



# STRAC

2006 ANNUAL REPORT

STATEWIDE TRAFFIC RECORDS  
ADVISORY COMMITTEE

FINAL REPORT



**FINAL REPORT**  
JANUARY 2007

# STRAC

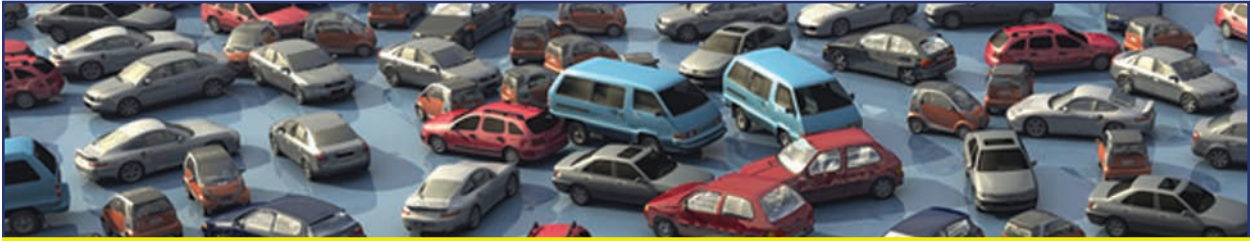
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## **STATEWIDE TRAFFIC RECORDS ADVISORY COMMITTEE** *2006 ANNUAL REPORT*

PRESENTED TO THE DIRECTORS OF:

- ▶ COLORADO DEPARTMENT OF HUMAN SERVICES
- ▶ COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT
- ▶ COLORADO DEPARTMENT OF PUBLIC SAFETY
- ▶ COLORADO DEPARTMENT OF REVENUE
- ▶ COLORADO DEPARTMENT OF TRANSPORTATION
- ▶ COLORADO JUDICIAL BRANCH





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## ES. EXECUTIVE SUMMARY

The State Traffic Records Advisory Committee (STRAC) is Colorado's statewide Traffic Records Coordinating Committee with representation from the interests of all levels of public and private sector traffic safety stakeholders, as well as the wide range of disciplines that have need for traffic safety information. This committee was formed within state policy and legal guidelines and institutionalized and empowered with the responsibility to recommend policy on traffic records. STRAC provides a mechanism to ensure support for the administration and continuance of the coordinating committee as well as technical guidelines.

### STRAC RESPONSIBILITIES

- ▶ Adopt requirements for file structure and data integration.
- ▶ Assess capabilities and resources.
- ▶ Establish goals for improving the traffic records system.
- ▶ Evaluate the system.

- ▶ Develop cooperation and support from stakeholders.
- ▶ Ensure that high quality and timely data will be available for all users.

### STRAC MISSION STATEMENT

To provide reliable, consistent, accessible and complete traffic records data for policy formulation and decision making and efficient allocation of resources to solve traffic safety problems with effective countermeasures.

Colorado's traffic records system is a virtual system comprised of independent crash data systems that collectively form the information base for the management of the highway and traffic safety activities. The different sources of a traffic records system can be found within five State Agencies and the Judicial Branch. Collectively these State Agencies, in cooperation with Local Agencies, use the data to develop initiatives to reduce the number and severity of traffic crashes on the state's roadways that result in economic losses to Colorado.

*“Highway safety information systems provide the information which is critical to the development of policies and programs that maintain the safety and the operation of the nation’s roadway transportation network.”*

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## **2006 STRAC ACCOMPLISHMENTS**

- ▶ Revised the Accident Report to ensure greater consistency with various agencies and improve data collection with related instructions and an implementation plan.
- ▶ Reformatted the organization of STRAC and added formal subcommittees.
- ▶ Developed a strategic plan with short-, medium-, and long-term goals consistent with the 2004 Traffic Records Assessment.
- ▶ Obtained funding for the various Traffic Records systems enhancements.
- ▶ The Colorado State Patrol (CSP) is in the process of establishing an internal data warehouse. The first phase data to be placed in the warehouse is crash information. State funds have been used to develop this first phase.

Both the planned and completed projects are in conjunction with State Agencies: Human Services, Public Health and Environment, Safety, Revenue, Transportation and Judicial, which is involved in traffic records. The projects proposed were evaluated by CDOT as well as STRAC membership.

## **2007 STRAC GOALS**

- ▶ Update the interagency Memorandum of Understanding among the five State Agencies and the Judicial Branch. Due to the change in Colorado’s Governor, new executive directors have been appointed; therefore STRAC will reconfirm and resign the Memorandum of Understanding (MOU) with the respective new state department executive directors.
- ▶ Prepare Request for Proposal for the Data Development Process to begin the integration of the various data systems into the Traffic Data Integration and Analysis Systems.
- ▶ Develop Project Delivery Acceptance Process of the ongoing projects to ensure compliance with funding and system expectations.
- ▶ Coordinate the State Traffic Data Integration and Analysis Systems with local agencies’ needs to develop a strategy to integrate state data to local systems.
- ▶ Develop Key Performance Measures to track progress toward ultimate Traffic Records Goals, i.e., a centralized coordinated State Traffic Data Integration and Analysis Systems.
- ▶ Coordinate program funding availability to system needs to maximize benefits to the overall users.





## I. INTRODUCTION

STRAC is a comprehensive committee formed as part of a federally sponsored effort to collect, organize, analyze, and utilize all types of information relating to accidents that occur on Colorado roadways. The membership of STRAC is composed of the five major State Agencies and the Judicial Branch involved in roadway crashes whose responsibilities are:

- ▶ The Colorado Department of Revenue is the custodian of accident report records and data received from all law enforcement agencies throughout the state. The accident report contains almost 200 data elements that include information on the drivers and individuals involved, any injuries and fatalities, property damage, vehicle information, location and time of the accident, weather conditions, roadway characteristics and any traffic violations cited. This data, combined with the driving record data of the drivers, forms the foundation of the State Traffic Data Integration and Analysis System.
- ▶ Colorado State Patrol (CSP) is the lead law enforcement agency to develop the Accident Report, procedures and systems to gather crash data. Law enforcement, typically the first on the scene, controls the crash site and gathers the Accident Report data.
- ▶ Colorado Judicial Branch adjudicates the crash citations.
- ▶ Colorado Department of Public Health and Environment (CDPHE) coordinates the activities of the Emergency Medical and Trauma Services system related to roadway crashes.
- ▶ Colorado Department of Human Services (CDHS) provides treatments related to the crash citations such as substance abuse to the DUI offenders.
- ▶ Colorado Department of Transportation (CDOT) uses the traffic records to develop engineering, education, and/or enforcement solutions and funding to improve roadway safety.

*With information from the integrated data system, agencies can coordinate their efforts and programs to reduce roadway fatalities, injuries and property damage and the related economic impact to Colorado, while maintaining the integrity and privacy of each agency's data.*

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- ▶ Local Agencies include local law enforcement, education, local agency traffic engineers, courts, medical providers, and other data users.

Collectively, the State Agencies in cooperation with the Local Agencies work to coordinate the crash data components about every reportable motor vehicle crash on public roads. The data gathered are consistent with other national systems including the federal Model Minimum Uniform Crash Criteria, the Fatality Analysis Reporting System, the General Estimates System, the National Emergency Medical Services Information System and the National Trauma Registry.

Recognizing the sensitivity of the crash data, the integrated data system allows each agency to have full custody and control of their respective data, while ultimately providing more detailed information about the crash and the impact on the individuals involved. With information from the integrated data system, agencies can coordinate their efforts and programs to reduce roadway fatalities, injuries and property damage and the related economic impact to Colorado, while maintaining the integrity and privacy of each agency's data.



## II. MISSION STATEMENT

TO PROVIDE RELIABLE, CONSISTENT, ACCESSIBLE AND COMPLETE TRAFFIC RECORDS DATA FOR POLICY FORMULATION AND DECISION MAKING AND EFFICIENT ALLOCATION OF RESOURCES TO SOLVE TRAFFIC SAFETY PROBLEMS WITH EFFECTIVE COUNTERMEASURES.

The National Agenda for the Improvement of Highway Safety Information Systems, a product of the National Safety Council's Traffic Records Coordinating Committee states: *"Highway safety information systems provide the information which is critical to the development of policies and programs that maintain the safety and the operation of the nation's roadway transportation network."*

As such, a complete traffic records program is necessary for planning (problem identification), operational management or control, and evaluation of Colorado's roadway safety activities. Colorado, in cooperation with its political subdivisions, established and implemented a complete traffic records program. This statewide

program includes and provides for information for the entire state. The traffic records program is critical to the implementation of all roadway safety countermeasures and is the key ingredient to their effective and efficient management and performance measurement.

Colorado's traffic records system is a virtual system which is currently comprised of independent data systems that collectively form the information base for management of highway safety activities. Collectively, the state-level agencies, in partnership with local government, implement highway safety initiatives that improve the quality of life for Colorado's residents and visitors by reducing the number and severity of traffic crashes on the state's roadways that result in deaths, injuries, and economic losses from property damage.



### III. 2006 PROGRESSIVE ACTIVITIES

**A. ACCIDENT REPORT REVISION.** The revision of the Colorado Accident Report, which was done between March 2004 to December 2005, updated the form so as to ensure greater consistency with the various national, state, and local data needs and related systems. The revised Accident Report will improve the data from the current 70 percent compliance rate to an anticipated 95 percent compliance rate with national standards, beginning January 2007. The new form also addresses several data quality and missing data problems noted with the existing form.

The related instructions for completing the Accident Report form, entitled “Investigating Officer’s Traffic Accident Reporting Manual”, were also updated. This was the product of a committee composed of both STRAC members and law enforcement at large. The revised Accident Report form was implemented July 1, 2006, after several training courses were provided to various law enforcement agencies, with mandatory use by October 1, 2006 and full implementation in January 2007.

**B. STRUCTURE OF STRAC.** Previously, STRAC, organized originally in 1975, operated as a two-tier basic task oriented committee comprised of an executive committee and the general membership that did not meet regularly. While STRAC did have broad representation with particular emphasis on traffic engineering and law enforcement, it did not represent the whole com-

munity of public and private stakeholders nor did the executive committee include top-level leaders to make management and resource commitments for traffic record improvements. STRAC’s ‘general membership’ consisted of a single individual from the general membership to serve as the traffic records champion for Colorado.

The 2004 Traffic Records Assessment made several recommendations of which many have already been incorporated into STRAC’s organizational structure. One such recommendation was to include top-level policymakers within the executive committee. Another was to include a formal Memorandum of Understanding between the five State Agencies and the Judicial Branch signed by each agency’s executive director. This was originally executed on March 6, 2006 and will be updated with Governor Ritter’s cabinet appointments. Currently, STRAC, with CDOT as the coordinating agency, is formally structured with membership to encompass all state, federal, and local agencies involved in roadway safety as well as other groups and associations. STRAC now meets quarterly with fixed dates and locations. In addition, STRAC has adopted bylaws and has identified and formed six subcommittees. These subcommittees are as follows:

- ▶ **Driving Under the Influence (DUI) Enforcement.** The DUI subcommittee was formed by the CDOT Impaired Driving Program. A statewide Impaired Driving Assess-

*It is vital for managers to have reliable data upon which to make decisions concerning policy formulation and the allocation of resources.*

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ment was performed that identified issues that require crash data to resolve some of the recommendations; therefore the CDOT Impaired Driving Program Manager will be part of STRAC to coordinate resolution of the recommendations that interface with the Traffic Records Assessment recommendations. In addition STRAC DUI Subcommittee is also involved in the Colorado legislatively mandated Interagency Task Force on Drunk Driving.

- ▶ **Accident and Crash Reporting.** This subcommittee was formed to implement full integration of the Accident Report and data process that ensures timely and correct data gathering for all crash related information.
- ▶ **System and Data Protocol.** This subcommittee was formed to coordinate the various systems and to monitor the integration of data to ensure that no agency data is compromised.
- ▶ **Media and Education.** This subcommittee was formed to integrate STRAC activities with other agency activities and to develop educational materials related to the various systems.
- ▶ **Conference.** This subcommittee was formed to coordinate all the various conferences to ensure coverage and data gathering or identification of data needs. In addition, this subcommittee will be looking into any needed conference to promote STRAC activities.
- ▶ **Local Agencies.** This subcommittee comprised of members from local agencies, addresses issues and concerns regarding the data gathering needs of these organizations.

These subcommittees have their respective chairs, membership, and provide status report of activities at each quarterly STRAC meeting.

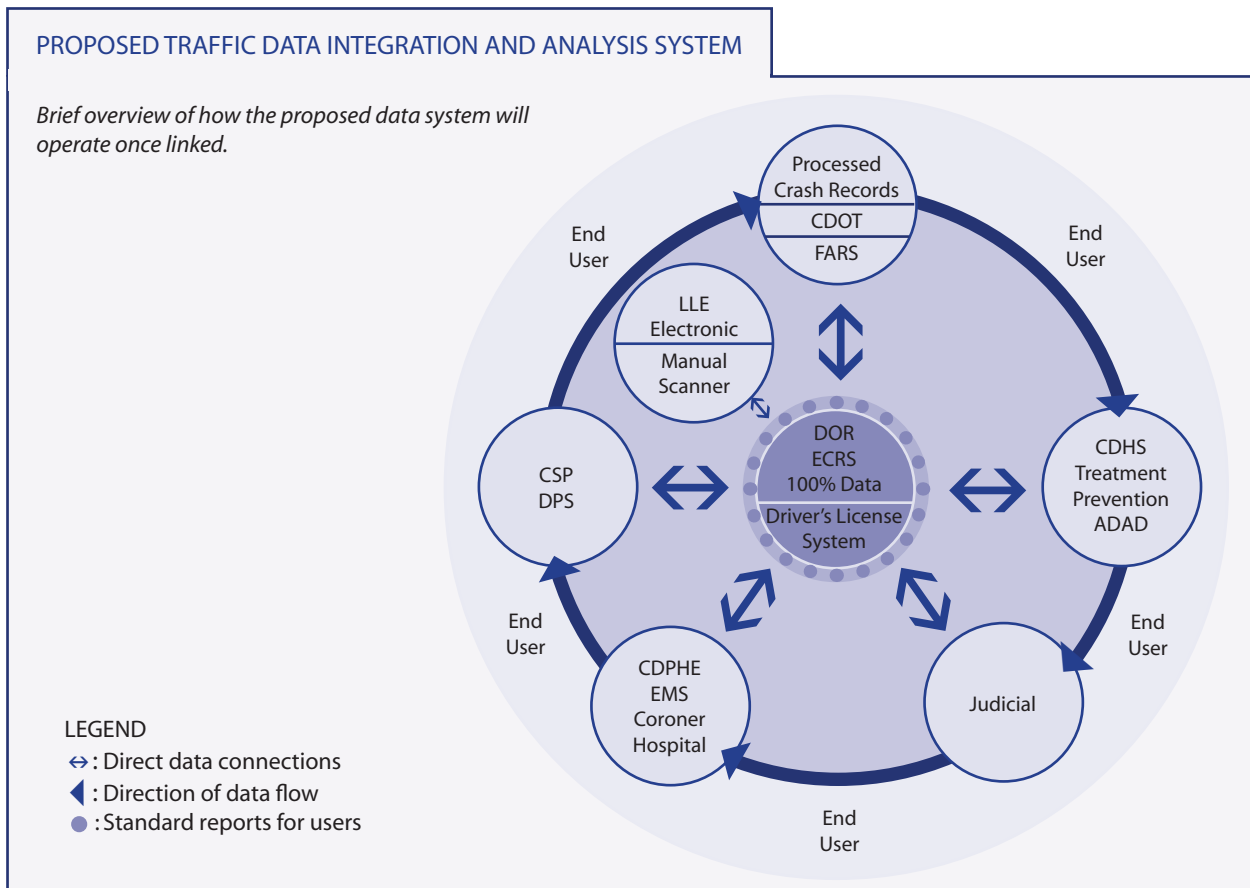
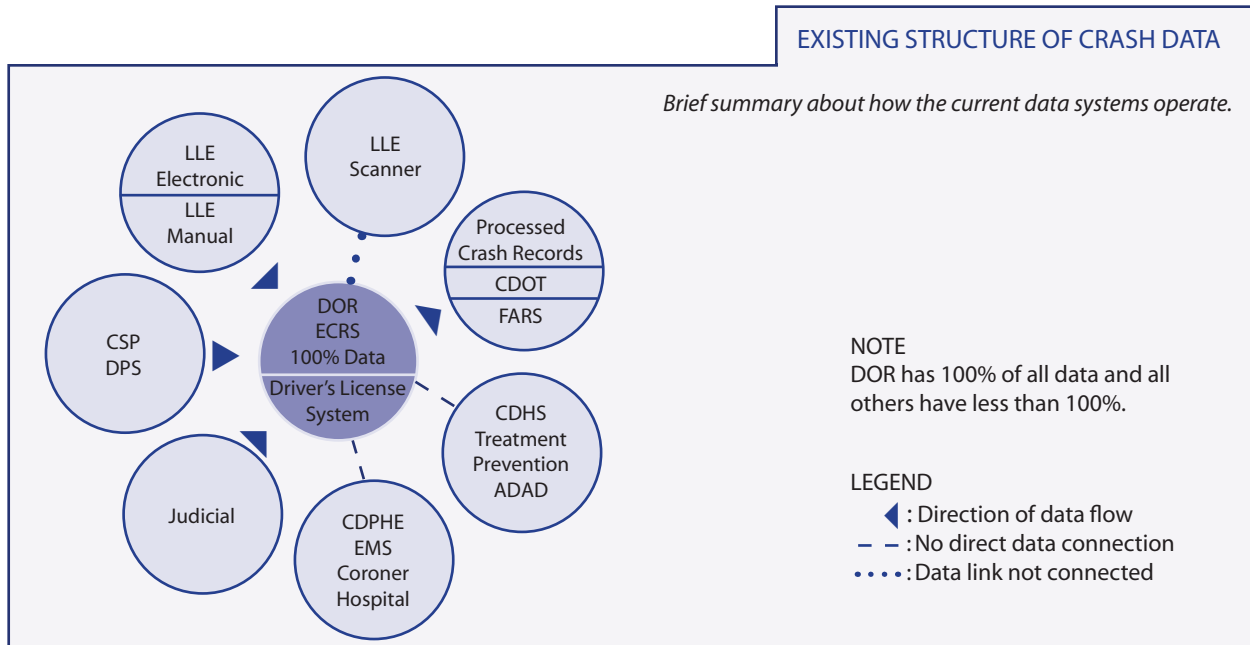
### **C. DEVELOPMENT OF A STRATEGIC PLAN WITH SHORT-, MEDIUM-, AND LONG-TERM GOALS.**

Consistent with the 2004 Traffic Records Assessment a strategic plan has been developed. While much has been achieved in upgrading and improving the traffic records system in Colorado, significant problems remain. Most databases still function as “islands of information” with limited data sharing and transfer. As such, data is inconsistent from one database to another. The quality of some data is questionable and accessibility, particularly for managers, is also limited. The desired concept of “one stop shopping” with comprehensive, complete, accurate, timely and accessible data has not yet been achieved.

It is vital for managers to have reliable data upon which to make decisions concerning policy formulation and the allocation of resources. Data collection, access and quality must be improved. The 2005 Strategic Plan for Traffic Records provided a number of recommendations to improve the traffic records system. The most important and the highest priority is the development of an event based State Traffic Data Integration and Analysis System which will include, at least initially, statewide information on motor vehicle crashes and traffic citations. Crashes and citations will be tracked through the system from the time the event begins until its ultimate resolution. While the need for this information for both operational and research purposes is well understood, extreme care will be given to protect the privacy of the individual agencies involved in order to be in compliance with federal and state confidentiality laws.

The below graph depicts the State Traffic Data Integration and Analysis System as it exists now and what is projected for the data system in the

future. It should be noted that the proposed system will ensure each agencies' data integrity and privacy.



*The proposed Traffic Data Integration and Analysis System will ensure each agencies' data integrity and privacy.*

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In addition, to facilitate the implementation of the strategic plan and to provide long term continuity and support to these efforts, a Memorandum of Understanding has been prepared for the signature of executive management of the five State Agencies and the Judicial Branch. The MOU includes both the roles and responsibilities of STRAC and the roles and responsibilities of each agency. It addresses ownership, security, and confidentiality and privacy concerns along with a process for resolving disputes.

There are five core strategies in the plan along with related steps to complete with numerous recommendations for improvement. The recommendations are categorized as near term (initiated in 2006 and 2007), intermediate term (2007 to 2010) and long term (2010 and beyond and ongoing projects). The following lists the five core strategies and the highest priority projects to address those strategies beginning in 2006.

**1. Strengthen the organizational structure for guiding improvement to Colorado's Traffic Records System.** Develop a mechanism for identifying, selecting and implementing changes to Colorado's traffic records system which continually improves the ability of this system to meet the safety related information needs of state and local organizations with a traffic safety mission.

Four steps identified, see STRAC 2006 accomplishments.

**2. Establish common standards to ensure compatibility of systems and comparability of the data.** Influence the improve-

ment of existing systems that comprises the Colorado Traffic Records System in ways that ensures compatibility and facilitates that use of the data for analyses to meet user needs. To facilitate the enhancement of the traffic records system and improve timeliness, accessibility, completeness, accuracy, and usefulness of the system.

Develop a State Traffic Data Integration and Analysis System to serve as the source for an event based official, complete version of motor vehicle crash data and citation data including information added or corrected by all agencies with responsibility for components of the traffic records system. Incorporate extracts of all other traffic records components into the State Traffic Data Integration and Analysis System. Enhance and expand the existing Electronic Accident Reporting System and the Electronic Citation Reporting System.

There are three steps all of which are not yet completed. Although some activities have begun, this area will be fully pursued during 2007 and beyond.

**3. Meet user requirements for traffic safety information.** To ensure that those involved in system design and development efforts, including the event based crash and citation State Traffic Data Integration and Analysis Systems, are provided with detailed information on how the data are used, what data users require, and in what form so that improvements in the Colorado Traffic Records System proceed from a user-centered approach.

*With both the strategic plan and the MOU in place, Colorado is moving forward in a timely and effective manner to improve the overall traffic records system.*

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Eliminate limitations on customer's use of the data by providing training, communication, and analytic tools, and by surmounting administrative and legislative barriers to uses of the Colorado Traffic Records System.

There are five steps all of which are not yet completed. Although some activities have begun, this area will be fully pursued during 2007 and beyond.

- 4. Ensure the expeditious collection, management and accurate transfer of data among state and local jurisdictions.** To identify potential improvements in data sharing among components of the Colorado Traffic Records System and support their implementation. To facilitate the improvement in data sharing, develop an event based State Traffic Data Integration and Analysis System to serve as the source for an official, complete version of motor vehicle crash data and citation data including information added or corrected by all agencies with responsibility for components of the Traffic Records System. Incorporate extracts of all other traffic records components into the State Traffic Data Integration and Analysis System.

There are five steps all of which are not yet completed. Although some activities have begun, this area will be fully pursued during 2007 and beyond.

- 5. Provide an environment for (data driven) analysis, decision making, policy formulation, and resource allocation.** To provide appropriate decision-making support to all levels of the traffic records safety organizations. There is one step that is being done ongoing in conjunction with all other strategies.

STRAC membership and all the participating agencies believe that the partnerships and coordination provided for in this strategic plan will create the environment for improving the traffic records system by maximizing efficiencies through interagency cooperation and leveraging of existing resources. The additional funding provided by SAFETEA-LU will provide significant funding with which the recommended improvements can be implemented.

With both the strategic plan and the MOU in place, Colorado is moving forward in a timely and effective manner to improve the traffic records system.

**D. OBTAINING FUNDING FOR THE VARIOUS TRAFFIC RECORDS SYSTEMS ENHANCEMENTS.** CDOT applied for a grant from the National Highway Traffic Safety Administration (NHTSA) and was successful in obtaining funds for the four federal fiscal years 2006 through 2009 of at least one half million dollars per year.

Through the planned projects, the funding will:

- ▶ Improve the timeliness, accuracy, completeness, uniformity, integration and accessibility of the safety data.



*The grant will measure timeliness, consistency, completeness, accuracy, accessibility, and data integration for all projects.*

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- ▶ Evaluate the effectiveness of the efforts to make such improvements and provide an annual report on grant activities and accomplishments to NHTSA.
- ▶ Improve the compatibility of the data systems with national and state traffic safety data systems and enhance NHTSA's ability to observe and analyze national trends in crash occurrences, rates, outcomes, and circumstances.

The grant will measure timeliness, consistency, completeness, accuracy, accessibility, and data integration for all projects. The projects will encompass crashes, roadway/geographic information systems, driver, vehicle, citation/adjudication, and injury surveillance and emergency medical services.

The planned projects are in conjunction with the Departments: Human Services, Public Health and Environment, Safety, Revenue, Transportation and Judicial. In addition, projects will be let for local agencies for their traffic records systems and processes. The projects proposed were evaluated by CDOT as well as STRAC membership. The projects selected in 2006 for federal fiscal year 2007 award totaled \$885k and those specifically funded by Section 408 are as follows:

- ▶ Electronic Accident Reporting System enhancement for \$150k with DOR
- ▶ Global Positioning Systems Units for law enforcement agencies for \$50k.

- ▶ Emergency Medical Services Linkage for \$48k with DPHE.
- ▶ CDOT Traffic Record Enhancements for \$45k.
- ▶ Emergency Medical Services and Trauma Registry Data for \$100k with DPHE.
- ▶ Electronic Injury Surveillance System for Motor Vehicle Crashes for \$80k with CSP.
- ▶ Crash Location Enhancements Using Unique Intersection Identification and Transfer of Denver Accident Reports to DOR for \$35k.
- ▶ Location Data on Crash Reports for \$250k.

NHTSA provided funding of \$620k will be augmented with funding from the Federal Highway Administration flexible funding provided to CDOT. In addition to the FHWA funding, each state agency has also provided funding for the enhancement of the Traffic Records System enhancements.

The Federal Motor Carriers Administration (FMCSA) awarded a grant to the State of Colorado to improve the timeliness, consistency, accuracy, completeness, accessibility, and integration of commercial vehicle crash and citation information. Although funding from FMCSA is administered by the CSP, this project is being managed by the Department of Revenue. Funds are to be used to develop data collection modules for crash and citation information.



## IV. 2007 PROGRESSIVE PLAN

### **FOR CALENDAR YEAR 2007, STRAC WILL:**

- ▶ Update the interagency Memorandum of Understanding between the five State Agencies and the Judicial Branch. Due to the change in Colorado's Governor, new executive directors have been appointed; therefore, CDOT will reconfirm and have the MOU resigned with the respective new state department executive directors and State Court Administrator.
- ▶ Prepare the request proposal for the Data Development Process to begin the integration of the various data systems into the Integrated Traffic Safety Data System.
- ▶ Develop the Project Delivery Acceptance Process of the ongoing projects to ensure compliance with funding and system expectations.
- ▶ Coordinate the State Data Systems with local agency needs to develop a strategy to integrate State data to local systems.
- ▶ Develop the Key Performance Measures to track progress toward ultimate Traffic Records Goals.
- ▶ Coordinate program funding availability to system needs to maximize benefits to the overall users.



## ATTACHMENT A. MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU), made this 6th day of March, 2005, by and among THE COLORADO DEPARTMENT OF TRANSPORTATION (CDOT), the DEPARTMENT OF HUMAN SERVICES (DHS), the DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT (DPHE), the DEPARTMENT OF PUBLIC SAFETY (DPS), THE JUDICIAL BRANCH and the DEPARTMENT OF REVENUE (DOR), (collectively referred to as the “Agencies”) memorializes the agreement of the Agencies to implement and maintain the Strategic Plan (attached as Exhibit 1 and incorporated herein).

### **RECITALS:**

- A. The State Traffic Record Advisory Committee (STRAC) is a comprehensive committee formed as part of a federally sponsored effort to collect, organize, analyze and utilize all types of information relating to accidents that occur on the roadways.
- B. STRAC members have authored the Strategic Plan, which sets for the objectives, goals, methods and responsibilities of the various Agencies in gathering and maintaining traffic safety data. STRAC has the responsibility for overseeing the development, implementation and management of the Strategic Plan.
- C. STRAC has identified that each of the Agencies listed above has an integral role in executing the Strategic Plan.

Now therefore, CDOT, DHS, DPHE, DPS, the JUDICIAL BRANCH, and DOR hereby agree as follows:

1. Each of the Agencies will implement the Strategic Plan in order to develop a comprehensive integrated traffic records system which is accurate, complete, timely and accessible. STRAC intends to make the Agencies more efficient by reducing the instances of redundant and inaccurate information through the sharing of information as described in the Strategic Plan.
2. Implementation of the Strategic Plan will provide the Agencies easy access to information while providing the security and confidentiality needed by each of the Agencies. None of the Agencies will be asked to provide information that they cannot legally divulge. Participation in implementing the Strategic Plan will be tailored to meet the specific confidentiality requirements of each agency.

3. Should any disputes or disagreements occur among the Agencies regarding the Strategic Plan, the Agencies agree to collaborate to resolve the dispute. If the persons identified in Paragraph 6 (Contacts) or their successors, cannot achieve resolution within a thirty (30) day period, or longer period of time if agreed by all parties, the matter shall be submitted jointly to a mutually agreed upon mediator for final resolution of the dispute. If the Agencies cannot resolve the dispute, this MOU will be terminated in accordance with the terms and conditions described below.

4. Nothing in this MOU shall be construed to place the employees, officers, agents, designees or personnel of any party under the control or employment of another party. Nothing in this MOU is intended to create or grant to any third party or person any right or claim for damages, or the right to bring or maintain any action at law.

5. The term of this MOU shall be from the date of full execution by the Agencies, for a period of five years, however, if the parties so desire, the term may be extended for a subsequent time period on then mutually acceptable terms. The parties, or their designees, agree to review the MOU on an annual basis.

6. Contacts:

For CDOT;  
Tom Norton  
Executive Director  
4201 E. Arkansas  
Denver, CO 80215  
(303) 757-9201

For DHS;  
Marva Livingston Hammons  
Executive Director  
1575 Sherman Street, 8th Floor  
Denver, CO 80203  
(303) 866-5096

For JUDICIAL BRANCH.;;  
Gerald A. Marroney  
State Court Administrator  
1301 Pennsylvania Ave., Ste. 300  
Denver, CO 80203-2416  
(303) 861-1111

For DPHE;  
Dennis Ellis  
Executive Director  
4300 Cherry Creek Dr. South  
Denver, CO 80246  
(303) 692-2000

For DPS;  
Joe Morales  
Executive Director  
700 Kipling  
Denver, CO 80215  
(303) 239-4398

For DOR;  
M. Michael Cooke  
Executive Director  
1375 Sherman St.  
Denver, CO 80203  
(303) 866-3091

7. Annual action steps and projects will be identified for inclusion in the Highway Safety Plan and, if appropriate, in the Strategic Plan for Highway Safety. This annual action plan will include specific tasks, funding, deliverables, schedule, and responsible agency. If any of the Agencies shall fail to fulfill, in a timely and proper manner, its obligations under the Strategic Plan, or if any of the Agencies determines that the purposes of the MOU would no longer be served by completion of the work as identified in the Strategic Plan, any of the Agencies shall have the right to terminate this MOU by giving written notice of such termination, at least thirty (30) days before the effective date of such termination.

8. It is expressly understood and agreed that the enforcement of the terms and conditions of this MOU and Strategic Plan shall be strictly reserved to the parties hereto. It is the express intent of the parties hereto that any person or entity, other than the parties to this MOU, receiving services or benefits under this MOU shall be deemed incidental beneficiaries only.

IN WITNESS WHEREOF, the parties hereto have executed this MOU the day and year first above written.

By Thomas E. Norton  
Thomas E. Norton, Executive Director  
Colorado Department of Transportation

Date: 3/6/2006

Attest:

By Georgette L. Cheate  
(Chief Clerk)

Date: 3/6/06

Commission expires 07/11/2008



By M. Michael Cooke

Date: 3-8-06

M. Michael Cooke, Executive Director

Department of Revenue

Attest:

By Georgette A. Oberle

Date: 3/8/06

Commission expires: 07/11/2008



By J. M. Morales

Date: 3-8-06

Joseph Morales, Executive Director

Department of Public Safety

Attest:

By Georgette A. Oberle

Date: 3/8/06

Commission expires: 07/11/2008



By Marva Livingston Hammons  
Marva Livingston Hammons, Executive Director  
Department of Human Services

Date:

Attest:

By Georgette A. Shere  
Commission expires: 07/11/2008

Date: 3/8/06



By Dennis Ellis  
Dennis Ellis

Date 3/8/06

Department of Public Health and Environment

Attest:

By Georgette A. Shere  
Commission expires: 07/11/2008

Date 3/8/06



By *Carol M. Haller* *Haller*  
*acting*  
Gerald Marroney, State Court Administrator  
Judicial Branch

Date: *3/28/06*

Attest:

By \_\_\_\_\_

Date:

SUBSCRIBED AND SWORN TO BEFORE ME  
THIS *28<sup>th</sup>* DAY OF *March*, *2006*.  
BY *Carol M. Haller*  
*Carolina Puleo*  
NOTARY PUBLIC

STATE OF *Colorado*  
COUNTY OF *DENVER*





Within the various agencies, these are the responsible staff within the STRAC executive committee who will work toward implementation of the statewide strategic plan:



By *Henry Sandoval* Date *5-11-06*  
 Henry Sandoval, CDOT  
 STRAC Chair



By *Joan Vecchi* Date *5-11-06*  
 Joan Vecchi, DOR



Colorado Department  
 of Public Health  
 and Environment

By *Janet Wood* Date *5/10/06*  
 Janet Wood, CDHS



By *Holly Hedegaard ms -* Date *5/10/06*  
 Holly Hedegaard, CDPHE

By *Doyle Eicher* Date *5/10/06*  
 Doyle Eicher, CSP



By *Paul Hofmann* Date *5/11/06*  
 Paul Hofmann, Judicial



By *Linda Bowers* Date: *5/11/06*  
 Linda Bowers, Judicial – Court Services Manager



## ATTACHMENT B. MEMBERSHIP LISTING

### EXECUTIVE MANAGEMENT

Russell George, CDOT Director  
 Roxanne Huber, DOR Director  
 Karen Beya, CDHS Director

Peter Weir, CDPS Director  
 James Martin, DPHE Director  
 Gerald A Marroney, State Court Administrator

### EXECUTIVE COMMITTEE

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Christine Byars	CDHS	303-866-7496	Christine.Byars@state.co.us

### MEMBERSHIP

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**SUB-COMMITTEES**

- Accident Report
- System and Protocol
- Driving Under the Influence
- Media and Education
- Safety Forum
- Local Agencies

**CHAIR**

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- C. Steve Hooper (DOR)
- Glenn Davis (CDOT)
- Christine Rees (CDOT)
- Marcee Allen (FWHA)
- Ken Poncelow (Weld County)



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SAFETY DOESN'T HAPPEN BY ACCIDENT

