CASE STUDY | PUBLIC-PRIVATE PARTNERSHIP | NORTH TEXAS

TEXpress Lanes in North Texas

A 10-Year Retrospective: Reducing Congestion While Generating Billions in Economic Impact

LBJ Express • North Tarrant Express (NTE) • North Tarrant Express 35W (NTE 35W)

$6.8B	$25.1B	$18.0B	121,400+	1M/Day
Total Investment	Regional Economic Output (through 2025)	Traveler & Community Impacts (through 2025)	FTE Jobs Supported	Trip Volume

Executive Summary

Over the past decade, the Dallas-Fort Worth metroplex has undergone one of the most remarkable transportation transformations in the United States. At the center of that transformation is the TEXpress managed lanes system, a 43-mile network of managed, dynamically tolled lanes along three critical corridors: the Lyndon B. Johnson Expressway (LBJ), the North Tarrant Express (NTE), and the NTE 35W. Built and operated under public-private partnership (P3) agreements, these projects represent an innovative, fiscally responsible approach to solving the region's most pressing mobility challenges.

Since the first lanes opened in 2014, the TEXpress system has served more than 42 million distinct vehicles, facilitated approximately one million trips per day, and generated more than **$25.1 billion in regional economic output**, in addition to **$18 billion in impacts for travelers** and communities. It has supported over 121,400 full-time-equivalent jobs across the region, **returned $314.1 million in shared revenue** and financial benefits to the Texas Department of Transportation (TxDOT), and delivered an **81 percent driver satisfaction rate**, all while ensuring that at least one free travel option is always available to motorists.

This case study examines how the TEXpress managed-lane model works, profiles each of the three corridor projects developed by Cintra and Ferrovial and presents a comprehensive accounting of the system's measurable benefits related to congestion reduction, driver safety, economic development, workforce impact, and community investment. Ultimately, it demonstrates the value of the model in dramatically the improving quality of life and economic vitality of a region over a sustained, multi-decade period.

I: The Challenge: A Region in Motion

A Metroplex Growing at Record Speed

The Dallas-Fort Worth (DFW) region is among the fastest-growing metropolitan areas in the nation. Every single day, DFW adds 339 new residents, approximately two-thirds of whom arrive through net migration from other states or countries, and one-third through natural population growth. By 2050, the region is projected to be home to 12.2 million people.

That growth engine is propelled by an exceptional business climate. Texas has been ranked the best state for business for 20 consecutive years by Chief Executive Magazine, and DFW is the top city in the country for corporate relocations, according to a 2024 survey by Site Selection Magazine. Recently, the state of Texas overtook California as having the most Fortune 500 headquarters located in the Lone Star state. The region ranks 22nd among the 500 most innovative metropolitan areas in the world. With major corporate headquarters, a booming logistics sector, two of the nation's busiest airports, and a deep workforce, DFW's highways are not merely conveniences; they are a vital part of the economic infrastructure.

Congestion: The Cost of Success

The same growth that has made DFW an economic powerhouse has also created severe traffic congestion. The DFW metropolitan area ranks 14th among the most congested metros in the United States (INRIX 2022 Global Traffic Scorecard). Before the TEXpress projects were built, the NTE corridor – one of the primary arteries connecting Fort Worth, the mid-cities communities, and DFW Airport – was consistently ranked among the most congested in the entire country.

Congestion has compounding costs. It wastes fuel, increases vehicle operating expenses, delays freight, reduces business productivity, lowers quality of life, and degrades air quality. For a region growing by hundreds of residents per day, addressing congestion is not optional, rather it is an economic imperative.

The Limits of Traditional Funding

Traditional transportation funding mechanisms have struggled to keep pace with demand. The federal gas tax has remained frozen at 18.4 cents per gallon since 1993. Texas's state gas tax has held at 20 cents per gallon since 1991. Purchasing power eroded by decades of inflation, combined with increasingly fuel-efficient vehicles that buy less taxable fuel per mile driven, has dramatically reduced available highway funding relative to the cost of construction.

Against this backdrop, the State of Texas in 2003 authorized the use of public-private partnerships – known as Comprehensive Development Agreements (CDAs) – to finance, build, operate, and maintain major highway corridors. Two landmark projects had already entered the planning pipeline before a temporary legislative moratorium in 2007, and they would become the foundation for what is now the TEXpress managed-lane network.

II: What Are TEXpress Corridors and How Do TEXpress Lanes Work?

The TEXpress Managed Lane Concept

TEXpress corridors combine at least two controlled-access highways within the same right-of-way: one or more free general-purpose lanes (and continuous frontage roads) alongside dynamically tolled TEXpress Choice Lanes. This configuration is fundamentally different from a traditional toll road, which replaces free travel options with a paid facility. Instead, managed lanes add capacity while preserving a driver's choice to travel along the free lanes.

The key promise of a managed lane is guaranteed performance. By contractual obligation with TxDOT, the TEXpress managed lanes must maintain a minimum traffic speed of 50 mph at all times, regardless of conditions in any adjacent general-purpose lanes. In practice, the managed lanes consistently achieve peak-hour speeds of 70 mph, while parallel general-purpose lanes average approximately 45 mph during the same peak periods. This translates directly into a 35 percent reduction in peak-hour travel time for managed-lane users.

Dynamic Pricing: Supply and Demand for Road Space

The mechanism that makes this performance guarantee possible is dynamic (or variable) toll pricing. Rather than a fixed toll, TEXpress rates are adjusted in real time based on traffic conditions. Speed and volume sensors throughout the corridors feed data to a 24/7 traffic management center. Approximately every five minutes, toll rates are recalibrated to balance demand with available capacity.

When the managed lanes fill up and speeds begin to drop, tolls rise, discouraging marginal users from entering and restoring free flow for committed users. When traffic is light, tolls fall. The price that a driver sees posted on the overhead gantry when they enter is the price they pay, regardless of subsequent changes during their trip.

How Pricing Works	HOV Discount	Pricing Cap
Sensors measure real-time congestion and adjust tolls every 5 minutes to maintain 50+ mph speeds in the managed lanes.	HOV vehicles receive a 50% peak-hour toll discount, funded by NCTCOG and reimbursed to the concession by TxDOT.	A soft cap of $1.15 per mile (adjusted annually for inflation) limits standard pricing.

Drivers Have Choices

A frequent public concern about toll lanes is that they create "pay-to-play" highways that disadvantage lower-income drivers. The TEXpress model addresses this directly. General-purpose lanes and frontage roads run parallel to the managed lanes and remain free of charge. Research shows that TEXpress managed lanes are used selectively: more than 85 percent of managed lane users take only one to three trips per week in the TEXpress lanes, using free options on other occasions. A full 70 percent of managed lane drivers spend under $30 per month in total tolls. These figures indicate that drivers use the managed lanes strategically – namely, when the value of saved time is highest – rather than paying for every trip.

Edge-to-Edge Maintenance: More Than Just the Toll Lanes

A defining feature of the TEXpress P3 model is the scope of private responsibility. Under the CDAs, the private concessionaires operate and maintain the entire corridor from edge to edge, including the managed lanes, general-purpose lanes, frontage roads, bridges and overpasses, and ramps. Of the 746 total lane-miles actively managed by TEXpress, fully 71 percent are non-tolled lanes maintained at no additional cost to TxDOT or Texas taxpayers.

In a single year, maintenance activities across the three corridors include responding to 10,000+ driver service calls; replacing the equivalent of 22 football fields of guardrail in each corridor; repairing more than 760 signs; replacing over 11,000 raised pavement markers; and conducting nearly 12,000 linear miles of roadway sweeping.

TEXpress also provides complimentary roadside assistance to all drivers on its corridors in both tolled and non-tolled lanes. In 2025, TEXpress responded to 9,383 driver calls, with 86 percent of motorists assisted in under 20 minutes.

TEXpress's high-quality maintenance and complimentary roadside assistance also results in safer roads. Compared to other freeways in Texas, there have been an estimated 11,700 fewer crashes with injuries and fatalities. That is an average of 1,200 crashes with injuries per year that have been avoided.

TEXpress lanes	Total crashes with injuries and fatalities avoided
LBJ Express	5,000 over 9 years
North Tarrant Express	3,900 over 10 years
North Tarrant Express 35W	2,800 over 7 years

III: A Look at the Three TEXpress Projects

LBJ Express

The LBJ Express was the largest public-private partnership infrastructure project in the U.S. at the time it was approved. The $2.6-billion project rebuilt 13.3 miles of the Lyndon B. Johnson Freeway (Interstate 635) from Interstate 35E/Stemmons Freeway to U.S. 75/Central Expressway in the north Dallas region. Construction began in 2009, and the corridor reached full completion in September 2015.

The LBJ project introduced remarkable engineering innovation. Because the corridor runs through a densely developed suburban environment with no room to expand outward, engineers pioneered a cantilevered design for sections of the managed lanes with portions of the roadway constructed underground. This innovative approach kept the footprint of the project within the existing right-of-way, while saving an estimated $1 billion in construction costs compared to conventional approaches.

The LBJ corridor serves a massive number of daily travelers moving between Dallas, Farmers Branch, and Irving and connects several of the region's most important employment centers, retail districts, and residential communities.

LBJ Express Project Snapshot	Economic Impact (Through 2025)
Miles: 13.3 miles	**Total Investment:** $2.6 billion
Opened: September 2015	**Expenditure Economic Output:** $8.4 billion
Concession Term: 2009–2061	**Socioeconomic Benefits:** $6.3 billion
Financing: 26% equity / 56% debt / 18% public	**FTE Jobs Supported:** 40,700
Corridor: I-635 (LBJ Freeway)	**User Benefits (travel time, reliability):** $2.4 billion
Cities Served: Dallas, Farmers Branch, Irving	**External Benefits (safety, emissions):** $3.5 billion

The rebuilt corridor has yielded travel time and travel time reliability improvements to users of both the managed lanes and general-purpose lanes. Using only the general-purpose lanes, commuters going back and forth on the LBJ see a 39-minute improvement in travel time. Travel time reliability improvements mean they can reduce the amount of buffer time they add to their travel so they know they can get to their destination on time. Over a week, general-purpose lane commuters can reduce their buffer time by a total of 15 minutes. As managed lane usage increases, the benefits also increase. For the commuter that uses the managed lanes exclusively, they save 161 minutes of travel time and need 168 fewer minutes of buffer time.

Road	Weekly trips		GP lane savings		Managed lane savings	
	General-purpose lane	Managed lane	Minutes of travel time	Minutes of buffer time	Minutes of travel time	Minutes of buffer time
LBJ	10 trips		39 mins	15 mins		
	9 trips	1 trip	35 mins	14 mins	16 mins	10 mins
	5 trips	5 trips	20 mins	7 mins	80 mins	48 mins
		10 trips			161 mins	168 mins

North Tarrant Express (NTE)

The North Tarrant Express was the first project in Texas approved and developed under a CDA, making it a pioneer in the national P3 infrastructure space. The $2.1-billion project (with $2.3 billion in total investment including financing) reconstructed 13.3 miles of highway along Interstate 820 and State Highways 121 and 183, from Interstate 35W in Fort Worth east to FM 157/Industrial Blvd. in Euless. Construction began in late 2009, and the full corridor opened to traffic in October 2014, nine months ahead of the original schedule.

Before the NTE, the corridor was consistently ranked among the most congested in the U.S. by independent analysts. The reconstruction added new TEXpress managed lanes in both directions and substantially rebuilt the general-purpose lanes, frontage roads, bridges and overpasses, and ramps. The NTE serves a critical regional function: it connects downtown Fort Worth to DFW International Airport and connects with major employment centers in Haltom City, North Richland Hills, Bedford, Hurst, Euless, and mid-cities communities.

NTE Project Snapshot	Economic Impact (Through 2025)
Miles: 13.3 miles	**Total Investment:** $2.1 billion
Opened: October 2014	**Expenditure Economic Output:** $7.8 billion
Concession Term: 2009–2061	**Socioeconomic Benefits:** $6.3 billion
Financing: 20% equity / 52% debt / 28% public	**FTE Jobs Supported:** 37,800
Corridor: I-820 / SH 121 / SH 183	**User Benefits (travel time, reliability):** $3.1 billion
Cities Served: Fort Worth, Haltom City, North Richland Hills, Hurst, Euless, Bedford	**External Benefits (safety, emissions):** $2.7 billion

The rebuilt NTE corridor has generated even more impressive travel time and travel time reliability improvements. Only using general-purpose lanes, commuters making round trips on the NTE gain 76 minutes a week in travel time and 27 minutes in buffer time. That buffer time savings comes from more predictable travel times on the NTE and commuters knowing they don't have to add extra time to get to their destination. Commuters using the managed lanes for all trips experience even more savings: 222 minutes per week and 198 fewer minutes in buffer time.

Road	Weekly trips		GP lane savings		Managed lane savings	
	General-purpose lane	Managed lane	Minutes of travel time	Minutes of buffer time	Minutes of travel time	Minutes of buffer time
NTE	10 trips		76 mins	27 mins		
	9 trips	1 trip	68 mins	24 mins	22 mins	11 mins
	5 trips	5 trips	38 mins	13 mins	111 mins	56 mins
		10 trips			222 mins	198 mins

North Tarrant Express 35W (NTE 35W)

The NTE 35W project extended the managed-lane network southward along Interstate 35W, one of the most strategically important freight and commuter corridors in North America. Running through the heart of Fort Worth, I-35W is a vital North American commerce and industry corridor connecting Canada and Mexico, as well as a major commuter artery connecting Northeast Tarrant County residents to Fort Worth's central business and shopping districts.

Built in two segments, the NTE 35W project spans 16.9 miles. The first two segments (3A and 3B) opened in July 2018; a third segment (3C) completed the corridor in June 2023. With a total investment of $2.1 billion, the project was financed with 28 percent private equity, 69 percent debt financing, and just 4 percent public funding, representing the lowest public funding investment of any of the three corridors.

NTE 35W Project Snapshot	Economic Impact (Through 2025)
Miles: 16.9 miles	**Total Investment:** $2.1 billion
Opened: July 2018 (3A-3B) / June 2023 (3C)	**Expenditure Economic Output:** $8.9 billion
Concession: 2013–2061	**Socioeconomic Benefits:** $5.4 billion
Financing: 28% equity / 69% debt / 4% public	**FTE Jobs Supported:** 42,900
Corridor: I-35W through Fort Worth	**User Benefits (travel time, reliability):** $3.0 billion
Cities Served: Fort Worth	**External Benefits (safety, emissions):** $1.9 billion

Commuters on the NTE 35W also achieved significant travel time savings and travel time reliability improvements. A daily commuter on the NTE 35W that uses only the general-purpose lanes experiences 111 minutes of travel time savings and 46 fewer minutes in trip buffer time over the course of a week. Managed-lane commuters see 301 minutes of travel time savings, in addition to 327 minutes in buffer time savings due to enhanced trip reliability.

Road	Weekly trips		GP lane savings		Managed lane savings	
	General-purpose lane	Managed lane	Minutes of travel time	Minutes of buffer time	Minutes of travel time	Minutes of buffer time
NTE 35W	10 trips		111 mins	46 mins		
	9 trips	1 trip	100 mins	41 mins	30 mins	19 mins
	5 trips	5 trips	55 mins	23 mins	150 mins	93 mins
		10 trips			301 mins	327 mins

IV: Congestion Relief and Mobility Benefits

Performance That Speaks for Itself

The most direct measure of TEXpress' success is the impact on travel times. Despite a 55 percent increase in regional traffic over the past decade, the managed lanes have mitigated peak-hour congestion by 30 percent and delivered more than 3 million cumulative hours of travel-time savings to drivers. That figure represents time returned to workers, parents, students, businesses, and families.

70 mph	45 mph	35%	50 mph+
TEXpress Peak Speed	General-Purpose Peak Speed	Peak-Hour Travel Time Saved	Contractual Speed Minimum

The managed lanes achieve these results through a combination of dynamic pricing, active traffic monitoring, and a physical configuration that separates managed traffic from general-

purpose traffic. Through active demand management, the managed lanes consistently deliver predictable, reliable travel times, a feature particularly valuable to commuters with schedule-sensitive jobs and businesses relying on freight reliability. Travel-time savings are even more important for first responders, who, when every second counts, can respond to emergencies more quickly and reliably.

Improving Conditions for All Drivers

A counterintuitive but well-documented benefit of managed lanes is that they improve conditions for all drivers on the corridor, including those in the free general-purpose lanes. By drawing a portion of peak-hour demand into the managed lanes, the TEXpress system reduces congestion across the entire corridor. Even with a decade of substantial population and traffic growth, general-purpose lane conditions today remain better than they were before the TEXpress projects were built.

The scope of usage is substantial: 42 million distinct vehicles have traveled the NTE, LBJ, or NTE 35W since the projects opened; 10 million drivers use the system annually; and approximately one million trips are taken each day across the three corridors.

Real-World Impact: A Choice Freely Made

The voluntary nature of managed-lane usage is one of its most powerful arguments. Drivers who choose to use the managed lanes receive a quantifiable benefit, namely, faster, more reliable travel, in exchange for a toll they have elected to pay. Those who do not wish to pay may continue to use the free general-purpose lanes and frontage roads. No driver is compelled to use or pay for the TEXpress lanes.

Research into actual usage patterns confirms that this choice is being exercised broadly and with measure. In 2025, 5 million distinct active toll tags were observed in the managed lanes, out of a total universe of 7.1 million active toll tags in the North Texas system. More than 85 percent of managed-lane users take only one to three trips per week in the paid lanes, and 70 percent spend under $30 per month in total tolls.

V: Economic Impact: A Decade of Measurable Returns

Regional Economic Output

The economic benefits of the TEXpress system extend far beyond reduced commute times. According to a 2025 Economic Impact Study, the three corridors have collectively generated $25.1 billion in regional economic output through 2025. An additional $4.8 billion in economic output is projected for 2026 through 2035, reflecting the ongoing multiplier effects of a highly functioning, high-capacity transportation system.

Wage earnings directly attributable to the TEXpress corridors reached $7.2 billion through 2025, with another $1.4 billion projected over the next decade. These figures encompass the direct, indirect, and induced economic activity that flows from highway construction, ongoing operations, and the productivity gains unlocked by improved mobility.

$25.1B	$7.2B	$4.8B
Regional Economic Output (Through 2025)	Wage Earnings (Through 2025)	Projected Economic Output (2026–2035)

Impacts to Travelers and Communities

Beyond the regional economic output figures, the 2025 Economic Impact Study separately quantifies the direct impacts on travelers and communities, estimated at $18.0 billion through 2025. These categories capture the concrete, tangible benefits conveyed to the people and businesses who interact with the corridors daily.

Category	Through 2025
Traveler Impacts (time savings, reliability, vehicle operating costs)	$8.5 billion
Community Impacts (safety, emissions, local economic development)	$8.1 billion
Wider Economic Benefits (agglomeration, productivity)	$1.4 billion
TOTAL	$18.0 billion

Jobs Created and Supported

One of the most significant contributions of the TEXpress corridors is their role as a job-creation engine. Across the three projects, cumulative full-time-equivalent (FTE) jobs supported through 2025 totalled more than 121,400. These are not exclusively construction-related positions; the jobs span a broad cross-section of the regional economy.

Project	Total FTE Jobs	Top Sector: Construction	Real Estate & Leasing	Retail Trade
LBJ Express	40,700	15,900 (39%)	3,900 (10%)	2,400 (6%)
North Tarrant Express	37,800	14,700 (39%)	3,600 (10%)	2,200 (6%)
NTE 35W	42,900	16,700 (39%)	4,100 (10%)	2,500 (6%)
COMBINED TOTAL	121,400+	47,300	11,600	7,100

In addition to construction, significant job support flows to healthcare and social assistance (approximately 6 percent of jobs at each corridor), durable goods manufacturing (5 percent), retail trade (6 percent), and real estate and rental/leasing (10 percent). The remaining 35 percent of supported jobs span other industries throughout the regional economy, demonstrating the broad multiplier effect of highway investment.

Corridor-by-Corridor Economic Snapshot

Each of the three TEXpress corridors has generated substantial economic value in its own right. The following table provides a side-by-side comparison of key economic metrics through 2025.

Metric	LBJ Express	NTE	NTE 35W
Total Socioeconomic Benefits	$6.3B	$6.3B	$5.4B
Expenditure Economic Output	$8.4B	$7.8B	$8.9B
Wage Earnings	$2.4B	$2.3B	$2.6B
User Benefits (time, reliability, VOC)	$2.4B	$3.1B	$3.0B
External Benefits (safety, emissions)	$3.5B	$2.7B	$1.9B
Wider Economic Benefits	$0.4B	$0.5B	$0.5B
FTE Jobs Supported	40,700	37,800	42,900

VI: Returning Value to TxDOT and Texas Taxpayers

$314 Million Returned for Reinvestment

A cornerstone of the TEXpress P3 model is its commitment to sharing financial value with TxDOT, enabling the state to reinvest those resources in other critical transportation priorities across Texas. Over the lifetime of the projects to date, TEXpress has returned a cumulative total of $314.1 million in revenue sharing, refinancing gains, and financial efficiencies to TxDOT.

Revenue Stream / Financial Event	Amount ($ Millions)
Cumulative Revenue Share (all three corridors)	$87.6
Refinancing Gains and Transactional Benefits	$58.1
Credit to TxDOT for 35W/Segment 3C	$102.1
Payment to TxDOT for NTE ramp (committed)	$48.5
Other Line of Credit Savings and Financial Benefits	$17.8
TOTAL RETURNED TO TxDOT	**$314.1**

These returns take multiple forms: direct revenue sharing as traffic volumes exceed projection thresholds, gains realized through strategic debt refinancing (which are required by contract to be shared with TxDOT), credits applied to future state highway investments, and operational efficiencies captured through financial restructuring.

Every dollar returned to TxDOT is available for redeployment to other highway projects, maintenance programs, or public transportation priorities across Texas, particularly in rural areas that lack significant resources for infrastructure improvements. For a state that annually sees critical infrastructure needs far outpace available revenue, this is a significant benefit to the state, TxDOT, and Texas taxpayers.

Private Investment Yields Public Benefit

The $6.8 billion in total investment in the three TEXpress corridors was financed primarily with private capital, including equity from infrastructure investors and long-term debt from infrastructure lenders, with only $1.1 billion in public funding, representing approximately 16 percent of the total. This ratio means that for every public dollar invested, the private sector contributed more than five dollars of additional capital, dramatically expanding the state's ability to deliver needed infrastructure without proportional public expenditure.

Moreover, the private concessionaires bear the operational and financial risk. If traffic volumes fall short of projections, the concessionaires absorb the loss. If maintenance costs exceed budget, the concessionaires are responsible for covering the gap. TxDOT retains regulatory and safety oversight through the CDA framework while offloading the financial exposure that would otherwise fall to taxpayers. TxDOT also maintains ownership of the corridors throughout the life of the concession.

VII: A Decade of Technology Upgrades

Engineering Innovation from Day One

From the moment they broke ground in 2009, the TEXpress projects have been at the forefront of transportation engineering innovation. The LBJ corridor's cantilevered design, featuring segments of managed lanes constructed underground within an already urbanized right-of-way, was unprecedented in U.S. highway construction and saved approximately $1 billion compared to conventional approaches. The project was the largest P3 highway project in the country at the time of its approval.

The application and deployment of new and emerging technologies are staples in the construction, operation, and maintenance of the highway corridors. Cameras on fleet vehicles allow for automatic detection of dangerous driving; over 30 sensors and cameras monitor temperature and humidity at the ground level throughout all three corridors, which is of particular importance during inclement weather; and the project developer continues to expand its partnership with the autonomous vehicle ecosystem.

More recent investments in technology to improve safety, performance, and the driver experience include:

- AI-Enhanced Incident Detection: New artificial intelligence (AI) cameras were installed throughout the corridors. These cameras automatically detect roadway incidents, accidents, and debris, enabling highway technicians to respond more quickly and providing real-time situational awareness to first responders.
- Variable Speed Limit (VSL) System: In collaboration with TxDOT, TEXpress deployed a Variable Speed Limit system with dynamic overhead signage capable of immediately reducing posted speed limits by up to 10 mph during severe weather, active construction zones, or other hazardous conditions. This technology measurably improves safety for both drivers and highway workers.
- Upgraded Gantry Measurement Technology: The managed-lane gantry infrastructure was upgraded to more precisely measure vehicle dimensions (length, width, and height). Since TEXpress tolls on oversized and heavy vehicles are based on size rather than axle count (unlike most toll roads), accuracy in vehicle classification directly affects the fairness and accuracy of toll assessment.

Sustainability and Environmental Leadership

The TEXpress operations reflect a commitment to environmental stewardship that complements the system's mobility mission. Across the LBJ and NTE office buildings, 588 premium solar panels have been installed, supplying more than 30 percent of office energy needs and avoiding the equivalent of burning 6.5 million pounds of coal over their 30-year lifespan. Highway lighting has been systematically converted from high-pressure sodium and high-intensity discharge lamps to LED fixtures, reducing energy consumption while improving visibility for motorists.

These initiatives have earned TEXpress a Gold Certified Business designation from Green America, recognizing its commitment to operating in an environmentally and socially responsible manner

VIII: Community Investment and Partnerships

More Than a Highway Operator; A Long-Term Investor

TEXpress views its role in the DFW community as extending well beyond highway management. Through sustained philanthropic investment and community programming, TEXpress has directed meaningful resources toward education, food security, homelessness, children's health, disaster relief, and equal opportunity in the communities it serves.

$1.8M	$320K	$205K	$75K
STEM Education (7 School Districts)	Food Banks (1.42M Meals)	Disaster Relief Donations	Nonprofit & Equity Organizations

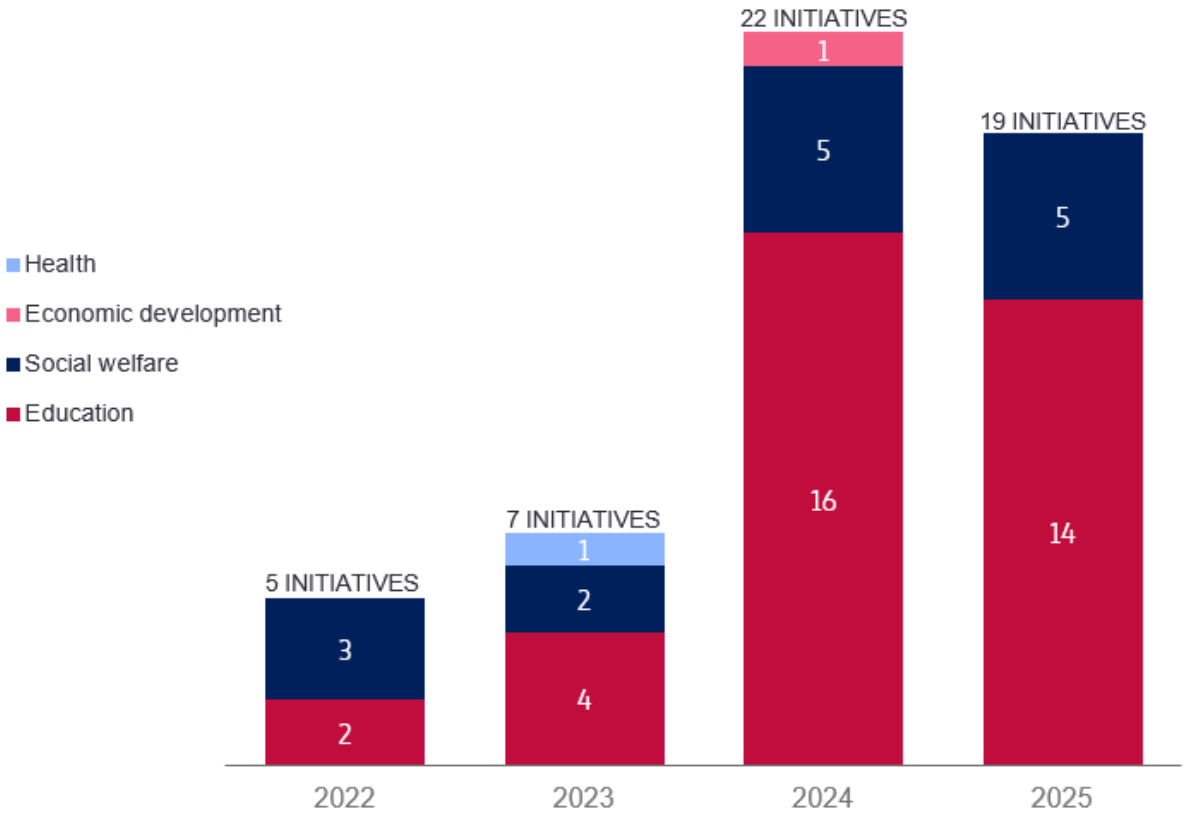
Since the start of construction, TEXpress has invested $1.8 million in STEM (science, technology, engineering, and mathematics) programs across seven school districts in Dallas and Tarrant Counties, impacting thousands of students. Community programming includes the

Tackle Tomorrow initiative, bridge-building competitions pairing STEM students with TEXpress engineers, and the Teens in the Driver Seat® program, a peer-to-peer traffic safety curriculum delivered to local high schools.

Charitable contributions of $320,000 have supported regional food banks, providing the equivalent of 1.42 million meals to communities in North Texas. An additional $205,000 has been directed to crisis relief following natural disasters, and $75,000 has gone to organizations supporting disadvantaged populations, equal opportunity programs, and community infrastructure.

With the term of the concession extending for nearly five decades, TEXpress will have a significant and sustained impact on DFW's nonprofit and educational ecosystem, affecting multiple generations of North Texans.

Just in the last four years, TEXpress employees have contributed 1,151 hours of volunteer time to the local communities of Dallas and Tarrant Counties, carrying a monetary value of over $38,000. The projects' contribution of time and money has focused on the health, economic development, social welfare, and education of these communities.



Agency Partnerships

The TEXpress model depends on strong collaboration with public sector partners. TxDOT oversees the CDAs, setting performance standards and collaborating on operational processes. The North Texas Tollway Authority (NTTA) coordinates toll operations and billing procedures. The North Central Texas Council of Governments (NCTCOG) and its Regional Transportation

Council (RTC) set regional tolling policies and fund the HOV discount program that makes managed lanes accessible to carpoolers at reduced cost.

IX: Future Growth, Investment, and the Road to 2035

The NTE Capacity Improvement Project

Even as the TEXpress system delivers on its original promise, demand growth continues. The NTE Capacity Improvement Project is currently underway, actively expanding 10 miles of the NTE corridor, impacting six cities along I-820, SH 121, and SH 183 from Riverside Drive in Fort Worth to FM 157/Industrial Blvd. in Euless. The project will add one new general-purpose lane in each direction along Loop 820, and one new TEXpress managed lane in each direction along SH 121/183. Most important, the $400-million investment is being funded solely using toll revenues, not taxpayer dollars. Construction began in late 2023 and is expected to be completed in early 2027.

This expansion exemplifies the ongoing nature of the P3 commitment: the concessionaires are investing additional private capital to increase corridor capacity, while maintaining and improving performance standards ***at no new cost to TxDOT or Texas taxpayers***.

Projected Benefits Through 2035

The economic benefits of the TEXpress system are not static; they accumulate and compound. The 2025 Economic Impact Study projects that regional economic output from the three corridors will yield $4.8 billion in additional contributions between 2026 and 2035. Combined traveler and community impacts are projected to deliver another $23.5 billion in value over the same period.

The Bottom Line: A 20-Year, $71.4 Billion Impact on the Region

Collectively, the three corridors will have had an estimated 20-year impact of **$71.4 billion in terms of regional economic output and impacts to travelers and communities.**

$25.1B Regional Economic Output (Through 2025)	**$18.0B** Impacts to Travelers and Communities (Through 2025)
$4.8B Regional Economic Output (2026-2035)	**$23.5B** Impacts to Travelers and Communities (2026-2035)

X: A Model Worth Replicating

A decade after the first TEXpress managed lanes opened to traffic, the evidence is overwhelming: **the public-private partnership model, applied to managed lanes with dynamic pricing, delivers measurable value across every dimension** that matters to drivers, communities, businesses, and government.

For drivers, ***TEXpress provides a genuine choice*** – free travel available 24/7/365, and faster travel available via tolls when time matters most – with 81 percent satisfaction among managed-lane users and complimentary roadside assistance available to everyone in the corridor.

For workers and businesses, TEXpress has supported over 121,400 full-time-equivalent jobs, generated $25.1 billion in regional economic output, and contributed billions in wage earnings to the North Texas workforce. The long-term economic impacts over the first two decades of the corridors will create $71.4 billion in economic, traveler, and community impacts.

For government, TEXpress has delivered $314.1 million back to TxDOT for reinvestment in other transportation priorities, while bearing the full operational and financial risk of the corridors with minimal ongoing public expenditure.

For communities, TEXpress has invested in STEM education, food security, homelessness, children's health, disaster relief, and nonprofit partnerships, while managing 746 lane-miles of highway infrastructure – the vast majority of which is free to use – and adhering to the highest standards of safety and maintenance.

And for the environment, TEXpress has reduced congestion-related emissions, deployed solar energy and LED lighting, and earned recognition as a Green America Gold Certified business.

As DFW's population continues to surge toward 12.2 million residents by 2050, the transportation infrastructure decisions made today will shape the region's economic competitiveness, environmental quality, and quality of life for generations to come. The TEXpress case study demonstrates that when government and private partners collaborate around clear performance standards, aligned financial incentives, and genuine accountability, the results benefit everyone who lives, works, or travels in the region.

The story of the TEXpress Lanes is not merely a North Texas success story. It is a model for how growing metropolitan regions across the United States can address the congestion challenge without waiting for public funding alone to catch up with demand.

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