

Bridge Enterprise Board of Directors  
Jan. 21, 2016

Kathy Connell, Chairwoman  
Steamboat Springs, District 6

Shannon Gifford  
Denver, District 1

Ed Peterson

Lakewood, District 2

Gary M. Reiff, Vice Chair

Englewood, District 3

Heather Barry

Westminster, District 4

Kathleen Gilliland

Livermore, District 5

Kathy Hall

Grand Junction, District 7

Sidny Zink

Durango, District 8

Nolan Schriener

Colorado Springs, District 9

William Thiebaut

Pueblo, District 10

Steven Hofmeister

Haxtun, District 11

THE CHAIRWOMAN MAY ALTER THE ITEM SEQUENCE OR TIMES

The times indicated for each topic on the Board of Directors agenda are an estimate and subject to change. Generally, upon the completion of each agenda item, the Board will immediately move to the next item. However, the order of agenda items is tentative and, when necessary to accommodate the public or the Board's schedules, the order of the agenda items is also subject to change.

Documents are posted at <http://www.coloradodot.info/about/transportation-commission/meeting-agenda.html> no less than 24 hours prior to the meeting. The documents are considered to be in draft form and for information only until final action is taken by the Board.

The Bridge Enterprise Board of Directors meeting will begin immediately following the adjournment of the Transportation Commission Meeting. Estimated Start Time: 10:20 a.m.

BRIDGE ENTERPRISE BOARD OF DIRECTORS

10:20 a.m. 1. Call to Order and Roll Call

2. Audience Participation

- Subject Limit: 10 minutes; Time Limit: 3 minutes

3. Act on Consent Agenda

- a) Resolution to Approve Regular Minutes from Nov. 19, 2015  
(Herman Stockinger) ..... Page 3

4. Approval of new Policy Directive BE16.0 "Oversight of FASTER Funding for State Bridges." (Herman Stockinger, Josh Laipply)Page 5

5. Bridge Enterprise 2015 Year in Review (Scott McDaniel) ....Page 7

6. January 2016 On-System Poor List and Prioritization Scoring Update (Scott McDaniel) .....Page 27

7. Monthly Progress Report (Scott McDaniel) .....Page 30

8. Q1 FY2016 BE Program Delivery Update (Scott McDaniel)..Page 44

9. Adjournment

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**Bridge Enterprise Board  
Regular Meeting Minutes  
November 19, 2015**

**Chairwoman Kathy Connell convened the meeting at 11:00 a.m. in the Region 4 building in Greeley.**

PRESENT WERE: Kathy Connell, Chairwoman, District 6  
Gary Reiff, Vice Chair District 3  
Shannon Gifford, District 1  
Ed Peterson, District 2  
Heather Barry, District 4  
Kathy Gilliland, District 5  
Kathy Hall, District 7  
Sidny Zink, District 8  
Nolan Schriener, District 9  
Bill Thiebaut, District 10

EXCUSED: Steven Hofmeister, District 11

ALSO PRESENT: Shailen Bhatt, Executive Director  
Michael Lewis, Deputy Executive Director  
Josh Laipply, Chief Engineer  
Debra Perkins-Smith, Director of Transportation Development  
Amy Ford, Communications Director  
Maria Sobota, CFO  
Herman Stockinger, Government Relations Director  
Debra Perkins-Smith, Director of Transportation Planning  
Paul Jesaitis, Region 1 Transportation Director  
Dave Eller, Region 3 Transportation Director  
Johnny Olson, Region 4 Transportation Director  
Kerrie Neet, Region 5 Transportation Director  
Kathy Young, Chief Transportation Counsel  
Barb Gold, Audit Director  
Scott McDaniel, Staff Services Director  
David Specter, HPTE Director  
Kyle Lester, Director, Division of Highway Maintenance  
Ryan Rice, Operations Division Director  
Mark Imhoff, Director of Transit and Rail  
Kevin Furman, Human Resources Director  
Vince Rogalski, STAC Chairman  
Gary Vansuch, Director of Process Improvement  
David Ulane, Director of Aeronautics

AND: Other staff members, organization representatives,  
the public and the news media

An electronic recording of the meeting was made and filed with supporting documents in the Transportation Commission office.

**Audience Participation**

Chairwoman Connell stated that no members of the audience wished to address the Board of Directors.

### **Act on Consent Agenda**

Chairwoman Connell entertained a motion to approve the Consent Agenda. Director Gilliland moved to approve the resolution, and Director Gilliland seconded the motion. Upon vote of the Board the resolution passed unanimously.

### **Resolution #BE-15-10-1**

Approval of Regular Meeting Minutes for Oct. 15, 2015.

BE IT SO RESOLVED THAT, the Minutes for the Oct. 15, 2015, meeting of the Bridge Enterprise Board of Directors are hereby approved by the Bridge Enterprise Board as published in the Agenda for the Nov. 18 & 19, 2015, meeting of the Bridge Enterprise Board of Directors.

### **Q4 FY 2015 BE Program Financial Update**

Chief Financial Officer Maria Sobota asked if there were any questions on the financial update.

### **Discuss and Act on 4th Budget Supplement of 2016**

Chief Financial Officer Maria Sobota passed out a revised edition of the budget supplement. She asked if there were any questions.

Chairwoman Connell entertained a motion to approve the Budget Supplement. Director Hall moved for approval of the resolution, and Director Barry seconded the motion. Upon vote of the Board, the resolution passed unanimously.

### **Monthly Progress Report**

Josh Laipply had no new action to report, and opened the floor for any questions on the information presented in the packet. There were no questions.

### **Adjournment**

Chairwoman Connell asked if there were any more matters to come before the Bridge Enterprise Board of Directors. Hearing none, Chairwoman Connell announced the adjournment of the meeting at 10:10 a.m.

**Resolution # BE-**

**Adoption of Policy Directive BE16.0 “Oversight of FASTER Funding for State Bridges”**

**WHEREAS**, in 2009, the General Assembly passed the Funding Advancements for Surface Transportation and Economic Recovery (FASTER) Act, § 43-4-801, *et seq.*, C.R.S.; and

**WHEREAS**, one component of the FASTER Act was the creation of the Statewide Bridge Enterprise, § 32-4-805(2), C.R.S. whose business purpose is to finance, repair, reconstruct, and replace any designated bridge in the state; and

**WHEREAS**, the FASTER Act also imposed a bridge safety surcharge to defray the costs of completing designated bridge projects due to limited availability of state and federal funding and the need to accomplish the financing, repair, reconstruction, and replacement of designated bridges as promptly and efficiently as possible; and

**WHEREAS**, the Colorado Office of the State Auditor conducted an audit regarding the use of FASTER funding by state agencies including CDOT, and published its findings in an audit entitled “Collection and Usage of the FASTER Motor Vehicle Fees” dated August 2015; and

**WHEREAS**, the State Auditor’s recommendations 1 and 2 specifically concern the Bridge Enterprise; and

**WHEREAS**, Policy Directive BE16.0 is intended to meet audit recommendation 1 by utilizing a documented process to strategically prioritize and program eligible bridge projects in a thorough and integrated manner, including documenting the rationale for selecting bridges to repair; and

**WHEREAS**, Policy Directive BE16.0 is intended to meet audit recommendation 2 by working with the Department to establish and implement a bridge project budgeting process that avoids routinely approving project budgets that are significantly larger than necessary; and

**WHEREAS**, Policy Directive BE16.0 is further intended to meet audit recommendation 2 by establishing and implementing a bridge project

closure process that addresses the FASTER legislative mandate to effectively and efficiently leverage FASTER revenue and strategically and quickly complete bridge projects; and

**WHEREAS**, Policy Directive BE16.0, taken together with the accompanying Procedural Directives BE16.1 and 704.1, meets the recommendations of the FASTER audit by memorializing processes to ensure the effective and efficient use of FASTER funds; and

**NOW THEREFORE BE IT RESOLVED**, the Bridge Enterprise herein approves Policy Directive BE16.0 “Oversight of FASTER Funding for State Bridges.”

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Transportation Secretary  
Herman Stockinger

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Date



**COLORADO**  
Department of Transportation  
Statewide Bridge Enterprise

4201 E. Arkansas Ave., Room 124B  
Denver, CO 80222

**MEMORANDUM**

**TO:** Bridge Enterprise Board of Directors  
**FROM:** Scott McDaniel, PE, Director of Project Support  
**DATE:** January 21, 2016  
**SUBJECT:** Bridge Enterprise 2015 Year in Review

**PURPOSE**

The Bridge Enterprise (BE) team has prepared a “2015 Year in Review” presentation intended to highlight and reflect on significant accomplishments and achievements in CY2015. The presentation also includes a summary of CY2016 initiatives and challenges. The report is for informational purposes only; no action is requested from Board members. The following categories are addressed:

- • FASTER Program Status
- • Bond Program Status
- • Program Financial Performance
- • Economic Status Conditions
- • Project / Program Delivery
- • Innovation
- • Significant CY2015 Initiatives / Events
- • CY2016 Initiatives and Challenges

Attached is an outline of the presentation, a synopsis of the Colorado Bridge Enterprise 2015 Annual Report which can be viewed at <https://www.codot.gov/programs/BridgeEnterprise/annual-reports>

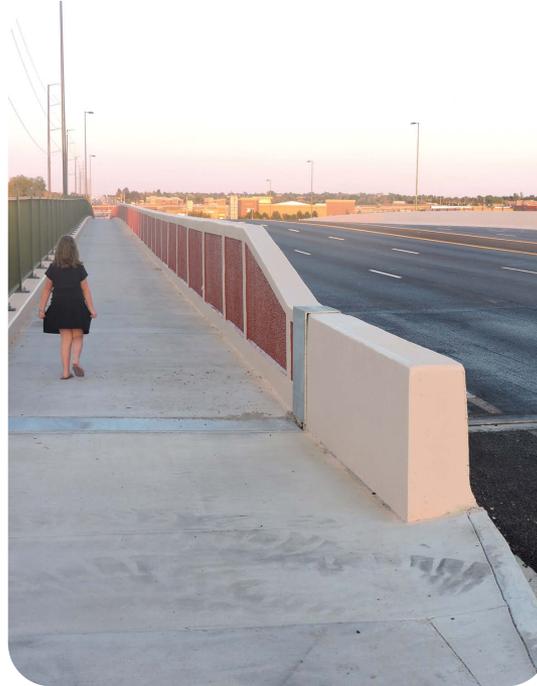
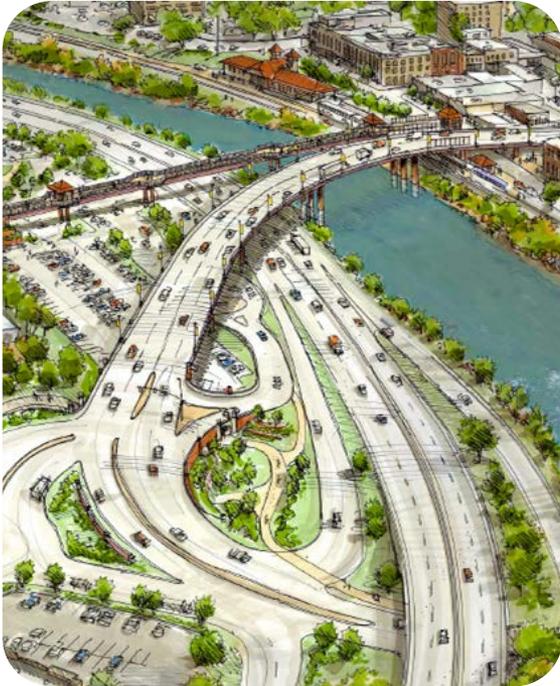




# COLORADO

Department of  
Transportation

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## Colorado Bridge Enterprise

# 2015 IN REVIEW

Board of Directors Meeting | January 2016



# 2015 YEAR IN REVIEW

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## A Synopsis of the 2015 Annual Report

- FASTER Program Status
- Bond Program Status
- Program Financial Performance
- Economic Status Conditions
- Project / Program Delivery
- Innovation
- Significant CY2015 Initiatives / Events
- CY2016 Initiatives and Challenges

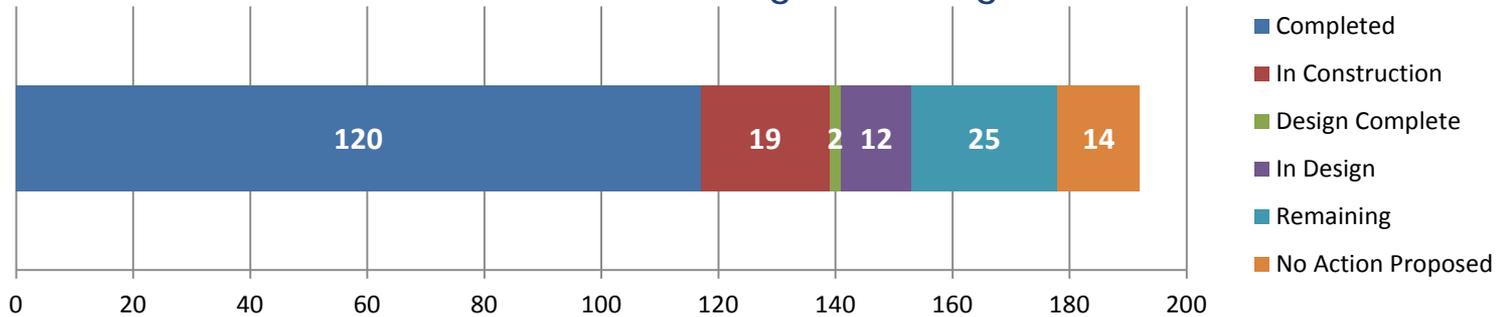
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Annual Report available at <https://www.codot.gov/programs/BridgeEnterprise/annual-reports>



# FASTER PROGRAM STATUS

CY 2015 ended with the FASTER eligible bridge count at 192:



- 73% of the FASTER eligible bridges are complete or in construction.
- 7% currently in design or waiting to go to advertisement for construction.

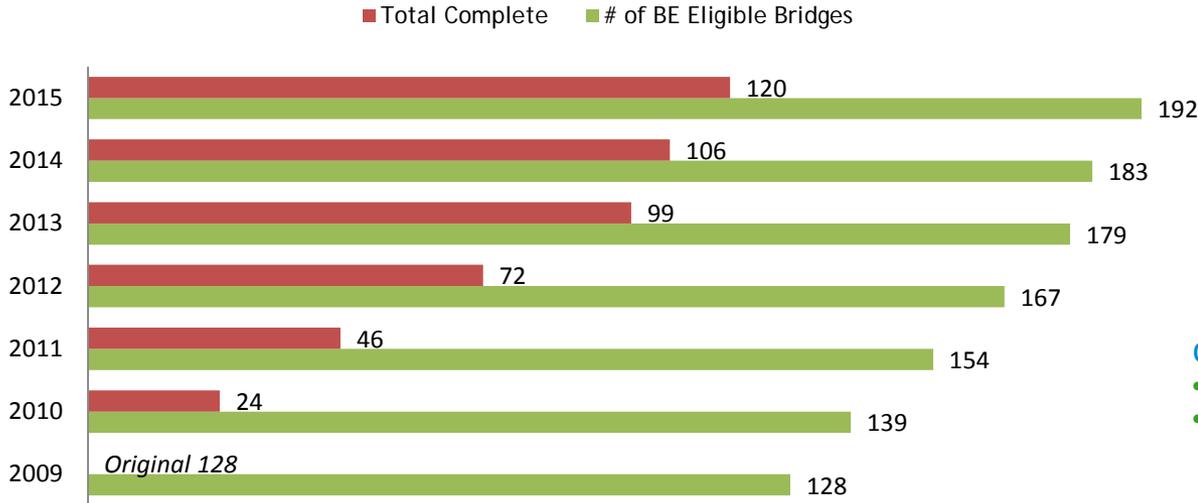
FASTER through the years - 2009 to present:

| Year  | BE Eligible Bridges Added |
|---|---------------------------|
| 2009 (Year FASTER legislation enacted into law) | 128                       |
| 2010  | 11                        |
| 2011  | 15                        |
| 2012  | 13                        |
| 2013  | 12                        |
| 2014  | 4                         |
| 2015  | 9                         |
| <b>Total FASTER eligible bridges</b>            | <b>192</b>                |



# FASTER PROGRAM STATUS

## BE Bridges | completion stats per year



| Status             | # of Bridges |
|--------------------|--------------|
| Design Completed   | 2            |
| In Construction    | 19           |
| In Design          | 12           |
| No Action Proposed | 14           |
| Remaining          | 25           |
| <b>Total</b>       | <b>72</b>    |

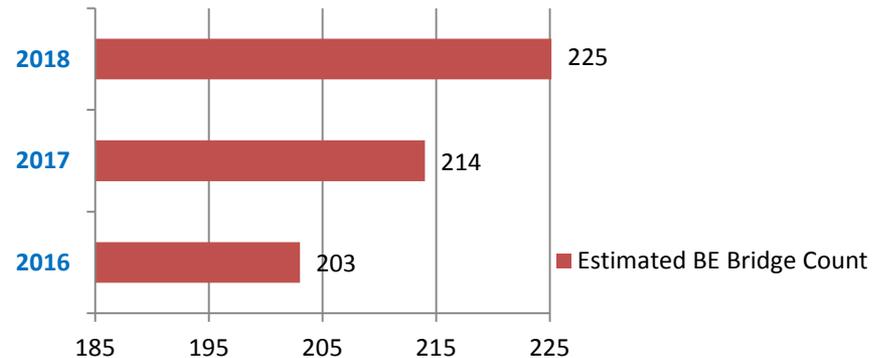
- Of the 19 currently in construction:
- 17 scheduled for completion in 2016
  - 2 scheduled for completion in 2017

Looking Ahead...



- BE Eligible Bridge count is forecasted to grow at approximately eleven (11) bridges per year.

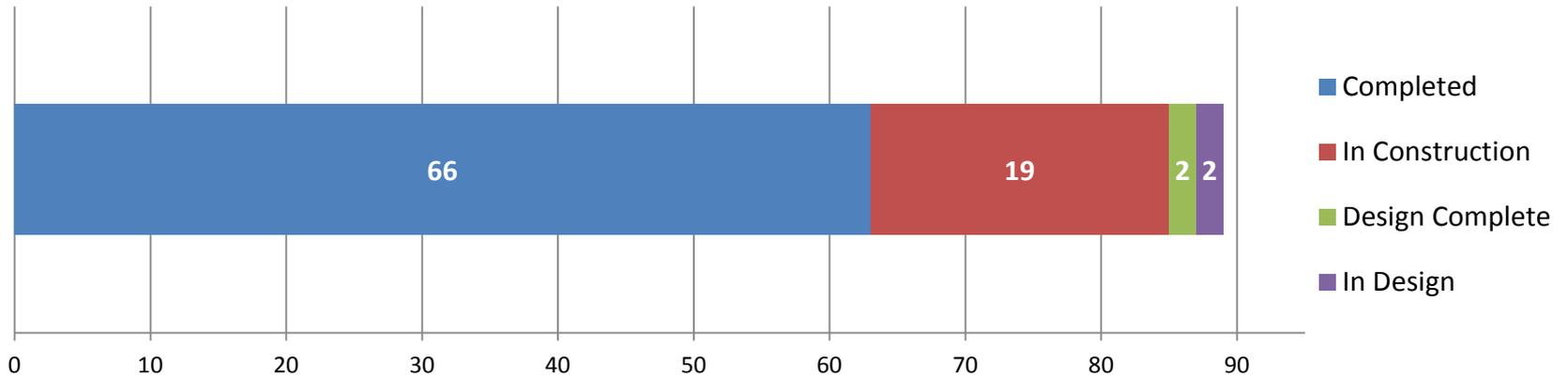
## Estimated BE Bridge Count





# BOND PROGRAM STATUS

CY 2015 ended with the Bond bridge count at 89\*:  
(subset of the total population of 192)



- 10 Bond bridges completed construction in CY2015
- 96% of bond bridges completed or in construction
- The initial \$300 million bond was planned to fund approximately 59 bridge projects; the program currently has 89 bridges that are fully or partially funded.

*\*Variation in the bond program bridge count from the prior year (93) is due to a reconciliation of bond program tracking. The methodology for the 2010 bond program bridge count has changed from programmed bridges to budgeted bridges.*



# PROGRAM FINANCIAL PERFORMANCE

## A Few Statistics:

### Bond Spending:

**Total \$ expended to date \$298.1M**

- Approx. 100% of bond proceeds
- 96.7% of total available bond program funding including the \$10M of bond interest earnings
- Remaining balances to be expended are \$17.5K of bond proceeds, \$3.7K of interest earnings.
- Includes zeroing out 62 project phases with less than \$1.00 of bond budget balance remaining; reallocation to other bond projects.
- These transactions will trigger the billings to the trustee, which will result in the zeroing out of all proceeds and interest balances in early 2016.

### FASTER Program Revenues (Fiscal Year 16):

| Actual*         | Projected       | Total                |
|-----------------|-----------------|----------------------|
| \$45,068,736.00 | \$55,031,264.00 | <b>\$100,100,000</b> |

### FASTER Program Expenses (Fiscal Year 16)\*:

**Bridge Enterprise: \$58,477,031**

Bridge repair/replacement projects from 2010 program inception:

| Expenditures | Encumbrances |
|--------------|--------------|
| \$578.6M     | \$151.4M     |



\* Five months (July to November) of reported expenses.



# ECONOMIC STATUS CONDITIONS

The state's economy continues to show momentum, indicating its resilience in the face of slow global growth, the contraction in the oil and gas industry, and volatility in the financial markets.



| Construction Category        | Average Bid Price (CDOT)* |           | Cost Increase or Decrease (%) |
|------------------------------|---------------------------|-----------|-------------------------------|
|                              | CY2014 Q3                 | CY2015 Q3 |                               |
| Earthwork (c.y.)             | \$13.42                   | \$13.13   | (3%)                          |
| Asphalt (ton)                | \$89.35                   | \$90.64   | 13%                           |
| Concrete (Pavement) (s.y.)   | \$44.14                   | \$41.51   | (26%)                         |
| Concrete (Structural) (c.y.) | \$541.68                  | \$602.72  | 61%                           |
| Reinforcing Steel (lb.)      | \$.96                     | \$1.27    | 3%                            |

\*Governor's Office of State Planning and Budgeting 'The Colorado Economic Outlook Economic and Fiscal Review'

\*\*Colorado Construction Cost Index Report Q3 2014 to Q3 2015





# PROJECT / PROGRAM DELIVERY

## Monthly, Quarterly, Annual Reporting:

- Significant accomplishments/activities
- Financial and schedule metrics
- Economic outlook
- Posted on CDOT website:

### Quarterly Reports

- FY 2015 Quarterly Reports
- FY 2014 Quarterly Reports
- FY 2011-2012 Quarterly Reports
- FY 2013 Quarterly Reports

## Program Financial Plan:

- Cash draw down tables, cash flow charts
- Expenditures and encumbrances to-date
- Transitioned from bond-centric to a more inclusive program-wide allocation plan in 2015.
- Reported/presented quarterly

## CDOT Bridge Enterprise Website:

- Current program progress
- Frequently Asked Questions (FAQ's)
- Comprehensive list of FASTER eligible bridges
- Business opportunities / bid list
- Interactive map of all FASTER eligible bridges
- A 2016 program initiative - improve/modify website to address end-user suggested changes and requests.

You are here: [Home](#) / [Programs](#) / Bridge Enterprise

## Jobs Creation Data:

**Direct jobs\* created by FASTER =**

**+/- 7,521**



**\*from 2010 through Nov. 2015**



# INNOVATION

Innovative Contract Delivery | The program continues to explore and deploy innovative contracting delivery methods:

- Design-Build (D/B) contracts: 28 bridges (20 projects)
  - Cumulative contract value of approx. \$302.3M
  - 3 Design-Build structures completed in 2015\*
- Construction Manager/General Contractor (CM/GC): 7 bridges (5 projects)
  - Cumulative contract value of approx. \$170.4M



\*Region 1, 6<sup>th</sup> Avenue D/B project, Dec. 2015 ribbon cutting, 3 structures funded by Bridge Enterprise.



# INNOVATION

Region 2 Ilex Design-Build Project | The I-25 ‘New Pueblo Freeway’ structures broke ground in July 2015:

| Bridge# | BE-FUNDED STRUCTURES  |
|---------|---|
| K-18-AX | I-25 ML NBND over US 50 Business Route                          |
| K-18-CK | I-25 ML NBND over NP RR, Ilex St., Bennet St.; N of JCT SH 50 E |
| K-18-CL | I-25 ML SBND over NP RR, Ilex St., Bennet St.; S of JCT SH 96   |
| K-18-R  | US 50 BUS EBND over Arkansas River                              |
| L-18-AQ | Northern Ave. over I-25 ML                                      |
| L-18-AU | Mesa Ave. over I-25 ML  |
| L-18-M  | I-25 ML NBND over Indiana Ave.                                  |
| L-18-W  | I-25 ML SBND over Indiana Ave.                                  |





# INNOVATION

Region 3 Grand Avenue Bridge CM/GC Delivery | anticipated to move forward with construction beginning January 2016.

- The project will replace the existing Grand Avenue Bridge which carries SH 82 over the Colorado River in Glenwood Springs and is funded through Bridge Enterprise, CDOT, contributions from utility companies, and several local governments including the City of Glenwood Springs, Garfield County, and Eagle County.
- Of note, SH 82 is the primary access to the Roaring Fork Valley including Glenwood Springs, Carbondale, Basalt and Aspen.



Photos: Grand Avenue Bridge Renderings

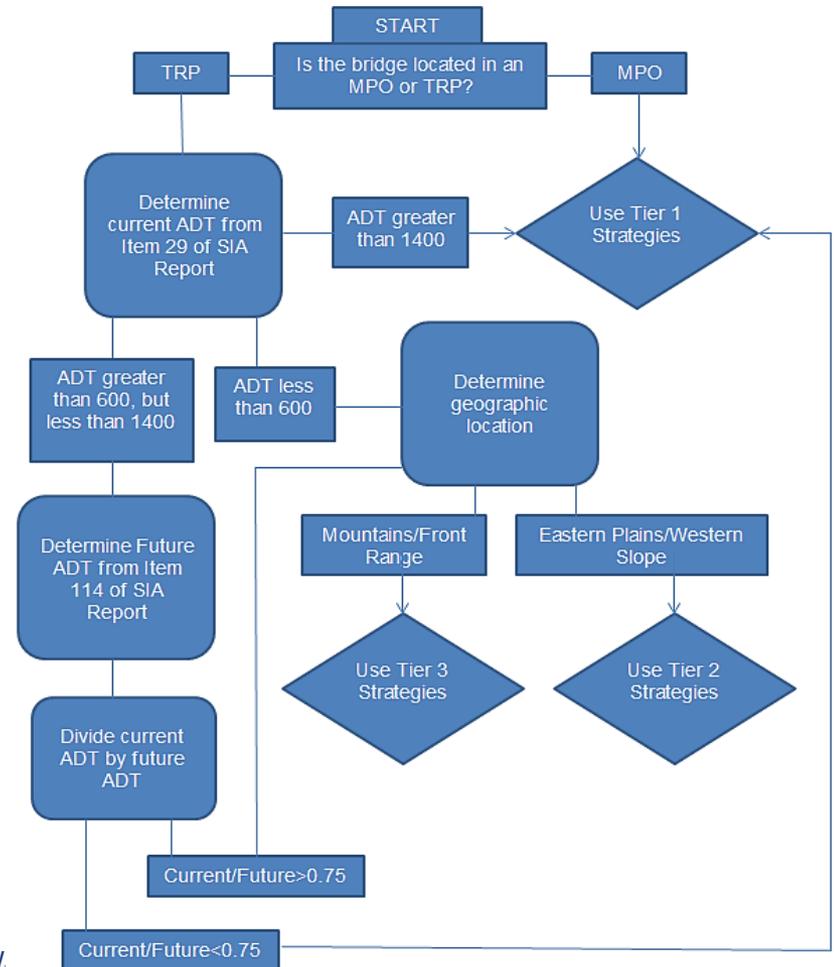


# INNOVATION

## Innovative Construction Techniques and Materials

### Strategies for Enhancing Bridge Service Life.

- Research for designing bridges for 100-year design life conducted to determine successful strategies implemented across various environmental conditions.
- BE published a report in 2015 that identifies best practices for designing a bridge for 100-year service life in Colorado.
- Report identifies the geographic regions within CO where the best practices can be utilized; requires designers to perform value based analysis to determine costs/benefits.



Flow chart illustrates the 100-year design life Tiered workflow.

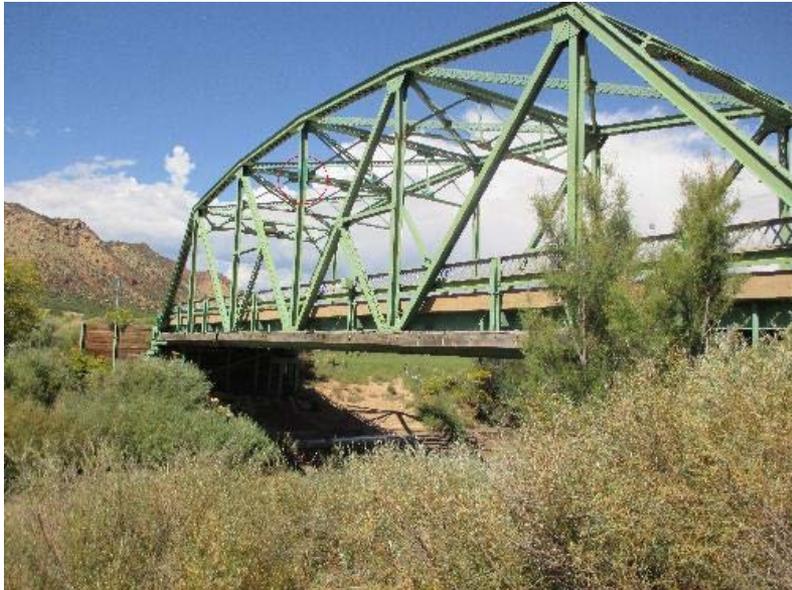


# INNOVATION

## Innovative Construction Techniques and Materials

### Region 5, K-01-C, SH 90 over the Dolores River, Montrose County

- Existing bridge experienced failure in October 2014 and a temporary bridge was installed.
- First bridge to utilize elements of the 100-year design life strategy.
- The new bridge will use precast elements, including girders, deck and abutments to speed construction.
- Utilizes all state funds to advance the project schedule.





# CY2015 INITIATIVES / EVENTS

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## Central 70 (I-70 Viaduct) Summary:

- Delivery method confirmed to be a Public-Private-Partnership (P3), will be procured as a Design-Build-Finance-Operate-Maintain (DBFOM).
  - BE contribution to the overall \$1.2B project will be \$850M Net Present Value (NPV).
  - Five teams submitted Statements of Qualifications Spring 2015, four shortlisted to submit proposals; selection of delivery team anticipated Fall 2016.
  - BE conducted an eligibility review of the procurement documents available on HPTE website; resolution was passed by BE BOD confirming eligible items.
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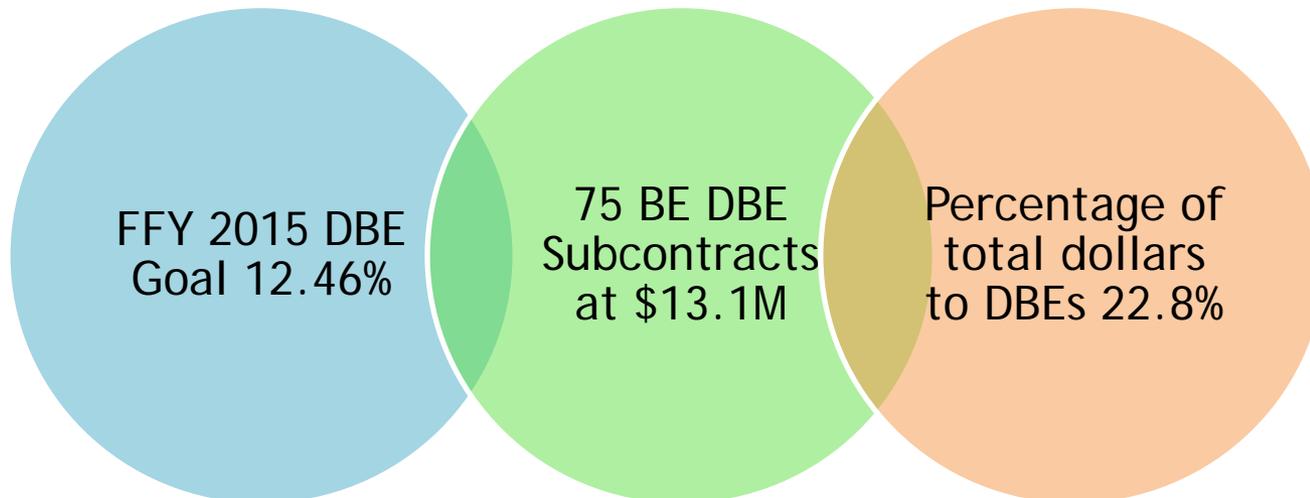
## FASTER Office of the State Auditor (OSA) Audit and Policies to Address Findings:

- OSA final report indicated two findings with regard to BE, provided recommendations:
  1. BE should better document the selection of projects and provide transparency as well as show how selections are strategic.
  2. BE projects should be closed in a more-timely manner so that funds not utilized can be returned and used on other projects.
- As a response, BE began working with CDOT offices to develop Policy and Procedural Directive documents that address the findings and incorporate recommendations.



## DBE PARTICIPATION

- CDOT's Disadvantaged Business Enterprise (DBE) goal on FHWA-funded contracts for Federal Fiscal Year (FFY)2015 was 12.46%.
- 75 BE DBE subcontracts awarded (FFY)2015 (Oct '14. to Sept. '15), total of \$13.1M
- Subcontracts awarded to 49 individual DBE firms
- 22.8% Percentage of total dollars to DBE firms



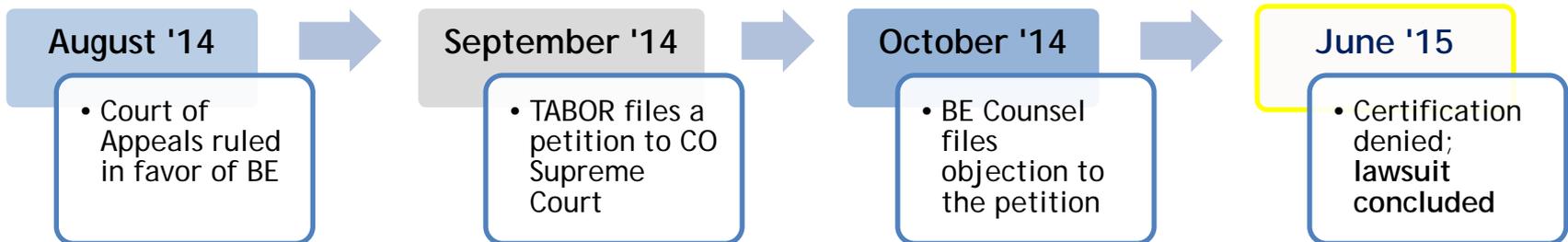


# 2015 FASTER LAWSUIT STATUS

## 2015 FASTER LAWSUIT CONCLUSION:



June 29, 2015: The final opinion of the court is in favor of Colorado Bridge Enterprise and the **lawsuit is concluded**.





# CY2016 Initiatives & Challenges

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The forecasted 2016 program objectives focus on the following items:

## Close-out Bond Program:

- BE shall document when all the bond proceeds and any interest earnings have been fully expended in a letter to bond counsel
- BE continues to aggressively re-program unspent bond proceeds so they are expended as soon as possible.

## Future Financial Plan:

- BE contribution to Central 70 will be \$850M Net Present Value (NPV).
- BE future financial plan will be updated when Central 70 project parameters are more clearly defined; significant amount of resources are earmarked for the BE eligible features of the project.

## Financial Tracking and Reporting:

- BE shall continue to track and monitor overall program financial performance on a monthly basis.
- Program currently has a \$931.2M program liability; future FASTER Bridge (or pay-go funding) are forecasted to cover this projected financial liability.

## Prioritization Plan:

- BE shall work closely with CDOT Staff Bridge and continue to use and refine the Prioritization Plan to direct available FASTER Bridge funding to the most deserving structures.



## Questions or Comments?

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Thank you for your continued support  
of the Bridge Enterprise program.



4201 E. Arkansas Ave., Room 124B  
 Denver, CO 80222

**MEMORANDUM**

**TO:** Bridge Enterprise Board of Directors  
**FROM:** Scott McDaniel, PE, Director of Project Support  
**DATE:** January 21, 2016  
**SUBJECT:** Prioritization Plan Update

**PURPOSE**

This memorandum is to update the Board on the changes to the Bridge Enterprise Prioritization Plan due to the 2015 On-System Poor List released by Staff Bridge end of December 2015.

Based on the new list, there are three newly eligible bridges which brings Bridge Enterprise to a count of 192 total eligible bridges. The three bridges added to the program are:

| Structure Number | CDOT Region | County    | Facility Carried over Featured Intersection |
|------------------|-------------|-----------|---|
| E-17-EQ          | 1           | Denver    | SH 265 over ML Race Street                  |
| P-09-L           | 5           | Archuleta | US 84 ML over Rio Blanco                    |
| K-11-G           | 5           | Saguache  | US 50 ML over Agate Creek                   |

The prioritization plan has been revised from previous plans to include two new categories and a color coding system that shows current conditions for each category. These changes have been implemented to coincide with the new Policy and Procedural Directives that were developed in response to the Office of the State Auditor’s (OSA) recommendations regarding prioritization of projects. The changes are intended to provide more transparency to the prioritization process and related decision-making.

The attached document shows the current Prioritization Plan for bridges that are Bridge Enterprise eligible. If the Board Members feel more clarification on the Prioritization Plan update modifications is needed, a workshop item can be added to a future meeting agenda.





| Status          | Original Bridge Number | Region | Facility Carried over Featured Intersection | Prioritization Color Code | Readiness Color Code | Resource Availability Color Code |
|-----------------|------------------------|--------|---|---------------------------|----------------------|----------------------------------|
| In Design       | K-01-C                 | 5      | SH 90 ML over DOLORES RIVER                 | Green                     | Green                | Green                            |
| Design Complete | F-07-A                 | 3      | SH 82 ML over I70 ML, COLORADO RVR,RR       | Green                     | Green                | Green                            |
| In Design       | E-17-FX                | 1      | I 70 ML over US 6, RR, CITY ST              | Green                     | Green                | Green                            |
| In Design       | C-17-B                 | 4      | SH 60 ML over SOUTH PLATTE RIVER            | Green                     | Yellow               | Yellow                           |
| In Design       | G-03-Q                 | 3      | I 70 ML WBND over COLORADO RIVER OVERFLOW   | Green                     | Yellow               | Yellow                           |
| In Design       | F-10-L                 | 3      | I 70 ML EBND over US 6, RR, EAGLE RIVER     | Green                     | Yellow               | Yellow                           |
| Not Programmed  | E-17-EW                | 1      | I 70 ML EBND over UP RR                     | Green                     | Orange               | Orange                           |
| Not Programmed  | E-17-DF                | 1      | I 70 ML WBND over UP RR                     | Green                     | Orange               | Orange                           |
| Not Programmed  | N-17-BN                | 2      | I25 ML SBND over CO RD 640, BUTTE CREEK     | Green                     | Orange               | Orange                           |
| Not Programmed  | N-17-S                 | 2      | I25 ML NBND over CO RD 103, BUTTE CREEK     | Green                     | Orange               | Orange                           |
| Not Programmed  | E-17-KR                | 1      | I 270 ML EBND over I 70 ML                  | Green                     | Orange               | Orange                           |
| Not Programmed  | F-19-AF                | 1      | COUNTY ROAD over I 70 ML                    | Green                     | Orange               | Orange                           |
| Not Programmed  | G-25-K                 | 4      | SH 59 ML over I-70 ML                       | Green                     | Orange               | Orange                           |
| Not Programmed  | I-18-I                 | 2      | US 24 ML over Draw                          | Green                     | Orange               | Orange                           |
| Not Programmed  | B-16-AM                | 4      | PROSPECT ROAD over I25 ML                   | Green                     | Orange               | Orange                           |
| Design Complete | G-17-A                 | 1      | US 85 ML over SAND CREEK                    | Yellow                    | Green                | Yellow                           |
| Design Complete | M-16-P                 | 2      | SH 69 ML over MILLIGAN ARROYO               | Yellow                    | Green                | Yellow                           |
| In Design       | D-13-A                 | 3      | US 34 ML over N FK COLORADO RIVER           | Yellow                    | Yellow               | Yellow                           |
| In Design       | B-16-EU                | 4      | COUNTY ROAD 48 over I 25 ML                 | Yellow                    | Yellow               | Yellow                           |
| In Design       | F-05-L                 | 3      | I 70 ML WBND over COLORADO RIVER            | Yellow                    | Yellow               | Yellow                           |
| In Design       | L-22-L                 | 2      | SH 71 ML over ARKANSAS RIVER                | Yellow                    | Yellow               | Yellow                           |
| Programmed      | K-17-F                 | 2      | SH 96 ML over RUSH CREEK                    | Yellow                    | Yellow               | Yellow                           |
| Not Programmed  | D-19-A                 | 4      | I 76 SERVICE RD over LOST CREEK SR          | Yellow                    | Orange               | Orange                           |
| Not Programmed  | E-17-IC                | 1      | YORK STREET over I 270 ML                   | Yellow                    | Orange               | Orange                           |
| Not Programmed  | F-08-D                 | 3      | I 70 SERVICE RD over UP RR (SR)             | Yellow                    | Orange               | Orange                           |
| Not Programmed  | K-11-G                 | 5      | US 50 ML over Agate Creek                   | Yellow                    | Orange               | Orange                           |
| Not Programmed  | E-17-EQ                | 1      | SH 265 ML over Race Street                  | Yellow                    | Orange               | Orange                           |
| Not Programmed  | E-17-AH                | 1      | ON 40TH AVE W of SH 2 ML over BNSF RR       | Yellow                    | Orange               | Orange                           |
| Not Programmed  | L-19-F                 | 2      | US 50 BUS RT. Over DRAW                     | Yellow                    | Orange               | Orange                           |
| Not Programmed  | G-21-Y                 | 4      | I 70 BUSINESS SPUR over I 70 ML             | Yellow                    | Orange               | Orange                           |
| Not Programmed  | F-10-C                 | 3      | US 6 ML over EAST LAKE CREEK                | Yellow                    | Orange               | Orange                           |
| Not Programmed  | P-09-L                 | 5      | US 84 ML over Rio Blanco                    | Yellow                    | Orange               | Orange                           |



| Status         | Original Bridge Number | Region | Facility Carried over Featured Intersection | Prioritization Color Code | Readiness Color Code | Resource Availability Color Code |
|----------------|------------------------|--------|---|---------------------------|----------------------|----------------------------------|
| Not Programmed | M-22-Y                 | 2      | US 350 ML over DRAW                         |                           |                      |                                  |

Good
  Better
  Best

|                |         |   |  |  |  |  |
|----------------|---------|---|--|--|--|--|
| Not Programmed | M-21-C  | 2 | US 350 ML over HOE RANCH ARROYO              |  |  |  |
| Not Programmed | F-15-D  | 1 | I 70 FRONTAGE RD over CLEAR CREEK (SR)       |  |  |  |
| Not Programmed | F-19-F  | 1 | US 36 ML over DRAW                           |  |  |  |
| Not Programmed | E-17-EP | 1 | SH 6 DITCH RIDER RD over BURLINGTON CANAL SR |  |  |  |
| Not Programmed | F-15-BL | 1 | I 70 ML WBND over US 6, CLEAR CREEK          |  |  |  |
| Not Programmed | L-19-G  | 2 | SH 96 ML over BOB CREEK CANAL                |  |  |  |
| Not Programmed | C-17-EL | 4 | I 25 ML over DRAW                            |  |  |  |
| Not Programmed | D-12-F  | 3 | SH 125 ML over WILLOW CREEK                  |  |  |  |
| Not Programmed | F-11-AO | 3 | I 70 ML EBND over TIMBER CREEK               |  |  |  |
| Not Programmed | C-18-BK | 4 | US 85 BYPASS SBND over US 85 BUS RT          |  |  |  |
| Not Programmed | G-12-C  | 2 | SH 9 ML over PLATTE GULCH                    |  |  |  |
| Not Programmed | N-17-AD | 2 | I 25 ML SBND over US 160 ML, RR SPUR         |  |  |  |
| Not Programmed | O-12-AD | 5 | SH 371 ML over ALAMOSA RIVER                 |  |  |  |
| Not Programmed | E-12-I  | 3 | SH 9 ML over BLUE RIVER                      |  |  |  |
| Not Programmed | F-16-GG | 1 | PERRY STREET over US 6 ML                    |  |  |  |
| Not Programmed | I-17-O  | 2 | I 25 SERVICE RD over PINE CREEK              |  |  |  |
| Not Programmed | N-11-C  | 5 | SH 112 ML over RIO GRANDE CANAL              |  |  |  |
| Not Programmed | F-05-C  | 3 | SH 13 ML over RIFLE CREEK                    |  |  |  |
| Not Programmed | E-15-AA | 4 | SH 170 ML over COMMUNITY DITCH AR            |  |  |  |

Good
  Better
  Best



**MEMORANDUM**

**TO:** Bridge Enterprise Board of Directors  
**FROM:** Scott McDaniel, PE, Director of Project Support  
**DATE:** January 21, 2016  
**SUBJECT:** January 2016 Bridge Enterprise Progress Report

**PURPOSE**

The Bridge Enterprise (BE) team has prepared a progress report presentation to update the Board members of recent program initiatives, statistics and successes. No action from the Board is requested; this report is for informational purposes only. Summarized below are the elements contained in the report:

**PROGRAM SCHEDULE AND SPI:**

- Program schedule updated for work complete through December 2015
- December Schedule Performance Index (SPI) = 0.94; NO CHANGE from prior month (November SPI = 0.94)
- **Over-performing projects**
  - 5 projects with \$11.4M in combined Earned Value (EV) greater than planned
  - Increases overall program SPI by 0.016; an decrease of 0.002 from prior month (November = 0.018)
- **Under-performing projects**
  - 3 projects with \$40.0M in combined lost EV
    - Reduces overall program SPI calculation by 0.06; a 0.01 decrease from prior month (November = 0.07)
  - Of the 13 Railroad involved projects there are none currently being impacted by railroad delays.

**PROGRAM INITIATIVES AND RECENT ACTIVITY:**

The BE team continues to collaborate with CDOT in managing, monitoring and reporting on the progress and success of the program. Some recent program tasks and initiatives include:

- Policy and Procedural Directives Task Team
- Ongoing project coordination and oversight
- Closeout and deprogramming funds from completed projects
- Programming of new projects for preconstruction activities
- Continued PMO coordination
- Quarterly Reporting
- Maintenance Invoicing
- Year-end research and reporting
- Prioritization Plan updates and modifications



**RECENT PROJECT ACTIVITY:**

**Project Completion:**

- Region 1, Three BE-funded structures on the US 6 Bridges Design-Build Project: F-16-EF, US 6 over the South Platte River | F-16-EJ, US 6 over BNSF Railroad | F-16-EN, US 6 over Bryant Street

**BE Program Newly Eligible Structures:**

- Three newly poor bridges became eligible for BE Program since the March 2015 CDOT Staff Bridge/NBI Update; see table below.
- Eligible for FASTER funding based on sufficiency rating and condition changes.

| Structure Number | CDOT Region | County    | Facility Carried over Featured Intersection |
|------------------|-------------|-----------|---|
| E-17-EQ          | 1           | Denver    | SH 265 over ML Race Street                  |
| P-09-L           | 5           | Archuleta | US 84 ML over Rio Blanco                    |
| K-11-G           | 5           | Saguache  | US 50 ML over Agate Creek                   |

**TOTAL PROGRAM FINANCIAL PERFORMANCE**

Expenditure and encumbrance data through November 30, 2015 summarized below:

- Overall projected expenditures increased by \$43.2 M or 6.2%
- Overall actual expenditures increased by \$26.0 M or 4.7%
- Actual Bond expenditures, no increase or decrease. Bond proceeds are essentially expended and the bulk of the remaining balance is related to interest earnings.
- Overall encumbrances increased by \$1.3 M or 0.9%
- Bond encumbrances decreased by (\$2.3 M ) or -31.9%

**STATUS OF FASTER ELIGIBLE BRIDGES**

There are currently 192 bridges eligible for the BE program.

|                    |     |
|--------------------|-----|
| Completed          | 120 |
| In Construction    | 19  |
| Design Complete    | 2   |
| In Design          | 12  |
| Remaining          | 25  |
| No Action Proposed | 14  |

**STATUS OF \$300M BOND BRIDGES**

There are currently 89\* bridges in the BE bond program.

|                 |    |
|-----------------|----|
| Completed       | 66 |
| In Construction | 19 |
| Design Complete | 2  |
| In Design       | 2  |

*\*The methodology for the 2010 bond program bridge count has changed from programmed bridges to budgeted bridges.*

**STATUS OF 30 MOST DEFICIENT BRIDGES**

The CBE has completed 28 of the 30 bridges originally identified as the most deficient. L-18-M, I 25 ML NBND over Indiana Ave. is in construction; E-17-FX, Central 70, will be the final original '30 worst' bridge addressed. The status of the 30 worst bridges based on 2015 final ratings are also included in the attached progress report.

**DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION**

State & FHWA-funded CBE construction contracts continue to help CDOT exceed its overall 12.46% DBE goal. CBE DBE participation statistics for the entire 2015 Federal Fiscal Year (September 1, 2014 to October 31, 2015) are as follows:

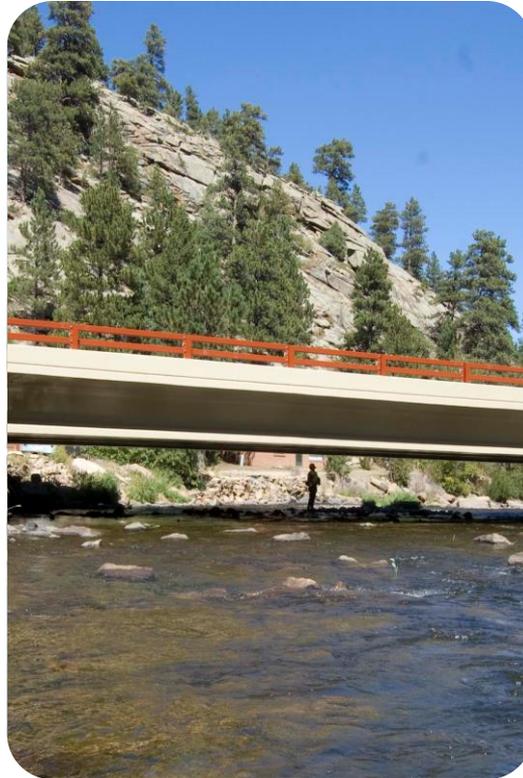
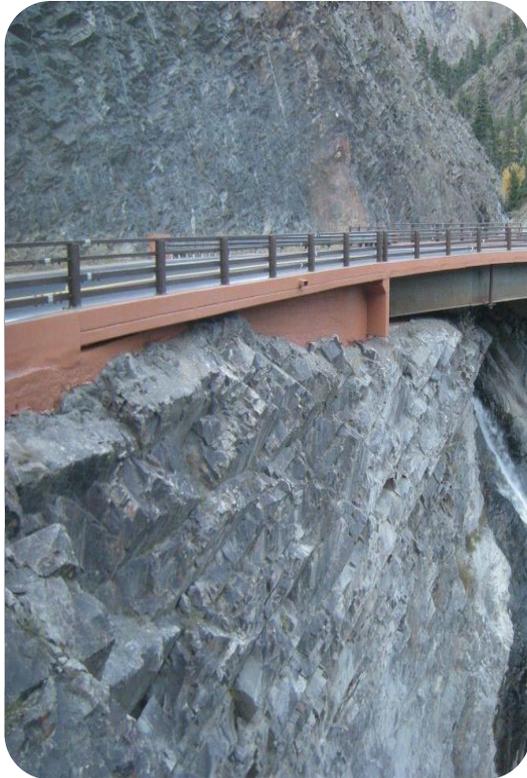
|                                       |               |
|---------------------------------------|---------------|
| 6 Prime Contracts Awarded             | \$144,924,029 |
| 199 Subcontracts Awarded              | \$57,439,564  |
| 75* Total DBE Subcontracts Awarded    | \$13,072,999  |
| DBE Percentage of Subcontract Dollars | 22.8%         |

\*The 75 subcontracts went to 49 individual DBE firms.





**COLORADO**  
Department of  
Transportation



## **Colorado Bridge Enterprise**

January 2016 Monthly Progress Report  
Board of Directors Meeting



# Program Schedule

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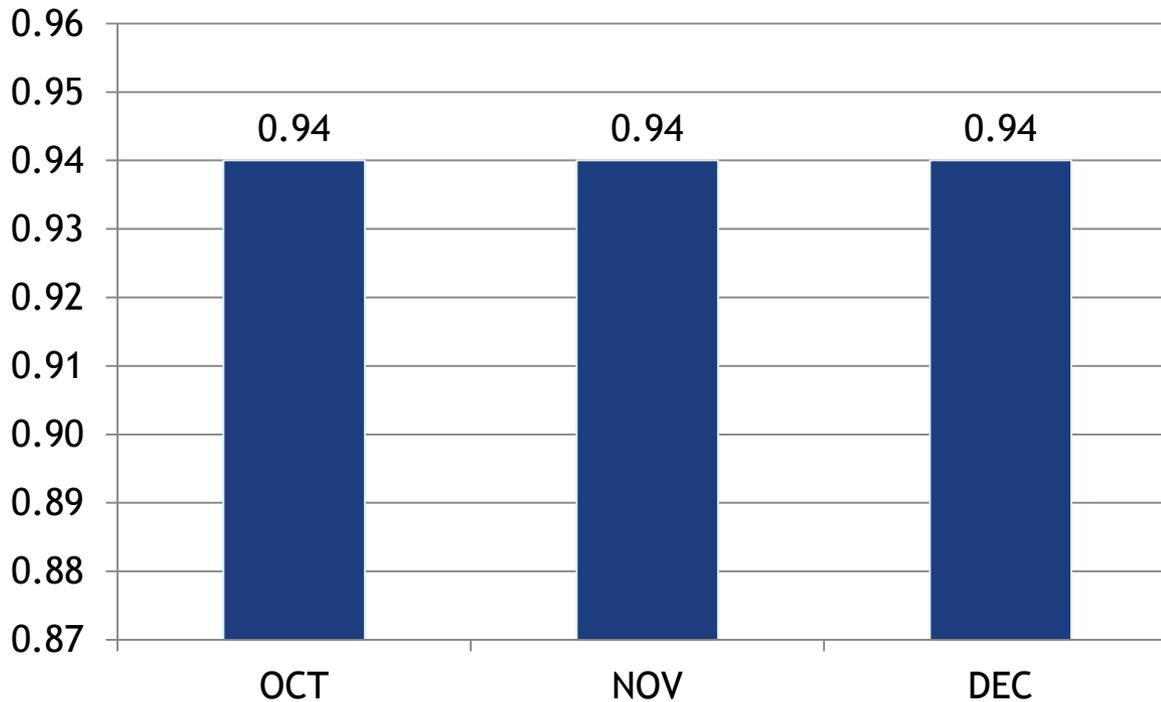
- Program schedule updated for work complete through December 2015
- December Schedule Performance Index (SPI) = 0.94; NO CHANGE from prior month (November SPI = 0.94)
- **Over-performing projects**
  - 5 projects with \$11.4M in combined Earned Value (EV) greater than planned
  - INCREASES overall program SPI by 0.016; an DECREASE of 0.002 from prior month (November = 0.018)
- **Under-performing projects**
  - 3 projects with \$40.0M in combined lost EV
    - Reduces overall program SPI calculation by 0.06; a 0.01 DECREASE from prior month (November = 0.07)
  - Of the 13 Railroad involved projects there are none currently being impacted by railroad delays.



# Program Schedule

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## Program SPI by Month



Program Goal SPI  $\geq 0.90$



# Program Initiatives

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## CURRENT PROGRAM ACTIVITY & INITIATIVES:

- Policy and Procedural Directives Task Team
- Ongoing project coordination and oversight
- Closeout and deprogramming funds from completed projects
- Programming of new projects for preconstruction activities
- Continued PMO coordination
- Quarterly Reporting
- Maintenance invoicing
- Year-end research and reporting
- Prioritization Plan updates and modifications



# Recent Project Activity

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## PROJECT COMPLETION:

**Region 1, US 6 Bridges Design-Build Project, 3 BE-funded structures:  
F-16-EF, US 6 over the South Platte River | F-16-EJ, US 6 over BNSF  
Railroad | F-16-EN, US 6 over Bryant Street**





# Recent Project Activity

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## BE PROGRAM NEWLY ELIGIBLE STRUCTURES:

- Three newly poor bridges became eligible for BE Program since the March 2015 CDOT Staff Bridge/NBI Update.
- Based on sufficiency rating and condition changes.

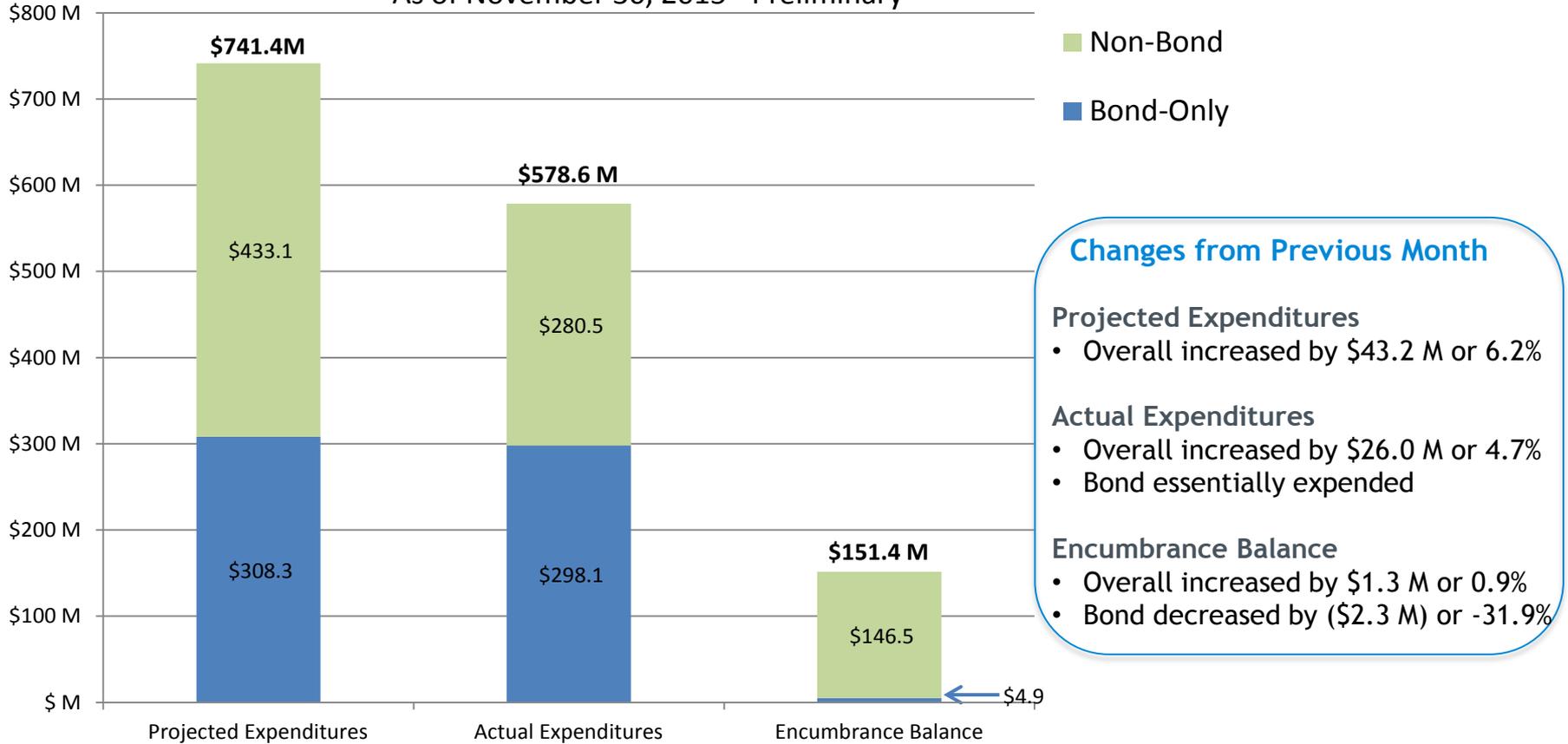
| Structure Number | CDOT Region | County    | Facility Carried over Featured Intersection |
|------------------|-------------|-----------|---|
| E-17-EQ          | 1           | Denver    | SH 265 over ML Race Street                  |
| P-09-L           | 5           | Archuleta | US 84 ML over Rio Blanco                    |
| K-11-G           | 5           | Saguache  | US 50 ML over Agate Creek                   |



# Total Program Financial Performance

## Colorado Bridge Enterprise Total Program Performance

As of November 30, 2015 - Preliminary





# Status FASTER Eligible Bridges

Current 192 Eligible Bridges



November 189 Eligible Bridges - 2 Months ago



July 189 Eligible Bridges - 6 Months ago



- Completed
- In Construction
- Design Complete
- In Design
- Remaining
- No Action Proposed

0

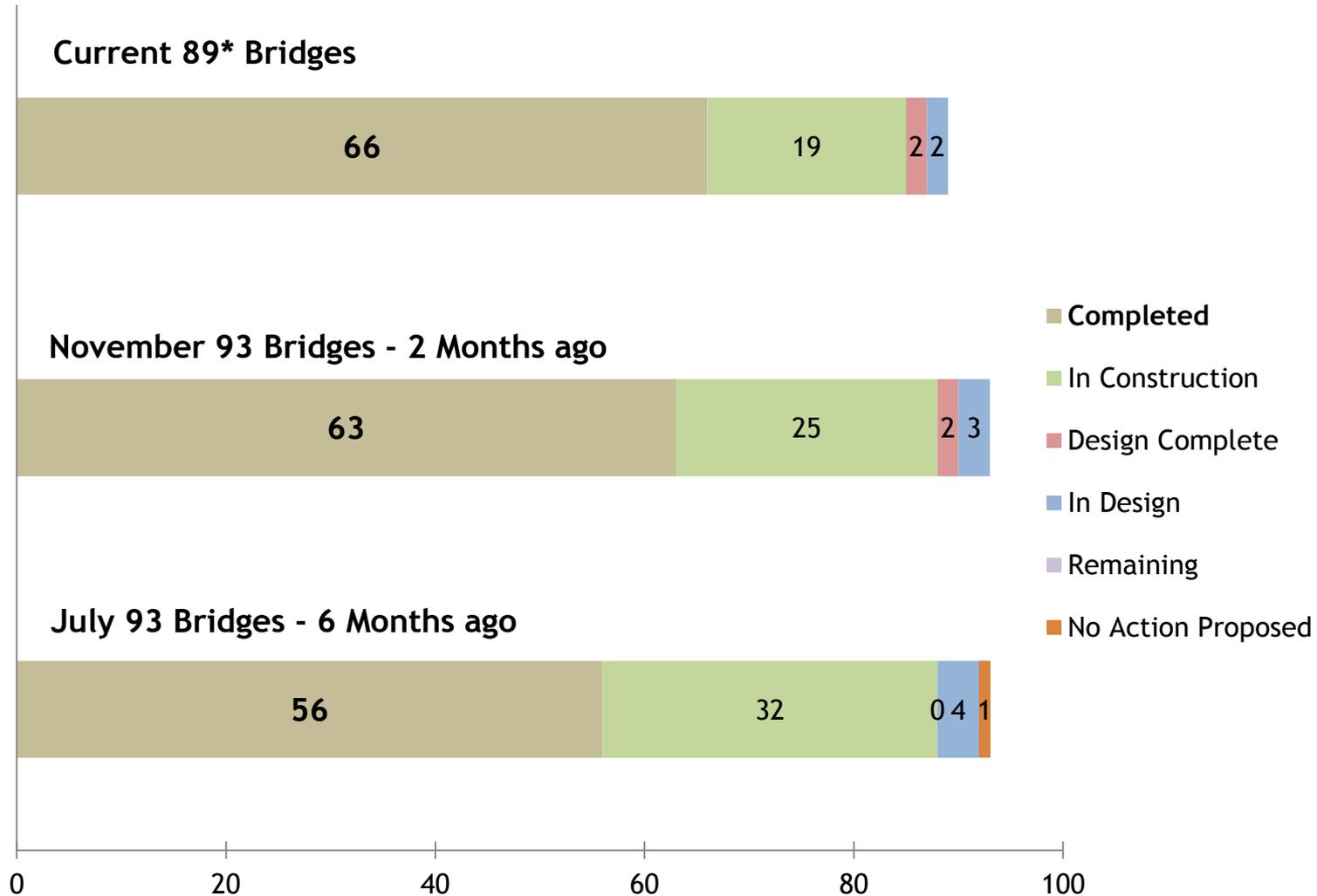
50

100

150



# Status \$300M Bond Bridges



\*Variation in the bridge count is due to a reconciliation of bond program tracking. The methodology for the 2010 bond program bridge count has changed from programmed bridges to budgeted bridges.



# Status of 30 Most Deficient Bridges

|                        | 2015 Poor List Bridges<br>Worst 30 Status | Original 128 Bridges<br>Worst 30 Status |
|------------------------|---|---|
| Complete               | 1   | 28                                      |
| In Construction        | 2   | 1*                                      |
| Design Complete        | 9   | 0                                       |
| In Design              | 7   | 1**                                     |
| Remaining              | 11***                                     | 0                                       |
| <b>Total Addressed</b> | <b>30</b>                                 | <b>30</b>                               |

\*L-18-M I 25 ML NBND over Indiana Ave; \*\* E-17-FX I-70 Viaduct will be the final original '30 worst' bridge addressed.

\*\*\*Remaining/Not Programmed

| Bridge Number | Region | County    | Facility Carried over Featured Intersection |
|---------------|--------|-----------|---|
| E-17-KR       | 1      | Denver    | I-270 ML EBND over I 70 ML                  |
| E-17-DF       | 1      | Denver    | I-70 ML WBND over UP RR W of Quebec Street  |
| E-17-EW       | 1      | Denver    | I-70 ML EBND over UP RR; W of Quebec Street |
| E-17-EQ       | 1      | Denver    | SH 265 OVER ML Race Street                  |
| E-17-AH       | 1      | Denver    | 40th Avenue W of SH 2 ML over BNSF RR       |
| I-18-I        | 2      | El Paso   | US 24 ML over Draw                          |
| N-17-S        | 2      | Huerfano  | I-25 ML NBND over CO Rd. 103, Butte Creek   |
| L-19-F        | 2      | Pueblo    | US 50 BUS. RT over DRAW                     |
| F-10-C        | 3      | Eagle     | US 6 ML over East Lake Creek                |
| P-09-L        | 5      | Archuleta | US 84 ML over Rio Blanco                    |
| K-11-G        | 5      | Saguache  | US 50 ML over Agate Creek                   |



## DBE Participation

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State & FHWA-funded BE construction contracts continue to help CDOT exceed its overall 12.46% DBE goal through the following achievements:

| Federal Fiscal Year (FFY) 2015 - 10/1/2014 - 9/30/15 |               |
|--|---------------|
| 6 Prime Contracts Awarded                            | \$144,924,029 |
| 199 Subcontracts Awarded                             | \$57,439,564  |
| 75* Total DBE Subcontracts Awarded                   | \$13,072,999  |
| DBE Percentage of Subcontract Dollars                | <b>22.8%</b>  |

\*The 75 subcontracts went to 49 individual DBE firms.



# FASTER Q & A

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## Questions & Answers



## MEMORANDUM

**TO:** BRIDGE ENTERPRISE BOARD OF DIRECTORS  
**FROM:** MARIA SOBOTA, CHIEF FINANCIAL OFFICER  
**DATE:** JANUARY 21, 2016  
**SUBJECT:** FY 2016 Q1 CBE PROGRAM FINANCIAL UPDATE

### Purpose:

The Bridge Enterprise (BE) team has prepared a BE Program Update as of Q1 FY 2016 for the Board of Directors information. No action is requested from the Board; for informational purposes only. Summarized below are the tables contained in this report.

### Bridge Enterprise Program Liability

The program life-to-date (LTD) total liabilities for the BE program are \$931.2M, an increase of \$35.0M from the \$896.2M total liability at June 30, 2015. LTD expenditures as of September 30, 2015 are \$552.6M as compared to \$532.1M at June 30, 2015. The current encumbrance balance is \$150.1M as compared to \$135.7M on June 30, 2015.

### Cash Flow

Attached is Figure 1, which depicts all current available BE cash balances, forecasted revenues, and forecasted expenditures for currently programmed projects. BE has forecasted \$61.4M use of cash for the Central 70 project during the period of July 2017 through September 2018. This is based on a model that uses a combination of milestone and availability payments. The cash flow forecast model has taken into account Resolution BE 15-8-2 which sets parameters for the use of BE funds during the construction period of the Central 70 project. These figures are expected to change once the project team is able to determine the ultimate scope of the project, and BE is able to determine the optimal funding scenario. The cash balance on September 30, 2015 was \$250.5M and is projected to decrease to \$28.8M by September 30, 2018 if the Central 70 project proceeds as currently scheduled. During construction of the Central 70 project, from FY 2018 through FY 2021 the amount available for other BE projects as currently modeled will be far less than 50% of available revenues in order to maintain a program cash floor of \$25.0M.

### Debt Service Coverage

As depicted on Figure 2, the current debt service is \$18.2M. Starting in FY 2022, the forecast assumes \$33.5M for Availability Payments for the Central 70 project, which will increase the debt service to \$51.7M. Debt service will increase further to \$65.0M in FY 2026 with the debt service coverage ratio decreasing to 2.3:1. This is the year that the debt service for the 2010A Bonds increases to \$31.5M from



the current \$18.2M. The revenue gradually increases over time due to organic growth. Debt service will decrease to \$33.5M in FY 2042 due to the retirement of the 2010A Bonds in FY 2041.

### Revenues

FY 2016 FASTER revenues are forecasted at \$100.1M. Historical analysis indicates that \$25.4M of FASTER revenues would be collected as of September 30, 2015, actual FASTER Revenues are \$27.2M. As shown on Figure 3, if this trend were to continue, revenues at June 30, 2016 would exceed the current revenue forecast by approximately \$8.0M.

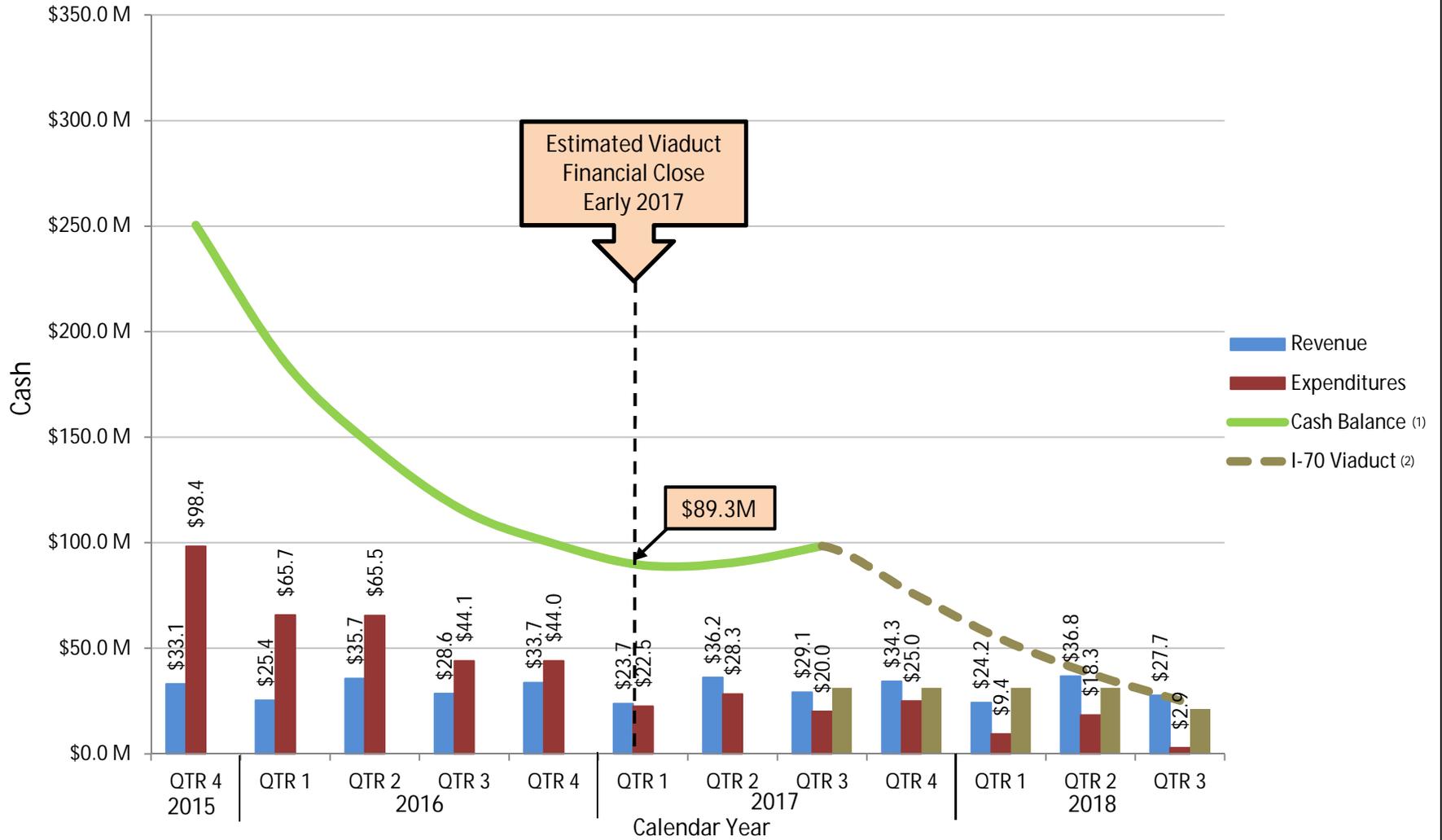
### Expenditure Performance Index (XPI)

This metric measures a programs ability to spend revenues as efficiently as possible. The XPI tracks actual expenditures and compares them to actual revenues on a monthly basis. As shown on Figure 4 the XPI is high due to expenditures exceeding revenues on a monthly basis.





## Colorado Bridge Enterprise Three Year Quarterly Cash Flow Projection



(1) Cash balance line includes the use of \$61.4 M of preconstruction activities for the I-70 Viaduct.  
 (2) Estimated impact to cash - assuming cash contribution to I-70 Viaduct project through Q3 2018, for milestone and availability payments from the most recent financial model.

FIGURE 1

As of September 30, 2015



### Colorado Bridge Enterprise Forecasted Revenue vs Debt Service

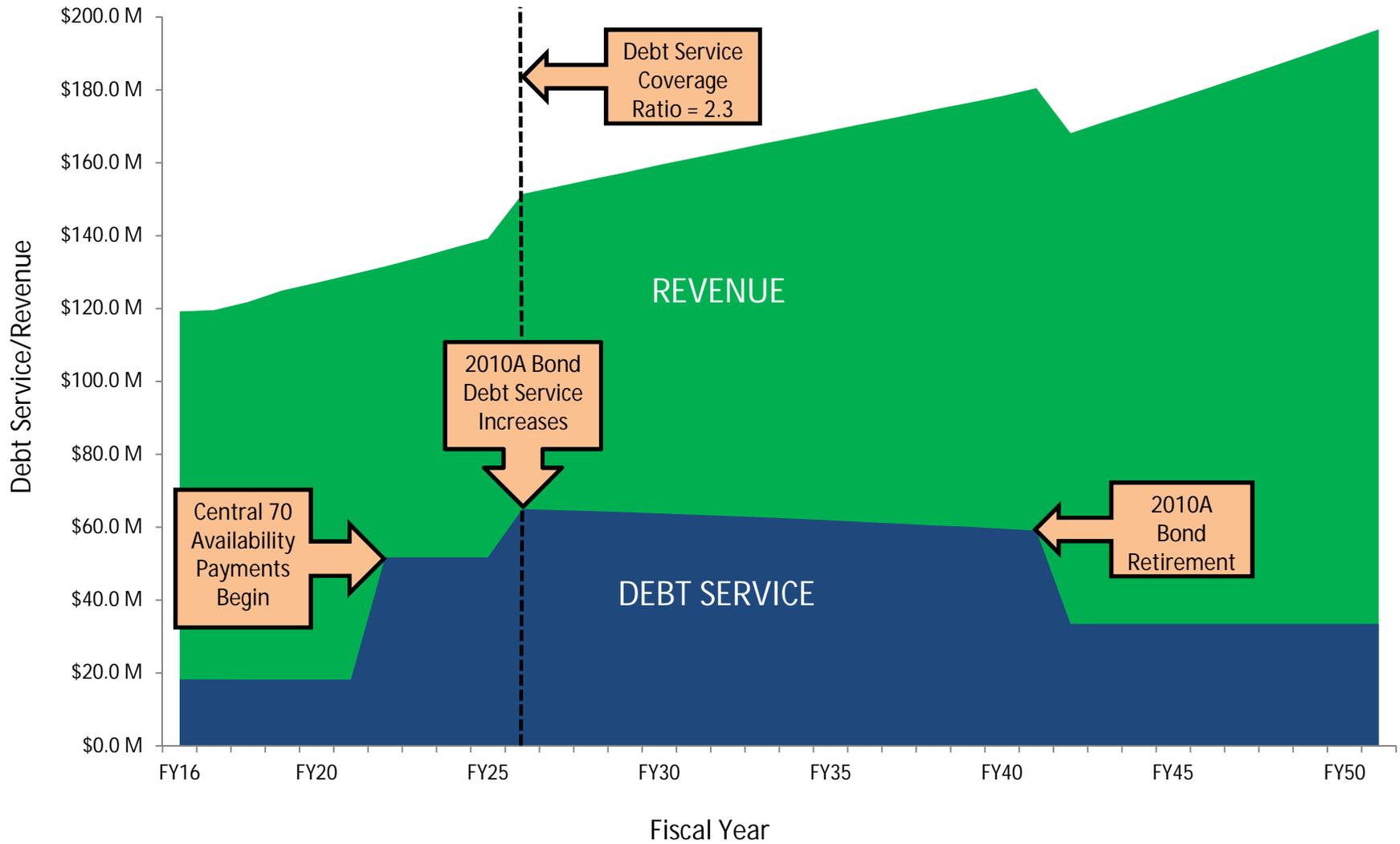
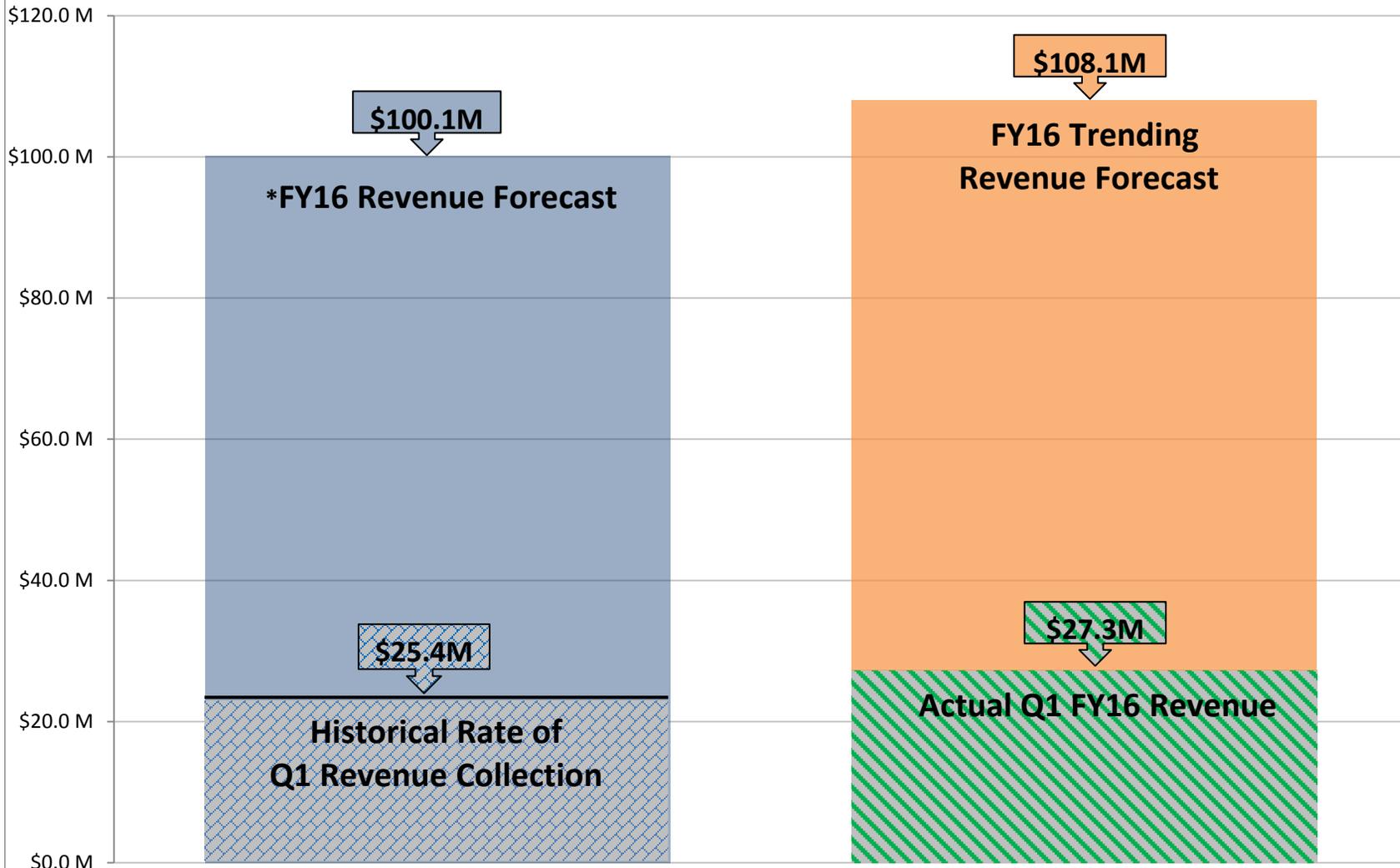


FIGURE 2

As of September 30, 2015



### Colorado Bridge Enterprise Forecast vs Actual Revenue Comparison



Fiscal Year 2016

\*Information Provided by OFMB

FIGURE 3

As of September 30, 2015



### Colorado Bridge Enterprise Cumulative Revenue XPI CY 2015

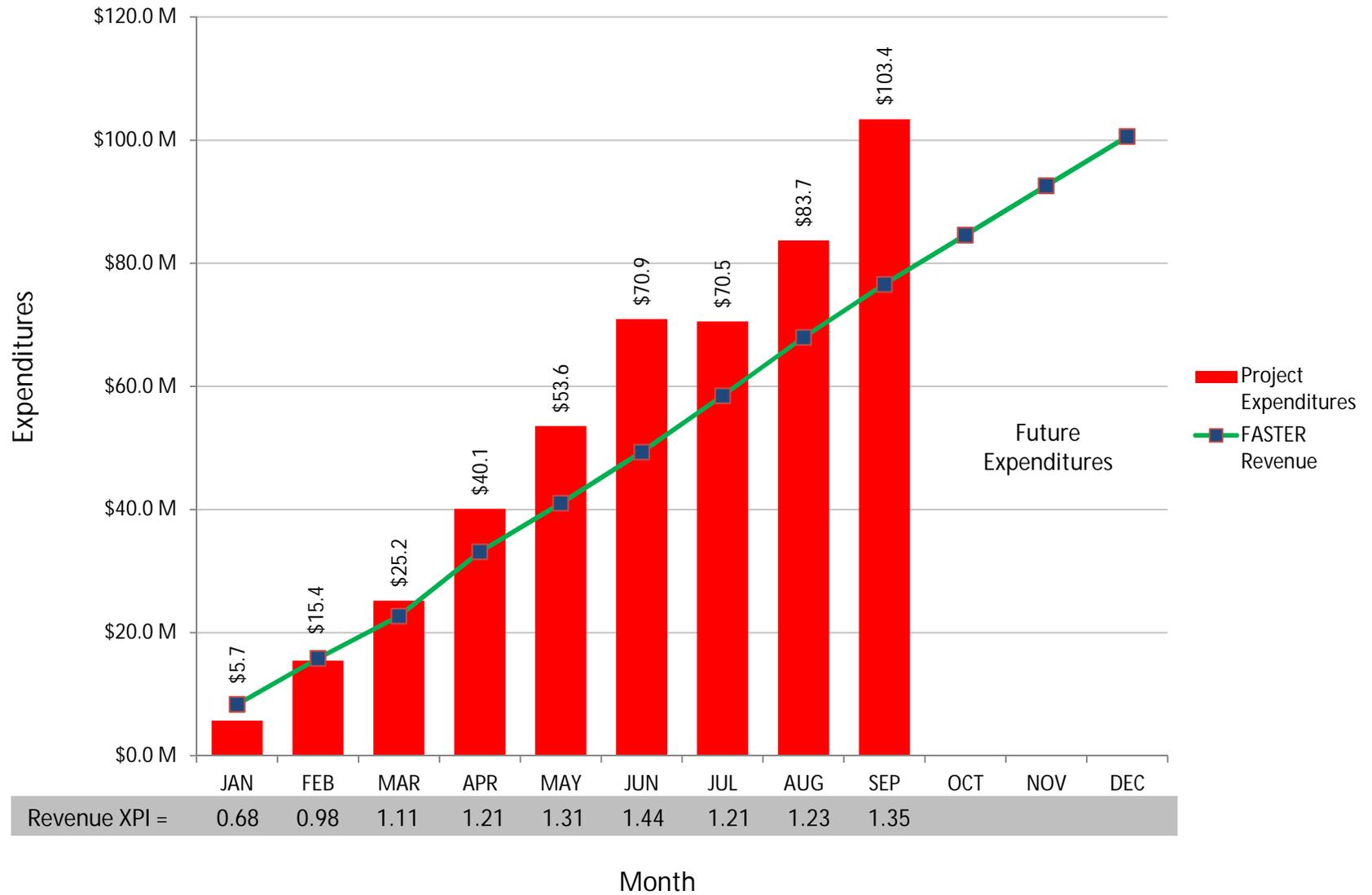


FIGURE 4

As of September 30, 2015