

Central Florida Expressway Authority Strategic Three-Year Plan 2020-2023

Priority	Customer-Driven Operation	World-Class Mobility Network	Financially Sound & Vibrant Organization	Community & Social Responsibility	Deliver on Core Values
Goal:	Service Excellence	Innovative solutions to support commerce and quality of life	Recognized for efficiency, excellence and a model for compliance	Respected Leader and Partner in Region	Highly Qualified, Energized and Engaged Team
Strategies: <i>Approaches to Achieve Goal</i>	<ul style="list-style-type: none"> Streamline, simplify customer touch-points and interaction Expand portfolio of E-PASS customer services Explore new payment options Broaden distribution of E-PASS products New customer acquisition Broaden understanding of toll road benefits 	<ul style="list-style-type: none"> Implement multimodal policy Integrate sustainability principles into 2045 Master Plan Pursue engineering and construction innovative opportunities Enhance congestion-management strategies Explore advanced technologies Identify additional incident management resources Identify innovative safety measures 	<ul style="list-style-type: none"> Maintain effective internal controls Maintain prudent investment and debt-management strategies Identify and implement risk mitigation strategies Proactively plan for asset replacement Explore opportunities for diversifying revenues 	<ul style="list-style-type: none"> Expand relationships with regional and state partners Expand types of public engagement platforms Advance smart, safe driving education campaigns Broaden CFX Serves: Community & Volunteerism 	<ul style="list-style-type: none"> Support employee health, wellness and work-life balance Promote outcomes and accountability through performance management Foster employee retention and advancement Create employee information hub
Tactics: <i>Tools Used</i>	<ul style="list-style-type: none"> Service metrics benchmarks Surveys, focus groups and secret shops Customer journey evaluations User-friendly, mobile options Customer acquisition marketing Business accounts marketing Explore E-PASS as payment option with regional partners 	<ul style="list-style-type: none"> 2045 Master Plan & Five-Year Work Plan Set sustainability benchmarks Set incident response benchmarks Partner with leading technology providers, automotive manufacturers, law enforcement agencies 	<ul style="list-style-type: none"> Benchmarks to industry standards Technology to optimize operation costs Identify new non-toll revenue streams 	<ul style="list-style-type: none"> Newsletters, email and meetings Community partnerships and sponsorships Identify volunteerism activities Public safety campaigns and media partnerships 	<ul style="list-style-type: none"> Strengthen wellness program Annual performance review tools Mentoring program plan Education and professional development trainings Employee surveys and workshops SharePoint expansion
Performance Measures	<ul style="list-style-type: none"> Exceed benchmark service metrics Customer satisfaction: 90% New customer accounts increase: 30% Pay By Plate to E-PASS conversion: 10% New business accounts increase: 20% Electronic wallet or digital payment platforms E-PASS self-service increase: 10% Pilot new offerings Implement E-PASS as payment option with identified partner 	<ul style="list-style-type: none"> Pilot multimodal projects Pilot sustainability projects Reduce response clearance time Expand Wrong Way Driving Program system wide Participate in connected vehicle pilots Implement innovative safety initiative Increase recognitions for innovations, excellence in engineering, construction and landscaping 	<ul style="list-style-type: none"> Debt Service ratio: 1:6 Compliance with covenants Maintain strong credit rating (A+/A1/A+) Meet objectives: Florida Transportation Commission (FTC) Create Risk Management Department Launch non-toll revenue initiatives such as ROW opportunities Implement operation software update 	<ul style="list-style-type: none"> Document volunteerism hours Increase event participation Speaking invitations and stakeholder meetings Safety campaign metrics 	<ul style="list-style-type: none"> Benchmark participation in wellness program Benchmark employee participation in professional development programs Benchmark participation in trainings Implement mentoring program Track utilization of SharePoint