

Colorado Transportation Commission

Schedule & Agenda

January 18, 2023

For link to YouTube meeting access please see website:

<http://www.coloradodot.info/about/transportation-commission/meeting-agenda.html>

Don Stanton, Chair

Arvada, District 2

Yessica Holquin

Denver, District 1

Eula Adams

Arapahoe County, District 3

Karen Stuart

Broomfield, District 4

Kathleen Bracke

Fort Collins, District 5

Barbara Vasquez

Cowdrey, District 6

Kathy Hall

Grand Junction, District 7

Mark Garcia

Pagosa Springs, District 8

Lisa Hickey

Colorado Springs, District 9

Terry Hart

Pueblo, District 10

Gary Beedy, Vice-Chair

Genoa, District 11

THE CHAIRMAN MAY ALTER THE ITEM SEQUENCE OR TIMES

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

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

TRANSPORTATION COMMISSION WORKSHOPS

Wednesday, January 18, 2023

11:30 a.m. Virtual Lunch Meeting for Commissioners

12:00 p.m. Joint Board TC Workshop on CTIO Staffing Plan (Nick Farber, Piper Darlington and Kelly Brown)

12:30 p.m. Budget Workshop – PD 703.0 Update (Jeff Sudmeier and Bethany Nicholas)

1:00 p.m. Condemnation Request Workshop (Steve Harelson)

1:15 p.m. Grants Workshop (Hannah Reed)

1:45 p.m. Adjournment

TRANSPORTATION COMMISSION MEETING

Wednesday, January 18, 2023

1:45 p.m. 1. Call to Order, Roll Call

1:50 p.m. 2. Public Comments

- 2:10 p.m. 3. Comments of the Chair and Individual Commissioners
- 2:30 p.m. 4. Executive Director's Management Report (Shoshana Lew)
- 2:35 p.m. 5. Chief Engineer's Report (Steve Harelson)
- 2:45 p.m. 6. CTIO Director's Report (Nick Farber)
- 2:50 p.m. 7. FHWA Division Administrator Report (John Cater)
- 2:55 p.m. 8. STAC Report (Vincent Rogalski)
- 3:00 p.m. 9. Act on Consent Agenda
- a) Proposed Resolution #1: Approve the Regular Meeting Minutes of December 14, 2022 (Herman Stockinger)
 - b) Proposed Resolution #2: IGA Approval >\$750,000 (Steve Harelson)
 - c) Proposed Resolution #3: Access Permit Appeals - # 322127 and # 322125 (Pawan Nelson and Dan Roussin)
 - d) Proposed Resolution #4: Adoption of Policy Directive 1604.0 Construction Public Notice Policy (Herman Stockinger/Matt Inzeo)
- 3:05 p.m. 10. Discuss and Act on Proposed Resolution #5: Budget Supplement of FY 2023 (Jeff Sudmeier and Bethany Nicholas)
- 3:10 p.m. 11. Discuss and Act on Proposed Resolution #6: PD 703.0 Update (Jeff Sudmeier) (Jeff Sudmeier)
- 3:15 p.m. 12. Discuss and Act on Proposed Resolution #7: Condemnation (Stephen Harelson)
- 3:20 p.m. 13. Recognition
- 3:25 p.m. 14. Other Matters
- 3:30 p.m. 15. Adjournment

The Bridge Enterprise Board of Directors meeting will reconvene in February.

INFO ONLY

- Project Budget/Expenditure Memo (Jeff Sudmeier)
- Quarterly Revenue Forecast Update (Jeff Sudmeier)
- Central 70 Globeville and Elyria-Swansea Tolling Equity Program Report (Simon Logan)

MEMORANDUM

TO: COLORADO TRANSPORTATION INVESTMENT OFFICE BOARD (CTIO) OF DIRECTORS and COLORADO TRANSPORTATION COMMISSION
FROM: KELLY BROWN, CTIO CHIEF TOLL OPERATIONS OFFICER
SUBJECT: PROPOSED CTIO STAFFING AND NEW TOLLING OPERATIONS BRANCH AND DIVISIONS
DATE: JANUARY 18, 2023

Purpose

To present the CTIO Board and the Colorado Transportation Commission (TC) with key details regarding CTIO's request for seven (7) Full-Time Equivalent (FTE) positions to increase the CTIO Express Lanes tolling operations staff in fiscal year 2022-23. Twelve (12) additional FTE positions are expected to be requested between fiscal years (FY) 2023-24 and 2024-25 are also included in this memo as reference to CTIO's future growth plans.

Action

No action is requested, and the purpose of the materials is informational only. TC approval of the overall increase to CDOT's FTE cap related to the seven (7) tolling operations positions will be requested in February. If approved, CTIO will include budget for the new positions in its upcoming FY 2023-24 annual budget for approval in March by the CTIO Board.

Background: Key Tolling Operations Details

Below is a summary of key drivers behind CTIO's request for current and future FTE's:

- **Network Growth.** Express Lanes currently in construction are beginning to transition to live tolling operations. The network has increased from two Express Lanes in operation in 2019 to five Express Lanes in operation as of 2022. By mid-2023, there will be seven Express Lanes in operation and by 2025, there will be 10 Express Lanes in operation.
- **New System Functionality.** CTIO procured a Next Generation Lane Toll System (NGLTS) in 2020. With this new system, CTIO now has access to new roadside functionality including additional data availability and reports as well as Service Level Agreements (SLA's) that require the vendor to meet twenty-seven (27) key performance indicators (KPIs) for each Express Lane corridor. CTIO must monitor and track these KPIs and calculate liquidated damages (when necessary) if those KPIs are not met.
- **Legislative Mandates.** CTIO is implementing House Bill 22-1074 which was signed into law on March 15, 2022, by Governor Jared Polis. HB 22-1074 allows CTIO to use tolling equipment on the I-70 Mountain Express Lanes to issue Civil Penalties to drivers committing the following unsafe behavior: (1) driving in the I-70 Mountain Express Lanes when the Express Lane is closed, (2) driving a vehicle a vehicle with more than 2 axles or pulling a trailer, (3) entering or exiting the Express Lanes when not in an ingress or egress zone and/or (4) driving a vehicle greater than 25 feet in length. CTIO anticipates expanding the program across the Express Lanes network in 2023.
- **Implementation of a New Commercial Tolling Back Office System.** CTIO is in the process of procuring a new commercial back-office system with customer service center operations (CBOS). This new CBOS will bring all back office and customer service center operations, currently provided by the E-470 Public Highway Authority, under CTIO's direct responsibility and control. The CBOS is the nerve center of the tolling system, and the scope of this new back office includes a call center, image review operations, collections, an administrative law court, transponder inventory and fulfillment, creating new accounts, generating invoices for customers, miscellaneous support staff, marketing and financial, accounting and auditing functions. CTIO is requesting FTEs to cover the functionality that E-470, as our back-office provider, currently provides on behalf of CTIO.

Current Details:

Proposed Organizational Changes

In response to the factors listed above, CTIO staff proposes that a new Tolling Operations Branch and five related offices to be created under CTIO:

1. Tolling Traffic Operations Center
2. Tolling Maintenance Operations,
3. Tolling Back Office (CBOS) Operations,
4. Toll Data Analysis and Reporting, and
5. Toll Accounting

Please see attachment B for proposed CTIO org chart with new Tolling Operating Branch and five (5) new proposed offices. The nineteen (19) Full-Time Equivalent (FTE) positions that will be requested over the next four fiscal years will be performing the tasks related to the increased functionality, workload, and additional vendor oversight within the new branch.

Fiscal Year 2022-23 High Priority Staffing and FTE Request

Express Lanes currently in construction are beginning to transition to live tolling operations. The network has increased from two Express Lanes in operation in 2019 to five Express Lanes in operation as of 2022. By mid-2023, there will be seven Express Lanes in operation and by 2025, there will be 10 Express Lanes in operation. CTIO currently uses contractor labor to staff the Traffic Operations Center (TOC) with operators assigned to monitor the Express Lanes network. CTIO would like to transition the existing contractor operators to FTE positions. As each Express Lanes project goes “live,” additional operators will be brought on to meet the increased workload. CTIO is currently requesting (6) FTE positions so CTIO can transition the following six (6) contractor operator positions:

- **Two (2) Senior Tolling Traffic Operations Lead**
- **Four (4) Tolling Traffic Operators**

In addition to the increase in Express Lane miles, it is anticipated that CTIO will be selecting the new CBOS vendor in 2023, with Notice to Proceed (NTP) and system implementation activities starting in calendar year 2024 and transition of operations from the current CBOS with E-470 Public Highway Authority to the new CTIO CBOS in 2025/2026. Due to the critical nature of this role, this position needs to be filled with a CTIO FTE instead of a consultant. To assist in this process, CTIO is requesting:

- **One (1) New Toll System Project Manager**

See Attachment B: Proposed CTIO Staffing Plan org charts for new CTIO Tolling Operations Branch and Offices for details on duties that will be performed by these roles.

Key Benefits of Approving CTIO’s Request for Additional FTEs

- Approval of CTIO’s request for seven (7) new FTEs for FY 2022-23 and approvals for the remaining twelve (12) FTE positions (detailed in Attachment A: Future FTE Descriptions) over the next four fiscal years will prepare CTIO for the future by ensuring that adequate and proper staffing is in place to handle the growth of the Express Lanes network and new NGLTS and CBOS functionality.
- CTIO will pay for these nineteen (19) positions from toll revenue, **not out of the CDOT budget**.
- CTIO will realize cost savings by transitioning existing roles from contractors to FTE as well as new roles.
- The benefits of having FTEs in place versus having a contracted staff include higher retention of staff, knowledge and historical experience and the ability to pass along this valuable information to new trainees, increasing the possibility of having a long-term team that desires to continue to grow with the program. By converting them from contractor to FTE positions, CTIO would be able to grow the traffic operator count without increasing the cost for the operators as FTE positions traditionally are more cost-effective than contractor labor.

Detriments to CTIO's FTEs Request Being Denied

- CTIO Express Lanes responsibilities can't be postponed or ignored and CTIO has the statutory responsibility to perform them. Failure to act will lead to diminished level of service in the Express Lanes and increased scrutiny by the legislature and the public. Ensuring a high level of public trust is critical to the success of the Express Lanes.
- The current number of CTIO FTEs working in the Express Lanes operations "side of the house" is **three (3)**, the Chief Toll Operations Officer, the Tolling Operations Supervisor, and the Tolling Maintenance Supervisor. These CTIO staffers are overextended, and they are each working 10 to 13 hours a day, six or seven days a week. Despite working long hours, they are not able to keep up with all the responsibilities and tasks involved in running a growing Express Lanes agency. Please see Attachment C: Current Staffing Challenges for details on impact to the current CTIO team.
- The FTE positions that are requested are needed to perform the tasks and activities that will ensure that the maximum amount of toll revenue is collected without raising toll rates. Certain activities are involved in running an efficient tolling agency to ensure that "leakage" (uncollectable toll revenue due to multiple factors) is minimized. Without the manpower to perform those activities, leakage can be as high as 30 percent to 50 percent of the expected toll revenue (number of toll transactions x toll rate). Without sufficient toll revenue, CTIO will not be able to meet its obligation to repay the debt on the Express Lanes.
- It's not a matter of doing more with less or working smarter.
 - CTIO doesn't have any staff with the skillset(s) needed to perform some of the tasks that the requested FTEs will be performing.
 - Without additional FTEs to work in the Traffic Operations Center, CTIO will not be able to increase their coverage of Express Lanes, monitoring to 24/7/365. CTIO currently monitors the Express Lanes from 6:00 am to 8:00 pm seven days a week. CTIO relies on the CDOT Traffic Operators to provide overnight coverage, monitoring the Express Lanes in addition to their regular CDOT workload, monitoring the roadways in the rest of the state.
 - The current number of CTIO Tolling Traffic Operators does not allow for the operators to take time off (sick time, annual leave) without impacting the level of Express Lanes monitoring and impacting the work schedule of the CDOT Tolling Traffic Operators. CTIO is working with a skeleton crew of contractors to minimize the costs, but that is not a sustainable long-term solution.
 - With the new functionality provided by the NGLTS system, CTIO staff does not have the skillset and time to learn how to use the reporting module to run reports and analyze the data, manually audit the toll system to verify that toll lane equipment is accurately recording toll transactions or independently verify SLAs and KPIs are being met.

Board and TC Options/Decision Matrix

- Staff Recommendation: Approve CTIO's request for seven (7) new FTEs for FY 2022-23. Note: Approvals for the remaining twelve (12) FTE positions detailed in this memo are expected to be requested from the TC at a future time.
- Approve a reduced number of FTEs and/or delay CTIO's request for seven (7) new FTEs, explaining that CTIO must continue to use contractor labor to fill some or all the requested above for FY 2022-23.
- Reject CTIO's request for seven (7) new FTEs, explaining that CTIO must continue to use contractor labor to fill the seven (7) positions requested above for FY 2022-23.

Next Steps

- If approved, CTIO Staff will continue the process of creating the PDQs for the seven (7) FTE positions referenced above for FY 2022-23 and commencing the hiring process.
- CTIO Staff will work with CDOT executive management to determine an appropriate timeline for bringing the request for the remaining (12) FTE before the TC for consideration.

Attachments

Attachment A: Future FTE Descriptions

Attachment B: Proposed CTIO Staffing Plan org charts for new CTIO Tolling Operations branch and divisions

Attachment C: Current Staffing Challenges



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ATTACHMENT A
Future FTE Descriptions

Attachment A: Future FTE Descriptions

Details for twelve (12) additional FTE positions will be requested between in the next three fiscal years are provided below:

Fiscal Year 2023-24

- (2) FTE Tolling Traffic Operators. See above memo for description of duties**
- (2) Tolling Traffic Operations Leads. See above memo for description of duties**
- (1) Project Coordinator. This position is requested to provide support the new Tolling Operations branch.**

Fiscal Year 2024-25

- (2) FTE- Tolling Traffic Operators. See above memo for description of duties**

(1) FTE- Data Analyst/Reports Writer. This position is requested to help CTIO take full advantage of these new, increased data and reporting capabilities. The Data Analyst will also be able to run ad hoc reports in response to the data requests that CTIO receives from the media, the public, legislators and T&R consultants regarding the operations and revenue of the Express Lanes. This new Data Analyst position will support the Tolling Maintenance Supervisor, the Toll Auditor, the Tolling Traffic Engineer, the Toll Accountant, the Toll System Project Manager, the Tolling Operations Manager, and the Chief Toll Operations Officer.

(1) FTE- Quality Assurance/ Business Analyst (QA/BA). This position is requested so that CTIO will be able to ensure the quality of both the new NGLTS (referenced above) and the new CBOS (referenced below), which are being delivered as Commercial-Off-the-Shelf (COTS) systems that have been modified to CTIO's functional and business requirements. The QA/BA Analyst position will verify that the modifications to both systems have been delivered as expected when the systems go live, future modifications are scoped and delivered properly, and that the systems are operating as designed throughout the life of the systems. The QA/BA Analyst position will support the Tolling Maintenance Supervisor, the Toll Auditor, the Tolling Traffic Engineer, the Toll Accountant, the Toll System Project Manager, the Tolling Operations Manager, and the Chief Toll Operations Officer.

(1) FTE- Toll Accountant. This position is requested to provide all financial and accounting tasks related to oversight of the daily and monthly reconciliation of toll activities: the preparation of monthly budget versus actual revenue analysis for toll, fee, and fine revenue; the preparation of quarterly financial statements; the maintenance and review of general ledger accounts; and cash flow projections that are being performed by the current back office provider, E-470 Public Highway Authority, because it will become the responsibility of CTIO to perform those tasks. The Toll Accountant will support the Tolling Operations Manager, the Tolling Maintenance Supervisor, and the Chief Toll Operations Officer. CTIO is still in discussions with the CDOT Division of Accounting and Finance (DAF) regarding details of the Toll Auditor position.

Fiscal Year 2025-26

(1) FTE- Express Lanes Marketing Manager. This position is requested and will be responsible for identifying opportunities to leverage marketing and outreach campaigns to build a customer base for CTIO's transponder brand with immediate regional recognition. This position will oversee the CBOS vendor's marketing staff and any CTIO contracted marketing staff. CTIO is in discussions with the CDOT Communications Office regarding details of the Marketing Manager position.

(1) FTE Toll Auditor. This position is requested so that CTIO will be able to audit a toll transaction from its origin at the roadside toll equipment to its posting on a customer's account until its paid or written off as uncollectable debt. The Toll Auditor will establish audit procedures to identify variances between tolls collected, expected revenue, and cash deposited. The Toll Auditor will support the Tolling Operations Manager, the Tolling Maintenance Supervisor, and the Chief Toll Operations Officer. CTIO is still in discussions with the CDOT Division of Audit (DOA) regarding details of the Toll Auditor position.



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ATTACHMENT B

Proposed CTIO Staffing Plan Org Charts for New CTIO Tolling Operations Branch and Offices



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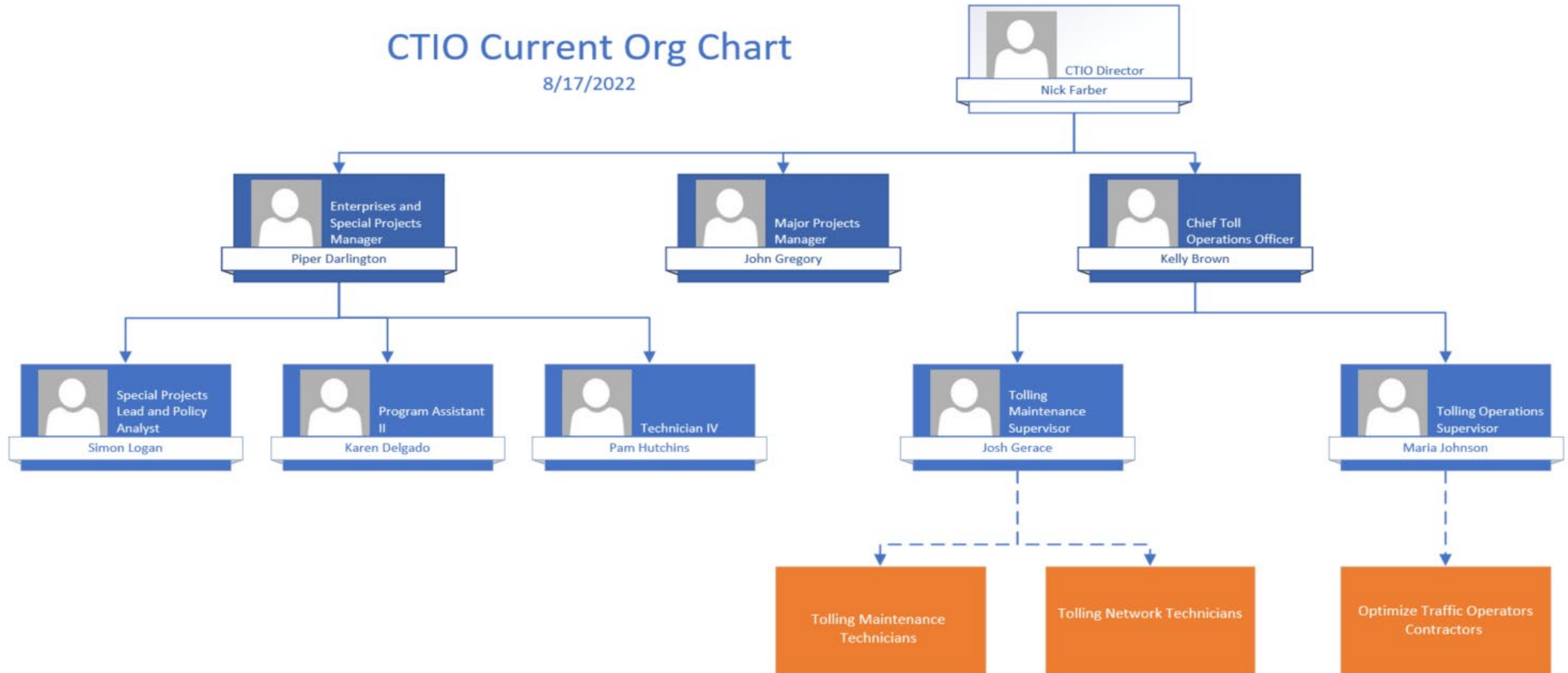
PROPOSED CTIO STAFFING AND NEW TOLLING OPERATIONS BRANCH AND OFFICES

Key Factors

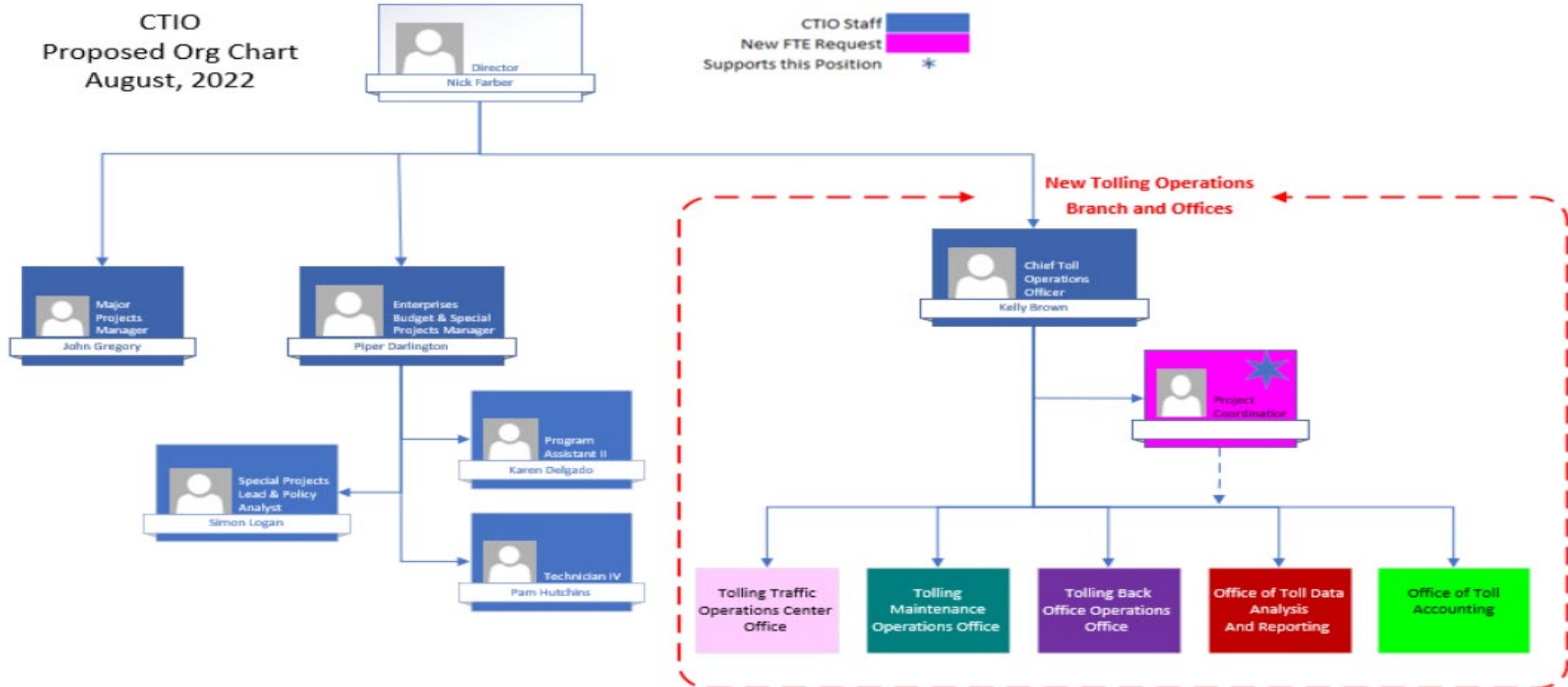
- Doubling of the Express Lanes Miles on its network in FY 2022-23 with the opening of I-70 MEXL WB, Central 70 and I-25 South GAP for a total of 132 lane miles.
- Implementation of the I-70 MEXL Safety Enforcement Program in early 2023 and expanding it across the network by summer 2023
- Increased functionality as a result of the Next Generation Lane Toll System
- Procurement of a new Commercial Tolling Back-Office (CBOS), shifting duties from E-470 to CTIO

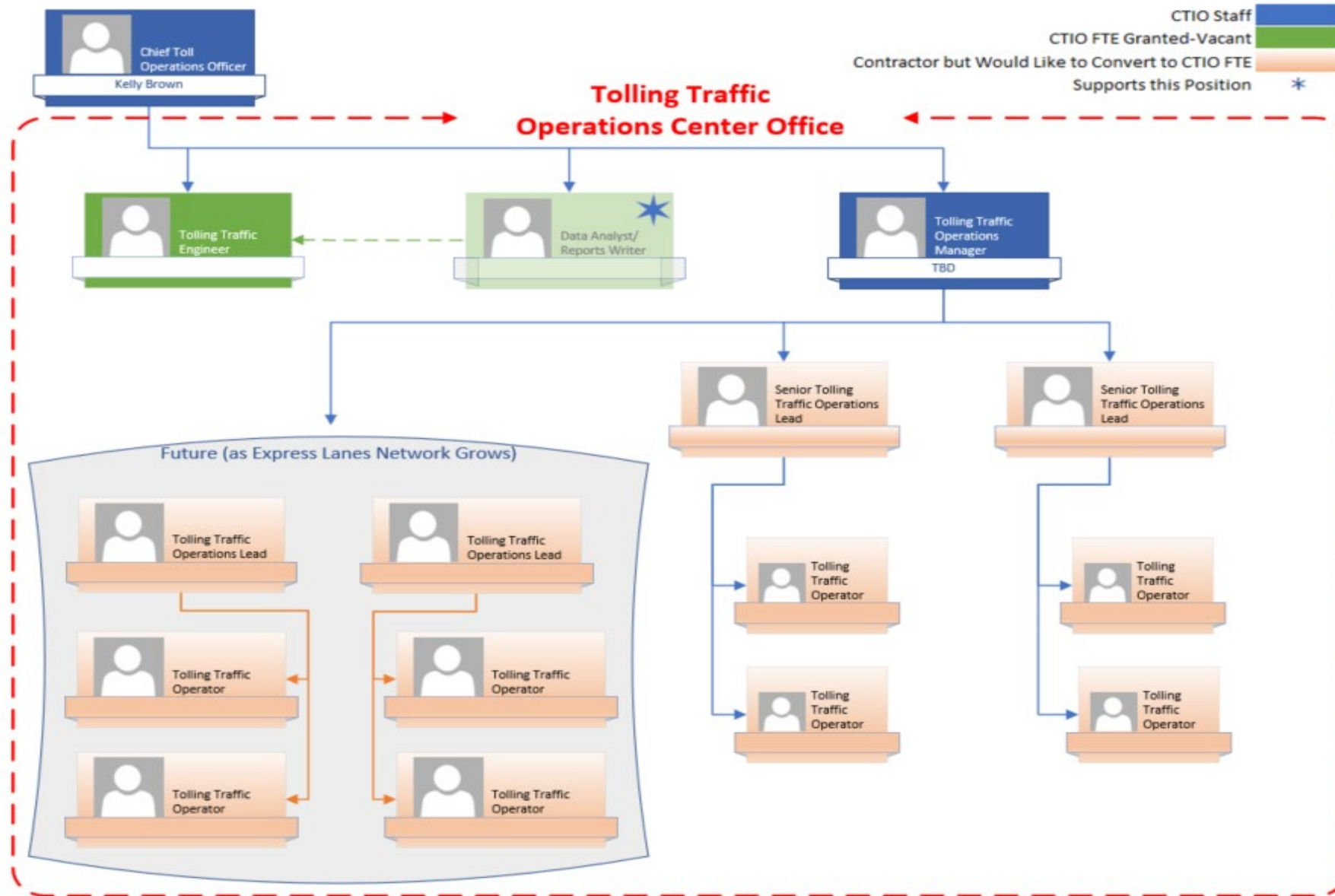
Current CTIO Org Chart

CTIO Current Org Chart
8/17/2022



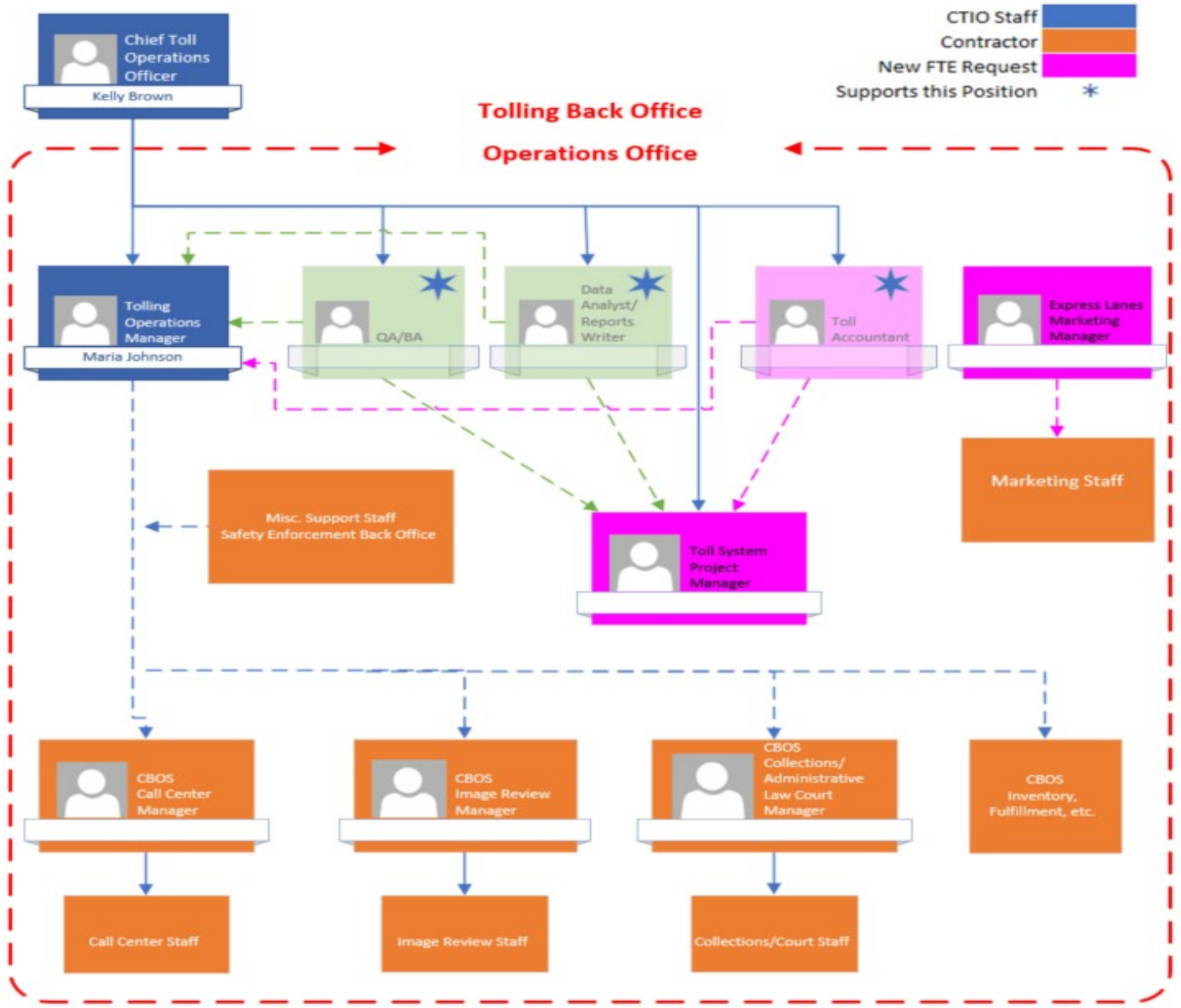
Proposed CTIO Org Chart





Traffic Operator Duties

- Monitor a complex network of dashboards and react to failures and discrepancies with tolling equipment and the tolling network.
 - Monitoring includes using the Closed Caption TV (CCTV) and cameras to confirm the status of Variable Toll Message Signs (VTMS) and the tolling equipment found at each toll point (signs, ALPR Cameras, Readers, Loops etc.)
 - Proactively notify the correct team, including ETC Toll Operations Command Center, the CDOT Network Operations Center (NOC) and E470, when issues or failures arise.
 - Support the CDOT Traffic Operations Center (TOC) Operators during events and incident recovery.
 - Actively participate in testing of use cases when new Express Lanes corridors come online.
 - Test the signs and document the outcomes, assists the maintenance team(s) with troubleshooting.
 - Void tolls (as needed) and schedule tolls weekly.
- *The timely acknowledgement of tolling system failure notifications is a key contributor to maintaining safety, reducing leakage and ensuring revenue is being collected.*



Toll Project Manager Duties

- Help select the new CBOS vendor and then will oversee the development and implementation of the CBOS system.
 - Once the system is implemented, this position will continue to oversee the system in live operations.
 - Oversee the design, development, and implementation of system enhancements and bug fixes by the system vendor's team.
- *This is a highly technical position, working with the future vendors development team, not the operations staff. CTIO does not currently have any staff with the skillset required to perform these duties.*

Full Time Equivalent Request Summary by Fiscal Year									
Tolling Operations Branch Position	Area of Support	FY 22/23		FY 23/24		FY 24/25		FY 25/26	
		FTE	Compensation*	FTE	Compensation	FTE	Compensation	FTE	Compensation
Snr. Tolling Traffic Operations Lead	Express Lane Operations/Revenue Collection	2			\$ 204,630				
Tolling Traffic Operator II	Express Lane Operations/Revenue Collection	4			\$ 285,120				
Toll System Project Manager	New Tolling Backoffice	1			\$ 102,315				
<i>Tolling Traffic Operations Lead</i>	<i>Express Lane Operations/Revenue Collection</i>			2	\$ 164,700				
<i>Tolling Traffic Operator I</i>	<i>Express Lane Operations/Revenue Collection</i>			2	\$ 132,630	2	\$ 132,630		
<i>Project Coordinator</i>	<i>Tolling Branch Administration</i>			1	\$ 66,855				
<i>QA/BA Analyst</i>	<i>New Tolling Backoffice</i>					1	\$ 82,350		
<i>Data Analyst/Reports Writer</i>	<i>New Tolling Backoffice</i>					1	\$ 71,280		
<i>Toll Accountant</i>	<i>New Tolling Backoffice</i>					1	\$ 60,203		
<i>Toll Auditor</i>	<i>New Tolling Backoffice</i>							1	\$ 76,620
<i>Express Lanes Marketing Manager</i>	<i>New Tolling Backoffice</i>							1	\$ 102,315
Total FTE by Fiscal Year		7		5		5		2	
Estimated Compensation by Fiscal Year					\$ 956,250		\$ 346,463		\$ 178,935
Cummulative Total		7		12	\$ 956,250	17	\$ 1,302,713	19	\$ 1,481,648

* Based on proposed state classification and mid-point salary plus benefits, compensation for the 7 FTE requested in FY 2022-23 will take effect in the following fiscal year

Key Points

- Costs savings of \$120,000 by converting 6 contractors to FTE
- All staffing costs will be paid for out of toll revenue
- Retain knowledge in house and grow the tolling operations team
- Allow CTIO to fulfill its statutory obligations
- Ensures that CTIO can continue to collect revenue and meet its debt obligations on current and future projects

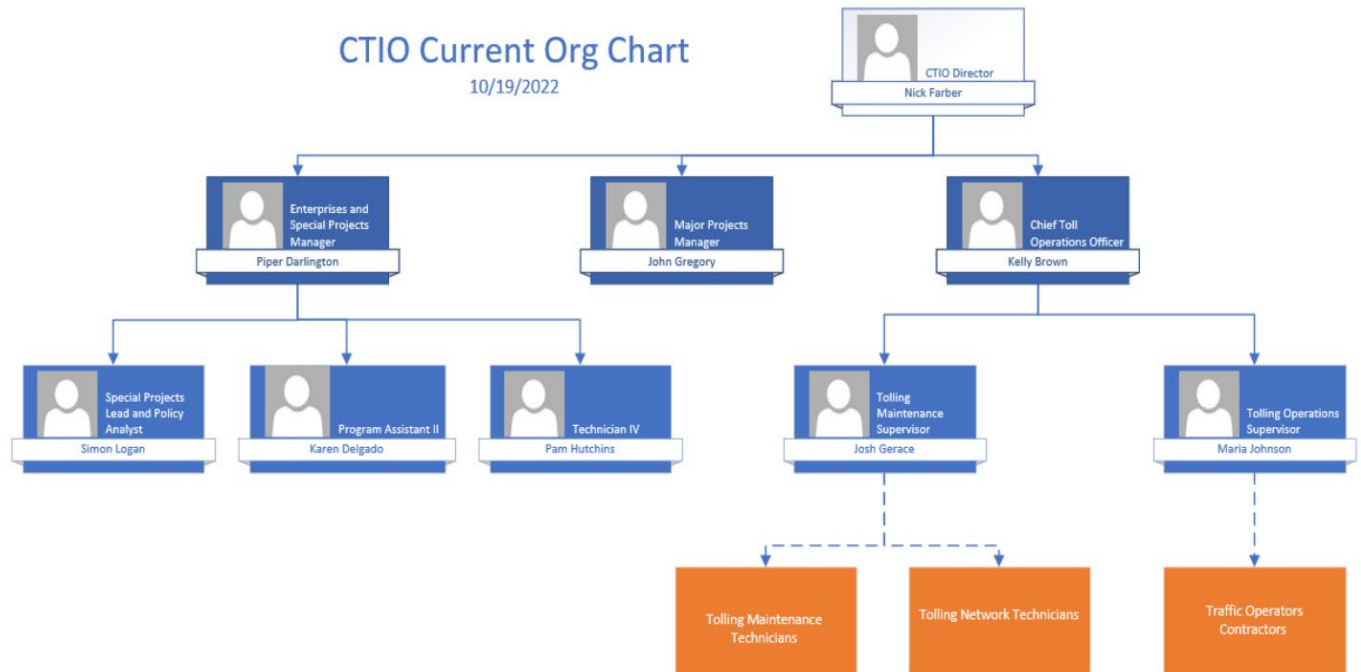
Peer Toll Agencies Staffing Comparison

	CTIO	Utah Department of Transportation (UDOT)	Georgia State Roads and Tollway Authority (SRTA)	North Carolina Turnpike Authority (NCTA)	Central Texas Regional Mobility Authority (CTRMA)	Washington Department of Transportation (WSDOT)	Metropolitan Transportation Commission / Bay Area Toll Authority (MTC/BATA)
STAFF							
<i>Executive Staff</i>	1	15	7	11	10	16	11
<i>Operations, Engineering and CSC</i>	4	25	8	7	4	6	60
<i>Support Staff (Fiscal, Legal, Planning, Finance)</i>	9	110	21	10	13	34	207
<i>Consultant Staff</i>	25 (Operations, QA, TOC, Maintenance, Project Management, Data Analysis and Reporting)	15	30	25	20 (Tolls/CSC)	Unknown	30 (CSC)
REVENUE	\$46,100,932 (2022) \$60,588,480 (est 2023)	\$4,475,040	\$27,506,000	\$77,676,144	\$115,320,643	\$147,804,389	\$756,197,028
EXPRESS LANES MILES	120 (2022) 176 (2023) 223 (2024)	82	67	37	11	56	47
FACILITIES	I-25 N Seg 2 I-25 N Seg 3 I-25 Central (P3) US 36 (P3) MEXL (EB) MEXL (WB) C-470 C70 (2023) I-25 S Gap (2023) I-25 N Seg 6 (2024) I-25 N Seg 7 & 8 (2024)	I-15 Express Toll Lanes	I-75 South Express Lanes I-85 Express Lanes Northwest Corridor Express Lanes I-85 Express Lanes Extension	Triangle Expressway Monroe Expressway I-77 Express (P3)	MOPAC Express Lanes	I-405 Express Toll Lanes SR 167 HOT Lanes SR 520 Bridge Tacoma Narrows Bridge SR 99 Tunnel	I-680 Express Toll Lanes I-880 Express Toll Lanes

Questions, Comments or Feedback?
Please contact:

Kelly Brown
Chief Toll Operations Officer, CTIO
Kelly.brown@state.co.us

ATTACHMENT C
Current Staffing Challenges



Tolling Operations Staff Overextended

The current CTIO staff count supporting Tolling Operations and Maintenance = Three (3)

1. Chief Toll Operations Officer
2. Tolling Operations Supervisor
3. Tolling Maintenance Supervisor

Chief Toll Operations Officer

Current Responsibilities

The Chief Toll Operations Officer manages multiple work units through subordinate professional program supervisors. The Chief Toll Operations Officer is responsible for planning for adequate staffing as the Express Lanes network grows and directly controls the work of others as a second-level supervisor. This position initiates the creation of new staff positions for CTIO tolling operations as needs are identified. This position is involved with all stages of the hiring process, including creation of PDQs, interviewing applicants, and making recommendations for hire, promotion, or transfer. This position exists to provide the strategic vision for CTIO tolling operations policy, balancing competing visions for toll planning and project development, and to develop and implement tolling operations services for the state. This position provides operational input

into the development and design efforts of new tolling facilities and acts as the subject matter expert for tolling operations, systems, and services for CTIO and the state.

This position directs statewide tolling operations efforts to ensure that all systems, services, and operations work together to improve the efficient operations of the CTIO Express Lanes Network. This position oversees and guides the in-lane and back office tolling vendor operations in multiple facilities across the state, including systems and services for the operation, technical interoperability, and toll payment enforcement for statewide toll systems.

This position is the decision-making authority regarding the formulation and implementation of policies and standard operating procedures for Toll Facility operations and roadside revenue collection systems, roadside (including in-lane) tolling infrastructure and production systems, negotiating and administering contracts for contractor support of tolling facility operations, assists in the development, negotiation, and oversight of tolling facilities and toll collection monitoring equipment, and initiates and maintains strong relationships with contractor operational peers as well as industry peers and public sector colleagues.

This position is the decision-making authority regarding the planning, design, technology, and implementation of integrated toll collection systems on new toll projects and new programs on existing Express Lanes(i.e. enforcement) and assumes operational responsibility for systems as they transition into production during the implementation and acceptance phases of projects, and coordinates with other state agencies and internal divisions, as applicable, for the provision of services for toll operations.

This position directs, through managers, the planning, development, and implementation of assigned functional areas; develops and maintains working relationships, communications, and contacts with departmental staff as well as applicable external parties (e.g., other governmental agencies, contractors, consultants, the general public, etc.); promotes good public relations; provides agency oversight for the roadside tolling system integration contractor performance-based contracts, holding the contractor accountable for meeting required service level requirements; interviews, hires and evaluates the performance of and, when necessary, disciplines and makes recommendations for discharging personnel.

This position creates and maintains a high-performance environment characterized by positive leadership and a strong team orientation.

The Chief Toll Operations Officer develops and implements the strategic mission of CTIO Express Lanes Network operations including setting goals for process improvements through new technologies, developing and making policy recommendations to the CTIO Board of Directors, developing strategic business plans that support the CTIO’s mission and goals, including recommendations on business rules and requirements, and creating and changing systems related to tolling that may be used by peer agencies in Colorado and nationwide.

The Chief Toll Operations Officer manages the CTIO Tolling Services Agreement (TSA) with the E-470 Public Highway Authority and the contract with ETC, the Toll System Integrator (TSI) for the Express Lanes tolling equipment installation and maintenance.

The Chief Toll Operations Officer serves as the Senior Authority on Tolling Operations, under the direct supervision of the CTIO Director. The Chief Toll Operations Officer manages the daily operation of multiple work units through subordinate professional program supervisors (Tolling Operations Supervisor and Tolling Maintenance Supervisor) establishing the processes that will be followed and developing the staffing patterns and work units in order to deploy staff.

What’s getting missed or not getting appropriate attention (the challenge):

Task	Timely Manner?	Appropriate Attention?
NGLTS document review in a timely manner or not at all—and delegating to the consultant staff	NO	NO
HB22-1074—Safety Enforcement program and back office set up, defining business rules and business requirements, and answering vendor questions	NO	NO
Blissway Multi-Agency Pilot	NO	NO

Task	Timely Manner?	Appropriate Attention?
E-470 Task Order Option Letters for next calendar year, determining encumbrance amounts	NO	NO
CTIO Board memos and presentations	NO	NO
Daily emails--reading/responding/acting on	NO	NO
Customer complaints escalated to CTIO/Chief Toll Operations Officer-	NO	NO
Westbound Mountain Express Lane reports, traffic counts/data	NO	NO
CTIO new Commercial Back Office SOQs	NO	NO
Too many meetings a day--Average = 6, Max = 10-11	NO	NO
Update PDQs	NO	NO
Create new PDQs for new FTE positions	NO	NO
Completing the CDOT required Cyber Security classes each quarter	NO	YES

What is coming down the pipeline

- Central 70 Lane Commissioning, Performance Monitoring, TCSIT, Go Live
- Central 70 GES Tolling Equity Program
- I-25 South Gap Lane Commissioning, Performance Monitoring, TCSIT, Go Live
- I-25 North Segments 6,7,8 Toll Equipment installs, Lane Commissioning, Performance Monitoring, TCSIT, Go Live
- NGLTS Phase 2 Interfaces
- Dynamic Pricing
- HB 22-1074 Safety Violation Enforcement program
- Puerto Rico Peer Exchange
- I-70 MEXL Operating Days increase request
- CTIO CBOS
 - Shortlist
 - Draft CBOS RFP
 - Back office immersion vendor visits
 - Final CBOS RFP
 - Finalist selection
- Proof of concept demos
 - Contract award
- Design and implementation
- Create PDQs for new FTE positions

Average number of hours/days worked a week

- 10 to 13 hours a day
- 6 days a week (avg 3 or 4 hours Saturday or Sunday)

Tolling Operations Supervisor

Current Responsibilities

Key Consideration: It's rare to have time to proactively work. Communications and follow-up are prioritized.

Current Duties - Can Get Done

- Contract Management
- Procuring and maintaining specialized toll equipment
- Coordinating with FHWA to provide requested information
- Planning for future Express Lanes project operations needs, such as staffing for new Express Lanes
- Coordinating Express Lanes software developments related to OpenTMS and Express Lanes
- Working with CDOT operations personnel to ensure the productive flow of communication concerning the mutual needs of both entities

- Important to stay on top of contract value and term dates
- Supervision and management of the tolling operators
 - (1) Incident management/toll voiding
 - (2) Toll equipment auditing
 - (3) Real-time traffic condition monitoring
 - (4) Coordination of data requests
 - (5) Managing maintenance contractors and ensuring compliance to Service Level Agreements (SLAs)
 - (6) Managing personnel email distribution lists
 - (7) Coordination between CTIO and CDOT ITS
- Managing and reporting operations data
- Managing the daily operations of the growing Express Lanes Network
- Ensure the Operations and Maintenance team has access to software
- Liaison between CTIO and the different tolling operations teams (Plenary’s team for US 36 and I25 Central, CTIO’s contract staff for C-470, I-25, and I-70 segments as they become operational, and CDOT’s team for I-25 and I-70 segments currently operational) that are tasked with keeping the Colorado Express Lanes operating in a safe manner.
- React to the failure of tolling systems and maintain adequate, safe, and reliable travel in the Express Lanes
- Fostering a “teamwork” atmosphere between these different teams and preventing/eliminating an attitude of isolationism amongst each TOC team while, at the same time, cultivating a culture of mutual respect, communication, pride in their work, and a passion to make CTIO one of the leading Express Lanes agencies in the country.
- Business operations start-up and management
- Program management
- Strong program controls capabilities to manage schedules, budgets, and scopes of work, track progress, and to identify and manage issues
- Internal and External Customer Service Escalations
- Procurement
- Identifying opportunities to contract vendors to support the overall program
- Contract Amendments (Extensions, Add Funds)
- Reconcile contract health with Staff

What’s getting missed or not getting appropriate attention (the challenge):

Tasks	Timely Manner?	Appropriate Attention?
Important to stay on top of contract value and term dates	NOT ALWAYS	NO
Supervision and management of the tolling operators	NOT ALWAYS	NO
Tolling Operations Center Employee Interface	NOT ALWAYS	NO
Staff Hiring/Termination	NOT ALWAYS	NO
Attendance/Day Off Request	NOT ALWAYS	NO
Need to create and implement an attendance policy	NO	NO
Review Applications - Set Interviews	NO	NO
Reports - Watching Jasper Soft Training Videos	NO	NO
Access Control for Program Software - i.e., TAP, riteJetstream	NOT ALWAYS	NO
While all teams are extra busy, it’s critical to establish respectable rapport with the teams that support the program. Sharing the urgency that we have when we need support to resolve revenue-impacting events.	NOT ALWAYS	NO
Startup is a focus, but it creates challenges when working to maintain existing corridors. Activities related to “Pre-Go Live” require as much focus, if not more to ensure that each corridor specifications are addressed during this time. Additionally, these duties/tasks should be at a certain point of completion prior to being added to the Go-Live Checklist. This can sometimes challenge the attention required for the existing corridors.	NOT ALWAYS	NO
Resolve Customer Service Concerns requiring more than one or two emails	NOT ALWAYS	NO

Tasks	Timely Manner?	Appropriate Attention?
Contract Management Tasks		
Ensuring invoices are reviewed and processed in a timely manner	NOT ALWAYS	NO
It's important to identify when an invoice comes through to review, approve and pass along for processing.	NOT ALWAYS	NO
Ensuring that each contracting commitment has the correct amount of time and money.	NOT ALWAYS	NO
Forecasting annual costs of the Program Contract's financial needs and being able to project/forecast the spend down. Things like Legacy Maintenance can be unpredictable as we move toward the annual task orders for each corridor	NOT ALWAYS	NO
Data and Reports Tasks		
The Tolling Operations Supervisor has access to the riteSuite system, but it is difficult to log in daily to review the data and compile the reports to assist with the planned operations. Ideally, the Tolling Operations Supervisor should review key reports at least once a week.	NO	NO
Program Management Tasks		
Two projects, Central 70 and I-25 South Gap, are under construction and ready to commence tolling in the first quarter of 2023. Five projects, I-25 Segments 2 and 3, C-470 and the Eastbound and Westbound directions of the MEXL are in operations and maintenance. There are two other Express Lanes, I-25 North Segment 5 and Floyd Hill, that are in the planning stages. Each corridor has its own business rules and behaviors. The Tolling Operations Supervisor would like to get a better understanding of how well the Tolling Traffic Operators understand how each corridor operates. MEXL is likely the most obvious to them because it requires weekly engagement.	NO	NO
CTIO is currently managing several high-priority and high-profile projects with the existing team of three FTEs.	NOT ALWAYS	NOT ALWAYS
I25 N (Seg 2 and Seg 3)	NOT ALWAYS	NOT ALWAYS
I25 S GAP	NOT ALWAYS	NOT ALWAYS
EB MEXL	NOT ALWAYS	NOT ALWAYS
WB MEXL	NOT ALWAYS	NOT ALWAYS
C-70	NOT ALWAYS	NOT ALWAYS
C-470	NOT ALWAYS	NOT ALWAYS
I25 N (Seg 7 and Seg 8)	NO	NO
I25 Seg 5 and 6 planning has started	NO	NO
Tolling Equity Program	NOT ALWAYS	NO
Blissway Pilot	NOT ALWAYS	NO
Operations Tasks		
Maintaining existing projects while bringing on new ones are competing priorities that show up daily.	NOT ALWAYS	NO
The Tolling Operations Supervisor directly supervises six team members, with one recent vacancy. (Two Sr Lead Tolling Operators and four Tolling Operators)	NOT ALWAYS	NOT ALWAYS
As CTIO is in the process of a large procurement for our new back office, it has become increasingly difficult for the Tolling Operations Supervisor to provide a sufficient level of presence and supervision to the team. The Tolling Operations Supervisor relies heavily on the Sr Leads and has regularly scheduled meetings to stay on top of things. It is challenging to manage daily attendance along with day off requests	NOT ALWAYS	NO
Technical training is provided by our consultant, but the Tolling Operations Supervisor has some ideas to share and workshop, from the Operations perspective, with the team when new duties are added, but, again, due to time constraints, this position is unable to do so.	NO	NO

Tasks	Timely Manner?	Appropriate Attention?
The Tolling Operations Supervisor tasked the team with more intense logging to capture a more detailed picture of the day. The Tolling Operations Supervisor thinks a good workshop based on some movie clips that reflect how events played out would be a fun exercise. It is just a thought, and this paragraph is the most the Tolling Operations Supervisor has been able to do to accomplish this idea. The Tolling Operations Supervisor is setting this as a goal to execute prior to the end of 2022. The Tolling Operations Supervisor understands that most people learn differently, and this idea should garner interest as well as generate motivation about the role the team plays in the everyday life of the citizens of Colorado.	NO	NO
The Tolling Operations Supervisor has implemented a Trainee Assessment Program and needs to engage in that to assess the team members' ability to start working from home one day a week, as offered when the position was advertised. Wednesday is the day. However, this will also require the Tolling Operations Supervisor to ensure that the Sr. Leads are collectively engaged on this day with each Toll Operator and able to monitor them online using our Google Platform.	NOT ALWAYS	NO
The attendance policy for the Tolling Traffic Operators is vague and needs to be firmed up and implemented. The Tolling Operations Supervisor has a draft version that needs to be reviewed and finalized.	NO	NOT ALWAYS
Toll Rate Changes Tasks		
The toll rate change process can be challenging. The rates are posted in various places for the public to have access to. Knowing where to post and how to accomplish this is important. Through trial and error, we learned that Staff could post updated schedules both in COTrip and on the Express Lanes website. However, the static messages must be updated by Staff in the Communications Division.	NOT ALWAYS	NO
Also challenging with toll rates, specifically C-470, is the new process that we experienced with the new ATMS system, OpenTMS. Again, through trial and error, the rates were posted 21 days later than planned, which resulted in revenue loss. The consultant team is documenting the new process.	NO	NOT ALWAYS

Average number of hours/days worked a week

- 10 to 13 hours a day
- 6 days a week (avg 3 or 4 hours Saturday or Sunday)

Tolling Maintenance Supervisor

Current Responsibilities

Below is a comprehensive list of the duties that the CTIO Maintenance Supervisor currently performs. Areas of responsibility that are overshadowed by other demanding maintenance obligations are shown in the table below. CTIO is currently in the process of enormous growth, increasing our footprint with the upcoming opening of C70 and I25 South GAP. The development of five other segments (I25 Segments 5,6,7,8 & Floyd Hill) is underway, which has required a tremendous amount of time, causing a lack of time for primary job duties. CTIO has a very extensive physical network that requires much more attention than previously anticipated, in addition to the collaboration with Blissway on enforcement testing on the WB MEXL corridor. Lastly is the monumental lift our team has undertaken with several of our consulting teams to procure a new Commercial Back Office (CBO).

- Direct the implementation of policies, rules, regulations, and processes related to the maintenance of the tolling program on the Express Lanes network.
- Develop maintenance program priorities.

- Determine staffing patterns and make recommendations for contractor staff to have proper resources available.
- Coordinate with all respective maintenance teams and oversee the overall performance of the teams that maintain, repair, and replace the tolling equipment as well as the fiber network and dynamic signs that CDOT ITS is responsible for, having regular meetings/interactions.
- Utilize project management practices and methodologies to work on complex formal projects, which involve software, hardware, and network connectivity issues.
- Use ITS and electronics maintenance skills along with ITIL (Information Technology Infrastructure Library) foundation principles to manage service levels and response times.
- Develop work plans and establish staffing for Tolling Contract Maintenance teams that perform day-to-day monitoring, dispatch, and maintenance of the equipment associated with the Express Lanes network for legacy equipment and next-generation equipment installations and maintenance.
- Establish goals, scheduling, and training, and provide guidance to Tolling Maintenance Team.
- Prioritize proactive monitoring and maintenance efforts while keeping safety, tolling operations, and revenue collection in focus.
- Oversee and/or perform onsite audits and quality control of existing legacy Express Lanes corridors that currently includes nineteen toll point locations. This task will also be performed with each new Express Lane that is added to the network.
- Demonstrate excellent leadership ability, communications, and interpersonal skills that motivate, and inspire the teams to gel and perform in a manner that generates success and has the best interest of the program.
- Build strong and effective relationships with internal and external business partners.
- Work closely with the CDOT interagency support teams and contracted vendors to troubleshoot, isolate, and determine repair strategies for tolling equipment and device outages.
- Monitor requests for lane closures to ensure performance and audit and analyze invoices to tie scheduled preventive maintenance, priority maintenance, and emergency maintenance back to the charges/line items on the invoice.
- Perform administrative tasks associated with this role including email communication.
- Ensure systems/software access, perform troubleshooting, and resolve issues
- Create written processes to ensure compliance with CDOT's Lane Closure requirements.
- Interact with the Tolling Operators who monitor the system and traffic to respond to events, both in traffic and those that are affected by the tolling equipment.
- Track the performance of the contractors and require improvement when necessary.
- Monitor existing goals and identify new goals and objectives.
- Conduct needs assessments to analyze situations and set priorities based on needs identified.
- Identify stakeholders and resources needed for the maintenance of tolled Express Lanes, design action plans, implement plans and assess the level of achievement while developing a sense of mutual ownership in successful goal achievement and outcomes.
- Monitor and provide oversight on the oncoming ETC riteOSSTM maintenance and asset management system and existing maintenance system that is responsible for tracking the health and repair status of the Express Lanes network.
- Maintain current knowledge of the business rules (BR) of each corridor and coordinate associated maintenance-related activities with minimal disruption.
- Coordinate MHT's (Methods of Handling Traffic) related to lane closures with respective teams in a timely manner to ensure minimal impact on revenue collection.
- Manage the maintenance ticketing process directly or provide oversight of the tickets to ensure they are properly updated and closed out in a timely manner.
- Develop and present Board agenda items, inspection, and special reports, recommending contract or bid awards, presenting reports, and preparing miscellaneous briefings.
- Complete special projects and studies by managing emergency repair contracts, assessing damage and operational impacts, identifying and implementing appropriate incident response, and contracting for professional services.
- Investigate costs for equipment, make recommendations, obtain approval, and manage purchasing.
- In-person inspection of equipment, work oversight, emergency response, and lane closures.
- Provide oversight of the development of an equipment life-cycle plan and determine which equipment should have replacements on hand.

- Monitor system health alerts, traffic cameras, and other traffic management systems to ensure the Tolling Operations Center operators are responding to and acknowledging system health alerts by creating maintenance tickets and following up with the maintenance teams to ensure timely recovery.
- Work closely with the ETC Maintenance Manager to develop, communicate, and monitor effective inventory and spare parts department processes to ensure a proper balance of spare parts inventory to support the existing operating lanes and the planned oncoming lanes.
- Develop an understanding of and follow RMA (Return Material Authorization) factory return programs
- Regularly communicate metrics with the vendor(s) that will manage and control parts inventory based on demand.

What’s getting missed or not getting appropriate attention (the challenge):

Tasks	Timely Manner?	Appropriate Attention?
<p>Review reports and monitor day-to-day performance to assess that maintenance teams and/or contractors are adhering to Service Level Agreements. The Tolling Maintenance Supervisor is currently performing reviews of the E-470 data that is available and tracking day to day performance. However, as CTIO transitions from E-470 to ETC as the tolling integrator, CTIO has been pleasantly overwhelmed by the amount of data at our disposal. It’s difficult as a Maintenance Supervisor to perform data analytics while performing the other countless tasks associated with the position. This position requires a tremendous amount of investigation to of data to properly and effectively manage and direct maintenance coordination. This is a specialty task that requires an expert in data analytics to help efficiently pull and provide desired data for review. What may take a Data Analyst a short amount of time is taking the Tolling Maintenance Supervisor an incredible amount of time to construct. With the limited amount of time in the day and the number of ongoing projects, this crucial data availability can limit the ability of this position to make informed decisions. This is a crucial component to the position but reviewing data from two systems is incredibly time-consuming.</p>	NO	NO
<p>Respond with a sense of urgency to emergency events and revenue-impacting outages, notifying and activating the appropriate response teams, ensuring notifications are sent to the appropriate responders and stakeholders related to the event while following safety protocols. This has become an ever-increasing issue as the system is aging and requires a constant emergency response to correct system failures. Due to safety considerations, almost all work regarding toll point failures must be performed between 8 PM - 5 AM. All coordination between CDOT and CTIO/ETC is performed by the Tolling Maintenance Supervisor, which takes time away from generating/reviewing SLA reports the following day.</p>	NO	NO
<p>Engage with other industry partners to be aware of new technology, advances in equipment, and lessons learned. CTIO is always looking for innovative technology to make our Express Lane corridors operate more safely and reduce revenue leakage. CTIO has partnered with Blissway to help with a pilot program that offers a terrific solution for safety enforcement but has come at the expense of long hours of review and assistance, ensuring the program deliverables are adequate for successful implementation.</p>	NO	NO

Average number of hours/days worked a week

- 9 to 11 hours a day
- 7 days a week (avg 1 to 3 hours Saturday and Sunday)

Number of hours/days worked overnight for maintenance or site inspections (Not Included Above)

- 4 to 8 hours a week (8PM - 5AM)
- Approximately 2 days a week



MEMORANDUM

TO: THE TRANSPORTATION COMMISSION
FROM: JEFF SUDMEIER, CHIEF FINANCIAL OFFICER
BETHANY NICHOLAS, BUDGET DIRECTOR
DATE: JANUARY 19, 2023
SUBJECT: ANNUAL REVIEW OF POLICY DIRECTIVE 703.0

Purpose:

To provide an annual review and update of Policy Directive (PD) 703.0 and request Transportation Commission (TC) consideration of proposed changes. This includes an explanation of the PD and how well the policies and thresholds have been functioning.

Action

The TC will be asked to consider approval of updates to PD 703.0. The TC may request a subsequent review of the policy at any time in the future if they determine there is a need to incorporate further refinements or changes.

Background and Overview:

PD 703.0 is a critical Department policy that instructs staff how to enact and execute various budget and project transactions. PD 703.0 includes specific instructions on how staff should handle each type of transaction and what levels of review must be completed. The existing thresholds were set so that levels of risk are balanced against mission performance and efficiency.

The TC reviewed the PD in depth at the beginning of Fiscal Year 2021-22 and adopted a fully revised and updated PD. At that time staff indicated that in order to maintain the PD, a review would be provided to the TC annually.

Recommended Updates:

In this year's review staff has found that overall the PD provides clear guidance on how staff must handle all types of transactions and generally covers the entire array of potential transactions. There are a few updates that staff is recommending to ensure the PD reflects current programs and policies and to address some gaps and opportunities that have been identified. The majority of proposed changes are related to new federal programs, new state funds, and consolidation of programs. The majority of the recommended updates impact the appendices within the PD. The narrative portion of PD 703.0 will generally remain in its current state.

Staff is recommending key changes within the Project Transactions Table in Appendix B, the Budget Transactions Table in Appendix C, and the Cash Management information in Appendix E:

Appendix B: Project Transactions

- General Updates:
 - Update entire appendix to include new programs including the new Bridge Formula Program, National Electric Vehicle Infrastructure (NEVI), Carbon Reduction, Congestion Relief, Wildlife Crossings, and Wetland Mitigation. Remove programs that no longer exist including the Rail Commission.



- Update “Allotment Advice” to “Staff Approval” to make the terminology more concise and clear.
- Update language in “Original Construction Budget” column to create consistent descriptions across all project types. For most programs “TC Approval Required if not based on established selection process” and “Staff Approval if project based on established selection process.”
- Multimodal Services: Remove the requirement for TC approval of Office of Innovative Mobility (OIM) projects and programs. The OIM has a developed budget setting process (see attached memo). Now that this program is well established with a budget setting process in place, staff proposes combining in PD 703.0 with the line for Multimodal Services and removing the requirement for TC approval of OIM projects and programs.
- Suballocated Programs:
 - Remove reference to the selection process for the Safe Routes to School program. PD 703.0 does not define or govern the type of project selection process that is followed for each program. Therefore, this language is not pertinent to this Policy.
 - Update names of Federal programs: STBG Urban, Carbon Reduction, Transportation Alternatives, Pandemic Relief.
- Other Programs:
 - Add a new line “Other Non-Capital Programs” to ensure the PD includes all program pools. Programs included in this line are State Planning and Research, Headquarters Initiatives, Civil Rights Initiatives, and Debt Service.
 - Update “Local contributions and overmatch” project type to clarify that any local agency contributions do not require TC or EMT approval.
- Enterprises
 - Change reference to High Performance Transportation Enterprise (HPTE) to Colorado Transportation Investment Office (CTIO), updating language reflecting the Enterprise Board name change.

Appendix C: Budget Transactions

- Year End Roll Forwards:
 - Add language “approved Budget Amendments if initiative crosses fiscal years,” to allow staff to automatically roll forward the remaining budget into the next fiscal year when the TC has already approved the initiative through a budget amendment.
 - Add language to the “Project Debudgets and Year End Pool Balances” line to clarify that the “Reallocation of Funds Between Budget Lines greater than \$1,000,000” must be submitted to the TC for review and approval.
 - Delete the “Year End Budget Pool Roll Forwards” line, which is redundant to information included on the updated Project Debudgets and Year End Pool Balances line.
- Budget Amendments and Other Changes:
 - Update language to ensure inclusion of any funds received from legislation, including federal funds, by adding “or other flexible revenue,” and specifying that new flexible funding that is allocated to a 10-Year Plan Projects line is moderate risk and requires EMT approval, but not TC approval.



- Add language to the “Transfers between Budget Line Items” line to allow transfers between the 10 Year Plan Project lines that correspond to an approved project list as a low risk item (staff authority).

Other Transactions

- No changes

Cash Balance

- Change the cash balance forecast from a 48 month to a 36 month forecast. Under current practice, OFMB forecasts the Department’s future cash balance, and compares this forecast to established cash balance thresholds. The current cash forecast projects 48 months into the future. Under this recommendation, this cash balance forecast would be decreased to 36 months. Beyond 36 months, the level of confidence in the current cash forecast decreases substantially. Projecting out 36 months would increase confidence in the overall forecast while providing enough information for decision making purposes.

Attachments

Memo - Office of Innovative Mobility Program Updates
PD 703.0 Narrative - Clean Version
PD 703.0 Narrative - Red Lined Version
PD 703.0 Appendices - Clean Version
PD 703.0 Appendices - Red Lined Version
Presentation

Next Steps

- TC approval of updated PD 703.0





MEMORANDUM

TO: CDOT Transportation Commission
FROM: Kay Kelly, Chief of Innovative Mobility
CC: Jeff Sudmeier, Chief Financial Officer
DATE: January 19, 2023
SUBJECT: Office of Innovative Mobility Program Updates in PD 703

PURPOSE: To provide an overview of the project and budget planning process for the Office of Innovative Mobility (OIM) as part of the scheduled PD 703 update by the Division of Accounting and Finance (DAF).

ACTION: Requesting TC's approval of the modification to OIM's project transaction approval process as reflected in Appendix B, Row 21 of the PD 703 update.

BACKGROUND: The mission of OIM is to reduce pollution in our air and congestion on our roads by expanding multimodal transportation options using traditional and emerging mobility technologies. This supports CDOT's Clean Transportation goal and is accomplished through ridesharing, electrification, and other emerging technologies. The office supports all types of transportation options, especially those that help reduce congestion by avoiding single occupancy vehicle use. Through these initiatives, the office hopes to reduce total vehicle miles traveled per capita in the state and looks to curb the growth of greenhouse gas- and ozone-causing emissions from transportation-related activities.

OIM reports to the CDOT Executive Director and is organized into four program areas with the following functions:

- **Division of Transit and Rail** - responsible for planning, developing, operating, and integrating transit and rail into the statewide transportation system.
- **Electrification and Energy** - working with partners across the public and private sectors to facilitate the expansion of both electric vehicles (EVs) and infrastructure across Colorado.
- **Mobility Services** - exploring ways to make transportation efficient and more accessible to underserved populations by working with technology, legislation, and conducting research and analysis.
- **Mobility Technology** - guiding Colorado's strategy, policy and deployments of connected, autonomous and emerging transportation technologies.

The Division of Transit and Rail has existed within CDOT since 2009 and has its own established budget setting process. Since OIM was established in 2019, the remaining three program areas within the office have required annual budget approvals from TC, similar to what has occurred for other new CDOT offices established over the years. This approval process has sought to provide members of the Commission with greater familiarity with the work of the office and help Commissioners develop an acceptable level of comfort with its portfolio of projects. Since 2019, the remaining three OIM program areas have adhered to the following categories for allocation of budget, and have received TC approval annually based upon these categories:



Electrification and Energy -

- Charging Infrastructure projects include on-going support for the EV byways and tourism program and CDOT EV charging investments.
- Workforce Development projects support development of community college and technical school training programs including grant opportunities, along with internal CDOT training related to electric vehicles
- Medium and Heavy Duty (MHD) Electrification funds support fleet electrification grants for MHD planning, along with CDOT make-ready and charging infrastructure needs
- Transit Electrification funds provide on-going support for transit fleet electrification planning, training/workshops and technical support.
- Education and Outreach projects support grants and activities for public education, engagement, outreach, and marketing support for adoption of electric vehicles statewide in partnership with other state agencies and stakeholders, including utilities, auto dealers, original equipment manufacturers (OEMs), and local governments.

Mobility Services -

- Emerging Mobility projects focus on piloting and studying new mobility approaches including electric bikes, electric scooters, micromobility and other emerging modes.
- Mobility Data Integration projects support the Connected Colorado digital trip planning and ticketing platform along with integration of new mobility data into CDOT platforms.
- Strategic Transportation Demand Management (TDM) projects focus on internal and external TDM efforts. External efforts include grant opportunities to support and seed TDM organizations and activities in all areas of the state. External efforts include support for the PD 1601 TDM plans, CDOT employee TDM efforts and incorporation of TDM strategies into CDOT planning documents.

Mobility Technology -

- Connected Vehicles (CV) projects focus on continued development and evolution of CDOT's CV digital backend, integration into the data lake and advanced traveler management systems.
- Automated Vehicles (AV) projects focus on supporting, testing, validation and on-going research, development and deployment activities for automation opportunities in CDOT's fleet along with support for CDOT's Autonomous Mobility Task Force, which reviews and approves requests for autonomous driving demonstrations on Colorado roadways.

OIM's Project Selection and Budget Setting Process

OIM has been adhering to the following process for budget approvals for 2020-2022. At the beginning of the annual budget development cycle, subject matter experts within OIM review prior year accomplishments within their respective program areas based upon the project categories outlined above and identify additional work to be accomplished in support of CDOT goals outlined in PD14 and state goals detailed in other interagency planning documents including but not limited to the Colorado GHG Pollution Reduction Roadmap, the Colorado EV Plan and the Colorado Clean Truck Strategy, among others. A budget adhering to the allocation assigned to OIM is reviewed with the Executive Management Team (EMT) prior to being presented to the TC for approval. Upon approval by the TC, all projects undertaken by OIM staff follow standard contracting procedures and PD 703 principles and guidance.



Next Steps: As TC has gained familiarity with OIM’s portfolio of work, and with the support of the CDOT EMT and Division of Accounting and Finance, OIM is proposing a budget allocation and approval process similar to other CDOT offices for future years as part of this scheduled update of PD 703. This process would start with subject matter experts within OIM reviewing prior year accomplishments within their respective program areas based upon the project categories outlined above and identifying additional work to be accomplished in support of CDOT goals outlined in PD14 and state goals detailed in other interagency planning documents including but not limited to the Colorado GHG Pollution Reduction Roadmap, the Colorado EV Plan, and the Colorado Clean Truck Strategy, among others. The proposed budget adhering to the allocation assigned to OIM would then be reviewed by the EMT. Upon approval by the EMT, all projects undertaken by OIM staff would continue to follow standard contracting procedures and PD 703 principles and guidance. In addition, project management plans will be developed for each project area to guide project-level implementation.



COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			
Annual Budget, Project Budgeting, and Cash Management Principles			703.0
Effective	Supersedes	Originating Office	
	08/19/2021	Office of Finance Management and Budget (“OFMB”)	

I. PURPOSE

To establish the policy by which the Colorado Department of Transportation will determine and submit the annual budget and project budgets to the Colorado Transportation Commission. The Commission will focus on substantive budget matters, i.e. those budget matters that involve material change or significant risk, and will exercise oversight on routine budget matters.

II. AUTHORITY

Colorado Transportation Commission pursuant to § 43-1-106(8)(h), C.R.S.

III. APPLICABILITY

This Policy Directive applies to all divisions, regions and offices of the Colorado Department of Transportation.

IV. DEFINITIONS

See Appendix A “Definitions”

V. POLICY

A. Scope. This Policy Directive applies to all funds and accounts administered by the Department. The scope includes the formation and execution of the Department’s budget and the approval of the Department’s programs.

B. Objective. The objective of this Policy Directive is to document annual budget and project budgeting policies followed by the Department with the Commission’s approval to maximize the flow of funds to the Department’s construction and maintenance projects, applying effective and efficient cash management strategies.

1. The Commission will evaluate the Department’s ability to apply effective and efficient cash management strategies using the following criteria:
 - a. Available revenues in the Statewide Transportation Improvement Program (STIP) are as high as can be justified within relevant state and federal laws;

- b. Those revenues are fully allocated to programs or groups of projects within the STIP;
- c. Appropriations for construction and maintenance projects are as high as can be justified in conformance with state and federal laws;
- d. Taking into account the Department's mission to deliver projects in a timely manner, review and evaluate the monthly Fund 400 cash balance against the approved target cash balance. An exception exists in the case of the receipt of large General Fund transfers or receipt of other large proceeds, in which case, effort should be made to effectively and efficiently deliver projects and manage cash until cash balances return to target levels.

C. Principles.

1. Financial risk is a necessary element in maximizing the flow of funds to projects. The Department may take necessary financial risks in order to accelerate projects while implementing the necessary controls in order to stay in compliance within overall risk management measures.
2. Transportation Commission approval will be required only when a transaction represents a high or substantial risk. Moderate or low risk items may be approved by the Executive Management Team or Staff level authority, respectively. High risk transactions are those transactions which by either the amount or substance represent elevated (non-routine) risk from a compliance and internal controls perspective, represent a significant decision of policy, or represent a decision which public or stakeholder engagement is required, expected, or desired. Examples of actions for which risk is evaluated include:
 - a. Changes to the funds allocated to a budgetary program or region
 - b. Changes to the funds apportioned to a project or cost center
 - c. Deviations in program applicability or eligibility
3. Level of Department and Commission governance is aligned to the level of risk.
 - a. Appendix B "Project Related Transactions"; In the case of project level adjustments, high risk is identified as an increase greater than or equal to 15% and greater than or equal to \$500,000, or greater than or equal to \$5,000,000. Moderate risk is identified as an increase between 10% to 15% or \$250,000 to \$500,000 or less than 15% and between \$500,000 to \$4,999,999.

- b. Appendix C “Budget Transactions”; Transfers between budget line items identified as high risk are greater than or equal to \$1.0 million. Moderate risk is identified as any adjustment less than \$1.0 million but greater than or equal to \$250,000. Low risk is defined as transfers below \$250,000, or any transfer to and from the Property Management Pool for controlled maintenance or approved building improvements, or transfers to and from Strategic Safety for approved program initiatives and projects. Transfers between 10 Year Plan Project lines that correspond to an approved project list are also low risk.
- c. Appendix D “Other Transactions”; Transaction specific risk types are assigned within the appendix.

D. Annual Budget.

1. The Department shall produce a long-range revenue forecast (produced every five years), including annual revenues and extending over at least 20 years, and a short-range revenue forecast, by month, extending over at least 36 months, for use in all of the Department’s programs and budgets.
2. Pursuant to § 43-1-113(2), C.R.S., annually, on or before December 15, the Commission shall adopt and the Department shall submit a proposed budget allocation plan for the fiscal year beginning on July 1 of the succeeding year. No later than April 15 of each year, the Commission shall adopt and submit a final budget allocation plan to the Office of State Planning and Budget.
3. The level of Department and Commission risk regarding the annual budget shall be defined as outlined in Appendix C.

E. Statewide Transportation Improvement Program (STIP).

1. Pursuant to 23 C.F.R. 450.216, the Department is required to develop a STIP.
2. The Department shall use the STIP as the principal expression of its programs and projects for the execution of all federal dollars assigned to transportation projects that have been adopted by the TC. For purposes of this PD, this will include highway construction and any federalized transit projects funded with specific state funding, such as FASTER transit.
3. Any project that requires federal authorization or obligation must be included in the STIP prior to any budget actions. Guidelines for developing the STIP may be found here: [STIP Development Guidelines \(4P\)](#). Guidance for amending or modifying the STIP may be found here: [STIP Amendment Guidelines](#)
4. The STIP will be amended at least once a year for major changes. Upon the

conclusion of a fiscal year, a new fiscal year will be amended into the STIP as the fourth federally recognized year.

5. Amendments that occur within Metropolitan Planning Organization (MPO) areas will be handled by the MPO and then summarized on a regular basis for Executive Director approval.

F. Project Budgets.

1. Projects typically will be managed and selected within a four-year program or programs of projects based on defined criteria, and in alignment with Transportation Commission performance objectives established in PD 14 (Policy Guiding Statewide Plan Goals & Objectives).
2. The Department shall approve the budget of each project through development and construction, and shall determine the level of approval for subsequent substantive changes to the cost of each project as outlined in Appendix B.

G. Cash Balance Policy

1. The Department shall prepare and maintain a Fund 400 Forecast model for the purpose of managing the Department's cash balance.
2. This model will incorporate SAP expenditures and analytical forecasts with vendor construction project drawdown schedules and budget revenues.
3. The resulting cash balance forecast will be charted against the Transportation Commission approved cash balance threshold to identify future cash balance risk points.
4. Risk will be identified and managed monthly through a Fund 400 Cash Management process.
5. The cash balance threshold will be reviewed as necessary. Any recommended changes for levels of risk or annual average monthly balance will be approved by the Commission.
6. Level of Department risks approved by the Commission and the Fund 400 Cash Management process principles are identified and maintained within Appendix E – Cash Management.

Subject Annual and Project Budgets and Cash Management Principles	Number 703.0
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VI. DOCUMENTS REFERENCED IN THIS POLICY DIRECTIVE

1. Appendix A – “Definitions”
2. Appendix B – “Project Related Transactions”
3. Appendix C – “Budget Related Transactions”
4. Appendix D – “Other Transactions”
5. Appendix E – “Cash Balance”

VII. IMPLEMENTATION PLAN

1. The OFMB shall establish procedures to implement this Policy Directive.
2. The OFMB shall train all CDOT employees who are impacted by or involved with this Policy Directive.
3. This Policy Directive shall be effective upon signature.

VIII. REVIEW DATE

This directive shall be reviewed on or before January 2024.

 Secretary, Transportation Commission

 Date of Approval

Appendix A- Definitions

“Staff Approval” shall mean project or program level budget actions, initiated by Department staff, that is approved by OFMB staff without EMT or Commission approval.

“Amendment” shall mean a change to the Budget allocation, either through an increase, decrease or transfer between Budget lines.

“Approval” shall mean administrative permission to proceed with a project, program, or other anticipated expenditure that will require one or more officials to exercise their expenditure authorities in order to enter into one or more commitments to pay for goods or services that are needed to accomplish the project or program objectives. For purposes of this Policy Directive, Approval authority will be determined based on risk

outlined in each Appendix. There are 3 possible risk levels needing varying approval: Staff, Executive Management Team (EMT) and Transportation Commission.

“Budget” shall mean a financial plan that shows intended authorizations, appropriations, and allotments of funds into and out of an accounting entity. When all inflows and outflows of funds of the accounting entity are shown in the budget, the budget becomes a prospective statement of revenues and expenditures for that entity. CDOT maintains several budgets including those for Colorado Bridge and Tunnel Enterprise, Colorado Transportation Investment Office, the Clean Transit Enterprise, the Nonattainment Area Air Pollution Mitigation Enterprise, the Aeronautics Division, and the core budget of CDOT, all of which are included in the State’s annual budget – the Long Bill.

“Cash Management” shall refer to the balancing of expected cash outflows with expected cash inflows.

“Confirmation Item” shall mean approval of an action undertaken prior to the scheduled TC meeting, but included on a formal Budget Supplement document as an informational item.

“Department” shall mean the Colorado Department of Transportation pursuant to § 43-1-103, C.R.S.

“Decision Item” shall mean any requested change to the base budget for a pool or a cost center.

"Fund 400" shall mean the State Highway Fund (SHF) which is the primary operating fund administered by CDOT to manage state transportation projects. This fund receives the state's share of HUTF distributions and federal funds. The fund also generates its own revenue, primarily from interest earnings on the fund balance and local government matching funds to federal transportation funding programs.

“Programs” shall mean a logical grouping of similar projects in scope; or small and miscellaneous in nature, typically identified and funded via the Department budget.

“Project” shall mean highway or other transportation related improvement activities contained under a single account number in CDOT’s SAP financial management information system.

“STIP” shall mean Statewide Transportation Improvement Program – A federally required, fiscally constrained, program that depicts transportation projects for a minimum of four (4) fiscal years.

“STIP Administrative Modification” shall mean minor changes to project costs, funding sources, or initiation dates. “Substantive” shall be used to mean exceeding the approved amount over a scope, schedule or budget threshold set by the Department’s Executive Director or designee.

Subject Annual and Project Budgets and Cash Management Principles	Number 703.0
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“STIP Amendment” shall mean any major change to a project, including addition or deletion, major change to cost, initiation dates, or scope, including amending a year into the STIP.

“Supplement” shall mean any change requiring Transportation Commission approval within a program or Budget line, including a decision to fund a project or increase the funding of a project per the Policy Directive guidance.

“TC Approval Required” shall mean project level budget actions, initiated by Department staff requiring Commission approval as part of a budget supplement packet.

"Transaction" shall mean any change or action conducted in the management of the budget, such as any increase, decrease, or movement of funds. Every transaction type is listed and described in each tab of the appendix.

“Transportation Commission” or “Commission” shall mean the Colorado Transportation Commission pursuant to § 43-1-406, C.R.S.

“EMT-Approved List” shall mean a list of projects approved by the EMT for an Annual Program, per established processes.

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			
Annual Budget, Project Budgeting, and Cash Management Principles			703.0
Effective	Supersedes	Originating Office	
	08/19/2021	Office of Finance Management and Budget (“OFMB”)	

I. PURPOSE

To establish the policy by which the Colorado Department of Transportation will determine and submit the annual budget and project budgets to the Colorado Transportation Commission. The Commission will focus on substantive budget matters, i.e. those budget matters that involve material change or significant risk, and will exercise oversight on routine budget matters.

II. AUTHORITY

Colorado Transportation Commission pursuant to § 43-1-106(8)(h), C.R.S.

III. APPLICABILITY

This Policy Directive applies to all divisions, regions and offices of the Colorado Department of Transportation.

IV. DEFINITIONS

See Appendix A “Definitions”

V. POLICY

A. Scope. This Policy Directive applies to all funds and accounts administered by the Department. The scope includes the formation and execution of the Department’s budget and the approval of the Department’s programs.

B. Objective. The objective of this Policy Directive is to document annual budget and project budgeting policies followed by the Department with the Commission’s approval to maximize the flow of funds to the Department’s construction and maintenance projects, applying effective and efficient cash management strategies.

1. The Commission will evaluate the Department’s ability to apply effective and efficient cash management strategies using the following criteria:
 - a. Available revenues in the Statewide Transportation Improvement Program (STIP) are as high as can be justified within relevant state and federal laws;

- b. Those revenues are fully allocated to programs or groups of projects within the STIP;
- c. Appropriations for construction and maintenance projects are as high as can be justified in conformance with state and federal laws;
- d. Taking into account the Department's mission to deliver projects in a timely manner, review and evaluate the monthly Fund 400 cash balance against the approved target cash balance. An exception exists in the case of the receipt of large General Fund transfers or receipt of other large proceeds, in which case, effort should be made to effectively and efficiently deliver projects and manage cash until cash balances return to target levels.

C. Principles.

1. Financial risk is a necessary element in maximizing the flow of funds to projects. The Department may take necessary financial risks in order to accelerate projects while implementing the necessary controls in order to stay in compliance within overall risk management measures.
2. Transportation Commission approval will be required only when a transaction represents a high or substantial risk. Moderate or low risk items may be approved by the Executive Management Team or Staff level authority, respectively. High risk transactions are those transactions which by either the amount or substance represent elevated (non-routine) risk from a compliance and internal controls perspective, represent a significant decision of policy, or represent a decision which public or stakeholder engagement is required, expected, or desired. Examples of actions for which risk is evaluated include:
 - a. Changes to the funds allocated to a budgetary program or region
 - b. Changes to the funds apportioned to a project or cost center
 - c. Deviations in program applicability or eligibility
3. Level of Department and Commission governance is aligned to the level of risk.
 - a. Appendix B "Project Related Transactions"; In the case of project level adjustments, high risk is identified as an increase greater than or equal to 15% and greater than or equal to \$500,000, or greater than or equal to \$5,000,000. Moderate risk is identified as an increase between 10% to 15% or \$250,000 to \$500,000 or less than 15% and between \$500,000 to \$4,999,999.

- b. Appendix C “Budget ~~Related~~ Transactions”; [Transfers between budget line items](#) ~~Budget level adjustments~~ identified as high risk are greater than or equal to \$1.0 ~~M~~million. Moderate risk is identified as any adjustment less than \$1.0 ~~M~~million but greater than or equal to \$250,000. Low risk is defined as transfers below \$250,000, or or any transfer to and from the Property Management Pool for controlled maintenance or approved building improvements, or transfers to and from Strategic Safety for approved program initiatives and projects. Transfers between 10 Year Plan Project lines that correspond to an approved project list are also low risk.
- c. Appendix D “Other Transactions”; Transaction specific risk types are assigned within the appendix.

D. Annual Budget.

1. The Department shall produce a long-range revenue forecast (produced every five years), including annual revenues and extending over at least 20 years, and a short-range revenue forecast, by month, extending over at least 36 months, for use in all of the Department’s programs and budgets.
2. Pursuant to § 43-1-113(2), C.R.S., annually, on or before December 15, the Commission shall adopt and the Department shall submit a proposed budget allocation plan for the- fiscal year beginning on July 1 of the succeeding year. No later than April 15 of each year, the Commission shall adopt and submit a final budget allocation plan to the Office of State Planning and Budget.
3. The level of Department and Commission risk regarding the annual budget shall be defined as outlined in Appendix C.

E. Statewide Transportation Improvement Program (STIP).

1. Pursuant to 23 C.F.R. 450.216, the Department is required to develop a STIP.
2. The Department shall use the STIP as the principal expression of its programs and projects for the execution of all federal dollars assigned to transportation projects that have been adopted by the TC. For purposes of this PD, this will include highway construction and any federalized transit projects funded with specific state funding, such as FASTER transit.
3. Any project that requires federal authorization or obligation must be included in the STIP prior to any budget actions. Guidelines for developing the STIP may be found here: [STIP Development Guidelines \(4P\)](#). Guidance for amending or modifying the STIP may be found here: [STIP Amendment Guidelines](#)

4. The STIP will be amended at least once a year for major changes. Upon the conclusion of a fiscal year, a new fiscal year will be amended into the STIP as the fourth federally recognized year.
5. Amendments that occur within Metropolitan Planning Organization (MPO) areas will be handled by the MPO and then summarized on a regular basis for Executive Director approval.

F. Project Budgets.

1. Projects typically will be managed and selected within a four-year program or programs of projects based on defined criteria, and in alignment with Transportation Commission performance objectives established in PD 14 [\(Policy Guiding Statewide Plan Goals & Objectives\)](#).
2. The Department shall approve the budget of each project through development and construction, and shall determine the level of approval for subsequent substantive changes to the cost of each project as outlined in Appendix B.

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1. The Department shall prepare and maintain a Fund 400 Forecast model for the purpose of managing the Department's cash balance.
2. This model will incorporate SAP expenditures and analytical forecasts with vendor construction project drawdown schedules and budget revenues.
3. The resulting cash balance forecast will be charted against the Transportation Commission approved cash balance threshold to identify future cash balance risk points.
4. Risk will be identified and managed monthly through a Fund 400 [Cash](#) Management process.
5. The cash balance threshold will be reviewed as necessary. Any recommended changes for levels of risk or annual average monthly balance will be approved by the Commission.
6. Level of Department risks approved by the Commission and the Fund 400 [Cash](#) Management process principles are identified and maintained within Appendix E – Cash ~~Balance~~ Management.

VI. DOCUMENTS REFERENCED IN THIS POLICY DIRECTIVE

1. Appendix A – “Definitions”
2. Appendix B – “Project Related Transactions”
3. Appendix C – “Budget Related Transactions”
4. Appendix D – “Other Transactions”
5. Appendix E – “Cash Balance”

VII. IMPLEMENTATION PLAN

1. The OFMB shall establish procedures to implement this Policy Directive.
2. The OFMB shall train all CDOT employees who are impacted by or involved with this Policy Directive.
3. This Policy Directive shall be effective upon signature.

VIII. REVIEW DATE

This directive shall be reviewed on or before ~~January~~ July 20214.

Secretary, Transportation Commission

Date of Approval

Appendix A- Definitions

“~~Allotment Advice~~ Staff Approval” shall mean project or program level budget actions, initiated by Department staff, that is approved by OFMB staff without EMT or Commission approval.

“Amendment” shall mean a change to the Budget allocation, either through an increase, decrease or transfer between Budget lines.

“Approval” shall mean administrative permission to proceed with a project, program, or other anticipated expenditure that will require one or more officials to exercise their expenditure authorities in order to enter into one or more commitments to pay for goods or services that are needed to accomplish the project or program objectives. For

purposes of this Policy Directive, Approval authority will be determined based on risk outlined in each Appendix. There are 3 possible risk levels needing varying approval: Staff, Executive Management Team (EMT) and Transportation Commission.

“Budget” shall mean a financial plan that shows intended authorizations, appropriations, and allotments of funds into and out of an accounting entity. When all inflows and outflows of funds of the accounting entity are shown in the budget, the budget becomes a prospective statement of revenues and expenditures for that entity. CDOT maintains several budgets including those for Colorado Bridge and Tunnel Enterprise, Colorado Transportation Investment Office High Performance Transportation Enterprise, the Clean Transit Enterprise, the Nonattainment Area Air Pollution Mitigation Enterprise, the Aeronautics Division, and the core budget of CDOT, all of which are included in the State’s annual budget – the Long Bill.

“Cash Management” shall refer to the balancing of expected cash outflows with expected cash inflows.

“Confirmation Item” shall mean approval of an action undertaken prior to the scheduled TC meeting, but included ~~on a formal~~ Budget Supplement document as an informational item.

“Department” shall mean the Colorado Department of Transportation pursuant to § 43-1-103, C.R.S.

“Decision Item” shall mean any requested change to the base budget for a pool or a cost center.

"Fund 400" shall mean the State Highway Fund (SHF) which is the primary operating fund administered by CDOT to manage state transportation projects. This fund receives the state's share of HUTF distributions and federal funds. The fund also generates its own revenue, primarily from interest earnings on the fund balance and local government matching funds to federal transportation funding programs.

“Programs” shall mean a logical grouping of similar projects in scope; or small and miscellaneous in nature, typically identified and funded via the Department Budget.

“Project” shall mean highway or other transportation related improvement activities contained under a single account number in CDOT’s SAP financial management information system.

“STIP” shall mean Statewide Transportation Improvement Program – A federally required, fiscally constrained, program that depicts transportation projects for a minimum of four (4) fiscal years.

Subject Annual and Project Budgets and Cash Management Principles	Number 703.0
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“STIP Administrative Modification” shall mean minor changes to project costs, funding sources, or initiation dates. “Substantive” shall be used to mean exceeding the approved amount over a scope, schedule or budget threshold set by the Department’s Executive Director or designee.

“STIP Amendment” shall mean any major change to a project, including addition or deletion, major change to cost, initiation dates, or scope, including amending a year into the STIP.

“Supplement” shall mean any change requiring Transportation Commission approval within a program or Budget line, including a decision to fund a project or increase the funding of a project per the Policy Directive guidance.

“TC Approval Required” shall mean project level budget actions, initiated by Department staff requiring Commission approval as part of a budget supplement packet.

"Transaction" shall mean any change or action conducted in the management of the budget, such as any increase, decrease, or movement of funds. Every transaction type is listed and described in each tab of the appendix.

“Transportation Commission” or “Commission” shall mean the Colorado Transportation Commission pursuant to § 43-1-406, C.R.S.

“EMT-Approved List” shall mean a list of projects approved by the EMT for an Annual Program, per established processes.

Project Related Transactions

Project Type	Original Construction Budget	Pre-Award Adjustment and Contract Modification Orders			Project Closure Adjustments
		1) Greater than or equal to 15% and greater than or equal to \$500,000 ; or 2) greater than or equal to \$5,000,000 above the original approved amount	1) 10% or greater and between \$250,000-\$500,000 above the original approved amount; or 2) Less than 15% and between \$500,000 and \$4,999,999 above the original approved amount	1) Less than \$250,000 above the original approved amount; or 2) less than 10% and between \$250,000-\$499,999 above the original approved amount	
Capital Construction					
Asset Management: Surface Treatment, Structures (Bridge On-System, Culverts, Walls, Tunnels, High Mast Lighting), System Operations (TTS Maintenance, Traffic Signals), Geohazard Mitigation	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Emergency Relief	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO			Staff Approval	
Highway Safety Improvement Program, FASTER Safety Program	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Strategic Projects - 10 Year Plan (i.e. SB 17-267, SB 18-001, Legislative Funding, Pandemic Relief, PROTECT, Bridge Formula Program, Carbon Reduction)	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
National Highway Freight Program	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Other Capital Programs - Permanent Water Quality Mitigation, Railway-Highway Crossings Program, Hot Spots, ADA Compliance, RPP, Vulnerable Populations, Congestion Relief, Wildlife Crossings, Wetland Mitigation	Staff Approval				
Maintenance and Operations					
Maintenance Program Areas	For all MLOS transactions, including Maintenance Projects, see "Other Transactions"				
Maintenance Reserve	TC Approval Required (Pre-approval of Chair if confirmation item in advance of monthly Commission meeting)				
ITS Investments	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Other Maintenance and Operations Programs - Property, Road Equipment, Rest Areas, Strategic Safety Program, Real-Time Traffic Operations	Staff Approval				
Multimodal Services					
Innovative Mobility, Multimodal Options, Bustang, Mainstreets Programs, and National Electric Vehicle Infrastructure	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Suballocated Programs					
Safe Routes to School	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Transit Grant Programs	TC Approval Required if not based on established selection process	TC Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval	
	Staff Approval if based on established selection process				
Other Suballocated Programs: Aviation System Programs, STBG-Urban, CMAQ, Metro Planning, Off-System Bridge, Recreational Trails, Transportation Alternatives, Carbon Reduction, Pandemic Relief	Staff Approval				
Other Programs					
Other Non Capital Programs: State Planning and Research, Headquarters Initiatives, Civil Rights Initiatives, Debt Service	Staff Approval				
Federal Discretionary Grants - State Match Required	Submittal of Grant does not require Commission Approval. Refer to respective line item of Appendix B for rules governing the state match.				
Federal Discretionary Grants - No State Match Required	Staff Approval				

Local contributions and overmatch	Staff Approval		
Enterprises			
Bridge and Tunnel Enterprise	Enterprise Board Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval
Colorado Transportation Investment Office	Enterprise Board Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO as well as the Director of CTIO	Staff Approval
Clean Transit Enterprise	Enterprise Board Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval
Nonattainment Area Air Pollution Mitigation Enterprise	Enterprise Board Approval Required	Requires 2 of 3 Signatures from Executive Director or Designee, Chief Engineer, CFO	Staff Approval

Budget Transactions

Transaction Type	High Risk: TC Review and Approve	Moderate Risk: 2 Signatures ED (or Designee), Chief Engineer, CFO as well as the Director of CTIO if applicable Report To and Inform TC or Enterprise Board	Low Risk: Staff Manage
Development of Annual Budget			
Annual Budget Allocation Plan	Annual Budget Adoption: November - adopt Proposed Budget March - adopt Final Budget	N/A	Allocations based on TC approved Asset Management Planning Budget Allocations based on dedicated revenue sources Allocations based on predetermined schedule or previously approved plan (i.e. debt service, ADA Compliance) Allocations continuing a previously approved prior year level of funding (i.e. RPP, Hot Spots, PWQ, etc.)
Annual Budget Setting Common Policy Changes	Presented as informational	Reviewed annually	N/A
Annual Budget Setting Decision Items	Greater than or equal to \$1 million per annum	Less than \$1 million per annum, available new program costs over \$500k at staff discretion should be provided to the TC as an Information Item	N/A
Year End Roll Forwards			
Year End Cost Center Roll Forwards	Greater than or equal to \$1 million per annum	Less than \$1 million per annum	Pre approved automatic rollforward per maintained list as required by statute, TC resolution or EMT approval, approved Budget Amendments if initiative crosses fiscal years.
Project Debudgets and Year End Pool Balances	Reallocation of funds between budget lines greater than or equal to \$1 million	N/A	Execution of pool rollforwards
Budget Amendments and Other Changes			
	Formal Budget Amendments	EMT or Staff Authorized Changes	
Transportation Commission Program Reserve	Individual transactions		
Transportation Commission Contingency Reserve	Individual transactions greater than or equal to \$1 million (Commission Chairperson approval for emergency requests for <i>Confirmation Items</i>) or any transaction not related to emergency repairs or response caused by natural or manmade disasters.	Individual transactions less than \$1 million related to emergency repairs or response caused by natural or man made disasters.	N/A
Maintenance Reserve	Individual transactions greater than or equal to \$1 million for items other than Snow and Ice and Wildfire Reimbursements	Snow and Ice and Wildfire reimbursements require EMT approval. Report monthly to Transportation Commission	N/A
New Revenue Sources, Previous Year Revenue Reconciliation, Change in Revenue Estimates Impacting Current Year Budget, and Federal Redistribution	N/A	New transfers of General Fund or other flexible revenue legislatively allocated to 10-Year Plan projects.	Dedicated/inflexible fund types allocated to associated programs Flexible fund types allocated to TC Reserve for future distribution or reduction
Allocation of Federal Discretionary Grants	N/A	N/A	Project specific allocations to associated regions
Additional Local Contributions	N/A	N/A	Allocated to regional local overmatch program
Transfers to/from Other States or Federal Agencies	N/A	N/A	Dedicated/inflexible fund types allocated to associated programs
Transfers between Budget Line Items	Individual Transfers >= \$1,000,000	Individual Transfers between \$250,000 - \$999,999	Individual Transfers < \$250,000 or any transfer to and from the Property Management Pool for controlled maintenance or approved building improvements, or transfers to and from Strategic Safety for approved program initiatives and projects. Transfers between 10 Year Plan Project lines that correspond to an approved project list.
Other Budget Transfers			
MLOS Cost Centers Transfers	Transfers of MLOS funds to cost centers outside of MLOS >= \$1,000,000	Budget transfers across regions and requires additional DMO approval Individual transfers of MLOS funds to cost centers outside of MLOS >=\$250,000 require additional DMO approval	Individual transfers across sections within the same region <\$250,000 Staff Only Individual transfers across sections within the same region >=\$250,000 require additional DMO approval Individual transfers of MLOS funds to cost centers outside of MLOS <\$250,000 require additional DMO approval
Increases to Indirect Costs or Construction Engineering (CE)	Increases or new requests >= \$1,000,000	Increases or new requests >= \$250,000	Increases or new requests < \$250,000

Other Transactions

<u>Transaction Type</u>	<u>High Risk: TC Review and Approve</u>	<u>Moderate Risk: 2 Signatures ED (or Designee), Chief Engineer, CFO as well as the Director of CTIO, if applicable. Report To and Inform TC or Enterprise Board</u>	<u>Low Risk: Staff Manage</u>
Capital Development Committee	N/A	Any requests made to the CDC	N/A
Cash Balances and Revenue Forecasts	Periodic risk assessment cash balance threshold	Monthly Cash Memo	Evaluate construction lettings each month
Commercial Loans	Change that will trigger a loan and require Legislative Authority	N/A	Payment schedule included in quarterly and annual reports
Federal Funds Transfers	N/A	Transfers between fund types per 23 U.S. Code § 126	Transfers to/from other states for research projects or federal agencies, such as FTA.
Full Time Employee Requests	Increasing the total # of CDOT FTE's	N/A	Filling existing vacancies or reclassifying to best meet business needs
Maintenance Projects (M Projects)	State performed maintenance work (Structure Repairs, Overlays, Seal Coats) costing in excess of \$50,000 up to \$150,000	Emergency projects within Maintenance budget	State performed maintenance work (Structure Repairs, Overlays, Seal Coats) costing less than \$50,000
Use of Toll Credits	N/A	Review Annual Statement of Toll Credit Earnings and Use Provide strategic/programmatic direction	Execution of actions per strategic/programmatic direction
		Individual Use >=\$250,000 beyond preapproved strategy	Individual Use < \$250,000 beyond preapproved strategy
STIP	STIP Amendments no less than annually	Quarterly analysis of fiscal constrained project schedule	Administrative Modifications

Cash Management																													
Cash Balance Thresholds																													
Confidence Level	0.1% = 1/1,000																												
Cash Balance Values	Low = \$160M Nov-Dec-Jan	Average = \$205M Aug	High = \$300M Jun																										
Calendar Year Distribution	2016-2019																												
Cash balance threshold values to be incorporated into the Fund 400 Forecast Model to identify risk points.	<table border="1" style="margin: 10px auto;"> <caption>Cash Balance Thresholds Data</caption> <thead> <tr> <th>Month</th> <th>Monthly Minimum (\$ Millions)</th> </tr> </thead> <tbody> <tr><td>Jan</td><td>160</td></tr> <tr><td>Feb</td><td>170</td></tr> <tr><td>Mar</td><td>180</td></tr> <tr><td>Apr</td><td>230</td></tr> <tr><td>May</td><td>280</td></tr> <tr><td>Jun</td><td>300</td></tr> <tr><td>Jul</td><td>250</td></tr> <tr><td>Aug</td><td>210</td></tr> <tr><td>Sep</td><td>190</td></tr> <tr><td>Oct</td><td>170</td></tr> <tr><td>Nov</td><td>160</td></tr> <tr><td>Dec</td><td>160</td></tr> </tbody> </table>			Month	Monthly Minimum (\$ Millions)	Jan	160	Feb	170	Mar	180	Apr	230	May	280	Jun	300	Jul	250	Aug	210	Sep	190	Oct	170	Nov	160	Dec	160
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Jul	250																												
Aug	210																												
Sep	190																												
Oct	170																												
Nov	160																												
Dec	160																												
Management Process																													
	Deliverables	Reporting																											
Fund 400 Forecast Model data management. Input of current month expenditure, drawdown and revenue data.	Final and closed forecast model each month Completed variance analysis	Monthly - 36 month (or three fiscal years) forecast chart of cash balance projection to cash balance thresholds. Identification of risks, if any.																											
Identification of risk points in the 36 month forecast chart; and analysis and variance reconciliation.	Risk identification	Annually/As Needed - Report on the effectiveness of management process and practices, any recommendations for process changes, or changes to thresholds.																											

Budget Transactions

Transaction Type	High Risk: TC Review and Approve	Moderate Risk: 2 Signatures ED (or Designee), Chief Engineer, CFO as well as the Director of HPER/TIO if applicable. Report To and Inform TC or Enterprise Board	Low Risk: Staff Manage
Development of Annual Budget			
Annual Budget Allocation Plan	Annual Budget Adoption: November - adopt Proposed Budget March - adopt Final Budget	N/A	Allocations based on TC approved Asset Management Planning Budget. Allocations based on dedicated revenue sources Allocations based on predetermined schedule or previously approved plan (i.e. debt service, ADA Compliance) Allocations continuing a previously approved prior year level of funding (i.e. RPP, Hot Spots, PWQ, etc.)
Annual Budget Setting Common Policy Changes	Presented as informational	Reviewed annually	N/A
Annual Budget Setting Decision Items	Greater than or equal \$1 million per annum	Less than \$1 million per annum, notable new program costs over \$500k at staff discretion should be provided to the TC as an Information Item	N/A
Year End Roll Forwards			
Year End Cost Center Roll Forwards	Greater than or equal \$1 million per annum	Less than \$1 million per annum	Pre Approved Automatic Rollforward Per Maintained List as Required by Statute, TC Resolution or EMT Approval, approved Budget Amendments if initiative crosses fiscal years.
Project Debudgets and Year End Pool Balances	Blank Reallocation of Funds Between Budget Lines greater than \$1 million	Approval of Exemption Requests	Execution of Pool Rollforwards or Retirements per Year-End and Project Debudget Policy.
Year-End Budget Pool Roll Forwards Delete Row!	Reallocation of Funds Between Budget Lines greater than \$1,000,000	Review	Execution of Rollforwards or Retirements per Year-End and Project Debudget Policy.
Budget Amendments and Other Changes			
Formal Budget Amendments		EMT or Staff Authorized Changes	
Transportation Commission Program Reserve	Individual transactions	N/A	N/A
Transportation Commission Contingency Reserve	Individual transactions greater than or equal to \$1 million (Commission Chairperson approval for emergency requests for <i>Confirmation Items</i>) or any transaction not related to emergency repairs or response caused by natural or manmade disasters.	Individual transactions less than \$1 million related to emergency repairs or response caused by natural or man made disasters.	N/A
Maintenance Reserve	Individual transactions greater than or equal to \$1 million for items other than Snow and Ice and Wildfire Reimbursements	Snow and Ice and Wildfire Reimbursements require EMT approval. Report monthly to Transportation Commission	N/A
New Revenue Sources, Previous Year Revenue Reconciliation, Change in Revenue Estimates Impacting Current Year Budget, and Federal Redistribution	N/A	New transfers of General Fund or other flexible revenue resulting from legislation that are allocated to the Strategic Projects are legislatively allocated to 10-Year Plan Projects	Dedicated/Inflexible Fund Types Allocated to Associated Programs Flexible Fund Types Allocated to TC Reserve for Future Distribution or Reduction
Allocation of Federal Discretionary Grants	N/A	N/A	Project Specific Allocations to Associated Regions
Additional Local Contributions	N/A	N/A	Allocated to Regional Local Overmatch Program
Transfers to/from Other States or Federal Agencies	N/A	N/A	Dedicated/Inflexible Fund Types Allocated to Associated Programs
Transfers between Budget Line Items	Individual Transfers >= \$1,000,000	Individual Transfers >= \$250,000 - \$999,999	Individual Transfers < \$250,000 or any transfer to and from the Property Management Pool for controlled maintenance or approved building improvements, or transfers to and from Strategic Safety for approved program initiatives and projects. Transfers between 10-Year Plan lines that correspond to approved project list.
Other Budget Transfers			
MLOS Cost Centers Transfers	Transfers of MLOS funds to cost centers outside of MLOS >= \$1,000,000	Budget transfers across regions and requires additional DMO approval Individual transfers of MLOS funds to cost centers outside of MLOS >= \$250,000 require additional DMO approval	Individual transfers across sections within the same region <\$250,000 Staff Only Individual transfers across sections within the same region >=\$250,000 require additional DMO approval Individual transfers of MLOS funds to cost centers outside of MLOS <\$250,000 require additional DMO approval
Increases to Indirect Costs or Construction Engineering (CE)	Increases or new requests >= \$1,000,000	Increases or new requests >= \$250,000	Increases or new requests < \$250,000

delete row

Other Transactions

Transaction Type	High Risk: TC Review and Approve	Moderate Risk: 2 Signatures ED (or Designee), Chief Engineer, CFO as well as the Director of HPFE/CHO if applicable Report To and Inform TC or Enterprise Board	Low Risk: Staff Manage
Capital Development Committee	N/A	Any requests made to the CDC	N/A
Cash Balances and Revenue Forecasts	Periodic Risk Assessment cash balance threshold	Monthly Cash Memo	Evaluate construction lettings each month
Commercial Loans	Change that will trigger a loan and require Legislative Authority	N/A	Payment schedule included in quarterly and annual reports
Federal Funds Transfers	N/A	Transfers between fund types per 23 U.S. Code § 126	Transfers to/from other states for research projects or federal agencies such as FTA.
Full Time Employee Requests	Increasing the total # of CDOT FTE's	N/A	Filling existing vacancies or Reclassifying to best meet business needs
Maintenance Projects (M Projects)	State performed maintenance work (Structure Repairs, Overlays, Seal Coats) costing in excess of \$50,000 up to \$150,000	Emergency projects within Maintenance budget	State performed maintenance work (Structure Repairs, Overlays, Seal Coats) costing less than \$50,000
Use of Toll Credits	N/A	Review Annual Statement of Toll Credit Earnings and Use Provide strategic/programmatic direction	Execution of actions per strategic/programmatic direction
		Individual Use >=\$250,000 beyond preapproved strategy	Individual Use < \$250,000 beyond preapproved strategy
STIP	STIP Amendments no less than annually	Quarterly analysis of fiscal constrained project schedule	Administrative Modifications

Cash Management

Cash Balance Thresholds																																										
Confidence Level	0.1% = 1/1,000																																									
Cash Balance Values	Low = \$160M Nov-Dec-Jan	Average = \$205M Aug	High = \$300M Jun																																							
Calendar Year Distribution	2016-2019																																									
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COLORADO

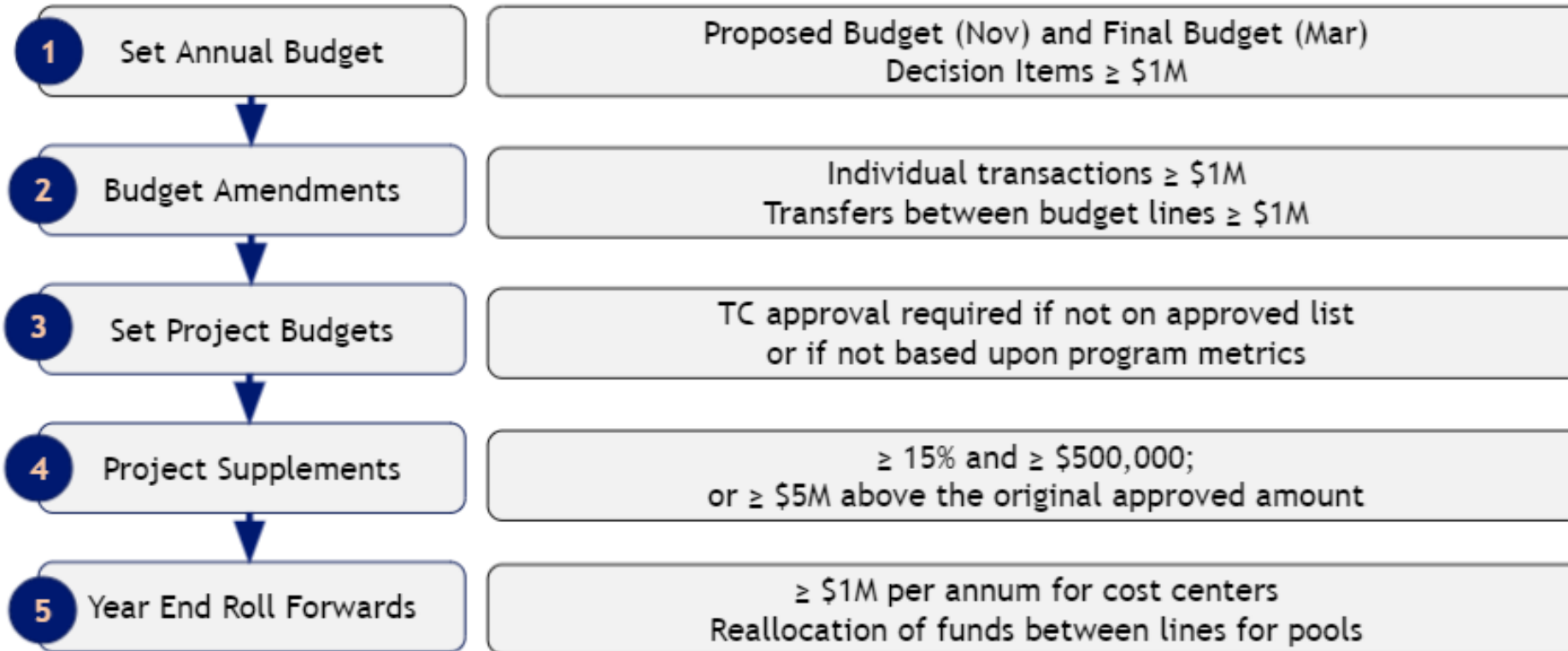
Department of Transportation

January 2023 Proposed Changes to Policy Directive 703.0



Policy Directive 703.0 Purpose

- “The Commission will focus on substantive budget matters, i.e. those budget matters that involve material change or significant risk and will exercise oversight on routine budget matters.”



• “Transportation Commission Approval will be required only when a transaction represents a high or substantial risk. Moderate or low risk items may be approved by the Executive Management Team or Staff level authority, respectively.”



PD 703.0 Appendix Structure

Project Transactions	Annual Budget Transactions	Other Transactions	Cash Management
Capital Construction	Development of Annual Budget	Capital Development Committee	Fund 400 Forecast model, deliverables, and reporting
Maintenance and Operations	Year End Roll Forwards	Cash Balances and Revenue Forecasts	
Multimodal Services	Budget Amendments and Other Changes	Commercial Loans	
Sub-allocated Programs	Other Budget Transfers	Federal Funds Transfers	
Other Programs		FTE Requests	
Enterprises		Maintenance Projects	
		Use of Toll Credits	
		STIP	



Enter the Matrix

3 of the 4 appendices are formatted into easy to use matrices that assist staff to determine the level of approval for a given action:

Transaction Type	High Risk: TC Review and Approve	Moderate Risk: 2 Signatures ED (or Designee), Chief Engineer, CFO as well as the Director of CTIO if applicable Report To and Inform TC or Enterprise Board	Low Risk: Staff Manage
Capital Development Committee		Any requests made to the CDC	
Pre-Award Adjustment and Contract Modification Orders (to the original approved project budget)			
Project TC		1) Greater than or equal to 15%	1) 10% or greater and between \$500,000-\$900,000 above the
			1) Less than \$500,000 above
Transaction Type	High Risk: TC Review and Approve	Moderate Risk: 2 Signatures ED (or Designee), Chief Engineer, CFO as well as the Director of CTIO if applicable Report To and Inform TC or Enterprise Board	Low Risk: Staff Manage
Development of Annual Budget			
ITS Investm	Annual Budget Allocation Plan	Annual Budget Adoption: November - adopt Proposed Budget March - adopt Final Budget	Allocations based on TC approved Asset Management Planning Budget
Mair Other Maintenance a Programs - Property, R Rest Areas, Strategic S Real-Time Traffic			Allocations based on dedicated revenue sources Allocations based on predetermined schedule or previously approved plan (i.e. debt service, ADA Compliance) Allocations continuing a previously approved prior year level of funding (i.e. RPP, Hot Spots, PWQ, etc.)
Innovative Mobility Options, Bustang, Programs, and National Infrastruct	Annual Budget Setting Common Policy Changes	Presented as informational	Reviewed annually
	Annual Budget Setting Decision Items	Greater than or equal \$1 million per annum	Less than \$1 million per annum; Notable new program costs over \$500k at staff discretion should be provided to the TC as an Information Item
Year End Roll Forwards			
	Year End Cost Center Roll Forwards	Greater than or equal \$1 million per annum	Less than \$1 million per annum
Safe Routes to	Project Debudgets and Year End Pool Balances	Reallocation of Funds Between Budget Lines greater than or equal to \$1,000,000	Pre Approved Automatic Rollforward Per Maintained List as Required by Statute, TC Resolution or EMT Approval, approved Budget Amendments if initiative crosses fiscal years. Execution of Pool Rollforwards
Budget Amendments and Other Changes			
Transit Grant P	Formal Budget Amendments		EMT or Staff Authorized Changes
	Transportation Commission Program Reserve	Individual transactions	
	Transportation Commission Contingency Reserve	Individual transactions greater than or equal to \$1 million (Commission Chairperson approval for emergency requests for <i>Confirmation Items</i>) or any transaction not related to emergency repairs or response caused by natural or manmade disasters.	Individual transactions less than \$1 million related to emergency repairs or response caused by natural or man made disasters.
	Maintenance Reserve	Individual transactions greater than or equal to \$1 million for items other than Snow and Ice and Wildfire Reimbursements	Snow and Ice and Wildfire Reimbursements require EMT approval. Report monthly to Transportation Commission
	New Revenue Sources, Previous Year Revenue Reconciliation, Change in Revenue Estimates	N/A	New transfers of General Fund or other flexible revenue resulting from legislation that are allocated to Dedicated/Inflexible Fund Types Allocated to Associated Programs

Project Transactions
Budget Transactions
Other Transactions



Cash Management

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Identification of risk points in the 36 month forecast chart; and analysis and variance reconciliation.	Risk identification	Annually/As Needed - Report on the effectiveness of management process and practices, any recommendations for process changes, or changes to thresholds.																																							

The 4th Appendix details Cash Management items.

- Deliverables include:
 - Final and closed forecast model each month
 - Complete a variance analysis
 - Identify risks
 - Recommend actions, if necessary, to address and mitigate risk



Overview: What IS and IS NOT Changing

The Division of Accounting and Finance recommends various updates to the document. A REDLINE version of the PD is in the packet to reference these proposed changes.

First, what is not changing:

- Overall purpose of the PD and the core content of the narrative section
- Types of transactions the document covers
- Purposes of each Appendix

Second, what is changing:

- Technical/ Clerical Changes such as adding/removing programs, updating and/or simplifying terminology, etc.
- Appendix B: Project Transactions and Appendix C: Budget Transactions
 - Updates to align the PD with changes related to new Federal and State legislation
 - Updates to align the PD to internal operational and policy changes



General Technical/Clerical Updates

- Add new programs to existing lines: Bridge Formula Program, National Electric Vehicle Infrastructure (NEVI), PROTECT, Carbon Reduction, Congestion Relief, Wildlife Crossings, and Wetland Mitigation and remove references to old programs, such as Rail Commission and its funding
- Add a new line “Other Non-Capital Programs” for Headquarters Initiatives, Civil Rights Initiatives, and Debt Service to ensure the PD covers all programs
- Revise or reorganize program names and eliminate acronyms to simplify and make it easier to understand
- Update Enterprise references from High Performance Transportation Enterprise (HPTE) to Colorado Transportation Investment Office (CTIO)
- Update terminology and language:
 - Change reference of “Approved Lists or Program Metrics” to “Established Selection Process”
 - Change “Allotment Advice” to “Staff Approval”
 - Remove superfluous language from the Safe Routes to School description



Appendix B: Project Transaction Office of Innovative Mobility

- Staff recommends updating PD 703.0 to remove the requirement for specific approval of Office of Innovative Mobility (OIM) projects and programs
 - Since OIM was established in 2019 the three program areas within the office have required annual budget approvals from the TC
 - The office has developed a budget setting process that adheres to specific categories of allocation: electrification and energy, mobility services, and mobility technology
 - The office has provided a memo detailing their project selection and budget setting process
 - Staff recommends combining with Multimodal Services line and removing the requirement for specific approval of OIM projects and programs



Appendix C: Budget Transactions

- Add language “approved Budget Amendments if initiative crosses fiscal years,” to allow staff to automatically roll forward the remaining budget into the next fiscal year when the Commission has already approved the initiative through a budget amendment
- Change “Project Debudgets and Year End Pool Balances” to clarify that TC approval is required if reallocating funds across programs
- Delete redundant “Year End Budget Pool Roll Forwards” line
- Update language to ensure inclusion of any funds received from legislation, including federal funds, by adding “or other flexible revenue,” and specifying that EMT approval is required if the new flexible funding will be allocated to a 10-Year Plan Projects line
- Add language to the “Transfers between Budget Line Items” line to allow transfers between the 10-Year Plan Project lines that correspond to an approved 10-Year Plan project as a low risk item (staff authority)



Appendix E: Cash Management

- Update Forecast Timeline from 48 to 36 months
 - Under current practice, OFMB forecasts the Department's future cash balance, and compares this forecast to established cash balance thresholds. The current cash forecast projects 48 months into the future.
 - Under this recommendation, this cash balance forecast would be decreased to 36 months. Beyond 36 months, the level of confidence in the current cash forecast decreases substantially. Projecting out 36 months would increase confidence in the overall forecast while providing enough information for decision making purposes.



MEMORANDUM

TO: COLORADO TRANSPORTATION COMMISSION
FROM: HANNAH L. REED, FEDERAL GRANTS COORDINATOR IN OPGR
DATE: JANUARY 18TH, 2023
SUBJECT: UPDATE TO TRANSPORTATION COMMISSION ON SUBMITTED, IN PROGRESS, AND FORTHCOMING GRANT APPLICATIONS TO IIJA DISCRETIONARY PROGRAMS

Purpose

To share progress on submitted applications; current and future coordination of proposals to anticipated federal discretionary programs under the Infrastructure Investment Jobs Act (IIJA); review the grant successes of 2022; and inform processes and procedures for achieving continued grant success in 2023.

Action

Per PD 703.0, when the department intends to apply for grants with a match consisting of previously approved funding, no action is necessary by the Commission, but we provide the Commission with the projects we intend to pursue.

If the match requires an additional commitment of funds not already approved by the Commission, or Bridge & Tunnel Enterprise (BTE), staff brings the projects to the Commission as an action item, with the additional funding being made contingent on a successful application and grant award.

No action is required at this time, but the Transportation Commission (TC) is always encouraged to contact CDOT's in-house grant team with questions, comments, and suggestions.

Background and Details

2022 Applications

The following discretionary grant programs for FY22 have already closed:

1. REBUILDING AMERICAN INFRASTRUCTURE with SUSTAINABILITY and EQUITY (RAISE)
 - Two applications were submitted by CDOT
 - MOVE: Westward Three mobility hub project in Region 3
 - **\$24.24M AWARDED!**
 - 6th & Wadsworth interchange reconstruction in Region 1
 - A third was submitted with CDOT's strong support
 - US 119 Safety and Mobility project in Region 4
2. MULTIMODAL PROJECTS DISCRETIONARY GRANT PROGRAM (MPDG)
 - Three applications were submitted by CDOT
 - Floyd Hill to Veterans Memorial Tunnels Improvements Project in Region 1
 - **\$100M AWARDED!**
 - MOVE: W3 (resubmission) in Region 3
 - US 40 Passing Lanes & Red Dirt Hill Improvements in Region 3
 - w/collaboration from Grand County
 - Three more were submitted with CDOT's strong support
 - US 50 Safety Highway Improvements for Freight and Travel (SHIFT) in Region 2
 - Submitted by Otero County
 - I-76 Phase IV Reconstruction and Repavement Project in Region 4
 - Submitted by Morgan County w/Weld County support

- US 160 Safety and Mobility Improvement Project in Region 5
 - Submitted by La Plata County
- 3. 5339(b) and 5339(c): Bus and Bus Facilities and the Low or No Emission Vehicle programs, respectively
 - CASTA and FHU Consulting coordinated 20 applications from 15 different entities. CDOT submitted all applications under the State DUNS/UEI
 - Only 5339b
 - Montrose Multi-Modal Transit Center in Region 5
 - Town of Estes Park Electric Trolley Facility Construction in Region 4
 - Glenwood Springs Bus Shelter Replacement Project in Region 3
 - Mountain Express Bus Storage, Maintenance, and Operations Facility in Region 3
 - Mountain Village Phase 2 Maintenance Shop Remodel in Region 5
 - RFTA 12 Diesel Buses Replaced with 10 CNG Buses and 2 Diesel Buses in Region 3
 - a. **\$5.7M AWARDED!**
 - Rifle Gateway Park-n-Ride: Relocation & Expansion in Region 3
 - a. **AWARDED via MOVE: W3**
 - SMART Vehicle Replacement and Fleet Expansion Project in Region 5
 - a. **\$2.6M AWARDED!**
 - Winter Park Transit Maintenance Facility - Phase II in Region 3
 - Only 5339c
 - ECO Transit's E-Bus Replacement Project in Region 3
 - Both
 - Breckenridge two Diesel/Hybrid bus Replacements and E-Bus Barn Rehabilitation in Region 3
 - Steamboat Springs Transit Bus Replacement and Overhaul Project in Region 3
 - a. **\$2.4M AWARDED!**
 - Summit County 100% Electric, Fleet Storage, Charging and Operation Transit Facility in Region 3
 - a. **\$34.8M AWARDED!**
 - Vail 2 Battery Electric Buses and Associated Charging Infrastructure in Region 3
 - a. **\$1.8M AWARDED!**
 - Via Mobility Services Bus Facility Replacement Supporting a Zero-Emissions Fleet Transition in Metro Denver in Region 1 & 4
- 4. NATIONAL SCENIC BYWAY PROGRAM (NSBP)
 - DTD Colorado Byways Team received 26 project proposals from local agencies statewide. Three eligible and competitive applications were submitted by CDOT:
 - Alpine Loop and Silver Thread Facilities, Safety, and Recreation Upgrades in Regions 3 & 5
 - Scenic Highway of Legends Wayfinding and Interpretive Materials Implementation in Region 2
 - Mount Evans Collaborative Renaming, Re-signing, and Educational Emphasis in Region 1
 - **The NSBP 2022 awards will likely be announced in February 2023.**
- 5. TRANSIT-ORIENTED DEVELOPMENT PLANNING PROGRAM (TOD)
 - CDOT supported the City of Longmont on an application for the 1st & Main Mobility Hub and TOD opportunities surrounding the site
- 6. BRIDGE INVESTMENT PROGRAM (BIP)
 - Planning subprogram:
 - Pre-Scoping Bridge Bundle in Region 1
 - Timber Replacement in Region 3
 - Railroad Overpasses in Region 3

- Large Bridge subprogram:
 - I-270 Critical Bridge Bundle in Region 1
 - “Other” Bridge subprogram:
 - I-76 Phase V in Region 4
 - US 160 Florida River Bridge in Region 5
 - Y6 BPM in Region 5
 - 6th & Wads Interchange in Region 1
 - Resubmission
7. SAFE STREETS & ROADS FOR ALL (SS4A)
- As a state entity, CDOT was ineligible to submit our own proposal to this opportunity, but we supported the applications of the following local partners:
 - Grand Valley MPO
 - Montrose County
 - City of Fort Collins
 - City of Glenwood Springs
8. Enabling Middle Mile Broadband
- CDOT submitted a \$119M proposal to build 7 new middle mile fiber corridors across the state
 - Region 3: 46 miles of fiber between Grand Junction and Delta
 - Region 2: 119 miles of fiber between Pueblo and Lamar.
 - Region 2 & 4: 119 miles of fiber Lamar to Burlington.
 - Region 4: 37 miles of fiber between Greeley and Wiggins
 - Region 4: 60 miles of fiber from Sterling to the Nebraska State Line.
 - Region 4: 5 miles of fiber between Boulder and Longmont.
 - Region 5: 115 miles of over pull fiber from South Fork to Walsenburg.
9. RAILROAD CROSSING ELIMINATION (RCE)
- A planning application to study the elimination of two at-grade highway-rail crossings on US 34 in Region 4
 - CDOT also provided letters of support for two local applications in Fort Collins
10. RECONNECTING COMMUNITIES PILOT PROGRAM (RCP)
- CDOT co-sponsored a planning proposal with Trinidad to mitigate the impacts of the I-25 viaduct that divides the City.
11. STRENGTHENING MOBILITY and REVOLUTIONIZING TRANSPORTATION (SMART)
- CDOT-led ATMA proposal with MN DOT, OK DOT, and WI DOT as subrecipients
 - I-25 Coordinated and AI-based Ramp Metering System in Region 1
12. FTA’s ADVANCED DRIVER ASSISTANCE SYSTEMS (ADAS)
- Install ADAS demonstrative technologies into three of CDOT’s Bustang fleet
13. CONSOLIDATED RAIL INFRASTRUCTURE & SAFETY IMPROVEMENTS (CRISI)
- US 50/US 550 Reconfigured Intersection for Safety and Consolidation (RISC) in Region 3

IN PROGRESS

CDOT is actively pursuing the following discretionary grant program(s):

1. RAISE 2023
 - The complete NOFO was released on Dec. 14th.
 - CDOT is revising the 6th & Wadsworth Interchange Reconstruction proposal, as it received a “Project of Merit” designation in 2022.
 - CDOT will continue to partner with Boulder County in revising and resubmitting the 119 Safety and Mobility proposal.
 - Idaho Springs has requested CDOT’s support in preparing a RAISE application for a local mobility hub and pedestrian bridge over I-70.
 - All previously submitted applications that meet eligibility and competitive criteria for RAISE are also being considered.
2. FEDERAL-STATE PARTNERSHIP for INTERCITY PASSENGER RAIL
 - CDOT and Front Range Passenger Rail District (FRPR-D) are currently investigating eligible and competitive projects for this opportunity

- Potential partnerships with BNSF and/or DOTI
- 3. CORRIDOR IDENTIFICATION DEVELOPMENT PROGRAM (CIDP)
 - CDOT and FRPR-D are co-sponsoring an application for the Colorado Front Range Corridor

NEW & FORTHCOMING OPPORTUNITIES

The following discretionary programs have either recently released, or are expected to release in the near future, Notices of Funding Opportunities (NOFO). CDOT is interested in pursuing eligible and competitive projects or partnerships for each program:

1. WILDLIFE CROSSING PILOT PROGRAM: Funding opportunity exclusive to planning, establishing, and improving safer wildlife crossings over existing transportation assets.
 - CDOT is preparing an application for the I-25 Gap Wildlife Overpass
 - CDOT will also pursue competitive wildlife crossing projects in the 10 Year Plan
2. PROMOTING RESILIENT OPERATIONS for TRANSFORMATIVE, EFFICIENT and COST-SAVING TRANSPORTATION (PROTECT): Funding to make existing transportation assets, particularly evacuation routes, more resilient to extreme weather events and other natural disasters. The formula funding for this program was announced in Summer 2022; it is anticipated that the discretionary program will be announced before the end of 2022, or early in 2023.
 - CDOT is preparing a scalable proposal to address resiliency on corridors related to Glenwood Canyon, including I-70, US 40, SH 13, and SH 9.

Next Steps

RAISE 2023 applications are due Feb. 28, 2023

Fed-State IP applications are due March 7th, 2023

CIDP applications are due March 20th, 2023



COLORADO
Department of Transportation

Federal Grants at CDOT

Hannah L. Reed (she/hers), Federal Grant Writer in OPRG
hannah.l.reed@state.co.us

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Bipartisan Infrastructure Law (BIL) / Infrastructure Investment and Jobs Act (IIJA)

- BIL/IIJA leverage a “once-in-a-generation” investment to revitalize American infrastructure
 - *“Rebuild roads, bridges and rails, expand access to clean drinking water, access to high-speed internet, tackle the climate crisis, advance environmental justice, and invest in HDA communities.”*
- \$1.2 trillion for transportation and infrastructure spending between FY22-FY26
- \$550B in “new” programs; \$350B for Federal highway programs

Formula

- Funding automatically allocated to each State based on the results of a formula
 - Geographic size, population, lane miles, etc.
 - Some programs have both Formula and Discretionary opportunities
 - Bridge Investment Program, PROTECT, etc.

Discretionary

- Competitive funding awarded via technical, functional, and analytical review of proposals
 - Narrative, Letters of Support, and other Appendices
 - Benefit-Cost Analysis (BCA) and BCA Technical Memorandum





2022 Submitted Discretionary Applications

CDOT Lead Applicant or CDOT Co-Sponsored w/Locals

REBUILDING AMERICAN INFRASTRUCTURE with SUSTAINABILITY and EQUITY (RAISE)

- **Multimodal Options for a Vibrant and Equitable Western Slope: The Westward Three (MOVE: W3)**
 - \$55.9M total; \$24.2M request; \$31.7M match
 - **\$24.2M AWARDED!**
- 6th & Wadsworth Interchange Reconstruction
 - \$135.5M total; \$45M request; \$90.5M match
- US 119 Safety and Mobility Project
 - \$124M total; \$25M request; \$99M match

MULTIMODAL PROJECTS DISCRETIONARY GRANTS (MPDG)

- **Floyd Hill to Veterans Memorial Tunnel Improvements**
 - \$700M total; \$240M request; \$460M match
 - **\$100M AWARDED!**
- US 40 Passing Lanes & Red Dirt Hill Improvements
 - \$44M total; \$25M request; \$19M match
- US 50 Safety Highway Improvements for Freight and Travel (SHIFT)
 - \$49M total; \$25M request; \$24M match
- I-76 Phase IV Reconstruction and Repavement
 - \$64.6M total; \$35M request; \$29.6M match
- US 160 Safety and Mobility Improvements
 - \$106.2M total; \$53.8M request; \$52.3 match

RAILROAD CROSSING ELIMINATION (RCE) (pending)

- US 34 Railroad Crossing Elimination Study
 - \$900k total; \$700k request; \$200k match

BRIDGE INVESTMENT PROGRAM (BIP)

- Planning
 - Region 1 Pre-Scoping Bridge Bundle
 - \$2.5M total; \$400k request; \$2.1M match
 - Region 3 Timber Replacement
 - \$150k total; \$150k request; no match required
 - Region 3 Railroad Overpasses
 - \$150k total; \$150k request; no match required
- Large Bridge:
 - I-270 Critical Bridge Bundle
 - \$153.3M total; \$75.8M request; \$77.5M match
- **“Other” Bridge (pending):**
 - I-76 Phase V
 - \$31.5M total; \$23M request; \$8.5M match
 - US 160 Florida River Bridge Replacement
 - \$13.6M total; \$9.5M request; \$4.1M match
 - Region 5 Bridge Preventative Maintenance Bundle
 - \$5.04M total; \$4M request; \$1.04M match
 - 6th & Wads Interchange Reconstruction
 - \$80M total; \$45M request; \$35M match

ENABLING MIDDLE MILE BROADBAND (MM) (pending)

- 7 new corridors of middle mile fiber statewide
 - \$119.8M total; \$83.9M request; \$35.9M match

FTA ADAS TECHNOLOGY DEMONSTRATION PROGRAM (pending)

- ADAS for Bustang Intercity and Regional Bus Transit
 - \$2.1M total; \$1.2M request; \$900k match



2022 Submitted Discretionary Applications cont.

CDOT Lead Applicant or CDOT Co-Sponsored w/Locals

RECONNECTING COMMUNITIES PROGRAM (RCP) (pending)

- Collaborated with the City and County of Denver on grant-enhanced community connectivity and safety
- Co-sponsored application with City of Trinidad to study the reconnection of East and West Trinidad on either side of I-25 viaduct

STRENGTHENING MOBILITY AND REVOLUTIONIZING TRANSPORTATION (SMART) (pending)

- Autonomous Truck Mounted Attenuator (ATMA) for Work Zone Safety
 - \$2.1M total; \$1.9M request; \$200k match
 - WI DOT, OK DOT, and MN DOT co-applicant and grant subrecipients
- Coordinated Adaptive Ramp Metering (CARM) Expansion Project
 - \$1.4M total; \$1.4M request; no match required

NATIONAL SCENIC BYWAY PROGRAM (NSBP) (pending)

- Alpine Loop and Silver Thread Facilities and Observatory
 - \$847k total; \$640k request; \$207k match
- Scenic Highway of Legends Wayfinding and Interpretation
 - \$513k total; \$400k request; \$113k match
- Mt. Evans Educational Renaming and Emphasis of Indigenous History
 - \$930k total; \$716k request; \$214k match

CONSOLIDATED RAIL INFRASTRUCTURE SAFETY IMPROVEMENTS (CRISI) (pending)

- US 50 / 550 Preventative Crossing Reconfiguration
 - \$4.75M total; \$2.45M request; \$2.3M match

PROMOTING RESILIENT OPERATIONS for TRANSFORMATIVE, EFFICIENT, and COST-SAVING TRANSPORTATION (PROTECT)

- CDOT intends to apply for resilience improvements to Glenwood Canyon and connected areas
 - The discretionary program is anticipated to be released in Fall of 2023, with a combined pool of funding from 2022 & 2023 fiscal years.

2022 CDOT & Local Partner Highlights:

• **MPDG & RAISE**

- Only three applications per entity allowed
 - CDOT and County partners co-sponsored proposals to cast the widest net for Colorado
 - US 40 w/ Grand County
 - US 50 w/ Otero County
 - I-76 Phase IV w/ Morgan & Weld Counties
 - US 160 w/ La Plata County

• **RCP**

- City of Trinidad
 - Reconnect the community divided by I-25 viaduct

• **SS4A**

- Only local eligibility
 - Grand Valley MPO
 - Montrose County
 - City of Fort Collins
 - City of Glenwood Springs



2022 Grant Successes...so far

Floyd Hill - Competitive MPDG (INFRA) Grant

CDOT received a \$100 million grant from the USDOT's INFRA grants program. Funding from this grant will improve the eight mile stretch from west Evergreen to eastern Idaho Springs included in the I-70 Floyd Hill project. Project components include a westbound toll lane, a new eastbound climbing lane for slow vehicles, wildlife crossing and fencing, a new frontage road, and other improvements.



MOVE: Multimodal Options for a Vibrant and Equitable Western Slope - Competitive RAISE Grant

CDOT was awarded \$24.24M through RAISE 2022 to build a new Grand Junction Mobility Hub, improve the 2nd St. Promenade and I-70B in downtown Grand Junction; redevelop West Glenwood Transit Center and finish the new 27th St. Pedestrian Underpass; and complete Phase II of the Rifle Mobility Hub: The Rifle Park-n-Ride Expansion and Relocation. This project offers transportation-based relief to the affordable housing challenges along this corridor, as well as advances multimodal use and access to and through Western Colorado.



Project Selection & Program Pairing

USDOT strategic goals and interests

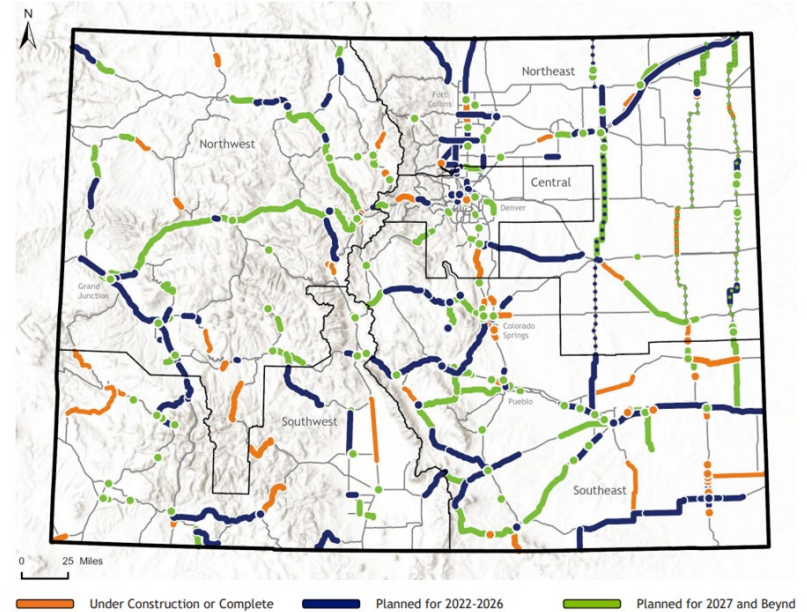
- Will the grant complete a project from A to Z?
- Equity, Climate Change, Job Creation, APP & HDC, etc.

10 Year Plan

- Stakeholder informed
 - Built-in local support and interest
- Fiscal sustainability
 - Matching funds from a published source

NOFO determines eligibility and competitiveness

- Communication with RTDs and project teams
- Project significance and purpose
 - Glenwood Canyon
 - PROTECT is exclusive to resiliency projects that mitigate impact of extreme weather and natural disasters
 - MOVE: W3
 - Serves three municipalities, and every community in between
 - 90 miles of a major freight corridor
 - Promotes multimodal transit and GHG reduction
 - Establishes partnership and engagement between 6+ agencies





What To Expect in 2023

Based on the order in which grant programs were released in calendar year 2022, and emerging details on pilot programs still to launch, we anticipate:

1. **RAISE**
 - a. Out now; Dec 2022 - Feb 2023
2. **Wildlife Crossing Pilot Program (2022 & 2023 Funding Combined)**
 - a. NOFO out January 2023
3. **MPDG (Mega, INFRA, and Rural Surface Transportation)**
 - a. MEGA 2022 award announcements in early 2023; new program release to follow March - June
4. **Bridge Investment Program (BIP)**
 - a. Still pending 2022 construction awards; new program release summer 2023
5. **Reconnecting Communities Program (RCP) & Neighborhood Access and Equity Program**
 - a. NOFO out late Spring 2023
6. **Railroad Crossing Elimination (RCE)**
 - a. NOFO out Summer 2023
7. **PROTECT Discretionary Pilot (2022 & 2023 Funding Combined)**
 - a. NOFO out Fall 2023

Only the tip of the iceberg!





Questions, Comments, Grant Ideas?

Please contact us!

 **Hannah L. Reed (she/hers)**
 **Federal Grant Writer in OPGR**
 **hannah.l.reed@state.co.us**

 **Alejandra Garcia-Acevedo (she/hers)**
 **Economist in DTD**
 **alejandra.garciaacevedo@state.co.us**



DRAFT Transportation Commission (TC) Meeting Minutes

Workshops and Regular Meeting

Wednesday, December 14, 2022, 1:30 pm – 5:00 pm

Recording (YouTube): TC workshop 12/14/2022:

Call to Order, Roll Call – [Timestamp 00:00:00](https://youtube.com/live/h_mbuYu8rU) - https://youtube.com/live/h_mbuYu8rU

All eleven Commissioners were present: Commissioners Don Stanton (TC Chair), Gary Beedy (TC Vice Chair), Karen Stuart, Kathleen Bracke, Mark Garcia, Lisa Tormoen Hickey, Barbara Vasquez, and Eula Adams, Yessica Holguin, Kathy Hall and Terry Hart.

TRANSPORTATION COMMISSION WORKSHOPS

Wednesday, December 14, 2022

North I-25 Segment 5 Project Delivery (Keith Stefanik) [Timestamp 00:01:00](#)

Purpose and Action: The purpose of this workshop is to provide the TC background on the project delivery of I-25 North Segment 5 to date and how the transparency and accountability requirements of Senate Bill 21-260 apply to alternative delivery projects. CDOT staff is seeking approval of a resolution to either utilize the existing Preconstruction Services Contract and continue the current project delivery method (Option A) or complete a new project delivery selection process in accordance with the accountability and transparency requirements of Senate Bill 21-260 (Option B).

Discussion:

- Commissioner Bracke was impressed with how well this plan has been put together using good governance and planning.
- Option A is time efficient and moves forward with the commission's guiding principles in a way that is most cost effective.
- If Option A is chosen, CDOT would publish the decision for selecting the alternate delivery on the CDOT website. CDOT is also open to having a meeting with the general public to discuss why the process for rolling out this project was selected in 2018 and why changes are being made if need be.
- Any decision made regarding Segment 5 does not have any effect on how Segment 4 advances as they are on separate tracks.
- This corridor will have a high occupancy vehicle (HOV) toll lane to encourage carpooling and ridesharing.

Budget Workshop (Jeff Sudmeier and Bethany Nicholas) [Timestamp 00:53:43](#)

Purpose and Action: To review the third budget amendment to the FY 2022-23 Annual Budget in accordance with Policy Directive (PD) 703.0. The Division of Accounting and Finance (DAF) is requesting the TC to review and adopt the third budget amendment to the FY 2022-23 Annual Budget, which consists of five items that require TC approval. The third budget amendment reallocates \$79.5 million from the TC Program Reserve to several budget lines. The third budget amendment was reviewed in detail in the November TC workshop.

Discussion:

- FY 23 Budget Amendment
 - No questions or comments were raised by the TC members.
- State Infrastructure Bank Rate Update
 - No questions or comments were raised by the TC members.
- Vail Pass Climbing Lanes
 - This will take all of the Intermountain Transportation Planning Region’s (IMTPR’s) Regional Priority Programming (RPP) funds for the next four years. There are currently no other sources of funding other than the RPP funds, but CDOT is currently looking for other funding opportunities. There may also be further reductions to this project’s scope to help cut down on costs.

Amendments to PD 1610 (GHG Mitigations) to Include Disproportionately Impacted Communities (DICs) (Commissioner Hickey, Rebecca White, Marsha Nelson, and Theresa Takushi) [Timestamp 01:14:31](#)

Purpose and Action: This workshop summarized proposed amendments to Policy Directive 1610.0 (PD 1610.0) - GHG Mitigation Measures to address Disproportionately Impacted Communities (DICs). The TC is being requested to approve amendments to PD 1610.

Discussion:

- The tool that is being utilized to measure impact to DICs is just one step in this process. There will be other methods of measurement and discovering “burdens” including stakeholder engagement and listening to community input.
- Identifying indicators will be the biggest step in determining an appropriate balance between burdens and benefits for these communities.

Transportation Alternatives Program (Rebecca White, Herman Stockinger) [Timestamp 02:03:14](#)

Purpose and Action: Update the TC on the Transportation Alternatives Program (TAP). Discuss new process for TAP project selection based on five regional (based on the five (5) CDOT Engineering Regions) interdisciplinary review committees. The committees being three (3) CDOT Regional representatives, one (1) CDOT Division of Transportation Development (DTD) representative, one (1) CDOT Division of Transit and Rail representative, and one (1) Transportation Planning Region (TPR) Chair, or their designee, representative from each TPR within the CDOT Engineering Region. Action is for the TC to approve the proposed project selection method for the TAP.

Discussion

- Some consistency in the selection process across the five regions makes sense.
- STAC Vice Chair would like STAC members to be able to view the compromise and project selection decision before the TC votes on the issue. Clarification from Rebecca White: This is what STAC voted on regarding including TPR Chairs as members on the regional interdisciplinary review committees. The intent was not to compromise but to change the selection process to honor the STAC request. This also helps Metropolitan Planning Organizations (MPOs) and TPRs align this funding with other funding programs to better leverage financial resources.

Adjournment: [Timestamp 02:28:28](#)

TRANSPORTATION COMMISSION MEETING

Wednesday, December 14, 2022

1. Call to Order, Roll Call Timestamp 02:34:34

All eleven Commissioners were present: Commissioners Don Stanton (TC Chair), Gary Beedy (TC Vice Chair), Karen Stuart, Kathleen Bracke, Mark Garcia, Lisa Tormoen Hickey, Barbara Vasquez, and Eula Adams, Yessica Holguin, Kathy Hall and Terry Hart.

2. Public Comments Timestamp 02:35:17

- **Timestamp 02:38:07** - Scott James, Weld County Commissioner addressed the Segment 5 issue of North I-25 and represented multiple groups – Upper Front Range TPR, North Front Range MPO, the I-25 Coalition, Northern Colorado Legislative Alliance, and the Fix I-25 Coalition. Commissioner James noted that we support Option A under consideration today. A couple of comments regarding transparency... (1) this award was granted before SB 260 came into being; (2) In light of SB 260 requirements, the transparency elements have been met. When we went to bid and it was awarded on Segment 6, it was always with the intention that Segment 5 would come when we got the money. With the TC granting more money, \$100 million, and the ability to leverage TIFIA dollars, the money is here. The exact approach in place when Segment 6 was awarded, is now in fruition. Segment 5 is critical to the connectivity and economic health of the area, and is absolutely vital for economic and environmental wellbeing of the area. We have the opportunity to get it [Segment 5] done now. Heather Paddock, Region 4 Regional Transportation Director, has things organized with the contractor, with a great team in place. We have the team and materials on site, and it makes sense to keep moving south. We support Option A as we see it as the most cost effective and time effective. If we were to rebid the project, the cost alone to deploy the project would be substantial. We encourage the TC to select Option A for this project as it makes the most sense for Northern Colorado.
- **Timestamp 02:41:37** - William Karspeck, Mayor of Berthoud, noted the North Front Range MPO sent the TC a letter regarding this as well, and noted that Commissioner James couldn't have said it any better. He repeated what Commissioner James pointed out, that Option A makes sense as the construction team is already there in the project area. It would be great to keep the construction going. As an environmentalist, he would like to see the air quality benefits sooner rather than later. He thanked the TC for their time and for coming north for the tour of North I-25 project area.
- Two Letters presented earlier were the only other public comments.

3. Comments of the Chair and Individual Commissioners Timestamp 02:42:58

- General Comments from the TC members included: Happy Holidays, appreciation to the other TC members and recognition of CDOT Staff for their work and support towards all of the major accomplishments during the past year. More specifically:
 - Herman Stockinger, CDOT Deputy Executive Director, was thanked for attending a meeting up north along the North I-25 corridor this morning to go over the North I-25 project accomplishments.
 - Rebecca White, CDOT Division of Transportation Development Director and team were recognized for the good work with GHG Emission Reduction Mitigation complying with PD 1610, and working with Disproportionately Impacted Communities.

- Kay Kelly, CDOT Office of Innovative Mobility Chief, and her team for work on the Clean Transit Enterprise.
- Darius Pakbaz, CDOT Deputy DTD Director, was noted for his work on the Non-Attainment Area Air Pollution Mitigation Enterprise (NAAPME) and the annual report recently released.
- Good work of CDOT staff providing data and analysis of the North I-25 Segment 5 project for the TC's consideration.
- CDOT Maintenance Staff was thanked and recognized in advance for their pending work on snow and ice removal.
- Several Commissioners attended and noted the exciting ribbon-cutting ceremony of the Central 70 project. Commissioner Hall requested a tour of the Central 70 project area.
- The CDOT funding shortfall that still exists needs to be highlighted in the executive summary of the Asset Management Plan.

4. Chief Engineer's Report (Steve Harelson) Timestamp 03:03:21

- CDOT employee, Eric Devlin, who worked at CDOT for over 20 years passed away this month, and Chief Engineer Harelson offered his condolences to his family and friends.

5. CTIO Director's Report (Nick Farber) Timestamp 03:04:30

- The CTIO BOD meeting was held this morning – Central 70 is finishing construction and to start tolling in February /March 2023 timeframe. Toll rates are to be approved next month.
- Rates will be based on time-of-day factors. Same as on I-25, US 36, and Central 70 right now.
- In terms of toll rates – they are set at roughly \$0.45 per mile, which is in the mid-range for rates nationally, with 0.19 in Utah as the low up to \$2.29 per mile in Virginia.
- Announced Shortlist on Back Office Systems Procurement. Back in June a request for qualifications (RFQ) was released and CTIO received 13 Statements of Qualifications (SOQs) in August. Four firms are short listed - EMOVIS, IBI Group , TollPlus and Transcore. Will reach out to these firms in January to talk about next steps.
- For the Mountain Express Lane (MEXL) Enforcement Program, the hope is to have it up and running soon, but need to work out some technical issues first.

6. FHWA Division Administrator Report (John Cater) Timestamp 03:07:45

- Current FHWA and federal Government – funding expired 12/16/2022. Hope to get an omnibus bill extended to the end of the year.
- Shailen Bhatt – Designated as the FHWA Administrator. He just needs to be sworn in. This should happen any day now.
- Regarding the Central 70 ribbon cutting ceremony, John recognized CDOT's Stacia Sellers for work on organizing this and other public events. Three people made this project happen: Don Hunt, Executive Director of CDOT – not sure the park would have been built without him; Rebecca White, CDOT DTD Director, for the community outreach effort on this project that made things work for the community, and Gloria Shepherd, the new Executive Director of FHWA, who oversaw the national environmental clearance process approval.
- In the last six weeks FHWA Colorado has received many questions from across the country asking about the Central 70 project related to the cover of the lid, workforce development, the toll and equity program, the home improvement program associated with Central 70, and also how they

addressed the food desert issue, etc. There are lots of great components of this project, and CDOT should be proud and will serve as a national model for the U.S.

7. STAC Report (Vincent Rogalski) [Timestamp 3:12:58](#)

- STAC met and Herman Stockinger reported on work to find replacement for Region 2 RTD Richard Zamora, and also is seeking a person to fill in for Andy Karsian, the Colorado State Legislative Liaison. His team is also working on virtual training/workshop for Transportation Commission members for onboarding activities.
- Working to avoid federal government shutdown is the top federal policy concern.
- Brittany Petersen, and Yadira Caraveo are the new State Representatives.
- Discussed the budget and the expending of money on an off-system road, North Cottonwood Road (\$23 million), as alternate to I-70.
- Vail Pass project will use all of the intermountain TPR Regional Priority Programming (RPP) funds for the next four years, unless funds are found elsewhere.
- The Colorado State Demographer reported on the economy and aging and population growth in Colorado and the nation.
- It was noted that 70% more visits are occurring on the CDOT COTRIP site.
- TPR Chairs as part of the TAP review statewide committee was discussed and was strongly recommended by the STAC.
- It was stressed that the STAC needs to be informed of decisions prior to TC making decisions, related to the example of the TC approving the new TAP process.

8. Act on Consent Agenda [Timestamp 03:17:40](#)

A motion by Commissioner Garcia to approve, and seconded by Commissioner Vasquez passed unanimously.

- a) Proposed Resolution #1: Approve the Regular Meeting Minutes of November 17, 2022 (Herman Stockinger)
- b) Proposed Resolution #2: IGA Approval >\$750,000 (Steve Harelson)
- c) Proposed Resolution #3: Adoption of Policy Directive 20.0 Rule Making Policy (Herman Stockinger and Sari Weichbrodt)
- d) Proposed Resolution #4: Adoption of Policy Directive 1.0 Policy Directives & Procedural Directives (Herman Stockinger and Sari Weichbrodt)
- e) Proposed Resolution #5: Disposal: Calhan Maintenance Site (Jason Ahrens)
- f) Proposed Resolution #6: Disposal: US 40 West Trail Connectivity ROW Disposal (Jason Smith)

9. Discuss and Act on Proposed Resolution #7: Budget Supplement of FY 2023 (Jeff Sudmeier and Bethany Nicholas) [Timestamp 03:18:22](#)

A motion by Commissioner Hart to approve, and seconded by Commissioner Hall passed unanimously.

10. Discuss and Act on Proposed Resolution #8: FY23 Budget Amendment (Jeff Sudmeier) [Timestamp 03:20:28](#)

A motion by Commissioner Hall to approve, and seconded by Commissioner Stuart passed unanimously.

11. Discuss and Act on Proposed Resolution #9: STIP Policy Amendment 1 – Inclusion of the National Electric Vehicle Infrastructure (NEVI) Program Funds in the STIP (Rebecca White and Jamie Collins) [Timestamp 03:23:00](#)

A motion by Commissioner Beedy to approve, and seconded by Commissioner Vasquez passed unanimously.

- Commissioner Beedy expressed concerns with the number of tows needed for heavy NG trucks and that the funding program went away to provide NG fueling stations.
- Mike King noted that the NEVI program is 5 years of funding, and the current funds are for the first 2 years of the program. The NEVI program focus is to fill gaps for fueling facilities along existing Alternative Fuel corridors to address concerns expressed by Commissioner Beedy.

12. Discuss and Act on Proposed Resolution #10: State Infrastructure Bank Rate Update (Jeff Sudmeier)

[Timestamp 03:28:14](#)

A motion by Commissioner Holguin to approve, and seconded by Commissioner Hart passed unanimously.

13. Discuss and Act on Proposed Resolution #11: North I-25 Segment 5 Project Delivery Method (Keith Stefanik) Timestamp 03:29:58

A motion by Commissioner Bracke to approve, and seconded by Commissioner Stuart passed unanimously with amending the resolution to be amended to keep Option A and strike Option B. Vote on Resolution #11 Option A of the resolution passed unanimously.

14. Discuss and Act on Proposed Resolution #12: Amendments to PD 1610 (GHG Mitigations) (Rebecca White and Marsha Nelson) Timestamp 03:37:25

A motion by Commissioner Hickey to approve, and seconded by Commissioner Vasquez passed unanimously.

15. Discuss and Act on Proposed Resolution #13: Advancement of Vail Pass in the 10-Year Plan (Jeff Sudmeier and Rebecca White) Timestamp 03:38:51

A motion by Commissioner Hall to approve, and seconded by Commissioner Garcia passed unanimously.

- Commissioner Beedy expressed concerns with using all 4 years of RPP for this one project. Encouraged CDOT to continue to look for other funding sources for this project. Commissioner Hall agreed with this concern.

16. Discuss and Act on Proposed Resolution #14: Transportation Alternatives Program (Herman Stockinger and Rebecca White) Timestamp 03:41:38

A motion by Commissioner Hart to approve, and seconded by Commissioner Holguin passed unanimously.

- Commissioner Beedy noted the need to be more proactive with STAC to give them more time to think through decisions.

17. Recognition: Winners and Runners-up for the 2022 CDOT Innovations Challenge (Gary Vansuch)

[Timestamp 02:38:07](#)

Judges Panel:

- 1st Place: Plow Blade Installer Cart - Chuck Kline and Brian Manguso (Region 2)
- 2nd Place: Rumble Strip Retriever - Bradey Varner and Damian Baroz (Region 5)
- 3rd Place: Rumble Strip Basket Installer - Scott Claussen (Region 3)

People's Choice:

- 1st Place: LIDAR-based Viewshed Analyses - Liia Mai Koiv-Haus and Jennifer Kerns (DTD), and Veronica McCall (Region 1)
- 2nd Place: Plow Blade Installer Cart - Chuck Kline and Brian Manguso (Region 2)
- 3rd Place: Mobile Inventory Setup created by Breanna Payne, (DMO)

18. Adjournment [Timestamp 04:02:57](#)



COLORADO
Department of Transportation
Office of the Chief Engineer

Engineering Contracts
2829 W. Howard Place, Ste. 339
Denver, CO 80204-2305

Memorandum

TO: Transportation Commission

FROM: Lauren Cabot

DATE: January 5, 2023

SUBJECT: Intergovernmental Agreements over \$750,000.00

Purpose Compliance with CRS §43-1-110(4) which requires intergovernmental agreements involving more than \$750,000 must have approval of the Commission to become effective. In order stay in compliance with Colorado laws, approval is being sought for all intergovernmental agencies agreements over \$750,000 going forward.

Action CDOT seeks Commission approval for all IGAs contracts identified in the attached IGA Approved Projects List each of which are greater than \$750,000. CDOT seeks to have this approval extend to all contributing agencies, all contracts, amendments and option letters that stem from the original project except where there are substantial changes to the project and/or funding of the project.

Background CRS §43-1-110(4) was enacted in 1991 giving the Chief Engineer the authority to negotiate with local governmental entities for intergovernmental agreements conditional on agreements over \$750,000 are only effective with the approval of the commission.

Most contracts entered into with intergovernmental agencies involve pass through funds from the federal government often with matching local funds and infrequently state money. Currently, CDOT seeks to comply with the Colorado Revised Statutes and develop a process to streamline the process.



Next Steps Commision approval of the projects identified on the IGA Project List including all documents necessary to further these projects except where there are substancial changes to the project and/or funding which will need reapproval. Additionally, CDOT will present to the Commission on the Consent Agenda every month listing all of the known projects identifying the region, owner of the project, project number, total cost of the project, including a breakdown of the funding source and a brief description of the project for their approval. CDOT will also present any IGA Contracts which have already been executed if there has been any substantial changes to the project and/or funding.

Attachments IGA Approved Project List





MEMORANDUM

DATE: Wednesday, January 4, 2023
TO: The Transportation Commission
FROM: Brain Killian, Region 3 Access Program Manager
Dan Roussin, Program Administrator Access Management Unit
SUBJECT: Access Appeal of Access Permit # 322127

Purpose

The purpose of this memorandum is to inform the Transportation Commission of the access permit appeal in Region 3 on State Highway I-70B (Ute Avenue), and the access appeal process outlined in the State Highway Access Code (2 CCR 601-1, 2.9).

Action Requested

Region 3 recently received a request for a hearing related to an access closure on CDOT Highway I-70B from Mr. John Crouch, John Crouch Enterprise LLC. Pursuant to C.R.S. § 43-2-147(6)(c), the Transportation Commission determines whether this appeal will be heard by the Transportation Commission or by an Administrative Law Judge from the Department of Personnel Administration, Office of Administrative Courts. Staff is requesting that the Transportation Commission make this determination.

Background

CDOT regulates highway access pursuant to C.R.S. § 43-2-147 and the State Highway Access Code, 2 CCR 601-1 (2002). CDOT manages all access points to help meet current engineering and safety standards. CDOT will be reconstructing I-70Z (CDOT Project # 23583) in downtown Grand Junction in Fall 2024. CDOT has done an Access Management Plan for this corridor that will help achieve the following goals:

- Bring the corridor into conformance with the State Highway Access Code, where possible
- Improve safety and operations along the corridor for all users
- Support operations of existing land uses
- Provide a consistent approach to access for similar land uses, while considering unique land use circumstances.

With these goals in mind, CDOT evaluated the entire corridor and made consistent access decision along the corridor. Certain accesses will need to be closed and/or relocated in order to achieve the objectives of the Project and the Access Management Plan

Details

Region 3 meet with John Crouch from John Crouch Enterprises LLC on May 5, 2022, to discuss CDOT project and understand the operations of the current business. The property (address 338 S. 2nd Street) is currently a commercial property. The current tenant is Moon Mountain Gems. The building encompasses the entire parcel. All access to the parcel is pedestrian movement, similar to commercial properties in downtown areas. However, the building has a garage door on the south face of the building and an unpermitted access from that garage door to Highway I-70B.

Region 3 has evaluated the property site access and concluded that the existing access to the garage doors isn't in current use, that there isn't adequate circulation on-site to make this a legal access, that the existing access doesn't have adequate sight distance, that the access is within the functional area of the 2nd Street intersection, and that the access creates potential vehicle conflicts for bicycles and pedestrians. Region 3 has concluded this property has reasonable through to 2nd Street. Alternative access is not required based on the current land use and associated business operations of the building.

On September 16, 2022, CDOT issued Permit # 322127, informing John Crouch Enterprises LLC that CDOT was closing the access to the garage doors. On November 4, 2022, John Crouch from John Crouch Enterprises LLC sent a letter to CDOT objecting to the closure of the access.



Next Steps

Staff recommends that the Transportation Commission delegate the appeal to the Department of Administration, Office of Administrative Courts for a hearing. Because of the time involved in resolving access appeals and sensitivity of the current situation, staff believes that delegating the appeal to the Office of Administrative Courts will provide the most efficient resolution.

Attachments

- Appendix A: Access Permit #322127
- Appendix B: Location Map





COLORADO
Department of Transportation
Region 3

R3 Traffic Section, Access Unit
222 S. Sixth St, Rm 100
Grand Junction, CO 81501
PH (970) 683-6284 FAX (970) 683-6290

September 16, 2022

John Crouch Enterprises LLC
PO Box 3176
Grand Junction, Colorado 81502

Re: **State Highway Access Modification Permit No. 322127**

Located on the north side of I-70B (Pitkin Ave.) approximately 130 feet east of 2nd St.
and 2230 feet south of MP 5

Dear Property Owner:

The purpose of this letter is to notify you of the closure of your access to Hwy I-70B in the interest of public health, safety, and welfare: Located on the north side of I-70B (Pitkin Ave.) approximately 130 feet east of 2nd St. and 2230 feet south of MP 5. The Colorado Department of Transportation (CDOT) will be closing your access with the CDOT highway project # NHPP 070A-037 (23583). CDOT anticipates construction of the project to begin in the Spring of 2024. The work will be done through the CDOT Project at no cost to you.

Enclosed is a detail sheet showing the closure of your access. Please review these plans and contact Matt Casey, CDOT Project Engineer at (970) 683-6361 if you have any questions about the project or the design of the closure.

If there are no questions about this State Highway Access Closure Permit, no further action is required on your part. If you do have any questions or concerns you have 60 days from the date of this letter to contact me. I can be reached at (970) 683-6284.

Respectfully,

Brian Killian
R3 Access Program Manager
brian.killian@state.co.us


Copy: Matt Casey, PE R3 CDOT Project Engineer
Kaitlyn Clark, PE R3 CDOT Resident Engineer
Michelle Hanson, PE Stolfus & Associates, Inc.
Doug Killerud, R3 CDOT ROW
File

COLORADO DEPARTMENT OF TRANSPORTATION STATE HIGHWAY ACCESS PERMIT				CDOT Permit No. 322127
				State Highway/MP/Side 070B / 5.415 / Left
				Local Jurisdiction Grand Junction
Project Number NHPP 070A-037(23583)	Parcel Reference 2945-143-35-011	Station Reference 226+43	Region / Section / Patrol 3 / 02 / 2J11	Date of Transmittal 09/16/2022
Issuing Authority CDOT				Reference Number: REF-140922-186269
Property Owner: John Crouch Enterprises LLC PO Box 3176 Grand Junction, Colorado 81502				
Notification to the Property Owner: In accordance with the State Highway Access Code and in the course of the reconstruction of State Highway 070B , it is necessary to close your existing access to the State Highway in the interests of the public health, safety and welfare; and to bring it into conformance, to the extent feasible, with the State Highway Access Code. Such closure is necessitated by changes in road or traffic conditions. The location of the access closure is noted under special condition one (1), for the purpose of obtaining access for the use(s) noted under special condition number two (2). Any additional restrictions in the use of the access are noted under special condition three (3). The access shall be used in accordance with the state highway access statute, the State Highway Access Code, the terms and conditions of this permit including those on page 2 of this form and those special conditions as follows:				
Special Conditions: 1. Located on the north side of I-70B (Pitkin Ave.) approximately 130 feet east of 2nd St. and 2230 feet south of MP 5 2. n/a 3. Closed				
You are invited to submit any written data, views, arguments and objections in regards to this action. You may also request a hearing. Should you choose to object to this permit or any of the terms and conditions of this permit or request a hearing on such objection, you must do so in writing on or before 11/15/2022 . If you have any questions regarding this permit, please contact Brian Killian at (970) 683-6284 . If you wish to submit anything in writing, please mail it to the following person and address:				
Brian Killian CDOT Region 3 Traffic Section 222 South 6th St. Room 100 Grand Junction, Colorado			Project Engineer: Matt Casey	

MUNICIPAL OR COUNTY APPROVAL

By (x) NOT APPLICABLE	Title	Date (of issue)
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STATE OF COLORADO, DEPARTMENT OF TRANSPORTATION

By (x) 	Title R3 Access Program Manager	Date (of issue) 09/16/2022
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Required Copies: 1. Region Access Unit 2. Applicant
Make copies as necessary for: 3. Staff Access Section Local Authority Resident Engineer Traffic Engineer
Previous Editions are obsolete and may not be used **CDOT Form #138 page 1**
 12/99, 7/00, 01/03, 12/06, 11/08

STATE HIGHWAY ACCESS PERMIT FORM 138 (PAGE TWO)

The following paragraphs are additional terms and conditions of this permit. These are provided for your convenience but do not alleviate compliance with all sections of the State Highway Access Code (Access Code). A copy of the Access Code is available from the Colorado Department of Transportation (Department) at the address noted on page one this permit. When this permit was issued, the Department made its decision based in part on the access category which is assigned to the highway, what alternative access to other public roads and streets is available, current use of the access, and safety and design standards.

I. OBJECTIONS AND REQUEST FOR A HEARING

1. The permittee may file an objection to the Department's action described herein and request a hearing on such objection. The objection and request for hearing must be received by the Department on or before the date noted on the front of this permit. The objection must include all written data, views and arguments related to the Department's action. The objection and request for hearing must be submitted in writing. If the objection does **not** include a request for a hearing, a hearing will **not** be scheduled. The Department will consider the information provided and respond to the submittal.
2. If a hearing is requested, it will be heard by: (i) the Transportation Commission, (ii) an administrative law judge, or (iii) a district court judge in the county in which the access is located. The Department shall determine the tribunal for the hearing.
3. If no objections and request for hearing are received in the time allowed, the Department will proceed with the access modifications and the Department or local authority may record the permit with the County Clerk and Recorder

II. FURTHER INFORMATION

1. This permit is issued based upon current conditions and knowledge. If there are future changes in the use of the access after the issuance of this permit, the access permit-issuing authority must be notified of the change. A change in property use which makes the existing access design or use in non-conformance with the Access Code or the terms and conditions of the permit, may require the reconstruction or relocation of the access. Upon notice that there has been or will be a change in use of the access, the issuing authority will review the original permit; it may decide it is adequate or it may require that the permittee apply for a new permit, which may require reconstruction or relocation of the access.
2. All terms and conditions of the permit are binding upon all assigns, successors-in-interest and heirs. Over time, the responsibilities of the permittee and conditions represented herein may change due to changes in the state legislation and regulations.
3. When a permitted driveway is used in violation of the Access Code or the terms and conditions of the permit, the local government or Department may obtain a court order to halt the violation and or revoke the access permit.
4. The permittee, his heirs, successors-in-interest, and assigns, of the property serviced by the access shall be responsible for meeting the terms and conditions of the permit and the removal or clearance of snow or ice upon the access even though deposited on the access in the course of Department snow removal operations. The Department will maintain the highway drainage system in unincorporated areas, including those culverts under the access which are part of that system within the right-of-way.
5. The issue date of the permit is the date the Department representative has signed the permit.
6. Parking on State Highway right-of-way is prohibited except where posted.

Note: "Act" means the highway access statute, section 43-2-147, Colorado Revised Statutes.
"Access Code", or "Code" means the State Highway Access Code, 2 CCR 601-1, as adopted and amended by the Transportation Commission of Colorado.
"Department" means the Department of Transportation, State of Colorado.



319 S 2ND ST
2945-143-36-003

2945-143-36-004

S 2nd St

322 S 2ND ST
2945-143-35-009

330 S 2ND ST
2945-143-35-010

338 S 2ND ST
2945-143-35-011

2945-143-35-012

226 PITKIN AVE
2945

280
2945

288
294

Owner of 338 S
2nd St is appealing
the closure of this
access.

242 PITKIN AVE
2945-143-35-016

244 PITKIN AVE
2945-143-35-017

343 S 3RD ST
2945-143-35-018

343 S 3RD ST
2945-143-35-018

260 PITKIN AVE
2945-143-35-019

260 PITKIN AVE
2945-143-35-019

50

50

50

50

S 3rd St

South Ave

S 2nd St

215 PITKIN AVE
2945-143-37-041

415 S 3RD ST
2945-143-37-029

415 S 3RD ST
2945-143-37-029

309 PITKIN AVE



COLORADO
Department of Transportation
Office of Policy and Government Relations

2829 W. Howard Place
Denver, CO 80204-2305

MEMORANDUM

DATE: January 6, 2023
TO: Transportation Commission
FROM: Herman Stockinger, Deputy Executive Director and OPR Director
Matthew Inzeo, Director of Communications
Sari Weichbrodt, Rules, Policies, and Procedures Advisor
SUBJECT: Adopting Updated Policy Directive 1604.0 “Construction Public Notification Policy”

Purpose

This memorandum provides a summary of the proposed changes to Policy Directive 1604.0 “Construction Public Notification Policy” for its adoption by the Transportation Commission (the Commission).

Action

To pass a resolution adopting the updated Policy Directive 1604.0 “Construction Public Notification Policy.”

Background

Policy Directive 1604.0 “Construction Public Notification Policy” was last updated in 2017 and was due for review in 2022. The Directive is required by statute and instructs the Colorado Department of Transportation (CDOT) to establish procedures to notify the public of upcoming construction projects and impacts to the surrounding area(s).

Details

The updated Directive requires only minor changes to make it current for 2023. Changes include the addition of a requirement for the Communications Office to establish procedures regarding the method of communication with the public, specifying that notification should include information about travel delays, alternate routes, and detours, and the inclusion of warnings to the public about vibrations caused by construction, when appropriate.

Next Steps

CDOT will continue to follow the Directive’s guidance in all public notifications of construction projects.

Attachments

Attachment b: Redlined Version of Policy Directive 1604.0
Attachment c: Clean Version of Policy Directive 1604.0



COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE
		<input type="checkbox"/> PROCEDURAL DIRECTIVE
Subject Construction Public Notification Policy		Number 1604.0
Effective 03/16/17	Supersedes 03/16/17 11/18/99	Originating Office Office of Communications

I. PURPOSE

To ensure that the public is informed of ~~an~~ upcoming construction projects that may affect their homes, businesses, or travel.

II. AUTHORITY

Transportation Commission, § 43-1-106(8), (9.5)(a), C.R.S.

III. APPLICABILITY

This Policy Directive applies to all Divisions, ~~and~~ Regions, Offices, and Branches of the Colorado Department of Transportation (“CDOT” or “Department”), and where applicable, any contractors or entities that work on construction projects for the Department.

IV. POLICY

A. Pursuant to § 43-1-106(9.5)(a), C.R.S., ~~the Colorado Department of Transportation~~ (“CDOT”) shall provide notification and information regarding construction projects to the public, and provide timely information regarding projects which may impact the driving public as well as nearby residential and business areas.

B. The Communications Office shall establish notification procedures to notify the traveling public, communities, residences, and businesses affected by an upcoming proposed transportation construction project, including time periods for notification, method of communication, and information about delays and lane-closures ~~and detours~~, and mitigation of impacts, including but not limited to alternate routes, detours, vibrations, noise, dust, and access to property caused by a transportation construction project.

C. The Communications Office shall establish public notification ~~and signage~~ requirements in the contract to be strictly followed by contractors for a transportation construction project.

D. This Policy is strictly intended to address notification of future construction and does not reopen the project public participation process.

V. IMPLEMENTATION

This Policy Directive shall be effective immediately upon signature.

The Office of Policy and Government Relations shall post this Policy Directive on CDOT’s intranet and on public announcements.

Subject Construction Public Notification Policy	Number 1604.0
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The Communications Office shall ensure compliance with the requirements set forth in this Policy Directive.

VI. REVIEW DATE

This Policy Directive shall be reviewed on or before February 2022~~2028~~.

Herman Stockinger, III
Transportation Commission Secretary

Date Approved

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject Construction Public Notification Policy			Number 1604.0
Effective	Supersedes 03/16/17 11/18/99	Originating Office Office of Communications	

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The Communications Office shall ensure compliance with the requirements set forth in this Policy Directive.

Subject Construction Public Notification Policy	Number 1604.0
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VI. REVIEW DATE

This Policy Directive shall be reviewed on or before February 2028.

Herman Stockinger, III
Transportation Commission Secretary

Date Approved



MEMORANDUM

TO: THE TRANSPORTATION COMMISSION
FROM: JEFF SUDMEIER, CHIEF FINANCIAL OFFICER
BETHANY NICHOLAS, BUDGET DIRECTOR
DATE: JANUARY 19, 2023
SUBJECT: SEVENTH BUDGET SUPPLEMENT - FY 2022-2023

Region 2

\$7,032,256 - Senate Bill 267, ADA, RPP- US 285 at Hwy 9C Improvements(20638) - Additional funds are needed for award. The project improvements include intersection reconstruction on US285 at CO9 in Fairplay, to include added axillary lanes, bridge replacement, signal replacement, drainage improvements, pedestrian and ADA improvements and increased acceleration and deceleration lanes. This project was originally advertised in March 2022, bids were rejected, and the project was readvertised and bids opened on December 1, 2022. Despite readvertisement, the low bid still came in approximately \$7.5 M over budget. Key factors driving the higher costs include higher than estimated asphalt and mobilization costs. The Region intends to address the additional costs by adding \$4,725,000 in SB 267 funding made available from cost savings on other 10-Year Plan projects, plus \$2,084,617 in RPP and \$222,639 in ADA Curb Ramp funding. Additional funding will also be added via a subsequent Bridge and Tunnel Enterprise Budget Supplement.

See Attachment A for additional information.

US 285 at Hwy 9C Improvements
Budget Components by Phase, Funding Program, Fiscal Year

Phase of Work	Funding Program	Original Budget	Funding Request				Revised Budget	Expended To-Date
			Previous Adjustments	Current Request	Total Adjustments	Total Adjustment		
Right of Way	<i>Strategic Projects</i>	\$395,000	\$0	\$0	\$0		\$395,000	\$381,258
	Total Design	\$395,000	\$0	\$0	\$0	0%	\$395,000	\$381,258
Design	<i>Strategic Projects</i>	\$720,000	\$0	\$0	\$0		\$720,000	\$703,816
	<i>Hot Spots</i>	\$125,000	\$0	\$0	\$0		\$125,000	\$125,000
	<i>Signals</i>	\$225,000	\$0	\$0	\$0		\$225,000	\$225,000
	<i>FASTER Safety</i>	\$916,043	\$0	\$0	\$0		\$916,043	\$916,043
	Total Design	\$1,986,043	\$0	\$0	\$0	0%	\$1,986,043	\$1,969,859
Construction	<i>Strategic Projects</i>	\$5,885,000	\$3,700,000	\$4,725,000	\$8,425,000		\$14,310,000	\$0
	<i>FASTER Safety</i>	\$2,741,956	\$0	\$0	\$0		\$2,741,956	\$0
	<i>ADA Curb Ramps</i>	\$0	\$0	\$222,639	\$222,639		\$222,639	\$0
	<i>Regional Priorities</i>	\$5,075,394	\$0	\$2,084,617	\$2,084,617		\$7,160,011	\$0
	Total Construction	\$13,702,350	\$3,700,000	\$7,032,256	\$10,732,256	78%	\$24,434,606	\$0
	Total Project	\$16,083,393	\$3,700,000	\$7,032,256	\$10,732,256	67%	\$26,815,649	\$2,351,117

Per Policy Directive 703.0, this project is being included in the Budget Supplement as the change is greater than 15% and \$500,000 from the Original Construction Budget.



\$3,152,413 - **Senate Bill 267, Senate Bill 1, RPP - I25 Pueblo Roundabout Drew Dix MP104(24395)** - Additional funds are needed for award. The project improvements include construction of a new frontage road on the east side of the interstate between Dillon and Drew Dix interchanges with a 450 LF bridge, concrete box extension, drainage improvements and guardrail. The project will also construct a roundabout on the west side of the Drew Dix interchange. Drew Dix under I-25 is going to be widened to provide an eastbound to northbound left turn lane. This project was advertised in November 2022. The low bid came in approximately \$3.2 M over budget. Key factors driving the higher costs include higher than estimated asphalt, concrete, and mobilization costs. The Region intends to address the additional costs by adding \$2,652,200 in SB 267 funding made available from cost savings on other 10-Year Plan projects, plus \$500,000 in RPP.

See Attachment B for additional information.

I25 Pueblo Roundabout Drew Dix
Budget Components by Phase, Funding Program

Phase of Work	Funding Program	Original Budget	Funding Request				Revised Budget	Expended To-Date
			Previous Adjustments	Current Request	Total Adjustments	Total Adjustment		
Design	<i>Strategic Projects</i>	\$40,000	\$0	\$0	\$0		\$40,000	\$40,000
	<i>Regional Priorities</i>	\$760,000	\$0	(\$106,848)	(\$106,848)		\$653,152	\$583,089
	Total Design	\$800,000	\$0	(\$106,848)	(\$106,848)	-13%	\$693,152	\$623,089
Construction	<i>Wall Construction</i>	\$138,148	\$0	\$0	\$0		\$138,148	\$50,000
	<i>Regional Priorities</i>	\$4,640,000	\$0	\$606,848	\$606,848		\$5,246,848	\$0
	<i>Strategic Projects</i>	\$5,660,000	\$0	\$2,652,413	\$2,652,413		\$8,312,413	\$801,231
	Total Construction	\$10,438,148	\$0	\$3,259,261	\$3,259,261	31%	\$13,697,409	\$851,231
	Total Project	\$11,238,148	\$0	\$3,152,413	\$3,152,413	28%	\$14,390,561	\$1,474,320

Per Policy Directive 703.0, this project is being included in the Budget Supplement as the change is greater than 15% and \$500,000 from the Original Construction Budget.



\$3,694,011- **Senate Bill 267 - CO 96D NEAR EADS TO SHERIDAN(24193)**- Additional funds are needed for award. This project is a 25-mile rural two-lane highway paving project on CO 96 starting at MP 167.99 east of Eads, CO at the intersection with US 287 and continuing to MP 193.77 just west of Sheridan Lake, CO. This project was advertised in December 2022. The low bid came in approximately \$3.7 M over budget. Key factors driving the higher costs include higher than estimated aggregate base course, asphalt, and mobilization costs. The Region intends to address the additional costs by adding \$3,694,012 in SB 267 funding. Funds are available within the existing SB267 allocation for this project

See Attachment C for additional information.

CO 96D NEAR EADS TO SHERIDAN

Budget Components by Phase, Funding Program

Phase of Work	Funding Program	Original Budget	Funding Request				Revised Budget	Expended To-Date
			Previous Adjustments	Current Request	Total Adjustments	Total Adjustment		
Design	<i>Strategic Projects</i>	\$150,000	\$0	\$0	\$0		\$150,000	\$92,326
	Total Design	\$150,000	\$0	\$0	\$0	0%	\$150,000	\$92,326
Construction	<i>Strategic Projects</i>	\$13,270,000	\$0	\$3,694,012	\$3,694,012		\$16,964,012	\$0
	Total Construction	\$13,270,000	\$0	\$3,694,012	\$3,694,012	28%	\$16,964,012	\$0
	Total Project	\$13,420,000	\$0	\$3,694,012	\$3,694,012	28%	\$17,114,012	\$0

Per Policy Directive 703.0, this project is being included in the Budget Supplement as the change is greater than 15% and \$500,000 from the Original Construction Budget.



10 Year Plan Project Funding Adjustments

Adjustments to 10-Year Plan projects which reallocate funds between 10-Year Plan projects are summarized below.

- This increase to Plan ID 8 is in addition to a previously approved \$3,700,000 prior to advertisement. This additional request brings the total of strategic funding for US285/CO 9 to \$15,425,000. Funds are available from the award savings of Powers Blvd and Research Parkway.
- This increase to Plan ID 2565 is in addition to a previously approved \$3,700,000 prior to advertisement. This additional request brings the total of strategic funding for I25 Pueblo Roundabout Drew Dix MP104 to \$7,152,413. Funds are available from the award savings of Powers Blvd and Research Parkway.

Region	Planning ID	Description	Previous	Change	Updated
2	8	US 285/CO 9 Intersection Improvement with Bridge Widening	\$10,700,000	\$4,725,000	\$15,425,000
2	2565	I25 Pueblo Roundabout Drew Dix MP104	\$4,500,000	\$2,652,413	\$7,152,413
2	11	CO 21 and Research Parkway Interchange	\$19,500,000	(\$7,377,413)	\$12,122,587

Per Policy Directive 703.0, this project is being included in the Budget Supplement as it is a reprioritization of the 10 Year Plan and Pandemic Relief funds greater than \$1 million.

Attachments:

Attachment A - US285 -TC Memo

Attachment B - I-25 Pueblo TC Memo

Attachment C - CO96D Near Eads TC Memo



**Transportation Commission Contingency Reserve Fund Reconciliation
Seventh Supplement FY 2023 Budget**

Transaction Date	Transaction Description	Amount	Balance	Reference Document
June-22	<i>Balance 12S21</i>		\$33,005,416	
July-22	<i>Balance 1S23</i>		\$32,405,631	
September-22	<i>Balance 3S23</i>		\$32,135,631	
October-22	<i>Balance 4S23</i>		\$32,135,631	
November-22	<i>Balance 5S23</i>		\$31,681,154	
December-22	<i>Balance 6S23</i>		\$32,012,504	
	<i>No Pending Actions</i>			
January-23	<i>Pending Balance 7S23</i>		\$32,012,504	

**Transportation Commission Maintenance Reserve Reconciliation
Seventh Supplement FY 2023 Budget**

Transaction Date	Transaction Description	Amount	Balance	Reference Document
June-22	<i>Balance 12S22</i>		\$6,993,697	
July-22	<i>Balance 1S23</i>		\$12,000,000	
August-22	<i>Balance 2S23</i>		\$12,000,000	
September-22	<i>Balance 3S23</i>		\$12,000,000	
October-22	<i>Balance 4S23</i>		\$12,000,000	
November-22	<i>Balance 5S23</i>		\$12,000,000	
December-22	<i>Balance 6S23</i>		\$12,000,000	
January-23	<i>Pending Balance 7S23</i>		\$12,000,000	

**Transportation Commission Program Reserve Fund Reconciliation
Seventh Supplement FY 2023 Budget**

Transaction Date	Transaction Description	Amount	Balance	Reference Document
June-22	<i>Balance 12S22</i>		\$45,008,409	
July-22	<i>Balance 1S23</i>		\$41,622,106	
August-22	<i>Balance 2S23</i>		\$41,752,379	
September-22	<i>Balance 3S23</i>		\$41,752,379	
October-22	<i>Balance 4S23</i>		\$59,812,379	
November-22	<i>Balance 5S23</i>		\$59,812,379	
December-22	<i>Balance 6S23</i>		\$67,326,775	
	<i>Return savings from HQI</i>	\$ 618,491		1000310850
January-23	<i>Pending Balance 7S23</i>		\$67,945,266	

**Cost Escalation Pool Reconciliation
Seventh Supplement FY 2023 Budget**

Transaction Date	Transaction Description	Amount	Balance	Reference Document
December-22	<i>Balance 6S23</i>		\$30,000,000	
	<i>No Pending Actions</i>	\$ -		
January-23	<i>Pending Balance 7S23</i>		\$30,000,000	



FY 2022-2023 Contingency Reserve Fund Balance Projection		
December TC Contingency Balance (Emergencies)	\$32,012,504	
<i>Pending Requests:</i>		
No Pending Requests	\$0	
Pending January TC Contingency Reserve Balance	\$32,012,504	
<i>Projected Outflow:</i>		
	Low Estimate	High Estimate
	\$0	\$0
<i>Projected Inflow:</i>		
	Low Estimate	High Estimate
I-70 Glenwood Canyon Slides Remaining Repayments	\$0	\$8,520,000
Projected FY 2022-2023 YE Contingency Balance	\$32,012,504	\$40,532,504
<i>TCCRF Surplus (Deficit) to Reach \$25M Balance July 1, 2023</i>	<i>\$7,012,504</i>	<i>\$15,532,504</i>

FY 2022-2023 Program Reserve Fund Balance Projection		
November TC Program Reserve Balance	\$67,326,775	
<i>Pending December Requests:</i>		
Return savings from the Headquarters Initiatives Pool	\$618,491	
Pending December TC Program Reserve Fund Balance	\$67,945,266	
<i>Projected Outflow:</i>		
	Low Estimate	High Estimate
	\$0	\$0
<i>Projected Inflow:</i>		
	Low Estimate	High Estimate
	\$0	\$0
Projected FY 2022-2023 YE Program Reserve Balance	\$67,945,266	\$67,945,266

FY 2022-2023 Cost Escalation Pool	
December Cost Escalation Pool Balance	\$30,000,000
<i>Pending Requests:</i>	
No Pending Requests	\$0
Pending January TC Program Reserve Fund Balance	\$30,000,000

FY 2022-2023 Maintenance Reserve Fund Balance Projection	
December TC Maintenance Reserve Balance	\$12,000,000
<i>Pending Requests:</i>	
No Pending Requests	\$0
Pending January TC Maintenance Reserve Fund Balance	\$12,000,000





COLORADO
Department of Transportation
Region 2

REGION TRANSPORTATION DIRECTOR
5615 Wills Boulevard
Pueblo, CO 81008

DATE: January 19, 2023
TO: Transportation Commission
FROM: Shane Ferguson
Region 2 Transportation Director
SUBJECT: Budget Adjustment Request for Previously Approved SB 267 Project -
US285 at CO9 Improvements (#20638R-COMBO)

Purpose

The purpose of this memorandum is to request approval from the Transportation Commission for a budget increase of \$7,466,961 (including Bridge and Tunnel Enterprise costs) to one of the previously approved Senate Bill 267 projects: US285 at CO9 Safety and Intersection Improvements. The project had bids opening on 12/1/2022.

Action

Per Policy Directive 703.0, dated August 27, 2014, Appendix C states that Transportation Commission approval is needed for requests of greater than or equal to 15% and greater than or equal to \$500,000 above the approved amount. As such, the Transportation Commission is being asked to approve this funding request so that CDOT can award the project to the low bidder.

Background

The project improvements include intersection reconstruction on US285 at CO9 in Fairplay, to include added axillary lanes, bridge replacement, signal replacement, drainage improvements, pedestrian and ADA improvements and increased acceleration and deceleration lanes. This project was originally advertised, and bids opened on March 17, 2022. CDOT Region 2 opted to reject the bids due to high bids and unit prices.

Details

The project was re-advertised and bids opened December 1, 2022. The total available construction phase budget available for the project is \$23,866,258.21. Low Bid to include project administration costs came in approximately \$7,500,000 over budget. In reviewing the bids, it was determined that the unit prices are reasonable considering the current economic climate.

Bids for re-advertisement of the project opened on December 1, 2022 were as follows:

The re-advertisement engineer estimate: \$18,100,000
The re-advertisement low bid: \$24,091,000 (33.1% over re-advertisement estimate)



The re-advertisement second low bid: \$24,486,896 (35.29% over)
The re-advertisement third bid: \$25,412,230 (40.4% over)
The re-advertisement fourth bid: \$25,435,907 (40.53% over)

Detailed bid tab review reveals that the major price discrepancy item was the asphalt cost. The engineer's asphalt cost was \$2.53 million, while the low bid's asphalt cost was \$3.89 million, and the second low bid's asphalt cost was \$3.80 million. Additionally, mobilization cost was an additional increase. The engineer's mobilization estimate was \$1.67 million, while the low bid's mobilization cost was \$2.32 million, and the second low bid's mobilization cost was \$2.40 million.

The following identifies the funding for the budget adjustment:

Additional funding has been committed to the project from:

Region 2 ADA Program - \$222,639
Bridge and Tunnel Enterprise - \$434,705
Region Priority Pool funding - \$2,084,617

Senate Bill 267 Unallocated Funding Requested

SB267 - \$4,725,000 unprogrammed funding from project savings within the
Region 2 SB 267 pool

Total Funding \$7,466,961

Options

Staff has identified two options for consideration

1. Approve the budget adjustment for the project as outlined above. **(Staff recommendation)**
2. Postpone and re-advertise the project

Next Steps

1. Transportation Commission pass resolution on Consent Agenda
2. Upon Transportation Commission approval, CDOT will work with CFR to make the administrative movements to fund and award the project

Attachments

N/A





COLORADO
Department of Transportation
Region 2

REGION TRANSPORTATION DIRECTOR
5615 Wills Boulevard
Pueblo, CO 81008

DATE: January 19, 2023
TO: Transportation Commission
FROM: Shane Ferguson
Region 2 Transportation Director
SUBJECT: Budget Increase Request for awarding I-25 Pueblo Roundabout
Drew Dix MP 104 Project (#24395)

Purpose

The purpose of this memorandum is to request approval from the Transportation Commission for a budget increase of \$3,152,413 to one of the previously approved Senate Bill 267 projects: I25 Pueblo Roundabout Drew Dix MP104. The project had bids opening on 12/1/2022.

Action

Per Policy Directive 703.0, dated August 27, 2014, Appendix C states that Transportation Commission approval is needed for requests of greater than or equal to 15% and greater than or equal to \$500,000 above the approved amount. As such, the Transportation Commission is being asked to approve this funding request so that CDOT can award the project to the low bid.

Background

The EA for the segment of I-25 between Drew Dix and Dillon recommended to build a split diamond interchange between the Drew Dix and Dillon interchanges. The 2015 Dillon interchange project constructed all the major elements of the split diamond interchange except for the east side frontage road. This project will complete the east side frontage road and make the split diamond interchange fully functional. Intersection operations were analyzed several years ago, and it was determined that the west side Drew Dix intersection with the frontage road and the southbound off ramp would need improvements. A roundabout was the preferred option, and the proposed roundabout will replace the four way stop-sign controlled intersection existing today.

The project improvements include construction of a new frontage road on the east side of the interstate between Dillon and Drew Dix interchanges with a 450 LF bridge, concrete box extension, drainage improvements and guardrail. The project will also construct a roundabout on the west side of the Drew Dix interchange. Drew Dix under I-25 is going to be widened to provide an eastbound to northbound left turn lane.



Details

The total construction phase budget of the project is currently \$10,438,148. The project was advertised on November 3, and had bids open on December 1. There were three bids. The bids were:

The engineer estimate: \$8,300,000
The low bid: \$10,512,989.35 (26.66% over)
The second low bid: \$11,774,728.30 (41.98% over)
The third bid: \$12,895,684.36 (55.37% over)

Detailed bid tab review reveals that the major price discrepancy item was the asphalt cost, concrete cost, and mobilization cost. The total engineer's asphalt cost was \$622,600, while the low bid's asphalt cost was \$1,003,760. The engineer's estimate for concrete related items was \$2,162,942, while the low bid's cost was \$2,805,200. The engineer's mobilization estimate was \$597,119, while the low bid's mobilization cost was \$1,000,000.

The plan has been reviewed after the bids opening. It was determined that nothing could be eliminated further.

Options

Staff has identified 2 options for consideration

1. Approve the budget adjustment for the project using \$2,652,413 of unprogrammed funding from project savings within the Region 2 SB267 pool and \$500,000 RPP fund allocated for PACOG area. **(Staff recommendation)**
2. Postpone and re-advertise the project.

Next Steps

If the Transportation Commission approves the funding request, the Resident Engineer will submit a Budget Action Request to the Region 2 Business Office who will work with OFMB and the Contract Unit to complete the necessary steps to take the project to advertisement.

Attachments

None.





COLORADO
Department of Transportation
Region 2

REGION TRANSPORTATION DIRECTOR
5615 Wills Boulevard
Pueblo, CO 81008

DATE: January 19, 2023
TO: Transportation Commission
FROM: Shane Ferguson, Region 2 Transportation Director
SUBJECT: Budget Increase Request for Awarding SH96 Near Eads to Sheridan Lake Surface Treatment Project (24193)

Purpose

The purpose of this memorandum is to request approval from the Transportation Commission for a budget increase of \$3,694,012 to project 24193, which is a surface treatment project on SH96 in Kiowa County from east of Eads, CO to Sheridan Lake, CO. Bids were opened on 12/22/2022.

Action

Per Policy Directive 703.0, dated August 27, 2014, Appendix C states that Transportation Commission approval is needed for requests of greater than or equal to 15% and greater than or equal to \$500,000 above the approved amount. As such, the Transportation Commission is being asked to approve this funding request so that CDOT can award the project to the low bidder.

Background

This project is a 25-mile rural two-lane highway paving project on SH96 starting at MP 167.99 east of Eads, CO at the intersection with US 287 and continuing to MP 193.77 just west of Sheridan Lake, CO. The leveling course and HMA overlay are essential treatments for this poor pavement section of rural highway. Other project improvements include guardrail replacement, minor bridge repairs, culvert lining and extensions, permanent signing, and striping. This project is challenging because of the rural nature and narrow roadway width. The traffic phasing requires one-lane flagging operations to keep traffic moving through the project limits.

The project was originally funded with over \$21 million of 7PX dollars, but not all of those funds were requested with the Construction Phase budget since the Engineer's Estimate was only \$13 million. There is sufficient money programmed for the project.

Details

The total construction phase budget of the project is currently \$13,270,000. The project was advertised on December 1, 2022 and bids were opened on December 22. There were 3 bids.

Engineer's Estimate:	\$10,300,000.00
Low bid:	\$12,723,069.27 (23.52% over)
Second low bid:	\$13,739,043.00 (33.39% over)
High bid:	\$14,232,481.52 (38.18% over)



The overall bid difference between the low bid and the second low bid was \$1,015,973.73, which is approximately 7.98% of the low bid price.

Detailed bid tab review reveals that the major price discrepancy items were aggregate base course shouldering material, asphalt pavement, and mobilization.

<u>Bid Item</u>	<u>CDOT Engineer's Estimate</u>	<u>Low Bidder Pricing</u>
Aggregate Base Course (Shoulder Material)	\$172,650	\$276,240
Hot Mix Asphalt (Grading SX)(75)(PG 58-28)	\$4,033,163	\$4,920,458
Hot Mix Asphalt (Grading ST)(50)(PG 58-28)	\$3,316,292	\$3,675,557
Mobilization	\$1,074,880	\$1,761,000

The plans were reviewed after the bid opening. It was determined that nothing could be eliminated further.

According to the project's current Preliminary Financial Statement, \$3,694,012 needs added to the project to award. The additional funding will be SB267 (7PX) funds allocated to the project but were unbudgeted.

Options

Staff has identified two options for consideration

1. Approve the budget adjustment for the project using the SB 267 (7PX) funds.
(Staff recommendation).
2. Postpone and re-advertise the project.

Next Steps

If the Transportation Commission approves the funding request, the Resident Engineer will submit a Budget Action Request to the Region 2 Business Office who will work with OFMB and the Contract Unit to complete the necessary steps to take the project to advertisement.

Attachments

None.





MEMORANDUM

TO: THE TRANSPORTATION COMMISSION
FROM: JEFF SUDMEIER, CDOT CHIEF FINANCIAL OFFICER
DATE: JANUARY 18, 2023
SUBJECT: MONTHLY CASH BALANCE UPDATE

Purpose

To provide an update on cash management, including forecasts of monthly revenues, expenditures, and cash balances in Fund 400, the State Highway Fund.

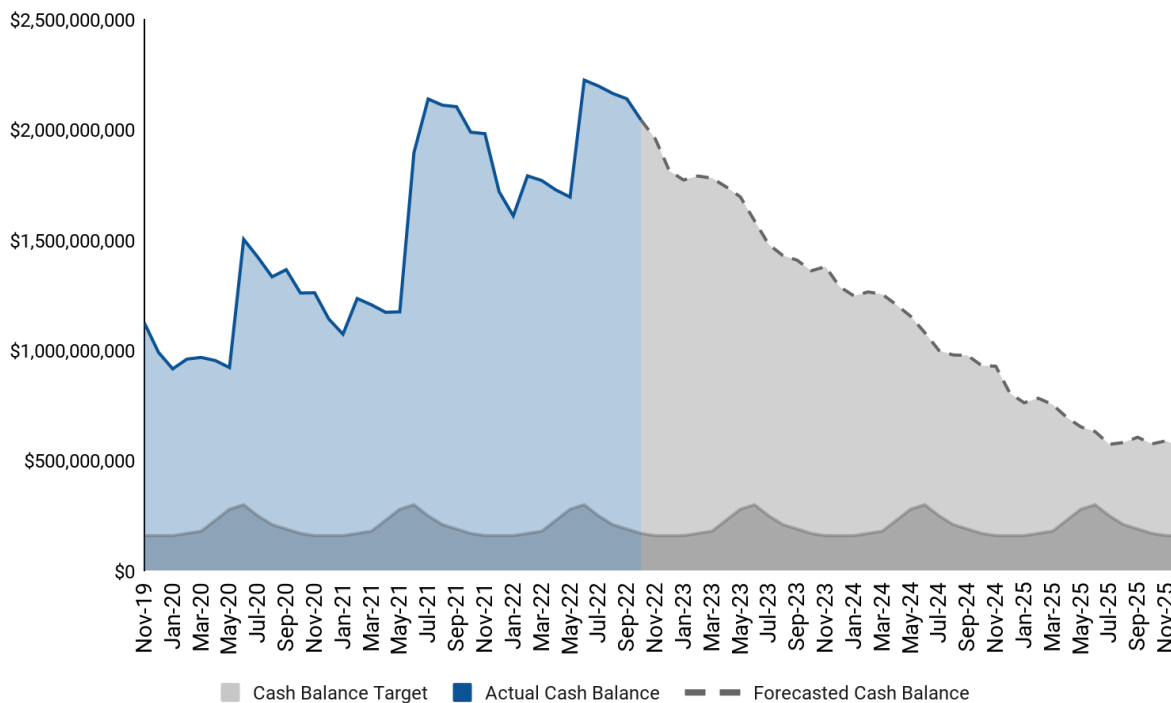
Action

No action is requested or required at this time.

Background

Figure 1 below depicts the forecast of the closing Fund 400 cash balance in each month, as compared to the targeted minimum cash balance for that month (gray shaded area). The targeted minimum cash balances reflect the Transportation Commission’s directive (Policy Directive #703) to limit the risk of a cash overdraft at the end of a month to, at most, a probability of 1/1,000 (1 month of 1,000 months ending with a cash overdraft).

Figure 1 – Fund 400 Cash Forecast





Summary

The actual closing cash balance for November 2022 was \$1.96 billion; \$1.80 billion above that month’s cash minimum cash balance target of \$160 million. October’s cash balance consists of \$660.66 million in the State Highway Fund and \$1.30 billion in the Senate Bill 267 trustee account. The actual cash balance for November 2022 was \$13.6 million higher than forecasted due to lower than expected payments to contractors.

The large cash balance results from the additional revenues listed in the section below.

Cash Revenues

The cash balance forecast is limited to the State Highway Fund (Fund 400 and affiliated funds and trustee accounts), and does not include other statutory Funds including the Multimodal Mitigation and Transportation Options Fund and Funds associated with the following Enterprises:

- Colorado Transportation Investment Office
- Statewide Bridge and Tunnel Enterprise
- Clean Transit Enterprise
- Nonattainment Area Air Pollution Mitigation Enterprise

The State Highway Fund revenue forecast includes revenues from:

- **Highway Users Tax Fund** - This primarily includes Motor Fuel Taxes, Vehicle Registration Fees, Road Usage Fees, and Retail Delivery fees.
- **Miscellaneous State Highway Fund Revenue** - This revenue includes proceeds from the sale of state property, interest earned on the money in the cash fund, the issuance of oversize/overweight permits, and revenue from various smaller sources.
- **SB 17-267** - This bill directed the State Treasurer to execute lease-purchase agreements on existing state facilities to generate revenue for priority transportation projects. A summary of this revenue can be found in the table below.
- **Other Legislative Sources**- This includes revenue transferred from the General Fund to the State Highway Fund through legislation passed by the Colorado General Assembly. A summary of this revenue can be found in the table below.

Cash balances will be drawn down closer to the target balances over the course of fiscal years 2022, 2023, and 2024 as projects funded with SB 17-267 and other legislative sources progress through construction.

Legislative Initiatives	2019	2020	2021	2022	2023
SB 21-267	\$424,154,455	\$559,809,594	\$620,559,397	\$624,425,703	\$0
SB 18-001	\$346,500,000	\$105,000,000	\$0	\$0	\$0
SB 19-262	\$0	\$60,000,000	\$0	\$0	\$0
SB 21-110	\$0	\$0	\$30,000,000	\$0	\$0
SB 21-260	\$0	\$0	\$182,160,000	\$170,000,000	\$6,748,728
SB 22-176	\$0	\$0	\$0	\$0	\$6,500,000
SB 22-180	\$0	\$0	\$0	\$40,000,000	\$0
SB 21-265	\$0	\$0	\$0	\$124,000,000	\$0





Cash Payments to Construction Contractors

The current forecast of payments to construction contractors under state contracts (grants paid out under inter-government agreements for construction are accounted for elsewhere in the expenditure forecast) from Fund 400 is shown in Figure 2 below.

Figure 2 – Forecasted Payments - Existing and New Construction Contracts

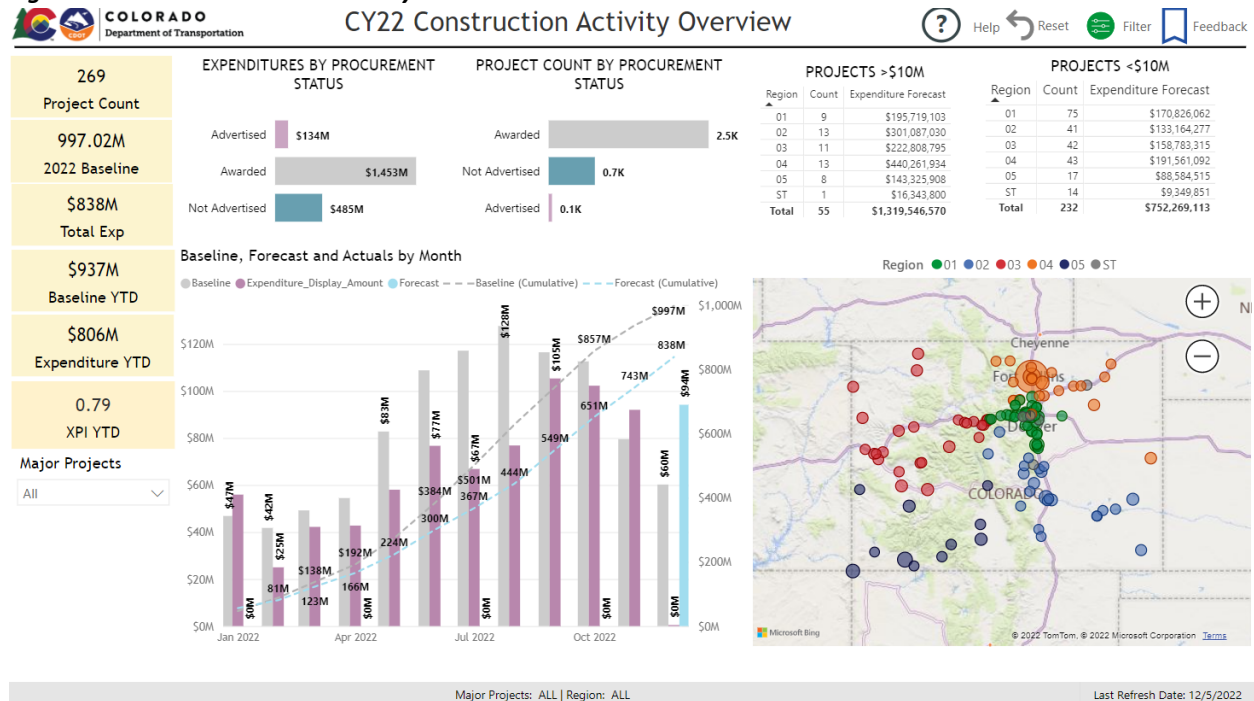
\$ millions	CY 2017 (actual)	CY 2018 (actual)	CY 2019 (actual)	CY 2020 (actual)	CY 2021 (actual)	CY 2022 (forecast)	CY 2023 (forecast)	CY 2024 (forecast)
Expenditures	\$642	\$578	\$669	\$774	\$615	\$850	\$950	\$850*

*This is preliminary information based on the 10-Year Plan update which was considered by the Transportation Commission for approval in September. This information will be updated as additional project schedule detail becomes available.

Figure 3 details CY22 baseline, forecast, and actual expenditures for the State Highway Fund (see Figure 2 above) as well as Bridge and Tunnel Enterprise. CDOT sets the CY baseline in January each year, using the best estimates, forecast, and schedule information available at the time.

Including Bridge Enterprise, CY 22 expenditures are forecasted to total \$838 M. As of November month end, actual expenditures total \$806M, which corresponds with an Expenditure Performance Index (XPI) of .79 (actual expenditures vs. baseline). Figure 3 also outlines the number of projects planned to incur construction expenditures in CY22; a listing of CY22 baseline and project count by procurement status (awarded, not advertised and advertised); and count of projects by region that have CY22 forecast greater than \$10 million dollars and less than \$10 million dollars.

Figure 3 - CY 22 Construction Activity Overview





MEMORANDUM

TO: THE TRANSPORTATION COMMISSION
FROM: JEFF SUDMEIER, CHIEF FINANCIAL OFFICER
DATE: JANUARY 18, 2023
SUBJECT: FY 2022-23 Q2 ANNUAL REVENUE FORECAST UPDATE

Purpose

To provide a quarterly update to the annual Highway User Tax Fund (HUTF) revenue forecast.

Action

This is for information purposes only. No action is requested from the Transportation Commission at this time.

Background

The Office of Financial Management and Budget (OFMB) maintains an annual revenue model that is used to guide CDOT's budget-setting process. OFMB's revenue team updates the model each quarter to monitor the course of a current year's fiscal performance, as well as inform the budget for future out-years. Some of the data used by the model includes, but is not limited to:

- National economic performance indicators, such as the year-over-year percent change in real U.S. GDP growth.
- State population and demographic data, annual vehicle miles traveled (VMT) in Colorado, and the historical performance of the state's HUTF.
- Bureau of Labor Statistics & Bureau of Economic Analysis data, such as historical and forecasted year-over-year percent changes in personal income and the consumer price index.
- The forecasted and aggregated annual interest rates on new car loans, and future retail gasoline prices from the Energy Information Administration.
- Estimated vehicle costs, including federal or state rebates for certain vehicles, as well vehicle fuel efficiency, and annual vehicle scrappage rates.

The model also includes federally or state-appropriated funding from grants or other sources, such as the Federal Highway Administration and Federal Transit Administration (FHWA & FTA), and the National Highway Traffic Safety Administration (NHTSA).

The Department uses the revenue forecast to develop the Annual Revenue Allocation Plan using outputs from this model. During the annual budget development process, CDOT staff reconcile annual projected revenues with approved requests for expenditures. Staff provides draft and final versions of the Revenue Allocation Plan for formal review and approval by the Transportation Commission. The final plan becomes CDOT's official budget for the next fiscal year.

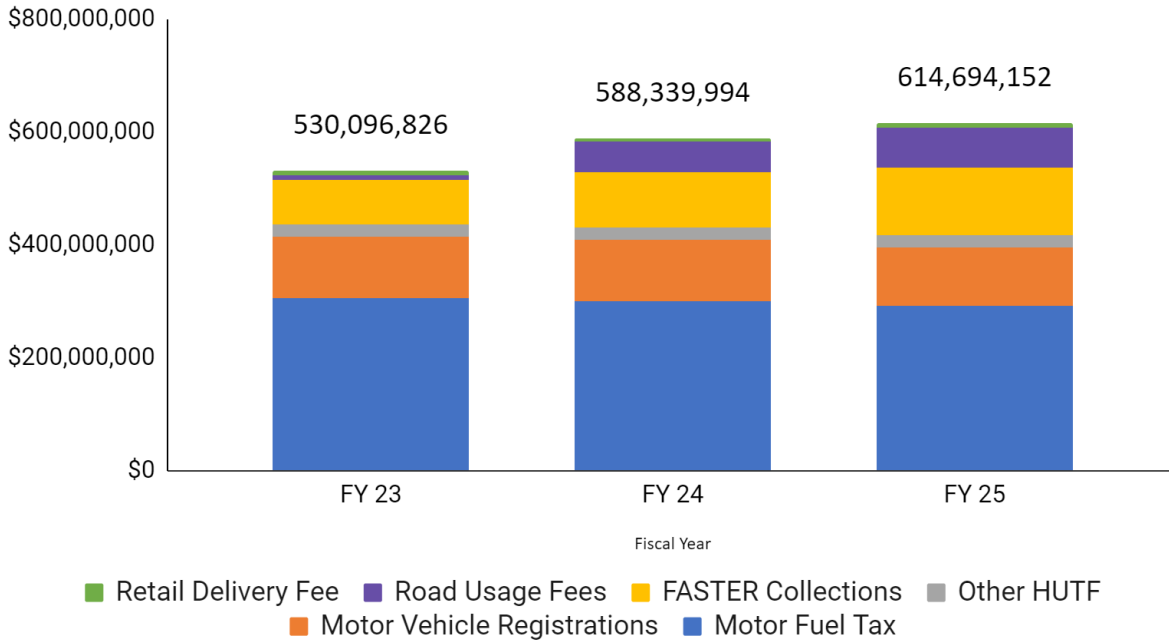




Summary

The graph below summarizes the estimated HUTF distributions to CDOT for FY 2022-23, FY 2023-24, and FY 2024-25 based on the latest quarterly forecast update. The revenue expectations in this forecast have stayed largely consistent with the Department’s September forecast. Revenue increases in future years are primarily attributed to increased revenue from FASTER fees and the Road Usage Charge.

CDOT FY 2022-23 HUTF Forecast



Statewide Economic Outlook

While the state economy has continued to expand, rapid price increases throughout the economy have eroded real gains in earnings and income. Due to persistent inflationary pressures, the Federal Reserve has raised interest rates and reduced asset purchases, which have increased borrowing costs. The statewide forecasts from Legislative Council Staff and the Office of Financial Planning and Budgeting show an expected slowdown in the state’s economic growth, and the risk of a recession in the near-term has increased substantially.

Colorado VMT

The state’s Vehicle Miles Traveled (VMT), as measured by the Division of Transportation Development (DTD), has largely recovered from earlier in the pandemic. Between January to November 2022, average traffic volumes were 98.5 percent of the traffic volumes in 2019. Traffic volumes surpassed 2019 volumes between April to October in 2022.

FASTER Safety Reduction

House Bill 22-1351 “Temporarily Reduce Road User Charges” delays the implementation of the Road Usage Fee created in SB 21-260 from July 1, 2022, to April 1, 2023. It also extends an \$11.10 reduction to the Road Safety Surcharge through 2023. This bill is expected to decrease CDOT revenue by about \$47.1 million over the next two fiscal years. This lost fee revenue is backfilled by the General Fund in FY 2022-23.





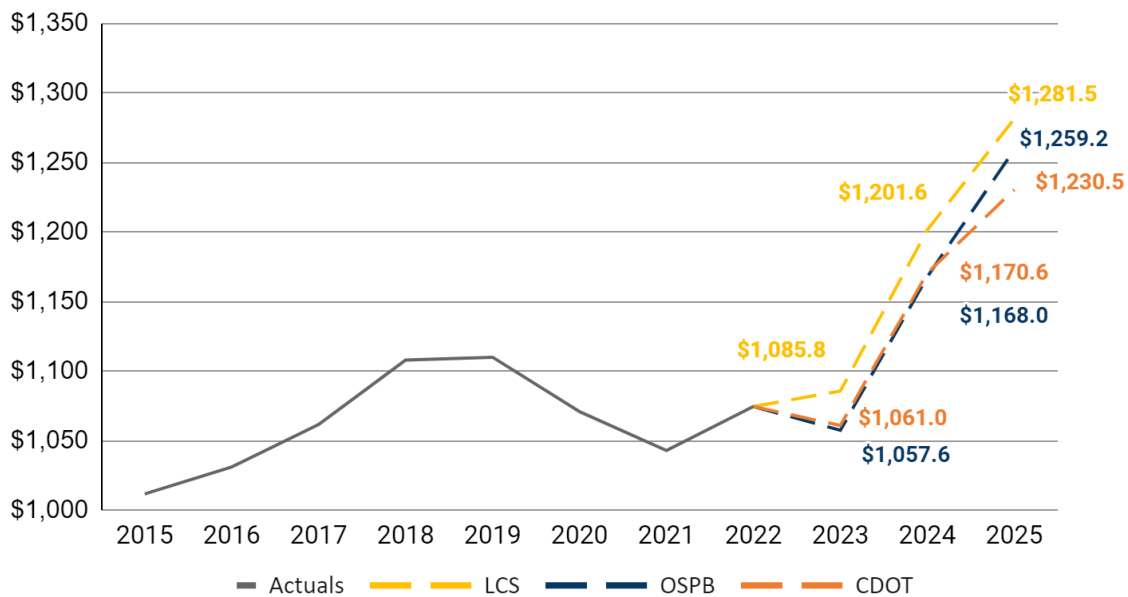
Description	FY 2022-23	FY 2023-24
Fee Reduction	(\$36,900,000)	(\$10,200,000)
General Fund Backfill	\$47,100,000	
Grand Total	\$10,200,000	(\$10,200,000)

Of the \$47.1 million transferred to the State Highway Fund, \$26.9 million is intended to backfill lost Road Usage fee revenue. The remaining \$20.2 million transfer is intended to backfill the lost Road Safety Surcharge fee revenue that supports the FASTER Safety Program.

Office of State Planning and Budget (OSPB) and Legislative Council Staff (LCS) September Forecasts

Each quarter, the Office of State Planning and Budgeting (OSPB) and Legislative Council Staff (LCS) provide quarterly forecasts to the Joint Budget Committee. These forecasts are used as the basis for statewide budget planning. A summary of the September HUTF forecasts is provided in the chart below.

Statewide HUTF Forecasts - FY 2022-23 Quarter 2



TABOR Refunds

Both statewide forecasts show state revenue surpassing the Referendum C TABOR Cap through the forecast period. Since TABOR refunds are paid from the General Fund, the higher than expected revenue will squeeze the General Fund budget in future years.

There were a number of ballot measures that impacted General Fund Revenue expectations. Notably, Proposition 121 reduced the income tax rate to 4.4 percent for 2022 and later years. This is expected to decrease General Fund revenue by roughly \$440 million per year. Under the current forecast, this revenue reduction will reduce the overall TABOR refund obligation, and will not have an impact on the amount of revenue available for the budget.



MEMORANDUM

TO: THE TRANSPORTATION COMMISSION AND CTIO BOARD OF DIRECTORS
FROM: SIMON LOGAN, SPECIAL PROJECT LEAD AND POLICY ANALYST
SUBJECT: GLOBEVILLE AND ELYRIA SWANSEA (GES) TOLLING EQUITY PROGRAM PROGRESS REPORT
DATE: JANUARY 18, 2022

PURPOSE

To update the Transportation Commission on the progress of implementing the GES Tolling Equity Program.

REQUESTED ACTION:

The purpose of this memo is informational only, and no action is being requested.

BACKGROUND:

The 2017 Record of Decision (ROD) for the Central 70 project included a commitment for CTIO to explore ways to provide discounted access to the Express Lanes for low-income residents of the GES neighborhoods. As a result, CTIO embarked on a year-long process to comply with this commitment and identify a program to bring to the CTIO Board of Directors for approval. This effort included significant engagement with peer agencies nationwide, the GES community, and other local stakeholders. The CTIO Board of Directors (CTIO Board) approved the program in April 2022.

The approved GES Tolling Equity Program has three main components:

1. Benefits
 - Toll credit (\$100) and a transponder for eligible residents to access the Express Lanes.
 - Free Transit passes available within the community at distribution sites.
2. Eligibility:
 - Residents of GES with an annual household income below 200 percent of the federal poverty level (FPL) and households displaced from GES due to eminent domain for the I-70 Central Project with an annual household income below 200 percent of the FPL. CDOT holds a list of these displaced households.
2. Funding
 - Administrative and start-up costs, up to \$1 million, provided by CDOT.
 - CTIO will cover the initial cost of the free transponder and promotional credit for all eligible residents.
 - Each subsequent year, 15 percent of net toll revenue from the Central 70 Express Lanes will be allocated to the GES community to pay for the ongoing benefits.

In support of the program, the Transportation Commission (TC) approved an Intra Agency Agreement (IAA) between CDOT and CTIO, contributing one million dollars for start-up and administrative costs and activities. Per the terms of the IAA, CTIO is required to provide a progress report by January.

Key Activities:

Following the approval of the program and IAA in April 2022, CTIO staff have been working diligently to develop the necessary processes, implementation steps, and contracting with vendors to make the benefits accessible to all eligible residents of GES.

Key activities include:

- Identify a Partner Organization in the GES Community
 - CTIO has contracted with Northeast Transportation Connections (NETC) for evaluation, reporting, registration, and community outreach.
- Transit Pass Distribution
 - Seven distribution sites within Globeville and Elyria-Swansea have been identified by NETC and CTIO to give out transit passes within the community when the program launches.
- Website Creation
 - A landing page with crucial information on the program and frequently asked questions have been added to the Central 70 section of the Express Lanes page. A portal has also been created on the NETC website for GES residents to register interest in the program and provide their contact information.
- Equitable Access to the Tolling Element
 - CTIO is contracting with BancPass in early 2023 to manage the tolling element of the program. They offer more ways for participants to top up accounts using cash or card and have more touch points to notify users when their balance is running low. This requires some development work with E-470 to integrate this vendor into the back office.
- Tolling Back Office Coordination
 - CTIO and E-470 staff have begun working on the necessary back-office changes required to integrate BancPass with E-470.
- Promotional materials
 - Various promotional materials have been developed to raise awareness within the community of the program and to educate potential participants on Express Lanes, how to use them, and how to access the benefits the program provides.

NEXT STEPS:

- 1) CTIO staff is working on launching the program in late February 2023, ahead of tolling go live.
- 2) CTIO will provide another progress report on or before January 15, 2024.

Post-Amerco Real Property Condemnation Authorization Requests January 18, 2023 Transportation Commission Meeting

Region 3 - Condemnation Authorization Requests

TC District	Project Name	Project #	Project Code	Parcel #	Parcel Size	Property Owner(s)	Valuation Amount	Appraisal (A) or Waiver Valuation (WV)	Date of Valuation	Owner's Current Counter-Offer	Prior TC Condemnation or Acquisition Resolution Number (if applicable)
7	SH 133 Rockfall North of McClure Pass	C 133A-052	24279	RW-4	81,394 sf	Sunfire Ranch Holdings, LLC	\$ 38,440.00	Appraisal (A)	11/4/2022	N/A	

Right of Way Plan Key - Common Parcel Designations

RW - XXX	Partial or Complete Parcel Acquisition	XXX - RM	Remnant Parcel	TE - XXX	Temporary Easement	UE - XXX	Utility Easement	PE - XXX	Permanent Easement	AP - XXX	Early Acquisition (Advance of Plans)
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COLORADO

Department of Transportation

Office of the Chief Engineer
2829 W. Howard Place, Suite 562
Denver, CO 80204

MEMORANDUM

TO: TRANSPORTATION COMMISSION

FROM: STEPHEN HARELSON, P.E., CHIEF ENGINEER

DATE: December 30, 2022

SUBJECT: REPORT PURSUANT TO COLORADO REVISED STATUTES, §43-1-208 REGARDING PROJECT NUMBER C 133A-052, SH 133 ROCKFALL NORTH OF MCCLURE PHASE 2, MP 50.665 to 61.591, 24279, SEEKING APPROVAL TO INITIATE AND CONDUCT CONDEMNATION PROCEEDINGS

Background

This written report to the Transportation Commission is pursuant to Colorado Revised Statutes (“C.R.S.”), Section 43-1-208(1). On 6/08/2022, the Right of Way Plans for SH 133 Rockfall North of McClure Phase 2, MP 50.665 to 61.591 were authorized, which allowed CDOT to acquire land necessary for the project by purchase, exchange, or negotiations with the with the landowner listed below.

Due to the requirement within section 21 of the Conservation easement encumbering the subject property, which envelop part states, “this Deed can only be terminated or extinguished, whether in whole or in part, by judicial proceedings in a court of competent jurisdiction.” Paul Holsinger, Conservation Easement Manager for Pitkin County anticipates this to be a “friendly condemnation”. As a result, CDOT seeks Transportation Commission approval to initiate and conduct condemnation proceedings pursuant to Colorado Revised Statutes, Section 38-1-101 *et seq.* for the properties listed below in order to extinguish the conservation easement pursuant to that document.

The project C 133A-052, SH 133 Rockfall North of McClure Phase 2, MP 50.665 to 61.591 is necessary for rockfall mitigation, installation, and maintenance of rockfall netting and anchors. This will improve safety of this corridor that carries ever-increasing traffic and is therefore desirable.

Overview of Property Previously Approved for Negotiation

Region 3 seeks to extinguish a portion of the conservation easement through condemnation proceeding on one Fee Simple parcel under one ownership previously approved for negotiation.

The property owner will be informed of the Transportation Commission meeting on 1/19/2023 through an email and letter to be sent before 1/4/2023.

1. Resolution No. Approving Negotiation: N/A
Address: Vacant land in the SE ¼ NW ¼ & NE ¼ SW ¼ Section 34 T 10 S R 88 W, 6th PM.
6333 Hwy 133 Carbondale, CO 81623
Landowner's Name: Sunfire Ranch Holdings, LLC
Current Size of Property: 1,239.57 acres
Proposed Size of Acquisition: 1.869 acres
Purpose of Parcels Necessary for Project:
RW-4: An irregular shaped fee simple parcel having an area of 81,394 sf (1.869 acres).
This parcel is necessary for installation and maintenance of rockfall netting and anchors.

Appraised Property Value, Damages and Benefits: \$38,440.00 rounded.

Appraisal was submitted by Kori S. Satterfield of Arnie Butler and Associates.

Date of Initial Offer: 15 November 2022.

Summary of Counteroffers: As explained above, this is a friendly condemnation with CDOT, Sunfire Ranch Holdings LLC and Pitkin County all in agreement to a value including improvements of \$38,440. The property owner is cooperative in the acquisition process and Pitkin County has also been cooperative. Paul Holsinger replied to CDOT's offer in an email dated Dec. 22 "County staff has reviewed the proposal and though the value appears appropriate we cannot accept the proposal based on the language of the conservation easement that encumbers the property. Please let me know if you have any questions."
The funding to purchase the Conservation Easement originated with Great Outdoors Colorado (GOCO). The court will need to release the parcel to be acquired from the conservation easement through condemnation proceedings required by language of the easement.

Attachments
Proposed Resolution
Right-of-Way Plans
Legal Descriptions
Contact Summary

Sheet Revisions			Sheet Revisions			Sheet Revisions		
Date	Description	Initials	Date	Description	Initials	Date	Description	Initials
mm/dd/yy	XXXXXXXX	XXX	mm/dd/yy	XXXXXXXX	XXX	mm/dd/yy	XXXXXXXX	XXX



Right of Way Plans			
Title Sheet			
Project Number: C 133A-052			
Project Location: SH 133 Rockfall North of McClure Phase 2			
Project Code	Last Mod. Date	Subset	Sheet No.
24279	05-24-22	1.01 to 1.01	1.01

DEPARTMENT OF TRANSPORTATION STATE OF COLORADO

RIGHT OF WAY PLANS OF PROPOSED PROJECT NO. C 133A-052 STATE HIGHWAY NO. 133 PITKIN & GUNNISON COUNTIES

R.O.W. Length of Project = 10.926 Miles
 Const. Length of Project = 23.000 Miles

SHEET NO.	INDEX OF SHEETS
1.01	(1) Title Sheet
2.01-2.01	(1) Tabulation of Properties
3.01-3.21	(21) Project Control Diagram
4.01-4.14	(14) Land Survey Control Diagram
5.01-5.01	(1) Monumentation Sheets
6.01-6.01	(1) Tabulation of Road Approach Sheets
7.01-7.04	(4) Plan Sheets
8.01-8.04	(4) Ownership Maps
(47) Total Sheets	

Scales of Original 11"x17" Drawings
 Plan Sheets 1"=100' & 1"=500'
 Project Control Diagram Plan Sheets 1"=100' & 1"=3000'
 Land Survey Control Diagram Plan Sheets 1"=500' & 1"=3000'
 Ownership Maps 1"=400', 1"=1000' & 1"=5000'

Basis of Bearings: Bearings used in the calculations of coordinates are based on a grid bearing of N10° 38' 49" E from MP 50.63 to MP 62.38. Both monuments are CDDT Type 2, marked appropriately for their milepost location and control position. The survey data was obtained from a Global Positioning System (GPS) survey based on the Mesa County Virtual Reference Network (MCVRN).

1. This Right-of-Way Plan is not a boundary survey of the adjoining property and is prepared for the Colorado Department of Transportation purposes only.

2. For title information, The Colorado Department of Transportation relied on Title Commitments prepared by Westcor Land Title Insurance Company.

3. This plan set is subject to change and may not be the most current set. It is the user's responsibility to verify with CDDT that this set is the most current. The information contained on the attached drawing is not valid unless this copy bears an original signature of the Professional Land Surveyor hereon named.

NOTICE: According to Colorado law you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event may any action based upon any defect in this survey be commenced more than ten years from the date of the certification shown hereon.

COLORADO DEPARTMENT OF TRANSPORTATION
 STATE HIGHWAY PROJECT

ROW PLANS AUTHORIZED:

Stephen Harrison
 Stephen Harrison (Jun 8, 2022 11:34 MDT)

CDDT CHIEF ENGINEER

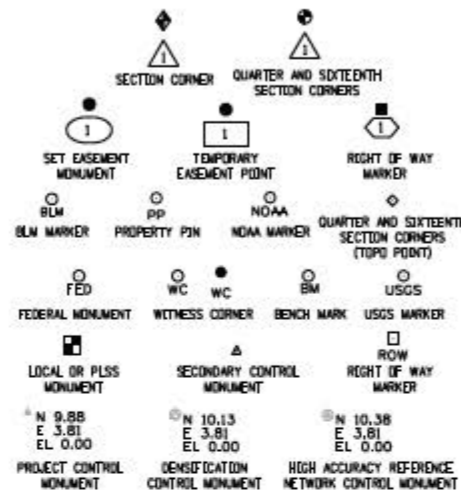
06/08/22

DATE

SURVEYOR STATEMENT (ROW PLAN)

I, Richard A. Harrison, a professional land surveyor licensed in the State of Colorado, do hereby state to the Colorado Department of Transportation that based upon my knowledge, information and belief, the research, calculations and evaluation of the survey evidence were performed and this Right-of-Way Plan was prepared under my responsible charge in accordance with applicable standards of practice defined by Colorado Department of Transportation publications. This statement is not a guaranty or warranty, either expressed or implied.

PLS No. 38180



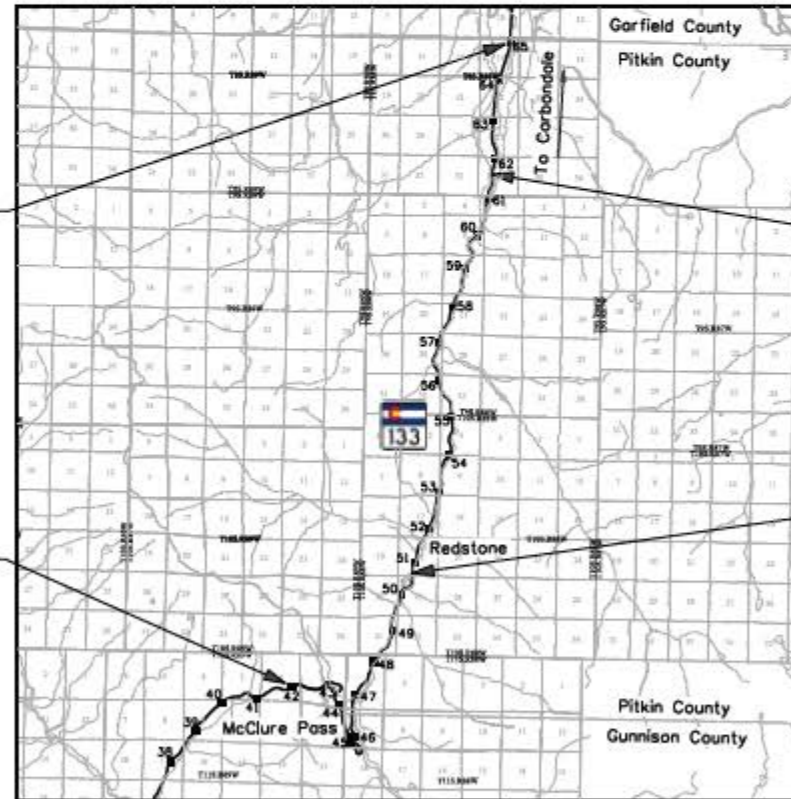
SURVEY/ROW

TOP OF CUT

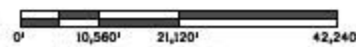
TOE OF FILL

TERRAIN

Note: For a complete listing of symbology used within this set of plans, please refer to the M-100-1 Standard Symbols of the Colorado Department of Transportation M&S Standards Publication. Existing topo features are shown as screened weight (gray scale). Proposed or new features are shown as full weight without screening, except as noted with the word (proposed).



PROJECT LOCATION MAP



Lineal Units - U.S. Survey Feet

Scale: 1"=21,120'

End Const Project
 Station: 1323+58.71
 M.P.: 65.000

Begin Const Project
 Station: 166+35.45
 M.P.: 42.000

End ROW Project
 Station: 1145+78.79
 M.P.: 61.591
 = Station 234+96.1
 Project S 0133 (3)

Begin ROW Project
 Station: 568+90.55
 M.P.: 50.665
 = Station 812+06.8
 Project S 0133 (6)

PLING CERTIFICATION: DAY OF ... AT ... IN BOOK ... OF THE COUNTY LAND SURVEYS/RIGHT OF WAY SURVEYS AT PAGE ... RECESSION NUMBER ... 5/24/2022 Harrison 10:71:12 PM C:\2021\2021-050-041\33Rockfall\2\001-24279-ExCon\0-CDDT\Survey\24279\ROW_SurveyDrawings\24279ROW_T118DSh.dwg

Sheet Revisions		
Date	Description	Initials
mm/dd/yy	XXXXXXXX	XXX

Sheet Revisions		
Date	Description	Initials
mm/dd/yy	XXXXXXXX	XXX

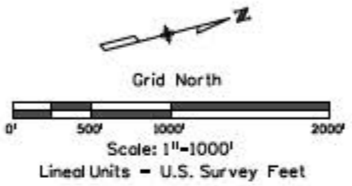
Sheet Revisions		
Date	Description	Initials
mm/dd/yy	XXXXXXXX	XXX



118 West Sixth Street, Suite 200
 Glenwood Springs, CO 81601
 970.945.1004 www.sgm-inc.com

Right of Way Plans			
Ownership Sheet			
Project Number: C 133A-052			
Project Location: SH 133 Rockfall North of McClure Phase 2			
Project Code:	Last Mod. Date:	Subsect:	Sheet No.:
24279	05-24-22	8.01 to 8.04	8.03

T. 8 S., R. 88 W., 6th P.M., Sections 21, 27, 28, 33 & 34 Pitkin County

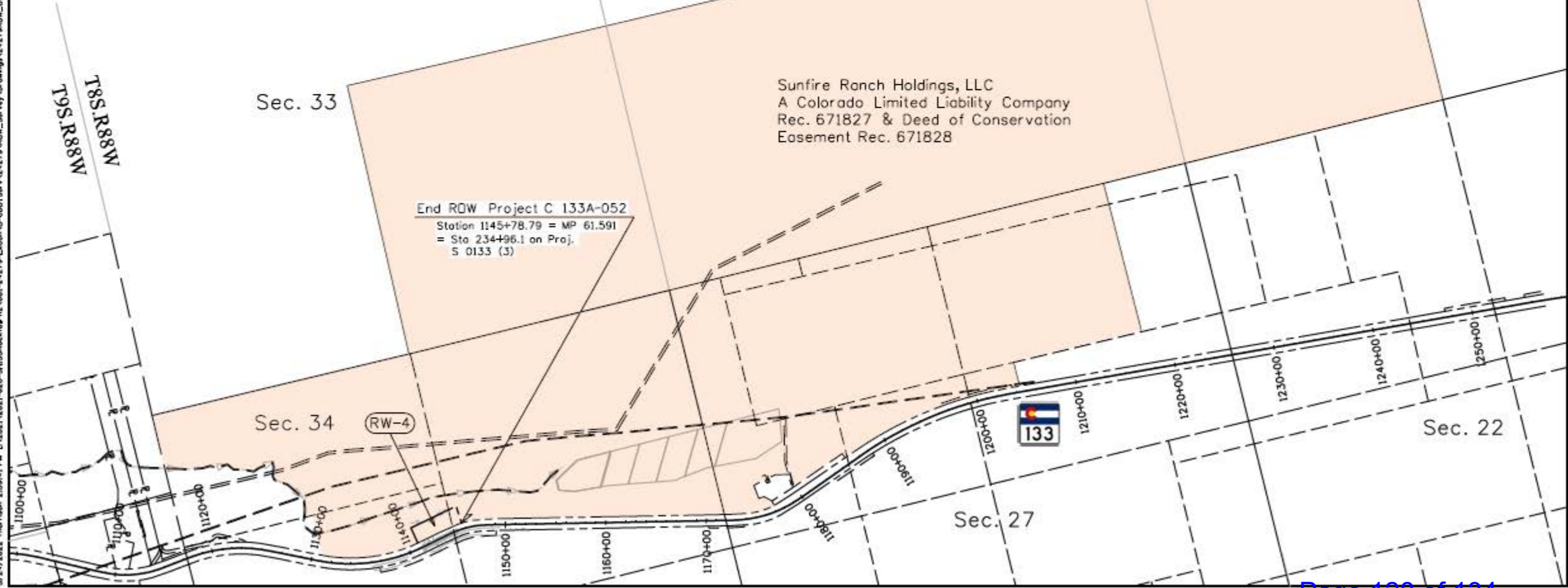


(RW-4)
 Sunfire Ranch Holdings, LLC
 A Colorado Limited Liability Company

White River National Forest

Sunfire Ranch Holdings, LLC
 A Colorado Limited Liability Company
 Rec. 671827 & Deed of Conservation
 Easement Rec. 671828

End RQW Project C 133A-052
 Station 1145+78.79 = MP 61.591
 = Sta 234+96.1 on Proj.
 S 0133 (5)



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EXHIBIT "A"

PROJECT NUMBER: C 133A-052

PARCEL NUMBER: RW-4

PROJECT CODE: 24279

DATE: May 24, 2022

DESCRIPTION

A tract or parcel of land No. RW-4 of the Department of Transportation, State of Colorado Project No. C 133A-052 containing 81,394 sq. ft. (1.869 acres), more or less, in the SE1/4NW1/4 and the NE1/4SW1/4 of Section 34, Township 8 South, Range 88 West, of the Sixth Principal Meridian, in the County of Pitkin, State of Colorado, said tract or parcel being more particularly described as follows:

Commencing at the Center Quarter Corner of said Section 34, (a found 3" brass cap on a 2" iron post, LS 15710, properly marked and dated 2003), thence S. 67°49'29" W, a distance of 1043.33 feet, to the TRUE POINT OF BEGINNING;

1. Thence N. 11°21'57" W., a distance of 498.96 feet;
2. Thence N. 86°55'05" E., a distance of 176.78 feet, to the existing westerly right-of-way line of State Highway 133 (May 2022);
3. Thence along said right-of-way line, on the arc of a curve to the left, having a radius of 878.51 feet, a central angle of 02°31'50", a distance of 38.80 feet, (the chord of which bears S. 03°52'15" E., a distance of 38.80 feet);
4. Thence S. 09°45'48" E., along said right-of-way line, a distance of 207.14 feet;
5. Thence S. 12°08'16" E., along said right-of-way line, a distance of 88.78 feet;
6. Thence S. 10°58'55" E., along said right-of-way line a distance of 144.15 feet;
7. Thence S. 80°21'29" W., a distance of 164.39 feet, more or less, to the TRUE POINT OF BEGINNING.

The above described parcel contains 81,394 sq. ft. (1.869 acres), more or less.

Basis of Bearings: All bearings recited herein are based on a grid bearing of N. 10°38'49" E., from milepost monument MP 50.63 to milepost monument MP 62.38. Both monuments are CDOT Type 2 monuments, marked appropriately for their milepost location.

For and on Behalf of SGM, Inc.
118 W. Sixth St., Suite 200
Glenwood Springs, Co 81601
Richard A. Harrison, PLS 38180



Colorado Department of Transportation Condemnation Authorization Contact Summary	Project Code: 24279
	Parcel: RW-4
	Owner: Sunfire Ranch Holdings, LLC.

The following is a summary of communications which have taken place between CDOT and/or its representatives and the above referenced owner related to the acquisition of the above described parcels. This summary is prepared to assist the Transportation Commission in considering CDOT's request for authorization to initiate and conduct condemnation proceedings.

Date	Contact Description	Amount/Description
7/11/2022	First Contact w/Property Owner	Introductory Phone Call
7/15/2022	Discussion of CDOT Project	NOI
11/15/2022	CDOT Offer	\$38,440.00
N/A	Owner Counter-Offer	N/A
N/A	CDOT Last Offer	N/A
1/3/2023	Last Contact w/Property Owner	TC Notice

Number of Property Owner Contacts Attempted:	16
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Number of Successful Property Owner Contacts:	11
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Matters Discussed During Property Owner Contacts (check all that apply)	
<input checked="" type="checkbox"/>	Access
<input checked="" type="checkbox"/>	Valuation
<input checked="" type="checkbox"/>	Owner Appraisal Reimbursement
<input checked="" type="checkbox"/>	Project Timeline
<input checked="" type="checkbox"/>	Design
<input checked="" type="checkbox"/>	CDOT Processes
<input checked="" type="checkbox"/>	Other Specify here: Appraisal Extension (CRS-38-1-121), Release of Conservation Easement





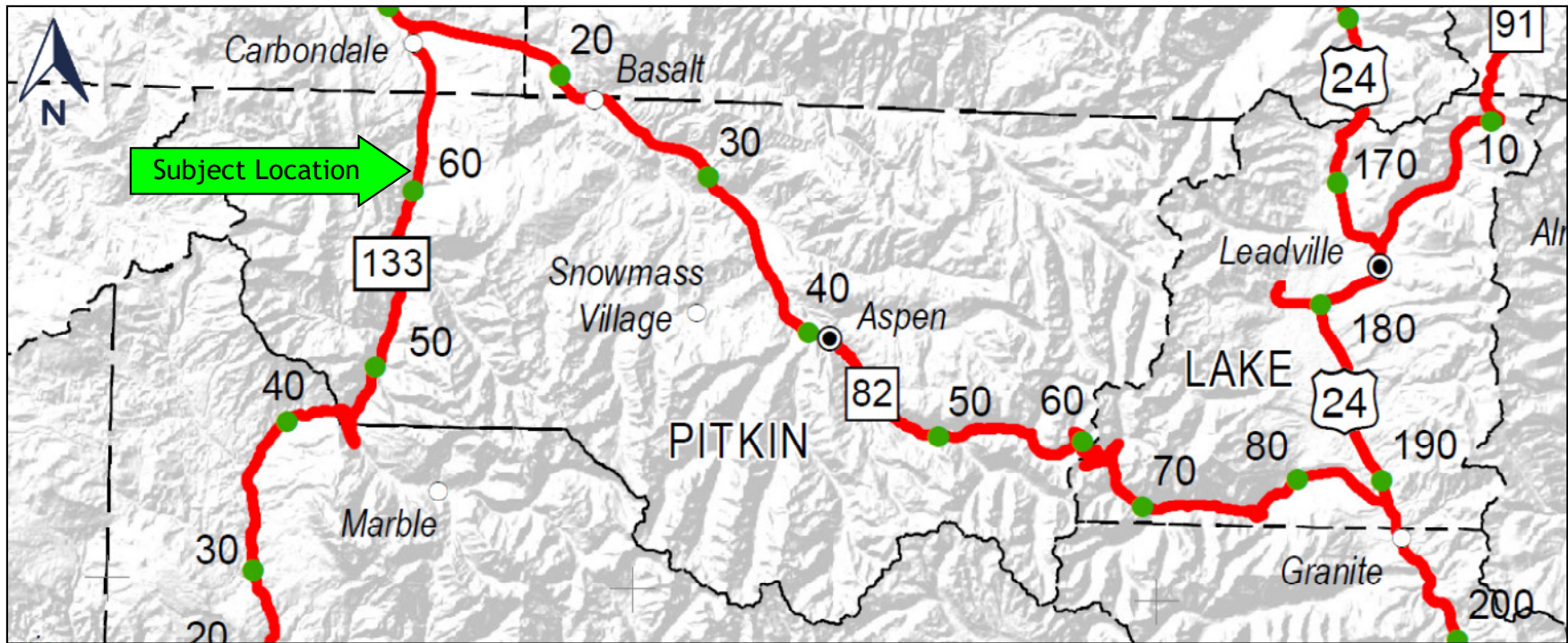
Condemnation Authorization SH 133 Rockfall North of McClure Phase 2

District: 7

Region: 3

Project: C 133A-052

Project Code: 24279



Owners: Sunfire Ranch Holdings LLC / Board of County Commissioners of Pitkin County

Project Purpose: Improve safety of a high-traffic corridor



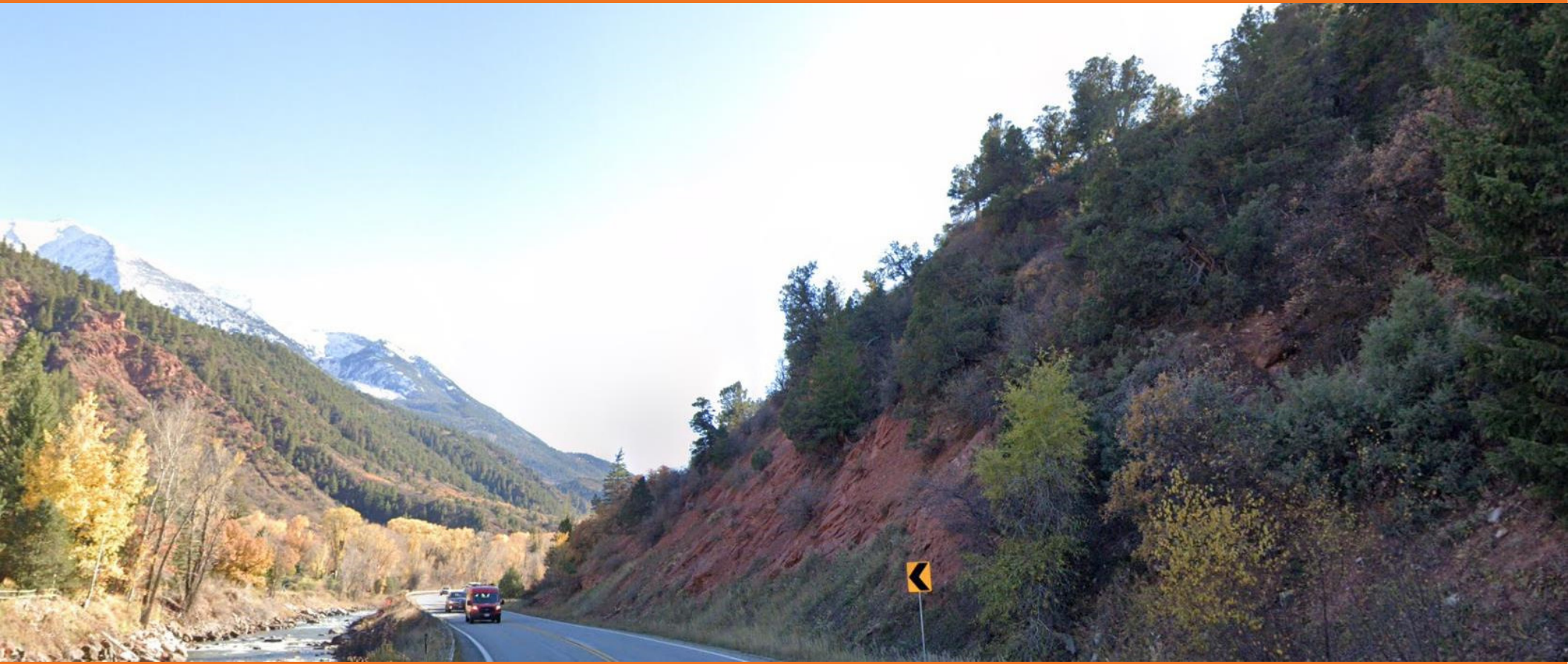
Condemnation Authorization SH 133 Rockfall North of McClure Phase 2



Location of Parcel



Condemnation Authorization SH 133 Rockfall North of McClure Phase 2



View of South Facing Hillside Portion of Parcel RW-4 on the Right (Photo Taken Facing West)



Condemnation Authorization SH 133 Rockfall North of McClure Phase 2

OFFERS	DATE	AMOUNT
Notice of Interest to Acquire	July 15, 2022	N/A
FMV (Based on Owner Appraisal)	November 4, 2022	\$38,440
CDOT Initial Offer	November 15, 2022	\$38,440

- Two parties of interest have been engaged in the acquisition of parcel RW-4: Sunfire Ranch Holdings LLC the owner; and the Board of County Commissioners of Pitkin County holding a conservation easement on the property.
- The property owner and county have been cooperative with and responsive to Region 3 staff throughout the acquisition process. CDOT expects this to be a friendly condemnation. The owner and county do not disagree with the amount of compensation offered but find that condemnation is necessary due to the conditions of the recorded conservation easement.
- The conservation easement encumbering the subject property can only be terminated or extinguished by judicial proceedings. The court will need to order the release of a portion of the conservation easement and the conveyance of the underlying ownership, to obtain the interest needed for the project, parcel RW-4.