

FY14 Strategic Operational Plan

Colorado Department of
Transportation February 2013

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Introduction, Statutory Authority and Department Summary

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

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

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

The plan is intended to help the Department serve the people of Colorado through the effective administration and delivery of transportation-related programs and services. CDOT is responsible for a highway system that encompasses 24,000 lane miles and includes 3,447 bridges. This system each year handles more than 27.4 billion vehicle miles of travel. Although the Interstate system accounts for only about 10 percent, or 914 miles, of the total mileage on the state system, 40 percent of all travel within Colorado takes place on the Interstate highways.

Pursuant to SMART legislation, CDOT now incorporates input from several groups of employees into its performance measurement and strategic planning efforts. This Strategic Operational Plan, derived from the Federal Highway Administration-CDOT Stewardship Agreement, was developed by the Quality Improvement Council. The council consists of program managers who oversee all measures included in this plan. Following a 2012 report by the State Auditor noting CDOT’s lack of employee involvement, the Department created a formal Staff Advisory Group within its Performance Measure Program. The group includes representatives from CDOT’s Employee Council as well as employees in areas including Human Resources, Government Relations, Public Information, Division of Transit and Rail, Office of Financial

Management and Budget, Division of Transportation Development and CDOT's Engineering Regions. The Employee Council representative reports to the council on the performance measure progress of CDOT and returns with feedback from council. The Staff Advisory Group met every six weeks during the development of CDOT's performance measure website, www.YourCDOTDollar.com, and will meet quarterly going forward.

Mission, Vision and Goals

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

The **vision** of the Department is to enhance the quality of life and the environment of the citizens of Colorado by creating an integrated transportation system that focuses on safely moving people, goods and information and by offering convenient linkages among modal choices. It accomplishes this by relying on its core values of safety, people, respect, integrity, customer service, and excellence.

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

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

Policy Directives 13 and 14 were last substantially updated several years ago in preparation of development of the 2035 Long Range Plan. The fiscally constrained objectives and unconstrained goals or visions of Policy Directive 14 parallel the outlook of the 2035 Plan, which represents annual revenue projections and resource allocations through fiscal year 2035. The Long Range Plan is a federally mandated transportation plan with two significant variations – a fiscally

constrained projection and an unconstrained vision. But uncertainty and volatility of revenues from year to year greatly complicates the projection of performance over such an extended time horizon. A federally required mid-range plan, the Statewide Transportation Improvement Program (STIP), is revised every *four* years and incorporates projects that the State can reasonably expect to complete with available funding over the next *six*-year period. Through a planning process shared by CDOT and its local partners, projects move forward through the STIP, working toward objectives within the Long Range Plan. The Colorado Transportation Commission has just begun to revisit Policy Directives 13 and 14, working from newly passed federal authorization and in preparation for the next Statewide Plan.

Operations that Support CDOT's Outcome Goals

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

Major Program Areas

Within many of these divisions exist **major program areas** such as Design and Construction, Projects and Development, and Environment. Most of these major program areas receive a form of federal funding and are therefore governed by a stewardship agreement between Federal Highway Administration and CDOT. Eleven major program areas in this plan describe several key CDOT's activities. Each is supported by processes that drive activity in that area and that can be monitored according to output performance measures described in this document. The major program areas in the FHWA-CDOT Stewardship Agreement and therefore this document are:

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

CDOT Performance by Major Program Area

ENVIRONMENT

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

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

Environment Program Performance

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

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

RIGHT-OF-WAY

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

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

Right-of-Way Program Performance

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

SAFETY AND TRAFFIC ENGINEERING

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

Evaluation: Between 2009-11, the number of fatalities decreased by 3.9 percent, from 465 to 447. This is a marked improvement over the recent high of 743 traffic fatalities in Colorado in 2002. CDOT worked quickly to capitalize on the introduction of FASTER Safety funds. Examples of FY2011 FASTER Safety projects include concrete repair and traffic signal replacement along University and Wadsworth Boulevards in the Denver area, extended acceleration and deceleration lanes on Interstate-70 in Clifton, and realignment to improve visibility and smooth turns at the intersection of State Highway 13 and Railroad Avenue in Rifle. In federal FY 2012, the Branch delivered \$23.3 million in HSIP (Highway Safety Improvement Program) funding to the Regions and Local Agencies around the state for 30 projects. These projects will have a cumulative safety benefit of lives, injuries, and property saved worth \$50.3 million over the next 20 years, for an overall benefit cost of 2.16. To further integrate safety into all projects that CDOT delivers, over 120 safety assessments were done in 2012 throughout the state identifying safety improvements for region consideration.

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

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

In addition to the Fatality Analysis Reporting System (FARS) Program that tracks Colorado's statewide fatalities, the Department also processes over an average of 110,000 crash records annually with over 170 data elements per crash.

These two data systems combined, establish annual safety objectives for CDOT driver behavior and roadway engineering mitigation projects and programs. Final 2012 statewide crash data processing is scheduled for completion and release by April 2013. Early indications are that fatalities for 2012 have risen slightly (4%) in Colorado, but appears to be less than the national increase for all of the U. S.

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

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

Safety Program Performance

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

*Number represents 2011, the latest accurate measurement available.

DESIGN AND CONSTRUCTION

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

Evaluation: The measure below was not achieved.

Design and Construction Programs Performance

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Manage pre-construction phases (design, environmental, right-of-way, utilities) effectively	Design On Time	Percent of projects advertised before or within 30 days of their estimated advertisement date as estimated on August 1	Chief Engineer Objective	80%	50%	TBD

PAVEMENTS AND MATERIALS

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

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

Pavements and Materials Program Performance

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

STRUCTURES

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

Evaluation: Among the programs accomplishments for 2012 were:

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

Structures Program Performance

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

MAINTENANCE AND OPERATIONS

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

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

The Transportation Commission has not established a goal explicit to striping, but one may interpret its goal as being in line with its aim to provide a B level of service on the overall maintenance program. Traffic Services, the CDOT Maintenance Program Area most responsible for striping, has never been budgeted to deliver a B level of service, with recent budgets allowing for a C- level. The actual performance of CDOT’s striping activity has fallen short of the interpreted B level of service goal, but has mostly achieved annual targets established through annual budget setting.

Evaluation: In FY12, the Staff Maintenance and Operations Branch coordinated the survey of more than 740 randomly selected road segments and many during- and post-storm surveys to establish the level of service provided.

Maintenance and Operations Program Performance

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

*Transportation Commission sets target annually.

INTELLIGENT TRANSPORTATION SYSTEMS (ITS)

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

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

ITS Program Performance

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

FINANCIAL MANAGEMENT, PLANNING AND RESEARCH

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

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

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

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

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

Program Performance: Financial Management, Planning and Research

Process	Output Measure	Description	Reporting Mechanism	2012 Target	2012 Actual	Five-Year Target
Obligating funds to STIP projects	Amount of federal-aid funds obligated versus total available per fiscal year	Percent of STIP projects obligated in the same year promised	STIP Obligation Report	Establish baseline and track trend	88.2%	TBD
Manage FHWA-approved consultant-led projects within the Division of Transportation Development's work program	Work Program Progress	Review progress or completion of projects at the end of state fiscal year	Feedback on annual review and tracking of percent complete on projects	Establish baseline and track trend	48% of the FY12 Planning and Performance Branch budget encumbered by June 30, 2012; 24% expended	TBD
Finalize, send for signature and execute contracts	TPR Coordination	CPG and TPR PO	Contracts executed timely	Establish baseline and track trend	100% of TPR POs completed by start of state FY13. 100% of CPG contracts finalized and sent for signature by start of federal FY13	TBD
Conduct innovative transportation research of value to department program managers	Percent of recommendations implemented	Percent of recommendations (i.e., spec changes, methodology changes, etc.) implemented or adopted within two years of final research report	Research Work Plan	50%	53.3%	TBD

CIVIL RIGHTS

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

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

- Served 217 participants in the On-the-Job Training Supportive Services (OJT/SS) Program. 121 program participants were placed in entry level, OJT or apprenticeship positions. 24 participants received on-site job coaching and counseling.
- Supported Construction Career Days in the metro area and Colorado Springs, serving close to 2000 students.
- Completed 18 contract compliance reviews.
- Exceeded our annual DBE goal of 13.29% with 14.2% participation for federal FY 2012.

Civil Rights Performance/Compliance Indicators

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

CONTRACTS AND MARKET ANALYSIS

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

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

Engineering Contracts Unit – The Engineering Contracts unit provides two different types of services: construction contracting and professional services contracting. The construction contracting staff conducts the contracting process for construction projects including contractor prequalification, advertisement for bids, opening of paper and electronic bids, award and execution of the contract, and issuance of the notice to proceed once signed by the Chief Engineer. The professional services contracting staff conducts the contracting process for professional services (engineers, architects, surveyors and industrial hygienists), including consultant prequalification, issuance of the Request for Proposals (RFP), facilitation of the selection process, contract negotiations, and execution of the contract.

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

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

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

Evaluation: One of two targets was achieved.

Contracts and Market Analysis Program Performance

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