



**DATE:** February 19, 2015  
**TO:** Transportation Commission  
**FROM:** Debra Perkins-Smith, Director, Division of Transportation Development  
**SUBJECT:** Adoption of Policy Directive 14.0 “Policy Guiding Statewide Plan Development”

Purpose

This memo outlines development of and major changes to the updated Policy Directive (PD) 14.0 “Policy Guiding Statewide Plan Development” since it was adopted in 2008. It also recommends adoption of PD 14.0 and repeal of PD 13.0 “Colorado Department of Transportation Statewide Transportation Operating Principles”.

Action

The Transportation Commission is being asked to:

- Adopt Policy Directive 14.0 “Policy Guiding Statewide Plan Development” (**Attachment A**)
- Repeal Policy Directive 13.0 “Colorado Department of Transportation Statewide Transportation Operating Principles” (**Attachment B**)

Background

CDOT establishes the transportation planning framework for each planning cycle through review and revision of PD 14.0, which guides Statewide Transportation Plan development and implementation and distribution of resources to meet objectives. The revised PD 14.0 is consistent with the 2012 federal authorization law, MAP-21 (Moving Ahead for Progress in the 21<sup>st</sup> Century), 23 U.S.C. 134, 135 and 450, P.L. 112-141. MAP-21 emphasizes performance measures and targets, or objectives, to support the national goals.

The updated PD 14.0 supersedes PD 14.0 “Colorado Department of Transportation Vision, Mission, and Investment Category Goals and Objectives” that the Transportation Commission adopted on March 20, 2008. The updated PD is the outcome of Statewide Plan (SWP), Transit and Intermodal (T&I), and Asset Management (AM) committee meetings of the Transportation Commission (TC) since December 2012.

<i>Goal Area</i>	<i>Topic (Date)</i>	<i>Committee</i>
Safety	Goal, measures and objectives (February 2013) Highway safety objectives (May 2013) Bike/pedestrian measures and objectives (October 2014) Revised highway measures objectives (October 2014)	SWP SWP T&I SWP
Infrastructure Condition	Infrastructure condition and asset management relationship (December 2012) Bridge and highway measures and objectives (January 2013) Transit asset measures and objectives (March 2013) Bridge objectives (May 2013) Drivability Life measure for pavement (June 2013) Drivability Life measure and objectives for pavement (October 2013) Assets not in <i>Risk-Based Asset Management Plan</i> (June 2014) Assets not in <i>Risk-Based Asset Management Plan</i> (August 2014) Additional objectives for bridges and other assets (January 2015)	SWP  SWP/AM SWP/T&I SWP TC SWP/AM AM AM SWP/AM
System Performance	Measures and objectives for Interstates and National Highway System - NHS (May 2013) Transit measures (June 2013) Transit and highway objectives (August 2013) Transit objectives (September 2013) Bike/pedestrian measures and objectives (October 2014) Revised highway objectives (January 2015)	SWP  T&I SWP T&I T&I SWP/AM
Maintenance	Maintenance measures and objectives (January 2013)	SWP/AM
Program Delivery	Program Delivery goal area removed (September 2013)	SWP

Details

The revised PD 14.0 continues the emphasis on performance outcomes. These are the main differences from the 2008 version (**Attachment C**) and the updated PD 14.0:

- *Purpose:* The purpose has changed from guiding CDOT transportation planning and development to also



include using objectives to guide distribution of resources in a manner that supports the Statewide Transportation Plan vision.

- *Definitions:* Revised Policy Directive 14.0 defines 10 terms used in the policy directive while the 2008 version had no definitions.
- *Investment Categories vs. Goals:* “Investment categories” of system quality, safety, and mobility have been changed to Infrastructure Condition and Maintenance goals (instead of system quality) and System Performance (instead of mobility). A Safety goal takes the place of the safety investment category. In the updated Policy Directive 14.0, each goal is linked to the appropriate budget categories, which also have changed since 2008.
- *Performance Measures:* How statewide success will be evaluated is included in the policy directive. For example, the number and rate of fatalities and serious injuries, as well as the economic impact of crashes, are the ways that progress in the Safety goal area will be measured.
- *Objectives:* The revised Policy Directive 14.0 has measurable objectives. One of the biggest changes is that Infrastructure Condition has 14 objectives (including those in Appendix A of PD 14.0), in contrast to the three system quality objectives before. The number of objectives is indicative of the influence of the CDOT asset management program and plan and of the MAP-21 focus on asset preservation. In addition, other CDOT plans for operations, highway safety, and transit informed development of the objectives. Additional objectives are planned for Bicycle and Pedestrian, Truck Freight, Freight Rail, Economic Vitality, and Environmental Sustainability. **Appendix A** is a table updated from the Risk Based Asset Management Plan that summarizes the Infrastructure Condition objectives. Of these objectives, six are already individually identified in PD 14.0. Appendix A will be incorporated into PD 14.0 as an attachment.
- *Transit:* The updated PD 14.0 has several objectives for transit: two for Infrastructure Condition and two for System Performance. They were added to reflect the multimodal nature of the transportation system.
- *Removal of Program Delivery:* The goal area of Program Delivery was removed because program delivery already is being reported in the Annual Performance Report, the CDOT-FHWA Stewardship Agreement, and the Chief Engineer Objectives Report.
- *Planning Principles:* Planning principles from PD 13.0 initially were added to and revised in Policy PD 14.0. Some of the planning principles are already part of how CDOT does business as detailed in the CDOT Action Plan or are included in PD 14.0 goal areas and in other CDOT plans and processes. During development of the updated PD 14.0, freight movement was incorporated in two goal areas: Safety and System Performance. Therefore, we request repeal of PD 13.0 because it is no longer needed.

#### Key Benefits

Key benefits of adopting PD 14.0 and repealing PD 13.0 are:

- Consistency with MAP-21 national goals and rulemaking to date.
- Guidance for distribution of financial resources toward accomplishment of PD 14.0 objectives.
- Inform development of the next Statewide Transportation Improvement Program (STIP) that is slated for adoption in June 2015.
- Official recognition of the document that formed the basis of the multimodal goals and objectives and the top strategic actions in the Statewide Transportation Plan.

#### Recommendation

Adopt PD 14.0 and repeal PD 13.0 through passage of resolution - **Attachment D** (Staff recommendation)

#### Next Steps

Development of future objectives and goal areas.

#### Attachments

Attachment A: Updated PD 14.0

Appendix A: CDOT Risk-Based Asset Management Plan Performance Measures and Objectives

Attachment B: Policy Directive 13.0 (Repeal)

Attachment C: Policy Directive 14.0 (2008 Version)

Attachment D: TC Resolution



## Attachment A: Updated Policy Directive 14.0

<b>COLORADO DEPARTMENT OF TRANSPORTATION</b>		<input checked="" type="checkbox"/> <b>POLICY DIRECTIVE</b> <input type="checkbox"/> <b>PROCEDURAL DIRECTIVE</b>
<b>Subject</b>		<b>14.0</b>
<b>Policy Guiding Statewide Plan Development</b>		
<small>Effective</small>	<small>Supersedes</small>	<small>Originating Office</small>
	03/20/08	<b>Division of Transportation Development</b>

### I. PURPOSE

This Policy Directive provides an overall framework for the transportation planning process through which a multimodal, comprehensive Statewide Transportation Plan will be developed and implemented. With limited funding available, the Colorado Department of Transportation (CDOT) has developed a vision for the Statewide Transportation Plan that guides investment for Colorado’s multimodal transportation system and that balances:

- Preservation and maintenance, and incorporation of risk-based asset management,
- Efficient system operations and management practices,
- Capacity improvements, and
- Incorporation of safety in all areas

Policy Directive 14.0 performance objectives will guide the distribution of resources in the Statewide Transportation Plan, the Statewide Transportation Improvement Program, and the annual budget. This Policy Directive will be revised, as needed, to update performance objectives or incorporate additional goal areas.

### II. AUTHORITY

23 United States Code (U.S.C.) 134, 135 and 450, PL 112-141 (“Moving Ahead for Progress in the 21<sup>st</sup> Century” or “MAP-21), and its implementing regulations.

§ 43-1-106(8)(a), C.R.S. Transportation Commission

§ 43-1-1103, C.R.S. Transportation planning

Transportation Commission Rules Governing the Statewide Transportation Planning Process and Transportation Planning Regions (2 CCR 601-22)

### III. APPLICABILITY

This Policy Directive applies to all CDOT Divisions and Regions involved in implementing the Statewide Transportation Plan in cooperation with CDOT’s planning partners: the 10 rural Transportation Planning Regions and the five Metropolitan Planning Organizations.

### IV. DEFINITIONS

“Aspirational Objectives” are those objectives, or targets, toward which CDOT may strive if CDOT receives revenues beyond those projected.

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“Drivability Life” is an indication in years of how long a highway will have acceptable driving conditions based on an assessment of smoothness, pavement distress, and safety. Drivability Life implements traffic volume based categories, and associated category drivability condition standards and allowed pavement treatments. Unacceptable driving condition is specific to each traffic volume based category and means drivers must reduce speeds to compensate for poor conditions, navigate around damaged pavement, or endure intolerably rough rides. The Risk-Based Asset Management Plan identifies three categories of Drivability Life: High (greater than 10 years of Drivability Life remaining); Moderate (4-10 years); and Low (3 or fewer years).

“Geohazards” are geologic hazards that affect the transportation system and include debris flow, embankment distress, landslides, rockfall, rockslides, and sink holes.

“National Highway System” (NHS) is a federally designated system of roadways important to the nation's economy, defense, and mobility. The NHS includes Interstate highways as well as other roadways. Not all NHS roadways are part of the state highway system.

“Maintenance Level of Service” (MLOS) is a qualitative measure describing operational conditions on the roadway. Overall maintenance level of service is a combined grade for nine maintenance program areas. For snow and ice control, the LOS B level includes maintaining high levels of mobility as much as possible, and proactive avalanche control.

“Performance Measures” are the ways that direction toward a goal is measured.

“Performance Objectives” are the specific targets for a performance measure that an organization intends to meet to make progress toward a goal.

“Planning Time Index” (PTI) is a measure of travel time reliability. For this performance measure it is defined as the 95<sup>th</sup> percentile travel time divided by travel time at free-flow speed. In general terms, it identifies the extra time needed to arrive on-time for a trip 19 times out of 20. For example, for a PTI<sub>95</sub> of 1.5, a worker should plan 45 minutes for a trip that takes 30 minutes in free flow conditions (30 minutes x 1.5 = 45 minutes) to be on-time 19 out of 20 times (which would mean the worker would be late only one of the 20 work days in a month).

“Revenue Service Miles” are the miles of service operated by transit vehicles and available to the general public.

“Serious Injuries” are evident incapacitating injuries which prevent injured persons from walking, driving or normally continuing the activities they were capable of performing before being injured in traffic crashes.

“Vehicle Miles Traveled” (VMT) is a measurement of miles traveled by vehicles obtained by multiplying the Annual Average Daily Traffic (AADT) count by the length of the roadway segment.

**V. POLICY**

1. Policy. It shall be the policy of CDOT that the Statewide Transportation Plan and statewide

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performance objectives stated herein will guide distribution of financial resources to meet or make progress toward objectives in four goal areas: safety, infrastructure condition, system performance, and maintenance. Financial resources should be directed toward achieving the objectives within the first 10 years of the planning horizon (2016-2025). Projects should be selected to support the goals and objectives and will be included in the Statewide Transportation Improvement Program (STIP). Annual budget decisions will be guided by these performance objectives as well as CDOT’s Risk Based Asset Management Plan. Prior to funding new initiatives, funds should be directed to achieving the objectives in each area while recognizing constraints on some funding sources. Aspirational objectives guide the use of funds received that are above baseline revenue projections.

2. Goals. PD 14.0 goals guide development of the multimodal Statewide Transportation Plan and of performance objectives. The goals are:

- SAFETY – Moving Colorado toward zero deaths by reducing traffic-related deaths and serious injuries by one-half by 2030.
- INFRASTRUCTURE CONDITION – Preserve the transportation infrastructure condition to ensure safety and mobility at a least life cycle cost.
- SYSTEM PERFORMANCE – Improve system reliability and reduce congestion, primarily through operational strategies and secondarily through the addition of capacity. Support opportunities for mode choice.
- MAINTENANCE – Annually maintain CDOT’s roadways and facilities to minimize the need for replacement or rehabilitation.

PD 14.0 and Statewide Plan Goals are in alignment with the MAP-21 National Goals. For the Statewide Plan, goals are expressed in more public-friendly terms and include: Safety, Mobility (System Performance in PD 14.0), Economic Vitality (not yet identified in PD 14.0), and Maintaining the System (Infrastructure Condition and Maintenance in PD 14.0).

3. Performance Measures and Objectives. Performance measures describe how statewide success will be evaluated and performance objectives establish statewide achievement levels which are used to direct investment decisions primarily focused on a 10-year planning horizon (2016-2025). Explanations of how the objectives will be measured and budget categories- Maintain, Maximize, Expand, and Pass-Through Funds/Multi-Modal Grants- that fund the four goal areas are listed below with the appropriate goals.

- a) HIGHWAY SAFETY:  
The highway safety objectives (with the exception of the economic impact of crashes objectives) were set after studying trends from 2008 through 2013. Safety measures and objectives apply to *all* roads in the state. The other safety measures and objectives in this section are subsets of the highway measures and objectives. The budget categories that fund Safety are Maintain, Maximize, and Expand.

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(1) All Highways

MEASURES:

- Number of fatalities
- Fatalities per vehicle miles traveled (VMT)
- Number of serious injuries
- Serious injuries per VMT
- Economic impact of crashes

OBJECTIVES:

- Reduce fatalities by 12 per year from 548 in 2008 to 344 in 2025.
- Reduce the fatality rate per 100 million VMT by 0.02 per year from 1.03 in 2013 to 0.79 in 2025.
- Reduce serious injuries by 90 per year from 3,200 in 2013 to 2,120 in 2025.
- Reduce the serious injury rate by 0.2 per 100 million VMT per year from 6.86 in 2013 to 4.46 in 2025.
- Reduce the economic impact of crashes annually by 1% over the previous calendar year.

ASPIRATIONAL OBJECTIVE:

- Reduce the fatality rate per 100 million VMT to 0.75 in 2025.

(2) Bike and Pedestrian

MEASURES:

- Number of bicyclist and pedestrian fatalities involving motorized vehicles
- Number of bicyclist and pedestrian serious injuries involving motorized vehicles

OBJECTIVES:

- Reduce the number of bicyclist and pedestrian fatalities involving motorized vehicles from 67 in 2013 to 47 in 2025.
- Reduce the number of bicyclist and pedestrian serious injuries involving motorized vehicles from 469 in 2013 to 311 in 2025.

b) INFRASTRUCTURE CONDITION:

The infrastructure condition objectives for highways and bridges are intended to be achieved or maintained over the first 10 years of the planning horizon (2016-2025). The budget category that funds Infrastructure Condition is Maintain, except for Transit which is funded with Pass-Through Funds/Multi-Modal Grants.

(1) Bridges

MEASURES:

- Condition of National Highway System (NHS) bridges
- Condition of state highway bridges

- Risk-Based Asset Management Plan measures for bridges (See Appendix A for additional bridge measures.)

**OBJECTIVES:**

- Maintain the percent of NHS total bridge deck area that is not structurally deficient at or above 90%.
- Maintain the percent of state highway total bridge deck area that is not structurally deficient at or above 90%.
- Meet bridge objectives in the Risk-Based Asset Management Plan. (See Appendix A for additional bridge objectives.)

**ASPIRATIONAL OBJECTIVES:**

- Achieve the percent of NHS total bridge deck area that is not structurally deficient at or above 95%.

**(2) Highways****MEASURES:**

- Pavement condition of the Interstate System
- Pavement condition of the NHS, excluding Interstates
- Pavement condition of the state highway system

**OBJECTIVES:**

- Achieve 80% High/Moderate Drivability Life for Interstates based on condition standards and treatments set for traffic volume categories.
- Achieve 80% High/ Moderate Drivability Life for NHS, excluding Interstates, based on condition standards and treatments set for traffic volume categories.
- Achieve 80% High/Moderate Drivability Life for the state highway system based on condition standards and treatments set for traffic volume categories.

**ASPIRATIONAL OBJECTIVES:**

- Achieve 90% High/Moderate Drivability Life for Interstates based on condition standards and treatments set for traffic volume categories.
- Achieve 90% High/ Moderate Drivability Life for NHS, excluding Interstates, based on condition standards and treatments set for traffic volume categories.

**(3) Other Assets****MEASURE:**

- Risk-Based Asset Management Plan measures for other assets (See Appendix A for measures for buildings, Intelligent Transportation Systems (ITS) equipment, roadway fleet, culverts, geohazards, tunnels, traffic signals, and walls)

**OBJECTIVE:**

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- Meet objectives in the Risk-Based Asset Management Plan (See Appendix A for objectives for buildings, ITS equipment, roadway fleet, culverts, geohazards, tunnels, traffic signals, and walls)

(4) Transit

MEASURE:

- Transit Asset Condition

OBJECTIVES:

- Maintain the percentage of vehicles in the rural Colorado transit fleet to no less than 65% operating in fair, good, or excellent condition, per Federal Transit Administration definitions.
- Ensure that all CDOT transit grantees have Asset Management Plans in place for state or federally funded vehicles, buildings and equipment by 2017.

ASPIRATIONAL OBJECTIVE:

- Increase the percentage of vehicles in the rural Colorado transit fleet to no less than 70% operating in fair, good, or excellent condition, per Federal Transit Administration definitions.

c) SYSTEM PERFORMANCE:

The system performance objectives for Interstates, NHS and State Highway system are intended to be achieved within the first 10 years (2016-2025) of the planning horizon. The system performance objectives for transit begin in 2012 either for a five-year rolling average or as the baseline year. The budget categories that fund System Performance are Maximize, Expand, and Pass-Through Funds/Multi-Modal Grants.

(1) Interstates, NHS and State Highway system

MEASURES:

- Interstate Performance – Planning Time Index (PTI)
- NHS Performance excluding Interstates – PTI
- Colorado Freight Corridors Performance – PTI

OBJECTIVES:

- Prevent the spread of congestion by maintaining a PTI of 1.25 or less on 90% or greater of Interstate centerline miles.
- Prevent the spread of congestion by maintaining a PTI of 1.08 or less on 90% or greater of NHS centerline miles, excluding Interstates.
- Prevent the spread of congestion by maintaining a PTI of 1.25 or less on 90% or greater of Colorado Freight Corridor centerline miles.

(2) Transit

**MEASURES:**

- Transit Utilization – Ridership statewide for small urban and rural “transit grantees”
- Transit Connectivity – Revenue service miles provided

**OBJECTIVES:**

- Increase ridership of small urban and rural transit grantees by at least an average of 1.5% statewide over a five-year period beginning with 2012.
- Maintain or increase the total number of revenue service miles of regional, inter-regional, and inter-city passenger service over that recorded for 2012.

**ASPIRATIONAL OBJECTIVES:**

- Increase ridership of small urban and rural transit grantees by at least an average of 1.7% statewide over a five-year period beginning with 2012.
- Increase the statewide total number of revenue service miles of regional, inter-regional, and inter-city passenger service by at least an average 1.7% over a five-year period beginning with 2012.

**d) MAINTENANCE:**

Maintenance objectives are established based on annual funding levels and measured annually. The budget category that funds Maintenance is Maintain.

**MEASURES:**

- Level of Service (LOS) for snow and ice removal
- Overall Maintenance Level of Service (MLOS) for the state highway system

**OBJECTIVES:**

- Maintain a LOS B grade for snow and ice removal.
- Maintain an overall MLOS B minus grade for the state highway system.

**ASPIRATIONAL OBJECTIVES:**

- Achieve a LOS B+ grade for snow and ice removal.
- Achieve an overall Maintenance LOS B grade for the state highway system.

**VI. DOCUMENTS REFERENCED IN THIS POLICY DIRECTIVE**

**Appendix “A” “CDOT Risk-Based Asset Management Plan Performance Measures and Objectives”**

**VII. IMPLEMENTATION PLAN**

Additional measures and objectives are planned or currently under development. As additional measures and objectives are finalized they will be brought forward for consideration of incorporation into PD 14.0. This includes measures and objectives in the following areas: Bike

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and Pedestrian, Truck Freight, Freight Rail, Economic Vitality, and Environmental Sustainability.

This Policy Directive will be implemented by the Division of Transportation Development, with the Office of Financial Management and Budget, the Division of Transportation Systems Management & Operations, and the Division of Transit & Rail, and in collaboration with other CDOT Divisions and CDOT Regions. Funds will be directed to budget categories to support accomplishment of the objectives. The Division of Transportation Development will report annually on performance of the transportation system to track progress toward objectives. At a minimum, the Division of Transportation Development will review and update or reaffirm this Policy Directive with each Plan update cycle in collaboration with the Office of Policy and Government Relations, Office of Financial Management and Budget, Division of Transportation Systems Management & Operations, Division of Transit & Rail, and other CDOT Divisions and CDOT Regions.

**VIII. REVIEW DATE**

This directive shall be reviewed on or before February 2018.

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Secretary, Transportation Commission

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Date of Approval

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**Appendix “A”  
CDOT Risk-Based Asset Management Plan Performance Measures and  
Objectives**

*Table will be added here*

## Appendix A: CDOT Risk-Based Asset Management Plan Performance Measures and Objectives

Asset	Measure	Current Performance	Objective (Target)	Aspirational Objective (Target)
Bridges	Percentage of state highway total bridge deck area that is not structurally deficient	94%	90% <sup>a</sup>	95% <sup>a</sup>
	Percentage of NHS total bridge deck area that is not structurally deficient	95%	90% <sup>a</sup>	95% <sup>a</sup>
	Percentage of CDOT-owned bridges over waterways that are scour critical	7.1%	5%	1%
	Percentage of bridge crossings over Interstates, U.S. routes and Colorado state highways with a vertical clearance less than the statutory maximum vehicle height of 14 feet-6 inches	0.4%	0.4%	0%
	Percentage of bridge crossings over Interstates, U.S. Routes and Colorado state highways with a vertical clearance less than the minimum design requirement of 16 feet-6 inches	4.8%	4.8%	2%
	Percentage of CDOT-owned bridges posted for load	0.1%	0%	0%
	Percentage of CDOT-owned bridges with a load restriction	2.6%	3%	1%
	Percentage of leaking expansion joint by length on CDOT-owned bridges	18.8%	15%	5%
	Percentage of CDOT-owned bridge deck area that is unsealed or otherwise unprotected	31%	30%	5%
Pavement	Percentage high-moderate drivability life for Interstates based on condition standards and treatments set for traffic volume categories	89%	80% <sup>a</sup>	90% <sup>a</sup>
	Percentage high-moderate drivability life for CDOT-owned NHS, excluding Interstates based on condition standards and treatments set for traffic volume categories	78%	80% <sup>a</sup>	90% <sup>a</sup>
	Percentage high-moderate drivability life for the State highway system based on condition standards and treatments set for traffic volume categories	73%	80% <sup>a</sup>	90%
Maintenance	Statewide Letter Grade	B-	B- <sup>a</sup>	B <sup>a</sup>
Buildings	Statewide Letter Grade	86% C or Better	90% C or Better	100% C or Better
ITS	Average Percent Useful Life	126%	90%	85%
Fleet	Average Percent Useful Life	103%	70%	50%
Culverts <sup>b</sup>	Percentage Critical Culverts	2.9%	5%	2%
Geohazards	Number of Sites with letter grade C or better	47%	60%	90% <sup>c</sup>
Tunnels	Key components of fire/life safety must not exceed 100% of useful life, based on manufacturer's specification, condition inspections and maintenance history.	TBD <sup>d</sup>	100%	100%
Traffic Signals <sup>e</sup>	Percent intersections with at least one component beyond 100% Useful Life	52%	15%	0%
Walls <sup>f</sup>	Percentage of CDOT-owned walls, by square foot, that are in condition state 3 or 4 (poor or severe).	1%	1%	0.5%

## Appendix A: CDOT Risk-Based Asset Management Plan Performance Measures and Objectives

Highlighted measures and objectives are those that are identified specifically in the Infrastructure Condition section of PD 14.

<sup>a</sup> These measures and objectives are from the Infrastructure Condition section of PD 14.

<sup>b</sup> Culverts are minor structures between 4' and 20'.

<sup>c</sup> Some sites will always remain in the D category due to traffic volume. And at some sites, to effectively eliminate or significantly reduce the likelihood is beyond the scope of the Geohazards Program.

<sup>d</sup> Objective pending data collection.

<sup>e</sup> Overall signal infrastructure includes signal assemblies, cabinets and controllers.

<sup>f</sup> The walls inventory and condition are being collected under a 2 year project, so the information in this table is based on estimates.

(Repeal)

**PD 13 - Statewide Transportation Operating Principles**

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<b>Colorado Department of Transportation Statewide Transportation Operating Principles</b>			<b>13.0</b>
<small>Effective</small>	<small>Supersedes</small>	<small>Originating office</small>	
03/20/08	12/14/06	Transportation Commission	

**PURPOSE**

The purpose of these operating principles is to guide the Colorado Department of Transportation as we carry out our mission. This policy directive, as well as Policy Directive 14 and the 2035 Planning Policy Guidance, are complementary to each other and provide direction for the regional and statewide transportation planning process.

**COLORADO DEPARTMENT OF TRANSPORTATION  
STATEWIDE TRANSPORTATION OPERATING PRINCIPLES**

**CUSTOMER FOCUS**

CDOT will strengthen its relationships with the increasingly informed and interested citizenry by reinforcing the public participation process to include out-reach, early involvement and review, candid and understandable presentations, and consistency in follow-up. The process must include local governments, interest groups, and formal organizations, along with methods to solicit and respond to the views of all those impacted by transportation performance, improvements and financing.

**LEADERSHIP**

CDOT will bring together varied interests to address the transportation needs and issues of Colorado's ever-changing social and physical environment. With a commitment to its vision, CDOT will utilize its unique statewide perspective and range of expertise in reaching optimal transportation solutions with its broad customer base.

**PARTNERSHIP**

CDOT will develop, support and/or participate in the formation of formal and informal partnerships for the quality development and implementation of Colorado's transportation goals. Through cooperative efforts and shared responsibilities, these partnerships will help to leverage the limited resources available, and tap new sources of support for transportation development in Colorado.

- CDOT will solicit, support and/or participate in formal arrangements that further its Vision, Investment Strategy and Statewide Plan

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(Repeal)

- Unsolicited proposals made to CDOT should be consistent with transportation planning process

### ***INTEGRATE REGIONAL AND STATEWIDE PRIORITIES***

CDOT, and the Transportation Commission recognize and support the various roles of our planning partners, and of transportation providers, in coordinating an integrated, intermodal transportation system for Colorado. CDOT will collaborate with our partners to build consensus for the integration of local, regional and statewide transportation priorities. In order to optimize a limited resource base, effective integration requires mutual respect while addressing the issues and priorities of competing interests.

### ***FINANCIAL RESPONSIBILITIES***

CDOT will pursue diverse and cooperative funding options to reflect the interrelated nature of all modes within the transportation system. Public understanding of the financial requirements of the transportation system is a prerequisite for developing additional funding options that are reliable, equitable, flexible, adequate and acceptable. In an increasingly competitive environment for already limited resources, CDOT acknowledges and share the public's concern over the cost and efficiency of government services. CDOT will continue to enhance its financial management practices to demonstrate accountability toward achieving established benchmarks.

### ***BALANCE QUALITY OF LIFE FACTORS***

CDOT recognizes the complex interrelationship of the environment, economic vitality and mobility, and is committed to balancing these factors in the development and implementation of the statewide transportation plan. By working with local, regional and state interests, CDOT will advocate the development of a coordinated decision-making process that balances the long-range transportation, land use and quality of life needs in Colorado. It is not the intent of the Commission or CDOT to prohibit or interfere with local land use decisions.

### ***ENVIRONMENT***

CDOT will support and enhance efforts to protect the environment and quality of life for all its citizens in the pursuit of providing the best transportation systems and services possible. CDOT will:

- promote a transportation system that is environmentally responsible and encourages preservation of the natural and enhancement of the created environment for current and future generations;
- incorporate social, economic, environmental concerns into the planning, design, construction, maintenance, and operations of the state's existing and future transportation system;
- will, through the active participation of the general public, federal, state and local agencies, objectively consider all reasonable alternatives to avoid or minimize adverse impacts;
- will ensure that measures are taken to avoid and minimize the environmental impacts of construction and maintenance of the transportation system, all activities are in

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(Repeal)

compliance with all environmental statutes and regulations, and that mitigation commitments are implemented and maintained;

- will plan, design, construct, maintain and operate the transportation system in a manner which helps preserve Colorado's historic and natural heritage and fits harmoniously into the community, local culture and the natural environment.
- will promote a sense of environmental responsibility for all employees in the course of all CDOT activities and we will go beyond environmental compliance and strive for environmental excellence.

### ***ACCESSIBILITY, CONNECTIVITY, AND MODAL CHOICES***

CDOT will promote a transportation system that is reliable and accessible to potential users, including the transportation disadvantaged. Accessibility includes the availability of modal choices and connectivity, ease of use, relative cost, proximity to service and frequency of service. CDOT will go beyond the traditional single-occupancy vehicle highway improvements by emphasizing an approach to transportation planning, development, and maintenance that takes advantage of the inherent efficiencies of each mode. Such an approach is necessary to respond to the diverse needs of both urban and rural customers, to preserve and improve the environment, and to ensure the connectivity and interaction of modes.

### ***SOCIAL RESPONSIBILITY***

CDOT recognizes the value of human capital in achieving state goals, and maintains a commitment to fostering nondiscrimination practices in a safe and healthy work environment. Our commitment to fair and equitable business practices encompasses the interests of all of our customers. Overall the general welfare of the total public will be reflected in CDOT's decision-making processes. In everything we do, CDOT will be guided by certain values. We will:

- Take pride in our work and ourselves.
- Demand quality of ourselves.
- Strive to improve our personal skills and talents.
- Use resources wisely.

**This PD shall be reviewed by March, 2012.**

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Version)

**PD 14 – Vision, Mission, Investment Category Goals and Objectives**

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			Number
<b>Colorado Department of Transportation Vision, Mission, Investment Category Goals and Objectives</b>			14.0
Effective	Supersedes	Originating office	
3/20/2008	12/14/2006	Transportation Commission	

**PURPOSE**

This policy provides overall direction and a common purpose for the Colorado Department of Transportation (CDOT).

- CDOT invests its resources in four **investment categories**: safety, system quality, mobility and program delivery.
- CDOT's **vision** orients us towards the future.
- CDOT's **mission** guides our efforts and actions.
- CDOT's efforts and actions are measured in relation to **investment category goals and objectives**.

Together, the vision and mission statements and investment category goals and objectives provide the framework and direction for transportation development in the state of Colorado. This policy directive, as well as Policy Directive 13 and the 2035 Planning Policy Guidance, are complementary to each other and provide direction for the regional and statewide transportation planning process. CDOT values customer service. CDOT will measure the public's opinion of the department through periodic, statewide and statistically valid polls of Coloradans.

**VISION**

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

**MISSION**

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

**INVESTMENT CAGETORY GOALS**

The investment category goals are aspirational, department wide and long term. Some of these goals identify specific desired performance levels that can not be met with anticipated resources.

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### **INVESTMENT CATEGORY OBJECTIVES**

The investment category objectives focus department efforts and actions on performance outcomes achievable with available resources. Objectives are specific, measurable, achievable, results-oriented and time bound. The difference between the performance goals and objectives illustrates the gap between the desired level of performance and the reasonably achievable performance based upon anticipated resources as defined in 2008-2035 Resource Allocation.

### **INVESTMENT CATEGORIES**

**SYSTEM QUALITY:** Activities, programs and projects that maintain the (physical integrity/ condition) function and aesthetics of the existing transportation infrastructure.

#### **GOALS**

- Cost effectively maintain or improve the quality and serviceability of the physical transportation infrastructure
- Increase absolute investment in system quality and accelerate completion strategic projects
- Achieve 60% good/fair pavement condition system wide
- Achieve 95% good/fair bridge deck area condition system-wide
- Achieve a B maintenance level of service grade for system quality measures.

#### **OBJECTIVES**

- Maintain or improve the system-wide pavement condition forecast for 2016 of 40 percent good/fair condition based on 2008-2035 Resource Allocation.
- Maintain or improve the system-wide major structures condition forecast for 2016 of 83 percent good/fair condition based on 2008-2035 Resource Allocation.
- Meet or exceed the adopted annual maintenance level of service grade (In the System Quality program areas).

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

#### **GOALS**

- To create, promote and maintain a safe and secure transportation system and work environment.
- Increase absolute investment in safety and accelerate completion of strategic projects.
- Achieve a 1.00 fatality rate per 100M vehicle miles traveled.

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#### OBJECTIVES

- By CY 2010, reduce by 4% the total statewide motor vehicle crash rate from CY 2002 level of 307.1 crashes per 100 million vehicle miles of travel.
- By CY 2010, reduce by 20% the severity and economic loss of transportation related motor vehicle crashes on State Highways from CY 2002 level of \$2 billion for severe crashes and \$2.4 billion for all crashes.
- By FY 2009, reduce the FY 2004 CDOT employee injury rate of 10 accidents per 100 employees by 50% and reduce construction contractor employee fatalities. (Based on average of three years of specific CDOT OSHA recordable claims data.).
- By FY 2009 reduce worker accidents by 15% per year (base year FY 2004).
- By FY 2009 reduce the number of CDOT vehicle accidents by 10% per year (base year is FY 2004).

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

#### GOALS

- Maintain or improve the operational capacity of the transportation system.
- Increase integration of the transportation system modal choices.
- Increase absolute investment in mobility and accelerate completion strategic projects.
- Maintain an average of 22 minutes of delay per traveler in congested corridors.
- Achieve an A maintenance level of service grade for Snow and Ice Control.

#### OBJECTIVES

- Reduce the growth rate in minutes of delay per traveler in congested corridors by 1.5 percent below the forecast for 2016 of 39 minutes of delay based on 2035 Resource Allocation.
- Maintain the snow and ice maintenance level of service grade at the adopted annual grade.

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**PROGRAM DELIVERY:** Functions that enable the successful delivery of CDOT's programs, projects and services

#### GOALS

- Deliver high-quality programs, projects and services in an effective and efficient manner
- Deliver all programs and projects on time and within budget
- Accelerate completion of the remaining strategic projects
- Increase investment in strategic projects

#### OBJECTIVES

- Improve year over year percent of advertised projects delivered within 30 days of the Ad date established on July 1<sup>st</sup> of the fiscal year.
- Improve year over year percent of advertised construction projects delivered within 15 percent of the estimated costs shown on July 1<sup>st</sup> of the fiscal year.
- Meet or exceed the Department's annual Disadvantaged Business Enterprise (DBE) goals.

**This PD shall be reviewed by March 2012.**

**Resolution TC- XXXX**

**Adoption of updated Policy Directive 14.0 “Policy Guiding Statewide Plan Development” and**

**Repeal of Policy Directive 13.0 “Colorado Department of Transportation Statewide Transportation Operating Principles”**

**WHEREAS**, the Colorado Transportation Commission (“the Commission”) has statutory authority pursuant to § 43-1-106(8)(a) C.R.S., to formulate policy concerning transportation systems in compliance with 23 U.S.C. 134, 135, and 450, PL 112-141 (“Moving Ahead for Progress in the 21<sup>st</sup> Century” or “MAP-21”) and its implementing regulations; and to undertake transportation planning under § 43-1-1103, C.R.S.; and

**WHEREAS**, a statewide plan is considered part of the state and federally required statewide transportation planning process; and

**WHEREAS**, Policy Directive 14.0 is the framework for development and implementation of a multimodal, comprehensive Statewide Transportation Plan and for distribution of resources to meet or make progress toward objectives; and

**WHEREAS**, Policy Directive 14.0 has been updated in concert with development of a Risk-Based Management Plan that MAP-21 requires, and in recognition that management of transportation assets is a high priority;

**WHEREAS**, the Commission has reviewed and discussed the goals, performance measures and objectives, and aspirational objectives contained within the updated Policy Directive 14.0

**WHEREAS**, the goals in Policy Directive 14.0 and in the Statewide Transportation Plan are in alignment with MAP-21 goals; and

**WHEREAS**, the goals of safety, infrastructure condition, system performance, and maintenance guide development of the multimodal Statewide Transportation Plan; and

**WHEREAS**, the performance measures and objectives describe how progress toward the MAP-21 national goals will be reported after plan adoption; and

**WHEREAS**, it is the intent that progress will be made in attaining these objectives as part of Statewide Transportation Plan Implementation; and

**WHEREAS**, Policy Directive 13.0 “Colorado Department of Transportation Statewide Transportation Operating Principles” is no longer necessary because it has been incorporated into Policy Directive 14.0 goal areas and in other plans and processes of CDOT; and

**NOW THEREFORE LET IT BE RESOLVED**, that the Transportation Commission adopts the updated Policy Directive 14.0 “Policy Guiding Statewide Plan Development”.

**FURTHER, BE IT RESOLVED**, that the Transportation Commission repeals Policy Directive 13.0 “Colorado Department of Transportation Statewide Transportation Operating Principles”.

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Transportation Commission Secretary

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Date