

2023 STRATEGIC BLUEPRINT



EXPLORE BLUEPRINT



- 1 Letter from the Executive Director
- 2 Message from the Chairman
- 3 We are THEA
- 4 Our Process
- 5 Our Goals & Objectives
- 6 Serve
- 7 Invest
- 8 Transform
- 9 Excel
- 10 Our Path Forward



LETTER FROM THE EXECUTIVE DIRECTOR



The Tampa Hillsborough Expressway Authority (THEA) is committed to serving the community of Tampa Bay, and we are poised to influence the future of transportation with safe, resilient and visionary solutions. Whether we're optimizing our existing infrastructure or adding to our system, we recognize the importance of value for the toll dollars entrusted to us and quality service for our customers, the community and our organization.

In developing this Strategic Blueprint, our focus is to set forth an actionable vision for the agency built on a foundation of community, innovation and customer experience. We believe focusing on our customers can lay the groundwork for achieving greatness in all that we do.

We will expand our role as a leader through a holistic and integrated approach to data management that will support decision-making, enhance system-wide performance, and transform what transportation means for a thriving Tampa Bay.

Our ability to **serve** and **invest** will amplify our capacity to **transform** and **excel** as an agency.

GREG SLATER
THEA EXECUTIVE DIRECTOR & CEO



MESSAGE FROM THE CHAIRMAN



THEA's Strategic Blueprint is a bold initiative that positions THEA to leverage our existing investments and innovations to meaningfully serve our customers and community into the future.

THEA has an eye to the future with world-class and innovative projects like the Selmon Extension, connected transportation technology, and community enhancements. We are committed to continuing to be a significant contributor to Tampa Bay's strong economic vitality and connectivity of communities.

Our customers drive (pun-intended) our business, and we are dedicated to providing excellent, safe, and efficient transportation and mobility options to serve our thriving community.

We look forward to continuing to solve the transportation needs of our region and I am excited to share the 2023 Strategic Blueprint as a roadmap to get there.

VINCENT CASSIDY
CHAIRMAN, THEA Board of Directors
President & CEO, Majesty Title Services



JOHN WEATHERFORD
SECRETARY
Sr. Vice President, M.E. Wilson Company



BENNETT BARROW
VICE CHAIR
President, Barrow Asset Management



DAVID GWYNN
District Seven Secretary, FDOT



MAYOR JANE CASTOR
Mayor, City of Tampa



DONNA CAMERON-CEPEDA
Commissioner, Hillsborough County

WE ARE THEA



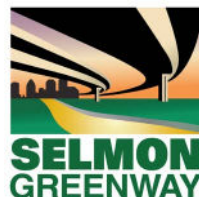
THEA currently owns, operates and maintains the Lee Roy Selmon Expressway (Selmon Expressway), the Brandon Parkway, Meridian Avenue, and the Selmon Greenway.

The Selmon Expressway stretches 17 miles from Brandon to the Gandy Bridge. A Reversible Express Lanes (REL) complements the Expressway, providing additional options for westbound commuters traveling from Brandon to Downtown Tampa in the mornings and eastbound commuters traveling from Downtown Tampa to Brandon in the evenings. In addition, Meridian Avenue and Brandon Parkway offer local roads for traffic accessing the REL.

THEA also provides pedestrian and bicycle paths along Meridian Avenue, Brandon Parkway and the Selmon Greenway. The Selmon Greenway is a 1.7-mile multi-use trail that travels below the Selmon Expressway through Downtown Tampa, with several pocket parks providing community spaces throughout the urban core. THEA

constructed the Deputy Kotfila Dog Park between Channelside and Ybor and works throughout the communities surrounding the Expressway to provide underpass improvements and community enhancements.

THEA has been on the cutting-edge of developing and providing innovative transportation solutions that deliver customer focused safety, experience and efficiency. With award-winning projects like the Selmon Extension and the THEA Connected Vehicle (CV) Pilot, THEA is leading the way in providing emerging transportation solutions to Tampa Bay. This has cultivated THEA's reputation across the industry as an early adopter of innovation.



The Tampa Hillsborough Expressway Authority (THEA) was established in 1963 as an independent agency of the state

OUR PROCESS



THEA regularly assesses and updates the Strategic Blueprint to provide a clear path forward for the organization with strategic goals, objectives and strategies. The Strategic Blueprint establishes a cohesive vision of the future to focus on key priorities, strategic investments and collaboration.

The development of this Strategic Blueprint was a collaborative process across THEA's organization with the door-to-door customer experience as the primary focus. This document establishes the roadmap for near-term actions and communicates the agency's internal goals with external partners and stakeholders. The Strategic Blueprint establishes THEA's responsibilities for a performance-based culture.



OUR GOALS & OBJECTIVES



SERVE

Deliver best-in-class experience for customers in all aspects of THEA business



EXCEL

Use data to deliver excellence in all aspects of business



INVEST

Amplify THEA's ability to proactively address the region's growth



TRANSFORM

Create the next generation transportation agency and system

SERVE

Deliver best-in-class experience for customers in all aspects of THEA business



Reimagine the customer experience

- ▶ Establish the vision and steps to achieve the experience THEA wants for its customers
- ▶ Redefine a customer-focused experience across an integrated technology interface
- ▶ Leverage and expand THEA's investments in next generation infrastructure to optimize roadway operational efficiency and user experience

Identify opportunities to optimize stakeholder communication

- ▶ Develop and maintain strategic communications with stakeholders and identify coordination opportunities
- ▶ Develop regular Contractor and Design Summits and one-on-one meetings regarding doing business with THEA
- ▶ Develop and Implement an Industry Briefings Program with contractors and industry professionals
- ▶ Develop a comprehensive and consistent stakeholder dialogue
- ▶ Conduct media training/brand ambassadors program within THEA

Maintain and build strategic partnerships

- ▶ Develop a Stakeholder Outreach Plan and strategies for engaging elected officials, partner agencies, the community, and business partners
- ▶ Seek, cultivate, and leverage community partnership opportunities
- ▶ Enhance partnership opportunities with other toll agencies
- ▶ Implement Industry Briefings Program

Build a culture of servant leadership

- ▶ Foster a shared vision across the organization to promote collaborative leadership
- ▶ Develop a coaching and mentorship program for THEA employees
- ▶ Develop a comprehensive training and development program
- ▶ Cultivate an inclusive and collaborative communication environment
- ▶ Develop a plan to increase cross-department knowledge

INVEST

Amplify THEA's ability to proactively address the growth of the Tampa Bay Area



Diversify and expand THEA's transportation investments

- ▶ Investigate new resources and investments to better serve the community
- ▶ Enhance existing assets and infrastructure to support Tampa Bay growth
- ▶ Identify Federal, State and Local Partners and pursue funding opportunities

Optimize THEA's financial capacity

- ▶ Develop strategy and priority actions for achieving a rating upgrade
- ▶ Modernize and optimize THEA financial systems
- ▶ Generate simplified and transparent financial documents to show the value of customer investment

Collaborate with regional partners to build an integrated and cohesive transportation system

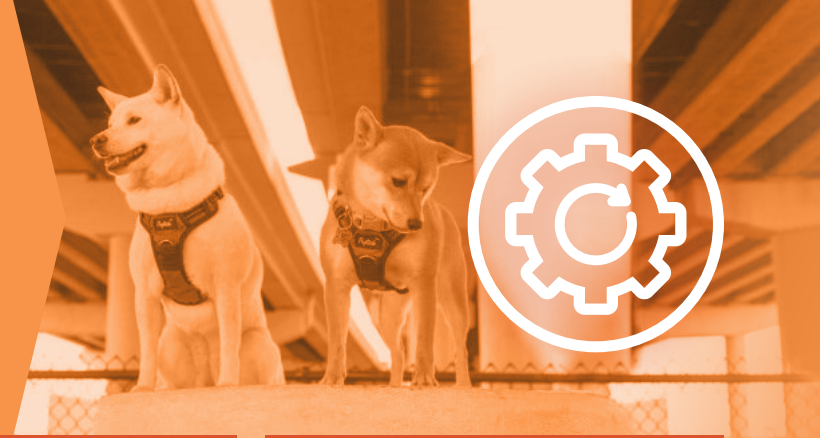
- ▶ Implement a safe systems approach throughout THEA's diverse transportation assets
- ▶ Coordinate with local agency partners and mobility providers to create a seamless mobility experience
- ▶ Coordinate with local stakeholders on resilient mobility solutions

Optimize THEA's organizational infrastructure

- ▶ Evaluate and modernize organizational policies
- ▶ Identify methods to optimize organizational processes
- ▶ Assess organizational capacity to achieve agencywide goals and objectives
- ▶ Integrate community responsibility as a key pillar throughout THEA's organization

TRANSFORM

Create the next generation transportation agency and system for the Tampa Bay Area



Explore opportunities to reimagine THEA's current infrastructure

- ▶ Develop, implement, and maintain standards to bring all THEA facilities to the same technological, aesthetic and performance standards
- ▶ Establish and maintain operational standards to create a seamless experience across all diverse THEA facilities
- ▶ Continue to invest in the complementary multi-modal system that supports THEA's roadway systems, such as trails, parks, activity centers and shared mobility

Identify emerging technologies to advance THEA's evolution as an agency

- ▶ Identify technology to improve safety, operations, and user experience along the system
- ▶ Leverage previous investments to enhance safety, operations, and user experience along the system
- ▶ Support research and educational partners that specifically advance technology for transportation
- ▶ Identify and integrate new technologies and tools to enhance project development

Strengthen collaboration with diverse industries to position THEA as a technology incubator

- ▶ Promote THEA's assets and infrastructure as an incubator to launch cutting edge transportation solutions
- ▶ Actively participate in diverse industry groups and events
- ▶ Cultivate industry relationships to advance emerging technologies and opportunities

Explore organizational needs to meet next generation transportation

- ▶ Assess internal resource capacity to respond to the needs to meet emerging innovations in tolling operations and transportation
- ▶ Develop a comprehensive process to ensure internal and external cyber security protections
- ▶ Promote and demonstrate the value and impact emerging transportation has to the customer experience

EXCEL

Use data to deliver excellence in all aspects of business



Utilize a data-driven approach to guide investment decisions and priorities

- ▶ Establish an Asset Management Plan to achieve a greater benefit to THEA's system
- ▶ Optimize metrics to support efficient communications, operations, and investments
- ▶ Identify actionable insights to tell THEA's story to customers and stakeholders
- ▶ Maintain integrated information backup process and capabilities for all work products and communications

Integrate standard data across THEA

- ▶ Collect comprehensive and advanced data on THEA assets
- ▶ Develop and integrate technologies that assess asset conditions
- ▶ Integrate consistent data and sharing for project development

Modernize internal business operations utilizing a data-driven approach

- ▶ Align the THEA Work Program, Finance and Procurement processes to streamline project delivery
- ▶ Develop and implement modernized employee tools

Establish Key Performance Indicators for each THEA business unit

- ▶ Evaluate existing departmental performance measures and data to identify actionable thresholds
- ▶ Research and identify peer benchmark agencies' performance metrics
- ▶ Develop Key Performance Indicators by department that are aligned with the Strategic Plan goals and objectives

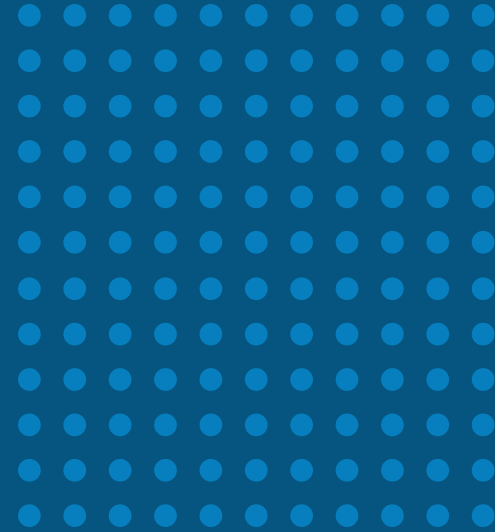
OUR PATH FORWARD

At THEA, we work hard to continually improve transportation and mobility for Tampa Bay. This investment in our vision means an investment in our system, customers, and community. We strive to be innovative and reimagine the customer experience to elevate every encounter, from traveling along our roadways and trails, and experiencing our community assets, to providing a simpler interface to pay tolls. Our customer-driven focus is about safety, seamless travel, and enjoying your ride, and our Strategic Plan exemplifies that. The possibilities of the future are exciting!

Serve & Invest,
to Transform & Excel



2023 STRATEGIC BLUEPRINT



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