



## Get to know



### Alicia Nolan FHWA CO Division Assistant Administrator

Alicia Nolan was born in Denver, Colorado and grew up in Michigan. She graduated from Michigan State University in East Lansing with a bachelor's Degree in Civil Engineering and later went on to earn a master's Degree in Urban and Environmental Studies from Rensselaer Polytechnic Institute in Troy, New York.

Following her education Alicia began working with the Federal Highway Administration (FHWA) and held several positions including Area Engineer, Intermodal Planning Engineer, Regional Air Quality Specialist, Transportation Planning Engineer, Northern Border Transportation Program Coordinator, and Director of Program Management. Throughout her tenure with FHWA she worked on all aspects of the Federal-Aid program.

In March of 2014 she became the Assistant Division Administrator for the Colorado Division Office of the FHWA. Alicia was instrumental in the establishment of the State Transportation Innovation Council, which The Colorado Department of Transportation and FHWA co-chair.

Alicia and her husband live in Arvada. In her spare time she enjoys baking, walking, antiques and going to museums.

## New Executive Director

Gov. John Hickenlooper has announced Shailen Bhatt will be the next executive director for the Colorado Department of Transportation (CDOT). He will assume this role in mid-February.



Shailen Bhatt

Bhatt most recently served as Cabinet Secretary for the Delaware Department of Transportation (DelDOT) where he directed nearly a billion dollar budget and managed 2,800 employees and the state's transportation system. During his term, Bhatt successfully delivered \$2 billion in infrastructure investments, managed the disaster recovery of two hurricanes and strengthened the financial stewardship of the department by reducing agency debt by nearly 40 percent and increasing funds available for infrastructure.

***“His experience in disaster recovery, transportation planning and innovative project delivery will help build on the successes that Don Hunt has led to improve safety and congestion on our roadways.”***

***Governor John Hickenlooper***

Prior to serving at DelDOT, Bhatt was an associate administrator at the Federal Highway Administration (FHWA). There he helped establish the Every Day Counts initiative focused on accelerating project delivery and deploying innovation. He also served as a deputy executive director with the Kentucky Transportation Cabinet (KYTC). He currently serves as chair of the I-95 Corridor Coalition, is on the Executive Committee of AASHTO and is president of the Northeast Association of State Transportation Officials.

Hunt will remain at CDOT through mid-February to transition with Bhatt and then will return to his project development and advisory firm, The Antero Company. Based on his national leadership role in transportation operations, he will continue his involvement in emerging technologies that will change how we travel, including big data, connected vehicles and automation. Hunt will also join the Buechner Institute for Governance, School of Public Affairs, CU Denver as a Senior Fellow and lecturer in transportation and infrastructure.

## Andy Karsian Joins CDOT

Andy Karsian has joined the Colorado Department of Transportation (CDOT) as the agency's new Legislative Liaison. Andy previously worked for ten years at Colorado Counties, Inc. (CCI) as the Legislative Coordinator. At CCI Andy oversaw legislative and policy development for land use and economic development issues. Prior to getting into the legislative arena Andy worked in the Denver-metro nonprofit sector, served in Mongolia and China as part of a joint partnership between CU Denver, the Spring Institute, the University of Ulaanbaatar in Mongolia and Kerr McGee in Beijing, and served in the Peace Corps in Armenia from 1997-1999.

Andy grew up in Littleton, CO. He holds bachelor's degrees in Criminal Justice and English Literature from Metropolitan State College of Denver and a master's degree in Nonprofit Management from Regis University in Denver, CO. Andy and his wife live in north Denver with their two sons. Andy brings a wealth of knowledge about the political and legislative process to CDOT. Andy replaces Kurt Morrison who left CDOT and is now the Deputy Legislative Director for Governor Hickenlooper.



*Andy Karsian*

For legislative questions or matters please feel free to contact Andy at 303-883-9381 or stop by Room 275 at Headquarters and say hello.

## RAMP Cost Increases

Public Works construction projects around the state are in a different bidding environment than just a year ago. Steadily rising construction costs are a result of increased material costs and shortages in skilled labor. This has prompted CDOT to take a closer look at the remaining Responsible Acceleration of Maintenance and Partnerships (RAMP) projects and establish project controls to better manage project budgets. Moving forward CDOT will:

- Require all RAMP Partnership and Operations projects in excess of \$15M go through an independent cost estimate at Final Office Review (FOR).
- Require all RAMP Partnership and Operations projects less than \$15M but with CDOT estimates greater than 7.5% or \$1M above the approved budget to go through an independent cost estimate.
- Adjust independent cost estimates performed more than 45 days before advertisement based on economic analysis and forecasts.
- Evaluate all projects for scalability and consider scalable portions of projects as alternate bid schedules.
  - Justification and explanation of options explored must be provided to the Chief Engineer.
- Explore options for additional local contributions for all projects with estimates greater than the approved budget.
- All projects needing CDOT funds in excess of 1% of the original budget will require Transportation Commission (TC) action BEFORE advertisement.
  - Possible TC actions include approving the additional funding, project swaps to cover shortfall, deferring advertisement, or not moving forward with the project.

Implementation guidance for these project controls will be forthcoming. Additionally, CDOT and the TC recognized that while scope reductions and additional local participation are essential elements in the solution, some additional CDOT funding will also be necessary. As such, in December, the TC agreed to set aside \$40M from the TC Contingency Reserve Fund for RAMP project contingencies.