

2013

Annual 2013 CDOT Stewardship Agreement Report

Colorado Department of Transportation

March 17, 2014

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2013 Annual CDOT Stewardship Agreement Report

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SECTION 1. PURPOSE

This report serves as the principal instrument by which the Colorado Department of Transportation (CDOT) informs the Federal Highway Administration (FHWA) of its performance across a number of mutually agreed upon indicators associated with the administration of the Federal Aid Highway Program (FAHP). These indicators are established in the April 2013 version of the FHWA-CDOT Stewardship Agreement. The aim of performance summary is to ensure that FHWA and CDOT are administering the FAHP in a cost-effective manner that maintains Colorado's national highway network, optimizes operations, improves safety, and provides for national security while protecting and preserving environmental resources.

Performance/compliance indicators, and their associated reporting frequency and targets/baselines, are consistent with those outlined in the 2013 Stewardship Agreement. In the future, as outlined in the 2014 Stewardship Agreement, indicators without a specific target or baseline will be tracked in the "Quality/Results" section, and measures with a quantitative target/baseline will be tracked in the "Performance/Compliance Measures" section. The reporting frequency is updated in the 2014 Stewardship agreement to track fiscal year type (i.e., state, federal or calendar fiscal year) and whether reporting is required more frequently than annually. Some of the targets/baselines and reporting mechanisms have also been updated.

FHWA is the agency responsible for ensuring compliance with federal requirements in the delivery of the FAHP. The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991, the Transportation Equity Act for the 21st Century (TEA-21) of 1998, and the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) of 2005 have all increased the role of State Transportation Agencies in approval of projects using Federal Aid funds. While these changes have not altered FHWA's role as the responsible agency, they have affected how FHWA implements those responsibilities. ISTEA, TEA-21 and SAFETEA-LU allow states the flexibility to assume the U.S. Department of Transportation's duties in regards to **designs, plans, specifications, estimates, contract awards, and inspections** of many Federal Aid projects. On July 6, 2012, President Barack Obama signed a \$106 billion federal transportation bill: Moving Ahead for Progress in the 21st Century Act (MAP-21). This bill stipulates that state transportation departments implement the national performance measurement and management program following federal rulemaking, scheduled to conclude in April 2014.

The following program-level performance and compliance indicators derive from a number of functional units across CDOT. Section 2 briefly introduces the various functional program areas and provides tables summarizing CDOT's performance and compliance in each area.

SECTION 2. CDOT PERFORMANCE BY FUNCTIONAL PROGRAM AREA

ENVIRONMENT

Introduction

CDOT Manager: Jane Hann and Tom Boyce
FHWA Manager: Stephanie Gibson

The FHWA/CDOT Environment program is focused on avoiding, minimizing and mitigating potential adverse impacts of the transportation system on the people and the environment of Colorado in accordance with National Environmental Protection Act (NEPA) and other applicable environmental legislation, regulations and policy direction. This is accomplished by ensuring:

1. Environmental issues are identified early;
2. Appropriate impact analyses are performed in a timely manner;
3. Adequate documentation is submitted and reviewed as scheduled;
4. Required authorizations are received from the governing entities for all projects and maintenance activities in accordance with the laws, environmental policies, letters of agreement and rules governing the environment; and
5. Mitigation tracking.

Timely compliance with environmental requirements is critical for advancing projects. The Regions, with assistance from the Project Development Branch and the Division of Transportation Development (DTD), are charged with the responsibility of project development, construction and maintenance of the Colorado transportation system in a manner that will preserve the social and natural environment.

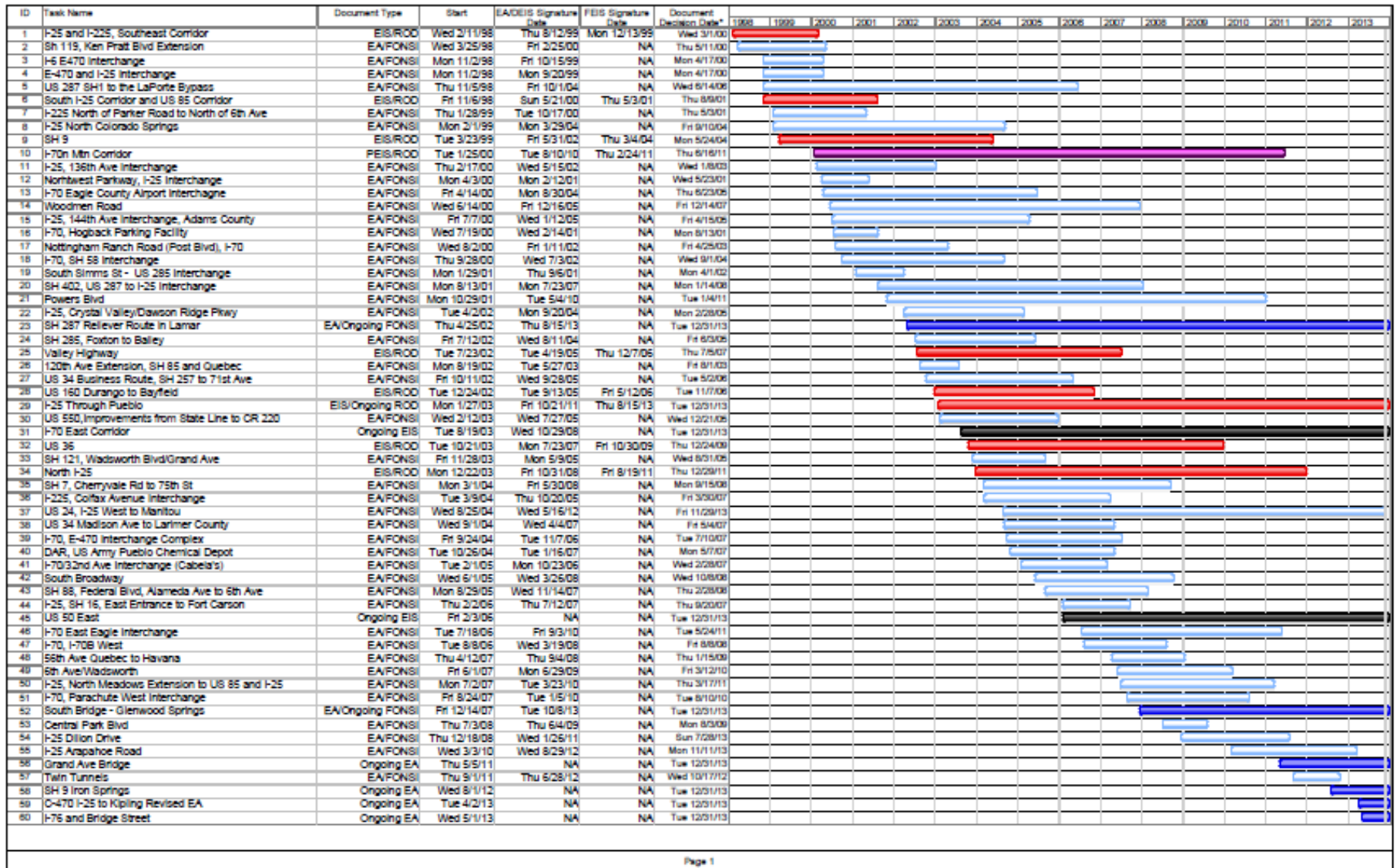
Quality/Results

1. Environmental Protection Agency (EPA) EIS Ratings – CDOT worked on two Draft EIS documents during this calendar year, but these are not complete yet so therefore there are no EPA ratings to report.
2. Completion time for Environmental documents – This is a measure where we are to establish a baseline and track the trends of how long EAs and EISs are taking to complete. In 2013, two EAs and one EIS were finalized during this calendar year. In addition, one FONSI was also completed. The Lamar Reliever Route EA process was completed in August 2013, which was 11 years and 4 months after the process began. This project was put on hold for other priorities from time to time. The South Bridge EA in Region 3 was completed in October 2013, which was 4 years and 10 months after the process began. The I-25/Arapaho Interchange FONSI in Region 1 was completed in November 2013 which was 14.5 months after the signature of the EA. Pueblo Freeway FEIS in Region 2 was completed in August 2013 which was 10 years and 6.5 months after the process began.

This data shows some interesting trends and, since this is the first year we are doing an analysis on what the data may show, we are attempting to show workload as well as the timing of when these documents were initiated/completed to see if other factors such as regulation change, better NEPA guidance, or Planning and Environmental Linkages may have made a difference in shortening the length of these documents. Other observations may be added in the following years but this year, a baseline is being set up from which to start the analysis.

See Figure1 for EAs and EISs on-going at any one time from a span of 1998 to present. There are 60 EAs/EISs represented on this chart. PELs are not added in this chart at this time but data from the PEL program is considered in the following discussion. The bullets below summarize the observations regarding this data.

Figure 1 – CDOT EAs and EISs from 1998 to Present



- Regarding Workload: The number of EAs/EISs ongoing each year from 1998 were 6 in 1998, 9 in 1999, 18 in 2000, 17 in 2001, 19 in 2002, 23 in 2003, 28 in 2004, a different 28 in 2005, 26 (+1 PEL) in 2006, 27(+3 PELs) in 2007, 20 (+3 PELs) in 2008, 16(+3 different PELs) in 2009, 15 in 2010, 14 in 2011, 10 (+4 PELs) in 2012, and 11(+6 PELs) in 2013.
- When SAFETEA-LU came into existence in 2005, there were 28 EAs/EISs in process, 18 of these were completed that year or in the next 2 years. 3 new EAs were also started that year.
- In 2007, the first Planning and Environmental Linkage document began (was called a different name but this was the precursor to PEL). After that, no new EISs were started. Maybe this is a coincidence, maybe this had to do with the recession of 2008, or maybe these large studies are now being initiated under the PEL process. Between 2007 and 2009, 4 PEL projects were completed. There was a two year hiatus after that, then in 2012 4 PELs were started and in 2013 another 2 were added.
- In 2010, the first Every Day Counts Initiative was proposed by FHWA. One of the streamlining ideas for getting legal assistance and FHWA HQ help on documents that had been under study for 11 years was applied to the I-70 Mt. Corridor PDEIS. The PDEIS was revised and completed that year and the PFEIS was completed the next.
- Median number of EA/EIS/PEL documents worked in any one year = 18.5 (above this median occurred collectively between 2002-2009)
- Median number of months to a FONSI = 34; about 2/3 of the EAs started after 2001 where around this number of months showing a trend over time to shorten the EA process.
- Median number of months to a FONSI from 1992 to 2001 = 44.
- Median number of months to an FEIS signature for projects started between 1998 and 2006) = 54.5; but without the I-70 Mt Corridor EIS that was 128 months and the I-25 through Pueblo EIS that was 108 months, the median number of months for the other FEISs was 35 months although that trend is slightly increasing as time goes on (18 months in when the document was started in 1998 up to 62 months in 2003)
- Median number of months from FEIS to ROD = 6.5
- Median number of months to a completed PEL = approximately 20

Priority projects that shortened timeframes:

- TREX construction = driven by Governor Owens/Tom Norton
- SH 85 and 120th extension signed in May 2003 = 9 months also driven by Tom Norton
- US 36 = Quick FEIS/ROD driven by Tiger Grant opportunity and Governor Ritter/Russell George
- I-70 Mt. Corridor PEIS rewrite driven by Governor Ritter/Russell George (finished up by Governor Hickenlooper/Don Hunt)
- Twin Tunnel East-Bound EA= 13 months driven by Governor Hickenlooper/ Don Hunt

Appendix A: Environment Section Other Notable 2013 Regulations and Accomplishments to Compare for Track Trends contains more information on other accomplishments such as the timeline for when the NEPA Manual guidance was available, regulations such as SAFETEA-LU, politics such as Governors and their campaign platforms, and policies such as going after grants and partnerships that require NEPA documentation up front that could also affect the length of a NEPA document.

3. Number of Active and Completed NEPA Documents – This is a measure where we are to establish a baseline and track the trends of how many of these documents are being worked on an completed in any one year. The following is a table that will be used over time to show the trends as the data is gathered.

Table 1– Number of Completed NEPA Documents Compared to Number of Active NEPA documents

Document Type	2012 (Completed/Active)	2013 (Completed/ Active)
Categorical Exclusion	189/470	266/682
Environmental Assessments	3/7 (one also completed a FONSI)	2/7 (plus four FONSI's – one signed)
EISs	2/6 (one SFEIS and a second ROD for another EIS)	1/3 (plus one ROD in progress)

For the number of active NEPA processes on-going at any one time, during this calendar year, there were eleven active EA or FONSI processes and four active EIS or ROD processes statewide. There were 682 active Cat Ex processes statewide, as approximated in SAP and recognizing that Cat Ex processes are not always tracked prior to clearance nor always distinguished between state-only and federal. This combined number of Cat Ex processes, however, is representative of workload.

For the number of completed NEPA processes during this calendar year, two EA/FONSI processes were completed, and one other FONSI was completed from an earlier year's EA, one EIS was finalized, and one ROD in progress. Approximately 266 Cat Ex processes were completed, again noting the difficulty in always distinguishing state-only from federal Cat Ex processes. Others were deemed to be state-only and removed from the count but could account for one or two hundred other environmental evaluations statewide. However, note that the count is an approximate one.

Even though a mandatory "federal nexus" check box was added partway through the year to the Cat Ex form in SAP to make it easy to differentiate between state-only and federal Cat Ex processes for future reporting needs, this was not available information to query for new Cat Ex processes added to SAP this year as expected. Additionally, even if it was available, it would only be for part of the year, so hopefully next year, the data should be easier to distinguish federal projects from those that have no federal nexus.

4. Percent on time for clearance actions by EPB – Performance was consistently higher than the target each quarter. Even though the number of requested clearance actions varies each quarter and each state fiscal year, the percent on-time numbers were 98% even though there was a 25% increase in the number of clearance requests from the year before. The Branch had 2,777 clearance action requests in 2013. Of particular note, document review for the year, including NEPA documents during the flood efforts, all met their deadlines 100% of the time even though CDOT's lead NEPA Manager and wetland specialist were reassigned for up to 6 weeks for the flood effort. It probably helped that only 18 major NEPA documents came in for review during the year, as opposed to 24 in the previous year, but those on-time numbers occurred even during the quarter of the greatest flood support requirements. Additionally, the training evaluation scores have been 90% or greater for the last 8 quarters as of Dec 2013.
5. Wetland impact and replacement ratios – CDOT has consistently achieved and occasionally exceeded the target of 100% replacement of wetlands impacted by its projects. This number includes jurisdictional as well as non- jurisdictional. Technically speaking, the Department is exceeding the minimum requirements imposed by the USACE.
6. Water Quality Measure – This measure addresses the Consent Order requirement of developing and implementing a program to ensure that water quality findings on projects are addressed promptly after they are identified. Due to the importance of the measure, the CDOT Chief Engineer has adopted it as one of his Chief Engineer Objectives even though the Consent Order and associated Notice of Violation was closed in this past calendar year. The results for this year are 92%. This is a steady increase over the past two years. The previous two years' performance include: FY 2011 was 84%; and FY 2012 was 88. These numbers should continue to improve for FY 2014 with additional training being planned and given for CDOT and for contractors.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Environment Program:

Table 2 - Environment Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/Baseline	2013 Actual	Reporting Frequency
424	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 ¹	No ratings received during 2013	Quarterly, final in January each year, from CDOT EPB Manager to FHWA Env PM
N/A	Completion time for Environmental documents	The time to complete an EA from 45 days after the date of the initial Coordination Letter through the FONSI date and the time to complete an EIS from Notice of Intent (NOI) to Record of Decision (ROD)	A list of all EAs and EISs completed in the reporting period identifying the length of time along with a project description	Track trend	Twin Tunnels EA/FONSI (Region 1) – 13 of months (September 2011- October 2012) US 36 Corridor ROD#2 (Region 6) – 75 months from NOI to first ROD (October 2003-December 2009)	Quarterly, final in January each year, from CDOT EPB Manager to FHWA Env PM
104, 381-382	Active and Completed NEPA Documents	Projects that were active at any point in the year, and projects for which NEPA actions were completed	A list or table indicating number of active and completed NEPA documents in the calendar year divided by class of action (CE, EA, EIS)	Track trend	See table 1 above	Quarterly, final in January each year, from CDOT EPB Manager to FHWA Env PM
102	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/project reviews, and plan development/reviews completed by EPB prior to deadlines	90%	98%	Within one month after end of quarter, from CDOT EPB Manager to FHWA Env PM
103	Wetland impact and replacement ratios	Ratio of replacement area to impacted area (statewide aggregate)	Permanent impacts to wetlands are mitigated by constructing replacement wetlands or buying wetland credits acre for acre	A minimum of 1:1 wetland replacement	100%	January each year, from CDOT EPB Manager to FHWA Env PM
99	Water Quality Measure	RECAT findings resolved or addressed within 48 hours of midnight following the finding	Chief Engineer Objective	100%	92%	Within one month of reporting for Chief Engineer Objective, from CDOT EPB Manager to FHWA Env PM

¹ EPA rates EIS documents from best to worse as: LO (Lack of objections), EC (Environmental Concerns), EO (Environmental Objections), and EU (Environmentally Unsatisfactory) – the EU Rating means that the proposed action must not proceed as proposed: the others can proceed, some with modifications but they can be mitigated.

RIGHT OF WAY

Introduction

CDOT Manager: Scott McDaniel
Richard Zamora
Dave Wieder

FHWA Manager: Randy Jensen
Shawn Cutting

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.

The ROW program is part of the CDOT Project Development Branch. The project development process can be divided into five process categories or work activities:

1. Surveying;
2. Appraisals/Review;
3. Acquisition;
4. Relocation; and,
5. Post-Project Development.

Quality/Results

- 1) There are numerous State ROW Manual changes that will be updated as a result of changes in FY 2013, as well as continuous enhancements and clarification to existing material. Said updates will be completed as staffing is available. Certification of changes by FHWA will follow.
- 2) There were no requests for waivers.
- 3) The FHWA Annual Acquisition and Relocation Statistics report was submitted to the State and FHWA on or before November 15, 2012.
- 4) ROW airspace authorizations issued:

Table 3 - FY 2009 – FY 2013 Airspace Authorizations

Region	FY 2009 Interstate Airspace	FY 2009 Non-Interstate Airspace	FY 2010 Interstate Airspace	FY 2010 Non-Interstate Airspace	FY 2011 Interstate Airspace	FY 2011 Non-Interstate Airspace	FY 2012 Interstate Airspace	FY 2012 Non-Interstate Airspace	FY 2013 Interstate Airspace	FY 2013 Non-Interstate Airspace
1	0	9	0	4	2	3	1	8	0	5
2	0	0	1	2	1	0	0	0	0	0
3	1	4	1	14	0	1	2	7	1	3
4	0	7	1	2	0	10	0	16	0	17
5	0	5	0	1	0	1	0	1	0	5
6	4	1	2	0	1	2	0	0	0	1
Total	5	26	5	23	4	17	3	32	1	31

5) Access break and ROW disposals completed:

Table 4 - FY 2009 – FY 2013 Access Break and ROW Disposals

Region	FY 2009 Less Than FMV or Interstate Access Break or Disposal	FY 2009 Non-Interstate FMV Access Break or Disposal	FY 2010 Less Than FMV or Interstate Access Break or Disposal	FY 2010 Non-Interstate FMV Access Break or Disposal	FY 2011 Less Than FMV or Interstate Access Break or Disposal	FY 2011 Non-Interstate FMV Access Break or Disposal	FY 2012 Less Than FMV or Interstate Access Break or Disposal	FY 2012 Non-Interstate FMV Access Break or Disposal	FY 2013 Less Than FMV or Interstate Access Break or Disposal	FY 2013 Non-Interstate FMV Access Break or Disposal
1	3	0	1	2	1	1	0	2	0	0
2	0	0	1	2	2	0	0	0	3	0
3	0	0	2	0	2	0	2	0	0	0
4	0	0	0	4	2	9	0	7	2	2
5	0	0	3	0	1	0	0	2	0	1
6	4	4	3	0	1	0	3	0	3	1
Total	7	4	10	8	9	10	5	11	8	4

Table 5 - FY 2009 – FY 2013 Access Line Crossing License

Region	FY 2009 Interstate Access Line Crossing License	FY 2009 Non-Interstate Access Line Crossing License	FY 2010 Interstate Access Line Crossing License	FY 2010 Non-Interstate Access Line Crossing License	FY 2011 Interstate Access Line Crossing License	FY 2011 Non-Interstate Access Line Crossing License	FY 2012 Interstate Access Line Crossing License	FY 2012 Non-Interstate Access Line Crossing License	FY 2013 Interstate Access Line Crossing License	FY 2013 Non-Interstate Access Line Crossing License
1	3	0	4	0	1	0	4	0	6	0
2	0	0	1	0	2	0	0	0	1	0
3	0	0	1	0	2	0	2	0	0	0
4	0	0	1	0	2	0	0	1	1	2
5	0	0	0	0	1	0	0	0	0	0
6	1	2	4	0	1	0	0	0	0	1
Total	4	2	11	0	9	0	6	1	8	3

6) Project Development's Traffic Engineering Branch Sign removal activities FY 2013:

Table 6 - FY 2009 Sign Removal Activities

FY 2009	Illegal Sign Removal Summary						
Region	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	TOTAL
Written Notice	0	18	1	2	0	7	28
Personal Contact	18	33	7	20	11	27	116
Encroachment on ROW	2008	2456	150	1155	60	268	6097
TOTAL	2026	2507	1177	1177	71	302	6241

Table 7- FY 2010 Sign Removal Activities

FY 2010	Illegal Sign Removal Summary (Estimate based on FY 2009 data)						
Region	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	TOTAL
Written Notice	0	18	1	2	0	7	28
Personal Contact	18	33	7	20	11	27	116
Encroachment on ROW	2008	2456	150	1155	60	268	6097
TOTAL	2026	2507	1177	1177	71	302	6241

Table 8 - FY 2011 Sign Removal Activities

FY 2011	Illegal Sign Removal Summary (Estimate for Region 3 only)						
Region	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	TOTAL
Written Notice	3	6	1	0	6	48	64
Personal Contact	23	12	7	31	16	8	97
Encroachment on ROW	965	873	150	3494	55	247	5784
TOTAL	991	891	158	3525	77	303	5945

Table 9 - FY 2012 Sign Removal Activities

FY 2012	Illegal Sign Removal Summary (Estimate based on the last four fiscal years)						
Region	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	TOTAL
Written Notice	2	11	1	11	2	20	47
Personal Contact	19	26	5	20	11	18	99
Encroachment on ROW	1601	1782	151	1465	5	276	5280
TOTAL	1622	1819	157	1496	18	314	5426

Table 10 - FY 2013 Sign Removal Activities

FY 2013	Illegal Sign Removal Summary (Estimate based on the last four fiscal years)						
Region	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	TOTAL
Written Notice	1	10	0	0	2	19	32
Personal Contact	19	25	50	2	11	18	125
Encroachment on ROW	19	1440	1170	996	42	332	3999
TOTAL	40	1477	1223	1002	60	375	4117

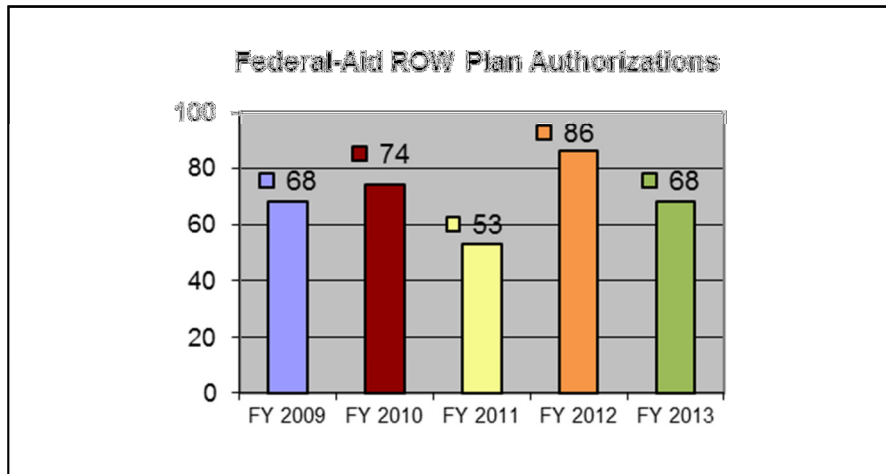
- 7) On-going monitoring regarding the Uniform Act was performed on every project for which Federal participation was sought. All forms were fully completed, and three or more levels of review were done prior to issuance of any funds.

8) CDOT authorized 68 ROW Plans for Federal Aid participation projects.

Table 11 - FY 2009 – 2013 CDOT Authorized 68 Plans for Federal Aid Projects

ROW Plans Authorized	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Federal Aid Projects with ROW	68	74	53	86	68

Figure 2 - FY 2009 – 2013 Federal Aid ROW Plan Authorizations



9) Quality Control (QC) is performed in four functional areas within the ROW process: a ROW plan authorization review, appraisal review, relocation determination approval, and a settlement package checklist. This is CDOT's process for all FY 2013 projects. CDOT has checklists and forms required for every key transaction.

10) Staff also conducted a systematic file review process. Scheduled file reviews in FY 2013 included the review of Region 1 files by Region 3, the review of Region 2 files by Region 5, and the review of Region 3 files by Region 4. The results of these reviews were all satisfactory, and each was documented and reviewed with all Regions at the quarterly ROW Managers' Meetings. In addition to the QC focus of this effort, many best practices are shared and implemented by Regions, improving efficiencies and consistency Statewide.

Performance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Right of Way program:

Table 12 - Right of Way Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
319	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	Track trend	12%	December each year

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
320	Condemnations	Percentage of parcels acquired using condemnation	Uniform Act relocation Assistance and real Property Acquisition Statistical report as required by 49 CFR, Appendix B	Track trend	0%	December each year
321	Appeals	The number of appeals filed each year	A list of appeals	Track trend	1	December each year
322	Fair Market Value settlement rate	The percentage of parcels settled at FMV	The number of parcels that settled at FMV versus the total number of parcels acquired	Track trend	57%	December each year
426	ROW Customer Survey	ROW Agent Customer Service Rating	ROW customer service survey by Region	Achieve very good or better in all categories	4.3	December each year

Additional detail on the performance indicators is provided below:

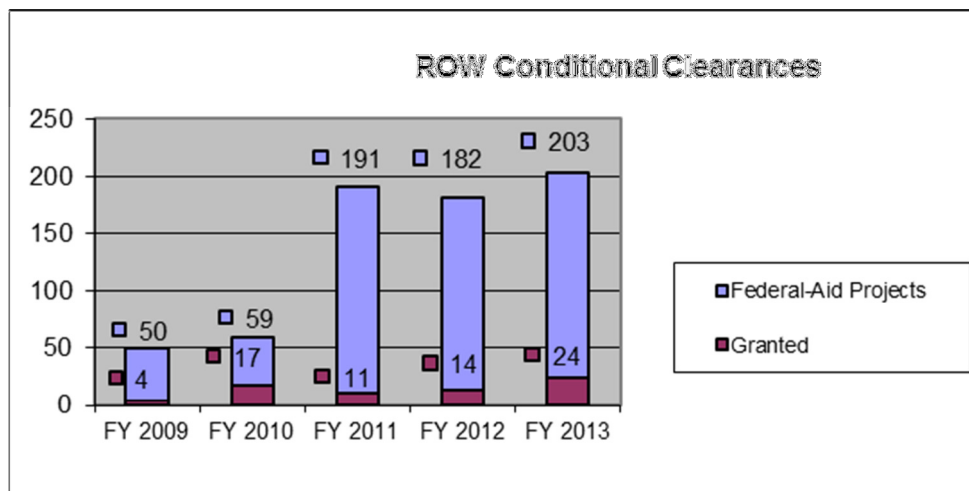
- 1) Conditional Clearances - Percentage of Federal Aid projects with conditional ROW certifications was 12%.

Table 13 - FY 2009 – 2013 Federal Aid Projects with ROW Conditional Clearances

ROW Conditional Clearances	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Federal Aid Projects with ROW	50	59	191*	182*	203
Conditional Clearances (granted)	4	17	11	14	24
Percentage of Conditional Clearances	8%	29%	6%	8%	12%

* FY 2011, FY 2012, & 2013 Clearances include a large number of LPA projects.

Figure 3 - FY 2009 – 2013 Federal Aid Projects with ROW Conditional Clearances

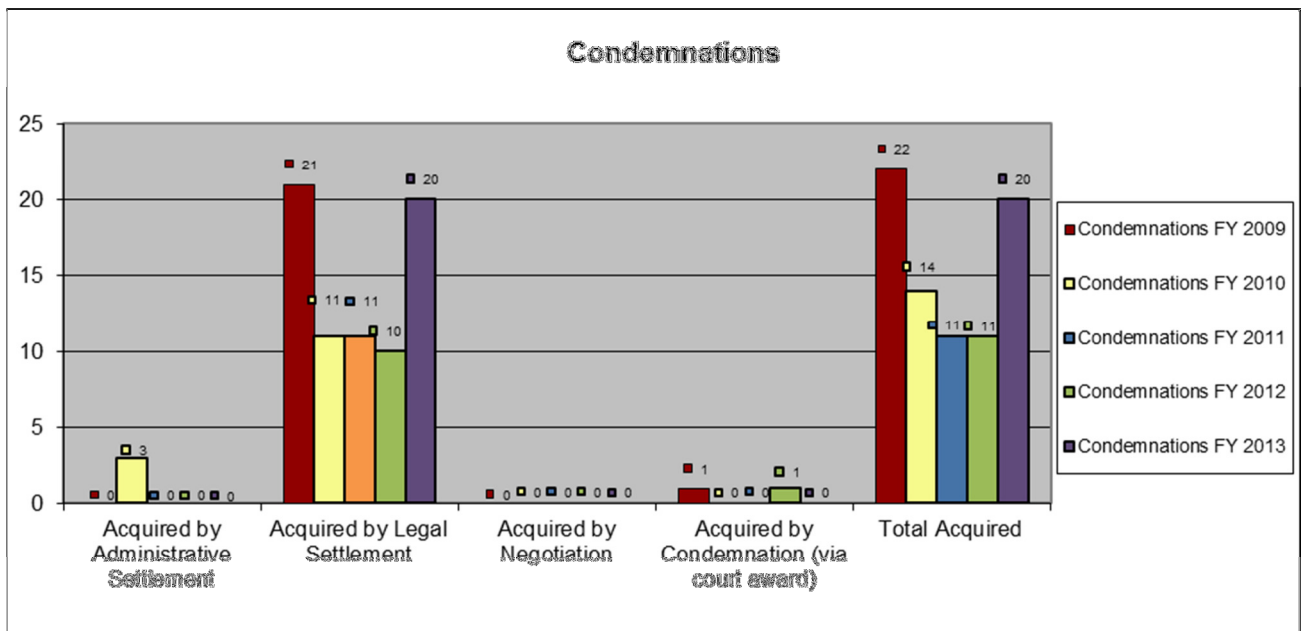


- 2) Condemnations – In FY 2013, 264 acquisitions were conducted. 20 of these acquisitions/cases were forwarded to the Office of the Attorney General for the initiation of condemnation proceedings. None of said parcels were acquired by condemnation (via court award).

Table 14 - FY 2009 – FY 2013 Condemnations – Cases Settled

Condemnations – Cases Settled	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Total Number of Acquisitions (Acq)	181	169	215	252	264
Parcels Acquired by Region Administrative Settlement/Percentage of Total Acq	0 / 0%	3 / 2%	0 / 0%	0 / 0%	0 / 0%
Parcels Acquired by Legal Settlement/Percentage of Total Acq	21 / 12%	11 / 7%	11 / 5%	10 / 4%	20 / 12%
Parcels Acquired by Negotiation /Percentage of Total Acq	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
Parcels Acquired Using Condemnation (via court award)/Percentage of Total Acq	1 / 1%	0 / 0%	0 / 0%	1 / < 0.5%	0 / 0%
TOTAL (Cases)	22	14	11	11	20

Figure 4 - FY 2009 – FY 2013 Condemnations



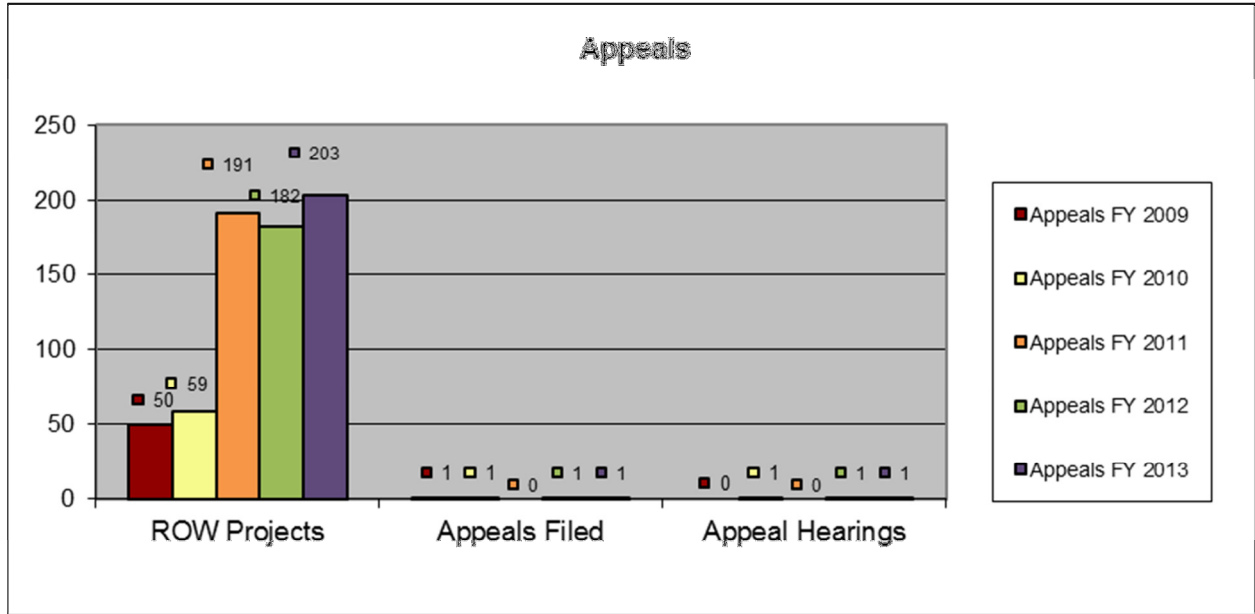
- 3) Appeals – One relocation appeal was filed.

Table 15 - FY 2009 – FY 2012 Appeals

Appeals	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Appeals Filed	1	1	0	1	1
Appeals that went to Hearings	0	1	0	1	1

4) Statewide acquisition settlement at FMV: 57%

Figure 5 - FY 2009 – 2013 Appeals



5) Mid FY 2010, CDOT ROW began the process of surveying the public impacted by ROW acquisition and/or relocation. That survey was a Quality Assurance Review (QAR) effort, and although it was conclusive, CDOT has decided to continue these efforts in order to assure continued high quality customer service to the public. To date, the rate of return on this survey is an impressive 43%. Following are statewide results of said survey for FY2011, FY2012 and FY2013.

Figure 6 - FY 2011, 2012, 2013 ROW Customer Survey

Colorado Department of Transportation: Right of Way Customer Service Survey (FY 2011 Information Summary - STATEWIDE)

Appraiser					Average Ratings
How well did the Appraiser explain the appraisal process to you?					4.33 *
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
How well did the Appraiser work with you when your appraisal visit was conducted?					4.20 *
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Were your questions answered in a clear and timely manner?					0.97 **
<i>Yes</i>	<i>No</i>				
96.77%	3.23%				
Acquisition Agent					
How well did the Acquisition Agent explain the project as it related to your property?					4.67 *
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Were you comfortable with the amount of time you had to consider the offer for your property?					0.98 **
<i>Yes</i>	<i>No</i>				
97.92%	2.08%				
Were your questions answered by the Acquisition Agent in a clear and timely manner?					0.97 **
<i>Yes</i>	<i>No</i>				
97.26%	2.74%				
Relocation Agent					
How well did the Relocation Agent explain the project as it related to your property?					4.85 *
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Were you comfortable with the amount of time you had to consider your Relocation offer?					1.00 **
<i>Yes</i>	<i>No</i>				
100.00%	0.00%				
Were your questions answered by the Relocation Agent in a clear and timely manner?					1.00 **
<i>Yes</i>	<i>No</i>				
100.00%	0.00%				

* Excellent = 5, Very Good = 4, Good = 3, Fair = 2, Poor = 1

** Yes = 1, No = 0

Colorado Department of Transportation: Right of Way Customer Service Survey (FY 2012 Information Summary - STATEWIDE)

Appraiser

How well did the Appraiser explain the appraisal process to you?

<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>

Average Ratings

4.12 *

How well did the Appraiser work with you when your appraisal visit was conducted?

<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>

4.08 *

Were your questions answered in a clear and timely manner?

<i>Yes</i>	<i>No</i>
95.83%	4.17%

0.96 **

Acquisition Agent

How well did the Acquisition Agent explain the project as it related to your property?

<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>

4.59 *

Were you comfortable with the amount of time you had to consider the offer for your property?

<i>Yes</i>	<i>No</i>
97.83%	2.17%

0.98 **

Were your questions answered by the Acquisition Agent in a clear and timely manner?

<i>Yes</i>	<i>No</i>
96.94%	3.06%

0.97 **

Relocation Agent

How well did the Relocation Agent explain the project as it related to your property?

<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>

4.57 *

Were you comfortable with the amount of time you had to consider your Relocation offer?

<i>Yes</i>	<i>No</i>
100.00%	0.00%

1.00 **

Were your questions answered by the Relocation Agent in a clear and timely manner?

<i>Yes</i>	<i>No</i>
90.00%	10.00%

0.90 **

* Excellent = 5, Very Good = 4, Good = 3, Fair = 2, Poor = 1

** Yes = 1, No = 0

Colorado Department of Transportation: Right of Way Customer Service Survey (FY 2013 Information Summary - STATEWIDE)

<u>Appraiser</u>	<u>Average Ratings</u>										
How well did the Appraiser explain the appraisal process to you? (Please circle one)	3.80 *										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; text-align: center;"><i>Excellent</i></td> <td style="width: 20%; text-align: center;"><i>Very Good</i></td> <td style="width: 20%; text-align: center;"><i>Good</i></td> <td style="width: 20%; text-align: center;"><i>Fair</i></td> <td style="width: 20%; text-align: center;"><i>Poor</i></td> </tr> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>	<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>						
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>							
How well did the Appraiser work with you when your appraisal visit was conducted?	3.80 *										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; text-align: center;"><i>Excellent</i></td> <td style="width: 20%; text-align: center;"><i>Very Good</i></td> <td style="width: 20%; text-align: center;"><i>Good</i></td> <td style="width: 20%; text-align: center;"><i>Fair</i></td> <td style="width: 20%; text-align: center;"><i>Poor</i></td> </tr> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>	<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>						
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>							
Were your questions answered in a clear and timely manner? (Please circle one)	0.94 **										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"><i>Yes</i></td> <td style="width: 50%; text-align: center;"><i>No</i></td> <td rowspan="2" style="vertical-align: middle;"><i>Comments (See Details on Compilation Sheet)</i></td> </tr> <tr> <td style="text-align: center;">94.12%</td> <td style="text-align: center;">5.88%</td> </tr> </table>	<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>	94.12%	5.88%						
<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>									
94.12%	5.88%										
Acquisition Agent											
How well did the Acquisition Agent explain the project as it related to your property?	4.34 *										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; text-align: center;"><i>Excellent</i></td> <td style="width: 20%; text-align: center;"><i>Very Good</i></td> <td style="width: 20%; text-align: center;"><i>Good</i></td> <td style="width: 20%; text-align: center;"><i>Fair</i></td> <td style="width: 20%; text-align: center;"><i>Poor</i></td> </tr> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>	<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>						
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>							
Were you comfortable with the amount of time you had to consider the offer for your property?	0.95 **										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"><i>Yes</i></td> <td style="width: 50%; text-align: center;"><i>No</i></td> <td rowspan="2" style="vertical-align: middle;"><i>Comments (See Details on Compilation Sheet)</i></td> </tr> <tr> <td style="text-align: center;">95.45%</td> <td style="text-align: center;">4.55%</td> </tr> </table>	<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>	95.45%	4.55%						
<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>									
95.45%	4.55%										
Were your questions answered by the Acquisition Agent in a clear and timely manner?	0.93 **										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"><i>Yes</i></td> <td style="width: 50%; text-align: center;"><i>No</i></td> <td rowspan="2" style="vertical-align: middle;"><i>Comments (See Details on Compilation Sheet)</i></td> </tr> <tr> <td style="text-align: center;">93.18%</td> <td style="text-align: center;">6.82%</td> </tr> </table>	<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>	93.18%	6.82%						
<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>									
93.18%	6.82%										
Relocation Agent											
How well did the Relocation Agent explain the project as it related to your property?	4.44 *										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; text-align: center;"><i>Excellent</i></td> <td style="width: 20%; text-align: center;"><i>Very Good</i></td> <td style="width: 20%; text-align: center;"><i>Good</i></td> <td style="width: 20%; text-align: center;"><i>Fair</i></td> <td style="width: 20%; text-align: center;"><i>Poor</i></td> </tr> <tr> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> <td style="background-color: #cccccc;"> </td> </tr> </table>	<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>						
<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>							
Were you comfortable with the amount of time you had to consider your Relocation offer?	1.00 **										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"><i>Yes</i></td> <td style="width: 50%; text-align: center;"><i>No</i></td> <td rowspan="2" style="vertical-align: middle;"><i>Comments (See Details on Compilation Sheet)</i></td> </tr> <tr> <td style="text-align: center;">100.00%</td> <td style="text-align: center;">0.00%</td> </tr> </table>	<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>	100.00%	0.00%						
<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>									
100.00%	0.00%										
Were your questions answered by the Relocation Agent in a clear and timely manner?	1.00 **										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"><i>Yes</i></td> <td style="width: 50%; text-align: center;"><i>No</i></td> <td rowspan="2" style="vertical-align: middle;"><i>Comments (See Details on Compilation Sheet)</i></td> </tr> <tr> <td style="text-align: center;">100.00%</td> <td style="text-align: center;">0.00%</td> </tr> </table>	<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>	100.00%	0.00%						
<i>Yes</i>	<i>No</i>	<i>Comments (See Details on Compilation Sheet)</i>									
100.00%	0.00%										

* Excellent = 5, Very Good = 4, Good = 3, Fair = 2, Poor = 1

** Yes = 1, No = 0

Did your program area encounter problems with the Stewardship Agreement (i.e. lack of understanding, etc.)? No.

TRAFFIC AND SAFETY ENGINEERING

Introduction

CDOT Managers: Darrell Lingk and Charles Meyer
FHWA Manager: Dahir Egal

The Traffic and Safety Engineering Branch (the Branch) is responsible for developing and maintaining the Highway Safety Improvement Program, or HSIP, (as defined by 23 CFR 924) for CDOT and is focused on reducing fatalities, serious injuries, and the associated human and economic loss resulting from crashes on the transportation system.

The Branch administers the FHWA HSIP, which includes hazard elimination, rail-highway grade crossings, and high-risk rural roads. They work with Region Traffic Engineers and local agencies to identify and construct cost-effective projects that improve safety on Colorado's roadways. This is accomplished by assessing the nature and magnitude of safety problems on roadways in a Region, county or town and providing adequate information to support the development of an investment strategy to resolve the problems. Finally, a cost-benefit analysis is employed to ensure that the most beneficial and cost-effective safety projects are selected for implementation by the Regions.

Statistically-based and consistent with the Highway Safety Manual (HSM), the Branch applies advanced safety performance functions (SPF) and diagnostic analysis to identify statewide locations of high crash concentrations with potential for crash reduction. This analysis is applied to the above HSIP programs as well as nearly every project in the state by means of project-safety assessments done during the early planning and design phases.

The Branch also acts as the State's repository for state highway traffic crash information. On average, 100,000 crash records are reported in a calendar year. The Branch administers both NHTSA and FHWA funding to improve the accuracy, completeness, timeliness, and availability of the data after receiving the statewide crash records from the Department of Revenue. The Branch serves on and carries out the strategic plan of the STRAC (Statewide Traffic Records Advisory Committee), made up of representatives from the Colorado Departments of Transportation, Revenue, Public Health and Environment, Human Services, Public Safety, as well as the Judicial Department. Crash data serves as the foundation in planning safety mitigation projects and programs.

State agencies rely on crash data to meet the requirements of MAP-21, which includes timeliness, accuracy, uniformity, integration, and accessibility of data suitable for problem identification and countermeasure analysis. CDOT has put forth significant effort over the last year to cultivate a crash data set that possesses these attributes. CDOT remains committed to improving its safety data and has established a goal that crash data processing backlogs are kept to a minimum of no more than four months at all times.

The Office of Transportation Safety (OTS) administers the state's traffic safety program funded by the National Highway Traffic Safety Administration (NHTSA).

The OTS and the Branch are responsible for developing and maintaining the FHWA-mandated Strategic Highway Safety Plan (Strategic Plan for Improving Roadway Safety or SPIRS). This strategic safety plan is the roadmap for developing the annual Colorado Integrated Safety Plan (ISP). The ISP is a comprehensive program and project plan for addressing both behavioral and engineering safety issues. The ISP meets the annual safety program planning requirements of the NHTSA. The goal of the program is to reduce traffic deaths on Colorado's highways. Primary focuses of the program include reducing impaired driving related traffic deaths, motorcycle and pedestrian fatalities and increasing adult seat-belt use. Public information and outreach activities are coordinated through the program, as are training and education services. The ISP also lists programs and projects for building and improving roadway infrastructure to improve roadway safety.

CDOT also understands the importance of the SHSP to Colorado's safety stakeholders and has set a goal to update its existing plan by June of 2014. Once updated, FHWA and CDOT will ensure that SHSP implementation efforts are developed and tracked for each emphasis area identified.

Quality/Results

1. Traffic Fatalities – The mission of both the OTS and the Branch is to “reduce the incidence and severity of motor vehicle crashes and the associated human and economic loss”. One measurement of traffic fatalities is the number of fatalities that occur per 100 million vehicle miles traveled (VMT). While CDOT has continued to deliver programs that engineer safer highways, educate the driving public, recommend traffic safety legislative enhancements, and conduct high-visibility enforcement of the State's driving laws, the fatality rate has leveled off in 2012 to 1.01, slightly above the 0.96 in 2010 and 2011. While fatalities remain lower than the past decade, they slightly rose in 2012 to 472.

Below is a snapshot of how fatalities have changed from previous year in certain areas. Analysis of these and other areas is being conducted for the SHSP and will help form strategies for fatality reduction in the SHSP update.

- Run off road crash fatalities decreased 8% from 214 in 2011 to 196 in 2012
- Intersection related fatalities increased 4% from 117 in 2011 to 122 in 2012
- Pedestrian crash fatalities increased 57% from 46 in 2011 to 72 in 2012
- Wildlife crash fatalities decreased 50% from 2 in 2011 to 1 in 2012

The most serious transportation-safety challenges continue to be impaired driving, the lack of occupant protection compliance (seat belts), motorcycle safety and pedestrian fatalities. The OTS aggressively addresses these challenges by supporting projects, programs and other measures to educate the public and raise awareness. Public information programs and high-visibility enforcement have served to raise the awareness of the public of the risks of driving and their responsibilities as drivers. Grassroots organizations, state partnerships and local community efforts also have had a significant impact.

2. OTS Accomplishments – The OTS continued to make marked improvement toward their goals. Examples of this progress include:
 - Speed related fatalities decreased 11% from 183 in 2011 to 162 in 2012;
 - Through enhanced high-visibility enforcement efforts, the impaired driving arrests for 2012 “Heat is On!” campaign reached an all-time high of 9,784; and
 - Unrestrained fatalities decreased 16% from 185 in 2011 to 156 in 2012.
3. Strategic Highway Safety Plan – Work on the SHSP is well underway with steering and executive committees being formed, an initial successful steering committee meeting being held, an executive committee meeting scheduled in December, and five statewide regional meetings scheduled in December, January and February. Steering committee input has given the effort a strong direction toward setting a mission, vision, and emphasis areas based upon a long-term vision of seeing zero fatalities on Colorado's roadways.
4. HSIP – In federal FY 2013, the Branch delivered \$39 million in HSIP funding to the Regions and Local Agencies around the state for 42 projects. These projects will have a cumulative safety benefit of \$75.7 million over the next 20 years, for an overall B/C of 1.94. Examples of these projects include Median Cable Rail, Auxiliary Lanes, Rumble Strips, Wildlife Fence, Roundabout, Intersection Improvements, Ramp Metering, Interchange Ramp Improvements, Managed Lanes, and Roadway Realignment. The Branch and Regions are in the midst of programming projects

that were solicited and qualified for HSIP funds in 2012, and planning on another solicitation in early 2014 to ensure complete delivery of the HSIP program, including a welcome increase in HSIP funding. The potential lapse of funds in September of 2015 was addressed by increased program accountability through program status reports and increased communication with CDOT Regions.

5. HSIP Flex – The last year of SAFETEA-LU HSIP Flex funding was requested and approved and is being used for various initiatives. With the passage of MAP-21, flex funding is no longer a set-aside program.
6. Work Zone Safety and Mobility Process Review – The WZSM Process Review was completed in early 2013. Recommendations were made from the Process Review Team and those are currently being implemented. In conjunction with annual Work Zone Traffic Control Reviews, the Process Review Task Force surveyed WZ stakeholders to gauge the effectiveness of WZ policies, procedures, specifications and practices.
7. Crash Data – For 2013, the Branch has consistently processed crash records and made them available within 4 months of receiving them from DOR. All 2011 through 2013 records, both on- and off-highway system crash records, are processed and checked for errors and made available for analysis by statewide stakeholders

The only remaining backlog is for the 2008-2010 off-system crash records, which is being systematically reduced, having completed the review and correction of 2011 off-system records, the task is now working on 2010 records.

CDOT has employed a Traffic Safety Data Improvement Project for the next two years to make crash data processing more efficient and to eliminate the off-system back-log. Efficiencies will include finding automated ways to conduct quality checks, analyzing the frequency of errors in crash coding, and recommending methods to reduce those common errors.

8. CDOT Re-organization – CDOT underwent re-organization in July 2013, placing the HSIP program in a newly created Division – the Transportation Systems Management and Operations Division. Because operations and safety are so integral to each other, the synergies of these two programs working together is promising for improving both system performance and safety.
9. Rail Highway Grade Crossing Program – As a result of the re-organization, the Rail Highway Grade Crossing Program was transferred to the Project Development Branch. The RR Program is revising its process for selecting RR crossing safety projects by redeveloping its hazard index and applying it to Colorado's 4,000 crossings.
10. Work Zone Safety and Mobility – Traffic Control Reviews – These reviews continue to be conducted annually by Area Engineers visiting select projects throughout the state. Their findings are used to improve WZ standards, specifications, practices and policies.
11. Colorado Safety Legislation and Statutes
 - **Primary Seat Belt:** Colorado does not have a primary seat-belt law.
 - **Drug Offender DL revocation:** This actually comes from the Governor's Office to FHWA, not through OTS.
 - **Repeat Offender Law:** Colorado is in compliance.
 - **Zero Tolerance Law:** Colorado is in compliance.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the progress of the Traffic and Safety Engineering Program.

As application of MAP-21 becomes clearer, performance measures will be updated to be in alignment with recommendations of MAP-21 and AASHTO Standing Committee on Performance Measures recommendations for program measures. For example, MAP21 requires three common measures for FHWA and NHTSA (fatalities, fatality rate, and injuries) with an additional measure by FHWA, injury rate. MAP-21 will further define injury – whether it is only serious injuries or will also include non-incapacitating injuries. Nonetheless, see below table for progress in 2013.

Table 16 – Traffic and Safety Engineering Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/Baseline	2013 Actual	Reporting Frequency
329	Reduce the fatality rate	The fatality rate per 100 million VMT	Colorado Highway Safety Program Annual Report	Less than 1.2	1.01 ¹	Quarterly, final in December each year
336	Reduce alcohol-related fatal crashes.	Alcohol-related fatal crashes as a percentage of overall fatal crashes	Colorado Highway Safety Program Annual Report	Less than 45%	40.4 ¹	Quarterly, final in December each year
335	Reduce the injury crash rate	The injury crash rate 100 per million VMT	Colorado Highway Safety Program Annual Report	Less than 25	21.29 ¹	Quarterly, final in December each year
247	Increase the rate of seat belt usage	Percentage of overall population using seat belts	Seat Belt Survey Report	Greater than 81%	82.1	Quarterly, final in December each year
376	Reduce crash data processing time	Number of months crash data processing is backlogged	Colorado Highway Safety Program Annual Report	Less than 12 months	3 months	Quarterly, final in December each year

¹ Fatality data is not official for a year after the end of the calendar year. Therefore, these are 2012 actuals.

DESIGN AND CONSTRUCTION

Introduction

CDOT Manager: Richard Zamora (Design) and John Eddy (Construction)
FHWA Manager: Shaun Cutting and Randy Jensen

The CDOT Area Engineers Program is responsible for assisting the five (previously 6) CDOT Regions 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.

Quality/Results

1. There were 312 Change Orders submitted. Of those 290 (92.9%) were complete as submitted, 11 (3.5%) needed revision, and eleven (3.5%) needed supplemental documentation. There were 12 approved Major Change Orders greater than \$250,000.
2. The Liquidated Damages table was revised in FY 2012. The next revision is scheduled for review in FY 2014, revised bi-annually.
3. There were 4 claims filed in FY 2013. The claims were filed only after the dispute resolution process was exhausted.

• Claims Open Beginning	FY 13 – 0	0 < \$250,000	0 > \$250,000
• New Claims	FY 13 – 5	5 < \$250,000	0 > \$250,000
• Claims Resolved	FY 13 – 4	4 < \$250,000	0 > \$250,000
• Claims Carrying Over	FY 14 – 1	1 < \$250,000	0 > \$250,000

4. Dispute Status FY 2013

• Disputes Open Beginning	FY 13 – 6	5 < \$250,000	1 > \$250,000
• New Disputes	FY 13 – 9	9 < \$250,000	0 > \$250,000
• Disputes Resolved	FY 13 – 9	8 < \$250,000	1 > \$250,000
• Disputes Carrying Over	FY 14 – 4	4 < \$250,000	0 > \$250,000

*Note that one dispute was not reported until the following quarter, which put it in the new fiscal year.

5. No new statewide FIPI were approved. There are now 23 active statewide FIPIs.
6. Three Joint CDOT/CCA Specifications Committee meetings were held, and 55 standard special provisions and sample project special provisions were issued. There were 2 revisions to the M-Standard Plans.
7. CDOT will provided a report to FHWA on its Value Engineering and VECP savings by December 2013.
8. No Post Construction Reviews were performed.
9. Three Inter-Region Reviews were held, with Region 2 hosting Region 5, Region 3 hosting Region 1 and Region 6 hosting Region 2.

10. The Area Engineers and FHWA Operation Engineers conducted 21 Residency Visits with all of the regional design/construction residencies and traffic units.
11. Three Area Engineer/FHWA Program Delivery Team Leader Meetings were held in FY 2013.
12. The Project Development and/or Contracts and Market Analysis Branches were represented at the following committee meetings:
 - CDOT/CCA Specifications Committee - 3 of 3 meetings
 - CDOT/ACPA Coop - 4 of 4 meetings
 - CDOT/CAPA Coop - 4 of 4 meetings
 - PDAC - 4 of 4 meetings
 - MAC - 5 of 6 meetings
 - LART - Lean Process was conducted centered around working group of LA Coordinators
 - RE Committee – 12 of 12 Meetings
 - Water Quality Advisory Committee – 4 of 4 Meetings
 - Innovative Contracting Advisory Committee – 6 of 6 meetings
13. Twenty-four construction projects and 12 maintenance project traffic control reviews were conducted in FY 2014, of which one was a nighttime review. Statewide average construction and maintenance project scores were 93.5% and 93.3%, respectively. The final report was submitted to FHWA on September 24, 2013.
14. The status of implementation of Quality Assurance Reviews was:
 - FY 2008 – Mechanically Stabilized Earth Walls – Implementing recommendations.
 - FY 2008 – M-Projects – Restarted effort July 1, 2009. Manual is being rewritten.
 - FY 2009 – Local Agency – This QAR is now part of a Lean process.
 - FY 2010 – Construction Project Staffing – Implementing recommendation.

The QIC monitors the progress of these QARs under QIC operating guidelines.
15. Ten Construction Bulletins and four Design Bulletins were issued. The 2013 Project Development Manual was issued on January 31, 2013. The Construction Manual is currently being revised and is scheduled for publication in early 2014.
16. The TETP conducted training courses in several subject areas (number of classes held): Transportation Core Curriculum (1), Intro to Context Sensitive Solutions (1), CPM Scheduling for Design and Construction (4), Work Hour Estimation (1), Construction Project Administration (3), Reading Structural Plans (1), Applied Roadway Design (1), Managing Contract Time (1), Clear Writing for Engineers (1). In addition to these instructor-led training courses there are three e-learning courses: Survey Basics for Engineers, Budget Management for Project Engineers, and Plan Checking. Fifteen instructor-led courses were held in FY 2013 with a total of 174 participants, four e-learning courses and several training resource recordings also available for viewing. The average course rating for all instructor-led courses held in the fiscal year was 4.53.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Design and Construction Programs:

Table 17 - Design and Construction Programs Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
465	Revisions Under Advertisement	Percent of Projects that have one or more Revisions Under Advertisement	CDOT Work Plan	Track trend	45%	State Fiscal Year
466	Constructability Reviews	Number of Projects that include a constructability review during the design phase	CDOT Work Plan	Track trend	3	State Fiscal Year
464	Value Engineering (VE) Reviews	Number of projects over \$40M threshold conducting VEs	CDOT Work Plan	100% of projects going to ad after December 31, 2012	100%	State Fiscal Year
323	Number of major change orders which require FHWA approval	Number of change orders which required FHWA approval	CDOT Work Plan	Track trend	3	State Fiscal Year
328	Number of change orders approved by CDOT only	Number of change orders which did not require FHWA approval	CDOT Work Plan	Track trend	309	State Fiscal Year
324	Number of claims paid out after DRB process followed	Claim dollars disputed divided by total contract dollars	CDOT Work Plan	Track trend	0.07%	State Fiscal Year
325	Number of disputes filed each year	Contract dollars disputed divided by total contract dollars	CDOT Work Plan	Track trend	0.36%	State Fiscal Year
345	Time to Close a project from Final Acceptance to Project Closure in FMIS	Avg. number of days to close a project	CDOT Work Plan	Track trend ¹	208	State Fiscal Year

¹ For 2013, actual data for this Performance Indicator being provided. At the guidance of FHWA, we will identify an average over the prior 3 years and establish the 2014 target.

PAVEMENTS AND MATERIALS

Introduction

CDOT Manager: Bill Schiebel
FHWA Managers: Donna Harmelink

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.

Quality/Results

1. There were 10 courses offered and seven courses delivered. Over 125 students during 17 classes were trained in the use of SiteManager Materials with an overall score of 4.44 out of 5.0 and 58 students during 5 classes were trained in Pavement ME Design. Other training included QC/QA for HMA and PCCP, MODTAG, and Materials for Managers. Also, 15 LabCAT certification courses and 8 Asphalt Inspector certification courses were offered via RMAEC. 11 Soil and Embankment certification and Inspector certification courses were conducted by WAQTC.
2. Three manuals were updated and improved. They include the Field Materials Manual, the Pavement Design Manual and the Laboratory Manual of Test Procedures.
3. The Materials Advisory Committee met six times and identified and resolved issues. Numerous specification and procedural improvements were part of the effort.
4. The CDOT, AZDOT, NMDOT, UTDOT Four Corners peer exchange meeting was reinstated starting in May 2013. This meeting brought materials engineers from the Four-Corners state DOT's together for collaboration and problem-solving on shared technical issues.
5. The Central Laboratory maintained 137 tests in the American Association of State Highway and Transportation Officials (AASHTO) Accreditation Program. Thirty-six proficiency samples were tested, with an average of 3.90 out of 5.0 rating.
6. The Central Laboratory quality review of each of the six Region Laboratories and remote testing facilities was conducted and reported on June 16, 2013
7. The reports of the round-robin proficiency testing with the Regions, consultants and contractors were completed for asphalt, concrete compressive strength, sulfates in soil, and soils.
8. For those performing acceptance testing, certifications were completed for 229 people in asphalt, 326 people in concrete and 294 people in soils. A total of 849 people were certified. This list of certified testers is updated on a quarterly basis.
9. The Pavement Management Technical Committee met four times during the year. The annual report to the Transportation Commission documented the improvements made to the pavement-management system model and the recently gathered condition data.

10. Pavement Management transitioned from a Remaining Service Life metric to a Drivability Life metric, which is a customer-facing measure that incorporates pavement surface distresses, smoothness, and safety.
11. The FY 2013 annual rockfall report was completed on August 4, 2013.
12. Partnering with Industry: The Asphalt Industry Forum (AIF)/Colorado Asphalt Pavement Association (CAPA) and the CDOT/American Concrete Paving Association (ACPA) Coop each met 4 times to identify and resolve issues. Monthly meetings are held with ACPA and CAPA to discuss industry concerns and enhancements regarding CDOT's Life Cycle Cost Analysis procedures. Completed task force and specification efforts include Concrete Overlays, Reclaimed Asphalt Millings Retention, RAP Binder Displacement, WMA Performance Requirements in CP-59. The AIF Guidelines protocol was formalized and issued to guide the membership, conduct and schedule for the AIF collaboration.
13. The use of CP-59 to document and approve WMA technologies and contractors continued in 2013. The total number of approved technology now stands at 12 and contractors at 15.
14. The Safety Edge specification and M-Standard drawings were issued.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Pavement and Materials Program:

Table 18 - Pavements and Materials Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/Baseline	2013 Actual	Reporting Frequency
253	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%	50% actual ¹	December each year
255 259- 264	Percent of surface treatment funds planned for pavement preservation within each region	Percent of surface treatment funds planned for pavement preservation within each region	Pavement Management Systems Work Plan	5%	Actual ¹ : R1: 0.0% R2: 0.0% R3: 8.1% R4: 0.0% R5: 1.4% R6: 0.0% State: 2.3%	December each year
254	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	52%	58%	December each year

¹ Due to the ongoing Pavement Management transition from the Remaining Service Life metric to the Drivability Life metric, this annual report depicts a transitional year where these indicators can be calculated, but should be considered for information only. These metrics report on CDOT's ability to establish next year's plan in accordance with our pavement management system's recommendations. The FY2014 Surface Treatment Plan (STP) of projects was primarily the product of established project delivery commitments with the final project list also refined through necessary Transportation Commission direction. The current DL PMS was not used to establish the FY2014 STP. PMS Match status represents simple comparison of the final FY2014 STP to current DL PMS recommendations, and is therefore well

below target and historic levels. The percent of planned preventive maintenance is also below target and historic levels due to those final list revisions that removed lower cost projects.

STRUCTURES

Introduction

CDOT Manager: Joshua Laipply
FHWA Manager: Matt Greer

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 more than 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. The staff also evaluates new products and materials for bridge construction. The Structures program provides vital services: bridge management and inspection, fabrication inspection, construction assistance, bridge rating and bridge overloads.

Quality/Results

Staff Branches Activities

1. The division bridge engineer participated in the Department's quarterly bridge inspection and asset management meetings and the biweekly Staff Bridge unit leader meetings. Issues with the Department's structures program and needed improvements are identified and addressed at these meetings.
2. Steady progress has been made with updating the scour plan-of-actions for both on-system and off-system bridges.
3. Approximately \$30M dollars of preventative maintenance will be invested in our on-system bridges per the asset management program.
4. Box Culvert Standards have been updated for LFRD design standards and pre-rated using the LRFR standards.
5. Implementation of CDOT's first SPMT bridge move utilizing EDC measures that met the advertised 50 hour closure window and grant funding from Highways for Life.
6. Awarded Highways for Life grant dollars to collect data on the first Interstate multi-span structure to utilize GRS abutments. This project will also be an FHWA showcase.
7. Flood response Inspections for on-system and off-system structures. Over 1,000 bridges inspected in 4 weeks. New data collection and real-time data reporting was implanted by Staff Bridge's asset management group.

Regions' Activities

8. Region maintenance personnel have been involved with preventative maintenance cleaning of structures QAR.
9. The Branch has been working with maintenance personnel to complete implementation of the essential repair tracking report. This has included meeting with the maintenance superintendents and working with Region personnel assigned to bridge maintenance.
10. Through the Staff Hydraulics Unit, the Regions continue to be involved with the updating of the scour POA's. Field reviews have been held in all Regions as well as final report review meetings.

11. CDOT/FHWA has supported the national initiatives of Every Day Counts by hosting Geosynthetic Reinforced Soils workshops and Accelerated Bridge Construction conference with Region staff in attendance.
12. Regions and ICC coordination with Staff Bridge for bridge and wall projects.
13. Regions and Staff Bridge coordination with RAMP Maintenance bridge projects.
14. Regions bridge maintenance scheduling essential repair work.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Structures Program.

CDOT updates the bridge reporting data annually in April.

Table 19. Structures Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target / Baseline	2013 Actual	Reporting Frequency
210	Bridges in good or fair condition	Percent of major vehicular bridges in good or fair condition based on deck area	Staff Bridge annual asset management reports	95%	97.2%	Quarterly, final in December each year
388	Decrease the number of bridges in poor condition	The number of bridges in poor condition per year over the last five years	Staff Bridge annual asset management reports	Downward trend	2013: 112 2012: 112 2011: 125 2010: 127 2009: 128	Quarterly, final in December each year
215	Decrease the number of functionally obsolete bridges	The number of functionally obsolete bridges per year over the last 5 years	Staff Bridge annual asset management reports	Downward trend	2013: 398 2012: 402 2011: 400 2010: 402 2009: 403	December each year
214	Decrease the number of structurally deficient bridges	The number of structurally deficient bridges per year over the last 5 years	Staff Bridge annual asset management reports	Downward trend	2013: 214 2012: 238 2011: 251 2010: 258 2009: 256	December each year
216	Decrease the structurally deficient bridges on the NHS	The number of structurally deficient bridges on the NHS per year over the last 5 years	Staff Bridge annual asset management reports	Downward trend	2013: 126 2012: 124 2011: 128 2010: 136 2009: 135	December each year
238	Reduce the 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	0%	December each year
237	Reduce the quantity of bridge expansion joints that are leaking or damaged	Repair or replace joints noted as leaking or damaged per inspection reports, per year over the last 5 years	Staff Bridge annual asset management reports	Downward trend	2013: 51,640 2012: 48,436 2011: 48,518 2010: 48,493 2009: 46,535	Quarterly, final In December each year

SAP #	Indicator	Description	Reporting Mechanism	Target / Baseline	2013 Actual	Reporting Frequency
236	Update the scour plan-of-actions (POAs) for all scour-critical bridges	The percentage of scour-critical bridges (NBI Item 113 code 2 or 3 or U) that have had the plans-of-actions updated after 2008	Staff Bridge annual asset management reports	100%	0%	Quarterly, final in December each year
467	Decrease the number of structures with sub-standard vertical clearance¹	Bridges under 16'-0" represent an increased risk of vehicle impact and restrict commerce. Remove or mitigate where possible.	Staff Bridge annual asset management reports	Downward trend	51	December each year
468	Decrease the number of load restricted bridges¹	Decrease the number of structures that cannot safely move commerce	Staff Bridge annual asset management reports	Downward trend	87	December each year
470	Bridge Inspection Metrics Report¹	Percentage of the 23 metrics in compliance	FHWA's Metric Compliance Report	100%	61% Compliant 39% Cond. C 0% non-Comp.	December each year

¹ These are new measures that were not included in the 2013 Stewardship Agreement.

MAINTENANCE AND OPERATIONS

Introduction

CDOT Manager: David C. Wieder
FHWA Manager: Randy Jensen

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 state maintenance program; and,
- 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.

Quality/Results

In FY 2013, the Staff Maintenance and Operations Branch coordinated the review of 764 road survey segments, and many during and post-storm surveys to establish the level of service provided. The target and achieved levels of service were:

Table 20 - FY 2013 MPA Performance

MPA	LOS Target	LOS Achieved
100 - Planning, Training & Scheduling	C+	C
150 - Roadway Surface	B-	B+
200 - Roadside Facilities	C+	A-
250 - Roadside Appearance	C+	B+
300 - Traffic Services	C	B-
350 - Structure Maintenance	C+	C+
400 - Snow and Ice Control	B	B
450 - Rest Areas, Buildings and Grounds	C	C+
500 - Tunnel Maintenance	B-	C+
Overall	C+	B

Due to a very mild winter in many areas of the state, CDOT was able to perform additional work in areas other than Snow and Ice Control, allowing it to exceed the targeted LOS in six of the nine Maintenance Program Areas.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Maintenance and Operations Program:

Table 21 - Maintenance and Operations Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
271	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 Transportation Commission FY 13 LOS Target C+	Achieved LOS B	December each year
270	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 Transportation Commission FY 13 LOS Target B	Achieved LOS B	December each year

INTELLIGENT TRANSPORTATION SYSTEMS (ITS)

Introduction

CDOT Manager: Saeed Sobhi
FHWA Manager: Richard Santos

The overall purpose of the ITS program is to use technology to enhance operations of the transportation system by implementing advanced traveler information, advanced traffic and incident management and other applications that improve mobility and safety of the system for all travelers. This is accomplished by using devices, equipment and high-speed communications to monitor traffic conditions provide real-time travel speed and condition information, implement traffic management applications with ramp meters, traffic signals, HOV/HOT and managed lanes and coordinate incident management strategies with first responders, law enforcement and local agencies. In essence, all of this is done to improve safety, reduce traffic delays and congestion and increase system reliability so that the transportation system can operate as effectively and efficiently as possible.

Quality/Results

To accomplish the elements identified above, CDOT works with numerous stakeholders, both within and outside of the department, to engage broad-based and representative participation. Working with these stakeholders CDOT developed, and updated, Region ITS Strategic Plans and Architectures that provide direction and identify priorities to ensure systematic implementation, technological integration and jurisdictional coordination. CDOT has also developed, and is in the process of developing, performance measures to evaluate and quantify specific activities and applications to ensure optimum effectiveness and applicability to similar operational situations.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the ITS program:

Table 22 - ITS Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
266	Percent of congested corridors implemented with incident management plans ¹	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%	December each year
352	Percent of identified congested corridors where ITS solutions implemented ¹	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%	60%	December each year
383	Duration of Peak Period (morning and evening for I-70 West and I-25 South)	Identify the peak period for I-70 West Golden to Frisco and I-25 South Lincoln to Colorado Springs and monitor durations	ITS Work Plan Performance Measures	Establish a baseline for FY 2014 ⁴	⁵	December each year

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
384	Number of incidents lasting over 90 minutes on I-70 West	Measure the number of incidents lasting over 90 minutes on I-70 between Golden and Vail and look for trends to improve clearance times	ITS Work Plan Performance Measures	Establish a baseline for FY 2014 ⁴	5	December each year
385	Average Incident Closure time on I-70 West and I-25 South	Measure the number of incident closures on I-70 between Golden and Vail and I-25 between Lincoln and Colorado Springs and monitor the length of the closures and look for trends to improve	ITS Work Plan Performance Measures	Establish a baseline for FY 2014 ⁴	5	December each year
347	COTRIP Web hits²	Measure the number of web hits, and page views in COTRIP and other pertinent data and look for trends to improve information consumption by the public	ITS Work Plan Performance Measures	1.75 billion hits	2.65 billion hits	December each year
386	Courtesy Patrol Assists³	Measure the number of Courtesy Patrol Assists in the metro Denver area and report by type	ITS Work Plan Performance Measures	11,634 assists	9,940	December each year
268	Percent of identified congested corridors with ramp metering implemented¹	Congested corridors (v/c > 0.85 on interstates and freeways) with ramp metering implemented as a percentage of all identified congested corridors	ITS Work Plan Performance Measures	54%	54% ⁶	December each year

¹ In previous Annual Reports (prior to Calendar Year 13) these performance measures were applied only to Congested Corridors classified as Interstates and Freeways/Expressways. This year Congested Corridors were expanded to include Other Principal Arterials (Urban and Rural) to account for and illustrate the level of ITS implementation on these corridors.

² Web hits are one measurement that is used to determine web usage. Regarding the COTRIP web site, a hit occurs each time that an icon/button is accessed to request information.

³ The Courtesy Patrol operates in the Denver Metro area on selected routes such as; US 6, I-25, US 36, I-70 and C 470, Monday through Friday during morning and afternoon peak periods. The assists include, but not limited to, the following services: accident, flat tire, fuel transfer, jump start, passenger transfer, and tow to drop site, used phone and water transfer.

⁴ These targets were updated. There was not a specific target in the 2013 Stewardship Agreement

⁵ These measures were recently added. Baseline fiscal year data will be available in June 2014.

⁶ This is a new measure that was not included in the 2013 Stewardship Agreement.

FINANCIAL MANAGEMENT

Introduction

CDOT Manager: Sam Pappas
FHWA Manager: Andre Compton

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 the 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 is provided to the audits performed by and for CDOT to ensure proper usage of Federal Aid funds.

Quality/Results

1. In FY2013 Federal funds were fully obligated. The number of projects closed during the year was 329. CDOT is among the best state transportation departments in regards to the number of days it takes to close a project, at 247 days. This is calculated by FHWA as the days between the last payment of federal funds and the FHWA closure signature. Inactive projects are still a focus; closing fully expended projects is a component of the inactive universe.
2. CDOT outperformed the inactive project goal. Inactive projects for FY 2013 were 0.1%; the FHWA goal is to be below 2%.
3. For the FY 2013 single audit, there were no findings.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Financial Management Program:

Table 23 - Financial Management Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/Baseline	2013 Actual	Reporting Frequency
155	Determine the number of Design and/or Right of Way (ROW) projects that were paid for with federal funds and have not advanced to the construction phase within the time limits in CFR 620.112(c) 1 and 2 (Design 10 yr, ROW 20 yr)	<p>(1) Determine all projects that have completed Design or Right of Way but have not gone to construction;</p> <p>(2) If projects have not gone to construction, determine which were constructed under another project number</p> <p>(3) If there are projects that have exceeded the CFR time limit, but a reasonable justification is made by CDOT and FHWA approves, the reason will be documented with a projected construction date. Otherwise FHWA will be entitled to a credit for the federal funds expended on the project;</p> <p>(4) Begin to move ahead by measuring projects at eight years for design and fifteen for ROW to ensure projects are constructed;</p> <p>(5) Data fields need to be populated in PSAM module of SAP to enable an automated reporting at any time</p>	FMIS (Fiscal Management Information System) and CDOT systems for projects authorized as part of the annual project	Less than 5%	0%	December each year
120	Determine if there is a trend of the local agencies using a larger share of federal funds or if the local agencies are constructing an increased number of projects	Percent of projects authorized for construction this year executed by local agencies or sub-grantees	SAP	Track trend	34.8%	August each year
123	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	Track trend	81.7%	December each year

PLANNING

Introduction

CDOT Manager: Sandi Kohrs, Erik Sabina, William Johnson
FHWA Manager: Bill Haas

There are 3 Branches within DTD that directly contribute to Performance Based Planning and Programming as outlined in MAP-21. They are the Multimodal Planning Branch (MPB), the Information Management Branch (IMB), and the Transportation Performance Branch (TPB).

The Multimodal Planning Branch (MPB) within DTD oversees the planning process that includes both statewide and regional planning activities. MPB administers and coordinates regional and statewide planning through the 15 TPRs, of which there are five Metropolitan Planning Organizations (MPOs) and ten non-urban planning regions. In addition, MPB consults with two Indian Tribes and various federal land management, wildlife and regulatory agencies on the development of the long-range transportation plan. The TPRs (MPOs and non-urban) develop long-range regional transportation plans, which are the basis for Colorado's long-range Statewide Transportation Plan. The five MPOs also develop transportation improvement programs (TIPs) and the non-urban planning regions participate in CDOT's Project Priority Programming Process (4P) to prioritize projects for the Statewide Transportation Improvement Program (STIP). The Colorado Transportation Commission approves the Statewide Transportation Plan and the STIP, and the STIP is forwarded to FHWA/FTA for approval. The approved STIP is used as the framework for the annual budget approved by the Transportation Commission. The branch is also responsible for administering the Bike/Pedestrian programs and the Safe Routes to School and non-infrastructure Congestion Mitigation and Air Quality programs.

Highway information is prepared and submitted by the Information Management Branch within DTD. This Branch has two sections: GIS and Mobility.

- The GIS/Data Management section is responsible for information management and data dissemination functions that contribute to the development of projects, transportation plans and state/federal reports. CDOT program areas are supported with GIS applications, planning information, data analysis, mapping services, database programming and data integration.
- The Mobility section is responsible for traffic data collection, processing, analysis and dissemination. They are also responsible for the inventory of the state highway system, HPMS and road mileage certification, management of special studies, travel demand model technical support, and freight planning.

The TPB collects and reports on performance in many areas of CDOT and prepares the strategic performance report for the legislature. This branch leads several interdisciplinary work groups in order to set performance measures and targets, to make sure data can be collected to support those measures and is of good quality, and develops performance models to help predict future levels of performance based on expected revenues.

Quality/Results

The DTD Work Program follows the state fiscal year. As of June 30, 2012, FY 2013 obligations and expenditures for MPB, IMB and TPB combined were 46.89% and 22.17%. Both IMB and MPB have multi-year work program items so not all funds will be obligated or expended in any given year.

DTD administers purchase orders with the state's non-urban TPRs and with those TPRs that include both MPO and non-urban areas. 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 TPR purchase orders were executed on time this year, by the beginning of state FY 2013.

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. Based on process improvements done in the previous year the contracts have been processed by October 1 and executed shortly thereafter.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Planning Program:

Table 24 - Planning Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target	2013 Actual	Reporting Frequency
379	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. Progress on the work program in the FY Accomplishments Report.	Track trend	46.89% obligated	December each year
10	MPO and TPR Coordination	CPG and TPR PO	Contracts executed by deadline	Track trend	100% of TPR POs completed by start of state FY 2014. 100% of CPG contracts finalized and sent for signature by start of federal FY 2013.	December each year
85	Accuracy and Timeliness of HPMS and other transportation data submitted	Number of re-submittals required	HPMS Reports	Track trend	0	December each year

RESEARCH

Introduction

CDOT Manager: Amanullah Mommandi
FHWA Manager: Aaron Bustow

The Research Development and Technology Transfer program at CDOT aims to save Colorado money, time, and lives. The program strives to improve the state's quality of life and environment by developing and deploying 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 practitioners to be effectively used.

Performance/Compliance Indicators

The actual measurements in the following performance indicators demonstrate the health of the Research Program:

Table 25- Research Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
97	Percent of recommendations implemented	Percent of research recommendations (i.e., spec changes, methodology, changes, etc.) implemented within 2 years of report	Research Work Plan	50%	55%	December each year
412	Number of research projects completed	Number of research projects completed in the fiscal year	Research Work Plan	Track trend	13	December each year
413	Percent of research projects completed on schedule	Percent of research projects completed in the fiscal year on schedule	Research Work Plan	80%	100%	December each year
414	Percent of completed projects not implemented	Number of research projects completed in the fiscal year with no further action required	Research Work Plan	Track trend	45%	December each year
415	Percent of annual research funds spent	Percent of annual funds spent on research, development, and training activities	Research Work Plan	Minimum 20%/ track trend	71%	December each year
416	Number of LTAP classes	The number of classes offered by the LTAP Center in the fiscal year	LTAP Annual Report	Track trend	68	October each year
417	Number of people who attended LTAP classes	The number of people who attended classes offered by the LTAP Center in the fiscal year	LTAP Annual Report	Track trend	1522	October each year

CIVIL RIGHTS

Introduction

CDOT Manager: Greg Diehl
FHWA Manager: Melinda Urban

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 programs are an integral part of all aspects of CDOT's ongoing activities. The Civil Rights Stewardship Agreement is a Quality Control and Quality Assurance (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 Civil Rights & Business Resource Center (CRBRC) 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. The partnership between CDOT and FHWA continues to be an important part of ensuring compliance with the letter and spirit of laws and regulations.

Quality/Results

Statewide activities conducted to accomplish elements in Quality Section:

1. Served 86 participants in the On-the-Job Training Supportive Services (OJT/SS) Program, and 39 program participants were placed in entry-level, OJT or apprenticeship positions. 5% or 2 participants are estimated to have received on-site job coaching and counseling.
2. Supported Construction Career Days in the metro area and Colorado Springs, serving close to 2,000 students.
3. Completed 17 contract compliance reviews.
4. Exceeded our annual DBE goal of 10.25%, with 12.6% participation for FY 2013.
5. Achieved 14.2% DBE participation on FHWA-funded Bridge Enterprise (BE) highway construction contracts. 84 total BE contracts awarded to 49 different DBE firms.
6. Assisted Colorado State University at Pueblo with program development and support for students attending the Summer Transportation Institute.
7. Completed revised DBE Program specifications and related forms (goes live 1/2014). Implemented new terms on design-build projects.
8. Continued to recruit small business for on-line CDOT plan-sheet and small business network service and sponsored free BIDX accounts for qualifying DBE and ESB firms.
9. Reviewed, updated and submitted FHWA reports and assessments (Title VI).
10. Expanded Connect2DOT services to eight locations throughout Colorado.
11. Advertised five and awarded two ESB restricted highway construction projects.
12. Continued to make progress on the ADA Transition Plan's Curb Ramp Pilot Inventory project.
13. Implemented several ADA training events targeting local agency stakeholders.
14. Hired new employee to assist in small business certification and program development.

- 15. Hired new employee to assist in Title VI compliance and subrecipient oversight.
- 16. Began quarterly workshops for implementation of Civil Rights and Labor module.

Regions

- 17. HQ Center for Equal Opportunity partnered with Regional Civil Rights Professionals to conduct a Lean process-improvement initiative on statewide DBE goal-setting processes and procedures.
- 18. Partnership with HQ Center to identify potential future ESB restricted projects.
- 19. Monthly Statewide Civil Rights Meetings held between HQ Center for Equal Opportunity and Regional Civil Rights Managers.
- 20. HQ Center for Equal Opportunity worked collaboratively with Regional Civil Rights Offices on several Quality Improvement Teams related to DBE and OJT programs.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Civil Rights Program:

Table 26 - Civil Rights Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/Baseline	2013 Actual	Reporting Frequency
107	Create a level playing field for DBE firms	DBE participation (as percentage) to date on Federal Aid Highway Program	Trnsport	10.25%	12.6%	Semiannual (FFY)
313	Implement race-neutral program to increase contracting opportunities for small businesses	ESB Restricted Projects awarded by CDOT	Trnsport/SAP	7 contracts	5 advertised/2 awarded	Semiannual (FFY)
310	Ensure subrecipients understand Title VI responsibilities	Executed assurance received from subrecipients	Procurement Records/Title VI Assessment & Implementation Plan	100% of subrecipients	44%	December each year (FFY)
N/A	Lead, implement & sustain CDOT's ADA Transition Plan	Tailored and current ADA transition plans by Regions	Regional reporting to HQ	100% of Regions implementing tailored/current ADA plans	Transition Plan updates noted below ¹	December each year (FFY)

¹ Transition Plan updates:

1. The Transition Plan's Curb Ramp pilot inventory project's geometric field data collection didn't start until late September 2013 (instead of being completed by that date as originally anticipated due to staffing and technology issues). However, data collection was completed in December, 2013.
2. The next phase of the Pilot will contribute to the development of comprehensive Regional schedules for curb ramp upgrades/installations because the current phase only addresses approximately 3000 ramps in just Region 1. The next phase of the Pilot will develop plans for inventorying the rest of the state's estimated additional existing 15,000+ curb ramps plus an additional estimated 2,801 curb ramps that may be needed where none currently exist.

3. An unanticipated bonus from the pilot project is the potential ability to include Accessible Pedestrian Signals to the Regional upgrades/installations schedules.
4. Once a comprehensive schedule is completed, updates will be made to the Transition Plan and Procedural Directive (PD) 605.1. Also, the PD changes will reflect the 6-28-13 joint DOJ - FHWA Technical Assistance on resurfacing alterations and will include whether DOJ/FHWA considers machine patching as maintenance or an alteration.

CONTRACTING, ENGINEERING ESTIMATES AND OTHER PROJECT SUPPORT

Introduction

CDOT Manager: John Eddy
FHWA Manager: Shaun Cutting, Randy Jensen

The Contracts and Market Analysis Branch is responsible for preparing contracts for construction projects, professional consulting services, and intergovernmental agreements. The Branch also is charged with providing engineering cost estimates for projects before bidding, bid-collusion detection, materially unbalanced bid detection and AASHTOWare Project (formerly Trns*Port) software support. The Programs in the Branch include Engineering Contracts, Consultant Audit, Engineering Estimates and Market Analysis and AASHTOWare Project Support (formerly Programs and Project Analysis).

The Branch includes the following functional groups and assigned responsibilities:

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.

AASHTO Ware Project Support (formerly Programs and Projects Analysis) – The AASHTO Ware Project Support Unit is responsible for user support with the AASHTOWare project suite of software used for construction project management, including training, technical assistance, and reporting.

Quality/Results

1. Contract performance;
 - 135 construction contracts awarded (\$535 million), 99.3% of which were awarded within 30 days of bid opening. No issues of non-compliance to report.
 - 99 Consultant selections, 55% of contracts executed within desired 17 weeks.
 - CDOT continues with the implementation of the contracting SRM-PPS module of SAP which when fully implemented will provide the following benefits:
 - Standardized contract templates
 - More efficient contract preparation timelines
 - A more streamlined procurement process for front–end user (engineers).
 - CDOT continues with the evaluation of the Consultant Contracting process as a part of a LEAN project. Objectives are more fairness and transparency of contract awards and streamlining of the contract approval processes. Numerous recommendations have been assessed and changes implemented. The Lean project will continue into 2014 with closure anticipated by July 1, 2014.

2. Program quality reviews of construction contracts to assure compliance with FHWA 1273 and applicable specification:
 - Contractor compliance is now monitored by CDOT's Center for Equal Opportunity. No data is available to report.
3. Trns*Port/AASHTOWare Training to the Regions:
 - 5 Payroll classes.
 - 14 PES/LAS and SiteManager classes.
4. Site Manager utilization reviews:
 - No problems encountered nor any outstanding issues.

Performance/Compliance Indicators

The actual measurements in each of the following performance indicators demonstrate the health of the Contracts and Market Analysis Program:

Table 27 - Contracts and Market Analysis Program Performance

SAP #	Indicator	Description	Reporting Mechanism	Target/ Baseline	2013 Actual	Reporting Frequency
239	Percent of projects with low bid within percentage of Engineer's Estimate	Percent of projects with low bid within +15% to - 20% of Engineer's Estimate on projects over \$250,000	CDOT Work Plan	85%	82%	December each year
241	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%	100%	December each year
246	Percent of professional services contracts executed within set timeline	Percent of professional services contracts executed within 17 weeks	Contracts and Marketing Work Plan	85%	55%	December each year
244	Percent consultant audits completed within set timelines	Percent consultant audits completed within 14 days for new consultant selections and within eight days for revisions	Contracts and Marketing Work Plan	90%	85% ¹	December each year

¹ Consultant Audit staff were transferred to the Division of Audit. There have been numerous staffing changes which have impacted the availability of reporting data for this Performance Indicator. Historically, these Audit reviews have been completed within the required ranges 85-90% of the time.

ASSET MANAGEMENT

Introduction

CDOT Manager: William Johnson
FHWA Manager: Randy Jensen

Asset management is a strategic and systematic process of operating, maintaining and improving physical assets, with a focus on engineering and economic analysis based upon quality information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at minimum practicable cost. (23 U.S.C. 101(a)(2), MAP-21 § 1103). CDOT invests in assets such as pavement, bridges, roadway equipment and Intelligent Transportation Systems, as well as the maintenance of each of these assets.

The Department's Transportation Performance Branch (TPB) coordinates with the program managers of these assets, the regions, the Information Management Branch, and others in the Department to comprehensively manage these assets. TPB's mission is to empower the Department's strategic planning and decision-making by providing tools that effectively measure, analyze, forecast and communicate to staff and transportation stakeholders the performance of CDOT programs and investment decisions.

Quality/Results

CDOT is on schedule with the development of a Risk Based Asset management Program (RB AMP) that will include:

1. Inventory and condition of pavement and bridges on the National Highway System
2. Asset management objectives and measures
3. Performance gap identification
4. Life-cycle cost and risk management analysis
5. A financial plan
6. Investment strategies

Performance/Compliance Indicators

CDOT is developing a Risk-Based Asset Management Program to meet MAP-21 requirements. The Department is producing no performance indicators for MAP-21 other than the Risk-Based Asset Management Plan, which is scheduled to be finalized and presented to the Transportation Commission in January 2014, and will be delivered to FHWA in February 2014 ahead of the MAP-21 deadline of October 2015 imposed by FHWA.

APPENDIX A: ENVIRONMENT SECTION OTHER NOTABLE REGULATIONS AND ACCOMPLISHMENTS TO COMPARE FOR TRACK TRENDS 2013

Priority projects:

- TREX construction = driven by Governor Owens/Tom Norton
- SH 85 and 120th extension signed in May 2003 = 9 months also driven by Tom Norton
- US 36 = Quick FEIS/ROD driven by Tiger Grant opportunity and Governor Ritter/Russell George
- I-70 Mt. Corridor PEIS rewrite driven by Governor Ritter/Russell George (finished up by Governor Hickenlooper/Don Hunt)
- Twin Tunnel East-Bound EA= 13 months driven by Governor Hickenlooper/ Don Hunt

Delayed projects:

Not yet evaluated but workload played a factor in some, especially in R2, where some got put on hold. Others had issues with the local agencies, such as C470 EA – I25 to Kipling, US550/160 SEIS, I-70 East EIS - all where preferred alternative was not agreed to.

Dropped projects:

- NW Corridor EIS (became Jefferson Parkway, a private enterprise)
- Gaming Area EIS

Notable Regulation changes:

- **Public Highway Authority Law** in 1987 which allows tolling
- SAFETEA-LU in 2005
- MAP-21 in 2012

Notable Initiatives and Accomplishments:

- First EA/EIS started in 1998 in this analysis
- CDOT Environmental Stewardship Guide – 1st version in 2003
- CDOT Environmental Stewardship Guide – 2nd version in 2005
- Desired State Task Force initiated in 2005 (initiated the idea for the NEPA Manual)
- Step-Up (precursor to Planning and Environmental Linkages [PEL]) – 2004-2007
- First PEL drafted in 2007
- CDOT NEPA Manual – 1st Version in June 2007
- A Recession Hit in 2008 so new project numbers dropped off during and after this year
- FHWA Checklist developed in 2008
- CDOT NEPA Manual – 2nd version (total rewrite) in August 2008
- PEL – 56th Ave completed in 2008
- PEL – Arapahoe Road (start from somewhere 2005) draft in 2007, completed with new checklist in Feb 2009)
- PEL – Parker Road (start 9/2007 – end 2/2009)
- PEL - Federal Blvd 5th to Holden? Sometime in 2009
- CDOT NEPA Manual – Minor update to fill placeholders in the 2008 version which was accomplished in Dec 2009 - added Style Guide and GSOW – still considered Version 2.
- Every Day Counts 1 – 2010 - The first group of innovations, or EDC-1, was identified in 2010. These innovations were promoted through Every Day Counts during 2011 and 2012.
- Every Day Counts 2 – 2012
- CDOT NEPA Manual – 3rd version in March 2013 – many updates and additions

- PEL - 2012-2013 – 6 new projects added/3 of those completed.
- EAs – 2013-2013 – 4 new EAs started
- PEL post 2013 – 10 future PELs planned (but not necessarily funded)

Politics and Transportation Priorities:

1987-1999 – Governor Roy Romer was in office (Bill Jones was Exec Director for CDOT) – It was during his term that the idea for T-REX came about. A Major Investment Study (MIS) identifying the need for the later-named "TRansportation EXpansion" dubbed "T-REX" was signed in 1995 and a more refined MIS was signed in 1997. In 1998, the DRCOG 20-year plan was adopted that had T-REX at the top of the priority list.

1999-2007 – Governor Bill Owens was in office (Tom Norton was Exec Director for CDOT): In November 1999, Owens brought his transportation funding initiative to the ballot. Called TRANS, the \$1.7 billion bonding initiative accelerated future federal transportation dollars on 28 projects across the state. The keystone project on his campaign platform was the "TRansportation EXpansion" dubbed T-REX in 1999. T-REX combined road funding from TRANS with \$460 million-worth of new light rail lines to greatly expand a 19-mile stretch of Interstate 25 through the south Denver Metro Area. Through an innovative (one-of the-first-of-its-kind)design-build concept that greatly reduced construction times, T-REX was finished in less than five years 2001 - 2006, and came in under budget. Owens was re-elected in 2002 by the largest majority in Colorado history, after making transportation, education, and tax cuts the focus of his governorship.

The passage of Referendum C in 2005 was in large part due to a wide coalition of bi-partisan supporters, including those in the business and transportation sectors. Although Ref C does not provide direct funds for transportation, it does allow transportation revenue to flow through Senate Bill 1 and House Bill 1310. The year prior to this, Tom Norton supported many corridor EAs and EISs including completing the "beltway" around the greater Denver area.

An early version of Planning and Environmental Linkages called Strategic Transportation, Environmental and Planning Process for Urbanizing Places (STEP UP) ran from approximately 2004 through 2007 and allowed CDOT to witness first-hand how the PEL approach could streamline its transportation planning. CDOT and FHWA-CO incorporated lessons learned from STEP UP to create new PEL tools for the State and to strengthen their relationships with Federal and State resource and regulatory agencies. The success of the pilot also became a motivating factor in formalizing the PEL approach for Colorado's statewide transportation planning.

2007-2011 – Governor Bill Ritter was in office (Russell George was Exec Director for CDOT): Governor Ritter's campaign platform was based on the following statement, "As Governor, I will bring a fresh, balanced approach to how we invest in our infrastructure, plan for future growth and protect the environment. Simply stated, the process for funding our transportation system is antiquated and needs a 21st century overhaul." In 2007, he convened a Blue Ribbon Transportation Finance and Implementation Panel to investigate how to better prioritize and implement our infrastructure needs. In 2009, the Transportation Environmental Resources Council, a collection of regulatory and governing agencies, signed a partnering agreement for collaborating on PEL efforts to help streamline NEPA process on large corridors.

So, on March 2, 2009 - Gov. Bill Ritter signed into law the FASTER transportation bill that put an emphasis on safety and bridge projects. In March through May 2009, Governor Ritter also certified 5 different Transportation Recovery Funds rounds of funding (ARRA) including one targeting transit projects, bringing multi-modal projects to the front and center of the discussion. He also proposed helping other local ventures handle their aging infrastructure and used the passage of FasTracks in metro Denver and Go 1A in greater Colorado Springs as examples of broad coalitions that were successfully built to win voter support and address regional needs.

Governor Ritter pointed out I-70 Mountain Corridor as an example of proper planning with the environment, citing the way I-70 gracefully snakes through Glenwood Canyon. He said that this project and its concerns for our natural settings should serve as a model as we look for 21st century solutions to congestion problems throughout the I-70 mountain corridor. We must design projects that improve mobility, honor the environment and protect the livability of adjacent communities. For this reason, he proposed to preserve a transit envelope as part of a long-term I-70 transportation solution. This put a priority on the I-70 Mt. Corridor NEPA process so that work could begin on this corridor.

US 36 improvements became a priority for Governor Ritter so in 2007, Colorado submitted for Urban Partnership funding. They did not get this funding but applied for and later received \$10 million in TIGER Grant funds in 2010. To help position this project for the TIGER Grant after losing the Urban Partnership funding, the Governor put a priority in completing the EIS for this corridor to help position US36 for this other funding.

2011 to Present – Governor John Hickenlooper in office (Donald Hunt is CDOT’s Exec Director: Governor Hickenlooper sees the Interstate-70 (I-70) West Mountain Corridor as a critical corridor that impacts commerce, tourism, recreation, and overall economic development with year-round congestion problems and is actively looking for funding. Priorities he had/has for the I-70 corridor include:

- Complete the I-70 Programmatic Environmental Impact Statement (PEIS), in a timely fashion.
- Pursue projects that do not require completion of the PEIS such as safety projects, community mitigation projects, environmental projects and some highway widening (eg., Twin Tunnels Project)
- Start an alignment study for high speed rail.
- Implement Transportation System Management projects and carefully review the viability of proposals such as "zipper lanes" (now called Hard Shoulder Running)
- Work with Colorado's congressional delegation to designate I-70 as a Project of National and Regional Significance in the federal transportation re-authorization process.

He is supportive and believes in FASTER legislation; there are 178 bridges that are 75 years old, stretches of highways that are 75-100 years old, and expanses of interstate that are approximately 50 years-old. He wants to prioritize the funding of key projects, while leveraging state dollars with federal funds to repair our important transportation infrastructure. He is looking to innovative Public Private Partnerships (P3) funding to help with some needed projects as well. And then, on October 17, 2013, 44 partnership projects were selected as part of the Responsible Acceleration of Maintenance and Partnerships (RAMP) program totaling \$580 million to maximize and expand the statewide transportation system.