulevard to Orange Blossom Trail through the busiest section of I-4 in the Orlando area was awarded in June. The project had been in the development stage for several years, and replaced an earlier proposal for a reversible HOV lane in the median of I-4.

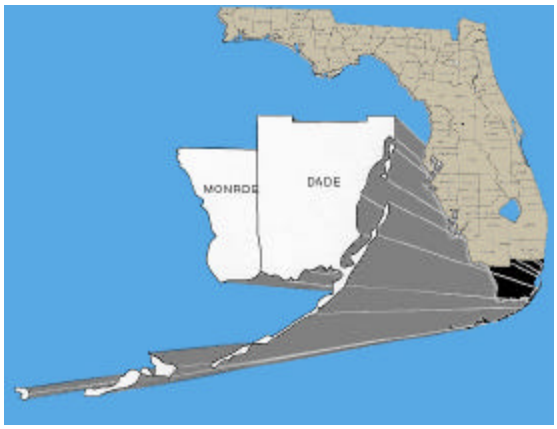
Major widening projects on State Road 436 in Seminole County and U.S. 17/92 in Volusia County were completed ahead of schedule, thanks to innovative contracting methods, such as bonuses and incentives, implemented by the Department. In the case of the SR 436 project, work was completed over eight months ahead of the originally projected completion date. Local government and area merchants sponsored a special "celebration" of the early completion of the $18.5 million dollar project.

The Broadway (or U.S. 92) Bridge in Daytona Beach opened to four lanes of traffic this summer. The $36 million "high bridge" (with a 65-foot vertical clearance) replaced an aging drawbridge. The aesthetic features of the new bridge, including wildlife mosaic tile panels flanking its walkways, won public and editorial praise from the community and regional media.

The last of three Project Development and Environmental Studies of Interstate 4 from the Osceola/Polk County line to Interstate 95 in Volusia County was taken to a Public Hearing in FY 00/01, thus nearing the completion of years of development of a long-range plan for I-4's ultimate improvements.

Finally, operation of the Orlando area's Traffic Management Center (TMC), a high-tech Intelligent Transportation System to observe traffic and advise motorists of incidents and peak hour conditions along nearly 40 miles of I-4, was turned over to a private company in May. This privatization of the TMC led to the elimination of two full time and numerous temporary District positions subject to frequent turnover and training.

DISTRICT SIX
Challenges and Accomplishments



Overview of District: District Six, with a population of over 2.3 million residents, covers an area of 2,989 square miles, representing Miami-Dade and Monroe Counties in Southeastern Florida. The State Highway System (SHS) in the District is composed of 2,835 lane miles with 904 fixed bridges and 13 movable bridges. There are two major transit authorities, 85 public and private airports, three of which offer commercial service, two major rail lines and one deep-water port.

Challenges

District Six, according to the 2000 Census, is the state's most densely populated. The actual density is much greater when considering all of the environmentally sensitive areas where development has been forbidden in order to preserve adequate water supply.

The demographics of the District are equally complex. The last official count found that of the total population, over half were born outside of the United States and 77.4 percent are persons belonging to a minority group. Additionally, Miami-Dade, serves as entry point for the majority of its 52 million annual visitors. It is also headquarters to a significant number of institutions that support the state's commercial, legal and educational services markets from abroad.

The District faces a multitude of interrelated challenges every year, brought about primarily by the competing demands for scarce public dollars allocated to ever increasing transportation needs. This factor is further compounded by an explosive growth of its population in the past 20 years that has gone beyond the scope and grasp of any of the area's growth management plans.

Due to these demographic characteristics, it bears calling special attention to the District's dependency on private vehicular transportation. Households in the Miami-Fort Lauderdale area spend an average of $6,684, to drive their cars. This is the fourth highest in the nation. For Miami-Dade County in particular, the public transit system is the sixteenth largest in the nation and presently carries nearly 50 percent of all public trips in the state. In spite of this fact, the system is only one of two of its size that lacks a dedicated source of funding. In the next five years Miami-Dade Transit projects unfunded needs of $58.7 million in capital improvements and $28 million in its operation budget.

In the context of specific transportation issues, these economic factors are reflected in the manner in which major initiatives have been carried out. The District wages a continuous quest to catch up to its growth and diversity without, sufficient resources to adequately do so. A process of prioritization and compromising has ensued that has, at times, limited the effectiveness of the results and postponed the attainment of permanent transportation solutions.

There are a number of salient examples of these kinds of difficulties for District Six. One such case is the desirability of connecting heavy truck traffic from the Port of Miami to the interstate system without having to go through already congested downtown streets. While there

is consensus in favor of addressing the present problem, the issue at stake is developing a financial plan that will meet the multimillion dollar estimated cost of any of the alternatives considered.

Another financial consideration in the implementation of major projects in an urbanized area is the spiraling cost associated with eminent domain acquisitions. Project costs are difficult to control over their developmental period due to speculative land purchases and sympathetic juries that tend to favor "the little guy" over government.

A related factor in assessing the challenges of the District is the lack of trust its public has on public agencies. The demographic characteristics of the population, the continuous scandals involving fraud by local public officials, perception/reality of substandard performances and lack of accountability measures, among other factors, severely cripple the credibility of all governments. An example of this situation is seen in the difficulties being experienced by the District in attaining consensus of how to best address safety and evacuation concerns for the 18-mile stretch of U.S. 1.

Successes

In spite of all of these challenges, the District has been extremely successful in this past year. Construction contract time and cost overruns have been at an all time low. In production, 100 percent of the objectives have been met and the maintenance ratings have exceeded the Department's goal. These outcomes have been the result of a number of internal improvement efforts and external developments that have contributed to the success.

Among the most important of the external factors is the allocation of the necessary resources to accomplish the desired objectives. A massive project like the Palmetto Expressway Expansion would not be possible without the upfront allocation obtained through the Governor's Mobility 2000 initiative. This action made available about $500 million needed to undertake it. Likewise, the advancement of significant federal funding for the Miami Intermodal Center has allowed the design and development of this project to move forward.

Another external development that has facilitated the improvements of the District has been enhanced communication with the public and the establishment of partnerships with other local government entities in order to address common issues. A project like Biscayne VII raised a significant amount of public concern. The job was, however, completed under schedule and budget because of the commitment of all involved to devote considerable amounts of time and energy to finding the best alternatives. The design for this project was accepted and published by the Institute of Transportation Engineers as a state-of-the-art solution for congested urban areas. The District also received three other "Best in Construction" awards.

New advances in technology and public/private partnerships have also played a role in the District's successes. Since early 1999, the District has been operating its Sunguide Advanced Travelers Information System, which informs motorists about traffic conditions on major roadways. The technology also facilitates the deployment of service patrols in providing limited road service to stranded vehicles. This service has recently been complemented by the SmartRoute System that provides access to real time traffic information via the web.

Internal improvements in all areas have been achieved. The results of the District's internal employee survey show that, while there is still room for improvement, it is definitely on the right track.

DISTRICT SEVEN
Challenges and Accomplishments

Overview of District: District Seven, with approximately 2.5 million residents, covers an area of 3,177 square miles, representing five counties in the Tampa Bay area. The State Highway System (SHS) in the District is composed of 3,978 lanes miles with 622 fixed bridges and 10 movable bridges. There are three major transit authorities, 42 public and private airports, two of which offer commercial service, one major rail line and two deep-water ports.

Challenges

District Seven faces a variety of challenges to provide a good transportation system in the five-county region. Urban congestion continues to grow, while the smaller counties face the challenge of having enough resources to stay ahead of the demand created by the economic growth and development. Several projects are underway or programmed to implement improvements to the Tampa Interstate System; however, there is still a tremendous funding need to complete the projects identified in the Tampa Interstate Study (TIS).

Converting U.S. 19 to a controlled access facility to serve the existing and projected demand continues to be a challenge. Right-of-way costs now exceed construction costs on many projects. Ensuring sufficient capacity to serve the Port of Tampa and Tampa International Airport (TIA) is yet another challenge for the District. Many of the area's tourists and those conducting business in the area come through TIA traveling to and from their destinations.

Transportation in the Tampa Bay area is vital in attracting new businesses and increasing the economic standard of the region. Many businesses have targeted the Tampa Bay area for relocation, and providing the needed transportation to support this economic development is critical.

The District also continues to focus on the challenge of reducing construction project durations. In response to customer surveys and media criticism, District Seven has made a conscious effort to establish construction contract durations which compel contractors to schedule and prosecute work effectively and efficiently with a continuous and consistent commitment of personnel, equipment, and materials. Industry reaction to this initiative has been notable, resulting in several management level meetings and two bid protests. However, the dialogue has been constructive, and District staff and the contracting community have become more understanding of each other's objectives and concerns. The District intends to continue working with industry representatives to identify opportunities for improved efficiency and greater industry acceptance.

Accomplishments

In fiscal year 2000/01, the District made significant progress in improving the capacity on several highway corridors in

District Seven as is discussed in the following paragraphs. The District let for construction a project on I-275 in Pinellas County, which will result in a minimum of six through lanes being completed through Pinellas County.

A project was let to construct an interchange at Drew Street and U.S. 19. This project, along with one project currently under design and two more to start design in fiscal year 2001/02 will continue the plan to construct a controlled access facility along U.S. 19 in Pinellas County.

Other projects either let for construction or completed will result in the improvement of several long corridors, such as S.R. 580, U.S. 41, and S.R. 54. These corridors are important in moving goods and people throughout the District and the state.

To address access to and from the Port of Tampa, a project was let for construction that will add lanes to 20th Street, greatly improving access to the Port of Tampa from the Lee Roy Selmon Crosstown Expressway and from I-4. Further improvements in this corridor include funding for design and right-of-way acquisition to connect the Port to U.S. 301 to the east.

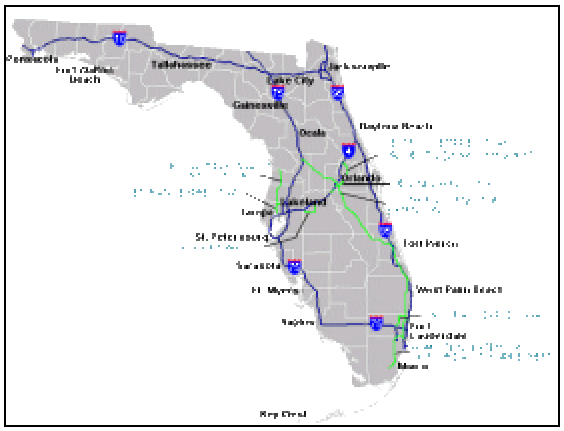
Construction began on the first phase of the downtown Tampa Streetcar, which will provide connections to various locations, including the Port of Tampa Cruise terminals, the Aquarium, the Ice Palace, the Convention Center, and Ybor City.

A major $3 million taxiway renovation and the removal and construction of a new $6 million satellite terminal began in fiscal year 2000/01 at Tampa International Airport to better serve its passengers.

Funding for improvements to the Port of Tampa was provided to facilitate the movement of 52.3 million net tons of product that comes through the Port annually.

In right-of-way acquisition, the District achieved a negotiated settlement rate of 81 percent for fiscal year 2000/01. This can be attributed to several factors including the fact that many parcels were located in rural areas, which have historically experienced greater settlement rates. Another factor is the increased emphasis being placed on projects managers' flexibility to make minor revisions to plans to accommodate property owners' suggestions.

TURNPIKE DISTRICT
Challenges and Accomplishments



Overview of Turnpike: The Turnpike District is a 432-mile system of limited access toll highways located throughout Central and South Florida. The Turnpike System is composed of 1,626 lanes miles with 613 fixed bridges and eight service plazas. The Turnpike Mainline passes through eleven counties from north of Miami to a junction with Interstate 75 in north central Florida.

Challenges

A primary challenge for the Turnpike District is to accommodate the tremendous growth that is occurring in Florida's urban areas. Florida's Turnpike is being transformed into an urban expressway in both Central and South Florida. Even with toll rate increases, traffic volumes have nearly doubled during the last ten years on several segments of the Turnpike and annual increases of more than 18 percent have been experienced for the past three years on segments of the Turnpike mainline in Orange County and the Sawgrass Expressway in Broward County. Growth is occurring so rapidly in South and Central Florida that the construction of two additional lanes can no longer be expected to provide an acceptable level of service in the traditional twenty-year design horizon, and exceptional measures must be considered. A further complication is the lack of available right of way (ROW) in urban areas where dense development abuts ROW lines and consumes the land needed to expand transportation and drainage facilities. Interchanges and toll collection facilities experience similar constraints and require innovative solutions.

Financial constraints comprise another significant challenge to the Turnpike District, which is primarily self-funded with user fees from tolls. The Turnpike has identified needs that are two to three times greater than the revenues anticipated to be available. Other challenges include the need to balance regional transportation needs with affected communities while achieving the support of elected officials. Finally, the Turnpike District, in cooperation with the Office of Toll Operations, is developing a plan (Sunpass Challenge) to solve current operational problems associated with electronic tolling along the Turnpike System and dramatically increase subscription rates.

Accomplishments

To accommodate the substantial growth in Florida, the Turnpike District completed construction during the past fiscal year, on 32 miles of new limited access expressway, the Suncoast Parkway I, and opened the facility to traffic on February 4, 2001. The segments extend from the Veteran's Expressway, at the Hillsborough/Pasco county line, to S.R. 50 in Hernando County. The final 10-mile segment extending to U.S. 98 opened to traffic on August 11, 2001. Construction contracts were let to widen 19 miles of existing facilities (six miles between Boca Raton and Delray Beach in Palm Beach County and thirteen miles of the Homestead Extension to Florida's Turnpike (HEFT) between S.R. 836 and I 75 in Miami-Dade County).

To address capacity and operational constraints at toll facilities, the Department completed the statewide implementation of SunPass by installing SunPass equipment on all Turnpike facilities and providing for the inter-operational capability of SunPass with other electronic toll collection systems statewide.

In several areas in which two additional lanes may not operate at acceptable levels of service for the twenty-year design period, Turnpike efforts focused on evaluation of the potential to add infrastructure during the initial construction (e.g. widened bridges, expanded drainage facilities, stabilized shoulders) that would easily accommodate future lanes at minimum cost and disruption of traffic, if needed prior to the design horizon. The Turnpike also initiated a Value Pricing Pilot Study in conjunction with FHWA to evaluate variable pricing strategies to maximize the efficiency of toll roads.

To address the increasing costs of ROW acquisition, Turnpike's ROW office completed one of the most aggressive and successful advance ROW acquisition programs in the Department's history by acquiring 744 acres of 939 total acres needed to complete the Turnpike's portion of the Western Beltway from Siedel Road to I-4. Acquisition activities were initiated with willing sellers in the early stages of the project's design phase and resulted in substantial savings by avoiding condemnation proceedings on a significant portion of this 11-mile, $281 million Turnpike project. In urban areas where existing facilities experience severe ROW constraints due to adjacent development, Turnpike staff is evaluating the potential for innovative drainage solutions (including off-site regional facilities) and elevated structures that minimize ROW requirements.

To address funding constraints, Turnpike continues to pursue innovative contracting procedures to open facilities as early as possible. Several "No-Excuse Bonus" contracts were negotiated on the existing construction for Seminole II in order to open the facility early and generate advance revenues, and a $35 million design-build contract for the T.B. Manual bridge was let to compress the time needed to complete the project. Turnpike staff continues to submit applications for State Infrastructure Bank loans and Transportation Outreach Program grants in an effort to leverage bonding capacity and held meetings with developers to encourage private participation in new interchange projects.

Efforts to maximize existing capacity continue to be expanded with SunPass improvements and the opening of the ITS Command Center in Pompano. The District also completed contracts to double the size of the Road Ranger motorist service patrol program on the Turnpike mainline in Central Florida from four to seven trucks and entered into an agreement with Orlando Orange County Expressway Authority to initiate the Road Ranger Program on other segments of the Turnpike System, including the BeeLine and Seminole expressways. The expanded program will operate seven days per week.

Turnpike staff achieved significant accomplishments during the past fiscal year, especially considering that staff completed the re-location to the new Central Florida Headquarters Building at the Turkey Lake Service Plaza that was opened on August 22, 2000. The old headquarters office in Tallahassee closed by December 31, 2000 and nearly 60 percent of Turnpike's staff moved their families to Central Florida including all of the Turnpike's Directors and a majority of the office managers and senior staff.

Emphasis Areas for Fiscal Year 2000/01

This page intentionally left blank.

Emphasis Areas

Fiscal Year 2000/01 marks the tenth year the Florida Transportation Commission has conducted this evaluation of the Department of Transportation's performance.

The Commission uses 33 primary and secondary measures to evaluate the performance of the Department. Primary measures assess major departmental functions, measure an end product or an outcome, and are, to the greatest extent possible, within the Department's control. Secondary measures are those considered sufficiently important to be reported; yet meet the primary criteria to a lesser degree and/or are used for informational purposes. The Department met or exceeded 11 of the 14 primary performance measures that included objectives used for evaluation by the Commission. Two of the measures where the Department did not meet the stated objectives were just slightly off their mark. Overall, of the 28 primary and secondary performance measures developed by the Commission that include a stated objective (there are 33 measures, but an objective has not yet been established for five of them), the Department met or exceeded 18. (Note: Data is not yet available to determine Department performance on one of the two Safety measures.)

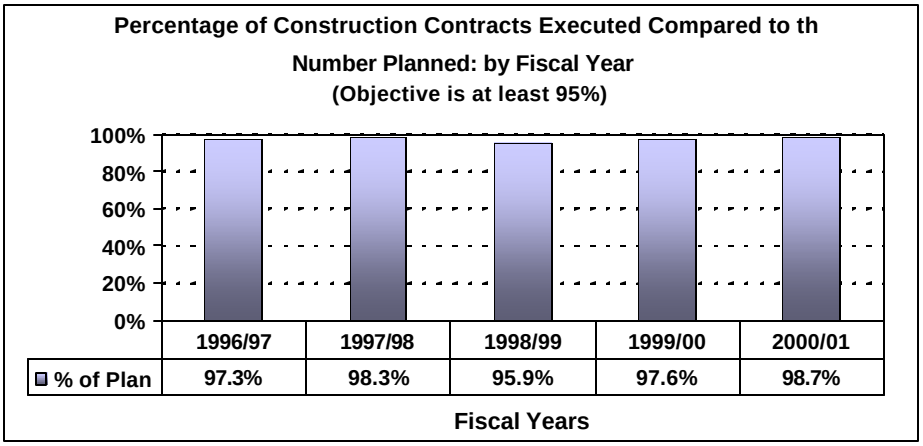
The following pages present "Emphasis Areas of Noted Improvement or Performance" to highlight measures where the Department has made considerable improvement over the previous year's performance and to bring attention to exceptional Department performance. Also covered are "Emphasis Areas for Performance Improvement," which include the five primary measures that were not met during this performance rating period.

EMPHASIS AREAS OF NOTED IMPROVEMENT OR PERFORMANCE

1. CONSTRUCTION CONTRACTS

Performance measure: The number of construction contracts actually executed compared against the number of construction contracts the Department planned to be executed during the fiscal year.

FY 2000/2001 results: For FY 2000/01, the Department achieved 98.7% of its plan, having executed 469 of the 475 projects it planned to execute during the fiscal year. The Department also executed two projects that were advanced from future fiscal years and added and executed 66 projects that were not included in the current or future plans for a grand total of 537 projects.

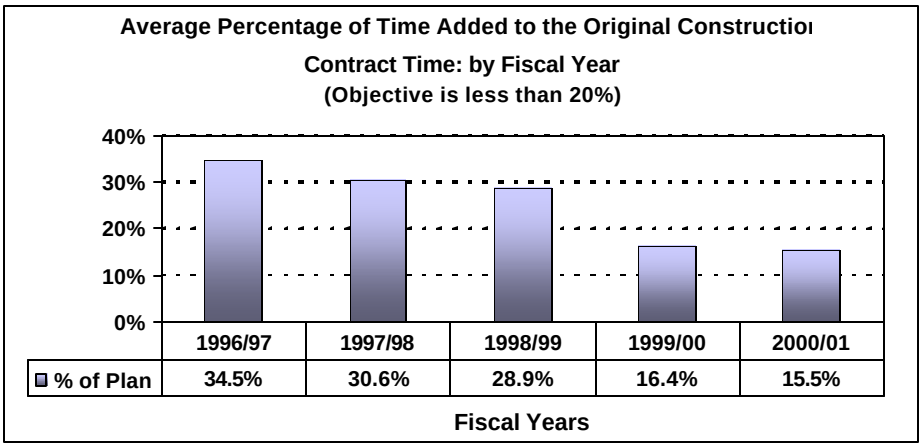


Comments: The Department has met its objective of executing at least 95% of planned construction projects each year for the past five fiscal years. However, what is remarkable about this achievement is the Department's ability to continue to meet this goal with an ever-increasing work program level. The plan has grown from $944.9 million in FY 1996/97 to $1,458.5 million in FY 2000/01. With the addition of the 68 contracts that were either advanced or added during the year, the Department achieved a record-letting year of $1,571.2 million.

2. CONSTRUCTION CONTRACT ADJUSTMENTS

Performance measure: For all construction contracts completed during the Fiscal Year, the original contract time compared against the final contract time. This analysis excludes days added to a contract due to inclement weather since weather days are out of the control of the Department.

FY 2000/2001 results: For the 362 construction contracts completed during FY 2000/01, the original contract time increased an average of 15.5% as a result of days added to the contract and used by the contractor (excluding weather days).



Comments: The Department's objective is to keep time adjustments below 20 percent of the original contract time. The methodology used to analyze construction contract time adjustments was changed this past year. Through time extensions and supplemental agreements for additional work, the Department authorizes a contractor to work beyond the original contract completion date without penalty. However, even though the Department may authorize a certain number of additional days to work, the contractor may not actually use all the additional days to complete the extra work. In the past, the Commission had counted all the additional authorized days, not the days actually used by the contractor, in its analysis. This methodology did not reflect the number of days the traveling public was actually impacted by construction. The change to days actually used by the contractor has the positive effect of improving the performance of the Department and may explain the continued drop in reported time adjustments. However, there is an additional negative effect that impacted the number of construction days this past year. The Department no longer awards time suspensions to a contractor. Time suspensions were used to temporarily shut a project down and "suspend" charging days to the contract. Situations which once called for a time suspension are now being handled as regular time extensions and add days to the contract time. Irregardless of these two changes in the way additional time is tracked, the Department still managed to keep time adjustments below its 20 percent objective, even when using the previous methodology of counting authorized time instead of actual days used. Under the previous method, the result would have been 18 percent. An increase in additional time would have been expected due to the change in counting time suspensions.

3. CASH MANAGEMENT

Performance measure: Actual cash receipts compared against forecasted cash receipts showing the resulting variance. Actual cash disbursements compared against forecasted cash disbursements showing the resulting variance.

FY 2000/2001 results: Actual cash receipts of $3,892.8 million for FY 2000/01 were 2.5 percent higher ($94.4 million) than the Department's August 2000 forecasted receipts of $3,798.4 million. Actual cash disbursements of $3,834.2 million were 0.1 percent higher ($3.5 million) than the Department's August 2000 forecasted disbursements of $3,830.7 million.

State Transportation Trust Fund

Cash Receipts	
Forecast of 8/00	$3,798,400,000
2000/01 Actual	$3,892,800,000
$ Variance	$94,400,000
% Variance	2.5%

Cash Disbursements	
Forecast of 8/00	$3,830,700,000
2000/01 Actual	$3,834,200,000
$ Variance	$3,500,000
% Variance	0.1%

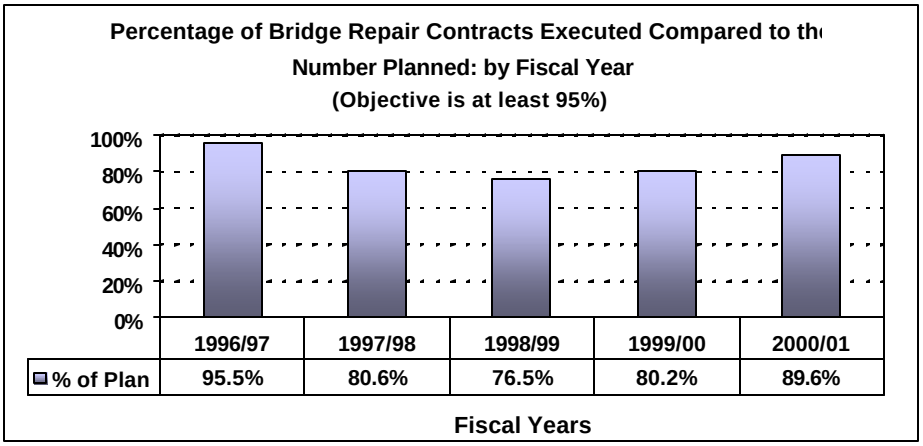
Comments: Under the "cash flow" method of financing construction projects, where contractual obligations far exceed available cash, it is imperative that the Department be able to accurately project future receipts and disbursements. The accuracy in which the Department forecasts its cash receipts and disbursements is remarkable taking into consideration the changing economic variables.

EMPHASIS AREAS FOR PERFORMANCE IMPROVEMENT

1. BRIDGE REPAIR

Performance measure: Of the number of bridges planned for repair during the fiscal year, the number of bridges actually repaired (let to contract) during the year.

FY 2000/2001 results: The stated objective is to let to contract at least 95% of the planned projects, or in this case, 127 projects. Of 134 bridge repair projects planned for letting, 120 bridge repair projects, or 89.6%, were let. However, in addition to the plan, the Department repaired three bridges planned for future fiscal years and eight bridges that were not in the plan were added and repaired during the year.



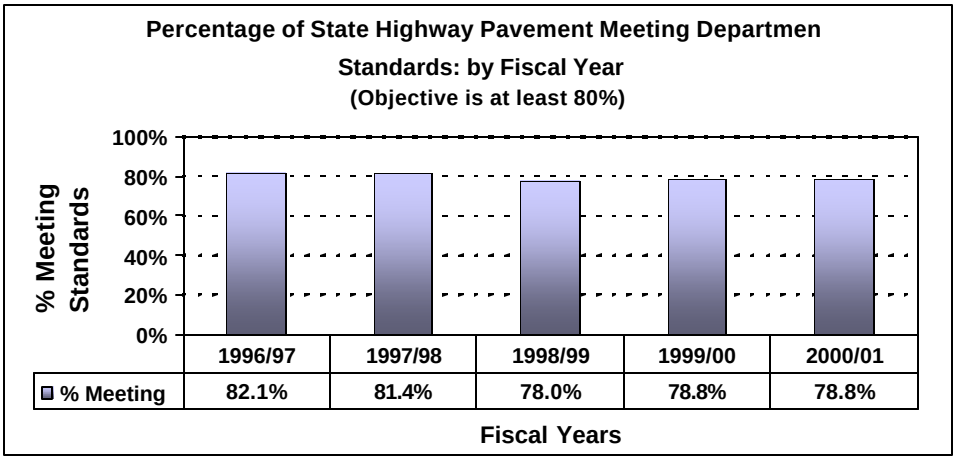
Reason for departure from objective: After further review, the Commission learned that the majority of the 14 bridge repair projects not let were due to changes in scope to the projects that resulted in delays to the letting schedules. This accounted for 11 of the bridge repair projects. The remaining projects were not let under the bridge repair program because, under further assessment, the Department determined that the bridges needed replacement rather than repair and moved the projects into the bridge replacement program.

Recommendation for improvement: Although the Department fell short of the objective for this measure, the Commission recognizes that 11 bridge repair projects were either advanced or added to the plan and executed. The Commission also notes that the results of the bridge condition measure shows that approximately 93% of the bridges in Florida meet Department standards; which is above the objective of 90%. The Commission will continue to monitor performance in the bridge repair program to ensure state maintained bridges meet Department standards.

2. RESURFACING: Pavement Condition Standard

Performance measure: Of the total lane miles of state roads, the percentage meeting standards.

FY 2000/2001 results: The objective is that at least 80% of the lane miles meet standards (the standard being defined as a rating of 7 or above in the pavement condition survey where one is worst and 10 is best). During the past fiscal year, 78.8% of state road lane miles met DOT standards, falling short of the Department=s short-range objective of 80% by about one percentage point.



Reason for departure from objective: The Department stated that the condition of pavement on the State Highway System is within tolerance of meeting the objective considering the number of parameters that affect this program. Not only do the ratings themselves fluctuate to some extent due to periodic upgrade of measurement equipment, but also due to the complexity of accurately predicting pavement performance. Weather, heavy truckloads, and materials variability used in construction all are part of the variables that effect pavement performance.

One specific reason for a reduction in resurfacing production and, therefore reduction to subsequent pavement performance is that the 1999 Legislature directed a portion ($25 million per year) of the resurfacing appropriation be used off the State Highway System for support of the Small County Road Assistance Program. Although the Department was able to restore the funding to recommended levels after the end of that Work Program period, 2003-04, there were five years of having resurfacing allocations of $25 million per year less than the levels recommended by the Department for resurfacing of the State Highway System. The Department is planning to replace the $125 million, if necessary, over a five-year period beginning in the new fifth year of the work program. Before making this commitment, the impact of other programs on pavement performance is being monitored.

Measures being taken by the Department to improve the overall condition and durability of pavements to meet the performance measure requirements include an increase in future year resurfacing targets, expanded use of SuperPave asphalt (reducing pavement rutting and cracking), expanded use of pavement warranties,

and inclusion of incentive clauses in construction contracts to improve pavement rideability. Some of these improvements will take several years before the effects show up in the percentage of deficient lane miles. The currently programmed resurfacing levels (8,928 miles) are adequate to resurface all existing deficient lane miles (8,433) within four years. The department reviews the current pavement condition and resurfacing targets annually and makes adjustments as necessary.

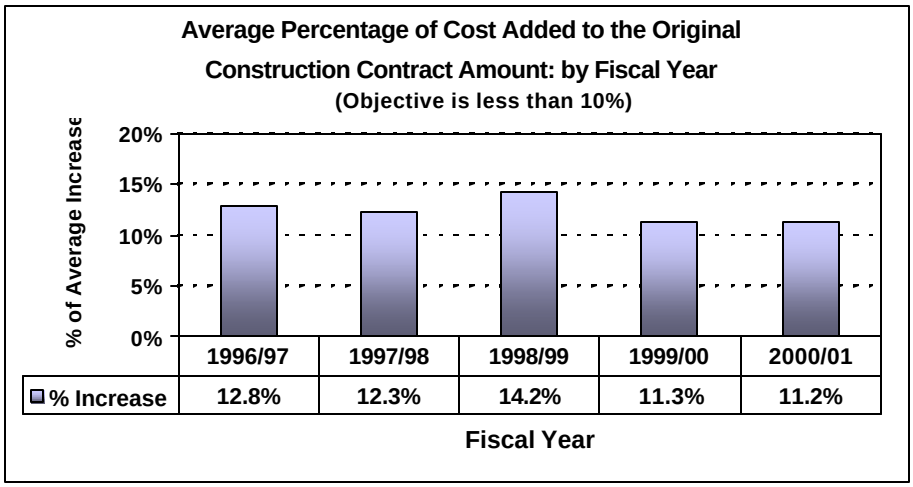
Recommendation for improvement: The Commission recognizes the dynamics involved in measuring the condition of the pavement on the State Highway System. However, the pavement condition objective of 80% of pavement meeting standards is statutorily established and does not leave room for tolerance. The activities mentioned by the Department to improve pavement condition through efforts other than increased funding may result in better performance. Since pavement condition is a statutory objective, it also falls under the purview of the Commission during its annual review of the Tentative Work Program. This provides the Commission with another avenue for focusing attention on performance in this area.

The Commission will continue to monitor the results of the pavement condition survey to ensure there is no further decline in the results and will take action accordingly if there is. The legislature may also wish to revisit the statutory objective to allow for a tolerance based on changing departmental strategies as it addresses the transportation needs of the State.

3. CONSTRUCTION CONTRACT ADJUSTMENTS: Contract Amount

Performance measure: The original contract amount compared against the final amount paid on all construction contracts completed during the fiscal year.

FY 2000/2001 results: The stated objective is for the final contract amount not to exceed 10% of the original contract amount. For the 362 contracts completed during the year, the total original contract amount of $1,112.1 million increased 11.2% due to supplemental agreements and minor cost overruns, for a total final contract amount of $1,236.9 million. The percentage increase in contract cost on completed construction contracts was one-tenth of one percentage point lower (11.3% to 11.2%) in FY 2000/01 than in FY 1999/00. It should be noted that the methodology used for calculating the result for this measure was revised this year. Prior to FY 2000/01, this measure only included cost overruns as the result of supplemental agreements. Now, with better tracking methods, the measure also includes cost adjustments due to minor cost overruns. Using the previous methodology, the result for FY 2000/01 is 10.3%. Regardless of the change in methodology, the Department still managed to decrease its construction contract cost overruns.



Reason for departure from objective (Department Response): The overrun in construction contract costs is associated with additional work being added to the contracts after the contracts are awarded. The most significant reasons for additional work being added during FY 00/01 were; unforeseen site conditions (26%), plans modifications (38%), and weather related damages (6%). The Department has implemented many cost controlling methods in order to reduce cost overruns. The methods include such things as the use of innovating contracting techniques (such as no excuse bonuses and incentive/disincentive clauses), use of design/build contracts, providing of claims avoidance training to construction managers, strengthening of contract specification language dealing with claims for additional work, and an improved monitoring process used by the Executive Board on a monthly basis. The actions put into place over the last five years, to reduce overruns in construction cost, have shown significant improvements. Based on current tracking information used by the Executive Board, it appears improvements will continue into the future.

Recommendation for improvement: It appears the actions taken by the Department to address both cost and time overruns have achieved the desired results. This year's result of 11.2% in cost overruns continues the decreasing trend achieved in this area even though the new method for tracking overruns could have had a negative impact on the results. Monitoring both cost and time overruns on construction contracts has been an area of focus for the Commission for a number of years and has worked closely with the Department to improve performance. The Commission will continue to closely monitor cost and time overruns and recommends the Department maintain its focus on construction contracts to ensure continued improvement in this area.

Hathaway Bridge, Panama City.

DETAILED ANALYSIS OF PERFORMANCE AND PRODUCTION MEASURES

County Road 296 at Interstate 275.

The following table presents an overview of the results of the Commission's evaluation of the Department's performance during fiscal year 2000/2001. The first column identifies the performance measure as being either a primary or secondary measure. Primary measures are ones that assess major departmental functions, measure an end product or an outcome, and are, to the greatest extent possible, within the Department's control. Secondary measures are those considered sufficiently important to be reported, but meet the primary criteria to a lesser degree. The second column is a statement of the measures, followed by the established objective in the third column. The last two columns present the results for the past fiscal year and whether or not the stated objective was met. Following the table is the detailed analysis of all the performance measures.

Performance Measures Summary Table

Priority	Measure	Objective	FY 00/01 Results	Meets Objective
Bridge Repair and Replacement				
1st	Of the number of bridges planned for repair during the fiscal year, the number of bridges actually repaired (let to contract) during the year. (See page 50)	=95%	89.6%	No
1st	Of the number of bridges planned for replacement during the year, the number of bridges actually replaced (let to contract) during the year. (See page 51)	=95%	97.6%	Yes
2nd	Of the total number of state-maintained bridges, the percentage meeting DOT standards, i.e., not in need of repair or replacement. Short Range Objective is 90% of bridges in good condition. (See page 52)	=90%	92.9%	Yes
Resurfacing				
1st	Of the number of lane miles of state roadway planned for resurfacing during the year, the number actually resurfaced (let to contract) during the year. (See page 54)	=95%	98.5%	Yes
1st	Of the total lane miles of state roads, the percentage meeting standards. (See page 55)	=80%	78.8%	No
Routine Maintenance				
1st	Achieve a Maintenance Rating of 80 on the State Highway System. (See page 57)	=100%	105%	Yes
Capacity Improvements: Highways				
1st	Lane miles of capacity improvement projects let vs. lane miles of capacity improvement projects planned. (See page 61)	Being Developed	94.7%	NA
2nd	Number of centerline miles on the Florida Intrastate Highway System (FIHS) that do not	Being Developed	81.8%	NA

Priority	Measure	Objective	FY 00/01 Results	Meets Objective
	meet the minimum FIHS standard of 4 lanes vs. number of miles brought up to standard (let to contract for improvement from 2-lane to 4-lane) during the fiscal year. (See page 62)			
Capacity Improvements: Public Transportation Modes				
1st	Dollar amount committed to public transportation capacity improvement projects vs. dollar amount planned. (See page 63)	=90%	93.4%	Yes
Consultant Acquisition				
1st	Number of consultant contracts executed vs. total contracts planned. (See page 67)	=95%	97.3%	Yes
2nd	Dollar value of consultant contracts executed compared to the original estimated value. (See page 68)	100% (+ or – 5%)	94.4%	No
Right of Way Acquisition				
1st	Number of projects certified vs. number of projects scheduled for certification. (See page 71)	=90%	91.5%	Yes
2nd	Number of parcels acquired by negotiation vs. condemnation. (See page 73)	=60%	69.1%	Yes
2nd	For negotiated parcels, the percentage of the total purchase price amount that was within 20% of the Department's appraised value. (See page 74)	Being Developed	46.0%	NA
2nd	For negotiated parcels, purchase agreement amount vs. DOT last appraisal vs. property owners counter-offer amount. (See page 75)	=50% of spread	57.6%	No
2nd	For litigated parcels, final judgment amount vs. total DOT estimated compensation vs. total property owner's claim for cases resolved through settlement, mediation and verdict. (See page 75)	=50% =50% =50% of spread	42% 37% 60%	Yes Yes No
2nd	Of total right of way expenditures, the percent of the dollar value used to purchase land vs. percent of the dollar value expended for associated land acquisition costs and fees. (See page 76)	=75%	77.8%	Yes
Construction Contracts				
1st	Number of projects let vs. planned for letting. (See page 79)	=95%	98.7%	Yes
2nd	Dollar value of construction contracts executed compared to the original estimated value. (See page 80)	100% (+ or – 5%)	98.3%	Yes

Priority	Measure	Objective	FY 00/01 Results	Meets Objective
Construction Contract Adjustments				
1st	For all construction contracts completed during the fiscal year, the original contract time vs. final contract time (excluding weather days). (See page 84)	<20%	15.5%	Yes
2nd	Contracts completed broken down by percentage over original time: less than 20% over original time; 20% to less than 40% over original time; and 40% or more over original time. (See page 86)	=80% below 20%	65.5% below 20%	No
1st	Original contract amount vs. final amount paid on all construction contracts completed during the fiscal year. (See page 88)	<10%	11.2%	No
2nd	Contracts completed broken down by percentage over original cost: less than 10% over original cost; 10% to 20% over original cost; 20% or more over original cost. (See page 90)	=80% below 10%	74.3% below 10%	No
2nd	Of the final amount paid on completed construction contracts, the portion that was avoidable (should have been foreseen) supplemental agreements. (See page 92)	<5%	2.8%	Yes
Commitment of Federal Funds				
1st	Of federal funds subject to forfeiture at the end of the federal fiscal year, the percent that was committed. (See page 97)	=100%	100%	Yes
Management of Administrative Costs				
1st	Administrative costs as a percent of total program. Dollar amount of administrative costs vs. dollar amount of total program. (See page 99)	<2.0%	1.5%	Yes
Cash Management				
1st	Actual cash receipts vs. forecasted cash receipts and actual cash disbursements vs. forecasted cash disbursements. (See page 101)	Being Developed	2.5% and 0.1%	NA
1st	Lowest annual cash balance vs. total contractual obligations. (See page 101)	Being Developed	7.9%	NA
Management of Toll Facility Operational Costs				
2nd	Operational costs per toll transaction. (See page 103)	<16.0 cents	16.7 cents	No
Disadvantaged and Minority Business Programs				
1st	Dollar volume of disadvantaged business enterprise utilization as a percentage of total federal funded contracts. (See page 107)	=8.0%	8.9%	Yes

Priority	Measure	Objective	FY 00/01 Results	Meets Objective
2nd	Progress toward attaining established goals for individual minority business categories in four work type areas: Reported as goal vs. actual. (See page 108)	=100%	169.9%	Yes
Safety Initiatives				
2nd	Florida's fatal crash rate per 100 million vehicle miles traveled (VMT) and fatal crash rate per 100 million VMT for State Highway System only vs. national average rate. (See page 111)	1.41	Florida - 1.82 State System only- 1.72	No
2nd	Percent of crashes on the State Highway System where road conditions were a contributing cause, compared to previous year percentage. (See page 112)	<1.0%	NA	NA

1. Preservation of Current State Highway System

1a. Bridge Repair and Replacement
1b. Resurfacing
1c. Routine Maintenance

Billions of taxpayer dollars have been invested over many years in constructing Florida's roads, bridges and other transportation facilities. Our transportation infrastructure is an asset serving every Floridian on any given day, either directly or indirectly.

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 consequences. With limited revenues, it is not possible to maintain every road and bridge in "like new" condition, or immediately replace or upgrade 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 costly major reconstruction.

This page intentionally left blank.

1a. BRIDGE REPAIR AND REPLACEMENT

BACKGROUND: There are 11,273 bridges in Florida, and 6,320 of these are the responsibility of the Florida Department of Transportation. All bridges maintained by the Department are inspected for structural deterioration at least once every two years (bridges with certain identified deficiencies are inspected more frequently). The Department's Bridge Repair and Replacement Program monitors the need for repair, rehabilitation and replacement of FDOT maintained bridges. No bridge is allowed to become unsafe.

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

Replacement of the Fuller Warren Bridge in Jacksonville.

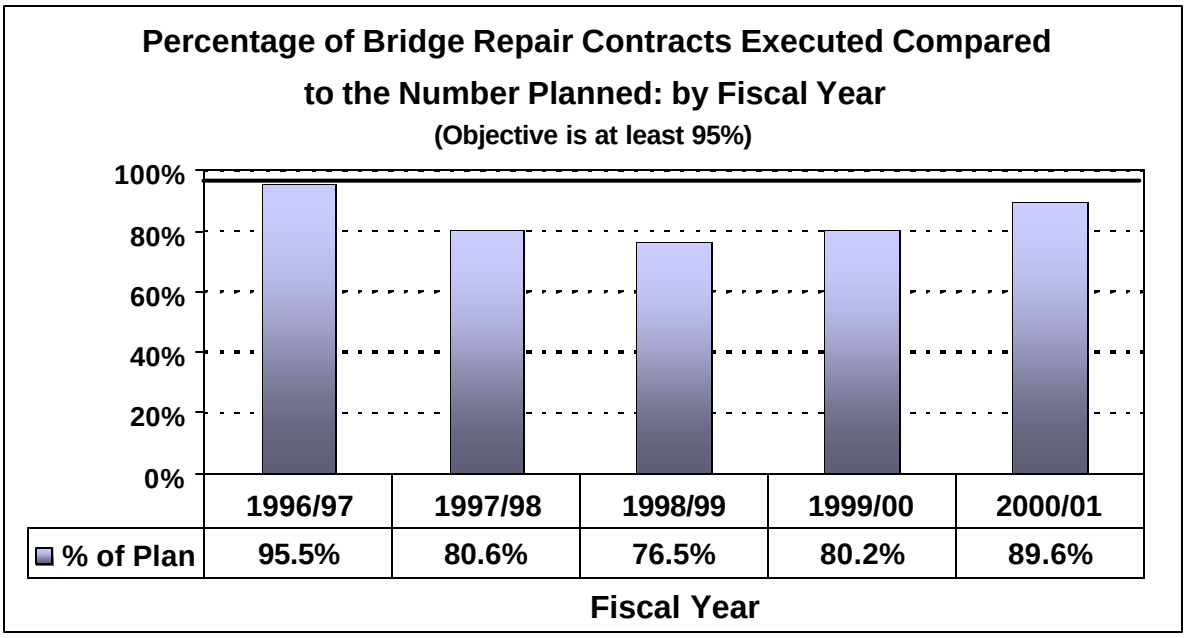
Bridge Repair

PRIMARY MEASURE: Of the number of bridges that were planned to be repaired during the year, the number of bridges actually repaired (let to contract) during the year.

OBJECTIVE: The Department's objective is to let to contract no less than 95% of those bridge repair contracts that were planned to be let during the year.

METHODOLOGY: This Measure assesses how well the Department performed in executing construction contracts on the bridge repair projects it committed to execute during the year. Data is collected from the Department's Production Management Office that identifies those contracts that were actually executed including the contract award amount. This data is then compared against the bridge construction contract plan established prior to the beginning of the fiscal year.

RESULTS: For bridge repair, the Department achieved 89.6% of plan, having repaired 120 bridges of 134 planned. In addition, the Department repaired three bridges planned for future fiscal years, and eight bridges not in the current or future plans were added and repaired during the year.



Historical Statewide Bridge Repair Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	358	237	132	162	134
Actual	342	191	101	130	120
% of Plan	95.5%	80.6%	76.5%	80.2%	89.6%
Advanced FY	4	43	9	3	3
Additions	14	45	25	48	8
Total	360	279	135	181	131

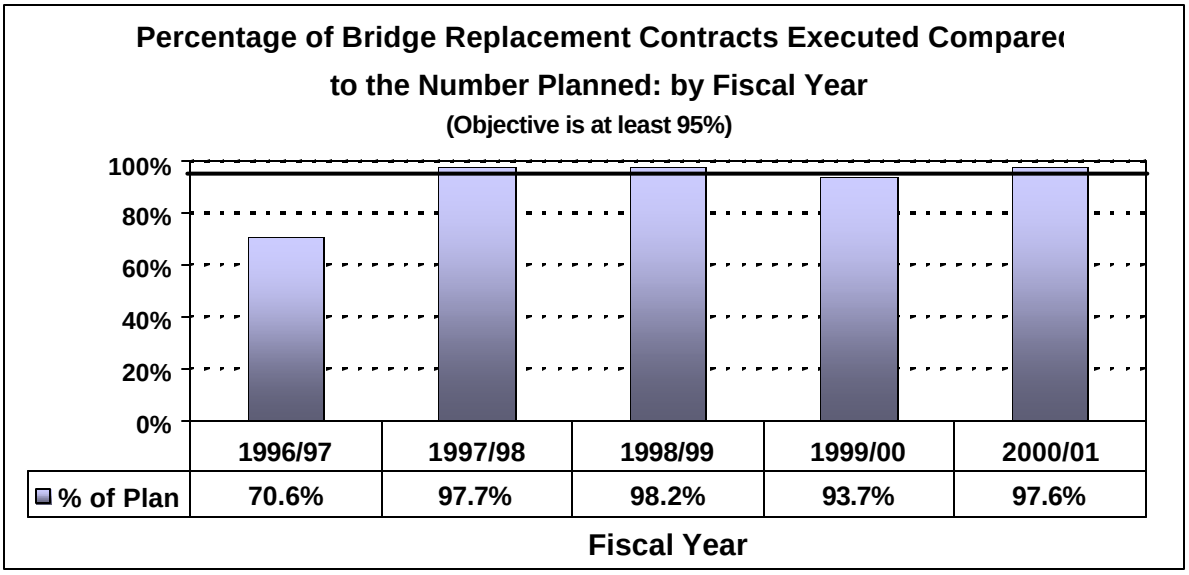
Bridge Replacement

PRIMARY MEASURE: Of the number of bridges that were planned for replacement during the year, the number of bridges actually replaced (let to contract) during the year.

OBJECTIVE: The Department's objective is to let to contract no less than 95% of those bridge replacement contracts that were planned to be let during the year.

METHODOLGY: This measure assesses how well the Department performed in executing construction contracts on the bridge replacement projects it committed to execute during the year. Data is collected from the Department's Production Management Office that identifies those contracts that were actually executed including the contract award amount. This data is then compared against the bridge construction contract plan established prior to the beginning of the fiscal year.

RESULTS: For bridge replacement, the Department achieved 97.6% of its plan, having replaced 41 bridges of 42 planned.



Historical Statewide Bridge Replacement Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	34	43	56	63	42
Actual	24	42	55	59	41
% of Plan	70.6%	97.7%	98.2%	93.7%	97.6%
Advanced FY	26	0	0	0	0
Additions	0	0	0	0	2
Total	50	42	55	59	43

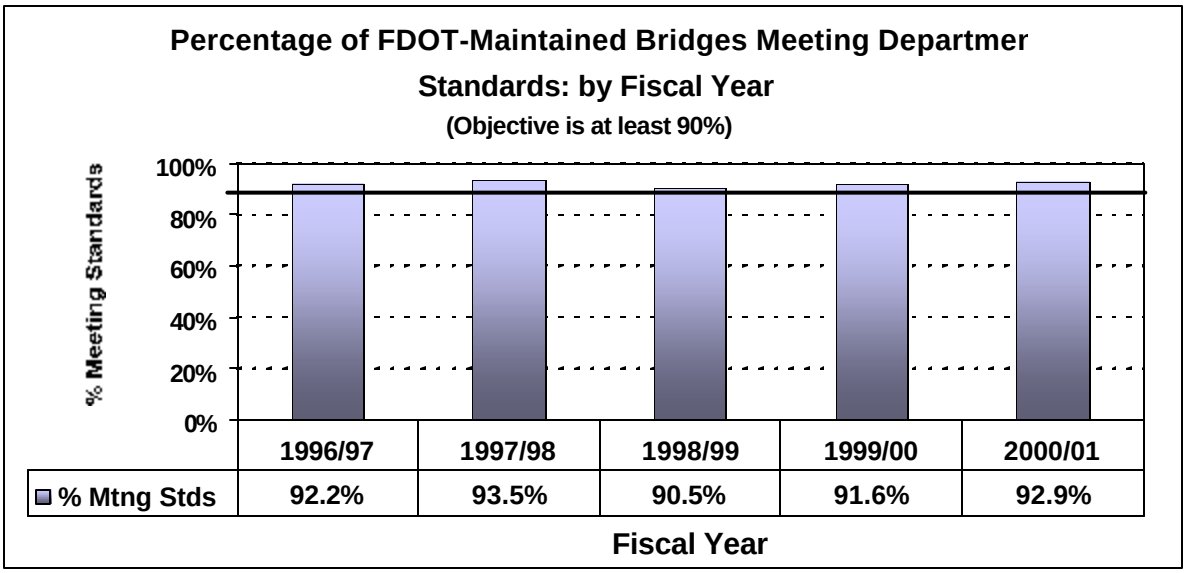
Bridge Condition

SECONDARY MEASURE: Of the total number of FDOT maintained bridges, the percentage meeting Department standards. "Meeting Standards" is defined as: not showing evidence of structural deterioration; not being limited by weight restrictions; and/or not needing preventive maintenance.

OBJECTIVE: The Department's objective, as presented in the Short-Range Component of the Florida Transportation Plan and statutorily mandated, is to ensure that 90% of the state maintained bridges meet department standards. It is emphasized that the remaining 10%, while in need of repair or replacement, are safe for use by the public.

METHODOLOGY: The Department's Program Development and State Maintenance Offices keep a database of all the bridges in the state. The database includes information on the condition of each bridge, based on the results of the latest inspection.

RESULTS: For FY 2000/01, the percentage of state-maintained bridges meeting standards was 92.9%, exceeding the Department's short-range objective of 90% by three percentage points.



Historical Statewide Bridge Maintenance Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Total # of Bridges	6,199	6,200	6,213	6,253	6,320
# Meeting Standards	5,718	5,794	5,623	5,726	5,869
% Meeting Standards	92.2%	93.5%	90.5%	91.6%	92.9%

1b. RESURFACING

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

Resurfacing preserves the structural integrity of highway pavements and includes pavement resurfacing, pavement rehabilitation and minor reconstruction. Failure to timely resurface a road results in damage to the road base, necessitating costly reconstruction work. The Department measures the condition of road pavements on an annual basis. Road segments that do not measure up to predefined pavement condition standards are considered deficient and are subsequently scheduled for repair in the Department's Five Year Work Program. Priority scheduling is accorded to roads with the most severe deficiencies.

PURPOSE: Florida law requires the Department to meet the annual needs for resurfacing of the State Highway System through regular maintenance, which avoids high repair bills and prolongs the useful life of transportation facilities.

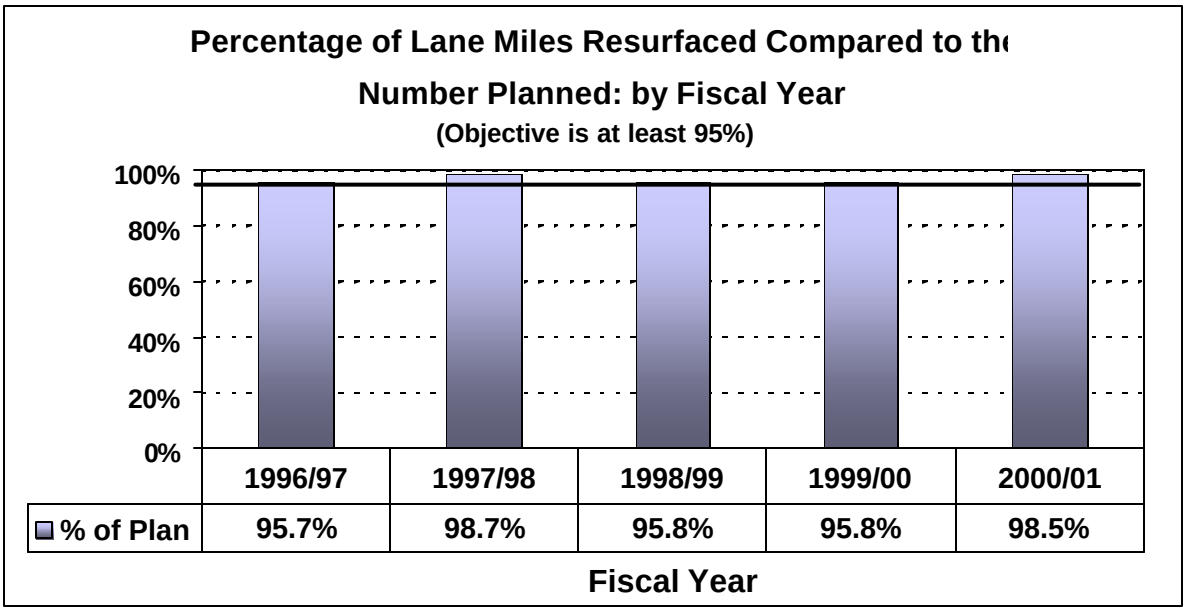
Lane Miles Resurfaced

PRIMARY MEASURE: Of the number of lane miles of state roadway planned for resurfacing during the year, the number actually resurfaced (let to contract) during the year.

OBJECTIVE: The Department's objective is to resurface no less than 95% of the lane miles planned for resurfacing during the year.

METHODOLOGY: State roads that need resurfacing are identified through the Department's annual pavement condition survey. This survey evaluates pavement conditions using three factors: ride quality, crack severity, and average depth of wheel path ruts. The State Materials Office conducts the pavement condition survey. To maintain the current level of pavement condition, approximately six percent of the lane miles on the State Highway System need to be resurfaced annually.

RESULTS: The Department achieved almost 98.5% of plan, having resurfaced 2,163 of 2,195 lane miles planned. In addition, the Department advanced and resurfaced 24 lane miles that had been planned for future fiscal years.



Historical Statewide Resurfacing Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	1,544	1,805	2,279	1,711	2,195
Actual	1,478	1,782	2,184	1,639	2,163
% of Plan	95.7%	98.7%	95.8%	95.8%	98.5%
Advanced FY	135	116	33	5	24
Additions	13	10	1	58	0
Total	1,626	1,908	2,218	1,702	2,187

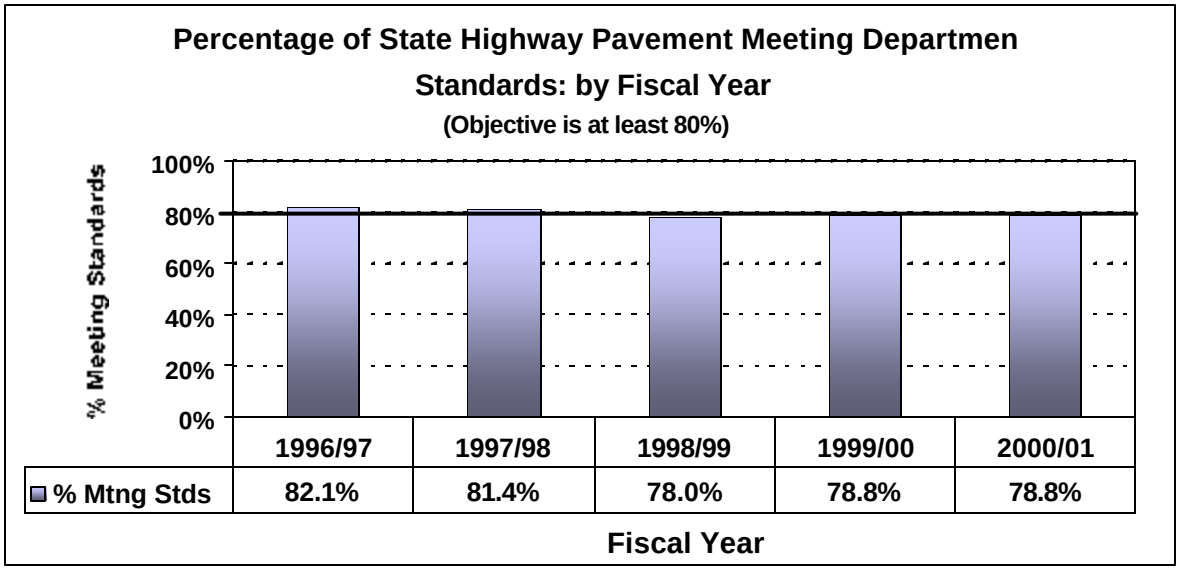
Pavement Condition

PRIMARY MEASURE: Of the total lane miles of state roads, the percentage meeting department standards.

OBJECTIVE: The Department's objective, as presented in the Short-range Component of the Florida Transportation Plan and statutorily mandated, is for 80% of lane miles to meet department standards (rated seven or above in overall pavement condition survey where one is worst and ten is best).

METHODLOGY: Pavement meeting Department standards is defined as pavement for which each of the three rating factors (ride quality, crack severity and rutting) was scored higher than six on a ten-point scale. The State Materials Office conducts the Pavement Condition Survey (PCS) on an annual basis. The PCS Unit conducts a 100% inventory of the State highway system as part of the Department's Pavement Management Program. The data collected is used to assess the condition of the system as well as to predict future rehabilitation needs. These predictions are used in the preparation of the legislative resurfacing budget request, and subsequent distribution of funds to Districts.

RESULTS: For FY 2000/01, the percentage of state road lane miles meeting standards was 78.8%, falling just short of the Department objective of 80%.



Historical Statewide Pavement Condition Survey Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Total Lane Miles	38,789	39,066	39,416	39,529	39,840
# Meeting Standards	31,863	31,814	30,761	31,149	31,407
% Meeting Standards	82.1%	81.4%	78.0%	78.8%	78.8%

This page intentionally left blank.

1c. ROUTINE MAINTENANCE

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

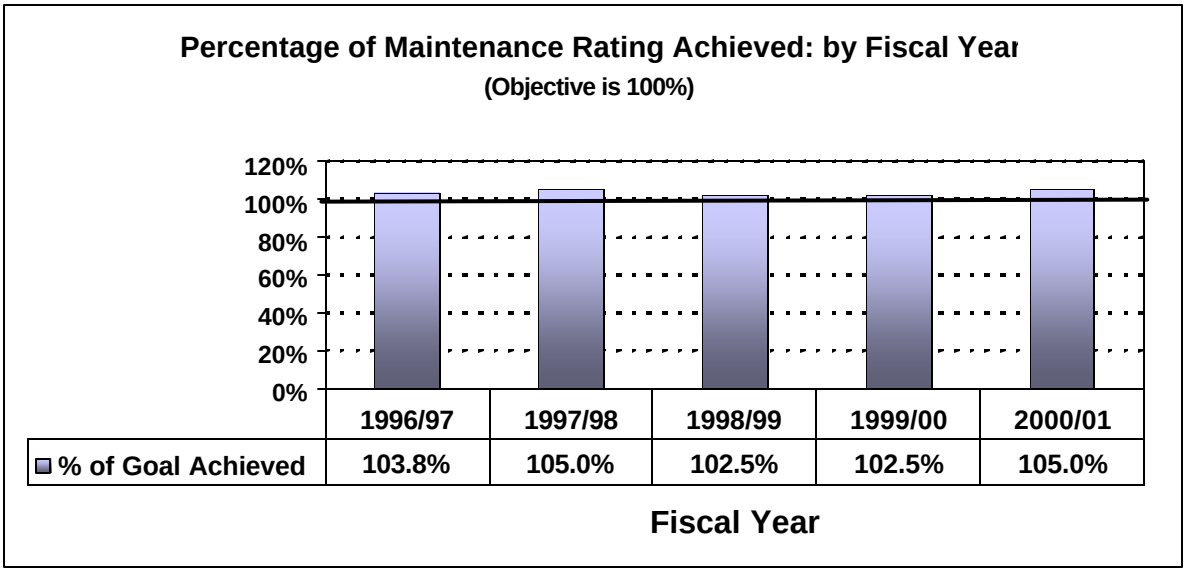
PURPOSE: Florida law requires the Department to provide routine and uniform maintenance of the State Highway System. The measure below is the Department's current operating policy implementing the statutory provision.

PRIMARY MEASURE: Achieve a Maintenance Rating of 80 on the State Highway System.

OBJECTIVE: The Department's objective, as mandated by Law, is to achieve 100 percent of the acceptable maintenance standard on the State Highway System. "Acceptable maintenance standard" is based on the Department's evaluation of its performance using the Maintenance Rating Program. This system grades five maintenance elements and arrives at a composite state score, based on a scale of 1 to 100, with a score of 80 being the acceptable standard.

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

RESULTS: For FY 2000/01, the Department achieved 105% of the objective of a system-wide maintenance rating of 80.



Historical Statewide Maintenance Rating Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Rating Goal	80	80	80	80	80
Actual Rating	83	84	82	82	84
% of Goal Achieved	103.8%	105.0%	102.5%	102.5%	105.0%

This page intentionally left blank.

2. Capacity Improvements: Highway and All Public Transportation Modes

2a. Capacity Improvements: Highways
2b. Capacity Improvements: Public Transportation

Highest funding priority is accorded to the preservation of existing highways, bridges, and other transportation facilities. The first call on transportation revenues is to maintain our transportation assets to standards established and funded by the Legislature. Due to 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 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 because of competing preservation priorities for limited funding.

This page intentionally left blank.

2a. CAPACITY IMPROVEMENTS: HIGHWAYS

BACKGROUND: There are approximately 115,957 centerline miles of public roads within the state. The State Highway System (SHS) comprises about 10 percent, or 12,020, of the total centerline miles. This equates to 40,042 lane miles of roadway. Notwithstanding funding constraints, the 2020 Florida Transportation Plan places priority on completing improvements to the Florida Intrastate Highway System (FIHS). The FIHS is a network (currently 3,792 centerline miles of the State Highway System) comprised of Florida's key interstate, intercity and interregional highways for high-volume, high-speed movement of goods and people.

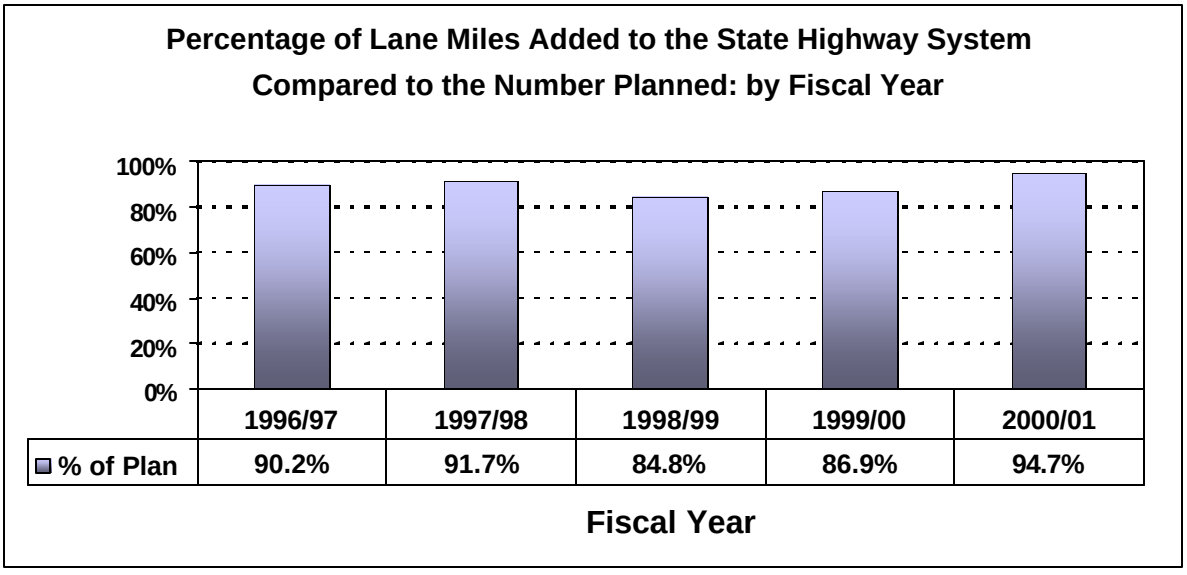
PURPOSE: The handling capacity and efficiency of the SHS, and the FIHS specifically, is a critical factor in Florida's economic future, as the state competes to capture new and expanding international markets and maintain its tourism industry. Standards for the FIHS have been established both for improved capacity and control of access. To the extent that these standards are implemented, the FIHS will contribute to Florida's enhanced economic competitiveness into the 21st Century.

PRIMARY MEASURE: The number of lane miles of capacity improvement projects let compared against the number of lane miles of capacity improvement projects planned during the fiscal year.

OBJECTIVE: The Performance Measures Working Group is currently developing an objective for this measure.

METHODLOGY: This measure assesses the Department's progress toward fulfilling the legislative mandate to develop and implement the Florida Intrastate Highway System to provide high volume, high-speed statewide and interregional movement of people and goods. Data identifying the number of highway capacity miles added to the system is collected from the Department's Program Development Office and analyzed.

RESULTS: Of 266 lane miles of capacity improvement projects planned, 252 lane miles or 94.7% were let. A total of 61 additional lane miles of capacity, not included in the original plan, were let during the year, thus increasing system capacity by 313 lane miles.



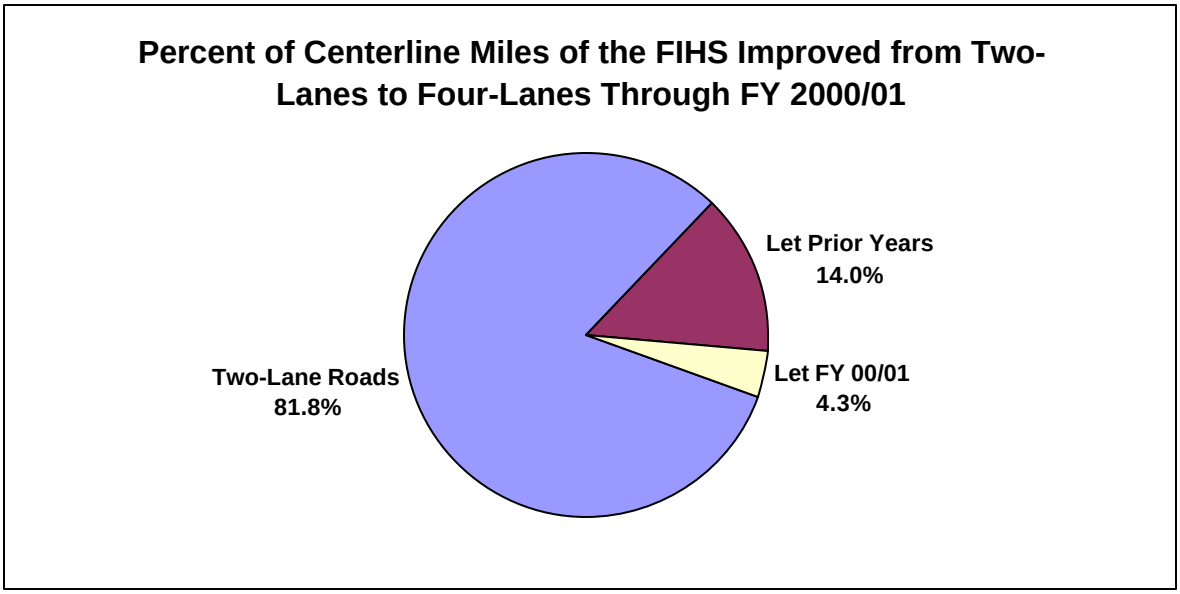
Historical Statewide Highway Capacity Lane Miles Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	317	422	250	320	266
Actual	286	387	212	278	252
% of Plan	90.2%	91.7%	84.8%	86.9%	94.7%
Advanced FY	21	0	2	20	0
Additions	6	0	58	0	61
Total	313	387	272	298	313

SECONDARY MEASURE: The number of centerline miles on the Florida Intrastate Highway System (FIHS) that do not meet the minimum FIHS standard of four lanes compared against the number of miles brought up to standard (let to contract for improvement from two lane to four lane) during the fiscal year.

PURPOSE: The purpose of this measure is to track progress towards bringing the entire FIHS up to a minimum of the four lanes standard in order to assess the Department's efforts toward fulfilling the legislative mandate to implement the FIHS.

RESULTS: Of 888 FIHS centerline miles not meeting the minimum lane standard on July 1, 1993, 38 miles or 4.3% were let to contract during FY 2000/01 for improvement from two to four lanes. This improves the original 1993 inventory of 888 two-lane roads on the FIHS by a total of 162 miles or 18.2% to the four lane standard.



FIHS Two-Lane Roads	# of Centerline Miles	% of Total
Let in Prior Years	124	14.0%
Let During FY 2000/01	38	4.3%
Miles of Two-Lane Roads	726	81.8%
Total	888	100.0%

2b. CAPACITY IMPROVEMENTS: PUBLIC TRANSPORTATION MODES

BACKGROUND: 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 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.

PURPOSE: Although the automobile is expected to continue to be the dominant means of travel for the foreseeable future, the use of other modes must increase significantly to maintain air and water quality and to provide travel choices.

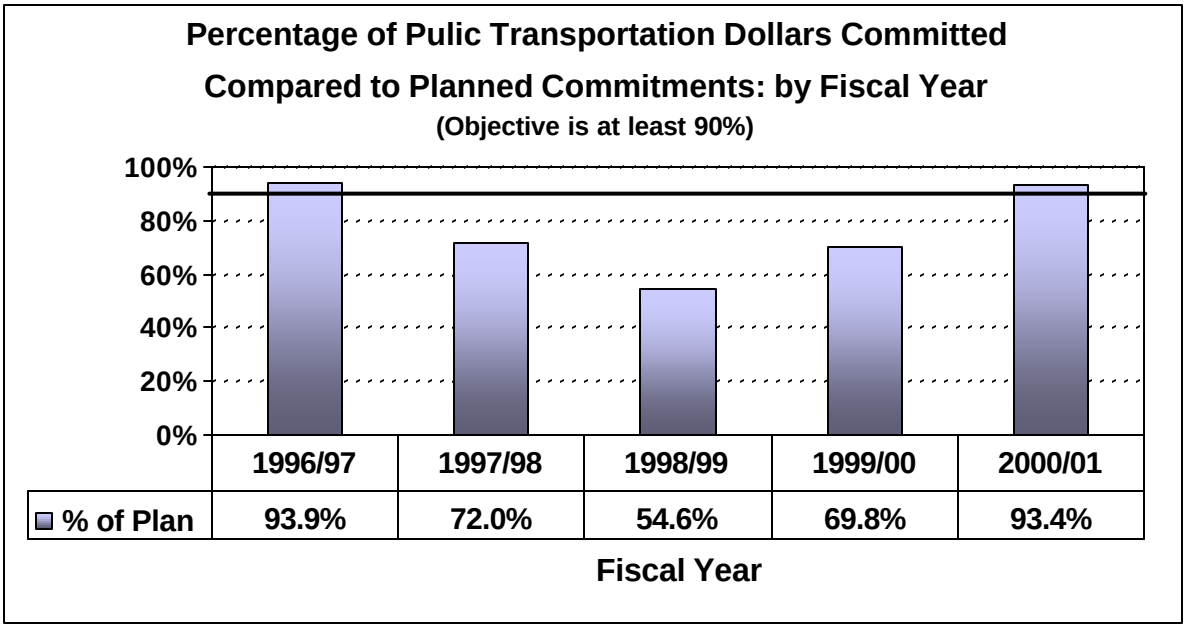
PRIMARY MEASURE: The dollar amount committed to public transportation capacity improvement projects compared against the dollar amount planned to be committed during the fiscal year.

OBJECTIVE: The Department's objective is to commit to public transportation capacity improvement projects no less than 90% of the dollar amount planned for commitment during the fiscal year.

METHODOLOGY: The Department's Public Transportation Office, comprised of the Aviation, Rail, Seaports and Transit Offices, is responsible for developing and monitoring the public transportation plan. Actual commitment data is requested from the Public Transportation Office and compared against planned commitments.

RESULTS: For FY 2000/01, the Department achieved 93.4% of plan, committing $312.5 million of a planned $334.5 million in public transportation capacity improvement projects.

Additional Comments: The plan for FY 2000/01 was 1.0% smaller than the plan for FY 1999/00. Department achievement of plan was 23.6 percentage points higher (69.8% to 93.4%) in FY 2000/01 than in FY 1999/00.



Historical Statewide Public Transportation Capacity Improvement Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	$158.1	$203.8	$263.0	$337.9	$334.5
Actual	$148.5	$146.7	$143.5	$235.9	$312.5
% of Plan	93.9%	72.0%	54.6%	69.8%	93.4%
Advanced FY	$0.0	$0.0	$0.0	$0.0	$0.0
Additions	$0.0	$0.0	$0.0	$0.0	$0.0
Total	$148.5	$146.7	$143.5	$235.9	$312.5

3. Cost-Efficient and Effective Business Practices: Production

3a. Consultant Acquisition
3b. Right of Way Acquisition
3c. Construction Contracts
3d. Construction Contract Adjustments

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

This page intentionally left blank.

3a. CONSULTANT ACQUISITION

BACKGROUND: The production cycle of a road or bridge begins with the preliminary engineering and design phases followed by right of way acquisition activities. Although the Department employs engineers and other staff who perform these functions, it presently contracts with private-sector engineering and right of way consultants to produce approximately 72% of design plans and 76% of right of way activities. Unlike the construction contracting process in which the firm submitting 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 on quality of the technical proposal submitted. Once a consultant has been selected, price is then negotiated.

PURPOSE: In order for a project to progress on schedule to construction, the design and right of way consultant contracts must be negotiated and executed in a timely manner. Further, delays in construction usually result in increased project costs.

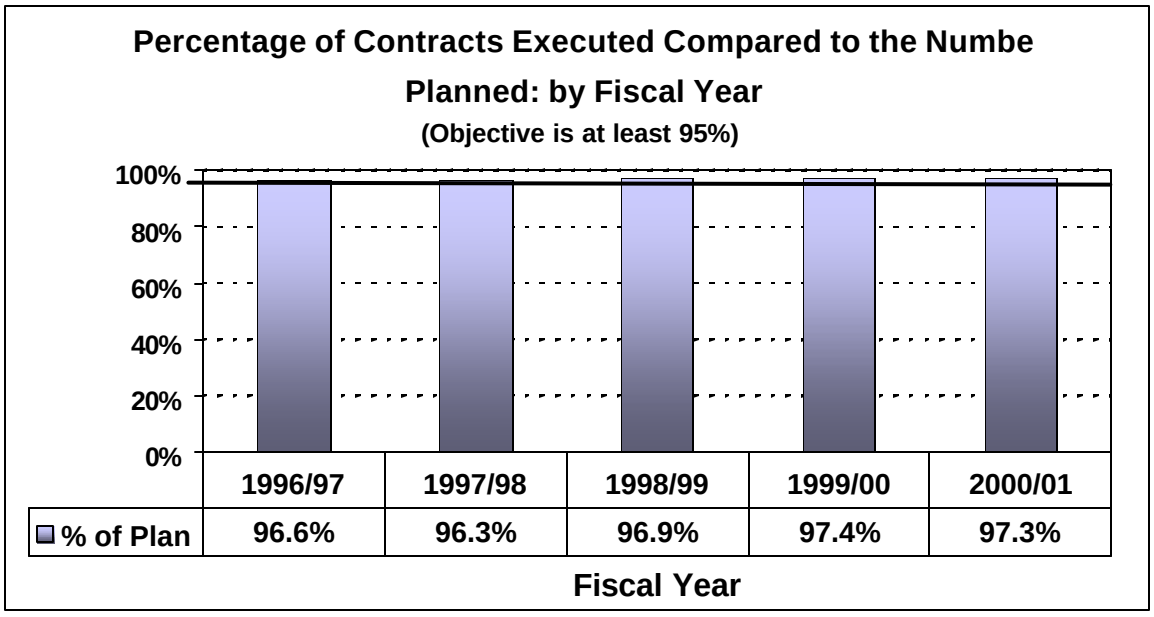
PRIMARY MEASURE: The number of Consultant Contracts actually executed compared against the number of consultant contracts planned to be executed during the year.

OBJECTIVE: Although there are valid reasons for not executing some consultant contracts, the Department's objective is to let no less than 95% of those consultant contracts planned to be let during the year.

METHODOLOGY: This measure assesses the Department's performance in initiating project engineering, design and right of way acquisition in accordance with the schedule committed to in the work program. Data is collected from the Production Management Office that identifies those contracts that were actually executed, along with the negotiated amount of the contract. This data is then compared with the consultant acquisition plan.

RESULTS: For FY 2000/01, the Department achieved 97.3% of its plan, having executed 288 of the 296 contracts planned to be executed during the year. The Department also executed an additional 72 consultant contracts that were not included in the original plan.

Additional Comments: The Department's consultant acquisition plan for FY 2000/01 was 15% smaller than its plan for FY 1999/00. Department achievement of plan was almost exactly the same in FY 2000/01 as it was in FY 1999/00.

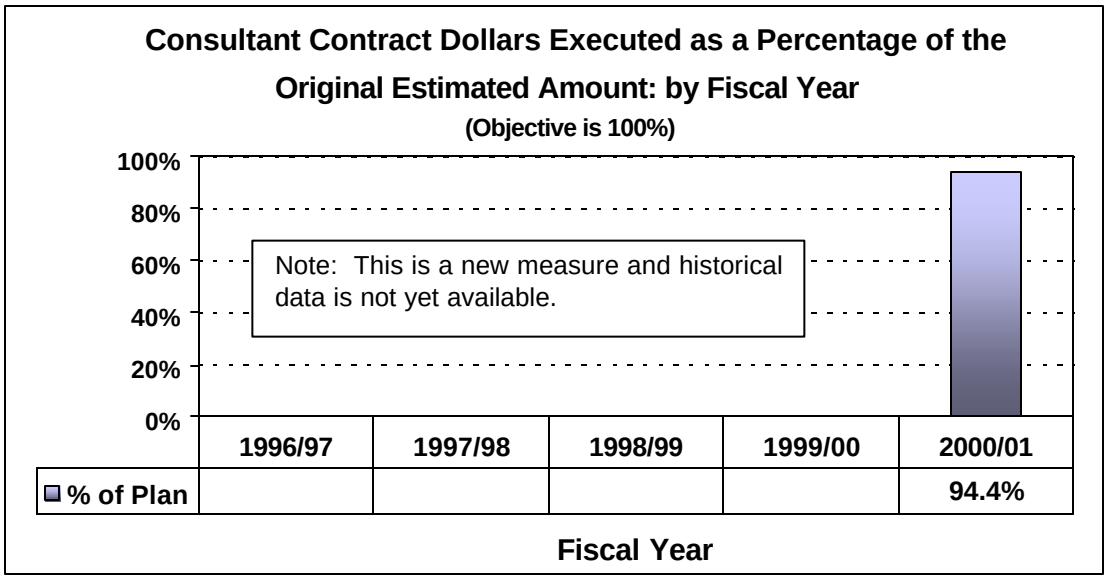


Historical Statewide Consultant Contract Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	322	326	291	350	296
Actual	311	314	282	341	288
% of Plan	96.6%	96.3%	96.9%	97.4%	97.3%
Additions	28	22	38	12	72
Total	339	336	320	353	360

SECONDARY MEASURE: The following chart and table compare the dollar value of the consultant contracts executed during the year with their original estimated value. This information is an indicator of how well the Department develops its financial plan and negotiates the contract amount. For instance, if the percentage of the dollar value of contracts executed is tracking below 100%, then contracts were negotiated at a price less than what the Department had planned. If the percentage tracks too far below 100%, then the Department is not effectively developing its financial plan. (Note: This is a new measure and historical data is not available.)

RESULTS: The dollar value of the consultant contracts executed during FY 2000/01 was $231.8 million. This figure is $13.7 million less than the Department's estimate of $245.5 million. Therefore, actual contract dollar amounts are tracking at 94.4% of the Department's estimated contract value.

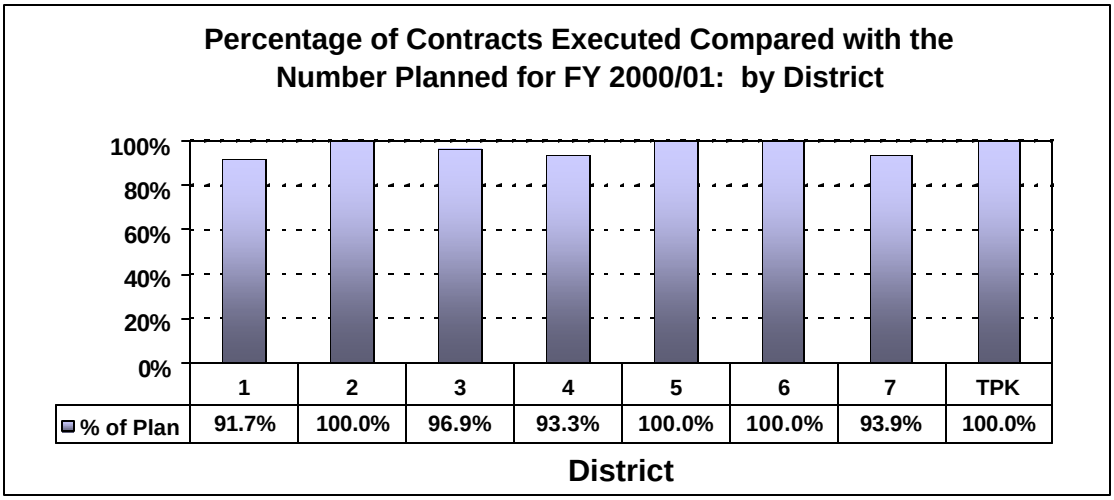


The following table shows the original estimated dollar value of executed consultant contracts and the negotiated dollar value of those contracts for each of the last five fiscal years. These numbers make up the chart presented above. (Note: As stated above, this is a new measure and historical data is not yet available.)

Statewide Consultant Contract Dollars – Estimate vs. Actual

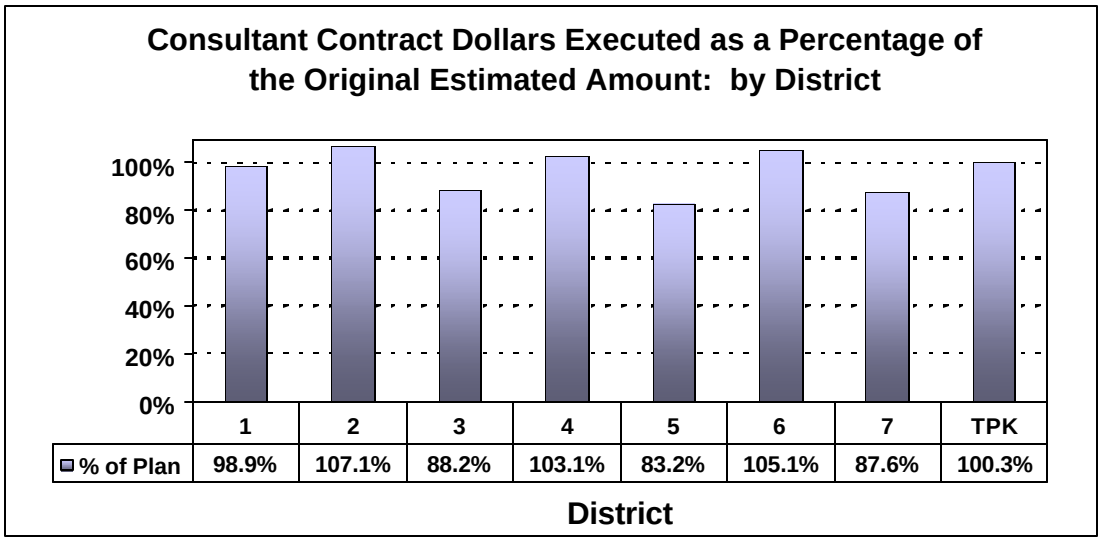
	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Estimate					$245.5
Actual					$231.8
% of Plan					94.4%

District detail information regarding consultant contracts is presented below.



District Consultant Contract Data for FY 2000/01

	District							
	1	2	3	4	5	6	7	TPK
Plan	24	44	32	30	39	54	49	24
Actual	22	44	31	28	39	54	46	24
% of Plan	91.7%	100.0%	96.9%	93.3%	100.0%	100.0%	93.9%	100.0%
Additions	1	28	11	6	5	8	10	3
Total	23	72	42	34	44	62	56	27



District Consultant Contract Dollars – Estimate vs. Actual

	District							
	1	2	3	4	5	6	7	TPK
Estimate	$17.5	$24.0	$28.0	$12.7	$46.3	$29.5	$48.5	$38.9
Actual	$17.3	$25.7	$24.7	$13.1	$38.5	$31.0	$42.5	$39.0
% of Plan	98.9%	107.1%	88.2%	103.1%	83.2%	105.1%	87.6%	100.3%

This page intentionally left blank.

3b. RIGHT OF WAY ACQUISITION

BACKGROUND: An efficient right of way program is an essential component of achieving high levels of productivity. 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). Although the Department successfully negotiates the purchase of many right of way parcels, costly and lengthy condemnation proceedings must be pursued on the remaining 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 two or three 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 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 is subject to many factors beyond the Department's control.

In the usual production cycle of a road or bridge project, the necessary right of way is acquired prior to the start of construction. When feasible, the Department acquires needed right of way far in advance of construction - purchasing *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 needed land before commercial or residential development has occurred, thereby avoiding large sums paid to property owners in damages and relocation expenses.

PURPOSE: 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. Failure to certify all parcels on schedule for a given project may delay the project and increase project cost.

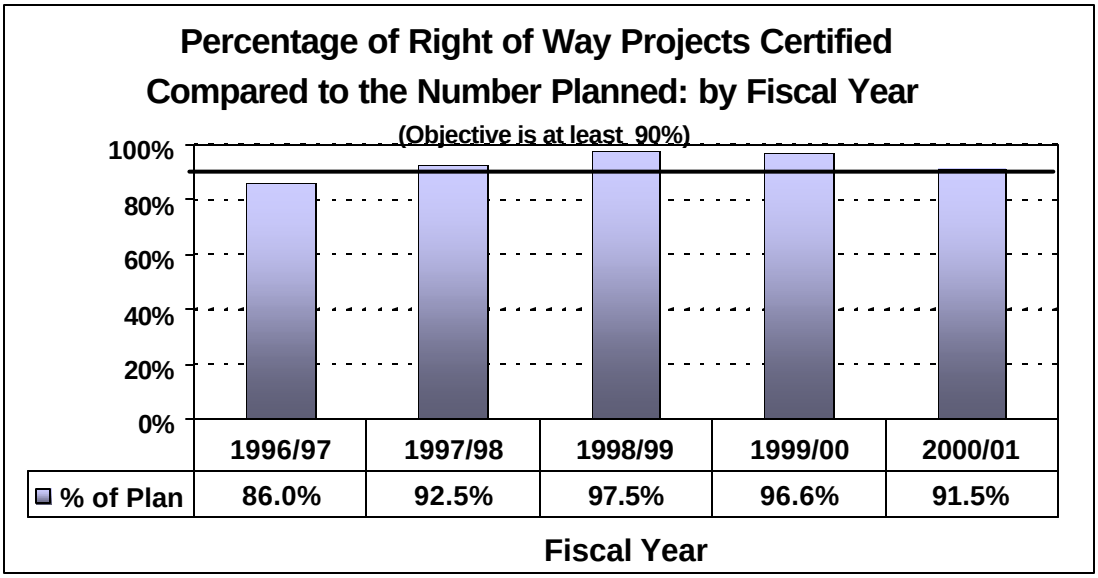
PRIMARY MEASURE: The number of projects certified compared to the number of projects scheduled for certification expressed as a percentage.

OBJECTIVE: The Department's objective is to certify no less than 90% of those projects planned for certification during the year.

METHODOLOGY: This Measure assesses how well the Department performs in acquiring all parcels needed before a project can be let for construction. Right of way production data is received from the Central Office of Right of Way and compared with the Parcel Production Plan submitted to the Commission at the beginning of the Fiscal Year.

RESULTS: The Department achieved 91.5% of its plan, having certified right of way on 65 of 71 projects planned for the year. Three projects planned for certification in future years were advanced to certification in FY 2000/01. A total of 17 projects were added and certified during the year.

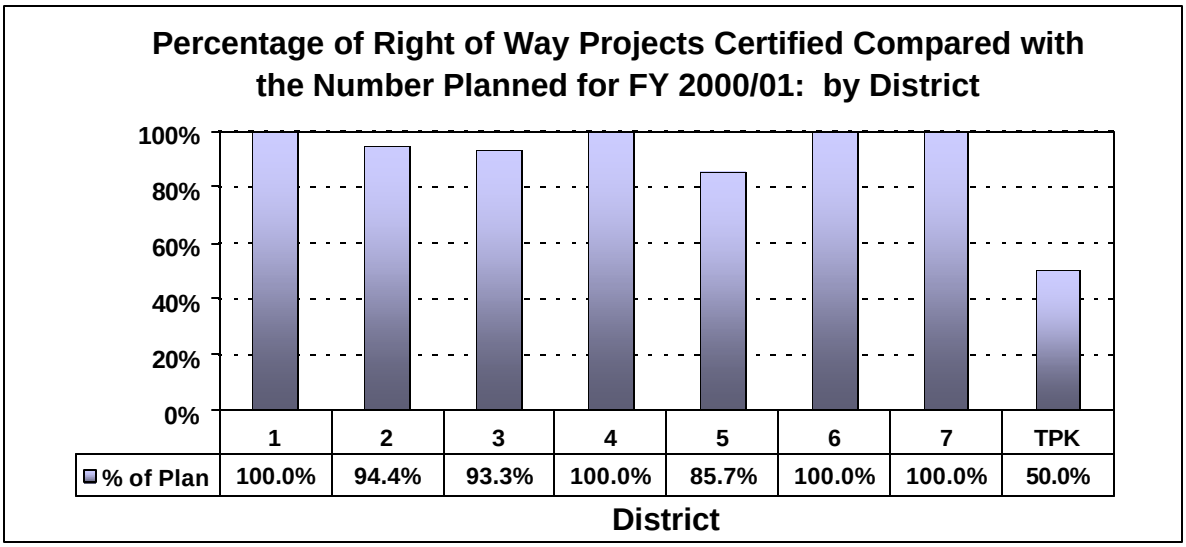
Additional Comments: The plan for FY 2000/01 (71 projects) was about 16% larger than the plan for FY 1999/00 (59 projects). Department achievement of plan was 5.1 percentage points lower (91.5% from 96.6%) in FY 2000/01 than in FY 1999/00.



Historical Statewide Right of Way Certification Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	93	80	80	59	71
Actual	80	74	78	57	65
% of Plan	86.0%	92.5%	97.5%	96.6%	91.5%
Advanced	7	14	8	5	3
Additions	16	13	22	16	17
Total	103	101	108	78	85

District Right of Way Certification Information:



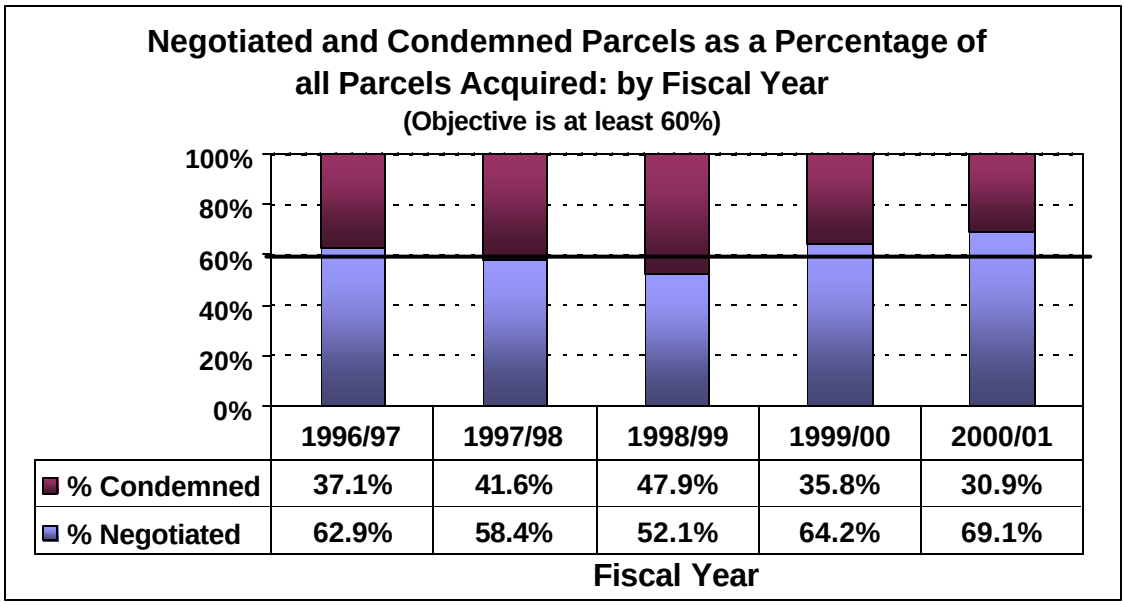
District Right of Way Certification Data for FY 2000/01

	District							
	1	2	3	4	5	6	7	TPK
Plan	3	18	15	5	14	5	7	4
Actual	3	17	14	5	12	5	7	2
% of Plan	100.0%	94.4%	93.3%	100.0%	85.7%	100.0%	100.0%	50.0%
Advanced	2	1	0	0	0	0	0	0
Additions	2	3	1	6	1	3	1	0
Total	7	21	15	11	13	8	8	2

The following charts and graphs present additional information and secondary measures used to assess the efficiency and effectiveness of how well the Department acquires right of way parcels and certifies projects for construction.

SECONDARY MEASURE: The number of parcels acquired through negotiation compared with the number acquired through condemnation. It is the Department's intent to negotiate the sale of all parcels.

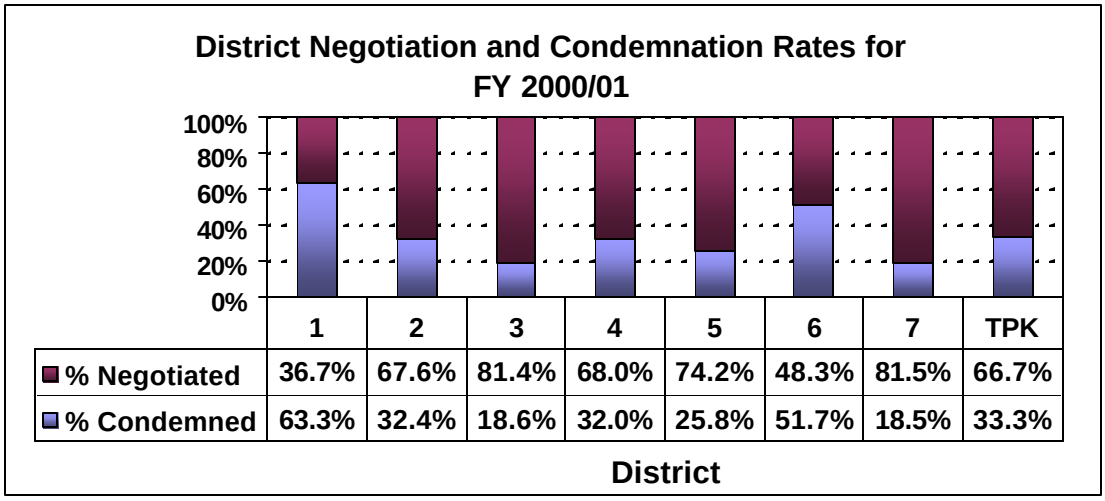
RESULTS: The Department was successful in negotiating the sale of 69.1% of the parcels it acquired during the year. This is more than nine percentage points higher than the Department's objective of at least 60%, and almost 5 percentage points higher than in FY 1999/00.



Historical Statewide ROW Negotiation and Condemnation Trend Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
# Negotiated	1,406	1,261	912	1,029	1,363
# Condemned	830	899	839	574	610
Total Parcels	2,236	2,160	1,751	1,603	1,973
% Negotiated	62.9%	58.4%	52.1%	64.2%	69.1%
% Condemned	37.1%	41.6%	47.9%	35.8%	30.9%

District ROW Negotiation and Condemnation Data:

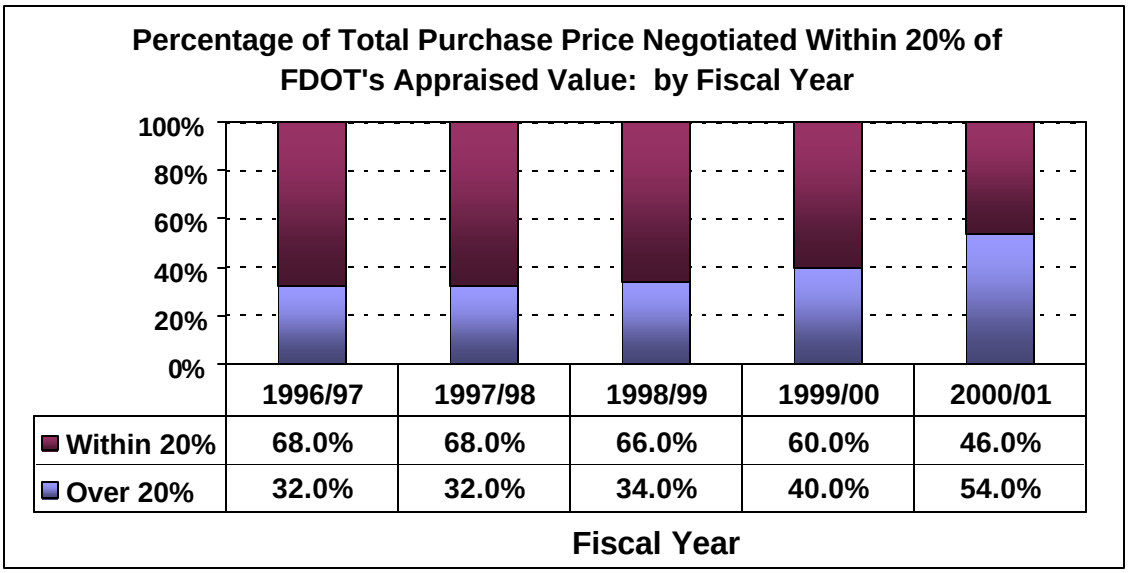


District ROW Negotiation and Condemnation Data for FY 2000/01

	District							
	1	2	3	4	5	6	7	TPK
# Negotiated	72	334	285	115	368	42	145	2
# Condemned	124	160	65	54	128	45	33	1
Total Parcels	196	494	350	169	496	87	178	3
% Negotiated	36.7%	67.6%	81.4%	68.0%	74.2%	48.3%	81.5%	66.7%
% Condemned	63.3%	32.4%	18.6%	32.0%	25.8%	51.7%	18.5%	33.3%

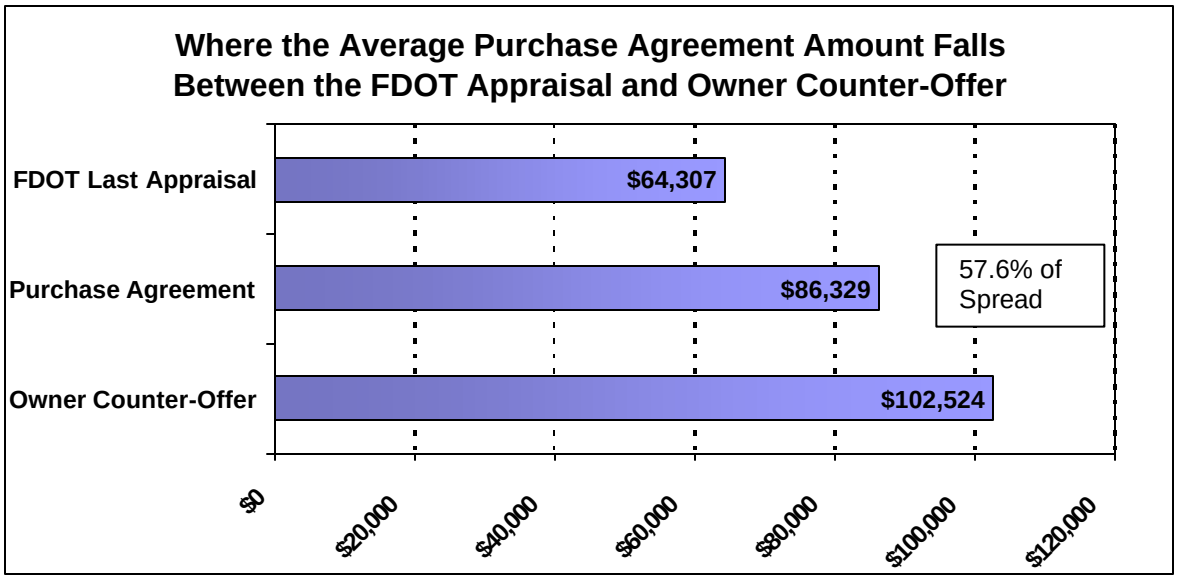
SECONDARY MEASURE: Of the total dollar amount expended for parcels acquired through negotiation, the percentage of that total amount used to purchase parcels within 20 percent of the appraised value.

RESULTS: For 1,187 parcels acquired by negotiation during FY 2000/01, 46% of the dollar amount expended acquired parcels at a price within 20% of the department's appraised value. The FY 2000/01 percentage is 14 points lower (60% to 46%) than in FY 1999/00.



SECONDARY MEASURE: For negotiated parcels, the following charts show where the average purchase agreement amount falls between the average of FDOT's last appraisal and the average property owner's counter-offer amount.

RESULTS: The average purchase agreement amount for 1,187 negotiated parcels was 57.6% of the spread between FDOT's last appraisal and the property owner's counter-offer.



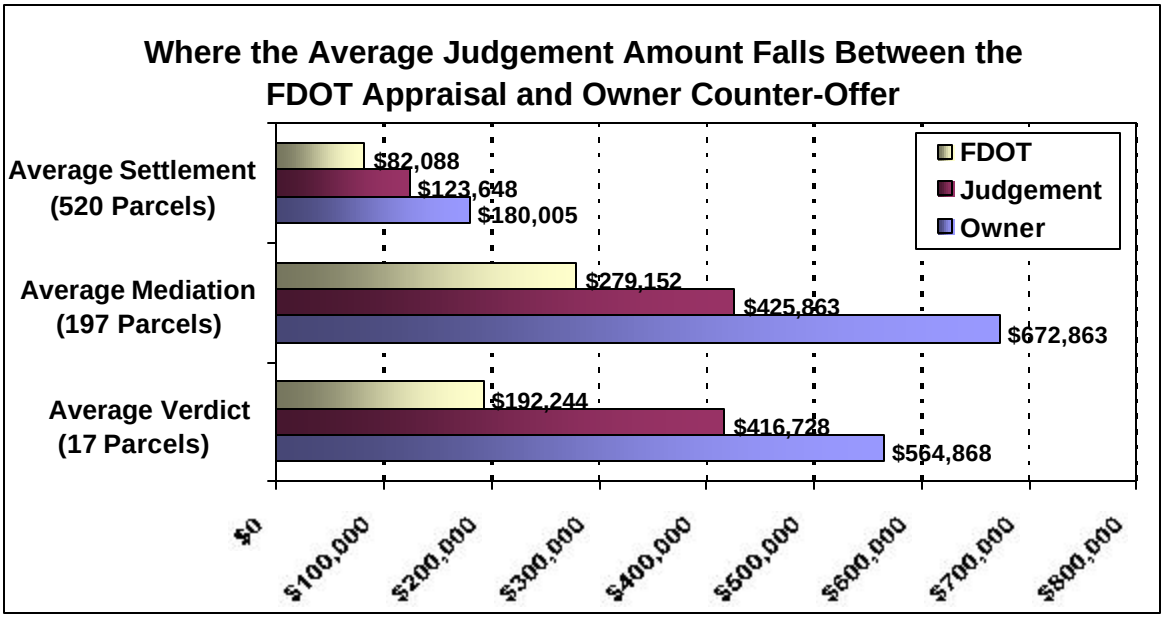
SECONDARY MEASURE: For litigated (condemned) parcels, the following chart shows where the average judgment amount falls between the average of FDOT's last appraisal and the average property owner's counter-offer amount for those cases resolved through a settlement, mediation, or a court verdict.

RESULTS: From the standpoint of where final judgment amounts fell in the spread between the Department's appraised value and the landowner's appraisal or counter-offer, the following occurred during FY 2000/01:

- For the average settlement, the final judgment was 42% of the spread;
- For the average mediation, the final judgment was 37% of the spread;
- For the average verdict, the final judgment was 60% of the spread.

Comparing with last year's results:

- For the average settlement, final judgments in FY 2000/01 were 13 percentage points closer to the Department's appraisal than in FY 1999/00 when the average was 55% of the spread.
- For the average mediation, final judgments in FY 2000/01 were eight percentage points closer to the Department's appraisal than in FY 1999/00 when the average was 45% of the spread.
- For the average verdict, final judgments in FY 2000/01 were 29 percentage points closer to the landowners' counter offer than in FY 1999/00 when the average was 31% of the spread.



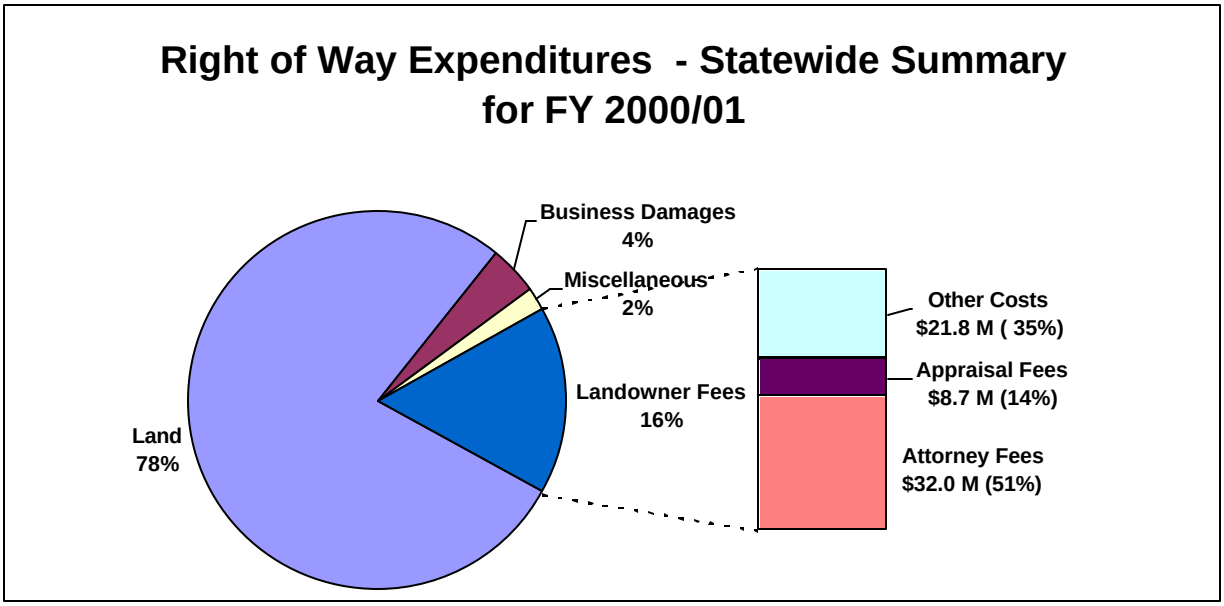
"Settlement" is a final judgement wherein all interests in a parcel are resolved prior to trial and outside mediation.
"Mediation" is a settlement achieved during a formal session mediated by an approved third party mediator.
"Verdict" is a final judgement following a trial.

SECONDARY MEASURE: The following table and chart break down ROW expenditures in an effort to identify how much money was actually used to purchase land and how much was used for ancillary ROW expenditures. A successful ROW Program is one that balances cost avoidance strategies with the need to acquire parcels in a timely, but yet, cost-effective manner.

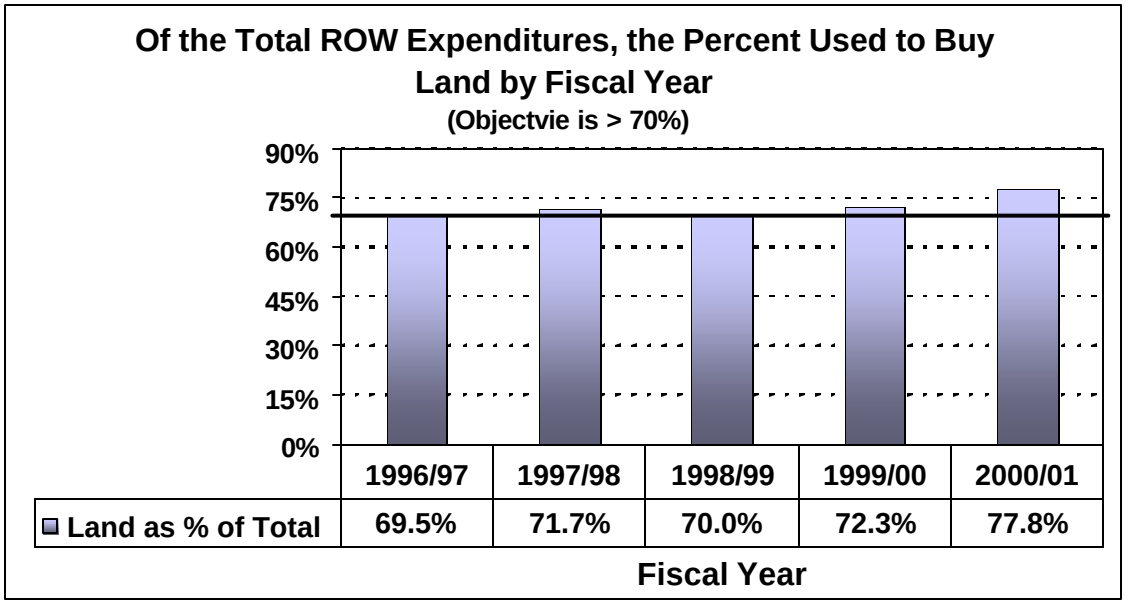
RESULTS: Right of way expenditures totaled $384.9 million during FY 2000/01. Of that total, 77.8% (or $299.4 million) purchased land compared to 72.3% in FY 1999/00. About 16% (or $62.4 million) paid landowners' fees and costs, 51% (or $32.0 million) of that being paid to landowners' attorneys.

Right of Way Expenditure Data Compared to Expenditure Data from FY 1999/00

ROW Expenditures Statewide	FY 1999/00		FY 2000/01		Change	
	$	%	$	%	$	%
Land	$249.7	72.3%	$299.4	77.8%	$49.7	5.5%
Business Damages	$25.7	7.4%	$16.4	4.3%	-$9.3	-3.2%
Landowner Fees	$63.2	18.3%	$62.4	16.2%	-$0.8	-2.1%
Miscellaneous	$6.7	1.9%	$6.7	1.7%	$0.0	-0.2%
Total	$345.3	100.0%	$384.9	100.0%	$39.6	11.5%



The chart below illustrates the five-year trend of ROW expenditures used to purchase land.



This page intentionally left blank.

3c. CONSTRUCTION CONTRACTS

BACKGROUND: The construction phase cannot begin until the Department lets the project (carries out the bidding process) and awards a construction contract to the construction firm that will actually build the facility. The Florida Department of Transportation, Contracts Administration Office advertises and awards road and bridge construction contracts. Most state funded construction contracts less than $1 million and maintenance contracts are handled by the District Contracts Offices. Contractors must be prequalified to bid on road and bridge construction contracts over $250,000.

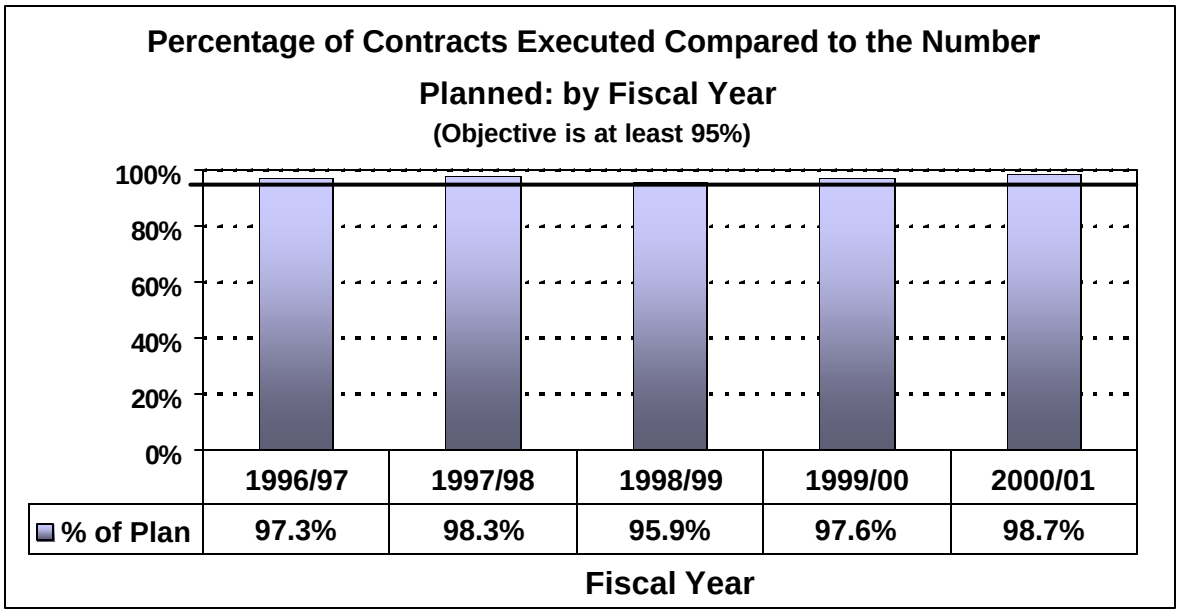
PURPOSE: The construction phase results in the final, tangible product of the Department. The construction program comprises about 43% of total dollars in the work program. The public's foremost concern is "Did the Department build the projects it committed to build, and did it do so when it promised to?" The following measure and data, used collectively, assess the Department's performance in keeping its commitments to initiate the construction of planned roads, bridges and other transportation facilities.

PRIMARY MEASURE: The number of Construction Contracts actually executed compared against the number of construction contracts the Department planned to be executed during the year.

OBJECTIVE: Although there are valid reasons for not executing some construction contracts, some of which are out of the Department's control, the Department's objective is to execute no less than 95% of those contracts planned to be let during the year.

METHODOLOGY: This measure assesses how well the Department performed in executing construction contracts on the projects it committed to execute during the year. Data is collected from the Department's Production Management Office that identifies those contracts that were actually executed including the contract award amount. This data is then compared against the construction contract plan established prior to the beginning of the fiscal year.

RESULTS: For FY 2000/01, the Department achieved 98.7% of its plan, having executed 469 of the 475 projects it planned to execute during the year. The Department also executed two projects advanced from future fiscal years and an additional 66 projects that were not included in the current or future plans.



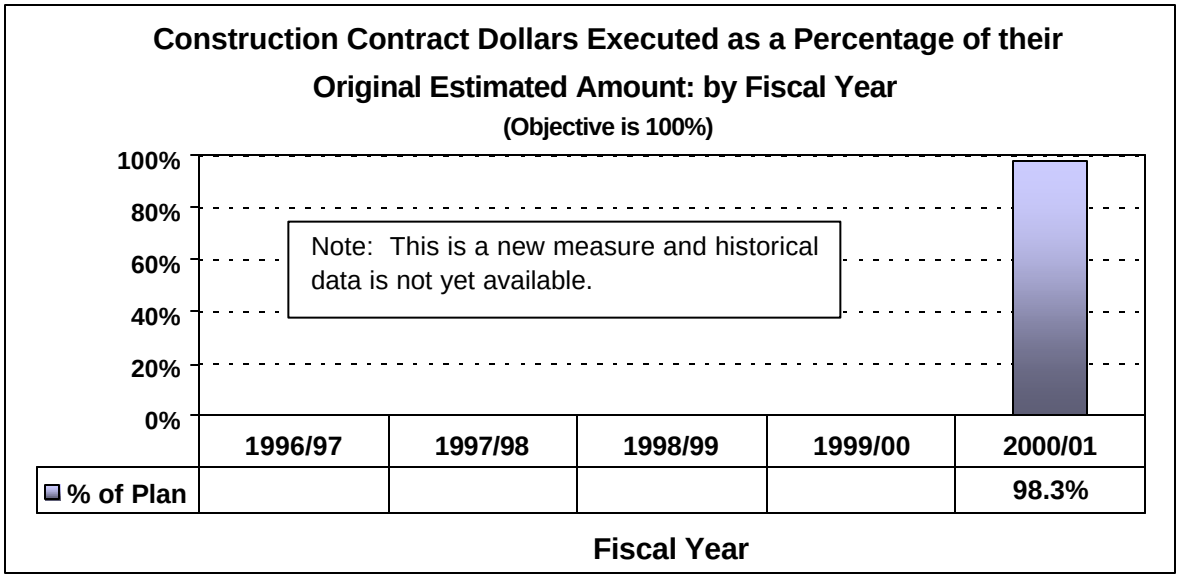
Historical Statewide Construction Contract Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Plan	412	484	538	499	475
Actual	401	476	516	487	469
% of Plan	97.3%	98.3%	95.9%	97.6%	98.7%
Advanced FY	25	35	11	6	2
Additions	35	30	59	48	66
Total	461	541	586	541	537

Additional Comments: The plan for FY 2000/01 was 4.8% smaller than the plan for FY 1999/00. Department achievement of plan was about one percentage point higher (98.7% from 97.6%) in FY 2000/01 than in FY 1999/00. With regard to advancements, the Department advanced two projects during FY 2000/01 compared to six projects advanced to letting from future years in FY 1999/00.

SECONDARY MEASURE: The following chart and table compare the dollar value of the construction contracts executed during the year with their original estimated value. This information is an indicator of how well the Department develops its financial plan and estimates the contract amount. For instance, if the percentage of the dollar value of contracts executed is tracking below 100%, then contracts were executed at a price less than what the Department had planned for. If the percentage tracks too far below 100%, then the Department is overestimating project amounts which ties up dollars in its financial plan that can be allocated towards other projects or for other purposes. (Note: This is a new measure and historical data is not yet available.)

RESULTS: The 469 projects let during the year were estimated to cost a total of $1,443.7 million, and were let at an actual cost of $1,419.0 million, or 98.3% of their estimated cost. From a dollar standpoint, the plan for FY 2000/01 was 19.4% larger than the plan for FY 1999/00. The total dollar volume let during FY 2000/01 ($1,571.2 million, including additions), was $226 million more than the amount let in FY 1999/00 ($1,345.2 million).



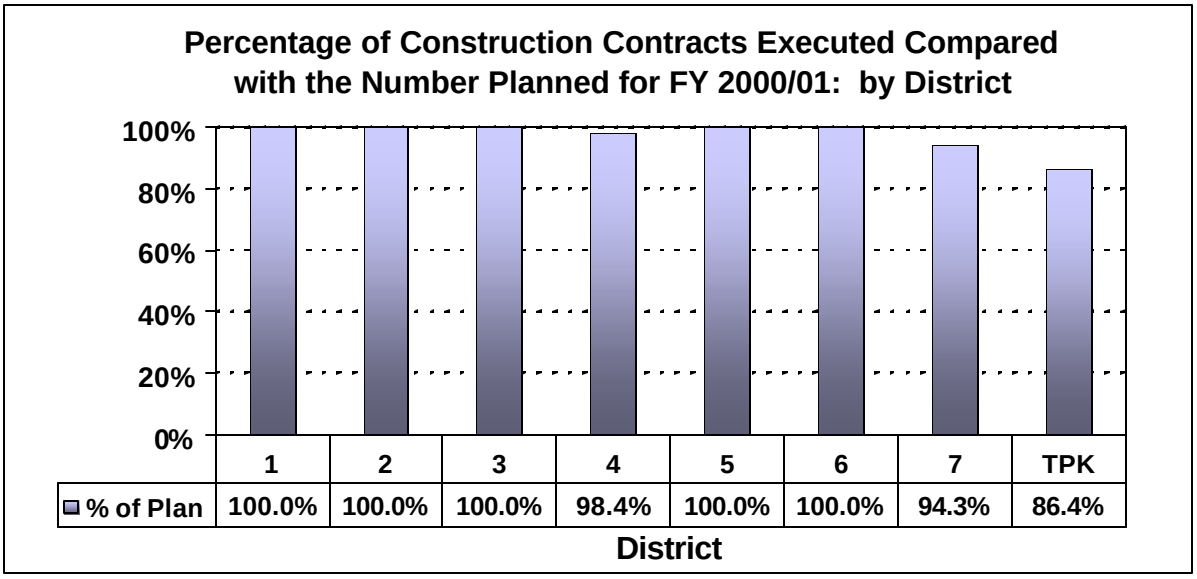
The following table shows the original estimated dollar value of executed construction contracts and the executed dollar value of those contracts for each of the last five fiscal years. These numbers

make up the chart presented above. (Note: As stated above, this is a new measure and historical data is not yet available.)

Statewide Construction Contract Dollars – Estimate vs. Actual

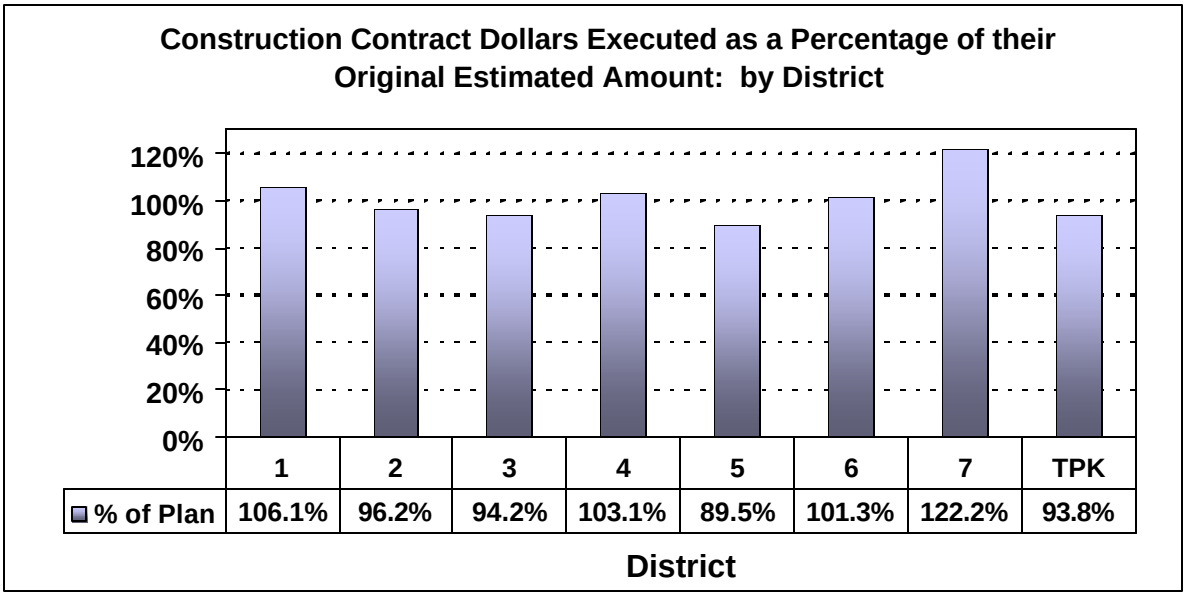
	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Estimate					$1,443.7
Actual					$1,419.0
% of Plan					98.3%

District information regarding construction contracts is presented in the following charts and tables.



District Construction Contract Data for FY 2000/01

	District							
	1	2	3	4	5	6	7	TPK
Plan	65	81	82	62	89	39	35	22
Actual	65	81	82	61	89	39	33	19
% of Plan	100.0%	100.0%	100.0%	98.4%	100.0%	100.0%	94.3%	86.4%
Advanced FY	0	0	0	1	0	1	0	0
Additions	12	4	11	7	7	19	4	2
Total	77	85	93	69	96	59	37	21



District Construction Contract Dollars: - Estimate vs. Actual for FY 2000/01

	District							
	1	2	3	4	5	6	7	TPK
Estimate	$151.6	$173.3	$290.9	$197.8	$376.2	$89.8	$112.4	$51.7
Actual	$160.8	$166.7	$274.1	$203.9	$336.7	$91.0	$137.3	$48.5
% of Plan	106.1%	96.2%	94.2%	103.1%	89.5%	101.3%	122.2%	93.8%

Apalachicola River Bridge Construction – Highway 20.

3d. CONSTRUCTION CONTRACT ADJUSTMENTS

BACKGROUND: After the Department and construction firm contract for construction of a road or bridge project and construction commences, the contract time (number of days to complete the project established by the Department) and contract amount (cost of the project established by the successful contractor=s bid) may be adjusted 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 changes or omissions, and equipment, material, or workforce-related problems of the construction contractor.

PURPOSE: 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 time increases. As explained above, however, some increases are beyond the Department's control.

The following pages cover Contract Time Adjustments and Contract Cost Adjustments in detail.

CONSTRUCTION CONTRACT TIME ADJUSTMENTS

The original contract time will predictably increase due to time extensions granted for inclement weather conditions. These increases are excluded from the performance measure since they are unavoidable. Beyond "weather days," additional time is granted for a variety of other reasons, including extra work, special events (parades, etc.), plan or design changes, material testing delays, and utility relocation delays. Additional days are granted by the Department through time extensions, which grant additional time only, and through supplemental agreements, which authorize additional work and often necessitate additional time. 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.

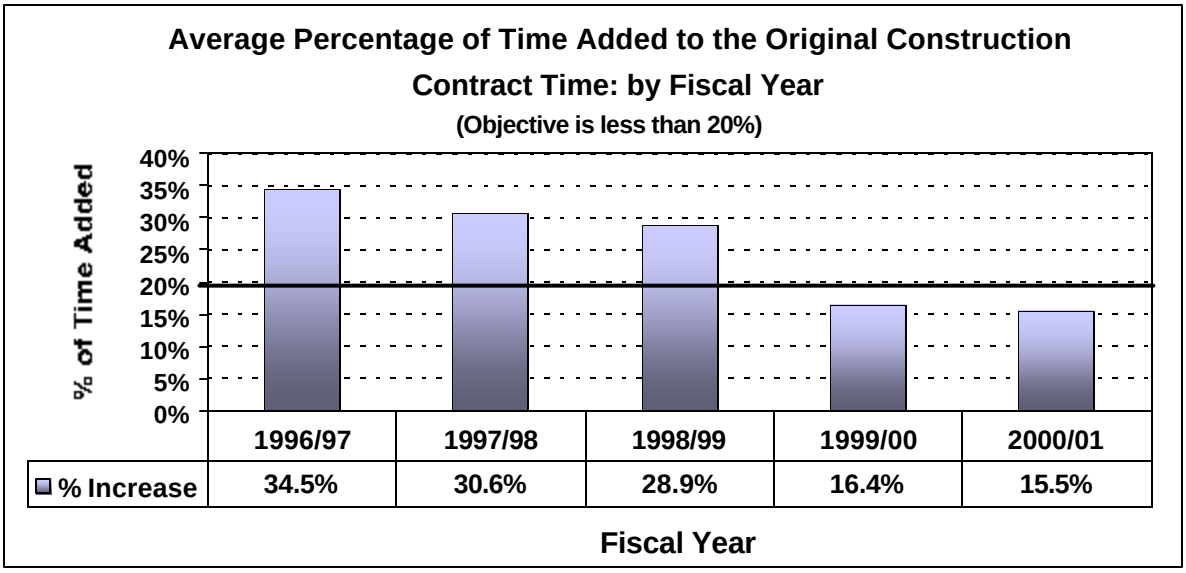
PRIMARY MEASURE: For all construction contracts completed during the Fiscal Year, the original contract time compared against the final contract time. This analysis excludes days that have been added to a contract due to inclement weather, since weather days are out of the control of the Department. (Note: This measure has been revised for FY 2000/01. In the past, the Commission tracked the number of additional days authorized by the Department on a contract, whether the contractor actually used all the additional authorized days or not. This does not reflect the actual impact construction has on the traveling public. Therefore, the Commission is now tracking the actual additional days used by the contractor, not the days authorized on a project.)

OBJECTIVE: Although there are justifiable reasons for extending the contract time on a project, the Department's objective is to keep time adjustments to a minimum and complete the project as soon as possible to reduce construction impacts to the traveling public. Therefore, the Department strives to keep the final contract time under 20% of the original contract time.

METHODOLOGY: This measure assesses the Department's performance in containing contract time increases and indicates, for those factors within the Department's control, where performance can be improved. The Department has a contract management system that tracks time extensions to construction contracts. This data is pulled together by the Central Construction Office for all projects completed during the fiscal year. ("Completed" being defined as contracts, where the final estimate was completed, all known claims were settled, and documentation was "passed" to the Comptroller's Office for final payment to the contractor. In most cases, the physical project has been completed for some time and the public has been enjoying its benefits.) The result is a compilation of the original contract time compared to the number of additional days used by the contractor to complete the project. Commission staff analyzes the data and calculates the percentage of days added.

RESULTS: For the 362 construction contracts completed during FY 2000/01, the original contract time increased an average of 15.5% as a result of days added to the contract and used by the contractor (excluding weather days). Note: Under the previous method of tracking additional time, the result is 18.0%.

Additional Comments: The percentage increase in contract time (excluding weather days) on completed contracts was almost one percentage point lower (16.4% to 15.5%) in FY 2000/01 than in FY 1999/00.

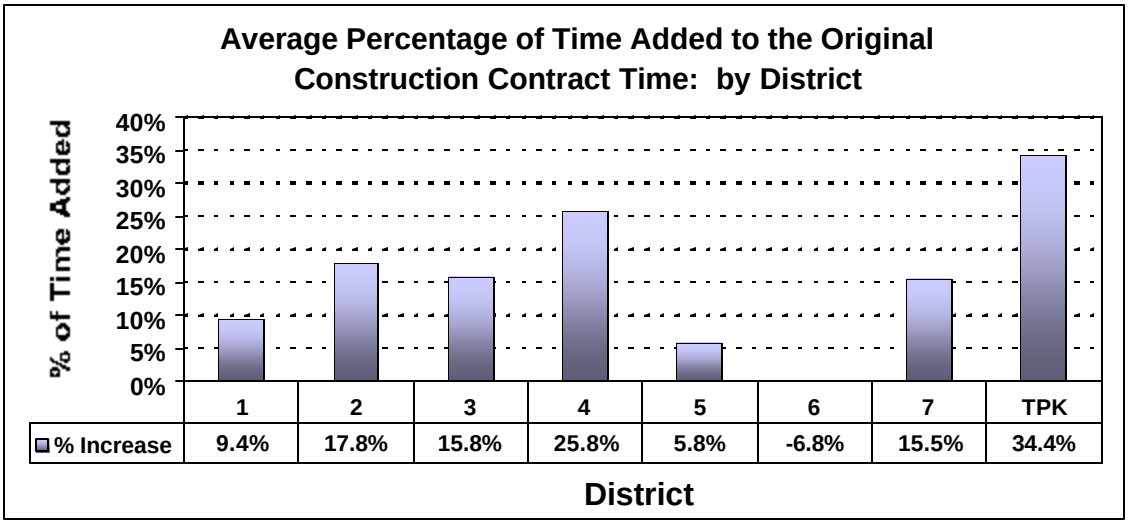


The following table shows the aggregate of original construction contract time, as established by the Department in the contract document, for all projects completed during the fiscal year compared against the final aggregate contract time (original number of contract days plus any additional days the contractor used to complete the project). These numbers make up the chart presented above.

Historical Construction Contract Time Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Original Days	65,964	88,146	81,985	72,583	84,261
Additional Days	22,772	26,965	23,685	11,897	13,040
Total Days	88,736	115,111	105,670	84,480	97,301
% Increase in Time	34.5%	30.6%	28.9%	16.4%	15.5%
# of Contracts	343	377	357	346	362

The following chart and table present the construction contract time data for the current fiscal year by individual District.

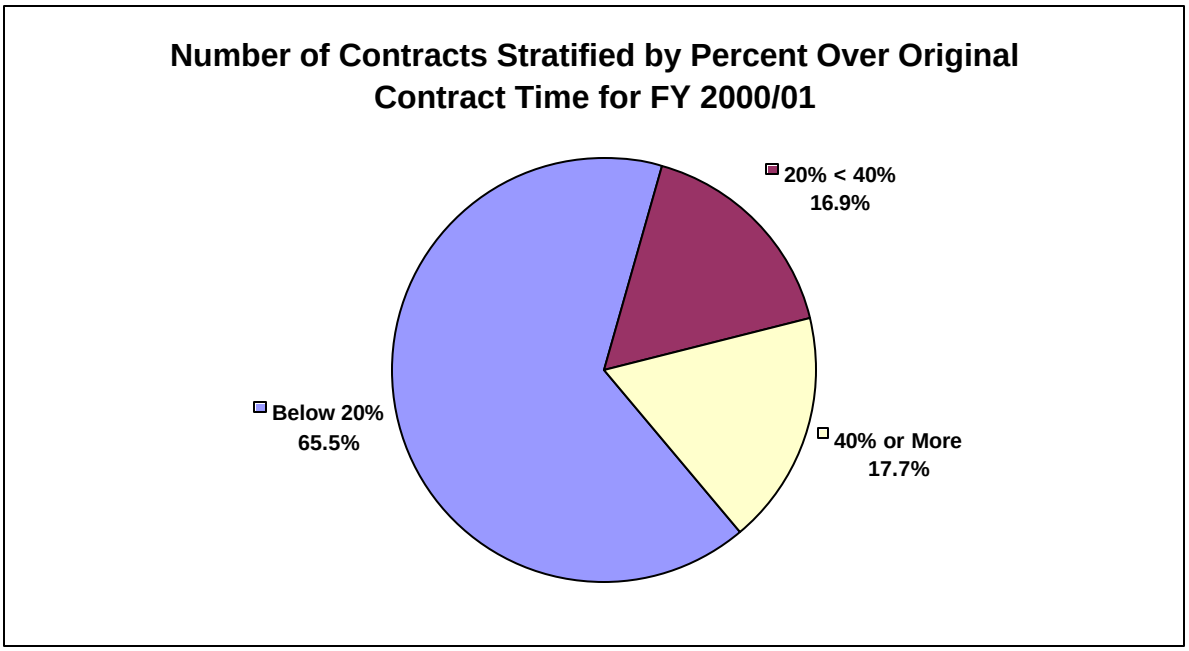


District Construction Contract Time Data for FY 2000/01

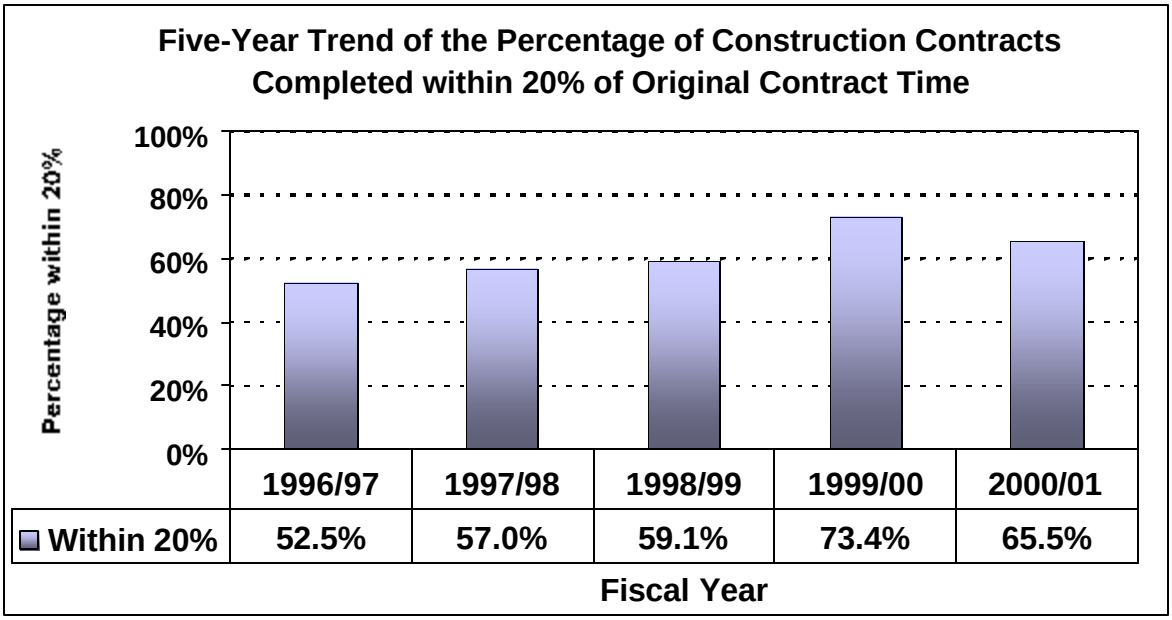
	District							
	1	2	3	4	5	6	7	TPK
Original Days	12,704	17,804	10,957	11,742	8,928	4,588	12,319	5,219
Additional Days	1,192	3,173	1,735	3,026	520	-312	1,913	1,793
Total Days	13,896	20,977	12,692	14,768	9,448	4,276	14,232	7,012
% Increase in Time	9.4%	17.8%	15.8%	25.8%	5.8%	-6.8%	15.5%	34.4%
# of Contracts	66	74	51	44	50	24	44	9

SECONDARY MEASURE: The following chart and table illustrate the number and percentage of all construction contracts completed during the fiscal year stratified by percentage increase over original time: less than 20% over original time; 20% to less than 40% over original time; and 40% or more over original time.

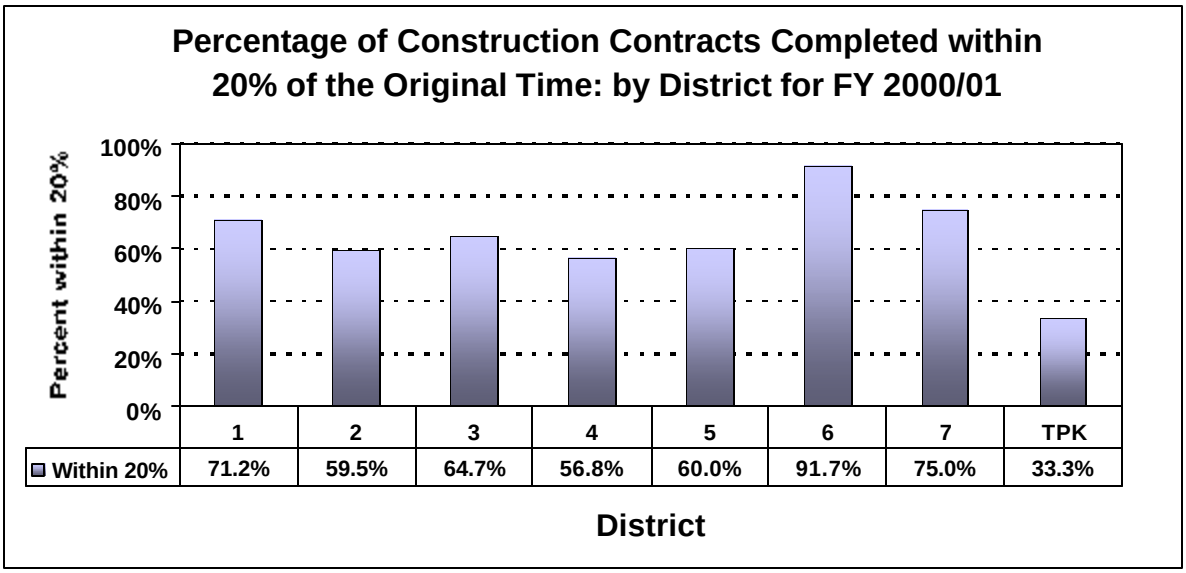
RESULTS: Of the 362 construction contracts completed during FY 2000/01, 237 of them, or 65.5% of the contracts, overran their original contract time by less than 20% as a result of additional days granted and used (excluding weather days); on 16.9%, the original contract time increased by at least 20% but less than 40%; and on 17.7% of all contracts completed, the original contract time increased by 40% or more.



% Over Original Time	# of Contracts	% of Total
Below 20%	237	65.5%
20% < 40%	61	16.9%
40% or More	64	17.7%
Total	362	100.0%



The chart and table below show the percentage of construction contracts that were completed within 20% of the original contract time for each district.



Contracts Completed Within 20% of Original Time
District Detail for FY 2000/01

	District							
	1	2	3	4	5	6	7	TPK
# of Contracts	66	74	51	44	50	24	44	9
# Under 20%	47	44	33	25	30	22	33	3
Percent under 20%	71.2%	59.5%	64.7%	56.8%	60.0%	91.7%	75.0%	33.3%

CONSTRUCTION CONTRACT COST ADJUSTMENTS

Increases in cost frequently occur due to the authorization of additional work as the project progresses. Even though a small percentage increase in cost is generally expected, and the Department reserves funds for this purpose, significant cost increases could result in delaying planned projects and could indicate a problem in quality of design plans and specifications or in contract management.

It is generally accepted in the construction industry that the contract amount will increase by a small percentage of the original bid amount due to a variety of unanticipated conditions and unexpected events. Such cost increases are authorized by "supplemental agreement" (a contract amendment authorizing the 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. Also, individual work items on a contract may be increased up to five percent as a minor cost overrun. Minor cost overruns are expected due to the difficulty of estimating the exact quantities of individual work items required on a project. Anything over a five percent increase must be authorized through a supplemental agreement.

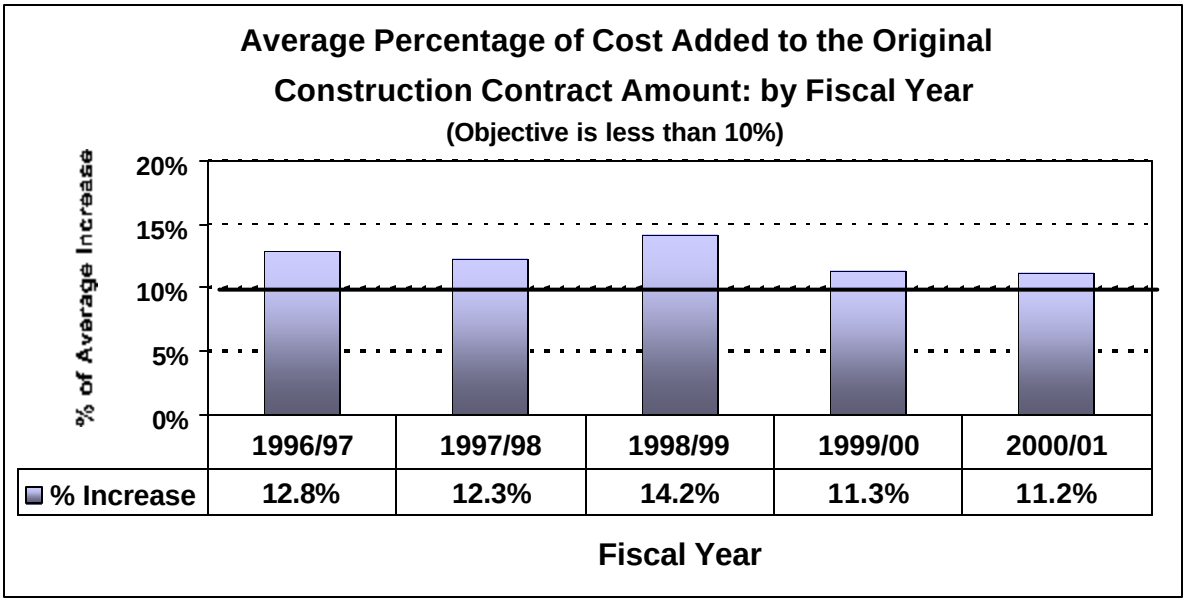
PRIMARY MEASURE: The original contract amount compared against the final amount paid on all construction contracts completed during the Fiscal Year. (Note: This measure has been revised for FY 2000/01. In the past, not all cost adjustments made through minor overruns/underruns were included in this analysis due to contract management processes. These costs are now being captured and are reflected in the data.)

OBJECTIVE: The Department's objective is to keep cost adjustments to a minimum and complete the project within the proposed budget. Therefore, the Department strives to keep the final contract cost within 10% of the original contract amount.

METHODOLOGY: This Measure compares the original contract amount with the final contract amount following acceptance of the work by the Department and final payment to the contractor. This data is compiled by the Central Construction Office for all projects completed during the fiscal year. ("Completed" being defined as contracts, where the final estimate was completed, all known claims were settled, and documentation was "passed" to the Comptroller's Office for final payment to the contractor.) The result is a compilation of the original contract amount compared to the final contract amount paid to the contractor to complete the project. Commission staff analyzes the data and calculates the percentage of the increase in cost due to supplemental agreements and minor cost overruns/underruns.

RESULTS: For the 362 contracts completed during FY 2000/01, the total original contract amount of $1,112.1 million increased by 11.2% due to cost adjustments, for a total final contract amount of $1,236.9 million. Note: Under the previous method of tracking additional cost, the result is 10.3%.

Additional Comments: The percentage increase in contract cost on completed contracts was one-tenth of a percentage point lower (11.3% to 11.2%) in FY 2000/01 than in FY 1999/00.

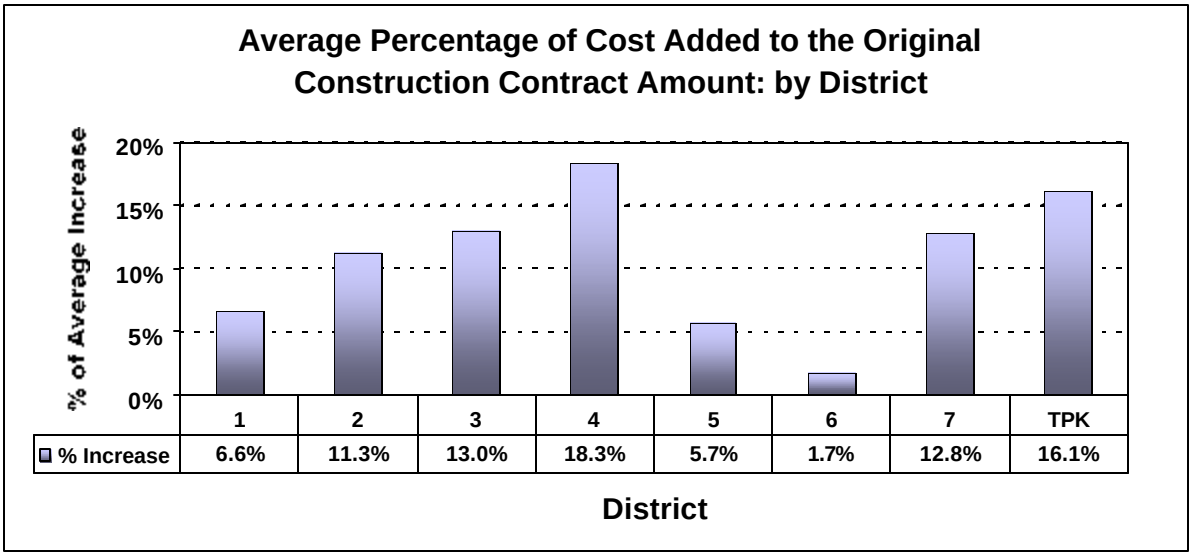


The following table shows the aggregate data of the original construction contract amounts, as established by the contract bid, for all projects completed during the fiscal year compared against the final aggregate contract amount (original contract amount plus any additional money added to the contract through either a supplemental agreement or minor cost overrun). These numbers make up the chart presented above.

Historical Construction Contract Amount Data

($ in millions)	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Original Amount	$729.8	$1,165.1	$1,193.1	$794.7	$1,112.1
Additional Amount	$93.3	$143.8	$169.7	$90.1	$124.8
Total Amount	$823.1	$1,308.9	$1,362.8	$884.8	$1,236.9
% Increase in Cost	12.8%	12.3%	14.2%	11.3%	11.2%
# of Contracts	343	377	357	346	362

The chart and table on the following page present the construction contract cost adjustment data for the current fiscal year by individual district.

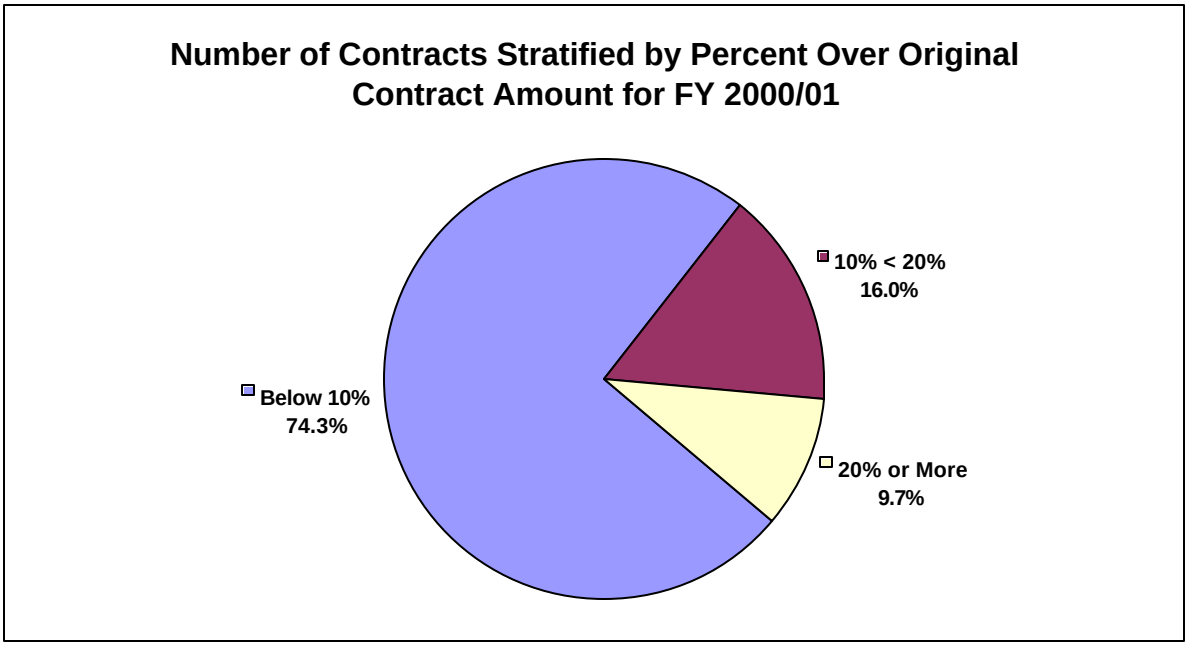


District Construction Contract Cost Data for FY 2000/01

($ in millions)	District							
	1	2	3	4	5	6	7	TPK
Original Amount	$165.4	$270.8	$116.3	$127.1	$111.4	$59.6	$147.2	$114.4
Additional Amount	$10.9	$30.7	$15.1	$23.3	$6.3	$1.0	$18.9	$18.4
Total Amount	$176.3	$301.5	$131.4	$150.4	$117.7	$60.6	$166.1	$132.8
% Increase in Cost	6.6%	11.3%	13.0%	18.3%	5.7%	1.7%	12.8%	16.1%
# of Contracts	66	74	51	44	50	24	44	9

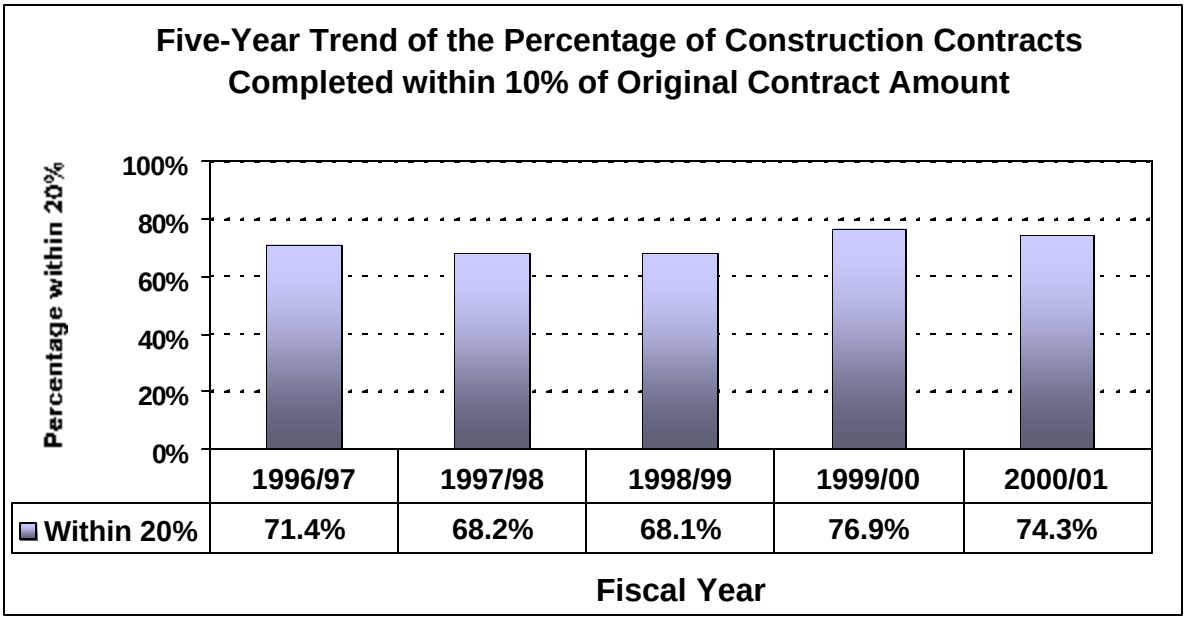
SECONDARY MEASURE: The chart and table below illustrates the number and percentage of construction contracts completed during the fiscal year, stratified by percentage increase over original contract amount: less than 10% over original time; 10% to less than 20% over original time; and 20% or more over original time.

RESULT: Of the 362 construction contracts completed during FY 2000/01, on 269 of them, or 74.3%, the original contract amount increased by less than 10% as a result of supplemental agreements and minor adjustments; on 16.0%, the original contract amount increased by at least 10% but less than 20%; and on 9.7% of all contracts completed, the original contract amount increased by 20% or more.

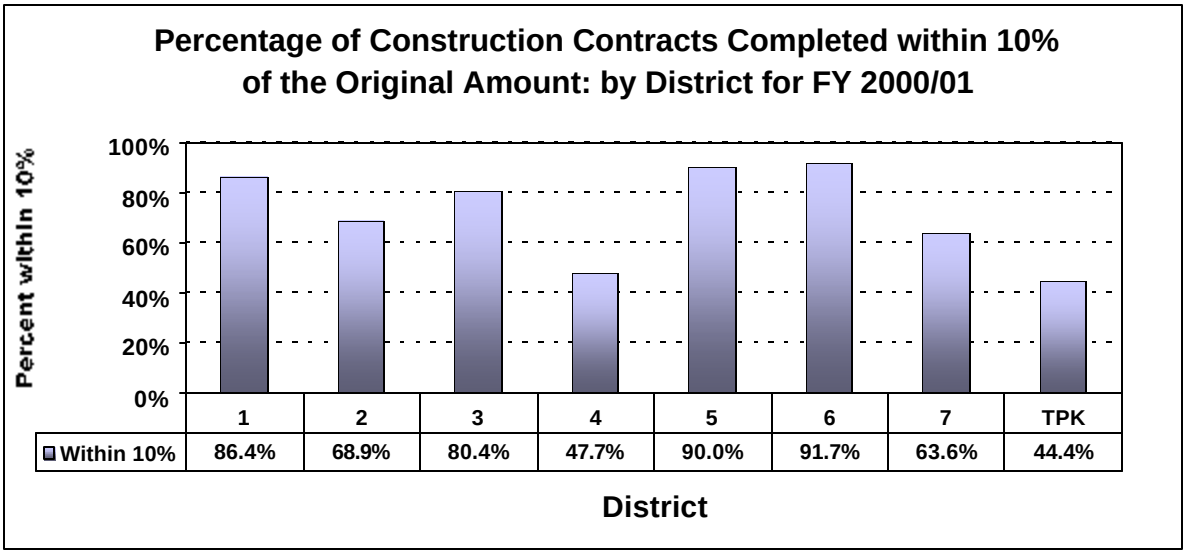


% Over Original Amount	# of Contracts	% of Total
Below 10%	269	74.3%
10% < 20%	58	16.0%
20% or More	35	9.7%
Total	362	100.0%

The chart on the next page is for informational purposes to show the five-year historical trend of the percentage of contracts that were completed within 10% of the original contract amount.



The chart and table below show the percentage of construction contracts that were completed within 10% of the original contract amount for each district for fiscal year 2000/01.



Contracts Completed Within 10% of Original Amount
District Detail for FY 2000/01

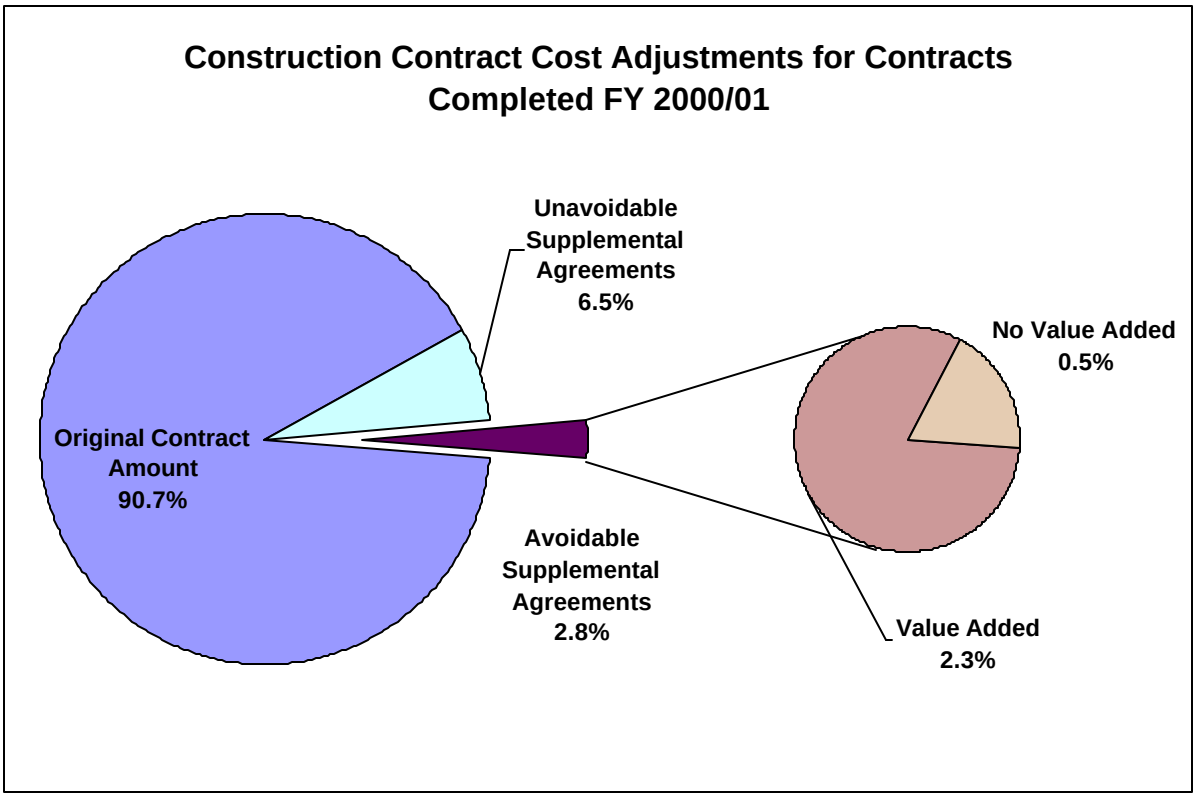
	District							
	1	2	3	4	5	6	7	TPK
# of Contracts	66	74	51	44	50	24	44	9
# Under 10%	57	51	41	21	45	22	28	4
Percent under 10%	86.4%	68.9%	80.4%	47.7%	90.0%	91.7%	63.6%	44.4%

Analysis of Cost Adjustments Due to Supplemental Agreements

The Explanatory Data presented below provide insight into the reasons for cost increases that are attributable to supplemental agreements and are used by the Department to target areas for improvement. Supplemental agreements comprise over 91 percent of all cost adjustments to construction contracts. Minor cost overruns make up the remaining nine percent. Nearly all supplemental agreements add value to the project because they purchase additional labor and materials that are necessary for the transportation facility to function properly once completed. There are instances, however, when the Department must pay a higher price for additional material quantities authorized by supplemental agreement, and when Adelay costs@ are incurred. These costs do not add value to the project and should be eliminated, to the extent they can be avoided. Moreover, to the extent these costs were avoidable and responsible parties are identified, the Department should pursue recovery in those cases where the amount subject to recovery makes legal action a cost-effective remedy.

SECONDARY MEASURE: The following chart and tables identify the part of the total final amount paid on completed construction contracts that was attributable to supplemental agreements that were avoidable (should have been foreseen). That portion is broken down further by the amount of supplemental agreements that added value to the project and the amount that did not add value and can be presumed to be "wasted" money.

RESULTS: Of the total final amount paid on completed construction contracts during FY 2000/01 of $1,226.3 million, a total of $34.2 million (or 2.8%) was avoidable (should have been foreseen) supplemental agreements. Of the $34.2 million avoidable supplemental agreement amount, $27.8 million (or 2.3%) added value to the projects completed, and $6.3 million (or 0.5%) did not add value to the projects.

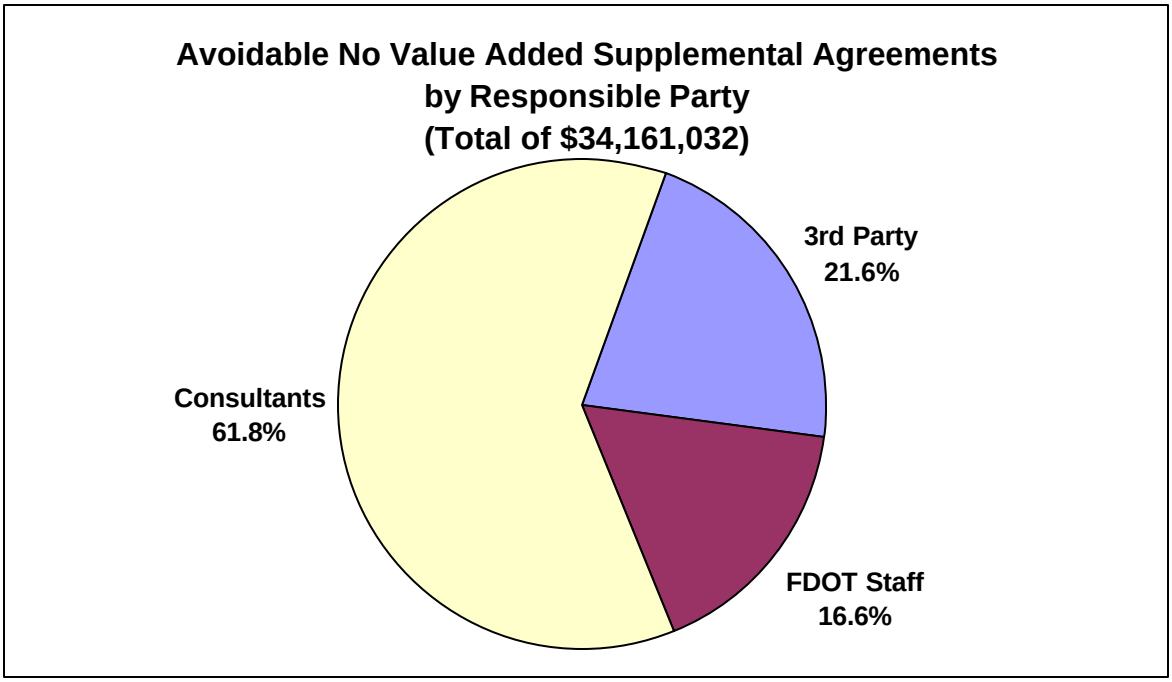


	Amount	%
Original Contract Amount	$1,112,133,924	90.7%
Unavoidable SAs	$79,984,274	6.5%
Avoidable SAs	$34,161,032	2.8%
Uncoded SAs	-$19,673	0.0%
Total Final Amount Paid	$1,226,259,557	100.0%

Avoidable SAs		
Value Added	$27,823,309	2.3%
No Value Added	$6,337,723	0.5%
Total	$34,161,032	2.8%

The chart on the previous page and the two tables above indicate that of the total amount paid for construction contracts, including supplemental agreements, in FY 2000/01, only $6,337,723 (or 0.5%) of that amount went to pay supplemental agreements that did not add any value to projects and can be considered money that was wasted. The Department should focus on these supplemental agreements to identify areas of improvement.

The next chart and graph identify the party responsible for the supplemental agreements that were avoidable and did not add any value to the project; those dollars that can be considered to be "wasted."



Responsible Party	Amount	%
3rd Party	$7,383,435	21.6%
Consultants	$21,095,931	61.8%
FDOT Staff	$5,681,666	16.6%
Total Final Amount Paid	$34,161,032	100.0%

Note: 3rd Party refers to local governments and utility companies.

This page intentionally left blank.

4. Cost-Efficient and Effective Business Practices: Finance and Administration

4a. Commitment of Federal Funds
4b. Management of Administrative Costs
4c. Cash Management
4d. Management of Toll Facility Operational Costs

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

This page intentionally left blank.

4a. COMMITMENT OF FEDERAL FUNDS

BACKGROUND: 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 transportation purposes (e.g., the matching share for interstate highway construction is 80% federal funds, 20% state funds).

Today, federal funds comprise about 30% of Florida's total transportation revenues and, thus, play 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 are committed to qualifying projects in a timely manner and that all federal requirements are met.

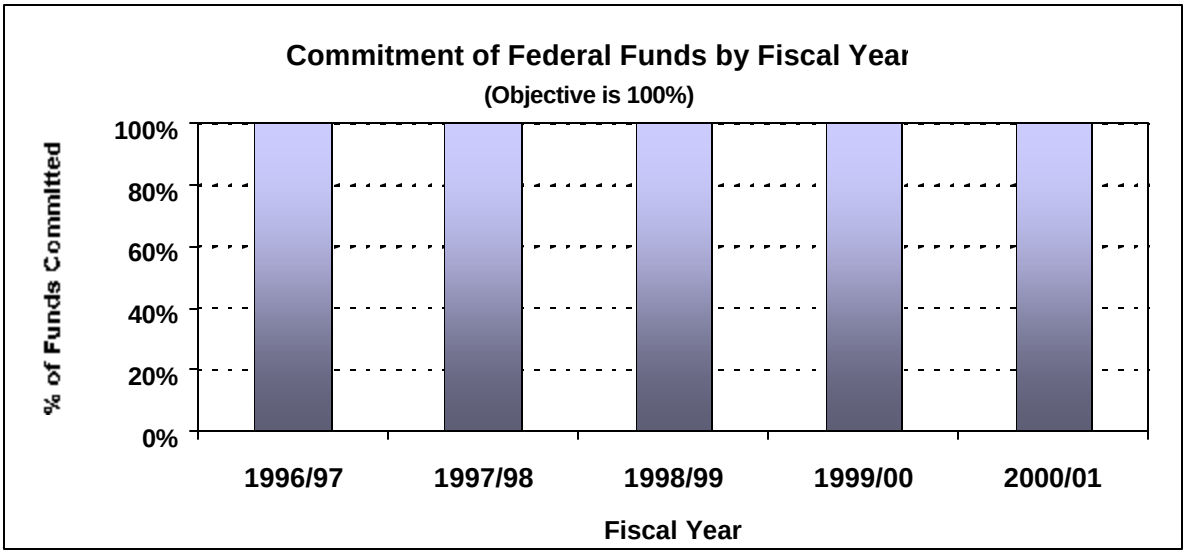
PURPOSE: Federal funding must be committed to projects within a specified time period, otherwise, unused funds are forfeited, pooled, and "redistributed" to states that have exhausted their federal funds and have the ability to use additional funds. With transportation needs that far exceed available revenues, it is imperative that the Department manages federal funds in such a manner as to avoid forfeiture.

PRIMARY MEASURE: Of the federal funds that are subject to forfeiture at the end of the federal fiscal year, the percent that was committed by the Department.

OBJECTIVE: The Department's objective is to commit 100% of the federal funds that are subject to forfeiture at the end of the federal fiscal year.

METHODOLOGY: This measure assesses how well the Department manages federal funds to avoid forfeiture of such funds. Commitment data is collected from the Department's Financial Planning Office within the Office of Management and Budget.

RESULTS: The Department committed 100% ($1,281.1 million) of federal funds subject to forfeiture at federal fiscal year end (Sept. 30, 2001) if not committed. The Department requested an additional $40.0 million in redistributed federal funds of which it received $8.6 million.



	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Planned Commitments	$761.0	$711.0	$851.0	$1,201.8	$1,281.1
Actual Commitments	$761.0	$711.0	$851.0	$1,201.8	$1,281.1
% of Plan	100.0%	100.0%	100.0%	100.0%	100.0%

This page intentionally left blank.

4b. MANAGEMENT OF ADMINISTRATIVE COSTS

BACKGROUND: Administrative Costs include direct support to the production functions of the Department -- top management (central office and Districts), legal and audit staff, public information and government liaison staff, comptroller's office, budget staff, personnel and purchasing staff, contractual services and minority programs, commission staffs. Excluded from Administrative Costs are: Fixed capital outlay, risk management insurance, transfers to the Departments of Community Affairs and Revenue and Division of Administrative Hearings, refunds, transfers, and legislative relief bills.

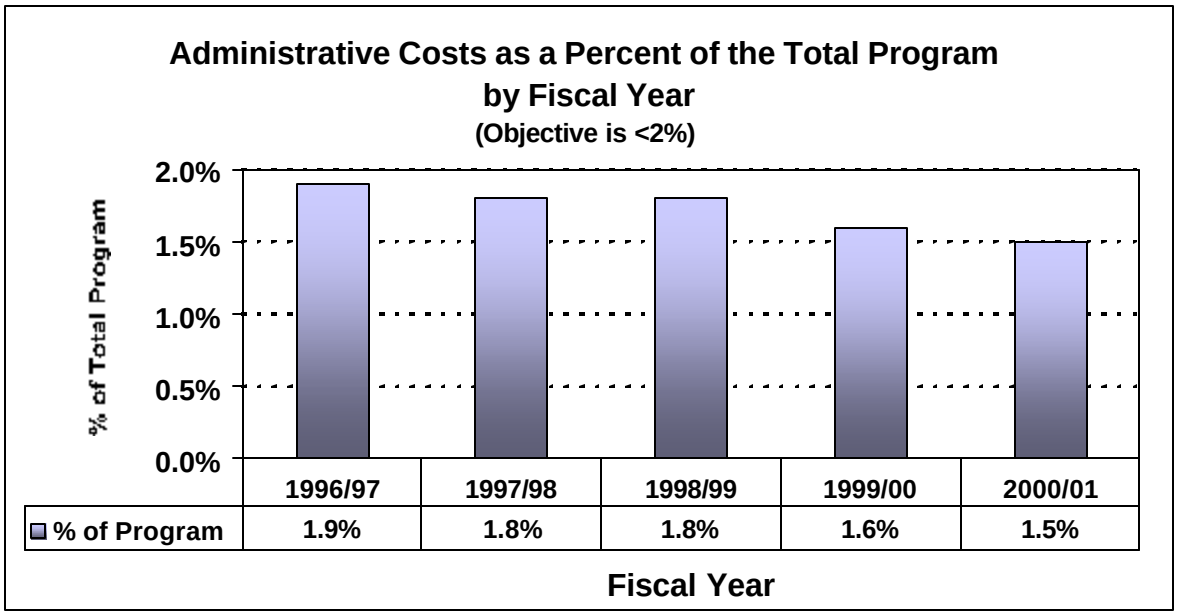
PURPOSE: The Department is one of few state agencies that produce a tangible product -- a transportation system composed of roads, bridges, and other ancillary facilities. The Florida taxpayer, who funds construction and maintenance of the state transportation system, has a legitimate expectation that the Department will strive to maximize tax dollars put into actual transportation product by containing administrative overhead and product support costs to the extent possible. It must be recognized, however, that the Department, as a public agency, is directed by the Legislature to perform many services and activities not required of private sector firms performing similar functions. Thus, a direct comparison of Department overhead costs with those of the private sector is not recommended.

PRIMARY MEASURE: The Department's dollar amount of administrative costs measured as a percent of the dollar amount of the total program.

OBJECTIVE: The Department's objective is to keep administrative costs below two percent of the total program amount.

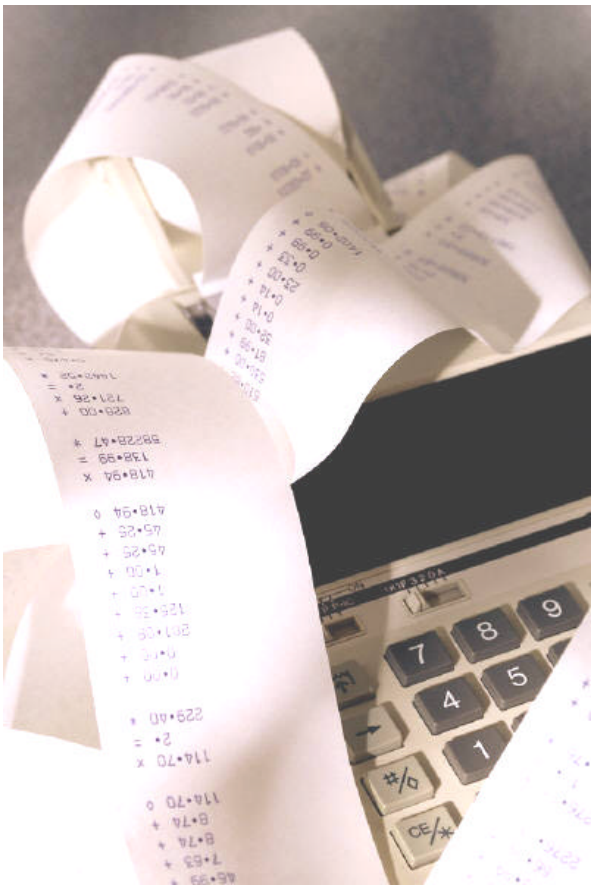
METHODOLOGY: This measure tracks administrative costs as a percent of the total program (product, product support, operations, maintenance, and administration) and by actual dollar amounts. The measure allows evaluators to assess the reasonableness of administrative costs over time, and where increases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

RESULTS: Administrative costs were 1.5% of the total program for FY 2000/01, or $66.9 million of a total program of $4.6 billion. Based on actual dollar amounts of administrative costs, there was a 5.0% increase (from $63.7 million to $66.9 million) in administrative costs in FY 2000/01 compared to FY 1999/00.



Historical Administrative Cost Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Administrative Costs	$60.8	$65.1	$65.7	$63.7	$66.9
Total Program	$3,238.2	$3,633.3	$3,698.6	$4,021.2	$4,580.6
% of Total Program	1.9%	1.8%	1.8%	1.6%	1.5%



4c. CASH MANAGMENT

BACKGROUND: 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 of the cash flow method is that transportation tax collections are returned to the taxpayer in the form of transportation facilities much sooner than would be possible using the more traditional "encumbrance" financing method -- under which all funds for a project must be "in the bank" at the time the contractual obligation is incurred.

PURPOSE: 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. In order for the Department to maintain a lawful cash balance and pay its bills promptly under the cash flow method, where contractual obligations far exceed available cash, it must carefully forecast future incoming revenues and future expenditures and frequently revise forecasts based on new information. For instance, when economic factors negatively impact gas tax revenues, the Department must adjust its cash forecast to reflect less incoming revenue, which may, in turn, necessitate deferral of projects in the work program. Periodic fine-tuning of forecasts of revenues and expenditures is essential to sound financial management.

PRIMARY MEASURE: There are three parts to this measure that assess the Department's performance in cash management. Actual cash receipts compared against forecasted cash receipts, showing the resulting variance. Actual cash disbursements compared against forecasted cash disbursements, showing the resulting variance. The lowest annual cash balance measured against the total outstanding contractual obligations.

OBJECTIVE: The Performance Measures Working Group is currently developing an objective for this measure. However, the closer the variance is to 0% the better the Department's performance in cash management.

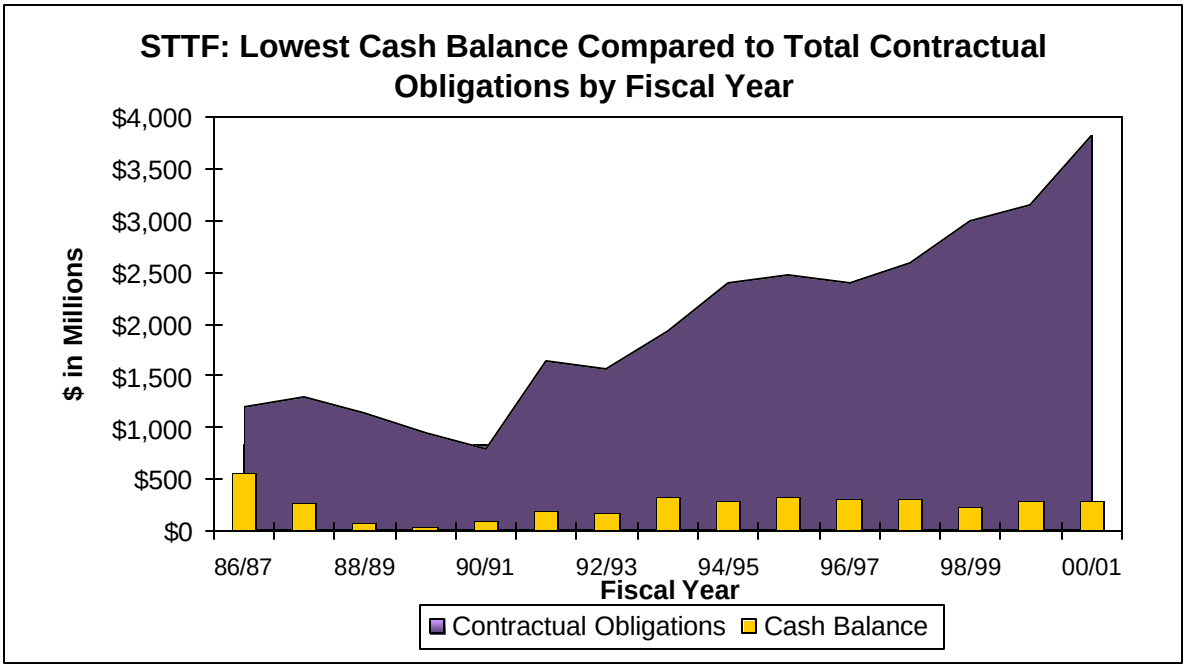
METHODOLOGY: These measures assess the effectiveness of the Department's cash management in maximizing the ability to deliver transportation product as early as possible. Cash receipt and disbursement data is collected from the Department's Office of Comptroller and analyzed.

RESULTS: Actual cash receipts of $3,892.8 million for FY 2000/01 were 2.5% higher ($94.4 million) than the Department's August 2000 forecasted receipts of $3,798.4 million. Actual cash disbursements of $3,834.2 million for FY 2000/01 were 0.1% higher ($3.5 million) than the Department's August 2000 forecasted disbursements of $3,830.7 million. For FY 2000/01, the Department's lowest end-of-month cash balance was $301.2 million or 7.9% of its total outstanding contractual obligations of $3,824.7million.

State Transportation Trust Fund

Cash Receipts	
Forecast of August 2000	$3,798,400,000
2000/01 Actual	$3,892,800,000
$ Variance	$94,400,000
% Variance	2.5%

Cash Disbursements	
Forecast of August 2000	$3,830,700,000
2000/01 Actual	$3,834,200,000
$ Variance	$3,500,000
% Variance	0.1%



Historical Annual Lowest Cash Balance Compared to Contractual Obligations

Fiscal Year	Lowest Cash Balance ($ in Millions)	Contractual Obligations ($ in Millions)	Cash as % of Obligations
86/87	$558.0	$1,206.0	46.3%
87/88	$262.0	$1,295.0	20.2%
88/89	$77.0	$1,137.0	6.8%
89/90	$41.0	$940.0	4.4%
90/91	$105.0	$786.0	13.4%
91/92	$195.0	$1,649.0	11.8%
92/93	$171.0	$1,574.0	10.9%
93/94	$331.0	$1,933.0	17.1%
94/95	$299.0	$2,397.0	12.5%
95/96	$332.0	$2,478.0	13.4%
96/97	$305.0	$2,401.0	12.7%
97/98	$304.0	$2,588.0	11.7%
98/99	$226.0	$3,000.0	7.5%
99/00	$282.4	$3,152.0	9.0%
00/01	$301.2	$3,824.7	7.9%

4d. MANAGEMENT OF TOLL FACILITY OPERATIONAL COSTS

BACKGROUND: The collection of tolls on 76 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. Toll revenues are used to pay debt service on bonds issued for construction and maintenance of a facility. After the bonds are paid off, toll revenues are used for facility maintenance and other transportation purposes. When operational costs (e.g., salaries of toll collectors, utilities, building maintenance) to collect tolls increase, there is less toll revenue available for debt service or other purposes.

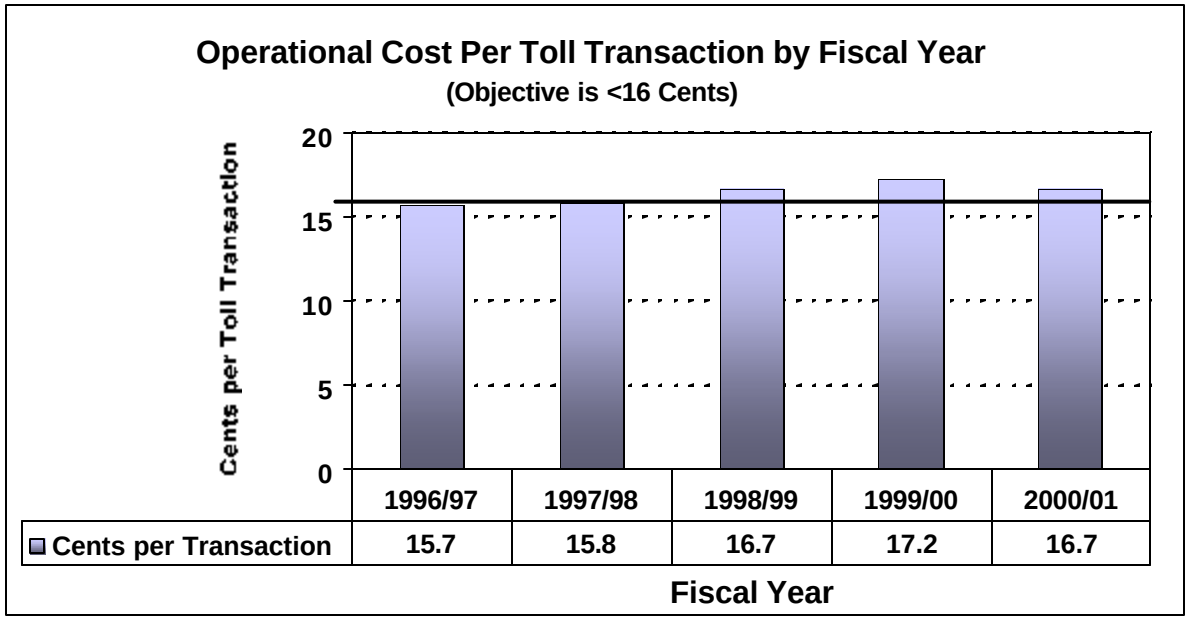
PURPOSE: Tolls are fees paid by facility users who have an expectation that the maximum amount of revenue collected be used to pay off the debt or for other transportation improvements, therefore toll collection costs should be contained and carefully managed.

SECONDARY MEASURE: The amount of each toll transaction that is dedicated to covering operational costs. (Operational costs per toll transaction.)

OBJECTIVE: The Department's objective is to keep the amount of each toll transaction that is dedicated towards covering the Turnpike's Operational costs at a level below $0.16 per transaction.

METHODOLOGY: This measure provides 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. Data is collected from the Department's Office of Toll Operations and Office of Comptroller.

RESULTS: For FY 2000/01, the Department's cost to operate toll facilities was 16.7¢ per toll transaction. The cost to operate toll facilities for FY 2000/01 was 0.5¢ lower (17.24 to 16.7¢) per toll transaction than in FY 1999/00.



Historical Toll Transaction Data

Cost and $ in millions	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
Operational Costs	$66.0	$72.8	$81.3	$90.6	$98.2
# of Toll Transactions	421.6	459.5	486.5	527.4	586.3
Cost Per Transaction	$0.157	$0.158	$0.167	$0.172	$0.167

This page intentionally left blank.

5. Disadvantaged and Minority Business Programs

Both federal and state laws address the utilization of socially and economically disadvantaged business enterprises (DBEs) in Department contracts for the construction of transportation facilities. The Florida Department of Transportation intends to expend eight percent of the funds received under the Transportation Efficiency Act - 21, or any subsequently enacted federal laws with small business concerns owned and controlled by socially and economically disadvantaged individuals. It is the intent of the Department that this expenditure be obtained through a race and gender-neutral program.

This page intentionally left blank.

5a. DISADVANTAGED AND MINORITY BUSINESS PROGRAMS

BACKGROUND: Under new federal guidance, the Department initiated on January 1, 2000 a race and gender-neutral Disadvantaged Business Enterprise (DBE) program for all consultant and construction contracts, which are in part funded with federal aid. This program is based on demonstrable evidence of local market conditions and availability of DBEs.

PURPOSE: Both Federal and State laws address utilization of socially and economically disadvantaged business enterprises in Department contracts for the construction of transportation facilities.

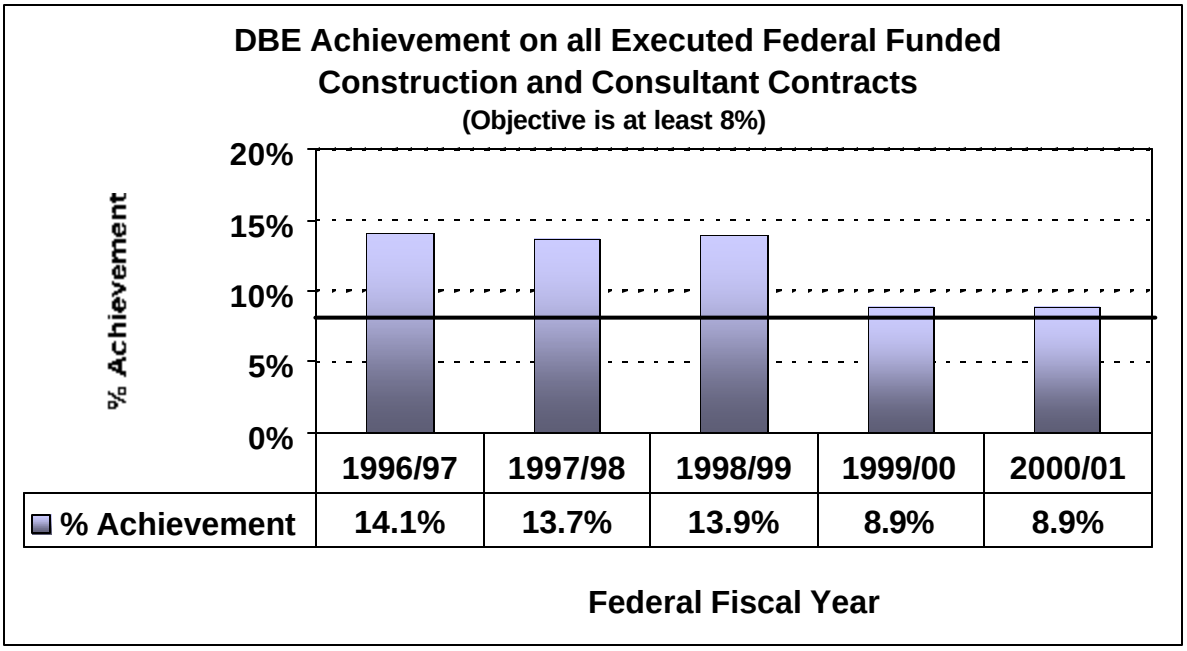
PRIMARY MEASURE: The dollar volume of Disadvantaged Business Enterprise participation as a percentage of total federal funded construction and consultant contract amount.

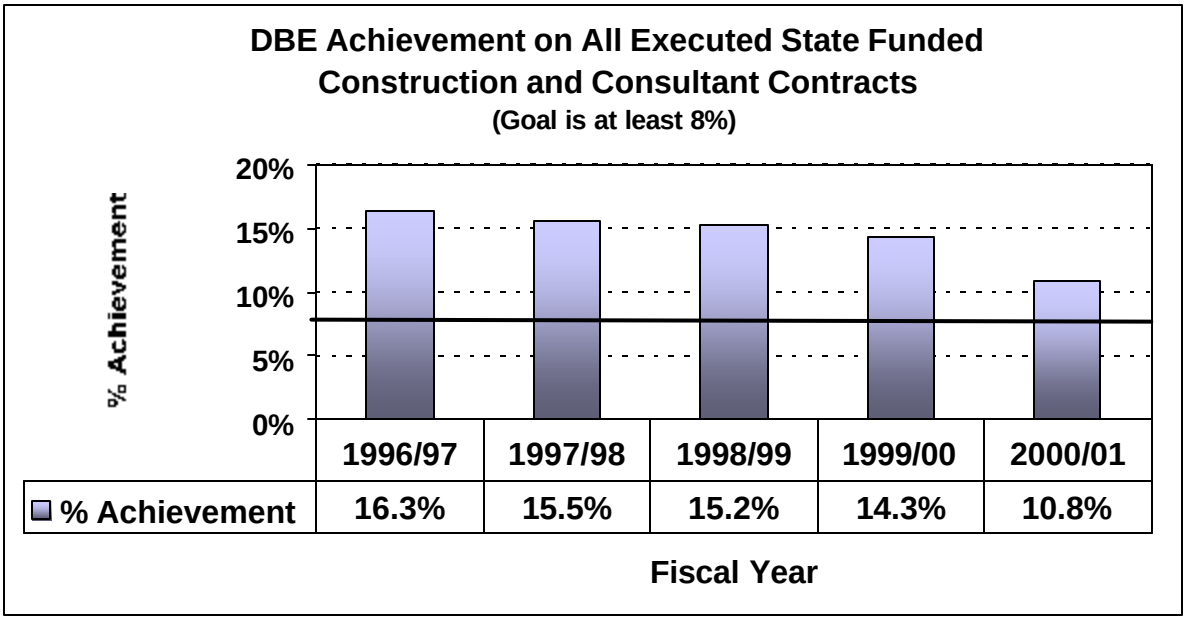
OBJECTIVE: The Department has set a goal of eight percent participation for all consultant and construction contracts, partially funded with federal aid. The Department applies this same standard to 100 percent state funded contracts.

METHODOLOGY: The Department's Equal Opportunity Office is responsible for tracking disadvantaged and minority business program data. Data is submitted by contractors illustrating their level of commitment to using disadvantaged businesses on each project. The data is then compiled and reported.

RESULTS: For all construction and consultant contracts financed in part by federal funds, DBE participation was 8.9%, surpassing the 8% goal. For all construction and consultant contracts that are 100% state funded, DBE participation was 10.8%.

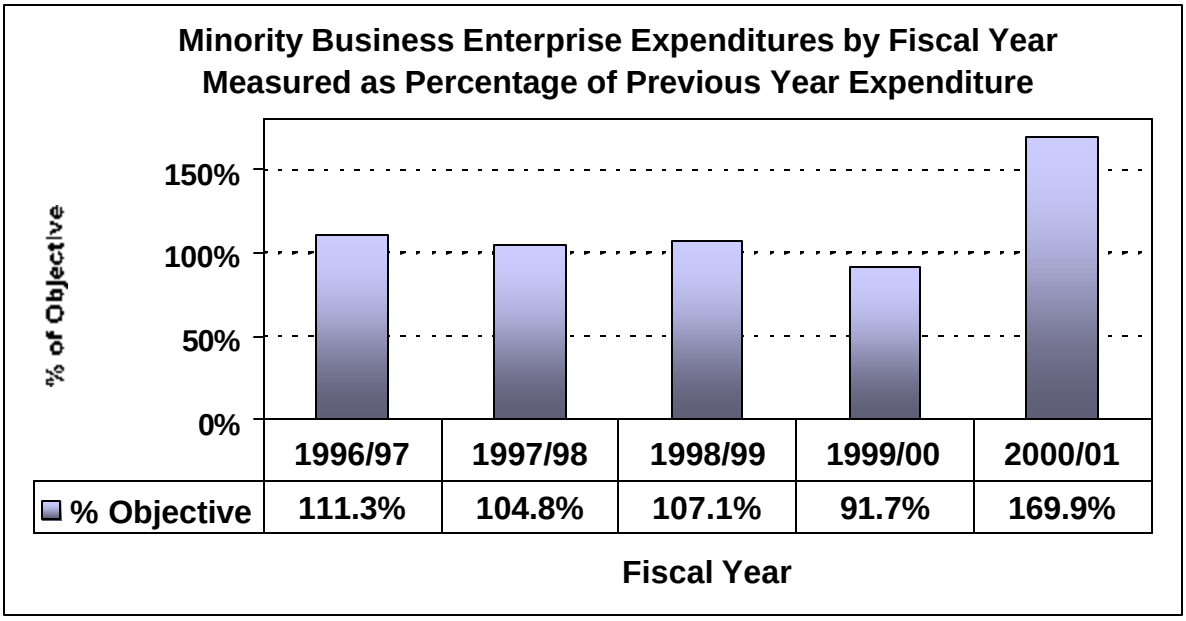
Additional Comments: The DBE participation rate for all construction and consultant contracts financed in part by federal funds was the same in FY 2000/01 as it was in 1999/00. The DBE participation rate for all state funded construction and consultant contracts, was 3.5% percentage points lower (10.8% from 14.3%) in FY 2000/01 than in FY 1999/00.





SECONDARY MEASURE**:** State law also provides maximum opportunity for increased participation by minority business enterprises (MBE) in State purchases of commodities and contractual services. All agencies, including the Department, are subject to varying goals geared to specific minority groups. The Department's goal is based on exceeding the prior year's actual MBE expenditure.

RESULTS: In the four work areas measured, the Department exceeded its objective for utilization of MBEs for a collective achievement of 169.9% of objective.



Historical Statewide Minority Business Enterprise Expenditure Data

	Fiscal Year				
	96/97	97/98	98/99	99/00	00/01
$ Goal	$68,324,440	$76,077,960	$79,737,884	$85,398,751	$78,313,603
Actual	$76,077,960	$79,737,884	$85,398,751	$78,313,603	$133,040,233
% of Goal	111.3%	104.8%	107.1%	91.7%	169.9%

6. Safety Initiatives

The Department's number one goal is to provide safe transportation for residents, visitors and commerce. According to the *Florida Transportation Plan*, traveling safely is the public's highest expectation from the transportation system. Improved safety requires coordination with many state and local agencies, since the Department has limited control over factors such as driver skill or impairment, presence and use of safety equipment, vehicle condition, local roads and weather conditions.

NOTE: A new crash information database is being implemented. Therefore, some of the state crash data is currently unavailable.

This page intentionally left blank.

6a. SAFETY INITIATIVES

BACKGROUND: Although the Department's role in safety of the traveling public is limited to those programs it administers or funds, its safety activities are comprehensive and far reaching. The transportation system component over which the Department exercises most control is the State Highway System. The Department is responsible for designing, constructing and maintaining the approximately 12,000 miles of state roads (an additional 102,370 miles of roads, of which 20,565 miles are unpaved, are the responsibility of cities and counties).

The Department's ability to reduce the number of traffic-related injuries and fatalities is limited by contributing factors over which it has little control (e.g., driver skills or impairment, presence and use of safety equipment, vehicle condition, and weather conditions).

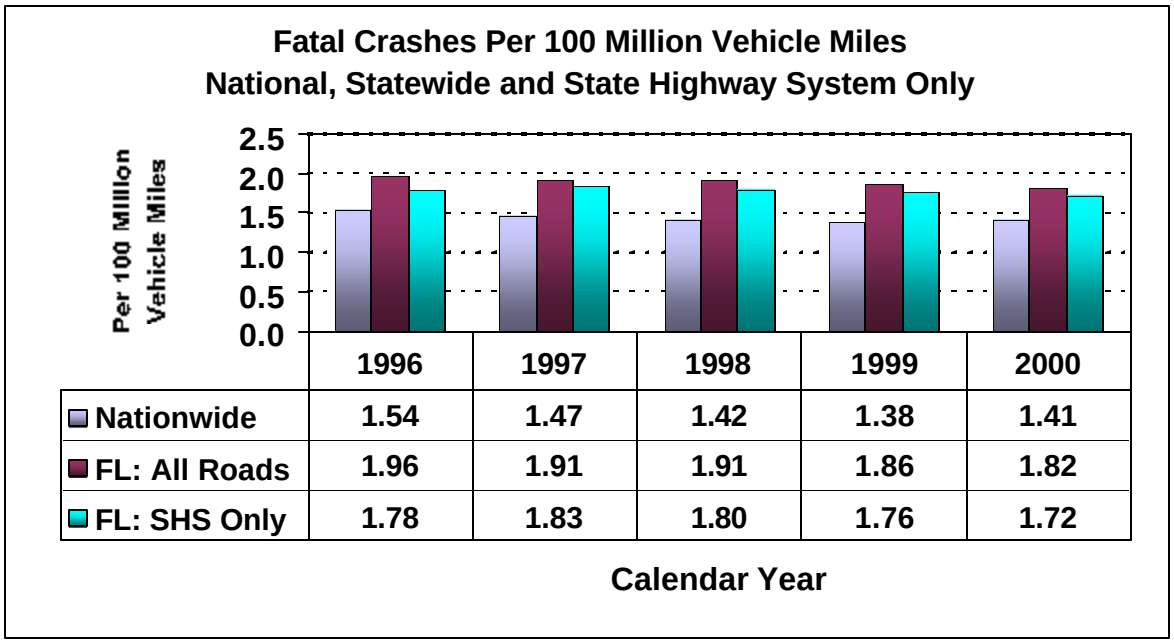
PURPOSE: Safe travel in Florida is the Department's number one priority. There is a defined Safety Program within the Department, but this program alone does not reflect the Department's total commitment to improving safety on the State Highway System. For example, current design standards incorporate safety as a feature.

SECONDARY MEASURE: Florida's fatal crash rate per 100 million vehicle miles traveled (VMT) and fatal crash rate per 100 million VMT for the State Highway System only, compared against the National average rate.

OBJECTIVE: It is the Department's objective to reduce the fatal crash rate to a level within 20% of the national rate. [Note: The Commission recognizes the fact that demographics in Florida will most likely prevent the State from ever achieving a fatality rate equal to or below the national rate.]

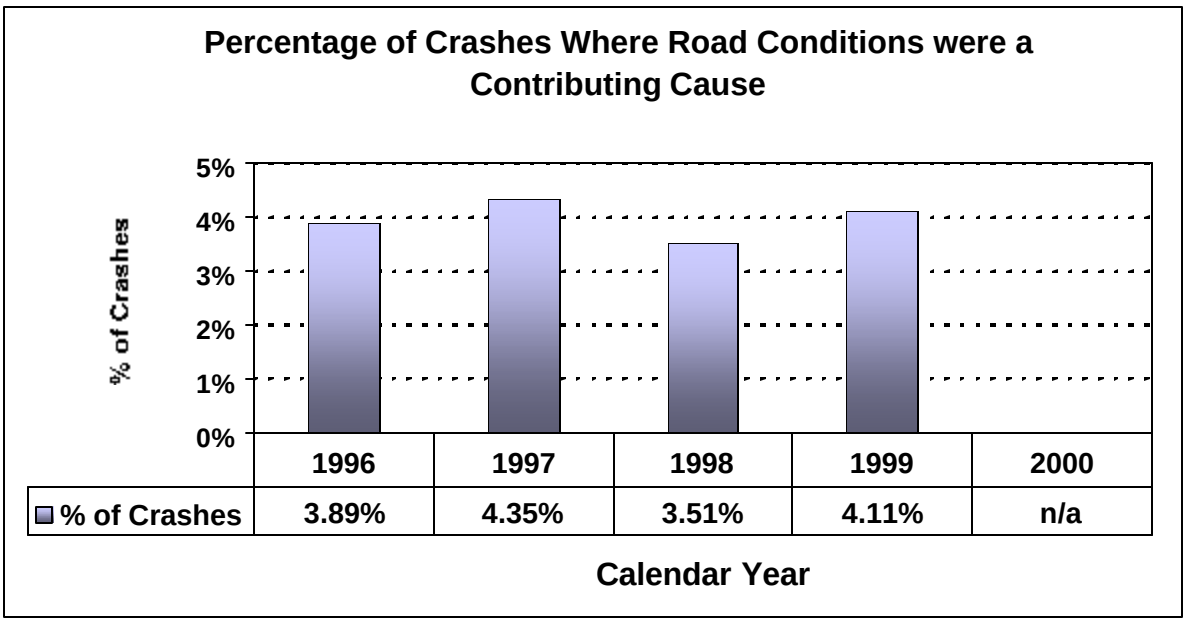
METHODOLOGY: Fatal crash statistics are compiled by the Department's Safety Office, which it receives from the Florida Department of Highway Safety and Motor Vehicles. This data is collected and compared against the national crash statistics.

RESULTS: Florida's 2000 fatal crash rate for all roads (state, county and city) was 1.82 fatal crashes per 100 million vehicle miles traveled (VMT), approximately 2.2% lower than the rate in 1999. Compared to the preliminary 2000 national rate of 1.41 fatal crashes per 100 million VMT, Florida's 2000 rate is 29% above the national rate. For the State System only, the 2000 fatal crash rate was 1.72 fatal crashes per 100 million VMT, as compared to 1.76 in 1999. The 2000 State System only rate of 1.72 fatal crashes per 100 million VMT is 22% over the national rate of 1.41.



SECONDARY MEASURE: The percent of crashes on the State Highway System where road conditions were a contributing cause compared to previous years percentage. It is the Department's objective to keep the percentage of crashes where road conditions were a contributing cause below 1.0 percent.

RESULTS: For 2000, road conditions were a contributing cause in n/a% of crashes on the State Highway System, up n/a% from 1999, when road conditions were a contributing cause in n/a% of crashes.



Highway Safety Grant Program

Certain programs are applicable to any public road in the state, and the Highway Safety Grant Program provides funding for state and local government safety programs in a number of areas relating to engineering, traffic law enforcement, public information and education, and emergency medical services.

The Department is responsible for the administration of the Highway Safety Grant Program, which awards federal grants to state and local agencies for traffic safety specific programs. Through July of 2001, Florida has received approximately $14.6 million and awarded 239 grants for a variety of traffic safety purposes such as speed enforcement, alcohol countermeasures, pedestrian/bicycle safety, motorcycle safety, promotion and enforcement of safety belt and child safety seat usage, and expansion of local Community Traffic Safety Teams. In addition, this program promotes safety through ongoing information and education activities statewide. Florida is expected to receive additional grant funds during this federal fiscal year.

Florida's Community Traffic Safety Teams (CTSTs) are locally based groups of highway safety advocates who address traffic safety problems through a comprehensive, multi-jurisdictional, multi-disciplinary approach. The Teams integrate the efforts of the various disciplines that work in highway safety, including engineering, enforcement, education, and emergency services to address traffic safety problems relating to the driver, the vehicle, and the roadway.

The number of CTSTs in Florida has increased from eight in 1993 to 52 Teams covering 50 counties, through June of 2001. Outreach by FDOT employees, as well as increased local interest in traffic safety, have been primary factors in the expansion of the CTST concept throughout the State. The remaining 17 counties without CTSTs are primarily rural in nature and average less than 225 total crashes per year. This may be a key reason these communities have not yet considered forming a

CTST. The only large urban area without a CTST is Dade County, which averages over 45,000 crashes and 300 fatalities per year. Due to many factors, Dade County has chosen to develop smaller CTSTs and currently has three city based teams.

The Department will continue to actively support and promote the CTST program, primarily through the efforts of the seven full time District CTST Coordinators. A current list of the CTSTs is available on the FDOT web site at **www.dot.state.fl.us/safety/ctst**, or by contacting the FDOT Safety Office at 850-488-3546.

Based on traffic crash data for 2000, the 50 counties with CTSTs cover an area that accounts for approximately 98% (or 242,219) of the statewide crashes and 94% (or 2,831) of the statewide fatalities. In addition, they encompass 88% of the public roads in Florida and 98% of the State's population.

The Department has continued its efforts in pedestrian and bicyclist safety awareness programs. The Traffic Ed program continues to train elementary education teachers to implement the pedestrian and bicycle safety curriculum. In addition, the Department administers the School Crossing Guard Training and Certification Program statewide.

Through these activities involving all levels of government and the private sector, and by incorporating education, engineering and enforcement strategies, the Department continues to pursue goals of reducing the frequency of crashes and the severity of injuries sustained in those crashes that do occur.


Florida
Transportation
Commission

Commission Members

C. David Brown, II
Chairman

Earl Durden
Vice Chairman

James Holton
Secretary

Valerie Boyd

John P. Browning, Jr.

Mark Guzzetta

Arthur Kennedy

Norman Mansour

Rosa Sugrañes

www.ftc.state.fl.us
605 Suwannee Street, Tallahassee, Florida 32399-0450, MS 9
*(850) 414-4105 * Fax (850) 488-1317*