



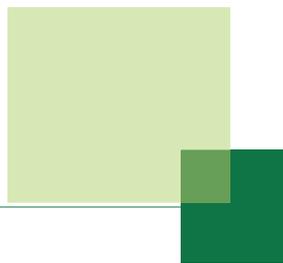
## Annual Report 2010-2011



# MISSION STATEMENT

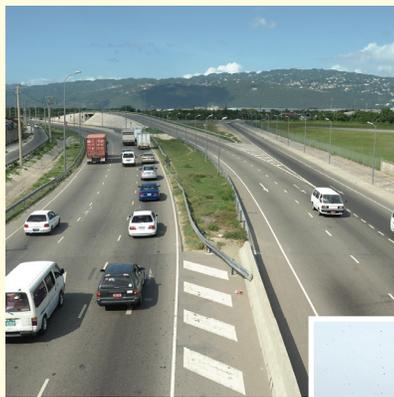
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*Our Mission is to ensure that Jamaica's toll roads are effectively and efficiently developed and managed in accordance with agreed performance and safety standards, service levels and practices and assist in creating an enabling environment for all stakeholders.*



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# List of Directors and Corporate Data

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## Directors

Mr. Ferris J. Ziadie – Chairman  
Mr. Fitzbert Mattis  
Mrs. Paula Fletcher  
Mr. David Lazarus  
Mr. Hugh Faulkner  
Dr. Janine Dawkins  
Mr. Stanhope Porteous  
Ms. Daphne Taylor  
Mr. Patrick Rose  
Mr. Neville Marsh



## Management and Staff

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Mrs. Joan Fletcher – Toll Administrator/CEO  
Mr. Graeme Patrick – Senior Toll Inspector  
Ms. Laura McPherson – Administrative Secretary

## Offices

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### Development Bank Building

11a-15 Oxford Road  
Kingston 5  
Tel: (929) 5119  
Fax: (929) 1612  
Toll free: 1-888-991-4692  
Website: [www.tollauthority.gov.jm](http://www.tollauthority.gov.jm)  
Email: [tollauthority@mtw.gov.jm](mailto:tollauthority@mtw.gov.jm)

## MESSAGE FROM THE MINISTER



Since the advent of toll roads in Jamaica, motorists have become accustomed to economic, hassle free travel, courtesy of these corridors. This, in turn has resulted in the country being the beneficiary of increased production earned from workers spending less time in traffic and more in the engagement of productive pursuits.

In all of this, the Toll Authority has been playing a pivotal role in guiding and monitoring the operations of the Toll Roads. To date, there are three operational toll roads in Jamaica – the Vineyards, Portmore and Spanish Town and currently, the leg of Highway 2000 from Sandy Bay to May Pen and the North/South links which are under construction to include other Toll Plazas.

During the 2010/2011 period, the Authority has worked with other stakeholders such as the Police, the National Works Agency (NWA), the National Road Operating and Constructing Company (NROCC), etc to increase the efficiency of our toll roads. To this end, we have facilitated repairs to aspects of the toll road such as the toll road settlement and raveling, cleaning of drains as well as carrying out of bi-annual inspections of bridges. There is no doubt that many challenges have faced us during the period but through creative use of resources, we have been able to weather the storm.

Let me congratulate the Authority for steadfastly adhering to its mandate of ensuring that we have a safe and reliable toll road for its users. I am very pleased with its operations and even though there is much room for improvement, I am encouraged by the fact that there is a willingness to work in the interest of achieving solutions.

Here's to an even better year ahead!

A handwritten signature in black ink, appearing to read 'M. Henry', written over a horizontal line.

**Michael Henry**  
Ministry of Transport and Works

# Report of the Board of Directors

## Monitoring and Inspection

### Monitoring

#### Usage of the Toll road and Toll increase

During the year under review, the Authority continued to keenly monitor the usage of the toll road. As customary, Portmore toll road accounted for the greatest vehicular usage with Vineyards and Spanish Town ranking second and third respectively.

See Table 1 below which provides the average daily traffic by plazas and class.

**Table 1 – Daily Average Traffic by Plaza & Class**

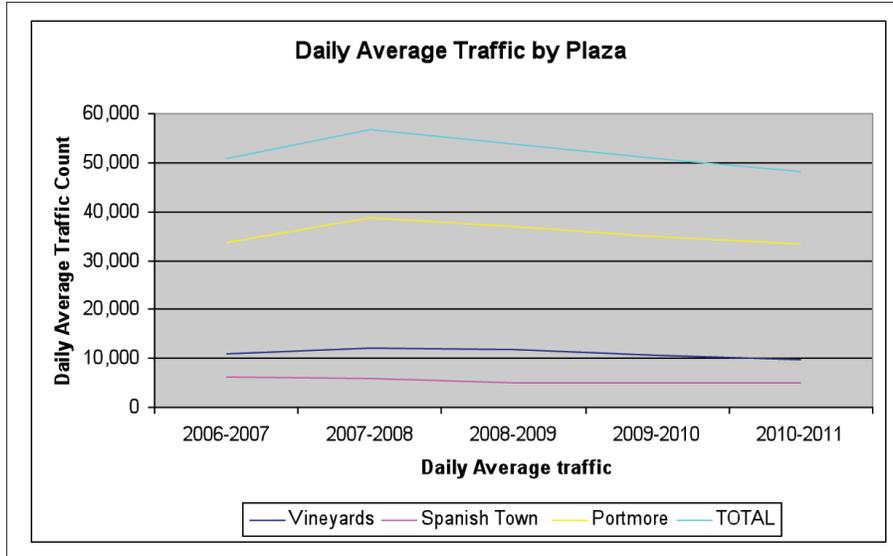
<b>Daily Average Traffic by Plaza &amp; Class</b>			
<b>PLAZA</b>			
<b>Vehicle Category</b>	<b>Portmore</b>	<b>Vineyards</b>	<b>Spanish Town</b>
<b>Class 1</b>	26,492	7,050	4,125
<b>Class 2</b>	4,507	2,144	885
<b>Class 3</b>	2,255	599	115
<b>Total</b>	<b>33,254</b>	<b>9,793</b>	<b>5,125</b>

The 2010/2011 year's usage data was also compared with the previous years and it reveals that the overall decline, which started in 2008/2009 continued through to the current financial year. Table 2 below provides the comparative usage data for the years 2006/2007 to 2010/2011. The figures for 2010/2011, when compared with that of the previous year, reveals that there was a 5% reduction in usage during the year under review with 48,172 in 2010/2011 and 50,708 in 2009/2010. The percentage reduction during this period however, is less than that of the previous period which stood at 5.9%. See also Chart 1 overleaf for the details.

**Table 2 – Daily Average Traffic by Plaza**

<b>Daily Average Traffic by Plaza</b>					
<b>PLAZA</b>	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Vineyards	11,051	12,118	11,722	10,674	9,793
Spanish Town	6,130	5,906	5,169	5,028	5,125
Portmore	33,611	38,627	37,025	35,006	33,254
<b>TOTAL</b>	<b>50,792</b>	<b>56,651</b>	<b>53,916</b>	<b>50,708</b>	<b>48,172</b>

Chart 1 – Daily Average Traffic by Plaza



A comparative analysis was also done by vehicular classification. Table 3 below which shows the overall toll road usage for the last three years by classes reveals that there has been a consistent reduction for classes 1 and 2 with a slight increase in class 3 for the 2010/2011 period.

Several public relations and customer driven strategies are planned for implementation within the first quarter of the 2011-2012 period, by the concessionaire. It is hoped that these measures will curtail or arrest this fall out in usage.

Table 3 – Daily Average Traffic by Class

Daily Average Traffic by Class				
Vehicle Category	Vehicle Description	Daily Average Traffic		
		2008-2009	2009-2010	2010-2011
Class 1	Less than 1.7m high	42,388	39,992	37,666
Class 2	More than 1.7m high, but less than 5.5m long	8,365	7,831	7,536
Class 3	More than 1.7m high and more than 5.5m long	3,161	2,885	2,969
<b>All Classes</b>		<b>53,914</b>	<b>50,708</b>	<b>48,171</b>

Notwithstanding the overall decline in usage, Table 4 overleaf reveals that there has been a consistent growth in income.

**Table 4 – Total Monthly income for the Toll Roads**

<b>Total Monthly Income for the Toll Roads</b>			
<b>MONTH</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
<b>April</b>	\$186,811,360.00	\$232,321,290.00	\$242,721,460.00
<b>May</b>	\$188,423,260.00	\$231,035,340.00	\$221,129,710.00
<b>June</b>	\$179,518,350.00	\$230,318,040.00	\$239,126,310.00
<b>July</b>	\$170,634,440.00	\$242,524,810.00	\$259,311,330.00
<b>August</b>	\$207,580,200.00	\$232,779,250.00	\$249,369,290.00
<b>September</b>	\$219,011,140.00	\$239,121,130.00	\$239,999,430.00
<b>October</b>	\$226,711,080.00	\$249,664,970.00	\$271,609,730.00
<b>November</b>	\$223,370,300.00	\$247,609,050.00	\$252,144,340.00
<b>December</b>	\$262,973,820.00	\$282,869,720.00	\$286,890,040.00
<b>January</b>	\$246,289,190.00	\$252,106,340.00	\$265,671,370.00
<b>February</b>	\$216,368,430.00	\$223,101,980.00	\$234,842,369.00
<b>March</b>	\$242,408,650.00	\$259,022,070.00	\$261,419,120.00
<b>Total</b>	<b>\$2,570,100,220.00</b>	<b>\$2,922,473,990.00</b>	<b>\$ 3,024,234,499.00</b>

**Toll Road Safety**

The safety of the toll road was also monitored during the year. The number of collisions for the period caused some concerns as it increased by 30%, with a total of 280 compared to 214 for the previous period. Table 5 reveals that when a comparison is made of the last four years, 2010-2011 was the worst year in terms of collision levels, though the best in terms of reported fatalities.

**Table 5 – Collisions**

<b>Classification of Collisions</b>	<b>Collisions</b>			
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>
Minor Accident	180	184	109	143
Major Accidents	43	36	105	137
<b>Total</b>	<b>223</b>	<b>220</b>	<b>214</b>	<b>280</b>

**Severity of Injuries**

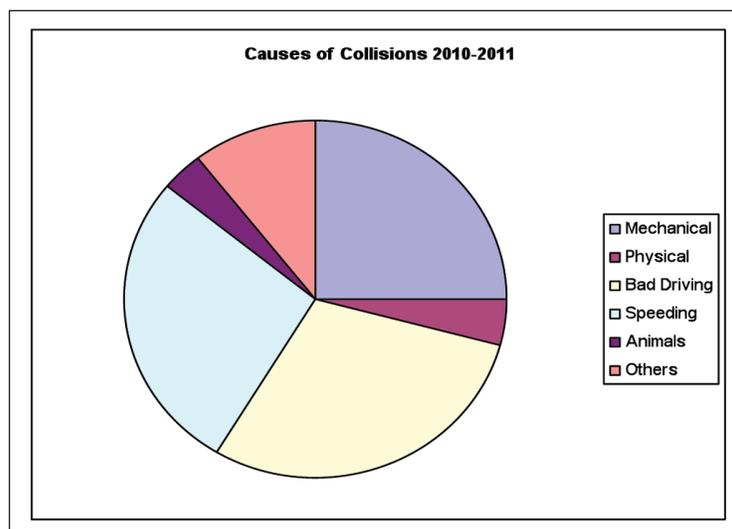
Light	42	53	34	32
Serious	43	44	45	29
Fatality	15	5	5	4

Table 6 and Chart 2 below provide the data and graphical display of the causes of collisions. Though bad driving and speeding are the main common causes for collisions during all four year periods, special note is made of a significant increase in mechanical problems during the 2010-2011 period.

**Table 6 – Causes of Collisions**

Cause of Collisions	Total			
	2007-2008	2008-2009	2009-2010	2010-2011
Mechanical Problems	36	36	38	67
Physical Conditions	20	8	14	11
Bad Driving	58	77	73	79
Speeding	40	85	84	73
Animals	2	3	6	10
Others	7	16	9	28

**Chart 2 – Causes of Collisions**



The presence and effectiveness of Police support, has implications for the issue of safety on the toll roads. It is the informed view of the Authority and other stakeholders that based on the rate and levels of incidences, there is enormous room for improved policing as there is great need for a reduction in the frequency of collisions and for ensuring the general safety of users of the toll road. For example, a fatality occurred due to individuals throwing stones from a bridge unto oncoming traffic; no one was apprehended for this act as the perpetrator had left the scene by the time the Police responded to the call. Though Trans Jamaican Highway is committed to identifying a technical solution which would assist in impeding the throwing of objects from the bridge, the Police assistance is not only critical in accosting the perpetrators but their presence will also act as a deterrent and thereby prevent or reduce reoccurrences.

Discussions with the Police continue and there is effort on their part to allocate the resources at their disposal as best as possible. However, it is the Authority's view that until a model which creates a police patrol unit that is exclusively attached to the toll road, the problem will continue.

### Maintenance Activities

Monitoring of the maintenance schedule and activities continued during the year. This involved the inspection and review of the Operator's timetable of programmed operational and maintenance activities against the actual works, reports and records of works. Overall, the Operator's performance and adherence to the schedule has been good.

# Inspections

Table 7 below provides the comparative data on the number of inspections for the 2010/2011 and 2009/2010 years. The year under review was extremely successful with regard to completing all the planned inspections thereby resulting in a 100% achievement of the targets.

**Table 7 – Inspection Programme**

Planned Programme	Inspections 2009/2010 Actual	Inspections 2010/2011			Target for upcoming 2011/2012
		Target	Actual	% Achieved	
Conduct routine inspection of infrastructure	33	72	72	100	72
Conduct service level reviews	11	12	12	100	12
Review Operator's report against observations	6	12	12	100	12
Inspection of employee safety practices	33	72	72	100	72
Inspect traffic control management and safety in the public domain	33	72	72	100	72
Review effectiveness of general safety systems and equipment	33	72	72	100	72
Investigate, verify and research claims and complaints - assist in initiating conciliation and resolution	3	ongoing	62		ongoing

Below is a summary of the most critical matters and issues observed or dealt with as a result of inspections during the year:

## 1. ROAD SURFACES

### Portmore Toll Road

- The Portmore toll road settlement and raveling were repaired as planned and outlined in the previous year's annual report of 2009/2010. The road markings were also completed with the exception of the reflector repairs.
- There however, remains a 'dip' (settlement) under Fort Augusta Bridge and at the Fort Augusta on-ramp; this is to be rectified within the first quarter of the 2011/2012 year.
- There is also a longitudinal crack on the Portmore toll road Westbound at about 0+300 km.

### Vineyards Toll Road

- There is a large stretch of minor settlement after the Vineyards toll plaza heading towards Clarendon.
- Three (3) areas were temporarily repaired on the Vineyards leg; these were badly finished and are to be revisited.
- Some longitudinal and edge cracking are also on the shoulder in the vicinity of the temporary repairs on Vineyards.

## 2. BRIDGES

- Structural problems at the Fort Augusta on-ramp are being monitored by TJH.
- Bi-annual inspection of bridges was carried out.

### 3. DRAINAGE STRUCTURES

- Drainage inspections were conducted in the last quarter of the year.
- The Toll Operator cleaned all drains within the limits of their responsibility; however areas beyond these points have not been cleaned by the relevant authorities, despite numerous requests for their cleaning. This failure has implications for flooding.

## Institutional Building

The Authority, through its Senior Inspector participated in the IBTTA "Operating and Maintaining Your Toll Facility" workshop in October 2010. The Authority gained invaluable information and insight which will assist in its monitoring and regulating functions.

## Human Resource

The Authority continues to carry out its mandate through its three staff members. All supporting functions continue to be provided through the Ministry of Transport and Works. Please see Appendix 1 and 2 which outlines the emoluments and compensation received by the Senior Executive and Members of the Board.

## Finance

Though the sum of \$13.3M was initially earmarked for the Authority for the financial year 2010-2011, \$11.5M was the sum which was actually allocated by the Ministry of Finance and the Public Service. This sum permitted expenditure only on the basic items and several plans has had to be deferred until funds become available.

Of the \$11.5M allocated, \$10.8M was expended with a balance of \$697,889.52 remaining. Reference may be made to Appendix 1 and 2 and the attached Trial Balance and Statement of Expenditure for details.

For the upcoming year the Authority requires a minimum of 100% increase in allocations in the sum for the purchase of goods and services and a 50% increase in the sum allocated for travel expenses.



Mr. Ferris J. Ziadie, Chairman

## APPENDIX 1: Compensation Senior Executives - 2010/2011

Position of Senior Executive	Year	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	09/10	3,277,109.36	-	796,500	-	-	-	4,073,609.36
Senior Inspector	09/10	1,381,466.24	-	425,152.70	-	-	-	1,806,618.94

## APPENDIX 2: Compensation for Board Members - 2010/2011

Board Member	Position of Director	Fees	Motor Vehicle Upkeep/Travelling or Value of Assigned Motor Vehicle	Honoraria	All Other Compensation including Non-Cash Benefits as Applicable	Total
Ferris Ziadie	Board Chairman	21,375.00	N/A	N/A	N/A	21,375.00
Janine Dawkins	Board Member and Chairperson for the Operations Committee and Member of the Legal Committee	26,625.00	N/A	N/A	N/A	26,625.00
Hugh Faulkner	Board Member and Chairperson for the Legal Committee	29,250.00	N/A	N/A	N/A	29,250.00
Paula Fletcher	Board Member and Chairperson for the PR Committee and Member of the Audit Committee	8,250.00	N/A	N/A	N/A	8,250.00
Patrick Rose	Board Member and Member of the Operations Committee	18,750.00	N/A	N/A	N/A	18,750.00
Fitzbert Mattis	Board Member and Chairperson for the Finance Committee	22,875.00	N/A	N/A	N/A	22,875.00
Neville Marsh	Board Member and Chairperson for the Audit Committee	8,250.00	N/A	N/A	N/A	8,250.00
David Lazarus	Board Member and Member of the Audit Committee	8,250.00	N/A	N/A	N/A	8,250.00
Daphne Taylor	Board Member and Member of the Operations Committee	9,375.00	N/A	N/A	N/A	9,375.00
Stanhope Porteous	Board Member and Member of the Finance Committee	17,625.00	N/A	N/A	N/A	17,625.00



6500 - Ministry of Transport & Works

### Trial Balance

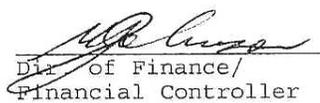
#### Summary

Financial years: 06 (06-2008/2009)  
Period Number: 1 (Close) To 12 (Close) (Apr 01 2010 - Mar 31 2011)  
Financial Pattern: 10 - Recurrent Voted

Function	18 - Roads	Sub-Function 00	-	Not Applicable
Programme	232 - Toll Road Authority	Sub-Programme 21	-	Direction and Administration
Project	0005- Toll Road Authority	Sub-Project		0000 - NA
Activity/Proj	00 -			

Acc#	Description	Debit	Credit
0002	Vote		J\$11,550,000.00
0003	Consolidated Fund	J\$11,550,000.00	
0027	Uncommitted Funds		J\$1,580,998.46
0028	Undischarged Commitment		J\$87,344.09
0029	Unspent Warrant	J\$1,668,342.55	
3002	Warrant Receivable Control		J\$2,752,870.16
3010	BANK ACCOUNT	J\$5,547,518.25*	
4001	Account Payable Control		J\$174,927.50
7001	Warrant Issued Control Ac		J\$11,232,812.00
8001	Expenditure Control Account	J\$10,857,110.48	
	Retained Earnings		J\$2,244,019.07
		J\$29,622,971.28	J\$29,622,971.28

  
Accountant

  
Dir. of Finance/  
Financial Controller

  
Accounting Officer

Date: 21/12/11

Date: 21/12/11

Date: 21/12/11

Note: \*Balance surrendered at end of Financial Year to Consolidated Fund.



6500 - Ministry of Transport & Works

FS6 - Statement of Expenditure by Objects - Selected Items ONLY

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Financial Years : 06 (08-2010/2011) Financial Pattern : 10 - Recurrent Voted  
Period Number: 1 (Close) To : 12 (Close) (Apr 01 2010 - Mar 31 2011)

Function Sub-Function Programme Activity/Proj Det. Sub-Act	Code	Description	Approved Vote 1	Warrant Allocate To Date 2	Month Expense 3	YTD Expense 4	Advance 5	Un-Discharged Commitment 6	YTD Exp & Adv Un-Disc. CDM. 7=(4+5+6)	UnComit Warr. 8=(2-7)	Bal on Vote 9=(1-7)
Total for Object	21		00.00	00.00	00.00	00.00	00.00	00.00	00.00	00.00	00.00
Total for Det Sub Act			00.00	00.00	00.00	00.00	00.00	00.00	00.00	00.00	00.00
Total for Sub Object			00.00	00.00	00.00	00.00	00.00	00.00	00.00	00.00	00.00
Det. Sub-Act	00-NA										
Object	21	Compensation of Emp	6,981,000.00	6,981,000.00	693,289.71	6,784,172.48	00.00	00.00	6,784,172.48	196,827.52	196,827.52
Object	22	Travel Expenses & S	1,697,000.00	1,697,000.00	155,135.00	1,665,847.00	00.00	00.00	1,665,847.00	27,153.00	27,153.00
Object	23	Rental of Property,	1,185,000.00	1,185,000.00	89,250.58	1,080,023.80	00.00	00.00	1,080,023.80	104,976.20	104,976.20
Object	24	Public Utility Serv	552,000.00	552,000.00	26,530.51	535,576.68	00.00	00.00	535,576.68	17,423.32	17,423.32
Object	25	Purchase of Other G	1,133,000.00	1,133,000.00	37,387.75	787,490.52	-20,063.29	00.00	767,427.23	49,384.77	367,572.77
Total for Det Sub Act	00	NA	11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81
Total for Sub Activity	0000	NA	11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81
Total for Sub-Programme	0105	Direction and Admin	11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81
Total for Programme	212	Direction and Admin	11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81
Total for Sub-Function	012	Toll Road Authority	11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81
Total for Function	18	Not Applicable	11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81
Total for Fin. Pattern : 10 - Recurrent Voted			11,550,000.00	11,232,812.00	1,000,593.95	10,857,110.48	-20,063.29	00.00	10,837,047.19	395,764.81	712,952.81

Accounting Officer  
Date: 21/12/11

Financial Controller  
Date: 21/12/11

Accountant  
Date: 21/12/11

