

Record of Meeting | October 20, 2022

The Illinois State Toll Highway Authority ("Tollway") held the regularly scheduled Finance, Administration and Operations ("FAO") Committee meeting on Thursday, October 20, 2022. The meeting was held pursuant to the By-Laws of the Tollway upon call and notice of the meeting executed by Chair Dorothy Abreu and posted in accordance with the requirements of the Open Meetings Act, 5 ILCS 120/1, *et seq.*

Due to necessary precautions relating to COVID-19, in accordance with the Gubernatorial Disaster Proclamation and current conditions, and consistent with the Open Meetings Act, it was determined by Chair Abreu that an in-person meeting of the body was neither practical nor prudent. In compliance with all conditions of Section 7(e) of the Open Meetings Act, 5 ILCS 120/7(e), the Committee meeting was conducted by audio conference. A telephone access number was provided for members of the public to monitor and/or participate in the meeting.

[Bolded entries indicate issues which may require follow-up to present or report to Directors.]

Call to Order / Roll Call

Committee Chair McConnaughay called the meeting to order at approximately 9:01 a.m. She then asked the Board Secretary to call the roll, those Directors present and absent being as follows:

None

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Committee	Members	Present:

Committee Chair Karen McConnaughay

Director Alice Gallagher

- Director Scott Paddock
- Director Gary Perinar, Jr.

Director James Sweeney

Other Directors Present:

Director James Connolly

Chair Dorothy Abreu

The Board Secretary declared a quorum present.

Committee Members Not Present:





Meeting Date October 20 2022



Public Comment

Committee Chair McConnaughay opened the floor for public comment. No comment was offered.

Committee Chair's Items

Committee Chair McConnaughay entertained a motion to approve Committee Chair's Item 1, the Minutes of the regular FAO Committee meeting held on September 15, 2022, as presented. Director Gallagher made a motion to approve the Minutes, seconded by Director Perinar. Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Having no further items, Committee Chair McConnaughay called on Executive Director Cassaundra Rouse.

Executive Director's Items

Executive Director Rouse introduced Cathy Williams, Chief Financial Officer, to present for the benefit of the Committee the Tentative FY 2023 Budget. See attached presentation.

Upon conclusion of the presentation, Committee Chair McConnaughay thanked Ms. Williams. Executive Director Rouse noted that the meeting agenda contains 20 items for the Committee's consideration.

Items for Consideration

Finance

Item 1: Approval of revised calculation method for the commercial vehicle annual toll rate increase.

Committee Chair McConnaughay entertained a motion to approve placement of Finance Item 1 on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve this item, seconded by



Director Perinar. Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Information Technology

Executive Director Rouse called on Mike Shay, Chief of Information Technology, to present the following items:

<u>Item 1</u>: Renewal of Contract 14-0087 with Sentinel Technologies, Inc. for the purchase of EMC Equipment, Maintenance, Support and Services in an amount not to exceed \$2,000,000.00 (Tollway Invitation for Bid).

<u>Item 2</u>: Award of Contract 22-0023 to Kronos Incorporated for the purchase of Kronos Replacement of Clocks in an amount not to exceed \$198,730.00 (Tollway Invitation for Bid).

Upon conclusion of the presentation of items, Committee Chair McConnaughay entertained a motion to approve placement of **Information Technology Item 1** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve this item, seconded by Director Perinar. Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Committee Chair McConnaughay entertained a motion to approve placement of **Information Technology Item 2** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve this item, seconded by Director Perinar. Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:



Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Facilities and Fleet Operations

Executive Director Rouse called on Dave Donovan, Chief of Facilities and Fleet Operations, to present the following items:

<u>Item 1</u>: Award of Contract 22-0124 to Bob Ridings, Inc. for the purchase of Minivans in an amount not to exceed \$890,350.00 (Order Against CMS Master Contract).

<u>Item 2</u>: Amendment to Contract 13-0069 with GRM Information Management Services of Chicago, LLC for the purchase of Off-Site Storage Services in an amount not to exceed \$30,000.00 (Tollway Invitation for Bid).

<u>Item 3</u>: Award of Contract 21-0039R to United Door and Dock, LLC (d.b.a. United Perimeter Security) for the purchase of Overhead Door Repairs, Parts and Services in an amount not to exceed \$321,025.00 for an initial three-year term and a possible three-year renewal term in an amount not to exceed \$327,675.00 (Tollway Invitation for Bid).

<u>Item 4</u>: Award of Contract 20-0029RRRR to The Aberdeen Group, Inc. for the purchase of Chiller Preventive Maintenance and Repair Services in an amount not to exceed \$143,789.14 for an initial three-year term and a possible two-year renewal term in an amount not to exceed \$126,071.30 (Tollway Invitation for Bid).

<u>Item 5</u>: Award of Contract 22-0006RRR to Kankakee Ace Hardware for the purchase of Lumber and Plywood in an amount not to exceed \$113,440.45 (Tollway Invitation for Bid).

Upon conclusion of the presentation of items, Committee Chair McConnaughay entertained a motion to consolidate for consideration and action Facilities & Fleet Operations Items 1-5. Director Gallagher made a motion to consolidate these items, seconded by Director Perinar. Committee Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

Minutes of the Finance, Administration & Operations Committee Meeting October 20, 2022



The motion PASSED.

The motion to consolidate these items having carried, Committee Chair McConnaughay entertained a motion to approve placement of **Facilities & Fleet Operations Items 1-5** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve these items, seconded by Director Paddock. Committee Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Engineering

Executive Director Rouse asked Manar Nashif, Acting Chief Engineering Officer, to present the following items:

<u>Item 1</u>: Award of Contract I-21-4831 to Judlau Contracting, Inc. for Roadway Reconstruction and Widening on the Tri-State Tollway (I-294) between Mile Post 23.8 (Flagg Creek) and Mile Post 25.0 (Hinsdale Oasis, in the amount of \$81,203,159.47.

<u>Item 2</u>: Award of Contract I-20-4729 to Foundation Mechanics, LLC for Earthwork and Drainage Improvements on the Elgin O'Hare Western Access (I-490) at Mile Post 1.0 (Taft Avenue) in the amount of \$3,958,573.40.

<u>Item 3</u>: Award of Contract RR-22-4858 to Sheridan Plumbing & Sewer, Inc. for M-5 Maintenance Facility Watermain and Sanitary Sewer Installation on the Jane Addams Memorial Tollway (I-90) at Mile Post 64.8 (Central Road) in the amount of \$958,902.80.

<u>Item 4</u>: Award of Contract RR-22-4856 to Plote Construction, Inc. for Plaza Improvements on the Tri-State Tollway (I-294) at Mile Post 23.8 (I-55 (Plaza 37)) in the amount of \$2,529,535.93.

<u>Item 5</u>: Extra Work Order on I-21-4826 to Hecker and Company, Inc. for Material Fabrication and Storage for Intelligent Transportation Systems (ITS) on the Tri-State Tollway (I-294) between Mile Post 17.8 (95th Street) and Mile Post 23.8 (Flagg Creek) in the amount of \$1,136,000.00, increasing the upper limit of compensation from \$1,305,419.14 to \$2,441,419.14.



<u>Item 6</u>: Extra Work Order on I-20-4517 to F.H. Paschen, S.N. Nielsen & Associates, LLC for Roadway & Bridge Reconstruction on the Tri-State Tollway (I-294) between Mile Post 17.5 (95th Street) and Mile Post 19.7 (Plaza 36) in the amount of \$2,775,000.00, increasing the upper limit of compensation from \$127,289,940.06 to \$130,064,940.06. [Recusal: Director Sweeney]

<u>Item 7</u>: Amendment to Resolution on I-20-4519 to F.H. Paschen, S.N. Nielsen & Associates, LLC for Roadway and Bridge Reconstruction on the Tri-State Tollway (I-294) between Mile Post 22.3 (75th Street) and Mile Post 24.1 (I-55 Ramps) in the amount of \$3,075,000.00, increasing the upper limit of compensation from \$128,754,383.73 to \$131,829,383.73. [Recusal: Director Sweeney]

<u>Item 8</u>: Acceptance of Proposal from RS&H Inc. / Kaskaskia Engineering Group LLC (TM) on Contract I-22-4749 for Design Services on the Elgin O'Hare Western Access Tollway (I-490) in an amount not to exceed \$4,384,556.26.

<u>Item 9</u>: Acceptance of Proposal from Civiltech Engineering, Inc. on Contract RR-22-4847 for Design Services for Bridge Reconstruction on the Reagan Memorial Tollway (I-88) at Mile Post 138.7 (York Road) in an amount not to exceed \$1,895,775.25.

<u>Item 10</u>: Acceptance of Proposal from Orion Engineers, PLLC on Contract MO-22-1282 for Inspection Services for Underwater Inspection and Scour Analysis of Bridge Structures, Systemwide in an amount not to exceed \$482,347.80.

<u>Item 11</u>: Award of Contract 22-0059R to Warning Lites of Southern Illinois, LLC for the purchase of Roadway Reflectors in an amount not to exceed \$159,355.00 (Tollway Invitation for Bid).

Director Sweeney inquired whether the Tollway has discretionary authority to suspend or disbar Lafarge, a Tollway building materials supplier, in light of the parent company's recent guilty plea to conspiring to provide material support to foreign terrorist organizations. Chair Abreu asked that General Counsel examine the consequences and considerations that flow from the criminal conviction and report back to the Board.

Upon conclusion of the presentation and discussion of items, Committee Chair McConnaughay stated that Director Sweeney has indicated in advance his wish to recuse himself on Engineering Items 6 and 7. She requested, without objection, that these items be taken first.

Committee Chair McConnaughay entertained a motion to approve placement of **Engineering Item 6** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve this item, seconded by Director Perinar. Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:



Yeas: Director Gallagher, Director Perinar, Director, Paddock, Committee Chair McConnaughay (4)

Nays: (0)

Recusals: Director Sweeney (1)

The motion PASSED.

Committee Chair McConnaughay entertained a motion to approve placement of **Engineering Item 7** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve this item, seconded by Director Perinar. Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director, Paddock, Committee Chair McConnaughay (4)

Nays: (0)

Recusals: Director Sweeney (1)

The motion PASSED.

Committee Chair McConnaughay entertained a motion to consolidate for consideration and action Engineering Items 1-5 and 8-11. Director Gallagher made a motion to consolidate these items, seconded by Director Perinar. Committee Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

The motion to consolidate these items having carried, Committee Chair McConnaughay entertained a motion to approve placement of **Engineering Items 1-5 and 8-11** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve these items, seconded by Director Perinar. Committee Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:





Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Legal

Executive Director Rouse asked Kathleen R. Pasulka-Brown, General Counsel, to present the following item:

<u>Item 1</u>: Approval of an Intergovernmental Agreement with the Cook County Department of Transportation & Highways. Cost to the Tollway: \$0.

Upon conclusion of the item presentation, Committee Chair McConnaughay entertained a motion to approve placement of **Legal Item 1** on the October Board of Directors meeting agenda with the Committee's recommendation for approval by the Board. Director Gallagher made a motion to approve this item, seconded by Director Perinar. Committee Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.

Adjournment

There being no further Committee business, Committee Chair McConnaughay entertained a motion to adjourn. Director Gallagher made a motion to adjourn, seconded by Director Perinar. Committee Chair McConnaughay asked that the roll be called on the motion, the vote of yeas and nays being as follows:

Yeas: Director Gallagher, Director Perinar, Director Paddock, Director Sweeney, Committee Chair McConnaughay (5)

Nays: (0)

The motion PASSED.





The Meeting was adjourned at approximately 9:58 a.m.

Christe Regnery

Minutes taken by:

Christi Regnery Board Secretary Illinois State Toll Highway Authority



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Tentative 2023 Budget

Cathy Williams Chief Financial Officer October 20, 2022



2023 Budget Schedule

October

• Tentative 2023 Budget presented to Board

November

- Public review/comment on Tentative 2023 Budget
- Public comments provided to Board
- Incorporate changes from review process

December

• Board votes on Final 2023 Budget



2023 Budget Public Hearings

Two public hearings scheduled for the Tentative 2023 Budget

- Monday, November 17 9 a.m. at CA (Board Room)
- Monday, November 17 6 p.m. at Markham Village Hall

Public comments may be shared during the public hearings, mailed or submitted online via the Tollway's website illinoistollway.com through November 30



2023 Budget Highlights

Revenue

- 2023 budgeted revenue is 1.5 percent above 2022 forecast and 3.9 percent above the 2022 Budget
- Continued anticipated impacts of pandemic and economic recovery

Maintenance and Operations

- 3.8 percent increase over 2022 Budget
- Investments in new technology that will help to reduce long term costs and gain efficiencies
- Demonstrates a commitment to customer service, safety, security and employee development

Capital Program

 Demonstrates the Tollway's commitment to infrastructure improvements, maintaining system integrity and technology

2021 - 2023 Toll Revenue

Sources of Revenues FY 2021 - FY 2023									
Percent Change									
(\$ Millions)	2021	2022	2022	2023	2023 Budget/	2023 Budget/			
	Actual	Budget	Forecast	Budget	2022 Forecast	2022 Budget			
CDM Smith Revenue Projection	\$1,488	\$1,539	\$1,531	\$1,570	2.5%	2.0%			
Evaded Tolls Net of Evasion Recovery	(49)	(62)	(48)	(51)					
Toll Revenues and Net Evaded Tolls	\$1,439	\$1,477	\$1,483	\$1,519	2.4%	2.8%			
Investment Income, Concessions and Miscellaneous Revenues	24	14	43*	30					
Revenues Total	\$1,464	\$1,491	\$1,526	\$1,549	1.5%	3.9%			

Potential factors considered by Traffic Engineer revenue estimates

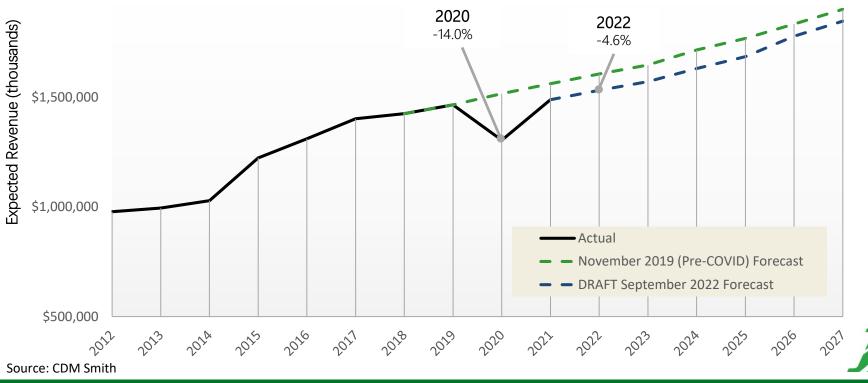
- Traffic trends
- COVID-19 recovery
- Construction and related lane closures
- Socioeconomic trends
- * Includes proceeds from the one time sale of property of \$18.7 million.

- CPI-based commercial toll rate increases
- Weather-related events
- Weekday/weekend/holiday travel
- Gas prices (if elevated)



Long-Term Revenue Forecasts Change in Forecast Pre-COVID vs. Current

\$2,000,000



2023 Revenue Allocations

MORE THAN 72 PERCENT OF REVENUES ALLOCATED TO SUPPORT THE CAPITAL PROGRAM

Alloca	tion	of R	evenues

FY 2022 - FY 2023

(\$ millions)

Allocations Total	\$1,491	\$1,526	\$1,549
Replacement and Improvement			
Deposits to Renewal and	\$594	\$648	\$606
Debt Service Transfers	\$486	\$476	\$517
Maintenance and Operations	\$411	\$402	\$427
(\$ millions)	Budget	Forecast	Budget
	FY 2022	FY 2022	FY 2023

Note: Numbers may not add to totals due to rounding

2023 Budget – Focus on Customer Service

The Illinois Tollway serves 1.5 million daily drivers with an average of 2.6 million daily toll transactions

2023 Maintenance and Operations and Capital Budgets include:

 \$134.1 million to support customer service and enhancements systemwide for the Tollway's tolling operations and business systems



2023 Budget – Focus on Safety and Security

Illinois State Police District 15

 Responsible for providing comprehensive law enforcement services to the entire Tollway system

Security and Safety

• Responsible to centralize management of OSHA, safety and training requirements, as well as security at all Tollway facilities

Roadway Maintenance and Traffic

• Roadway Maintenance to provide a safe means of travel and a great driving experience for our customers

2023 Maintenance and Operations and Capital Budget include:

• \$98.9 million for State Police District 15, Roadway Maintenance, Security and Safety management



2023 Budget – Focus on Employees

The Illinois Tollway's budget supports Tollway employees

- Strategies to attract, train and retain skilled, qualified employees
- Enhanced wellness and work-life programs, services and activities that support employee growth and development
- Employee benefits including group insurance and training help improve safety and reduce costs



2023 Maintenance and Operations By Category

Category	2021 Actual	2022	2023 Budget	\$ Change	% Change
	Expenditures		Request	from 2022	from
(\$ thousands)	Expenditures	Duuget	Request	Budget	2022 Budget
Salary and Wages	\$108,294	\$117,524	\$121,509	\$3,984	3.4%
FICA and Retirement	67,823	72,639	71,889	(750)	(1.0%)
Credit Card Fees and Bank Charges	30,477	32,850	36,245	3,395	10.3%
All Other Contractual Services	61,027	81,828	77,185	(4,643)	(5.7%)
Group Insurance	35,020	33,163	36,234	3,071	9.3%
Other Post Employment Benefits	7,153	8,100	8,100	0	0.0%
Equipment/ Office Rental/ Maintenance	29,267	32,260	35,950	3,690	11.4%
All Other Insurance	10,962	12,900	12,454	(446)	(3.5%)
Operational Materials and Supplies	5,870	7,109	8,496	1,387	19.5%
Utilities	7,248	6,435	7,907	1,472	22.9%
Parts and Fuels	9,093	6,071	10,449	4,378	72.1%
Other Miscellaneous Expenses	596	1,064	1,150	86	8.1%
Employee Training	221	926	936	10	1.1%
Recovery of Expenses	(1,933)	(1,996)	(1,996)	0	0.0%
Total M and O Expenditures	\$371,118	\$410 , 874	\$426,508	\$15,634	3.8%

2023 Bond Issuance and Debt Service

\$7.2 billion outstanding bonds at January 1, 2023

• Includes assumed bond issuance of \$400.0 million in December 2022

\$500 million new bond issuance expected in 2023

\$516.9 million estimated transfers for 2023 debt service

- Principal: \$155 million
- Interest: \$361.9 million (net \$13.6 million Build America Bonds federal subsidies)

Estimated debt service coverage

- 2.3x in 2022
- 2.1x in 2023

Current Long Term Credit Ratings: Fitch AA –; Moody's Aa3; S&P AA –



2023 Capital Program Summary

Cap	ital Program			
(\$ millions)	2022 Budget	2022 Estimated Expenditures	2023 Request	\$ Change from 2022 Estimate
Existing System Needs	\$997.1	\$921.6	\$945.9	\$24.2
Jane Addams Memorial Tollway (I-90)	3.7	1.4	4.9	3.5
Tri-State Tollway (I-94/ I-294/ I-80)	690.1	699.5	615.3	(84.1)
Veterans Memorial Tollway (I-355)	1.1	2.0	7.4	5.4
Reagan Memorial Tollway (I-88)	5.5	2.4	3.5	1.1
Systemwide Improvements	296.8	216.3	314.8	98.4
System Expansion	\$489.3	\$402.8	\$521.4	\$118.6
Tri-State (I-294)/I-57 Interchange	46.2	36.2	10.2	(26.0)
Elgin O'Hare Western Access	439.9	364.2	506.3	142.1
Other Emerging Projects	3.1	2.4	4.9	2.6
Move Illinois Program Total	\$1,486.4	\$1,324.4	\$1,467.3	\$142.9
greement Reimbursements and Other Adjustments	\$0.0	(\$7.2)	\$0.0	\$7.2
ital Program Total	\$1,486.4	\$1,317.2	\$1,467.3	\$150.1



Capital Program

KEY 2023 CAPITAL PROGRAM HIGHLIGHTS

Central Tri-State Tollway (I-294) Project – \$615.3 million

- Mainline widening and reconstruction between 95th Street and the I-55 ramps will be completed
- Construction will continue on the I-290/I-88 Interchange at I-294
- Construction and removal associated with the southbound Mile Long Bridge will be completed

Elgin O'Hare Western Access Project – \$506.3 million

- Ongoing work for interchanges connecting the new I-490 Tollway to the Tri-State Tollway (I-294), the Jane Addams Memorial Tollway (I-90) and the Illinois Route 390 Tollway
- Right-of-way acquisition and utility relocation



Capital Program

KEY 2023 CAPITAL PROGRAM HIGHLIGHTS

Systemwide – \$314.8 million

- Bridge, pavement and maintenance facility improvements
- Investment in new technology, replacing fleet and other systemwide needs

Tri-State Tollway (I-294)/I-57 Interchange – \$10.2 million

- The second phase of interchange construction began in 2019 and was completed in September 2022
- Ongoing construction of the northbound/southbound CSX Railroad bridges



2023 Budget Summary

The Illinois Tollway's budget is focused on improving the customer experience, security and safety, employee development

The Tollway's budget is consistent with the long-term financial plan

- Twelfth year of *Move Illinois* Capital Program projected to be \$1.47 billion
- 81 percent of the spending, or \$11.4 billion, will be spent on *Move Illinois* Program by end of 2023

2023 budgeted revenue is 1.5 percent above 2022 forecast and 3.9 percent above the 2022 budget

- Operating costs consistent with long term goals
- Debt service coverage projected at 2.1x in 2023



APPENDIX





Presented by Cathy Williams on October 20,

2023 Transactions and Expected Revenue

Transactions FY 2021 - FY 2023								
(thousands)	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2022 Budget	2023 Budget	2023 Budget/ 2022 Forecast	2023 Budget/ 2022 Budget
Passenger Car	900,809	686,065	806,799	826,427	898,189	839,169	1.5%	(6.6%)
Commercial Vehicle	122,413	120,584	129,797	130,513	127,443	130,732	0.2%	2.6%
Total Transactions	1,023,222	806,650	936,595	956,940	1,025,632	969,901	1.4%	(5.4%)

Expected Revenue* FY 2021 - FY 2023								
Percent Change								Change
(thousands)	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2022 Budget	2023 Budget	2023 Budget/ 2022 Forecast	2023 Budget/ 2022 Budget
Passenger Car	\$770,202	\$586,376	\$676,658	\$728,740	\$770,177	\$737,414	1.2%	(4.3%)
Commercial Vehicle	\$694,489	\$716,681	\$811,341	\$802,436	\$768,531	\$832,726	3.8%	8.4%
Total Expected Revs	\$1,464,691	\$1,303,057	\$1,487,999	\$1,531,176	\$1,538,708	\$1,570,140	2.5%	2.0%

*Before leakage and evasion recovery Source: CDMSmith





Presented by Cathy Williams on October 20,