

Priority	Customer Driven Operations	World Class Mobility Network	Financially Sound & Vibrant Organization	Community & Social Responsibility	Deliver on Core Values
Areas of Focus/Goal	Deliver Service Excellence	Find Innovative Solutions to Support Customer and Quality of Life	Recognized for Efficiency, Excellence and be a Model for Compliance	Respected Leader and Partner in Region and Beyond	Employ Highly Qualified, Energized and Engaged Teams
Strategies	<ul style="list-style-type: none"> Explore new payment options for E-PASS Broaden distribution of E-PASS products Continue new customer acquisition Broaden customer understanding of toll road benefits Explore E-PASS payment options with regional partners Pilot new offerings to E-PASS & VTP Customers Expand interoperability with other agency transponders 	<ul style="list-style-type: none"> Explore additional innovative engineering and construction opportunities Enhance congestion-management strategies Identify & implement additional incident management resources Explore technology opportunities to enhance safety Evaluate sustainability elements for incorporation into future capital projects 	<ul style="list-style-type: none"> Maintain effective internal controls Maintain prudent investment strategies Maintain prudent debt management strategies Identify new non-toll revenue streams Maintain industry leading policies & procedures 	<ul style="list-style-type: none"> Expand relationships with regional and state partners Expand types of public engagement platforms Broaden CFX Serves: community & volunteerism Advance smart, safe driving education campaigns Strengthen outreach and awareness of business opportunities program 	<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 Develop streamlined agency communication
Tactics/Tools	<ul style="list-style-type: none"> Explore user-friendly and community-based options with in-person & self-serve capabilities (i.e., digital wallets, etc.) Develop scalable & repeatable strategies at existing and new points of service (i.e., self-serve kiosks) Enhance customer relationship touchpoints and benefits Track service metrics benchmarks Implement surveys, focus groups, and conduct market analysis Evaluate VTP business model for regional airports Track customer satisfaction Track technology changes and enhance partnership interactions 	<ul style="list-style-type: none"> Gain feedback on alternate project delivery via the CFX Industry Forums, IBTTA, FTBA, etc. Explore & leverage proven technologies to maximize infrastructure/ROW for congestion management (Flex Lanes & AET) Implement FHP Desk Trooper and evaluate additional FHP resources Partner with technology providers, automotive manufacturers, law enforcement agencies, implement systemwide Wrong Way Driving & Detection System(WWD) SR 516 (ASPIRE/ENRX Pilot), multimodal, solar arrays, and landscaping test beds Evaluate wildlife corridors and trail connectivity as part of all CFX project studies 	<ul style="list-style-type: none"> Implement enterprise resource planning software tool Review investment policy and procedures annually Review debt management policy annually Explore partnerships with billboards, fiber leasing, cell towers, etc. Converse with industry partners to routinely gain feedback on best practices via GFOA, IBTTA, NIGP etc. 	<ul style="list-style-type: none"> Increase engagement opportunities with local, regional, national chambers, associations, and partners Implement new engagement tools for community involvement Identify and participate in local volunteer opportunities Continue regular cadence of newsletters, email, and meetings Partner and lead safety campaigns with media, industry partners, and associations Conduct one business opportunity industry forum 	<ul style="list-style-type: none"> Strengthen wellness program with existing benefits and new initiatives Track annual performance and conduct mid-year check-ins Enhance agency-wide and department-specific initiatives to foster collective pride and ownership Offer professional development opportunities (education, manager, certification trainings) Implement and track usage of an agency-wide employee information hub Maintain regular cadence of employee townhalls and feedback
Performance Measures	<ul style="list-style-type: none"> Adopt platforms to integrate with e-wallets before close of FY 2027 Achieve 80% participation of E-PASS distribution at Tax Collectors within CFX's region Increase new customer accounts by 20% Increase Pay By Plate conversion and VTP use by 10% Identify two new partners to deploy E-PASS technology Increase E-PASS self-service by 10% Maintain customer satisfaction - Min. 95% Support expansion of interoperability to central states via E-ZPass 	<ul style="list-style-type: none"> Monitor industry changes and explore alternative project delivery methods Increase recognitions for innovations, excellence in engineering, construction, and landscaping Explore solutions for confined corridors by participating in industry conversations for best practices and opportunities Monitor incident response times and the duration of incident-related lane closures Achieve 100% WWD prevention coverage Begin rapport with automotive industry via 516 Pilot project Successful opening of SR 516 and update Sustainability Plan before FY 2026 	<ul style="list-style-type: none"> Successful Implementation of ERP by 4th quarter 2026 Meet or exceed industry standards (S&P Rated GIP Index) Maintain strong credit rating (AA-/A1/A+) with all ratings agencies Meet or exceed debt service ratio of 1.45 Increase amount of non-toll revenue by evaluating and developing partnership framework with at least two providers Meet or exceed Florida Transportation Commission metrics and indicators 	<ul style="list-style-type: none"> Highlight CFX industry involvement on the website, social media Hold a minimum of 8 leadership positions with industry, community & professional advocacy groups Benchmark open rate and engagement of newsletters, email, and meeting attendance Benchmark use and effectiveness of new engagement tools Document volunteerism hours Conduct at least 4 safety campaigns each fiscal year Meet or exceed CFX established objective for participation for Business Opportunities 	<ul style="list-style-type: none"> Benchmark and measure quarterly wellness program involvement Benchmark employee awareness and participation via new internal engagement platforms for professional development and training programs Maintain an average employee retention rate of 93% Establish employee ambassador program