Dear Secretary Kopelousos:

As General Consultant to the Florida Department of Transportation, Turnpike Enterprise, PBS&J submits this Annual Report for the Enterprise Operations for fiscal year (FY) 2007, which ended June 30, 2007.

This year the Turnpike celebrated its 50th anniversary. Although much has changed on Florida’s Turnpike since the opening 50 years ago, the Turnpike’s mission has remained the same—“To help meet the State’s growing transportation needs, ensuring value to our customers, protecting investors and managing the Turnpike system in a business-like manner.”

The major highlights for the year included the opening of the final leg of the Daniel Webster Western Beltway Part C (SR 429), completing the final expansion project directed under Senate Bill 1316 in 1990. Also, to meet the growing mobility needs in the urban areas of central and southern Florida, seven widening projects were under construction and another 11 were under design. This investment of over $2 billion will add much-needed capacity to the system. Three new interchanges were opened on the Turnpike Mainline during the year; each of these are SunPass only, reducing capital costs and improving efficiency.

Numerous improvements to the tolling system were implemented during the year as additional all-electronic lanes have helped increase the usage of SunPass. The year included the opening of the first signature toll gantry and the beginning of the conversion of several heavily congested mainline toll plazas to Open Road Tolling. These improvements, along with new tolling products, have not only enhanced safety but also have made electronic toll payment more convenient than ever.

With the state of Florida continuing to grow, the need to optimize the state’s transportation assets well into the future is critical. With a half century of experience in providing user-financed infrastructure, Florida’s Turnpike is poised to continue its leadership role in the years ahead.

We look forward to our 20th year as General Consultant supporting the Turnpike Enterprise as it continues to set the standard for success.

Sincerely,

Max D. Crumit, P.E.  
Kevin M. Hoeflich, P.E.  
Principal-in-Charge  
Program Director
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Hundreds of onlookers, including Seminole Indians, beauty queens, and a high school band, gathered to celebrate the opening of the Sunshine State Parkway—known today as Florida’s Turnpike. Stretching from Miami to Fort Pierce, the first leg of the Turnpike offered a “superhighway” option to travelers hoping to travel quickly through what is now the heart of South Florida. January 25, 1957, labeled “T-Day” (T for Turnpike) by the Ft. Lauderdale Daily newspaper, was history in the making for what would later become Florida’s Turnpike Enterprise.

The dream began a decade earlier when South Florida businessman Charles B. Costar had watched as the state’s roadways became congested. He envisioned building a turnpike similar to the one he had traveled while vacationing in Pennsylvania. In 1953, he led a group of citizens to lobby state officials for a toll road that would help to ease growing traffic congestion. The legislature created the Florida State Turnpike Authority, with the “Florida Turnpike Act,” creating a user-financed funding mechanism for critical transportation improvements that would continue far into the future. On July 4, 1955, Governor LeRoy Collins turned the first spade of earth for the new Turnpike.

Since its inception, Florida’s Turnpike has generated revenue through tolls and concessions and reinvested that revenue into a statewide work program, increasing the system’s capacity along the way. Thomas B. Manuel, a former rancher turned Fort Lauderdale mayor, was instrumental in the construction of the initial section of the Turnpike and became known as “the Father of Florida’s Turnpike.” Manuel served as chairman of the Florida State Turnpike Authority from January 1955 to January 1961.
Since then, the state has used Florida's Turnpike to help meet the mobility needs of Florida's growing population. In 1964, a second leg extended the Turnpike from Fort Pierce to I-75 in Wildwood, adding another 157 centerline miles. In 1969, Florida's Turnpike was incorporated into the newly formed Florida Department of Transportation (FDOT) and continued to add vital transportation improvements in key areas of the state. In 1973, the Turnpike opened the Bee Line West Expressway, extending the Bee Line Connector (SR 528) from what is now the Orlando International Airport to connect to I-4. The following year, the 47-mile-long West Dade Expressway (now the Homestead Extension of Florida's Turnpike, or HEFT) opened to traffic.

(Above) Golden Glades Entrance to the Sunshine State Parkway

(Right) HEFT interchange
By 1986, most of the Turnpike's original bonds had been repaid and the newly formed Transportation Commission requested a study to explore the future role of Florida’s Turnpike. The 1987 report, *The Future of Florida’s Turnpike*, was presented to the legislature and recommended an aggressive program that included using the Turnpike user financing to:

- Alleviate urban congestion
- Modernize, upgrade, and expand the Turnpike System
- Coordinate with local governments and expressway authorities

A financing plan for major system improvements and expansion was approved, and in 1988, the legislature created the Office of Florida’s Turnpike within FDOT to have greater management discretion and flexibility in financing and expanding transportation facilities. It was the beginning of the state’s most dynamic period of highway improvement and construction.

The passage of Senate Bill (SB) 1316 in 1990 authorized the major expansion of Florida’s Turnpike. With an increased bonding capacity of $1.1 billion, the Office of Florida’s Turnpike began studying the development of 9 expansion projects and 15 new interchanges. At the direction of the Florida Legislature, Florida’s Turnpike purchased the 23-mile-long Sawgrass Expressway (SR 869) as part of the expansion program to meet the needs of an increasing population and tourism trade.
In January 1991, $337 million in revenue bonds were sold for right-of-way acquisition and construction of the Seminole Expressway, Project 1—the northern leg of SR 417 in Central Florida—and right-of-way acquisition for the Veterans Expressway in the Tampa area.

By July 1992, the Florida’s Turnpike expansion program was moving full speed ahead. In addition to the construction of the Seminole Expressway, Project 1, and the Veterans Expressway, final design of the Southern Connector Extension portion of SR 417 and the Polk Parkway in Lakeland were under way. A month later, Hurricane Andrew hit South Florida, dealing the state a catastrophic blow. But the Turnpike’s ability to respond quickly made the Turnpike a key player in supporting the state’s emergency response and relief efforts.

The success of the Turnpike’s work program under SB 1316 became evident in 1994 when the openings of the Seminole Expressway, Project 1, and the Veterans Expressway added 27 miles of new alignment to the Florida Intrastate Highway System (FIHS).

(Above) The award-winning, 1.7-mile-long bridges spanning Lake Jesup are part of the Seminole Expressway, Project 1, which opened in 1994.
In 1994, the Turnpike District was formed, granting greater leveraging in managing and growing the system. Maintaining the momentum, in 1996, the Turnpike District opened the Southern Connector Extension—a public-private partnership project—and broke ground for the Polk Parkway. By August 1998, the Polk Parkway opened, providing a bypass around Lakeland. As the Turnpike continued to expand in 1998, construction began on Florida’s west coast on the 42-mile-long Suncoast Parkway, Project 1, which opened to traffic in February 2001. The $265-million Seminole Expressway, Project 2, broke ground in October 1999 and opened to traffic in September 2002.

Between 1990 and 2000, annual toll revenue increased from $123 million to $340 million, and annual traffic increased from 125 million trips to 306 million trips.

But new roadways alone would not be enough to facilitate traffic flow. In the early 1990s, legislation authorized the Turnpike to begin development of SunPass®, the new statewide system of electronic toll collection (ETC). By 1999, Florida’s Turnpike introduced the state’s ETC system, and later challenged itself to increase SunPass usage in order to enhance customer service and increase throughput at toll plazas. The SunPass Challenge increased the number of all-electronic dedicated or express lanes to more than 230 and increased SunPass participation to more than 65 percent by the end of FY 2007.

In 2000, the Turnpike District relocated to the new Turkey Lake Headquarters in Orange County, reducing program management costs and better serving customers. On the west side of metropolitan Orlando, the Western Beltway (SR 429) Part C became a reality, and design began through a partnership involving the Turnpike District, the Orlando-Orange County Expressway Authority (OOCEA), Reedy Creek Improvement District, Walt Disney World, and private landowner Horizons West.
In 2002, the state legislature offered Florida’s Turnpike a new challenge: create a new business model that would enable it to leverage the Florida’s Turnpike asset, while continuing to operate in the public interest. Accepting the challenge, Florida’s Turnpike was formed with the enactment of House Bill (HB) 261. An action plan was implemented, and a dashboard was developed to annually gauge its progress in meeting performance metrics relative to safety, customer service, staffing, project delivery speed, and financial soundness. Florida’s Turnpike Enterprise is known for its award-winning customer service, while maintaining a well-trained and focus-driven staff. Partnerships between public and private entities have contributed to delivering projects effectively and efficiently, reducing delivery time and cost. By providing financial soundness, the Florida’s Turnpike Enterprise has proven that a government agency can operate in a business-like manner using best private-sector practices. As a true measure of its success, more than 90 percent of Turnpike customers perceive value for the tolls that they pay.

With this legacy of leadership and service to the state, Florida’s Turnpike marked its 50th anniversary in January 2007.
Construction begins on the third and fourth projects—the Bee Line West Expressway and the Homestead Extension of Florida’s Turnpike (HEFT).

A Road Well Traveled

1957
Construction begins on the third and fourth projects—the Bee Line West Expressway and the Homestead Extension of Florida’s Turnpike (HEFT).
Improving Mobility, Increasing Capacity

Today, Florida’s Turnpike System crosses into 16 counties, which comprise nearly 60 percent of the state’s population. With more than 2 million customers riding the system each day for commutes, recreational travel, and commerce, Florida’s Turnpike remains committed to anticipating and meeting Florida’s transportation mobility needs for the future. Many capacity, improvement, and technological projects were completed, under construction, or in the planning/design phase in FY 2007.

In Central Florida, the final segment of the Daniel Webster Western Beltway (SR 429) Part C opened to traffic in December 2006. This segment extended the expressway from US 192 to I-4 in Osceola County, completing the last of the feasible expansion projects that were directed under SB 1316. This project was a public-private partnership between the Turnpike Enterprise, OOCEA, Reedy Creek Improvement District, the Walt Disney Company, and private landowner Horizons West. The 11-mile-long Turnpike section includes the Turnpike’s first open road tolling (ORT) plaza featuring the Turnpike’s signature SunPass gantry. SunPass customers traveling at highway speeds pay their tolls simply by passing under the gantry. Cash customers can safely diverge from the through lanes to a conventional toll plaza and merge back into the through traffic stream after paying their tolls.

During FY 2007, the Turnpike Enterprise also had seven widening projects under construction and another eleven widening projects in design. The total construction cost of these projects will be in excess of $2.3 billion. Among these projects was the widening of the Turnpike Mainline to eight lanes between the Beachline Expressway (SR 528), (formerly the Bee Line Expressway), and I-4 in Orange County, which continued through FY 2007. A second project began during the year.
(Above) SR 429, Daniel Webster Western Beltway

(Left) Widening of the Beachline Expressway in Orange County

(Right) Aerial view of SR 429 showing the lanes used to travel at highway speeds under the new gantry and the outside lanes used for cash transactions
to widen the Turnpike Mainline from I-4 to north of Gotha Road to eight lanes. When this project is completed in 2010, the Mainline will offer eight through lanes in Orange County between the Beachline Expressway and SR 429.

Also in Orange County, construction began in April 2007 on the ORT conversion of the Beachline Expressway mainline plaza. The $24.9-million project, when completed in FY 2009, will allow SunPass customers to travel under the Turnpike’s signature gantry at highway speeds, bypassing congestion at the conventional toll collection lanes. This project also lays the foundation for the widening of the Beachline Expressway to six lanes, which is scheduled to begin in the near future.

Construction to widen the 7-mile-long segment of the Mainline in southern Palm Beach County from Atlantic Avenue to the Lantana mainline toll plaza to six lanes was completed in FY 2007. Construction to reconfigure the Atlantic Avenue interchange will continue through the end of 2007.
Construction of the Mainline widening projects continued in Broward County as construction crews advanced projects to widen to eight lanes between Griffin Road and Sunrise Boulevard and between Sunrise Boulevard and Atlantic Boulevard. Construction on these two important projects will continue for several years, with completion currently projected to be in 2009 and 2010, respectively.

Also in Broward County, the design-build project for the widening of the Sawgrass Expressway to six lanes continued. Work along the Sawgrass Expressway included the reconfiguration of the Sunrise and Deerfield mainline toll plazas to ORT plazas. These major construction projects will substantially improve traffic flow along the Sawgrass Expressway corridor by adding much-needed capacity and providing the at-speed tolling option under the Turnpike’s signature ORT SunPass gantries.
Fast Access—The Less Stressway

With the latest policy of all new interchanges to be SunPass-only or all-electronic, the Turnpike opened three new interchanges in FY 2007. The first SunPass-only interchange is located on the Turnpike Mainline in Osceola County at Kissimmee Park Road. This project provides much-needed access to this fast-growing area. The City of St. Cloud contributed a major portion of the costs associated with the Kissimmee Park Road interchange improvements.

The second SunPass-only interchange, the Becker Road interchange on the Florida’s Turnpike Mainline, opened in St. Lucie County. Through a public-private partnership with a local developer, the City of Port St. Lucie was able to fund the entire project costs associated with the Becker Road interchange.

Construction of a third SunPass-only interchange at Jog Road in Palm Beach County was completed in FY 2007, providing access to and from the south to the Turnpike Mainline and resulting in significant congestion relief to the Okeechobee Boulevard interchange.

Florida’s Turnpike continues to strive to create easy access through improvements and new technology.

A major construction project on the HEFT continued throughout the year. This project adds another SunPass-only interchange at NW 74th Street and converts the conventional Okeechobee mainline toll plaza to an ORT plaza. The new interchange ramps provide much-needed access to the emerging area of western Miami-Dade County and the ORT plaza conversion helps reduce congestion associated with conventional toll collection activities.
The Turnpike is moving forward with the first interchange conversion to all-electronic toll collection. Initiated by local business owners, the conventional toll collection booths on the HEFT/NW 106th Street interchange ramps will be replaced with an all-electronic, SunPass-only toll collection system. The design of the conversion was completed in 2007, and construction will be completed in FY 2008.

(Above) Kissimmee Park Road SunPass-only interchange ramp

(Left) Construction of a new SunPass-only interchange ramp at NW 74th Street
Toll Improvements

With customer service and operational efficiency as primary goals, Florida’s Turnpike is at the vanguard in implementation of ORT technology. On December 8, 2006, Florida’s Turnpike opened its first ORT plaza using a new overhead signature gantry on the SR 429 Western Beltway in Central Florida. The groundbreaking design provides quick and easy access to equipment, reducing maintenance and system downtime, while increasing safety for workers and motorists by eliminating lane closures. The new toll gantry is also aesthetically pleasing, providing a uniform appearance of the tolling location.

In an effort to offer at-speed tolling options as soon as possible to more customers, the Turnpike began an initiative known as ORT Lite. The ORT Lite program is typically the first construction phase of a full ORT mainline conversion project. Plazas selected for the ORT Lite application will be modified by replacing the current SunPass dedicated lanes with at-speed SunPass express lanes. The express SunPass lanes have the capability to process larger traffic volumes under enhanced safety conditions. The Homestead and Bird Road mainline toll plazas on the HEFT, and the Cypress Creek and Lantana mainline plazas in Broward and Palm Beach counties are part of the ORT Lite pilot program.

For FY 2007, the Turnpike Enterprise increased the number of SunPass-only lanes to its system, adding 28 new SunPass-only lanes. Since introducing SunPass in 1999, Florida’s Turnpike has increased the number of SunPass-only lanes from 49 to 230.

The toll road of the future will be cashless, offering a variety of payment options including transponder and video tolling products. Florida’s Turnpike is laying the foundation to make ETC payment more convenient than ever.

In FY 2007, the Turnpike awarded a contract to upgrade and replace a significant portion of the existing toll collection system. The revamped toll collection system will become the backbone...
of advanced technologies for ORT, dedicated SunPass lanes, and various pricing scenarios for managed lane environments as well as support for attended and unattended toll operations. The system will be designed to meet the changing needs of the Turnpike, leveraging the current SunPass system, while providing more video-based capabilities, real-time messaging, and enhanced audit capabilities.

(Above) Signature SunPass gantries on SR 429

(Left) SunWatch Technology Support Command Center manages the SunPass and conventional toll collection systems.

The Office of Florida’s Turnpike is created, granting greater management discretion and flexibility.
On the cusp of innovative technology, toll operations continues to enhance the backroom aspects of the SunPass account system, which manages customer accounts with upgrades continuing through FY 2008.

Working with its retail partners, Florida’s Turnpike has developed a groundbreaking new program that will allow SunPass customers to replenish their accounts in more than 655 outlets statewide. Beginning in FY 2008, SunPass customers will be provided with SunPass key fobs, which when presented to a cashier, will allow them to deposit funds directly into their SunPass accounts and credit the funds to their accounts instantly.

During FY 2007, Florida’s Turnpike conducted extensive testing and coordination with other Florida toll agencies on the implementation of the new lower cost transponder technology known as “sticker tags.” New multi-protocol transponder readers were installed in many SunPass lanes, replacing the current aging readers and allowing the Turnpike to enhance overall lane technology. The new devices will read both the existing 3.4 million transponders statewide and the new low-cost sticker transponders.
Upgrades to the primary computing facility in Boca Raton provide greater host computer capacity and allow for greater efficiency as more ORT lanes are implemented in the future.

The sticker tag will reduce transponder costs by more than 65 percent and can be packaged in new ways to meet new customer demands. By FY 2008, SunPass customers can choose either a sticker transponder at a cost of $4.95 or a full-featured, hard-case transponder for $24.95.
Florida’s Turnpike, in partnership with all interoperable regional toll roads, developed an agreement that allows service providers to offer rental car customers the opportunity to use SunPass-only lanes. Two rental car service providers have signed these agreements. Through the use of the Turnpike’s existing video tolling system, these service providers offer choices to rental car customers who will be traveling the Turnpike System, including paying a nominal fee plus the cash toll rate per transaction, or paying a flat daily rate for all toll use.

In either case, the Turnpike operates as the statewide clearinghouse for rental car video transactions and immediately collects electronic tolls from the service provider. The result is added customer convenience and increased revenue.

The Turnpike launched a new pilot program, Toll-by-Plate™, on November 1, 2006, for its client, the Tampa Hillsborough Expressway Authority (THEA). The Toll-by-Plate program allows non-SunPass customers to use 9 miles of new, elevated reversible express lanes that link Brandon to downtown Tampa. Customers contact the SunPass Call Center before road usage or within 72 hours of road usage and provide their license plate numbers and credit/debit information. Customers pay the cash rate instead of the SunPass discount rate and can set up a temporary or permanent account.

SunPass customers enjoy the convenience of additional SunPass-only lanes; however, along with more lanes comes the opportunity for violators to abuse them. The Turnpike Enterprise began an ambitious, multifaceted plan to curb toll abuse, and in 2007 their approach reduced the violation rate by more than a third. The “Toll Abuse. No Excuse.” program included media exposure of violators, technology enhancements, and the dedicated efforts of Florida Highway Patrol (FHP) and other law enforcement agencies. To garner public support
statewide, editorial boards were briefed on the serious implications of toll violations. Television stations and newspapers ran stories highlighting the toll violators and the Turnpike Enterprise’s pursuit of them. Technology enhancements improved backroom processing capabilities of the violation processing center. Through partnership efforts with the Turnpike Enterprise’s dedicated FHP troop, law enforcement actively pursued toll violators. FHP’s ongoing, active presence and enforcement have been instrumental to the program’s success. This effective combination of media, technology, and law enforcement has produced positive results for the Turnpike Enterprise.

The Florida Legislature passes SB 1316, authorizing the Florida’s Turnpike Expansion Program, which will add 140 new centerline miles.
Traffic Operations made great progress toward deploying Intelligent Transportation System (ITS) facilities, which lay the groundwork for future safety and customer service enhancements for Turnpike customers.

Five major ITS design-build projects were completed in FY 2007. These projects included fiber-optic and closed-circuit television (CCTV) cameras as well as the first deployment of vehicle detection system (VDS) devices, which collect average speed, traffic volumes, and density of traffic flow on the Turnpike System.

Two design-build projects, SunNav™ ITS Phase 4, Segment I and Segment II, included the installation of 154 miles of fiber-optic cable and 170 pan-tilt-zoom CCTV cameras on the Turnpike Mainline. The fiber-optic cable was integrated with all existing dynamic message signs (DMS) within the project limits. In addition, fiber-optic cable was extended to the existing highway advisory radio (HAR) transmitters and flashing beacon signs for future integration. The completion of this project also allowed Turnpike Toll Operations to begin using the fiber-optic system with 60 toll plazas connected to the Tolls Data Center in Boca Raton. The new ITS devices assist the TMC in identifying traffic-related issues on the roadway. The TMC software will analyze the data and provide alerts to the TMC operators when conditions on the roadway deteriorate below a set threshold, providing information to the public in a timely manner.

ITS—Improving Mobility With Technology
ITS improvements were installed on three segments of the Sawgrass Expressway under the SunNav™ ITS Phase 3 project, coordinating the ITS projects with concurrent roadway widening projects. The ITS projects include fiber-optic cable, CCTV cameras, VDS devices, DMS, and one HAR. To permit the continuous exchange of information during a crisis, the fiber-optic system was built on both sides of the roadway to support better redundancy for the ITS equipment and the ORT system needs.

The ITS portions of the project for the Sawgrass Expressway between I-595 and Atlantic Boulevard and between the Turnpike Mainline and Powerline Road were completed in FY 2007. The other two projects, from Atlantic Boulevard to Coral Ridge Drive, and from Coral Ridge Drive to the Turnpike Mainline, are under construction and will be completed in FY 2008.

(Above) VDS device on the Seminole Expressway
The Broward County Camera design-build project included the installation of 18 CCTV cameras that were connected to the existing fiber-optic cable through the area for communications back to the Turnpike TMC. Additional CCTV cameras will be installed upon completion of the roadway widening.

The initial ITS deployment began in FY 2001 with the installation of nine HAR and associated warning beacon signs. This has been followed by the Turnpike’s major ITS deployment from FY 2003 through FY 2009. This initial deployment allows the TMC to provide full incident management capabilities on most of the Turnpike roadway system. This incident management, conducted via CCTV monitoring and vehicle detection, provides information to travelers with DMS and HAR.

The next steps in the ITS deployment begin with two new design-build projects in FY 2008 and one more project in FY 2009, which will add new technologies and capabilities to the system. The devices are a mix of currently deployed types in new areas as well as devices collecting new information to provide upgraded information to Turnpike customers. Additional design-build projects to be started in FY 2008 include the piloting of a number of new devices on the Sawgrass Expressway, including passive speed monitoring and road weather information. These devices are intended to limit travel speed and to collect wind speed, precipitation level, and other environmental information. Also, the projects include arterial DMS approaching the Sawgrass Expressway and the southern Turnpike Mainline, and the completion of the Sawgrass Travel Time information system. The project in FY 2009 will provide better access to TMC information by

Turnpike employees involved in incident response. Some advanced technological capabilities currently under evaluation include detection of cable barrier hits, detection of vehicles traveling the wrong way, and automated security monitoring of high-profile assets.

At the Pompano Beach Service Plaza, a pilot public traffic information display was deployed. This system provides motorists with live, streaming video of
traffic north and south of the service plaza and other traffic-related and marketing information. This pilot project was expanded to the rest of the Turnpike service plazas through one of the ITS design-bid-build projects. The design of the system was completed, and construction began in FY 2007. The displays will be operational and providing customers with traffic information at all of the Turnpike service plazas by mid FY 2008.

(Above) DMS on the Sawgrass Expressway
The Road Ahead

The appeal of the Sunshine State will lead to continued growth in population and economic activity, creating the need for new alignment projects and additional capacity and access to the existing Turnpike System. For the last 50 years, the Turnpike has earned a reputation as a leader in building transportation infrastructure. Its legacy of leadership in customer service, tolling, and technology has set a precedent for the industry. So what’s in store for the future? How does the Turnpike maximize the value of its transportation asset? The future of Florida’s Turnpike will be marked by major investments in technology, broader distribution of user-financed transportation products, and the introduction of environmentally conscious applications or a “green initiative.”

In June 2007, Governor Charlie Crist signed into law HB 985, which provides the legislative authority for the future expansion of Florida’s Turnpike System. The bill increases the bonding capacity to $10 billion. Additionally, the bill requires the Turnpike to index toll rates on existing toll facilities to the annual Consumer Price Index (CPI). Under this provision, toll rate increases may be made no more than once a year, or no less than once every five years as necessary to accommodate the indexed toll rate schedules.

The bill also provides FDOT with additional authority to implement public-private partnerships to strengthen the state’s transportation system through innovative financing techniques, allowing the Turnpike to continue its commitment to financial soundness.

On July 13, 2007, Governor Crist signed three executive orders to make Florida a leader in developing environmentally conscious methods to combat climate change. These executive orders direct state agencies to take immediate action to reduce greenhouse gas emissions and increase energy efficiency. Leading by example, the Turnpike has many initiatives under way. By keeping vehicles moving through toll plazas at highway speeds, the Turnpike’s innovative electronic tolling programs help to reduce the...
emission of greenhouse gases and reduce gasoline consumption. The Turnpike is moving toward all-electronic tolling as ORT replaces dedicated lanes and the number of SunPass Express lanes increases. SunPass participation will continue to rise and the benefits will continue to increase.

In this day of diminishing financial resources and ever-increasing congestion and mobility challenges, the future is bright indeed for Florida's Turnpike as it continues to carry the legacy of leadership, service, and excellence well into the 21st century.
2006 “We Drive Smiles” Customer Service Awards

Florida’s Turnpike Enterprise continues to recognize those hardworking individuals who best reflect the organization’s philosophy of delivering customer satisfaction.

“Best of the Best” 2006

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J. D. Power and Associates Award For Call Center Customer Service Excellence

Florida’s Turnpike Enterprise and its SunPass program were recognized for providing call center operation customer service excellence for the second time. Florida’s Turnpike is the first toll agency to receive this designation. Employing a staff of more than 200 customer service representatives, SunPass operates business-redundant call centers in Boca Raton and Orlando, to better handle call volumes and stand-alone operations in the event a major disaster strikes one of the centers.

*For J. D. Power and Associates Certified Call Center Program” information, visit www.jdpower.com.
The Mainline Safety Program is implemented to provide 187 miles of median barrier, immediately reducing fatalities.

Fiscal Year 2007
Financial Perspective
Toll revenues for the Turnpike System and other FDOT-owned toll facilities totaled $714 million during FY 2007, a 5 percent increase over the prior year total of $678 million. Revenues (Graph A) have increased significantly since 1992 as expansion projects have ramped up and ridership on the Turnpike Mainline has continued to grow. Additionally, the new Western Beltway Part C expansion project fully opened to traffic by the end of FY 2007. Forecasted toll revenues for FY 2008 are $736 million (Graph B). Contributing to the significant growth in toll revenues is the substantial increase in vehicle miles traveled (Graph C), which have more than doubled since 1998 on the Turnpike System.

The Turnpike System’s contribution to FDOT toll revenues was $664 million during FY 2007, an increase of $31 million over the prior year. While population and tourism growth exceeded prior year levels, traffic growth diminished, attributed primarily to a downturn in Florida’s housing sector.

As mentioned previously, in June 2007, HB 985 was approved. This legislation, which took effect July 1, 2007, requires FDOT to index toll rates on existing toll facilities to the annual CPI or similar inflation indicator. FDOT is currently developing an implementation plan for indexing toll rates on its facilities in accordance with the statutory requirement.
Operations and maintenance (O&M) costs for FY 2007 increased by approximately 13 percent compared to FY 2006. O&M, primarily toll collection and routine maintenance costs, increased from $155 million in FY 2006 to $175 million in FY 2007. Approximately $3 million of the increase was attributable to increased maintenance costs. The remaining increase of $17 million was primarily attributable to increased toll operating costs.

The rise in toll operating costs is linked primarily to increased insurance premiums for coverage of FDOT assets, credit card fees for auto-replenishment of SunPass accounts due to increased SunPass participation, and increased costs associated with an enhanced violation enforcement program as demonstrated by the “Toll Abuse. No Excuse.” initiative. This initiative increases the number of notices sent to customers providing an opportunity to pay the toll. If the toll is not paid within the requisite time, a court-enforceable traffic citation that carries a substantial fine is issued.

The increased cost of replenishing SunPass accounts is directly linked to the higher participation rates associated with the SunPass program. SunPass participation in FY 2007 averaged 62 percent for the Turnpike System compared to 56 percent in FY 2006 (Graph D). Average participation at the other FDOT-owned facilities grew from 40 percent to 44 percent. Driving the increase in participation are additional SunPass lanes, lower SunPass tolls when compared to cash tolls, and the SunPass marketing program.
Regarding the maintenance program, the Florida Engineering Society and Florida Institute of Consulting Engineers awarded the prestigious 2007 Governor’s New Product Award for the Turnpike Enterprise Asset Management System (TEAMS) at the end of FY 2007. TEAMS is a Web-based management tool designed to identify and prioritize transportation project needs throughout the Turnpike Enterprise's entire toll highway network. The TEAMS comprehensive database includes an inventory of all Turnpike assets, layered with reporting and online mapping capabilities. TEAMS enables engineers and project managers to generate accurate renewal and replacement forecasts and identify optimal asset maintenance funding levels.

SunPass transponder technology also extends beyond paying for tolls electronically on Florida's toll roads. The Turnpike has partnered with local governments and airports to provide SunPass customers the additional convenience of being able to pay electronically for parking with their existing SunPass transponder at some of Florida's airports. Customers with transponders save time by utilizing SunPass lanes and do not need to worry about having cash on hand to pay for their parking when exiting the airport. The Orlando International Airport began offering this service two years ago and the Fort Lauderdale-Hollywood International Airport, Tampa International Airport, and Palm Beach International Airport will be introducing SunPass at their parking lots and garages in the future.
Higher revenues and greater SunPass participation are tied to the growth in traffic experienced by Turnpike facilities, creating the need for additional capacity and access to the Turnpike System. In order to continue to fund major expansion projects as well as other system improvements such as widenings and interchanges, Turnpike management plans to issue bonds annually during the current year (FY 2008) and upcoming five-year Work Program period (FY 2009 through FY 2013). With the sale of the 2007A Turnpike Revenue Bonds, which occurred immediately after the end of FY 2007, the Turnpike now has $2.4 billion of bonds outstanding. The Turnpike is planning additional sales of $2.7 billion through the end of the Work Program period. As indicated previously, the passage of HB 985 during FY 2007 provided for an increase in the Turnpike's legislative bond cap to $10 billion, which will allow the Turnpike to continue to fund capital projects beyond the current Work Program period.

The Turnpike Enterprise's new tentative five-year Work Program of $4.9 billion (Graph E) is comprehensive in nature with funds reserved for safety, preservation, new toll equipment technology, toll plaza express lanes, as well as new access and capacity projects. A significant investment will be made to maintain level of service through capacity improvements on the current Turnpike System. The significant revenue growth on the Turnpike System will fund the debt service on the bond-funded improvements that are part of the program, and in turn, the additional capacity generated by these projects will provide for future growth in traffic and revenue.

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Florida's Turnpike Enterprise
Tentative Five-Year Work Program (Graph E)
FY 2009 through FY 2013 (in Millions)

- **$208** Toll Facilities
- **$266** Interchanges
- **$245** Non-Turnpike Support Services
- **$3** Other
- **$459** Contingencies
- **$255** Safety
- **$224** Resurfacing
- **$1,651** Widenings
- **$911** Toll Operations
- **$82** Service Plazas
- **$239** Expansions
- **$298** Maintenance
- **$23** ITS

**$4.9 Billion Total**
While tolls provide the primary source of revenue for the Turnpike, additional revenues are generated from nontoll sources. During FY 2007, HMS Host food and service concession sales totaled $50.8 million, with $6.8 million accruing to the Turnpike. The portion of Martin Petroleum fuel sales allocable to the Turnpike totaled $2.7 million. Additional concession revenues were generated in FY 2007 from the Turnpike’s advertising program. The Turnpike has contracted with Travelers Marketing to provide advertising on tollbooth windows, automatic coin machines, and coupons attached to toll receipts. In addition, the Turnpike has an agreement with Florida Logos, Inc. to maintain a Specific Services (Logo) Board Program along the right-of-way of selected roads throughout the Turnpike System. The program is intended to generate revenue through the leasing of space on sign structures. Merchant logos will be displayed at Turnpike exits for customer convenience in the categories of gas, food, lodging, pharmacies, camping, and attractions. Advertising income, including a State Farm Insurance sponsorship of Road Ranger vehicles, totaled approximately $1.2 million for FY 2007.

A Tribute to Chief James M. Lee

James “Jim” M. Lee served as Chief on the FHP from March 1997 until July 2007, when he retired after almost 34 years of FHP service. Chief Lee’s career with the FHP began in March 1974, and he served as a trooper in Tampa, Jacksonville, Miami, Fort Lauderdale, and Orlando. He is a graduate of the FBI National Academy (201st Session) and the Florida Department of Law Enforcement Executive Institute Chief’s Executive Seminar.

In a career that spanned more than three decades, Chief Lee made significant contributions to Florida’s Turnpike Enterprise. He was instrumental in the approval and construction of the new Lake Worth Regional Communications Center and West Palm Beach District Headquarter building, the implementation of the Mainline Safety Program, and the development of the Contra-Flow Program.

A Florida native, Chief Lee was born and raised in Jacksonville. Following his retirement, he will live in the Central Florida area with his wife and children. Florida’s Turnpike Enterprise wishes him well in his future endeavors.
## FLORIDA'S TURNPIKE ENTERPRISE

### Statistics

**FISCAL YEAR 2007**

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<tr>
<th></th>
<th>Turnpike System</th>
<th>FDOT-Owned Facilities</th>
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| **FACILITIES**           |                 |                       |
| Miles                    | 460             | 126                   |
| Toll Bridge Facilities   | -               | 2                     |
| Interchanges             | 129             | 8                     |
| Service Plazas           | 8               | -                     |