



# CFX's 2017-2022 Strategic Plan

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