Colorado Department of Transportation

– Joint Rule 25/SMART Act Hearing –

January 24, 2013

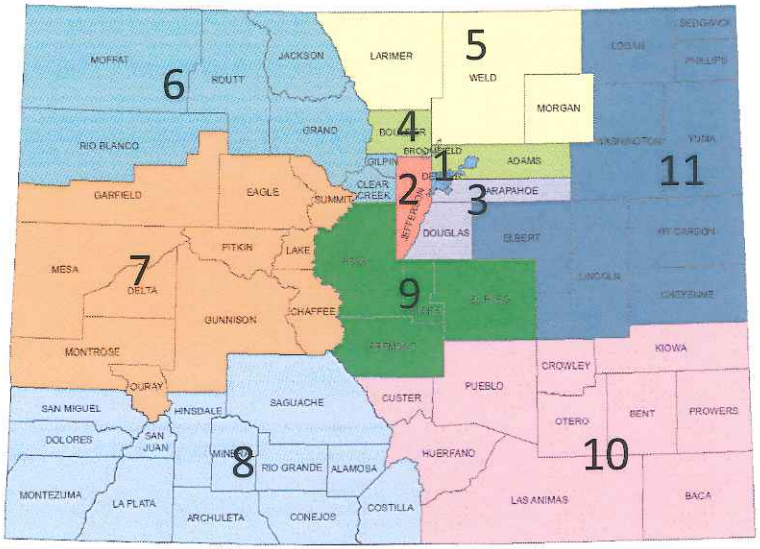
Attachment B

About CDOT

CDOT Oversight/Transportation Commission

Composition

- 11 members appointed by the Governor and confirmed by Senate
- Four-year terms
- Meets monthly
- Established in 1909 as a 3 member State Highway Commission



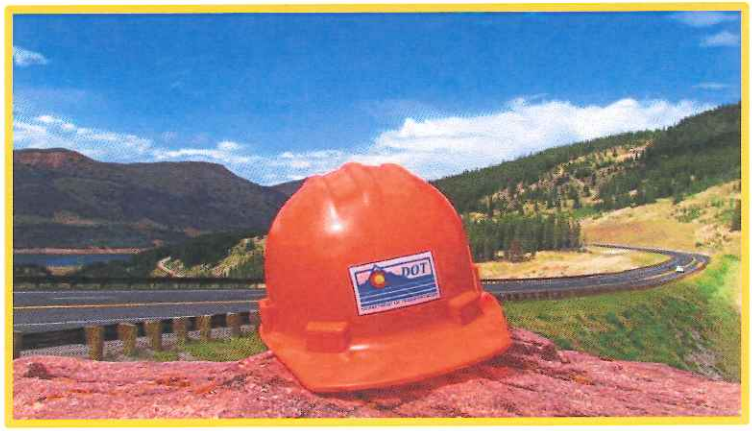
Colorado Transportation Commission Districts

Responsible for:

- Setting overall fiscal and policy direction statewide via investment categories
- Short term and long-term priorities
- Budget & allocation of funds

About CDOT

What CDOT Does



Maintain and Keep Safe

- 9,000 miles of Interstate and State highway system
- Routine maintenance
- Bridge repair and resurfacing
- Snow removal
- Safety improvements

Engineering/Construction Program

- Supplement in-house engineering for design, construction management, and specialty services
- Contract for all construction projects in excess of $150,000

Distribute Funding to Local Governments

- Aviation
- Federal funds to Metropolitan Planning Organizations
- Grants to local governments
- Transit

About CDOT

5 + 1 Plan

External-facing

Improved Processes for Better Customer Service and Efficiency

- Process Improvement Program
- Contract Improvement Initiative

Get More Out of the Existing System

- I-25 North Express Toll Lanes

Innovation and Improved Management to Get More $ to Construction

- RAMP
- Refinancing of TRANS bond debt (*$3.29 M in savings*)

Partner with Private Sector to Augment Public Funds

- U.S. 36 Express Lanes
- I-70 Mountain Corridor

Transparency and Accountability

- Your CDOT Dollar
- Simplified public budget
- Bridge Enterprise website
- TOPS

Internal -facing

Provide CDOT Employees Training and Professional Development Opportunities

About CDOT

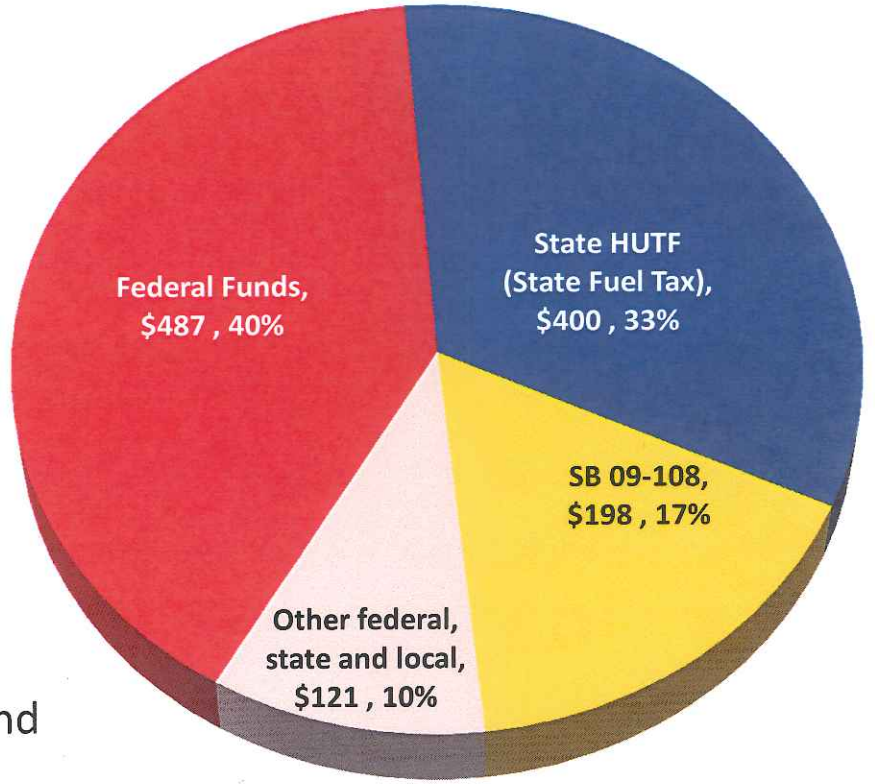
CDOT Revenue (FY12-13)

Federal Funds

- ***MAP-21*** – provides authorized funding for 2 years through 2014
- ***Appropriations*** – funding not guaranteed, reliant on Congress
- Federal funds backfilled by federal general fund

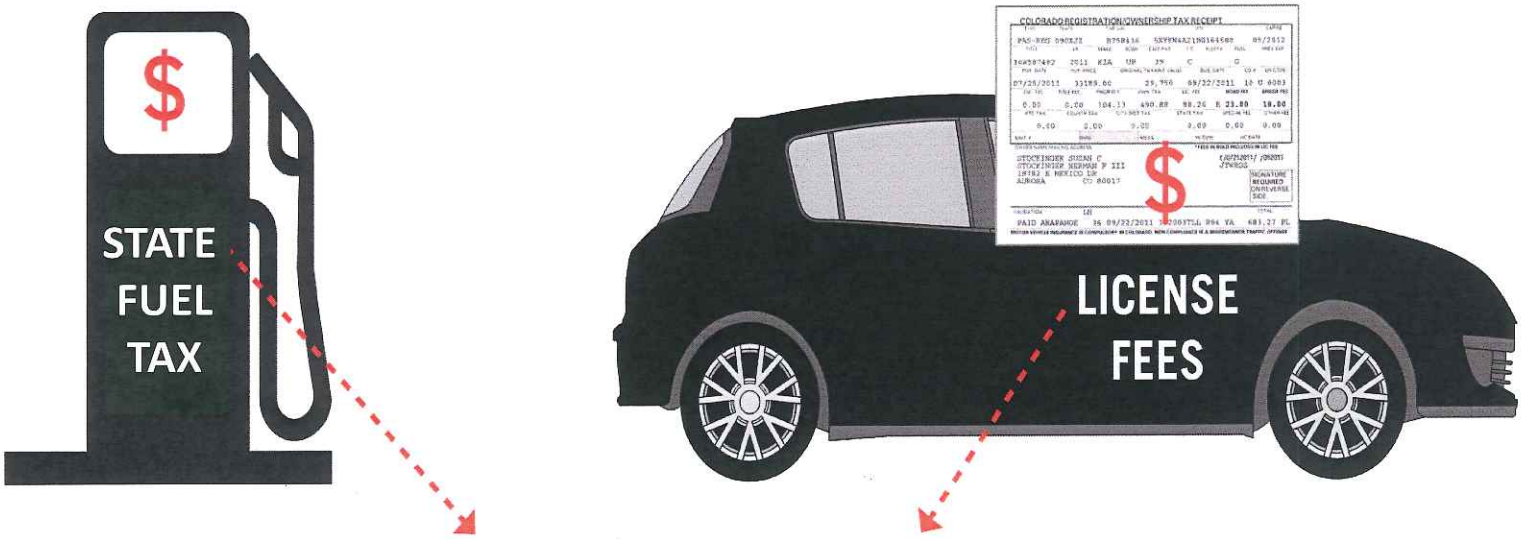
State Funds

- ***HUTF*** – state fuel tax revenue, various fee and fine revenue, etc.
- ***FASTER*** – approximately $200M for safety and bridge projects
- ***General Funds*** – $0 from General Fund since 2007



About CDOT

How Do We Pay for Transportation (state level)?



HIGHWAY USERS TAX FUND

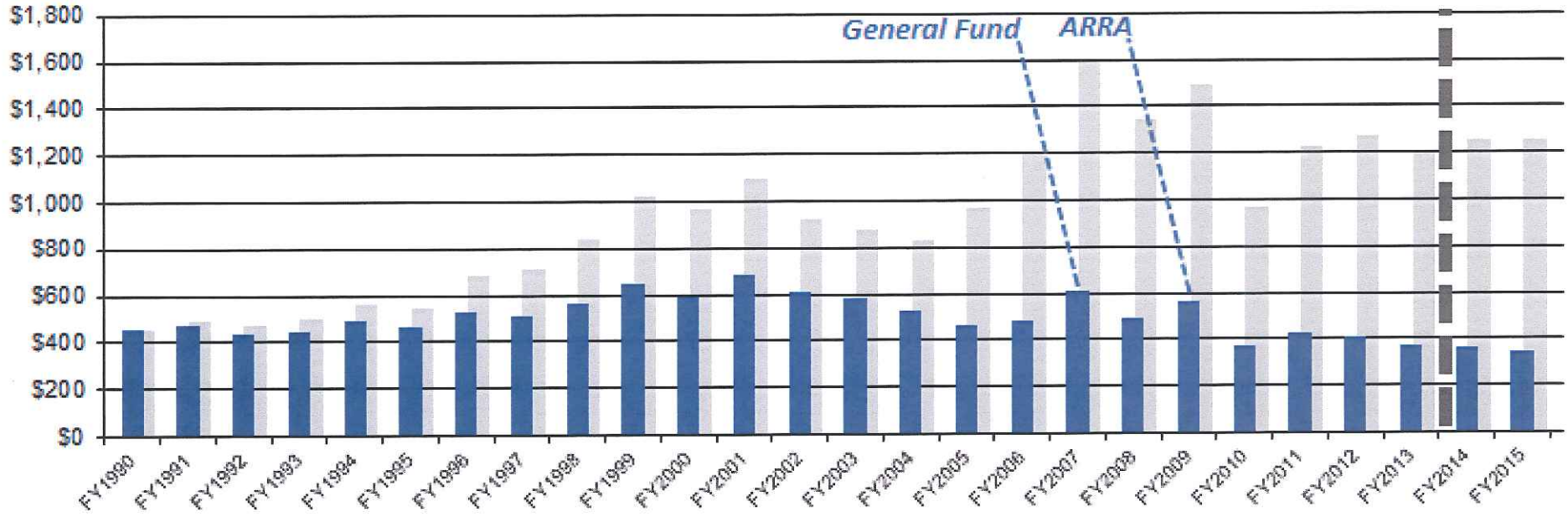
89% | 11%

40% Cities & Counties	60% CDOT	State Patrol DMV Ports of Entry

About CDOT

CDOT Revenue Over Time

Inflation-adjusted CDOT Funding Sources by Fiscal Year, Actual and Projected: FY1990-2015
Revenues Deflated by CDOT Colorado Construction Cost Index



About CDOT

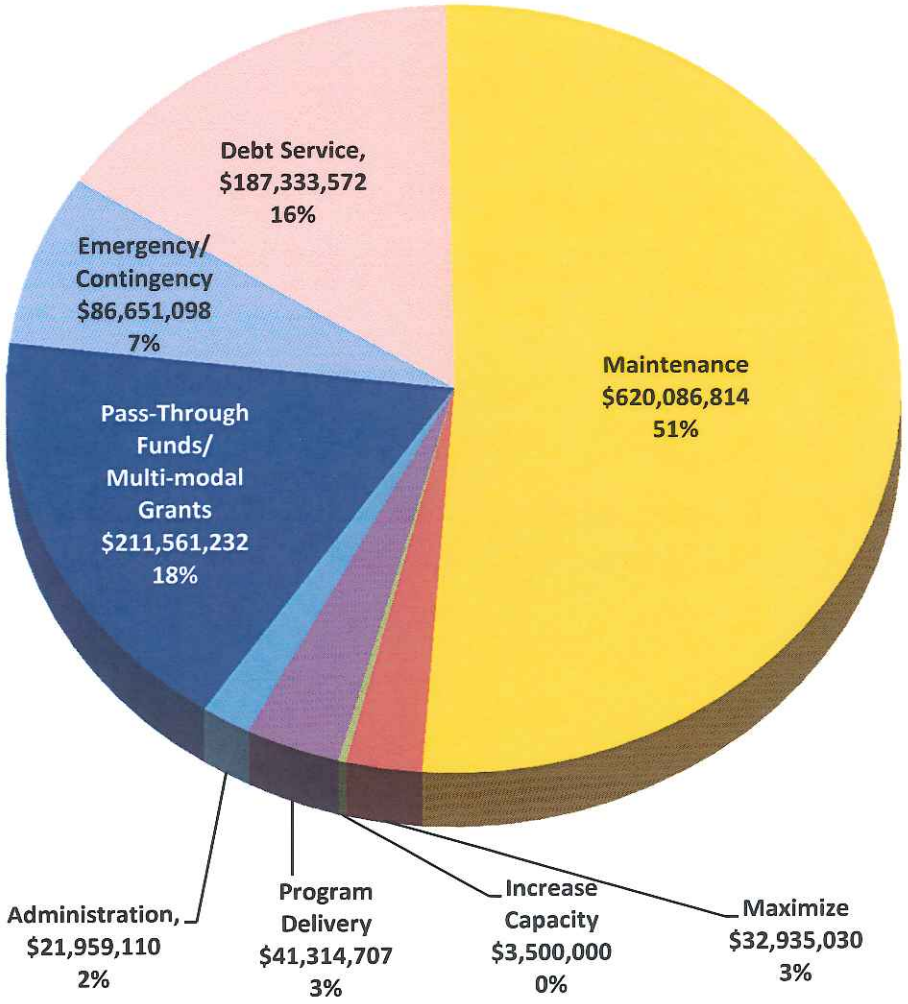
CDOT Expenditures (FY12-13)

Significant Focus on Maintenance

- Accounts for over 1/2 of the entire budget.

Nearly No Revenue for New Capacity

- Increasing capacity represents less than 1/3rd of 1% of the total budget.



About CDOT

Federal

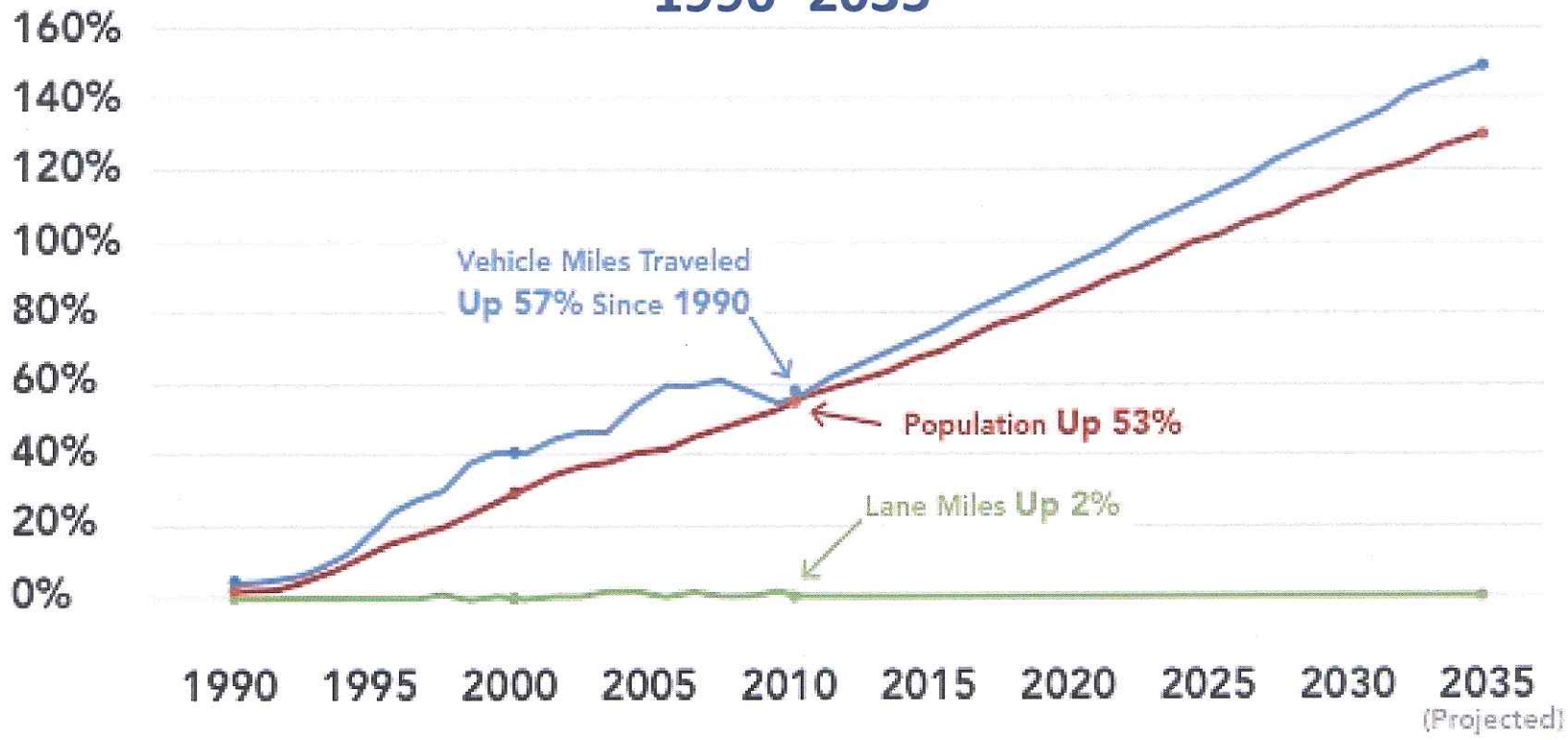
MAP-21

- Federal Transportation Funds – New law sustains transportation funding for two fiscal years
- Donor/Donee – All states receive more federal funds than they pay in gas taxes
- Federal Gas Tax - New law relies on General Fund Transfers to sustain the Highway Trust Fund

About CDOT

Funding Challenges

Colorado Actual and Projected Growth 1990–2035



About CDOT

Funding Challenges

$60 million
Annual Snow Removal

$275,000
2" Asphalt Paving
Per Lane Mile

$25+ million
Interchange

Strategic Plan

Top Performance Measures 2012

Measure	Commission Goal	Fiscally Constrained Goal	Current Performance
Fatalities per 100 Million Vehicle Miles Traveled	1.0	1.0	0.96
% Pavement in Good or Fair Condition	60%	44%	47%
% Bridge Deck Area in Good or Fair Conditions	94.5%	94.5%	96.4%
Overall Annual Maintenance Level of Service (MLOS)	B	B-	B-
- Snow and Ice Control	*A*	*B*	*B*
Minutes of Delay per Traveler in Congested State Highway Segments	22 min	18.4	17.3

Strategic Plan

Traffic Services / Striping

Wear and Tear

- Snow and ice control are detrimental to pavement markings
- CDOT is one of the largest consumers of durable pavement markings in the U.S.
- CDOT has field tested several types of "snowplowable" markers
  - Evaluations determined these markers require unacceptable levels of maintenance (and therefore very high costs)

	2008	2009	2010	2011	2012
Long Range Goal	B	B	B	B	B
Actual	B-	B-	B-	B-	C+
Budget	$62 M	$57 M	$58 M	$61 M	$59 M

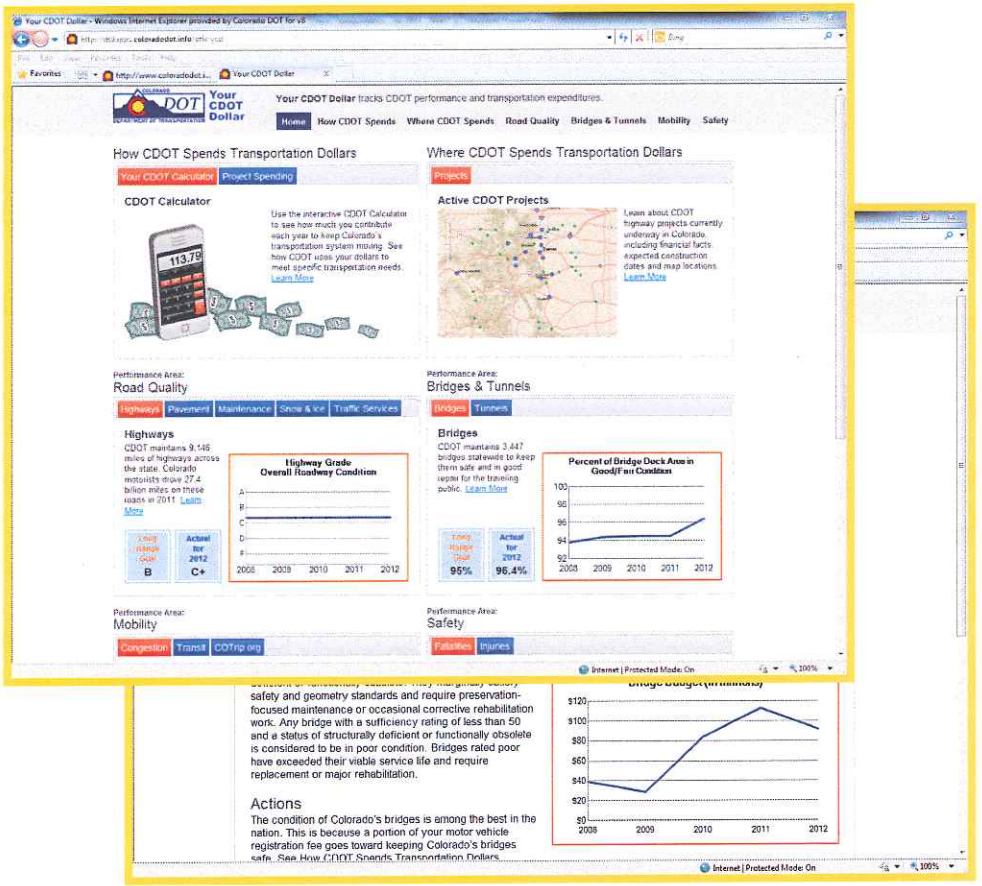
Strategic Plan

Your CDOT Dollar

Tracking Performance and Expenditures

- Provides information to the public about:
  - How CDOT spends its funds
  - Where CDOT projects are
  - Road quality
  - Bridges and tunnels
  - Mobility
  - Safety

http://dtdapps.coloradodot.info/otis/ycd



Departmental Regulatory Agenda

House Bill 12-1008

- HB 12-1008 requires all departments to file a departmental regulatory agenda annually on November 1, and report on the agenda during January oversight hearings.

2013 Regulatory Agenda

- ***Planned Rule Revisions***
  - Motorcycle Operator Safety Training Program
  - HPTE Rules Concerning Toll Enforcement
  - State Highway Access Category Assignment Schedule
  - LOGOS and TODS Signs
  - Use of Tunnels on State Highways
  - Road Sign Advertising
  - Transport Permits for the Movement of Extra-legal Vehicles or Loads
- ***Regulatory Agenda Made Publicly Available***
  - ***CDOT Website*** – www.coloradodot.info/business/rules
  - ***Secretary of State Website*** – Colorado Register, 11/10/2012

Project Updates

Responsible Acceleration of Maintenance and Partnerships

RAMP

- CDOT saves and spends on projects over several years

- More efficient to time expenditures with need across all projects

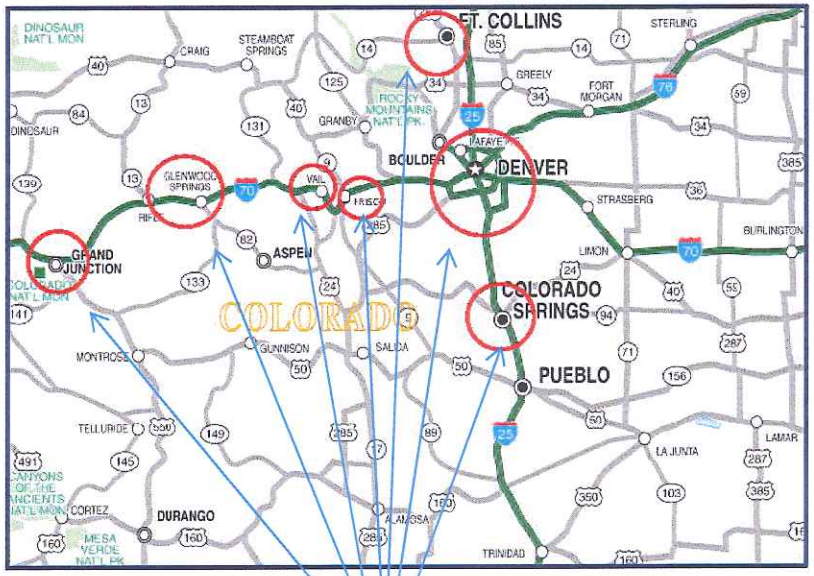
- Will create one-time $300,000,000 per year for 5 years

Project Updates

Division of Transit and Rail/Inter-regional Commuter Bus

Conceptual Plan

- CDOT owned and operated
- Front Range / I-70 Mountain Corridor
- Connect local transit systems
- Focus on commuter patterns
- Funding-FASTER Statewide transit
- Local partnerships (IGA's)



Effort to provide linkages to these transit systems

Schedule

- Plan development-winter spring 2013
- Commission action-summer 2013
- Procure buses/contract for O+M
  - Summer 2013-2014

Initiate Service-summer/fall 2014

Project Updates

Interstate-70 Mountain Corridor

Winter Season Management

- Colorado Chain Law enforcement
- I-70 Smartphone app
- Heavy tow and courtesy patrols

CDOT Mobile

Free for **iPhone** and **Android**.

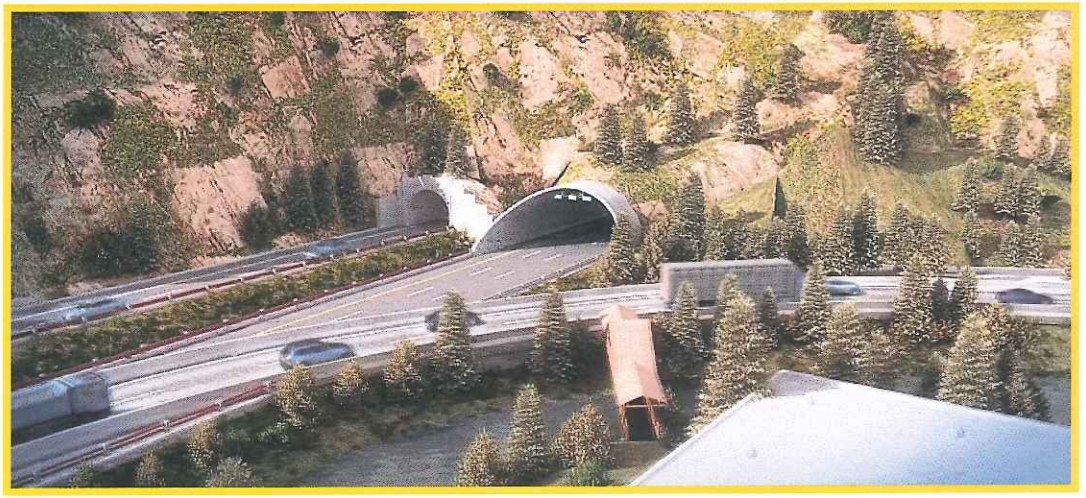
Available on the iPhone App Store

Google play

Don't App and Drive™

Twin Tunnels

- Widen EB bore and add 3rd lane from Idaho Springs to Floyd Hill
- Detour and other prep work for tunnel widening by April 2013.
- Construction starts April 2013, and will open to traffic by late 2013.



Project Updates

East Interstate-70

Partially Covered Lowered Alternative

- Review of past decisions in Fall of 2011 after outreach process failed to reach consensus on alignment.
  - Resulted in alternative that would lower and partially cover I-70E in its current location.
  - Shared with stakeholders and presented in two public meetings received significant support.
  - Revising the Draft Environmental Impact Statement to include the new lowered alternative.

Stage	Anticipated Date
Community Outreach/ Input	Ongoing
Release of Supplemental DEIS	Summer 2013
Release of Final EIS	Spring 2014
Record of Decision	Summer/Fall 2014
Begin Construction	As early as 2016*

*dependent on final design, construction package, and funding.

Public Outreach and Input

- Meetings – Stakeholder 1 on 1's
- Web site – www.I-70east.com

Project Updates

Asset Protection

Waldo Canyon (U.S. 24)

- Mitigation efforts:
  - Reducing debris flow onto highway
  - Clearing/replacing culverts
  - Shoring up unstable slopes/boulders
  - Re-vegetation of right-of-way
  - Sediment traps
- $5.1M in emergency funds provided by Transp. Commission

High Park (S.H. 14)

- Mitigation efforts:
  - Equipment staged in burn area
  - Warning signs alert motorists of potential debris flow
  - Precipitation gauges
  - Culvert replacements
- $3.9M in emergency funds provided by Transp. Commission

Department Overview

Bridge Program

Since 2009…

- 167 eligible bridges
- Of this amount, 72 bridges are complete; with 61 in construction, design complete, or in design; and the remainder awaiting action

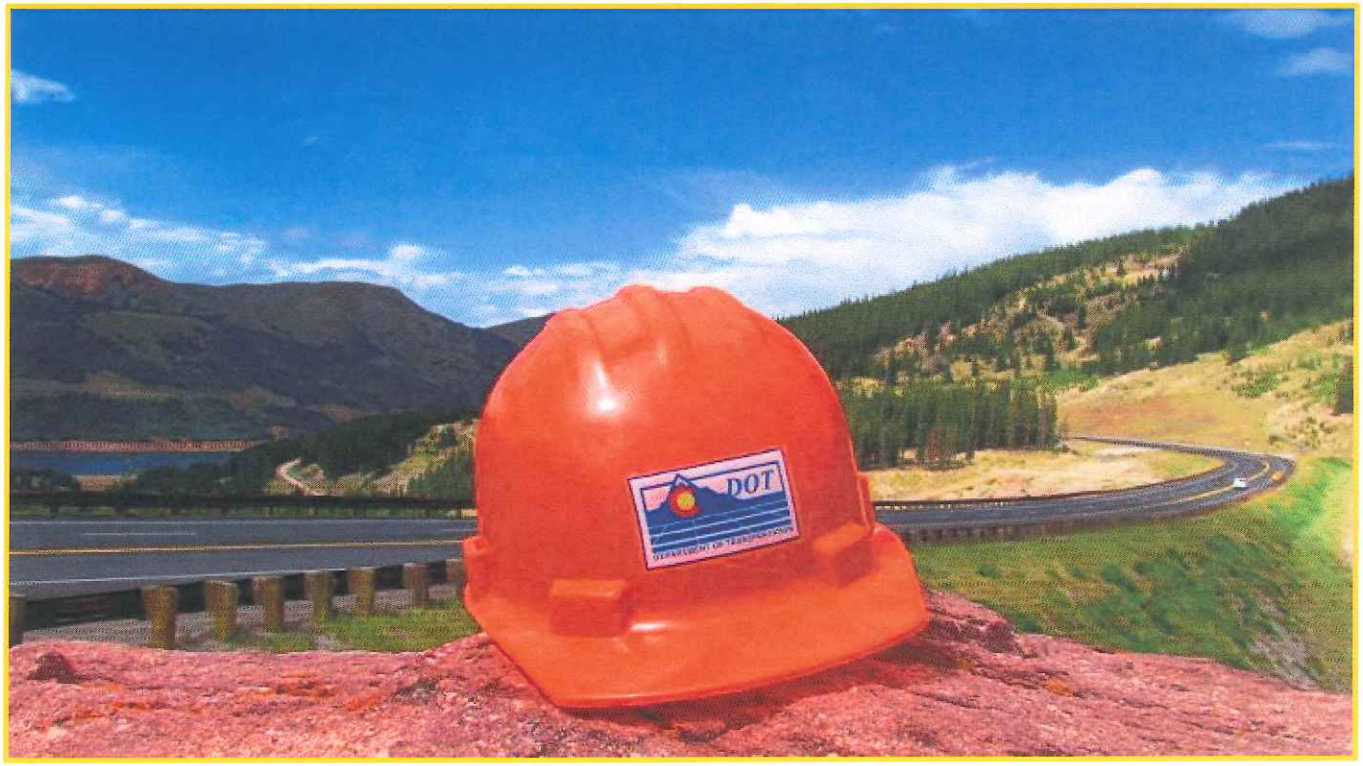
I-25 over Santa Fe (US85)

Public Information

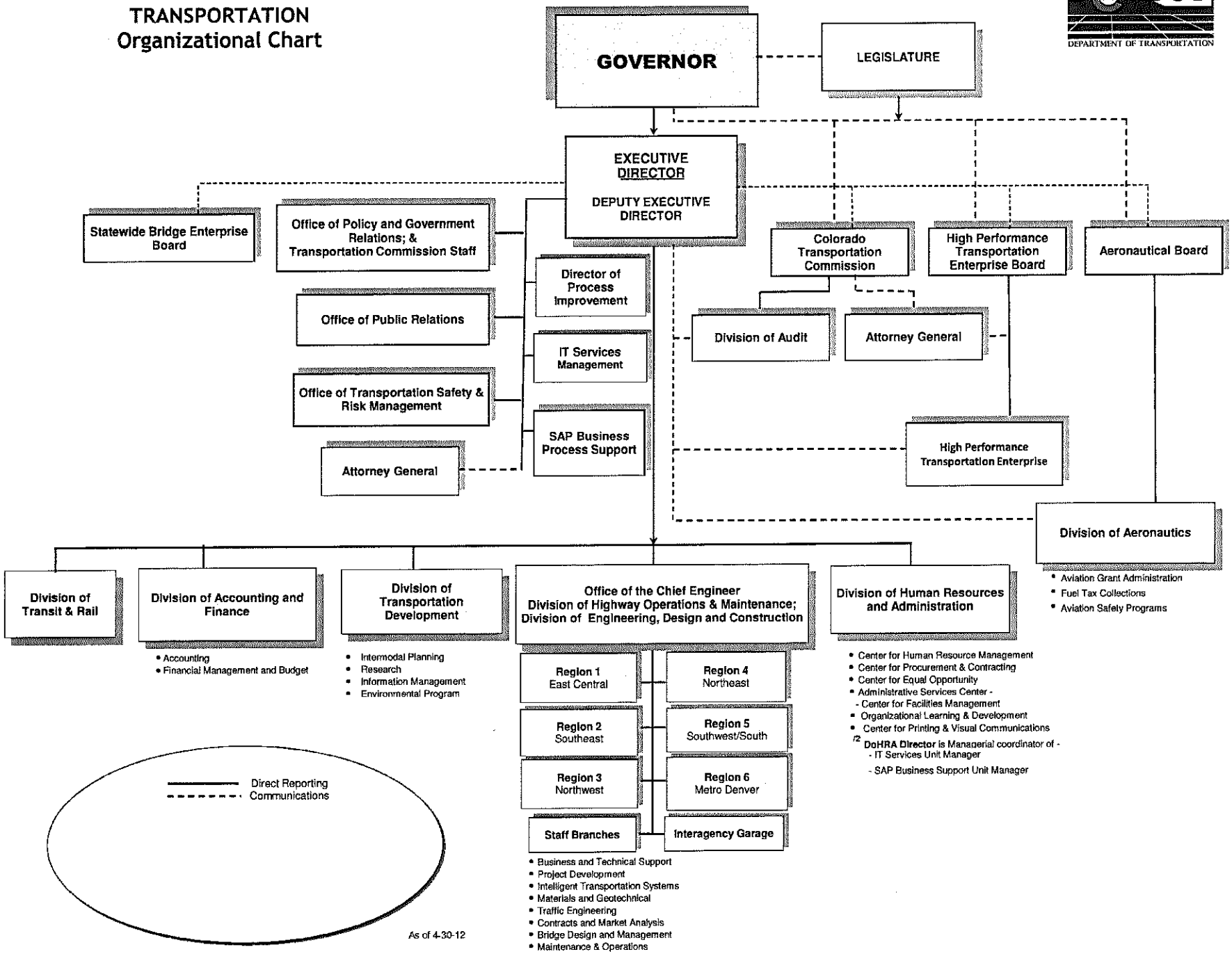
- CDOT provides a regularly updated webpage providing a list of current Bridge Enterprise bridges and their status and a map showing the location of those bridges throughout the state.
- Available at www.coloradodot.info/programs/BridgeEnterprise

Bridges are being improved statewide

Questions?



COLORADO DEPARTMENT OF TRANSPORTATION
Organizational Chart



STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION
Office of the Executive Director
4201 East Arkansas Avenue
Denver, CO 80222
Phone: 303-757-9201

October 23, 2012

Mr. Mike Mauer
Director
Legislative Council Staff
Colorado General Assembly
State Capitol, Room 029
Denver, CO 80203

RE: Colorado Department of Transportation 2013 Department Regulatory Agenda

Dear Mr. Mauer:

Pursuant to Section 2-7-203(2)(a)(IV), C.R.S., this letter serves as the Colorado Department of Transportation's (CDOT) submission of its 2013 Department Regulatory Agenda. As required, this report provides a list of new rules or existing rule revisions that CDOT expects to propose in 2013,[1] as well as the statutory or other basis for adoption of the proposed rules, purpose of the proposed rules, contemplated scheduled for adoption of the rules,[2] and a listing of persons or parties that may be affected by the rules.

As required by Section 2-7-203(2)(a)(IV), this Department Regulatory Agenda is available to the public at www.coloradodot.info/business/rules and was submitted to the Secretary of State for publication in the Colorado Register. Furthermore, as required by state law, at the annual oversight hearing before the Joint Transportation Committee in January 2013, CDOT will be prepared to discuss this material and respond to legislator questions.

2013 Department Regulatory Agenda

1. ***Rules Governing the Motorcycle Operator Safety Training Program, 2 CCR 602-3 (new CCR number: 2 CCR 601-22)***
    - ***Statutory Basis:*** Section 43-5-502(1)(d), C.R.S.
    - ***Purpose of the Rules:*** The Department is required to promulgate rules to carry out the provisions of the Motorcycle Operator Safety Training (MOST) program. The MOST program rules, 2 CCR 602-3 were last adopted in 2007. CDOT is significantly revising the rules to improve the program and provide greater accountability and transparency as

1 CDOT has included in this Department Regulatory Agenda all rule-making foreseen for the 2013 calendar year; however, 2013 statutory changes by the General Assembly or other procedures may necessitate review and revision of other existing rules.
2 The contemplated schedule is based on the timing requirements set forth in existing statute under the State Administrative Procedure Act, Section 24-4-103, C.R.S., and takes into account the public meetings of the governing boards that will open the rules, and later adopt the rules, during their monthly public meetings. The calendars listed could change based on various factors, including additional time needed for input from the representative groups and interested parties.

recommended in a recent evaluation by the State Auditor's Office. In keeping with in keeping with Executive Order D 2012-002, CDOT's intent is to simplify the language and reduce the number of rules.

- ***Contemplated Schedule:*** A notice of rule-making will be filed with the Secretary of State in November 2012; a public rule making hearing will be held in December 2012; adoption of the rules will occur in January 2013, and permanent rules will become effective February 2013.
- ***Persons/Parties That May be Affected by the Rules:*** All MOST Program instructors and vendors, as well as individuals and entities that are directly or indirectly involved in motorcycle safety or endorsements, including the Department of Revenue Division of Motor Vehicles, representatives of the Motorcycle Safety Foundation, Harley Davidson, representatives from county sheriff offices, the Colorado Motor Carriers Association, and any individual or entity who has requested to be notified of CDOT rule making activities.

2. ***High Performance Transportation Enterprise (HPTE) Rules Concerning the Administration of Toll Enforcement Process, 2 CCR 606-1***
   - ***Statutory Basis:*** Sections 43-4-808(2)(b)(I) and 43-4-808(2)(d)(II), C.R.S.
   - ***Purpose of the Rules:*** Section 43-4-808(2)(b), C.R.S. grants the HPTE the authority to adopt rules pertaining to the enforcement of toll collection and provide a civil penalty for toll evasion. Section 43-4-808(2)(d)(II), C.R.S. provides authority to the HPTE to establish an administrative toll enforcement process and adopt rules creating such a process. The HPTE foresees an expansion of its managed lane network and recognizes the need for a formal administrative enforcement process. It is the intent of the HPTE to develop rules, based on the statutory requirements, which set forth an easily understandable toll enforcement hearing process.
   - ***Contemplated Schedule:*** A notice of rule-making on the permanent rules will be filed with the Secretary of State in November 2012; a public rule making hearing will be held in January 2013; adoption of the rules may occur in January 2013, and if the rules are adopted in January, permanent rules will become effective March 2013. The HPTE will consider adoption of emergency rules in November; if it does, the rules will become effective immediately, and will expire in March 2013.
   - ***Persons/Parties That May be Affected by the Rules:*** The HPTE is still developing the list of interested parties; however, it will include: C-470 Coalition, Cintra Public-Private Partnership, City and County of Denver, E-470 Public Highway Authority, Isolux Public-Private Partnership, Jefferson Parkway Public Highway Authority, NATA (North Area Transportation Alliance), Northwest Parkway Public Highway Authority, Plenary Public-Private Partnership, U.S. 36 Mayors and County Commissioners, and all individuals and entities considered to be impacted by the rules or who have expressed an interest in CDOT rule making.

3. ***Rules Regarding State Highway Access Category Assignment Schedule, 2 CCR 601-1A***
   - ***Statutory Basis:*** Section 43-2-147, C.R.S.
   - ***Purpose of the Rules:*** The Transportation Commission may update these rules to conform to changes in the design and location of driveways and other points of access to public highways, taking into consideration the factors set forth in Section 43-2-147(4), C.R.S., including existing and projected traffic volumes, the functional classification of public highways, adopted local transportation plans and needs, adopted local land use plans and zoning, the availability of vehicular access from local streets and roads rather than a state highway, and reasonable access by city stress and county roads.
   - ***Contemplated Schedule:*** A notice of rule-making will be filed with the Secretary of State in January 2013; a public rule making hearing will be held in March 2013; adoption of the rules will occur in May 2013, and rules will become effective in July 2013.

- ***Persons/Parties That May be Affected by the Rules:*** CDOT has not finalized its list of interested persons for this set of rules; however, it will include at a minimum Colorado Counties, Inc., the Colorado Municipal League, Colorado Motor Carriers Association, and all individuals and entities considered to be impacted by the rules or who have expressed an interest in CDOT rule making.

4. ***Rules Pertaining to LOGOS and TODS Signs,3 2 CCR 601-7***
   - ***Statutory Basis:*** Sections 43-1-415(1) and 43-1-420(3), C.R.S.
   - ***Purpose of the Rules:*** CDOT will promulgate these rules in order to continue its uniform statewide program to control the erection and maintenance of LOGO and TODS devices and to provide directional information to qualified business establishments offering services to the traveling public. The rules are being amended to conform to a change in statutory language as a result of House Bill 12-1108 recently enacted by the General Assembly. This legislation amended Section 43-1-420, C.R.S. to allow specific information signs and tourist-oriented directional signs to be erected and maintained within highway rights-of-way, and removed the restriction that signs not be erected in urbanized areas.
   - ***Contemplated Schedule:*** A notice of rule-making will be filed with the Secretary of State in January 2013, a public rule making hearing will be held in February 2013, adoption of the rules will occur in March 2013, and the rules will become effective in April 2013.
   - ***Persons/Parties That May be Affected by the Rules:*** CDOT has not finalized its list of interested persons for this set of rules; however, it will include at a minimum: Colorado Logos, existing state and national customers (merchants) and agencies for customers that participate in the LOGOS and TODS program Colorado Counties, Inc., the Colorado Municipal League, Colorado Motor Carriers Association, Scenic Colorado, and all individuals and entities considered to be impacted by the rules or that have expressed an interest in CDOT rule making.

5. ***Rules Governing the Use of the Tunnels on State Highways, 2 CCR 601-8***
   - ***Statutory Basis:*** Sections 42-4-106 (7) (a) and (b) C.R.S.
   - ***Purpose of the Rules:*** The purpose of these rules is to correct references to federal regulations in which citations have changed, update any procedures, and simplify the language in keeping with Executive Order D 2012-002.
   - ***Contemplated Schedule:*** A notice of rule-making will be filed with the Secretary of State in March 2013, a rule-making hearing will be held in May 2013, rules will be adopted in July 2013, and the rules will be effective September 2013.
   - ***Persons/Parties That May be Affected by the Rules:*** CDOT has not finalized its list of interested persons for this set of rules; however, it will include at a minimum representatives from the Colorado State Patrol, Colorado Counties, Inc., Colorado Motor Carriers Association, Colorado Municipal League, local governments affected by the rules, and all individuals and entities considered to be impacted by the rules or who have expressed an interest in CDOT rule making.

6. ***Rules Pertaining to Road Sign Advertising, CCR 601-3***
   - ***Statutory Basis:*** Section 43-1-415(1) C.R.S.
   - ***Purpose of the Rules:*** CDOT's promulgation of these rules is to update references to state and federal law, conform the rules to current practice, and simplify the language in keeping with Executive Order D 2012-002. These rules were last updated in 1984. This

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3 LOGO signs provide specific information for motorist services such as lodging, food, and fuel. TOD signs are tourist-oriented directional signs.

rule review is set later in the calendar year in the event legislation enacted following the 2013 legislative session would require rule revision.

- ***Contemplated Schedule:*** A notice of rule-making will be filed with the Secretary of State in July 2013, a public rule making hearing will be held in August 2013, adoption of the rules will occur in September 2013, and the rules will become effective in October 2013.
- ***Persons/Parties That May be Affected by the Rules:*** CDOT has not finalized its list of interested persons for this set of rules; however, it will include at a minimum Colorado Logos, Colorado Counties, Inc., Colorado Municipal League, Colorado Motor Carriers Association, Scenic Colorado, and all individuals and entities considered to be impacted by the rules or who have expressed an interest in CDOT rule making.

7. ***Rules Regarding Transport Permits for the Movement of Extra-Legal Vehicles or Loads ("Oversize Overweight Rules"), 2 CCR 601-4,***
   - ***Statutory Basis:*** Sections 42-4-510(1.7)(B) and 42-4-511(1), C.R.S.
   - ***Purpose of the Rules:*** These rules will be based on changes in 2012 and 2013 to state or federal law which would require conformance in the rules. The purpose of the rules is to set forth the requirements pertaining to the movement on state highways of vehicles and loads exceeding legal limits and the permitting for such vehicles and loads.
   - ***Contemplated Schedule:*** This rule review is set later in the calendar year in the event legislation in the 2013 legislative session requires rule revision. A notice of rule-making will be filed with the Secretary of State in August 2013; a public rule making hearing will be held in October 2013; adoption of the rules will occur in December 2013, and rules will become effective in February 2014.
   - ***Persons/Parties That May be Affected by the Rules:*** CDOT has not finalized its list of interested persons for this set of rules; however, it will include at a minimum Colorado Counties, Inc., Colorado Municipal League, Colorado Motor Carriers Association, and all individuals and entities considered to be impacted by the rules or who have expressed an interest in CDOT rule making.

Should you have questions, please contact Kurtis Morrison, CDOT State and Federal Liaison, at (303) 757-9703. Thank you.

Sincerely,

Donald Hunt
Executive Director

cc: Representative Glenn Vaad, Chair, House Committee on Transportation
Senator Evie Hudak, Chair, Senate Committee on Transportation
Ms. Kelli Kelty, Legislative Council Staff
Ms. Kori Donaldson, Legislative Council Staff
Mr. Kurtis Morrison, State and Federal Liaison, CDOT

FY14 Strategic Operational Plan

Colorado Department of Transportation January 2013

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Introduction, Statutory Authority and Department Summary

The Colorado Department of Transportation (CDOT), also referred to herein as "the Department", presents its initial Strategic Operational Plan for Fiscal Year 2014. The statutory authority for CDOT resides within Title 43, Part 1, Colorado Revised Statutes (2012). Article 1 vests the Colorado Transportation Commission with authority over planning, development, and adoption of the Department's annual budget.

This Strategic Operational Plan describes CDOT's major program areas, core processes that support each area, and output measures that indicate the Department's performance on each program area or process. The plan ultimately will replace the Department's previous Strategic Plan format, which focused on describing outcomes for key activities. At present, the Department finds it important to include in this report a select number of those outcome measures, such as the number of fatalities per 100 million vehicle miles traveled.

The Strategic Operational Plan represents a significant change in the Department's annual strategic planning document. As such, this report is a transitional, working document. Performance measures, benchmarks and goals may change in coming months as the Department refines this document through a review by senior management and through work with OSPB staff. Revisions also may occur as CDOT completes its annual review of the Federal Highway Administration (FHWA) - CDOT Stewardship Agreement Annual Report, a document that contains many similar performance indicators and represents the Department's assessment of its performance in partnership with the FHWA.

The plan is intended to help the Department serve the people of Colorado through the effective administration and delivery of transportation-related programs and services. CDOT is responsible for a 9,146 mile highway system, including 3,447 bridges. This system each year handles more than 27.4 billion vehicle miles of travel. Although the Interstate system accounts for only about 10 percent, or 914 miles, of the total mileage on the state system, 40 percent of all travel within Colorado takes place on the Interstate highways.

Mission, Vision and Goals

To guide the strategic planning and budgeting processes, the Transportation Commission and the Department have adopted mission and vision statements, core values, and operating principles.

The **vision** of the Department is 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, goods and information and by offering

convenient linkages among modal choices. It accomplishes this by relying on its core values of safety, people, respect, integrity, customer service, and excellence.

CDOT's **mission** is to provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods and information. This mission is manifested in part through operating principles within Transportation Commission Policy Directive 13: customer focus, leadership, partnership, integrated regional and statewide priorities, financial responsibilities, balanced quality of life, environment, accessible connectivity and modal choices, and social responsibility.

From these organizational priorities, the Department establishes mid- to long-term performance goals and objectives. Policy Directive 14 aspires to achieve certain performance levels for the statewide transportation system, such as maintaining 60 percent of the state highway system's pavement in good or fair condition. But Policy Directive 14 also recognizes that funding often limits CDOT's ability to reach the desired level of performance, and thus sets achievable, short-term objectives that are at the time determined to be achievable (e.g., to maintain or improve the system-wide pavement condition forecast of 40 percent for 2016). Those realistic objectives are often lower than the desired goals, but help guide annual budget and ongoing program funding decisions.

Policy Directives 13 and 14 were last substantially updated several years ago in preparation of development of the 2035 Long Range Plan. The fiscally constrained objectives and unconstrained goals or visions of Policy Directive 14 parallel the outlook of the 2035 Plan, which represents annual revenue projections and resource allocations through fiscal year 2035. The Long Range Plan is a federally mandated transportation plan with two significant variations – a fiscally constrained projection and an unconstrained vision. But uncertainty and volatility of revenues from year to year greatly complicates the projection of performance over such an extended time horizon. A federally required mid-range plan, the Statewide Transportation Improvement Program (STIP), is revised every *four* years and incorporates projects that the State can reasonably expect to complete with available funding over the next *six*-year period. Through a planning process shared by CDOT and its local partners, projects move forward through the STIP, working toward objectives within the Long Range Plan. The Colorado Transportation Commission has just begun to revisit Policy Directives 13 and 14, working from newly passed federal authorization and in preparation for the 2040 Long Range Plan.

Operations that Support CDOT's Outcome Goals

The various divisions and offices within CDOT perform a wide array of functions to ensure that Colorado's transportation system meets not only its mission, goals, and objectives, but the needs of its users. The Division of Engineering, Design and Construction designs highway projects and awards contracts to private companies submitting the lowest bids to construct the projects. The Division of Highway Maintenance and Operations manages the highway system, plowing snow, filling potholes, repairing structures, managing traffic signal systems and maintaining the right of way. The Division of Transportation Development leads the statewide transportation planning process and ensures the Department fulfills its environmental obligations. The Office of Transportation Safety helps local law enforcement agencies with special funds to apprehend drunk drivers and to increase the use of safety belts. In FY2013, CDOT has created a Division of Operations under the Executive Director emphasizing the importance of optimizing use of the existing state highway system.

Within many of these divisions exist **major program areas** such as Design and Construction, Projects and Development, and Environment. Most of these major program areas receive a form of federal funding and are therefore governed by a stewardship agreement between Federal Highway Administration and CDOT.

Major Program Areas

Eleven major program areas in this plan describe several key CDOT's activities. Each is supported by processes that drive activity in that area and that can be monitored according to output performance measures described in this document. The major program areas in the FHWA-CDOT Stewardship Agreement and therefore this document are:

- Environment
- Right-of-Way
- Safety and Traffic Engineering
- Design and Construction
- Pavements and Materials
- Structures
- Maintenance and Operations
- Intelligent Transportation Systems (ITS)
- Financial Management, Planning, and Research
- Civil Rights
- Contracts and Market Analysis

CDOT Performance by Major Program Area

ENVIRONMENT

Strategy: Achieving a stellar record in this area is critical. The "Number of Compliance Violations" measure, for example, entails mostly proactive mitigation of project-area water discharge so that water quality is not impacted by a project.

Evaluation of Success in Meeting Objectives: Three of four targets were achieved. Most critically, CDOT did not receive any notices of compliance violations in FY2012.

Environment Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Submit accurate national EPA documents and technical reports prepared by third parties	**Environmental Protection Agency (EPA) EIS Ratings**	The rating that EPA provides on draft EIS documents	A list of DEIS documents completed in the reporting period identifying the EPA rating along with a project description	No EU ratings	No ratings received during 2012	TBD
Compile data for annual/semi-annual reports; allow sufficient time for regions to verify data	**Percent on time for clearance actions by EPB**	Percent of the clearance actions sent from Regions to EPB that were completed on time as negotiated by the regions	Environmental clearances, document and project reviews, and plan development/reviews completed by EPB prior to deadlines	90%	99%	TBD
Develop and implement program to ensure water quality findings on projects are addressed promptly. Future processes to include training and region assistance	**Water Quality Measure**	RECAT findings resolved or addressed within 48 hours of midnight following the finding	Chief Engineer Objective	100%	88.0%	TBD

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Obtain permits from Colorado Department of Public Health and the Environment to discharge storm water from roadway projects. Mitigate project area water discharge	**Number of Environments Compliance Violations**	Annual Colorado Department of Public Health & Environment Notices of Violation	Colorado Department of Public Health & Environment Official Notice	0	0	TBD

RIGHT-OF-WAY

Strategy: The acquisition of private property for public use is governed by a host of state and federal rules and regulations. The Right-of-Way (ROW) program has overall responsibility for the acquisition of real property on federal-aid projects. This responsibility includes assuring that acquisition and disposals are made in compliance with the legal requirements of the state and federal laws and regulations.

Evaluation: In FY2012, 252 acquisitions were conducted. CDOT authorized 86 ROW Plans for Federal-aid participation projects.

Right-of-Way Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Acquire Right-of-Way without legal conditions attached	**Conditional Clearances**	Percentage of Federal-aid projects with conditional ROW certifications	The number of Federal-aid construction projects that had conditional clearances versus the total number of Federal-aid construction projects	Establish baseline and track trend	8.0%	TBD
Deliver positive customer experiences throughout the Right-of-Way acquisition process.	**ROW Customer Survey Scores ranging from 1 (terrible) to 5 (excellent)**	ROW Agent Customer Service Rating	ROW customer service survey by Region	Achieve very good (3.5-4.5) or better in all categories	3.9	TBD

SAFETY AND TRAFFIC ENGINEERING

Strategy: Providing a safe and secure transportation system to the traveling public is among CDOT's highest priorities. The mission of CDOT's Office of Transportation Safety (OTS) and Traffic Engineering Branch is to reduce the incidence and severity of motor vehicle crashes and the associated human and economic loss. This mission is accomplished through the incorporation of roadway safety engineering principles in all state highway construction and enhancement projects and the administration of grant programs directed at driver behavior, law enforcement and local community safety projects.

Evaluation: Between 2009-11, the number of fatalities decreased by 3.9 percent, from 465 to 447. This is a marked improvement over the recent high of 743 traffic fatalities in Colorado in 2002. CDOT worked quickly to capitalize on the introduction of FASTER Safety funds. Examples of FY2011 FASTER Safety projects include concrete repair and traffic signal replacement along University and Wadsworth Boulevards in the Denver area, extended acceleration and deceleration lanes on Interstate-70 in Clifton, and realignment to improve visibility and smooth turns at the intersection of State Highway 13 and Railroad Avenue in Rifle.

Education has been a major factor in saving lives, but there have also been great advances in engineering that have made our roadways safer. Everything from the installation of rumble strips and cable medians to targeted safety improvements on roadways identified as high accident locations have prevented crashes or significantly increased the chances of surviving if one occurs.

The passage of traffic safety legislation has also played a role in reducing fatalities. For example, Colorado's Graduated Driver Licensing (GDL) laws, which set limits and requirements on new teen drivers, are credited with helping reduce by half the number of young people age 15 to 20 killed in crashes each year. Safety experts are exploring ways that current laws can be strengthened to save additional lives, including expanding GDL laws and passing a primary seat belt law in Colorado. Currently, adult drivers can be ticketed for violating the seat belt law only if they are stopped for another traffic violation first.

In addition to fatalities, The Department tracks a number of other accident data and establishes objectives related to many types of accidents. Much safety data is reported on a calendar year, and final 2012 data is not yet available. Early indications are that fatalities may rise in 2012, in which case that can be addressed in next year's plan.

The OTS continued to make marked improvement toward their goals. Examples include:

- The observed seat belt usage rate reached an all-time high of 82.9 percent in 2010.
- Through enhanced high-visibility enforcement efforts, the impaired driving arrests for the 2010 "Heat is On!" campaign reached an all-time high of 9,763.
- Young driver (under age 21) fatalities decreased 39 percent from 108 in 2005 to 66 in 2010.
- Significant improvement was made in the timeliness of Colorado vehicle crash data availability.

Safety Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Implement programs to change driver behavior. Identify and develop safety-improvement strategies for high-incident locations.	**Fatality rate**	Fatality rate per 100 million vehicle miles traveled	Colorado Highway Safety Program Annual Report	1.0	0.96*	TBD
Allocate staff time to process crash data and improve processing efficiency	**Crash-data processing backlog**	Number of months crash data processing is backlogged	Colorado Highway Safety Program Annual Report	Less than six months	TBD	TBD
Conduct awareness campaigns through signage and other public notices. Provide grants to law enforcement agencies for overtime DUI enforcement.	**Number of "Heat is ON!" campaigns**	Number of campaigns conducted	TBD	Conduct campaign during 12 enforcement periods per year	TBD	TBD

*Number represents 2011, the latest accurate measurement available.

DESIGN AND CONSTRUCTION

Strategy: The CDOT Area Engineers Program assists the six CDOT Regions, two of which soon will be consolidated into one region, to maintain uniform administration and management practices in construction, design, and contract administration. In addition, the Area Engineers are responsible for providing technical assistance to the Regions and various local agencies.

Evaluation: One of three targets was achieved.

Design and Construction Programs Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Manage construction projects within available budget	**Construction On Budget**	Percent of projects completed within the project commitment amount	Chief Engineer Objective	90%	83%	TBD
Manage construction projects on schedule	**Construction On Time**	Percent of projects completed on time, as measured by completion date, calendar days, or working days per contract after the pre-construction conference	CDOT Work Plan/Chief Engineer Objective	80%	86%	TBD
Manage pre-construction phases (design, environmental, right-of-way, utilities) effectively	**Design On Time**	Percent of projects advertised before or within 30 days of their estimated advertisement date as estimated on August 1	Chief Engineer Objective	80%	50%	TBD

PAVEMENTS AND MATERIALS

Strategy: The Materials and Geotechnical Branch is responsible for ensuring quality in the products used for construction and maintenance of the transportation system. The Branch is responsible for the specifications, test procedures, and associated testing of materials to ensure compliance with CDOT standards and specifications and FHWA Regulations. The Programs in this Branch include Soils and Rockfall, Geotechnical Engineering, Concrete and Physical Properties, Asphalt Pavements, Pavement Management, and Pavement Design.

Evaluation: The process target for project implementation was achieved. The overall pavement-condition target also was met, but the pavement-smoothness target was not. Transportation departments across the nation evaluate and report on pavement with an International Roughness Index (IRI). Though it is not considered fully representative of pavement condition, IRI is likely to become the initial MAP-21 metric for surface treatment. CDOT also reports on the percentage of pavement in good/fair condition based on remaining service life. Both indicators are reported below.

Pavements and Materials Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Resurface and reconstruct roads. Explore new preservation strategies.	**Pavement condition**	Percent of pavement on State highway system in good or fair condition	Pavement Management System	44%	47%	TBD
Conduct recommended resurfacing projects statewide	**Percent of resurfacing projects matching recommendations of the Pavement Management Systems annual review**	Percent of resurfacing projects recommended by the Pavement Management System for each State fiscal year	Pavement Management Systems Work Plan	70%	78%	TBD
Maintain smooth state highway system	**Percent of NHS pavement lane miles within Colorado with an IRI less than 95**	Percent of NHS pavement lane miles within Colorado have a good ride quality as defined by an IRI less than 95	Pavement Management System	57%	52%	TBD

STRUCTURES

Strategy: The Structures program is responsible for working with the Regions to ensure structures are properly designed, constructed, and maintained throughout the state. Structures include: bridges, culverts that span over 20 feet, overhead sign structures, luminaires and traffic signal poles, retaining walls, and sound walls. The staff of the Structures program develops and publishes structural designs, policies and standards including construction specifications, and evaluates new products and materials for bridge construction. The Structures program provides vital services: bridge management and inspection, fabrication inspection, construction assistance, and bridge rating and bridge overloads.

Evaluation: Among the programs accomplishments for 2012 were:

- The preventative maintenance cleaning of structures QAR was initiated and is ongoing. The team has completed a pilot washing at a bridge site and has gathered information to report projections for the task cost, recommended frequency, environmental permitting procedure, and optimal structure cleaning methodology for implementation of a structure cleaning program. The structure cleaning QAR team is now drafting a report to serve as a guide region maintenance patrols in the implementation of structural cleaning. At this time structure cleaning has limited scope to cleaning substructure elements including pier caps, bearings, and abutment seats.
- Steady progress has been made with updating the scour plan of actions for both on-system and off-system bridges.
- A plan for preventative maintenance is moving forward. By the end of calendar year 2013, funding should be identified and specific work elements for deck repairs/waterproofing and joint repairs/replacements should be identified.

Structures Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Identify, repair, reconstruct and replace bridges in poor condition	**Percent of bridge deck area in good or fair condition**	Percent of major vehicle bridges in good or fair condition based on National Bridge Inventory standards	Staff Bridge annual asset management reports	95%	96.4%	TBD
Conduct bridge repair projects	**Reduction of backlog of essential repair activities recommended by Staff Bridge**	Percent of pending essential repairs based on the number of high priority (orange & yellow) repair recommendations pending	Staff Bridge annual asset management reports	15% or less	37.9%	TBD

MAINTENANCE AND OPERATIONS

Strategy: CDOT has within its Central Office a Staff Maintenance and Operations (M&O) Branch. In support of the Transportation Commission's stated Investment Categories of Program Delivery, Mobility, System Quality and Safety, the M&O Branch has two primary functions:

1. Providing policy and guidance for the statewide maintenance program.

2. Maintaining operational oversight for the administration of the maintenance program for the nine maintenance sections. The Branch Management provides a liaison contact that assists and oversees the successful completion of the Methods of Operations.

Evaluation: In FY12, the Staff Maintenance and Operations Branch coordinated the review of over 500 road survey segments and many during- and post-storm surveys to establish the level of service provided.

Maintenance and Operations Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Maintain the state's highways	**Maintain the transportation system at the adopted annual MLOS grade**	Annual MLOS adopted target grades for major Activity Groups 150, 200, 250, 300, 350, and 400	MLOS actual grades from annual survey	Statewide MLOS target achieved +/- one step from Transportation Commission FY12 LOS Target B-	B-	TBD
Plow and remove snow. Apply chemicals and abrasives. Proactively control avalanches.	**Maintain the snow and ice service MLOS grade at the adopted annual grade**	Annual MLOS grade for snow and ice removal	MLOS reporting	Statewide MLOS target achieved +/- one step from Transportation Commission FY12 LOS Target B	B	TBD

INTELLIGENT TRANSPORTATION SYSTEMS (ITS)

Strategy: The ITS program explores new technologies, applications and concepts that may enhance the intelligent transportation system through strategic alliances with other states, agencies and the private sector. In addition, this program is responsible for enhancing the environment for commercial and non-commercial vehicle operations using the State's transportation system. This is accomplished while meeting the goals of the ITS program, which are to improve safety, reduce traffic delays, increase the ITS system reliability, and enhance information covering mobility options.

Evaluation: CDOT established specific ITS Technical Working Groups that included relevant broad-based and representative stakeholder participation. A scope of work was developed for each activity area that described the area and desired outcome, and identified specific tasks, deliverables, schedule and costs, if applicable. The activity area and tasks were incorporated into the ITS Branch Work plans.

ITS Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Develop and implement incident management plans	**Percent of congested corridors implemented with incident management plans**	Congested corridors (v/c > 0.85 on interstates and freeways) implemented with incident management plans as a percentage of all identified congested corridors	ITS Work Plan Performance Measures	32%	16.0%	TBD
Implement ITS solutions in congested corridors	**Number of identified congested corridor miles where ITS is implemented**	Congested corridors (centerline miles at the > 0.85 level) where ITS solutions have been implemented as a percentage of all congested corridors	ITS Work Plan Performance Measures	78%	205 miles	TBD

FINANCIAL MANAGEMENT, PLANNING AND RESEARCH

Strategies and Evaluations: The **Financial Management** process spans the entire Federal aid program, from the authorization to proceed with preliminary engineering though construction and debt retirement. Oversight is performed in the areas of accounting processes, both at CDOT headquarters and regional business offices. Monitoring obligation limitation and discussions on federal aid financing tools available is provided in an advisory role. Review and input to the audits performed by and for CDOT to ensure proper usage of Federal-aid funds.

The Research Development and Technology Transfer program at CDOT aims to save Colorado money, time, and lives, and to improve the quality of life and environment through the development and deployment of new or innovative methods, products, or materials in the planning, design, construction, and operation of transportation. To meet this purpose, research must be timely, relevant and valid when applied to priority real-world problems, as well as cost-effective and accurately documented and disseminated. Technology must be appropriately transferred to the practitioner to be effectively utilized.

The Multimodal Planning Branch (MPB), within DTD, oversees the planning process that includes both statewide and regional planning activities. As part of its responsibility for the transportation planning process and plan, MPB administers and coordinates its regional and statewide planning through the 15 TPRs, of which there are five Metropolitan Planning Organizations (MPOs) and ten non-urban planning regions.

DTD administers purchase orders with each of the state's 15 TPRs. These purchase orders provide funds for TPR planning activities, and are used primarily as reimbursement for travel and meeting expenses related to the transportation planning process. All 15 TPR purchase orders were executed on time this year, by the beginning of FY2012.

DTD also administers Consolidated Planning Grant (CPG) contracts with each of the state's five MPOs. A target has been established to fully execute CPG contracts by October 1, the start of the federal fiscal year. This target has not been met in recent years. A recent CPG self-assessment identified improvements to the process, which were incorporated into this year's CPG contracting process. While contracts were not fully executed by October 1, all five contracts were finalized and sent to MPOs for signature, a significant improvement from previous years.

Program Performance: Financial Management, Planning and Research

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Obligating funds to STIP projects	**Amount of federal-aid funds obligated versus total available per fiscal year**	Percent of STIP projects obligated in the same year promised	STIP Obligation Report	Establish baseline and track trend	88.2%	TBD
Manage FHWA-approved consultant-led projects within the Division of Transportation Development's work program	**Work Program Progress**	Review progress or completion of projects at the end of state fiscal year	Feedback on annual review and tracking of percent complete on projects	Establish baseline and track trend	31.8% of the FY12 Planning and Performance Branch budget obligated by June 30, 2012; 40.3% expended	TBD
Finalize, send for signature and execute contracts	**TPR Coordination**	CPG and TPR PO	Contracts executed timely	Establish baseline and track trend	100% of TPR POs completed by start of state FY13. 100% of CPG contracts finalized and sent for signature by start of federal FY13	TBD
Conduct innovative transportation research of value to department program managers	**Percent of recommendations implemented**	Percent of recommendations (i.e., spec changes, methodology changes, etc.) implemented or adopted within two years of final research report	Research Work Plan	50%	53.3%	TBD

From FY2008-12, the Research program completed 45 projects, and recommendations of 24 were implemented. This resulted in the following types of changes:

	#
New Design Option	1
Design Methodology Change	0
Design Standard Change	3
Assessment Methodology Change	3
Materials Specification Change	3
Construction Specification Change	1
Planning Process Change	3
Maintenance Practice Change	4
Manual	3
New Program	0
New Technology	3

CIVIL RIGHTS

Strategy: The Civil Rights program is responsible for all activities in CDOT related to civil rights programs and requirements under state and federal law. Civil rights guarantees and programs are an integral part of all aspects of CDOT's ongoing activities. The Civil Rights Stewardship Agreement is a Quality Assurance and Quality Control (QA & QC) approach, which relies on joint FHWA/CDOT team reviews of program activities to accomplish oversight of the program. The plan shifts federal oversight from a project-by-project basis to a program level basis. Staff from CDOT's Center for Equal Opportunity (EO) work in partnership with each Regional Civil Rights Manager and with the FHWA Civil Rights Specialist to review, evaluate, and improve CDOT's Civil Rights Programs.

Evaluation: Among the program's accomplishments for 2012 were:

- Served 217 participants in the On-the-Job Training Supportive Services (OJT/SS) Program. 121 program participants were placed in entry level, OJT or apprenticeship positions. 24 participants received on-site job coaching and counseling.
- Supported Construction Career Days in the metro area and Colorado Springs, serving close to 2000 students.

- Completed 18 contract compliance reviews.
- Exceeded our annual DBE goal of 13.29% with 14.2% participation for federal FY 2012.

Civil Rights Performance/Compliance Indicators

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Contract with DBEs, assist DBEs with technical assistance and training	DBE participation (as percentage) to date on Federal Aid Highway Program.	**Meet or exceed the department's annual Disadvantaged Business Enterprise (DBE) goals.**	Federal Aid quarterly reports	13.29%	14.2%	TBD
Provide suitable transportation infrastructure for Americans with Disabilities	Average Number of Days to Investigate ADA Complaints	**Accept and monitor the level of all ADA complaints**	Federal Aid quarterly reports	Track Trend	TBD	TBD

CONTRACTS AND MARKET ANALYSIS

Strategy: The Contracts and Market Analysis Branch is responsible for preparing contracts for construction projects, professional consulting services, and intergovernmental agreements, as well as providing engineering cost estimates for projects prior to bidding, bid collusion detection, materially unbalanced bid detection, labor and contract compliance, and Site-Manager support. The Programs in this Branch include Agreements, Consultant Audit, Engineering Estimates and Market Analysis, and Programs and Project Analysis.

The Contracts and Market Analysis Branch consists of functional groups and assigned responsibilities including:

Engineering Estimates and Market Analysis (EEMA) - The EEMA unit prepares engineering cost estimates of construction projects prior to bidding, performs materially unbalanced bid and bid collusion analyses on submitted bids, and prepares cost estimates for added work on active construction projects.

Programs and Projects Analysis - The Programs and Projects Analysis unit is responsible for user support with the Transp*rt Suite Software used for project estimating, advertisement, and construction project management, including training, technical assistance, and reporting. The program is also responsible for monitoring labor and subcontract compliance on construction projects, for data compilation and EEO reporting for construction projects and for bid collusion detection analysis.

ERP/SAP Business Process Support - The SAP Business Process Support representative, known as the Business Process Expert (BPX), is responsible for the Project Systems Module of SAP. The BPX is responsible for assisting end users with help tickets, assistance with the Project Systems Module and is the process lead for changes to SAP.

Consultant Audit - The Consultant Audit unit, which recently was incorporated into the Transportation Commission's Division of Audit, reviews salary and overhead rates of consultants for fair and reasonableness prior to the issuance of a professional services contract. This assessment is done to ensure compliance with the Federal Acquisition Regulations.

Evaluation: One of two targets was achieved.

Contracts and Market Analysis Program Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Producing engineering cost estimates for projects and soliciting bids	**Percent of projects with low bid within percentage of Engineer's Estimate**	Percent of projects with low bid within +/- 15% of Engineer's Estimate on projects over $250,000	CDOT Work Plan	85%	54.8%	TBD
Awarding bids on schedule	**Percent of projects awarded within 30 days of bid opening (CDOT oversight and FHWA oversight)**	Percent of projects awarded within 30 days of bid opening	Contracts and Marketing Work Plan	85%	98.2%	TBD