



STRATEGIC POLICY INITIATIVES

The Colorado Department of Transportation (CDOT) has identified several Strategic Policy Initiatives (SPIs) for fiscal year 2018-19 and beyond. For this performance evaluation, the Department has updated progress on initiatives from its Fiscal Year 2019 Performance Plan that capture the Department's strategic and operational priorities. The updates reflect data for January, February, & March of 2019. Additional details on these initiatives are available in the Department's Performance Plan, which may be accessed [here](#).

SPI 1 - Overall Safety

Safety: Move Colorado toward zero deaths by reducing traffic-related deaths by one-half by 2030. This includes reducing fatalities by 12 per year, from 548 in 2008 to 344 in 2025. CDOT aims to limit fatalities to 728 for its one-year target (Dec. 31, 2019 target, or calendar year 2019 fatalities) and 808 for its three-year target (Dec. 31, 2021 target, or calendar year 2021 fatalities).

Workers' Compensation Claims: Create a high-performing culture of employee safety, limiting workers' compensation claims to a goal of 228 in calendar year 2019.

SPI 2 - Pavement Condition

Attain High or Moderate Drivability Life for 80 percent of sampled lane miles of pavement on the state highway system by 2025. Achieve 75 percent High/Moderate Drivability Life for fiscal year 2019 pavement condition, compared to 73 percent in fiscal year 2017. Achieve 65 percent High/Moderate Drivability Life for fiscal year 2021 pavement condition.

SPI 3 - Travel-Time Reliability

Slow the growth of congestion and achieve satisfactory travel-time reliability on Interstate 25 in the Front Range and in the Interstate 70 West Mountain Corridor. (See specific targets in pages below.)

SPI 4 - Maintenance

Maintain CDOT's roadways and facilities to minimize the need for replacement or rehabilitation in a constrained funding environment. This includes achieving an overall Maintenance Levels of Service (MLOS) grade of B- for the state highway system in fiscal year 2019 and a B- for fiscal year 2021, compared to a C+ in fiscal year 2017.

SPI 5 - Customer Service

The Department values customer feedback on their experience with programs and services. Through multiple forms of customer interactions, the department seeks to maintain a positive relationship with the general public by improving the customers' perception of the Department and maintaining the customer service satisfaction rate to 85%.



OPERATIONAL MEASURES

SPI 1 - Overall Safety

Fatalities: Move Colorado toward zero deaths by reducing traffic-related deaths by one-half by 2030. This includes reducing fatalities by 12 per year, from 548 in 2008 to 344 in 2025. CDOT aims to reduce fatalities to 728 for its one-year target (Dec. 31, 2019 target, or calendar year 2019 fatalities) and 808 for its three-year target (Dec. 31, 2021 target, or calendar year 2021 fatalities).

Major Functional Area: Safety

Process: CDOT implements a variety of processes to mitigate injuries and fatalities on Colorado’s roadways. For example, the Department qualifies, selects, advertises and awards Highway Safety Improvement Program projects. Projects that are selected address identified crash patterns, which are mitigated by the scope of the project and meet a minimum benefit/cost ratio of 1.0. CDOT’s goal is to meet a program-wide benefit/cost ratio of 2.0.

| MEASURE | Year Type | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 | 2019 Target | 2021 Target |
|--|-------------------|-------------|-------------|-------------|-------------|---------|---------|---------|---------|-------------|-------------|
| OUTCOME MEASURE: Total traffic fatalities on Colorado roadways | Calendar Year | 547 | 608 | 648 | 628 | 88 | | | | 728 | 808 |
| LEAD METRIC 1: Average benefit/cost ratio for Highway Safety Improvement Program (HSIP) projects | Calendar Year | 2.98 | 2.85 | 2.53 | 3.15 | 3.74 | | | | Minimum 2.0 | Minimum 2.0 |
| LEAD METRIC 2: Percentage of advertised FASTER Safety projects that address level of safety service (LOSS) 3 and 4 locations. | Calendar Year | 75% | 86% | 95% | 93% | 40.0% | | | | 90% | 90% |
| LEAD METRIC 3: Dedicated law enforcement contact hours for traffic safety enforcement | Calendar Year | 84,146 | 119,762 | 92,816 | 56,727 | 14,449 | | | | 75,000 | N/A |
| LEAD METRIC 4: FASTER Safety Mitigation program dollars spent as a percentage of the program’s fiscal-year allocation ¹ | State Fiscal Year | 159% | 160% | 113% | 80% | 11% | 34% | 46% | | 100% | 100% |

Note: Fatalities and injuries statistics are subject to frequent revision as new data become available. These data were current as of early April 1, 2018.

¹ Metric compares program dollars spent during the specified time period to current year’s allocation. The dollars spent may be revenue accumulated in any year.



Workers' Compensation Claims: Create a high-performing culture of employee safety, reducing workers' compensation claims from 236 in 2018 to 228 in calendar year 2019.

Major Functional Area: Safety

Process: CDOT uses safety engagements between supervisors and employees as an operational process that can reduce injuries and result in workers' compensation claims.

| MEASURE | Year Type | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 | 2019 Target | 2021 Target |
|---|---------------|-------------|-------------|------------------|-------------|---------------|---------|---------|---------|-------------|-------------|
| OUTCOME MEASURE: Number of workers' compensation claims | Calendar Year | 250 | 267 | 180 | 212 | 48 | | | | 228 | 206 |
| LEAD METRIC 1: Number of safety engagements performed | Calendar Year | 15,331 | 10,824 | 16,108 | 16,370 | 3,595 | | | | 10,000 | 11,000 |
| LEAD METRIC 2: Number of safety leaders recognized | Calendar Year | 173 | 95 | 80 ² | 245 | Annual Metric | | | | 125 | 175 |
| LEAD METRIC 3: Number of safety champions recognized | Calendar Year | 1038 | 926 | 640 ³ | 716 | Annual Metric | | | | 900 | 1,000 |

² Criteria for achieving Safety Leader status was revised in 2016. Results are no longer comparable to previous years.

³ Criteria for achieving Safety Champion status was revised in 2016. Results are no longer comparable to previous years.



SPI 2 - Pavement Condition

Attain High or Moderate Drivability Life for 80 percent of sampled lane miles of pavement on the state highway system by 2025. Achieve 75 percent High/Moderate Drivability Life for fiscal year 2019 pavement condition, compared to 80 percent in fiscal year 2017. Achieve 65 percent High/Moderate Drivability Life for fiscal year 2021 pavement condition.

Major Functional Area: Various, including Capital Construction; Operations and Maintenance; Safety; and Program and Project Support

Process: Operational processes related to pavement condition include preserving, resurfacing, and rehabilitating roads with the optimized application of cost-effective pavement treatments.

| MEASURE | Year Type | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 | 2019 Target | 2021 Target |
|---|-------------------|-------------|-------------|-------------|-------------|---------------|---------------|---------------|---------|-------------|-------------|
| OUTCOME MEASURE: Percent of state highway pavement with high or moderate drivability life | State Fiscal Year | 80% | 81% | 81% | 80% | Annual Metric | Annual Metric | Annual Metric | | 75% | 65% |
| LEAD METRIC 1: Percent of surface treatment program projects advertised that match recommendations from the pavement management system ⁴ | State Fiscal Year | 77% | 91% | 89% | 94% | 100% | 100% | 87.5% | | 80% | 80% |

⁴ This target is set at 80 percent to allow CDOT's Transportation Regions flexibility in selecting projects that many no match recommendations from the model. Region selections could be more cost-effective, because they can take into account factors that the pavement management system does not.



SPI 3 - Travel-Time Reliability

Slow the growth of congestion and achieve satisfactory travel-time reliability on Interstate 25 in the Front Range and in the Interstate 70 West Mountain Corridor. (See specific targets in chart below.)

Major Functional Area: Operations and Maintenance

Process: Various processes will be used to achieve this goal, such as improving incident management and training first responders.

| MEASURE | Year Type | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 | 2019 Target | 2021 Target |
|---|-------------------|-------------|-------------|-------------|-------------|----------|---------|---------|---------|-------------|-------------|
| OUTCOME MEASURE: Average travel time per trip for northbound I-25 (Denver Metro Corridor) during peak weekday periods | Calendar Year | 49 min. | 49 min. | 51 min. | 50 min. | 48 min. | | | | 49 min. | 48 min. |
| OUTCOME MEASURE 2: Average travel time per trip for southbound I-25 (Denver Metro Corridor) during peak weekday periods | Calendar Year | 52 min. | 49 min. | 50 min. | 50 min. | 48 min. | | | | 49 min. | 48 min. |
| OUTCOME MEASURE 3: Average travel time per trip for eastbound I-70 (Mountain Corridor) during peak Sunday periods | Calendar Year | 106 min. | 100 min. | 96 min. | 102 min. | 102 min. | | | | 95 min. | 90 min. |
| OUTCOME MEASURE 4: Average travel time per trip for westbound I-70 (Mountain Corridor) during peak Saturday periods | Calendar Year | 93 min. | 95 min. | 92 min. | 94 min. | 99 min. | | | | 93 min. | 91 min. |
| LEAD MEASURE 1: Average incident clearance time on northbound I-25 (Denver Metro Corridor) during weekday peak periods | Calendar Year | N/A | 16 min. | 16 min. | 19 min. | 18 min. | | | | 15 min. | 14 min. |
| LEAD MEASURE 2: Average incident clearance time on southbound I-25 (Denver Metro Corridor) during weekday peak periods | Calendar Year | N/A | 16 min. | 16 min. | 20 min. | 20 min. | | | | 15 min. | 15 min. |
| LEAD MEASURE 3: Average incident clearance time on eastbound I-70 (Mountain Corridor) during Sunday peak periods | Calendar Year | N/A | 27 min. | 33 min. | 40 min. | 48 min. | | | | 31 min. | 32 min. |
| LEAD MEASURE 4: Average incident clearance time on westbound I-70 (Mountain Corridor) during Saturday peak periods | Calendar Year | N/A | 20 min. | 27 min. | 34 min. | 38 min. | | | | 24 min. | 23 min. |
| LEAD MEASURE 5: Percent of Colorado first responders trained in traffic incident management (TIM) training | State Fiscal Year | 12% | 20% | 27% | 38% | 41% | 44% | 45% | | 50% | 70% |



SPI 4 - Maintenance

Maintain CDOT’s roadways and facilities to minimize the need for replacement or rehabilitation in a constrained funding environment. This includes achieving an overall Maintenance Levels of Service (MLOS) grade of B- for the state highway system in fiscal year 2019 and a B- for fiscal year 2021, compared to an actual grade of C+ in fiscal year 2017.

Major Functional Area - Operations and Maintenance

Process - Under nine Maintenance Program Areas, CDOT performs many processes to maintain the state highway system. For example, the Roadway Surface area includes sealing potholes and blading unpaved surfaces. The Structure Maintenance area includes painting bridges, repairing expansion joints and patching bridge decks. The Snow and Ice Control area includes plowing snow and taking avalanche control measures.

| MEASURE | Year Type | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 | 2019 Target | 2021 Target |
|---|-------------------|-------------|-------------|-------------|-------------|------------------|---------------|-----------------|---------|-------------|-------------|
| OUTCOME MEASURE: Overall maintenance level of service grade | State Fiscal Year | B- | C+ | C+ | B | Annual Metric | Annual Metric | Annual Metric | | B- | B- |
| LEAD METRIC 1: Overall snow-and-ice control level of service grade | State Fiscal Year | B | B | B- | B | Winter Metric | B+ | B+ ⁵ | | B | B |
| LEAD METRIC 2: Percent of statewide yellow striping with an overall maintenance level of service grade of “C” or better | Calendar Year | N/A | N/A | 74% | 75% | N/A ⁶ | | | | 67% | 67% |
| LEAD METRIC 3: Percent of statewide white striping with an overall maintenance level of service grade of “C” or better | Calendar Year | N/A | N/A | 75% | 77% | N/A ⁶ | | | | 67% | 67% |

⁵ Snow and Ice LOS grade as of February 2019.

⁶ MLOS grades for striping are collected before and after striping projects have been completed on the highway system, with a minimum total of two collections per year. The last collection of striping data occurred in October 2018. Another collection of data is expected to occur late spring of 2019.



SPI 5 – Customer Service

Department values customer feedback on their experience with our programs and services. Through multiple forms of customer interactions, the department seeks to maintain a positive relationship with the general public by improving the customers’ perception of the Department and increasing the customer service satisfaction rate to 85%.

Major Functional Area: Customer Service

Process: Respond to all direct customer inquiries, resolve inquiries within three business days, increase social media and online media footprint, and keep public updated on the progress of construction program and major projects.

| MEASURE | Year Type | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 | 2019 Target | 2021 Target |
|---|---------------|-------------|-------------|-------------|-------------|-------------------|---------|---------|---------|-------------|-------------|
| OUTCOME MEASURE: Overall customer service rating | Calendar Year | N/A | N/A | 87% | N/A | Annual Metric | | | | 85% | 87% |
| LEAD METRIC 1: Percent of customer inquiries responded to within 48 hours | Calendar Year | N/A | N/A | 100% | 100% | 100% ⁷ | | | | 100% | 100% |
| LEAD METRIC 2: Percent of customer inquiries to the department addressed within 3 business days. | Calendar Year | N/A | N/A | 29% | 91% | 92% ⁷ | | | | 90% | 90% |
| LEAD METRIC 3: Percent of customers who were assisted by CDOT’s Courtesy Patrol service and were satisfied with the service provided. | Calendar Year | N/A | N/A | 96% | 100% | 96% ⁷ | | | | 90% | 90% |

⁷ Data as of end of February 2019. March 2019 data will be available at the beginning of May 2019.