Performance Plan

Fiscal Year 2026-2027

COLORADO
Department of Transportation

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Department Description

The Colorado Department of Transportation (CDOT) is the cabinet-level department that plans, operates, maintains, and constructs the state-owned multimodal transportation system.

Title 43, Article 1, Part 1 of the Colorado Revised Statutes grants authority to CDOT to cost effectively address all present and future transportation challenges faced by Colorado. Under the direction of the Transportation Commission, CDOT formulates statewide transportation policy, provides strategic planning, and oversees the construction, maintenance, coordination, and operation of the statewide multimodal transportation system.

Mission

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

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.

For more information regarding CDOT's Values, please visit the following link.

Major Functions

Construction

CDOT delivers an annual construction program focused on maintaining the condition of existing assets, improving the safety of the system, enhancing mobility, and executing strategic projects identified in the department's 10-Year Plan.

Maintenance and Operations

CDOT is responsible for the daily maintenance and operation of the state's multimodal transportation system.

Multimodal and Mobility Programs

CDOT works to reduce traffic congestion and air pollution by providing multimodal transportation options.

Suballocated Programs

CDOT administers three categories of suballocated programs—Highways, Transit, and Aeronautics—by passing funds through to local agencies to prioritize and deliver transportation improvements.

For more information on CDOT's strategic plans, visit the CDOT Performance Plan and Reports webpage.

Organization Structure

Direct Reporting
Indirect Reporting

Executive Director's Office

Executive Director
Shoshana Lew

Chief of Staff
Sally Chafee

Deputy Executive Director
Herman Stockinger

Division of Accounting and Finance
Jeffrey Sudmeier

Division of Engineering
Keith Stefanik

Division of Maintenance and Operations
Shawn Smith

Transportation and Risk Management
Darrell Lingk

Office of Communications
Matthew Inzeo

Office of Policy and Government Relations
Herman Stockinger

Office of Innovative Mobility
Kay Kelly

Division of Transit and Rail
Paul DesRocher

Division of Transportation Development
Darius Pakbaz

Regional Transportation Directors
Metro:
Jessica Myklebust
Southeast:
Shane Ferguson
Northwest:
Jason Smith
Northeast:
Heather Paddock
Southwest:
Julie Constan

Division of Audit
Frank Spinelli

Division of Aeronautics
David Ulane

Colorado Bridge and Tunnel Enterprise
Patrick Holinda

Colorado Transportation Investment Office
Piper Darlington

Clean Transit Enterprise
Craig Secrest

Nonattainment Area Air Pollution Mitigation Enterprise
Darius Pakbaz

Colorado Fuels Impact Enterprise
Darius Pakbaz

Transportation Commission

Colorado Aeronautical Board

Colorado Bridge and Tunnel Enterprise Board

Colorado Transportation Investment Board

Clean Transit Enterprise Board

Nonattainment Area Air Pollution Mitigation Enterprise Board

Colorado Fuels Impact Enterprise Board

Key Divisions, Offices, and Enterprises

Executive Director
Leads CDOT in planning for and addressing Colorado's transportation needs.

Division of Accounting and Finance
Produces CDOT's annual budget, provides accounting services, and manages CDOT's procurement process.

Division of Maintenance and Operations
Maintains and operates the state's multimodal transportation system.

Office of Communications
Provides current information to the public about Colorado's highway system.

Office of Innovative Mobility
Expands mobility options through ride-sharing, electrification, and other emerging technologies.

Division of Transportation Development
Develops Colorado's transportation system for the future through planning, analysis, and innovation.

Division of Engineering
Integrates project development—including planning, engineering, design, and construction.

Transportation and Risk Management
Develops and administers behavioral programs that improve the traffic safety environment in Colorado.

Office of Policy and Government Relations
Acts as liaison between CDOT and other governmental entities on transportation issues.

Division of Transit and Rail
Plans, develops, operates, and integrates transit and rail into the statewide transportation system.

Regional Transportation Directors
Lead Transportation Regions in planning for and addressing regional needs.

Division of Audit
Examines and evaluates CDOT's operations to improve efficiency and effectiveness.

Colorado Bridge and Tunnel Enterprise
Completes projects that involve the financing, repair, reconstruction, and replacement of bridges and tunnels in poor condition.

Clean Transit Enterprise
Supports efforts to expand and electrify Colorado's transit system.

Colorado Fuels Impact Enterprise
Administers the fuels impact reduction grant program and imposes fees to improve fuel transportation and monitor vehicle emissions.

Division of Aeronautics
Supports Colorado's multimodal transportation system by advancing a safe, efficient, and effective statewide aviation system.

Colorado Transportation Investment Office
Implements innovative and efficient means of financing and delivering surface transportation projects, including public-private partnerships.

Nonattainment Area Air Pollution Mitigation Enterprise
Mitigates the environmental and health impacts of air pollution from motor vehicle emissions.

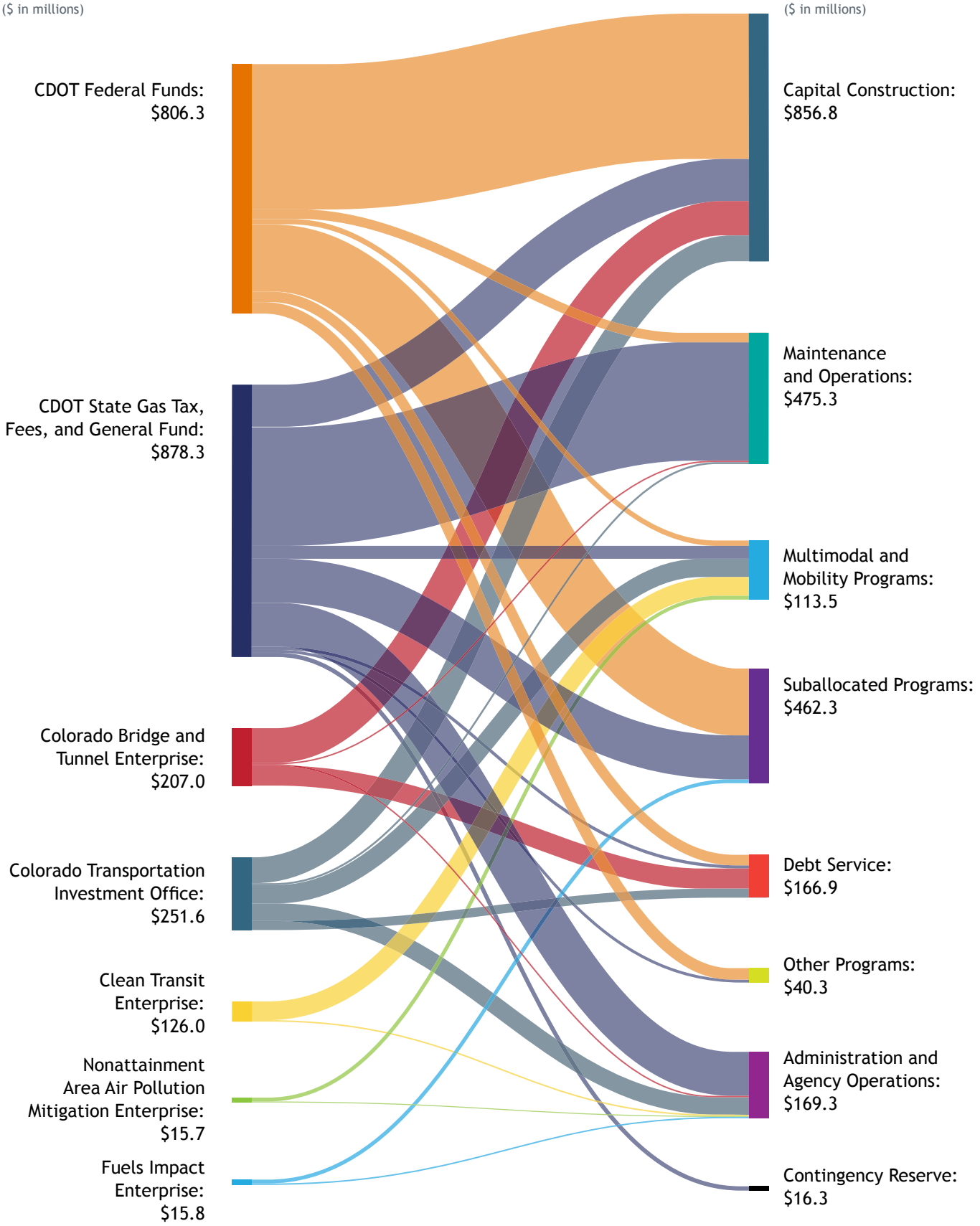
Fiscal Year 2026-27 Budget Allocation

Sources of Revenue

($ in millions)

Program Expenditures

($ in millions)



Performance Plan Framework

Statutory Requirement and Purpose

Each fiscal year on July 1, CDOT publishes a Performance Plan as required under the State Measurement for Accountable, Responsive, and Transparent Government Act (SMART Act). The SMART Act aims to create an accountable and transparent state government built on clear, measurable, performance-based goals. The Performance Plan serves as CDOT's strategic roadmap, keeping employees, customers, and partners informed of the department's Wildly Important Goals (WIGs) for the upcoming fiscal year.

Wildly Important Goals (WIGs)

As a key component of Colorado's statewide performance management system, WIGs direct concentrated effort toward the state's top transportation objectives. While they do not reflect the full scope of CDOT's daily operations, these focused, measurable priorities target critical areas to deliver tangible improvements for Coloradans.

Strategic Alignment and Accountability

CDOT's WIGs integrate the Governor's statewide priorities into the department's strategic vision. This alignment ensures that overarching state goals are translated into actionable, agency-specific objectives. To ensure the department achieves these bold outcomes, CDOT establishes quantified strategies to regularly monitor progress. This framework provides visibility and public accountability through the Governor's Dashboard. By maintaining this high level of transparency, CDOT ensures that every level of the department remains focused on continuous improvement and measurable success.

Advancing Transportation Safety

In an effort to protect the traveling public, CDOT and Colorado State Patrol will reduce the number of traffic-related fatalities and serious injuries in fiscal year 2027 by 5%, compared to fiscal year 2026.

Clean Transportation

Decrease transportation sector emissions of carbon dioxide equivalent from 3.90 tons per capita in fiscal year 2025 to 3.54 by June 30, 2027.

Decrease transportation sector emissions of nitrogen oxide from 5.36 pounds per capita in fiscal year 2025 to 4.54 by June 30, 2027.

Decrease transportation sector emissions of volatile organic compounds from 1.90 pounds per capita in fiscal year 2025 to 1.19 by June 30, 2027.

Colorado Mountain Rail

Launch State-sponsored Colorado Mountain Rail service by December 1, 2026 for the season running through March 31, 2027.

Launch daily Colorado Mountain Rail service from Denver to Granby and make substantial progress in the development of future phases of service by April 1, 2027.

Fix Our Roads

Increase the number of lane miles improved on CDOT-owned roads from 1,148 in FY 26 to 1,206 (+5%) by June 30, 2027.

Statewide Transit

Increase ridership for the Bustang Family of Services from 392,651 in fiscal year 2026 to 408,357 (+4%) by June 30, 2027.

WIG

In an effort to protect the traveling public, CDOT and Colorado State Patrol will reduce the number of traffic-related fatalities and serious injuries in fiscal year 2027 by 5%, compared to fiscal year 2026.

Strategies

- To support critical safety project prioritization, generate an accessible online map of all fatal crashes that occur on on-system (CDOT-maintained) roadways by June 30, 2027.
- Implement 100 intersection improvements aligned with the Federal Highway Administration (FHWA) proven safety countermeasures by June 30, 2027.
- Maintain 75% of the strategies in the Fiscal Year 2026-2027 Advancing Transportation Safety Annual Action Plan on time or ahead of schedule, by June 30, 2027.
- Provide $13 million in funding for the construction of safety projects in areas with a history of, or at high-risk for, vulnerable road user crashes by June 30, 2027.
- Increase the number of automated speed enforcement corridor-days across all active sites from 425 in FY26 to 600 by June 30, 2027.
- Increase local law enforcement hours addressing impaired driving on roadways having a high propensity for impaired driving-related crashes and fatalities from 25,622 hours in the field to 26,908 hours in the field by June 30, 2027.
- Launch a public relations and earned media campaign for 15 high-visibility DUI enforcement periods this fiscal year by June 30, 2027.
- Launch a public relations and earned media campaign for three Click It or Ticket enforcement periods this fiscal year by June 30, 2027.

WIG

Decrease transportation sector emissions of carbon dioxide equivalent from 3.90 tons per capita in fiscal year 2025 to 3.54 by June 30, 2027.

Decrease transportation sector emissions of nitrogen oxide from 5.36 pounds per capita in fiscal year 2025 to 4.54 by June 30, 2027.

Decrease transportation sector emissions of volatile organic compounds from 1.90 pounds per capita in fiscal year 2025 to 1.19 by June 30, 2027.

Strategies

- Increase the percentage of total state highway miles within a 30-mile travel buffer of direct current fast-charging stations from 82% to 85% by June 30, 2027.
- Increase the number of Colorado Scenic and Historic Byways classified as electrified byways from 20 to 23 by June 30, 2027.
- Increase the number of zero-emission transit buses deployed from 98 to 120 by June 30, 2027.
- To accelerate the deployment of clean transit projects that reduce transportation-sector emissions, encumber $80 million of the fiscal year 2026 and fiscal year 2027 SB24-230 (Oil and Gas Production Fee) grant awards by June 30, 2027.

WIG

Launch State-sponsored Colorado Mountain Rail service by December 1, 2026 for the season running through March 31, 2027.

Launch daily Colorado Mountain Rail service from Denver to Granby and make substantial progress in the development of future phases of service by April 1, 2027.

Strategies

- To build ridership demand for daily roundtrip service between Denver and Granby, increase Colorado Mountain Rail ridership during ski season from 39,451 in FY26 to 41,423 (+5%) by March 31, 2027.
- Develop and implement a communications strategy to inform the public of Colorado Mountain Rail service and drive ridership by August 1, 2026.
- Complete substantial construction of the Granby Layover Facility by April 1, 2027
- Secure an operator and rolling stock for daily Colorado Mountain Rail service from Denver to Granby by March 1, 2027.

WIG

Increase the number of lane miles improved on CDOT-owned roads from 1,148 in FY 26 to 1,206 (+5%) by June 30, 2027.

Strategies

- Increase the number of lane miles receiving improvements (preservation, rehabilitation, and reconstruction) from 792 in FY26 to 832 (+5%) by June 30, 2027.
- Accelerate project delivery by advancing up to 50% of the FY28 Surface Pavement Program budget into the FY27 award cycle by June 30, 2027.
- Increase the number of lane miles receiving preventative maintenance roadway surface treatments (including crack sealing and seal coating) by the Maintenance Sections from 356 in FY26 to 374 (+5%) by June 30, 2027.

CDOT's WIG to increase the number of lane miles improved on CDOT-owned roads is based on awarded projects and Maintenance Section roadway surface treatments. These road improvements range from routine, everyday maintenance like pothole patching and crack sealing to major repaving and reconstruction projects.

WIG

Increase ridership for the Bustang Family of Services from 392,651 in fiscal year 2026 to 408,357 (+4%) by June 30, 2027.

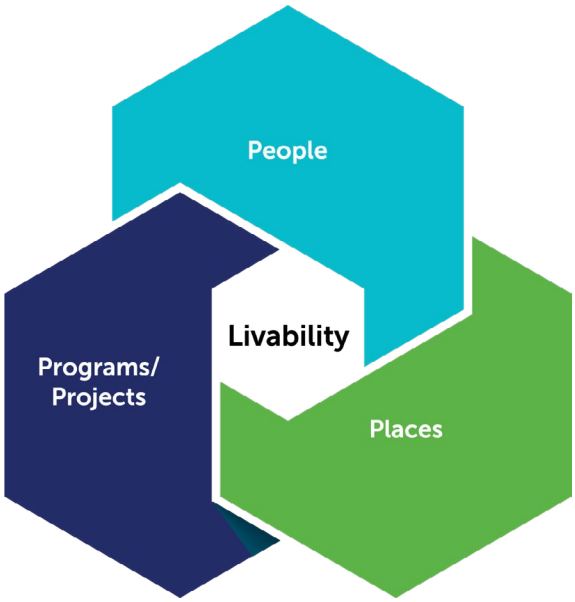
Strategies

- Ensure reliable and consistent service for Bustang passengers by maintaining the percentage of scheduled bus trips that are completed as planned at 99.5% throughout fiscal year 2027.
- Expand Bustang accessibility and connectivity by opening the Lone Tree and Broomfield-Thornton Mobility Hubs for passenger service, and complete 100% of the design phase for the Idaho Springs Mobility Hub by June 30, 2027.
- Enhance existing Bustang service by completing a service optimization review across three major Bustang service corridors (the North Line, South Line, and West Line) by June 30, 2027.

Environmental Justice and Equity

Established through Senate Bill 21-260 in Spring 2021, the Environmental Justice and Equity branch was created to improve access, strengthen participation, and deliver lasting benefits to people and businesses across Colorado. The branch is responsible for:

- Working directly with disproportionately impacted communities.
- Working with other department programs in project planning, environmental study, and project delivery phases of transportation capacity projects.
- Identifying and addressing technological, language, and information barriers that may prevent disproportionately impacted communities from participating fully in transportation decisions that affect health, quality of life, and access for disadvantaged and minority businesses in project delivery.



The Environmental Justice and Equity branch promotes Livability, which is how transportation helps achieve broader community goals like increasing travel options, reliable access to jobs, enhancing unique community characteristics, affordable housing, and school choice while helping create safe streets and expanded business access to markets.

Livability is achieved through three core principles:

People: Build an inclusive organizational culture characterized by a sense of belonging which enables all employees to fulfill their highest potential, engage in meaningful work, learning, and professional growth to better serve the public.

Places: To ensure accessibility for all people and those with disabilities by continually improving the transportation and transit experience.

Programs and Projects: To integrate livability into processes, policy evaluation, planning, and project delivery to increase access and opportunity to all communities.

Innovation, Improvement, and Engagement

At CDOT, we are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation system for Colorado. Our dedication to continuous improvement is enshrined in our CDOT Values and aligns with the purpose of the Colorado State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act.

CDOT's Innovation, Improvement and Engagement Initiative supports staff at all levels, from Regional Transportation Directors to Headquarters Division Directors and their respective teams. The initiative ensures that our employees have the opportunity to continually improve CDOT and that they have the tools needed to be successful with each change.

Three fundamental CDOT initiatives work together to provide all team members with the opportunity and ability to effectively improve and innovate:

- **Lean Everyday Ideas:** Promotes and supports incremental improvement across the agency.
- **Concept-to-Project (C2P):** Promotes and supports business improvement projects aimed at achieving breakthrough improvements and transformation.
- **Strategy and Improvement Planning:** Promotes the development and implementation of regional and divisional plans focused on engaging all Team CDOT members in innovation and improvement.

INNOVATIONS CHALLENGE
Innovate Your State

C.R.S § 2-7-204(2)(a)
SMART Government Act

Any performance management system published pursuant to subsection (1) of this section must address, among other strategic goals and priorities that are consistent with the charge of each department, strategies for enhancing productivity, improving efficiency, reducing costs, and eliminating waste in the processes and operations that deliver goods and services to taxpayers and customers of state government.

In FY 2026-27, CDOT's Innovation, Improvement, and Engagement Initiative has three key goals:

- Complete development and begin implementation of an "Innovation, Improvement, and Engagement" plan for 75% of CDOT's Regions and Divisions/Offices, focused on improving effectiveness, efficiency, and customer service by March 31, 2027.
- Increase the number of role-based innovation and improvement toolkits from one to four by June 30, 2027, helping empower all leaders—executives, managers and supervisors, and improvement project managers and sponsors—to effectively lead innovation and improvement initiatives.
- Increase the percentage of CDOT personnel directly engaged in the development and deployment of documented Lean Everyday Ideas innovations and improvements to 10% by June 30, 2027.

The following values-based strategies will be implemented to achieve these goals:

- Enable and support the role of leaders in creating and reinforcing the culture of continuous improvement through the Leader-Led Innovation and Improvement initiative.
- Integrate tools and techniques that promote continuous improvement into primary CDOT training program curricula, including the Leadership Journey Training Program, Transportation Engineering Training Program, and the Maintenance and Operations Training Program.
- Pilot Leader Standard Work training workshops in Q2 of FY27, with further deployment during Q3 and Q4, to support CDOT's 600-plus managers and supervisors in their role of leading continuous improvement and innovation.
- Expand Green Belt and Black Belt training to provide additional support to leaders of business improvement projects.
- Celebrate and reinforce the culture of continuous improvement through the annual CDOT Innovations Challenge, expanding its scope to include the recognition of Champions of Innovation.

Advancing Transportation Safety

Reduce traffic-related fatalities and serious injuries.

FY 2026 Advancing Transportation Safety Scorecard

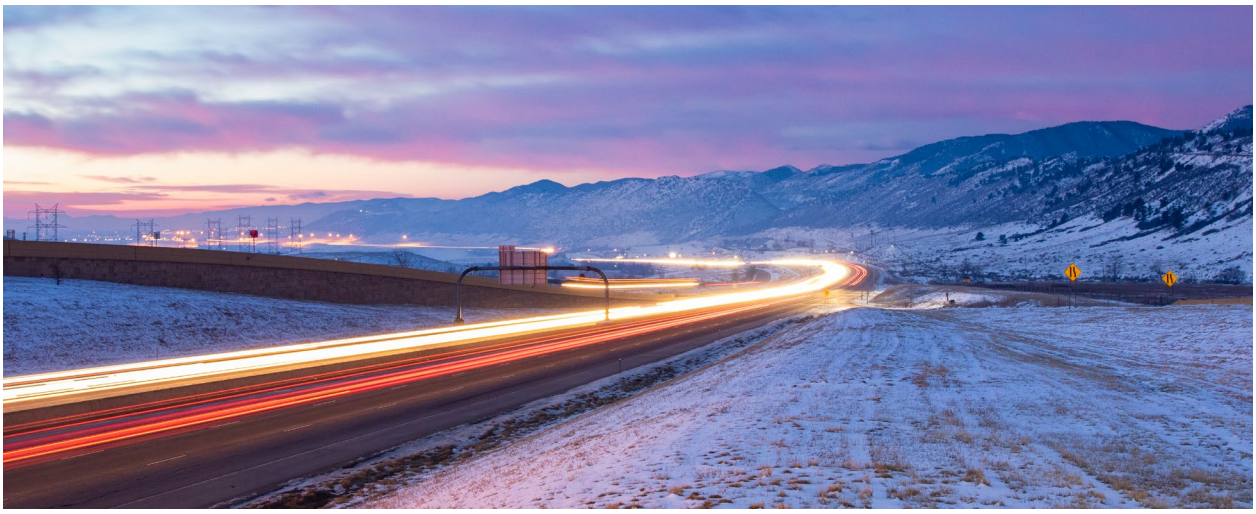
Data is reported cumulatively.

Metric Description	Comparison	Q1 FY 2026	Q2 FY 2026	Q3 FY 2026	Q4 FY 2026	Target FY 2026
WIG						
Reduce the number of traffic-related fatalities and serious injuries in fiscal year 2027 by 22.5%, compared to the same month in fiscal year 2023.	4,514 (FY 23)	1,349[1] (-1.9%)	2,523[1] (+7.2%)	3,396[1] (+4.2%)		3,905
Strategies						
Increase local law enforcement hours addressing impaired driving on roadways having a high propensity for impaired driving-related crashes and fatalities from 24,462 hours in the field to 26,908 hours in the field by June 30, 2026.	24,462 Hours	4,362.78 Hours	9,644.43 Hours	N/A[2]		26,908 Hours
Achieve 200 automated speed enforcement days on state, US, or interstate highway work zones by June 30, 2026	0 Days	72 Days	126 Days	243 Days		200 days
Provide $13 million in funding for the construction of safety projects in areas with a history of or at high-risk for vulnerable road user crashes by June 30, 2026.	$6.9 Million	$2.8 Million	$4.7 Million	$9.6 Million		$13 Million
Launch a public relations and earned media campaign for 15 high-visibility DUI enforcement periods this fiscal year by June 30, 2026.	0	3	7	12		15

[1] Vehicle Crash Data is subject to a three-month delay as the Department compiles data from the Department of Revenue and law enforcement agencies across the state and performs quality assurance on the data. The actual number of vehicle crashes should be considered preliminary until one-year after the close of the reporting year.

[2] The data for this metric has a 60-day lag.

[3] For updated progress on CDOT's WIGs, visit the Governor's Dashboard. Quarter 4 data will be available in late summer.



Clean Transportation

Reduce air pollution from the transportation sector.

Pollutant	FY 2025 Comparison	FY 2026 Target	FY 2027 Target
Carbon Dioxide Equivalent (CO2e)	3.90 tons per Capita	3.78	3.67
Nitrogen Oxides (NOx)	5.36 lbs per Capita	4.93	4.54
Volatile Organic Compounds (VOC)	1.90 lbs per Capita	1.50	1.19

FY 2026 Clean Transportation Scorecard

Data is reported cumulatively.

Metric Description	Comparison	Q1 FY 2026	Q2 FY 2026	Q3 FY 2026	Q4 FY 2026	Target FY 2026
WIG						
Decrease transportation sector emissions of CO2e from 3.90 tons per capita in fiscal year 2025 to 3.67 by June 30, 2027.	3.90 tons per Capita	1.01[1]	1.92[1]	2.78[1]		3.78
Decrease transportation sector emissions of NOx from 5.36 pounds per capita in fiscal year 2025 to 4.54 by June 30, 2027.	5.36 lbs per capita	1.31[1]	2.27[1]	3.58[1]		4.93
Decrease transportation sector emissions of VOC from 1.90 pounds per capita in fiscal year 2025 to 1.19 by June 30, 2027.	1.90 lbs per capita	0.49[1]	0.86[1]	1.27[1]		1.50
Strategies						
Increase the percentage of total state highway miles within a 30-mile travel buffer of direct current fast-charging stations from 83% to 85% by June 30, 2026.	83%	84%	82%[2]	82%		85%
Increase the number of Colorado Scenic and Historic Byways classified as electrified byways from 18 to 21 by June 30, 2026.	18	19	20	20		21
Increase the number of operational zero-emission transit buses from 79 to 90 by June 30, 2026.	79	79	92	95		90

[1] The data is modeled using the Environmental Protection Agency MOVES model in combination with vehicle miles traveled (VMT) data from the Federal Highway Administration (FHWA). Data is reported quarterly, with a 60-day delay from the end of the quarter.

[2] Decreased coverage is due to the closure of the DCFC station in remote Julesburg, CO, impacting overall state coverage.

[3] For updated progress on CDOT's WIGs, visit the Governor's Dashboard. Quarter 4 data will be available in late summer.

Colorado Mountain Rail

Colorado Mountain Rail service from Denver to Granby.

FY 2026 Colorado Mountain Rail Scorecard

Data is reported cumulatively.

Metric Description	Comparison	Q1 FY 2026	Q2 FY 2026	Q3 FY 2026	Q4 FY 2026	Target FY 2026
WIG						
Implement daily Colorado Mountain Rail service from Denver to Granby by November 1, 2026	—	25%	25%	25%		Complete
Strategies						
Expand Winter Park Express service and season through SB24-184 funding and thereby increase Winter Park Express ridership from 43,919 in fiscal year 2025 to 46,115 by June 30, 2026.	43,919	0[1]	23,794[1]	39,451[1]		46,115
Finalize a staffing plan for Colorado Mountain Rail by July 1, 2025.	—	Complete	Complete	Complete		Complete
Identify station locations for all new Colorado Mountain Rail stations and initiate station area planning by December 31, 2025.	—	In Progress	In Progress	In Progress		Complete
Begin construction of all infrastructure upgrades, including necessary terminal and storage facilities, for daily Colorado Mountain Rail service from Denver to Granby (Phase 1a) by June 30, 2026.	—	In Progress	In Progress	In Progress		Complete
Secure an operator and rolling stock for daily Colorado Mountain Rail service from Denver to Granby by June 30, 2026.	—	In Progress	In Progress	In Progress		Complete

[1] The Winter Park Express is a seasonal train between Denver Union Station and Winter Park Ski Resort. Ridership data is collected from December 2025 to March 2026.

[2] For updated progress on CDOT's WIGs, visit the Governor's Dashboard. Quarter 4 data will be available in late summer.

Statewide Transit

Bustang Family of Services Ridership

WIG	FY 2025 Comparison	FY 2026 Target
Bustang Family of Services Ridership	353,575	371,251

FY 2026 Statewide Transit Scorecard

Data is reported cumulatively.

Metric Description	Comparison	Q1 FY 2026	Q2 FY 2026	Q3 FY 2026	Q4 FY 2026	Target FY 2026
WIG						
Increase ridership for the Bustang Family of Services from 353,575 in fiscal year 2025 to 371,251 (5% increase) by June 30, 2026.	353,575	98,627	193,650	296,330		371,251
Strategies						
Outline an implementation plan for the Transit Connection Study results across all Bustang services by June 30, 2026.	–	In Progress	In Progress	In Progress		Complete
Ensure reliable and consistent service for Bustang passengers by maintaining the percentage of scheduled bus trips that are completed as planned at 99.5% throughout fiscal year 2026.	99.5%	99.9%	99.5%	99.5%		99.5%
Develop a sustainable funding plan for delivering all statewide Bustang services by June 30, 2026.	–	In Progress	In Progress	In Progress		Complete

[1] For updated progress on CDOT's WIGs, visit the Governor's Dashboard. Quarter 4 data will be available in late summer.

2829 W. Howard Pl. | Denver, CO 80204 | 303-757-9007 | codot.gov