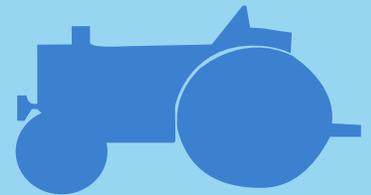




COLORADO

Department of
Transportation

Annual Report ::: Fiscal Year 2013



Who We Are and What We Do

The Colorado Department of Transportation is responsible for a highway system that encompasses more than 9,100 center-lane miles (about 23,000 total lane miles) and includes 3,437 bridges. This system each year handles more than 28 billion vehicle miles of travel. Although the interstate system accounts for only about 10 percent, or 952, of the center-lane miles on the state system, about 40 percent of state-highway travel within Colorado takes place on interstate highways.

But CDOT is much more than roads and bridges. Our Division of Aeronautics supports aviation interests statewide; our Division of Transit and Rail provides assistance to numerous transit systems in the state; and our Office of Transportation Safety helps local law enforcement with special funds to apprehend drunk drivers and increase use of safety belts. CDOT also protects the environment, researches cost-effective asphalt applications, develops more efficient and effective deicing procedures, designs and constructs multi-modal facilities, and so much more.

With our high plains roadways and mountain passes, our multi-lane interstates and two-lane rural highways, our fire season closures, avalanche control and flood and rockfall emergencies—we are like no other state. Transportation matters here, and we are proud to be part of it.

Early in Colorado's history, legislators recognized the importance of attending to transportation infrastructure.



In 1909, the first highway bill was passed by forming a three-member highway commission to approve work and allocate funds. In 1917, the State Highway Fund was created and the State Highway Department was formed (CDOH—Colorado Department of Highways).

Then in 1968, legislation reorganized how highways were handled and created the Division of Highways. The year 1991 brought another change, CDOH became the Colorado Department of Transportation (CDOT) to reflect the increasing areas of responsibility as the state and the department grew.



This year brings another change. As part of a statewide branding process initiated by the Governor, CDOT and all of the state's other departments will be adopting a fresh



The new logo will start appearing on some CDOT vehicles later this year. Other vehicles may retain the existing logo until they are replaced.

new look. All will feature the new Colorado state logo—an upward facing arrow with rounded corners, with the green and white design influenced by our beloved license plate. This will be paired with a shield—an inverted triangle with a distinct design for each department.

Below is CDOT's new official mark. You'll begin to see this new identity on snowplows, buildings, equipment, signs and other applications around the state.



CDOT's new identity is comprised of Colorado's new logo paired with the CDOT shield. The mountains and road, along with the plains underneath, represent the uses and challenges of the transportation system we maintain.

What hasn't changed is CDOT's culture and commitment to the citizens of Colorado. On the next page are the long-standing and overarching principles that guide everything we do.

Who We Are and What We Do



The US 85/US 34 bypass reconstruction in Greeley will improve safety and accommodate increasing traffic. CDOT crews removed and replaced pavement, medians, shoulders, and traffic signals in addition to extending and widening turn lanes. Projects like this help us get more out of the existing transportation system.

CDOT'S MISSION

To provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods, and information.

CDOT'S VISION

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

CDOT'S STRATEGIC FOCUS AREAS

- Improve business processes for better customer service and efficiency.
- Use innovation and improved management to get more money to construction from fixed budget.
- Get more out of the existing system.
- Develop partnerships with the private sector to augment public funds.
- Achieve better transparency and accountability in budget reporting, project planning and construction, and maintenance activities.
- Provide employee training and professional development opportunities.

CDOT'S VALUES

Safety

We work and live safely. We protect human life, preserve property, and put employee safety before production.

People

We value our employees. We acknowledge and recognize the skills and abilities of our coworkers, place a high priority on employee safety, and draw strength from our diversity and commitment to equal opportunity.

Integrity

We earn Colorado's trust. We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.

Customer Service

We satisfy our customers. With a can-do attitude we work together and with others to respond effectively to our customer's needs.

Excellence

We are committed to quality. We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.

Respect

We respect each other. We are kind and civil with everyone, and we act with courage and humility.



With a strong focus on safety, there have been no traffic fatalities in the Eisenhower-Johnson Memorial Tunnel's 40-year history.

Message from the Executive Director



LOOKING BACK ON A MONUMENTAL YEAR ...

While this annual report focuses on CDOT's fiscal year (FY) 2013 activities and finances, I would be remiss if I did not mention some of our larger-scale accomplishments that have come to fruition in recent months. CDOT made extraordinary progress. We were able to upgrade highways, increase grant support to our state's public use airports, and integrate even more bicycle, pedestrian, transit and wildlife features into our projects.

Throughout the year, we formulated new ways to do more with less and accelerated our construction program. One of the most significant means to this end was our Responsible Acceleration of Maintenance and Partnerships (RAMP). Through RAMP, we are making better use of our cash balance to get the projects on our highways started sooner, rather than saving funds to cover some multi-year projects. We also leveraged this RAMP funding by accepting applications from public and private agencies willing to partner on projects.

Throughout the fiscal year and beyond, our employees dealt with major events with their typical degree of commitment and professionalism—winter storms, emergencies such as the widespread wildfires in July and plenty of rock and mud events.

But it was the massive flooding event our state faced in September that really tested the fortitude and commitment of our team. More than a dozen Colorado counties were affected by the flooding, thousands of Coloradans



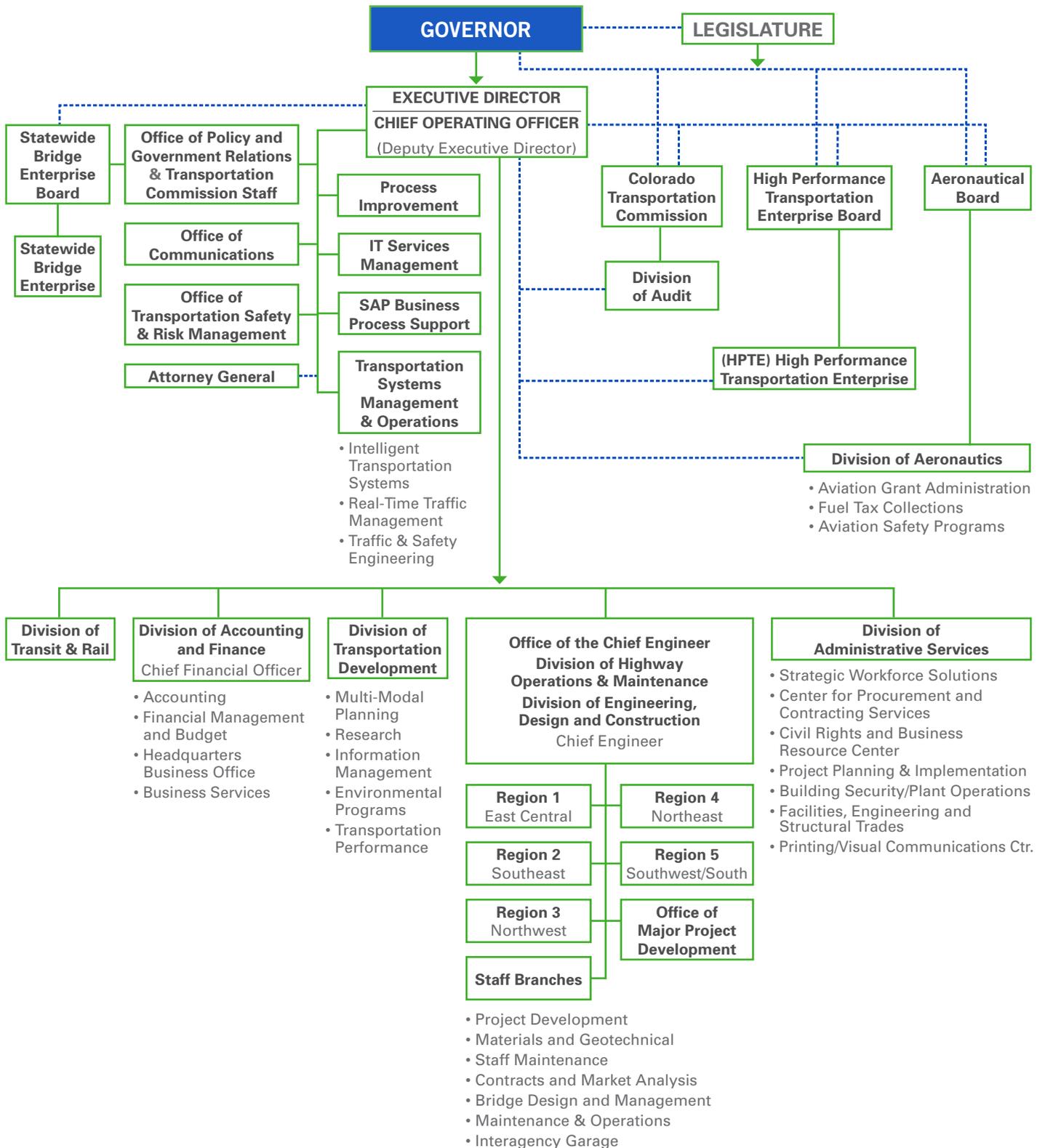
Mudslides in the Waldo Canyon burn zone near Colorado Springs, the High Park fire in northern Colorado, and epic flooding in September were among the events that challenged CDOT's fortitude over the last year.

displaced, 242 miles of state highway and 120 state bridges were damaged and 29 roadways were closed. It was a catastrophic event of historic proportions.

I am proud to report that several highways were opened within days, and the last of the flood-damaged corridors reopened on November 26, well ahead of the already ambitious December 1 deadline established by Governor Hickenlooper. This response was made possible by the resolve of CDOT employees, the commitment of our contracted partners, the good work of the National Guard and the cooperation of local residents, many of whom had suffered great losses. Finally, the fact that this monumental recovery effort got underway while CDOT was undergoing major operational changes (outlined in this report) reaffirms what a privilege it is to work here.

Don Hunt, Executive Director

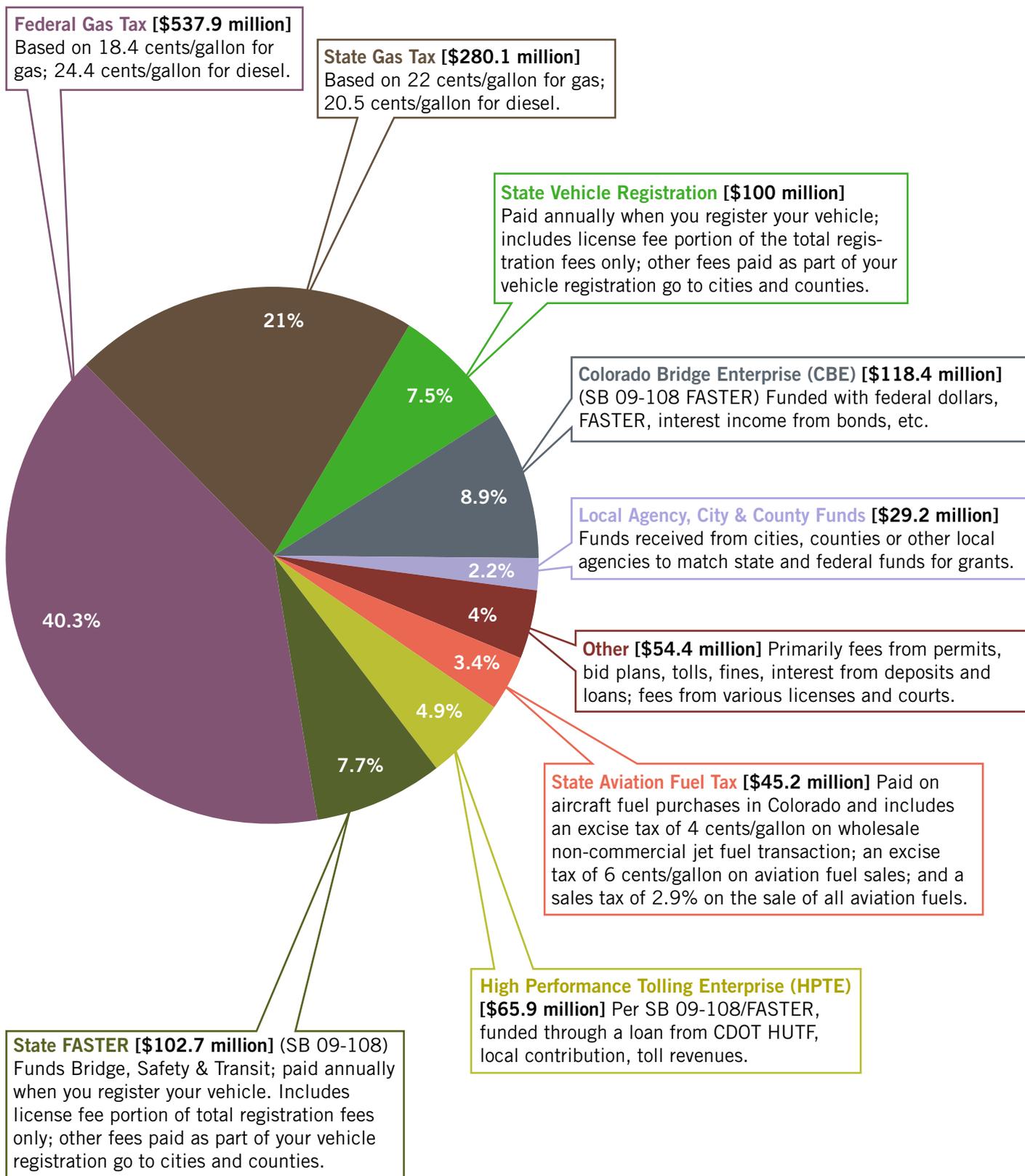
How We Are Organized



— Direct Reporting
 - - - - Communications

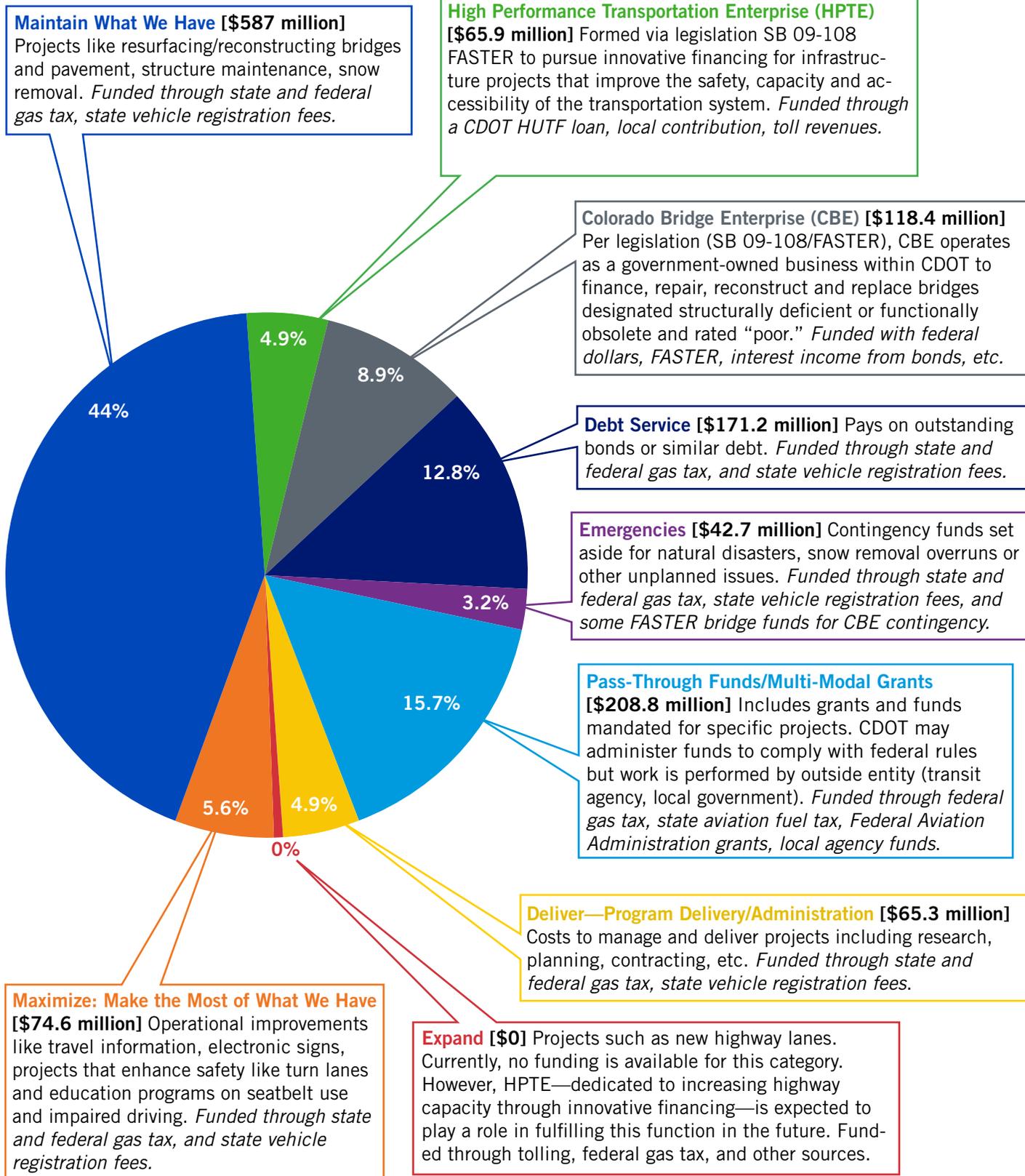
As of 11/5/2013

Where Do Our Funds Come From?



TOTAL: \$1.3 BILLION

How Do We Spend Our Funds?



Maintain What We Have [\$587 million]
 Projects like resurfacing/reconstructing bridges and pavement, structure maintenance, snow removal. *Funded through state and federal gas tax, state vehicle registration fees.*

High Performance Transportation Enterprise (HPTE) [\$65.9 million] Formed via legislation SB 09-108 FASTER to pursue innovative financing for infrastructure projects that improve the safety, capacity and accessibility of the transportation system. *Funded through a CDOT HUTF loan, local contribution, toll revenues.*

Colorado Bridge Enterprise (CBE) [\$118.4 million]
 Per legislation (SB 09-108/FASTER), CBE operates as a government-owned business within CDOT to finance, repair, reconstruct and replace bridges designated structurally deficient or functionally obsolete and rated "poor." *Funded with federal dollars, FASTER, interest income from bonds, etc.*

Debt Service [\$171.2 million] Pays on outstanding bonds or similar debt. *Funded through state and federal gas tax, and state vehicle registration fees.*

Emergencies [\$42.7 million] Contingency funds set aside for natural disasters, snow removal overruns or other unplanned issues. *Funded through state and federal gas tax, state vehicle registration fees, and some FASTER bridge funds for CBE contingency.*

Pass-Through Funds/Multi-Modal Grants [\$208.8 million] Includes grants and funds mandated for specific projects. CDOT may administer funds to comply with federal rules but work is performed by outside entity (transit agency, local government). *Funded through federal gas tax, state aviation fuel tax, Federal Aviation Administration grants, local agency funds.*

Deliver—Program Delivery/Administration [\$65.3 million]
 Costs to manage and deliver projects including research, planning, contracting, etc. *Funded through state and federal gas tax, state vehicle registration fees.*

Maximize: Make the Most of What We Have [\$74.6 million] Operational improvements like travel information, electronic signs, projects that enhance safety like turn lanes and education programs on seatbelt use and impaired driving. *Funded through state and federal gas tax, and state vehicle registration fees.*

Expand [\$0] Projects such as new highway lanes. Currently, no funding is available for this category. However, HPTE—dedicated to increasing highway capacity through innovative financing—is expected to play a role in fulfilling this function in the future. *Funded through tolling, federal gas tax, and other sources.*

TOTAL: \$1.3 BILLION

Your Contribution to Transportation Funding

As you can see from the chart on page 6, CDOT gets the majority of its funding from you—Colorado vehicle users. A portion of the state and federal fuel taxes and vehicle registration fees you pay goes to CDOT, the rest goes to cities and counties throughout the state.

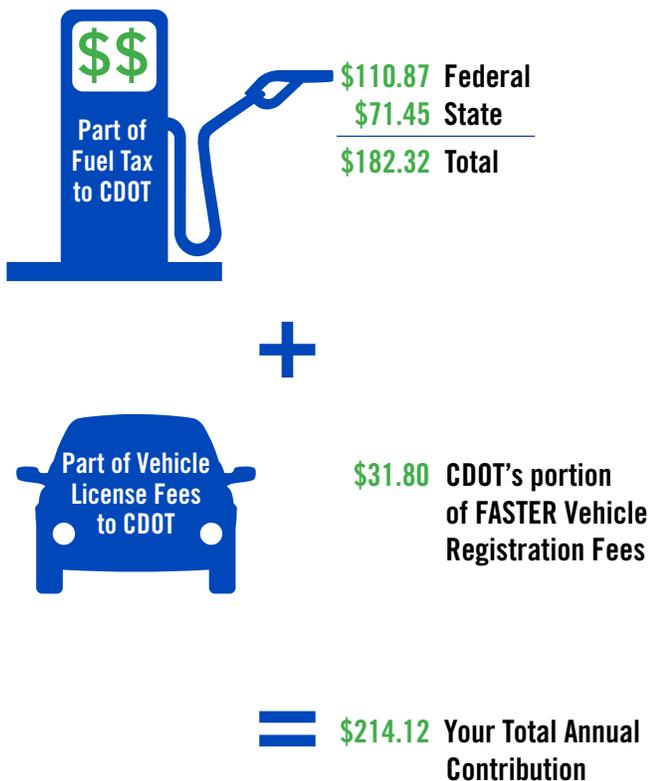
So how much do you as an individual driver contribute annually to support the transportation system you use? CDOT data show the average Colorado driver travels 13,859 vehicle miles travel (VMT) per year.

So, depending upon your gas mileage, you spend around \$20–25 a month to use the state’s roadway system, likely less than your monthly cell phone bill.

The graphics on this page illustrate how an individual contributes to the state’s highway system and how CDOT uses that revenue to maximize each dollar spent.

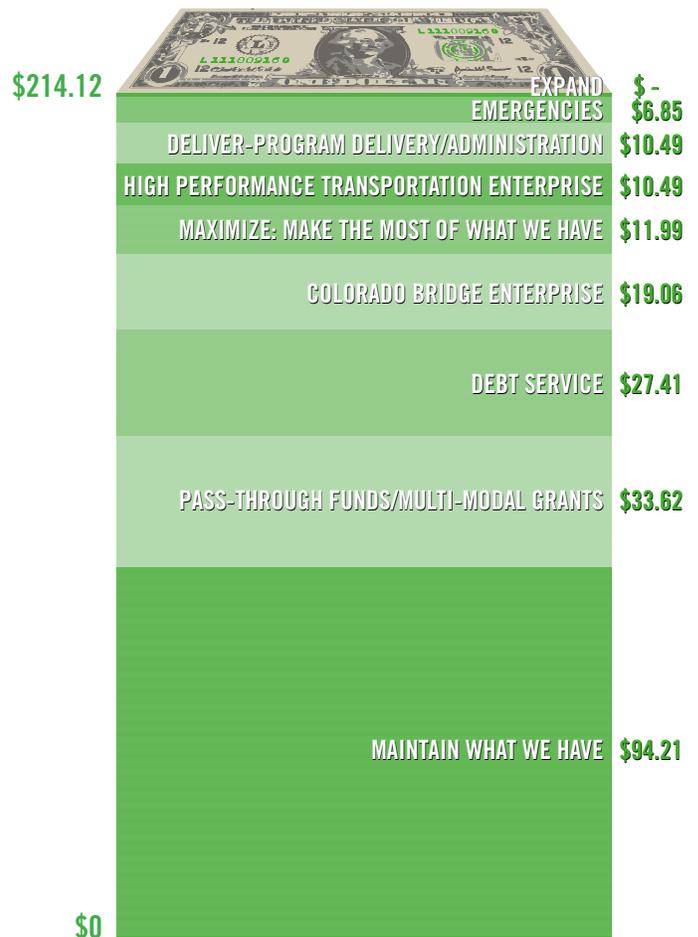
HOW CDOT RECEIVES FUNDS FROM YOU TO PAY FOR THE STATE HIGHWAY SYSTEM

Based on Annual Vehicle Miles Traveled by Average Colorado Driver



HOW CDOT USED YOUR DOLLARS IN FISCAL YEAR 2013

Based on Annual Vehicle Miles Traveled by Average Colorado Driver



NOTE: The amounts estimated represent a breakdown of your average annual contribution, based on how CDOT spends its budget. Note these are only estimates; your actual costs will depend on the type of vehicle you drive, how much you drive, and other factors.

Accomplishments: System Preservation

MAINTENANCE

Maintenance accounts for 20 percent of CDOT’s annual budget. Of the \$266 million spent in FY 2013, about \$197 million went towards “regular” activities: \$68 million on maintaining roadways and roadsides; \$60.2 million on traffic devices (signs, striping, signals) and the remainder on roadside appearance, bridges, buildings, equipment and I-70 tunnels/control rooms (Hanging Lake Tunnel and Eisenhower/Johnson Memorial Tunnel).

CDOT spends 35 percent of its maintenance budget—\$69 million—on snow, ice and avalanche control. Of the 522 known avalanche paths in Colorado, our crews regularly monitor and control at least 278 of them. During winter 2012–13, CDOT experienced 456 hours of road closures due to avalanche control resulting in 29,866 feet of snow covering the centerline of the roadway. Crews triggered 283 avalanches with explosives, handled 158 natural occurrences and spent 7,245 hours on mitigation—all without injuries, fatalities or equipment damage.



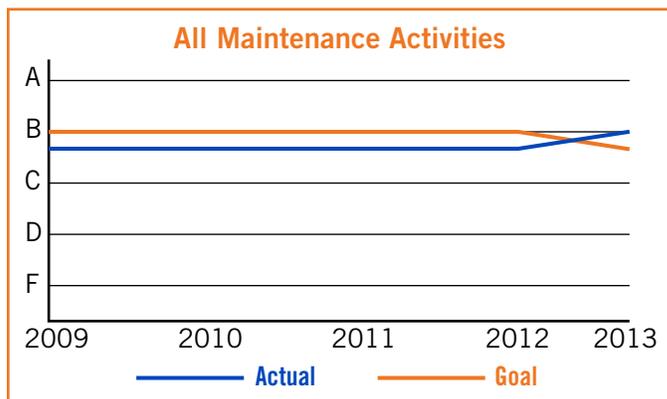
Region 5 maintenance crews make and store liquid salt brine to cut deicing product costs.

Other maintenance accomplishments this fiscal year:

- Repaired/maintained more than 55,973 miles of roadway
- Used 233,720.25 tons of asphalt and 1.7 million gallons of liquid asphalt
- Striped more than 20,096 miles and installed 174,381 square feet of pavement markings
- Snowplowed, sanded, and/or deiced 6.2 million miles of highway
- Managed 920 hours of road closures due to snow events
- Applied 234.044 tons of solid deicer and 14.8 million gallons of liquid deicer
- Replaced, installed and repaired more than 16.2 million linear feet of fencing
- Repaired/installed 203,887 feet of snow fence
- Replaced and repaired 54,244 signs and sign posts

- Disposed of 102,835 cubic yards of trash with help from 9,300 Adopt-A-Highway volunteers and another 7,317 bags of trash with the support of 61 corporate sponsors

The following graph and table illustrates how CDOT is doing with levels of service for all maintenance activities—from roadway repairs to snow and ice control.



YEAR	2009	2010	2011	2012	2013
Long Range Goal	B	B	B	B	B-
Actual	B-	B-	B-	B-	B
Budget (in Millions)	\$225	\$241	\$240	\$242	\$242

The long range goal was revised in 2013 to reflect budget and performance evaluation.

ROADWAYS

Our goal is to improve or preserve the condition of our roads and thus the performance of the highway system. We want to provide optimum “driveability” (reducing rutting and cracking, increasing smoothness and safety) using the most cost-effective treatments. We focus on preventative maintenance to preserve our assets and maintain their useful life rather than having to replace them. Spending now helps us avoid greater costs later.

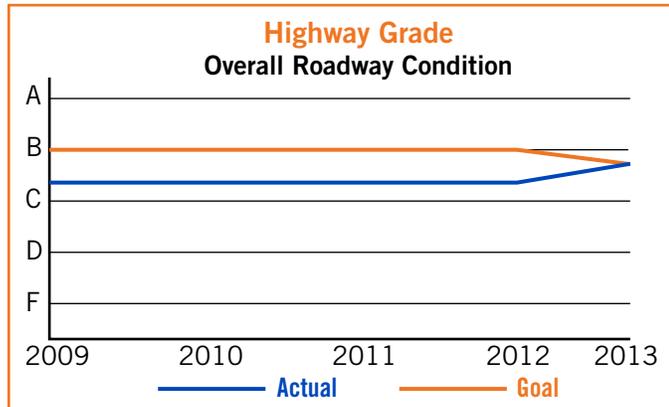
Examples of our work to preserve and improve our existing highway system over the past fiscal year include:

- **SH 103, Old Squaw Pass Road and SH 5 (Mount Evans)**—\$3.2 million project paved nine miles of roadway and adjusted shoulder striping to enhance bicyclist safety
- **US 50 Canon City West**—\$4.1 million project resurfaced the highway and provided guardrail upgrades from 1st Street to the Royal Gorge entrance

Accomplishments: System Preservation

- **US 491 Cahone to Utah State Line**—\$6.5 million project provided roadway resurfacing
- **SH 82 at El Jebel (Garfield County)**—\$7.1 million project provided roadway resurfacing and safety improvements, including wildlife mitigation features
- **I-76, Sedgwick to Nebraska**—\$13.9 million project included resurfacing, safety upgrades, erosion control, and truck-turning improvements
- **Parker Rd. (SH 83), Havana St. (SH 30), Denver Metro**—\$5.5 million project that resurfaced 1.4 miles of Parker and two miles of Havana, plus reconstructed sidewalks and curb ramps
- **All roadway projects active during the 2012–13 season** can be seen at www.coloradodot.info/travel under “Popular Travel Links.”

The highway “grades” shown in the chart below represent a combination of the percentage of pavement determined to have high or moderate “Drivability Life” and the overall level of service delivered by CDOT’s maintenance program. “Drivability Life” is an indication in years of how long a highway will have acceptable driving conditions based on smoothness, pavement distress and safety.



YEAR	2009	2010	2011	2012	2013
Long Range Goal	B	B	B	B	B-
Actual	C+	C+	C+	C+	B-
Budget (in Millions)	\$376	\$335	\$340	\$389	\$357

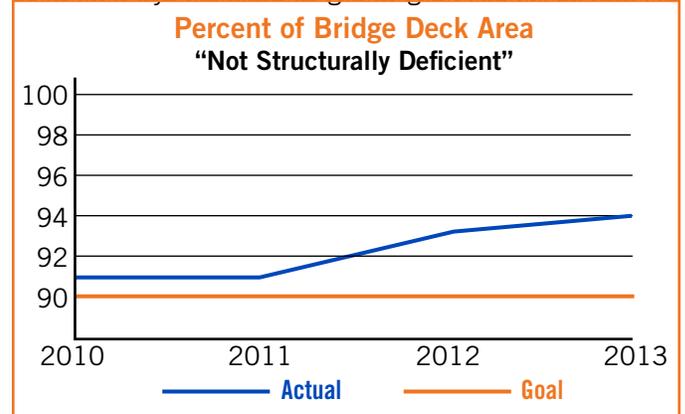
Note: The 2013 highway grade is not directly comparable to previous years. The grades for previous years incorporated the Remaining Service Life (RSL) metric, not the Drivability Life metric, for pavement condition.

BRIDGES

CDOT continues to diligently accelerate the repair, reconstruction and replacement of bridges statewide through the Colorado Bridge Enterprise (CBE, formed as part of

FASTER legislation, SB 09-108). CDOT is responsible for nearly 3,500 bridges and, due in large part to the CBE, we are exceeding the goal set by the Transportation Commission of 90 percent of bridge deck area listed as “not structurally deficient” (see graph/table below).

A structurally deficient bridge/bridge deck does not meet



YEAR	2010	2011	2012	2013
Long Range Goal	90	90	90	90
Actual	91.3	91.5	93.4	94.1
Budget (in Millions)	\$84	\$113	\$132	\$140.5

Budget figures include both CBE and CDOT Bridge funds.

minimum standards for condition or capacity and often has one or more features in deteriorated or damaged condition. For a structure to be eligible for CBE funding, it must be rated “poor,” whether structurally deficient or functionally obsolete (does not meet current design standards or load capacity). CBE funding comes from a bridge safety surcharge ranging from \$13–\$32 imposed on vehicle registration based upon vehicle weight, adding approximately \$100 million in revenues to CDOT’s annual bridge funding (see budget totals above right).

Of the 130 bridges eligible for CBE funding (as of November 2013), 66 structures have been replaced or repaired, 12 are under construction and 30 are either in designed or have completed design. Bridges not eligible for CBE funding can receive necessary repairs, preservation and/or rehabilitation with CDOT’s Bridge Program funding (annual totals are noted in the chart above right). More information on the CBE is available online at: www.coloradodot.info/programs/BridgeEnterprise.

Accomplishments: Safer Travels

Bridge projects funded by the CBE in FY 2013 include:

- **SH 120 over Arkansas River/UPRR in Portland**—\$3.8 million project replaced a one-lane 86-year-old bridge with a two-lane structure that includes shoulders and wider bridge approaches.
- **US 40 west of Limon**—\$815,000 project replaced a 79-year-old bridge, installed new guardrails and upgraded the embankment
- **SH 125 Michigan River Bridge, north of Walden**—\$1.5 million project replaced a 1937 bridge with triple concrete box culverts
- **SH 14 Coal Bank Creek Bridge, West of Ault**—\$3.65 million project replaced a 1935 structure
- **SH 62 Uncompahgre River Bridge, Ridgway**—\$4.5 million project replaced a 65-year-old bridge, as well as a 60-foot-long pedestrian path underneath
- **I-70 at Pecos Street Bridge**—\$21 million project replaced poor-rated 1965 bridge and improved safety and mobility by replacing signalized intersections with roundabouts



This new bridge over I-70 at Pecos was built and slid into place, reducing disruption to traffic on I-70 and saving construction costs.

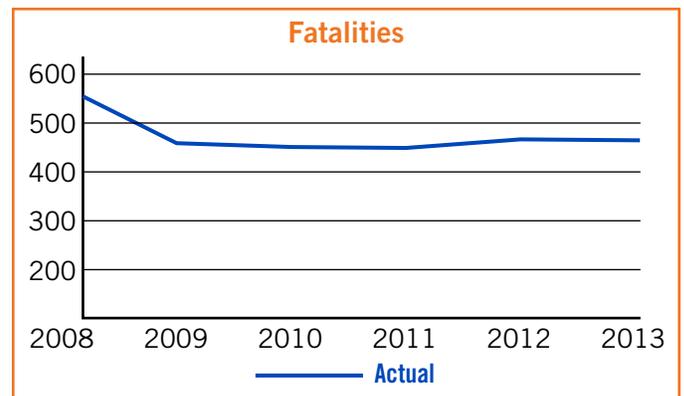
SAFETY

Making roadway travel safer is one of CDOT's most important jobs. CDOT works with many stakeholders to apply the 4E's (engineering, enforcement, education and emergency response) to improve safety across the state.

In 2013, CDOT and the Department of Revenue (which includes law enforcement) worked together to deliver accurate crash data within four months of occurrence. Public agencies statewide use this data for analysis and to make investments in safety. CDOT also partners with law enforcement agencies on education and enforcement efforts to save lives by changing driver behavior. Examples include the **"Click It or Ticket"** seat belt campaign and **"The Heat is On"** anti-drinking and driving campaign.

Further, CDOT engineers safety into the transportation system. We use statistical analysis to identify locations with high crash patterns and conduct projects to improve the roadway infrastructure. Last year, CDOT reviewed every one of its 200-plus projects to identify safety improvements and conducted another 42 specific safety mitigation projects worth \$39 million. Those projects are projected to achieve a safety benefit of \$76 million (the equivalent of preventing 50 deaths, 950 serious injuries, 8,000 crashes, or any combination thereof). Example projects include median cable rail, auxiliary lanes, rumble strips, wildlife fence, roundabouts, intersection improvements, ramp metering, interchange ramp improvements, managed lanes and roadway realignment.

CDOT annually develops data-driven plans for targeting safety issues. CDOT formed a multi-agency task force to understand the significant increase in pedestrian fatalities in 2013. We also initiated a review of our visionary strategic plan and are currently in the midst of updating that plan with dozens of agencies and partners from across the state. That plan will develop a vision of reducing Colorado's transportation fatalities and serious injuries to zero. To that end, Colorado's goal is to reduce transportation fatalities by 50 percent by 2030.



YEAR	2008	2009	2010	2011	2012	2013*
Fatalities	548	466	450	447	474	472

*2013 number is preliminary.

The Transportation Commission set a goal this year to reduce the rolling five-year average number of fatalities by 12. We've consistently met this goal since 2004, even though the reduction in fatalities has leveled off in recent years. We will continue our focus on improving safety through the many programs that CDOT delivers.

Accomplishments: Congestion Relief

CONGESTION

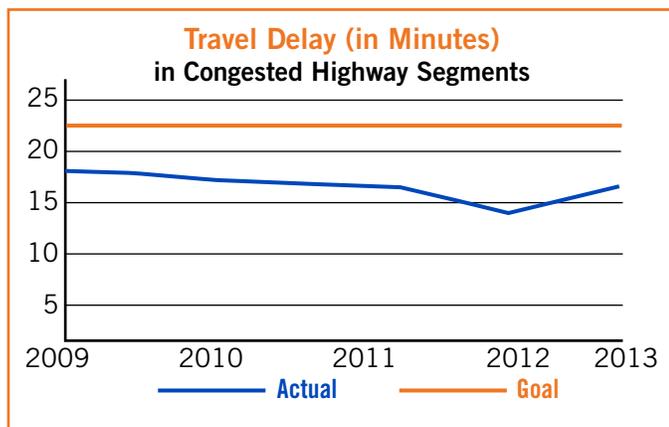
Highway Congestion, as part of the “system performance” measure, is defined by travel-time delay. This is the difference between the travel time on highways at the free-flow speed and the time spent in traffic delays. A highway is considered congested when peak traffic volume is 85 percent or more of what the highway was designed to handle.

In 2012, the average travel-time delay on congested corridors was 17.2 minutes per traveler per day. CDOT



has exceeded its goal over the last five years (see charts below) to alleviate congestion by implementing tools and strategies such as ramp metering, signal timing, and HOV/Tolled Express Lanes. We also used variable message signs, a mobile app (recognized by the

White House), and social media to inform drivers so they can make choices about how they use the system. CDOT is continuing to look at new ways to use the roadways.



YEAR	2008	2009	2010	2011	2012
Long Range Goal	22	22	22	22	22
Actual	17.5	17.2	17.3	13.8	17.2

Key construction projects to ease congestion include:

- **I-70 Twin Tunnels**—a \$106 million project which has expanded eastbound I-70 to three lanes from Floyd Hill to Idaho Springs, including the eastbound side of the Twin Tunnels (opened December 2014). It is estimated this project will save Sunday travelers about \$11.4 million in travel time and fuel costs in 2014. In January, the Colorado Transportation Commission approved \$55 million to widen the westbound Twin Tunnel.



The expanded eastbound Twin Tunnel prior to opening to traffic.

- **I-70 Eagle Interchange**—a \$7.3 million first phase is rebuilding two intersections as roundabouts, widening a bridge over the Eagle River, constructing a pedestrian bridge over I-70 and improving pedestrians facilities. (Phase II is being advertised for a spring 2014 start.)
- **I-25 at Santa Fe Drive improvements**—a \$32.1 million project completed January 2014 that replaced a 1958 structure with a flyover ramp and realigned both corridors.
- **I-25 in Colorado Springs expansion**—a \$66 million project to be completed summer 2014 that will improve mobility and safety by widening 11 miles, adding auxiliary lanes, reconfiguring ramps and relocating and expanding a truck chain-up station.

Transit & Rail CDOT’s Division of Transit & Rail was created in 2009 per FASTER legislation and has been working to integrate transit into the Colorado’s transportation system. In FY 2013, the state’s first Freight and Passenger Rail Plan was completed and the first State-wide Transit Plan was initiated, both as integral elements for the Statewide Transportation Plan.

Consistent with the plans, high speed transit evaluations are underway. In the I-70 Mountain Corridor, and prescribed by the Programmatic Environmental Impact Study (PEIS), the Advanced Guideway Study (AGS) is ongoing with a completion date in FY 2014. The AGS is being integrated with the Interregional Connectivity Study, an evaluation of high speed transit along the Front Range from Fort Collins to Pueblo, with emphasis on the “connectivity” in the Denver Metro area with the RTD (Regional Transportation District) FasTracks system.

The Division of Transit & Rail also developed an Inter-regional Express (IX) Bus Plan, which will have CDOT

Accomplishments: Congestion Relief

become a transit/bus provider by utilizing a private operator. The IX Bus Plan will provide express bus service along I-25, connecting Fort Collins to Denver and Colorado Springs to Denver, and in the I-70 corridor connecting Glenwood Springs, Eagle County, Vail and Frisco to Denver. The Transportation Commission approved the IX Bus Plan and implementation in January 2014. Buses will be procured and a private operator selected with an opening day planned for late 2014 or early 2015.

CDOT continues to be the recipient of Federal Transit Administration (FTA) grants for Colorado rural and small urban areas. These FTA funds in combination with the FASTER Transit funds are distributed and administered by DTR to local transit providers throughout the state.

Bike & Pedestrian CDOT is leading the country in its efforts to plan for and implement bicycling and pedestrian improvements in our transportation system. In 2013, we expanded our bike/ped counting program to include 22 permanent electronic counters and five temporary counters across Colorado. The combination of in-road and on-path counts has provided data at more than 60 locations around the state. The technology detects users 24-hours a day, seven days a week.

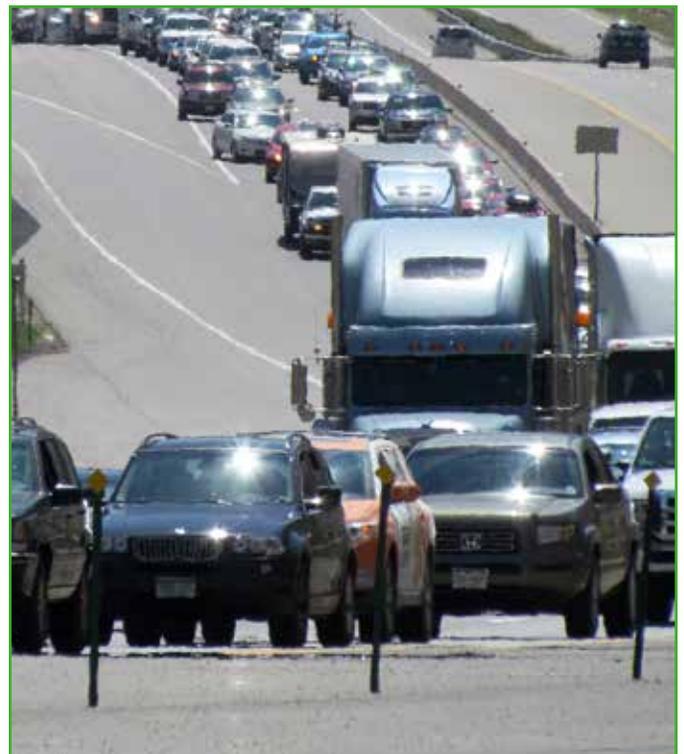


CDOT's Steve Abeyta (left) and an Eco Counter representative complete counter installation on Cherry Creek Trail in Denver.

The data are being used to help determine and plan for multi-modal usage, much like how we use vehicle traffic data in the planning and construction of highway projects. Because of our commitment in this area, the national Traffic Monitoring Guide that was revised in 2013 now has a Bicycling and Pedestrian chapter, calling attention to CDOT's work.

In-pavement sensors are installed under the highway in specific areas that detect the electromagnetic signatures of bikes and pedestrians, modeling the motorized counting we do. And much like the counting of vehicles, CDOT can put the bike/ped data into a modeling formula to help us determine what upgrades we can make to our existing transportation system, and what features can be constructed as part of a new transportation project.

Because of our commitment in this area, the national Traffic Modeling Guide that was revised in 2013 now has a Bicycling and Pedestrian chapter, calling attention to CDOT's work.



CDOT continues to expand and improve upon our congestion-relief measures, including Variable Message Signs, our mobile App, social media updates and more so that drivers can make more informed travel choices.

Accomplishments: Better Business Practices

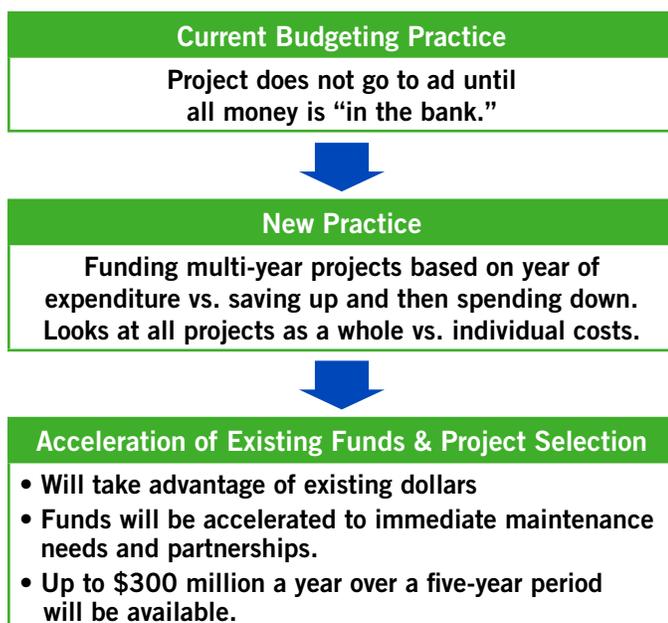
In looking ahead, we recognize that meeting Colorado's transportation needs will be challenging. CDOT will need to continue to evolve to a more performance-based organization, improving business processes and controls. We will do this through changes to program delivery and transportation system management.

We will create new partnerships and grow existing ones, and support industry and local governments in identifying long-term sources of additional transportation funding. To that end, CDOT initiated significant changes in FY 2013 that we will develop and bring to fruition in this new fiscal year. The most impactful changes are detailed below.

RESPONSIBLE ACCELERATION OF MAINTENANCE AND PARTNERSHIPS

CDOT is changing how we budget and expend funds for transportation projects. Using sound business practices, CDOT has launched RAMP, or Responsible Acceleration of Maintenance and Partnerships. RAMP will better coordinate project expenditures and available funding. Although not a long-term funding solution, the RAMP program will enable CDOT to fund multi-year projects based on year of expenditure, rather than saving for the full amount of a project before construction begins.

On October 17, the Transportation Commission approved 44 partnership projects totaling \$580 million and an additional \$66 million in operations projects. More information and a full list of projects are online at: www.coloradodot.info/programs/RAMP.



This rendering shows Colorado's first wildlife overpass, one of two to be built over State Highway 9 south of Kremmling through a public-private partnership and the use of RAMP funding.

TRANSPORTATION ASSET MANAGEMENT

The Federal Highway Administration defines asset management as "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."

Simply put, asset management means investing in physical assets (including bridges, roadways, tunnels, culverts, fleet, buildings and more) in a way that minimizes the cost to maintain them, while keeping them in acceptable condition. It's like smart, cost-effective upkeep on your vehicle (regular oil changes, tire pressure checks) to avoid more costly repairs throughout its lifespan.

With the passage of the federal legislation MAP 21,* state departments of transportation are now required to develop a risk-based asset management plan and identify the most cost-effective ways to spend limited dollars. In many ways, this is an extension of what CDOT has done for years with pavement, bridge and maintenance programs. At the same time, it represents a shift in thinking about how we allocate funding throughout the state.

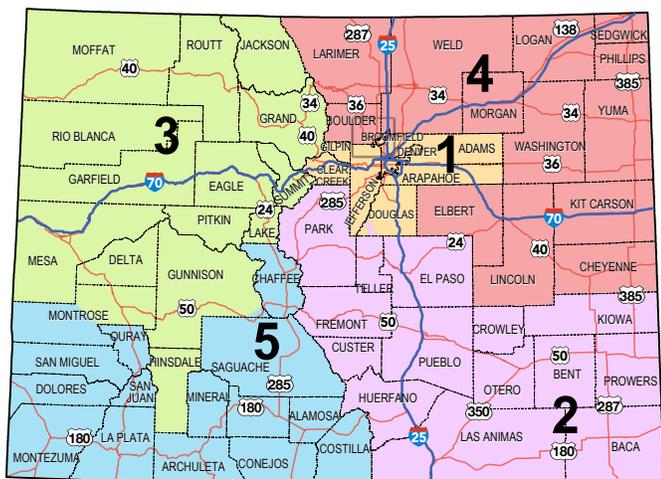
Rather than allocating funds to several small pots of money throughout CDOT's regions, asset management will look at the entire state, recommend the projects or equipment for investment based on the benefits and costs, then allocate funding to the projects or equipment that provide the greatest value.

*MAP-21 (Moving Ahead for Progress in the 21st Century) is a federal funding program for surface transportation for fiscal years 2013 & 2014.

Accomplishments: Improved Customer Service

CDOT REGIONAL BOUNDARY CHANGES

In October 2012, CDOT proposed changes to the engineering region boundaries and solicited feedback from employees and stakeholders in the planning regions, cities and counties. After receiving feedback and analyzing the options, CDOT decided to modify the regions based mainly on county boundaries and to reduce the number of regions from six to five effective July 1, 2013.



CDOT reorganized its operating regions to provide better service and to simplify highway responsibilities in the Denver metro area.

The boundary changes were primarily pursued in an effort to enhance customer service by:

- Better aligning of regions with county boundaries allowing the counties to coordinate with one region, rather than two or sometimes even three.
- Better aligning of regions with Transportation Planning Regions (TPRs) where appropriate.
- Creating “one stop shopping” for many more local governments and transportation stakeholders
- Simplifying highway responsibilities in the Denver metro area and better aligning engineering and maintenance boundaries in other areas.

IMPROVING CUSTOMER SERVICE THROUGH LEAN PROCESSES

CDOT has implemented the LEAN process to improve customer service in areas including our state highway access permitting process, local agency project delivery, oversized/overweight permitting (for which we have been internationally recognized), regional reorganization (described above), customer service tracking and more. Through LEAN, we will continue to create more value with fewer resources.

TRANSPORTATION SYSTEM MANAGEMENT AND OPERATIONS

The Transportation Commission established the new division of Transportation System Management & Operations (TSM&O) to systematically improve travel time reliability and safety through programs and activities that demonstrate measurable benefits for the traveling public and ensure the best use of available transportation funding.

Items that TSM&O had been tasked with addressing:

- Reducing traffic fatalities (396 in Colorado in 2013)
- 45 hours of annual delay for Denver commuters
- 59% of our system’s lane miles are congested
- \$1.6 billion per year cost of congestion
- 17 minutes of average daily delay, 44 minutes in 2022

Other Goals:

- Reduce peak delays on I-70 from Frisco to C-470 by 25% and keep highest travel time under 140 minutes
- Reduce delays on I-25 from Castle Rock to SH 7 by 25%.
- Effectively measure and message the results of all operational improvements to CDOT and the public
- Improve accuracy and timeliness of traveler information
- Reduce delays at critical bottlenecks by 5% in highest priority congested corridors
- Reduce incident clearance times by 5% in highest priority congested corridors
- Reduce delays at work zone lane closures by 10%
- Achieve a five year average annual reduction of fatalities of 12
- Reduce annual fatalities from estimated 498 in 2012 to estimated 275 by 2030
- Achieve a five year average annual reduction of serious injuries of 100
- Reduce number of serious injury crashes by 1% per year



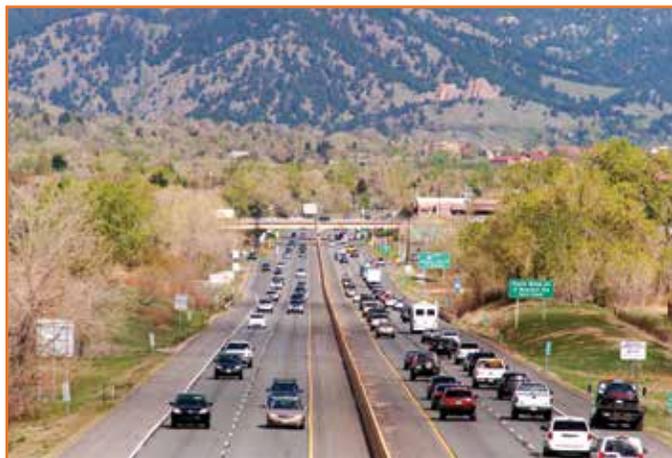
CDOT continues work to reduce serious injuries and fatalities caused by impaired driving through targeted efforts such as the re-designed “The Heat Is On” campaign.

Accomplishments: Better Partnerships

HIGH PERFORMANCE TRANSPORTATION ENTERPRISE

The High Performance Transportation Enterprise (HPTE), formed in 2009 via FASTER legislation as a government-owned business within CDOT, is responsible for seeking out opportunities for innovative and efficient means of financing and delivering transportation projects. It does this in partnership with local agencies, communities and private industry. The HPTE can impose tolls and other user fees to issue revenue bonds secured by those fees and to enter into contracts with public and private entities to facilitate Public-Private Partnerships (P3s).

This past year, CDOT entered into our first P3, leveraging state resources with private-sector funding. The US 36 Express Lanes Project Phase II was recently profiled in the New York Times as a national model for multi-modal planning. This partnership on the construction of tolled express lanes enables a private concessionaire to finance and construct the express lanes, as well operate and maintain the entire corridor (including I-25 Express Lanes) over a 50-year period.



The HPTE is looking into partnering with a private firm to address increasing congestion problems between Denver and Boulder.

This partnership will result in limited cost to taxpayers and a Phase II completion date of 2016—a 20-year acceleration over the original plan. US 36 Phase I Express Lanes, to be completed by early 2015, will connect to I-25 Express Lanes, with a Bus Rapid Transit component of the project becoming part of the Regional Transportation District's (RTD) FasTracks system.

DIVISION OF AERONAUTICS

Colorado's airports are major economic catalysts. In 2013, CDOT's Division of Aeronautics—funded exclusively from

aviation fuel tax revenues directed into the Colorado Aviation Fund—completed a report that summarizes the benefits to Colorado's economy from commercial and general aviation airports. This study shows that aviation provides 265,700 jobs and generates \$36.7 billion annually.

The 2013 Economic Impact Study for Colorado Airports shows how the gains realized through Colorado's airports and their operation have increased since first measured in 1998. CDOT and all Colorado airport operators can use the report to demonstrate the significant value we receive from airports, including the benefits to worldwide connectivity, business communities and tourism. See the report at www.coloradodot.info/programs/aeronautics/Economic%20Impact%20Study.



Durango-La Plata County Airport now benefits from expanded radar coverage using Wide Area Multilateration (WAM) technology.

Also in 2013, the new ground and satellite-based air traffic control system that expands radar coverage in western Colorado became operational at airports in Gunnison, Telluride and Durango. The new system, utilizing Wide Area Multilateration (WAM) technology, allows air traffic controllers based in Longmont to track and separate flights at the airports, which get heavy traffic, particularly during ski season.

During instrument flight rule conditions, this means arrivals can increase by nearly 100 percent, greatly reducing cancellations, diversions and congestion on roads. These airports join a system that includes Montrose (activated 2012) and Rifle/Garfield County, Craig, Steamboat Springs, and Hayden (activated 2010). This system will deliver more on-time flights, reduce fuel consumption/carbon emissions, and boost tourism and economic development in Colorado. The Federal Aviation Administration maintains and operates the system.

How to Reach Us/ Get Involved

Office of the Executive Director (303) 757-9201

Don Hunt, Executive Director
Scot Cuthbertson, Chief Operating Officer/Deputy Director
Kerry Cataldo, Executive Assistant

Office of the Chief Engineer (303) 757-9204

Scott McDaniel, interim Chief Engineer

Division of Staff Branches (303) 512-4009

Scott McDaniel, Director

Regional Transportation Directors

Region 1–Denver Metro/Central • Tony DeVito (303) 365-7001
Region 2–Central/Southeast • Tom Wrona (719) 546-5452
Region 3–Northwest • Dave Eller (970) 683-6202
Region 4–Northeast • Johnny Olson (970) 350-2103
Region 5–Southwest • Kerrie Neet (970) 385-1402

Office of Process Improvement (303) 757-9017

Gary Vansuch, Director

Office of Policy and Government Relations (303) 757-9772

Herman Stockinger, Director

Division of Accounting and Finance (303) 757-9262

Scott Richrath, Chief Financial Officer

Office of Communications (303) 757-9228

Amy Ford, Director

Office Transportation Safety (303) 757-9355

Darrell Lingk, Director

Division of Transportation Development (303) 757-9525

Debra Perkins-Smith, Director

Division of Administrative Services (303) 757-9163

Heidi Humphreys, Director

Division of Audit (303) 757-9661

Barbara Gold, Director

High Performance Transportation Enterprise (303) 757-9380

Michael Cheroutes, Director

Division of Transit and Rail (303) 757-9007

Mark Imhoff, Director

Division of Transportation System Management and Operations (303) 757-9593

Ryan Rice, Director

Division of Aeronautics (303) 261-4418

David Gordon, Director

www.coloradodot.info/programs/aeronautics

Colorado Aeronautical Board

Joseph Thibodeau, *Chair* [Pilot Organizations]
Dale Hancock, *Vice Chair* [Western Slope Governments]
Jeffery Forrest [Eastern Plains Governments]
Debra Wilcox, *Secretary* [Aviation Interests-at-Large]
Kenny Maenpa [Airport Management]
William “T” Thompson [Eastern Slope Governments]
John Reams [Western Slope]

State Transportation Commission (303) 757-9025

www.coloradodot.info/about/transportation-commission
(Counties in each Commissioner’s district are noted)

DISTRICT 1–Shannon Gifford (Denver)

DISTRICT 2–Edward J. Peterson, *Vice Chair* (Jefferson)

DISTRICT 3–Gary M. Reiff* (Douglas, Arapahoe)

DISTRICT 4–Heather Barry (Adams, Boulder)

DISTRICT 5–Kathy Gilliland* (Larimer, Morgan, Weld)

DISTRICT 6–Kathy Connell (Clear Creek, Gilpin, Grand, Jackson, Moffat, Rio Blanco, Routt)

DISTRICT 7–Douglas Aden, *Chair** (Chaffee, Delta, Eagle, Garfield, Gunnison, Lake, Mesa, Montrose, Ouray, Pitkin, Summit)

DISTRICT 8–Sidny Zink (Alamosa, Archuleta, Conejos, Costilla, Dolores, Hinsdale, La Plata, Mineral, Montezuma, Rio Grande, Saguache, San Juan, San Miguel)

DISTRICT 9–Les Gruen (El Paso, Fremont, Park, Teller)

DISTRICT 10–Bill Thiebaut (Baca, Bent, Crowley, Custer, Huerfano, Kiowa, Las Animas, Otero, Prowers, Pueblo)

DISTRICT 11–Steven Hofmeister (Cheyenne, Elbert, Kit Carson, Lincoln, Logan, Phillips, Sedgwick, Washington, Yuma)

Herman Stockinger, *Secretary*

*Board Member, HPTE

Produced by:

CDOT Office of Communications
4201 E. Arkansas Ave., Rm. 277
Denver, CO 80222
(303) 757-9228 or (970) 385-1428
nancy.shanks@state.co.us
www.coloradodot.info (main website)

Statewide Transportation Plan

www.coloradotransportationmatters.com

The Statewide Transportation Plan is a collaborative shorter-term (10-year) and long-term (25-year) visionary and direction-setting plan which will be adopted by the Colorado Transportation Commission in May 2014. The plan identifies policies that define how to spend limited transportation dollars while balancing preservation, maintenance, and capacity improvements with asset management. Critical input from regional stakeholders, multimodal transportation interests, and the public at large produces a Statewide Transportation Plan able to transform the statewide vision into a reality.

Traveler Information

www.cotrip.org

