Performance and Production Review of the Florida Department of Transportation
FY 2017/2018

A REPORT BY THE
FLORIDA TRANSPORTATION COMMISSION

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Performance and Production Review of the Florida Department of Transportation

Fiscal Year 2017/2018

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The FY 17/18 Performance and Production Review Report was approved by the Florida Transportation Commission on August 8, 2019.

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Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

KEVIN J. THIBAULT, P.E.
SECRETARY

October 14, 2019

Mr. Ronald Howse, P.E.
Chairman
Florida Transportation Commission
605 Suwannee Street, MS. 9
Tallahassee, Florida 32399-0450

Dear Chairman Howse:

Thank you for your leadership and the leadership of the Commission in working with the Department to meet the transportation needs of this state. The Department strives to provide a world-class transportation system for our residents, visitors, and businesses. FTC and FDOT staff have once again collaborated to review data on our performance for FY 2017/18.

The Department executed 97.8% of the planned consultant dollars ($900.6 million vs $921.2 million) and executed 357 additional consultant contracts totaling $185.6 million that were not included in the original plan.

We continued to provide a strong maintenance program, ensuring investments made to date are safe and reliable. We report that .03% of our bridges on the State Highway System (2 of 6,484) are considered in need of repair and/or replacement requiring posted weight restrictions. Our annual plan is in place to correct these deficiencies.

The Department executed 95.9% of the planned bridge repair projects (70 of 73), plus an additional four bridge repair projects either added or advanced. The Department also executed 100% of the planned bridge replacements.

Florida is nationally recognized for its State Highway System pavement condition, with 91.3% of the system in either good or excellent condition.

The Department executed 92% of the planned resurfacing lane miles (2,030.2 vs 2,218.6 lane miles), plus an additional 26.5 that were planned for future years.

While we met 14 of 17 primary measures for FY 2017/18, I would like to address the unmet objectives.

The Department executed 89.8% of the planned construction contract dollars ($2,671.5 million of $2,973.4 million). This difference reflects bid savings due to bids coming in lower than anticipated for several large projects.

The number of lane miles of capacity improvement projects on the State Highway System initiated fell short of the 90% measure. For FY 2017/18, 81.4% of the plan were initiated. Four projects were deferred to the following fiscal year and one project was deleted per local request.

Transit ridership has been lower across the country for the past four years and the data indicates that this trend holds true for Florida as well. The goal is to increase the transit ridership at twice the average rate of population growth. Florida's population growth rate for 2017 was 1.67%; Florida's transit ridership growth rate for 2017 was -7.93%. There are several variables outside the control of the Department (and our transit agencies) which affect ridership trends. These variables include the following: low gas prices, low unemployment rates, increased car ownership, TNCs like Uber and Lyft, and some shifts from transit to other non-single-occupant-car modes (walking/biking).

As always, the Department would like to thank the Commission and staff for its help to ensure the Department meets its mission of providing a safe and reliable transportation system that efficiently moves people and goods throughout this great state.

Sincerely,

Kevin J. Thibault, P.E.
Secretary

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Flagler Memorial Bridge in District Four

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Pensacola Bay Bridge in District Three

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 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. The Transportation Commission could be compared to a private corporation's board of directors.

Commission Members

Ronald Howse, PE, Chairman, *Cocoa.* President of Real Deal Development Group, an Engineering and Land Planning company. Former Councilman for the City of St. Cloud, Board Member of the East Central Florida Regional Planning Council, Board Member of the Kissimmee/Osceola County Chamber of Commerce, and Assistant Director of Public Works for the City of Altamonte Springs. Involved with many civic organizations over the years. Appointed in December, 2009. Term ends September 30, 2021.

Jay N. Trumbull, Vice-Chairman, *Panama City*. President/Owner of Trumbull Bottled Water, Inc. Currently serves on the Bay County Planning Commission, Panama City Housing Authority, Bay Medical Board Foundation, and has just finished his term on the Bay County Chamber of Commerce. Also serves on the Board of Directors for Bay Bank and Trust and serves on several boards within his industry: Culligan Dealers of North America and on the Culligan Dealer Advisory Council. Appointed in March, 2011. Term ends September 30, 2019.

John Browning, East Palatka. President of Browning Packing and Browning Consulting. Currently serves in various leadership roles and on boards of many organizations including Rodeheaver Boys Ranch, First Coast Technical College, Putnam County Chamber of Commerce, Keep Putnam Beautiful, Palatka Airport Advisory, and is a long-time member of the Sunrise Rotary Club of Palatka. Term ends September 30, 2019.

Teresa Sarnoff, *Miami.* Chief Operating Officer at Cigarette Racing Team of Opa-locka, Florida. Currently serves as President of End Homelessness Now, Inc., which seeks creative solutions to address homelessness in South Florida. With a long history of serving her community, Sarnoff is the recipient of the Presidential Volunteer Service Award, the Camillus House Bridge Builder Award and the Rickia Isaac Foundation "No Stray Bullets" Award. Appointed on December 18, 2015. Term ends September 30, 2019.

Purpose of this Report

The mission of the Florida Department of Transportation is to "provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities." This is a daunting task; one which the Florida Department of Transportation takes very seriously as it moves forward with thousands of projects and project phases in the Five Year Work Program. However, the challenges associated with addressing the transportation needs of the state are complicated and require dedicated leadership.

Even with record transportation budgets the past three years, the ability of the state transportation system to meet its capacity needs in many urban areas remains a challenge. In order to meet the mobility needs on just the Strategic Intermodal System through 2045, an additional $107 billion is required. Therefore, it is generally understood that we will never be able to adequately address all of the state's mobility needs. 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.

"What gets measured gets managed." This often-repeated maxim recognizes that performance measurement can focus the attention of decision-makers, practitioners, and the public on the operating performance of the transportation system. Performance measures are an important mechanism for increasing awareness of management and operations methods and provide a means to link a transportation agency's perspective with the experience of those who use the transportation system.

This task was made the responsibility of the Florida Transportation Commission in 1990, when the Florida Legislature created s. 334.045, Florida Statutes, which directed the 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 that provide the greatest mobility benefit. 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 Department's five-year work program represents the highest priority project phases, as determined by the Department in coordination with the metropolitan planning organizations and/or county commissions, and that it is balanced to available funds and budget.)

Initially, the legislation mandated sanctions which would be imposed against the Department if the performance criteria were not met. However, after development of the criteria the Commission recommended to the Legislature that the sanctions be removed because sanctions based simply on numerical evaluations did not provide solutions to a problem and many felt monetary sanctions would penalize the public, not the persons who may have been responsible for a problem. The Legislature accepted that recommendation and instead of sanctions directed the Commission to recommend actions to be taken to improve the Department's performance.

The Transportation Commission is 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. 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, working with the Department, it recommends 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 effectively the Department has addressed the transportation needs of our state through the implementation of its work program. The performance measures presented here 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.

What's the latest in Measuring Performance?

The Performance Measure Working Group reconvened in the fall of 2014 to consider revisions to the existing measures. It made a number of recommendations which were incorporated into previous year's Reports. Most notably, the Consultant Contract letting primary measure has been switched with the dollars executed secondary measure. The rationale behind this decision was that the primary focus should be on the number and value of construction projects executed and that consultant contracts are just a means towards the end of executing the projects in the Work Program. If the Department is executing construction projects and doing so at 95% of the dollars estimated or better level then the Department is obviously hitting the production marks that lead up to that level of performance. So, now both the number of construction contracts executed and the value of those contracts are primary measures. In regards to consultant contracts, the Working Group felt that though important, consultant contract execution does not rise to the level of a primary measure but felt the current secondary measure of "Consultant Contracts dollars executed as a percentage of the original estimated amount" should become a primary measure to match the change to the construction contract measure. Committing all of the programmed dollars is the bigger issue when it comes to consultant contracts. Any problems will come to light if 100% of the consultant dollars are being committed, but the (now) secondary measure of the number of consultant contracts being executed is less than 100%. The other major change was to the Local Agency Program (LAP) Consultant and Construction Contract primary measures. The Department has placed a lot of focus on the LAP program over the years resulting in marked improvement. The Working Group decided a "spotlight" on the program was no longer warranted, but should still be reported, thus the move to secondary performance measure status. We also moved the Disadvantaged Business Enterprise measure from a secondary to a primary measure.

We will continue to work with the Department towards developing "outcome" based measures to address whether the Department is making progress towards improving mobility for both people and freight movements. We will present more on this in the Executive Summary.

Executive Summary

No one can dispute the impact Florida's transportation system has on the state's economy. The commercial exchange of goods and services and the movement of people and freight are most efficient with a seamless, multi-modal, and intermodal transportation system. The economy depends on our roads, transit systems, railways, seaports, and airports, which provide businesses, residents and visitors with connections to each other, the country, and to the rest of the world.

When utilizing public resources, practicing good business sense in maximizing the return on investments (getting the most "bang for the buck") is essential. The quality and accessibility of the state's transportation system impacts heavily on Florida's prospects for economic growth. A December 2016 report from Florida's Office of Economic and Demographic Research (EDR) of the Department's Five Year Work Program calculated that for every dollar spent by the Department in a program area, there was a return on investment (ROI) for that program area of: 0.19 for Roads and Highways; 0.02 for Rails; 0.05 for Public Transit; 1.72 for Aviation; and 2.71 for Seaports. Two factors were ultimately responsible for the strong ROIs associated with Seaports and Aviation. The first factor was their distinct contributions to Florida's tourism industry, and the second factor is that both industries generate considerable amounts of economic activity surrounding their operations, support, and movement of cargo. While Roads and Highways, Rails, and Public Transit also generate economic activity, they are more easily substitutable and, in part, have non-taxable direct effects. For example, the primary benefit of both the Public Transit and Rails program areas is cost savings to consumers and businesses. Both programs offer a cheaper alternative than commuting by personal automobile. These cost savings translate into income gains. Additionally, both program areas help relieve traffic congestion and lead to productivity improvements as job access increases.

In a presentation by EDR to the Florida Senate Appropriations Committee, dated February 9, 2017, additional measures to supplement the ROI were considered. The additional measures consider the change in state Net Gross Domestic Product (GDP) resulting from the state's tax dollars contributed. These measures identify programs, such as transportation programs, that have significant impacts on the state's economy, as measured by GDP, even if they have a minimal impact on state tax revenues (ROI).

As illustrated in the following chart produced by EDR, when interpreting Net GDP per state dollar, values greater than zero indicate that the state economy has expanded because of the program area.

RETURN-ON-INVESTMENT REAL GDP & REAL DISPOSABLE PERSONAL INCOME *Source: Economic & Demographic Research Presentation -February 9, 2017*				
Progam (Highest to Lowest By Real GDP)	**RETURN-ON-INVESTMENT REAL GDP & REAL DISPOSABLE PERSONAL INCOME (Millions of $)**		**3-Year Average Real Disposable Income (Millions of $)**	
ROADS & HIGHWAYS	$	18,962.8	$	20,546.7
RAILS	$	88.6	$	96.0
PUBLIC TRANSIT	$	411.7	$	446.3
AVIATION	$	9,093.5	$	9,867.7
SEAPORTS	$	6,396.4	$	6,920.3

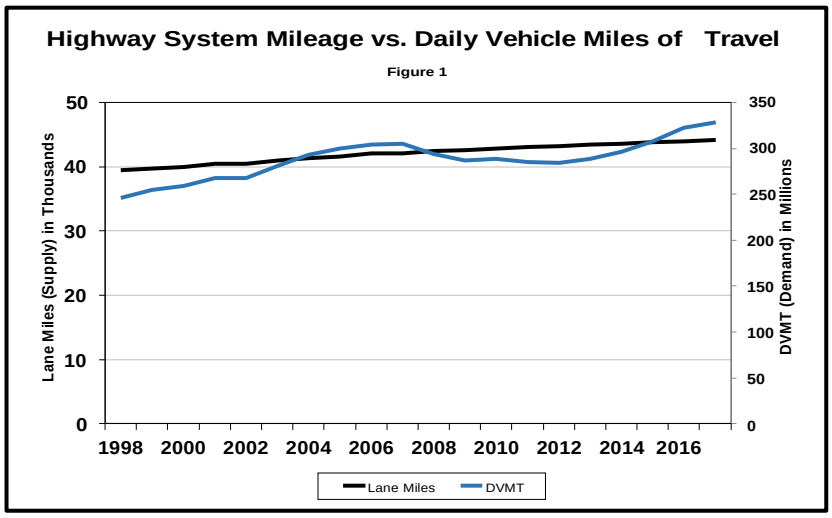
Overview of Performance

The Department's overall performance this year was very good and continues a long-standing positive trend. There are 35 performance measures the Commission uses to evaluate the Department's performance; 17 primary measures and 18 secondary. Primary measures are ones that assess major Department 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 or are more informational in nature. The focus of this review is on meeting the objectives of the 17 primary measures. During FY 2017/18, the Department met or exceeded the objectives of 14 of the 17 primary measures. The three measures not met include: construction contract dollars executed as a percentage of the original estimated amount, new lane miles of capacity improvement projects, and public transportation capacity. The full detail for these respective measures can be found on pages 35, 67 and 69 of the report.

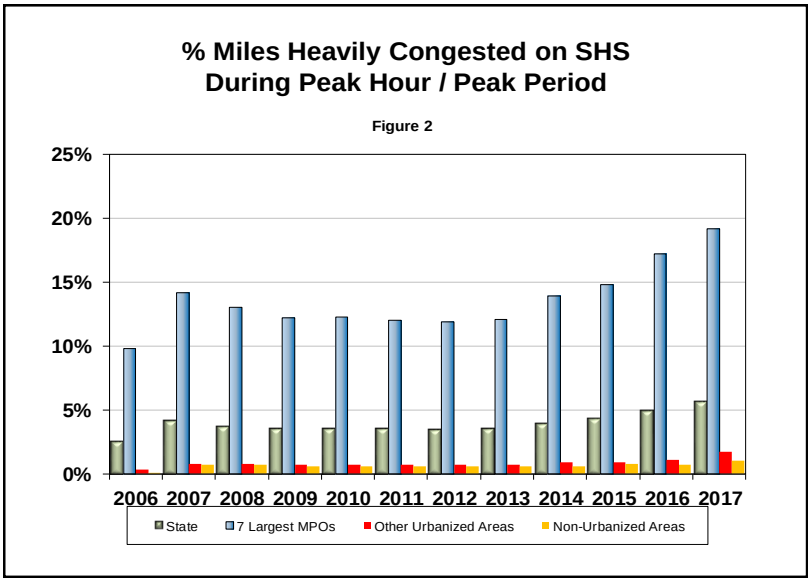
In FY 2017/18, the Department began construction on 238.2 lane miles of additional roadway to the State Highway System (SHS). The Department also let to contract 2,056.7 lane miles of roadway to be resurfaced on the SHS. A total of 415 construction contracts were executed during the year valued at $2.707 billion. This included 25 contracts that were not in the original plan, but added during the year. There were 74 bridge repair and 16 bridge replacement projects. The Department also processed 79 local agency program (LAP) construction contracts valued at $55.8 million. The Department executed 1,419 consultant contracts (for preliminary engineering, design, right of way, and construction engineering and inspection services) valued at $1.086 billion. By the end of the fiscal year, the Department closed out 296 construction projects with a dollar value of $1.588 billion. Of the 296 construction contracts, 86.8 percent were completed within 20 percent of their original contract time and 93.9 percent were completed within 10 percent of their original contract amount.

Performance of the System as a Whole

Along with the rest of the country, Floridians love their personal freedom and their automobiles. Although transportation experts are debating whether or not there has been a permanent fundamental cultural shift in driving habits that has grown out of the recession, we believe that as the Florida economy continues to recover, the challenges associated with keeping traffic flowing will begin to rise once again; especially in our metropolitan areas. The latest trends tend to bear this out. Vehicle miles travelled on the State Highway System continued to climb in 2017 when compared to the trend line during the recession (see Figure 1).



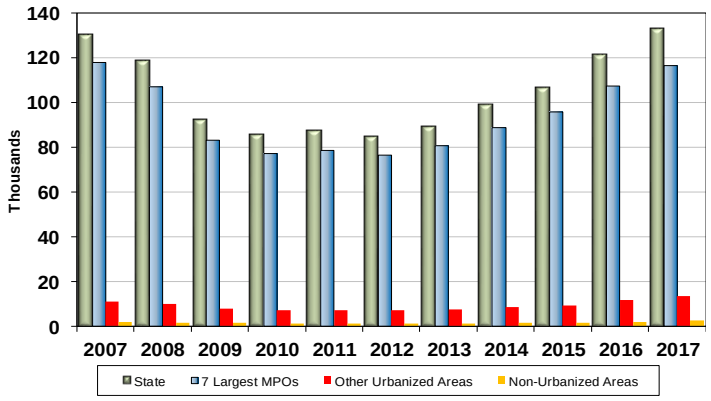
So with more people utilizing the transportation system, how is the Department performing in regards to the movement of people and goods? After all, the Department has consistently met or exceeded the established performance measures for a number of years. It has also invested tens of billions of dollars into the system over the years. So, are we improving the mobility of people and goods on the state's transportation system? Again, the data tends to show positive movement in that regard. Figure 2 shows the percentage of miles on the State Highway System that are severely congested during the peak hour of performance. As would be expected, congestion subsided during the recession years. Although the trend has been moving up over the previous years.



Another way of measuring the return on the Department's investment in the transportation system is by looking at Vehicle Hours of Delay on the State Highway System (see Figure 3). Delay is important because it equates to cost in time and money for individuals and businesses. Since 2010, vehicle hours of delay in the seven largest MPOs in Florida has increased, indicative of the economic recovery and population growth. However, the trend is still below the levels prior to the recession. Florida's transportation system, therefore, appears to be accommodating the economic recovery with adequate capacity for supporting further economic growth.

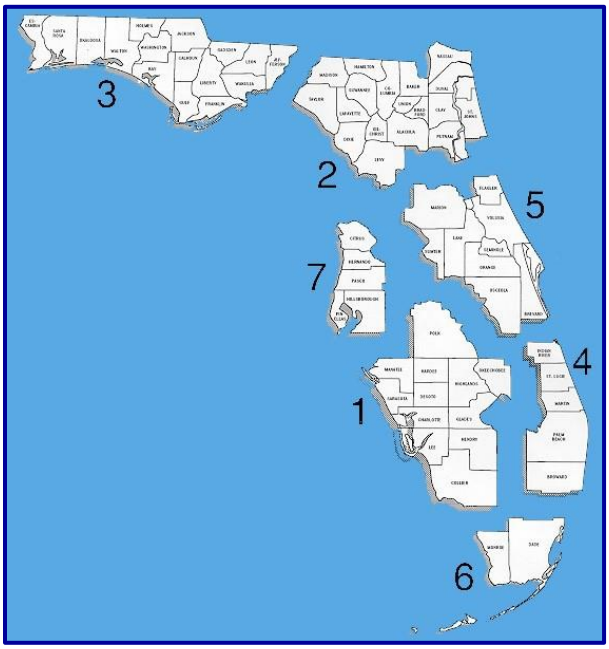
Vehicle Hours of Delay on State Highway System By Area During Peak Hour

Figure 3



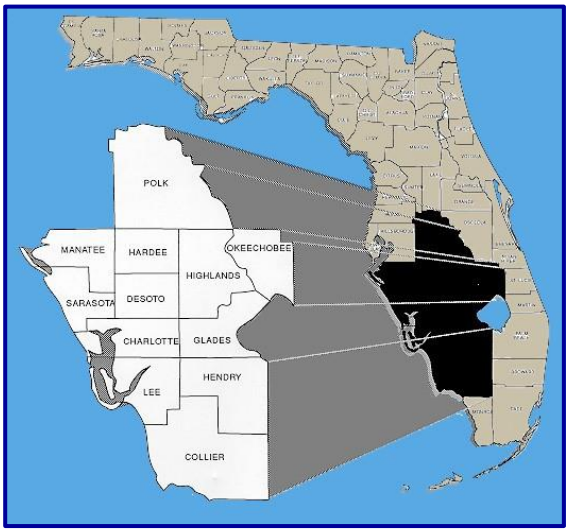
Addressing the state's transportation needs is a formidable task. However, it is a task that must be undertaken with diligence if Florida is to maintain its economic competitiveness. The Florida Transportation Commission through its oversight responsibility will ensure that the Department of Transportation continues to address the state's needs effectively and efficiently.

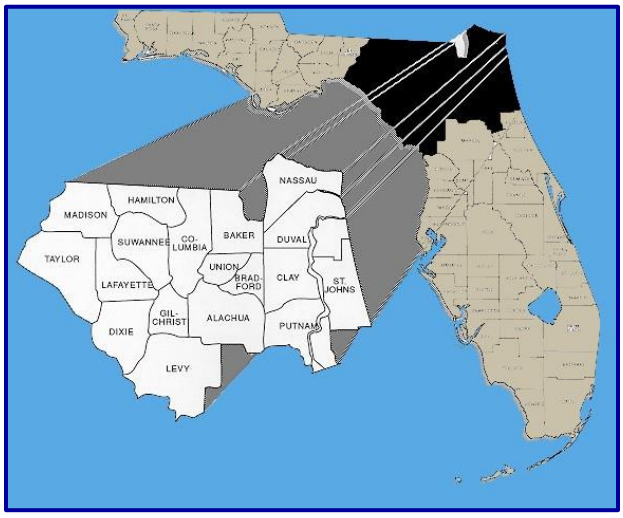
State and District Profiles



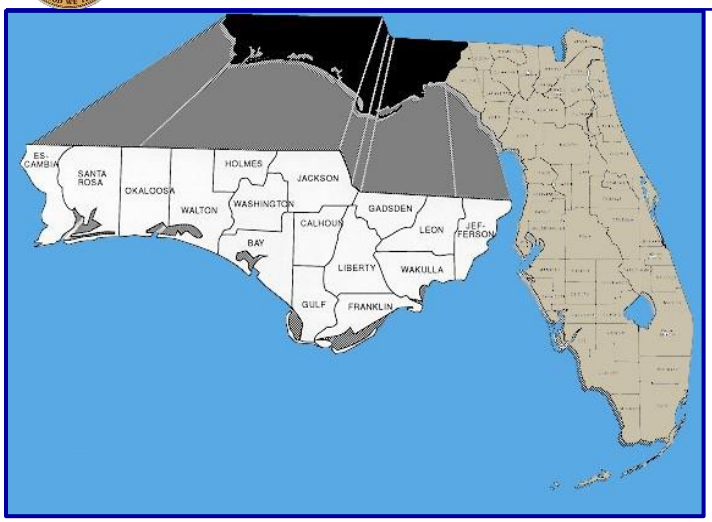
Overview of the State: Florida, with a population of approximately 20.5 million residents, covers an area of 54,157 square miles, representing 67 counties. The State Highway System is composed of 44,205 lane miles with 6,484 bridges, including 91 movable bridges. There are 31 urban public transit systems; 718 active aviation facilities, including 20 offering commercial service; 2,743 railway miles; and 15 deep-water ports.

Overview of District One: District One, with a population of approximately 2.9 million residents, covers an area of 11,629 square miles, representing 12 counties in Southwest Florida. The State Highway System in the District is composed of 6,411 lane miles with 935 bridges including 15 movable bridges. There are six transit agencies, 142 aviation facilities, three of which offer commercial service, four major rail lines and one deep-water port.



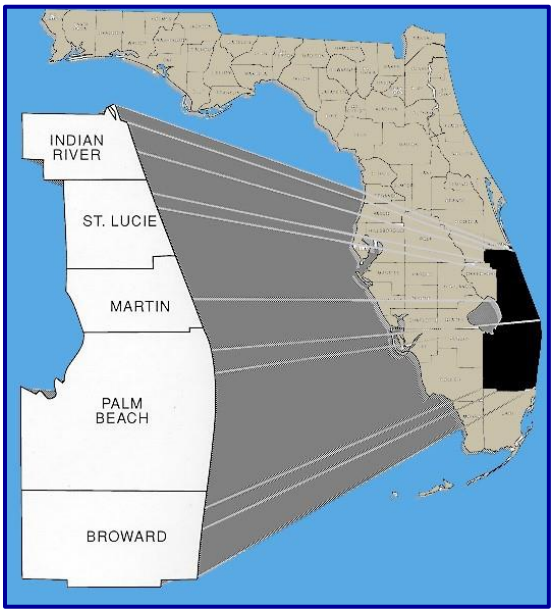


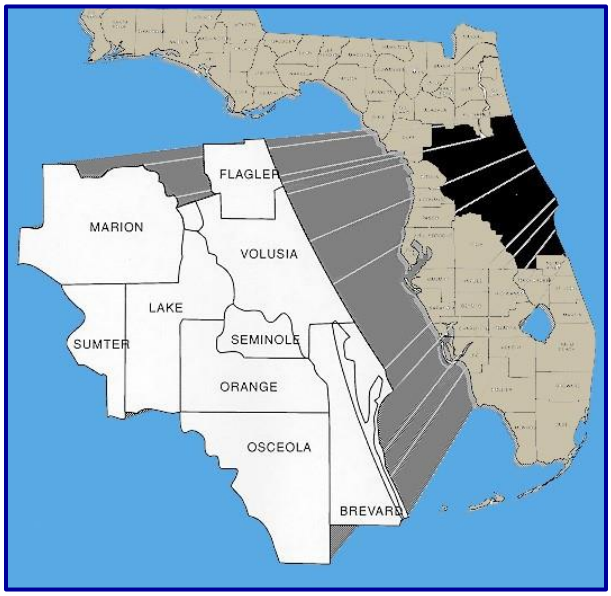
Overview of District Two: District Two, with approximately 2.1 million residents, covers an area of 11,865 square miles, representing 18 counties in Northeastern Florida. The State Highway System in the District is composed of 8,320 lane miles with 1,271 bridges including 5 movable bridges. There are three transit agencies, 123 aviation facilities, three of which offer commercial service, seven major rail lines, two deep-water ports and a space-port.



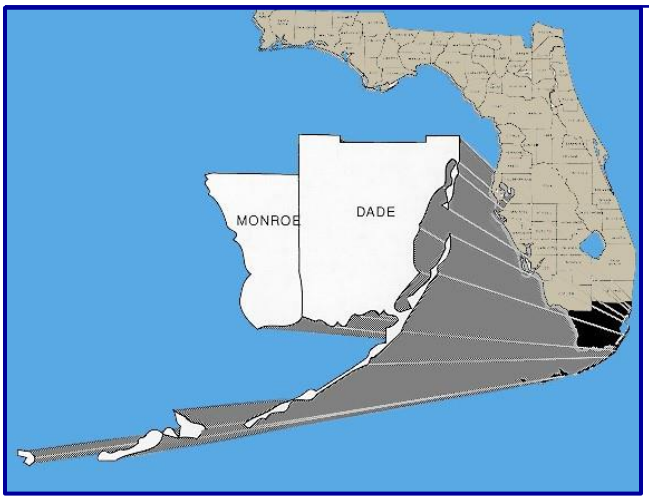
Overview of District Three: District Three, with a population of approximately 1.5 million residents, covers an area of 11,378 square miles, representing 16 counties in Florida's Panhandle. The State Highway System in the District is composed of 6,797 lane miles with 822 fixed bridges. There are four transit agencies. There are 106 aviation facilities, four of which offer commercial service, five major rail lines and three deep-water ports.

Overview of District Four: District Four, with approximately 3.9 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 6,473 lane miles with 775 bridges including 37 movable bridges. There are six public transit agencies, 79 aviation facilities, two of which offer commercial service, three major rail lines and three deep-water ports. District Four also maintains the only tunnel on the SHS.



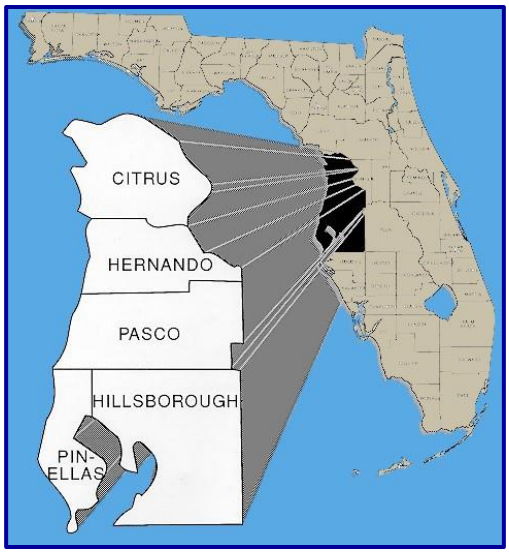


Overview of District Five: District Five, with a population of approximately 4.1 million residents, covers an area of 8,282 square miles, representing nine counties in Central Florida. The State Highway System in the District is composed of 8,490 lane miles with 779 bridges including eight movable bridges. There are six transit agencies, 152 aviation facilities, four of which offer commercial service, four major rail lines, one deep-water port and a space-port.



Overview of District Six: District Six, with a population of over 2.8 million residents, covers an area of 2,989 square miles, representing Miami-Dade and Monroe Counties in Southeastern Florida. The State Highway System in the District is composed of 3,038 lane miles with 471 bridges including 15 movable bridges. There are two transit agencies, 48 aviation facilities, two of which offer commercial service, one major rail line and two deep-water ports.

Overview of District Seven: District Seven, with approximately 3.2 million residents, covers an area of 3,177 square miles, representing five counties in the Tampa Bay area. The State Highway System in the District is composed of 4,676 lane miles with 725 bridges including 11 movable bridges. There are five transit agencies, 68 aviation facilities, two of which offer commercial service, one major rail line and three deep-water ports.



Overview of Turnpike Enterprise: Florida's Turnpike is a 479 mile system of limited access toll highways that passes through 17 counties in Florida. The Turnpike System is composed of 2,231 lane miles with 706 fixed bridges and eight service plazas. The Turnpike also collects tolls for eight off system facilities.

FY 2017/2018 Department of Transportation Performance

Fiscal Year 2017/18 marks the twenty-seventh year the Florida Transportation Commission has conducted this evaluation of the Department of Transportation's performance.

The Commission uses 17 primary and 18 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. The primary measures are the measures on which the Commission places the most weight. 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 Commission's focus is on the Department meeting or exceeding the objective of the 17 primary measures.

The following table presents a summary of the results of the Commission's evaluation of the Department's performance in meeting the objectives of the primary measures during fiscal year 2017/18. The Department met or exceeded 14 of 17 primary measures.

Primary Performance Measure Summary Table

Measure	Objective	FY 17/18 Results	Meets Objective
The consultant contract dollars executed as a percentage of the original estimated amount. (See page 25)	100% + or - 5%	97.8%	
The number of ROW projects certified compared to the number scheduled for certification. (See page 29)	≥ 90%	100%	
The construction contract dollars executed as a percentage of the original estimated amount. (See page 35)	100% + or - 5%	89.8%	
The number of construction contracts actually executed compared against the number planned. (See page 37)	≥ 95%	98%	
For all construction contracts completed during the year, the percentage of those contracts that were completed within 20% above the original contract time. (See page 39)	≥ 80%	86.8%	
For all construction contracts completed during the year, the percentage of those contracts that were completed at a cost within 10% above the original contract amount. (See page 43)	≥ 90%	93.9%	

Measure	Objective	FY 17/18 Results	Meets Objective
The percentage of bridge structures on the State Highway System having a condition rating of either excellent or good. (See page 57)	≥ 90%	95.2%	
The percentage of bridge structures on the State Highway System with posted weight restrictions. (See page 58)	≤ 1%	0.03%	
The percentage of lane miles on the State Highway System having a Pavement Condition Rating of either excellent or good. (See page 61)	≥ 80%	91.3%	
Achieve a Maintenance Rating of at least 80 on the State Highway System. (See page 64)	≥ 80	85	
The number of lane miles of capacity improvement projects on the State Highway System let compared against the number planned. (See page 67)	≥ 90%	81.4%	
The public transit ridership growth rate compared to the population growth rate. (See page 69)	≥ 3.16%	- 7.93%	
Of the federal funds subject to forfeiture at the end of the federal fiscal year, the percent that was committed by the Department. (See page 77)	100%	100%	
The Department's dollar amount of administrative costs as a percent of the total program. (See page 80)	< 2%	0.92%	
Adopt a balanced work program and manage cash within the statutory requirements. (See page 82)	Yes	Yes	
The annual dollar amount of MBE utilization. (See page 85)	Annual Increase	14.1% Increase	
The dollar volume of Disadvantaged Business Enterprise participation as a percentage of all executed Federal/State construction and consultant contracts. (See page 86)	≥ 10.65%	12.7%	

23rd Street Flyover Project in District Three

1.Cost-Efficient and Effective Business Practices: Production

1a. Consultant Acquisition
1b. Right of Way Acquisition
1c. Construction Contract Lettings
1d. Construction Contract Adjustments
1e. Local Agency Program (LAP)

Each year, the Department develops a detailed plan (Work Program) of the transportation projects it has committed to undertake during the next five year period. 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.

1a. CONSULTANT ACQUISITION

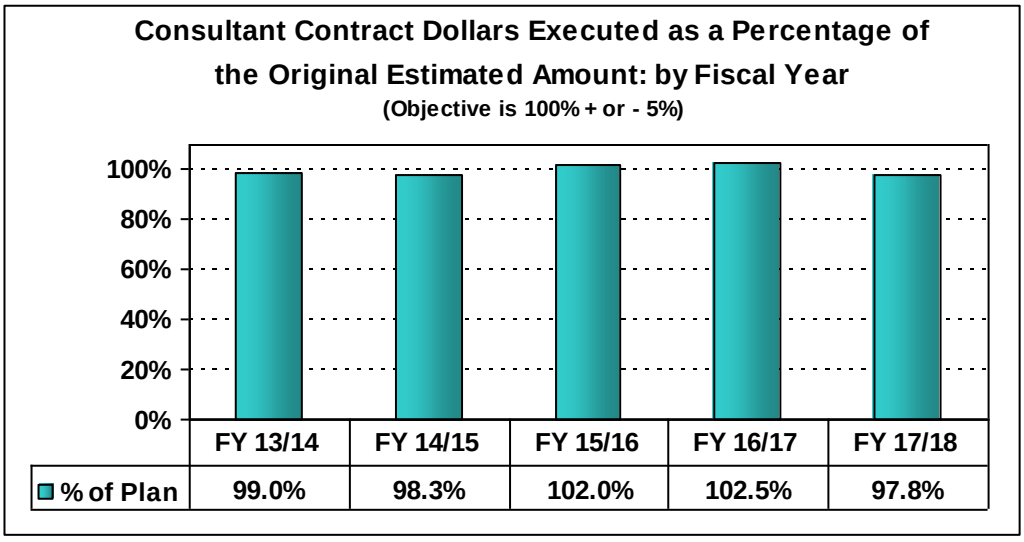
The production cycle of a road or bridge begins with the preliminary engineering and design phases, followed by right of way acquisition, and then construction engineering and inspection (CEI) activities. Although the Department employs engineers and other staff who perform these functions, it also contracts with private-sector engineering and right of way consultants to produce approximately 87% of design plans and 70% of right of way activities. Unlike the traditional 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 the quality of the technical proposal submitted. Once a consultant has been selected, the price of the contract is then negotiated.

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 the production process usually result in increased project costs.

PRIMARY MEASURE: The consultant contract dollars executed as a percentage of the original estimated amount. This measure 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 above 100%, then the Department is not effectively developing its financial plan. A contract negotiated above the estimate utilizes additional funds and budget.

OBJECTIVE: The Department's objective is to let the consultant contracts at 100% of the original estimated value. (The objective includes a plus or minus 5% tolerance.)

RESULTS: The total dollar value of the consultant contracts executed during FY 17/18 is $900.6 million. This figure is $20.6 million less than the Department's estimate of $921.2 million. Therefore, the actual total contract dollar amount is 97.8% of the Department's total estimated contract value. The Department also executed 357 additional consultant contracts totaling $185.6 million that were not included in the original plan.

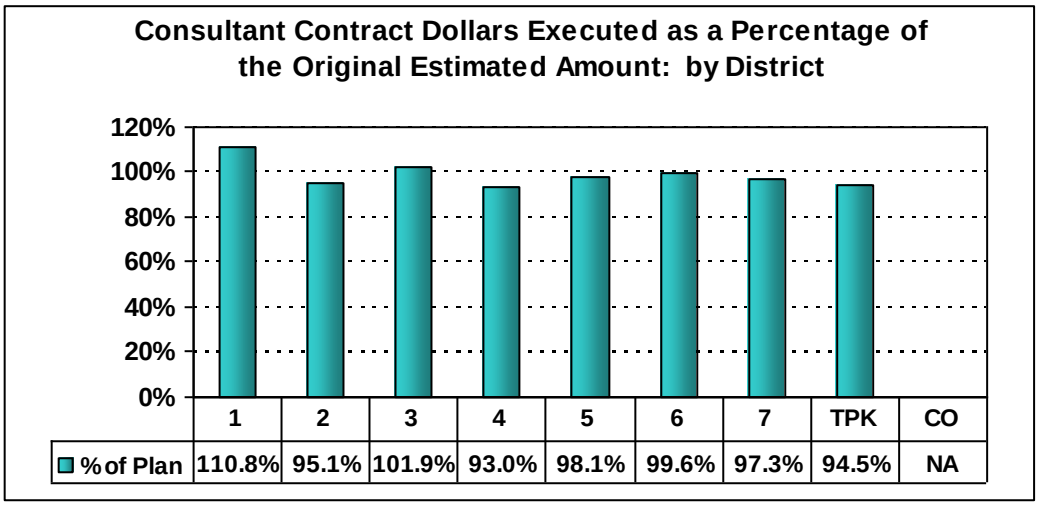


The following table shows the original total estimated dollar value of executed consultant contracts and the negotiated dollar value of those contracts for each of the last five fiscal years.

Statewide Consultant Contract Dollars — Estimate vs. Actual

	Fiscal Year				
$ in millions	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Estimate	$645.9	$767.2	$908.0	$820.5	$921.2
Actual	$639.3	$754.3	$925.8	$840.7	$900.6
% of Plan	99.0%	98.3%	102.0%	102.5%	97.8%

District information regarding consultant contract estimates compared against the actual amount is presented below.

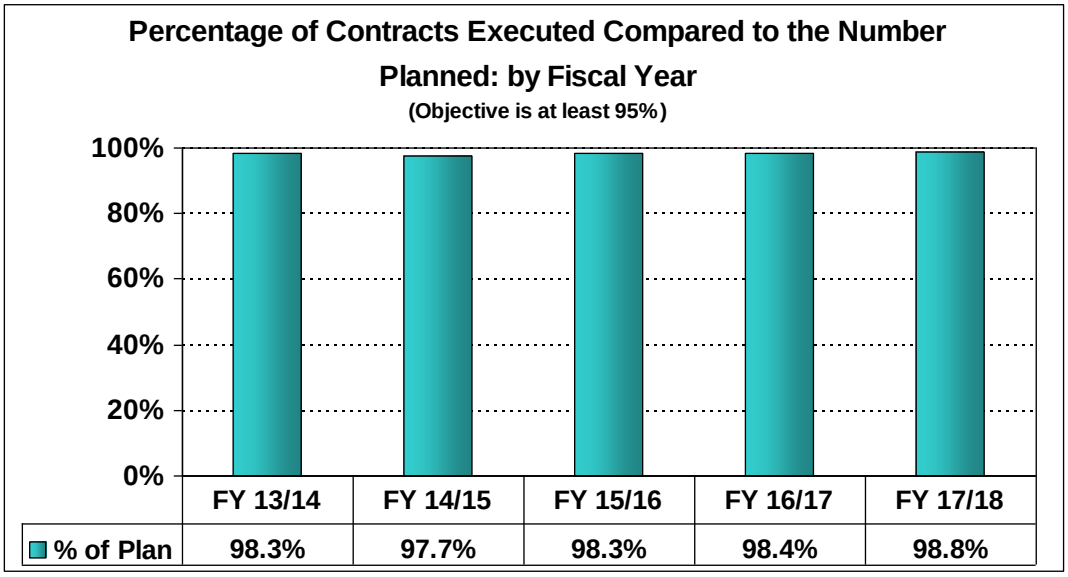


District Consultant Contract Dollars — Estimate vs. Actual

$ in	District								
millions	1	2	3	4	5	6	7	TPK	CO
Estimate	$80.9	$101.2	$88.2	$169.1	$136.8	$89.8	$99.5	$155.7	$0.0
Actual	$89.7	$96.3	$89.9	$157.2	$134.2	$89.4	$96.8	$147.1	$0.0
% of Plan	110.8%	95.1%	101.9%	93.0%	98.1%	99.6%	97.3%	94.5%	NA

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

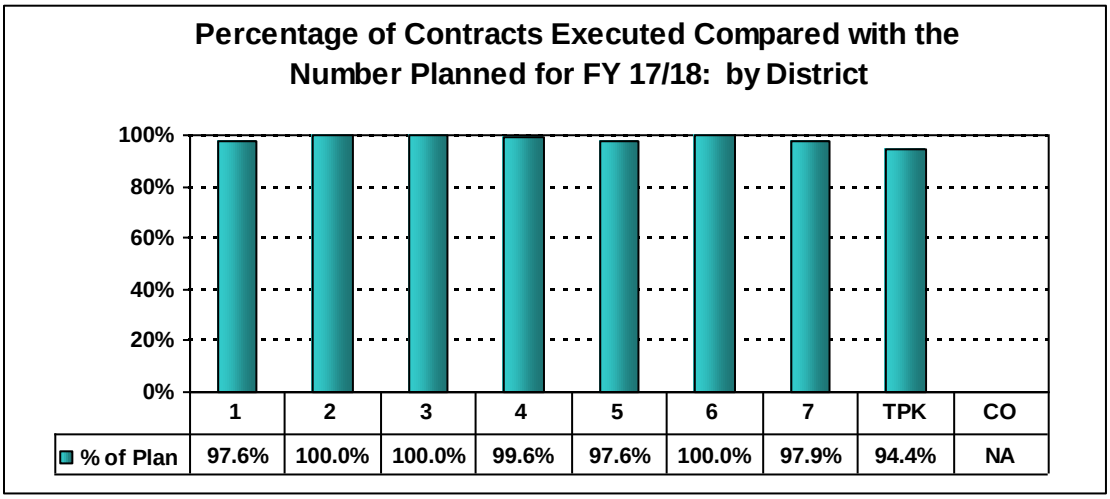
RESULTS: For FY 17/18, the Department achieved 98.8% of its plan, having executed 1,062 of the 1,075 contracts planned to be executed during the year. The Department also executed an additional 357 contracts valued at $185.6 million that were not included in the original the plan.



Five-Year Statewide Consultant Contract Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	864	977	943	971	1,075
Actual	849	955	927	955	1,062
% of Plan	98.3%	97.7%	98.3%	98.4%	98.8%
Additions	265	168	226	242	357
Total	1,114	1,123	1,153	1,197	1,419

District information regarding consultant acquisition contracts is presented below.



District Consultant Contract Data for FY 2017/18

	District								
	1	2	3	4	5	6	7	TPK	CO
Plan	127	134	114	225	123	157	141	54	0
Actual	124	134	114	224	120	157	138	51	0
% of Plan	97.6%	100.0%	100.0%	99.6%	97.6%	100.0%	97.9%	94.4%	NA
Additions	4	13	11	26	89	30	84	100	0
Total	128	147	125	250	209	187	222	151	0

Tamiami Trail Bridge Project in District Six

1b. RIGHT OF WAY ACQUISITION

An efficient right of way program is an essential component of achieving high levels of productivity. No construction contract is let, with the exception of design-build and some Turnpike Enterprise contracts, until all right of way parcels needed for the project are acquired and certified as "clear" (ready for construction to proceed). On design-build and some Turnpike Enterprise contracts, the right of way necessary for construction of the project must be certified as “clear” prior to the start of construction activities, not the contract letting.

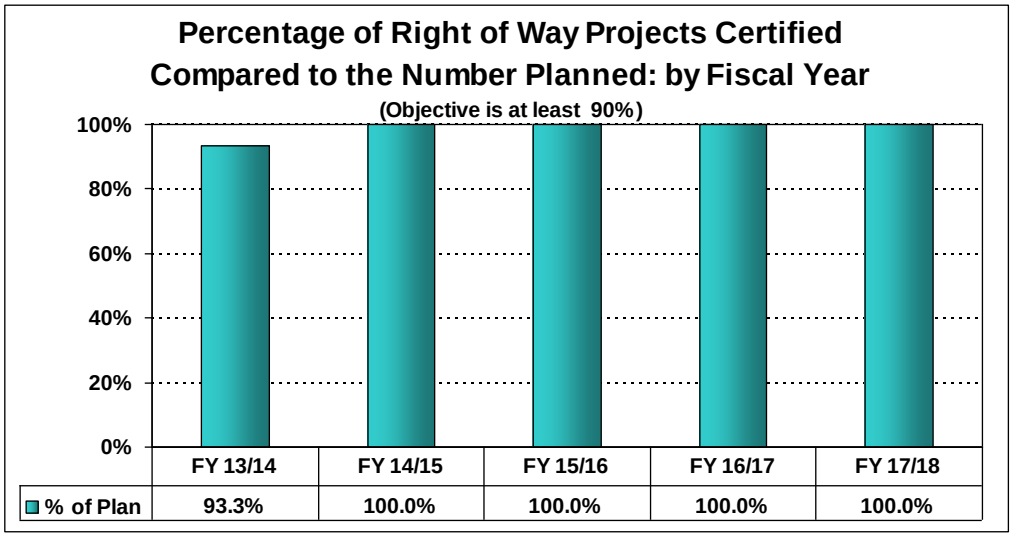
Although the Department successfully negotiates the purchase of many right of way parcels, costly and lengthy condemnation proceedings must be pursued on other parcels. Federal and state constitutional provisions, as well as state statutes, provide safeguards for the property owner whose land is being taken, including payment of attorney fees and costs, and the right to a 12-member jury trial to determine just compensation.

In the usual production cycle of a road or bridge project, the necessary right of way is acquired prior to the start of construction. 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.

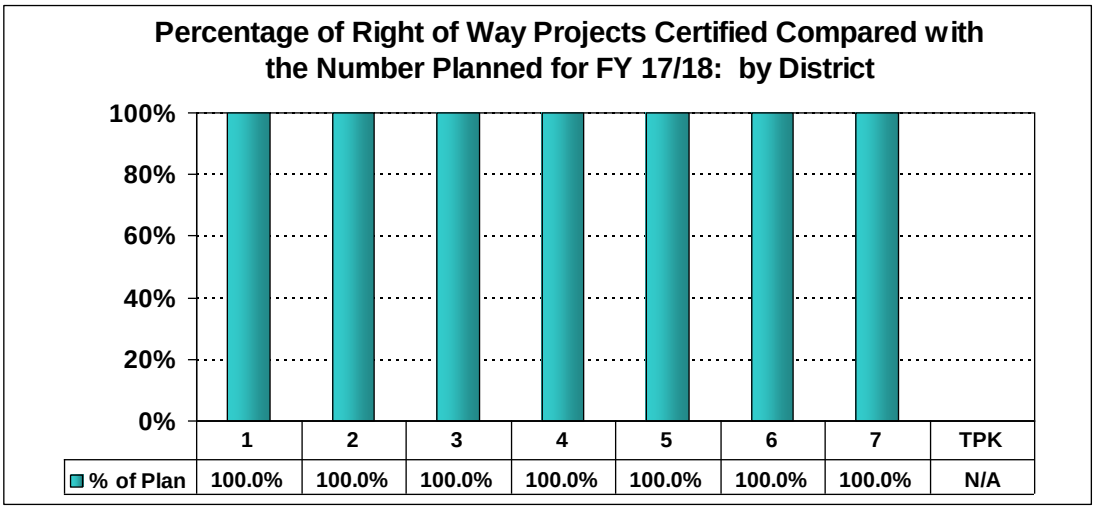
RESULTS: The Department achieved 100% of its plan, having certified right of way on 61 of the 61 projects planned for FY 17/18. Thirteen projects not in the current or future plans were added and certified during the year.



Five-Year Statewide Right of Way Certification Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	60	48	66	54	61
Actual	56	48	66	54	61
% of Plan	93.3%	100.0%	100.0%	100.0%	100.0%
Additions	21	27	21	22	13
Total	77	75	87	76	74

District Right of Way Certification Information (the Turnpike did not have a certification plan in FY 17/18):

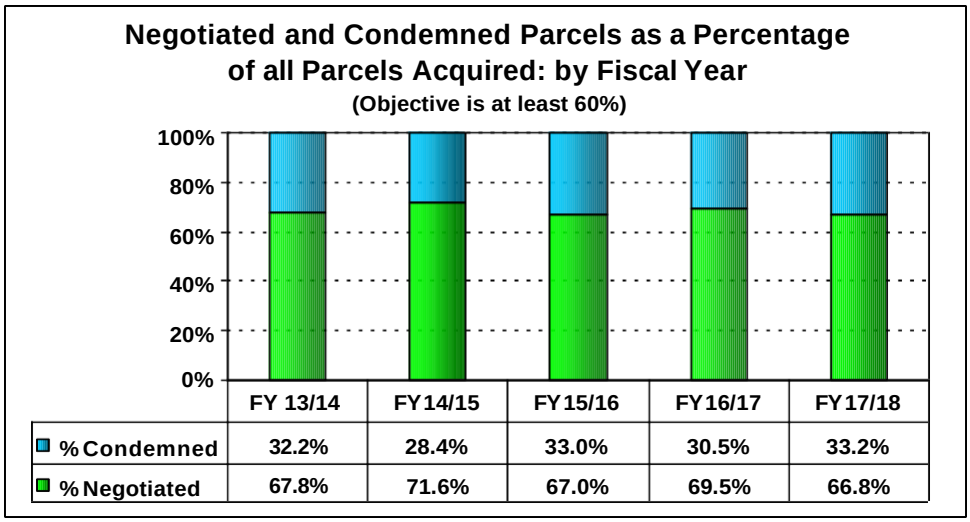


District Right of Way Certification Data for FY 17/18

	District							
	1	2	3	4	5	6	7	TPK
Plan	5	13	21	4	6	8	4	0
Actual	5	13	21	4	6	8	4	0
% of Plan	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A
Additions	1	3	0	0	1	5	3	0
Total	6	16	21	4	7	13	7	0

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.

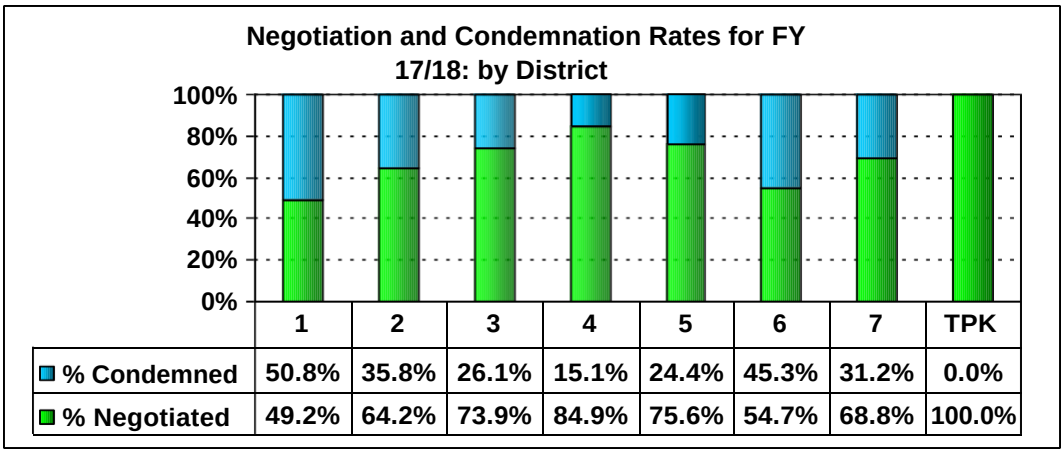
RESULTS: The Department was successful in negotiating the sale of 66.8% of the parcels it acquired during the year. This is 6.8 percentage points higher than the Department's target of at least 60%.



Five-Year Statewide ROW Negotiation and Condemnation Trend Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
# Negotiated	870	960	941	925	766
# Condemned	414	380	464	406	381
Total Parcels	1,284	1,340	1,405	1,331	1,147
% Negotiated	67.8%	71.6%	67.0%	69.5%	66.8%
% Condemned	32.2%	28.4%	33.0%	30.5%	33.2%

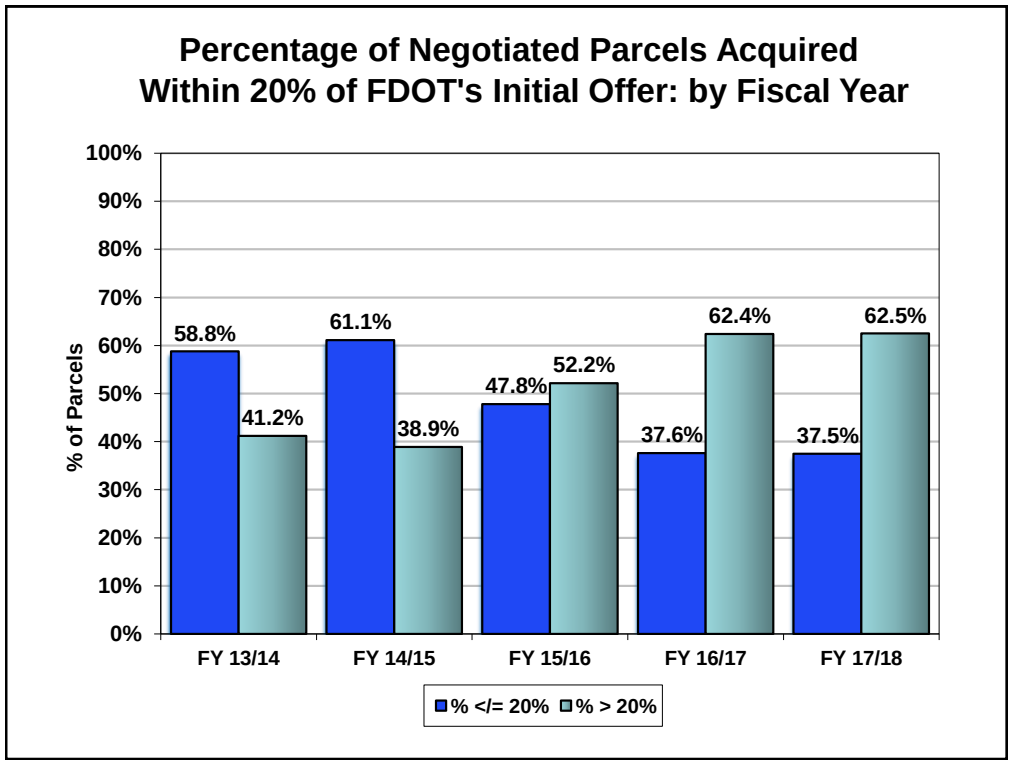
District ROW Negotiation and Condemnation Data for FY 17/18



	District							
	1	2	3	4	5	6	7	TPK
# Negotiated	30	247	133	45	127	88	95	1
# Condemned	31	138	47	8	41	73	43	0
Total Parcels	61	385	180	53	168	161	138	1
% Negotiated	49.2%	64.2%	73.9%	84.9%	75.6%	54.7%	68.8%	100.0%
% Condemned	50.8%	35.8%	26.1%	15.1%	24.4%	45.3%	31.2%	0.0%

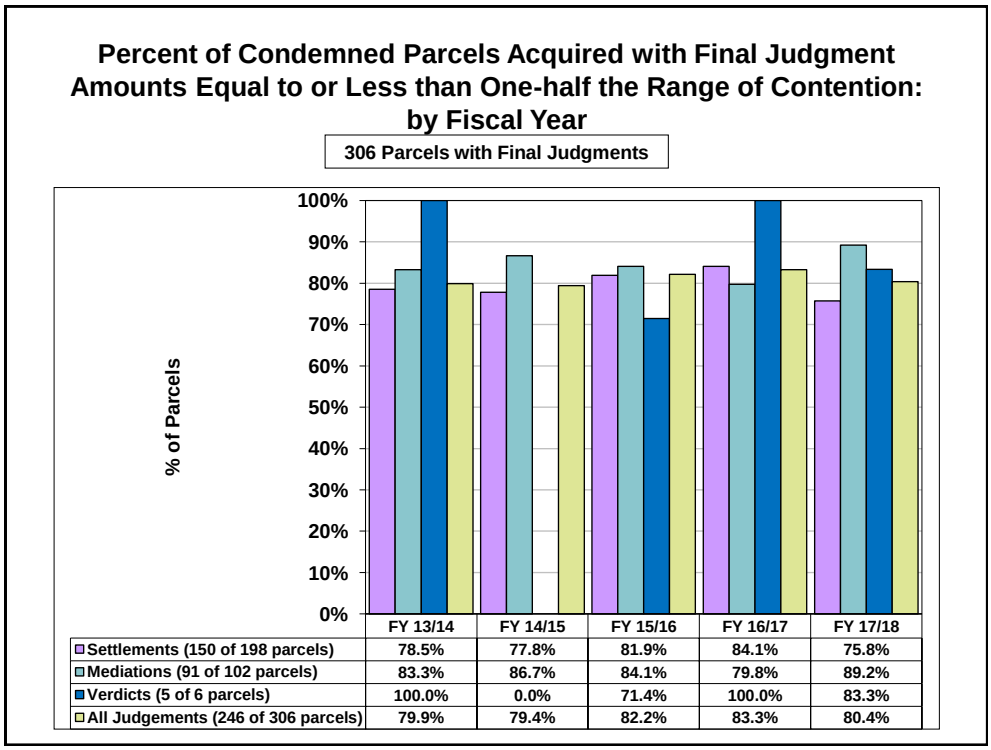
SECONDARY MEASURE: Percent of parcels negotiated within 20 percent of the Department's initial offer. The intent is to show that the Department is acquiring parcels in good faith and that its first offer is the best offer. Presumably, if the Department is acquiring parcels in an effective and efficient manner, then the percentage of parcels acquired within 20 percent of the initial offer should be substantial.

RESULTS: For FY 17/18 the percentage of parcels negotiated within 20 percent of the Department's initial offer is 37.5%.



SECONDARY MEASURE: Of the condemned parcels acquired; the percentage of final judgments that were equal to or less than one-half of the range of contention between the Department and the landowner. Presumably, if the outcome of a final judgment is an even split in the range of contention between the Department and the landowner, then both parties gave and gained something. More success on the part of the Department should result in a greater percentage of final judgments on the Department side of the range of contention.

RESULTS: For FY 17/18, the percentage of condemned parcels acquired with final judgment amounts equal to or less than one-half the range of contention between the Department and the landowner is 80.4%.



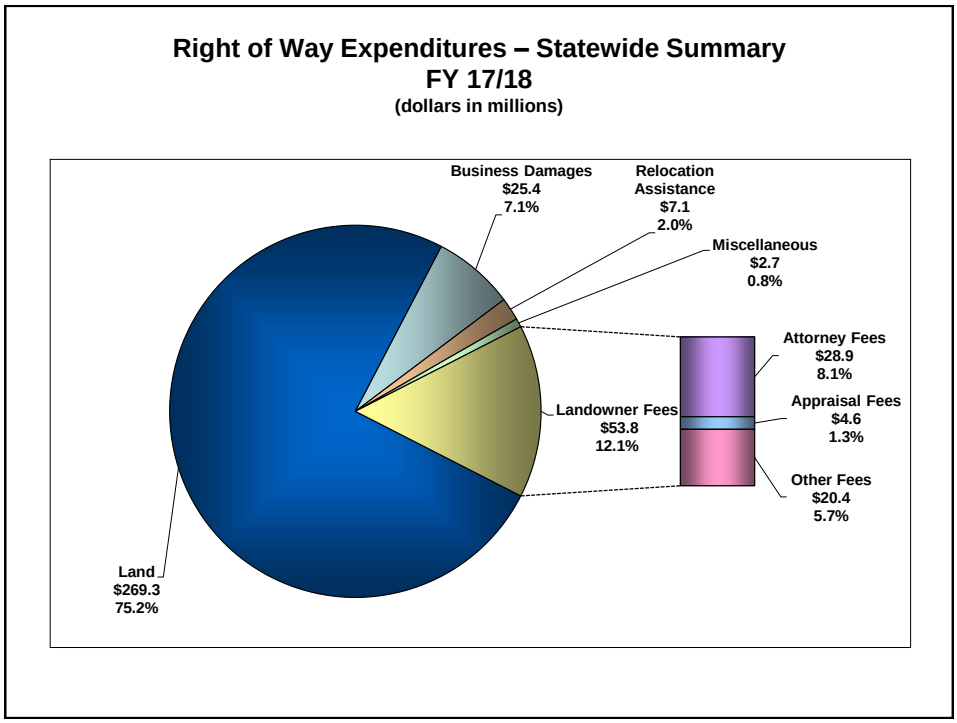
Settlement— is a final judgment wherein all interests in a parcel are resolved prior to trial and outside mediation.
Mediation— is a settlement achieved during a formal session mediated by an approved third party mediator.
Verdict— is a final judgment following a trial.

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, yet, cost-effective manner. The greatest percentage of expenditures should be for the purchase of land. Land expenditures should account for no less than 75 percent of total ROW expenditures.

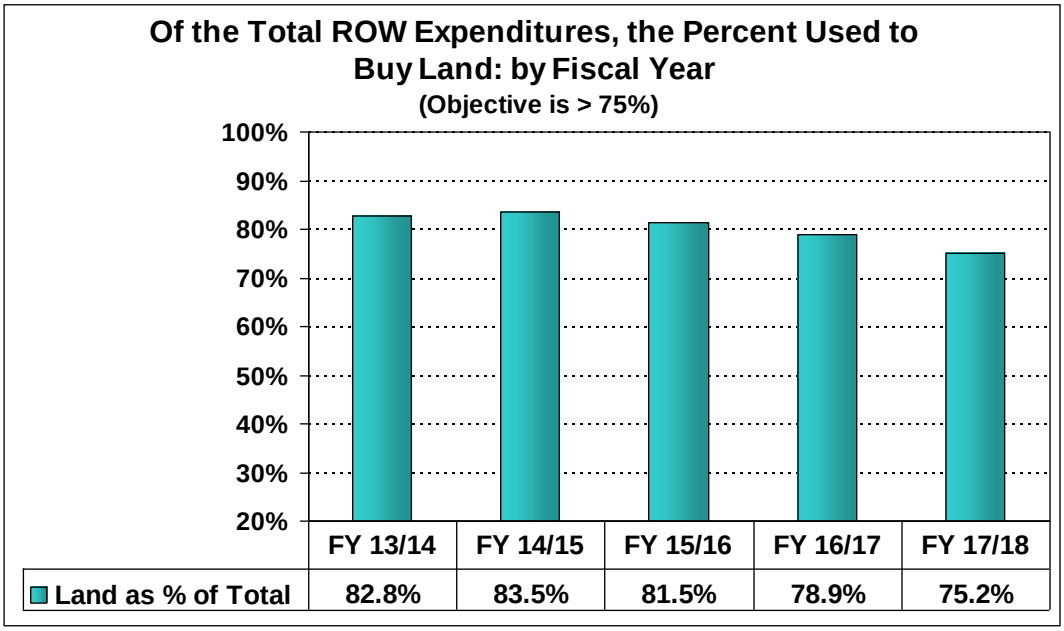
RESULTS: Right of way expenditures totaled $358.3 million during FY 17/18. Of that total, 75.2% (or $269.3 million) purchased land compared to 78.9% in FY 16/17. 15% (or $53.8 million) paid landowners' fees and costs, $28.9 million of that being paid to landowners' attorneys.

Right of Way Expenditure Data Compared to Expenditure Data from FY 16/17

ROW Expenditures Statewide	FY 16/17		FY 17/18		Change	
	$	%	$	%	$	%
Land	$326.3	78.9%	$269.3	75.2%	-$57.0	-17.5%
Business Damages	$25.7	6.2%	$25.4	7.1%	-$0.3	-1.0%
Landowner Fees	$50.2	12.1%	$53.8	15.0%	$3.6	7.2%
Relocation Assist.	$7.2	1.7%	$7.1	2.0%	-$0.1	-1.7%
Miscellaneous	$4.3	1.0%	$2.7	0.8%	-$1.6	-37.1%
Total	$413.7	100.0%	$358.3	100.0%	-$55.4	-13.4%



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



1c. CONSTRUCTION CONTRACT LETTINGS

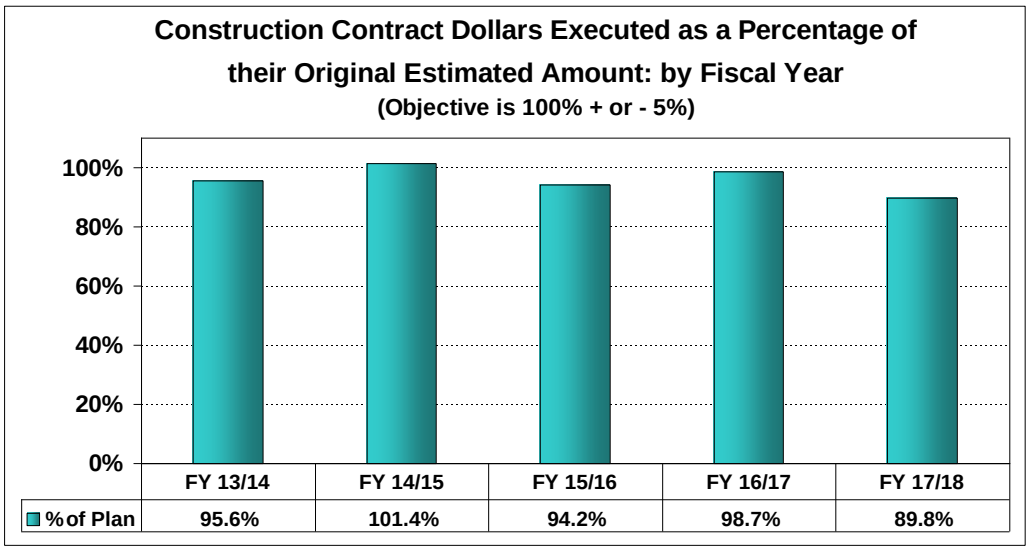
The construction phase cannot begin until the Department lets the project (carries out the bidding process) and awards a construction contract to the construction firm that will actually build the facility. The Florida Department of Transportation, Central Contracts Administration Office advertises and awards road and bridge construction contracts. Most state funded construction contracts less than $10 million and maintenance contracts are handled by the individual District Contracts Offices. Contractors must be prequalified to bid on road and bridge construction contracts over $250,000.

The construction phase results in the final, tangible product of the Department. The construction program comprises about 49.7% of total funding in the work program. The public's foremost concern is "Is the Department building the projects it committed to build, and is it doing so in the time promised?" The following measure and data assess the Department's performance in keeping its commitments to initiate the construction of planned roads, bridges and other transportation facilities.

PRIMARY MEASURE: The Construction Contract dollars executed as a percentage of the original estimated amount. This measure is an indicator of how well the Department develops its financial plan and estimates the contract amount. 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. 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.

OBJECTIVE: The Department's objective is to execute construction contracts at 100% of the original estimated amount. (The objective includes a plus or minus 5% tolerance.)

RESULTS: The 390 projects that were in the plan and let during the year were estimated to cost a total of $2,973.4 million, and were let at an actual cost of $2,671.5 million, or at 89.8% of their estimated cost. The Department also executed 25 additional construction contracts totaling $35.5 million that were not included in the original plan.

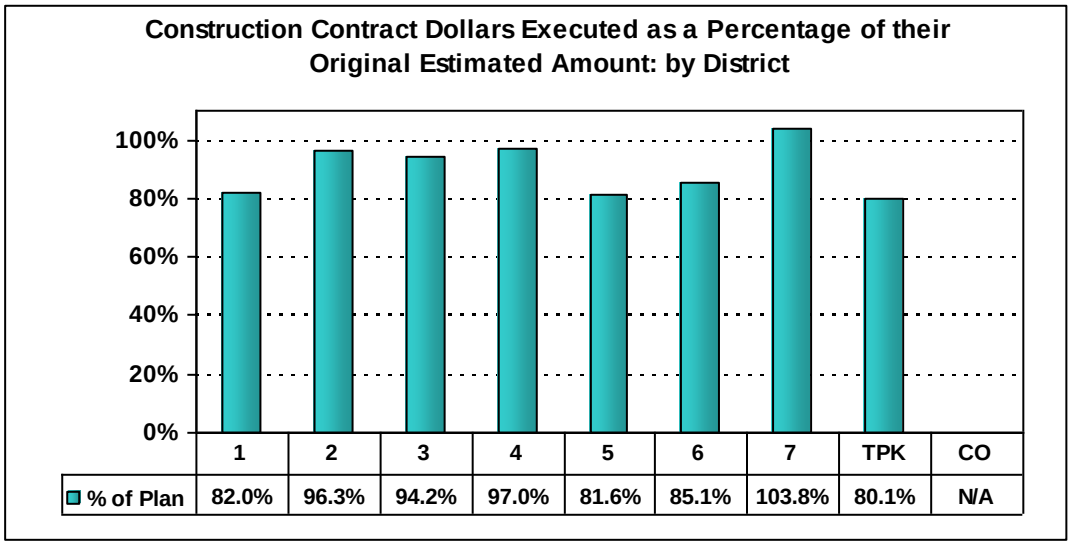


The following table shows the original estimated dollar value of executed construction contracts and the actual executed dollar value of those contracts for each of the last five fiscal years.

Statewide Construction Contract Dollars — Estimate vs. Actual

	Fiscal Year				
$ in millions	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Estimate	$2,778.4	$2,653.6	$2,481.9	$3,787.1	$2,973.4
Actual	$2,657.2	$2,689.5	$2,337.3	$3,737.7	$2,671.5
% of Plan	95.6%	101.4%	94.2%	98.7%	89.8%

District Construction Contract dollar data is presented below.



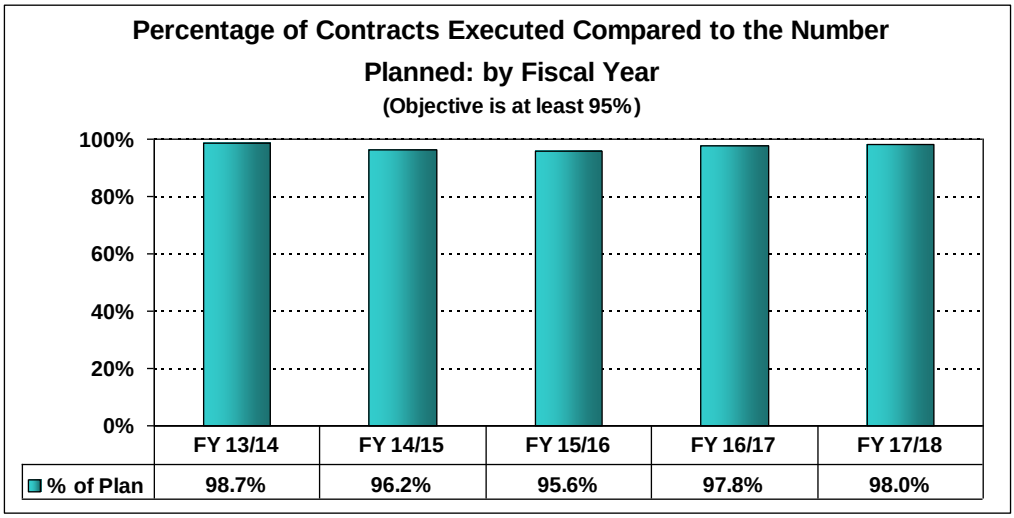
District Construction Contract Dollars: Estimate vs. Actual for FY 17/18

$ in millions	District								
	1	2	3	4	5	6	7	TPK	CO
Estimate	$326.9	$283.1	$182.7	$708.0	$310.2	$232.1	$319.0	$611.4	$0.0
Actual	$268.2	$272.7	$172.1	$687.0	$253.1	$197.5	$331.2	$489.7	$0.0
% of Plan	82.0%	96.3%	94.2%	97.0%	81.6%	85.1%	103.8%	80.1%	N/A

PRIMARY MEASURE: The number of construction contracts actually executed compared against the number of construction contracts the Department planned to execute 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 objective is to execute no less than 95% of those contracts planned to be let during the year.

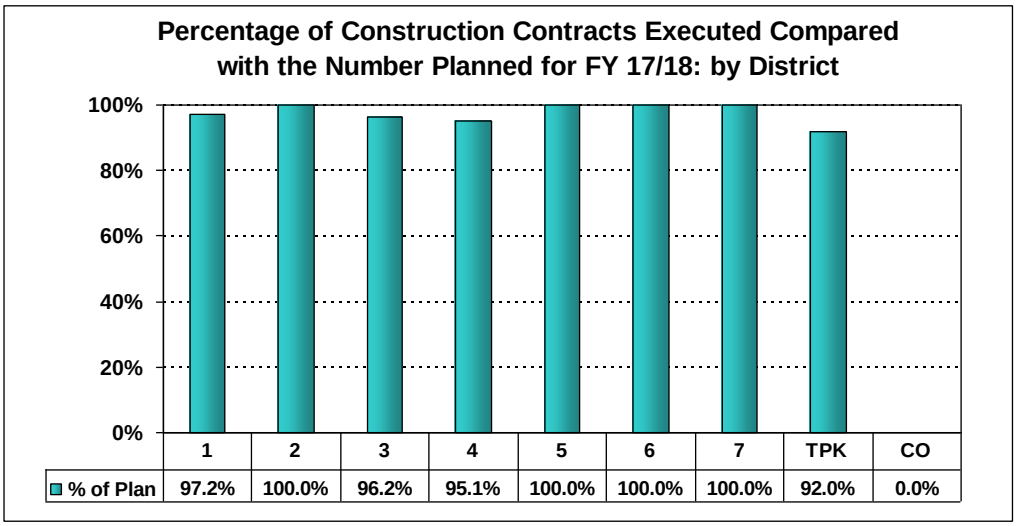
RESULTS: For FY 17/18, the Department achieved 98% of its plan, having executed 390 of the 398 projects it planned to execute during the year. The Department also executed an additional 25 projects that were not included in the current or future plans.



Five - Year Statewide Construction Contract Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	469	445	436	417	398
Actual	463	428	417	408	390
% of Plan	98.7%	96.2%	95.6%	97.8%	98.0%
Additions	82	61	40	35	25
Total	545	489	457	443	415

District Construction Contract letting data is presented below.



District Construction Contract Data for FY 17/18

	District								
	1	2	3	4	5	6	7	TPK	CO
Plan	72	58	53	41	53	53	43	25	0
Actual	70	58	51	39	53	53	43	23	0
% of Plan	97.2%	100.0%	96.2%	95.1%	100.0%	100.0%	100.0%	92.0%	0.0%
Additions	5	4	3	0	1	0	12	0	0
Total	75	62	54	39	54	53	55	23	0

1d. CONSTRUCTION CONTRACT ADJUSTMENTS

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. 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. 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.

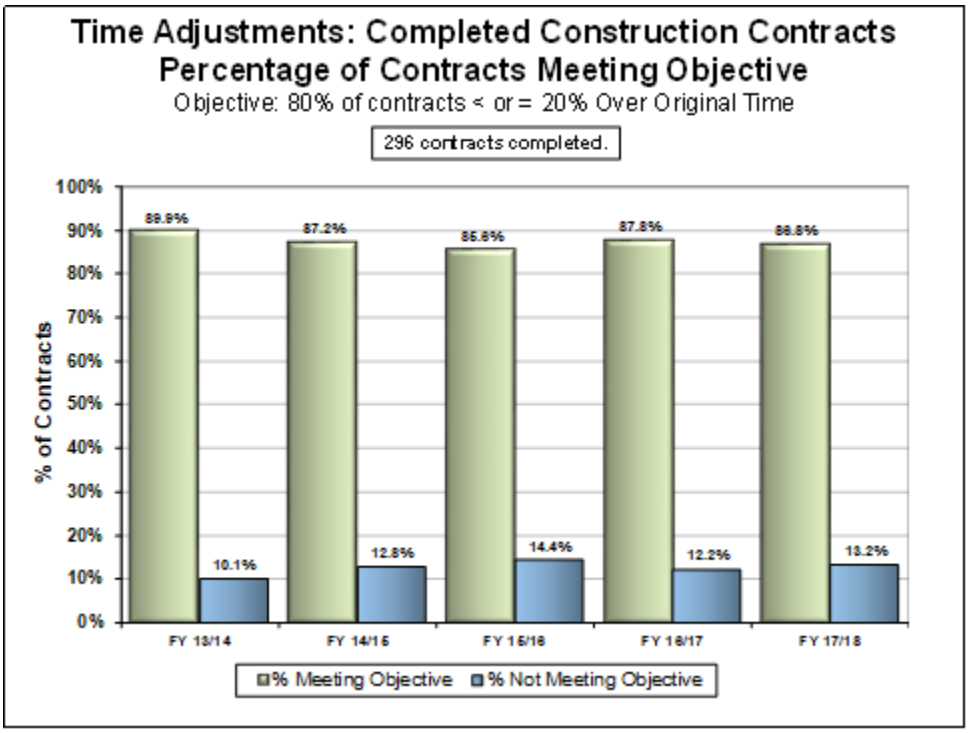
CONSTRUCTION CONTRACT TIME ADJUSTMENTS

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 as mentioned above. 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 the construction contracts completed during the fiscal year, the percentage of those contracts that were completed within 20 percent above the original contract time.

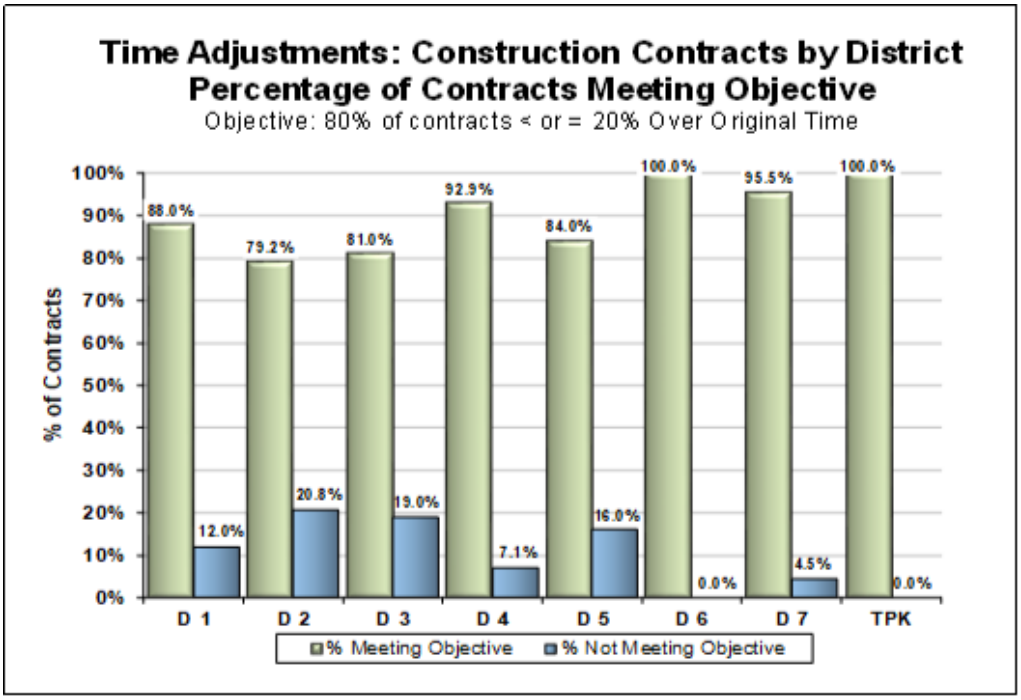
OBJECTIVE: No less than 80 percent of completed construction contracts meeting the 20 percent threshold.

RESULTS: For the 296 construction contracts completed during FY 17/18, 86.8% were completed within 20% of their original contract time.



Five—Year Construction Contract Time Data

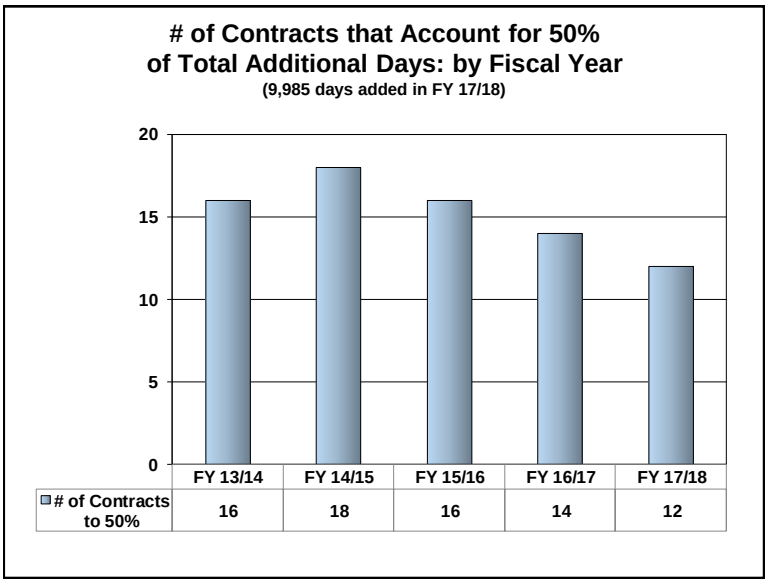
	# of Contracts	# < or = to 20%	%< or = to 20%	# > 20%	%> 20%
FY 17/18	296	257	86.8%	39	13.2%
FY 16/17	327	287	87.8%	40	12.2%
FY 15/16	362	310	85.6%	52	14.4%
FY 14/15	376	328	87.2%	48	12.8%
FY 13/14	385	346	89.9%	39	10.1%



District Construction Contract Time Data for FY 17/18

District	# of Contracts	# < or = to 20%	%< or = to 20%	# > 20%	%> 20%
1	50	44	88.0%	6	12.0%
2	53	42	79.2%	11	20.8%
3	58	47	81.0%	11	19.0%
4	28	26	92.9%	2	7.1%
5	50	42	84.0%	8	16.0%
6	25	25	100.0%	0	0.0%
7	22	21	95.5%	1	4.5%
TPK	10	10	100.0%	0	0.0%

There were 296 construction contracts completed during FY 17/18. The total aggregate original time allowed for completion of those 296 contracts was 70,561 days. There were 9,985 additional days used in the completion of those contracts (does not take into consideration contracts finished early). Twelve contracts accounted for 50 percent of the additional days.



The 12 contracts are identified below and on the next page.

District	Contract #	Project Description	Original Days	Additional Days	Total Days	Total as % of Original Days
4	E4K49	I-95 Express Lanes from Miami Dade to I-595	770	901	1671	217.0%
2	T2426	SR 500 (US 27) From CR 241 Curb and Gutter Improvements	550	813	1363	247.8%
2	T2583	I-10 (SR 8) At SR 111 (CASSAT AVE) Drainage Improvements	350	428	778	222.3%
5	E5R16	I-4 From SR 44 to E of I-95 Additional Lanes	900	382	1282	142.4%

District	Contract #	Project Description	Original Days	Additional Days	Total Days	Total as % of Original Days
2	E2R95	McFarland Ave From Summers Elementary to L.C. Middle School Sidewalk	200	351	551	275.5%
1	E1L76	SR 64 From Pears St to E of Cracker Trail Drainage Improvements	100	308	408	408.0%
7	T7322	Henry Canal From Benjamin RD to W of Hoover BLVD Drainage Improvements	153	308	461	301.3%
3	T3400	SR 8 (I-10) From SR 291 Davis Highway to SR 10A (US 90) Additional Lanes	850	306	1156	136.0%
5	E5Y06	CR 439 Arterial Traffic Management	225	280	505	224.4%
3	T3380	SR 83 (US 331) From N End of Relief BR to S of SR 20 Additional Lanes	955	274	1229	128.7%
5	T5466	SR 500 (US 441) From .2 MI N of SR 44 to Orange CO Line Pave Shoulders	109	274	383	351.4%
1	E1N91	Channel Improvements SR 25 (US 27) Over Lake Jackson	175	261	436	249.1%

CONSTRUCTION CONTRACT COST ADJUSTMENTS

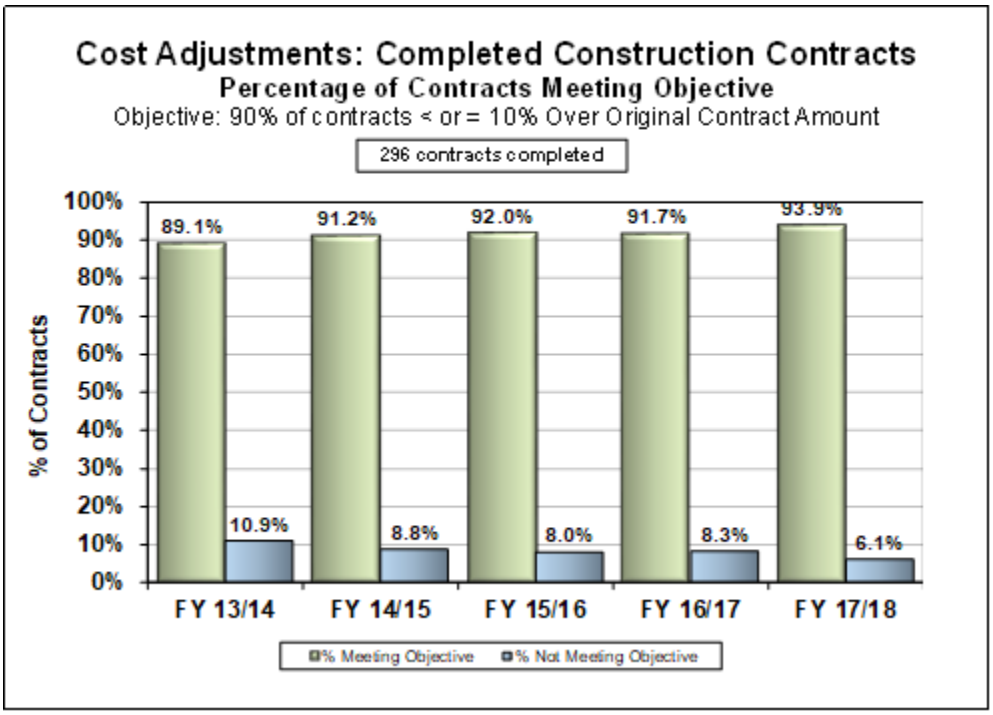
It is generally accepted in the construction industry that the contract amount will increase by a small percentage of the original bid amount due to a variety of unanticipated conditions and unexpected events. Even though a small percentage increase in cost is generally expected, and the Department reserves funds for this purpose, significant cost increases could result in delaying other planned projects and could indicate a problem in quality of design plans and specifications or in contract management.

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: Of all the construction contracts completed during the fiscal year, the percentage of those contracts that were completed at a cost within 10 percent above the original contract amount.

OBJECTIVE: No less than 90 percent of the completed construction contracts meeting the 10 percent threshold.

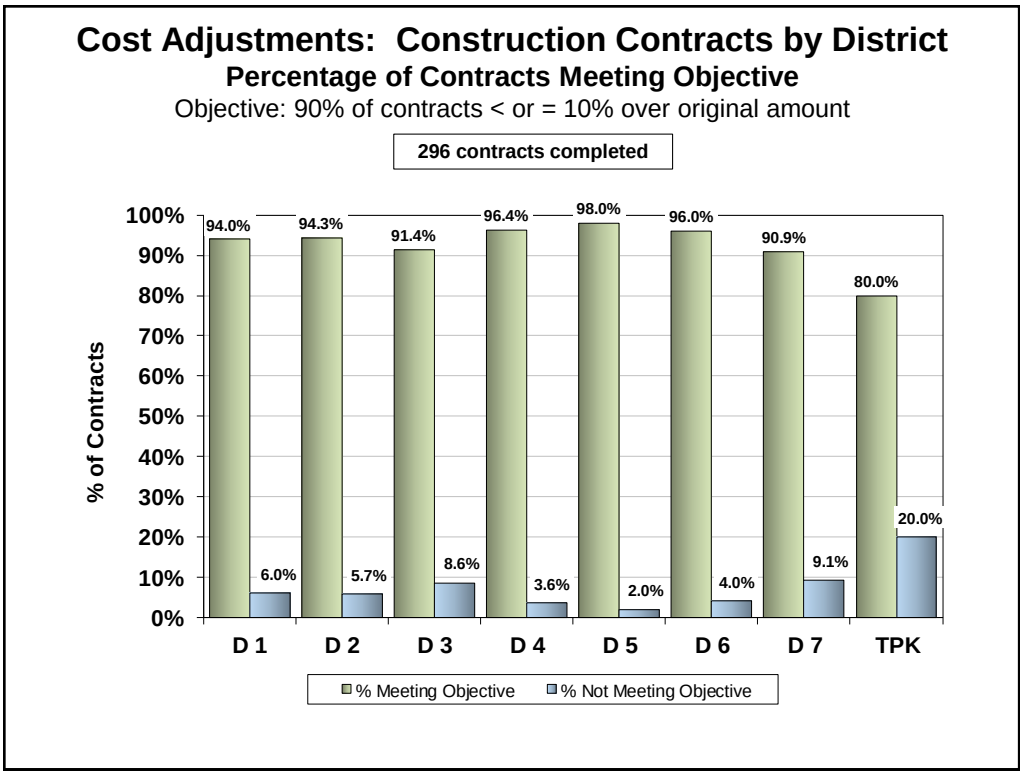
RESULTS: For the 296 construction contracts completed during FY 17/18, 93.9% were completed within 10% of their original contract amount.



Five Year Construction Contract Amount Data

	# of Contracts	# < or = to 10%	%< or = to 10%	# > 10%	%> 10%
FY 17/18	296	278	93.9%	18	6.1%
FY 16/17	327	300	91.7%	27	8.3%
FY 15/16	362	333	92.0%	29	8.0%
FY 14/15	376	343	91.2%	33	8.8%
FY 13/14	385	343	89.1%	42	10.9%

District Cost adjustment data is presented below.

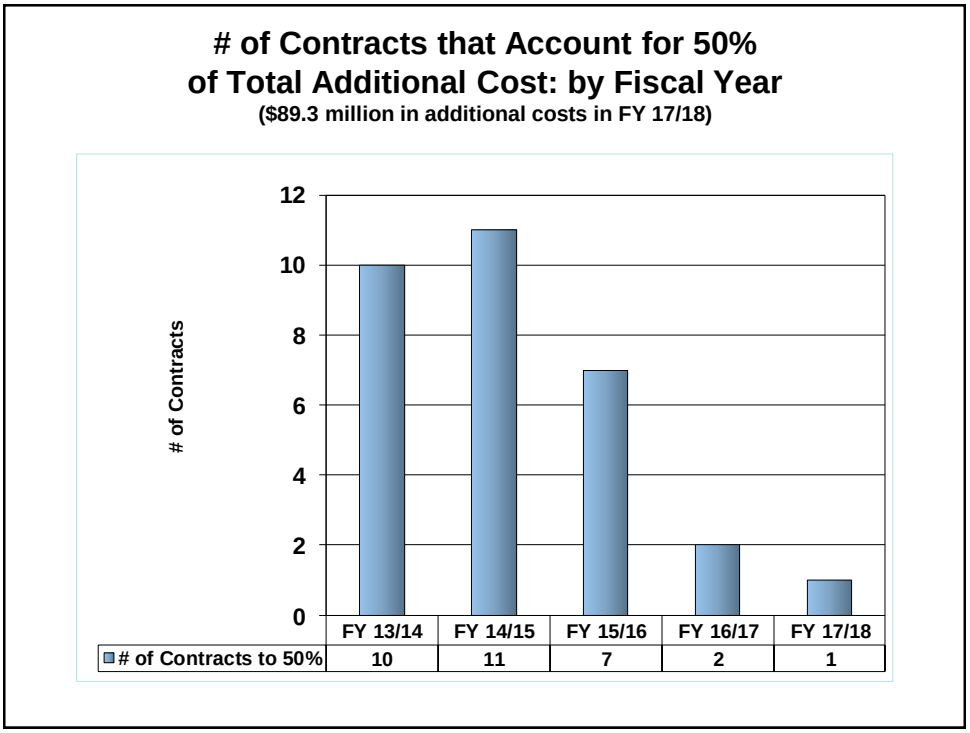


District Construction Contract Cost Data for FY 17/18

District	# of Contracts	# < or = 10%	%< or = to 10%	# > 10%	%> 10%
1	50	47	94.0%	3	6.0%
2	53	50	94.3%	3	5.7%
3	58	53	91.4%	5	8.6%
4	28	27	96.4%	1	3.6%
5	50	49	98.0%	1	2.0%
6	25	24	96.0%	1	4.0%
7	22	20	90.9%	2	9.1%
TPK	10	8	80.0%	2	20.0%

There were 296 construction contracts completed during the fiscal year. The total aggregate original contract dollar amount (less contingency pay items) allowed for completion of those 296 contracts was $1.588 billion. There were $89.3 million in additional costs in the completion of those contracts.

One contract accounted for about 50 percent of the additional costs. The contract is identified in the table below.

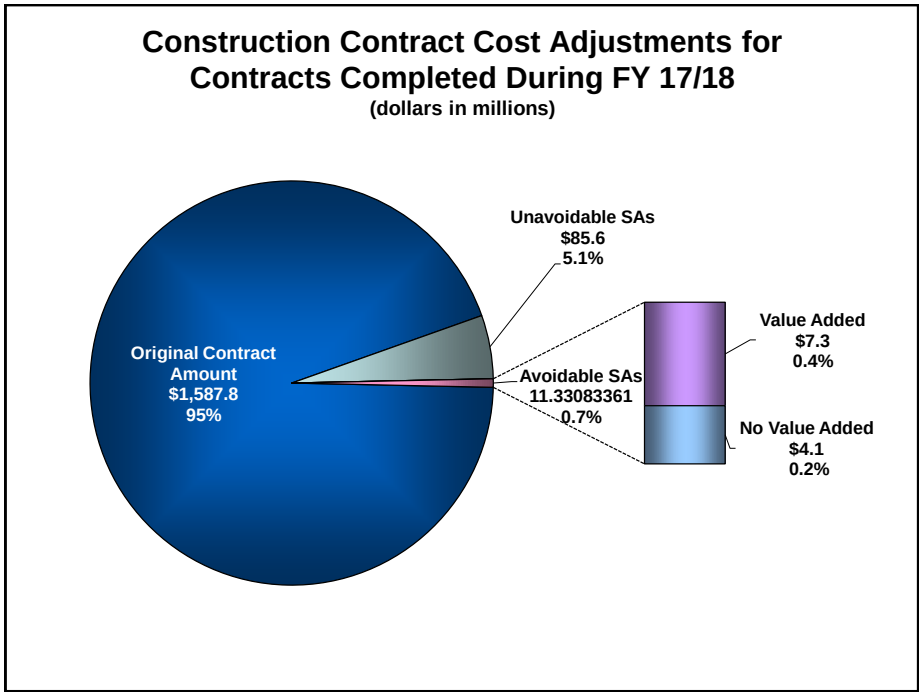


District	Contract #	Project Description	Original Amount	Additional Amount	Total Amount	Total as % of Original Amount
4	E4K49	I-95 Express Lanes from Miami Dade to I-595	$83,877,062	$43,028,889	$126,905,951	151.3%

The following Explanatory Data provides insight into the reasons for cost increases that are attributable to supplemental agreements and are used by the Department to target areas for improvement. 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 when completed. There are instances, however, when the Department must pay a higher price for additional material quantities authorized by supplemental agreement, and when “delay 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 monetary 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 (i.e., should have been foreseen). That portion is broken down further to reflect 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 the 296 completed construction contracts during FY 17/18 of $1.588 billion, a total of $11.3 million (or 0.7%) was deemed avoidable supplemental agreements. Of the $11.3 million avoidable supplemental agreement amount, $7.3 million (or 0.4% of the grand total) added value to the completed projects.

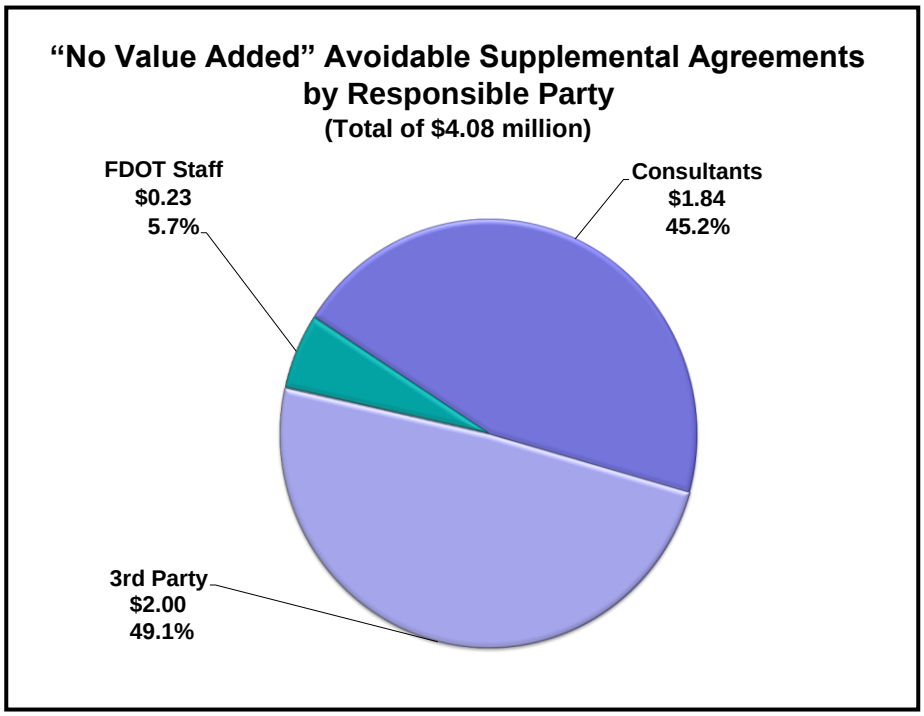


The chart above and the table below indicate that of the total amount paid for construction contracts in FY 17/18 (including supplemental agreements and other cost adjustments), only $4.1 million (or 0.2%) of that amount went to pay for supplemental agreements that did not add any value to projects and can be considered money that was wasted. The Department should focus on these supplemental agreements to identify areas of improvement.

	Amount	%
Original Contract Amount	$1,587,787,460	95.0%
Unavoidable SAs	$85,619,512	5.1%
Avoidable SAs	$11,330,834	0.7%
Total Final Amount Paid	$1,684,737,805	100.0%

Avoidable SAs		
Value Added	$7,253,643	0.4%
No Value Added	$4,077,191	0.2%
Total	$11,330,834	0.7%

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.



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

Responsible Party	Amount	%
3rd Party	$2,000,184	49.1%
Consultants	$1,844,345	45.2%
FDOT Staff	$232,662	5.7%
Total "No Value Added" Amount	$4,077,191	100.0%

1e. LOCAL AGENCY PROGRAM (LAP)

The Department has historically contracted with other governmental agencies to develop, design, acquire right-of-way, and construct transportation facilities and to reimburse these governmental agencies for services provided to the traveling public. When the Department contracts with Local Agencies for reimbursement to the Local Agencies using Federal funds administered by the Federal Highway Administration (FHWA), the Department is held accountable to ensure that Certified Local Agencies comply with all applicable Federal statutes, rules and regulations. Locals must be LAP-certified before entering into a LAP Agreement.

The Local Agency Program (LAP) is administered in each District by a District LAP Administrator designated by the District Secretary. Project-level direction and oversight are provided through the District Offices of Planning, Environmental Management, Design, Right-of-Way, Policy Planning, Federal Aid, Contracts Administration, Equal Opportunity, Comptroller, and Program Development. The Central Office LAP Administrator chairs the standing committee on standards and practices for local agencies.

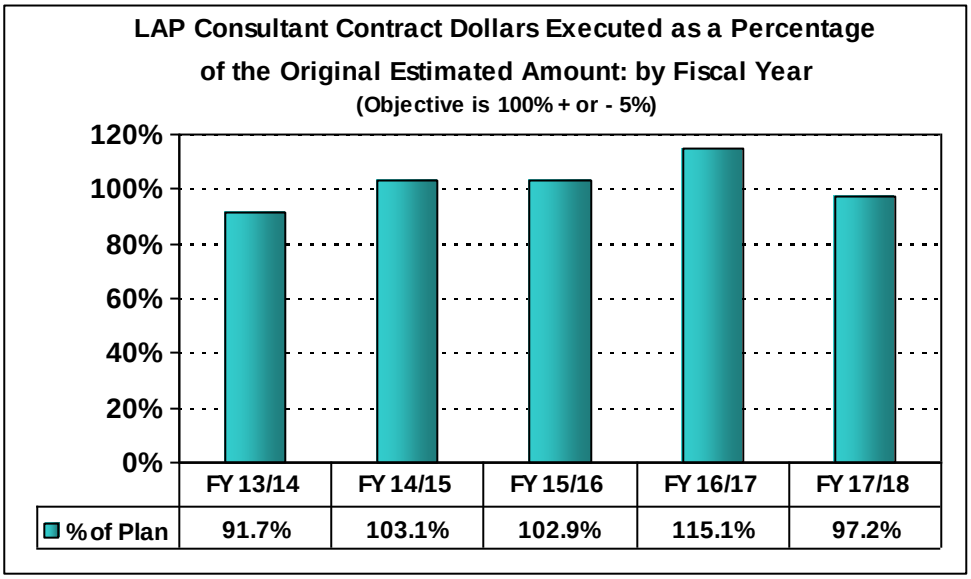
LAP projects are programmed in the Work Program, but responsibility for these projects is passed to local governments. In previous years, LAP projects were included in the Consultant Acquisition and Construction Letting measures previously discussed. However, the Performance Measures Working Group (PMWG) determined that the relatively small number of LAP contracts was skewing the results of the consultant and construction contract measures. The PMWG felt strongly that LAP contracts should continue to be measured, but that LAP contracts should be measured separately since much of the control over the execution of LAP contracts rests with local governments.

Sunset Strip Complete Streets Bike Lanes in District Four

LAP CONSULTANT ACQUISITION

SECONDARY MEASURE: The following measure is an indicator of how well the Department manages it finances in the LAP consultant contract estimating and negotiation process. The closer to the estimate the price is negotiated, the better utilization of finances. A contract negotiated above the estimate utilizes additional funds and budget; more than 5% under the estimate could result in under utilization of resources and ineffective cash management.

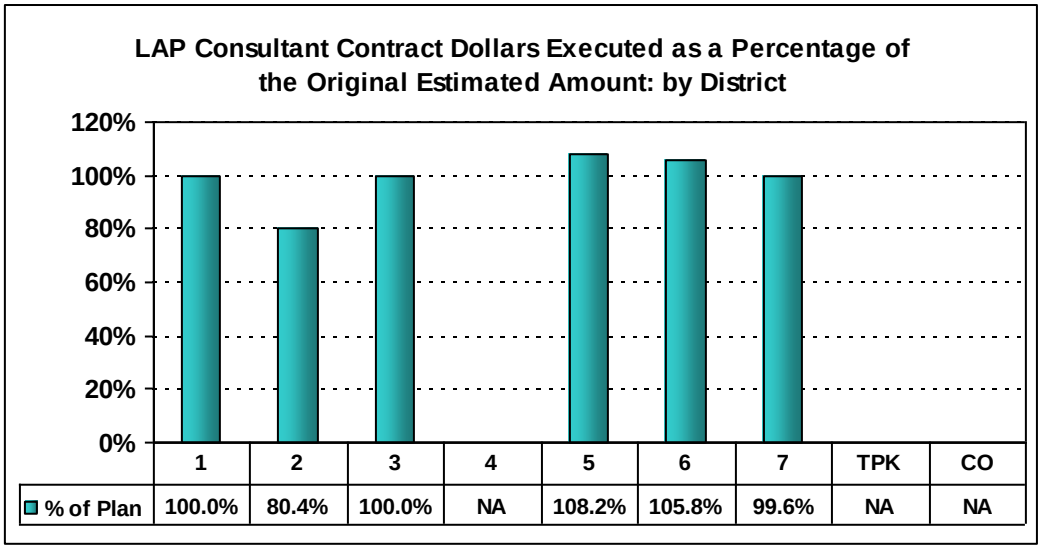
RESULT: The Department executed $17.3 million of LAP consultant contracts, which was $0.5 million less than the estimate of $17.8 million, or 97.2% of estimate. The Department also executed 14 additional LAP consultant contracts totaling $2.3 million that were not included in the original plan.



Five - Year Statewide LAP Consultant Contract Data

	Fiscal Year				
$ in millions	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Estimate	$9.6	$14.0	$27.9	$9.0	$17.8
Actual	$8.8	$14.4	$28.7	$10.3	$17.3
% of Plan	91.7%	103.1%	102.9%	115.1%	97.2%

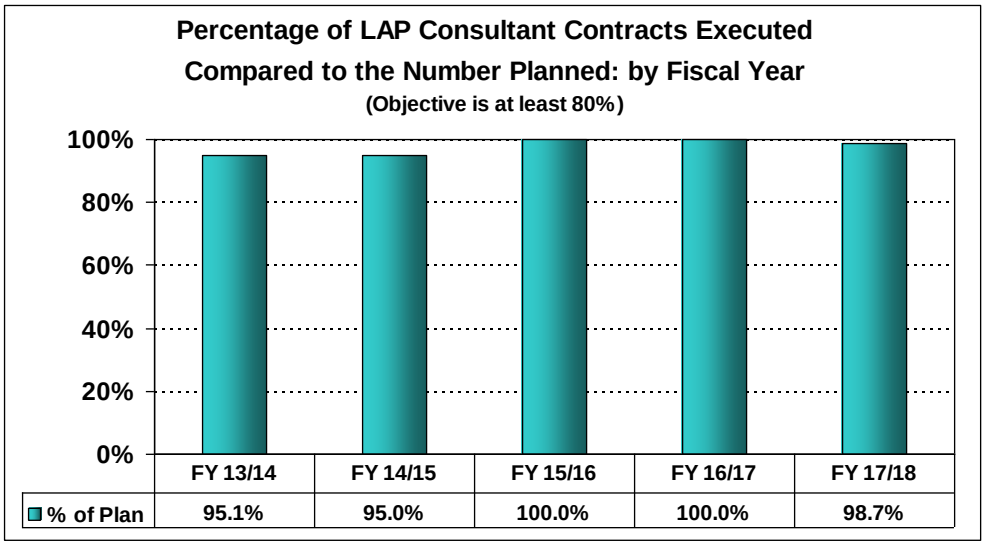
District information regarding LAP consultant acquisition contracts is presented below.



$ in millions	District								
	1	2	3	4	5	6	7	TPK	CO
Estimate	$1.82	$4.04	$4.97	$0.00	$2.08	$2.26	$2.67	$0.00	$0.00
Actual	$1.82	$3.25	$4.97	$0.00	$2.25	$2.39	$2.66	$0.00	$0.00
% of Plan	100.0%	80.4%	100.0%	NA	108.2%	105.8%	99.6%	NA	NA

SECONDARY MEASURE: The number of LAP consultant contracts actually executed compared against the number of LAP consultant contracts planned to be executed during the year. The Department's objective is to let no less than 80% of those LAP consultant contracts planned to be let during the year.

RESULT: The Department achieved 98.7% of its plan, executing 78 of 79 LAP consultant contracts planned at a value of $17.3 million. The Department also executed an additional 14 contracts not in the plan that were valued at $2.3 million.



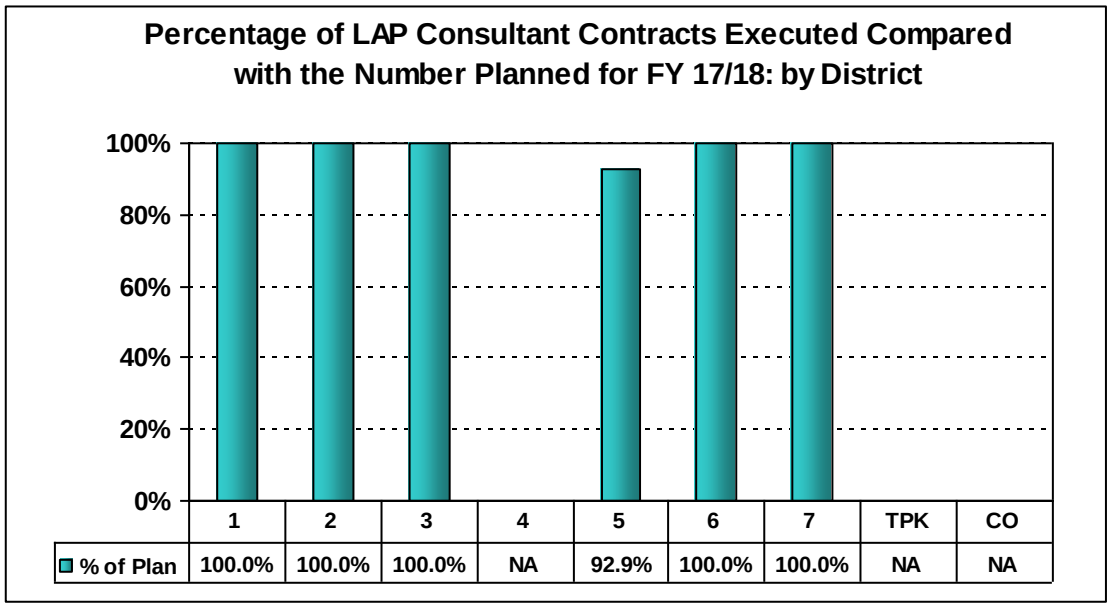
Five - Year Statewide LAP Consultant Contract Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	41	60	64	68	79
Actual	39	57	64	68	78
% of Plan	95.1%	95.0%	100.0%	100.0%	98.7%
Additions	37	17	7	12	14
Total	76	74	71	80	92

NOTE: Includes planning, preliminary engineering and construction engineering inspection (CEI) consultants.

District information regarding LAP consultant acquisition contracts is presented below.

All Districts exceeded the goal of 80% for FY 17/18. District 4, the Turnpike Enterprise and Central Office had no LAP projects planned for FY 17/18.



District LAP Consultant Contract Data for FY 17/18

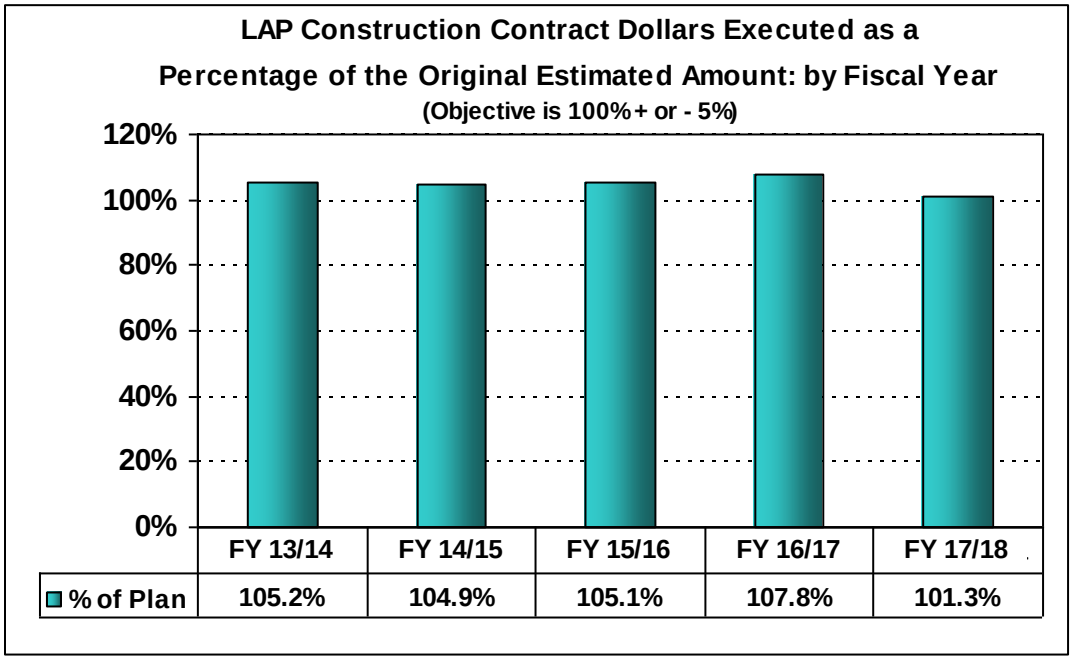
	District								
	1	2	3	4	5	6	7	TPK	CO
Plan	12	17	7	0	14	11	18	0	0
Actual	12	17	7	0	13	11	18	0	0
% of Plan	100.0%	100.0%	100.0%	NA	92.9%	100.0%	100.0%	NA	NA
Additions	1	0	1	0	7	0	5	0	0
Total	13	17	8	0	20	11	23	0	0

LAP CONSTRUCTION LETTINGS

SECONDARY MEASURE: The following measure is an indicator of how well the Department manages it finances in the contract estimating and negotiation process. The closer to the estimate the price is negotiated, the better the Department is utilizing its finances. A contract negotiated above the estimate utilizes additional funds and budget; under the estimate could result in under utilization of resources and ineffective cash management.

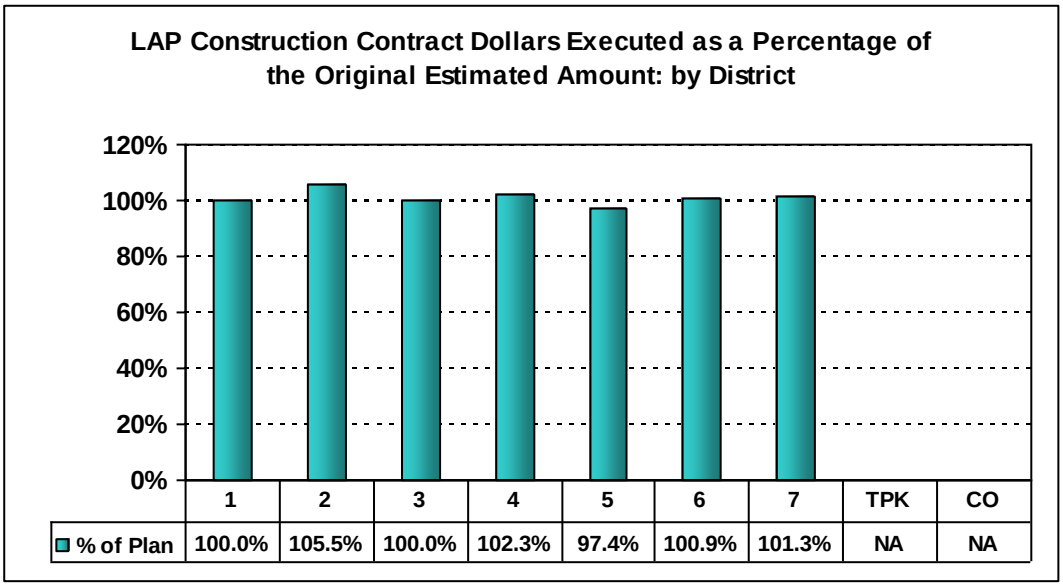
RESULT: The 70 LAP construction contracts the Department executed during the year were executed at a total cost of $49.2 million, which was $0.6 million more than the estimated cost of $48.6 million, or at 101.3% of their estimated cost. The Department also executed 9 additional LAP construction contracts totaling $6.6 million that were not in the original plan.

Five-Year Statewide LAP Construction Contract Data



$ in millions	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Estimate	$192.6	$126.5	$59.7	$49.1	$48.6
Actual	$202.7	$132.6	$62.8	$52.9	$49.2
% of Plan	105.2%	104.9%	105.1%	107.8%	101.3%

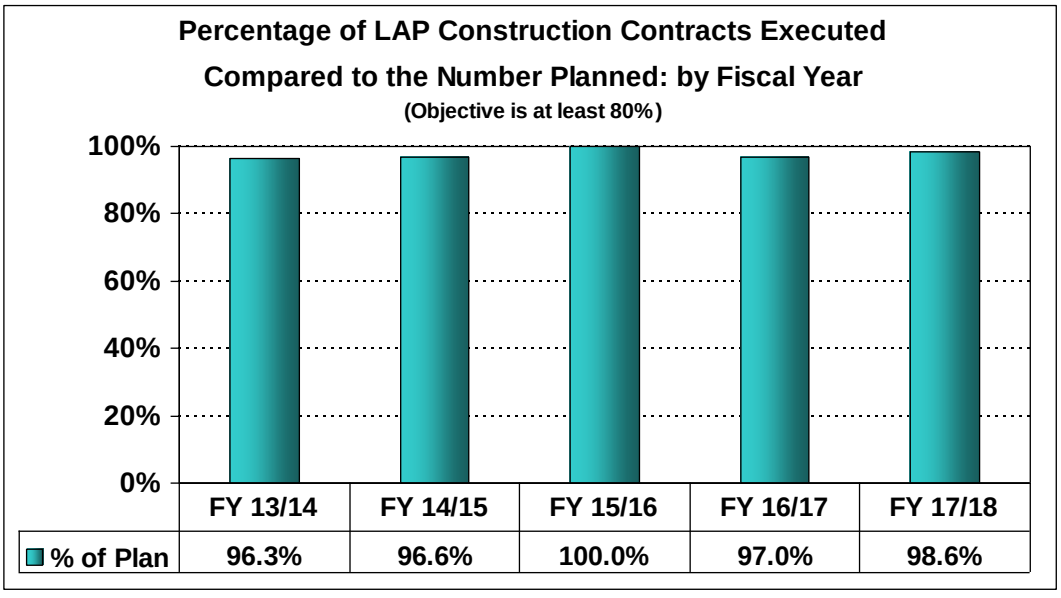
District information regarding LAP construction contracts is presented below.



$ in millions	District								
	1	2	3	4	5	6	7	TPK	CO
Estimate	$5.2	$8.3	$1.3	$8.0	$8.6	$9.6	$7.7	$0.0	$0.0
Actual	$5.2	$8.8	$1.3	$8.1	$8.3	$9.7	$7.8	$0.0	$0.0
% of Plan	100.0%	105.5%	100.0%	102.3%	97.4%	100.9%	101.3%	NA	NA

SECONDARY MEASURE: The number of LAP construction contracts actually executed compared against the number of LAP construction contracts the Department planned to execute during the year. The objective is to execute no less than 80% of those contracts planned to be let during the year.

RESULT: The Department achieved 98.6% of its plan, executing 70 of 71 planned projects valued at $49.2 million. The Department added and executed 9 projects that were not in the plan valued at $6.6 million for a total of $55.8 million of LAP projects placed in production.

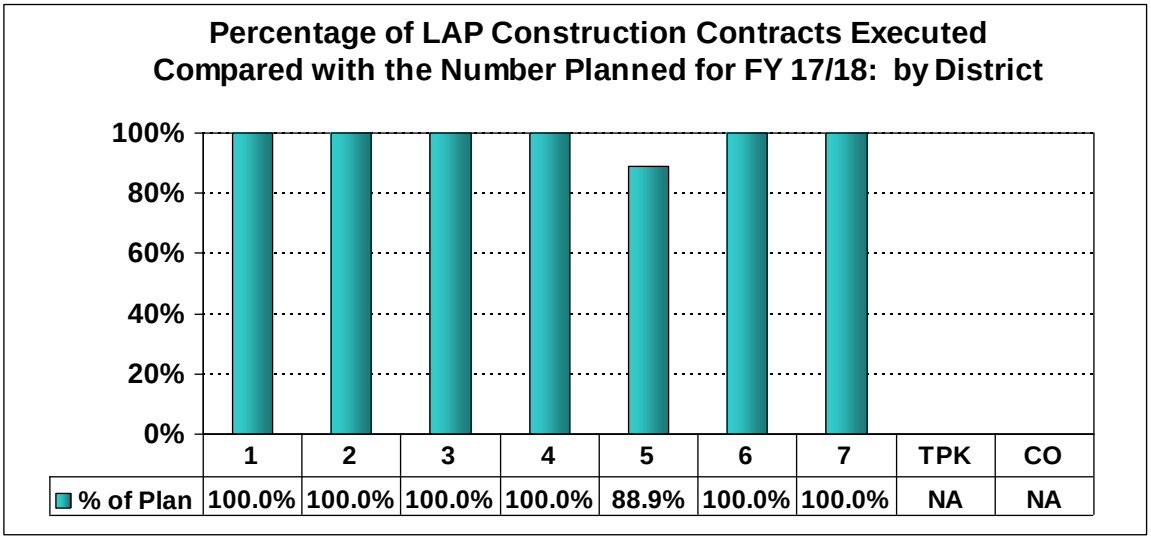


Five-Year Statewide LAP Construction Contract Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	81	89	81	67	71
Actual	78	86	81	65	70
% of Plan	96.3%	96.6%	100.0%	97.0%	98.6%
Additions	31	21	8	15	9
Total	109	107	89	80	79

District information regarding LAP construction contracts is presented below.

The Central Office and the Turnpike Enterprise did not have any LAP construction contracts in FY 17/18.



District LAP Construction Contract Data for FY 17/18

	District								
	1	2	3	4	5	6	7	TPK	CO
Plan	12	9	6	14	9	9	12	0	0
Actual	12	9	6	14	8	9	12	0	0
% of Plan	100.0%	100.0%	100.0%	100.0%	88.9%	100.0%	100.0%	NA	NA
Additions	0	0	1	0	8	0	0	0	0
Total	12	9	7	14	16	9	12	0	0

Old Seven Mile Bridge Repair Work in District Six

2. Preservation of Current State Highway System

2a. Bridges

2b. Pavement

2c. 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 functionally 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.

2a. BRIDGES

There are 12,358 bridges in Florida, and 6,455 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 Programs monitor the need for repair, rehabilitation and replacement of FDOT maintained bridges. *No bridge is allowed to become unsafe for the traveling public.*

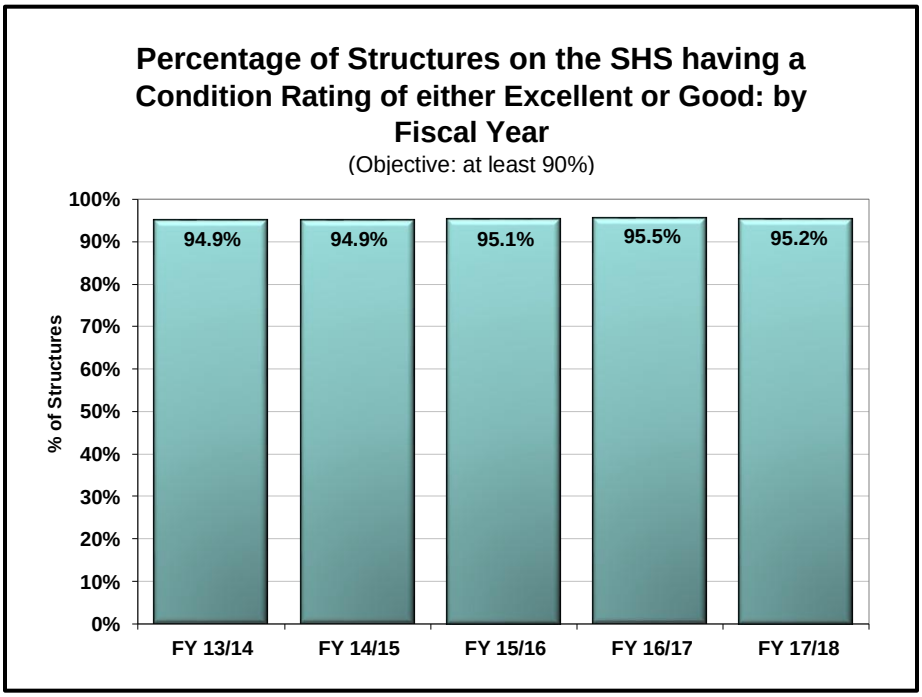
Florida law requires the Department to meet the annual needs for repair and replacement of bridges on the system. The Department's strategy is to preserve the life of Florida's bridges by making cost effective repairs or through preventive maintenance. When repair is not justified by life-cycle cost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

Bridge Condition

PRIMARY MEASURE: The percentage of bridge structures on the State Highway System having a condition rating of either excellent or good - for bridge components of substructure, superstructure and deck – or the culvert condition rating. (The measure does not include bridges on the Miami-Dade Expressway Authority and the Central Florida Expressway Authority systems since they are not maintained by the Department, but it does include bridges on the Tampa-Hillsborough County Expressway Authority system, which are.)

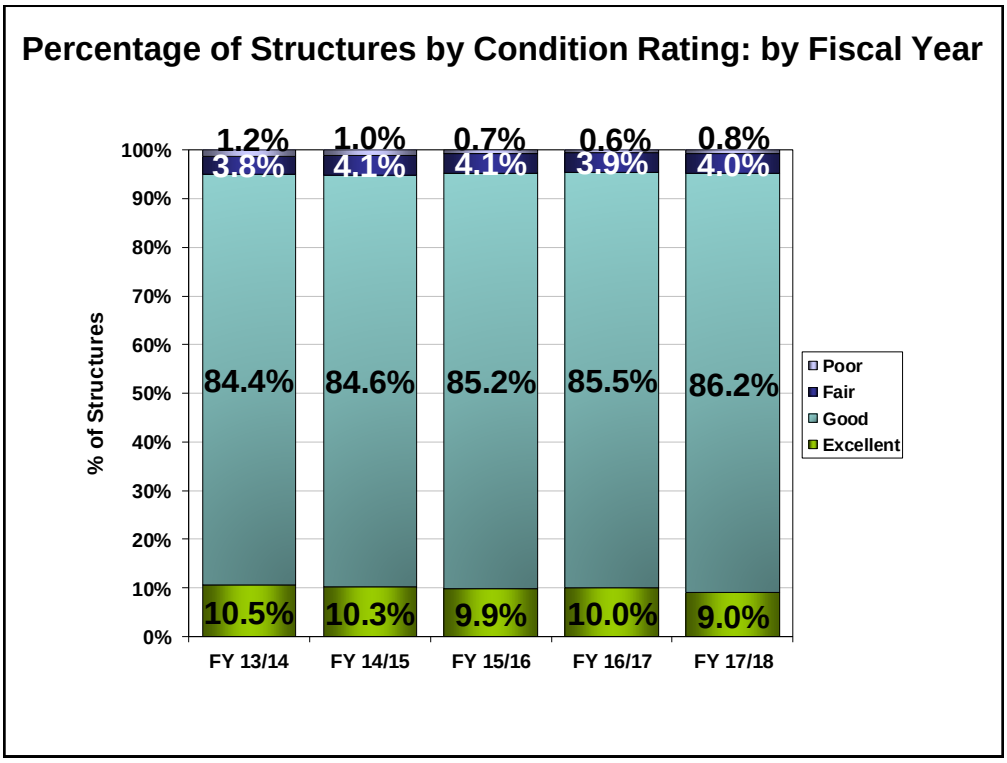
OBJECTIVE: At least 90 percent of all bridge structures on the State Highway System having a condition rating of either "excellent" or "good."

RESULTS: For FY 17/18, the percentage of state-maintained bridges having a condition rating of either "excellent" or "good" was 95.2%, exceeding the Department's objective of 90%.



Statewide Bridge Condition Data

FHWA Rating	Condition Rating	# of Bridges	% of Total
8 or 9	Excellent	584	9%
6 or 7	Good	5,561	86.2%
5	Fair	260	4%
0 to 4	Poor	50	0.8%
Totals		6,455	100.0%

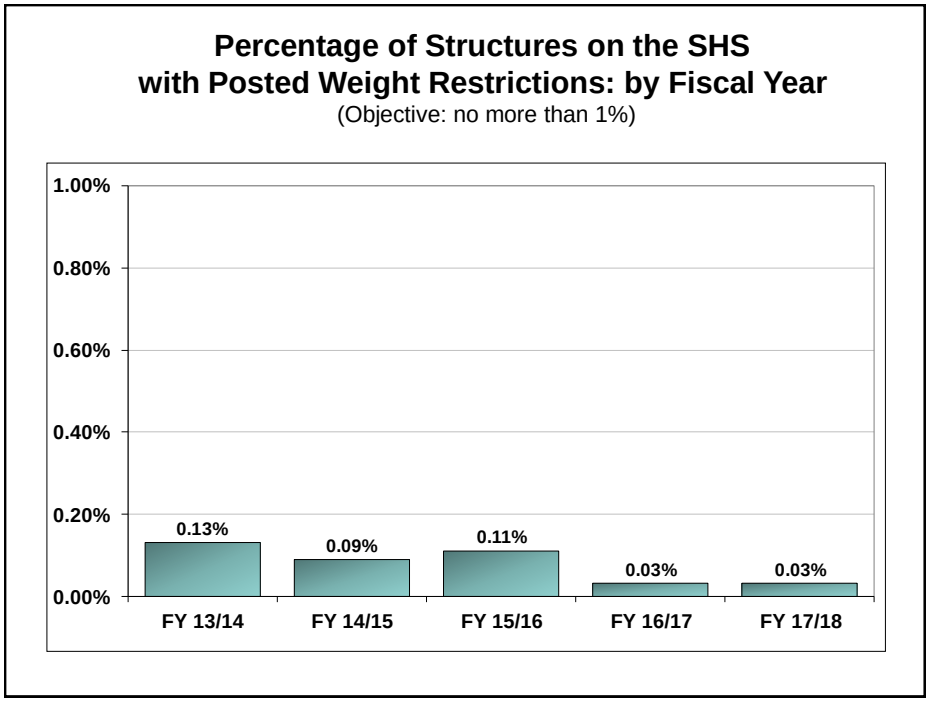


Restricted Bridges

PRIMARY MEASURE: The percentage of bridge structures on the State Highway System with posted weight restrictions. (The measure does not include bridges on the Miami-Dade Expressway Authority or Central Florida Expressway Authority systems since they are not maintained by the Department, but does include bridges on the Tampa-Hillsborough County Expressway Authority system, which are.)

OBJECTIVE: No more than one percent of all bridge structures on the State Highway system with posted weight restrictions.

RESULTS: For FY 17/18, the number of bridges on the State Highway System with posted weight restrictions is two out of 6,484 state maintained bridges. This equates to 0.03% of bridges.

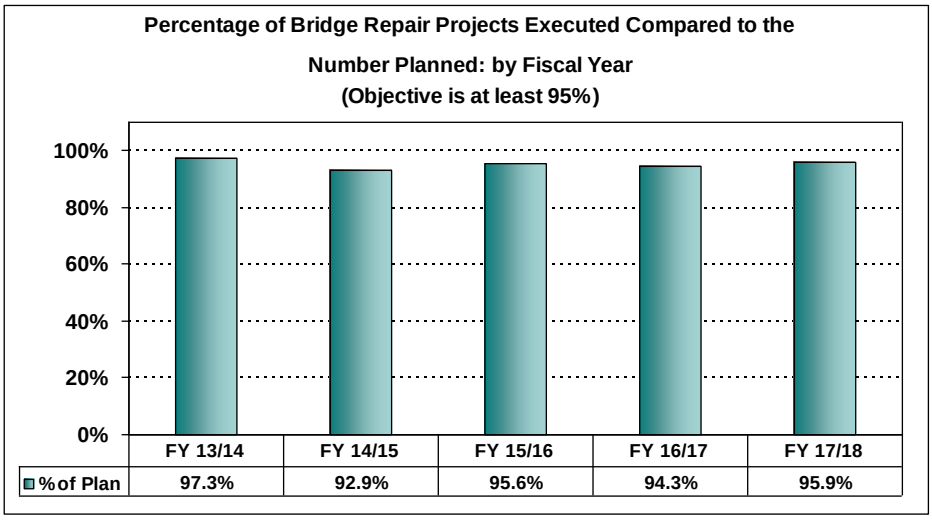


Bridge Repair Projects

SECONDARY MEASURE: The number of bridge repair projects that were planned to be executed during the year compared with the number of projects actually executed during the year. (Note: A construction contract may include more than one bridge repair job. Also, a bridge repair job can be included as part of a road project.)

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.

RESULTS: For bridge repair projects, the Department achieved 95.9% of its FY 17/18 plan; having executed 70 bridge repair projects of 73 planned. In addition, during the year the Department also executed an additional four bridge repair projects that were not in the current or future plans.



Five-Year Statewide Bridge Repair Project Data

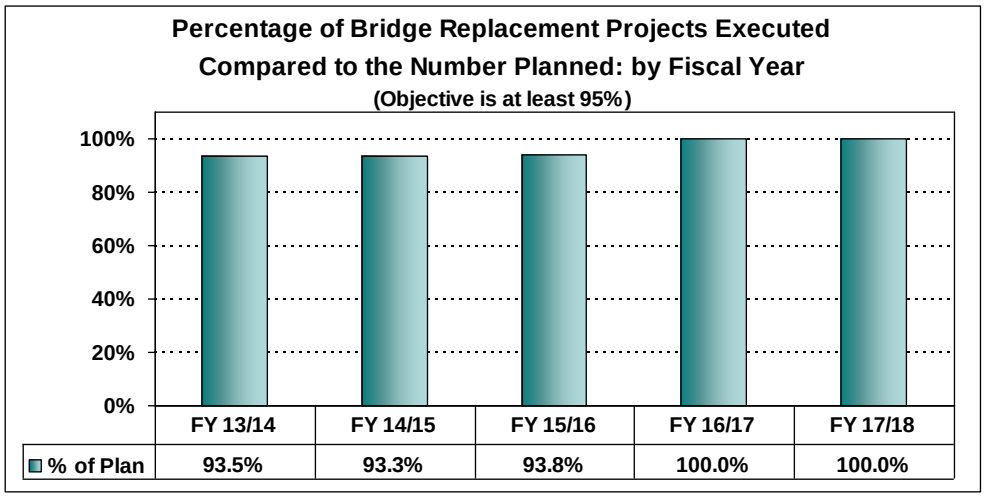
	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	75	70	90	53	73
Actual	73	65	86	50	70
% of Plan	97.3%	92.9%	95.6%	94.3%	95.9%
Additions	4	4	8	4	4
Advanced	11	2	0	2	0
Total	88	71	94	56	74

Bridge Replacement Projects

SECONDARY MEASURE: The number of bridge replacement projects that were planned to be executed during the year compared with the number of bridge replacement projects actually executed during the year. (See Note under Bridge Repair Projects.)

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

RESULTS: For bridge replacement projects, the Department achieved 100% of its FY 17/18 plan, having executed 16 bridge replacement projects out of 16 planned.



Five-Year Statewide Bridge Replacement Project Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	31	15	16	23	16
Actual	29	14	15	23	16
% of Plan	93.5%	93.3%	93.8%	100.0%	100.0%
Additions	1	0	0	0	0
Advanced	1	0	0	0	0
Total	31	14	15	23	16

2b. PAVEMENT

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.

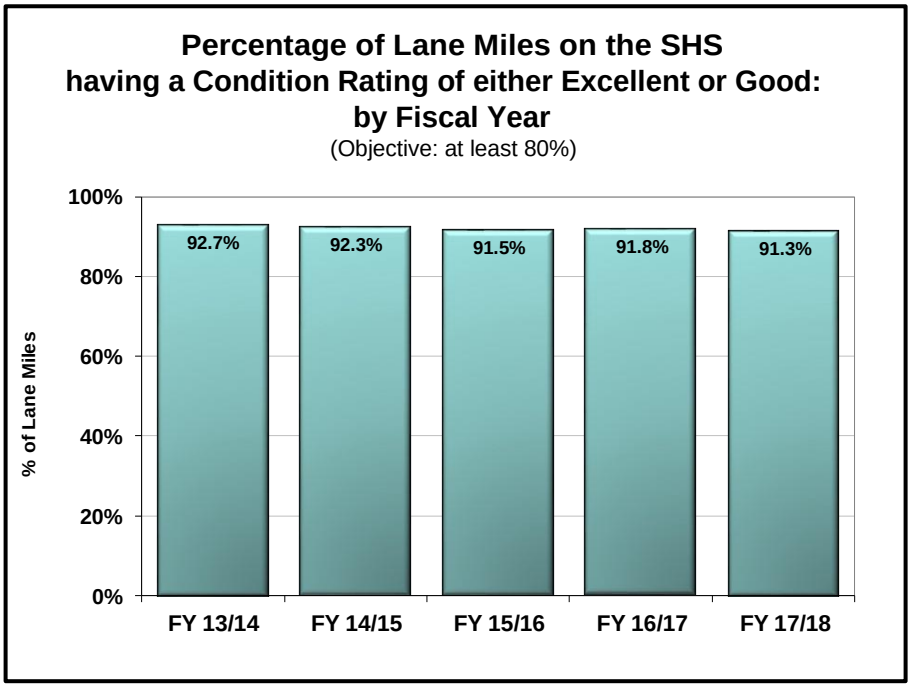
Florida law requires the Department to meet the annual needs for resurfacing of the State Highway System through regular maintenance, which avoids high repair bills and prolongs the useful life of transportation facilities.

Pavement Condition

PRIMARY MEASURE: The percentage of lane miles on the State Highway System having a Pavement Condition Rating of either “excellent” or “good.” Pavement meeting Department standards is defined as pavement for which each of the three rating factors (ride quality, crack severity and rutting) was scored 6.5 or above on a ten-point scale.

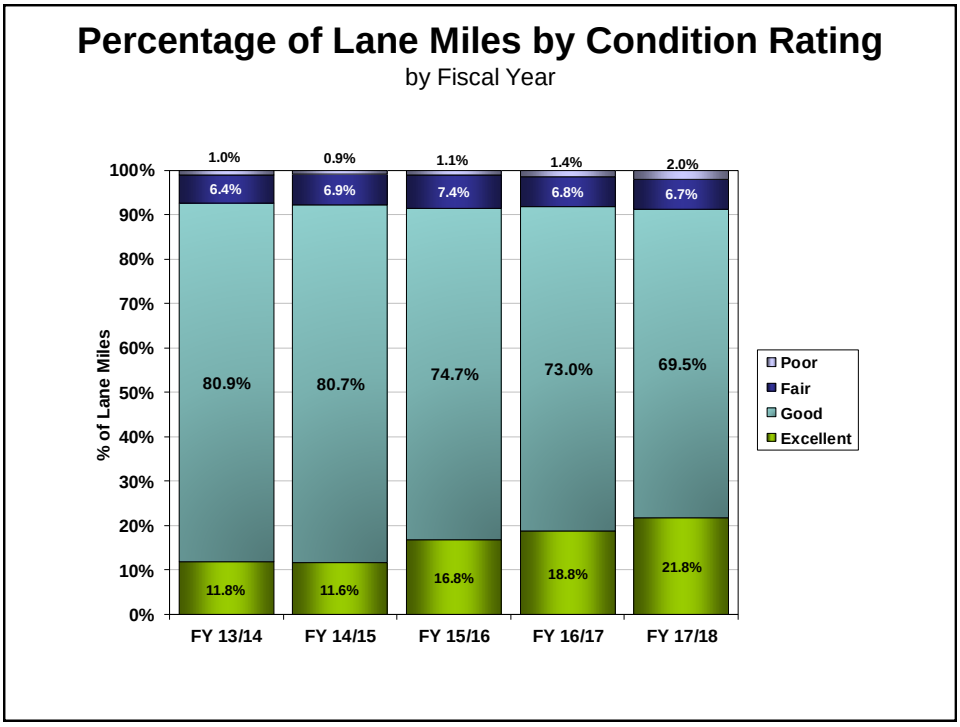
OBJECTIVE: The Department’s objective is for 80 percent of all lane miles on the State Highway System have a Pavement Condition Rating of either “excellent” or “good.”

RESULTS: For FY 17/18, the percentage of lane miles on the State Highway System with a pavement condition rating of either “excellent” or “good” is 91.3%.

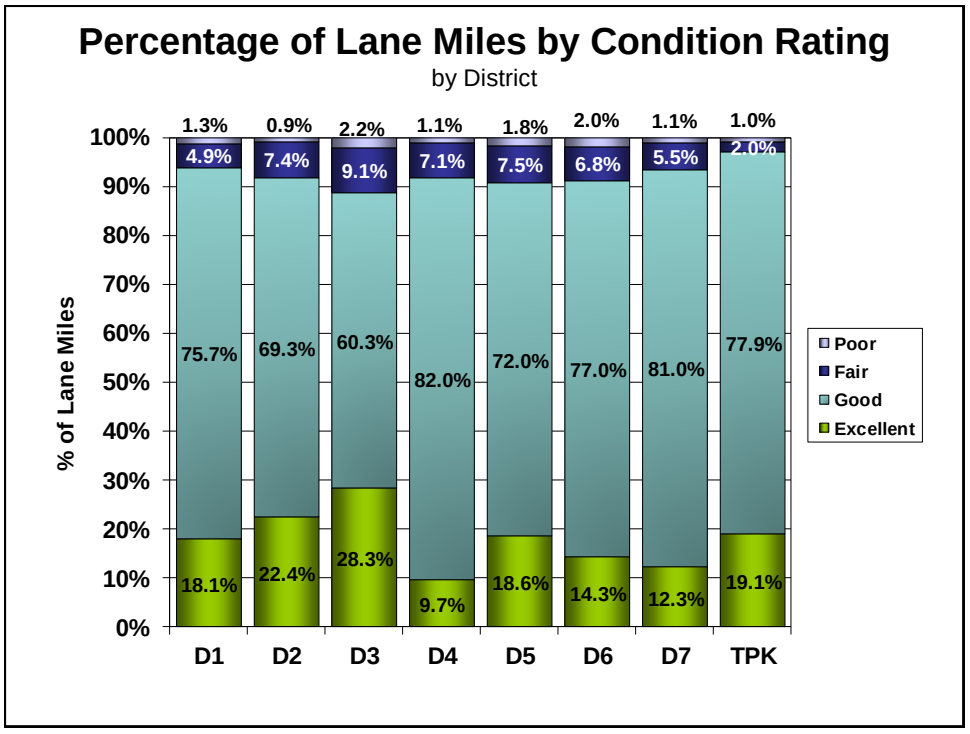


Statewide Pavement Condition Rating (PCR) Data for FY 17/18

PCR	Condition Rating	# of Lane Miles	% of Total
8.5 to 10	Excellent	9,640	21.8%
6.5 to 8.4	Good	30,693	69.5%
4.5 to 6.4	Fair	2,969	6.7%
0 to 4.4	Poor	879	2.0%



District Pavement Condition Results

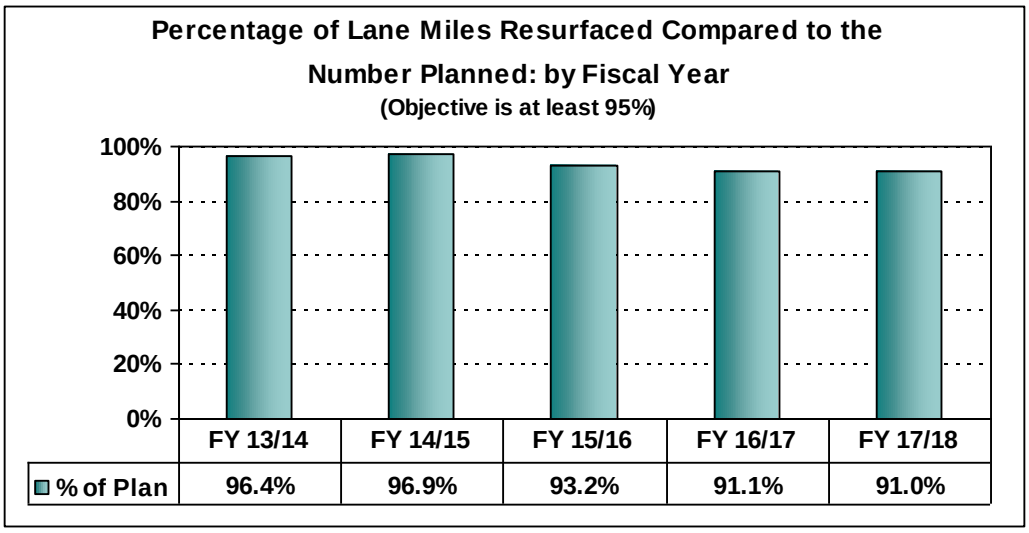


Lane Miles Resurfaced

SECONDARY MEASURE: Of the number of lane miles on the State Highway System planned for resurfacing during the year, the number actually resurfaced (let to contract).

OBJECTIVE: The Department's objective is to let to contract no less than 95% of the number of lane miles on the State Highway system planned for resurfacing during the year.

RESULTS: The Department achieved 92% of the FY 17/18 plan, having resurfaced 2,030.2 of 2,218.6 lane miles planned. In addition, the Department advanced and resurfaced 26.5 lane miles that had been planned for future fiscal years and that were not in the current or future plans.



Five-Year Statewide Resurfacing Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	2,610.4	2,919.2	2,659.6	2,086.0	2,218.6
Actual	2,516.3	2,829.3	2,477.5	1,900.3	2,030.2
% of Plan	96.4%	96.9%	93.2%	91.1%	92.0%
Additions	41.4	172.8	61.5	28.5	0
Advanced	3.4	57.8	74.6	18.1	26.5
Total	2,561.1	3,059.9	2,613.6	1,946.9	2,056.7

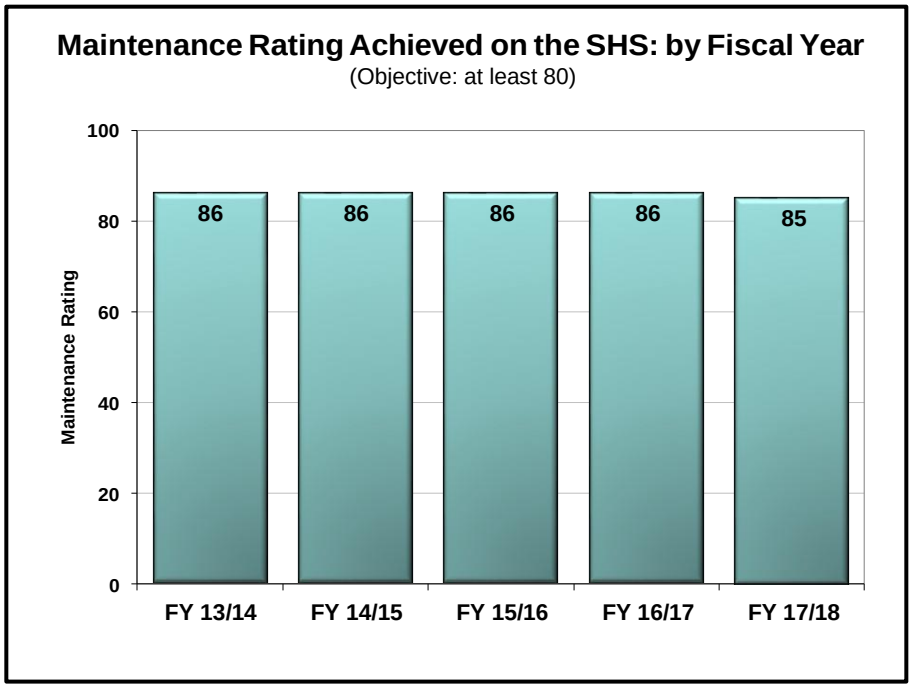
2c. ROUTINE MAINTENANCE

Routine maintenance encompasses highway repairs (repairing potholes, patching, etc.), roadside upkeep (mowing, litter removal), drainage management, and traffic services (road signs, re-striping). Adequate, uniform road maintenance on a statewide basis is essential from structural and safety standpoints and is important for aesthetic and environmental reasons. Florida law requires the Department to provide routine and uniform maintenance of the State Highway System. The measure below is the Department's current operating policy implementing the statutory provision.

PRIMARY MEASURE: Achieve a Maintenance Rating of at least 80 on the State Highway System. The "maintenance rating" goal of 80, referred to above, is based on the Department's evaluation of its performance using the Maintenance Rating Program (MRP). 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.

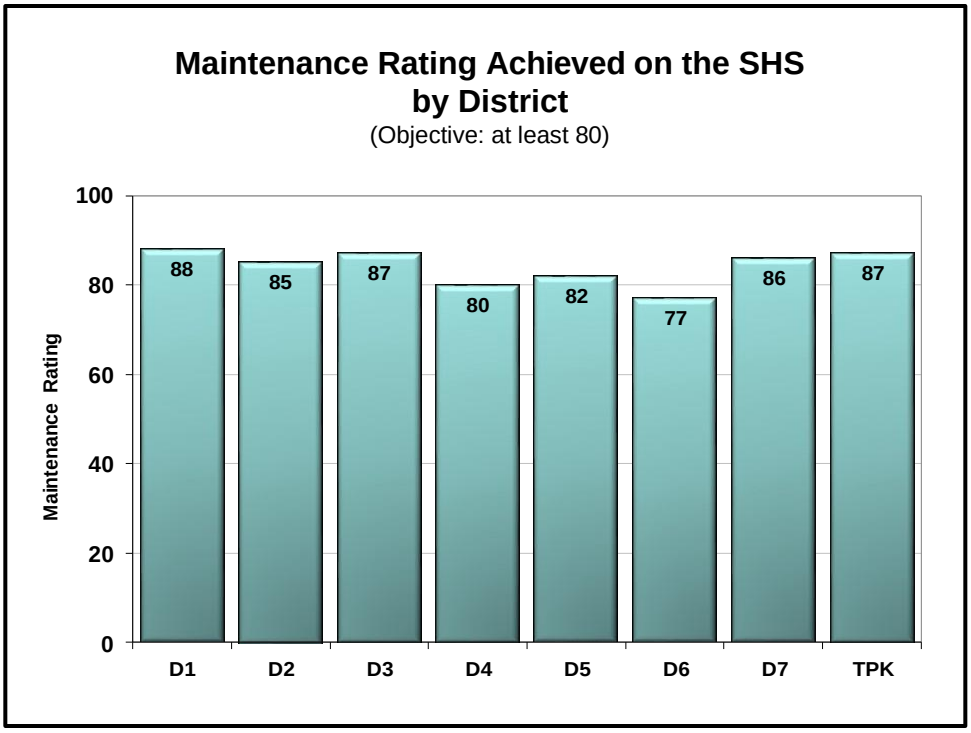
OBJECTIVE: The Department's objective is to achieve at least an 80 maintenance rating on the State Highway System.

RESULTS: For FY 17/18, the Department achieved an MRP of 85, or 106.3% of the objective of a system-wide maintenance rating of 80.



Five-Year Statewide Maintenance Rating Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Rating Goal	80	80	80	80	80
Actual Rating	86	86	86	86	85
% of Goal Achieved	107.5%	107.5%	107.5%	107.5%	106.3%



I-95 Bridge Deck Replacement at Ten-Mile Creek in District Four

3. Capacity Improvements: Highway and All Public Transportation Modes

3a. Capacity Improvements: Highways
3b. Capacity Improvements: Public Transportation
3c. Intelligent Transportation Systems (ITS)

Highest funding priority is accorded to the preservation of existing highways, bridges, and other transportation facilities. The first priority with 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 such as intersection improvements, signal timing, etc.] have been accorded secondary priority. 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.

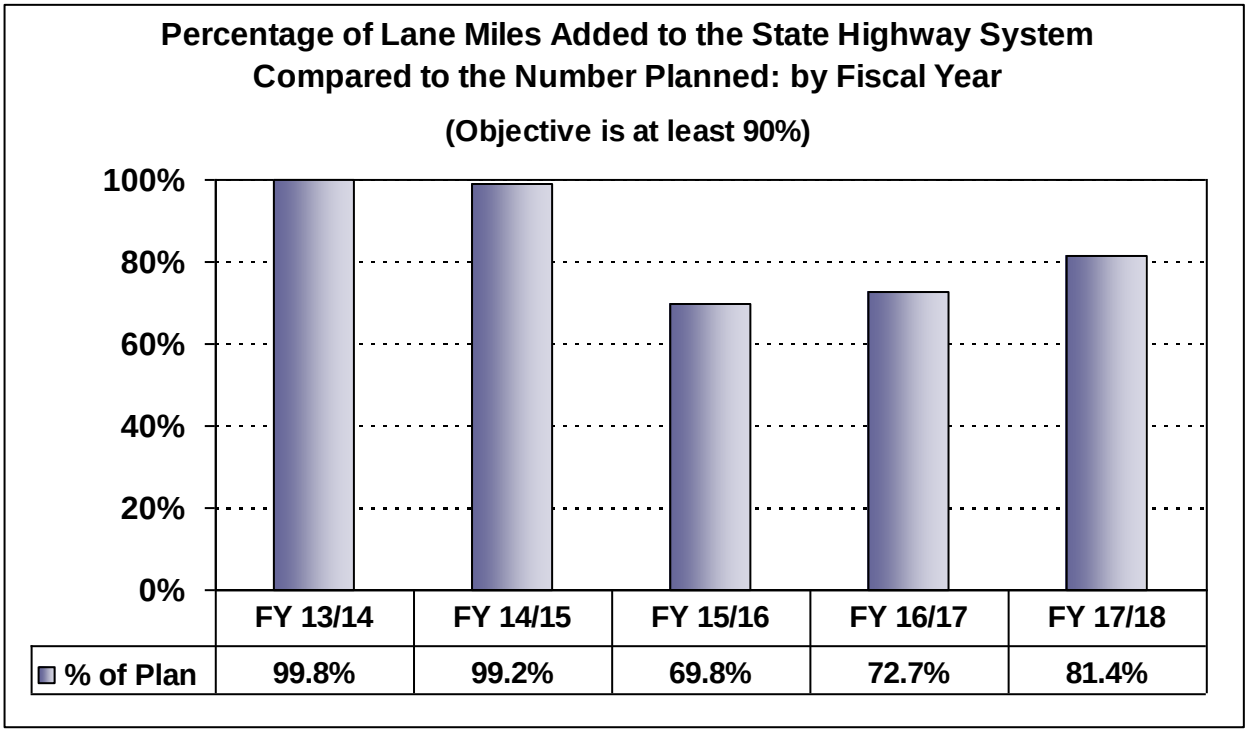
3a. CAPACITY IMPROVEMENTS: HIGHWAYS

Currently, there are approximately 122,849 centerline miles of public roads within the state. The Department has primary jurisdiction over the State Highway System (SHS). The SHS comprises about 10 percent, or 12,107, of the total centerline miles. This equates to 44,205 lane miles of roadway. The SHS carries just over half of the traffic in the state. The handling capacity and efficiency of the SHS are critical determining factors to Florida's economic future, enabling the state to compete for new and expanding domestic and international markets and to maintain its tourism industry. Established standards for improved capacity and control on the SHS, and the ability of the Department to implement these standards will determine the extent to which the Department is successful in maintaining, improving, and expanding the SHS.

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

OBJECTIVE: The Department's objective for this measure is to let to contract no less than 90% of the lane miles of highway capacity improvement projects planned for letting during the fiscal year.

RESULTS: For FY 17/18, of 286.7 lane miles of capacity improvement projects planned for construction, 233.4 lane miles or 81.4% of the plan were let; thereby not meeting the objective.



Five-Year Statewide Highway Capacity Lane Miles Data

	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Plan	305.3	312.0	394.2	332.4	286.7
Actual	304.6	309.6	275.3	241.5	233.4
% of Plan	99.8%	99.2%	69.8%	72.7%	81.4%
Additions	14.5	16.3	10.1	0.0	2.5
Advanced	0.0	14.4	0.0	0.0	2.3
Total	319.1	340.3	285.4	241.5	238.2

I-10 and US 29 Interchange in District Three

3b. CAPACITY IMPROVEMENTS: PUBLIC TRANSPORTATION MODES

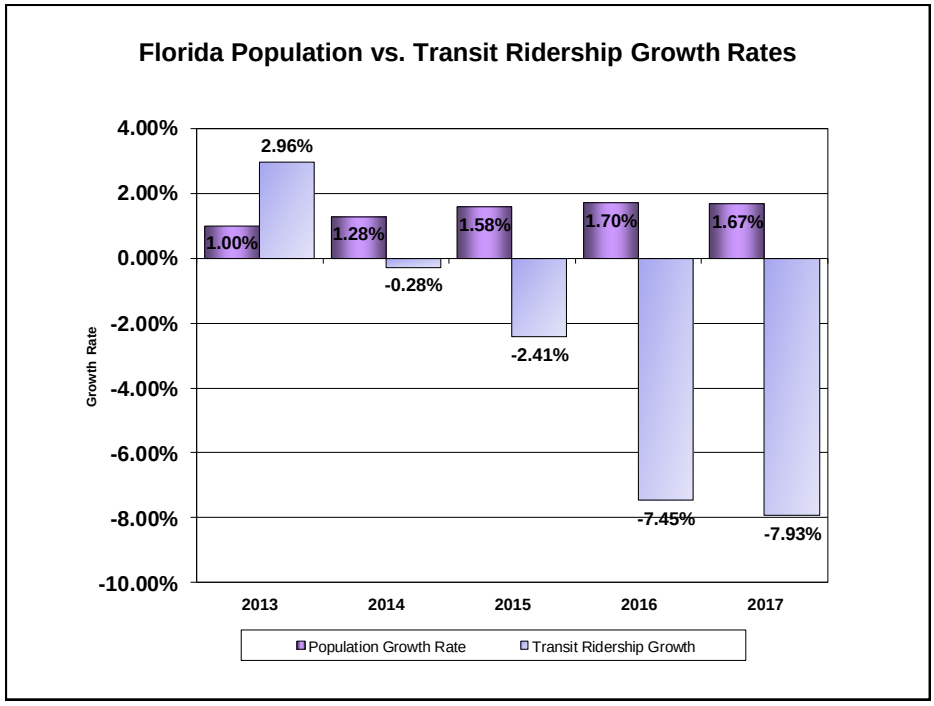
Transportation needs cannot be met by highways alone. Limitations on the state's resources for highway expansion make it necessary to focus on additional means of travel. Although the automobile is expected to continue to be the dominant means of travel for the foreseeable future, the use of other modes must increase significantly to maintain air and water quality and to provide travel choices.

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.

PRIMARY MEASURE: The public transit ridership growth rate compared to the state population growth rate.

OBJECTIVE: The goal is to increase transit ridership at twice the average rate of population growth.

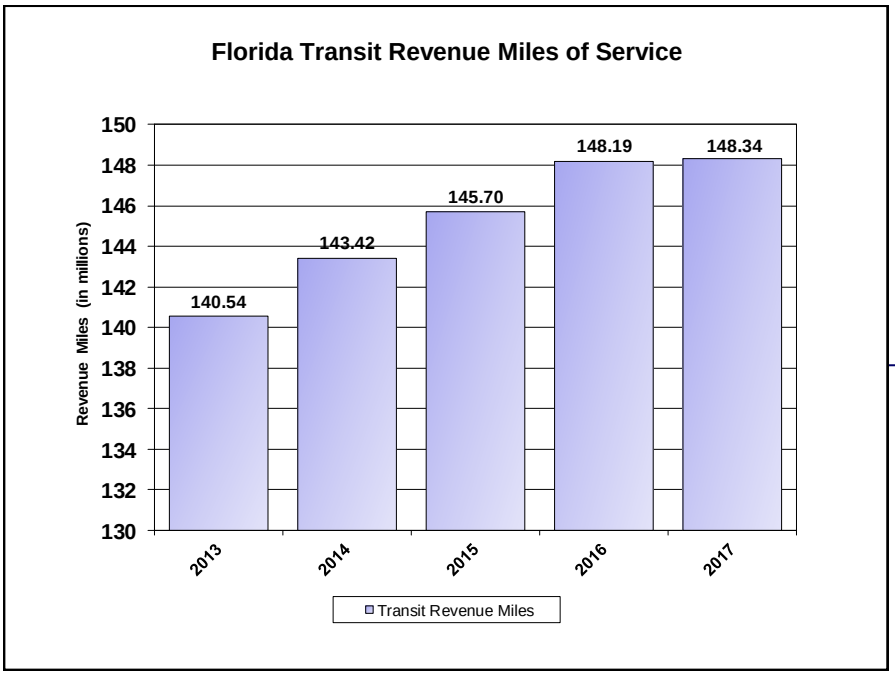
RESULTS: Florida's population growth rate for 2017 was 1.67%, therefore, transit ridership growth would have to meet or exceed 3.3% in order to meet the objective. Florida's transit ridership growth rate for 2017 was negative 7.93%; thus not meeting the objective.



SECONDARY MEASURE: Annual growth in transit revenue miles of service. Revenue miles are the number of miles transit vehicles are in transit service. Revenue miles increase when transit systems increase the area of service covered, when frequency is increased, or when the daily start or end times of service are extended.

OBJECTIVE: The goal is to see an annual increase in revenue mile of service. A specific annual growth rate has not yet been established.

RESULTS: For FFY 2017, transit revenue miles of service experienced an increase of .1% compared to revenue miles in FFY 2016. (Results are presented by Federal Fiscal Year.)



TriRail in Southeast Florida

3c. INTELLIGENT TRANSPORTATION SYSTEMS (ITS)

In order to better accommodate the State's rapid growth in population, tourism, and commerce, the Florida Department of Transportation is committed to developing and deploying sophisticated, fully-integrated, statewide Intelligent Transportation Systems (ITS) in a cost-efficient manner. ITS represents the application of real-time information systems and advanced technologies as transportation management tools to improve the movement of people, goods and services.

In prior years, the Commission measured the Department's performance by reporting on the number of ITS contracts let compared to the number planned. This measure was in place until the ITS program was operational in a majority of Districts where outcome performance measures data could be captured and reported.

Incident Duration

For FY 2009, the Commission adopted a measure of the time it takes to clear an incident or "Incident Duration." The SunGuide system, the Traffic Management Center (TMC) software that captures this information, reports incident duration data in Districts 1, 2, 3, 4, 5, 6, 7 and the Turnpike Enterprise. In 2008, the terminology for reporting incident duration was modified to more closely align with National Traffic Incident Management definitions. The Incident Duration timeline includes the following components: Notification/ Verification time, Response time and Open Roads time. The Open Roads time is defined as the time that begins with the arrival of the first responder, either Florida Highway Patrol (FHP) or FDOT, and ends when all mainline travel lanes are cleared. The Open Roads time is directly comparable with Florida's Open Roads Policy of clearing all travel lanes in 60 minutes or less.

SunGuide uses the incident information entered in the system by District TMC staff to calculate the incident duration. In previous years, SunGuide conducted incident duration calculation using only data provided on Road Ranger assisted incidents. During FY 2012, the SunGuide software reporting module was enhanced to include FDOT Maintenance, As set Maintenance contractors and FHP assisted incidents in the calculations.

Florida has a very active Statewide Traffic Incident Management Program. There are four major components to Florida's program:

- Road Ranger Service
- Open Roads Policy
- Rapid Incident Scene Clearance (RISC) Program
- Traffic Incident Management (TIM) Teams

FDOT began funding the Road Rangers program in December 1999. The Road Rangers service patrols are roving vehicles that patrol congested areas and high–incident locations of urban freeways, and provide highway assistance services during incidents to reduce delay and improve safety for the motoring public and responders. The primary mission of

the Road Rangers service patrols is to support emergency response personnel during incidents by establishing maintenance of traffic for the incident and providing other assistance as needed for the incident. Providing quick response and clearance reduces the number of secondary incidents and returns the roadway to capacity sooner. All Districts and Florida's Turnpike Enterprise currently operate Road Rangers Programs. However, the specific services provided, hours of operation, fleet size and area of coverage differs among these entities.

The Florida Open Roads Policy is an agreement between the Florida Department of Transportation and the Florida Highway Patrol. This agreement was signed by both agencies in November 2002. The agreement states that it is the policy of FHP and FDOT to expedite the removal of vehicles, cargo and debris from state highways and to restore, in an urgent manner, the safe and orderly flow of traffic on Florida's roadways. Both agencies agreed to work together to clear roadways as soon as possible. A goal was set to clear incidents from the roadway within 90 minutes of the arrival of the first responding officer.

The Rapid Incident Scene Clearance (RISC) Program is a highly innovative incentive-based program to meet the goal of safely clearing major highway incidents and truck crashes. This program pays bonuses of $2,500 to wrecker operators with specialized heavy equipment for successful removal of all wreckage and roadway re-opening within 90 minutes of being given a Notice-to-Proceed. Additionally $1,000 is paid to the wrecker company if additional specialty equipment is approved for use during the incident cleanup. As a further incentive, if the travel portion of the roadway is not cleared in three hours, the wrecker company can be assessed a penalty of $10/minute ($600/hour) until the roadway is reopened. Most of the seven FDOT Districts and the Florida Turnpike Enterprise have adopted this program.

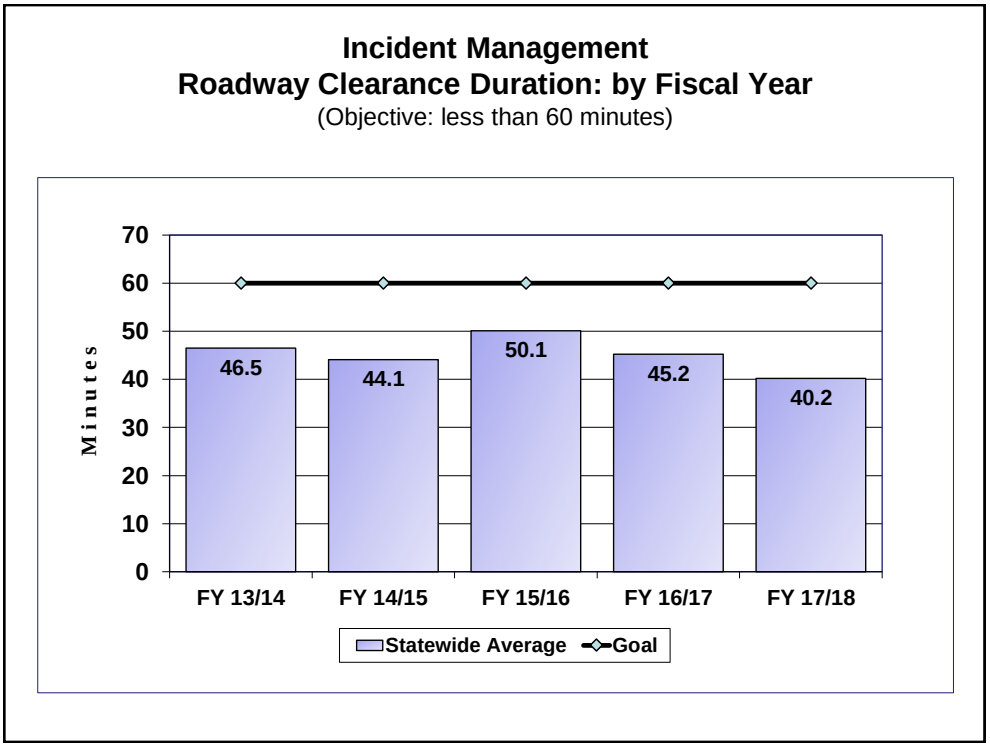
Traffic Incident Management (TIM) Teams bring together all agencies involved in clearing an accident, including FHP and local law enforcement, fire departments, emergency medical personnel, towing companies, spill response firms, FDOT TMC operators, FDOT Road Rangers and FDOT maintenance crews. The TIM Teams may be District-wide or they may be local to one county. These teams stress the importance of practices to ensure both responder safety and safety of the traveling public. They strive to reduce the time needed to reopen travel lanes and get traffic moving again by reviewing past response actions and exploring ways to improve incident management. Finally, they coordinate upcoming planned events and plan for unplanned events such as hurricanes, wildfires, and floods. Most TIM Teams have four program areas: incident detection, verification and response, incident clearance, and communications and training. TIM Teams are currently active in most of the FDOT Districts.

With the investment of hundreds of millions of dollars in the development and operation of TMC's, the Commission felt that a better measure of performance was warranted. The Commission, therefore, adopted Incident Duration as a measure and "less than 60 minutes," as an objective.

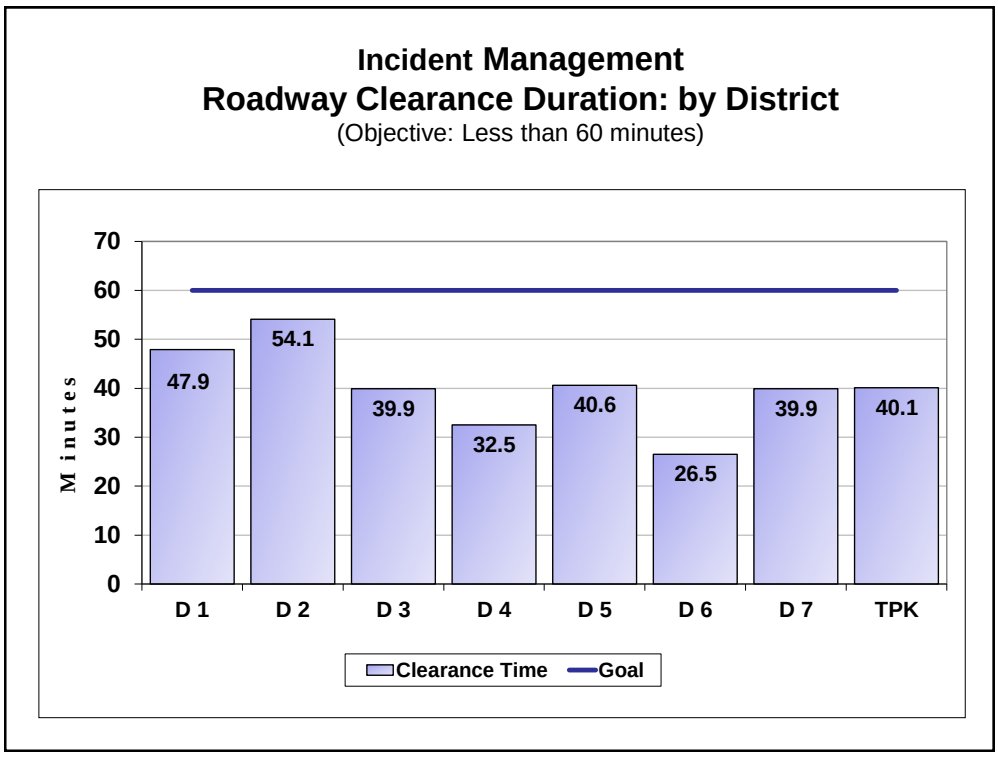
SECONDARY MEASURE: The average time it takes to clear an incident.

OBJECTIVE: The Department's objective is to clear an incident in less than 60 minutes.

RESULT: For FY 17/18, the Department achieved an average incident clearance time of 40.2 minutes.



District specific results below:



Travel Time Reliability

The Commission also adopted a performance indicator to review the ITS programs impact on improving mobility and decreasing congestion. Travel time reliability measures the variability or uncertainty in the performance of a facility over time. With investments in ITS, as well as investments in construction of new lanes, travel time reliability can be used to measure the outcomes of these investments.

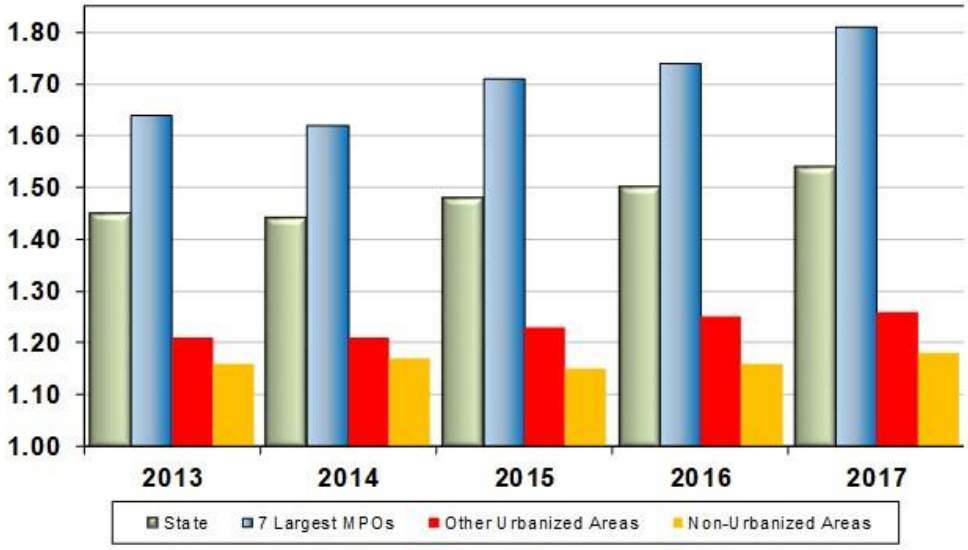
There are a number of metrics employed to measure travel time reliability and congestion. One that is commonly used and most familiar is the travel time index (TTI), which is a measure of congestion. This is the metric used by the Texas Transportation Institute which publishes the annual *Urban Mobility Scorecard*. It represents the ratio of average peak travel to off-peak travel (free flow). A TTI of 1.20 means the average peak travel time is 20 percent longer than the off-peak travel time.

However, another metric, the planning time index (PTI), measures the reliability of travel service and is calculated as the 95th percentile travel time divided by free flow travel time. For example, PTI of 1.60 means that for a trip that takes 15 minutes in light traffic, a traveler should budget a total of 24 minutes (15 minutes plus 60 percent additional time) to ensure on-time arrival 95 percent of the time. This measure represents the additional time that a traveler should budget to ensure on-time arrival to their destination. This is especially important to shippers and carriers that rely on the timely movement of finished goods and raw materials as trucks move approximately 83 percent of all Florida manufactured tonnage.

In previous Reports, the PTI was reported only for certain corridors as not all of the State Highway System (SHS) was instrumented with the necessary technology to retrieve the data. However, data is now available which allows us to report on the entire SHS, broken down by the seven largest counties (Miami Dade, Broward, Palm Beach, Hillsborough, Orange, Pinellas, and Duval), other urbanized, and non-urbanized areas.

Travel Time Variability (95th Travel Time Index)/PTI on Freeways				
	Peak Hour/Peak Period			
Year	State	7 Largest Counties	Other Urbanized Areas	Non-Urbanized Areas
2013	1.45	1.64	1.21	1.16
2014	1.44	1.62	1.21	1.17
2015	1.48	1.71	1.23	1.15
2016	1.50	1.74	1.25	1.16
2017	1.54	1.81	1.26	1.18

Travel Time Variability (95th Travel Time Index) on Freeways During Peak Hour/Peak Period



SunRail at LYNX

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

4a. Commitment of Federal Funds
4b. Obligation Authority
4c. Management of Administrative Costs
4d. Cash Management

A financially sound and balanced financial plan requires the full use of all Federal funds, control of administrative costs, and an effective cash forecasting and management system. 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.

4a. COMMITMENT OF FEDERAL FUNDS

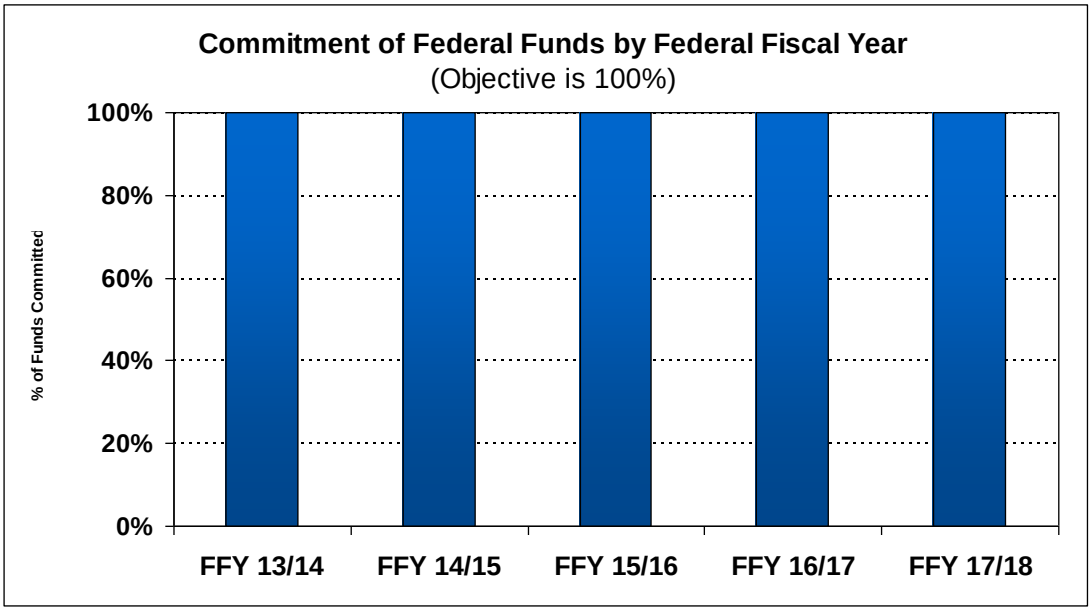
Federal motor fuel taxes paid by Floridians and visitors are deposited in the Federal Highway Trust Fund, and a portion of the total tax amount deposited is returned to Florida as federal funds to be matched by state revenues and used for transportation purposes (e.g., the matching share for interstate 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.

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 (September 30th), 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.

RESULTS: The Department committed 100% ($2.157 billion) of the federal funds that are subject to forfeiture at the end of the federal fiscal year (September 30, 2018) if not committed. The Department also received an additional $243.1 million in redistributed federal funds.



Five Year Federal Commitment Data

$ in millions	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Planned Commitments	$1,917.5	$1,913.9	$2,073.3	$2,108.0	$2,157.1
Actual Commitments	$1,917.5	$1,913.9	$2,073.3	$2,108.0	$2,157.1
% of Plan Achieved	100.0%	100.0%	100.0%	100.0%	100.0%

I-95 Widening in District Four

4b. OBLIGATION AUTHORITY

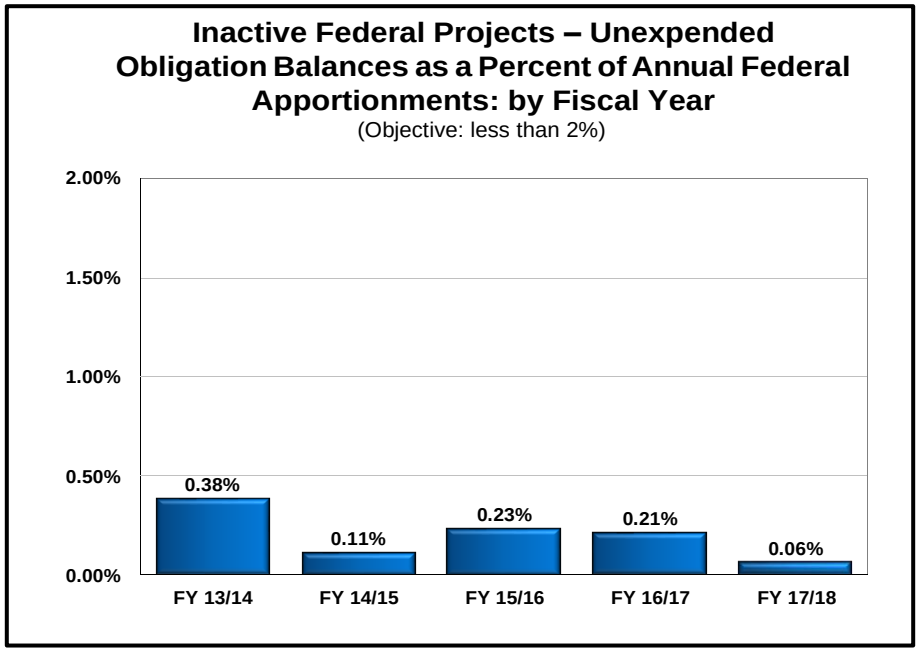
Congress and the Federal Highway Administration (FHWA) allocate federal budget authority, or "obligation authority" each federal fiscal year to commit federal funds. When a project moves forward it is "authorized" for federal participation and obligation authority is assigned. As expenses are incurred, the FHWA reimburses the Department and obligation authority assigned to the project is drawn down.

Projects which become financially inactive are not expending the assigned obligation authority in a timely manner. These financially inactive projects have unexpended obligation balances which could be used to finance other federal aid projects and are routinely monitored by the Department to ensure obligation authority is efficiently utilized. The Department strives to minimize both the number of financially inactive projects as well as the amount of unexpended obligation balances on the projects.

SECONDARY MEASURE: Of inactive federal projects, the unexpended obligation balances as a percentage of annual federal apportionments.

OBJECTIVE: Maintain unexpended obligation balances on inactive federal projects to less than two percent of annual federal apportionments. Inactive projects are defined as Federal Aid Projects that have had no financial activity over the past 12 months.

RESULTS: On June 30, 2018, unexpended obligations on inactive federal projects (112 projects totaling $1.13 million) represents 0.06 percent of the annual federal apportionment ($1.99 billion). The results in Federal Fiscal year 2017/18 represent a decrease from the 0.21 percent reported in Federal Fiscal year 2016/17.



4c. MANAGEMENT OF ADMINISTRATIVE COSTS

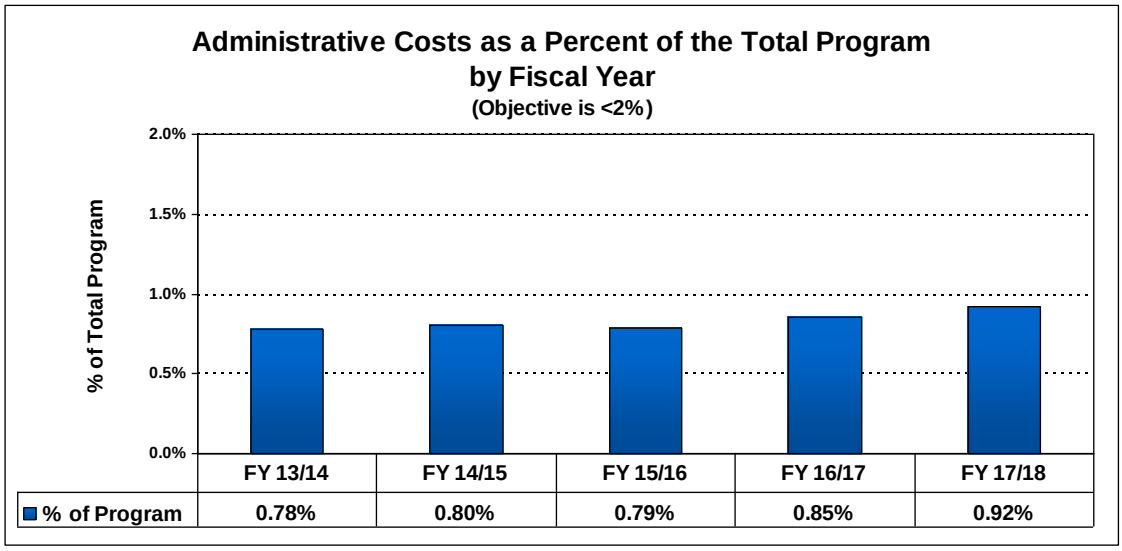
Administrative Costs include direct support to the production functions of the Department -- senior management (Central Office and Districts), legal and audit staff, public information and government liaison staff, comptroller's office, budget staff, personnel and purchasing staff, procurement and minority programs, and commission staffs. Excluded from Administrative Costs are: fixed capital outlay; risk management insurance; transfers to the Department of Revenue and the Division of Administrative Hearings; refunds; transfers; and legislative relief bills.

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. Therefore, 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.

RESULTS: Administrative costs were 0.92% of the total program for FY 17/18, or $81 million out of a total program of $8.8 billion.



Five Year Administrative Cost Data

$ in millions	Fiscal Year				
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Administrative Costs	$64.4	$69.6	$69.6	$70.1	$81.0
Total Program	$8,309.4	$8,688.4	$8,849.5	$8,252.2	$8,791.1
% of Total Program	0.78%	0.80%	0.79%	0.85%	0.92%

Seven Mile Bridge Project in District Six

4d. CASH MANAGEMENT

Operating on a “cash flow” basis, the Department is not required to have all cash on hand to cover all existing obligations. It may continue to enter into contractual obligations as long as future revenues are forecast to be sufficient to cover anticipated expenditures. 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.

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: Did the Department adopt a financially balanced work program, and did the Department manage its financial planning and budgeting processes so as to maintain a cash balance of at least 5% of outstanding obligations or $50 million, whichever is less, at the end of each quarter?

OBJECTIVE: The objective is to respond affirmatively. The outcome is to maintain the statutorily required cash balance while meeting obligations.

RESULTS: The Department did, in fact, manage its cash such that it was able to meet all outstanding obligations, produce its program as planned and adopted a financially balanced program on July 1, 2017. The variance in receipts is mostly due to advance construction conversions of federal reimbursements and lower fuel tax receipts. The variance in disbursements is due to higher consultant support, right of way, and routine maintenance expenditures.

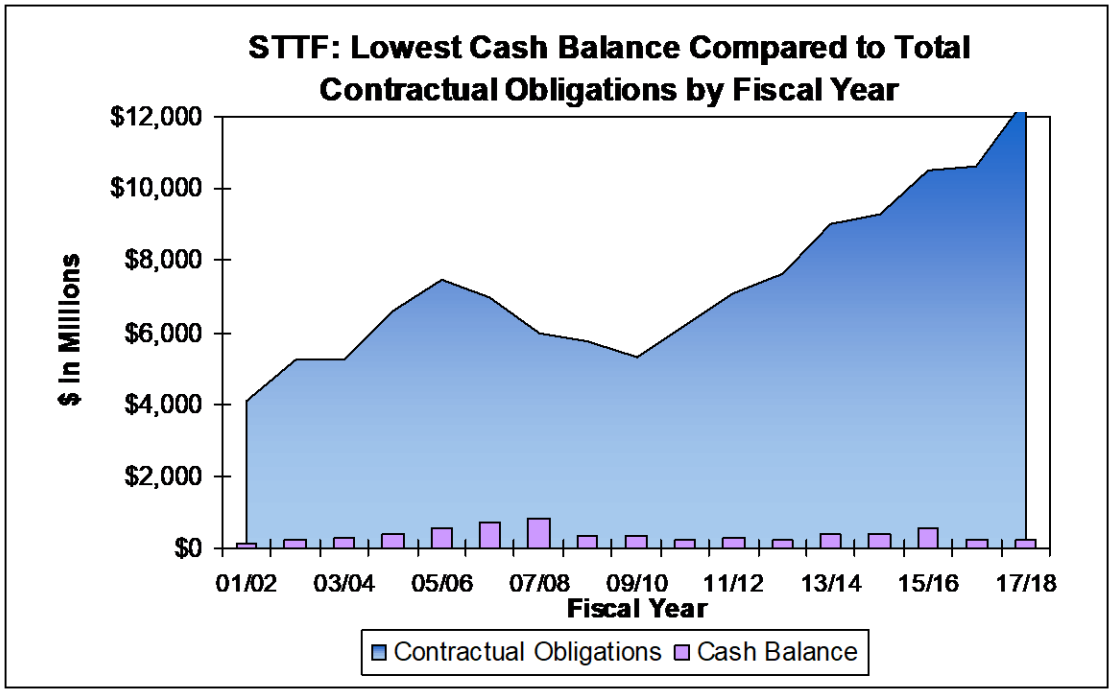
State Transportation Trust Fund

Cash Receipts ($ in millions)	
Forecast of July 2017	$7,734.4
2017/18 Actual	$7,562.2
$ Variance	-$172.2
% Variance	-2.2%

Cash Disbursements ($ in millions)	
Forecast of July 2017	$7,780.9
2017/18 Actual	$7,447.2
$ Variance	-$333.7
% Variance	-4.3%

The lowest cash balance in the State Transportation Trust Fund was in July 2017. The balance was $199.2 million while project commitments (contractual obligations) were $12.483 billion.

Historical Annual Lowest Cash Balance Compared to Contractual Obligations



Fiscal Year	Lowest Cash Balance ($ in Millions)	Contractual Obligations ($ in Millions)	Cash as % of Obligations
2001/02	$94.0	$4,066.0	2.3%
2002/03	$199.0	$5,241.7	3.8%
2003/04	$256.9	$5,276.2	4.9%
2004/05	$384.9	$6,567.5	5.9%
2005/06	$580.3	$7,438.2	7.8%
2006/07	$700.6	$6,986.7	10.0%
2007/08	$843.5	$5,947.4	14.2%
2008/09	$349.6	$5,750.7	6.1%
2009/10	$312.0	$5,318.4	5.9%
2010/11	$234.0	$6,186.4	3.8%
2011/12	$260.0	$7,081.3	3.7%
2012/13	$230.0	$7,639.8	3.0%
2013/14	$403.4	$9,021.4	4.5%
2014/15	$401.0	$9,305.3	4.3%
2015/16	$569.5	$10,501.1	5.4%
2016/17	$208.4	$10,607.6	2.0%
2017/18	$199.2	$12,483.3	1.6%

5. Minority and Disadvantaged Business Programs

5a. Minority Business Enterprise Program
5b. Disadvantaged Business Enterprise Program

The Florida Department of Transportation is dedicated to continued success and improvement in achieving diversity in contracting opportunities in its transportation program. Both state and federal laws address the utilization of socially and economically disadvantaged business enterprises in Department contracts for the construction of transportation facilities. The Department was actively encouraging minority business participation even before the passage of the Minority Business Assistance Act of 1985. Under the *One Florida Initiative*, emphasis was shifted to tracking total expenditures with minority businesses with the goal of increasing such expenditures annually through aggressive outreach and encouragement efforts. The Department also intends to expend at least 9.91 percent of federal fund receipts with small business concerns owned and controlled by socially and economically disadvantaged individuals. The Department plans to obtain this expenditure through continuation of its race and gender-neutral program.

5a. MINORITY BUSINESS ENTERPRISE PROGRAM

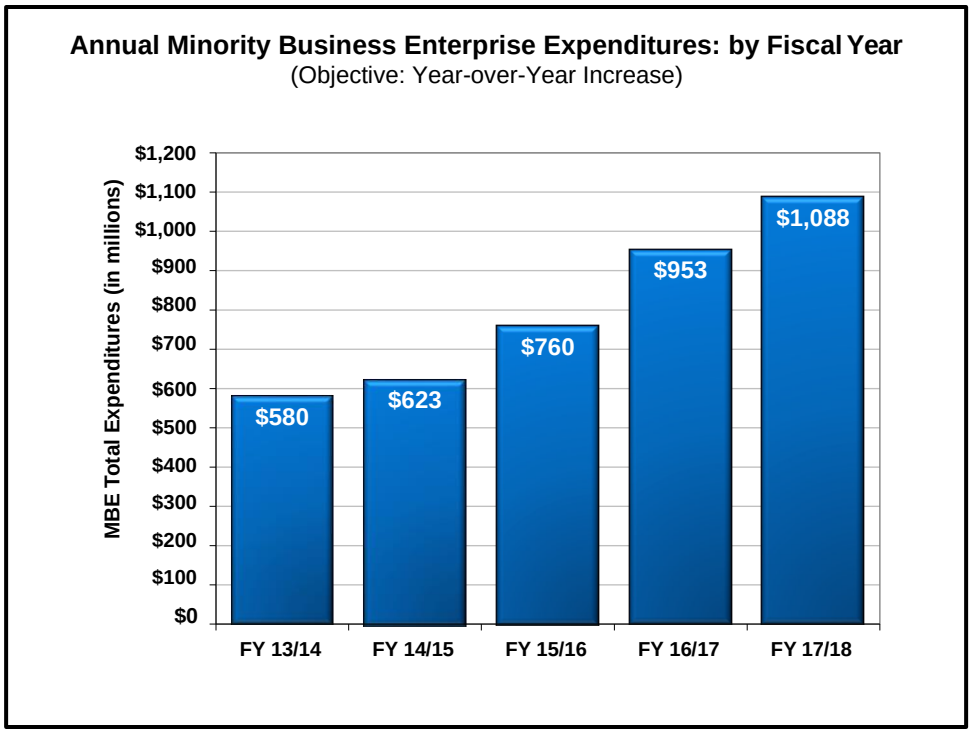
The Department strives to improve economic opportunities for the state's women and minority owned businesses by ensuring equity in the execution of contracting provisions.

The current Minority Business Enterprise (MBE) program began with the "Small and Minority Business Assistance Act of 1985." This established state agency goals for the percentage of expenditures with certified minority businesses. The goals were set according to industry group: construction, architecture and engineering, commodities, and contractual services. Criteria for certification as an MBE were also detailed. These included ethnic group, business size, and being a Florida business owned by minority Florida residents. There have been refinements over the years, but the essence of the Act is still in place in Chapter 287, F.S. Under the *One Florida Initiative*, emphasis has shifted from tracking percentage goals by industry type to tracking total expenditures with MBEs and the increase in such expenditures annually. As the work program size increases, the MBE expenditures are expected to increase correspondingly. In addition, *One Florida* has de-emphasized the use of set-asides or price preferences for MBEs in favor of aggressive outreach and encouragement.

PRIMARY MEASURE: The annual dollar amount of MBE expenditures compared against the prior year expenditures.

OBJECTIVE: The objective is to experience an increase in MBE expenditures over the prior year.

RESULTS: The MBE expenditure level for FY 17/18 was $1.09 billion, an increase of $134.3 million (or 14.1 percent) from FY 16/17.



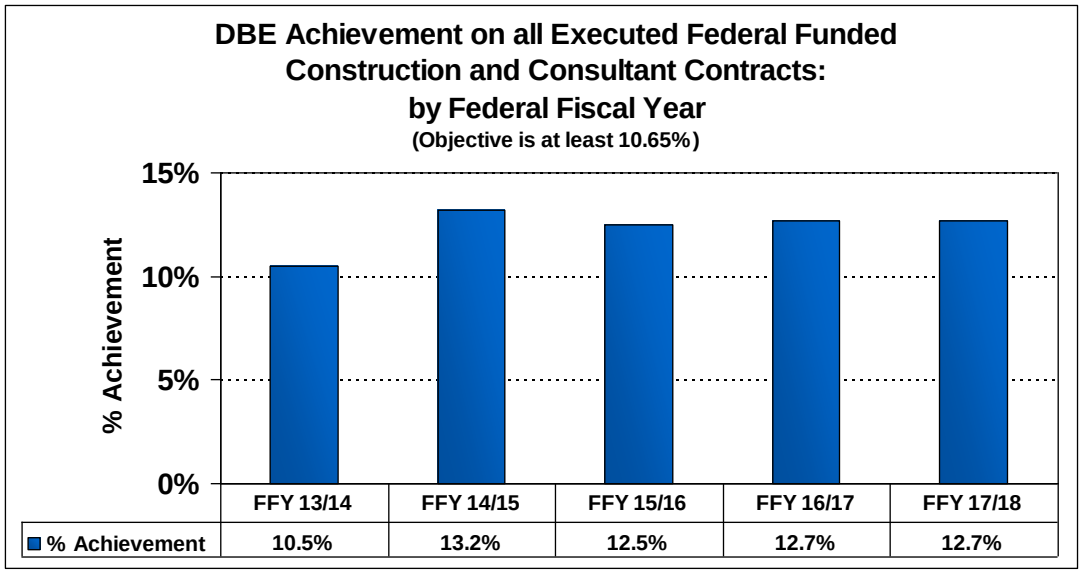
5b. DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

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. The definition of DBE is different from MBE mainly in firm size and the requirement for being based in Florida. Both Federal and State laws address utilization of socially and economically disadvantaged business enterprises in Department contracts for the construction of transportation facilities. The Department ensures that DBEs have an equal opportunity to receive and participate in these contracts.

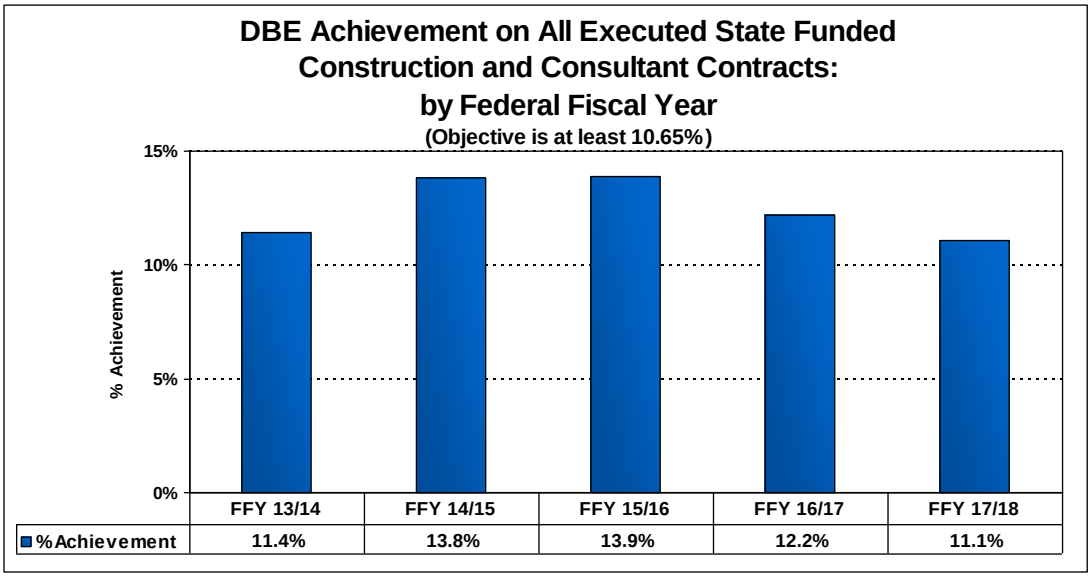
PRIMARY MEASURE: The dollar volume of Disadvantaged Business Enterprise participation as a percentage of all executed Federal/State construction and consultant contracts.

OBJECTIVE: The Department has set a goal of 10.65 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.

RESULTS: For all construction and consultant contracts financed in part by federal funds, through August 31st of the *Federal* Fiscal Year (October 1st through September 30th) DBE participation is 12.7%. For all construction and consultant contracts that are 100% state funded, DBE participation is 11.1%.



Although it's not a federal requirement, the Department also tracks DBE participation on 100% state funded construction and consultant contracts and uses the same 10.65 percent objective as its goal. The results are presented on the next page.



* State DBE Achievement is also reported by the Federal Fiscal Year. Therefore, data in the chart above represents performance starting October 1 through August 31st.

Glades Road and Florida's Turnpike Project

6. Safety Initiatives

Highway safety has always been the highest priority of the Florida Department of Transportation. Its programs and activities strive to reduce the unacceptable numbers of traffic crashes and the resulting injuries and fatalities. 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.

The federal transportation act of 2005, "Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users" (SAFETEA-LU), places more emphasis on funding for highway safety than prior acts. Each state transportation department is required to develop and implement a Strategic Highway Safety Plan (SHSP). The resulting state SHSP must:

- *Address all of the 4E's (Engineering, Enforcement, Education and Emergency Services) as key factors in evaluating highway projects;*
- *Identify and analyze safety problems and opportunities;*
- *Include a crash data system that can perform problem identification and countermeasure analysis;*
- *Establish strategic and performance-based goals that focus resources on areas of greatest need;*
- *Advance state traffic records data collection, analysis and integration with other safety data sources; and*
- *Establish an evaluation process to assess results.*

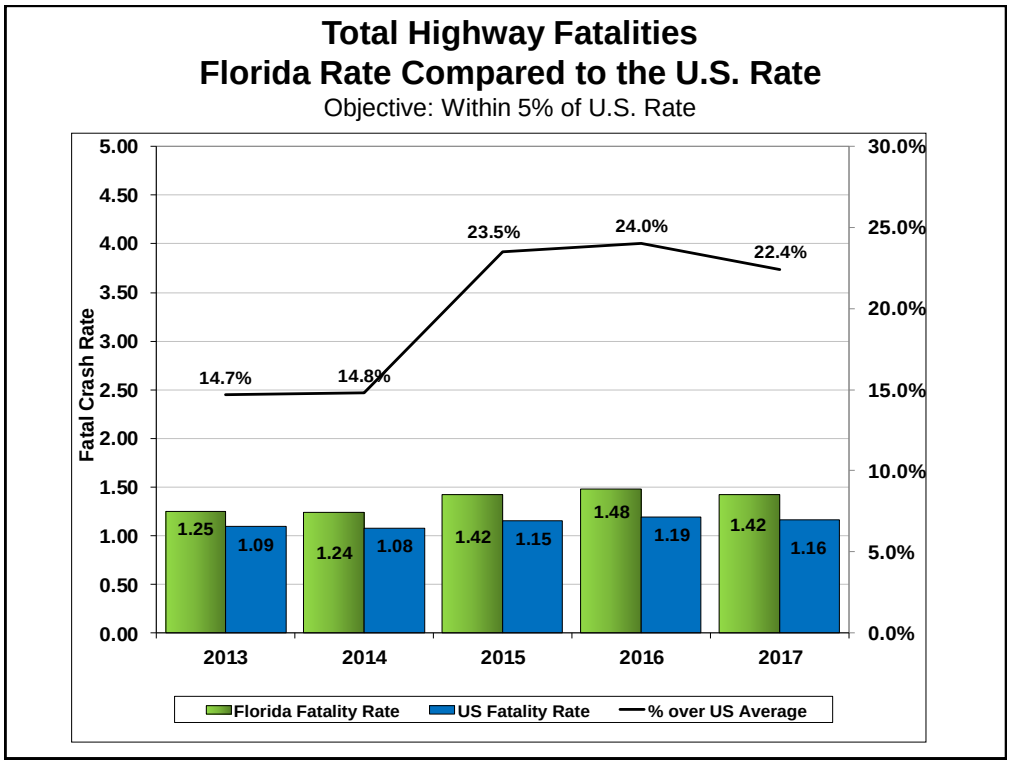
6a. SAFETY INITIATIVES

Florida updated its 2006 SHSP in late 2012 and has identified eight Emphasis Areas that are targeted towards reducing the number of fatalities and serious injuries. The goal of the 2006 SHSP was to improve the safety of Florida's surface transportation system by achieving a five percent annual reduction in the rate of fatalities and serious injuries beginning in 2007. The 2012 SHSP goal was changed to achieve a five percent annual reduction in the actual number of fatalities and serious injuries using the five-year averages from 2006 to 2010 as a baseline.

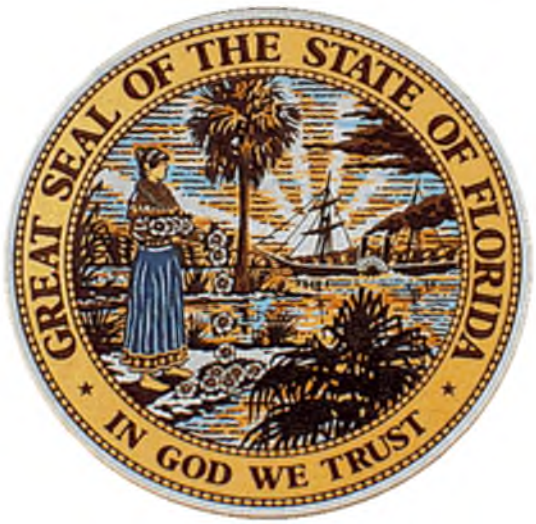
SECONDARY MEASURE: The rate of fatalities per 100 million vehicle miles traveled (VMT) on all public roads in Florida compared to the national average.

OBJECTIVE: Reduce the rate of fatalities on Florida's public roads to a level within 5% of the national average.

RESULTS: The preliminary 2017 fatality rate on all of Florida's public roads was 1.42 per 100 million VMT, which is a decrease of 4.1% from the 2016 rate of 1.48. The Florida fatality rate is 22.4% greater than the national average of 1.16. Actual highway fatalities decreased from 3,176 in 2016 to 3,116 in 2017, a decrease of 60 fatalities. (Note: the 2017 U.S. fatality rate presented in the chart is also a preliminary figure.)



Philips Highway Project—Jacksonville



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