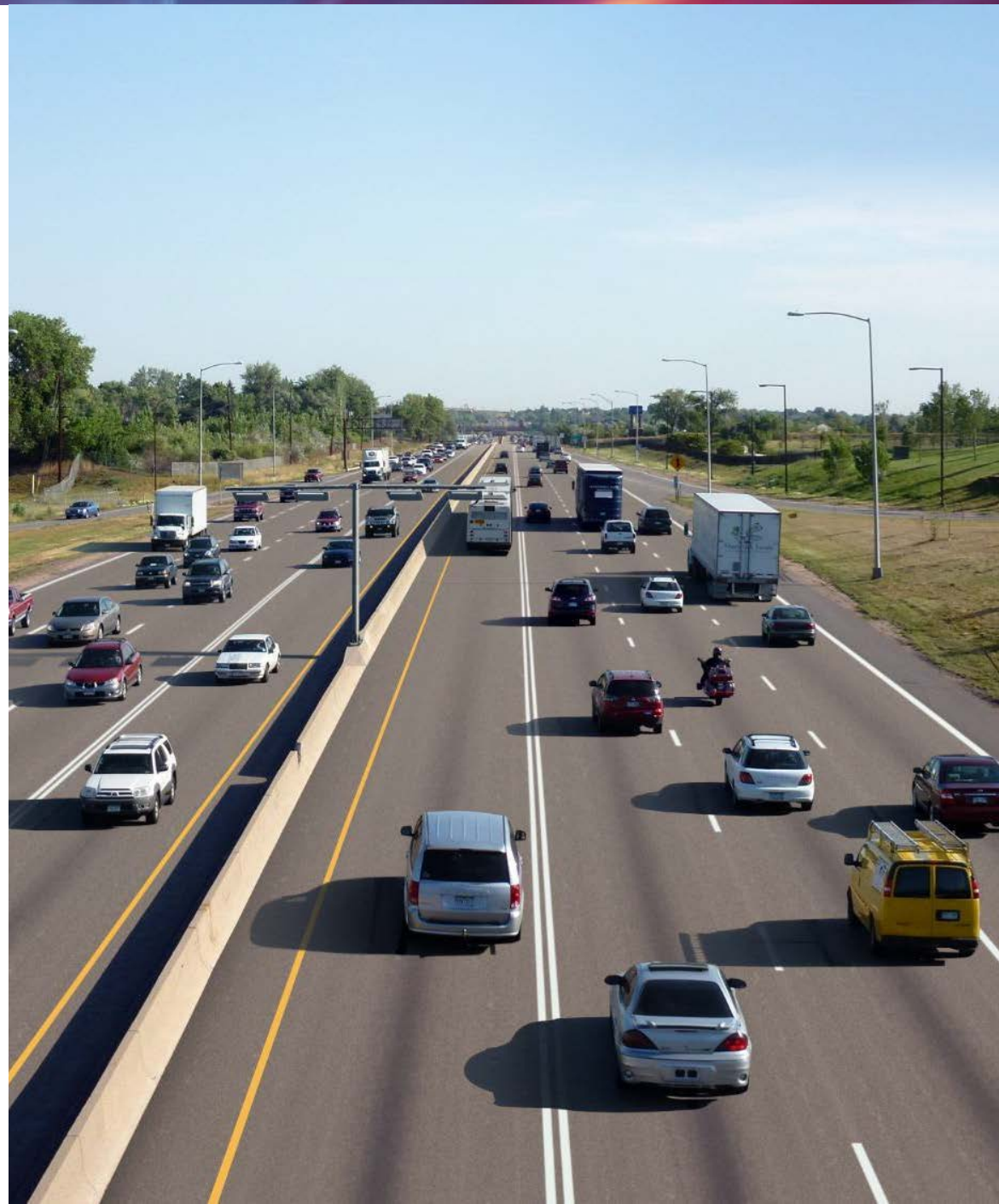


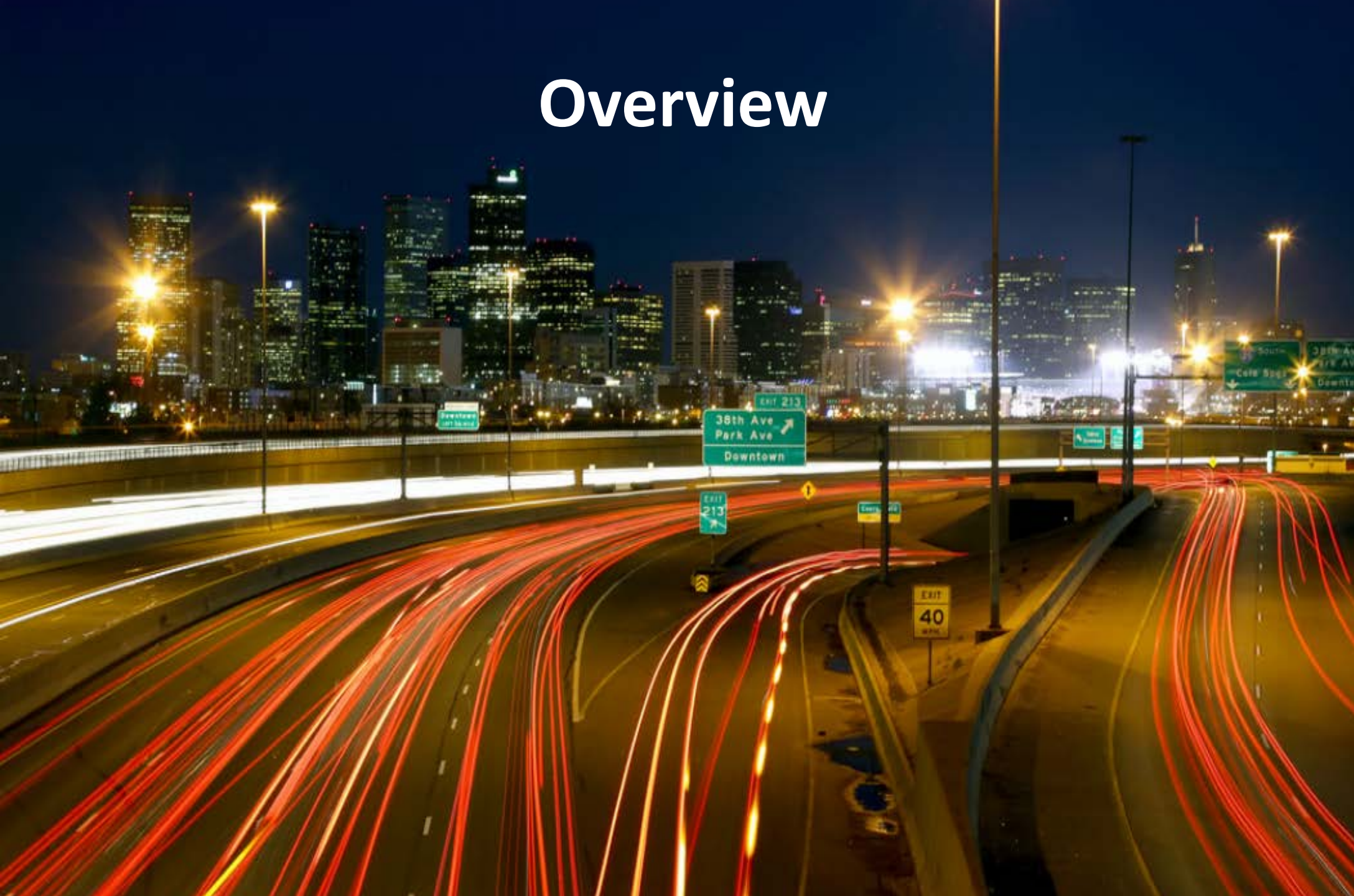


# HPTE: Past, Present and Future

- **Overview**
- **Key Milestones - Enterprise**  
Timeline: 1999-2018
- **Growth**
- **Looking ahead - January 2019 Board**  
Retreat



# Overview





—In this time of declining revenues and increasing fiscal requirements, it is imperative that the transportation industry be equipped with the...tools needed to evaluate project finance, revenue, and procurement options at the right time in the program delivery process... Innovative finance for surface transportation includes such measures as follows:

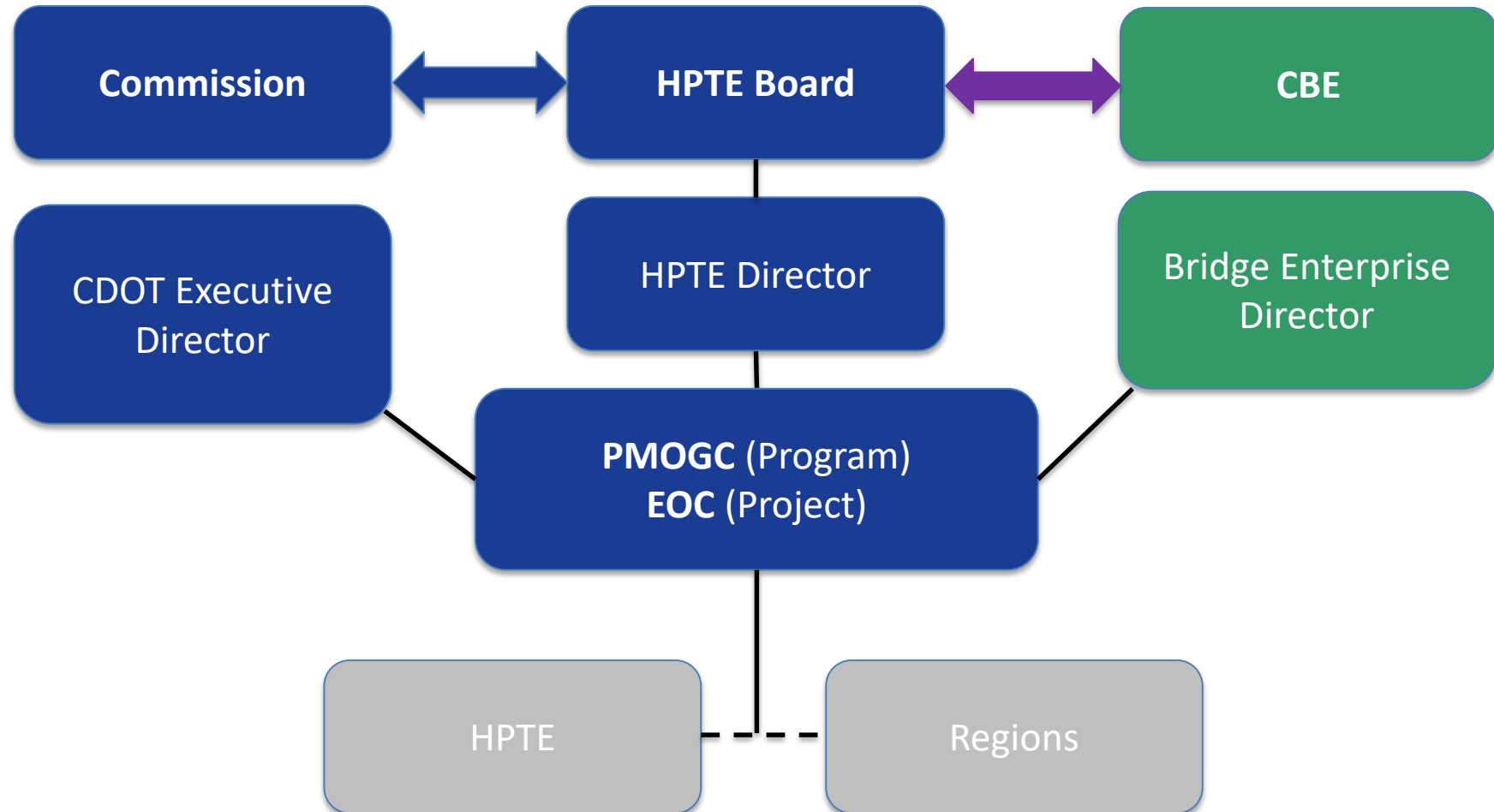
- New financing mechanisms designed to leverage resources
- New funds management techniques
- New institutional arrangements

— FHWA Center for Innovative Finance Support

# About HPTE

- HPTE was formed in 2009 with the passage of Senate Bill 09-108, known as FASTER (Funding Advancements for Surface Transportation and Economic Recovery) Act
- HPTE exists to make Coloradans' commutes better
- Required to "*aggressively pursue*" innovative means of more efficiently financing important transportation projects:
  - Public Private Partnerships
  - Operating concession agreements
  - User fee-based project financing (tolls)
  - Annual performance payment agreements
- HPTE pursues innovative project delivery options for the following benefits:
  - Accelerated construction schedules, increased scope
  - Reduced risk for taxpayers
  - Private sector investment over "whole life cycle" of infrastructure
  - Long-term performance requirements
- HPTE also serves as an innovative finance think tank
- HPTE operates as a government-owned business within CDOT to pursue innovative means of more efficiently financing important transportation projects

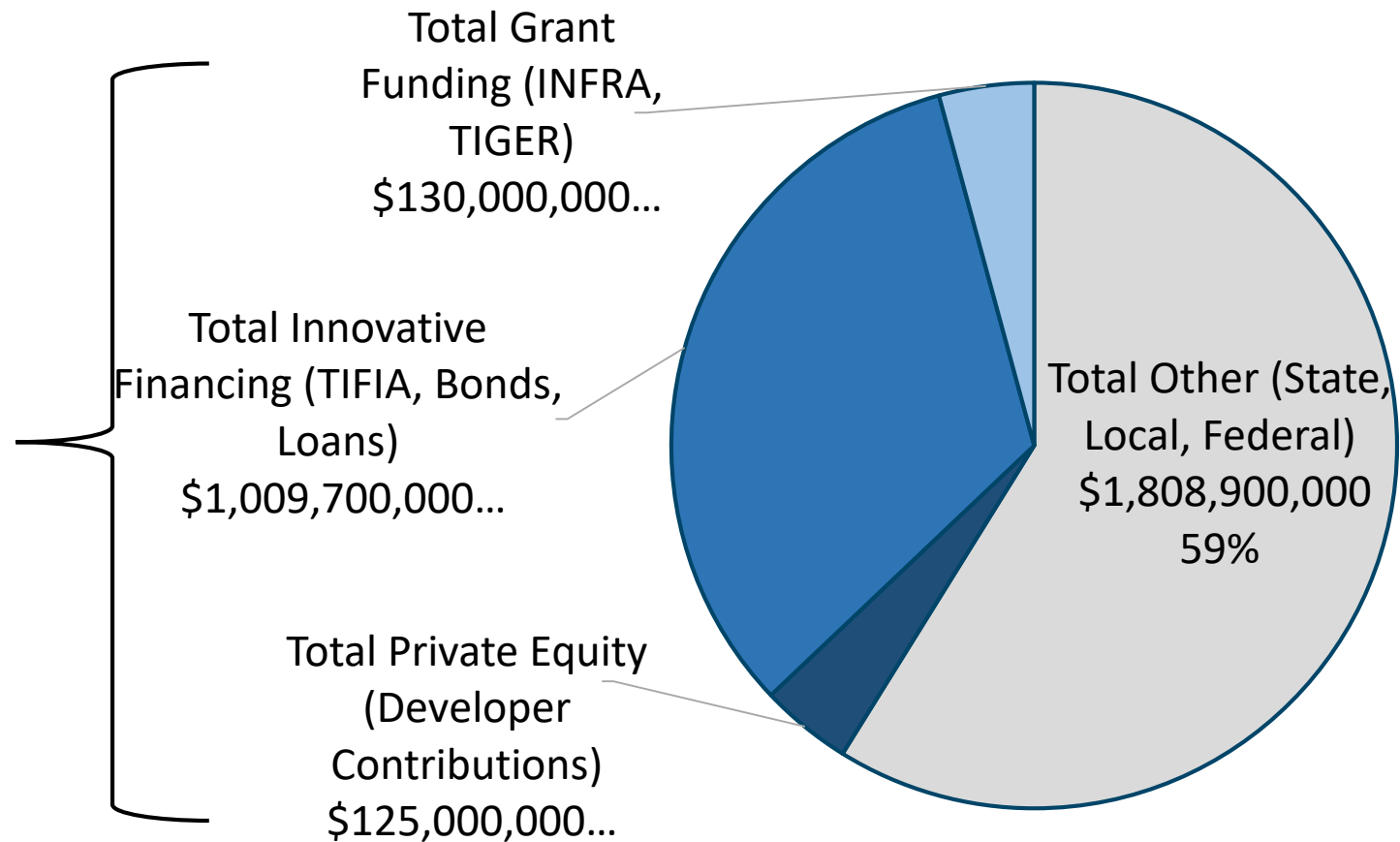
# Governance at Major Program and Project Milestones



# Joint Managed Lanes Projects (\$3.1 Billion)

**All Project Funding Secured through Managed Lanes**

**\$1.27 Billion  
41%**



# HPTE: Innovative Finance Think Tank

- Parking Facilities
- Road X
- Hyperloop
- Digital Communication Networks
- Land/Right of Way Development
- Tunnel Lighting?
- In-Road EV Charging?
- Employee Housing?
- Airports?

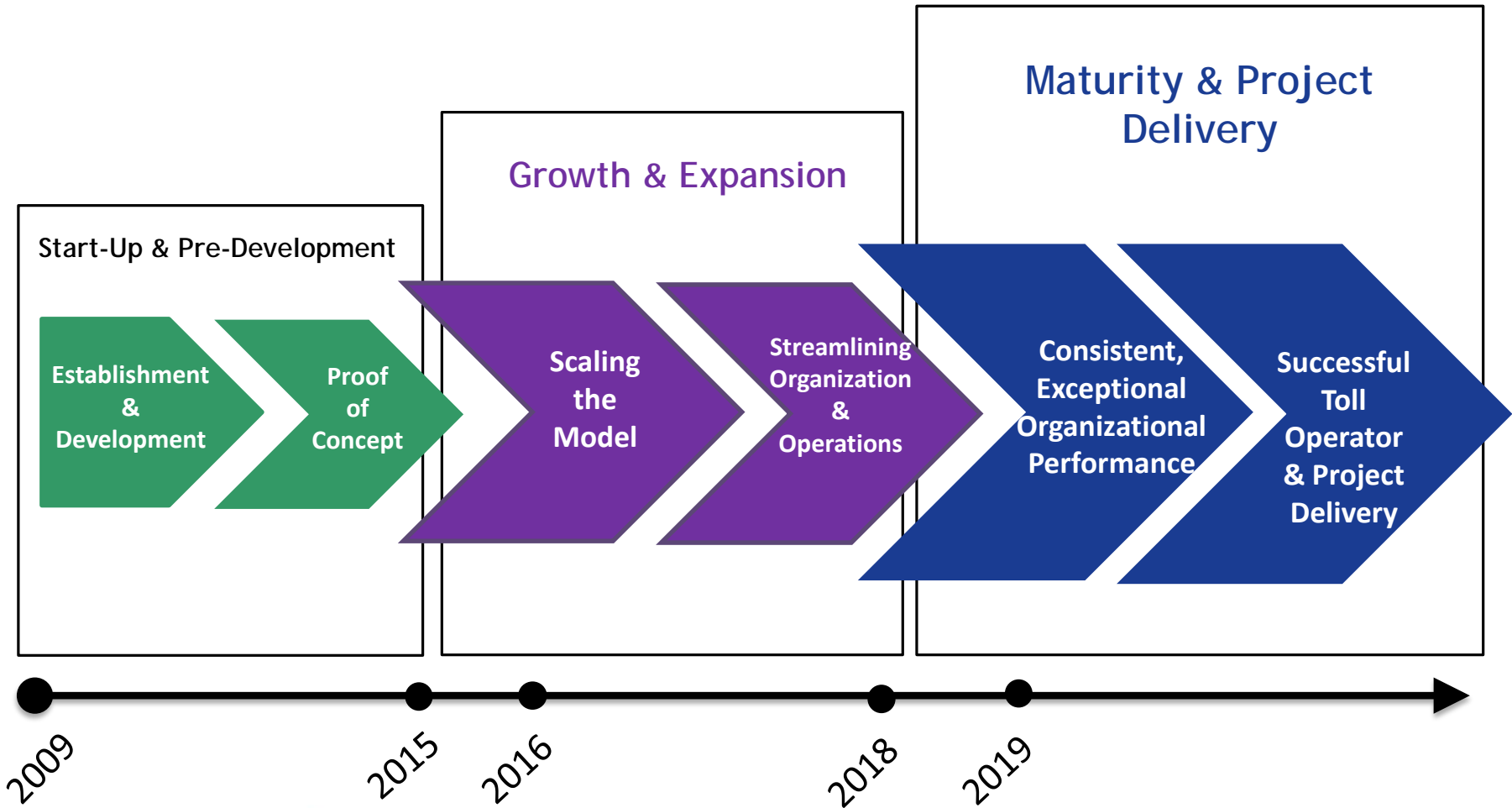




# Key Milestones



# HPTE Phases of Growth



# Enterprise Timeline

## Start-Up & Pre-Development Phase

1999

2002

2006

2009

2010

- **SB 99-088**
  - Mandated the creation of tolled Express Lanes on I-25's HOV lanes
- **HB 02-1310**
  - Formation of the Colorado Tolling Enterprise (CTE) to develop a statewide system of toll facilities
- **I-25 Express Lanes**
  - Opening of the I-25 Central Express Lanes, Colorado's only project managed by CTE
- **FASTER**
  - Created the High Performance Transportation Enterprise (HPTE), with active pursuit of Public Private Partnerships (P3)
  - Succeeded to the powers, rights and duties of CTE
- **Building HPTE capacity**
  - Staff of 4 with Support from CDOT Staff
  - Operations funded by annual loans from Transportation Commission, no other revenue streams

## Start-Up & Pre-Development Phase

# 2011-2014



- **HPTE closes first Express Lanes P3 agreement on US 36 with Plenary Roads Denver – issues private activity bonds**
- **What lessons did we learn?**
  - For future projects HPTE needs a comprehensive communications plan to inform and engage key stakeholders and a transparency plan for ensuring compliance with Colorado Open Records Act
  - Systematic document and project management processes are needed to manage all elements of complex P3 projects
- **Governor vetoes legislation that would constrain the business terms of future P3 agreements**

### Phases of Growth

Establishment &  
Development

Proof of Concept:  
US 36

## Start-Up & Pre-Development Phase

2011-2014

- **HPTE works with CDOT to develop new Express Lanes on I-25 North from US 36 to 120th**
- **CDOT Office of Major Project Development established to support program development and HPTE**

### Phases of Growth

Establishment &  
Development

Proof of Concept:  
US 36

Proof of  
Concept:  
US 36

Scaling the  
Delivery Model

2015

- **US 36**
  - State Audit Reports HPTE's US 36 Express Lanes project provided best value for taxpayers
- **US 36 & I-25**
  - Express Lanes launched with opening of US 36 and I-25 Central Express Lanes (conversion of I-25 barrier-separated lanes)
  - Introduction of transponders
  - **Mountain Express Lane (MEXL) opens:** closed first commercial loan
  - **Business model and law evolve:** HPTE Fee for Service introduced
  - **RFI revenue generating opportunities**
  - **Tolling Services Agreement with E-470**

## Phases of Growth

Scaling the  
Delivery Model

Streamlining  
Operations  
&  
Organizational  
Performance

## Growth & Expansion

# 2016

- **Opening of I-25 North US 36 to 120th Avenue Express Lanes**
- **Closed I-25 120<sup>th</sup> to E-470 commercial loan**
- **Opening of US 36 Express Lanes, bikeway and bus rapid transit – on time and on budget**
  - Delivered project 20 years early
  - Project is a national model and multimodal success
  - All lanes benefit from more consistent, faster speeds & reduced travel times
- **P3 Management Manual developed**
- **Strategic planning, mission & vision further refined to focus on:**
  - Core program (P3 delivery, major projects)
  - Legislative affairs, communications
  - Tolling operations
  - Express Lanes as a system
- **Development of Northwest Parkway bid**

## Phases of Growth

Scaling the  
Delivery Model

Streamlining  
Operations  
&  
Organizational  
Performance

## Growth & Expansion

# 2017



- **Organizational restructuring** - merger of Office of Major Project Development with HPTE
- **C470:** closed on C470 TIFIA Loan and toll-backed revenue bonds
- **Central 70**
  - Closed Central 70 P3 with Kiewit Meridian Partners
  - Largest project in CDOT history
- **Successful transition to HOV3+**
- **Tolling Operations Manager hired**
- **HPTE awarded CDOT Division Cup**



## Phases of Growth

Scaling the  
Delivery Model

Streamlining  
Operations  
&  
Organizational  
Performance

Consistent,  
Exceptional  
Organizational  
Performance

## Maturity and Project Delivery

# 2018

- **Central 70; I-25 North & South ground breaking**
- **Major Projects Manager and Special Projects Manager hired**
  - Operations and maintenance of Express Lanes
  - Federal and Colfax
  - Digital communications sign network
  - Parking study
  - Transportation Mega District
- **Commercial loan process for I-25N Johnstown to Ft. Collins (segments 7 & 8) begins**
- **Express Lanes Master Plan kicked off**
- **Colorado Managed Lanes Study presented to Transportation Legislation Review Committee (TLRC) as mandated by SB-1**

# Express Lanes Master Plan

- The ELMP will serve as a comprehensive long-term strategic road map for the prioritization, planning and development of future express lane projects to efficiently deliver the overall statewide program based on:
  - 1) Mobility;
  - 2) System connectivity;
  - 3) Financial planning;
  - 4) Revenue generation;
  - 5) Coordination with the Regions and stakeholders; and
  - 6) Public input



PROPOSAL

## COLORADO EXPRESS LANES MASTER PLAN

December 18, 2017



Submitted to:  
**THE COLORADO HIGH PERFORMANCE TRANSPORTATION ENTERPRISE (HPTE)**



a division of the Colorado Department of Transportation (CDOT)



Submitted by:  
**wsp**



# HPTE Growth



# HPTE Organizational Chart: 2010/11

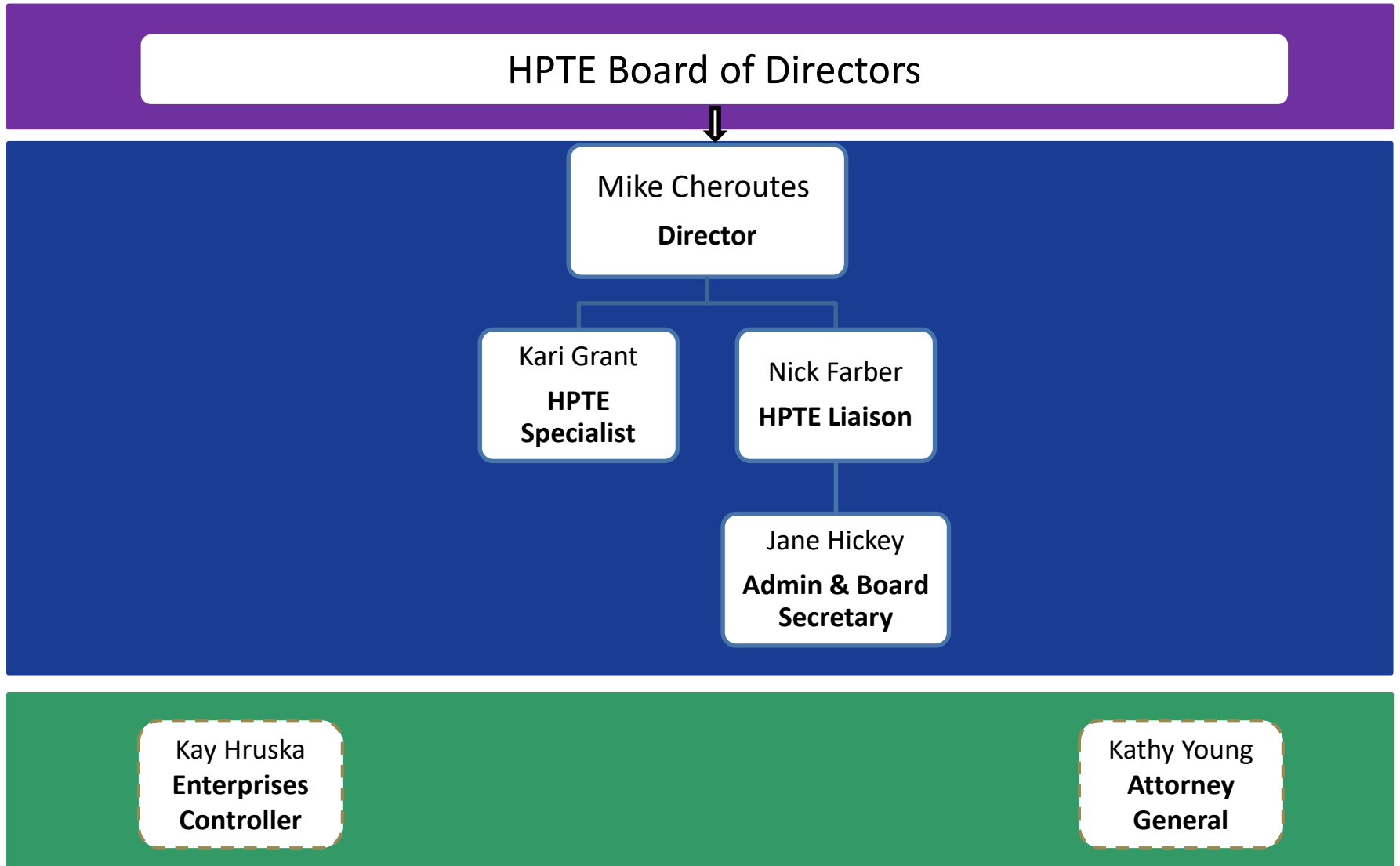
External  
Enterprise  
Oversight

↑  
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Internal  
Program  
Management

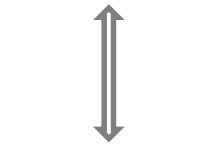
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External  
Program  
Support

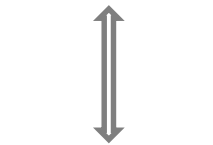


# HPTE Organizational Chart: 2018

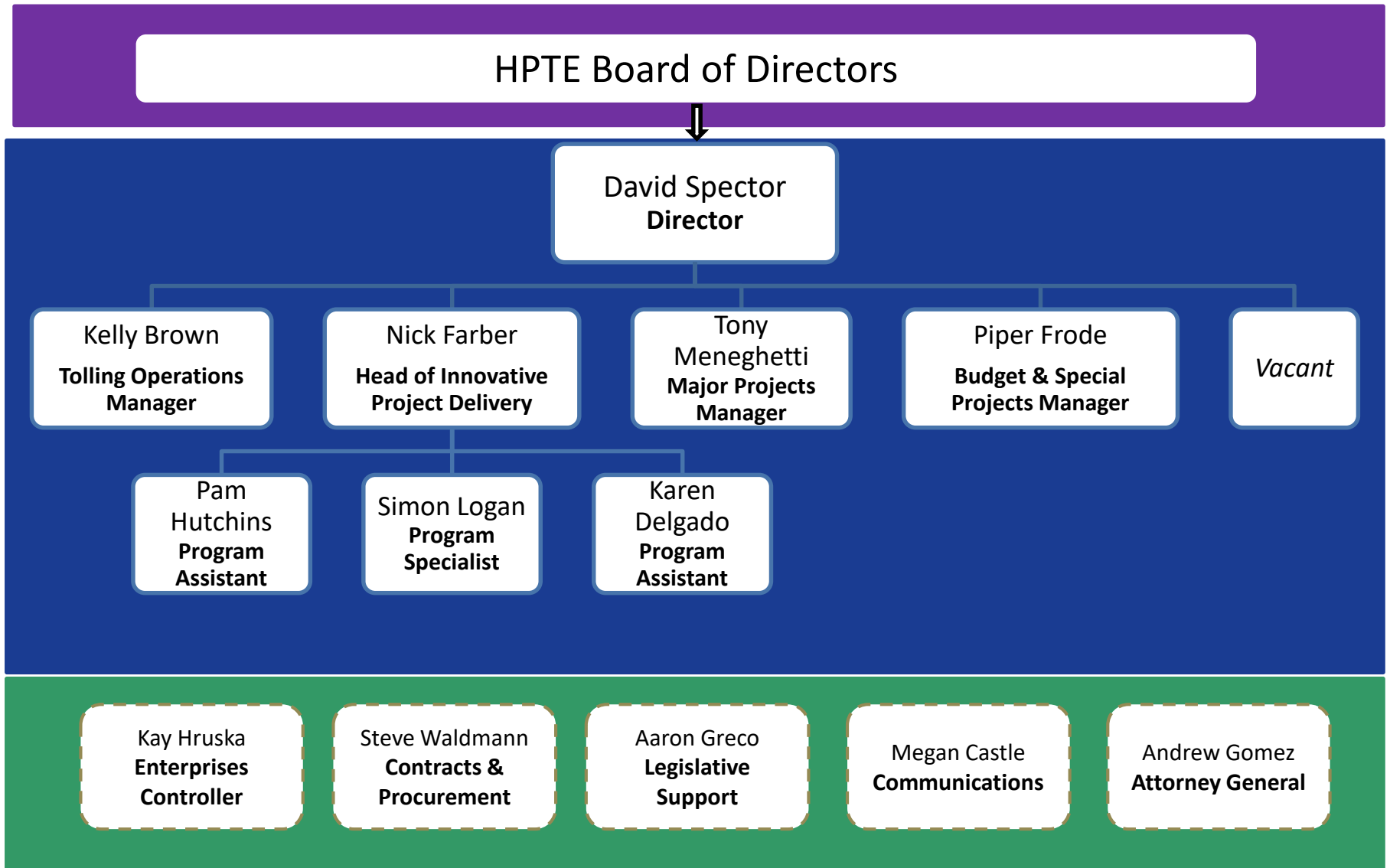
External  
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Internal  
Program  
Management



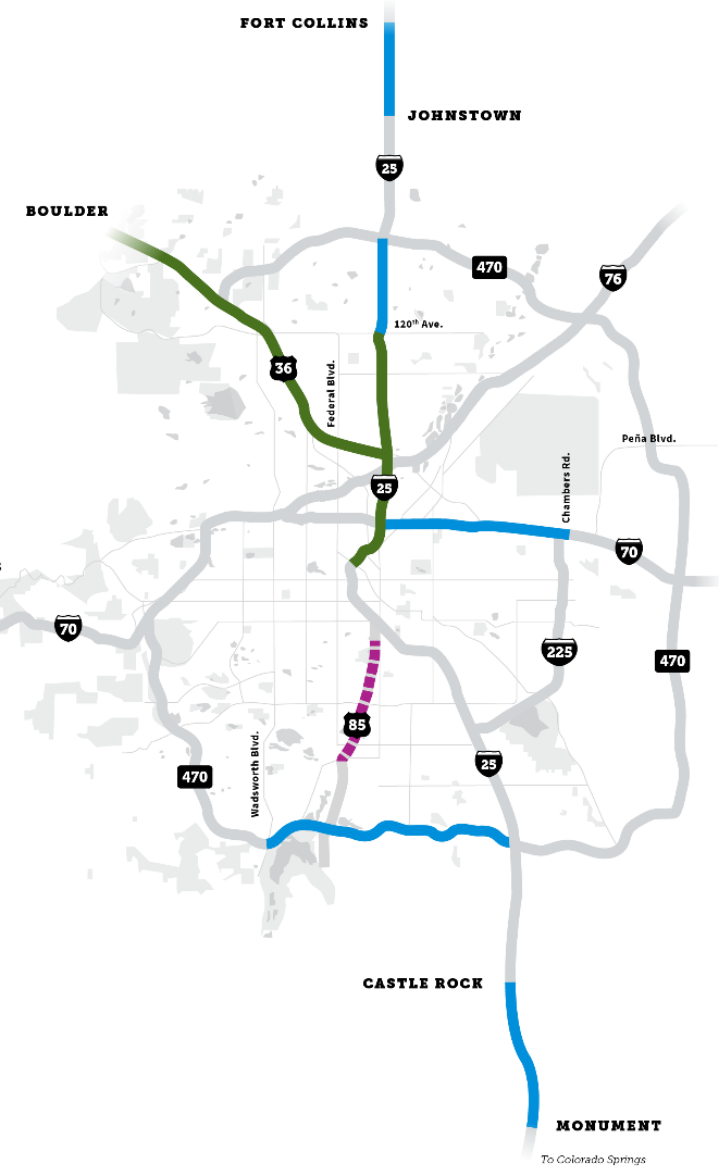
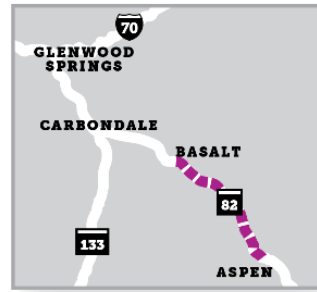
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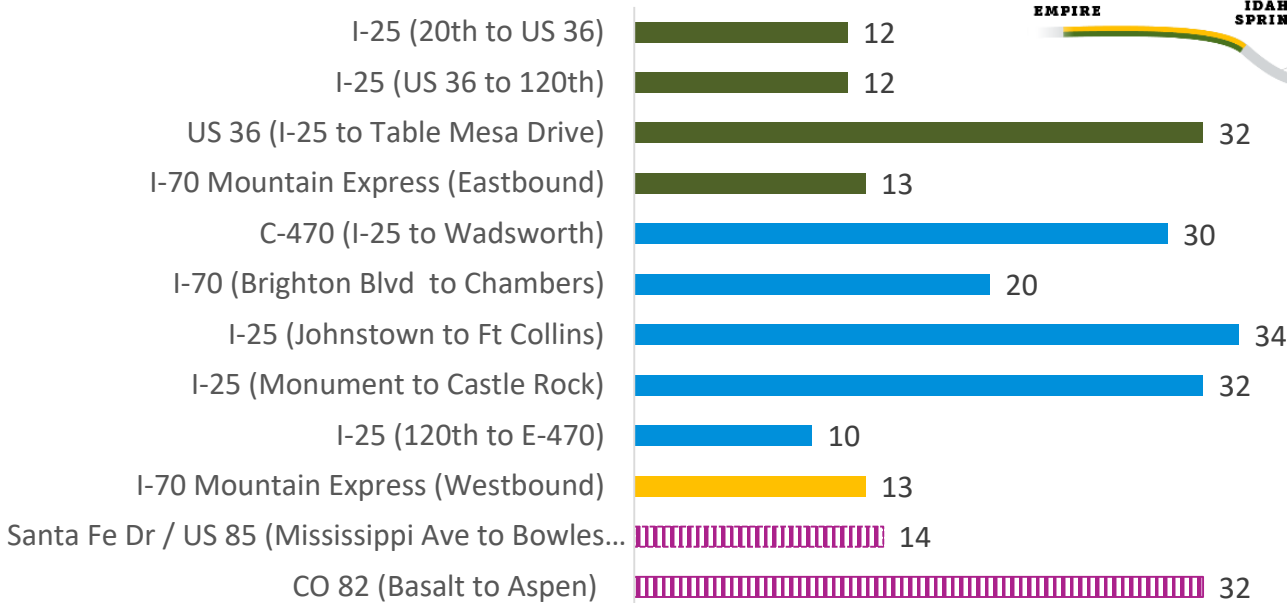
# Looking Ahead



# Managed Lane Facilities in Colorado



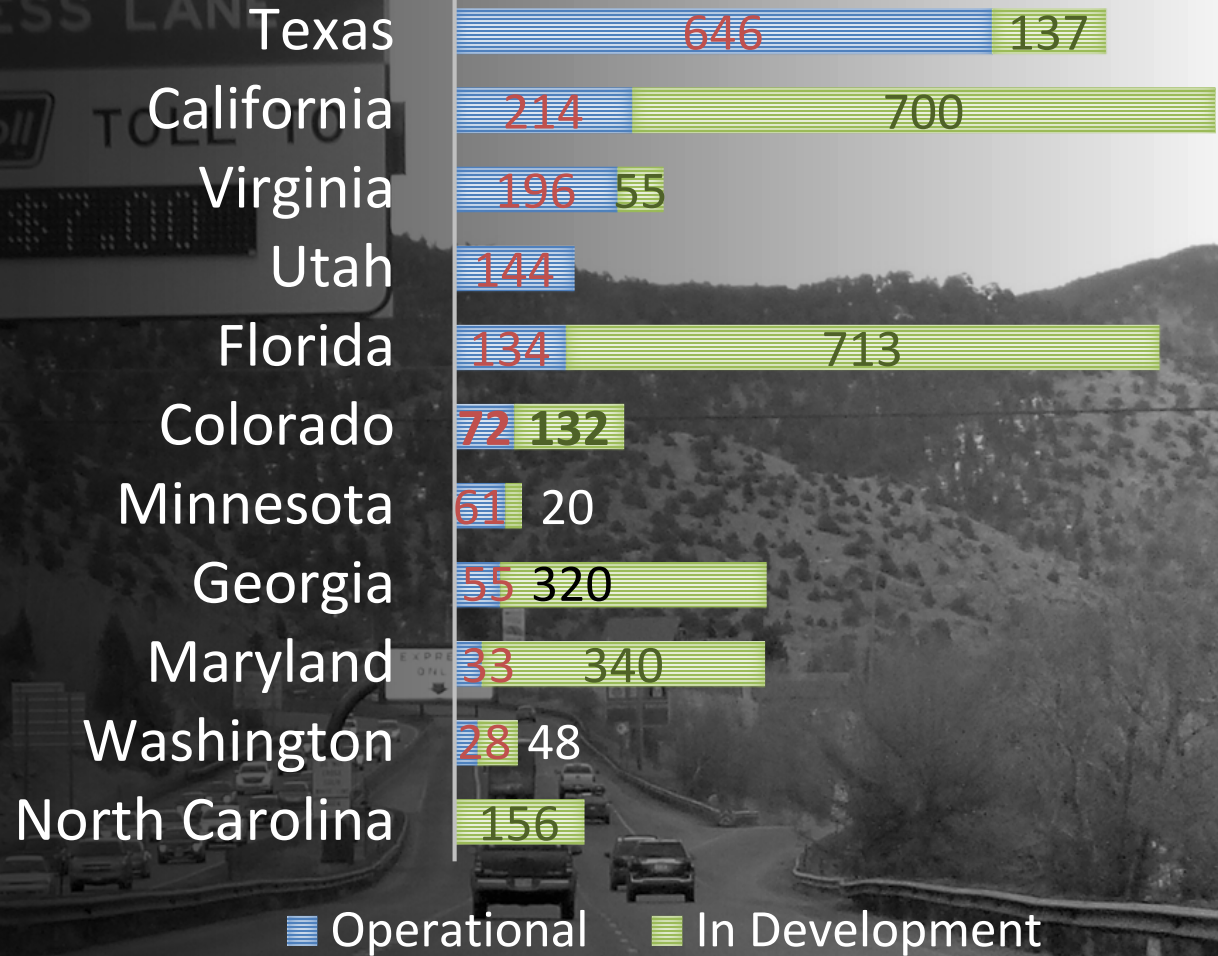
## Lane Miles of Managed Lanes



■ Operational Express Lane    
 ■ Express Lane Under Construction    
 ■ Express Lane In Development    
 ||| Existing HOV

## • US Comparison

- Colorado has approximately 72 operational lane miles of Express Lanes.
- Colorado ranks #6 of 11 states with Express Lanes.





## Phases of Growth

Consistent,  
Exceptional  
Organizational  
Performance

Successful Toll  
Operator & project  
delivery

# January 2019 Board Retreat

Becoming a  
successful toll  
operator

- Transition to dynamic tolling
- Personnel/staffing
- Back office services (TSA)
- Operations & maintenance
- Policies and procedures

P3 & innovative  
finance strategic  
plan

- Next big P3
- Pre-Development Agreement
- Innovative revenue generation
- Unsolicited proposals/pre-development agreement policy

Communications  
strategy

- Education & Outreach Campaigns: Support openings of new corridors; and, existing corridors with benefits messaging campaign, toll adjustments

# Questions

