

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

MEMORANDUM

DATE: August 25, 2014

TO: Central Florida Expressway Authority Board Members

FROM: Laura Kelley, Deputy Executive Director, Finance and Administration

COPIES: Joseph Berenis, P.E., Deputy Executive Director, Engineering,
Operations, Construction and Maintenance
Joseph A. Passiatore, General Counsel

SUBJECT: Policy Relating to the Position of Executive Director

The attached Resolution of the Central Florida Expressway Authority updates the required education and experience sections of the policy relating to the position of Executive Director, in accordance with Board direction provided at the August 14, 2014 Board Workshop. The policy has also been updated for the agency name change. Board approval is requested.

Resolution No. 2014-

A RESOLUTION OF THE CENTRAL FLORIDA EXPRESSWAY AUTHORITY (CFX), AMENDING THE POLICY RELATING TO THE POSITION OF EXECUTIVE DIRECTOR

WHEREAS, the Central Florida Expressway Authority (CFX) is Central Florida's regional expressway authority duly authorized by state law to maintain and operate an expressway system in Lake, Orange, Osceola and Seminole counties; and

WHEREAS, the Central Florida Expressway Authority has assumed the governance and control of the Orlando-Orange County Expressway Authority; and

WHEREAS, Florida Statutes 348.753 provides that the CFX may employ an Executive Director and determine the qualifications of such person; and

WHEREAS, the governing Board wishes to update the Executive Director Policy to reflect the transition from the Orlando-Orange County Expressway Authority to the Central Florida Expressway Authority; and

WHEREAS, the governing Board wishes to update the education and experience requirements of the Executive Director.

NOW, THEREFORE, BE IT RESOLVED BY THE CENTRAL FLORIDA EXPRESSWAY AUTHORITY, as follows:

Section 1. Job Description The job description attached hereto as Exhibit "A" setting forth the duties and responsibilities for the position of Executive Director is hereby formally adopted.

Section 2. Evaluation Process The evaluation process attached hereto as Exhibit "B" updating the Authority's name on the formal performance evaluation for the position of Executive Director, is hereby formally adopted.

Section 3. Codification This policy shall be codified in that section of the CFX Index of Policy and Procedures entitled "Executive" and designated as "EXEC-4".

Section 4. EFFECTIVE DATE This Resolution shall be effective immediately upon passage.

ADOPTED this 11th day of September, 2014.

ATTEST: _____
Darleen Mazzillo
Executive Assistant

Welton G. Cadwell
Chairman

Approved as to form and legality:

Joseph A. Passiatore
CFX General Counsel

Central Florida Expressway Authority
Position of Executive Director Policy

Policy EXEC - 4

Department: Executive

EXHIBIT "A"
CENTRAL FLORIDA EXPRESSWAY AUTHORITY
JOB DESCRIPTION

DATE: September 11, 2014

POSITION: Executive Director

DEPARTMENT: Executive

JOB SUMMARY

The Executive Director is the chief administrative and technical officer of the Agency and reports directly to the Authority Board. The Executive Director oversees all of the activities of the Agency and shall:

1. Provide the most convenient, safest and economical expressway possible with the limited resources allocated;
2. Establish and maintain effective communications with customers, Board members, employees, consultants and coordinating agencies;
3. Complete approved plans, programs and contracts as scheduled and budgeted;
4. Maximize benefits from funds expended; and
5. Fully implement the policies, systems, standards and specifications adopted by the Authority.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Identify policy and planning issues and make recommendations for Board consideration.
2. Prepare and recommend programs and finance plans for expressway expansions and improvements.
3. Prepare and recommend programs and budgets for the operation and maintenance of existing facilities.
4. Direct and control Authority operations in accordance with approved policies, plans, programs and budgets.
5. Prepare and distribute periodic status reports comparing planned and actual accomplishments to the Board.
6. Report problems and corrective actions taken to the Board.
7. Provide public information programs to communicate expressway activities to customers.
8. Establish and maintain communication and coordination with appropriate local, state and federal agencies.
9. Provide employees with work plans, programs, budgets and contracts.
10. Provide staff with timely decisions on policy, program and budget matters.
11. Provide adequate descriptions of staff responsibilities, authorities and scope of operations.
12. Approve contracts within the limits established by the Procurement Policy.
13. Provide the facilities and equipment needed for the effective day-to-day operation of the Authority's business.

MINIMUM EDUCATION, CERTIFICATION AND EXPERIENCE REQUIREMENTS

Education: Graduation from an accredited college or university with a Bachelor's Degree is required. A Master's degree is preferable.

Experience: 8 years of comprehensive executive management and finance experience.

Experience in toll operations, fixed guideway facilities, budgets, business, contract management, finance, economic development and transportation operations desired.

REQUIRED SPECIAL STRENGTHS

- Proven executive level manager with a strength in finance (both capital and operations)
- Effective operations and project management with both direct employees and consultants
- An effective agent on behalf of the Authority with a variety of critical stakeholders including other governmental agencies, businesses, community leaders, customers and the media
- Politically astute and sensitive,
- A visionary who is creative, innovative and proactive
- A strong customer focus
- Impeccable professional and personal ethics with a commitment to full transparency
- Excellent verbal and written communications skills, including public speaking,
- A skillful negotiator

Required to provide and maintain proof of a valid Florida's driver's license and car Insurance.

EXHIBIT "B"
EXECUTIVE DIRECTOR PERFORMANCE REVIEW

The evaluation will be conducted as follows:

Utilize the evaluation form attached. It contains nine columns, one for each Board member with seven categories for evaluation criteria, an area for comments regarding either specific positive attributes or negative concerns that may warrant action, and a section for comments and recommendations.

Forms will be prepared by the Human Resources Director and provided to each of the Board members for their input.

Once completed, the Human Resources Director will provide a summary of the evaluations by category, with averages provided as well as a summary of comments and suggestions as to potential merit increases. (Each category will be weighted with a total of 100 points for all categories and each evaluation will be between 1 and 10 with 1 being the lowest rating and 10 being the highest. A rating of 7 would indicate minimally acceptable performance.)

Upon completion of the evaluations, the Board will discuss the results and any action that is appropriate at the next regularly scheduled Board meeting.

This performance review shall take place at a minimum of once per year on the anniversary hire date of the individual serving as Executive Director or as soon thereafter as is practical.

The following are the definitions of the Key Task and Core Competency Categories.

Vision and Mission of the Board

Does the Executive Director (ED) work with the Board to develop a clear vision? Does the ED translate CFX missions into realistic goals and objectives? Does the ED work with both the Board and staff to develop a long-range plan? Does the ED understand what changes must take place for CFX to accomplish its mission and realize its goals?

Accomplishments of Management Objectives

Has the ED successfully cultivated a qualified senior staff and provided a model for effective behavior? Has the ED built morale among the staff? Has the ED ensured there are appropriate systems in place to facilitate day-to-day operations, including education and outreach, policy development, administration and operations, and resource development?

Fiscal Management

Is the ED knowledgeable regarding financial planning, budgeting, and management of the system's finances? Does the ED understand the overall financial picture? Have strategic and operational planning been linked to the budgeting process? Is there clear and accurate communication of all accounting and financial issues to the Board?

Operations Management

Does the ED have adequate knowledge to effectively operate CFX? Is there a sound risk management system in place? Are there appropriate policies for personnel and staffing? Is CFX in compliance with all legal and regulatory requirements?

Board/Staff Relationship

Is there an appropriate level of dialogue between the ED and both the Board and staff to ensure the Board maintains a good knowledge of the CFX? Has the ED ensured there is an effective and collegial working relationship between staff and Board members?

External Liaison and Public Image

Does the ED maintain a positive professional image in the community and act as an ambassador? Does the ED cultivate effective relationships with community and business leaders, customers, public officials, and relevant professional organizations? Is the ED an articulate and knowledgeable spokesperson for CFX? Is the ED knowledgeable about the public policy dimension of CFX?

Performance Measures

Has the ED worked effectively to enable CFX to satisfy the performance objectives of the Florida Transportation Commission as set forth on the attached matrix?

CFX Executive Director Performance Evaluation

Scoring Matrix

Date: _____

| KEY TASK AND COMPETENCY | MAX POINTS | BOARD MEMBERS | | | | | | | | | | AVERAGE |
|---|---------------|---------------|--|--|--|--|--|--|--|--|--|---------|
| | | | | | | | | | | | | |
| Vision and Mission of the Board | 10 | | | | | | | | | | | |
| Accomplishment of Management Objectives | 10 | | | | | | | | | | | |
| Fiscal Management | 10 | | | | | | | | | | | |
| Operations Management | 10 | | | | | | | | | | | |
| Board Staff Relationship | 10 | | | | | | | | | | | |
| External Liaison and Public Image | 10 | | | | | | | | | | | |
| Performance Measures | 40 | | | | | | | | | | | |
| TOTAL AVERAGE | | | | | | | | | | | | |

COMMENTS ON SPECIFIC ASPECTS OF PERFORMANCE:

COMMENTS AND RECOMMENDATIONS FOR MERIT INCREASE OR OTHER ACTION:

Evaluation Rating Scale

- 1.0 - 6.0 Performance is consistently below expectations
- 6.1 - 7.0 Performance sometimes meets expectations and needs improvement
- 7.1 - 8.0 Performance consistently achieves minimal expectations
- 8.1 - 9.0 Performance often exceeds expectations
- 9.1 - 10.0 Performance far exceeds expectations

Florida Transportation Commission Performance Objectives
Fiscal Year 20XX Results

| MEASURE | DETAIL | OBJECTIVE | CFX PERFORMANCE | MAXIMUM POINTS | POINTS ALLOCATED |
|---|--|----------------------------|-----------------|----------------|------------------|
| 1 Maintenance Condition Rating | Condition Rating of at Least 90 | ≥ 90 | | 2.353 | |
| 2 Pavement Condition rating | % of Lane Miles Rated Excellent or Good | > 85% | | 2.353 | |
| 3 Bridge Condition Rating | % of Bridge Structures Rated Excellent or Good | > 95% | | 2.353 | |
| 4 Bridges with Weight Restrictions | % of Bridge Structures with Posted Weight Restrictions | 0% | | 2.353 | |
| 5 Toll Collection Transactions | Number of Electronic Transactions as a % of Total Transactions | > 75% by 6/30/2012 | | 2.353 | |
| 6 Revenue Variance | Actual Revenue Variance without Recovery of Fines | < 4% | | 2.353 | |
| 7 Safety | Fatalities per 100 million Vehicle Miles Traveled for previous CY | > 10% below 5 yr ave (.49) | | 2.353 | |
| 8 Customer Service | % of Customers Satisfied with Level of Service (bi-annual survey) | > 90% | | 2.353 | |
| 9 Consultant Contract Cost | % of Increase from Original Award to Final Cost | < 5% | | 2.353 | |
| 10 Construction Contract Time | % of Contracts Completed Within 20% of Original Contract Time | ≥ 80% | | 2.353 | |
| 11 Construction Contract Cost | % of Contracts Completed Within 10% Above Original Amount | ≥ 90% | | 2.353 | |
| 12 Cost to Collect a Toll Transaction | Cost to Collect excluding Indirect Costs, Patrol, Interest and Dep'n | ≤ 16¢ | | 2.353 | |
| 13 Annual OM&A Variance | Variance Between Forecast OM&A to Actual OM&A | < 110% | | 2.353 | |
| 14 M/WBE Participation | M/WBE Participation as a % of Total Commitments (Agency Target 15%) | (> 90% of Target) 13.5% | | 2.353 | |
| 15 Debt Service Coverage - Bonded/Commercial Debt | [(Revenues-Interest)-(Toll O&M Exp)]/All Scheduled Debt Service | > 1.5 | | 2.353 | |
| 16 Debt Service Coverage - Comprehensive Debt | [(Revenues-Interest)-(Toll O&M Exp)]/All Debt | > 1.2 | | 2.353 | |
| 17 Authority Debt Service Coverage Compliance | Compliance with Bond Covenants for Debt Service Coverage | Yes | | 2.353 | |
| Total Points Allocated (Maximum 40 Total Points) | | | | 40 | 0.00 |

Percentage of Points Earned 0%

Note: CFX Performance column reflects actual results for the Fiscal Year reported by the Florida Transportation Commission.