



CENTRAL FLORIDA EXPRESSWAY AUTHORITY

DRAFT Strategic Plan
March 10, 2016



Why a Strategic Plan?



“What do you mean, ‘we never got around to developing a strategic plan’?”





Guidelines to Strategic Planning

A systematic approach through which CFX agrees on priorities that are essential to its mission, vision and core values.

Living document, reviewed and updated yearly.

Data driven.

Guides resource allocation.



The Strategic Planning Process

DNA, Purpose & Goals

- Vision
- Mission
- Core Values

Assess & Set Priorities

- Surveys & Data to Inform Decisions
- 2040 Master Plan & Five-Year Work Plan

Strategic Plan

- Goals, Priorities & Strategies
- Tactics & Performance Metrics
- Implement, Evaluate & Monitor





Strategic Plan incorporates vision, mission & core values

| Priority | Build a Customer-Driven Organization | Deliver a world-class mobility network | Deliver Financially Sound Practices | Focus on Community & Social Responsibility | Deliver on Core Values |
|---|--|--|--|--|--|
| Goal: | Strengthen the CFX brand | Integrated solutions to support commerce and quality of life | Recognized for excellence and a model for compliance | Pursue the highest standards of social and community responsibility | Applied to every aspect of CFX business: <i>excellence, innovation, service & teamwork</i> |
| Strategies: <i>Approaches to Achieve Goal</i> | <ul style="list-style-type: none"> Provide a high quality customer service experience Increase awareness of CFX benefits to existing and new customers Expand distribution & customer payment options | <ul style="list-style-type: none"> Explore new markets –plan to incorporate various modes of transportation (multimodal) Leverage technologies for an efficient, reliable, safe system Create new customer value | <ul style="list-style-type: none"> Manage financial resources with the highest standards of excellence, transparency and accountability Maximize the investment of all revenues | <ul style="list-style-type: none"> Identify new opportunities to apply expertise on specific community issues Increase education about safe driving Support regional transportation and local government partners | <ul style="list-style-type: none"> Talent awareness of successes, best practices, and performance Employee communications Optimize human resource processes Retain and hire top talent |
| Tactics: <i>Tools Used</i> | <ul style="list-style-type: none"> Leverage trainings, technologies, work stations, and best practices Develop a visibility & customer outreach plan Customer loyalty programs Mobile technologies | <ul style="list-style-type: none"> 2040 Master Plan & Five-Year Work Plan Expand Information Technology Systems (ITS); Connected vehicle technologies Plan for non-toll revenue opportunities | <ul style="list-style-type: none"> Debt/Service ratios Feasibility tests Audit committee reviews; Compliance with external auditor reports Department and contract audits | <ul style="list-style-type: none"> Proactive outreach Board placement and service opportunities Celebrate volunteerism Designated Texter (DT) Campaign Media strategy to highlight impact | <ul style="list-style-type: none"> Employee recognition program Expand training programs Allocate resources for internal communication |
| Performance Measures | <ul style="list-style-type: none"> Exceed service metrics Exceed 90% in customer satisfaction Increase new accounts by 25% Pilot two new customer programs Launch mobile partnership | <ul style="list-style-type: none"> Adopt 2040 Master Plan & Five-Year Work Plan Adopt multimodal policy Install Wrong Way Driving at 19 locations Increase participation in regional dialogue Two non-revenue opportunities defined | <ul style="list-style-type: none"> Debt/Service ratios with industry standards Meet Florida Transportation Commission reporting objectives Compliance with covenants Bond rating agency confidence | <ul style="list-style-type: none"> Increase event participation Quarterly speaking invitations and stakeholder meetings Pilot volunteer STEM program with local school Deliver DT campaign External surveys | <ul style="list-style-type: none"> Annual service recognition Monthly team meetings Quarterly employee newsletters Launch wellness program Team trainings on project management |

VISION: To build, operate and maintain a mobility network through accountability, fiscally sound practices and with a community focus.

MISSION: To provide the region with a world-class, integrated mobility network that drives economic prosperity and quality of life.



Next Steps

April Board Meeting:

- Strategic Plan Adoption
- Visibility and Customer Outreach Plan

Throughout 2016:

- Quarterly Team Updates