



COLORADO
Department of Transportation
 Office of the Executive Director
 4201 East Arkansas Ave, Suite 262
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Date: November 27, 2015

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 2016-17)

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 16, 2015. Department staff, Transportation Commission Chairwoman Kathy Connell, and I will be prepared to discuss each of these points at the December 1st, 2015 Hearing.

GENERAL ADMINISTRATIVE QUESTIONS

Question 1: Does the Department have data that compares CDOT's overhead costs to those of other states?

CDOT assumes that by overhead, the Committee is referring to the Department's Administrative portion of overall budget. CDOT's Administrative Budget is statutorily appropriated by the General Assembly. The limit of Administration that the General Assembly can annually appropriate to CDOT is 5% of CDOT's overall budget. This allows the Department to maximize allocations towards Colorado's multi-modal transportation system. For FY 2016-17 (see Figure 1 below), the Department's Administrative budget is slated to be 2.5% of its overall budget, half of the statutory limit. This percentage is consistent with CDOT's Administrative budget from previous years.

Figure 1.
 Administrative Budget Ratio to Overall Budget

Year	Administrative Budget	CDOT Budget/Expenditures	Percentage
FY 2012-13	\$ 23,648,164	\$ 1,562,607,864	1.51%
FY 2013-14	\$ 23,815,994	\$ 1,673,276,254	1.42%
FY 2014-15	\$ 31,257,951	\$ 1,737,208,660	1.80%
FY 2015-16*	\$ 30,872,211	\$ 1,310,238,372	2.36%
FY 2016-17*	\$ 31,748,320	\$ 1,270,312,906	2.50%

*Budgeted

CDOT's budget structure is unique compared to many other states, with CDOT's Administration line item legislatively appropriated and cordoned off from the rest of the Construction, Maintenance and Operations (CM&O) budget. Other states, however, do not have this type of separation in their annual budgets. Many states have budgets split out by total personnel or programs. Therefore, direct comparison between states is difficult. However, CDOT located a number of examples illustrating other states' Administration spending in recent years (see Figure 2 below):

Figure 2.
 State Administration Spending*

State	Administration Budget as Percentage of Overall Budget	Admin \$/Lane Mile
Nevada	9.51%	\$692.23
Massachusetts	3.44%	\$382.18
Alabama	4.37%	\$347.46
Pennsylvania	1.11%	\$226.99
Colorado	2.50%	\$172.93

*All Data From Most Recent State Budget

There appears to be an inverse relationship between the size of a state and its percentage of Administration budget. Larger states, such as Pennsylvania and Colorado, can manage their sizeable programs with similar Administration structures as smaller states. With a low Administration dollar per lane mile ratio of \$172.93, Colorado’s transportation system is being administered efficiently.

Question 2: How does CDOT’s Division of Audit, within the Administration section, interface with the Office of the State Auditor?

Generally, the Audit Division performs more narrow scope audits dealing with operations and processes, while the Office of the State Auditor (OSA) conducts broader base audits among various state agencies. The Audit Division:

- Conducts audits in accordance with Generally Accepted Government Auditing Standards (GAGAS) only with regard to CDOT operations.
- Conducts reviews of financial consultant packages from architectural and engineering consulting firms and determines if indirect rates and non-exclusive compensation are fair and reasonable in accordance with federal regulations.
- Collates and coordinates audit responses to both the State Auditor and Federal entities (FTA, FHWA, and OIG).
- Conducts Single Audit Reviews (A-133).
- Issues audit opinions on disputes and claims.
- Conducts cognizant reviews (pre-approved indirect cost rate for a particular architectural and engineering consulting firm).
- Issues audit opinions on the use of sole source contractors.
- Conducts indirect rate reviews of local agencies.
- Administers and responds to issues addressed on the Fraud Hotline.
- Conducts risk assessments and designs an audit plan to mitigate these risks.
- Provides some advisory services as required and in accordance with Institute of Internal Auditor Guidelines (Red Book).
- Responds to outstanding recommendations from both internal and external sources.
- Provides regular updates to the CDOT audit committee on activities and audit results.
- Acts as Audit Liaison with American Association of State Highway and Transportation Officials (AASHTO), Western Association of State Highway and Transportation Officials (WASHTO).

Cooperative efforts between CDOT’s Division of Audit and the Office of State Auditor include: 1) Sharing CDOT’s audit plan with OSA; 2) Providing updates on OSA outstanding recommendations; 3) Conducting audit follow-ups; 4) Providing OSA with CDOT Audit Division reports as requested; and 5) Assisting OSA with migrating risk of CDOT’s operations collectively.

Question 3: Please provide an overview of the major road projects planned across the state.

East Interstate 70 Viaduct project

The East Interstate 70 (I-70) Viaduct project is nearing the conclusion of the study and planning phase. CDOT is completing work on the Final Environmental Impact Study (EIS), which will be released for public review in January 2016. The Final EIS will identify the partially covered lowered alternative, which includes a new four-acre “cap” over a two-block stretch of the interstate as the preferred alternative. The project will be conducted in phases with Phase I estimated to cost approximately \$1.17 billion. Project funding will come from multiple sources,

including Bridge Enterprise, Denver Regional Council of Governments (DRCOG), and Senate Bill 09-228. The scope of this project, the largest in Colorado's history, includes removing the 50-year old viaduct, rebuilding a portion of I-70 below grade on the existing alignment, and placing a nearly four acre landscaped cover over the highway next to Swansea Elementary School. In addition, CDOT is adding one additional Express Toll Lane in each direction of the highway from I-25 to Chambers Road in order to improve mobility and manage congestion over the long-term. In addition, CDOT is adding one additional Express Toll Lane in each direction of the highway from I-25 to Tower Road to improve mobility. Projected benefits from the project include reduced travel times by 50% over expected 2035 levels. This project will cap CDOT's initiative to repair or replace the 30 bridges most in need of attention in Colorado.

North Interstate 25 projects

I-25 plays a significant role in the quality of life and economic vitality of a growing northern Colorado, from US 36 in the Denver metro area to State Highway (SH) 1 in Wellington. According to the State Demography Office, the population of Larimer County, currently 316,000, is expected to increase 52% by 2040. Similarly, Weld County's population of 268,400 is expected to increase 111% by 2040. CDOT forecasts that this population growth will increase the number of vehicles making daily trips along the I-25 corridor by 60% in 2040. To provide the same, or better, quality of life and economic vitality for the future, improvements are needed on I-25. The North I-25 project has a strategy to provide modern and effective multi-modal transportation solutions for residents, employees, freight, and visitors traveling between Denver and Wyoming.

To provide funding flexibility, CDOT is designing the corridor in segments and phases according to the Final EIS. Initial Improvements include:

- Two general-purpose lanes and one tolled express lane in each direction—US 36 to SH 7 and SH 66 to SH 14.
- Reconstructed interchanges and bridges.
- Express bus service.
- Incorporation of intelligent transportation systems.
- New carpool and transit facilities.

The segment from SH 402 to SH 392 is scheduled for a spring 2016 start, with completion by December 2017. The "Climbing Lanes" project near the SH 56 Interchange is due to begin in spring 2016, with completion later in 2016. The segment from 120th Avenue to E-470 is scheduled for a January 2016 start, with substantial completion by December 2017 and a full completion by spring 2018.

Based on existing revenues, the ultimate build-out of the project is expected by 2075. It is anticipated that continuous improvements will be made in accordance with the Final (EIS) phasing plan from now until 2075. Improvements by 2075 include:

- Three general purpose lanes and one tolled express lane in each direction on the entire corridor.
- Additional carpool and transit facilities.

Interstate 70 Mountain Express Lane

Addressing the congestion in the I-70 Mountain Corridor, CDOT will open the I-70 Mountain Express Lane on Saturdays, Sundays and holidays beginning December 12th (dependent on weather delays, testing, and final installation of electronics). The eastbound 13 mile express lane will run 73 days a year from Empire through the Veterans Memorial Tunnels in Idaho Springs using a reinforced shoulder. CDOT will increase overall capacity by offering drivers the choice to pay a toll for a reliable travel time. It is important to note that like all Colorado's Express Lanes, travelers are never forced to pay a toll and can always choose to travel in the adjacent two free general purpose lanes. The express lane will provide reliable access for corridor tourism (for those willing to invest more money in their recreation) and commercial vehicle traffic. CDOT wants to give Coloradans a choice.

If motorists choose to travel in the I-70 Mountain Express Lane, tolls will be collected electronically through an ExpressToll account/pass or through a License Plate Toll (LPT), which is the same tolling system used on all Colorado's Express Lanes, the Northwest Parkway and E-470. ExpressToll account and passes save money each trip. Drivers who choose to pay through LPT will pay the toll, plus a surcharge to process the license plate. A LPT bill, which will be higher than an ExpressToll charge, will be sent to the registered vehicle owner through the mail. High-Occupancy Vehicles (HOV), motorcycles, and hybrid vehicles must also pay the toll to use the Mountain Express Lane. The toll rate range approved for this corridor allows flexibility to provide a reliable travel time for drivers, and is based upon congestion and speed in the lane. Rates will range from \$3.00 to \$30.00, depending upon the congestion in the corridor. During more congested periods, the toll price will increase, which will help

keep travelers moving in the Express Lane. Public outreach on the I-70 Mountain Express Lane will include traditional media, independent and paid media to support “How to Use the Lanes” and “Get a Pass”.

The benefits for this corridor include a reduction in travel time of 30 minutes when using the lane and overall added capacity to the highway. When the Express Lane is not in use, it will return to regular shoulder use. Drivers will be notified when the lane is open or closed by signage on the road, the cotrip.org website, and via email and text alert to drivers that sign up for these notifications. Electronic signs and tolling equipment installation and testing is underway. Additionally, the westbound tunnel expansion paves the way for a future westbound express lane.

Idaho Springs

The old exit 241 bridge removal is the most significant remaining construction activity around the Idaho Spring project. Removal of the bridge is scheduled for mid-December, after which the newly constructed bridge will be opened to traffic.

The final paving and ramp tie-in at exit 241 will take approximately a week once the old bridge is removed. All traffic movements will remain open during this work. In order to accommodate the December 12th Express Toll Lane opening, some of the bridge project work is scheduled to occur after December 12th.

Although final schedules have not been determined, construction will continue up until June 16th on the following: 1) Water Wheel Park; 2) The three remaining inlets in the medians; and 3) One or two sediment basins. Other minor finish work will continue up until June 2016.

Accommodations:

The project team evaluated options to allow Mountain Express Lane access to Idaho Springs. The project will provide an exit opportunity west of Idaho Springs with signage to Idaho Springs. Travelers exiting the lane at Idaho Springs will have a four-hour “grace period” to re-enter the express lane without incurring additional toll charges. CDOT has mitigated impacts as much as possible during construction by limiting daytime lane closures, discouraging use of frontage roads by I-70 through traffic, metering traffic when warranted, and providing additional manual traffic control at Idaho Springs exits and within Idaho Springs. From late June through Labor Day 2015, all daytime lane closures on I-70 were suspended in Clear Creek County. The contractor spent \$40,000 in extra public relations for Idaho Springs last year and then an additional \$10,000 in permanent LED lighting on the back side of the businesses that face the highway.

Interstate 70 Edwards Interchange, Phase 2

This key interchange in the Vail Valley connects I-70 to US 6. Phase 1 at I-70 was completed in 2011. Phase 2 includes design improvements for the southern half of the Edwards Spur Road starting north of the roadway bridge over the Union Pacific Railroad, and ending with the connection to US 6 to the south, a distance of 0.4 miles. The design is anticipated to include road and bridge widening, intersection improvements, and pedestrian mobility improvements. Design costs have been funded 50% each by CDOT and Eagle County, with anticipated construction costs for this project totaling \$25.0 million.

Interstate 70 Vail Underpass (Simba Run)

This Responsible Acceleration of Maintenance and Partnerships (RAMP) project funded jointly by CDOT and the Town of Vail provides a new connection under I-70 in Vail to connect the frontage roads. It also provides improved local traffic access, transit access, and bicycle and pedestrian connections across I-70. CDOT added roundabouts on both the north and south frontage roads, and also added an underpass between the West Vail and Town Center I-70 interchanges. Local participation in this project is approximately 30%, with total project cost estimated to be \$30.0 million. A contractor is expected to be in place by February 2016, with construction set to begin later in 2016. The project is slated to be complete by December 2017.

Interstate 70 Vail Chain Station

CDOT has awarded a contract that will extend the existing West Vail chain station approximately 1,500 feet west, providing an additional 14 parking spaces. Eastbound I-70 will be widened, requiring a wall between I-70 and the frontage road. Existing chain station lighting at both the westbound and eastbound chain stations will be replaced with the current chain station LED light standard, increasing safety. The construction budget is \$6.5 million and was funded through RAMP.

Interstate 70 Glenwood Canyon

CDOT repaired and improved more than 20 bridges along I-70. The repairs include bridge joints and removing existing asphalt surfaces and replacing with polyester concrete surfaces. This will increase the lifespan of the highway surface. The new surface also functions as a waterproof barrier, preventing corrosion between the concrete and the bridge deck. The project also includes the construction of a rock fall fence to mitigate the risk of sliding or falling rocks. Additionally, more than 3,000 linear feet of bridge rail was replaced to enhance safety.

CDOT is currently replacing the existing asphalt surface on all highways around Glenwood Canyon with concrete. The project has been broken up into many phases and will take four-to-five construction seasons to complete.

State Highway 82 Grand Avenue Bridge

CDOT is replacing the Grand Avenue Bridge on SH 82 in Glenwood Springs. This project will replace the existing bridge that carries SH 82 over I-70. The existing structure was initially built in 1953 as a two-lane bridge, widened to four lanes without shoulders in subsequent years. The bridge is a vital link between I-70 and the Roaring Fork Valley. The existing bridge was identified on the original list of Colorado's 126 bridges most in need of repair by Colorado Bridge Enterprise. Construction is set to begin in January 2016, with the project complete by summer 2018. The project will minimize detour delays to no more than 90 days. Total construction cost for the project is approximately \$81.0 million.

Eisenhower/Johnson Memorial Tunnel Fire Suppression System

CDOT is currently performing final system tests on the fire suppression system that helps protect the tunnel and its passengers. The system is designed to suppress fire to provide a tenable space for tunnel staff to completely extinguish the fire. Because of the remote location of the facility, trained firefighters stationed at the tunnel are responsible for providing a first response to any fires that occur at the tunnel. The system consists of redundant heat detection systems, visible light and Infrared cameras, a high pressure fire pump, a boiler system to prevent freezing, and a backup generator/battery system. This \$25.0 million project was funded by an FHWA TIGER Grant (\$10.0 million), FASTER Safety funds (\$1.0 million), RAMP funding (\$9.0 million), and a legislative earmark (\$5.0 million).

Gazex Remote Avalanche Control System

CDOT has installed the first ever Gazex Remote Avalanche Control System on Colorado State Highways. Gazex is a system that improves how CDOT approaches avalanche mitigation, while improving the safety of CDOT workers and the traveling public. Gazex is a permanent installation on the mountain that uses compressed gases to create a concussive blast, triggering a slide. On November 4, crews had success firing the final Gazex exploder at Loveland pass. This followed the successful firing of 15 other exploders in total. The two projects are now fully operational and have been used for five missions on US 6 Loveland and one mission on US 40 Berthoud Pass. The new system greatly increases the safety of CDOT workers while protecting the public.

South Interstate 25

In Colorado Springs, CDOT has begun construction on the Cimarron Interchange. The project will cost approximately \$116.0 million and provide critical safety improvements to the I-25 corridor. The project will provide improved and extended acceleration/deceleration lanes for increased safety, widened shoulders, and improved curves on I-25. In addition, it will provide new structures for the I-25, US 24 and Cimarron Street bridges. Finally, the project will improve interstate and interchange operations and safety, enhance trail connections, improve water quality, and add aesthetic enhancements. The project is critical to the continued development and growth of the Colorado Springs downtown area and as a gateway to US 24. The project is expected to be complete by late fall 2017.

CDOT is also constructing a diverging diamond interchange (DDI) project at the Fillmore Street and I-25 Interchange in Colorado Springs. DDI's provide safer and more efficient traffic flow while requiring less structure width than traditional interchanges. As part of this project, two new bridges will be constructed to replace the current bridge structure, which was built in 1960 and widened in the 1970's. Each bridge will be approximately 220 feet long, with a 14-foot wide sidewalk on the eastbound side for pedestrian use. There will also be five-foot wide bicycle lanes on both bridges in each direction. In addition, the southbound off-ramp and northbound on-ramp for I-25 will be lengthened to accommodate the amount of traffic utilizing this route. The project is expected to be complete by summer 2016.

On the I-25 Ilex Interchange in Pueblo, CDOT is finished with the Design-Build procurement process and have awarded the contract to Flatirons Constructors. There are several funding sources for this project, including Bridge Enterprise (\$51.4 million) and RAMP (\$41.1 million). Project objectives are numerous: 1) Shoulders will be constructed to current design standards; 2) The curve south of the Ilex Interchange will be improved with an increased radius and design speed; 3) Interstate acceleration and deceleration lanes will be constructed to current design standards; 4) Replacement of the 1,800 feet of existing bridge with only 410 feet of new bridge, thus reducing initial capital costs and long term maintenance costs; 5) Realignment of a local roadway crossing under I-25; 6) The northbound off-ramp and southbound on-ramp at City Center Drive will be built to current standards; 7) Adjoinment of two existing bridges at City Center Drive (80% complete); 8) Adjoinment of two existing bridges at Santa Fe (30% complete); and 9) Implementation of new bridge at D Street.

US 36

Design Build contractor Ames/Granite JV continues to work towards finalization of project. Work yet to be completed includes punch-list repairs to many locations, including RTD Bus Rapid Transit stations, bikeway repairs, cracked concrete pavement panels, and smoothness grinding. As soon as the project is completed, Plenary Roads Denver and their partner, Transfield Services, will take over maintenance of US 36 between Denver and Boulder.

Tolling along the corridor began on July 22, 2015. According to Plenary Roads Denver, the Express Lanes are performing well. In September 2015, there were 209,829 transponder transactions on the corridor, resulting in \$180,590 in total revenue. Quarterly revenue (July to September 2015) totaled \$329,933.

Phase two for the highway includes the final two tolling gantries between Boulder and Louisville/Superior, with tolls commencing in early 2016. Public outreach will include traditional media, independent and paid media to support "How to Use the Lanes" and "Get a Pass". RTD's Bus Rapid Transit grand opening event is set for January 7th, 2016. The diverging diamond interchange (DDI) is now open to two lanes of traffic, with final work (median curb and gutter and decorative arch) to be completed. When the DDI is finalized in late December/early January, three lanes will be flowing northbound and southbound along McCaslin Blvd through the interchange. Additionally, with the conversion to the DDI alignment, RTD buses are able to skip traffic lights at the top of the interchange, as in the past, and use their own braided ramps to directly re-enter the highway. The bikeway will be completed and ready for use in December 2015 or January 2016 with the remainder of the phase two work. Users should expect that there will be intermittent closures with "dismount zones" where cyclists will be directed to dismount their bikes and traverse 100-200 feet along the path around a localized closure for repairs. The official grand opening of the bikeway will likely be in the spring of 2016.

Question 4: Does the Department recommend changes to S.B. 09-228 in order to increase the Department's ability to plan for available moneys? Please explain any recommendations.

CDOT has no official recommendations concerning SB 09-228. Although CDOT expects approximately \$200.0 million for FY 2015-16 (of which 90% will be used for highway purposes and 10% for transit projects), the Department wants to find a way to secure the other \$800.0 million in expected funding for future years. CDOT is relying on this funding in order to plan for needed projects. The Department supported HB 15-1109, which would have helped ensure CDOT would receive statutory SB 09-228 transfers by extending the timeframe CDOT could receive those transfers beyond the original five-year time frame. CDOT is open to the idea of using SB 09-228 transfers for maintenance purposes if they are part of a larger conversation on transportation bonding.

FUEL TAX

Question 5: The JBC staff briefing included the following statement, as provided by the Department: "Essentially, \$1.00 in motor fuel tax revenue in 1991 would purchase less than \$0.49 in 2015." Does this include an adjustment for construction inflation, which runs higher than the basic inflation adjustment?

With construction inflation, \$1.00 in 1991 is equivalent to \$0.32 cents in 2015, based on the Colorado Construction Index (CCI). To convert a nominal \$1.00 in 1991 to its equivalent real value in 2015, CDOT takes into account the price difference between 1991 and 2015. This accounts for the accumulated inflation factor over the years, which amounts to the loss of purchasing power of the dollar. The CCI is a quarterly price index that CDOT produces using data from bids prices and quantities submitted by contractors in a given quarter. The index is a weighted average of five major construction items: earthwork, hot mix asphalt, concrete pavement, structural concrete, and reinforcing steel. The index has been produced since 1987.

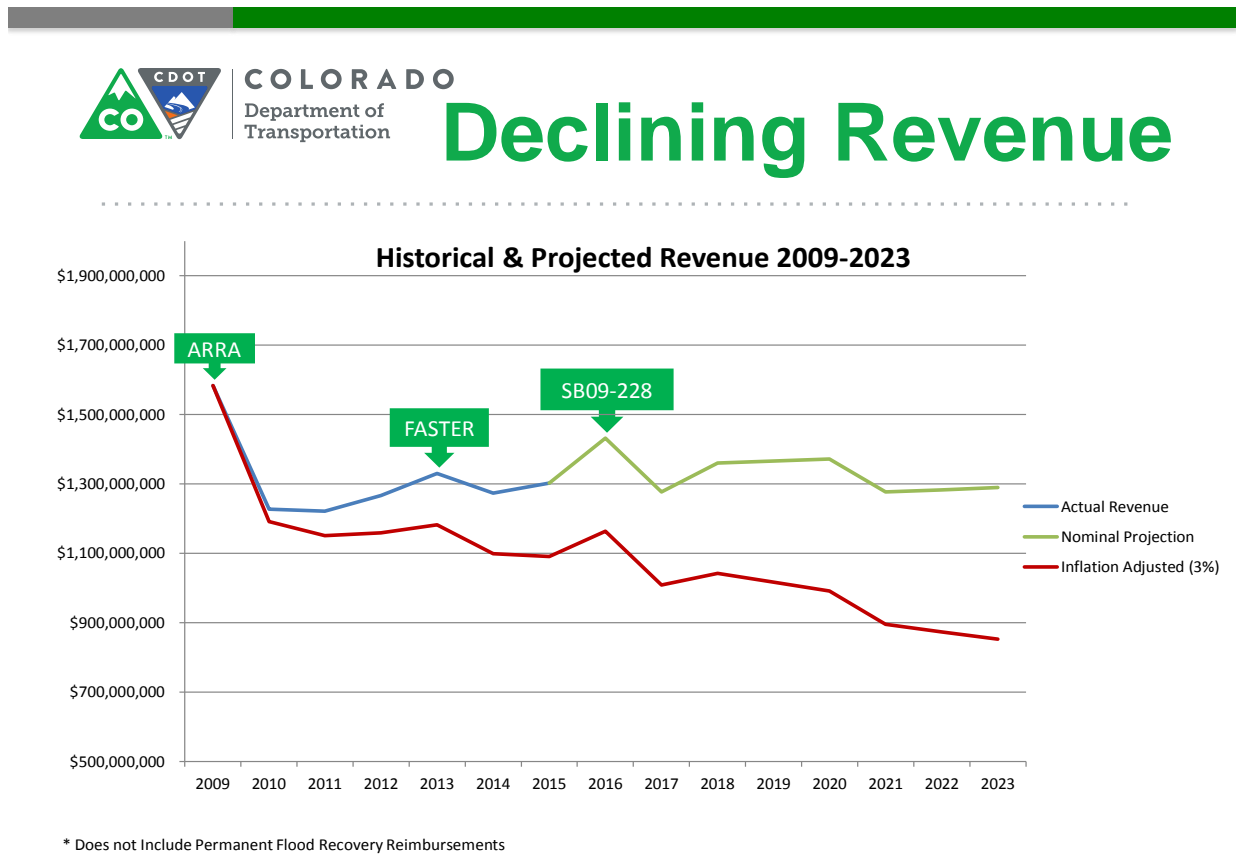
Question 6: Does the Department have any polling data on Coloradans' opinions about increasing the gas tax? Does the Department have similar polling data on Coloradans' opinions of FASTER fees?

CDOT does not have any polling data on Coloradans' opinions about increasing the gas tax. CDOT also does not have polling data on Coloradans' opinions of FASTER fees.

Question 7: How are fuel consumption rates and the level of fuel taxes collected changing over time due to increased vehicle efficiency, population changes, and vehicle miles traveled?

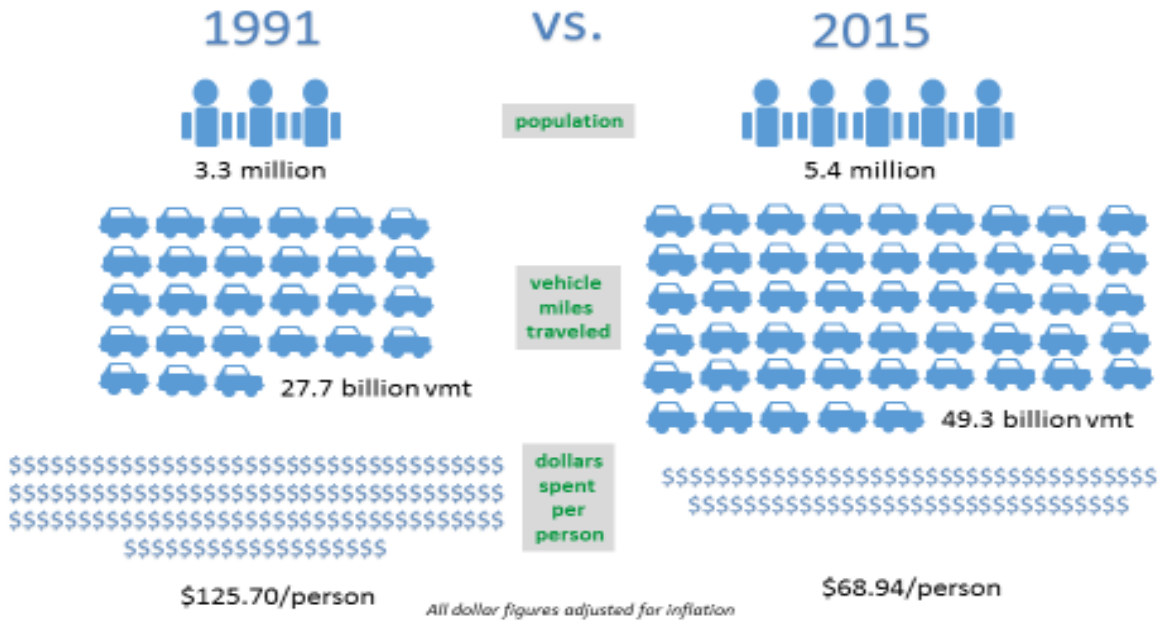
Fuel efficiency for passenger cars has increased substantially since 1991. According to the U.S. DOT, new model passenger car fuel efficiency has increased (on average) from 28.4 miles per gallon (mpg) in 1991 to 36.0 mpg in 2013, a 26.8% increase since Colorado's last gas tax increase to 22 cents-per-gallon. New light truck fuel efficiency has increased (on average) from 21.3 mpg in 1991 to 25.3 mpg in 2013, an 18.8% increase. These increases in fuel standards, while beneficial for consumers and the environment, nevertheless hurt transportation funding because gallons purchased per consumer has declined in comparison to previous years. Figure 3 below shows the real negative effect of CDOT's expected neutral nominal revenue in the coming years due to increasing fuel efficiency standards.

Figure 3.
 CDOT Historical and Projected Revenue



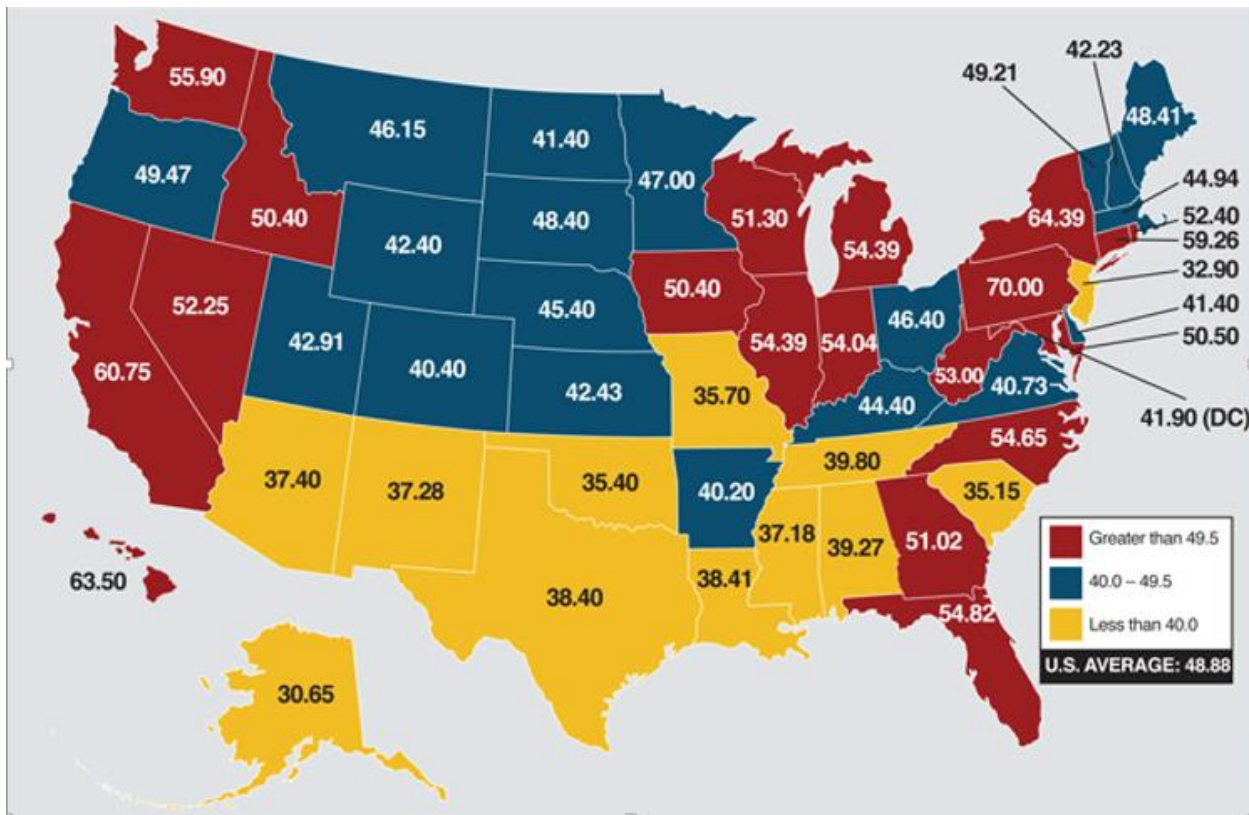
Fuel is an inelastic good (not dependent on price) until a certain level is reached (\$3.75-\$4.00). For the most part, the average citizen will continue to drive the same amount of miles no matter the price of gas. More overall Vehicle Miles Traveled (VMT) (see Figure 4 below) increase the stress on the highway system. Colorado's increasing population is also having a negative effect on the overall transport network. With Colorado's population slated to grow to eight million people by 2040, this increasing stress will continue. Since 1991, the amount of transportation dollars spent per person in Colorado has decreased by 54.8%.

Figure 4.
 1991 vs. 2015 Changes in Colorado



CDOT’s transportation funding is further limited by Colorado’s relatively low state gas tax (see Figure 5 below), which ranks 39th out of 51 states (plus Washington D.C.) at 22 cents per gallon. While other states continue to increase the gas tax, Colorado has not raised its state gas tax since 1991. Colorado’s total state and federal gas tax continues to remain below the national average of 48.9 cents per gallon. A low gas tax has positive benefits for consumers, however it hampers the ability of CDOT to increase transportation capacity and plan for future transportation needs, especially with an increasing population and the increasing number of drivers on Colorado’s highways.

Figure 5.
 Total Gas Tax (State and Federal) per Gallon by U.S. State



*Source: American Petroleum Institute

“HEAT IS ON”

Question 8: Will the recent recommendations made by the Colorado Task Force on Drunk & Impaired Driving lead to any additional budget requests? If so, when would the Committee expect to see them?

CDOT does not plan any additional budget requests in association with recommendations made by the Colorado Task Force on Drunk & Impaired Driving (CTFDID) during the 2016 legislative session. CDOT may plan budget requests in future legislative sessions surrounding the CTFDID.

Question 9: The request mentioned that one-third of vehicle fatalities are linked to impaired driving. Was there an increase in impaired driving fatalities with the legalization of marijuana?

CDOT does not keep data on the traffic safety violations. CDOT only keeps data on the number of DUI arrests by funded agencies during enforcement periods. These DUI arrests may be for alcohol, drugs, or alcohol and drugs, but CDOT does not have data on what specific substance caused the impairment.

There is no central repository that keeps data on DUI summons. The best information source for this data is Colorado State Patrol (CSP), which tracks this type of data for their agency. CSP is responsible for about 20% of Colorado’s yearly DUI arrests. In 2014, 12% of all CSP DUI arrests involved marijuana. In 2015, to date, 14% of all CSP DUI arrests involve marijuana.

Using historical Fatality Analysis Reporting System data, CDOT identified drivers involved in fatal crashes who tested positive for the presence of marijuana. This does not separate which type of marijuana, such as metabolized or active. A comparison of historical presence of marijuana data shows that the 5-year average from 2009-2013 was that 42.2 drivers involved in fatal crashes tested positive for the presence of marijuana, an average of 6.8% of fatal crashes. In 2014, 83 drivers tested positive for the presence of marijuana (12.1%), an increase of 39 drivers from 2013. Also, 58 drivers involved in fatal crashes in 2014 tested positive for marijuana at a level of 5ng or greater. Of the 83 drivers who tested positive, 25 had levels less than 5ng.

Only in 2014 did CDOT begin maintaining a record of test results for marijuana; therefore historical data is not available internally to provide a comparison.

Question 10: Please provide more information about the tactics used for the "Heat Is On" and "Drive High, Get a DUI" campaigns, including the smoking vehicle and arcade game. Please include the reasoning behind the specific tactics used, how audiences interact with items such as the arcade game, expected outcomes, the message the tactics intend to impart, and evaluation of their effectiveness.

"Heat is On" - 2015

The overall goal of this campaign was to raise awareness of DUI enforcement and to reduce the number of statewide motor vehicle impaired driving fatalities and injury crashes. CDOT measured this by surveying the public for recall of the campaign's two taglines and awareness of enforcement. The target audiences were males, 21 -34 years old since they are over represented in crash and fatality data. Research also shows that this group thinks they know how much alcohol they can consume and still be safe to drive. Nearly 70% feel that they are safe to drive after 1-2 drinks. When it comes to having "just a few" drinks, many people do not think twice about driving. The campaign served as a reminder that "a few can still be dangerous." CDOT's target demographic does not respond well to lecturing or "finger wagging", therefore CDOT used humor to engage and raise awareness.

Tactics included:

- Publicized 12 "Heat Is On" high-visibility DUI enforcement periods via press releases and social media
- Provided DUI advertising and signage at 14 drinking festivals and all Rockies baseball games
- Developed a print, radio, television, and online campaign called "A Few Can Still Be Dangerous," raising awareness about the fact that even a few drinks can lead to a DUI
- Developed and distributed DUI educational materials to the public
- Launched a "Know Your Limit" campaign over Labor Day weekend, a series of events that focused on technology as a way to encourage responsible consumption of alcohol
- Paid media included 611 cable TV PSA's and 752 radio PSA's in the Colorado Springs, Denver, Grand Junction and Ft Collins/Greeley media markets; 5000 per week movie theater PSA's; 213 bar bathroom posters statewide; and 50 bus tail PSA's in urban markets

Significant outcomes and evaluation:

- A total of 3,736,459 paid impressions from the pre-roll internet videos with 2,486 clicks to the DUI landing page and 3,046,502 completed views (82% completion rate)
- Media buys produced an additional 39,265,375 paid media impressions ensuring wide coverage in the state
- 750 people used personal breathalyzers to know their BAC during three "Know Your Limit" events
- \$1000 in Uber ride credits given away during "Know Your Limit" events
- News stories about "Know Your Limit" events produced 2,234,903 earned media impressions indicating broad reach with the public
- A survey conducted during the campaign of over 550 Coloradans showed that 47% of Coloradans heard the message "The Heat Is On" and 49% heard the message "Drink & Don't Drive." The same survey indicated 35% awareness of DUI enforcement efforts

"Drive High, Get a DUI" - 2015

The goal of this campaign is to continue awareness and education of the DUI law by capitalizing on earned media and paid media to attract the interest of CDOT's target audience. Surveys indicate that marijuana users still need to learn about the law.

The campaign complements and coordinates with the CDPHE 'Good to Know' program. General tactics included:

- 1) Mass media to maintain and continue to build awareness of the "Drive High, Get a DUI" message;
- 2) Strong ambient executions in the Front Range;
- 3) Strategic partnerships and event presence, e.g. dispensaries, Cannabis Cup.

The target audience is males, 21 - 34 years old, since they are more likely to drive high and are more likely to be casual or recreational marijuana users. They are less aware of marijuana DUI laws and consequences. According to a 2014 CDOT survey 57% of those who used marijuana drove a motor vehicle within two hours. Therefore, the campaign educated the target audience on marijuana DUI laws, awareness of the dangers of "drugged driving," and awareness of safety precautions to avoid drugged driving.

Tactics included:

- Smoking Car - A one-of-a-kind vehicle that safely fills with smoke as if people are consuming marijuana inside. The smoke then quickly dissipates, showing the message “Drive High, Get a DUI” in neon lights. The “smoking” car serves as a visual reminder that marijuana and vehicles don’t mix under any circumstances. The car was placed outside eight events where young adults congregate, including Rockies Opening Day (Downtown Denver); America on Tap (Ft. Collins); and CU Campus (Boulder).
- End Game Arcade - Placed in high traffic locations at 10 dispensaries in Denver, Aurora and Durango reaching 100-500 marijuana users daily. The game appears to be a classic racing game, but when users attempt to play, a CDOT public service announcement reminds them that driving high is illegal, prompting alternative, non-driving games to play. The arcade is also branded with “Drive High, Get a DUI” messaging.
- Dispensaries - An estimated 75 dispensaries have “Drive High, Get a DUI” signage in their windows and are providing information about the dangers of driving high to customers in the following communities: Silver Plume, Edgewater, Littleton, Lakewood, Northglenn and others.
- Cannabis Quiz Cab - In the Cannabis Quiz Cab, participants answered marijuana safety trivia questions while riding for the chance to win up to \$100 in credits toward future rides.

Significant outcomes and evaluation:

- Received 55 online articles, 28 TV stories, and 5 print stories with a publicity value of \$217,175.84 (200 million media impressions) on ambient tactics such as the smoking car, arcade game and cannabis quiz cab
- A phone survey while the campaign was in market (April) revealed that 47% of respondents recalled hearing the “Drive High, Get a DUI” slogan (up from 39% from the previous survey in June 2014).
- 45,000 people were reached with the smoking car displays
- 100-500 people were (and still are) reached daily with the arcade game
- At Cannabis Cup distributed 11,000 bags of educational snacks with safety messaging
- Cannabis Quiz Cab educated 45 people and gave out \$1,000 in ride credits over 420
- Paid media received a total of 34,547,063 impressions, including: TV Denver, Cable Denver, TV Colorado Springs, Cable Colorado Springs, TV Grand Junction, Cable Grand Junction, Cable Durango, Hispanic Radio Denver, Hispanic OOH, and Online Pre-roll Statewide

Question 11. What is the current allocation of funds to impaired driving programs within the Department of Transportation? What does the Department think is the appropriate level of funding?

The Highway Safety Office (HSO) receives approximately \$2.3 million in state funds for impaired driving programs. This state funding is used only for enforcement. The HSO receives \$2.2 million in federal National Highway Traffic Safety (NHTSA) funds through an application process. These funds are used for impaired driving projects that reduce driving under the influence of alcohol, drugs, or a combination of the two. These NHTSA funds are utilized in 18 separate projects including paid media for impaired driving projects and program support (staff salaries). Current funding levels are adequate for the current environment in regards to enforcement, equipment, and training. The amount of funding allocated to paid media for impaired driving projects would benefit from more funds.

Question 12. Will the management and evaluation of the program delineate between marijuana funding and what it is paying for, and other funds (such as alcohol-related funding)?

Yes. Because this is a separate campaign, CDOT will have the ability to track its outcomes separately.

Question 13. Please provide specific estimates of how much more an additional \$500,000 would buy in terms of the length of campaigns, expanded geographic target, increased number of messages, increased media impressions, etc.

An additional \$500,000 would buy a new campaign aimed at the legal consequences of alcohol-impaired driving. The campaign would also explore the possibility of including other forms of impairment, such as prescription drugs (but not marijuana, as explained below). The campaign would primarily focus on the main cause of impairment, which is alcohol.

- Length - paid media: The paid media buy would be approximately one month and garner approximately 20 million paid media impressions. This is similar in length to the other campaigns.
- Length - earned media: The public relations campaign would last approximately four months and generate

about 5 million earned media impressions. This is longer than the current marijuana campaign but not as long as the “Heat is On” campaign.

- Audience - The target audience, males 21-34 years old, would be the same as the “Heat is On” and “Drive High, Get a DUI” campaigns.
- Messaging - A new slogan and primary message with an additional focus on the new felony DUI law would be launched and be different from other campaigns.
- Geography - The geographic target would be statewide but have an emphasis on counties with high rates of impaired fatalities (e.g. Weld, Jefferson and El Paso) - similar to the “Heat is On” campaign but slightly different than the statewide “Drive High, Get a DUI” campaign which has an emerging emphasis for areas where dispensaries are located and is driven by the drug fatality and DUI data.

Question 14. What are the opportunities or challenges of combining the various impaired driving campaigns into one, unified campaign with an impaired driving message?

CDOT currently conducts two impaired driving campaigns: 1) “Drive High, Get a DUI” is funded by the state at \$450,000 and focuses on marijuana impairment; 2) “Heat is On” is funded by NHTSA at \$1.1 million and focuses on enforcement and education of alcohol impaired driving. CDOT has requested to increase impaired driving messaging in conjunction with the “Heat is On” program at a level of \$500,000 to include education on the legal consequences and dangers of all forms of impaired driving, including driving under the influence of drugs. CDOT assumes, in this question, the JBC is focused on all driving campaigns, including “Drive High, Get a DUI” and the “Heat is On” campaigns. Enclosed are the opportunities and challenges of combining the current “Drive High, Get a DUI” state campaign focused on marijuana with the proposed impaired driving campaign focused mainly on alcohol.

Opportunities:

- The target audience for drug and alcohol users is the same. This would create an efficiency in administering one impairment campaign.

Challenges:

Note: It is CDOT’s recommendation that “Drive High, Get a DUI” continue to be a stand-alone campaign. Merging it into a general campaign about impairment would undermine CDOT’s ability to educate marijuana users about the dangers and consequences of driving high. The nation is looking to Colorado for how CDOT educates the public about the dangers of driving high. At least one state (Washington) has adopted CDOT’s campaign.

- Education - See previous submission for differences in knowledge about impaired driving among alcohol and marijuana users. It would be difficult to create a “one-size-fits-all” campaign.
- Messaging - Impaired driving can be caused by many substances. Communicating too many messages severely compromises the campaign. Specific messages for targeted audiences are needed. For example, informing marijuana users that it’s illegal to drive high is appropriate since many are unaware. Doing the same for alcohol users, who are already aware that driving drunk is illegal, would be a waste of money. In addition, if CDOT changed the “Drive High, Get a DUI” tagline now, CDOT would abandon the increasing recall the Department is achieving.
- Tactics - Different tactics are needed to reach different users. For example, campaign collateral with alcohol or general impairment messaging would not be effective during CDOT’s outreach at 420 events.
- Evaluation - Current surveys are designed around questions about specific substances, not impairment generally.
- Affecting change - The “Behavior Change Continuum” is used as a guide for campaign messaging and tactics. Marijuana messaging appears at the beginning of the continuum (“unaware” or “aware”) whereas alcohol messaging, which has been part of public discourse for over 20 years, falls towards the end of the continuum (“tries new behavior” or “sustains new behavior”).

“FASTER”

Question 15. How are FASTER project priorities determined? Please provide a list of FASTER projects by priority.

For Colorado Bridge Enterprise (CBE), bridges are inspected by Staff Bridge and assigned a Sufficiency Rating (SR) and status based on the condition of the components. Bridges with a SR less than 50 and a status of Structurally Deficient or Functionally Obsolete are added to a 'poor' list. CBE then takes the population of poor bridges and performs a peer-wise comparison using a quantitative analysis tool. From this tool the bridges are assigned a score. CBE then performs a qualitative analysis of the program and Region resources to determine the best, better and good bridges to fund. As part of the new Policy Directives, CDOT is fully documenting the qualitative portion of this process. In the past CDOT only published the list that is generated from the quantitative analysis. CDOT is currently in the process of determining new rankings of bridges based on the updated priority and Policy Directive procedures, and has yet to fully form a new priority bridge list. Once this list is updated, it will be provided to the JBC. Because the only bridge left from CDOT's original list of 30 bridges most in need of repair is the I-70 Viaduct, this is and will continue to be CBE's number one priority.

Question 16. Please provide an update on the status of the implementation of audit recommendations from the 2015 Office of the State Auditor report on the performance audit of FASTER revenues.

The audit's findings resulted in eight specific recommendations to CDOT and the Transportation Commission that will improve how CDOT utilizes FASTER revenues. CDOT agrees with each of the recommendations and is in the process of analyzing the audit in depth as a means of improving its programs and transparent use of FASTER revenues.

Starting on September 3rd, the Department, including personnel from Division of Transit and Rail (DTR), Office of Financial Management and Budget (OFMB), and Safety (Mitigation and Asset Management), began regular meetings in an effort to address the audit recommendations. These meetings focused on each program's processes and sought to determine the potential improvements or gaps based on the audit findings. Additionally, management has held oversight meetings, periodically checking on the progress of the directives. The Department will complete the following directives and submit them for approval to the Transportation Commission in January:

- A Policy Directive pertaining to the criteria and funding allocation for DTR, Safety Mitigation and Asset Management, and includes OFMB's management of FASTER revenues.
- A Policy Directive which pertains only to the Statewide Bridge Enterprise setting for the criteria for Designated Bridges, to be approved by the Bridge Enterprise Board of Directors.
- A Procedural Directive pertaining to Transit Related FASTER Projects.
- A Procedural Directive pertaining to Safety Mitigation FASTER Projects.
- A Procedural Directive pertaining to Asset Management FASTER Projects.
- A Procedural Directive pertaining to Bridge Enterprise FASTER Projects.
- Total = Six directives (Two policy directives / Four procedural directives).

CDOT will address and resolve the Legislative Audit Findings on-time and within the identified schedule.

“BIKE INFRASTRUCTURE AND SAFETY”

Question 17. Please describe the Department's efforts to clarify messaging around the public's impression that bicycle infrastructure projects divert funding from roads.

CDOT's message to the public includes Colorado's goal of becoming the healthiest state in the nation, which bicycles will help achieve. A healthier state has a number of benefits, including more economic growth through tourism, a cleaner environment, and lower healthcare costs. All projects that are being funded have been previously planned by CDOT's local planning partners, which requested funding solely for bicycle infrastructure projects.

There have been numerous efforts to inform the public about these messages. CDOT has engaged in various speaking engagements to spread the benefits of bicycling, including the Statewide Transportation Advisory Committee (STAC), which was briefed at its October 2015 meeting. CDOT has also followed up with local and state media on the bicycle program in both editorial boards and in stories. CDOT will continue to engage all state and local stakeholders in dialogue surrounding the issues of bicycle infrastructure.

Question 18. What are the long term maintenance costs of bike paths, and how are those maintenance costs funded?

The vast majority of facilities used by bicyclists, such as shoulders, are already part of the roadway, and therefore require minimal maintenance beyond that which is already managed with State Highway Fund dollars. For any newly-created off-system facilities (i.e. trails), CDOT's Procedural Directive 1602.1 requires local agencies to maintain the facility in perpetuity.

Question 19. How does the design of bike paths interact or interfere with roadways? Are the rights-of-way of roads sacrificed for the right-of-way of bike paths? Will new bike paths change the road beds or share the road beds?

Bicycle trails are designed to remove the bicyclist from space that might otherwise be shared with motorized traffic on a roadway. While some trails do intersect with roadways, they are not a detriment to access the roadway or road bed. The US 36 Bikeway is a good example - it is a separate path paralleling the highway, but access points on and off the highway are not impacted in any way.

Question 20. The bill appropriating General Fund to the Safe Routes to School program specified that the state appropriation would be rescinded if federal funding returned. Does the new federal funding going to Safe Routes to School programs replace the need for state funding for the program?

C.R.S. 43-1-1604 required the Colorado Transportation Commission to establish, and the Colorado Department of Transportation (CDOT) to administer, a federally mandated Safe Routes to School (SRTS) program. The program distributed federal funds to eligible projects that encouraged children K-8 to bicycle and walk to school. However, the mandatory federal program was made optional under the Moving Ahead for Progress in the 21st Century Act (MAP-21). Via HB 14-1301, CDOT received \$700,000 in state General Fund for the FY 2014-15 grant-awarding season. Part of the legislation allowed the General Assembly to rescind the \$700,000 in state funding if federal funding was granted "for the fiscal year commencing July 1, 2014". Federal funding during FY 2014-15 did not occur. In February 2015, the Colorado Transportation Commission (TC), in line with authority granted by the Colorado General Assembly, awarded \$700,000 in grants utilizing General Fund allocated for FY 2014-15. SRTS state funds from FY 2014-15 are in the planning stages of being spent, however because the projects were approved only in February 2015 by the TC, many of the projects have yet to begin, and many of those that have begun have yet to be completed. Therefore, the JBC gave permission to rollover SRTS funds to FY 2015-16.

Federal money coming from the Transportation Alternatives Program (TAP) for SRTS is flexible federal spending, and is not dedicated to SRTS. In order to be utilized, however, TAP money must be spent on non-highway projects. The TC decided in October 2015 to allocate \$2.5 million of flexible federal funds from TAP towards SRTS for FY 2016-17. As of December 2015, no legislation has been passed awarding state General Fund to SRTS for FY 2016-17.

NEW CDOT ADMINISTRATION BUILDINGS

Question 21. What is the role and level of involvement of the Capital Development Committee in the development of the new CDOT office buildings?

CDOT receives the majority of its funding through non-General Fund sources that are continuously appropriated. Through C.R.S. 43-4-206(1) (b), CDOT is allowed to use its transportation funds for offices, garages, and other buildings. The TC, through C.R.S. 43-1-113(1), is required to approve any such spending. C.R.S. 43-1-205 also authorizes CDOT to have offices throughout the state that CDOT "may find necessary for its work". Finally, C.R.S. 43-1-211 allows CDOT to "purchase land and construct offices, garages, and storage space". CDOT has and will continue to exercise appropriate due diligence in any new building endeavor. The Capital Development Committee (CDC) was able to tour the new Region 4 offices in Greeley while it was under construction, and CDOT continues to welcome the participation of the CDC during discussions of all CDOT building purchases.

Question 22. During the 2015 legislative session, the Department of Transportation opposed a transportation bond bill. Please explain why the Department opposed the bill, and please inform the Committee of the Department's current position, given the Department's plan to issue Certificates of Participation (COPs) for new office buildings.

CDOT opposed the 2015 bonding legislation because no new funding source was added to offset future bond payments. As such, the legislation required CDOT to spend approximately \$5.0 billion more than we are projected to receive over the next twenty years. Without revenue to pay back the bonds, CDOT would have been forced to cut its Asset Management program that is used to repair existing highways in order to pay for the new transportation projects by about one-third, which would have caused the highway system we all rely on to degrade to an unacceptable level. CDOT recognizes the transportation funding need in Colorado, but does not believe the

existing funding problem can be solved only with bonding, which is not a funding source but a financing tool. CDOT would oppose legislation in 2016 that would require bonding without a revenue source to help pay the bond payments.

The costs for new buildings in Pueblo, Greeley, and Denver will be entirely offset by the unrealized maintenance, repairs, and upgrades at the existing facilities as well as the lower operating costs and higher residual values of the newer buildings after the 20 year COP is paid after. In fact, constructing the three new structures (and selling about 15 existing older facilities) will cost the department about \$6.0 million less than making necessary repairs to the existing buildings and holding on to them for twenty more years (see Figure 6 below).

Figure 6.
 Cost/Benefit Analysis of New Buildings

COP Funded Projects				
Renovate		BTS		DELTA
Total Costs	\$ 60,396,671.99	Total Costs	\$ 128,371,980.00	\$ 67,975,308.01
Total Net Sale Proceeds		Total Net Sale Proceeds	\$ (21,309,416.00)	\$ (21,309,416.00)
Total Net Costs/Total COP Amount	\$ 60,396,671.99	Total Net Costs/Total COP Amount	\$ 107,062,564.00	\$ 46,665,892.01
COP Repayment	\$ 88,881,856.78	COP Repayment	\$ 157,557,017.08	\$ 68,675,160.29
OpEx +CapEx	\$ 134,953,912.10	OpEx +CapEx	\$ 97,006,748.40	\$ (37,947,163.70)
Rent Cost		Rent Cost	\$ 5,490,289.20	\$ 5,490,289.20
Total Cost Of Repayment	\$ 223,835,768.88	Total Cost Of Repayment	\$ 260,054,054.68	\$ 36,218,285.80
Total Residual Value	\$ (53,861,044.95)	Total Residual Value	\$ (95,992,110.00)	\$ (42,131,065.05)
Total Net Cost of Repayment	\$ 169,974,723.93	Total Net Cost of Repayment	\$ 164,061,944.68	\$ (5,912,779.25)

The CDOT building in Pueblo was constructed in the 1930s. The structure has numerous leaks and no insulation, which means it is expensive to heat in winter. During heavy rains, the office areas flood, resulting in damage to equipment and, in several instances, destruction of documents. Furthermore, the building is beyond its employee capacity. Today, approximately 140 staff work at the facility, far more than ever designed for the site, and the Department has been forced to spend money on temporary office space. The Pueblo facility also houses the heavy equipment mechanics shop and garage. Because of poor ventilation in the building, diesel fumes waft into the office area and create a safety hazard. Moreover, there are too few mechanics bays to handle the current workload, and mechanics are often forced to work in harsh weather conditions outside as the current site is too small to allow for expansion of the existing bays.

The CDOT Headquarters and Region 1 buildings in Denver suffer from similar problems. The headquarters structure is 60 years old and houses over 500 state employees. The building has extremely high maintenance costs because of the aging and inefficient windows, HVAC systems, and building systems. An independent property assessment concluded that the Headquarters and Region 1 Headquarters buildings requires \$21.7 million in upgrades and repairs to make the buildings safer and bring them up to modern fire/safety codes and ADA accessibility requirements. At a total sales value of approximately \$12.4 million, the cost of repairs is roughly 50 percent greater than the total value of the properties themselves. If these were vehicles, they would be considered "totaled." As the buildings continue to age, it is certain that more costs will appear on top of the \$21.7 million estimate. The climbing costs to the taxpayers are too large to ignore.

Question 23. Are the new office buildings considered state-owned buildings?

Yes, all of CDOT's buildings are state-owned buildings under the authority of the Colorado Transportation Commission. CDOT must adhere to local, state and federal ordinances while maintaining all of its properties. The Colorado Transportation Commission maintains statutory authority to lease, purchase and sell all properties using state transportation funds.

Question 24. What is the sustainability of the funding for COPs for the new office buildings?

CDOT has known about the need for new buildings for over 10 years, as maintenance costs have increased on its existing structures. The ability to provide upkeep of a new building costs less than providing upkeep of CDOT's

existing buildings that were built before 1955. With today's low interest rates, consolidation of existing building and maintenance payments into fewer, lower payments over 20 years, along with the sale of existing assets, will help CDOT finance COPs for new buildings. Funds that would have been consumed for facility upkeep and maintenance charges will now be used to fund COPs for new buildings.

Question 25. Who has oversight of the buildings and land owned by CDOT? Does the legislature have oversight over these spaces?

CDOT and the Transportation Commission have oversight of the buildings and the land owned by CDOT and have the authority to buy, sell and/or lease its structures. For land and buildings that CDOT plans to sell, Colorado's state and local tax base will increase, providing more tax revenue that can be used for government purposes.

Question 26. Please describe the Department's efforts to communicate the Department's justification to build new office buildings rather than address issues such as the challenges on I-25. How does the new office space fit into the Department's overall priorities for roads?

Constructing three new facilities (and selling about 15 existing older facilities) will cost the department approximately \$6.0 million less over 20 years than performing necessary repairs on the existing facilities when factoring in the cost of building/refurbishing, lower operating costs, sales of the older buildings and land, and the residual value of the buildings after 20 years.

SOUTHWEST CHIEF

Question 27: What is the cost of adding a Pueblo stop to the existing Southwest Chief rail line? How will that be paid for?

CDOT's position is that long-distance intercity train routes operated by Amtrak are a Federal responsibility. The application for the recently approved TIGER grant in no way obligates CDOT to take part in the Southwest Chief expansion to Pueblo. CDOT is willing to apply for federal TIGER grants, which keeps the project funded at a federal level and also leverages partnerships with the private sector. Pueblo County is proposing to pay for a \$99,990 study to fully, and independently evaluate this question. Pueblo County has expressed the possibility that a county-level tax might be considered to cover the capital costs of the Pueblo stop. However, this is Pueblo County's initiative, and not CDOT's.

Question 28. The Transportation Commission has committed \$1.0 million to the Southwest Chief TIGER grant match. Would this money go to roads if not used for the Southwest Chief match?

The benefit to Colorado as a whole of an approved TIGER VII grant application is greater than the \$1.0 million expense. Because the Colorado State Government has advanced \$1.0 million, the economy in southeast Colorado will receive \$8.0 million in direct spending from local government, private corporation (BNSF), and federal government spending on 11,000 tons steel. This second TIGER grant in two years effectively concludes the debate from a capital maintenance perspective, keeping the Southwest Chief in southeast Colorado for the next 20-plus years. \$1.0 million from Colorado is a relatively small amount of money, as Kansas has pledged \$4.0 million in the two TIGER grant applications to help maintain the SW Chief. Additional economic benefits to southeast Colorado with continuation of the SW Chief include: 1) The retention of connectivity/mobility and tourism in and around southeastern Colorado; and 2) keeping 71 Amtrak Southwest Chief service and related jobs in Colorado. This leveraging of funds for the greater good is worth more to Southeast Colorado than \$1.0 million in road spending would have directly achieved. One of CDOT's goals is multi-modality of the transportation system in Colorado. \$1.0 million helps maintain state multi-modality at low cost.

SPECIFIC PROJECT QUESTIONS

Question 29. Please provide an update on the Idaho Springs project and the associated delays. Please include all issues related to the bridge construction and the Peak Period Shoulder Lane (PPSL).

See answer above in project update section.

Question 30. Please provide an update about flood recovery projects underway or being considered in Estes Park.

For US 34, the design phase is 30-60% complete through half of the canyon, and 20% complete through the remainder of the canyon. Construction is anticipated to begin in March 2016 with rock blasting near Idlewild. CDOT continues to work with stakeholders to address needs related to roadway alignment and access, river restoration,

and traffic impacts during construction. CDOT is working with stream coalitions throughout the canyon to mitigate impacts, especially at Drake and Cedar Cove, where the river shifted significantly during the 2013 floods. CDOT and its contractors are planning construction in phases to minimize traffic impacts in Estes Park during the summer peak season. Construction is estimated to be complete by mid-2018.

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.

There was no legislation applicable to CDOT during the 2015 General Assembly session that CDOT has not implemented or partially implemented.

Question 2. Please provide a detailed description of all program hotlines administered by the Department, including:

a) The purpose of the hotline;

The only hotline CDOT maintains is the Audit hotline. The purpose of the Audit hotline is to give CDOT employees a place to report any concerns they have related to fraud, waste, or abuse.

b) Number of FTE allocated to the hotline;

Audit hours for FY 2014-15 were approximately 600 hours, which includes the administration and investigation of hotline issues. This is .29 of an FTE.

c) The line item through which the hotline is funded; and

The Audit hotline is paid through Operating costs in both the Administration and Construction, Maintenance & Operations (CM&O) line items.

d) All outcome data used to determine the effectiveness of the hotline.

There were 31 Hotline Incident Reports in FY 2014-15 that were investigated by CDOT staff. Specifically, 18 of these calls were referred to the Human Resources Division, while 13 of these calls were investigated by the Audit Division. The 13 investigated by the Audit Division involved possible fraud, waste, or abuse. Some of these investigations are ongoing.

Question 3. Describe the Department's experience with the implementation of the new CORE accounting system.

a) How has the implementation improved business processes in the Department?

CORE allows budget adjustments to be made more simply and timely. It is also easier to add budget documents to CORE. CORE's main strength is its reporting features, which are becoming more efficient. This is especially helpful during the creation of the Long Bill and its related processes.

b) What challenges has the Department experienced since implementation and how have they been resolved (i.e. training, processes, reports, payroll)?

It is important to note that CDOT has used SAP as its financial system since 2006 and did not convert to CORE with other state agencies. Rather, it transitioned by building interfaces to and from CORE and SAP. CDOT is a "Feeder Agency". For a majority of CDOT's users, therefore, CORE training was adequate. CORE's integration with the rest of the State has also resulted in the Office of State Controller delaying the Period 13 close, which impacts CDOT reporting. Finally, CORE suffers from occasional technical issues that impact performance.

c) What impact have these challenges had on the Department's access to funding streams?

These challenges have had little-to-no impact to CDOT's access to funding streams.

d) How has the implementation of CORE affected staff workload?

The CORE implementation project did increase staff workload, specifically when processing internal transactions. Approximately two Division of Accounting & Finance staff were dedicated full-time to the transition, and many more contributed significantly.

e) Do you anticipate that CORE implementation will result in the need for a permanent increase in staff? If so, indicate whether the Department is requesting additional funding for FY 2016-17 to address it.

All known CORE issues have been addressed and interfaces are working properly. CDOT does not expect CORE to increase staff workload in the future.

Question 4. If the Department receives federal funds of any type, please provide a detailed description of any federal 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 2015-16.

The National Highway Traffic Safety Administration (NHTSA) recently 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. 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, including RoadX.

Question 5. Does the Department have any outstanding high priority recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated October 2015 (link below)? What is the department doing to resolve the outstanding high priority recommendations?

[http://www.leg.state.co.us/OSA/coauditor1.nsf/All/4735187E6B48EDF087257ED0007FE8CA/\\$FILE/1542S%20Annual%20Report.%20Status%20of%20Outstanding%20Audit%20Recommendations,%20As%20of%20June%2030,%202015.%20Informational%20Report.%20October%202015.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/4735187E6B48EDF087257ED0007FE8CA/$FILE/1542S%20Annual%20Report.%20Status%20of%20Outstanding%20Audit%20Recommendations,%20As%20of%20June%2030,%202015.%20Informational%20Report.%20October%202015.pdf)

CDOT has two outstanding recommendations that are contained in the OSA Annual Report. These two findings are related to the Super Circular federal requirements (2 CFR 200):

- Expanding the sub-recipient monitoring plan to include detail monitoring policies that define the frequency and nature of sub-recipient monitoring activities that will be performed throughout the year (2014-076B).
- Implementing a risk-based analysis in order to ensure that resources are directed towards the highest risk sub-recipients (2014-076D).

CDOT is currently in the process of testing a risk model in order to assess the risk of possible misuse by local government entities that received federal funds (sub-recipients) for construction projects. This risk assessment determines the extent of monitoring by CDOT over each of these sub-recipients. The Super Circular is relatively new legislation that is still evolving, which means that CDOT must continually work with stakeholders in implementing this audit finding. Both the Federal Highway Administration (FHWA) and Office of Management and Budget (OMB) provide ongoing additional guidelines for the Super Circular risk assessment. CDOT has been coordinating efforts with FHWA on CDOT's progress regarding the implementation of these two recommendations.

Additionally, CDOT is also benchmarking its processes with other state DOT's to ensure an accurate and complete risk assessment model. The majority of states are also in the process of developing and assessing the accuracy of their own risk assessment models. It does not make sense for CDOT to finalize the internal procedures when the FHWA and other states continue to provide input on more efficient ways to implement this risk assessment model.

Finally, CDOT has provided regular updates of Department actions to both FHWA and the State Auditor on these two recommendations.

Question 6. Is the department spending money on public awareness campaigns related to marijuana? How is the department working with other state departments to coordinate the campaigns?

Yes. CDOT receives \$500,000 from the state for its Drive High, Get a DUI campaign (see previous questions). CDOT coordinates closely with CDPHE on its "Good to Know" campaign on content and timing of both campaigns. Although CDPHE campaign mentions driving high as one of the prohibited activities, it is not sufficient. Driving high represents a real and significant danger to public safety; therefore, CDOT developed a full-scale awareness campaign in order to bring the attention needed to this issue. This "Drive High, Get a DUI" campaign was launched in 2014.

CDOT meets regularly with CDPHE and other partners and stakeholders in a Marijuana Education Committee. At this committee CDOT is an active participant and uses this forum to make partners and stakeholders aware of CDOT's campaigns, as well as seeking feedback on current campaigns and input on future campaigns ideas. CDOT also attends the Governor's Marijuana working group with state partners. When appropriate, the CDOT attendee makes this group aware of the campaign and expounds on the campaign as needed.

Question 7. Based on the Department's most recent available record, what is the FTE vacancy rate by department and by division? What is the date of the report?

The tables below show the turnover rate for CDOT:

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)	6/30/2015 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
D7D1TX	Transportation Maintenance I	120.5	772.0	15.6%	78.5	17.5	24.5	20.0	5.0	22.5	73.0
D7D2XX	Transportation Maintenance II	20.0	253.0	7.9%	10.0	3.0	7.0	1.0	9.0	10.0	0.0
H6G3XX	General Professional III	16.5	97.0	17.0%	10.5	4.0	2.0	1.0	6.5	4.0	5.0
D7B3XX	Equipment Operator III	13.0	100.0	13.0%	6.0	2.0	5.0	1.0	9.0	1.0	2.0
I2C4*A	Professional Engineer I	11.0	170.5	6.5%	6.0	0.0	5.0	0.0	3.0	2.0	6.0
Top classes Total		181.0	1392.5	13.0%	111.0	26.5	43.5	23.0	32.5	39.5	86.0
Department Total		323.0	2944.5	11.0%	170.5	33.5	119.0	45.0	73.5	79.0	125.5

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)	6/30/2015 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
D7D1TX	Transportation Maintenance I	120.5	772.0	15.6%	78.5	17.5	24.5	20.0	5.0	22.5	73.0
D7D2XX	Transportation Maintenance II	20.0	253.0	7.9%	10.0	3.0	7.0	1.0	9.0	10.0	0.0
I2C4*A	Professional Engineer I	11.0	170.5	6.5%	6.0	0.0	5.0	0.0	3.0	2.0	6.0
H6G4XX	General Professional IV	8.5	139.0	6.1%	3.5	1.0	4.0	2.0	2.0	1.0	3.5
D7D3XX	Transportation Maintenance III	2.0	103.0	1.9%	0.0	0.0	2.0	0.0	0.0	0.0	2.0
Top classes Total		162.0	1437.5	11.3%	98.0	21.5	42.5	23.0	19.0	35.5	84.5
Department Total		323.0	2944.5	11.0%	170.5	33.5	119.0	45.0	73.5	79.0	125.5

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)	6/30/2015 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
166000	Dept Executive Director	1.0	1.0	100.0%	1.0	0.0	0.0	1.0	0.0	0.0	0.0
160DDH	Deputy Department Head	1.0	1.0	100.0%	1.0	0.0	0.0	1.0	0.0	0.0	0.0
D7A2XX	Equipment Mechanic II	2.0	2.0	100.0%	1.0	0.0	1.0	0.0	1.0	0.0	1.0
H8D4XX	Auditor III	1.0	1.0	100.0%	0.0	0.0	1.0	0.0	0.0	0.0	1.0
H8D6XX	Auditor V	1.0	1.0	100.0%	1.0	0.0	0.0	0.0	1.0	0.0	0.0
I2A3XX	Architect I	1.0	1.0	100.0%	0.0	1.0	0.0	0.0	1.0	0.0	0.0
Top classes Total		5.0	5.0	100.0%	3.0	0.0	2.0	2.0	1.0	0.0	2.0
Department Total		323.0	2944.5	11.0%	170.5	33.5	119.0	45.0	73.5	79.0	125.5

Summary of Staff Turnover for FY14-15 by Agency											
FY14-15 Separations by Agency					Separation Type			Employees in Quartile of Class Salary Range			
Code	Agency	Separations (FTE)	6/30/2015 Employees in Class (FTE)	Turnover Rate	Voluntary	Involuntary	Retire	Q1	Q2	Q3	Q4 and Higher than Range Maximum
HAA	Colo Dept of Transportation	323.0	2944.5	11.0%	170.5	33.5	119.0	45.0	73.5	79.0	125.5
Department Total		323.0	2944.5	11.0%	170.5	33.5	119.0	45.0	73.5	79.0	125.5

Question 8. For FY 2014-15, 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 2015-16? If yes, in which programs and line items do you anticipate this reversions occurring? How much and in which fund sources do you anticipate the reversion being?

CDOT had no reversions during FY 2014-15 on any of its line items. CDOT does not anticipate any reversions in FY 2015-16.

Question 9. Are you expecting an increase in federal funding with the passage of the FFY 2015-16 federal budget? If yes, in which programs and what is the match requirement for each of the programs?

Yes. If current federal apportionments because of The Moving Ahead for Progress in the 21st Century Act (MAP-21) remain intact through the rest of FFY 2015-16 and there is a reauthorization of current guidelines, CDOT's expected federal revenue is expected to be \$18.2 million higher than originally expected for the current fiscal

year. All federal programs (NHPP, STP, HSIP, Railways, CMAQ, and Metro Planning) are expected to be higher than originally forecasted, which means Colorado's local match will also increase. Colorado's Federal Transit Authority apportionment is the only program that is forecasted to decrease, which would also decrease the local match.

New federal legislation, if signed, will also impact CDOT's expected revenue for FFY 2015-16. In the event of new legislation, CDOT will adjust its revenue and forecasting models to match any new federal disbursement formula. This may have an impact on CDOT's FY 2016-17 budget. CDOT, in discussions with FHWA, has learned that new federal legislation is likely to increase apportionments to Colorado, however federal legislation is currently being negotiated and could change.

Question 10. For FY 2014-15, did your department exercise a transfer between lines that is allowable under state statute? If yes, between which line items and programs did this transfer occur? What is the amount of each transfer by fund source between programs and/or line items? Do you anticipate transfers between line items and programs for FY 2015-16? If yes, between which line items/programs and for how much (by fund source)?

CDOT did not exercise a transfer between line items during FY 2014-15. CDOT does not anticipate transfers between line items and programs for FY 2015-16.

Should you have questions or require additional information, please feel free to contact me or Andrew Karsian at (303) 757-9703. Again, I am happy to discuss each of these topics with you, and respond to any other questions you may have, on December 1, 2015. 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. Clare Pramuk, Legislative Council Staff
Mr. Nate Pearson, Office of State Planning and Budgeting

Purpose

Provide Freedom, Connection,
and Experience through Travel



COLORADO
Department of
Transportation

Summit

Best Department of Transportation in the Nation

Peaks

Technology

People

System

Help Our People
with Technology

Improve Travel
Experience with
Technology

Internal
Customer
Focus

Improve
the Customer
Experience

Base Camps

Big Data

Develop
Leaders

Asset
Condition

Colorado Department of Transportation

Presentation to the Joint Budget Committee

December 1, 2015



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

\$1.28 BILLION BUDGET (FY 16-17)

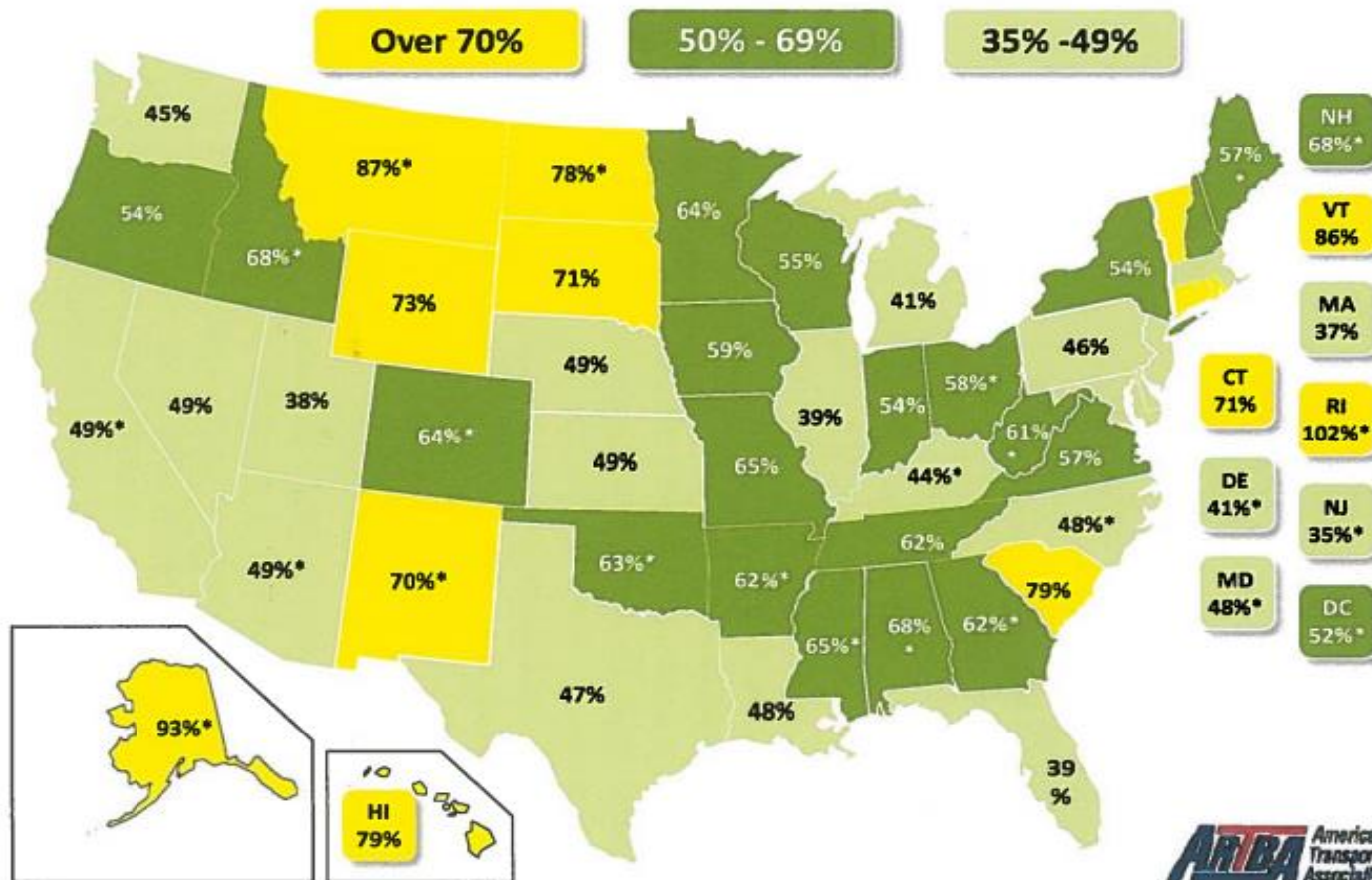


COLORADO

Department of Transportation

Funding and Budget

Colorado's Capital Construction Program uses 2 federal dollars for every 1 dollar of State Funding

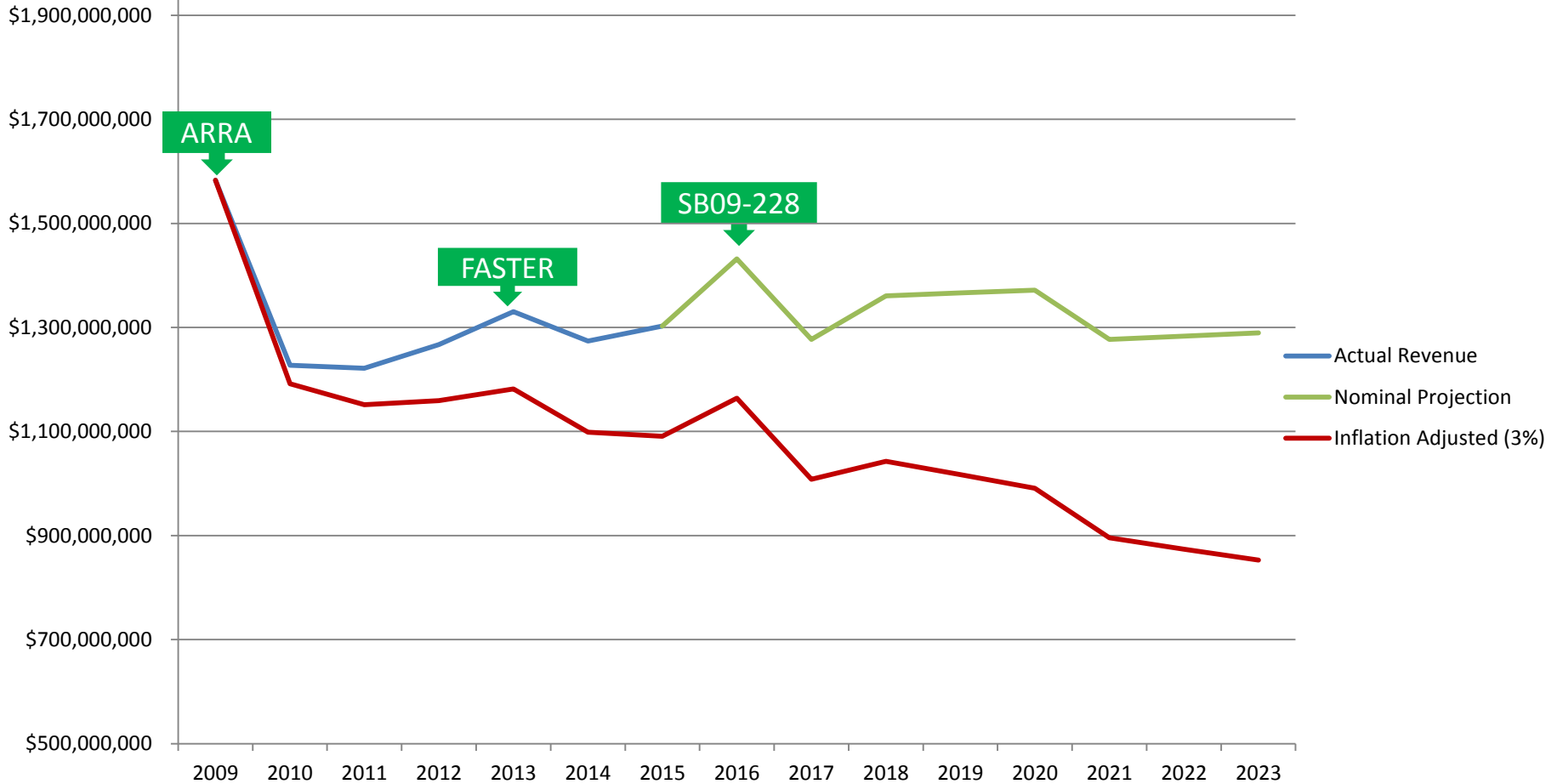


Source: ARTBA analysis of "FHWA Highway Statistics" data, total 10-year average 2001-2011 from Tables SF-1 and SF-2. The percent is the ratio of federal-aid reimbursements to the state and total state capital outlays and is indicative of the importance of the federal-aid program to state capital spending for highways and bridges. Does not include local capital spending. Federal highway reimbursements are primarily used for capital outlays, including construction, right-of-way acquisition and engineering, but are also used for debt service for GARVEE bonds.

* States that have issued GARVEE bonds before 2011.



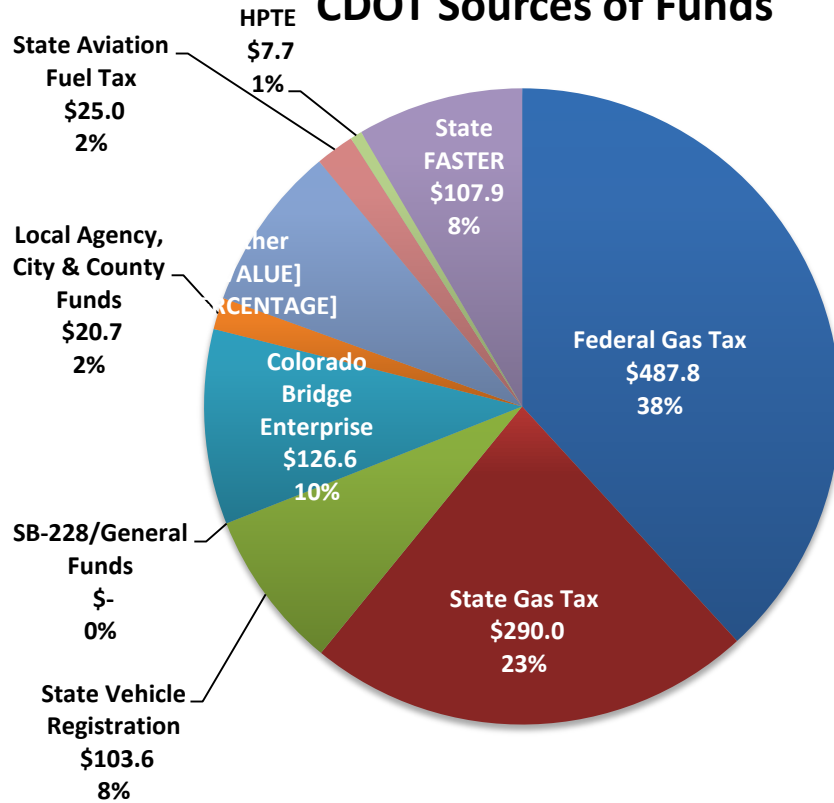
Historical & Projected Revenue 2009-2023



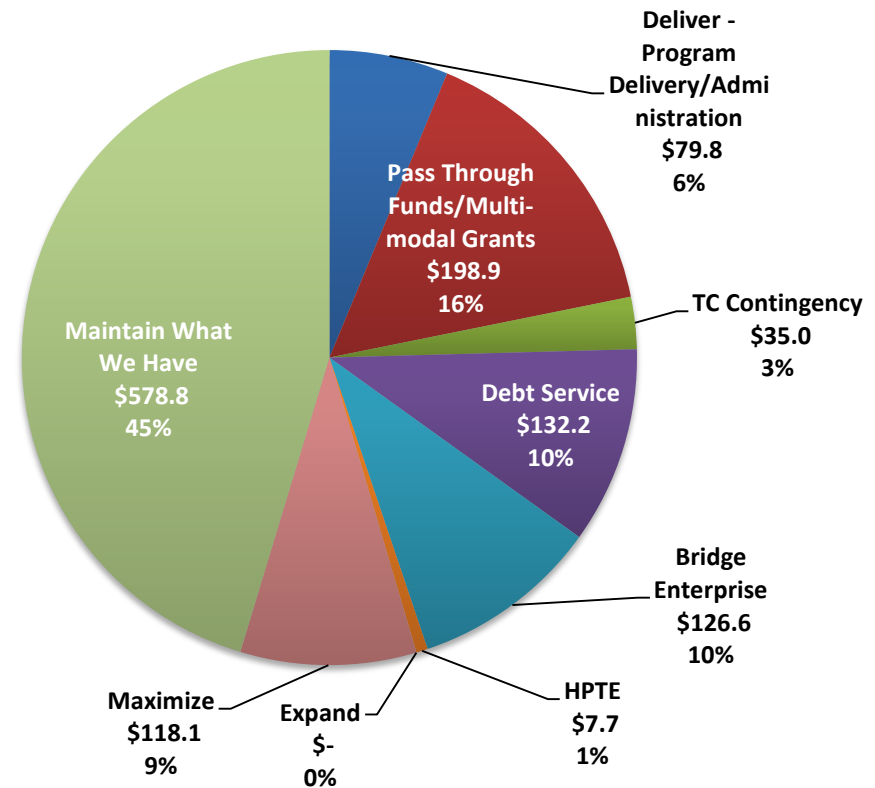
* Does not Include Permanent Flood Recovery Reimbursements



CDOT Sources of Funds



CDOT Uses of Funds





I-70 Mountain Express Lanes

Idaho Springs

- 13 mile, \$78M project, opens December 12th, 2015
- During highly congested times, eastbound will be expanded to three lanes, with the additional lane available for those willing to pay a toll.
- Electronic signs and tolling equipment installation and testing is underway.



Benefits:

- Reduction in travel time of 30 minutes due to the EB PPSL
- Westbound tunnel sets stage for future WB PPSL
- Provides more reliable access for tourism and commercial vehicle traffic
- More capacity without intruding upon corridor communities



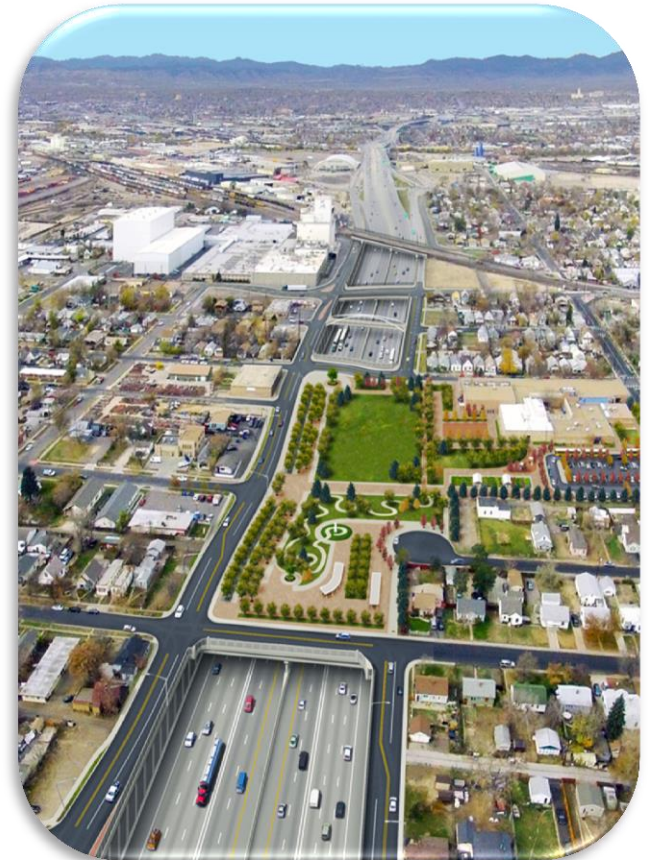
I-70 East

\$1.17B (phased project)

- Largest project in the history of the state
- Adds one additional lane in each direction from Tower Road to I-25 (Express Toll Lanes)
- Below grade section includes 4 acre landscaped cover
- Replaces 1.8 mile long, 50 year old, viaduct

Benefits:

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





US 36

- Phase 1: Federal Blvd to 88th Street
 - \$317M
 - Opened July 22, 2015
- Phase 2: 88th Street to Table Mesa
 - \$180M
 - 85% complete
 - Opens early 2016





I-70 Mountain Corridor: Other Projects

Construction Activities:

- I-70 Edwards Interchange, Phase 2
- I-70 Vail Underpass (Simba Run)
- I-70 Vail Chain Station
- I-70 Glenwood Canyon
- Eisenhower/Johnson Memorial Tunnel Fire Suppression System
- GazEx Remote Avalanche Control System





I-25

Cimarron Interchange

- Critical safety improvements to Mainline alignment

Fillmore Interchange

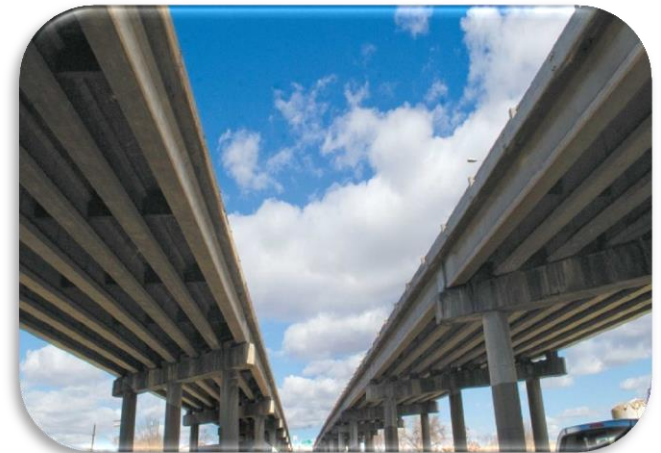
- Diverging diamond interchange (DDI) to provide safer and more efficient traffic flow

Ilex

- Replace bridges between Ilex and City Center Drive.

Express Lanes

- Add tolled lane in each direction utilizing existing pavement
 - Segment 2: US 36 to 120th
 - Tolling to start late April 2016
 - Segment 3: 120th to SH 7
 - Construction begins March 2016, complete May 2018.
 - Toll lanes operational late June 2018.





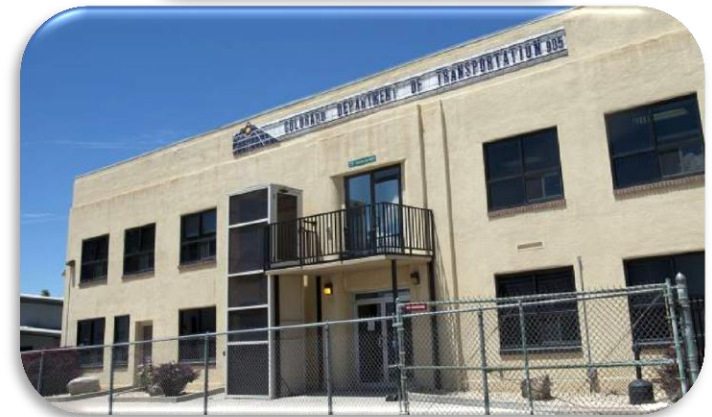
CDOT Building/HQ Update

Purpose

- Replace structures from the 1930's and 1950's that fail to meet modern needs, regulations and fire codes
- Provide a safe, modern environment for CDOT employees to work

Costs

- Entirely offset by the unrealized maintenance, repairs, and upgrades at the existing facilities, and lower operating costs and higher residual values of newer buildings





Bike/Ped

Background

- Enhance Colorado's ability to become the best state to ride a bike.
- Bike/ped coordinators appointed to each CDOT Region.



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)



Benefits:

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



FASTER Audit

CDOT agreed with all findings

- Bridge prioritization
- FASTER safety revenue oversight
- Transit funds routinely reconciled
- Commission will develop policies to define eligible projects
- CDOT will meet January deadline for implementing findings.



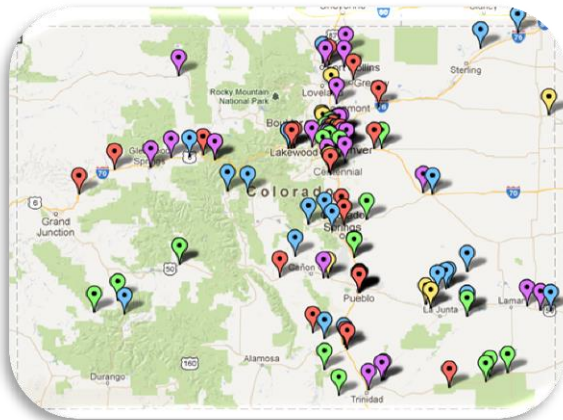


Bridge Enterprise

Since Passage of SB 09-108 (*FASTER*)

- 189 eligible bridges
 - 114 bridges complete to date
 - Nearly all poor bridges at the time when *FASTER* was enacted are now reconstructed, repaired, or replaced

Completed	114
In Construction	25
Design Complete	2
In Design	12
Remaining	22
No Action Proposed	16



Public Information

- CDOT provides a regularly updated webpage with list of current Bridge Enterprise bridges and their status as well as a map showing their locations.

Web site: www.coloradodot.info/programs/BridgeEnterprise



Felony DUI Campaign

- Additional \$500K buys a new campaign aimed at legal consequences of alcohol impaired driving
- A new slogan and primary message with info on felony DUI would be launched and be different from other impaired driving campaigns
- CDOT recommends stand alone public awareness campaigns. Campaigns have greater impact with separate, focused messages.





ROADX

RoadX will employ a multi-pronged DO-IT approach with the objective of being the most efficient, agile, and flexible system for bringing transportation technology to market.



Vision: Crash-free, delay-free and technologically-transformed travel in Colorado.

Mission: Partner with public and industry partners to make Colorado one of the most technologically advanced transportation systems in the nation, and a leader in safety and reliability.

Web site: <https://www.codot.gov/programs/roadx>



COLORADO
Department of
Transportation

Questions

**DEPARTMENT OF TRANSPORTATION
FY 2016-17 JOINT BUDGET COMMITTEE HEARING AGENDA**

**Tuesday, December 1, 2015
3:30 pm – 5:30 pm**

3:30-3:50 INTRODUCTIONS AND OPENING COMMENTS

3:50-4:05 GENERAL ADMINISTRATIVE QUESTIONS

1. Does the Department have data that compares CDOT's overhead costs to those of other states?
2. How does CDOT's Division of Audit, within the Administration section, interface with the Office of the State Auditor?
3. Please provide an overview of the major road projects planned across the state.
4. Does the Department recommend changes to S.B. 09-228 in order to increase the Department's ability to plan for available moneys? Please explain any recommendations.

4:05-4:20 FUEL TAX

5. The JBC staff briefing included the following statement, as provided by the Department: "Essentially, \$1.00 in motor fuel tax revenue in 1991 would purchase less than \$0.49 in 2015." Does this include an adjustment for construction inflation, which runs higher than the basic inflation adjustment?
6. Does the Department have any polling data on Coloradans' opinions about increasing the gas tax? Does the Department have similar polling data on Coloradans' opinions of FASTER fees?
7. How are fuel consumption rates and the level of fuel taxes collected changing over time due to increased vehicle efficiency, population changes, and vehicle miles traveled?

4:20-4:40 "HEAT IS ON"

8. Will the recent recommendations made by the Colorado Task Force on Drunk & Impaired Driving lead to any additional budget requests? If so, when would the Committee expect to see them?
9. The request mentioned that one-third of vehicle fatalities are linked to impaired driving. Was there an increase in impaired driving fatalities with the legalization of marijuana?
10. Please provide more information about the tactics used for the "Heat Is On" and "Drive High, Get a DUI" campaigns, including the smoking vehicle and arcade game. Please include the reasoning behind the specific tactics used, how audiences interact with items such as the arcade game, expected outcomes, the message the tactics intend to impart, and evaluation of their effectiveness.

11. What is the current allocation of funds to impaired driving programs within the Department of Transportation? What does the Department think is the appropriate level of funding?
12. Will the management and evaluation of the program delineate between marijuana funding and what it is paying for, and other funds (such as alcohol-related funding)?
13. Please provide specific estimates of how much more an additional \$500,000 would buy in terms of the length of campaigns, expanded geographic target, increased number of messages, increased media impressions, etc.
14. What are the opportunities or challenges of combining the various impaired driving campaigns into one, unified campaign with an impaired driving message?

4:40-4:50 "FASTER AUDIT"

15. How are FASTER project priorities determined? Please provide a list of FASTER projects by priority.
16. Please provide an update on the status of the implementation of audit recommendations from the 2015 Office of the State Auditor report on the performance audit of FASTER revenues.

4:50-5:00 "BIKE INFRASTRUCTURE AND SAFETY"

17. Please describe the Department's efforts to clarify messaging around the public's impression that bicycle infrastructure projects divert funding from roads.
18. What are the long term maintenance costs of bike paths, and how are those maintenance costs funded?
19. How does the design of bike paths interact or interfere with roadways? Are the rights-of-way of roads sacrificed for the right-of-way of bike paths? Will new bike paths change the road beds or share the road beds?
20. The bill appropriating General Fund to the Safe Routes to School program specified that the state appropriation would be rescinded if federal funding returned. Does the new federal funding going to Safe Routes to School programs replace the need for state funding for the program?

5:00-5:10 NEW CDOT ADMINISTRATION BUILDINGS

21. What is the role and level of involvement of the Capital Development Committee in the development of the new CDOT office buildings?
22. During the 2015 legislative session, the Department of Transportation opposed a transportation bond bill. Please explain why the Department opposed the bill, and please inform the Committee of the Department's current position, given the Department's plan to issue Certificates of Participation (COPs) for new office buildings.

23. Are the new office buildings considered state-owned buildings?
24. What is the sustainability of the funding for COPs for the new office buildings?
25. Who has oversight of the buildings and land owned by CDOT? Does the legislature have oversight over these spaces?
26. Please describe the Department's efforts to communicate the Department's justification to build new office buildings rather than address issues such as the challenges on I-25. How does the new office space fit into the Department's overall priorities for roads?

5:10-5:20 SOUTHWEST CHIEF

27. What is the cost of adding a Pueblo stop to the existing Southwest Chief rail line? How will that be paid for?
28. The Transportation Commission has committed \$1.0 million to the Southwest Chief TIGER grant match. Would this money go to roads if not used for the Southwest Chief match?

5:20-5:30 SPECIFIC PROJECT QUESTIONS

29. Please provide an update on the Idaho Springs project and the associated delays. Please include all issues related to the bridge construction and the Peak Period Shoulder Lane (PPSL).
30. Please provide an update about flood recovery projects underway or being considered in Estes Park.

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.
2. Please provide a detailed description of all program hotlines administered by the Department, including:
 - a. The purpose of the hotline;
 - b. Number of FTE allocated to the hotline;
 - c. The line item through which the hotline is funded; and
 - d. All outcome data used to determine the effectiveness of the hotline.
3. Describe the Department's experience with the implementation of the new CORE accounting system.
 - a. How has the implementation improved business processes in the Department?
 - b. What challenges has the Department experienced since implementation and how have they

- been resolved (i.e. training, processes, reports, payroll)?
- c. What impact have these challenges had on the Department's access to funding streams?
 - d. How has the implementation of CORE affected staff workload?
 - e. Do you anticipate that CORE implementation will result in the need for a permanent increase in staff? If so, indicate whether the Department is requesting additional funding for FY 2016-17 to address it.
4. If the Department receives federal funds of any type, please provide a detailed description of any federal 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 2015-16.
 5. Does the Department have any outstanding high priority recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated October 2015 (link below)? What is the department doing to resolve the outstanding high priority recommendations?

[http://www.leg.state.co.us/OSA/coauditor1.nsf/All/4735187E6B48EDF087257ED0007FE8CA/\\$FILE/1542S%20Annual%20Report.%20Status%20of%20Outstanding%20Audit%20Recommendations.%20As%20of%20June%2030,%202015.%20Informational%20Report.%20October%202015.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/4735187E6B48EDF087257ED0007FE8CA/$FILE/1542S%20Annual%20Report.%20Status%20of%20Outstanding%20Audit%20Recommendations.%20As%20of%20June%2030,%202015.%20Informational%20Report.%20October%202015.pdf)
 6. Is the department spending money on public awareness campaigns related to marijuana? How is the department working with other state departments to coordinate the campaigns?
 7. Based on the Department's most recent available record, what is the FTE vacancy rate by department and by division? What is the date of the report?
 8. For FY 2014-15, 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 2015-16? If yes, in which programs and line items do you anticipate this reversions occurring? How much and in which fund sources do you anticipate the reversion being?
 9. Are you expecting an increase in federal funding with the passage of the FFY 2015-16 federal budget? If yes, in which programs and what is the match requirement for each of the programs?
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