



COLORADO

Department of Transportation

Region 1

December 3, 2025

Dear Industry:

Purpose

The purpose of this letter is to provide an update to the transportation industry summarizing the Colorado Department of Transportation's (CDOT's) proposed approach to delivering the Federal Boulevard Bus Rapid Transit (BRT) Project. This update details our strategy to implement the project and outlines the next steps for public and industry review as part of our commitment to Transparency and Accountability for Alternative Delivery.

Project Delivery Background

In September 2025, CDOT completed the Draft Project Delivery Selection Matrix (PDSM) for the Federal Boulevard BRT Project. The PDSM is CDOT's standard, structured process for documenting the decision to use an alternative delivery method on complex transportation projects.

The PDSM workshop was held across multiple sessions, including the first two held on November 18 and 21, 2024, and the Re-evaluation held on September 2, 2025. Based on the initial evaluation and the re-evaluation, the project delivery method recommended for the Federal Boulevard BRT Project is Construction Manager/General Contractor (CM/GC).

The CM/GC delivery method was selected as the most appropriate method to meet the project's primary goal of achieving BRT revenue service by 2030.

- Schedule Benefit - CM/GC allows for an earlier start of construction through the delivery of construction packages, which can mitigate schedule risks associated with right-of-way (ROW) acquisitions and third-party agreements along the 18-mile corridor.
- Cost & Scope Impact - The packaging approach provides financial flexibility, allowing the scope of the project to be adjusted and maximized to align with the final realized budget and funding opportunities.
- Risk Mitigation - The risk register provides better allocation of project risks, which is preferred over the other methods for this project's risk profile.

Project Status, Proposed Phasing, and Funding

The Federal Boulevard BRT Project Team has completed 30% design and continues to develop and evaluate environmental impacts as part of the National Environmental Policy ACT (NEPA). The team expects this work to be completed in Spring 2026.

Funding

Based on 30% design and with 2028 dollars, the estimated budget for full project implementation is \$318 million. Full design and NEPA documentation are currently funded. Secured funding sources for construction include CDOT 10 Year Plan Strategic Funds, Denver Regional Council of Governments





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Transportation Improvement Program funds, and local agency funds totaling \$150M available in FY27 and FY28. Projected funding sources for construction include an Federal Transit Administration (FTA) Small Starts Capital Investment Grant (application in progress; currently rated as a medium-high in the project pipeline and capped at 50% or \$150M), CDOT Non-Attainment Area Pollution Mitigation Enterprise (NAAPME) funds, and other local dollars.

Proposed Packaging and/or Phasing Approach

The CM/GC delivery method is proposed due to its ability to deliver the project in severable packages. The ability to implement construction packages along the corridor can allow for an earlier construction start. The exact packages will be determined with the selected CM/GC contractor. The anticipated major milestones are:

- Final Design Start: Spring 2026
- Construction Start: Late-2027
- Complete Construction: Early 2030
- Delivery Date/Goal: BRT Revenue Service by January 2030

Development of Construction Packages and/or Phases

The Federal Boulevard BRT Project will be delivered using the CM/GC method, which is well-suited for an implementation approach utilizing multiple packages and/or phases. This strategy prioritizes an earlier construction start to mitigate schedule risks and is driven by the primary project goal of achieving BRT revenue service by 2030. The project is planned to allow for the deployment of essential service elements while securing funding and executing the full capital build-out. CDOT's goal is to deliver the full scope of the Federal Boulevard BRT project by the end of calendar year 2030, however if complete funding is not realized before that date then construction packages may be phased over a longer time period (becoming "phases" of the project).

Below are examples of potential packages and/or phases based on this implementation approach. In general, packages and phasing are driven by funding pathways and opportunities.

Example Full Scope Delivery:

Should CDOT be successful in executing an FTA Small Starts Grant Agreement, the full scope of the project can be delivered through one or more construction packages by end of calendar year 2030 without having to "phase" the project over a longer period of time. The contractor should be prepared to develop construction packages with the design team that can be delivered by the end of 2030 if and when a grant agreement is executed with the FTA.

Example Package/Phase 1: Core Service Implementation

The primary objective of Package/Phase 1 is to implement key infrastructure where most benefits to transit travel time can be realized, specifically from Alameda Avenue to 52nd Avenue. This initial work is estimated to cost approximately \$150 million and is designed to minimize construction impacts to bring service online quickly.





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The scope is heavily focused on operational and safety improvements, including the construction of 14 BRT station pairs between Alameda Ave and 52nd Ave. This phase includes 5.5 miles of bus lane striping, Transit Signal Priority (TSP), a new fiber backbone, and various queue jumps at congested intersections (6 queue jump locations). Package/Phase 1 will ensure the operational service plan can be met while later phases address the remaining corridor segments.

Example Package/Phase 2: Corridor Completion and Full Capital Infrastructure

Package/Phase 2 will complete the full capital infrastructure for the remaining segments of the 18-mile corridor: from Dartmouth Avenue to Alameda Avenue (South segment) and 52nd Avenue to 120th Avenue (North segment). This package/phase has an estimated cost of \$170 million. The work includes civil infrastructure improvements and the upgraded BRT stations in both the North and South segments. It also includes reconstruction along Federal Boulevard between Alameda Ave and Louisiana Ave. The CM/GC process will allow the project to align the scope with fully realized funding during the design phase.

Current Delivery Strategy: CM/GC

CDOT is proposing to proceed with procuring a Construction Manager (CM) for pre-construction services, which will include providing input during the final design phase on constructability, value engineering, and packaging/phasing of the Federal Boulevard BRT project.

This approach allows the General Contractor (GC) to be selected based on qualifications at the 30% design level, enabling construction input earlier in the process. This early collaboration is critical for managing the complexities of coordinating along the 18-mile corridor and ensuring the 2030 revenue service goal is met.

Alternative Delivery Transparency and Accountability Approach

As part of CDOT's continued efforts towards improving accountability and transparency related to alternative delivery projects, the following next steps and approximate timing are outlined:

1. Solicit public and industry feedback on the selected CM/GC delivery method. The virtual meeting is currently scheduled for December 17, 2025, from 11:00am to 12:00 pm.
2. Update PDSM based on feedback and respond to industry/public comments. (January 2026)
3. Submit the alternative delivery justification memorandum to the Chief Engineer for signature and approval.
4. Provide CDOT's project delivery recommendation to the Transportation Commission for review and approval. (January 14, 2026)
5. All documents pertaining to delivery method and procurement will be posted on the project website throughout the process (including: Industry Meeting slides, Industry Meeting Q&A, final PDSM, Chief Engineer Memo, and the Request for Qualifications)
6. Request for Qualifications will be posted. (Spring 2026)
7. The project evaluation team will not refuse to shortlist prospective CM/GC contractors to continue to the next solicitation phase based solely on their lack of experience in delivering a project by CM/GC within the State of Colorado.





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8. If a contract is entered into with the selected construction manager, the evaluation scores for each step of the solicitation phase, for all solicitations received and evaluated, will be posted on CDOT's website after award.
9. Follow remaining guidance for transparency and accountability, including maintaining project dashboards throughout the lifecycle of the project on the CDOT website.

Thank you for your interest in this strategic project for CDOT Region 1, we look forward to seeing you at the industry meeting.

