



# COLORADO

Department of Transportation

Office of the Chief Engineer

4201 E. Arkansas Ave., Room 262  
Denver, CO 80222

**DATE:** July 15, 2015  
**TO:** Transportation Commission  
**FROM:** Josh Laipply, Chief Engineer  
Maria Sobota, Interim Chief Financial Officer  
Richard Zamora, Office of Program Management Director  
**SUBJECT:** Program Management Workshop

## Purpose

The Program Management Workshop provides the Transportation Commission with an update on the delivery of programs and significant projects. This month there is a focus on the Flood and RAMP Local Agency Programs.

## Details

A primary performance objective related to the integration of Cash Management and Program Management is increased program spending and a reduction of the cash balance. Included in the PMO deck is a bar chart projecting total program spending for Fiscal Year 2016 and its impact on individual cash fund balances and federal cash equivalents. As discussed during last month's Transportation Commission (TC) meeting, the chart has a new format that includes individual cash fund projections based on current drawdown schedules for active projects, rather than historical trends. The orange line represents projected program spending in projects, including indirect and construction engineering costs, based on anticipated actual construction spending of \$790.0 million.

The cash balance in the chart is split out by fund with the Capital Construction Fund (Fund 400) being the most relevant as its activity includes the receipt of Highway User Tax Fund (HUTF) transfers, receipt of FHWA reimbursements, and the majority of CDOT's construction spending. The cash balance for Fund 400 was approximately \$1,046.7 million at the end of November 2012, when RAMP was announced. The projected ending cash balance for Fund 400 at the end of Fiscal Year 2016 is approximately \$514.4 million. The Fund 400 cash balance is clearly trending downward as Cash Management and Program Management implementation continues.

The Bridge Enterprise Fund (Fund 538) cash balance is anticipated to have some drawdown of cash funds in Fiscal Year 2016, but the majority of funds are reserved for the I-70 Viaduct project. Included in Other Funds are cash balances related to Aeronautics, HPTe, and the State Infrastructure Bank, among other smaller funds. Other Funds generally do not fluctuate significantly from month to month.



A related measure is the cash equivalents balance. The projected ending balance for cash equivalents at the end of Fiscal Year 2016 is approximately \$285.0 million. The federal obligation, which is CDOT's authorization to bill FHWA for reimbursement of expenditures, is the main driver of cash equivalents. The timing and amount of federal notices received impact CDOT's ability to spend down its Fund 400 cash balance. In general, CDOT does not begin to spend down the Fund 400 cash balance until the federal obligation has been exhausted. This is because as long as CDOT has federal obligation available, it will receive reimbursement for approximately 80 percent of any qualifying expenditures.

In a normal year, CDOT receives federal obligation of approximately \$500.0 million for the entire year in October. Due to the Continuing Resolution impacting FHWA, CDOT is expecting to receive its federal obligation in prorated amounts this year. These spikes noted in Federal Cash Equivalents represent when CDOT expects to receive Federal Obligation Limitation based on prior years' history.

Actual cash balances will be compared to this projection monthly. Significant changes to the projection will be discussed with the Transportation Commission as information related to the federal obligation limitation assumptions become evident.

We are continuing to monitor program delivery at the statewide level using the expenditure performance index (XPI) to evaluate actual construction expenditure performance as compared to planned. This month the cumulative XPI remained at a 0.80, while the monthly XPI decreased to a 0.76.

The PMO Reporting Overview slide provides a status update of the four main programs being reported on by the Program Management Office. The SPI for Flood dropped to a 0.90, while the RAMP Partnership and Operations program increased slightly to a 0.96. The SPI for both the CDOT and Local Agency segments increased this month to a 0.98 and 0.92 respectively. The RAMP Partnership and Operations program continues to show steady growth in expenditures and encumbrances as more projects are being budgeted and advertised. Region 3 is presenting its recommendation for the SH 9 - Frisco to Breckenridge project.

The Flood Recovery Program is in the process of closing out Emergency Repair (ER) projects and initiating design and construction on the Permanent Repair (PR) projects. To date, over 80% of Emergency Repair Projects are shown as closed with 86% of the Budget Expended. The Permanent Repair (PR) is underway with over 15% projects closed and 35% budget expended.

#### Attachments

1. Powerpoint Presentation
2. RAMP Partnership Program Controls Update (table)
3. SH-9 Frisco to Breckenridge: Iron Spings Alignment and Vail Pass Multi-use Path Devolution Memorandum



RAMP Partnership Program Controls Update

| RAMP Partnership Program Controls Update |   |                                 |                                      |                                   |                                      |  |                             |                              | July 2015   |
|--|---|---------------------------------|--------------------------------------|-----------------------------------|--------------------------------------|--|-----------------------------|------------------------------|---|
| PCN                                      | Project Name  | Original TC Approved Budget [A] | Current Forecasted Cost Estimate [C] | Total Project Cost Variance [A-C] | Prelim. Scalable Review              | Additional Non-CDOT Contribution             | Additional RAMP Contingency | Additional CDOT Contribution | Project Controls Comments   |
| 19192                                    | I-25/ARAPAHOE RD INTERCHANGE  | \$74,000,000                    | \$76,000,000                         | (2,000,000)                       | Scalable to budget, with CMGC input. | Possible                                     | \$0                         | \$0                          | CMGC (ICE Consultant is part of the project team); 30% Plans complete; Additional \$2.0M in estimated ROW costs; 60% Plans scheduled for July 2015; Planned Construction in 2016.   |
| 19954                                    | US 160 Turnouts   | \$1,015,000                     | \$493,898                            | 521,102                           | Estimated (\$600,000)                | Unlikely                                     | \$0                         | \$0                          | Project scope has been scaled back to a single decel lane; Alternatively, both decel lanes would cost over \$2.1 million; Scaled project is within original budget; Planned Advertisement for February 2016.  |
| 19906                                    | US50/Dozier/Steinmeier Intersection Improvement & Signal Improvements (companion Ops project 2-9) | \$2,500,000                     | \$2,500,000                          | 0                                 | Completed                            | Unlikely                                     | \$0                         | \$0                          | Project is currently tracking within budget; FOR Level Estimate complete; Additional Local Contribution unlikely; Project is not scalable; Planned Advertisement for August 2015.   |
| 18331<br>19039                           | I-25 AND CIMARRON EXPRESSWAY  | \$95,000,000                    | \$113,624,588                        | (18,624,588)                      | Completed (\$11,500,000)             | \$2,050,000                                  | \$2,531,138                 | \$14,043,450                 | Awarded; Apparent successful proposer was selected in February; TC Approved additional RAMP Contingency funds; \$2.5 M in savings from bid opening returned to RAMP Contingency   |
| 19056<br>19751                           | US 50 / SH 45 Interchange, Wills to Purcell - Pueblo (companion Ops project 2-10)                 | \$11,200,000                    | \$11,075,452                         | 124,548                           | Bundled Projects                     | \$0  | \$0                         | \$0                          | Awarded; Total Project Cost proposed (Ramp + Surface Treatment) is \$13,426,152   |
| 19094                                    | I-70 Simba Run Underpass (Vail Underpass)   | \$20,800,000                    | \$30,100,000                         | (9,300,000)                       | Completed                            | 2,730,000                                    | \$6,570,000                 | \$0                          | CMGC project; Additional Local Contribution approved by Town of Vail at matching percentage; TC approved additional RAMP Contingency Funds in June 2015; Planned Advertisement for December 2015.   |
| 19930                                    | SH 9 - Frisco to Breckenridge: Iron Springs Alignment and Vail Pass Multi-use Path Devolution     | \$21,985,000                    | \$27,487,269                         | (5,502,269)                       | Completed (\$4,200,000)              | 1,012,454                                    | \$4,489,815                 | \$0                          | Scope and Scalability review complete; ICE complete; Additional Local Contribution approved by Summit County partners at matching percentage; Requesting TC Approval for additional RAMP Contingency Funds; Planned Advertisement for March 2016.   |
| 19911                                    | I-70 Exit 31 Horizon Drive Roundabouts  | \$5,000,000                     | \$6,095,000                          | (1,095,000)                       | Complete                             | \$105,000 Local Match (\$317,000 Utility Co) | \$423,000                   | \$0                          | In Bid/Award; Additional Local Contribution confirmed at matching percentage; TC Approved additional RAMP Contingency funds in May 2015; Advertisement in June 2015 (Letting on July 9th, 2015).  |
| 19910                                    | SH 9 CO River South Wildlife & Safety   | \$46,000,000                    | \$52,627,747                         | (6,627,747)                       | Completed (\$4,200,000)              | Completed                                    | \$6,627,747                 | \$0                          | Awarded; Increased Local Contribution; TC Approved additional RAMP Contingency funds needed to Award  |
| 12372<br>18401<br>19561<br>20632         | US 287: Conifer to Laporte Bypass (Phase 1 - SH1 to Laporte Bypass) (Phases 2 & 3 - Local Agency) | \$22,000,000                    | \$26,595,518                         | (4,595,518)                       | Possible                             | Completed                                    | \$0                         | \$0                          | Project team has reevaluated the design; Local Agency Partner has increased its funding of the other 2 Phases as matching contribution; ICE #2 results are currently being analyzed; Request for TC Funding Approval anticipated in August 2015; Planned Re-advertisement for September-October 2015. |
| 19909                                    | US 550 Sky Rocket Box Culvert Replacement   | \$2,000,000                     | \$1,627,796                          | 372,204                           | Complete                             | Unlikely                                     | \$0                         | \$0                          | Project is currently tracking within budget; FOR complete; Bid alternates are not being considered at this time.  |
| 19908                                    | SH 172 / 151 SIGNALIZATION  | \$1,800,000                     | \$1,729,562                          | 70,438                            | Complete                             | Unlikely                                     | \$0                         | \$0                          | Project is currently tracking within budget; FOR complete; HazMat and Geology test results could impact project cost; Bid alternates being considered.  |
| 19397                                    | SH 145 AT CR P SAFETY IMPROVEMENTS  | \$1,660,194                     | \$1,676,597                          | (16,403)                          | Possible                             | Unlikely                                     | \$0                         | \$0                          | Project is currently tracking within 1% of original budget; FOR complete; Likely savings from design phase; One decel lane could be removed; Bid alternates being considered.   |
| 18972                                    | US 285 Antonito Storm Drainage System Replacement   | \$2,742,429                     | \$3,343,337                          | (600,908)                         | Bundled Projects                     | Completed                                    | \$0                         | \$0                          | Awarded; Local in-kind contribution increased by \$350,000; (Bundled with \$7.0 million SUR project for bidding economy)  |
| 19411                                    | SH 62 Ridgeway Street Improvements (pending approval of local match)                              | \$13,791,257                    | \$13,463,955                         | 327,302                           | In-progress                          | Unlikely                                     | \$0                         | \$0                          | Project is currently tracking within budget; Scalability is on-going during design; FOR complete; An ICE is anticipated for this project; Planned Advertisement for December 2015.  |
| 19643                                    | US 24 Enhancement Project in Buena Vista  | \$2,497,090                     | \$2,780,174                          | (283,085)                         | Possible (3 options)                 | Unlikely                                     | \$0                         | \$0                          | Scalability and Local Contribution under region review; Project to be bundled with \$8 mil SUR project; Further reduction of scope and FA items possible; Planned FOR in August 2015.   |
| Subtotals                                |   | \$323,990,970                   | \$371,220,893                        | (\$47,229,924)                    | (\$600,000)                          | \$6,214,454                                  | \$20,641,700                | \$14,043,450                 | (\$5,730,319)   |
|  |   | Total Original                  | Total Forecast                       | Total Variance                    | Total Scope Reduction                | Total Local Contribution                     | Total RAMP Contingency      | Total CDOT Contribution      | Remaining Projected Liability   |

Legend:

|                        |
|------------------------|
| Project Awarded (blue) |
| Updated cells (yellow) |

Per resolution TC-3209, Establishment of the RAMP Program Project Controls, the table above includes those RAMP Public-Public Partnership CDOT administered projects that were un-awarded as of December 2014.



**DATE:** June 1, 2015

**TO:** Josh Laipply, Chief Engineer;  
Richard Zamora, Office of Program Management Director

**FROM:** Dave Eller, Region 3 Transportation Director

**SUBJECT:** SH 9 - FRISCO TO BRECKENRIDGE: IRON SPRINGS ALIGNMENT AND VAIL PASS  
MULTI-USE PATH DEVOLUTION (RAMP PROJECT 3-12.29, SA# 19930)

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### **Action**

The purpose of this memo is to request budget approval for RAMP Public-Public Contingency funds for ROW acquisition and construction of the SH 9 - Frisco to Breckenridge RAMP Partnership project (RAMP 3-12.29).

### **Background**

A 5% conceptual design was used to develop the original project cost estimate. According the RAMP application, this project was approved for \$17.5M in RAMP Public-Public Partnership funding and a total project cost estimate of \$22.013M with local in-kind contribution match of 20% (which included in-kind right-of-way donations and the devolution of East Vail Pass). Final Office Review (FOR) plans are complete. The advertisement date for this project is currently scheduled for March 24<sup>th</sup>, 2016, but the preferred Ad date would be late 2015 to obtain the best pricing from the industry.

### **Details**

This project has been shown on the RAMP Partnership Program Controls table for several months tracking with increased costs. An Independent Cost Estimate (ICE) was completed in June. Project staff shared those results with senior management and it was determined that the new total project cost estimate is valid.

This project is requesting budget authority for an additional \$4,489,815 in RAMP Contingency funds (a 25% increase over the original RAMP approved budget). With the continued support of Summit County Board of Commissioners, the Towns of Frisco and Breckenridge (new partner), and other key stakeholders (notably Denver Water and the United States Forest Service), together the local agency partners have committed an additional \$1,012,454 in cash contribution towards the construction phase of this project, matching their original 20% local agency contribution.

According to the June Supplement, the Transportation Commission Public-Public RAMP Contingency Reserve is \$23,848,115. This request would give staff budget authority for \$4,489,815 leaving the RAMP Contingency Reserve with \$19,358,300 for the remaining Public-Public RAMP Partnership projects.



### Budget Comparison

| Original RAMP Application Amount | Revised Budget Request | Variance (\$) | Variance (%) |
|----------------------------------|------------------------|---------------|--------------|
| \$21,985,000                     | \$27,487,269           | \$5,502,269   | 25%          |

#### Scope Review

The project widens the highway between two existing signalized intersections, so there are no logical termini to scale the overall project limits. At the time of FIR, when cost increases were more defined, the design team performed a variety of efforts to reduce cost, knowing that the project limits were not scalable. The design team minimized the footprint within the limits, saving approximately \$4.2M in project costs.

#### Key Benefits

The project constructs a 1.3 mile stretch (4 lane section) of SH 9 on a new alignment, and relocates the Blue River Bikeway to the existing highway alignment adjacent to Dillon Reservoir. This work includes earthwork, walls, bikeway underpass structures, drainage structures, water quality improvements, wetland mitigation, and modified trail connections. The project shortens the highway by approximately 0.4 miles and provides significant highway, transit, and recreation path safety improvements as well as environmental impact avoidance and mitigation opportunities.

#### Options and Recommendations

Staff has determined that further scope reduction is not possible while still meeting the original project intent, project goals, and the approved NEPA commitments. Any modification to the approved NEPA commitments will require a NEPA reevaluation resulting in project completion beyond the RAMP deadline of December 2017. The estimate has also been validated through an independent cost estimate. For these reasons, staff believes only two options are available for consideration:

- Option 1 (Staff Recommendation): Approve additional budget authority needed for ROW acquisition and construction from the RAMP Public-Public Partnership Contingency Reserve via the budget supplement, leaving a remaining balance of \$19,358,300 for other projects.
- Option 2: Do not proceed with the SH 9 Frisco to Breckenridge project at this time.

#### Attachments

Letter from the Summit County Board of Commissioners - dated June 12<sup>th</sup>, 2015.





# BOARD OF COUNTY COMMISSIONERS

970-453-2561  
fax 970-453-3535

208 East Lincoln Avenue  
Post Office Box 68  
Breckenridge, Colorado 80424

June 12, 2015

Shailen Bhatt  
Executive Director  
Colorado Department of Transportation  
4201 E Arkansas Ave.  
Denver, CO 80222

Re: Support for RAMP Project: Highway 9 – Iron Springs

Dear Executive Director Bhatt:

The Summit County Board of County Commissioners requests that you support the proposal for additional funding for the “State Highway 9: Frisco – Breckenridge, Iron Springs Phase” project, initially approved by the Transportation Commission under the Responsible Acceleration of Maintenance and Partnerships (RAMP) program. We remain fully committed to our 20% support and partnership for this state project and are also bringing a new partner to the table, with the Town of Breckenridge joining with us to help provide the additional cash match needed to make the project whole.

This project has been ranked at the top of the Intermountain Transportation Planning Region’s Long Range Plan for many years, and is now in its 7th phase. This segment has been the most difficult to design and fund, and RAMP remains the only viable option to complete this project in the foreseeable future. The purpose of this public-public partnership is to realign and widen the existing two lanes of State Highway 9 to four lanes, including realigning the multi-modal pathway, and will provide a safer, more efficient vehicle, bicycle and pedestrian experience for everyone.

The SH 9 Iron Springs Alignment was approved as an 80/20 Public-Public Partnership with an estimated total cost of about \$22M and construction cost of about \$15 million. This project was originally scoped by CDOT with only 5% of the design, and additional requirements by the USFS, increases in construction costs and changes brought about during completion of the plans have increased the cost significantly. We feel confident that the project as designed will provide a safer transportation experience for all users, and will also undo some of the extensive damage done to wetlands during the original construction of the highway.

The new estimate of construction costs is \$20.6M, or \$5.6M more than originally budgeted, and Summit County, along with our partners, is committed to providing our share of 20% of the total estimated cost. Our contribution for the additional amount needed for construction will be cash. That additional match is over \$1M, or nearly 5% of our annual General Fund budget, and for that reason, we request that we

be able to make the payments over the span of the 2-year project, with half in calendar year 2016 and the remaining half as the project is completed in 2017.

Summit County, the Towns of Frisco and Breckenridge, and other affected communities have exhibited consistent and strong support for this project. Summit County took the initiative to assist CDOT in the planning of this project, working to garner public and agency support from the USFS and Continental Divide Land Trust, and we will continue to assist CDOT with its implementation.

We urge you to support the SH 9 Iron Springs project. Summit County and its partners are fully committed, and completion of the improvements to improve safety and mobility will benefit citizens from across Colorado and the nation who visit Summit County. Your participation in this important project would help Summit County leverage its limited funds to realize the vision of this critical corridor linkage. Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Gibbs". The signature is fluid and cursive, with a large initial "D" and "G".

Dan Gibbs  
Chair

cc: Doug Aden, Transportation Commissioner  
Thomas Davidson, County Commissioner  
Karn Stiegelmeier, County Commissioner  
Gary Martinez, County Manager  
Thad Noll, Assistant County Manager  
Tim Gagen, Breckenridge Town Manager  
Bill Efting, Frisco Town Manager



**COLORADO**

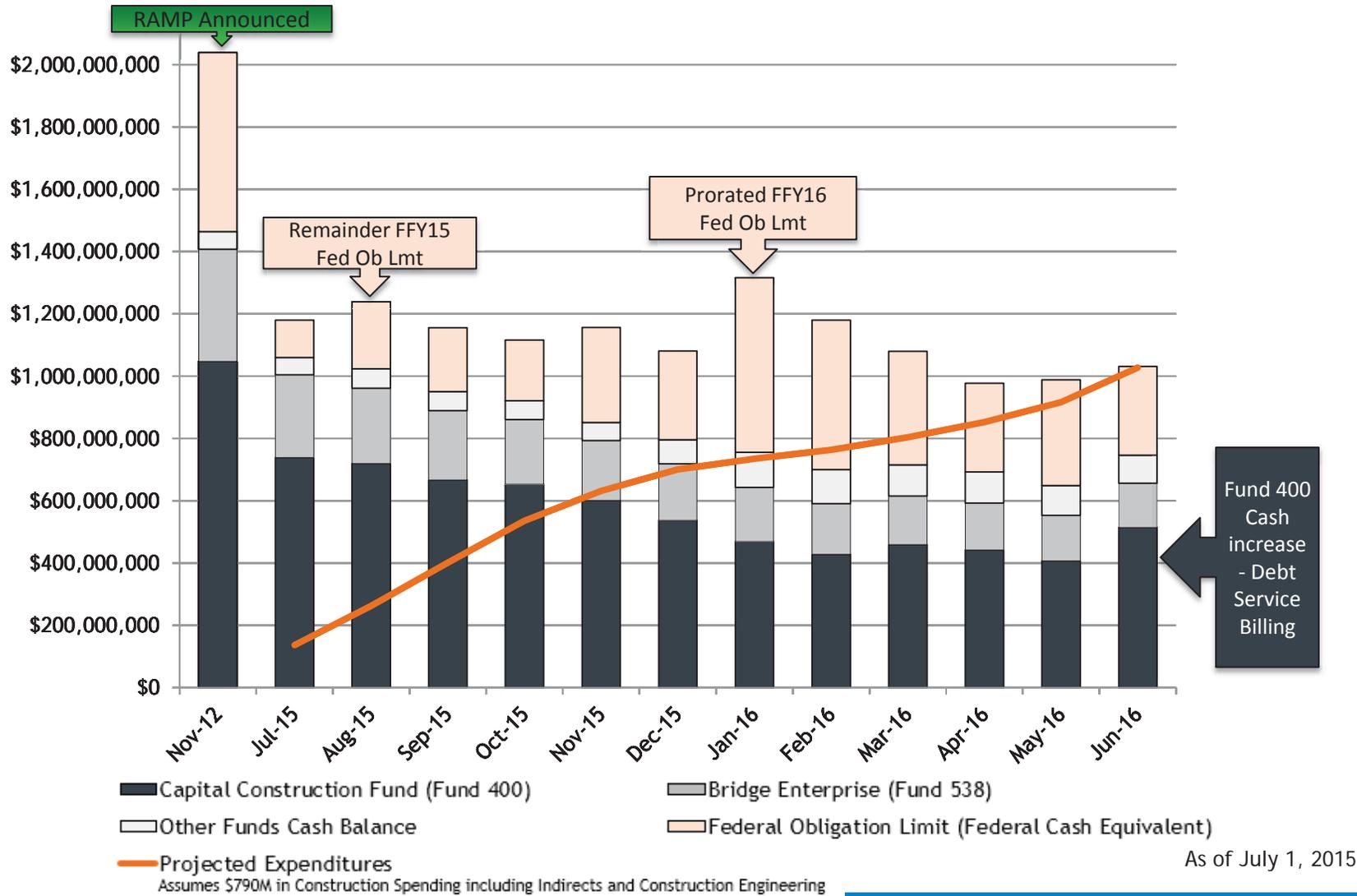
Department of  
Transportation

# Program Management Update July 15, 2015



# Cash & Equivalents Target Balance

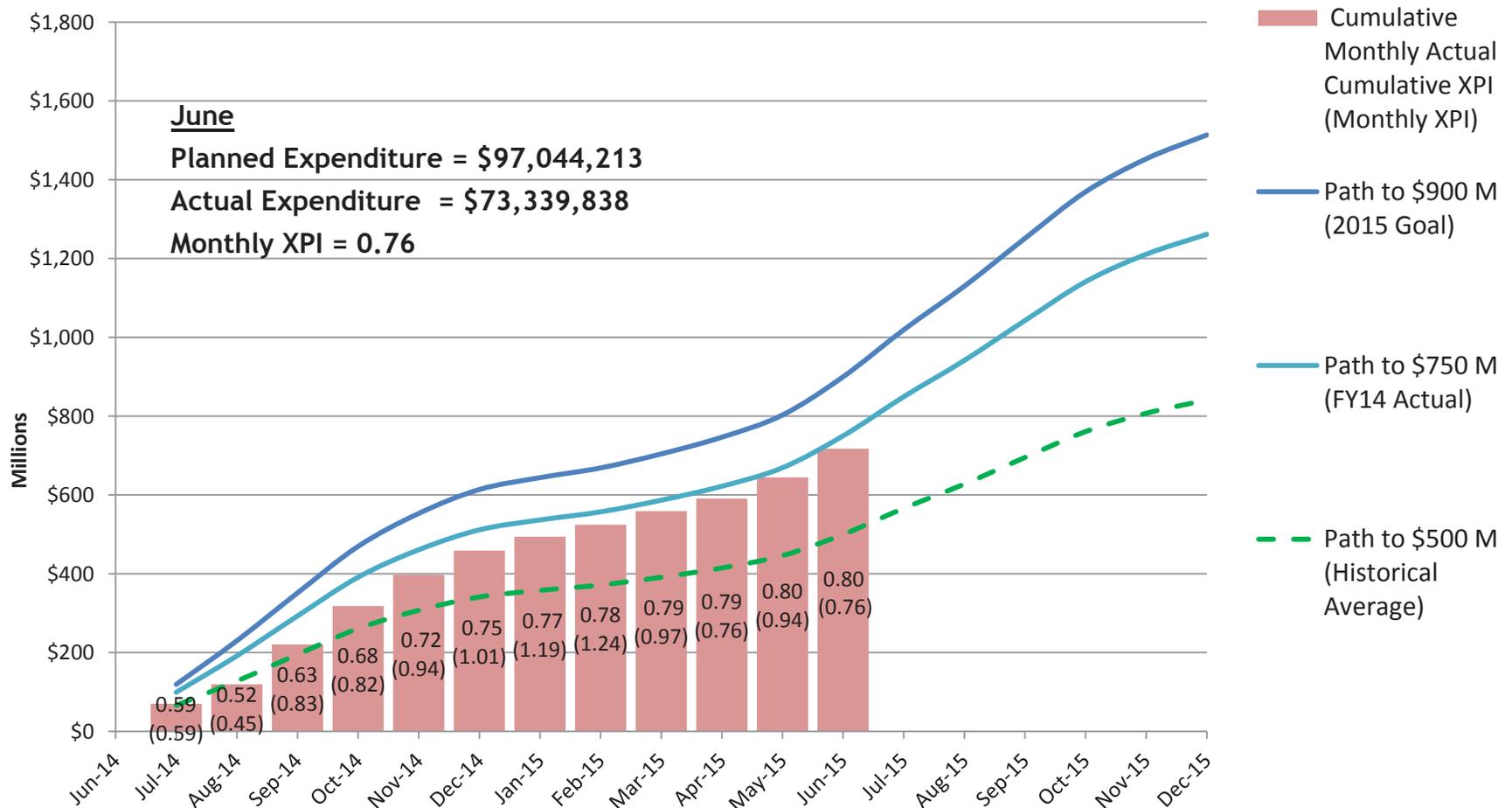
## FY 2016 Projected Spending and Cash Balances





# Expenditure Performance Index

## Total Construction Expenditures FY 15



As of June 30, 2015



# PMO Reporting Overview by Program

| Program                       | Financial Performance<br>(\$Millions)          |  |               | Precon.<br>Schedule<br>Performance | Quarterly<br>Rotation |
|-------------------------------|--|--|---------------|------------------------------------|-----------------------|
|                               | Program<br>Expenditure<br>through<br>5/22/2015 | Program<br>Expenditure<br>through<br>6/19/2015 | \$<br>Change  | SPI                                |                       |
| <b>Flood</b>                  | \$139.5  | \$151.5  | \$12.0        | 0.90                               | <b>July 2015</b>      |
| <b>RAMP P&amp;O (Overall)</b> | \$206.0  | \$253.3  | \$47.3        | 0.96                               | <b>Aug. 2015</b>      |
| RAMP P&O<br>(Local Agency)    | \$8.4  | \$32.7   | \$24.3        | 0.92                               | <b>July 2015</b>      |
| RAMP P&O<br>(CDOT)            | \$197.6  | \$220.6  | \$23.0        | 0.96                               | <b>Aug. 2015</b>      |
| <b>FASTER and HSIP</b>        | \$457.7  | \$463.4  | \$5.7         | -                                  | <b>Aug. 2015</b>      |
| <b>Asset Management</b>       | <b>\$858.3</b>                                 | <b>\$912.6</b>                                 | <b>\$54.3</b> | *                                  | <b>Sept. 2015</b>     |

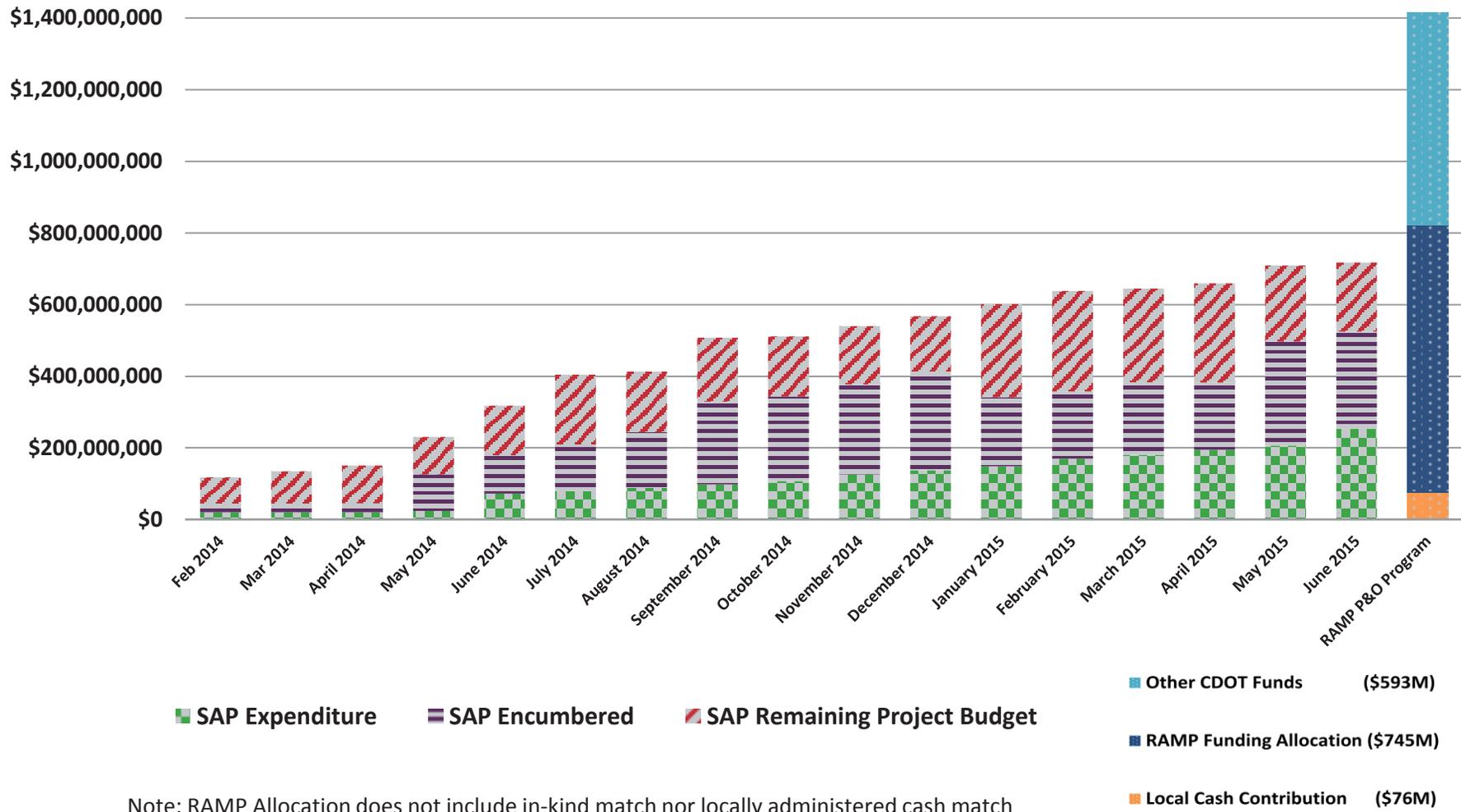
Notes:

1. SPI's shown are for Preconstruction.
2. FASTER and HSIP funds are used on projects in multiple programs and as a result, an SPI is not provided for these programs.
3. Asset Management expenditures are a combination of 2014, 2015, 2016 and include MLOS and Roadway Equipment.  
(Note: MLOS and Road Equipment are excluded from SPI calculations)

As of June 19, 2015



# Overview of RAMP P&O Program



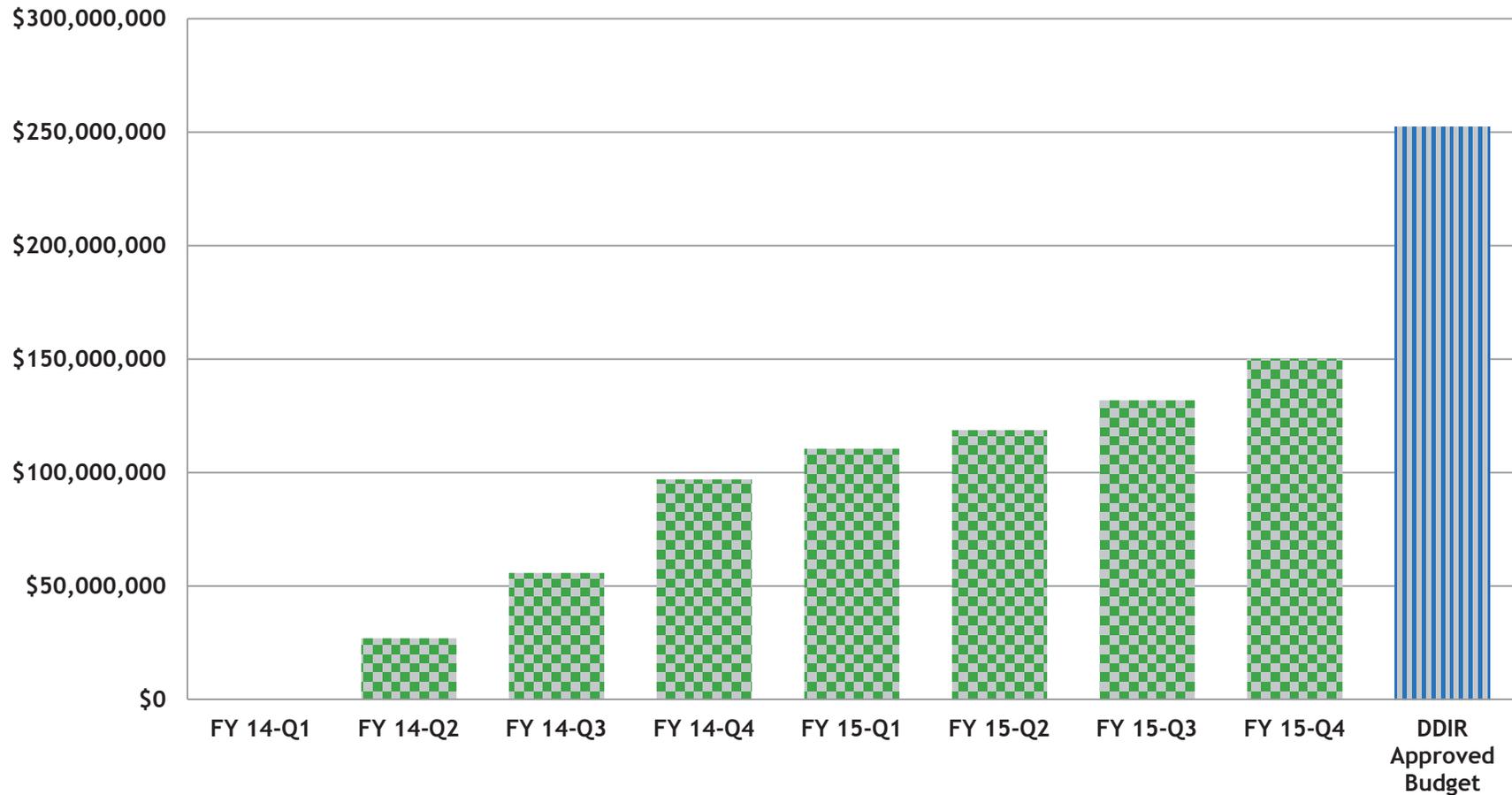
Note: RAMP Allocation does not include in-kind match nor locally administered cash match

As of June 19, 2015



# Flood Program Expenditures

Flood Program - Cumulative Actual Project Expenditures (Pre-Con. and Construction)

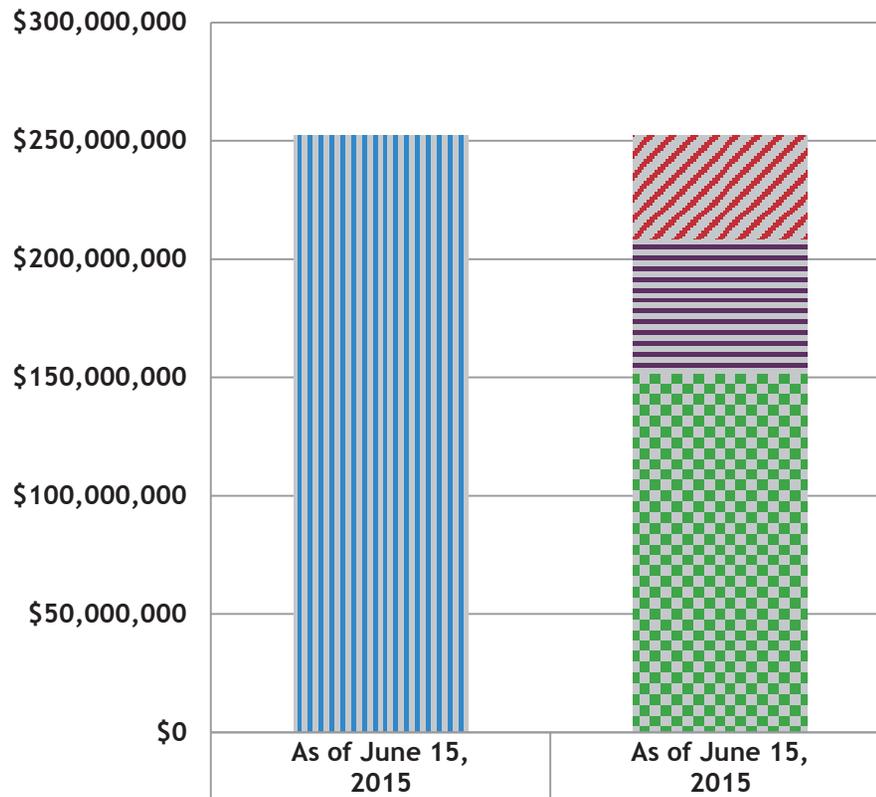


As of June 19, 2015



# Flood Program Summary

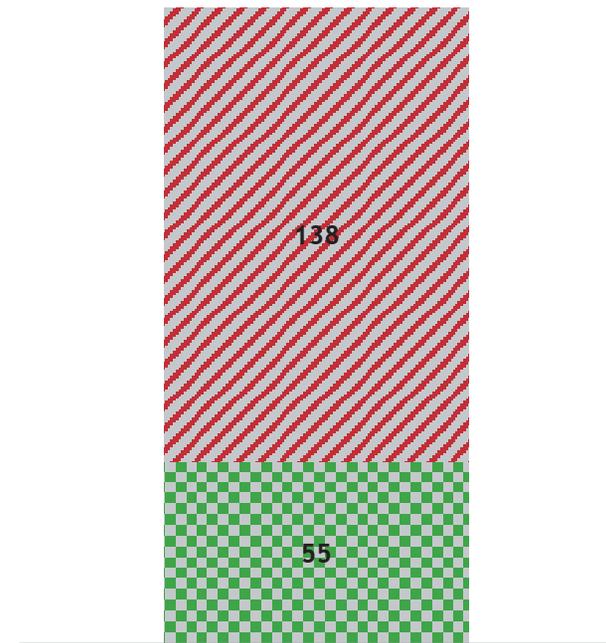
## Total Program



|                        |               |               |
|------------------------|---------------|---------------|
| ■ Unencumbered         |               | \$43,595,758  |
| ■ Encumbrance          |               | \$57,140,802  |
| ■ Expenditure          |               | \$151,479,261 |
| ■ DDIR Approved Budget | \$252,215,821 |               |

## Total Program (193 Total Projects)

■ Closed ■ Active



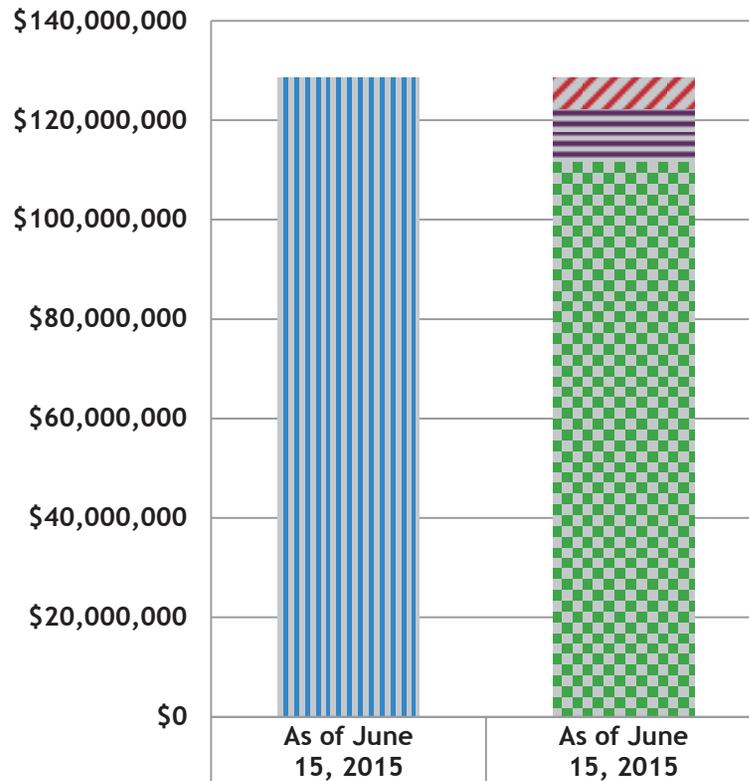
As of June 15, 2015

As of June 15, 2015



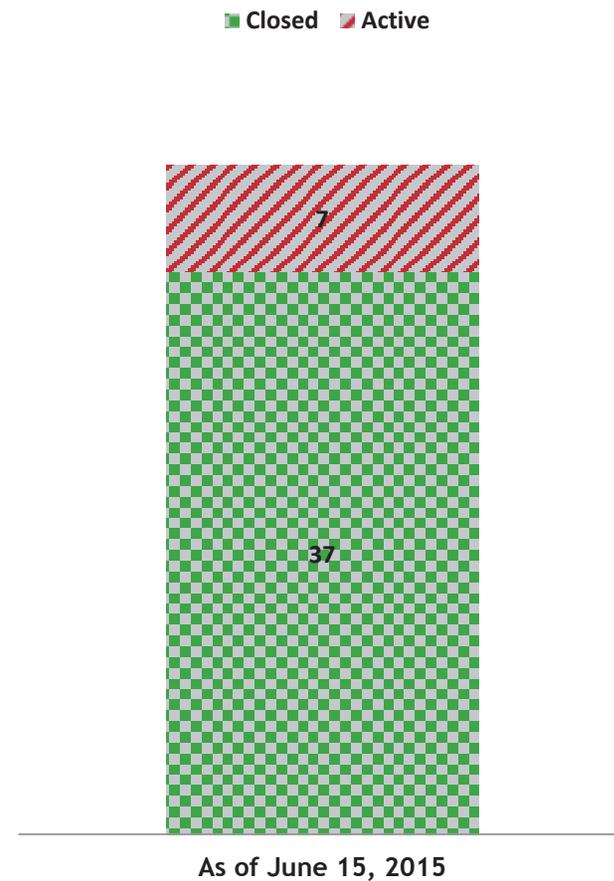
# Flood Program – Emergency Repair Projects

### Emergency Repair Projects



|                      |               |               |
|----------------------|---------------|---------------|
| Unencumbered         |               | \$6,094,172   |
| Encumbrance          |               | \$10,701,822  |
| Expenditure          |               | \$111,700,888 |
| DDIR Approved Budget | \$128,496,882 |               |

### Emergency Repair Projects (44 Total)

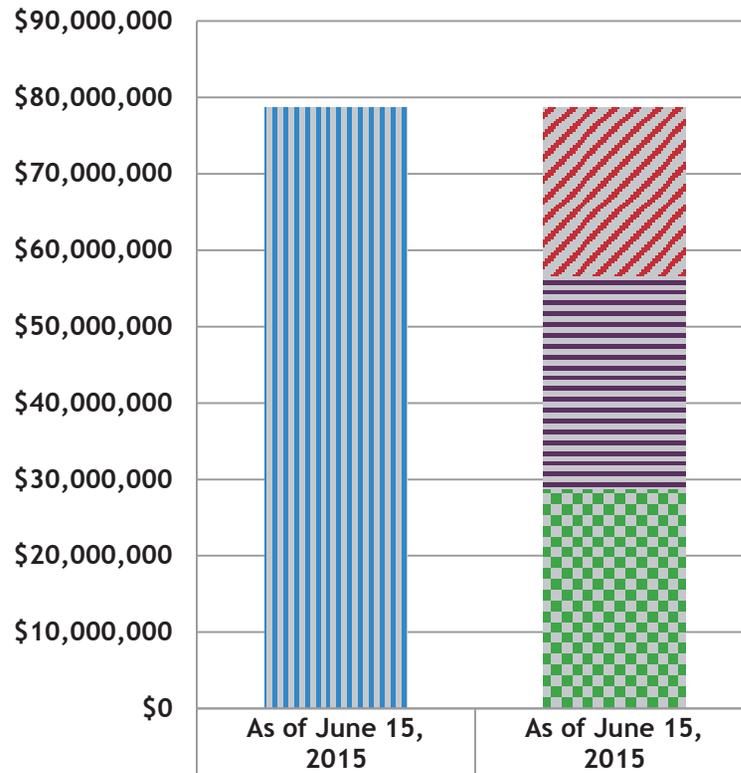


As of June 15, 2015



# Flood Program – Permanent Repair Projects

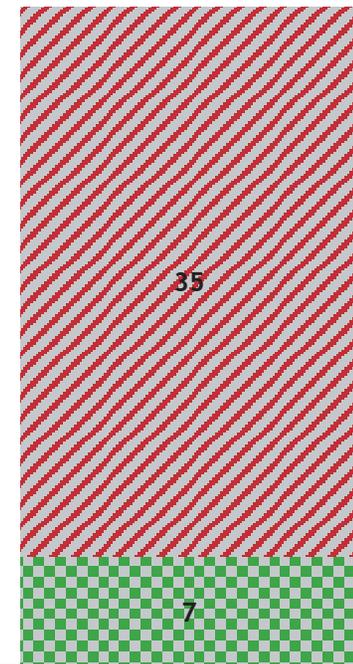
## Permanent Repair Projects



|                      |              |              |
|----------------------|--------------|--------------|
| Unencumbered         |              | \$22,073,259 |
| Encumbrance          |              | \$27,871,807 |
| Expenditure          |              | \$28,728,958 |
| DDIR Approved Budget | \$78,674,024 |              |

## Permanent Repair Projects (42 Total)

■ Closed ■ Active



As of June 15, 2015

As of June 15, 2015



## Coming Attractions

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- Update of Cash Balance
- Updated Expenditure Performance Index
- Update on RAMP Partnership and Operations Program