



COLORADO  
**HPT**  
E  
PARTNER. INNOVATE. ACCELERATE.

2020

# ANNUAL REPORT

EXPRESS

PARTNER. INNOVATE. ACCELERATE.

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**Dear Members of Colorado's General Assembly:**

This Annual Report describes the activities and accomplishments of the High Performance Transportation Enterprise (HPTE) during 2020, a busy year for the HPTE team as we worked to address some of Colorado's most pressing transportation challenges.

Since start-up in 2009, HPTE has worked diligently to finance and deliver Colorado's first innovative and accelerated Express Lanes projects on U.S. Highway 36 (US 36), Interstate 25 (I-25), Colorado State Highway 470 (C-470), and Interstate 70 (I-70). In 2020, HPTE continued to build extra capacity for Express Lanes operations and support critical corridor project development.

Highlights for HPTE in 2020 include:

- **Express Lanes Opened** on two major corridors:

**C-470**

The C-470 Express Lanes Project, which broke ground in 2016 and began tolling in the summer of 2020, located between I-25 and Wadsworth Boulevard, adds new Express Lanes totaling 30 lane-miles. The new Express Lanes offer improved traffic flow, trip reliability, and safety to the corridor.

**I-25 North (120th Avenue to Northwest Parkway/E-470)**


Continuing the success of I-25 North/US 36 to 120th Avenue, CDOT built five miles of Express Lanes in both directions from 120th Avenue to Northwest Parkway/E-470, for a total of 10 lane miles. The Express Lanes opened in the Summer of 2020 to provide increased safety, capacity, and user choice to a rapidly developing region.

- **Express Lanes Master Plan:** The plan was finalized and serves as a comprehensive, long-term, strategic road map for the prioritization, planning, and development of future Express Lanes projects to proactively prepare for Colorado's needs.
- **Coronavirus (COVID-19):** The response to the COVID -19 pandemic has had unprecedented impacts on the economy of both Colorado and the United States. The stay-at-home orders issued in Denver and statewide in March 2020, and ongoing efforts to prevent the spread of the disease, have translated to less travel throughout the state in 2020, particularly across the Front Range. As a result, HPTE has seen a reduction in traffic using the Express Lanes. However, when vaccine use is more widespread, HPTE anticipates that traffic volumes will start to build again.
- **Public Private Partnership Reporting:** In accordance with Senate Bill 20-017, HPTE has added a new section to the Annual Report that provides further information on current and possible future Public-Private Partnership (P3) projects.

From 2018 to 2019, Colorado's annual population growth rate was 1.2 percent the 8th highest in the nation. Growth across Colorado and stagnant budget realities greatly impact CDOT's ability to maintain and expand our transportation infrastructure. The need to use innovative financing to deliver key projects has never been greater. In 2021, HPTE looks forward to continuing to explore innovative finance opportunities and accelerating the delivery of projects.

We want to hear from you. We invite you to contact us with your comments, questions, and ideas by emailing us at [dot\\_hppte@state.co.us](mailto:dot_hppte@state.co.us), or calling 303-757-9380.

Sincerely,



Nick Farber, HPTE Director



Shannon Gifford, HPTE Board Chair

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# HIGHLIGHTS FROM 2020

## NEW EXPRESS LANES OPEN



C-470  
I-25 to Wadsworth Boulevard



I-25 NORTH  
I20th Avenue to Northwest Parkway/E-470

## EXPRESS LANES NETWORK USAGE

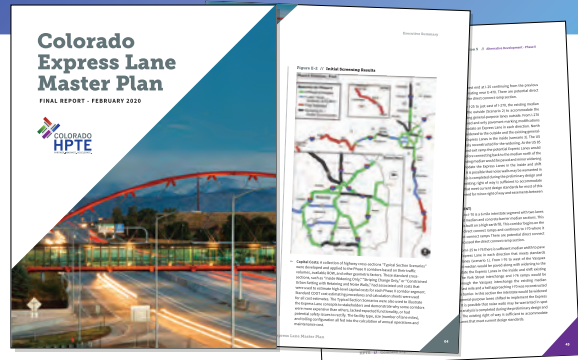
**19%**  
AVERAGE  
HOV USE

**8.4**  
million total vehicles  
USING THE  
EXPRESS LANES

**1.5**  
million total  
FREE TRIPS BY  
HOV3+ USERS

## STRATEGIC PLANNING

EXPRESS LANES  
MASTER PLAN  
PUBLISHED



## PUBLIC OUTREACH AND COMMUNICATIONS

**160**  
PUBLIC  
ENGAGEMENTS

### EXPRESS LANE OPENING CAMPAIGNS

I-25 NORTH  
(I20th Avenue to  
Northwest Parkway/E-470)

C-470  
(I-25 to Wadsworth Boulevard)

**70**  
MILLION

MEDIA  
IMPRESSIONS

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# HPTE Overview

## HPTE's Mission

- **Partner** with CDOT, private industry, and local communities
- **Aggressively pursue innovative financing alternatives** not otherwise available to the state
- **Quickly deliver transportation infrastructure** options that improve mobility and
- **Communicate openly** with all stakeholders.

## GOVERNING LEGISLATION

The Funding Advancement for Surface Transportation and Economic Recovery Act (Part 8 of Article 4, Title 43, Colorado Revised Statutes [CRS]), otherwise known as FASTER, created HPTE in 2009 as an independent, government-owned business within CDOT.

HPTE has the legal responsibility to aggressively seek out opportunities for innovative and efficient means of financing and delivering important surface transportation infrastructure projects in the state. Among other benefits, it has the statutory power to impose tolls and other user fees, to issue bonds, and to enter into contracts with public and private entities to facilitate P3s.

HPTE is an "enterprise" for purposes of Section 20 of Article X of the State Constitution, as long as it retains the authority to issue revenue bonds and receives less than 10 percent of its total revenues in grants from state and local governments. HPTE operates as a government-owned business within CDOT but is overseen by a separate Board of Directors that includes external stakeholders from four geographic regions appointed by the Governor.

FASTER requires HPTE to issue a report of its activities for the previous year to the General Assembly by February 15 of each year, with the report posted to the HPTE website no later than January 15. This report fulfills that requirement and can be found at [www.coloradoHPTE.com](http://www.coloradoHPTE.com).

## IMPORTANT CONSIDERATIONS IN PRIVATE INVESTMENTS AND ALTERNATIVE FINANCING

### Accelerated Timing

*Will it allow the project to start earlier, get built faster, and be completed sooner?*

### Reduced Upfront Costs

*Will it significantly reduce the upfront capital required from the state?*

### Expanded Scope

*Will it deliver more of the project's planned improvements and maximize value to Colorado residents?*

### Innovation

*Will the project provide unique opportunities for design, construction, and operational innovation?*

### Risk Transfer

*Will it permit HPTE/CDOT to shift significant project risks, such as cost overruns and revenue shortfall, to the private partner?*

### Reliability

*Will the state benefit from guaranteed performance on long-term operations and maintenance?*

## RAPID POPULATION GROWTH AND NEED FOR ACTION

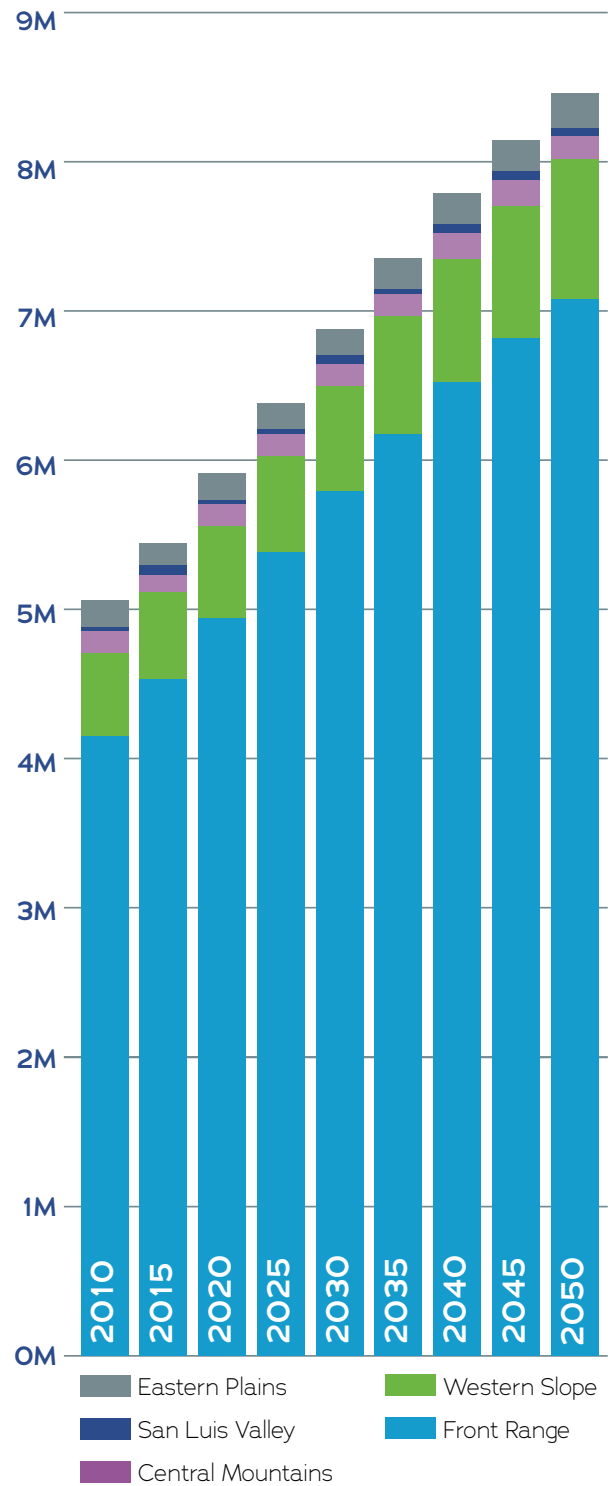
From 2018 to 2019, Colorado’s population grew by 1.2 percent, or about 67,000 new residents, according to the State Demographer’s Office.

In 2019, Colorado’s growth rate was the eighth highest in the nation. This rapid population growth puts enormous pressure on the aging transportation infrastructure.

Population growth, coupled with budget realities, significantly impacts the state’s ability to maintain and expand the transportation system. Finding solutions to these challenges is critical.

Colorado’s highway infrastructure is severely congested and, in many areas, it is more than 50 years old and in need of repairs and maintenance. The rapid growth of Colorado’s population points to even greater congestion in the decades ahead unless innovative ways to accelerate key projects are pursued.

### COLORADO POPULATION FORECAST BY REGION 2010-2050



Source: Colorado State Demography Office

## HPTE GOVERNANCE:

### BOARD MEMBERS AND MEETINGS

The HPTE Board of Directors consists of three members of the Transportation Commission (TC) and four members appointed by the Governor, one from each of the following geographic areas: (1) the planning area of the Denver Regional Council of Governments (DRCOG), (2) the planning area of the North Front Range Metropolitan Planning Organization (NFRMPO), (3) the planning area of the Pikes Peak Area Council of Governments (PPACG), and (4) the I-70 Mountain Corridor area.

#### HPTE BOARD OF DIRECTORS

Board Members	Region	Term Expires
<b>Chair: Shannon Gifford</b>	Transportation Commission	At will of Transportation Commission
<b>Vice-Chair: Margaret Bowes</b>	I-70 Mountain Corridor	10/2023
<b>Travis Easton</b>	PPACG Planning Area	10/2021
<b>Cecil Gutierrez</b>	NFRMPO Planning Area	10/2023
<b>Anastasia Khohkhyakova</b>	DRCOG Planning Area	10/2021
<b>Karen Stuart</b>	Transportation Commission	At will of Transportation Commission
<b>Don Stanton</b>	Transportation Commission	At will of Transportation Commission

### HPTE BOARD OF DIRECTORS GOVERNANCE DOCUMENTS

- [HPTE Unsolicited Proposal Policy](#) (2020)
- [P3 Management Manual](#) (2020)
- [HPTE Tolling Policy](#) (2019)
- [HPTE Excess Revenue Guidelines](#) (2017)
- [HPTE Budget Process and Reporting Guidelines](#) (2016)
- [HPTE First Amended Transparency Policy](#) (2015)
- [Open Records Policy Relating to P3](#) (2014)
- [HPTE Bylaws](#) (2014)
- [CDOT and HPTE Memorandum of Understanding](#) (2013) Due to be updated in early 2021

HPTE Board Meeting agendas, minutes, and governance documents are accessible on the HPTE website at: [www.coloradoHPTE.com](http://www.coloradoHPTE.com).



# Express Lanes Network

# EXPRESS LANES NETWORK MAP



- CDOT Express Lanes in Operation
- CDOT Express Lanes under Construction
- HOV3+
- Northwest Parkway/E-470

To Colorado Springs

# EXPRESS LANES IN OPERATION

Express Lanes are tolled lanes that run adjacent to the free general purpose lanes. Express Lanes increase roadway capacity and help manage congestion on Colorado highways by adding lanes that provide a choice to drivers.

Anyone can use Express Lanes. There are simply different ways to travel them. Users have a choice: they can ride the bus, carpool with three or more occupants, or ride a motorcycle to use the lanes for free (with the exception of the I-70 Mountain Corridor and C-470). Vehicles that do not meet the HOV requirements can choose to pay a toll to use the lanes.

Colorado's Express Lanes work for everyone—those who choose not to pay and stay in the non-tolled general purpose lanes and Express Lanes customers. Express Lanes benefits include:

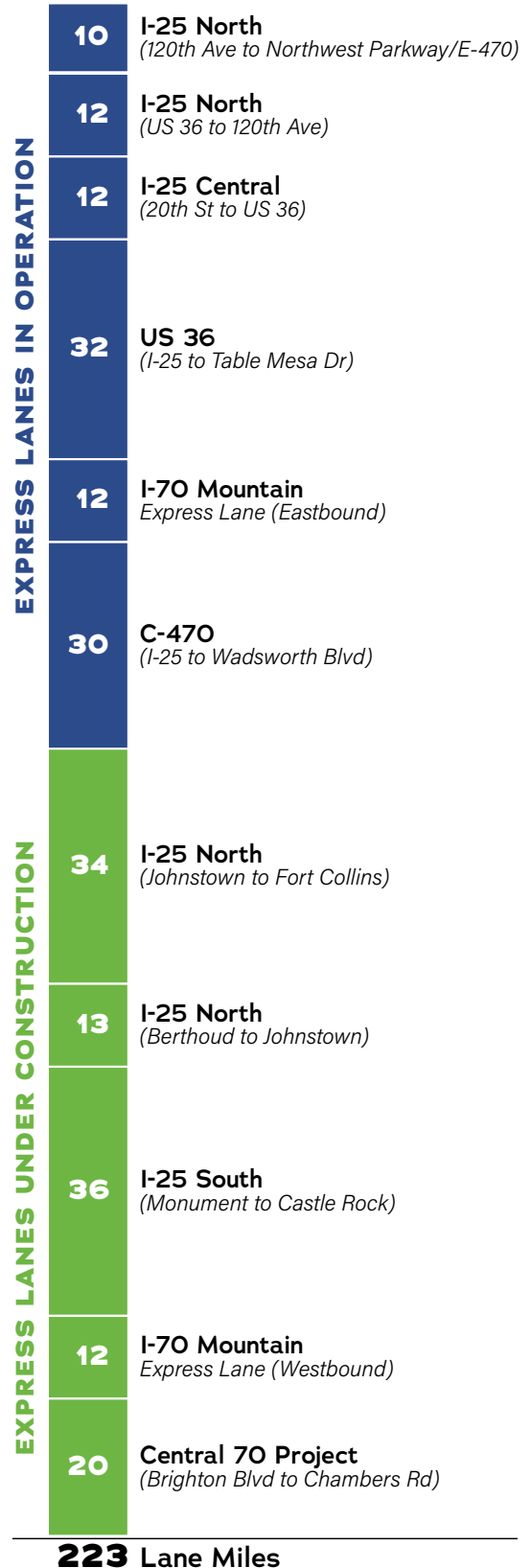
- Reduced delay on the most seriously congested corridors
- Reliable travel times
- Flexible and reliable mobility choices
- Improved travel speeds in the general purpose lanes

Since 2015, HPTE has been building its capacity for Express Lanes operations. HPTE currently has 108 lane-miles of Express Lanes in operation and 115 lane-miles of Express Lanes under construction. The figure on the right provides the lane-miles of operational Express Lanes in Colorado, as well as those currently under construction. For comparison, CDOT maintains 23,000 total lane-miles of highway in Colorado.

As the operator of the Express Lanes Network, HPTE oversees the operation, maintenance, and performance of the entire Express Lanes network. A team of traffic operations managers and technicians, maintenance crews, and data analysts partner with HPTE to improve mobility in congested corridors. Tasks include, but are not limited to, developing traffic and revenue analyses, monitoring Express Lanes traffic, working with ExpressToll to waive or void tolls, and coordinating with CDOT on maintenance issues.

HPTE operates and maintains the I-70 Mountain Express Lane (eastbound), C-470 (I-25 to Wadsworth Boulevard), and Express Lanes on I-25 North. Plenary Roads Denver (PRD) operates and maintains US 36 and I-25 Central Express Lanes and HPTE provides oversight of those activities.

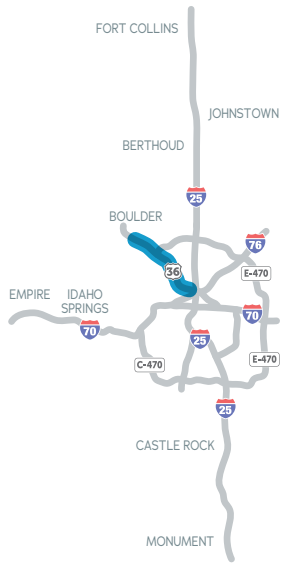
## LANE MILES OF EXPRESS LANES





## US 36 EXPRESS LANES— I-25 TO TABLE MESA DRIVE

*Weekday Commute Times Improved*



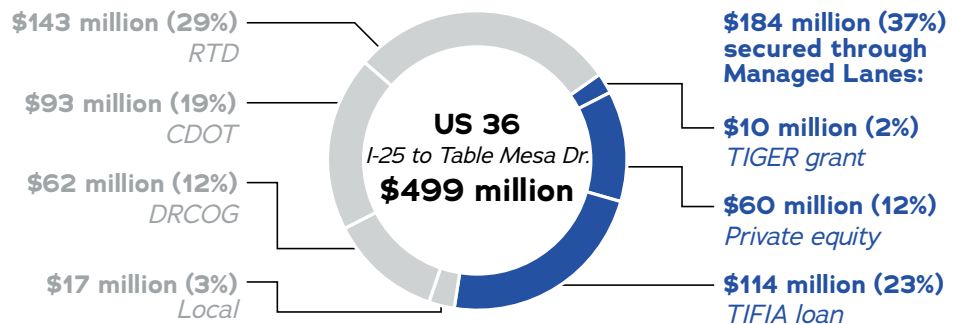
The US 36 Express Lanes project, which spans 32 miles to connect Boulder and Denver, was HPTE's first P3 project. It is a model of regional cooperation for other major corridors. The US 36 Express Lanes opened the first phase (Pecos Street to Interlocken Loop) in 2015, and then the second phase (Interlocken Loop to Table Mesa Drive) in 2016. The \$499 million project was funded by multiple sources and included a Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan (\$114 million) secured through HPTE. The graphic below shows a breakdown of the various funding sources. Additional information for this project can be found in Appendix A.

Plenary Road Denver (PRD) operates, maintains, and collects the tolls on US 36, while HPTE owns the road and provides oversight management of the Concession Agreement with PRD. The Express Lanes are free for motorcycles and for carpoolers with at least three individuals per vehicle. Other drivers can use the lanes if they pay a toll that varies depending on the time of day. Express buses, such as RTD's Flatiron Flyer service, also have access to the Express Lanes free of charge.

**32 lane miles**  
of Express Lanes

Express Lane Tolling  
began in:  
**2015**

### FINANCING



### US 36 EMERGENCY REPAIRS COMPLETE

In July of 2019, eastbound US 36 between Wadsworth Boulevard and Church Ranch Boulevard developed large cracks on the highway due to settlement issues. Kraemer North America was selected to rebuild the highway.

Crews worked around the clock to restore the traveled portion of US 36 to its original configuration of two lanes in each direction in October of 2019. Work on the retaining wall and installation of the 77 wall panels, permanent bike path configuration, and fencing was completed in the spring of 2020.

HPTE and CDOT are working to finalize its report from the forensic engineer on the possible cause of the failure.



# I-25 CENTRAL EXPRESS LANES— 20TH STREET TO US 36

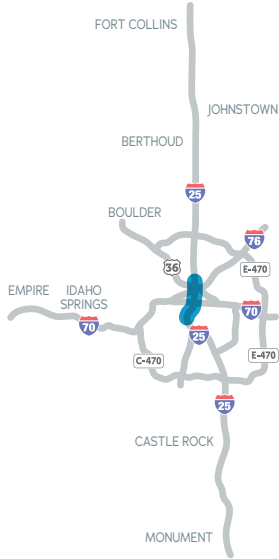
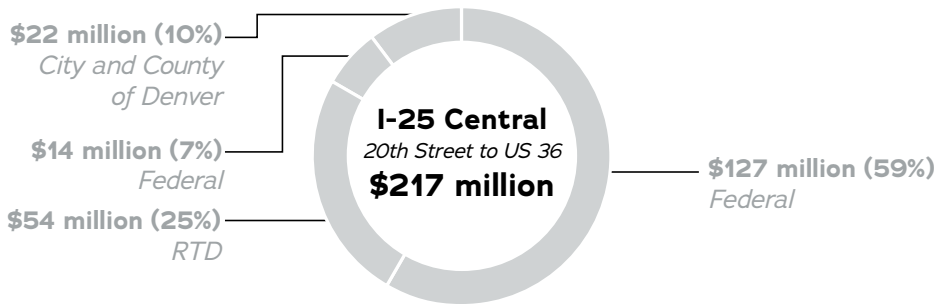
*Better Trip Reliability*

The I-25 Central Express Lanes, which opened for tolling in 2006, are a six-mile, two-lane, reversible facility between US 36 and 20th Street in downtown Denver. The \$217 million project included funding from federal (\$127 million), Regional Transportation District (RTD) (\$54 million), CDOT (\$14 million), and the City and County of Denver (\$22 million) sources. PRD began operating, maintaining, and collecting the tolls in 2014. HPTe provides oversight management of the Concession Agreement with PRD.

The Express Lanes are reversible and barrier-separated from the general purpose lanes. Vehicles move with rush hour traffic: southbound in the morning and northbound in the evening. A Traffic Management System—which includes changeable signs, traffic gates, and closed-circuit television—provides a safety feature to the barrier-separated lanes.

Depending on the time of day, the I-25 Central Express Lanes in downtown Denver can connect to both the I-25 North Express Lanes (US 36 to 120th Avenue) and the US 36 Express Lanes.

## FINANCING



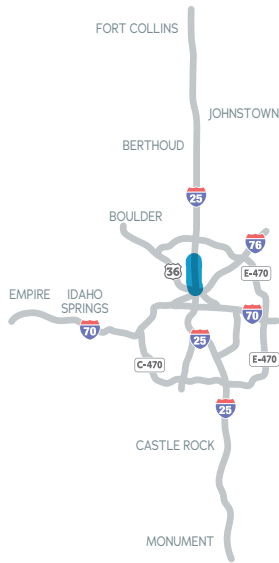
**12 lane miles**  
of Express Lanes

Express Lane Tolling  
began in:  
**2006**



## I-25 NORTH EXPRESS LANES— US 36 TO 120TH AVENUE

*Successful Performance on a Congested Commuter Route*



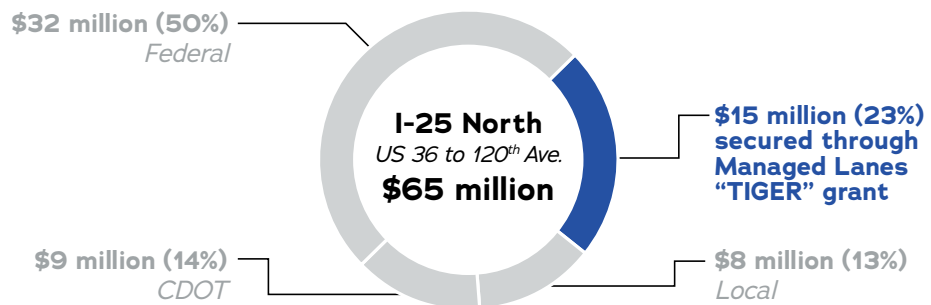
The I-25 North Express Lanes were extended from US 36 to 120th Avenue and opened for tolling on July 12, 2016. The 12 miles of Express Lanes operate 24/7, with one Express Lane in each direction. The respective northbound and southbound Express Lanes were designed to fit within the existing highway footprint. During the morning peak period, the southbound Express Lane provides a direct connection with I-25 Central Express Lanes into downtown Denver. The \$65 million project was funded in part by a \$15 million TIGER II grant and other state, federal, and local sources. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information.

HPTE has developed, in collaboration with the Colorado State Patrol, a program for additional enforcement on the corridor. Officers drive in both the Express Lanes and the general purpose lanes, providing increased visibility and a metering effect to slow down traffic during peak periods. Officers enforce speed limits, Express Lanes violations, and all other applicable traffic laws to improve safety and efficient throughput of traffic on the corridor.

**12 lane miles**  
of Express Lanes

Express Lane Tolling  
began in:  
**2016**

### FINANCING



# I-70 EXPRESS LANE (EASTBOUND)— EMPIRE JUNCTION TO VETERANS MEMORIAL TUNNELS

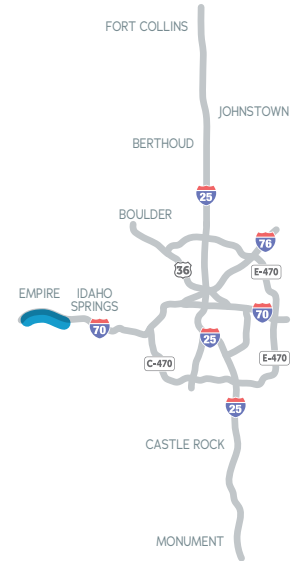
*Reduced Congestion and Improved Speeds for All Lanes*

Now entering its sixth year of operations, the 2019-20 operational year is unusual because of the impacts of the COVID-19 virus pandemic on traffic volumes and the use of the eastbound Express Lane for the construction of the westbound Express Lane. In March, the COVID-19 virus shutdowns included closure of the ski areas and stay-at-home orders in many counties throughout the state. Construction activities for the westbound Express Lane utilized the eastbound Express Lane in the spring and fall, thanks in part to the reduced corridor volume attributed to the COVID-19 restrictions. As a result, volumes, capture rates and crashes were all lower in 2019-20 as compared to 2018-19.

The Express Lane has delivered trip reliability and improved travel times to travelers returning to the metro area from the mountains. Before the Express Lane, travel on the Clear Creek County frontage road from US 40 to Idaho Springs would experience gridlock, as many vehicles sought alternate routes when the I-70 mainline slowed.

Since opening the Mountain Express Lane, the local quality of life has improved and residents are now able to move more freely about their neighborhoods and business areas.

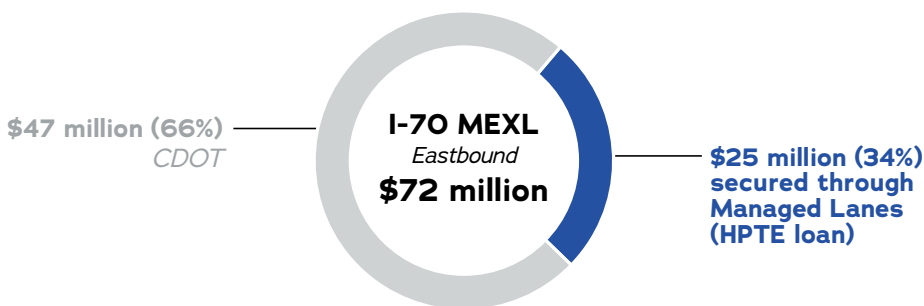
Now entering its sixth year of operations, the 2019-20 operational year was unusual because of the impacts of the COVID-19 virus pandemic on traffic volumes and the use of the eastbound Express Lane for the construction of the westbound Express Lane. In March, the COVID-19 virus shutdowns included closure of the ski areas and stay-at-home orders in many counties throughout the state. Construction activities for the westbound Express Lane utilized the eastbound Express Lane in the spring and fall, thanks in part to the reduced corridor volume attributed to the COVID-19 restrictions. As a result, volumes, capture rates and crashes were all lower in 2019-20 as compared to 2018-19.



**12 lane miles**  
of Express Lanes

Express Lane Tolling  
began in:  
**2015**

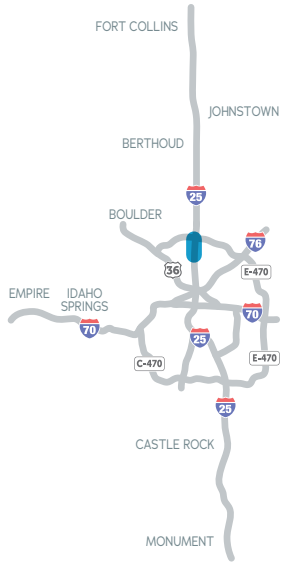
## FINANCING





## I-25 NORTH EXPRESS LANES—120TH AVENUE TO NORTHWEST PARKWAY/E-470

*Connections and Choice for North Denver, Thornton and Northglenn*



Continuing the success of I-25 North/US 36 to 120th Avenue, CDOT built five miles of Express Lanes in both directions from 120th Avenue to Northwest Parkway/E-470, for a total of 10 lane miles. The Express Lanes opened in the summer of 2020 to provide increased safety, capacity, and user choice to a rapidly developing region—one of the most congested stretches of highway in the Denver metro area, serving an average traffic volume of 174,000 vehicles per day.

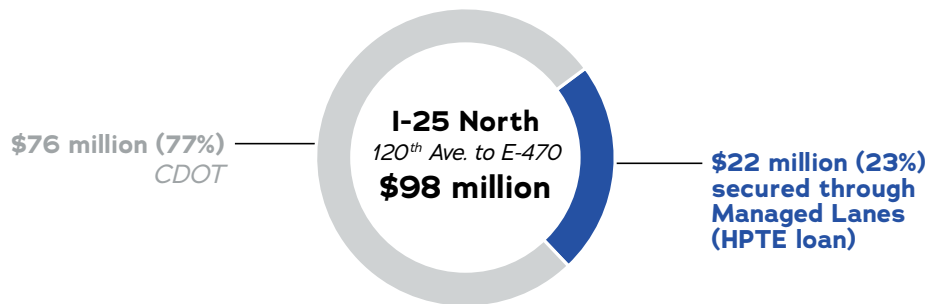
The Final Environmental Impact Statement (FEIS) for this project identified Express Lanes as a preferred alternative for this corridor. Providing reliable travel times for regional bus service is a key objective of the project.

The majority of the \$98 million project cost was funded by CDOT, with a \$22 million shortfall in funding resources provided by a commercial loan secured by HPTE. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information.

**10 lane miles**  
of Express Lanes

Opened for Tolling:  
**2020**

### FINANCING



# C-470 EXPRESS LANES—I-25 TO WADSWORTH BOULEVARD

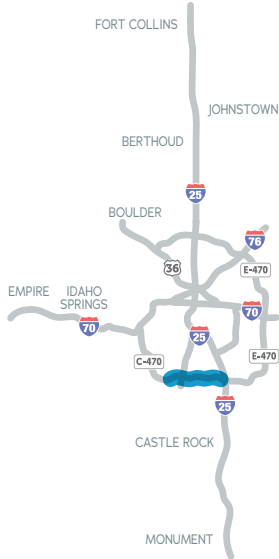
*Express Lanes Open on Busy Commuter Route to Improve Safety and Traffic Flow*

The C-470 Express Lanes Project, which broke ground in 2016 and began tolling in the summer of 2020, is located between I-25 and Wadsworth Boulevard.

In addition to the new Express Lanes, totaling 30 lane-miles, the project reconstructed a portion of the existing pavement, added auxiliary lanes between interchanges, improved portions of on- and off-ramps, widened the existing bridges through the project area, replaced the bridges over the South Platte River, installed water quality features, noise barriers, installed Intelligent Transportation Systems elements and tolling equipment, and added grade separations for the multi-use trail at Quebec Street and Colorado Boulevard. The major construction was complete in the summer of 2020.

Peak-hour congestion has long been a problem for frequent commuters on C-470. Over 100,000 motorists use this segment of C-470 each day, with volumes projected to increase by 40 percent in 2035. The new Express Lanes offer improved traffic flow, trip reliability, and safety to the corridor.

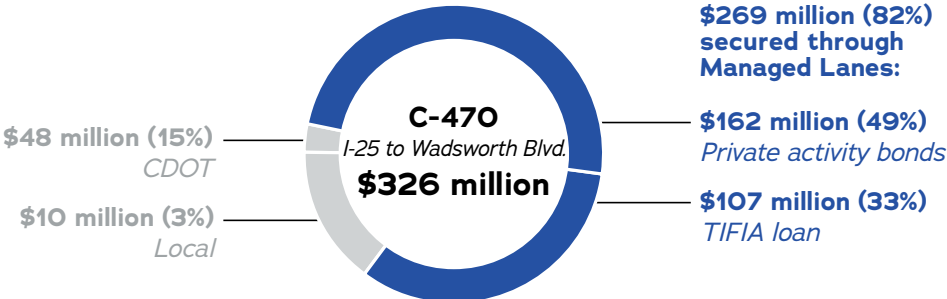
The total project cost was \$326 million, shared between federal, state, and local sources. HPTe provided \$162 million in revenue bonds and secured a \$107 million federal TIFIA loan to support the project. The financing will be paid from and secured by gross toll revenues generated by the project. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information.



**30 lane miles**  
of Express Lanes

Opened for Tolling:  
**2020**

## FINANCING



## IMPACT OF COVID-19 ON EXPRESS LANES

In response to the COVID-19 pandemic, the City of Denver issued a stay-at-home order on March 24, 2020, that remained in effect until May 8, 2020. This was coupled with a statewide stay-at-home order, which was in effect from March 26, 2020, to April 27, 2020. With a large portion of the Denver metro area working from home under the stay-at-home orders, HPTE saw a significant reduction in I-25 North Express Lanes traffic from US 36 to 120th Avenue, with tolled volumes during the eight-week stay-at-home period declining by approximately 66 percent, relative to volumes for the same time period in 2019.

Following the issuance of an executive order on March 14, 2020, for Colorado ski resorts to suspend operations for one week to slow the spread of COVID-19 and conserve medical resources in the state's mountain communities, many ski resorts decided to remain closed for the remainder of the 2019–2020 ski season. Early closure of resorts, along with the statewide stay-at-home order, resulted in overall decreased travel to the mountains during April and May. As a result, the I-70 Mountain Express Lane did not open during those months and also was closed for a short period of time to facilitate the construction of the Westbound I-70 Mountain Express Lane. Historically, April and May see very low volumes in the Express Lanes, so the revenue impact of the lane being closed was minimal.

Currently, in the statewide “Safer at Home and in the Vast, Great Outdoors” phase of the COVID-19 response, HPTE has seen a strong recovery since the expiration of the initial stay-at-home orders. As of November 2020, traffic on the I-25 North (US 36 to 120th Avenue) Express Lanes had recovered to approximately 75 percent of normal traffic conditions and the I-70 Mountain Express Lane is seeing higher capture rates than the prior year. While the toll revenues in March and April were down across all Express Lanes as a result of low traffic volumes, the annual revenue performance of the Express Lanes still has been strong. On I-25 North (US 36 to 120th Avenue), HPTE saw only a five percent decrease in total revenues for the fiscal year (FY) 2019–2020 compared to the FY 2018–2019.

Two new Express Lanes corridors have also come online during the summer of 2020. I-25 North (120th Avenue to Northwest Parkway/E-470) opened in June and serves as a continuation of the existing I-25 North lanes from US 36 to 120th Avenue. While this segment of I-25 does not have pre-COVID traffic levels to compare to, initial capture rates are approximately 60 percent of what is expected under normal traffic conditions. C-470 (I-25 to Wadsworth Boulevard) opened for tolling in August 2020. As these are the first Express Lanes on this roadway, the ramp-up period is longer than I-25 North, where drivers are already familiar with Express Lanes, including how to use them and their benefits. While COVID-19 has affected the volume of traffic using the C-470 Express Lanes, it is too early to determine the degree to which revenue has been impacted before Express Lanes usage normalizes. More data is necessary to evaluate the trends resulting from COVID-19 on these new Express Lanes.

Colorado, like other states across the country, has seen an increase in the number of cases of COVID-19 heading into the winter of 2020. However, Colorado has successfully completed a simulation to help prepare the state for the eventual arrival of a vaccine, when approved for distribution. When the vaccine's use is more widespread, HPTE anticipates that traffic volumes will start to build again.

# EXPRESS LANES UNDER CONSTRUCTION

There are five Express Lanes projects currently under construction, totaling 115 lane miles. Express Lanes projects under construction are described in the following sections.

## CENTRAL 70 PROJECT—BRIGHTON BOULEVARD TO CHAMBERS ROAD

*Largest Transportation Project in CDOT History*

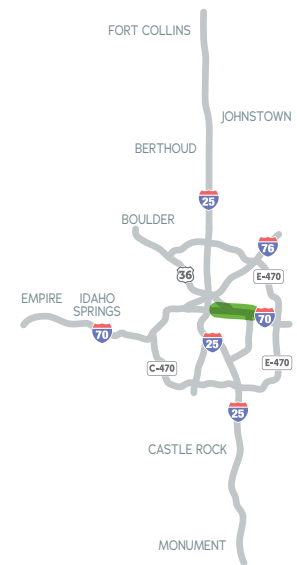
Following a 14-year environmental review process, the Federal Highway Administration (FHWA) granted its approval of the Central 70 Project, through the issuance of its Record of Decision, on January 19, 2017. HPTE led a rigorous procurement process for a Design-Build-Finance-Operate-Maintain P3 delivery. This delivery model transfers risk to a private partner and minimizes cost overruns for CDOT through availability payments (an annual payment to the private partner based on progress). Kiewit Meridiam Partners (KMP) was selected to be the Central 70 Project developer, to undertake the largest transportation infrastructure development project in CDOT history. KMP will operate and maintain the highway for 30 years after the project is complete. Construction began on this \$1.3 billion project in August 2018.

The financing includes a \$416 million TIFIA loan from the U.S. Department of Transportation and \$115 million of Private Activity Bonds. The graphic on the next page shows a breakdown of the various funding sources. Additional information for this project can be found in Appendix A.

Supported by contracts backed by investment-grade credit ratings, the bonds were sold at a competitively low interest rate that generated savings for CDOT. Construction will take approximately four years to complete. In addition to starting construction, the KMP team also initiated maintenance of the 10-mile corridor in the fall of 2018.

Ongoing transparency and public outreach is critical to the success of the Central 70 Project. Since 2004, the project team has held hundreds of meetings with project stakeholders. As construction began, the project participated in several initiatives aimed at recruiting and supporting a diverse local workforce. For example, the project is a partner of WORKNOW, a local job recruitment, advancement, and support platform for families living in neighborhoods directly affected by community construction projects like Central 70. So far, 628 people living in the local community have been hired to help with construction. This program helps meet the project's goals for job training and local hiring and it also helps ensure the economic benefits of this large investment are realized by local communities impacted by the construction.

HPTE, through a partnership with Northeast Transportation Connections (NETC), is helping to mitigate the impact of construction on the surrounding communities by providing Transportation Demand Management (TDM) services for residents, businesses, and commuters to reduce travel demand along the I-70 corridor and encourage other modes of travel. Services being provided include incentivizing transit use, promoting carpools and vanpools through local employers, and free monthly RTD passes for those who qualify. NETC also works with businesses, schools, and organizations along



20 lane miles  
of Express Lanes

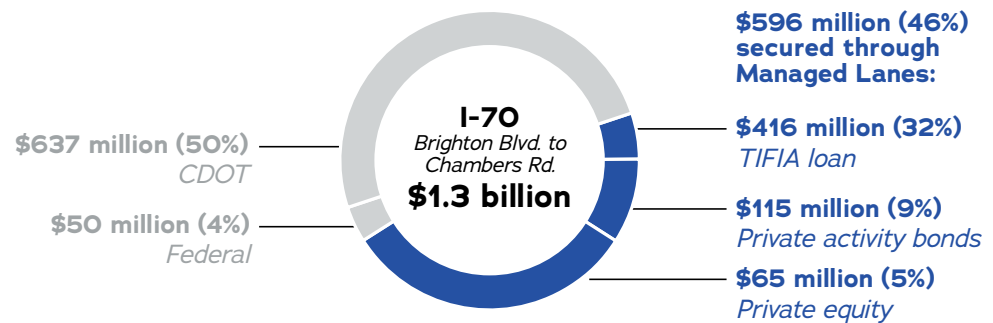
Anticipated completion:  
2023

the corridor to help fill transportation gaps and reduce vehicle miles traveled (VMT) by providing shuttles to help transport residents to special events and meetings.

### MAJOR MILESTONES IN 2020

- Demolished the old Union Pacific Railroad (UPRR) Bridge and switched the UPRR mainline track onto the newly constructed bridge structure.
- Demolished the westbound Steele Street on-ramp to I-70 and the westbound off-ramp to Brighton Boulevard and began reconstruction of the two ramps that will carry traffic into and out of the lowered section in the future.
- Completed construction of the Josephine Street, Fillmore Street, Monroe Street, Steele Street, and Burlington Northern Santa Fe bridges that will one day carry traffic over the lowered section of I-70 in the west segment.
- Began paving the westbound lanes of I-70 in the lowered section.
- Completed changes to Stapleton North Drive between Holly Street and Dahlia Street.
- Finished final paving and striping between Quebec Street and Chambers Road, marking the completion of work on the east segment, which comprises 50 percent of the project limits.

### FINANCING





## I-25 NORTH EXPRESS LANES—JOHNSTOWN TO FORT COLLINS

### *Improved Travel Times and Connectivity*

Northern Colorado is one of the fastest growing areas in the state. I-25 North, between Denver and Fort Collins, has experienced a steady degradation of reliable travel times as more traffic squeezes onto an interstate that has not seen significant structural or service improvements since 1965. As regular commuter traffic increases, regional bus service also is becoming increasingly important.

The \$585 million project broke ground in September 2018. Project funding came from a combination of federal, state, and local money from communities and counties served by this corridor. HPTE expects to finance approximately \$50 million of the total project. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information.

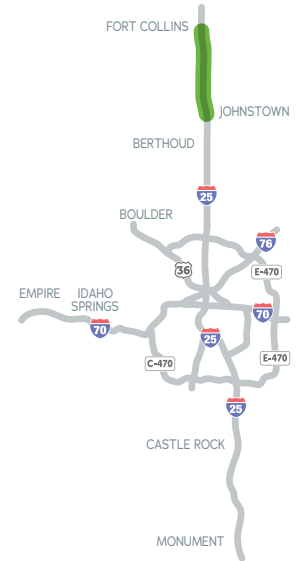
The project will:

- Increase highway capacity by adding an Express Lane in each direction.
- Replace some aging bridges and widen others.
- Include a Bus Rapid Transit (BRT) platform located in the center median of I-25.
- Extend Kendall Parkway under I-25, which will provide vehicle, pedestrian, and bicycle connections to the local roadway system.
- Construct a new Park-n-Ride facility at the Centerra Shopping Complex.
- Connect the Cache la Poudre River Regional Trail under I-25 to a network of 100 miles of trails, which will also serve as a wildlife corridor.

The contractor for the project is Kraemer/Interstate Highway Construction and the project is scheduled to be completed in 2023.

### MAJOR MILESTONES IN 2020

- Opened the Larimer County Road Bridge over I-25 and the East Frontage Road bridge over the Big Thompson River.
- Completed the first half of the Genesee & Wyoming Railroad Bridge over I-25.
- Half of the Mobility Hub box culvert (west side) and ramp to the median north of 34 was completed.
- The Prospect Street Bridge over I-25 was completed at the end of December 2020. Traffic will be placed in the final configuration in the spring of 2021.
- The first phase of the U.S. Highway 34 (US 34) bridge over I-25 was completed at the end of December 2020. Traffic will be placed on the bridge in the spring of 2021, after roadway tie-in work is completed.



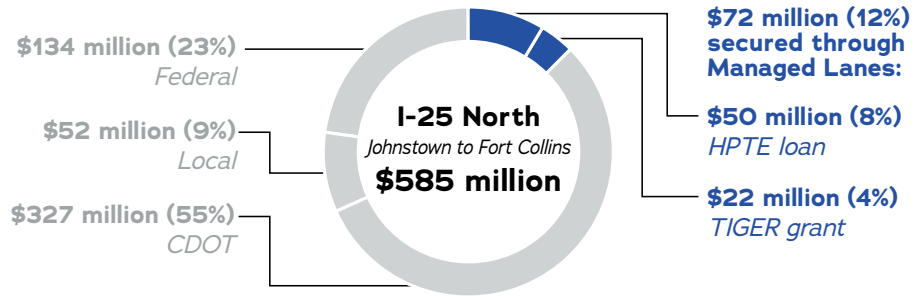
**34 lane miles**  
of Express Lanes

Anticipated completion:

**2024**

- “The northbound I-25 bridge over the Big Thompson River had the girders set and the deck poured by December 2020.
- The southbound I-25 bridge over the Union Pacific Railroad was completed in December 2020.
- In addition to the construction milestones in 2020 outlined above, HPTE’s Letter of Interest to the USDOT Build America Bureau’s TIFIA Loan Program was approved, and HPTE is negotiating a \$154 million loan for the project. The loan structure will also allow for TIFIA assistance on future projects from US 36 to Colorado State Highway 66.

FINANCING



# I-25 SOUTH GAP—MONUMENT TO CASTLE ROCK

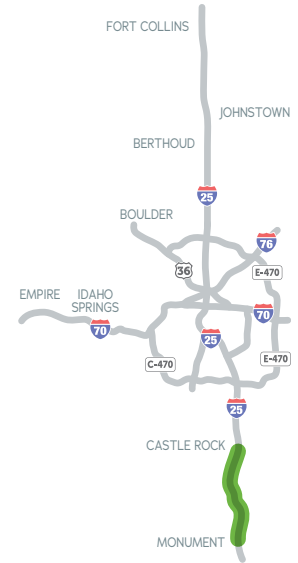
*Solutions to Improve Trip Reliability in the “Gap”*



The 18-mile stretch of I-25 between Monument and Castle Rock is known as the “Gap” because it narrows to two lanes in each direction, constricting traffic between the southern and northern sections of the highway that have been improved to three lanes in each direction. I-25 South from Denver to Colorado Springs is one of the most critical highway corridors in Colorado’s transportation network.

The majority of the \$382 million project cost is funded by CDOT and includes a \$65 million Infrastructure for Rebuilding America (INFRA) grant. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information.

The Gap remained essentially unchanged since its original construction, and it has not kept pace with modern travel demands, creating volatile traffic conditions. As a result, this corridor experiences regular congestion and traffic incidents, which often propagate throughout the corridor and lead to serious queuing problems. If a crash, weather event, or other emergency forces the closure of I-25 mainline lanes, drivers can be stuck for hours, and emergency vehicles and snow plows are offered limited space for staging and response.



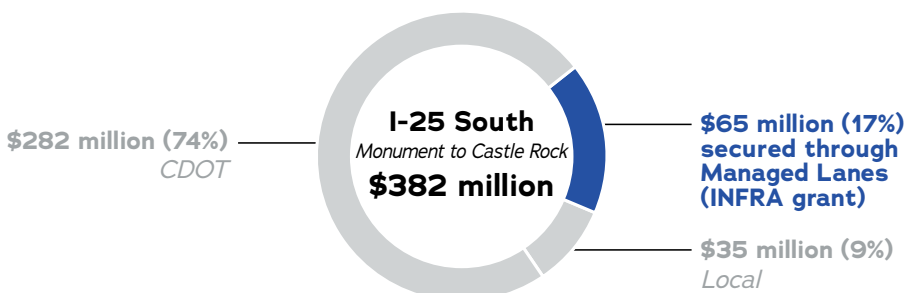
**36 lane miles**  
of Express Lanes

Anticipated completion:  
**2022**

## MAJOR MILESTONES IN 2020

- Substantial completion of the northern section of the project between Plum Creek Parkway and Sky View Lane (Tomah Road) was achieved, including much of the tolling infrastructure. This section’s Express Lanes will open after integration and testing take place in late 2021.
- In November 2020, the Spruce Mountain Road bridge was complete. This was the first of nine major structures (five bridges and four wildlife crossings) to be completed on the project.
- In December 2020, substantial completion of the Greenland Road and I-25 interchange was achieved. This transformed a single-lane box culvert into a full two-lane underpass. This work also flattened curves along I-25 in this area and widened the interstate. With the bridge complete, traffic will shift into its final alignment on I-25 in early 2021.
- Two of the four wildlife crossings included in the project, located north of County Line Road and north of Greenland Road, were completed in December 2020.

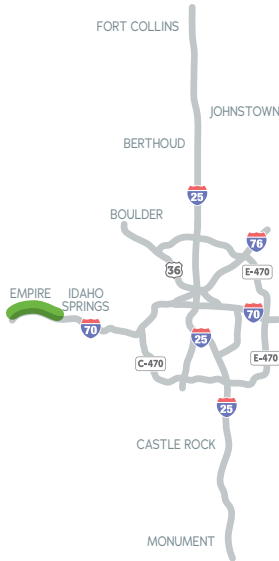
## FINANCING





## I-70 MOUNTAIN EXPRESS LANE (WESTBOUND)—VETERANS MEMORIAL TUNNELS TO EMPIRE JUNCTION

*Increasing Capacity for the Mountain Corridor*



Building on the success of the I-70 Mountain Express Lane (eastbound), the \$80 million I-70 Mountain Express Lane (westbound) project includes a \$25 million INFRA grant. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information.

The project, which broke ground in July 2019, will add an approximately 12-mile-long tolled Express Lane on westbound I-70, between the Veterans Memorial Tunnels and Empire Junction. The general purpose lanes and shoulder of westbound I-70 are to be resurfaced and widened, in select locations, to accommodate a travel lane on the shoulder during peak travel periods. The westbound Mountain Express Lane will maximize the use of the existing alignment and infrastructure to minimize any new impacts within the project area. The 11-foot shoulder lane will open for use only during peak periods and otherwise will serve as the shoulder of the interstate. Construction began in the summer of 2019, continuing through winter 2020, and opening to traffic in late summer/early fall 2021.

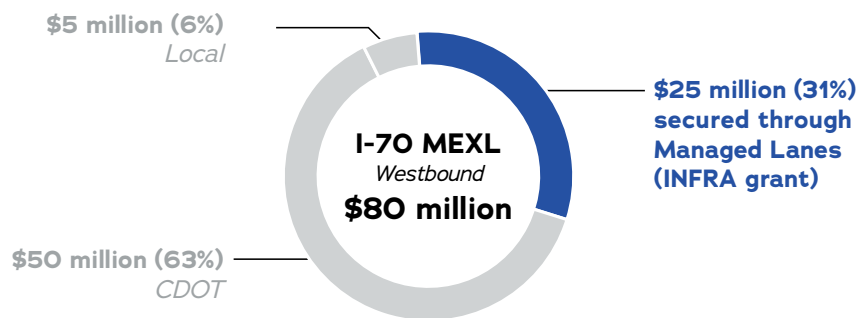
12 lane miles  
of Express Lanes

Anticipated completion:  
2021

### MAJOR MILESTONES IN 2020

- Installation of almost 80,000 Linear Feet (LF) of conduit for the Intelligent Transportation System/Tolling System in August 2020.
- Installation of more than four miles of Mechanically Stabilized Earth Wall and Anchor Slabs for widening in October 2020.
- More than 60,000 LF of guardrail installation completed in December 2020.
- Completed almost 12 miles of milling and paving for a new westbound I-70 riding surface, including the new westbound Mountain Express Lane, in December 2020.

### FINANCING



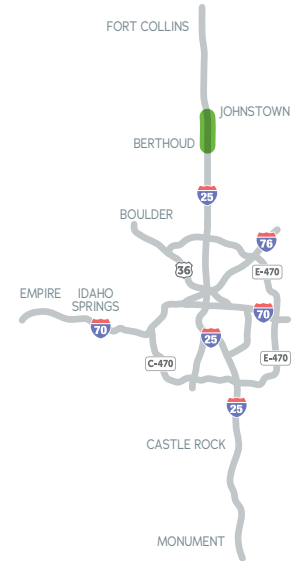
# I-25 NORTH EXPRESS LANES—BERTHOUD TO JOHNSTOWN

*Improving Trip Reliability*

The next phase of I-25 North improvements along the Front Range adds 13 lane miles of Express Lanes between Berthoud and Johnstown. In conjunction with improvements already underway between Johnstown and Fort Collins, this project, which broke ground in September 2019 and is anticipated to be completed by 2023, will provide better connections between the Denver area and the Northern Front Range and link drivers to safer, time-saving mobility choices.

The project will add an Express Lane in each direction of I-25, replace aging bridges, make interchanges safer and more efficient, and improve infrastructure for bus transit along the I-25 corridor. The \$271 million project will also add carpool and transit facilities, create new pedestrian and bicycle accesses, improve drainage systems, and improve the alignment of I-25 for safer travel as part of CDOT's Whole System—Whole Safety initiative. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for further project information.

This project illustrates the power of communities working together to secure necessary funding. The NFRMPO, with support from CDOT, secured a \$20-million grant from the U.S. Department of Transportation. The Better Utilizing Investments to Leverage Development (BUILD) grant, combined with state funds and money from local jurisdictions, provided the resources needed to proceed with design and construction.



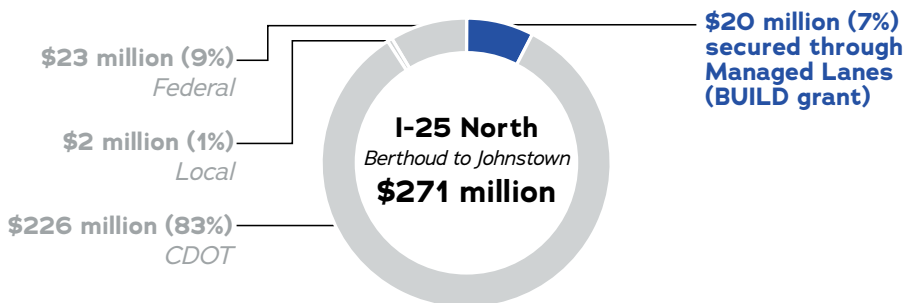
**13 lane miles**  
of Express Lanes

Anticipated completion:  
**2023**

## MAJOR MILESTONES FOR 2020

- Completed the new Little Thompson Bridge.
- Completed the pedestrian center load park-n-ride culvert.
- Awarded structures package for the project that includes 12 bridges (10 are full reconstruction and 2 are rehabilitation/widening).
- Completion of the Water Quality Pond excavation at the southeast corner of SH 56 and I-25.
- Completed removal of 42" waterline on the east side of I-25 around the SH 56 interchange.

## FINANCING



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# Summary of Additional 2020 Activities

# STRATEGIC PLANNING: EXPRESS LANES MASTER PLAN

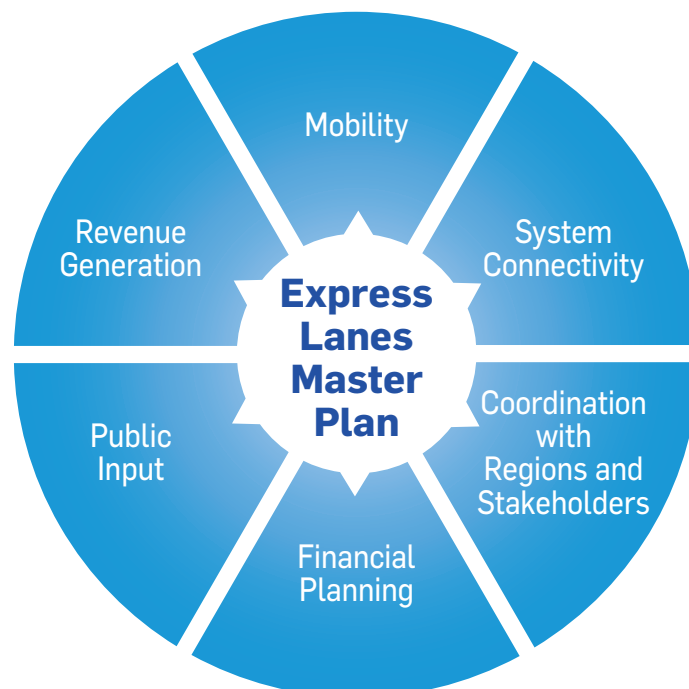
Currently, there are 108 miles of Express Lanes in operation, with an additional 115 miles becoming operational by 2024. As Colorado continues to grow and develop, the proven success of Express Lanes and the use of toll revenue-backed project financing, which supports accelerated transportation infrastructure development, has created a need to develop a statewide, strategic Express Lanes Master Plan (ELMP) to proactively prepare for Colorado’s future needs.

The ELMP was completed in early 2020 and has been incorporated into a business analytics software platform, making it a living document. It will serve as a comprehensive, long-term, strategic road map for the prioritization, planning, and development of future Express Lanes projects to deliver the overall statewide program most efficiently.

The goal of the ELMP is to:

- Identify and prioritize corridors that have the potential to benefit from Express Lanes in the future.
- Identify the potential revenue-generating capacity of those corridors.
- Estimate the potential cost and level of construction impact of various Express Lanes design alternatives.
- Identify whether HOV travel should be a component of the corridor.
- Engage with stakeholders to inform technical analysis, project approach, and ultimate recommendations.

## KEY CONSIDERATIONS FOR THE EXPRESS LANES MASTER PLAN





# COMMUNICATIONS AND PUBLIC OUTREACH

In addition to the Express Lanes opening campaigns, HPTE also completed a Hybrid Exemption Program outreach in 2020.

The HPTE communications team led outreach efforts on the following topics.

## HYBRID PROGRAM

U.S. Code (23 USC 166) provides guidance on HOV facilities, including eligibility for the free use of Express Lanes by electric/gas hybrid vehicles, referred to as low emission and energy-efficient vehicles (LEEEVs). The LEEEVs exemption expires unless the authorization is extended by congressional action. It was not extended; therefore, the authorization for LEEEVs expired on Sept. 30, 2019. The official end date of the program in Colorado was May 31, 2020.

The HPTE communications team continued outreach to the LEEEV stakeholders in 2020, including notifying program participants (2,000 people) and hybrid owners on the waitlist to get into the program (more than 1,700 people), about the Hybrid Exemption Program ending. HPTE worked closely with E-470, FHWA, the Colorado Automobile Dealers Association (CADA), and partners to inform participants and auto dealerships that sell hybrid vehicles of the change. Outreach activities included website updates, emails sent out to program participants and people on the waitlist, CADA outreach to various dealerships selling hybrid and electric vehicles, and E-470 email blasts to program participants and people on the waitlist.

## EXPRESS LANES OPENINGS AND CAMPAIGNS

### I-25 NORTH EXPRESS LANES BETWEEN 120TH AVENUE AND NORTHWEST PARKWAY/E-470

The I-25 Express Lanes between 120th Avenue and Northwest Parkway/E-470 opened for testing in March 2020 and tolling began in June 2020. The HPTE communications team used a multi-channel approach to reach the target audiences to ensure they knew the Express Lanes were opening and how to use them. The team focused on informing the general public, partners, and elected officials about the I-25 Express Lanes opening and how the new lanes would work, the benefits of the completed project, and a free testing period when the public could try out the new Express Lanes.

The team also encouraged drivers in the area to get either a free transponder or an \$18 Switchable HOV Transponder (if they carpool). The outreach included digital ads, Pandora ads (audio and digital banners), earned media, a telephone town hall and ExpressToll outreach, including social media posts and email blasts. Due to COVID-19 travel restrictions during the Express Lanes opening, low traffic volumes on highways, and sensitivity to the financial hardship Coloradans were facing, the team focused on the public information angle that “Tolling starts in June” rather than marketing the new lanes or transponders. The team also adjusted the channels used to distribute the message to take into account COVID-19 impacts.

The campaign had two simple messages: the new segment of Express Lanes (I-25 from 120th Avenue to Northwest Parkway/E-470) had opened and tolling would start in June.



#### RESULTS:

**Digital ads delivered more than 1.8 million impressions.**  
**Earned media had a reach of more than 6 million.**

## C-470 EXPRESS LANES

The C-470 Express Lanes opened for testing in June 2020 and tolling began in August 2020. The HPTE communications team considered the impact of COVID-19 before planning the outreach and the campaign for the C-470 Express Lanes.

Similar to the I-25 Express Lanes campaign, the team focused on educating the target audiences about the C-470 Express Lanes opening. The messaging centered on how the new lanes would work, the benefits of the completed project, a free testing period, and encouraging drivers to get either a free transponder or an \$18 Switchable HOV Transponder (if they carpool on other Express Lanes where carpooling is allowed). The team used paid media—traffic radio, Pandora, bus ads, mall clings, digital ads, social media ads, earned media (traditional media and social media)—and other outreach such as variable message signs and a telephone town hall to get the news out.

Our partner, ExpressToll, shared campaign social media posts on its platforms and included information about safety in the ExpressToll customer statements and newsletters.



## RESULTS:

**The campaign performed above expectations, with a total of more than 5 million impressions. Earned media had a reach of more than 64 million.**

## TOLL ADJUSTMENT PROCESS

The HPTE Board of Directors reviews the need for toll rate adjustments annually for all operational corridors.

### US 36 AND I-25 CENTRAL EXPRESS LANES

PRD is the organization that operates and maintains the US 36 and I-25 Central Express Lanes, per the terms of the US 36 Concession Agreement, to manage congestion and ensure reliable travel times. PRD did not adjust tolls in 2020 and continues to proceed with the transition to dynamic pricing by calibrating the traffic to provide a more indicative baseline for dynamic Express Lanes pricing and implementation.

With dynamic pricing, tolls will be continually adjusted according to traffic conditions to maintain a free-flowing level of traffic in the Express Lanes. Under this system, prices increase when the tolled lane(s) approach their capacity and decrease when the tolled lanes are underutilized.

Each phase of the transition to dynamic pricing, which is anticipated to take place in late 2021, includes a public outreach component, including messages on VMS boards in advance of the adjustment, media and social media outreach, and updates provided to community organizations and elected officials.

### I-25 NORTH EXPRESS LANES (US 36 TO 120TH AVENUE)

At the time of the Governor's stay-at-home order in March 2020, the impact that the Public Health Orders and Executive Orders would have on the HPTE Express Lanes traffic volumes was unknown. During the March HPTE Board Meeting, a proposed toll rate adjustment for the I-25 North Express Lanes (from US 36 to 120th Avenue) was approved by the Board.

After careful analysis of the traffic data, which showed that traffic volumes were lower due to the COVID-19 pandemic in Colorado, the HPTE Board of Directors voted to postpone the toll rate adjustment on I-25 North Segment 2 (from US 36 to 120th Avenue) until 2021.

### I-70 MOUNTAIN EXPRESS LANE (EASTBOUND)

The Governor's stay-at-home order in March 2020 resulted in the Colorado ski resorts closing for the season in March 2020, instead of their regular closing dates in April or later. In response to the early closure of the ski resorts, HPTE closed the Mountain Express Lane on March 15th and reopened for the summer season in June.

The Operating Year (2019–2020) Mountain Express Lane Automatic Vehicle Identification (AVI) toll rates remain at \$6.00 on Saturdays and \$7.00 on Sundays and holidays.

## IMPROVEMENTS TO ENFORCEMENT AND SAFETY

Express Lanes require enhanced operations and resources to ensure that toll-paying customers, qualifying High Occupancy Vehicles (HOV), and transit vehicles are provided with a reliable trip compared to adjacent general purpose lanes. Additional resources, monitoring, and incident response training have led to improved safety conditions along existing Express Lanes corridors in both the Express Lanes and general purpose lanes.

Both the US 36 and I-25 Central (20th Street to US 36) corridors include dedicated operations and monitoring staff employed by PRD. They monitor corridor conditions during peak periods to ensure lanes are functioning properly and safely. Dedicated monitoring helps quickly detect incidents when they occur, facilitate coordination with the Colorado Transportation Management Center, and communicate real-time conditions to emergency response teams en route to the scene.

HPTE partners with the Colorado State Patrol to increase the frequency of patrols along the I-25 North Express Lane Corridor from US 36 to Northwest Parkway/E-470 and along the C-470 Corridor. The goal of the increased patrols is to improve safety by encouraging responsible driving and efficient throughput of traffic along the corridor. From March through August 2020, troopers made 677 contacts with the traveling public. They issued citations ranging from speeding and disregarding traffic control devices to driving under the influence (DUI), driving with a covered license plate, and driving on a revoked license.

## HPTE GOVERNANCE

### HPTE UNSOLICITED PROPOSAL POLICY

The HPTE Board of Directors approved a revised version of the HPTE Unsolicited Proposal Policy in November 2020. The main updates to the policy focused on the evaluation process and clarified the steps HPTE will take to introduce competition. The P3 Management Manual was also updated to reflect these changes.

HPTE participated in the United States Department of Commerce's Commercial Law Development Program (CLDP) webinar series on unsolicited proposals to share lessons learned from the submissions received in 2020 with developing countries across Africa and Asia. CLDP helps achieve U.S. foreign policy goals in developing post-conflict countries through commercial legal reforms and government-to-government technical assistance.

## UNSOLICITED PROPOSALS

In 2020, HPTE received 12 unsolicited proposals. Six were rejected at the Threshold Review Phase, either because there was a moratorium in place on the corridor or they did not meet the HPTE requirements set out in the policy. Following an assessment by the Review Teams, comprised of CDOT and HPTE staff, it was decided not to pursue five proposals that passed the Threshold Review during the Phase One (Conceptual Proposal) Evaluation. One proposal is in the Phase Two (Detailed Proposal) stage. HPTE will make further information on the proposal available on the HPTE website when the due diligence review has been completed by HPTE and CDOT staff.

## BUDGET AND FINANCE

In recognition of the specialized nature of the expertise and services HPTE provides to CDOT, and because of HPTE's enterprise status, CDOT pays HPTE through a Fee-for-Service Intra-Agency Agreement (IAA). In March 2020, HPTE and CDOT entered into a fiscal year (FY) 2020–21 Fee-For-Service IAA.

### FEE-FOR-SERVICE IAA

The IAA includes a Scope of Work (SOW) and Fee-for-Service request that covers July 1, 2020, through June 30, 2021.

This IAA documents the terms of the overall business relationship between CDOT and HPTE. It includes the SOW CDOT wishes HPTE to provide in FY 2020–21, the value being compensated for key areas of work, and the process by which HPTE charges CDOT for the fair market value of its services. The value of services provided corresponds with the HPTE Fee-for-Service Budget the Transportation Commission approved in March 2020. This annual process ensures HPTE can complete work on behalf of CDOT within its approved budget for the current fiscal year.

### BUDGET

In September 2020, HPTE started the budget planning process for the upcoming 2021-22 fiscal year, including the development of an annual work plan. The FY 2021-22 budget will be finalized and approved in March 2021.

## SPECIAL PROJECTS: OPPORTUNITIES FOR CREATIVE FINANCING AND REVENUE GENERATION

HPTE has moved into a period of accelerated growth as it manages a growing Express Lanes Network and continues to explore and deliver P3 projects. As part of this phase of growth, HPTE is also working on delivering other innovative projects, including:

- **Federal Boulevard & Colfax Avenue Cloverleaf Redevelopment:** HPTE is partnering with CDOT, the City and County of Denver, and the West Colfax Business Improvement District to explore possible reconfiguration and development options for the Federal Boulevard and Colfax Avenue cloverleaf interchange. This effort is being driven by the completed Stadium District Master Plan, which was adopted by the Denver City Council in June 2019. The plan specifically highlights retrofitting or replacing the cloverleaf interchange of West Colfax Avenue and Federal Boulevard to create a more well-connected neighborhood with safe access for pedestrians, bicyclists, and vehicles.
- **I-25 North: Master Corridor Credit:** HPTE is working with the USDOT Build America Bureau to secure a TIFIA loan that will help address funding gaps on the I-25 North (Johnstown to Fort Collins) project and develop an overall funding strategy to address the remaining segments of the corridor in the future.

## INDUSTRY AND TECHNICAL TRAINING

Every year, HPTE invests hundreds of staff hours for industry and technical training, including FHWA peer exchanges, industry conferences, and seminars. The 2015 Legislative Audit of the US 36 project directed HPTE to identify staff training needs and ensure that adequate resources are allocated to provide ongoing training, including project management training.

In 2020, HPTE staff participated in more than 25 industry events, training, and conferences, mainly hosted online due to the impact of COVID-19. Highlights include staff participation in planning and conducting the Pennsylvania Department of Transportation (PennDOT) Peer Exchange, American Road and Transportation Builders Association (ARTBA) 2020 virtual P3 conference, P3 Conference and Expo (Dallas, Texas), and US P3 Forum hosted by Inframation.

Staff also presented and participated in webinars focused on lessons learned from the HPTE Unsolicited Proposal Policy with representatives from the World Bank hosted by the Commercial Law Development Program (CLDP) for countries across Asia and Africa that are seeking to develop their own policies.

The CLDP webinar and PennDOT peer exchange meeting demonstrates that HPTE is now being seen as a leader in P3 development and others are seeking our expertise and lessons learned to support them in developing their own P3 projects.

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# Transportation Public-Private Partnership Reporting

## OVERVIEW

During the 2020 legislative session, the Colorado Assembly passed the [Transportation Public Private Partnership Reporting Act](#) (Senate Bill 20-017). The Act requires that HPTE include information about its Public-Private Partnerships in its annual report to the legislative committees of the House of Representatives and the Senate that have jurisdiction over transportation. In summary, the Bill requires that HPTE provide the following information:

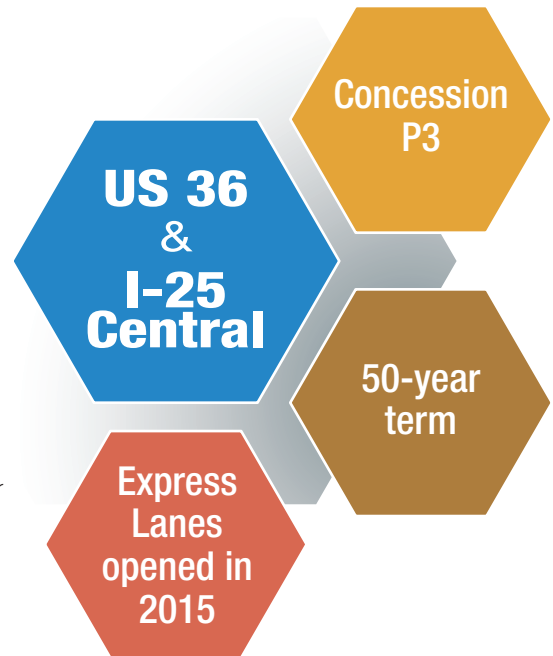
- Process used leading up to, or that HPTE anticipates using to lead up to, a new Public Private Partnership (P3)
- Process for obtaining and responding to public questions, concerns, and comments or input
- Process for keeping state legislators and local elected officials informed and updated
- Process for selecting each partner to a P3
- Financial, performance, and length-of-term provisions
- Anticipated financial, performance, and length-of-term provisions of its proposed P3

As a general statement of policy, HPTE will continue to prioritize transparency and accountability in the development and implementation of Public-Private Partnerships for surface transportation projects and welcomes the opportunity to include this information in a new section of the annual report. The sections below address each of the key points of Senate Bill 20-017.

# US 36 AND I-25 CENTRAL

## OVERVIEW

Federal and state fuel taxes, which have not changed in more than 20 years, will not pay for the amount of aging infrastructure that needs repair in this state. A P3 is an innovative project delivery model that allows us to accelerate construction by accessing financing from the private sector for construction costs. The P3 model also allows the transfer of risks related to construction, toll collection, and ongoing operations and maintenance to the private sector. The US 36 project was the first surface transportation P3 for the state of Colorado and was a new concept for stakeholders. The P3 helped build much-needed improvements on a highway that was opened in 1951, two decades sooner than CDOT otherwise could afford to do it.



PRD collects tolls from the Express Lanes; maintains the Express Lanes and the general purpose lanes, including pothole repairs, snow removal, striping, etc.; and will pay back the federal loans, Private Activity Bonds, and private equity with the toll revenues.

PRD assumes most of the risk in the P3, including risks associated with the level of traffic in the Express Lanes and the sufficiency of toll revenues to support repayment of loans, as well as the long-term operation and maintenance of the highway.

## PROCESS FOR SELECTING A PARTNER

A two-phase competitive bid process was used for selecting the concessionaire. The first phase was based on the qualifications of all interested teams (Request for Qualifications [RFQ]). The initial submittals were shortlisted to three teams who had the best qualifications for this project. The second phase included evaluation to select the proposal with the best value and financing for the corridor (Request for Proposal [RFP]). Local governments were consulted throughout the process and HPTE reported the concessionaire search to the legislature. PRD was selected as the developer to complete the design and construction of US 36 from Interlocken Loop to Table Mesa Drive (Phase 2) and to operate and maintain the existing facilities of Central and US 36 from I-25 to Table Mesa Drive.

## PUBLIC AND ELECTED OFFICIALS ENGAGEMENT

The US 36 project was the result of a very public process that took place during more than 10 years, and elected officials and state legislators were key partners from the very beginning. The project began in 2003 with an Environmental Impact Statement process that included intense and lengthy participation from local governments and incorporated hundreds of public comments from numerous public meetings.

An audit of the US 36 project and process was conducted by the state auditor in 2015. The audit reaffirmed that the project offered the best value for money for the state but highlighted some key lessons learned around communicating with the public. As a result, HPTE developed and adopted the [HPTE Transparency Policy](#) to clarify the steps that CDOT and HPTE take to engage with the public and elected officials when a project is being explored as a P3.

## PERFORMANCE AND OVERSIGHT

HPTE and CDOT oversee the concessionaire and ensure that it is adhering to all requirements in the contract through regular check-ins and audits of the processes and procedures. The concessionaire is required to pay HPTE a yearly fee to ensure funds are available for comprehensive oversight. See Appendix B (HPTE Fiscal Year 2019–2020 Budget to Actual) for further information.

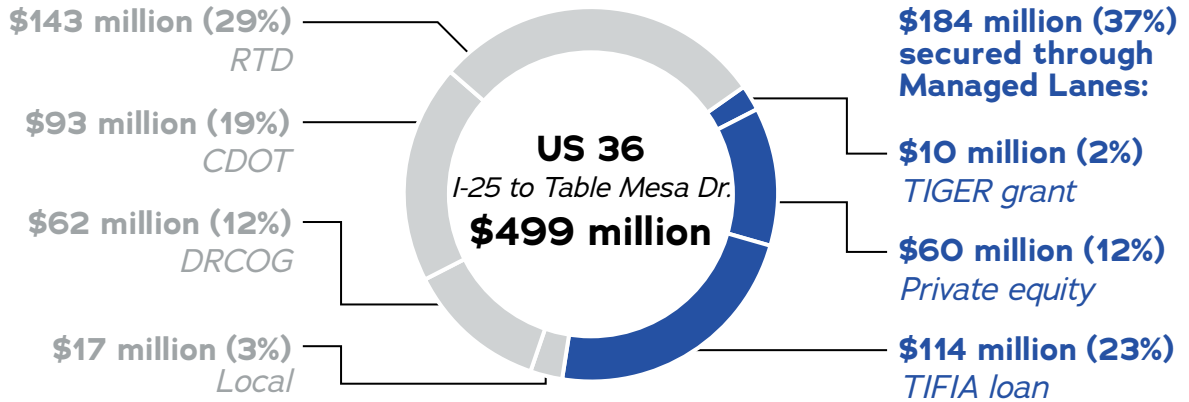
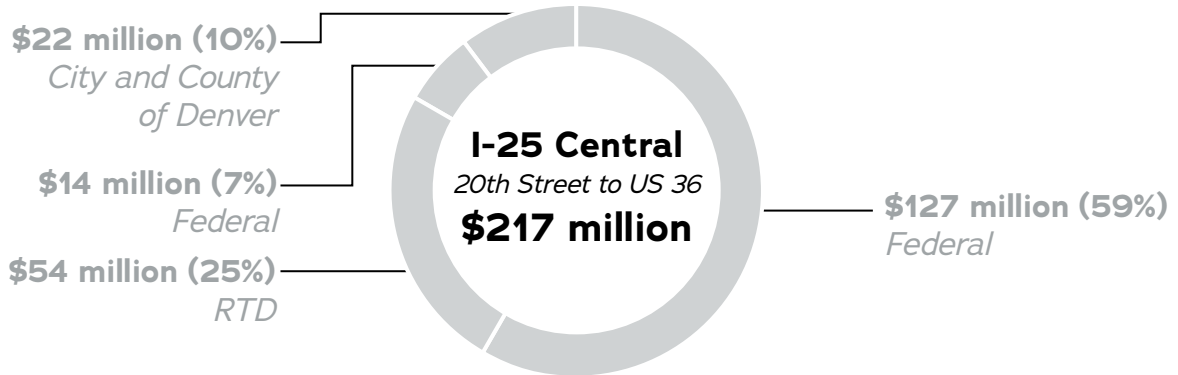
The HPTE Board of Directors approved toll rates and penalty charges in June 2018, up to a capped amount, and continues to monitor PRD through monthly operations reports as PRD proceeds with the transition to fully dynamic toll pricing.

## FINANCIAL AND LENGTH-OF-TERM PROVISIONS

A P3 procurement process was initiated in 2012. CDOT and HPTE selected and entered into a 50-year contractual agreement in 2013 with PRD. PRD was responsible for the design and construction of Phase 2 of the project, and operations and maintenance of Phase 1 and Phase 2 of US 36 Express Lanes and the Central I-25 Express Lanes that connect US 36 to downtown Denver.

PRD's obligations include routine and lifecycle maintenance (replacement and rehabilitation) of US 36 Express Lanes and the existing I-25 Central Express Lanes, as well as routine maintenance in the four general purpose lanes and the bus on shoulder lanes. Routine maintenance includes minor repairs and snow and ice removal. PRD is also responsible for tolling operations on the US 36 and I-25 Central Express Lanes.

PRD and HPTE employed a sophisticated financial arrangement, consisting of four tranches of debt on two liens, in addition to the Sponsor's Equity. As part of this financing package, PRD assumed HPTE's existing obligations from the project's first phase, a \$54 million TIFIA loan, and issued approximately \$20 million of additional parity Private Activity Bonds. PRD also entered into a new \$60 million TIFIA loan. Finally, PRD issued approximately \$20 million of subordinate debt and is contributing additional equity to the project. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional HPTE project information, or visit the CDOT website for additional documentation related to this project.





## CENTRAL 70

### OVERVIEW

Central 70, between I-25 and Chambers Road, is one of Colorado's economic backbones. It is home to 1,200 businesses, provides the regional connection to Denver International Airport, and carries upwards of 200,000 vehicles per day. It is time to bring this aging highway into the 21st century and rejoin communities along the way.

Following a 14-year environmental review process, the FHWA granted its approval of the Central 70 Project through the issuance of its Record of Decision on January 19, 2017.

Construction began on this \$1.3 billion project in August 2018. Construction will take approximately four years to complete.

This investment is expected to provide direct benefit to road users, which will exceed \$12 billion over 25 years. Eighty percent of this benefit comes from business and personal time saved from less congestion on the highway. Most of the remaining benefit comes from better efficiency for businesses that use the corridor.

The Central 70 Project will reconstruct a 10-mile stretch of I-70 between Brighton Boulevard and Chambers Road, add one new Express Lane in each direction, remove the aging 57-year-old viaduct, lower the interstate between Brighton Boulevard and Colorado Boulevard, and place a four-acre park over a portion of the lowered interstate.

CDOT has made a number of commitments to the local community as part of the Central 70 Project. These cover a range of issues, from mitigating the impacts of construction noise and dust to contributing funding to affordable housing and fresh food access.

### PROCESS FOR SELECTING A PARTNER

HPTE led a rigorous procurement process for a Design-Build-Finance-Operate-Maintain P3 delivery using a two-phase (RFQ and RFP) competitive bid process, as outlined in the [I-70 East Corridor Project Key Procurement Issues](#) (March 2014). Local governments were consulted throughout the process. Kiewit Meridiam Partners (KMP) was selected to be the Central 70 Project developer to undertake the largest transportation infrastructure development project in CDOT history.

## PUBLIC AND ELECTED OFFICIALS ENGAGEMENT

Since 2004, the project team has held hundreds of meetings with project stakeholders. HPTE and CDOT followed the [HPTE Transparency Policy](#) for this project, which outlines all the steps the project took to ensure the public and elected officials had an opportunity to provide feedback at various stages of the process.

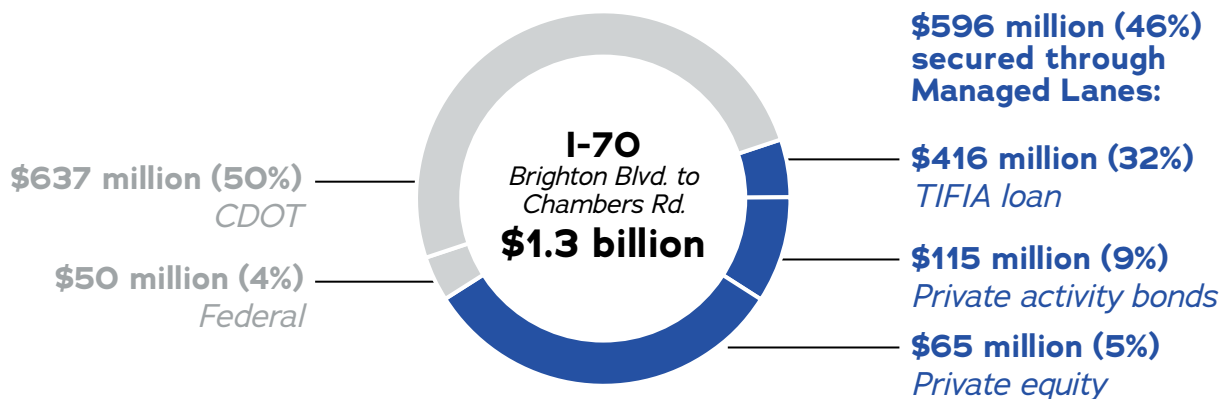
### Performance and Oversight

CDOT, Colorado Bridge Enterprise, and HPTE currently staff the Project Office, where they oversee the Project construction, public outreach, and operational requirements. Performance requirements are set out in the Project Agreement and detail the penalties, which include deductions to the availability payment for lane closures and other types of contract noncompliance.

KMP's operations and maintenance subcontractor, Jorgensen, is currently performing snow and ice removal on the project during construction. CDOT and HPTE staff are monitoring them to ensure they are abiding by the specifications set forth in the Project Agreement.

### Financial and Length-of-Term Provisions

KMP will operate and maintain the highway for 30 years after the project is complete, using an availability payment P3 structure. This delivery model transfers risk to a private partner and minimizes cost overruns for CDOT. An availability payment is where KMP receives an annual payment based on the availability of the Express Lanes and general purpose lanes at the specified performance level. Performance requirements are set out in the Project Agreement and detail the penalties, which are double for the Express Lanes. The financing includes a \$416 million TIFIA loan from the U.S. Department of Transportation and \$115 million of Private Activity Bonds. See below for a full financial breakdown and Appendix A (Summary of Express Lanes Projects) for additional project information, or visit the CDOT website for additional documentation related to this project. Supported by contracts backed by investment-grade credit ratings, the bonds were sold at a competitively low interest rate that generated savings for CDOT.



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# Revenues and Expenses

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Revenues and expenses of HPTE are accounted for on a fiscal year basis. For this 2020 Annual Report, data from FY 2019–2020 (which started on July 1, 2019, and ended on June 30, 2020) are being used.

Laws require that the Transportation Special Revenue Fund 536 is maintained and reported on separately from the Operating Fund 537. Therefore, revenue and expense information is reported separately by fund for this report. HPTE's finances are audited each year as part of the state audit. The audited financial statements for FY 2020-21 will be posted on the HPTE website, [www.coloradoHPTE.com](http://www.coloradoHPTE.com), in early 2021.

## SUMMARY OF FUND 536

Fund 536 receives revenues collected from tolls, fees, and other fines on Express Lane corridors. Fund 536 uses debt and other financing proceeds to pay for eligible project expenses and capitalized interest. Revenues are used primarily for expenses related to tolling operations of an Express Lanes corridor, including toll processing, maintenance, and debt service. See Appendix B (HPTE Fiscal Year 2018–2019 Budget to Actual) for further information on Fund 536.

## SUMMARY OF FUND 537

Fund 537 receives revenues from fees for services provided to CDOT and earned interest. Revenues are used primarily for expenses related to the administration of the program, including staff time, communications, and project development. See Appendix B (HPTE Fiscal Year 2018-19 Budget to Actual) for further information on Fund 537.

## RECOMMENDED STATUTORY CHANGES FOR 2021

HPTE is not recommending any legislation for the 2021 session.

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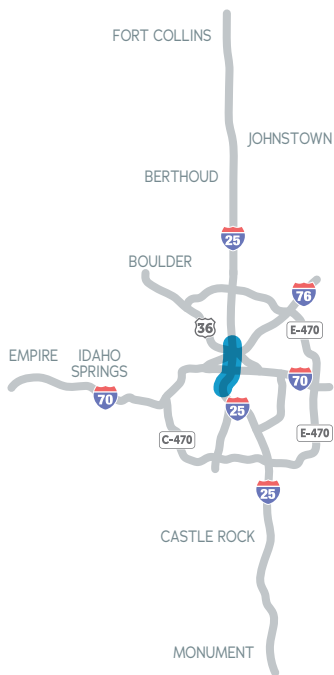
# Appendices

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# APPENDIX A: SUMMARY OF EXPRESS LANES PROJECTS

## EXPRESS LANES IN OPERATION

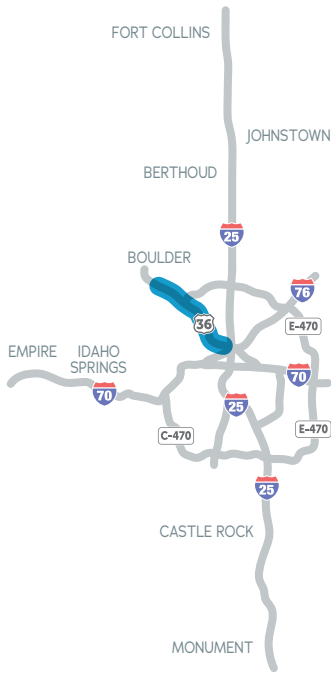
### I-25 Central Express Lanes (20th Street to US 36)



Description	6 miles from Downtown Denver to US 36; 2-lane reversible, barrier-separated; single toll gantry (12 miles in total)										
Delivery Method	Originally delivered as a bid-build project										
Tolling Strategy	Single toll point in each direction (reversible) HOV3+ Travel Free	AVI Low & High Rates	<table border="1"> <tr> <td>Time-of-day:</td> <td>\$0.95 to \$5.25</td> </tr> <tr> <td>Weekends:</td> <td>\$0.95</td> </tr> <tr> <td>Truck surcharge:</td> <td>\$25</td> </tr> </table>	Time-of-day:	\$0.95 to \$5.25	Weekends:	\$0.95	Truck surcharge:	\$25		
Time-of-day:	\$0.95 to \$5.25										
Weekends:	\$0.95										
Truck surcharge:	\$25										
Total Cost	\$217 million (1991 \$\$)										
Funding Sources (million dollars, rounded)	<table border="1"> <tr> <td>Federal</td> <td>\$127</td> </tr> <tr> <td>RTD</td> <td>\$54</td> </tr> <tr> <td>CDOT</td> <td>\$14</td> </tr> <tr> <td>CCD</td> <td>\$22</td> </tr> </table>	Federal	\$127	RTD	\$54	CDOT	\$14	CCD	\$22	2004 \$2.8 million FHWA Value Pricing Program for HOV conversion, conversion cost total around \$9 million	
Federal	\$127										
RTD	\$54										
CDOT	\$14										
CCD	\$22										
Governance	<p>When the Express Lane opened, operations were governed by IGA with RTD for toll rates and travel times</p> <p>Now operations are part of the US 36 P3, the lanes are governed by the terms of the US 36 Concession Agreement (CA)</p>										
Benchmarks and Delivery Date	<p>Opened for tolling June 2006</p> <p>Became part of the US 36 P3 project in March 2014</p>										
Notes and History	<p>Opened by RTD and CDOT as a bus lane w/HOV in the 1990s.</p> <p>Automated gate system for reversible lane access, closure, and sweep.</p>										

**EXPRESS LANES IN OPERATION**

**US 36**



**Phase 1**

Description	20 miles (both directions) from Pecos Street to Interlocken Loop. Two single lanes, buffer separated, 24/7		
Delivery Method	Design-Build project delivery		
Tolling Strategy	5 toll points in each direction HOV3+ Travel Free	AVI Low & High Rates	Time-of-day: \$0.35 to \$0.95 per gantry Weekends: \$0.35 Truck surcharge: \$25
Total Cost	\$318 million		
Funding Sources (million dollars, rounded)	TIGER	\$10	
	TIFIA	\$54	
	CDOT	\$78	
	DRCOG	\$47	
	RTD	\$124	
	Local	\$6	
Benchmarks and Delivery Date	Opened for tolling in July 2015		

**Phase 2**

Description	12 miles (both directions) from Interlocken Loop to Table Mesa Drive; two single lanes, buffer separated; 24/7		
Delivery Method	P3 Design Build Finance Operate Maintain project delivery		
Tolling Strategy	2 toll points in each direction HOV3+ Travel Free	AVI Low & High Rates	Time-of-day: \$0.35 to \$0.85 Weekends: \$0.35 Truck surcharge: \$25
Total Cost	\$180 million		
Funding Sources (million dollars, rounded)	Private*	\$120	*Includes \$60 million TIFIA loan
	CDOT	\$15	
	DRCOG	\$15	
	RTD	\$19	
	Local	\$11	
Benchmarks and Delivery Date	Opened for tolling in March 2016		

**Phase 1 and 2 Pecos Street to Interlocken Loop to Table Mesa Drive**

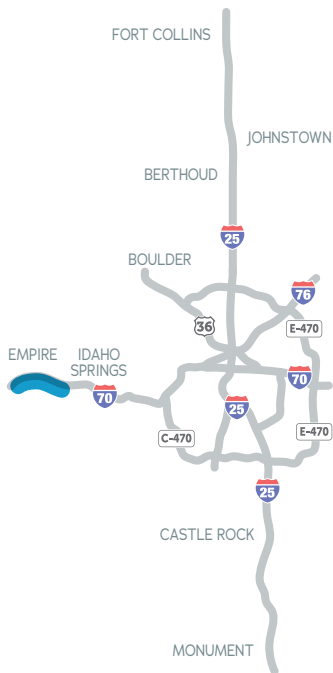
**Governance** Total Phase 1 and 2 cost is \$497.4 million  
50-year Revenue Risk Concession Agreement between Plenary Roads Denver and HPTE, which began in 2016  
CDOT oversaw construction  
CA fully executed February 2014. CA caps tolls for Phase 1 and Phase 2 at \$15.76 total in 2018 dollars

**Notes and History** Originally built as a toll road (Boulder-Denver Turnpike) in 1951.  
EIS began in 2003 and was completed in 2009.  
Toll system upgrades and policy development create need for switchable transponder on all Express Lanes.  
Regional commuter bike trail is a significant design feature.  
American Association of State Highway and Transportation Officials (AASHTO), Grand Prize: Use of Technology and Innovation.



**EXPRESS LANES IN OPERATION**

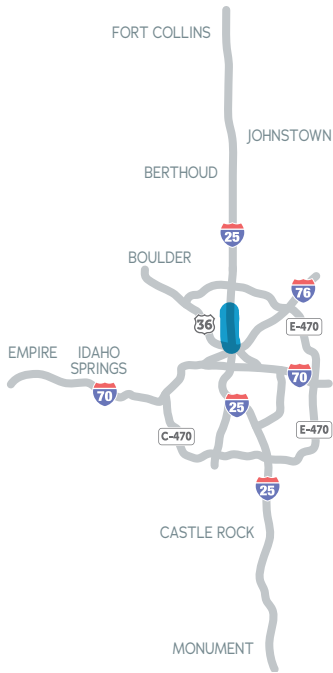
**I-70 Mountain Express Lane (Eastbound)-Empire Junction through Veterans Memorial Tunnels**



Description	12 miles from Empire Junction through Veterans Memorial Tunnels; one single lane; peak travel times only		
Delivery Method	Construction Manager/General Contracting (CM/GC) project delivery		
Tolling Strategy	3 toll points	AVI Low & High Rates	Authorized Toll Range: \$3.00 to \$30.00
	Segmented tolling		Average Price: \$6.00 to \$7.00
Total Cost	\$72 million		
Funding Sources (million dollars, rounded)	HPTE*	\$24.6	*Includes financing costs
	CDOT	\$47.4	
Governance	Intra-Agency Agreement with CDOT Loan Agreement with Bank of America		
Benchmarks and Delivery Date	Opened for tolling in December 2015		
Notes and History	<p>Shoulder lane open during peak travel times, for a maximum of 100 days total per year.</p> <p>No HOV; vehicles more than 25 feet or more than two axles not allowed.</p> <p>Governor's Elevation Award for Superior Customer Service.</p> <p>Women's Transportation Seminar (WTS), Colorado Innovative Transportation Solution of the Year.</p>		

**EXPRESS LANES IN OPERATION**

**I-25 North (US 36 to 120th Avenue)**

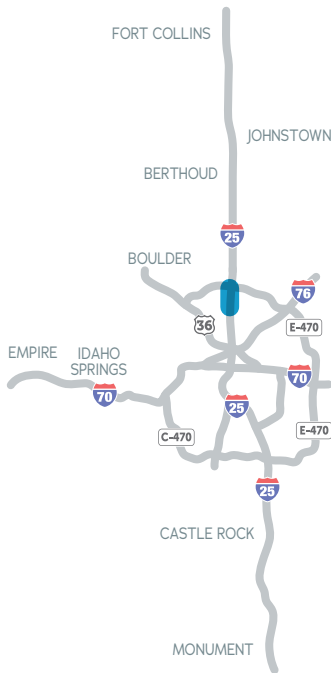


Description	12 miles (6 miles in each direction) from US 36 to 120th Avenue; single lanes northbound and southbound; buffer separated; 24/7; focus on the extension of I-25 Express Lanes and regional express bus		
Delivery Method	Design-Build project delivery		
Tolling Strategy	3 toll points in each direction	AVI Low & High Rates	Time-of-day: \$1.05 to \$3.15
	Segmented tolling		Weekends: \$1.30
	HOV3+ Travel Free		Truck surcharge: \$25
Total Cost	\$65 million		
Funding Sources (million dollars, rounded)	TIGER Grant	\$15	
	Federal	\$32	
	State	\$9	
	Local	\$8	
Governance	Intra-Agency Agreement with CDOT		
Benchmarks and Delivery Date	Opened for tolling in July 2016		

**Notes and History** Express Lanes designed to fit within the existing road footprint; direct connect with I-25 Central (southbound only during AM peak).  
Sound barrier and Active Traffic Management are significant design features.

**EXPRESS LANES IN OPERATION**

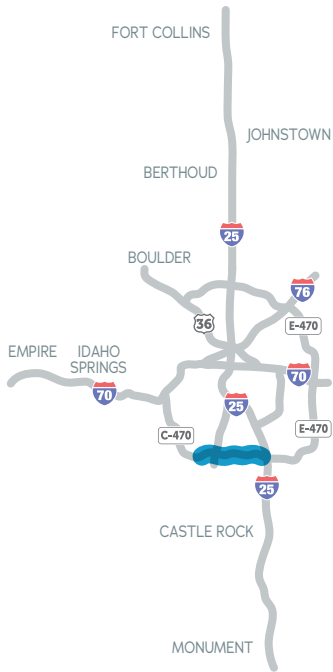
**I-25 North (120th Avenue to Northwest Parkway/E-470)**



Description	10 miles (5 miles in each direction) from 120th Avenue to Northwest Parkway/E-470. Single lanes northbound and southbound; buffer separated; 24/7; extension of I-25 Express Lanes and regional express bus		
Delivery Method	Design-Bid-Build project delivery		
Tolling Strategy	2 toll points in each direction Segmented tolling HOV3+ Travel Free	AVI Low & High Rates	Time-of-day: \$1.05 to \$2.25 Weekends: \$1.05 Truck surcharge: \$25
Total Cost	\$98 million		
Funding Sources (million dollars, rounded)	CDOT \$76 HPTE* \$22	<i>*Includes financing costs</i>	
Governance	Intra-Agency Agreement with CDOT Loan Agreement with Bank of America		
Benchmarks and Delivery Date	Opened for tolling in the summer of 2020.		
Notes and History	Project widened approximately 16 feet to 18 feet to the outside of the road to accommodate the additional new lane in each direction. Sound barrier, median lighting, median barrier, and water quality treatment are significant project features.		

## EXPRESS LANES IN OPERATION

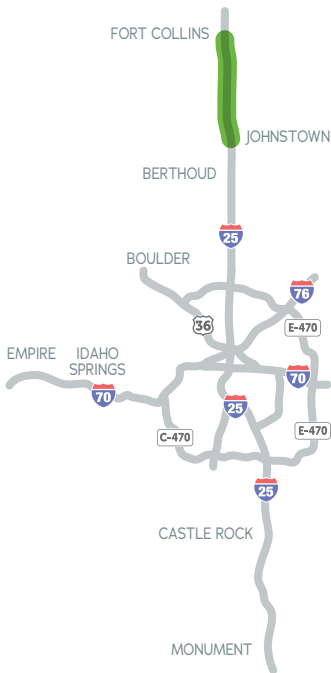
### C-470 (I-25 to Wadsworth Boulevard)



Description	30 miles (both directions) from I-25 to Wadsworth Boulevard; generally, two single lanes with a westbound dual Express Lanes from Quebec Street to Lucent Boulevard, buffer separated; 24/7										
Delivery Method	Design-Build project delivery										
Tolling Strategy	3 toll points eastbound and 4 toll points westbound  Zone based tolling	AVI Low & High Rates	<table border="1"> <tr> <td>Time-of-day:</td> <td>\$0.65 to \$3.60</td> </tr> <tr> <td>Weekends:</td> <td>\$0.65</td> </tr> <tr> <td>Truck surcharge:</td> <td>\$25</td> </tr> </table>	Time-of-day:	\$0.65 to \$3.60	Weekends:	\$0.65	Truck surcharge:	\$25		
Time-of-day:	\$0.65 to \$3.60										
Weekends:	\$0.65										
Truck surcharge:	\$25										
Total Cost	\$326 million										
Funding Sources (million dollars, rounded)	<table border="1"> <tr> <td>CDOT</td> <td>\$48</td> </tr> <tr> <td>Local</td> <td>\$10</td> </tr> <tr> <td>HPTE*</td> <td>\$162</td> </tr> <tr> <td>TIFIA</td> <td>\$107</td> </tr> </table>	CDOT	\$48	Local	\$10	HPTE*	\$162	TIFIA	\$107	*Includes financing costs	
CDOT	\$48										
Local	\$10										
HPTE*	\$162										
TIFIA	\$107										
Governance	Intra-Agency Agreement with CDOT  Loan Agreement and Master Trust Indenture with TIFIA										
Benchmarks and Delivery Date	Opened for tolling in the summer of 2020.										
Notes and History	Project included full reconstruction of existing pavement, new auxiliary lanes, and reconfigured road geometry.  No HOV option offered.										

## EXPRESS LANES UNDER CONSTRUCTION

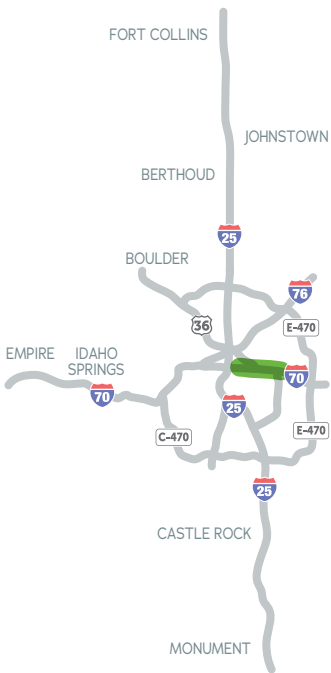
### I-25 North (Johnstown to Fort Collins)



Description	34 miles (17 miles in each direction) from SH 402 to SH 14; two single lanes, buffer separated; 24/7; extension of I-25 Express Lanes and regional express bus located in the median of I-25 near Kendall Parkway, which provides direct pedestrian connection to a new Park n Ride facility		
Delivery Method	Design-Build project delivery		
Tolling Strategy	3 toll points in each direction Segmented tolling HOV3+ Travel Free	AVI Low & High Rates	Toll rates and toll schedule to be determined closer to Express Lanes opening date
Total Cost	\$585 million		
Funding Sources (million dollars, rounded)	CDOT	\$327	*May also include financing costs
	Local	\$52	
	HPTE*	\$50	
	Federal	\$134	
	TIGER	\$22	
Governance	Intra-Agency Agreement with CDOT Potential loan agreement		
Benchmarks and Delivery Date	The Project began construction in September 2018 and will open for tolling in 2024.		
Notes and History	Environmental Impact Statement completed in 2011. Entire northern corridor, Denver to Ft. Collins, costs about \$2.2 billion; a phased approach to corridor improvements is being implemented.		

## EXPRESS LANES UNDER CONSTRUCTION

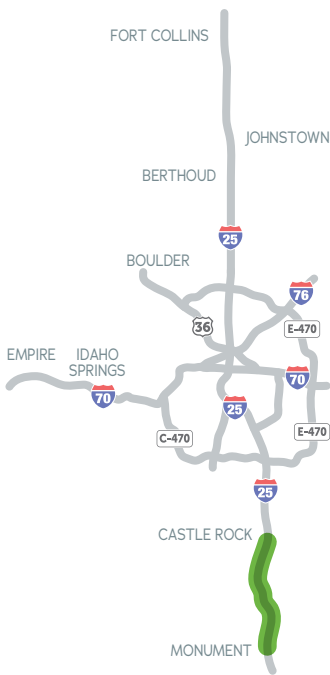
### Central 70 (Brighton Boulevard to Chambers Road)



Description	20 miles (10 miles in each direction) from Brighton Boulevard to Chambers Road		
Delivery Method	P3 Design-Build-Finance-Operate-Maintain delivery with Project Agreement		
Tolling Strategy	2 toll points eastbound and 3 toll points westbound	AVI Low & High Rates	Toll rates and toll schedule to be determined closer to Express Lanes opening date
	Segmented tolling HOV3+ Travel Free		
Total Cost	\$1.3 billion (projected)		
Funding Sources (million dollars, rounded)	Bridge Enterprise	\$457	
	CDOT	\$180	
	PABs	\$115	
	TIFIA	\$416	
	Private Equity	\$65	
	Federal	\$50	
Governance	Project Agreement sets project scope of work and operational requirements  This delivery model transfers risk to a private partner and minimizes cost overruns for CDOT through availability payments (an annual payment to the private partner based on progress).		
Benchmarks and Delivery Date	The project began construction in August 2018 and will open for tolling in 2023.		
Notes and History	Record of Decision (ROD) was approved in January 2017. Financial close was completed in December 2017, and construction began August 2018.		

## EXPRESS LANES UNDER CONSTRUCTION

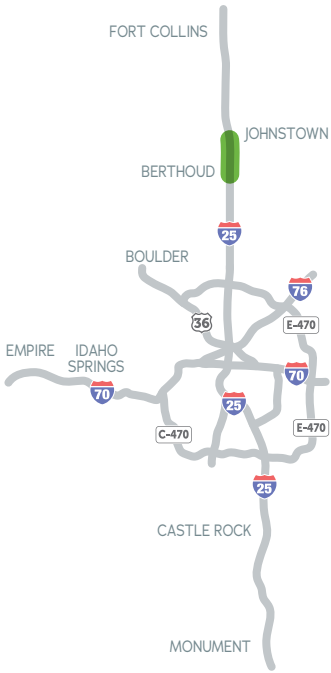
### I-25 South Gap (Monument to Castle Rock)



Description	The project spans 36 miles (18 in each direction) of I-25, northbound and southbound, between milepost 161.0, near the SH 105 interchange in Monument, and milepost 179.5, south of Plum Creek Parkway in Castle Rock		
Delivery Method	CM/GC project delivery		
Tolling Strategy	3 toll points each direction	AVI Low & High Rates	Toll rates and toll schedule to be determined closer to Express Lanes opening date
	Segmented tolling HOV3+ Travel Free		
Total Cost	\$382 million		
Funding Sources (million dollars, rounded)	CDOT	\$282	
	Local	\$35	
	INFRA	\$65	
Governance	To be determined		
Benchmarks and Delivery Date	The project began construction in September 2018 and will open for tolling in 2022. HPTE assisted with a Traffic and Revenue Analysis.		
Notes and History	Accelerated project delivery is a top goal. The Traffic and Revenue Analysis found that Express Lanes will provide travel time reliability for both general purpose lanes and Express Lanes users.		

## EXPRESS LANES UNDER CONSTRUCTION

### I-25 North (Berthoud to Johnstown)

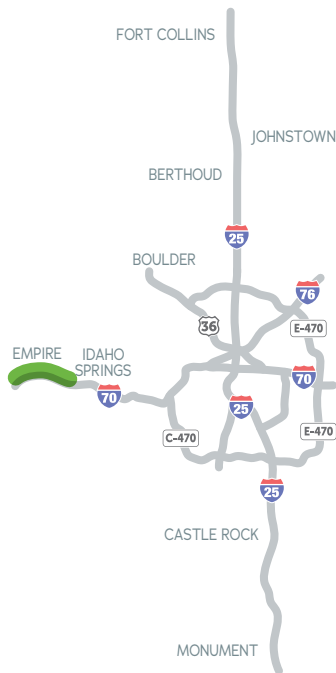


Description	One Express Lane in each direction, totaling 13 miles from Berthoud to Johnstown. The project includes interchange reconstruction at SH 56, SH 60, LCR 16, and several bridge replacements	
Delivery Method	CM/GC project delivery	
Tolling Strategy	Two northbound and two southbound tolling points are anticipated	
Total Cost	\$271 million	
Funding Sources (million dollars, rounded)	CDOT	\$226
	Local	\$2
	Federal	\$23
	BUILD Grant	\$20
Governance	IAA with CDOT	
Benchmarks and Delivery Date	The Project began in September 2019 and will open for tolling in 2023.	
Notes and History	This project will connect to the Johnstown to Ft. Collins project and is part of major improvement efforts on I-25 between Denver and Ft. Collins. The I-25 North Corridor Environmental Impact Statement was approved in 2011 and implementation is occurring as funds become available.	



## EXPRESS LANES UNDER CONSTRUCTION

### I-70 Mountain Express Lane (westbound)—Veterans Memorial Tunnels to Empire Junction



**Description** The westbound Mountain Express Lane project will add an approximately 12-mile-long tolled peak period shoulder lane on westbound I-70 between the Veterans Memorial Tunnels (just west of MP 243) and Empire Junction (MP 232).

**Delivery Method** Design-Bid-Build delivery

<b>Tolling Strategy</b>	3 toll points	<b>AVI Low &amp; High Rates</b>	Toll rates and toll schedule to be determined closer to Express Lanes opening date
	Dynamic pricing strategy		
	Segmented tolling		

**Total Cost** \$80 million (projected)

<b>Funding Sources</b> (million dollars, rounded)	CDOT	\$55
	INFRA	\$25

**Governance** Transportation Commission/FHWA

**Benchmarks and Delivery Date** The I-70 Mountain Express Lane (westbound) is anticipated to open for tolling in summer/fall 2021.

**Notes and History** Operational improvement similar to the eastbound I-70 Mountain Express Lane project intended to ease congestion and improve travel time reliability until an ultimate solution can be implemented.

# APPENDIX B: HPTE FISCAL YEAR 2019-2020 BUDGET TO ACTUAL

Revenues and expenses of HPTE are accounted for on a fiscal year (FY) basis. For this 2020 Annual Report, data from FY 2019-20 (which started on July 1, 2019, and ended on June 30, 2020) are being used.

Attachment A: Fiscal Year 2019-20 Final Budget for Fund 537 Statewide Transportation Enterprise Operating Fund (C.R.S. 43-4-806(4)) 537					
Line Item		Budgeted Revenues	Budgeted Expenses	Total Actual Revenue/Expenses	Remaining Budget
1	<b>Fiscal Year Revenues</b>				
2	FY2018-19 Carry forward	\$ 3,121,249			
3	Reimbursement for Staff Time	—		53,005	
4	Fee for Service	5,600,000		5,600,000	
5	CDOT Payment to HPTE per Approved Burnham Yard IAA	368,656		368,656	
6	CDOT Payment to HPTE per Approved State Highway 119 IAA	200,000		200,000	
7	Interest Earnings	80,000		145,120	
8	Unsolicited Proposals	—		80,000	
9	CDOT Payment to HPTE per Approved Floyd Hill IAA	1,300,000		—	
10	CDOT Payment to HPTE per Approved Traffic & Revenue Study I-270 IAA	600,000		570,519	
11	Transfer from Fund 536 for TC Loan Payment	2,142,472		2,142,472	
12	<b>Total FY 2019-20 Available Budget and Revenue</b>	<b>\$ 13,412,377</b>		<b>\$ 9,159,772</b>	
13	<b>Fiscal Year Allocations</b>				
14	<b>Administrative Cost Center (T8700-537)</b>				
15					
16	<b>Program Operations</b>				
17	HPTE Staff Compensation		\$ 1,151,500	\$ 955,477	\$ 196,023
18	CDOT Staff		\$ 200,000	\$ 76,048	123,952
19	Board Expenses		\$ 10,000	\$ 1,760	8,240
20	Staff Training and Certifications		\$ 23,000	\$ 4,130	18,870
21	Administrative and Office Needs		\$ 15,000	\$ 11,617	3,383
22	Conferences and Industry Memberships		\$ 20,000	\$ 40,434	(20,434)
23	In and Out of State Travel		\$ 24,500	\$ 14,179	10,321
24	Transportation Commission Loan Payment		\$ 2,142,472	\$ 2,142,472	—
25	<b>Total Program Operations</b>		<b>\$ 3,586,472</b>	<b>\$ 3,246,119</b>	<b>\$ 340,353</b>

**Attachment A: Fiscal Year 2019-20 Final Budget for Fund 537  
Statewide Transportation Enterprise Operating Fund (C.R.S. 43-4-806(4)) 537**

Line Item		Budgeted Revenues	Budgeted Expenses	Total Actual Revenue/Expenses	Remaining Budget
26	<b>Technical Services</b>				
27	Program Management		—	—	—
28	Express Lanes Communications and Public Affairs Support		\$ 300,000	\$ 270,402	\$ 29,598
29	Toll Operations Advisor		\$ 1,000,000	\$ 585,669	\$ 414,331
30	Traffic and Revenue Advisor		\$ 600,000	\$ 953,114	(\$ 353,114)
31	Floyd Hill Study		\$ 1,300,000	\$ 69,446	\$ 1,230,554
32	Aconex Document Management System		\$ 672,725	\$ 607,495	\$ 65,230
33	<b>Total Technical Services</b>		<b>\$ 3,872,725</b>	<b>\$ 2,486,126</b>	<b>\$ 1,386,599</b>
34	<b>Financial Services</b>				
35	Accounting Advisors and Annual Audit		\$ 21,000	\$ 7,764	\$ 13,236
36	Surveillance and Ratings Fees		\$ 75,000	\$ 76,197	(\$ 1,197)
37	General Financial Advisor		\$ 300,000	\$ 35,270	\$ 264,730
38	<b>Total Financial Services</b>		<b>\$ 396,000</b>	<b>\$ 119,231</b>	<b>\$ 276,769</b>
39	<b>Legal Services</b>				
40	Outside Legal Services		\$ 200,000	\$ 177,569	\$ 22,431
41	Attorney General Fees		\$ 85,000	\$ 156,805	(\$ 71,805)
42	<b>Total Legal Services</b>		<b>\$ 285,000</b>	<b>\$ 334,374</b>	<b>(\$ 49,374)</b>
43	<b>Strategic Project Development</b>				
44	Public Private Partnership (P3) Advisor		\$ 350,000	\$ 348,672	\$ 1,328
45	Strategic Partnerships and CDOT Project Support		\$ 330,000	\$ 70,400	\$ 259,600
46	Express Lanes Master Plan Development		\$ 75,000	\$ 953,067	(\$ 878,067)
47	Central 70 Traffic Demand Management		\$ 500,000	\$ 500,000	—
48	Miscellaneous		—	—	—
49	<b>Total Strategic Project Development</b>		<b>\$ 1,255,000</b>	<b>\$ 1,872,139</b>	<b>(\$ 617,139)</b>
50	<b>Total FY 2019-20 Allocations</b>	<b>\$ 13,412,377</b>	<b>\$ 9,395,197</b>		
51	<b>Total FY 2019-20 Expenses</b>			<b>\$ 8,057,989</b>	
52	<b>Total Remaining FY 2019-20</b>				<b>\$ 1,337,208</b>
	<b>Cash Balance As of June 30, 2020</b>	<b>\$ 4,237,138</b>			
	<b>Transportation Commission Loan Balance</b>	<b>—</b>			
	<b>Transportation Commission Transfer</b>	<b>—</b>			

Attachment B: Fiscal Year 2019-20 Final Budget for Fund 536 Statewide Transportation Enterprise Special Revenue Fund (C.R.S. 43-4-806(3)(a)) 536					
Line Item		Budgeted Revenues	Budgeted Expenses	Total Actual Revenue/Expenses	Remaining Budget
1	<b>U.S. 36 Express Lanes (Cost Center T8620-536)</b>				
2	<b>Fiscal Year Revenues</b>				
3	Carry forward from FY2018-19	\$ 5,420,250		—	
4	Interest Earnings	\$ 242,000		\$ 647,588	
5	Annual Concessionaire Management Fee	\$ 400,000		\$ 442,558	
6	<b>Total U.S. 36 FY 2019-20 Available Budget and Total Revenue</b>	<b>\$ 6,062,250</b>	<b>—</b>	<b>\$ 1,090,146</b>	
7	<b>Fiscal Year Allocations</b>				
8	CDOT Staff Consulting		\$ 15,000	\$ 21,511	(\$ 6,511)
9	Project Oversight		\$ 400,000	\$ 302,249	\$ 97,751
10	Annual Audit		\$ 5,000	\$ 2,471	\$ 2,529
11	Attorney General Fees		\$ 50,000	\$ 12,625	\$ 37,375
12	Miscellaneous Corridor Studies		\$ 217,000	\$ 144,653	\$ 72,347
13	Transfer to Fund 537 Transportation Commission Loan Payment		\$ 2,142,472	\$ 2,142,472	—
14	<b>Total U.S. 36 FY 2019-20 Budget and Expenses</b>		<b>\$ 2,829,472</b>	<b>\$ 2,625,981</b>	<b>\$ 203,491</b>
15	<b>I-25 North Express Lanes (Cost Center T8630-536)</b>				
16	<b>Fiscal Year Revenues</b>				
17	Carry forward from FY2018-19	\$ 12,223,612		—	
18	Tolling Revenue	\$ 7,792,350		\$ 7,809,838	
19	Transponder Revenue	\$ 500,000		\$ 663,345	
20	Interest Earnings	\$ 1,500		\$ 1,089	
21	CDOT Reimbursement for Debt Service Expenses per IAA	\$ 782,183		\$ 782,183	
22	<b>Total I-25 N FY 2019-20 Available Budget and Revenue</b>	<b>\$ 21,299,645</b>		<b>\$ 9,256,455</b>	<b>—</b>
23	<b>Fiscal Year Allocations</b>				
24	I-25 North Loan Payment				\$ 180,290
25	Margin Rate Payment		\$ 155,973	\$ 155,974	\$ 0
26	CDOT Staff Consulting		\$ 15,000	\$ 17,866	(\$ 2,866)
27	Attorney General Fees		\$ 40,000	\$ 22,335	\$ 17,665
28	General Reimbursable Expenses and Toll Processing Costs		\$ 2,162,000	\$ 2,096,739	\$ 65,261
29	Corridor Operations & Maintenance		\$ 100,000	\$ 465,848	(\$ 365,848)
30	Note Registrar		\$ 1,000	—	\$ 1,000
31	Capital Replacement-Tolling Equipment		\$ 75,000	—	\$ 75,000
32	Traffic and Revenue Studies and General Advising		\$ 550,000	\$ 546,098	\$ 3,902
33	HPTE Payment to CDOT I-270 Feasibility Study		\$ 600,000	\$ 600,000	—
34	<b>Total I-25 N FY 2019-20 Budget and Expenses</b>		<b>\$ 4,169,210</b>	<b>\$ 4,194,807</b>	<b>(\$ 25,597)</b>

Attachment B: Fiscal Year 2019-20 Final Budget for Fund 536  
 Statewide Transportation Enterprise Special Revenue Fund (C.R.S. 43-4-806(3)(a)) 536

Line Item		Budgeted Revenues	Budgeted Expenses	Total Actual Revenue/Expenses	Remaining Budget
36	<b>I-70 West Mountain Express Lane (MEXL) (Cost Center T8640-536)</b>				
37	<b>Fiscal Year Funds and Revenue</b>				
38	Carry forward from FY2018-19	\$ 4,333,539			
39	Tolling Revenue	\$ 2,324,993		\$ 2,482,122	
40	Interest Earnings	\$ 1,500		\$ 689	
41	MEXL Loan Funds for Debt Service	\$ 697,500		—	
42	<b>Total I-25 N FY 2019-20 Available Budget and Revenue</b>	<b>\$ 7,357,532</b>	<b>—</b>	<b>\$ 2,482,811</b>	
43	<b>Fiscal Year Allocations</b>				
44	MEXL Loan Payment		\$ 697,500	\$ 698,379	(\$ 879)
45	Margin Rate Payment		\$ 231,354	\$ 231,354	\$ 0
46	CDOT Staff Consulting		\$ 15,000	\$ 30,930	(\$ 15,930)
47	Attorney General Fees		\$ 5,000	\$ 1,195	\$ 3,805
48	General Reimbursable Expenses and Toll Processing Costs		\$ 205,000	\$ 205,882	(\$ 882)
49	Corridor Operations & Maintenance		\$ 150,000	\$ 360,501	(\$ 210,501)
50	Note Registrar		\$ 1,000	—	\$ 1,000
51	Capital Replacement-Tolling Equipment		\$ 75,000	\$ 165,663	(\$ 90,663)
52	<b>Total I-70 W MEXL FY1 2019-20 Budget and Expenses</b>		<b>\$ 1,379,854</b>	<b>\$ 1,693,905</b>	<b>(\$ 314,051)</b>
53	<b>C-470 Express Lanes (Cost Center T8650-536)</b>				
54	<b>Fiscal Year Funds and Revenue</b>				
55	Carry forward from FY2018-19	\$ 9,079,000			
56	Tolling Revenue	\$ 7,048,000		—	
57	Interest Earnings on Bond Proceeds	\$ 500,000		\$ 292,527	
58	C-470 Bond Proceeds for Debt Service	\$ 8,089,750		—	
59	<b>Total C-470 FY 2019-20 Available Budget and Revenue</b>	<b>\$ 24,716,750</b>	<b>—</b>	<b>\$ 292,527</b>	
60	<b>Fiscal Year Allocations</b>				
61	Bond Debt Service		\$ 8,089,750	\$ 8,089,750	—
62	General Reimbursable Expenses and Toll Processing Costs		\$ 2,938,000	—	\$ 2,938,000
63	Corridor Operations & Maintenance		\$ 250,000	\$ 1,816	\$ 248,184
64	CDOT Staff Consulting		\$ 15,000	—	\$ 15,000
65	Attorney General Fees		\$ 10,000	—	\$ 10,000
66	Required Reserve Funds		\$ 4,335,000	—	\$ 4,335,000
67	<b>Total C-470 FY 2019-20 Budget and Expenses</b>			<b>\$ 8,091,566</b>	<b>\$ 7,546,184</b>
68	<b>Total Allocations</b>	<b>\$ 59,436,177</b>	<b>\$ 8,378,536</b>		
	Cash balances as of June 30, 2020		\$ 28,911,081		
	Pooled Cash C-470 Bonds		\$ 11,894,095		
	C-470 TIFIA Loan		\$ 51,678,344		
	MEXL		\$ 416,452		
	Segment III Loan		\$ 333,087		

# APPENDIX C: PROJECT FINANCING SECURED THROUGH MANAGED LANES

Since it was created in 2009, HPTE has been building its capacity for Express Lanes operations. HPTE currently has 108 lane miles of Express Lanes in operation and 115 lane miles of Express Lanes under construction.

Express Lanes increase roadway capacity and help manage congestion on Colorado highways by adding lanes that provide a choice to drivers.

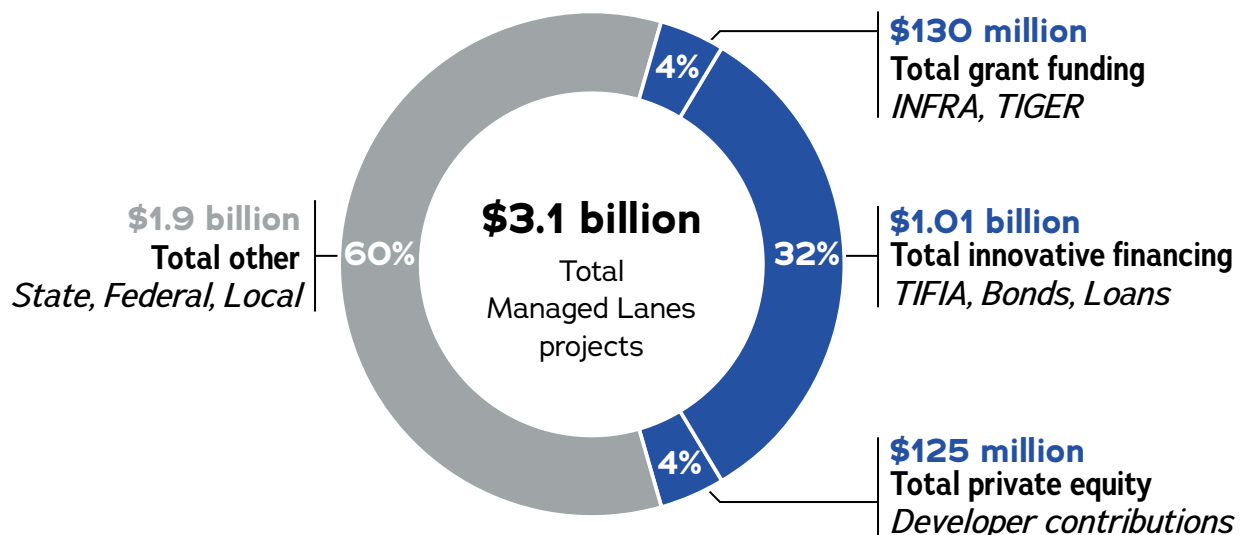
Colorado's Express Lanes work for everyone—those who choose not to pay and stay in the non-tolled general purpose lanes and Express Lanes customers. Express Lanes benefits include:

- Reduced delay on the most seriously congested corridors
- Reliable travel times
- Flexible and reliable mobility choices
- Improved travel speeds in the general purpose lanes

## EXPRESS LANES FINANCING

Express Lanes have led to the accelerated delivery of over \$3 billion in highway projects throughout Colorado. If not for the tolling component of Express Lanes, these projects would have been either significantly delayed, delivered with a significantly reduced scope, or advanced at the expense of other CDOT projects throughout Colorado.

**\$1.27 billion (41%)** secured through use of Managed Lanes:



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**2020 Annual Report**  
January 15, 2021

EXPERIENCE