

DEPARTMENT OF TRANSPORTATION
FY 2017-18 JOINT BUDGET COMMITTEE HEARING AGENDA

Thursday, December 1, 2016
10:00 am – 12:00 pm

10:00-10:30 INTRODUCTIONS AND OPENING COMMENTS

10:30-11:00 FUNDING SOURCES

Federal Funds

- 1 Please provide an overview of the federal funding process (e.g. how gas tax is collected, redistributed, etc.).
- 2 What is a donor state? How/why do states become a donor state?
- 3 Over the past 10 years, how much money has Colorado paid to the federal government, and how much did Colorado get back?
- 4 Federal funds often come with restrictions and/or regulations. What would be the cost impact/benefit if those restrictions were removed?

Bonding

- 5 What is the bond schedule for the existing TRANs bonds? How much is left to be paid?
- 6 In the past, the Department has not been supportive of new TRANs bonds. Please state the Department's current position on TRANs bonds.
- 7 If a question was put to the voters for bonded indebtedness, how much would be needed to pay for the projects the department wishes to fund?

State Funds

- 8 Is there an apples-to-apples comparison of state transportation funding, incorporating all sources of funding, not just gas tax? For instance, state funding in Colorado would account for both gas tax revenues and FASTER revenues. Please provide examples.
- 9 Please provide a brief overview of each of the projects expected to receive funding from S.B. 09-228/H.B. 16-1416 funding in FYs 2015-16, 2016-17, and 2017-18.

11:00-11:15 BUSTANG

- 10 Please provide an overview and update of the Bustang program, including ridership, operating schedule, and expansion of the program.
- 11 What is the profit and loss statement for the Bustang? How is the program subsidized? What is the subsidy included in each fare?

11:15-11:40 MARIJUANA IMPAIRED DRIVING PROGRAM

- 12 Please provide an overview of how the effectiveness of the Marijuana Impaired Driving Program is being measured. How do you measure the impact on behavior?
- 13 How many 2015 surveys were mailed out and how many were surveys were returned/received? Were the results of the survey statistically significant? What was the cost to conduct the mail survey?
- 14 Please discuss national research on the impact of public awareness campaigns on highway safety.
- 15 Please provide examples of public awareness campaigns and strategies that have proven to be effective in reducing highway deaths.
- 16 In addition to surveys, what other tools and statistics does the Department use to measure effectiveness?
- 17 What is the media buy for the current campaign? How will an increased media buy increase effectiveness of the campaign?
- 18 How has the Department collaborated with other departments on this campaign?

11:40-12:00 GENERAL QUESTIONS

- 19 Please provide a status update on the Department's bike and trail improvement project. Has the \$100 million committed to the plan been fully spent? Why is the Department spending money on bike trails when the state has outstanding handicap accessibility needs?

- 20 In light of changes to HOV lane policies, which have resulted in fewer commuters being able to use these lanes, has there been an impact to funding that was originally intended for HOV lanes?
- 21 Please provide the Department's policy on lane/road closures. How much priority is placed on keeping traffic flowing in the event of closures?
- 22 Please provide an update on the ski train.
- 23 Please provide an update on I-70 projects, as well as examples of successes the Department has achieved in keeping traffic flowing on I-70.
- 24 What are the rules or regulations CDOT snow plows must follow when using flashing lights? Are snow plows authorized to use flashing lights when they are not conducting plowing operations?

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

- 1 Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.
- 2 If the Department receives federal funds of any type, please respond to the following:
 - a. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.
 - b. Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?
- 3 Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated June 30, 2016 (link below)? What is the department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations?

http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf

- 4 Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign? Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state or federal departments to coordinate the campaigns?
- 5 Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?
- 6 For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate these reversions occurring? How much and in which fund sources do you anticipate the reversion being?
- 7 [Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of "additional litigation costs" such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency's appropriation.]

Please discuss your agency's position on the Department of Law's proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you expect the changes to positively or negatively impact your department? Please explain.

- 8 What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.
- 9 Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?

- 10 Is the SMART Act an effective performance management and improvement tool for your Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?
- 11 Please identify how many rules you have promulgated in the past two years. With respect to these rules, have you done any cost-benefit analysis pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analysis pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.
- 12 What has the department done to decrease red tape and make the department more navigable/easy to access?
- 13 What is the number one customer service complaint the department receives? What is the department doing to address it?



COLORADO
Department of Transportation
Office of the Executive Director

4201 East Arkansas Ave, Suite 262
Denver, CO 80222

Date: November 30, 2016

Joint Budget Committee
Colorado General Assembly
Legislative Services Building, 3rd Floor
Denver, CO 80203

RE: Joint Budget Committee Hearing for the Colorado Department of Transportation (for FY 2017-18)

Dear Members of the Joint Budget Committee:

I am pleased to provide to you this letter which responds to each of the questions you posed to the Colorado Department of Transportation (CDOT) during the Joint Budget Committee (JBC) Staff Briefing held on November 17, 2016. Department staff, Transportation Commission Chairman Gary Reiff, and I will be prepared to discuss each of these points at the December 1st, 2016 Hearing.

FEDERAL FUNDS

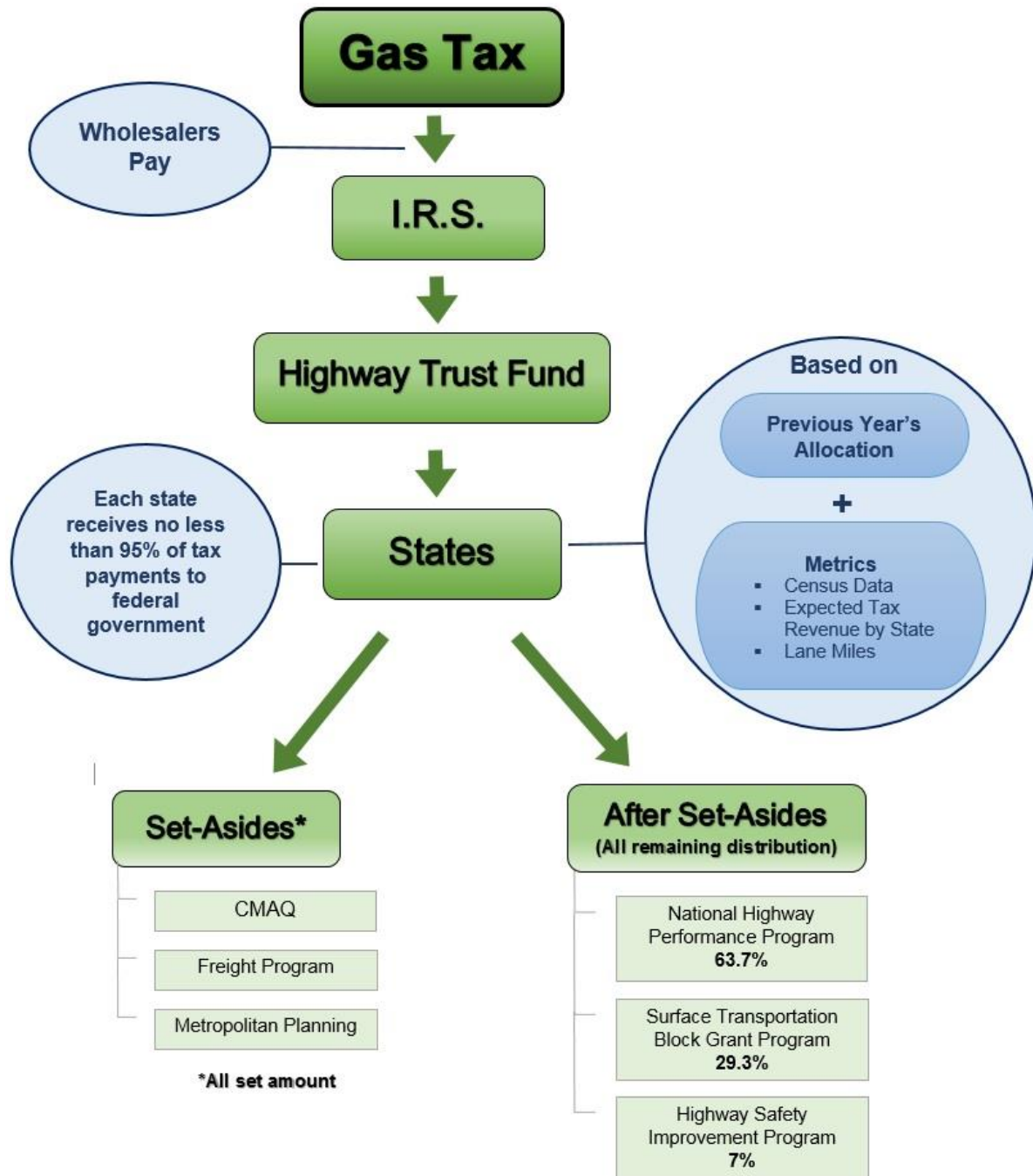
Question 1: Please provide an overview of the federal funding process (e.g. how gas tax is collected, redistributed, etc.).

At the federal level, the majority of gas taxes are collected when fuel is removed from the bulk storage terminals. The companies pay the tax to the Internal Revenue Service (IRS). The states have different rules for the point of taxation as some tax the product “at the rack”, which is upon removal from the bulk terminal, while other states impose the tax at the distributor level, having a series of approved bulk distributors, who hold licenses and file regular (usually monthly) returns where the state and local taxes are paid. The revenue from the collected federal fuel taxes are deposited into the Highway Trust Fund (HTF), which has several accounts. Though the percentages vary depending on the fuel type, the majority (approximately 83 to 87%) is deposited into the Highway Account, to be used on road construction and maintenance. An additional amount (approximately 11 to 15%) goes to the Mass Transit Account, and for many fuels, 0.1 cents per gallon goes to the Leaking Underground Storage Tank Trust Fund.

Distribution to the states is based on allocations from the previous fiscal year (see Figure 1 below). The initial amounts of the FY 2015-16 distribution (the first year of the Fixing America’s Surface Transportation (FAST) Act) were calculated by comparing the total distribution amounts to all states for FY 2014-15, then adjusting the percentage based on the total available funding for FY 2015-16. The initial amounts to each state are then adjusted to ensure that funding to an individual state is not less than 95% of the estimated tax payments paid into the HTF for the most recent fiscal year. Distribution is based on a variety of factors, including expected tax revenue from the state paid to the federal government, census data, and lane miles in a state.

The FAST Act authorizes a total amount of available highway spending per fiscal year starting in FY 2015-16 through the life of the legislation (ending after FY 2020-21). Within this total amount available, specific allocations for some programs, called “set asides”, are mandated to states. These programs include the National Highway Freight Program, the Congestion Mitigation and Air Quality Improvement Program (CMAQ), and the Metropolitan Planning Program. The remainder of the base distribution (called the “apportionment”) to a state is distributed in the following proportions: 63.7% for the National Highway Performance Program (NHPP), 29.3% for the Surface Transportation Block Grant Program, and 7% for the Highway Safety Improvement Program. Once a state can ascertain its available amount to spend in a fiscal year, it can establish programming and budget priorities.

Figure 1: Federal Gas Tax Flow Chart



The Federal Transit Administration (FTA) disperses funding out of the transit account in a different manner. While FHWA relies mostly on set formulas, the FTA has a mix of formula and competitive bid programs, which may create disparities in the amounts received by different states. Formula programs include CMAQ, NHPP, Grants for Rural Areas, and Grants for Buses and Bus Facilities. Competitive bid programs include Capital Investment Grants, Commuter Rail Positive Train Control Grants, and Public Transportation Innovation Grants. Colorado has benefitted greatly from FTA grants, especially during creation of the Colorado A-Line to Denver International Airport.

Question 2: What is a donor state? How/why do states become a donor state?

A donor state is a state that pays more in federal gas taxes than it receives in return from the Federal Highway Administration. All states currently are donee states; they receive more money from the federal government for transportation than it pays in federal gas taxes. Colorado is, historically, a donee state. Because the federal highway system is an interstate system, it is entirely possible that funding for certain portions of the federal system will require states to receive more money than they put into the Highway Trust Fund (HTF). Donor states argue for equality, while donee states argue that federal spending should be based on need. Southern and western states argue for more money based on population growth, while northeastern states argue that their aging transportation systems are in greater need of funding.

HTF revenues are sensitive to the condition of the state economy and can have a significant impact in the pattern of payments to the HTF. Some of the results can seem counterintuitive. For example, a donor state may become a donee state because an economic downturn reduces expenditures on fuel and sales of trucks and heavy tires, such

Figure 2: Historical Donor-Donee Information (FHWA)

STATE	PAYMENTS INTO THE FUND				APPORTIONMENTS AND ALLOCATIONS FROM THE FUND				RATIO OF APPORTIONMENTS AND ALLOCATIONS TO PAYMENTS	
	FISCAL YEAR 2013	PERCENT OF TOTAL	CUMULATED SINCE 7-1-56	PERCENT OF TOTAL	FISCAL YEAR 2013	PERCENT OF TOTAL	CUMULATED SINCE 7-1-56	PERCENT OF TOTAL	FISCAL YEAR 2013	CUMULATED SINCE 7-1-56
Alabama	616,377	1937	16,431,211	1971	757,143	1886	19,058,064	1951	123	116
Alaska	90,616	0.285	2,035,317	0.244	545,005	1357	12,372,185	1267	6.01	6.08
Arizona	631,761	1986	14,718,536	1766	757,951	1888	16,225,162	1661	120	114
Arkansas	405,872	1276	10,867,746	1304	523,310	1303	12,394,370	1269	129	114
California	3,010,709	9.463	84,020,990	10.078	3,810,280	9.490	89,236,343	9.136	127	106
Colorado	493,803	1552	11,531,004	1383	575,125	1432	13,435,779	1376	116	117
Connecticut	298,201	0.937	8,882,235	1065	499,522	1244	15,080,501	1544	168	170
Delaware	80,993	0.255	2,313,509	0.278	168,991	0.421	4,068,973	0.417	2.09	176
Dist. of Col.	19,466	0.061	1030,130	0.124	166,671	0.415	4,826,744	0.494	8.56	4.69
Florida	1,616,857	5.082	41,288,602	4.953	1,886,696	4.699	42,351,474	4.336	117	103
Georgia	1,057,834	3.325	29,444,048	3.532	1,269,819	3.163	29,833,386	3.054	120	101
Hawaii	81,811	0.257	2,126,922	0.255	184,217	0.459	6,113,005	0.626	2.25	2.87
Idaho	185,098	0.582	4,382,951	0.526	295,140	0.735	7,333,341	0.751	159	167
Illinois	1,142,839	3.592	31,749,521	3.808	1,411,285	3.515	35,616,647	3.646	123	112
Indiana	851,501	2.676	22,266,060	2.671	946,649	2.358	21,802,794	2.232	111	0.98
Iowa	438,715	1.379	10,751,844	1.290	474,570	1.182	12,211,956	1.250	108	114
Kansas	345,920	1.087	9,492,048	1.199	379,499	0.945	10,743,435	1.100	110	113
Kentucky	565,482	1.777	14,935,730	1.792	761,035	1.896	16,449,616	1.684	135	110
Louisiana	544,314	1.711	14,772,847	1.772	708,315	1.764	18,314,800	1.928	130	127
Maine	156,978	0.493	4,372,417	0.524	182,074	0.478	5,035,263	0.515	122	114
Maryland	561,980	1.766	14,686,856	1.762	587,152	1.462	18,068,176	1.850	104	123
Massachusetts	532,401	1.673	15,467,797	1.855	620,105	1.545	21,393,848	2.190	116	138
Michigan	920,923	2.895	28,156,119	3.377	1,047,257	2.608	27,933,383	2.860	114	0.99
Minnesota	591,973	1.861	14,092,737	1.690	689,359	1.717	17,200,933	1.761	116	122
Mississippi	430,690	1.354	10,929,877	1.311	487,760	1.215	12,764,008	1.307	113	117
Missouri	767,069	2.411	21,037,973	2.524	945,173	2.354	22,386,096	2.292	123	106
Montana	159,217	0.500	3,911,503	0.469	438,538	1.092	9,919,853	10.16	2.75	2.54
Nebraska	259,329	0.815	6,582,334	0.790	294,043	0.732	7,507,915	0.769	113	114
Nevada	256,840	0.807	5,671,132	0.680	368,898	0.919	7,510,530	0.769	144	132
New Hampshire	131,314	0.413	3,489,314	0.419	168,436	0.420	4,558,787	0.467	128	131
New Jersey	848,476	2.667	23,952,867	2.873	1,164,644	2.901	25,177,659	2.578	137	105
New Mexico	309,542	0.973	7,153,739	0.858	370,524	0.923	9,295,942	0.952	120	130
New York	1,233,252	3.876	36,504,112	4.379	2,011,024	5.009	47,688,267	4.882	163	131
North Carolina	936,598	2.944	24,905,712	2.987	1,130,009	2.815	24,503,547	2.509	121	0.98
North Dakota	187,958	0.591	3,021,013	0.362	268,154	0.668	6,817,760	0.698	143	2.26
Ohio	1,206,182	3.791	33,778,108	4.052	1,313,749	3.272	34,069,255	3.488	109	101
Oklahoma	545,853	1.716	13,856,183	1.662	630,094	1.569	14,215,287	1.455	115	103
Oregon	379,981	1.194	10,469,482	1.256	509,926	1.270	12,898,012	1.320	134	123
Pennsylvania	1,234,834	3.881	34,697,792	4.152	1,635,411	4.073	43,443,567	4.448	132	125
Rhode Island	71,439	0.225	2,310,626	0.277	236,266	0.588	5,799,766	0.594	3.31	2.51
South Carolina	600,695	1.888	14,396,737	1.727	630,952	1.572	14,114,832	1.445	105	0.98
South Dakota	141,963	0.446	3,126,077	0.375	278,923	0.695	6,910,234	0.707	196	2.21
Tennessee	752,436	2.365	19,856,278	2.382	854,427	2.128	20,689,469	2.118	114	104
Texas	3,266,787	10.268	71,306,911	8.553	3,099,376	7.720	67,613,423	6.922	0.95	0.95
Utah	297,597	0.935	6,763,515	0.811	316,655	0.789	8,702,582	0.891	106	129
Vermont	65,328	0.205	1,969,780	0.236	228,538	0.569	4,880,613	0.500	3.50	2.48
Virginia	904,086	2.842	22,747,495	2.729	990,123	2.466	25,364,432	2.597	110	112
Washington	589,424	1.853	15,427,124	1.851	701,560	1.747	20,531,751	2.102	119	133
West Virginia	215,040	0.676	6,121,665	0.734	431,802	1.076	12,364,715	1.266	2.01	2.02
Wisconsin	609,824	1.917	16,002,555	1.920	750,599	1.870	17,575,944	1.799	123	110
Wyoming	171,335	0.539	3,862,478	0.463	265,488	0.661	6,777,097	0.694	155	175
Total	318,15,513	100.000	833,669,469	100.000	39,778,262	99.078	971,698,201	99.480	125	117
American Samoa	-	-	-	-	12,568	0.031	237,688	0.024	-	-
Guam	-	-	-	-	47,325	0.118	540,559	0.055	-	-
N. Marianas	-	-	-	-	261,821	0.652	401,823	0.041	-	-
Puerto Rico	-	-	-	-	5,642	0.014	3,384,422	0.346	-	-
Virgin Islands	-	-	-	-	42,943	0.107	518,026	0.053	-	-
Grand Total	318,15,513	100.000	833,669,469	100.000	40,148,561	100.000	976,780,719	100.000	126	117

that the state is generating fewer transportation tax revenues for the HTF (meanwhile, federal program formulas are set in statute years in advance). Another factor that can influence donor-donee status is shifts in fuel use. Gasoline and diesel fuel have different tax rates and, because of this, shifts in use due to a change in the vehicle mix can influence the amount of revenue produced in a state. Finally, the administrative costs of FHWA are

dependent on HTF revenue, and the needs of programs such as the Federal Lands Highways Program are not evenly distributed among states.

The use of federal General Fund transfers in recent years has propped up the HTF, and has created a situation where the donor-donee battle has been effectively eliminated through most of the FAST Act's authorization. Today, all states are donee states. However, while the HTF is currently exempt from federal sequestration, this condition only lasts through FY 2018-19. Afterwards, depending on federal budget decision-making, the donor-donee issue may reoccur if the HTF is not propped up by General Fund transfers.

Question 3: Over the past 10 years, how much money has Colorado paid to the federal government, and how much did Colorado get back?

The Federal Highway Administration (FHWA) does have an available chart (see Figure 2 above) showing historical data regarding the donor-donee issue. Since 1956, Colorado has received back \$1.17 for every \$1.00 it has sent to Washington, D.C. in federal gas taxes collected for highways. During this time, there have been five states (Michigan, Indiana, North Carolina, South Carolina, and Texas) that have received less than \$1.00 for every \$1.00 sent to the federal government.

Figure 3: Federal Payments and Reimbursements for Colorado, FY 2006-07 to FY 2015-16

Colorado - FY 2006-07 to FY 2015-16 (per Fiscal Year)*	
2007 Apportionment to Colorado	\$ 652,500,000
2007 Federal Motor Fuel Tax Collected	\$ 602,769,000
2008 Apportionment to Colorado	\$ 643,400,000
2008 Federal Motor Fuel Tax Collected	\$ 553,906,000
2009 Apportionment to Colorado	\$ 645,300,000
2009 Federal Motor Fuel Tax Collected	\$ 538,679,000
2010 Apportionment to Colorado	\$ 834,300,000
2010 Federal Motor Fuel Tax Collected	\$ 535,459,000
2011 Apportionment to Colorado	\$ 827,800,000
2011 Federal Motor Fuel Tax Collected	\$ 566,103,000
2012 Apportionment to Colorado	\$ 784,500,000
2012 Federal Motor Fuel Tax Collected	\$ 617,558,088
2013 Apportionment to Colorado	\$ 787,800,000
2013 Federal Motor Fuel Tax Collected	\$ 566,773,000
2014 Apportionment to Colorado	\$ 808,900,000
2014 Federal Motor Fuel Tax Collected	\$ 620,327,000
2015 Apportionment to Colorado	\$ 825,600,000
2015 Federal Motor Fuel Tax Collected	\$ 542,811,808
2016 Apportionment to Colorado	\$ 949,300,000
2016 Federal Motor Fuel Tax Collected	\$ 555,821,228
Total Apportionment	\$ 7,759,400,000
Total Motor Fuel	\$ 5,700,207,124
Donee Percentage	36.12%

*Does not include Permanent Recovery

The department was also able to obtain federal apportionment from and gas taxes paid to the federal government for ten fiscal years beginning in FY 2006-07. During these 10 fiscal years, Colorado received 36.12% more in federal revenue than state taxpayers paid to the federal government (see Figure 3 above). Most of this was to CDOT for use on highways, however a substantial amount was given by the FTA through transit grants to Regional

Transportation District (RTD) and other local agencies. Colorado's donee status is partially due to federal General Fund transfers to the Highway Trust Fund mentioned in the response to Question 2, which have effectively ended the donor-donee issue in the short-term.

Question 4: Federal funds often come with restrictions and/or regulations. What would be the cost impact/benefit if those restrictions were removed?

CDOT has strongly advocated for streamlining where it makes sense, such as new and streamlined Categorical Exclusion for projects within right of way boundaries, time limits on federal agencies review of National Environmental Policy Act (NEPA) documents, combining NEPA and required improvement plan documents to "pre-clear" certain aspects of projects to accelerate construction timelines (PEL), etc. The 2015 Fixing America's Surface Transportation (FAST) Act has taken many steps forward in streamlining the NEPA process: e.g., establishing a 45-day response time for cooperating agencies; reduced duplication of alternatives analysis; accelerated decision making; and adjusted thresholds for Categorical Exclusions for projects with limited federal assistance. Over time, these streamlining efforts should speed project delivery and modestly reduce the costs of project development.

Transportation projects are also subject to other federal regulations outside of the transportation legislation such as the Clean Air Act, The Clean Water Act, Americans with Disabilities Act (ADA), NEPA, the use of Eminent Domain, etc. While not perfect, CDOT will continue to advocate for policies that balance the efficient delivery of transportation improvements with protections of citizens against potentially harmful project impacts.

It is impossible to quantify any potential cost or time savings without knowing what and how regulations might be eased. In general, it is fair to say that CDOT may experience modest cost reductions from further easing of environmental or other regulations for federally-funded transportation projects. Those savings would be available to spend on other projects. It is important to note that most regulatory changes take time and are usually subject to extensive rule-making processes that involve public comment and are susceptible to legal challenge that can delay or stop their implementation.

Bonding

Question 5: What is the bond schedule for the existing TRANs bonds? How much is left to be paid?

In November 1999, the voters of Colorado approved a ballot measure for CDOT to take out up to \$1.5 billion in bonds to fund transportation expansion in Colorado. The bonds were issued in 2000, with repayment beginning in FY 2000-01. Interest rates ranged from 3.69%-3.77%, however, the department was able to refund bonds in 2011 and issue new bonds at an interest rate of 1.42%, allowing the department to save \$3.3 million. Overall, repayment of the bonds over the course of 17 years (with the last payment scheduled to occur in December 2016) will have cost the department \$810.4 million in interest (see Figure 4 below).

Figure 4: TRANs Bond 1 Payment Schedules

Year	Principal	Interest	Total Payment
FY 2000-01	\$ 1,850,000	\$ 31,941,818	\$ 33,791,818
FY 2001-02	\$ 5,070,000	\$ 61,742,891	\$ 66,812,891
FY 2002-03	\$ 10,005,000	\$ 61,135,529	\$ 71,140,529
FY 2003-04	\$ 3,250,000	\$ 61,957,422	\$ 65,207,422
FY 2004-05	\$ 5,870,000	\$ 78,917,098	\$ 84,787,098
FY 2005-06	\$ 92,835,000	\$ 75,155,650	\$ 167,990,650
FY 2006-07	\$ 97,490,000	\$ 70,491,530	\$ 167,981,530
FY 2007-08	\$ 102,475,000	\$ 65,514,075	\$ 167,989,075
FY 2008-09	\$ 107,795,000	\$ 60,197,430	\$ 167,992,430
FY 2009-10	\$ 113,300,000	\$ 54,690,880	\$ 167,990,880
FY 2010-11	\$ 119,385,000	\$ 48,605,278	\$ 167,990,278
FY 2011-12	\$ 125,265,000	\$ 41,400,005	\$ 166,665,005
FY 2012-13	\$ 132,105,000	\$ 35,737,575	\$ 167,842,575
FY 2013-14	\$ 140,545,000	\$ 27,295,475	\$ 167,840,475
FY 2014-15	\$ 146,575,000	\$ 21,266,700	\$ 167,841,700
FY 2015-16	\$ 156,565,000	\$ 11,275,075	\$ 167,840,075
FY 2016-17	\$ 125,765,000	\$ 3,104,125	\$ 128,869,125
Total	\$1,486,145,000	\$810,428,556	\$ 2,296,573,556

Question 6: In the past, the Department has not been supportive of new TRANs bonds. Please state the Department's current position on TRANs bonds.

The Department has supported the idea of bonding when there is a new, reliable funding mechanism as part of the bonding proposal. It will be fiscally difficult for CDOT to pay long-term debt payments for TRANs bonds without a new funding source, as utilizing existing revenue for debt payments would impact the levels of maintenance the department provides on existing infrastructure.

Question 7: If a question was put to the voters for bonded indebtedness, how much would be needed to pay for the projects the department wishes to fund?

Currently, CDOT requires nearly \$1.0 billion per year extra than it currently receives for proper expansion and maintenance of the transportation system to meet the needs of Colorado's growing population (estimated to be 8 million in 2040, from 5.4 million in 2015). Roughly \$230.0 million in additional annual funding (increasing at construction inflation of 3% annually) for the next 10 years is needed simply to maintain the current condition of existing infrastructure, after which more investment will be necessary. The balance of the funding gap is the cost of upgrading, expanding, and offering additional travel choice.

The department's 10-Year Development Program has over \$9.0 billion worth of major projects addressing these needs, as well as significant transit investment needs. This does not include many Asset Management projects the department would hope to fund with proceeds from a potential TRANs bond initiative. The department and its planning partners have also prioritized a \$2.5 billion list of initiatives within the 10-Year Development Plan that is focused on expansion and mobility projects.

CDOT believes that high levels of expansion are necessary, however there must be proper funding to maintain the roads that currently exist. Stagnant funding for maintenance needs, combined with new expansion, could leave the transportation system in worse shape than before. If a TRANs bond initiative for \$3.5 billion, with related revenue transfers to the department to help re-pay the bonds, was approved by the voters, CDOT would use all of the money (judiciously, over the course of years) to expand and maintain Colorado's transportation system. The Transportation Commission (TC) will work with department staff and stakeholders to identify projects that could utilize TRANs bond proceeds quickly and efficiently. However, CDOT must be considerate of expending all

proceeds quickly, as the supply of construction contractors is limited, with prices that may increase in the short-term. This would balance out potential savings due to today's low interest rates.

State Funds

Question 8: Is there an apples-to-apples comparison of state transportation funding, incorporating all sources of funding, not just gas tax? For instance, state funding in Colorado would account for both gas tax revenues and FASTER revenues. Please provide examples.

CDOT relies mainly on gas tax, registration, and FASTER fee revenue through the Highway Users Tax Fund (HUTF) for most of its state revenue. The department did receive a Senate Bill (SB) 09-228 General Fund transfer of \$199.2 million in Fiscal Year (FY) 2015-16, which is allocated toward the upcoming I-70 Central project in Denver. However, nearly 10 years had passed since the department had last received a substantive General Fund transfer, from the SB 97-01 and House Bill (HB) 02-1310 pieces of legislation, which were voided when SB 09-228 was passed. Due to SB 09-228's five-year window, potential General Fund transfers to the department will cease after FY 2019-20. Without General Fund revenue in FY 2015-16, Colorado's total state funding per lane mile drops from \$40,216 to \$31,563 (see Figure 5 below; Note: FASTER revenue in Colorado included in Registration Revenue).

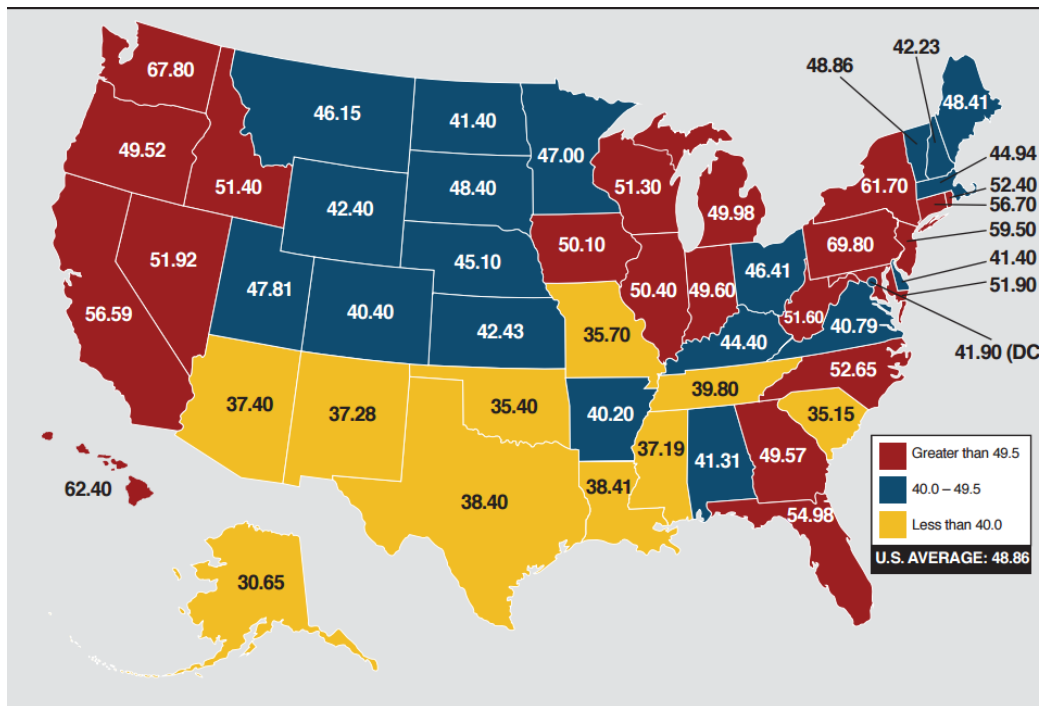
Figure 5: Comparison of State Revenues

State DOT	Fiscal Year	Lane Miles	General Fund (GF) Revenue	GF Revenue per Lane Mile	State Gas Tax Revenue	State Gas Tax Revenue per Lane Mile	Registration Revenue	Registration Revenue per Lane Mile	Other State Funding	Other State Funding per Lane Mile	Total State Funding per Lane Mile
Oregon	2015-16	18,598	\$ 13,913,998	\$ 748	\$ 509,646,731	\$ 27,403	\$ 216,243,716	\$ 11,627	\$ 974,902,559	\$ 52,420	\$ 92,198
Pennsylvania	2014-15	88,383	\$ 285,340,000	\$ 3,228	\$ 3,131,000,000	\$ 35,425	\$ 956,000,000	\$ 10,817	\$ 1,577,504,000	\$ 17,849	\$ 67,319
Texas	2016-17	195,245	\$ 507,300,000	\$ 2,598	\$ 5,159,100,000	\$ 26,424	\$ 2,874,600,000	\$ 14,723	\$ 2,819,400,000	\$ 14,440	\$ 58,185
Utah	2015-16	15,829	\$ -	\$ -	\$ 305,670,000	\$ 19,311	\$ 67,840,000	\$ 4,286	\$ 348,634,300	\$ 22,025	\$ 45,622
Colorado	2015-16	23,021	\$ 199,200,000	\$ 8,653	\$ 306,970,514	\$ 13,334	\$ 317,842,067	\$ 13,807	\$ 101,794,724	\$ 4,422	\$ 40,216
Ohio	2015-16	49,381	\$ -	\$ -	\$ 1,163,000,000	\$ 23,552	\$ -	\$ -	\$ 124,000,000	\$ 2,511	\$ 26,063
Wyoming	2016-17	15,972	\$ 48,723,174	\$ 3,051	\$ 173,300,000	\$ 10,850	\$ 102,489,247	\$ 6,417	\$ 12,427,250	\$ 778	\$ 21,096
New Mexico	2014-15	30,934	\$ -	\$ -	\$ 207,100,000	\$ 6,695	\$ 74,400,000	\$ 2,405	\$ 141,900,000	\$ 4,587	\$ 13,687

SB 09-108, also known as the Funding Advancements for Surface Transportation and Economic Recovery Act of 2009 (FASTER), was signed into law on March 2, 2009. FASTER allowed the State of Colorado to improve roadway safety and repair deteriorating bridges by creating the Road Safety Surcharge (approximately 40% of which is dedicated to county and local governments) and the Bridge Safety Surcharge. These new sources of funding were a supplement to the state gas tax of 22 cents per gallon in Colorado, which has not been raised since 1991 and which decreases in value each year. Indeed, \$1.00 in 1991 was worth \$0.32 when adjust for construction inflation in 2015. FASTER has provided a much-needed funding source for the repair and improvement of hundreds of roadway and bridge projects throughout the state.

Compared to other states, registration fees are slightly higher per lane mile in Colorado. Figure 5 does not take into consideration that some states direct all registration fees to county and local governments (as with Ohio's \$430.0 million in registration fees). Other states, such as Utah, see a large amount of their DOT funding through sales tax revenue (which is due to increase by over \$200.0 million for FY 2016-17). However, CDOT receives no dedicated sales tax revenue, and gas tax revenue in Colorado is much lower than in other states, nominally and per lane mile. Colorado has the 12th lowest gas tax in the United States (see Figure 6 below). An important issue to note: While total state funding per lane mile is currently comparable to medium-sized states, physical conditions in Colorado (the eighth largest state by area and second fastest growing state by population) are much different. Being the most elevated state in the country, mountainous conditions, including snow and ice, wreak havoc on all roads, necessitating greater maintenance spending and repair than roads in states with lower elevations and more temperate climates. Colorado requires more funding to maintain its road conditions to similar levels as other states.

Figure 6: Combined State and Federal Gas Tax per State (Updated November 1, 2016)



Question 9: Please provide a brief overview of each of the projects expected to receive funding from S.B. 09-228/H.B. 16-1416 funding in FYs 2015-16, 2016-17, and 2017-18.

Before the five-year cycle of SB 09-228 transfers started in FY 2015-16, CDOT created a \$2.5 billion list of projects that the department could utilize with the \$1.0-\$1.2 billion in transfers the department might have received for expansion projects. Currently, the department expects to receive only \$347.2 million after the first three years of General Fund transfers. With unreliable funding (see Figure 7 below), it is difficult for the department to plan long-term for projects, and also difficult to receive third-party endorsements for project initiatives that require financing (from rating agencies, as an example). Attempting even the introductory project step of studying environmental impacts is impossible without revenue certainty. In contrast, Utah receives guaranteed payments of approximately \$600.0 million annually through a dedicated state sales tax (in addition to gas tax revenue), and is able to guarantee projects to internal and external stakeholders. CDOT recently updated its \$9.0 billion 10-Year Development Plan, which the department does not have enough funding to enact (<https://www.codot.gov/programs/planning/documents/plans-projects-reports/projects/dev-prgm/draft-2016-development-program-oct-2016.pdf>). Finally, CDOT does not have enough funding to fully partner with local stakeholders, who have many transportation projects available for state financial support (which CDOT cannot provide at this point in time).

Figure 7

Senate Bill (SB) 09-228 Decision Matrix			
	FY 2016-17	FY 2017-18	FY 2018-19
OSP (Governor's Request)	\$ 79,000,000	\$ 79,000,000	N/A
OSP (In Statute/Economic Forecasts)	\$ 158,000,000	\$ 109,300,000	\$ 115,200,000
Legislative Council (In Statute/Economic Forecasts)	\$ 158,000,000	\$ 217,700,000	\$ 114,900,000

Regarding transfers for the first three fiscal years of SB 09-228, it is important to note that the TC has not formally approved the use of General Fund transfers beyond FY 2015-16, however the attached lists (see FY 2015-16, FY

2016-17 and FY 2017-18 below) are up-to-date and in priority order, depending on funding availability. The transit project amounts show current amounts available in statute. Transfer reductions to \$79.0 million in FY 2016-17 and FY 2017-18 will reduce the amount available for these projects.

FY 2015-16 Senate Bill 09-228 Projects

Overarching Projects	Projects Used with Revenue	Amount of SB 09-228 Allocated per Project	Notes
Highways	I-70 Viaduct	\$ 178,280,000	From Brighton Blvd. to Colorado Blvd., move from three lanes to five lanes with two new Express Lanes. The Transportation Commission (TC) has approved use of SB 09-228 money for this \$1.17 billion project. The Central 70 Project is entering the final stages of the environmental study and procurement process. Early next year the Federal Highway Administration is expected to sign the Record of Decision, which concludes the Environmental Impact Statement (EIS). In late October, the fourth draft of the Request for Proposals (RFP) was released to the teams competing for the Project. The Final RFP will be issued in the Spring of 2017 followed by selection of Developer team in the Summer of 2017 and financial and commercial close in the Fall of 2017. Construction will begin in the early part of 2018. In keeping with transparency commitments, CDOT has made all versions of the RFP publicly available on the CDOT website, A fourth round of public meetings on the public-private partnership delivery method is planned for February of 2017. This outreach includes both a public meeting in Elyria/Swansea and a telephone townhall.
Rail	SW Chief	\$ 1,000,000	TIGER Grant Matching Funds to repair track along the SW Chief corridor. Approved by the Transportation Commission in March 2016. Project has begun in Fall 2016, and \$1.0 million expended.
Bustang/Park and Rides -Phase 1 (APPROVED BY TRANSPORTATION COMMISSION (TC))	Program and Construction Management of all Phase 1 Projects	\$ 1,920,000	Use of consultants on a project by project basis.
	Winter Park Express Platform	\$ 1,500,000	Approved by the Transportation Commission (TC) in April 2016; \$1.5 million already expended.
	Six branded over-the-Road Coaches, 30-35 feet	\$ 2,500,000	RFP closes November 3, CDOT expects to complete contracting by early 2017. Two buses are being leased to SUCAP for Durango - Grand Junction route; Four other buses are being leased to a contractor for use on existing third-party routes from: Lamar to Pueblo, Gunnison to Denver, and Alamosa to Pueblo. Maintenance costs covered by other party and all routes scheduled for 2018.
	I-25 Managed Lanes Project: Kendall Parkway replacement/expansion of existing Loveland park-and-ride at US 34 / I-25	\$ 5,000,000	I-25 Managed Lanes Project from Loveland to Fort Collins/TIGER VIII - The current Loveland Park and Ride at I-25/US 34 utilized by Bustang is at/over capacity and has significant bus access/operation issues, and a replacement is needed. In partnership with Region 4, the I-25 Managed Lanes project includes a new Park and Ride at Kendall Parkway, including bus slip ramps and vertical connection. The Kendall Parkway Park and Ride will replace the current Loveland Park and Ride. If the I-25 Managed Lanes project does not happen, the \$5.0 million commitment will be re-evaluated. This project approved by the TC in April 2016.
	Woodmen Road park-and-ride replacement / expansion in Colorado Springs	\$ 3,000,000	Woodmen Road Park and Ride is the primary Bustang stop in Colorado Springs, and is at capacity. In partnership with Region 2, we are evaluating sites for an expanded Park and Ride. The existing site would be sold with the proceeds being applied to the new location.
	Lawson / Telluride / San Miguel County park-and-ride	\$ 1,500,000	This will be a new Park and Ride in San Miguel County along State Highway 145, outside Telluride. It will serve as a regional Park and Ride for the existing Road Runner interregional bus service between Durango and Grand Junction; and a key route in the Rural Regional network. The land for the project is owned by San Miguel County.
	Frisco Transit Center Expansion	\$ 2,500,000	Summit County and the Town of Frisco are expanding the multimodal transit hub, which includes Bustang. The SB 09-228 funds will be utilized in the expansion to add parking and better bus access.
	Rifle Park & Ride Relocation	\$ 2,000,000	The current Rifle Park and Ride is located near the downtown, a considerable distance from I-70. The relocation will be close to I-70 and therefore improve access for the current RFTA operations, and Bustang for the planned extension to Grand Junction.

FY 2016-17 Senate Bill 09-228 Projects

Overarching Projects	Projects Used with Revenue	Amount of SB 09-228 Allocated per Project	Notes
Highways	I-25 North for TIGER Grant	\$ 71,100,000	Expand highway from two to three lanes for 14 miles from Fort Collins to Loveland in partnership with local partners and federal government. Project commitment by TC, however specific use of SB 09-228 money not yet approved by TC. No other source of funds for project this big with current revenues. Total project cost for I-25 is currently slated to be \$247.4 million, although this number and budget allocations are subject to change based on Transportation Commission recommendations. Currently, CDOT has plans for \$15.0 million to come from the TIGER grant, \$25.0 million from local contributions, \$10.4 million from CDOT's RAMP program, \$7.0 million from existing program allocations (Transit and RoadX), \$142.2 million from SB 09-228 funds for the next two years (FY17 and FY18). The Transportation Commission has yet to decide how to fund the remaining \$47.8 million of project costs during the next four fiscal years (the likely length of the project). This may include TC flexible allocations.
Bustang/Park and Rides -Phase 2 (NOT APPROVED BY TC)	Program and Construction Management of all Phase 2 Projects	\$ 1,500,000	Use of consultants on a project by project basis.
	Up to ten branded over-the-road Coaches for the Rural Regional System	\$ 4,000,000	CDOT will negotiate with existing private party routes and regional transit agencies to lease buses for new and existing routes. Possible routes include: Steamboat Springs to Frisco, Fort Morgan to Greeley, Greeley to Fort Collins, Gunnison to Montrose, Dove Creek to Durango, Limon to Colorado Springs, Craig to Rifle to Grand Junction, Pagosa Springs to Durango, Montrose to Grand Junction: Fort Collins to Boulder (Trans Fort/FLEX); Trinidad to Pueblo (South Central COG); Craig to Steamboat (Steamboat Transit); Leadville to Vail (ECO Transit); Leadville to Frisco (Summit Stage); Rifle to Glenwood Springs (RFTA).
	Outer Loop Park and Rides: 1) Idaho Springs / Clear Creek County; 2) Castle Rock / Douglas County; and 3) Frederick, Firestone, Dacono, Erie, Longmont / Weld County	\$ 10,000,000	Would require inclusion/new stops in the Bustang service. These are communities that do not have local fixed route service to provide the first/last mile as an access option, and thus were excluded from the initial Bustang service plan. At the October T&I and November TC meeting staff was asked to explore the possible opportunities to cost share new Park and Ride facilities with these communities. CDOT has worked with Regions 1 and 4, and interest exists in all of these communities, but CDOT is not yet at a point to commit or assign cost estimates.

FY 2017-18 Senate Bill 09-228 Projects

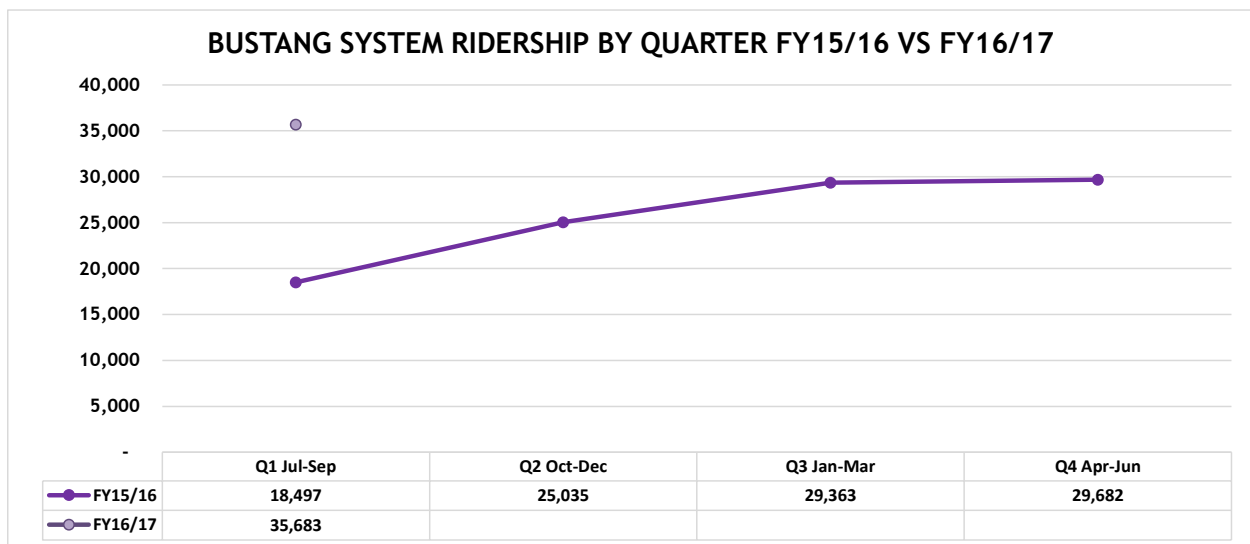
Overarching Projects	Projects Used with Revenue	Amount of SB 09-228 Allocated per Project	Notes
Highways	I-25 North for TIGER Grant	71,100,000	See above
Bustang/Park and Rides -Phase 3 (NOT APPROVED BY TC)	Pueblo Park and Ride for Bustang service extension	\$ 4,000,000	New Park and Ride for Bustang planned extension to Pueblo.
	Brush Creek Park and Ride Expansion	\$ 2,000,000	RFTA VelociRFTA BRT Park and Ride is over capacity.
	Glenwood Springs Maintenance Facility to include Bustang, USFS Shuttle, RFTA	\$ 3,000,000	Facility expansion to include Bustang overnight storage, and Park and Ride for the Hanging Lake Shuttle.
	Harmony Road Park and Ride Expansion	\$ 2,500,000	Primary Fort Collins Park and Ride is nearing capacity.
	Tejon Park and Ride Expansion	\$ 2,000,000	South Colorado Springs Bustang Stop.
	Monument Park and Ride Access Improvements	\$ 4,000,000	Would improve Bustang travel time by 10 minutes in each direction.

Bustang

Question 10: Please provide an overview and update of the Bustang program, including ridership, operating schedule, and expansion of the program.

Bustang was launched in July 2015 with the goal of helping Colorado to provide the most effective multi-modal transportation network. Together with carpooling and vanpooling, Bustang maximizes the ability of current resources (lanes, asphalt, etc.) to deliver the most capacity to the most people of all ages and abilities. Bustang connects the state's six largest local transit agencies and connects to RTD services at Denver-Union Station, providing all Bustang passengers with access to the RTD A-Line and Denver International Airport. Bustang also compliments the service schedules of Greyhound and other private operators. Bustang's interregional connections go beyond the extents of local transit system boundaries and "in-district" funding limitations. Bustang is oriented to serve commuters along the north and south I-25 corridors, and to provide both commuter and essential services linkages along the I-70 corridor. With hundreds of thousands of commuters along the I-25 and I-70 corridors each day and limited transit options, there is an outsized demand for transit services that Bustang helps to fill.

Figure 8



Bustang currently has three routes:

- **West Route:** Glenwood Springs-Denver, roundtrip twice each day (the second trip on the route begins and ends at Vail and commenced in September).
- **North Route:** Fort Collins-Denver, roundtrip six times on weekdays (and a seventh trip on Fridays, plus one Sunday trip from Denver to Fort Collins).
- **South Route:** Colorado Springs-Denver, roundtrip seven times on weekdays.

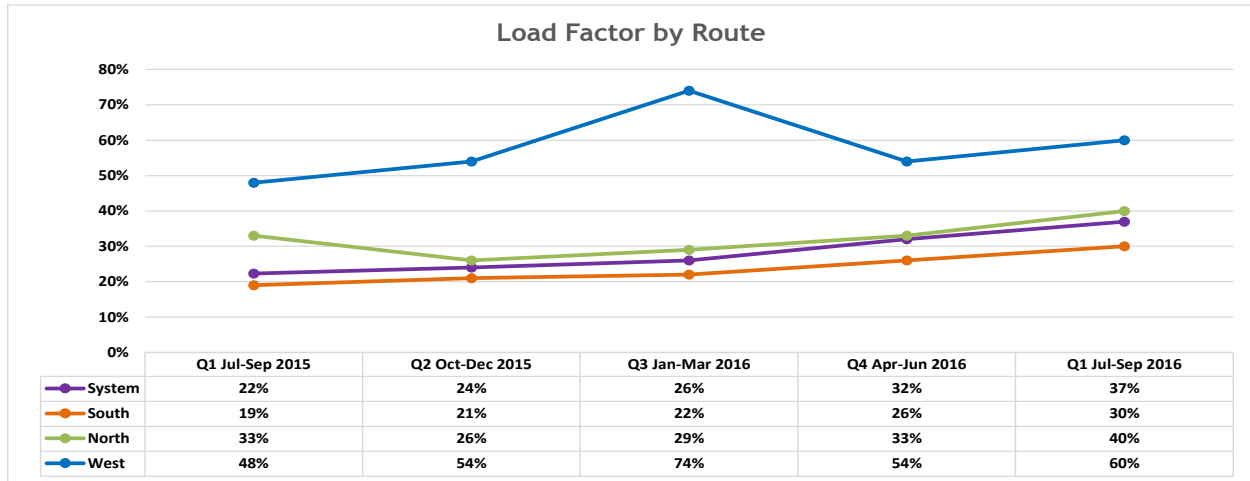
Beyond the new Vail-Denver route, there is no more expansion planned during FY 2016-17. In FY 2017-18, CDOT hopes to add one additional weekday round trip to the North Route (Fort Collins to Denver-Union Station), and possibly the extension of one or two round trips on the South Route to Pueblo. All routes and schedules can be found here: <http://www.ridebustang.com/routes>

Bustang is funded with state FASTER Transit funds. The service's ability to expand is capped by policy: expansion only through increased fare revenues. CDOT does not currently have any plans to expand Bustang beyond the additional round-trips and route-extensions mentioned above. However, the department is pursuing a branding and marketing effort on rural intercity bus routes, which use federally allocated and mandated funds. The branding effort is called "Bustang Outrider." The intent is to increase awareness of the connections throughout the bus system network. Additionally, CDOT will be pursuing activities and technologies that improve the ability to "inter-ticket" among different bus services, creating the ability for passengers to make seamless trips across the state.

Bustang ridership has nearly doubled this fiscal year, compared to the same period last year (see Figure 8 above). With the addition of new Park-and-Rides along the I-25 and I-70 corridors that provide capacity to Colorado travelers, including car-poolers and those utilizing private businesses such as airport shuttles, the department expects Bustang’s ridership to increase further in the coming year.

Figure 9 below breaks down ridership trends (i.e. “Load Factor”) by route.

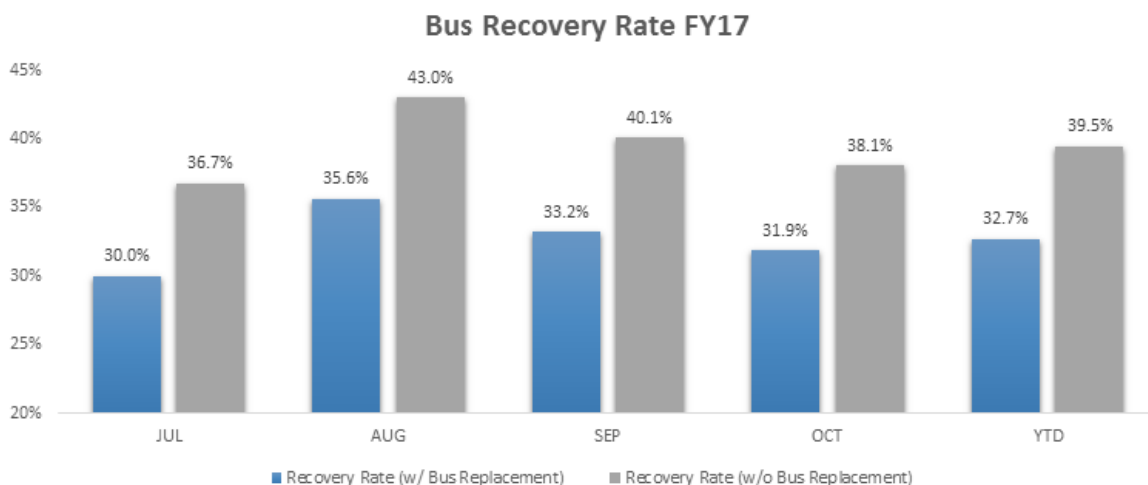
Figure 9



11. What is the profit and loss statement for Bustang? How is the program subsidized?

Like most highways and other department services, Bustang’s services are not-for-profit. The service was required by the TC to meet a minimum 20% fare box recovery goal (fares divided by operating costs), at least consistent with other transit services, including RTD. It has exceeded 20% since it opened, and finished first quarter FY 2016-17 (1Q17) at 39.5% fare recovery (not including the cost of bus replacement), with many months/routes above 40%. Including bus replacement costs, Bustang finished 1Q17 at 32.7% fare recovery (see Figure 10 below). Bustang’s operating costs are fixed at \$3.0 million per year, with the possible growth of services based only on the success of its fare revenue collection. In fact, increasing fare collections have allowed the second run to/from Vail on the West Route. Bustang has the same incentive structure as a private business to be as efficient and customer-responsive as possible.

Figure 10



The fare structure can be found on the Bustang website (<http://www.ridebustang.com/fares-and-tickets>). The “subsidy” granted to passengers is not explicitly included in each fare/ticket. The operating costs are fixed, and the subsidy is the portion of the operating cost that is not covered by total fares. Therefore, an increase of ridership on Bustang (and an increase in the Farebox Recovery Ratio) will decrease the subsidy granted for the entire program. The subsidy and fare recovery measures do not include the positive externalities of cars being left off of highways, gas and parking savings for consumers, and time spent on more productive activities for riders.

Marijuana Impaired Driving Program

Question 12: Please provide an overview of how the effectiveness of the Marijuana Impaired Driving Program is being measured. How do you measure the impact on behavior?

CDOT’s Marijuana Impaired Driving Campaign has resulted in significant awareness of the legal consequences of driving under the influence of marijuana. The “Drive High, Get a DUI” slogan had a general audience awareness of 37% in CDOT’s last phone survey. Awareness among marijuana users is much higher; CDOT’s 2015 mail survey revealed that 91% of users are now aware of the law. The campaign is moving beyond awareness to effect behavior change that will inform, educate and motivate people not to drive high. This will be measured by the results of CDOT’s annual mail survey of 900 drivers, of which 16% report being marijuana users. The survey asks questions about behaviors and attitudes on a variety of traffic safety issues. It is also important for the public at large to know that state government is addressing this issue.

In addition to surveys, CDOT also uses data on DUI arrests from the Colorado State Patrol (CSP) as well as fatality data involving marijuana impaired drivers to measure effectiveness.

Question 13: How many 2015 surveys were mailed out and how many were surveys were returned/received? Were the results of the survey statistically significant? What was the cost to conduct the mail survey?

In 2015, 3,600 surveys were mailed, 145 were undeliverable due to vacant housing or an invalid address. Of the 3,455 surveys delivered, 785 were completed via mail and 44 were completed online for a total of 829 completed surveys, a response rate of 24%.

In 2016 the department mailed out 3,600 surveys stratified by counties to cover all areas of Colorado. Following best practices, the department had three contacts, a pre-notification postcard, a survey package and a reminder survey package (all mailed first class). The survey packages included a postage-paid business-reply envelope for returning the completed survey to CDOT’s data entry facility. The cover letter included instructions for accessing an online version of the survey, if the respondent preferred to complete the survey online.

The total cost for conducting the November 2015 survey (purchasing an address sample, printing and mailing all components, and completing data entry) was \$10,671.54 (for 3,600 mailed and 829 completed surveys). As a comparison, data collection for CDOT’s April 2016 pre-campaign telephone survey cost \$12,800 for 550 responses, and the department asked fewer questions than it does in the mail survey. The total cost for all aspects of the survey project (implementing the mail survey, programming the online survey, data entry, data cleaning, analysis and report writing) was \$22,956.54

The survey covered attitudes, beliefs, and behaviors regarding seat belt use, distracted driving, speeding and impaired driving (alcohol and drugs). An advantage of mail surveys is that they do not have an interviewer bias. We do not have to be as concerned with “social desirability” - a person is less likely to be honest about things like drinking and driving or not wearing a seat belt when asked by a live person.

Comparing results from 2014 and 2015, some were significant. The difference between the two groups would have to be greater than approximately $\pm 4.7\%$ to be considered statistically different. Here is an example (complete report attached):

Ever Used Substance or Drove After Using by Survey Iteration

Out of the past 30 days, on about how many days did you do the following?	2015 November	2014 November
Drank alcoholic beverages	60%	53%
Consumed marijuana	16%	12%
Used prescription medications that might impair your driving	11%	10%
Drove a motor vehicle within 2 hours after drinking alcoholic beverages	29%	28%
Drove a motor vehicle within 2 hours after consuming marijuana	9%	7%
Drove a motor vehicle within 2 hours after using prescription medications that might impair your driving	7%	7%

Shaded cells indicate that the difference between categories is statistically significant.

Question 14: Please discuss national research on the impact of public awareness campaigns on highway safety.

A public awareness campaign on impaired driving that uses mass media is a ‘3-star rated’ NHTSA countermeasure that works to improve traffic safety. The following information is pulled from the seventh edition of that report (2013).

Mass media campaigns are an essential part of many deterrence and prevention countermeasures that depend on public knowledge to be effective. Tactics typically include intensive communications and outreach activities using radio, television, print, and other mass media, both paid and/or earned (earned media is unpaid publicity about a campaign such as a news story). Mass media campaigns are a standard part of every state’s efforts to reduce alcohol or drug impaired driving. Some campaigns publicize a deterrence or prevention measure while others promote specific behaviors such as the use of designated drivers.

Elder et al. (2004) studied traffic safety campaigns with a focus on drugs and/or alcohol. They found that effective campaigns were carefully planned, well-funded, well-executed, achieved high levels of audience exposure, had high-quality messages that were pre-tested for effectiveness, and were conducted in conjunction with other impaired-driving activities. These campaigns were associated with a 13% reduction in alcohol-related crashes.

Levy, Compton, and Dienstfrey (2004) documented the costs and media strategy of a high-quality national media campaign and its effects on driver knowledge and awareness. High-quality and effective mass media campaigns are expensive. Funds are needed for market research, design, pre-testing, and production. Paid advertising expenses depend on the media chosen and the media markets needed to reach the target audience.

To be successful, mass media campaigns must communicate information not previously known, be **long-term**, and have substantial funding (Williams, 2007). Poor-quality or stand-alone campaigns that are not tied to program activities are unlikely to be effective. Similarly, although public service announcements are a relatively inexpensive way to deliver messages about impaired driving, they are likely to be aired infrequently, reach small audiences, miss the target audience and have little or no effect.

Finally, mass media campaigns should be planned as part of an overall communications and outreach strategy that supports specific impaired driving activities, such as enforcement. CDOT’s campaign does include mass awareness of 12 high-visibility DUI enforcement periods as part of the First Time Drunk Driver initiative.

There has been no comprehensive review of Zero Death campaigns nationwide. Such campaigns typically have a small or non-existent media buy so evaluation is difficult.

Question 15: Please provide examples of public awareness campaigns and strategies that have proven to be effective in reducing highway deaths.

Please see examples in Question 14 above. Here is more background: According to a review of traffic safety campaigns over the last 25 years by the Center for Transportation Research and Education at Iowa State University, mass media campaigns by themselves usually do not alter behavior though they can “introduce broad health promotion concepts and accurate information on safe traffic measures and, in conjunction with other program elements, may be able to achieve lasting attitudinal and behavioral change.” Therefore, the CDOT campaign is designed to dovetail with enforcement efforts and other tactics beyond mass media. Such a comprehensive approach is necessary for both behavior and attitudinal change.

According to the Center, some of the most successful traffic safety programs over the last 30 years have been to educate the public about the dangers of drinking and driving and the benefits of wearing a seat belt. DUI related crashes and DUI arrests have plummeted since the 1980’s because of comprehensive, well-funded “Don’t Drink and Drive” campaigns nationwide. Similarly, seat belt use has increased from below 50% in the 1980’s to over 80-90% today - even in states like Colorado with weak seat belt laws (Colorado’s usage rate is 84%).

CDOT utilizes the elements proven to be most successful in traffic safety campaigns. These include:

- Use of multiple media (television, radio, print, on-line channels, and so on).
- Combining mass media with community, small group, and individual activities, supported by an existing community structure (this involves a “systems approach” to campaigns).
- Targeting the audience most at risk.
- Repeating a single message to increase effectiveness.

Lastly, it is important to recognize that public awareness campaigns are central to any behavioral change that improves road safety. 93% of crashes are caused by a driver’s bad choices, such as drinking and driving or speeding. Therefore, raising awareness on a broad scale through large public information campaigns is paramount and helpful in changing social norms and saving lives.

Question 16: In addition to surveys, what other tools and statistics does the Department use to measure effectiveness?

CDOT will also measure efforts by analyzing data on DUI filings and crash data regarding impaired driving.

Regarding the Zero Deaths initiative, CDOT is working on the implementation of the Strategic Highway Safety Plan, which involves reconvening the emphasis area (EA) teams. These teams are made up of subject matter experts from various agencies and organizations who all play a role in improving safety and reducing fatal crashes. Each EA team has identified action steps with performance measures that will be tracked and reported annually.

Question 17: What is the media buy for the current campaign? How will an increased media buy increase effectiveness of the campaign?

The current media buy for the campaign is \$255,000, with a total budget of \$450,000. A larger media buy adds efficiency to the campaign. More specifically, if considerable funds are invested in the creation of the ads it is important that the media buy is large enough for significant exposure. As noted in the answer to Question 14, it is imperative that campaigns be well-funded in order to be effective. Moreover, CDOT is the primary entity in Colorado educating road users about the dangers of driving high. Given that one-third of fatalities in Colorado are related to impaired driving (drugs and/or alcohol), a budget of \$1.5 million is entirely reasonable and falls into line with amounts spent on other traffic safety campaigns. It should also be noted that marijuana legalization is new to Colorado and the nation. The effect on traffic safety is not well understood and prudence requires that the state works to get ahead of subsequent traffic safety impacts. State and federal drinking-and-driving campaigns took decades to become fully effective.

Question 18: How has the Department collaborated with other departments on this campaign?

CDOT currently works with the Department of Public Safety, CDPHE, DOR, and law enforcement agencies to identify and improve on data collection around marijuana and alcohol. CDOT is working through the State Traffic Records Advisory Committee (STRAC) to modify the new crash form which will include improved data collection, particularly with marijuana. CDOT collects toxicology data on fatal crashes from the county coroners which is then used to study alcohol and drugs involved in fatal crashes. CDOT also works with the National Highway Traffic Safety Administration (NHTSA) to maintain the Fatality Analysis Reporting System (FARS) database, which is used nationally to track trends in fatal crashes and to identify areas for improved safety. In addition:

- CDOT attends and participates in monthly meetings of the Marijuana Education Oversight Committee at CDPHE.
- CDOT attends and participates in regular meetings of Governor's Marijuana Advisory Board.
- CDOT attends and participates in the Marijuana Working Group. This group is comprised of leader in Colorado Law Enforcement and Law Enforcement Training.
- CDOT attends monthly meetings and holds a leadership role on the Colorado Task Force on Drunk and Impaired Driving, which has representation from the marijuana industry.
- CDOT is in regular contact with the Policy and Communication Unit Supervisor and the Marketing and Communications Strategist at CDPHE regarding their marijuana outreach efforts and emerging information on marijuana legalization in Colorado. CDOT and CDPHE work closely to coordinate messages.
- CDOT receives monthly data from the Colorado State Patrol on DUI arrests related to marijuana.
- CDOT manages the Drug Recognition Expert (DRE) Program. DREs are Colorado Law Enforcement that receive specialized training to detect subject that are impaired by drugs other than alcohol.

General Questions

Question 19: Please provide a status update on the Department's bike and trail improvement project. Has the \$100 million committed to the plan been fully spent? Why is the Department spending money on bike trails when the state has outstanding handicap accessibility needs?

The \$100.0 million for bike and trail improvements announced last year covered a four-year commitment, therefore the funds have not been fully spent. Funding for the effort comes from three categories: 1) \$30.0 million of the funds come from Great Outdoors Colorado (GOCO); 2) \$60.0 million is from federal transportation programs that pass through CDOT to local governments, who prioritize and select the projects; and 3) CDOT's contribution of \$10.0 million over four years funds the Safe Routes to Schools (SRTS) program, which provides grants to local stakeholders to build safer methods for children to walk or bicycle to school. Pedestrian and bicycle programs positively impact ADA compliance, as they provide improved access methods, such as sidewalks, for those with disabilities. It is important to note that for FY 2017-18, CDOT has a \$10.5 million line item in its Proposed Annual Budget dedicated solely to ADA compliance.

Question 20: In light of changes to HOV lane policies, which have resulted in fewer commuters being able to use these lanes, has there been an impact to funding that was originally intended for HOV lanes?

No federal revenues are at risk due to a change in policy for some highways to HOV 3+. In 1991, Colorado received \$127.0 million to create HOV lanes on I-25 that were also used by buses. In 2004, CDOT received \$2.8 million in federal funds to convert the HOV lanes to High Occupancy Toll (HOT) lanes, occurring in 2006. The department needed to guarantee certain levels of service for RTD buses or return the money. The money was not contingent on a specific HOV occupancy, and there are currently no dedicated federal funds for HOT lanes. Federal statute 23 U.S.C. 166 (a) states: "A public authority that has jurisdiction over the operation of an HOV facility has authority to establish the occupancy requirements of vehicles operating on the facility except that the minimum number of occupants required to use an HOV lane is "no fewer than two"." In February 2013, the Colorado Department of Transportation (CDOT) TC passed a resolution that all CDOT High Occupancy Vehicle (HOV) Tolloed Express Lanes would change from HOV 2+ to HOV 3+ no later than Jan. 1, 2017, as the lanes must continue to perform at the same level, providing a benefit to both HOV and toll users. HOV 3+ equals a driver and at least two passengers. The Denver Regional Council of Governments (DRCOG) also approved this change on US 36 and I-25, the two corridors with HOV Tolloed Express Lanes in operation or development. There is no internal research that suggests fewer vehicles will utilize the Tolloed Express Lanes after a change in policy to HOV 3+, however CDOT will

be monitoring and assessing HOV use to identify associated changes from this policy. HOV 3+ continues to allow choice on roadways and allows consumers to ride in Tolled Express Lanes for free, if they meet requirements. Travel time reliability is an important factor on all Tolled Express Lanes and is important to the federal government, which would not allow HOV 3+ to compromise federal highway standards.

The new HOV Tolled Express Lanes on I-25 north of US 36 did not have sufficient state funding, therefore funding was financed, in part, by user-fee backed loans. The toll revenue generated by the paying users of those lanes is used to pay debt service on these loans, and to operate and maintain the Express Lanes and toll equipment. All vehicles that use the Express Lanes have a cost impact, both on maintenance of the lanes and the direct costs associated with processing each vehicle at a toll gantry. While toll-paying vehicles generate revenue to help offset these costs, free vehicles, such as HOV vehicles, create a net per-vehicle revenue loss. This net per-vehicle loss reduces the revenues available to repay the loans. The toll and revenue projections for these projects relied on TC and DRCOG resolutions and the assumption that only HOV 3+ vehicles could travel for free in the Express Lanes beginning on January 1, 2017. Any postponement of HOV 3+ would negatively impact the ability to repay the loans for these Tolled Express Lanes and would increase department expenditures by up to \$9.7 million per fiscal year.

Rating Agencies such as Fitch and Standard & Poor's severely discount credits with HOV 2+ free vehicle policies on Tolled Express Lanes (i.e. "managed lanes" or "ML"). Fitch Ratings states: "One of the most important factors assessed under ML characteristics component is the high occupancy vehicle (HOV) policy and other policies governing free access to MLs. Different approaches to access policies make careful comparison essential. The nature of free access policies for HOVs and transit vehicles have a direct impact on tolled capture rates and revenue generation on MLs. In most cases, free access policies for HOVs with two or more passengers (HOV 2+) will prove problematic over time as non-tolled vehicles crowd out paying drivers. In Fitch's view, the exclusion of HOV 2+ from free access is generally a minimum requirement for an ML facility in order for it to have adequate revenue generation capability."

Question 21: Please provide the Department's policy on lane/road closures. How much priority is placed on keeping traffic flowing in the event of closures?

CDOT employs lane closure strategies specific to each region and corridors throughout Colorado. In order to remain flexible to each corridor's unique stakeholders, needs, and traffic conditions, there is no one policy that governs construction lane closures. Each region's strategy encompasses the impacts closures may have on a corridor and the communities it serves. While CDOT does not have a construction lane closure policy, construction projects are required to follow the requirements set forth in regional strategies. Those closure strategies can be found at this link: <https://www.codot.gov/library/traffic/lane-close-work-zone-safety/lane-closure-strategies>

They are also featured nationally on FHWA's resource page for operational work zone strategies: http://www.ops.fhwa.dot.gov/wz/traffic_mgmt/lane_closure_pol.htm

In addition to lane closure analysis for construction, CDOT has a strategic methodology for assessing full highway closures for projects. Department staff considers full closure opportunities on a case-by-case basis, applying engineering judgment and various factors to weigh the decision. In some cases, a shorter-term full closure may be less impactful than prolonged partial lane closures. This analysis provides a uniform decision process that department staff can use to efficiently and effectively evaluate and approve full closures.

For incident-caused lane closures, CDOT has developed performance measures for clearing incidents and opening lanes. Multiple measure points are currently being gathered from first responders and dispatch centers, documented, tracked, and analyzed for further traffic incident response and procedures improvement.

Question 22: Please provide an update on the ski train.

The original Ski Train ceased service at the apex of the financial crisis of 2008-2009. Several other private entities attempted to revive the service earlier, but ran into barriers of insurance and liability. Amtrak, as the operator of the service, has the institutional capabilities to address insurance and liability concerns, while also benefiting from operating in a better economy. The "Winter Park Express" as it is now called, is a collaborative partnership of the City of Denver (with concessionaire/operator Winter Park Resorts), the Union Pacific Railroad, the Town of Winter Park, and the Colorado Rail Passenger Association. This partnership minimizes public investment, while maximizing

public benefit. With a new concrete passenger platform nearly complete, the weekend service is planned to open Saturday, January 7th, 2017. Tickets are already on-sale; see Amtrak's website at: <https://www.amtrak.com/winterparkexpress>

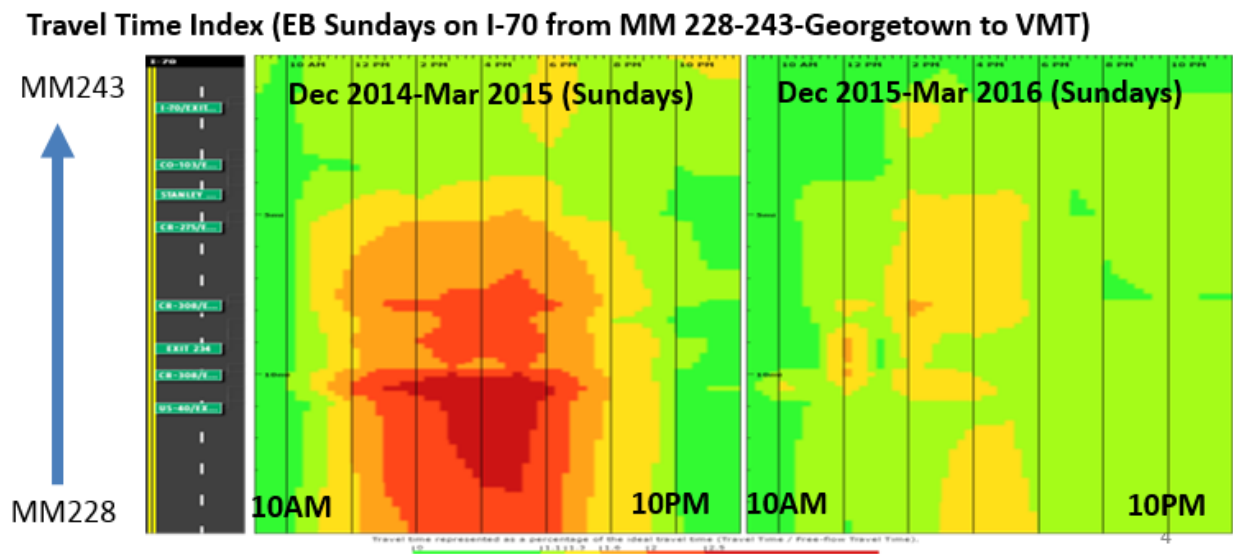
Question 23: Please provide an update on I-70 projects, as well as examples of successes the Department has achieved in keeping traffic flowing on I-70.

Besides the Denver-area I-70 Viaduct project (see summary in Question 9 above), CDOT is undertaking numerous efforts to improve congestion along the entire I-70 corridor.

East-Bound Mountain Express Lane (MEXL): The Mountain Express Lane Project (MEXL) project runs 13 miles along eastbound I-70 from Empire through the Veterans Memorial Tunnels in Idaho Springs and was successfully delivered through a combination of innovative solutions. First, the MEXL project upgraded CDOT's existing right-of-way in order to create a wide shoulder that operates as a third tolled travel lane that opened for traffic in December 2015. This third lane, known as the Express Lane, is only open during peak travel times, such as weekends and holidays, for a total of 73 days per year (increasing to 100 for calendar year 2016). When the Express Lane is not open for tolling, roadway signage indicates it is closed and can only be used as a shoulder for emergency purposes.

In order to help manage congestion and provide a more reliable travel time through this section of the corridor, the toll rates for the lane are dynamically priced to keep traffic moving. Prices will decrease when CDOT wants to encourage drivers to use the lane, and increase as the lane reaches capacity. This has helped drivers realize more reliable times in both the Express Lane and the general purpose lanes (see Figure 11 below). Throughout the 2016 winter season, peak hour travel speeds stayed above 45 mph in the Express Lane and above 35 mph in the general purpose lanes, which translated to 18% improvement in travel speeds from the prior year. Travel times along this corridor have been reduced by 26-52% on busy weekends, such as Martin Luther King, Jr. Day Weekend. Similarly, in a comparison of the heaviest traffic day in 2015 (prior to the MEXL opening) and 2016 (when the MEXL was open for use), respectively, travel times in that section of I-70 improved by 21 minutes for all drivers. In addition to improving travel times, the MEXL lane has also helped to alleviate congestion on the local frontage road.

Figure 11: Travel Time Index on I-70 East from Mile Marker (MM) 228 to 243



In addition to creatively leveraging existing right-of-way, CDOT was able to access innovative financing methods through its partnership with the High Performance Transportation Enterprise (HPTE). As a TABOR Enterprise, the HPTE has legal and operational flexibility that CDOT does not. This includes the ability to fund projects through debt financing that leverages future revenue, such as user-fees, which are dedicated to the project. HPTE was able to use this financing tool to quickly fill an existing funding gap and ensure the delivery of the MEXL project.

The I-70 Mountain Express Lane (MEXL) project is successful example of how the partnership between HPTE and CDOT has maximized existing capacity in the I-70 mountain corridor.

In recognition for its contribution to improving travel safety, reducing congestion, and providing more mobility options, in July 2016 the I-70 Mountain Express Lane project received a national award from The Western Association of State Highway and Transportation Officials (WASHTO) for excellence in innovation for a medium size project (between \$26.0 and \$199.0 million).

West-Bound Project Implementation Planning: The project leadership team has met twice to review alternatives for a westbound capacity improvement project from Floyd Hill to Empire. Operational adjustments west of Empire are also under consideration during this exercise. The corridor has been divided into four segments: 1) Floyd Hill to Veterans Memorial Tunnel; 2) Veterans Memorial Tunnel to the west limit of Idaho Springs; 3) Idaho Springs to Empire; and 4) Empire to the Eisenhower-Johnson Memorial Tunnel (EJMT). Experts from the consulting and contracting industry are serving on the technical team for this study in order to focus on innovative solutions and construction feasibility. The goal is to develop a technically sound and politically palatable set of alternatives in accordance with the tier one Record of Decision for I-70 to move into a tier two National Environmental Policy Act (NEPA) process in spring of 2017, and from there be prepared to move to a final design or have a Design-Build alternative ready by the summer of 2018. There is a small amount of construction funding currently programmed for portions of this project, although considerably more will be required to accomplish the anticipated effort. Major challenges and opportunities that have been identified in this effort are:

- The westbound bridge at the bottom of Floyd Hill is Bridge Enterprise-eligible for replacement. Reconstructing it in its current alignment using traditional techniques will present considerable traffic challenges during construction. An alternate alignment or innovative accelerated bridge construction technique will likely be necessary to meet the ongoing needs of the corridor.
- East of the bridge at the base of Floyd Hill exists an active landslide. The landslide was destabilized during initial construction of the road grade in 1961, and has been monitored and studied multiple times in ensuing years. Expanding the roadway, or building structures at the toe of this landslide runs the risk of destabilizing the landslide further. Any construction in this area will require considerable care and analysis. As on the bridge construction, adjustments to the roadway alignment or innovative techniques of landslide stabilization will be required.
- There are two large rock faces, and several smaller rock faces between Floyd Hill and the Veterans Memorial Tunnels that will require blasting. Blasting high wall cuts can only be done during the day, and traffic must be stopped during blasting and cleanup operations. Innovative techniques will need to be considered to eliminate or mitigate these construction impacts to the travelling public during construction.
- The City of Idaho Springs is developing a parking structure in their downtown. This structure and any immediate improvements on the interstate must be coordinated, and also correspond with future improvements along the project corridor.
- A westbound MEXL needs to be configured to split traffic flows at the Empire interchange to allow express lane users bound for US 40 to safely and effectively exit the interstate. The east-bound MEXL did not face these complications as it was blending traffic from the two western routes, and the entrance to the lane was downstream from the interchange. Splitting the westbound traffic will require improvements to the Empire interchange or compromises in operational performance.

Resurfacing Georgetown to Herman's Gulch: Resurfacing has been completed on the eastbound side, and approximately four miles remain on the west-bound side. This work was suspended in October because of cold temperatures. The project will be completed in the summer of 2017, with paving operations planned to occur during nights when the temperatures are warm enough.

Eisenhower-Johnson Memorial Tunnel (EJMT) Upgrades and Maintenance:

- The ventilation building roof repair project was completed in fall 2016.
- A switchgear replacement project is underway to replace the large switching equipment that controls the ventilation fans on the EJMT.
- A new fire suppression system was completed in spring 2016. The system is now in its five-year maintenance/warranty period. The first annual tests required by the federal government were held in July, with the system performing efficiently.

- Design is underway to replace the walkway, handrail, and heavily damaged sections of the roadway guardrail in the Eisenhower tunnel. Work is expected to commence in the summer of 2017.
- The T12 fluorescent lighting, replaced approximately 12 years ago, is nearing the end of its useful life, and LED options are under consideration for replacement. LED lighting in tunnels has had mixed success nationally over the last decade, therefore care is being taken to select the best system.

Grand Avenue Bridge: This is a bridge replacement project for a structurally deficient historic two-lane bridge built in 1953. The previous structure was a four-lane section with no shoulders and 9-foot lanes. The Grand Avenue Bridge's primary function is to provide access to the Roaring Fork Valley from State Highway (SH) 82. The new bridge will improve the connection from downtown Glenwood Springs across I-70, the Colorado River, and the Union Pacific Railroad (UPRR) to the historic Glenwood Hot Springs area. The project will improve operations and safety on the I-70 corridor, a new pedestrian bridge across I-70, as well as the bridge replacement on SH 82. The total projected cost of construction is \$75.0 million. This bridge was identified on the original 126 bridges most in need of repair for Bridge Enterprise and is primary funded with FASTER bridge revenue. Partnerships involved in the planning, designing, and funding of this project were with the City of Glenwood Springs, Garfield County, Pitkin County, Eagle County, Elected Officials Transportation Committee, the Glenwood Springs Downtown Development Authority, and the Inter-Mountain Transportation Planning Region (TPR). Partnerships brought approximately \$7.5 million of local funding to the project. The project is approximately 33% complete, with completion set for July of 2018.

I-70 Eagle Interchange: This is a \$24.0 million Responsible Acceleration of Maintenance and Partnerships (RAMP) partnership project begun in 2007 with a 50/50 partnership with the Town of Eagle to improve the capacity and safety of the Eagle Interchange at mile post 147. Before project completion, traffic routinely backed up onto I-70, especially during the evening rush hour. The project improved operations and safety by building four new roundabouts, widening an existing bridge, improving an existing roundabout, and building a separated recreation path including a new pedestrian bridge over I-70. The project was completed in July 2016.

I-70 Vail Underpass: This \$30.0 million RAMP partnership project is currently under construction. The project created a connection between the North and South Frontage roads in Vail. This connection will increase the life of two existing interchanges by reducing the local pass-through traffic. In addition to reducing the vehicular traffic through the existing interchanges, the project has allowed the Town of Vail to improve its free public bus transportation system, which will reduce vehicle traffic within the town. The underpass also provides a much needed pedestrian link between the residential community on the north and the resort on the south. The project is expected to be completed in December 2017.

Question 24: What are the rules or regulations CDOT snow plows must follow when using flashing lights? Are snow plows authorized to use flashing lights when they are not conducting plowing operations?

Emergency vehicle lighting rules are set in state statute for snowplow vehicles, which are required to have blue and amber lighting during storm events. Per 42-4-214 (2), warning lamps "shall be activated by the operator of an authorized service vehicle only when the vehicle is operating upon the roadway so as to create a hazard to other traffic". 42-4-214 (5) allows the department to determine the rules by which types of vehicles "render an essential public service when operating on or along a roadway and warrant designation as authorized service vehicles under specified conditions". The department requires proper lighting anytime a plow blade is on the front of department vehicles, which turns the dump truck into a snow plow. Emergency lighting is used when the blade is added to the front of the truck due to the situation creating a hazard for the traveling public near the truck. Lighting warns the public to give the truck a wide clearance.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

Question 1: Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.

SB 16-122 created oversight measures for CDOT and was passed in 2016. While CDOT, in current practices, abides by all measures in the legislation, the department is taking extra steps to formally adhere to all measures. The sections in SB 16-122 regarding procurement procedures, reporting to the TC of payments to private sector contractors, and reporting to the Transportation Legislative Review Committee (TLRC) of policy amendments to the Statewide Transportation Improvement Plan were either already enacted or are in the process of being completed.

The section of SB 16-122 regarding “closing each transportation project and releasing any money budgeted for the project as quickly as feasible and within one year following the substantial completion of the project” will be complete in early 2017. The department will produce a report illustrating historical data for budgeting around project closures as part of the effort. CDOT continues to look at how the department can remove budget from existing projects and reprogram to other projects. Ideas include a pool for landscape establishment that will allow for more flexibility and less funding to be held when a project is substantially completed.

CDOT does not recommend making any changes to SB 16-122.

Question 2: If the Department receives federal funds of any type, please respond to the following:

a. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.

b. Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?

a. In 2015, the General Assembly passed HB 15-1043, which among other clauses gave discretion and latitude to judges during sentencing for repeat offenders who drive while intoxicated. This discretion conflicts with federal funding guidelines that specific punishments for repeat offenders. In 2015, CDOT received a letter from FHWA mandating that, because of HB 15-1043, the department must spend a greater portion of its federal revenue on safety projects. CDOT subsequently reallocated \$10.9 million in federal funding to HSIP. Recently, the National Highway Traffic Safety Administration (NHTSA) once again sent CDOT a Section 164 letter, with directions for CDOT to confirm that 2.5% of National Highway Performance Program (NHPP) and Surface Transportation Program (STP) funding is being allocated toward highway safety projects for FY 2016-17, the same penalty as in FY 2015-16. This letter has no impact on Colorado’s federal apportionment (i.e. funding) and will have no impact on current CDOT programming, which contains a multitude of highway safety projects.

b. Because of passage of the FAST Act for FY 2015-16, CDOT anticipates no formulaic or structural changes to federal funding for FY 2016-17.

Question 3: Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the “Annual Report of Audit Recommendations Not Fully Implemented” that was published by the State Auditor’s Office and dated June 30, 2016 (link below)? What is the department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations?

http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf

The Department does not have any outstanding recommendations. All recommendations for the time period in questions are complete. Referencing page XX-1, CDOT has 87 of 87 recommendations complete with none outstanding for the report in June 2016.

Question 4: Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign? Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state or federal departments to coordinate the campaigns?

After the initial launch of the Drive High, Get a DUI campaign in 2014, Colorado received national and international media attention due to the legalization of marijuana. Such coverage translated into 1.2 billion media “impressions” for the campaign. This meant that many more people were hearing Colorado’s messaging via the news (earned media) than the department can achieve solely with paid media. More recently, the 2016 Dangerous Combinations campaign achieved over 20 million earned media impressions on the dangers of driving high. With the assistance of public relations efforts such as the Slow Speed Chase, the campaign’s earned media publicity had a value of approximately \$250,000. On nearly every department safety campaign, there are greater impressions on earned media (news stories) rather than paid media (advertisements).

Besides the marijuana initiatives mentioned above and in Questions 12-18, CDOT also spent \$40,000 on a video, webpage, launch event with the Governor, and partnership certification program to promote the vision of Zero Deaths. This campaign has benefitted from earned media (news stories) and exposure on social media platforms. There was no formal ad buy (paid media).

Towards Zero Deaths is the vision of Colorado’s Strategic Highway Safety Plan, which sets benchmarks and direction for how the state plans to reduce fatalities to 416 by 2019. Nine separate emphasis areas involving dozens of stakeholders across the state will guide implementation of the plan.

Finally, CDOT and HPTE have created a new \$50,000 educational campaign for the January 1, 2017 change to HOV 3+ on US 36 and the I-25 HOV Express Lanes, which uses the grassroots, traditional/earned and paid media. The two main messaging goals for the campaign are: 1) Ensure “No surprises” for drivers when the change goes into effect; and 2) Educate drivers to CDOT/HPTE and corridor transportation agencies/partners’ incentives and programs that offer options for drivers to find a third passenger, try transit, use the general purpose lanes, or pay the toll. The campaign will continue its ongoing work to secure media coverage (earned media) in TV, print and radio, which has been active for several months to date. Paid media will leverage out-of-home advertising (billboard, bus signs) as well as TV and radio advertisements prior to and following the start of the HOV 3+ change. The campaign will measure the amount of outreach from all efforts: grassroots/stakeholders, media coverage, and paid media impressions.

Question 5: Based on the Department’s most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?

CDOT averaged a 9.7% turnover rate from FY 2011-12 through FY 2014-15, therefore FY 2015-16’s turnover rate of 9.9% was comparable to previous years. The Transportation Maintenance I (TM I) job classification, which makes up 27.2% of CDOT’s workforce, has a higher rate of turnover (12.7%) due to the physical demands of the job. In June 2016, CDOT’s percentage of employees eligible to retire was 17.2%, meaning the department is seeing less turnover than demographics may indicate. In FY 2015-16, 38.7% of CDOT’s separations were due to retirement, which was higher than in previous fiscal years. CDOT is likely to see higher turnover due to retirement in the coming years.

The table below shows the turnover rate for CDOT by Division:

Division, Office or Region	FY 2015-16 Involuntary	FY 2015-16 Retirement	FY 2015-16 Voluntary	FY 2015-16 Separation (Total FTE)	Total FTE on 6/30/2016	FY 2015-16 Turnover	6/30/2016 Vacancies	Percent Vacant on 6/30/2016
Aeronautics				0	4	0.0%	0	0.0%
Audit			5	5	9	55.6%	3	33.3%
Central 70				0	11	0.0%	1	9.1%
Chief Engineers	1	1	6	8	66.5	12.0%	16.5	24.8%
Accounting and Finance	1	2	5	8	88.5	9.0%	9	10.2%
Highway Maintenance	2	2	3	7	34	20.6%	5	14.7%
Human Resources		1	2	3	29.5	10.2%	3	10.2%
Transit and Rail			0.5	0.5	11	4.6%	0.5	4.6%
Transportation Development	1		1	2	82.5	2.4%	9.5	11.5%
Transportation Systems Management and Operations	1	1	2	4	81	4.9%	8	9.9%
Executive Management		4	3	7	38	18.4%	5	13.2%
High Performance Transportation Enterprise				0	3	0.0%	0	0.0%
Communications			3	3	16.5	18.2%	2	12.1%
Government Relations and Policy				0	8	0.0%	1	12.5%
Transportation Safety		1	1	2	13	15.4%	2	15.4%
Project Management Office		1		1	3	33.3%	1	33.3%
Project Support	1	4	3	8	142.5	5.6%	11	7.7%
Region 1 - Denver	5	31	35.5	71.5	649.5	11.0%	117	18.0%
Region 2 - Pueblo	1	14	19	34	389	8.7%	30	7.7%
Region 3 - Grand Junction	3	15.5	27	45.5	496.5	9.2%	59.5	12.0%
Region 4 - Greeley	7	17	28	52	459.5	11.3%	36	7.8%
Region 5 - Durango	4	15	10.5	29.5	305.5	9.7%	24	7.9%
Total	27	112.5	151.5	291	2941	9.9%	344	11.7%

The tables below show the turnover rate for CDOT by job class:

Department of Transportation: Job Class Turnover Rate by Number of Separations											
Class & Separations					Separation Type			Employees in Quartile of Class Salary Range			
Class	Class Title	Separations (FTE)	6/30/2016 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
D7D1TX	Transportation Maintenance I	101.0	867.5	11.6%	66.5	12.0	22.5	28.0	18.0	19.0	36.0
D7D2XX	Transportation Maintenance II	20.0	265.0	7.5%	11.0	0.0	9.0	2.0	13.0	5.0	0.0
H6G4XX	General Professional IV	13.0	182.0	7.1%	6.0	1.0	6.0	1.0	6.0	3.5	2.5
I2C4*A	Professional Engineer I	12.0	200.0	6.0%	4.0	1.0	7.0	3.0	3.0	6.0	0.0
D7D3XX	Transportation Maintenance III	10.0	104.0	9.6%	4.0	0.0	6.0	0.0	3.0	5.0	2.0
I2C5*A	Professional Engineer II	10.0	97.0	10.3%	1.0	1.0	8.0	0.0	0.0	8.0	2.0
	Top classes Total	166.0	1715.5	9.7%	92.5	15.0	58.5	34.0	43.0	46.5	42.5
	Department Total	291.0	2941.0	9.9%	112.5	27.0	151.5	67.0	79.0	86.5	58.5

Department of Transportation: Job Class Turnover Rate by Total Employees in Class											
Class & Separations					Separation Type			Employees in Quartile of Class Salary Range			
Class	Class Title	Separations (FTE)	6/30/2016 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
D7D1TX	Transportation Maintenance I	101.0	867.5	11.6%	66.5	12.0	22.5	28.0	18.0	19.0	36.0
D7D2XX	Transportation Maintenance II	20.0	265.0	7.5%	11.0	0.0	9.0	2.0	13.0	5.0	0.0
I2C4*A	Professional Engineer I	12.0	200.0	6.0%	4.0	1.0	7.0	3.0	3.0	6.0	0.0
H6G4XX	General Professional IV	13.0	182.0	7.1%	6.0	1.0	6.0	1.0	6.0	3.5	2.5
H6G3XX	General Professional III	9.0	110.0	8.2%	6.0	1.0	2.0	1.0	2.0	3.0	3.0
Top classes Total		155.0	1624.5	9.5%	93.5	15.0	46.5	35.0	42.0	36.5	41.5
Department Total		291.0	2941.0	9.9%	112.5	27.0	151.5	67.0	79.0	86.5	58.5

Department of Transportation: Job Class Turnover Rate by Highest Percentage											
Class & Separations					Separation Type			Employees in Quartile of Class Salary Range			
Class	Class Title	Separations (FTE)	6/30/2016 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
H8D3XX	Auditor II	3.0	2.0	150.0%	3.0	0.0	0.0	0.0	0.0	3.0	0.0
D8G1TX	Materials Handler I	2.0	2.0	100.0%	2.0	0.0	0.0	1.0	1.0	0.0	0.0
160HRD	Human Resources Director	1.0	1.0	100.0%	1.0	0.0	0.0	1.0	0.0	0.0	0.0
D8D3XX	General Labor III	1.0	1.0	100.0%	0.0	1.0	0.0	0.0	1.0	0.0	0.0
H8D5XX	Auditor IV	2.0	3.0	66.7%	2.0	0.0	0.0	1.0	1.0	0.0	0.0
Top classes Total		9.0	9.0	100.0%	8.0	1.0	0.0	3.0	3.0	3.0	0.0
Department Total		291.0	2941.0	9.9%	112.5	27.0	151.5	67.0	79.0	86.5	58.5

Summary of Staff Turnover for FY15-16 by Agency											
FY14-15 Separations by Agency					Separation Type			Employees in Quartile of Class Salary Range			
Code	Agency	Separations (FTE)	6/30/2016 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
HAA	Colo Dept of Transportation	291.0	2941.0	9.9%	112.5	27.0	151.5	67.0	79.0	86.5	58.5
Department Total		291.0	2941.0	9.9%	112.5	27.0	151.5	67.0	79.0	86.5	58.5

Question 6: For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate these reversions occurring? How much and in which fund sources do you anticipate the reversion being?

CDOT had no reversions during FY 2015-16 on any of its line items. CDOT does not anticipate any reversions in FY 2016-17.

Question 7: [Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of “additional litigation costs” such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency’s appropriation.]

Please discuss your agency’s position on the Department of Law’s proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you expect the changes to positively or negatively impact your department? Please explain.

CDOT enthusiastically supports the changes to the legal services appropriation for FY 2017-18. In prior years, the legal services appropriation was insufficient, forcing CDOT to locate money from other sources to pay for legal services near the end of the fiscal year. By utilizing a three-year average of actual usage and a two-year average for litigation services, CDOT believes the new legal services appropriation methodology will reflect actual legal services usage during a fiscal year. The twelve equal installments will also provide certainty during the budgeting process. These changes by the Department of Law will only foster positive impacts for CDOT.

Question 8: What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.

CDOT has one part-time employee making less than \$12 an hour, therefore virtually no impact from Amendment 70 is expected on the department.

Question 9: Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?

All cybersecurity efforts at CDOT are performed by, or at the direction of the Office of Information Technology (OIT). The Office of Information Security, within OIT, provides security governance, security architecture, risk management, compliance assessment support, and security operations functions for CDOT. The Office of Information Security has input into the five-year plans for the department, and has worked to prioritize projects benefiting the department, such as: the Enterprise Firewall Refresh project, new quarterly security awareness training, and an enterprise security log collection and correlation engine. Additionally, the Office of Information Security produces a quarterly risk report card, in which they measure risk for the department, and have specific goals set, for reducing risk. CDOT works with OIT on the security of the network, internet, servers, routers, database systems, and all new internal information technology (IT) projects. CDOT utilizes the OIT cyber-security team on all internal IT activities.

Question 10: Is the SMART Act an effective performance management and improvement tool for your Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?

CDOT's SMART Act Performance Plan is aligned with organizational priorities and leverages existing performance metrics and targets used to guide improvements in department processes. The Plan has been a tool to help CDOT identify what success looks like in achieving the top priorities, as well as to manage improvement efforts that gain the department the greatest performance results. CDOT uses a myriad of performance improvement tools and Lean techniques, including: 1) Implementation of the *Four Discipline of Execution* in the form of a report on leading and lagging measures; 2) A monthly performance evaluation and status meetings; 3) Performance requirements and a Stewardship Oversight Agreement from the Federal Highway Administration; 4) An Office of Process Improvement that implements Lean methodology; and 5) A TC Policy Guiding Statewide Plan Development (PD-14), which contains the departments top organizational goal areas and performance metrics and targets. CDOT's PD-14 is the foundation of the department's investment strategies. It guides investment decisions in four goal areas (safety, infrastructure condition, system performance and maintenance) and sets the targets for how statewide success will be evaluated.

Question 11: Please identify how many rules you have promulgated in the past two years. With respect to these rules, have you done any cost-benefit analysis pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analysis pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.

CDOT has not promulgated new rules in the past two years. In this time frame (years 2015 and 2016), CDOT has updated four sets of existing rules mandated by statute, either to clarify them for the benefit of the stakeholders,

or as a result of changes to the state or federal law, and repealed three sets of rules where the statutory language permitting the Department to promulgate rules was not mandatory. The updated and repealed sets of rules are the following:

- CDOT is currently updating the Rules Regarding Transport Permits for the Movement of Extra-Legal Vehicles or Loads, 2 CCR 601-4, to comply with the requirements of the FAST ACT, 23 U.S.C. 127. CDOT also updated these rules in 2015 to comply with the requirements of HB 14-1160.
- CDOT completed the update of the Rules Governing Practice and Procedures of the Transportation Commission of Colorado, 2 CCR 601-11, twice: first in 2015 to clean up language impacting internal department processes, and recently to comply with the requirements of HB 16-1172.
- In 2015, CDOT updated the Rules Concerning the Implementation of the Safe Routes to School Program, 2 CCR 601-19, to comply with the requirements of HB 14-1301.
- CDOT also updated the Rules Governing Outdoor Advertising in Colorado, 2 CCR 601-3, which had not been updated since 1983, in order to simplify the language and eliminate requirements wherever possible.
- In 2015, CDOT also repealed three sets of rules Governing Transit Grants, 2 CCR 603-1, 2 CCR 603-2, and 2 CCR 603-3, which governed federal assistance for public transportation projects. CDOT eliminated these rules in order to lessen the regulatory burden on grant recipients.

As part of its requirements under 24-4-103(2), C.R.S., CDOT establishes a Representative Group which must include representatives of each of the various stakeholder interests that may be affected positively or negatively by the proposed rules. This Representative Group acts in a watchdog capacity to ensure that no rules have a negative impact to business. This process, depending on the specific set of rules, can require over a year of information gathering and vetting. Section 24-4-103(2.5), C.R.S., provides an opportunity for a citizen to request a cost-benefit analysis regarding the agency's rules. Given the thoroughness with which CDOT engages with stakeholders and the public as part of the Representative Group meetings and subsequent notifications, CDOT has not received a citizen request for a cost-benefit analysis in the last five years. Similarly, CDOT has not had a citizen request for a regulatory analysis pursuant to § 24-4-103(4.5), C.R.S., because classes of persons who may be affected by the proposed rule, including those bearing the costs and benefitting from the rule, are included in the Representative Group before rule-making is commenced, and subsequently included in all rule-making meetings and the public rule-making hearing.

CDOT's stakeholder outreach is very extensive and includes many opportunities for all impacted persons and businesses to ask questions and provide helpful feedback on any positive or negative effects resulting from the proposed changes.

Overview of Analysis

1. Rules Regarding Transport Permits for the Movement of Extra-Legal Vehicles or Loads, 2 CCR 601-4: current update required by the passage of the FAST ACT, 23 U.S.C. 127. The 2015 update required by the passage of HB 14-1160. In both cases, the impact to businesses and citizens was beneficial. The stakeholders included the motor carrier industry and to a lesser degree the motoring public.
2. Rules Governing Practice and Procedures of the Transportation Commission of Colorado, 2 CCR 601-11: first update simplified language, and second update complied with the requirements of HB 16-1172, which reinstated the Efficiency and Accountability Committee. These rules govern TC meeting procedures, and primarily impact Department staff; however, other key stakeholders were asked to review the changes, including Colorado Motor Carriers Association, Colorado Wyoming Petroleum Marketers Association, the Colorado Contractors' Association, Federal Highway Administration, Colorado Municipal League, Statewide Transportation Advisory Committee (STAC), American Council of Engineering Consultants, CRL Associates, and individuals who requested to be involved in the rule-making.
3. Rules Concerning the Implementation of the Safe Routes to School Program, 2 CCR 601-19: to comply with the requirements of HB 14-1301, which made state General Fund monies available in the amount of \$700,000 for FY 2014-15 for the Safe Routes to School Program, and specified that all of the grants awarded using these funds must be for non-infrastructure projects. The stakeholders included all entities who could possibly receive grant funding, including all local cities, counties, cities and counties, and municipalities, all bicycle/pedestrian advocacy groups and groups advocating for child health, state and local public health organizations and planning offices, all school districts, law enforcement agencies, hospitals, and other interested parties. The analysis conducted on these rules indicated only a positive benefit on stakeholders.

4. Rules Governing Outdoor Advertising in Colorado, 2 CCR 601-3, which had not been updated since 1983, required in order to simplify the language and eliminate requirements wherever possible. The stakeholder group included local government representatives, all sign owners, state and local associations involved in outdoor advertising, public interest groups, sign manufacturers, lighting engineers and experts, the Colorado Municipal League, Colorado Counties, Inc., the Scenic Byway Commission and the Federal Highway Administration. The stakeholder involvement extended over a two year period, included over 11 public meetings, one public rule-making hearing and thousands of pages of comments. The conclusion of this extensive outreach was that the rules favorably benefitted industry while at the same time considered the requirements of public interest groups and local agencies.
5. Three sets of Rules Governing Transit Grants, 2 CCR 603-1, 2 CCR 603-2, and 2 CCR 603-3, which governed federal assistance for public transportation projects. CDOT eliminated these rules in order to lessen the regulatory burden on grant recipients. All potential and current grant recipients were notified and uniformly approved the repeal of the rules.

Question 12: What has the department done to decrease red tape and make the department more navigable/easy to access?

The Department has been undertaking numerous initiatives and proactive steps in order to decrease red tape and to make the department more navigable to the public.

Rule Reduction and Update

Commencing in 2011, CDOT reviewed all of its administrative rules, and in the last 5 years, repealed eight sets amounting to over 40 pages of rules. CDOT is currently responsible for 23 sets of rules (including the High Performance Transportation Enterprise rules). CDOT will annually review these rules and determine whether it can further reduce the number or make them less burdensome to business partners and all impacted stakeholders. It continues to work closely with the Department of Regulatory Agencies to monitor the impact to stakeholders.

Contract Improvement Initiative

One example of cutting red tape is the department's Contract Improvement Initiative is an effort to streamline contracting processes through the use of reduce-sized proposal documents and simplified Master Pricing Agreements. This initiative is intended to reduce the level of effort required of prospective consultants, as well as the burdens on CDOT staff who are responsible for the review of such documents. To decrease red tape and make the Department's contracting process more accessible, CDOT sought to streamline contracting requirements by cutting the size of proposals from an average 50 pages to 5 pages in most cases. As a result, this initiative increased the amount of proposals that CDOT has received for professional services opportunities. For example, on the construction management of Non-Project Specific (NPS) contracts, CDOT received 44 proposals, up from 21 proposals three years ago. This demonstrates the success of CDOT's effort in making the department's processes more accessible to businesses, showing the viability of CDOT as a business partner.

Improving the Financial Qualifications Review Process (Master Pricing Agreement)

Each DOT in the country has a responsibility, under the Federal Acquisition Regulations (FAR), to provide assurance that any indirect cost rate has been developed in accordance with stated cost principles in the regulations. The indirect cost rates are subject to regularly occurring audits. In order to discharge this responsibility, the CDOT audit division reviews a consultant's financial qualifications package annually, from two perspectives: the indirect cost rate and the direct salaries. With regard to indirect cost rates, a review of the indirect cost rate schedule is performed, which includes the consultants' statements of direct labor, fringe benefits, and general overhead. The audit division also reviews the direct salaries, which comprise the largest cost of an Architect / Engineer contract. As stated above, the FAR requires that all DOT's review the salaries to ensure that compensation is reasonable.

CDOT's historic process requires consulting firms to submit a Master Price Agreement (MPA) which includes annual salary increases to be approved before a firm can bill CDOT for those salary increases. In addition, each firms' audited indirect rate must also be approved before the new salaries can take effect. This approval process takes three to six months, and during this period, firms must pay their employees the newer/higher salary rate but may only bill at the older/lower rate. Firms absorb this cost. The American Council of Engineering Companies (ACEC) and member firms have expressed a concern that since CDOT utilizes an MPA and firms are only permitted to have salary increases upon renewal of their MPA, they were losing money on the "gap" between the time when they give raises to employees and when CDOT approves their MPA. As a result, CDOT saw the need to initiate a process

for consultants to be reimbursed for those salary increases retroactively. This new process allows consulting firms to recover those costs on an annual basis.

While this new process makes firms financially whole, it causes a significant amount of administrative work - both on the part of the consulting firm and on the part of CDOT. Significantly, the second phase of this process improvement will allow consulting firms to be compensated in real time. To effectuate the review in real time, CDOT is proposing to have the indirect cost rate review and the direct salary rate review separated. The impact will be a significant cost savings to the consultants by allowing them to bill salary at actual rates almost immediately. ACEC had estimated the amount in savings to business customers to be over one million dollars for the first six months of 2016. This will positively impact firms' operating capitol cash flow, and ultimately result in firms' preferring to work with CDOT as a business partner.

Electronic Transmission of Construction Award Plan Sets and Record Sets

CDOT has begun a pilot project whereby construction award plan sets - the detailed plans used to develop a construction project - are transmitted electronically to its engineers across the state. Issuing Record Plan sets electronically will replace the costly and time consuming existing method of printing out an unsealed set of plans, mailing them to the CDOT engineer, and then requiring that the CDOT engineer print a duplicate set and mail the original sealed Record set back to headquarters. CDOT is utilizing technology to transmit plans statewide. The intent of this process is to make both award and record plan sets electronically available to consultants and contractors, resulting in a step change in productivity and improvement, with a significant time and cost savings for both the taxpayer and business partners.

Question 13: What is the number one customer service complaint the department receives? What is the department doing to address it?

CDOT is committed to customer service and timely, accurate response to all inquiries. All customer inquiries are tracked by the regional Communications Managers and/or Director of Communications.

The department responds to inquiries that are made through the use of the customer tracking system, Dialog. Inquiries come in through the CDOT website and phone calls and the regions. They are input to the Dialog tracking system. CDOT responds to customers within 24 hours with an initial response letting them know the department has received their inquiry. CDOT's goal is to have a resolution/final response for the customer within three business days. The Dialog tracking system will let the department know if a ticket is overdue and the Communications office is able to follow up and make sure the customer gets a timely response. The department verifies responses for accuracy using similar previous responses, regional experts and Communications Managers who work closely with the regions to ensure accurate and consistent responses.

The department notifies regional experts, such as Traffic Engineers and Maintenance crews to respond to customers issues as quickly as possible. CDOT Maintenance and Traffic crews will investigate each report and will schedule repairs as soon as they are able to do so. The department continues to improve response time through a new and improved customer service experience program.

Pothole Issues and Debris/Trash Pick-up

CDOT received 602 complaints regarding pothole issues in the prior year, the number one customer service complaint to the department (574 for traffic signal issues and 511 for debris/trash pick-up). The department's number one goal is safety and CDOT makes sure to repair potholes as soon as possible. CDOT Maintenance crews will investigate each report and will schedule repairs and pick up of debris/trash pick-up as soon as they are able.

Highways with high traffic volumes have more potholes because of the amount of use. Bridges and ramps, which receive heavy doses of snow-removal chemicals in the winter, are more prone to potholes. During the winter months, asphalt plants are closed and hot asphalt is not available until the spring. In the meantime, CDOT will typically use a material called "cold mix" which is not always as durable. When conditions are cold or wet, the material used to patch potholes doesn't stick as well to the surrounding pavement as when conditions are dry and warm. The long-term solution is to repair and repave the road.

Highways today are built to reduce moisture capacity, and researchers are working to develop better, more durable pavement materials and designs. Researchers have also improved the cold-patch asphalt so those patches last longer. Long-term pothole and debris/trash pickup issues are related to the maintenance funding shortfall.

Traffic Signal Issues

CDOT owns over 2,000 traffic signals. Nearly 1,000 signals are being operated and maintained by local agencies under legislative agreement. CDOT operates and maintains the remaining 1,000+ signals across the state on state and U.S. Highways.

CDOT works closely with the Traffic Signal System Improvement Program, which has two major components: 1) A capital improvement program, providing equipment and installing communications links to improve system capabilities; and 2) A traffic signal timing improvement program, providing new traffic signal timing and coordination plans to demonstrate the benefits of the capital improvements.

CDOT's Traffic Signal Program Manager is working closely with the Traffic Signal Timing Engineer, Traffic Signal/Electrical unit Supervisor, and Regional Traffic Operations Engineers to develop an understanding of the state of signal operations and strategic improvements statewide. CDOT has made great strides and improvements moving Region 1 Traffic Signal programs to the Transportation System Management & Operations (TSM&O) Division.

CDOT Letter to the Joint Budget Committee
December 1, 2016

Should you have questions or require additional information, please feel free to contact me or Andrew Karsian at (303) 757-9703. I am happy to discuss each of these topics with you, and respond to any other questions you may have, on December 1, 2016. As we begin another year, I look forward to continuing our work together to serve the citizens of Colorado. Thank you.

Sincerely,

Shailen P. Bhatt
Executive Director

Cc: Representative Max Tyler, Chair, House Committee on Transportation and Energy
Senator Randy Baumgardner, Chair, Senate Committee on Transportation
House Committee on Transportation and Energy members
Senate Committee on Transportation members
Ms. Christina Beisel, Joint Budget Committee Staff
Ms. Erin Reynolds, Legislative Council Staff
Mr. Nate Pearson, Office of State Planning and Budgeting



COLORADO

Department of
Transportation

**Joint Budget Committee Presentation
December 1, 2016**

Purpose

To save lives and make lives better by providing freedom, connection and experience through travel.



2017

Values

Safety, people, integrity, customer service, excellence and respect are at the heart of all that we do.

Summit

The best DOT in the country for all customers by focusing on our people, leading-edge technology and a healthy multi-modal system.

Peaks

Base Camps





COLORADO
Department of
Transportation

What Does CDOT Do

CDOT RESPONSIBILITIES

3,454

BRIDGES

CDOT
MAINTAINS & OPERATES
23,000

TOTAL
LANE MILES
OF HIGHWAY

 **DIVISION OF
TRANSIT
AND RAIL**
ADMINISTERS FED/STATE
GRANTS AND OPERATES
BUSTANG

6.1 MILLION
MILES
PLOWED

PER YEAR

 **35** **MOUNTAIN
PASSES**
OPEN YEAR-ROUND

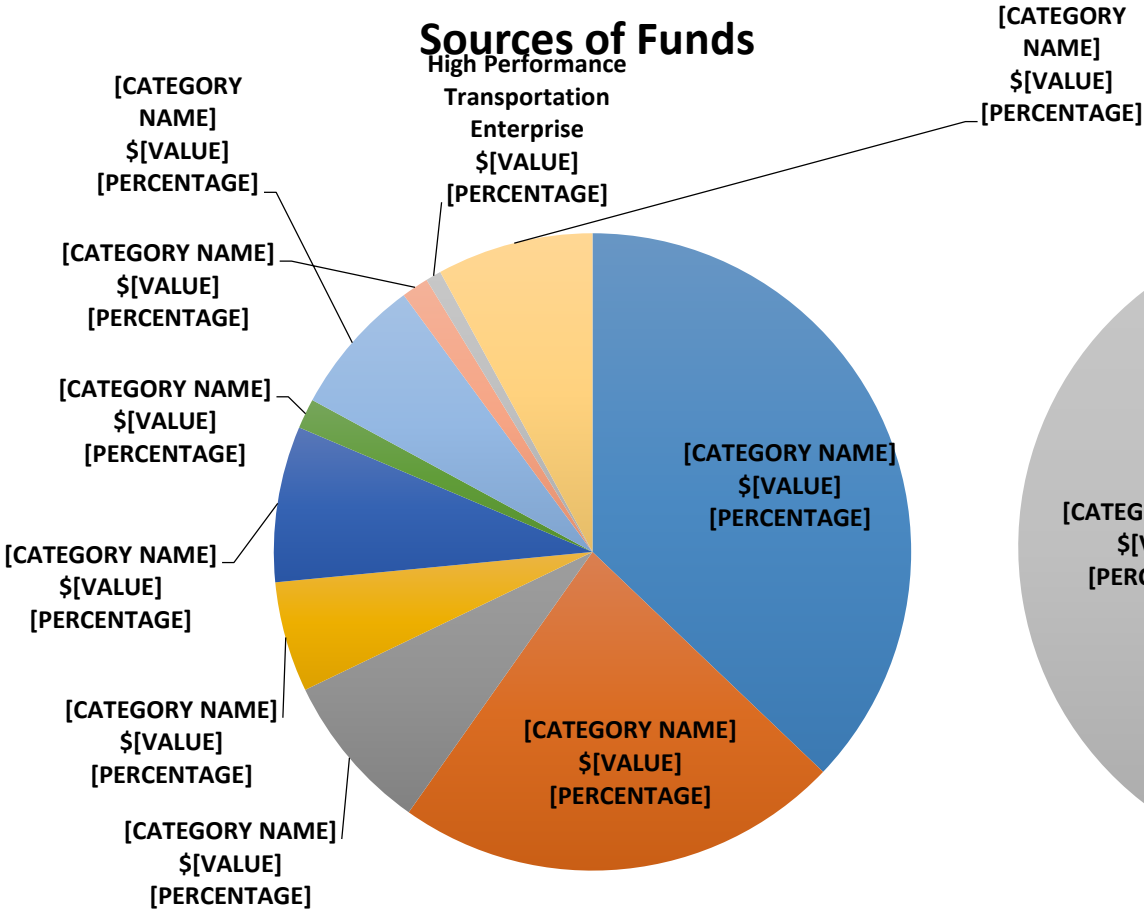
**AIRPORT
OPERATIONS** 
INTERFACE WITH FFA

\$1.41 BILLION BUDGET (FY 17-18)

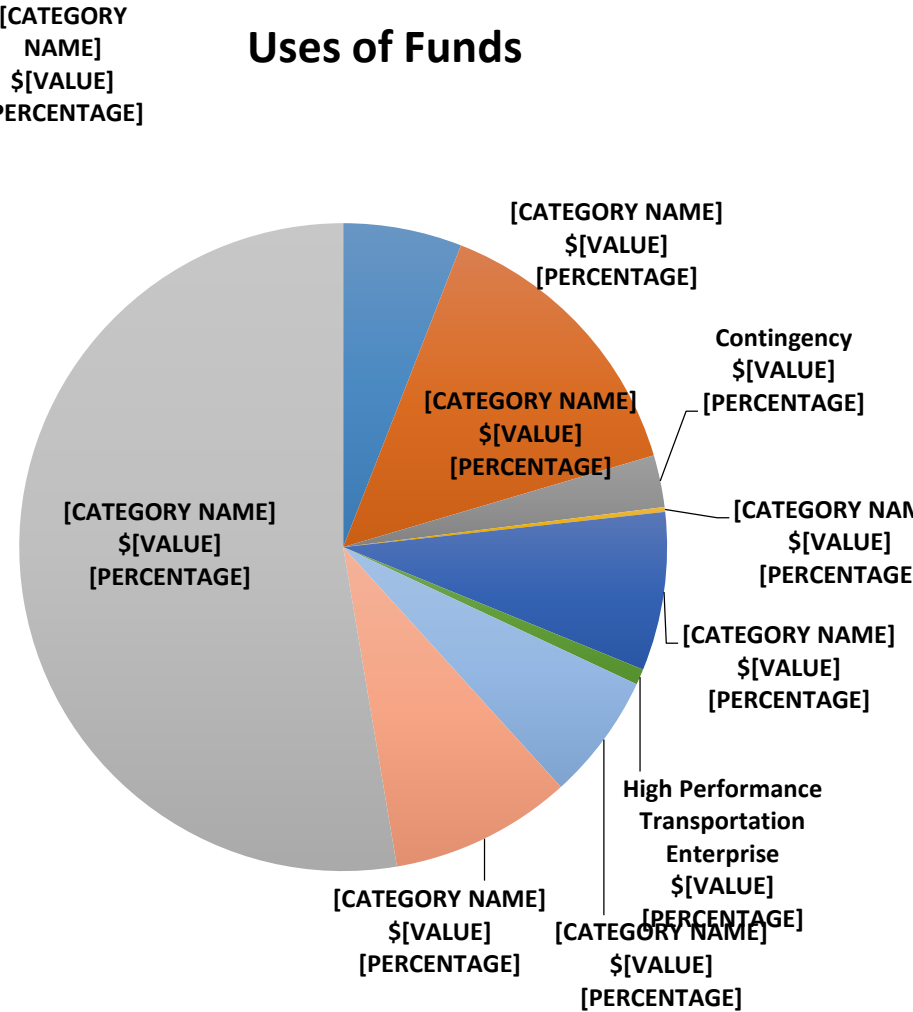


Sources of Funds

High Performance
Transportation
Enterprise



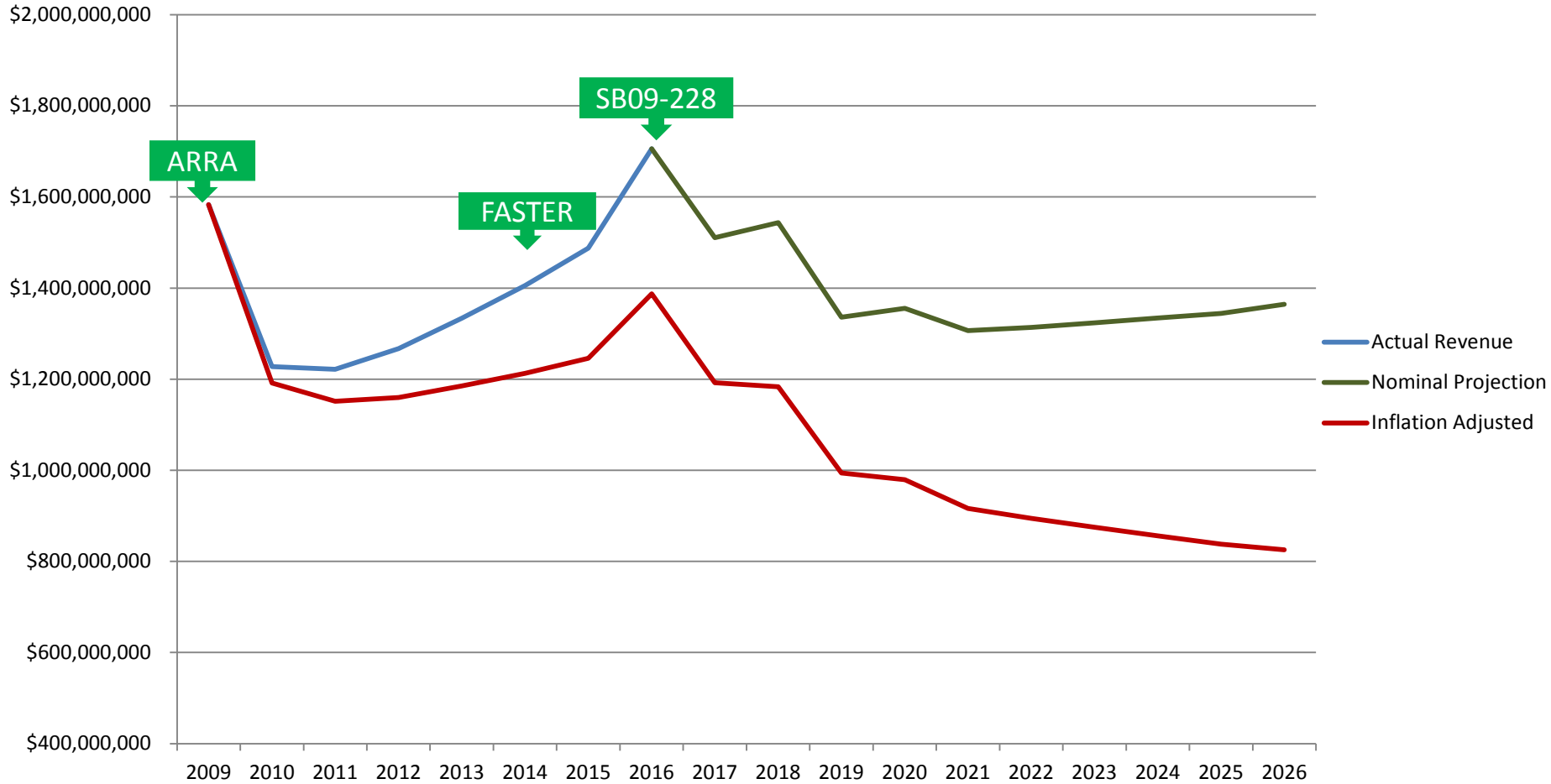
Uses of Funds



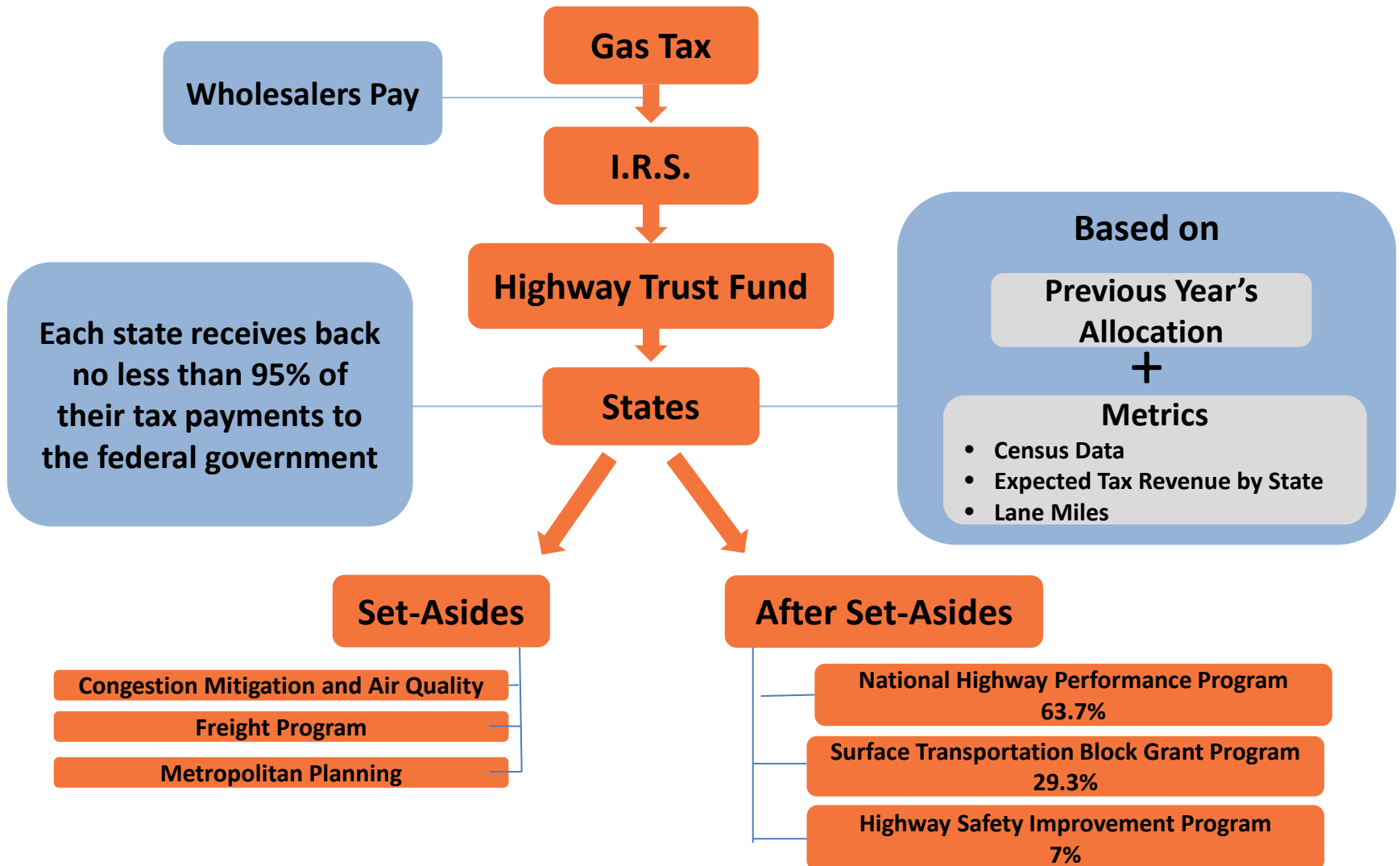
*Does not include \$127.4M of Flood Recovery Funds.
Figures in millions



Actual vs Forecasted Revenue* 2009-2026

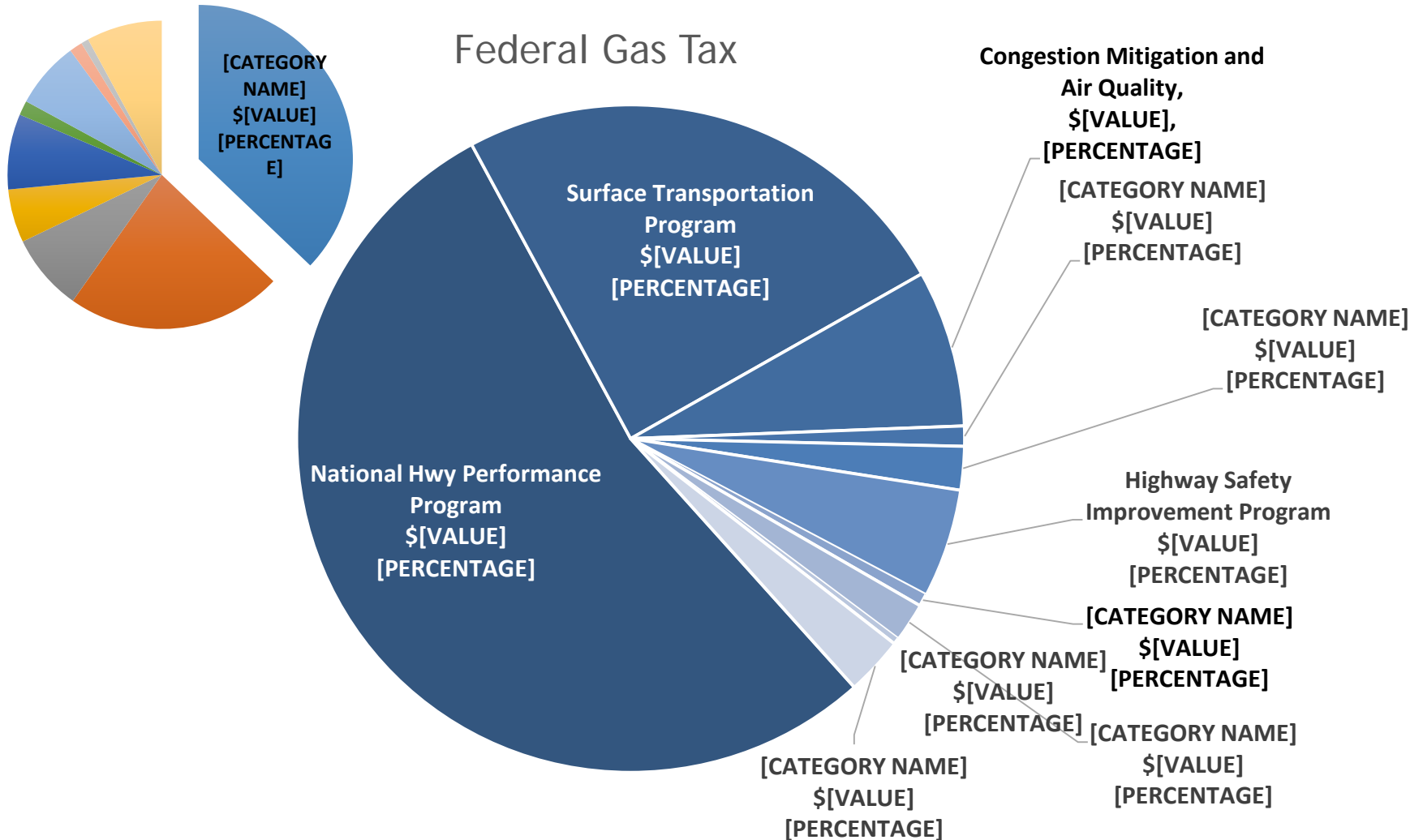


*Revenues include CDOT, High Performance Transportation Enterprise, and Bridge Enterprise total revenues.



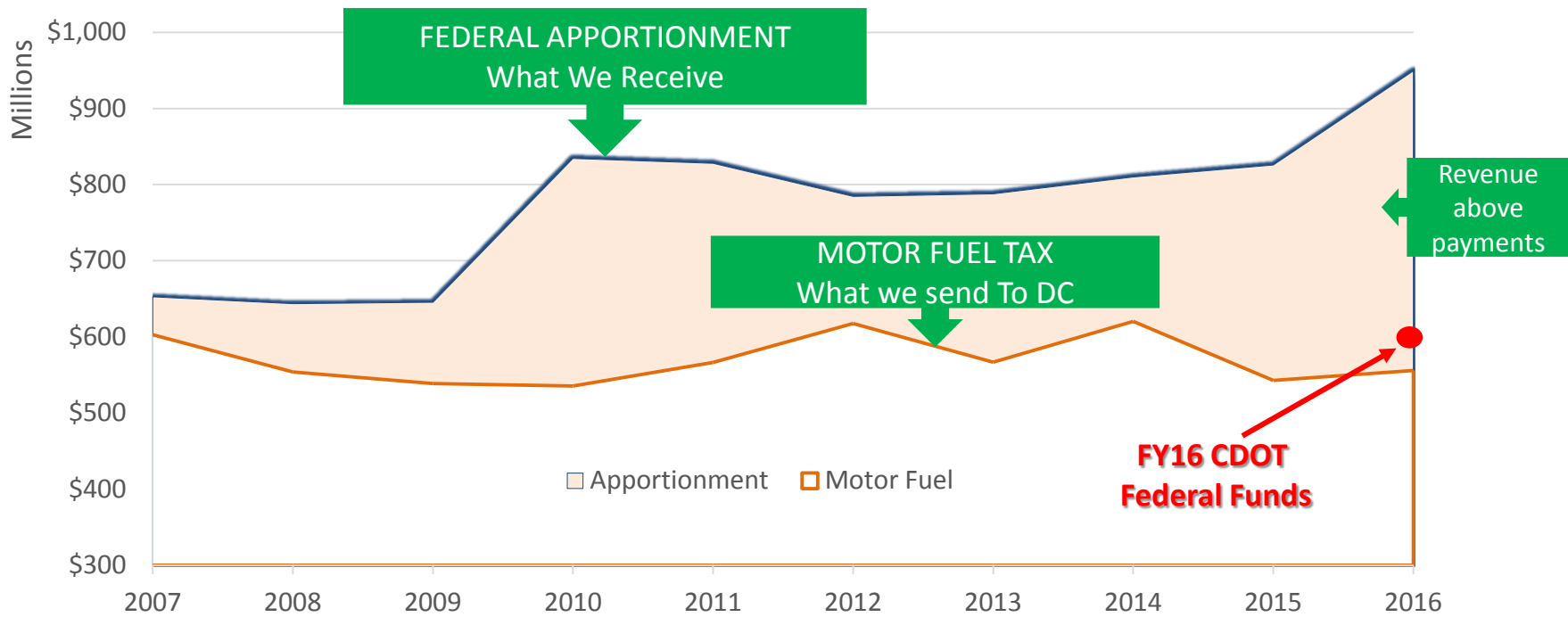


Sources of Funds





Colorado Total Federal Funding (not just CDOT)
Federal Apportionment vs. Collected Motor Fuel Taxes

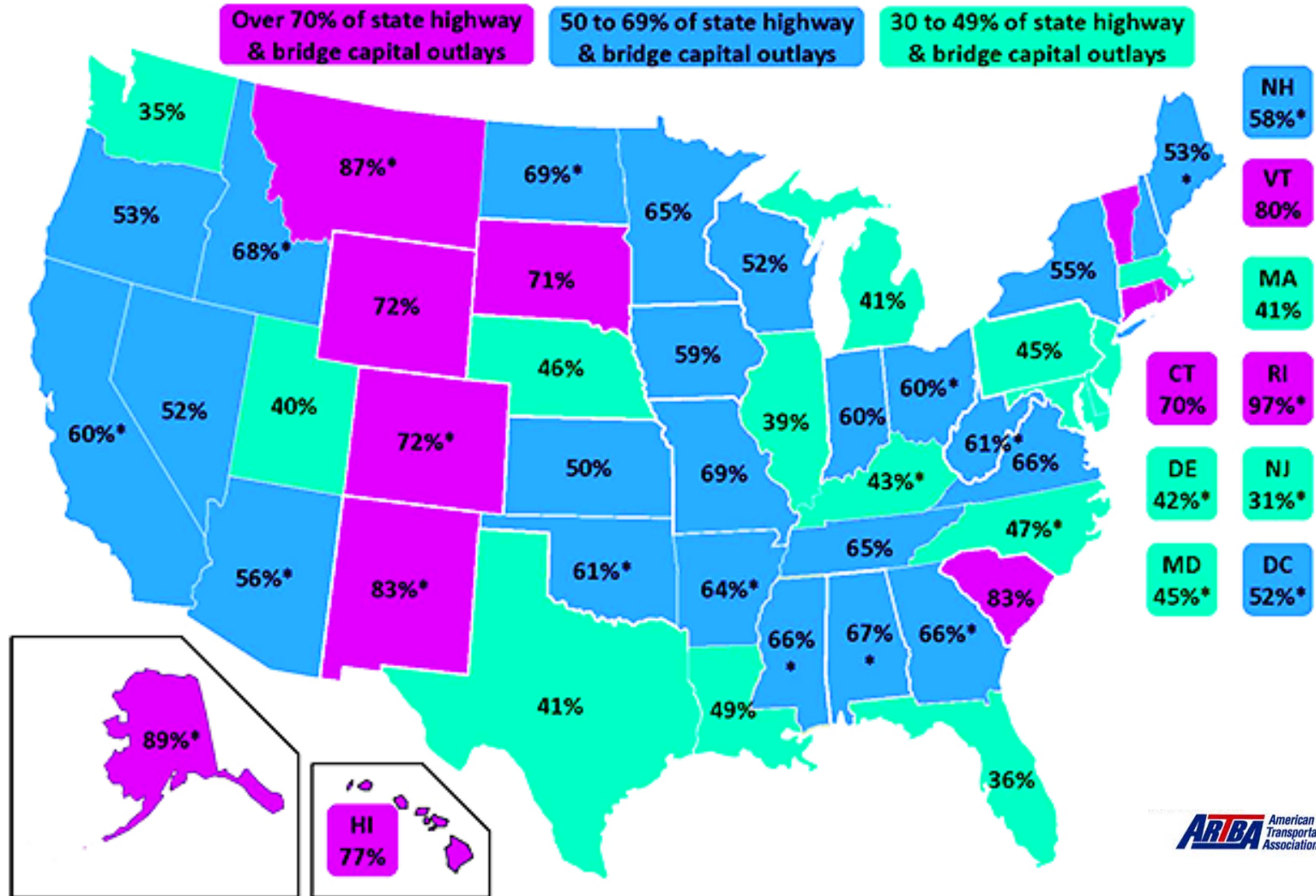


Total Apportionment	\$ 7,759,400,000
Total Motor Fuel	\$ 5,700,207,124
Donee Percentage	36.12%
*Does not include Permanent Recovery	



Funding and Budget use almost \$3 federal for every \$1 state

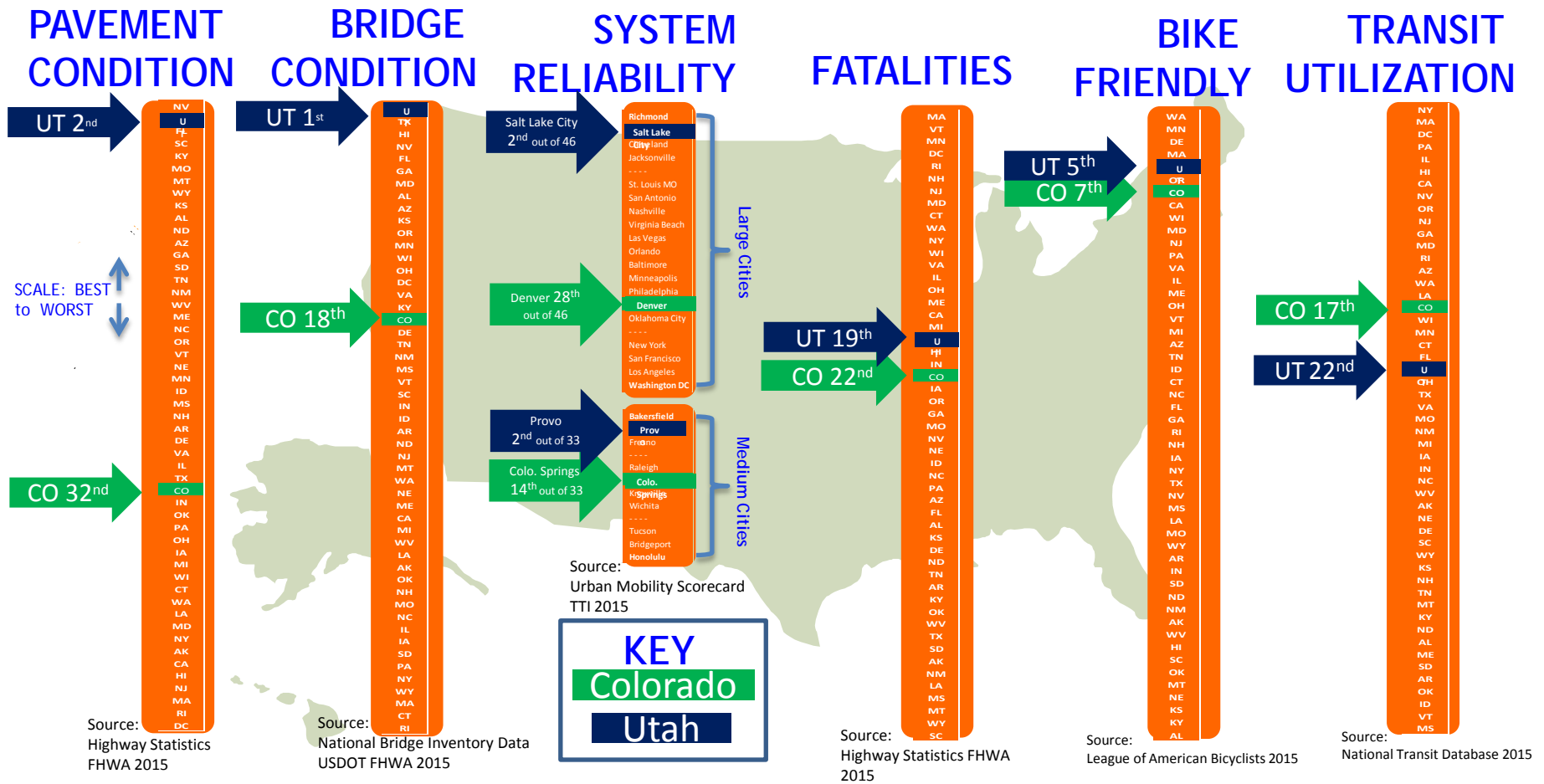
Federal funds, nationally, provide an average 52% of State DOT annual capital outlays for highway & bridge projects





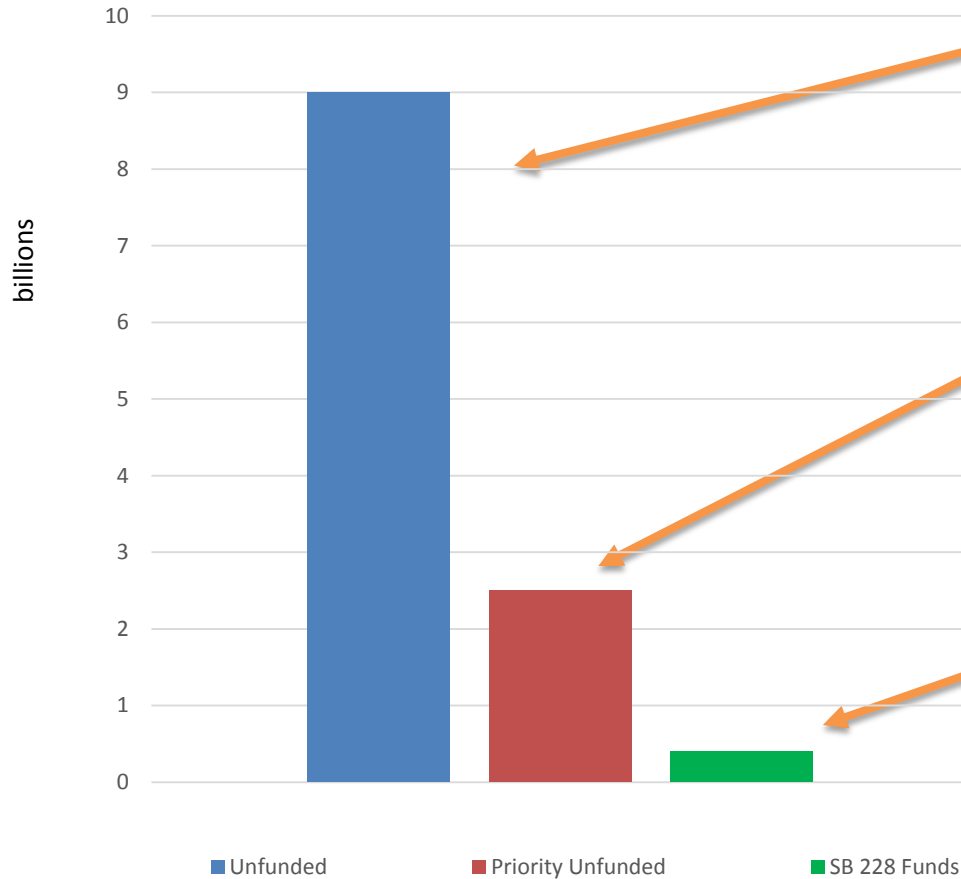
How Do We Compare? Utah / Colorado Rankings

FIGURES AS OF
June 22nd, 2016





CDOT Unfunded Priorities*



130 major highway projects

\$9 billion

In addition, transit, operations, and bike/ped projects

High Priority

70 major highway projects and phases

\$2.5 billion

SB 228 Funds

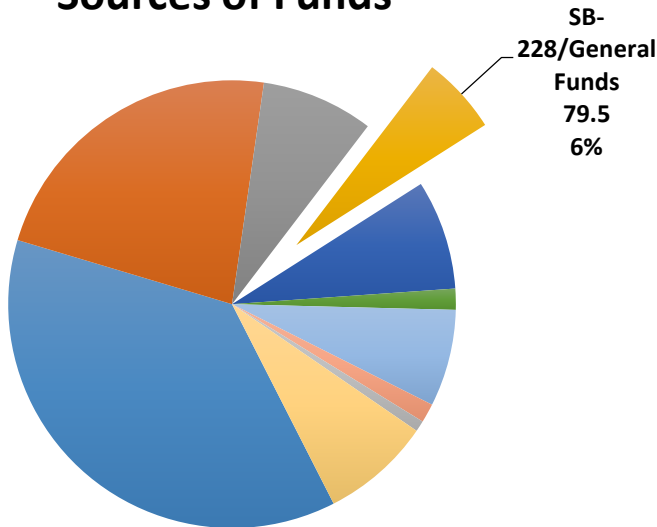
\$199.2 transferred

\$158 pledged for FY17 and FY18

* As identified in CDOT's current 10 year development plan created with planning partners



Sources of Funds



- Central I-70 Viaduct
- I-25 North, Loveland to Fort Collins
- Transit

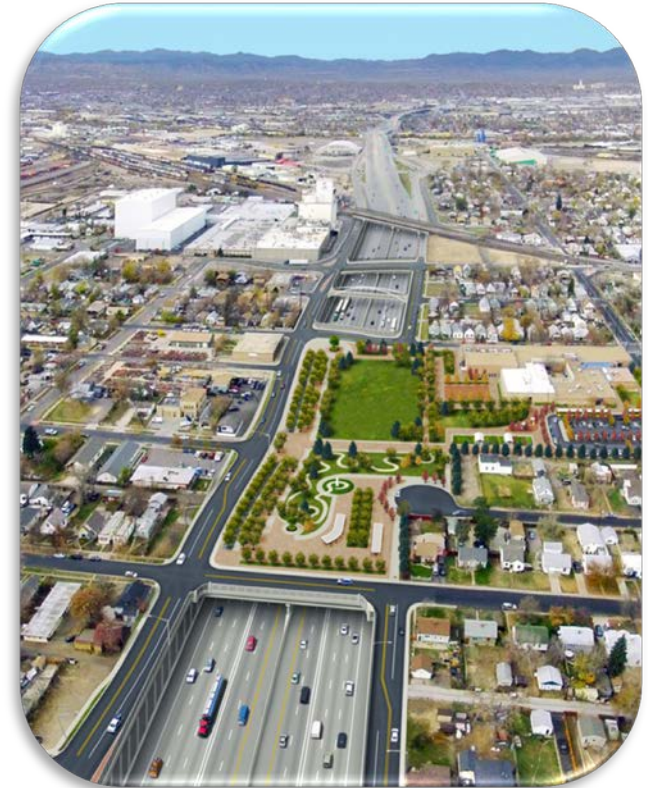
Senate Bill (SB) 09-228 Decision Matrix

	FY 2016-17	FY 2017-18	FY 2018-19
OSPB (Governor's Request)	\$ 79,000,000	\$ 79,000,000	N/A
OSPB (In Statute/Economic Forecasts)	\$ 158,000,000	\$ 109,300,000	\$ 115,200,000
Legislative Council (In Statute/Economic Forecasts)	\$ 158,000,000	\$ 217,700,000	\$ 114,900,000



Central I-70

- Early 2017: Record of Decision
 - Last step in 13 year study
 - Almost 300 presentations and meetings with local communities and public stakeholders.
 - Solidifies commitments to community and allows CDOT to begin implementing mitigations (e.g. housing, school improvements)
- Spring 2017: Final Request for Proposals Issued
 - Each version of RFP is posted on web
 - 4th round of public meetings on P3 will be held in winter 2017
- Summer 2017: Developer selection
 - Commercial and financial close
- Early 2018: Construction begin
 - First-ever local hiring requirements



Benefits:

- 50% reduction in travel times in 2035
- Addresses last of the “30-worst” bridges in the state



North I-25 Managed Lanes

Express Lanes

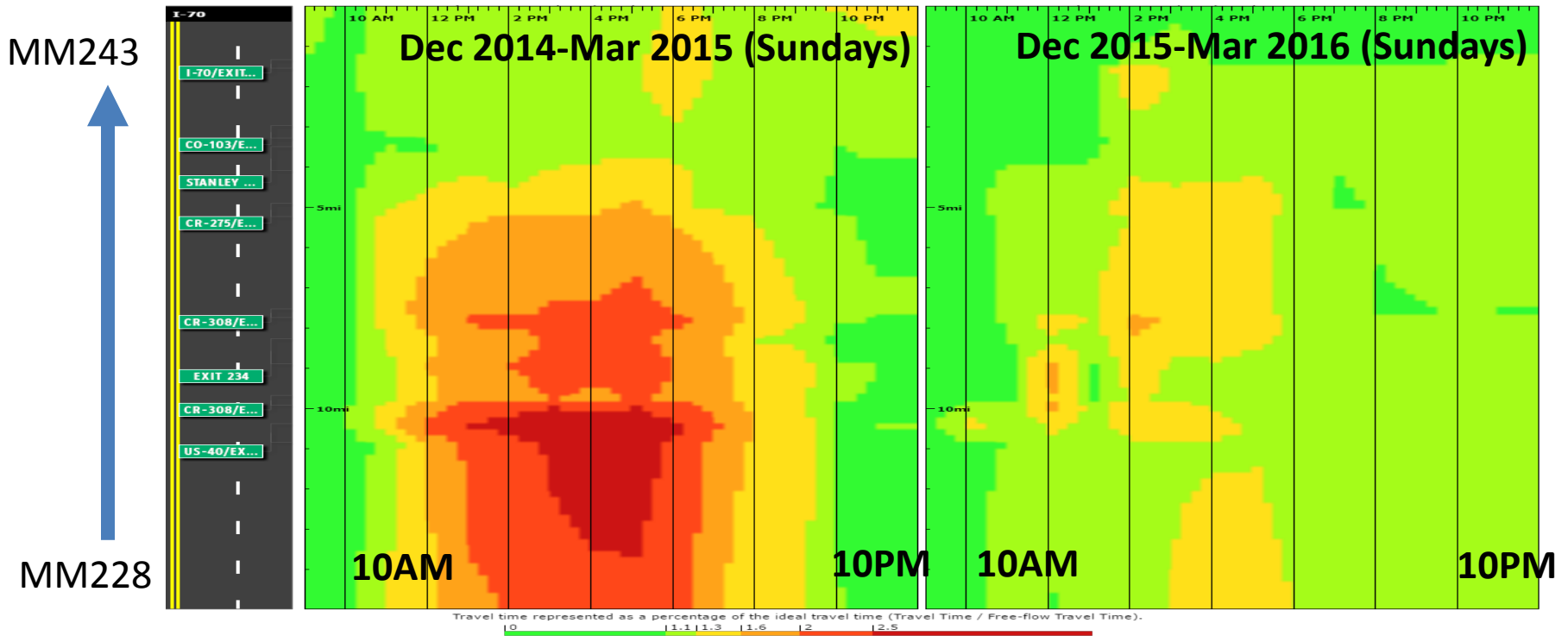
- Add tolled lane in each direction utilizing existing pavement
 - Segment 3: 120th to NW Parkway/E-470
 - Add one express lane each direction.
 - Under construction; complete Nov. 2018.
 - Segments 7 & 8: SH 402 to SH 14
 - Add one express lane in each direction, replace four aging bridges, and widen four additional bridges.
 - \$15 million TIGER grant, matched by local, private, SB-228 funds, and toll revenue.
 - Construction: Feb. 2018 to Dec. 2020.



I-70 Express Lanes

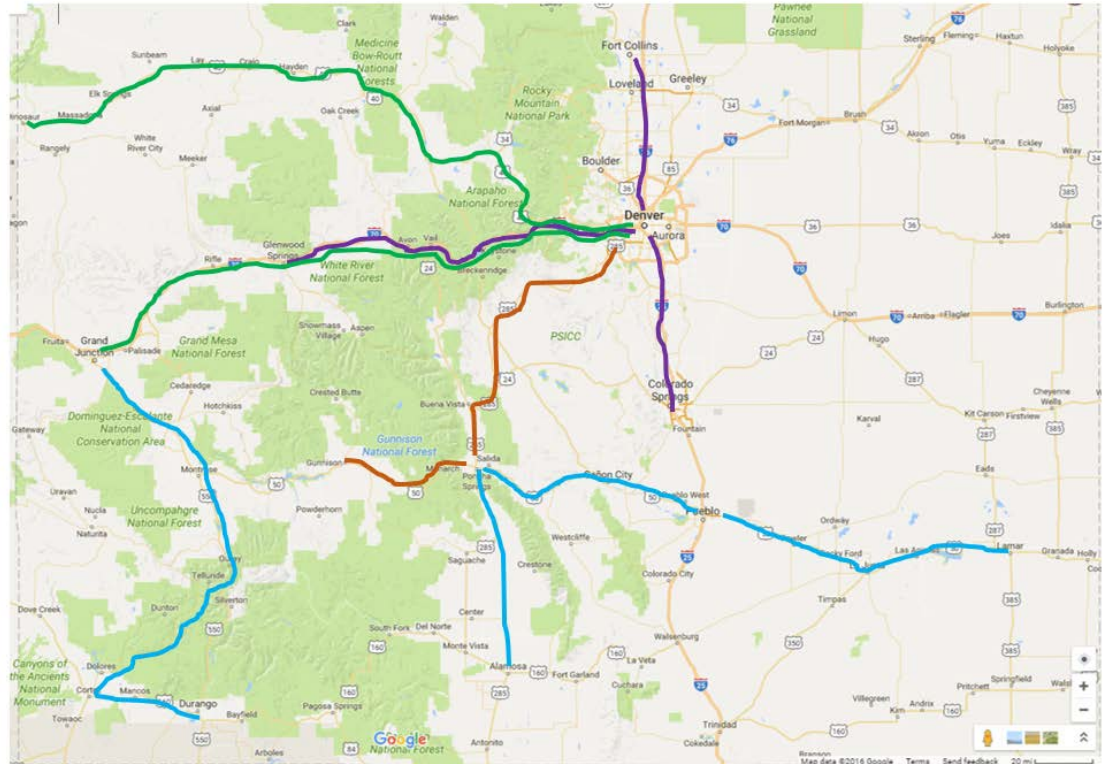
- Express Lane delivers operational improvements and all lanes benefit
 - Compare speeds from 2012 pre-construction to present/Express Lane (2012 - 2016):
 - More consistent speeds, clears incidents, overall faster speeds
 - 26 to 52% reduced travel times

Travel Time Index (EB Sundays on I-70 from MM 228-243-Georgetown to VMT)





Interregional Routes Funded by Federal Transit Administration and CDOT



Bustang Routes



Bustang Outrider Routes (grant agreements)



Greyhound Subsidized Route



Out for bid for 2018 (currently grant agreement)*

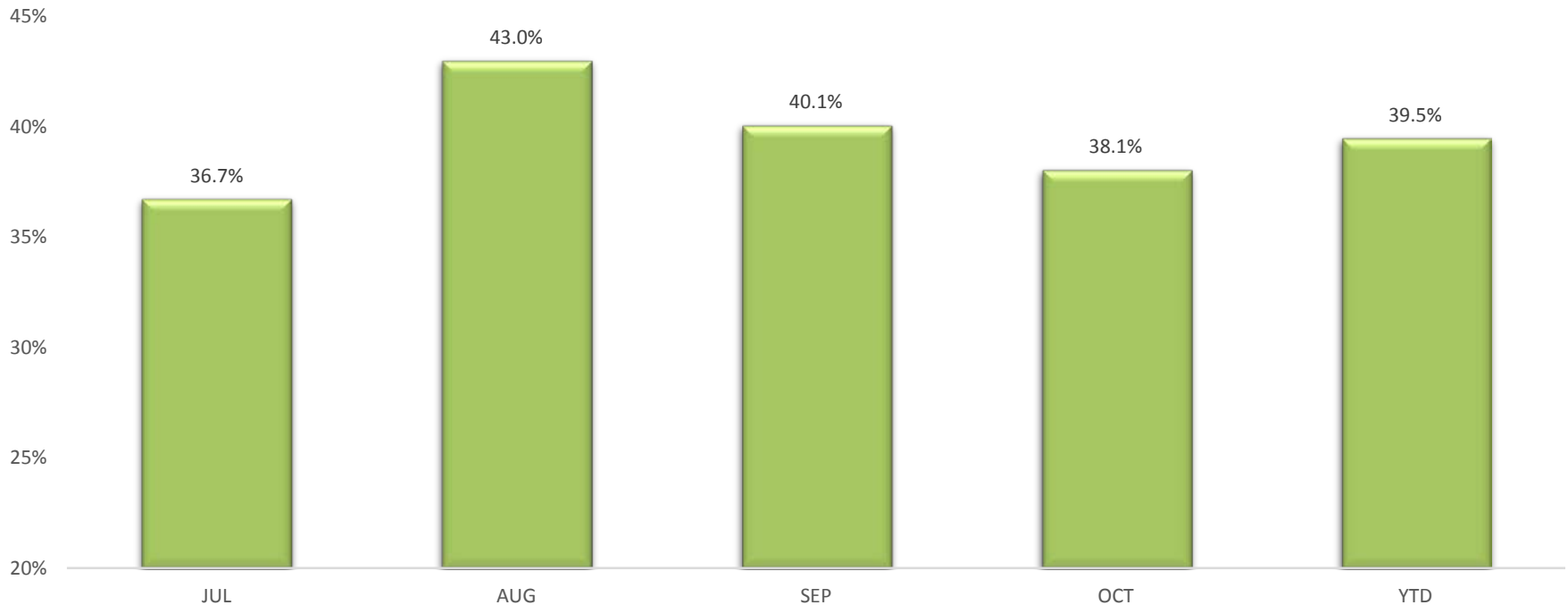


**Will still be branded as Outrider in 2018*



Healthy Multi-Modal System (questions 10 & 11)

Bus Recovery Rate FY17





Bike/Ped

Funding

- \$100M over 4 years
 - \$60M: federal funds from the CMAQ and Transportation Alternatives Program (previously prioritized by local governments)
 - \$30M: GOCO grants (lottery funds)
 - \$10M: Safe Routes to Schools program (federal funds)
- All funding has been dedicated and would not be available for other projects



Benefits:

- Will fuel economic growth and tourism
- Move us toward a cleaner environment
- Advance our goal of being the nations healthiest state

BEGINS JAN. 1, 2017

Why change to HOV 3+?

- By 2040, Colorado's population expected to increase 47%
- Provide capacity for critical corridors (HOV Express Lanes) in lieu of insufficient funding and ensure trip reliability and choice for commuters
- 60 outreach meetings/presentations since August, 15 news pieces and paid media outreach through mid January.

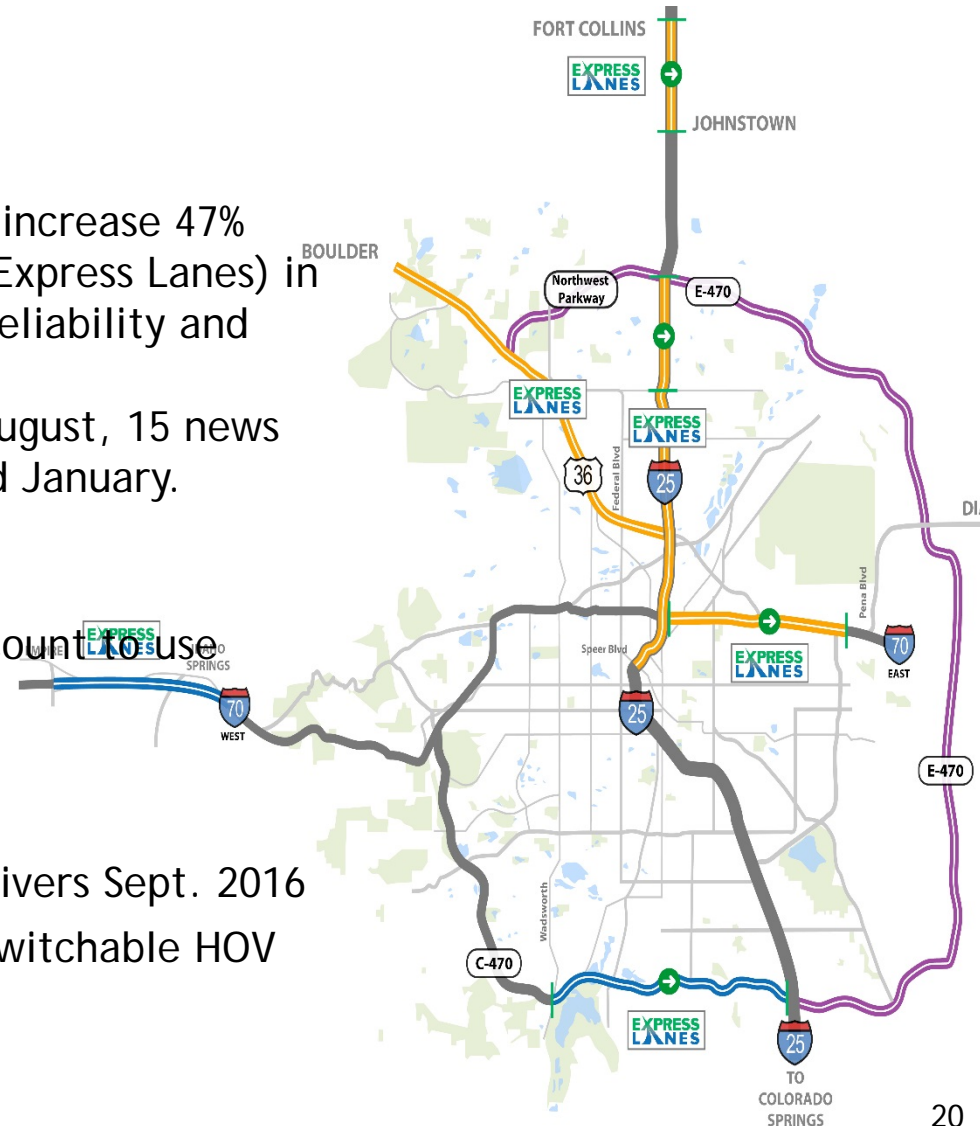
Motorcycles:

- Starting Oct. 15, 2016 no sticker pass or account to use CDOT HOV Express Lanes for free*

**US 36 and I-25 Express Lanes*

Carpoolers:

- \$15 reimbursement provided to HOV only drivers Sept. 2016
- Starting Spring 2017, HOV only drivers get Switchable HOV transponder for free





Marijuana Impaired Driving Program

- Use of multiple media formats
- Combining mass media supported by an existing community structure
- Targeting the audience most at risk
- Repeating a single message to increase effectiveness
- Surveys: 37% heard slogan. Behavior change TBA (Nov. survey)
- Value: \$250k in earned media





Marijuana Impaired Driving Program

- Enforcement - 91% users know law yet 50% report using & driving
- Governor's Dashboard - Tracking message exposure via impressions

Point of Sale Tactics

**DRIVE HIGH
DON'T DRINK** **MARIJUANA AND DRIVING IN COLORADO**
FOLLOW THE LAW, AVOID THE PENALTIES

THE BASICS

- Consuming any amount of marijuana before or during driving will put you at risk for DUI. A DUI can cost you more than \$10,000, in addition to jail time.
- Wait until you're home - it's illegal to use marijuana anywhere in public, including your vehicle.
- Driving high is a prosecutable offense, and having a medical need for marijuana is not a defense.
- Marijuana can impair reaction time, judgment, motor skills, and perception of time and distance.

ENFORCEMENT

- Colorado law enforcement are trained to detect impairment from any kind of drug. From 2012 to 2014, there was a 68 percent increase in the number of Drug Recognition Experts trained in Colorado.
- If your ability to operate a vehicle is affected to the slightest degree by alcohol and/or drugs, you can be arrested.

FOR MORE INFORMATION, VISIT DRIVEHIGHDUI.COM.

CONSUMING CAN CAUSE CRASHING.

It takes up to two hours for an edible to affect you.
Don't be behind the wheel when your high hits.

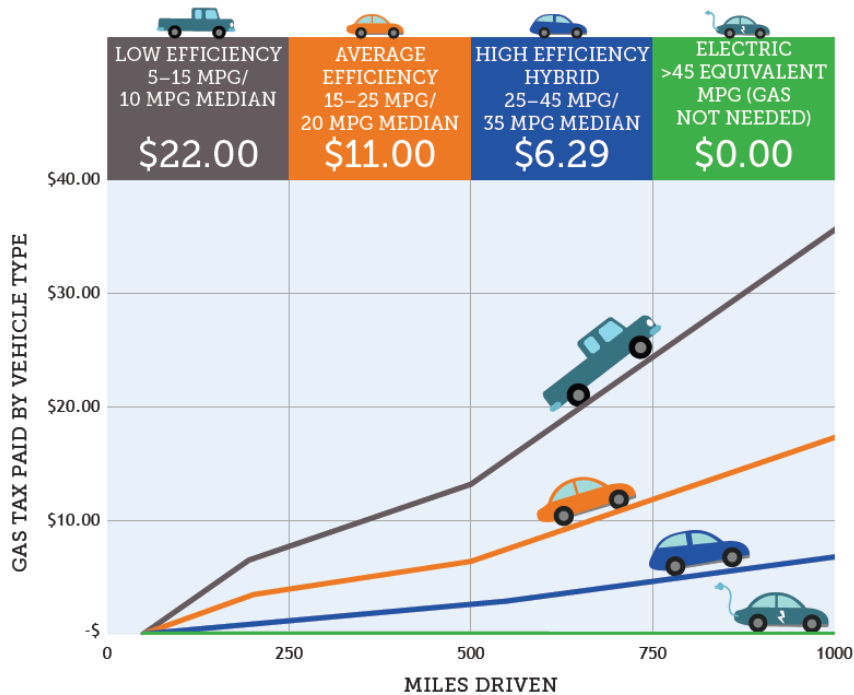
IF YOU'RE HIGH, DON'T DRIVE.

CDOT COLORADO ZERO

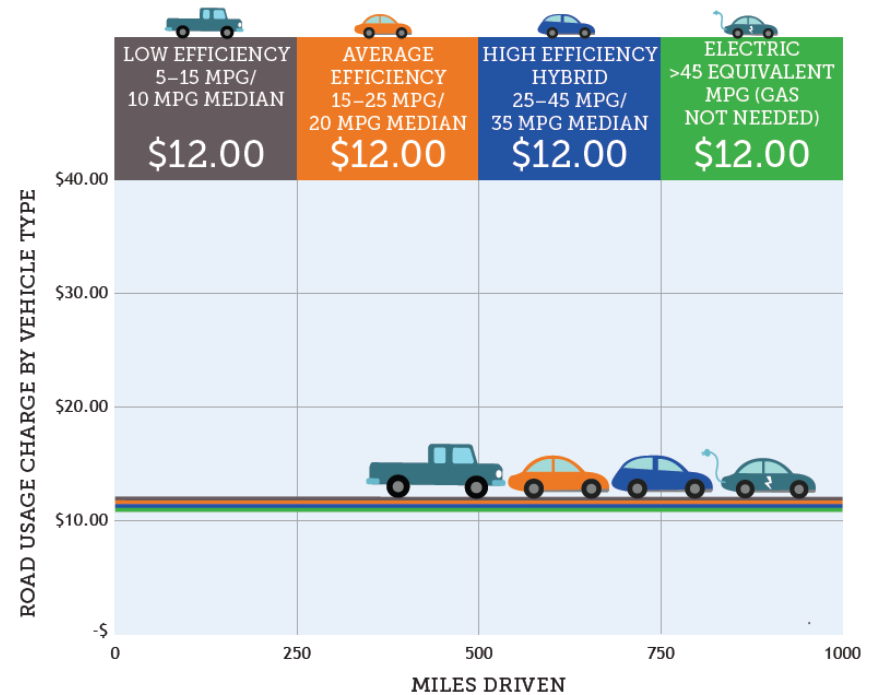


Road User Charge Pilot Program

GAS TAX PAID
(AVERAGE MONTHLY)



ROAD USAGE CHARGE PAID
(AVERAGE MONTHLY)





Where Do We Go From Here?

By 2040 Colorado will have 7.8 million people...

Current Projections

- Congestion increases with 2-3 times longer travel times
- Pavement condition and existing infrastructure further deteriorates
- Colorado's economic competitiveness suffers

Options to Address

- Fund key priority projects with a new revenue source
- Repair and sustain existing infrastructure
- Support innovations and technology, such as RoadX and autonomous vehicles



COLORADO
Department of
Transportation

Questions?