

Colorado High-Performance Transportation Enterprise Strategic Planning and 2010 Action Plan Summary Report

A. Introduction

The Colorado High Performance Transportation Enterprise (HPTE) was created by the General Assembly of the State of Colorado with the authority and mission to seek out opportunities for innovative and efficient means of financing important surface transportation infrastructure projects. To effectively advance this mission, the Colorado HPTE initiated a strategic planning process to establish the organization's mission, short-term and mid-term goals, project eligibility criteria, and a 2010 Action Plan for the transportation enterprise to move forward. The *Colorado HPTE Strategic Planning and 2010 Action Plan* summary report represents the culmination of this initial strategic planning process.

The strategic planning process focused initially on the development of key strategic planning elements and a short-term Action Plan for 2010 to aid the newly-formed Colorado HPTE with key organizational start-up activities. These key start-up activities included strategic planning outreach, peer public private partnership organization research, potential funding and financing options research, a status inventory of potential HPTE projects of interest, and an inventory of past Colorado Tolling Enterprise documents. The findings of the start-up activities were then used to develop the strategic planning elements and 2010 Action Plan for the HPTE. The initial strategic planning process is intended to serve as a living document that can be refined and updated as needed as the HPTE program progresses. The summary report is organized into the following sections:

- Strategic Planning Outreach
- Strategic Planning Research
- Funding and Financing '101' White Paper
- HPTE Potential Projects Inventory
- Colorado Tolling Enterprise (CTE) Documents Inventory
- HPTE Strategic Planning Elements
- HPTE 2010 Action Plan
- Conclusions

Each activity within the strategic planning process is summarized in the following sections, with references to appendices for review of full documents.

B. Strategic Planning Outreach

In order to integrate input from HPTE Board members, Colorado Department of Transportation (CDOT) leadership, and key HPTE stakeholders into the strategic planning process, the study team conducted a strategic planning outreach effort. The strategic planning outreach included one-on-one interviews with HPTE Board members, CDOT leadership, and key HPTE stakeholders, as well as transportation industry outreach through a prepared electronic questionnaire. The purpose of the outreach effort was to provide an opportunity for HPTE leadership and key stakeholders/influencers to provide their ideas and opinions on the future mission, goals, organizational structure, potential projects and other start-up activities for the HPTE. The following questions were prepared for use during the strategic planning outreach effort:

Strategic Planning Outreach Questions:

1. What is your vision for HPTE?
2. What short-term goals do you believe HPTE should establish for 2010?
3. What mid-term goals do you believe HPTE should establish beyond 2010?
4. What would you say are the most significant challenges that could interfere with HPTE achieving these goals?
5. What criteria would you establish to determine HPTE project eligibility?
6. What would you define as the critical considerations to prioritize HPTE projects for implementation?
7. Are there projects that you would put at the top of a priority list?
8. What is your vision regarding how HPTE will work with CDOT and the Colorado Transportation Commission on HPTE projects?
9. What role/s do you see HPTE members taking with key stakeholders?
10. What are other important considerations you believe HPTE should incorporate into the strategic planning process?

An overview of the strategic planning outreach conducted for both the one-on-one interviews and the transportation industry questionnaires are included in the following sections.

1. One-on-One Interviews

In-person, one-on-one interviews were held with HPTE Board members, CDOT leadership, and key HPTE stakeholders to better understand their ideas and opinions for how the newly-formed Colorado HPTE organization should move forward. During these interviews, the strategic planning outreach questionnaire was discussed. Twenty interviews were held throughout the process with the following participants:

HPTE Board Members

- Charlotte Robinson
- Stan Matsunaka
- Dan Cleveland
- Tim Gagen
- Doug Aden
- Trey Rogers

Colorado Department of Transportation

- Russ George, Executive Director
- Peggy Catlin, Deputy Executive Director
- Pam Hutton, Chief Engineer
- Heather Copp, Chief Financial Officer
- Jennifer Finch, Director, Division of Transportation Development
- Reza Akhavan, Region 6 Director
- Tony Devito, Region 1 Director
- Myron Hora, Region 4 Planning

External Stakeholders

- Carla Perez, Governor's Office
- Michael Penny, I-70 Mountain Corridor, Frisco Town Manager
- U.S. 36 Coalition Group
- Jack Hilbert, C-470 Corridor, Douglas County Commissioner
- DRCOG Board with Jennifer Schaufele & Steve Rudy
- Craig Casper, Pikes Peak ACG

Key input received and utilized when developing the strategic planning elements and 2010 Action Plan are shown as a summary list in the following section. The results represent general themes or topics heard

during the one-on-one interviews. A summary of the full strategic planning outreach interviews and the dates each interview was held can be reviewed in **Appendix A**.

What is your vision for HPTE?

- Serve as a tool to provide innovative financing for major infrastructure projects
- Change past perceptions in the state on tolling
- Explore tolling as a way to pay for future projects
- Be collaborative
- Address growth and needs for the state of Colorado
- Develop a system approach to developing corridors
- Partner with governmental entities and local communities
- Consider all modes of surface transportation – transit, others
- Consider CTE past work efforts as foundation
- Serve as a mechanism to use other financing that the DOT does not have the ability to utilize

What Short-Term Goals do you believe HPTE should establish for 2010?

- Determine key stakeholders
- Develop community relationships
- Develop a Communications Plan
- Define relationship between HPTE and Commission, CDOT and Regions
- Hire HPTE Executive Director and other key staff
- Find operating revenue resources
- Educate others on HPTE mission, strategic planning and key messages
- Educate HPTE Board
- Prioritize potential HPTE projects

What Mid-Term Goals do you believe HPTE should establish beyond 2010?

- Identify HPTE staffing needs
- Evaluate and prioritize projects based on financial feasibility
- Outreach with specific projects/corridors and their stakeholder organizations
- Gain public acceptance and acknowledgment of HPTE
- Develop partnering relationship with CDOT and Commission
- Identify operating revenue sources for long-term sustainability
- Develop a Communications Plan
- Develop HPTE messaging materials and presentations
- Be proactive
- Look at benefits of public private partnerships and other innovative delivery mechanisms beyond traditional CDOT means
- Develop a system wide approach to program planning

Note: Some short-term and mid-term goals for the HPTE overlap due to responses received during the interviews and differing views on short-term versus mid-term timeframes for certain goals.

What is your vision on how HPTE will work with the Commission and CDOT?

- Develop and define a working relationship between HPTE, Commission and CDOT staff
- Develop partnership with Commission and CDOT staff
- Schedule regular updates with Transportation Commission

- Develop separate procedures and autonomy from CDOT
- Consider Bridge Enterprise model for HPTE application
- Use matrix management approach (i.e., task leaders can work on multiple projects or perform multiple functions and share resources/staff)

What criteria would you establish to determine HPTE project eligibility?

- Community support
- Debt issuance required to implement project
- Congestion relief
- Financial feasibility
- HPTE and Commission/CDOT collaboration
- NEPA clearance
- Support of state and federal agencies
- Sustainability
- Integrated in regional planning process and Statewide Transportation Plan
- Political and stakeholder support
- Connectivity
- Return on Investment
- Economic development potential to support growth of Colorado
- Ability to work as system of projects

What other key takeaway messages do you have for HPTE moving forward?

- Tolling – managing mobility, not just intended to raise money
- HPTE – should be more than just about tolling
- Equity issues need to be considered
- HPTE – their role to educate the public on funding shortfalls for transportation
- Build collaborative relationship with CDOT Commission and staff
- Need to show progress
- Need to have transparency

2. Transportation Industry Questionnaire

An electronic version of the strategic planning outreach questionnaire was provided to transportation industry stakeholders to solicit their ideas and opinions for how the newly-formed Colorado HPTE organization should move forward. Transportation industry stakeholders included project and other special interest groups, area contractors and engineering firms, as well as other Transportation Commission and CDOT staff. Six questionnaires were received either in electronic or written format throughout the strategic planning outreach effort from the following participants:

Transportation Industry Stakeholders

- Greg Henk, Flatiron Construction
- Joe Wingerter, Kiewit
- Wendy Amann, Huitt-Zollars
- Keith Bishop, Northwest Parkway
- Les Gruen, CDOT Commissioner
- Cathy Garcia, Action 22

In general, the responses to the transportation industry questionnaire corresponded to those received from the one-on-one interviews. The responses provide the industry's point of view on how the HPTE organization should move forward and what activities they should focus on first. The responses to the transportation industry questionnaires received can be reviewed in **Appendix A**.

C. Strategic Planning Research

The study team conducted research with successful public private partnership (P3) organizations for input into the development of the initial strategic planning elements and 2010 Action Plan. The information collected was then presented to HPTE as part of the strategic planning workshop, discussed further within **Section G.1**.

1. Public Private Partnership Organization Research

As a part of the Colorado HPTE strategic planning, the study team conducted an initial research assessment on a range of national and international public private partnership (P3) organizations in order to determine which organizations had the best applicability for interviews and further research for the Colorado HPTE and its mission. The study team first developed a list of initial questions for use in screening and selecting potential P3 organization research candidates. As part of that research effort, the study team used these initial questions to assess each organization's experiences with P3s and whether they would offer best practices and lessons learned that would aid HPTE as the organization moves forward with its 2010 Action Plan.

Initial Screening P3 Research Questions

1. Has the organization used public private partnerships (P3s) to develop a project(s)?
2. Has the agency successfully constructed/opened a P3 project?
3. Would the organization be willing to be interviewed and share information for lessons learned and best practices?
4. Does the organization have well-defined business policies and procedures?
5. Does the organization have a policy/procedure to define and select eligible P3 projects for the organization to develop?

The following list of organizations was selected for consideration as initial research candidates due to their current or past experiences with P3 project or program development.

National Research Candidates:

- Georgia
- California
- San Diego Association of Governments (SANDAG)
- Florida
- Texas
- Virginia
- Oregon
- Michigan
- Indiana
- Chicago, IL
- North Carolina

International Research Candidates:

- Partnerships British Columbia (Canada)
- Partnerships Victoria (Australia)

A short summary was prepared for each initial research candidate to assess their applicability for further, more detailed research and benchmarking interviews. The short summaries for each organization are included in **Appendix B** under Initial P3 Organization Screening. The following section summarizes the decisions made based on the initial research candidate screening.

Organizations Selected for Further Research and Interviews

Based on the findings from the preliminary research and screening, the following organizations were selected for interviews:

- **Georgia Department of Transportation** – This organization was selected because it has spent the last several years focused on strategic planning and the structuring of their P3 program and its guidelines for future success. The organization has utilized national and international best practices and lessons learned to develop their administrative rules and project selection criteria. They have also been supported by a P3 Steering Committee and P3 Working Group. As a result, they are known in the U.S. to have a well-defined and effective P3 project screening and selection process. They are also currently within the procurement process for their first P3 project, the I-75/I-575 West by Northwest project.
- **Florida** – The Florida Department of Transportation (FDOT) was selected for further research because it utilizes a decentralized approach to its P3 organization. FDOT is currently developing two P3 projects by utilizing an availability payment approach where the concessionaire pays for the project costs upfront and the DOT makes payments back to the concession team over a specified time to pay off the project. In addition, FDOT was able to structure a winning deal for the I-595 P3 project during tough economic times during 2009.
- **Oregon** – This organization was selected for further research due to its mission to pursue innovative project delivery approaches and financing options, such as road user fees (VMT pricing). Additionally, the organization has utilized national and international best practices to develop their administrative rules and project selection criteria. They have also formed a separate department within the DOT, the Office of Innovative Partnerships and Alternative Funding, to administer their Oregon Innovative Partnerships Program (OIPP). They have also utilized a private concession group, the Oregon Transportation Improvement Group (OTIG) to assist them with developing portions of their P3 program and projects.
- **Texas** – Texas was selected as a research candidate because it is the leading example in the U.S. of delivering P3 projects using a “best value” hard bid approach. In addition, it is a good example of how a state DOT can assist independent, start-up organizations, such as regional toll and mobility authorities, with their agency structuring and seed funding through grants and loans, to get more projects accomplished throughout the state. It also represents a good case study for lessons learned related to public and community involvement in the process and their recent political repercussions.
- **North Carolina** – This organization was selected as a good candidate for lessons learned related to how a state’s P3 organization is structured – either as a separate organization or a department within the state DOT. North Carolina spun off as its own independent tolling and P3 organization, but then came back under the umbrella of the DOT as a Division. As a result, they are a good case study into how best to organize the HPTE for independent success and still coordinate effectively with the DOT.
- **Partnerships British Columbia (Canada)** – This organization is known worldwide as a P3 success story and is a mature organization with many P3 projects constructed and a well-defined P3 program. The organization is one many states are currently researching and modeling against (Oregon, California, Georgia) to develop their organization’s best practices in P3 project/program

development and implementation. Since Canada is considered a leader in P3 program development, it was felt that they would be a good case study for HPTE as it structures its P3 guidelines and project eligibility criteria.

Organizations Selected as Other Resources

While the following organizations were not selected for formal interviews, the study team could reach out to these organizations for specific questions or information as the HPTE moves forward with their strategic planning and 2010 Action Plan, if it was determined that it would add value. Based on the findings from the preliminary research and screening, the following organizations were not selected at this time for formal interviews:

- **Virginia** – Virginia is the primary example within the U.S. of developing P3 projects using an unsolicited proposal approach. While they have successfully developed projects or are currently constructing projects using this approach, there have been significant challenges along the way due to their current procedures. As a result, they may not be the best model for the HPTE moving forward.
- **SANDAG** – SANDAG represents an independent transportation organization managing and developing P3 projects separate from the state DOT (Caltrans). The organization has successfully worked in partnership with Caltrans and private industry to develop a P3 project, SR 125/South Bay Expressway, and is in process with the SR 52 project. However, SANDAG does not have a formalized P3 program and SANDAG’s structure and affiliation with the state DOT (Caltrans) is structured differently than that of HPTE and CDOT – SANDAG is more of a regional metropolitan planning organization - so it may not be as applicable to HPTE as the organization moves forward.
- **Michigan** – Michigan is currently in the process of developing enabling legislation to allow P3s within the state. As a result, the state’s P3 organization is not yet mature enough for applicability to the HPTE organization.
- **California (Caltrans)** – Caltrans is currently in the procurement process for their first P3 project (Presidio Parkway) under their new P3 legislation. Caltrans has incorporated national and international best practices into their P3 program guidelines and project criteria, similar to the Partnerships BC model. While the state does have a P3 project within the procurement process, there have been significant challenges along the way and it may be too early in the procurement process to interview them for best practices and lessons learned.
- **Indiana and Chicago, IL** – While both these organizations have P3 projects open to traffic; they are implemented as long-term lease agreements to a concession for existing assets. No new projects have yet been implemented as P3s and neither state has enabling statewide enabling P3 legislation or guidelines/procedures in place.
- **Partnerships Victoria (Australia)** – This organization is known worldwide as a P3 success story and is a mature organization. However, it was determined that Partnerships BC in Canada could bring a lot of the same best practices and lessons learned since they are modeled under the same approach. As HPTE moves forward with their P3 program guidelines and project selection process it still may be valuable to review the Partnerships Victoria guidelines on project development, as they are known for having an effective “cookbook” approach. In addition, Georgia and Oregon have used best practices from both Partnerships BC and Victoria when developing their state’s guidelines and criteria, which the study team will be able to review during interviews with those states.

2. P3 Organization Interviews

Once a list of candidate P3 organization interview candidates was selected and shared with the HPTE Board, phone interviews were scheduled with each P3 organization. The study team developed the following list of interview questions to utilize during the interviews with the selected P3 research candidates. However, these interview questions were used as a baseline, and depending on the organization, some additional follow-up questions were asked to clarify their P3 practices.

P3 Research Interview Questions

1. How was your P3 organization/department formed initially?
2. What was the key mission for forming your P3 organization/department?
3. What would you say were the key ingredients/best practices to successfully getting your organization's program started and implementing a first P3 project?
4. What would you say are the most significant challenges that could interfere with HPTE achieving successful P3 project implementation?
5. What are the key lessons your organization has learned that you wish you had known when getting your organization started?
6. How is your organization structured and staffed within the state (e.g., Department within DOT, Other Separate State/Regional Transportation Agency, Public-Private Organization, Private Organization)? What are the key reasons it is structured that way?
7. What is the relationship/partnership between the organization and the DOT/Other Governmental Agency? What level of support/oversight does this governmental partner provide in procuring and implementing P3 projects?
8. How is your P3 organization/department funded?
9. Are there key elements within the organization's enabling legislation/operating policies/agreements that have been critical to the organization's success? Any elements that have hindered your success?
10. Have you done any market sounding to gauge private interest in developing potential P3 projects? If so, what types?
11. Does the organization have an adopted business plan, or other plan outlining the mission, goals, strategies and procedures of the organization? Could you share this document with us?
12. What steps does your organization take to test a potential project's viability as a P3 project? Does the organization have guidelines for selecting or prioritizing eligible P3 projects for the organization to develop?
13. Does the organization have a procedure for the P3 project procurement process (both solicited and unsolicited)?
14. What (if any) P3 projects have the organization successfully procured as a concession? Do you have any projects that have reached financial close or been constructed?
15. What has been your experience with "innovative" financing options (e.g., TIFIA, Private Financing, Availability Payments, Tolling, etc.)?
16. Are there other important considerations you believe HPTE should focus on during its strategic planning process?

P3 Research Interview Summary

Each P3 organization interviewed offered unique perspectives on their P3 programs and the strategic

planning their organizations have performed. The following section provides some of the common themes heard during the interviews that related to the best practices and lessons learned that could be applicable to the HPTE as the organization moves forward with their action planning. The full interview questionnaires for each P3 research organization can be reviewed in **Appendix B** under the Selected P3 Organization Interviews section. In addition, strategic planning and other applicable materials provided by the specific organizations during the interviews are also included within **Appendix B** under the P3 Organization Reference Materials section.

What would you say were the key ingredients/best practices to successfully getting your organization's program started and implementing a first P3 project?

- Initiate coordination and key messaging with legislators, community and stakeholders early in the process to build acceptance and support of your program.
- Transparency is critical to build acceptance and trust.
- Be flexible in procurement, contracting, and finance process – each project is unique
- Important to select the right projects for P3 – not all projects are right.
- Partnership is key to success
- Need visionary leadership that understands how to navigate high-profile issues and build an effective network

What would you say are the most significant challenges that could interfere with HPTE achieving successful P3 project implementation?

- Lack of political and stakeholder support can impact a project's successful implementation.
- Not navigating the politics and media relations effectively.
- Not evaluating and managing risks.
- Not be willing to adapt and learn new ways of doing business.

What are the key lessons your organization has learned that you wish you had known when getting your organization started?

- Need to involve legislators, community and stakeholders early in the project development process.
- Experience has taught value of first doing some form of public-private financial comparator analysis to determine whether a specific project makes more sense to deliver through public or private approach.
- Secure outside experts with P3 experience to assist you with your program.
- Make sure you align the DOT/P3 Organization and Concession team's goals. Goals may be different for both parties.
- Be patient and start at the right time

D. Funding and Financing '101' White Paper

As a part of the strategic planning research phase, potential funding and financing revenue sources for Colorado HPTE eligible projects were identified and researched within the Funding and Financing '101' White Paper. The potential funding and financing revenue sources researched included a range of user fees and other innovative financing strategies. The goal of the white paper was to introduce methods and

common terminology to establish a basic understanding of current practice in transportation infrastructure procurement and project delivery.

The delivery option selected for a project will frame the roles of various public and private entities that will finance, design, implement, operate, and maintain the roadway asset. As private entities are now taking a more prominent role in public infrastructure delivery, it is important to understand the basic structures of the partnerships in use and how the funding and financing tools are applied therein. Federal provisions that guide how tolling and pricing can be applied on certain types of roadways, especially Interstates and US Highways were also outlined. The basic programs were presented in the white paper, along with general implications of each for using Federal dollars where tolls are being collected.

The Funding and Financing '101' White Paper can be reviewed within **Appendix C**.

E. HPTE Potential Projects Inventory

The purpose of the HPTE potential projects inventory was to provide an overview and status update of each potential project for use in the HPTE 2010 Action so that the HPTE Board can determine how best to proceed forward with each project. Data on each project was collected to better understand:

- Status of each project within the project delivery pipeline.
- Proposed improvement concept for each potential project.
- Level of regional, community and stakeholder support for the project and who serves as the key project champion for moving the project forward.
- Available funding sources or financing plans have been identified for the project.

In order to perform the project status inventory, the study team coordinated with the CDOT regional contact for each project to collect the necessary data. The following list shows the data that was requested for each project.

HPTE Potential Projects Inventory:

1. Project Champion
2. Current Project Delivery Status (e.g., Feasibility Phase, Environmental Phase, Design Phase)
3. Schedule for Project Delivery
4. Overall Scope of Project Improvements
5. Project Status within Regional Planning Process (e.g., Listed within LRTP or TIP)
6. Available Project Funding/Financing Plans
7. Assessment of Community and Stakeholder Support
8. Other Project Development Considerations

The initial list of potential projects focused on several key roadway projects throughout the state of Colorado. However, in accordance with the enabling HPTE legislation, the HPTE potential projects can include any form of surface transportation project. The list of projects considered in this report represents a preliminary projects list and does not preclude the HPTE from considering other surface transportation projects, such as transit projects. Nor does it preclude the HPTE from considering projects brought to the organization by others that may not be on their initial list. The following projects were included in the HPTE initial, potential projects inventory:

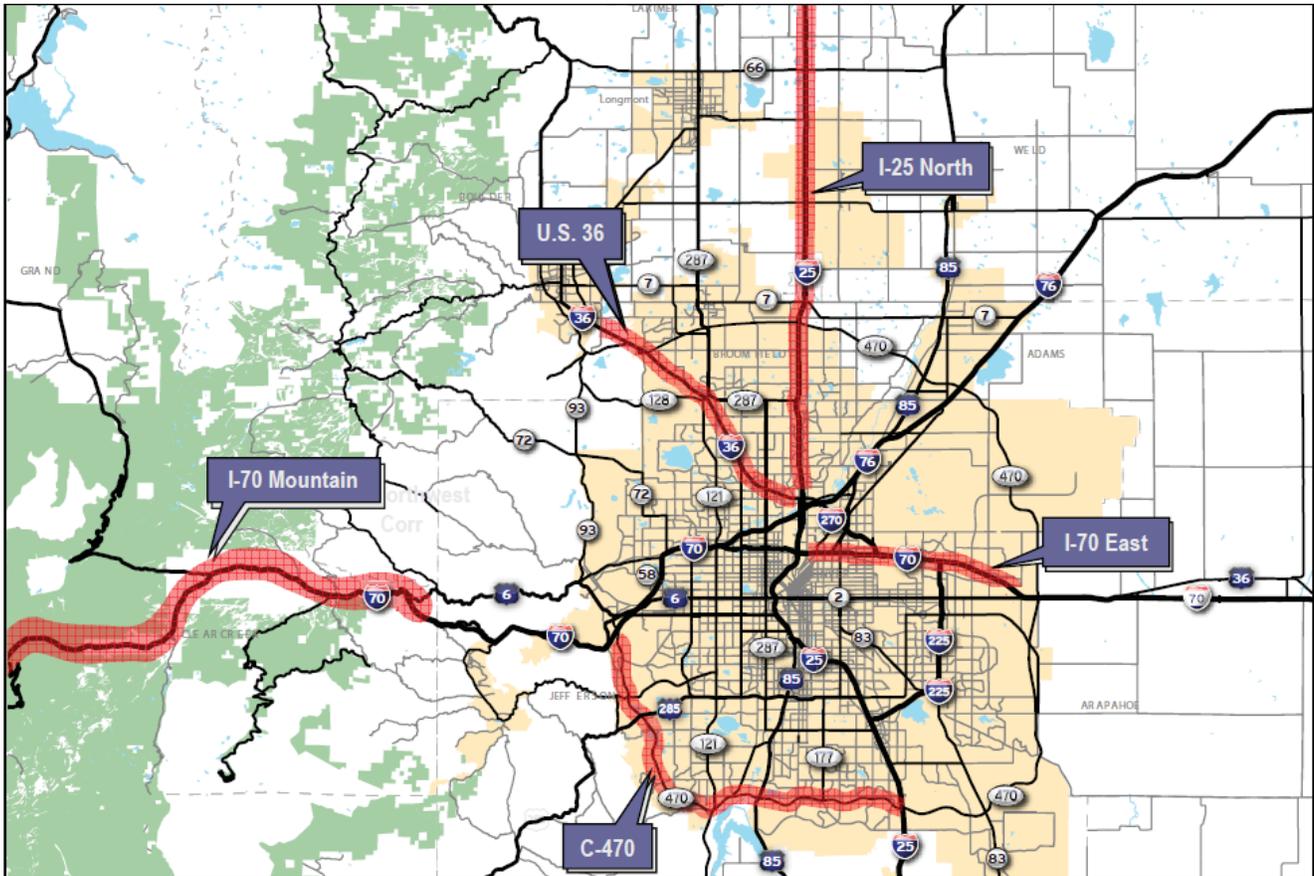
HPTE Potential Projects:

1. U.S. 36 – full corridor implementation
2. I-25 North

3. C-470
4. I-70 Mountain
5. I-70 East
6. Powers Boulevard/Colorado Springs Toll Road

The HPTE potential projects are shown on the map below, with the exception of the Powers Boulevard/Colorado Springs Toll Road within the Colorado Springs area. The status summary and map of each HPTE potential project is included in **Appendix D**.

HPTE Potential Projects



F. CTE Documents Inventory

The study team inventoried documents developed under the former Colorado Tolling Enterprise (CTE) to determine efficacy to progress HPTE goals/objectives. The study team coordinated with CDOT representatives to conduct the document inventory and gather the previous reports, data and files. In addition, an initial CDOT-HPTE electronic SharePoint site was developed by CDOT staff for future document sharing and file storage purposes.

The following list shows the inventory information that was collected for each CTE document.

CTE Documents Inventory:

1. Document Number
2. Document Title
3. Author
4. Date/Last Updated Date
5. Status (e.g., Complete, Draft Complete, Incomplete)
6. Relevant Files Available
7. Document Purpose
8. Document Content Summary
9. Potential Benefit to HPTE Board
10. Future Actions Necessary to Update/Complete Document

The study team provided a summary of each CTE document provided by CDOT so that the HPTE can review and determine how the documents may best be used going forward. The summary of each CTE document is included in **Appendix E**.

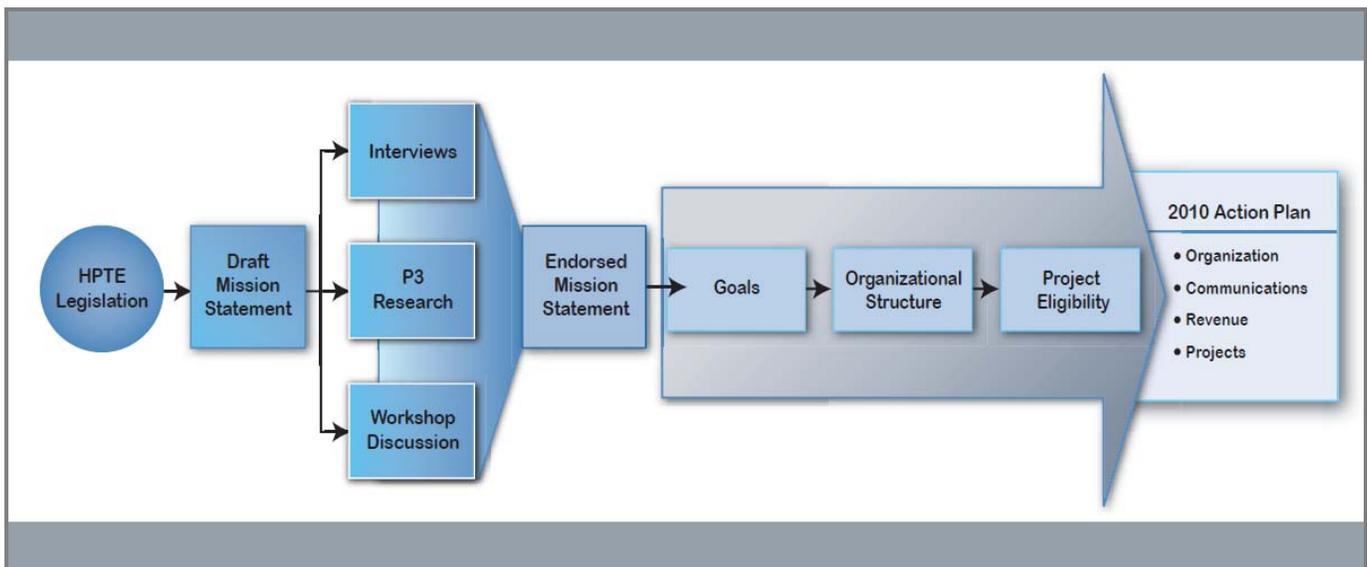
G. HPTE Strategic Planning Elements

Based on the findings of the strategic planning outreach, public private partnerships organization research, Funding and Financing ‘101’ White Paper, and HPTE potential projects inventory, the study team prepared the initial strategic planning elements and the HPTE 2010 Action Plan. The initial strategic planning process focused on the development of key HPTE goal-setting and visioning elements and the development of an HPTE Action Plan that will define the tasks necessary for the HPTE to progress its 2010 goals. The initial strategic planning elements included:

- Mission Statement
- Goals - Short-term (2010) and Mid-term (Beyond 2010)
- Procedure to determine HPTE project eligibility
- Action Plan defining key tasks for 2010 to progress HPTE goals and project priorities

The figure shows the strategic planning process used to develop the HPTE strategic planning elements. Each of the initial strategic planning elements is discussed further within the following sections.

Strategic Planning Process



1. Strategic Planning Workshop

The study team organized a strategic planning workshop with the HPTE Board, Colorado Transportation Commission, CDOT leadership staff, and key stakeholders to share the findings of the initial strategic planning process, including the one-on-one outreach interviews, transportation industry outreach, and public private partnerships organization research and interviews. The workshop was held on June 15, 2010 at the Colorado Department of Transportation Auditorium from 10:00 a.m. to 2:30 p.m. The workshop was open to the media and general public to attend as audience members.

The strategic planning workshop included facilitated discussions by the study team on the key strategic planning elements, as well as 2010 Action Plan activities. All of the strategic planning elements and 2010 Action Plan presented during the workshop were presented as “draft” documents. Input and comments received during the workshop were then incorporated to refine and endorse the initial strategic planning elements and the 2010 Action Plan. The final endorsed strategic planning materials are summarized in **Section G.2.** and **Section H** below. The agenda, presentations materials, boards and other handouts for the workshop can be reviewed in **Appendix F**.

2. Strategic Planning Elements

a. Mission Statement

The draft Mission Statement for the HPTE was developed by reviewing HPTE enabling legislation, reviewing CDOT website information on the HPTE and its purpose, incorporating input from the one-on-one strategic planning interviews, and reviewing Mission Statements developed by other public private partnership organizations researched within the study. The slides from the workshop presentation, provided within **Appendix F**, show the materials used to develop the Mission Statement.

After incorporation of input received during the strategic planning workshop, the HPTE Endorsed Mission Statement stated the following:

Endorsed HPTE Mission Statement

The mission of the Colorado High-Performance Transportation Enterprise is to partner with local agencies, communities and private industry to seek out opportunities for creative means of financing and accelerating the delivery of multimodal transportation infrastructure projects.

Identify Opportunities.
Develop Partnerships.
Provide Sustainable Alternatives.
Lead Innovative Financing.
Accelerate Program Delivery.

b. Goals

The draft Short-Term (2010) and Mid-Term (Beyond 2010) Goals for the HPTE were developed by incorporating input from the one-on-one strategic planning interviews, and reviewing goals developed by other public private partnership organizations researched within the study. The input from the one-on-one strategic planning interviews and the goals developed by other public private partnership organizations researched within the study can be reviewed within the PowerPoint slide presentation developed for the strategic planning workshop included within **Appendix F**.

After incorporation of input received during the strategic planning workshop, the HPTE Endorsed Goals stated the following:

Endorsed HPTE Goals

Short-Term Goals (2010):

- Complete the Strategic Plan and 2010 Action Plan
- Hire an HPTE Executive Director
- Develop a Communications Plan for the HPTE
- Establish financial and operating guidelines between HPTE, Commission, and CDOT
- Evaluate potential candidate projects (including all modes: transit, etc.)
- Analyze all potential revenue sources to be self-sustaining
- Determine how the existing I-25 Express Lanes project is managed within the HPTE organization

Mid-Term Goals (2011 & Beyond):

- Develop HPTE organization/staffing needs
- Execute Communications Plan – Internal and External
- Move viable project(s) forward
- Develop role of HPTE during long-range planning process (identify projects with potential for alternative financing)

c. Project Eligibility

The draft project eligibility criteria for the HPTE were developed by incorporating input from the one-on-one strategic planning interviews, and reviewing criteria developed by other public private partnership organizations researched within the study. The input from these materials can be reviewed within the PowerPoint slide presentation developed for the strategic planning workshop included within **Appendix F**.

After incorporation of input received during the strategic planning workshop, the HPTE endorsed project eligibility criteria stated the following:

Endorsed HPTE Project Eligibility Criteria

- Projects that are not fully funded with traditional “pay as you go” methods and can benefit from financing
- Projects that have Federal, State, and affected local government and community support
- Projects that improve safety, capacity and accessibility
- Projects that allow more efficient movement of people, goods and information
- Projects that will accelerate the economic recovery of the region or state
- Projects that may utilize user fee-based or other non-traditional forms of project funding (Tolling, VMT Pricing, Availability Payments, etc.)

H. 2010 Action Plan

Once the strategic planning elements were developed, the Action Plan to define the tasks necessary for the HPTE to progress its 2010 goals was developed. The 2010 Action Plan was subdivided into four key action planning categories:

Action Planning Categories:

- Organization – tasks that include HPTE organizational structuring and staffing, as well as coordination with the Transportation Commission/CDOT Leadership
- Communications – tasks that involve coordinating and education with stakeholders, media and general public
- Revenue – tasks that involve identifying and exploring HPTE sustaining operating revenue sources
- Projects – tasks that relate to analyses, and further understanding and development of potential HPTE projects

The draft 2010 Action Plan was presented for review and comment at the strategic planning workshop on June 15, 2010. After incorporation of input received during the strategic planning workshop, the HPTE Endorsed 2010 HPTE Action Plan included refinements of certain tasks, as shown in the following figure. The refinements to the Action Plan are described in the following sections.

Organization Tasks

It was determined during the workshop that hiring an HPTE Executive Director was on the critical path and was therefore accelerated from 90 days to 60 days. The Board also decided during the June 15th Board Meeting to review and adopt the revised Financial and Operating Guidelines between Commission, CDOT and HPTE at the July HPTE Board Meeting.

In addition, it was decided that holding joint HPTE/Transportation Commission meetings should be done when a key milestone or necessary joint action was required. It was therefore moved to the November timeframe to discuss 2011 action planning and/or US 36 Corridor TIGER Grant/TIFIA Loan coordination.

Endorsed 2010 HPTE Action Plan

ACTION PLAN TASK	2010						
	JUN	JULY	AUG	SEPT	OCT	NOV	DEC
Organization							
- Hire Executive Director		[Green Bar]					
- Hold Board Subcommittee Meeting to Review/Evaluate Executive Director Candidates			[Red Diamond]				
- Adopt Financial and Operating Guidelines between Commission, CDOT and HPTE		[Red Diamond]					
- Hold Joint HPTE/Transportation Commission Meeting						[Red Diamond]	
Communications							
- Develop Communication Plan		[Green Bar]					
- Develop Communication Tools			[Green Bar]				
- Perform Outreach				[Green Bar]			
- Develop Issues Inventory				[Green Bar]			
- Complete CDOT/HPTE Sharepoint Site		[Green Bar]					
Revenue							
- Renegotiate I-25 Express Lanes Project Revenues Requirements				[Green Bar]			
- Explore Potential Operating Revenue Sources			[Green Bar]				
Projects							
- Tour I-25 Express Lanes				[Red Diamond]			
- US 36 Oversight (Managed Lanes)	[Green Bar]						
- Public-Private System Comparator Financial Analysis		[Green Bar]					
- Potential Projects Workshop					[Red Diamond]		
- AG Office Review of C-470 and I-70 East Unsolicited Proposals		[Green Bar]					
2011 Action Plan Preparation							[Green Bar]

Communications Tasks

No changes were made during the workshop to the Communications tasks. It was discussed during the workshop that it would be beneficial to have the new HPTE Executive Director in place to help develop the Communications Plan, but that it was also important in the interim to move the Communications planning forward with key stakeholders and share the HPTE strategic planning process results.

Revenue Tasks

Both tasks within the Revenue planning category were determined to be significant to explore further as HPTE progresses with their 2010 planning to identify sustaining operating revenue sources. As a result, both tasks were accelerated in the Endorsed 2010 Action Plan.

Projects Tasks

Within the Projects category, a September HPTE Board tour of the I-25 Express Lanes project was added. In addition, the public-private system comparator financial analysis was expanded an additional month to give the Board time to evaluate the project status inventory from the strategic planning process and determine how best to move forward with HPTE potential projects of interest.

2011 Action Plan Preparation

A task to begin 2011 action planning in December was also added to the 2010 Action Plan.

I. Conclusions

The strategic planning process focused initially on the development of key strategic planning elements and a short-term Action Plan for 2010 to aid the newly-formed Colorado HPTE with key organizational start-up activities. The initial strategic planning process is intended to serve as a living document that can be refined and updated as needed as the HPTE program progresses. The next steps for the HPTE will be to prioritize and move forward with key tasks identified within the 2010 Action Plan.