

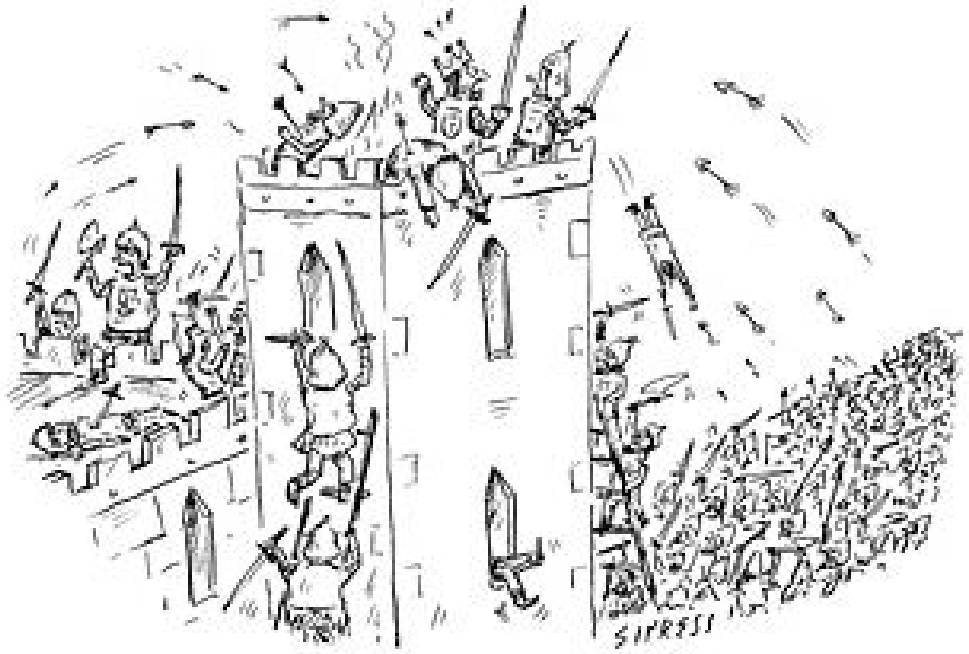
FY20-23 Strategic Plan - Performance Update

Michelle Maikisch, Chief of Staff/Public Affairs Officer

— June 9, 2022 —

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Why a Strategic Plan?

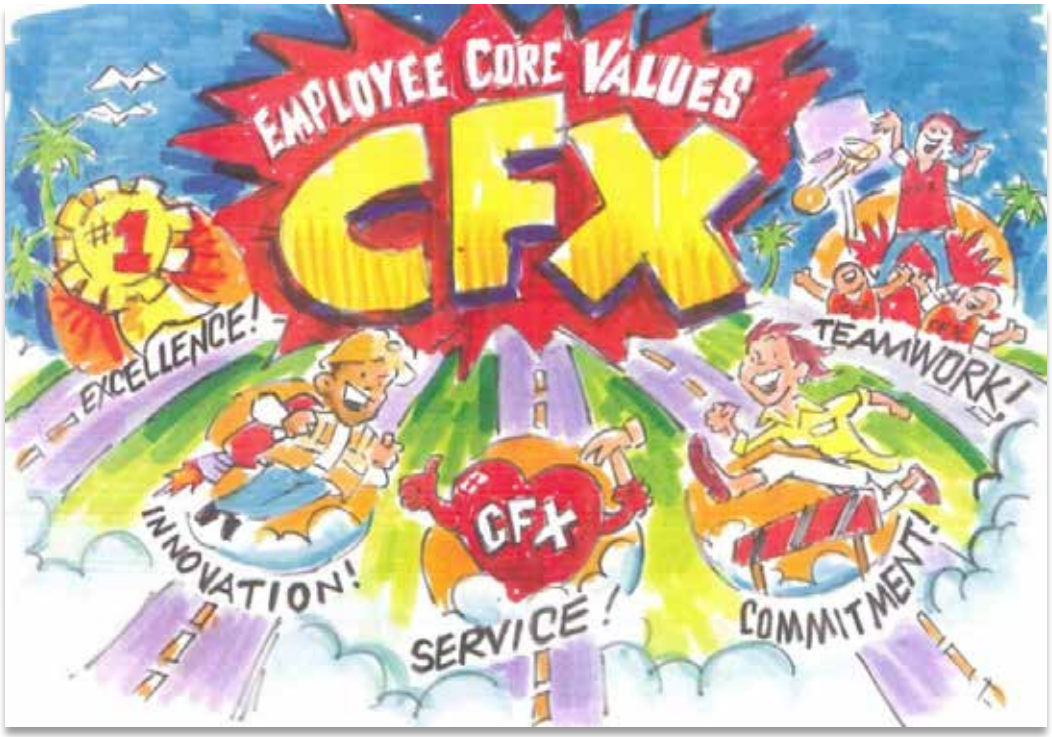


"What do you mean, 'we never got around to developing a strategic plan'?"

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Vision, mission and values are the roadmap to drive strategic growth

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.

November 2015

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The Strategic Planning Process

DNA, Purpose & Aspirations

- Vision
- Mission
- Core Values

Assess & Set Priorities

- Survey & Data to Inform Decisions
- Master Plan & Five-Year Work Plan

Strategic Plan

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

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Vision, Mission & Core Values guides Strategic Plan priorities and goals

Priority	Customer-Driven Operation	World-Class Mobility Network	Financially Sound & Vibrant	Community & Social Responsibility	Deliver on Core Values
Goal	Service Excellence	Innovative solutions to support commerce and quality of life	Recognized for efficiency, excellence and model for compliance	Respected leader and partner in region	Highly qualified, energized and engaged team

Adopted August 2019

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Tactics: Tools Used	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	2045 Master Plan & Five-Year Work Plan • Set sustainability benchmarks • Set incident response benchmarks • Partner with leading technology providers, automotive manufacturers, law enforcement agencies	Benchmarks to industry standards • Technology to optimize operation costs • Identify new non-toll revenue streams	Newsletters, email and meetings • Community partnerships and sponsorships • Identify volunteerism activities • Public safety campaigns and media partnerships	Strengthen wellness program • Annual performance review tools • Mentoring program plan • Education and professional development trainings • Employee surveys and workshops • SharePoint expansion
Performance Measures	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	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	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	Document volunteerism hours • Increase event participation • Speaking invitations and stakeholder meetings • Safety campaign metrics	Benchmark participation in wellness program • Benchmark employee participation in professional development programs • Benchmark participation in trainings • Implement mentoring program • Track utilization of SharePoint

Priority: Build a Customer-Driven Organization

Goal: Strengthen the CFX brand

97%

CUSTOMER SATISFACTION



★ ★ ★ ★ ☆

4.7 out of 5 stars
Customer Service Rating

▲ 50%: Self-service open E-PASS accounts

▲ 12%: Customer self-service ratio

- Exceed benchmark service metrics.
  90% customer satisfaction.
  ▲ 10% E-PASS self-service.
- ▲ 30% new customer accounts.
  ▲ 20% new business accounts.
- Pilot new offerings.
  Electronic wallet payment platform.
  Implement E-PASS as payment option.
- Pay By Plate to E-PASS conversion: 10%.

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Priority: Build a Customer-Driven Organization

Goal: Strengthen the CFX brand



- ▲ 121% E-PASS open accounts
- ▲ Business accounts doubled

Exceed benchmark service metrics.
90% customer satisfaction.
▲ 10% E-PASS self-service.

▶ ▲ 30% new customer accounts.
▲ 20% new business accounts.

Pilot new offerings.
Electronic wallet payment platform.
Implement E-PASS as payment option.

Pay By Plate to E-PASS conversion: 10%.

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Priority: Build a Customer-Driven Organization

Goal: Strengthen the CFX brand

PRODUCTS

uni By E-PASS

VISITOR TOLL PASS™

PARTNERS

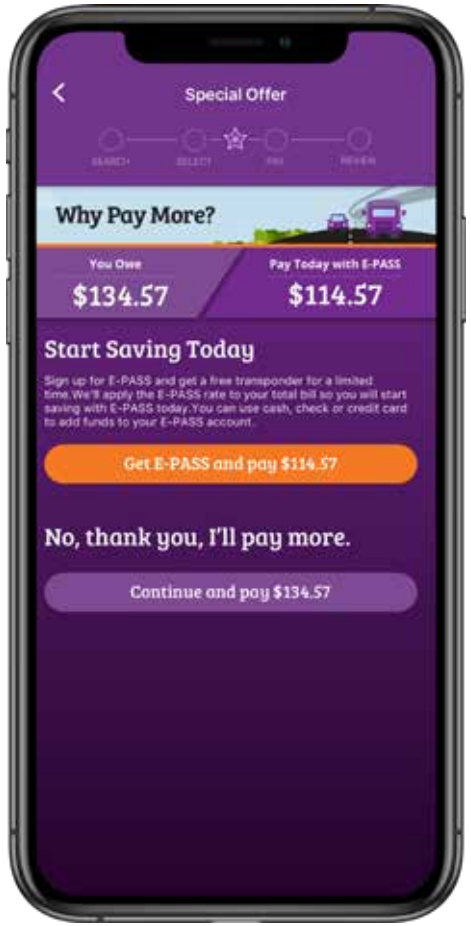
Apple Pay · G Pay · amazon · PORT CANAVERAL · Scott Randolph Tax Collector Orange County, Florida · J.R. Kroll Seminole County Tax Collector

- Exceed benchmark service metrics.
  90% customer satisfaction.
  ▲ 10% E-PASS self-service.
- ▲ 30% new customer accounts.
  ▲ 20% new business accounts.
- ▶ Pilot new offerings.
  Electronic wallet payment platform.
  Implement E-PASS as payment option.
- Pay By Plate to E-PASS conversion: 10%.

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Priority: Build a Customer-Driven Organization

Goal: Strengthen the CFX brand



Pay By Plate to E-PASS conversion ~6%

- Exceed benchmark service metrics.
  90% customer satisfaction.
  ▲ 10% E-PASS self-service.
- ▲ 30% new customer accounts.
  ▲ 20% new business accounts.
- Pilot new offerings.
  Electronic wallet payment platform.
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- ▶ Pay By Plate to E-PASS conversion: 10%.

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Priority: Deliver a World-Class Mobility Network

Goal: Integrated Solutions to Support Commerce and Quality of Life



SR 408 Hiawassee Mainline Solar Field

- Pilot multimodal projects.
  Pilot sustainability projects.
  Participate in connected vehicle pilots.
- Increase recognition for innovations, excellence in engineering, construction and landscaping.
  Reduce response clearance times.
  Implement innovative safety initiative.
- Expand Wrong Way Driving program systemwide.

Priority: Deliver a World-Class Mobility Network

Goal: Integrated Solutions to Support Commerce and Quality of Life



Seeking additional FHP

Piloting desk officer program

Installing LED lighting: 40% complete

- Pilot multimodal projects.
  Pilot sustainability projects.
  Participate in connected vehicle pilots.
- Increase recognition for innovations, excellence in engineering, construction and landscaping.
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Priority: Deliver Financially Sound Practices

Goal: Recognized for Excellence & a Model for Compliance

"The ratings reflect strong traffic and revenue performance."
Moody's

2.02-2.4
Debt Service Ratio

A+
Senior Revenue Bonds
Fitch Ratings

A+
Senior-Lien Revenue Bonds
S&P Global

A1
Senior-Lien Revenue Bonds
Moody's

- Debt service ratio: 1.6.
  Compliance with covenants.
  Maintain strong credit rating (A+/A1).
  Meet Florida Transportation Commission (FTC) objectives.
- Create risk management department.
  Launch non-toll revenue initiatives such as ROW opportunities.
  Implement operation software update.

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Priority: Deliver Financially Sound Practices

Goal: Recognized for Excellence & a Model for Compliance



Risk Management Department created May 2020



Partner with City of Apopka on cell tower



Completed upgrade to toll system in lanes

- Debt service ratio: 1.6.
  Compliance with covenants.
  Maintain strong credit rating (A+/A1).
  Meet Florida Transportation Commission (FTC) objectives.
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Priority: Focus on Community & Social Responsibility

Goal: Respected Leader and Partner in Region

57 events
281 speaking engagements
67 stakeholder presentations



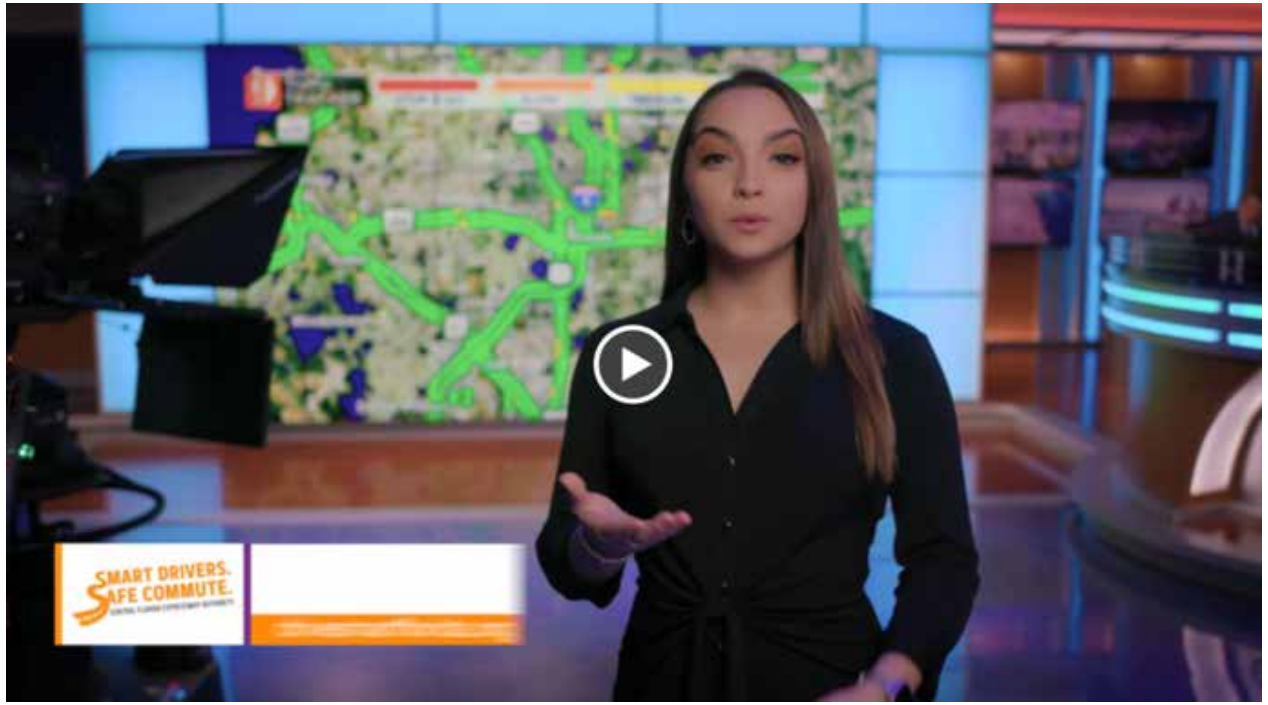
OCPS STEM Tour 2022

- Document volunteerism hours. Increase event participation. Speaking invitations and stakeholder meetings.
- Safety campaign metrics.

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Priority: Focus on Community & Social Responsibility

Goal: Respected Leader and Partner in Region



SMART DRIVERS. SAFE COMMUTE.
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Reach 8.4 million households
94% of Central Florida market

- Document volunteerism hours. Increase event participation. Speaking invitations and stakeholder meetings.
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Priority: Deliver on Core Values

Goal: Qualified, Energized and Engaged Team

EXCELLENCE
INNOVATION
SERVICE
TEAMWORK







- Benchmark participation in wellness program.
- Benchmark employee participation in professional development programs.
- Benchmark participation in trainings.
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- Implement mentoring program.

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Thank You

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