



E470®

**STRATEGIC
PLAN**

2019

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E-470 ROUTE



E-470: A FOUNDATION IN REGIONAL COLLABORATION

Founded in 1988 by Arapahoe, Adams and Douglas counties to address a need to connect C-470 to I-70 in the absence of state or federal funds, the E-470 Public Highway Authority opened the first segment of the toll road in 1991. The final segment opened in January 2003.

The resulting road forms a 47-mile semi-circular beltway around metropolitan Denver's eastern area, connecting in the south to the I-25/C-470 interchange in Douglas County, and in the north to the I-25/Northwest Parkway interchange in Adams County.

The toll road has been financed, constructed, operated and governed by the E-470 Public Highway Authority and is not taxpayer funded. As a political subdivision of the State of Colorado, the Authority operates as an enterprise under state statute and is self-sustaining, generating its own revenues.

The Authority is composed of eight voting member jurisdictions, including five municipalities (Aurora, Brighton, Commerce City, Parker and Thornton) and three counties (Adams, Arapahoe and Douglas). Other non-voting members of the Authority Board include local governments (City of Arvada, City and County of Broomfield, City of Lone Tree and Weld County) and regional/state agencies (Colorado Department of Transportation, Denver Regional Council of Governments, Regional Air Quality Council and Regional Transportation District).



A LETTER FROM E-470'S LEADERSHIP

This is an exciting time for the E-470 Public Highway Authority (E-470). As we embrace the rapidly evolving transportation landscape in Colorado and across the country, we are honored to lead the E-470 team during this time of opportunity.

With E-470 positioned as a leader in tolling services and technology, our Board of Directors recognized the need for a Strategic Plan to guide the Authority forward. Through a collaborative effort with staff, and with the Board of Directors' guidance, we have started to lay the foundation for the future of the Authority as we encounter potential new technologies, possible new services and the rapid changes occurring in mobility.

This document is the culmination of an initiative that began in October 2018. Its intent is to provide the Authority with a high-level roadmap for the future, with the Authority's mission and vision driving the goals and priorities needed to accomplish our desired future state.

We are hopeful that as you read this Plan, you will gain a sense for the soul and spirit of the organization and an understanding of the direction we are heading to fulfill E-470's mission to "Improve Your Journey" through safety, service, stewardship and reliability.

Heidi Williams
E-470 Board Chair

Chaz Tedesco
E-470 Vice Chair

Tim Stewart
Executive Director, E-470

STRATEGIC PLAN OVERVIEW

This Strategic Plan lays the foundation for E-470's current and future work. It describes the strategy by which we will deliver on our mission and vision.

The Plan is intended to provide long-term guidance for how every business unit within E-470 should think, prepare and carry out its work. Because of that long-term view, a number of the outcomes, goals and priorities we identify are fundamental to what we do.

The Plan is organized into four perspectives that serve as the cornerstones of our effort. These perspectives provide us with the lens from which we analyze and assess our organization.

For each, a simple and clear desired outcome was developed to serve as a guiding light to focus the strategic planning initiative, and efforts of our workforce to operationalize the Plan. Periodic review of the goals, priorities and outcomes will keep the organization aligned with future opportunities. The intended process is described at the end of this document.

THEY ARE AS FOLLOWS:

-  **External:** Cultivate and nurture effective and influential partnerships and relationships
-  **Financial:** Financially sound and fiscally responsible
-  **Customer:** Trust and value us as a leading services provider, offering dependable mobility choices
-  **Organization:** Our people and processes are responsible, strategically focused, collaborative and creative

The E-470 Board of Directors, in unison with the E-470 Executive Staff, recognized the



need for a clear strategic vision to guide the future of the Authority. In 2018, the Board of Directors asked staff to develop a Strategic Plan. Working closely with the Board of Directors and its Executive Committee, E-470's staff leadership helped the Board develop and refine the concepts articulated in this Plan throughout late 2018 and early 2019. The resulting Strategic Plan reflects this dynamic process.

In creating the Plan, we were very intentional in our selection of certain words or phrases to ensure they captured the intended meaning and impact. Two important examples of this are our use of "workforce" and "asset."

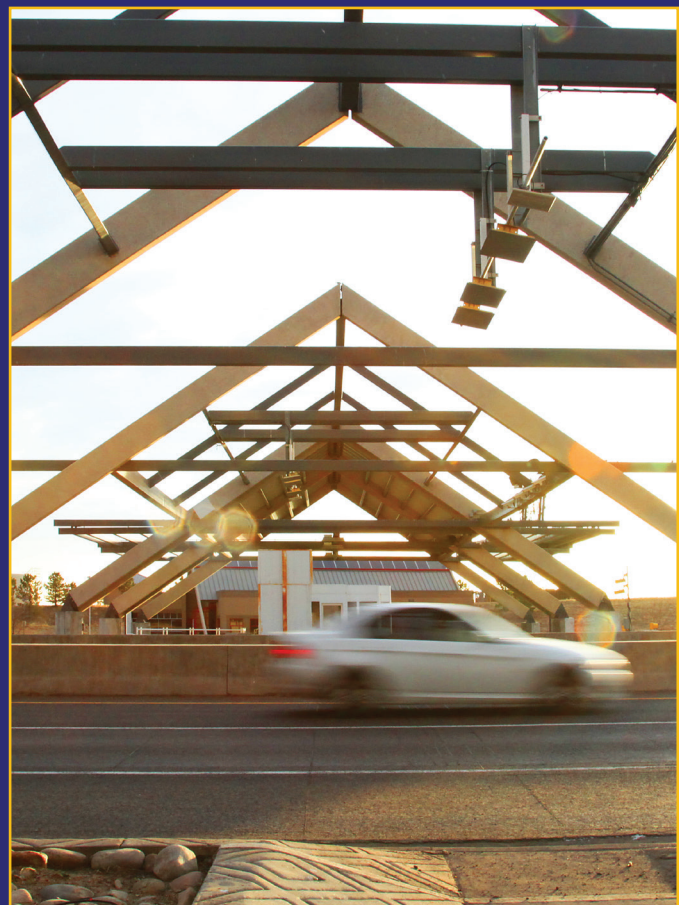
Throughout the Plan, when we speak of our "workforce," we are talking about both the full-time E-470 employees and the contract/consultant staff with whom we closely work within the delivery of certain tasks and projects. The talent, experience and performance of

everyone who supports E-470 is vital to our success. Each person contributes daily to the fulfillment of our mission, the satisfaction of our customers and the strong reputation we have earned through years of excellent service.

When we talk about our “assets,” we are talking about more than the 47-mile roadway we operate. We are also talking about all of our physical assets including land, buildings and tolling services infrastructure. We are talking about the technological investments we have made with the intent of meeting our customers’ expectations. This also includes the intellectual assets we create such as business processes, engineering, or technological innovations and more. These collective assets are the fuel that feeds E-470’s success.

We expect this Plan to inform a number of active and upcoming work efforts focused on operationalizing the Plan’s goals and priorities. As conditions change and our knowledge increases, the Authority should use this Plan as a touchstone of strategic focus, but remain nimble and adaptive in its approach to operational work plans to ensure that E-470 always remains a respected and preferred provider of mobility options in the region.

Our intent is for the leadership of E-470 to immediately begin prioritizing, developing and executing the necessary work plans to make the priorities identified a reality. We believe with this strategic vision, E-470 will continue to deliver a safe, reliable, value-driven, visionary network of mobility solutions in which our customers can place their trust. At the end of the Plan, we provide a recommended approach to monitoring progress of the Plan and revisiting the goals and the priorities to ensure they always align with the desired strategic direction of the organization.



OUR MISSION, VISION & DESIRED OUTCOMES

Early work on the Strategic Plan began with a staff-led process to refine mission and vision statements for the Authority. Our Mission describes the work we are doing today and how we are functioning to achieve our vision. Our Vision describes the desired future that E-470 is striving to achieve. These statements firmly anchor the organization to the work we are doing now, with a longer view of what we aspire to accomplish in the future.

MISSION:

WE IMPROVE YOUR JOURNEY THROUGH SAFETY, SERVICE, STEWARDSHIP AND RELIABILITY.

E-470 is committed to our mission, "We improve your journey through safety, service, stewardship and reliability." We are invested in continuing our mission in the work we do on behalf of our customers, our tolling partners and our workforce.

VISION:

PROVIDING EXCEPTIONAL MOBILITY SOLUTIONS BY CONNECTING PEOPLE AND EMBRACING TRANSFORMATIVE OPPORTUNITIES.

Recognized in the industry for excellence, we work diligently to advance that visionary work. E-470 envisions an even greater experience for all we serve in our future, "Providing exceptional mobility solutions by connecting people and embracing transformative opportunities."

DESIRED OUTCOMES:

FOR THE AUTHORITY'S MISSION AND VISION TO WORK HAND IN HAND, IT WAS IMPORTANT FOR E-470 TO IDENTIFY THE APPROPRIATE PERSPECTIVES FROM WHICH WE NEEDED TO ANALYZE AND ASSESS THE ORGANIZATION.

We used each of the following perspectives as a lens to establish and define the future state, with the desired outcome for each perspective acting as a guiding principle.

OUR GOALS FOR THE NEXT 5-10 YEARS

E-470'S STRATEGIC GOALS

The following 12 strategic goals were identified by E-470's Board of Directors and Executive leadership to evaluate what it would take for E-470 to achieve its future desired state over the next five to ten years. These goals will drive the organization's priorities and future operational work plans toward success.

EXTERNAL

Cultivate and nurture effective and influential partnerships and relationships

- Actively collaborate and manage our relationships to support the goals of the organization
- Protect and continually earn our positive reputation and industry leadership status
- Be active, invested and visible community stewards

FINANCIAL

Financially sound and fiscally responsible

- Maintain excellent short- and long-term financial health
- Foster transparency regarding compliance, reporting and budgeting

CUSTOMER

Trust and value us as a leading services provider, offering dependable mobility choices

- Maintain and enhance our system to ensure we provide a safe, reliable and high-quality choice
- Promote a safe and trusted option for all users of our roadway
- Provide an exceptional customer experience
- Responsibly and strategically invest in current and future technologies that best serve our customers

ORGANIZATION

Our people and processes are responsible, creative, strategically focused, and collaborative

- An employer of choice with a diverse workforce that is energized, collaborative, highly trained and inspired
- Maintain business operations that promote efficiency and effectiveness with a focus on the organization's strategic priorities
- Ensure our business structure is designed to achieve maximum impact and efficiency

EXTERNAL PRIORITIES



OUR DESIRED OUTCOME:

Cultivate and nurture effective and influential partnerships and relationships.

Partnerships and relationships will continue to be critical in providing a high-quality mobility choice and experience both on the E-470 roadway and through ExpressToll® transactions. These goals and priorities speak to our key relationships and partnerships outside of our immediate organization and what we must do to preserve our reputation and be stewards of our surrounding community.

The following goals will remain consistent for the next five to ten years. Priorities are intended to help the Authority accomplish its stated goals and will be formally evaluated every three to five years.

STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
Actively collaborate and manage our relationships to support the goals of the organization	Prioritize and strategically invest in our most important external relationships and partnerships
	Continue fostering relationships with local/state/federal officials and regulators on issues of strategic importance to E-470
Protect and continually earn our positive reputation and industry leadership status	Clearly define and communicate E-470 and ExpressToll® brands and what they deliver
	Ensure a proactive approach to communications - on our own and in collaboration with others - to earn and preserve our reputation
Be active, invested and visible community stewards	Prioritize, strengthen and share our community relations efforts and investments around our strategic objectives and organizational culture
	Strategically invest and collaborate in education and outreach on mobility topics

FINANCIAL PRIORITIES



OUR DESIRED OUTCOME:

Financially sound and fiscally responsible.

A core foundation of our growth and success is our financial strength. This perspective considers all facets of how the organization manages its approach to revenue, expenses and debt. It focuses on priorities related to our financial health and the importance of transparency in all facets of our financial management.

The following goals will remain consistent for the next five to ten years. Priorities are intended to help the Authority accomplish its stated goals and will be formally evaluated every three to five years.

STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
Maintain excellent short- and long-term financial health	Proactively manage our debt in a responsible manner that balances repayment requirements with strategic opportunities
	Establish appropriate liquidity and compliance while achieving highest financial and operational returns on investments
	Ensure our budgeting and spending align with our strategic and fiscal priorities
	Maintain a responsible, yet flexible and adaptable, approach to optimizing our investments
	Regularly evaluate revenue streams to ensure financial health while always managing risk and providing customers with best value
Foster transparency regarding compliance, reporting and budgeting	Ensure proactive fiscal and statutory compliance, monitoring and reporting
	Enhance and maintain financial policies, audits and internal controls
	Support the Board's execution of its fiduciary responsibilities

CUSTOMER PRIORITIES



OUR DESIRED OUTCOME:

Trust and value us as a leading services provider, offering dependable mobility choices.

It is imperative that E-470's customers remain at the forefront of all that we do. Our customers depend on us as a trusted mobility provider and that trust extends beyond our ExpressToll® account holders to include our License Plate Toll customers, tolling service partners, local municipalities and state agencies. The goals and priorities to achieve the desired outcome address E-470 as a safe, reliable, high-quality and trusted choice to provide an exceptional experience with technology strategies to best serve our customers.

The following goals will remain consistent for the next five to ten years. Priorities are intended to help the Authority accomplish its stated goals and will be formally evaluated every three to five years.

STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
Maintain and enhance our system to ensure we provide a safe, reliable and high-quality choice	Maintain our current assets and operations in a manner that is highly valued by our customers
	Implement new projects to ensure we proactively address demand and maintain the desired level of service
	Ensure sustainable and environmental principles are appropriately integrated into our overall operation
Promote a safe and trusted option for all users of our roadway	Communicate successfully to our customers that we are a safe and responsive system
	Prioritize programs that improve safety for users of our roadway
Provide an exceptional customer experience	Implement a responsive plan for our priorities through a highly trained and professional staff
	Ensure a proactive, transparent and effective approach to attract and retain customers
	Strategically advance ExpressToll® in a manner that best serves our customers as allowed by our establishing contract
	Ensure a focused, appropriately flexible and forward-looking plan to managing our tolling partner relationships
Responsibly and strategically invest in current and future technologies that best serve our customers	Define and pursue an organizational philosophy to inform responsible technology investment and maintenance
	Proactively assess industry and consumer trends to responsibly provide proven technologies that benefit our customers

ORGANIZATION PRIORITIES



OUR DESIRED OUTCOME:

Our people and processes are responsible, strategically focused, collaborative and creative.

The success and strength of the E-470 organization is the bedrock of our ability to serve customers, build collaborative relationships and partnerships, and maintain a sound financial future. These goals and their supporting priorities aim to achieve the desired outcome through our approach to our people, our processes and our organizational structure.

The following goals will remain consistent for the next five to ten years. Priorities are intended to help the Authority accomplish its stated goals and will be formally evaluated every three to five years.

STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
An employer of choice with a diverse workforce that is energized, collaborative, highly trained and inspired	A workforce that is focused on our highest priorities while embracing and practicing our core values and purpose
	Cultivate a workforce of the future through development efforts that promote continued learning and training
	Future-proof our organization through proven HR practices that motivate, strengthen and reinforce appreciation for our workforce
Maintain business operations that promote efficiency and effectiveness with a focus on the organization's strategic priorities	Maintain the right mix of contract vs. staff resources with a process that ensures we maintain appropriate levels of oversight, quality and value
	Establish processes and policies that foster innovation, accountability, and best business practices with a measurement of outcomes against enterprise-wide priorities
	Enhance staff/Board coordination and collaboration to ensure a focused and highly functioning Board that is able to deliver on its responsibilities
	A defined decision/authority process that balances efficiency, accountability, and cross-departmental collaboration
Ensure our business structure is designed to achieve maximum impact and efficiency	Regularly assess our organizational roles, responsibilities and structure
	Establish innovative cross-departmental delivery teams on our organization's top priorities



E-470 STRATEGIC PLAN IMPLEMENTATION & EVALUATION

As noted earlier, this Strategic Plan is grounded in the foundational principles that should drive E-470. It intentionally stops short of directing day-to-day operations. Rather, it focuses on providing a clear focus and direction that staff can use to determine the optimal approach to implementing priorities through projects.

E-470's leadership will use this Plan as a springboard to jumpstart the development of operational work plans aimed at achieving the priorities outlined in the Plan. While some of these work plans may be single-department plans, the desire is for this Plan to leverage and expand cross-departmental planning and execution.

This Strategic Plan will create accountability for designated departments and teams, while also providing the Authority with the framework and resources to track progress.

UPDATES AND EVALUATION

In addition to its regular updates and coordination with the Board of Directors, it is envisioned that staff will provide formal updates to the Board annually on progress being made in execution of the Strategic and Work Plans.

While it should be left to the discretion of future boards, it is also envisioned that a review of the priorities in this Plan be conducted in 2021 or 2022. That review should consider the goals in the Plan, progress being made toward them and whether the current priorities need to be amended in any way. A similar review of the goals in this Plan should likely occur sometime between 2024 and 2029. That review should look five to ten years out and identify amendments to the goals and supporting priorities that are appropriate.



ACKNOWLEDGEMENTS

The Authority would like to thank our Board of Directors for their guidance and input from early inception to completion of the E-470 Strategic Plan. We would also like to recognize and thank the E-470 staff for their commitment and dedication to this important process.

BOARD MEMBERS

Heidi Williams - Chair, Mayor, City of Thornton
Chaz Tedesco - Vice Chair, Commissioner, Adams County
Roger Partridge - Secretary, Commissioner, Douglas County
Steve Douglas - Treasurer, Council Member, Commerce City
Françoise Bergan - Council Member, City of Aurora
John Diak - Council Member, Town of Parker
Bill Holen - Commissioner, Arapahoe County
Ken Kreutzer - Mayor, City of Brighton

AFFILIATE BOARD MEMBERS

David Beacom - City & County of Broomfield
Peggy Catlin - RTD
Sean Conway - Weld County
John Gates - City of Greeley
David Jones - City of Arvada
Jackie Millet - City of Lone Tree
Ron Rakowsky - DRCOG
David Spector - HPTE

E-470 EXECUTIVE STEERING COMMITTEE

Tim Stewart
Dave Kristick
Jessica Carson
Jason Myers
Neil Thomson
Ken Smith

E-470 STAFF

Daniel Ahrens
Robert Coffin
Ryan Dole
Ken Gordon
Troy Jones
Mike Lahey
Jennifer Larson
Rhonda Loyd
Alexa Pecorella
Derek Slack

E-470'S STRATEGIC PLAN AT-A-GLANCE



OUR MISSION

WE IMPROVE YOUR JOURNEY THROUGH SAFETY,
SERVICE, STEWARDSHIP AND RELIABILITY.

OUR VISION

PROVIDING EXCEPTIONAL MOBILITY SOLUTIONS
BY CONNECTING PEOPLE AND EMBRACING
TRANSFORMATION OPPORTUNITIES.

EXTERNAL GOALS & PRIORITIES

DESIRED OUTCOME	STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
 Cultivate and nurture effective and influential partnerships and relationships	Actively collaborate and manage our relationships to support the goals of the organization	Prioritize and strategically invest in our most important external relationships and partnerships
		Continue fostering relationships with local/state/federal officials and regulators on issues of strategic importance to E-470
	Protect and continually earn our positive reputation and industry leadership status	Clearly define and communicate E-470 and ExpressToll® brands and what they deliver
		Ensure a proactive approach to communications - on our own and in collaboration with others - to earn and preserve our reputation
	Be active, invested and visible community stewards	Prioritize, strengthen and share our community relations efforts and investments around our strategic objectives and organizational culture
		Strategically invest and collaborate in education and outreach on mobility topics

FINANCIAL GOALS & PRIORITIES

DESIRED OUTCOME	STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
 Financially sound and fiscally responsible	Maintain excellent short- and long-term financial health	Proactively manage our debt in a responsible manner that balances repayment requirements with strategic opportunities
		Establish appropriate liquidity and compliance while achieving highest financial and operational returns on investments
		Ensure our budgeting and spending align with our strategic and fiscal priorities
		Maintain a responsible, yet flexible and adaptable, approach to optimizing our investments
		Regularly evaluate revenue streams to ensure financial health while always managing risk and providing customers with best value
	Foster transparency regarding compliance, reporting and budgeting	Ensure proactive fiscal and statutory compliance, monitoring and reporting
		Enhance and maintain financial policies, audits and internal controls
		Support the Board's execution of its fiduciary responsibilities

CUSTOMER GOALS & PRIORITIES

DESIRED OUTCOME	STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
 <p>Trust and value us as a leading services provider, offering dependable mobility choices</p>	Maintain and enhance our system to ensure we provide a safe, reliable and high-quality choice	Maintain our current assets and operations in a manner that is highly valued by our customers
		Implement new projects to ensure we proactively address demand and maintain the desired level of service
		Ensure sustainable and environmental principles are appropriately integrated into our overall operation
	Promote a safe and trusted option for all users of our roadway	Communicate successfully to our customers that we are a safe and responsive system
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		Strategically advance ExpressToll® in a manner that best serves our customers as allowed by our establishing contract
		Ensure a focused, appropriately flexible and forward-looking plan to managing our tolling partner relationships
	Responsibly and strategically invest in current and future technologies that best serve our customers	Define and pursue an organizational philosophy to inform responsible technology investments and maintenance
		Proactively assess industry and consumer trends to responsibly provide proven technologies that benefit our customers

ORGANIZATION GOALS & PRIORITIES

DESIRED OUTCOME	STRATEGIC GOALS	PRIORITIES TO ACCOMPLISH STRATEGIC GOALS
 <p>Our people and processes are responsible, strategically focused, collaborative and creative</p>	An employer of choice with a diverse workforce that is energized, collaborative, highly trained and inspired	A workforce that is focused on our highest priorities while embracing and practicing our core values and purpose
		Cultivate a workforce of the future through development efforts that promote continued learning and training
		Future-proof our organization through proven HR practices that motivate, strengthen and reinforce appreciation for our workforce
	Maintain business operations that promote efficiency and effectiveness with a focus on the organization's strategic priorities	Maintain the right mix of contract vs. staff resources with a process that ensures we maintain appropriate levels of oversight, quality and value
		Establish processes and policies that foster innovation, accountability, and best business practices with a measurement of outcomes against enterprise-wide priorities
		Enhance staff/Board coordination and collaboration to ensure a focused and highly functioning Board that is able to deliver on its responsibilities
		A defined decision/authority process that balances efficiency, accountability, and cross-departmental collaboration
	Ensure our business structure is designed to achieve maximum impact and efficiency	Regularly assess our organizational roles, responsibilities and structure
		Establish innovative cross-departmental delivery teams on our organization's top priorities



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