

# Transportation Authority Monitoring and Oversight

Toll Authorities

Fiscal Year  
2019 Report

A Report by  
the Florida  
Transportation  
Commission



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Florida Transportation Commission  
Transportation Authority Monitoring and Oversight—Toll Authorities  
Fiscal Year 2019



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## EXECUTIVE SUMMARY

## Executive Summary

### Background

The Florida Transportation Commission (Commission) was charged with an expanded oversight role as a result of provisions contained in House Bill (HB) 985 that was passed by the 2007 legislature. This legislation amended Section 20.23, Florida Statutes, requiring the Commission to monitor the transportation authorities established in Chapters 343 and 348, Florida Statutes. HB 1213, passed by the 2009 legislature, expanded Commission oversight responsibilities to include the Jacksonville Transportation Authority (JTA), established in Chapter 349, Florida Statutes. Florida's Turnpike System (Turnpike) falls under Commission oversight being part of the Florida Department of Transportation (FDOT).

A significant recommendation contained in the Commission's legislatively mandated report, *FTC Study of Cost Savings for Expressway Authorities* (December 2012), was to add the Turnpike reporting to the Commission reporting for authorities. As such, the Turnpike has been included in this authority report since fiscal year (FY) 2013. In addition, HB 7175, passed by the 2014 legislature, further amended Section 20.23, Florida Statutes, requiring the Commission to monitor the Mid-Bay Bridge Authority (MBBA), re-created pursuant to Chapter 2000-411, Laws of Florida, effective July 1, 2014.

The Commission was also required to conduct periodic reviews of each authority's operations and budget, acquisition of property, management of revenue and bond proceeds, and compliance with applicable laws and Generally Accepted Accounting Principles (GAAP). Nonetheless, the

Commission was specifically prohibited from entering into the day-to-day operations of a monitored authority, and also from taking part in the:

- Awarding of contracts
- Selection of a consultant or contractor or the prequalification of any individual consultant or contractor
- Selection of a route for a specific project
- Specific location of a transportation facility
- Acquisition of rights-of-way
- Employment, promotion, demotion, suspension, transfer, or discharge of any department personnel
- Granting, denial, suspension, or revocation of any license or permit issued by FDOT

The Commission may, however, recommend standards and policies governing the procedure for selection and prequalification of consultants and contractors.

The Commission, in concert with the designated authorities, adopted performance measures and objectives, operating indicators, and governance criteria to assess the overall responsiveness of each authority in meeting their responsibilities to their customers.

In addition to gathering, analyzing and reporting performance and operating data, Commission staff periodically review agendas, public meeting notices, conflict of interest disclosures, bond documents, and audits.



## FY2019 Report Changes

### Northwest Florida Transportation Corridor Authority (NFTCA)

As reported in the *FY 2018 Transportation Authority Monitoring and Oversight Report*, the Northwest Florida Transportation Corridor Authority (NFTCA) last met in September 2018. During the September 2018 meeting, the NFTCA Board unanimously approved a resolution to become inactive.

Consistent with requirements detailed in Section 20.23 (2)(b), Florida Statutes, to oversee and monitor transportation authorities, the Commission voted unanimously on January 14, 2020, to recommend to the Florida Legislature that NFTCA be dissolved. The Commission made its formal recommendation to dissolve NFTCA to the Senate President and Speaker of the Florida House on February 7, 2020. Appendix B includes a copy of the letter transmitted to legislative leadership.

**Santa Rosa Bay Bridge Authority (SRBBA)** currently does not have any appointed members. The FDOT District Secretary serves as an ex-officio member. Absent a quorum, no meetings have been held in quite some time. FDOT continues to operate and maintain the facility, as required per the terms of the lease purchase agreement. In March 2020, FDOT raised tolls per court order.

## Authorities under Commission Oversight

Table 1 shows the nine authorities created under Chapters 343, 348, and 349, Florida Statutes and are included in this report. The Mid-Bay Bridge Authority as re-created pursuant to Chapter 2000-411, Laws of Florida and Florida's Turnpike System are subject to Commission monitoring and

oversight and are also included in this report.

**Table 1**  
**Authorities under Commission Oversight**

Central Florida Expressway Authority (CFX)
Florida's Turnpike System <sup>1</sup> (Turnpike)
Miami-Dade Expressway Authority (MDX)
Mid-Bay Bridge Authority (MBBA)
Tampa-Hillsborough County Expressway Authority (THEA)
Central Florida Regional Transportation Authority (CFRTA)
Jacksonville Transportation Authority (JTA)
South Florida Regional Transportation Authority (SFRTA)
Tampa Bay Area Regional Transit Authority <sup>2</sup> (TBARTA)

<sup>1</sup> The Turnpike is part of the Florida Department of Transportation and is being reported in this authority report as a result of a recommendation contained in the Commission's legislatively mandated report, *FTC Study of Cost Savings for Expressway Authorities*, published December 2012.

<sup>2</sup> Senate Bill 1672, passed by the 2017 legislature, significantly amended the Tampa Bay Area Regional Transportation Authority enabling legislation, effective July 1, 2017 (FY 2017). The legislation changed TBARTA into the Tampa Bay Area Regional *Transit* Authority, refocused its purpose and its designated service area, and changed the composition of the Board.

## Toll Authorities

**Central Florida Expressway Authority (CFX)** owns and operates 118 centerline-miles of roadway in Orange County. The toll facilities include: 22 miles of the East-West Expressway (SR 408), 23 miles of the Beachline Expressway (SR 528), 32 miles of the Central Florida GreeneWay (SR 417), 31 miles of the Western Beltway (SR 429), 6 miles of the John Land Apopka Expressway (SR 414), 2 miles of SR 451, and 2 miles of SR 453.

**Florida's Turnpike System (Turnpike)** consists of 483 miles of limited-access toll facilities. The 320-mile Mainline extends from Florida City in Miami-Dade County northward to Wildwood in Sumter County and includes SR 821 (HEFT), Southern Coin System, Ticket System, Northern Coin System and the Beachline West Expressway. Expansion projects include the 23-mile Sawgrass Expressway, the 18-mile Seminole Expressway, the 15-mile Veterans Expressway, the 6-mile Southern Connector Extension, the 25-mile Polk Parkway, the 42-mile Suncoast Parkway, the 11-mile Western Beltway, Part C, the 1-mile I-4 Connector,

and the 22-mile Beachline East Expressway.

**Miami-Dade Expressway Authority (MDX)** oversees, operates and maintains five expressways constituting 34 centerline-miles and 228 lane-miles of roadway in Miami-Dade County. The five toll facilities include: Dolphin Expressway (SR 836), Airport Expressway (SR 112), Don Shula Expressway (SR 874), Gratigny Parkway (SR 924), and Snapper Creek Expressway (SR 878).

**Mid-Bay Bridge Authority (MBBA)** owns the 3.6-mile Mid-Bay Bridge (SR 293), the 11-mile Walter Francis Spence Parkway, and the 0.8-mile Danny Wuerffel Way in southeast Okaloosa County. Toll operations are provided by Florida's Turnpike Enterprise and maintenance functions are provided by FDOT, District Three.

**Tampa-Hillsborough County Expressway Authority (THEA)** owns the Selmon Expressway, a 15-mile limited access toll road that crosses the City of Tampa from Gandy Boulevard and MacDill Air Force Base in the south, through downtown Tampa and east to Brandon. Elevated and at-grade reversible express lanes within the existing facility opened in 2006 and connect to the THEA-owned and maintained Brandon Parkway and Meridian Avenue.

## Transit Authorities

**Central Florida Regional Transportation Authority (CFRTA, dba LYNX)** provides public transportation services to the general public in the Orlando metropolitan area and throughout Orange, Seminole, and Osceola Counties in the form of fixed route bus service, bus rapid transit, paratransit service, flex service and carpools/vanpools.

**Jacksonville Transportation Authority (JTA)**

provides public transportation services to the general public in the Jacksonville metropolitan area and throughout Duval County in the form of fixed route bus service, community shuttle, paratransit service, an automated people mover, trolleys, stadium shuttle service and St. Johns River Ferry operations. JTA also implements roadway projects under its own authority and work plans.

**South Florida Regional Transportation Authority (SFRTA, Tri-Rail)** coordinates, develops, and implements a regional transportation system in South Florida that provides commuter rail service (Tri-Rail) and offers a shuttle bus system in Broward County for residents and visitors. Bus connections to Tri-Rail stations in Palm Beach, Miami-Dade and Broward counties are provided by Palm Tran, Miami-Dade Transit and Broward County Transit through fixed route service.

**Tampa Bay Area Regional Transit Authority (TBARTA)** is not currently operating any facilities. Effective July 1, 2017, legislation changed the composition of the Board and refocused TBARTA's purpose and designated service area, shifting from a 25-year long-range transportation master plan for seven counties to a 10-year regional transit development plan for five counties (Hernando, Hillsborough, Manatee, Pasco and Pinellas Counties). TBARTA is currently developing a Regional Transit Development Plan.

## Legislative Overview

**SB 7068** was signed into law by Governor DeSantis, effective July 1, 2019. It created the Multi-use Corridors of Regional Economic Significance Program within the department. The purpose of the program is to revitalize rural communities, encourage job creation, and provide regional connectivity by building three new toll

roads:

1. Southwest-Central Florida Connector (Collier County to Polk County)
2. Suncoast Connector (Citrus County to Jefferson County)
3. Northern Turnpike Connector (northern terminus of the Florida Turnpike northwest to the Suncoast Parkway)

Projects were subject to requirements related to economic and environmental feasibility and specified environmental and other evaluation requirements. Decisions on matters such as corridor configuration, project alignment, and interchange locations must be in accordance with the FDOT's rules, policies, and procedures.

The FDOT was required to convene a task force for each corridor comprised of representatives from state agencies and other stakeholders to evaluate and coordinate corridor analysis, environmental and land use impacts, and other pertinent impacts of the corridors. The task forces were initially required to submit a written report by October 1, 2020. However, HB 5003 revised the submission date and required the written reports be submitted by November 15, 2020. To the maximum extent feasible, construction of the projects are set to begin no later than December 31, 2022, and should be open to traffic no later than December 31, 2030.

**HB 311** was signed into law by Governor DeSantis, effective July 1, 2019. The bill removed the requirement that a person must possess a valid driver license to operate a fully autonomous vehicle and provides that the automated driving system, rather than a person, is deemed the operator of an autonomous vehicle when operating with the automated driving system

engaged.

The bill required autonomous vehicles to comply with applicable federal laws and regulations and allows an on-demand autonomous vehicle network to operate pursuant to state laws with the same insurance requirements applicable to a transportation network company. The bill also establishes insurance requirements for fully autonomous vehicles for personal use.

The bill prohibits local governments from imposing a tax, fee, or other requirement on automated driving systems or autonomous vehicles, and clarifies that this prohibition does not exempt autonomous vehicles from a tax or fee applied to non-autonomous vehicles. The bill authorizes airports and seaports to charge autonomous vehicles providing passenger transportation services reasonable pickup fees.

Finally, the bill authorized the Florida Turnpike Enterprise to fund, construct, and operate facilities for the advancement of autonomous and connected innovative transportation technologies and enter into agreements with private entities to provide services and concessions to benefit the traveling public.

**HB 385** was signed into law by Governor DeSantis, effective July 1, 2019. The bill repealed Chapter 348, Part 1, The Florida Expressway Authority Act, and transferred certain statutory provisions for certain expressway, bridge, and regional transportation authorities to new sections of law.

The bill created the Greater Miami Expressway Agency (GMX) and transferred all of Miami-Dade County Expressway Authority's (MDX) liabilities and assets, including its toll facilities, to GMX. The bill established the governance structure and

operational requirements of GMX. Except under specified circumstances, the bill prohibits GMX from increasing toll rates until 2029 and requires a two-thirds vote of GMX's governing body prior to implementing any new toll rate increases.

In addition to the dissolution of MDX and creation of GMX, the law:

- Changed the Board structure and prohibits past and current MDX Board Members from appointment to GMX
- Prohibits increasing toll rates until July 1, 2024 (except as needed to comply with rate covenants)
- Eliminated the Consumer Price indexing (CPI) of tolls
- Introduced toll rebates up to 25% of tolls starting in January 2020
- Required before October 1, 2019, the State Auditor General to submit a report to the Governor, President of the Senate and Speaker of the House assessing the financial situation and feasibility of a toll rebate and toll rate reduction
- Required that all projects needing financing be approved by the Legislative Budget Commission
- Required a five mile distance between mainline tolling points
- Administrative costs by the agency may not be greater than 10% above the annual state average of administrative costs

Since becoming law, there have been legal challenges centering around the transfer

agreement, contract law, and Miami-Dade County Home Rule. To date, MDX remains operational with limited access to funding.

### Performance Measures

In 2016, the Commission formed an Authority Oversight Committee (Committee) to gain input from the authorities and to consider any enhancements or changes to FY 2016 performance measures, management objectives, and operating indicators. The Commission solicited proposed changes from each authority and synthesized the proposed changes into a master document that also contained actual performance results for each of the authorities. The master document was then shared with all authorities for further comments.

The Commission retained senior staff from the Center for Urban Transportation Research (CUTR) at the University of South Florida to review the master document and to provide their recommendations for any changes. CUTR played an integral role in establishing the original measures that were adopted for the inaugural oversight report. The Commission convened a Charrette on Transportation Authority Performance Measures in October 2016 to discuss CUTR's recommendations and any concerns expressed by the authorities.

Following the Charrette, the Commission adopted revisions to the FY 2016 performance measures and operating indicators for both toll and transit authorities.

Currently, there are 19 performance measures and objectives adopted by the Commission for toll authorities. The 19 performance measures are included in Table 2. It is important to note that, while some performance measures and objectives

are applicable to all toll authorities, others apply only to specific toll authorities. These measures attempt to set standards for the efficient and effective operation, maintenance, and management of the toll facilities and their respective organizations.

In addition to performance measures, the Commission established a set of operating indicators reported by each authority for the last five fiscal years. The 29 operating indicators adopted by the Commission are presented in Table 3. The five-year accounting of the operating indicators for each authority is included in Appendix A. The indicators are grouped by the various areas for which the statute requires monitoring (e.g., operations, budget, property acquisition, revenue management and bond proceeds).

With regard to FY 2019 performance measures, it is important to note that in 2012, Central Florida Expressway (CFX), Tampa-Hillsborough County Expressway (THEA), and Miami Dade Expressway (MDX) entered into a Memorandum of Understanding (MOU) with Florida's Turnpike Enterprise to develop and implement a Centralized Customer Service System (CCSS). The CCSS was expected to provide a single point of contact for all non-cash toll collection customers and provide a single centralized customer service center. While the CCSS was developed and implemented, the system failed to function as expected. The failure affected systems related to the reporting, billing, and financial reconciliation of customer service invoices and accounts. These failures affected the FY 2019 Average Customer Call Time, Image Review Processing Time, and Revenue Variance for participating authorities.

While annual reporting remains the focus of the Commission's monitoring effort, authorities have

been alerted that they are expected to notify the Commission, in a timely fashion, of any externally prompted audits or investigations. It is the Commission's intent to provide an annual report at one of its public meetings and to issue an annual document for distribution to the Governor and legislative leadership.

The Commission is committed to carrying out its designated responsibilities in a deliberative fashion and encourages input, feedback or suggestions to help improve the report and monitoring process. Performance monitoring is a dynamic process, and the Commission continually considers any enhancements or changes to performance measures, management objectives, reportable indicators, governance areas.



## Florida Transportation Commission Toll Authority Performance Measures

Table 2

<i>Performance Measure</i>	<i>Detail</i>	<i>Objective</i>
<b>Operations</b>		
SHS Maintenance Rating Program (MRP) Overall Rating	Condition rating of at least 90	> 90
Pavement Condition - Rating	% SHS lane miles rated "excellent or good"	> 85%
Bridge Condition - Rating	% bridge structures rated "excellent or good"	> 95%
Bridge Condition - Weight Restrictions	% SHS bridge structures with posted limit	0%
Revenue Variance	Variance from indicated revenue (without fines - 3 year moving avg.)	< 4%
MRP Safety Characteristic - Signing	Condition rating of at least 90	> 90
MRP Safety Characteristic - Striping	Condition rating of at least 95	> 95
MRP Safety Characteristic - Guardrail	Condition rating of at least 80	> 80
MRP Safety Characteristic - Lighting	Condition rating of at least 85	> 85
Average Customer Call Wait Time	> 80% of calls answered within 1 minute	> 80%
Image Review Processing Time	> 90% of license plate images reviewed in < 2 weeks	> 90%
<b>Operations and Budget</b>		
Consultant Contract Management	Final cost % increase above original award	< 5%
Construction Contract Adjustments - Time	% contracts completed within 20% above original contract time	≥ 80%
Construction Contract Adjustments - Cost	% projects completed within 10% above original contract amount	≥ 90%
Toll Collection Expense as a Percentage of Toll Revenue	Toll collection expense (net of exclusions)/toll revenue	< 12%
Annual Operating, Maintenance and Administrative (OM&A) Forecast Variance	Actual OM&A to annual budget	< 110%
<b>Applicable Laws</b>		
Minority Participation	M/WBE and SBE utilization as % of total expenditures (each agency establishes goal/target)	> 90%
<b>Revenue Management and Bond Proceeds</b>		
Debt Service Coverage - Compliance with Bond Covenants	Debt service coverage meets or exceeds minimum Bond Covenant requirements	Yes
Bond Ratings	Bond ratings ≥ BBB (S&P), Baa (Moody's), BBB (Fitch) and no downgrade from previous year	Yes

## Florida Transportation Commission Toll Authority Operating Indicators

Table 3

<i>Indicator</i>	<i>Detail</i>
<b>Operations</b>	
Growth in Value of Transportation Assets	Land Acquisition
	Infrastructure Assets
	Construction in Progress
	Total Value of Transportation Assets
Preservation of Transportation Assets	Renewal & Replacement of Infrastructure
	Routine Maintenance of Infrastructure
	Total Preservation Costs
Toll Collection Transactions	Electronic Transactions
	Revenue from Electronic Transactions
Annual Revenue Growth	Toll and Operating Revenue
Revenue Variance	Actual Revenue with "Recovery of Fines"
	Actual Revenue without "Recovery of Fines"
Safety	Fatalities per 100 Million Vehicle Miles Traveled
<b>Operations and Budget</b>	
Cost to Collect a Toll Transaction	Total Toll Collection Costs (Net of Exclusions) / Number of Transactions
Operating Efficiency	Toll Collection Expense as % of Operating Expense
	Routine Maintenance Expense as % of Operating Expense
	Administrative Expense as % of Operating Expense
	Operating Expense as % of Operating Revenue
Rating Agency Performance	Toll Operations and Maintenance Expense as % of Operating Revenue
<b>Property Acquisition</b>	
Right-of-Way (ROW)	# Projects Requiring ROW Acquisition
	# Parcels Needed to be Acquired for Projects
	# Parcels Acquired via Negotiations
	# Parcels Acquired via Condemnation
	# Parcels Acquired with Final Judgements ≤ one half the Range of Contention
<b>Revenue Management and Bond Proceeds</b>	
Debt Service Coverage - Bonded/Commercial Debt	$[(\text{Rev} - \text{interest}) - (\text{toll operating \& maintenance expense})] / \text{commercial debt service expense}$
Debt Service Coverage - Comprehensive Debt	$[(\text{Rev} - \text{interest}) - (\text{toll operating \& maintenance expense})] / \text{all scheduled debt service expense}$
Underlying Bond Ratings (Uninsured)	Standard & Poor's Bond Rating
	Moody's Bond Rating
	Fitch Bond Rating

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## TOLL AUTHORITIES

## Toll Authorities

### Introduction

There are numerous authorities in Florida that operate toll facilities and collect and reinvest toll revenues. Aside from Florida's Turnpike Enterprise, which is a part of FDOT, most, but not all, are established under Chapter 348, Florida Statutes (Expressway and Bridge Authorities). Part I of Chapter 348 details the authority for any county or counties to establish an expressway authority and prescribes the conditions under which these entities will be governed. Parts II through V authorize specific authorities and designate the powers, duties and requirements applicable to each individual authority. The Mid-Bay Bridge Authority was re-created pursuant to Chapter 2000 -411, Laws of Florida, and was placed under Florida Transportation Commission (Commission) oversight by the 2014 Legislature.

Authorities that are not limited to the construction and operation of expressways are established in Florida Statutes under Chapter 343 (Regional Transportation) and Chapter 349 (Jacksonville Transportation Authority).

This section of the report pertains to Toll Authorities that include:

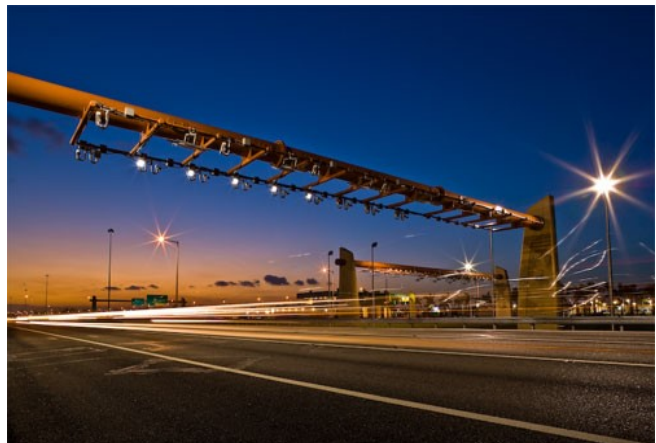
- Central Florida Expressway Authority (CFX)
- Florida's Turnpike System (Turnpike)
- Miami-Dade Expressway Authority (MDX)
- Mid-Bay Bridge Authority (MBBA)
- Tampa-Hillsborough County Expressway Authority (THEA)

As discussed in the Executive Summary section of this report, performance measures have been established for all authorities under Commission review. For the five Toll Authorities in this report,

all performance measures are the same, given that nearly all the toll authorities are well established and have been operating for a considerable amount of time. Reporting for these five authorities is presented in the following format that includes:

- Background of the authority
- Performance measures results for FY 2019

A summary of the performance measures results is provided in Figure 1: Toll Authorities Performance Measures Results- FY 2019. The individual reports for the five Toll Authorities are presented in the following pages, beginning with the Central Florida Expressway Authority (CFX).



Open Road Tolling Gantry - MDX



## Authority Performance Measures Results - FY 2019

### Toll Authorities

**Central Florida Expressway Authority (CFX)** met 15 of the 19 performance measure objectives. The four measures not met were:

- \*Revenue Variance
- \*Toll Collection Expense as a percent of Toll Revenue
- \*Average Customer Call Wait Time
- \*Image Review Processing Time

**Florida's Turnpike System (Turnpike)** met 9 of the 19 performance measure objectives. The 10 measures not met were:

- \*SHS Maintenance Rating Program (MRP) Overall Rating
- \*Revenue Variance
- \*MRP Safety Characteristic-Signing
- \*MRP Safety Characteristic-Striping
- \*MRP Safety Characteristic-Guardrail
- \*MRP Safety Characteristic-Lighting
- \*Average Customer Call Wait Time
- \*Consultant Contract Management
- \*Toll Collection Expense as a Percentage of Toll Revenue
- \*Minority Participation

**Miami-Dade Expressway Authority (MDX)** met 11 of the 19 applicable performance measure objectives; 1 was not applicable. The 7 measures not met were:

- \*SHS Maintenance Rating Program (MRP) Overall Rating
- \*Revenue Variance
- \*MRP Safety Characteristic-Striping
- \*MRP Safety Characteristic-Lighting
- \*Consultant Contract Management
- \*Construction Contract Adjustments-Time
- \*Bond Ratings

**Mid-Bay Bridge Authority (MBBA)** met 12 of the 19 applicable performance measure objectives; 6 were not applicable. The 1 measure not met was:

- \*MRP Safety Characteristic-Striping

**Tampa-Hillsborough County Expressway Authority (THEA)** met 17 of the 19 applicable performance measure objectives; 1 was not applicable. The one measure not met was:

- \*MRP Safety Characteristic-Striping

Figure 1: Toll Authority Performance Measures Results

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# Central Florida Expressway Authority (CFX)



## Background

The Central Florida Expressway Authority (CFX) is an agency of the State of Florida, created in 2014 pursuant to Chapter 348, Part III, Florida Statutes, for the purpose to construct, operate, and maintain roads, bridges, and avenues for the expressway and any rapid transit, trams, or fixed guideways located within the right-of-way of an expressway in Orange, Seminole, Lake, Brevard, and Osceola Counties. CFX is an Independent Special District of the State of Florida and subject to the provisions of Chapter 189, Florida Statutes (Uniform Special District Accountability Act), and other applicable Florida Statutes.

CFX assumed all assets, liabilities, duties, responsibilities and obligations of the Orlando-Orange County Expressway Authority (OOCEA) under its existing contracts and agreements, including, without limitation, the duties, responsibilities and obligations under the Amended and Restated Master Bond Resolution (Bond Resolution). CFX must operate and maintain the expressway system in accordance with the Bond Resolution and the Lease-Purchase Agreement entered into between OOCEA and the FDOT.

The governing body of CFX, presented in Table 4, consists of ten members. The chairs of the county commissions of Seminole, Lake, Brevard, and Osceola Counties each appoints one member from his or her respective county, who must be a commission member or chair or the county mayor. The Mayor of Orange County appoints a member from the Orange County Commission. Subject to confirmation by the Senate during the next regular

session of the Legislature, the Governor appoints three citizen members, each of whom must be a resident of either Orange, Seminole, Lake, Brevard, or Osceola Counties. The Mayor of Orange County and the Mayor of the City of Orlando also serve as members. The Executive Director of the Florida Turnpike Enterprise (FTE) serves as a nonvoting advisor. Each member appointed by the governor serves for four years and each county-appointed member serves for two years.

### Highlights

- CFX met 15 of the performance measure objectives. (See Table 5)
- FY 2019 operating revenue increased \$23.7 million, or 5%, over FY 2018 while operating expenses decreased \$1 million, or 1 %.
- In November 2018, CFX issued \$221 million in Senior Lien Refunding Revenue Bonds for the purpose of financing projects approved in the Five-Year Work Program.
- In December 2018, CFX officially took operational control of the Poinciana Parkway from the Osceola County Expressway Authority (OCX).
- Throughout FY 2019, CFX continued to study three corridors in parts of Lake, Orange and Osceola Counties. Together, they could add up to 17 miles to the CFX system.
- CFX expanded its Tax Collector partnerships for a total of 14 counties and created a new customer first program, Visitor Toll Pass, in partnership with the Orlando International Airport.

CFX owns and operates 118 center-line miles of limited access expressways. The expressways include 22 miles of State Road 408, 23 miles of State Road 528, 33 miles of the State Road 417, 30 miles of State Road 429, 6 miles of the State Road 414, 2 miles of State Road 451 and 2 miles

## Transportation Authority Monitoring and Oversight

of State Road 453. CFX reported toll revenue of \$463 million in FY 2019 based on 465 million toll transactions.

**Table 4**  
**Central Florida Expressway Authority**  
**Board Members as of June 30, 2019**

<i>Name</i>	<i>Affiliation</i>	<i>Position</i>
Jay Madara	Governor's Appointee	Chairman
Brenda Carey	Seminole County Commissioner	Vice Chairman
Buddy Dyer	Orlando Mayor	Treasurer
Curt Smith	Brevard County Commissioner	Board Member
Fred Hawkins, Jr.	Osceola County Commissioner	Board Member
Andria Herr	Governor's Appointee	Board Member
Jerry Demings	Orange County Mayor	Board Member
Leslie Campione	Lake County Commissioner	Board Member
S. Michael Scheeringa	Governor's Appointee	Board Member
Betsy Vanderley	Orange County Commissioner	Board Member

E-PASS, established in 1994 as Florida's first electronic pre-paid toll collection system, is owned and operated by CFX. In 2019, CFX continued to expand its customer focus programs which included the toll discount programs that returned more than \$20 million to its customers.

CFX capital projects are budgeted and planned for in its Five-Year Work Plan. Renewal and replacement projects, intelligent transportation systems projects and projects from the 2040 Master Plan among others are prioritized according to critical need. CFX's first regional master plan, The 2040 Master Plan, was approved by the Board in May 2016. In June 2019, the CFX Board approved another record \$2.5 billion Five-Year Work Plan (FY 2020 through FY 2024).

Highlights of this Five-Year Work Plan include:

- \$1,025 million allocated for capacity improvement projects for widening SR 408, SR 417, SR 429 and SR 528 (40 centerline miles)
- Resurfacing 43 centerline miles
- Contribution to the Department to fund SR 408/I-4 interchange reconstruction
- Improvements to system interchanges at SR 408/SR 417, SR 429/Stoneybrook West Parkway in west Orange County, SR 528/Dallas Boulevard and SR 528/SR 436 near Orlando International Airport
- Implement six sustainability projects (photovoltaics and renewable energy sources)
- Toll Collection System Upgrade that will replace or upgrade current system with state-of-the-art technology and equipment
- Identifying transportation needs of the region through multiple concept, feasibility and mobility studies and Project, Development and Evaluation (PD&E) studies

### **Wekiva Parkway Project: A Partnership with FDOT and FTE**

The much anticipated Wekiva Parkway (SR 429) is currently under design and construction. The project is a 25-mile tolled expressway that will traverse Orange, Seminole and Lake Counties and connect to SR 417, completing the beltway around northwest metropolitan Orlando. The project is estimated to cost \$1.6 billion, which includes approximately \$500 million of non-toll road improvements, and will feature all electronic tolling. In February 2012, a Memorandum of Understanding (MOU) delineated the plan to fund, design, construct, own, operate and maintain the Wekiva Parkway. The Wekiva Parkway Interlocal Agreement approved on May 9, 2014, contained specific terms and provisions governing the project that were consistent with the MOU.

On July 27, 2017 CFX opened its first five-mile section (Sections 1A and 1B) of the Wekiva Parkway, from SR 429 at US 441 to the Kelly Park Road Interchange. Construction costs for this five-mile section totaled \$102.6 million. CFX's remaining five-mile section (Sections 2A, 2B, and 2C) just north of the Kelly Park Road interchange between Round Lake Road, Mount Plymouth Road (County Road 435) and State Road 46, opened to traffic in March 31, 2018, one year ahead of schedule. In FY2019 the Department continued to design and construct their sections of the remaining 15 miles of the parkway.

### **Lease-Purchase Agreement**

Under the requirements of a Lease-Purchase Agreement (LPA) between CFX and the Department, CFX is reimbursed by the Department for a portion of the operating and maintenance costs of SR 408 and SR 528. CFX and the Department entered into a Memorandum of Agreement (LPA MOA) on February 14, 2013. The LPA MOA stated that the Department would make all operations and maintenance payments to CFX who would then exercise its right under the bond resolution to fully reimburse the Department within 60 days.

### **Poinciana Parkway Operations Transfers To CFX**

CFX expanded its operational scope on Dec. 31, 2018, when it officially took control of the Poinciana Parkway from the Osceola County Expressway Authority (OCX). The transfer stemmed from the 2014 state law that created CFX as a regional transportation operator. Senate Bill 230, Ch. 2014-171, empowered CFX to take over projects in OCX's Master Plan and assumed control of the 7.2-mile Poinciana Parkway, a toll road that also goes by the designation State Road

538. Per a provision in the law, the Poinciana Parkway is a "non-system project," meaning its own toll revenues pay for operational and maintenance expenses and that the revenues generated are not pledged to CFX's bond indebtedness.

CFX's Poinciana Parkway Project Development & Environment (PD&E) Study got underway in 2019 and proposed a potential three-mile extension with an estimated cost of \$280 million. If the study advances to design and construction, CFX would then issue bonds to acquire the Poinciana Parkway from Osceola County allowing it to be a system facility rather than non-system.

### **CFX Advances Regional Projects Supporting Future Connectivity**

Throughout FY 2019, CFX continued to study three corridors in parts of Lake, Orange and Osceola counties. Together, they could add up to 17 miles to the CFX system. Two of the projects are in Osceola County fulfilling part of a state-mandated plan that called for CFX to transition control of projects included in Osceola County Expressway Authority's Master Plan. The move was precipitated by the same legislation, Senate Bill 230, that created CFX in 2014. The third project would provide a connection between Lake and Orange Counties.

In July 2018, CFX launched the PD&E Study for the proposed three-mile Poinciana Parkway Extension stretching from the north end of the parkway to County Road 532, also known as Osceola-Polk County Line Road. The PD&E study addresses the Poinciana area's growing population by relieving congestion on local roads. A later phase coordinated with the Florida Department of



Transportation will provide a connection to I-4, either at State Road 429 or at County Road 532. The Osceola Parkway Extension study looked at building a new expressway connection between State Road 417 near Boggy Creek Road in Orange County and the proposed Sunbridge Parkway in Osceola County. Both proposed corridor extensions share the same goals — enhance mobility of the area’s growing population and economy, relieve congestion on local roads, provide for the incorporation of transit options and promote regional connectivity.

In March 2018 CFX began the Lake/Orange County Connector PD&E Study to evaluate a limited access expressway between Lake and Orange County. The future 5-mile tolled expressway will provide a nonstop access route linking heavily traveled US 27 in south Lake County to State Road 429 in west Orange County. The goal of the study was to evaluate and recommend a viable and fundable transportation corridor that would improve regional connectivity; accommodate anticipated transportation demand; provide consistency with local and regional plans; support economic viability, job creation, and intermodal opportunities; and enhance evacuation and emergency services.

### **CFX Partners with Tax Collector Offices**

In 2018, as part of its customer-first commitment, CFX created partnerships with the county tax collector’s offices within the agency’s five county jurisdiction to implement a simplified, more convenient process for customers to resolve tag-registration holds related to unpaid toll notices. Vehicle owners can now pay delinquent Pay by Plate invoices while renewing tags or driver’s licenses at numerous locations within each county. The new process saved customers time

and lessened frustrations when customers were confronted with holds on their tag renewals. Since the inception, the program has expanded to include nine additional counties bringing the total participation to 14 counties.

### **CFX Adds Another Customer First Innovation**

CFX scored another first in the U.S. toll road industry when, on May 1, 2019, it introduced an automated toll payment solution specifically aimed at visitors using rental cars. Central Florida is the nation’s top tourist destination drawing 72 million visitors in calendar year 2019. Of these annual visitors, more than 49 million arrived at Orlando International Airport (OIA). For many of those visitors renting cars and using local expressways, they have limited options to pay tolls electronically without incurring excessive fees for the rental car companies to process their toll payments. As responsible stewards of service excellence, CFX took action and collaborated with OIA to offer loanable transponders to arriving passengers for a trial period. With that, Visitor Toll Pass™ was launched, putting visitors in the driver’s seat. With Visitor Toll Pass™, customers can, as the product’s slogan goes, “Travel like a local. Pay tolls. Skip fees.” Available only to visitors arriving at OIA, Visitor Toll Pass™ debuted as a pilot program. CFX extended the pilot period in response to growing interest and demand for this service. Visitor Toll Pass™ is accepted on all toll roads and most bridges in Florida and offers customers up to 80% savings compared with rental car toll programs. In addition, Visitor Toll Pass customers receive E-PASS discounted toll rates, usage of express lanes for nonstop travel, online account access to monitor toll transactions and timely receipt of invoices.

# Transportation Authority Monitoring and Oversight

**Table 5**  
**Central Florida Expressway Authority**  
**Summary of Performance Measures**  
**FY 2019**

<i>Performance Measure</i>	<i>Detail</i>	<i>Objective</i>	<i>Actual Results</i>	<i>Meets Objective<sup>1</sup></i>
<b>Operations</b>				
SHS Maintenance Rating Program (MRP) Overall Rating	Condition rating of at least 90	> 90	91	✓
Pavement Condition - Rating	% SHS lane miles rated "excellent or good"	> 85%	91.9%	✓
Bridge Condition - Rating	% bridge structures rated "excellent or good"	> 95%	99.4%	✓
Bridge Condition - Weight Restrictions	% SHS bridge structures with posted limit	0%	0.0%	✓
Revenue Variance	Variance from indicated revenue (without fines - 3 year moving avg.)	< 4%	7.0%	X
MRP Safety Characteristic - Signing	Condition rating of at least 90	> 90	91	✓
MRP Safety Characteristic - Striping	Condition rating of at least 95	> 95	95	✓
MRP Safety Characteristic - Guardrail	Condition rating of at least 80	> 80	82	✓
MRP Safety Characteristic - Lighting	Condition rating of at least 85	> 85	92	✓
Average Customer Call Wait Time	> 80% of calls answered within 1 minute	> 80%	72.0%	X
Image Review Processing Time	> 90% of license plate images reviewed in < 2 weeks	> 90%	51.0%	X
<b>Operations and Budget</b>				
Consultant Contract Management	Final cost % increase above original award	< 5%	-3.9%	✓
Construction Contract Adjustments - Time	% contracts completed within 20% above original contract time	≥ 80%	100.0%	✓
Construction Contract Adjustments - Cost	% projects completed within 10% above original contract amount	≥ 90%	100.0%	✓
Toll Collection Expense as a Percentage of Toll Revenue	Toll collection expense (net of exclusions)/toll revenue	< 12%	12.8%	X
Annual Operating, Maintenance and Administrative (OM&A) Forecast Variance	Actual OM&A to annual budget	< 110%	96.2%	✓
<b>Applicable Laws</b>				
Minority Participation <sup>2</sup>	M/WBE and SBE utilization as % of total expenditures (each agency establishes goal/target)	> 90%	135.3%	✓
Debt Service Coverage - Compliance with Bond Covenants	Debt service coverage meets or exceeds minimum Bond Covenant requirements	Yes	Yes	✓
Bond Ratings	Bond ratings ≥ BBB (S&P), Baa (Moody's), BBB (Fitch) and no downgrade from previous year	Yes	Yes	✓

<sup>1</sup> Performance Measure Objective Key: ✓ - Meets X - Does Not Meet N/A - Not Applicable

<sup>2</sup> The Authority has a 15 percent goal for RFPs and ITNs and reported achieving 20.3 percent, or 135.3 percent of the goal.

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## Florida's Turnpike System (Turnpike)

### Background



Florida's Turnpike Enterprise ("Enterprise") is responsible for the management of Florida's Turnpike System ("Turnpike") and the collection of tolls on nine other facilities owned or operated by the Florida Department of Transportation ("Department"), an agency of the State of Florida. Of the nine other toll facilities, seven are Department-owned (Alligator Alley, Pinellas Bayway System, Sunshine Skyway Bridge, 75 Express, 95 Express, 595 Express, and Wekiva Parkway), and two are Department-operated (Garcon Point Bridge and Mid-Bay Bridge/Spence Parkway) under lease-purchase agreements entered into with the respective authorities that own the facilities.

The Florida State Turnpike Authority, created in 1953, became part of the Department in 1969. The Turnpike was reorganized as an Office within the Department in 1988 and as a District in 1994. In 2002, the Turnpike became an Enterprise within the Department and conducts its operations as an enterprise fund for financial reporting purposes.

The Department operates under the Florida Transportation Code, which includes Chapter 338, Florida Statutes (Limited Access and Toll Facilities). In addition to the powers granted to the Department, the legislature provided additional powers and authority to the Enterprise to enable autonomy and flexibility in order to more easily pursue innovations, as well as best practices found in the private sector in management, finance, organization and operations. Sections 338.22 through 338.241, Florida Statutes (Florida Turnpike Enterprise Law), authorizes the Enterprise to plan, develop, own, purchase, lease,

### Highlights

- The Turnpike met nine performance measure objectives. (See Table 8)
- FY 2019 operating revenues were \$1.1 billion, an increase of \$14.3 million, or 1.4%, compared to the previous fiscal year. The increase was primarily a result of traffic growth, coupled with the absence of toll suspension losses incurred in the prior period related to Hurricane Irma.
- Operating expenses increased by \$52.7 million, or 13.5%, compared to the previous fiscal year. Renewals and replacements accounted for 83.5% of the total increase in operating expenses, reflecting the Turnpike's commitment to preserve its infrastructure.
- Capital assets grew by \$500 million during FY 2019. The increase was primarily attributable to the completion of Phase 1 of the First Coast Expressway (SR 23), widening of portions of the Turnpike Mainline (SR 821) and the Beachline West Expressway and improvements to the interchange at the Turnpike Mainline and I-75 in Sumter County.
- The award-winning SunTrax tolling technology test track in Polk County was completed in May 2019. Featuring a 2.25-mile multi-lane oval track around a 200-acre infield, SunTrax provides the opportunity to test multiple technologies simultaneously.
- During FY 2019, the Turnpike issued two series of bonds: State of Florida, Department of Transportation Turnpike Revenue Bonds Series 2018A (2018A Bonds) issued in December 2018 for \$300 million to finance capital improvements and fund a reserve account and State of Florida, Department of Transportation Turnpike Revenue Refunding Bonds Series 2019A (2019A Bonds) issued in February, 2019 for \$224 million to advance refund State of Florida, Department of Transportation Turnpike Revenue Bonds Series 2009B in order to achieve debt service savings.

## Highlights, cont.

- The Turnpike achieved a routine maintenance rating of 85 for FY 2019, well above the Department standard of 80.
- 97% of the Turnpike's pavement, as well as 99% of the Turnpike's bridges, met FDOT standards.

or otherwise acquire, demolish, construct, improve, relocate, equip, repair, maintain, operate, and manage the Turnpike; to expend funds to publicize, advertise and promote the advantages of using the Turnpike and its facilities; and to cooperate, coordinate, partner, and contract with other entities, public and private, to accomplish these purposes. The Department may also fix, adjust, charge, and collect tolls, and is further authorized to issue Turnpike bonds.

Unlike other transportation authorities included in this report that are governed by a Board of Directors, the Department is headed by the Secretary of Transportation ("Secretary") who is appointed by the Governor from among three persons nominated by the Florida Transportation Commission ("Commission"). The Secretary is subject to confirmation by the Senate and serves at the pleasure of the Governor. The Department is decentralized into seven Districts and the Enterprise.

The District Secretaries and the Executive Director of the Enterprise report to the Secretary and sit on the Executive Board of the Department. Commission staff periodically attend and monitor the monthly Department Executive Workshop and Performance Review meetings. As presented in Table 6, reporting to the Executive Director are Administration, Transportation Operations, Transportation Development, Toll Systems, Communications and Marketing, and the Chief Financial Officer.

**Table 6**  
**Florida's Turnpike System**  
**Executive Staff as of June 30, 2019**

<i>Name</i>	<i>Position</i>
Paul Wai, PE	Executive Director/Chief Executive Officer*
Bren Dietrich, CPA	Chief Financial Officer
Mark Dlugokienski	Chief Counsel
Brett Hartzog	Director of Administration
Maria Connolly, PE	Director of Transportation Operations
Christina Colon, PE	Director of Transportation Development
Mark Beall	Director of Toll Systems
Angela Starke	Director of Communications

\* Nicola Liquori was appointed as Executive Director and Chief Executive Officer of the Enterprise in August 2019.

As previously noted, the Enterprise is responsible for management of Florida's Turnpike System and collection of tolls on nine other facilities owned or operated by the Department. The primary toll operations facilities include the Boca Data Center and the Orlando SunPass Service Center. The two Transportation Management Centers ("TMCs") are located at the Turnpike Headquarters complex and the Pompano Operations Center.

Over the next several years, the Turnpike will invest in new revenue-generating projects and continue to provide safe, well-maintained roadways for greater ease of travel and toll collection efficiency. The Turnpike's Five-Year Work Program prioritizes safety and preservation and also includes expansion projects, widenings, new interchanges, interchange improvements, and All-Electronic Tolling ("AET") facility conversions.

Two major planned and ongoing projects include extensions of the First Coast Expressway (SR 23) and the Suncoast Parkway 2 (SR 589). The First Coast Expressway (SR 23) is a multi-lane, AET, limited-access toll road that, once all segments are completed, will cross parts of Duval, Clay, and St. Johns counties. The first segment was completed in June 2019 and extends 15 miles from I-10 in Duval County to Blanding Boulevard in Clay County. Construction of the second segment, which will run from Blanding Boulevard to the St. Johns River, is



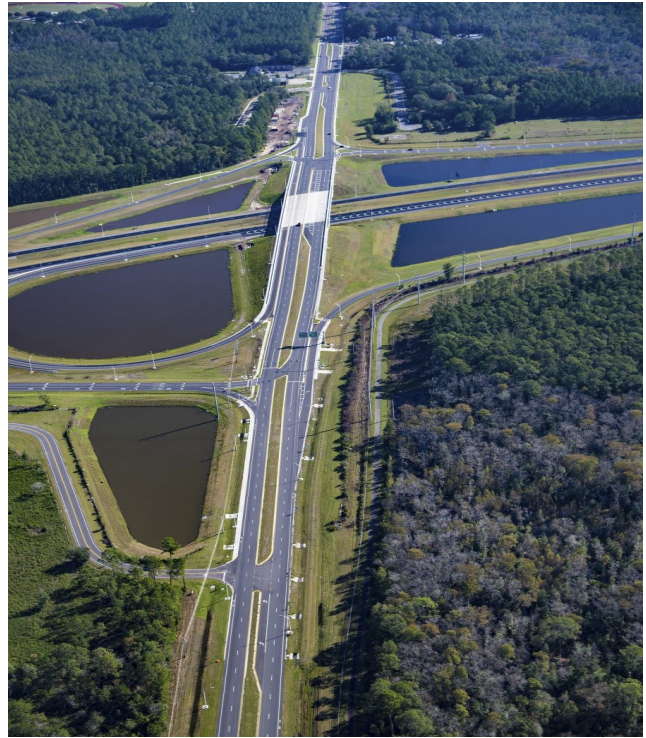
## Transportation Authority Monitoring and Oversight

expected to open to traffic in 2026. The southeastern third segment is expected to begin construction in 2023. The total length of the proposed roadway after the completion of all segments is approximately 46 miles.

Opened in 2001, the Suncoast Parkway (SR 589) is a multi-lane, AET, limited access toll facility that currently extends north from the Veterans Expressway (SR 589) in Hillsborough County for 42 miles to US 98 in Hernando County. A 13-mile northern extension from US 98 to SR 44 in Citrus County, Suncoast Parkway 2, is underway with an expected completion date in 2022. This four-lane AET project includes interchanges at US 98, Cardinal Street, and SR 44, as well as a wildlife corridor and the extension of the Suncoast Trail to SR 44.

In FY 2019, capacity improvements were completed on the Turnpike Mainline (SR 821) from SW 288<sup>th</sup> Street (MP 5) to SW 216<sup>th</sup> Street (MP 12) adding an additional lane in each direction. Milling, resurfacing, and major storm-water drainage improvements were also included as part of this project. Another widening project on the Beachline West Expressway between I-4 (MP 0) and the Turnpike Mainline (MP 4), added two new lanes in each direction. An additional lane was also added between the Turnpike Mainline (MP 4) and McCoy Road (MP 8). These widening projects provide needed capacity to improve traffic flow on these facilities.

In coordination with the Department, the Turnpike also completed improvements to the interchange at the Turnpike Mainline and I-75 in Sumter County. The objectives of the award-winning, innovative project were to eliminate weaving conditions and improve traffic flow between I-75 and the Turnpike. Both roadways were widened and braided flyover ramps provide access between both I-75 and the Turnpike to/from SR 44.



First Coast Expressway North at 103<sup>rd</sup> Street aerial view

Dedicated to the research, development, and testing of tolling and other emerging transportation technologies, the Department and Enterprise are developing a state-of-the-art facility, SunTrax. The award-winning project's first phase was completed in May 2019, and includes the infrastructure needed for the Enterprise to perform independent testing of both current and future toll technologies. This completed phase features the 2.25-mile-long multi-lane oval track offering opportunities to test multiple technologies simultaneously. Also housed here is a LEED-Certified operations center featuring training and testing facilities with fiber-optic track connections. The second phase of SunTrax includes the development of the 200-acre infield inside the oval trace for the development of connected and automated vehicle (CAV) technologies.

In connection with roadway improvements, the Turnpike continues to invest in current tolling technologies to provide customers with a more convenient travel experience while ensuring that

toll transactions are captured efficiently. Within Florida, the Turnpike partners with independent toll agencies and private enterprise to incorporate SunPass-compatible toll technology for electronic toll collection. Additionally, the Turnpike is currently interoperable with toll agencies in North Carolina and Georgia, allowing customers to use their SunPass, NC Quick Pass or GA Peach Pass.

In the past, the Turnpike received loans from the Department's State Transportation Trust Fund ("STTF"), Toll Facilities Revolving Trust Fund ("TFRTF") and State Infrastructure Bank ("SIB") to fund various projects and provide for operations and maintenance subsidies. Table 7 indicates that approximately \$27.7 million in outstanding debt is due to the Department as of June 30, 2019.

**Table 7**  
**Florida's Turnpike System**  
**Long-Term Debt Payable to the Department (in millions)**  
**Year Ended June 30, 2019**

<i>Transaction</i>	<i>(millions)</i>
Toll Facilities Revolving Trust Fund Loans <sup>(1)</sup>	\$1.5
State Infrastructure Bank Loans <sup>(2)</sup>	\$26.2
<b>Total Due Department</b>	<b>\$27.7</b>

Source: Turnpike Notes to Audited Financial Statements and CAFR Statistical Section.

(1) TFRTF loans used for advances related to acquisition of Seminole County Expressway, design costs of Western Beltway C, and two interchange modifications on the Mainline. SB 1998 repealed the TFRTF and requires the cash balance in the TFRTF and all future payments obligated to the trust fund be deposited in the STTF, effective July 1, 2012. This loan will be fully repaid by 2020.

(2) SIB loans used for Seminole Expressway II project, interest subsidy for the Series 2003C Bond issue and construction of southern Mainline ramps at SR 50 and SR 429.

# Transportation Authority Monitoring and Oversight

**Table 8**  
**Florida's Turnpike System**  
**Summary of Performance Measures**  
**FY 2019**

<i>Performance Measure</i>	<i>Detail</i>	<i>Objective</i>	<i>Actual Results</i>	<i>Meets Objective<sup>1</sup></i>
<b>Operations</b>				
SHS Maintenance Rating Program (MRP) Overall Rating	Condition rating of at least 90	> 90	85	X
Pavement Condition - Rating	% SHS lane miles rated "excellent or good"	> 85%	97.6%	✓
Bridge Condition - Rating	% bridge structures rated "excellent or good"	> 95%	99.3%	✓
Bridge Condition - Weight Restrictions	% SHS bridge structures with posted limit	0%	0.0%	✓
Revenue Variance	Variance from indicated revenue (without fines - 3 year moving avg.)	< 4%	7.5%	X
MRP Safety Characteristic - Signing	Condition rating of at least 90	> 90	86	X
MRP Safety Characteristic - Striping	Condition rating of at least 95	> 95	92	X
MRP Safety Characteristic - Guardrail	Condition rating of at least 80	> 80	77	X
MRP Safety Characteristic - Lighting	Condition rating of at least 85	> 85	77	X
Average Customer Call Wait Time	> 80% of calls answered within 1 minute	> 80%	65.8%	X
Image Review Processing Time	> 90% of license plate images reviewed in < 2 weeks	> 90%	91.6%	✓
<b>Operations and Budget</b>				
Consultant Contract Management	Final cost % increase above original award	< 5%	18.0%	X
Construction Contract Adjustments - Time	% contracts completed within 20% above original contract time	≥ 80%	80.0%	✓
Construction Contract Adjustments - Cost	% projects completed within 10% above original contract amount	≥ 90%	100.0%	✓
Toll Collection Expense as a Percentage of Toll Revenue	Toll collection expense (net of exclusions)/toll revenue	< 12%	12.3%	X
Annual Operating, Maintenance and Administrative (OM&A) Forecast Variance	Actual OM&A to annual budget	< 110%	106.5%	✓
<b>Applicable Laws</b>				
Minority Participation <sup>2</sup>	M/WBE and SBE utilization as % of total expenditures (each agency establishes goal/target)	> 90%	89.4%	X
<b>Revenue Management and Bond Proceeds</b>				
Debt Service Coverage - Compliance with Bond Covenants	Debt service coverage meets or exceeds minimum Bond Covenant requirements	Yes	Yes	✓
Bond Ratings	Bond ratings ≥ BBB (S&P), Baa (Moody's), BBB (Fitch) and no downgrade from previous year	Yes	Yes	✓

<sup>1</sup> Performance Measure Objective Key: ✓ - Meets X - Does Not Meet N/A - Not Applicable

<sup>2</sup> Turnpike's objective is to increase MBE expenditures year over year and reported achieving \$67,054,705 million in MBE expenditures in FY 2019, compared to MBE expenditures of \$67,440,056 million in FY 2018, a .60 percent decrease.

# Transportation Authority Monitoring and Oversight

**Table 9**  
**Florida's Turnpike System**  
**Traffic/Transactions and Gross Toll Revenue**  
**FY 2019**

Component	Centerline Miles	Transactions		Gross Toll Revenue		Average Toll	Year Opened
		Volume (000)	Percent of Total	Amount (\$000)	Percent of Total		
Turnpike Mainline (SR 821)	47	202,544	21.7%	\$172,813	16.4%	\$0.85	1974
Turnpike Mainline (SR 91)	265	330,035	35.4	525,278	49.9	1.59	1957-1963 <sup>1,2</sup>
Beachline West Expressway	8	35,636	3.8	29,320	2.8	0.82	1973
<b>Total Mainline</b>	<b>320</b>	<b>568,215</b>	<b>61.0%</b>	<b>\$727,411</b>	<b>69.1%</b>	<b>\$1.28</b>	
Sawgrass Expressway	23	96,558	10.3	88,747	8.4	0.92	1986 <sup>3</sup>
Seminole Expressway	18	45,404	4.9	60,209	5.7	1.33	1989 <sup>4</sup>
Veterans Expressway	15	70,158	7.5	56,582	5.4	0.81	1994
Southern Connector Extension	6	18,828	2.0	15,148	1.4	0.80	1996
Polk Parkway	25	38,121	4.1	36,848	3.5	0.97	1999
Suncoast Parkway	42	36,810	4.0	29,214	2.8	0.79	2001
Western Beltway, Part C	11	16,638	1.8	16,942	1.6	1.02	2005 <sup>5</sup>
I-4 Connector	1	19,847	2.1	14,390	1.4	0.73	2014 <sup>6</sup>
Beachline East Expressway	22	21,151	2.3	6,866	0.7	0.32	1974 <sup>7</sup>
First Coast Expressway	15	n/a	n/a	n/a	n/a	n/a	2019 <sup>8</sup>
<b>Total Expansion Projects</b>	<b>178</b>	<b>363,515</b>	<b>39.0%</b>	<b>\$324,946</b>	<b>30.9%</b>	<b>\$0.89</b>	
<b>Total System</b>	<b>498</b>	<b>931,730</b>	<b>100.0%</b>	<b>\$1,052,357</b>	<b>100.0%</b>	<b>\$1.13</b>	

Source: Traffic Engineer's Annual Letter Report and Florida's Turnpike System Comprehensive Annual Financial Report.

<sup>1</sup> The Mainline opened from Miami to Fort Pierce in 1957 and from Fort Pierce to Orlando South in 1963.

<sup>2</sup> The Mainline opened from Fort Pierce to Orlando South in 1963 and Orlando South to Wildwood in 1964.

<sup>3</sup> Originally constructed by Broward County Expressway Authority and opened to traffic in 1986, Sawgrass Expressway was acquired by the Department in 1990. With the defeasance of all outstanding bonds in 2000, title to the facility now vests with the Turnpike.

<sup>4</sup> The southerly half-mile of Seminole Expressway, which opened in 1989, was acquired from Seminole County Expressway Authority in 1990. The next 11.5 miles opened to traffic in 1994, and the 6-mile extension was completed in 2002.

<sup>5</sup> Five miles of the Western Beltway, Part C opened in 2005 and the remaining six miles opened in 2006.

<sup>6</sup> The I-4 Connector, built through a partnership with the Department and the Turnpike, opened to traffic in January 2014.

<sup>7</sup> Originally constructed by the Department and opened to traffic in 1974, Beachline East Expressway was acquired by the Turnpike in July 2014.

<sup>8</sup> The first segment of the First Coast Expressway was completed in FY 2019 and toll collection began July, 2019 (FY 2020).

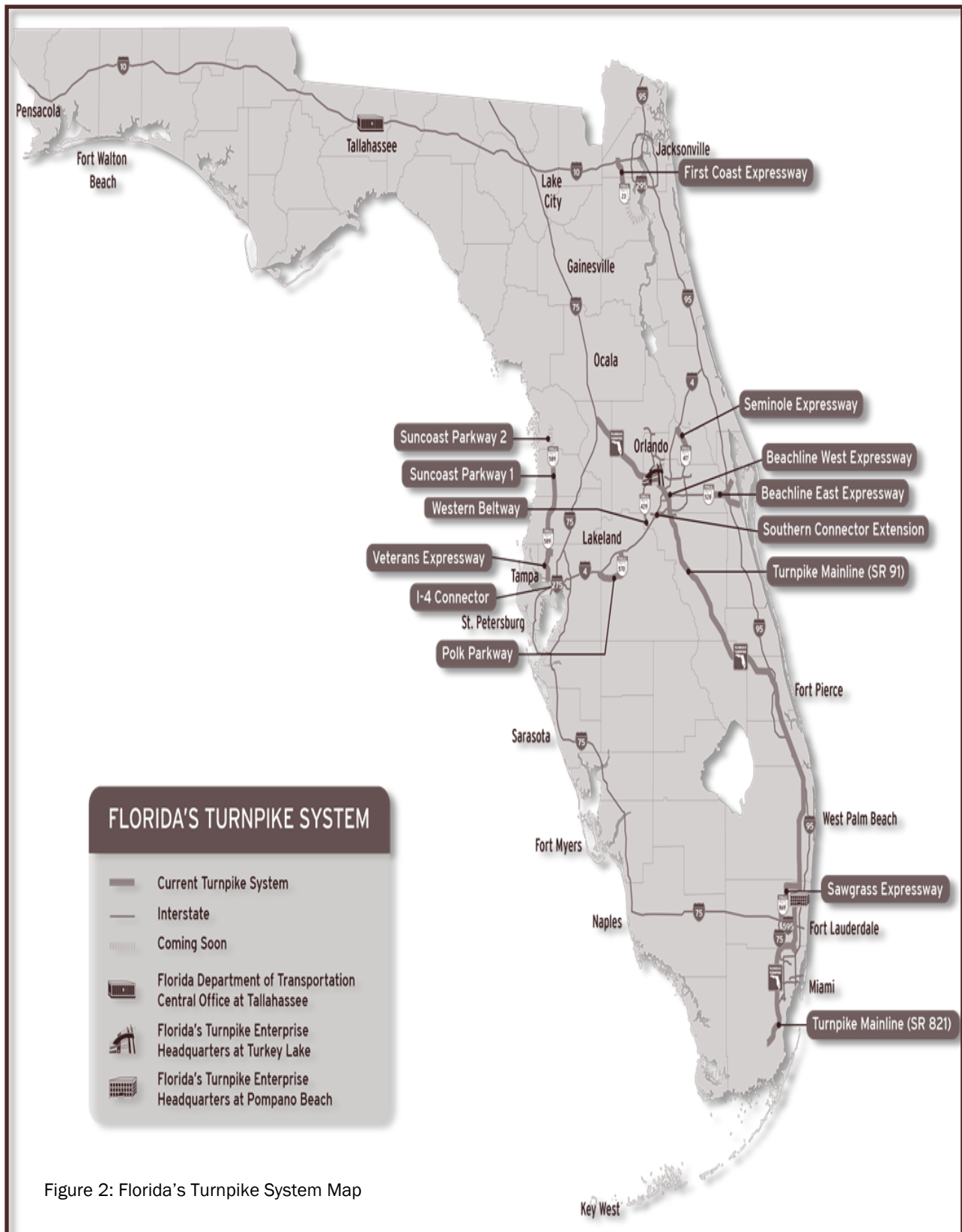


Figure 2: Florida's Turnpike System Map

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## Miami-Dade Expressway Authority (MDX)

### Background



Miami-Dade Expressway Authority (MDX) is an agency of the State of Florida, created by ordinance by the Miami-Dade Board of County Commissioners in 1994 pursuant to Chapter 348, Part I, Florida Statutes, for the purposes of and having the power to acquire, hold, construct, improve, maintain, operate, own and lease an expressway system located in Miami-Dade County. MDX may also fix, alter, change, establish and collect tolls, rates, fees, rentals, and other charges for the services and facilities of such system and is further authorized to issue bonds. MDX is reported as an Independent Special District (of the State of Florida—MDX is listed as an ISD of the County) and subject to the provisions of Chapter 189, Florida Statutes (Uniform Special District Accountability Act) and other applicable Florida Statutes.

Table 10 shows the composition of the governing body of MDX consists of nine voting members. Five members are appointed by the Miami-Dade County Commission, three members are appointed by the Governor, and the ninth member is the District Six Secretary of the Florida Department of Transportation (Department) who is an ex-officio voting member of the Board. Except for the District Six Secretary, all members must be residents of Miami-Dade County and each serves a four-year term or a remaining part of an appointed term. A person may not be appointed to or serve as a member of the MDX Board if that person currently represents, or has in the previous four years represented, any client for compensation before the Authority or has represented any person or entity that is doing business with, or in the previous four years has done business with MDX.

### Highlights

- MDX met 11 of the applicable performance measure objectives. (See Table 11)
- FY 2019 total operating revenues were \$213.8 million, a decrease of \$39.5 million or 15.6% in FY 2018. The decrease was mainly due to a 6% toll rate reduction and billing delays and other operational issues.
- FY 2019 operations expenses were \$26.6 million, a decrease of \$12.8 million or 32.5%, primarily due to \$7.4 million in lower billing cost.
- FY 2019 administration expenses were \$5.6 million, a decrease of \$500,000 or 8.2%.
- FY 2019 senior debt service coverage ratio was 1.82.
- HB 385, effective July 1, 2019, dissolved MDX and transferred all its assets and liabilities, including the outstanding bonds, to a new entity called the Greater Miami Expressway Agency (GMX). To date, the outstanding bonds remain under MDX.
- Since HB 385 became law, there have been numerous legal challenges and events. The litigation centers around the transfer agreement, contract law and Miami-Dade County Home Rule.
- To date, the MDX Authority operations remain in stewardship with limited access to funding and very limited ability to execute contracts for needed goods and services.
- MDX's credit ratings were downgraded due to HB 385.
  - \* Moody's from A1 Stable to A3 Negative Outlook
  - \* Fitch A Stable to BBB+ Negative
  - \* S&P A+ Stable to A Negative Outlook

# Transportation Authority Monitoring and Oversight

Table 10  
Miami-Dade Expressway Authority  
Board Members as of June 30, 2019

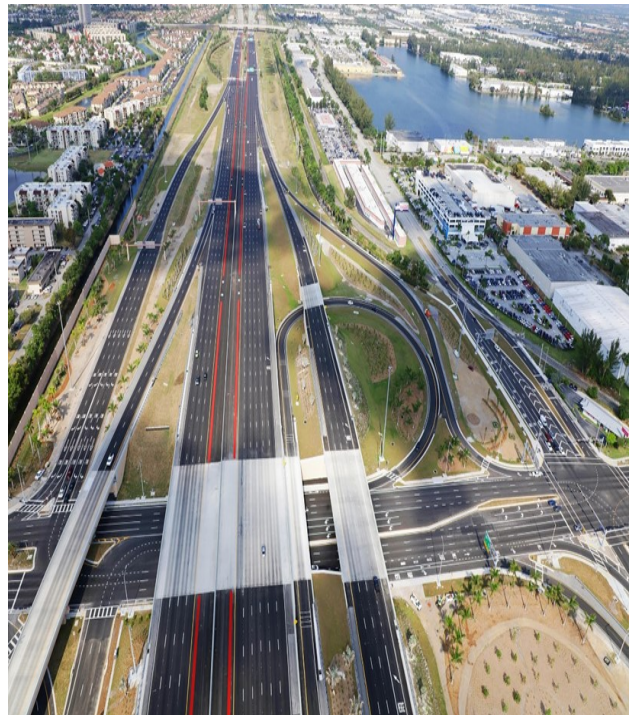
Name	Affiliation	Position
Carlos A. Gimenez	Mayor, Miami-Dade County	Chair
Leonard Boord	Slon Capital	Vice Chair
Louis V. Martinez, Esq	of Counsel, Diaz Reus LLP	Treasurer
James A. Wolfe, P.E.	District Six Secretary	Ex-Officio
Shelly Smith Fano	Miami Dade College	Board Member
Maritza Gutierrez	Creative Ideas Advertising, Inc.	Board Member
Luz Weinberg	Consultant	Board Member
Arthur J. Meyer	ANF Group	Board Member

Pursuant to an MDX/FDOT Transfer Agreement, in December 1996 FDOT transferred operational and financial control of five roadways and certain physical assets to MDX. Including projects completed after the transfer, MDX currently oversees, operates and maintains five tolled expressways, constituting approximately 34 centerline-miles and 228 lane-miles of roadway in Miami-Dade County. The five toll facilities include: Dolphin Expressway (SR 836); Airport Expressway (SR 112); Don Shula Expressway (SR 874); Gratigny Parkway (SR 924) and Snapper Creek Expressway (SR 878).

In September 2012, MDX entered into a Memorandum of Understanding (MOU) with Florida's Turnpike Enterprise (Enterprise), Central Florida Expressway Authority (CFX), and Tampa-Hillsborough County Expressway Authority (THEA) to develop and implement a Centralized Customer Service System (CCSS). This system was expected to provide a single point of contact for all non-cash toll collection customers, improve and simplify customer service, reduce the cost of non-cash toll collection, and provide a single centralized customer service center with regional satellite offices. An Interlocal Agreement (ILA) addressed specific issues including the establishment and maintenance of customer accounts, distribution of transponders, violations processing and enforcement, common business rules, and

interoperability with non-participants. The ILA was subject to approval by the Board of Directors of each participating agency.

In November 2015, the Enterprise executed the contract to develop and implement the CCSS and in February 2016 the MDX Board voted to approve a Master Agreement (formerly ILA) to be the first participating agency member of the CCSS. The Customer Service Center provides all electronic tolling customer support functions which includes billing, invoicing, customer account management and violation enforcement under a single operation. Regional customer facilities are located in Miami, Orlando and Tampa and operate under the SunPass brand. The Customer Service Center became operational in 2018.



SR 836 WB at NW 87th Avenue

# Transportation Authority Monitoring and Oversight

**Table 11**  
**Miami-Dade Expressway Authority**  
**Summary of Performance Measures**  
**FY 2019**

<i>Performance Measure</i>	<i>Detail</i>	<i>Objective</i>	<i>Actual Results</i>	<i>Meets Objective<sup>1</sup></i>
<b>Operations</b>				
SHS Maintenance Rating Program (MRP) Overall Rating	Condition rating of at least 90	≥90	88.7	X
Pavement Condition - Rating	% SHS lane miles rated "excellent or good"	> 85%	95.0%	✓
Bridge Condition - Rating	% bridge structures rated "excellent or good"	> 95%	99.3%	✓
Bridge Condition - Weight Restrictions	% SHS bridge structures with posted limit	0%	0.0%	✓
Revenue Variance	Variance from indicated revenue (without fines - 3 year moving avg.)	< 4%	13.4%	X
MRP Safety Characteristic - Signing	Condition rating of at least 90	> 90	93	✓
MRP Safety Characteristic - Striping	Condition rating of at least 95	> 95	72	X
MRP Safety Characteristic - Guardrail	Condition rating of at least 80	> 80	85	✓
MRP Safety Characteristic - Lighting	Condition rating of at least 85	> 85	71	X
Average Customer Call Wait Time	> 80% of calls answered within 1 minute	> 80%	N/A	N/A
Image Review Processing Time	> 90% of license plate images reviewed in < 2 weeks	> 90%	95.7%	✓
<b>Operations and Budget</b>				
Consultant Contract Management	Final cost % increase above original award	< 5%	8.4%	X
Construction Contract Adjustments - Time	% contracts completed within 20% above original contract time	≥ 80%	66.7%	X
Construction Contract Adjustments - Cost	% projects completed within 10% above original contract amount	≥ 90%	100.0%	✓
Toll Collection Expense as a Percentage of Toll Revenue	Toll collection expense (net of exclusions)/toll revenue	< 12%	9.5%	✓
Annual Operating, Maintenance and Administrative (OM&A) Forecast Variance	Actual OM&A to annual budget	< 110%	73.8%	✓
<b>Applicable Laws</b>				
Minority Participation <sup>2</sup>	M/WBE and SBE utilization as % of total expenditures (each agency establishes goal/target)	> 90%	171.0%	✓
<b>Revenue Management and Bond Proceeds</b>				
Debt Service Coverage - Compliance with Bond Covenants	Debt service coverage meets or exceeds minimum Bond Covenant requirements	Yes	Yes	✓
Bond Ratings	Bond ratings ≥ BBB (S&P), Baa (Moody's), BBB (Fitch) and no downgrade from previous year	Yes	No	X

<sup>1</sup> Performance Measure Objective Key: ✓ - Meets X - Does Not Meet N/A - Not Applicable

<sup>2</sup> MDX has a Small Business participation goal of 10 percent and reported achieving 17.1 percent, or 171 percent of the goal.

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## Mid-Bay Bridge Authority (MBBA)



### Background

The Mid-Bay Bridge Authority (MBBA) was created in 1986 pursuant to Chapter 86-465, Laws of Florida, as amended by Chapter 88-542, Laws of Florida, and having been recodified as Chapter 2000-411, Laws of Florida (the Act). MBBA was established for the purpose of and having the power to plan, construct, operate, and maintain a bridge traversing Choctawhatchee Bay and other transportation facilities that become part of its system. MBBA also has the power to fix, charge, and collect fees, tolls, rents and charges for the use of the system and facilities, and is further authorized to issue bonds and exercise eminent domain powers. MBBA is reported as an Independent Special District of the State of Florida established in Okaloosa County and subject to the provisions of Chapter 189, Florida Statutes (Uniform Special District Accountability Act) and other applicable Florida Statutes.

As provided in Table 12, the governing body of MBBA consists of five voting members appointed by the Governor. The District Three Secretary of FDOT, or a designated representative, is an ex-officio non-voting member of the Board.

Table 12  
Mid-Bay Bridge Authority  
Board Members as of September 30, 2019

Name	Affiliation	Position
Gordon E. Fornell	Retired General, USAF	Chair
James D. Neilson,	Retired Insurance Broker	Vice-Chair
Victoria Harker	Retired FBI	Secretary-Treasurer
Dewey "Parker"	Restaurateur	Board Member
T. Patterson Maney	Retired Judicial Officer	Board Member
Bryant Paulk	District Three Secretary	Ex-Officio

### Highlights

- MBBA met 12 of the applicable performance measure objectives. (See Table 14)
- In October 2018, MBBA tolls were suspended by the Governor under a declaration of emergency in response to Hurricane Michael and the evacuation of low-lying areas in Okaloosa County. The tolls were reinstated after 11 days.
- MBBA estimated a loss of toll revenues of approximately \$800,000 for this period. Also, in October 2018, routine bridge inspections identified three internal, post-tensioning tendons that required replacement and four that required further testing or investigation.
- The FDOT prepared a declaration of emergency to address immediate repairs to the superstructure of the bridge and restore its full structural capacity. Permitted loads were restricted from the bridge.
- On January 8, 2019, during additional testing, an eighth tendon was discovered to be compromised in a span that already contained a tendon identified for replacement. The FDOT closed the bridge to all traffic in an abundance of safety for the motoring public. Over the course of the following week, the FDOT conducted additional testing and procured/installed post-tensioning bars in the affected spans to reinforce the spans with compromised tendons. On January 16, 2019, the bridge was reopened to two-axle traffic only.
- The FDOT executed a contract to replace all eight tendons, which amounted to less than 1% of the tendons in the bridge. MBBA incurred an estimated \$5,450,206 in long-term debt to replace eight tendons, increasing their liability to the FDOT in fiscal year 2020.
- MBBA estimated \$1 million in lost revenue due the Bridge closure and vehicle restrictions during the performance period.



## Transportation Authority Monitoring and Oversight

Except for the District Three Secretary, all members serve three-year terms and may be reappointed. MBBA employs two staff members, an Executive Director and an Administrative Assistant, and utilizes limited outside consultants for support such as Legal Counsel, accounting and auditing for MBBA business.



Mid-Bay Bridge

The MBBA System (System) is designated as SR 293 and comprises the Mid-Bay Bridge, Danny Wuerffel Way and the Walter Francis Spence Parkway (Spence Parkway). The System includes all additions, improvements, connections, extensions, approaches, streets, roads, avenues of access, and transportation facilities appurtenant thereto. The Mid-Bay Bridge is an approximately 3.6-mile, limited access, two-lane, fixed span toll bridge that traverses Choctawhatchee Bay, connecting Niceville and Destin in southeast Okaloosa County. The bridge opened to traffic in June 1993 with one mainline toll plaza located on the north side of the bay. The approximately 0.8-mile Danny Wuerffel Way connects the south end of the Mid-Bay Bridge to US 98/SR 30. The approximately 11-mile Spence Parkway connects the north end of the Mid-Bay Bridge to SR 85. MBBA reported toll revenue of \$26.2 million in FY 2019 based on 10.5 million toll transactions.

MBBA entered into a Lease-Purchase Agreement (LPA) with FDOT whereby FDOT maintains and operates the System and remits all tolls to MBBA. The payment of operations and maintenance by FDOT, from sources other than tolls, constitute

FDOT's rental and purchase payments for the System. The term of the LPA runs concurrently with the bonds. When the bonds mature and are fully paid, FDOT will acquire full ownership of the System, subject to pre-existing easements and leases. Toll operations for MBBA are provided by the Turnpike, and maintenance functions are performed through FDOT's District Three and its Asset Maintenance Contractor.

After administrative expenses and debt service payments, current year budgeted costs of operations and maintenance are paid back to FDOT. MBBA then shares 50 percent of its remaining toll revenues with FDOT to address its long-term debt payable to FDOT. Table 13 indicates that approximately \$1.9 million in long-term debt was due to FDOT as of September 30, 2019.

**Table 13**  
**Mid-Bay Bridge Authority**  
**Long-Term Debt Payable to the Department**  
**Year Ended September 30, 2019**

<i>Transaction</i>	<i>(millions)</i>
Total Due Department	\$1.9

Source: FDOT Comptroller's Office Revenue Management Administrator



# Transportation Authority Monitoring and Oversight

**Table 14**  
**Mid-Bay Bridge Authority**  
**Summary of Performance Measures**  
**FY 2019**

<i>Performance Measure</i>	<i>Detail</i>	<i>Objective</i>	<i>Actual Results</i>	<i>Meets Objective<sup>1</sup></i>
<b>Operations</b>				
SHS Maintenance Rating Program (MRP) Overall Rating	Condition rating of at least 90	> 90	97	✓
Pavement Condition - Rating	% SHS lane miles rated "excellent or good"	> 85%	100.0%	✓
Bridge Condition - Rating	% bridge structures rated "excellent or good"	> 95%	100.0%	✓
Bridge Condition - Weight Restrictions	% SHS bridge structures with posted limit	0%	0.0%	✓
Revenue Variance	Variance from indicated revenue (without fines - 3 year moving avg.)	< 4%	3.0%	✓
MRP Safety Characteristic - Signing	Condition rating of at least 90	> 90	91	✓
MRP Safety Characteristic - Striping	Condition rating of at least 95	> 95	91	✗
MRP Safety Characteristic - Guardrail	Condition rating of at least 80	> 80	100	✓
MRP Safety Characteristic - Lighting	Condition rating of at least 85	> 85	100	✓
Average Customer Call Wait Time	> 80% of calls answered within 1 minute	> 80%	N/A	N/A
Image Review Processing Time	> 90% of license plate images reviewed in < 2 weeks	> 90%	N/A	N/A
<b>Operations and Budget</b>				
Consultant Contract Management	Final cost % increase above original award	< 5%	N/A	N/A
Construction Contract Adjustments - Time	% contracts completed within 20% above original contract time	≥ 80%	N/A	N/A
Construction Contract Adjustments - Cost	% projects completed within 10% above original contract amount	≥ 90%	N/A	N/A
Toll Collection Expense as a Percentage of Toll Revenue	Toll collection expense (net of exclusions) / toll revenue	< 12%	10.0%	✓
Annual Operating, Maintenance and Administrative (OM&A) Forecast Variance	Actual OM&A to annual budget	< 110%	95.1%	✓
<b>Applicable Laws</b>				
Minority Participation <sup>1</sup>	M/WBE and SBE utilization as % of total expenditures (each agency establishes goal/target)	> 90%	N/A	N/A
<b>Revenue Management and Bond Proceeds</b>				
Debt Service Coverage - Compliance with Bond Covenants	Debt service coverage meets or exceeds minimum Bond Covenant requirements	Yes	Yes	✓
Bond Ratings	Bond ratings ≥ BBB (S&P), Baa (Moody's), BBB (Fitch) and no downgrade from previous year	Yes	Yes	✓

<sup>1</sup> Performance Measure Objective Key: ✓ - Meets ✗ - Does Not Meet N/A - Not Applicable

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## Tampa-Hillsborough County Expressway Authority (THEA)

### Background

The Tampa-Hillsborough County Expressway Authority (THEA) is an agency of the State of Florida and was created in 1963 pursuant to Chapter 348, Part II, Florida Statutes, for the purposes of and having the power to construct, reconstruct, improve, extend, repair, maintain and operate the expressway system within Hillsborough County, Florida. THEA is reported as an Independent Special District of the State of Florida and subject to the provisions of Chapter 189, Florida Statutes (Uniform Special District Accountability Act) and other applicable Florida Statutes. The Authority is also authorized to issue revenue bonds to finance improvements or extension of the Expressway System and other authorized capital projects. The Legislature revised THEA's enabling legislation permitting THEA to also construct, operate and maintain transportation facilities within the jurisdictional boundaries of counties contiguous to Hillsborough County, with the consent of the respective county.

As provided in Table 15, the governing body of THEA consists of seven members. Four members are appointed by the Governor and serve four-year terms. Serving as ex-officio members are: the Mayor of the City of Tampa, or the mayor's designate, who is Chair of the City Council; one member of the Board of County Commissioners of Hillsborough County, selected by such Board; and, the District Seven Secretary of the Department.

THEA owns and operates the Selmon Expressway (officially named the Lee Roy Selmon Expressway), a 15-mile, four-lane, limited-access toll road that crosses the city of Tampa from Gandy Boulevard and MacDill Air Force Base in the south, through downtown Tampa and east to Brandon. A

### Highlights

- THEA met 17 of the applicable performance measure objectives. (See Table 17)
- FY 2019 total operating revenues increased \$2.8 million, or 2.8%, over FY 18 and total operating expenses increased \$3.3 million, or 2%.
- The I-4 Connector is owned and operated by Florida's Turnpike Enterprise (FTE) and THEA receives a 20% share of the "S" toll movement on the facility.
- In September 2015, USDOT awarded THEA a contract to fund a pilot demonstration of connected vehicle (CV) technology. In 2019, nearly 1,000 vehicles, along with 10 public buses and eight railed streetcars participate in THEA's connected vehicle pilot. In addition to the data collection, the CV Pilot hopes to help decrease congestion, enhance traffic flow, improve transit trip times and reduce emissions of greenhouse gases.
- In 2019, major progress was made on the Selmon West Extension which will add 2.5 miles of toll road in the median of Gandy Boulevard and will offer regional travelers a choice to use either Gandy Boulevard for local destinations, or use the Selmon Extension for a direct connection to the Lee Roy Selmon Expressway, Dale Mabry Highway or the Gandy Bridge which connects Tampa to St. Petersburg in Pinellas County. The extension will also serve as a vital emergency evacuation route.
- The South Selmon Safety Project, which began construction in 2019, will enhance driver safety along the Lee Roy Selmon Expressway by constructing a concrete barrier wall in the median of the Expressway which should prevent crossover accidents, and the paved shoulders will allow for cars to safely pull over in case of an emergency.

## Transportation Authority Monitoring and Oversight

combination of 15 full and partial interchanges are spaced at varying intervals along the facility. The Selmon Expressway connects St. Petersburg (via the Gandy Bridge and a short segment of Gandy Boulevard) with Tampa and Brandon.

**Table 15**  
**Tampa-Hillsborough Expressway Authority**  
**Board Members as of June 30, 2019**

<i>Name</i>	<i>Affiliation</i>	<i>Position</i>
Vincent Cassidy	Majesty Title Services	Chairman
Bennett Barrow	Barrow Asset Management, Inc.	Vice Chairman
Daniel Alvarez	The Alvarez Group	Secretary
Shaun Oxtal	Capright	Board Member
Jane Castor	City of Tampa Mayor	Board Member
Lesley Miller	Hillsborough County Commissioner	Board Member
David Gwynn, P.E.	District Seven Secretary	Board Member

In 2006, THEA opened the Reversible Express Lanes (REL) within the Selmon Expressway corridor between Meridian Avenue in the Tampa Central Business District and Town Center Boulevard in Brandon. The REL is 10 miles in length and added approximately 45 lane-miles. The REL was constructed in the median of the existing Selmon Expressway and connects to the THEA-owned and maintained Brandon Parkway and Meridian Avenue. The REL operates in the peak travel direction with all tolls collected electronically. The REL is the first reversible all electronic toll road in the world and Florida's first all-electronic toll facility.

The Selmon Expressway converted to All Electronic Tolling (AET) in 2010. With AET, the toll is collected electronically through an overhead gantry allowing for at-speed toll collection. Tolls are collected via a SunPass Transponder, or by using cameras to record license plate images where a bill for the tolls is sent to the registered owner of the vehicle.

In December 2012, THEA issued \$404.3 million in fixed rate Refunding Revenue Bonds (Series 2012A, 2012B and 2012D, of which \$70.1 million

is taxable) and \$40.4 million in fixed rate Taxable Revenue Bonds (Series 2012C). THEA attained financial independence from the State of Florida and the Lease-Purchase Agreement (LPA) between THEA and FDOT was terminated. FDOT confirmed THEA's absolute ownership of the Lee Roy Selmon Expressway and other assets. The LPA had required FDOT to pay, from sources other than revenues, the costs of operations, routine maintenance and renewals and replacements on the facility, if needed. Since FY 2001, the Authority had reimbursed FDOT for its annual operating and routine maintenance expenses pursuant to the adopted budget. Pursuant to other agreements with FDOT, renewal and replacement costs were added to THEA's long term debt until 2013. Table 16 indicates that as of June 30, 2019, \$213.9 million is owed to FDOT for operating, maintenance, and renewal and replacement expense advances, and FDOT STTF loans to facilitate expansion of the Selmon Expressway. THEA agreed to a repayment schedule of 20 annual installments of \$10.7 million to be paid by THEA to FDOT beginning in 2025.

**Table 16**  
**Tampa-Hillsborough Expressway Authority**  
**Long-Term Debt Payable to the Department (in millions)**  
**Year Ended June 30, 2019**

<i>Transaction</i>	<i>(millions)</i>
Advances for Operating, Maintenance and R&R Expenses	\$200.1
State Transportation Trust Fund Loans	\$13.8
<b>Total Due Department</b>	<b>\$213.9</b>

Source: THEA Notes to Audited Financial Statements.

The I-4/Selmon Expressway Connector was completed in 2014. The Connector is a one-mile, 12-lane, elevated interchange between Interstate 4 and the Selmon Expressway which utilizes AET and provides a limited-access route to and from downtown Tampa. The facility also provides an exclusive truck lane for direct access to and from the Port of Tampa, thereby allowing for the removal of trucks from the local roads. The facility

## Transportation Authority Monitoring and Oversight

was constructed through a partnership with FDOT, THEA, Turnpike, the City of Tampa, and Hillsborough County. Turnpike owns and operates the Connector, while THEA receives a 20 percent share of the “S” movement toll on the facility. This mutually agreed toll sharing was in exchange for use of two miles of the Selmon Expressway that is not tolled and that directly feeds and receives “S” movement traffic.

The Selmon Greenway opened in early 2015. The Greenway is a 1.7-mile multi-use mobility trail built under the Selmon Expressway in downtown Tampa that was completed in March 2015 and utilized Federal (TIGER Grant) and matching THEA funds for a cost of \$2.0 million. Since the completion of the first phase, THEA has improved the Greenway and has plans to continue to develop the concept of a mobility trail as the City of Tampa continues to re-develop. To date through 2019, THEA has added lighting, constructed the Kotfila Dog Park (\$544,000) and built four “pocket parks” (\$2.4 million). THEA has plans to provide additional improvements totaling \$3.8 million dollars in the Downtown area and THEA is working with Ybor City on the Greenway along Adamo Drive to determine what the Greenway can become as that area also re-develops. As the Downtown has re-developed, THEA’s Greenway has supported key developments such as the Water Street District, University of South Florida Medical School, the Riverwalk, Ybor City, and Amalie Arena. THEA’s goal for the Greenway mobility trail is to show that the use of THEA’s roadway right of way can support Tampa’s commuting and walkable future vision; modes can and should complement one another and not be exclusive.

In May 2015, the THEA Board approved and adopted a Strategic Blueprint to define primary goals and objectives upon which to focus and execute in the short, mid, and long-term. It provides guidance and helps to set direction for



Selmon Expressway - Downtown at Night

THEA. The Blueprint does not commit THEA to costs for each goal or objective. Financial commitment is accomplished through the THEA budgeting and work program processes. THEA uses the Florida Transportation Commission performance measures as one method to evaluate the effectiveness of the Blueprint.

Using the Blueprint, THEA created its Six Year Work Program. The THEA FY 18-23 Work Program includes capital enhancements, and preservation projects to maximize lifespan and efficiency. The most significant project in the \$333 million THEA Six-Year Work Program is the Selmon West Extension. Approximately \$250 million is programmed for development and construction of the Selmon West Extension project which saw steady construction progress in 2019. The project is a two-lane, two-way elevated express lane structure in the median of existing Gandy Boulevard from just east of the Gandy Bridge to the Selmon Expressway.

Other capital projects in the FY 18-23 Work Program include: the Selmon East Capacity Project, Selmon Greenway Pocket Parks Phase IV, Connected Vehicle Pilot Deployment Program, the



Meridian Ultimate Study, Meridian Improvements at Twiggs/Nebraska, South Selmon Capacity Study, and resurfacing the Selmon Expressway. These efforts represent a combination of projects (mobility, capacity, and technology) and studies intended to increase THEA's operational footprint and ability to deliver transportation options for Tampa Bay. Preservation projects include resurfacing of Meridian Avenue, THEA HQ renovations including the Traffic Management Center Video Wall upgrade, and replacement of THEA's in-lane toll equipment.

As part of its innovation culture, in 2014 THEA competed against 57 other applications for one of three Connected Vehicle awards. In 2015, as part of its Connected Vehicle Pilot Deployment Program, THEA was awarded one of three awards in the United States totaling \$22 million (\$17 million Federal and \$5 million THEA local match). The Tampa Connected Vehicle Pilot equipped buses, streetcars and privately-owned vehicles with connected vehicle technology, enabling them to communicate vital information with each other and elements of the transportation infrastructure. Drivers, transit riders, and pedestrians in the connected vehicle environment benefit from a range of safety and mobility improvements by the infrastructure providing real time safety information into their vehicle. As of 2019, the THEA CV Pilot is the only site operational and generating data for the USDOT. The CV Pilot allowed THEA to work with the private sector and public partners to team in making the roadway safer. In October 2019, ITS-World Congress awarded the THEA CV Pilot project into the Intelligent Transportation Systems – World Congress Hall of Fame as the North American entrant for 2019 in Singapore.

As part of its strategic planning efforts, THEA contracted with the Center for Urban Transportation Research (CUTR) at the University

of South Florida to research the economic impact and benefits of the Tampa Hillsborough Expressway Authority. The CUTR study found that THEA's capital infrastructure investments and operations contribute substantially to economic growth in Hillsborough County and the state of Florida generating \$1.2 billion in local economic activity. THEA's strategic investments increased business clustering and specialization, resulting in 14.1 percent more business establishments than in comparable areas within Hillsborough County over the past 10 years.

The Selmon Expressway produces substantial benefits in terms of travel time reductions, increased safety, and decreased harmful emissions by 58,000 tons. This study found that the Selmon Expressway saves its users \$274 million annually, of which \$142 million consists of travel time and out-of-pocket cost savings. Each person saves on average 3.8 hours in travel time per year. This represents a 7.4 percent reduction in the 52 hours of travel time spent annually in congested conditions.

Improved transportation mobility positively affected the property values of both residential and commercial parcels located in proximity to the Selmon Expressway. During the period 2002 through 2016, single-family residential units exhibited on average a 14.9 percent higher property sale prices than comparable parcels not located in proximity to the Selmon Expressway. Commercial properties exhibited 16.2 percent higher sale prices than comparable parcels located in the control areas.

Undertaking both strategic and innovative projects has allowed THEA to grow and stay relevant in an increasingly competitive environment.



# Transportation Authority Monitoring and Oversight

**Table 17**  
**Tampa-Hillsborough Expressway Authority**  
**Summary of Performance Measures**  
**FY 2019**

<i>Performance Measure</i>	<i>Detail</i>	<i>Objective</i>	<i>Actual Results</i>	<i>Meets Objective<sup>1</sup></i>
<b>Operations</b>				
SHS Maintenance Rating Program (MRP) Overall Rating	Condition rating of at least 90	> 90	96	✓
Pavement Condition - Rating	% SHS lane miles rated "excellent or good"	> 85%	100.0%	✓
Bridge Condition - Rating	% bridge structures rated "excellent or good"	> 95%	100.0%	✓
Bridge Condition - Weight Restrictions	% SHS bridge structures with posted limit	0%	0.0%	✓
Revenue Variance	Variance from indicated revenue (without fines - 3 year moving avg.)	< 4%	3.8%	✓
MRP Safety Characteristic - Signing	Condition rating of at least 90	> 90	95	✓
MRP Safety Characteristic - Striping	Condition rating of at least 95	> 95	89	X
MRP Safety Characteristic - Guardrail	Condition rating of at least 80	> 80	97	✓
MRP Safety Characteristic - Lighting	Condition rating of at least 85	> 85	90	✓
Average Customer Call Wait Time	> 80% of calls answered within 1 minute	> 80%	N/A	N/A
Image Review Processing Time	> 90% of license plate images reviewed in < 2 weeks	> 90%	100.0%	✓
<b>Operations and Budget</b>				
Consultant Contract Management	Final cost % increase above original award	< 5%	0.0%	✓
Construction Contract Adjustments - Time	% contracts completed within 20% above original contract time	≥ 80%	100.0%	✓
Construction Contract Adjustments - Cost	% projects completed within 10% above original contract amount	≥ 90%	100.0%	✓
Toll Collection Expense as a Percentage of Toll Revenue	Toll collection expense (net of exclusions)/toll revenue	< 12%	6.4%	✓
Annual Operating, Maintenance and Administrative (OM&A) Forecast Variance	Actual OM&A to annual budget	< 110%	101.7%	✓
<b>Applicable Laws</b>				
Minority Participation	M/WBE and SBE utilization as % of total expenditures (each agency establishes goal/target)	> 90%	95.8%	✓
<b>Revenue Management and Bond Proceeds</b>				
Debt Service Coverage - Compliance with Bond Covenants	Debt service coverage meets or exceeds minimum Bond Covenant requirements	Yes	Yes	✓
Bond Ratings	Bond ratings ≥ BBB (S&P), Baa (Moody's), BBB (Fitch) and no downgrade from previous year	Yes	Yes	✓

<sup>1</sup> Performance Measure Objective Key: ✓ - Meets X - Does Not Meet N/A - Not Applicable

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## APPENDIX A—AUTHORITY DATA

# Transportation Authority Monitoring and Oversight

Performance Measures: Florida Transportation Commission 2019

## Five Year Trend for Toll Authority Performance Measures and Reportable Indicators

Toll Authority Name:

CENTRAL FLORIDA EXPRESSWAY AUTHORITY (CFX)

Official Reporting Period: July 1 through June 30

### Operations:

	Objective	2015	2016	2017	2018	2019
<b>Growth in Value of Transportation Assets</b>		\$ 3,597,288,000	\$ 3,799,865,000	\$ 4,088,061,000	\$ 4,404,980,000	\$ 4,698,171,000
Land Acquisition		657,301,000	657,379,000	704,091,000	905,374,000	913,613,000
Infrastructure Assets		2,610,985,000	2,707,363,000	2,768,014,000	3,268,030,000	3,371,577,000
Construction in Progress		329,002,000	435,123,000	615,956,000	231,576,000	412,981,000
<b>Preservation of Transportation Assets</b>		\$ 18,394,000	\$ 29,566,000	\$ 37,565,000	\$ 51,443,000	\$ 39,339,000
Renewal & Replacement of Infrastructure		3,975,000	15,964,000	22,447,000	33,837,000	21,586,000
Routine Maintenance of Infrastructure		14,419,000	13,602,000	15,118,000	17,606,000	17,753,000
SHS Maintenance Rating Program (MRP) Rating	> 90	90.0	89.0	92.0	92.0	91.0
<b>Pavement Condition Rating</b>						
SHS Lane Miles rated "excellent or good"	> 85%	98.0%	93.0%	93.9%	92.0%	91.9%
<b>Bridge Condition Rating</b>						
Bridge Structures rated "excellent or good"	> 95%	99.3%	98.6%	98.7%	98.8%	99.4%
SHS Bridge Structures with posted weight restrictions	0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Toll Collection Transactions</b>						
Electronic Transactions		81.4%	82.8%	84.5%	86.0%	85.6%
Revenue from Electronic Transactions		78.1%	79.4%	81.1%	82.4%	81.7%
<b>Annual Revenue Growth</b>						
Toll & Operating Revenue		10.3%	11.6%	8.3%	4.3%	5.3%
<b>Revenue Variance</b>						
Actual Revenue with "recovery of fines"		98.7%	98.1%	99.0%	95.2%	90.7%
Actual Revenue without "recovery of fines"		97.1%	96.2%	97.3%	93.6%	88.8%
Actual Revenue without "recovery of fines" (3-year moving average)	< 4% (96%)	97.5%	96.9%	96.9%	95.6%	93.0%
<b>Safety</b>						
MRP Safety Characteristic - Signing	> 90	90	93	94	95	91
MRP Safety Characteristic - Striping	> 95	98	98	98	95	95
MRP Safety Characteristic - Guardrail	> 80	94	89	86	86	82
MRP Safety Characteristic - Lighting	> 85	95	92	97	90	92
Fatalities per 100 million vehicle miles traveled		0.261	0.343	0.470	0.714	0.344
<b>Customer Service</b>						
Average Customer Call Wait Time	> 80% within 1 min.	N/A	52.8%	78.8%	63.5%	72.0%
Image Review Processing Time	> 90% reviewed in < 2 weeks	100.0%	100.0%	100.0%	75.0%	51.0%

### Operations & Budget:

	Objective	2015	2016	2017	2018	2019
<b>Consultant Contracts</b>						
Final Cost % increase above Original Award	< 5%	-2.6%	8.9%	-6.1%	-7.3%	-3.9%
<b>Construction Contracts</b>						
Completed within 20% above original contract time	≥ 80%	100.0%	100.0%	100.0%	100.0%	100.0%
Completed within 10% above original contract amount	≥ 90%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Cost to Collect a Toll Transaction</b>						
Cost to Collect a Transaction (net of exclusions)		\$0.10	\$0.09	\$0.10	\$0.11	\$0.13
<b>Operating Efficiency</b>						
Toll Collection Expense as a % of Operating Expense		46.2%	43.6%	42.4%	38.9%	45.6%
Routine Maintenance Expense as a % of Operating Expense		17.8%	14.6%	13.8%	12.8%	13.0%
Administrative Expense as a % of Operating Expense		6.9%	6.9%	6.5%	5.6%	6.2%
Operating Expense as a % of Operating Revenue		22.5%	23.3%	25.2%	30.3%	28.6%
Toll Collection Expense (net of exclusions) as a % of Toll Revenue	< 12%	10.5%	9.7%	10.5%	11.6%	12.8%
<b>Annual OM&amp;A Forecast Variance</b>						
Actual OM&A Expenses to Annual Budget	< 110%	95.8%	89.5%	89.0%	94.8%	96.2%
<b>Rating Agency Performance</b>						
Operations & Maintenance Expense as a % of Total Revenue		14.4%	13.6%	14.2%	15.7%	16.8%

# Transportation Authority Monitoring and Oversight

Performance Measures: Florida Transportation Commission 2019

Five Year Trend for Toll Authority Performance Measures and Reportable Indicators						
Toll Authority Name:		CENTRAL FLORIDA EXPRESSWAY AUTHORITY (CFX)				
Official Reporting Period: July 1 through June 30						
Applicable Laws:						
	Objective	2015	2016	2017	2018	2019
Minority Participation						
M/WBE & SBE Utilization as a % of Total Expenditures	> 90% of agency target:	8.2%	21.4%	17.0%	11.8%	20.3%
Revenue Management & Bond Proceeds:						
	Objective	2015	2016	2017	2018	2019
Debit Service Coverage						
Bonded/Commercial Debt ((Rev-Interest)-(Toll+Maint))/Comm Debt		2.19	2.41	2.26	2.32	2.33
Comprehensive Debt ((Rev-Interest)-(Toll+Maint))/All Debt		1.81	2.08	2.00	2.32	2.33
Authority Compliance with Bond Covenants for Debt Service Coverage	Yes	Yes	Yes	Yes	Yes	yes
Bond Rating > BBB, Baa, and BBB and No Downward Rating from Previous Year	Yes	Yes	Yes	Yes	Yes	Yes
Underlying Bond Ratings from Agencies						
S&P Bond Rating		A	A	A	A+	A+
Moody's Bond Rating		A2	A2	A2	A1	A1
Fitch Bond Rating		A	A	A	A	A+
Property Acquisition:						
	Objective	2015	2016	2017	2018	2019
Right-of-Way						
# Projects Requiring ROW Acquisition		3	3	1	1	-
# Parcels Needed to be Acquired for Projects		39	2	1	1	-
# Parcels Acquired via Negotiations		9	6	1	1	-
# Parcels Acquired via Condemnation		80	24	-	-	-
# Parcels Acquired with Final Judgements at or Less than one half the range of contention		16	23	18	24	1

# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019							
Five Year Trend for Toll Authority Performance Measures and Reportable Indicators							
Toll Authority Name:		FLORIDA'S TURNPIKE SYSTEM (TURNPIKE)					
Official Reporting Period: July 1 through June 30							
Operations:							
	Objective	2015	2016	2017	2018	2019	
Growth in Value of Transportation Assets		\$ 9,138,235,000	\$ 9,540,757,000	\$ 10,038,736,000	\$ 10,507,915,000	\$ 10,999,824,000	
Land Acquisition		903,572,000	924,181,000	951,869,000	951,101,000	963,862,000	
Buildings		60,367,000	68,753,000	68,753,000	82,687,000	82,687,000	
Infrastructure Assets		7,224,909,000	7,629,841,000	7,811,666,000	7,945,131,000	8,614,566,000	
Construction in Progress		949,387,000	917,982,000	1,206,448,000	1,528,996,000	1,338,709,000	
Preservation of Transportation Assets		\$ 98,352,000	\$ 107,453,000	\$ 123,129,000	\$ 130,442,000	\$ 187,970,000	
Renewal & Replacement of Infrastructure		59,249,000	64,578,000	76,839,000	77,251,000	121,221,000	
Routine Maintenance of Infrastructure		39,103,000	42,875,000	46,290,000	53,191,000	66,749,000	
SHS Maintenance Rating Program(MRP) Rating		> 90	88.0	88.0	87.0	85.0	
Pavement Condition Rating							
SHS Lane Miles rated "excellent or good"		> 85%	99.9%	98.4%	97.1%	95.7%	97.6%
Bridge Condition Rating							
Bridge Structures rated "excellent or good"		> 95%	98.8%	99.2%	99.2%	99.3%	99.3%
SHS Bridge Structures with posted weight restrictions		0%	0.0%	0.0%	0.0%	0.0%	0.0%
Toll Collection Transactions							
Electronic Transactions		89.9%	91.2%	91.9%	92.6%	92.9%	
Revenue from Electronic Transactions		85.4%	87.2%	88.9%	89.5%	90.6%	
Annual Revenue Growth							
Toll & Operating Revenue		9.5%	10.3%	5.8%	1.8%	1.4%	
Revenue Variance							
Actual Revenue with "recovery of fines"		94.6%	94.1%	95.1%	93.2%	89.4%	
Actual Revenue without "recovery of fines"		94.4%	93.9%	95.1%	93.2%	89.4%	
Actual Revenue without "recovery of fines" (3-year moving average)		< 4% (96%)	94.8%	94.5%	94.5%	94.1%	92.5%
Safety							
MRP Safety Characteristic - Signing		> 90	88	90	83	86	86
MRP Safety Characteristic - Striping		> 95	98	92	94	94	92
MRP Safety Characteristic - Guardrail		> 80	77	78	75	76	77
MRP Safety Characteristic - Lighting		> 85	71	62	63	68	77
Fatalities per 100 million vehicle miles			0.493	0.589	0.446	N/A	N/A
Customer Service							
Average Customer Call Wait Time		> 80% within 1 min.	N/A	N/A	67.2%	83.8%	65.8%
Image Review Processing Time		> 90% reviewed in < 2 weeks	N/A	N/A	1.000	99.5%	91.6%
Operations & Budget:							
	Objective	2015	2016	2017	2018	2019	
Consultant Contracts							
Final Cost % increase above Original Award		< 5%	40.9%	24.9%	20.0%	11.8%	18.0%
Construction Contracts							
Completed within 20% above original contract time		≥ 80%	100.0%	100.0%	100.0%	100.0%	80.0%
Completed within 10% above original contract amount		≥ 90%	80.0%	100.0%	100.0%	80.0%	100.0%
Cost to Collect a Toll Transaction							
Cost to Collect a Transaction (net of exclusions)			\$0.117	\$0.114	\$0.113	\$0.109	\$0.123
Operating Efficiency							
Toll Collection Expense as a % of Operating Expense			50.8%	48.8%	44.2%	43.9%	38.7%
Routine Maintenance Expense as a % of Operating Expense			14.4%	14.0%	12.6%	13.6%	15.0%
Administrative Expense as a % of Operating Expense			0.0%	0.0%	0.0%	0.0%	0.0%
Operating Expense as a % of Operating Revenue			30.4%	31.0%	35.0%	36.8%	41.2%
Toll Collection Expense (net of exclusions) as a % of Toll Revenue		< 12%	11.0%	10.6%	10.4%	10.3%	12.3%
Annual OM&A Forecast Variance							
Actual OM&A Expenses to Annual Budget		< 110%	107.1%	101.9%	102.9%	104.8%	106.5%
Rating Agency Performance							
Operations & Maintenance Expense as a % of Total Revenue			19.8%	19.5%	19.9%	21.2%	22.1%



# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019

## Five Year Trend for Toll Authority Performance Measures and Reportable Indicators

Toll Authority Name:

FLORIDA'S TURNPIKE SYSTEM (TURNPIKE)

Official Reporting Period: July 1 through June 30

### Applicable Laws:

#### Minority Participation

MWBE & SBE Utilization as a % of Total Expenditures

Objective	2015	2016	2017	2018	2019
> 90% of agency target	6.6%	7.6%	11.0%	10.3%	9.6%

### Revenue Management & Bond Proceeds:

#### Debit Service Coverage

Bonded/Commercial Debt ((Rev-Interest)-(Toll+Maint))/Comm Debt

Comprehensive Debt ((Rev-Interest)-(Toll+Maint))/All Debt

Authority Compliance with Bond Covenants for Debt Service Coverage

Bond Rating ≥ BBB, Baa, and BBB and No Downward Rating from Previous Year

Objective	2015	2016	2017	2018	2019
Bonded/Commercial Debt ((Rev-Interest)-(Toll+Maint))/Comm Debt	2.83	3.04	3.25	3.24	3.25
Comprehensive Debt ((Rev-Interest)-(Toll+Maint))/All Debt	2.69	2.87	2.53	3.21	3.19
Authority Compliance with Bond Covenants for Debt Service Coverage	Yes	Yes	Yes	Yes	Yes
Bond Rating ≥ BBB, Baa, and BBB and No Downward Rating from Previous Year	Yes	Yes	Yes	Yes	Yes

#### Underlying Bond Ratings from Agencies

S&P Bond Rating

Moody's Bond Rating

Fitch Bond Rating

AA-	AA	AA	AA	AA
Aa3	Aa2	Aa2	Aa2	Aa2
AA-	AA-	AA	AA	AA

### Property Acquisition:

#### Right-of-Way

# Projects Requiring ROW Acquisition

# Parcels Needed to be Acquired for Projects

# Parcels Acquired via Negotiations

# Parcels Acquired via Condemnation

# Parcels Acquired with Final Judgements at or Less than one half the range of contention

Agency Appraisals

Initial Offers

Owners Appraisals

Final Settlements

Objective	2015	2016	2017	2018	2019
# Projects Requiring ROW Acquisition	3	4	7	1	7
# Parcels Needed to be Acquired for Projects	16	70	100	1	24
# Parcels Acquired via Negotiations	16	61	68	1	24
# Parcels Acquired via Condemnation	-	9	32	-	-
# Parcels Acquired with Final Judgements at or Less than one half the range of contention	-	6	23	-	-
Agency Appraisals	\$ 2,248,988	\$ 15,318,100	\$ 16,920,800	\$ 3,742,400	\$ 4,211,822
Initial Offers	\$ 1,879,713	\$ 12,209,740	\$ 17,084,600	\$ 3,742,400	\$ 7,156,122
Owners Appraisals	\$ -	\$ -	\$ -	\$ -	\$ -
Final Settlements	\$ 2,311,000	\$ 15,040,253	\$ 19,714,122	\$ 3,742,400	\$ 7,596,920

# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019						
Five Year Trend for Toll Authority Performance Measures and Reportable Indicators						
Toll Authority Name:		MIAMI-DADE EXPRESSWAY AUTHORITY (MDX)				
Official Reporting Period: July 1 through June 30						
Operations:						
	Objective	2015	2016	2017	2018	2019
Growth in Value of Transportation Assets						
Land Acquisition		\$ 1,490,859,958	\$ 1,579,534,220	\$ 1,759,393,394	\$ 1,835,354,448	\$ 1,923,282,604
Infrastructure Assets		484,223,266	495,900,171	585,882,837	601,830,807	610,035,509
Construction in Progress		588,263,886	615,416,142	865,705,147	834,764,799	810,369,048
		418,372,806	468,217,907	307,805,410	398,758,841	502,878,047
Preservation of Transportation Assets						
Renewal & Replacement of Infrastructure		\$ 6,843,241	\$ 7,001,683	\$ 6,773,420	\$ 9,229,110	\$ 7,893,254
Routine Maintenance of Infrastructure		-	-	-	-	-
SHS Maintenance Rating Program (MRP) Rating		6,843,241	7,001,683	6,773,420	9,229,110	7,893,254
	≥ 90	91.0	92.3	91.3	89.4	88.7
Pavement Condition Rating						
SHS Lane Miles rated "excellent or good"						
	> 85%	92.9%	95.2%	94.5%	95.2%	95.0%
Bridge Condition Rating						
Bridge Structures rated "excellent or good"						
	> 95%	99.1%	99.1%	99.3%	99.3%	99.3%
SHS Bridge Structures with posted weight restrictions						
	0%	0.0%	0.0%	0.0%	0.0%	0.0%
Toll Collection Transactions						
Electronic Transactions		99.6%	100.0%	100.0%	100.0%	100.0%
Revenue from Electronic Transactions		90.1%	100.0%	100.0%	100.0%	100.0%
Annual Revenue Growth						
Toll & Operating Revenue		41.2%	28.3%	1.0%	6.5%	-15.6%
Revenue Variance						
Actual Revenue with "recovery of fines"		92.7%	95.3%	91.1%	93.2%	74.7%
Actual Revenue without "recovery of fines"		90.6%	90.3%	91.0%	93.1%	74.6%
Actual Revenue without "recovery of fines" (3-year moving average)						
	< 4% (96%)	92.0%	89.9%	90.7%	93.1%	85.4%
Safety						
MRP Safety Characteristic - Signing						
	> 90	90	92	95	95	93
MRP Safety Characteristic - Striping						
	> 95	88	90	84	83	72
MRP Safety Characteristic - Guardrail						
	> 80	86	84	82	81	85
MRP Safety Characteristic - Lighting						
	> 85	79	81	78	74	71
Fatalities per 100 million vehicle miles		0.781	0.086	N/A	N/A	N/A
Customer Service						
Average Customer Call Wait Time						
	> 80% within 1 min.	N/A	81.0%	89.4%	86.4%	N/A
Image Review Processing Time						
	> 90% reviewed in < 2 weeks	N/A	99.3%	64.5%	87.8%	95.7%
Operations & Budget:						
	Objective	2015	2016	2017	2018	2019
Consultant Contracts						
Final Cost % increase above Original Award						
	< 5%	3.5%	0.0%	20.8%	N/A	8.4%
Construction Contracts						
Completed within 20% above original contract time						
	≥ 80%	100.0%	80.0%	0.0%	N/A	66.7%
Completed within 10% above original contract amount						
	≥ 90%	100.0%	100.0%	50.0%	N/A	100.0%
Cost to Collect a Toll Transaction						
Cost to Collect a Transaction (net of exclusions)						
		\$0.06	\$0.05	\$0.04	\$0.04	\$0.04
Operating Efficiency						
Toll Collection Expense as a % of Operating Expense						
		43.7%	46.8%	43.5%	42.2%	33.9%
Routine Maintenance Expense as a % of Operating Expense						
		9.2%	8.4%	7.7%	9.9%	10.0%
Administrative Expense as a % of Operating Expense						
		8.0%	9.2%	8.6%	6.5%	7.1%
Operating Expense as a % of Operating Revenue						
		40.7%	35.2%	37.0%	36.9%	36.8%
Toll Collection Expense (net of exclusions) as a % of Toll Revenue						
	< 12%	10.4%	10.5%	9.9%	9.2%	9.5%
Annual OM&A Forecast Variance						
Actual OM&A Expenses to Annual Budget						
	< 110%	95.2%	96.6%	95.5%	96.0%	73.8%
Rating Agency Performance						
Operations & Maintenance Expense as a % of Total Revenue						
		21.5%	19.4%	18.9%	19.2%	16.1%

# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019

## Five Year Trend for Toll Authority Performance Measures and Reportable Indicators

Toll Authority Name: **MIAMI-DADE EXPRESSWAY AUTHORITY (MDX)**

Official Reporting Period: July 1 through June 30

### Applicable Laws:

#### Minority Participation

M/WBE & SBE Utilization as a % of Total Expenditures

Objective	2015	2016	2017	2018	2019
> 90% of agency target:	12.3%	10.9%	9.9%	11.8%	17.1%

### Revenue Management & Bond Proceeds:

#### Debit Service Coverage

Bonded/Commercial Debt ((Rev-Interest)-

(Toll+Maint))/Comm Debt

Comprehensive Debt ((Rev-Interest)-

(Toll+Maint))/All Debt

Authority Compliance with Bond Covenants for Debt Service Coverage

Bond Rating > BBB, Baa, and BBB and No

Downward Rating from Previous Year

Objective	2015	2016	2017	2018	2019
Bonded/Commercial Debt ((Rev-Interest)- (Toll+Maint))/Comm Debt	2.27	2.20	2.01	2.06	1.77
Comprehensive Debt ((Rev-Interest)- (Toll+Maint))/All Debt	2.10	1.86	2.01	2.06	1.77
Authority Compliance with Bond Covenants for Debt Service Coverage	Yes	Yes	Yes	Yes	Yes
Bond Rating > BBB, Baa, and BBB and No Downward Rating from Previous Year	Yes	Yes	Yes	Yes	No

#### Underlying Bond Ratings from Agencies

S&P Bond Rating

Moody's Bond Rating

Fitch Bond Rating

A-	A	A	A	A
A3	A2	A2	A1	A2
A	A	A	A	A-

### Property Acquisition:

#### Right-of-Way

# Projects Requiring ROW Acquisition

# Parcels Needed to be Acquired for Projects

# Parcels Acquired via Negotiations

# Parcels Acquired via Condemnation

# Parcels Acquired with Final Judgements at

or Less than one half the range of contention

Objective	2015	2016	2017	2018	2019
# Projects Requiring ROW Acquisition	N/A	3	3	3	2
# Parcels Needed to be Acquired for Projects	N/A	20	44	11	46
# Parcels Acquired via Negotiations	N/A	19	11	2	38
# Parcels Acquired via Condemnation	N/A	1	33	9	-
# Parcels Acquired with Final Judgements at or Less than one half the range of contention	N/A	-	8	15	2

# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019						
Five Year Trend for Toll Authority Performance Measures and Reportable Indicators						
Toll Authority Name:		MID-BAY BRIDGE AUTHORITY (MBBA)				
Official Reporting Period: October 1, 2018 through September 30, 2019						
Operations:						
	Objective	2015	2016	2017	2018	2019
Growth in Value of Transportation Assets						
Land Acquisition		\$ 235,169,835	\$ 235,448,713	\$ 235,871,551	\$ 235,920,368	\$ 235,823,528
Infrastructure Assets		663,168	663,168	663,168	663,170	663,170
Construction in Progress		233,568,246	234,247,883	234,589,139	234,589,139	234,661,538
		938,421	537,662	619,244	668,059	498,820
Preservation of Transportation Assets						
Renewal & Replacement of Infrastructure		\$ 385,721	\$ 880,806	\$ 1,377,001	\$ 242,683	\$ 6,569,839
Routine Maintenance of Infrastructure		66,024	644,249	1,100,568	383	5,727,942
SHS Maintenance Rating Program (MRP) Rating	> 90	86.0	83.0	85.0	94.0	97.0
Pavement Condition Rating						
SHS Lane Miles rated "excellent or good"	> 85%	100.0%	100.0%	100.0%	100.0%	100.0%
Bridge Condition Rating						
Bridge Structures rated "excellent or good"	> 95%	92.3%	100.0%	100.0%	100.0%	100.0%
SHS Bridge Structures with posted weight restrictions	0%	0.0%	0.0%	0.0%	0.0%	0.0%
Toll Collection Transactions						
Electronic Transactions		74.1%	75.9%	76.1%	77.3%	75.9%
Revenue from Electronic Transactions		64.3%	67.0%	66.8%	66.7%	67.4%
Annual Revenue Growth						
Toll & Operating Revenue		14.2%	32.3%	-3.7%	2.4%	-2.9%
Revenue Variance						
Actual Revenue with "recovery of fines"		98.7%	97.2%	97.2%	95.7%	98.2%
Actual Revenue without "recovery of fines"		98.7%	97.1%	97.2%	95.7%	98.2%
Actual Revenue without "recovery of fines" (3-year moving average)	< 4% (96%)	98.6%	97.9%	97.6%	96.7%	97.0%
Safety						
MRP Safety Characteristic - Signing	> 90	81	74	77	100	100
MRP Safety Characteristic - Striping	> 95	67	77	73	97	91
MRP Safety Characteristic - Guardrail	> 80	91	89	86	100	100
MRP Safety Characteristic - Lighting	> 85	100	67	100	100	100
Fatalities per 100 million vehicle miles		3.395	0.000	0.000	N/A	N/A
Customer Service						
Average Customer Call Wait Time	> 80% within 1 min.	N/A	N/A	N/A	N/A	N/A
Image Review Processing Time	> 90% reviewed in < 2 weeks	N/A	N/A	N/A	N/A	N/A
Operations & Budget:						
	Objective	2015	2016	2017	2018	2019
Consultant Contracts						
Final Cost % increase above Original Award	< 5%	-35.1%	N/A	-3.2%	N/A	N/A
Construction Contracts						
Completed within 20% above original contract time	≥ 80%	N/A	N/A	100.0%	N/A	N/A
Completed within 10% above original contract amount	≥ 90%	N/A	N/A	100.0%	N/A	N/A
Cost to Collect a Toll Transaction						
Cost to Collect a Transaction (net of exclusions)		\$0.23	\$0.24	\$0.25	\$0.27	\$0.25
Operating Efficiency						
Toll Collection Expense as a % of Operating Expense		63.7%	60.5%	59.3%	75.7%	28.5%
Routine Maintenance Expense as a % of Operating Expense		7.7%	5.3%	5.7%	5.7%	8.4%
Administrative Expense as a % of Operating Expense		16.1%	13.8%	12.4%	14.3%	6.0%
Operating Expense as a % of Operating Revenue		20.1%	16.2%	18.5%	15.6%	38.3%
Toll Collection Expense (net of exclusions) as a % of Toll Revenue	< 12%	11.4%	8.7%	9.7%	10.6%	10.0%
Annual OM&A Forecast Variance						
Actual OM&A Expenses to Annual Budget	< 110%	99.7%	97.9%	95.3%	105.6%	95.1%
Rating Agency Performance						
Operations & Maintenance Expense as a % of Total Revenue		14.4%	10.7%	12.0%	12.7%	14.1%

# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019

## Five Year Trend for Toll Authority Performance Measures and Reportable Indicators

Toll Authority Name:

MID-BAY BRIDGE AUTHORITY (MBBA)

Official Reporting Period: October 1 through September 30

### Applicable Laws:

	Objective	2015	2016	2017	2018	2019
<b>Minority Participation</b>						
M/WBE & SBE Utilization as a % of Total Expenditures	> 90% of agency target	N/A	N/A	N/A	N/A	N/A

### Revenue Management & Bond Proceeds:

	Objective	2015	2016	2017	2018	2019
<b>Debit Service Coverage</b>						
Bonded/Commercial Debt ((Rev-Interest)-(Toll+Maint))/Comm Debt		1.47	1.43	1.35	1.33	1.23
Comprehensive Debt ((Rev-Interest)-(Toll+Maint))/All Debt		1.47	1.43	1.35	1.33	1.23
Authority Compliance with Bond Covenants for Debt Service Coverage	Yes	Yes	Yes	Yes	Yes	Yes
Bond Rating ≥ BBB, Baa, and BBB and No Downward Rating from Previous Year	Yes	Yes	Yes	Yes	Yes	Yes
<b>Underlying Bond Ratings from Agencies</b>						
S&P Bond Rating		BBB+	BBB+	BBB+	BBB+	BBB+
Moody's Bond Rating		N/A	N/A	N/A	N/A	N/A
Fitch Bond Rating		BBB+	BBB+	BBB+	BBB+	BBB+

### Property Acquisition:

	Objective	2015	2016	2017	2018	2019
<b>Right-of-Way</b>						
# Projects Requiring ROW Acquisition		-	-	-	-	-
# Parcels Needed to be Acquired for Projects		-	-	-	-	-
# Parcels Acquired via Negotiations		-	-	-	-	-
# Parcels Acquired via Condemnation		-	-	-	-	-
# Parcels Acquired with Final Judgements at or Less than one half the range of contention		-	-	-	-	-

# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019

## Five Year Trend for Toll Authority Performance Measures and Reportable Indicators

Toll Authority Name:

TAMPA-HILLSBOROUGH EXPRESSWAY AUTHORITY (THEA)

Official Reporting Period: July 1 through June 30

### Operations:

	Objective	2015	2016	2017	2018	2019
<b>Growth in Value of Transportation Assets</b>		\$ 734,636,444	\$ 738,393,702	\$ 757,526,584	\$ 927,524,947	\$ 1,017,726,673
Land Acquisition		91,037,064	91,037,064	91,037,064	91,037,064	96,656,064
Infrastructure Assets		639,706,213	639,731,641	639,731,641	730,720,312	738,511,606
Construction in Progress		3,893,167	7,624,997	26,757,879	105,767,571	182,559,003
<b>Preservation of Transportation Assets</b>		\$ 4,069,533	\$ 3,795,988	\$ 8,438,064	\$ 3,924,909	\$ 6,050,017
Renewal & Replacement of Infrastructure		1,150,214	870,896	5,498,870	1,175,786	2,097,044
Routine Maintenance of Infrastructure		2,919,319	2,925,092	2,939,194	2,749,123	3,952,973
SHS Maintenance Rating Program(MRP) Rating	> 90	94.0	94.0	94.0	94.0	96.0
<b>Pavement Condition Rating</b>						
SHS Lane Miles rated "excellent or good"	> 85%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Bridge Condition Rating</b>						
Bridge Structures rated "excellent or good"	> 95%	100.0%	100.0%	100.0%	100.0%	100.0%
SHS Bridge Structures with posted weight restrictions	0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Toll Collection Transactions</b>						
Electronic Transactions		100.0%	100.0%	100.0%	100.0%	100.0%
Revenue from Electronic Transactions		100.0%	100.0%	100.0%	100.0%	100.0%
<b>Annual Revenue Growth</b>						
Toll & Operating Revenue		51.2%	17.5%	8.7%	1.7%	4.6%
<b>Revenue Variance</b>						
Actual Revenue with "recovery of fines"		96.8%	97.7%	96.6%	97.5%	88.9%
Actual Revenue without "recovery of fines"		96.8%	97.7%	96.6%	95.3%	96.7%
Actual Revenue without "recovery of fines" (3-year moving average)	< 4% (96%)	96.8%	97.1%	97.0%	95.3%	96.7%
<b>Safety</b>						
MRP Safety Characteristic - Signing	> 90	88	91	90	95	95
MRP Safety Characteristic - Striping	> 95	91	90	100	98	89
MRP Safety Characteristic - Guardrail	> 80	91	89	89	96	97
MRP Safety Characteristic - Lighting	> 85	88	86	75	95	90
Fatalities per 100 million vehicle miles		0.298	0.558	0.531	N/A	0.253
<b>Customer Service</b>						
Average Customer Call Wait Time	> 80% within 1 min.	N/A	N/A	N/A	N/A	N/A
Image Review Processing Time	> 90% reviewed in < 2 weeks	N/A	100.0%	100.0%	100.0%	100%

### Operations & Budget:

	Objective	2015	2016	2017	2018	2019
<b>Consultant Contracts</b>						
Final Cost % increase above Original Award	< 5%	-8.5%	-27.2%	0.0%	0.0%	0.0%
<b>Construction Contracts</b>						
Completed within 20% above original contract time	≥ 80%	100.0%	100.0%	N/A	100.0%	100.0%
Completed within 10% above original contract amount	≥ 90%	100.0%	100.0%	N/A	100.0%	100.0%
<b>Cost to Collect a Toll Transaction</b>						
Cost to Collect a Transaction (net of exclusions)		\$0.08	\$0.08	\$0.08	\$0.07	\$0.09
<b>Operating Efficiency</b>						
Toll Collection Expense as a % of Operating Expense		34.7%	34.8%	25.4%	28.5%	30.1%
Routine Maintenance Expense as a % of Operating Expense		21.9%	20.5%	15.0%	17.4%	20.7%
Administrative Expense as a % of Operating Expense		25.5%	26.4%	23.0%	35.5%	29.2%
Operating Expense as a % of Operating Revenue		19.5%	17.8%	22.5%	17.8%	20.9%
Toll Collection Expense (net of exclusions) as a % of Toll Revenue	< 12%	5.3%	5.4%	5.2%	4.9%	6.4%
<b>Annual OM&amp;A Forecast Variance</b>						
Actual OM&A Expenses to Annual Budget	< 110%	99.4%	93.9%	93.1%	90.8%	101.7%
<b>Rating Agency Performance</b>						
Operations & Maintenance Expense as a % of Total Revenue		11.1%	9.9%	9.1%	8.2%	10.6%



# Transportation Authority Monitoring and Oversight

Performance Measures Florida Transportation Commission 2019

Five Year Trend for Toll Authority Performance Measures and Reportable Indicators						
Toll Authority Name:		TAMPA-HILLSBOROUGH EXPRESSWAY AUTHORITY (THEA)				
Official Reporting Period: July 1 through June 30						
Applicable Laws:						
	Objective	2015	2016	2017	2018	2019
Minority Participation						
M/WBE & SBE Utilization as a % of Total Expenditures	> 90% of agency target:	15.4%	17.8%	18.0%	1.2%	4.2%
Revenue Management & Bond Proceeds:						
	Objective	2015	2016	2017	2018	2019
Debit Service Coverage						
Bonded/Commercial Debt ((Rev-Interest)-(Toll+Maint))/Comm Debt		2.81	3.10	3.18	2.50	2.55
Comprehensive Debt ((Rev-Interest)-(Toll+Maint))/All Debt		2.68	2.86	3.00	2.41	2.43
Authority Compliance with Bond Covenants for Debt Service Coverage	Yes	Yes	Yes	Yes	Yes	Yes
Bond Rating > BBB, Baa, and BBB and No Downward Rating from Previous Year	Yes	Yes	Yes	Yes	Yes	Yes
Underlying Bond Ratings from Agencies						
S&P Bond Rating	A	A	A	A+	A+	
Moody's Bond Rating	A3	A2	A2	A2	A2	
Fitch Bond Rating	NA	NA	NA	NA	NA	

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## APPENDIX B—COMMUNICATIONS

## FLORIDA TRANSPORTATION COMMISSION

Ron Howse, Chairman  
Jay Trumbull, Vice-Chairman  
John Browning  
Richard Burke  
Julius Davis  
David Genson  
Teresa Sarnoff



**Ron DeSantis**  
Governor

February 3, 2021

Honorable Ron DeSantis, Governor  
State of Florida  
The Capitol  
400 South Monroe Street  
Tallahassee, Florida 32399-0001

Dear Governor DeSantis:

I take pleasure in transmitting the Florida Transportation Commission's (Commission) annual *Transportation Authority Monitoring and Oversight, Fiscal Year 2019 Report for Toll Authorities*, which was adopted at our public meeting on January 21, 2021. This annual report is produced in fulfillment of the Commission's oversight role that encompasses the monitoring and evaluation of transportation authorities created under Chapters 343, 348 and 349, Florida Statutes, as well as the Mid-Bay Bridge Authority. In addition, this is the seventh year that Florida's Turnpike System is included in this report as a result of implementing a recommendation contained in the *FTC Study of Cost Savings for Expressway Authorities Report* issued in December 2012.

The Commission, in concert with the statutorily designated authorities, adopted performance measures and objectives to assess the overall responsiveness of each authority in meeting their responsibilities to their customers. High standards were set for the authorities with the expectation that long-term improvements would be implemented. Performance results presented herein are based on FY 2019 financial and operational data. We believe the authorities will continue to utilize the findings within this report to operate their respective expressway toll systems more efficiently and effectively.

Consistent with its monitoring and oversight responsibility of transportation authorities, the Commission requested the individual authorities share the impact of COVID-19 during the Commission's January 21 meeting, to their revenue collections, as compared to previous years. As anticipated, each tolling authority has experienced a reduction in toll revenue over the past twelve months, some as high as 20%.

FLORIDA TRANSPORTATION COMMISSION  
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February 3, 2021  
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If you have any questions regarding this report, please do not hesitate to contact me or the Commission staff at (850) 414-4105. Your comments are always welcomed.

With regards,



Ronald S. Howse, Chairman  
Florida Transportation Commission

cc: Honorable Wilton Simpson, President, Florida Senate  
Honorable Chris Sprowls, Speaker, Florida House of Representatives  
Honorable Gayle Harrell, Chair, Senate Infrastructure and Security  
Honorable George Gainer, Chair, Senate Transportation, Tourism, and Economic Development  
Appropriations Subcommittee  
Honorable Kelli Stargel, Chair, Senate Appropriations Committee  
Honorable Brad Drake, Chair, House Tourism, Infrastructure & Energy Subcommittee  
Honorable Jayer Williamson, Chair, House Infrastructure & Tourism Appropriations Subcommittee  
Honorable Jay Trumbull, Jr., Chair, House Appropriations Committee  
Mr. Shane Strum, Chief of Staff, Executive Office of the Governor  
Mr. Kevin J. Thibault, P.E., Secretary, Florida Department of Transportation  
Ms. Stephanie Kopelousus, Director of Legislative Affairs, Executive Office of the Governor  
Mr. Chris Spencer, Director Office of Policy and Budget, Executive Office of the Governor  
Mr. James Christian, Florida Division Administrator, Federal Highway Administration

## FLORIDA TRANSPORTATION COMMISSION

Ron Howse, Chairman  
Jay Trumbull, Vice-Chairman  
John Browning  
Richard Burke  
Julius Davis  
David Genson  
Teresa Sarnoff



**Ron DeSantis**  
Governor

February 7, 2020

The Honorable Bill Galvano, President  
Florida Senate  
409 The Capitol  
404 S. Monroe Street  
Tallahassee, Florida 32399-0001

The Honorable Jose Oliva, Speaker  
Florida House of Representatives  
420 The Capitol  
402 S. Monroe Street  
Tallahassee, Florida 32399-0001

Dear President Galvano and Speaker Oliva:

Consistent with Florida Statute, Section, 20.23(2)(b), Florida Statutes, the Florida Transportation Commission's (Commission) primary functions are to:

- Review major transportation policy initiatives or revisions submitted by the Department pursuant to law.
- Serve as an oversight body for the Department (review performance, review work program, monitor highway safety, monitor financial status, and review budget requests and long-range plan).
- Recommend major transportation policy to the Governor and Legislature.
- Serve as an oversight body for transportation authorities and monitor and report on the efficiency, productivity and management of those authorities created under Chapters 343, 348 and 349, Florida Statutes.339.135.

On January 14, 2020, the Commission conducted a public meeting, to review and approve the *Transportation Authority Monitoring and Oversight, Fiscal Year 2018 Report*.

One of the transportation authorities under the Commission's purview is the Northwest Florida Transportation Corridor Authority (NFTCA). As part of the annual review and as a result of actions

Ralph Yoder | Executive Director  
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# Transportation Authority Monitoring and Oversight

President Galvano and Speaker Oliva

February 7, 2020

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taken by NFTCA's board and at the request of the board's chairman, the Commission voted unanimously to recommend to the Florida Legislature that the referenced authority be dissolved by legislative action.

By way of this letter, the Commission is making a formal recommendation to the Florida Legislature that such action is needed and prudent.

We trust this recommendation will assist you and your staff as you consider how to address this issue. A copy of the *Transportation Authority Monitoring and Oversight, Fiscal Year 2018 Report* is forthcoming.

Your comments and suggestions are always welcome. If you have questions, please call our staff at 850-414-4105.

Respectfully,



Ron Howse  
Chairman

RH/sm

Enclosures

cc: Honorable Tom Lee, Chair, Senate Infrastructure and Security  
Honorable Travis Hutson, Chair, Senate Transportation, Tourism, and Economic  
Development Appropriations Subcommittee  
Honorable Rob Bradley, Chair, Senate Appropriations Committee  
Honorable Brad Drake, Chair, House Transportation & Infrastructure Subcommittee  
Honorable Jay Trumbull, Chair, House Transportation & Tourism Appropriations  
Subcommittee  
Honorable Travis Cummings, Chair, House Appropriations Committee  
Mr. Kevin J. Thibault, P.E., Secretary, Florida Department of Transportation  
Mr. David Clark, Deputy Chief of Staff, Executive Office of the Governor  
Ms. Stephanie Kopelousus, Director of Legislative Affairs, Executive Office of the  
Governor  
Mr. Chris Spencer, Policy Director, Executive Office of the Governor

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# Florida Transportation Commission

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