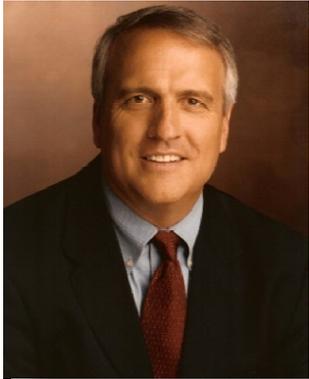


Colorado Department of Transportation

2009 ANNUAL REPORT



A Message from the Governor of Colorado



This year, as all Coloradans tighten their belts because of the global economy, so too is the Colorado Department of Transportation. The need for innovation, flexibility and greater efficiencies has never been greater, as every state agency fundamentally re-thinks how it does business in today's economic climate.

While traditional transportation revenue sources have been on the decline, two financing options allowed CDOT to make significant progress on infrastructure projects this year: the American Recovery and Reinvestment Act of 2009 and FASTER, a major piece of state legislation.

The Recovery Act will provide Colorado with more than \$500 million for transportation and transit projects. These funds are putting Coloradans back to work, helping us get our economy moving again and allowing us to continue building a modern transportation system for the 21st century and beyond.

Recovery Act-funded projects are underway all across Colorado, providing jobs to more than 3,500 people, increasing safety on our roads and improving the safe, swift and efficient movement of people, goods and services throughout the state. CDOT has become a national model for quickly and effectively getting shovel-ready projects underway and Recovery Act dollars into the economy.

Also this year, I signed the FASTER (Funding Advancements for Surface Transportation and Economic Recovery) bill into law. This legislation provides the first stable increased funding source for CDOT since 1991. This legislation will allow the state to repair deteriorating bridges and roadways, save and create thousands of jobs, and establish a sustainable financial framework for the future. We were also successful this year in continuing to build partnerships in communities all across our state. We built broad coalitions with private businesses, chambers of commerce, conservation groups, local governments and more.

Finally, front-line CDOT employees continue to do the real work, keeping our roads open year-round and improving safety. Their tireless work benefits every Coloradan on a daily basis, and we are indebted to them for their dedicated service and skill. As we move forward and our projects progress, CDOT will continue to provide a seamless, safe and sustainable transportation system for the state and its citizens.

Bill Ritter, Jr.
Governor of Colorado

A Message from the CDOT Executive Director



Historians tell us we would have to go back to the years of the Great Depression in the 1930s and early 1940s to find economic circumstances more difficult than those we faced this past year. If it is true that the real legacy of an organization is created during times of difficulty, then CDOT passed with flying colors. CDOT employees have been rightfully concerned about economic issues and their own job futures; yet the record of achievement of CDOT in FY 2009 is written in the fact that our employees did not let these tough times deter them from fulfilling their mission of service to Colorado.

As the U.S. and Colorado economies began to struggle in the late summer and fall of 2008, CDOT employees responded to budget reductions by becoming even more productive and finding more efficient ways to get the job done. As a statewide hiring freeze wore on and more CDOT positions remained unfilled, employees responded by taking on additional job duties and redoubling their efforts.

The opportunities for federal funding from the American Recovery & Reinvestment Act (ARRA) became a reality in the winter of 2009. CDOT took on the responsibility of stewardship of these funding resources by working with our planning partners statewide, readying projects to get underway as quickly as possible.

Before the end of the fiscal year we had ARRA transportation projects underway across Colorado, creating new jobs, saving existing ones, and making important improvements to our transportation system.

We grieved together in April at the passing of David J. Valdez, our co-worker from the Pueblo area, who lost his life in a work zone accident on I-25. We increased our efforts to institute work zone safety procedures to help ensure, as much as possible, that we would never again lose one of our CDOT family members on the job.

We opened major freeway improvements on I-25 north of the Denver area, and all across the state we completed transportation infrastructure improvements, such as the award-winning resurfacing of US 550 over Red Mountain Pass. Our employees brought down avalanches before they could impact the highway, rescued stranded motorists, and worked around the clock to bring construction and maintenance projects to completion. No matter what might be facing us in the future, CDOT will be there when you need us – in the pitch darkness of a howling snowstorm, when your vehicle breaks down along a highway, or in any other way we can serve.

Russell George
CDOT Executive Director

Tolling

HIGH PERFORMANCE TRANSPORTATION ENTERPRISE

Creation of the Colorado Tolling Enterprise (CTE) was authorized in 2002 by HB 02-1310/SB 02-179. The CTE was abolished on April 20, 2009, with the signing of the “FASTER” bill (SB 09-208). This legislation created a new “High Performance Transportation Enterprise” (HPTE) to replace the CTE as a government-owned nonprofit business operating within and as a division of CDOT to finance, operate, regulate and maintain toll highways and encourage the formation of public-private partnerships. The Board of the HPTE consists of three Transportation Commissioners and four gubernatorial appointees from the following geographic areas: DRCOG (Denver Regional Council of Governments), NFR (North Front Range), PPRCG (Pikes Peak Regional Council of Governments), and the I-70 Mountain Corridor.

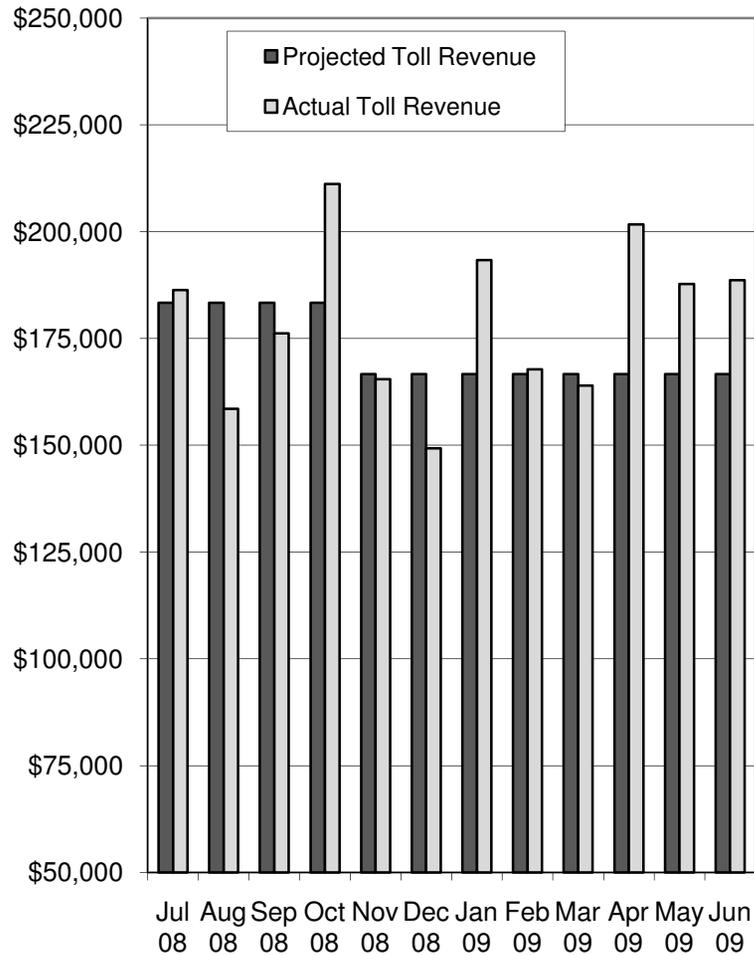
The HPTE will take over the CTE’s budget and projects, including CTE’s first and only project, the I-25 HOV/Express Lanes, which opened in June 2006. This project converted existing high-occupancy vehicle (HOV) lanes on I-25 north of downtown Denver into high-occupancy toll (HOT) lanes with the long-term benefit of maximizing the use of the highways without adding new lanes. Carpools, buses and motorcycles still travel free of charge, but solo drivers can pay a toll to access the facility for a quicker, more reliable trip. Additionally, in FY 2009, a limited number of energy efficient vehicles were issued revocable permits to use the lanes without paying a toll.

To limit the number of solo drivers so as not to adversely impact HOVs, toll rates vary by time of day. Proceeds go towards the facility’s snow removal, maintenance and operations costs, and repayment of a loan to construct the conversion. In cooperation with the public and local elected officials, the HPTE will continue to analyze tolling as a potential revenue stream to help fund highway congestion solutions and promote long-term congestion management.

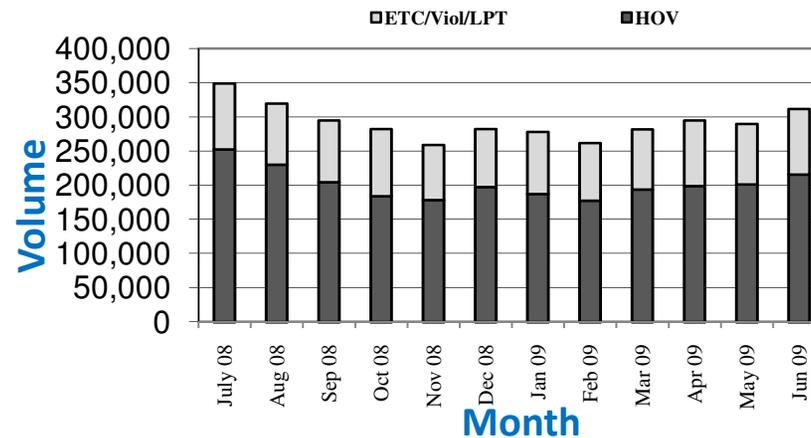
In FY 2009, the traffic on the I-25 HOV/Express Lanes averaged approximately 10,150 to 12,700 vehicles per weekday. As was the case in 2008, toll revenues in 2009 exceeded the costs of operations, snow removal, and maintenance, and were sufficient to repay a portion of the Transportation Commission loan that had been used to construct the lanes.

Tolling, continued

Fiscal Year 2009: Monthly Estimated Toll Revenue vs. Actual



Monthly Traffic Volumes



Planning

DIVISION OF TRANSPORTATION DEVELOPMENT

The Multimodal Planning Branch

This branch is comprised of a planning section, a modal programs section and a performance and policy analysis units:

The Planning Section coordinates the development and implementation of the statewide and regional transportation plans, manages studies for inter-regional or statewide transportation issues, and coordinates with the 15 planning regions (including five Metropolitan Planning Organizations). In FY 09, staff began development of an amendment to the 2035 Statewide Transportation Plan (which is posted on CDOT's Web site at <http://www.coloradodot.info/programs/statewide-planning/document-library.html>). Staff participated in the work involving Governor Ritter's Blue Ribbon Transportation Finance and Implementation Panel, the American Recovery and Reinvestment Act (ARRA), the *2009 Transportation Deficit Report*, the Unified Planning Work Program (UPWP), Consolidated Planning Grant (CPG) contracts, and more.

The Performance and Policy Analysis Unit works with all facets of the organization to conduct performance management and performance measure reporting. An annual performance report and the *2009 Transportation Deficit Report* are both posted on CDOT's Web site.

Modal Programs Section funds transit programs and projects, as well as bicycle/pedestrian planning efforts and programs. Bike/pedestrian activities include the *Safe Routes to School* program, under which CDOT awarded funds to 19 local governments totaling \$1.7 million. More than 35,000 bicycle maps and 12,000 bicycle manuals were distributed to promote safer bicycle travel.



Photos: *Share the Road in Morrison; Safe Routes to School in Boulder*

Planning, continued

Additionally, 13 communities across the state conducted individual “Don’t Be A Road Hog, Share the Road” campaigns in conjunction with a regional radio outreach campaign. The state Scenic and Historic Byways program administered 47 ongoing Federal Highway Administration grant projects to support projects and initiatives on Colorado’s 25 Scenic and Historic Byways.

The *Transit Unit* is responsible for administering Federal Transit Administration (FTA) grant funds and SB 97-001 funded programs to Colorado transit projects. FTA grants were awarded to 41 different organizations: \$1.5 million for the purchase of buses to transport the elderly and disabled, and \$7.7 million for the operating and capital costs of providing public transportation in rural and small urban areas. Ten percent of SB 97-001 funds are made available for strategic transit projects statewide, and in 2009, more than \$19.7 million was awarded to these projects. The funds were awarded to purchase 30 buses and construct five transit-related facilities.

The Information Management Branch

The Information Management Branch contains two sections: Mobility Analysis and GIS/Data Management. The Mobility Analysis Section continues to collect travel time and delay information on all congested state highway corridors as part of CDOT’s mobility performance measures program. In the past year, the Section formulated a statewide traffic data committee to enable city, county, state, Metropolitan Planning Organizations and other agencies across the state to share traffic-related data and information. The GIS/Data Management Section provides key information about state highway and local roadway systems critical for federal highway performance monitoring, planning support, transportation development and maintenance activities, and local distribution of the Highway Users Tax Fund.

Environmental Programs Branch

The Environmental Programs Branch conducted approximately 100 video and classroom courses for over 1,000 CDOT and non-CDOT employees on topics including wetlands and plant identification, erosion control, and National Environmental Policy Act (NEPA) document development and compliance. The Branch also developed a Planning and Environmental Linkages (PEL) web-based assessment tool and executed a PEL agreement among key resource and planning agencies. In FY 2009, the Branch completed nearly 1,700 clearances with an on-time processing rate of over 98 percent.

Research Branch

Staff conducted applied research directly related to planning, design, construction, maintenance and operations at CDOT. Last year, research activities addressed a broad spectrum of applied research questions. Currently of special interest—in Colorado and nationwide—is “Active Traffic Management with Emphasis on Variable Speed Limits and Speed Harmonization.” The objective of speed

harmonization is to improve safety by detecting “turbulence” in the traffic flow and using real-time variable speed limits to intervene before a crash occurs.

Legislation

OFFICE OF POLICY & GOVERNMENT RELATIONS

“100 Days of Summer”

In 2008/2009, CDOT’s Office of Policy & Government Relations embarked on an ambitious outreach campaign to “reach, inform, and engage” elected officials about CDOT’s budget needs. During this “100 Days of Summer” (June 17th - September 24th) staff provided 75 presentations to over 325 mayors, council members, commissioners and state legislators from some 83 cities/towns and 54 counties across the state. The presentations were well received, and served as a precursor to the Transportation Finance and Implementation Panel’s successful outreach meetings held later in the year.

2009 Session of the Colorado General Assembly

SB09-78 (Newell/Rice) Allows agreements with local governments to take state highway segments in exchange for compensation paid by CDOT to the local government.

SB09-94 (Williams/Levy) Allows for the creation of a division of transit and rail within CDOT; this new division will be charged with developing a statewide transit and passenger rail plan.

SB09-108 (Gibbs/Rice) FASTER (Funding Advancements for Surface Transportation and Economic Recovery) creates new sustainable funding for transportation by increasing fees on vehicle registrations, rental cars, and an increase in oversize/overweight fees. These funds will flow to a new “Bridge Enterprise,” and a road safety fund (that will follow the Highway Users Tax Fund 60/40 split with cities and counties). The legislation also created a High-Performance Transportation Enterprise (replacing the Colorado Tolling Enterprise) and an Efficiency Committee. The bill encourages more public-private partnerships and allows the ability to toll existing capacity (pending agreement by impacted governments). It also includes a state transit investment component as well as transit grants for local governments. FASTER authorized the *2009 Transportation Deficit Report*, which details factors impacting CDOT’s budget and the state’s transportation system. The report can be found on CDOT’s web site at www.coloradodot.info.

SB09-228 (Morse/Marostica and Court) Eliminates the Arveschoug-Bird six percent growth limit of the General Fund (eliminating SB97-001 and HB02-1310 transfers). Pending a six percent increase in personal income growth, the bill allocates two percent of General Fund revenues from FY 2012-13 through FY 2016-17. In addition, the legislation requires the Transportation Legislative Review Committee to consider legislation to complete the Strategic Transportation Projects, and it maintains the six percent HUTF “off-the-top” limit.

SB09-274 (Keller/Pommer) Diverts \$12.9 million from the Highway Users Tax Fund (HUTF) to the Licensing Services Cash Fund (LSCF) to fund the Division of Motor Vehicles (DMV) for FY 09-10.

SB09-297 (Sandoval/Judd) Concerns the approval of CDOT contracts for projects funded through the federal stimulus package (American Recovery and Reinvestment Act of 2009). Allows the Department to accept the lowest bid even if there are fewer than three bidders and the thresholds are exceeded, if doing so is necessary to meet the requirements of the Act.

HB09-1034 (Liston/Gibbs) Permits Regional Transportation Authorities (RTAs) to impose a property tax of up to five mills, if approved by voters; also stipulates property taxing authority of RTAs expires January 1, 2019.

HB09-1094 (Levy/Bacon) Bans all drivers from text messaging while operating a motor vehicle and prohibits any driver 18 years or younger from using a cell phone while operating a vehicle.

HB09-1318 (Sonnenberg and McFadyen/Brophy and Shaffer) Addresses unintended consequences from amendments to SB09-108. The bill restored legal weight limits to 85,000 pounds and created a new overweight permit for carriers of divisible loads to carry up to 97,000 lbs. with either a tandem or triple axel on the trailer. The bill also created a new six-month permit.

Confirmations Transportation Commissioner Gilbert Ortiz, Sr. (District 10) replaces retiring Commissioner George Tempel. Reappointments were made for Aeronautical Board members Dennis Heap (airport management representative) and Joseph Thibodeau (pilot organization representative).



Photo: Governor Bill Ritter signs FASTER legislation, joined by bill sponsors Senator Dan Gibbs (left) and Representative Joe Rice; Senator Suzanne Williams (right), one of the bill's co-sponsors, looks on

Budgeting

DIVISION OF ACCOUNTING & FINANCE

The Accounting Team

The accounting team is responsible for the overall transaction processing and financial reporting of CDOT. The team supports financial processing in the areas of cash, state treasury, state collections, accounts payable, general ledger, accounts receivable, asset management, and payroll. The CDOT controller ensures all internal transactions feed into the state's accounting book of record, reviews contractual documents in support of CDOT business activities to ensure funding is available before contracts are executed, and facilitates all activities related to the fiscal year end closing of accounts.

Office of Financial Management and Budget (OFMB)

The office is responsible for the overall financial management of CDOT. Among other responsibilities, OFMB forecasts revenue, develops the Statewide Transportation Improvement Program (STIP), prepares the budgets for all CDOT organizations, manages the Strategic Transportation Project program, analyzes pending legislation for potential fiscal impacts on CDOT, programs federal-aid projects, and prepares fiscal notes for the Legislative Council.

Funding Sources

Funding received by CDOT in FY 09 is identified in five categories: Highway Users Tax Fund (HUTF), federal-aid highway funding, State General Fund transfers, Bridge Safety Surcharges, and revenues from other miscellaneous sources. CDOT allocates these funds in four investment categories: *System Quality*, the transportation system's functionality and aesthetics; *Safety*, services and programs that reduce fatalities, injuries, and property damage; *Mobility*, the movement of people, goods and information; and *Program Delivery*, functions supporting the delivery of CDOT programs and services.

Highway Users Tax Fund (HUTF) revenue is the primary source of transportation funding for the state. The fund is comprised of motor fuel taxes (about 71 percent of the total), motor vehicle registration fees, the road safety surcharge, daily rental car surcharges and oversize/overweight vehicle permit fees. Distribution of the HUTF includes off-the-top appropriations to the Colorado Department of Revenue and the Colorado State Patrol with the remaining funds allocated to municipalities, counties and CDOT based on statutory formulas.

Federal Funding comes from the federal Highway Trust Fund (HTF) which consists primarily of federal motor fuel taxes. Congress passed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2005, authorizing funding from 2005-2009. SAFETEA-LU has provided the state with an increase in guaranteed federal funding and with authorization for several significant federal transportation programs, has provided \$2.45 billion in guaranteed funding for Colorado over the bill's five-year life, including over \$332 million in earmarks for projects around the state. The bill has also acknowledged priorities for Colorado, including

an increased emphasis on freight and transit programs and recognition of the need for innovative financing programs. (SAFETEA-LU expired on September 30, 2009.)

General Fund revenues came to CDOT through SB 97-001 and HB 02-1310 transfers. These transfers were conditional upon there being sufficient General Fund revenues to support appropriations to the statutory Arveschoug-Bird six percent growth limit; Senate Bill 09-228 repealed the Arveschoug-Bird limit, Senate Bill 97-001 and House Bill 02-1310, creating a new conditional transfer to the State Highway Fund of up to two percent of General Fund revenues in the five-year period beginning in FY 2012-13.

Bridge Safety Surcharge revenues constitute a dedicated, ongoing funding source for the newly created Statewide Bridge Enterprise, a state-owned business operating as a division of CDOT and authorized by SB 09-108. The purpose of the Enterprise is to repair and reconstruct bridges classified by CDOT as “poor” due to structural deficiency and/or functional obsolescence.

Miscellaneous Funding Sources include fees for overweight and oversize permits on state highways, interest on balances in the State Highway Fund, and requested appropriations from the Limited Gaming Fund used to offset major increases in traffic on state highways in the vicinity of Colorado’s gaming areas.



Photos: An oversized load moves down SH 112 in Rio Grande County; a reconstructed scenic overlook on SH 67 near Cripple Creek was made possible through the Limited Gaming Fund

Funding & Investments

Fiscal Year 2009 Actual Revenue	\$1,583.1	Million	
HUTF	408.9	M	25.83%
FHWA	943.1	M/a	59.6%
Misc.	141.5	M	8.9%
HB 02-1310	29.0	M	1.83%
SB 97-001	58.6	M	3.7%
FASTER	2.1	M	0.13%
Fiscal Year 2009 Actual Allocations	\$1,583.1	Million	
System Quality	323.4	M	20.4%
Mobility	234.3	M	14.8%
Program Delivery	812.8	M/b	51.34%
Strategic Projects	121.9	M	7.7%
Safety	88.6	M	5.6%
FASTER	2.1	M	0.13%
Fiscal Year 2010 Estimated Revenue	\$969.6	Million	
HUTF	419.5	M	43.3%
FHWA	330.4	M	34.1%
Misc.	93.4	M	9.6%
HB 02-1310	-	-	0.0%
SB 97-001	-	-	0.0%
FASTER	126.3	M	13.0%
Fiscal Year 2010 Estimated Allocations	\$969.6	Million	
System Quality	241.6	M	24.9%
Mobility	177.3	M	18.3%
Program Delivery	161.6	M	16.7%
Strategic Projects	168.0	M	17.3%
Safety	94.8	M	9.8%
FASTER	126.3	M	13.0%
a)	These amounts are the actual federal appropriations as of July 31, 2009. The obligation limit rate is 92.83 percent. Also, the amount includes \$404.2 million of ARRA apportionments.		
b)	Includes \$404.2 million of ARRA apportionments received during FY 09.		



Photos: SB 97-001 funds accelerated the major widening and reconstruction on US 550 north of the New Mexico state line (a Strategic Transportation Corridor); System Quality allocations fund projects such as resurfacing on US 34 in Larimer and Weld counties

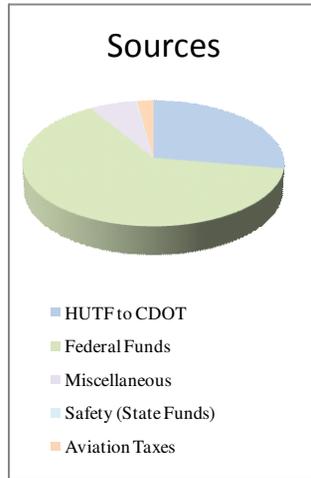
Summary of Revenue Sources and Uses

Fiscal Year 2008-09 Actual Revenues and Allocations

FY 2008-09 CDOT Revenues
\$1,583.1 million

FY 2008-09 CDOT Allocations
\$1,583.1 million

CDOT PROGRAMS



HUTF* to CDOT
\$411.0 million
26.1%

Federal Funds
FHWA, NHTSA, FTA, FAA
\$943.1 million
59.6%
\$ 404.2 million in ARRA funds
(FHWA: \$385.2 million; FTA: \$12.5 million)

Gaming Funds
\$10.1 million
0.6%

Miscellaneous
Local Match, Permit Sales, Interest Earn.
\$92.7 million
5.9%

Statutory Safety-Related Funds
LEAF, MOST, FTDDOA
\$3.6 million
0.2%

Aviation Gas. & Jet Fuel Taxes
\$32.6 million
2.1%

Administration
\$23.4 million
1.5%

Highway Maintenance & Traffic Ops
\$235.3 million
14.9%

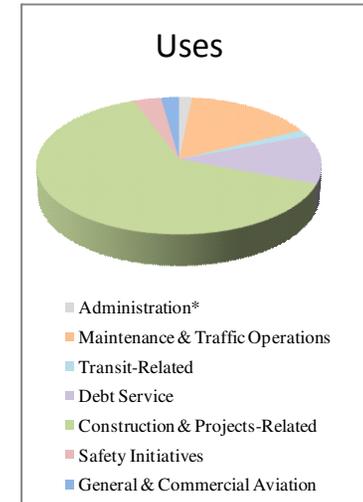
Transit - Related Projects and Grants
\$22.1 million
1.4%

Debt Service
\$168.0 million
10.6%

Highway Const. & Projects-Related
\$929.7 million
58.7%

Safety Initiatives & Projects
Traffic Signals, ITS, Click It or Ticket, Heat is On
\$50.2 million
3.2%

General & Commercial Aviation
\$32.6 million
2.1%



CDOT ENTERPRISES

Tolling Revenue
\$2.5 million

High Performance Trans. Enterprise
\$2.5 million
(formerly Colorado Tolling Enterprise)

STRATEGIC PROJECTS

TRANS Proceeds

General Fund Transfers
Senate Bill 97-001: \$58.6 million
House Bill 02-1310 \$29.0 million

Strategic Projects
TRANS: \$1.7 billion (FY 99-00 to FY 04-05)
SB 97-001: \$1.4 billion (FY 97-98 to FY 07-08)
SB 09-228: up to ~\$170m annually FY 13 - FY 17

ACRONYMS	
ARRA	American Recovery & Reinvestment Act
CDOT	Colorado Department of Transportation
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FTDDOA	First Time Drunk Driving Offenders Account
*HUTF	Highway Users Tax Fund (includes FASTER)
ITS	Intelligent Traffic Systems
LEAF	Law Enforcement Assistance Fund
MOST	Motorcycle Operator Safety Training Fund
NHTSA	National Highway Traffic Safety Admin.
TRANS	Transportation Revenue Anticipation Notes

American Recovery & Reinvestment Act (ARRA)

On February 17, 2009, President Obama signed the American Recovery and Reinvestment Act (ARRA) of 2009. As a result, Colorado received over \$500 million for transportation projects statewide with the Colorado Department of Transportation (CDOT) receiving approximately \$330 million in federal highway funding and another \$12.5 million in federal transit funding for transit projects in non-urbanized rural areas. The Recovery Act also provides the additional transportation funding directly to transit agencies and the three large metropolitan planning organizations in the state (Denver Regional Council of Governments, Pikes Peak Area Council of Governments and the North Front Range Metropolitan Planning Organization) for their prioritized projects.

Meeting Requirements As a requirement of ARRA, CDOT (and all departments of transportation) must have had 50 percent of its funding committed to projects within 120 days—essentially by the end of FY 2009. CDOT met that deadline, obligating \$141.4 million to projects by June 29, 2009. The remaining funding must be allocated to projects within one year. CDOT is well on its way to meeting this deadline.

The First Completed CDOT completed its first ARRA-funded highway project on time and under budget right as FY 2009 was coming to a close. Begun on May 19 and completed in one month, the Denver Metro-area project resurfaced approximately one mile of Belleview Avenue (SH 88) between Federal Boulevard and Santa Fe Drive in asphalt and replaced concrete curb and gutter.

Continued Progress In all, Colorado will receive more than \$400 million for highway projects and \$103 million for transit projects. For more information about how Colorado is putting the recovery act to work, visit www.colorado.gov/recovery. For a list of CDOT's Recovery Act projects, visit www.coloradodot.info/projects/arra.



Photo: Governor Bill Ritter and Transportation Secretary Ray LaHood at ARRA C-470 ribbon-cutting; resurfacing on SH 88 (Belleview) in metro Denver was CDOT's first ARRA-funded project to be completed

Building & Maintaining Infrastructure

OFFICE OF THE CHIEF ENGINEER

CDOT's Chief Engineer oversees the Division of Engineering and Maintenance, which includes operations in the department's six transportation regions and nine maintenance sections statewide, staff branches and the Office of Transportation Safety.

Highway Projects in the six Transportation Regions

CDOT's Engineering staff awarded 153 contracts for highway and bridge construction projects totaling \$350,260,738 in FY 2009. Some of these were multi-year projects.

Surface Treatment Program Annual funding is directed to surface treatment in order to meet objectives set by the Transportation Commission (specifically, that 60 percent of pavement would be rated in fair or good condition). In FY 2009, \$242.2 million was budgeted for this program.

Bridge Program The objective is to replace or repair—over the next 20-plus years—the structurally deficient bridges on the state system. The budget for the Bridge Program (for both on- and off-system bridges) was \$33.8 million for FY 09.

Regional Priority Program (RPP) The projects under this category are selected via the regional planning process. There was \$12.6 million budgeted for the RPP program in FY 09.

Additional Statewide Construction Programs These include CDOT's highway safety construction, budgeted \$43.4 million, and intelligent transportation systems, budgeted \$6.8 million.



Photos: Fiber optics are laid along SH 74 in Region 1, west of Denver; resurfacing on US 85 in Region 4, Weld County

Highway Projects Completed in FY 2009

(July 1, 2008 through June 30, 2009)

REGION ONE *Counties: Adams (Eastern/Rural Section), Arapahoe (Eastern/Rural Section), Cheyenne, Clear Creek, Douglas, Elbert, Gilpin, Jefferson (Western Section), Kit Carson, Lincoln, Park, Summit*



Photos: SH 83 Parker Road; concrete reconstruction on US 40/287 along Ports to Plains route through Cheyenne County

SH 9 Fairplay to Hartsel: resurfacing; received CAPA (Colorado Asphalt Paving Association) Quality Award
SH 9 Hoosier Pass north, phase II: resurfacing
US 40 Berthoud Pass (west side): culvert repair
US 40 Berthoud Pass (west side): slide repair (in partnership with Region 3)
US 40/SH 79 Aurora/Bennett: resurfacing/enhancements
US 40/287 Kit Carson West: reconstruction, including shoulder widening and drainage upgrades (*Ports-to-Plains Corridor*)
US 40/287 at Adobe Gulch: bridge repairs (Maintenance)
I-70 Eisenhower/Johnson Memorial Tunnel to Silverthorne: resurfacing (westbound)
I-70 Morrison exit (Hogback) west: resurfacing
I-70 Georgetown Hill: rockfall mitigation
I-70 Twin Tunnels, east of Idaho Springs: lighting upgrades (westbound)
I-70 Silver Plume to Bakerville: median guardrail improvements
I-70 Fall River Road to Empire Junction: resurfacing
I-70 at Vail Pass (west side): concrete barrier installation (Maintenance)
SH 119 Gregory Gulch north: resurfacing/enhancements
SH 119 north of US 6 junction: curve realignment, including highway straightening and improved sight distance
US 285 Foxtan Road to Richmond Hill: highway widening/new interchange at Richmond Hill; awarded "Best Owner-Designed Bridge" from Precast/Prestressed Concrete Institute (PCI)

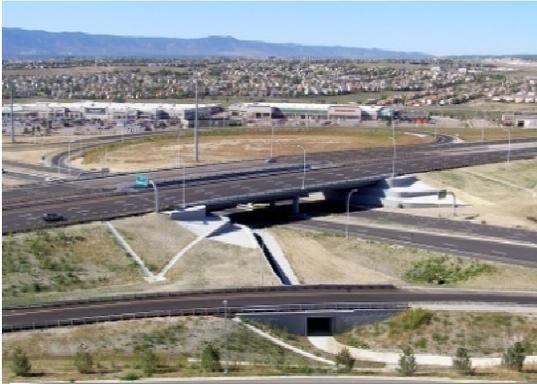
Traffic & Safety Projects

SH 9 north of Silverthorne: guardrail/rumble strip installation
SH 9 I-70 to Summit County Commons: signal interconnects/ fiber optic backbone installation
I-70 west chain stations: installation of phase I construction and signing
I-70 west Idaho Springs/Fall River Road: variable message board installation
SH 74 I-70 to Evergreen: fiber optic backbone installation
SH 83 Parker Road at South Russelville Road: intersection improvements
SH 86 at CR 17 in Elizabeth: new signal installation/resurfacing
Regionwide: guardrail installation – various locations
Regionwide: signing, striping, pavement markings – various locations

Local Agency Projects/Transportation Enhancement

None completed in FY 2009

REGION TWO Counties: Baca, Bent, Crowley, Custer, El Paso, Fremont, Huerfano, Kiowa, Las Animas, Otero, Prowers, Pueblo, Teller



Photos: Powers/Woodmen interchange; SH 69 Walsenburg north (CDOT's Jennifer Billings, left, project engineer, and Mike Garman, project tester)

- SH 16** at I-25: interchange reconstruction and widening
- SH 21** (Powers Boulevard) and Woodmen Road: new interchange construction
- I-25 and US 160**: critical culvert repair
- I-25** south of Colorado City to Cedarwood: resurfacing

- I-25** Northgate Interchange to County Line Road: resurfacing, including construction of truck chain station and bridge rehabilitation
- US 50** in Pueblo County: passing lanes/safety improvements (between mile posts 338-341)
- US 50** Club Manor Drive in Pueblo: fiberglass pipeline installation
- US 50** near Coaldale: rockfall mitigation
- SH 67** at Teller County Road 81: intersection improvements
- SH 69** Rosita Road in Custer County: intersection improvements
- SH 69** north of Walsenburg: safety/drainage improvements
- SH 120** Hardscrabble Creek: bridge replacement
- US 287** from south of Lamar south: concrete white topping and reconstruction

Traffic & Safety Projects

- I-25** north of Colorado Springs: repaired/installed luminaire wiring
- US 24** Woodland Park/Manitou Springs: variable message sign (VMS) and overhead sign structure installation
- US 24** at Meridian: emergency repair of damaged signal
- SH 45** at Red Creek: intersection improvements and signal upgrade
- US 50** west of Canon City: guardrail installation
- US 50** in Canon City: roundabout construction, including minor widening and right-turn lane construction
- US 50** Manzanola, Las Animas and Lamar: VMS installation
- SH 21** Powers Blvd./Woodmen: VMS installation
- SH 83** at Hodgen: signal installation
- SH 115** in Florence: guardrail and street light installation
- Regionwide: signing, striping, pavement markings – various locations

Local Agency/Transportation Enhancement Projects

- Pueblo West, Purcell/Industrial: signal installation
- Colorado Springs, Academy at Airport: intersection improvement and signal upgrade
- Colorado Springs, Nevada/Winter: intersection improvements and signal upgrade
- Las Animas County, Purgatoire River Bridge: bridge replacement
- City of Trinidad, Santa Fe Trail Byway: museum renovation
- Walsenburg Family Aquatic Center: landscape improvements
- Manitou Springs at Ruxton Avenue: completion of a roundabout
- Woodland Park along Lake Avenue: completion of sidewalks

REGION THREE Counties: Delta, Eagle, Garfield, Grand, Gunnison, Hinsdale, Jackson, Lake, Mesa, Moffat, north Montrose, Pitkin, Rio Blanco, Routt



Photos: I-70 Black Gore Creek sediment removal; setting the pace on SH 13 south of the WY state line

US 6 east of Loma: two bridge replacements (with Maintenance)
US 6 Eagle to Wolcott: phase I, shoulder widening and resurfacing
SH 13 south of WY state line: major resurfacing, including full-depth reclamation and shoulder widening
SH 13 Rio Blanco Hill: repaired unstable section of roadway

US 24 northwest of Leadville: full-depth pavement reclamation, shoulder widening, curve smoothing, culvert replacement
US 40 Berthoud Pass: slide repair (with Region 1)
US 40 west of Steamboat Springs: emergency repairs to bank erosion resulting from high water levels in the Yampa River
US 50 Grand Junction to Delta: pavement leveling/repair in various sections (with Maintenance)
SH 65 Grand Mesa: emergency slide repair
I-70 Palisade east: major resurfacing, new median concrete barrier; project won Colorado Contractor's Association (CCA) project management award and a CCA subcontractor award
I-70B at 23 Road west of Grand Junction: intersection safety improvements
I-70 Black Gore Creek, east Vail: sediment removal, subsequent berm construction; earned CDOT's Environmental Excellence award and a Max Rollefson Award of Merit
I-70 Dowd Junction (US 24): emergency retaining wall repairs; won Colorado Asphalt Pavement Association's project management award
I-70 Glenwood Canyon: routing/sealing of the centerline longitudinal joint
I-70 at Dotsero: constructed emergency truck parking area
I-70 Dowd Canyon through East Vail: resurfacing, widening, new chain station, concrete barrier
I-70 west of Vail: wildlife fence and game ramp installation, phase I
I-70 various locations: rehabilitated eight failing culverts on I-70
SH 82 in Aspen, Owl Creek Road to Maroon Creek roundabout: management of City of Aspen bus lane extension project
SH 82 west of Basalt: resurfacing, guardrail improvements
SH 92 & SH 50 Delta east and through downtown, respectively: preventative maintenance, resurfacing
SH 114 east of Gunnison: Tomichi Creek Bridge replacement
SH 133 north of Hotchkiss: major resurfacing
SH 133 Carbondale: Veterans Memorial Bridge widening (2 to 4 lanes, adding second turn lane) signalization, wetlands restoration
SH 135 Crested Butte south: major resurfacing, coordination with Gunnison Valley Transit to improve bus stop locations
SH 139 North Douglas Pass and Rangely: resurfacing
SH 340 & I-70 Fruita: intersection improvements and construction of two roundabouts; funding and design/construction process done in partnership with City of Fruita

REGION THREE, *continued*

Traffic & Safety Projects

US 40 and I-70 corridors: LED signal bulb replacement

I-70 Silt to Vail and Utah Border to DeBeque Canyon: center-skip taping

I-70B at 23 Road west of Grand Junction: intersection safety improvements

Regionwide: signing, striping, pavement markings – various locations

Local Agency/Transportation Enhancement Projects

Silt US 6 & 9th Street: roundabout construction

Grand Junction I-70B at 23 Road: signalization and median work

Clifton I-70 B at Peachtree Shopping Center: signals/access consolidation

Cedaredge: SH 65 downtown beautification

Avon Eaglebend/Stonebridge: bike/pedestrian trail

Pitkin County, Independence Pass Foundation: SH 82 compost blanket

Crested Butte 6th Street: corridor improvements

Routt County Congestion Mitigation & Air Quality (CMAQ) funds: paving

Aspen CMAQ: diesel retrofit, flush truck (for street, drain cleaning)

Steamboat Springs CMAQ: street sweeper

Pitkin County Thomasville Kilns: restoration

Garfield County South Canyon Trail: construction, phase I

I-70 Edwards I-70 Winslow: underpass widening

REGION FOUR Counties: Boulder, Larimer, Logan, Morgan, Phillips, Sedgwick, Washington, Weld, Yuma



Photos: I-25 at SH 52 reconstruction; SH 34 through Yuma full-depth pavement reclamation

- I-25** SH 56 to US 34: replaced deteriorated concrete slabs
- I-25** south of SH 56: resurfacing
- I-25** SH 52 to SH 119: reconstructed, widened from two to three lanes each direction; improvement and reconstruction of east/west frontage roads; drainage improvements; replacement of two bridges over Weld CR 20

- US 34** Hardin east: resurfacing of US 34 east of Hardin; awarded Colorado Asphalt Paving Association's (CAPA) Smoothness Award in Colorado
- US 34** Yuma east/west: resurfacing with full-depth pavement reclamation; addition of turn lanes, concrete intersections at SH 59 and Main Street
- US 34** Eckley east/west: resurfacing with full-depth reclamation
- US 34** lower Big Thompson Canyon: bridge replacement in environmentally sensitive location; project won environmental award and the *CCA/CDOT Project Management Award (*Colorado Contractor's Association)
- US 36** and Cherryvale Road, Boulder: bridge replacement; contractor met milestone completion incentive specification on this fast-track project
- SH 52** in Fort Lupton: resurfacing
- SH 52** Wildcat Creek Bridge: bridge replacement
- I-76** Ovid to Julesburg: concrete reconstruction of westbound lanes, emergency repair of sinkhole; project won the CCA/CDOT Project Management award
- US 85** SH 60 to LaSalle: resurfacing; included addition of turn lane and safety improvements at two intersections
- SH 93** from Regent Drive to SH 170 in the City and County of Boulder: resurfacing

Traffic & Safety Projects

- SH 14** at Weld County Road 33: constructed left-turn lanes
- US 85** in Eaton at Weld CR 74: signal upgrade
- SH 392** at Weld CR 31: constructed left-turn lanes
- Regionwide: signing, striping, pavement markings – various locations
- Region 4, several structures: replaced bridge expansion joints

Local Agency/Transportation Enhancement Projects

- City of Boulder, Broadway from Iris to Norwood: bike lanes
- City of Boulder, Broadway from Pine to Iris: street reconstruction
- City of Boulder, Elmer's Two Mile Trail Connection
- City of Boulder Southern Hills Middle School: *Safe Routes to School*, providing sidewalks, curb ramps and pedestrian crossings
- City of Fort Collins, Harmony & Shields: intersection improvements
- City of Fort Collins, South College: bike lanes
- City of Fort Collins: Fort Collins Trolley Track
- Larimer County, CR 67 at Big Thompson: bridge replacement

REGION FOUR, *continued*

Town of Milliken: sidewalks
Boulder County, SH 170: bike lanes
Town of Berthoud, downtown: resurfacing
City of Fort Lupton, South Platte: pedestrian bridge
Flatirons & Foothills Elementary: *Safe Routes to School* improvements
City of Greeley, US 85 Bypass at 18th: signal
City of Greeley, US 34 at 35th Ave.: safety improvements
City of Loveland, US 287 at 19th St.: safety improvements
City of Loveland, Loveland school flashing zones
Town of Mead: bike/pedestrian path, phase II
Weld County, SH 52 at Weld CR 13: realign WCR 13 with improvements at the intersection previously constructed by the county
Weld County, US 34 at 35th Ave.: concrete reconstruction of intersection
Weld County, CR 2575 at Greeley Canal; CR 13 at Big Thompson; CR 87 at South Platte: bridge rehabilitation and two bridge replacements, respectively

REGION FIVE Counties: Alamosa, Archuleta, Chaffee, Conejos, Costilla, Dolores, La Plata, Mineral, Montezuma, south Montrose, Ouray, Rio Grande, Saguache, San Juan, San Miguel



Photos: SH 17 north of Alamosa; US 550 north of Durango (both resurfacing)

SH 17 north of Alamosa: acceleration/deceleration lanes and resurfacing
US 24 south of Granite: The two pipes of the culvert, which provide an outlet for Clear Creek Reservoir, will be lined to combat corrosion and a third will be added for capacity

US 160 west of US 491 junction near Four Corners: highway rehabilitation included full-depth reclamation of the highway surface and safety improvements on Ute Mountain Ute Reservation
US 160/491 south of Towaoc: passing lane, minor widening, resurfacing
US 160 through Alamosa: installed curb ramps, resurfacing
US 160 east of Cortez: culverts repaired
US 160 through Cortez: resurfacing (Maintenance); project milled and resurfacing pavement, made improvements to ADA ramps through town
US 160 South Fork to Shaw Creek: resurfacing
SH 172 north of the NM state line: culvert replacement
US 285 NM state line to La Jara: bridge repair and resurfacing
US 550 north of Durango: 14-mile chip seal
US 550 north of NM state line: a Strategic Transportation Project corridor, project widened the highway from 2 to 4 lanes for 2.75 miles, connecting with widened section near state line; work also included drainage improvements, reconstruction of two bridge structures that also function as wildlife crossings, small mammal crossings, safety improvements
US 550 summit of Coal Bank Pass to the summit of Molas Pass: resurfacing (Maintenance); project won CAPA (Colorado Asphalt Paving Association) award for pavement smoothness and NAPA (National Asphalt Paving Association) award for quality in construction
US 550 south Red Mountain Pass: resurfacing
US 550 Ridgway to Colona: chip seal

Traffic & Safety Projects

La Plata, Mineral and San Juan counties: guardrail upgrades
Pagosa Springs, Durango and US 160 Wolf Creek Pass: inlaid pavement markings
Regionwide: signing, striping, pavement markings – various locations

Local Agency/Transportation Enhancement Projects

Archuleta County: Juanita Bridge replacement
Antonito, Cumbres & Toltec Scenic Railroad: car shop facility expansion, renovation and repair
Pagosa Springs: Great West Ave. paving (with federal Congestion Mitigation & Air Quality funds)
Town of Dolores Railroad Avenue (SH 145): sidewalks, phase I
Town of Blanca Main Street (US 160): sidewalks
Town of San Luis Main Street (SH 159): sidewalks, phase II

REGION SIX Counties: *west Adams, west Arapahoe, Denver, north Douglas, east Jefferson*



Photos: I-270 bridge; I-70 at SH 58 interchange

SH 2 (Colorado Blvd.) from Mexico to Alameda: overlay, pedestrian safety improvements, curb ramps, sidewalk modifications

20th on-ramp to HOV over Burlington Northern Santa Fe (BNSF) Railroad (Maintenance): bridge deck and expansion joint repairs

I-25 northbound over Clear Creek (Maintenance): expansion joint repairs

I-25 HOV over 48th Ave. (Maintenance): bridge deck/expansion joint repairs

I-25 (23rd to 48th): resurfacing; awarded Colorado Asphalt Pavement Association's Best Overall Quality project, Urban Highway Resurfacing category and National Asphalt Pavement Association's Quality in Construction award

I-25 at Evans and at Yale: pedestrian crossing improvements

I-25 snow control fence and barrier replacement along T-REX Corridor

I-25 from I-70 to SH 7: Class III overhead sign panel replacement

SH 30 (Havana St.), First Avenue to Potomac: resurfacing

US 40 to northbound I-25 ramp (Maintenance): expansion joint repairs

US 40 (Colfax Ave.) Airport to Tower Road, Yosemite to Peoria, US 6 to I-70

and Colorado to Quebec: resurfacing/safety improvements

I-70 at **SH 58** in Wheat Ridge; interchange reconstruction

I-70 I-225 to Tower Rd.: (Maintenance) replaced concrete panels

72nd Ave. at Ward Rd.: intersection improvements, added turn lanes

I-76 between Burlington Canal to Bromley Lane: cable rail installation

SH 83 (Parker Road) E-470 to Lehigh Corridor Study

SH 83 (Parker Road): sound wall

SH 88 (Bellevue) Federal Blvd. to US 85: resurfacing (the first of CDOT's Recovery Act projects to be advertised and completed)

SH 121 (Wadsworth Blvd.) at Grandview Ave.: constructed a grade-separation between Wadsworth Blvd., Grandview Ave. and the BNSF RR

128th Ave. over I-25: bridge replacement

I-270 Extension, phase VI: constructed a new flyover ramp to connect eastbound I-270 with eastbound I-76

I-270 eastbound, four bridges (Maintenance): expansion joint repairs

US 287 (Federal Blvd.) at 80th Ave.: (maintenance) widening to accommodate new double left-turn movements from northbound Federal Blvd. to westbound 80th Ave., and a new right-turn lane from southbound Federal Blvd. to westbound 80th Ave.

US 287 at 70th Ave.: signal replacement and curb ramps

SH 391 (Kipling St.) at 58TH Ave: intersection improvement project, included improved sight distance, addition of turn lanes

C-470 Quincy, Bellevue to Eldridge: resurfacing

Indiana St. north of 55th Dr. in Jefferson County: bridge replacement

Tabor St. over I-70 (Maintenance): expansion joint repairs

Traffic & Safety Projects

I-25 southbound at 120th Ave.: ramp meter

US 36 at 104th Ave.: ramp meter

SH 72 at 62nd Ave.: raised median

I-76 Bromley Lane to Burlington Canal: cable rail installation
US 285 at Brady Court: signal replacement
US 285 at Knox Court: queue detection system
C-470 EB at Lucent Blvd.: ramp meter
I-270 WB at Quebec: ramp meter
Regionwide: signing, striping, pavement markings – various locations

Local Agency/Transportation Enhancement Projects

City/County of Denver (CCD) I-70 Interchange at Central Park Blvd.: Environmental Assessment
CCD 56th Ave. from Quebec St. to Peña Blvd: Environmental Assessment
CCD Broadway, 16th to 20th: reconstruction
CCD Federal Blvd., Jewell to Louisiana Ave.: reconstruction
CCD Quincy Ave.: bikepath
City of Lakewood Weir Gulch Trail: underpass (Wadsworth)

Project Acceleration

STRATEGIC TRANSPORTATION CORRIDOR PROJECTS

Statewide Strategic Transportation Corridor Project List

Already Complete or Fully Funded

I-25/US 50/SH 47 Interchange
I-25, Owl Canyon Road to Wyoming
C-470 Extension
US 34, I-25 to US 85
Santa Fe Corridor
I-76 at 120th Avenue
US 285, Goddard Ranch Court to Foxton Road
SH 82, Basalt to Aspen
US 287, Broomfield to Loveland
I-25 through Colorado Springs
I-25/US 36/I-270
I-225 at Parker Road (SH 83)
I-70 East, Tower Road to Kansas State Line
I-70/I-25, “The Mousetrap”
I-25, SH 7 to SH 66

US 40 Berthoud Pass and in Winter Park
I-25 & I-225 (T-REX)
US 50, Grand Junction to Delta
US 160 Wolf Creek Pass (funding cap reached)
US 550 New Mexico State Line to Durango (funding cap reached)
US 160 SH 3 to the Florida River (funding cap reached)

Projects with Remaining Work

Powers Boulevard in Colorado Springs
US 287, Campo to Hugo

Major Investment Corridors

I-25, SH 66 to Fort Collins - Environmental Impact Statement (EIS) underway
I-70 West, Denver to Eagle County - Programmatic EIS draft complete; several projects completed
I-25 Denver to Colorado Springs - EIS completed from Lincoln Avenue to Castle Rock; Environmental Assessment (EA) completed from Monument through Colorado Springs
East Corridor & West Corridor (I-70) Two Major Investment Studies (MIS); undergoing necessary environmental clearances to identify future projects



Photo: I-70 Mountain Corridor projects included expanded truck parking at Dotsero, for use during Interstate closures

Some Strategic Transportation Corridor Progress Updates

This program, adopted by the Transportation Commission in 1996, identified 28 high-priority transportation corridors to receive funding for accelerated construction. Some notable, recent progress on some of the remaining corridors includes the following:

US 287, Campo to Hugo (on *Ports to Plains* route): CDOT has reconstructed 11 segments of US 287 through southeastern Colorado since 1996, most recently a 13-mile section just south of Lamar in Prowers County. A nine-mile segment currently is under construction through Lincoln County.

US 550, New Mexico State Line to Durango: A second project phase was completed this summer, which widened the highway from two to four lanes for 2.75 miles, connecting with widened section near state line. Work also included drainage improvements, reconstruction of two bridge structures that also function as wildlife crossings, small mammal crossings, embankment stabilization and safety improvements. In addition, right of way purchases for the corridor continue.

US 160 from SH 3 to the Florida River: Widening to add a fourth lane (second westbound into Durango) was completed during the summer and construction of the interchange east of Durango continues, with project completion scheduled for 2011.

I-70 Mountain Corridor PEIS: The I-70 Mountain Corridor Team continues to work collaboratively with stakeholders along the corridor, between Denver and Glenwood Springs, to finalize the Programmatic Environmental Impact Statement (PEIS) that will define the transportation solutions for I-70 for the next 50-years. In FY 2009, independent projects along the corridor included expanded truck parking and signage (at Dotsero), chain stations, intelligent transportation (including additional cameras and electronic variable message signs), a Heavy Tow program, and the advancement of design on many of the interchanges in the corridor. (The West Mountain Corridor Programmatic Environmental Impact Statement can be found at www.dot.state.co.us/I70mtncorridor/).

Funding Sources

The Strategic Transportation Projects receive funding from federal and state gas tax revenues and, in future years, from Senate Bill 09-228. During the 2009 legislative session, the General Assembly repealed Senate Bill 97-001 and House Bill 02-1310, which had provided for transfers of General Fund revenues to the State Highway Fund under certain fiscal conditions. In their place, the General Assembly enacted Senate Bill 09-228, which will transfer up to two percent of annual General Fund revenues (roughly \$170 million to \$190 million) to the State Highway Fund beginning in FY 2012-13, dependent upon certain statewide economic and fiscal conditions.

Enhancing our System

DIVISION OF STAFF BRANCHES

The Division of Staff Branches includes Maintenance & Operations, Business & Technical Support, Project Development, Intelligent Transportation Systems, Materials & Geotechnical, Traffic Engineering, Agreements & Market Analysis, Bridge Design & Management and Innovative Contracting. Five of these areas, which have more of a direct impact on Colorado citizens, are highlighted with greater detail throughout the next pages.

Intelligent Transportation System

CDOT's Intelligent Transportation Systems (ITS) Branch works to improve and enhance mobility and traffic safety throughout Colorado. This is accomplished by providing traveler information and traffic and incident management services utilizing variable message signs (VMS), highway advisory radio, closed circuit television, the internet, broadcast fax, automated traveler information telephone system, weather stations, vehicle detection and location systems, ramp metering, HOV sign systems, courtesy patrols and coordination with partnering agencies.

In FY 09, as part of the ITS Capital Replacement Program, crews replaced 12 Variable Message Signs (VMS) on I-70 west and one VMS on US 160 at South Fork with upgraded overhead VMSs, and upgraded network equipment in the Colorado Traffic Management Center (CTMC) and Node Buildings to improve fiber optic communications. The Branch partnered with the City of Vail to extend the fiber optic communications on I-70 from the top of Vail Pass to the Vail City Limits, and worked with CDOT Regions 1 and 2 to install closed circuit TVs (CCTVs), trip travel indicators (TTIs) and radar on I-25 from Lincoln Avenue to the City of Fountain to provide real-time travel times. Also, CCTVs, TTIs and radar were installed in the Denver Metro area on I-70 from DIA to Golden; and on US 6 from I-25 to Golden, a joint partnership with Colorado School of Mines (CSM), to replace fiber optic cable in the corridor to both benefit travelers, as well as to provide greater capacity and interconnectivity with CSM.

The ITS Branch also includes the Colorado Transportation Management Center, where staff monitor these systems and maintain the traveler information Web site www.cotrip.org. In FY 09 the Web site was redesigned and enhanced, and is widely recognized as one of the best traveler information web sites in the nation (receiving more than 1 billion hits in calendar year 2009). The statewide 511 traveler information service (511 is the nationwide number for traveler information) received 2.7 million calls in calendar year 09. The Branch is working to expand 511 system capacity and enhance functionality by providing real-time travel times, voice recognition and expanded transfer capabilities to other transportation providers.

Bridge Design & Management



Photo: The July 2009 over-height vehicle incident at the I-70 Silt interchange is an example of the emergency work needed annually to keep the state's existing bridges safe and in operation

CDOT typically inspects state-owned major vehicular bridges every other year or every fourth year. However, bridges that are a concern are inspected more frequently. The nationwide bridge sufficiency rating system uses a scale from 1 to 100 (1 being the worst). If warranted, a bridge can receive a status of *Structurally Deficient* or *Functionally Obsolete*. A number of variables are used to produce this rating but the main focus is on capacity and condition.

Structural engineers determine the current safe load capacity of the bridges. Bridge inspectors review the condition of the bridges and note any deterioration or damage to the concrete and steel members. Low bridge sufficiency ratings do not necessarily indicate an unstable bridge. Bridge sufficiency ratings are based 55 percent on structure condition, 30 percent on service and functionality and 15 percent on how essential they are for public use.

CDOT has 3,429 major vehicular bridges on the state system (April 2009 reporting database). Of those, 128 are in poor condition and need replacement or major rehabilitation, 355 are in fair condition, and the remainder are considered to be in good condition.

For FY 09, CDOT budgeted approximately \$18 million for state system bridge replacement and major rehabilitation projects. Some bridges are replaced with other funding sources when combined with highway construction projects. In FY 09, on the state system, bids were opened for 12 major vehicular bridge replacements and 82 major vehicular bridge minor rehabilitations. In addition to bridge replacements and minor rehabilitations there were 125 existing major vehicular bridges that had essential repair notices issued, which are addressed on a case by case basis.

In addition to state-owned bridges, CDOT's Bridge Design & Management Branch also inspects and maintains the records for city- and county-owned bridges in the state, and for minor structures/culverts, overhead signs, mast-arm signals, and high-mast lights on the state system. There are 4,874 city- and county-owned structures in the state (April 2009 reporting database.), and 6,364 minor structures/culverts, 1,140 overhead signs, 4,291 mast arm signals and 288 high-mast lights on the state system. In total, CDOT Bridge staff is responsible for the inspection and records for more than 20,000 structures.

Senate Bill 09-108, FASTER (Funding Advancements for Surface Transportation and Economic Recovery), was signed into law in March. This law will eventually provide approximately \$100 million additional dollars annually for the state to address the needs of bridges in poor condition. CDOT Bridge staff provided bridge data used by bill supporters and CDOT for the implementation of the new Bridge Enterprise program.

CDOT Bridge staff provides engineering services for the design and maintenance of existing bridges. In FY 09, approximately 40 percent of CDOT's structural design and construction support services were performed for the repair, rehabilitation and maintenance of existing bridges. In addition to their regular work, Bridge staff members are on-call to respond to structural emergencies.

Materials & Geotechnical

Rockfall Program CDOT's Rockfall Program staff responded and evaluated 24 incidents or potential incident sites. These responses are in addition to the regular rockfall inspections performed by maintenance crews along rockfall corridors. Most mitigation work resulting from these incidents receives funds from the regional maintenance budget and is sometimes supplemented with Transportation Commission contingency funds. In FY 09, three of these responses for rockfall evaluations resulted in rockfall mitigation, which was determined necessary for highway safety.

Scheduled mitigation projects totaled just over \$3.4 million in FY 09 (the program's average annual budget). A project on I-70 at Georgetown Hill consisted of installing a new style of hybrid rockfall fence called an attenuator. This hybrid was developed during a series of tests designed to improve the mitigation designs used at this location. One other project consisted of rock scaling and installing draped rockfall netting at two sites, one at the intersection of US 6 and SH 119 and the other at mile point 2.7 on SH 119.

Traffic Engineering

CDOT administers the federal- and state-funded traffic safety programs with the goal of reducing the incidence and severity of motor vehicle crashes and associated human and economic loss on Colorado roadways. The program goals are: reducing the frequency and severity of crashes through engineering solutions, reducing alcohol-related traffic deaths, and increasing seat belt usage.

Federal Hazard Elimination Program Through innovative engineering practices, Colorado has reduced crashes within available budgets by making safety improvements at roadway locations where higher rates of crashes are detected. Evaluation methodologies such as pattern recognition analysis and roadway diagnostics are used in safety assessment reports to provide the current best practice in targeting appropriate locations for safety improvements. These methodologies address reducing the frequency of roadway departure-type crashes and mitigating the effects of leaving the road; reducing crashes at intersections; and selecting qualified sites for

Traffic Engineering, continued

safety improvement projects through programs such as High Risk Rural Roads, Railroad Crossing and Federal Hazard Elimination. In FY 09, the Federal Hazard Elimination program allocated \$13.5 million for 28 projects statewide.

Highway Collision Statistics In calendar year 2008 (the most recent data available), traffic deaths decreased from 554 in 2007 to 548 (1.1%). Colorado is still showing a downward trend in fatalities from 743 in 2002 to 548 in 2008. In 2008, alcohol was involved in 213 (38.9%) of Colorado's 548 fatalities. Unbuckled drivers and passengers accounted for 178 (32.5%) of the 548 fatalities in Colorado. If everyone had buckled up, about half of those victims could have survived. The driver and passenger deaths included 22 children under the age of 16; nine of these young victims were riding unrestrained.

Overall seat belt use in Colorado decreased slightly from 81.7% in 2008 to 81.1% in 2009. For children under the age of five, car seat use increased from 86.9% in 2008 to 87.2% in 2009. Seat belt use for children ages five through 15 increased from 71.3% to 73.7%. The 2008 seat belt usage rate for teens ages 16 to 20 was 80.6%, which is slightly higher than the overall usage rate for Colorado.

STATE HIGHWAY FATALITIES

	2004	2005	2006	2007	2008
Total Traffic Fatalities	667	606	535	554	548
Alcohol Related	249	242	219	226	⁽¹⁾ 213
% Alcohol Related	37.3	39.9	40.9	40.8	38.9
Vehicle Fatalities (Drivers & Passengers)	505	462	387	390	388
Unbuckled Fatalities	282	258	233	206	178
Under 16 Fatalities	18	8	13	12	9
Ages 16–20 Fatalities	62	51	45	28	28
Motorcycle Fatalities	81	87	74	90	98
Bicycle Fatalities	11	8	10	11	12
Pedestrian Fatalities	70	48	59	58	44
Other Fatalities	0	1	5	5	3
Fatality Rate (per 100 Million Vehicle Miles Traveled)	1.46	1.26	1.10	1.14	1.15

SOURCE: Fatality Analysis Reporting System and Safety and Traffic Engineering Branch; 2007 data subject to change per Colorado Coroners/Hospital Reports through February 2009

¹ *Based on the Fatality Analysis Reporting System (FARS) data as of August 5, 2009*

Office of Transportation Safety



Photo: Law enforcement agencies from across Colorado took part in a news conference at an Irish pub in Denver to warn people about St. Patrick's Day Weekend DUI enforcement

The Office of Transportation Safety includes highway safety programs, as well as the homeland security program and employee safety programs. An overview of the federally-funded highway safety programs is given below, as these programs more directly impact the public. These programs are designed to reduce traffic crashes, fatalities, and injuries in Colorado through the coordinated efforts of state and local agencies, groups, coalitions, and organizations.

Impaired Driving Enforcement, Education/Prevention and Motorcycle Safety Law Enforcement Assistance Funds (LEAF) are used to increase and improve the enforcement of impaired driving laws and to coordinate the efforts of law enforcement agencies in high visibility enforcement episodes. Since 1982, LEAF agencies have been responsible for over 50 percent of all Colorado impaired driving arrests. Under the "Heat is On" campaign, eight high-visibility impaired driving enforcement periods have been conducted over the past year. DUI Checkpoint Colorado, an extensive statewide summertime sobriety checkpoint program, was in effect again from Memorial Day through Labor Day of 2008. Several law enforcement agencies across the Front Range received a total of \$249,000 to conduct checkpoints during this period. DUI Courts have been implemented in the southwest part of Colorado. The purpose of this program is to assist courts in the region in adapting the principals of DUI/Problem Solving Courts and to improve court supervision and treatment outcomes for persistent drunk drivers. CDOT partnered with Mothers Against Drunk Driving (MADD) Colorado to fund two youth program specialists to launch youth programs in Colorado. The youth programs focus on: underage drinking prevention, safe driving and the prevention of impaired and high-risk driving for those of legal drinking age. CDOT launched the state's first motorcycle safety campaign called "Live to Ride." The campaign includes a Web site, www.comotorcyclesafety.com, as well creative materials to encourage riders to get proper training, wear appropriate gear and ride sober.

Occupant Protection The goal of CDOT's Occupant Protection program is to increase seatbelt and child passenger safety seat usage rates statewide. Community outreach projects target high-risk segments of the driving population, such as: teens, young men ages 18-34, pick-up truck drivers and minority populations. The program supports several types of projects that include high-visibility enforcement and education, such as the "Click It or Ticket" campaign, and a coalition that works with communities and state agencies to promote traffic safety. Compliance is measured by three annual seatbelt surveys: a statewide survey, a juvenile and teen usage survey and a neighborhood survey. Safety seat check-up events are conducted statewide on a regular basis. Colorado has 1,035 child passenger safety certified technicians to assist parents in safety seat installation at 146 operating fit stations statewide. The National Highway Transportation Safety Administration (NHTSA) and CDOT also conducted a statewide teen seatbelt campaign to improve seat belt use in the 16 to 20 year-old age group. Projects in the minority communities reached at least 5,000 Hispanics and about 4,000 African-Americans through a variety of activities and safety-seat check-up events. All were exposed to traffic safety messages to buckle up and to secure children in safety seats. (The most recent data from 2008 indicate the combined African-American and Hispanic estimated seatbelt usage rate was 75.1 percent.) The Colorado State Patrol, and over 90 law enforcement agencies statewide, participated in the "Click it or Ticket" High Visibility Seat Belt Enforcement Campaign, better known as "May Mobilization." Over a two-week period in May, officers working overtime hours issued some 12,680 violations.

Maintaining

MAINTENANCE & OPERATIONS

Highway Maintenance CDOT maintenance work falls into two categories. Regular maintenance includes: blading, cleaning drainage structures, slope and fence repair, some rockfall and wetlands mitigation, sweeping, litter removal and highway resurfacing and repairs (chip seal, patching). In FY 09, highway resurfacing/repairs expenditures totaled \$42.4 million. Regular maintenance also includes upkeep and operations for the state's 32 rest areas (allocated \$3.1 million in FY 09). Snow and ice control involves: plowing, sanding, deicing and controlling avalanches. CDOT's annual budget for snow and ice control is about \$50 million. During the 2008-09 winter however, CDOT spent an estimated \$57.4 million, including an additional \$10.9 million on snow and ice activities.

Avalanche Management Program CDOT's Avalanche Atlas has over 522 known avalanche paths and crews regularly monitor and/or control over 278 of those. During the 2008-09 winter season, CDOT triggered 189 avalanches with explosives and handled 178 natural occurrences, for a total of 367, all of which impacted Colorado highways. CDOT experienced 719 hours of road closures due to avalanche control resulting in a total of 16,582 feet of snow covering the centerline of the roadway.

Maintenance Activities, FY 2009

During the 2009 fiscal year, members of the Maintenance Program staff tended to the state's 23,000-plus lane miles by:

- Repairing and maintaining more than 2.7 million square yards of roadway surface
- Utilizing 175,106 tons of asphalt and 906,663 gallons of liquid asphalt in asphalt preservation activities
- Striping more than 28,900 miles of roadway and creating 347,798 square feet of pavement markings using 1.9 million pounds of glass beads, 218,959 gallons of paint
- Snowplowing, sanding, and/or deicing 5.6 million miles of highway
- Managing 999 hours of road closures, at various locations statewide, due to snow
- Applying 6 million tons of solid deicer (i.e., salt/sand, ice slicer) and 205.6 million gallons of liquid deicer to the highways
- Repairing/installing 180,811 feet of snow fence
- Disposing of 117,833 cubic yards of trash off the right-of-way with the help of 10,164 Adopt-A-Highway volunteers and another 10,038 bags of trash with the support of 19 corporate sponsors
- Replacing and repairing 77,895 signs and sign posts
- Replacing, installing, and repairing over 17.44 million linear feet of fencing along CDOT right-of-way



Photos: Maintenance crews conduct avalanche control on SH 82 on the east side of Independence Pass; big horn sheep visit Adam Baer (CDOT Region 1 Maintenance) on SH 5 on Mt. Evans

Providing Equal Opportunity

DIVISION OF HUMAN RESOURCES

Center for Equal Opportunity

Business During Federal Fiscal Year 2008, CDOT contracted over \$24 million to small, disadvantaged, and emerging businesses. These small businesses are major employers in Colorado and are a critical part of Colorado's economy. CDOT's Center for Equal Opportunity staff, via the unique Construction Development Center, offers training and technical assistance to small and disadvantaged businesses throughout Colorado. These small businesses are building their capability and are able to bid successfully as subcontractors on CDOT highway construction and design projects.

Employment Staff provides assistance to CDOT employees and job applicants who have concerns or questions about diversity, options for injured or disabled employees, options for disabled applicants, and any kind of workplace discrimination. The Colorado Construction Career Days in Denver and Colorado Springs provide hands-on introduction to careers in highway construction to over 2,000 high school students. Also, the Federal Highway Administration, Colorado State University in Pueblo and CDOT partner each year to hold a summer transportation institute introducing students to opportunities in transportation engineering.

Community and Job Development The Center for Equal Opportunity serves the community and the highway construction industry through our training and job placement for labor, trades and crafts. Our training providers have graduated and placed 176 people from traditionally underutilized communities in entry-level construction jobs. Another 146 trainees participated in our on-the-job training and apprenticeship program.

Center for Procurement and Contract Services

The Procurement team is responsible for goods and personal services contracting for CDOT. During FY 09 the Center supported the operations and maintenance activities of CDOT by processing more than \$131 million in purchases.

Summary of FY 09 Purchases:

Information Technology	\$18.5 M
Heavy Equipment	\$25.2 M
Personal Services Contracts – Consulting	\$25.4 M
Personal Services Contracts – Highway Maintenance	\$6.2 M
Highway Maintenance Materials & Supplies	\$50.0 M
Other Operational and Maintenance	\$5.9 M

Taking Flight

DIVISION OF AERONAUTICS



Photos: A Cessna 172 takes off from the Vance Brand Municipal Airport in Longmont; Citation jet at the Telluride Regional Airport

Funded exclusively from aviation fuel tax revenues directed into the Colorado Aviation Fund, the Colorado Division of Aeronautics awarded more than \$7.1 million in Colorado Discretionary Aviation Grants to airports in the state. These grants impacted capital improvement, development, safety programs and maintenance at the 76 public-use airports in the state. In conjunction with the Colorado Discretionary Aviation Grant program, Federal Aviation Administration (FAA) Airport Improvement Program funds provided nearly \$66.3 million to commercial service airports and \$29 million to general aviation airports for capital infrastructure projects. Entitlement refunds generated from state aviation fuel taxes reimbursed more than \$10.7 million to local community airport sponsors for use in developing, maintaining and operating their aviation facilities. As a result of the American Recovery & Reinvestment Act of 2009, Colorado's public-use airports received \$36.6 million in stimulus funding for projects such as runway rehabilitation and airport apron improvements.

Phase I of the Colorado Surveillance Project is now completed and provides aircraft radar-like coverage to the airports of Steamboat Springs, Craig, Hayden-Yampa Valley and Rifle. In support of FAA's Next Generation Air Transportation System (NextGen), CDOT has taken a national leadership role in using Wide Area Multilateration and the emerging technologies under NextGen to solve issues at Colorado mountain airports. Enhanced radar-like coverage will improve airport capacity during periods of inclement weather and busy ski and vacation destination periods. The Colorado Surveillance Project has already enhanced safety by proving to be an invaluable tool in locating downed aircraft. Funding for Phase I (\$5.2 million total) was provided by the Colorado Aeronautical Board, the Colorado Transportation Commission, Routt County, Garfield County, City of Steamboat Springs and a grant from the Department of Local

Affairs—this includes the FAA life-cycle costs of \$2.6 million to maintain and operate the surveillance system. Compared to the traditional radar solution, which could cost more than \$8 million per airport, the Colorado Surveillance Project is a cost-effective solution. Preliminary analysis of Phase II is underway and will evaluate expanding radar surveillance for Montrose, Gunnison, Telluride, Durango, Aspen, Alamosa and Cortez over the next few years.

Through a partnership with Denver International Airport (DIA), the Division of Aeronautics helped coordinate the 2009 DIA Surplus Airport Equipment Sale. This sale is held exclusively for owners and operators of Colorado Public-Use Airports and is intended to assist airports with the purchase of vital airport equipment they would ordinarily not be able to afford. The Colorado Aeronautical Board (CAB) allocated \$250,000 toward the surplus program, \$223,000 of which was ultimately distributed to eleven participating Colorado Public-Use airports in the form of 50/50 matching grants toward the purchase of equipment; 25 pieces of airport equipment were sold.

Prior to the recent publicity about bird strikes and wildlife hazards at airports, the Division of Aeronautics began discussions with the United States Department of Agriculture (USDA) and entered into a cooperative service agreement in order to provide wildlife services to airports. The goal of the partnership is to assess and mitigate potential or realized wildlife hazards to aviation at Colorado airports through conducting wildlife hazard assessments and directing wildlife damage control activities. These services are available to all 76 public-use airports with an emphasis on Colorado's 14 commercial service facilities.

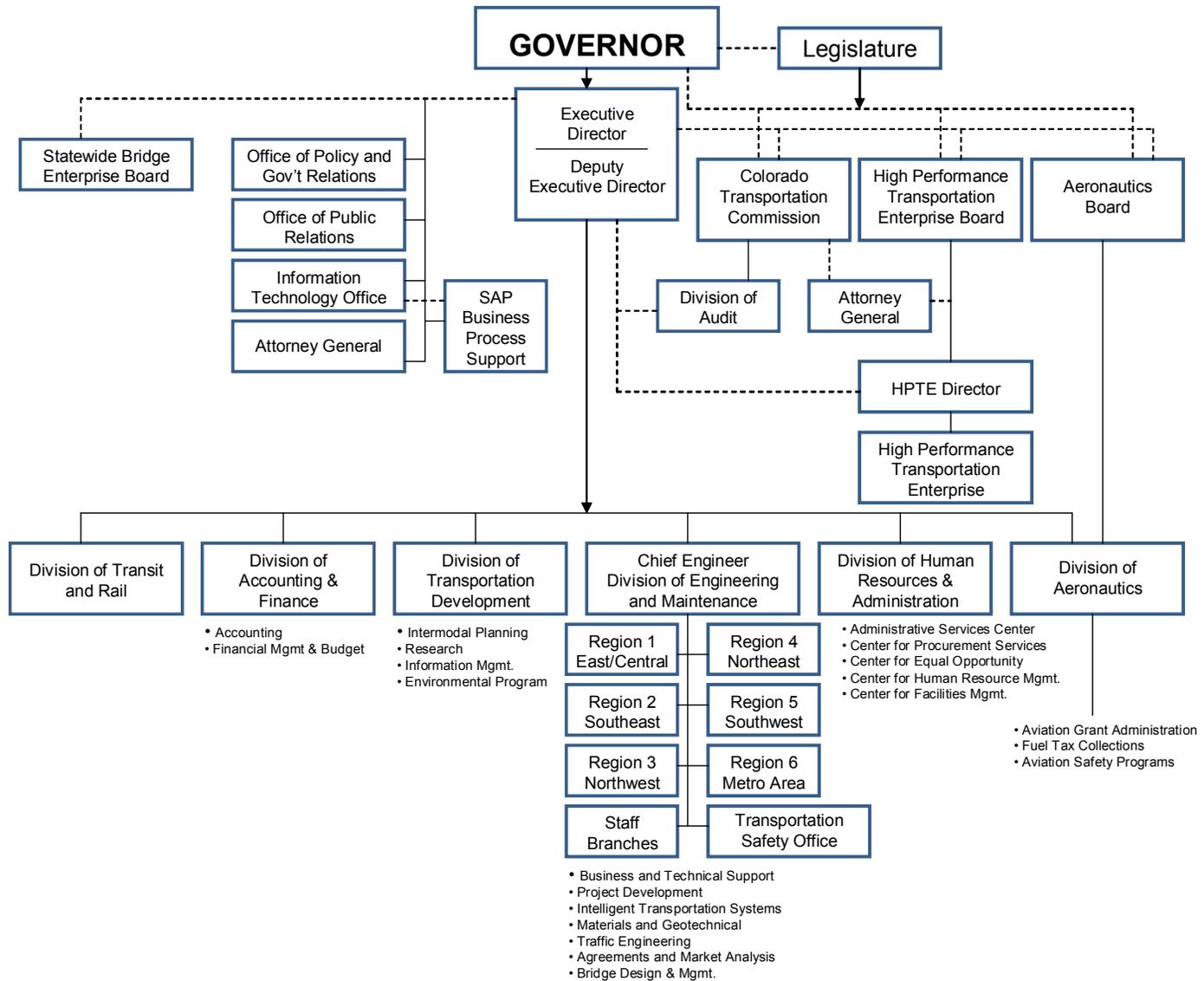
The Division has been working with the FAA and National Association of State Aviation Officials to develop an aviation weather collection system as a national prototype. A specification was developed for other states' use with the goal of improving weather reporting (and thus safety) on a national level.

Being Accountable

DIVISION OF AUDIT

The Division of Audit, organized into Internal and External branches, reports directly to the Transportation Commission through the Audit Review Committee. The Internal Audit Branch conducts performance audits to determine the efficiency and effectiveness of CDOT operations; provides investigative services related to allegations of fraud, waste, abuse or employee misconduct; and provides consulting services to the Transportation Commission and CDOT management. During FY 09, staff completed eight performance audits of various CDOT organizations and functions and operated an "Audit Hotline" to provide employees with a tool to anonymously report suspected fraud, waste or abuse. The Branch also initiated a new *control self-assessment* program to assist managers throughout CDOT evaluate operational risks and corresponding controls. The External Audit Branch conducts final cost audits of CDOT contracts to assure payments were made in compliance with the contract terms and with federal and state regulations; staff also audit contractor claims and conduct training for internal and external audiences. During FY 2009, staff completed 56 final cost and contractor claim audits.

CDOT Organization



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Deputy Executive Director, Margaret (Peggy) Catlin
Sue Swartout, Executive Assistant

Office of the Chief Engineer (303) 757-9204

Pam Hutton, Chief Engineer

Division of Staff Branches (303) 512-4009

Rick Gabel, Director

Regional Transportation Directors

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Region 2 (Southeast) Tim Harris (719) 546-5452
Region 3 (Northwest) Weldon Allen (970) 683-6202
Region 4 (Northeast) Bob Garcia (970) 350-2103
Region 5 (Southwest) Richard J. Reynolds (970) 385-1402
Region 6 (Denver Metro) Reza Akhavan (303) 757-9459

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Division of Audit (303) 757-9687

Casey Tighe, Director

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(Vacant), Director

Colorado Aeronautical Board

Harold Patton (*Chair*), representing eastern slope governments
Dale Hancock (*Vice Chair*), representing western slope governments
Dennis Heap (*Secretary*), representing airport management
Louis Spera, representing eastern slope governments

Debra Wilcox, representing aviation interests-at-large
Dave Ubell, representing western slope governments
Joseph Thibodeau, representing pilot organizations

State Transportation Commission & Tolling Enterprise Board* (303) 757-9025

(Counties in each Commissioner's district are noted)

Michael Cheroutes (Denver)
Jeanne J. Erickson (Jefferson)
Gary Reiff (Douglas, Arapahoe)
Heather Barry (Adams, Boulder)
William G. Kaufman (Larimer, Morgan, Weld)
George Krawzoff (Clear Creek, Gilpin, Grand, Jackson, Moffat, Rio Blanco, Routt)
Douglas E. Aden (Chaffee, Delta, Eagle, Garfield, Gunnison, Lake, Mesa, Montrose, Ouray, Pitkin, Summit)
Steve Parker (Alamosa, Archuleta, Conejos, Costilla, Dolores, Hinsdale, La Plata, Mineral, Montezuma, Montrose (southern), Rio Grande, Saguache, San Juan, San Miguel)
Leslie W. Gruen, *Vice Chairman* (El Paso, Fremont, Park, Teller)
Gilbert Ortiz, Sr. (Baca, Bent, Crowley, Custer, Huerfano, Kiowa, Las Animas, Otero, Prowers, Pueblo)
Kimbra L. Killin, *Chairwoman* (Cheyenne, Elbert, Kit Carson, Lincoln, Logan, Phillips, Sedgwick, Washington, Yuma)
Stacey Stegman, Transportation Commission secretary

*(*The Colorado Tolling Enterprise was abolished on April 20, 2009, with the signing of the "FASTER" bill (SB 09-208). This legislation created a new High Performance Transportation Enterprise; please see information about this new structure on page 3.)*

The 2009 CDOT Annual Report was produced by:

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Front cover photos: American Recovery & Reinvestment Act projects in Region 1 (I-70, Vail to Silverthorne), Region 5 (SH 62 in Ridgway) and Region 3 (I-70 interchange in Glenwood Springs), taken by regional staff; back cover photo: CDOT snow blower, taken by CDOT staff photographer Gregg Gargan



In 2009, the Colorado Scenic & Historic Byways Program celebrated its 20th anniversary by helping host the National Scenic Byways conference in Denver Aug. 23-26. Over the past two decades, the byway names have become legendary: San Juan Skyway, Alpine Loop, and Highway of Legends, for example. A byways roster envisioned at between 15 and 20 routes by the original Scenic Byways Commission has settled in at 25.

Ten of those are national (America's Byways), and 15 more are Colorado Scenic & Historic Byways. Their mutual characteristics are fascinating history, unique natural resources, and scenery ranging from high plains to mountains to plateaus and canyons. They are truly the best of Colorado.

Colorado has been very fortunate to have the program, as well. Following its founding 1989 by Executive Order of Colorado Governor Roy Romer, the program got rolling in partnership with the Colorado Tourism Board. For eight years following the voters' decision to end Colorado's tourism

promotion program (1992), the Scenic & Historic Byways program was the only statewide alliance promoting tourism. The program was no doubt responsible for softening some of the statewide tourism declines accrued during that period.

The program isn't just about promoting tourism for the benefit of the local economy. Visitors and locals alike are interested in the history of these areas, the natural resources found there, and how to protect them for future generations. The byways program is deeply involved in all of those areas.

The finances of this type of byways promotion and education provide another fascinating chapter of the program. Local grants funded the earliest years, then the 1991 creation of the National Scenic Byways program helped by offering competitive grants.

Over the past 20 years, the program has received \$13.4 million for more than 200 projects from the National Scenic Byways Grant Program. More than 150 completed grant projects have created numerous award-winning training programs, interpretive signage, marketing products and land conservation projects. These federal funds have been matched by well over \$15 million in local and state funds.

Along the way, the Colorado Historical Society (which has distributed more than \$200 million to 3,000 statewide projects, many of them benefiting local byways via interpretation, management, and preservation) and the Great Outdoors Colorado Trust Fund (which has provided more than \$650 million to 3,000 projects involving capacity building, open space acquisitions and conservation easements) have helped a great deal.

Happy anniversary, Scenic Byways....and many more.

Colorado Byways Milestones

1989 – Scenic Byways program created by Executive Order of Colorado Governor Roy Romer

1989 – First five byways are designated

1990 – Three more byways are designated

1991 – Five more byways are designated

1996 – U.S. Secretary of Transportation Federico Pena announces that three Colorado byways received national designations

1998-2004 – Designations average one or two per year

2005 – Collegiate Peaks becomes the 25th (and final, to this point) designated byway

2009 – Colorado hosts the National Scenic Byways Conference

Please see www.coloradobyways.org for details on byways statewide.



State Transportation Commission

Photo: (Back row, left to right) George Krawzoff, Michael Cheroutes, William G. Kaufman, Gary Reiff, Douglas E. Aden, Steve Parker, Gilbert Ortiz, Sr.; (front row) Stacey Stegman (Commission secretary), Heather Barry, Leslie W. Gruen, Kimbra L. Killin, Russell George (CDOT executive director), Jeanne J. Erickson

A Final Word....

Much has been noted throughout the pages of this annual report regarding the challenges, important decisions and significant changes we've faced this past fiscal year. What hasn't changed is the fact that we came together each month to study, review, question, refine, approve and help solve or bring to fruition a myriad of transportation issues and policies affecting our state. I was very proud of the work we accomplished together and honored to serve as the Commission's chair during the past year. I look forward to another year, working together with members existing and new, as we help guide transportation and transportation policy in this great state.

William (Bill) G. Kaufman

Transportation Commission Chair, FY 2009

