

# CDOT FY14-15 Performance Plan



**Colorado  
Department  
of Transportation**

**November 2013**



# Contents

## I. Introduction &

<b>Department Description</b>	<b>1</b>
Introduction	2
Employee Involvement	2
Plan Structure	3
Department Description	4
Current Initiatives	7
Process-Improvement Strategies	10

## II. Strategic Policy Initiatives 11

Safety	12
Infrastructure Condition	14
Congestion Reduction	17
System Reliability	18
Freight Movement & Economic Vitality	19
Environmental Stewardship	20
Reduced Project-Delivery Delays	21

## III. Focus Areas

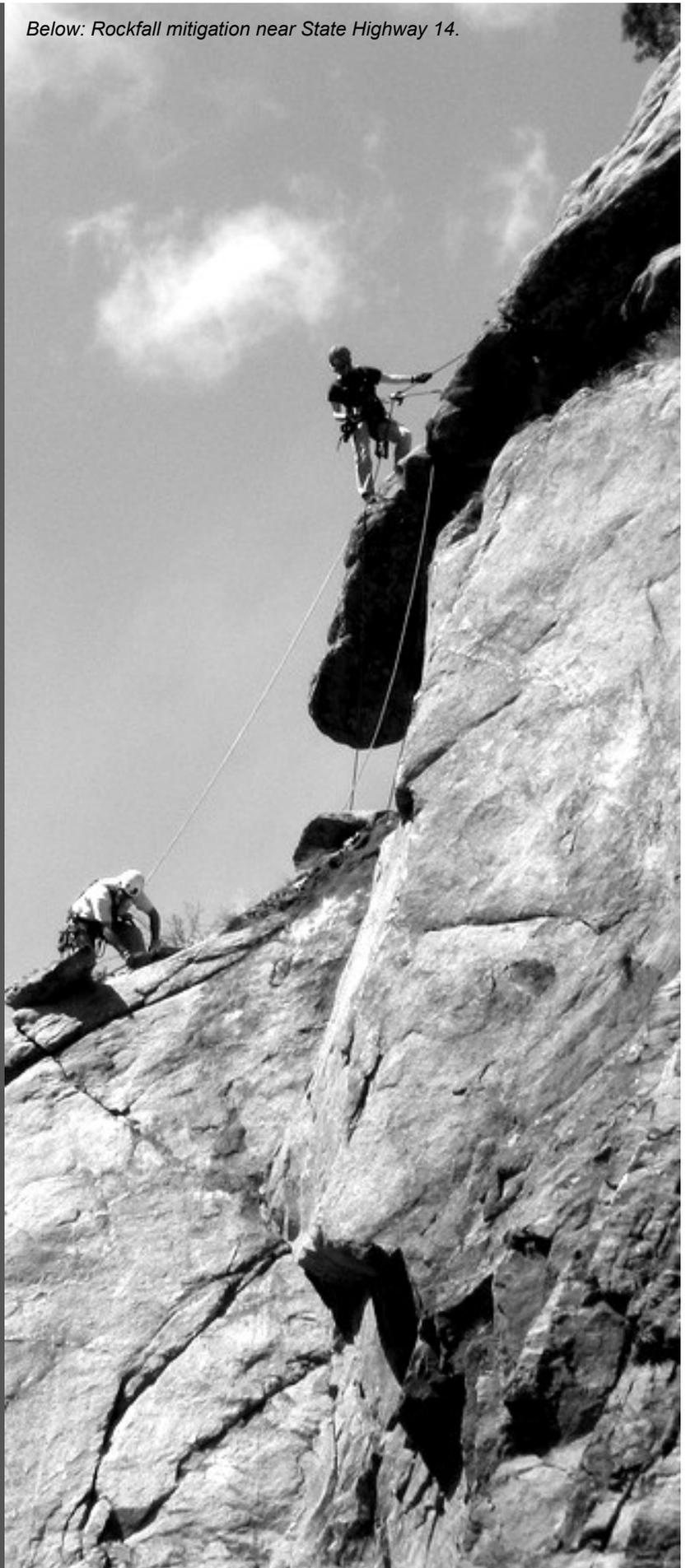
### (Operational Component) 22

Business Excellence	23
Construction Funding	25
System Efficiency	26
Private-Sector Partnerships	27
Transparency & Accountability	28
Workforce Development	30

## IV. Appendices and Index 31

Major Program Areas	32
Inputs and Workload Indicators	38
Organizational Chart	39
Index	40

*Below: Rockfall mitigation near State Highway 14.*



# I. Introduction and Department Description

Introduction	2
Employee Involvement	2
Plan Structure	3
Department Description	4
Current Initiatives	7
Process-Improvement Strategies	10



# Introduction

The Colorado Department of Transportation (CDOT) is pleased to present its Performance Plan for fiscal year 2014-15. This plan is intended to help the Department serve Coloradans through effective administration and delivery of transportation-related programs and services.

Long-term Strategic Policy Initiatives and shorter-term Focus Areas are outlined in the following pages. Core processes that support each initiative and area, as well as outcome and output measures that indicate performance levels, are described.

The Performance Plan format represents a shift in the Department's strategic planning efforts. Required by the 2013 revision of the State Measurement for Accountable, Responsive and Transparent Government (SMART) Act, this year's Performance Plan is a transitional document. The plan replaces the Fiscal Year 2014 Strategic Operational Plan.

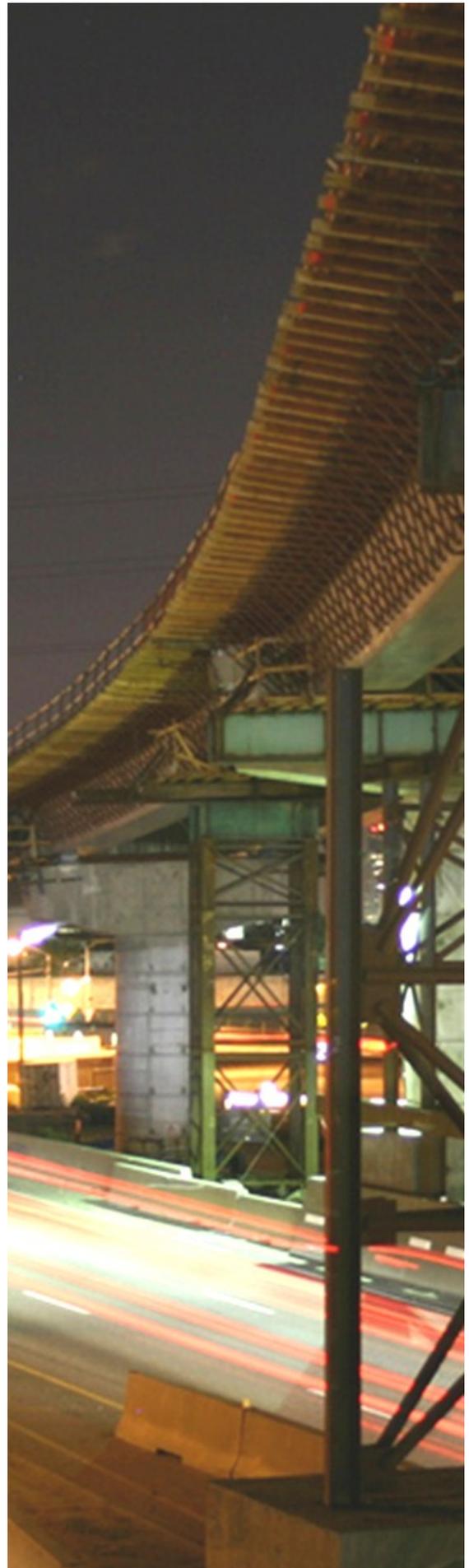
Performance measures and goals may change as the Department refines this plan through further review by senior management and collaboration with Colorado's Office of State Planning and Budgeting. Revisions also may occur as CDOT completes its annual review of the Federal Highway Administration-CDOT Stewardship Agreement and other documents that contain many of the same performance indicators.

## Employee Involvement

Pursuant to SMART legislation, CDOT has incorporated participation from employees at all levels into its performance-measurement and strategic planning efforts. Development of the Performance Plan included dozens of contacts with employees including members of the Senior Management Team, program managers and non-management employees.

The state employee union, Colorado Workers for Innovative and New Solutions (WINS), also has reviewed the plan. WINS has recommended that measures that specifically convey employee success be included. Such metrics will be developed by CDOT's Transportation Performance Branch and WINS for next year's Performance Plan. WINS will elect one of its CDOT members as its official representative on CDOT's Performance Measure Staff Advisory Group.

The Department created the advisory group for its performance-measure program in 2012. The group includes a member of CDOT's Employee Council. The Employee Council member re-

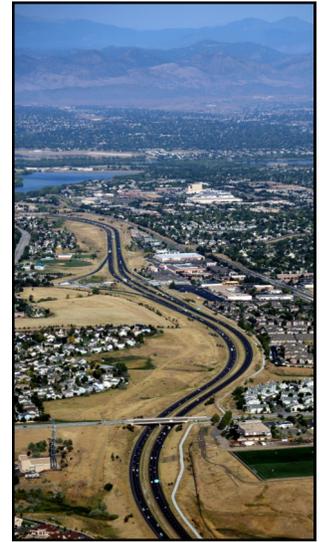


ports to the council on performance measure progress at CDOT and returns with feedback from the council.

The advisory group met every six weeks during the 2012 development of CDOT's performance measure website, [www.YourCDOTDollar.com](http://www.YourCDOTDollar.com). In October 2013, the group began meeting on a quarterly basis, with the first meeting including a review of the Performance Plan. Response to the plan also was solicited at an October meeting of CDOT's Employee Council.

## Plan Structure

CDOT's Performance Plan begins with the Department's Vision and Mission and filters down to Performance Areas, including shorter-term Focus Areas and long-term Strategic Policy Initiatives. (See chart below.)



The seven Strategic Policy Initiatives align with seven performance areas described in the Moving Ahead for Progress in the 21st Century Act (MAP-21), the federal transportation appropriation passed in June 2012. Transportation Commission Policy Directive 14 also includes those performance areas and articulates CDOT's goals and objectives. The shorter-term Focus Areas are more operational and may change with Department administrations.

Each Focus Area and Strategic Policy Initiative has broad goals, which are in turn supported by specific, quantifiable objectives. These objectives originate in myriad sources within the Department, including Policy Directive 14 (see page 4) and targets set by program managers.

Progress toward satisfying these objectives—and through them the broader Goals, Performance Areas, Mission and Vision—is evaluated by more than 50 performance measures. Measures are categorized as outputs or outcomes. An **output** measures what a program does and the services and products generated, such as the number of roadway miles plowed. An **outcome** is a measure of a condition targeted for improvement by a program, such as the number of fatalities on state highways. Departments have more control over outputs than outcomes.

Three appendices in this plan show the organizational structure and workload associated with accomplishing the Department's goals. Appendix A shows CDOT's Major Program Areas, which are cross-referenced with performance measures used throughout the plan. Appendix B shows key workload indicators, such as the number of roadway miles CDOT maintains. Finally, Appendix C features CDOT's organizational chart, which shows the hierarchy of key personnel and department divisions.

CDOT FY14-15 Performance Plan Structure



# Department Description

The Colorado Department of Transportation (CDOT) is the cabinet department that plans for, operates, maintains, and constructs the state-owned transportation system, including state highways and bridges.

The Department's statutory authority resides within Title 43, Part 1, Colorado Revised Statutes (2013). Article 1 vests the Colorado Transportation Commission with authority over planning, development, and adoption of CDOT's annual budget.

## Vision and Mission

The Department's **vision** 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. CDOT 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.

From these organizational priorities, the department establishes mid- to long-term performance goals and objectives. Policy Directive 14, currently under revision by the Governor-appointed Colorado Transportation Commission, provides policy direction on investment decisions to achieve certain performance levels for the statewide transportation system, including safety, infrastructure condition, and system-performance levels. Policy Directive 14 objectives are revenue-based and determined to be achievable, but aspirational goals also may be included. These objectives set direction for funding levels for various programs in the long-range Statewide Transportation Plan, the near-term Statewide Transportation Improvement Plan (STIP), and the Department's annual budget.

CDOT is responsible for a highway system that encompasses more than 9,100 center-lane miles (about 23,000 total lane miles) and includes 3,437 bridges. This system each year handles more than 28 billion vehicle miles of travel. Although the Interstate system accounts for only about 10 percent, or 952, of the center-lane miles on the state system, about 40 percent of state-highway travel within Colorado takes place on Interstate highways.

## Department structure

The state's transportation system is managed by CDOT under the direction of the Colorado Transportation Commission, which is composed of eleven members who represent specific districts. Each commissioner, appointed by the Governor and confirmed by the Senate, serves a four-year term. The commission directs policy and adopts Departmental budgets and programs.

The Executive Director's Office leads the Department in planning for and addressing Colorado's transportation needs. The Executive Director and other members of the Senior Management Team set the direction of



the Department, make recommendations to the Transportation Commission, assure consistent communication, set internal policy, set short-term and long-range goals, and provide leadership for the Department through the execution of the Transportation Commission’s policies and budgets. CDOT’s Chief Engineer directs the department’s construction, safety, maintenance, and operations programs.

Divisions and offices within CDOT perform an array of functions. Examples include:

- The Division of Highway Maintenance and Operations takes care of the highway system—plowing snow, repairing pavement, maintaining guardrail and more.
- The Division of Transportation Development manages the statewide transportation-planning process and ensures the department fulfills its environmental and reporting obligations.
- The Office of Transportation Safety helps local law-enforcement agencies with special funds to provide educational programs to reduce distracted and impaired driving and to increase the use of safety belts.
- The Division of Aeronautics supports aviation interests statewide, including awarding and administering grants to help improve local airports.
- The Division of Transit and Rail provides assistance to numerous transit systems in the state.
- 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 new Division of Transportation Systems Management & Operations (TSM&O) focuses on implementing low-cost, high-value operational improvements to get more out of Colorado’s existing transportation system.
- The new Office of Major Project Development will help CDOT and the High Performance Transportation Enterprise (HPTE) more effectively and efficiently develop major projects through the promotion of consistency in the advancement, management and oversight of such projects.



For a list of Major Program Areas, including associated customer descriptions, major funding sources, and performance measures, please see Appendix A of this plan.

## Engineering Regions

Colorado’s Engineering Regions, reduced in number from six to five in July 2013 (see page 8), operate under the guidance of the Chief Engineer and their respective Regional Transportation Directors.

The regions design and construct transportation-related projects. They also maintain the state highway system and maximize contact with local governments, industry and the public. Each Engineering Region covers all aspects of CDOT operations for that region, including engineering, maintenance, planning and environmental management, traffic, right-of-way and surveying, and utilities.

## Revenue Sources

State revenue sources to the Department include the Highway Users Tax Fund (made up of motor fuel tax, vehicle registration fees, and other fees), fees and surcharges related to Senate Bill 09-108 (FASTER), Capital Construction Funds, a sales and excise tax on aviation fuel, and more.

Pursuant to Senate Bill 09-228, future revenue sources will include general fund transfers to the State Highway Fund and Capital Construction Fund over five years, contingent upon specific economic and fiscal conditions.

The Department receives revenue from federal sources including the federal Highway Trust Fund.

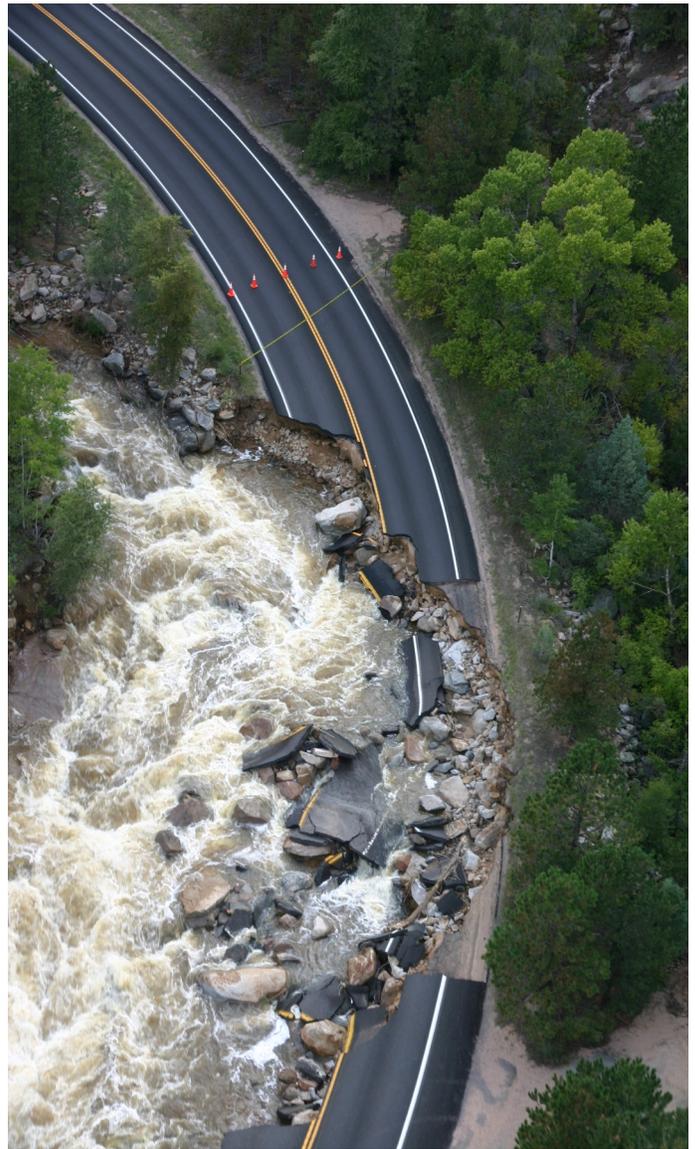
## Locations

CDOT’s headquarters building is at 4201 East Arkansas Avenue in Denver. The Department owns about 1,200 buildings statewide, including the headquarters building in Denver and five regional offices in Denver, Durango, Grand Junction, Greeley and Pueblo. See page 8 for a map of the boundaries of the five Engineering Regions.



## Current Initiatives

- **Flood Recovery:** Flooding of historic proportion in September 2013 severely damaged the transportation infrastructure in northern and eastern Colorado. From the afternoon of Sept. 9 to midday Sept. 13, 14.6 inches of rain fell on Boulder, with similar amounts in Larimer County and continued run-off and rain in Weld counties. For perspective, average annual precipitation in the Front Range is 15 inches. More than 30 state highways or Interstates at one point were closed due to infrastructure damage or water standing on the highways. The flooding was the largest natural disaster affecting Colorado infrastructure since the 1965 South Platte flood. As of late October, 120 bridges had been identified as needing repair. CDOT has created an Infrastructure Recovery Force to clear, repair and establish access to affected components of the state highway system by Dec. 1, 2013. The Department anticipates permanent reconstruction of the affected components will take several years. The recovery force has provided coordination and assistance to local governments in reestablishing critical state highway links to local roads, bridges, water, sewer, power and communications. *Flood recovery is essential to meeting all the Department's Strategic Policy Initiatives, particularly safety and preserving infrastructure condition.*
- **Portfolio, Cash, and Program Management:** The Portfolio, Cash, and Program Management initiative provides the management infrastructure to implement the cash-based programing and budgeting that makes possible the increase in construction related to the five-year Responsible Acceleration of Maintenance and Partnerships program. (See next page for more on RAMP.) The initiative also provides the management for scheduling and monitoring the one-time, 50 percent increase in the total capital construction program using the new cash-based programing and budgeting methodology. *The Portfolio, Cash, and Program Management initiative helps CDOT meet Strategic Policy Initiatives including preserving infrastructure condition and reducing project-delivery delays.*



*Flood-related damage on State Highway 7, from Lyons to Estes Park.*



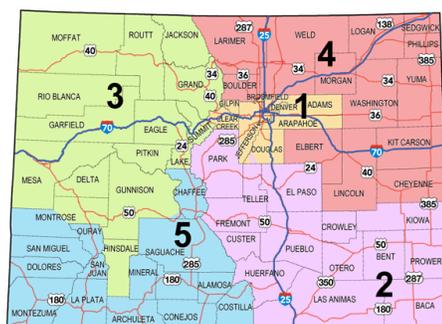
*Response to the flooding on U.S. Highway 34.*

## Current Initiatives (continued)

- RAMP (Responsible Acceleration of Maintenance and Partnerships):** With its move to a new cash-management system for programming and budgeting, CDOT will begin funding multi-year projects based on year of expenditure. In contrast, current practice requires the Department to save up for the full amount of a project before construction begins. The old approach often means money sits unspent when it could be used sooner. The new cash-management system has provided CDOT the opportunity to develop the RAMP funding program, which is an increase in project construction of about \$300 million per year over the next five years. This increase in construction activity is one-time and is from existing, already encumbered dollars, not new funding sources or new transportation revenues. RAMP Partnership and Operations projects were approved by the Transportation Commission in October 2013. Funding for fiscal year 2015 RAMP Asset Management Programs will be approved by resolution in November 2013. *RAMP helps CDOT meet Strategic Policy Initiatives including preserving infrastructure condition and reducing project-delivery delays.*
- Asset Management Focus:** CDOT's first Risk-Based Asset Management Plan is scheduled to be introduced before January 2014. The plan will focus on efficient and effective preservation of the transportation system using a risk-based/lowest life-cycle cost approach to assets including bridges, pavement, maintenance assets, buildings, vehicle fleet, tunnels, culverts, rockfall-mitigation sites, and Intelligent Transportation Systems (ITS) equipment. *An asset-management focus will help CDOT meet the Strategic Policy Initiative of preserving the transportation infrastructure condition to ensure safety and mobility at a least life-cycle cost.*
- 2040 Statewide Transportation Plan:** The 2040 Colorado Statewide Transportation Plan (SWP) is scheduled for adoption by the Transportation Commission in summer 2014. Commission policies guide the development by the state's 15 Transportation Planning Regions of regional plans, which are part of the larger Statewide Plan. The Statewide Plan establishes a transportation vision and goals for the state and outlines the strategic direction to achieve those goals. The plan includes a mid-term (10-year) and long-term (25-year) horizon and is developed in collaboration with CDOT's planning partners. It outlines how to invest limited transportation dollars while balancing preservation, maintenance, and capacity improvements that support the economic vitality of the state. *The Statewide Plan helps CDOT meet all its Strategic Policy Initiatives.*
- Region Consolidation:** Effective July 2013, CDOT implemented modifications to its existing engineering regions that included reducing the number of regions from six to five. Region 6 and a portion of Region 1 combined into a new region that includes all of Adams, Arapahoe, Clear Creek, Denver, Douglas, Gilpin and Jefferson Counties. Areas of the previous Region 1 also were added to Regions 2, 3 and 4. Benefits of the changes include better aligning of regions with county boundaries. Counties will be able to coordinate with only one region, rather than two or sometimes three regions in the past, which will improve efficiency in customer service. *Region consolidation will help CDOT meet the Strategic Policy Initiative of Business Excellence—improving business processes for better customer service and efficiency.*

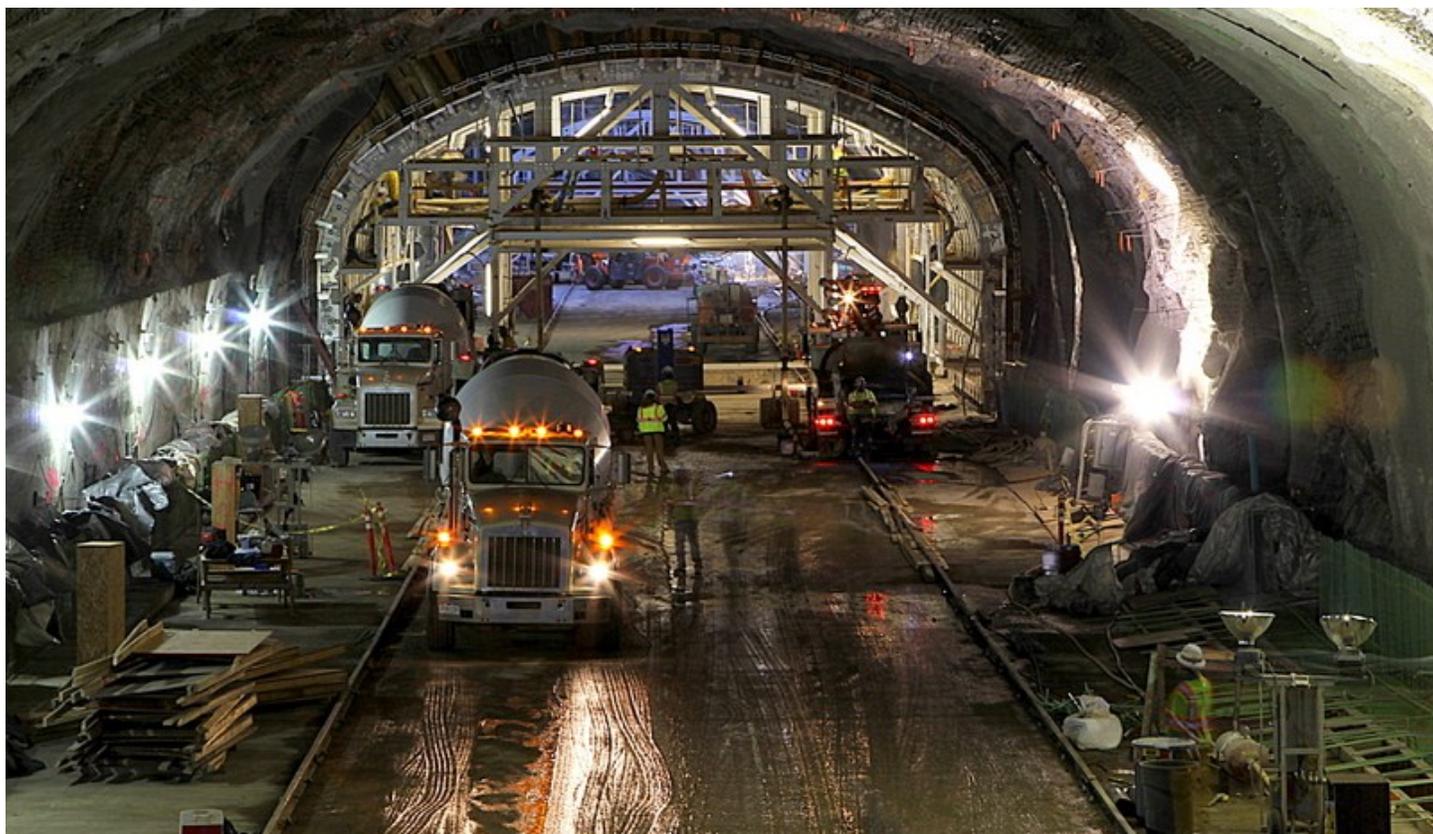


*CDOT this year reduced its number of engineering regions from six to five.*



## Current Initiatives (continued)

- **Division of Transportation Systems Management & Operations:** CDOT's new Division of Transportation Systems Management & Operations (TSM&O) focuses on implementing low-cost, high-value operational improvements to get more out of Colorado's existing transportation system. The division's initiatives include developing command-level partnerships with law enforcement and other stakeholders to implement integrated event, corridor and incident management strategies. Other initiatives include implementing peak-period shoulder lanes, improved operations through Active Traffic Management (ATM), ramp metering, managed lanes and programs such as the Heavy Tow and Courtesy Patrol programs. *The new division will help CDOT meet the Strategic Policy Initiatives of reducing congestion, improving system reliability, and improving the freight network and economic vitality.*
- **Office of Major Project Development:** The Department's new Office of Major Project Development, formed in September 2013, will assist CDOT and the High Performance Transportation Enterprise (HPTE) in more effectively and efficiently developing major projects through the promotion of consistency in the advancement, management and oversight of such projects. The office's primary responsibilities include: Assessing the feasibility and development of financial plans and technical plans for major projects in conjunction with the HPTE; supporting policy formulations and coordination of duties relative to major projects; managing the project development process for identified potential major projects; providing technical assistance to fellow CDOT and HPTE staff; developing Best Management Practices for financing, developing, procuring and managing major projects; and collaborating with private- and public-sector transportation partners. *The Office of Major Project Development will help CDOT meet Strategic Policy Initiatives including preserving the transportation infrastructure condition, reducing congestion, improving system reliability, and improving the freight network and economic vitality.*



Crews work on expansion of the eastbound side of the Twin Tunnels, near Idaho Springs. The Twin Tunnels Design and Construction Project is designed to alleviate congestion along the Interstate 70 Mountain Corridor.

## Process-Improvement Strategies

Improving business processes for better customer service and efficiency is one of CDOT's six Focus Areas. This area is directly tied to the Governor's goal of "making government more effective, efficient and elegant."

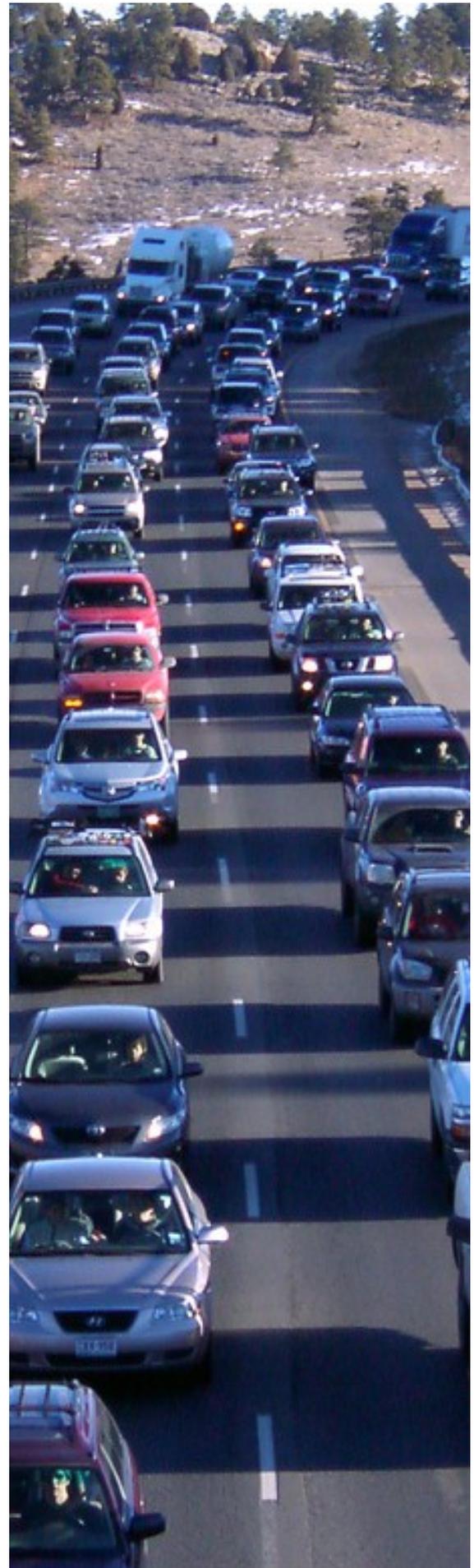
The Department began its structured process-improvement initiative in late 2011 and uses the principles and practices of Lean process improvement as its foundation. The key pillars of the initiative are "respect for people" and "continuous improvement".

Process-improvement efforts are spread throughout the Department and include techniques and methods derived from private-sector organizations. CDOT's efforts range from individuals using "Everyday Ideas" to improve their workplaces or processes to large "Global Lean" projects that focus on larger, cross-functional processes. At CDOT, Lean means "everyone, every day, improving every process and every product to benefit every customer."

Several large process improvements have been undertaken, and more are underway. Notable examples include:

- Improvement in developing and executing consultant contracts. This will result in a 42 percent reduction in the number of process steps and reduce the total cycle time from up to six months to about three months. Improvements are being implemented in phases and are scheduled to be fully in place by early 2014.
- The Department's Contract Improvement Initiative, which began in 2010 and continues to be implemented. CDOT has reduced the average number of days from purchase requisition to final contract execution. In fiscal year 2013, the process took 42 days, down from 52 days two years earlier.
- Reduced times for issuing all types of Oversize/Overweight Permits. From April 2012 to April 2013, CDOT reduced such times by more than 30 percent and cut errors by about 60 percent. Process changes identified during a Rapid Improvement Event and implementation of the changes drove improvement.
- The Local Agency Project Delivery process-improvement project, which has reduced the amount of funds tied up on inactive local-agency projects by more than 50 percent since early 2012.

Results of the Department's recent process-improvement efforts and a summary of upcoming projects are available at [www.coloradodot.info/business/process-improvement/](http://www.coloradodot.info/business/process-improvement/).



## II. Strategic Policy Initiatives

Safety	12
Infrastructure Condition	14
Congestion Reduction	17
System Reliability	18
Freight Movement & Economic Vitality	19
Environmental Stewardship	20
Reduced Project-Delivery Delays	21



**Strategic Policy Initiative:**

# 1. Safety

**Goal:** Reduce traffic fatalities and serious injuries and work toward zero deaths for all users.

**Strategies:** CDOT’s Office of Transportation Safety and Traffic Engineering Branch strive to reduce the incidence and severity of motor-vehicle crashes and associated human and economic loss. This is done by incorporating roadway-safety engineering principles in all state highway construction and enhancement projects, conducting safety-specific infrastructure projects, and by administering data-driven safety-education grant programs to influence driver behavior and support law enforcement and local community safety projects. CDOT also works to expand safety partnerships and to provide tools for safety advocates to work alongside the Department.

Programs aimed at influencing driver behavior include the “Click it or Ticket” seat-belt campaign and the “Heat is On” impaired-driving enforcement campaign. Construction project examples include wildlife fencing, roundabouts and guardrail installation.

CDOT monitors and analyzes crash data to understand trends regarding the number and severity of collisions. Location-specific data identifies sites requiring possible improvement actions. The Department engages local agencies and organizations to develop safety-improvement strategies to prevent crashes and to address high-incidence locations.

**Evaluation:** Fatalities have declined 14 percent since 2008, and the Department is meeting or closing in on the key fatalities targets below. A key injuries target—a five-year average of 25 serious injuries per 100 million vehicle miles traveled—is aggressive and is expected to take a few years to achieve, particularly because injuries have been higher in recent years after years of decline.

**Performance summary:**

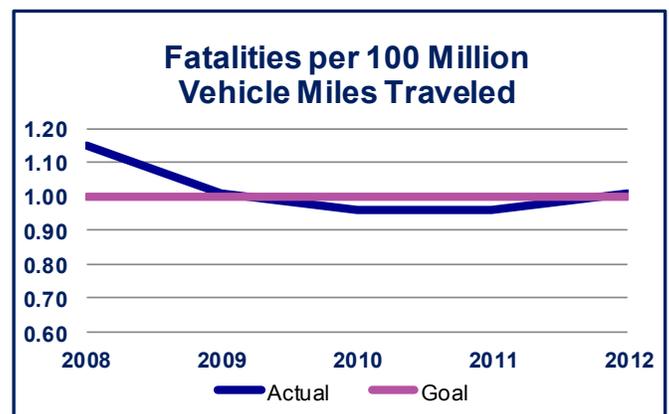
Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
Achieve a 5-year annual average reduction of 12 in number of fatalities.	Implement safety programs (see Strategies above for details).	Number of fatalities, five-year average	Outcome	Calendar	Safety/ Safety Education	Five-year rolling averages: 2010: 511 2011: 493 (Reduction=18) 2012: 476 (Reduction=17)	✓

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

## Current Priorities

Safety priorities for fiscal year 2014 include reducing fatalities and serious injuries through data-driven safety education programs and data-driven safety infrastructure projects. Other priorities include working with stakeholders to improve the accuracy, accessibility and usability of crash data; continuing to implement, expand and standardize safety policies and practices; and identifying construction projects that can benefit from the Owner-Controlled Insurance Program. Another priority is to evaluate and implement a communication tool to ensure timely notification to key personnel for Homeland Security purposes. The Department also is updating the Colorado Strategic Highway Safety Plan (SHSP) to reassess safety progress and establish a new vision and safety-emphasis areas.



Highway fatalities in Colorado have been on a mostly downward trend for the past five years.

## Safety (continued)

Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
Achieve a five-year annual average fatality rate of 1.00 per 100 million vehicle miles traveled.	Implement safety programs. (See Strategies on previous page.)	Fatalities per 100 million vehicle miles traveled, five-year annual average.	Outcome	Calendar	Safety/ Safety Education	Five-year rolling averages: 2010: 1.07 2011: 1.04 2012: 1.02	Target not met
Achieve a five-year annual average reduction of 100 in the number of serious injuries.	Implement safety programs. (See Strategies on previous page.)	Number of serious injuries, five-year average.	Outcome	Calendar	Safety/ Safety Education	Five-year rolling averages: 2010: 14,008 2011: 13,215 (Reduction=793) 2012: 12,605 (Reduction=610)	
Achieve a five-year annual average serious-injury rate of 25 per 100 million vehicle miles traveled. (This is an aggressive goal that will take a few years to achieve.)	Implement safety programs. (See Strategies on previous page.)	Serious injuries per 100 million vehicle miles traveled, five-year annual average.	Outcome	Calendar	Safety/ Safety Education	Five-year rolling averages 2010: 29.35 2011: 27.94 2012: 26.91	Target not met
80% of that year's Highway Safety Improvement Program (HSIP) dollars shall be awarded during federal fiscal year, 20% remainder in following year	Qualify, select, advertise and award projects.	Percent of Highway Safety Improvement Program (HSIP) program dollars awarded during federal fiscal year.	Output	Federal fiscal	Safety/ Safety Education	2011: 75% 2012: 95% 2013: 85%	
80% of the FASTER Safety fiscal-year budget shall be encumbered or expended by June 30.	Regions select and deliver projects (Process currently under review).	Percent of FASTER Safety fiscal year budget encumbered or expended by June 30.	Output	Fiscal	FASTER Safety	FY11: 67% FY12: 69% *** FY13: 66% (Q1:13%, Q2:22%, Q3:32%, Q4:66%)	Target not met

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

\*\*\*FY12 data includes extra month.

## Strategic Policy Initiative:

# 2. Infrastructure Condition

**Goal:** Preserve the transportation infrastructure condition to ensure safety and mobility at a least life-cycle cost.

**Strategies:** CDOT's new risk-based asset management plan will focus on efficient and effective preservation of the transportation system using a risk-based/lowest life-cycle cost approach to assets including bridges and highway pavement.

CDOT's Structures program works with the Regions to ensure bridges and other structures are properly designed, constructed, and maintained. Structures include: major bridges and culverts that span more than 20 feet; minor bridges and culverts that span four feet to 20 feet; overhead sign structures; high-mast traffic lights; mast arm traffic-signal poles, retaining walls; sound walls; and tunnels. Program staff develop and publish structural designs, policies and standards including construction specifications. They also evaluate new products and materials for structure construction. The program provides services including: fabrication inspection; construction assistance; bridge load rating; overweight vehicle permit analysis and review; structure inspection; and structure asset management.

CDOT's Staff Maintenance and Operations Branch provides policy and guidance for the statewide maintenance program and maintains operational oversight for program administration. CDOT measures the overall performance of the program by performing surveys that measure how well the highway infrastructure is being maintained. Survey results are calculated as letter grades for nine program areas, such as Snow and Ice Removal and Roadway Striping, Signs and Signal Maintenance. The overall grade for maintenance reflects the performance of all nine areas.

The Materials and Geotechnical Branch ensures quality and cost effectiveness in products used for the management, construction and long-term maintenance of the transportation system. The branch is responsible for pavement asset management, materials design and specifications, and test procedures. It also is responsible for the associated testing of materials to ensure compliance with CDOT standards and specifications and Federal Highway Administration regulations.

**Evaluation:** Targets on the following two pages for maintenance and airport-pavement condition were met or exceeded in fiscal year 2013. Pavement, bridge and transit-related targets are new, so full evaluations will appear in future Performance Plans.

The Department in fiscal year 2013 changed its methodologies for evaluating pavement and bridge conditions. CDOT has moved from reporting pavement condition in terms of Remaining Service Life. The Department instead reports Drivability Life, an indication in years of how long a highway will have acceptable driving conditions based on an assessment of smoothness, pavement distress, and safety. Pavement condition has been deteriorating in recent years due to insufficient funding. Pavement on the state highway network is forecast to decline

## ***Current Priorities***

*Among CDOT's priorities for Infrastructure Condition for fiscal year 2014 is implementing a preservation program to maintain bridges and other structures. The bridge RAMP Program 1 Asset Management allocation is being used primarily to seal bridge decks and to repair, replace or eliminate leaking expansion joints. By the end of calendar year 2013, the preservation action projects and bridges within the projects will be finalized.*

*The Materials and Geotechnical Branch is finalizing its move from Remaining Service Life metrics to evaluating pavement using Drivability Life metrics. (See "Evaluation" section below.) The branch also is implementing its new Drivability Life Pavement Management System.*

## Infrastructure Condition (continued)

in fiscal year 2014 to 74 percent high/moderate drivability, down from 82 percent a year earlier.

The Department is now reporting bridge condition by calculating how many bridges or how much bridge-deck area is Structurally Deficient. CDOT previously reported bridge condition in terms of Good, Fair and Poor.

### Performance summary:

Policy Objectives/Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met?***
Achieve 80% high/moderate Drivability Life for state highway system pavement.***  <b>Note:</b> Goal will be revisited after federal guidance is issued. CDOT expects this goal will take several years to reach again, as state highway system pavement condition is expected to deteriorate over the next five years. Fiscally constrained estimates are for state highway pavement to fall to 74% high/moderate Drivability Life for FY14 and 60% for FY16.	Preserve, resurface and rehabilitate roads with optimized application of cost-effective pavement treatments. Improve low-cost, low-volume treatment strategies.	Percent of pavement on state highway system with high and moderate Drivability Life.	Output	Fiscal	Surface Treatment	2011: N/A 2012: N/A 2013: 82%	✓
Achieve 80% high/moderate Drivability Life for National Highway System pavement, excluding Interstates.  <b>Note:</b> Goal will be revisited after federal guidance is issued. CDOT expects this goal will take several years to reach again, as highway pavement conditions are expected to deteriorate over the next five years under current funding levels.	Preserve, resurface and rehabilitate roads with optimized application of cost-effective pavement treatments. Improve low-cost, low-volume treatment strategies.	Percent of pavement on state highway NHS, excluding Interstates, with high and moderate Drivability Life.	Output	Fiscal	Surface Treatment	2011: N/A 2012: N/A 2013: 83%	✓
Achieve 80% high/moderate Drivability Life for Interstate pavement.  <b>Note:</b> Goal will be revisited after federal guidance is issued. CDOT expects this goal will take several years to reach again, as highway pavement conditions are expected to deteriorate over the next five years under current funding levels.	Preserve, resurface and rehabilitate roads with optimized application of cost-effective pavement treatments. Improve low-cost, low-volume treatment strategies.	Percent of Interstate pavement statewide in high and moderate condition based on Drivability Life.	Output	Fiscal	Surface Treatment	2011: N/A 2012: N/A 2013: 86%	✓
Maintain an overall Maintenance Levels of Service B- grade for the state highway system.  (FY13 target was C+.)	Maintain the state's transportation infrastructure.	Overall Maintenance Levels-of-Service grade for state highway system	Output	Fiscal	Maintenance	2011: B- 2012: B- 2013: B	✓
Maintain a "B" Level-of-Service grade for snow-and-ice control.  (FY13 target was B.)	Plow and remove snow, apply chemicals and abrasives and proactively control avalanches	Level-of-Service grade for snow-and-ice control.	Output	Fiscal	Maintenance	2011: B 2012: B 2013: B	✓

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

\*\*\* FY13 and FY14 pavement-related projects were established based on the past Remaining Service Life system for evaluating pavement condition. In FY13, CDOT transitioned to evaluating pavement condition based on Drivability Life, an indication in years of how long a highway will have acceptable driving conditions based on an assessment of smoothness, pavement distress, and safety.

## Infrastructure Condition (continued)

Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
FY14: Maintain "B-" grade for roadway surface maintenance. (FY13 target was B-.)	Maintain the roadway surface. Pave roads and fill potholes and cracks.	Level-of-Service grade for roadway surface maintenance.	Output	Fiscal	Maintenance	2011: B 2012: B 2013: B+	✓
FY14: Achieve "C+" grade for traffic-related services. (FY13 target was C.)	Maintain traffic signals, stripes and guardrails.	Level-of-Service grade for traffic-related services.	Output	Fiscal	Maintenance	2011: B- 2012: C+ 2013: B-	✓
FY14: Achieve "C" grade for bridge maintenance. (FY13 target was C+.)	Maintain bridges, repair deck bearings, paint and wash bridges, repair bridge-deck expansion devices.	Level-of-Service grade for bridge maintenance.	Output	Fiscal	Maintenance	2011: C 2012: C+ 2013: C+	✓
Maintain percent of National Highway System bridge total deck area that is not structurally deficient at or above 90 percent.	Regularly inspect bridges. Replace, repair or conduct major rehabilitation to Structurally Deficient bridges.	Percent of National Highway System bridge total deck area that is not structurally deficient	Output	Reported annually in April	Structures, Bridge Enterprise	2011: 92% 2012: 94% 2013: 95%	✓
Maintain percent of state highway total bridge-deck area that is not structurally deficient at or above 90 percent.	Regularly inspect bridges. Replace, repair or conduct major rehabilitation to Structurally Deficient bridges	Percent of state highway total bridge deck area that is not structurally deficient	Output	Reported annually in April	Structures, Bridge Enterprise	2011: 91% 2012: 93% 2013: 94%	✓
Maintain percentage of vehicles in the rural Colorado transit fleet to no less than 65 percent operating in fair, good, or excellent condition, per Federal Transit Administration definitions.	Administer grants. Promote accountability by ensuring that transit grantees comply with reporting requirements.	Percent of vehicles in the rural Colorado transit fleet operating in fair, good, or excellent condition.	Outcome	Calendar	Transit	N/A	N/A (New metric)
July 1, 2014 target: 25% of Transit Agencies with Fleet Management Plan less than 5 years old. July 1, 2016 target: 75% of Transit Agencies with Fleet Management Plan less than 5 years old. 2017 target: 100% of transit agencies receiving federal funds through CDOT will have transit asset management programs for fleet, buildings, and equipment by 2017.	Administer grants. Promote accountability by ensuring that transit grantees comply with reporting requirements. Provide technical assistance to grantees in achieving this goal.	Percent of transit agencies with a MAP-21 compliant Fleet Management Plan	Output	Calendar	Transit	N/A	N/A (First target is for July 1, 2014)
Maintain Colorado's primary airport pavements at an average Pavement Condition Index score of 75/100 or above.	Division inspects all pavements using Federal Aviation Administration engineering program and principles	Primary Airport Pavement Condition Index (PCI) Rating for primary pavements	Output	Calendar	Aeronautics	2010: 81 2011: 82 2012: 79	✓

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

## Strategic Policy Initiative:

# 3. Congestion Reduction

**Goals:** Reduce congestion, primarily through operational improvements and secondarily through the addition of capacity.

**Strategies:** CDOT implements a variety of strategies to get more out of the existing system. They include providing real-time travel times on selected corridors, High-Occupancy Vehicle (HOV) lanes; High-Occupancy Toll (HOT) lanes; ramp metering and advanced traffic-signal applications. Another strategy is the Courtesy Patrol program, which provides services including locating and clearing traffic-related incidents and providing roadside assistance. In addition, the Heavy Tow program provides standby heavy wreckers at strategic locations along Interstate 70, between Floyd Hill and Vail Pass. The wreckers move stalled and spun-out commercial vehicles quickly from traffic lanes.

Congestion measurements are defined by travel-time delay, which is the difference between the travel time on highways at the free-flow speed and the time spent in current traffic.

**Evaluation:** CDOT has exceeded its target for keeping the daily travel-time delay in congested highway segments at less than 22 minutes per traveler in recent years. The percent of congested corridors in which Intelligent Transportation Systems (ITS) solutions were implemented fell in 2012, because the system being measured was expanded to include rural and urban principal arterials in addition to Interstates and freeways. This increased the system mileage from 167 miles to 443 miles.

### Performance summary:

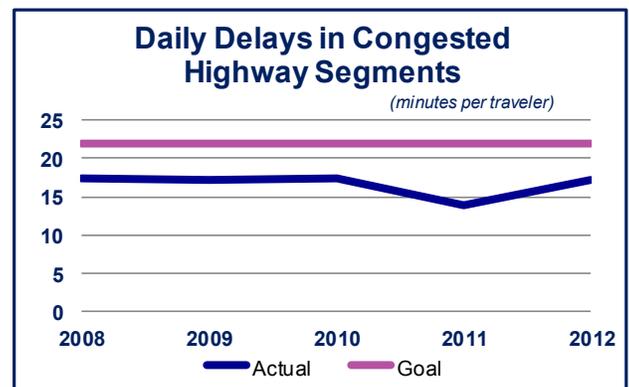
Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
Maintain minutes of travel delay in congested highway segments at less than 22 minutes per traveler, per day.	Implement ramp metering, advanced traffic signal applications and timing, HOV/HOT lanes and Heavy-Tow and Courtesy Patrol programs.	Minutes of travel delay in congested highway segments, per traveler, per day.	Outcome	Calendar	Project Support/ITS/Other Construction	2010: 17.3 minutes 2011: 13.8 minutes 2012: 17.2 minutes	✓
Target is in development and will be determined in the context of the Statewide Operations Plan, which is scheduled for completion in early 2014.	Implement ITS solutions in congested corridors	Percent of congested corridors where ITS solutions implemented.	Output	Calendar	ITS	2010: 75% 2011: 78% 2012: 71%	Developing target
Target in development.	Dynamically deploy Courtesy Patrol, locate and address incidents.	Number of Courtesy Patrol assists	Output	Calendar	ITS/Other Construction	2010: 13,496 2011: 9,713 2012: 11,634	Developing target

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

## Current Priorities

Among CDOT's fiscal year 2014 priorities to mitigate congestion are a focus on identifying bottlenecks on the highest-priority congested corridors and implementing operational improvements in those locations. The Department also is transitioning Courtesy Patrol vehicles into incident-response vehicles with enhanced operational capabilities.



CDOT is exceeding its target for keeping daily delays in congested highway segments under 22 minutes per traveler.

**Strategic Policy Initiative:**

# 4. System Reliability

**Goals:** Improve the efficiency of the surface transportation system.

**Strategies:** CDOT improves system reliability with Intelligent Transportation Systems devices, effective maintenance and the application of other operational strategies.

The Department is researching and developing performance measures to assess system reliability using various travel-time indices, such as Planning Time Indices. The Federal Highway Administration describes these indices as measures of the total travel time that should be planned for a trip when enough buffer time is added to ensure that a traveler arrives on schedule.

**Evaluation:** The targets below are new or remain under development. A full evaluation will appear in future Performance Plans.

***Current Priorities***  
*Priorities for System Reliability overlap with Congestion Reduction and System Efficiency priorities. See pages 17 and 26.*

**Performance Summary:**

Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
Maintain statewide Planning Time Index (PTI) value of 1.25 or less for congested segments of Interstates.	Implementing Intelligent Transportation Systems, effective maintenance and other strategies.	Planning Time Index value for congested segments of Interstates	Outcome	Calendar	ITS	N/A (New measure)	N/A (New target)
Maintain statewide Planning Time Index value of 1.25 or less for congested segments of National Highway System roadways, excluding Interstates.	Implementing Intelligent Transportation Systems, effective maintenance and other strategies.	Planning Time Index value for congested segments of National Highway System roadways, excluding Interstates	Outcome	Calendar	ITS	N/A (New measure)	N/A (New target)
Increase ridership of small urban and rural transit grantees an average of 1.5% annually over a 5-year period moving average, as compared to a 2012 base.	Use data reported by transit grantees to track trends. Develop CDOT policies that foster the best business climate to increase transit ridership statewide.	Transit Utilization (Statewide ridership of transit agencies to which CDOT grants Federal Transit Administration and FASTER dollars)	Outcome	Calendar	Transit	2009: 19.4 million trips 2010: 17.9 million trips 2011: 18.8 million trips 2012: Available in early 2014	N/A (Target begins in 2013)

\*Targets are recurrent and include FY13-16 unless indicated.  
 \*\*For FY13/CY12

**Strategic Policy Initiative:**

# 5. Freight Movement & Economic Vitality

**Goals:** Improve the freight network, strengthen the ability of rural communities to access national and international trade markets, and support regional economic development.

**Strategies:** The Colorado Freight Plan is under development and is scheduled for completion in January 2014. The plan addresses both truck and rail freight.

The rail component will be based on information from the Colorado State Freight and Passenger Rail Plan, which was adopted by the Transportation Commission in 2012. The [plan](#) provides guidance for investing in future rail needs and presents ways to enhance rail development to support economic growth and environmental sustainability. The Federal Railroad Administration has approved the adopted plan.

**Evaluation:** Performance measures remain under development and include a Freight Reliability Index, which measures the reliability of Colorado’s highway system for freight traffic. A full evaluation will appear in future Performance Plans.

**Performance summary:**

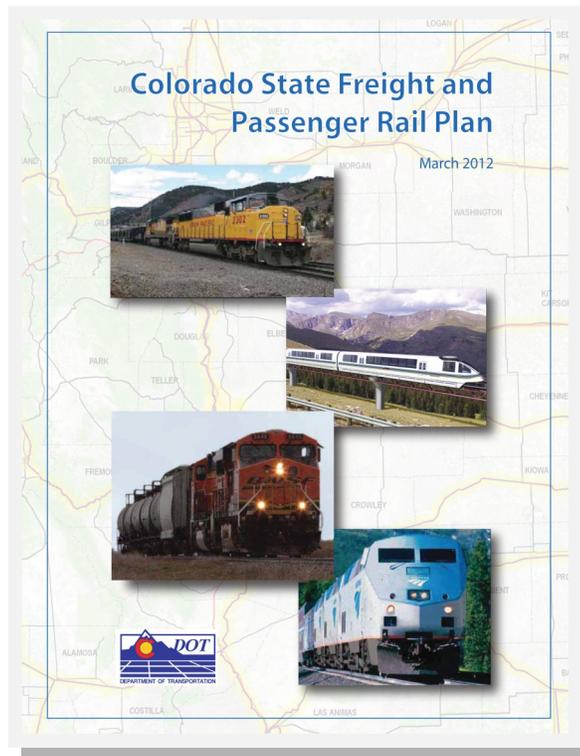
Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met?***
In development.	N/A	Freight Reliability Index	Outcome	Calendar	Project Support	N/A	N/A

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

## Current Priorities

CDOT is developing the Colorado Freight Plan to address freight movement on the highway system and intermodal connectivity. Performance measures for freight will be developed during the planning process. The plan is scheduled to be completed in January 2014.



The Colorado State Freight and Passenger Rail Plan was adopted by the Transportation Commission in 2012.

## Strategic Policy Initiative:

# 6. Environmental Stewardship

**Goals:** Enhance the performance of the transportation system while minimizing the impact to and encouraging the preservation of the environment.

**Strategies:** The CDOT/Federal Highway Administration environmental program focuses on avoiding, minimizing and mitigating potential adverse impacts of the transportation system on the people and the environment of Colorado in accordance with the National Environmental Policy Act and other environmental legislation, regulations and policy direction. This is done by identifying environmental issues early, performing appropriate and timely impact analyses, submitting and reviewing as scheduled adequate documentation, and completing environmental commitments.

**Evaluation:** CDOT is meeting most targets below. More training for engineers and staff — and improvements to an electronic support system and response log—is helping to provide rapid responses to Regional Erosion Control Assessment Team findings. CDOT met its goal of receiving no notices of Environmental Compliance Violations from the Colorado Department of Public Health and the Environment. This has been achieved in part because of increased training required by the Chief Engineer, as well as increased partnerships between the Regions and CDOT headquarters staff, and between CDOT and the water-quality community and specialists. Finally, delivery of support and environmental clearances exceeded expectations even as requests for support from Regions to environmental specialists grew.

### Performance summary:

Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met?
Resolve or address 95-100% of Regional Erosion Control Assessment Team (RECAT) findings within 48 hours of midnight following finding.	Develop and implement program to ensure water quality findings on projects are addressed promptly. Program includes training and region assistance.	Percent of Regional Erosion Control Assessment Team (RECAT) findings resolved or addressed within 48 hours of midnight following the finding.	Output	Fiscal	Project Support	FY11: 84% FY12: 88% FY13: 88%	Target not met
Receive zero notices of Environmental Compliance Violations from the Colorado Department of Public Health and the Environment.	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 Environmental Compliance Violations to CDOT from the Colorado Department of Public Health and the Environment.	Output	Fiscal	Project Support	FY11: 0 FY12: 0 FY13: 0	✓
The Environmental Programs Branch will complete environmental clearance actions and project design support for 90% of predetermined project advertisement dates.	Support program delivery by supporting project design and developing requested environmental clearances in time to allow the project to get funding and go to construction.	Percent of clearance actions sent from the Regions to CDOT's Environmental Programs Branch that are completed to support negotiated advertisement dates.	Output	Fiscal	Project Support	FY11: 100% FY12: 99% FY13: 98%	✓

\*Targets are recurrent and include FY13-16 unless indicated. \*\*For FY13/CY12

## Current Priorities

Environmental priorities currently include expanding the use of programmatic agreements, which streamline the environmental review and approval process. CDOT also is coordinating with the Colorado Department of Public Health and Environment to develop a new "New Development/Redevelopment" permit. In addition, the Department is incorporating Federal Transit Administration requirements into a National Environmental Policy Act manual and developing and testing an Environmental Assessment template.

**Strategic Policy Initiative:**

# 7. Reduced Project-Delivery Delays

**Goals:** Reduce project costs, promote jobs and the economy, and expedite the movement of people and goods by accelerating project completion through eliminating delays in the project development and delivery process. This includes reducing regulatory burdens and improving CDOT’s work practices.

**Strategies:** Reducing project-delivery delays involves various work groups and program areas. The Chief Engineer’s team currently is focusing on identifying required adjustments to project-delivery methods and systems. CDOT’s Division of Staff Services also is focused on creating a system to better manage projects, cash and assets; improving Innovative Contracting guidance; shortening time frames on accounting processes and more.

CDOT’s new Portfolio, Cash, and Program Management initiative will allow the Department to program, budget, and schedule all capital construction projects based on resource availability. It will give CDOT the ability to monitor construction progress through a formalized, structured approach with emphases on performance metrics and risk-based oversight of programs. The Department’s focus on cash management has resulted in the creation of an Office of Cash Management, and a Program Management unit also will be established.

**Evaluation:** CDOT has improved performance on the “Design on Time” metric below. Seventy percent of projects in the past fiscal year were advertised before or within 30 days of what was estimated on July 1, up from 47 percent two years earlier. Bridge Enterprise has had a productive construction season in 2013. The program’s Schedule Performance Index, which compares actual progress on projects to planned or baseline performance, in March was 0.88. The index rose to 0.95 in August—a program high.

**Performance summary:**

Policy Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met?
Advertise 80% of projects before or within 30 days of ad date estimated on July 1.	Manage preconstruction phases (design, environmental, right-of-way, utilities) effectively	“Design on Time”: Percent of projects advertised before or within 30 days of advertisement date estimated on July 1.	Output	Fiscal	Project Support, Construction Program Areas	2011: 47% 2012: 50% 2013: 70% (Q1:96%, Q2:71%, Q3:61%, Q4:61%)	Target not met
Achieve a value of ≥ 0.90 on the Bridge Enterprise Schedule Performance Index (SPI).	The Bridge Enterprise program maintains a master program schedule, and each project within the schedule is updated monthly to report earned value necessary to identify schedule performance at the project, region and overall program levels.	Bridge Enterprise Schedule Performance Index (SPI). SPI = 1.0: Project/program on schedule SPI < 1.0: Project/program behind schedule SPI > 1.0: Project/program ahead of schedule	Output	Calendar	Bridge Enterprise	<u>CY2011</u> SPI =0.88 <u>CY2012:</u> SPI =0.90 <u>CY2013</u> March: SPI=0.88 June: SPI=0.92 Sept.: SPI=0.93	
In development: Deliver all capital and construction projects on schedule and budget.	Establish master project schedules with budget and time required to achieve milestones. Monitor performance metrics including earned-value metrics and deviations from milestones.	N/A (Performance metrics are being established and will become operational in FY14.)	Output	Fiscal	Project support, Capital Expenditures, ITS	N/A	Developing target

\*Targets are recurrent and include FY13-16 unless indicated. \*\*For FY13/CY12

## Current Priorities

A top priority for CDOT in fiscal year 2014 is using the Portfolio, Cash and Program Management initiative to improve project delivery through better budget and schedule processes and planning and construction systems.

# III. Department Focus Areas

(Operational Component)

Business Excellence	23
Construction Funding	25
System Efficiency	26
Private-Sector Partnerships	27
Transparency & Accountability	28
Workforce Development	30

## Focus Area:

# 1. Business Excellence

**Goal:** Improve business processes for better customer service and efficiency. Better processes and service help CDOT meet all of its Strategic Policy Initiatives.

**Strategies:** Improving business processes for better customer service and efficiency is tied to the Governor's goal of "making government more effective, efficient and elegant." CDOT founded its structured process-improvement initiative in late 2011 and uses the principles and practices of Lean process improvement as its foundation. Pillars of the initiative are "respect for people" and "continuous improvement." The Department upholds these ideals in part by reviewing business processes and customer-service levels, and by implementing changes developed by employees and approved by executive leadership. These changes improve efficiency, effectiveness and customer service ("elegance").

CDOT's changes in July 2013 to its existing Engineering Regions, which included reducing the number of regions from six to five, show one way the Department is improving business excellence. Benefits include better aligning of regions with county boundaries, and enabling counties to coordinate with only one region instead of two or three regions in the past.

Several ambitious process-improvement efforts have been undertaken in recent years, and more are underway. Examples include:

- Improvement in developing and executing consultant contracts. This will result in a 42 percent reduction in the number of process steps and reduce the total cycle time from up to six months to about three months. Improvements are being implemented in phases and are scheduled to be fully in place by early 2014.
- CDOT's Contract Improvement Initiative, which began in 2010 and continues to be implemented. The Department has reduced the average number of days from purchase requisition to final contract execution. In fiscal year 2013, the process took 42 days, down from 52 days two years earlier.
- From April 2012 to April 2013, CDOT reduced times for issuing issue all types of Oversize/Overweight Permits by more than 30 percent, and errors dropped by about 60 percent. Process changes identified in a Rapid Improvement Event and implementation of the changes resulted in the improvements.
- The Local Agency Project Delivery process-improvement project, which has reduced the amount of funds tied up on inactive local-agency projects by more than 50 percent since early 2012.

**Evaluation:** CDOT has met or is approaching the targets on the following page. In fiscal year 2013, the Department met its objective for reducing the time between purchase requisitions and final contract executions. The Local Agency Federal Aid Highway Program in the past two years has seen a significant decrease in the number and dollar amount of financially inactive projects relative to total apportionment. CDOT strives to reduce financially inactive projects to maximize the flow of federal funds into constructed projects and demonstrate sound stewardship of funding the Department oversees.

## ***Current Priorities***

*CDOT in fiscal year 2014 is continuing to evolve into a more performance-based organization by implementing additional metrics and improving business processes and controls. The Department is shortening timeframes for accounting processes and implementing a Lean process in the Right-of-Way program. A list of upcoming process-improvement projects is at [www.coloradodot.info/business/process-improvement/](http://www.coloradodot.info/business/process-improvement/).*

# Business Excellence (continued)

## Performance Summary:

Operational Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
Achieve an average time from purchase requisition to final contract execution of 42 days, starting in FY14	Procurement process from purchase requisition to final contract execution.	Average time from purchase requisition (PR) to final contract execution, in days	Output	Fiscal	Project Support	2011: 52 days 2012: 46 days 2013: 42 days	Target begins in FY14
55 days, starting in FY14	Developing and executing consultant contracts process (from advertisement to award, for consultant contracts).	Average time from advertisement to award for consultant contracts, in days	Output	Fiscal	Project Support	2011: N/A 2012: 120 days 2013: 110 days	Target begins in FY14
\$1.5 million or less	Local Agency Project Delivery process (from inception through delivery of Local Agency Projects).	Funding tied up in inactive Local Agency Projects	Output	Fiscal	Project Support	2011: N/A 2012: \$2.2 million 2013: \$1.5 million	✓
100%	Purchase road equipment for maintenance sections.	Percent of road-equipment budget expended by June 30	Output	Fiscal	Capital Expenditures	2011: 100% 2012: 100% 2013: 100%	✓
0.5 percent	Construct Local Agency Projects.	Financially inactive Local Agency Projects as a percentage of total apportionment/allotment (Financially inactive projects need to be minimized to maximize the flow of federal funds into constructed projects and demonstrate sound stewardship of funding overseen by CDOT.)	Output	Fiscal	Local Programs	<b>FY11</b> N/A <b>FY2012</b> Q2: 1.66% Q3: 0.50%, Q4: 0.35%, <b>FY2013</b> Q1: 0.41%, Q2: 0.44%, Q3: 0.02%, Q4: 0.12%	✓
No more than five	Construct Local Agency Projects.	Number of financially inactive Local Agency Projects (Financially inactive projects need to be minimized to maximize the flow of federal funds into constructed projects and demonstrate sound stewardship of funding overseen by CDOT.)	Output	Fiscal	Local Programs	<b>FY11</b> N/A <b>FY2012</b> Q2: 10 Q3: 10 Q4: 5 <b>FY2013</b> Q1: 4 Q2: 3 Q3: 2 Q4: 3	✓

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

**Focus Area:**

# 2. Construction Funding

**Goal:** Use innovation and improved management to get more money to construction. This helps CDOT achieve the Strategic Policy Initiatives of preserving infrastructure condition, reducing congestion, reducing project-delivery delays and improving system reliability and the freight network.

**Strategies:** With its move to a new cash-management system for programming and budgeting, CDOT will begin funding multi-year projects based on year of expenditure. In contrast, current practice requires the Department to save up for the full amount of a project before construction begins. The old approach often means money sits unspent when it could be used sooner.

The new cash-management system has provided CDOT the opportunity to develop the RAMP funding program, which is an increase in project construction of about \$300 million per year over the next five years. This increase in construction activity is one-time and is from existing, already encumbered dollars, not new funding sources or new transportation revenues.

The RAMP program provides increased construction expenditures for Asset Management projects dedicated to slowing the deterioration and improving the safety of the State Highway System, operational-improvement projects, and partnership projects. Partnership projects leverage state transportation dollars by creating Public-Private Partnerships with industry and Public-Public Partnerships with local governments to maintain the system, maximize safety and system operations, and expand mobility.

**Evaluation:** RAMP measures are in development. CDOT’s Staff Branches division in the past year met its goal of awarding 95 percent of contracts within 30 days of bid opening.

**Performance Summary:**

Operational Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met?***
Award 95% of contracts within 30 days of bid opening. (Staff Branches measure)	Evaluate bids and award contracts.	Percent of contracts awarded within 30 days of bid opening	Output	Fiscal	Project Support, Construction Program Areas	<b>FY11: 98%</b> (100% in Q1; 97% in Q2; 97% in Q3; 100% in Q4) <b>FY12: 98%</b> (98% in Q1; 97% in Q2; 98% in Q3; 100% in Q4) <b>FY13: 100%</b> (All quarters)	
Spend 100% of RAMP Asset Management funds by Dec. 31 following fiscal-year close	Budget projects with available RAMP funds. Design and construct projects. Pay contractor invoices.	Percent of RAMP Asset Management funds spent by Dec. 31 following fiscal-year close	Output	Fiscal	Project Support, Construction Program Areas, Capital Expenditures	N/A (Tracking available after March 31, 2014)	N/A (new measure)

\*Targets are recurrent and include FY13-16 unless indicated. \*\*For FY13/CY12

## Current Priorities

CDOT’s construction-funding priorities for fiscal year 2014 include implementing the Responsible Acceleration of Maintenance and Partnerships (RAMP) funding program and projects initially selected. By the July 2013 deadline for applications, CDOT had received 166 RAMP applications totaling more than \$1.54 billion—twice the available funding. Partnership and operations projects were approved by the Transportation Commission in October 2013.

**Focus Area:**

# 3. System Efficiency

**Goal:** Get more out of the existing highway system to improve mobility through better operations, management and innovation without making major infrastructure improvements. This goal helps CDOT meet Strategic Policy Initiatives including reducing congestion and improving system reliability and the freight network.

**Strategies:** CDOT’s new Division of Transportation Systems Management & Operations focuses on implementing low-cost, strategically targeted, high-value operational improvements to get more out of Colorado’s existing transportation system. Division initiatives include developing command-level partnerships with law enforcement and other stakeholders to implement integrated event, corridor and incident-management strategies. Other initiatives include implementing peak-period shoulder lanes, Active Traffic Management (ATM), managed lanes and improved traveler information.

The Continuous Flow Metering project at the Eisenhower/Johnson Tunnels also helps get more from the current system. The project uses ramp metering principles to help keep vehicle speeds more uniform to reduce accidents, speed variations and resulting traffic backups.

**Evaluation:** Because targets below are in development, a full evaluation will appear in future Performance Plans. The percent of congested corridors implemented with incident management plans decreased sharply in 2012, because the system was expanded to include rural and urban principal arterials in addition to Interstates and freeways. This increased system mileage from 167 miles to 443 miles. Demand from the traveling public for traveler information continues to grow rapidly, and the COTrip.org site continues to draw substantial traffic. To meet mobile-user demand, CDOT entered into a public/private partnership with a vendor to develop the free CDOT Mobile app, which allows users to access enhanced traveler information. *(See page 29 for download statistics.)*

**Performance Summary:**

Operational Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met?***
In development.	Develop, update and implement incident-management plans	Percent of congested corridors implemented with incident-management plans	Output	Calendar	ITS	2010: 32 percent 2011: 32 percent 2012: 16 percent (See “Evaluation” above.)	Developing target
In development.	Maintain, enhance and promote site.	Annual hits to COTrip.org	Output	Calendar	ITS	2011: 1.84 billion 2012: 1.75 billion 2013: 1.90 billion as of Oct. 1	Developing target

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

**Current Priorities**

CDOT’s priorities for fiscal year 2014 include getting more out of the existing highway system by enhancing infrastructure to better support real-time traveler information, Active Traffic Management, incident management and future innovations.

**Focus Area:**

# 4. Private-Sector Partnerships

**Goal:** Partner with the private sector to augment public funds. This helps CDOT fulfill Strategic Policy Initiatives including preserving infrastructure condition, reducing congestion, and improving system reliability and the freight network.

**Strategies:** CDOT actively seeks private partnerships to improve infrastructure and provide long-range corridor management, especially in critical high-volume corridors. An example is the Department’s recent partnership with the concessionaire Plenary Roads Denver on a tolled express lane/Bus Rapid Transit project on the U.S. 36 corridor between Denver and Boulder.

The High Performance Transportation Enterprise (HPTE), a CDOT division that operates as a government-owned business, pursues innovative financing of important surface-transportation infrastructure projects. Such financing includes public-private partnerships, operating concession agreements, user-fee based project financing, and availability payment and design-build contracting.

**Evaluation:** The division’s targets are new or remain under development. A full evaluation will appear in future Performance Plans.

**Performance Summary:**

Operational Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
50 per year starting in 2014	Meet with (or give presentations to) local-government sponsors of projects	Number of contacts with local-government sponsors of projects	Output	Calendar	HPTE	2011: N/A 2012: N/A 2013 (January to June): 30	Target begins in 2014
Target in development.	Engaging P3 (Public Private Partnership) industry leaders through individual meetings and participation in forums	Number of participations in industry forums and individual meetings with external industry leaders. (Can result in project solicitations and peer review of HPTE processes and analyses.)	Output	Calendar	HPTE	2011: N/A 2012: N/A 2013 (January to June): 75	Developing target
\$375,000 per year	Collecting revenue.	On-time collection of management fee from concessionaire for U.S. 36 corridor project	Output	Fiscal	HPTE	N/A. Collection begins upon financial close of Phase 2 of the U.S. 36 corridor project.	N/A
Target in development.	Creating program plans.	Number of program plans for projects of \$200 million or more. (Plans include revenue projections, value-for-money analyses and financial plans.)	Output	Fiscal	HPTE	FY11: N/A FY12: \$312 million financial plan for U.S. 36 Phase 1, including \$54 million TIFIA Loan FY13: No financial closings	Developing target

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

## Current Priorities

Fiscal year 2014 priorities for CDOT’s High Performance Transportation Enterprise (HPTE) include a focus on partnerships through which the division seeks to develop a funding and financing plan for its Interstate 70 East Project, which includes replacing the I-70 East viaduct. The division seeks to advance funding and financing plans for tolled projects including C-470 and Interstate 25 North projects. Another focus is better business processes, including implementing an efficient and productive working relationship with CDOT’s new Office of Major Project Development. Finally, the HPTE seeks to accelerate strategic projects through CDOT’s Responsible Acceleration of Maintenance and Partnerships (RAMP) program.

## Focus Area:

# 5. Transparency and Accountability

**Goal:** Achieve better transparency and accountability in CDOT budget, project planning, construction and maintenance activities. This goal helps CDOT meet all its Strategic Policy Initiatives by building credibility with the public, elected officials, the Federal Highway Administration and other customers.

**Strategies:** CDOT implements an extensive communications plan to communicate progress and information to stakeholders including the traveling public and residents and business affected by the Department's work. Such stakeholders also include legislators and other elected officials, transportation-planning partners, other state agencies, and key interest groups such as the Colorado Motor Carriers and the tourism industry.

In 2012, the Department launched [YourCDOTDollar.com](http://YourCDOTDollar.com), a public-facing performance-measure website. The site includes interactive tools that communicate budget and project data.

The Department each year produces more than a dozen reports required by state legislation, in addition to reports required less frequently. CDOT also reports extensively on spending through the Transparency Online Project (TOP) and on performance through an annual audit of its Stewardship Agreement with the Federal Highway Administration.

CDOT's main [website](http://www.cdot.state.co.us) contains information on the long-range Statewide Transportation Plan and all planning and construction projects. The site also offers contact information, project hotlines, a report library, policy briefs, news releases, budget data, safety reports and subscription forms for electronic newsletters. Information about doing business with CDOT and contracting information also can be found on the site.

CDOT Mobile is a free mobile-device app that delivers real-time travel information from COTrip.org, CDOT's traveler information website. Other communication tools include the 511 phone line for road and weather conditions and the Department's Facebook, Flickr and Twitter accounts.

The Department conducts regular public meetings and outreach to gather input and feedback from the public and elected officials on a range of issues.

**Evaluation:** Rapid growth in the Department's social-media tools can be seen on the following page. Because CDOT's targets for this Focus Area are new, a full evaluation will appear in future Performance Plans.

## Current Priorities

CDOT's priorities for transparency and accountability include focusing on external transportation education and involvement. This includes providing significant outreach supporting the development of the Statewide Transportation Plan, CDOT's mid- and long-term planning document. The focus on external education and involvement also extends to the development of all projects. Examples include: North Interstate 25, Interstate 70 East, C-470, the Interstate 70 Peak Period Shoulder Lane project, the Pueblo Freeway project and the Grand Avenue Bridge. Such work is conducted jointly through the Office of Policy and Government Relations, the Transportation Planning Section, the Office of Communications and the Regions.

The public/private partnership that resulted in the launching of the CDOT Mobile app was recognized in May as one of 12 "Champions of Change" for transportation solutions at the White House in Washington, D.C.



# Transparency and Accountability (continued)

## Performance Summary:

Operational Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
Increase GovDelivery subscribers by 10% in calendar year 2014, and by 5% in both 2015 and 2016.	Create and promote email and text alerts	Subscribers to "GovDelivery" email and text alerts	Output	Calendar	ITS/ Project Support	2010: 12,174 2011: 20,347 2012: 26,766 2013 (to mid-October): 36,134	Target begins in 2014
Increase Facebook audience by 20% in calendar year 2014, and by 10% in both 2015 and 2016.	Maintain, enhance and promote page.	Facebook followers	Output	Calendar	Project Support	Page launched in November 2012. June 1, 2012: 1,722 Dec. 1, 2013: 4,155 June 1, 2013: 8,361	Target begins in 2014
Increase CDOT Mobile downloads by 20% in calendar year 2014, and by 10% in both 2015 and 2016.	Maintain, enhance and promote app.	CDOT Mobile downloads	Output	Calendar	ITS/ Project Support	App launched Sept. 22, 2012 Q4 2012 (Sep 22-Dec 31, 2012): 33,643 Q1 2013: 102,634 Q2 2013: 146,751 Q3 2013: 184,581	Target begins in 2014
Increase YourCDOTDollar.com unique page views by 20% for April to December 2014 compared to same months of 2013. Increase unique annual page views by 10% in both 2015 and 2016.	Maintain, enhance and promote site.	Unique page views, YourCDOTDollar.com	Output	Calendar	Project Support	2011: N/A 2012: N/A <u>2013:</u> Jan-Mar: N/A April: 653 May: 514 June: 427 July: 372 August : 316	Target begins in 2014

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

**Focus Area:**

# 6. Workforce Development

**Goal:** Provide CDOT employees training and professional development opportunities. This goal helps the Department meet all of its Strategic Policy Initiatives.

**Strategies:** The Department offers many opportunities for employees to develop skills to achieve their career goals.

CDOT’s Education and Professional Development Program supports employees who continue their education. Reimbursement through the program is available for certain percentages of tuition or for licensing, certifications, or professional memberships.

The Department’s Organizational Learning and Development provides core training to new employees and classes for employees and supervisors to learn management and leadership skills. The new CDOT University program offers technical training within four core colleges: Maintenance, Engineering, Administration and Transportation Operations & Development.

Additional workforce-development programs include mentoring, cross-training, senior leadership and coaching programs, and the foundational leadership series. The Department is developing a succession planning program, which will give employees tools including a career-progression map, which will show technical, leadership and management training that employees should receive to obtain promotions.

**Evaluation:** Workforce Development targets are new for this year’s Performance Plan. A full evaluation will appear in subsequent plans.

**Performance Summary:**

Operational Objectives/ Annual Targets*	Process	Performance Measure	Measure Type	Year Type	Major Program Area	Annual Results	Target Met? **
In development: Increase percentage of employees completing two elective training events per year	Increase leadership and management competencies through CDOT University training. Developing these competencies is intended to enhance communication, trust, and accountability.	Percent of employees completing two elective CDOT training events.	Output	Fiscal	Project Support	Current data do not support identification of employees graduating from multiple course offerings. Such data will be available in subsequent years. In FY13, 1,437 of about 3,100 employees were trained in at least one course.	Developing target
In development: 75% of leadership/management course graduates meet expectations or higher on evaluation	Advertise and encourage participation in training, incorporate promotion of professional development with the Performance Management Program.	Rating of “Level 3” follow-up evaluation for leadership/management course graduates	Output	Fiscal	Project Support	No prior data.	Developing target

\*Targets are recurrent and include FY13-16 unless indicated.

\*\*For FY13/CY12

**Current  
Priorities**

*CDOT’s priorities for Fiscal Year 2014 include promoting a culture and working environment that embrace growth and development to meet the individual needs of our employees, demonstrating that CDOT is an employer of choice for Colorado.*

## IV. Appendices and Index

Major Program Areas	32
Inputs and Workload Indicators	38
Organizational Chart	39
Index	40



# Appendix A: Major Program Areas

CDOT's 14 Major Program Areas are listed on the following pages. In addition, this Performance Plan at times references “**Construction Program Areas.**” These areas include the following Major Program Areas: Bridge Enterprise, FASTER Safety, Other Construction, Structures, Surface Treatment and Safety/Safety Education.



## 1. Aeronautics:

CDOT's Division of Aeronautics supports statewide aviation interests through the collection and distribution of aviation fuel tax revenues, planning, project development and airport grants administration.

Customers/constituents: Colorado public-use airports and their users, the flying public, pilots and other aviation professionals including those within the Federal Aviation Administration.

Major funding sources: About \$45 million is collected from a sales and excise tax on aviation fuel, and about 65 percent of that is returned to the airport of sale. Thirty-five percent stays with the Division for aviation grants and programs.

Key processes: Tax distribution, capital improvement planning, grants administration, pavement management, safety inspections, program management, and information distribution.

Selected performance measure: Average Primary Airport Pavement Condition Index (PCI) rating.

## 2. Bridge Enterprise

The Statewide Bridge Enterprise, a government-owned business entity within the Department, finances the design, repair or reconstruction of "poor"-rated structures on the state highway system using revenue from an annual bridge-safety surcharge on vehicle registrations.

Customers/constituents: All users of Colorado's bridges and the Federal Highway Administration.

Major funding sources: Bridge Safety Surcharge and bond proceeds.

Key processes: CDOT's Staff Bridge unit, through its bridge-inspection program, identifies “poor”-rated bridges, which are eligible for FASTER funding through the Bridge Enterprise.

The Bridge Enterprise then collaborates with staff at CDOT headquarters and regional projects teams on multiple items including: selecting projects, proposing corrective actions such as rehabilitation or replacement, choosing a contracting delivery methodology, and determining whether to deploy accelerated bridge-construction techniques. This work is performed according to guidance documents developed by the Bridge Enterprise that are intended to standardize project delivery statewide.

Selected performance measures: Current value of Schedule Performance Index, which indicates the actual progress on projects, compared to planned or baseline performance. Percent of National Highway System (NHS) bridge total deck area that is not structurally deficient. Percent of state highway total bridge deck area that is not structurally deficient.

## 3. Capital Expenditures

To maintain the state's single largest capital asset—the state highway system—the Department invests money in mobile and fixed capital equipment. Capital Expenditures includes road equipment, capitalized operating equipment, and property.

## Appendix A: Major Programs Areas (continued)

Customers/constituents: The traveling public, CDOT staff, the Federal Highway Administration.

Major funding sources: State Highway Fund and federal reimbursement for qualifying expenditures.

Key processes: Purchase road equipment and distribute equipment to maintenance sections.

Selected performance measure: Percent of road equipment budget expended by June 30.

**4. FASTER Safety:** In 2009 the General Assembly created new funding sources to aid the Department and local governments in funding road-safety projects. The enabling legislation—commonly referred to as the “FASTER” (Funding Advancement for Surface Transportation and Economic Recovery) bill—established new vehicle-registration surcharges.

Per Section 43-4-803 (21), C.R.S. (2012), a "Road Safety Project" means a construction, reconstruction or maintenance project that: 1) The Transportation Commission determines is needed to enhance the safety of a state highway; 2) A county determines is needed to enhance the safety of a county road; or 3) A municipality determines is needed to enhance the safety of a city street. The Transportation Commission in the past has allocated the state’s portion of road-safety funding to CDOT Engineering Regions for allocations to projects incorporating safety improvements to state highways.

Customers/constituents: All payers of FASTER Road Safety surcharges on vehicle registrations, users of Colorado’s highways, county and city governments.

Major funding sources: Road Safety projects are funded through distributions of revenue generated by S.B. 09-108 and credited to the Highway Users Tax Fund.

Key processes: Allocating road-safety funding to Engineering Regions for project selection and construction. (This process is under review.)

Selected performance measures: Percent of FASTER Safety fiscal year budget encumbered or expended by June 30. Percent of contracts awarded within 30 days of bid opening.

**5. High-Performance Transportation Enterprise:** The High-Performance Transportation Enterprise (HPTE) aggressively pursues innovative means of more efficiently financing important surface-transportation infrastructure projects. Such financing includes public-private partnerships, operating concession agreements and other financing arrangements.

Customers/constituents: Private-sector partners, local government sponsors of projects, and users of projects financed through the HPTE, such as drivers in High-Occupancy Vehicle (HOV) lanes.

Major funding sources: CDOT loans, annual management fee of \$375,000 collected from concessionaire for U.S. 36 project.

Key processes: Engaging “P3” (Public Private Partnerships) industry stakeholders; program planning; and P3-related decision-making including determining whether to fund projects publicly or through a Public Private Partnership.

Selected performance measures: Number of meetings with P3 industry leaders, number of contacts with local government project sponsors, number of program plans for projects of \$200 million or more, and on-time collection of annual P3 management fee of \$375,000 for U.S. 36 project.



## Appendix A: Major Programs Areas (continued)

### 6. Intelligent Transportation Systems (ITS):

The Intelligent Transportation Systems (ITS) program plans for, deploys, operates and maintains the statewide ITS infrastructure. The program also provides real-time travel and other related road-condition information via the COTrip.org website, 511 automated phone system, GovDelivery texts and emails, the CDOT Mobile app, and on the roadway via Variable Message Signs (VMS) and other electronic signs. The program

coordinates with law enforcement and other stakeholders to implement traffic incident management plans. ITS also explores new technologies, applications and concepts that may enhance the intelligent transportation system through strategic alliances with other states, agencies and the private sector.

Customers/constituents: The traveling public, media outlets, local governments, law-enforcement agencies, and the Federal Highway Administration.

Major funding sources: State Highway Fund and limited federal funding for project deployment.

Key processes: ITS delivers traveler information services via the COTrip.org website and other electronic media listed above, and on the roadway via Variable Message Signs and other electronic signs. ITS delivers operational services by using ramp metering, HOV/HOT, Active Traffic Management and managed lanes, Heavy-Tow and Courtesy-Patrol vehicles and other operational applications.

Selected performance measures: Minutes of travel delay in congested highway segments, per traveler, per day; percent of congested corridors where ITS solutions implemented; number of Courtesy Patrol assists; CDOT Mobile downloads; subscribers to “GovDelivery” email and text alerts; Planning Time Index value for Interstates; Planning Time Index value for congested segments of the National Highway System, excluding Interstates.

### 7. Local Programs

Local Programs include the Transportation Alternatives, STP Metro, Congestion Mitigation and Air Quality (CMAQ) and Safe Routes to School programs.

Customers/constituents: State residents and visitors, Metropolitan Planning Organizations, Transportation Planning Regions, counties, municipalities and others.

Major funding sources: Federal highway funding, local matching funds, local funds exceeding matching requirements.

Key processes: Conduct training for applicants. Process contracts for projects selected by local governments and managed by local governments or nonprofit organizations.

Selected performance measures: Percentage of financially inactive projects relative to total federal allocation; number of financially inactive Local Agency Projects.

**8. Maintenance:** The Staff Maintenance and Operations Branch provides policy and guidance for the statewide maintenance program. The branch also maintains operational oversight for the administration of the maintenance program for the nine maintenance sections. CDOT maintenance forces take care of the highway system in numerous ways including plowing snow and repairing pavement.

Customers/constituents: The traveling public, CDOT staff, the Federal Highway Administration.



## Appendix A: Major Programs Areas (continued)

Major funding source: State Highway Fund

Key processes: Maintenance activities include snow plowing and ice control; maintaining roadway surface; maintaining guardrail, roadway signs and lighting, and more.

Selected performance measures: Overall Maintenance Levels-of-Service grade for state highway system. Levels-of-Service grades for snow-and-ice control, roadway-surface maintenance, traffic-related services and bridge maintenance.



**9. Other Construction:** Other Construction includes Congestion Relief, the Regional Priority Program and the Strategic Projects Program.

Customers/constituents: The traveling public (Congestion Relief), CDOT debt holders and others.

Major funding sources: Congestion relief is funded through the State Highway Fund. The Regional Priority Program—minimally funded in recent, lean budget years—is funded through annual Transportation Commission allocations of state highway funds with federal reimbursement for eligible expenditures.

Funds are occasionally budgeted into projects in the Strategic Projects Program, but the current focus of the projects program is making debt service payments on Transportation Revenue Anticipation Notes (TRANs). The Transportation Commission budgets money from its available state and federal revenues to service the TRANs bonds debt.

Key processes: Contract with private towing services for the Courtesy Patrol program to patrol highway segments such as Interstate 25 from 120th Avenue to Lincoln, or Interstate 70 in Vail from mile posts 178-190.

Selected performance measure: Minutes of travel delay in congested corridors, per traveler, per day. Number of Courtesy Patrol assists. Percent of contracts awarded within 30 days of bid opening.

**10. Project Support:** Project Support includes Operations, CDOT Administration, State Planning and Research, the State Infrastructure Bank, State Highway Fund Contingencies, and the Debt Service and Certificates of Participation programs.

Customers/constituents: These programs have diverse customers including all users of the state highway system, CDOT staff, debt holders, the Federal Highway Administration and others.

Major funding sources: Major funding sources for project support programs include federal funding for State Planning and Research (SPR), State Highway Funds for the SPR match, the State Highway Fund for Operations, and federal reimbursement for qualifying expenditures. Funding for CDOT's Administration is a single line item in the annual Long Appropriations Bill. Funding sources are the State Highway Fund and an internal service fund. Administration activities are not supported by General Funds or federal funds.

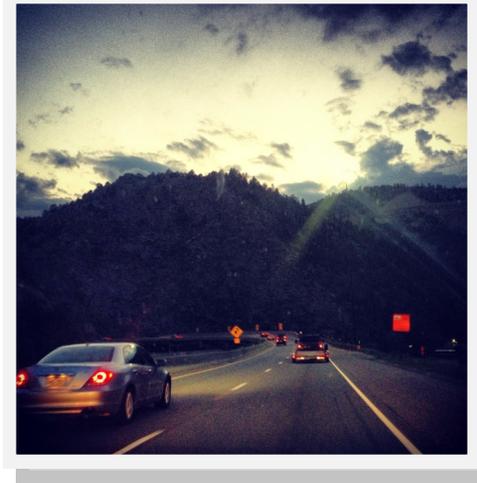
CDOT's debt service and lease payments are mainly funded by the State Highway Fund and federal highway funding. The main source of revenue to the State Infrastructure Bank is interest earnings on loans from, and cash balances of, the Transportation Infrastructure Revolving Fund.

The Transportation Commission allocates funds each year to contingency reserves for the State Highway Fund for unforeseen events throughout the year.

Key processes: Obtaining right-of-ways, supervising construction activities, publishing and maintaining policies and procedures necessary to the administration of highway construction contracts.

## Appendix A: Major Programs Areas (continued)

Selected performance measures: Performance measures under Project Support include environmental measures (e.g., the number of environmental compliance violations to CDOT from the Colorado Department of Public Health and the Environment) and many other measures including contracting, RAMP, social media and workforce-development metrics.



**11. Safety/Safety Education:** CDOT’s Office of Transportation Safety and Traffic Engineering Branch strive to reduce the incidence and severity of motor-vehicle crashes and associated human and economic loss. This is done by incorporating roadway-safety engineering principles in all state highway construction and enhancement projects, conducting safety-specific infrastructure projects, and by administering data-driven safety-education grant programs to influence driver behavior and support law enforcement and local community safety projects. CDOT also works to expand safety partnerships and to provide tools for safety advocates to work with the Department.

Customers/constituents: All users of Colorado’s highways and bridges, law-enforcement agencies, the National Highway Traffic Safety Administration and the Federal Highway Administration.

Major funding sources: The Railroad Crossings program’s main funding sources are federal highway funds and local matching money. The Traffic Signals and Rockfall Mitigation programs are funded mainly through the State Highway Fund. The Hot Spots and Highway Safety Improvement Program are funded through the State Highway Fund and federal reimbursement for eligible expenditures.

The Office of Transportation Safety, Highway Safety Office, is mainly funded through National Highway Traffic Safety Administration funds, fees collected from DUI convictions, fees for driver’s license reinstatements and surcharges on driver’s license motorcycle endorsements fees and motorcycle registrations.

Key processes: Implement safety programs (e.g., The Office of Transportation Safety, Highway Safety Office solicits applications through a Statewide Request for Proposals and extensive outreach efforts to the state and local traffic-safety communities. Applications are reviewed by panels of subject experts including representatives from state agencies, law-enforcement agencies and local traffic-safety coalition members.).

Selected performance measures: Number of traffic fatalities, five-year average. Fatalities per 100 million vehicle miles traveled, five-year average. Number of serious injuries, five-year average. Serious injuries per 100 million vehicle miles traveled, five-year average. Percent of Highway Safety Improvement Program (HSIP) program dollars awarded during federal fiscal year.

**12. Structures:** CDOT’s Structures program works with the Regions to ensure bridges and other structures statewide are properly designed, constructed, and maintained. Structures include major bridges and culverts that span more than 20 feet; minor bridges and culverts that span from 4 feet to 20 feet; overhead sign structures; high-mast traffic lights; mast-arm traffic-signal poles, retaining walls; sound walls; and tunnels. Program staff develop and publish structural designs, policies and standards including construction specifications. They also evaluate new products and materials for structure construction. The program provides services including fabrication inspection; construction assistance; bridge load rating; overweight-vehicle permit analysis and review; structure inspection; and structure asset management.

Customers/constituents: All users of Colorado’s bridges and other highway structures, the Federal

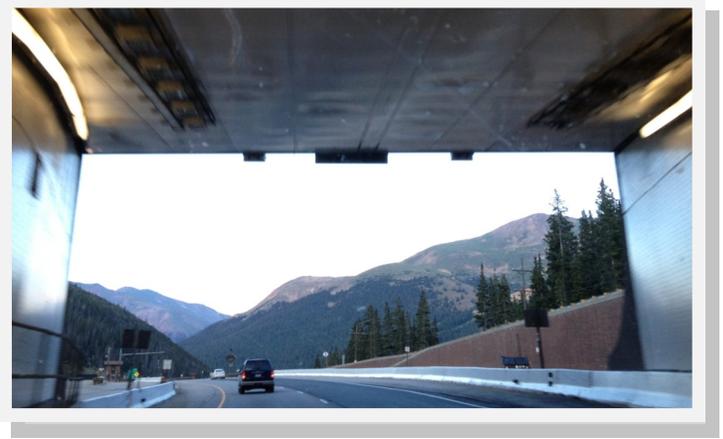
## Appendix A: Major Programs Areas (continued)

Highway Administration and local agencies.

Major funding sources: State Highway Fund and federal reimbursement for eligible expenditures.

Key processes: Inspect all state, city and county bridges in accordance with National Bridge Inspection Standards and report conditions to the Federal Highway Administration.

Selected performance measures: Percent of National Highway System (NHS) bridge total deck area that is not structurally deficient. Percent of state highway total bridge deck area that is not structurally deficient.



**13. Surface Treatment:** The Materials and Geotechnical Branch ensures quality and cost effectiveness in the products used for the management, construction and long-term maintenance of the transportation system. The Branch is responsible for pavement asset management, materials design and specifications, test procedures, and associated testing of materials to ensure compliance with CDOT standards and specifications and Federal Highway Administration regulations.

Customers/constituents : All users of and stakeholders in Colorado's state highway system, the Federal Highway Administration.

Major funding sources: State Highway Fund and federal reimbursement for eligible expenditures.

Key processes: Preserve, resurface and rehabilitate roads with optimized application of cost-effective pavement treatments. Improve low-cost, low-volume treatment strategies.

Selected performance measures: Percent of Interstate pavement statewide in high and moderate condition based on Drivability Life. Percent of pavement on state highway National Highway System (NHS), excluding Interstates, with high and moderate Drivability Life. Percent of pavement on State Highway System with high and moderate Drivability Life.

**14. Transit:** CDOT's Transit and Rail Division was created under Senate Bill 09-094 to plan, develop, finance, operate, and integrate transit and rail services. CDOT's program works in coordination with other transit and rail providers to plan, promote, and implement investments in transit and rail services statewide.

Customers/constituents: Local transit agencies and their users; the Federal Transit Administration (FTA); Regional Transportation Authorities; Transportation Planning Regions; and all other stakeholders in transit, passenger and freight rail.

Major funding sources: Federal grants and apportionments, state FASTER transfer of \$10 million and local matching funds.

Key processes: Managing Federal Transit Administration grants for rural and specialized transit operations; creating policy and priorities for S.B. 09-108 transit-related funding; and identifying gaps in services and missing connections.

Selected performance measures: Percent of vehicles in the rural Colorado transit fleet operating in fair, good, or excellent condition. Percent of transit agencies with a MAP-21 compliant Fleet Management Plan. Transit Utilization (statewide ridership of transit agencies to which CDOT grants FTA and FASTER dollars).

# Appendix B: Inputs and Workload Indicators

Measure	Units	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14*	FY14-15*	FY15-16*
Roadway main- tained	Lane miles	23,106	23,106	23,106	23,106	23,106	23,106	23,106	23,106
Roadway usage	Billions of vehicle miles traveled	28.1	27.4	27.4	27.4	28.1	28.8	29.5	30.2
Concrete pave- ment used in construction	Cubic yards	169,743	247,525	115,177	244,627	329,218	221,258	221,258	221,258
Roadway condi- tion, old meas- ure	% Good or Fair	50	48	48	47	N/A	N/A	N/A	N/A
Roadway condi- tion, new meas- ure	% High or Moderate Drivability Life	N/A	N/A	N/A	N/A	82	74	66	60
Roadway striped	Miles of road- way striping	28,900	31,583	22,006	22,447	20,096	25,006	25,006	25,006
Snow & Ice removed	Millions of roadway miles plowed, sand- ed, deiced	5.6	6.8	5.7	4.7	6.2	5.8	5.8	5.8
Snow fence repaired or installed	Linear feet of snow fence	180,811	330,543	300,231	348,130	203,887	265,843	265,843	265,843
Fence replaced, repaired or in- stalled	Millions of linear feet of fence	17.4	19.2	20.8	19.2	16.2	18.6	18.6	18.6
Trash removal	Cubic yards of trash removed	117,833	92,273	93,683	92,828	102,835	99,890	99,890	99,890
Asphalt placed	Tons	178,887	220,571	203,728	232,041	233,720	213,789	213,789	213,789
Bridges owned and maintained	Bridges	3,775	3,447	3,447	3,447	3,437	N/A	N/A	N/A
Bridge condition	Bridges in poor condition	128	127	125	112	90	116	116	116
Avalanche man- agement	Avalanches triggered with explosives	554	700	283	509	475	512	512	512
Avalanche man- agement	Road Closure hours	719	838	841	350	466	643	643	643
Avalanche man- agement	Hours mitigat- ing avalanches	8,845	5,788	7,618	5,031	7,245	6,821	6,821	6,821

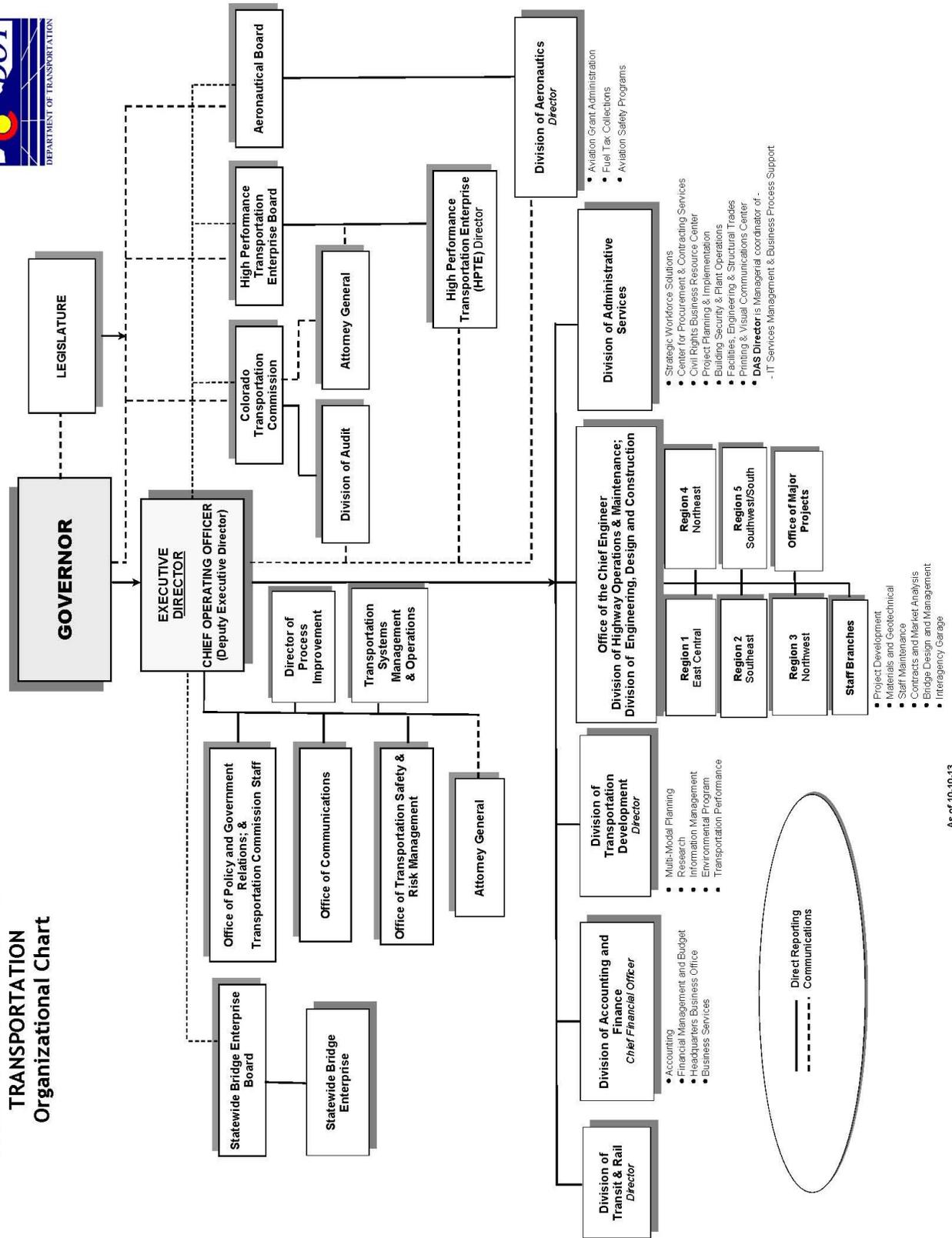
\*Future estimates based on average of five years of actual data. Exceptions include estimates for roadway usage and roadway pavement condition measures, which use estimates specific to their programs.



# Appendix C: Organizational Chart



## COLORADO DEPARTMENT OF TRANSPORTATION Organizational Chart



# Index

Department Description	4-10, 31-39
Employee Involvement	2-3
Geographic Location of Department	6,8
Inputs	38
Mission Statement	4
Organizational Chart	39
• FTEs by Division & Associated Budget	
Operational Objectives	23-30
• Annual Goals	
• One and Three-Year Goals (Presented as recurrent targets unless indicated.)	
Program Descriptions	31-37
• Customer/Constituent Description	
• Funding Sources	
• Performance Measures	
• Processes	
Process Improvement Program	10
Strategic Policy Initiatives	12-21
• Annual Goals	
• One- and Three-Year Goals (Presented as recurrent targets unless indicated.)	
Vision Statement	4
Workload Indicators	38

Cover photo by Mike Kerns. Other photos by contributors to CDOT's [Flickr page](#). Editing and design by Toby Manthey.

