

COLORADO DEPARTMENT OF TRANSPORTATION

CDOT Employee Memorial

"In Memory and Honor of Those Who Made the Ultimate Sacrifice"



Colorado Department of Transportation, Headquarters
4201 E. Arkansas Avenue
Denver, CO 80222

PROPOSED BUDGET

FOR

FISCAL YEAR 2008-09

Governor Bill Ritter

November 1, 2007



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OF
TRANSPORTATION**



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FY 2008-09 BUDGET REQUEST
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SECTION 1
DEPARTMENT OVERVIEW

STRATEGIC PLAN OSPB Submission

FOR

FISCAL YEAR 2008-09

VISION

To enhance the quality of life and environment of the citizens of Colorado by creating an integrated transportation system that focuses on moving people and goods, by offering convenient linkages among modal choices.

MISSION

The mission of the Colorado Department of Transportation is to provide the best multi-modal transportation system for Colorado that most effectively moves people, goods and information.

On December 14, 2006, the Transportation Commission adopted its Mission, Vision and Investment Categories and Objectives.

This plan goes before the Transportation Commission for approval on October 18, 2007 as part of the FY 2009 budget submission.

Overview of the Investment Strategy Framework For the Colorado Department of Transportation

The Transportation Commission has developed an Investment Strategy Framework to use resources more effectively and efficiently. There are several key components of the framework that align CDOT's work activities to its organizational priorities as established by the Transportation Commission. Portions of the overall framework and the underlying components are included for the purposes of this strategic plan.

The purpose of the framework is to assist CDOT establish priorities, assure that these priorities are implemented, resulting in better service for the traveling public and improved accountability to the general public. A strategic framework (i.e., strategic plan) must be flexible and practical and yet serve as a guide to implementing programs, evaluating how these programs are doing, and making adjustments when necessary. As such, a review of goals, objectives and system performance is part of the long range planning process and the annual budget process.

A key to successful strategic planning is having performance measures that provide accurate and timely information. The ultimate aim of implementing a measurement system is to improve the organizational performance of CDOT resulting in an improvement in system performance. CDOT uses performance measures to continually evaluate progress towards accomplishing its goals and objectives determining where improvements can be made, and readjusting work activities and processes accordingly.

The Commission has identified the following four (4) major business functions, called investment categories:

- ❁ **Safety** – Services, programs and projects that reduce fatalities, injuries and property damage for all users and providers of the system.
- ❁ **System Quality** – Activities, programs and projects that maintain the physical (integrity/condition) function and aesthetics of the existing transportation infrastructure.
- ❁ **Mobility** – Programs, services and projects that enhance the movement of people, goods and information.
- ❁ **Program Delivery** – Functions that enable the successful delivery of CDOT's programs, projects and services.

(Originally a fifth investment category was defined as Strategic Projects. Since all strategic projects impact system performance in the areas of safety, system quality, or mobility, Strategic Projects is now a key program incorporated in all investment categories.)

Each investment category has specific performance objectives and associated measures that provide the foundation for discussion on how to best invest available funds. Performance measures provide tools to relate the expenditures and work results to the policies, priorities, and goals of the Department as determined by the Transportation Commission. Performance measures are utilized on an annual basis as well as on a long-range basis to relate expenditures and work results to the desired performance objectives (i.e., the desired end-result) for the State Highway system.

As part of the statewide transportation planning process the Transportation Commission sets long range policy direction, and allocates resources by program area to the four Investment Categories: Safety, System Quality, Mobility and Program Delivery,.

In support of these four Investment Categories, the CDOT Executive Management Team identified five Core Service business processes:

- **Roadway Management** – All physical elements of roadway, tunnel, and bridge maintenance activities from curb-line to curb-line (i.e., roadway edge).
- **Roadside Management** – All roadside (from curb-line [roadway edge] to edge of ROW) maintenance activities including rest areas and other off-road facilities.
- **System Operations** – All traveler information and traffic-related activities including tunnel operations and emergency/incident.
- **Snow and Ice Management** – All services and maintenance activities to keep the road open for the winter season including post-event operations and the reopening of closed roads.
- **Project Delivery** – All activities for the delivery of a transportation project from planning to construction management to final.

An Action Plan has been developed for each of the Core Services. The Action Plans identify strategies (i.e., what activities are needed to achieve the goals and objectives) and measures to assist CDOT regions, divisions and offices align their activities to the goals established by the Transportation Commission. The investment objectives are influenced by the allocation (appropriation) of funding by program and investment category, thus each Core Service area includes elements of each investment category.

This Plan includes a summary of goals, objectives, and performance measures for each investment level category. Benchmarks are identified for each performance measure to gauge performance by the Department and to provide information on how to improve service to the public. Customer perception grades rely on the customer's own interpretation of A, B, C, D, or F for any given CDOT activity.

CDOT - Transportation Investment Strategy

Investment and Program Area Summaries

I. Safety

Services, programs, and projects that reduce fatalities, injuries, and property damage for all users of the system

Goals:

- Reduce transportation-related crashes, injuries and fatalities and the associated loss to society

Programs:

- Driver Behavior (alcohol, young drivers, seatbelts, etc.)
- Roadway Safety (hazardous locations, run-off-the-road, sign replacement, etc.)
- Traffic Operations (structures w/in right-of-way, includes existing ITS/TOC)

3. Mobility

Programs, services and projects that provide for the movement of people, goods, and information

Goals:

- Improve mobility
- Increase travel reliability

Programs:

- Highway Performance
- Alternative Mode Performance
- Facility/Management (ramp metering, TOCs, etc.)
- Travel Demand Management (rideshare, HOV, telecommuting, etc.)
- Road Closures Program (snow and ice, rockfall, etc.)
- Corridor Preservation

2. System Quality

Activities, programs & projects that maintain the function and aesthetics of the existing transportation infrastructure

Goals:

- Preserve the transportation system
- Keep the system available and safe for travel

Programs:

- Road Surface (including travel way, pavement structure - includes reconstruction)
- Structures - Bridge Program
- Roadside Facilities (roadside, ditches, vegetation, fencing, tunnels, etc.)
- Roadside Appearance (litter, mowing)
- Rest Areas (maintenance of existing)
- Eisenhower/Hanging Lakes Tunnels
- Maintenance of Other Modes (Transit, Aviation, Rail)

4. Program Delivery

Functions that enable the delivery of CDOT's programs, projects and services

Goals:

- Deliver high quality products and services in a timely fashion
- Attract and retain an effective and qualified workforce
- Foster an environment that respects workforce diversity

Programs:

- Strategic Support (long term focus - Policy, Planning, Public Relations, etc.)
- General Support (short term focus - IS, Financing, HR, etc.)
- Program Support (Project Development, Design and Construction, etc.)
- Property/Equipment

I. SAFETY

Services, programs and projects that reduce fatalities, injuries and property damage for all users and providers of the system.

The investment category includes two areas of focus. The first focus area includes those programs used to influence driver behavior. The second area focuses on highway improvements to improve the safety of transportation workers and the motoring public.

Goals	<ul style="list-style-type: none"> ○ To create, promote and maintain a safe and secure transportation system and work environment ○ Increase investment in safety and strategic projects 		
#	Objectives	Performance Measures	Reporting Frequency
1.1	Maintain federal goals for vehicle crash rates	Statewide motor vehicle crash rate	Annual, but delayed
1.2	Maintain federal goals for vehicle crash fatalities	Statewide motor vehicle fatality rate	Annual
1.3	Maintain or improve the 2003 customer rating of safety-related programs and services delivery	Customer perception rating of CDOT safety programs	Every 3 years

Performance Measures	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request
Statewide motor vehicle crash rate (293.6 in 2004)	Benchmark	283.7	283.7	283.7	283.7
	Actual	Not avail.	Not avail.		
Statewide motor vehicle fatality rate	Benchmark	1.0	1.0	1.0	1.0
	Actual	1.15	1.00		
Customer perception rating of CDOT safety programs	Benchmark	B	B	B	B
	Actual	B to B-	Next in 09	Next in 09	
Workload Indicators	Outcome	FY 05-06	FY 06-07	FY 07-08	FY 08-09
Annual worker injury rate	Benchmark	8.0	7.0	6.0	5.0
	Actual	9.7	10.9		
Annual percent reduction in workplace accident rate	Benchmark	-15% (366)	-15% (391)	-15% (392)	-15%
	Actual	460	461		
Percent reduction of CDOT vehicle accidents from previous year	Benchmark	-10% (229)	-10% (252)	-10% (234)	-10%
	Actual	280	260		

SAFETY - PROGRAM SUMMARIES:

Summary

In its most recent Strategic Plan, the Transportation Commission approved a safety goal to reduce by 4% the total motor vehicle crash rate from CY 2002 levels (CY 2002 rate is 307.1 crashes per 100 million vehicle miles of travel) by CY 2010. That goal was actually achieved in 2004. However, CDOT's safety group also strives to attain goals established by the Federal Highway Administration. Those loftier goals are adjusted more frequently than are the Commission's goals and are listed as the benchmarks in this document.

All crashes are reported as fatal, injury, or property damage only. Statewide motor vehicle crash rates are reported annually but delayed by more than two years due to the work lag in gathering data from all local municipalities and counties through the department of revenue. Fatality data, however, is reported timely and included herein.

Driver Behavior Program

In combination with traditional roadway safety improvements, this program promotes safety through education and enforcement programs. Comprehensive enforcement and education programs over a long period of time are very effective in reducing fatalities, injuries, and societal costs associated with motor vehicle crashes. Media campaigns such as "Heat is On" are examples of educational efforts that help reduce crashes.

Roadway Safety Program

This program identifies roadway improvements that improve decision-making and reaction times of the motoring public. Roadway improvements include such projects as replacement of signs and roadway markings, sight-distance improvements, acceleration/deceleration lanes, intersection improvements, etc.

Worker Safety

As of the beginning of this calendar year, Risk Management, Maintenance and Operations and the Regional Safety Officers began working together in order to develop measurement tools that will enable CDOT to better analyze safety trends and thereby reduce the risk.

II. SYSTEM QUALITY

Activities, programs and projects that maintain the (physical integrity/condition) function and aesthetics of the existing transportation system

System Quality includes all programs that maintain the functionality and aesthetics of the existing transportation infrastructure at Transportation Commission defined service levels. This investment category primarily includes the Department’s maintenance activities on the highway system, right-of-way, and bridge program. In addition to highway maintenance, the investment category includes maintenance activities for airports and the preservation of railroad rights-of-way for transportation uses.

Goals	<ul style="list-style-type: none"> ○ Cost effectively maintain the quality and serviceability of the physical transportation infrastructure ○ Increase investment in system quality and in strategic projects 		
#	Objectives	Performance Measures	Reporting Frequency
2.1	Maintain or improve the CY 2003 projected good/fair condition of the state highways through CY 2010	Percent of surface condition in good, fair and poor condition	Annual
2.2	Maintain or improve the CY 2003 good/fair condition of the major structures through CY 2010	Percent of major structures in good, fair and poor condition	Annual
2.3	Maintain or improve the transportation system at the adopted annual maintenance level of service grade (In the System Quality program areas)	System Quality program areas annual maintenance level of service average grade	Annual
2.4	Maintain or improve the average external customer satisfaction survey grade for the state highways’ drivability	Customers’ average perception grade of the state highways drivability	Every 3 Years
2.5	Maintain or improve customer satisfaction grade of the state highway system’s appearance	Customers’ average perception grade of the state highways appearance (e.g., aesthetics, landscaping, mowing, environmental performance, etc.)	Every 3 Years

Performance Measures	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request
Percent of surface condition in good/fair condition	Benchmark	60%	60%	60%	60%
	Actual	63%	Avail 11/07		
Percent of major structures in good/fair condition	Benchmark	84.3%/12.4%	84.3%/12.4%	84.3%/12.4%	84.3%/12.4%
	Actual	87.1%/10.0%	86.9%/10.0%		
System Quality program areas annual maintenance level of service average grade	Benchmark	B	B	B	B
	Actual	B-	B		
Customers' average perception grade of the state highways drivability (maintaining road surfaces)	Benchmark	B-	B-	B-	B-
	Actual	C	Next in 09	Next in 09	
Customers' average perception grade of the state highways appearance (e.g., aesthetics, landscaping, mowing, environmental performance, etc.)	Benchmark	B	B	B	B
	Actual	B- to C+	Next in 09	Next in 09	

SYSTEM QUALITY - PROGRAM SUMMARIES:

Pavement Program

The program develops, implements, and supports network and project level pavement analysis and provides technical expertise and support to the CDOT Regions in the quality assurance of pavement designs. With resolution # TC 599 in January 1998, the Transportation Commission approved a standing annual benchmark of 60% good/fair surface condition. Recognizing that continually declining purchasing power of annual CDOT resources for surface treatment prevents the department from markedly improving the condition of its roadways, the Commission cannot revise this goal upward. Increasing the goal from its current 60% level would require one or a combination of the following: (1) a significantly larger allocation of CDOT's existing budget, (2) an increased total budget, (3) a decrease in projected growth of vehicle miles traveled without a corresponding reduction to fuel tax revenues, or (4) a decrease in the inflation rate of construction costs.

Definitions:

- Good – remaining surface life of ten or more years
- Fair – remaining surface life of six to ten years
- Poor – remaining surface life of less than six years

Bridge Program

The program develops, implements, and supports network and project level bridge analysis for the replacement, rehabilitation, and maintenance of bridges on and off the State highway system. In 2003, the Transportation Commission resolved to maintain calendar year 2003 levels for bridge quality. With rapidly aging bridge infrastructure, the department's backlog of bridges requiring maintenance increases annually. Without significant additional investment in the bridge program, the Commission recognizes that 2003 levels are becoming increasingly difficult to achieve and it may have to actually lower its target. Percentages of good and fair are reported in terms of total deck square footage rather than percent of structures, because costs are driven by deck square footage.

Definitions:

- Good – bridges in good condition typically adequately meet all safety and geometry standards and typically only require preventative maintenance. Sufficiency ratings (based on structural deficiency or functional obsolescence) are greater than 85 on a scale of 100.
- Fair – bridges in fair condition require preventative maintenance or rehabilitation and marginally satisfy safety and geometry standards. Sufficiency ratings are between 50 and 80.
- Poor – bridges in poor condition do not meet all safety and geometry standards and require reactive maintenance to ensure their safe service. For the purpose of determining bridge-funding needs it is assumed that bridges in poor condition have exceeded their economically viable service life and therefore require replacement. Sufficiency ratings are less than 50.

Maintenance Levels of Service

MLOS represents a statewide average of the performance of CDOT's maintenance activities. CDOT engages in about 70 specific individual maintenance activities. These activities take place under the auspices of nine maintenance program areas: planning and training, roadway surface (e.g. pot holes), roadside facilities (e.g. rest areas), roadside appearance (e.g. mowing), traffic services (e.g. signage), structures (e.g. bridges and culverts), snow and ice control, equipment (e.g. truck condition), buildings and grounds, and tunnels. Each activity receives a letter grade (A, B, C, D, or F) based on previously established criteria. For grading criteria by activity, please refer to the appendix within this document. The activity grades are averaged to issue an area grade. The area grades are averaged to a statewide grade.

Maintenance funding has been held at a constant level for 2008 and 2009 (projected). If that level persists over time, the LOS could trend downward by as much as one letter grade per year due to the impacts of inflation on the managers' ability to provide the same levels of service each year.

Roadside Maintenance Program

The program maintains roadside slopes and structures to ensure the proper operation of the transportation system and to maintain the safety of the traveling public. Roadside maintenance activities include: landscaping, litter and debris removal, drainage and slope maintenance, fences, and noise walls.

Traffic Operations Program

This program maintains traffic control and related devices to ensure the proper operation of the transportation system and to maintain the safety of the traveling public. Devices that are maintained include signals, signs, pavement markings, lighting, guardrail, and attenuators.

Tunnel Program

This program maintains all tunnels along the State highway system and includes the operation of two tunnels, Hanging Lakes and Eisenhower. Maintenance activities include structural integrity, ventilation, appearance, and emergency response.

III. MOBILITY

Programs, services and projects that provide for the movement of people, goods and information

The activities within this investment category address issues that impact movement. Quality of movement, accessibility to transportation, reliability of the system, connectivity of one system to another system, and environmental stewardship are all aspects of the mobility category. The programs used to address mobility include highway performance program, alternate modes, facility management, travel demand management, and road closures program.

Goals	<ul style="list-style-type: none"> ○ Maintain the operational capacity of the highway system ○ Increase integration of the transportation system modal choices ○ Increase investment in mobility and strategic projects 		
#	Objectives	Performance Measures	Reporting Frequency
3.1	Maintain or improve the 2003 customer satisfaction rating of operational services delivery.	Customer perception rating of operational-related services	Every 3 years
3.2	Reduce the growth rate through CY 2010 below projected growth rate of person miles traveled in congestion.	Travel time delay in designated corridors (tolled and non-tolled)	Irregularly
3.3	Maintain the snow & ice maintenance level of service grade at the adopted annual grade	Snow & ice MLOS grade	Annual
3.4	Maintain or improve the 2003 customer satisfaction rating of transportation choices as a part of an integrated statewide transportation system	Customer perception rating of transportation choices	Every 3 Years

Performance Measures	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request
Customer perception rating of operational-related services	Benchmark	B to C-	B to C-	B to C-	B to C-
	Actual	B to C	Next in 09	Next in 09	
Travel time delay in designated corridors (tolled and non-tolled)	Benchmark	22 minutes	22 minutes	22 minutes	22 minutes
	Actual	22 minutes	Not avail.		
Snow & ice MLOS grade	Benchmark	B-	B-	B-	B-
	Actual	B+	B-		
Customer perception rating of transportation choices	Benchmark	C	C	C	C
	Actual	C+	Next in 09	Next in 09	

MOBILITY - PROGRAM SUMMARIES:

Summary

An annual survey is conducted to observe maintenance conditions for the transportation system. Five service levels are established for each maintenance activity, A through F, with A the best or highest service level and F the worst.

Snow & Ice Removal

This program refers to plowing and application of abrasive materials or chemicals to address traffic delays, snow accumulation and drifts, localized ice patches, and avalanches during inclement weather. Please refer to the Appendix for definitions of grades A through F.

Travel Delays

Though the Transportation Commission has established a goal of reducing the projected growth of congestion, travel time delay benchmarks and measurements have not been officially adopted by the Commission. In 2006, staff conducted a study of delays and congestion for the Commission's inter-modal sub-committee. Staff determined that significant additional investment in mobility would be required to maintain travel delays at their current levels. Delays are measured by the length of time spent by a commuter in a one-way commute from home to work at peak traffic time on a state highway that operates at 85% capacity, and compared to a traffic-free commute.

Highway Performance Program

The program includes capital-intensive roadway projects that add new capacity to the system such as lane additions or new road construction. Many of these projects are listed as part of the Strategic Projects category that the Department is currently reporting separately. The remaining projects not included in the Strategic Projects category are included under this program.

Alternative Mode Performance Program

Alternative modes play an important role in providing mobility and reducing congestion. The program includes aviation, rail, transit, bicycles and walking. Investment in these alternate modes provides for capital construction of facilities, operation of mass transit services, purchase of transit or rail vehicles, preserving rights of ways, and maintenance of facilities and modal equipment.

Facility Management Program

This program includes systems that maximize the utilization and capacity of the existing transportation infrastructure and services. Examples include ramp metering, incident management and signal coordination.

Travel Demand Management Program

This program includes strategies developed to influence the demand for existing transportation infrastructure. There are two types of strategies: (1) "Pull" strategies that attempt to attract travelers to higher density transportation modes. Examples include transit and carpool incentives. (2) "Push" strategies that discourage use of heavily used modes. Examples include parking charges and facility tolls.

Road Closures Program

The program includes activities such as avalanche and rockslide removal as well as regular winter snow maintenance. These are included in the Mobility investment category because their primary purpose is to keep facilities open to accommodate the flow of traffic versus those activities reported in System Quality, which are to maintain the integrity of the transportation system.

IV. PROGRAM DELIVERY

Functions that enable the delivery of CDOT's programs, projects and services

Although the programs and services within this investment category do not directly result in tangible transportation projects, they are the foundation for delivery of all of the other investment categories.

Goals	<ul style="list-style-type: none"> ○ Deliver high quality programs, projects and services in an effective and efficient manner ○ Increase investment and accelerate completion of the 28 high priority statewide projects 		
#	Objectives	Performance Measures	Reporting Frequency
4.1	Deliver all programs and projects on-time and within budget.	Percent of CDOT-advertised projects delivered within 30 days of the Ad dates established on July 1 st of the fiscal year	Annual
4.2	Maintain or improve customer satisfaction rating of project quality.	Customer satisfaction rating of project quality	Every 3 years

Performance Measures	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request
Percent of CDOT-advertised projects delivered within 30 days of the Ad dates established on 7/1 of fiscal year	Benchmark	44%	44%	44%	Annual
	Actual	44%	73%		
Customer satisfaction rating of project quality	Benchmark	C	C	C	C
	Actual	C	Next in 09	Next in 09	
Workload Indicators	Outcome	FY 05-06	FY 06-07	FY 07-08	FY 08-09
Percent of CDOT-advertised construction projects delivered within 15% of the estimated costs shown in July 1 st STIP	Benchmark	80%	80%	80%	unknown
	Actual	50%	65%		
Percent Disadvantaged Business Enterprise participation	Benchmark	12.2%	13.8%	12.8%	unknown
	Actual	6.5%	8.4%		
Number of environmental compliance violations.	Benchmark	0	0	0	0
	Actual	1	0		

PROGRAM DELIVERY - PROGRAM SUMMARIES:

The programs are grouped into three functional areas: Strategic Support, General Support and Program Support

Summary

- Benchmarks for delivering projects within 15% of the estimated costs shown in the July 1st Strategic Transportation Investment Program (STIP) can be periodically re-established. During times of rapidly inflating construction prices, costs may accelerate during the course of the project and hinder the department's ability to deliver on budget.
- Percent disadvantaged enterprise targets are established by the federal government. No penalty is applied for non-compliance. CDOT makes every effort to reach the federal target annually, but has found that disadvantaged enterprises typically participate on smaller projects.
- CDOT seeks to achieve zero violations of environmental compliance. A single November 2005 Notice of Violation encompassed multiple violations on 10 construction sites in four regions covering 12 audited projects. No Notices of Violation have been delivered to the department since.

Strategic Support Program

Strategic Support includes functions that set, advocate, and communicate strategic direction and policy for the Department including the Transportation Commission, Tolling Enterprise Board, Executive Office, Executive Management Team (EMT) and the Office of Policy and Governmental Relations.

General Support Program

General Support includes functions required by any business to support day to day operations, such as information systems, accounting, budgeting, auditing, procurement, human resource management, financial management, etc.

Program Support

Program Support includes functions unique to CDOT that would not normally be found in most governmental agencies. Since CDOT's mission supports the movement of people, goods, and information, specific programs that are used include Right-of-Way Services, the Office of Environmental Review and Analysis, Aeronautics, Staff Construction and Materials, Staff Design, Division of Transportation Development, Staff Maintenance, etc.

Property/Equipment Program

Property/Equipment Program includes the maintenance, operation, replacement and upgrade of the Department's buildings, vehicles and non-computer equipment.

Appendix to the Strategic Plan:

Levels of Service Definitions

Organization Chart

Roadway Surface

A The structure, smoothness, and durability of the pavement surface are excellent. The surface is free of potholes and exhibits little or no cracking. Past repairs (e.g., patches, sealed cracks) are in excellent condition. There is little or no drop-off from the pavement or shoulder edge. Surface materials properties have not degraded.

B The pavement is in overall good structural condition, offers a satisfactory ride, and exhibits sound materials quality. Occurrences of distress such as cracking, potholes, rutting, and materials problems are infrequent and minor. Past repairs are in good condition, with limited need for rework. Edge drop-offs are infrequent.

C Pavement shows moderate problems with structural deterioration (e.g., cracking, potholes, past repairs), ride quality (excessive rutting, roughness, edge drop-off), or materials degradation (oxidation of asphalt surface, flushing / bleeding, or loss of material through raveling).

D Pavement deterioration is significant, with up to half of the pavement area exhibiting one or more types of serious distress: structural deterioration (e.g., large areas or numbers of cracks, potholes), ride quality (e.g., deep ruts, surface roughness, edge drop-off), and materials degradation. Surface condition may affect speed and vehicle handling.

F Pavement is deteriorated over more than half its area. The integrity of the surface and the ride quality it offers are degraded by extensive damage (cracking, potholes), deformation (rutting, roughness), degradation of the asphalt concrete (raveling, flushing / bleeding, or oxidation), or edge drop-off. Speed and vehicle handling likely affected.

Roadside Facilities

A Condition of drainage inlets, structures, and ditches, right-of-way fences, roadside slopes, and noise walls is excellent, with no damage or defacement. Drainage inlets and ditches are free of debris. Very few or no effects of slope failures or washouts have affected the road in the past year. There is no litter or debris on travel way or shoulder.

B Roadside facilities show only minor deterioration. Blockages of drainage inlets and ditches are infrequent. Maintenance of fencing or of sound walls is needed in only a few locations. There are scattered pieces of litter or occasional roadway / shoulder debris. A small number of slope failures / washouts affect the road annually.

C Roadside facilities show moderate deterioration. Several drainage structures are blocked with silt or debris. Fencing or sound walls require maintenance at a number of locations. Slope failures / washouts affect road availability. Limited patches of litter or sand or debris on the travel way or shoulder occur.

D A significant level of deterioration has occurred in roadside facilities, including blocked or silted drainage features, damaged right-of-way fencing, damaged or defaced sound walls, and a high annual frequency of slope failures and washouts. There are several patches of unsightly litter or sand / debris on the travel way / shoulder.

F More than half of roadside facilities require maintenance. The condition and intended functions of these facilities are impeded by extensive blockages of drainage inlets and roadside ditches, damaged fencing, damaged or defaced sound walls, or frequent slope failures / washouts. A lot of sand, debris, and litter cover the road and roadside.

Roadside Appearance

A Road appearance is excellent, characterized by well tended landscaping and vegetation, grass mowing at intended locations and schedules, and absence of noxious weeds.

B Road appearance is superior, with only infrequent or minor instances of unkempt or infested landscaping and other vegetation, grass requiring mowing, or scattered occurrences of noxious weeds.

C Appearance overall is good, but with one or more of the following problems: grass requiring mowing; selected areas of landscaping or vegetation requiring trimming or treatment; and locations where noxious weeds are present.

D A significant number of items detract from road appearance, including high grass requiring mowing, a number of landscaped or vegetated areas requiring trimming or treatment, and noxious weeds affecting up to half of road length.

F Road appearance is extensively degraded by situations such as excessively high grass requiring mowing, landscaping and vegetation requiring trimming or treatment, and noxious weeds affecting most of the road length.

Structure Maintenance

A Maintenance items of bridges are in excellent condition. Decks, deck features, and weep holes are clean. Deck, curbs, expansion joints, and railings are in good condition with all defects repaired. Bearings are clean and serviced. Paint coating on bridge steel is intact. Bridge structure, approaches, and slopes do not require maintenance.

B Maintenance items of bridges are in superior condition. Decks, deck features, and weep holes are mostly clean, with little debris or need for washing. Minor or infrequent defects occur in deck surface, railings, expansion joints, structure, approaches, or slopes. A small percentage of bearings and of painted steel require maintenance.

C Maintenance items of bridges are in good condition, but some features require work: e.g., cleaning or washing of decks, curbs, and weep holes; patching of deck surface; and repair, servicing, or painting of expansion devices, railings, bearings, structural members, approaches, or slopes.

D A significant number of bridge features require maintenance. Decks, deck features, and weep holes must be cleaned or washed. Decks, curbs, expansion joints, or railings may impede use and require repair. Bearings must be cleaned and serviced. Bridge steel requires painting. Bridge structure, approaches, and slopes need repair.

F An extensive number of bridge features require maintenance of potentially major distress. Decks, curbs, expansion joints, or railings require repair and may pose a safety hazard. Bearings must be cleaned and serviced. Bridge steel requires painting to allay structural deterioration. Bridge structure, approaches, and slopes need repair.

Snow & Ice Control

A Plowing and chemicals or abrasives applications proactively maintain very high levels of mobility throughout storms (refer to accompanying tables). Snow drifts and localized ice patches are treated quickly to avoid closures and hazards. Proactive avalanche control minimizes traffic interruptions and avoids unanticipated road closures.

B Plowing and abrasives or chemicals applications maintain high levels of mobility as much as possible (refer to accompanying tables). Snow drifts and localized ice patches may be treated during storm with abrasives or chemicals. Proactive avalanche control minimizes traffic interruptions and avoids unanticipated road closures.

C Plowing and abrasives or chemicals applications maintain good levels of mobility on high-standard roads (refer to accompanying tables). Snow drifts and localized ice patches are treated as soon as possible at end of storm. Avalanche control focuses on high-priority locations and situations.

D Plowing and abrasives or chemicals applications are performed on limited basis and some traffic delays are anticipated on all roads (refer to accompanying tables). Snow drifts and localized ice patches are treated after mainline roads are cleared. Limited avalanche control is performed. Chain station operation may be scaled back.

F Plowing and abrasives or chemicals applications are performed on very limited basis, impairing mobility on all roads (refer to accompanying tables). Snow drifts and localized ice patches may not be treated for some time. No preventive avalanche control is performed. Chain station operations are scaled back or suspended.

Major Tunnels

A Condition of the tunnel structure is excellent. Operation of electrical, electronic, and mechanical systems is highly reliable. Inspections and repairs are performed on schedule. Response to incidents is immediate and effective, and frequent, attentive care of the facilities (e.g., washing, clearing of ice and debris) maintains safe and efficient passage.

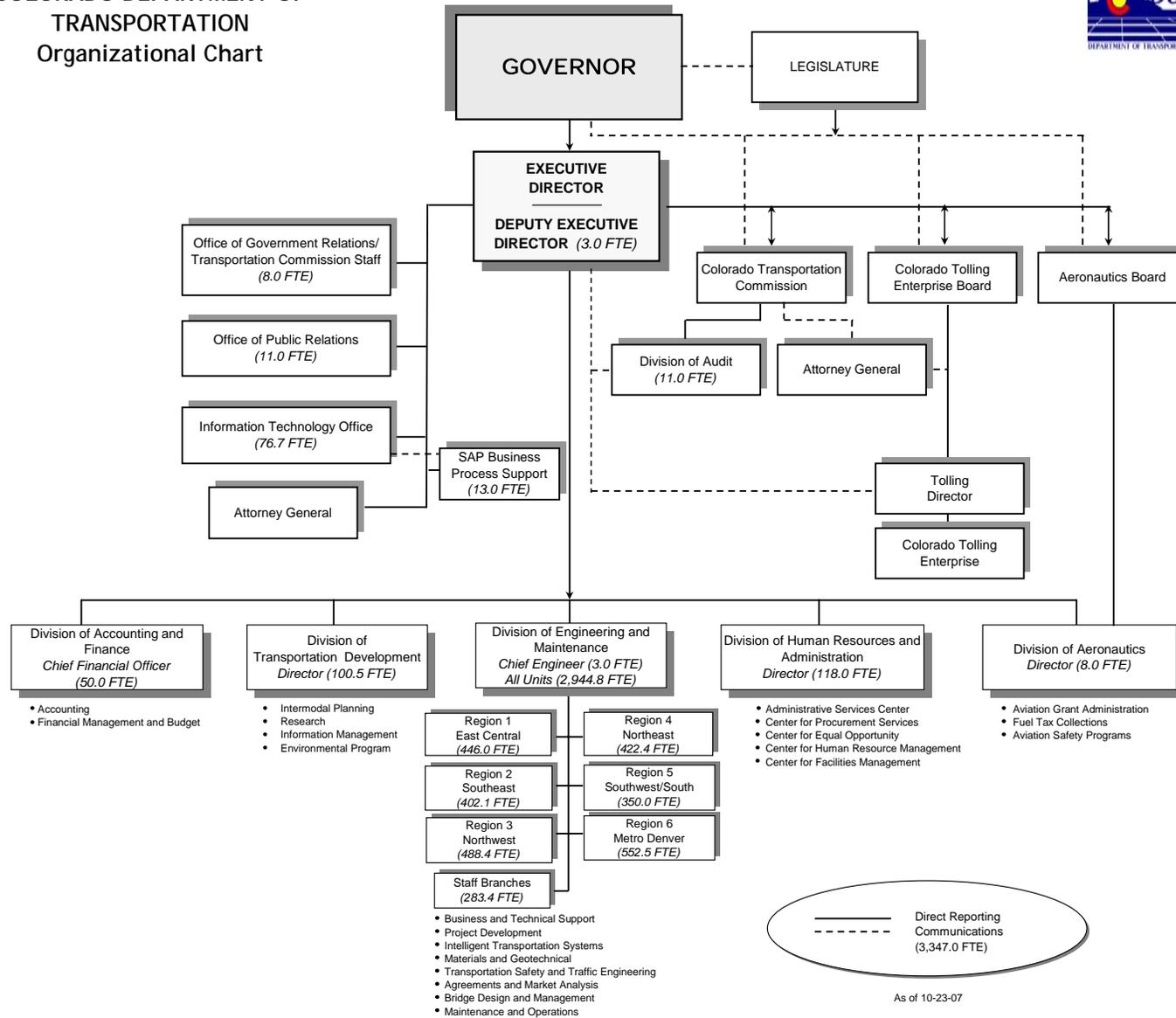
B Condition of the tunnel structure is very good. Operation of electrical, electronic, and mechanical systems is reliable. Inspections and repairs are performed on schedule. Response to incidents is virtually immediate, and care of the facilities (e.g., washing, clearing of ice and debris) maintains a high degree of safe, efficient passage.

C Condition of the tunnel structure is good. Operation of electrical, electronic, and mechanical systems is reliable overall, with few nonfunctioning items. Inspections and repairs are performed regularly. Response to incidents is immediate most of the time. Care of the facilities is good overall, although conditions may degrade temporarily.

D Condition of the tunnel structure is fair. Operation of electrical, electronic, and mechanical systems is somewhat degraded, and response time exceeds desirable limit. Inspections, calibrations, and repairs are behind schedule. Response to incidents is immediate much of the time, but delays may occur. Care of the facilities is overdue.

F Condition of the tunnel structure is poor. Operation of electrical, electronic, and mechanical systems is degraded, with response time exceeding desirable limit, and multiple concurrent failures in systems. Inspections, calibrations, and repairs are infrequent. Response to incidents is irregular. Care of the facilities is lacking.

**COLORADO DEPARTMENT OF
TRANSPORTATION
Organizational Chart**



**COLORADO DEPARTMENT OF TRANSPORTATION
FY 2009 HUTF REVENUE SOURCES**

As of October 12, 2007

REVENUE SOURCES	ESTIMATED REVENUES
STATE FUNDS	
Highway Users Tax Fund - (CDOT Share)	414,319,914
Miscellaneous CDOT Revenue	32,689,514
Interest on Bond Proceeds	0
Toll Collections	2,560,000
Rail Bank	0
State Infrastructure Bank	739,937
Limited Gaming Fund	<u>10,127,274</u>
Sub-Total	46,116,725
GF to HUTF transfer for Construction (pursuant to S.B. 97-001 or Other)	225,810,000
GF to HUTF transfer for Transit (pursuant to H.B. 02-1310)	25,090,000
GF Excess reserved for HUTF (pursuant to H.B. 02-1310)	98,000,000
Capital Construction	unknown 0
Total State Funds	\$809,336,639
LOCAL FUNDS	
Local Match & Reimbursements	\$16,263,025
FEDERAL HIGHWAY ADMINISTRATION FUNDS	
Apportionment	529,670,664
Less: Obligation Restriction	<u>(101,876,369)</u>
Total FHWA Funds Available	\$427,794,295
OTHER FUNDS	
Transit & FTA	20,988,746
Aeronautics Fund & FAA	15,249,054
Highway Safety Funds including MOST & LEAF	<u>6,178,541</u>
Total Other	\$42,416,341
TOTAL CDOT FUNDS	\$1,295,810,300
 <u>REVENUE BY LONG BILL FUND CATEGORIES</u>	
CASH FUNDS EXEMPT - CFE	775,907,188
CASH FUNDS - CF	74,369,954
FEDERAL FUNDS - FF	<u>445,533,158</u>
TOTAL REVENUES	1,295,810,300
INTERNAL CASH FUNDS - CFE Spending Authority	<u>3,533,552</u>
TOTAL TO BUDGET	1,299,343,852

**SCHEDULE 2
BUDGET SUMMARY**

DEPARTMENT OF TRANSPORTATION

FY09 CDOT-EDO 2A 10-12-07.XLS

ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

DEPARTMENT ADMINISTRATION

TOTAL	19,665,787	215.1	23,742,715	208.2	23,929,075	219.7	23,929,075	219.7	27,189,782	224.2
Cash Exempt - SHF	18,352,644	202.8	22,353,924	195.6	22,452,289	206.7	22,452,289	206.7	25,568,558	211.2
Cash Exempt - ICF in SHF in Total Below	1,313,143	12.3	1,388,791	12.6	1,476,786	13.0	1,476,786	13.0	1,621,224	13.0

GAMING - CONSTRUCTION, MAINTENANCE AND OPERATIONS - FY2009 DECISION ITEM

Includes Roll-forward

DECISION ITEM

TOTAL	0		104,179		14,292,757	-	19,447,989	-	10,127,274	-
Cash Exempt - GAMING FUND - Rollforward	0		104,179		0	-	5,155,232	-	10,127,274	-
Cash - GAMING FUND	0		0		14,292,757	-	14,292,757	-	0	-

* FY07 Amount per COFRS, as SAP expenses not yet moved

FY09 Fund Source changed from CF to CFE per State Controller

DEPARTMENT "LEGISLATIVELY APPROPRIATED" TOTAL

TOTAL	19,665,787	215.1	23,742,715	208.2	38,221,832	219.7	43,377,064	219.7	37,317,056	224.2
Cash Exempt - SHF & ICF	19,665,787	215.1	23,742,715	208.2	23,929,075	219.7	29,084,307	219.7	37,317,056	224.2
CASH - NON Exempt (Gaming in FY08 Appropriation)	0	-	0	-	14,292,757	-	14,292,757	-	0	-

**SCHEDULE 2
BUDGET SUMMARY**

DEPARTMENT OF TRANSPORTATION

FY09 CDOT-EDO 2A 10-12-07.XLS

ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

CONSTRUCTION MAINTENANCE & OPERATIONS INCLUDING CONSTRUCTION PROJECTS

INFORMATION ONLY

TOTAL	1,255,166,192	2,730.9	1,388,739,334	2,797.1	1,038,793,615	3,096.3	1,038,793,615	3,125.3	1,259,466,796	3,127.3
Cash Exempt - SHF & ICF	234,958,677		189,920,142		295,717,185		295,717,185	1,898.8	287,090,260	1,899.8
Cash Funds - LOCAL & Misc. (CASH - EXEMPT when spent)	21,206,465		3,438,193		67,994,902		67,994,902	13.0	74,369,954	13.0
PROJECT - CASH EXEMPT ("Cash" is also Exempt when expended)	536,584,320		770,681,797		213,664,389		213,664,389	1,213.5	452,473,424	1,214.5
PROJECT - FEDERAL	462,416,730		424,699,203		441,417,139	***	441,417,139	***	445,533,158	***
Capital Const Fund - Exempt	0		0		20,000,000		20,000,000		0	

*** PROJECT Actuals and All FTE are combined in Cash Exempt

Includes TRANS

Includes TRANS

STATEWIDE TOLLING ENTERPRISE - per S.B.02-179 & H.B. 02 -1310

INFORMATION ONLY

TOTAL ALL FUNDS	1,936,386		1,075,900		5,120,000		5,120,000	**	2,560,000	**
CFE - TOLLING OPERATING FUND	1,936,386		1,075,900		3,400,000		5,120,000	**	2,560,000	**
INDIRECT PROJECT										
DIRECT PROJECT										
CF - Tolling Cash Funds					1,720,000				0	

Fund Source changed from CF to CFE per State Controller

** FTE portions of various CDOT Staff

DEPARTMENT TOTAL

TOTAL	1,276,768,365	2,946.0	1,413,557,949	3,005.3	1,082,135,447	3,316.0	1,087,290,679	3,345.0	1,299,343,852	3,351.5
Cash Exempt - SHF & ICF & Roll-Forwards	256,560,850		214,738,757		323,046,260		329,921,492	2,118.5	326,967,316	2,124.0
CASH - NON Exempt (Includes Gaming) & LOCAL	21,206,465		3,438,193		84,007,659		82,287,659	13.0	74,369,954	13.0
PROJECT - CASH EXEMPT	536,584,320		770,681,797		233,664,389		233,664,389	1,213.5	452,473,424	1,214.5
PROJECT - FEDERAL	462,416,730		424,699,203		441,417,139		441,417,139	***	445,533,158	***

*** PROJECT FTE are combined in Cash Exempt

TC & Project Cash Funds are indicated as CFE when spent

Reconciliation:

Reconciliation:

DEPARTMENT TOTAL

\$ 1,295,810,300

INTERNAL CASH FUNDS (paid from other budgeted units)

3,533,552

BUDGET AS ALLOCATED BY TRANSPORTATION COMMISSION

1,299,343,852

TOTAL REVENUES \$ 1,295,810,300

DEPARTMENT TOTAL - by Long Bill Fund Type

LONG BILL APPROPRIATION

TOTAL	1,276,768,365	2,946.0	1,413,557,949	3,005.3	1,082,135,447	3,316.0	1,087,290,679	3,345.0	1,299,343,852	3,351.5
GF - General Fund	0		0		0		0	0	0	0
CE - Cash Exempt	793,145,170		985,420,553		556,710,649		563,585,881	3,332.0	779,440,740	3,338.5
CF - CASH - NON Exempt	21,206,465		3,438,193		84,007,659		82,287,659	13.0	74,369,954	13.0
FF - Federal Funds	462,416,730	***	424,699,203	***	441,417,139		441,417,139	***	445,533,158	***

*** Construction Project FTE are combined in Cash Exempt

FY09 Gaming & Tolling Fund Source changed from CF to CFE per State Controller

Schedule 5
Index from Line Items to Statute

Department: TRANSPORTATION
Fiscal Year: 2008-09

Long Bill Line Item Group	Long Bill Line Item	Brief Long Bill Line Item Description	Specific State Statutory Citation (if applicable)	Page Number
(1) Administration	Administration	The administrative costs for the Department of Transportation including budgeting, accounting, purchasing, personnel, the Executive Director's Office, region directors, etc.	C.R.S. 43-1-113(2)(c)(III) - Definition of Administration	
(2) Construction, Maintenance, and Operations	Construction, Maintenance, and Operations	Funding that covers the construction, maintenance, and operation of the State highway system. These funds are appropriated by the State Transportation Commission and are shown in the Long Bill for information purposes only	C.R.S. 43-1-113 - Development of CDOT Budget	
(3) Gaming Impacts	Gaming Impacts	Funds appropriated from the Limited Gaming Fund to address gaming-related impacts on the State highway system	C.R.S. 43-1-220(1)(c)(I) and (II) - Gaming Funds transferred to the State Highway Fund for gaming impacts to State roads	
(4) Statewide Tolling Enterprise	Statewide Tolling Enterprise	These funds are subject to appropriation by the Colorado Tolling Enterprise Board and are shown in the Long Bill for information purposes only	C.R.S. 43-4-804	

**ASSUMPTIONS
AND
CALCULATIONS**

**DEPARTMENT OF TRANSPORTATION
FY 2008-09 BUDGET ASSUMPTIONS**

Assumptions and Calculations:

1. Administration:

Pursuant to Section 43-1-113(3) (a), C.R.S. (2007), the Department's Administration Program budget is funded as a single line item and includes the items listed below:

Personal Services – In accordance with the Executive Budget Instructions, the FY 2008-09 request is based on continuation of the FY 2007-08 base personal services appropriations as allocated by the department with the approval of the Transportation Commission, plus FY 2008-09 Salary Survey, Performance Awards and insurance contribution adjustments per the Office of State Planning and Budgeting (OSPB). In accordance with the modified Option 8 Personal Services figure-setting methodology, the FY 2008-09 Performance Award allocations are based upon the allocation formula provided by OSPB, and are estimated with a neutral performance rating for all filled positions.

Operating – Per OSPB's Common Policy Instructions (August 2007), no operating inflation was applied to the FY 2008-09 request, other than Common Policy estimates just below, and State leased space for the Region Transportation Director's office space in Grand Junction, and is only an \$8.00 adjustment for the \$.01/sqft change on 834 square feet.

Statewide Indirect Costs – The amount being requested is based upon the Statewide Indirect Cost Plan furnished by the State Controller's Office, and is allocated between Administration line, and the Commission appropriated Construction, Maintenance & Operations (CM&O) program line. The total assessment is \$1,921,282, with \$567,120 from SHF Cash Funds Exempt (CFE) in the Administration line, and \$1,354,162 CFE from the CM&O line, of which \$5,399 will be paid from the Aviation Cash Fund.

Legal Services – Non-project related legal services are included in the Department's request. This request is for \$473,958 for 6,580 hours calculated at a rate of \$72.03 per hour. The Department also reflects in the budget document, for information only, the legal services needed for the non-appropriated part of the Department's budget. These additional legal services are required for Indirect Project Legal Costs of \$318,805 for 4,426 hours and Project Legal Costs of \$388,314 for 5,391 hours. **Spending authority must be provided to the Attorney General's Office for all CDOT's Legal Services**, noting that the hourly rate, and therefore total appropriation, will change at final figure setting.

Workers' Compensation – The amount being requested is based upon the estimated premiums furnished by the Division of Risk Management plus \$69,736 for a CSEAP contribution, per the Office of State Planning & Budgeting (OSPB), and is allocated between Administration, and the CM&O program lines. The total assessment is \$6,588,914, with \$393,813 from SHF CFE in the Administration line, and \$6,195,100 CFE from the CM&O line, of which \$3,294 will be paid from the Aviation Cash Fund.

Risk Management/General Insurance – The request for liability insurance and for property insurance is \$4,300,912. This figure is consistent with information provided by the State Risk Management Office per OSPB.

2. Construction, Maintenance, and Operations:

These funds are subject to allocation by the State Transportation Commission pursuant to Sections 43-1-106 (8) (h) and 43-1-113 (14) (a), C.R.S. (2007), and are included here for informational purposes only. This line item reflects the most current estimates of federal, State, local and other funds that will be available to the Department for construction, maintenance, and operations of the State's transportation system, plus certain common policy assessments paid from this line as identified in the above sections for information only. These funds are all subject to appropriation by the Transportation Commission and are shown for information purposes only. The Division of Aeronautics is also included in this line, pursuant to HB06-1244. All funds in this line are available as a continuous appropriation.

Pursuant to the repeal of Section 43-1-113 (4), C.R.S. (2007), the limit on the total number of full-time equivalent positions is now established by Transportation Commission authorization and funding.

3. Statewide Tolling Enterprise:

This line item reflects \$2,560,000 CFE from the Statewide Tolling Enterprise Special Revenue Fund created in Section 43-4-804 (1), C.R.S. (2007), as the most current estimate of toll collection funds expected to be received in FY2008-09. As an Enterprise all funds are Cash Fund Exempt and available as a continuous appropriation subject to allocation by the Colorado Tolling Enterprise Board pursuant to Section 43-4-804 (3), C.R.S. (2007), and are included here for informational purposes only.

4. Gaming Impacts:

The Department's request pursuant to Section 12-47.1-701 (1) (c) (I), C.R.S. (2007) for Funds from the Limited Gaming Fund for FY 2008-09 is \$10,127,274. The request represents a portion of the total costs of highway maintenance, and \$9,178,997 of proposed rock-fall mitigation and construction related projects to address roadway safety and mobility impacts attributable to gaming on the State highways within a 50-mile radius of Colorado's gaming communities, of Central City, Blackhawk and Cripple Creek. Pursuant to Section 24-75-101, C.R.S. (2007), gaming funds not appropriated by the General Assembly are transferred to the Clean Energy Fund.

SCHEDULE 9
CASH FUNDS STATUS

Schedule 9.A
Cash Fund Status for: State Rail Bank – COFRS Fund #11R
C.R.S. Citation: 43-1-1309

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	543,937	1,543,937	1,543,937	1,543,937	1,543,937
Exempt Revenue	0	0	0	0	0
Non-Exempt Revenue	1,000,000	0	0	0	0
Total Expenditures	0	0	0	0	0
Ending Balance	1,543,937	1,543,937	1,543,937	1,543,937	1,543,937
Ending Balance—Cash Assets	1,543,937	1,543,937	1,543,937	1,543,937	1,543,937
Reserves Increase/Decrease	1,000,000	0	0	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	For the acquisition, maintenance, improvement, or disposal of rail lines or railroad rights-of-way
Fee Sources	None
Non-Fee Sources	Lease payments from the Towner Rail Line, other revenue as determined by the General Assembly
Long Bill Groups Supported by Fund	None in current Long Bill (S.B. 05-209)
Statutory or Other Restriction on Use of Fund	For the acquisition, maintenance, improvement, or disposal of rail lines or railroad rights-of-way
Revenue Drivers	Revenue as determined and allocated/appropriated by the General Assembly; lease payments from the Towner Rail Line
Expenditure Drivers	None
Assessment of Potential for Compliance	Already in compliance

Action Already in Compliance Statute Change¹ Planned Fee Reduction¹
 Planned One-time Expenditure(s)¹ Planned Ongoing Expenditure(s)¹
 Waiver²

1. If plan is needed to meet compliance deadline, attach Form 9.B.

2. If pursuing a waiver, attach Form 9.C.

Schedule 9.A

Cash Fund Status for: Transportation Renovation Fund – COFRS Fund #17Z

C.R.S. Citation: 43-1-210(6)(a)(III)(b)

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	7,736,046	1,524,624	1,588,889	0	0
Exempt Revenue	0	0	0		
Non-Exempt Revenue	308,607	83,415	0		
Total Expenditures	6,520,029	19,150	1,588,889		
Ending Balance	1,524,624	1,588,889	0	0	0
Ending Balance—Cash Assets	1,524,624	1,588,889	0		
Reserves Increase/Decrease	(6,211,422)	64,265	(1,588,889)	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	To pay for the renovation of property of the Department of Transportation
Fee Sources	None
Non-Fee Sources	Proceeds from the sale of Department real property other than right-of-way
Long Bill Groups Supported by Fund	All Long Bill groups
Statutory or Other Restriction on Use of Fund	To pay for the renovation of property of the Department of Transportation
Revenue Drivers	Sales proceeds from certificates of participation (COPs)
Expenditure Drivers	Renovation needs
Assessment of Potential for Compliance	Already in compliance

Action Already in Compliance Statute Change¹ Planned Fee Reduction¹
 Planned One-time Expenditure(s)¹ Planned Ongoing Expenditure(s)¹
 Waiver²

1. If plan is needed to meet compliance deadline, attach Form 9.B.
2. If pursuing a waiver, attach Form 9.C.

Schedule 9.A
Cash Fund Status for: State Aviation Fund -COFRS Fund #160
C.R.S. Citation: 43-10-109

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	11,295,807	13,733,675	12,762,245	0	0
Exempt Revenue	0	0	0	0	0
Non-Exempt Revenue	21,654,458	14,189,402	22,772,036	23,402,748	24,066,656
Total Expenditures	19,216,590	15,160,832	35,534,281	23,402,748	24,066,656
Ending Balance	13,733,675	12,762,245	0	0	0
Ending Balance—Cash Assets	13,733,675	12,762,245	0	0	0
Reserves Increase/Decrease	2,437,868	(971,430)	(12,762,245)	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	To support the state aviation system
Fee Sources	None
Non-Fee Sources	Aviation gas tax is \$.06 per gallon; jet fuel (non-commercial) tax is \$.04 per gallon; jet fuel tax is 3% on retail price
Long Bill Groups Supported by Fund	Division of Aeronautics, Formula Refunds, Discretionary Grants
Statutory or Other Restriction on Use of Fund	Pursuant to Article X, Section 18 of Colorado's constitution, aviation funds may only be used for aviation purposes.
Revenue Drivers	Aviation gas tax is \$.06 per gallon; jet fuel (non-commercial) tax is \$.04 per gallon; jet fuel tax is 3% on retail price
1. If plan is needed to meet compliance deadline, attach Form	Amount of fuel purchased; retail price of jet fuel

Assessment of Potential for Compliance	Already in compliance
Action	<input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change ¹ <input type="checkbox"/> Planned Fee Reduction ¹ <input type="checkbox"/> Planned One-time Expenditure(s) ¹ <input type="checkbox"/> Planned Ongoing Expenditure(s) ¹ <input type="checkbox"/> Waiver ²
1. If plan is needed to meet compliance deadline, attach Form 9.B. 2. If pursuing a waiver, attach Form 9.C.	

Schedule 9.A

Cash Fund Status for: Highway Construction Workers' Safety Account* – COFRS Fund #400-transfer

C.R.S. Citation: 42-4-1701(4)(c)(2)(B)

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	0	0	0	0	0
Exempt Revenue				0	0
Non-Exempt Revenue		7,573	72,000	72,000	72,000
Total Expenditures		7,573	72,000	72,000	72,000
Ending Balance	0	0	0	0	0
Ending Balance—Cash Assets			0	0	0
Reserves Increase/Decrease	0	0	0	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	Funds are for purchasing work zone safety equipment, signs, and law enforcement.
Fee Sources	None
Non-Fee Sources	Revenue to the account is from a doubling of fines for traffic violations in a construction zone including general traffic violations; size, weight, and load violations; signals, signs, and markings violations; rights-of-way violations; pedestrian violations; turning and stopping violations; driving, overtaking, and passing violations; careless driving, including driving under the influence of drugs or alcohol; and motorcycle offenses.
Long Bill Groups Supported by Fund	Construction, Maintenance, and Operations
Statutory or Other Restriction on Use of Fund	Please see "Non-Fee Sources" above
Revenue Drivers	Number of traffic violations
Expenditure Drivers	Amount of revenue to account
Assessment of Potential for Compliance	Unknown at this time

Action	Already in Compliance	<input type="checkbox"/> Statute Change ¹	<input type="checkbox"/> Planned Fee Reduction ¹
	<input type="checkbox"/> Planned One-time Expenditure(s) ¹	<input type="checkbox"/> Planned Ongoing Expenditure(s) ¹	
	<input type="checkbox"/> Waiver ²		
1. If plan is needed to meet compliance deadline, attach Form 9.B.			
2. If pursuing a waiver, attach Form 9.C.			

Schedule 9.A

Cash Fund Status for: Limited Gaming Fund – COFRS Fund #400 - Gaming Transfer

C.R.S. Citation: 12-47.1-701(1)(c)(I)

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	0	0	0	0	0
Exempt Revenue	0	5,259,411	14,292,757	10,127,274	10,839,526
Non-Exempt Revenue	0	0	0	0	0
Total Expenditures	0	5,259,411	14,292,757	10,127,274	10,839,526
Ending Balance	0	0	0	0	0
Ending Balance—Cash Assets	0	0	0	0	0
Reserves Increase/Decrease	0	0	0	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	For the deposit of all gaming-related revenue to the Division of Gaming. Revenue to the fund is utilized to fund the operations of the Division of Gaming in the Department of Revenue and to fund historic preservation and to address the impacts of gaming on the gaming communities and on state agencies, including, but not limited to, infrastructure, law enforcement, environment, public health and safety, education requirements, human services, etc. The Division of Gaming administers the Gaming Fund.
Fee Sources	License fees for various individuals and companies involved in the gaming industry including manufacturers/distributors, retailers, operators, key employees, and support employees
Non-Fee Sources	The Gaming Tax in which casinos pay 0.25% on the first \$2.0 million in adjusted gross proceeds, 2.0% from \$2.0 million to \$4.0 million, 4.0% on \$4.0 million to \$5.0 million, 11.0% from \$5.0 million to \$10.0 million, 16% from \$10.0 million to \$15.0 million and 20% above \$15.0 million. The Gaming Commission is required by the Colorado constitutional amendment to set the gaming tax rate on an annual basis.
Long Bill Groups Supported by Fund	The Gaming Impacts line in the Department of Transportation's portion of the Long Bill

Statutory or Other Restriction on Use of Fund	<p>Before any monies are distributed from the Gaming Fund, the expenses of running the Gaming Commission and Division of Gaming must be paid and two months' of operating expenses for the division must be placed in escrow. After the obligations are met, the remaining money is distributed: 28% to the Historical Society (20% of the 28% must be distributed by the State Historical Society to the governing bodies of Cripple Creek, Central City, and Black Hawk in proportion to the revenues generated in the respective cities and 80% of the 28% must be used for historic preservation and restoration throughout the state); 12% to Gilpin and Teller counties (in proportion to the revenues generated in their respective counties); 0.2% to the Colorado Travel and Tourism Promotion Fund; 49.8% to the General Fund of which 2% of the 50% to the Municipal Impact Fund for Woodland Park and Victor and at least 11% of the 50% to the Local Government Gaming Impact Fund and an amount to be determined annually to the Colorado Department of Transportation.</p> <p>C.R.S. 43-1-220(c) stipulates that the Department of Transportation must spend its annual appropriation of Gaming Funds on public roads and highways leading to and within a 50-mile radius of the gaming communities. CDOT's appropriation of Gaming Funds may be spent on any proposed or anticipated transportation need attributable to limited gaming and any reimbursement for emergency repairs and modifications attributable to limited gaming that the Department has performed in the previous fiscal year.</p>
Revenue Drivers	The rate charged for license and application fees and the gaming tax rate
Expenditure Drivers	For CDOT, expenditure drivers are the needed maintenance and construction improvements on the State highways leading to the gaming communities.
Assessment of Potential for Compliance	Already in compliance
Action	<input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change ¹ <input type="checkbox"/> Planned Fee Reduction ¹ <input type="checkbox"/> Planned One-time Expenditure(s) ¹ <input type="checkbox"/> Planned Ongoing Expenditure(s) ¹ <input type="checkbox"/> Waiver ²
<p>1. If plan is needed to meet compliance deadline, attach Form 9.B. 2. If pursuing a waiver, attach Form 9.C.</p>	

Schedule 9.A

Cash Fund Status for: Motorcycle Operators Safety Training (MOST) Fund – COFRS Fund #402

C.R.S. Citation: 43-5-504

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	482,823	422,920	482,823	0	0
Exempt Revenue	0	0	0	0	0
Non-Exempt Revenue	586,198	641,923	605,257	624,036	639,745
Total Expenditures	646,101	589,198	1,088,080	624,036	639,745
Ending Balance	422,920	475,645	0	0	0
Ending Balance—Cash Assets	422,920	475,645	0	0	0
Reserves Increase/Decrease	(59,903)	52,725	(482,823)	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			
Statutory Deadline for Complying with the Target/Alternative Reserve Balance			

Cash Fund Narrative Information

Purpose/Background of Fund	The MOST Fund is to be used to provide State-certified training to develop the knowledge, attitudes, habits, and skills necessary for the safe operation of a motorcycle.
Fee Sources	\$1.00 surcharge on all motorcycle endorsed drivers' licenses and permits and a \$4.00 surcharge on all motorcycle registrations
Non-Fee Sources	None
Long Bill Groups Supported by Fund	Pursuant to H.B. 00-1164, effective July 1, 2000, this fund is under the budget authority of the Transportation Commission and is reflected as part of the Construction, Maintenance and Operations line in the Long Bill.
Statutory or Other Restriction on Use of Fund	MOST funds are to be used to train individuals in the safe operation of motorcycles.
Revenue Drivers	Number of motorcycle endorsed drivers' licenses, number of motorcycles registered each year
Expenditure Drivers	Number of motorcycle drivers trained each year
Assessment of Potential for Compliance	Already in compliance
Action	<input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change ¹ <input type="checkbox"/> Planned Fee Reduction ¹ <input type="checkbox"/> Planned One-time Expenditure(s) ¹ <input type="checkbox"/> Planned Ongoing Expenditure(s) ¹ <input type="checkbox"/> Waiver ²

1. If plan is needed to meet compliance deadline, attach Form 9.B.

2. If pursuing a waiver, attach Form 9.C.

Schedule 9.A

Cash Fund Status for: Law Enforcement Assistance Fund (LEAF) – COFRS Fund #403

C.R.S. Citation: 43-4-401

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	670,781	539,432	795,715	0	0
Exempt Revenue	0	0	0	0	0
Non-Exempt Revenue	1,078,367	1,116,095	1,023,236	974,377	955,515
Total Expenditures	1,209,716	859,812	1,818,951	974,377	955,515
Ending Balance	539,432	795,715	0	0	0
Ending Balance—Cash Assets	539,432	795,715	0	0	0
Reserves Increase/Decrease	(131,349)	256,283	(795,715)	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	For the prevention of drunken driving and the enforcement of laws pertaining to driving under the influence of alcohol and drugs
Fee Sources	None
Non-Fee Sources	Every person who is convicted of, pleads guilty to, or receives a deferred sentence pursuant to C.R.S. 16-7-403, for a violation of the offenses specified in C.R.S. 42-4-1301(1) or (2), is required to pay a \$75.00 fine that is deposited into the LEAF and \$15.00 that is deposited in the county treasury of the county in which the conviction occurred.
Long Bill Groups Supported by Fund	Pursuant to H.B. 00-1164, effective July 1, 2000, this fund is under the budget authority of the Transportation Commission and is reflected as part of the Construction, Maintenance, and Operations line in the Long Bill.
Statutory or Other Restriction on Use of Fund	Funds are to be used for the prevention of drunken driving and the enforcement of laws pertaining to driving under the influence of alcohol and drugs.
Revenue Drivers	Number of convictions for drunken driving, number of pleas for drunk driving, number of deferred sentences
Expenditure Drivers	The size of the fund
Assessment of Potential for Compliance	Already in compliance

1. If plan is needed to meet compliance Already in Compliance Statute Change¹ Planned Fee Reduction¹
 Planned One-time Expenditure(s)¹ Planned Ongoing Expenditure(s)¹
 Waiver²

1. If plan is needed to meet compliance deadline, attach Form 9.B.

2. If pursuing a waiver, attach Form 9.C.

Schedule 9.A
Cash Fund Status for: State Infrastructure Bank (SIB) – COFRS Fund #715
C.R.S. Citation: 43-1-113.5

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	13,638,461	14,284,567	14,839,523	15,238,158	15,601,529
Exempt Revenue	646,106	554,956	398,635	363,371	323,520
Non-Exempt Revenue	0	0	0	0	0
Total Expenditures	0	0	0	0	0
Ending Balance	14,284,567	14,839,523	15,238,158	15,601,529	15,925,049
Ending Balance—Cash Assets	4,359,708	4,359,708	0	0	0
Reserves Increase/Decrease	646,106	554,956	398,635	363,371	323,520

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	To provide assistance to public and private entities for the acquisition, improvement, or construction of highways, multi-modal transportation, and intermodal transportation facilities in the State. The assistance may be in the form of loans or other financial assistance.
Fee Sources	None
Non-Fee Sources	Interest earned on loans made from fund and interest earned on fund balance
Long Bill Groups Supported by Fund	Construction, Maintenance, and Operations
Statutory or Other Restriction on Use of Fund	Funds may not be used for transportation facilities and other transportation projects that are restricted to private use.
Revenue Drivers	Funds appropriated by the General Assembly or allocated by the Transportation Commission to the State Infrastructure Bank.
Expenditure Drivers	Dollar amount of loans made
Assessment of Potential for Compliance	Already in compliance
Action	<input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change ¹ <input type="checkbox"/> Planned Fee Reduction ¹ <input type="checkbox"/> Planned One-time Expenditure(s) ¹ <input type="checkbox"/> Planned Ongoing Expenditure(s) ¹ <input type="checkbox"/> Waiver ²

1. If plan is needed to meet compliance deadline, attach Form 9.B.

2. If pursuing a waiver, attach Form 9.C.

Schedule 9.A

Cash Fund Status for: Statewide Tolling Operating - Collections – COFRS Fund HTA #535

C.R.S. Citation: 43-4-803(1)

Cash Fund Revenue and Expenditure Trend Information

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	3,758,140	4,386,057	4,294,792	0	0
Exempt Revenue	6,000,000	984,635	1,720,000	2,650,000	2,650,000
Non-Exempt Revenue	63,421	0	0	0	0
Total Expenditures	5,435,504	1,075,900	6,014,792	2,650,000	2,650,000
Ending Balance	4,386,057	4,294,792	0	0	0
Ending Balance—Cash Assets	4,386,057	4,294,792	0	0	0
Reserves Increase/Decrease	627,917	(91,265)	(4,294,792)	0	0

Fee Levels

	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
1. Fee Name					
2. Fee Name					

Cash Fund Reserve Balance

	FY 2004-05	FY 2005-06	FY 2006-07
Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously)			
Target/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses)			
Excess Uncommitted Fee Reserve Balance			

Statutory Deadline for Complying with the Target/Alternative Reserve Balance

Cash Fund Narrative Information

Purpose/Background of Fund	Statewide Tolling Enterprise by the Transportation Commission that operates as a government-owned business within CDOT and as a division of CDOT. The purpose for the creation of the enterprise is to provide for the financing, construction, operation, regulation and maintenance of a statewide system of toll highways.
Fee Sources	Toll collections - Enterprise revenues are Cash Fund Exempt (CFE)
Non-Fee Sources	Interest earnings, fund transfers, and bonding
Long Bill Groups Supported by Fund	Statewide Tolling Enterprise
Statutory or Other Restriction on Use of Fund	The legislation created the Statewide Tolling Enterprise Special Revenue Fund for the deposit of tolls and other revenue. The revenue fund is continuously appropriated to the tolling enterprise and may only be used to pay for the administration, planning, financing, construction, operation, maintenance, or repair of toll highways or to pay for its operating costs and expenses.
Revenue Drivers	The Transportation Commission may transfer funds from the State Highway Fund to the special revenue fund to defray the costs of the enterprise prior to the receipt of toll revenues. The Board is required to adjust toll rates, upon payment of certain costs and debt, so that the amount of toll revenues to be generated is as close as possible to the amount required for the ongoing operation, maintenance, renewal, and replacement of the toll highway.
Expenditure Drivers	Debt cost, plus the amount required for the ongoing operation, maintenance, renewal, and replacement of the toll highway.

Assessment of Potential for Compliance	Already in compliance
Action	<input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change ¹ <input type="checkbox"/> Planned Fee Reduction ¹ <input type="checkbox"/> Planned One-time Expenditure(s) ¹ <input type="checkbox"/> Planned Ongoing Expenditure(s) ¹ <input type="checkbox"/> Waiver ²
1. If plan is needed to meet compliance deadline, attach Form 9.B. 2. If pursuing a waiver, attach Form 9.C.	

SECTION 2
CHANGE REQUESTS

SCHEDULE 10

**SUMMARY
OF
DECISION ITEMS**

Schedule 10
Summary of Change Requests

Department Name: Transportation
 Submission Date: 9-Oct-07
 Total Number of Decision Items: 5
 Total Number of Base Reduction Items: 0

Priority Number	IT Request	Title	Total	FTE	GF	CF	CFE	FF
1	<input type="radio"/> Yes <input checked="" type="radio"/> No	Gaming Impacts to Transportation	\$10,127,274	0.0			\$10,127,274	
2	<input type="radio"/> Yes <input checked="" type="radio"/> No	Transportation Utilities ¹	\$225,000				\$225,000	
3	<input type="radio"/> Yes <input checked="" type="radio"/> No	Transportation Print Shop Spending Authority ²	\$100,000				\$100,000	
4	<input type="radio"/> Yes <input checked="" type="radio"/> No	Transportation Human Resources Personnel ¹	\$143,807	2.0			\$143,807	
5	<input type="radio"/> Yes <input checked="" type="radio"/> No	CDOT Learning & Development Support ¹	\$315,965	2.5			\$315,965	
	<input type="radio"/> Yes <input checked="" type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
Decision Item Subtotal			\$10,912,046	4.5	0	0	\$10,912,046	
	<input type="radio"/> Yes <input type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
	<input type="radio"/> Yes <input type="radio"/> No							
Base Reduction Item Subtotal								
TOTAL			\$10,912,046	4.5	0	0	\$10,912,046	

¹Net request is \$0. Amount indicated is the amount that would transfer from Construction, Maintenance, and Operations line to Administration line.

²Entire amount to be funded from Internal Cash Funds.

SCHEDULE 13

DECISION ITEM REQUESTS

**Schedule 13
Change Request for FY 08-09 Budget Request Cycle**

Request Title: Gaming Impacts to Transportation Decision Item FY 08-09 Base Reduction Item FY 08-09 Supplemental FY 07-08 Budget Request Amendment FY 08-09
 Department: Transportation Dept. Approval by: *Debbie Capp* Date: 10/19/07
 Priority Number: 1 of 5 OSPB Approval: *Ju M G* Date: 10/19/07 for 11/1/07

	Fund	1	2	3	4	5	6	7	8	9	10
		Prior-Year Actual FY 06-07	Appropriation FY 07-08	Supplemental Request FY 07-08	Total Revised Request FY 07-08	Base Request FY 08-09	Decision/ Base Reduction FY 08-09	November 1 Request FY 08-09	Budget Amendment FY 08-09	Total Revised Request FY 08-09	Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	5,259,411	14,292,757	0	14,292,757	0	10,127,274	10,127,274	0	10,127,274	0
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	5,259,411	14,292,757	0	14,292,757	0	0	0	0	0	0
	CFE	0	0	0	0	0	10,127,274	10,127,274	0	10,127,274	0
	FF	0	0	0	0	0	0	0	0	0	0
TRANSPORTATION	Total	5,259,411	14,292,757	0	14,292,757	0	10,127,274	10,127,274	0	10,127,274	0
Gaming Impacts	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	5,259,411	14,292,757	0	14,292,757	0	0	0	0	0	0
	CFE	0	0	0	0	0	10,127,274	10,127,274	0	10,127,274	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: Department of Transportation, Gaming Impacts - It is the intent of the General Assembly that these funds shall remain available until completion of the project or the close of FY 2010-11, whichever comes first. At project completion or the end of the three-year period, unexpended and unencumbered balances shall revert to the Limited Gaming Fund from which they were appropriated.

Cash Fund name/number, Federal Fund Grant name: Limited Gaming Fund
 IT Request: Yes No
 Request Affects Other Departments: Yes No If Yes, List Other Departments Here: Clean Energy Fund - Dollar-for-dollar reduction per S.B. 07-246.

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: Decision Item FY 08-09 Base Reduction Item FY 08-09 Supplemental FY 07-08 Budget Request Amendment FY 08-09
 Department: Transportation
 Priority Number: 2 of 5
 Dept. Approval by: *Deborah Capp* Date: 10/19/07
 OSPB Approval: *su m z* Date: 10/15/07 for 11/1/07

	Fund	1	2	3	4	5	6	8	9	10	
		Prior-Year Actual FY 06-07	Appropriation FY 07-08	Supplemental Request FY 07-08	Total Revised Request FY 07-08	Base Request FY 08-09	Decision/Base Reduction FY 08-09	November 1 Request FY 08-09	Budget Amendment FY 08-09	Total Revised Request FY 08-09	Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	1,006,823,228	1,042,722,690	0	1,042,722,690	1,042,722,690	0	1,042,722,690	0	1,042,722,690	0
	FTE	3299.2	3316.0	0.0	3316.0	3316.0	0.0	3316.0	0.0	3316.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	58,312,954	67,994,902	0	67,994,902	67,994,902	0	67,994,902	0	67,994,902	0
	CFE	533,513,409	533,310,649	0	533,310,649	533,310,649	0	533,310,649	0	533,310,649	0
	FF	414,996,865	441,417,139	0	441,417,139	441,417,139	0	441,417,139	0	441,417,139	0
TRANSPORTATION Administration	Total	22,855,277	23,929,075	0	23,929,075	23,929,075	225,000	24,154,075	0	24,154,075	225,000
	FTE	219.7	219.7	0.0	219.7	219.7	0.0	219.7	0.0	219.7	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	22,855,277	23,929,075	0	23,929,075	23,929,075	225,000	24,154,075	0	24,154,075	225,000
	FF	0	0	0	0	0	0	0	0	0	0
TRANSPORTATION Construction, Maintenance, and Operations (information only) (estimated for FY 09)	Total	983,967,951	1,018,793,615	0	1,018,793,615	1,018,793,615	(225,000)	1,018,568,615	0	1,018,568,615	(225,000)
	FTE	3079.5	3096.3	0.0	3096.3	3096.3	0.0	3096.3	0.0	3096.3	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	58,312,954	67,994,902	0	67,994,902	67,994,902	0	67,994,902	0	67,994,902	0
	CFE	510,658,132	509,381,574	0	509,381,574	509,381,574	(225,000)	509,156,574	0	509,156,574	(225,000)
	FF	414,996,865	441,417,139	0	441,417,139	441,417,139	0	441,417,139	0	441,417,139	0

Letternote revised text: Of this amount, \$22,677,289 shall be from the State Highway Fund pursuant to Sections 43-4-205 (5) (a) and 43-1-113, C.R.S., and \$1,476,786(T) shall be funded internally by various cash funds exempt sources in the Department. Included in this amount is \$473,958 for 6,580 hours of legal services.

Cash Fund name/number, Federal Fund Grant name: State Highway Fund
 IT Request: Yes No
 Request Affects Other Departments: Yes No If Yes, List Other Departments Here:

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: **Decision Item FY 08-09** **Base Reduction Item FY 08-09** **Supplemental FY 07-08** **Budget Request Amendment FY 08-09**
 Department: Transportation
 Priority Number: 3 of 5
 Dept. Approval by: *[Signature]*
 OSPB Approval: *[Signature]*
 Date: 10/19/07
 Date: 10/15/07 for 11/1/07

	Fund	1	2	3	4	5	6	7	8	9	10
		Prior-Year Actual FY 06-07	Appropriation FY 07-08	Supplemental Request FY 07-08	Total Revised Request FY 07-08	Base Request FY 08-09	Decision/ Base Reduction FY 08-09	November 1 Request FY 08-09	Budget Amendment FY 08-09	Total Revised Request FY 08-09	Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	22,855,277	23,929,075	0	23,929,075	23,929,075	100,000	24,029,075	0	24,029,075	100,000
	FTE	219.7	219.7	0.0	219.7	219.7	0.0	219.7	0.0	219.7	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	22,855,277	23,929,075	0	23,929,075	23,929,075	100,000	24,029,075	0	24,029,075	100,000
	FF	0	0	0	0	0	0	0	0	0	0
TRANSPORTATION Administration	Total	22,855,277	23,929,075	0	23,929,075	23,929,075	100,000	24,029,075	0	24,029,075	100,000
	FTE	219.7	219.7	0.0	219.7	219.7	0.0	219.7	0.0	219.7	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	22,855,277	23,929,075	0	23,929,075	23,929,075	100,000	24,029,075	0	24,029,075	100,000
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: Of this amount, \$22,452,289 shall be from the State Highway Fund pursuant to Sections 43-4-205 (5) (a) and 43-1-113, C.R.S., and \$1,576,786(T) shall be funded internally by various cash funds exempt sources in the Department. Included in this amount is \$473,958 for 6,580 hours of legal services.

Cash Fund name/number, Federal Fund Grant name: Internal Cash Fund
 IT Request: Yes No
 Request Affects Other Departments: Yes No If Yes, List Other Departments Here:

**Schedule 13
Change Request for FY 08-09 Budget Request Cycle**

Decision Item FY 08-09 Base Reduction Item FY 08-09 Supplemental FY 07-08 Budget Request Amendment FY 08-09
 Request Title: CDOT Human Resources Personnel
 Department: Transportation Dept. Approval by: *Charly Capp* Date: 10/9/07
 Priority Number: 4 of 5 OSPB Approval: *hu* Date: 10/15/07 for 11/1/07

	Fund	1	2	3	4	5	6	8	9	10	
		Prior-Year Actual FY 06-07	Appropriation FY 07-08	Supplemental Request FY 07-08	Total Revised Request FY 07-08	Base Request FY 08-09	Decision/ Base Reduction FY 08-09	November 1 Request FY 08-09	Budget Amendment FY 08-09	Total Revised Request FY 08-09	Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	1,006,823,228	1,042,722,690	0	1,042,722,690	1,042,722,690	0	1,042,722,690	0	1,042,722,690	0
	FTE	3299.2	3316.0	0.0	3316.0	3316.0	2.0	3318.0	0.0	3318.0	2.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	58,312,954	67,994,902	0	67,994,902	67,994,902	0	67,994,902	0	67,994,902	0
	CFE	533,513,409	533,310,649	0	533,310,649	533,310,649	0	533,310,649	0	533,310,649	0
	FF	414,996,865	441,417,139	0	441,417,139	441,417,139	0	441,417,139	0	441,417,139	0
TRANSPORTATION Administration	Total	22,855,277	23,929,075	0	23,929,075	23,929,075	143,807	24,072,882	0	24,072,882	137,467
	FTE	219.7	219.7	0.0	219.7	219.7	2.0	221.7	0.0	221.7	2.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	22,855,277	23,929,075	0	23,929,075	23,929,075	143,807	24,072,882	0	24,072,882	137,467
	FF	0	0	0	0	0	0	0	0	0	0
TRANSPORTATION Construction, Maintenance, and Operations (information only) (estimated for FY 09)	Total	983,967,951	1,018,793,615	0	1,018,793,615	1,018,793,615	(143,807)	1,018,649,808	0	1,018,649,808	(137,467)
	FTE	3079.5	3096.3	0.0	3096.3	3096.3	0.0	3096.3	0.0	3096.3	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	58,312,954	67,994,902	0	67,994,902	67,994,902	0	67,994,902	0	67,994,902	0
	CFE	510,658,132	509,381,574	0	509,381,574	509,381,574	(143,807)	509,237,767	0	509,237,767	(137,467)
	FF	414,996,865	441,417,139	0	441,417,139	441,417,139	0	441,417,139	0	441,417,139	0

Letternote revised text: ^aOf this amount, \$22,596,096 shall be from the State Highway Fund pursuant to Sections 43-4-205 (5) (a) and 43-1-113, C.R.S., and \$1,476,786(T) shall be funded internally by various cash funds exempt sources in the Department. Included in this amount is \$473,958 for 6,580 hours of legal services. ^bOf this number, 209.2 FTE are administrative FTE funded by the State Highway Fund pursuant to Sections 43-4-205 (5) (a) and 43-1-113, C.R.S., and 13.0 FTE are funded internally by various cash funds exempt sources in the Department.

Cash Fund name/number, Federal Fund Grant name: State Highway Fund

IT Request: Yes No

Request Affects Other Departments: Yes No If Yes, List Other Departments Here:

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 Base Reduction Item FY 08-09 Supplemental FY 07-08 Budget Request Amendment FY 08-09
 Request Title: CDOT Learning & Development Support
 Department: Transportation
 Priority Number: 5 of 5
 Dept. Approval by: *[Signature]* Date: 10/19/07
 OSPB Approval: *[Signature]* Date: 10/15/07 for 11/1/07

	Fund	1	2	3	4	5	6	7	8	9	10
		Prior-Year Actual FY 06-07	Appropriation FY 07-08	Supplemental Request FY 07-08	Total Revised Request FY 07-08	Base Request FY 08-09	Decision/Base Reduction FY 08-09	November 1 Request FY 08-09	Budget Amendment FY 08-09	Total Revised Request FY 08-09	Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	1,006,823,228	1,042,722,690	0	1,042,722,690	1,042,722,690	0	1,042,722,690	0	1,042,722,690	0
	FTE	3299.2	3316.0	0.0	3316.0	3316.0	2.5	3318.5	0.0	3318.5	2.5
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	58,312,954	67,994,902	0	67,994,902	67,994,902	0	67,994,902	0	67,994,902	0
	CFE	533,513,409	533,310,649	0	533,310,649	533,310,649	0	533,310,649	0	533,310,649	0
	FF	414,996,865	441,417,139	0	441,417,139	441,417,139	0	441,417,139	0	441,417,139	0
TRANSPORTATION Administration	Total	22,855,277	23,929,075	0	23,929,075	23,929,075	315,965	24,245,040	0	24,245,040	183,102
	FTE	219.7	219.7	0.0	219.7	219.7	2.5	222.2	0.0	222.2	2.5
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	22,855,277	23,929,075	0	23,929,075	23,929,075	315,965	24,245,040	0	24,245,040	183,102
	FF	0	0	0	0	0	0	0	0	0	0
TRANSPORTATION Construction, Maintenance, and Operations (information only) (estimated for FY 09)	Total	983,967,951	1,018,793,615	0	1,018,793,615	1,018,793,615	(315,965)	1,018,477,650	0	1,018,477,650	(183,102)
	FTE	3079.5	3096.3	0.0	3096.3	3096.3	0.0	3096.3	0.0	3096.3	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	58,312,954	67,994,902	0	67,994,902	67,994,902	0	67,994,902	0	67,994,902	0
	CFE	510,658,132	509,381,574	0	509,381,574	509,381,574	(315,965)	509,065,609	0	509,065,609	(183,102)
	FF	414,996,865	441,417,139	0	441,417,139	441,417,139	0	441,417,139	0	441,417,139	0

Letternote revised text: ^aOf this amount, \$22,768,254 shall be from the State Highway Fund pursuant to Sections 43-4-205 (5) (a) and 43-1-113, C.R.S., and \$1,476,786(T) shall be funded internally by various cash funds exempt sources in the Department. Included in this amount is \$473,958 for 6,580 hours of legal services. ^bOf this number, 209.2 FTE are administrative FTE funded by the State Highway Fund pursuant to Sections 43-4-205 (5) (a) and 43-1-113, C.R.S., and 13.0 FTE are funded internally by various cash funds exempt sources in the Department.

Cash Fund name/number, Federal Fund Grant name: State Highway Fund
 IT Request: Yes No
 Request Affects Other Departments: Yes No If Yes, List Other Departments Here:

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Transportation
Priority Number:	1 of 5
Change Request Title:	Gaming Impacts to Transportation

SELECT ONE (click on box):

- Decision Item FY 08-09
- Base Reduction Item FY 08-09
- Supplemental Request FY 07-08
- Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

- Not a Supplemental or Budget Request Amendment
- An emergency
- A technical error which has a substantial effect on the operation of the program
- New data resulting in substantial changes in funding needs
- Unforeseen contingency such as a significant workload change

Short Summary of Request:

For FY 2008-09, the Department of Transportation (CDOT) requests a **\$10,127,274 cash funds exempt** line item appropriation from the State’s 50% portion of the Limited Gaming Fund to address gaming impacts on the roads within 50 miles of Colorado’s gaming communities.

Background and Appropriation History:

Section 12-47.1-701(1)(c)(I), C.R.S. (2007) authorizes governmental entities to request appropriations from the Limited Gaming Fund to allow them to meet the increased demands for service created by gaming. Gaming has dramatically increased the volume of traffic on the State roads in the vicinity of the gaming communities. Accordingly, CDOT annually requests an appropriation from the State’s Limited Gaming Fund to address the construction and maintenance needs associated with this increased traffic.

Appropriation history, including a supplemental appropriation in FY 96 and a statutory reduction in FY 02, is documented in Table 1 below.

Table 1 – Historical Gaming Fund Appropriation to Colorado Department of Transportation

1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01
\$997,000	\$3,156,448	\$2,658,000	\$3,951,000	\$3,066,000	\$2,252,000	\$5,089,000
2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
\$4,762,318	\$1,010,000	\$0	\$0	\$0	\$5,259,411	\$14,292,757

General Description of Request:

The total amounts noted above incorporate Gaming Funds used for a combination of construction and maintenance activities. This year’s request targets roads that are heavily used by visitors to the gaming regions and is supported by the Colorado Limited Gaming Control Commission (Appendix A). The Colorado Transportation Commission initially supported a larger request (Appendix B), but the Gaming Commission did not support the portion of the request for Region 5 – Southwest Colorado.

Limited Gaming began in Colorado on October 1, 1991. The most immediate and visible impact of permitting gaming occurred on the roads surrounding the gaming communities of Black Hawk, Central City, and Cripple Creek and near the Indian-owned casinos in Southwest Colorado. (Ute Mountain Casino opened in September 1992 and the Sky Ute Casino and Lodge opened in September 1993.) Traffic initially increased on those stretches of State highways in the vicinity of the gaming communities by 12% to 16% per year. Though the rate of increase in traffic has tapered off somewhat since then, these State highways now serve between 50% and 350% more traffic than they did before gaming commenced in 1991. None of the highways in these impacted communities was constructed to handle the current volume of traffic.

The large increase in traffic on the roads leading to the gaming communities has caused major problems with pavement, congestion, and safety. The highways most effected include Interstate 70, U.S. Highway 6, 24, and 160/491, and State Highways (S.H.) 172, 46, 119, 279, and 67. The routes leading into the Black Hawk/Central City gaming district are mountainous-type roads, which typically follow drainage ways and are characterized by steep narrow canyons.

Below (Table 2) are some examples of average daily traffic increases on State highways in the vicinity of the gaming communities from 1991 (pre-gaming) to 2006 (based upon CDOT traffic counters at select locations). These increases have far outpaced the Statewide average and the design capacity of these roads.

Table 2 – Average Daily Traffic (ADT) by Gaming Area vs. Statewide Vehicle Miles Traveled (VMT)

Location	CDOT Region	Measure	1991	2006	Increase
S.H. 119 & U.S. 6	1	ADT	3,050	14,300	369%
S.H. 67 (Divide)	2	ADT	2,587	5,500	113%
Colorado State Highway System	Statewide	VMT	18.2B	49.5B	57%

Region 1 - Black Hawk / Central City Area

Safety (projects and rock fall mitigation designed to reduce fatalities, injuries, and property damage for all users of the system):

For FY 09, CDOT requests **\$222,750** of Gaming Funds for rock fall mitigation and **\$8,456,247** for safety and infrastructure improvements for S.H. 6 and 119. To date, \$2,156,939 of State highway funds have been invested in these projects. But due to funding limitations for FY 09, CDOT has not programmed any FY 09 funds or beyond for these projects.

Recognizing the need to improve the highways in the gaming areas, a number of alternatives for the improvement of S.H. 119 were assessed by developing a gaming area access environmental impact statement. With the exception of the “No Action Alternative,” all the alternatives involve widening S.H. 119 from milepost 2.5 to approximately milepost 6.5 in the city limits of Black Hawk. In addition to these S.H. 119 improvements identified for gaming funds, the Environmental Impact Statement also considers the potential infusion of a significant amount of private funding to improve this

highway. If approved and finalized, this combination of public and private funding of transportation improvements to the corridor will accelerate construction and materially reduce the financial burden of these improvements to the State while providing citizens with a materially safer highway.

The preferred alternative in Draft Environmental Impact Study is construction of a tunnel and associated interchanges from the junction of I-70 west and U.S. 6 at Kermit's to S.H. 119, approximately five miles south of Black Hawk. S.H. 119 would be widened from that point north to the entrance of Black Hawk. The alternative includes interchange ramps and a climbing lane at the U.S. 6/I-70 interchange, and an interchange with S.H. 119.

The funds for the preferred alternative beyond those appropriated from the State's limited gaming fund would come from a partnership of the City of Black Hawk and the Silver Dollar Metropolitan District. A Memorandum of Understanding signed April 26, 2006 by CDOT, the City of Black Hawk, and Silver Dollar Metropolitan District outlines the responsibilities of each participant. An extensive amount of work has gone into establishing financial agreements with Black Hawk and the district. CDOT has agreed to provide significant safety-related improvements, including the widening of S.H. 119 to four lanes from Black Hawk to the North Tunnel Portal, environmental mitigation as outlined in the Gaming Area Access Environmental Impact Statement, and one half of the geotechnical and highway engineering study of the slide on the west side of Floyd Hill. The total contributions the Silver Dollar Metropolitan District and the City of Black Hawk have made to this project are far greater than the total gaming funds CDOT envisions it will need to complete its share of the project.¹ Absent gaming funds, however, CDOT will not be able to ultimately finalize this program of improvements. In fact, without gaming funds, it will be difficult to simply maintain the existing highway to Black Hawk.

¹ The April 2006 Memorandum of Understanding between CDOT, the City of Black Hawk, and the Silver Dollar Metropolitan District outlines responsibilities of each organization. See [Assumptions for Calculations](#) for additional details.

Status as of 3/1/2007:

1. Draft Environmental Impact Study (EIS) has finished Legal Sufficiency review and all Federal Highway Administration (FHWA) comments have been addressed.
2. On July 26, 2005, CDOT completed edits to the comment/response document.
3. In July 2005, the project went on hold as the department worked with the Silver Dollar Metro District/City of Black Hawk on the financial commitments.
4. On April 26, 2006, CDOT, the City of Black Hawk, and SDMD signed the Memo of Understanding, identifying responsibilities of each participant.
5. The Draft EIS is **tentatively** scheduled for publication at the end of calendar year 2007. Between the Draft and the Final, some redesign of the Preferred Alternative will occur. The redesign will focus on the tunnel alignment and the interchanges at both the S.H. 119 and the I-70 ends of the tunnel. Associated with this effort will be some new fieldwork to update the Draft EIS. The agreement with FHWA is that the impacts associated with any redesign must and will be less than those disclosed in the Draft EIS.

Maintenance:

The request for additional highway maintenance of State highways in the vicinity of Black Hawk/Central City is for **\$290,993** Gaming Funds. These funds are necessary for salary costs associated with maintenance FTEs and associated roadway equipment charges. The request for maintenance funds is based upon estimated base year FY 1994-95 expenditures of \$155,000 (the incremental increase in costs attributed to gaming) and adding 5% each year (3% for inflation and 2% for maintenance improvements and safety enhancements).

Region 2 - Cripple Creek Area

Roadway Improvements:

Region 2 seeks **\$500,000** for the design of roadway improvements prior to reconstruction of the Rainbow Valley Road intersection of S.H. 67 and C.R. 61. As in Region 1,

significant State highway funds have been contributed to gaming area projects in recent years, but no FY 09 and beyond funds are programmed for improvements due to lack of funds.

With a combination of prior years' gaming funds – including \$2 million in FY 08 – and State highway fund, Region 2 has been steadily implementing its highway improvement program along its gaming corridors, i.e., U.S. 24 and S.H. 67 between Divide and Cripple Creek. Reconstruction of the S.H. 67/U.S. 24 intersection has been completed at a CDOT-funded cost of \$4 million dollars, thereby completing the U.S. 24 portion of the gaming corridor improvements. The S.H. 67 rumble strip safety project has been completed at a cost of \$200,000. Region 2 is now moving forward with the design of the S.H. 67 improvements. Preliminary engineering is under way for the S.H. 67/C.R. 81 intersection improvement project. This project was advertised in June 2007 and includes drainage improvements per CDOT goals and objectives. Corridor right-of-way investigations are also ongoing for subsequent improvements. Although Region 2 has completed a number of gaming related projects using state highway funds, it cannot continue to do so. Increased demands elsewhere in that region now make access to gaming funds essential to complete the projects in the vicinity of Cripple Creek.

Maintenance:

The department requests **\$657,284** of Gaming Funds for highway maintenance. This is based upon a FY 1994-95 base figure of \$332,000 and adding 5% each year (3% for inflation and 2% for maintenance improvements and safety enhancements).

Region 5 - Southwest Colorado

The Indian tribes do not pay taxes or fees to the State Gaming Fund pursuant to compacts that the tribes have negotiated with the federal government, nor report their gaming income to the State. Nonetheless in the past, the Gaming Commission maintained a policy of supporting the use of gaming funds to mitigate the impact on the State's highways due to gaming on the Indian reservations. This year the Gaming Commission reversed that policy and it no longer supports dedicating any FY 09 gaming funds to

either construction or maintenance in Southwest Colorado. CDOT therefore seeks no gaming fund appropriation for Region 5 in this request

The proposed expenditure of Gaming Funds is summarized below.

<u>Region 1 – Black Hawk / Central City</u>	<u>Gaming Funds</u>
S.H. 6 and S.H. 119 rock fall mitigation	\$ 222,750
S.H. 6 and S.H. 119 corridor safety & infrastructure	8,456,247
Area highway maintenance	<u>290,993</u>
Subtotal	\$ 8,969,990
<u>Region 2 – Cripple Creek</u>	
S.H. 67 at C.R. 61: Rainbow Valley Road intersection construction	\$ 500,000
Area highway maintenance	<u>657,284</u>
Subtotal	\$ 1,157,284
Grand Total	\$ 10,127,274

CDOT has invested more than \$2 million to date on these Region 1 projects and maintenance, but no funds beyond FY 08 have been identified. CDOT has also invested \$4 million to date toward completion of the US 24 gaming corridor in Region 2. No funds beyond FY 08 have been identified for the Rainbow Valley Road intersection.

Partial funding scenarios are included in Table 3 below to show the benefits and drawbacks of fractional approval of this request. Alternative D represents approval of the entire request.

Table 3 – Alternative Funding of Gaming Impacts

Alternative	Incremental Cost	Benefits / Detriments
A) Maintain highways at pre-gaming funding levels	\$0	- Increased rate of deterioration. - Significant expense when resurfaced or improved.
B) Gaming Funds only for maintenance & rock fall mitigation	\$1,171,027 Gaming funds	+ Improved safety through reduced rock fall incidents. + Surface conditions and other LOS maintain pre-gaming levels. - Deteriorating safety due to traffic volume increases beyond the highway's designed capacity - Congestion and travel times increase.
C) Gaming Funds only for mobility / congestion	\$8,956,247 Gaming funds	+ Reduce congestion and travel times; improve mobility. - Suffer deteriorating conditions on existing roadways.
D) Recommended. Gaming Funds for maintenance, rock fall mitigation, and mobility.	\$10,127,274 Gaming funds	+ Improved safety through reduced rock fall incidents. + Surface conditions and other LOS maintain pre-gaming levels. + Reduce congestion and travel times; improve mobility. Maintain revenue growth for gaming regions.

Consequences if Not Funded:

The department presently faces a multi-billion dollar shortfall in highway needs based upon Colorado's 20-Year Transportation Plan. Given this scarcity of resources and the sheer volume of improvement needs, going forward the department must rely entirely upon gaming impact funds to improve and maintain the highways in the gaming regions.

Without Gaming Funds, the department cannot properly improve and maintain these roads that are now operating at dramatically higher traffic volumes that are directly attributable to gaming. In FY 09 and beyond the only State highway funds identified for

these corridors are for routine maintenance at a level commensurate with the levels provided prior to the implementation of gaming.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt*	Federal Funds	FTE
Total Request	\$10,127,274			\$10,127,274		0.0
S.H. 6 and S.H. 119 rock fall mitigation	222,750			222,750		0.0
S.H. 6 and S.H. 119 corridor safety & infrastructure	8,456,247			8,456,247		0.0
Region 1 maintenance	290,993			290,993		0.0
S.H. 67 – C.R. 61 construction	500,000			500,000		0.0
Region 2 maintenance	657,284			657,284		0.0

* This request is only for FY 09 funds; therefore no FY 10 calculations are provided. Per prior State Controller instructions, CDOT’s past Gaming Fund requests were classified as Cash Funds. Recent guidance provided by the State Controller’s Office and the Joint Budget Committee now direct the department to classify these funds as Cash Funds Exempt.

Assumptions for Calculations:

- Cost estimates have been provided by Regional Transportation Directors in CDOT's engineering regions 1 and 2.
- Estimated impact to other agencies (below) is based on Legislative Council and OSPB June 20, 2007 revenue forecasts.
- Benefits (below) estimated using data from the *2007 Colorado Business Economic Outlook*.
- The April 2006 Memorandum of Understanding between CDOT, the City of Black Hawk, and the Silver Dollar Metropolitan District (SDMD) outlines responsibilities of each organization. CDOT agreed to widen S.H. 119 to four lanes from Black Hawk to the North Tunnel Portal, including an interchange at S.H. 119. Black Hawk and SDMD agreed to complete (1) the exit from the tunnel to merge on to eastbound I-70; (2) all bridges, retaining walls, and other highway construction to complete this scope in accordance with standard CDOT and FHWA interchange approval procedures; (3) ramps to connect the tunnel ramps to U.S. 6 at the I-70/U.S. 6 interchange; and (4) a westbound I-70 off ramp connection to the tunnel. In June 2007, for example, SDMD committed \$4.5 million toward its share of access improvement to Black Hawk. Estimated costs for all of these projects would be incurred 37.5% by CDOT and 62.5% by Black Hawk and SDMD under the agreement.

Impact on Other Government Agencies: Any amount from this 50% of the Limited Gaming Fund not appropriated to the State highway fund would otherwise be transferred to the Clean Energy Fund pursuant to S.B. 07-246. Thus, using legislative council's June 2007 revenue forecast, approval of this request reduces the transfer to the Clean Energy Fund by a dollar-for-dollar amount (\$10,127,274).

Cost Benefit Analysis:

This request offers a **2.6:1 benefit:cost ratio**, and a **\$26,330,912 benefit to the State**.

The *2007 Colorado Business Economic Outlook* underscores the significance of providing ease of mobility to customers in the gaming areas. “With completion of the new road from I-70 to Central City in 2005, casino revenues in the city rose 36.5%.”² This increase did not cannibalize business from other gaming areas, as evidenced by the \$29.6 million Statewide increase in adjusted gross proceeds for gaming. Black Hawk, in fact, “continues to dominate the Colorado casino sector” with 71% of the industry’s adjusted gross proceeds.

While the benefits of full approval of this request, as listed in Table 3, span a variety of transportation objectives including Safety and System Quality, those benefits are most quantifiable when first analyzing improvements in Mobility, and then extrapolating those benefits to Safety and System Quality. Noting *Economic Outlook’s* correlation of the added parkway and its impact on Central City revenues, one might reasonably conclude that congestion mitigation accounts for a significant portion of revenue growth for several years following construction. In calculating benefits, CDOT assumes the following:

- Enhanced mobility projects undertaken over the five years prior to 2005 accounted for 20% of the State’s \$29.6 million of increased gaming revenues in 2005. \$13.1 million of Gaming Funds were utilized in the five years prior to 2005.
- \$29.6 million represents a typical annual increase in Statewide gaming revenues. (Revenues increased \$27.6 million in 2004 and were projected to increase \$33.4 million in 2006.)
- Mobility benefits of a single project are measurable for five years following the project.
- Funds spent for maintenance have System Quality and Safety benefits – including reduced rock fall incidents, reduced crash rates, and reduced rates of deterioration – comparable to Mobility benefits from construction.

² University of Colorado at Boulder Leeds School of Business, *2007 Colorado Business Economic Outlook*, p. 67.

Cost-Benefit Calculations:

\$29.6 million annual revenue increase * 20% attributable to Mobility improvements *
5 years of accrued benefit from project

= \$29.6 million of Mobility benefits from projects completed from 1999 through 2004

\$29.6 million of Mobility benefits / ~\$13.1 million of Gaming Funds for construction

= **2.6 Benefit:Cost ratio.**

The same ratio is utilized for maintenance, as stated in assumptions above.

2.6 benefit:cost ratio * \$10,127,274 Gaming Fund request

= **\$26,330,912 benefit to State**

Implementation Schedule:

Task	Month/Year
CDOT purchasing agents and program managers begin RFP process	May, 2008
Post Requests for Proposal for maintenance and construction projects	July 1 – August 1, 2008
Evaluation committees review RFPs	August 1 – September 30, 2008
Letter of Intent issued by Purchasing Agent / Protest period begins	October 15, 2008
Contract terms developed	November 1 – December 31, 2008
Project begins (weather pending)	May 1, 2009
Maintenance projects completed	July 1 – November 1, 2009
Construction projects completed	July 1, 2009 – November 1, 2010
Expiration of CDOT spending authority for FY 09 gaming funds	June 30, 2011

Statutory and Federal Authority:

Section 12-47.1-701(1)(c)(I), C.R.S. (2007). Fifty percent shall be transferred to the state general fund or such other fund as the general assembly shall provide, including the state highway fund. The general assembly shall determine and appropriate an amount as a separate line item to be transferred to the state highway fund.

Section 12-47.1-701(4)(c), C.R.S. (2007). Out of the percentage that would otherwise be transferred to the general fund pursuant to this subsection (4), an amount to be determined as provided in paragraph(c) of subsection (1) of this section shall be transferred to the state highway fund and the amount transferred to the general fund pursuant to this subsection (4) shall be reduced accordingly.

Section 43-1-220(1)(c)(I), C.R.S. (2007). The limited gaming fund. The receipts from the limited gaming fund shall be segregated from other receipts paid into the state highway fund.

(II) In accordance with the provisions of section 12-47.1-701(1)(c)(I), C.R.S., the receipts from the limited gaming fund are to be used on public roads and highways leading to and within a fifty-mile radius of any limited gaming community for:

(A) Any proposed or anticipated transportation needs attributable to limited gaming; and

(B) Any reimbursement for emergency repairs and modifications attributed to limited gaming that the department has performed during the previous fiscal year.

Performance Measures:

- 1.1 By calendar year 2010, reduce the total motor vehicle crash rate from the 2002 level by 4%.
- 1.2 Maintain or improve the 2003 customer rating of safety-related programs and services delivery.
- 2.1 Maintain or improve the 2003 projected good/fair condition of the State highways through 2010.
- 3.1 Maintain or improve the 2003 customer satisfaction rating of operational services delivery.
- 3.3 Maintain the snow & ice maintenance level of service grade at the adopted annual grade.

Appendix A

Gaming Commission Resolution

COLORADO LIMITED GAMING CONTROL COMMISSION

Resolution Concerning the FY 2008-09 Budget Request
From the Colorado Department of Transportation
To the Colorado Limited Gaming Control Commission
and the Colorado Division of Gaming

WHEREAS, gaming is recognized as a valuable economic resource for the State of Colorado, and for Region 1 – Black Hawk / Central City, Region 2 – Cripple Creek, and Region 3 – Southwest Colorado; and

WHEREAS, the Limited Gaming Fund has been established by the General Assembly in the Office of the State Treasurer under C.R.S. 12-47.1-701 to help offset financial impacts associated with increased highway traffic, greater need for law enforcement, and increased demands on other social services caused by gaming; and

WHEREAS, C.R.S. 12-47.1-701(1)(c)(I) mandates that the State Treasurer distribute fifty percent of the balance remaining in the Limited Gaming Fund to the state general fund or such other fund as the General Assembly shall provide, including the state highway fund, and that the General Assembly shall determine and appropriate an amount as a separate line item to be transferred to the state highway fund; and

WHEREAS, in accordance with the provisions of C.R.S. 12-47.1-701(1)(c)(I), section 43-1-220(1)(c)(I), C.R.S. stipulates that the receipts from the Limited Gaming Fund are to be used on public roads and highways leading to and within a fifty-mile radius of any limited gaming community; and

WHEREAS, the Colorado Department of Transportation provided the Colorado Gaming Commission its fiscal year 2008-09 request for limited gaming funds as part of the Commission's annual tax setting hearings on April 19, 2007, and, further, it requested support from the Colorado Gaming Commission for its request amounting to a grand total of \$15,887,995; and

WHEREAS, the Colorado Gaming Commission supports the amount of \$8,513,743 for Region 1 – Black Hawk / Central City to fund S.H. 6 and S.H. 119 rock fall mitigation, S.H. 119 final design phase 1 corridor improvements, S.H. 6 overlay, S.H. 6 and S.H. 119 corridor safety and infrastructure, and area highway maintenance; and

WHEREAS, the Colorado Gaming Commission supports the amount of \$3,157,284 for Region 2 – Cripple Creek to fund S.H. 67 at C.R. 61: Rainbow Valley Road intersection construction and area highway maintenance; and

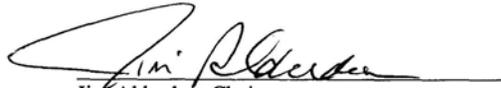
WHEREAS, the Colorado Gaming Commission does not support the amount of \$4,216,968 for Region 5 – Southwest Colorado to fund U.S. 160/491 construction of passing lane and area highway maintenance; now, therefore,

Appendix A Gaming Commission Resolution

BE IT RESOLVED that the Colorado Gaming Commission supports, in part, the request of the Colorado Department of Transportation for its fiscal year 2008-09 request for limited gaming funds in the amount of \$11,671,027 for expenses related to Regions 1 and 2, and finds that the funding of this amount is necessary for the protection and public safety of casino patrons and others traveling those highways; and

BE FURTHER RESOLVED that the Colorado Gaming Commission encourages the appropriate Colorado state agencies to consider and negotiate with the Ute Mountain Ute Tribe to share the highway maintenance expenses with the Colorado Department of Transportation for the roads in Region 5, leading to, but not on, the Reservation that are used by patrons visiting the Tribal casino.

Dated this ~~16~~ 17 day of May 2007,


Jim Alderden, Chairman
Colorado Limited Gaming Control Commission

Appendix B

Transportation Commission Resolution

Resolution Number TC-1496

WHEREAS, gaming is recognized as a valuable economic resource for the state of Colorado; and

WHEREAS, the Limited Gaming Fund has been established by the General Assembly in the Office of the State Treasurer under C.R.S. 12-47.1-701 to help offset financial impacts associated with increased highway traffic, greater need for law enforcement, and increased demands on other social services caused by gaming; and

WHEREAS, C.R.S. 12-47.1-701(1)(c)(I) mandates that the state treasurer distribute fifty percent of the balance remaining in the limited gaming fund to the state general fund or such other fund as the General Assembly shall provide, including the state highway fund, and that the general assembly shall determine and appropriate an amount as a separate line item to be transferred to the state highway fund; and

WHEREAS, in accordance with the provisions of C.R.S. 12-47.1-701(1)(c)(I), section 43-1-220(1)(c)(I), C.R.S. stipulates that the receipts from the limited gaming fund are to be used on public roads and highways leading to and within a fifty-mile radius of any limited gaming community; and

WHEREAS, the Colorado Department of Transportation (CDOT) must provide the Colorado Gaming Commission its Fiscal Year 2008-2009 request for limited gaming funds by March 30, 2007, and, with Gaming Commission approval, must prepare for the Governor's Office of State Planning and Budget a legislative decision item request for said funds during July, 2007.

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2008-2009 Limited Gaming Funds request, as provided herewith, be approved for submittal to the Colorado Department of Revenue's Division of Gaming and the Colorado Gaming Commission in the amount of fifteen million, eight hundred eighty-seven thousand, and nine hundred ninety-five dollars (\$15,887,995).

Appendix B

Transportation Commission Resolution

2008-09 Gaming Funds Request

Region 1 - Black Hawk / Central City

S.H. 6 and S.H. 119 rock fall mitigation	\$ 222,750
S.H. 119 final design phase 1 corridor improvements	2,000,000
S.H. 6 Overlay	4,000,000
S.H. 6 and S.H. 119 corridor safety & infrastructure	2,000,000
Area highway maintenance	<u>290,993</u>
Subtotal	\$8,513,743

Region 2 - Cripple Creek

SH 67 at CR 61: Rainbow Valley Road intersection construction	\$2,500,000
Area highway maintenance	<u>657,284</u>
Subtotal	\$3,157,284

Region 5 - Southwest Colorado

U.S. 160/491 construction of passing lane	\$ 4,000,000
Area highway maintenance	<u>216,968</u>
Subtotal	\$ 4,216,968

Grand Total **\$15,887,995**

I hereby certify that this Resolution TC-1496 and the 2008-09 Gaming Funds Request are true and exact copies of the resolution and the attachment adopted by the Transportation Commission on March 15, 2007.


Jennifer B. Webster, Secretary
Transportation Commission of Colorado

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Transportation
Priority Number:	2 of 5
Change Request Title:	Transportation Utilities

SELECT ONE (click on box):

- Decision Item FY 08-09
- Base Reduction Item FY 08-09
- Supplemental Request FY 07-08
- Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

- Not a Supplemental or Budget Request Amendment
- An emergency
- A technical error which has a substantial effect on the operation of the program
- New data resulting in substantial changes in funding needs
- Unforeseen contingency such as a significant workload change

Short Summary of Request:

For **FY 2008-09 and subsequent years**, the Department of Transportation (CDOT) requests **\$225,000 State highway funds** to cover increased utility expenses at CDOT’s headquarters complex.

Background and Appropriation History:

CDOT maintains and operates more than 1,000 facilities Statewide, including maintenance sheds, truck garages, and employee housing trailer parks. One of these facilities is the department’s headquarters complex at 4201 E. Arkansas Ave. in Denver, hosting approximately 720 CDOT employees. Because virtually all of these properties support construction, maintenance, and operation of State highways, the Transportation Commission has met the recent dramatic rise in providing utilities to these facilities by increasing the portion of the budget devoted to them. But the department’s headquarters complex – with 189,400 gross square feet on 13 acres – hosts mostly administrative personnel and thus is maintained by CDOT’s Division of Human Resources & Administration Facilities Management group within the legislatively appropriated portion of CDOT’s budget.

Table 1 – CDOT Utility Expenses

Fiscal Year	Utility Cost	Annual Dollar Increase in Utility Cost Over Prior Year	Percentage Increase in Utility Cost Over Prior Year	Percent Increase from 2003	Facilities Operating Budget per Fiscal Year	Utility Expense as a Percentage of Facilities Operating Budget
2003	\$ 240,710				\$ 443,437	54.28%
2004	\$ 291,514	\$ 50,804	21.11%	21.11%	\$ 426,237	68.39%
2005	\$ 340,453	\$ 48,939	16.79%	41.44%	\$ 416,231	81.79%
2006	\$ 379,646	\$ 39,193	11.51%	57.72%	\$ 420,231	90.34%
2007	\$ 355,732	\$ (23,914)	-6.30%	47.78%	\$ 420,231	84.65%
2008					\$ 420,231	

The Division of Human Resources and Administration’s facilities operating budget – comprised wholly of legislatively appropriated funds – has remained nearly stable for more than six years and is now nearly fully consumed by the utility expenses of its buildings (see Table 1 above). CDOT therefore seeks to increase its administration budget to adequately cover these rising costs.

Section 43-1-113(6)(a), C.R.S. (2007) requires that “*the amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan.*” CDOT historically has operated its administration with approximately 2.3-2.8% of the total budget. With an annual budget of roughly \$1 billion, this request would increase administration by .02% of total budget.

General Description of Request:

CDOT's Division of Human Resources and Administration seeks an operating budget increase to help cover the ever-escalating costs of energy. To date Facilities Management has absorbed this increase within its existing budget, primarily through a combination of using vacancy savings on an ever-revolving assortment of critical positions and deferring other operational expenses. Though utility expenses appeared to have stabilized in FYs 06 and 07 at approximately \$380,000 per year (FY 07 costs totaled only \$355,732 because renovation of the Shumate Building limited utility expenses by an estimated \$25,000), the division cannot continue to forego other budgeted expenses to keep the lights on and the buildings heated and cooled. This request, therefore, is to increase the operating budget for facilities management of \$420,231 by \$225,000 to a total of \$645,231. The department has not requested an increase to this budget item in more than five years.

Most of CDOT's headquarters complex operates on electricity and natural gas. Those expenses have risen by more than 10% each year since 2003, not unlike energy expenses nation and region wide. From May 2003 to May 2007, national utility expenses increased from 5% to 17% annually, depending on the type of utility.¹ Xcel Energy reports that commercial gas service rates (\$/therm) in Colorado increased 118% from January 2003 to January 2007.² In addition to rate hikes, CDOT has experienced a recent flux in additional used space at headquarters. Over the past several years, the department has moved personnel out of leased commercial space into its complex. As a result, space served by heating, ventilation, and air conditioning at department headquarters has increased by approximately 28,000 square feet.

Consequences if Not Funded:

As utility expenses have risen, Facilities Management has largely used vacancy savings among its 33 FTE to cover the operating budget shortfall. With a variety of rotating positions held vacant much longer than desired, duties have been spread within existing staff. Positions in management, the mail room, security, and custodial services hold extended vacancies to absorb rising utilities costs. This section is expecting turnover

¹ U.S. Department of Labor Bureau of Labor Statistics, *Consumer Price Index – Average Price Data*, <http://data.bls.gov/cgi-bin/surveymost>.

² http://www.xcelenergy.com/XLWEB/CDA/0,3080,1-1-1_1875_37733_4290-349-0_0_0-0,00.html

through retirements within its base of highly experienced staff and these positions need to be filled more quickly to better assure transition.

The other way the department has paid the increased cost of utilities has been by deferring many maintenance requests which may well cause higher maintenance expenses later.

Alternatively, Facilities Management could fill its vacancies and force dramatic reductions in utilities expense by imposing upon the headquarters complex a rolling brown-out schedule. This would entail heating, ventilation, and air conditioning reductions and light reductions during working hours at headquarters complex, and result in lost productivity of the more than 700 headquarters employees.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	\$0			\$0		0.0
Transfer to Administration Line Operating: Utility Expenses	\$225,000			\$225,000		0.0
Transfer from Construction, Maintenance, and Operations Line	(\$225,000)			(\$225,000)		0.0

Assumptions for Calculations:

- Utility expenses for the headquarters complex are actual and tracked within CDOT’s facilities management operating budget (cost center AF620-001 in CDOT’s new SAP enterprise resource planning software).
- Natural Gas consumes approximately 30% of annual utility costs. Electricity consumes most of the remaining 70%. Water, sewer, and fuel oil are nominal.

Impact on Other Government Agencies: There is no known impact on other governmental agencies.

Cost Benefit Analysis: This request transfers State highway funds from CDOT’s Construction, Maintenance, and Operations budget to its Administrative budget, and thus has no net cost to the State. **Its benefit is calculated at \$243,360 annually.**

Failing to transfer additional operating budget to Facilities Management forces the group to continue to utilize vacancy savings, with never fewer than two FTE held vacant to capture that savings. For example, the unit often keeps only one staff member patrolling headquarters during off hours (the equivalent of nine weekly shifts), when two are needed for safety and workload purposes. This analysis therefore assumes that vacancy savings are realized by foregoing necessary onsite, off hour security and custodial personnel. This analysis estimates the value of having the needed security or custodial personnel onsite is equal to the cost of contracting such personnel. In reality, more costly positions are often held vacant.

9 weekly shifts * 8 hours/shift * \$25 hourly contracted rate for security * 52 weeks
 = \$93,600 cost (and value) of keeping sufficient security personnel

9 weekly shifts * 8 hours/shift * \$40 hourly contracted rate for custodians * 52 weeks
 = \$149,760 cost (and value) of keeping sufficient custodial personnel

= **\$243,360 value (benefit)** of lost security and custodial services > \$225,000 request

Implementation Schedule:

Task	Month/Year
Gain needed funding for headquarters complex utilities	July 1, 2008
Begin filling vacancies that have been held to absorb utilities costs	July 1, 2008

Statutory and Federal Authority:

Section 43-1-113(2)(c)(III), C.R.S. (2007). Administration, which is deemed to include salaries and expenses of the following offices and their staffs: Commission, executive director, chief engineer, district engineers, budget, internal audits, public relations, equal employment, special activities, accounting, administrative services, building operations, management systems, personnel, procurement, insurance, legal, and central data processing;

Section 43-1-113(6)(a), C.R.S. (2007). The amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan. In addition to any other requirements, the budget allocation plan shall include a general state transportation budget summary setting forth the aggregate figures of the budget in such manner as to show the balanced relations between the total proposed expenditures and total anticipated revenues, together with the other means of financing the budget for the ensuing fiscal year compiled with corresponding figures for the last completed fiscal year and the fiscal year in progress. It shall also include the statements of the bonded indebtedness of the department of transportation showing the debt redemption requirements, the debt authorized and unissued, and the contents of the sinking funds. As an addendum to the budget allocation plan, there shall be published a complete list of all projects budgeted in prior years which have not been deleted or progressed to completion, including all funds carried over from the budget of previous years, whether resulting from construction or operation for less than the budgeted figure or from incomplete or deleted projects.

Performance Measures:

4.1 Deliver all programs and projects on-time and within budget.

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Transportation
Priority Number:	3 of 5
Change Request Title:	Transportation Print Shop Spending Authority

SELECT ONE (click on box):

- Decision Item FY 08-09
- Base Reduction Item FY 08-09
- Supplemental Request FY 07-08
- Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

- Not a Supplemental or Budget Request Amendment
- An emergency
- A technical error which has a substantial effect on the operation of the program
- New data resulting in substantial changes in funding needs
- Unforeseen contingency such as a significant workload change

Short Summary of Request:

For **FY 2008-09 and subsequent years**, the Department of Transportation (CDOT) requests **\$100,000 internal cash funds spending authority** for the Center for Printing and Visual Communications (Print Shop).

Background and Appropriation History:

The Print Shop is funded by internal cash funds from payments made by other CDOT divisions or other governmental organizations. The request of \$100,000 of internal cash funds reflects a 14.2% increase only in *operating budget spending authority* over the FY 08 allocation. Annual spending authority for the Print Shop is currently \$1,450,290: \$748,200 personal services and \$702,090 operating. This increase would boost the Print Shop's spending authority to \$802,090, just over the projected actual expenditure for FY 07 (see Table 1). This request requires no additional State highway or other State funds. At present when the Print Shop exhausts its annual spending authority it has to have clients' charges made directly to projects for materials or take their jobs to commercial shops while the Print Shop sits idle.

Table 1 – Print Shop Budget vs. Operating Expenditures Based on Demand

Fiscal Year	Operating Budget	Actual
2005	\$652,090	\$777,090
2006	\$652,090	\$755,242
2007	\$702,090	est. \$772,000
Budgeted 2008	\$702,090	

Section 43-1-113(6)(a), C.R.S. (2007) requires that *“the amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan.”* CDOT historically has operated its administration with approximately 2.5% of the total budget. With an annual budget of roughly \$1 billion, this request would increase administration by .01% of total budget.

The department did request \$125,000 for additional Print Shop spending authority in FY 07 and received approval for \$65,000. This request reflects the unapproved portion of the FY 07 decision item, plus funds to cover heightened demand since that request.

General Description of Request:

The Print Shop's core mission is to support the print needs for CDOT's construction program. Supporting the department's construction program constitutes approximately 35-40% of its annual business. Other Colorado State government agencies consume 15-20% of its volume, usually high quality color print jobs for the Department of Public Health & Environment, State Patrol, the Division of Wildlife, etc. The remaining 40%-50% comprises all other print jobs for headquarters (Accounting & Finance, Transportation Development, etc.), the Transportation Commission, CDOT's engineering regions, and Aviation. Small jobs in the regions are usually handled locally, but large volume or more complex print jobs usually are fulfilled by the Print Shop.

Documents prepared by the Print Shop include bid plans, plan specifications, and environmental impact studies. Utilizing in-house printing services enables CDOT partners to demand prompt turnaround time, quickly revise and reprint documents, maintain customer confidentiality (e.g. bid plans prior to public release), and better utilize CDOT staff time that would otherwise be spent delivering and retrieving orders from third party printers and seeking bids from third party vendors.

The primary justification for CDOT's Print Shop is the unique needs of the construction program. To properly support project construction CDOT has found it needs a dedicated printing facility. Four key factors that underlie the viability of the Print Shop are:

- 1) Construction plans on 11x17 sheets represent a majority of the construction program's demand. CDOT's Print Shop is one of the few in the Denver metropolitan area with high volume capabilities for this size of color reproduction.
- 2) Confidentiality is an often overlooked, yet critical factor; the printing needs reflect multi-million dollar construction projects that will be presented for bid, but have not yet been announced.
- 3) Quality Control is the practice of reviewing project documents prior to going to bid. With the department's Total Project Leadership initiative, an added quality control step was assigned to the Print Shop. The Print Shop reviews for continuity, missing documents, spelling and grammar, etc. Reviewing is also the responsibility of the respective engineers, but revisions occur regularly throughout the reproduction process. The predominance of the inadvertent mistakes are caught by the Print Shop and corrected by contacting the respective document preparer for confirmation and approval. Today the Print Shop is the contact point for complete plans and supporting documents, notification and delivery of revisions, and contractor questions. No third party vendor would provide this level of service to CDOT.
- 4) As an internal cash fund operation, the CDOT Print Shop derives a significant amount of cash flow from the private sector. For example, the construction project plans are sold to potential bidders for a nominal fee, contributing \$250,000 in annual revenue.

Funding for the Print Shop is generated by revenues for services provided to these bidders and to CDOT operating units and other Colorado State government agencies.

The Print Shop's goal is to provide superior customer service while professionally fulfilling the department's printing and publishing needs under deadlines and at costs that cannot be met by Central Services or the private sector.

Though the majority of the Print Shop's services are paid for internally by CDOT customers, it is important to note that this request does not constitute a subsidy of the Print Shop from the department's budget. Rather, increasing the budgeted operating spending authority allows the Print Shop to procure the supplies it needs to meet actual demand.

Consequences if Not Funded:

Surveys and bidding have determined that the Print Shop delivers a comparable product at an average of 30% below market cost.

Examples of discounted pricing to market include:

- The Print Shop was selected to print CDOT Region 1's Interstate 70 Programmatic Environmental Impact Statements (PEIS). The Print Shop's price was \$12,200 versus \$16,200 low bid in the private sector (a difference of 33% of the Print Shop's price). The printing of the second version has been completed at a cost 24% below market.
- On Friday, January 2nd, 2005 at 2 p.m. region staff submitted a major rewrite (45% of the entire document was changed) of the I-70 PEIS. The Print Shop worked until 2 a.m. Saturday to complete the print job. At 7 a.m. Saturday, staff collated and bound the project. At 10:30 a.m. the project was delivered to the region. The document was presented at the planned meeting on Monday morning. This could not have been accomplished by Central Services. The private sector may have accomplished this, but with a substantial expedited surcharge.
- The second phase of the I-70 PEIS print job is underway. With project changes, the Print Shop will produce the project for \$14,200. Because of the tight (three day turnaround) time demands, outside proposals were solicited. The best proposal was offered by a large local firm for the same project at \$23,800, 67% above the Print Shop's charge.

- In January 2007, the Print Shop completed a safety video concerning crystal methane labs. Requests for the DVD have surged to 300. Market cost for duplicating DVDs is \$7.82 per copy (all costs inclusive). The Print Shop charges \$2.00 per copy. The Print Shop now has an order for 1,000 DVDs for another video project.
- In May 2007, CDOT's Office of Public Information solicited proposals for producing a video for the National Transportation Planning Applications convention. Outside quotes exceeded \$30,000. The Print Shop produced the video for \$12,000. The Office of Public Information won a national award for the video.

In addition to reduced costs, the Print Shop offers several benefits that other printers cannot provide to CDOT:

- Reduced time for CDOT staff. Orders can be placed with a phone call, email, or through intra-office mail. Completed orders can be delivered to staff.
- Confidentiality. Bid plans are not public documents at the time they are ordered. The Print Shop recognizes the sensitivity of those and other documents.
- Responsiveness. The Print Shop has demonstrated that it can return completed orders as quickly as or more quickly than can the private sector. Edits and re-writes can be accomplished immediately. CDOT's budget office, for example, regularly relies on the Print Shop to reproduce documents only days or hours before its mandated presentation to a variety of stakeholders.
- Quality control. With the knowledge possessed by Print Shop staff of transportation and of CDOT procedures, the Print Shop provides a level of review for print orders that cannot be matched by other print vendors.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt*	Federal Funds	FTE
Total Request	\$100,000			\$100,000		0.0
Increase to Administration Line Internal Cash Fund: Print Shop Operating	\$100,000			\$100,000		0.0

**This request requires additional Cash Fund Exempt only due to the Long Bill's accounting for Internal Cash Funds. No additional State highway funds or other State funds are needed to fill this request.*

Assumptions for Calculations:

Additional spending authority request based on prior years' demand (see Table 1).

Pricing of alternative print vendors based on CDOT-obtained quotes (see Consequences if not Funded).

Impact on Other Government Agencies:

This request does not reduce revenue and should actually decrease expenses for other government agencies.

To the extent the other CDOT organizations or other State agencies demand Print Shop services after the Print Shop's fiscal year spending authority is exhausted, those print orders might defer to the Department of Personnel & Administration's Central Services or to the private sector. Under current spending authority limitations, the additional print costs absorbed by the Print Shop's customers are estimated at \$30,000 in additional costs to obtain comparable service from either non-CDOT print vendors, or Central Services.

Cost Benefit Analysis:

This request offers **\$40,000 of annual benefit** to CDOT, with no additional cost.

Not increasing the spending authority of the Print Shop could potentially force internal customers to find other print vendors at an average cost of 30% above Print Shop pricing. Increased staff time in dealing with external printers and loss of confidentiality, responsiveness, and quality control could conservatively be estimated at an additional opportunity cost of 10%.

\$100,000 of orders refused * (30% external vendor premium + 10% opportunity cost)
 = **\$40,000 additional CDOT cost** with no benefit if request is not funded

Implementation Schedule:

Task	Month/Year
Fund the Print Shop's operating budget with additional internal cash funds	July 1, 2008
Continue delivering orders that otherwise would exceed spending authority	April-June, 2009

Statutory and Federal Authority:

Section 43-1-113(2)(c)(III), C.R.S. (2007). Administration, which is deemed to include salaries and expenses of the following offices and their staffs: Commission, executive director, chief engineer, district engineers, budget, internal audits, public relations, equal employment, special activities, accounting, administrative services, building operations, management systems, personnel, procurement, insurance, legal, and central data processing;

Section 43-1-113(6)(a), C.R.S. (2007). The amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan. In addition to any other requirements, the budget allocation plan shall include a general state transportation

budget summary setting forth the aggregate figures of the budget in such manner as to show the balanced relations between the total proposed expenditures and total anticipated revenues, together with the other means of financing the budget for the ensuing fiscal year compiled with corresponding figures for the last completed fiscal year and the fiscal year in progress. It shall also include the statements of the bonded indebtedness of the department of transportation showing the debt redemption requirements, the debt authorized and unissued, and the contents of the sinking funds. As an addendum to the budget allocation plan, there shall be published a complete list of all projects budgeted in prior years which have not been deleted or progressed to completion, including all funds carried over from the budget of previous years, whether resulting from construction or operation for less than the budgeted figure or from incomplete or deleted projects.

Performance Measures:

4.1 Deliver all programs and projects on-time and within budget.

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Transportation
Priority Number:	4 of 5
Change Request Title:	Transportation Human Resources Personnel

SELECT ONE (click on box):

- Decision Item FY 08-09
- Base Reduction Item FY 08-09
- Supplemental Request FY 07-08
- Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

- Not a Supplemental or Budget Request Amendment
- An emergency
- A technical error which has a substantial effect on the operation of the program
- New data resulting in substantial changes in funding needs
- Unforeseen contingency such as a significant workload change

Short Summary of Request:

The Department of Transportation (CDOT) requests **\$143,807 State highway funds (cash funds exempt) and 2.0 FTE in FY 09 and \$137,467 and 2.0 FTE in FY 10 and beyond** to achieve the department’s recruitment and retention goals.

Background and Appropriation History:

CDOT’s Center of Human Resources Management Selection and Staffing Unit consists of 18 FTE. The unit has had this number of FTE since 2000 and all are within the legislatively appropriated portion of CDOT’s budget. Of the 18, five general professional positions are responsible for recruiting and retention. Two members of the unit provide support for these five professionals and no additional administrative FTE are sought to support this increase in human resource professionals. The remaining 11 FTE¹ within the Selection and Staffing Unit are dedicated to processing the departmental payroll, managing transfers, and completing promotions. None of these 18 FTE is vacant.

¹ 4.0 FTE support human resources records by completing data entry actions that affect employees’ base pay, discretionary pay, leave without pay, and personal information changes. 1.5 FTE coordinate State benefits. 1.5 FTE coordinate leave and assist employees in work schedule and timesheet management. 1.0 FTE manages the human resources help desk in support of regional timekeepers and supervisors. 1.0 FTE conducts all data analysis for performance measures and fields inquiries from executive management, audit, risk management, and equal employment office. 2.0 FTE supervise and manage the staff and coordinate policy issues with other division managers and DPA.

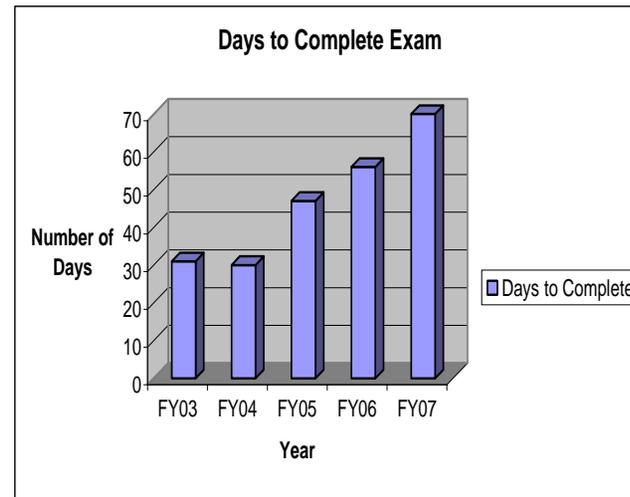
This request would move State highway funds from the construction, maintenance, and operations line of the long bill to the administration line. Section 43-1-113(6)(a), C.R.S. (2007) requires that administration not exceed five percent of CDOT's budget. CDOT has historically operated its administration with 2.3-2.8% of total budget. With a FY 08 budget of more than \$1 billion, this request increases administration by less than .02%.

General Description of Request:

For FY 09, CDOT requests \$143,807 and 2.0 FTE (General Professional IV). These two additional human resource professionals will work with five existing professionals and two existing administrative assistants on staff recruitment and selection to reduce the department's backlog of vacancies and expedite the process of advertising and filling vacancies. The department's goal for new hire exam completion is 30 days and at present the average is closer to 60 days.

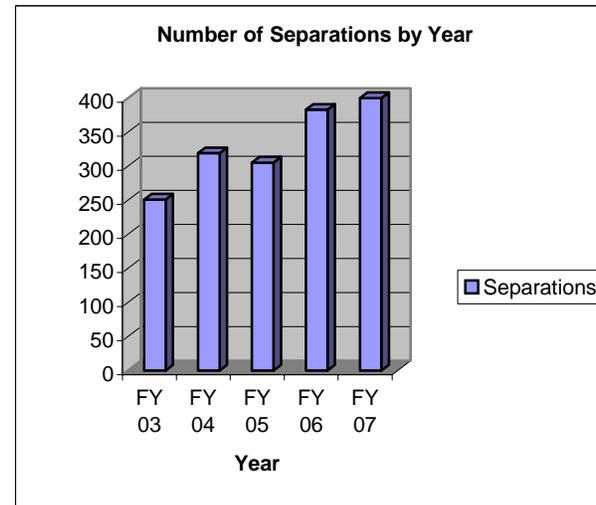
The hiring exam process begins on the first day of the vacancy's posting and concludes with referral of the top three candidates from human resources to the hiring manager. Until FY 05, CDOT's Center of Human Resources Management was able to meet the department's 30-day objective for exam completion. But Figure 1 illustrates that the exam process length has more than doubled over the past three years.

Figure 1 – Time Requirement for Exam Completion



Several factors have contributed to this timeline but the key factor is that the annual separation rate at CDOT has risen from 7.5% to 12% over the past five years (Figure 2).

Figure 2 – CDOT Separation History



This increased rate of turnover is attributable to a variety of national, regional, and industry forces:

- Population demographics are resulting in continual increases in retirements. The Transportation Research Board of the National Academies² discovered that:
 - “Senior agency staff is likely to retire in unprecedented numbers. More than 50 percent of the states’ transportation agency workforce will be eligible to retire in the next 10 years, more than double the rate for the nation’s entire workforce.”

² Transportation Research Board, Special Report 275, *The Workforce Challenge: Recruiting, Training and Retaining Qualified Workers for Transportation and Transit Agencies*, June 30 2003, <http://onlinepubs.trb.org/onlinepubs/sr/sr275.pdf>

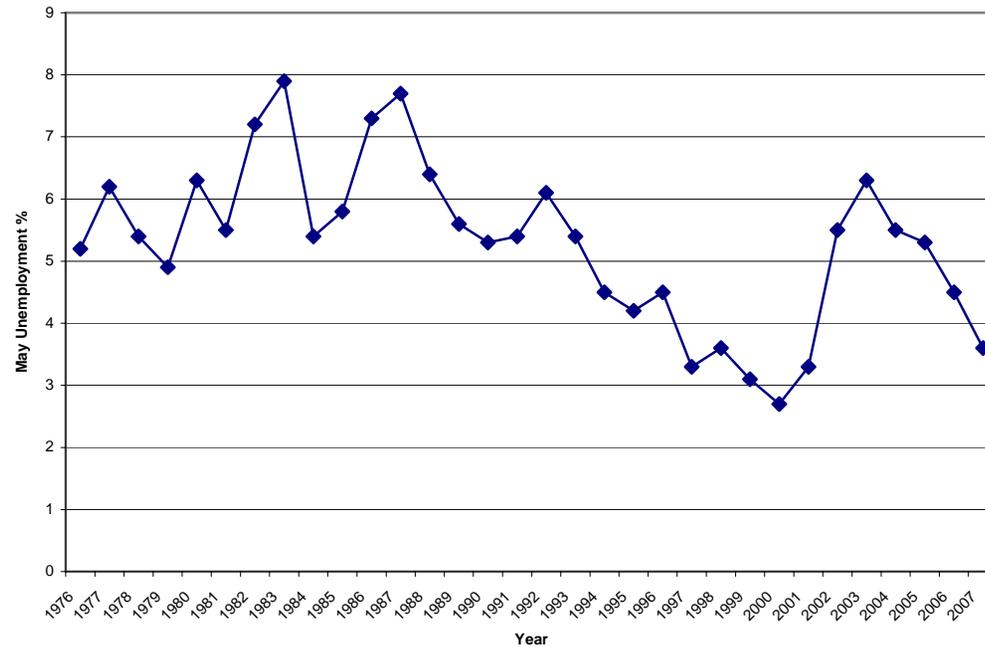
- *“Increasing difficulties in recruiting and retaining professionals and technicians are common. Today’s highly competitive job market shows a growing disparity between pay scales in the public and private sectors exemplified by the difficulty in recruiting engineers, planners, and environmental and financial specialists.”*
- Colorado’s hiring difficulties are even more pronounced than those of the nation. The Colorado jobless rate has fallen nine tenths of one percentage point over the past year to a near historic low of 3.6% (see Figure 3) and now stands nearly a full percentage point below the national unemployment rate of 4.5%.³ CDOT’s most hard-to-fill positions include those within the Denver metropolitan region where the unemployment rate is particularly low, such as construction, technical services, government, and transportation & warehousing.⁴

While the private sector adjusts to increased turnover by streamlining or shortcutting its recruitment process, State agencies such as CDOT are bound by statute and Department of Personnel and Administration policy to complete an elaborate and comprehensive posting, search, examination, and interview process. Section 24-50-112.5, C.R.S. (2007) requires that for vacancies for which more than three applicants apply, qualified candidates must take a job-related assessment to determine the three most qualified. Assessment tools at CDOT include resume review, oral interviews, written tests, written training and experience evaluations, and performance evaluation ratings. These assessments are administered to provide a qualified applicant pool from which supervisors interview. Even under the most optimal conditions, the department has difficulty filling vacancies in fewer than 30 days. The rise in the CDOT separation rate and the associated increase in the volume of job announcements and unique assessment tools needed to complete the process have simply increased beyond the work capacity of existing staff.

³ Colorado Department of Labor & Employment, *Colorado Labor Force Developments for May 2007*, June 19 2007, <http://www.coworkforce.com/lmi/ali/currentpr.htm>

⁴ Colorado Department of Labor & Employment, *Colorado Job Vacancy Survey – Denver Metro Region*, Spring 2006, <http://www.coworkforce.com/lmi/wra/DenMetroSpg06.pdf>

Figure 3 – Colorado’s Annual Unemployment Rate in May



Source: U.S. Bureau of Labor Statistics

The impact of this less timely hiring process on the department is quite significant. Illustrative of this burden is the difficulty CDOT currently encounters in hiring and retaining workers in the Transportation Maintenance Worker I classification. These individuals are truly vital to CDOT’s mission of keeping Colorado roads safe and in good condition and they account for about one in four CDOT positions and one in two CDOT vacancies. The separation rate for the position has risen from 10% to 19% since FY 03, well above the department average. The turnover rate for CDOT and the Transportation Maintenance Worker I position has grown to now exceed national industry averages.

Although the Transportation Maintenance Worker I announcement is open continuously and staff tests applicants twice a month in 12 locations across the State, there are numerous locations on the Western Slope (e.g. Gypsum, Meeker, Dowd Junction, Skull Creek, Rockwood, Wolcott) where few workers are available. Staff has had to change its focus from one of screening and processing applications to one in which it now spends significant time and resources seeking candidates through innovative and often time-intensive methods such as website advertising and jobs fairs.

Without providing additional resources to this unit, backlogs and inefficiencies are likely to worsen. In response to these and other developments, CDOT's Executive Management Team in 2005 created a workforce development taskforce with the goals of attracting high quality applicants, reducing the hiring barriers by being more flexible with qualifications, and developing practices to better retain employees. Supported by the Transportation Commission performance measure to *maintain a diverse and qualified workforce that supports CDOT values*, the Executive Management Team has allowed and/or directed the taskforce to achieve the following:

- Personnel recruitment at job fairs and campuses across Colorado
- Consistent print ads and sponsorships that promote CDOT
- Creation and use of competency-based selection process rather than strict reliance on years of service
- Streamlining of the hiring procedures and process within parameters of statute and the Department of Personnel and Administration
- Improved job-to-applicant skill match in an effort to increase retention
- Pay practices that allow correction of pay inequities with the private sector
- Clarity of career path and promotional guidelines
- Development of strategies for removing other barriers such as prohibitive moving costs, housing costs, insufficient benefits, etc.

Full implementation of these efforts will reduce vacancy backlog and improve retention, but cannot occur without the application of additional resources to the effort. Existing professional personnel currently spend all of their time performing job evaluations and filling vacant positions, leaving little time to develop programs to meet the department's performance goals. The added staff will allow for the development and implementation of such programs.

Less favored alternative to adding 2.0 FTE

An alternative is to utilize third party recruiters, but two interrelated factors make such an approach appear problematic. The first is the difficulty and expense associated with ensuring that they comply with all of the State's requirements; the second is cost. A recent estimate from a third party recruiter for the staffing of a *new* 15-employee program totaled approximately \$45,000 and CDOT would need to contract perhaps ten times this number to meet its 30 day processing goal.

Consequences if Not Funded:

Without additional human resources FTE devoted to recruitment and retention:

- The quality and quantity of the applicants will deteriorate because of insufficient time to proactively recruit and appropriately match skills to jobs.
- The backlog will continue to mount unless unemployment rates reverse significantly or demographic trends shift dramatically.
- CDOT maintenance and engineering programs will be delivered more slowly due to a shortage of staff and lack of historical knowledge. CDOT customers will not receive the levels of service they expect and to which the Transportation Commission strives.
- CDOT will continue to incur overtime expenditures for existing employees who cover vacant FTE duties. For example, an approximate overtime cost including benefits for 24 hours of snow removal is \$3,000. Alternatively, CDOT may contract for replacement services.
- Workers lose productivity during supervisor or management vacancy.

- Morale of existing employees suffers as they feel they now carry more than their fair burden and that they have lost co-workers for seemingly preventable reasons.
- The most qualified candidates are lost to the private sector due to delays exacerbated by the State's time-consuming examination process.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	\$0			\$0		2.0
Transfer/Add to Administration line	\$143,807			\$143,807		2.0
Personal Services (2 GP IV)	127,144			127,144		2.0
AED at EDO Long Bill Group Level	1,823			1,823		0.0
SAED at EDO Long Bill Group Level	854			570		0.0
Travel	5,176			5,176		0.0
One-time equipment	6,910			6,910		0.0
Other operating	1,900			1,900		0.0
Transfer from Construction, Maintenance, Operations line	(\$143,807)			(\$143,807)		0.0

Summary of Request FY09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	\$0			\$0		2.0
Transfer to Administration line	\$137,467			\$137,467		2.0
Personal Services (2 GP IV)	127,998			127,998		2.0
AED at EDO Long Bill Group Level	1,823			1,823		0.0
SAED at EDO Long Bill Group Level	570			570		0.0
Travel	5,176			5,176		0.0
Other operating	1,900			1,900		0.0
Transfer from Construction, Maintenance, Operations line	(\$137,467)			(\$137,467)		0.0

Table 1 - Human Resources Support Detail

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10
PERSONAL SERVICES									
	Title:	General Prof. IV							
Number of PERSONS / class title		2	2	0	0	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	0	0	0	0		
Number months paid in FY 08-09 and FY 09-10		12	12	0	0	0	0		
Calculated FTE per classification		2.0	2.0	0.0	0.0	0.0	0.0	2.0	2.0
Annual base salary		\$56,964	\$56,964	\$0	\$0	\$0	\$0		
Salary		\$113,928	\$113,928	\$0	\$0	\$0	\$0	\$113,928	\$113,928
PERA	10.15%	\$11,564	\$11,564	\$0	\$0	\$0	\$0	\$11,564	\$11,564
Medicare	1.45%	\$1,652	\$1,652	\$0	\$0	\$0	\$0	\$1,652	\$1,652
Prior Year SAED	N/A	\$0	\$854	\$0	\$0	\$0	\$0	\$0	\$854
Subtotal Personal Services at Division Level		\$127,144	\$127,998	\$0	\$0	\$0	\$0	\$127,144	\$127,998
Subtotal AED at EDO Long Bill Group Level	1.60%	\$1,823	\$1,823	\$0	\$0	\$0	\$0	\$1,823	\$1,823
Subtotal SAED at EDO Long Bill Group Level	Varies	\$854	\$570	\$0	\$0	\$0	\$0	\$854	\$570
Department Specific Average Cost for HLD / Employee*		\$0	\$0	\$0	\$0	\$0	\$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	N/A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal for Short Term Disability (if over 20 FTE)	0.13%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING EXPENSES									
Supplies @ \$500/\$500**	\$500	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$1,000	\$1,000
Computer @ \$900/\$0	\$900	\$1,800	\$0	\$0	\$0	\$0	\$0	\$1,800	\$0
Office Suite Software @ \$330/\$0	\$330	\$660	\$0	\$0	\$0	\$0	\$0	\$660	\$0
Office Equipment @ \$2,225 /\$0	\$2,225	\$4,450	\$0	\$0	\$0	\$0	\$0	\$4,450	\$0
Telephone Base @ \$450/\$450**	\$450	\$900	\$900	\$0	\$0	\$0	\$0	\$900	\$900
Training / Travel	\$2,588	\$5,176	\$5,176	\$0	\$0	\$0	\$0	\$5,176	\$5,176
Subtotal Operating Expenses		\$13,986	\$7,076	\$0	\$0	\$0	\$0	\$13,986	\$7,076
GRAND TOTAL ALL COSTS		\$143,807	\$137,467	\$0	\$0	\$0	\$0	\$143,807	\$137,467

*Estimated Health Life and Dental and Short Term Disability costs are not claimed for under 20 Requested FTE.

**The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense.

Table 2 - Travel Detail

	<u>Days/Nts</u>	<u>Mileage</u>	<u>Per Diem</u>	<u>Hotel</u>	<u>Vehicle</u>	<u>Total</u>
Alamosa	1	457	\$ 78	\$ 70	\$ 111	\$ 259
Colorado Springs	1	128	44	70	46	160
Craig	1	403	78	70	101	249
Durango	2	667	78	140	173	391
Glenwood Springs	2	322	128	140	104	372
Grand Junction	2	495	78	140	139	357
Greeley	1	139	39	70	48	157
Lamar	2	416	78	140	123	341
Pubelo	2	215	78	140	84	302
Totals			\$ 679	\$ 980	\$ 929	\$ 2,588
2 Trips per location						\$ 5,176

Motor Pool charge = \$20/day + \$.20/mile for Intrepid

Impact on Other Government Agencies: There is no known impact on other governmental agencies.

Assumptions for Calculations:

Calculations include:

- Personal Services include PERA 10.15% and 1.45% FICA.
- With the hiring of two FTE, new or existing professional FTE will now travel to job fairs and other recruitment events as detailed in Table 2.
- More than 50 percent of the 50 states' transportation agency workforce will be eligible to retire in the next 10 years, according to the Transportation Research Board.
- Colorado vacancy, labor, and employment data are provided by Colorado Department of Labor and Employment.
- Outsourcing of human resources is based on a Mountain States Employers Council estimate.
- National separation levels and rates by industry and region provided by United States Department of Labor Bureau of Labor Statistics
- CDOT's turnover rate has grown from 7.5% to 12% over the past five years, exceeding the national average target separation rate of 9.3% as determined by the Saratoga Institute in a national survey of 288 organizations.
- Contracted snow and ice removal rate of \$65 per hour obtained from both E-470 and T-P Enterprises, Inc.

Cost Benefit Analysis:

This request offers a **16.0 benefit:cost ratio**. (As one year is needed to reduce the backlog, only about half of this benefit will be recognized in the first year.)

The Center for Human Resources Management estimates that with 2.0 additional FTE, over the course of about one year it could reduce the vacancy backlog and return to completing exams in just more than 30 days. Therefore, positions could be filled in about one month less time than is needed to fill them now.

More than half (56%) of CDOT's FY 07 vacancies held the classification of Transportation Maintenance Worker I, the position most frequently charged with snow and ice removal. It is therefore not unreasonable to utilize this position for purposes of analyzing the cost-benefit of this request.

If a Transportation Maintenance Worker I position sits vacant one month longer than necessary due to insufficient human resources staff, CDOT may find it necessary to contract comparable services. Contracting services due to worker unavailability means that CDOT-owned equipment sits idle. Using contracted E-470 contracted snow and ice removal rates of \$65 per hour and assuming one month consists of 20 work shifts, the benefit is significant. CDOT has averaged a total of 332 annual separations over the past five years, and pays its Transportation Maintenance Worker I an effective hourly rate of \$23.50 (\$18.07 wage plus benefits as listed in Table 1).

\$41.50 (\$65 - \$23.50) hourly differential * 8 hours/shift * 20 shifts
= \$6,640 additional cost per separation

332 average annual separations * \$6,640 per separation
= \$2,204,480 benefit to reducing average exam completion time by one month

\$2,204,480 benefit / \$137,467 cost in FY 10 and beyond
= **16.0 benefit-cost ratio**

Implementation Schedule:

Task	Month/Year
Write PDQ	April, 2008
Post vacancies for both FTE	May, 2008
Interview	June, 2008
Start date	July 1, 2008
Tasks that can be accomplished as a result of two new FTE	
Filling vacant positions throughout the department	October, 2008
Performing Job evaluation	October, 2008
Streamline the hiring procedures and process	October, 2008
Administer pay practices that allow correction of pay inequities	October, 2008
Personnel recruitment at job fairs and campuses across Colorado	November, 2008
Consistent print ads and sponsorships that promote CDOT	November, 2008
Job-to-applicant skill match	January, 2009
Creation and use of competency based selection process instead of years of service	January, 2009
Establish clarity of career path and promotional guidelines	January, 2009
Develop strategies for removing other barriers: moving costs, benefits, etc.	November, 2008

Statutory and Federal Authority:

August 2007 repeal of Section 43-1-113(4), C.R.S. (2007). *The total number of full-time equivalent employees of the department of transportation for the fiscal years commencing on and after July 1, 1991, including temporary employees and employment positions funded by legislative appropriations, shall not exceed three thousand three hundred sixteen.*

Section 43-1-113(6)(a), C.R.S. (2007). *The amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan. In addition to any other requirements, the budget allocation plan shall include a general state transportation budget summary setting forth the aggregate figures of the budget in such manner as to show the balanced relations between the total proposed expenditures and total anticipated revenues, together with the other means of financing the budget for the*

ensuing fiscal year compiled with corresponding figures for the last completed fiscal year and the fiscal year in progress. It shall also include the statements of the bonded indebtedness of the department of transportation showing the debt redemption requirements, the debt authorized and unissued, and the contents of the sinking funds. As an addendum to the budget allocation plan, there shall be published a complete list of all projects budgeted in prior years which have not been deleted or progressed to completion, including all funds carried over from the budget of previous years, whether resulting from construction or operation for less than the budgeted figure or from incomplete or deleted projects.

Performance Measures:

- 1.2 Maintain or improve the 2003 customer rating of safety-related programs and services delivery.
- 2.3 Maintain or improve the transportation system at the adopted annual maintenance level of service grade
- 2.4 Maintain or improve the average external customer satisfaction survey grade for the state highways drivability
- 2.5 Maintain or improve customer satisfaction grade of the state highway system's appearance
- 3.1 Maintain or improve the 2003 customer satisfaction rating of operational services delivery.
- 3.3 Maintain the snow & ice maintenance level of service grade at the adopted annual grade
- 4.1 Deliver all programs and projects on-time and within budget
- 4.2 Maintain or improve customer satisfaction rating of project quality

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Transportation
Priority Number:	5 of 5
Change Request Title:	CDOT Learning & Development Support

SELECT ONE (click on box):

- Decision Item FY 08-09
- Base Reduction Item FY 08-09
- Supplemental Request FY 07-08
- Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

- Not a Supplemental or Budget Request Amendment
- An emergency
- A technical error which has a substantial effect on the operation of the program
- New data resulting in substantial changes in funding needs
- Unforeseen contingency such as a significant workload change

Short Summary of Request:

For **FY 2008-09**, the Department of Transportation (CDOT) requests **\$315,965 State highway funds and 2.5 FTE** for the expansion of the existing Office of Organizational Learning and Development within the Division of Human Resources and Administration. This expansion will provide support for an effort to align all departmental training with CDOT’s mission and strategic plan. For **FY 2009-10 and subsequent years**, CDOT requests **\$183,102 State highway funds and 2.5 FTE** for ongoing support of this unit.

Background and Appropriation History:

CDOT employees regularly undergo a variety of mandatory and voluntary training. Some of the training, such as workplace diversity and safety, are universal and required of all CDOT employees. Other training, such as construction inspector certification and erosion control, is more specific and only provided to individuals in specific job classifications.

Depending on the curriculum, much of the training occurs through one of four CDOT organizations: (1) the Office of Organizational Learning and Development, (2) the Transportation Engineering Training Program, (3) the Maintenance Training Academy, and (4) the Information Technology Office. In addition, other CDOT divisions,

branches, centers, and regional districts develop and deliver their own training. Coordinating training provided across this wide spectrum of organizations has created fragmented learning programs, content incongruities, and difficulties in reviewing course outlines to ensure proper training methodology and techniques are utilized.

To better coordinate and provide quality control to this process, the Office of Organizational Learning and Development – within the Division of Human Resources and Administration – has been identified as CDOT’s lead organization. These added FTE will create a dedicated section within Organizational Learning & Development through which all department training activities are professionally designed, developed, and implemented. Since this office is within the administrative portion of the department’s budget, this request requires legislative appropriation of State highway funds (Section 43-1-113(2)(c)(III), C.R.S. (2007)).

Section 43-1-113(6)(a), C.R.S. (2007) requires that *“the amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan.”* CDOT historically has operated its administration with 2.3-2.8% of the total budget. With an annual budget of roughly \$1 billion, this request would increase administration by .03% of total budget in FY 09 and .02% of total budget in ensuing years.

General Description of Request:

CDOT’s Office of Organizational Learning & Development recommends the establishment of a dedicated section to align training with CDOT’s mission and goals, thereby better developing and retaining qualified CDOT individuals in all fields.

The new FTE would establish professional standards through a single set of policies and procedures, and then train trainers and developers to meet those standards. Organizational Learning & Development would collaborate with the other CDOT divisions that are actually developing and delivering training in order to establish professional training standards consistent within the organization and with best practices. CDOT has recently implemented a new business management system (named for the software provider SAP) to coordinate all CDOT planning, project, and financial activities. The new section uses SAP’s Learning Solutions software capabilities to maintain one comprehensive training system.

The current state of much of CDOT's training is reactive and fragmented across the organization. These FTE will add value to CDOT by centralizing training initiatives and providing learning solutions for each of CDOT's core business units (Engineering, Maintenance, etc.). Additionally, this concept provides a uniform process for managing CDOT's investment in employee education and retention. These FTE will also support efforts to meet internal audit requirements by ensuring consistent training goals and practices.

The current array of training courses is not explicitly linked to CDOT's mission or strategic goals; rather they are currently viewed as one-time training events. These FTE will unify organization-wide training initiatives and send a clear message to employees that lifetime learning is encouraged and valued. Additionally, this initiative will promote a common culture (e.g., new hire orientation) across the organization while, at the same time, providing a systematic approach for learning and development.

FTE Requirements

Currently, the Office of Organizational Learning and Development is comprised of 5.5 FTE – primarily general professionals tasked with needs analysis, design, development, implementation, and evaluation and focused on management and interpersonal skills. The additional 2.5 FTE would consist of 1.0 General Professional V, 1.0 General Professional IV, and .5 Administrative Assistant III. As noted in the Calculations detail, both general professionals would require significant travel and training while implementing and evaluating programs and trainers across the State.

A General Professional V must possess (1) a high level of staff authority expertise for directing all trainers within CDOT on program format and delivery methods; (2) human resources proficiency for maximizing recruitment, retention, and professional development among all CDOT employees; and (3) experience communicating effectively with various levels of an organization. This individual would report to the CDOT Training Director and regularly consult with individuals and organizations outside the department in order to adopt best industry practices, to continually enhance CDOT's learning culture, and to even attract participants from other governmental agencies.

A General Professional IV would possess a unique level of staff authority expertise in corporate training and a professional background commensurate with the demands of the Organizational Learning & Development group. This individual would travel throughout the State to assist with training delivery, evaluate and train trainers, assess customer feedback, recommend program improvements, maintain high participation levels, write curriculum, and perform other operational tasks for the unit.

An Administrative Assistant III must possess significant and relevant administrative experience. His or her duties would not be limited to the administrative tasks within the unit, but would include extensive cooperation with other members of Organizational Learning & Development and members of other divisions who implement training programs.

Together, these 2.5 FTE would be required to:

- Analyze training needs; design training and performance improvement solutions
- Integrate the Learning Solution module with CDOT website (collaboratively with Information Technology Office)
- Develop curriculum content
- Deliver train-the-trainer skills and train-the-developer skills
- Evaluate and administer training programs
- Evaluate curriculum and instructional effectiveness
- Certify instructors and validate curriculum
- Monitor certification processes
- With senior management, establish training and development strategies
- Create evaluation tools and knowledge/skills evaluation instruments
- Modify existing programs from evaluation results
- Measure impact of training on the organization
- Coordinate and standardize curriculum materials
- Coordinate training facilities/instructors/other resources

Consequences if not Funded:

Without added FTE to promote learning excellence, CDOT risks:

- failing to maximize content delivery by utilizing adult learning principles, addressing all learning styles, focusing on knowledge retention, and evaluating results.
- failing to maintain a pool of candidates prepared for succession. CDOT is reaching the point where employees are retiring before their successors are trained. Comments from the Executive Management Team members and upper management indicate that there are fewer qualified candidates now for mid- to senior-level positions (middle managers and directors) than there were just a few years ago.
- continuing to work in isolated units or silos when pursuing projects related to organizational change or organizational development. These FTE would overhaul fragmented and inconsistent learning programs to ensure that each employee obtains the best training available – regardless of job location – and to ensure it supports CDOT’s overall strategies and goals.
- failing to properly measure the productivity of training methods, media, and personnel. CDOT currently lacks the expertise needed to improve the skills of its trainers and to improve training design to maximize learning retention. To continually enhance the CDOT training experience, new staff would monitor the success of CDOT training Statewide. Improvements would be quickly implemented across all learning platforms by all trainers. Instructors must consistently deliver quality training content and classroom format.
- collecting feedback from training participants without improving the programs. Translating evaluations into tangible training upgrades requires that highly qualified lead staff are held accountable for making appropriate changes to training content, delivery, follow-up, etc.
- failing to correlate CDOT practices to industry standards in the private sector. CDOT continually seeks highly skilled technical staff from outside the State system. Aligning CDOT training and practices with the private sector will better capitalize on the experience and expertise of its new hires and enable those new hires to contribute more quickly to CDOT.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	\$0			\$0		2.5
Transfer/Add to Administration Line	\$315,965			\$315,965		2.5
Professional services: External study	40,000			40,000		0.0
Professional services: LSO/Website integration	83,200			83,200		0.0
Personal services: GP V	73,615			73,615		1.0
Personal services: GP IV	63,572			63,572		1.0
Personal services: AA III	19,318			19,318		.5
AED at EDO Long Bill Group Level	2,243			2,243		0.0
SAED at EDO Long Bill Group Level	1,052			1,052		0.0
Travel	20,000			20,000		0.0
One-time equipment	10,365			10,365		0.0
Other operating	2,600			2,600		0.0
Transfer from Construction, Maintenance, and Operations Line	(\$315,965)			(\$315,965)		0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	\$0			\$0		2.5
Transfer/Add to Administration Line	\$183,102			\$183,102		2.5
Personal services: GP V	74,110			74,110		1.0
Personal services: GP IV	63,999			63,999		1.0
Personal services: AA III	19,448			19,448		.5
AED at EDO Long Bill Group Level	2,243			2,243		0.0
SAED at EDO Long Bill Group Level	702			702		0.0
Travel	20,000			20,000		0.0
Other operating	2,600			2,600		0.0
Transfer from Construction, Maintenance, and Operations Line	(\$183,102)			(\$183,102)		0.0

Table 1 – Learning & Development Support Detail

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10
PERSONAL SERVICES		General Prof. V		General Prof. IV		Admin. Assist. III			
Number of PERSONS / class title	Title:	1.0	1.0	1.0	1.0	0.5	0.5		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	12	12		
Number months paid in FY 08-09 and FY 09-10*		12	12	12	12	12	12		
Calculated FTE per classification		1.00	1.00	1.00	1.00	0.50	0.50	2.50	2.50
Annual base salary		\$65,964	\$65,964	\$56,964	\$56,964	\$34,620	\$34,620		
Salary		\$65,964	\$65,964	\$56,964	\$56,964	\$17,310	\$17,310	\$140,238	\$140,238
PERA	10.15%	\$6,695	\$6,695	\$5,782	\$5,782	\$1,757	\$1,757	\$14,234	\$14,234
Medicare	1.45%	\$956	\$956	\$826	\$826	\$251	\$251	\$2,033	\$2,033
Prior Year SAED	N/A	\$0	\$495	\$0	\$427	\$0	\$130	\$0	\$1,052
Subtotal Personal Services at Division Level		\$73,615	\$74,110	\$63,572	\$63,999	\$19,318	\$19,448	\$156,505	\$157,557
Subtotal AED at EDO Long Bill Group Level	1.60%	\$1,055	\$1,055	\$911	\$911	\$277	\$277	\$2,243	\$2,243
Subtotal SAED at EDO Long Bill Group Level	Varies	\$495	\$330	\$427	\$285	\$130	\$87	\$1,052	\$702
Department Specific Average Cost for HLD / Employee*		\$0	\$0	\$0	\$0	\$0	\$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	N/A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal for Short Term Disability (if over 20 FTE)	0.13%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING EXPENSES									
Supplies @ \$500/\$500**	\$500	\$500	\$500	\$500	\$500	\$250	\$250	\$1,250	\$1,250
Computer @ \$900/\$0	\$900	\$900	\$0	\$900	\$0	\$900	\$0	\$2,700	\$0
Office Suite Software @ \$330/\$0	\$330	\$330	\$0	\$330	\$0	\$330	\$0	\$990	\$0
Office Equipment @ \$2,225 /\$0	\$2,225	\$2,225	\$0	\$2,225	\$0	\$2,225	\$0	\$6,675	\$0
Telephone Base @ \$450/\$450**	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$1,350	\$1,350
Training / Travel	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$20,000	\$20,000
Subtotal Operating Expenses		\$14,405	\$10,950	\$14,405	\$10,950	\$4,155	\$700	\$32,965	\$22,600
GRAND TOTAL ALL COSTS		\$89,570	\$86,445	\$79,315	\$76,145	\$23,880	\$20,512	\$192,765	\$183,102

*Estimated Health Life and Dental and Short Term Disability costs cannot be claimed for under 20 Requested FTE.

**The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense.

Table 2 - Travel & Training Detail

	<u>Days/Nts</u>	<u>Mileage</u>	<u>Per Diem</u>	<u>Total Per Diem</u>	<u>Hotel</u>	<u>Vehicle</u>	<u>Total</u>
Alamosa	6	457	\$39	\$234	\$420	\$394	\$1,048
Aurora	6	32	\$25	\$150	N/A	\$139	\$289
Colorado Springs	6	128	\$39	\$234	\$420	\$197	\$851
Craig	6	403	\$39	\$234	\$420	\$362	\$1,016
Durango	6	667	\$49	\$294	\$420	\$520	\$1,234
Glenwood Springs	6	322	\$49	\$294	\$420	\$313	\$1,027
Golden	6	28	\$25	\$150	N/A	\$137	\$287
Grand Junction	6	495	\$39	\$234	\$420	\$417	\$1,071
Greeley	6	139	\$39	\$234	\$420	\$203	\$857
Lamar	6	416	\$39	\$234	\$420	\$370	\$1,024
Pueblo	6	215	\$39	\$234	\$420	\$249	\$903
Continuing education							\$400
Totals			N/A	\$2,526	\$3,780	\$3,301	\$10,007

Average two days and nights per visit. Motor pool charge: \$20/day + \$.20/mile for Intrepid.
 In the first year, some of the above travel to CDOT regions and offices will be replaced with travel for training of the new FTE, both in state and out of state.

Assumptions for Calculations:

Calculations include:

- Personal Services include PERA 10.15% and Medicare 1.45%.
- Benefits have been analyzed and quantified using a variety of independent sources, including the Society for Human Resource Management and the American Society of Training and Development.
- **Study costs:** \$40,000 = 200 hours @ \$200 per hour by consulting firm specializing in evaluating transfer of learning
- **Website/LSo integration costs:** \$83,200 = 320 hours @ \$260 per hour for IT consulting firm certified in Learning Solutions, SAP, and website development

Impact on Other Government Agencies: This request has no direct impact on other State agencies. A potential positive impact may occur for other State agencies when they enroll participants in CDOT delivered training since the quality of the training provided will be improved.

Cost Benefit Analysis:

This request offers an annual benefit-cost ratio of 9.6. Benefits include:

- Performance Improvement – One of the primary objectives for launching this unit is measuring the output of learning in terms of performance improvement. The Tennessee Valley Authority, for example, has developed a highly innovative approach to assessing employee learning that CDOT could implement under this initiative. By adopting a long-term perspective to the investments made in employee education it has modified how it determines whether training is effective. It looks at both the macro (organizational culture change) and micro (an individual learning event) outputs from training. It then gathers qualitative data (anecdotes, testimonials, etc.) and makes quantitative measures on test performance, certifications, and cost savings. The Tennessee Valley Authority then looks at whether the employees trained under these processes assume leadership positions within the organization and/or specific accomplishments that benefit the organization.¹
- Standardization – Existing CDOT training courses and programs vary in terms of levels of quality, relevance, and impact. Some content is currently delivered through multiple programs (e.g. *Creating a Safer Workplace* is taught both through Organizational Learning & Development and through the Maintenance Training Academy), but by instructors with differing levels of expertise and with some variance in the materials provided. The new FTE would ensure consistency of materials used throughout the organization and limit redundancy for the individual employee. Because training removes employees – many in production-oriented roles – from their work environment, these FTE will ensure that the time spent away from regular duties delivers a positive, measurable result, whether in behavior or skill set through standardization. By aligning all training resources and organizational development efforts, CDOT can minimize each individual’s training time while still

¹ Source: *T&D Magazine*, November 1998

meeting the mission and goals of the department.

- Train the Trainers – Within CDOT, many trainers currently possess either a high level of expertise related to transportation and engineering, or a strong skill set in training and teaching. Few possess both. The staff of the unit would provide critical educational tools, procedures, and systems to all of the technically qualified trainers at CDOT.
- Reduce Turnover and Institute Learning Culture – Directly support the retention of qualified workers by providing a continuous learning experience and a culture of professional development that enhances performance and the work environment.
- Exceptional Customer Experiences – Employees benefit most from training events that have positive, measurable impact. Employees should return to their workplace with an improved skill set and knowledge base. In addition to improving the skills of those at CDOT who provide training, these FTE will develop measures to determine knowledge enhancement and employee application of that training. They will also standardize training courses throughout CDOT organizations and make immediate adjustments when they determine that current content or delivery methods are not maximizing workplace performance.
- Learning Solution – The Learning Solution module of SAP is a learning management system in which CDOT has already made a significant investment as part of its ERP implementation process. CDOT's LSo provides a viable method to track and report on all training activities, and identifies training required for specific positions. Additionally, it has the capability to assign qualifications and competencies to employees and track position requirements. It also complements the SAP Personal Development module that is used for succession planning. To take full advantage of this new tool, the Organizational Learning & Development team needs to properly train the trainers on how to use it on an ongoing basis. The FTE identified in this proposal would provide this training as part of their package of quality control and standardization of training processes within CDOT.

A 2004 study on corporate learning by Accenture showed that organizations with effective training programs financially outperformed competitors and industry peers that

lacked such learning efforts. The companies posted 27 percent greater productivity, 40 percent higher revenue growth, and 50 percent higher net income growth.²

CDOT already has in place significant training programs. This proposal seeks to improve the quality of those programs' content and delivery. Therefore, rather than using Accenture's assumed 27% increase in worker productivity, this analysis conservatively estimates that the added learning and development staff will improve the productivity of each worker by 1% and uses worker salary as a surrogate for productivity.

\$14,692,530 July 1 monthly payroll * 12 months = \$176,310,365 annual payroll

\$176,310,365 annual payroll * 1% increased productivity

= **\$1,763,104 annual benefit to CDOT**

\$1,763,104 / \$315,965 FY 09 cost

= **5.6 benefit-cost ratio in FY 09**

\$1,763,104 / \$183,102 FY 10 cost

= **9.6 benefit-cost ratio in FY 10 and beyond**

² Source: *HR Magazine*, April, 2005

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	November, 2007 – February, 2008
Policies and procedures developed, approved by Transportation Commission	November, 2007 – February, 2008
Coordination between OL&D and other CDOT organizations	November, 2007 – February, 2008
Design and develop Basic Developers' course	January, 2008
Existing training materials created, evaluated, and modified	February, 2008 – September, 2009
GP V recruiting	May-June, 2008
AA III recruiting	May-June, 2008
GP IV recruiting	June-July, 2009
GP V hired	July 1, 2008
GP IV hired	July 1, 2008
AA III hired	July 1, 2008
RFP issued for external consultant to work with ITO for LSo/website integration	September 1, 2008
Faculty and adjunct faculty trained Basic Developers' Course delivered Basic Instructor Course delivered	September, 2008 – March, 2009
RFP issued for external consultant for training effectiveness study	October, 2008
Consultant retained for LSo and website integration	December 1, 2008
Consultant retained for study	November, 2008 – February, 2009
Deploy structured learning center	February, 2009
All courses migrated to LSo	January, 2009

Statutory and Federal Authority:

Section 43-1-113(2)(c)(III), C.R.S. (2007). *Administration, which is deemed to include salaries and expenses of the following offices and their staffs: Commission, executive director, chief engineer, district engineers, budget, internal audits, public relations, equal employment, special activities, accounting, administrative services, building operations, management systems, personnel, procurement, insurance, legal, and central data processing;*

August 2007 repeal of Section 43-1-113(4), C.R.S. (2007). The total number of full-time equivalent employees of the department of transportation for the fiscal years commencing on and after July 1, 1991, including temporary employees and employment positions funded by legislative appropriations, shall not exceed three thousand three hundred sixteen.

Section 43-1-113(6)(a), C.R.S. (2007). The amount budgeted for administration in no case shall exceed five percent of the total budget allocation plan. In addition to any other requirements, the budget allocation plan shall include a general state transportation budget summary setting forth the aggregate figures of the budget in such manner as to show the balanced relations between the total proposed expenditures and total anticipated revenues, together with the other means of financing the budget for the ensuing fiscal year compiled with corresponding figures for the last completed fiscal year and the fiscal year in progress. It shall also include the statements of the bonded indebtedness of the department of transportation showing the debt redemption requirements, the debt authorized and unissued, and the contents of the sinking funds. As an addendum to the budget allocation plan, there shall be published a complete list of all projects budgeted in prior years which have not been deleted or progressed to completion, including all funds carried over from the budget of previous years, whether resulting from construction or operation for less than the budgeted figure or from incomplete or deleted projects.

Performance Measures:

- 1.2 Maintain or improve the customer rating of safety-related programs and services delivery.
- 3.1 Maintain or improve the customer satisfaction rating of operational services delivery.
- 4.2 Maintain or improve customer satisfaction rating of project quality.

SECTION 3
BASE REQUEST

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
TRANSPORTATION COMMISSION											
PERSONAL SERVICES											
	GENERAL PROFESSIONAL III							63,252	1.0	63,252	1.0
	CONTINUATION SUBTOTAL	59,139	1.0	69,429	1.0			63,252	1.0	63,252	1.0
1522	PERA ON CONTINUATION	5,983		6,398				6,420	@ 10.15%	6,420	@ 10.15%
1520	MEDICARE ON CONTINUATION	0		456				917		917	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	19,125		19,725				20,000		20,000	
	OVERTIME	0		0				0		0	
	SUBTOTAL ALL ABOVE	84,247	1.0	96,008	1.0			90,589	1.0	90,589	1.0
	CFE - SHF	84,247	1.0	96,008	1.0			90,589	1.0	90,589	1.0
	SALARY SURVEY & PERFORMANCE PA	* 1,919		* 1,790				* 3,387		0	
1511+ 1512	HEALTH & LIFE INSURANCE	2,517		3,776				3,726		3,726	
1513	SHORT TERM DISABILITY	87		64				82	0.130%	82	0.130%
	SUBTOTAL ADDED ITEMS	2,604		3,840				3,808		3,808	
	CFE - SHF	2,604		3,840				3,808		3,808	
	SUBTOTAL PERSONAL SERVICES	86,851	1.0	99,848	1.0			94,397	1.0	94,397	1.0
	CFE - SHF	86,851	1.0	99,848	1.0			94,397	1.0	94,397	1.0

CFE - SHF (CASH FUNDS EXEMPT - STATE HIGHWAY FUND - CDOT Share of HUTF)

* Items that are non-add, as they are part of the actual or estimated salary cost

Note: Request year adjustments for Salary Survey, Performance Awards, and Insurance are at the end of this Schedule 3 for Administration

Note: Operating & Travel Estimate & Request are pro-rated based upon the Prior FY Actual for that object

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

TRANSPORTATION COMMISSION

Operating & Travel Estimate & Request are pro-rated based upon the Prior FY Actual for that object

OPERATING EXPENDITURES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS							0		0	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICLE							0		0	
2232	SOFTWARE MTCE/UPGRADE							0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	96		165				230		230	
2253	RENT OF EQUIPMENT - NOT STATE OWNED	414		395				551		551	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS							0		0	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2611	PUBLIC RELATIONS							0		0	
2630	TELEPHONE	3,462		3,525				4,919		4,919	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	6,413		6,299				8,790		8,790	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	435		139				194		194	
3110	SUPPLIES-OTHER THAN OFFICE	72		510				711		711	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES	518		455				635		635	
3117	EDUCATION & TRAINING SUPPLIES							0		0	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES							0		0	
3121	OFFICE SUPPLIES	5,440		2,046				2,854		2,854	
3122	PHOTOGRAPHS & PHOTO SUPPLIES							0		0	
3123	POSTAGE	569		532				743		743	
3124	PRINTING & COPY SUPPLIES	1,917		2,344				3,271		3,271	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS							0		0	
3127	LANDSCAPING MATERIAL							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES							0		0	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE							0		0	
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY							0		0	
4140	MEMBERSHIP/DUES	435		150				209		209	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4150	INTEREST							0		0	
4180	OFFICIAL FUNCTIONS	24,879		24,413				34,064		34,064	
4220	TUITION/REGISTRATION FEES	2,495		160				223		223	
4240	PERSONNEL MOVING							0		0	
5410	TRAFFIC CONTROL DEVICE MTCE AGREEMENTS							0		0	
5776	INTERAGENCY SERVICES	2,726		2,455				3,426		3,426	
8110	INDIRECT COST COVERAGE							0		0	
TOTAL - OPERATING (LESS TRAVEL)		49,871		43,587				60,820		60,820	

TRAVEL EXPENDITURES

2510	IN STATE TRAVEL	517		429				598		598	
2511	IN STATE TRAVEL - AIRFARE							0		0	
2513	IN STATE TRAVEL - PRIVATE VEHICLE							0		0	
2520	IN STATE TRAVEL - NON EMPLOYEE	22,369		21,103				29,447		29,447	
2522	IN STATE NON/EMPL PER DIEM	4,407		1,506				2,102		2,102	
2523	IN STATE NON/EMPL - PRIVATE VEHICLE	15,158		16,665				23,253		23,253	
2530	OUT OF STATE TRAVEL	1,331						0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE							0		0	
2540	OUT OF STATE TRAVEL - NON EMPLOYEE	2,162		960				1,339		1,339	
2542	OUT OF STATE PER DIEM - NON EMPLOYEE	3,400						0		0	
2543	O/ST VEHCL NON/EMPL/2 WHEEL	387		31				43		43	
TOTAL - TRAVEL		49,731		40,693				56,782		56,782	
TOTAL - OPERATING & TRAVEL		99,602		84,281				117,602		117,602	
	CFE - SHF	99,602		84,281				117,602		117,602	

CFE - SHF (CASH FUNDS EXEMPT - STATE HIGHWAY FUND - CDOT Share of HUTF)

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
EXECUTIVE DIRECTOR'S OFFICE											
PERSONAL SERVICES											
	EXECUTIVE DIRECTOR							140,000	1.0	140,000	1.0
	MANAGEMENT							135,060	1.0	135,060	1.0
	PROGRAM ASSISTANT II							55,608	1.0	55,608	1.0
	CONTINUATION SUBTOTAL	309,073	3.2	332,836	3.0			330,668	3.0	330,668	3.0
1522	PERA ON CONTINUATION	30,888		32,516				33,563	@ 10.15%	33,563	@ 10.15%
1520	MEDICARE ON CONTINUATION	3,647		3,569				4,795		4,795	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	5,700		1,480				10,000		10,000	
1890-4	OVERTIME	0		0				0		0	
	SUBTOTAL ALL ABOVE	349,308	3.2	370,401	3.0			379,025	3.0	379,025	3.0
	CFE - SHF	349,308	3.2	370,401	3.0			379,025	3.0	379,025	3.0
	SALARY SURV./PERF. PAY OR SES	* 9,906		* 9,240				* 18,458		0	
1511+ 1512	HEALTH & LIFE INSURANCE	10,375		17,833				17,426		17,426	
1513	SHORT TERM DISABILITY	454		330				430	0.130%	430	0.130%
	SUBTOTAL ADDED ITEMS	10,829		18,162				17,856		17,856	
	CFE - SHF	10,829		18,162				17,856		17,856	
	SUBTOTAL PERSONAL SERVICES	360,137	3.2	388,563	3.0			396,881	3.0	396,881	3.0
	CFE - SHF	360,137	3.2	388,563	3.0			396,881	3.0	396,881	3.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

EXECUTIVE DIRECTOR'S OFFICE

OPERATING EXPENSES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS			39				52		52	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICLE							0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	12,000		12,774				17,078		17,078	
2252	STATE FLEET VEHICLE	5,106		5,465				7,307		7,307	
2253	RENT OF EQUIPMENT - NOT STATE OWNED			194				259		259	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS	2,034		1,929				2,579		2,579	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING							0		0	
2630	TELEPHONE	3,751		1,142				1,527		1,527	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	1,677		1,877				2,510		2,510	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	163		78				104		104	
3110	SUPPLIES - OTHER THAN OFFICE	452		3,201				4,279		4,279	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES			49				66		66	
3117	EDUCATION & TRAINING SUPPLIES							0		0	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	68		345				461		461	
3121	OFFICE SUPPLIES	6,454		6,101				8,157		8,157	
3122	PHOTOGRAPHS & PHOTO SUPPLIES							0		0	
3123	POSTAGE	120		83				111		111	
3124	PRINTING & COPY SUPPLIES			49				66		66	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS							0		0	
3127	LANDSCAPING MATERIAL							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES							0		0	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE			6,000				8,022		8,022	
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY							0		0	

10/12/07

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**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4140	MEMBERSHIP/DUES	200		1,800				2,406		2,406	
4150	INTEREST							0		0	
4180	OFFICIAL FUNCTIONS	5,086		2,743				3,667		3,667	
4220	TUITION/REGISTRATION FEES	5,055		2,445				3,269		3,269	
4240	PERSONNEL MOVING							0		0	
5180	GRANTS IN AID							0		0	
5420	HIGHWAY MTCE AGREEMENTS - COUNTIES							0		0	
5776	INTERAGENCY SERVICES	1,197		1,549				2,071		2,071	
								0		0	
TOTAL - OPERATING (LESS TRAVEL)		43,363		47,863				63,990		63,990	
TRAVEL EXPENSES											
2251	MOTOR POOL VEHICLE							0		0	
2510	IN STATE TRAVEL	5,694		1,339				1,791		1,791	
2511	IN STATE TRAVEL - AIRFARE			96				129		129	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	150		106				141		141	
2520	IN STATE TRAVEL - NON EMPLOYEE							0		0	
2530	OUT OF STATE TRAVEL	1,733		1,796				2,401		2,401	
2531	OUT OF STATE TRAVEL - AIRFARE							0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
TOTAL - TRAVEL		7,577		3,337				4,462		4,462	
TOTAL - OPERATING & TRAVEL		50,940		51,201				68,452		68,452	
	CFE - SHF	50,940		51,201				68,452		68,452	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

OFFICE OF GOVERNMENT RELATIONS

PERSONAL SERVICES

	PROGRAM ASSISTANT II							54,240	1.0	54,240	1.0
	MANAGEMENT GROUP							109,344	1.0	109,344	1.0
	GENERAL PROFESSIONAL III							55,380	1.0	55,380	1.0
	BUDGET & POLICY ANALYST III							280,584	4.0	280,584	4.0
	CONTINUATION SUBTOTAL	364,879	5.1	432,825	6.6			499,548	7.0	499,548	7.0
1522	PERA ON CONTINUATION	34,334		46,445				50,704	@ 10.15%	50,704	@ 10.15%
1520	MEDICARE ON CONTINUATION	4,196		5,216				7,243		7,243	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	0		0				0		0	
1890-4	OVERTIME	0		562				0		0	
	SUBTOTAL ALL ABOVE	403,409	5.1	485,048	6.6			557,496	7.0	557,496	7.0
	CFE - SHF	403,409	5.1	485,048	6.6			557,496	7.0	557,496	7.0
	SALARY SURV./PERF. PAY OR SES	* 14,700		* 13,980				* 21,457		0	
1511+ 1512	HEALTH & LIFE INSURANCE	16,119		29,704				32,069		32,069	
1513	SHORT TERM DISABILITY	514		466				649	0.130%	649	0.130%
	SUBTOTAL ADDED ITEMS	16,633		30,170				32,718		32,718	
	CFE - SHF	16,633		30,170				32,718		32,718	
	JBC Forced Vacancy Savings										
	SUBTOTAL PERSONAL SERVICES	420,042	5.1	515,217	6.6			590,214	7.0	590,214	7.0
	CFE - SHF	420,042	5.1	515,217	6.6			590,214	7.0	590,214	7.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

OFFICE OF GOVERNMENT RELATIONS

OPERATING EXPENDITURES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS			405				409		409	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	2,556		1,422				1,436		1,436	
2232	SOFTWARE MTCE/UPGRADE							0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	1,847		863				871		871	
2253	RENT OF EQUIPMENT - NOT STATE OWNED							0		0	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS	1,285		1,355				1,368		1,368	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING							0		0	
2630	TELEPHONE	4,769		2,991				3,020		3,020	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	16,191		17,178				17,347		17,347	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES			206				208		208	
3110	SUPPLIES-OTHER THAN OFFICE			5,572				5,627		5,627	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES							0		0	
3117	EDUCATION & TRAINING SUPPLIES							0		0	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	130						0		0	
3121	OFFICE SUPPLIES	10,459		12,370				12,492		12,492	
3122	PHOTOGRAPHS & PHOTO SUPPLIES							0		0	
3123	POSTAGE	914		251				253		253	
3124	PRINTING & COPY SUPPLIES							0		0	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS							0		0	
3127	LANDSCAPING MATERIAL							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES	364						0		0	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE							0		0	
4115	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY							0		0	
4140	MEMBERSHIP/DUES	2,454		415				419		419	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4150	INTEREST							0		0	
4180	OFFICIAL FUNCTIONS	833						0		0	
4220	TUITION/REGISTRATION FEES	1,150		375				379		379	
4240	PERSONNEL MOVING							0		0	
5410	TRAFFIC CONTROL DEVICE MTCE AGREEMENTS							0		0	
5420	HIGHWAY MTCE AGREEMENTS - COUNTIES							0		0	
5776	INTERAGENCY SERVICES	2,246		2,300				2,323		2,323	
								0			
TOTAL - OPERATING (LESS TRAVEL)		45,198		45,702				46,152		46,152	
TRAVEL EXPENDITURES											
2510	IN STATE TRAVEL	3,086		6,518				6,582		6,582	
2520	IN STATE TRAVEL - NON EMPLOYEE	2,602		104				105		105	
2511	IN STATE TRAVEL - AIRFARE			346				350		350	
2513	IN STATE TRAVEL - PRIVATE VEHICLE							0		0	
2530	OUT OF STATE TRAVEL	6,137		8,243				8,324		8,324	
2531	OUT OF STATE TRAVEL - AIRFARE	2,337						0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
								0			
TOTAL - TRAVEL		14,162		15,212				15,362		15,362	
TOTAL - OPERATING & TRAVEL		59,360		60,913				61,514		61,514	
	CFE - SHF	59,360		60,913				61,514		61,514	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
PUBLIC RELATIONS OFFICE											
PERSONAL SERVICES											
	GENERAL PROFESSIONAL V							90,768	1.0	90,768	1.0
	GENERAL PROFESSIONAL IV							138,012	2.0	138,012	2.0
	PROGRAM ASSISTANT II							107,748	2.0	107,748	2.0
	MANAGEMENT							109,344	1.0	109,344	1.0
	ADMIN. ASSISTANT III							39,912	1.0	39,912	1.0
	CONTINUATION SUBTOTAL	403,088	7.0	410,102	6.8			485,784	7.0	485,784	7.0
1522	PERA ON CONTINUATION	35,089		44,593				49,307	@ 10.15%	49,307	@ 10.15%
1520	MEDICARE ON CONTINUATION	5,023		5,196				7,044		7,044	
	PART TIME/TEMPORARY SERVICES	2,732	0.1	34,758				0		0	
1920 + 1930	CONTRACT SERVICES	50,900		9,133				50,000		50,000	
	OVERTIME	95		829				0		0	
	SUBTOTAL ALL ABOVE	496,927	7.0	504,610	6.8			592,135	7.0	592,135	7.0
	CFE - SHF	496,927	7.0	504,610	6.8			592,135	7.0	592,135	7.0
	SALARY SURV./PERF. PAY OR SES	* 12,495		* 12,178				* 23,172		0	
1511+ 1512	HEALTH & LIFE INSURANCE	12,143		25,936				29,958		29,958	
1513	SHORT TERM DISABILITY	504		447				632	0.130%	632	0.130%
	SUBTOTAL ADDED ITEMS	12,647		26,383				30,590		30,590	
	CFE - SHF	12,647		26,383				30,590		30,590	
	SUBTOTAL PERSONAL SERVICES	509,574	7.0	530,994	6.8			622,724	7.0	622,724	7.0
	CFE - SHF	509,574	7.0	530,994	6.8			622,724	7.0	622,724	7.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

PUBLIC RELATIONS OFFICE

OPERATING EXPENDITURES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS			975				1,213		1,213	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	190						0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	6,014		6,735				8,380		8,380	
2252	STATE FLEET VEHICLE	1,829		1,999				2,488		2,488	
2253	RENT OF EQUIPMENT - NOT STATE OWNED							0		0	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS	1,483		1,141				1,420		1,420	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING & PUBLIC RELATIONS			50				62		62	
2630	TELEPHONE	9,204		9,494				11,813		11,813	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	48,029		50,983				63,439		63,439	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	119		487				606		606	
3110	SUPPLIES			430				535		535	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES							0		0	
3117	EDUCATION & TRAINING SUPPLIES							0		0	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	5,877		7,084				8,815		8,815	
3121	OFFICE SUPPLIES	3,899		4,188				5,211		5,211	
3122	PHOTOGRAPHS & PHOTO SUPPLIES	395		93				116		116	
3123	POSTAGE	11,842		11,334				14,103		14,103	
3124	PRINTING & COPY SUPPLIES			169				211		211	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS							0		0	
3127	LANDSCAPING MATERIAL							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES			2,671				3,323		3,323	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE							0		0	
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY							0		0	
4140	MEMBERSHIP/DUES	1,333		1,498				1,863		1,863	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4150	INTEREST							0		0	
4180	OFFICIAL FUNCTIONS	6,439		2,200				2,737		2,737	
4220	TUITION/REGISTRATION FEES	2,643		2,158				2,685		2,685	
4240	PERSONNEL MOVING							0		0	
5410	TRAFFIC CONTROL DEVICE MTCE AGREEMENTS							0		0	
5420	HIGHWAY MTCE AGREEMENTS - COUNTIES							0		0	
5771	INTERAGENCY SERVICES							0		0	
5776	INTERAGENCY SERVICES	289		(1,299)				(1,616)		(1,616)	
								0		0	
TOTAL - OPERATING (LESS TRAVEL)		99,585		102,389				127,403		127,403	
TRAVEL EXPENSES											
2251	MOTOR POOL VEHICLE							0		0	
2510	IN STATE TRAVEL	2,246		352				438		438	
2511	IN STATE TRAVEL - AIRFARE	906		2,095				2,607		2,607	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	1,098		318				396		396	
2520	IN STATE TRAVEL - NON EMPLOYEE							0		0	
2530	OUT OF STATE TRAVEL	2,841		1,742				2,168		2,168	
2531	OUT OF STATE TRAVEL - AIRFARE	1,050						0		0	
2540	OUT OF STATE TRAVEL - NON/EMPLOYEE							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
TOTAL - TRAVEL		8,141		4,508				5,610		5,610	
TOTAL - OPERATING & TRAVEL		107,726		106,897				133,013		133,013	
	CFE - SHF	107,726		106,897				133,013		133,013	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009		
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	
OFFICE OF INFORMATION TECHNOLOGY												
PERSONAL SERVICES												
ADMN	PROGRAM ASSISTANT II							93,588	1.0	93,588	1.0	
0300	ADMINISTRATIVE ASSISTANT II							23,100	0.7	23,100	0.7	
	ADMINISTRATIVE ASSISTANT III							43,188	1.0	43,188	1.0	
	IT PROFESSIONAL I							0	1.0	0	1.0	
	IT PROFESSIONAL II							125,052	2.0	125,052	2.0	
	IT PROFESSIONAL III							585,672	8.0	585,672	8.0	
	IT PROFESSIONAL IV							86,508	1.0	86,508	1.0	
	IT PROFESSIONAL V							96,576	1.0	96,576	1.0	
	MANAGEMENT							128,400	1.0	128,400	1.0	
								ADMN SUBTOTAL - CFE	1,182,084	16.7	1,182,084	16.7
NCS	IT PROFESSIONAL I							113,424	2.0	113,424	2.0	
0324	IT PROFESSIONAL II							144,876	2.0	144,876	2.0	
	IT PROFESSIONAL III							473,688	6.0	473,688	6.0	
	IT PROFESSIONAL IV							372,360	4.0	372,360	4.0	
	IT PROFESSIONAL V							97,692	1.0	97,692	1.0	
	IT PROFESSIONAL VI							109,344	1.0	109,344	1.0	
	ELECTRONICS SPEC II							59,976	1.0	59,976	1.0	
								NCS SUBTOTAL - CFE	1,371,360	17.0	1,371,360	17.0
	CONTINUATION SUBTOTAL	2,143,148	31.7	2,334,648	33.0			2,553,444	33.7	2,553,444	33.7	
	PERA ON CONTINUATION	202,057		231,600				259,175	@ 10.15%	259,175	@ 10.15%	
	MEDICARE ON CONTINUATION	23,469		25,663				37,025		37,025		
	PART TIME/TEMPORARY SERVICES	10,996	0.2	4,048				0		0		
	CONTRACT SERVICES	290,046		278,717				285,000		285,000		
	OVERTIME	6,500		31,765				0		0		
	SUBTOTAL ALL ABOVE	2,676,216	31.7	2,906,443	33.0			3,134,644	33.7	3,134,644	33.7	
	CFE - SHF	2,676,216	31.7	2,906,443	33.0			3,134,644	33.7	3,134,644	33.7	
	SALARY SURV./PERF. PAY OR SES	* 76,835		* 69,811				* 139,325		0		
1511+ 1512	HEALTH & LIFE INSURANCE	81,044		142,502				156,874		156,874		
1513	SHORT TERM DISABILITY	2,896		2,354				3,319	0.130%	3,319	0.130%	
	SUBTOTAL ADDED ITEMS	83,940		144,855				160,193		160,193		
	CFE - SHF	83,940		144,855				160,193		160,193		
	JBC Forced Vacancy Savings											
	SUBTOTAL PERSONAL SERVICES	2,760,156	31.7	3,051,298	33.0			3,294,837	33.7	3,294,837	33.7	
	CFE - SHF	2,760,156	31.7	3,051,298	33.0			3,294,837	33.7	3,294,837	33.7	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

OFFICE OF INFORMATION TECHNOLOGY

OPERATING EXPENDITURES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS	1,315		6,902				7,112		7,112	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	13,062		3,911				4,030		4,030	
2232	SOFTWARE MAINTENANCE/UPGRADE	186,385		171,852				177,064		177,064	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	1,055		1,051				1,083		1,083	
2252	STATE FLEET VEHICLES							0		0	
2253	RENT OF EQUIPMENT - NOT STATE OWNED							0		0	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS							0		0	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING							0		0	
2630	TELEPHONE	116		14,277				14,710		14,710	
2640	CENTRAL ADP CHARGES	33,183		27,230				28,056		28,056	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	4,548		29,749				30,651		30,651	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	238		505				520		520	
3110	SUPPLIES-OTHER THAN OFFICE	4		6,004				6,186		6,186	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES	115		130				134		134	
3116	PURCHASED SOFTWARE	1,333		4,739				4,883		4,883	
3117	EDUCATION & TRAINING SUPPLIES	139		130				134		134	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	196						0		0	
3121	OFFICE SUPPLIES	22,737		22,217				22,891		22,891	
3122	PHOTOGRAPHS & PHOTO SUPPLIES							0		0	
3123	POSTAGE	668		415				427		427	
3124	PRINTING & COPY SUPPLIES							0		0	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS	266		604				623		623	
3127	INVENTORY ADJUSTMENTS or LANDSCAPE			10				10		10	
3128	EXPENDABLE EQUIPMENT PURCHASES	11,180		8,896				9,166		9,166	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE							0		0	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION OTHER EQUIPMENT - ISF							0		0	
4140	MEMBERSHIP/DUES	344		2,195				2,262		2,262	
4150	INTEREST							0		0	
4170	MISC FEES/LICENSES							0		0	
4180	OFFICIAL FUNCTIONS	6,665		5,036				5,189		5,189	
4220	TUITION/REGISTRATION FEES	4,300		2,264				2,332		2,332	
4240	PERSONNEL MOVING			2,450				2,524		2,524	
5771	GRANTS IN AID - STATE AGENCIES							0		0	
5776	INTERAGENCY	7,875		4,504				4,641		4,641	
8110	INDIRECT COST COVERAGE							0		0	
TOTAL - OPERATING (LESS TRAVEL)		295,724		315,072				324,628		324,628	

TRAVEL EXPENDITURES

2251	MOTOR POOL VEHICLE							0		0	
2510	IN STATE TRAVEL	2,070		1,361				1,402		1,402	
2511	IN STATE TRAVEL - AIRFARE	677						0		0	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	319		942				970		970	
2514	AIRCRAFT POOL USAGE							0		0	
2530	OUT OF STATE TRAVEL	2,235		889				916		916	
2531	OUT OF STATE TRAVEL - AIRFARE	1,643						0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE	339		89				92		92	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
TOTAL - TRAVEL		7,283		3,281				3,380		3,380	
TOTAL - OPERATING & TRAVEL		303,007		318,353				328,008		328,008	
STATE HIGHWAY FUNDS (CFE - SHF)		303,007		318,353				328,008		328,008	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

OFFICE OF FINANCIAL MANAGEMENT & BUDGET

OPERATING EXPENDITURES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS	2,033		1,248				4,229		4,229	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICLE							0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE							0		0	
2253	RENT OF EQUIPMENT - NOT STATE OWNED	2,703		1,513				5,128		5,128	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS	88		36				122		122	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING							0		0	
2630	TELEPHONE	3,247		3,301				11,185		11,185	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	3,716		4,220				14,297		14,297	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	109		69				232		232	
3110	SUPPLIES-OTHER THAN OFFICE	58		1,290				4,372		4,372	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES	1,817		1,506				5,101		5,101	
3117	EDUCATION & TRAINING SUPPLIES							0		0	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	1,101		393				1,332		1,332	
3121	OFFICE SUPPLIES	2,967		2,236				7,578		7,578	
3122	PHOTOGRAPHS & PHOTO SUPPLIES			243				823		823	
3123	POSTAGE	878		67				227		227	
3124	PRINTING & COPY SUPPLIES	15		729				2,471		2,471	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS							0		0	
3127	LANDSCAPING MATERIAL							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES	937						0		0	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE							0		0	
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY							0		0	
4140	MEMBERSHIP/DUES	15						0		0	

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**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4150	INTEREST							0		0	
4180	OFFICIAL FUNCTIONS	126		402				1,362		1,362	
4220	TUITION/REGISTRATION FEES	314		355				1,203		1,203	
4240	PERSONNEL MOVING							0		0	
5180	GRANT IN AID - SPECIAL DISTRICTS							0		0	
5420	HIGHWAY MTCE AGREEMENTS - COUNTIES							0		0	
5771	INTERAGENCY SERVICES							0		0	
								0		0	
TOTAL - OPERATING (LESS TRAVEL)		20,124		17,608				59,662		59,662	

TRAVEL EXPENDITURES

2251	MOTOR POOL VEHICLE							0		0	
2510	IN STATE TRAVEL	292		236				798		798	
2511	IN STATE TRAVEL - AIRFARE							0		0	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	401		20				69		69	
2530	OUT OF STATE TRAVEL	630		634				2,150		2,150	
2531	OUT OF STATE TRAVEL - AIRFARE	503						0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
TOTAL - TRAVEL		1,826		890				3,017		3,017	
TOTAL - OPERATING & TRAVEL		21,950		18,499				62,679		62,679	
	CFE - SHF	21,950		18,499				62,679		62,679	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

ACCOUNTING BRANCH

OPERATING EXPENDITURES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2170	HAZARD MATERIALS FEE							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS	707		180				191		191	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	4,532		8,552				9,059		9,059	
2232	SOFTWARE MAINTENANCE/UPGRADE	3,380						0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	332		1,263				1,338		1,338	
2252	STATE FLEET VEHICLES							0		0	
2253	RENT OF EQUIPMENT - NOT STATE OWNED			3,760				3,983		3,983	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS	105						0		0	
2259	PARKING FEE REIMBURSEMENT	244		54				57		57	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING							0		0	
2630	TELEPHONE	2,773		258				273		273	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES							0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	1,989		3,977				4,213		4,213	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	198		271				287		287	
3110	SUPPLIES-OTHER THAN OFFICE	305		1,437				1,522		1,522	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3115	DATA PROCESSING SUPPLIES			850				900		900	
3116	PURCHASED SOFTWARE	104						0		0	
3117	EDUCATION & TRAINING SUPPLIES							0		0	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	120		1,034				1,095		1,095	
3121	OFFICE SUPPLIES	37,409		28,346				30,027		30,027	
3122	PHOTOGRAPHS & PHOTO SUPPLIES							0		0	
3123	POSTAGE	32,489		32,391				34,312		34,312	
3124	PRINTING & COPY SUPPLIES							0		0	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS			618				655		655	
3127	INVENTORY ADJUSTMENTS or LANDSCAPE							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES	1,450						0		0	
3132	NONCAP OFFICE FUNRN/OFFICE SYST	1,513		399				423		423	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	

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**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
3970	NATURAL GAS							0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE	131		0				0		0	
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION OTHER EQUIPMENT - ISF							0		0	
4140	MEMBERSHIP/DUES							0		0	
4150	INTEREST							0		0	
4170	MISC FEES/LICENSES	290		130				138		138	
4180	OFFICIAL FUNCTIONS	539		396				420		420	
4220	TUITION/REGISTRATION FEES			882				934		934	
4240	PERSONNEL MOVING							0		0	
5771	GRANTS IN AID - STATE AGENCIES							0		0	
5776	INTERAGENCY	79		3,366				3,565		3,565	
8110	INDIRECT COST COVERAGE							0		0	
								0		0	
TOTAL - OPERATING (LESS TRAVEL)		88,689		88,162				93,392		93,392	

TRAVEL EXPENDITURES

2251	MOTOR POOL VEHICLE							0		0	
2510	IN STATE TRAVEL	1,122		2,025				2,145		2,145	
2511	IN STATE TRAVEL - AIRFARE							0		0	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	15		314				332		332	
2514	AIRCRAFT POOL USAGE							0		0	
2530	OUT OF STATE TRAVEL	3,557						0		0	
2531	OUT OF STATE TRAVEL - AIRFARE	981						0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
TOTAL - TRAVEL		5,675		2,338				2,477		2,477	
TOTAL - OPERATING & TRAVEL		94,364		90,501				95,869		95,869	
	CFE - SHF	94,364		90,501				95,869		95,869	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

OFFICE OF THE CHIEF ENGINEER & REGION TRANSPORTATION DIRECTORS

CHIEF HIGHWAY ENGINEER'S OFFICE

PERSONAL SERVICES

	PROGRAM ASSISTANT II							54,648	1.0	54,648	1.0
	MANAGEMENT							255,000	2.0	255,000	2.0
	CONTINUATION SUBTOTAL	285,681	3.4	277,132	3.0			309,648	3.0	309,648	3.0
1522	PERA ON CONTINUATION	28,825		28,390				31,429	@ 10.15%	31,429	@ 10.15%
1520	MEDICARE ON CONTINUATION	2,686		3,020				4,490		4,490	
1890-1	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	0		1,095				0		0	
1890-4	OVERTIME	37		4,799				0		0	
	SUBTOTAL ALL ABOVE	317,229	3.4	314,436	3.0			345,567	3.0	345,567	3.0
	CFE - SHF	317,229	3.4	314,436	3.0			345,567	3.0	345,567	3.0
	SALARY SURV./PERF. PAY OR SES	* 9,237		* 8,684				* 16,643		0	
1511+ 1512	HEALTH & LIFE INSURANCE	6,913		14,409				15,986		15,986	
1513	SHORT TERM DISABILITY	420		285				403	0.130%	403	0.130%
	SUBTOTAL ADDED ITEMS	7,333		14,694				16,389		16,389	
	CFE - SHF	7,333		14,694				16,389		16,389	
	SUBTOTAL PERSONAL SERVICES	324,562	3.4	329,130	3.0			361,956	3.0	361,956	3.0
	CFE - SHF	324,562	3.4	329,130	3.0			361,956	3.0	361,956	3.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

REGION TRANSPORTATION DIRECTOR - REGION 1 AURORA

PERSONAL SERVICES

	MANAGEMENT							129,600	1.0	129,600	1.0
	PROGRAM ASSISTANT I							49,464	1.0	49,464	1.0
	CONTINUATION SUBTOTAL	170,604	2.2	178,513	2.0			179,064	2.0	179,064	2.0
1522	PERA ON CONTINUATION	18,915		18,813				18,175	@ 10.15%	18,175	@ 10.15%
1520	MEDICARE ON CONTINUATION	427		1,368				2,596		2,596	
1890-1	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	302		200				0		0	
1890-4	OVERTIME	2,681		4,943				0		0	
	SUBTOTAL ALL ABOVE	192,929	2.2	203,837	2.0			199,835	2.0	199,835	2.0
	CFE - SHF	192,929	2.2	203,837	2.0			199,835	2.0	199,835	2.0
	SALARY SURV./PERF. PAY OR SES	* 5,488		* 5,119				* 9,966		0	
1511+ 1512	HEALTH & LIFE INSURANCE	7,915		10,912				7,639		7,639	
1513	SHORT TERM DISABILITY	245		191				233	0.130%	233	0.130%
	SUBTOTAL ADDED ITEMS	8,160		11,102				7,872		7,872	
	CFE - SHF	8,160		11,102				7,872		7,872	
	SUBTOTAL PERSONAL SERVICES	201,089	2.2	214,939	2.0			207,707	2.0	207,707	2.0
	CFE - SHF	201,089	2.2	214,939	2.0			207,707	2.0	207,707	2.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

REGION TRANSPORTATION DIRECTOR - REGION 2 PUEBLO

PERSONAL SERVICES

	MANAGEMENT							127,980	1.0	127,980	1.0
	PROGRAM ASSISTANT II							55,440	1.0	55,440	1.0
	CONTINUATION SUBTOTAL	166,012	2.1	205,482	2.0			183,420	2.0	183,420	2.0
1522	PERA ON CONTINUATION	16,773		13,262				18,617	@ 10.15%	18,617	@ 10.15%
1520	MEDICARE ON CONTINUATION	0		1,326				2,660		2,660	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	0		315				0		0	
	OVERTIME	0		0				0		0	
	SUBTOTAL ALL ABOVE	182,785	2.1	220,385	2.0			204,697	2.0	204,697	2.0
	CFE - SHF	182,785	2.1	220,385	2.0			204,697	2.0	204,697	2.0
	SALARY SURV./PERF. PAY OR SES	* 5,402		* 5,038				* 9,850		0	
1511+ 1512	HEALTH & LIFE INSURANCE	8,370		7,430				7,452		7,452	
1513	SHORT TERM DISABILITY	242		132				238	0.130%	238	0.130%
	SUBTOTAL ADDED ITEMS	8,612		7,562				7,690		7,690	
	CFE - SHF	8,612		7,562				7,690		7,690	
	SUBTOTAL PERSONAL SERVICES	191,397	2.1	227,947	2.0			212,387	2.0	212,387	2.0
	CFE - SHF	191,397	2.1	227,947	2.0			212,387	2.0	212,387	2.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

REGION TRANSPORTATION DIRECTOR - REGION 3 GRAND JUNCTION

PERSONAL SERVICES

	MANAGEMENT							123,600	1.0	123,600	1.0
	PROGRAM ASSISTANT II							55,440	1.0	55,440	1.0
	CONTINUATION SUBTOTAL	171,234	2.1	199,577	2.0			179,040	2.0	179,040	2.0
1522	PERA ON CONTINUATION	16,787		16,886				18,173	@ 10.15%	18,173	@ 10.15%
1520	MEDICARE ON CONTINUATION	432		1,415				2,596		2,596	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
1920 + 1930	CONTRACT SERVICES	0		0				0		0	
	OVERTIME	0		0				0		0	
	SUBTOTAL ALL ABOVE	188,453	2.1	217,878	2.0			199,809	2.0	199,809	2.0
	CFE - SHF	188,453	2.1	217,878	2.0			199,809	2.0	199,809	2.0
	SALARY SURV./PERF. PAY OR SES	* 5,326		* 5,034				* 9,796		0	
1511+ 1512	HEALTH & LIFE INSURANCE	6,386		9,448				3,823		3,823	
1513	SHORT TERM DISABILITY	251		170				233	0.130%	233	0.130%
	SUBTOTAL ADDED ITEMS	6,637		9,618				4,056		4,056	
	CFE - SHF	6,637		9,618				4,056		4,056	
	SUBTOTAL PERSONAL SERVICES	195,090	2.1	227,497	2.0			203,864	2.0	203,864	2.0
	CFE - SHF	195,090	2.1	227,497	2.0			203,864	2.0	203,864	2.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

REGION TRANSPORTATION DIRECTOR - REGION 4 GREELEY

PERSONAL SERVICES

	MANAGEMENT							127,980	1.0	127,980	1.0
	PROGRAM ASSISTANT II							55,440	1.0	55,440	1.0
	CONTINUATION SUBTOTAL	166,704	2.1	175,441	2.0			183,420	2.0	183,420	2.0
	PERA ON CONTINUATION	16,515		17,885				18,617	@ 10.15%	18,617	@ 10.15%
	MEDICARE ON CONTINUATION	520		1,419				2,660		2,660	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
	CONTRACT SERVICES	0		548				0		0	
	OVERTIME	0		228				0		0	
	SUBTOTAL ALL ABOVE	183,739	2.1	195,522	2.0			204,697	2.0	204,697	2.0
	CFE - SHF	183,739	2.1	195,522	2.0			204,697	2.0	204,697	2.0
	SALARY SURV./PERF. PAY OR SES	* 5,410		* 5,047				* 9,694		0	
	HEALTH & LIFE INSURANCE	6,678		10,574				12,260		12,260	
	SHORT TERM DISABILITY	242		187				238	0.130%	238	0.130%
	SUBTOTAL ADDED ITEMS	6,920		10,761				12,498		12,498	
	CFE - SHF	6,920		10,761				12,498		12,498	
	SUBTOTAL PERSONAL SERVICES	190,659	2.1	206,282	2.0			217,195	2.0	217,195	2.0
	CFE - SHF	190,659	2.1	206,282	2.0			217,195	2.0	217,195	2.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

REGION TRANSPORTATION DIRECTOR - REGION 5 DURANGO

PERSONAL SERVICES

	MANAGEMENT							127,980	1.0	127,980	1.0
	PROGRAM ASSISTANT II							55,440	1.0	55,440	1.0
	CONTINUATION SUBTOTAL	166,524	2.1	184,546	2.0			183,420	2.0	183,420	2.0
	PERA ON CONTINUATION	15,980		19,712				18,617	@ 10.15%	18,617	@ 10.15%
	MEDICARE ON CONTINUATION	2,473		2,175				2,660		2,660	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
	CONTRACT SERVICES	0		583				0		0	
	OVERTIME	649		0				0		0	
	SUBTOTAL ALL ABOVE	185,626	2.1	207,016	2.0			204,697	2.0	204,697	2.0
	CFE - SHF	185,626	2.1	207,016	2.0			204,697	2.0	204,697	2.0
	SALARY SURV./PERF. PAY OR SES	* 5,422		* 5,058				* 9,717		0	
	HEALTH & LIFE INSURANCE	6,718		10,555				12,260		12,260	
	SHORT TERM DISABILITY	245		202				238	0.130%	238	0.130%
	SUBTOTAL ADDED ITEMS	6,963		10,758				12,498		12,498	
	CFE - SHF	6,963		10,758				12,498		12,498	
	SUBTOTAL PERSONAL SERVICES	192,589	2.1	217,774	2.0			217,195	2.0	217,195	2.0
	CFE - SHF	192,589	2.1	217,774	2.0			217,195	2.0	217,195	2.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

REGION TRANSPORTATION DIRECTOR - REGION 6 DENVER

PERSONAL SERVICES

	MANAGEMENT							123,600	1.0	123,600	1.0
	PROGRAM ASSISTANT II							55,440	1.0	55,440	1.0
	CONTINUATION SUBTOTAL	165,879	2.5	187,681	2.0			179,040	2.0	179,040	2.0
	PERA ON CONTINUATION	24,488		22,113				18,173	@ 10.15%	18,173	@ 10.15%
	MEDICARE ON CONTINUATION	3,429		2,684				2,596		2,596	
	PART TIME/TEMPORARY SERVICES	0		0				0		0	
	CONTRACT SERVICES	3,350		0				0		0	
	OVERTIME	1,792		1,942				0		0	
	SUBTOTAL ALL ABOVE	198,938	2.5	214,420	2.0			199,809	2.0	199,809	2.0
	CFE - SHF	198,938	2.5	214,420	2.0			199,809	2.0	199,809	2.0
	SALARY SURV./PERF. PAY OR SES	* 5,550		* 4,963				* 9,547		0	
	HEALTH & LIFE INSURANCE	10,220		11,696				11,528		11,528	
	SHORT TERM DISABILITY	362		228				233	0.130%	233	0.130%
	SUBTOTAL ADDED ITEMS	10,582		11,924				11,761		11,761	
	CFE - SHF	10,582		11,924				11,761		11,761	
	SUBTOTAL PERSONAL SERVICES	209,520	2.5	226,344	2.0			211,569	2.0	211,569	2.0
	CFE - SHF	209,520	2.5	226,344	2.0			211,569	2.0	211,569	2.0

OFFICE OF THE CHIEF ENGINEER & REGION TRANSPORTATION DIRECTORS

TOTAL PERSONAL SERVICES	1,504,906	16.5	1,649,913	15.0			1,631,874	15.0	1,631,874	15.0
CFE - SHF	1,504,906	16.5	1,649,913	15.0			1,631,874	15.0	1,631,874	15.0

FTE variance due to "Exempt" staff reporting additional hours worked

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

OFFICE OF THE CHIEF ENGINEER & REGION TRANSPORTATION DIRECTORS

OPERATING EXPENDITURES

2110	WATER/SEWER	154		189				214		214	
2150	LAUNDRY SERVICE	412		22				24		24	
2160	CUSTODIAL SERVICES PURCHASED	0		0				0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS	500		8				9		9	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	11,514		2,226				2,529		2,529	
2232	SOFTWARE MAINTENANCE/UPGRADE	116		0				0		0	
2240	SERVICE & REPAIR LABOR - INHOUSE	0		0				0		0	
2250	EQUIPMENT DEPRECIATION	0		0				0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	30,258		32,482				36,895		36,895	
2252	STATE FLEET VEHICLES	29,512		26,982				30,648		30,648	
2253	RENT OF EQUIPMENT - NOT STATE OWNED	4,255		10,959				12,448		12,448	
2259	PARKING FEE REIMBURSEMENT	210		328				373		373	
2311	CONSTRUCTION CONTRACT PAYMENT	0		0				0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES	0		30				35		35	
2610	ADVERTISING	0		0				0		0	
2630	TELEPHONE	22,243		20,120				22,854		22,854	
2640	CENTRAL ADP CHARGES	0		0				0		0	
2641	DATA PROCESSING SERVICES	0		0				0		0	
2660	GENERAL INSURANCE	0		0				0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	5,883		5,886				6,686		6,686	
2710	PHYSICAL EXAMS	428		2				2		2	
2810	FREIGHT & EXPRESS CHARGES	314		1,343				1,526		1,526	
3110	SUPPLIES - OTHER THAN OFFICE	11,963		7,862				8,930		8,930	
3112	PARTS & ACCESSORIES	0		2,000				2,272		2,272	
3114	CUSTODIAL & LAUNDRY SUPPLIES	0		0				0		0	
3115	DATA PROCESSING SUPPLIES	416		934				1,061		1,061	
3117	EDUCATION & TRAINING SUPPLIES	0		1,012				1,149		1,149	
3119	LABORATORY & RESEARCH SUPPLIES	0		0				0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	172		794				902		902	
3121	OFFICE SUPPLIES	23,224		24,719				28,078		28,078	
3122	PHOTOGRAPHS & PHOTO SUPPLIES	0		0				0		0	
3123	POSTAGE	7,810		3,556				4,039		4,039	
3124	PRINTING & COPY SUPPLIES	270		1,674				1,901		1,901	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS	937		179				203		203	
3127	LANDSCAPING MATERIAL	460		3,105				3,526		3,526	
3128	EXPENDABLE EQUIPMENT PURCHASES	8,335		9,548				10,845		10,845	
3920	PROPANE FOR BUILDING HEAT	0		0				0		0	
3930	COAL	0		0				0		0	
3940	LIGHT & POWER	0		0				0		0	
3950	DIESEL FUEL	0		0				0		0	
3960	OIL - HEATING	0		0				0		0	
3970	NATURAL GAS	0		0				0		0	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE	0		0				0		0	
4110	COURT COSTS, JUDGEMENTS, ETC.	0		0				0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY	0		0				0		0	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4140	MEMBERSHIP/DUES	185		235				267		267	
4150	INTEREST	0		1				1		1	
4170	SIGN REFUNDS	6		36				41		41	
4180	OFFICIAL FUNCTIONS	18,768		27,734				31,502		31,502	
4220	TUITION/REGISTRATION FEES	5,885		6,691				7,600		7,600	
4240	PERSONNEL MOVING	0		9,546				10,843		10,843	
5410	TRAFFIC CONTROL DEVICE MTCE AGREEMENTS	0		0				0		0	
5420	HIGHWAY MTCE AGREEMENTS - COUNTIES	0		0				0		0	Add .01/ft
5776	INTERAGENCY SERVICES	5,679		10,162				11,542		11,550	834 ft
		0		0				0		0	
TOTAL - OPERATING (LESS TRAVEL)		189,909		210,364				238,947		238,955	

TRAVEL EXPENDITURES

2251	MOTOR POOL VEHICLE	0		0				0		0	
2510	IN STATE TRAVEL	16,617		17,130				19,458		19,458	
2511	IN STATE TRAVEL - AIRFARE	0		501				569		569	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	338		424				481		481	
2520	IN STATE TRAVEL - NON EMPLOYEE	0		0				0		0	
2530	OUT OF STATE TRAVEL	12,668		8,746				9,935		9,935	
2531	OUT OF STATE TRAVEL - AIRFARE	6,413		2,851				3,238		3,238	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE	0		0				0		0	
2540	OUT OF STATE TRAVEL-NON/EMPL	0		0				0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL	0		0				0		0	
TOTAL - TRAVEL		36,036		29,652				33,681		33,681	
TOTAL - OPERATING & TRAVEL		225,945		240,017				272,628		272,636	
	CFE - SHF	225,945		240,017				272,628		272,636	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

DIVISION OF HUMAN RESOURCES & ADMINISTRATION

DIVISION DIRECTOR

PERSONAL SERVICES

	MANAGEMENT							128,400	1.0	128,400	1.0
	PROGRAM ASSISTANT II							55,716	1.0	55,716	1.0
	GENERAL PROFESSIONAL III							44,736	1.0	44,736	1.0
	ACCOUNTING TECH II							28,020	1.0	28,020	1.0
	CONTINUATION SUBTOTAL	167,276	2.2	179,560	2.6			256,872	4.0	256,872	4.0
	PERA ON CONTINUATION	28,313		20,083				26,073	@ 10.15%	26,073	@ 10.15%
	MEDICARE ON CONTINUATION	1,934		1,812				3,725		3,725	
	PART TIME/TEMPORARY SERVICES	0		3,122				0		0	
	CONTRACT SERVICES	91,583		796				0		0	
	OVERTIME	0		2,052				0		0	
	SUBTOTAL ALL ABOVE	289,106	2.2	207,426	2.6			286,669	4.0	286,669	4.0
	CFE - SHF	289,106	2.2	207,426	2.6			286,669	4.0	286,669	4.0
	SALARY SURV./PERF. PAY OR SES	* 5,379		* 5,018				* 9,726		0	
	HEALTH & LIFE INSURANCE	6,678		6,611				16,942		16,942	
	SHORT TERM DISABILITY	393		205				334	0.130%	334	0.130%
	SUBTOTAL ADDED ITEMS	7,071		6,816				17,276		17,276	
	CFE - SHF	7,071		6,816				17,276		17,276	
	JBC Forced Vacancy Savings										
	SUBTOTAL PERSONAL SERVICES	296,177	2.2	214,241	2.6			303,945	4.0	303,945	4.0
	CFE - SHF	296,177	2.2	214,241	2.6			303,945	4.0	303,945	4.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

CENTER FOR PRINTING & VISUAL COMMUNICATIONS

PERSONAL SERVICES

	TECHNICIAN IV							0	0.0	0	0.0
	MEDIA SPECIALIST IV							41,664	1.0	41,664	1.0
	PRODUCTION III							136,524	4.0	136,524	4.0
	PRODUCTION IV							113,340	3.0	113,340	3.0
	PRODUCTION V							98,088	2.0	98,088	2.0
	ARTS PROFESSIONAL II							52,272	1.0	52,272	1.0
	ARTS PROFESSIONAL IV							66,936	1.0	66,936	1.0
	LTC OPERATIONS II							71,880	1.0	71,880	1.0
	CONTINUATION SUBTOTAL	521,065	12.3	527,153	12.6			580,704	13.0	580,704	13.0
	PERA ON CONTINUATION	53,718		58,854				58,941	@ 10.15%	58,941	@ 10.15%
	MEDICARE ON CONTINUATION	3,829		5,567				8,420		8,420	
	PART TIME/TEMPORARY SERVICES	18,503	0.5	18,757	0.5			16,088		16,088	
	CONTRACT SERVICES	41,147		35,390				45,328		45,328	
	OVERTIME	16,932		20,342				20,000		20,000	
	SUBTOTAL ALL ABOVE	655,194	12.3	666,063	12.6			729,482	13.0	729,482	13.0
	CFE - CFE - ICF	655,194	12.3	666,063	12.6			729,482	13.0	729,482	13.0
	SHIFT DIFFERENTIAL	2,561		2,315				908	with PERA	2,067	80% w/PERA
	SALARY SURV./PERF. PAY OR SES	* 19,647		* 7,961				* 23,854		0	
	HEALTH & LIFE INSURANCE	26,353		35,363				43,702		43,702	
	SHORT TERM DISABILITY	775		586				755	0.130%	755	0.130%
	SUBTOTAL ADDED ITEMS	29,689		38,264				45,365		46,524	
	CFE - CFE - ICF	29,689		38,264				45,365		46,524	
	SUBTOTAL PERSONAL SERVICES	684,883	12.3	704,326	12.6			774,847	13.0	776,005	13.0
	CFE - CFE - ICF - INTERNAL CASH FUND	684,883	12.3	704,326	12.6			774,847	13.0	776,005	13.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

CENTER FOR PROCUREMENT

PERSONAL SERVICES

	ADMIN ASST III							76,632	2.0	76,632	2.0
	TECHNICIAN IV							56,928	1.0	56,928	1.0
	GENERAL PROFESSIONAL III							274,152	5.0	274,152	5.0
	GENERAL PROFESSIONAL IV							197,496	3.0	197,496	3.0
	GENERAL PROFESSIONAL VI							83,928	1.0	83,928	1.0
	CONTINUATION SUBTOTAL	557,617	10.0	583,280	10.8			689,136	12.0	689,136	12.0
	PERA ON CONTINUATION	45,202		58,711				69,947	@ 10.15%	69,947	@ 10.15%
	MEDICARE ON CONTINUATION	5,079		6,548				9,992		9,992	
	PART TIME/TEMPORARY SERVICES	9,067	0.1	14,034				0		0	
	CONTRACT SERVICES	42,422		3,817				10,000		10,000	
	OVERTIME	220		70				0		0	
	SUBTOTAL ALL ABOVE	659,607	10.0	666,459	10.8			779,076	12.0	779,076	12.0
	CFE - SHF	659,607	10.0	666,459	10.8			779,076	12.0	779,076	12.0
	SALARY SURV./PERF. PAY OR SES	* 21,712		* 20,065				* 30,635		0	
	HEALTH & LIFE INSURANCE	19,387		19,387				41,679		41,679	
	SHORT TERM DISABILITY	682		594				896	0.130%	896	0.130%
	SUBTOTAL ADDED ITEMS	20,069		19,981				42,575		42,575	
	CFE - SHF	20,069		19,981				42,575		42,575	
	JBC Forced Vacancy Savings										
	SUBTOTAL PERSONAL SERVICES	679,676	10.0	686,440	10.8			821,651	12.0	821,651	12.0
	CFE - SHF	679,676	10.0	686,440	10.8			821,651	12.0	821,651	12.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

CENTER FOR HUMAN RESOURCE MANAGEMENT

PERSONAL SERVICES

	MANAGEMENT GROUP							109,344	1.0	109,344	1.0
	GENERAL PROFESSIONAL V							178,812	2.0	178,812	2.0
	GENERAL PROFESSIONAL III							44,736	1.0	44,736	1.0
	GENERAL PROFESSIONAL IV							278,088	4.0	278,088	4.0
	GENERAL PROFESSIONAL II							230,628	5.0	230,628	5.0
	GENERAL PROFESSIONAL VI							186,780	1.0	186,780	1.0
	PROGRAM ASSISTANT I							98,352	2.0	98,352	2.0
	PROGRAM ASSISTANT II							38,664	1.0	38,664	1.0
	ADMIN ASSISTANT II							132,432	4.0	132,432	4.0
	ADMIN ASSISTANT III							38,928	1.0	38,928	1.0
	TECHNICIAN III							48,864	1.0	48,864	1.0
	TECHNICIAN IV							56,784	1.0	56,784	1.0
	DATA SPECIALIST							41,316	1.0	41,316	1.0
	ACCOUNTANT III							76,512	1.0	76,512	1.0
	CONTINUATION SUBTOTAL	1,303,677	23.8	1,333,771	25.0			1,560,240	26.0	1,560,240	26.0
	PERA ON CONTINUATION	130,190		144,279				158,364	@ 10.15%	158,364	@ 10.15%
	MEDICARE ON CONTINUATION	17,118		16,386				22,623		22,623	
	PART TIME/TEMPORARY SERVICES	20,233	0.2	60,786				0		0	
	CONTRACT SERVICES	6,948		6,375				15,000		15,000	
	OVERTIME	24,244		13,807				0		0	
	SUBTOTAL ALL ABOVE	1,502,410	23.8	1,575,405	25.0			1,756,228	26.0	1,756,228	26.0
	CFE - SHF	1,502,410	23.8	1,575,405	25.0			1,756,228	26.0	1,756,228	26.0
	SALARY SURV./PERF. PAY OR SES	* 41,393		* 40,462				* 73,464		0	
	HEALTH & LIFE INSURANCE	50,181		86,916				94,752		94,752	
	SHORT TERM DISABILITY	1,820		1,446				2,028	0.130%	2,028	0.130%
	SUBTOTAL ADDED ITEMS	52,001		88,362				96,780		96,780	
	CFE - SHF	52,001		88,362				96,780		96,780	
	SUBTOTAL PERSONAL SERVICES	1,554,411	23.8	1,663,766	25.0			1,853,008	26.0	1,853,008	26.0
	CFE - SHF	1,554,411	23.8	1,663,766	25.0			1,853,008	26.0	1,853,008	26.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

CENTER FOR EQUAL OPPORTUNITY (EO)

PERSONAL SERVICES

	ADMIN ASST III							60,438	1.5	60,438	1.5
	GENERAL PROFESSIONAL IV							77,232	1.0	77,232	1.0
	GENERAL PROFESSIONAL VI							152,712	2.0	152,712	2.0
	GENERAL PROFESSIONAL VII							105,060	1.0	105,060	1.0
	CONTINUATION SUBTOTAL	319,568	4.6	316,725	4.7			395,442	5.5	395,442	5.5
	PERA ON CONTINUATION	36,582		33,568				40,137	@ 10.15%	40,137	@ 10.15%
	MEDICARE ON CONTINUATION	4,182		3,598				5,734		5,734	
	PART TIME/TEMPORARY SERVICES	12,331		18,000				0		0	
	CONTRACT SERVICES	7,945		589				0		0	
	OVERTIME	0		0				0		0	
	SUBTOTAL ALL ABOVE	380,608	4.6	372,481	4.7			441,313	5.5	441,313	5.5
	CFE - SHF	380,608	4.6	372,481	4.7			441,313	5.5	441,313	5.5
	SALARY SURV./PERF. PAY OR SES	* 11,447		* 11,151				* 17,258		0	
	HEALTH & LIFE INSURANCE	14,824		20,376				29,202		29,202	
	SHORT TERM DISABILITY	541		340				514	0.130%	514	0.130%
	SUBTOTAL ADDED ITEMS	15,365		20,717				29,716		29,716	
	CFE - SHF	15,365		20,717				29,716		29,716	
	JBC Forced Vacancy Savings										
	SUBTOTAL PERSONAL SERVICES	395,973	4.6	393,197	4.7			471,029	5.5	471,029	5.5
	CFE - SHF	395,973	4.6	393,197	4.7			471,029	5.5	471,029	5.5

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
CENTER FOR FACILITIES MANAGEMENT											
PERSONAL SERVICES											
	Structural Trades I							108,948	3.0	108,948	3.0
	Structural Trades III							53,340	1.0	53,340	1.0
	Utility Plant Operator I							249,804	5.0	249,804	5.0
	Utility Plant Operator II							63,960	1.0	63,960	1.0
	Custodian I							114,588	5.0	114,588	5.0
	Custodian II							28,644	1.0	28,644	1.0
	Custodian III							31,140	1.0	31,140	1.0
	Grounds & Nursery I							29,748	1.0	29,748	1.0
	Security I							88,200	3.0	88,200	3.0
	LTC Operations II							54,852	1.0	54,852	1.0
	Administrative Assistant III							42,372	1.0	42,372	1.0
	IT Professional II							69,984	1.0	69,984	1.0
	General Professional VII							72,876	1.0	72,876	1.0
	General Labor I							27,528	1.0	27,528	1.0
	Administrative Assistant II							35,856	1.0	35,856	1.0
	Administrative Assistant III							41,676	1.0	41,676	1.0
	Office Manager I							52,368	1.0	52,368	1.0
								4.0 FTE moved from Facilities to Admin Services			
	CONTINUATION SUBTOTAL	1,133,603	39.4	1,168,732	28.2			1,165,884	29.0	1,165,884	29.0
			Overtime								
	PERA ON CONTINUATION	102,189		112,630				118,337	@ 10.15%	118,337	@ 10.15%
	MEDICARE ON CONTINUATION	11,834		6,893				16,905		16,905	
	PART TIME/TEMPORARY SERVICES	28,340	0.7	40,527	0.5	Temp FTE use is Info Only		10,000	0.5	10,000	0.5
	CONTRACT SERVICES	27,620		38,016				0		0	
	OVERTIME	25,536		39,128				0		0	
	SUBTOTAL ALL ABOVE	1,329,122	39.4	1,405,926	28.2			1,311,127	29.5	1,311,127	29.5
	CFE - SHF	1,329,122	39.4	1,405,926	28.2			1,311,127	29.5	1,311,127	29.5
	SHIFT DIFFERENTIAL	28,833		30,933				25,408	with PERA	27,617	80% w/PERA
	SALARY SURV./PERF. PAY OR SES	* 40,327		* 17,285				* 47,126	with PERA	0	
	HEALTH & LIFE INSURANCE	87,566		88,454				120,596		120,596	
	SHORT TERM DISABILITY	2,352		1,205				1,516	0.130%	1,516	0.130%
	SUBTOTAL ADDED ITEMS	118,751		120,591				147,520		149,729	
	CFE - SHF	118,751		120,591				147,520		149,729	
	SUBTOTAL PERSONAL SERVICES	1,447,873	39.4	1,526,517	28.2			1,458,646	29.5	1,460,855	29.5
	CFE - SHF	1,447,873	39.4	1,526,517	28.2			1,458,646	29.5	1,460,855	29.5

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

TRAINING & ORGANIZATIONAL DEVELOPMENT

This is a "Program" allocation by the Commission for all Department use

	GENERAL PROFESSIONAL III							48,660	1.0	48,660	1.0
	GENERAL PROFESSIONAL IV							131,076	2.0	131,076	2.0
	GENERAL PROFESSIONAL VI							84,336	1.0	84,336	1.0
	PROGRAM ASSISTANT II							44,868	1.0	44,868	1.0
	ADMIN ASSISTANT II							16,500	0.5	16,500	0.5
	PERSONAL SERVICES	274,239	6.0	297,876	5.5			325,440	5.5	325,440	5.5
	PERA ON CONTINUATION	23,933		31,157				33,032	@ 10.15%	33,032	@ 10.15%
	MEDICARE ON CONTINUATION	3,363		3,666				4,719		4,719	
	PART TIME/TEMPORARY SERVICES	0		11,155				0		0	
	CONTRACT SERVICES	43,332		82,141				85,000		85,000	
	OVERTIME	647		670				0		0	
	SUBTOTAL ALL ABOVE	345,514	6.0	426,666	5.5			448,191	5.5	448,191	5.5
	CFE - SHF	345,514	6.0	426,666	5.5			448,191	5.5	448,191	5.5
	SALARY SURV./PERF. PAY OR SES	* 10,040		* 8,037				* 17,618		0	
	HEALTH & LIFE INSURANCE	4,432		14,778				12,907		12,907	
	SHORT TERM DISABILITY	344		315				423	0.130%	423	0.130%
	SUBTOTAL ADDED ITEMS	4,776		15,093				13,330		13,330	
	CFE - SHF	4,776		15,093				13,330		13,330	
	SUBTOTAL PERSONAL SERVICES	350,290	6.0	441,759	5.5			461,521	5.5	461,521	5.5
	CFE - SHF	350,290	6.0	441,759	5.5			461,521	5.5	461,521	5.5
	OPERATING & TRAVEL	76,338		82,899				91,578		91,578	
/1	<i>Operating is added separately, as this is a "Program" allocation by the Commission for all Department use</i>										
	PERSONAL SERVICES & OPERATING	426,628	6.0	524,658	5.5			553,099	5.5	553,099	5.5
	CFE - SHF	426,628	6.0	524,658	5.5			553,099	5.5	553,099	5.5

DIVISION OF HUMAN RESOURCES & ADMINISTRATION (DHRA)

TOTAL PERSONAL SERVICES - DHRA	5,730,293	104.1	6,088,218	96.3				6,796,276	106.5	6,799,644	106.5
CASH EXEMPT - CFE - SHF	5,045,410	91.8	5,383,892	83.7				6,021,429	93.5	6,023,638	93.5
CASH EXEMPT - CFE - ICF	684,883	12.3	704,326	12.6				774,847	13.0	776,005	13.0

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

DIVISION OF HUMAN RESOURCES & ADMINISTRATION (DHRA)

OPERATING EXPENDITURES

2110	WATER/SEWER	29,914		28,484				26,685		26,685	
2150	LAUNDRY SERVICE	1		1				1		1	
2160	CUSTODIAL SERVICES PURCHASED	0		0				0		0	
2170	HAZARD MATERIALS FEE	625		200				187		187	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS	18,524		16,268				15,241		15,241	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	191,966		150,311				150,348		150,348	
2232	SOFTWARE MAINTENANCE/UPGRADE	794		3,387				3,182		3,182	
2240	SERVICE & REPAIR LABOR - INHOUSE	1,902		3,632				3,402		3,402	
2250	EQUIPMENT DEPRECIATION	0		0				0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	19,784		11,165				10,737		10,737	
2252	STATE FLEET VEHICLES	0		0				0		0	
2253	RENT OF EQUIPMENT - NOT STATE OWNED	176,410		181,089				185,140		185,140	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED	0		0				0		0	
2255	RENT OF BUILDINGS/GROUNDS	2,860		1,042				976		976	
2259	PARKING FEE REIMBURSEMENT	419		161				152		152	
2311	CONSTRUCTION CONTRACT PAYMENT	0		0				0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES	0		175				164		164	
2611	PUBLIC RELATIONS	200		33				31		31	
2630	TELEPHONE	31,230		29,620				27,815		27,815	
2640	CENTRAL ADP CHARGES	0		0				0		0	
2641	DATA PROCESSING SERVICES	0		0				0		0	
2660	GENERAL INSURANCE	0		0				0		0	
2680	MANUALS - SPECS. (REPRODUCTION COSTS)	41,288		16,658				15,874		15,874	
2710	PHYSICAL EXAMS	0		50				47		47	
2810	FREIGHT & EXPRESS & STORAGE	8,387		18,834				17,651		17,651	
3110	SUPPLIES-Other Than Office & CREDIT CARD	30,706		103,180				96,854		96,854	
3112	PARTS & ACCESSORIES	5,428		155				145		145	
3114	CUSTODIAL & LAUNDRY SUPPLIES	25,698		17,667				16,551		16,551	
3115	DATA PROCESSING SUPPLIES	0		0				0		0	
3116	PURCHASED SOFTWARE	0		346				324		324	
3117	EDUCATION & TRAINING SUPPLIES	641		359				336		336	
3119	LABORATORY & RESEARCH SUPPLIES	0		0				0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	2,576		17,655				16,548		16,548	
3121	OFFICE SUPPLIES	204,473		195,953				199,553		199,553	
3122	PHOTOGRAPHS & PHOTO SUPPLIES	24,297		11,361				11,694		11,694	
3123	POSTAGE	21,478		11,889				11,159		11,159	
3124	PRINTING & COPY SUPPLIES	66,422		186,571				191,784		191,784	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS	31,802		29,882				27,998		27,998	
3127	INVENTORY ADJUSTMENTS of LANDSCAPE	20,582		14,749				13,817		13,817	
3128	EXPENDABLE EQUIPMENT PURCHASES	7,587		1,237				1,267		1,267	
3132	NONCAP OFFICE FUNRN/OFFICE SYST	5,016		869				814		814	
3920	PROPANE FOR BUILDING HEAT	0		0				0		0	
3930	COAL	0		0				0		0	
3940	LIGHT & POWER	270,819		278,475				260,889		260,889	
3950	DIESEL FUEL	770		959				899		899	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
3960	OIL - HEATING	0		0				0		0	
3970	NATURAL GAS	80,332		87,153				81,649		81,649	
4100	REIMB OF EXP - OR - ALLOCATED BLDG MTCE	(5,168)		(2,683)				(2,872)		(2,872)	
4110	COURT COSTS, JUDGEMENTS, ETC.	0		0				0		0	
4130	DEPRECIATION OTHER EQUIPMENT - ISF	31,669		35,561				36,601		36,601	
4140	MEMBERSHIP/DUES	1,738		0				0		0	
4150	INTEREST	0		10				9		9	
4170	MISC FEES/LICENSES	2,527		1,631				1,528		1,528	
4180	OFFICIAL FUNCTIONS	32,924		15,979				14,970		14,970	
4220	TUITION/REGISTRATION FEES	7,982		8,935				8,371		8,371	
4240	PERSONNEL MOVING	0		0				0		0	
5771	GRANTS IN AID - STATE AGENCIES	0		0				0		0	
5776	INTERAGENCY	10,683		10,155				9,828		9,828	
8110	INDIRECT COST COVERAGE	0		0				0		0	
TOTAL - OPERATING (LESS TRAVEL)		1,405,286		1,489,156				1,458,348		1,458,348	

TRAVEL EXPENDITURES

2251	MOTOR POOL VEHICLE	0		0				0		0	
2510	IN STATE TRAVEL	15,428		4,909				4,613		4,613	
2511	IN STATE TRAVEL - AIRFARE	937		0				0		0	
2513	IN STATE TRAVEL - PRIVATE VEHICLE	759		515				482		482	
2514	AIRCRAFT POOL USAGE	0		0				0		0	
2530	OUT OF STATE TRAVEL	5,854		5,765				5,401		5,401	
2531	OUT OF STATE TRAVEL - AIRFARE	10,712		1,613				1,511		1,511	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE	0		0				0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL	0		0				0		0	
TOTAL - TRAVEL		33,690		12,802				12,008		12,008	
TOTAL - OPERATING & TRAVEL		1,438,976		1,501,959				1,470,356		1,470,356	
STATE HIGHWAY FUNDS (CFE - SHF)		810,716		817,494				765,869		765,869	
INTERNAL CASH FUNDS (CFE - ICF)		628,260		684,465				704,487		704,487	

(ICF - is for Center for Printing and Visual Communications)

SPECIFIC PROGRAM ALLOCATIONS

<i>PLUS "TRAINING & ORG. DEV." - CFE - SHF</i>		76,338		82,899				91,578		91,578	
<i>Operating is added separately, as this is a "Program" allocation by the Commission for all Department use</i>											
TOTAL DHRA - OPER & TRAVEL		1,515,314		1,584,857				1,561,934		1,561,934	

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**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

DIVISION OF AUDIT

PERSONAL SERVICES

	MANAGEMENT GROUP							109,344	1.0	109,344	1.0
	PROGRAM ASSISTANT II							19,266	0.5	19,266	0.5
	AUDITOR III							186,828	3.0	186,828	3.0
	AUDITOR IV							93,000	1.0	93,000	1.0
	AUDITOR V							107,460	1.0	107,460	1.0
	IT PROFESSIONAL III							66,588	1.0	66,588	1.0
	CONTINUATION SUBTOTAL	600,148	7.5	621,455	7.5			582,486	7.5	582,486	7.5
	PERA ON CONTINUATION	57,962		62,572				59,122	@ 10.15%	59,122	@ 10.15%
	MEDICARE ON CONTINUATION	6,189		6,684				8,446		8,446	
	PART TIME/TEMPORARY SERVICES	15,091		0				0		0	
	CONTRACT SERVICES	0		4,035				0		0	
	OVERTIME	0		0				0		0	
	SUBTOTAL ALL ABOVE	679,390	7.5	694,745	7.5			650,054	7.5	650,054	7.5
	CFE - SHF	679,390	7.5	694,745	7.5			650,054	7.5	650,054	7.5
	SALARY SURV./PERF. PAY OR SES	* 20,702		* 17,654				* 25,902		0	
	HEALTH & LIFE INSURANCE	22,972		37,667				39,774		39,774	
	SHORT TERM DISABILITY	840		623				757	0.130%	757	0.130%
	SUBTOTAL ADDED ITEMS	23,812		38,289				40,531		40,531	
	CFE - SHF	23,812		38,289				40,531		40,531	
	JBC Forced Vacancy Savings										
	SUBTOTAL PERSONAL SERVICES	703,202	7.5	733,034	7.5			690,586	7.5	690,586	7.5
	CFE - SHF	703,202	7.5	733,034	7.5			690,586	7.5	690,586	7.5

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

DIVISION OF AUDIT

OPERATING EXPENSES

2110	WATER/SEWER							0		0	
2150	LAUNDRY SERVICE							0		0	
2160	CUSTODIAL SERVICES PURCHASED							0		0	
2220	BUILDING MAINTENANCE REPAIRS & ALTERS							0		0	
2230	EQUIPMENT MAINTENANCE & REPAIR - NONVEHICL	1,711		1,208				1,969		1,969	
2240	SERVICE & REPAIR LABOR - INHOUSE							0		0	
2250	EQUIPMENT DEPRECIATION							0		0	
2251	MOTOR POOL VEHICLE - SURCHARGE	646		617				1,006		1,006	
2253	RENT OF EQUIPMENT - NOT STATE OWNED	0		236				385		385	
2254	RENT OF ROAD EQUIPMENT - NOT STATE OWNED							0		0	
2255	RENT OF BUILDINGS/GROUNDS	10						0		0	
2311	CONSTRUCTION CONTRACT PAYMENT							0		0	
2312	CONSTRUCTION PROFESSIONAL SERVICES							0		0	
2610	ADVERTISING							0		0	
2630	TELEPHONE	622		704				1,148		1,148	
2640	CENTRAL ADP CHARGES							0		0	
2641	DATA PROCESSING SERVICES	6						0		0	
2660	GENERAL INSURANCE							0		0	
2680	MANUALS - SPECS - ETC. (REPRODUCTION COSTS)	1,180		1,296				2,112		2,112	
2710	PHYSICAL EXAMS							0		0	
2810	FREIGHT & EXPRESS CHARGES	13		173				282		282	
3110	SUPPLIES-OTHER THAN OFFICE			2,530				4,123		4,123	
3112	PARTS & ACCESSORIES							0		0	
3114	CUSTODIAL & LAUNDRY SUPPLIES							0		0	
3116	SOFTWARE	7,600		2,455				4,001		4,001	
3117	EDUCATION & TRAINING SUPPLIES			35				57		57	
3119	LABORATORY & RESEARCH SUPPLIES							0		0	
3120	NEWSPAPERS & PUBLICATION PURCHASES	259		480				782		782	
3121	OFFICE SUPPLIES	2,702		2,605				4,245		4,245	
3122	PHOTOGRAPHS & PHOTO SUPPLIES							0		0	
3123	POSTAGE	40		26				42		42	
3124	PRINTING & COPY SUPPLIES							0		0	
3126	BUILDING MAINTENANCE SUPPLIES & MATERIALS	373						0		0	
3127	LANDSCAPING MATERIAL							0		0	
3128	EXPENDABLE EQUIPMENT PURCHASES			1,359				2,215		2,215	
3920	PROPANE FOR BUILDING HEAT							0		0	
3930	COAL							0		0	
3940	LIGHT & POWER							0		0	
3950	DIESEL FUEL							0		0	
3960	OIL - HEATING							0		0	
3970	NATURAL GAS							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - OPERATING							0		0	
4110	COURT COSTS, JUDGEMENTS, ETC.							0		0	
4130	DEPRECIATION - ROAD EQUIPMENT - ISF ONLY							0		0	
4140	MEMBERSHIP/DUES	80		80				130		130	

10/12/07

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**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
4150	INTEREST							0		0	
4180	OFFICIAL FUNCTIONS	101		266				434		434	
4220	TUITION/REGISTRATION FEES	4,794		3,145				5,126		5,126	
4240	PERSONNEL MOVING							0		0	
5410	TRAFFIC CONTROL DEVICE MTCE AGREEMENTS							0		0	
5420	HIGHWAY MTCE AGREEMENTS - COUNTIES							0		0	
5771	INTERAGENCY SERVICES							0		0	
								0		0	
TOTAL - OPERATING (LESS TRAVEL)		20,137		17,215				28,058		28,058	

TRAVEL EXPENSES

2251	MOTOR POOL VEHICLE							0		0	
2510	IN STATE TRAVEL	56		362				590		590	
2511	IN STATE TRAVEL - AIRFARE							0		0	
2513	IN STATE TRAVEL - PRIVATE VEHICLE							0		0	
2530	OUT OF STATE TRAVEL	5,960		2,848				4,643		4,643	
2531	OUT OF STATE TRAVEL - AIRFARE	268						0		0	
2533	OUT OF STATE TRAVEL - PRIVATE VEHICLE							0		0	
4100	REIMBURSEMENT OF EXPENDITURES - TRAVEL							0		0	
TOTAL - TRAVEL		6,284		3,210				5,232		5,232	
TOTAL - OPERATING & TRAVEL		26,421		20,425				33,290		33,290	
	CFE - SHF	26,421		20,425				33,290		33,290	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

TOTAL DEPARTMENT ADMINISTRATION

TOTAL OF UNIT OPERATING & TRAVEL

TOTAL OPERATING & TRAVEL	2,504,629		2,575,944				2,734,989		2,734,997	
CASH EXEMPT - CFE - SHF	1,876,369		1,891,479				2,030,502		2,030,510	
CASH EXEMPT - CFE - ICF	628,260		684,465				704,487		704,487	

MISCELLANEOUS ADMINISTRATION ACCOUNTS

STATEWIDE INDIRECT COSTS - CFE	966,913		1,590,899				441,751		567,120	
<i>CFE - SHF Only (no FF participation)</i>			multiple pmts.				FY09 \$1,348,763 under TC, \$567,120 Adm & \$5,399 Aero = Total \$1,921,282			
							FY08 \$1,050,601 under TC, \$441,751 Adm & \$4,656 Aero = Total \$1,497,008			
RISK MANAGEMENT - GENERAL INS.	983,812		3,418,635				2,972,394		4,300,912	
LEGAL SERVICES CFE-SHF & HEARINGS	218,935		192,754				473,958		473,958	
LEGAL SERVICES - IND PROJECT - Not in Admin	272,178		223,639				318,805		318,805	
LEGAL SERVICES - PROJECT - Not in Admin	N/A		N/A				390,835		390,835	
TOTAL LEGAL SERVICES	491,113		416,392				1,183,598		1,183,598	
WORKERS' COMPENSATION INS. CFE-SHF	360,509		316,968				381,217	<i>W/COMP</i>	393,813	
<i>Federal Funds will not participate in WC</i>	& \$3,027,397 under TC & \$564 Aero		& \$3,027,397 under TC & \$564 Aero				& \$5,993,757 under TC & \$3,189 in Aero		& \$6,191,806 under TC & \$3,294 in Aero	
							WC Total \$6,378,163		WC Total \$6,588,914	
TOTAL MISCELLANEOUS	2,530,169		5,519,256				4,269,320		5,735,803	
CFE - SHF	2,530,169		5,519,256				4,269,320		5,735,803	
CASH EXEMPT - CFE - ICF	0		0				0		0	
<i>Legal Indirect Project - NOT in TOTALS</i>	272,178		223,639				318,805		318,805	
<i>Legal Direct Project - NOT in TOTALS</i>	N/A		N/A				390,835		390,835	

/2

Worker's Compensation Insurance Premium was previously added to Personal Services - now Operating due to Interagency Billings being paid as Operating

6,445,443

/2

TOTAL OPERATING & TRAVEL PLUS MISCELLANEOUS (Now includes Worker's Compensation Insurance Premium)

TOTAL OPERATING	5,034,798		8,095,200				7,004,309		8,470,800	
CASH EXEMPT - CFE - SHF	4,406,538		7,410,735				6,299,822		7,766,313	
CASH EXEMPT - CFE - ICF	628,260		684,465				704,487		704,487	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

PERSONAL SERVICES

TOTAL BASE SALARIES (w/o Temp FTE)	11,835,403	215.1	12,525,268	208.2			13,807,627	219.2	13,807,627	219.2
PERA ON CONTINUATION	1,152,627		1,289,005				1,401,474		1,401,474	
MEDICARE ON CONTINUATION	124,661		133,969				200,211		200,211	
PART TIME/TEMPORARY SERVICES	194,161		253,347				26,088	0.5	26,088	0.5
CONTRACT SERVICES	681,614		493,744				585,328		585,328	
OVERTIME	84,381		134,672				20,000		20,000	
BASE SALARIES + PERA + MEDICARE, ETC	14,072,847	215.1	14,830,005	208.2			16,040,728	219.7	16,040,728	219.7
CASH EXEMPT - CFE - SHF	13,417,653	202.8	14,163,943	195.6			15,311,246	206.7	15,311,246	206.7
CASH EXEMPT - CFE - ICF	655,194	12.3	666,063	12.6			729,482	13.0	729,482	13.0

Non-ADD is shown in Organizations

POTS Detail - INFO ONLY										
<i>Health & Life - SHF</i>		483,031		735,858			843,928		843,928	
<i>Short Term Disability - SHF</i>		16,589		12,455			17,195	0.130%	17,195	0.130%
<i>Health & Life & STD - SHF</i>		499,620		748,313			861,123		861,123	
<i>SHIFT - SHF</i>		28,833		30,933			25,408		27,617	
<i>Health & Life & STD & Shift - SHF</i>		528,453		779,246			886,531		888,740	
<i>/2 WORKERS' COMP from Misc SHF</i>										
<i>Health & Life - ICF</i>		26,353		35,363			43,702		43,702	
<i>Short Term Disability - ICF</i>		775		586			755	0.130%	755	0.130%
<i>Health & Life & STD - ICF</i>		27,128		35,949			44,457		44,457	
<i>SHIFT - ICF</i>		2,561		2,315			908		2,067	
<i>Health & Life & STD & Shift - ICF</i>		29,689		38,264			45,365		46,524	
TOTAL - CFE - (SHF & ICF)		558,142		817,510			931,896		935,263	

Non-ADD is shown in Organizations & Next Total

POTS - WComp Health/Life/STD & Shift	558,142		817,510				931,896		935,263	
CASH EXEMPT - CFE - SHF	528,453		779,246				886,531		888,740	
CASH EXEMPT - CFE - ICF	29,689		38,264				45,365		46,524	

TOTAL PERSONAL SERVICES	14,630,989	215.1	15,647,515	208.2			16,972,624	219.7	16,975,991	219.7
CASH EXEMPT - CFE - SHF	13,946,106	202.8	14,943,189	195.6			16,197,777	206.7	16,199,986	206.7
CASH EXEMPT - CFE - ICF	684,883	12.3	704,326	12.6			774,847	13.0	776,005	13.0

SALARY SURVEY FOR FY2009 - & Those below Range Minimum

Non-ADD is shown in Organizations

Add

TOTAL							439,858		524,551	
CASH EXEMPT - CFE - SHF							424,903		505,842	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE
	CASH EXEMPT - CFE - ICF							14,955		18,709	
PERFORMANCE BASED PAY (PBP) - PERFORMANCE AWARDS											
								Non-ADD is shown in Organizations		Add	
NON ADD IN ESTIMATE COLUMN (IN SALARIES)								174,685		211,341	
	CASH EXEMPT - CFE - SHF							168,746		203,211	
	CASH EXEMPT - CFE - ICF							5,939		8,130	
PERFORMANCE BASED PAY (PBP) REDUCTION of 20% FOR ANNUALIZATION PER OSPB											
								FY08 Performance Awards 20% Reduction (Annualization)			
NON ADD IN ESTIMATE COLUMN (IN SALARIES)								0		(34,937)	
	CASH EXEMPT - CFE - SHF							0		(33,535)	
	CASH EXEMPT - CFE - ICF							0		(1,402)	
PERA Amortization Equalization Disbursement (AED)											
								Non-ADD is shown in Organizations		Add	
TOTAL								155,265		219,998	
	CASH EXEMPT - CFE - SHF							149,986		208,326	
	CASH EXEMPT - CFE - ICF							5,279		11,672	
PERA Supplemental Amortization Equalization Disbursement (SAED)											
								Add		Non-add Amount from Salary Survey %	
TOTAL								32,346		68,350	
	CASH EXEMPT - CFE - SHF							31,246		64,724	
	CASH EXEMPT - CFE - ICF							1,100		3,626	
Health/Life/Dental Insurance Additional for Request Year											
										Add	
TOTAL PERS SERVICES										69,347	
	CASH EXEMPT - CFE - SHF									64,265	
	CASH EXEMPT - CFE - ICF									5,082	
COMBINED PERSONAL SERVICES - Includes POTS											
TOTAL PERS SERVICES		14,630,989	215.1	15,647,515	208.2			17,004,970	219.7	17,966,291	219.7
	CASH EXEMPT - CFE - SHF	13,946,106	202.8	14,943,189	195.6			16,229,023	206.7	17,148,095	206.7
	CASH EXEMPT - CFE - ICF	684,883	12.3	704,326	12.6			775,947	13.0	818,196	13.0
BASE PERSONAL SERVICES REDUCTION FOR FY2009 - 0.2% PER OSPB											
								Reduction 0.5% per JBC		Reduction 0.2% per OSPB	
TOTAL PERS SERVICES								(80,204)		(32,081)	
	CASH EXEMPT - CFE - SHF							(76,556)		(30,622)	
	CASH EXEMPT - CFE - ICF							(3,647)		(1,459)	

**SCHEDULE 3
PROGRAM DETAIL**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

COMBINED PERSONAL SERVICES & OPERATING - (For Organizations, not Misc.)

TOTAL PERS SERV & OPER		17,135,618	215.1	18,223,459	208.2			19,659,755	219.7	20,669,207	219.7
CASH EXEMPT - CFE - SHF		15,822,475	202.8	16,834,668	195.6			18,182,969	206.7	19,147,983	206.7
CASH EXEMPT - CFE - ICF		1,313,143	12.3	1,388,791	12.6			1,476,786	13.0	1,521,224	13.0

ADMINISTRATION - Change Item / Decision Item - HUMAN RESOURCES

CASH EXEMPT - CFE		0	0.0	0	0.0			0	0.0	143,807	2.0
CASH EXEMPT - CFE - SHF		0	0.0	0	0.0			0	0.0	143,807	2.0
CASH EXEMPT - CFE - ICF		0	0.0	0	0.0			0	0.0	0	0.0

ADMINISTRATION - Change Item / Decision Item - TRAINING

CASH EXEMPT - CFE		0	0.0	0	0.0			0	0.0	315,965	2.5
CASH EXEMPT - CFE - SHF		0	0.0	0	0.0			0	0.0	315,965	2.5
CASH EXEMPT - CFE - ICF		0	0.0	0	0.0			0	0.0	0	0.0

ADMINISTRATION - Change Item / Decision Item - UTILITIES

CASH EXEMPT - CFE		0	0.0	0	0.0			0	0.0	225,000	0.0
CASH EXEMPT - CFE - SHF		0	0.0	0	0.0			0	0.0	225,000	0.0
CASH EXEMPT - CFE - ICF		0	0.0	0	0.0			0	0.0	0	0.0

ADMINISTRATION - Change Item / Decision Item - PRINT SHOP

CASH EXEMPT - CFE		0	0.0	0	0.0			0	0.0	100,000	0.0
CASH EXEMPT - CFE - SHF		0	0.0	0	0.0			0	0.0	0	0.0
CASH EXEMPT - CFE - ICF		0	0.0	0	0.0			0	0.0	100,000	0.0

ADMINISTRATION - TOTAL

FY2008 Long Bill

TOTAL ALL ITEMS		19,665,787	215.1	23,742,715	208.2			23,929,075	219.7	23,929,075	219.7	27,189,782	224.2
CASH EXEMPT - CFE - SHF		18,352,644	202.8	22,353,924	195.6			22,452,289	206.7	22,452,289	206.7	25,568,558	211.2
CASH EXEMPT - CFE - ICF		1,313,143	12.3	1,388,791	12.6			1,476,786	13.0	1,476,786	13.0	1,621,224	13.0

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FY09 Budget CDOT-OSPB Sch 3 ADMIN DRAFT 10-12-07.XLS

**SCHEDULE 4
SOURCE OF FUNDING**

**DEPARTMENT OF TRANSPORTATION
ADMINISTRATION**

REVENUE SOURCE	ACTUAL FY 2006	ACTUAL FY 2007	APPROP. FY 2008	ESTIMATE FY 2008	REQUEST FY 2009
TOTAL ALL FUNDS	19,665,787	23,742,715	23,929,075	23,929,075	27,189,782
CASH EXEMPT - CFE - SHF	18,352,644	22,353,924	22,452,289	22,452,289	25,568,558
CASH EXEMPT - CFE - ICF	1,313,143	1,388,791	1,476,786	1,476,786	1,621,224

TRANSPORTATION COMMISSION
PROGRAMS SUMMARY

**SCHEDULE 3
PROGRAM DETAIL**

DEPARTMENT OF TRANSPORTATION

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

TRANSPORTATION COMMISSION APPROPRIATED PROGRAM SUMMARIES

Provided for INFORMATION ONLY

ENGINEERING PROGRAM & SAFETY

TOTAL ALL FUNDS		68,705,930		81,761,852				142,020,003	1,030.4	146,054,298	1,030.4
CFE - SHF		3,280,601		3,273,709				3,402,692	24.4	3,476,349	24.4
INDIRECT PROJECT		59,485,253		76,286,832				113,281,641	763.1	116,574,306	763.3
DIRECT PROJECT		<i>Part of Project Total</i>		<i>Part of Project Total</i>				18,556,283	234.9	19,438,387	234.7
SAFETY GRANTS - LEAF & MOST		5,940,076		2,201,311				6,779,387	8.0	6,565,256	8.0

MAINTENANCE

TOTAL ALL FUNDS		213,738,208		162,389,305				232,068,272	1,902.4	234,549,318	1,902.4
CFE - SHF		211,679,273		159,947,932				226,946,645	1,867.4	229,287,542	1,868.4
INDIRECT PROJECT		958,295		1,296,341				2,318,583	15.4	2,351,891	15.0
DIRECT PROJECT		<i>Part of Project Total</i>		<i>Part of Project Total</i>				946,785	12.6	997,557	12.0
CFE - ICF Sign Shop moved from ENG to Mtce		1,100,640		1,145,032				1,856,259	7.0	1,912,328	7.0

From Gaming Funds - part of Program, Appropriated on 2A and not included here

1,109,757

948,277

STATEWIDE SPECIAL ALLOCATIONS

TOTAL ALL FUNDS		0		0				83,531,947		130,498,374	
CFE - SHF		<i>Part of Project Total</i>		<i>Part of Project Total</i>				23,492,544		25,011,837	
INDIRECT PROJECT		<i>Part of Project Total</i>		<i>Part of Project Total</i>				799,947		734,826	
DIRECT PROJECT		<i>Part of Project Total</i>	<i>partial</i>	<i>Part of Project Total</i>	<i>partial</i>			59,239,456		104,751,711	
CFE - ICF		<i>Part of Project Total</i>		<i>Part of Project Total</i>				0		0	

From Gaming Funds - part of Program, Appropriated on 2A and not included here

13,183,000

9,178,997

Gaming

INTERMODAL (TRANSIT) - FTA Funds are Primarily Pass Through

TOTAL ALL FUNDS		0		0				16,653,976	4.6	19,238,715	4.6
CFE - SHF								0		0	
INDIRECT PROJECT										0	
DIRECT PROJECT		<i>Part of Project Total</i>		<i>Part of Project Total</i>				16,653,976	4.6	19,238,715	4.6
CFE - ICF								0		0	

Primarily Pass Through

**SCHEDULE 3
PROGRAM DETAIL**

DEPARTMENT OF TRANSPORTATION

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

PLANNING / RESEARCH & ENVIRONMENTAL

TOTAL ALL FUNDS		0		0				20,763,557	93.9	21,250,244	95.9
CFE - SHF								36,566	0.0	36,566	0.0
INDIRECT PROJECT								1,697,623	19.5	1,879,885	21.5
DIRECT PROJECT		<i>Part of Project Total</i>		<i>Part of Project Total</i>				19,029,368	74.4	19,333,793	74.4
CFE - ICF											

DIVISION OF AERONAUTICS - Aeronautical Board-Appropriated-Formula Refunds & Discretionary Grants-per SB03-049; Admin per HB06-1244

TOTAL ALL FUNDS		19,216,589		15,160,832				35,816,797	8.0	15,249,054	8.0
Cash Exempt - Aviation Fund - Follforwards		3,681,549	-	13,733,675				12,762,245		0	
CASH		15,266,389	5.0	1,236,882				22,772,036	5.0	15,047,192	5.0
FEDERAL		268,651	2.9	190,275				282,516	3.0	201,862	3.0
Capital Construction Fund Exempt		0	-	0				0		0	

EQUIPMENT

TOTAL ALL FUNDS		15,216,614		11,819,794				17,851,490	0.0	19,534,638	0.0
CFE - SHF		15,216,614		11,819,794				17,851,490		19,534,638	
INDIRECT PROJECT											
DIRECT PROJECT											
CFE - ICF		0		0				0		0	

PROPERTY - (Buildings, Grounds)

TOTAL ALL FUNDS	<i>Part of Project Total</i>		<i>Part of Project Total</i>					7,648,744	0.0	7,831,000	0.0
CFE - SHF								7,648,744		7,831,000	
INDIRECT PROJECT											
DIRECT PROJECT	<i>Part of Project Total</i>		<i>Part of Project Total</i>								
CFE - ICF											

PROJECT/PROGRAM SUPPORT - INDIRECT & DIRECT PROJECT PORTION OF ADMINISTRATION ORGANIZATIONS

TOTAL ALL FUNDS		7,655,854		2,431,972				20,953,067	86.0	21,085,135	86.0
CFE - SHF											
INDIRECT PROJECT		6,931,677		2,431,972				18,995,431	80.0	18,970,630	80.0
DIRECT PROJECT		724,177		<i>Part of Project Total</i>				1,957,636	6.0	2,114,505	6.0
CFE - ICF											

**SCHEDULE 3
PROGRAM DETAIL**

DEPARTMENT OF TRANSPORTATION

FY09 Budget CDOT-OSPB Sch 3 ADMN DRAFT 10-12-07.XLS

OBJECT NUMBER	ITEM	ACTUAL FY 2006		ACTUAL FY 2007		APPROP. FY 2008		ESTIMATE FY 2008		REQUEST FY 2009	
		TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE	TOTAL FUNDS	FTE

COMMISSION PROGRAM TOTAL

TOTAL ALL FUNDS		324,533,195		273,563,755				577,307,853	3,125.3	615,290,776	3,127.3
CFE - SHF & Aviation CFE		233,858,037		188,775,110	0.0			292,140,926	1,891.8	285,177,932	1,892.8
INDIRECT PROJECT		67,375,225		80,015,145	0.0			137,093,225	878.0	140,511,538	879.8
DIRECT PROJECT - added to Projects Total below *		992,828		190,275	0.0			116,666,020	335.5	166,076,530	334.7
CFE - ICF		1,100,640		1,145,032	0.0			1,856,259	7.0	1,912,328	7.0
CF - AVIATION, SAFETY - LEAF & MOST & CF Tolling		21,206,465		3,438,193				29,551,423	13.0	21,612,448	13.0

CONSTRUCTION PROJECTS

CONSTRUCTION PROJECTS - various funds		930,632,997		1,115,175,580				441,485,762		644,176,020	*
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STATEWIDE TOLLING ENTERPRISE - per S.B.02-179 & H.B. 02 -1310

TOTAL ALL FUNDS		1,936,386		1,075,900		5,120,000		5,120,000	**	2,560,000	**
CFE - TOLLING OPERATING FUND		1,936,386		1,075,900		3,400,000		5,120,000	**	2,560,000	**
INDIRECT PROJECT											
DIRECT PROJECT											
CF - Tolling Cash Funds						1,720,000					

Fund Source changed from CF to CFE per State Controller

** FTE portions various CDOT Staff

TRANSPORTATION COMMISSION & TOLLING ENTERPRISE TOTAL

Long Bill

Provided for INFORMATION ONLY

TOTAL ALL FUNDS	1,257,102,578	2,730.9	1,389,815,234	2,797.1	1,023,913,615	3,096.3	1,023,913,615	3,125.3	1,262,026,796	3,127.3
CFE - SHF & Aviation & Tolling	235,794,423		189,851,010		297,260,926		297,260,926	1,891.8	287,737,932	1,892.8
INDIRECT PROJECT - NOT ALL CAPTURED IN ACTUALS	67,375,225		80,015,145		137,093,225		137,093,225	878.0	140,511,538	879.8
DIRECT PROJECT - NOT ALL CAPTURED IN ACTUALS	Part of Project Total		Part of Project Total		Part of Project Total		Part of Project Total	335.5	Part of Project Total	334.7
CONSTRUCTION PROJECTS	931,625,825		1,115,365,855		558,151,782		558,151,782	0.0	810,252,550	
CFE - ICF	1,100,640		1,145,032		1,856,259		1,856,259	7.0	1,912,328	7.0
CF - AVIATION - SAFETY - LEAF & MOST & CF Tolling	21,206,465		3,438,193		29,551,423		29,551,423	13.0	21,612,448	13.0

Long Bill 1,023,913,615 3,096.3

FTE adjusted by TC

* Construction total includes Direct & IND shown in Engineering, Project Support & part of Special Allocations