

**AGENDA  
OPERATIONS COMMITTEE MEETING  
February 23, 2023  
2:00 p.m.**

**Meeting location: Central Florida Expressway Authority  
4974 ORL Tower Road  
Orlando, FL 32807  
Pelican Conference Room**

**A. CALL TO ORDER**

**B. PUBLIC COMMENT**

Pursuant to Section 286.0114, Florida Statutes and CFX Rule 1-1.011, the Operations Committee provides for an opportunity for public comment at the beginning of each regular meeting. The Public may address the Committee on any matter of public interest under the Committee's authority and jurisdiction, regardless of whether the matter is on the Committee's agenda but excluding pending procurement issues. Public Comment speakers that are present and have submitted their completed Public Comment form to the Recording Secretary at least 5 minutes prior to the scheduled start of the meeting will be called to speak. Each speaker shall be limited to 3 minutes. Any member of the public may also submit written comments which, if received during regular business hours at least 48 hours in advance of the meeting, will be included as part of the record and distributed to the Committee members in advance of the meeting.

**C. APPROVAL OF JULY 12, 2022 MEETING MINUTES (action item)**

**D. AGENDA ITEMS**

1. **DASHBOARD DISCUSSION** – *Jim Greer, Chief of Technology/Operations* (info item)
2. **CFX CUSTOMER DISCOUNT PROGRAMS** – *Jim Greer, Chief of Technology/Operations* (info item)
3. **CONTACT CENTER** – *David Wynne, Director of Toll Operations* (info item)
4. **ALL ELECTRONIC TOLLING UPDATE** – *Jim Greer, Chief of Technology/Operations* (info item)
5. **ROADWAY OPERATIONS/SAFETY** – *Bryan Homayouni, Director of Intelligent Transportation Systems and Michelle Maikisch, Executive Director-Elect* (info item)

**E. OTHER BUSINESS**

**F. ADJOURNMENT**

**(CONTINUED ON PAGE 2)**

This meeting is open to the public.

*Section 286.0105, Florida Statutes states that if a person decides to appeal any decision made by a board, agency, or commission with respect to any matter considered at a meeting or hearing, they will need a record of the proceedings, and that, for such purpose, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

*Persons who require translation services, which are provided at no cost, should contact CFX at (407) 690-5000 x5316 or by email at [Iranetta.Dennis@cfxway.com](mailto:Iranetta.Dennis@cfxway.com) at least three (3) business days prior to the event.*

*In accordance with the Americans with Disabilities Act (ADA), if any person with a disability as defined by the ADA needs special accommodations to participate in this proceeding, then they should contact the Central Florida Expressway Authority at (407) 690-5000 no later than two (2) business days prior to the proceeding.*

**C.**  
**APPROVAL OF**  
**MEETING MINUTES**  
**JULY 12, 2022**

**DRAFT MINUTES**  
**OPERATIONS COMMITTEE MEETING**  
**July 12, 2022**

**Location: Central Florida Expressway Authority**  
**4974 ORL Tower Road**  
**Orlando, FL 32807**  
**Pelican Conference Room**

Committee Members Present:

Mark Meyer, Citizen Representative (Chairman)  
Fred Schneider, Lake County Representative  
Steve Fussell, Seminole County Representative  
Tawny H. Olore, P.E., Osceola County Representative

Committee Members Not Present:

Dan Miller, Citizen Representative  
Joseph Kunkel, Orange County Representative

Staff Present:

Laura Kelley, Executive Director  
Jim Greer, Chief of Technology/Operations  
Aracelis Mercado, Recording Secretary  
Lisa Lumbar, Chief Financial Officer  
David Wynne, Director of Toll Operations  
Tom Chully, Director of Service Strategy  
George Coello, Manager of IT Support

Staff Participating By Phone:

Michelle Maikisch, Chief of Staff/Public Affairs Officer  
Diego "Woody" Rodriguez, General Counsel

**A. CALL TO ORDER**

The meeting was called to order at 2:00 p.m. by Chairman Meyer.

**B. PUBLIC COMMENT**

Ms. Aracelis Mercado, Recording Secretary, announced there were no public or written comments.

**C. APPROVAL OF FEBRUARY 17, 2022 MEETING MINUTES**

**A motion was made by Mr. Fussell and seconded by Ms. Olore to approve the February 17, 2022 minutes as presented. The motion carried unanimously with four (4) members present voting AYE by voice vote. Two (2) Committee Members, Mr. Kunkel and Mr. Miller, were not present.**

**D. AGENDA ITEMS**

**1. OPERATIONS COMMITTEE CHARTER**

Mr. Woody Rodriguez, General Counsel, presented the revised Operations Committee Charter to the Committee, approved at the May 12, 2022 Board meeting.

(This item was presented for information only. No committee action was taken.)

**2. DASHBOARD DISCUSSION**

Ms. Laura Kelley, Executive Director, presented the 2022 April Dashboard to the Committee and explained the different sections within the dashboard.

Committee Members asked questions which were answered by Ms. Kelley and Mr. Greer.

(This item was presented for information only. No committee action was taken.)

**3. ALL ELECTRONIC TOLLING**

Mr. Jim Greer, Chief of Technology/Operations, presented All Electronic Tolling (AET) to the Committee, which enables cashless toll collection, either through transponders and/or license plate readers, eliminating the necessity of stopping the vehicle to pay the toll.

Committee Members asked questions which were answered by Mr. Greer, Ms. Kelley and Ms. Lumbard.

#### 4. **TAX COLLECTORS AND PARKING SERVICES**

Mr. Tom Chully, Director of Service Strategy, presented Tax Collectors and Parking Services to the Committee, providing a summary of the process that allows customers to make toll payments at the Tax Collector's offices and immediately clear their registration hold. He also provided an overview of E-PASS parking payment options at Greater Orlando Aviation Authority and Port Canaveral.

Committee Members asked questions which were answered by Mr. Chully, Mr. Greer and Ms. Kelley.

(This item was presented for information only. No committee action was taken.)

#### E. **OTHER BUSINESS**

Chairman Meyer announced that the next Operations Committee meeting is scheduled for February 23, 2023 at 2:00 p.m.

Ms. Laura Kelley, Executive Director, advised Committee Members that a meeting can be scheduled outside of the 2023 Operations Committee Meeting Schedule should Committee Members want to discuss any projects.

#### F. **ADJOURNMENT**

Chairman Meyer adjourned the meeting at 2:52 p.m.

Minutes approved on \_\_\_\_\_, 2023.

*Pursuant to the Florida Public Records Law and CFX Records Management Policy, audio tapes of all Board and applicable Committee meetings are maintained and available upon request to the Records Management Liaison Officer at [publicrecords@CFXway.com](mailto:publicrecords@CFXway.com) or 4974 ORL Tower Road, Orlando, FL 32807.*

**D.1**  
**DASHBOARD**  
**DISCUSSION**

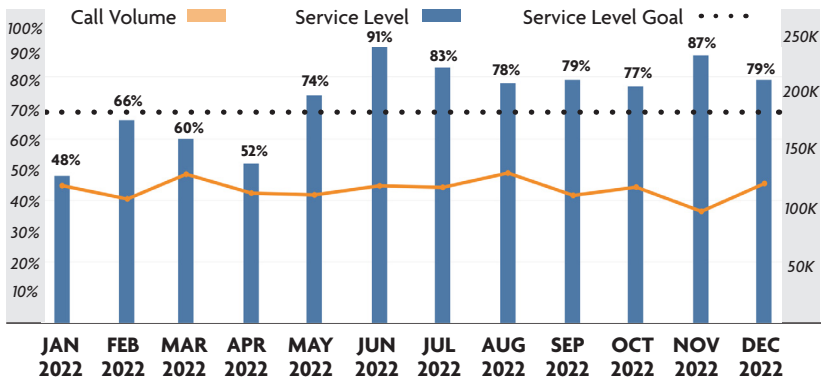
**CUSTOMER SERVICE**

**CALL CENTER | Average Customer Call Time**

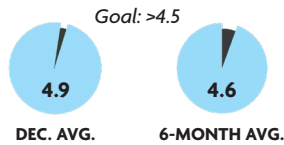
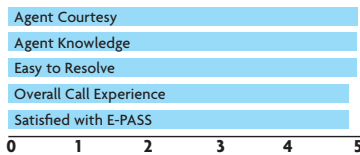
	Activity		Monthly Avg. Wait Time	
	Actual	6 mo. Avg	Actual	Target
Call Center	119,225	114,097	00:32	<1m

**CALL CENTER: % MINUTE INTERVALS**

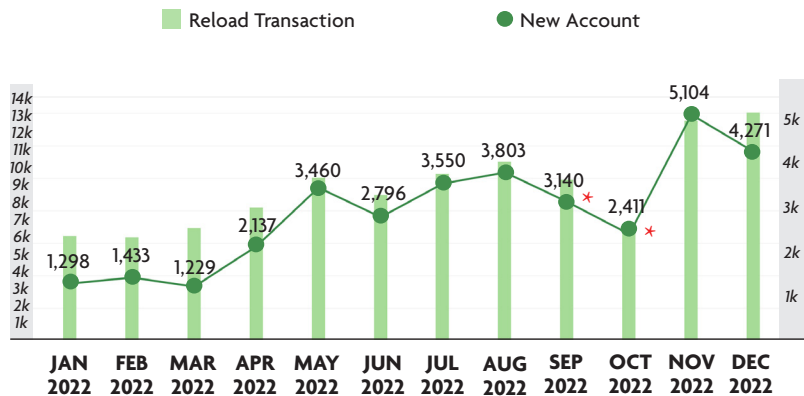
<1 1-3 3-5 5+



**CALL CENTER | Satisfaction Survey (Rating Scale 1-5)**



**RELOAD CUSTOMER SERVICE LANE ACTIVITY**



**PROGRESS OF MAJOR CONSTRUCTION PROJECTS**

Project No.	Description	Contract (millions)	Earned (millions)	% Time	% Earned	VAR	Contract Completion Date
538-165	SR 538 Widening, Ronald Reagan Pkwy to Cypress Pkwy	\$95.8	\$86.0	74%	90%		Sep. 2023
417-141	SR 417 Widening, International Dr. to John Young Pkwy	\$82.0	\$59.1	78%	72%		Aug. 2023
417-142	SR 417 Widening, John Young Pkwy to Landstar Blvd.	\$117.8	\$74.4	62%	63%		Mar. 2024
417-149	SR 417 Widening, Landstar to Boggy Creek Rd.	\$77.9	\$40.6	57%	52%		Mar. 2024
417-151	SR 417 Widening, Boggy Creek Rd. to Narcoossee Rd.	\$61.7	\$25.2	48%	41%		Feb. 2024
417-150	SR 417 Widening, Narcoossee Rd. to SR 528	\$92.3	\$36.6	51%	41%		May 2024
429-154	SR 429 Widening, Tilden Rd to FTE	\$97.7	\$23.8	27%	24%		Sep. 2024
429-152	SR 429 Widening, FTE to West Rd.	\$178.5	\$55.4	33%	31%		Feb. 2025
429-153	SR 429 Widening, West Rd. to SR 414	\$128.5	\$43.8	29%	34%		Dec. 2024

LEGEND: % Time - % Earned ≤ 10 11-20 ≥ 21

**FINANCIALS**

**FINANCIALS**

FY to Date	Actual	Budget	VAR
Total Revenue	\$306.3	\$299.9	2%
OM&A Expenses	\$44.5	\$48.3	8%
Net Revenue	\$152.6	\$141.7	8%

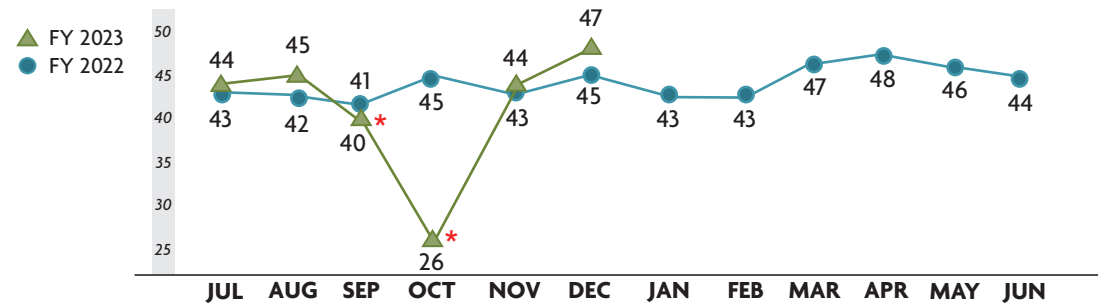
LEGEND: >= 0 -0.1 to -10 < -10.1

**DEBT SERVICE**

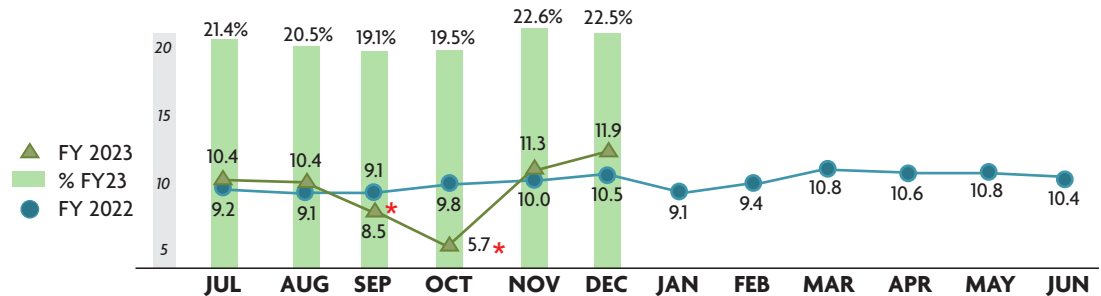
FY to Date	Actual	Budget
Senior Lien	2.44	2.41
Subordinate Lien	2.33	2.29

LEGEND: >= 1.45 1.20 to 1.44 < 1.20

**TOTAL REVENUE TRANSACTIONS ON CFX SYSTEM (millions)**



**NUMBER AND % OF UNPAID IN LANE TRANSACTIONS (millions)**



\*All plazas had tolls suspended in FY23 due to Hurricane Ian from 5 PM on 9/27/22 through 6 AM on 10/15/22.



**D.2**

**CFX CUSTOMER  
DISCOUNT PROGRAMS**



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FLORIDA  
EXPRESSWAY  
AUTHORITY



# Customer Discount Programs

Jim Greer, Chief of Technology & Operations

— February 23, 2023 —

# E-PASS Volume Discount Program

- Began in 1998
- Program over 10 Years >\$160M
- FY2022 Discounts \$17.6M

40-79	80+
10% Discount	15% Discount

# E-PASS Volume Savings Program

- Governor DeSantis announced Volume Savings program
- Board Approved Match without a date certain
- Actual September to December 2022
- Superseded by 2023 State Toll Relief Program in January

40-79	80+
20% Discount	25% Discount

# Florida Toll Relief Program

- Senate Bill 6A
- Toll Relief Program Qualifications
  - 2 Axles only
  - 35+ transactions per transponder
  - Account in Good Standing
  - All FL Toll Roads
- 50% Discount Applies to non-agency roads
- Sunsets 12/31/2023 or until \$500M
- State Funded Program
- E-PASS Volume Savings Program applies to 3+ axle vehicles

**35+**

**50% Discount**

# Schedule & Status

- 1<sup>st</sup> Month Schedule (17<sup>th</sup> & 22<sup>nd</sup>)
- Subsequent Months 10<sup>th</sup> and 15<sup>th</sup>
- Est. January \$10M



# Customer Service

- Agent Training
- Call Disposition
  - Potential Skill & IVR Options
- E-PASS Volume Savings Program Continues for Vehicles with 3+ Axles



# **D.3**

# **CONTACT CENTER**



The logo for the Central Florida Expressway Authority is centered in the upper portion of the image. It consists of the words "CENTRAL FLORIDA EXPRESSWAY AUTHORITY" in a serif font, with "EXPRESSWAY" in orange and the other words in black. The text is enclosed in a white rectangular box with orange horizontal bars above and below it.

CENTRAL  
FLORIDA  
EXPRESSWAY  
AUTHORITY

The background of the slide shows four call center agents sitting at their workstations in a modern office. They are all wearing headsets and looking at their computer monitors. Large windows in the background offer a view of a city skyline.

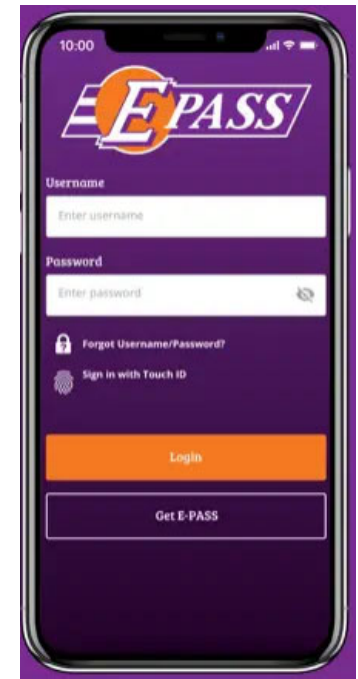
# Contact Center Overview

David Wynne, Director of Toll Operations

— February 23, 2023 —

# Customer Contact Channels

- E-PASS Customer Service Call Center
- Email Option
- E-PASS Walk-in Service Center
- E-PASS App
- E-PASS Website
- Reload Lanes
- VTP



# Current Business Volume

- Calls
  - Weekday - 5,000 to 6,500 per day
  - Saturday – 1,600
- Pay By Plate Invoices - 500,000 per month
- Incoming Mail - 1,500 per month
- E-Mail – 5,900 per month
- New Accounts – 22,000 per month
- Walk-in Customers – 2,900 per month



# Contact Center Vendor

## Alliance One

- Subsidiary of Teleperformance
- True BPO (Business Process Outsourcing)
- Notice to Proceed in September 2020
- Five Year Contract - \$87,170,000

## Staff - 323 Fulltime

- Work At Home Agents – 154
  - 72 Call Center & 58 Image Review
- In Office – 169

## Local Staff Supported

- Operations, Quality, Training & Human Resources
- Network via Teleperformance



# Contract Structure

- Contract is primarily based on Demand Forecasting
- Contract utilizes Key Performance Indicators (KPIs) tied to Service Level Agreements (SLAs)
- Bill Rate Based – Loaded Rate



# KPIs & SLAs

## Daily KPIs & SLAs

- Service Level 70% within 30 seconds
- Abandon Rate < 5%
- Email Response 98% in two business days
- Transponder Fulfillment
- Scan Documents
- Check Processing
- Image Review



# KPIs & SLAs

## Monthly KPIs & SLAs

- CSR Attrition
- CSR Availability
- CSR Utilization
- Call Handle Time
- First Call Resolution
- Net Promoter
- Image Review
- QA Monitor
- Walk-in Center Wait Time



# Successes

- Stabilized workforce during Covid
- Transition to remote agent
- Reduced CFX IT Costs
- Developed QA/QC program
- Delivered top customer service scores
- Improved Spanish service level





# Challenges

- Retention of staff
- Attendance
- Inability to recruit experienced staff



# Salary Survey

- Survey need determined and completed
- Goals
  - Establish a competitive wage
  - Aid in staff retention
  - Attract experienced staff
  - Plan for 2026



**D.4**

**ALL ELECTRONIC  
TOLLING UPDATE**



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EXPRESSWAY  
AUTHORITY

# All Electronic Tolling Update

Jim Greer, Chief of Technology & Operations

— February 23, 2023 —

# All Electronic Tolling Update

- Plaza ACM Decommissioning
- On Schedule
- Kick-Off March
- Completion by end of year
- Ramps ACM Decommissioning
- Est Start 2024
- 2025 Completion



**D.5**  
**ROADWAY**  
**OPERATIONS/SAFETY**



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EXPRESSWAY  
AUTHORITY

# Roadway Operations/Safety

Michelle Maikisch, Executive Director – Elect

Bryan Homayouni, Director of Intelligent Transportation Systems

— February 23, 2023 —

# Road Ranger: Motorist Assistance Service Patrol

- Established in September 2001
- 7 Trucks – 7 days / week (6 AM – 10 PM)
- 258,000+ Assists since 2010
- Work with FHP, Fire Departments, & Regional Traffic Management Center (RTMC) to keep roadways safe and limit congestion
- Free Service

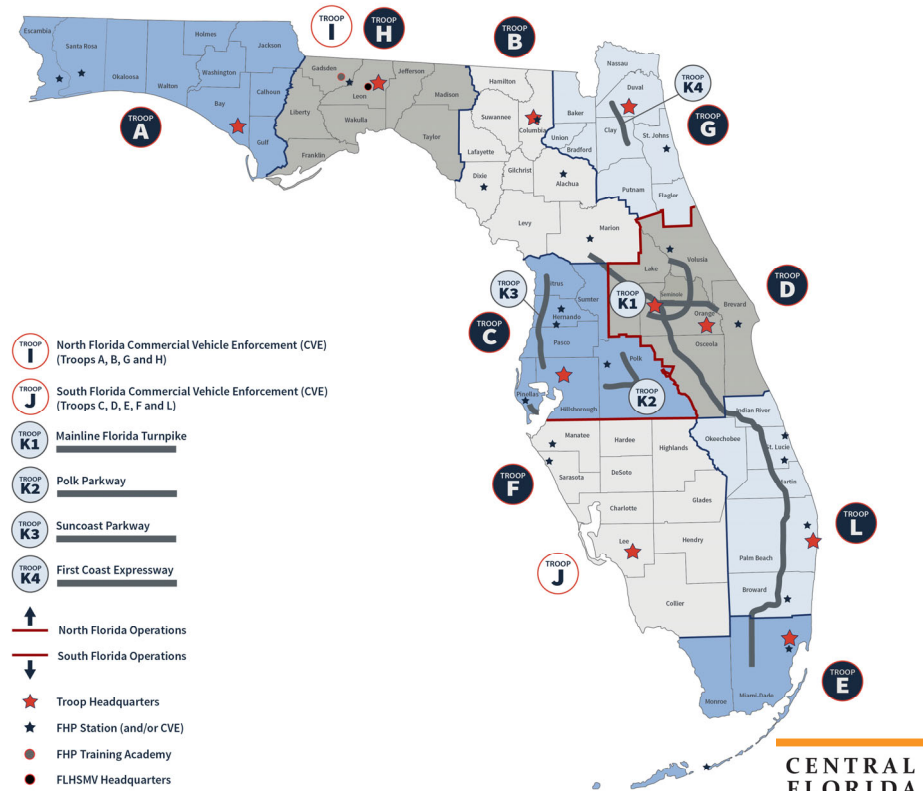




# Florida Highway Patrol

## FHP Troop D

- Supports Orange, Seminole, Lake, Volusia, Osceola, Brevard Counties
- Largest/Busiest area of the State
- 241 Sworn and 14 Non-Sworn Members



# FHP Memorandum of Agreement

- Executed in 2000
- Established Full Time Law Enforcement Presence
- Seven Law Enforcement Officers & One Sergeant Position
- Dedicated Squad Patrols  
6am-10pm, 7 days a week

