

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

AGENDA CENTRAL FLORIDA EXPRESSWAY AUTHORITY FINANCE COMMITTEE MEETING April 3, 2017 1:00 PM Pelican Room #107

1. CALL TO ORDER
2. PUBLIC COMMENT - Pursuant to Florida Statute 286.0114 (2013) the Finance Committee will allow public comment on any matter either identified on this meeting agenda as requiring action, or anticipated to come before the Committee for action in reasonable proximity to this meeting. Speakers shall be limited to three minutes per person and the assignment of one person's time to another or designation of group spokesperson shall be allowed at the discretion of the Committee Chairman.
3. RECOGNITION OF MEMBER MICHAEL KUREK/ INTRODUCTION OF NEW MEMBER AMANDA CLAVIJO- Lisa Lumbard, CFO- Info Item
4. APPROVAL OF MINUTES – **Action Item** **TAB A**
 - A. September 19, 2016
5. RECOMMENDATION OF INVESTMENT ADVISOR – **Action Item** **TAB B**
6. RECOMMENDATION OF DRAFT FY 2018 OPERATIONS, MAINTENANCE AND ADMINISTRATION BUDGET AND DRAFT FY 2018 – FY 2022 WORK PLAN – **Action Item** **TAB C**
7. APPROVAL OF DEBT POLICY – **Action Item** **TAB D**
8. APPROVAL OF INTEREST RATE RISK MANAGEMENT POLICY – **Action Item** **TAB E**
9. OTHER BUSINESS
10. ADJOURNMENT

This meeting is open to the public.

Note: Any person who decides to appeal any decision made at this meeting will need record of the proceedings and for that purpose, may need to ensure that a verbatim record of the proceedings is made which includes the testimony any evidence upon which the appeal is to be based, per Florida Statute 286.0105.

In accordance with the Americans with Disabilities Act (ADA), if any person with a disability as defined by the ADA needs special accommodation to participate in this proceeding, then not later than two (2) business days prior to the proceeding, he or she should contact the Central Florida Expressway Authority at (407) 690-5000.

Persons who require translation services, which are provided at no cost, should contact CFX at (407) 690-5000 x5317 or by email at Iranetta.dennis@CFXway.com at least three business days prior to the event.

4974 ORL TOWER RD. ORLANDO, FL 32807 | PHONE: (407) 690-5000 | FAX: (407) 690-5011

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TAB A.

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

MINUTES
CENTRAL FLORIDA EXPRESSWAY AUTHORITY
FINANCE COMMITTEE MEETING
September 19, 2016
Location: Pelican Conference Room 107

Committee Members Present:

Steve Koontz, Lake County and Committee Chairman
Michael Kurek, Osceola County
Edward Bass, Seminole County
Chris McCullion, City of Orlando
Jason Bates, Citizen Representative
Kurt Peterson, Orange County

Also Present:

Ruth Valentin, Recording Secretary/Office Coordinator
Lisa Lumbard, Chief Financial Officer
Joseph Passiatore, General Counsel
Michael Carlisle, Director of Accounting and Finance
Aneth Williams, Director of Procurement
Hope Davidson, PFM
Brent Wilder, PFM
Steven Alexander, PFM
Sean Gannon, PFM
Lesley Allison, PFM
Sylvia Dunlap, NMC
Matt Williams, Bank of America Merrill Lynch
Ray Walls, Orange County
David Thornton, Wells Fargo
Todd Morley, Wells Fargo
Margaret Lezcano, Stifel
Randall Clement, Bryant Miller Olive P.A.
Charles Hawkins, P.A.

1. CALL TO ORDER

This meeting was called to order at 10:00 a.m. by Chairman Steve Koontz.

2. PUBLIC COMMENT

There was no public comment.

3. APPROVAL OF MINUTES

A motion was made by Mr. McCullion and seconded by Mr. Bass to approve the July 29, 2016 Finance Committee minutes as presented. The motion carried unanimously with six members voting AYE by voice vote.

4. INVESTMENT PORTFOLIO UPDATE-

Steven Alexander presented the Investment Performance Review and Lesley Allison presented the Florida Education Investment Trust Fund.

(This item was presented for information only. No formal committee action was taken.)

5. RECOMMENDATION OF BOND COUNSEL

Lisa Lumbar presented the recommendation of Bond Counsel.

A motion was made by Mr. Bates and seconded by Mr. Petersen to recommend to the Board Broad and Cassel, if they agree to Bryant Miller Olive's fee proposal. If they do not agree then Bryant Miller Olive will be recommended to the Board. The motion carried unanimously with six members voting AYE by voice vote.

6. OTHER BUSINESS

Brent Wilder provided an update on the refunding that was recommend at the last Finance Committee meeting.

7. ADJOURNMENT

The meeting adjourned at 10:30 a.m.

Minutes approved on _____, 2016


Pursuant to the Florida Public Records Law and CFX Records Management Policy, audio tapes of all Board and applicable Committee meetings are maintained and available upon request to the Custodian of Public Records at publicrecords@CFXway.com or 4974 ORL Tower Road, Orlando, FL 32807.

TAB B.

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

MEMORANDUM

TO: CFX Finance Committee Members

FROM: Lisa Lumbar, CFO 

DATE: March 30, 2017

SUBJECT: Recommendation of Investment Advisor

A Request for Proposals (RFP) from qualified firms to provide investment advisor services was advertised on January 22, 2017. Responses were received from three (3) firms by February 23, 2017, the deadline for submittal of Technical Proposals. Those firms were: Chandler Asset Management, PFM Asset Management and Public Trust Advisors.

The Evaluation Committee met on March 2, 2017 and after reviewing the Technical Proposals decided to shortlist all 3 firms and but waive the interview process.

On March 10, 2017 the Evaluation Committee met again to open the fee proposals and to decide the final ranking. The pricing was evaluated based on a portfolio of \$640 million comprised of capitalized interest accounts, debt service reserve accounts, construction fund accounts, a long term reserve account and a general reserve account. The combined scores for the Technical Proposals and Fee Proposals were calculated and resulted in the following ranking:

<u>Firm</u>	<u>Ranking</u>
PFM Asset Management, LLC	1
Public Trust Advisors	2
Chandler Asset Management	3

Attached you will find the minutes from the Evaluation Committee Meetings held on March 2, 2017 and March 10, 2017 along with the price proposals summary and scoring summary.

RFP-001244 Committee Meeting March 2, 2017 Minutes

Evaluation Committee for Investment Advisor Services; RFP-001244, held a duly noticed meeting on Thursday, March 2, 2017, commencing at 10:03 a.m. in the Starling Conference Room at the CFX Administrative Bldg., Orlando, Florida.

Committee Members:

Lisa Lombard, CFO
Michael Carlisle, Director of Accounting and Finance
Emily Rouse, Accounting Supervisor
Stephen Koontz, Chairman, Finance Committee

Other Attendees:

Aneth Williams, Director of Procurement

Discussion and Motions:

Aneth explained that today's meeting was to shortlist the firms, open the price proposals, if the Committee so desires, and finalize the evaluation, and make a recommendation to be presented to the Finance Committee for recommendation to the Board.

Evaluation Portion:

The committee members individually scored the technical proposals and submitted them to Aneth. Aneth then tallied the score sheets utilizing the raw scores assigned by each committee member and averaged the raw scores for each Proposal received. Below are the results:

<u>Proposer</u>	<u>Total Raw Points</u>	<u>Average Points</u>
Chandler Asset Management	248	62
PFM Asset Management, LLC	272	68
Public Trust Advisors	243	60.75

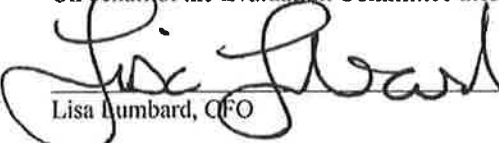
The Committee unanimously agreed to waive the interview process. Opening of the Fee Proposal and Final Ranking will be held on Friday, March 10, 2017 at 9 a.m. in the Pelican Conference Room at the CFX Administrative Bldg., Orlando, Florida.

There being no further business to come before the Committee, the meeting was adjourned at 10:30 a.m. These minutes are considered to be the official minutes of the Shortlist meeting by the Evaluation Committee held on Thursday, March 2, 2017.

Submitted by:


Aneth Williams, Director of Procurement

On behalf of the Evaluation Committee these minutes have been review and approved by:

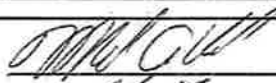
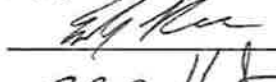
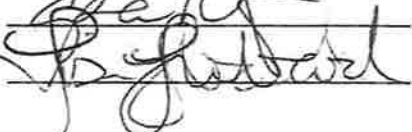
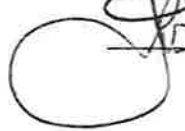

Lisa Lombard, CFO

CENTRAL FLORIDA EXPRESSWAY AUTHORITY
TECHNICAL AND PRICE PROPOSAL SCORING SUMMARY
INVESTMENT ADVISOR SERVICES; Contract No. 001244

EVALUATOR	CHANDLER ASSET MANAGEMENT		PFM		PUBLIC TRUST ADVISORS					
	TECHNICAL	PRICE	TECHNICAL	PRICE	TECHNICAL	PRICE	TECHNICAL	PRICE	TECHNICAL	PRICE
Lisa Lumbar	63		70		63					
Michael Carlisle	63		68		59					
Emily Rouse	67		69		67					
Stephen Koontz	55		65		54					
TOTAL	248		272		243		0			
AVG. TECH. POINTS	62.00		68.00		60.75		#DIV/0!			

PRICE PROPOSAL SUMMARY			POINT TOTALS AND FINAL RANKING				
PROPOSER	PROPOSAL AMOUNT	POINT VALUE	PROPOSER	TECHNICAL POINTS	PRICE POINTS	TOTAL POINTS	FINAL RANKING
CHANDLER ASSET MGMT		#DIV/0!	CHANDLER ASSET MGMT	62.00	#DIV/0!	#DIV/0!	#DIV/0!
PFM		#DIV/0!	PFM	68.00	#DIV/0!	#DIV/0!	#DIV/0!
PUBLIC TRUST ADVISORS		#DIV/0!	PUBLIC TRUST ADVISORS	60.75	#DIV/0!	#DIV/0!	#DIV/0!

Committee Members:

3/2/2017

3/2/2017

3/2/2017

3/2/2017

RFP-001244 Final Ranking Committee Meeting March 10, 2017 Minutes

Evaluation Committee for Investment Advisor Services; RFP-001244, held a duly noticed meeting on Friday, March 10, 2017, commencing at 9:05 a.m. in the Pelican Conference Room at the CFX Administrative Bldg., Orlando, Florida.

Committee Members:

Lisa Lombard, CFO
Michael Carlisle., Director of Accounting and Finance
Emily Rouse, Accounting Supervisor
Stephen Koontz, Chairman, Finance Committee

Other Attendees:

Aneth Williams, Director of Procurement

Discussion and Motions:

Aneth explained that today's meeting was to open the price proposals and finalize the evaluation, and make a recommendation to be presented to the Finance Committee for recommendation to the Board.

Pricing

Aneth opened the pricing proposals and scored the pricing proposals in accordance with the RFP requirements.

<u>Proposer</u>	<u>Total Price</u>	<u>Points</u>
Chandler Asset Management	\$831,000.00	14.30
PFM Asset Management, LLC	\$665,000.00	17.86
Public Trust Advisors	\$594,000.00	20.00

Total Points and Rankings

<u>Proposer</u>	<u>Tech. Points</u>	<u>Pricing Points</u>	<u>Total Points</u>	<u>Ranking</u>
Chandler Asset Management	62	14.30	76.30	3
PFM Asset Management, LLC	68	17.86	85.86	1
Public Trust Advisors	60.75	20.00	80.75	2

The Committee will make a recommendation to the Finance Committee at its next meeting on April 3, 2017, to approve the ranking and recommend award of the Contract to the top ranked Proposer, PFM Asset Management LLC. If the top ranked firm is unable to execute a Contract the recommendation of award will go to the second ranked Proposer.

There being no further business to come before the Committee, the meeting was adjourned at 9:30 a.m. These minutes are considered to be the official minutes of the opening of the Price Proposals and final evaluation by the Evaluation Committee at its meeting held Friday, March 10, 2017.

Submitted by: _____

Aneth Williams, Director of Procurement

On behalf of the Evaluation Committee these minutes have been review and approved by:

Lisa Lombard, CFO

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

TECHNICAL AND PRICE PROPOSAL SCORING SUMMARY

INVESTMENT ADVISOR SERVICES; Contract No. 001244

EVALUATOR	CHANDLER ASSET MANAGEMENT		PFM		PUBLIC TRUST ADVISORS					
	TECHNICAL	PRICE	TECHNICAL	PRICE	TECHNICAL	PRICE	TECHNICAL	PRICE	TECHNICAL	PRICE
Lisa Lumbard	63		70		63					
Michael Carlisle	63		68		59					
Emily Rouse	67		69		67					
Stephen Koontz	55		65		54					
TOTAL	248		272		243		0			
AVG. TECH. POINTS	62.00		68.00		60.75		#DIV/0!			

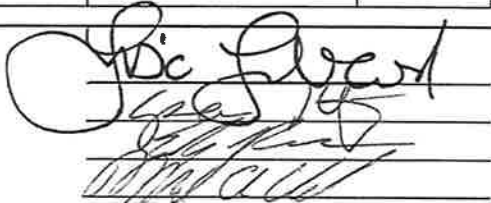
PRICE PROPOSAL SUMMARY

PROPOSER	PROPOSAL AMOUNT	POINT VALUE
CHANDLER ASSET MGMT	\$831,000.00	14.30
PFM	\$665,000.00	17.86
PUBLIC TRUST ADVISORS	\$594,000.00	20.00

POINT TOTALS AND FINAL RANKING

PROPOSER	TECHNICAL POINTS	PRICE POINTS	TOTAL POINTS	FINAL RANKING
CHANDLER ASSET MGMT	62.00	14.30	76.30	3
PFM	68.00	17.86	85.86	1
PUBLIC TRUST ADVISORS	60.75	20.00	80.75	2

Committee Members:



3/10/2017

3/10/2017

3/10/2017

3/10/2017

TAB C.

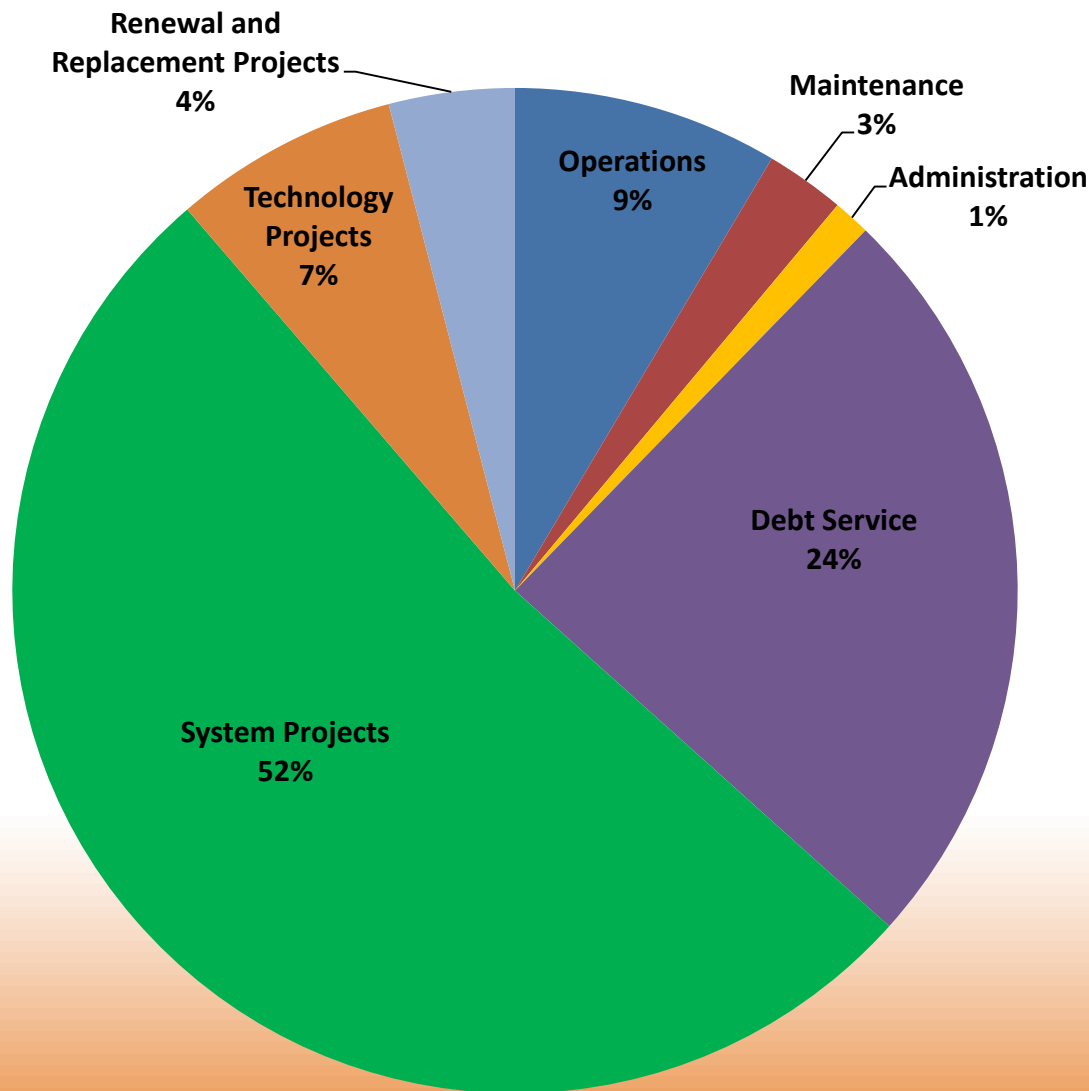


CENTRAL FLORIDA EXPRESSWAY AUTHORITY

DRAFT FY 2018 OPERATIONS, MAINTENANCE & ADMINISTRATION BUDGET
and
DRAFT FY 2018 - FY 2022 FIVE YEAR WORK PLAN
April 3, 2017



Total Proposed Spending for FY 2018





Projected Revenues

	<u>FY 2017</u>	<u>FY 2018</u>	<u>Change</u>	<u>%</u>
Tolls	\$392,100,000	\$430,500,000	\$38,400,000	9.8%
Fees	5,695,900	5,840,000	144,100	2.5%
Transponder Sales	488,767	226,460	(262,307)	-53.7%
Other Operating	1,408,974	1,399,646	(9,328)	-0.7%
Interest	2,446,481	3,118,625	672,144	27.5%
Miscellaneous	993,086	1,010,268	17,182	1.7%
Total Revenues	\$403,133,208	\$442,094,999	\$38,961,791	9.7%



Proposed Operations Budget

FY 2017 Budget	FY 2018 Budget	Change	%
\$52,180,152	\$57,219,317	\$5,039,166	9.7%

Cost Increases:

- IT
 - Contract personnel
 - Maintenance - Toll System Replacement
- Image Review
 - Increase in Pay-by-Plate Invoices
 - Opening of Wekiva Parkway
 - Increase in revenue covers the expenses
- Plazas
 - Full year of Reload Lanes
 - Maintenance - All Equipment
 - Facilities Maintenance
 - Insurance - Opening of Wekiva

Proposed Maintenance Budget

FY 2017 Budget	FY 2018 Budget	Change	%
\$17,131,201	\$17,804,909	\$673,708	3.9%

Cost Increases:

- Maintenance Administration
 - 2 New Positions
 - GEC Support
 - Contract Personnel - Security Guard
 - Motorist Service Patrol - Opening of Wekiva Parkway
- Traffic Operations
 - Overall Program Support and Maintenance
 - System Wide Deployment of Wrong Way Driving Detection Stations
 - Opening of Wekiva Parkway

Cost Decreases:

- Routine Maintenance
 - New Contracts



Proposed Administration Budget

FY 2017 Budget	FY 2018 Budget	Change	%
\$7,811,620	\$8,213,774	\$402,154	5.1%

Cost Increases:

➤ General

- Utilities
- Repairs and Maintenance - Software and Hardware
- Facilities Maintenance

➤ Records Management

- Reorganization of Department

➤ Construction Administration

- Reclassification of a position

Major OM&A Capital Items & Projects

Major Capital Items and Projects:

- IT equipment and software
- Purchase of four vehicles
- Data Collection Sensors software
- New timesheet software
- Changes to corporate website

Proposed OM&A Expenses

	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>	<u>Change</u>	<u>%</u>
Operations	\$52,180,152	\$57,219,317	\$5,039,165	9.7%
Maintenance	17,131,201	17,804,909	673,708	3.9%
Administration	7,811,620	8,213,774	402,154	5.1%
Other Operating	2,669,000	2,535,599	(133,401)	-5.0%
Total Budget	\$79,791,973	\$85,773,599	\$5,981,626	7.5%
OM&A Capital Expenditures	\$425,460	\$456,500	\$31,040	7.3%

Proposed OM&A Budget - Debt Service Ratio

	(in thousands)		
	FY 2016 Actual	FY 2017 Projected	FY 2018 Budgeted
Total Revenues	\$404,537	\$432,647	\$442,095
Total Expenses	62,553	76,789	85,774
OM&A Reserve Deposits	972	1,073	748
FDOT Advances	(7,699)	(6,543)	(7,279)
Net Revenues	\$348,711	\$361,328	\$362,852
Senior Debt Service Payments	\$143,882	\$166,105	\$162,955
Senior Debt Service Ratio	2.42	2.18	2.23



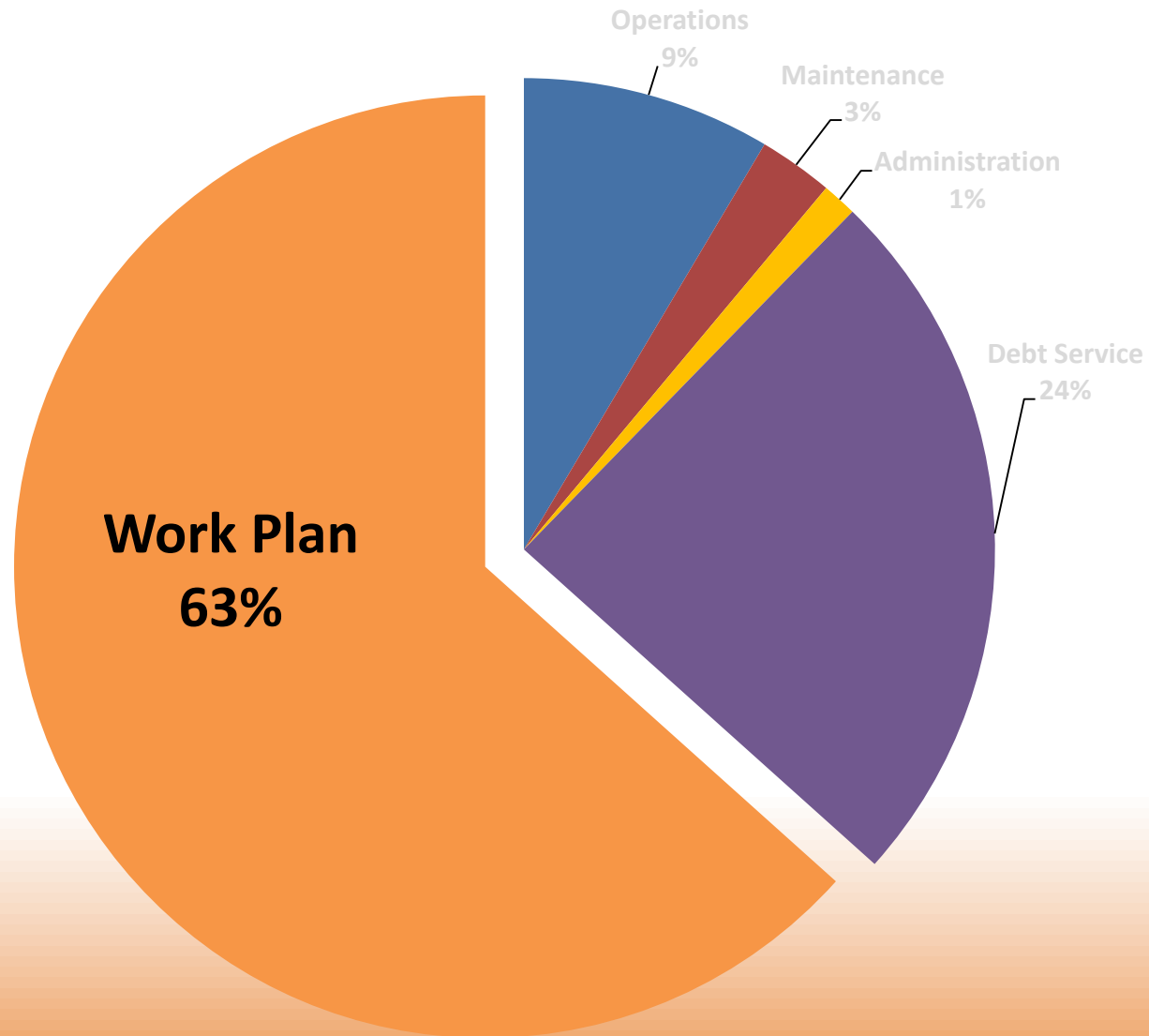
Proposed OM&A Budget - Goldenrod Extension

Goldenrod Budget

- Total operations and maintenance expense budget - \$459,786
- Toll revenue budget - \$2,000,000



Total Proposed Spending for FY 2018



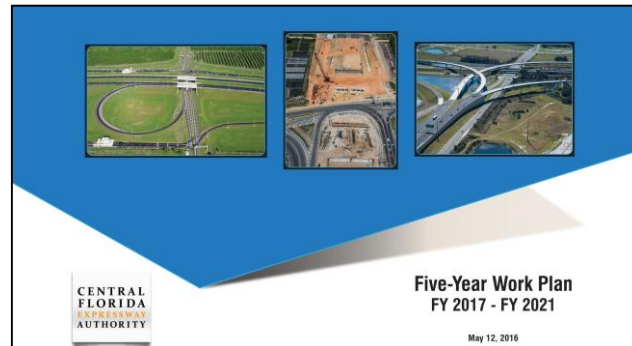
➤➤➤ Current Five-Year Work Plan

➤ Adopted May 2016

- \$1.36 B

➤ Major Accomplishments:

- SR 528 / Innovation Way Interchange
- SR 408 / SR 417 Interchange
- OCX Master Plan Concept Studies
- Toll System Upgrade
- Wrong-Way Driving Countermeasures
- Wekiva Parkway Sections 1A & 1B open to public



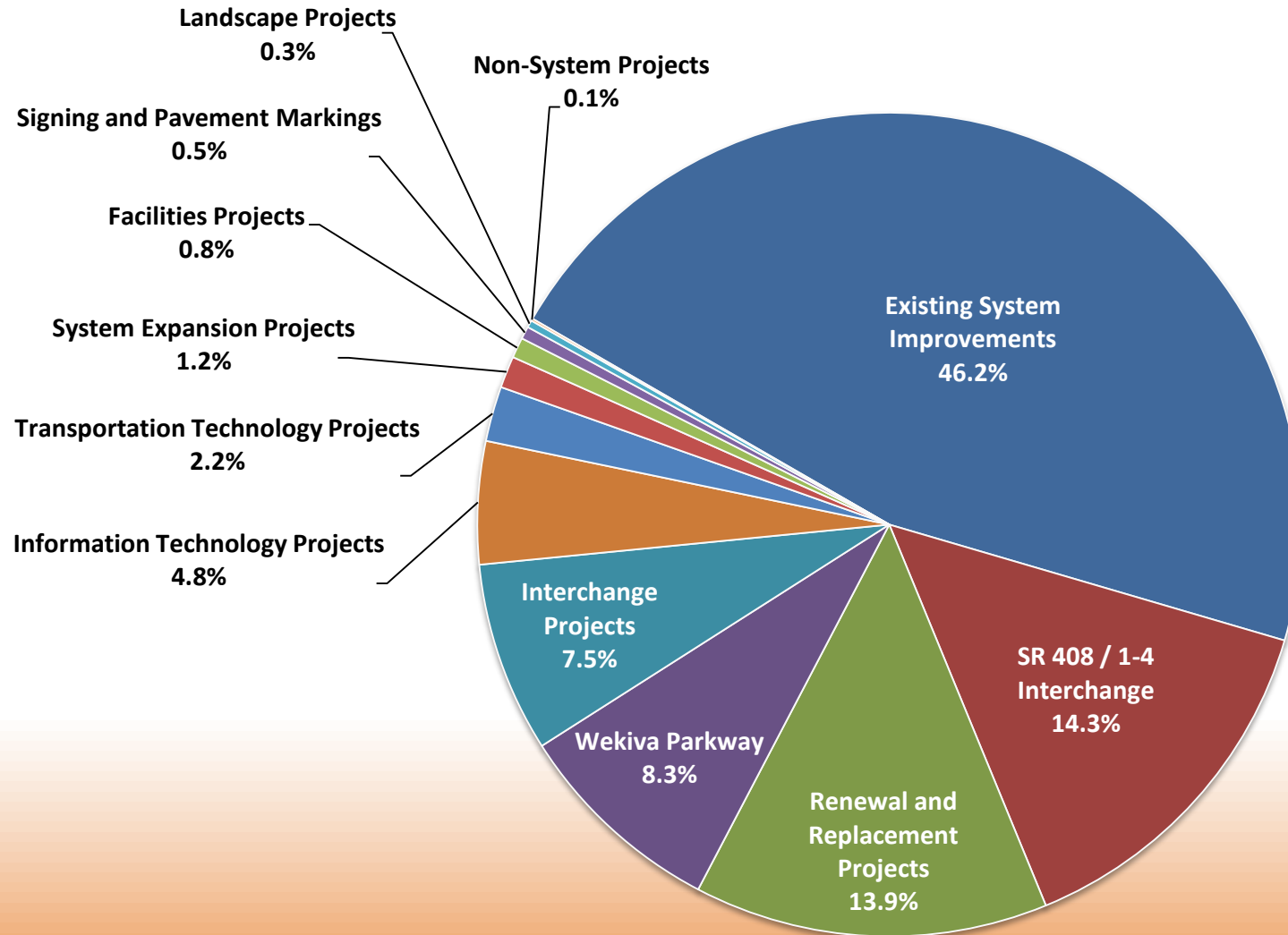


Draft FY 2018-2022 Work Plan

Project Cost Summary (\$000's)	Fiscal Year					Totals
	2017/18	2018/19	2019/20	2020/21	2021/22	
Existing System Improvements	88,108	111,573	195,550	187,902	171,941	755,074
System Expansion Projects	127,746	12,821	7,374	5,666	2,304	155,911
Interchange Projects	142,878	117,624	81,421	6,279	6,818	355,020
Facilities Projects	3,378	6,304	1,330	1,059	1,054	13,125
Transportation Technology Projects	5,811	16,121	5,228	4,183	3,909	35,252
Information Technology Projects	45,164	25,627	7,383	538	0	78,712
Signing and Pavement Markings	2,520	1,981	1,969	1,394	180	8,044
Renewal and Replacement Projects	31,850	96,118	34,880	40,463	23,574	226,885
Landscape Projects	810	805	1,435	810	805	4,665
Non-System Projects	715	690	0	0	0	1,405
TOTALS	448,980	389,664	336,570	248,294	210,585	1,634,094



Draft Plan Funding Distribution





Draft Plan Major Projects

- Capacity Improvements (\$681.3 M)
 - SR 408 from Good Homes to Hiawassee
 - SR 408 from SR 417 to Alafaya Trail
 - SR 417 from I-Drive to SR 528
 - SR 417 from Econ Trail to Seminole County Line
 - SR 429 from CR 535 to CR 437A
 - SR 528 from SR 436 to Goldenrod Road
 - SR 528 from Narcoossee Road to SR 417

Draft Plan Major Projects

➤ Interchange Projects (\$339.4 M)

- SR 408 / SR 417
 - Phase I Complete in Fall 2017
 - Phase II Complete in Summer 2019
- SR 528 / Innovation Way
- SR 408 / I-4 Ultimate

➤ Wekiva Parkway (\$69.7 M)

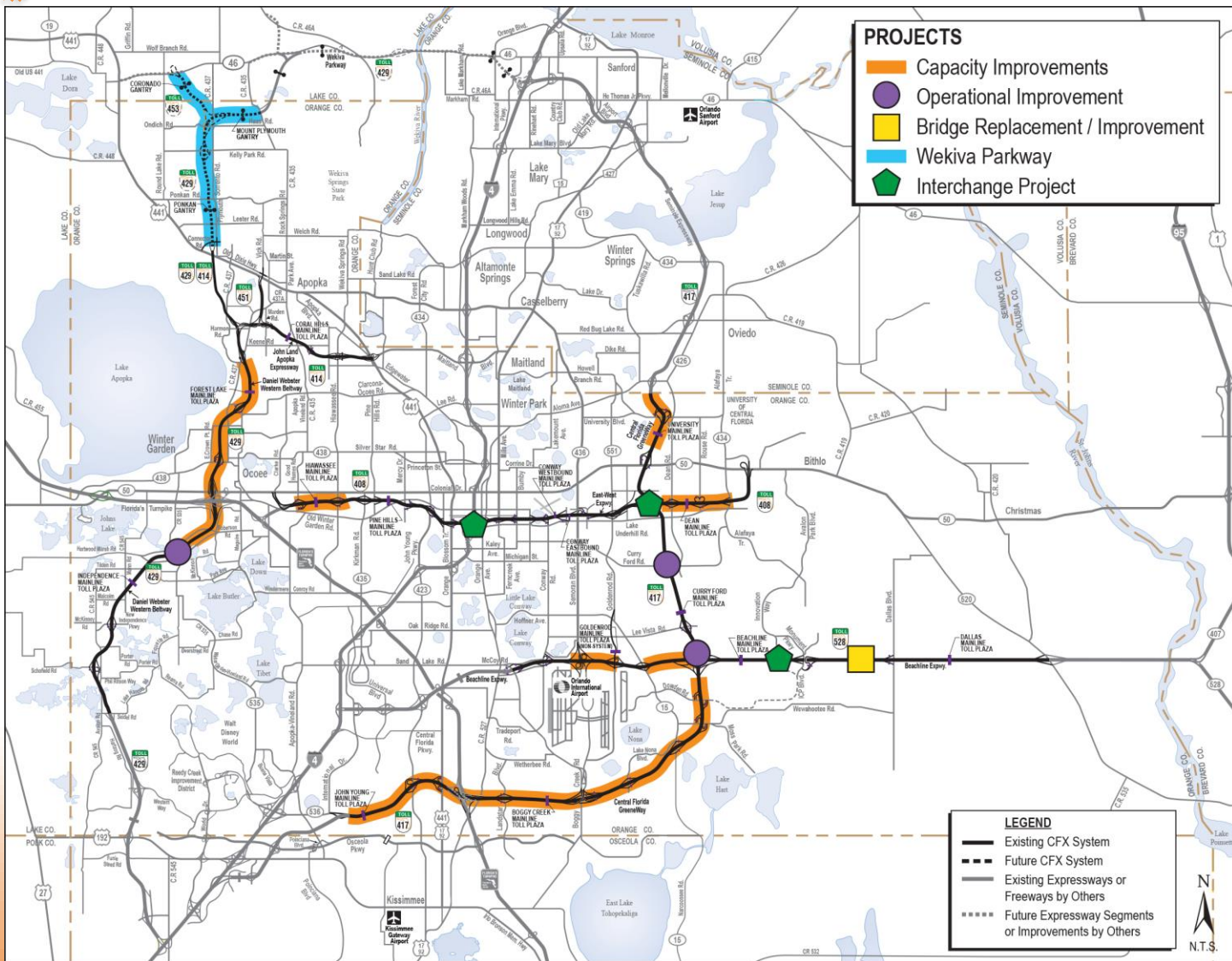
- US 441 to Kelly Park Complete in June 2017
- Kelly Park to SR 46 Complete in Spring 2018

Draft Plan Major Projects

- Milling & Resurfacing (\$192.5M)
- Toll Collection System Upgrade (\$52.0 M)
- E-PASS Update (\$19.6 M)
- Concept & Feasibility Studies for 2040 Master Plan Expansion Projects (\$19.5 M)
- Operational Improvements (\$15.4 M)
 - SR 417 SB to SR 528 WB Ramp Modification
 - CR 535 NB entrance ramp to SR 429 Modification
 - Curry Ford SB entrance ramp to SR 417 Modification



Draft Plan Major Projects



CENTRAL FLORIDA EXPRESSWAY AUTHORITY



CENTRAL FLORIDA EXPRESSWAY AUTHORITY



CAPITAL PLANNING MODEL ASSUMPTIONS

➤ Debt issuance assumptions are:

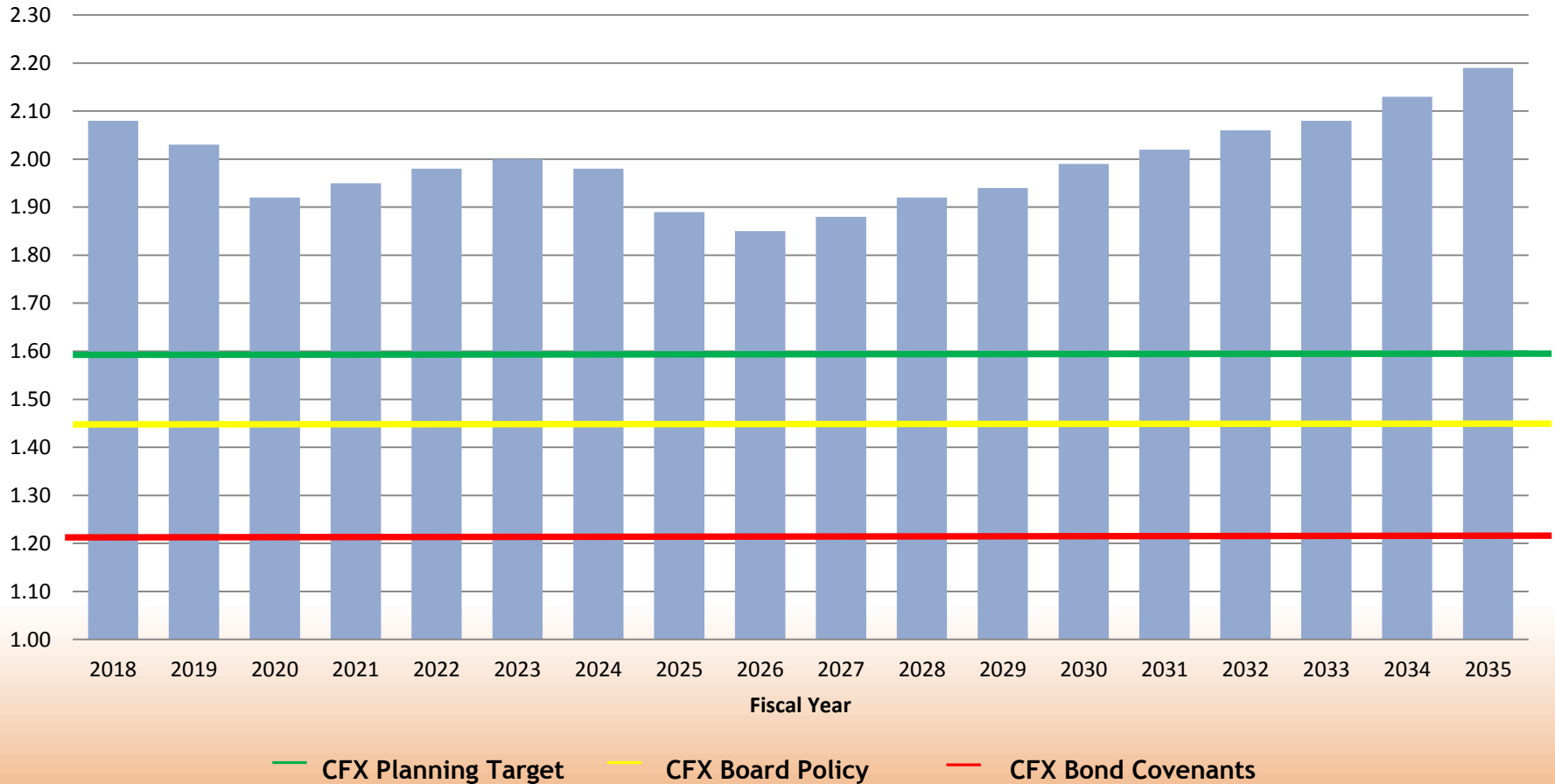
- 30-year, fixed rate bonds
- Interest rates
 - AAA Municipal Market Data as of 3/27/2017 plus 90 bps of credit spread (based on CFX's current credit ratings) and an additional 50 bps of cushion
 - additional 25 bps added per year for each future issuance
- Debt Service Ratio target of 1.60x (senior lien debt)
- Fully cash funded debt service reserve funds

CAPITAL PLANNING MODEL RESULTS

- Requires additional debt
 - Approximately \$835 million (FY18, FY19, FY20, FY22, FY24 and FY25)
 - Approximately 31% of project expenditures over the 10 year period
- Modeling updated
 - New bonds are issued
 - New major assumptions
- Debt coverage ratios meets 1.60 planning target

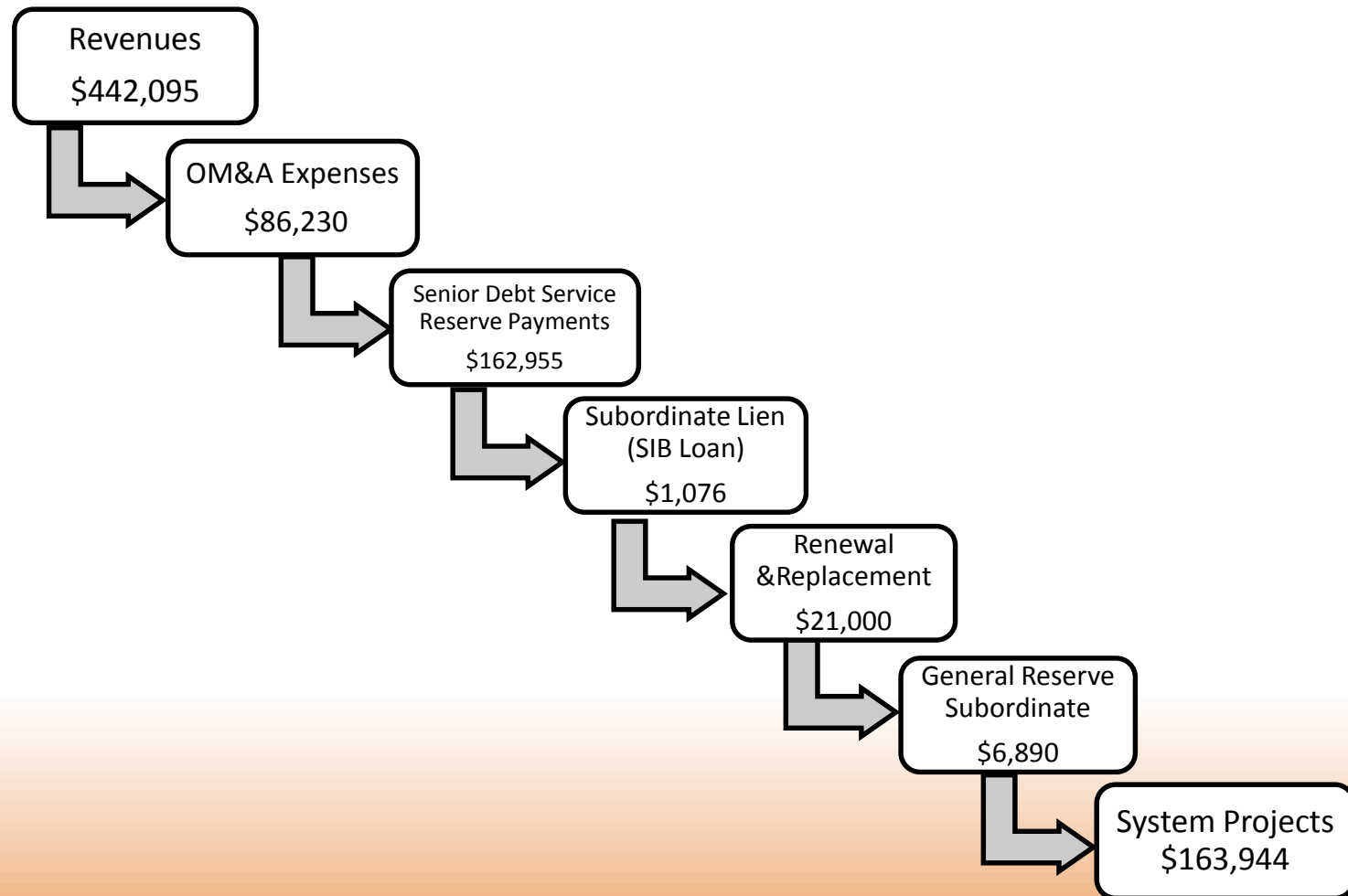


PROJECTED SENIOR LIEN COVERAGE RATIO





Flow of Funds In Thousands (\$000's)



Central Florida Expressway Authority
Calculation of the Composite Debt Service Ratio, as Defined
by the Bond Resolutions and Related Documents - Including Subordinate Coverage

	Budget 2017	Projected 2017	Budget 2018	\$ Inc (Decr) Over Budget	% Inc (Decr) Over Proj	% Ince (Decr) Over Budget
Revenues:						
Tolls	\$392,100,000	418,791,268	\$430,500,000	\$38,400,000	3%	10%
Fees Collected via Pay by Plate and UTC's	5,695,900	6,397,750	5,840,000	144,100	-9%	3%
Transponder sales	488,767	219,730	226,460	(262,307)	3%	-54%
Other Operating	1,408,974	1,344,915	1,399,646	(9,328)	4%	-1%
Interest	2,446,481	4,900,000	3,118,625	672,144	-36%	27%
Miscellaneous	993,086	992,898	1,010,268	17,182	2%	2%
Total revenues	403,133,208	432,646,561	442,094,999	38,961,791	2%	10%
Expenses:						
Operations	52,180,152	50,112,374	57,564,317	5,384,166	15%	10%
Maintenance	17,131,201	15,749,139	17,804,909	673,708	13%	4%
Administrative	7,811,620	6,867,974	8,213,774	402,154	20%	5%
Other Operating	2,669,000	4,059,114	2,535,599	(133,401)	-38%	-5%
Total expenses	79,791,972	76,788,601	86,118,600	6,326,627	12%	8%
Add deposits into OMA reserve	1,073,342	1,073,342	790,829	(282,513)	-26%	-26%
Less advances for operations and maintenance expenses received from the FDOT	(6,603,119)	(6,543,441)	(7,278,577)	(675,458)	11%	10%
Total Expenses and Deposits	74,262,195	71,318,503	79,630,851	5,368,656	12%	7%
Net revenues, as defined, plus payments received from the FDOT	328,871,013	361,328,058	362,464,148	33,593,135	0%	10%
Senior debt service payments*	166,105,477	166,105,477	162,955,205	(3,150,272)	-2%	-2%
Subordinate Lien (SIB Loan)	1,031,300	1,031,300	1,074,549	43,249	4%	4%
General Reserve subordinate payments	20,000,000	20,000,000	-	(20,000,000)	-100%	-100%
SunTrust Bank Loan Payment	6,644,722	6,644,722	6,890,416	245,694	4%	4%
Total debt payments plus FDOT repayments	193,781,499	193,781,499	170,920,170	(22,861,329)	-12%	-12%
Subordinate debt service ratio of net revenues to total debt paymen	1.70	1.86	2.12	0.42	14%	25.0%
Senior debt service ratio of net revenues to debt service	1.98	2.18	2.22	0.24	2.3%	12.3%

* Per Bond Resolution Calculation.

Central Florida Expressway Authority
Budgeted Flow of Funds - Including Subordinate Payments
On a Cash Flow Basis (Includes Capitalized Items)

	Budget 2017	Projected 2017	Budget 2018	\$ Inc (Decr) Over Budget	% Inc (Decr) Over Proj	% Ince (Decr) Over Budget
Revenues:						
Tolls	\$392,100,000	418,791,268	\$430,500,000	\$38,400,000	3%	10%
Fees Collected via Pay by Plate and UTC's	5,695,900	6,397,750	5,840,000	144,100	-9%	3%
Transponder sales	488,767	219,730	226,460	(262,307)	3%	-54%
Other Operating	1,408,974	1,344,915	1,399,646	(9,328)	4%	-1%
Interest	2,446,481	4,900,000	3,118,625	672,144	-36%	27%
Miscellaneous	993,086	992,898	1,010,268	17,182	2%	2%
Total revenues	403,133,208	432,646,561	442,094,999	38,961,791	2%	10%
Expenses:						
Operations	52,180,152	50,112,374	57,564,317	5,384,166	15%	10%
Maintenance	17,131,201	15,749,139	17,804,909	673,708	13%	4%
Administrative	7,811,620	6,867,974	8,213,774	402,154	20%	5%
Other Operating	2,669,000	4,059,114	2,535,599	(133,401)	-38%	-5%
Total expenses	79,791,972	76,788,601	86,118,600	6,326,627	12%	8%
Debt service payments	166,105,477	166,105,477	162,955,205	(3,150,272)	-2%	-2%
Subordinate Lien (SIB Loan)	1,031,300	1,031,300	1,074,549	43,249	4%	4%
General Reserve subordinate payments	20,000,000	20,000,000	-	(20,000,000)	-100%	-100%
SunTrust Bank Loan Payment	6,644,722	6,644,722	6,890,416	245,694	4%	4%
Renewal and Replacement Reserve	10,000,000	9,000,000	21,000,000	11,000,000	133%	110%
OM&A Capital Expenditures & Projects	425,460	191,357	456,500	31,040	139%	7%
Net Available for System Projects	\$119,134,277	\$152,885,104	\$163,599,729	\$44,465,453	7%	37%

Central Florida Expressway Authority
All Activities - Total By Line Item

Description	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2016 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
SALARIES & BENEFITS						
Salaries & Wages	\$ 5,335,280	\$ 4,925,578	\$ 5,490,408	\$ 155,128	11.5%	2.9%
Social Security and Medicare	368,127	346,453	392,192	24,065	13.2%	6.5%
Retirement Contributions -FRS	567,827	555,368	595,768	27,941	7.3%	4.9%
Life and Health Insurance	1,175,861	1,017,239	1,289,305	113,444	26.7%	9.6%
State Assessment	12,470	5,255	13,005	535	147.5%	4.3%
Workers' Compensation	44,706	61,861	52,298	7,591	-15.5%	17.0%
Reemployment Assistance Program	-	5,736	-	-	-100.0%	
Total Salaries & Benefits	7,504,271	6,917,490	7,832,976	328,704	13.2%	4.4%
OTHER						
Cost Of Transponders Sold - Sticker	766,360	820,000	844,600	78,240	3.0%	10.2%
Cost Of Transponders Sold - Hardcase	622,440	355,000	365,000	(257,440)	2.8%	-41.4%
Cost Of Transponders Sold - Bumper	37,313	8,300	8,722	(28,591)	5.1%	-76.6%
Interoperability Transaction Fee	6,363,187	5,302,656	5,500,000	(863,187)	3.7%	-13.6%
Professional Services	989,750	1,405,946	1,432,750	443,000	1.9%	44.8%
Legal Fees	200,000	150,000	200,000	-	33.3%	0.0%
Consultant Fees	420,684	397,368	441,229	20,545	11.0%	4.9%
Consultant Fees - Surveys	20,000	15,000	-	(20,000)	-100.0%	-100.0%
Maintenance Program Support	-	-	112,000	112,000		
Maintenance Program Support - ITS	969,983	969,983	1,020,000	50,017	5.2%	5.2%
Mitigation Maint. Support	500	-	-	(500)		-100.0%
FON Program Support	200,000	200,000	200,000	-	0.0%	0.0%
Pavement Management System	26,000	26,000	35,000	9,000	34.6%	34.6%
Auditing Fees	90,000	75,000	79,500	(10,500)	6.0%	-11.7%
Contract Personnel	8,648,800	7,249,000	9,854,625	1,205,825	35.9%	13.9%
Toll Plazas Salaries/Wages	8,911,651	8,911,651	10,172,024	1,260,373	14.1%	14.1%
Toll Plazas Other Direct Expenses	391,690	387,818	433,852	42,162	11.9%	10.8%
Toll Collection Management Fees	894,098	914,668	951,542	57,444	4.0%	6.4%
Toll Plazas Administration Salaries	1,653,947	1,603,060	1,729,603	75,656	7.9%	4.6%
Toll Plazas Office Expenses	292,627	289,732	303,405	10,778	4.7%	3.7%
Toll Plazas Insurance and Bond	46,292	45,840	49,471	3,179	7.9%	6.9%
Florida Highway Patrol Services	977,945	924,435	965,871	(12,074)	4.5%	-1.2%
Motorist Service Patrol Agreement	1,077,650	1,077,650	1,400,000	322,350	29.9%	29.9%
Rapid Incident Scene Clearance	-	-	50,000	50,000		
Toll Plazas Janitorial	310,882	307,816	317,113	6,231	3.0%	2.0%
Travel	71,500	49,954	70,500	(1,000)	41.1%	-1.4%
Reimbursed Local Travel	9,750	8,291	12,095	2,345	45.9%	24.1%
Gasoline	18,000	13,200	15,250	(2,750)	15.5%	-15.3%
Telephone Service	587,057	513,735	548,410	(38,647)	6.7%	-6.6%
Internet Service	55,800	55,800	55,800	-	0.0%	0.0%
Postage and Delivery	1,367,750	1,676,035	1,944,500	576,750	16.0%	42.2%
Printing	417,740	425,645	464,480	46,740	9.1%	11.2%
Service Center Printing and Mailing	66,000	57,800	60,000	(6,000)	3.8%	-9.1%
CAFR	25,000	15,000	17,500	(7,500)	16.7%	-30.0%
Utilities	2,458,280	2,331,500	2,474,000	15,720	6.1%	0.6%
Lease - Buildings	129,000	136,000	234,900	105,900	72.7%	82.1%
Leases - Equipment	50,200	52,792	57,632	7,432	9.2%	14.8%
Records Management	32,400	17,442	31,900	(500)	82.9%	-1.5%
Insurance	745,721	733,253	875,934	130,213	19.5%	17.5%
Repairs & Maint. - Equipment	135,000	114,600	181,600	46,600	58.5%	34.5%
Maintenance FON Locates	10,900	10,900	12,000	1,100	10.1%	10.1%
Maintenance - ITS Infrastructure	1,721,800	1,721,800	1,790,000	68,200	4.0%	4.0%

Description	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2016 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
Support & Maint. - Software	94,200	96,800	98,910	4,710	2.2%	5.0%
Repairs & Maint. - Software and Hardware	828,185	839,804	1,011,715	183,530	20.5%	22.2%
Maintenance - Toll Collection Software	790,000	790,000	890,000	100,000	12.7%	12.7%
Maintenance - Toll System Replacement	-	-	511,372	511,372		
Repairs & Maint. - Fiber Optic Network	376,000	356,000	380,000	4,000	6.7%	1.1%
Facilities Maintenance	1,776,972	1,790,725	2,058,120	281,148	14.9%	15.8%
Repairs and Maint. - Toll Equipment	2,330,901	2,330,151	2,987,796	656,895	28.2%	28.2%
Repairs and Maint. - Toll Equipment Parts	483,000	385,250	420,500	(62,500)	9.1%	-12.9%
Repairs & Maint. - VES Equipment	402,297	402,297	521,303	119,006	29.6%	29.6%
Repairs & Maint. - Vehicles	11,050	9,600	10,100	(950)	5.2%	-8.6%
System Modifications Maintenance -Website	12,500	3,600	5,400	(7,100)	50.0%	-56.8%
Roadway and Bridges Maintenance	5,633,000	5,625,000	5,259,300	(373,700)	-6.5%	-6.6%
Landscape Maintenance Service	3,657,000	2,740,000	3,707,300	50,300	35.3%	1.4%
Bridge Inspection	269,000	344,000	342,000	73,000	-0.6%	27.1%
Sign Maintenance/Inspection	339,200	240,000	294,500	(44,700)	22.7%	-13.2%
Traffic Signals and Lights	181,200	40,000	164,000	(17,200)	310.0%	-9.5%
Aquatics	209,950	186,000	218,750	8,800	17.6%	4.2%
Board Meeting Broadcasting	16,000	8,640	8,700	(7,300)	0.7%	-45.6%
Promotion - Sponsorships	50,000	-	-	(50,000)		-100.0%
Promotion	1,938,000	1,592,001	1,950,000	12,000	22.5%	0.6%
Newsletter	3,000	1,989	2,000	(1,000)	0.6%	-33.3%
Photography	2,000	1,875	2,000	-	6.7%	0.0%
Displays	-	2,392	1,500	1,500	-37.3%	
Graphic Production Services	95,000	79,345	95,000	-	19.7%	0.0%
Promotional Items	9,000	31,000	26,000	17,000	-16.1%	188.9%
Advertising and Legal Notices	7,500	8,753	7,500	-	-14.3%	0.0%
Bank Fees	1,155,000	1,225,000	1,230,000	75,000	0.4%	6.5%
Credit Card Fees	6,186,000	6,521,440	7,345,537	1,159,537	12.6%	18.7%
Security	10,150	10,160	14,260	4,110	40.4%	40.5%
Special Events	13,500	35,000	21,000	7,500	-40.0%	55.6%
Employee Support Services	3,000	3,000	3,000	-	0.0%	0.0%
Miscellaneous Expense	15,550	9,000	20,550	5,000	128.3%	32.2%
Office Supplies	92,319	73,869	94,019	1,700	27.3%	1.8%
Office Expense - Other	325,233	287,138	198,575	(126,658)	-30.8%	-38.9%
Operating Supplies	39,750	20,125	39,250	(500)	95.0%	-1.3%
Transponder Supplies	15,000	7,000	10,000	(5,000)	42.9%	-33.3%
Software Expense	53,075	65,031	49,775	(3,300)	-23.5%	-6.2%
Dues and Subscriptions	208,447	200,421	242,685	34,238	21.1%	16.4%
Books and Publications	600	50	600	-	1100.0%	0.0%
Seminars and Conferences	29,825	20,348	30,300	475	48.9%	1.6%
Staff Training and Education	79,100	53,025	72,600	(6,500)	36.9%	-8.2%
Contingency (Projects)	63,500	5,500	57,500	(6,000)	945.5%	-9.4%
Furniture	-	-	33,800	33,800		
Total Other:	69,618,701	65,811,997	75,750,025	6,131,324	15.1%	8.8%
Other Operating Expenses	2,669,000	4,059,114	2,535,599	(133,401)	-37.5%	-5.0%
TOTAL	79,791,972	76,788,601	86,118,600	6,326,627	12.2%	7.9%
CAPITAL EXPENDITURES						
General Equipment	248,600	41,000	168,500	(80,100)	311.0%	-32.2%
Furniture	5,000	-	-	(5,000)		-100.0%
Vehicle Purchases	82,500	80,997	113,000	30,500	39.5%	37.0%
Software	89,360	69,360	175,000	85,640	152.3%	95.8%
Total Capital Expenditures:	425,460	191,357	456,500	31,040	138.6%	7.3%

Central Florida Expressway Authority
Operations Activity - Summary

	2017 Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
Toll Operations (710)	\$ 517,963	\$ 485,784	\$ 543,117	\$ 25,154	12%	5%
IT (720)	3,752,941	4,010,108	4,537,779	784,838	13%	21%
Special Projects (725)	189,054	174,922	195,249	6,195	12%	3%
E-PASS Service Center (740)	19,830,918	17,396,691	20,331,667	500,749	17%	3%
Public Outreach/Education (745)	2,329,000	2,375,384	2,673,500	344,500	13%	15%
Image Review (750)	4,019,100	4,450,025	5,340,725	1,321,625	20%	33%
Toll Facilities	21,541,176	21,219,460	23,942,281	2,401,105	13%	11%
Operations Before FDOT Participation	52,180,152	50,112,374	57,564,317	5,384,166	15%	10%
<u>FDOT Participation</u>						
Conway Main and Pine Hills	(3,995,891)	(3,936,213)	(4,671,349)	(675,458)	19%	17%
Total Operating Costs	48,184,261	46,176,161	52,892,968	4,708,708	15%	10%

Capital Expenditures and Projects

<u>Capital Expenditures</u>						
IT (720)	226,500	18,000	153,500	(73,000)	753%	-32%

Central Florida Expressway Authority
Operations Activity - Total By Line Item

Description	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
SALARIES & BENEFITS						
Salaries & Wages	\$ 1,210,884	\$ 1,365,404	\$ 1,192,685	\$ (18,199)	-13%	-1.5%
Social Security and Medicare	88,329	102,809	88,905	576	-14%	0.7%
Retirement Contributions -FRS	116,835	131,752	118,640	1,805	-10%	1.5%
Life and Health Insurance	265,343	294,041	270,724	5,381	-8%	2.0%
State Assessment	2,815	1,309	2,705	(109)	107%	-3.9%
Workers' Compensation	3,734	6,785	3,685	(49)	-46%	-1.3%
Total Salaries & Benefits	1,687,939	1,902,100	1,677,343	(10,595)	-12%	-0.6%
OTHER						
Cost Of Transponders Sold - Sticker	766,360	820,000	844,600	78,240	3%	10.2%
Cost Of Transponders Sold - Hardcase	622,440	355,000	365,000	(257,440)	3%	-41.4%
Cost Of Transponders Sold - Bumper	37,313	8,300	8,722	(28,591)	5%	-76.6%
Interoperability Transaction Fee	6,363,187	5,302,656	5,500,000	(863,187)	4%	-13.6%
Professional Services	330,000	752,802	700,000	370,000	-7%	112.1%
Consultant Fees- Surveys	20,000	15,000	-	(20,000)	-100%	-100.0%
Contract Personnel	8,074,800	6,749,000	9,180,625	1,105,825	36%	13.7%
Toll Plazas Salaries/Wages	8,911,651	8,911,651	10,172,024	1,260,373	14%	14.1%
Toll Plazas Other Direct Expenses	391,690	387,818	433,852	42,162	12%	10.8%
Toll Collection Management Fees	894,098	914,668	951,542	57,444	4%	6.4%
Toll Plazas Administration Salaries	1,653,947	1,603,060	1,729,603	75,656	8%	4.6%
Toll Plazas Office Expenses	292,627	289,732	303,405	10,778	5%	3.7%
Toll Plazas Insurance and Bond	46,292	45,840	49,471	3,179	8%	6.9%
Toll Plazas Janitorial	310,882	307,816	317,113	6,231	3%	2.0%
Travel	12,200	7,854	12,200	-	55%	0.0%
Reimbursed Local Travel	1,450	846	1,450	-	71%	0.0%
Gasoline	2,150	1,400	1,900	(250)	36%	-11.6%
Telephone Service	572,282	494,519	528,560	(43,722)	7%	-7.6%
Internet Service	55,800	55,800	55,800	-	0%	0.0%
Postage and Delivery	1,361,750	1,663,035	1,937,500	575,750	17%	42.3%
Printing	404,150	421,575	458,500	54,350	9%	13.4%
Service Center Printing and Mailing	66,000	57,800	60,000	(6,000)	4%	-9.1%
Utilities	2,063,280	1,936,500	2,042,000	(21,280)	5%	-1.0%
Lease - Buildings	129,000	136,000	234,900	105,900	73%	82.1%
Leases - Equipment	18,200	16,800	20,200	2,000	20%	11.0%
Records Management	1,900	1,550	1,900	-	23%	0.0%
Insurance	646,398	635,974	775,000	128,602	22%	19.9%
Repairs & Maint. - Equipment	124,700	112,100	171,300	46,600	53%	37.4%
Repairs & Maint. - Software and Hardware	819,835	818,879	884,865	65,030	8%	7.9%
Maintenance - Toll Collection Software	790,000	790,000	890,000	100,000	13%	12.7%
Maintenance - Toll System Replacement	-	-	511,372	511,372	-	-
Facilities Maintenance	1,611,861	1,615,225	1,832,620	220,759	13%	13.7%
Repairs and Maint. - Toll Equipment	2,330,901	2,330,151	2,987,796	656,895	28%	28.2%
Repairs and Maint. - Toll Equipment Parts	483,000	385,250	420,500	(62,500)	9%	-12.9%
Repairs & Maint. - VES Equipment	402,297	402,297	521,303	119,006	30%	29.6%
Repairs & Maint. - Vehicles	1,500	800	2,050	550	156%	36.7%
Promotion - Sponsorships	50,000	-	-	(50,000)	-	-100.0%
Promotion	1,938,000	1,592,001	1,950,000	12,000	22%	0.6%
Newsletter	3,000	1,989	2,000	(1,000)	1%	-33.3%
Displays	-	2,392	1,500	1,500	-37%	-
Graphic Production Services	80,000	66,200	80,000	-	21%	0.0%
Promotional Items	8,000	30,000	25,000	17,000	-17%	212.5%
Bank Fees	1,123,000	1,193,000	1,194,000	71,000	0%	6.3%
Credit Card Fees	6,186,000	6,521,440	7,345,537	1,159,537	13%	18.7%
Security	9,150	9,160	12,760	3,610	39%	39.5%
Miscellaneous Expense	3,050	2,000	3,050	-	53%	0.0%
Office Supplies	42,569	40,469	43,569	1,000	8%	2.3%
Office Expense - Other	263,743	256,669	150,025	(113,718)	-42%	-43.1%
Operating Supplies	39,750	20,125	39,250	(500)	95%	-1.3%
Transponder Supplies	15,000	7,000	10,000	(5,000)	43%	-33.3%
Software Expense	47,075	63,531	47,275	200	-26%	0.4%
Dues and Subscriptions	13,610	15,914	17,460	3,850	10%	28.3%

Description

Books and Publications
 Seminars and Conferences
 Staff Training and Education
 Contingency Project(s)
 Furniture

Total Other:

TOTAL**CAPITAL EXPENDITURES**

General Equipment
 Software
 Total Capital Expenditures:

2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
600	50	600	-	1100%	0.0%
3,725	2,138	3,725	-	74%	0.0%
38,500	36,500	34,000	(4,500)	-7%	-11.7%
13,500	2,000	10,000	(3,500)	400%	-25.9%
-	-	9,550	9,550		
50,492,213	48,210,274	55,886,974	5,394,761	16%	10.7%
52,180,152	50,112,374	57,564,317	5,384,166	15%	10.3%
216,500	18,000	133,500	(83,000)	642%	-38.3%
10,000	-	20,000	10,000		100.0%
226,500	18,000	153,500	(73,000)	753%	-32.2%

Central Florida Expressway Authority
Maintenance Activity - Summary

	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
Maintenance Administration (810)	\$ 1,922,183	\$ 1,829,678	\$ 2,617,836	\$ 695,653	43%	36%
Expressway Operations (820)	4,912,168	4,780,961	5,205,723	293,555	9%	6%
Routine Maintenance (408, 414, 417, 429, 451, 528)	10,296,850	9,138,500	9,981,350	(315,500)	9%	-3%
Total Maintenance Expenditures Before FDOT Participation	17,131,201	15,749,139	17,804,909	673,708	13%	4%
FDOT Participation	(2,607,228)	(2,607,228)	(2,607,228)	-	0%	0%
Total Maintenance Costs	14,523,973	13,141,911	15,197,681	673,708	16%	5%

Capital Expenditures

Capital Expenditures

Maintenance Administration (810)	65,000	55,000	65,000	-	18%	0%
Expressway Operations (820)	56,460	49,360	68,000	11,540	38%	20%
Total Capital Expenditures	121,460	104,360	133,000	11,540	27%	10%

Central Florida Expressway Authority
Maintenance Activity - Total By Line Item

Description	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
SALARIES & BENEFITS						
Salaries & Wages	\$ 839,380	\$ 743,191	\$ 942,455	\$ 103,075	26.8%	12.3%
Social Security and Medicare	62,693	56,115	71,207	8,514	26.9%	13.6%
Retirement Contributions -FRS	59,596	55,888	66,915	7,319	19.7%	12.3%
Life and Health Insurance	189,714	143,412	237,798	48,084	65.8%	25.3%
State Assessment	2,013	662	2,380	367	259.5%	18.2%
Workers' Compensation	27,497	36,477	34,533	7,036	-5.3%	25.6%
Total Salaries & Benefits	1,180,893	1,035,745	1,355,288	174,395	30.9%	14.8%
OTHER						
Consultant Fees	100,000	106,000	120,000	20,000	13.2%	20.0%
Maintenance Program Support	-	-	112,000	112,000		
Maintenance Program Support - ITS	969,983	969,983	1,020,000	50,017	5.2%	5.2%
Mitigation Maint. Support	500	-	-	(500)		-100.0%
FON Program Support	200,000	200,000	200,000	-	0.0%	0.0%
Pavement Management System	26,000	26,000	35,000	9,000	34.6%	34.6%
Contract Personnel	-	-	100,000	100,000		
Florida Highway Patrol Services	977,945	924,435	965,871	(12,074)	4.5%	-1.2%
Motorist Service Patrol Agreement	1,077,650	1,077,650	1,400,000	322,350	29.9%	29.9%
Rapid Incident Scene Clearance	-	-	50,000	50,000		
Travel	7,000	6,000	7,000	-	16.7%	0.0%
Reimbursed Local Travel	1,700	1,600	1,700	-	6.3%	0.0%
Gasoline	14,200	10,700	11,200	(3,000)	4.7%	-21.1%
Telephone Service	7,500	8,900	8,900	1,400	0.0%	18.7%
Postage and Delivery	1,000	1,000	1,000	-	0.0%	0.0%
Printing	580	80	-	(580)	-100.0%	-100.0%
Utilities	120,000	120,000	132,000	12,000	10.0%	10.0%
Insurance	4,600	3,246	-	(4,600)	-100.0%	-100.0%
Maintenance FON Locates	10,900	10,900	12,000	1,100	10.1%	10.1%
Maintenance - ITS Infrastructure	1,721,800	1,721,800	1,790,000	68,200	4.0%	4.0%
Repairs & Maint. - Software and Hardware	-	-	85,000	85,000		
Repairs & Maint. - Fiber Optic Network	376,000	356,000	380,000	4,000	6.7%	1.1%
Repairs & Maint. - Vehicles	7,500	7,000	6,000	(1,500)	-14.3%	-20.0%
Roadway and Bridges Maintenance	5,633,000	5,625,000	5,259,300	(373,700)	-6.5%	-6.6%
Landscape Maintenance Service	3,614,500	2,700,000	3,655,300	40,800	35.4%	1.1%
Bridge Inspection	269,000	344,000	342,000	73,000	-0.6%	27.1%
Sign Maintenance/Inspection	339,200	240,000	294,500	(44,700)	22.7%	-13.2%
Traffic Signals and Lights	181,200	40,000	164,000	(17,200)	310.0%	-9.5%
Aquatics	209,950	186,000	218,750	8,800	17.6%	4.2%
Advertising and Legal Notices	1,000	1,000	1,000	-	0.0%	0.0%
Office Supplies	4,100	4,100	4,100	-	0.0%	0.0%
Office Expense - Other	5,500	7,000	4,500	(1,000)	-35.7%	-18.2%
Dues and Subscriptions	2,500	2,000	2,500	-	25.0%	0.0%
Seminars and Conferences	5,000	3,000	5,000	-	66.7%	0.0%
Staff Training and Education	10,500	6,500	8,500	(2,000)	30.8%	-19.0%
Contingency Project(s)	50,000	3,500	47,500	(2,500)	1257.1%	-5.0%
Furniture	-	-	5,000	5,000		
Total Other:	15,950,308	14,713,394	16,449,621	499,313	11.8%	3.1%
TOTAL	17,131,201	15,749,139	17,804,909	673,708	13.1%	3.9%
CAPITAL EXPENDITURES						
General Equipment	12,100	-	10,000	(2,100)		-17.4%
Furniture	5,000	-	-	(5,000)		-100.0%
Vehicle Purchases	55,000	55,000	83,000	28,000	50.9%	50.9%
Software	49,360	49,360	40,000	(9,360)	-19.0%	-19.0%
Total Capital Expenditures:	121,460	104,360	133,000	11,540	27.4%	9.5%

Central Florida Expressway Authority
Administration Activity - Summary

	2017 Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
General (610)	\$ 665,549	\$ 675,641	\$ 821,679	\$ 156,130	22%	23%
525 Magnolia (615)	25,356	23,517	24,646	(710)	5%	-3%
Administrative Services (620)	2,157,873	1,964,848	2,240,506	82,633	14%	4%
Plans Production (623)	55,097	52,303	57,185	2,088	9%	4%
Legal (625)	732,829	594,463	742,944	10,115	25%	1%
Accounting (630)	1,477,186	1,279,675	1,547,653	70,467	21%	5%
Procurement (640)	475,827	423,180	472,018	(3,809)	12%	-1%
Records Management (655)	364,751	255,555	418,922	54,171	64%	15%
Human Resources (660)	194,887	171,788	198,510	3,623	16%	2%
Supplier Diversity (665)	361,035	262,335	361,421	386	38%	0%
Communications (670)	681,163	616,796	704,937	23,774	14%	3%
Construction Administration (685)	56,067	47,873	59,354	3,286	24%	6%
Internal Audit (690)	564,000	500,000	564,000	-	13%	0%
Total Administration Costs	7,811,620	6,867,974	8,213,774	402,154	20%	5%

Capital Expenditures and Projects

Capital Expenditures						
General (610)	10,000	18,000	45,000	35,000	150%	350%
HR (660)	30,000	-	30,000	-		0%
Communications (670)	-	20,000	85,000	85,000	325%	
Construction Administration (685)	37,500	30,997	10,000	(27,500)	-68%	-73%
Total Capital Expenditures	77,500	68,997	170,000	92,500	146%	119%

Central Florida Expressway Authority
Administration Activity - Total By Line Item

Description	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
SALARIES & BENEFITS						
Salaries & Wages	\$ 3,285,016	\$ 2,816,983	\$ 3,355,268	\$ 70,252	19.1%	2.1%
Social Security and Medicare	217,105	187,529	232,080	14,975	23.8%	6.9%
Retirement Contributions -FRS	391,397	367,728	410,213	18,816	11.6%	4.8%
Life and Health Insurance	720,804	579,787	780,783	59,979	34.7%	8.3%
State Assessment	7,642	3,284	7,920	278	141.2%	3.6%
Workers' Compensation	13,476	18,600	14,080	604	-24.3%	4.5%
Reemployment Assistance Program	-	5,736	-	-	-100.0%	
Total Salaries & Benefits	4,635,440	3,979,645	4,800,344	164,904	20.6%	3.6%
OTHER						
Professional Services	659,750	653,144	732,750	73,000	12.2%	11.1%
Legal Fees	200,000	150,000	200,000	-	33.3%	0.0%
Consultant Fees	320,684	291,368	321,229	545	10.2%	0.2%
Auditing Fees	90,000	75,000	79,500	(10,500)	6.0%	-11.7%
Contract Personnel	574,000	500,000	574,000	-	14.8%	0.0%
Travel	52,300	36,100	51,300	(1,000)	42.1%	-1.9%
Reimbursed Local Travel	6,600	5,845	8,945	2,345	53.0%	35.5%
Gasoline	1,650	1,100	2,150	500	95.5%	30.3%
Telephone Service	7,275	10,316	10,950	3,675	6.1%	50.5%
Postage and Delivery	5,000	12,000	6,000	1,000	-50.0%	20.0%
Printing	13,010	3,990	5,980	(7,030)	49.9%	-54.0%
CAFR	25,000	15,000	17,500	(7,500)	16.7%	-30.0%
Utilities	275,000	275,000	300,000	25,000	9.1%	9.1%
Leases - Equipment	32,000	35,992	37,432	5,432	4.0%	17.0%
Records Management	30,500	15,892	30,000	(500)	88.8%	-1.6%
Insurance	94,723	94,033	100,934	6,211	7.3%	6.6%
Repairs & Maint. - Equipment	10,300	2,500	10,300	-	312.0%	0.0%
Support & Maint. - Software	94,200	96,800	98,910	4,710	2.2%	5.0%
Repairs & Maint. - Software and Hardware	8,350	20,925	41,850	33,500	100.0%	401.2%
Facilities Maintenance	165,111	175,500	225,500	60,389	28.5%	36.6%
Repairs & Maint. - Vehicles	2,050	1,800	2,050	-	13.9%	0.0%
System Modifications Maintenance - Website	12,500	3,600	5,400	(7,100)	50.0%	-56.8%
Landscape Maintenance Service	42,500	40,000	52,000	9,500	30.0%	22.4%
Board Meeting Broadcasting	16,000	8,640	8,700	(7,300)	0.7%	-45.6%
Photography	2,000	1,875	2,000	-	6.7%	0.0%
Graphic Production Services	15,000	13,145	15,000	-	14.1%	0.0%
Promotional Items	1,000	1,000	1,000	-	0.0%	0.0%
Advertising and Legal Notices	6,500	7,753	6,500	-	-16.2%	0.0%
Bank Fees	32,000	32,000	36,000	4,000	12.5%	12.5%
Security	1,000	1,000	1,500	500	50.0%	50.0%
Special Events	13,500	35,000	21,000	7,500	-40.0%	55.6%
Employee Support Services	3,000	3,000	3,000	-	0.0%	0.0%
Miscellaneous Expense	12,500	7,000	17,500	5,000	150.0%	40.0%
Office Supplies	45,650	29,300	46,350	700	58.2%	1.5%
Office Expense - Other	55,990	23,469	44,050	(11,940)	87.7%	-21.3%
Software Expense	6,000	1,500	2,500	(3,500)	66.7%	-58.3%
Dues and Subscriptions	192,337	182,507	222,725	30,388	22.0%	15.8%
Seminars and Conferences	21,100	15,210	21,575	475	41.8%	2.3%
Staff Training and Education	30,100	10,025	30,100	-	200.2%	0.0%
Furniture	-	-	19,250	19,250		
Total Other:	3,176,180	2,888,329	3,413,430	237,250	18.2%	7.5%
TOTAL	7,811,620	6,867,974	8,213,774	402,154	19.6%	5.1%
CAPITAL EXPENDITURES						
General Equipment	20,000	23,000	25,000	5,000	8.7%	25.0%
Vehicles	27,500	25,997	30,000	2,500	15.4%	9.1%
Software	30,000	20,000	115,000	85,000	475.0%	283.3%
Total Capital Expenditures:	77,500	68,997	170,000	92,500	146.4%	119.4%

Cental Florida Expressway Authority
Other Operating

	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
Traffic & Engineering Consultant	\$ 535,000	\$ 1,500,000	\$ 500,000	\$ (35,000)	-67%	-7%
General Engineering Consultant	2,134,000	2,559,114	2,035,599	(98,401)	-20%	-5%
Total Other Operating Expenses	2,669,000	4,059,114	2,535,599	(133,401)	-38%	-5%

**Cental Florida Expressway Authority
Goldenrod Road - Summary**

	2017 Annual Budget	Projected Year-end Actual	2018 Annual Budget	\$ Inc (Decr) over 2017 Budget	% Inc (Decr) over Proj. 2017 Actual	% Inc (Decr) over 2017 Budget
Maintenance	\$ 141,000	\$ 137,000	\$ 151,000	\$ 10,000	10%	7%
Operations	274,086	256,756	308,786	34,700	20%	13%
TOTAL	415,086	393,756	459,786	44,700	17%	11%
TOLL REVENUE	(1,650,000)	(1,900,000)	(2,000,000)	(350,000)	5%	21%
NET RESULT OF ACTIVITY	1,234,914	1,506,244	1,540,214	305,300	2%	25%

Central Florida Expressway Authority
Five-Year Work Plan
Category Summary

Category	Project Cost (thousand \$)							
	Fiscal Year							Total
	17/18		18/19		19/20	20/21	21/22	
	E	U	E	U	U	U	U	
Existing System Improvements	26,918	61,190	3,293	108,280	195,550	187,902	171,941	755,074
System Expansion Projects	70,723	57,023	0	12,821	7,374	5,666	2,304	155,911
Interchange Projects	102,900	39,978	75,964	41,660	81,421	6,279	6,818	355,020
Facilities Projects	325	3,053	0	6,304	1,330	1,059	1,054	13,125
Transportation Technology Projects	0	5,811	0	16,121	5,228	4,183	3,909	35,252
Information Technology Projects	30,757	14,407	17,668	7,959	7,383	538	0	78,712
Signing and Pavement Markings	1,708	812	0	1,981	1,969	1,394	180	8,044
Renewal and Replacement Projects	5,152	26,698	0	96,118	34,880	40,463	23,574	226,885
Landscape Projects	0	810	0	805	1,435	810	805	4,665
SUB TOTALS	238,483	209,782	96,925	292,049	336,570	248,294	210,585	
TOTALS	448,265		388,974		336,570	248,294	210,585	1,632,689
Non-System Project (Goldenrod Road)	715	0	0	690	0	0	0	1,405
GRAND TOTALS	448,980		389,664		336,570	248,294	210,585	1,634,094

* Construction costs escalated at 2.7% for FY 2018, 2.8% for FY 2019, 2.6% for FY 2020, 2.5% for FY 2021 and 2.7% for FY 2022. In general, all other costs escalated at an average of 2.6% per year.

E = Encumbered costs from projects under contracts from previous fiscal years

U = Unencumbered costs

Central Florida Expressway Authority
10 Year Outlook
FY 18 through FY 27
3/29/2017

Project Name	Project Description			Total Project Cost (thousands \$) Estimates											TOTAL Work Plan (FY18-22)	TOTAL beyond Work Plan (FY23-27)	TOTAL (FY18-27)
	From	To	Work Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27				
Renewal and Replacement Projects																	
SR 417 Resurfacing	SR 528	Curry Ford Road	Mill & Resurface	0	0	999	12,791	6,390	0	0	0	0	0	20,180	0	20,180	
SR 417 Resurfacing	SR 408	SR 50	Mill & Resurface	0	0	454	8,609	0	0	0	0	0	0	9,063	0	9,063	
SR 417 Resurfacing	Curry Ford	SR 408	Mill & Resurface	0	0	0	0	0	0	0	751	14,354	0	0	15,105	15,105	
SR 429 Resurfacing	Seidel Road	CR 535	Mill & Resurface	5,152	0	0	0	0	0	0	0	0	0	5,152	0	5,152	
SR 429 Resurfacing	CR 437A	US 451 / US 441 Interchange	Mill & Resurface	0	0	0	0	339	6,575	0	0	0	0	339	6,575	6,914	
SR 451 Resurfacing	North of CR 437A Ramps	US 441	Mill & Resurface	0	0	0	264	5,090	0	0	0	0	0	5,354	0	5,354	
SR 414 Resurfacing	SR 429	West of Keene Rd	Mill & Resurface	0	910	11,668	5,829	0	0	0	0	0	0	18,407	0	18,407	
SR 414 Resurfacing	West of Keene Rd	US 441 (East)	Mill & Resurface	0	628	8,050	4,020	0	0	0	0	0	0	12,698	0	12,698	
SR 429/414 Resurfacing	US 441	SR 414	Mill & Resurface	0	0	0	0	0	1,067	20,261	0	0	0	0	21,327	21,327	
SR 408 Resurfacing	W SR 50	Ortman/Mercy Dr.	Mill & Resurface	4,774	12,942	0	0	0	0	0	0	0	0	17,716	0	17,716	
SR 408 Resurfacing	Ortman/Mercy Dr.	I-4	Mill & Resurface	4,145	7,670	0	0	0	0	0	0	0	0	11,815	0	11,815	
SR 408 Resurfacing	East of I-4	Lake Underhill	Mill & Resurface	584	11,005	0	0	0	0	0	0	0	0	11,589	0	11,589	
SR 408 Resurfacing	Lake Underhill	Yucatan	Mill & Resurface	7,247	3,619	0	0	0	0	0	0	0	0	10,866	0	10,866	
SR 408 Resurfacing	Yucatan	SR 417	Mill & Resurface	734	9,407	4,698	0	0	0	0	0	0	0	14,839	0	14,839	
SR 408 Resurfacing	East of Woodbury Rd	North of SR 50 (East)	Mill & Resurface	0	0	0	235	4,420	0	0	0	0	0	4,655	0	4,655	
SR 528 Resurfacing	SR 417	Innovation Way / SR 417 Innovation Way	Mill & Resurface	1,037	19,693	0	0	0	0	0	0	0	0	20,730	0	20,730	
SR 528 Resurfacing	Innovation Way	East of Dallas Blvd.	Mill & Resurface	520	9,994	0	0	0	0	0	0	0	0	10,514	0	10,514	
SR 528 Resurfacing	East of Dallas Blvd	SR 520 (East)	Mill & Resurface	918	11,756	5,873	0	0	0	0	0	0	0	18,547	0	18,547	
Miscellaneous Resurfacing	-	-	Mill & Resurface	25	290	290	290	290	290	290	290	290	290	1,185	1,450	2,635	
Miscellaneous Drainage and Stormwater Projects	-	-	Drainage and Stormwater	60	310	310	310	310	310	310	310	310	310	1,300	1,550	2,850	
Systemwide Bridge Projects	-	-	Misc Structural Projects	52	429	429	392	243	222	429	429	392	243	1,545	1,715	3,260	
Systemwide Coatings (Including 408)	-	-	Painting & Inspections	5,307	4,490	160	4,630	4,490	160	4,630	4,490	160	4,630	19,077	14,070	33,147	
Systemwide Fence Projects	-	-	Fencing Replacement	275	275	275	275	275	275	275	275	275	275	1,375	1,375	2,750	
Systemwide Bridge Joint & Approach Slab Projects	-	-	Concrete Pavement Projects	17	110	110	110	110	110	110	110	110	110	457	550	1,007	

Central Florida Expressway Authority
10 Year Outlook
FY 18 through FY 27
3/29/2017

Project Name	Project Description			Total Project Cost (thousands \$) Estimates										TOTAL Work Plan (FY18-22)	TOTAL beyond Work Plan (FY23-27)	TOTAL (FY18-27)
	From	To	Work Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27			
Systemwide Reflective Pavement Markers & Thermo Striping	-	-	RPM Replacement	25	135	180	185	140	185	190	145	190	195	665	905	1,570
Systemwide Trailblazer Upgrades	-	-	Signing Upgrades	620	615	1,085	620	645	1,085	620	615	1,085	620	3,585	4,025	7,610
Systemwide Signing Replacement Projects	-	-	Signing Improvements	145	1,685	140	1,740	832	1,594	1,110	695	1,685	140	4,542	5,224	9,766
Single Line DMS Upgrade	-	-	Upgrade DMS	0	0	0	0	0	402	4,542	4,804	5,083	4,877	0	19,708	19,708
Three-Line DMS Upgrade Program	-	-	Upgrade DMS	343	3,766	3,868	3,968	3,689	0	0	0	0	0	15,634	0	15,634
Field Ethernet Switch Replacement	-	-	IT Network Switch	153	157	161	165	170	151	151	151	151	151	806	755	1,561
Traffic Management CCTV Upgrades	-	-	Upgrade ITS	151	155	159	163	0	0	0	0	0	0	628	0	628
TOTAL R&R									5,851	32,918	12,314	9,731	11,841		72,654	

Other projects to be completed beyond FY 18-22 Work Plan																
SR 417 Widening from Econ Trail to County Line	Econlockhatchee Trail	County Line	Add Lanes, Mill and Resurface	7,080	25,770	0	0	0	0	0	0	0	0	32,850	0	32,850
SR 417 widening from I-Drive to John Young Parkway	I-Drive	John Young Parkway	Add Lanes, Mill and Resurface	4,559	13,357	47,309	12,285	0	0	0	0	0	0	77,510	0	77,510
SR 417 widening from John Young Parkway to Landstar	John Young Parkway	Landstar	Add Lanes, Mill and Resurface	2,702	2,712	42,061	21,031	0	0	0	0	0	0	68,506	0	68,506
SR 417 widening from Landstar to Boggy Creek	Landstar	Boggy Creek	Add Lanes, Mill and Resurface	0	4,235	16,491	32,962	0	0	0	0	0	0	53,688	0	53,688
SR 417 widening from Narcoossee to SR 528	Narcoossee Rd.	SR 528	Add Lanes, Mill and Resurface	0	0	5,618	21,860	43,699	0	0	0	0	0	71,177	0	71,177
SR 417 widening from Boggy Creek to Narcoossee	Boggy Creek	Narcoossee Rd.	Add Lanes, Mill and Resurface	0	0	0	0	7,825	30,641	61,258	0	0	0	7,825	91,899	99,724
SR 429 / Florida's Turnpike Interchange	-	-	IMR, Design & Construction	113	411	1,246	1,246	28,817	0	0	0	0	0	31,832	0	31,832
SR 429 Widening from Florida's Turnpike to West Road	Florida's Turnpike / SR 50	West Road	Add Lanes, Mill and Resurface	0	5,681	22,119	44,218	0	0	0	0	0	0	72,018	0	72,018
SR 429 Widening from West Road to CR 437A	West Road	CR 437A	Add Lanes, Mill and Resurface	0	0	3,826	12,790	26,040	0	0	0	0	0	42,656	0	42,656
SR 429 Widening from CR 535 to Florida's Turnpike	CR 535	Florida's Turnpike	Add Lanes, Mill and Resurface	0	0	4,452	17,325	34,630	0	0	0	0	0	56,407	0	56,407
SR 408 Widening from Good Homes to East of Hiwassee	Good Homes Road	East of Hiwassee Road	Add Lanes, Mill and Resurface	13,440	0	0	0	0	0	0	0	0	0	13,440	0	13,440
SR 408 Widening from SR 417 to Alafaya Trail	SR 417	Alafaya Trail	Add Lanes, Mill and Resurface	33,207	44,269	11,067	0	0	0	0	0	0	0	88,543	0	88,543
SR 528 Widening - SR 436 to Goldenrod Rd.	SR 436	Goldenrod Road	Add Lanes, Mill and Resurface	2,549	2,560	39,680	19,840	0	0	0	0	0	0	64,629	0	64,629
SR 528 Widening from Narcoossee Road to SR 417	Narcoossee Road	SR 417	Add Lanes, Mill and Resurface	0	0	901	1,830	29,833	0	0	0	0	0	32,564	0	32,564
SR 528 Widening from SR 417 to Innovation Way	SR 417	Innovation Way	Add Lanes, Mill and Resurface	0	0	0	0	0	6,212	24,536	49,048	0	0	79,796	79,796	159,591

Central Florida Expressway Authority
10 Year Outlook
FY 18 through FY 27
3/29/2017

Project Name	Project Description			Total Project Cost (thousands \$) Estimates										TOTAL Work Plan (FY18-22)	TOTAL beyond Work Plan (FY23-27)	TOTAL (FY18-27)
	From	To	Work Description	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27			
Systemwide Toll Plaza Projects	-	-	Toll Plaza Projects	100	100	100	100	100	100	100	100	100	100	500	500	1,000
Systemwide Generator Replacements and Upgrades	-	-	Generator Replacements	442	2,462	304	186	189	345	345	345	345	345	3,583	1,725	5,308
Systemwide Air Conditioner Replacements and Upgrades	-	-	Air Conditioner Replacements	315	433	261	108	100	150	150	150	150	150	1,217	750	1,967
Systemwide Roof Replacements	-	-	Roof Replacements	727	470	240	240	240	240	240	240	240	240	1,917	1,200	3,117
Systemwide UPS Replacements	-	-	UPS Replacements	110	110	110	110	110	0	0	0	0	0	550	0	550
Miscellaneous CFX Headquarters Improvements	-	-	Miscellaneous Projects	856	315	315	315	315	315	315	315	315	315	2,116	1,575	3,691
Systemwide Safety and Operational Improvements	-	-	Minor Roadway Projects	274	249	316	301	176	305	305	290	170	305	1,316	1,375	2,691
Systemwide Guardrail Upgrades	-	-	Guardrail Upgrades	20	155	155	150	90	90	155	155	150	90	570	640	1,210
Systemwide Drainage Improvements	-	-	Drainage Improvements	20	155	155	150	90	90	155	155	150	90	570	640	1,210
Systemwide Roadway Lighting	-	-	Lighting Rehabilitation	90	90	155	155	150	90	90	155	155	150	640	640	1,280
Fiber Optic Network (FON) Utility Adjustments	-	-	Utility Adjustments	100	50	50	50	50	50	50	50	50	50	300	250	550
Systemwide Discretionary Landscape Projects	-	-	Landscaping	810	805	1,435	810	805	1,435	810	805	1,435	810	4,665	5,295	9,960
Multimodal/Intermodal Opportunity Study	-	-	Multimodal/Intermodal Study	300	300	300	300	300	300	300	300	300	300	1,500	1,500	3,000
Safety Campaign	-	-	Safety Project	195	170	160	120	100	100	100	100	100	100	745	500	1,245
Systemwide Miscellaneous Signing & Pavement Markings	-	-	Signing & Pavement Markings	105	105	105	180	180	180	180	180	180	180	675	900	1,575
Potential Future Expansion Projects	-	-	New Projects	0	0	0	0	0	155,000	155,000	130,000	160,000	175,000	0	775,000	775,000
TOTAL OTHER PROJECTS									195,642	244,089	182,388	163,840	178,225		964,185	

DRAFT Five Year Work Plan FY 2018 - 2022					DRAFT Five Year Projections beyond Work Plan (FY 2023 - 2027)				
448,980	389,664	336,570	248,294	210,585	201,493	277,007	194,702	173,571	190,066
\$1,634,093					\$1,036,839				

1,036,839

TAB D.

Debt Policy

I. Purpose

The purpose of this Central Florida Expressway Authority (CFX) Debt Policy is to establish guidelines and a framework for the issuance and management of CFX's debt. CFX is committed to consistent, best practices financial management, including maintaining the financial strength and flexibility of CFX and the full and timely repayment of all financial obligations. CFX will be open to recommendations or ideas for any proposed transaction as well as variations from the following guidelines provided that such variation shall be fully examined in conjunction with CFX's advisors and justified to the Board of CFX.

II. Capital Budgeting and Debt Issuance Policy

- A. CFX has retained the services of a traffic engineer and a general engineering consultant to obtain independent professional advice on the acquisition, construction, operation and management of the system, including assistance on the development of a Five-Year Work Plan and Twenty-Five Year Master Plan. The Five-Year Work Plan is typically reviewed and updated at least annually. The Twenty-Five Year Master Plan is typically updated every five years. CFX has developed and will maintain and update, as appropriate, a comprehensive Capital Planning Model as a tool in developing a financing plan for its Five-Year Work Plan, as well as other additional longer-term capital improvements. The Capital Planning Model incorporates the following elements, in addition to other factors:
 - 1. System revenue projections from CFX's traffic consultant or alternative revenue projection scenarios
 - 2. Existing debt service requirements
 - 3. Projected Five-Year Work Plan funding needs together with estimates to complete projects beyond the five year scope
 - 4. Projected timing of the adopted Five-Year Work Plan projects
 - 5. Estimated additional debt service requirements
 - 6. Estimated investment income
- B. Long-term debt will be used to finance essential capital projects and certain equipment where it is cost effective, prudent or otherwise determined to be in the best interest of CFX. Long-term debt, which includes capital lease financings, should not be used to fund CFX's operations. The useful life of the asset or project financed with long-term debt should exceed the payout schedule of any debt issued by CFX to finance such asset.
- C. Medium-term or "put" bonds will be used judiciously and only after careful analysis and discussion of the interest rate and rollover risks involved.
- D. Variable rate debt may be issued in various forms – e.g., bonds, commercial paper, bank lines. The amount of unhedged variable rate debt generally should not exceed 25% of all outstanding debt of CFX. As a goal, CFX desires its total hedged and

unhedged variable rate debt not to exceed 25% of all outstanding long-term debt of CFX.

III. Debt Service Coverage Targets and Limits

- A. For CFX to issue new bonds on a parity basis, per the Master Resolution, CFX will need to demonstrate that revenues, as defined in the Master Resolution, shall be sufficient to cover the existing and new debt service by 1.20x.
- B. CFX shall maintain a minimum senior lien debt service coverage ratio of at least 1.45x on the existing and planned debt issues. For planning purposes, staff shall make every effort to plan for a 1.60x senior lien debt service coverage ratio.

IV. Method of Sale Evaluation

CFX will sell long-term debt on a competitive basis unless, based on the advice of the CFO and Financial Advisor, the transaction is better suited for a negotiated sale or direct placement.

- A. With the goal of obtaining the lowest cost of capital and completing a successful transaction, for each transaction recommended, the CFO, with advice from the Financial Advisor, will undertake an analysis to determine the recommended method of sale, including competitive, negotiated, or direct placement.
- B. The evaluation will take into consideration, among other factors the following considerations as outlined in the Government Finance Officers' Association (GFOA) best practice recommendations:
 - 1. Expected credit rating of bonds being issued
 - 2. Strength of revenue stream
 - 3. Structure of bonds and potential need for extensive explanation to the bond market
 - 4. Use of insurance or other credit enhancement
 - 5. Other factors that staff, in consultation with the financial advisor, believes favor the use of one method over the other.
- C. The evaluation will be shared with the Finance Committee and a recommendation as to the method of sale will be presented.
- D. Should CFX select the use of a negotiated sale, the following guidelines will be followed to increase the likelihood of a successful transaction and fully documents negotiated sale process:
 - 1. Underwriters will be selected through a formal RFP process under CFX's Procurement Policies.
 - 2. CFX's Financial Advisor will advise CFX on all aspects of the sale, including but not limited to structuring, disclosure preparation and bond pricing.
 - 3. Staff and the Financial Advisor will make a recommendation for lead underwriting firm and all participating co-senior and co-manager firms based on:
 - a. results of most recent RFP selection

- b. firm's contribution to development of strategies for transaction
 - c. demonstrated ability of firm to successfully underwrite similar transaction
 - d. previous work assigned to firm under current RFP selection.
 - 4. Staff and the financial advisor shall review the Agreement Among Underwriters and ensure that it governs all transactions during the underwriting period.
 - 5. Staff and the Financial Advisor shall review all orders and allocations to ensure compliance with the distribution rules and shall record the results at the conclusion of the sale.
 - 6. The Financial Advisor shall prepare a post-sale summary and analysis that documents the pricing of the bonds relative to other similar transactions priced at or near the time of CFX's bond sale, and record the true interest cost of the sale and the date of the verbal award. The analysis shall be shared with the Finance Committee.
- E. Should a direct placement be recommended, staff and the Financial Advisor shall undertake a competitive process for selecting the placement party to ensure any CFX's objectives are met at the lowest cost of capital. Such process may include a formal RFP or solicitation of pricing indications, as appropriate.

V. Debt Structure

- A. In general, CFX will seek to structure long-term debt so that it provides for level annual payments of principal and interest over the life of each respective issue (or approximately aggregate level debt service for all outstanding debt issues), after a period of interest only payments and the use of capitalized interest, as appropriate, for the respective issue in order to effectively interface with other existing debt of CFX and within the context of the Five-Year Work Plan and other considerations within this Debt Management Policy. CFX may utilize various debt structures to accomplish its financing goals, including but not limited, to the use of premium bonds, discount bonds, capital appreciation bonds, variable rate and multimodal bonds and capitalized interest, when appropriate in order to achieve the goals provided in this Debt Management Policy.
- B. CFX will consider interest rate swap transactions only as they relate to its debt management program and not as an investment instrument. No swap transaction should impair the outstanding uninsured bond rating of CFX. Additionally, no interest rate swap transactions will be considered if it causes CFX to exceed the targets in its Interest Rate Risk Management Policy. (For additional details, see Authority's CFX's Interest Rate Risk Management Policy.)

VI. Call Provisions

- A. Call provisions for CFX bond issues shall be made as short as possible consistent with the lowest interest cost to CFX, taking into consideration the option value of such call provisions.

B. When ~~possible~~practical, all ~~Authority~~CFX bonds shall be callable only at par.

VII. Debt Refunding

CFX staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding or refinancing outstanding debt. As a general rule, the present value savings of a particular refunding should equal or exceed 3% of the refunded maturities. For an advance refunding a higher minimum savings threshold should be required, depending on how soon the bonds may be called. However, in order to meet certain restructuring or risk management goals, CFX may elect to lower the present value savings threshold for any individual transaction.

VIII. Credit Enhancement and Liquidity

Bond insurance, surety policies, letters of credit, liquidity facilities and other credit enhancements ~~or liquidity facilities~~ will be used when it provides economic savings or risk management opportunities for CFX. Letters of credit, liquidity facilities or other credit facilities may expose CFX to bank provider risk. In those instances, bank providers should possess minimum long term credit ratings of "A2/A/A" and minimum short term ratings of "P-1/A-1/F1" from Moody's Investors Services, Standard and Poor's Corporation and Fitch Ratings, respectively.

IX. Continuing Disclosure

CFX is committed to providing continuing disclosure of financial and pertinent credit information relevant to CFX's outstanding securities, and has and will continue to comply with those provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure. CFX has engaged the services of Disclosure Counsel to provide guidance and advice to CFX concerning securities law and disclosure issues.

Additionally, CFX will maintain financial information on its website to provide timely information to the market and public. Such information will include, but not be limited to, comprehensive annual financial reports, monthly cash flow reports, reports on revenue and expenses, transactional information, current official traffic and revenue forecasts and current year budgets. It will be noted that monthly financial information will not be audited and will not be reported on a full accrual basis, but is available to provide timely information to interested parties.

X. Credit Objectives

A. It is CFX's intent to maintain and improve the credit ratings on its outstanding and proposed bond issues. CFX will maintain long-term debt ratings from at least two of the three major bond rating agencies – Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings. CFX may discontinue the use of ratings from any

agency which currently rates the debt of CFX if, based on advice from CFX's Financial Advisor and underwriting team, the discontinuance of such rating will not adversely affect the rates that can be achieved in selling CFX's debt without such rating.

- B. CFX's CFO will maintain frequent communications with the credit rating agencies that currently assign ratings to CFX's various debt obligations, bank credit providers/lenders, and bond insurers that currently enhance any of CFX's various debt obligations. This effort shall include providing periodic updates on CFX's general financial condition along with coordinating meetings and presentations, as necessary, in conjunction with a new debt issuance.
- C. CFX's CFO will develop, in conjunction with the Financial Advisor and Disclosure Counsel, an investor relations program that will be designed to keep present and future investors in CFX's debt fully informed on current developments related to CFX and its long-term debt.

XI. On-going Reporting Requirements

At least twice each year, the Board shall receive a report on the status its debt. The report shall at a minimum include:

- Amount and percentage of total debt by categories:
 - natural fixed
 - synthetic fixed
 - natural variable
 - synthetic variable
- Current mark-to-market value of all interest rate exchange agreements
- Historical rate performance for all variable rate bonds
- Any changes in ratings for credit enhancers and swap counterparty

CFX's CFO, with the assistance of the financial advisor, shall be responsible for analyzing any unsolicited proposals received relative to debt issues, responding to the proposal as appropriate, and recommending to the Finance Committee any action to be taken in a timely manner.

XII. Policy Review

This policy shall be reviewed at least every two years.

APPROVED AND ADOPTED BY THE BOARD ON _____.

TAB E.

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

Interest Rate Risk Management Policy

The Central Florida Expressway Authority (CFX) currently has a number of interest rate exchange agreements (Swaps) with a number of counterparties. As used herein, "Swap" shall mean a "swap," as defined in the Section 1a(47) of the Commodity Exchange Act and the U.S. Commodity Futures Trading Commission ("CFTC") Regulations. This policy will govern how the Swaps, together with the associated variable rate demand bonds, will be managed to provide the optimal balance of costs and risk. This policy should be read and interpreted in the context of CFX's Debt Policy.

I. Goals and Objectives

The overall objective in managing CFX's debt portfolio and interest rate risk is to balance the cost of capital with the management of risk. CFX's risk tolerance is low and therefore, opportunities to cost-effectively reduce existing or potential risks should be constantly evaluated for feasibility.

CFX has set a limit of synthetic fixed rate debt at 25% of the total outstanding debt. This goal should be considered as CFX manages its Swap portfolio and its overall debt program. New Swaps will only be considered where the overall exposure to like transactions is not increased beyond the stated limit. New, novated or amended Swaps may also be considered where a reduction in actual or potential risks may be accomplished.

It is also CFX's goal to limit exposure to individual swap dealers/counterparties to no more than 30% of the total notional amount of CFX's active Swap portfolio. Although this requirement shall not require CFX to terminate, novate or amend existing Swaps absent of other risk considerations, it does prohibit new Swaps to be considered if the new Swap would cause CFX's exposure to any individual swap dealer/counterparty to increase beyond 30% of the then existing total notional value of CFX's active Swap portfolio.

II. Monitoring and Reporting of Existing Transactions

As part of the semi-annual debt report provided to the Board (in accordance with CFX's Debt Policy), the CFO will report the current credit ratings of each swap dealer/counterparty with which it has an existing Swap and the mark-to-market value of each Swap. In addition to reporting the weekly rates on the variable rate bonds in the semi-annual debt report, the CFO will provide the Finance Committee with a quarterly remarketing report and review the results at the next scheduled meeting. As necessary, the CFO, in consultation with CFX's financial advisors, will make recommendations to address any rate dislocation including, but not limited to, changing remarketing agents or credit providers, depending on the underlying cause of the dislocation.

III. Exit Strategies

The CFO and CFX's financial advisors and designated QIR (as defined herein) should constantly monitor market rates, termination values, counterparty credit ratings, and other relevant factors to determine if voluntary termination is warranted. Generally, a voluntary early termination will be warranted if it is economically advantageous and/or if a reduction in CFX's current or anticipated risk can be accomplished at no cost. CFX shall seek to maintain sufficient liquidity, including without limitation through balances in CFX's Swap/Debt Management Contingency, short term financing capacity, and/or other borrowing capacity, to make any Swap termination payments that may become due, to the extent not paid or payable from other sources.

IV. Evaluation of Proposed Transactions

While CFX's current goals would exclude contemplation of new derivative products, the replacement of existing Swap transactions with new ones may be the most cost-beneficial method of managing risks. For that reason, this section outlines the process for evaluating and executing new transactions.

A. Review and Analysis

The proposed use of structured products must comply with all goals and provisions of CFX's existing policies. Each Swap transaction will be evaluated as an alternative to traditional, intermediate, or long-term financing options. Consideration should be given to their comparable cost, ease of entry and exit provisions, and degree of potential risk exposure, quantified to the greatest extent possible. Any proposed Swap transaction must fit into CFX's goals to limit the percentage of variable rate debt and exposure to individual counterparties.

CFX's designated QIR will provide independent analysis of any proposed Swap transaction, including an analysis of the relevant benefits and risks of such transaction. CFX's cost of the transaction and any ongoing costs, such as remarketing, credit enhancement and/or liquidity, swap advisors, financial advisors, attorney fees and other necessary costs will be included in the cost/benefit evaluations. A review of provisions required by bond and/or swap insurance providers and the cost/benefit of such insurance will also be included in an evaluation of the Swap transaction.

B. Legal Analysis

The documentation of the swap shall be in the form of an enforceable written contract. Whenever possible, those contracts shall be transacted using Florida law or, as an alternative New York law with Florida law as to CFX's authority and Orange County Florida as to jurisdiction or venue. Review of compliance with existing law and regulation (including but not limited to the Internal Revenue Code and CFTC Regulations) bond indentures and bond covenants should be completed before implementation of a Swap transaction.

V. Transaction Management and Execution

Swap transactions will:

- Comply with all applicable outstanding bond resolutions, insurance covenants, and Florida

law.

- Contain terms and conditions as set forth in the International Swap and Derivatives Association, Inc. ("ISDA") Master Agreement, Schedules to the Master, Credit Support Annex and confirmation.
- Be a market transaction for which competing good faith market quotations may be obtained and with the advice and recommendation of CFX's designated QIR, and other financial professionals.
- Include a provision for the right to early termination at market under the guidelines of the ISDA Agreement. The transaction should allow for CFX to exercise the right to optionally terminate the agreement, at the then prevailing market value of the Swap.
- Produce material economic or risk management benefit believed to not otherwise be attainable under the currently existing market conditions, or existing conventional debt structures, and improve the flexibility of debt management strategies.
- Not introduce leverage solely for the means of producing economic benefit. Transactions will not be speculative in nature.
- Not unduly impair CFX's utilization of call features on outstanding bonds.
- Employ structures that will attempt to minimize existing risks and do not substantially add new risks, including but not limited to, any additional floating rate basis risk, tax-law risk or credit risk to CFX.
- Not cause the total amount of Swap transactions to exceed the debt management limitations for fixed or floating debt.

VI. The Swap Dealer/Counterparty

The following criteria will be used when considering swap dealer/counterparties for a Swap transaction:

- I. The swap dealer/counterparty must fully disclose all costs. All fees and expenses paid by the swap dealer/counterparty and to designated third parties, will be fully disclosed in writing to CFX.
- II. CFX will consider acquiring downgrade protection when possible including collateral or credit support.
- III. The assignment of a Swap agreement will not be permitted without the consent of CFX.
- IV. CFX will attempt to utilize domestically domiciled swap dealer/counterparties and/or utilize ISDA documentation which employs local currency-single jurisdiction status.
- V. The swap dealer/counterparty shall disclose relationships with other third parties which may affect the transaction, such as broker dealers, insurance companies and other swap providers.
- VI. The swap dealer/counterparty shall provide its financial statements showing the economic capability of the entity, the amount of its swaps outstanding and credit ratings, all of which shall be acceptable to CFX. At the time of entering into the Swap transaction, swap dealer/counterparties (or their guarantor) shall (i) be rated at least AA-/ Aa3/ AA- by at least one of the three nationally recognized credit rating agencies and not be rated lower than A/A2/A by any of the three nationally recognized credit rating agencies. Collateral should be required upon a downgrade from these levels.

VII. Authority's Representations with Respect to Swaps and QIR

Solely for purposes of the rules adopted by the CFTC governing business conduct standards for swap dealers and other parties as they apply to communications regarding Swaps, the Executive Director or CFO may make substantially the following representations in writing on behalf of CFX when requested by the swap dealer/counterparty.

- 1) CFX will not rely on any "recommendation" (as such term is used in CFTC Regulations §23.434 and §23.440) provided by a swap dealer/ counterparty with respect to a Swap;
- 2) CFX will rely on advice from a "qualified independent representative" designated by CFX and that it has complied in good faith with written policies and procedures reasonably designed to ensure that it has designated a "qualified independent representative" that satisfies the applicable requirements of CFTC Regulation §23.450(b);
- 3) CFX will exercise independent judgment in evaluating any "recommendations" made by the swap dealer/counterparty with regard to a Swap; and
- 4) CFX understands that the swap dealer/counterparty is not expressing any opinion as to whether CFX should enter into or terminate a Swap.

VIII. Use of Qualified Independent Representative

In compliance with the CFTC Regulations promulgated under the Dodd-Frank Wall Street Reform and Consumer Protection Act, as amended (the "Dodd-Frank Act"), CFX will designate a "qualified independent representative" ("QIR") for all Swap related transactions, including terminations. The QIR must be capable of independently evaluating the risks of the Swap, independently evaluating the fair pricing of the Swap (including termination payments), and of making timely and effective disclosures to CFX (including with regard to material conflicts of interest that could reasonably affect the judgment or decision making or the QIR with respect to its obligations to CFX). The QIR must represent to CFX that:

- A. The QIR has sufficient knowledge and expertise to independently evaluate the Swap, the risks of the Swap, the fair pricing of the Swap (including termination payments) and the appropriateness of the Swap for CFX (taking into consideration the written policies of CFX);
- B. The QIR is not subject to a statutory or regulatory disqualification or any final disciplinary action that would prevent it from effectively serving as a representative to CFX in such capacity.
- C. The QIR, by accepting such designation by CFX, is undertaking a duty to act in the best interests of CFX;

- D. The QIR has written policies and procedures reasonably designed to ensure that it satisfies the applicable requirements of CFTC Regulation §23.450(b)(1);
- E. The QIR will exercise independent judgment in evaluating any “recommendations” (as such term is used in CFTC Regulations §23.434 and §23.440) presented to it by the swap dealer/counterparty with regard to a Swap;
- F. The QIR is not and, within one year of representing CFX in connection with the Swap has not been, an “associated person,” as such term is defined in Section 1a(4) of the Commodity Exchange Act, of the swap dealer/counterparty;
- G. There is no “principal relationship” (as that term is defined in CFTC Regulations §23.450(a)(1)) between the QIR and the swap dealer/counterparty;
- H. The QIR (a) will provide timely and effective disclosures to CFX of all material conflicts of interest that could reasonably affect the judgment or decision making of the QIR with respect to its obligations to CFX and (b) will comply with policies and procedures reasonably designed to manage and mitigate such material conflicts of interest;
- I. The QIR is not directly or indirectly, through one or more persons, controlled by, in control of, or under common control with the swap dealer/counterparty;
- J. To the best of the QIR’s knowledge, the swap dealer/counterparty did not refer, recommend, or introduce the QIR to CFX within one year of QIR’s representation of CFX in connection with the Swap;
- K. The QIR is legally obligated to comply with the applicable requirements of CFTC Regulation §23.450(b)(1) by agreement, condition of employment, law, rule, regulation, or other enforceable duty; and
- L. The QIR has registered with the CFTC as a commodity trading advisor and/or with the Securities Exchange Commission as an investment advisor under the Investment Advisers Act of 1940.

The QIR must also agree to promptly notify CFX in writing if any representations made by the QIR referenced above became incorrect or misleading in any material respect. For any representation that would be incorrect or misleading in any material respect if repeated on any date following the date on which the representation was last repeated, the QIR shall timely amend such representation by giving written notice of such amendment to CFX. The designated QIR must annually reaffirm in writing to CFX by delivery to the CFO on each July 1st the representations outlined in A through L above.

The QIR will be retained by CFX through CFX’s implemented procurement procedures (i.e. RFP, RFQ, etc.) using selection criteria that ensure the designated QIR possesses the capabilities

necessary to independently evaluate the risks of the Swap, to independently evaluate the fair pricing of the Swap (including termination payments), and to make timely and appropriate disclosures to CFX. The procurement of the QIR may be done in conjunction with CFX's procurement of its financial advisor. If CFX's financial advisor, or its registered commodity trading advisor or investment advisor affiliate, possesses the requisite capabilities and, by written contract, makes the representations set forth above, then CFX may designate its financial advisor, or its registered investment advisor affiliate, as the QIR.

To ensure compliance with the provisions above, CFX will designate the QIR in writing. The QIR must provide evidence of its registration with the CFTC as a commodity trading advisor and/or with the Securities Exchange Commission as an investment advisor prior to being designated as CFX's QIR. The designation can be done in the context of the financial advisor contract or amendment thereto with the financial advisor or its registered commodity trading advisor or investment advisor affiliate, or in a separate contract with a different firm. Prior to executing a Swap transaction, termination or novation, CFX will obtain from the designated QIR the written representations outlined in A through L above. If the designated QIR is unable to provide such representations in a timely manner, CFX may utilize an expedited quote process to select a new designated QIR to facilitate a time and market sensitive transaction. The CFO will monitor the performance of the designated QIR and that the designated QIR demonstrates on each transaction that (1) it has the knowledge and expertise to independently evaluate the Swap, the risks of the Swap, the fair pricing of the Swap (including termination payments) and the appropriateness of the Swap for CFX, (2) it is independent of the swap dealer/counterparty, (3) it is acting in the best interest of CFX and (4) it makes timely and appropriate disclosures to CFX, when applicable.

IX. Transaction Pricing

When procuring financial derivative products, every effort shall be made to ensure competitive pricing. The complexity of circumstances surrounding transactions and meeting goals to limit exposure to individual counterparties may be valid reasons to negotiate a particular derivative product transaction. The CFO, upon the advice of the financial advisor, will make a recommendation to the Finance Committee as to the method of pricing and counterparty selection. The financial advisor will evaluate prices and rates to ensure transactions are at or below market. Similarly, CFX will make every effort to competitively price swap unwind transactions. The CFO, upon the advice of the financial advisor will make a recommendation as to the method of selecting counterparties for unwinding swaps when not selecting all swaps in a series. Offers from counterparties to unwind transactions below market is an example of a reason to negotiate with specific counterparties.

X. Disclosure and Financial Reporting

CFX will ensure that it complies with all regulations and guidelines for the disclosure and financial reporting of interest rate swaps as set forth by the Municipal Securities Rulemaking Board (MSRB) and the Governmental Accounting Standards Board (GASB).

XI. Policy Review

This policy shall be reviewed ~~on a bi-annual basis~~ at least every two years.

APPROVED AND ADOPTED BY THE BOARD ON _____.