



FY 2011  
TRANSPORTATION AUTHORITY MONITORING  
AND OVERSIGHT REPORT

# Commission's Charge

- In 2007, HB 985 amended Section 20.23, FS, expanding the Commission's oversight role
- Monitor the efficiency, productivity, and management of the authorities created under Chapters 343 and 348
- In 2009, HB 1213 further expanded the Commission's role to include the authority created under Chapter 349
- In 2010, HB 1271 added a new Part XI to Chapter 348



# Commission's Charge

- Conduct periodic reviews of each authority's:
  - Operations and budget
  - Acquisition of property
  - Management of revenue and bond proceeds
  - Compliance with applicable laws and generally accepted accounting principles

# Authorities Monitored

- Established Toll Authorities
  - Miami-Dade Expressway Authority (MDX)
  - Orlando-Orange County Expressway Authority (OOCEA)
  - Santa Rosa Bay Bridge Authority (SRBBA)
  - Tampa-Hillsborough County Expressway Authority (THEA)
- Transit Authorities
  - Central Florida Regional Transportation Authority (CFRTA / LYNX)
  - Jacksonville Transportation Authority (JTA)
  - South Florida Regional Transportation Authority (SFRTA / Tri-Rail)
- Emerging Authorities
  - Northwest Florida Transportation Corridor Authority (NFTCA)
  - Osceola County Expressway Authority (OCX)
  - Tampa Bay Area Regional Transportation Authority (TBARTA)

# Senate Bill 2152

- Repealed Expressway Authorities
  - Brevard County Expressway Authority
  - Broward County Expressway Authority
  - Pasco County Expressway Authority
  - St. Lucie County Expressway and Bridge Authority
  - Seminole County Expressway Authority
  - Southwest Florida Expressway Authority

# Senate Bill 2152

- Repealed Authority to Enter into Lease-Purchase Agreements with the Department
  - Northwest Florida Transportation Corridor Authority
  - Tampa Bay Area Regional Transportation Authority
  - Osceola County Expressway Authority
  - Jacksonville Transportation Authority
  - Any Authority created pursuant to the Florida Expressway Authority Act

# Commission's Approach

- Appointed committee
- Developed “performance measures” and “operating indicators” for all authorities
- Adopted reporting requirements in areas of organizational “governance”
- Staffed by FTC with preliminary support provided by CUTR
- Periodically updated, reviewed and refined

# MIAMI-DADE EXPRESSWAY AUTHORITY



## ✓ MET 15 OF 17 PERFORMANCE MEASURES

(Measures not met):

- Safety
- Minority Participation

## ✓ OPERATING INDICATORS

- Revenue increased 8.9%
- Routine maintenance expenses increased 9.2%
- Toll transactions increased 87.5%
- Toll collection expenses increased 3.7%



# MIAMI-DADE EXPRESSWAY AUTHORITY



## ✓ GOVERNANCE

- Adopted Ethics, Conflicts of Interest, Public Records and Open Meetings Policies
- Public meeting advertising
- Ethics training provided to Board and staff
- Unqualified Audit - Three management recommendations
- Delegated Procurement Authority - Executive Director \$2 M

## ✓ OTHER

- Implemented ORT on three MDX facilities in 2010
- Issued \$413 million in revenue and refunding revenue bonds in August 2010

# MIAMI-DADE EXPRESSWAY AUTHORITY



Javier Rodriguez, P.E.

Executive Director

# Florida Transportation Commission FY 2011

Miami-Dade Expressway Authority

Javier Rodriguez, P.E.

Executive Director

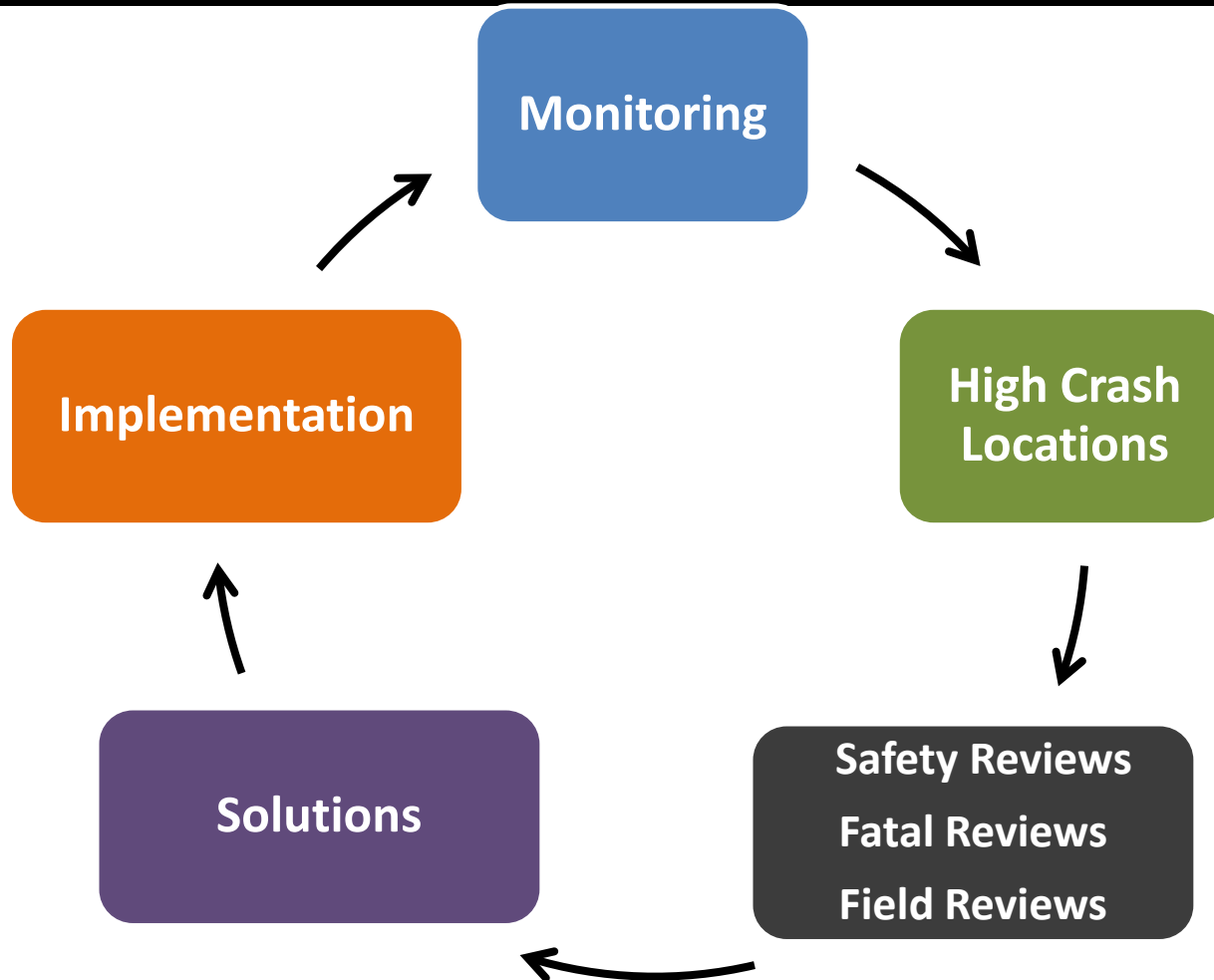
# MDX – FTC Report FY 2011

- Performance results
- Safety campaign
- Partnering
- Open Road Tolling /Conversion to All Electronic Tolling
- Future projects

# FTC Criteria:

- MDX has met 15 of 17 Measures
  - Safety
  - Minority Participation

# Traffic Safety: MDX's Program



# Traffic Safety: MDX's Program

➔ Partnerships with Miami-Dade Public Schools and WSVN.



# Minority Participation: MDX's Program

➔ The overall goal of MDX is to obtain an M/WBE and/or DBE participation of twenty-five percent 25% for the aggregate of its projects ("Overall Participation Goal").

➔ It is the policy of MDX to promote the utilization of small businesses by Prime Consultant/Contractors in the fulfillment of their contractual obligations with MDX.

➔ \$62.5 Million to SBE/DBE/LB

**9TH** | SMALL, LOCAL & MINORITY BUSINESS  
ANNUAL | **ENTERPRISE WORKSHOP**  
*More than Roadways, Beyond the Projects...*  
**THURSDAY MAY 17, 2012**



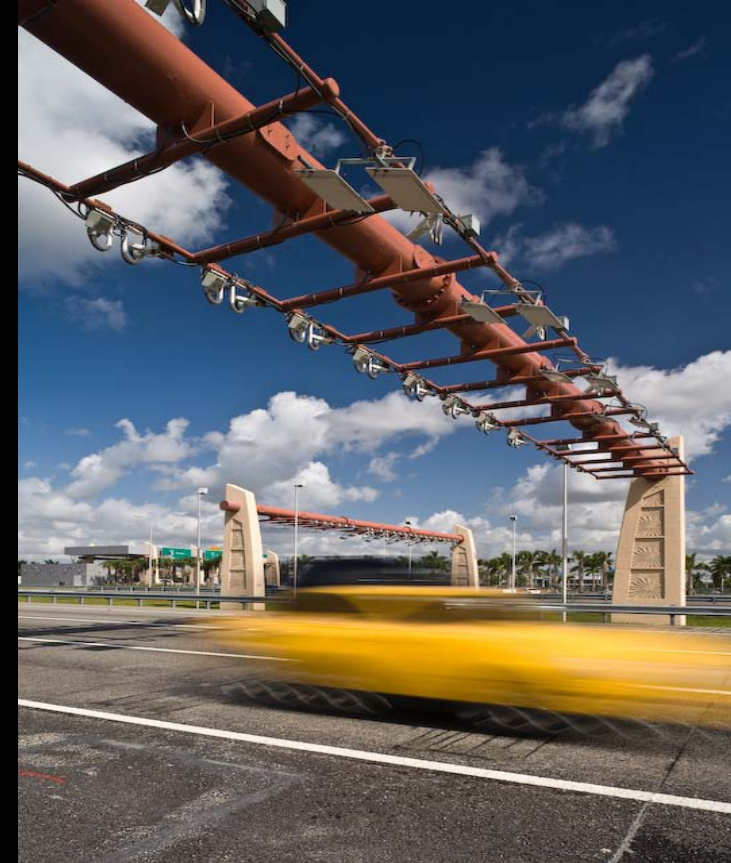
# Leveraging Partnerships

- SR 826 / SR 836 Interchange Improvements
  - Joint Participation Agreement with FDOT
  - MDX contributing \$208 Million or 35%
  - Design-Build
- Central Boulevard Reconstruction at Miami International Airport (MIA)
  - Partnership with FDOT/MIA for 50/50 cost sharing
  - MDX maximum contribution \$35.3M
  - Construction completion in FY 2013

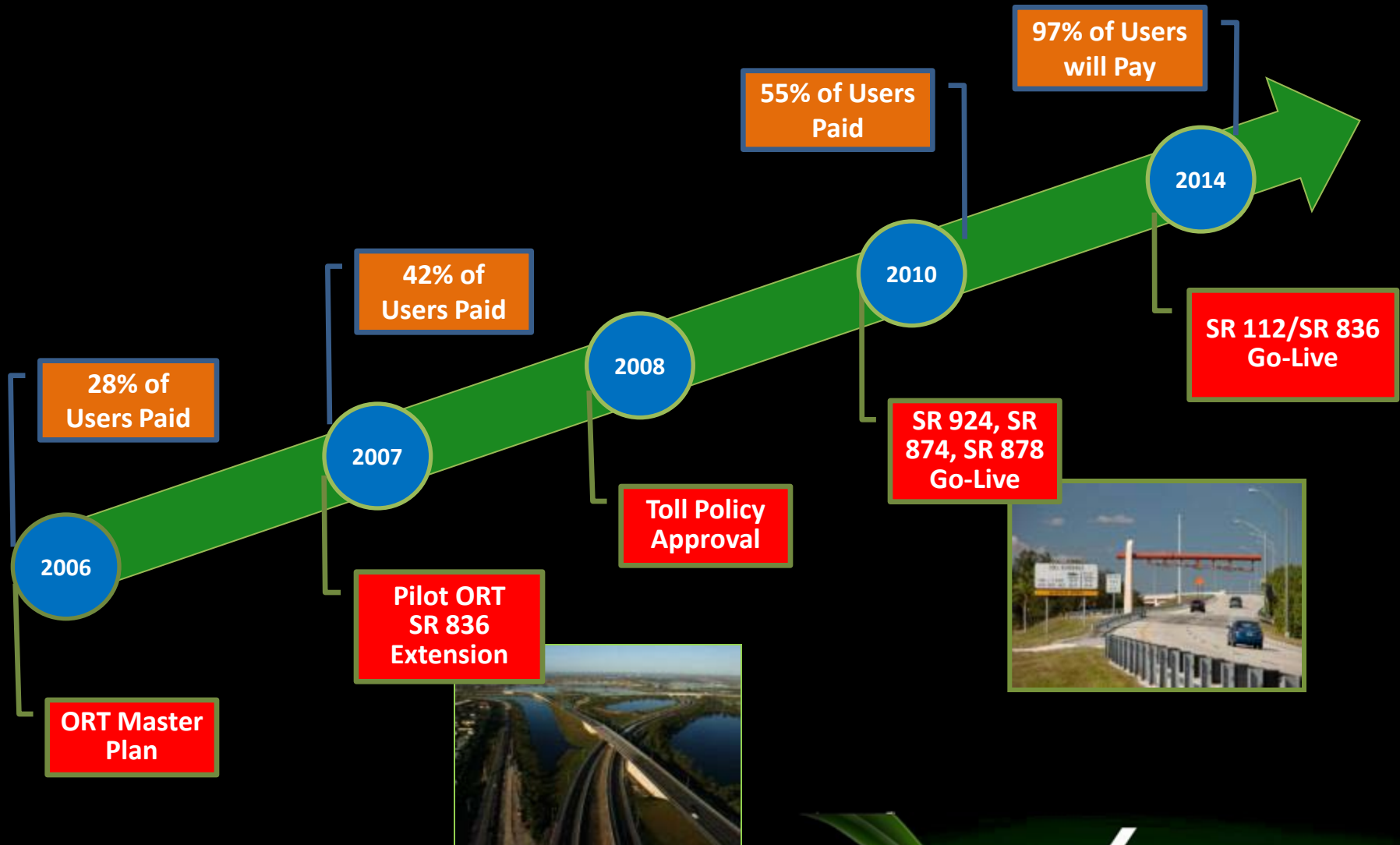


# “It’s a GO” for Open Road Tolling

- ❑ **SR 924, SR 874 and SR 878 Infrastructure Modifications for ORT**
  - Includes toll plaza removal (where existing), installation of gantries, shelters and signage
  - Complete/operational since June/July 2010
- ❑ **Opening Dates**
  - SR 924 – June 2010
  - SR 874 / SR 878 – July 2010
  - SR 112 – FY 2014
  - SR 836 – FY 2014
- ❑ **Launched micro-site for ORT**
  - [www.mdxort.com](http://www.mdxort.com)

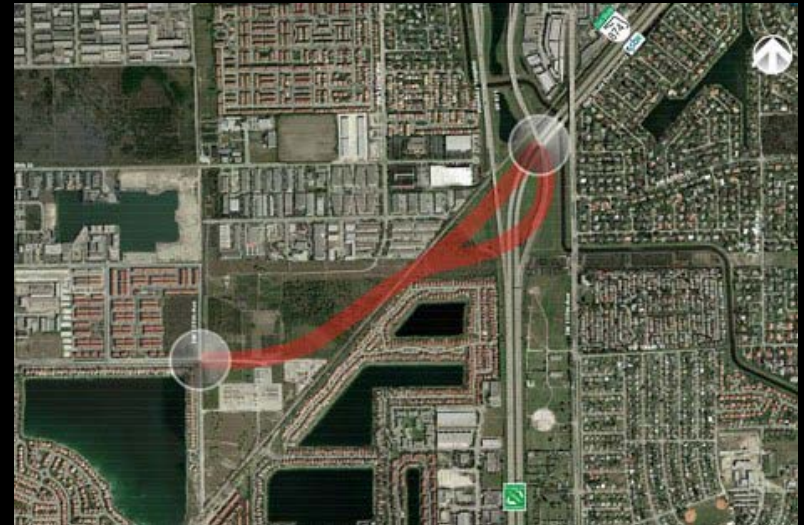


# The ORT Timeline



# Future Projects

- ❑ **SR 874 Ramp Connector**
- ❑ **SR 924 Extension West to HEFT**
- ❑ **SR 924 Extension East to I-95**
- ❑ **U.S. 1 Express Lanes**
- ❑ **Connect 4 Xpress**
- ❑ **SR 836 Southwest Extension**

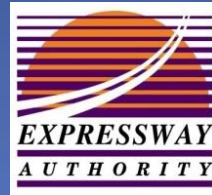




# Florida Transportation Commission FY 2011

Thank You!  
[www.mdxway.com](http://www.mdxway.com)

# ORLANDO-ORANGE COUNTY EXPRESSWAY AUTHORITY



## ✓ MET ALL 17 PERFORMANCE MEASURES

- Met Minority Participation objective this year

## ✓ OPERATING INDICATORS

- Construction in Progress
- Revenue increased 2.7% while toll transactions increased 2.6%
- Total operating expenses increased 4.0%
- Renewal & Replacement expenses increased \$1.2 million
- Routine maintenance expenses on par with FY 2010

# ORLANDO-ORANGE COUNTY EXPRESSWAY AUTHORITY



## ✓ GOVERNANCE

- Complied with Ethics, Conflicts of Interest, Public Records and Open Meetings requirements
- Ethics Policy amended in July 2010 (FY 2011) and February 2012 (FY 2012)
- Unqualified Audit - No management recommendations
- Implementation of internal audit/review recommendations
- Met Bond Covenants

## ✓ OTHER

- John Land Apopka Expressway (Phase 2) construction
- FY 2011 Bond Issue
- Wekiva Parkway

# ORLANDO-ORANGE COUNTY EXPRESSWAY AUTHORITY



Max Crumit, P.E.  
Interim Executive Director



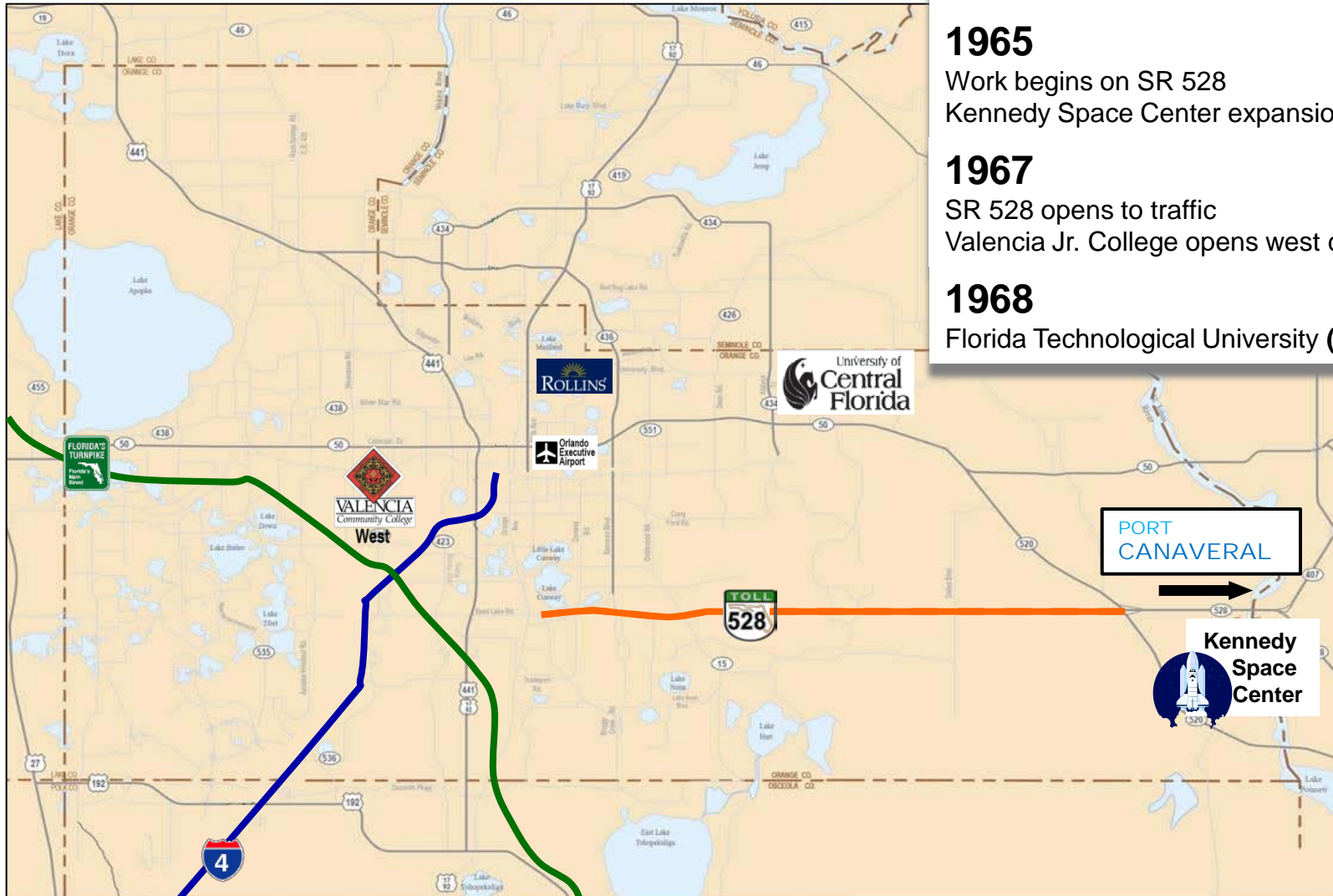
Presentation to the Florida Transportation Commission

# Central Florida's Economic Evolution





# Central Florida 1960s



**1963**

I-4 opens from Tampa to Orlando

**1964**

Turnpike opens from Ft. Pierce to Wildwood  
Cruise service begins at Port Canaveral

**1965**

Work begins on SR 528  
Kennedy Space Center expansion complete

**1967**

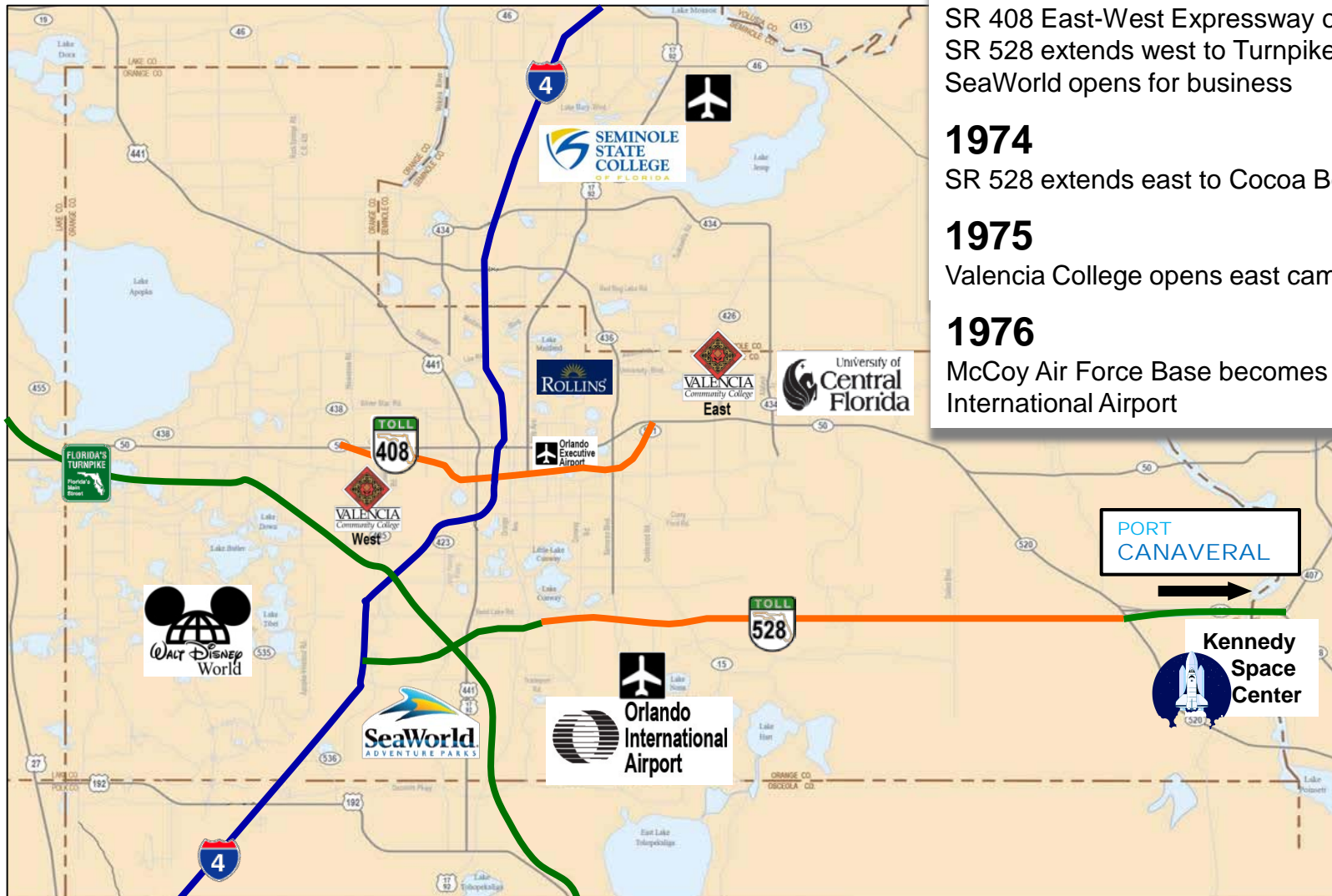
SR 528 opens to traffic  
Valencia Jr. College opens west campus

**1968**

Florida Technological University (**UCF**) opens



# Central Florida 1970s



**1971**

Disney World opens for business  
I-4 from Orlando to I-95 opens  
Seminole State opens main campus

**1973**

SR 408 East-West Expressway opens  
SR 528 extends west to Turnpike & I-4  
SeaWorld opens for business

**1974**

SR 528 extends east to Cocoa Beach

**1975**

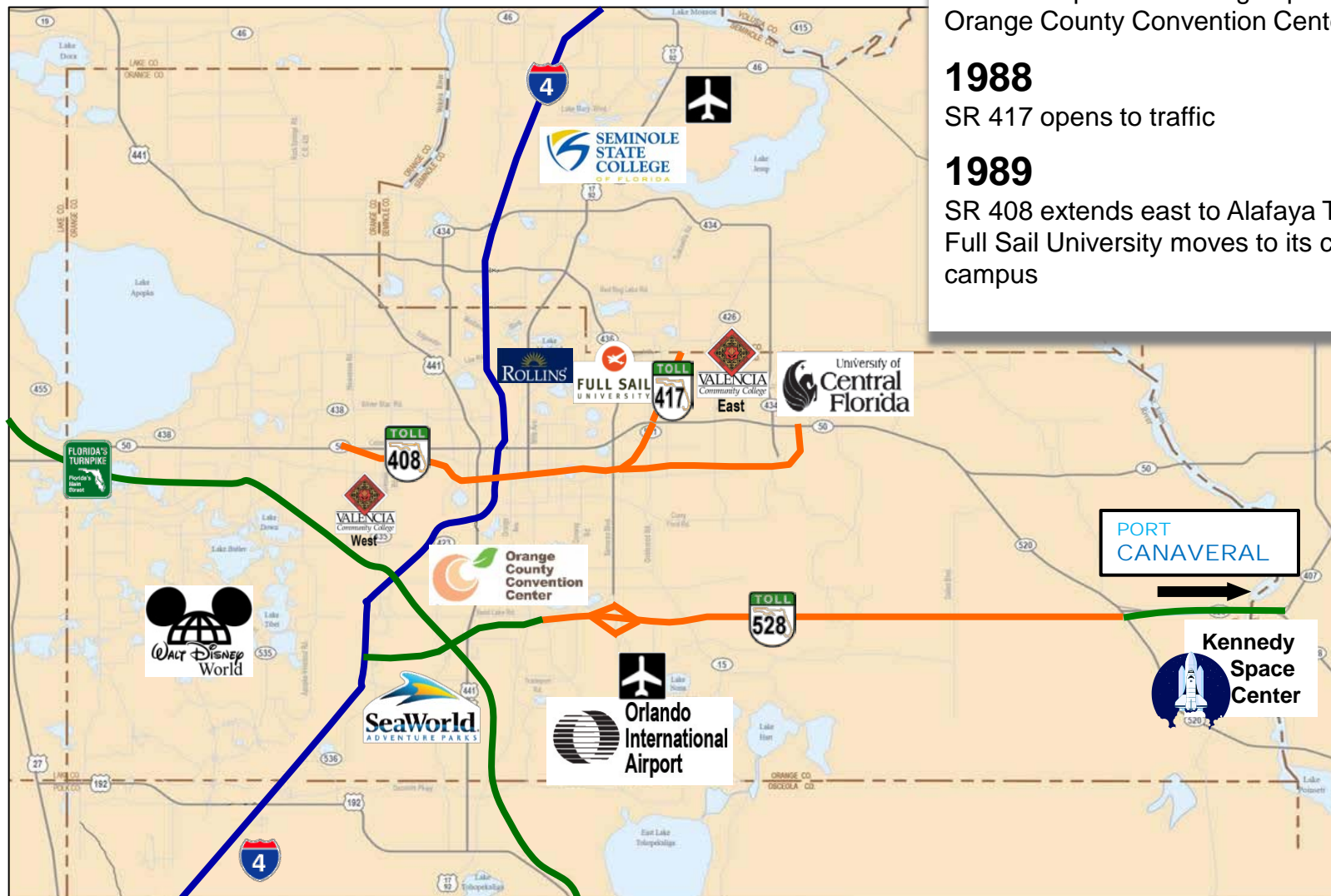
Valencia College opens east campus

**1976**

McCoy Air Force Base becomes Orlando International Airport



# Central Florida 1980s



**1981**

Orlando International Airport Landside Terminal opens

**1983**

SR 528/Airport interchange opens  
Orange County Convention Center opens

**1988**

SR 417 opens to traffic

**1989**

SR 408 extends east to Alafaya Trail  
Full Sail University moves to its current campus





# Central Florida 1990s

**1990**

SR 417 extends south to 528

SR 408 extends west to Florida's Turnpike

Universal Studios opens for business

**1993**

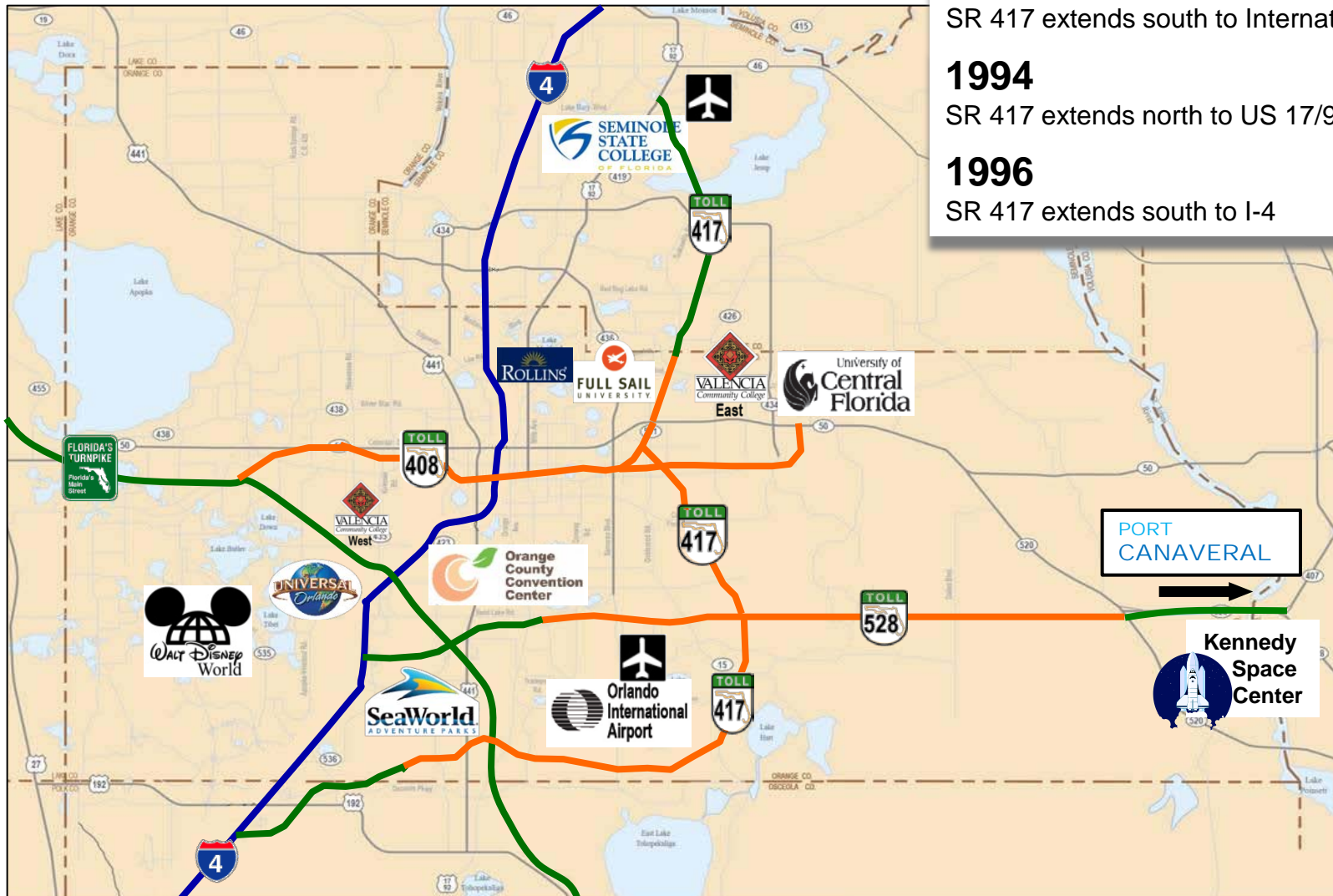
SR 417 extends south to International Drive

**1994**

SR 417 extends north to US 17/92 in Sanford

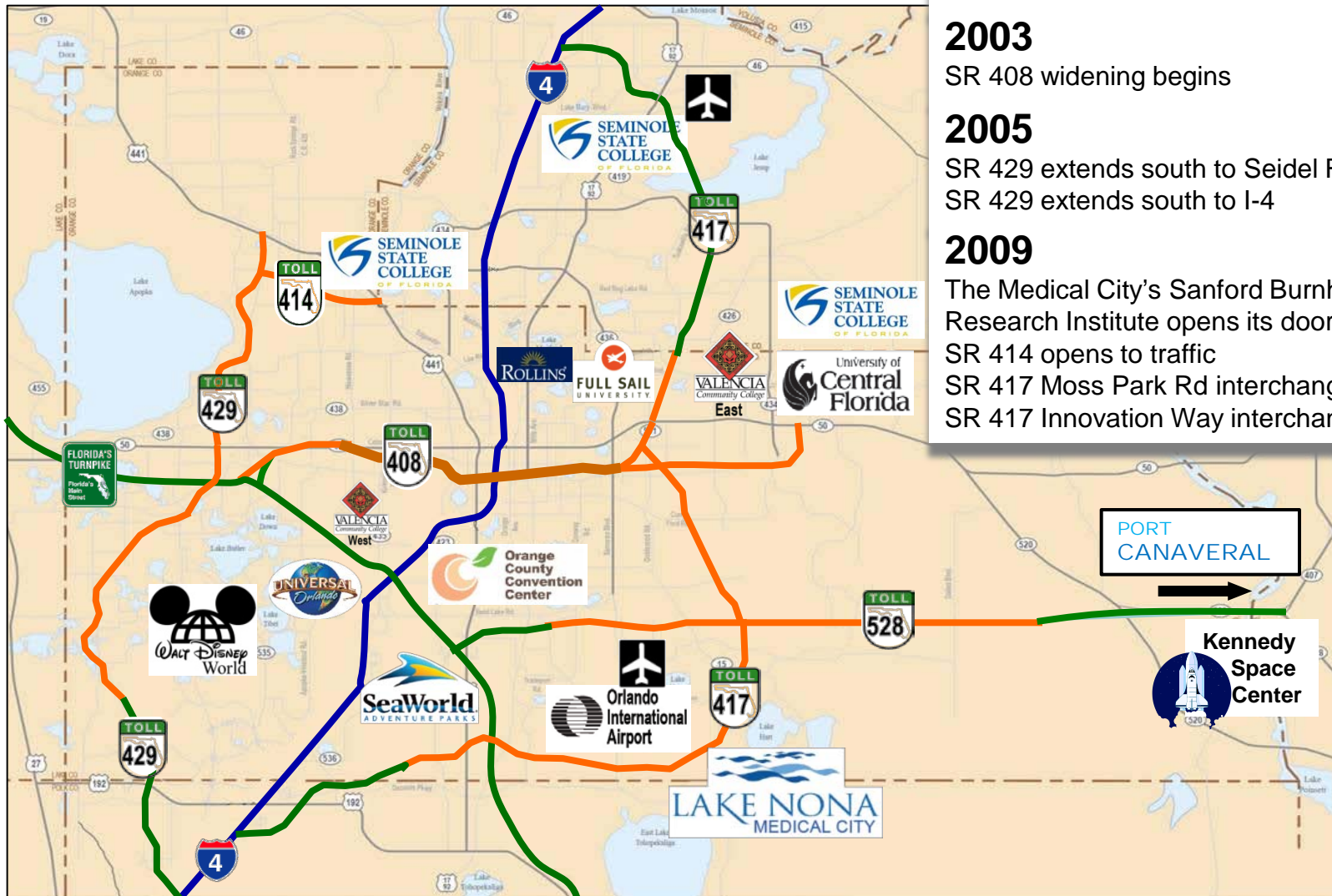
**1996**

SR 417 extends south to I-4





# Central Florida 2000s



**2000**

SR 429 opens between US 441 and SR 50

**2002**

SR 429 extends south to CR 535

SR 417 extends north to I-4

**2003**

SR 408 widening begins

**2005**

SR 429 extends south to Seidel Rd

SR 429 extends south to I-4

**2009**

The Medical City's Sanford Burnham Medical Research Institute opens its doors

SR 414 opens to traffic

SR 417 Moss Park Rd interchange complete

SR 417 Innovation Way interchange complete



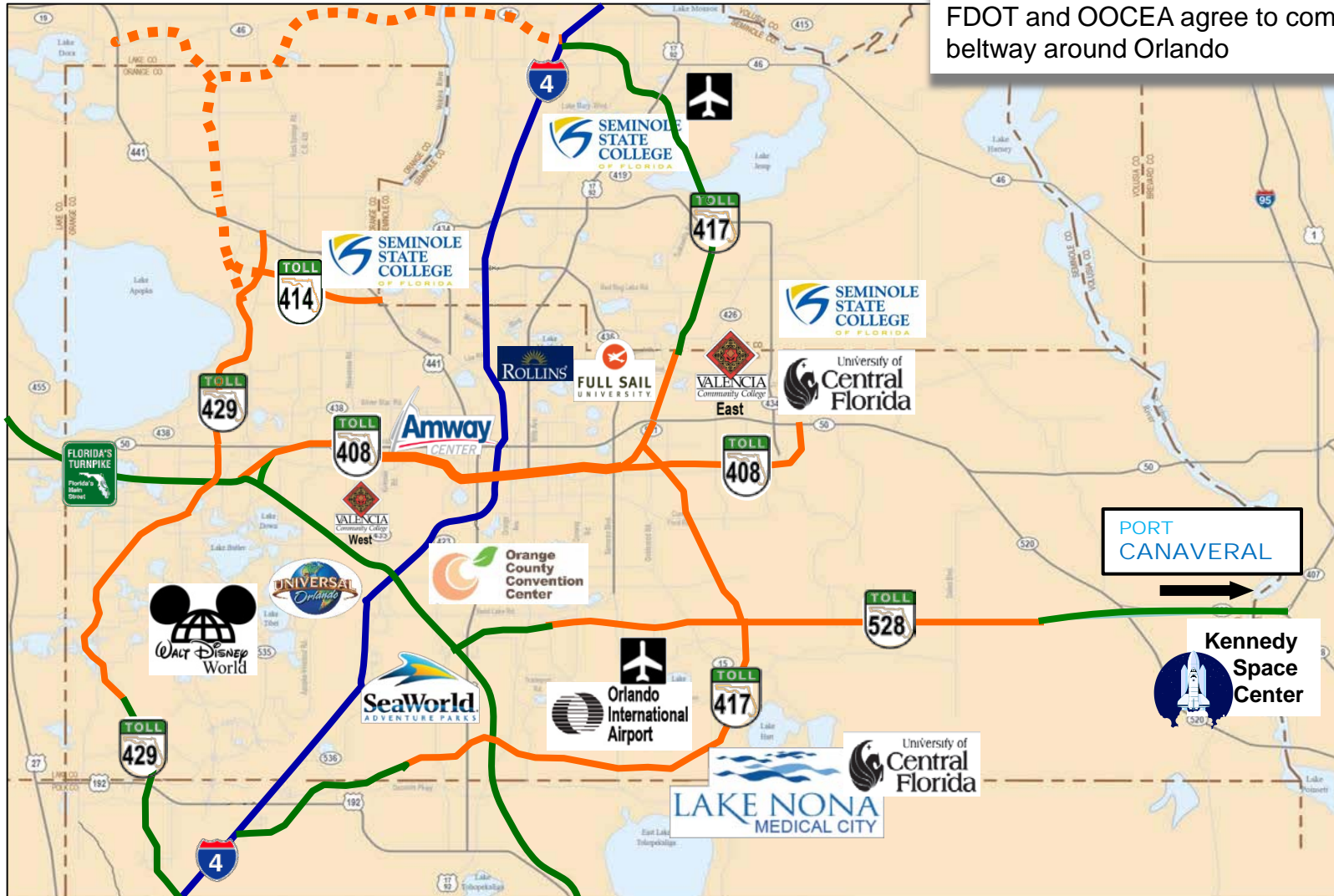
# Central Florida Today

**2010**

UCF College of Medicine opens in the Lake Nona Medical City  
New Amway Arena opens its doors

**2012**

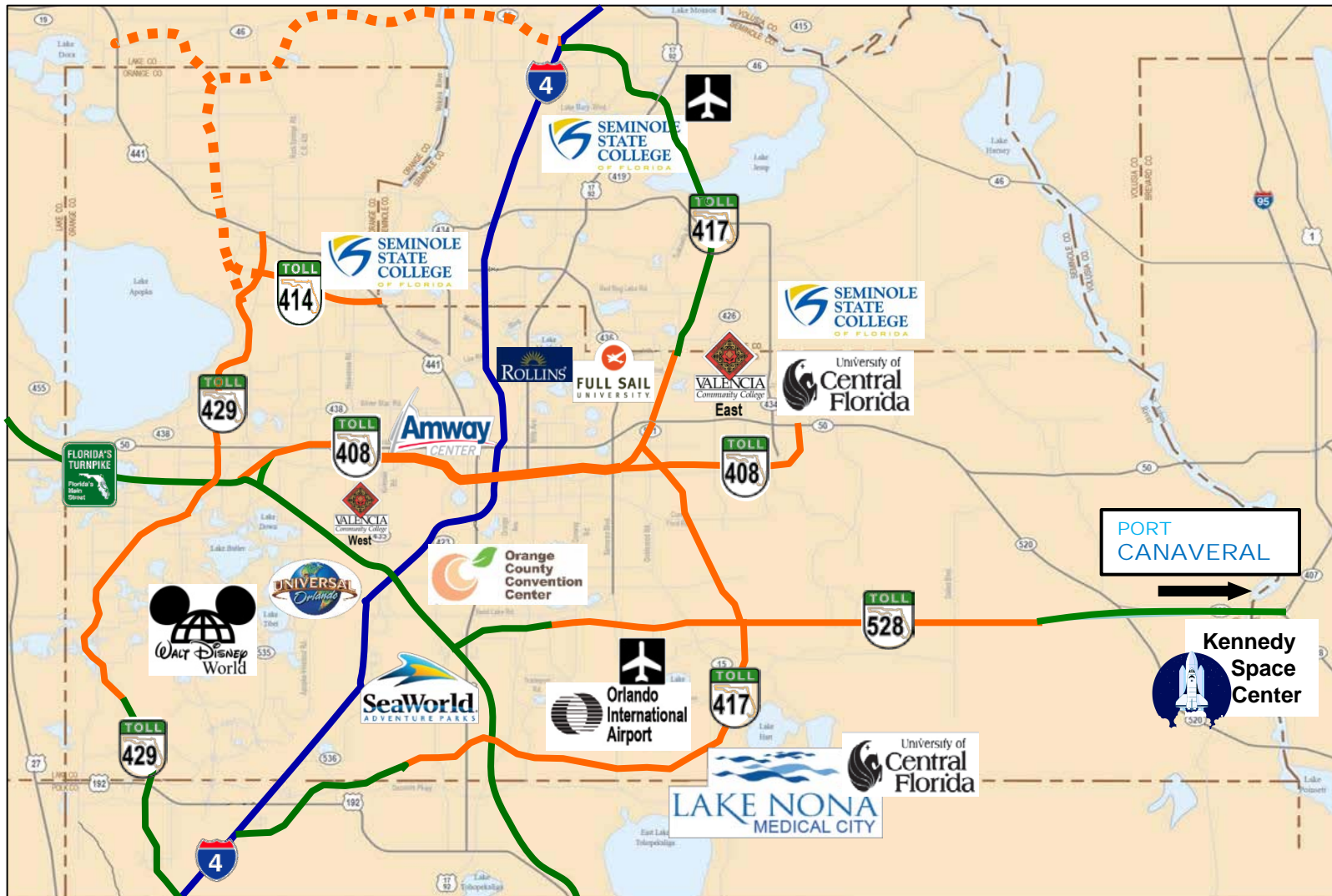
FDOT and OOCEA agree to complete the beltway around Orlando







# Central Florida Today







# ORLANDO-ORANGE COUNTY EXPRESSWAY AUTHORITY

## Major Projects Underway

### Design

- SR 408/SR 417 Final Interchange Improvements \$ 5.0M
- SR 417/Florida's Turnpike System Partial Interchange 2.8M
- SR 528 Airport Mainline Toll Plaza Conversion to Express Lanes 4.0M

### Construction

- SR 408 Widening from Oxalis Rd to Chickasaw Trail \$ 41.4M
- SR 408/SR 417 Interchange Improvements 70.6M
- SR 417 Widening from SR 528 to Curry Ford Road 19.2M
- SR 429/SR 414 Systems Interchange 49.0M
- SR 429 Extension from Boy Scout Rd to north of US 441 53.7M

***Since 2009, OOCEA projects have supported  
10,000 jobs in the central Florida region.***



# ORLANDO-ORANGE COUNTY EXPRESSWAY AUTHORITY

## Major Projects Later This Year...

### Design

- SR 417 Widening from Curry Ford Rd to Lake Underhill Road
- SR 429 Wekiva Parkway north of US 441 to Ponkan Road
- SR 429 Wekiva Parkway Ponkan Road to north of Kelly Park Rd.
- SR 429 Wekiva Parkway Systems Interchange Mt. Plymouth Road
- SR 429 Wekiva Parkway Systems Interchange SR 46

### Construction

- SR 417/Boggy Creek Road Interchange Improvements
- SR 528 Airport Mainline Toll Plaza Conversion to Express Lanes

***Since 2009, OOCEA projects have supported  
10,000 jobs in the central Florida region.***

# SANTA ROSA BAY BRIDGE AUTHORITY (GARCON POINT BRIDGE)



## ✓ MET 7 OF 12 APPLICABLE PERFORMANCE MEASURES

(Measures not met):

- ETC Transactions, Cost to Collect a Toll Transaction, and all three Debt Service Coverage measures
- In default on its bonds - failed to make required debt service payments on July 1, 2011 and January 1, 2012

## ✓ OPERATING INDICATORS

- Toll revenue increased 1.7% while toll transactions decreased 1.3% primarily due to the January 2011 toll rate increase
- FDOT is providing limited funding for administrative expenses
- Total operating expenses increased 44%
- All three rating agencies downgraded SRBBA bonds in FY 2011

# SANTA ROSA BAY BRIDGE AUTHORITY (GARCON POINT BRIDGE)



## ✓ GOVERNANCE

- Provisions of various Statutes adopted - public records
- Board did not meet for one year
- Inadequate oversight of Department obligations under the LPA (no Department noncompliance noted)
- Quarterly financial statements not filed with Trustee
- Recommendation for toll schedule revisions not reviewed and no audit performed
- SEC request for documents and testimony
- Reformed active SRBBA Board in December 2011
- July 1, 2011 and January 1, 2012 debt service payments not made - Trustee retained legal counsel and financial advisor

# TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY



- ✓ **MET ALL 16 APPLICABLE PERFORMANCE MEASURES**
  - Met the Cost to Collect a Toll Transaction and Debt Service Coverage – (Bonded/Commercial Debt and Comprehensive Debt) measures this year
- ✓ **OPERATING INDICATORS**
  - Operating revenue increased 1.1%
  - Operating expenses decreased 10.5%
  - Routine maintenance expenses decreased 6%
  - Administrative expenses increased 9.6%

# TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY



## ✓ GOVERNANCE

- Complied with Ethics, Conflicts of Interest, Public Records, and Open Meetings requirements
- Unqualified Audit - No management recommendations
- Delegated procurement authority
- Met Bond Covenants

## ✓ OTHER

- Memorandum of Agreement modifies LPA

# TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY



Joseph (Joe) Waggoner

Executive Director



# THEA Overview

**Joe Waggoner, Executive Director**  
May 9, 1012





# **THEA Goals**

## *and the FTC Connection*

- **Position the Authority for the Future**
  - Reduce Cost of Toll Collections ✓
  - Provide Future Financing and Toll Rate Flexibility ✓
  - Provide Bonding Capacity for Future Projects ✓
  - Reduce Reliance on FDOT Support ✓
- **Improve the Authority's Financial Position**
  - Improve Credit Ratings ✓
  - Improve Debt Service Coverage Levels - meeting the Florida Transportation Commission Goals ✓
  - Reduce Cost of Financing ✓

# Performance Measures

## 2007 .vs. 2011

Performance Measure	Objective	Results 2007	Results 2011	Meets Objective	
				2007	2011
Operations					
SHS Roadway Maintenance Condition	90	86	92	X	✓
Pavement Condition – Rating	>85%	100%	100%	✓	✓
Bridge Condition – Rating	>95%	86.2%	96.9%	X	✓
Bridge Condition – Weight Restrictions	0%	0%	0%	✓	✓
Electronic Toll Collection (ETC) – Transactions	>75% by 06/30/12	64.0%	80%	ON TRACK	✓
Revenue Variance	<4%	4.1%	2.3%	X	✓
Safety	<Average .53	0.51	0	✓	✓
Customer Service	>90	94.8%	96.3%	✓	✓

# Performance Measures

## 2007 .vs. 2011

Performance Measure	Objective	Results 2007	Results 2011	Meets Objective	
				2007	2011
<b>Operations and Budget</b>					
Consultant Contract Management	<5%	8.4%	NA	✓	NA
Contract Adjustments Time	>80%	NA	100%	NA	✓
Contract Adjustments Cost	>90%	NA	100%	NA	✓
Cost to Collect per Transaction	<\$0.16	\$0.19	\$0.10	X	✓
Annual Operating, Maintenance and Administrative forecast Variance	+/- 10% (2007) <110% (2011)	-2.3%	75.4%	✓	✓
Minority Participation	>90%	1005	97.5%	✓	✓

# Performance Measures

## 2007 .vs. 2011

Performance Measure	Objective	Results 2007	Results 2011	Meets Objective	
				2007	2011
<b>Applicable Laws</b>					
Minority Participation	>90%	1005	97.5%	✓	✓
<b>Revenue Management and Bond Proceeds</b>					
Debt Service Coverage – Bonded/Commercial Debt	>1.15	1.16	2.0	X	✓
Debt Service Coverage – Comprehensive	>1.2	1.15	1.38	X	✓
Debt Service Coverage – Compliance with Bond Covenants	YES	Not Measured	YES	NA	✓

# Why Toll?

- Need to replace traditional funding sources
- Added Funding Source Based on Users
  - You only pay when you use it, and only users pay.
  - Financing cost is spread over time, so time-of-use matches time-of-benefit, and time-of-payment.
- Benefits
  - Building earlier saves on construction and material cost (inflation)
  - Starts generating “new revenue” earlier
  - Frees demand on tax dollars for other needs
  - Earlier availability facilitates economic growth & development



# **Regional Toll Authorities**

## *Efficient Alternative*

- Florida option to generate **local revenue for state projects**
- Bonded debt is **not state debt**
- **FDOT loans will be repaid 100%**
- **Regional Board Toll Partners**
  - Determine projects
  - Control the revenue
  - Accountable staff and service providers

# **THEA's Mission**

Provide the Tampa Bay Region with Needed Transportation Improvements Using Toll Revenues to integrate and enhance the region's transportation system in a manner that complements Tampa Bay's natural beauty, utility and functionality.

# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY - LYNX



## ✓ MET 6 OF 12 PERFORMANCE MEASURES

(Measures not met):

- Operating Expense per Revenue Mile
- Operating Expense per Revenue Hour
- Operating Expense per Passenger Trip
- Operating Expense per Passenger Mile
- Revenue Miles between Safety Incidents
- Revenue Miles versus Vehicle Miles

## ✓ OPERATING INDICATORS

- Operating expenses increased 1.9%
- Operating revenue increased 10.4%
- Increased - Passenger Trips, Passenger Miles, Revenue Miles, Farebox Recovery, Average Fare
- Decreased - Average Trip Length



# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY - LYNX



## ✓ GOVERNANCE

- Complied with Ethics, Conflicts of Interest, Public Records and Open Meetings requirements
- Unqualified financial statement audit - No management recommendations
- Orange County Comptroller's Office Audit of SFRTA
- Major contracts over \$150 K require Board approval

## ✓ OTHER

- County funding

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY - LYNX



John M. Lewis, Jr.

Chief Executive Officer

# **LYNX**

## **Central Florida Regional Transportation Authority**

**John M. Lewis, Jr.**  
**Chief Executive Officer**

**May 9, 2012**



# Two Year Trend for Transit Authority Performance Measures and Reportable Indicators

<u>Performance Measures</u>	<u>Objective</u>	<u>2010</u>	<u>2011</u>
Average headway (minutes)	<30 Minutes	28.3	25.7
Operating Expense per Revenue Mile	<\$5.30	\$5.78	\$5.85
Operating Expense per Revenue Hour	<\$75	\$82.01	\$83.59
Operating Revenue per Operating Exp.	>30%	39.9%	43.3%
Operating Exp. Per Passenger Trip	<\$3	\$3.41	\$3.19
Operating Exp. Per Passenger Mile	<\$0.47	\$0.63	\$0.61
Revenue Miles between Safety Incidents	>124,513	131,642	108,997



# Two Year Trend for Transit Authority Performance Measures and Reportable Indicators

<u>Performance Measures</u>	<u>Objective</u>	<u>2010</u>	<u>2011</u>
Revenue Miles Between Failures	>10,500	9,620	14,041
Revenue Miles vs. Vehicle Miles	>.90	0.88	0.89
Customer Service	14 Days	8	11
Customer Service	<1 per 5,000 boardings	0.6	0.7
On-Time Performance	>80%	83%	82%

# Dealing With Budget Cuts

## Three Year Trend

- Reduction in Local Funding in FY2010, FY2011, and status quo for FY2012
- Utilized Stimulus Money in FY2010 and FY2011 – (Exhausted in FY 2011)
- Increased Use of Federal 5307 Capital Funds for Operations in FY2011 and FY2012
- Utilized Reserve Funds in FY2012
- Reduction of Staffing and Overtime in FY2010, FY2011, and FY2012
- No Raises or Step Increases since October 2008, but budgeted for FY2012
- Increased Ridership in FY2010, FY2011, and FY2012
- Implemented Additional Service Efficiencies in FY2010, FY2011, and FY2012
- New Paratransit Contract



# New Services

## FY 2011

- KnightLYNX
- NL 613 – Pine Hills
- NL 621 – Bithlo Saturday Service
- FastLink 17 – 92
- FastLink 441
- NL 622 Oviedo
- NL 631 – Buena Ventura Lakes
- NL 641 – Williamsburg

## FY 2012

- Xpress 212 – Bithlo/Downtown Orlando
- Xpress 213 – Kissimmee/Downtown Orlando
- Xpress 214 – St. Cloud/Downtown Orlando

PUL (PickupLine) becomes NL (NeighborLink) on May 20



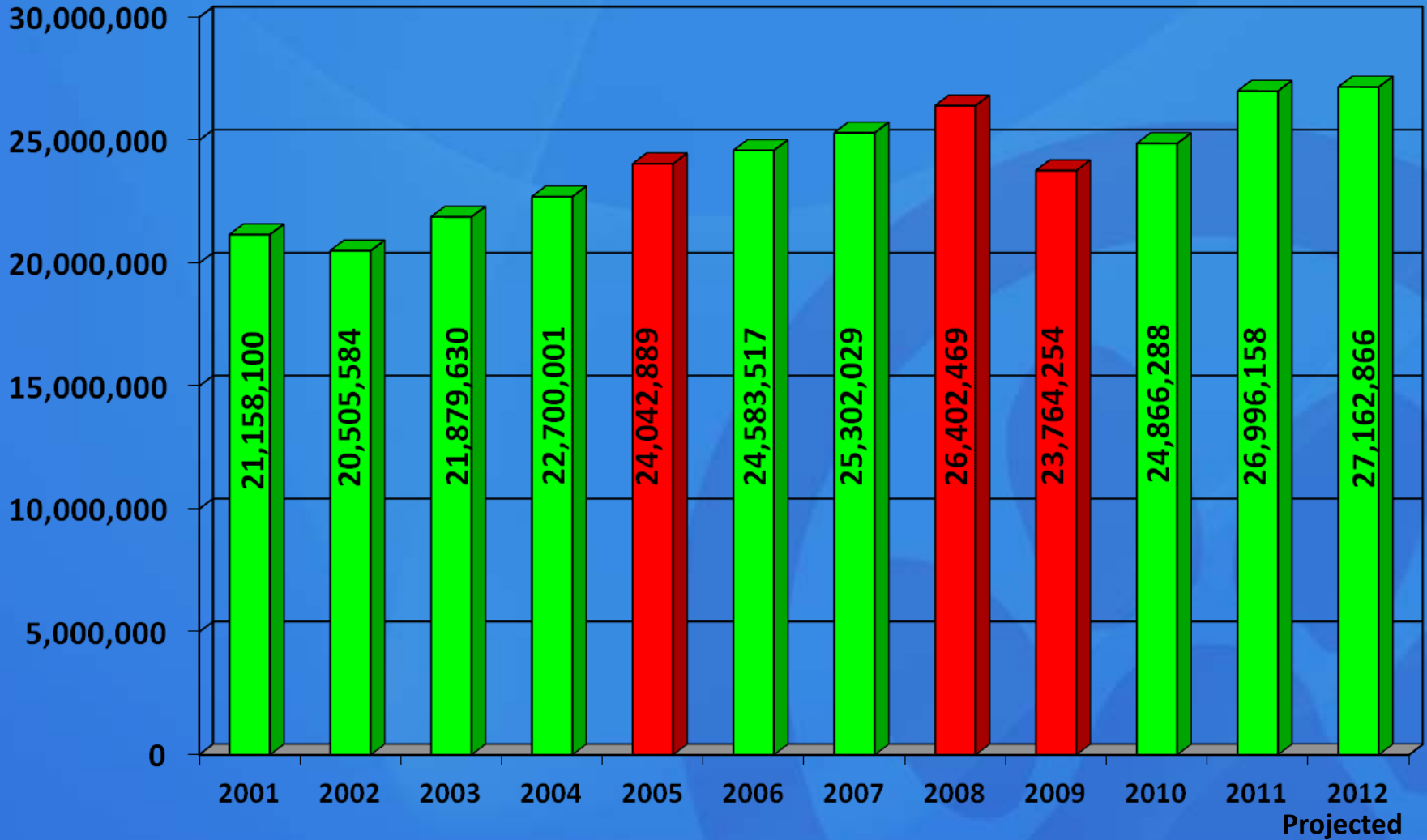
# Service Efficiencies

Link 8	Changes in travel times between time stops
Link 13	Route realigned between Colonial & Bennett Road
Link 15	All trips, except Sundays & holidays, 15 min. earlier
Link 21	Changes in travel times between time stops
Link 24	Mon – Sat trips from Millenia Mall leave at :26
Link 36	Travel time on last three evening routes reduced
Link 37	Adding one early am northbound trip from VC West
Link 41	Changes in travel times between time stops
Link 46W	Adding three early am trips southbound
Link 104	Additional time added to each trip
Link 125	Route realignment near Florida Hospital
NL 621	Ending point moved from UCF to Colonial Drive



# Fixed Route Ridership

Passengers



= Increase in Fares

Fiscal Years



# Future Goals

- Continue Fuel Hedging Program
- No Proposed Fare Increase in FY 2013
- Use Funding Model for All Funding Partners
- Continue Service Efficiencies
- LYMMO BRT Expansion
- Public Private Partnerships
- Impact of Sun Rail
- Continue Development of LYNX Vision 2030 Plan

**THANK YOU!**



# JACKSONVILLE TRANSPORTATION AUTHORITY



BUS

## ✓ MET 8 OF 12 PERFORMANCE MEASURES

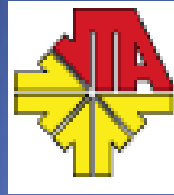
(Measures not met):

- Operating Expense per Revenue Mile
- Operating Expense per Revenue Hour
- Ratio of Operating Revenue to Operating Expense
- Revenue Miles between Safety Incidents

## ✓ OPERATING INDICATORS

- Operating expenses decreased 1.3%
- Operating revenues increased 5.8%
- Increased - Passenger Trips, Passenger Miles, Revenue Hours, Farebox Recovery, Age of Fleet
- Decreased - Revenue Miles, Weekday Span of Service

# JACKSONVILLE TRANSPORTATION AUTHORITY



## SKYWAY

### ✓ MET 8 OF 12 PERFORMANCE MEASURES

(Measures met):

- Met the Operating Expense per Passenger Mile and Revenue Miles between Vehicle System Failures measures this year

(Measures not met):

- Operating Expense per Revenue Mile
- Operating Expense per Revenue Hour
- Ratio of Operating Revenue to Operating Expense
- Operating Expense per Passenger Trip

### ✓ OPERATING INDICATORS

- Operating expenses increased 6.9%
- Operating revenues decreased 16.1%
- Decreased - Farebox Recovery, Average Fare
- Increased - Revenue Miles, Revenue Hours, Passenger Trips, Passenger Miles

# JACKSONVILLE TRANSPORTATION AUTHORITY



## HIGHWAYS & GOVERNANCE

- ✓ MET 4 OF 4 PERFORMANCE MEASURES
- ✓ OPERATING INDICATOR
  - Parcels totaling \$66 thousand acquired through ROW Program
- ✓ GOVERNANCE
  - Ethics, Conflicts of Interest, Public Records, Open Meetings
  - Unqualified financial statement audit
  - Audit findings and recommendations
  - Department's review of Skyway safety and security
- ✓ OTHER
  - Northeast Florida Regional Transportation Study Commission
  - January 2012 fare increase
  - New electronic payment system



# JACKSONVILLE TRANSPORTATION AUTHORITY



## Blair Fishburn

Deputy Executive Director/Chief Financial Officer



Jacksonville Transportation Authority

Where you're going.

# **Jacksonville Transportation Authority FTC Monitoring & Oversight – Update May 9, 2012**



## Jacksonville Transportation Authority (JTA) Profile

### **Number of Fixed Route vehicles in daily service:**

122 (Fixed route)

21 (Community Shuttle)

3 (Commuter bus)

146 TOTAL

### **Number of employees:**

453 Union

178 Management/Administrative

### **Area served:**

918 square miles

### **Area population (per the 2010 census):**

1,065,219

- JTA Operates 35 fixed routes and 14 community shuttle/ride request routes
- Ridership was 11.7 million, fixed route and community shuttle combined in FY 2011
- The Skyway covers 2.5 miles in Downtown Jacksonville and ridership is averaging 85,000 boardings per month as of January, 2012

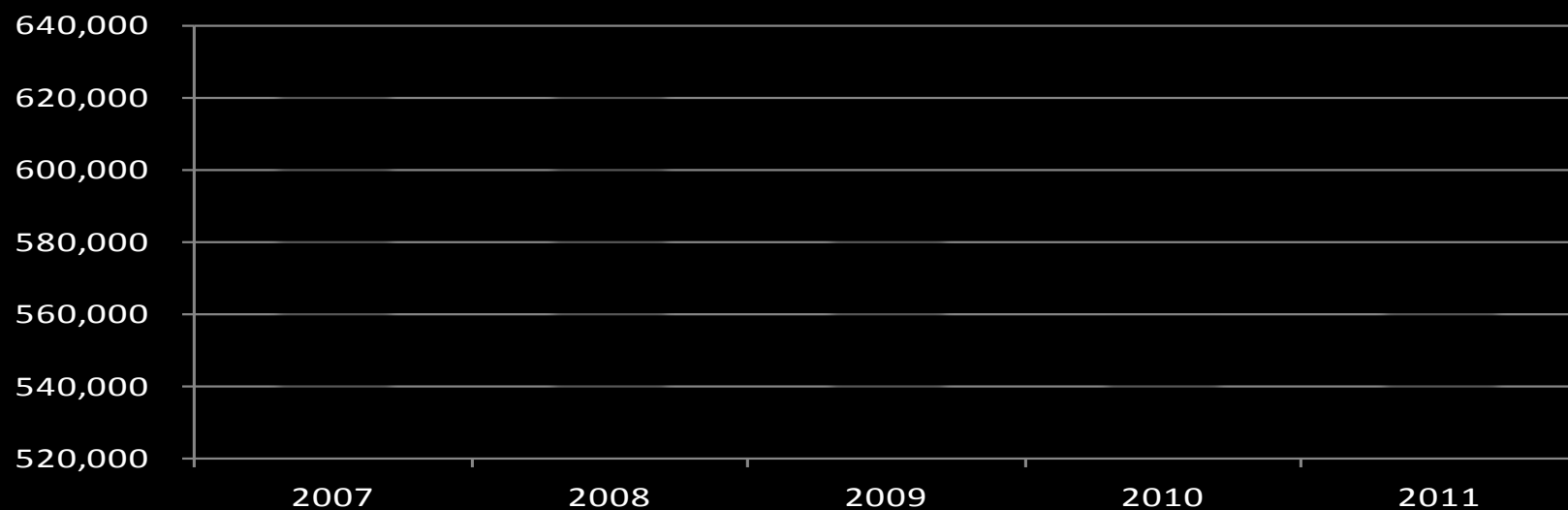


## Focus Areas for JTA:

- **Operational** - Decreasing miles and hours while simultaneously increasing trips. Combine routes, reduce unproductive service and provide market driven services.
- **Financial** - Reduce operating costs by utilizing resources more efficiently and effectively. Incorporate stretch goals and cost reductions into budget submissions.
- **Maintenance** - Reduced breakdowns and vehicle failures through improved preventive and predictive maintenance programs. Implementation of 12-point inspection program. Established internal maintenance task force.

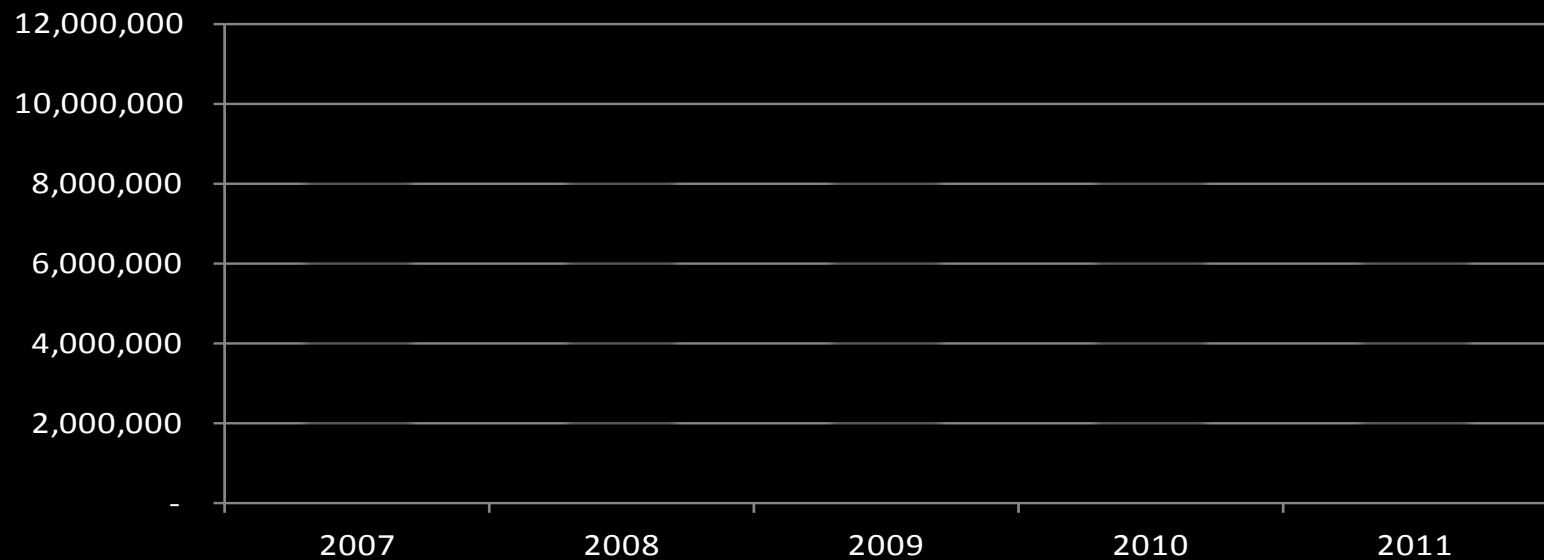


## Fixed Route Revenue Hours





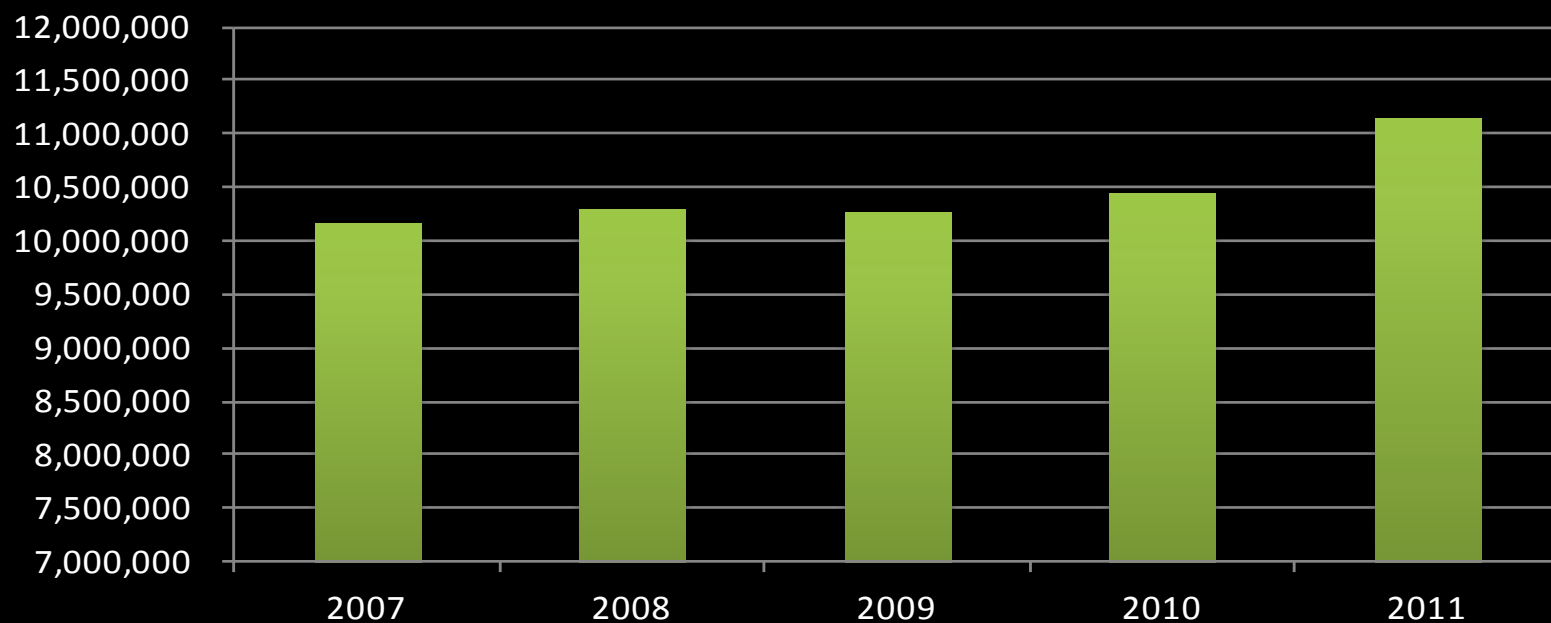
## Fixed Route Revenue Miles





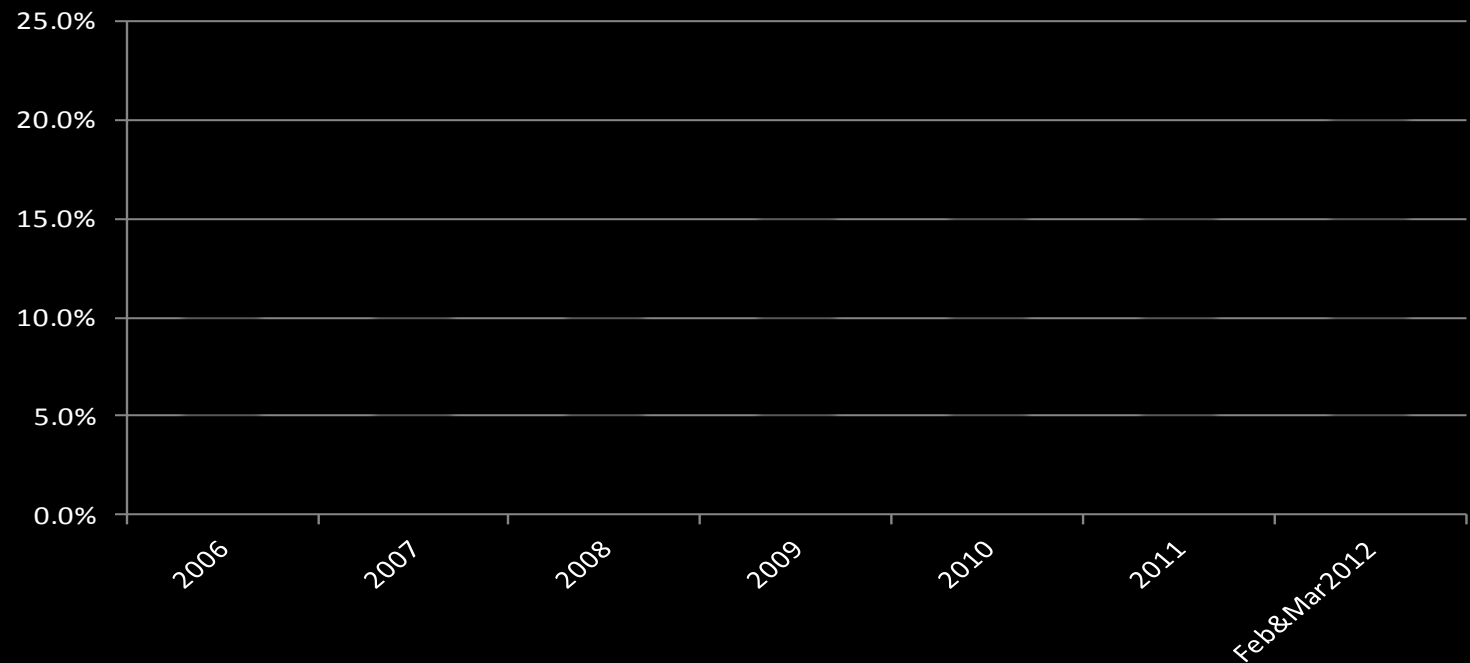


## Fixed Route Passenger Trips



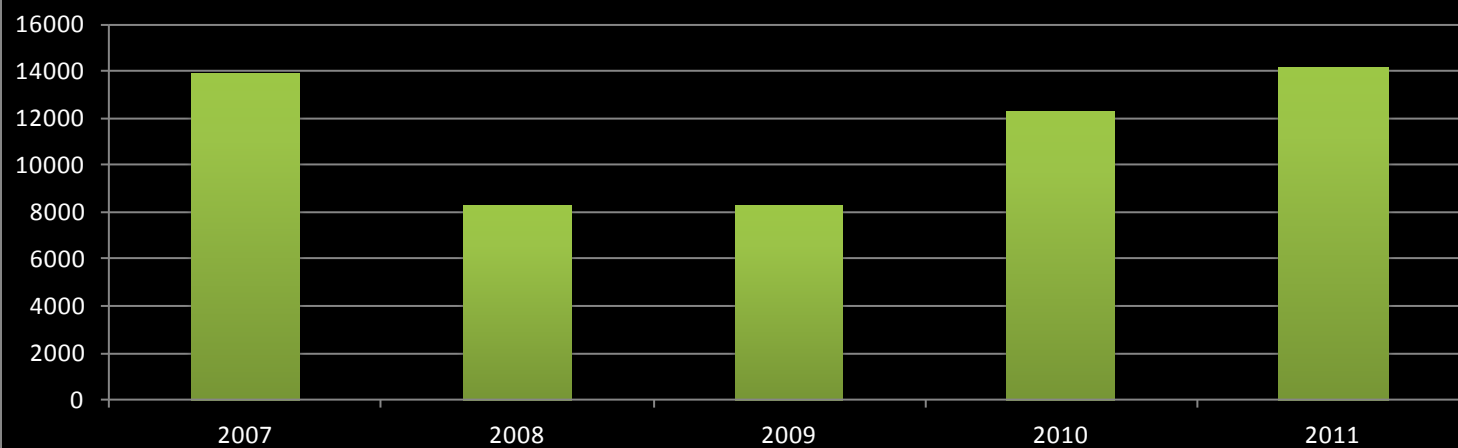


## Farebox Recovery Ratio





## Revenue Miles between Failures





## Revenue Vehicle System Failures





<i>Performance Measure</i>	<i>Objective</i>	<i>Fixed Route Only</i>		<i>Fixed Route with CSS</i>	
		<i>Actual Results</i>	<i>Meets Objective</i>	<i>Actual Results</i>	<i>Meets Objective</i>
Average Headway	<30 minutes	21.3	✓	15.6	✓
Operating Expense per Revenue Mile	<\$6.50	\$6.98	X	\$6.48	✓
Operating Expense per Revenue Hour	<\$91	\$93.71	X	\$95.66	X
Operating Revenue per Operating Expense	>20%	18.4%	X	17.5%	X
Operating Expense per Passenger Trip	<\$5.30	\$4.87	✓	\$4.96	✓
Operating Expense per Passenger Mile	<\$1.00	\$0.84	✓	\$0.86	✓
Revenue Miles between Safety Incidents	>227,975	204,422	X	236,729	✓
Revenue Miles between Failures	>10,500	14,124	✓	14,580	✓
Revenue Miles versus Vehicle Miles	>.90	0.96	✓	0.94	✓
Customer Service	14 days	8	✓	8	✓
Customer Service	<1 per 5,000 boardings	0.99	✓	0.98	✓
On-time Performance	>80.0%	82.2%	✓	82.2%	✓



## FY 2012 Major Highlights:

- Contracts with both bargaining units (drivers and mechanics) were settled.
- Implementation of smartcard payment system (STAR card) and installed 14 ticket vending machines throughout the service area.
- Fare increase effective January 30<sup>th</sup> (base fare from \$1.00 to \$1.50).
- Fare free status (till the end of the fiscal year) for our downtown monorail system, the Skyway; ridership has doubled.
- Refinanced Series 1997 outstanding bonds, resulting in increased cash flows from sales tax collections, (average sales tax revenues per month increasing from \$1.5 million to almost \$3.0 million).
- Executive and Senior Team authored an updated JTA Strategic Plan – pending Board adoption.





## FY 2012 Major Highlights (continued):

- More than 2500 hours of outreach were conducted introducing STAR resulting in 60% of initial ridership switching to the new card.
- The 2011 Customer Satisfaction Survey was up 16% over 2010 with close to an 80% overall satisfaction level.
- The Highway team substantially completed the \$58.4 million Heckscher Drive widening project the end of 2011.
- JTA continued to provide support to the Northeast Florida Regional Transportation Study Commission (RTSC). The report will be submitted to the State Legislature by year end 2012.



## Outlook For Next Fiscal Year (2013):

- A proposed budget with lower operating expenses (FY 2013: \$81 million vs. FY 2012: \$82 million) is pending approval by the Board. Bus system redesign continues to be a priority.
- Anticipate revenue growth in farebox and net sales tax sources (full year effects).
- Engineering workload is transitioning from highway projects to projects supporting mass transit.
- Design and construction of Bus Rapid Transit corridors.
- The work of the Regional Transportation Study Commission (RTSC) is on track for completion by December 31, 2012, as required by Senate Bill 2470 (2010 - 2012).



***Thank You!!***

# SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY - TRI-RAIL



## ✓ MET 9 OF 11 PERFORMANCE MEASURES

(Measures not met):

- Ratio of Operating Revenue to Operating Expense
- Customer Service - Complaints per Boardings

## ✓ OPERATING INDICATORS

- Operating revenues increased 6.9%
- Operating expenses increased 8.5%
- Increased - Weekday Ridership, Passenger Trips, Passenger Miles, Revenue Hours and Average Fare
- Decreased - Revenue Miles and Farebox Recovery

# SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY - TRI-RAIL



## ✓ GOVERNANCE

- Complied with Ethics, Conflicts of Interest, Public Records and Open Meetings requirements
- Unqualified financial statement audit
- Audit findings and recommendations
- Procurement Policy

## ✓ OTHER

- Florida Rail Commission
- Dedicated funding
- Automated fare collection system
- Rolling stock

# SOUTH FLORIDA REGIONAL TRANSPORTATION AUTHORITY - TRI-RAIL



Joseph (Joe) Giulietti  
Executive Director

# REPORT TO THE FTC



**Presented by Joe Giulietti  
Executive Director  
South Florida Regional Transportation Authority**



# Mission Statement

- ➔ *It is the mission of the South Florida Regional Transportation Authority to coordinate, develop and implement a viable regional transportation system in South Florida that endeavors to meet the desires and needs for the movement of people, goods and services.*



# Overview



- SFRTA operates 50 trains a day on weekdays; 16 trains a day on weekends and holidays
- Tri-Rail runs 365 days a year
- Weekday passenger average is 14,000
- Tri-Rail operates between Miami and West Palm Beach on a 72-mile corridor with 18 stations



# Management and Staffing

→ Effective April 27, 2012, SFRTA is now governed by a 10-member board consisting of:

- 3 County Commissioners;
- 3 business members from each County;
- 3 Governor appointees; and
- 1 FDOT representative (appointed by the Secretary)

# Management and Staffing cont'd...

- SFRTA has 104 full and part time employees
- SFRTA contracts out 81% of its operations, maintenance and security functions to outside vendors



# Significant Legislative Amendment

## → Alternative Local Funding Source

- FDOT to work with SFRTA to replace 2009 dedicated funding from Legislature with local funding source
- If achieved by July 1, 2019, FDOT will convey to SFRTA a perpetual easement over corridor and FDOT's rights and interests in equipment (same as for SunRail)

# Fare Box Recovery

- FTC Goal 25 % - Actual 23%
- Factors impacting goal:
  - Fare increases not appropriate for the community at this time
  - South Florida economy is still depressed
  - Competing transportation in form of regional buses





# Fare Box Recovery cont'd...



- 20% Increase in Fuel prices is impacting expenses (increase of over \$1 million)
- Managed lanes are encouraging driving
- Jobless rate is impacting ridership
- Passengers are facing increased transfer fees at BCT, Palm Tran and MDT



Palm Tran





# Customer Service

- ➔ SFRTA did not achieve the performance objective of less than one complaint per 5,000 boarding
- ➔ The actual number of complaints per 5,000 boarding was 2
- ➔ Although complaints increased, the response time goal of 14 days within receipt was met



# Customer Service Cont'd...

## → Reason for more customers complaints?

- The Implementation of the new Automated Fare Collection System (AFCS)
- Passengers faced many challenges as they learned how to use the new Ticket Vending Machines, Validators and Easy Cards

## → What has SFRTA done to decrease these complaints?

- Identified areas where additional educational materials were needed for its passengers
- Kept the lines of communication open with its passengers to assist them through this transition



# Positive Developments



- Weekday Ridership still showing increases (currently 6% over previous fiscal year)
- New rolling stock is ordered and has begun to arrive
  - 3 Hyundai Rotem trailers and 2 cab cars on property
  - New locomotives scheduled to begin arriving by the last quarter of 2012





# Florida East Coast Corridor Tri-Rail Coastal Service Fast Start Plan

- Integrated Service
- Regional service on the FEC between Jupiter and Miami
- A “one-seat” ride to downtown Fort Lauderdale or Miami
- Modest Capital Costs
- Low Operating Costs
- SFRTA’s plan assumes no incremental administrative costs



# NORTHWEST FLORIDA TRANSPORTATION CORRIDOR AUTHORITY



- ✓ PERFORMANCE MEASURES – Not yet applicable
- ✓ OPERATING INDICATORS – Not yet applicable
- ✓ GOVERNANCE
  - Ethics, Conflicts of Interest, Public Records, Open Meetings
  - Unqualified Audit - Two findings
  - Master Plan Adoption and Annual Update
- ✓ OTHER
  - Feasibility Study for Northwest Florida Bypass
  - \$2.2 million for administration, professional services and regional transportation planning

# NORTHWEST FLORIDA TRANSPORTATION CORRIDOR AUTHORITY



## Robert B. Montgomery

Chairman of the Board of Directors

# OSCEOLA COUNTY EXPRESSWAY AUTHORITY



- ✓ PERFORMANCE MEASURES – Not yet applicable
- ✓ OPERATING INDICATORS – Not yet applicable
- ✓ GOVERNANCE
  - Ethics, Conflicts of Interest, Public Records and Open Meetings
  - Procurement Policy
  - Audit
  - Osceola County support
- ✓ OTHER
  - Draft OCX 2040 Master Plan
  - Grant agreements with the Department



# OSCEOLA COUNTY EXPRESSWAY AUTHORITY



## Jeffery Jones, AICP

Strategic Initiatives Director - Osceola County

# TAMPA BAY AREA REGIONAL TRANSPORTATION AUTHORITY



- ✓ PERFORMANCE MEASURES – Not yet applicable
- ✓ OPERATING INDICATORS – Not yet applicable
- ✓ GOVERNANCE
  - Adopted policies on Ethics, Conflicts of Interest, Public Records, Open Meetings and Procurement
  - Delegated procurement authority - Executive Director \$50K
  - Unqualified audit opinion
  - Audit findings and recommendations
  - Regional Master Plan and other statutory requirements
- ✓ OTHER
  - \$2 million appropriation for administrative expenses
  - Bay Area Commuter Services merger with TBARTA

# TAMPA BAY AREA REGIONAL TRANSPORTATION AUTHORITY



Robert (Bob) Clifford, AICP

Executive Director

# SUMMARY

- Although similarly created, each transportation authority is unique
  - Span of control
  - Bond covenants
  - Lease-purchase agreements
- Each authority does have control over Governance of the organization





FY 2011  
TRANSPORTATION AUTHORITY MONITORING  
AND OVERSIGHT REPORT