



**JULY  
2014**

**TRANSIT  
PERFORMANCE  
MEASURE  
TOOLBOX  
EXECUTIVE  
SUMMARY**

**FOR URBAN  
FIXED ROUTE  
SYSTEMS**

Florida Department  
of Transportation,  
Freight Logistics and  
Passenger Operations,  
Transit Office

# INTRODUCTION

To assist Florida transit agencies in improving performance evaluation, the Florida Department of Transportation, Public Transit Office researched best practices for urban fixed route systems in evaluating transit performance in the United States and made recommendations as to how these practices can be adopted and implemented by Florida transit agencies. This study identifies the most common effective performance measures and data sources so that agencies can pick and choose the most appropriate metrics for their agencies.

The implementation of the results-driven Moving Ahead for Progress in the 21st Century Act (MAP-21) accentuates the importance of evaluating transit performance and in ensuring that transit agencies remain accountable in the use and application of federal, state, and local funds. However, there is no uniformity in conducting transit performance evaluation among transit agencies. Each agency, depending on their capabilities and needs, adopt different methodologies in the collection, measurement, analysis, and assessment of transit performance data. Additionally, there is little information collected on the performance evaluation methodologies utilized by each Florida transit agency. This limits the ability to learn from the methodologies applied by other Florida agencies with similar characteristics, curbing the efficiency in conducting internal transit evaluations.

For the full study, please visit <http://www.dot.state.fl.us/transit/>.



It is the Quality of the measure, not the Quantity



# WHY IS THIS TOOLBOX USEFUL FOR YOUR TRANSIT AGENCY?

The performance measure toolbox presents candidate performance measures that Florida transit agencies can utilize in tracking the progress of achieving their goals. Candidate performance measures included in the toolbox were recommended by the study, and represent best practices in evaluating transit performance.

For simplicity, performance measures are grouped into the following categories:

- Service effectiveness
- Service efficiency
- Labor utilization
- Safety and security, and
- Vehicle utilization, asset management, and state of good repair

The last two categories include suggested performance measures to meet new MAP-21 requirements.

In addition, the toolbox includes sample goals that can be incorporated into the Transit Development Plan (TDP) process.



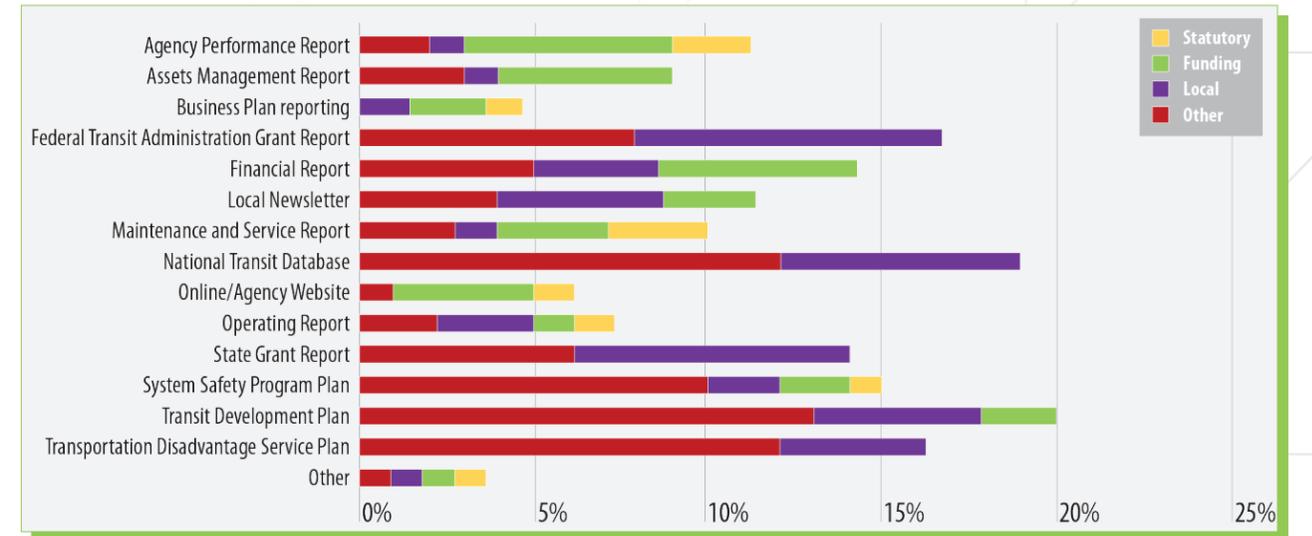
# COMMON REPORTS

The transit agency survey focused on four areas, one of which was performance reporting. Survey questions aimed to gather information regarding Florida transit agencies' performance reporting process – where they report performance measures, reasons for reporting, how frequently they update each report, the recipient of the report, and who prepares the report. Of the 16 transit agencies that completed the surveys, all stated that they do report performance measures. Survey results showed the top six reports and publications used by Florida transit agencies are:

- National Transit Database,
- System Safety Program Plan,
- Transit Development Plan,
- Agency Performance Report
- Transportation Disadvantaged Service Plan,
- Federal Transit Administration Grant Report, and

Florida transit agencies report performance measures in various publications primarily for statutory, funding, and policy-making reasons. Florida transit agencies responded that most reporting is conducted annually, with monthly reporting closely behind. There were no agencies reporting weekly or biweekly data. The recipient for these publications ranges from the agency's policy board to federal agencies.

## Reasons for Reporting Performance Measures



## Primary Report Recipients

Primary Report Recipients	Reports and Publications
FTA	National Transit Database FTA Grant Report
FDOT	State grant report System Safety Program Plan Transit Development Plan Transportation Disadvantaged Service Plan
Public	Local newspaper and Online/ agency website
Internal Use	Asset Management Report Financial Report Maintenance and Service Report Operating Report
Local Government	Agency Performance Report Business Plan Reporting Other

## CASE STUDY 1: MIAMI DADE TRANSIT (MDT)

Miami Dade Transit (MDT) is the 17th largest public transit system in the nation and the largest in Florida. MDT operates a total of 997 vehicles daily via three modes: bus (Metrobus), heavy rail (Metrorail), and monorail (Metromover).

In 2005, Miami Dade County adopted the Active Strategy Enterprise (ASE) online performance management system, which allows government departments across the county to align their activities to the County Strategic Plan. The ASE system allows the county's Office of Performance Management (OPM) to efficiently communicate the progress and outcomes of publicly funded countywide initiatives.

Through the ASE system, each department can generate a Scorecard that matches goals and objectives to specific performance measures, effectively tracking performance over time and conducting performance appraisals. The Scorecard is also used to feed into each department's quarterly business plan. MDT is already prepared to comply with the new MAP-21 requirements pertaining to safety and asset management/state of good repair performance measures.



### Example Route-Level On-Time Performance Scorecard

	Name	Period	Actual	Target	Variance
▼	Online Performance Schedule Adherence- Bus (3)	March '14	76.34%	78.00%	-1.66%
▲	Online Performance Schedule Adherence- Bus (9)	March '14	78.73%	78.00%	1.26%

## CASE STUDY 2: JACKSONVILLE TRANSPORTATION AUTHORITY (JTA)



The Jacksonville Transportation Authority provides high quality regional transit services and roadway infrastructure connecting Northeast Florida, providing public transit service to a population of over 880,000 in Duval County and northern Clay County. The JTA team is in the process of updating the organizations strategic plan and creating a comprehensive reporting system which is aligned with the Authority's Strategic Vision, Mission, goals and objectives.

JTA uses a variety of measures to review service performance of the fixed route service. Operational measures are categorized by service, vehicle employee or effectiveness measures, and financial measures are grouped into expenses and revenue, and efficiency. The Authority has stated that the most effective measure for Customer Satisfaction is "the Availability of seats on train/bus". The most effective measure for Service Effectiveness is "On-time Performance" and the most effective measure for Service Efficiency is "Farebox Recovery".

Trends and Transit Service Implications analysis have been performed to identify issues, needs, opportunities and trends that are now affecting JTA. Performance measures are also useful in evaluating the progress of JTA in achieving the Mission and Vision of the agency. JTA has incorporated goals and objectives that satisfy the MAP-21 requirements currently identified on the Federal Highway website.

## CASE STUDY 3: LEE COUNTY TRANSIT (LEETRAN)

Lee County Transit (LeeTran) serves over 4 million riders annually on over 400 miles of roadway in Lee County, and employs approximately 240 persons to run its fleet of 50 buses; 10 trolleys; and 42 Americans with Disabilities Act (ADA) compliant vans. The agency goals and objectives adopted by LeeTran were prepared based on the review and assessment of existing conditions, feedback received during the public involvement process, and the review of local transportation planning documents. They are consistent with the goals and objectives found in the 2035 MPO Long Range Transportation Plan for Collier and Lee Counties and the Transportation Element of the Lee County Comprehensive Plan.

LeeTran utilizes a performance monitoring program to track the efficiency of the transit system. The monitoring program utilizes specific route-level data and compares each route's performance with all other regular local service routes. LeeTran uses an Evaluation Form created in excel spreadsheets to calculate and evaluate performance measures.

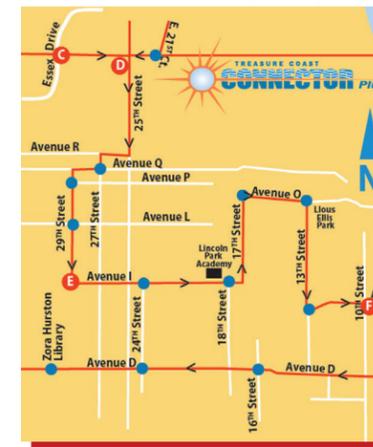
LeeTran collects data using different sources, such as Transman Fleet Management (TMT) software to collect data on the number of system failures. LeeTran collects a variety of performance measures to comply with the new MAP-21 requirements pertaining to safety and asset management/state of good repair.



### Safety and Asset Management/State of Good Repair Performance Measures

Customer Accidents
Number of Accidents
Number of Collisions
Number of Fatalities
Number of Incidents
Number of Injuries
Average Age of Fleet (in years)
Mechanics per 1,000 revenue miles
Missed trips due to operation failures
Number of repeat breakdowns per month
Number of repeat repairs per month
Percent of stops with shelters and benches
Revenue miles between roadcalls
Revenue miles between incidents
Total roadcalls

## CASE STUDY 4: COUNCIL ON AGING OF ST. LUCIE (COASL)



The Council on Aging of St. Lucie, Inc. (COASL) operates the Treasure Coast Connector, a regional fixed route system connecting St. Lucie and Martin Counties.

COASL aligns performance measures to the agency goals established by the local Coordinating Board. They define the most effective performance measures as those that can effectively track the progress of COASL in achieving the goals. COASL primarily uses the National Transit Database (NTD) data to calculate measures used in monitoring and evaluating its overall operational and financial performance. In particular, COASL emphasizes performance measures used in assessing the operating cost of running a system.

COASL tracks data for its fleet, manually logging key vehicle information, such as fleet age and life expectancy. Farebox revenue is also calculated manually by tracking boarding passes that are purchased daily and cash fares. Despite the lack of an automated system, COASL has done a tremendous job in tracking and monitoring measures used in evaluating the status of vehicles, routes, and the entire system. In April 2014, the agency received proposals for an automated system to track farebox revenue and vehicles.

A previously completed safety plan and extensive asset inventory will provide COASL the necessary components for meeting new MAP-21 requirements pertaining to safety and asset management/state of good repair.

### Uses of Performance Measures

Accountability
Meet funding requirements
Improve performance
Evaluate progress in meeting goals

# PERFORMANCE MEASURE (PM) CATEGORY-LABOR UTILIZATION

The performance measure toolbox presents candidate performance measures that Florida transit agencies can utilize in tracking the progress of achieving their goals. The performance measures were selected based on the following:

- The most frequently used and most effective performance measures identified in a national literature review
- The most frequently used and most effective performance measures identified in the survey of Florida transit agencies
- Potential performance measures for MAP-21 reporting

Sample Goals	Criteria	Measure	Data Collection		Formula	Purpose of Measure	Ease of Data Collection by Size of Agency		
			Data Elements Needed	Possible Data Source/ Technology			Large	Medium	Small
Support economic vitality		Payroll per capita	Payroll	In house documents, including financial data	Total payroll/ Total FTE employees	Measures labor utilization in relations to the number of riders	Green	Green	Green
			Service area population	U.S. Census, other secondary sources					
Increase labor utilization	Labor Utilization	Passenger trips per FTE employee	Passenger trips	Electronic farebox, Smartcards, Manual counting	Passenger trips/ Total FTE employees	Measures labor utilization in relations to the number of riders	Green	Yellow	Red
			Total number of Full time employees	In house documents, including financial data and employee records					
		Revenue hours per FTE employee	Revenue hours	Schedule data, CAD, AVL	Revenue hours/ Total FTE employees	Measures labor utilization in relations to the hours of service provided	Green	Green	Green
			Total number of Full time employees	In house documents, including financial data and employee records					
		Vehicle miles per employee FTE	Vehicle miles	Fleet data, Operation logs, Schedule data, Manual counting	Vehicle miles/ Total FTE employees	Measures labor utilization in relations to the distance of services covered	Green	Green	Green
			Total number of Full time employees	In house documents, including financial data and employee records					



The sample goals in the toolbox are based on the goals identified by Florida transit agencies in their Transit Development Plans (TDPs). Each agency adopts their own set of goals that guides their policies, initiatives, and funding prioritization. These goals represent the underlying themes common among most agencies.



The Formula column shows how to use the data elements to calculate each performance measure.

The Purpose of Measure column explains what each measure captures and how each measure can be useful in tracking the achievement of the sample goal.

The Ease of Data Collection is based on the availability of sources and technology that facilitates a faster, more accurate, and more efficient data collection process. It is divided into categories representing the sizes of transit agencies to capture the different access to resources and technology.

Each color denotes the difficulty of collecting data that feeds into each performance measure: red = challenging, yellow = fair, green = easy.



# PM CATEGORY-SERVICE EFFICIENCY



Sample Goals	Criteria	Measure	Data Collection		Formula	Purpose of Measure	Ease of Data Collection by Size of Agency		
			Data Elements Needed	Possible Data Source/ Technology			Large	Medium	Small
Increase service while enhancing fiscal stability		Revenue miles per square mile	Revenue miles	Schedule data, CAD, AVL	Revenue miles/ Service area size	Coverage of revenue service			
			Service area size	U.S. Census, other secondary sources					
Ensure the long-term viability and stability of the service	Service Efficiency	Farebox recovery ratio	Fare revenue	Electronic farebox, Smartcards, Manual counting	Fare revenue/ total operating expenses	Percentage of direct operating costs that are recovered through the fares paid by the riders			
			Total operating expenses	In-house documents, including financial data, operations logs, schedule data, etc.					
		Operating expense per capita	Total Operating expenses (Operating budget)	In-house documents, including financial data, operations logs, schedule data, etc.	Operating expense/ Service area population	Resource commitment to transit by the community			
			Service area population	U.S. Census, other secondary sources					
		Operating expense per passenger mile	Total operating expenses	In-house documents, including financial data, operations logs, schedule data, etc.	Operating expense/ Passenger miles	Impact of trip length on performance			
			Passenger miles	Survey, APC					
		Operating expense per passenger trip	Total operating expenses	In-house documents, including financial data, operations logs, schedule data, etc.	Operating expense/ Passenger trips	Efficiency of transporting riders, both on how service is delivered and the market demands for the service			
			Passenger trips	Electronic farebox, APC, manual counting					
		Operating expense per revenue hour	Total operating expenses	In-house documents, including financial data, operations logs, schedule data, etc.	Operating expense/ Revenue hours	Efficiency of transporting riders, factoring vehicle speed			
			Revenue hours	Schedule data, CAD, AVL					
Operating expense per revenue mile	Total operating expenses	In-house documents, including financial data, operations logs, schedule data, etc.	Operating expense/ Revenue miles	How efficiently service is delivered					
	Revenue miles	Schedule data, CAD, AVL							
Preserve environment and promote energy conservation		Energy consumption per vehicle mile	Consumption of electricity (for electric or hybrid electric vehicles)	In-house documents, including financial data, operations logs, schedule data, etc.	Energy consumption/ vehicle miles	Efficiency of alternative fuel use, but units (BTUs) are not intuitive			
			Vehicle miles	Fleet data, operation logs, schedule data, manual counting					
		Tons of emission per 100,000 vehicle miles	Emission factor	Vehicle specification, default emission factors by vehicle type based on vehicle technology	Fuel consumed x emission factor/1,000,000)/ vehicle miles For CO2: (Fuel consumed x emission factor/1,000)/ vehicle miles)	Vehicle efficiency, particularly relating to its environmental impact			
			Vehicle miles	Fleet data, Operation logs, Schedule data, Manual counting					
		Vehicle miles per gallon	Vehicle miles	Fleet data, operation logs, schedule data, manual counting	Vehicle miles/ Total fuel consumption (in gallons)	Fuel efficiency, only applies to diesel- and gasoline-powered vehicles. Ratio between fuel consumed and distance traveled			
			Fuel consumption	In-house documents, including operation logs and maintenance logs					

# PM CATEGORY-SERVICE EFFECTIVENESS



Improve quality of service and customer satisfaction



Increase market share of transit



Increase market share of transit

Sample Goals	Criteria	Measure	Data Collection		Formula	Purpose of Measure	Ease of Data Collection by Size of Agency		
			Data Elements Needed	Possible Data Source/Tech			Large	Medium	Small
Improve quality of service and customer satisfaction	Average headway (in minutes)	Directional route miles	Schedule data, CAD, AVL		$\frac{[(\text{Directional route miles} / (\text{Revenue miles} / \text{Revenue hours})) / (\text{Vehicles operated in maximum service})] * 60}{}$	Temporal access- how frequently transit service is provided			
		Revenue miles	Schedule data, CAD, AVL						
		Revenue hours	Schedule data, CAD, AVL						
		Vehicles operated in maximum service	Schedule data, fleet data, CAD, AVL						
	Average trip length	Passenger miles	Survey, APC		Passenger miles / Passenger trips	Service mobility			
		Passenger trips	Electronic farebox, APC, manual counting						
	On-time performance	On-time samplings	Survey, CAD, AVL		On-time samplings / Total samplings	Reliability of service			
		Total samplings	Survey, CAD, AVL						
	Revenue miles per revenue hour	Revenue miles	Schedule data, CAD, AVL		Revenue miles / Revenue hours	Service mobility, average system speed			
		Revenue hours	Schedule data, CAD, AVL						
Service Effectiveness	Passenger trips per capita	Passenger trips	Electronic farebox, APC, manual counting		Transit boardings / Service area population	Transit utilization within the service area			
		Service area population	U.S. Census, other secondary sources						
	Passenger trips revenue hour	Passenger trips	Electronic farebox, APC, manual counting		Transit boardings / Revenue hours	Resource consumed in providing service			
		Revenue hours	Schedule data, CAD, AVL						
	Passenger trips per revenue mile	Passenger trips	Electronic farebox, APC, manual counting		Transit boardings / Revenue miles	Supply of revenue service provided based on the level of demand			
		Revenue miles	Schedule data, CAD, AVL						
	Passenger trips per VOMS	Passenger trips	Electronic farebox, APC, manual counting		Transit boardings / Annual vehicles operated in maximum service	Supply of service provided based on the level of demand during peak hours			
		Vehicles operated in maximum service	Schedule data, fleet data, CAD, AVL						
	Vehicle miles per capita	Vehicle miles	Fleet data, Operation logs, Schedule data, manual counting		Vehicle miles / Service area population	Supply of service provided based on the demand within the service area			
		Service area population	U.S. Census, other secondary sources						

# PM CATEGORY-SAFETY AND SECURITY

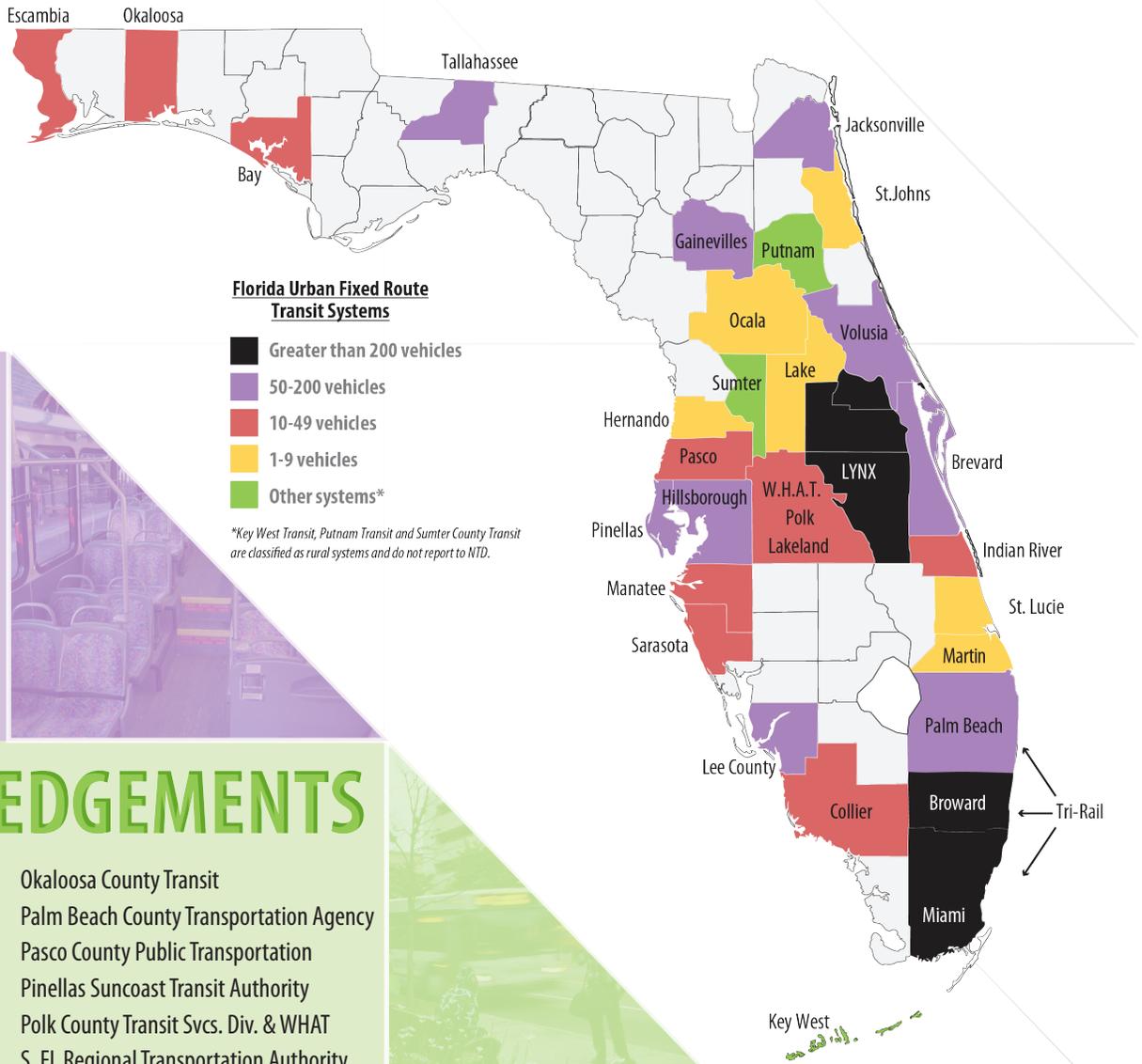


Sample Goals	Criteria	Measure	Data Collection		Formula	Purpose of Measure	Ease of Data Collection by Size of Agency		
			Data Elements Needed	Possible Data Source/ Technology			Large	Medium	Small
Improve safety on transit service and with facilities	Safety and Security	Accidents per 100,000 revenue miles	Total injuries	In house documents, including accident and incident records	((Total injuries + Total fatalities)/ 100,000 revenue miles) *100	Measures accident rate, determines overall safety of the system	Green	Green	Green
			Total fatalities	In house documents, including accident and incident records					
			Revenue miles	Schedule data, CAD, AVL					
		Revenue miles between incidents	Revenue miles	Schedule data, CAD, AVL	Revenue miles/ total incidents	Measures distance between incidents	Green	Green	Green
			Total incidents	In house documents, including accident and incident records					
		Preventable crashes per 100,000 revenue miles	Total preventable collision	In house documents, including accident and incident records	Total preventable crashes/ 100,000 revenue miles	Reflects operator training	Green	Green	Green
			Revenue miles	Schedule data, CAD, AVL					
		Total crashes per 100,000 revenue miles	Total collision	In house documents, including accident and incident records	Total collision/ 100,000 revenue miles	Reflects exposure to crash-prone factors (e.g. lack of bus lanes)	Green	Green	Green
			Revenue miles	Schedule data, CAD, AVL					
		Total passenger injuries per 100,000 boardings	Total passenger injuries	In house documents, including accident and incident records	Total passenger injuries/ 100,000 revenue miles	Measures passenger safety	Green	Yellow	Red
			Passenger trips	Electronic farebox, APC, Manual counting					
		Total employee injuries per 100,000 revenue miles	Total employee injuries	In house documents, including accident and incident records	Total employee injuries/ 100,000 revenue miles	Measures employee safety	Green	Green	Green
			Revenue miles	Schedule data, CAD, AVL					
		Total incidents	Total incidents	In house documents, including accident and incident records	Total incidents	Indicator for minor safety occurrences	Green	Green	Green
		Total accidents	Total injuries	In house documents, including accident and incident records	Total injuries + Total fatalities	Indicator for impact of incidence, reflects both minor and major injuries, requiring immediate medical attention	Green	Green	Green
Total fatalities	In house documents, including accident and incident records								
Total fatalities (excluding suicides)	Total fatalities (excluding suicides)	In house documents, including accident and incident records	Total fatalities	Indicator for impact of incidence, resulting to death (both on-the spot or within 30 days of occurrence)	Green	Green	Green		
Reported crimes per 100,000 boardings	Total reported security incidents	In house documents, including accident and incident records	Reported crimes/ 100,000 boardings	Measures security of passengers	Green	Yellow	Red		
	Passenger trips	Electronic farebox, APC, Manual counting							
Operator assaults per 100,000 boardings	Total operator assaults	In house documents, including accident and incident records	Operator assaults/ 100,000 boardings	Measures security of employees operating the transit vehicle	Green	Yellow	Red		
	Passenger trips	Electronic farebox, APC, Manual counting							

# PM CATEGORY-VEHICLE UTILIZATION, ASSET MANAGEMENT AND STATE OF GOOD REPAIR



Sample Goals	Criteria	Measure	Data Collection		Formula	Purpose of Measure	Ease of Data Collection by Size of Agency		
			Data Elements Needed	Possible Data Source/ Technology			Large	Medium	Small
Maximize and preserve the existing transportation system		Average age of fleet (in years)	Age of each vehicle in the fleet (year of manufacture)	Manual counting, In-house documents, including fleet data	Summation of fleet age/ fleet size	Measures reliability/ condition of fleet			
		Percent of fleet exceeding design lifespan	Fleet size	Manual counting, In-house documents, including fleet data	$(\text{Fleet size exceeding design lifespan}/ \text{fleet size}) * 100$	Reflects immediate needs such as for maintenance of existing vehicles or acquisition of new vehicles			
			Design lifespan of each vehicle in the fleet	Set by FDOT based on FTA guidelines					
		Percent preventative maintenance performed on schedule	Ontime preventative maintenance	Manual counting, In-house documents, including fleet data, maintenance logs	$(\text{Preventative maintenance performed on schedule}/ (\text{preventative maintenance performed early} + \text{on-time} + \text{late})) * 100$	Reflects regularity and ability to properly maintain assets			
			Total preventative maintenance	Manual counting, In-house documents, including fleet data, maintenance logs					
SGR backlog as percent of annual budget		SGR backlog amount	Manual counting, In-house documents, including fleet data, maintenance logs	$(\text{SGR backlog amount}/ \text{Annual budget}) * 100$	Reflects the size of the deferred maintenance problem				
			Annual budget						Inhouse documents, including financial data
Ensure the long-term viability and stability of the service	Vehicle Utilization, Asset Management and State of Good Repair	Missed trips due to operation failures	Missed trips due to operation failures	Schedule data, Manual counting, In-house documents, including fleet data, maintenance logs	Number of missed trips due to operation failures	Reflects maintenance quality as well as loss in revenue and service shortage due to operation failures			
		Number of repeat breakdowns per month	Number of repeat breakdowns per month	Manual counting, In-house documents, including fleet data, maintenance logs	Number of repeat breakdowns per month	Reflects maintenance quality			
		Number of system failures	Number of system failures	Manual counting, In-house documents, including fleet data, maintenance logs	Number of system failures	Reflects immediate needs such as for maintenance			
		Revenue miles between failures	Revenue miles	Manual counting, In-house documents, including fleet data, maintenance logs	Revenue miles/ Total road calls	Reflects maintenance quality and asset condition; reflects passenger experience			
			Total number of failures	Schedule data, CAD, AVL					
		Revenue miles between road calls	Revenue miles	Schedule data, CAD, AVL	Revenue miles/ Total road calls	Reflects maintenance quality and asset condition; reflects passenger experience			
			Total road calls	Manual counting, In-house documents, including fleet data, maintenance logs					
		Spare ratio	Fleet size	Manual counting, In-house documents, including fleet data	$(\text{Fleet size} - \text{Vehicles operating in maximum service}) / \text{fleet size}$	Reflects service reliability, ensuring adequate service supply			
			Vehicles operated in maximum service	Schedule data, fleet data, CAD, AVL					
		Total road calls	Total road calls	Manual counting, In-house documents, including fleet data, maintenance logs	Total road calls	Reflects service monitoring and maintenance quality			
Enhance multimodal connectivity and improve regional public transportation system		Number of locations where transfers can be made to other modes and transit operators	Number of locations where transfers can be made to other modes and transit operators	Manual counting, survey, ATSIM	Number of locations where transfers can be made to other modes and transit operators	Reflects availability of transit infrastructure that provides better intermodal and regional connectivity			
		Percent of stops meeting ADA accessibility standards	Total number of stops	Manual counting, survey, ATSIM	$(\text{Number of stops meeting ADA accessibility standards}/ \text{Total number of stops}) * 100$	Reflects compliance of transit stops and infrastructure with ADA			
			Stops that meet ADA accessible standards	Manual counting, survey, ATSIM					
		Percent of stops with shelters and benches	Total number of stops	Manual counting, survey, ATSIM	$(\text{Number of stops with shelters and benches}/ \text{Total number of stops}) * 100$	Reflects availability of transit stop facilities and their amenities			
Stops with shelter and benches	Manual counting, survey, ATSIM								

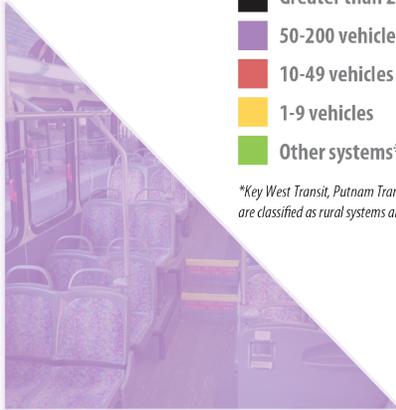


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