

STRIVING TO BE THE BEST DOT IN THE COUNTRY FOR ALL CUSTOMERS



COLORADO

Department of
Transportation



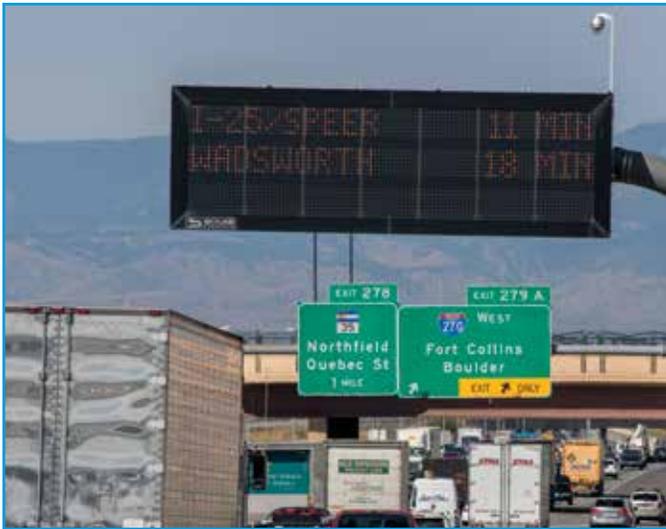
Annual Report
Fiscal Year 2015

PROVIDING FREEDOM, CONNECTION AND EXPERIENCE THROUGH TRAVEL

WHO WE ARE AND WHAT WE DO

The Colorado Department of Transportation (CDOT) is a billion dollar multi-modal engineering, planning, and roadway maintenance business.

Employing more than 3,000 employees throughout the state, CDOT is responsible for a 9,146-mile (or 23,000 lane-mile) highway system that includes 3,447 bridges and 35 mountain passes. This system handles over 27 billion vehicle miles of travel (VMT) annually, an increase of 57 percent since 1990. During the same time period, our road capacity (or new lane miles) added to handle that growth increased by only 2 percent. The opening of US 36 Express Lanes in 2015 slightly increased capacity.



From 1990 to 2015, Vehicle Miles Traveled increased 57%, while road capacity only increased by 2%.

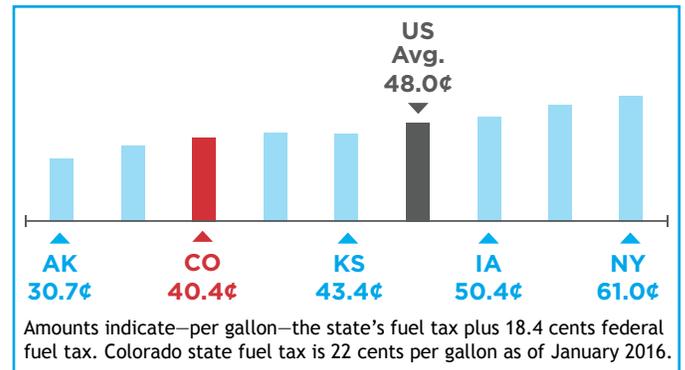
With projections showing that Colorado's population and VMT will grow by another 48 percent in the next 20 years, CDOT is focused on how we continue to move people, goods and services by providing choice in how people travel, increasing attention to the maintenance and operations of our transportation system and leveraging technology to improve people's travel experience on our roadways.

Although the interstate system accounts for only about 10 percent (914 miles) of the total mileage on the state system, 40 percent of all travel takes place on our interstate highways. In addition, CDOT's Aeronautics Division supports Colorado's general aviation community through distribution of entitlement funds, an aviation grant program, and long-range system planning in partnership with Colorado's general aviation airports.

CDOT's Division of Transit and Rail is responsible for the planning, development, finance, operation and integration of transit and rail services into Colorado's overall transportation system.

CDOT maintains 35 mountain passes, seven of which are higher than 11,000 feet and 34 of which are open for year-round travel. The snow and ice budget in fiscal year 2015 was \$79 million; \$259.5 million total was spent on all maintenance activities. This means CDOT spends about 30 percent of its maintenance budget on snow and ice control alone.

Meeting the demands of our transportation system, including improved multi-modal options, relies primarily on funding from motor fuel taxes. Colorado ranks 35th in the nation, 7.6 cents below the national average in what drivers pay per gallon in state and federal fuel taxes. So while Colorado has some of the mostly costly maintenance challenges in our high mountain passes—we pay less than states like Kansas and Iowa.



Colorado has some of the most costly maintenance challenges, given the snow and ice control and extreme weather in our high mountain passes. Still, our fuel tax is less than other states that have no mountain highways, such as Kansas and Iowa.

CDOT'S MISSION

To provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods, and information.

CDOT'S VISION

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

WHO WE ARE AND WHAT WE DO



The Colorado Department of Highways built the Valley Highway bridge over the Platte River in Denver in 1951. The bridge became known as Bronco Arch Bridge. It was replaced during recent I-25 upgrades. Construction of the Valley Highway, I-25's predecessor, began in 1948 and was completed in 1958. *CDOT photo archives, Denver.*

CDOT's core values make our organization a great place to work, and make Colorado a great place to live, now and into the future.

A BRIEF HISTORY OF CDOT

- 1909:** The first highway bill was passed by forming a three-member Highway Commission to approve work and allocate funds.
- 1917:** The State Highway Fund was created and the State Highway Department (CDOH-Colorado Department of Highways) was formed.
- 1968:** Legislation reorganized matters related to highways and created the Division of Highways
- 1991:** CDOH became Colorado Department of Transportation (CDOT)

CDOT'S VALUES

Safety

We work and live safely. We protect human life, preserve property, and put employee safety before production.

People

We value our employees. We acknowledge the abilities of our coworkers, place a high priority on employee safety, and draw strength from our diversity and commitment to equal opportunity.

Integrity

We earn Colorado's trust. We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.

Customer Service

We satisfy our customers. With a can-do attitude we work together and with others to respond effectively to our customer's needs.

Excellence

We are committed to quality. We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.

Respect

We respect each other. We are kind and civil with everyone, and we act with courage and humility.



This 1938 plaque on a wing wall of a bridge over the North Fork of the Colorado River near Granby, states that the structure was built by the Colorado State Highway Department, as CDOT was known at that time. The bridge was scheduled for rehabilitation to meet the requirements posed by today's traffic volumes and weights, but careful consideration is given to preserving historic aspects, such as this plaque. *Photo by Catherine Ventling, CDOT Region 3 Planning & Environmental.*

MESSAGE FROM THE EXECUTIVE DIRECTOR



In my first year at the Colorado Department of Transportation a few things are clear. First, due to the state's extraordinary growth, our transportation system has been challenged to keep pace. Despite these challenges, CDOT and our more than 3,000 employees are committed to the people of Colorado and how we can make a difference in people's lives

by delivering the best transportation system possible. Best is an easy word to toss out, but one that I think can epitomize the work we all do together. I have seen that **CDOT has the potential to be the best department of transportation in the country.** We are fortunate that the public has goodwill towards us, but we can easily lose that if we fail to address the issues and concerns that plague our transportation system.

Being the best means that our efforts are truly improving the quality of people's individual lives.

Every minute we can shave off someone's commute with better operations or improvements is one more minute they can spend with their families. Every time our road can be designed to create a more welcoming environment in a small town means better business prospects. Each time our plows pass over a road, the public can see them and know we help get them home safely.

But how do we make that difference? We do that by offering exemplary customer service—to our external customers, to our internal customers and to each other. Also, we hold each other accountable for being transparent about our work. Finally, we hold ourselves to performance metrics so we can measure our progress towards being the best.

CDOT has established three "peaks" to reach our goal or "summit" of being the best DOT in the country to benefit our customers:

- **Our People**—*Growing and developing our team members so that employees love to come to work and others want to work for the best organization in Colorado and the country;*
- **Leading Edge Technology**—*Deploying the most leading edge technology to keep people moving more reliably and safely;*

- **Healthy Multi-Modal System**—*Enhancing our roads, bridges and multi-modal options to get our customers where they need to go more safely, easily and more confidently than ever before.*

This past year, we made significant progress in all of those peaks. We have focused significantly on our team members, hosting a leadership forum to enhance our capacity as a high performance team and one that delivers for the people of Colorado. We launched the RoadX program, which represents the future of transportation. It's a future that is dazzling in its potential to revolutionize our roads, our safety, our bottom line and our lives. But while we focus on how Colorado

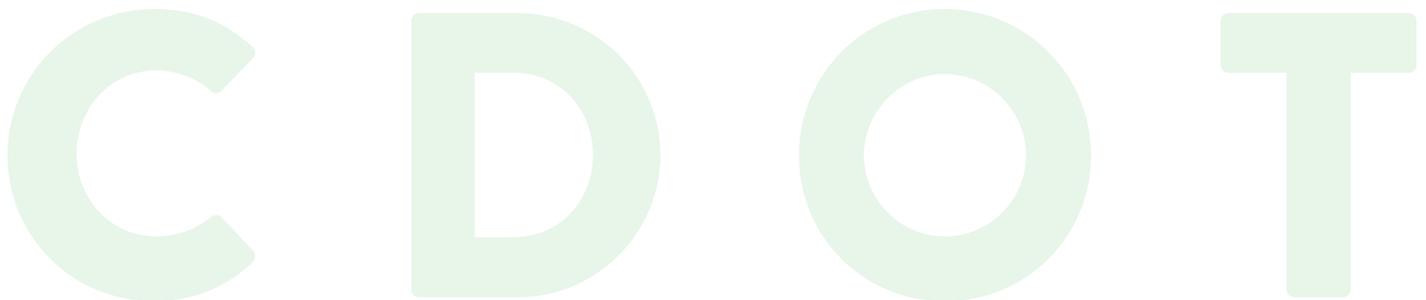
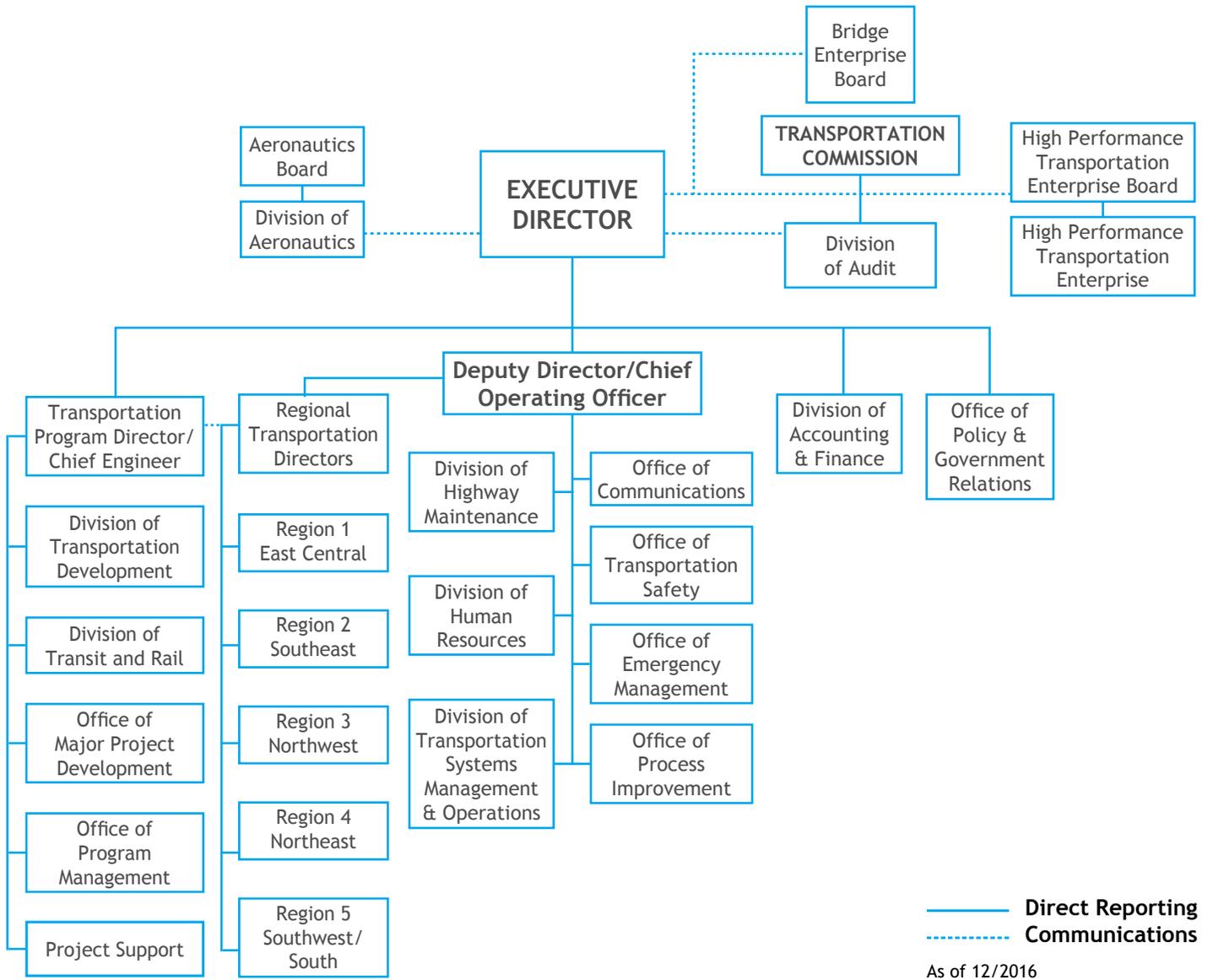


plans to become a leader in integrating technology into transportation, we also focused on how we continue to improve safety for our workers on the road, how we create more efficiencies in our services like plowing and road repairs, and how we plan, design, engineer and support our overall efforts while learning from audits like that of the FASTER program.

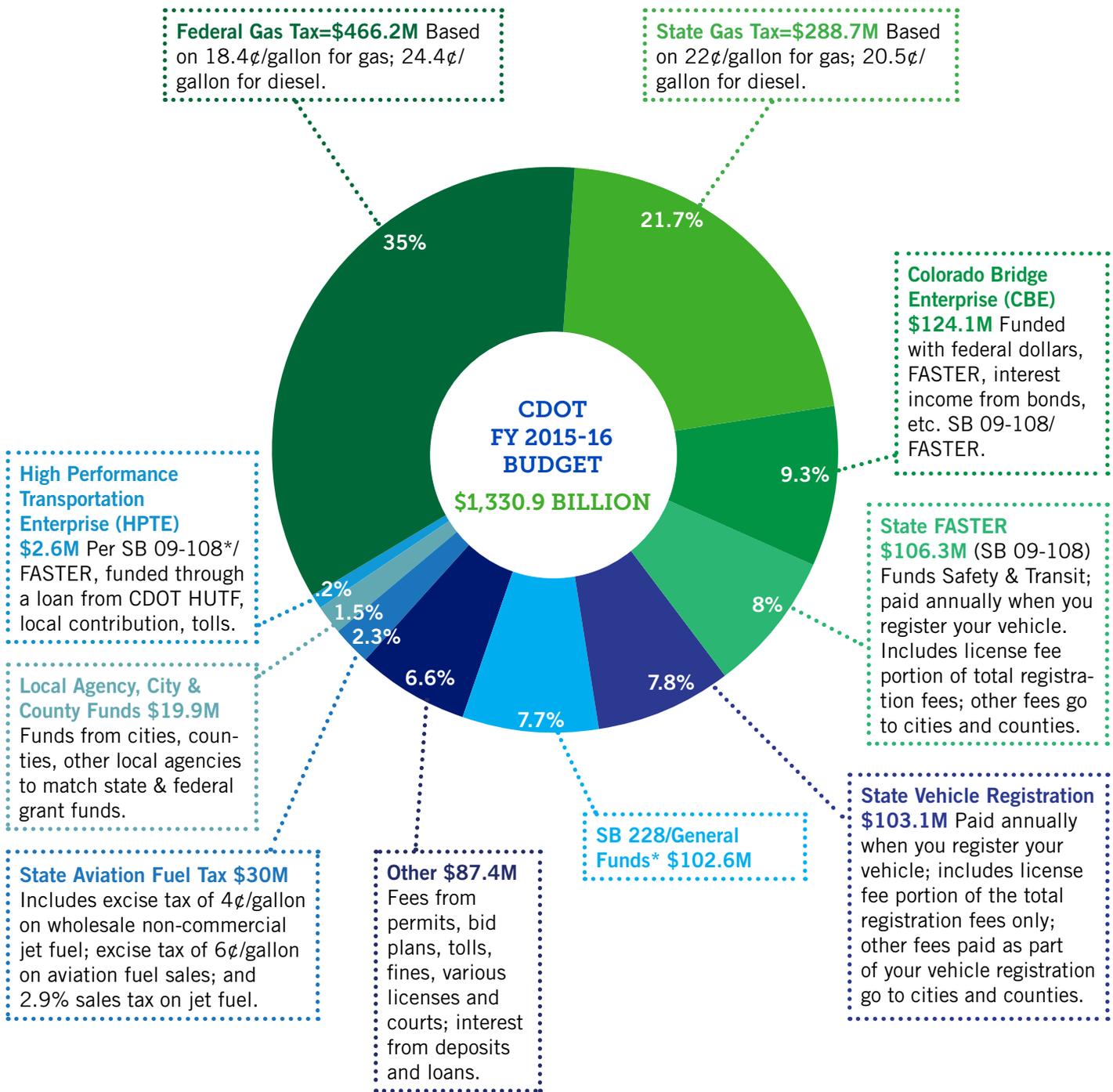
We improved our operations in the I-70 Mountain Corridor, decreasing weather-related incidents by 42.6 percent and thereby improving people's mobility. **We successfully launched Bustang, our new interregional bus service** from Ft. Collins, Colorado Springs and Glenwood Springs to Denver. Within the calendar year, we also **opened two new Express Lane corridors, on US 36 and I-70 West (in the mountains).** **We completed the US 6 Design Build Project.** We began construction on the CO 9 safety improvements including numerous wildlife features, and **completed multi-modal improvements on US 50 through Salida**—all improving people's travel and adding choices for how they travel. Through our RAMP program, we improved our cash and program management efforts, getting projects out to construction more quickly to benefit the public.

Clearly, there is work yet to do, but we are proud of the progress that we made in 2015. As we continue to scale our three "peaks" and reach for our "summit" of becoming the best DOT in the country, we will boost the health of our transportation system, connect our economy and our lives and maximize our user experience, giving people the freedom to decide how, when and where they want to go.

HOW WE ARE ORGANIZED



WHERE DOES MONEY COME FROM? Amounts in Millions



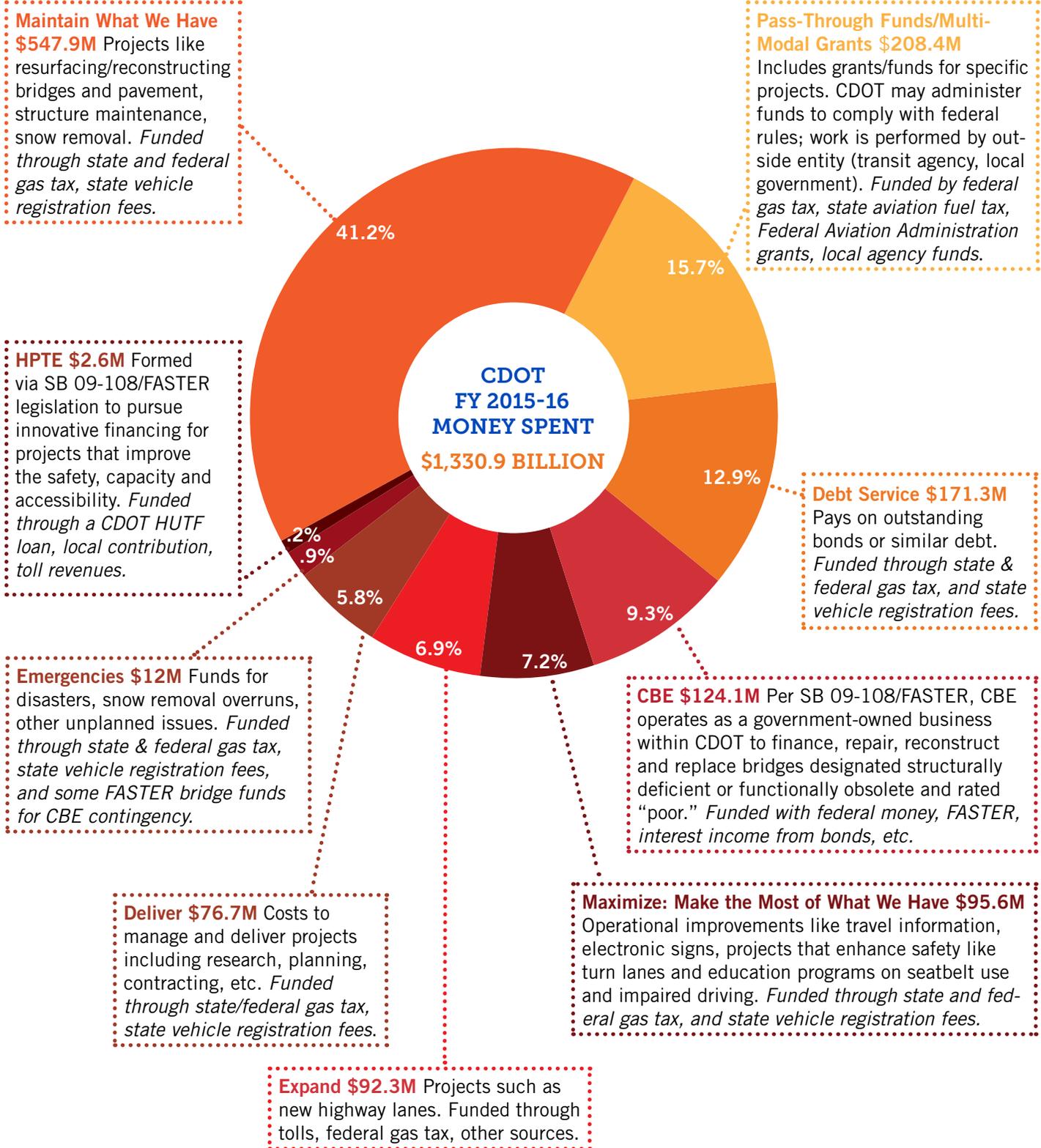
*In 2009 the General Assembly enacted Senate Bill 09-228, which:

- Repealed a statutory limit on the annual growth of certain appropriations from the General Fund;
- Repealed S.B. 97-001, a conditional transfer of General Fund revenue of up to 10.35% of state sales and use tax receipts to the State Highway Fund;
- Repealed H.B. 02-1310, a conditional transfer of excess general revenue above the General Fund appropriations limit to the State Highway Fund and the Capital Construction Fund;
- Increased the statutory General Fund reserve contingent upon economic and fiscal conditions; and
- Authorized a five-year sequence of General Fund transfers to the State Highway Fund and the Capital Construction Fund contingent upon economic and fiscal conditions.

General Fund Transfers to Transportation
The bill authorized a five-year sequence of General Fund transfers to the State Highway Fund of up to 2.0% of gross General Fund revenues, under the following conditions:

- Transfers do not begin until the first fiscal year after the first calendar year in which statewide personal income grows by at least 5.0%, as measured by the U.S. Bureau of Labor Statistics.
- A TABOR refund under 3 percent of Colorado General Fund revenues is issued pursuant to Article X, Section 20 of the Colorado Constitution.

HOW DOES CDOT SPEND MONEY? Amounts in Millions



NOTE: All figures on pages 6 and 7 are based on FY 2015–16 budget.

YOUR CONTRIBUTION TO TRANSPORTATION FUNDING

As you can see from the chart on page 6, CDOT gets the majority of its funding from you—Colorado vehicle users. A portion of the state and federal fuel taxes and vehicle registration fees you pay goes to CDOT, the rest goes to cities and counties throughout the state.

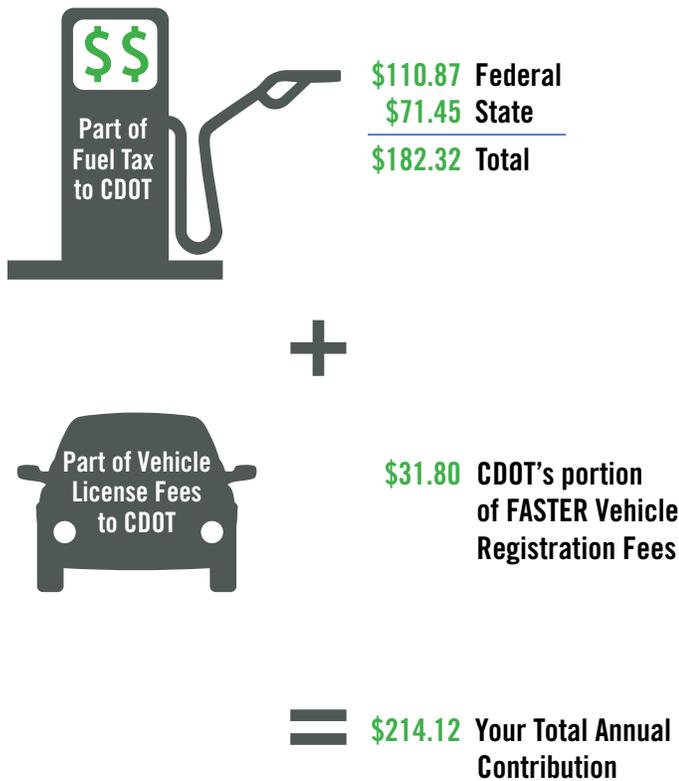
So how much do you as an individual driver contribute annually to support the transportation system you use? CDOT data show the average Colorado driver travels 13,859 miles per year.

So, using an average of 23 miles per gallon, you would spend about \$20-25 a month to use the state's roadways, likely less than your monthly cell phone bill.

The graphics on this page illustrate how an individual contributes to the state's highway system and how CDOT uses that revenue to maximize each dollar spent.

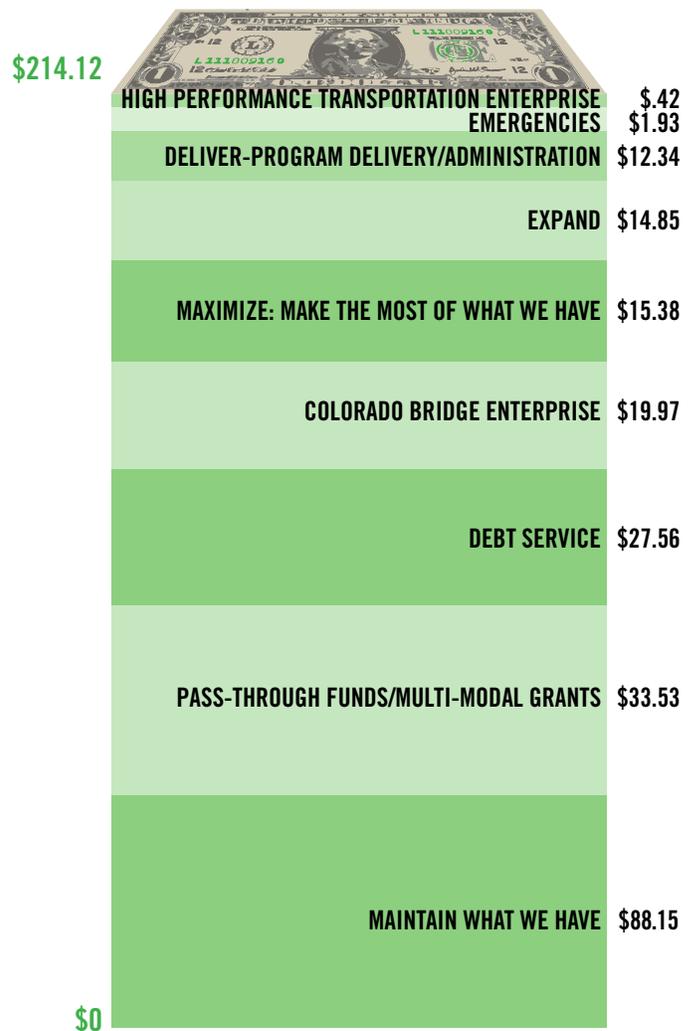
HOW CDOT RECEIVES FUNDS FROM YOU TO PAY FOR THE STATE HIGHWAY SYSTEM

Based on Annual Vehicle Miles Traveled by Average Colorado Driver



HOW CDOT USED YOUR DOLLARS IN FISCAL YEAR 2013

Based on Annual Vehicle Miles Traveled by Average Colorado Driver



NOTE: The amounts estimated represent a breakdown of your average annual contribution if it were spent the way that CDOT spends its entire budget. Also note, these are only estimates. Your actual costs would depend on your vehicle, how much you drive, and other factors.

PROGRAMS, PRIORITIES & PROGRESS

MAINTENANCE

CDOT's highway maintenance program accounts for about 20 percent of our annual budget (note that, altogether, we spend more than 40 percent on engineering and maintenance projects that simply "maintain what we have," as stated on page 2).

Of the \$259.5 million spent by our maintenance program in FY 2014, about \$43.8 million went towards roadway surface maintenance, \$79 million to snow and ice control; \$53.5 million on traffic devices (signs, striping, signals) and the remainder on planning and scheduling, roadside appearance, bridges, buildings, equipment and our two major I-70 tunnels/control centers (at Hanging Lake Tunnel and Eisenhower/Johnson Memorial Tunnel).

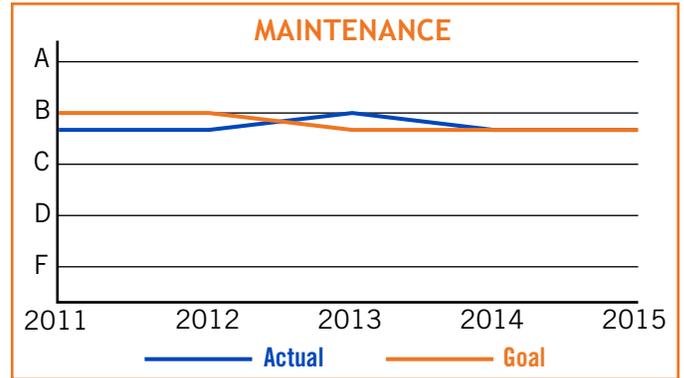
CDOT spends 30 percent of its maintenance budget on snow and ice control, which includes our avalanche program. There are more than 522 known avalanche paths in Colorado. Our crews regularly monitor and/or control at least 278 of them. During the 2014-15 winter, CDOT had 1,262 hours of road closures due to avalanche control resulting in a total of 11,342 feet of snow covering the centerline of the roadway. Crews triggered 172 avalanches with explosives, handled 135 natural occurrences and spent 13,897 hours on mitigation.



Getting commuters to work after a storm means round-the-clock operations for maintenance crews, shown here on US 160 west of Durango. Photo by Dan Bender, La Plata County Sheriff's Office.

Maintenance accomplishments over the past fiscal year include:

- Repaired and maintained more than 57,607 miles of roadway
- Used 196,574.81 tons of asphalt and 923,925 gallons of liquid asphalt
- Plowed, sanded, deiced 5.9 million miles of highway



YEAR	2011	2012	2013	2014	2015
Long Range Goal	B	B	B-	B-	B-
Actual	B-	B-	B	B-	B-
Budget (in Millions)	\$240	\$242	\$242	\$249	\$251

The long range goal was revised in 2013 to reflect budget and performance evaluation.

- Striped more than 25,300 miles and installed 585,552 square feet of pavement markings
- Managed 182 hours of road closures due to snow events
- Applied 226,977 tons of solid deicer and 13.6 million gallons of liquid deicer
- Repaired or installed 132,913 feet of snow fence
- Disposed of 63,037 cubic yards of trash with help from 8,862 Adopt-A-Highway volunteers and 5,195 bags of trash with the support of 66 corporate sponsors
- Replaced and repaired 42,536 signs and signposts
- Replaced/repared 12.4+ million linear feet of fencing

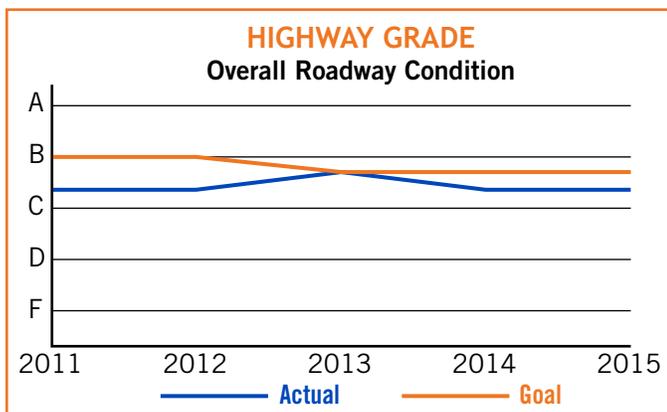


The traditional pre-Memorial Day opening of the Mt. Evans Highway (elevation about 12,500 feet) was delayed in 2015. Erosion and sloughing of the ground below the highway required reinforcing. The road was then repaved. It opened for a shortened season in early August. Photo by Scott Wagner, Region 1 Project Engineer.

PROGRAMS, PRIORITIES & PROGRESS

ROADWAYS

CDOT's goal is to improve or preserve the condition of our roadway assets and, as a result, the performance of the highway system. We want to preserve our assets and minimize their life-cycle costs, operate in a financially sustainable manner, and provide a framework to improve asset condition on a long-term basis. In other words, we focus on preventive maintenance to preserve our assets and maintain their useful life rather than replace them. By spending to preserve and protect our roadways now, we can avoid greater costs down the road.



YEAR	2011	2012	2013	2014	2015
Long Range Goal	B	B	B-	B-	B-
Actual	C+	C+	B-	C+	C+
Budget (in Millions)	\$340	\$389	\$357	\$395	\$401

Note: 2013–14 grades not directly comparable to previous years. Grades for previous years incorporated Remaining Service Life (RSL) metric, not Drivability Life metric, for pavement condition.

Work to preserve and improve our existing highway system over the past fiscal year includes:

I-70: Mesa County, CO 65 Junction East

Cost: \$11 million

This 10.6-mile project resurfaced pavement from exit 49 east, replaced center concrete barrier, added or repaired guardrail and repaired bridge joints on 12 structures.

US 287: CO 392 to Harmony Road in Fort Collins

Cost: \$4.4 million

This project resurfaced poor-rated US 287 (College Ave.) from CO 392 to Harmony Road. Major intersection and safety improvements were constructed at CO 392 to improve turning movements, drainage and traffic flow.



A resurfacing project on US 160 in Las Animas County near Kim included paving shoulders and replacing a 55-year-old bridge.

US 160 East & West of Kim

Cost: \$4.8 million

This project resurfaced 20 miles of highway, adding paved shoulders where needed. The work also replaced a 55-year-old bridge that was in poor condition and functionally obsolete.

I-70: Eisenhower/Johnson Memorial Tunnel (EJMT) to Georgetown

Cost: \$13.8 million

Resurfacing was completed from the EJMT to Georgetown and included milling and resurfacing the top two inches of asphalt, as well as replacement of the bridge expansion joints at the US 6 Loveland Pass interchange.

US 50: Top of Monarch Pass to Maysville

Cost: \$6 million budget

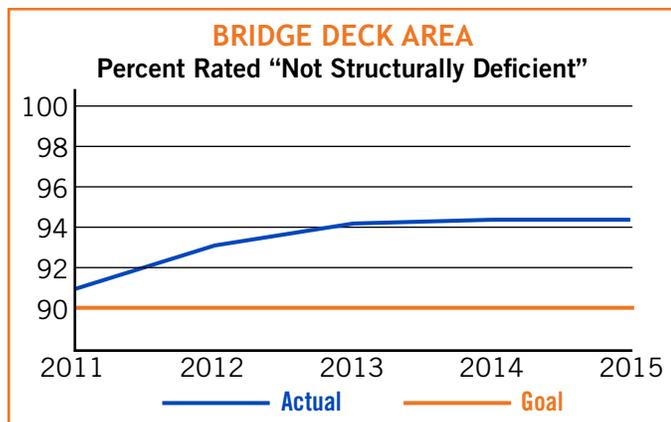
This project resurfaced 10 miles of the highway from the top of Monarch Pass east towards Maysville. The work also included bridge deck rehabilitation at Fox Creek, guardrail height adjustment, installation of drop inlets at cross culverts, slope and ditch paving, partial paving of parking areas, sign upgrades and construction of a westbound slow vehicle pull-out.

BRIDGES

CDOT continues to accelerate repair, reconstruction and replacement of bridges through the Colorado Bridge Enterprise (CBE, formed as part of FASTER legislation, SB 09-108). CDOT is responsible for nearly 3,500 bridges and, due in large part to the CBE, is currently exceeding the goal set by the Colorado Transportation Commission of having 90 percent of bridge deck area listed as “not structurally deficient.” (See table page 11).

PROGRAMS, PRIORITIES & PROGRESS

A structurally deficient bridge/bridge deck does not meet minimum standards for condition or capacity and often has one or more features in deteriorated or damaged condition. For a structure to be eligible for CBE funding, it must be rated “poor,” whether structurally deficient or functionally obsolete (that is, does not meet current design standards or load capacity).



YEAR	2011	2012	2013	2014	2015
Long Range % Goal	90	90	90	90	90
Actual %	91.5	93.4	94.1	94.3	94.4
Budget (in Millions)	\$113	\$132	\$141	\$146	\$146

Budget figures include both CBE and CDOT Bridge funds.

CBE funding comes from a bridge safety surcharge ranging from \$13-32 imposed on vehicle registration based upon vehicle weight, adding approximately \$100 million in revenues to CDOT’s annual bridge funding. Of the 139 bridges eligible for CBE funding (as of September 2015, just outside FY 2015), 78 structures have been replaced or repaired, 26 are under construction, 14 are either in design or have completed design and 21 are not yet programmed.

The following are examples bridge projects underway or completed in FY 2015.

CO 14 Over Poudre River

Cost: \$9.6 million

This project replaced the CO 14/Mulberry Street bridge over the Cache La Poudre River in Fort Collins west of I-25, adding new retaining walls and storm sewer. Originally built in 1949, the bridge was replaced with one that is wider to meet current standards, accommodate bicycle lanes and sidewalks for pedestrians.

US 6 Bridges in Denver

Cost: \$98 million

Six obsolete bridge structures on US 6 from Knox Court to I-25 were replaced, increasing safety by eliminating weave movements at the ramp structures. It also improved functionality at the US 6 and I-25 interchange.

US 50 Cotopaxi Area Bridges

Cost: \$2.2 million

The work replaced one structurally deficient bridge and rehabilitated another in Fremont County, improving traveler safety and upgrading the highway infrastructure.

US 6 Brush Creek Bridge

Cost: \$5.7 million, including RAMP*

This project includes replacing the Brush Creek Bridge over Brush Creek in Eagle County. The project included installation of a new culvert in Hockett Gulch and the addition of fortified embankments, paving and striping.

Region 5 (Southwest) Bridge Maintenance

Cost: \$1.5 million, including RAMP*

This project provided preventive work on seven structures throughout CDOT’s southwest region, including deep patch repairs, resurfacing, and waterproofing joints to improve the condition of bridge decks and extend the structures’ service life.



CO 14 (Mulberry Street) bridge over the Poudre River was taken down in two parts to allow one-way traffic to be maintained into town throughout the duration of the project.

*RAMP stands for Responsible Acceleration of Maintenance and Partnerships. RAMP was created to better coordinate available funding with project expenditures. With RAMP, CDOT funds multi-year projects based on year of expenditure, rather than having to save the full cost of a project before construction begins. For more details, including a list of RAMP project requests, [click here](#).

ACCOMPLISHMENTS: SAFER TRAVEL



Rockfall mitigation on I-25 over Raton Pass (at the New Mexico state line) included the removal of loose rock material and installation of wire netting to decrease the risk of rockfall onto the highway.

GEOHAZARDS PROGRAM

Our Rockfall Program recently transitioned to a Geohazards Program. It is developing methods to measure and manage the effects geological hazards have on canyon and mountain corridors. In addition to rockfall, geohazards that affect the highway are rock slides, debris flow, embankment distress, landslides and sinkholes. Evaluating and addressing the effects of these hazards is more beneficial than focusing on rockfall alone.

The Geohazards Program aims to reduce the risk geological hazards present to the transportation system. Our mitigation efforts focus on highway segments and corridors for a systematic approach. In fiscal year 2015, the program budget was just over \$9 million.

Projects Involved:

- Constructing rockfall fences above I-70 in Glenwood Canyon;
- Installing rockfall netting on slopes above I-25 on Raton Pass;
- Increasing ditch effectiveness for rockfall catchment on areas of I-70 in DeBeque Canyon; and
- Mitigating a large landslide on US 50 west of Blue Mesa Reservoir.

SAFETY

Making travel safer on Colorado roadways is one of CDOT's top priorities. To improve traffic safety across the state, CDOT works with many partners and stakeholders to apply the 4Es: **Engineering, Enforcement, Education and Emergency Response**. Also, we have begun implementing the Strategic Highway Safety Plan in coordination with statewide agencies and partners. [Click here](#) to see the plan.

The vision for our Safety & Traffic Engineering and Highway Safety Office's education and outreach programs is to reduce Colorado's transportation fatalities and serious injuries to zero. Through programs targeting teens, impaired drivers, cyclists, pedestrians, highway users and our infrastructure, Colorado's intermediate goal is to reduce transportation fatalities by 50 percent by 2030.

In 2015, we partnered with Colorado State Patrol and four other law enforcement agencies to address distracted driving through high visibility enforcement and awareness. We continued to support enforcement, education and awareness through the "Drive High, Get a DUI" and three "Click It or Ticket" campaigns. Our efforts also addressed safety challenges associated with speeding, young drivers, pedestrians and older drivers.



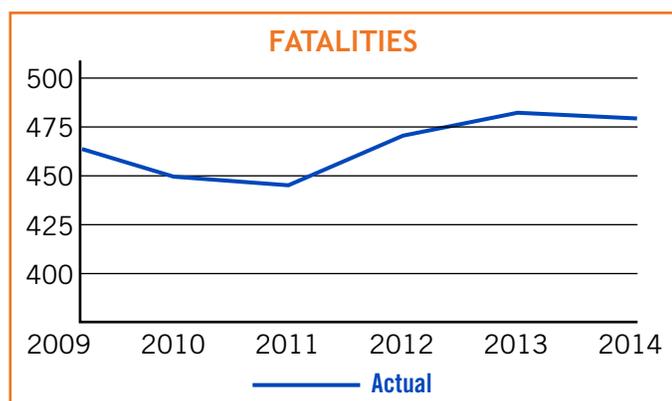
Through Safety & Traffic Engineering, we design and build safety improvements into our transportation system. We use statistical analyses to identify locations with a high potential for crash reduction, then conduct projects to improve the roadway infrastructure. In 2015, CDOT reviewed every one of its 200-plus engineering projects to identify safety improvements, conducted 42 Federal Highway Safety Improvement Program (HSIP) projects worth \$47 million and implemented 45 FASTER* safety mitigation projects worth \$55 million.

The HSIP projects are expected to achieve a reduction of six fatal crashes, 181 injury crashes and 540 property-damage-only crashes per year. This equates to an annual safety benefit of \$27 million. The FASTER safety

ACCOMPLISHMENTS: SAFER TRAVEL

projects are anticipated to achieve a reduction of one fatal, 81 injury and 190 property-damage-only crashes per year. This equates to an annual safety benefit of \$10 million. Some of these safety project elements include median cable rail, auxiliary lanes, rumble strips, ramp metering, wildlife fences, roundabouts, intersection improvements, shoulder widening, interchange ramp improvements, managed lanes and roadway realignment.

CDOT annually develops data-driven plans for targeting safety issues and, using that process, we have developed a four-year plan for FASTER safety projects (through 2020). Additionally, all CDOT projects include safety as a design component.



YEAR	2010	2011	2012	2013	2014	2015
Fatalities	450	447	474	481	488	545

Projects funded or underway in FY 2015 that have specific traffic safety features, including those that have some HSIP and FASTER* safety funds include:

US 40 Steamboat East and West Resurfacing

Cost: \$6 million

The project provided a two-inch “mill and fill” resurfacing east and west of the concrete paving in Steamboat Springs. Work also involved the following safety features: intersection enhancements for pedestrians (including Americans with Disabilities Act facilities), upgraded guardrail and end sections, new bridge rail and signal upgrades.

I-25 at South Nevada Avenue in Colorado Springs

Cost: \$350,000

The project reconfigured the ramps at this interchange, improving traffic movements at one of the city’s busiest intersections. The project also modified the turn and ramp lanes and the traffic signals, creating an amended version of a continuous flow intersection. It also included a “wrong-way” detection device on the northbound on-ramp and an exclusive right turn deceleration lane on the northbound off-ramp.

US 160 & Hurt Drive/Turkey Springs Road, West of Pagosa Springs

Cost: \$6 million, FASTER*

This project added center left-turn lanes and right-turn deceleration lanes from US 160 onto both local roadways and constructed right-turn acceleration lanes from both road onto US 160. The project also included a 3.5-mile asphalt overlay, slope flattening to improve sight distance for motorists, and a section of new guardrail.

CO 257 at Crossroads Boulevard in Windsor

Cost: \$305,000

The project installed traffic control devices. Traffic signals alleviated turn-movement conflicts on two busy roadways, reducing rear-end and broadside incidents.

I-70E Floyd Hill Solar-Powered LED Light Delineators

Cost: \$122,000

Approximately 700 solar-powered LED lights were installed along a dark and curvy stretch of eastbound I-70 at Floyd Hill west of Denver. These lights enhance driver safety by increasing delineation on the roadway, particularly during adverse weather conditions.



Solar-powered LED lights now guide travel through a dark and curvy stretch of eastbound I-70 at Floyd Hill west of Denver.

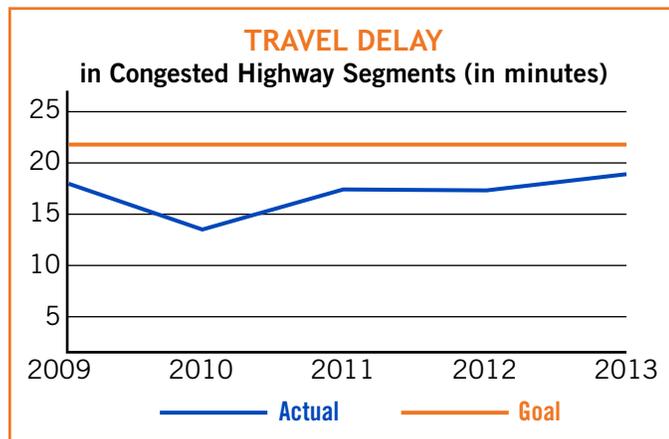
*FASTER (Funding Advancements for Surface Transportation and Economic Recovery) was established by the Colorado General assembly via Senate Bill 09-108 to fund repair of structurally deficient bridges and make safety improvements to key corridors in Colorado.

ACCOMPLISHMENTS: CONGESTION RELIEF/MOBILITY

CONGESTION RELIEF/MOBILITY

Highway congestion, as part of the “system performance” category, is measured by travel-time delay. This is the difference between the travel time on highways at the free-flow speed and the time spent in current traffic. A highway is considered congested when peak traffic volume is 85 percent or more of what the highway was designed to handle.

Measured in 2014, the average travel-time delay on congested corridors was 18.6 minutes per traveler, per day. CDOT in recent years has implemented a variety of tools and strategies to keep delays in check, including ramp metering, signal timing and HOV/Tolled Express Lanes. We also use variable message signs, a mobile app and social media so drivers can make choices about how they can best use the system at any given time.



YEAR	2010	2011	2012	2013	2014
Long Range Goal	22	22	22	22	22
Actual	17.3	13.8	17.2	17.1	18.6

Some recent projects to ease congestion and improve safety and mobility have included:

US 36 Express Lanes, Phase 1: Federal Blvd. to 88th St.
Cost: \$317 million

This project added a tolled Express Lane along the busy US 36 corridor between Federal Boulevard to 88th Street in the Denver area. It also replaced five bridges, added Bus Rapid Transit improvements and installed a separate commuter bikeway along much of the corridor.

I-25 Widening between Woodmen Road and Colorado Springs

Cost: \$66.6 million

This project widened north- and southbound I-25 from two to three lanes, adding auxiliary lanes, new asphalt pavement, guardrails, lighting, traffic signs and striping; the work also relocated a chain-up station in Monument.

I-76 Fort Morgan to Brush, Phase III

Cost: \$44.3 million

The work involved reconstructing mainline I-76 in concrete, associated bridges and the undersized CO 71 interchange. Key features of the CO 71 interchange include multi-modal improvements and enhanced ramps to accommodate large vehicles.

CO 133 Safety Improvements in Carbondale

Cost: \$8 million

This project provided resurfacing from Cowen Drive to Dolores Way and from Garfield Avenue to Meadowood Drive; roadway widening from Dolores Way to Colorado Avenue; drainage improvements; a roundabout at the CO 133/Main Street intersection; a traffic signal at Snowmass Drive; trail connections; roadway and trail lighting; and ADA improvements.



The new roundabout on CO 133 in Carbondale, completed in the fall of 2015, is now fully functional, easing traffic flow and increasing safety at the busy intersection with Main Street.

ACCOMPLISHMENTS: CONGESTION RELIEF/MOBILITY

TRANSPORTATION SYSTEM MANAGEMENT & OPERATIONS

The Division of Transportation Systems Management & Operations, created in 2013, has a mission of improving travel time reliability and safety on the state highway system through use of technology, innovation, targeted traffic management activities, and safety improvements.

Division of Transportation Systems Management & Operations (TSM&O) includes the Intelligent Transportation Systems (ITS) Branch, which focuses on using technology to improve safety and reliability; the Safety & Traffic Engineering Branch, which is focused on reducing fatalities, serious injuries and the associated human and economic loss resulting from crashes; and the Traffic Management Branch, which is focused on the real-time management of traffic, incidents and storms.

Some of TSM&O's more public-facing accomplishments for FY 2015 are listed below.

In focus area I-70 mountain corridor (Denver to Vail):

- Total hours of road closures decreased by 17 percent over the previous year, or to just over 183 hours.
- Total delays for eastbound Sunday peak period (p.m.) travel throughout the year decreased by 3 percent.
- Hours of 90-120 minute delay (EB I-70 Vail-Golden, Sundays 10 a.m.-8 p.m.) went from 14 to 8, a decrease of 43% from last season.
- Hours of 120-180 minute delay (EB I-70 Vail-Golden, Sundays 10 a.m.-8 p.m.) went from 5 to 0, a decrease of 100% from last season.
- Courtesy Patrol and Heavy Tow program coverage hours were expanded.

In other areas:

- Began operating the I-70 Mountain Express Lane.
- Initiated the "Towards Zero Deaths" campaign and the Strategic Highway Safety Plan to reduce fatalities on Colorado highways.
- Upgraded fiber on the I-70 mountain corridor from Copper Mountain to Golden.
- Began construction of 80 new cameras on I-70 (Vail to Golden) and on I-25 (Wyoming to Colorado Springs).
- Developed a new Public-Private Partnership (PPP) Agreement to expand the availability of a robust fiber optic communication network. Work is underway and includes construction of new infrastructure, as well as sharing of existing conduit and dark fiber.



Steve Gillespie, incident manager for the I-70 West Mountain corridor, helps a stranded motorist.

- Renovated the Colorado Traffic Management Center in Golden to meet growing needs for traveler information.
- Provided traffic incident management training to more than 400 representatives of local EMS, fire, police, Colorado State Patrol and CDOT employees.
- Began pilot implementation of innovative technology and solutions, including a Video Incident Detection System and a Situational Awareness Software to facilitate real time traffic and incident management.
- Improved coordination of I-70 mountain corridor traffic operations, incident management, travel communications, work zone management, and maintenance for improved safety and reliability.
- Deployed pilot project using unmanned vehicle for traffic operations observation.
- Designed, installed and operated critical signals and ITS infrastructure for I-70 mountain corridor including ramp meters, continuous flow metering and components for Peak Period Shoulder Lanes to facilitate safe, efficient management of traffic flow.
- Purchased an Advanced Traffic Management System (ATMS) to enhance operational capabilities, allow advanced control and high resolution graphic display for traffic signals in use on the US 36 managed lanes and I-70 Tolled Express shoulder lane projects.
- Implemented winter pilot project for eastbound Continuous Flow Metering on I-70 near Silverthorne to ease heavy peak traffic flow and improve safety.
- Expanded Courtesy Patrol and Incident Management response capabilities.
- Coordinated with AAA Colorado to improve CDOT Courtesy Patrol program.

MULTI-MODAL TRANSPORTATION

BICYCLE AND PEDESTRIAN

CDOT's Bicycle and Pedestrian program continued to enhance the **interactive Statewide Bicycle and Byways map**. More than 50 local and regional governments uploaded routes and trail data, making the map even more representative of bicycle facilities throughout the state.

We were part of an inter-disciplinary team of state and local agencies and non-governmental non-profit organizations selected by the U.S. Centers for Disease Control to attend an inaugural *Walking Institute* in Nashville, TN. As a result, the Colorado team has collaborated on ways to inform policy decisions, provide technical assistance to local communities, work with local and state leaders, and implement infrastructure and environmental changes that promote increased walking and walkability throughout the state.

In addition to endorsing the National Association of City Transportation Officials (NACTO) design guides, CDOT also updated its Bicycle and Pedestrian Chapter 14 of the *Roadway Design Guide*. These documents assist transportation designers in implementing the latest techniques for accommodating bicyclists and pedestrians.

Also in 2015, Governor Hickenlooper and CDOT announced the commitment of **\$100 million over the next four years to enhance Colorado's ability to become the best state in which to ride a bike**, fueling our economic growth and tourism industry, moving us toward a cleaner environment and advancing our goal of being the healthiest state in the nation. CDOT is committed to spend at least 2.5 percent of our construction budget on bike and pedestrian programs, including infrastructure. The Colorado Pedals Project, Bicycle Colorado, Great Outdoors Colorado and many more are working with CDOT, Office of Economic Development, Colorado Tourism Office and other state agencies to develop the overall strategy, distribute money and accomplish shared goals.

TRANSIT & RAIL

CDOT's Division of Transit & Rail (DTR) was created in 2009 per FASTER legislation and works to integrate transit into Colorado's transportation system. In FY 2015, DTR finalized the plan and began implementation activities to **launch the new Bustang interregional express bus service in July**. Implementation included

the purchase, delivery and testing of 13 over-the-road coaches and extensive public and stakeholder outreach.

Bustang operates along the Front Range on I-25 and on the I-70 mountain corridor, connecting the six largest transit entities in the state. Weekday service connects Fort Collins, Colorado Springs and Glenwood Springs to Denver. Bustang utilizes FASTER Statewide Transit funds. It is operated by Horizon Coach Lines. The north and south lines have seen consistent ridership. The immediate success of the west route to the mountains resulted in the addition of weekend service. In its first several months of operation, the overall fare box recovery for the system (cost to operate/fare revenue collected) has exceeded the goal of 20 percent, averaging 33 percent.



In July 2015, CDOT's Division of Transit & Rail launched Bustang, an interregional express bus service

CDOT's first Statewide Transit Plan was completed in 2015 and, in combination with a nearly completed Capital Inventory Project, has resulted in the integration of passenger rail, intercity and regional bus and local transit into the vision for the state. The Statewide Transit Plan has also produced regionally-based recommendations for near-term (one to six years) implementation of improvements to local transit services, and for increased efficiencies through coordination.

We continue to be the recipient of Federal Transit Administration (FTA) grants for Colorado rural and small urban areas. FTA funds, along with FASTER transit funds, are distributed and administered by DTR to local transit providers throughout the state. CDOT has implemented a new system, COTRAMS, as a portal tool for grant management, grant reporting, data analysis and electronic invoicing by both the state and transit grant partners.

MULTI-MODAL TRANSPORTATION

AERONAUTICS

CDOT's Division of Aeronautics is funded exclusively from aviation fuel sales and excise tax revenues appropriated to the Colorado Aviation Fund. The Colorado Aviation Fund supports the Colorado Airport System through fuel tax reimbursements and discretionary aviation grants to Colorado airports, as well as funding aviation programs and education. Grants are used to fund capital improvement projects, including pavement maintenance and safety enhancements. Grants are also issued to assist airports with their local match for federally funded airport improvements, which leverage millions of dollars of federal funds for Colorado airports. **The Colorado Airport System consists of 74 public-use airports that support over 265,000 jobs, provide \$12.6 billion in annual payroll and generate \$36.7 billion in annual economic output for Colorado.**

A total of \$3 million in aviation grants was awarded to Colorado airports in FY 2015. These grants were awarded as discretionary aviation grants to help airport sponsors match over \$60 million in federal grant funds. **Approximately \$1 million in additional funding was allocated for statewide aviation programs, including the Wide Area Multilateration and Virtual Air Traffic Control Tower (VATCT) programs, the Colorado Mountain Automated Weather Observing System (AWOS) Program, Crack Sealant Rebate Program, Airport Management Internship Program, Denver International Airport surplus equipment sale, the biannual Colorado Aeronautical Chart and Colorado Airport Directory publications and the Airport Safety Inspection Program.**



An agricultural spraying aircraft takes off from the Yuma Municipal Airport. This airport was awarded a \$268,000 aviation grant to reconstruct the main runway.



The FAA chose Fort Collins-Loveland Municipal Airport as the initial testing facility for Virtual Air Traffic Control Tower technology.

The Division of Aeronautics is partnering with the Federal Aviation Administration (FAA) to develop VATCT testing and assessment. This leading-edge aviation technology will employ ground-based video and aircraft detection to provide data monitored by air traffic controllers working in a central off-airport location. **The high-tech array will provide enhanced air safety at a much lower cost than the expense required to construct and staff a traditional air traffic control tower.**

This initiative to test VATCT technology in Colorado will further solidify CDOT and the Division of Aeronautics as a national leader in air space technology innovation, enhancing aviation safety, capacity and efficiency while minimizing overall capital and operating costs. The \$10 million in funding for the test phase of this project is being provided by the Colorado Aviation Fund and was unanimously approved by the Colorado Aeronautical Board (CAB). The equipment for this project is expected to be installed at the Fort Collins-Loveland Municipal Airport by spring 2016, with initial testing and assessments of the new technology beginning shortly thereafter.

Finally, the Division of Aeronautics, through an FAA planning grant, is developing a General Aviation Airport Sustainability Management Program that will be used by the state's general aviation airports for preparing individual sustainability management plans. This is the first project in the nation to look at statewide airport sustainability—not just environmentally, but operationally, politically and financially. This initiative will develop a sustainability toolkit within the Division's web-based Information Management System (WIMS), currently used by airports to prepare their capital improvement plans, grant requests and grants administration.

ENHANCED BUSINESS PRACTICES

PORTFOLIO, CASH & PROGRAM MANAGEMENT

CDOT has implemented many changes over the past few years that affect our program delivery, including:

- Shifting from a regional approach to a statewide approach for programming projects;
- Moving to an expenditure-based budgeting program;
- Implementing the RAMP (Responsible Acceleration of Maintenance & Partnerships) program (detailed below).

As a result of improved cash management, program management and the RAMP initiative, CDOT has been able to increase our construction program, in terms of payments to contractors for work completed on projects, from approximately \$500 million in FY 13 to approximately \$720 million for FY 15. For FY 16, CDOT has established a goal of increasing the construction program to \$790 million.

As a result of increasing the construction program, our cash balance for the State Highway Fund (Fund 400), which is used to fund highway construction, has dropped by approximately \$255.6 million as of July 2015. The result of this drop means that more funding has gone into on-the-road improvements rather than sitting in cash reserves.

RESPONSIBLE ACCELERATION OF MAINTENANCE & PARTNERSHIPS

The RAMP program, while not a long-term funding solution, allowed CDOT to increase the amount of work done to preserve and improve the state highway system through 2017 by funding projects based on the year of expenditure, rather than saving the full amount before construction can begin. RAMP provides funding for partnership projects with local governments and private firms to improve the transportation system. These are projects that enhance operations and preserve the assets (bridges, tunnels, pavement, etc.) on the system.

As of November 6, 2015 42 partnership projects totaling \$1.1 billion and 40 operations projects totaling \$157 million have been approved by the Colorado Transportation Commission. Nine of these projects, totaling \$134 million, have been completed and 41 of the remaining projects, totaling \$437 million, are in construction. Click here for additional information including a [project list](#).



Major drainage improvements preceded full concrete reconstruction on US 285 through Antonito. The town of Antonito partnered with CDOT on this RAMP-funded project.

TRANSPORTATION ASSET MANAGEMENT

CDOT has turned in recent years to a Transportation Asset Management (TAM) approach for maximizing our investments in bridges, roadways, tunnels, culverts and other physical transportation assets. The TAM approach marks a shift in how we allocate money. Rather than the past approach of allocating funds to several small pots throughout CDOT's transportation regions, we are increasingly analyzing the entire state, weighing projects and equipment investments based on benefits and costs, and allocating funding to the highest-value investments. Investments are based on meaningful asset performance and condition data. Through strategic investment in maintenance and preservation, TAM minimizes the costs over the life cycle of bridges, pavement and other assets, while maintaining acceptable performance.

Currently, CDOT has a four-year project list covering fiscal years 2016-19. We also achieved our 2015 targets for maintenance, bridge and interstate highway pavement condition. Asset management will help give our engineers and managers the strategies needed to prioritize maintenance work in the face of rising costs and flat revenues, allowing our transportation system to endure for years to come.

The federal government requires states to develop a risk-based transportation asset management plan and identify the most cost-effective ways to spend limited dollars. To see CDOT's plan online, [click here](#).

ENHANCED BUSINESS PRACTICES

PLANNING, RESEARCH & ENVIRONMENTAL STEWARDSHIP

In March 2015, the Colorado Transportation Commission adopted CDOT's 2040 Statewide Transportation Plan. This plan is a road map for the state's multi-modal transportation system for the next 10 and 25 years. It identifies future needs and outlines strategies, investments and performance metrics to achieve goals of safety, mobility, economic vitality and maintenance of the transportation system. For more information, [click here](#).

The plan provides a statewide look at needs and priorities, integrating key elements of 10 rural transportation plans, five metropolitan planning organization plans and several CDOT plans, such as our bike and pedestrian plan. The Statewide Plan guides future investment decisions, project selection and programming. Activities related to the strategic actions that support plan goals are reported quarterly on the planning website. CDOT anticipates strategic action reporting will be moved in 2016 to [YourCDOTDollar.com](#), a performance reporting website, to increase visibility.

Planning at CDOT is supported by research. CDOT's Applied Research and Innovations Branch conducts research projects that address priority needs for planning, design, construction, operations and maintenance



When wildlife and motor vehicles collide, everyone loses. CDOT is addressing this situation at several locations, including this area on CO 9 north of Silverthorne where a high number of collisions occur. This underpass is big enough for elk, but cameras show that deer have been the primary users since its construction this past year. *Photo by Ken Churches, Bridge Design & Management Branch.*

of Colorado's transportation system. Oversight teams composed of stakeholders and subject matter experts across the department select the projects.

During FY 2015, our Research branch published 13 reports that addressed issues such as bridge design, pavement design and materials, solar arrays in highway right of way, vehicle-wildlife collisions and living snow fences. The branch also collaborates with other states to leverage research money through pooled fund projects. [Click here](#) for more on the research program.

An important part of CDOT's planning and project delivery process is protecting the environment and quality of life in beautiful Colorado. Our Environmental Programs Branch continues to implement a new water quality permit and training program that reached more than 1,100 CDOT staff and contractors in 2015. The branch also recently launched a new sustainability website.



Another example of CDOT environmental stewardship is our use of wildlife escape ramps. This image shows a mountain lion using the ramp on US 550 north of Ridgway. These ramps provide animals an exit from the highway right-of-way, resulting in fewer collisions between wildlife and vehicles. The ramps are inexpensive to build, easy to maintain and used by many different species.

The Environmental Programs Branch develops and supports the use of wildlife mitigation strategies at CDOT, which includes analyzing data to identify "hot spots" for wildlife deaths on our state highways. The branch was actively working on 11 National Environmental Policy Act (NEPA) studies in 2015, including the I-70 Central Environmental Impact Statement (EIS), which addresses issues including replacing the I-70 viaduct east of downtown Denver. These efforts ensure project compliance with state and federal environmental regulations.

ENHANCED BUSINESS PRACTICES

HIGH PERFORMANCE TRANSPORTATION ENTERPRISE

The High Performance Transportation Enterprise's premier accomplishment in 2015 was opening the US 36 Express Lanes, on one of the state's busiest corridors. Phase 1 (between Louisville/Superior and Federal Boulevard) opened July 22, 2015. The opening of Phase 2 to Table Mesa in Boulder, is set for early 2016.

Coloradans are embracing the multi-modal choices offered with express lanes, including transit, carpooling, tolls and biking. The US 36 Express Lanes is CDOT and HPTE's first public-private partnership, with Plenary Roads Denver operating and maintaining these express lanes. This innovative public-private partnership allowed this project to be delivered nearly 20 years sooner than if using traditional funding methods. The project is recognized as a national model on congestion relief to meet the transportation needs of today and plan for future growth in this economically vibrant corridor.



Colorado Governor John Hickenlooper, center right, helps cut the ribbon at the grand opening of Phase 1 of the US 36 Express Lanes in July 2015. Phase 2 (to Table Mesa in Boulder) opens in early 2016.



This looks like a bird's eye view, but it's actually a CDOT bridge inspector's view of the various ramps and bridges that make up the I-25/E-470/Northwest Parkway interchange. I-25 is crossing the photo left to right in the center, and the toll roads down on ground level. Each year, bridge inspectors check approximately half of the state highway system's 3,400+ bridge structures for deficiencies and repair needs. Along the way, they use "snooper trucks" with buckets on hydraulic arms to get into the spaces beneath the bridges. *Photo by Ken Churches, Bridge Design & Management Branch.*

In addition, the HPTE:

- Is coordinating financing on the North I-25 corridor and on C-470;
- Has arranged financing for the I-70 Mountain Express Lane, which is the nation's first express lane focused on recreational drivers, instead of commuters; and
- Is exploring public-private partnership opportunities on projects for the I-70 East corridor, a \$1.2 billion project to replace the crumbling viaduct and add up to two Express Lanes in each direction from I-25 to I-225.

Each of these improvements will bring congestion relief and mobility options for some of Colorado's most congested corridors.

HPTE remains committed to the transparency and public participation process, including a high level of engagement with elected officials, stakeholders, local governments, communities and the general public on each project. To learn more about HPTE [click here](#).

PARTNERSHIPS

LOCAL AGENCY PROJECTS

In addition to our RAMP program, described above, CDOT works with local agency partners to enhance a community's existing transportation system through the federal Transportation Alternatives Program (TAP).

To receive funding through the TAP, a local, state or federal government agency must sponsor the project, and the sponsor must provide a minimum of 20 percent of the project costs. Cities and counties throughout Colorado must submit projects to the CDOT regional office in their area for consideration.

A selection panel comprised of CDOT personnel and representatives from the area's Transportation Planning Region reviews and ranks the applications based on specific criteria, including project eligibility, engineering issues and cost estimates. While the TAP typically focuses on bike and pedestrian improvements, it also funds environmental mitigation and historic preservation projects.

We also partner with communities on traffic and safety projects, including those for which CDOT can secure additional federal Hazard Safety Improvement Program funding to mitigate a documented safety issue on our highway system.



An eight-foot wide concrete shared-use path was constructed around Casey's Pond in Steamboat Springs.



Oftentimes, when CDOT has a project going, locals like to drop by to see what's going on. This curious cow decided to check out what the folks were doing at this bridge over the Dolores River on CO 141 in western Colorado. Bridge inspectors on site knew that the structure could handle this kind of load, which was a step in the right direction. *Photo by Ken Churches, Bridges Design & Management Branch.*

The following are examples of recent partnership projects across the state:

- Pedestrian bridge over I-25 between Evans and Colorado, City and County of Denver
- McCulloch Main Trail—Phase III, Pueblo West
- Casey's Pond Shared Use Path, Steamboat Springs
- Weld County Road 49 and US 34 Intersection, Weld County (RAMP)
- US 285 Antonito Concrete Reconstruction, Conejos County

PARTNERSHIPS

SCENIC & HISTORIC BYWAYS

Eleven of Colorado's 26 Scenic and Historic Byways are designated by the U.S. Secretary of Transportation as America's Byways,® We have more national designations than any other state. [Click here](#) for more information.



Top of the Rockies wayfinding team, left to right: Cheryl Cwelich, Colorado Parks & Wildlife; Jamie Greeman, Alamosa Convention & Visitors Bureau; David Oldham, CDOT Region 3. Photo by team member Vicky Nash, Resort Trends, Glenwood Springs (not pictured).

Colorado's Scenic and Historic Byways program has many achievements of which to be proud. Here are some of the highlights for calendar year 2015:

- Designated *Tracks Across Borders* byway in April 2015 (by the Colorado Transportation Commission);
- Used various U.S. trade and byways associations for distributing Colorado byways and bicycling information at major trade shows in the U.S. and international locations;
- Completed the Genesee/Buffalo Overlook with parking, interpretive signs and bicycle racks;
- Completed the Strategic Planning and Resource Protection Project which included conservation analysis on 25 of the byways, conservation planning for 20 byways and placing conservation easements on six at-risk properties (over 5,000 acres);
- Held a Colorado Byways statewide meeting at the 2015 Partners in the Outdoors Conference;
- Completed Redstone's Elk Park on the *West Elk Loop*, improving this asset with a grand kiosk, a universal interpretive river trail, a natural amphitheater and parking;

- Provided Colorado Grassroots training (for hospitality and board members) for *Frontier Pathways* and *Pawnee Pioneer Trails* byways;
- Completed on-the-road wayfinding assessments on *Dinosaur Diamond*, *Flat Tops Trail*, *Los Caminos Antiguos*, *Silver Thread*, and *Top of the Rockies* byways. Assessments involve multidisciplinary teams (typically visitors, traffic engineers and regional/state tourism representatives) who "test drive" a community's wayfinding features (signs, maps, electronic media, etc.). The goals are to improve the ease of navigation for visitors and to increase the potential for travel-related revenues for communities along the byways; and
- Culminated our 25-year celebration, receiving substantial international press.



And then it was gone ... a long section of US 34 near Kersey was washed out by historic flooding in September 2013. Temporary repairs reopened the roadway a few weeks later, but the real celebration came when permanent repairs were completed in 2015. A new bridge now spans the area where floodwaters of historic magnitude might strike again.



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www.codot.gov/about/transportation-commission

(Counties in each Commissioner's district are noted)

District 1—Shannon Gifford* (Denver)

District 2—Edward J. Peterson (Jefferson)

District 3—Gary M. Reiff,* *Vice Chairman*
(Douglas, Arapahoe)

District 4—Heather Barry (Adams, Boulder)

District 5—Kathy Gilliland* (Larimer, Morgan, Weld)

District 6—Kathy Connell, *Chairwoman* (Clear Creek, Gilpin, Grand, Jackson, Moffat, Rio Blanco, Routt)

District 7—Kathy Hall (Chaffee, Delta, Eagle, Garfield, Gunnison, Lake, Mesa, Montrose, Ouray, Pitkin, Summit)

District 8—Sidny Zink (Alamosa, Archuleta, Conejos, Costilla, Dolores, Hinsdale, La Plata, Mineral, Montezuma, Rio Grande, Saguache, San Juan, San Miguel)

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District 10—Bill Thiebaut (Baca, Bent, Crowley, Custer, Huerfano, Kiowa, Las Animas, Otero, Prowers, Pueblo)

District 11—Steven Hofmeister (Cheyenne, Elbert, Kit Carson, Lincoln, Logan, Phillips, Sedgwick, Washington, Yuma)

Herman Stockinger, Secretary

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