

Resolution for 2035 Transportation Commission Planning Policies

WHEREAS, the Colorado Transportation Commission (“the Commission”) has statutory authority pursuant to §43-1-106 to approve, accept, and amend various planning documents resulting from Section 135 Title 23 of the U.S.C. and §43-1-1101 through 1105 C.R.S.; and

WHEREAS, the Commission has statutory authority pursuant to §43-1-106 to adopt budgets and to formulate the general policy to manage, construct and maintain the public highways and other transportation systems in the State of Colorado; and

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

WHEREAS, the Commission has received feedback from the Transportation Planning Regions and various communities on 2035 Plan Framework issues, including Policy Directive 13, 14 and 2035 Planning Guidance; and

WHEREAS, the Commission has reviewed and discussed the Policy Directive 13 which includes CDOT’s operating principles such as CDOT values regarding Customer Focus, Leadership, Partnerships, Financial Responsibilities, Modal Choices, Regional and Statewide Priorities and Social, Environmental and Quality of Life issues and retains Policy Directive 13 as previously adopted.

BE IT FURTHER RESOLVED, CDOT’s Department-wide vision is to enhance the quality of life and environment of the citizens of Colorado by creating an integrated transportation system that focuses on moving people and goods, by offering convenient linkages among modal choices.

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

FURTHER, the Department has established Investment Category goals and objects associated with accomplishing the CDOT Vision and Mission as detailed below:

WHEREAS, the Commission has reviewed and discussed the proposed policy revisions to Policy Directive 14: CDOT’s Vision, Mission, Investment Category Goals and Objectives and proposes retaining existing policy on Vision and Mission and revising Investment Category definitions, goals and objectives and integrates Strategic Projects into the Program Delivery Investment Category; Implementation of the strategic projects will continue to be reported;

WHEREAS, the Commission has received feedback from the Transportation Planning Regions and various communities on the 2035 Plan Framework issues, including this 2035 planning guidance; and

WHEREAS, the Commission has reviewed and discussed proposed revisions to the 2035 Planning Guidance: adding policies on Earmarks, Transportation System Support of Economic Development, Maintenance Incentive Pilot Program to encourage local ownership of certain state roads by creating a fund, revising Growth in the Transportation System to limit new centerline miles to those funded from sources other than CDOT administered federal transportation and HUTF, and integrating previously adopted Tolling, Senate Bill 1 (97-001) 10% Strategic Transit Program and Interstate Corridor Vision Guidance into the 2035 Planning Guidance.

NOW THEREFORE LET IT BE RESOLVED, that the Transportation Commission adopts the Policy Directive 13: Colorado Department of Transportation Statewide Transportation Operating Principles, without change, as part of the 2035 Planning Policies which guide the Department in carrying out the mission; and

NOW THEREFORE LET IT BE RESOLVED, that the Transportation Commission adopts the revised Policy Directive 14: Colorado Department of Transportation Vision, Mission, Investment Category Goals and Objectives, which provides the overall direction and common purpose of the Department; and

NOW THEREFORE LET IT BE RESOLVED, that the Transportation Commission adopts the 2035 Planning Guidance, which will complement Policy Directives 13 and 14 by providing guidance on planning issues to be considered during the 2035 Regional Transportation Planning Process with the understanding that the 2035 Planning Guidance will be reviewed prior to the adoption of the 2035 Statewide Transportation Plan.

2035 Planning Guidance
December 14, 2006

PURPOSE

The following document consolidates the planning policy guidance developed during the 2030 Statewide Transportation Plan and provides guidance for several emerging areas to be considered during the 2035 update of regional and the statewide transportation plans. This document will be reviewed prior to the adoption of the 2035 Statewide Transportation Plan.

The Transportation Commission (TC) policies adopted on Tolling and Senate Bill 1 (SB97-001), 10 Percent Transit, are attached to this 2035 Policy Guidance as attachments “A” and “B”, respectively.

This document is intended to complement Policy Directives #13 and #14.

1. Funding for Alternative Modes

The Transportation Commission (TC) recognizes the role of all modes of transportation including air, bicycle, pedestrian, rail, truck, transit facilities, and programs for Travel Demand Management (TDM), Transportation System Management (TSM), and Intelligent Transportation System (ITS) in addressing mobility needs. To that end, the TC supports using existing regional priority projects (RPP), contingency, federal, and SB97-001 funds as well as new funding sources for alternative mode projects that benefit the state’s highway system and are prioritized through the regional planning process.

2. Earmarks

The planning process established by federal and state law (P.L. 105-59 SAFETEA-LU and Colorado Title 43) establishes policy and sets priorities for the use of federal and state transportation resources through a cooperative statewide and regional planning process. The TC believes that these processes effectively balance regional and statewide needs.

Historically, often earmark projects have not increased the projected statewide revenues. Rather, they redistribute funds from projects prioritized in the regional and statewide planning process.

The TC's investment decisions rely on the cooperative planning process. The TC discourages earmarking projects, in principle, because many earmarks undermine and disrupt the statewide and regional planning and programming process as well as the performance-based allocation of resources. The TC recognizes the need to ensure earmarked projects are consistent with the existing Statewide Transportation Improvement Program (STIP).

The TC requires that sponsoring agencies obtaining earmarks provide the match for on-and off-system projects.

3. Sharing Transportation Revenues with Local Governments

The TC recognizes the significant demands placed on local governments to provide and maintain municipal and county roads and bridges. Therefore, the Commission supports continued sharing, as prescribed by the Highway User Tax Fund (HUTF), and supports sharing any new statewide voter-approved revenues with local governments. However, because the state's General Fund

and SB-1 revenues are existing sources of state revenue that the state legislature has directed to CDOT, the TC allocates the funds for statewide transportation purposes. The General Fund and SB97-001 revenues are not subject to sharing with local governments.

4. Growth in the State Transportation System

Given declining revenue projections and increasing construction costs, the TC will continue its high priority on preservation, enhancement and maintenance of the existing infrastructure. No center line miles will be added to the state system unless funded from sources other than CDOT-administered federal transportation funds or state fuel or registration fees, as identified in Section 18, Article 10 of the State Constitution except as otherwise approved by the Commission. Other funding sources may include tolls implemented through the Colorado Toll Enterprise (CTE) or other authority, local or regional transportation authority funds, partnerships with other public and private entities including an exchange of facilities with local governments, strategic project funds, or other funds allocated by the General Assembly for transportation purposes. All costs for additions of centerline miles to the state highway system--including maintenance, operation, and reconstruction--are the responsibility of the financing party. Expansion to the state highway system from traditional funding sources is restricted to increases in current corridor capacity and must be consistent with the role and function of the state highway system.

5. Transportation System Support of Economic Development

The TC recognizes that Colorado's transportation system constitutes a valuable resource and a major public and private investment that directly affects the economic health of the state. The TC supports the enhancement of Colorado's economic competitiveness and sustainability by working through the regional and statewide planning process to provide a transportation system that is safe, efficient, and moves goods, people and information in a manner that is in balance with the state, regional and local community economic development goals.

6. Tolling

See Attachment A that was included as part of TC Resolution 1385 approved on Nov. 17, 2005, for policies on tolling.

7. Overmatching

Projects may be expedited in long-range plans or transportation improvement programs (TIPs) and STIPs if local funds contributed to a project cost above normal rate are agreed to through the regional transportation plan process or the RPP and reflect state priorities.

The TC's guidance regarding the use of local funds to advance construction of a project in the STIP provides that:

- The regional planning process is the mechanism for decisions to advance projects in this manner; and
- Consensus on payback is documented in the STIP through the completion of payback agreement terms.

8. SB 97-001 Strategic Transit Program

The goal of the Strategic Transit Investment Program is to increase transit ridership through improving transit connections between communities and to increase access to critical destinations, such as medical services.

See Attachment B, Resolution Number TC-1455, approved September 20, 2006, for TC transit policies.

9. Freight

The TC recognizes the increasing importance of efficient multi-modal and inter-modal freight movement to Colorado's economy and quality of life. To that end, the TC's policy guidance on freight recognizes the importance of major freight corridors and facilitating the movement of freight when considering improvements to these corridors, including deployment of ITS technologies. The TC supports cooperative partnerships with other states and entities to identify issues, share information, and advance solutions needed to accommodate the rapid growth in freight.

10. Corridor Visions

The TC supports the concept of corridor visions, which comprise an integrated network of state highway corridors; modal and local roadway transportation systems reflecting local, regional, and statewide travel patterns; community values; local land use plans; and environmental factors. The TC supports the concept of Corridor Visions:

- To increase the efficiency of the transportation system to move people, goods, and information by integrating bicycle, pedestrian, automobile, transit, aviation, TDM, ITS, truck, and rail needs into CDOT's project development, construction, maintenance, and safety programs;
- Use access management policies on the state highway system commensurate with the function of these state facilities and their role in the integrated transportation network;
- Align strategies and projects to promote greater flexibility and accountability, continuity and fiscal responsibility in the management of the statewide transportation system; and
- Promote a common understanding of corridor visions by Transportation Planning Regions, CDOT, and local governments by:
 - Describing the desired future of the transportation corridor in order to promote greater flexibility and accountability in the planning process;
 - Linking to the TC's investment strategy; and
 - Integrating passenger, freight, and information movement as well as recognize community values such as economic, cultural, and environmental concerns.
- Incorporate by reference the previously adopted Corridor Optimization Guidelines that involve a greater level of detailed project level study of a state highway corridor segment.

The TC provides the following additional guidance for the development of corridor visions for Interstate, non-Interstate National Highway System and State Highways (SH) 13 and 385, and other state highways in the 2035 Statewide Transportation Plan:

For Interstate Highway Corridor Visions:

- Maintain the original Interstate System purpose as National Defense System and inter-state/inter-region travel routes as highest priority through:

- Proper access management and interchange spacing
- Interchange connections only to regionally significant arterials
- Achieve performance measure objectives for safety, mobility and system quality
 - Highest practicable maintenance level of service
 - Desired Surface treatment target of 85 percent Good/Fair
- Optimize existing transportation system cost efficiency before expansion through integration of:
 - Intelligent Transportation Systems
 - Transportation Systems Management
 - Transportation Demand Management
 - Alternative Modes
 - Inter-state and inter-regional freight facilities
- Recognize a variety of funding mechanisms are needed to implement corridor visions
- Consider innovative financing such as Regional Transportation Authorities, tolling, public/private partnerships and other funding mechanisms as further support to implement corridor visions
- Coordinate comprehensive land use and transportation planning to support local land use plans while protecting and optimizing the transportation system
 - Encourage development of local transportation network to meet and support local access and circulation needs
 - Encourage highway project design that complements the environment and is visually appealing

For non-Interstate National Highway System and State Highway 13 and State Highway 385 Corridor Visions:

- Maintain original National Highway System purpose as National Defense System and inter-state/inter-region travel routes as highest priority through:
 - Level of access control to balance community needs while protecting and optimizing the transportation system including interchange/intersection spacing
 - High practicable maintenance level of service that supports Interstate System
- Achieve performance measure objectives for safety, mobility and system quality
 - Highest practicable maintenance level of service
 - Desired Surface treatment target of 70 percent Good/Fair
- Optimize existing transportation system cost efficiency before expansion through integration of:
 - Intelligent Transportation Systems
 - Transportation Systems Management
 - Transportation Demand Management
 - Alternative Modes
 - Safety features such as passing lanes and shoulders
 - Inter-state and inter-regional freight facilities such as parking areas and pullouts
- Recognize a variety of funding mechanisms are needed to implement corridor visions
- Consider innovative financing such as Regional Transportation Authorities, tolling, public/private partnerships and other funding mechanisms as further support to implement corridor visions
- Coordinate comprehensive land use and transportation planning to support local land use plans while protecting and optimizing the transportation system

- Encourage development of local transportation network to meet and support local access and circulation needs
- Consider trade/transfer of regional highways from National Highway System designation to local roadway designation
- Encourage highway project design that complements the environment and is visually appealing

For remaining State Highway Corridor Visions:

- Allow flexibility to balance local needs with state transportation standards through CDOT and local agency coordination

11. Dispute Resolution

When conflicts arise in MPO areas, differences not resolved at the staff level will be addressed by CDOT and MPO executive directors. When conflicts arise in non-MPO areas, differences not resolved at the staff level will be addressed by the CDOT executive director and Regional Planning Commission (RPC) chair. Policy issues that are not settled at the executive director level are then taken to the governing body of the MPOs or RPC and to the TC. Any disputes not settled at the TC and MPO/RPC level that involve interpretation of federal laws or regulations will be escalated to the FHWA and FTA level for resolution.

12. Region Contribution/Expenditures

For planning purposes, dollars allocated to a CDOT engineering region will be expended in that engineering region. This does not preclude loan/payback agreements to best manage construction dollars.

13. Maintenance Incentive Pilot Program

The TC has established a pilot program to encourage the local ownership of certain state roads that no longer meet the intent of the state highway system. A fund has been created setting aside money to pay local governments to take over state arterials. CDOT will develop guidelines to implement the pilot program. CDOT will maintain ownership of a continuous State Highway system and ensure that any local ownership of the State Highway system does not segment the continuity of the existing system.

COLORADO TOLLING ENTERPRISE POLICIES (ATTACHMENT A)

Policy Issue 1: CDOT resource allocation

- a. Any tolling decision by CTE should not reduce the allocation of TC funding to the region in which the facility or system lies.
- b. Tolling revenue should not be considered when calculating the proportion of state or federal highway funds received by a transportation planning region or CDOT region.
- c. Toll facilities should not be included in the state highway inventory used for resource allocation purposes.

Policy Issue 2: Definition of a toll system

- a. An integrated toll system should be defined as a network of toll facilities and toll corridor improvements identified in the adopted regional transportation plan.
- b. Revenue sharing may occur among facilities within an integrated toll system.
- c. Revenue sharing between toll facilities on an integrated toll system must be within the same TPR/MPO or, when the system crosses TPR/MPO boundaries, with the mutual agreement from the adjoining TPR/MPOs.
- d. CTE is encouraged to undertake a public education campaign before proposing an amendment to include specific toll facility or system in a regional plan.

Policy Issue 3: Integration of other modes into the toll system

- a. It is appropriate to acknowledge and pursue ways to integrate tolling and other modes. The decision on whether/how to integrate alternative modes into a toll system/corridor should be a cooperative CDOT/CTE-TPR/MPO decision based on Regional Transportation Plan, NEPA and financing decisions by bond markets.
- b. All assumptions will be refined through the regional plan/NEPA/market feasibility analyses. There are two opportunities for integration of alternative modes one - at initial project financing (item c below.) and two - if the toll facility generates revenue above that needed for operations and maintenance (item d below).
- c. Initial project financing may include "toll corridor related improvements" (defined in e. below) as part of the project scope as determined on a corridor specific basis and associated financial feasibility analysis.
 - Capital construction, financing and related obligations, maintenance, operations, replacement and responsibilities to bond holder should be the highest priority for toll revenues.
 - Public transit buses may use toll facilities free of charge
 - The decision on whether, or at what rate, High Occupancy Vehicles should be tolled is a corridor specific decision made cooperatively between CDOT/CTE and the TPR/MPO.
 - Right of way needs/costs should be considered for all modes as part of the tolling analysis, regardless

of whether or not alternative modes become part of the initial toll financing

- d. Implementation of “toll corridor related improvements” with toll revenue should be considered as part of any decision to reduce toll rates after bond and ongoing maintenance, operation and replacement obligations are satisfied.
- e. “Toll corridor related improvements” should be defined as improvements beyond those necessary to implement the basic scope for a toll facility, including, but not limited to:
 - Alternative mode improvements such as public transit, bicycle, pedestrian
 - Roadway improvements not included in the basic scope
 - Open Space acquisition
 - Utilities.

Policy Issue 4: Funding of long term operations, maintenance and replacement costs

- a. Toll Revenues should be used for the planning, design, financing, administration, construction, operations, maintenance, and reconstruction of the toll facilities.

Policy Issue 5: Leveraging tolling and federal/state dollars/Effect of tolling on project selection

- a. Tolling and other modal improvements should not be viewed as competing, but as key components of an integrated transportation system necessary to provide a full range of travel choices to the public.
- b. Shared funding sources to implement an integrated transportation system can result in additional funding for the entire transportation system.
- c. Use of toll credits as a soft match for federal funding for any transportation purpose allowed under Title 23 of the Code of Federal Regulations may leverage funds for the region.
- d. Toll revenue may be used as a local match to leverage additional federal transportation funding consistent with CTE/TC and MPO/TPR objectives.
- e. Federal, state and local funds may be used to leverage toll financing, consistent with any state and federal restrictions. The eligibility of a tolling facility for federal transportation funds will be determined with FTA or FHWA on a corridor or system basis based on the characteristics of the specific proposal and financial plan.
- f. Toll revenue may be used to repay a TPR/MPO that programs federal/state/local funds to finance a toll facility/system (subject to TABOR limitations), recognizing that priorities for the use of federal and state transportation funds are set through the cooperative state and regional transportation planning and programming process.
- g. Use of federal/state/local funds to leverage financing, and the use of toll revenue to repay such funds,

must be documented in a memorandum of understanding (MOU) between the CTE, CDOT, and the regional planning commission/MPO. The MOU should include reasonable assurances that any repayment of funds by CTE to CDOT should be allocated by the TC to the region and/or program from which the funds originated.

- h. The highest priorities for toll revenues are capital construction, financing and related obligations, maintenance, operations, replacement and other named responsibilities to bond holders.
- i. The relationship between tolling and transit ridership, as well as a demographic analysis of toll facility users, will be evaluated as part of the request to include a toll system in the regional transportation plan, as well as in the NEPA analysis. This information will aid decision-makers in their actions regarding tolling and financing.
- j. CTE recognizes that TPR/MPOs have the responsibility to propose projects that match the long-range vision for transportation within the region. Conversely the TPR/MPO and sponsoring agency have the responsibility to solicit formal comments from CTE on proposed projects, including, but not limited to, parallel access controlled freeways, that may compete with current and proposed toll facilities, or otherwise affect the ability of CTE to meet its obligations. The CTE has the responsibility to respond to requests for comment from a TPR/MPO in a timely fashion.
- k. The CTE has the responsibility to provide guidance that the TPR/MPOs should use to determine what could constitute a competing project.

Policy Issue 6: Assumptions Used By Market in the Financial Feasibility/Market Analysis

- a. The TPR/MPOs recognize that CTE has the responsibility to propose tolling projects that are financially attractive to the markets and consistent with agreements and commitments made through the RTP, NEPA and financing agreements.
- b. If the financial markets do not support a proposal by CTE, the planning partners commit to re-evaluate the project scope and feasibility to determine if the project can be modified to be financially viable. If modified the necessary changes will be processed as appropriate through the RTP, NEPA document and financial agreements.

Attachment B

Resolution Number TC-1455

WHEREAS, Senate Bill 97-1, House Bill 98-1202, HB 99-1206, and HB 02-1310 directs general fund revenues and specified sales tax revenues to CDOT for construction of the Strategic Transportation Program and that at least 10 percent of SB 97-1 funds be used for transit purposes or for transit related capital improvements in the implementation of the strategic transportation program; and

WHEREAS, by Resolution Number TC-1401, the Transportation Commission of Colorado established a Task Force with the objective of recommending to the Commission a definition of a strategic investment program for transit, eligibility criteria, and a process for project selection and prioritization; and

WHEREAS, the Commission directed staff to program 10 percent of the anticipated SB 97-1 funding for 2006 for transit related purposes and anticipates programming such funds for the 2007-12 STIP funding cycle; and

WHEREAS, the Task Force's goal for the Strategic Transit Program is to increase transit ridership through improving transit connections between communities and to increase access to critical destinations, such as medical services; and

WHEREAS, the threshold criteria for project selection were a 20 percent local cash match; institutional commitment to sustain the project over time; consistency with the regional planning process and the Regional Transportation Plan and the ability of the project to be ready-to-go in the year for in which the funds are requested; and

WHEREAS, the applications were scored on the basis of meeting the overall goal of the strategic transit program; providing economic vitality and/or consistency with environmental justice objectives; increasing mobility on congested portions of the state highway system; and leveraging funding from other sources; and

WHEREAS, the Call for Projects resulted in 50 applications totaling over \$134 million, while the current estimate of available funding over the five-year period is \$66.2 million; and

WHEREAS, the recommendations of the 10% for Transit Task Force are that projects with requests totaling \$63 million will be recipients of Strategic Transit Project funds; that \$2 million be allocated to supplement available Federal Transit Administration (FTA) vehicle replacement grant programs; that the three remaining projects receiving a score of over 3.0 be considered Strategic Transit Projects and receive funding if more than the forecasted \$66 million in funding over the next 5 years becomes available or if other higher rated projects cannot proceed for any reason; that two projects be supported using alternative FTA funding administered through CDOT; and that projects receiving a score below 3.0 be ineligible for funding; and that five projects be rejected as ineligible or not meeting the basic program goal; and

WHEREAS, the recommended projects have been reviewed by staff and the Office of the Attorney General and determined to be consistent with legislative requirements; and

WHEREAS, the Task Force applied certain principles in making these recommendations as follows:

- **Recognition that rolling stock is of strategic statewide importance and based upon project scoring, approximately 20 percent of the available funding is recommended for rolling stock related projects;**
- **Recognition that regional and statewide planning studies are of strategic statewide importance and based upon project scoring, less than 5 percent of the funding is recommended for such studies;**
- **Operating is determined to be an inappropriate use of these funds;**
- **All projects must have a 20 percent local match in cash or cash equivalent such as property linked directly to the proposal;**
- **Federal funds may not be used as local match;**
- **A legal governmental entity or private nonprofit corporation capable of contracting and project management must be identified to implement the proposed project;**
- **CDOT has no commitment or intent implied to support or fund recommendations from planning studies;**
- **CDOT funding commitments will not exceed the dollar amount requested, and recipients will be responsible for any increased costs to accomplish the project;**
- **Higher rated projects will be funded before lower rated projects are funded each year, assuming projects are ready to go.**
- **Projects totaling \$63 million are recommended for funding, while the remaining amount of approximately \$2 million remaining “on the table” will be used by CDOT for rolling stock to supplement FTA capital funding, in a competitive application process;**

- **Additional strategic projects with a score of over 3.0 have been identified totaling \$9.8 Million that should be funded if other projects cannot proceed for one reason or another, or if additional funds become available in the 5-year window;**
- **The commitment to fund all identified strategic projects sunsets after 5 years unless commitments are renewed by the Commission as part of new evaluation of and project solicitation for the strategic program;**
- **If additional funding is available after funding all recommended projects, an additional call for projects should be conducted;**
- **CDOT will need to take administrative actions to execute contracts, determine when projects must be carried forward to another year, etc.**

NOW THEREFORE BE IT RESOLVED, the Transportation Commission hereby approves the Task Force Recommendations and Principles and the final SB 97-1 Project Distribution List as contained in the official agenda.

I hereby certify that this Resolution Number TC-1455 is a true and exact copy as adopted by the Transportation Commission of Colorado on September 20, 2006.

**Jennifer B. Webster, Secretary
Transportation Commission of Colorado**

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			Number
Colorado Department of Transportation Statewide Transportation Operating Principles			13.0
Effective	Supersedes	Originating office	
10/16/03	11/24/96	Transportation Commission	

PURPOSE

The purpose of these operating principles is to guide the Colorado Department of Transportation as we carry out our mission. This policy directive, as well as Policy Directive 14 and the 2030 Planning Policy Guidance, are complementary to each other and provide direction for the regional and statewide transportation planning process.

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

CUSTOMER FOCUS

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

LEADERSHIP

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

PARTNERSHIP

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

- CDOT will solicit, support and/or participate in formal arrangements that further its Vision, Investment Strategy and Statewide Plan
- Unsolicited proposals made to CDOT should be consistent with transportation planning process

Subject	Number
Colorado Department of Transportation Statewide Transportation Operating Principles	13.0

INTEGRATE REGIONAL AND STATEWIDE PRIORITIES

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

FINANCIAL RESPONSIBILITIES

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

BALANCE QUALITY OF LIFE FACTORS

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

ENVIRONMENT

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

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

- will plan, design, construct, maintain and operate the transportation system in a manner which helps preserve Colorado’s historic and natural heritage and fits harmoniously into the community, local culture and the natural environment.

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			Number
Colorado Department of Transportation Vision, Mission, Investment Category Goals and Objectives			14.0
Effective	Supersedes	Originating office	
12/14/2006	10/16/03	Transportation Commission	

PURPOSE

This policy provides overall direction and a common purpose to the Department of Transportation. The vision orients us towards the future and the mission encompasses our collective efforts to guide our actions. The Investment Category Goals and Objectives are department wide, long term and provide structure to our efforts to carry out our mission. Together, the vision and mission statements, Investment Category goals and objectives provide the framework and direction for transportation development in the state of Colorado. This policy directive, as well as Policy Directive 13 and the 2035 Planning Policy Guidance, are complementary to each other and provide direction for the regional and statewide transportation planning process.

VISION

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

MISSION

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

INVESTMENT CATEGORIES

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

GOALS

- Cost effectively maintain or improve the quality and serviceability of the physical transportation infrastructure
- Increase investment in system quality and in strategic projects

OBJECTIVES

- Maintain or improve the CY 2003 projected good/fair condition of the state highways through 2010
- Maintain or improve the CY 2003 projected good/fair condition of the major structures through CY 2010

Subject	Number
Colorado Department of Transportation Vision, Mission, Investment Category Goals and Objectives	14.0

- Maintain or improve the transportation system at the adopted annual maintenance level of service grade (In the System Quality program areas)
- Maintain or improve the average external customer satisfaction survey grade for state highways drivability
- Maintain or improve customer satisfaction grade of the state highway system's appearance

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

GOALS

- To create, promote and maintain a safe and secure transportation system and work environment
- Increase investment in safety and strategic projects

OBJECTIVES

- By CY 2010, reduce by 4% the total motor vehicle crash rate from CY 2002 level (CY 2002 rate is 307.1 crashes per 100 million vehicle miles of travel)
- By CY 2010, reduce by 20% the severity and economic loss of transportation related motor vehicle crashes from CY 2002 levels
- By FY 2007, develop a CDOT homeland security plan
- Within 5 years, reduce the CDOT employee injury rate by 50% and reduce construction contractor employee fatalities (Based on average of three years of specific CDOT OSHA recordable claims data: From an average worker injury rate in FY 2004 of 9.9 to 5.0 injury accidents per 100 employees by FY 2009)
- Over next 5 years, reduce worker accidents by 15% per year (Base year is FY 2004)
- Over next 5 years, reduce the number of CDOT vehicle accidents by 10% per year (base year is FY 2004)
- Maintain or improve the 2006 customer rating of safety-related programs and service delivery

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

GOALS

- Maintain or improve the operational capacity of the transportation system
- Increase integration of the transportation system modal choices
- Increase investment in mobility and strategic projects

OBJECTIVES

- Maintain or improve the 2006 customer satisfaction rating of operational services delivery

Subject	Number
Colorado Department of Transportation Vision, Mission, Investment Category Goals and Objectives	14.0

- Reduce the growth rate through CY 2010 below projected growth rate of person miles traveled in congestion
- Increase of infrastructure to improve mobility for the user or increase in investment to improve mobility for user
- Maintain the snow and ice maintenance level of service grade at the adopted annual grade
- Maintain or improve the 2006 customer satisfaction rating of transportation choices as a part of an integrated statewide transportation system

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

GOALS

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

OBJECTIVES

- Encumber all program funds within the planned quarter
- Deliver all programs and projects on time and within budget
- Maintain or improve customer satisfaction rating of project quality
- Maintain or improve a diverse and qualified workforce that supports CDOT values
- Meet or exceed the Department’s annual Disadvantaged Business Enterprise (DBE) goals
- Protect the environment by mitigating adverse environmental impacts while providing effective transportation systems
- For the strategic projects:
 - Promote partnerships with all governments to enhance working relationships
 - Accelerate strategic project delivery while minimizing the impact to all other objectives
 - Preserve options to anticipate Colorado’s future transportation needs in major corridors
 - Ensure CDOT’s bonding eligibility to secure future funding levels

This PD shall be reviewed by January, 2008.

Executive Director _____ Date _____

Transportation Commission Secretary _____ Date _____