

Summary

Local Agency Process Reevaluation Meetings

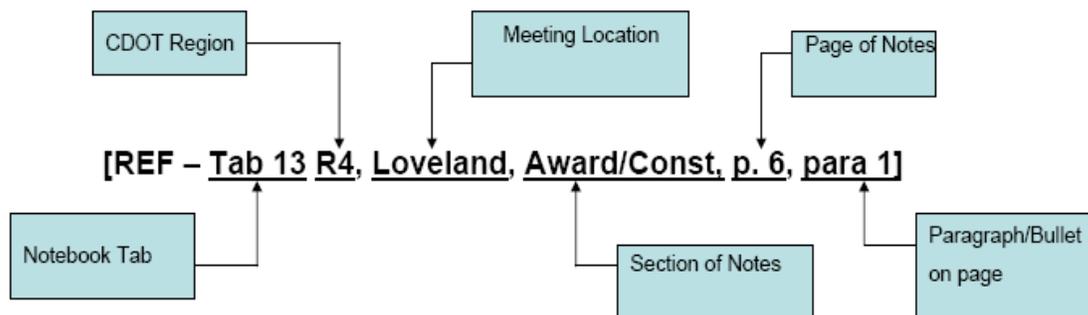
This is a listing of the comments categorized by subject topic from all of the 18 meetings that were held statewide. On the next page is an index of the subject topics in alphabetical order with bookmarks to ease in accessing the information. Click on the topic in the index and you will be linked to the page where the topic heading for the subject begins. You may need to scroll down the page in order to reach the topic heading.

Comments that were e-mailed to the Task Force to the e-mail address: ProjectDevelopment@dot.state.co.us have also been included.

At the end of each comment is the reference information for the location of the comment from the meeting notes. The comments are arranged in the meeting notes similar to how the meetings were structured based on the project development process:

- I. **Project Initiation Process;**
- II. **Project/Design/Advertisement;**
- III. **Award of Project/Construction**

See the key listed below for an example of how the meeting notes are referenced:



Copies of the meeting notes for the 18 meetings can be found on the CDOT webpage at <http://www.coloradodot.info/business/localagency> under the “Region Meetings Calendar” in the Quick Links located on the upper left portion of the webpage.

Also included are recommendations made from a 2008 Quality Assurance Review (QAR) conducted on the Local Agency Program. These included recommendations were put on hold until additional information could be gathered from the 18 meetings and then be considered by the Task Force as part of the Local Agency Program Reevaluation. The subject areas of the included: 1. CMO/Materials; 2. Plans, Specifications, & Estimates; 3. Methods of Handling Traffic; 4. ADA/Title VI; and 5. Tracking of Environmental Recommendations.

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Access Management/Permits

1. It was suggested that access management and control be added to the checklist for items that need to be discussed at the pre-application stage as this creates issues for Local Agencies later on for curb cuts and who fills out the information for the access permits. **[REF – Tab 11 R3, Glenwood Springs, Project Design/Ad, p. 5, para 4]**

Award Concurrence

1. Local Agencies asked if CDOT processes for Concurrence to advertise and Concurrence to Award could be reduced as this adds 4-6 weeks. CDOT should look to see what approvals can be sent electronically to reduce delays due to mail and Local Agencies should look at what they can do in parallel while waiting for CDOT approvals. Suggested that e-mailing concurrence would insure delivery to the proper person. **[REF – Tab 18 R5, Durango, Award/Const, p. 5 para 3]**

2. Local Agencies asked question regarding information requested for Concurrence to Award process by CDOT. Different information is being requested in CDOT Concurrence to Award letter than what is referenced in the Local Agency Manual. Need to update the Local Agency Manual to reference what information is needed on processes for Local Agencies. **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 2]**

Bid Items

1. Bid items process should be clarified because local agencies have their own bid items and so does CDOT. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 13]**

2. Does there need to be a bid item for warranty work? **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 4]**

Bid Savings Justification

1. We were installing fiber optic cabling for our new traffic control system and had received a \$1M earmarked grant from the Fed. We put together a project that expected to use the full grant and our match but it was right at the time that the tech industries were beginning to collapse and that was effecting the cabling industry. Our bids came back one-quarter of the expected cost and we had significant left over funds and certainly much more signal system to get fiber to. But over the course of the next three years it was a struggle to go thru the CDOT process to put together another project to use up the funds. **[REF – Tab 22 E-mail From City of Fort Collins]**

Certification and Acceptance

1. Can local agencies receive certification to administer their projects through training? Can training be split up in sections whereby local agencies could attend the sections that pertain to their current project issues? Can training be web-based instead of attending in person? **[REF – Tab 13 R4, Loveland, Project Initiation p. 4, para 4]**

2. Can Local Agencies be trusted to follow through on concerns and be allowed to follow their own agency's processes? **[REF – Tab 13 R4, Loveland, Other Issues, p. 6, para 7]**

3. Is there a certification process that local agencies could attain and have authorization to perform work with their plans, processes, etc. because they already have their process in place? **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 9]**

4. Local agencies would like a certification program to be developed stating they followed CDOT's laws and regulations rather than review by CDOT. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 6]**

5. Is it possible for CDOT to "let the local agencies go" after reviewing the local agency processes/standards and specifications? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 6, para 10]**

6. There was a perception that CDOT can become involved to the point of "micro-managing" a project. It was requested that the Task Force look for opportunities where CDOT can delegate responsibility to the Local Agency or trust a Local Agency to manage certain areas of a project. **[REF – Tab 6 R2, Pueblo, Award/Const, p. 5, para 7]**

7a. It was suggested that the capacities of Local Agencies to administer projects be categorized similar to Tier 1, Tier 2, and Tier 3 as CDOT currently does for the financial A-133 process for financial capabilities. This way, Local Agencies that are approved or certified for certain capacities/capabilities can take on more responsibility to self-administer projects and have less involvement from CDOT. What parts or processes of the Local Agency program can this be done for? If a Local Agency has a great track record what can CDOT do to empower them? **[REF – Tab 10 R3, Grand Jct, p. 4, para 4 – see linked comment below]**

7b. Shaun Cutting, FHWA, was asked if other states are doing this empowered type of approach. Shaun said yes, this type of approach is called Certification and Acceptance which at one time was done in Colorado. Shaun said that some DOT's administer the program in this manner. It was Suggested that CDOT look into this for projects below say \$1 M and empower the local agencies more. **[REF – Tab 10 R3, Grand Jct, p. 4, para 5 – see linked comment above]**

8. Art Griffith, Douglas County, suggested that Local Agencies be allowed to follow their in-house developed processes once they have been approved by CDOT which the Local Agencies feel would save both time and costs on projects. The following example was given: On CDOT ROW follow the CDOT Right of way Plan Review Process (ROPR) and if not on CDOT ROW then the Local Agency can use their process. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 5 para 5]**

Change Orders

1. There has been inconsistent information from CDOT on change orders. Local agency read that change orders under \$10,000 did not need to be submitted to CDOT – had a couple around \$2,000 and did not have to submit for approval. A different CDOT person then stated that all change orders need to be submitted for approval. **[REF – Tab 4 R1, Limon, Award/Constuction p. 4, para 4]**

2. Can a standard timeframe to receive CDOT feedback on change orders back to local agencies be established? Local Agency was not sure of the process. The longer local agencies have to wait on getting change orders approved, the longer the time the project will be before it gets done. **[REF – Tab 4 R1, Limon, Parking Lot, p. 4, para 8]**

3. Local agencies would like more control over change order process including having an agreed upon change order process. There needs to be more communication between CDOT (e-mails from CDOT) and local agencies. This includes the way change orders are issued. Local agencies have their own change order process and do not want CDOT to have approval of their process. Do local agencies need to follow CDOT's process? Look at ways to make CMO process more flexible for local funding. Are local agencies using their money or the feds money? Can a 'mini stewardship' agreement be drawn up between CDOT and local agencies? **[REF – Tab 13 R4, Loveland, Award/Const, p. 6, para 1]**

4. Can the CMO process be streamlined when federal aid funds are not being used to pay for the change order? **[REF – Tab 13 R4, Loveland, Parking Lot, p. 8, para 4]**

5. What are the federal requirements for change orders and is there any flexibility to make changes to this process? **[REF – Tab 13 R4, Loveland, Parking Lot, p. 8, para 5]**

6. Local agencies need clarification from CDOT on change order process and who approves it. What is difference between field orders/change orders? For projects that impact federal funds, do local agencies get approval? **[REF – Tab 14 R4, Greeley, Award/Const. p. 4, para 11]**

7. What is the process of change orders and who approves them? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 7, para 3]**

8. What is the CMO process to follow when using local funds to write change orders? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 7, para 4]**

9. DRCOG stated that there has been some discussions regarding developing a uniform process for change orders. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 2, para 12]**

10. Minor contract revisions should be continued to be allowed. **[REF – Tab 15 R4, Longmont, Award/Const, p. 6, para 1]**

11. Suggestion that for Change orders funded with overmatch for off system projects be allowed to follow Local Agency's change order process and not need to seek CDOT approval. **[REF – Tab 15 R4, Longmont, Award/Const, p. 6, para 2]**

12. Change orders – local agencies need clarification on processes for using current change orders – the process needs to be revised so process is faster for submitted change orders and doesn't take so long for CDOT to approve. **[REF- Tab 6 R2, Pueblo, Award/Const, p. 5, para 3]**

13. Local Agencies want simpler method for providing cost justifications for their projects. Blue Book Rental rates do not come close to prices being requested by Contractors. What is required for a proper justification of an acceptable agreed upon price change from the bid prices? **[REF- Tab 6 R2, Pueblo, Award/Const, p. 5, para 4]**

14. Local Agencies asked if it was possible to identify a dollar amount limit for change orders where the Local Agencies could approve on their own without having to seek approval or submit to CDOT. **[REF- Tab 6 R2, Pueblo, Award/Const, p. 5, para 5]**

15. Can Local Agencies overrun plan quantities without needing a CMO? Region 2 uses 2% rule. **[REF- Tab 6 R2, Pueblo, Parking Lot, p. 7, para 2]**

16. Change orders - Local Agencies want the timeframe changed on getting change orders approved by CDOT so project can continue sooner. It was suggested to change the process so that if the proposed change is within budget, Local Agencies can proceed with change and continue with project. Is there a way to provide Local Agencies discretion for change orders up to a certain dollar amount before requiring approval from CDOT? **[REF- Tab 8 R2, Colorado Springs, Award/Const, p. 6, para 6]**

17. Change Orders – more training is needed to be provided by CDOT to Local Agencies on process and how to prepare cost justifications. The cost justifications and documentation take time. Town of Fruita had Mary Moscon come down and work with them which was greatly appreciated. **[REF- Tab 10 R3, Grand Jct, Award/Const, p. 6, para 2]**

18. It was stated that there are two hurdles in construction that impact Local Agencies 1) Change Orders and 2) CDOT Documentation. Getting Change Orders approved by CDOT sometimes takes 4 months which seems longer than it should even though the changes are discussed with CDOT at the time of the change. Local Agencies need training on CDOT documentation including change orders. **[REF- Tab 11 R3, Glenwood Springs, Award/Const, p. 6, para 2]**

19. Local Agencies would like to not fill out change order on small changes per CDOT requirements. It was suggested that more guidance be provided about when a CMO is required, how small changes can be handled through the MCR process and how to handle quantity overruns. For example, a CMO was written to delete 11 light poles on a past project. **[REF- Tab 11 R3, Glenwood Springs, Award/Const, p. 6, para 3]**

20. Local Agencies expressed a need for a simpler process for addressing change orders. In a situation where a Local Agency provides \$200,000 towards a project and federal funds are for \$50,000 it was questioned if there is any flexibility regarding CDOT's need to be involved in approving a change order when the process takes longer to involve CDOT than if the Local Agency did the process on its own. Local Agencies are looking for flexibility when only a small portion of the project is funded with federal funds; perhaps if certain requirements are associated with specific thresholds or amounts. **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 8 para 2]**

21. Being able to do change orders without having to get CDOT approval could create efficiencies because of the time associated with CDOT review. If the Local Agencies have hired a consultant, or are conducting a change order and no additional funds are being added to the project, then is it possible to waive CDOT approval in order to expedite things? At times changes or issues that need immediate action or attention in the field have to be addressed immediately to avoid delays to the Contractor's work. Local Agencies want to be able to handle change orders on their own if there is no increase to the project or perhaps below a certain dollar threshold. **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 8 para 3]**

22. Local Agencies should be able to handle change orders on projects without having to wait on CDOT approvals, when applicable. Can the guidance be revised so that Local Agencies can do adjustments in the field on projects without doing a change order if no increase in project budget? Documentation and writing change order justification take time. Can authority be put into the Region's hands? The ability to make an adjustment in the field with the Local Agency Coordinator's approval would be helpful; especially if the change doesn't affect overall project cost (perhaps a saving from another line item could be borrowed to make up for any overage). **[REF – Tab 16 R5, Poncha Springs, Award/Const, p. 6 para 4]**

23. The Task Force should review the current change order process to see where it could be revised so that Local Agencies do not have to wait on CDOT for approval on change orders? It was suggested that a dollar amount threshold for Local Agencies to approve and move ahead on their own. If federal funds are not being spent on the change order and Local Agencies are expending their own funds why does CDOT need to approve? **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 3].**

24. The group inquired about CMO cost justifications for small amounts and the time spent by Local Agencies on the justification for the costs. Can there be a dollar threshold for Local Agencies if not using a standard CDOT pay item as to when a Force Account Analysis is not required? **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 5]**

25. Local Agencies would like change order processes streamlined – the CDOT approval process is good but Local Agencies are spending a lot of time with writing the change order and the documentation. Is there a balance for the required documentation based on the amount of the change order? The assistance provided by David Valentinelli to Local Agencies with change orders is very helpful. **[REF – Tab 18 R5, Durango, Award/Const, p. 7 para 1]**

26. Dennis Ohlrogge, City and County of Denver, was interested in getting a clearer understanding about how Change Modification Orders (CMOs) and field directives to execute change orders can become more timely to keep projects moving and on schedule. The formal CMO process. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 2 para 2]**

27. Local Agencies expressed concern that getting approval from CDOT with current CMO process takes too long. Can the Local Agency Manual be changed to have a process that is more flexible and allows the Local Agency to proceed with change orders and clarify when upfront approval from CDOT and FHWA is required? Can the Local Agencies proceed with change orders for "critical" work without CDOT approval and risk of not being eligible for federal-aid reimbursement? Local Agencies are concerned about CDOT approval process delaying the contractor from doing the proposed work. If Local Agency is going to pay for changes with local agency funds, can CDOT allow them to go ahead with proposed change order without CDOT approval? The IGA already states that Local Agencies have to pay if the funding amount in IGA is exceeded. **[REF – Tab 19 R6, Denver-Central Section, Award/Const, p. 6 para 3]**

28. Art Griffith with Douglas County stated that Local Agencies need authority to make decisions on change orders. The existing change order process needs to be revisited to better define what decisions that the Local Agencies can make on their own without risking eligibility of federal funds. CDOT needs to also provide clarification on the use of the MCR budget and the approval process. **[REF – Tab 19 R6, Denver-Central Section, Award/Const, p. 6 para 4]**

29. CDOT review and approval of change orders is very cumbersome. If change orders or minor contract revisions can be funded using the contract Force Accounts, then CDOT shouldn't require involvement. The IGA requires the Local Agency to provide a Professional Engineer in responsible charge of the construction supervision, and that person should be sufficient to complete this task. Often the Local Agency negotiates a change order with the Contractor and directs the Contractor to proceed with the work to avoid additional expenses related to delaying the Contractor's work. The Local Agency then sends the change order to CDOT for review and approval. Often CDOT takes too much time to complete this task or requests the change order to be revised or renegotiated long after the work has been completed. Almost every project will have changes involved during construction, and CDOT should trust the Local Agency will negotiate fairly and quickly with their Contractor to implement the changes.

RECOMMENDATION #4: Do not require CDOT review or approval signatures on change orders or minor contract revisions, unless they result in an increase to the original contract amount. **[REF – Tab 22, Comments from Weld County, Issue #4]**

Checklist (Local Agency) CDOT Form 1243

1. There was a suggestion to add “timeframes” to CDOT Form 1243 checklist for turnarounds on reviews, etc. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 9]**

2. Develop an attachment to the CDOT Form 1243 to provide a checklist of all of the CDOT Forms and recommended documentation to be kept in the project file by the Local Agency. This way all of the parties are aware at the initial stage of the project the record keeping requirements and all of the documents that are to be included as part of the final project permanent records **[REF- Tab 26, Plans, Specifications & Estimate (PS&E) QAR Recommendation #1, PS&E Report]**

3. Revise the CDOT Form 1243 Local Agency Contract Administration Checklist, Section 6.2 page 2 of 4 to state that the “CDOT Labor/Contract Compliance specialist is the person responsible for making this determination. Also, add language in the CDOT Local Agency Manual that addresses this change and the steps to follow in requesting this information from the CDOT Labor/Contract Compliance specialist and then later to be included in the project files and shared with the Local Agency. **[REF- Tab 26, Plans, Specifications & Estimate (PS&E) QAR Recommendation #2, PS&E Report]**

4. Incorporate Policy Memorandum 25a into the Local Agency project information sources by inclusion on the CDOT Form 1243, Section 8.5 and addressing in revision in the Local Agency Manual including the location of the course study materials information and examination registration dates and times available from the CDOT website. **[REF- Tab 26, Plans, Specifications & Estimate (PS&E) QAR Recommendation #3, PS&E Report]**

5. Modify form 1243 by changing section subtitle in 8.5 to Supervise Construction and Materials. Change the sentence in the section to: A Professional Engineer (PE) registered in Colorado, who will be “in responsible charge of construction and materials supervision.” **[REF- Tab 25, Materials QAR Recommendation #1, CMO/Materials Report]**

Construction Management (Local Agency)

1. Construction management [CDOT Policy Memo #23]. If you do RFP and identify a consultant for a large project, why can't they also be used for small projects based on the initial competitive process? **REF – Tab 13 R4, Loveland, Project Design/Ad p. 5, para 4]**
2. Policy memo #23 talks about requiring a waiver for design consultants to be hired to perform construction services. Requested that this Policy Memo not apply to local agencies when using their own resources. Why go through RFP process twice. Consultants that do design will need waiver in order to be approved and retained for construction management. If you do RFP and identify a consultant for a large project, why can't local agencies use them for small projects? **[REF – Tab 14 R4, Greeley, Project Design/Ad p. 4, para 1]**
3. Why can't a waiver to Policy Memo #23 be delegated to the regions? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 6, para 12]**
4. Is Policy Memo #23 a CDOT requirement only or a federal requirement? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 6, para 13]**
5. Policy Memo #23 issue – Local Agencies don't want to seek waiver for local agency projects. Local agencies want to understand what the requirements behind having to request a waiver are. **[REF – Tab 15 R4, Longmont, Award/Const, p. 5, para 10]**
6. Do Policy Memo #23 and other CDOT Policy Memorandums apply to Local Agency projects since this is a CDOT requirements and not a federal requirement? Can there be flexibility around this requirement? **[REF – Tab 15 R4, Longmont, Award/Const, p. 5, para 11]**
7. Not all Local Agencies have an engineer on staff so they have to use consultants. Local Agencies don't like having to go through the waiver policy for Policy Memo #23. Can Policy Memo #23 waiver process be delegated down to the RTD level or Program Engineer level? **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad, p. 5, para 3]**
8. CDOT Policy Memo #23 should not apply to the Local Agency. It is too difficult and time consuming to run separate Quality Based Selection (QBS) processes for separate consultants. In our opinion, it makes better sense to use the same consultant for both design and construction services. The quality of the project will not be compromised using the same consultant from start to finish, and the overall costs will likely be less than using two separate consultants. The Region Staff will typically grant a waiver to this policy if the Local Agency submits a written request, but it would be easier just to exempt the Local Agency from this policy. **[REF – Tab 22, E-mail From Weld County, Issue #1]**
9. As part of the revision to the Local Agency Manual, revise the traffic control review procedures that Local Agencies need to implement for inspections and monitoring of work zone traffic control to match the requirements in the CDOT Construction Manual. Include a modified checklist which is simpler than the CDOT TCR form. **[REF- Tab 28, Methods of Handling Traffic QAR Recommendation #2, MHT Report]**

Construction Oversight (CDOT)

1. The CDOT Local Agencies Regional Coordinator's involvement and presence during project construction would be useful for providing help, answering questions. The Regional Coordinator's time constraints and lack of resources make this a challenge. It was suggested that CDOT Resident Engineer be involved as a resource during construction as a good way to leverage local assets. **[REF – Tab 5 R1, Mountain Residency, Award/Const, p. 4, para 1]**
2. There had been an issue in trying to work with CDOT construction residency staff on small enhancement projects. When contacted, the CDOT Resident Engineer staff was busy with other things and not able to address the concerns of the Local Agency with their questions on forms or processes, thus creating a delay. It was suggested that a Regional workshop be held at the beginning of the construction season to invite Resident Engineers and Local Agencies to review preconstruction processes, use of forms, materials testing. **[REF – Tab 11 R3, Glenwood Springs, Award/Const, p. 6, para 1]**
3. The LA Coordinator in each Region needs to be involved with the Resident Engineers in managing the construction oversight for LA projects. **[REF- Tab 25, Materials QAR Recommendation #3, CMO/Materials Report]**
4. Part of the revision to the LA Manual, require CDOT Regions to conduct team reviews similar to the CDOT Statewide led traffic control reviews including representatives from the local agencies, consultants, contractors, and CDOT. **[REF- Tab 28, Methods of Handling Traffic QAR Recommendation #4, MHT Report]**

Consultant Contracts

1. Received different guidance from DRCOG and then from CDOT which is like starting over again with CDOT processes. Local Agency told that they had to use a different design consultant on project than the one that was used to prepare initial estimate of project costs that was paid for with Local funds to submit information for DRCOG process. Need consistent coordinated direction from CDOT and DRCOG. **[REF – Tab 4 R1, Limon, Project Initiation, p. 2, para 6]**
2. Is there a way for CDOT to allow local agencies to take more ownership of design process vs. going through CDOT process regarding selection of design consultants? Local Agency wants to be able to submit documentation of selection process for consultants that were hired and performed work prior to the IGA so that they can be used during construction and not have to hire a new design consultant because CDOT was not part of initial selection process. **[REF – Tab 4 R1, Limon, Parking Lot, p. 5, para 1]**
3. Blanket bid contracting process (on call) contracts – competitive process for a year – allows Local agencies to move quickly – can this be considered? **[REF – Tab 13 R4, Loveland, Project Initiation p. 4, para 3]**
4. Can consultants be used via on-call/blanket bid process rather than new consultant bid process for each project, as long as the consultant meets federal and state guidelines. Consultants that do design will need waiver in order to be approved to be retained for construction management. **[REF – Tab 13 R4, Loveland, Project Design/Ad p. 5, para 3]**

5. Can CDOT provide clear guidelines on what information and federal/state requirements have to be included in the Local Agency consultant contracts? **[REF – Tab 7 R2, Lamar, Project Design/Ad p. 4, para 1]**

6. Local Agencies want assistance from CDOT to understand the change in hiring consultants and being able to previously use Specific Rate of Pay methodology to now having to use Cost Plus Fixed Fee (CPFF) methodology for engineering consultant agreements. Local Agencies do not understand what is meant by CPFF. **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad p. 5, para 7]**

7. Local Agencies hire engineering firms under contract to assist them with their projects. Being able to use the same consultant on consecutive phases of a project or on new projects due to skill set, familiarity, and knowledge of CDOT's processes is very helpful. This way, the Local Agencies would not have to train a new consultant on their way of doing projects such as trails or bridges. Can trail projects be treated differently from road and bridge projects to take advantage of local resources and knowledge? Can previous engineering consultant services competitive bid be used to be more efficient? **[REF – Tab 9 R3, Steamboat Springs, Project Design/Ad p. 5, para 5]**

8. Being required to hire certain firms when they are non-local adds additional costs to the projects because of travel times or hotel stays. Requirements where non-local firms are to be hired should be evaluated to determine what can be done to save costs. **[REF – Tab 9 R3, Steamboat Springs, Project Design/Ad p. 5, para 6]**

9. The current consultant selection process is frustrating several of the Local Agencies because it is a qualifications based process where cost is not a consideration as outlined in the CDOT Local Agency Manual. Local Agencies want the ability to have costs along with qualifications be factors in making the selection. The process that Mesa County uses was suggested as an example to follow. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad p. 6, para 1]**

10. The Town of Blanca indicated that a requirement it would like to see revised is being able to select consultant engineers based on qualifications where cost is also a factor in the selection process. Some Local Agencies don't have expertise to know how to hire a proper engineer and at times have hired an engineer that has caused several problems and added a considerable amount of added costs to a project. Would like to be able to do cost estimates with engineers going forward on projects. **[REF – Tab 17 R5, Alamosa, Project Design/Ad, p. 5 para 5]**

11. Local Agencies feel that engineering consultants are not familiar with the transportation enhancement program and suggest that a cheat sheet with anticipated process timelines, to provide clearer expectations for the proposed work. David Valentinelli suggested including references to CDOT Manuals so that consultants understand what requirements are needed on CDOT's processes. Suggested that references be included in RFP for available manuals, forms, or checklist and other materials to assist with understanding the process requirements. **[REF – Tab 18 R5, Durango, Project Design/Ad, p. 5 para 2]**

12. Would like to see flexibility or efficiency created to address the hiring of engineering design consultants where the Local Agency has a current on-going on-call contract for engineering services for multiple years but still have to competitively bid out for engineering services for a federal aid project. Can the on-call contract that locals have with engineering firms be treated as in-house services and not have to bid out for each project? The Local Agency Manual needs to address or make reference to the guidelines for developing an on-call selection process that meets the federal requirements for eligibility for federal-aid reimbursement. Local Agencies want to be able to use the same consultant due to their knowledge and experience on CDOT projects and not have to go through the selection process for every project. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 5 para 1]**

13. Local Agencies are finding it difficult to select engineering consultants based on qualifications only and not being able to consider price. This is a federal requirement included in the Brooks Act. Local Agencies would like to see where any flexibility exists in the way the federal regulation is being implemented to make this less stringent. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 4 para 3]**

Davis Bacon Wages

1. The Davis Bacon wage rate is difficult to manage due to the amount of resources required to fulfill the wage compliance procedures, although it must be done or it can jeopardize agencies entire federal funds. This effort requires using one whole person to meet requirements to conduct labor compliance interviews, [CDOT Form 280] review payrolls etc. Is there a middle ground? **REF – Tab 13 R4, Loveland, Project Design/Ad p. 5, para 5]**

2. Wage compliance interviews using CDOT Form 280 – local agencies feel too many interviews required – need to look at this and simplify. **REF – Tab 15 R4, Longmont, Award/Const, p. 6, para 5]**

3. Local Agencies need a better understanding at the pre-application stage if Davis Bacon wages will be required on the project based on what part of the Federal-aid system the project is on. CDOT Local Agency Coordinators know that the CDOT HQ Labor Compliance Specialist is available to work with the CDOT Regions and Local Agencies in making this determination. Town of Blanca states that inclusion of Davis Bacon wages adds 20% to cost of projects. **[REF – Tab 17 R5, Alamosa, Project Design/Ad, p. 6 para 1]**

DBE/Good Faith Effort Process

1. Local Agency needs additional explanation of DBE process on project. For example, a clarification was needed when a project had a DBE goal of zero, the Local Agency did not understand that there was a requirement to submit a CDOT form at the conclusion of the project, if the DBE goal had been stated as “zero”. The perception of a zero goal meant no goal and no DBE process. **[REF – Tab 4 R1, Limon, Project Design/Ad p. 3, para 9]**

2. Suggested that CDOT develop and follow a list of criteria based on cost, type of projects, etc. so DBE goals can be established per project to save time. **[REF – Tab 4 R1, Limon, Project Design/Ad p. 4, para 1]**

3. DBE requirements on small projects – Difficult to meet UDBE goal. In the past, it has been challenging to get UDBE's to respond or show up for a project to complete the small amount of work. The City of Steamboat Springs feels that it is very expensive to have UDBE's travel from cities not in region to do work and that they won't come if they already have other work where they are. Can the UDBE goal process be revisited to be more reflective of work to be performed and available UDBE's in geographic area to reduce the UDBE goals on projects in mountain communities? **[REF – Tab 9 R3, Steamboat Springs, Project Design/Ad p. 6, para 1]**
4. DBE Process: it is difficult for local agencies to follow DBE requirements and meet goals. The Good Faith Effort (GFE) process takes a long time and local agencies want this process streamlined. Local agencies would like to move away from having to obtain a goal (fuzzy) to just meeting requirements (easier to implement). **[REF – Tab 13 R4, Loveland, Project Design/Ad p. 4, para 8]**
5. Is there a definition for a Good Faith Effort process? An HQ review of goals takes a long time (1-2 months). There might be limitations on DBE firm capacities in the design services. The DBE goals seem to be increasing because CDOT is looking at the plans and specifications. **[REF – Tab 13 R4, Loveland, Project Design/Ad p. 5, para 1]**
6. Determining the goals of projects. The Transportation Commission sets statewide goal and develops specific goals for each region and project. Local agencies want the opportunity to have input on project goals so they know what the work is involved and know what the prime DBE goals are and have input on the goals. **[REF – Tab 13 R4, Loveland, Project Design/Ad p. 5, para 2]**
7. Can LA go to 2nd low bidder if low bidder does not meet DBE goal? **[REF – Tab 13 R4, Loveland, Parking Lot, p. 8, para 2]**
8. Use of DBE and OJT requirements adds costs to smaller projects. **[REF – Tab 14 R4, Greeley, Project Design/Ad, p. 4, para 4]**
9. Need improvement between regions and HQ on goal setting. Use of DBE design consultant adds extra costs to design. **[REF – Tab 14 R4, Greeley, Project Design/Ad, p. 4, para 5]**
10. Local Agencies want input on how DBE goals for projects are set. **[REF – Tab 14 R4, Greeley, Project Design/Ad, p. 4, para 6]**
11. Is the DBE goal setting worksheet “confidential” from HQ? **[REF – Tab 14 R4, Greeley, Parking Lot, p.7, para 1]**
12. Request for local government project manager to be included in setting of project DBE goal as a stakeholder before DBE goal being finalized. **[REF – Tab 15 R4, Longmont, Project Design/Ad, p. 5, para 9]**

13. DBE process goal setting – local agencies want input in the setting of the goal for the project with the idea that goals would be different for types of projects, i.e. bike path vs. bridge and project locations. **[REF – Tab 5 R1, Mountain Residency, Project Design/Ad, p. 3, para 6]**

14. Glenwood Springs stated that for its area there is a limited labor pool for DBE's. Higher costs are paid for DBE's that travel a long way. Glenwood Springs also contracts out the monitoring of the DBE's as they are not familiar with the paperwork. **[REF – Tab 11 R3, Glenwood Springs, Award/Const, p. 6, para 8]**

15. Local Agencies want to know why the methods for determining DBE goals and the actual DBE project goals are different for different state agencies. Smaller communities with tighter budgets are impacted by the DBE goal, outside of the area DBE contractors who cost more, and not having a realistic goal for the specific project consistent DBE resources available for that geographic area. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 7 para 3]**

16. The DBE goal on projects has caused contractors to bring in subcontractors from outside the area to meet that goal. This is unsettling to the Local Agencies as there are workers within the area that can perform the work but are not certified as DBE. When the local companies are approached about becoming certified, at times the firms are not willing to go through the certification process and submit their company financial information for review. FTA uses a formula for determining DBE goal on their grant projects. CDOT should review the demographic information, costs to the projects, such as if there are no DBE's within a certain range, the goal for the project should be zero. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 7 para 4]**

17. Local Agencies feel that costs are high to administer the DBE program as it can take up a lot of the Local Agency project manager's time or adds a cost if the Local Agency needs to hire a consultant. Has CDOT considered how many FTE's it takes for Local Agencies to administer the DBE program on their projects? Local Agencies asked if the funds are being spent appropriately when DBE subcontractors from outside areas are hired and their workers are living in their cars due to costs for lodging to provide flagging, traffic control. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 7 para 5]**

18. Douglas County was interested in working with CDOT to set the project DBE goal early on in the project and not have this change later. Local Agency staffs are hiring consultants to perform work on projects prior to the application stage and prior to the decision to pursue federal funds on that specific project. Looking to CDOT to set the DBE goal with a fixed % for design consultants so that Local Agencies are not delayed and can meet the DBE goal on consultant contracts at the outset of the project. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 3 para 4]**

19. In bid phase, when contractor doesn't meet goals, the Good Faith Effort (GFE) process needs to occur more timely. Project DBE goals need to be more realistic based on type of work, DBE contractors available. Local Agencies feel there is a disconnect with the existing projects where projects for example with critical schedule for utility relocations are being delayed. **[REF – Tab 21 R6, Denver-South Section, Project Design/Ad, p.5 para 6]**

Engineer's Estimate/Cost Estimate

1. How exact does initial cost estimate need to be? **[REF – Tab 13 R4, Loveland, Parking Lot, p. 7, para 8]**
2. Detailed design phase estimates for Safe Routes to Schools (SRTS) projects – Is there anyway to make this simpler such as tier funding limits when a detailed estimate should be required? **[REF – Tab 13 R4, Loveland, Parking Lot, p. 8, para 1]**
3. Prior to FHWA authorization – if the engineer's estimate prior to authorization is more than 10% less, are federal funds reduced prior to advertisement? **[REF – Tab 15 R4, Longmont, Parking Lot, p. 6, para 10]**
4. Locals want to know how to develop realistic estimate cost of projects – there is a need for closer communication and assistance from / with the CDOT regional coordinator for help on developing or reviewing estimates. **[REF – Tab 5 R1, Mountain Residency, Parking Lot, p. 5, para 3]**
5. Conceptual Cost Estimate – Local Agencies feel that there is too much cost required to develop the estimate with the current required information. They would like to see if this can be changed. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 4, para 4]**

Environmental

1. Local agencies would like Regions LA Coordinator to be able to have authority to clear environment impacts on smaller projects, where it makes sense. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 11]**
2. Request was made to develop abbreviated environmental process for minor/small projects related to type and scope of work. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 12]**
3. Environment clearances/processes - on ROW, when local agencies sign IGA, they are guaranteed all work in accordance with NEPA. CDOT micromanages the work instead of trusting local agencies saying work was done. When local agencies are working on their land, they want to use their process for off-system and CDOT process for on-system. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 6]**
4. Environmental Form #128 project clearance – Local Agencies asked if this process and proceeding with environmental clearance can occur sooner. Past practice in Region 2 was to review the Local Agency project when 90% complete construction drawings were submitted. Any chance to improve this practice? **[REF – Tab 6 R2, Pueblo, Project Design/Ad, p. 4, para 6]**
5. Local Agencies need better understanding from CDOT on the scoping of the environmental process so that costs can be better defined and Local Agencies determine if project can be initiated based on requirements. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 6, para 6]**

6. It could help to pool resources from CDOT either in the Regions or at Headquarters to come onsite on Local Agency projects and do clearances which would save Local Agencies money if they don't have to hire consultants. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 8]**

7. Need better guidance or flexibility from CDOT on what is required for historical clearances involving State Historical Preservation Office (SHPO) clearances so that costs are minimized. **[REF – Tab 17 R5, Alamosa, Project Design/Ad, p. 5 para 5]**

8. Currently the ROW appraisal and acquisition process cannot proceed without an environmental clearance. If the environmental process is on the critical path and gets delayed that impacts the entire project. Why can't ROW appraisal start and be done concurrently with environmental clearance process? What are the risks to the Local Agency? What are the risks to CDOT? **[REF – Tab 21 R6, Denver-South Section, Project Design/Ad, p. 5 para 9]**

9. CDOT environmental clearances and processes are very cumbersome for the Local Agency. The IGA requires the Local Agency to perform all work in accordance with the requirements of current federal and state environmental regulations including NEPA. CDOT staff should trust that the Local Agency will abide by the IGA. CDOT staff should only be involved when the project involves construction on their ROW. CDOT should not be requiring wetlands mitigation in excess of the mitigation requirements determined by the Army Corps of Engineers. If the project is 100% on Local Agency ROW they should be allowed to follow their own environmental clearance and permitting process, and use their own staff or consultant to complete the required paperwork. A qualified staff member or environmental consultant could serve as the equivalent of the "RPEM" for filling out forms and submitting them before construction starts. **[REF – Tab 22, Comments from Weld County, Issue #3]**

Finding-In-the Public Interest (FIPI)

1. Writing a FIPI seems unnecessary to justify using Local Agency forces to do work like signing, striping, etc. **[REF – Tab 14 R4, Greeley, Project Design/Ad p. 4, para 3]**

2. Local Agencies build things that have a specific aesthetic and oftentimes need to blend in with previously installed products or materials such as lamp posts, etc. Brian Killian explained that the current process for requesting the proprietary items through the Finding-In-the-Public-Interest (FIPI) has improved. Local Agencies who have questions should contact Brian directly for specific guidance. **[REF – Tab 11 R3, Glenwood Springs, Project Design/Ad p. 5, para 2]**

3. Is there flexibility regarding funds where a proprietary item could be provided as in-kind match or funded separately with local funds? **[REF – Tab 11 R3, Glenwood Springs, Project Design/Ad p. 5, para 3]**

4. Local Agencies should be allowed more flexibility for Finding-In-the-Public-Interest (FIPI) process to have Local Agencies be able to perform more work with their own forces. Need to have clearer guidelines so that there is consistency within CDOT for the approval of use of Local Agency forces to complete work on projects. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad p. 6, para 4]**

5. Guidelines need to be clearer for allowances of work to be performed by Local Agencies via Finding-In-the Public-Interest (FIPI) or supplying materials to projects. Local Agencies have employee staffs and materials that could offset costs of projects bid by contractors. How can these resources be utilized more effectively on Local Agency projects? **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 6]**

6. Can a Local Agency act as the General Contractor (GC) on a project funded with federal funds? Can this be done with the federal requirements addressed (i.e. competitive bidding, Davis Bacon wages applied, DBE, and OJT)? This could create efficiencies and save costs. The Local Agency can then better manage construction. It could then set up a sub-contract with the construction contractor. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 7]**

Forms

1. It was suggested that a list or table of CDOT forms that are applicable for each project be provided by CDOT at or prior to the preconstruction meeting. Local Agencies do not want to be referred to the current CDOT Forms webpage which is difficult to navigate. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 4, para 3]**

2. It would be helpful for CDOT to provide examples of actual letters and completed CDOT forms that they can use as examples in completing forms for projects. Completed forms for different processes would be helpful, especially on the ROW process. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 4, para 5]**

3. Local Agencies asked for example of documentation from a completed project to illustrate the proper use of CDOT forms; these forms could serve as a model or provide guidance. It was suggested to provide a case study example for projects in the 5 funding categories where the Local Agencies can view completed forms and letters for guidance on preparing project documentation. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 6]**

Funding

1. Need to have clearer understanding of timelines for when funds need to be expended. Some Local Agencies use a funding cycle based on a calendar year and CDOT uses a funding cycle based on the state fiscal year (July 1 through June 30). **[REF – Tab 4 R1, Limon, Project Initiation p. 3, para 4]**

2. Local Agencies felt the CDOT rate for CE and Indirect costs of 23.95% was higher than what the costs would be if the Local Agencies administered the projects. **[REF – Tab 4 R1, Limon, Award/Const, p. 4, para 3]**

3. Can local agencies have ability to have federal money to cover part of the design costs after IGA approval when consultant was hired prior to IGA being approved? **[REF – Tab 4 R1, Limon, Parking Lot, p. 4, para 9]**

4. Delays in funding approvals [Some Region 4 funds are TIP'd in one Region and STIP'd in another Region] **[REF – Tab 13 R4, Loveland, Project Initiation p. 3, para 1]**

5. During design phase, local agencies are requesting more flexibility to move funds from construction phase to design phase without an option letter. Can there be a dollar limit for regions to move funds from one phase to another without having to go to the Controller. Can funds be moved between phases easier? **[REF – Tab 13 R4, Loveland, Project Design/Ad, p. 5, para 8]**
6. With limited budgets, local agencies are always interested in ‘match’ dollars. There is frustration in the front-end costs to do projects due to clearances and required processes for surveyors, consultants, etc. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 11]**
7. Provide the Regions with more flexibility to administer funding changes to reduce approval timeframes. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 4]**
8. Flexibility to move funding from phase to phase i.e., move cost funds to design phase to cover cost overruns. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 5]**
9. If Local Agencies are funding design ROW, etc. – why does FHWA need detailed project financial information in advance of approving construction? **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 9]**
10. Does FHWA see project financial statement prior to advertisement? Suggest that possibly move this information submittal earlier in process if needed. Local Agencies advocated for greater coordination and involvement with FHWA during the Local Agency process because waiting for FHWA decisions/authorization at project milestones delays the project when it can happen concurrently as progress is being made. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 1]**
11. System is broken – what is FHWA looking for when they are requesting actual depiction of costs upfront prior to advertisement and not after bid opening. Local Agencies don’t understand why this summary of costs is so important. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 3]**
12. Would it be possible for CDOT to keep its focus only upon the amount of federal funds in a project and to allow the Local Agencies to have authority over the portions of a project funded with their own funds? The group discussed ways in which extra work could be added into the project such as using a “cut back” project approach or use of multiple bid schedules should bid prices come in lower than anticipated and additional quantities of work added to the project. **[REF – Tab 6 R2, Pueblo, Award/Const, p. 5, para 6]**
13. Are there possible opportunities where CDOT can exchange federal funds for state funds to be able to expedite the delivery of Local Agency projects with fewer requirements? **[REF – Tab 6 R2, Pueblo, Award/Const, p. 6, para 2]**
14. In the past, the Local Agency process steps used to flow smoothly – now, there are lots of changes involved between the beginning and the end of the project which slows down the process. Need to improve the cumbersome process of moving funds between phases (design, ROW, construction). **[REF – Tab 8 R2, Colorado Springs, Issues & Concerns, p. 2, para 4]**

15. Moving funds between phases requires a lengthy process including TIP amendment and then has to go through CDOT and City Council approval process. With the contract between the Local Agency and CDOT viewed as a controlling document, the process has become more difficult. One would think that having CDOT, FHWA, and MPO involvement at multiple levels of the process that it could be made simpler so that there could be some flexibility to move funds between project phases expediently. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 4, para 1]**

16. CDOT Region2 (EX: PPACG) should look at swapping federal dollars for state dollars to remove the federal oversight. Other states are swapping state funds for federal dollars so that the federal requirements for i.e. Davis Bacon wages, etc. are not applicable since no federal funds are involved in the project. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 4, para 3]**

17. Local Agencies suggested being able to loan programmed funds between agencies to make use of funds that are sitting there waiting to be used in the future to another local agency with the promise that the funds will be replaced in time for the loaning agency to use the funds. No details on how this process might work or an example where this type of process has been implemented and is working. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 4, para 5]**

18. Some of the Local Agencies are being discouraged from pursuing federal funds due to the lengthy process and time involved with meeting requirements associated with federal funds. For example enhancement projects, off-System bridges (Steamboat/Routt County) or other smaller projects, it takes a lot of time to complete the ROW processes. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 7]**

19. There is a perception that larger Local Agencies have an advantage in securing project funding since they have more resources and can provide the matching agency costs. It is difficult for smaller agencies with tight budgets to fund the costs to pursue federal funds due to what they believe is a longer more detailed process. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 8]**

20. Local governments carry funds for a limited time and if a project's process takes longer than originally anticipated, then the funding can be shifted to other community needs (while the project loses funds). **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 4, para 1]**

21. Because Local Agencies also apply for matching grants from Great Outdoors Colorado (GOCO) and the Department of Local Assistance (DOLA), there is a need to be able to understand timeframes for all sources of funding. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 4, para 2]**

22. Budget cycle issue - where Local Agencies are prohibited by TABOR for doing multi-year budgeting. Can only do it 1 year at a time. Cannot commit future funds or commit future boards to funding. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 3, para 1]**

23. Helpful if CDOT could consider reviewing the extra costs that a grant does not cover. Local Agencies pay higher costs in using federal funds than they normally would if they were funding the project themselves such as the increased paperwork and contracting with an Engineer to manage the project. Local Agencies have not applied for federal funds due to the increased costs and paperwork. She suggested that CDOT develop a list of the requirements for the project and an estimated range of costs including a small contingency % for uncertainty and/or anticipated task time durations that Local Agencies can anticipate having to deal with prior to submitting their project application for funding. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 3, para 5]**

24. A better method is desired to deal with increases in project costs when the Local Agency receives funding 2 years after submitting applications. How can Local Agencies address contingencies for unknowns based on potential increases for materials costs or ROW? Examples are requested of timelines on grant cycles or on scoping. This would be helpful to be provided in the Local Agency Manual or as a link to this resource from a Local Agency web-page. **[REF – Tab 16 R5, Poncha Springs, Project Initiation, p. 4 para 3]**

25. Local Agencies discussed proposing changes to the TPR funding cycle for the grant process. It is difficult for Local Agencies to budget for more than 1 year and to make assumptions on grant applications is challenging. Some local agencies are not aware of the funding cycle and how long the funding estimate would need to consider contingencies etc. to cover design, administrative, and construction costs if the project is selected. Suggest that CDOT address the funding cycles for the TPR's and MPO's and have this information accessible to Local Agencies. **[REF – Tab 18 R5, Durango, Project Initiation, p. 4 para 2]**

26. Douglas County asked if the Local Agency can have a variance for items that they are paying for. For example, can the Local Agency break out what items they are paying for (not eligible for reimbursement) and those that federal funds are being paid for? In projects with overmatch, can there be a variance created for extra things Local Agencies need to pay for so that the construction of the projects isn't slowed down and continues on time. **[REF – Tab 21 R6, Denver-South Section, Project Design/Ad, p. 6 para 4]**

27. Can there be a pooling process of funds between projects and entities managed by the MPO? **[REF – Tab 8 R2, Colorado Springs, Parking Lot, p. 7, para 6]**

Furnished Materials

1. Purchasing – Local Agencies furnish materials to contractors for projects. Could there be a review of the current process for purchases of small dollar items like a purchase from Home Depot? Is there a small dollar or overall amount that can be approved without triggering a lengthy process? It would be helpful to establish this before the procurement process is required. **[REF – Tab 8 R2, Colorado Springs, Other Issues, p. 7, para 1]**

2. Try to assist with the project development timeframe/ short construction season issue, it would be beneficial to be able to release monies for long lead items such as prefabricated bridges (direct purchase by local agency) in advance of the remainder of the construction contract being advertised. The selected contractor could then install as Materials on hand or provided by others. **[REF – Tab 22 E-mail from Bob Furman]**

IGA's and Purchase Agreements

1. There is frustration with CDOT agreements local process approvals which causes delays in turnaround. **[REF – Tab 13 R4, Loveland, Project Initiation, p. 2, para 16]**
2. Request was made to be able to go to have an on-line process such as a website location and see current status on all IGA's, to check their progress. Is there a way to put together some type of tracking system (like GPS for IGA's) to know their status and routing? **[REF – Tab 13 R4, Loveland, Project Initiation, p. 3, para 3]**
- 3..What is the reasoning behind calling it an IGA instead of a contract? All IGA's require ordinances to be attached and then has to go through City Council. Then it is signed by CDOT's Chief Engineer on behalf of Governor. This process takes a lot of time. Requiring an ordinance on IGA amendment for additional overmatch due to project cost increase, why is this needed if an ordinance was passed on the original IGA? **[REF – Tab 13 R4, Loveland, Project Initiation, p. 3, para 8]**
4. There is a funding form in the IGA's (Appendix C) that is very difficult to understand. The numbers in the form don't add up easily (E13: 27.2%, 72.8% instead of 20%, 80%). Can these numbers be corrected in the form? Local Agencies are requesting training on understanding the applications of the form. **REF – Tab 13 R4, Loveland, Project Initiation p. 4, para 2]**
5. There is a need to look at the authorization process and determine if there are ways to reduce time. Suggested that purchase order agreement like the one used for Safe Routes to Schools (SRTS) projects may be an option. **[REF – Tab 13 R4, Loveland, Project Initiation, p. 3, para 9]**
6. IGA's – CDOT is currently requesting a disclosure of all funds expended by locals on projects. IGA's have changed processes for revising funds including the use of funding letters, contract amendments, and option letters. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 3]**
7. IGA's need to delegate authority for approvals to lowest level at Region so that Local Agencies can work directly with Region Local Agency Coordinators in order to get things done in more efficient manner. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 8]**
8. With an IGA, it would be helpful to streamline the process of notice of award of funds (application selected for funding) so that the IGA process can be initiated at the "grant selection" step. **[REF – Tab 5 R1, Mountain Residency, Project Initiation, p. 2, para 8]**
9. Local Agencies provide a Town Council/City Resolution as part of the project application process. A second resolution by the same group is also required by CDOT as part of the IGA process. Is there a need for the two resolutions? Is there a way to make this part of the process more efficient by allowing the initial resolution for the project application process to be used for the IGA? **[REF – Tab 5 R1, Mountain Residency, Project Initiation, p. 3, para 4]**

10. Local Agencies identified the issue that projects become delayed when it takes the state controller more than 30 days to sign off on an IGA. It was viewed that this delays the project and can be expedited, especially if a Local Agency hasn't made any changes to the document. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 4, para 1]**

11. Local Agencies requested the Task Force explore ways to expedite the process when project funds are added to a project. The TIP/STIP process takes 60 or more days to add additional local overmatch. Can this process be completed in less time? **[REF – Tab 6 R2, Pueblo, Award/Const, p. 5, para 8]**

12. Local Agencies asked if CDOT could develop an IGA with a Local Agency at a programmatic level rather than for each individual project. Specifically, it was asked if the agreement could apply to a Local Agency that has displayed competence with the program and managing projects so that the same steps wouldn't have to be repeated for each individual project. **[REF – Tab 6 R2, Pueblo, Award/Const, p. 6, para 1]**

13. CDOT contract appears to be more about budgeting rather than a contract with the Local Agency where the IGA is bogged down with budgeting, agreement process. When there are changes to the funding or other documents in process, whole process starts over again instead of working in parallel to keep things moving forward. Is there a way to separate out the accounting and budgeting from the contracts to make things simpler? It was stated that "it seems like the focus has shifted from the project engineering and general agreement in order to make things easier for the accountants". **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 3, para 6]**

14. The Local Agencies would like to have a process where the contract should address overall amount of project and be able to move funds between phases as needed. Suggest that it be set up like: Construction: \$_____, Design: \$_____, and show total project cost at bottom. It was suggested that if the total funds are not exceeded, then the Local Agencies should be allowed to proceed rather than waiting on approvals. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 3, para 7]**

15. It was suggested to create a standard agreement (IGA) between CDOT and Local Agency in advance so that past changes requested by the Local Agency can remain on file for future projects. Also, Local Agencies suggested it would be helpful to create a programmatic agreement between CDOT and a Local Agency instead of doing so on a project-specific basis. This could serve to expedite the process each time a new project is initiated. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 4, para 2]**

16. On contracts and documents – The current CDOT contract (IGA) only has one spot for signature of Project Manager. If requested by the Local Agency, can a second person be added as part of the distribution so that the Project Administrator receives a copy of the contract? **[REF – Tab 8 R2, Colorado Springs, Other Issues, p. 6, para 8]**

17. Has CDOT looked into the option of 2 year IGA's with Local Agencies that includes all projects in TIP/STIP with that specific entity and not requiring and IGA for every project? Can it be stated in the IGA that the funding and budgeting will rely on the MPO planning process? What are other states doing in this regard? **[REF – Tab 8 R2, Colorado Springs, Parking Lot, p. 7, para 5]**

18. Changes to funding such as overmatch impact the IGA and takes additional time for each change. It was suggested to include only the federal funds and the required matching local funds in the IGA and not include the overmatch which might provide flexibility to the Local Agencies in spending of their own dollars. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 3, para 6]**

19. The current IGA process takes too long. The IGA is sent to too many places for review. It should be a simple contract. Local Agencies are aware that if changes are made to the template IGA that it takes extra time to discuss these changes and execute the IGA and that where federal funds are involved there is a lot of paperwork. The IGA commits the Local Agencies to stiff terms in favor of CDOT than for the Local Agencies. It was suggested that the task force look for ways to shorten the IGA process and make the contract simple. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 4 para 5]**

20. It was indicated that in previous projects with the City of Lakewood, it has taken 6 months to get an IGA with a project number in order to set up an account for CDOT staff to charge against. Having to wait for the IGA is costing valuable time where the Local Agencies could be meeting with CDOT staff to discuss and move ahead with the project. Dave Baskett suggested that meetings be held concurrently with IGA process to keep the project moving. Need to find ways to get the discussions initiated sooner with CDOT to avoid having to wait to set up an account to accrue charges. Dave stated that DRCOG TIP/STIP team is considering strategies for upfront funding off the top to set aside funds for people to charge against in a pool and repay the pool later once the project account is established. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 4 para 1]**

21. Local Agencies seek ways to get started sooner with projects and not be held up until the IGA is executed. Local Agencies seeking federal reimbursement for design costs have to wait until the project is authorized by CDOT and FHWA which is after the IGA is executed. Can CDOT initiate an IGA that only takes 1 month for pre-design instead of the 6 month or longer process that is currently being experienced? **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 4 para 2]**

22. Local Agencies want to know if they can get approval to proceed with projects if the IGA is not signed and still be able to get reimbursed for funds expended prior to the IGA being signed. Dave cited an FTA process where they have a letter of no prejudice where the locals can proceed at their own risk. Since FTA and FHWA have different processes this would need to be looked at further to get FHWA concurrence and CDOT Office of Management and budget concurrence. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 4 para 3]**

23. A suggested strategy used by Douglas County in Regions 1 and 6 was to initiate the IGA's early in the process in advance of receiving authorization for federal funds to be able to have the accounts established to be able to involve CDOT staff early on in the project. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 4 para 4]**

24. Local Agency projects get delayed when having to wait for approval of the IGA's. Can there be different process for smaller size projects? Are the requirements the same for large and small federal projects or is it by type of federal funding provided. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 4 para 5]**

25. Local Agencies asked if there could be changes in the process to be able to start projects prior to the IGA and then get reimbursed later for those costs once the IGA has been executed. David Valentinelli stated that if looking for reimbursement need to wait until once IGA in place per FHWA, can then go ahead and spend the money on project. **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 1]**

26. Jim Barwick, City and County of Denver, was interested in having CDOT revise its current IGA template so that the IGA's make sense. City and County Denver believe there are some old clauses such as "debarring a Local Agency" and others that need to be reviewed for updating. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 2 para 1]**

27. Joe Smith, City of Brighton, the time it takes to get IGA's processed is very lengthy; hopefully this could be expedited. The understanding is that CDOT is using a standard boilerplate type document which is fill in the blank. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 2 para 2]**

28. It was stated that time is wasted in the back and forth dealings around contracting, and that the overall process for developing an IGA is taking too much time. **[REF – Tab 7 R2, Lamar, Project Design/Ad, p. 4, para 2]**

29. After the IGA amendment is executed by the City of Thornton and is sent back to Region 6, it is the understanding of the City that the IGA Amendment stays in Region 6 until all of the final clearances on the project are received (i.e. environmental, ROW etc.) and then after these are received, the IGA Amendment is sent on from the Region for execution. Processing the IGA amendment after the final clearances adds time when it appears that processing the IGA amendment could be done concurrently with other processes once it is sent in to the Region from the Local Agency. **[REF – Tab 22 E-mail, Phone Conversation Between Pete Brezall, City of Thornton and Neil Lacey, CDOT]**

30. Local Agencies don't understand why it takes 6 months or longer for IGA's if they are using a standard boilerplate and filling in the blanks with the specific project information. Is the IGA getting lost between HQ and the office of the Attorney General? The pre-approved boilerplate was supposed to speed up the process. The problem may not be the IGA but rather the process may be the problem. It was suggested that CDOT develop a flow chart of the IGA steps in the process (amendments, budgeting, and de-budgeting) and anticipated timeframes. Local Agencies understand if the IGA standard boilerplate is requested to be revised then it takes longer to execute the IGA. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 4 para 5]**

31. Is there a way to restrict or lock down the access to fields within the CDOT Intergovernmental Agreement (IGA) where the document could be sent out electronically and Local Agencies would only be able to limit their input to only specific fields keeping the integrity of the original document using the standard template format?
[REF – Tab 21 R6, Denver- South Section, Project Initiation, p. 3 para 6]

32. Local Agencies would like to see IGA process changed so IGA's can get signed quicker or done concurrently with advertising the project to reduce delays. There needs to be better communication between CDOT/Local Agency/FHWA so Local Agencies will know what the steps are at the time when they need to be done to reduce delays or increased costs for doing the process over. Suggested that a flow chart of the process be developed that includes the steps that can be done concurrently with other processes to shorten the process. Local Agencies stated it feels like the accountants are driving the process rather than adapting accounting process around the project contracting process. **[REF – Tab 21 R6, Denver- South Section, Project Initiation, p. 4 para 4]**

33. Local Agencies would like authorization process to go back to how it operated previously where Local Agencies provided a letter of commitment that stated if the federal funds fell through, Local Agency would fund the project. Use of the letter of commitment would allow project to proceed without being held up for revision to IGA. **[REF – Tab 21 R6, Denver- South Section, Project Initiation, p. 4 para 6]**

In-Kind Match

1. In-Kind match – process is allowable but has to be submitted and approved upfront. This needs to be included in the contract and pre-approved by FHWA on FHWA form. Suggested that more clarification in the Local Agency Manual needs to be provided. **[REF – Tab 8 R2, Colorado Springs, Other Issues, p. 7, para 2]**

2. The City of Grand Junction stated that it felt the process changed in 2006 whereas prior to this point they could do design, ROW, and could count these costs as match prior to signing of the IGA (considered soft match). Since 2006, it has not been able to count this prior work as match as it has done in the past and wanted to understand the reason for the change as this has affected how the City does its work. The current process requires that In-kind match receive approval from FHWA upfront. Not being able to do this as in the past has increased the time for project delivery. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 3, para 5]**

Innovative Contracting Methods

1. Local Agencies want to be able to use contracting flexibility options like design-build – don't want to go through lengthy process to be able to do this. **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad, p. 5, para 4]**

2. Innovative Contracting – there is confusion between CDOT and Local Agencies regarding which process to use. CDOT and FHWA are open to alternative methods but would like these processes reviewed. **[REF – Tab 8 R2, Colorado Springs, Award/Const, p. 6, para 4]**

3. Why does FTA/FAA accept a certain innovative process and FHWA still views this as experimental under SEP 14? **[REF – Tab 8 R2, Colorado Springs, Parking Lot, p. 7, para 7]**

4. Roger Mutz, City and County of Denver, discussed with the group that project delivery contracting and procurement methods are likely to be the way that projects are handled in the future rather than the predominant practice of design-bid-build. Local Agencies are looking for guidance from CDOT on how to best to use these innovative methods such as design/build;

best value contracting. The CDOT contact for innovative design methods is Nabil Haddad in the CDOT HQ Project Development Branch. **[REF – Tab 19 R6, Denver-Central Section, Project Design/Ad, p. 6 para 2]**

Local Agency Manual

1. A timeline is needed that would outline the project development process from initiation to completion. This would be helpful for identifying how much time is needed to allocate for each step in the process. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 9]**
2. How can revisions to the FHWA/CDOT Stewardship Agreement be captured in the CDOT Local Agency Manual process? The assumption is that the Stewardship Agreement is the source document. **[REF – Tab 8 R2, Colorado Springs, Other Issues, p. 6, para 7]**
3. Suggest seeing shopping list of things that need to be done, i.e. organized inventory/checklist of steps to follow/documents to submit. A project timeline that outlines due dates, tasks and other important information such as funding cycles would be helpful. **[REF – Tab 4 R1, Limon, Project Initiation p. 2, para 4]**
4. Having a flowchart to follow when things need to get done and understanding the process from beginning to end, and to have a person to ask questions as a resource would reduce steps being missed and reduce delays. **[REF – Tab 4 R1, Limon, Project Initiation p. 3, para 6]**
5. Clarify the Local Agency Manual– checklist guide showing specific requirements at each step for local agencies would be beneficial. **[REF – Tab 13 R4, Loveland, Project Initiation p. 2, para 9]**
6. CDOT should conform to: More “should” and less “shalls” when revising the local agency manual. **[REF – Tab 14 R4, Greeley, Award/Const, p. 5, para 12]**
7. Why didn’t the local agencies have input on the local agency flowchart process? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 6, para 11]**
8. Determining ROW needs and details of design process - flowcharts in local agency manual don’t show design, design review, environmental, environmental review ROW detailed process. Suggest that revised local agency manual show detailed flowcharts of project process with detailed steps in sub flow charts for ROW process, environmental process, and design process with suggested/average timeframes. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 2, para 8]**
9. Local Agencies asked if the CDOT Local Agency Manual can be updated to clearly identify the forms required at time of project award. It was suggested that there are too many forms required at this phase and there could be an opportunity to reduce the amount needed. **[REF – Tab 6 R2, Pueblo, Award/Const, p. 5, para 2]**
10. It would be helpful for the Local Agency Manual to employ more of a user friendly format that uses step-by-step process diagrams where possible and that clearly explains what forms are needed, their purpose, along with where they are to be submitted and to whom. **[REF – Tab 7 R2, Lamar, Award/Const, p. 4, para 5]**

11. On bidding process, locals want the Local Agency manual Chapter 7 to clearly show consistency with the bidding “rules” listed in the CDOT Standard Specifications. Check with Richard Ott for input on getting this updated. **[REF – Tab 7 R2, Lamar, Award/Const, p. 4, para 6]**
12. It would be helpful to provide examples of required CDOT forms that have been completed accurately on CDOT’s website so that Local Agencies have a model/examples to follow. This is similar to those in the Appendix of the CDOT Construction Manual. **[REF – Tab 9 R3, Steamboat Springs, Award/Const, p. 6, para 5]**
13. It was suggested that terminology in the CDOT Local Agency Manual, Chapter 8 could be revised where it “directs” city engineers to “supervise construction”. Bob Furman, City of Steamboat/Civil Design Consultants, Inc. felt this wording could be more consistent with that of liability insurance verbiage as the Contractor does the work and the consultants administer the construction project for the owner. He suggested softening the language to include verbiage such as “review” or “recommend” to better reflect the responsibility. Bob indicated he would review the section and submit a comment through the Local Agency email address to suggest what sections/areas/terms could specifically be evaluated for revision. **[REF – Tab 9 R3, Steamboat Springs, Award/Const, p. 6, para 6]**
14. The IGA flowchart in the CDOT Local Agency Manual needs to be revised to show timelines for option letters, approvals, etc. **[REF – Tab 9 R3, Steamboat Springs, Other Issues, p. 7, para 2]**
15. Local Agencies find the CDOT Local Agency Manual helpful. It was stated that there is a need to provide a single resource (perhaps web-based) that identifies or hosts all updates to the manual. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 4, para 7]**
16. Local Agencies identified the need for a user-friendly “Local Agency Projects” page as a resource on the CDOT website to provide information relevant to Local Agency projects along with contact information for CDOT staff. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 4, para 8]**
17. Small communities do not have engineering staffs and that the first 4 chapters of the Local Agency Manual are “stumbling blocks” (hard to follow) for Local Agencies that are not familiar with the process. He suggested that CDOT do a better job in articulating the program requirements up front. The process needs to have more details such as showing anticipated timelines for processes, clearly defined program expectations of Local Agencies, and user friendly information displayed through detailed flowcharts. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 2, para 7]**
18. Local Agencies expressed that timeframes to complete processes associated with CDOT requirements are very time consuming and by going too long they are experiencing added costs to projects. They expressed a need to assign timeframes to different steps/phases (EX: ROW acquisition – Local Agencies are told by CDOT that on some projects, it may take approximately one year to get through the ROW process whereas it can take Local Agencies considerably less time). **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 2, para 8]**
19. Local Agency project planning and eventual project timelines often differ. It was explained that a Local Agency will appropriate funds to a project in October of one year with the expectation of initiating construction in the Spring of the following year, yet the project may not begin because of delays in the expected timeline. It was suggested that CDOT could help clarify

expectations by providing a process flowchart with assigned timelines that will give Local Agencies a better understanding of the length of time associated with the process; this would be most helpful in the pre-application stage. Challenges also exist in trying to align the funding schedules with those of Local Agencies. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 2, para 9]**

20. It was stated that the CDOT LA Manual is written by CDOT for CDOT in language that CDOT understands and not readily understood by Local Agencies. It was suggested that a pre-application workshop be held in advance of submitting projects for funding cycle to have Local Agency application reviewed by CDOT. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 4, para 1]**

21. Local Agencies have questions on which forms to use for which processes. For example, the CDOT Manual references the use of forms (i.e. Form 205, and Form 250). Only those that know the process are familiar with the CDOT forms. The CDOT Local Agency Manual needs to be revised to explain the process from the viewpoint for people who are not familiar with the steps/processes so that Local Agencies understand it. The manual should add context in a user friendly manner that explains how the use of the forms fits into the process or what the purpose is for a certain form. Also, it was suggested that examples can be provided that show what a correctly filled out form looks like for first time users (these can be hosted on the web). **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 4, para 2]**

22. The current Local Agency Manual is perceived to be more of a guide than an actual manual. Could a future version be web based with links to resources it directs users to? The current Manual is not a stand alone manual as other manuals are referenced for following different processes (i.e. Construction Manual and Field Materials Manual). It was suggested that the electronic forms be made more user friendly. Several of the existing forms available electronically are not capable of being edited so that it can be filled out easily for a different days of work; currently time is being expended filling out the same form each day from the beginning, rather than simply being able to update it. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 4, para 6]**

23. For Local Agencies inexperienced with the process there is a steep learning curve. Local Agencies indicated that not all staff is familiar with CDOT acronyms, form numbers, or form purposes. There is a need for clear explanations around CDOT terminology when referencing acronyms, or forms so that requirements are explained in terms that they are familiar with. It was suggested that the Local Agency manual be revised to become more user friendly; it is perceived to be more about the forms rather than the process. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 3, para 6]**

24. CDOT needs to develop guidelines for Local Agencies new to the process for administering projects so that the role of the Local Agency is clearly defined. Suggest that resources such as the Local Agency Manual and webpages be user friendly oriented towards “novice” level so that time searching for required forms and other documentation can be minimized. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 5, para 1]**

25. Some Local Agencies find the existing CDOT webpage and reference to forms in the Local Agency Manual confusing. A need was identified to have better search capabilities for finding information faster or use of quick links to make searches more direct or look at creating a single webpage for Local Agencies to access information via links from the page with a one stop shopping type of approach. Provide web based training for showing how to access information from CDOT webpage more simply. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 5, para 2]**

26. It was suggested by the Local Agencies that the Local Agency Manual include a reference as to where to find information on CDOT website for specification updates, Design and Construction Bulletins. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 5]**

27. Local Agencies especially those new to the process don't understand the acronyms and the form terminology. It was suggested that CDOT approach the materials developed for Local Agencies be developed from their point of view so that acronyms and processes are fully explained with references for additional assistance if they still have questions. **[REF – Tab 17 R5, Alamosa, Other Issues, p. 6 para 4]**

28. Local Agencies suggested looking at overall planning and execution of project in a flowchart approach with timelines. Local Agencies need approval from City Councils/County Commissioners and need to consider the review and approval turnaround times in the project schedule process to avoid delays. CDOT and Local Agencies should look at project timeline at the time of grant award to include all of the processes (project design, review, approval, etc.) to know what is proposed and information shared among stakeholders to keep them informed of the project progress. **[REF – Tab 18 R5, Durango, Project Initiation, p. 4 para 5]**

29. A more defined step-by-step process in Local Agency Manual to help with processes would be helpful. **[REF – Tab 18 R5, Durango, Project Initiation, p. 4 para 7]**

30. CDOT needs to update the CDOT Transportation Enhancement Guidelines along with revising the Local Agency Manual. **[REF – Tab 18 R5, Durango, Award/Const, p. 7 para 2]**

31. A significant improvement that can be made that this group (in addition to other groups) suggested is in need is for CDOT to provide as many resources through its website as possible so that Local Agencies have access to web based resources that are easy to understand and accessible. **[REF – Tab 18 R5, Durango, Other Issues, p. 7 para 3]**

32. The City of Wheat Ridge suggested that having an understanding of CDOT administrative staff costs to Local Agency projects upfront would be helpful so that this can be included in project cost estimates. The City suggested that CDOT define this for those projects where the administrative costs are being applied and address this formally in the Local Agency Manual. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 3 para 5]**

33. The following comments regarding Chapter 8 of the local agency manual were submitted by Bob Furman, Consultant Engineer:

Re: Section 8.2 Project Safety:

As Consulting Engineers we do not discount the importance jobsite safety. However, in our role as project engineer/owners representative we feel that it is not our responsibility to be actively involved in the contractor's safety procedures, to evaluate safety management plans or whether certain operations are safe (life threatening situations may require special considerations), or to "order" the contractor to stop work. Our professional liability carrier would most likely concur. Please consider removing such onerous language.

Re: Section 8.5 Supervise Construction:

The requirement that the P.E. shall be “in responsible charge of construction supervision” appears to be dated terminology, running counter to often stated language that the Contractor is responsible for the means , methods and techniques of his construction operations. Again, if we begin to take over the Contractor’s responsibility it puts us in an uninsurable liability situation.

Re: Section 8.7 Perform Traffic Control Inspections:

References to reviewing and approving the MHT’s on a project enter into the realm of safety, which we feel should be the responsibility of the Contractor and the TCS. **[REF – Tab 22 E-mail from Bob Furman]**

34. Rewrite the LA Manual with separate sections for “CDOT Guidance” and “LA Guidance.” This would provide better direct guidance to the LA and eliminate the need for excessive reliance on CDOT regional staff. During the rewrite, incorporate the following:

a. Update the form 1243, *Local Agency Contract Administration Checklist*, to include a check box on the form to verify that the LA has obtained current versions of the Local Agency Manual, Construction Manual, CDOT Standard Specifications for Road and Bridge Construction and M&S Standards at the start of their project, or will have by a date determined by the LA.

b. Create a checklist for LA project documents which need to be archived in CDOT’s Record Center. Include the checklist in the appendix of the LA Manual for use by both the LA’s and CDOT. **[REF- Tab 25, CMO/Materials Methods of Handling Traffic QAR Recommendation #4, MHT Report]**

35. Create and develop Local Agency webpage on CDOT website for central location to access information most utilized by Local Agencies **[REF- Tab 26, Plans, Specifications & Estimate (PS&E) QAR Recommendation #5, PS&E Report]**

36. It was suggested that the LA Manual be revised to include a Resolution process to address who are the involved parties, decisions that can be made at the project level to timely resolve issues, and escalation process. **[REF – Tab 21 R6, Denver-South Section, Project Design/Ad, p. 5 para 6]**

Local Agency Process

Revision to the Existing Process (Off System vs. On System)

1. Is there a process CDOT can put together that references rule, size of projects and what work is involved on projects, processes/procedures, etc? Can more flexibility be provided for off system vs. on system and smaller projects vs. larger projects. Suggested that level of effort be on par with size, type, and scope of project. **[REF – Tab 13 R4, Loveland, Other Issues, p. 6, para 4]**

2. Local agencies don't like layers of state rules that may not apply to non-state highways for on system/off system facilities. They would like more control authority on their roads and want clarification between applicability of state rules with federal rules. Confusion between applicability of state rules and federal rules. **[REF – Tab 13 R4, Loveland, Other Issues, p. 7, para 1]**
3. CDOT has “one size fits all” contract for different types of projects that may not be the best fit. Suggest that there needs to be a change on types of contracts for different types of work. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 6]**
4. Can there be flexibility for off-system projects-they look different than on-system projects? **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 16]**
5. Local agencies want different processes vs. having to use CDOT's processes. Why didn't local agencies have input along with CDOT on flowchart processes in CDOT Local Agency Manual? In New Mexico, the local agencies were able to use their own processes. Can this happen in Colorado? **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 1]**
6. On-system/off-system – there are costs to change to CDOT/federal requirements for “grant funded” projects. Suggested strategy to hire experienced consultants familiar with CDOT work. **[REF – Tab 14 R4, Greeley, Project Design/Ad, p. 4, para 2]**
7. There should be different types of contracts for different funding types. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 3]**
8. Can there be a grant process established for projects less than \$100,000? **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 5]**
9. There needs to be delineation between state and local agencies as to who decides who is doing what. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 7]**
10. There should be different types of contracts for different funding types. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 3]**
11. Can there be a grant process established for projects less than \$100,000? **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 5]**
12. There needs to be delineation between state and local agencies as to who decides who is doing what. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 7]**
13. Using form 205 takes a long time to be approved by CDOT. Local agencies would like to see changes on approval time by granting approval at the regional coordinator level. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 9]**
14. If there are processes that don't have to be followed, why is CDOT requiring them? **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 10]**

15. Local agencies feel frustrated because they have qualified people who can do the required work on projects. Local agencies want CDOT to let local agencies have more responsibility. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 11]**
16. Local agencies want to see CDOT giving them more trust, especially when CDOT is not accepting the liability. Why are there so many requirements? **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 3]**
17. Need for different limits for smaller projects- do not need a sledgehammer for every project. **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 4]**
18. Need way to simplify level of effort for projects into several groups i.e., \$3 million vs. \$2 million projects. **[REF – Tab 14 R4, Greeley, Opening Remarks, p. 1, para 10]**
19. CDOT should not apply a one-size fits all approach to all projects. For example, Girder erection plan over interstate may not have the same impacts on erection for CBC in a ditch. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 2]**
20. Perception by the Local Agencies that paperwork process has nothing to do with finished product relating to providing total project cost and overmatch information required prior to bid. Local Agencies expressed support for reducing paperwork if it is unnecessary or is not applicable to the type of project or finished product. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 4]**
21. Local agencies are taking financial responsibility and then apply for reimbursement – local agencies are feeling they are taking the risk. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 6]**
22. Is there a way to separate projects not in ROW from those in CDOT ROW and follow a different and abbreviated process? **[REF – Tab 5 R1, Mountain Residency, Parking Lot, p. 5, para 2]**
23. It was requested for the Task Force to review if all projects need to follow the same type of processes and meet the same level of requirements. For example, do all federally funded non-highway construction projects require environmental and ROW clearances? An example brought forth was the printing of bicycle maps had to meet these requirements. It was suggested to develop a different type of process for non-highway, non construction projects. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 5]**
24. Are there many Local Agency projects that are non-highway construction such as the printing of bike maps? Can these types of projects undergo a different process than the process a typical roadway construction project would undergo? **[REF – Tab 6 R2, Pueblo, Parking Lot, p. 6, para 8]**

25. What level of oversight does federal government provide over CDOT processes? Are there areas where CDOT can give local agencies more control? Clarification and guidance is needed regarding CDOT oversight and the requirements associated with a project not on CDOT ROW? **[REF – Tab 6 R2, Pueblo, Parking Lot, p. 6, para 9]**
26. Should all processes be the same for all types of projects (SRTS, CMAQ, etc.)? **[REF – Tab 6 R2, Pueblo, Parking Lot, p. 6, para 10]**
27. A comparison was made to the CDOT Aeronautics project process using FAA funds as a simple application process. Local Agencies recommended using a structure similar to this that is easy to understand and be able to design the project one year and construct it the next. **[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 2]**
28. Local agencies feel working with CDOT engineering for a non-CDOT project is a challenge since the Local Agencies are interested in administering projects the way they always have in the past when using their own funds. A sidewalk project is not a highway project. Local Agencies have one way to do it, CDOT has another way. **[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 4]**
29. Buildings and non-highway Local Agency projects are a challenge for CDOT as stated by CDOT. CDOT does not have the expertise on staff for buildings and would need to rely on outside expertise. Non-highway projects pose a challenge in making sure all of the required information is included and the time it takes to go through the process before the project is advertised. **[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 5]**
30. Challenge for CDOT to administer all Local Agency projects consistently statewide. CDOT currently faces this challenge with its administered engineering projects from Region to Region. Suggest looking at revising the process for projects that don't fit the current process. **[REF – Tab 7 R2, Lamar, Project Design/Ad, p. 4, para 3]**
31. A “tiered” or “graded” approach for types of projects is needed. The current “one size fits all” type of approach doesn't work for smaller projects. The same requirements that govern a major road reconstruction are the same that govern a much smaller project such as enhancing ten feet of sidewalk. Why is there a need for an Environmental Assessment for a sidewalk enhancement? The level of requirements should be scaled to reflect the project. Can there be different approaches to those projects on CDOT ROW and those on town ROW? **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 3, para 1]**
32. Local design consultant stated that the need for the Local Agency requirements is based on those “offenders” in the past that abused the system. This has created an “unmanageable bureaucracy” based on those offenders which impacts others like small communities who now have to address these requirements which create higher costs and need for higher matching funds from local agencies. Suggested that the offenders be taken to task and not change the rules and regulations for everyone. **[REF – Tab 10 R3, Grand Jct, Project Design/Ad, p. 5, para 6]**
33. Local Agencies feel that they are spending too much time doing paperwork and don't have time reviewing quality of construction. It was suggested that the scale of reporting be based on the type/complexity of the project. Perhaps a checklist be developed such as on certain projects like \$1M projects what forms are needed vs. what forms are needed on low budget projects. It was suggested that CDOT develop a tiered approach pertaining to level of project administration. **[REF – Tab 11 R3, Glenwood Springs, Award/Const, p. 6, para 4]**

34. Local agencies feel that paperwork doesn't change based on project type but think that for smaller projects the paperwork required is overkill. Can the amount of paperwork for smaller projects be reduced to be more in line with the scope of the project or tier process and not a "one size fits all" approach. Most local agencies usually don't do \$1M + projects. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 6]**

35. It was stated that FTA does not have the same level of project requirements as FHWA requires. FTA is interested in total cost and amount of local match provided by Local Agency. Local Agencies do grants electronically and have documentation available in the file for review. There are different approaches by two federal agencies for federal funds; are there ways to compare the two processes in order to adopt best practices from FTA's process into the way CDOT addresses FHWA requirements? **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 8 para 4]**

36. Local Agencies questioned how CDOT administers its own projects from those that the Local Agencies administer and noted that the oversight is the same. The Local Agencies were wondering if this is the reason why the costs are higher on Local Agency projects. Can CDOT take a look at grant project process to streamline the process similar to that of DOLA (Department of Local Affairs). Local Agencies want CDOT to take these comments to FHWA for review to see where any flexibility in how the requirements are enforced can be identified. It was pointed out that Department of Local Assistance (DOLA) funded projects are state managed funds and do not have to follow federal regulations such as (Davis Bacon Wages, DBE etc.) like those being administered by CDOT. **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 9 para 4]**

37. Don Reimer, Chaffee County, would like to try to streamline the Local Agency process. He spends many hours on paperwork, billing and other administrative tasks associated with the Local Agency projects and feels that it creates wastes of time that can be reapplied more productively to projects. Don understands that federal requirements need to be addressed but is interested in seeing if flexibilities exist in order to create efficiencies, especially for smaller projects, such as reducing paperwork. **[REF – Tab 16 R5, Poncha Springs, Issues & Concerns, p. 2 para 2]**

38. There is a desire to have an appropriate level of requirements for smaller projects like a trail projects versus the same level of requirements that are associated with much larger projects. Trail projects are being treated the same as a major highway project and there should be some flexibility in the standards for smaller projects. **[REF – Tab 16 R5, Poncha Springs, Project Initiation, p. 4 para 1]**

39. Citing a trail project as an example, Don Reimer of Chaffee County experienced an abundance of procedural requirements that seemed to be overkill for a simple trail project. It would be helpful to have a tiered system of requirements established where the amount of paperwork is on par with the type and size of the project. **[REF – Tab 16 R5, Poncha Springs, Project Initiation, p. 4 para 4]**

40. CDOT should look at off-system vs. on-system tiered approach for flexibility for Local Agencies with considerations for traffic volumes. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 4]**

41. Kevin Hall, City of Durango, was interested in seeing if the administrative process can be less cumbersome for smaller projects. Why are there differences between the CDOT administered Transportation Enhancement grant process and the federal enhancement grants that they pursue with other Federal Grants, including State Trails which encompasses the Recreational Trails Program & the Land and Water Conservation Fund.

<http://www.fhwa.dot.gov/environment/rectrails/index.htm>,

<http://parks.state.co.us/Trails/LWCF/Pages/LWCFHome.aspx>,

<http://parks.state.co.us/Trails/Pages/TrailsProgramHome.aspx>

[REF – Tab 18 R5, Durango, Issues & Concerns, p. 3 para 1]

42. Blanca suggested the need for a different set of requirements for smaller size projects where the paperwork is reduced and more streamlined. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 4 para 5]**

43. Paperwork and documentation requirements are overwhelming to Local Agencies. Can CDOT look to see if there can be a distinction between smaller projects and other projects and have the paperwork on smaller projects be less? **[REF – Tab 17 R5, Alamosa, Award/Const, p. 6 para 3]**

44. It was suggested that CDOT look at a tier or gradation of processes so that smaller size projects are not treated the same as larger size complex projects. Local Agencies feel there is benefit to doing this where the process would not be as burdensome. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 5 para 4]**

45. Art Griffith, Douglas County, has worked with CDOT on many projects and was looking to understand the overall project administration needs for the process for federally funded Local Agency projects in CDOT ROW and how they differed from those that are constructed in Local Agency ROW. Feels that there is a major disconnect between projects constructed in CDOT ROW from those constructed in local agency ROW. The ROW process for local funded projects and use of warranties by Local Agencies on 100% local funded projects are handled differently. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 3 para 2]**

General

1. Need to have a single point of contact to provide consistent and clear guidance. Local Agency was unaware of what the federal funds could be used for, thinking that they could be spent as they determined on the project, resulting in extra costs from Local Agency.

[REF – Tab 4 R1, Limon, Project Initiation, p. 3, para 5]

2. All locals do it differently – do not impose CDOT business process on Local Agencies.

[REF – Tab 13 R4, Loveland, Opening Remarks, p. 2, para 10]

3. There are a lot of federal requirements for federal money, most recognize this reality. However, the overlay of CDOT process/State of Colorado make it very onerous and expensive, it should be enough to meet the federal process requirements.

[REF – Tab 13 R4, Loveland, Project Initiation p. 3, para 7]

4. There should be clarification on when to pursue federal funds based on the amount of effort required by state and federal regulations. **[REF – Tab 14 R4, Greeley, Award/Const p. 6, para 1]**

5. Following federal-aid process adds costs – what is the cost/benefit? **[REF – Tab 14 R4, Greeley, Award/Const p. 6, para 2]**
6. Suggest that timeframe between FOR and federal review for authorization of funds be shortened – taking too long between FOR and federal authorization. **[REF – Tab 13 R4, Loveland, Project Design/Ad, p. 5, para 7]**
7. With all of the technology resources available today, in order to save time, can there be an electronic website/repository versus having to rely on paper copies and delays in distribution? **[REF – Tab 13 R4, Loveland, Other Issues, p. 6, para 3]**
8. Develop on/off system checklist. **[REF – Tab 13 R4, Loveland, Other Issues, p. 7, para 4]**
9. Request to use more electronic documents and less paper copies. **[REF – Tab 14 R4, Greeley, Project Design/Ad p. 4, para 8]**
10. Local agencies want CDOT to critique Local Agency documentation along the way so that all changes are completed before projects finished. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 1]**
11. When CDOT finds problems, they need to share these problems with local agencies, engineers, etc. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 14]**
12. There needs to be a way to solve issues between parties so that projects flow better. **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 8]**
13. It costs more to delay projects. Will CDOT contribute funds if the projects are delayed? **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 9]**
14. If 205's are signed by local agency, do they need to be approved by CDOT before the contractor starts work? **[REF – Tab 14 R4, Greeley, Parking Lot, p.7, para 6]**
15. Develop 'mini-stewardship' agreements between local agencies and CDOT similar to that between FHWA and CDOT; create process improvements. **[REF – Tab 14 R4, Greeley, Opening Remarks, p. 2, para 4]**
16. Clearances for agencies outside of CDOT – need early coordination and commitment of project stakeholders for external agency approvals. **[REF – Tab 15 R4, Longmont, Project Design/Ad, p. 5, para 5]**
17. Local Agencies need for greater consistency from CDOT. Personnel changes within CDOT have affected overall consistency in direction. There is also a need for closer coordination and additional guidance from CDOT. **[REF – Tab 6 R2, Pueblo, Issues & Concerns, p. 2, para 2&3]**

18. Local Agencies suggested that a updated detailed checklists be developed that can illustrate requirements in a flowchart format for the different phases of the Local Agency process, such as a checklist for environmental planning, construction, or if checklists can be developed once a project is initiated outlining that project's specific requirements. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 7]**

19. If the Local Agency process takes a long time, then this process may not work for some local agencies where there is turnover in Local Government staff every few years and change in priorities. **[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 7]**

20. Frustration was expressed for the amount of requirements associated with Local Agency projects. The need for the amount of requirements was questioned as it seems like too many. **[REF – Tab 8 R2, Colorado Springs, Issues & Concerns, p. 2, para 8]**

21. Local Agencies inquired about how to best deal (or receive assistance from CDOT) with federal regulations/rules when they pose a challenge to carrying out a project? Jackson County provided a specific example where it had a bridge project with ROW requirements to replace the bridge which is 40/50 years old. Local Agency had difficulty in providing documentation for easements which added time and costs to the project, and felt this was causing delay and difficulty. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 4, para 7]**

22. Small projects require a substantial investment of Local Agency time and resources. At times, the level of effort being asked of Local Agencies seems disproportionate in relation to the size of the project. Costs for engineering consultants for those communities without dedicated engineering support staff, Davis-Bacon wages, and other requirements make the projects higher in cost and the time it takes to do the work also adds costs. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 3, para 4]**

23. The Town of Delta pursues DOLA (Department of Local Assistance) grant funding. They like the DOLA funds as this is a multiple grant process with not many strings attached unlike the federal Local Agency funds. **[REF – Tab 10 R3, Grand Jct, Project Design/Ad, p. 5, para 7]**

24. The Town of Delta estimated that on smaller projects that Davis Bacon wages could increase costs by 20%-25% due to the need for Contractors to supply certified payrolls, have someone on project check payrolls, increased wages paid to workers, and conducting Labor Compliance interviews to verify wages paid to workers. **[REF – Tab 10 R3, Grand Jct, Project Design/Ad, p. 5, para 8]**

25. Given all of the requirements to administer a project with federal funds, does CDOT have any information on the number of “grant failures” or instances where funds have been turned back or not accepted by the Local Agency due to the Local Agency realizing the true cost of administering the project or finding out additional requirements that they would need to perform after receiving the grant award? **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 5]**

26. It was expressed that the requirements associated with receiving federal funds are an impact to smaller communities whereby the focus on the project has been lost because the administrative requirements are so cumbersome. The current process rewards those agencies/contractors who are able to do the paperwork and processes but doesn't address the resource constraints for the smaller communities. It was suggested CDOT look at a tiered process for documentation to see if administrative and paperwork requirements for a smaller project can be reduced. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 5, para 4]**

27. Joanne Fagan, Town of Ridgway, felt that federal assistance offers great opportunities to Local Agencies to build "some really cool projects", achieve great accomplishments and make significant improvements as long as they are able to understand how to address the federal and state requirements associated with federal funding and can efficiently manage the process. Streamlining the process and providing flexibility where possible can be a benefit to those Local Agencies applying for the funds who appreciate the ability to get these projects for their communities. **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 9 para 5]**

28. There are a lot of project processes which may not be efficient and cost effective. It was suggested that CDOT/FHWA provide a better explanation on why these processes are required and define where the processes are required like in design and the options for flexibility. Local Agencies seem to lose ownership of their local projects on enhancements dealing with all of the processes required and not being able to adapt to unique situations to preserve the context sensitivity within the community. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 1]**

29. Federal processes add costs to the projects more than what it would cost the local agencies to construct the projects on their own. Suggest that CDOT look at ways to be more efficient and work closely with Local Agencies on addressing studies that are necessary or not. Poncha Springs was required to conduct a bald eagle nesting study where the project was not within the vicinity of a nest. **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 2]**

30. Mike Davis, Davis Engineering/City of Pagosa Springs, is interested in reducing the time it takes to get through the process as the local entities can do the work in less time without all of the added steps. Because CDOT processes are very time intensive, allowing Local Agencies to use their own processes where applicable can create time savings and reduce administrative costs. **[REF – Tab 18 R5, Durango, Issues & Concerns, p. 2 para 2]**

31. Karin Kohake, Archuleta County, would like to see more specific dates and deadlines on process after award granted and have parties involved commit to working towards those dates to keep the project on track. The specific dates would include review times, approvals, and other defined actions. She suggested working with CDOT to develop detailed schedule after the award at the start of the initiation of the IGA process. **[REF – Tab 18 R5, Durango, Project Initiation, p. 4 para 1]**

32. It is frustrating for Local Agencies to receive feedback from CDOT about processes that are missed after the fact, when if guidance can be provided before a phase, then it can be done correctly eliminating the need to go back and re-do certain steps; this adds costs and creates delays. **[REF – Tab 17 R5, Alamosa, Issues & Concerns, p. 2 para 2]**

33. David Valentinelli stated that for Safe Routes to Schools (SRTS) projects that the award money arrives late so need to start these projects sooner or delay these projects. The state fiscal year schedules and school schedules are different and projects are best constructed when students are not in school. State trails program tells applicants to wait for the next construction season. Need to look at giving guidance for applicants so that they can understand the length of the process and anticipate at the time of application when construction is likely to begin. **[REF – Tab 18 R5, Durango, Award/Const, p. 5 para 5]**

34. City and County of Denver, was interested in improving the coordination and collaboration of the complex teams comprised of consultant and agency staff that Denver has on projects that work with CDOT to insure schedules and timelines are progressing, especially with regard to EA's and EIS's. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 2 para 5]**

35. Local Agencies are looking for consistency among CDOT staff where CDOT staff turnover has led to different interpretations and revisions to Local Agency work. There is a need for CDOT to maintain consistency in order to avoid multiple interpretations of decisions affecting Local Agency projects. There needs to be consistency in the training, guidance and direction CDOT staff is providing to Local Agencies. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 5 para 2]**

36. Local Agencies are interested in having the decisions made at the project or lowest possible levels to streamline the process. At this time the Region Local Agency Coordinators don't have authority to make judgment calls on projects. Region 6 is currently looking at how it administers the Local Agency Program and may make some changes to see if reverting back to how Region 6 managed the pre-construction phase by a staff all in one unit as it has been done in the past can improve consistency and service to Local Agencies. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 5 para 3]**

37. Pete Brezall, City of Thornton, would like to see a commitment made to keeping projects on schedule and to receive comments back from CDOT in a more timely manner. It would be helpful to develop an established timeline for Local Agency projects that clearly illustrates the review processes and deadlines for both Local Agencies and CDOT to abide by. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 2 para 1]**

38. Suggested that CDOT create some type of "ombudsman" position for local agencies to contact to be able to get issues addressed and get the projects through the system. There is a need for consistency within CDOT and a single point of contact would be helpful. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 2 para 2]**

39. The CDOT review can process be more efficient. CDOT makes review comments, and later provides additional comments which were not provided the first time when turning paperwork in to seek approval. The added comments are frustrating and add time and costs to getting the requested changes made. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 3 para 1]**

40. Pat Dougherty, City of Arvada, feels that the Local Agencies Coordinators within CDOT have been outstanding and are doing a great job in helping Local Agencies work out problems. The problems are the process itself. One issue is that projects become driven by DRCOG's funding schedules. Also, in the past, Local Agencies have done what was expected of them, but

CDOT has not followed through with its responsibilities in the established timeframes, and where incomplete or delayed direction by CDOT has been inconsistent and unreliable, it has caused Local Agencies to receive a DRCOG “strike”. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 3 para 2]**

41. Pat Dougherty, City of Arvada, stated that when they meet with CDOT at preliminary scoping all of the expected CDOT Staff from specialty groups do not show up. Often times this results in a situation where later in the project at the time of the Final Office Review (FOR), comments are provided by additional CDOT staff which are different than the initial direction provided at the scoping meeting. Local Agencies would like to know ahead of time what is required and are relying on CDOT to be knowledgeable to guide them through the requirements with consistent direction. It was suggested that an experienced, single point of contact from CDOT work with the Local Agencies to provide consistency and provide the clear direction needed and tell them what they need to do and what they do not need to do at the scoping meeting. From the scoping meeting and beyond, changing requirements creates problems and impacts project schedule and resources. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 3 para 3]**

42. It was stated that Local Agencies need help with processes at the start of project processes from a CDOT/FHWA person that can interpret the steps/processes upfront to help prevent Local Agencies wasting time or money on projects. Who at CDOT is the “go to person” to be able to provide that clear, consistent guidance that the Local Agencies can contact to bounce ideas off of or get guidance on steps to follow in the process? It was stated at the meeting that the CDOT Region Local Agency Coordinator or the assigned Project Manager currently is fulfilling this role. Tim Frazier, CDOT R6 told everyone in meeting to call him with questions or issues needing help. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 3 para 5]**

43. The suggestion was made that decision items or directions provided at the project scoping meetings be documented so that this information is tracked and can be reviewed later on. Tim Frazier stated that it is the responsibility of the Local Agencies to take the meeting notes and explained that with multiple projects it is not always possible to have a representative from CDOT specialty groups at every meeting. Need to better define roles and responsibilities for Local Agencies and CDOT so that it is clear about who is responsible for what and by when. Local Agencies want to understand what is required at the time of the scoping meeting. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 4 para 1]**

44. Local Agencies suggested that right CDOT staff be in attendance at the Scoping, FIR, and FOR meetings so that as issues come up these can be discussed at the meetings and clear direction provided and then consistent actions be carried out which were agreed upon at those meetings. There is a need for a commitment from CDOT to provide timely comments if they are not able to attend the above mentioned meetings. It was suggested that CDOT set a final timeline after FOR when final comments are due or provide a listing of those items which if they do change will need to be addressed so that the Local Agencies know this upfront. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 4 para 2]**

45. It would be helpful for CDOT and FHWA to provide clear procedural direction and timelines. Local Agency staffs have to inform and respond to elected officials and often times can't provide them with accurate answers because they have no indication of the timelines or how long CDOT

will take internally within a certain step of the process. **[REF – Tab 20 R6, Denver- North Section, Project Initiation, p. 4 para 6]**

46. FHWA is emphasizing increased oversight and CDOT is currently dealing with staffing resource shortages. Local Agencies hire licensed Professional Engineers who are then responsible and CDOT should be concerned less about the technical review. With current staffing issues, the ability to provide service to Local Agencies that has occurred in the past is a concern. DRCOG process is different for Region 6 than other Regions. **[REF – Tab 21 R6, Denver- South Section, Project Initiation, p. 2 para 3]**

47. Tony Gross, CDOT Resident Engineer, suggested looking at improving the Local Agency process by modeling the risk assessment aspects after those of the CDOT design-build Quality Assurance/Quality Control (QA/QC) process. Also, suggested looking at the lessons learned from the recent Recovery Act funded projects (ARRA) where multiple projects were advertised for construction in short time span. **[REF – Tab 21 R6, Denver- South Section, Project Initiation, p. 3 para 5]**

Low Bid

1. Local agencies want flexibility to use process other than low bid process, use this with their funds. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 10]**

Materials

1. Local agencies have quality assurance materials testing and independent assurance processes and are required by CDOT to do additional Independent Assurance Testing (IAT's). CDOT does not want the IAT data so why is the testing required? Why do local agencies need to do CDOT Central lab testing? This is an issue on a lot of the projects. Will the updated Local Agency Manual allow for no Central Lab testing for materials? **[REF – Tab 13 R4, Loveland, Award/Const, p. 6, para 2]**

2. Materials testing forms 250 and 379 are CDOT Staff Materials forms and local agencies have a difficult time figuring out number of hours for consultant contracts. Would it be possible to let regions fill out form 250 going forward? **[REF – Tab 14 R4, Greeley, Award/Const p. 4, para 10]**

3. Request that local agencies be allowed to generate their own form 250 and submit to CDOT for concurrence. Local Agencies feel that turnaround is a critical issue for agencies getting quotes for materials testing consultant services. Suggestion that those who want to do it – allow them to generate and CDOT check. **[REF – Tab 15 R4, Longmont, Award/Const, p. 6, para 3]**

4. Form 250 – need an online template similar to Fuel Cost Adjustment template in Excel. **[REF – Tab 15 R4, Longmont, Award/Const, p. 6, para 4]**

5. Materials testing should be commensurate with the type of project and verification of quality workmanship. Does the materials tester need to be on the project all the time?

[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 4]

6. Local Agencies think that materials testing requirements are too restrictive (i.e. too many tests and too much documentation). The City of Craig has limited access to multiple firms. Only one firm is available and costs add up for travel times from their office to the project site. Can materials testing for trail projects be changed so that it is not treated the same as a highway project? Can the Task Force evaluate if the same level of requirements should be applicable to projects of such differing magnitudes? **[REF – Tab 9 R3, Steamboat Springs, Award/Const, p. 6, para 2]**

7. Routt County stated that it would be very helpful to hold a pre-construction coordination meeting with CDOT to identify which forms for materials testing would be required for a project. The City of Steamboat Springs has had this provided in the past and found it very helpful. **[REF – Tab 9 R3, Steamboat Springs, Award/Const, p. 6, para 3]**

8. It is difficult to understand the COC (Certificates of Compliance) process as it is not explained in the Local Agency Manual. It was suggested that either training be provided or that the required processes be better written in the CDOT manuals. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 5, para 1]**

9. Local Agencies asked for flexibility for materials specifications for off-system roadways due to difficulties in sources of materials and meeting existing CDOT specification requirements. Local Agencies would like to be able to have input on materials specifications for projects where Local Agency forces are performing the work and on local roads. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 3]**

10. Local Agencies in rural or remote areas have difficulties with meeting materials specifications due to limited sources or different sources in the mountain communities. Can there be flexibility for the materials and other specifications for remote locations for off system projects? It was suggested that concerns for materials specifications be addressed at pre-application meeting so that anticipated costs can be addressed upfront. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 4]**

11. Local Agencies are looking for flexibility in what is required when filling out materials documentation. Being able to use their own documentation as an acceptable substitute for a CDOT form if all the required information is included would create efficiencies. If a Local Agency has a similar form to the CDOT Form 157 can they use that as a substitute? San Miguel County provided an example where their consultant, Buckhorn Geotech, provided a substitute form for the CDOT form 157. Local Agencies also looking for materials training to be provided by CDOT for the forms and materials testing documentation requirements. Can CDOT make the electronic forms easier to use so that Local Agencies or their consultants can fill out information electronically on the forms? **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 9 para 3]**

12. Chaffee County felt that using the existing form 250 for a trail project seemed to be overkill and not applicable to that type of project, yet it was required. Having a general requirement not applicable to a project adds cost. In this case, it added a cost of having to hire an independent materials tester, when that requirement could have been addressed and done in-house to save

costs and be done more expediently. This is an area where the Regional Coordinator can provide better guidance. Can a process be created that serves the same purpose for documenting the testing frequencies that is not so time intensive? Can consultant acting as Project Engineer fill out the form 250 or does the Local Agency have to hire an independent testing firm to do this? **[REF – Tab 16 R5, Poncha Springs, Award/Const, p. 6 para 2]**

13. Can Asphalt Cement adjustment/fuel cost adjustments be waived because it is extra burden on Local Agency's time to track costs? **[REF – Tab 16 R5, Poncha Springs, Award/Const, p. 6 para 3]**

14. Chaffee County asked about quality assurance testing for off-system projects like trail vs. road projects? Local Agencies don't have to staff to perform materials testing which requires certification and documentation. What suggestions for flexibility can be offered so that consulting materials testing services are utilized more efficiently so that Local Agencies are not paying for firms to drive up and pick up samples and drive back and the primary costs are for windshield time and not technical services? Can inspection and testing services be coupled together on smaller projects? **[REF – Tab 16 R5, Poncha Springs, Award/Const, p. 6 para 5]**

15. There are many forms to fill out. Local Agencies find it easier to write a letter and are asking if letters can be substituted for CDOT forms. **[REF – Tab 16 R5, Poncha Springs, Award/Const, p. 6 para 6]**

16. Materials testing policy requires Forms 250 and 379 to be generated by designated CDOT staff. They will not prepare the forms until a final award set of plans is available. By the time CDOT staff finally issues the forms construction has often already begun, which creates confusion on the jobsite. This policy also causes problems with the Local Agency getting consultant materials testing contracts and work orders lined out before construction starts, because the scope of testing requirements has not been finalized. **[REF- Tab 22, Comments from Weld County, Issue #2]**

17. LA's that prefer to manage the federal aid projects need to provide a materials management plan for approval by CDOT's Regional Local Agency Coordinator. This LA plan should be a one-time process to develop a flow chart or an outline of roles and responsibilities. **[REF- Tab 25, Materials QAR Recommendation #1, CMO/Materials Report]**

18. Brad Bauer, Jefferson County asked if there can be flexibility with pavement types if the Local Agencies are maintaining the roadway. FHWA/CDOT Stewardship agreement doesn't mandate CDOT materials/pavements. Stewardship agreement states on non-NHS facilities, need to follow state procedures. **[REF – Tab 21 R6, Denver-South Section, Project Design/Ad, p. 5 para 8]**

19. The LA's that are not familiar with CDOT's FMM should be encouraged to set up an NPS contract for materials management with consultants that have performed work for CDOT. **[REF- Tab 25, Materials QAR Recommendation #1, CMO/Materials Report]**

20. Local Agencies stated that the Finals process is cumbersome for tracking smaller items on CDOT Form 250. This takes time and costs money. Can the items be dealt with all at once or just be able to look at the major items. Suggested that the smaller items be approved by the Local Agencies and no paperwork submitted and provide the required documentation for the major items. **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 6]**

Mountain Communities

1. What can be done to address challenges such as weather shutdowns in mountain communities during short construction seasons to deal with project delays. **[REF – Tab 5 R1, Mountain Residency, Award/Const, p. 4, para 2]**
2. For smaller mountain communities the distance from their CDOT Region makes it harder to get engineering assistance from CDOT to work with them to get them through the Local Agency process. Is there a way that communication and assistance between CDOT and the Local Agency can be improved? **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 6]**
3. There is a need from Local Agencies in mountain regions to make efficient use of time to address their shortened construction seasons and need help with funding and budget (need timeline on these so money won't be lost – maximum three years? For example, Local Agencies want help from CDOT Region 3 to buy in to a process where if the Local Agencies are able to complete all of the necessary steps for Step A in fall then steps B,C,D can be completed over the winter to be able to advertise for construction in May. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 5, para 1]**
4. Mountain communities are looking to CDOT for assistance in the form of additional resources with their projects or prioritization of work load to meet their seasonal milestones to keep projects moving and be able to construct projects timely to meet their shortened construction seasons. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 5, para 2]**
5. Can CDOT Regions provide training or have a Region Environmental specialist come out and work with them on required environmental studies so that these can be completed prior to winter before weather problems come and shut down access to site due to short seasons at higher elevations. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 5, para 3]**
6. Local Agencies in locations with short construction seasons have difficulty completing projects in one construction season due to timing of release of funds. Need to look at timing of funding to see if following project process even for smaller projects is realistic to complete in time for a Local Agency to construct the project the next season and complete construction that same season. Can CDOT Regions prioritize those projects in areas of short construction seasons to obtain timely approvals to assist in being ready to go to construction when weather permits? **[REF – Tab 18 R5, Durango, Award/Const, p. 5 para 4]**

Off-System Bridge Program

1. Off-system bridge program has provided frustration for Routt County where the project took 2 years to get to construction. They did not have a lot of help in understanding the construction process. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 3]**

On-the-Job Training

1. What is the goal setting process for OJT? **[REF – Tab 14 R4, Greeley, Parking Lot, p. 6, para 14]**

2. Is OJT federal or state requirement? [REF – Tab 14 R4, Greeley, Parking Lot, p. 6, para 15]
3. OJT – Local Agency expressed perception that inordinate amount of time required to implement for not much benefit actually achieved. [REF – Tab 15 R4, Longmont, Award/Const, p. 6, para 6]

Overlap/Concurrent Processes

1. Local Agencies receive funding in spring, then start design in summer – don't start environmental till following year. Need to be able to overlap processes to complete in parallel rather than in series. [REF – Tab 15 R4, Longmont, Project Initiation, p. 2, para 9]
2. Suggestion to allow obligation approval for project to take place during advertisement process. Look for opportunities to develop processes more in parallel, less in series. [REF – Tab 15 R4, Longmont, Project Design/Ad p. 5, para 6]
3. Look for areas in the Local Agency process where activities or steps could be expedited to take less time. There is an interest to coordinate project-specific schedules with local agency planning schedules where possible. It was stated that the existing process is quite lengthy and creates delays. REF – Tab 6 R2, Pueblo, Issues & Concerns, p. 2, para 4]
4. Local Agencies feel that the more steps that can be performed in parallel rather than in series would provide for more efficient project delivery. REF – Tab 10 R3, Grand Jct, Project Initiation, p. 4, para 3]
5. The ROW process is cumbersome. Projects are likely not able to know ROW impacts until the vertical and horizontal alignments are firmed up. Changes to the design can impact the environmental and ROW clearance process. CDOT does not allow ROW acquisition to proceed without having environmental clearance and conducting Right of Way Plan Review (ROPR) meeting. Local Agencies want to be able to pursue design, ROW, and IGA in parallel as they had done prior to 2006. REF – Tab 10 R3, Grand Jct, Project Design/Ad, p. 5, para 4&5]

Overmatch

1. Match/overmatch with CDOT. Local Agencies want to know why CDOT tracks overmatches and are involved in scope changes with overmatch money. Making any overmatch changes takes considerable time in getting the additional funds re-STIP'd. IGA states Local Agencies are responsible. [REF – Tab 13 R4, Loveland, Project Initiation p. 3, para 5]
2. Is overmatch a federal requirement? For example on a 2 phase project, can the overmatch be on the 1st phase only with federal funds – would like more flexibility. [REF – Tab 13 R4, Loveland, Project Initiation p. 3, para 6]
3. Does Transportation Commission need to approve Local overmatch funds? [REF – Tab 13 R4, Loveland, Parking Lot, p. 7, para 10]

4. Project funding changes create issues for then needing to increase the overmatch – going through this process creates delays to the project. **[REF – Tab 15 R4, Longmont, Project Initiation p. 3, para 6]**

5. Local Agencies don't understand why FHWA is concerned about the amount of overmatch in the project. Perception that if the funding does not add up to Engineer estimate – then FHWA won't authorize project. **[REF – Tab 15 R4, Longmont, Project Initiation p. 3, para 10]**

6. Overmatch has to be added to the following processes STIP, TIP, SAP and IGA; when it changes which creates delays. **[REF – Tab 15 R4, Longmont, Project Initiation p. 3, para 11]**

7. Why is overmatch so important? Suggest going back to previous process in IGA that shows project cost and match with no overmatch requirements. **[REF – Tab 15 R4, Longmont, Project Initiation p. 4, para 5]**

8. Local Agencies want an easier process on overmatch. If the overmatch is changed, then the project needs to go back through the TIP/STIP process and amend the IGA. If Local Agencies have to find more money, it will be according to CDOT's contract process – can there be an easier way to do this? The overmatch process is viewed as an unnecessary paperwork process. **[REF – Tab 8 R2, Colorado Springs, Project Initiation p. 4, para 6]**

9. Local Agencies suggested that the overmatch requirement be handled at the time of the CDOT form 1180 rather than with the IGA for shortfall costs to avoid having to make changes to the overmatch after the IGA is executed which then results in changes having to be made to the IGA. If done at the 1180 stage the overmatch funds are identified one time and the IGA does not have to be revised which would save time. **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad p. 5, para 8]**

Phased Projects

1. On one project, a jurisdiction had a project with the total cost approved and then later decided to divide into phases due to local funding constraints. The project had to go back to Transportation Commission for approval of the phased approach - it took a long time. **[REF – Tab 13 R4, Loveland, Project Initiation p. 3, para 2]**

2. Is there a way to authorize the design phase on a future project planned to be constructed in four years for a project that locals will provide the match for funding? [This was asked with the intent that the Local would then be seeking reimbursement]. A comment was made that this had been allowed in the past but was stopped.

[REF – Tab 13 R4, Loveland, Project Initiation p. 3, para 4]

3. Local Agencies are looking for projects that can easily be completed without a significant level of impact/s (those that do not involve ROW, lengthy environmental clearances). They are reluctant to pursue projects that require ROW and other clearances as these processes take time, as well as increase costs to complete work and administration by Local Agency. Need to look for ways for phasing of projects so that Local Agencies can break up projects into logical funding packages to administer. **[REF – Tab 18 R5, Durango, Project Initiation p. 4, para 4]**

Planning

1. Suggested that a detailed flowchart with anticipated timelines with MPO's, CDOT, etc. with the steps and responsibilities be provided. Need to understand how the planning process (preparation and submittals to DRCOG et.al.) fits into the CDOT processes that occur after for the project. Don't go to a 1 strike policy (not getting funds obligated within one year within DRCOG area otherwise funds can be rescinded). **[REF – Tab 4 R1, Limon, Project Initiation, p. 3, para 2]**
2. Suggest that the Major Players (FHWA, DRCOG, and CDOT) collaborate and develop a single integrated process from beginning to end that outlines the steps from beginning to end that works for all of the involved organizations that Local Agencies can follow. **[REF – Tab 4 R1, Limon, Project Initiation, p. 3, para 3]**
3. There is a perception that the project selection process favors Local Agencies that make greater funding contributions. **[REF – Tab 4 R1, Limon, Project Initiation, p. 3, para 7]**
4. A question was raised regarding the interaction between the Transportation Planning Region (TPR) planning process and the local agency process. The local agency process is daunting (how to treat rural vs. MPOs) and there are financial capacity gaps issues with more rural areas. They don't have the staff like an MPO. **[REF – Tab 13 R4, Loveland, Parking Lot, p. 7, para 7]**
5. There are issues with TIP's in one region and STIP's in another Region. Why do we get grants that are not on TIP/STIP? Earmarks were an example of this occurring. **[REF – Tab 13 R4, Loveland, Parking Lot, p. 7, para 9]**
6. Why are LA funds being STIP'd ? **[REF – Tab 13 R4, Loveland, Parking Lot, p. 7, para 11]**
7. Suggestion to extend timeframe for call for projects with criteria provided upfront so instead of 2 months, Local Agencies would have 4 to 6 months to develop firmer cost estimates. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 9]**
8. Planning and submission of project process needs to be improved. Transportation Planning Regions (TPRs) approve projects prioritized and listed by the CDOT Regions. Metropolitan Planning Organizations (MPOs) have a project prioritization process. DRCOG does not have TPR meeting for non-attainment areas of counties. There was a suggestion to look at establishing a Transportation Planning Region for I-70 corridor from Golden to Glenwood Springs, or some type of similar solution for the sake of creating an efficient process. **[REF – Tab 5 R1, Mountain Residency, Project Initiation, p. 3, para 1]**
9. Timing of projects from when Local Agencies are notified of grant selection in first part of the year, the IGA takes time that mountain communities with short 3 to 4 month construction season miss the window of construction for that year and have to wait until next year. There is a challenge for the mountain communities in aligning their short construction seasons/timeframes

with the longer fiscal year/planning schedules. **[REF – Tab 5 R1, Mountain Residency, Project Initiation, p. 3, para 2]**

10. Regarding Long Range Planning, DRCOG has one deadline and then no other opportunities for project submission/selection for 3 years. It is frustrating having to wait 3 yrs before you can submit requests for new projects. Some support to prepare projects to qualify given this challenge would be helpful. **[REF – Tab 5 R1, Mountain Residency, Project Initiation, p. 3, para 3]**

11. An issue that was identified is that there is a difference in terminology which leads to a misunderstanding of the overall timeframes between the Local Agency process and what the Local Agencies follow when using their funds. An example is that a Local Agency had a delay in being notified of a grant awarded in April, and didn't hear back from CDOT until September, which caused it to lose the opportunity to perform work during the summer. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 3, para 4]**

12. Need to streamline process so that after the grant award is made, funds can be budgeted in CDOT's SAP business management software which takes time. Local Agencies need to understand the CDOT budgeting process and the steps/timeframes involved. **[REF – Tab 8 R2, Colorado Springs, Project Initiation, p. 3, para 5]**

13. Communities with smaller budgets find it very difficult to afford costs associated with hiring consultants to attend TIP/STIP meetings at MPO/TPR's to advocate for their project needs. This leads to the perception of inequity and that these communities are being marginalized when funding is awarded as it tends to go larger communities. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 4, para 2]**

14. Grant cycle varies between TPR's – can CDOT provide this information centrally to Local Agencies via their webpage and referenced in the Local Agency Manual so that everyone is aware of the variations. **[REF – Tab 16 R5, Poncha Springs, Parking Lot, p. 7 para 4]**

15. There is pressure from FHWA through DRCOG to get projects initiated and progressing towards completion. Delays in executing IGAs and getting design started are playing a role in Local Agencies not being able to meet DRCOG's 3 strike policy and with DRCOG considering going to a one strike policy, it becomes even more challenging. He suggested looking at strategies that can assist with projects moving forward in a more timely manner to meet DRCOG strike policy. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 3 para 1]**

16. The City and County of Denver is looking for flexibility for multi-year/multi-agency complex projects from the DRCOG 3 strikes policy. Trying to scope projects for multi-year and coordinate with multiple entities is really difficult to coordinate timeframes. DRCOG is ratcheting down on requirements and would like to see flexibility where multi-year projects could be evaluated annually with a meeting with all of the stakeholders including DRCOG, CDOT, Denver, and other stakeholders. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 3 para 6].**

17. Pat Dougherty, City of Arvada, stated that that it is frustrating when a Local Agency takes a "strike" from the DRCOG "three strikes policy" when the Local Agency has fulfilled its obligations and met its deadlines but the project delays have been due to CDOT delays in review, response, or guidance. Local Agencies need assistance from CDOT to help them with DRCOG so that a strike is not assessed to the Local Agency if not caused by the Local Agency. It was

requested that the meeting notes from the DRCOG meeting held at CDOT Region 6 on March 23, 2010 be forwarded to the Task Force to provide it with the context of what was discussed at that meeting regarding this issue. Is there any flexibility within the “three strike policy” or exceptions that can be granted? **[REF – Tab 20, R6, Denver-North Section, Project Initiation, p. 5 para 1]**

18. Local Agencies expressed concern that DRCOG is looking to implement a “one strike process” which will be much worse for Local Agencies to meet schedules and timeframes to follow required processes and construct projects. Local Agencies think the DRCOG process needs to be changed. It was suggested that CDOT, FHWA, and DRCOG work together to develop a unified process that works for DRCOG, CDOT and Local Agencies. **[REF – Tab 20, R6, Denver-North Section, Project Initiation, p. 5 para 2]**

19. DRCOG emphasizes being ready to move ahead with projects and doing a sufficient amount of design upfront. Issue is getting CDOT involved early on without having an account to charge to. Several Local Agencies are taking on the design costs not seeking federal reimbursement and using the federal funds for construction. How to get CDOT involved early on to insure that issues that need to be addressed get included in the scope/budget for the work. DRCOG looking into pre-IGA fund per project to potentially tap into to get process going sooner. Bringing projects mostly designed and ready to build is an issue for some Local Agencies. **[REF – Tab 21, R6, Denver-South Section, Project Initiation, p.3 para 2]**

Pre-Application Meeting

1. The project application process goes thru MPO and creates issues. Request for projects are random and do not fit within the established planning process (funding availability is not predictable), which makes it hard to plan or be proactive. There is insufficient time for a jurisdiction to prepare materials/information ahead of time. **[REF – Tab 13, R4 Loveland, Project Initiation, p. 2, para 13]**

2. There is currently a struggle with accurate cost estimates and short time frame. The process for small projects is the same for larger projects which can be overwhelming with too many requirements. There is no consistency across requirements which cause tension. **[REF – Tab 13 R4, Loveland, Project Initiation, p. 2, para 14]**

3. Would like use of a checklist up front before nominating a project. R4 has implemented this to some extent. This checklist would help improve estimate total cost of the project (avoid overlooking costs for ROW, environmental issues, etc.). **[REF – Tab 13 R4, Loveland, Project Initiation p. 4, para 1]**

4. Is CDOT doing enough upfront at the start of the project to communicate the requirements that need to be followed for using federal aid funds? **[REF – Tab 13 R4 Loveland, Parking Lot, p. 8, para 3]**

5. Need more MPO/TPR participation at these meetings. Smaller agencies don't understand costs. **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 5]**

6. There should be engineering input at project concept level. **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 6]**
7. Small towns looking for a tutorial of the process at time of “call for projects” so that locals are aware of requirements - **DRCOG stated at meeting that an upcoming e-mail will be sent out for training in advance of call for projects. Proposed dates of training are August 16th and August 25th. Looking to make it mandatory that applicants must attend one of these training sessions. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 7]**
8. CDOT has a lot of processes – local agencies aren’t aware of all of the processes. Suggested that Local Agencies contact CDOT Region Local Agency Coordinator to take advantage of their knowledge and be able to review projects and help local agencies with requirements such as project estimates etc. **[REF – Tab 5 R1, Mountain Residency, Project Design/Ad, p. 3, para 7]**
9. Local Agencies recommended reviewing CDOT’s role during project application and suggested that CDOT look to be more involved at the time of application than what is currently being experienced in order to provide support and guidance. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 2, para 6]**
10. Local Agencies suggested that more clarity, guidance and coordination can be provided by CDOT in the initial phases of the project initiation process so that the clearance process for ROW, Environmental, and Utility issues can be discussed between Local Agency and CDOT at the application stage to avoid problems later on. More information and improved communication on the “front end” could avoid problems down the road. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 2, para 7]**
11. Local Agencies suggested that a detailed checklist of project requirements would be helpful to have during the pre-approval phase to identify what is needed to submit for project application. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 2, para 8]**
12. Local Agencies sided against adding additional requirements to the grant application process. Suggested that local governments work with one another to insure that conflicts don’t exist when responding to grants that create issues in fulfilling the project. Local Agencies think that a single group or person should review the applications in their own organizations prior to submittal to insure constructability of the project. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 1]**
13. Local Agencies expressed a need for CDOT guidance and support during the beginning stages of the project to clearly explain to Local Agencies what is required for the environmental clearance process. Although Local Agencies have had experiences where they felt there was a clear understanding pre-IGA, there have been times when after the IGA has been approved, more than what they originally thought was required was actually needed. Upfront clarity and guidance from CDOT to clearly identify these needs would be helpful. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 2]**
14. Local agencies requested closer coordination and communication with CDOT. Local Agencies need a CDOT person (one point of contact) to show them what is needed and explain the processes involved. Suggested assistance from CDOT with reviewing grants for pre-application before project initiation. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 3]**

15. Local Agency project budgets are tight and don't have enough dollars for projects to do processes over when a correction or revision is needed. There is a desire to make efficient use of funds and by only doing the process once by obtaining assistance and guidance from CDOT in the initial planning stages. It was suggested to utilize a checklist that clearly identifies requirements and required processes for projects. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 4]**

16. Davis Bacon – Clarity is needed to identify which projects require Davis Bacon wages. It would be helpful for Local Agencies to be able to identify when Davis Bacon is required ahead of time and address within the budget at time of pre-application. **[REF – Tab 6 R2, Pueblo, Project Design/Ad, p. 4, para 5]**

17. It would be helpful for Local Agencies to have guidance from CDOT on the program requirements earlier on in the project process. It was suggested to have an upfront coordination meeting (with CDOT Form 1243) with CDOT to go over processes after project selection. **[REF – Tab 6 R2, Pueblo, Project Design/Ad, p. 4, para 7]**

18. Because of limited staff and funds, smaller Local Agencies are less likely to apply for federally funded projects. However, a checklist of what requirements would be needed for a project would be helpful for a Local Agency to assess the level of effort and allow it to make an informed decision on the level of investment it would take on. Local Agencies stated that they are often asking themselves if the federal funding granted for a project is worth the time needed for the procedural requirements that comes with it. **[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 3]**

19. Local Agencies could use additional CDOT assistance with processes associated with the Local Agency Manual. Local Agencies stated that CDOT assistance can be used to answer questions that often occur during projects such as “what are the materials testing requirements? Is a consultant inspector or consultant project manager needed for the project? Should this be included in the total budget request?” **[REF – Tab 7 R2, Lamar, Project Initiation, p. 3, para 6]**

20. Local Agencies suggested that meeting with CDOT to discuss the award of projects and construction phases during initial stages of project would be helpful to clearly understand and anticipate what is required in the latter stages. This is the most important phase (usually the funding has already been set on projects and at times there have been perceived surprises in latter stages when it is learned that additional actions are required). **[REF – Tab 7 R2, Lamar, Award/Const, p. 4, para 8]**

21. Local Agencies suggested that early coordination upfront with CDOT would be very helpful in order to clarify questions and assist them with understanding the process requirements so that Local Agencies can make efficient use of the project funds. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 4, para 4]**

22. It would be very helpful for CDOT and Local Agencies to have a pre-project initiation meeting to identify project requirements. Identifying requirements and anticipating issues in advance can help a Local Agency understand what steps (hurdles) it will to go through on projects where it will pursue federal dollars and whether pursuing federal funding is worth the effort. Local Agencies strongly advocated for a preliminary pre-application meeting between Local Agency and CDOT be held to explain the process and requirements. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 3, para 3]**

23. Knowing about requirements such as quality assurance materials testing at the onset of a project or project phase would be helpful so that a Local Agency can better prepare its cost budgeting to administer a project. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 5, para 1]**
24. Can application process be changed so locals see all requirements needed up front? **[REF – Tab 10 R3, Grand Jct, Project Design/Ad, p. 5, para 3]**
25. Hold a pre-application coordination meeting with CDOT to identify potential issues and challenges ahead of time or at least before they approach certain phases in the process.. These coordination meetings could occur as a Region to effectively use the time of the Local Agency Coordinator and can occur either before a project phase to help anticipate issues or when a project has been completed successfully so others can learn from the experience. **[REF - Tab 11 R3, Glenwood Springs, Project Initiation, p. 3, para 2]**
26. Local Agencies often need consultant assistance with the ROW process. It was suggested that CDOT articulate/help to identify the ROW requirements and expectations at the application stage of the project. It would be helpful for CDOT to explain how much time to anticipate and review the estimated funds for those processes at the application stage so that the Local Agencies know what the expectations are. **[REF - Tab 11 R3, Glenwood Springs, Project Initiation, p. 3, para 3]**
27. It was noted that different approaches take place in CDOT Regions around environmental studies. Region 3 assists Local Agencies with environmental studies when a permit is not required. This same practice is not carried out in Region 5. In Region 5 the consultants do the environmental study work that CDOT Region 3 staff provides. Parties are aware of this upfront. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 3, para 5]**
28. Local Agencies need additional clarity and assistance from CDOT to have a better way to understand the process requirements at the time applications are being made in order to determine if going through the process is worth their while. **[REF – Tab 12 R3R5, Montrose, Issues & Concerns, p. 2, para 4]**
29. Need for a better understanding of the requirements of the process at the time of making project application. Being able to understand all of the requirements and anticipated administrative expectations will lead to defining the project costs more accurately, and to request the appropriate amount of funds for the project upfront. **[REF – Tab 12 R3R5, Montrose, Issues & Concerns, p. 2, para 11]**
30. Understanding the requirements upfront for a project at a project pre-application meeting or training would be very beneficial to local governments in estimating the total costs of the project and required work. Most Local Agencies are unfamiliar with the administration, engineering, materials testing, ROW, Environmental and other requirements applicable to a federally funded local agency project. If Local Agencies understand the true cost of the total project they could request the appropriate grant or funding amount. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 2]**
31. Local Agencies expressed a greater need to understand the up-front project costs/impacts/requirements in order to adequately estimate the project costs with a reasonable certainty and be able to make decisions as to how administering this project either works or doesn't work with the individual Local Agency's staff and funding resources to assist them with making the decision to submit or not submit the grant application for federal funding. Local

Agencies say the state administered Department of Local Assistance (DOLA) grant process is easy with fewer requirements. **[REF – Tab 12 R3R5, Montrose, Project Initiation, p. 5, para 3]**

32. Local Agencies suggested that CDOT develop a pre-application checklist categorized by processes (such as Environmental, ROW acquisition or construction) so that Local Agencies can understand the requirements upfront along with costs before applying for projects. Right now Local Agencies see some of the requirements as hidden costs because they weren't aware of these at the time of application. Understanding all of the requirements upfront along with a complete estimate including work that meets these requirements and a % contingency will better serve the Local Agencies. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 7, para 1]**

33. Local Agencies would like to see what consultants will be charging for services such as ROW services or environmental services at the time of consultant selection. It was suggested that pre-application meeting be held to review the overall required processes with CDOT and review of draft cost estimate for the work and consultant services. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 7, para 2]**

34. It was suggested that CDOT work with Local Agencies during pre-application process to discuss things such as ROW costs and project concepts to insure feasibility and the Local Agency to be successful in completing the project. CDOT engineers should focus on context sensitive solutions for unique areas that could determine more appropriate project specifications. **[REF – Tab 16 R5, Poncha Springs, Project Initiation, p. 3 para 2]**

35. Chaffee County mentioned that it would be helpful to clarify CDOT trail standards at the time of project application. Chaffee County used AASHTO standards of 5 ft ROW buffer and based their ROW project limits on these criteria. After application during engineering review, the 5 ft ROW buffer was changed to 10 ft. ROW buffer by CDOT Region 5 Engineering which impacted ROW costs and schedule for the project. It was suggested that CDOT work on standards for trails and provide guidance to Local Agencies prior to making application for funding. **[REF – Tab 16 R5, Poncha Springs, Project Initiation, p. 3 para 3]**

36. Local Agencies requested CDOT support and expressed a need for up-front coordination with CDOT during the project initiation phase to make sure they are able to initiate projects correctly and are aware of everything that will be required to meet specific project needs. Local Agencies need better front end planning ahead of pre-application phase with a single point of contact at CDOT to help with knowledge of requirements and processes. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 4 para 2]**

37. Local Agencies need assistance from CDOT at the pre-application stage to make sure the cost estimate addresses contingencies for “unknown” costs since the projects are not likely to be approved for funding for 1 to 2 years based on the funding cycle of the TPR. CDOT needs to do a better job on turnaround time of providing comments on items submitted for review to respect the project schedules and administration of their projects. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 4 para 3]**

38. Local Agencies are lacking the information about all of the requirements that need to be met, how to estimate the total project costs and arranging for materials testing services. Suggest that pre-application meeting along with checklist be developed to insure that project is sufficiently funded and properly scoped prior to submittal of application. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 5 para 2]**

39. Communities find it difficult to understand all of the processes and requirements that are tied to funding projects. These funds are very expensive as the grant may be for \$100,000 but it will cost the Local Agency \$40,000. A pre-scoping meeting prior to the submittal of the application will make a big difference towards the Local Agencies being successful in understanding the required processes and procedures. They will still need help from CDOT to assist and stay involved with the Local Agencies throughout the project. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 5 para 3]**

40. Local Agencies are looking for assistance from C DOT with their knowledge on the process and meeting requirements particularly on small projects so that they can stay within budget and meet schedule once CDOT has approved everything. Suggest Local Agencies work closely with CDOT at time of application and to review project scope and budget. **[REF – Tab 18 R5, Durango, Project Initiation, p. 4 para 6]**

41. Joe Duran, FHWA, described the lifespan of funds and that ear-marked funds and discretionary funds may have set timelines for when the funds have to be expended by, other funds can go over into the next fiscal year. Laurie Blanz stated it is important to make sure the funds are obligated because unobligated federal funds can be rescinded. CDOT should inform the applicants at the time of application. **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 4]**

Preliminary Design

1. Perception that DRCOG wants local agencies to hire engineer, submit plans, etc. and wants to see more of a better defined project concept, which requires upfront work and money out of local agencies prior to making project application to demonstrate commitment to the project. **[REF – Tab 4 R1, Limon, Project Initiation, p. 3, para 7]**

2. There are different perceptions from local agencies as to how much advance work (as applicable based on scope of project) is needed to be completed for submittal for the application process. Local Agencies may not develop the projects very far (depending on work scope) if not knowing if project will be funded. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 2, para 7]**

3. Local Agencies want assistance from CDOT on clarification for what % level complete plans are required for Safe Routes to Schools (SRTS) projects prior to executing IGA. **[REF – Tab 6 R2, Pueblo, Project Design/Ad p. 4, para 3]**

4. Federal Funding is not available until a project is approved. There is a lot of work required upfront by Local Agencies to prepare the application and if a project is not selected, those expended funds are not recoverable. Many Local Agencies have had difficulties providing funding for the upfront work required. One such unrecoverable fund is the hiring of an engineer or architect required to prepare project plans. Smaller Local Agencies don't always have an engineer or architect on staff and the additional cost to hire one becomes a risk the Local Agency is experiencing if the project is not selected. An inquiry was made if planning/design funds be made available for this type of pre-application activity. Can grants be limited to scope only with no pre-work required to minimize upfront costs? **[REF – Tab 7 R2, Lamar, Project Initiation, p. 2, para 7]**

5. Can the upfront design costs expended by Local Agencies to submit as part of the application process be used for local match (i.e. seed money) for the project? **[REF – Tab 7 R2, Lamar, Project Initiation, p. 2, para 8]**

Prequalified Contractor

1. Local Agencies are wondering if they have to use a CDOT pre-qualified contractor. CDOT recommends that locals use them, as it helps to have a contractor that understands the federal requirements such as Davis Bacon and others. **[REF – Tab 8 R2, Colorado Springs, Award/Const, p. 6, para 3]**

2. Local Agencies say they work both with contractors who work on CDOT projects and other contractors that do not. The quality and performance is the same for both types of projects. Local contractors don't have to complete all of the required paperwork, steps needed to do the work that CDOT prequalified contractors are required to have. Local Agencies want to know why do they have to work with CDOT prequalified contractors. **[REF – Tab 10 R3, Grand Jct, Award/Const, p. 6, para 4]**

3. It was stated that CDOT should review its Contractor prequalification procedures. Dollar amounts years ago may not have the same meaning with current construction costs. Local Contractors have to provide an audit to get qualified at specific levels. Not sure when the last time this was last checked. It was suggested that the prequalification thresholds be raised to keep current with rising construction costs. **[REF – Tab 11 R3, Glenwood Springs, Other Issues, p. 7, para 2]**

4. The City of Montrose suggested that CDOT reevaluate its contractor pre-qualification process. Local Agencies at the meeting stated they did not know that CDOT's Contractor pre-qualification process was solely based on financial capabilities and not experience. Do contractors have to be re-qualified after some time period once they are pre-qualified? According to one local agency, they estimate that it costs them approximately 25%-30% more if they use CDOT pre-qualified contractors and follow the CDOT process. The City of Montrose had a bad experience with a CDOT low bid contractor and thinks that low bid selection gets you low bid work. They use a qualifications based approach for selecting contractors when funding their projects without federal funds. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 6, para 2]**

5. Local Agencies would like ability to be allowed to use non CDOT pre-qualified contractors and flexibility in hiring engineering consultants using price as a factor on their projects. Looking for flexibility from CDOT on these issues and revision to current Local Agency manual. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 6, para 5]**

Process/Regulations Changes

1. Changes to local agency process once projects start creates delays and increases costs. Prefer that changes not be retroactive; requested flexibility for grandfathering in projects or portions of projects from before the change order was issued if possible. Suggested that changes should come with money to fund them – no unfunded mandates. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 2, para 11]**

2. Because there is a lot of diversity among the different Local Agency laws, codes, ordinances, Local Agencies are looking for acknowledgement that not all Local Agencies operate in a similar fashion and CDOT will consider this when making program changes.

[REF – Tab 15 R4, Longmont, Project Initiation, p. 2, para 13]

3. Unfunded mandates like ADA/truncated domes cause hardships and increased costs. Suggest more flexibility for those projects with fixed budgets and close to being advertised to be exempted. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 1]**

4. There is a perception that program changes are often brought about by problems experienced on a small percentage of projects. The implemented program changes are then experienced by all projects instead of the few that created the need for program revision. Develop a process that deals with projects that create problems and that the changes do not have to apply to all projects. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 3, para 7]**

5. Flexibility to provide access to dollars for unfunded mandates that impact project budgets. **[REF – Tab 15 R4, Longmont, Project Initiation, p. 4, para 8]**

6. Projects are difficult to manage when the rules/requirements change in the middle of the project. **[REF – Tab 8 R2, Colorado Springs, Issues & Concerns, p. 2, para 8]**

7. It is challenging for Local Agencies to adjust to changes in requirements after the time of project application. Changes add costs not considered in the project estimate. It would be helpful for requirements that were identified at the time of application to stay the same throughout the project when possible. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 3, para 2]**

8. Mark Westberg, City of Wheat Ridge, wanted to see more consistency in the overall process. He has experienced changes to the process that are not addressed in the Local Agency Manual that have impacted projects. Because impacts can raise project costs and the City of Wheat Ridge has a small engineering staff this causes a considerable challenge. The changes create cost and time impacts to their projects that may have been addressed at the beginning had they been made aware to them early on. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 2 para 8]**

9. Retroactive changes impact design projects already underway – implementing changes increase costs. **[REF – Tab 13 R4, Loveland, Other Issues, p. 7, para 3]**

Project Closeout

1. Project Close Out – It was stated that an official notification once a project is closed would be helpful. Local Agencies asked what happened to the project closure letters that used to be sent out. Were these letters replaced by the CDOT Form 950? Is it the same process to close out a grant from a project? Local Agencies want a way to be informed that the bills are all paid and the Local Agencies can move their remaining funds to another project.

[REF – Tab 8 R2, Colorado Springs, Award/Const, p. 6, para 2]

2. Match and overmatch – Local Agencies need assistance from CDOT in understanding when the project is completed and how the match and overmatch are rectified at the end of the project so that Local Agencies can release their funds sooner? **[REF – Tab 8 R2, Colorado Springs, Award/Const, p. 6, para 5]**

3. Gunnison County had an issue closing out one of its off-system bridge projects where the project closure process took 16 months. During this time the Local Agency was charged \$400 each month by CDOT. Does the project closure process need to take this long? Why are monthly charges such as the one of \$400 warranted? **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 9 para 2]**

Project Tracking

1. Utilize SAP (CDOT asset management program software) to be able to track milestones and management of Local Agency projects. **[REF – Tab 7 R2, Lamar, Issues & Concerns, p. 2, para 3]**

2. CDOT needs to investigate the potential for developing a search database in SAP where LA projects can be tracked by phase and closeout of the project. **[REF- Tab 25, Materials QAR Recommendation #3, CMO/Materials Report]**

3. CDOT needs to appoint one Regional manager within each Region's LA team to track the local agency program and to manage financial activities. **[REF- Tab 25, Materials QAR Recommendation #3, CMO/Materials Report]**

Recordkeeping/Storage of Records

1. Requirement to store records for a required period of time, which seems long and tricky. **[REF – Tab 13 R4, Loveland, Project Design/Ad, p. 5, para 6]**

Reimbursement

1. Local agencies want their money when projects are complete vs. waiting for CDOT's final approval. **[REF – Tab 14 R4, Greeley, Award/Const, p. 5, para 2]**

2. CDOT has a rigorous process on reimbursement and required cancelled check and monthly bank statement. Need a more simplified process that is similar to that of other state agencies like Colorado State Historical fund. **[REF – Tab 7 R2, Lamar, Award/Const, p. 4, para 9]**

3. Financial reimbursements to a Local Agency require that it provides a copy of a canceled check from a contractor. Having to wait for the canceled check instead of being able to submit an invoice to CDOT for payment adds 10 to 30 days to projects and causes delays. Colorado Department of Public Health and Environment commits to a 10 day turnaround for reimbursement with their ARRA funds; can CDOT provide a commitment? Can CDOT revisit the canceled check policy to determine if it should be applicable to all agencies or just the ones that have committed violations? **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 8 para 5]**

4. CDOT's vendor/contractor billing process is cumbersome. Having to wait for the return of the cancelled check and providing that along with the invoice takes too much time. Are there other methods that CDOT can explore to verify that payment has been made to the contractor from the Local Agency for proof of reimbursement or does this have to apply to all local agencies

based on the audit tier system established? **[REF – Tab 16 R5, Poncha Springs, Award/Const, p. 6 para 1]**

5. The CDOT reimbursement process is very long. Local Agencies having to wait for a canceled check from the contractor to provide with an invoice. This takes too long and creates cash flow issues. The Town of Blanca has had to wait 2-4 months for reimbursements. **[REF – Tab 17 R5, Alamosa, Issues & Concerns, p. 2 para 3]**

6. CDOT's processes of reimbursing Local Agencies should be improved so cash flow to smaller Local Agencies can happen in an expedient fashion. The Town of Blanca cited an example where it has taken several months to receive reimbursement checks. Local Agencies do not like the process of having to wait for copy of canceled check to be submitted with invoice for billing as this delays the reimbursement process. Are there other methods that CDOT can implement which support the proof that the Contractor was paid but take less time? Department of Local Assistance (DOLA) takes 7 days to process payments and does not require canceled checks. No consistency in CDOT reimbursement process, sometimes 3 weeks and other times 2-4 months. What is CDOT commitment to provide timely reimbursement. **[REF – Tab 17 R5, Alamosa, Award/Const, p. 6 para 2]**

7. Local Agencies looking for commitment from CDOT to provide timely billings on projects. Examples were provided where billings were received for work from 6 months earlier. Can CDOT provide billings within 1-2 months vs. 4-6 months after the work is completed? **[REF – Tab 19 R6, Denver-Central Section, Award/Const, p. 6 para 6]**

Right-of-Way (ROW)

1. There is a perception is that CDOT requirements exceed the scope of project such as having the same requirements for a major road improvement or installing a sidewalk. There is a request for additional clarity as to why CDOT processes are in place for ROW easement when the Local Agency is responsible for maintenance on the project and the project is not within CDOT ROW. **[REF – Tab 4 R1, Limon, Project Design/Ad, p. 4, para 2]**

2. CDOT ROW process is different than process that Local Agencies use. Local Agency wanted to acquire a 10 ft easement and was told by CDOT that the easement needed to be 20 ft. for a sidewalk. **[REF – Tab 4 R1, Limon, Project Initiation p. 3, para 1]**

3. The required level of effort for a local agency for ROW plans is a costly process, especially when it is implemented with 100% local dollars. Can the process be streamlined to reduce amount of needed plan sets? One idea is to submit ROW plan sets electronically. **[REF – Tab 13 R4, Loveland, Project Initiation p. 2, para 15]**

4. ROW and environmental processes are too redundant. Local agencies would like to be able to use their own ROW plans instead of having to use CDOT's format for ROW plans which contain extra pages (eleven (11) pages required). If there are changes, it affects several pages of the plans rather than merely the specific plan change. Is it a requirement to meet both federal and state processes on local agency ROW – oversight of Uniform Act process? CDOT does not differentiate for on system vs. off system flexibility (state highways/roads versus local roads). Does the process need to be as prescriptive for off-system projects? **[REF – Tab 13 R4, Loveland, Project Design/Ad p. 4, para 7]**

5. Can CDOT provide anticipated timeframes for ROW process for local agencies? **[REF – Tab 14 R4, Greeley, Project Initiation, p. 2, para 15]**

6. Can CDOT change their ROW plan format process? Why do local agencies ROW plans have to look like CDOT's plans? It costs a lot of money to bring plan sets up to that level of detail. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 2]**

7. Larimer County acquires ROW as easements – CDOT acquires ROW in fee simple as ROW. There are no requirements of easement in state laws. There are too many ROW CDOT requirements and lots of surveying costs to deal with. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 3]**

8. ROW Acquisition – local agencies feel like they are being told to follow steps 1-100 when local agencies become owners of required ROW easement. Asked that CDOT should let local agencies do the work their way which includes following Uniform Act. When CDOT becomes owner, local agencies will follow CDOT's rules. Local agencies want to know who will be owner of easement beforehand. Local Agencies sign IGA that requires them to follow Uniform Relocation Assistance Act – Locals want to be trusted that they will do this. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 5]**

9. Time for ROW approval on plans before you can negotiate with property owners is taking too long. Is there a way for Local Agencies to negotiate with property owners **sooner** in the process instead of expending dollars for resources to change design and spending more dollars on changes on ROW plans? **[REF – Tab 15 R4, Longmont, Project Design/Ad p. 4, para 10]**

10. How can local agencies receive ROW approval sooner to be able to negotiate with property owners? Looking for guidance from CDOT to clarify when is best time in order to minimize costs, minimize changes etc. **[REF – Tab 15 R4, Longmont, Project Design/Ad p. 5, para 1]**

11. How to accelerate to get to ROW authorization with not all of the information on the ROW plans. Can ROW plans for off-system projects be different than those for on-system projects? **[REF – Tab 15 R4, Longmont, Project Design/Ad p. 5, para 2]**

12. Iterative ROW process from requesting approval to negotiating is critical to the overall schedule. Additional time to comply with required format (font sizes, line weights, etc) and not focusing if all required information is included adds costs but perception by Local Agencies is that no value is added. **[REF – Tab 15 R4, Longmont, Project Design/Ad p. 5, para 3]**

13. How far along does design need to be to get ROW plan approval for local agencies? **[REF – Tab 15 R4, Longmont, Parking Lot, p. 6, para 11]**

14. What portion of environmental clearance need to be done in order to get ROW authorization in order to be eligible for reimbursement? When do local agencies assume risks – looking to pursue processes in parallel? **[REF – Tab 15 R4, Longmont, Parking Lot, p. 7, para 1]**

15. Clarity is required about the requirements for the ROW process and what is required per the Uniform Act requirements when Local Agencies are funding ROW with their own funds. **[REF – Tab 6 R2, Pueblo, Project Design/Ad p. 4, para 2]**

16. If Local Agency is using their funding (non-federal funds) for acquisition of ROW and not seeking reimbursement, why do they need to follow the CDOT process for ROW (i.e. Uniform Act)? Can this process be streamlined by CDOT allowing local jurisdiction to take care of this process? **[REF – Tab 5 R1, Mountain Residency, Project Design/Ad, p. 3, para 5]**
17. City of Colorado Springs stated that on their projects they use legal exhibits documenting ownership changes etc. for slivers of land. For projects with federal funds they need to develop ROW plans and have to hire consultant for ROW plans follow Uniform Act which is very costly – why is this required? Are the formatting requirements included in the CDOT’s ROW manual a part of the Uniform Act? Local Agencies want to know if they have to follow both the CDOT ROW Manual and the Uniform Act. Can the CDOT ROW Manual look for ways to allow for Local Agency projects to require less? Local Agencies would like discussion on the required formatting of ROW plans so process can be reduced. **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad, p. 5, para 6]**
18. It was clearly stated that one of the biggest challenges in the Local Agency process is dealing with Right of Way (ROW) issues. The process is very detailed and time consuming due to the CDOT/federal requirements. Local Agencies have experienced setbacks with having to provide Right Of Way documentation that a county road is in fact owned by the County. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 4]**
19. Hiring consultants for ROW process is expensive for the mountain communities due to distances and paying for travel time. Isn’t there a way to certify the Local Agencies so that they can complete this portion of the process in a cost effective manner? **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 3, para 5]**
20. Local Agency encountered an issue on a previous project that crossed a Railroad and suggested that ROW in and around a RR be treated as a “red flag” issue to look into more deeply so that it does not create issues that can lead to project delays. Local Agency thought CDOT owned ROW near RR and they only had an easement. **[REF – Tab 11 R3, Glenwood Springs, Project Design/Ad, p. 5, para 5]**
21. Local Agency had an issue with a firm that was a certified ROW appraiser. It had wanted to know if the agents for firms were certified individually because there had been issues with the individual agent which led to project impacts. Also, wanted to know how this could be done more consistently from firm to firm. CDOT Region 3 ROW Manager has a listing of appraisers that have been certified. It was suggested that Local Agencies in western Colorado, try to find a firm or an agent from the western slope with Regional experience. **[REF – Tab 11 R3, Glenwood Springs, Project Design/Ad, p. 5, para 7]**
22. CDOT Region 3 has made good strides in supporting the ROW process and making things better since Tim Woodmansee has taken over. Region members on Task Force should look at the elements that are working well in their respective Regions with ROW process so that others can look at modeling these best practices. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 3, para 4]**
23. The use of ROW Acquisition consultants, specifically what options are available to Local Agencies when those on CDOT’s pre-qualified list do not provide quality work. **[REF – Tab 12 R3/R5, Montrose, Issues & Concerns, p. 2, para 1]**
24. Local Agency expressed concerns about using the ROW appraisers on the CDOT list of certified appraisers and the qualifications of the firm they selected. The appraisers on the list

were all from the Front Range which increased costs due to paying for travel time. Also, Cedaredge wanted certain tasks done which the ROW contractor did not do leaving the Local Agency in the position of having to perform the work. **[REF – Tab 12 R3/R5, Montrose, Project Design/Ad, p. 6, para 3]**

25. Local Agencies feel that review of ROW appraisals could be streamlined where CDOT HQ ROW Staff could hire consultant review appraisers as additional staff to speed up ROW process and avoid sunset of appraisals. This idea has been suggested before and the response provided by CDOT was that the in-house staff was required to perform the review of appraisal duties. **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 5 para 6]**

26. Can Local Agency pay for outside consultants to review ROW appraisals if CDOT staff unable to do this from an approved CDOT list? **[REF – Tab 21 R6, Denver- South Section, Project Initiation, p. 5 para 2]**

27. On ROW, Local Agencies plans are different than CDOT's plans (different level of detail) – Local Agencies don't need so many details on ROW plans on their local roadways that they are responsible for. Arapahoe County uses legal descriptions and not full blown ROW plans for their off CDOT ROW projects. Why do Local Agencies need to do CDOT ROW plans for off-system projects? Suggest that the CDOT ROW Manual be revised such that if the local road is not tying into a state highway then Local Agencies be allowed the flexibility to not have to do Right of Way Plan Review (ROWPR) level plans. Overall guidance for Right of Way plans needs additional clarity in the manual. **[REF – Tab 21 R6, Denver- South Section, Project Design/Ad, p. 6 para 1]**

28. Lots of time and money are often wasted when acquiring small parcels of ROW or easements. The costs involved with preparing CDOT approved ROW Plans are often far greater than the value of the land. When the Local Agency signs the CDOT IGA they are obligated to follow the Uniform Act when acquiring ROW and easements. CDOT approved ROW Plans should only be required when the Local Agency is requesting to be reimbursed for the acquisitions, or when CDOT will become the owner of the ROW or easement.
RECOMMENDATION #5: Do not require CDOT approved ROW Plans when the Local Agency is acquiring their own ROW or easements using their own funds. [REF- Tab 22, Comments from Weld County, Issue #5]

Specifications/Plans/Standards

1. CDOT specifications great for highways but not applicable to local street projects. **[REF – Tab 13 R4, Loveland, Opening Remarks, p.2, para 11]**

2. There is no “one size fits all” for problems. Local agencies sometimes say HQ does not trust regions and that is why it has to go to HQ. What things should the regions is working on to improve the trust level? Local agencies are required to send entire specifications down to Denver versus just sending down the questions on specific needs. Can't CDOT approve the specific needs instead of reviewing full project? Regions don't like the HQ review process for specifications checking. **[REF – Tab 13 R4, Loveland, Other Issues, p.6, para 5]**

3. Bike path ARRA project – use of CDOT standards (specs and plans) doubled cost of the project and project had to be cut back. There needs to be changes in CDOT standards. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 4]**
4. Plans/specifications – CDOT requires a lot of plans other than description of work. Can plan sheets be streamlined? Feeling that C DOT is requiring more than what is needed. **[REF – Tab 14 R4, Greeley, Project Design/Ad p. 4, para 9]**
5. Once the local agency standard specifications are reviewed, do project specials need to be sent down to SSU for review/approval? **[REF – Tab 14 R4, Greeley, Parking Lot, p.7, para 7]**
6. Why the need for tabulation sheets in plans? What is the value added. Local agencies want flexibility for “say” in what sheets are included in the plans taking into account the economy of scale. **[REF – Tab 15 R4, Longmont, Project Design/Ad, p. 5, para 7]**
7. Do local agencies projects need x-section and other sheets normally included in CDOT projects? **[REF – Tab 15 R4, Longmont, Project Design/Ad, p. 5, para 8]**
8. Looking for flexibility and guidance for when a Local agency develops project using its agency format to make an application for funding that they later don't have to make changes and have to redo some of those processes changing to CDOT forms, plans, and estimate formats? Revisions add time and additional costs for consultant designers to change formats for the perception of little or no added value. **[REF – Tab 5 R1, Mountain Residency, Project Initiation, p. 2, para 7]**
9. Local Agencies want to use their own pre-approved specifications where applicable instead of CDOT's. Include on form 1243 checklist: Have there been changes on your pre-approved specifications? If so, need to submit for review. **[REF – Tab 6 R2, Pueblo, Project Design/Ad p. 4, para 4]**
10. Local Agencies want to know why CDOT's review of the specifications has changed. **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad p. 5, para 1]**
11. There have been issues working with CDOT specifications and plans. These work fine for large highway and bridge projects but should be scaled down for a smaller scale project such as a bike path or trail project. **[REF – Tab 9 R3, Steamboat Springs, Issues & Concerns, p. 2, para 1]**
12. The City of Steamboat Springs suggested streamlining the existing process for trails and indicated a need for scaling back engineering requirements and specifications so that they are commensurate with type of project and funding provided. **[REF – Tab 9 R3, Steamboat Springs, Issues & Concerns, p. 2, para 7]**
13. What flexibilities can be identified within the program to allow a Local Agency to use its own specifications where applicable rather than CDOT's? The City of Grand Junction stated that in certain instances it could be more effective and efficient to use its specifications. It was explained that CDOT has addressed this in a Design Bulletin that Local Agencies can use their own specifications if they are first reviewed and approved by CDOT. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 5, para 2]**

14. It was suggested CDOT look at flexibilities for allowing material specifications based on local preferences, especially when Local Agencies are maintaining the product. **[REF – Tab 11 R3, Glenwood Springs, Award/Const, p. 7, para 1]**

15. The Local Agencies expressed a strong interest in receiving better guidance from CDOT and eliminating waste of time or resources on projects. For example, Chaffee County had a trail project where materials were required to be bid in tons and later had to change to cubic yards because it was cost prohibitive to use tons; this created difficulties in replacing specifications for weight requirements. It was suggested that CDOT be flexible for use of specifications on a local agency trail project and use the appropriate measurements, specifications or volumes that are proportionate for the scope of the project. **[REF – Tab 16 R5, Poncha Springs, Project Initiation, p. 3 para 4]**

16. Design requirements should be applicable and proportionate to the scale of project. For example, a bicycle trail was required to address highway standards and not those for a trail. The design was required to provide a 100 ft. radius curve and 10ft buffer ROW separation which is more like a highway project. Can the design standards for smaller projects be more in line with context sensitive solutions and different than those from larger projects? **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 4 para 6]**

17. Crabtree Group stated that prefer to use General Notes for materials requirements than a 3 page specification. Felt that when specifications are longer, contractors increase their costs and bids seem to be elevated to about 25% higher. Can CDOT provide guidance on how information is best to be communicated to contractors in the project documents? **[REF – Tab 16 R5, Poncha Springs, Project Design/Ad, p. 5 para 3]**

18. Local Agencies want to use their own general conditions on Local Agency projects rather than having to use CDOT's specifications. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 1 para 1]**

Local Agencies expressed concern with having to submit their agency's General Conditions to CDOT for review. Local Agencies want to use their own general conditions for which their attorneys have reviewed and feel are appropriate. CDOT is reviewing these documents to insure that there are no conflicts with requirements in federal regulations. Local Agencies would like some flexibility for allowing Local Agencies to use their contract provisions where appropriate. **[REF – Tab 20, R6, Denver-North Section, Project Design/Ad, p. 5 para 4]**

Staff Resources (CDOT)

1. City and County of Denver expressed concern about availability of CDOT staff resources. Local Agency projects have increased where CDOT staff has not increased at the same rates. The City and County of Denver understands that CDOT resources are limited; however, the need exists for CDOT staff involvement on its projects to meet the needs. How is CDOT evaluating staff resources for Local Agency projects? **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 6 para 1]**

Stewardship Agreement

1. Suggested that the FHWA/CDOT Stewardship Agreement be looked at to see if this is similar to what other states have. Can this be reviewed to see what CDOT is doing based on the requirements and what the interpretations are so that CDOT is not doing more than what is actually being required? **[REF – Tab 21 R6, Denver-South Section, Project Initiation, p. 4 para 7]**

Stormwater/SWMP

1. Storm water permits and SWMP plan - if project doesn't require it, why does CDOT require the plan? SWMP plans can cost more than BMP's. If a permit is required and property is less than 1 acre and not requiring the plan, then don't use the plan. **[REF – Tab 14 R4, Greeley, Project Design/Ad p. 4, para 7]**
2. If a project does not require a permit, then why do plans have to include CDOT version of SWMP plans? **[REF – Tab 14 R4, Greeley, Parking Lot, p.7, para 2]**
3. It was suggested that there needs to be greater clarity on the requirements for water quality. Local Agencies want their own MS4 permit and CDOT has their own MS4 requirements – can these differences be reviewed to see which requirements govern? **[REF – Tab 8 R2, Colorado Springs, Project Design/Ad, p.5, para 2]**
4. Is it necessary to have SWMP sheets on small sidewalk and driveway ramp projects especially when the projects are not in CDOT ROW. **[REF – Tab 19 R6, Denver-Central Section, Issues & Concerns, p. 2 para 8]**
5. Local Agencies want clarification of the water quality/erosion control requirements on projects. There are concerns that CDOT may be requiring too much due to an over reaction to the CDPHE consent order. What are the minimum CDPHE requirements? Can there be flexibility based on amount of disturbance and the time and effort for developing Stormwater Management Plan (SWMP) sheets? **[REF – Tab 19 R6, Denver-Central Section, Project Initiation, p. 4 para 6]**
6. Lots of time and money are often wasted preparing Stormwater Management Plans (SWMP) for small projects. The costs involved with preparing CDOT approved SWMP is often greater than the value of the erosion control measures. Our opinion is that a SWMP should not be required unless the disturbance area is greater than one acre, and the project requires a State CDPS Permit. The IGA requires the Local Agency to perform all work in accordance with the requirements of current federal and state environmental regulations including NEPA. CDOT staff should trust that the Local Agency will abide by the IGA. RECOMMENDATION #6: Do not require a CDOT approved SWMP unless the project requires a State CDPS Permit. **[REF – Tab 22, Comments from Weld County, Issue #6]**

Training

1. Training-CDOT does an outstanding job in training. Region 4 Local Agency Coordinator also does a great job. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 7]**
2. One suggested training could be for local agencies on differences between off-system/on-system and how they make decisions on which projects to 'federalize'. **[REF – Tab 14 R4, Greeley, Project Initiation, p. 3, para 8]**
3. Local agencies want more MPO participation and more training for applicants on traffic study, air quality, etc. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 13]**
4. Training: Can training be offered for local agency project applicants to know all requirements involved up front? **[REF – Tab 14 R4, Greeley, Other Issues, p. 6, para 7]**

5. CDOT Region 1 looking at tiering Local Agency training and providing separate training for 1) the application process; 2) plans, specifications, and estimates (PS&E); and 3) construction. **[REF – Tab 5 R1, Mountain Residency, Other Issues, p. 4, para 4]**
6. Local Agencies suggested that upfront joint training be provided at time of application. It was mentioned that Safe Routes To Schools (SRTS) projects require mandatory meeting for grant applicants. **[REF – Tab 6 R2, Pueblo, Project Initiation, p. 3, para 6]**
7. When local agencies only work on projects every 5 years, they see surprises on certain requirements that they aren't familiar with. Refresher training from CDOT on the process would be helpful. **[REF – Tab 7 R2, Lamar, Project Design/Ad, p. 4, para 4]**
8. On form #205, local agencies need to know process on submitting form #205. Suggested that discussion of Form 205's may be able to take place at payroll training sessions. **[REF – Tab 7 R2, Lamar, Award/Const, p. 4, para 7]**
9. Bridge projects take more requirements – Local Agencies are not sure what requirements need to be met. Suggested that CDOT provide more training on a Regional level to Local Agencies by funding categories (i.e. off system bridge, safe routes to schools) so that expectations are understood and the anxiety regarding applying for federal funds can be turned around to one of excitement. **[REF – Tab 9 R3, Steamboat Springs, Project Initiation, p. 4, para 6]**
10. Local Agencies feel that there should be more training provided. Look at options for in classroom, on-line (i.e. web based training) with opportunity for allowing Local Agencies to ask questions on-line with CDOT answering their questions and offering help when requested. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 4, para 6]**
11. Web based training could be helpful for explaining steps and documentation required (i.e. webinar for CDOT Form 205's) for the administration of Local Agency projects. **[REF – Tab 10 R3, Grand Jct, Project Initiation, p. 4, para 9]**
12. Experience through the Local Agency process was the best way to learn all of the requirements. Turnover at Local Agencies requires the CDOT Region Local Agency Coordinators to have to reintroduce these requirements on each project as needed. It was stated that this outreach is best provided in a face to face meeting. It was stated that Brian has been doing a great job helping out Local Agencies with requirements/processes. However, it was also stated that in order to combat staff turnover and retain the knowledge and experience gained by those doing the projects, a web-based resource should be provided where new-comers to projects can access resources and quickly learn what is required in a certain phase. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 3, para 6]**
13. It was suggested that training workshops be held at a time when they can be matched up with funding cycle/call for projects. Glenwood Springs suggested that Region 3 hold a Regional training session for all applicants submitting for Transportation Enhancement funding in order to make the best use of Brian Killian's time and Region 3 specialty group resources. The training can start at one level and in subsequent years have different levels for those that are new to the process and for those that are experienced. Eagle County would like different levels like having to deal with different issues. **[REF – Tab 11 R3, Glenwood Springs, Project Initiation, p. 4, para 4]**

14. Local Agencies are spending their time on the CDOT website trying to figure out how to fill out the proper forms. It was suggested that CDOT provide pre-application training for understanding the process requirements and would like training for dealing with completing the information on the CDOT forms for materials and materials testing documentation. **[REF – Tab 12 R3/R5, Montrose, Project Initiation, p. 4, para 1]**

15. Local Agencies are not fully aware of the requirements that need to be carried out when making application for federal funds. Even after attending local agency trainings, it is still confusing what the process requirements are. There is frustration with steps in trying to get FHWA funding grant projects. It was suggested to provide training or additional coordination with prior to pre-application to review project concept and cost estimate. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 4 para 5]**

16. Local Agencies asked if CDOT offers training workshops for Local Agencies and can training be in different tiers say for smaller projects and larger projects and on different steps of processes. David Valentinelli what could work best is to assist the Local Agencies one-on-one during the project processes so that the training and experience can go hand in hand together to provide the best hands on learning experience. **[REF – Tab 17 R5, Alamosa, Project Initiation, p. 5 para 4]**

17. Local Agencies looking for more training opportunities provided by CDOT. Turnover at CDOT, Local Agencies need to know who to contact for information and getting their concerns addressed. David Valentinelli prefers the one-on-one approach to guide the Local Agencies through the process so that the information is retained. CDOT Region 5 will look into the potential for holding training sessions such as ROW etc. where Local Agencies can serve as a resource for each other based on their previous experiences. Local Agencies also looking for web based training or that CDOT video tape training sessions that can be viewed on their own. **[REF – Tab 18 R5, Durango, Project Initiation, p. 5 para 1]**

18. Local Agencies would like to see more training opportunities for Local Agencies within the region. The Local Agency Manual and the project finals process can both be improved. **[REF – Tab 18 R5, Durango, Issues & Concerns, p. 2 para 7&9]**

19. Compile a list of the technical and other training requested by the Local Agencies. Coordinate as needed to identify training needs requested and streamline efforts to prioritize, develop, and package training materials to meet these training needs. **[REF- Tab 26, Plans, Specifications & Estimate (PS&E) QAR Recommendation #6, PS&E Report]**

20. Local Agencies expressed interest in CDOT holding training specifically designed for Local Agencies so that they can understand construction documentation. It was suggested that CDOT hold a training class for Region 6 Local Agencies using the Quality in Construction Administration Manual which covers documentation and steps in process during construction. It was requested that Carol Hoisington, Region 6 Finals Engineer be contacted to coordinate and hold a training class. **[REF – Tab 20, R6, Denver-North Section, Award/Const, p. 6 para 2]**

21. Commerce City stated that they were having difficulty in getting their employees registered to be able to take the CDOT Construction Inspector Certification training classes. This training is a requirement for Local Agency personnel working on projects within CDOT ROW. Need to list the class times and registration information so that this information is accessible to Local Agencies. **[REF – Tab 20, R6, Denver-North Section, Award/Const, p. 6 para 3]**

Utility/Railroad

1. Utility/Railroad Agreements - how does CDOT enforce private utility relocations when it is in CDOT ROW? Local agencies have to work around utilities schedules and pay for the relocations, if they want it done in a timely fashion. Can CDOT help get these utility relocations implemented sooner? What assistance can be provided for smaller communities that do not have franchise agreements with utilities and RR's? **REF – Tab 13 R4, Loveland, Project Design/Ad, p. 4, para 6]**

Warranties

1. Local agencies like the use of warranties on their own funded projects. Why can't general warranties be used on federally funded projects? **REF – Tab 13 R4, Loveland, Other Issues, p. 6, para 6]**

2. Local agencies want warranties on projects and need more clarification when to use warranties. **[REF – Tab 14 R4, Greeley, Award/Const p. 5, para 8]**

3. Can't have warranties in our special provisions. Handling the approval of warranties at regional level would be helpful to expedite the process. **[REF – Tab 15 R4, Longmont, Project Design/Ad p. 5, para 4]**

4. Warranties – are the requirements covered in the LA Manual? Local agencies would like manual to outline warranties. **[REF – Tab 7 R2, Lamar, Award/Const, p. 4, para 10]**

5. Not being able to use "all work" or "general" warranties for contractor's work creates issues for cities that are not set up for 100% inspection and testing. **[REF – Tab 11 R3, Glenwood Springs, Issues & Concerns, p. 2, para 5]**

6. Use of Warranties on projects – Local Agencies like the use of warranties and find them effective in their work on their own funded projects. **[REF – Tab 11 R3, Glenwood Springs, Award/Const, p. 6, para 5]**

7. Local Agencies would like the Task Force to assess if there is any flexibility in how warranties on projects can be administered and if there is a possibility for improved turnaround time from CDOT on the review of warranty specifications. **[REF – Tab 12 R3/R5, Montrose, Award/Const, p. 9 para 1]**

8. Local Agencies asked questions about not being able to use warranties on federal-aid projects. David Valentinelli provided the explanation as discussed in the CDOT Design Bulletin that can't do "general" or "all work" warranties per federal regulations. The warranties on federal-aid funded projects have to have specific criteria for requiring corrective work included in special provisions. **[REF – Tab 18 R5, Durango, Award/Const, p. 6 para 7]**

9. Local Agencies need CDOT to let them know where they can use warranties, how to apply warranties to what part of the projects. Douglas County expressed frustration when told by CDOT that warranties were not allowed to be used on a project with no federal funds on project. **[REF – Tab 19 R6, Denver-Central Section, Award/Const, p. 6 para 5]**

10. Eduardo Moreno, City of Thornton, would like to see improvements on warranty process with CDOT and change back to the way it was operating prior to CDOT making the change. **[REF – Tab 20 R6, Denver- North Section, Issues & Concerns, p. 1 para 1]**

11. Local Agencies expressed the desire to warranty projects with federal funds like they currently do for projects that are funded with local funds only. Neil Lacey explained that for federally funded projects the warranties have to be specific so that the criteria for corrective work is clear to the Contractor. Local Agencies stated that not using warranties will increase their oversight costs on the projects to watch the work of the Contractor more closely. Latent defects and getting work corrected is currently included in the Colorado Revised Statutes. **REF – Tab 20, R6, Denver-North Section, Project Design/Ad, p. 5 para 5]**