

MIAMI-DADE EXPRESSWAY AUTHORITY

STRATEGIC PLAN

FY2008-2012

MISSION

TO SERVE AS AN INNOVATIVE TRANSPORTATION AGENCY DEDICATED TO THE ENHANCEMENT OF MOBILITY IN MIAMI-DADE COUNTY.

FOCUS – FY 2008- 2012

- Enhance regional mobility through the development and implementation of transportation improvements to secure the economic viability and stability of Miami-Dade County.
- Implement cost effective services and solutions that provide the MDX's customers, employees, and stakeholders with the highest levels of customer service, safety and satisfaction.
- Build strategic partnerships that expand the capacity of MDX to deliver transportation services and solutions to customers within Miami-Dade County.
- Promote a safe, pleasant and progressive work environment, providing opportunities for employees to advance and be compensated according to their abilities and performance.
- Maintain a culture of transparency and accountability to the public, MDX transportation partners and community leaders.
- Be the provider of reference and benchmark for financing, developing, and operating transportation facilities.

STRATEGIC OBJECTIVES FOR 2008- 2012

Objective 1: Leadership	
	MDX will continue to be a leader in regional mobility and the transportation industry.
Objective 2: Relationships with Stakeholders	
	MDX will continue to gain support as a regional asset that provides the public, transportation partners, and community leaders with solutions that promote, reduced demand on, and more efficient use of government resources.
Objective 3: Operational Excellence	
	MDX will operate under a model that delivers responsive, cost effective, on-time, on-budget, environmentally safe and accountable transportation solutions.
Objective 4: Stewardship of Resources	
	MDX will achieve the highest and best use of human, financial and material resources in all its business operations.

DETAILED PLAN

LEADERSHIP

Rationale

Since its inception in 1994, MDX has been an advocate for a system-based approach to innovative applications of transportation/ technologies for the South Florida region. It brings a regional perspective to statewide and national discussions about congestion mitigation, air quality, and integrated mobility solutions because it is accountable for the use of financial and environmental resources.

Objective 1: MDX will continue to be a leader in regional mobility and the transportation industry.

Strategies

1.1 *Expand the project planning and delivery capacity of MDX so that it can pursue new projects throughout the region.*

- 1.1.1. Capitalize on short and long-term opportunities that expand and promote MDX's mission and make a positive impact on reducing transportation congestion.
- 1.1.2. Maintain a knowledge base of new product development methods and best of industry practices to build on the present core MDX competency of cost effective, on-time delivery of projects.
- 1.1.3. Leverage MDX's status within the transportation industry to develop relationships that will decrease operational costs, maximize the value of solutions and provide a forward thinking perspective.
- 1.1.4. Take advantage of opportunities to collaborate with transit, rail, air, parking and road partners to create additional integrated mobility solutions for MDX customers.

1.2 *Establish strategic partnerships that leverage public dollars invested in regional mobility.*

- 1.2.1 Work with MDX partners on transportation planning, programming and assessing financial feasibility of new facilities and other potential improvements to the existing MDX system.
- 1.2.2 Coordinate with elected officials and partners to develop a 10 to 20-year financially feasible construction plan to fund new mobility initiatives in the South Florida region.
- 1.2.3 Strengthen relationships with MDX partners by offering MDX's capital planning model and expertise as a tool for evaluating regional transportation facility projects.
- 1.2.4 Increase pro-activeness in identifying new projects such as "system modeling" for new toll roads, new corridor projects, congestion mitigation, and expansion of current systems.

1.3 Increase capacity, safety, reliability and service of the existing roadway system through planned capital improvements and rehabilitation programs.

- 1.3.1. Develop key performance indicators (KPI's) to continually measure and improve the safety of our facilities, manage traffic and incidents, and perform capacity analyses.
- 1.3.2. Meet and exceed all industry standards for roadway safety and aesthetics by providing a world-class transportation experience for our customers.

RELATIONSHIPS WITH STAKEHOLDERS

Rationale

MDX's enabling legislation, the Florida Expressway Authority Act, Florida Statutes, Chapter 348, Part I, allows for a strong working partnership with FDOT and Miami-Dade County. These partnerships assume a greater importance as traditional funding sources for transportation projects continue to be limited. These partnerships will allow for stronger leveraging of the limited financial resources, ensuring increased efficiencies that all constituents will benefit from.

Objective 2: MDX will continue to gain support as a regional asset that provides the public, transportation partners, and elected and appointed leaders with solutions that promote reduced demand on and more efficient use of government resources.

Strategies

2.1 Actively and effectively communicate the rationale, status and breadth of MDX projects with all stakeholders in a consistent and timely manner.

- 2.1.1. Implement a customer experience program to receive real-time input and feedback in order to better understand consumer perception and target messaging.
- 2.1.2. Implement a proactive orientation campaign that strengthens key relationships and support.

2.2 Enhance the MDX comprehensive public outreach program to further educate stakeholders on transportation challenges and opportunities.

- 2.2.1. MDX will develop cooperative marketing campaigns and outreach programs to promote receptivity to MDX-branded products and services that provide mobility solutions, with particular emphasis on public and private employers.
- 2.2.2. Implement multi-channel media strategies for continuous and open communication with the public.
- 2.2.3. Implement an ongoing program to reach out to small businesses and to create opportunities to do business with MDX.

2.3 Build community and grass roots support for transportation improvements in coalition with other regional partners and supporters.

- 2.3.1. Implement a communications strategy that reaches out to the communities and MDX transportation partners providing an exchange of information and ideas for present and future opportunities.
- 2.3.2. Through ongoing relationships with groups like TEAM Florida and IBTTA, develop a source of industry data and best practices.

OPERATIONAL EXCELLENCE

Rationale

The business of toll facilities, services and solutions is undergoing rapid development and regionalization, including changes in technology, a continuously evolving political mandate and competition from private sector operators. MDX will identify innovative approaches to respond to these challenges while at the same time maintaining its high level of security for investors and affordability for customers. MDX will identify cost effective and environmentally conscious approaches to strengthen its primary focus on service and support for local constituencies. Strategic alliances that support the delivery of MDX products in new environments will help it maintain maximum flexibility and minimize investment of local resources.

Objective 3: MDX will operate under a model that delivers responsive, cost effective, on-time, on-budget, environmentally safe and accountable transportation solutions.

Strategies

3.1 *Develop a responsive and professional environment that includes legal, financial, and organizational capacity to deliver cost-effective and environmentally acceptable transportation solutions by leveraging MDX core operational strengths.*

- 3.1.1 Maintain and consistently grow the confidence of bond rating agencies, investors and most importantly the public, that the financial assets/resources and obligations of MDX are managed in a professional manner and with the highest level of integrity.
- 3.1.2 Develop financing tools, procedures and relationships that can attract private equity Investments.
- 3.1.3 Develop a Service Delivery Plan for present and future projects.

3.2 *Develop metrics to optimize the return on and cost/benefit of all investments to include staff, consultants and technology.*

- 3.2.1. Consider total cost implications when making decisions on developing, implementing, and maintaining our roadways.
- 3.2.2. Maintain and enhance an efficient cost accounting system to assist with decision-making, service-pricing and cost containment.
- 3.2.3. Establish an annual performance evaluation procedure in which the Board and Executive Director evaluate progress on priorities for the past 12 months and agree on organizational priorities for the coming 12 months.

3.3 Pursue an environmentally friendly and technologically savvy transportation system

- 3.3.1 Actively develop policies to ensure that environmental sensitivity and compliance is an intrinsic part of planning, designing, constructing, operating and managing of the Authority's Projects
- 3.3.2 Utilize technology to maximize efficiency and effective service delivery including video tolling, resource management and public education

STEWARDSHIP OF RESOURCES

As a public authority, MDX embraces a higher standard of care for the assets placed in its trust. These assets include the time and energy of the MDX team, the funds provided by investors as well as the driving public, and physical infrastructure assets belonging to the people of the State of Florida and Miami Dade County.

Objective 4: MDX will achieve the highest and best use of human, financial and material resources in its core business operations.

Strategies

4.1 *Develop and maintain a culture that attracts, retains and builds a world class team of employees. The MDX team will reflect the diversity, vision and heart of its community and stakeholders*

- 4.1.1 Equip and empower our employees at all levels of the organization to implement the strategic plan.
- 4.1.2 Build an organization of educational excellence through industry research, peer benchmarking and the pursuit of best practices.

4.2 *Provide world-class quality customer service through communication, education and excellent customer service response.*

- 4.2.1 Develop performance benchmarks and standards that incorporate best practices from the public and private sector.
- 4.2.2 Synchronize employee and customer experience into the MDX service delivery model to ensure service excellence that is cost effective and efficient.

4.3 *Position MDX to be recognized as an industry leader in the responsible utilization of technology solutions that provide business and transportation systems of exceptional value*

- 4.3.1 Pursue competitive advantage through the use of leading edge technologies in all areas of MDX.
- 4.3.2 Responsibly use technology and acquire if necessary, to test and deploy innovation that will deliver leapfrog performance improvements in the areas of safety, speed to market, customer experience and environmental impact.