



COLORADO
Department of Transportation

1601 TDM MANUAL

Updated: October 2023

The purpose of the 1601 TDM Manual is to provide guidance on the 1601 Policy Directive and Procedural Directive in regards to its Transportation Demand Management (TDM) elements. The intent is to foster statewide consistency in application of TDM requirements. This manual is intended to be updated as processes are developed and refined.

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Resource documents:

- [1601 Policy Directive](#)
- [1601 Procedural Directive](#)
- [TDM Strategies Assessment/Waiver Form](#)
- [2019 Statewide Transportation Demand Management Plan: Phase 1 Report: Colorado Transportation Options.](#)

1. Purpose and Process Overview

The 1601 Procedural Directive defines TDM as *assisting the traveling public by offering access to multiple transportation modes through strategies like promoting increased transit, integrating with mobility hubs, ridesharing, walking, biking, and teleworking in order to reduce reliance on travel in a single-occupant vehicle.* It also states that the purpose of TDM strategy requirements in 1601 is *to preserve the long-term functionality of the constructed interchange improvement.*

The following are the major steps for incorporating TDM strategies into a System Level Study.

1. Determine project eligibility or exemption from 1601 TDM requirements - SECTION 3
2. TDM Strategies Evaluation Process - SECTION 4
3. TDM Plan Components - SECTION 6

CDOT has created an Executive Oversight Committee (EOC) whose purpose is to ensure consistency of the TDM policy across CDOT regions. The EOC provides recommendations on approval or disapproval to the Chief Engineer on many decision items involved with 1601 TDM requirements. This may include: determination of interchange qualifications for TDM by type, eligibility for a waiver from TDM requirements, preliminary approval of TDM strategies to meet the trip reduction goal, approval of the TDM Plan, and initiating review of long-term TDM strategy effectiveness.

For Region staff who are managing a 1601 project and need assistance with understanding the 1601 process, or who have a decision item that may need a recommendation from the EOC, please contact the Division of Transportation Development staff: Aaron Willis, Statewide and Regional Planning Section Manager aaron.willis@state.co.us and Nathan Lindquist, Senior Land Use Planner nathan.lindquist@state.co.us. Region staff are encouraged to get in touch early so that any issues can be identified to avoid project delays.

2. CDOT Staff Roles and Responsibilities

Staff	TDM Role
Chief Engineer	Makes recommendation to Transportation Commission on System Level Study (including TDM elements)
Executive Oversight Committee: <ul style="list-style-type: none"> - Chief Engineer - Deputy Executive Director - Chief of Staff - Office of Innovative Mobility Chief - Division of Transportation Development Director - Regional Transportation Directors (as applicable) 	Provides input to the Chief Engineer on: <ul style="list-style-type: none"> - TDM Eligibility and Exemption questions - Preliminary approval of TDM strategies - Final TDM Plan (included in System Level Study) - Interpretations and guidance on PD1601 provisions, as needed
CDOT Region Project Manager Engineer	Manages 1601 application including the TDM components, and communicates with applicants (or delegates communication to others on specific topics) Reviews and makes recommendations on the TDM strategies produced by the 1601 applicant Coordinates with DTD staff on decision items for the EOC., and with CDOT technical specialists in CDOT Division of

	<p>Transportation Development (DTD), Division of Transit and Rail (DTR) and the Office of Innovative Mobility (OIM).</p> <p>One year post implementation of TDM measures (the date identified in the TDM Plan), reviews a report submitted by the applicant that evaluates effectiveness of TDM measures in meeting the ADT reduction goal.</p>
<p>CDOT Region Subject Matter Experts (traffic, environmental, bike/ped, transit, etc)</p>	<p>Coordinates on areas within expertise (for example: traffic engineers coordinate with the CDOT ITS Division, as needed, for Systems Engineering Analysis for new ITS devices)</p>
<p>CDOT Division of Transportation Development (DTD)</p>	<p>Trains CDOT Regions on 1601 TDM Policy and Procedural Directives.</p> <p>Maintains and updates 1601 TDM Manual</p> <p>Coordinates with region staff on decision items for the EOC. Organizes EOC meetings and packet information.</p> <p>Produces <i>Annual Report</i> to the Colorado Transportation Commission on the status of 1601 applications.</p> <p>Provides input on whether a TDM strategy is valid from the perspective of baseline conditions.</p> <p>Provides technical advice about TDM strategies relevant to DTD subject matter expertise (such as "mixed-use development", etc).</p> <p>Maintains library of Systems Level Study (with TDM Plans/3% ADT strategies) to help develop consistency and ideas for new applicants.</p> <p>Initiates, at CDOTs discretion, long-term monitoring or review of TDM strategy compliance with the trip reduction goal</p>
<p>CDOT Office of Innovative Mobility (Mobility Services Team)</p>	<p>Attends a pre-application meeting for the 1601 interchange approval process.</p> <p>Provides technical advice on various TDM Strategies.</p> <p>Provides technical review of submitted TDM Plan.</p>

	<p>Provides advice of potential sources of funding to implement the TDM Plan.</p> <p>Checks if the TDM Plan falls within the local MPOs TDM Plan (such as Denver Regional Council of Governments or North Front Range Metropolitan Planning Organization).</p> <p>Checks if TDM Plan is consistent with the State of Colorado's the <i>State Transit Plan</i> and/or the <i>State of Colorado TDM Plan</i>.</p>
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3. Project Eligibility, Exemptions, and Waivers from TDM Requirements

(language from the 1601 PD is in italics)

- a. **How do 1601 TDM requirements apply to different interchange types?** In some cases the appropriate interchange type may be unclear. The project manager may request input from the RTD or the EOC to ensure consistent definitions are being applied.
 - i. **Type 1 interchanges:** TDM requirements apply.

Definition of Type 1 Interchange: *New interchanges on the state highway system with a functional classification of Interstate or Freeway; and any type of proposal on the state highway system not initiated by CDOT that anticipates CDOT cost-sharing participation. Type 1 improvements must be approved by the Transportation Commission.*

- ii. **Type 2 interchanges:** TDM requirements apply in the following circumstances. If the answer is no to both of the following, then TDM does not apply and no analysis is required:
 - o *the current Level of Service (LOS) is an "F", for the current year, during peak hours for the mainline in at least one direction of travel as identified in the System Level Study.*
 - o *the LOS is predicted to be at level "F" at the 20-year design year timeframe under a no-build scenario.*

Type 2 Interchange Definition: *Proposal for new interchange not on the Interstate System or Freeway System and all modifications or reconfigurations to existing interchanges on the Interstate System. Type 2 improvements must be approved by the Chief Engineer.*

iii. **Type 2a interchanges:** TDM requirements do NOT apply.

Type 2a Interchange Definition: *A minor interchange improvement that will have little or no impact to the state highway system or surrounding local transportation system, consistent with the definitions and guidance provided in the FHWA Colorado Division Guidance on Minor Interchange Modifications Requests (Appendix E).*

b. **TDM requirements apply to interchange projects initiated by CDOT.** CDOT is intended to comply with TDM requirements on an equivalent basis with other applicants.

c. **Interchanges are eligible for waivers/exemptions from 1601 TDM requirements in the following situations:**

(i) The project interchange is being installed for access to a freight transfer or intermodal facility and TDM strategies would have minimal effectiveness on ADT at the proposed interchange location.

(ii) The project interchange is being installed in an area that already has functioning TDM strategies, capable of sufficiently reducing future traffic demand at the interchange location.

Interpretation: CDOT will interpret "functioning TDM strategies" as existing actions that have been taken by the applicant that create trip reduction at the interchange. For example, a functioning TDM strategy would include an applicant that contributes funding to a regional transit agency whose transit service will contribute to trip reduction at the interchange. An example that would not be considered a functioning TDM strategy would be existing baseline regional carpooling rates that occur without action or incentive by the applicant.

(iii) The project interchange is being installed in a rural area to improve safety and resiliency of the overall system, and by its rural nature, is not conducive to TDM strategies at the interchange. In such cases, exemptions or corridor-based TDM strategies may be considered as identified in the rural area consideration section.

The "rural area consideration section" of the 1601 Procedural Directive states the following:

CDOT recognizes that TDM strategies can be challenging to implement in parts of the state with low population density and that are rural in nature. To that end, when an applicant is seeking a waiver or reduction of the TDM requirements, staff will consider a rural area waiver or reduction in certain areas of the state, that are rural low-density areas that fall both within and outside of MPO boundary areas.

Therefore, if the proposed interchange is located in a census defined rural area, and none of the interchange specific strategies identified in this Procedural Directive are

deemed effective, CDOT will consider the following TDM approach:

(i) If an existing Planning and Environmental Linkage (PEL), NEPA (National Environmental Policy Act 42 U.S.C. Section 4321) Study or other type of transportation planning study that has been adopted that includes the proposed interchange location, and that study also includes TDM strategies within the same corridor, the applicant could implement those strategies and receive the corresponding TDM scoring point value.

(ii) TDM strategies identified in the PEL or planning study should be within the same MPO boundary area, if applicable, and within the project study area as identified in the System Level Study. TDM strategies must be identified in a planning study that has been approved within the last 5 years from the pre-application meeting.

Interpretation: For "Rural Area" TDM exemptions and waivers, the 1601 Procedural Directive provides alternative approaches to the standard 3% ADT and Scorecard approach in cases where "*none of the interchange specific strategies identified in this Procedural Directive are deemed effective*". In interpreting this, CDOT generally finds that PD 1601 TDM strategies are effective when urban, suburban, or employment-based development is anticipated to occur in the area surrounding the interchange after interchange construction. This would apply to types of development that would lead to a future designation of the area as a Census Urbanized Area. Determination of applicability of the Rural Area exception may also take into account factors such as local Comprehensive Plans, land ownership, and observed development interest or activity.

Other Waiver/Exemption Interpretations:

- The above criteria may not identify all valid reasons for an exemption. Other exemption criteria may be proposed and accepted at CDOT's discretion.
- CDOT may approve a TDM waiver request with conditions that require some level of TDM strategy implementation, without going through the full TDM Evaluation Process in Section 4.
- For projects that do not qualify for a full TDM Waiver, but may partially meet the criteria for "*already functioning TDM strategies*" without reaching the full trip reduction goal, the calculation of credit for functional TDM strategies should occur as part of the TDM Strategy Evaluation process in Section 4 below.

d. TDM Exemption/Waiver Review Process:

1. Region staff shall request an exemption/waiver to the Chief Engineer in an email, including a memo that includes information that demonstrates the project meets the criteria for exemptions. The information shall include the TDM Strategy

Assessment/Waiver Form filled out by the applicant to demonstrate that TDM strategies would be infeasible in this location and that the applicant meets criteria for a TDM Waiver.

2. DTD staff will identify any other information that is needed to make a decision, and communicate with Region staff and the applicant, as needed.
3. DTD staff will coordinate with other EOC members to provide input and recommendations to the Chief Engineer on the exemption request.
4. The Chief Engineer will make a decision on the TDM exemption request and document the decision by signing the TDM Strategy Assessment/Waiver Form. This form will be included in the System Level Study.

4. TDM Strategies Evaluation and Approval Process

The applicant and CDOT shall carry out the following steps to analyze whether TDM strategies meet the required ADT reduction goal.

a. Step 1: Applicant develops Memo #1: identifying existing conditions and TDM background.

The memo should include the following items (see [Memo Template here](#)). The CDOT Region Project Manager Engineer shall convene applicable subject matter experts to provide comments on the memo to the applicant.

- i. the number of trips required to meet the 3% ADT reduction. To calculate this, the applicant shall follow these steps:
 1. Determine total ADT on interchange ramps at opening day (Example: 10,000 total ADT) as well as five years after opening day, given that TDM strategies may need to be phased in during the five-year period
 2. If within an MPO boundary, determine 3% of total ADT (Example: 300 trips is 3% of 10,000)
 3. If outside of an MPO boundary, determine 1% of total ADT
- ii. a map that shows the developments (existing and future) that will contribute to ADT at the interchange ramp.
- iii. existing TDM strategies that serve the development area.
- iv. recommendations from any TDM-related Plans or Transit Plans that cover the development area.

b. Step 2: Applicant develops Memo #2: identifying potential TDM strategies. This may be combined with Memo #1 at the applicant's discretion. See [Memo Template here](#).

- i. The applicant's memo shall identify potential TDM strategies using the list on the TDM Strategy Assessment Form. The purpose of this memo is to allow for a discussion of TDM strategies that may be most effective and feasible given the existing conditions. At this step, the applicant is not expected to have performed calculations of ADT reduction.

- ii. The Region Project Manager Engineer shall engage with the subject matter expert team to provide comments and recommendations on TDM strategies to the applicant to meet the trip reduction goal. Subject matter experts may include transit, microtransit, land use, and bike/ped experts from local, regional, or state entities. This is intended to be a collaborative step in the process with discussion between applicant, CDOT, and other entities such as MPOs. A workshop is encouraged.

c. Step 3: Applicant develops Memo #3: TDM Strategies Memo.

- i. The applicant prepares a TDM Strategies Memo that includes a description of the TDM Strategies the applicant will implement to meet the ADT reduction goal, and explains the methodology used to reach the ADT reduction calculations. This information will eventually be included in the applicant's TDM Plan as described in Step 5.
- ii. Once the TDM Strategies Memo is finalized, the applicant shall fill out the [TDM Strategies Assessment Form](#).
- iii. The applicant may include credit for ADT reduction from existing TDM strategies that meet the exemption criteria for "*already functioning TDM strategies*". Valid TDM strategies must include an action the applicant has taken that creates the ADT reduction. The applicant may not take credit for ADT reductions that result from "replacement of TDM strategies" or from background conditions that would exist without action by the applicant (for examples, see question D in Section 5 below).
- iv. CDOT recognizes that traditional traffic modeling is not effective for measuring most TDM strategies. Therefore, CDOT is open to a range of methods to calculate the impact of TDM strategies, including data, research, and methodologies that apply to the specific location and strategies.

d. Step 4: Preliminary Approval of TDM Strategies. CDOT shall evaluate Memos #1-3 listed above, as well as the TDM Strategy Assessment Form, and shall determine whether the applicant has met the ADT Reduction goal via the procedures listed below.

"Good Faith Effort" interpretation. The 1601 Procedural Directive states that an applicant must make a good faith effort to reach the trip reduction goal. The EOC may make a good faith effort interpretation for 1601 applications where the applicant has demonstrated to the EOC's satisfaction that the applicant is implementing all TDM strategies that are feasible for the applicant to implement. The EOC may consider, among other factors, the amount and type of development (urban, suburban, rural, employment-based) associated around the interchange and the level of resources (local funding levels, disproportionately impacted communities, access to regional transit agencies) available to the applicant. In situations where the applicant's ADT reduction calculation shows that the strategies are uncertain or unlikely to meet the

ADT Reduction Goal within the five-year period, the applicant may request additional time to reach the applicable TDM reduction goal through (a) continued planning for additional TDM strategies after the 1601 application has been approved, or, (b) allowance for the start of TDM strategy implementation after the five-year period defined by the 1601 Procedural Directive. This request may be approved at the discretion of the EOC and the Chief Engineer. To ensure that this good faith effort is implemented, the applicant and CDOT shall agree to performance metrics and dates for TDM strategy planning and implementation that shall be included within the Operations and Maintenance IGA.

The procedure for Preliminary Approval of TDM Strategies shall be as follows:

1. The Region Project Manager Engineer shall submit the applicant's Memos #1-3 (the TDM Strategy Memo shall be on applicant letterhead) as well as the TDM Strategy Assessment Form, along with any subject matter expert recommendations to the Region RTD, for review and comment. Once comments are addressed, then the document is subsequently sent to the Executive Oversight Committee, who provide input to the Chief Engineer.

2. Following recommendations from the EOC, the Chief Engineer may sign the TDM Strategy Assessment Form to indicate approval, and the Region Project Manager shall include the form in the System Level Study.

- e. **Step 5: Finalize the TDM Plan.** Following the Preliminary Approval of TDM Strategies, the applicant shall finalize the TDM Plan for inclusion in the System Level Study. The procedure for approval of the TDM Plan shall follow the steps listed above for Approval of TDM Strategies. At CDOT's discretion, approval of TDM strategies and the TDM Plan may occur concurrently. (see Section 6 below for details on required elements of the TDM Plan).
- f. **Step 6: 1601 Approval Decision.** Note that the 1601 Procedural Directive contains more detailed information on this step. For Type 1 interchanges, the Chief Engineer forwards a recommendation to TC for final decision on the 1601 application, including TDM requirements in the System Level Study. For Type 2 interchanges, where there is no request for CDOT cost sharing, the Chief Engineer makes a final decision on the 1601 application including TDM requirements (no TC review or decision is required). The applicant may appeal the Chief Engineer's decision to the Transportation Commission, or the decision may be reviewed by the Transportation Commission on its own motion.
- g. **Step 7: Finalize the Operations and Maintenance IGA.** Note that the 1601 Procedural Directive contains more detailed information on this step. Before the final Operations and Maintenance IGA is signed, the following items need to be completed:
 - i. approval within the TIP of the MPO

- ii. National Environmental Policy Act (NEPA) approval
- iii. Information from the TDM Plan is included in the IGA
- iv. Access permit

- h. Post-interchange construction reporting and monitoring:** The TDM Plan includes the following requirement:

The applicant should propose a TDM evaluation framework to identify strategy effectiveness and report TDM performance to CDOT for a minimum of one-year after the opening of the new interchange facility.

Interpretation: Reporting should occur on the performance of each TDM strategy one-year after the start of implementation. The start of implementation may occur at the time of the opening of the interchange facility, or in the following years as identified in the Operations and Maintenance IGA.

If the applicant and CDOT agree that a TDM strategy or set of strategies have not achieved or maintained the 3% ADT reduction after two (2) years of implementation, CDOT may allow the applicant to implement alternative TDM strategies that will achieve the required ADT reduction.

Interpretation: Long-term monitoring of the success of TDM strategies may occur at CDOT's discretion. A review of trip reduction goals would be initiated by Division of Transportation Development (DTD) staff and approved by the EOC. If the EOC determines that alternate TDM strategies are needed, the selection of new TDM strategies would follow the process for TDM Strategy Evaluation as described in this Section 4.

5. FAQs on TDM Strategy Evaluation

- a. Are 1601 applicants required to meet BOTH the 80-point requirement AND make a "good faith effort" to meet the 3% ADT requirement? Yes.**

*3.k. CDOT recognizes that local conditions combined with complex TDM strategies may make it difficult for a traffic model to accurately estimate trip reductions due to implementation of TDM. To that end, CDOT has developed the following TDM scorecard that identifies numerous strategies. Strategies with higher point levels provide a higher probability of an applicant reaching the stated goal for the proposed interchange improvement. The point values are intended to serve as a guide and **the applicant must still demonstrate how the proposed strategies will achieve the stated reduction goal.** The selection of these strategies serves as a **good faith effort** by the applicant to*

achieve the stated traffic reduction goal for the proposed interchange improvement.....This analysis can be performed through traffic modeling or a reasonable estimate developed by a traffic engineer.

b. What types of strategies, under most circumstances, are challenging to receive ADT reduction credit as TDM strategies?

The 1601 PD states that: *The proposed TDM strategies will function to complement existing TDM programs and infrastructure to ensure that the proposed TDM improvements do not detract from or serve as a replacement for existing TDM strategies.*

The following are examples of strategies that in many cases would "serve as a replacement for existing TDM strategies" or where it may be challenging to identify a new action taken by the applicant. Applicants may still work with CDOT to identify innovative ways for these to be considered.

- reduction in amount of development (example: housing units, commercial square footage)
- remote work/telework strategies (Note: as remote work has become the norm post-pandemic, telework strategies that serve as more than a "replacement" are unlikely.)
- a regional credit system (for example: crediting excess ADT reduction from one interchange to another)
- a local street connection that provides an alternative to local traffic other than using the interchange (while CDOT encourages this in other areas of the 1601 policy, additional street connections do not meet the definition of a TDM strategy)
- regional carpooling averages
- others as identified

c. The TDM menu in the 1601 PD lists "Mixed-Use Development" as an option. What minimum standards are necessary for an applicant to utilize "mixed-use development" as a TDM Strategy?

The 1601 PD defines Mixed-Use Development with the following language:

Mixed-Use/Development: *The new interchange is constructed within a high-quality pedestrian-friendly environment with transit-oriented development (TOD) features and is identified and approved in a local comprehensive plan.*

Based on this definition, the EOC set the following guidance for how applicants may achieve credit for ADT reduction from Mixed-Use Development as a TDM strategy.

	OPTION A: Mixed Use Development with Development with Transit	OPTION B: Mixed Use Development Without Transit
To qualify for ADT reduction, the development must include the following elements:	<ul style="list-style-type: none"> ● frequent transit service (15-minute) ● design of transit center optimized for multimodal access ● medium-density or greater residential/commercial development within walking/biking distance (generally 1/2 mile) ● first-mile/last-mile multimodal facilities ● walkable neighborhood design - buildings oriented toward the street rather than parking ● if development is on both sides of interstate, design of transportation facilities that cross the highway is oriented towards multimodal users 	<ul style="list-style-type: none"> ● medium-density or greater residential/commercial development within walking/biking distance (generally 1/2 mile) ● first-mile/last-mile multimodal facilities ● walkable neighborhood design (buildings oriented toward the street, for example) ● if development is on both sides of interstate, design of transportation facilities that cross the highway is oriented towards multimodal users
Applicant may take credit for ADT reduction from:	<ul style="list-style-type: none"> ● transit usage ● mixed-use "multiplier" for transit usage ● internal trip capture from residential connections to walkable <i>neighborhood commercial</i> 	<ul style="list-style-type: none"> ● internal trip capture from residential connections to walkable <i>neighborhood commercial</i>
<p>Note: <i>regional commercial</i> is unlikely to count towards ADT reduction, as this type of auto-oriented commercial is likely to attract outside visitors that offset internal trip capture</p>		

6. TDM Plan Components

A. TDM Plan development. After the applicant has received preliminary approval that TDM Strategies meet the ADT Reduction Goal, the applicant may proceed to develop the TDM Plan that will be submitted with the System Level Study. Implementation milestones and performance metrics from the TDM Plan will be included within the Operations and Maintenance IGA. The following lists items to be included within the TDM Plan.

- (1) Explanation of the proposed TDM strategy or strategies. If the applicant selects more than one (1) strategy, the applicant will include a discussion on how those strategies function together and provide co-benefits.*
- (2) Inclusion of the TDM strategy in the interchange design, if applicable.*
- (3) Explanation of how proposed TDM strategies will function within the context of the proposed new interchange improvement.*
- (4) TDM strategy implementation schedule as it relates to the overall interchange construction and schedule*
- (5) Explanation of how the proposed TDM strategies will function to complement existing TDM programs and infrastructure to ensure that the proposed TDM improvements do not detract from or serve as a replacement for existing TDM strategies. The applicant will include a discussion on how the proposed strategies will coordinate with existing TDM efforts.*
- (6) Analysis of how the proposed TDM strategies will achieve the stated goal (**scorecard points AND 3% ADT reduction**). This analysis can be performed through traffic modeling or a reasonable estimate developed by a traffic engineer.*
- (7) An estimated cost for the proposed TDM strategies and a discussion of the funding sources and the amounts committed from each of the respective sources.*
- (8) Description of any marketing or promotion strategies for the proposed TDM improvements.*
- (9) If appropriate, the applicant could consider interim TDM strategies that are implemented to improve mobility during construction.*
- (10) Identification of responsible parties and partner organizations for TDM implementation and include any agreements in the final IGA.*
- (11) The applicant should propose a TDM evaluation framework to identify strategy effectiveness and report TDM performance to CDOT for a minimum of one-year after the opening of the new interchange facility.*

7. Coordination with MPOs and the GHG rule

- A. Does a 1601 project need to demonstrate that it is meeting Greenhouse Gas (GHG) rules?** No, the 1601 process and GHG rule processes occur through separate tracks. For

projects that are within Metropolitan Planning Organization (MPO) boundaries, the MPO is responsible for coordinating with 1601 applicants to determine the applicability of Greenhouse Gas (GHG) rules to the project. CDOT is not involved with GHG components for interchanges within MPO boundaries. GHG "mitigations" that would apply to GHG emissions from the new interchange would be determined by the MPO, who is responsible for meeting MPO-wide GHG targets. For new interchanges or for modifications of interchanges outside of an MPO boundary, the CDOT GHG Planning rules require the project to be modeled for Greenhouse Gas emissions only if it is a regionally significant project. This would occur during the 10-Year Plan process.

8. Overview of IGAs and 1601 Applications

Page 9 of the 1601 Procedural Directive contains more detailed information about IGAs. The following information is from Engineering Contract Services to provide additional context:

Throughout the 1601 process, region staff will work with Engineering Contract Services on a series of IGAs. The initial IGA is for pre-construction. The pre-construction IGA will most likely be a "Revenue IGA" since CDOT will be reimbursed by the Local Agency for reviewing and oversight. If funds are coming from another source such as Federal or State funds a different type of IGA will be used. Once pre-construction activities are done, regions will work with Contract Services to create a 2nd IGA for construction. The type of construction IGA will depend on the funding source, but for the most part the LA will be constructing the project to CDOT specifications without any Federal or State funding. These are typically written for a 10 year term. The third or Final IGA which should be executed simultaneously with the construction IGA is the Maintenance & Operations IGA. This is for the useful life of the project. This IGA will include components of the TDM Plan (budget, timeline, etc) to ensure that TDM Strategies are implemented by the Local Agency.