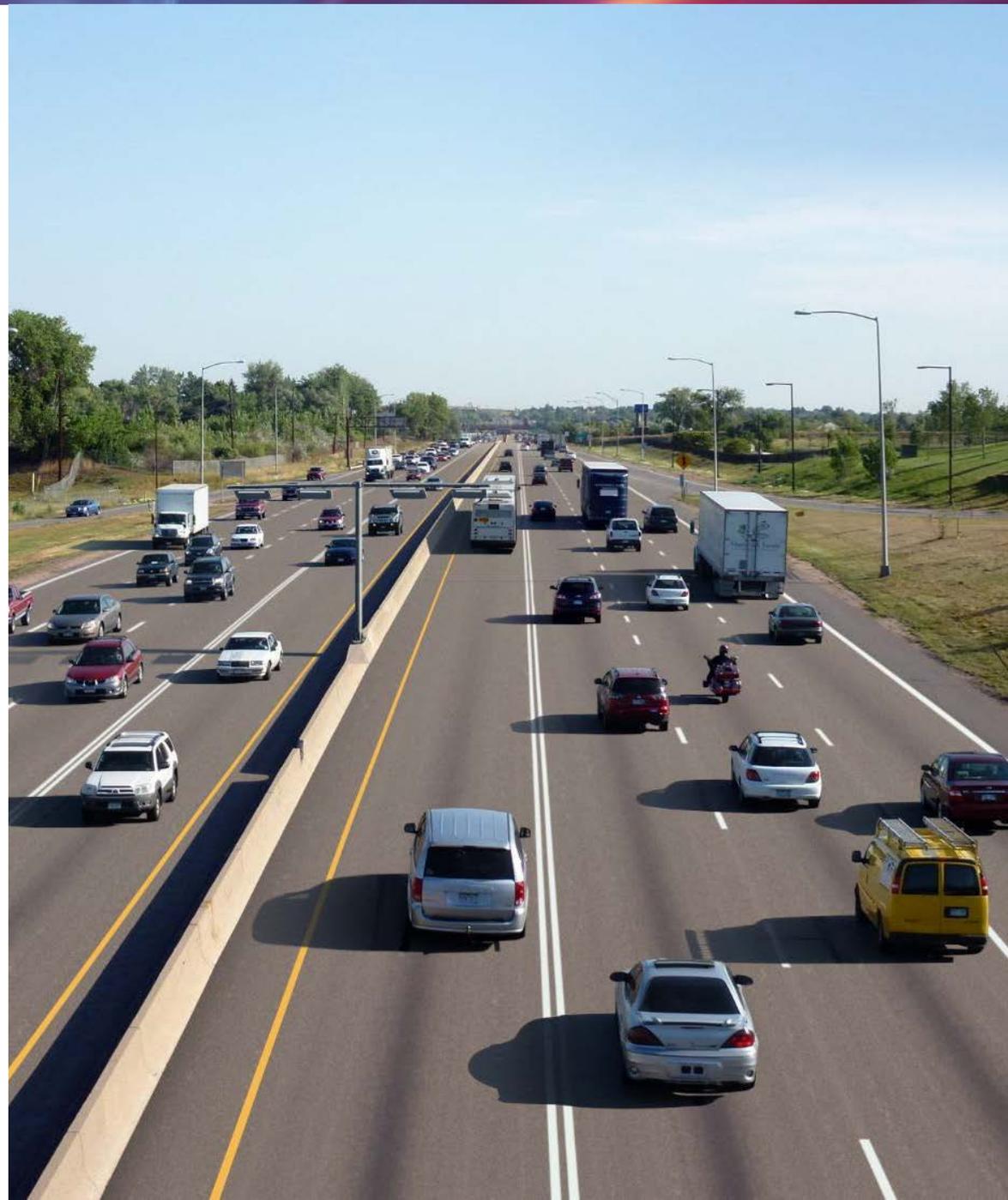


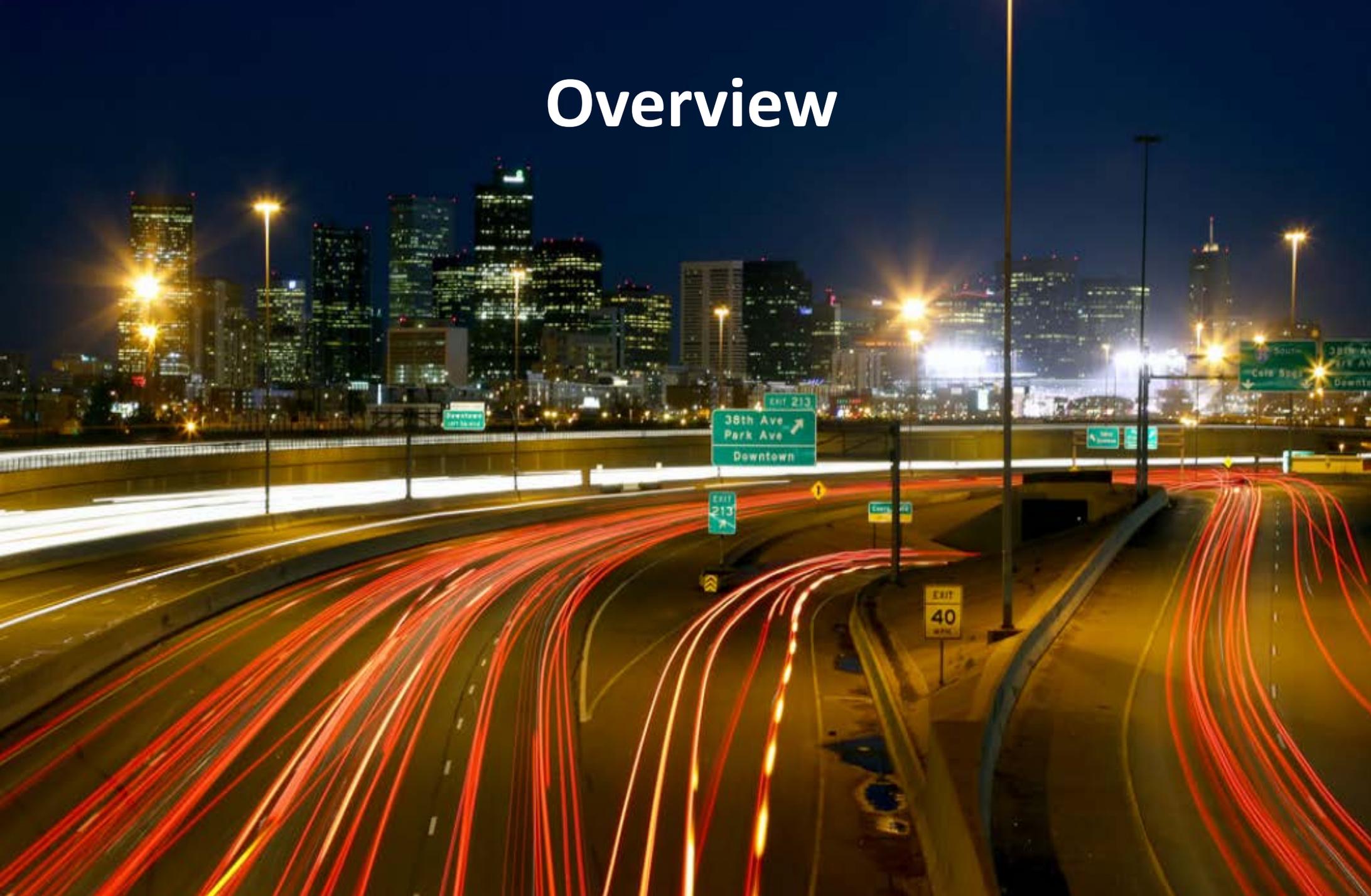


# HPTE: Past and Present

- **Overview**
- **Key Milestones - Enterprise**  
Timeline: 1999-2018
- **Looking ahead**



# Overview



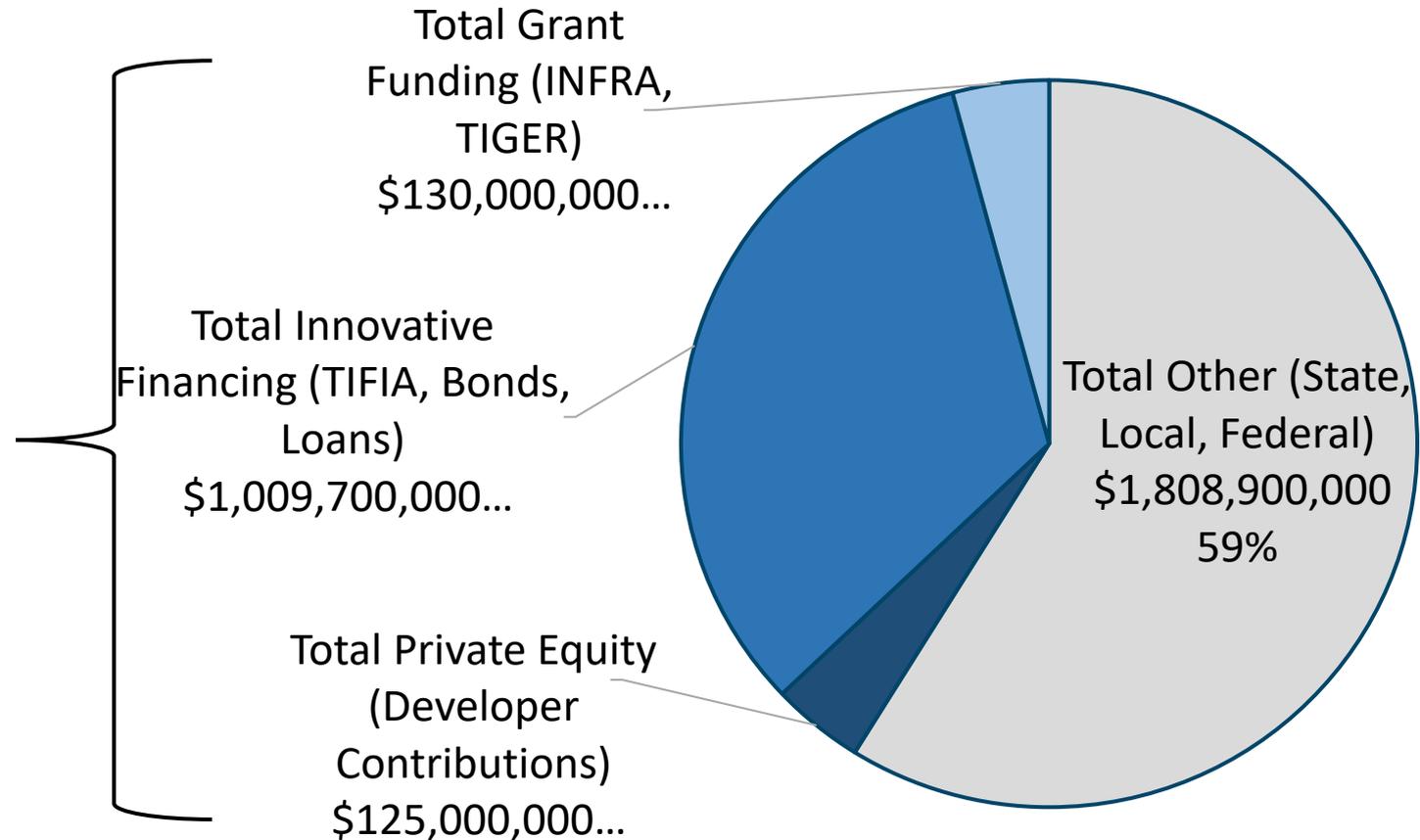
# About HPTE

- 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

# Joint Managed Lanes Projects (\$3.1 Billion)

**All Project Funding Secured through Managed Lanes**

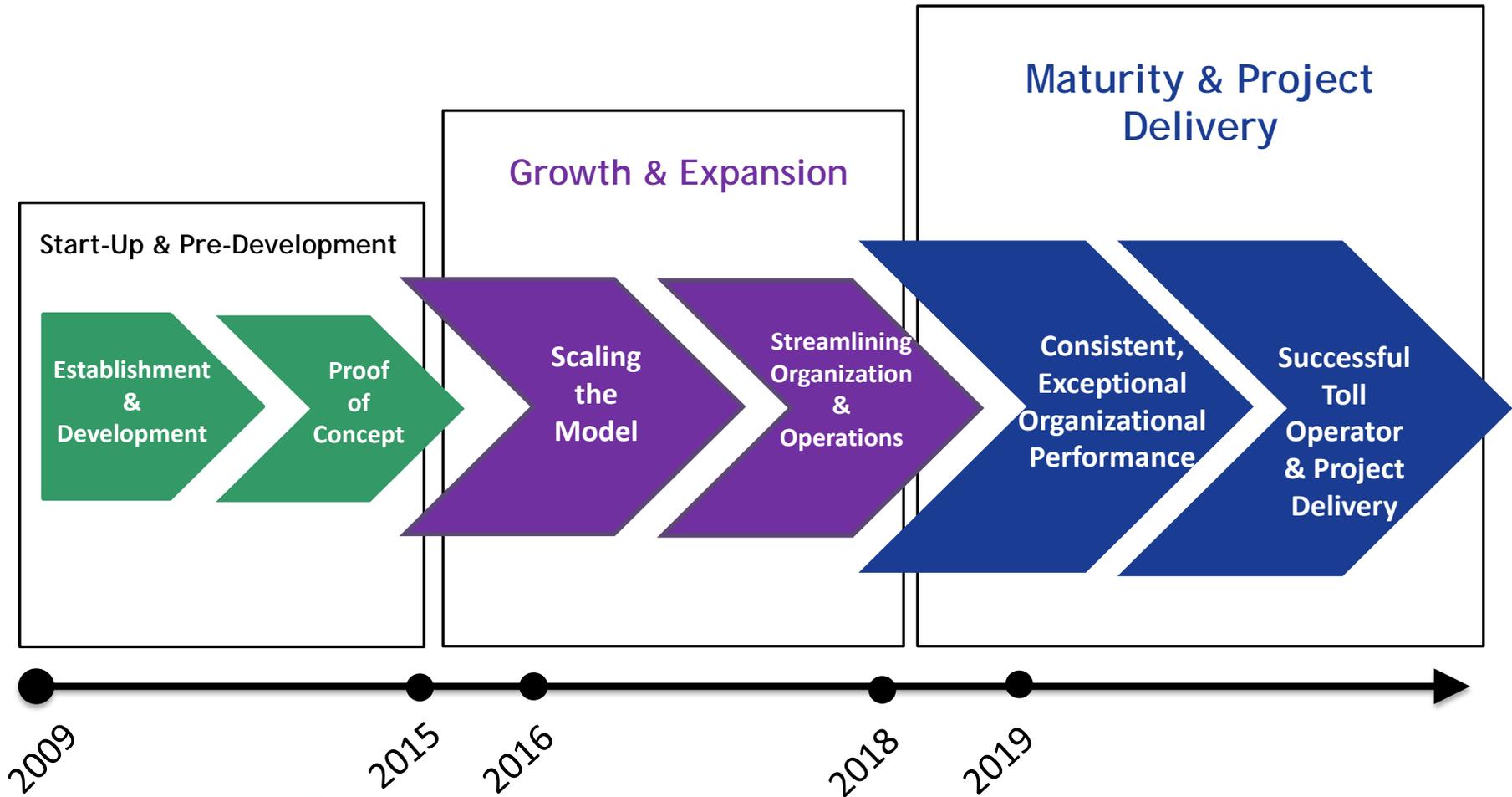
**\$1.27 Billion  
41%**



# 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
- **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 and 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 120<sup>th</sup> Ave.) Express Lanes**
- **Closed I-25 North (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 and 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
- **Closed on C470 TIFIA Loan and toll-backed revenue bonds**
- Closed on Central 70 P3, the largest project in CDOT history, with Kiewit Meridian Partners
- **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**
- **Colorado Managed Lanes Study presented to Transportation Legislation Review Committee (TLRC) as mandated by SB-1**
- **Express Lanes Master Plan kicked off**

# Looking Ahead



**LANE MILES OF EXPRESS LANES**

**EXPRESS LANES IN OPERATION**

- 12** I-25 Central  
*(20th St to US 36)*
- 12** I-25 North  
*(US 36 to 120th Ave)*
- 32** US 36  
*(I-25 to Table Mesa Dr)*
- 12** I-70 Mountain Express Lane  
*(Eastbound)*

**EXPRESS LANES UNDER CONSTRUCTION**

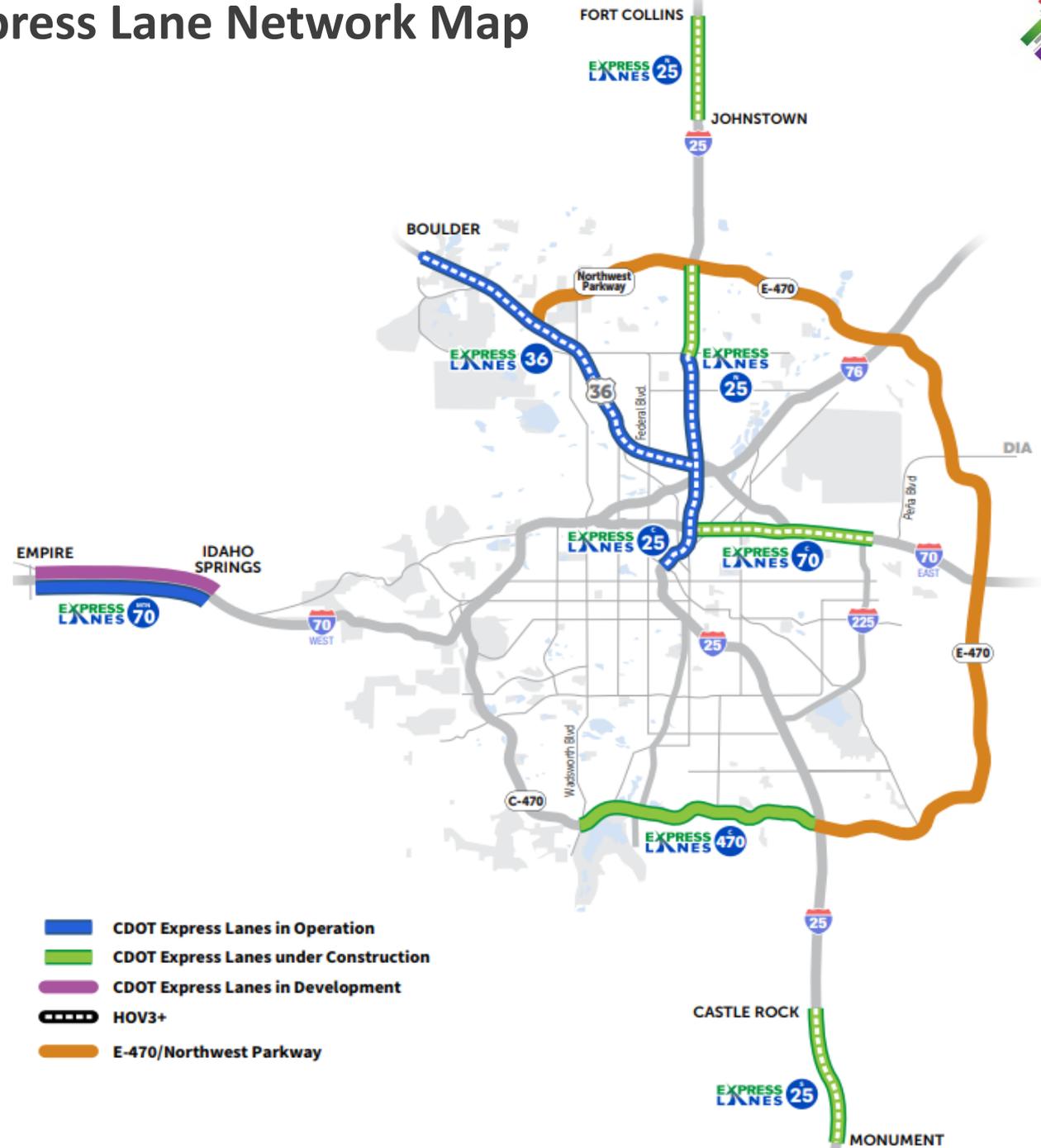
- 30** C-470  
*(I-25 to Wadsworth Blvd)*
- 20** Central 70 Project  
*(Brighton Blvd to Chambers Rd)*
- 34** I-25 North  
*(Johnstown to Fort Collins)*

**EXPRESS LANES IN DEVELOPMENT**

- 36** I-25 South  
*(Monument to Castle Rock)*
- 10** I-25 North  
*(120th Ave to Northwest Parkway/E-470)*
- 12** I-70 Mountain Express Lane  
*(Westbound)*

**210 Lane Miles**

# Express Lane Network Map



## Phases of Growth

Consistent,  
Exceptional  
Organizational  
Performance

Successful Toll  
Operator & project  
delivery

# Key Questions for HPTE Board

## Operations and maintenance

- How should HPTE manage its O&M as additional corridors become operational?

## Market engagement

- Should HPTE revise its procurement policies to allow for creative ideas to come from the private sector?

## Additional HPTE activities

- How should HPTE staff prioritize other revenue generating opportunities?

Timeline