The California Department of Transportation

Caltrans Strategic Plan 2007-2012

Caltrans

December 17, 2007

Caltrans Strategic Plan 2007-2012

Prepared by the Director's Office of Strategic Planning and Performance Measurement

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WHERE CAN I FIND IT?

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EXECUTIVE SUMMARY

Executive Summary

INTRODUCTION

This plan is the result of a group effort—22,000 plus strong—of the California Department of Transportation's (Caltrans) employees, as well as external stakeholders.

For the plan to be honest, self-critical, and rich with ideas for realizing the organization's potential, it needed to be driven by those who know Caltrans best. It is thanks to all of those involved from inside and outside the Department that a blueprint for improved organizational success and service has been developed.

Caltrans' Strategic Plan, intentionally, does not address every Caltrans activity, project, program or function; instead, the plan focuses on strategies which are seen as key for organizational process improvement over the next five years. The plan addresses the key external and internal driving forces that are affecting or have the potential to affect Caltrans mandates. This plan is an important part of the budget development process at Caltrans.

DEVELOPING THE STRATEGIC PLAN

The approach taken to develop the Strategic Plan followed a pattern of reaching out to all staff for initial input, feedback, and ideas and then confirming those concepts through a Strategic Planning Work Group. For strategy development, another level of analysis was introduced by establishing Ad Hoc Review Groups. This layered process of review was highly effective in capturing multiple and diverse perspectives, while at the same time, identifying common concepts across and up and down the organization.

THE STRATEGIC PLAN

MISSION AND VISION

Mission and Vision

Caltrans Improves Mobility Across California

What makes Caltrans unique in its role in government? What is its ultimate purpose and function in serving millions of Californians every day? The Mission, Vision, and the very essence of the Department's responsibility is this:

Caltrans Improves Mobility Across California

Through strategic and effective partnerships, Caltrans can improve mobility even in the face of the state's aggressive population growth. Inherent in this effort is the need to sustain a high quality of life.

VALUES

Integrity
Commitment
Teamwork
Innovation

VALUES

Caltrans' staff developed four core values to guide the Department. These values reflect what is truly important to Caltrans as an organization. The Department is committed to cultivating an environment that upholds these values and creates a positive and energizing atmosphere where motivated team members can flourish and succeed to their highest potential.

Staff will strive to have these values guide their actions, shape the organization, and positively impact relationships with colleagues, partners, and the public.

Integrity—We promote trust and accountability through our consistent and honest actions.

Commitment—We are dedicated to public service and strive for excellence and customer satisfaction.

Teamwork—We inspire and motivate one another through effective communication, collaboration, and partnership.

Innovation—We are empowered to seek creative solutions and take intelligent risks.

GOALS

Strategic goals assert the general direction an organization wants to take to realize its vision and mission. Each goal reflects an area of focus for improving performance across the organization.

At Caltrans, the following five goals were developed with staff input:

Safety – Provide the safest transportation system in the nation for users and workers.

Mobility – Maximize transportation system performance and accessibility.

Delivery – Efficiently deliver quality transportation projects and services.

Stewardship – Preserve and enhance California's resources and assets.

Service – Promote quality service through an excellent workforce.

GOALS

Safety
Mobility
Delivery
Stewardship
Service

IMPLEMENTING THE PLAN

A strategic plan is only useful if it is a plan for action....

OBJECTIVES

Objectives express specific expectations an organization sets for itself in regard to achieving its goals. Each goal is accompanied by a series of objectives that contain time-bound, numerical targets for improving performance. These objectives offer a way for an organization to measure its progress toward achievement of a goal.

In Caltrans' Strategic Plan a total of 26 objectives were developed to quantifiably measure our progress toward achievement of our five goals. Those objectives are presented in Section 5 of this document.

STRATEGIES

Strategies represent the critical link between planning and implementation: they describe how an organization is going to achieve each of its objectives. Without the identification and implementation of strategies, strategic plans are just that—plans and no action.

At Caltrans, 99 strategies were developed for achieving the objectives. Those strategies are presented in Section 4 of this plan.

IMPLEMENTING THE STRATEGIC PLAN

A strategic plan is only useful if it is a plan for action—used as a tool to make informed management decisions, drive budgets, and achieve organizational results.

While the current strategic planning effort has been completed, the cyclical process of implementation is just beginning. A critical step in implementing the Strategic Plan is determining how to resource the strategies that will be pursued to effect improved performance.

The strategic planning process has been integrated into the budget process through the development of an annual Operational Plan that must reconcile the way the existing budget will be allocated. It must also identify areas where resources need to be redirected or enhanced through the Budget Change Proposal process.

Caltrans' Strategic Plan serves as the framework for the annual Operational Plan—which maps each work activity back to specific goals and objectives. In addition, a select group of strategies from the Strategic Plan are selected for implementation in a given fiscal year and the activities associated with those strategies are added to the annual Operational Plan.

CALTRANS - A HIGH PERFORMING TEAM

At the end of each fiscal year, current performance will be weighed against the targets that have been established in each objective to assess progress and make adjustments accordingly. This cycle reflects true performance management—operating Caltrans proactively by using the Department's strategic vision, valuable data, and effective strategies to further improve the high-performing organization Caltrans is today. In fact, Caltrans will be well on its way to becoming the best transportation department in the nation!

WHO WE ARE
AND WHAT WE DO

SECTION 1
DEPARTMENTAL OVERVIEW

The Department is responsible for more than 50,643 lane miles of highways and freeways, provides rail passenger services under contract with Amtrak and provides technical assistance and loans to more than 100 of California's general aviation airports. Caltrans also administers a substantial local assistance program for cities, counties and transit operators.

OVERVIEW

The mission of the California Department of Transportation (Caltrans) is to: *Improve mobility across California*. Recognized as one of the world's outstanding transportation organizations, Caltrans provides leadership for the State's comprehensive transportation system. The Department has committed to five strategic goals, which are as follows:

Safety - Provide the safest transportation system in the nation for users and workers.

Mobility - Maximize transportation system performance and accessibility.

Delivery - Efficiently deliver quality transportation projects and services.

Stewardship - Preserve and enhance California's resources and assets.

Service - Promote quality service through an excellent workforce.

THE TRANSPORTATION CHALLENGE

California residents consistently list traffic congestion as one of their top concerns in regards to their overall quality of life. Addressing congestion and improving mobility are primary concerns of the Department. However, many issues are to be considered when addressing these concerns:

- Population growth. The State's population is increasing by over 600,000 each year and is projected to double by the year 2040. This Strategic Plan guides Caltrans toward reducing congestion in the face of such aggressive population growth.
- Aging transportation system. All portions of the multimodal statewide system are aging and require significant funds for rehabilitation (state highways, bus fleets, rail cars and tracks, and airport facilities).
- Economic competitiveness. To maintain and strengthen economic vitality, the State must have a transportation system that efficiently moves goods and people.
- Maritime ports and goods movement. International goods movement is expected to double and domestic goods movement is expected to increase by 50 percent through California ports within the next decade. Mobility of goods from the ports to warehouses, stores, and eventually consumers must be a priority on both regional and statewide levels.

TRANSPORTATION CHALLENGES...

- Protection of the environment. The environmental resources of California play a large role in residents' quality of life. Protecting or even enhancing the environment and our quality of life must be a priority when developing projects to improve mobility.

- Funding. With vast transportation infrastructure needs facing the State in the future, stable and increasing funding sources must be secured so that necessary transportation projects can sufficiently meet the mobility needs of the state.

- Acquisition and supply of necessary resources. The availability of resources required for transportation projects is both decreasing in supply and increasing in costs. Sources for materials such as aggregate are finite and production costs for items such as steel continue to rise.

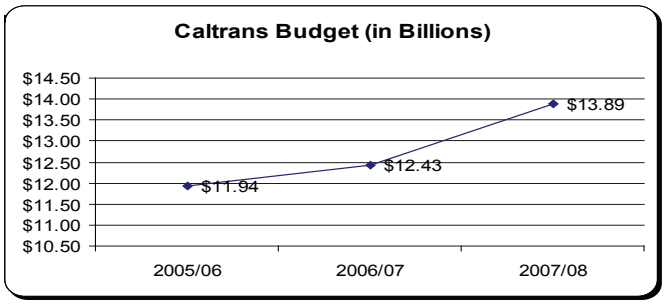
- Security. Adequate resources and planning must be taken into consideration to secure the safety of the public when using the state's transportation facilities.

IMPROVING THE TRANSPORTATION SYSTEM AND A VISION FOR THE FUTURE

Caltrans is responsible for ensuring statewide mobility for people, goods, and services by considering all modal options and maximizing intermodal connectivity. Caltrans' vision for the future is comprised of many elements. Some of these are:

- Viable multi-modal Systems. Travelers and goods movement must be accommodated by an efficient transportation system that includes multimodal systems. People must be presented with a range of effective transportation options whether it be by auto, bicycle, pedestrian, rail, transit, or airplane.

- Data indicates when given a choice, people in California are taking advantage of different modes. Transit ridership in California is growing at a pace higher than the national average. More people are currently riding trains in California than in any other state in the country, other than New York.



Expedite Project Delivery. Considering the growing population, economic pressures, finite resources, and challenges in securing adequate funding, transportation projects must be delivered in the most efficient manner possible. It is imperative that projects be delivered "on-time" and within budgetary projections.

A PLAN FOR THE FUTURE

- Effective Partnerships. The Department has greatly improved and must continue to forge and foster successful collaborations with local, regional, federal, and other State agencies to deliver transportation systems that best meet the needs of the people. Caltrans must also listen and work with concerns of private industry and citizen groups to ensure products delivered are both viable and desired.

- Increased Use of Technology. Intelligent transportation systems offer potential towards improving the efficiency of mobility. ITS can provide information that will enable better planning and operation of the transportation system and must be researched and deployed wherever possible.

  Not only will the use of technology improve mobility, but can also lead to new and innovative partnerships with private industry and the academic community, leading to economic growth in the private sector while also creating economic gains through improvements in transportation.

STRATEGIC GROWTH PLAN--A PLAN FOR THE FUTURE

Governor Arnold Schwarzenegger's Strategic Growth Plan (SGP) calls for a $222 billion infrastructure improvement program to fortify the state's transportation system, education, housing, and waterways. The SGP includes a historic and comprehensive transportation investment package designed to decrease congestion, reduce travel times, and increase safety, while accommodating future growth in the population and the economy.

The SGP deploys demand-management strategies, such as dedicated truck lanes and high occupancy toll lanes, and builds new capacity. It will enable more traffic to move through existing roadways, rehabilitate thousands of lane miles of roads, add new lanes, and increase public transportation ridership. This requires innovation in transportation planning, construction and management, sustained coordination between regional transportation agencies and the state, and dedicated funding.

The SGP presents a bold vision of mobility improvements and investments. The initiative is performance-based and outcome-driven, targeting significant reduction in congestion, improved quality of life for Californians, and a world-class transportation system that supports a globally-competitive economy and promotes prosperity.

Investments for the Future

The SGP calls for investing $107 billion in transportation infrastructure during the next decade. Funding includes $47 billion in existing transportation funding sources such as the gas tax,

THE STRATEGIC GROWTH PLAN

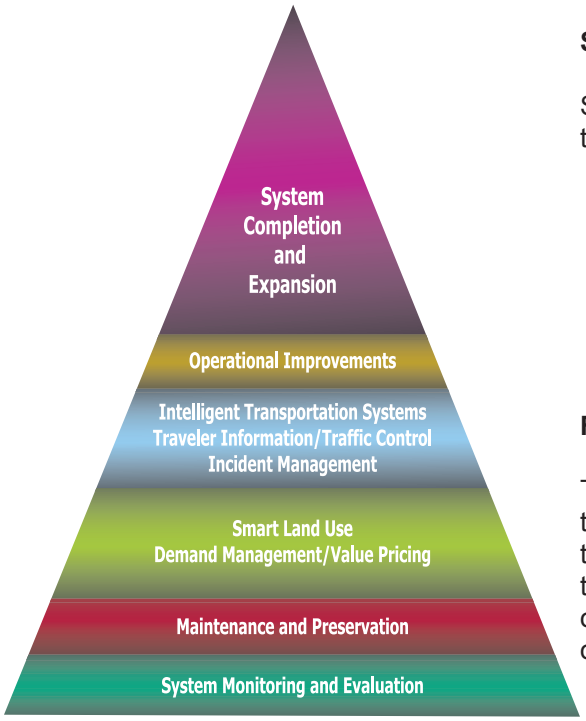
Proposition 42, and federal funds. A total of $40.1 billion in new funding is proposed from other fund sources and leveraging existing funds to attract increased federal, private, and local funding. The remaining $19.9 billion of need is proposed to come from General Obligation (GO) bonds.

Performance-Based, Outcome-Driven

The SGP targets a significant decrease in traffic congestion below today's levels. This will occur even while accommodating growth in population and the economy over the decade. Over the next ten years, daily congestion (measured by daily hours of delay) is projected to increase 35 percent from 558,143 hours in 2005 to 753,000 hours in 2016 based on current trends. With the SGP, congestion levels are estimated to be 454,000 hours daily in 2016, a reduction of more than 100,000 hours (18.7 percent) below today's levels.

Complete System Approach

The SGP is based on a key premise that investments in mobility throughout the system yield significant improvements in congestion relief. This pyramid outlines the strategies to be used to achieve the outcome of reduced congestion. The base of the pyramid is as important as the apex. System monitoring and preservation are the basic foundation upon which the other strategies are built. System expansion and completion will provide the desired mobility benefits to the extent that investments in and implementation of the strategies below it establish a solid platform.



SGP Needed Reforms

Specific reforms are necessary in order to effectively achieve the goals of the SGP:

- Provide authority to deliver projects more quickly and efficiently through the use of design-build contracting and design-sequencing.
- Enable public-private partnerships to attract private capital that can fund priority infrastructure projects.

Funding the Right Improvements

The SGP relies on continued cooperative partnerships with the California Transportation Commission (CTC), regional transportation agencies, and local governments to achieve the performance objectives. Increased accountability for outcomes, particularly congestion reduction, is a centerpiece of the transportation portion of the SGP.

STRATEGIC GROWTH PLAN-IMPLEMENTATION

TRANSPORTATION BOND PACKAGE IMPLEMENTATION OVERVIEW:

The transportation portion of the bond package (Proposition 1B) includes $19.925 billion for safety improvements and repairs to State highways, upgrades to freeways to reduce congestion repairs to local streets and roads, improvements to the seismic safety of local bridges, expansion of public transit, reduction of air pollution, and improvements to anti-terrorism security at the ports.

The package also includes protection of any future Proposition 42 transfers (Proposition 1A). It would allow the State to borrow the money, but pay it back within three years. It also would restrict the State to only two such transactions every ten years.

Finally, the package includes legislation (AB 1039) to streamline the environmental process while safeguarding environmental protections. It also includes legislation (AB 1467) that authorizes the State and regional agencies to engage in public-private partnerships, as it relates to goods movement, to attract private investment for the development of transportation infrastructure in the State.

Proposition 1B - Highway Safety, Traffic Reduction, Air Quality, and Port Security Fund of 2006

Category of Investment	Total Bonds(in Billions)
Corridor Mobility Improvement Account	$4.500
State Route 99 Corridor	$1.000
Ports Infrastructure, Security and Air Quality	$3.100
School Bus Retrofit for Air Quality	$0.200
State Transportation Improvement Program (STIP) Augmentation	$2.000
Public Transportation Modernization, Improvement, and Service Enhancement	$4.000
Transit System Safety, Security, and Disaster Response Account	$1.000
State-Local Partnership Program Account	$1.000
Local Bridge Seismic Retrofit	$0.125
Highway-Railroad Crossing Safety Account	$0.250
State Highway Operation and Protection Program (SHOPP)	$0.750
Local Street and Roads, Congestion Relief, and Traffic Safety Account of 2006	$2.000
TOTAL	$19.925

DEVELOPING
THE PLAN

SECTION 2
DEVELOPING THE STRATEGIC PLAN

DEVELOPING THE STRATEGIC PLAN

INTRODUCTION

This Strategic Plan is the result of a group effort—22,000 plus strong—of both Caltrans employees and external stakeholders. It was developed, in part, to guide Caltrans toward becoming the best, most efficient transportation department in the nation.

For the plan to be honest, self-critical, and rich with ideas for realizing the organization's potential, it needed to be driven by those who know Caltrans best. It is thanks to all of those involved from inside and outside Caltrans that a blueprint for improved organizational success and service was developed.

The fruits of this nine-month effort are presented in Section 3 and Section 5 of this document. The approach to the process is explained in this section.

BASELINE ASSESSMENT

Caltrans embarked on developing the Strategic Plan by undertaking an analysis of its strengths, weaknesses, opportunities, and threats (SWOT). This baseline assessment helped to identify the strengths and opportunities to preserve and leverage in the Strategic Plan, and the weaknesses and threats that were necessary to mitigate and address.

Employee Survey—All staff were invited to participate in an employee survey that took the organization's pulse regarding internal operations and culture. Over 15,000—or 68 percent—of the employees opted to participate in the survey, a tribute to how engaged the staff are in the success of the organization.

Workplace of Choice Input—The efforts of the Workplace of Choice Committee, which was charged with identifying and designing ways to enhance Caltrans' work environment, were incorporated into the objectives and strategies identified in Strategic Plan.

External Customer Survey—The results of Caltrans' most recent survey of its external customers—transportation partners and the public were utilized.

Expert Review Panel SWOT—A SWOT analysis was conducted with colleagues that reside on the External Review Panel of the Business, Transportation, and Housing Agency's Performance Improvement Initiative.

Deputy and District Director SWOT—A SWOT analysis was conducted with the Department's district and deputy directors.

HOW WE DID IT..

BOTTOM-UP APPROACH

The approach taken to develop the Strategic Plan followed a pattern of reaching out to all staff for initial input, feedback, and ideas; then confirming those concepts through a Strategic Planning Work Group. In the case of strategy development, another level of analysis was introduced—by establishing Ad Hoc Review Groups.

This layered process of review was highly effective in capturing multiple and diverse perspectives, while at the same time, identifying common concepts across and up and down the organization.

Starting with Staff

The process for developing components of the Strategic Plan always began with staff input sessions. All employees were invited to participate in meetings in their district or division, in which they would brainstorm, discuss, and vote on alternative concepts related to the Strategic Plan.

Values— Over 2,650 employees participated in Value review and development sessions and provided the input that resulted in the four core values that are presented in this strategic plan. In these meetings, staff also brainstormed on ways to foster and promote these values within the organization.

Goals—Over 3,600 employees participated in the Goals review and development sessions, in which they reviewed existing goals and the key words associated with the goals, deliberated on alternative words and statements that best conveyed Caltrans' desired strategic direction, and voted on their preferences.

Objective and Strategies—Approximately 2,200 employees attended sessions designed to develop strategies and refine objectives. Staff submitted suggested changes to the objectives and proposed strategies that were designed to achieve the approved objectives.

Mission and Vision—In previous efforts, Caltrans had worked hard at developing a combined mission and vision statement that succinctly reflected who it is and what it wanted to accomplish as an organization. In this year's employee survey, staff were asked for their feedback on whether the existing mission and vision statement should be kept or modified. Over 70 percent of participating employees affirmed the existing statement, so it remains unchanged.

Ad Hoc Review Groups

As part of strategy development, an additional layer of review and refinement was added to the process. In this case, groups of staff who specialized in a certain functional area of the organization were convened to review the proposed strategies that they were

DEVELOPING THE PLAN CALLS FOR TEAM EFFORT

most expert in. These groups discussed the compilation of relevant strategies, refined their content, and voted to advance those strategies that were most promising.

Strategic Planning Work Group

Driving the strategic planning effort were 10 district and deputy directors that comprised the Strategic Planning Work Group. This group determined how to approach each phase of the strategic planning process, served as a network for coordinating the planning efforts, initiated multiple sessions per Strategic Plan component; and carefully deliberated over the resulting input provided by staff. This group devoted myriad hours of their time to ensure the process and product were successful and truly met the needs of the Department. The Strategic Planning Work Group was comprised of the following individuals:

- Gregg Albright, Deputy Director for Planning and Modal Programs
- Ann Barsotti, Deputy Director for IT and Administration
- Richard Land, Deputy Director for Project Delivery
- Michael Miles, Deputy Director for Maintenance and Operations
- Gerald Long, Deputy Director for Audits and Investigations
- Kome Ajise, District Director, District 10
- Doug Failing, District Director, District 7
- Tom Hallenback, District Director, District 9
- Jody Jones, District Director, District 3
- Mike Perovich, District Director, District 8

Project Team

The Director's Office of Strategic Planning and Performance Measurement (OSPPM) served as project manager to this effort and provided the needed support to the Strategic Planning Work Group and other participants of the process. The Project Team was comprised of Debbie Mah and Vicki White of OSPPM, and consultants Karin Bloomer of MGT of America and Walter Butcher of Cambria Solutions.

Director's Meetings

At monthly Director's Meetings, the Project Team and Strategic Planning Work Group presented a status update of the effort and sought feedback and approval on the outputs of the process. The Director, the Chief Deputy Director, and all District and Deputy Directors attended these meetings.

SECTION 3
THE STRATEGIC PLAN

MISSION

VISION

VALUES

INTRODUCTION

This section includes a narrative explanation of Caltrans' Strategic Plan. More technical components of the plan are presented in Section 5 (Goals, Objectives, Strategies and Performance Measures) and Section 6 (Benchmarking and Target Setting) of this document.

MISSION AND VISION

A mission statement describes an organization's unique purpose for existing. A vision statement articulates an organization's ultimate aspiration for achieving its mission. At Caltrans, it was decided to combine the two statements into a single expression that explains why it is here and what it is seeking to accomplish as an organization.

What makes Caltrans unique in its role in government? What is its ultimate purpose and function in serving millions of Californians every day? The Mission, Vission, and the very essence of its responsibility is this:

Caltrans Improves Mobility Across California

Through strategic and effective partnerships, Caltrans can improve mobility even in the face of the state's aggressive population growth. Inherent in this effort is the need to sustain a high quality of life.

VALUES

Values express an organization's philosophy on how to operate. They are the timeless principles that guide the organization's behavior and the manner in which it will carry out its mission.

Values articulate how an organization treats its people—its employees and customers—and how it treats its work—its process and performance. Together, these values represent the culture of an organization.

Caltrans has developed four core values. These values reflect what is truly important to it as an organization. Staff is committed to cultivating an environment that upholds these values and creates a positive and energizing atmosphere where motivated team members can flourish and succeed to their highest potential.

GOALS

Caltrans will strive to have these values guide its actions, shape who it is as an organization, and positively impact its relationships with colleagues, partners, and the public.

Caltrans' four core values and their corresponding statements are:

Integrity—We promote trust and accountability through our consistent and honest actions.

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Teamwork—We inspire and motivate one another through effective communication, collaboration, and partnership.

Innovation—We are empowered to seek creative solutions and take intelligent risks.

GOALS

Strategic goals assert the general direction an organization wants to take to realize its vision and mission. Each goal reflects an area of focus for improving performance across the organization.

Caltrans staff have developed the following five goals:

Safety – Provide the safest transportation system in the nation for users and workers.

Mobility – Maximize transportation system performance and accessibility.

Delivery – Efficiently deliver quality transportation projects and services.

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Service – Promote quality service through an excellent workforce.

SAFETY
Provide the safest transportation system in the nation for users and workers.

SAFETY GOAL

Safety is Caltrans' top priority. This goal's focus is on the safety of both the user—the traveling public—and those who work on the system—Caltrans employees and contractors. The following efforts highlight Caltrans's successful strategies over the past year to achieve the objectives in the Safety Goal:

Slow for the Cone Zone

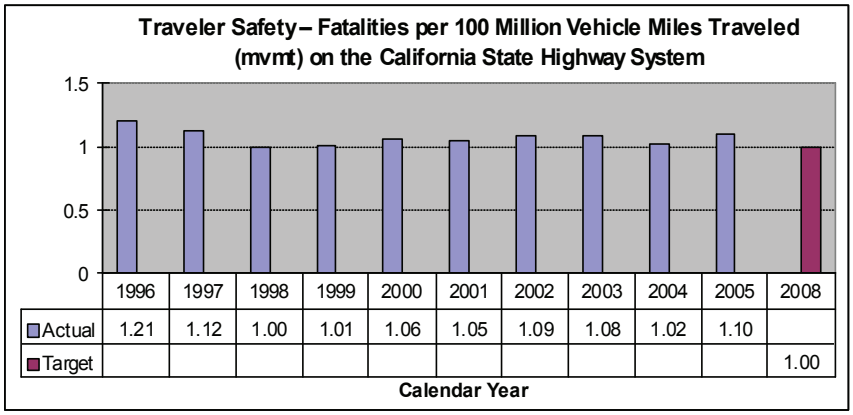
In 1999, Caltrans began a statewide public awareness campaign called *Slow for the Cone Zone* to educate motorists to drive more safely in highway work zones. The campaign has won numerous merit awards including one from the State Information Officers Council in May 2006 for a safety calendar that was illustrated by children of Caltrans employees. Since this highway work zones have fallen 35 percent in California - while increasing 43 percent in 49 other states. According to the Federal Highway Administration, three worker fatalities occur nationally in all cone zones every five days.

During a ceremony in October 2006, Caltrans Director Will Kempton presented the keys of two new Toyota Scion automobiles (donated by Clear Channel Communications and Just Tires) to the two lucky winners of the "Slow For the Cone Zone" Teen Sweepstakes. The sweepstakes were part of Caltrans' statewide driver safety education campaign emphasizing the need for teenaged drivers to be especially careful while driving through highway maintenance and construction work zones.

An educational web site, DVD, and classroom materials were used to teach teens about slowing down in the "the zone." By exercising extreme caution, drivers can protect themselves, their passengers, other motorists, and highway construction workers from injury or death.

"Driving is a huge responsibility, and 16-year olds are four times as likely as other drivers to be killed in a collision," stated Director Will Kempton.

Bucking the national average, Caltrans has had no employee deaths in Caltrans work zones in the past 12 months. For the first time in four years, no Caltrans employee was killed anywhere on the job.



	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2008
Actual	1.21	1.12	1.00	1.01	1.06	1.05	1.09	1.08	1.02	1.10	
Target											1.00

SAFETY
Provide the safest transportation system in the nation for users and workers

Safe Routes to Schools

The Safe Routes to School program was established by the California Legislature to encourage students to walk or bike to campus. This program was designed to provide infrastructure and education, to give students easier and healthier ways to safely travel to and from schools, and gives parents more peace of mind.

Caltrans has awarded $45 million to California cities and counties to fund 88 projects for Safe Routes to School. California expects to receive $68 million in federal funding for Safe Routes to School over the program's five-year lifespan.

More Safety Campaigns

In April, Caltrans received an Office of Traffic Safety (OTS) Achievement Award for installing signs at roadside rest areas throughout the state urging motorists to report drunk drivers by calling 911. The Office of Traffic Safety provided a grant to pay for the signs.

According to the OTS, the signs "have significantly contributed to promoting and enhancing traffic safety in California." They are one way of enlisting *all* Californians to combat the danger of drinking and driving – by giving them an easy way to report offenders and make the highways safer. In addition to Caltrans, four other departments under the Business, Transportation and Housing Agency (BT&H) joined the campaign against drunk drivers. They include the California Highway Patrol, the Office of Traffic Safety, the Department of Motor Vehicles and the Department of Alcoholic Beverage Control. Mothers Against Drunk Driving (MADD) also participated in statewide public education events as part of the campaign.

Caltrans and CHP Host Emergency Response Summit

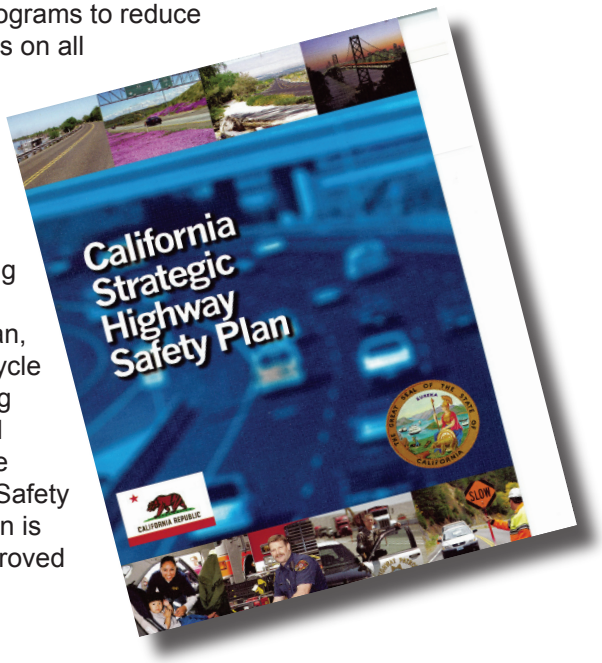
Caltrans and the California Highway Patrol hosted the first "emergency response" joint conference in April 2007. The focus of the conference was to improve emergency response efforts with key participants in highway incident management. Up to 25 percent of all traffic congestion is due to highway emergency incidents. The goal of the summit was to improve the coordination between various emergency responders and to reduce motorists' delays, while increasing safety for both motorists and emergency responders.

The conference brought together transportation and public safety professionals who respond to highway incidents, including tow service contractors, local emergency service providers, county coroners, commercial haulers, hazardous material (HazMat) clean-up contractors, and county environment officials.

SAFETY
Provide the safest transportation system in the nation for users and workers

Strategic Highway Safety Plan

In partnership with federal, local, and private sector stakeholders, Caltrans developed the Strategic Highway Safety Plan. The most important benefit will be the coordination of statewide safety programs to reduce fatalities and injuries on all public roads. It will attempt to improve safety in 16 key areas, including reducing drunk driving and speeding; increasing seat belt usage; improving pedestrian, motorcycle and bicycle safety; and ensuring drivers are licensed and competent. The Strategic Highway Safety Implementation Plan is expected to be approved in Spring 2008.



Protecting Children with Amber Alerts

The California Amber Alert program marked its fourth anniversary in 2006 with a 100 percent success rate in rescuing abducted children. When an Amber Alert is issued, Caltrans posts a description of the vehicle and license plate number on up to 580 electronic freeway message signs statewide. Amber Alerts have been around since 1996 inTexas. They're named after 9-year old Amber Hagerman, who was abducted from Arlington and murdered. California adopted Amber Alerts in 2002. Now all 50 states utilize them.

The Seismic Safety Retrofit Program

By the end of June, 2006, Caltrans had retrofitted 99.5 percent of all state-owned bridges (2,183 out of 2,194 bridges) and six of seven state-owned toll bridges.

This year, the 50 year-old bridge deck on the Richmond-San Rafael Bridge was resurfaced with stronger polyester concrete that should withstand impacts from the elements. Also, deck joint seals were replaced to weather the changing temperatures and traffic load. Motorists experience a notably smoother ride.

SAFETY
Provide the safest transportation system in the nation for users and workers

The seismic replacement project at the San Francisco-Oakland Bay Bridge continues. The last two massive concrete deck segments that make up the skyway were lifted into place in December 2006, in a balancing act that is an engineering achievement in itself. Caltrans' crews lifted each segment – tipping the scales at more than 700 tons, and the largest of their kind in the world – in tandem at either end of their common bridge pier to avoid stressing the new span.

The lower deck of the Bay Bridge (eastbound I-80) was closed over Labor Day week-end in order to demolish two sections of the upper deck as part of the West Approach seismic replacement project. BART trains ran overnight and the concerns about gridlock vanished.

Weathering the Winter Storms

Winter rain and snow caused $424 million worth of damage around the state; and $157 million of that was in the San Francisco Bay Area. Caltrans cut through red tape and fast-tracked emergency repairs; Caltrans' crews and contractors worked tirelessly to get Highway 1 at Devil's Slide and along the Marin Coast, as well as the Highway 128/ Russian River Bridge in Geyserville, open in record time – in a matter of months, not years. Residents and visitors were once again able to access and enjoy the beauty of these scenic byways.

The SR-330 Slope Stabilization Project restored slopes damaged by winter storms. The Project Development Team worked cooperatively to overcome challenges to deliver this $7 million project expeditiously. In less than six months, it was ready to advertise for bids and is now complete.

MOBILITY
Maximize transportation system performance and accessibility

Caltrans has constructed 1,268 miles of high occupancy vehicle (HOV) or carpool lanes statewide.

MOBILITY GOAL

Highlighting the Department's mission and vision is the Mobility Goal, the focus of which includes improving the operation of the system and increasing transit options, building partnerships, improving multi-modal connectivity, addressing bicyclist and pedestrian needs, providing access for the disabled, promoting park and ride lots, and coordinating transportation and land use planning. The following efforts over the past year support strategies which will help achieve the objectives in the Mobility Goal.

Moving Goods in the Golden State

The State's foundational policy documents for delivering needed goods movement/freight infrastructure in California – including mitigating the environmental impact of goods movement activities – are the Goods Movement Action Plan (GMAP) and the Emissions Reduction Plan.

The GMAP is a statewide action plan for goods movement capacity expansion, goods movement-related public health and environmental impact mitigation and community impact mitigation, and goods movement-related security and public safety enhancements. It presents the "how," "when," and "who" required to integrate these efforts. Specifically, it presents a framework for decision making regarding candidate actions and potential "solution sets" to achieve simultaneous and continuous improvement for each of the subject areas - infrastructure, public health and environmental impact mitigation, community impact mitigation and workforce development, homeland security and public safety, innovative finance and alternative funding, and technology.

The completion and approval of the GMAP in January 2007 was the culmination of two-year's work in collaboration with the Business, Transportation and Housing Agency. The GMAP is a key resource for the California Transportation Commission to use as it develops the priority project list for the Trade Corridors Improvement Fund (TCIF). The entire plan is available on the Internet at www.arb.ca.gov/gmp/docs/gmap-1-11-07.pdf.

High-Occupancy Vehicles (HOV) and Special Lanes

Responding to a federal order to reduce congestion in High Occupancy Vehicle (HOV) lanes, Caltrans issued a congestion reduction strategy that focuses on addressing areas with the worst recurrent or daily congestion. The FWHA defines HOV lanes as congested when vehicles fail to maintain a minimum average operating speed of 45 miles per hour 90 percent of the time over a 180-day period during the morning or afternoon peak hours. This congestion could be caused by bad weather, accidents, stalls, etc.

***"VII is an example of a public-private partnership where government has joined hands with private industry to find ways to improve vehicle safety and to increase mobility for people and goods,"* said Caltrans Director Will Kempton.**

Following a review of data collected between October 2006 and March 2007, specific remedies will be applied to the most severely degraded sections of the HOV system starting in November, 2007. Caltrans' short-term actions call for increasing enforcement of occupancy requirements, removing accidents and break-downs more quickly, expanding public education, seeking higher fines for violations, and completing HOV lane (gap closure) projects.

Transportation funds from Proposition 1B, recently approved by California voters, will help alleviate the degradation issue in the HOV network by funding projects that close gaps and reduce bottlenecks. For example, new HOV lanes will be constructed in Santa Clara between Highway 101 and State Route 237.

Intelligent Transportation Systems

US DOT's Information Technology Services' Joint Program Office recently recognized Caltrans for its innovation and leadership in transportation technology by officially including Vehicle-Infrastructure Integration (VII) California into the national effort. Caltrans and the Bay Area Metropolitan Transportation Commission have each committed $1.5 million to conduct research on VII to increase mobility on California highways while decreasing fatal collisions.

Caltrans is the first public agency in the nation to install VII hot spots. Caltrans and the MTC are developing an approximately 60-mile testbed where VII is being tried in partnership with the auto industry and the University of California, Berkeley.

California traffic accidents claimed the lives of 4,304 people in 2005, and Caltrans feels that implementing VII will lessen that frightening figure.

If VII were implemented, every car manufactured in the U.S. would be equipped with a communications device and a Global Positioning System (GPS) so that data could be exchanged with a nationwide, instrumented roadway system. Data transmitted between Dedicated Short Range Communication units along the roads and vehicles could warn a driver of impending dangers. The vehicles themselves could also serve as data collectors for traffic and road conditions. This information could then be passed on to drivers in real time and help increase safety, as well as relieve traffic congestion.

MOBILITY
Maximize transportation system performance and accessibility

The VII California Test-bed consists of three parallel routes on the state highway system that are situated in a generally North-South orientation: US-101, SR-82 (El Camino Real), and I-280. The end points for the Test-bed are roughly SR-92 in the north and SR-85 in the south, making it about twenty miles in length. A primary consideration for choosing this corridor is its close proximity to the Palo Alto area, since four of the auto industry partners (BMW, DaimlerChrysler, Toyota, and VW/Audi) have research facilities there, and they are using these laboratories to perform vehicle development work and stage tests using the VII California Test-bed.

Moving People on Mass Transit

Caltrans provides millions of dollars each year to transit agencies through its grant program. Funds are to be used to provide transportation services to the elderly and persons with disabilities; to enhance transit in rural areas in order to improve the access of people to health care, shopping, education, employment, public services, and recreation; to improve connections and expand existing service; and, to provide new local transit systems.

New Altamont Commuter Express Train Provides Service Between Stockton and San Jose

For the first time in 34 years, commuters can take a train directly from Stockton to San Jose and back. A partnership between Caltrans, Amtrak, and the San Joaquin Regional Rail Commission made it possible to achieve the long-held goal of enhanced passenger rail service to San Jose from the Central Valley.

Caltrans began new rail service between Stockton and San Jose with a ribbon-cutting ceremony at the historic Robert J. Cabral Station in Stockton on August 25, 2006. The new Altamont Commuter Express (ACE) connects with Amtrak San Joaquin trains to provide direct service from Stockton to San Jose.

The ACE Train provides multiple benefits to Californians. Not only does it give Valley-to-Bay Area commuters a way to avoid wasting time and fuel in heavy, slow-moving, “rush-hour” traffic — it allows them to avoid the effects of construction on the Interstate 205 corridor. Equally important to many, the ACE Train enables commuters to choose an environmentally-responsible alternative to driving, which will help reduce the severe air pollution that has plagued both the San Joaquin Valley and the South Bay Area.

MOBILITY
Maximize transportation system performance and accessibility

Travel Times on CMS Signs

As part of Caltrans' statewide efforts to reduce congestion and improve mobility, there has been expanded deployment of new freeway overhead Changeable Message Signs (CMS). In June 2006, Caltrans entered the final phase of this endeavor by adding 18 new signs that display the estimated travel times to various destinations across Los Angeles County – bringing the total in Los Angeles and Ventura Counties to 50. The signs have put important travel time information directly into the hands of motorists in order to assist them in making decisions about their commutes, providing another tool to help them plan their travels, save time, relieve congestion, and improve mobility.

The pilot project (Phase 1) began in August 2005, posting estimated travel times on 14 CMS signs on selected routes throughout the greater metropolitan Los Angeles area. The project expanded in early 2006 with 16 more signs. In June 2007, the project was extended to Ventura County, when two signs were added to the system on the Ventura Freeway (US-101), serving northbound motorists in Westlake Village and southbound motorists in Thousand Oaks.

Integrated Corridor Management

Caltrans received a $390,000 Integrated Corridor Management (ICM) Grant from the Federal Highway Administration (FHWA) for two pilot projects in San Diego and Oakland. There are eight pilot locations throughout the country with a potential of $30 million for the four ICM finalists. A decision on the four finalists is expected from FHWA in late 2007.

With ICM, the various institutional partner agencies manage the transportation corridor as a system, rather than the more traditional approach of managing individual assets. They manage the corridor as an integrated asset in order to improve travel time reliability and predictability, help manage congestion, and empower travelers through better information and more choices.

MOBILITY
Maximize transportation system performance and accessibility

Los Angeles Regional Transportation Management Center

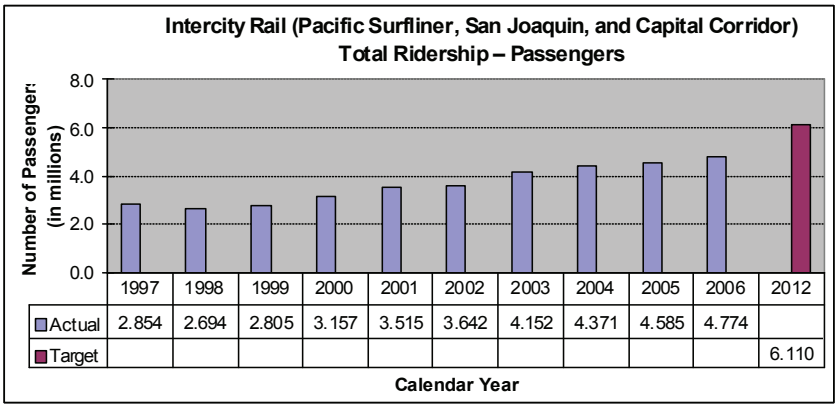
It's new and state-of-the-art. The Los Angeles Regional Transportation Management Center (LARTMC) serves as a worldwide resource for other states and countries interested in traffic management, intelligent transportation systems, and high-tech freeway system management.

Nestled between the Glendale Freeway (SR-2) and the Ventura Freeway (SR-134) in the Eagle Rock District of Los Angeles, is a new, five-story 88,000 square foot building. The LARTMC is now the operations focal point for maximizing traffic flow and reducing congestion on the Los Angeles and Ventura County freeway systems. The LARTMC will monitor District 7's 790 freeway miles, 350 closed circuit cameras, 110 Changeable Message Signs, 1,100 ramp meters, and 400 directional miles of High Occupancy Vehicle (HOV) or carpool lanes

Combining their expertise to jointly operate LARTMC, Caltrans and the California Highway Patrol (CHP) will demonstrate teamwork and inter-departmental cooperation to manage freeway incidents in the region. With the latest state-of-the-art technologies, Caltrans and the CHP have developed a strategy to rapidly detect and respond to traffic incidents while managing the resulting congestion caused by those incidents. The strategy is a fully-automated traffic control system, designed to provide 24/7 real-time surveillance of traffic conditions.

Reaching New Records on the Rails

Ridership on California's three state-supported rail routes reached a record 4.7 million in the 2005/06 fiscal year. These routes are the second, third, and fifth busiest passenger train routes in the nation. The routes include the Pacific Surfliner - which runs between San Diego and San Luis Obispo, the Capitol Corridor - which transports passengers between Sacramento and the Bay Area, and the San Joaquin - which connects Bakersfield with Oakland and Sacramento.



	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2012
Actual	2.854	2.694	2.805	3.157	3.515	3.642	4.152	4.371	4.585	4.774	
Target											6.110

DELIVERY
Efficiency deliver quality transportation projects and services

DELIVERY

The Department is striving to surpass its success in 2006 through the strategies included in the Delivery Goal, which is focused on improving not only the organization's efficiency; but also, the quality of its projects, products, and services. The following efforts over the past year are supporting strategics in the Delivery Goal.

Caltrans is working hard to build credibility with the public by delivering projects and services in a timely and cost-efficient manner. By the end of the 2006/07 fiscal year, Caltrans had surpassed its outstanding delivery record of the previous year by delivering 100 percent of its goal of 286 projects, valued at $2.3 billion. These projects all achieved the "ready to list" milestone and are ready to be advertised for bids from contractors. Over 60 percent – 176 of the 286 projects – attained the "ready to list" milestone a day or more ahead of schedule.

Performance Leads to Rewards

On Sept 11, 2007, the Federal Highway Administration issued its notice redistributing some $1.2 billion in FY 2007 obligation authority to the states. Because of Caltrans' laudable success in delivering projects, the Department will receive an additional $120 million in federal funding for the transportation program in FY 2007/08.

Looking ahead, Caltrans' goal is to deliver 100 percent of our projects in the 2007/08 fiscal year – with an even more ambitious program of 294 projects and an estimated construction value of $3.5 billion.

Historic Milestone Reached

Caltrans and the Business, Transportation and Housing Agency produced "GoCalifornia", which became the transportation component of the Governor's Strategic Growth Plan (SGP). The SGP developed system-wide transportation performance standards adopted by the California Transportation Commission. This included $19.9 billion for safety improvements and repairs to state highways, upgrades to freeways to reduce congestion, repairs to local streets roads, improvements to the seismic safety local bridges, expansion of public transit, reduction of air pollution, and improvements to anti-terrorism security at the ports. With the SGP, congestion levels are estimated to be 454,000 hours daily in 2016, a reduction of more than 100,000 hours (18.7%) below today's levels.

In addition, the SGP calls for state and regional agencies to engage in public/private partnerships to attract billions of dollars in private investment for the development of transportation infrastructure in the state.

Finally, the SGP includes legislation to streamline the environmental process while safeguarding environmental protections and our quality of life.

STEWARDSHIP

Preserve and enhance California's resources and assets

Stewardship - System Maintenance and Preservation:

The tangible outcome for Californians from a well maintained transportation system is a savings of $558 for drivers every year. A roadway with a rough surface and potholes costs taxpayers significantly in vehicle maintenance and repair costs.

There are also indirect savings, as research shows that $1 spent this year in maintaining the roadway saves taxpayers $6-10 in the future to rehabilitate the roadway. These are strong reasons to achieve Caltrans maintenance and preservation targets.

STEWARDSHIP

Caltrans strives to be an excellent steward of the resources and assets in its care. This goal's focus includes all of its resources—environmental, natural, financial, and human resources—and assets—equipment, buildings, roadways, bridges, and land.

From Crescent City to San Diego, Caltrans is on patrol throughout the entire state to maintain and preserve California's environment, a cornerstone of the state's unique lifestyle and quality of life. Caltrans' stewardship efforts range from the past - preserving a tunnel used by Chinese miners at the turn of the century - to a current hydrogen fuel cell car study and adding 200 "green" vehicles to its fleet.

Caltrans is also making its operations more efficient by reducing projected operating costs by $251.6 million over the next five years. Of that amount, $130 million has been directed to strengthen bridges against earthquakes.

Caltrans works to protect our fragile environment. To protect fish during bridge construction, Caltrans used an innovative new technology known as a "bubble curtain." The bubble curtain works by piping pressurized air through a series of hoops that encircle steel piles as they are pounded into the mud and shale. In the water, the bubbles froth like a spa. Those bubbles disrupt the underwater sonic waves, which can be fatal to certain fish. Water amplifies sound, and when those sonic waves reach fish, the blast can rupture their internal organs.

After perfecting the system for the Bay Bridge, Caltrans applied it on construction of the Benicia Bridge and the retrofit of the Richmond-San Rafael Bridge. As a result, construction related fish deaths all but vanished.

STEWARDSHIP

Preserve and enhance California's resources and assets

Caltrans and CHP Launch Statewide Clean-Up

Caltrans and our partner, the California Highway Patrol (CHP), launched an aggressive two-month statewide clean-up in May 2007. The debris and brush clean-up, which stretched from Yreka to San Diego, was part of an effort to remove potential wildfire fuel along the highways. Caltrans has been actively working to raise public awareness of the litter and dumping problems with campaigns such as "Don't Trash California." Last year, the State of California spent over $55 million in tax dollars to pick up and dispose of trash that was recklessly tossed or dumped onto California's roadways.

During this one-day, statewide effort, Caltrans and CHP employees, contractors, and volunteers collected more than 6,900 cubic yards (equivalent to 48,300 bags, or 555,450 pounds, or 278 tons) of trash, along 3,700 miles of road shoulders. During the event, the California Highway Patrol (CHP) conducted maximum enforcement. Citations were issued to those caught littering the highways with flying debris from uncovered loads or with discarded items, such as tossed cigarette butts and other trash thrown from car windows.

Caltrans encourages Californians to do their part by participating in the Adopt-A-Highway (AAH) Program. The AAH Program has been one of the most successful government-public partnerships of our time. More than 120,000 Californians have kept over 15,000 shoulder-miles of roadside clean since its inception in 1989.

Litter Abatement Plan

On May 1, 2007, Caltrans' Litter Abatement Plan (Plan) was approved by the Director.

The three core objectives of the Plan are:

Raise public awareness of the problem (Preventive)

- Develop a Litter Abatement Public Awareness Campaign

STEWARDSHIP

Preserve and enhance California's resources and assets

Control and pick up the litter (Reactive)

- Maximize the cost effectiveness of physical intervention strategies
- Department of Corrections' involvement in litter removal effort
- Optimize the Adopt-A-Highway Program

Enforce anti-litter laws (Corrective)

- Increase enforcement of litter laws on State property

Caltrans Protects Its Financial Resources

Until recently, there wasn't a dependable and affordable method of optimizing the planning and production rate of roadway construction projects. Now, through the concerted efforts of Caltrans' Division of Research and Innovation (DRI) and UC Berkeley researchers, Construction Analysis for Pavement Rehabilitation Strategy (CA4PRS) has been developed.

CA4PRS is a software tool that provides both accuracy and efficiency in the calculation of pavement construction rates and roadway closure requirements. It has been tested on projects in California and other states, and has consistently demonstrated savings in time and money in roadway construction. Recent use of CA4PRS on the I-15 Devore project resulted in construction completion 11 months ahead of schedule, and a $6 million savings in total project costs. Another project in Southern California, the I-710 in Long Beach was opened to traffic two weekends ahead of schedule, with an estimated $4 million savings. The money saved on these two projects alone has entirely covered the cost to develop the software and all the future enhancements; and, has demonstrated the potential of greater savings if CA4PRS is used more widely in California.

Project Close-out

During the 2006-07 fiscal year, Caltrans' accounting staff implemented a plan to devote the resources needed to eliminate the backlog of project close-outs by June 2007. An agreement was reached with the Department of Finance to provide the needed resources.

The efforts of dedicated Accounting staff and the investment of the Department in their work paid off. From October 2005 through June 2007, Accounting completed 1,500 project close-outs, which resulted in the release of $128 million in unused federal authority for use on other projects.

STEWARDSHIP

Preserve and enhance California's resources and assets

Audits and Investigations Yield Savings

The completion of 413 audits and investigations that provided cost savings and increased assurance of adequate internal control to reduce risks relative to financial and operational abuse. Audit findings totaled $22 million which could be redirected for more services, goods, and/or project delivery. This total only represents the amount quantifiable and; therefore, does not include savings from deterrent measures implemented due to other audit and investigative findings.

Excess Land Disposal

During Fiscal Year 2006-07, Caltrans disposed of 360 parcels that were surplus to the our operational needs. These disposals generated revenues of $49,028.554 to the State Highway Account, which could be reallocated for other transportation projects.

The Excess Lands Disposal plan sharpened Caltrans' focus on those properties not currently in use, and enabled staff statewide to analyze our real property inventory. This effort is returning many properties to private ownership, while other properties are transferred to our local agency partners to meet their transportation, infrastructure, or other public policy needs.

Equipment: Fleet-Greening Actions

Bio-diesel Pilot

Caltrans is conducting a demonstration project in Indio to determine the feasibility of using B20 bio-diesel fuel (a blend of 20 percent non-diesel and 80 percent petroleum diesel). The bio-diesel is derived mainly from recycled cooking oil in Southern California. It is expected to reduce greenhouse gas emissions and the state's appetite for fossil fuel petroleum. Twenty Caltrans vehicles (trucks and construction equipment) in Indio are now running on B20 bio-diesel. If the results during the demonstration period are favorable, Caltrans could begin fueling up to 4,500 diesel vehicles in its fleet with B20.

Ethanol Demonstration Project

Caltrans is partnering with the California Air Resources Board (CARB) and private industry in a twelve-month demonstration program on the use of E85 fuel (a blend of 85 percent ethanol and 15 percent gasoline) in vehicles. Caltrans is operating a mix of fifty flexible fuel sedans and pick-ups with two E85 fueling sites located in Marysville and Oakland. Information gathered from the demonstration program will be used by CARB to update specifications and to evaluate and analyze vehicle emissions.

Diesel Exhaust Reduction Grant Funds

Caltrans received $1.1 million in grant funding from California air quality districts to retrofit 65 on-road diesel trucks with emission reduction devices. We have also received $1.3 million from the CARB and the United States Environmental Protection Agency (EPA) to retrofit 68 units of construction equipment with emission reduction devices.

SERVICE
Promote quality service through an excellent workforce

Areas that drive effective recruitment and hiring, support success, and retention:

- Effective Leadership
- Open Communication and Environment
- Core Values
- Recognition
- Staff Development
- Work/Life Balance
- Public Image

SERVICE - *"The new kid on the block"!*

Caltrans can achieve its mission, vision, and goals only by nurturing and sustaining its excellent workforce. The Service Goal strives to provide the tools and direction to improve the quality of the Department's products and services by developing a competent, innovative, and service-oriented workforce.

This new goal emerged for Caltrans as a result of the Goal review workshops held throughtout the state. Employees wanted a goal that was focused on recruiting, hiring, training, and supporting an outstanding workforce. To achieve this, the Department strives to be the "Work Place of Choice" (WPOC) for individuals pursuing a career in transportation. This requires constant focus on the areas of recruitment and hiring, support for success, and employee retention. The WPOC Steering Committee was formed to spearhead this effort. It has developed a program that responds to two basic questions:

- What makes people want to work for Caltrans?
- What makes employees proud to stay here?

The WPOC Steering Committee reviewed research conducted by both private and public entities, results from the 2006 Caltrans Employee Survey, and the Department's Strategic Plan. Consequently, the WPOC Steering Committee identified a number of areas that drive effective recruitment and hiring, support for success, and retention. The Steering Committee compiled a program of strategies and activities that will foster a WPOC and the following are being implemented and included under the Service Goal.

RECRUITMENT AND HIRING
- Partner with Educational Institutions
- Polish Our Image
- Recruit the Best and Promote the Best

SUPPORT FOR SUCCESS
- Focus on Leadership and Communication
- Increase Accountability
- Keep Up with Technology

RETENTION
- Engage and Involve Employees
- Pursue Pay and Benefit Parity
- Support New Employees

Once these strategies have management concurrence, the WPOC Action Plan will be integrated into the strategic and operational planning processes. The WPOC's philosophy will become an essential part of the Department's organizational culture.

OBJECTIVES

OBJECTIVES

Objectives express specific expectations an organization sets for itself in regard to achieving its goals. Each goal is accompanied by a series of objectives that contain time-bound, numerical targets for improving performance. These objectives offer a way for an organization to measure its progress toward achievement of a goal.

Section 5 and Section 6 of this document presents these quantitative performance targets. Here, however, it is explained in qualitative terms the outcome each objective is aiming to achieve.

Safety

- Reduce fatalities on California's highways.
- Ensure there are no work-related fatalities at Caltrans.
- Reduce Caltrans' work-related injuries and illnesses.

Mobility

- Reduce vehicle delays.
- Increase predictability and reliability of travel time. (To be able to travel within expected travel times.)
- Reduce congestion (by encouraging other modes of travel).

Delivery

- Reduce the cost to deliver highway projects.
- Deliver highway projects on time.
- Ensure that completed projects achieve their originally intended purpose and need. (Improve the quality of projects by ensuring they meet the original intent of the project.)
- Minimize project cost overruns.
- Improve cost estimates of projects.

Stewardship

- Improve the pavement condition of highways.
- Ensure that Caltrans is allocating its financial resources as efficiently and effectively as possible.
- Improve the maintenance of highway guardrails and striping and reduce litter.
- Ensure that highway projects meet their environmental commitments.
- Effectively manage Caltrans' inventory of properties.
- Address critical deficiencies in Caltrans facilities. (Replace or repair safety-related deficiencies and old insufficient buildings.)

Service

- Retain high-quality staff.
- Improve our timeliness and responsiveness to customers.
- Promote good communication and innovation at Caltrans.
- Ensure our customers are satisfied.
- Ensure staff is equipped with the tools and training they need to work effectively.
- Attract first-choice job candidates to Caltrans.

STRATEGIES

STRATEGIES

Strategies represent the critical link between planning and implementation: they describe how an organization is going to achieve each of its objectives. Without the identification and implementation of strategies, strategic plans are just that—plans and no action.

Caltrans has developed 99 strategies for achieving its objectives. Those strategies are presented in Section 4 of this plan.

The next section of this plan explains how strategies will be resourced and incorporated into an annual set of work activities.

JUST DO IT!

SECTION 4:
IMPLEMENTING THE STRATEGIC PLAN

STRATEGIC PLANNING PAYS OFF

INTRODUCTION

A strategic plan is only useful if it is a plan for action—used as a tool to make informed management decisions, drive budgets, and achieve organizational results.

While the current strategic planning effort is finished, the cyclical process of implementation is just beginning.

This section describes the Department's implementation of its Strategic Plan over the next five years.

DRIVING THE BUDGET PROCESS

A critical step in implementing the Strategic Plan is determining how to resource the strategies that have been selected to effect improved performance. If the strategic planning and budgeting efforts are divorced from one another, Caltrans' ability to realistically budget for the new workload that needs to be accomplished will be significantly hampered.

The strategic planning process has been integrated into the budget process through the development of an annual Operational Plan that reconciles how the existing budget will be allocated and identifies areas where resources need to be redirected or enhanced through the annual budget process.

ANNUAL OPERATIONAL PLANS

Each year, Caltrans develops an Operational Plan that delineates all of its work activities and the budget needed to resource those activities for a given fiscal year. The Strategic Plan serves as the framework for the Operational Plan—which maps each work activity back to specific goals and objectives. In addition, the groups of activities associated with strategies from the Strategic Plan, that are selected for implementation in a given fiscal year, are added to the Operational Plan as they become funded and implemented.

MONITORING PERFORMANCE

In this year's strategic planning effort, the strategies have been prioritized for implementation in FY 2007-08 through FY 2011-12. The resource needs of these strategies are currently being assessed as part of the budget development process.

Together, the Operational Plan and activities associated with selected strategies from the Strategic Plan for a given year comprise the activities that need to be considered for budgeting purposes. This analysis drives the organization's budget development process.

MONITORING PERFORMANCE

As strategies are assigned resources and implementation schedules, Caltrans will also be monitoring performance—to evaluate whether these strategies are having the impact on operations that were intended.

The performance data reflected in each of the 26 objectives will be collected throughout the year and reviewed to determine whether the Department is, in fact, headed in the right direction—toward achieving its established objectives and goals.

At the end of each fiscal year, current performance will be examined against the targets that have been established in each objective to assess progress. This annual review will enable us to make adjustments to refine the strategies, determine which strategic activities should be added to the operational plan, and revise interim benchmarks for achieving objectives and make resource adjustments.

This cycle reflects true performance management—operating Caltrans proactively by using the strategic vision, valuable data, and effective strategies to become the high-performing organization it wants to be—that it knows it can be.

HOW IT ALL FITS TOGETHER

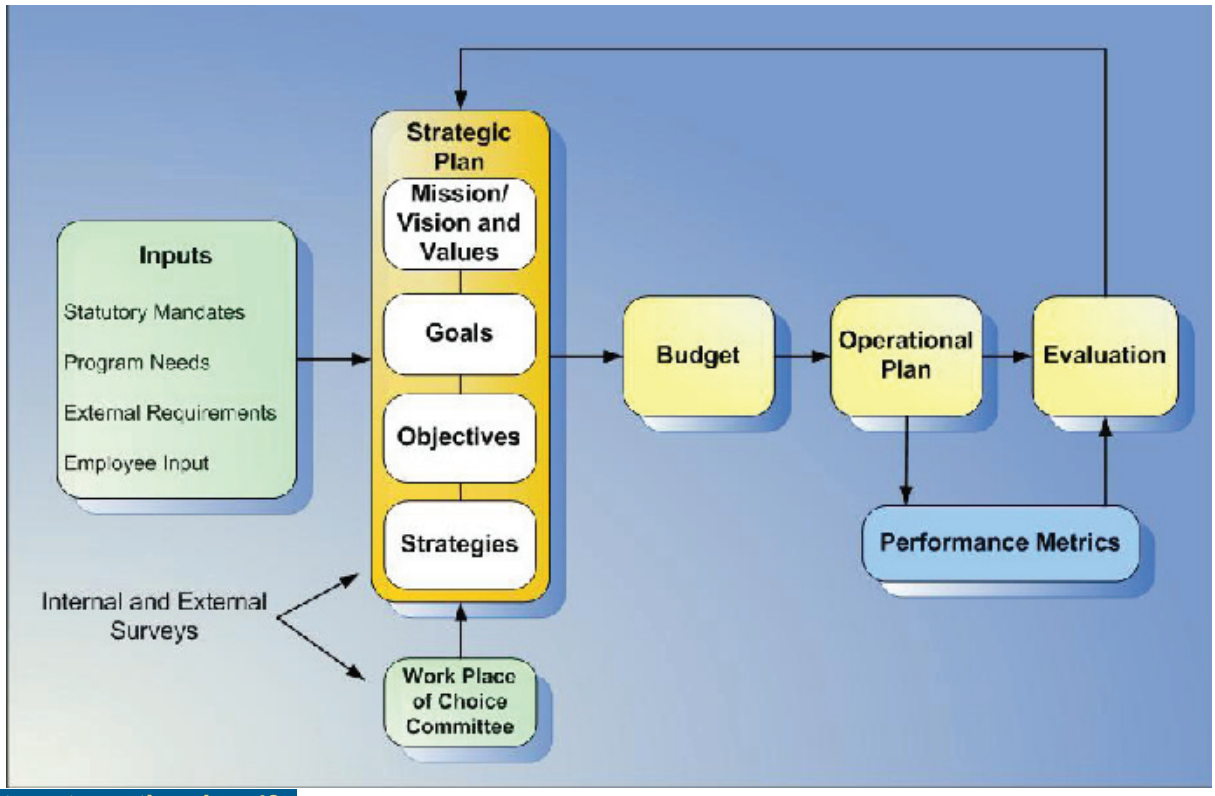
Inputs: Caltrans first gathers the required inputs - Statutory Mandates, Program Needs, External Requirements, Input from employees, results from the Internal and External Surveys and recommendations from the Workplace of Choice Committee.

Five-Year Strategic Plan: The Department then creates the Five-Year Strategic Plan, consisting of the Department's mission/vision, values, goals, objectives, and strategies. The Strategic Plan must be implemented through the annual budget process and funding for strategic activities weighed against resources needs for ongoing, operational activities.

Budget: During the budget phase, the divisions determine the resources used for each operational activity and enter that data into the Operational Plan Template, which creates the baseline for the Annual Operational Plan. The divisions also determine resource needs for any new activities coming from the Strategic Plan.

Annual Operational Plan: Once these results have been consolidated, the Department will have a completed annual Operational Plan.

Performance Metrics and Evaluation: Performance metrics/ measures are created and monitored to evaluate how well the annual objectives are being achieved.



SECTION 5
Goals, Objectives, Strategies, and Performance Measures

SAFETY

Provide the safest transportation system in the nation for users and workers

Performance Measures:

PM 1.1A *Fatalities per 100 million vehicle miles traveled (mvmt) on the California state highway system.*

PM 1.2A Number of worker fatalities per calendar year

Caltrans has adotped the following objectives to reach its Safety Goal:

Objective 1.1

By 2008, reduce the fatality rate on the California state highway system to 1.00/100mvmt and continuously reduce annually thereafter toward a goal of the lowest rate in the nation.

Strategies:

1.1.1 Conduct public awareness campaigns in coordination with partners to improve driver behavior.

Objective 1.2:

Each year, ensure zero work-related fatalities.

Strategies:

1.2.1 Implement statewide accident review/prevention committee that shares prevention strategies.

1.2.2 Reduce worker exposure and increase worker visibility by promoting greater use of low-to-no maintenance design.

1.2.3 Ensure that safety training and safety discussions are more strategic, relevant, and effective for non-field and field staff and contractors.

1.2.4 Reduce worker exposure through improved traffic control in work zones.

1.2.5 Use latest technology to enhance work zone safety.

1.2.6 Lead a multi-organizational initiative to improve driver behavior within work zones.

1.2.7 Validate staffing needs as stated in Chapter 8 of the Safety and Manual and update guidance and resource accordingly.

Caltrans' Workers' Memorial

SAFETY

Provide the safest transportation system in the nation for users and workers

Performance Measures:

PM 1.3A Number of work-related injuries and illnesses in previous 12 months per 200,000 employee hours

Objective 1.3:

By 2012, reduce the work related injury and illness incident rate for transportation workers by 25%.

Strategies:

1.3.1 Improve the process for timely acquisition of innovative and proprietary fire, life, and safety products.

1.3.2 Identify and analyze the most prominent work injuries and illnesses and identify activities that address their causes.

1.3.3 Promote better communication between Project Development Teams and Maintenance forces to assure projects are designed and constructed that contribute to minimizing worker exposure to traffic hazards.

MOBILITY

Maximize transportation system performance and accessibility

Performance Measures:

PM 2.1A Average daily hours of delay.

PM2.2A Percent variation from a predicted travel time (with reliable real-time detection.

In order to achieve its Mobility Goal, Caltrans has adopted the following objectives:

Objective 2.1:
By 2012, reduce daily vehicle hours of delay by 30,000 hours throughout the transportation system.

Strategies:

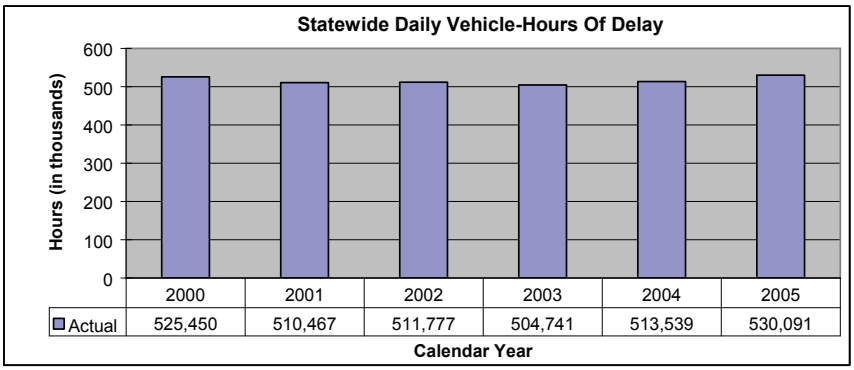
2.1.1 Improve incident management.

2.1.2 Fully develop and implement comprehensive corridor management planning.

2.1.3 Increase efficiencies within the State's transportation system through comprehensive implementation of the Mobility Pyramid strategies.

2.1.4 Improve delivery of travel information.

2.1.5 Work closely with local jurisdictions on land use issues to reduce travel demand.



Source: 2005 State Highway Congestion Monitoring Program (HICOMP) Report.

Objective 2.2: By 2012, increase reliability by 10% throughout the transportation system.

Strategies:

2.2.1 Improve incident management.

2.2.2 Manage construction and maintenance lane closures to minimize traveler delay and project cost while maximizing project quality, performance, and safety.

2.2.3 Establish baseline performance data for the transportation system through full implementation of PeMS, field elements, reliable detection, communications system, and new technology.

2.2.4 Improve delivery of travel information.

MOBILITY

Maximize transportation system performance and accessibility

Performance Measures:

PM2.3A Volume of intercity rail ridership (Pacific Surfliner, San Joaquin, and Capitol Corridors).

PM2.4A Percent of single-occupant vehicles as compared to the total commute trips.

Objective 2.3: By 2012, increase intercity-rail ridership by 28% on the state-supported routes.

Strategies:

2.3.1 Develop and enhance public/private partnerships to support rail ridership.

2.3.2 Increase marketing and public education to increase intercity ridership.

2.3.3 Increase access through safe and secure parking, by connectivity, and by improved land use near stations.

2.3.4 Increase reliability of the intercity rail service.

2.3.5 Maintain and extend existing routes (including additional frequencies), develop new routes, and close gaps in the intercity rail system.

Objective 2.4: By 2012, reduce single occupancy vehicle commute trips by 5%.

Strategies:

2.4.1 Work closely with local jurisdictions on land use issues to promote mode shift.

2.4.2 Partner with stakeholders and region on implementing Transportation Demand Management strategies.

2.4.3 Establish baseline performance data for vehicle occupancy.

2.4.4 Improve interconnectivity between modes.

2.4.5 Complete California's HOV system.

2.4.6 Partner with transit and rail authorities making transit options more useful, inviting, and less difficult to use.

2.4.7 Increase support for non-motorized and promotion/ incentives for use of other alternate means of transportation.

2.4.8 Assess the need for a Park and Ride Lot Program.

DELIVERY

Efficiently deliver quality transpotation projects and services

Performance Measures:

PM3.1A Support Costs to Capital Costs (COS/Capital ratio)

PM3.1B Percent Overhead Cost.

PM3.2A Project Approval and Environmental Document (PA/ED) percent delivery of planned milestones met on Capital Projects.

PM3.2B Right of Way Certification (RWC) percent delivery of planned milestones met on Capital Project.

PM3.2C Ready to List (RTL) percent delivery of planned milestones met on Capital Projects.

PM3.2D Contruction Contract Acceptance (CCA) percent delivery of planned milestones met on Capital Projects.

PM3.3A Percent of Caltrans' projects that met their approved purpose and need at project completion.

In order to achieve its Delivery Goal, Caltrans has adopted the following objectives:

Objective 3.1: By 2012, impact the overall cost to deliver capital projects by:

1. **Reducing the Support to Capital Ratio to 32% or lower**
2. **Reducing the Overhead Cost to 13%**

Strategies:

3.1.1 Develop and implement a Lessons Learned Program.

3.1.2 Define project scope early and clearly.

3.1.3 Streamline project approval process.

3.1.4 Develop an improved charging process.

3.1.5 Fully implement task management.

Objective 3.2: Each fiscal year, meet 100% of project delivery milestones.

Strategies:

3.2.1 Establish realistic project schedule and resource it appropriately.

Objective 3.3: By 2012, ensure 100% of projects meet their approved purpose and need at project completion.

Strategies:

3.3.1 Clearly define project purpose and need in all project approval documents.

3.3.2 Ensure earlier management involvement and decision making on projects.

3.3.3 Effectively engage stakeholders from scoping through completion of project.

DELIVERY

Efficiently deliver quality transpotation projects and services

Performance Measures:

PM3.4A Total construction costs at Proposed Final Estimate (PFE) as a percentage of total original contract allotment.

PM3.5A Percent difference between the total of the low bids compared to the total of the engineers' estimates.

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PM3.5B Percent of projects with low bid within +/- 10% of Engineer's Estimate. (Goal: >50%) (On State administered contracts only)

Objective 3.4: Each year, ensure that the total construction costs of projects do not exceed 100% of their total original allotment.

Strategies:

3.4.1 Improve risk management and implement from project initiation document (PID) phase to construction contract acceptance (CCA).

3.4.2 Reduce third-party conflicts during the construction phase.

3.4.3 Develop a "look back" process that takes a percentage of projects and, after those projects are closed out, examines the entire project from PSR forward to improve future delivery.

Objective 3.5: Each year, keep the total of all low bids within +/- 5% of the total of all engineers' estimates.

Strategies:

3.5.1 Implement an outreach campaign to share upcoming construction contracts and pertinent project information.

3.5.2 Ensure constructability reviews occur in a timely, continuous, and effective manner, and include verification of cost estimates.

3.5.3 Develop and implement processes and tools to assist in producing quality cost estimates.

STEWARDSHIP

Preserve and enhance California's resources and assets

Performance Measures:

PM4.1A Pavement condition – percent and number of distressed lane miles.

In order to achieve its Stewardship Goal, Caltrans has adopted the following objectives:

Objective 4.1: By 2012, ensure that distressed pavement does not exceed 30% of the system's lane miles.

Strategies:

4.1.1 Fully implement the pavement management system.

4.1.2 Increase the Maintenance Program's capacity to perform more pavement preservation work.

4.1.3 Use innovations that improve the quality and durability of pavements.

Objective 4.2: Each year, ensure that 100% of Caltrans' financial resources are available when and where needed.

Strategies:

4.2.1 Streamline the procurement approval process.

4.2.2 Pursue legislation to allow multi-year budgeting for Caltrans.

4.2.3 Improve accounting and budget tools to better predict where resources are available and needed.

4.2.4 Work with the Legislature to allow temporary increases in contracting out.

4.2.5 Implement performance-based asset management decision-making.

4.2.6 Pursue incentives for efficient spending and management of allocations.

4.2.7 Work with the Administration, Legislature, and stakeholders to develop stable and reliable transportation revenue sources to meet the expanded needs of the state.

4.2.8 Develop improved flexibility of financial resources through simplified and flexible fund sources.

4.2.9 Pursue effective lifecycle planning.

STEWARDSHIP

Preserve and enhance California's resources and assets

Performance Measures:

PM4.3A-C Statewide average for Maintenance Level of Service in the areas of:

- *Litter and Debris*
- *Striping*
- *Guardraill*

PM4.4A Percent of projects that have updated environmental commitment records and a Certificate of Environmental Compliance at project close-out.

PM4.4B Percentage of projects that have an Enviromental Certification, including an updated Environmental Committements Record, at the ready-to-list (RTL) milestone.

Objective 4.3: By 2012, increase Maintenance level of service (LOS) scores to:

- **80 in Litter and Debris;**
- **95 in Striping;**
- **95 in Guardrail.**

Strategies:

4.3.1 Improve the process of incorporating higher-performance, lower-maintenance guardrail systems into projects.

4.3.2 Resource Maintenance based on inventory and workload in order to meet Maintenance levels of service.

4.3.3 Research, procure, and utilize more durable materials for striping.

4.3.4 Develop a comprehensive anti-litter campaign.

Objective 4.4: Each year, ensure environmental commitments are documented and implemented on 100% of projects.

Strategies:

4.4.1 Implement long-term planning of the management of mitigation properties as part of Caltrans' stewardship responsibility.

4.4.2 Initiate a collaborative effort to standardize GIS practices throughout the State.

4.4.3 Create and populate the STEVE database and tracking tool. Create standard operating procedures for using STEVE.

4.4.4 Better define environmental commitments through more formal agreements and MOUs with regulatory agencies.

4.4.5 Continue to develop and implement the LD/IGR statewide work plan designed to engage private and public stakeholders to ensure mitigation strategies are implemented.

STEWARDSHIP

Preserve and enhance California's resources and assets

Performance Measures:

PM4.5A Percent of parcels identified as excess and disposed of.

PM 4.6A Percent of office facilities with critical infrastructure deficiencies identified and corrected.

4.4.6 Develop flexible funding for environmental commitments.

Objective 4.5: Each year, dispose of 100% of the parcels identified as excess in the annual Real Property Retention Review.

Strategies:

4.5.1 Remove mitigation sites from "excess" inventory (must hold to fulfill environmental obligations) and create a new property category.

4.5.2 Streamline the process to identify and dispose of both current and future excess parcels.

Objective 4.6: Identify all critical infrastructure deficiencies for facilities by 2010 and remediate 25% of the deficiencies by 2012.

Strategies:

4.6.1 Work with Department of General Services to improve processes related to identifying, assessing, and addressing office facilities and infrastructure problems.

4.6.2 Pursue additional funding for remediation of critical infrastructure deficiencies.

4.6.3 Develop a comprehensive multi-year plan for addressing the infrastructure issues of non-office facilities.

SERVICE

Promote quality service through an excellent workforce

Performance Measures:

PM5.1A Employee attrition rate.

PM5.2A Percent compliance with response times and scheduled milestones for Local Assistance, oversight, and permits

PM5.3A Percent of Caltrans employees that agree or strongly agree that employees are encouraged to try new ideas and new ways of doing things to improve Caltrans.

In order to achieve its Service Goal, Caltrans adopted the following Objectives:

Objective 5.1: Each year, ensure that the attrition rate at Caltrans does not exceed 4%.

Strategies:

5.1.1 Create a greater sense of community in the atmosphere at Caltrans.

5.1.2 Implement effective succession planning to meet the Department's long term needs.

5.1.3 Pursue pay and benefit parity for all employees.

5.1.4 Improve and standardize data collection and analysis for improving employee retention. (Instruments include exit interviews and employee surveys.)

Objective 5.2: Each year, ensure 100% compliance with response times and scheduled milestones for Local Assistance, oversight, and permits, as negotiated with our local partners and other submitting entities.

Strategies:

5.2.1 Establish and document realistic schedules and expectations with stakeholders.

5.2.2 Assess and define appropriate resourcing to comply with mandates and directives from outside agencies regarding meeting milestones with local partners and customers.

5.2.3 Proactively monitor upcoming deadlines and commitments by utilizing a project management tool that enables Caltrans to comply with established response times and milestones.

Objective 5.3: By 2012, increase by 15% the number of Caltrans employees who agree or strongly agree that employees are encouraged to try new ideas and new ways of doing things to improve Caltrans.

Strategies:

5.3.1 Develop, implement, and market an innovation program.

5.3.2 Promote new ways of doing business through partnerships.

SERVICE

Promote quality service through an excellent workforce

Performance Measures:

PM5.4A Percent of respondents that said Caltrans was doing a good or excellent job.

PM5.4B Percent of respondents who said Caltrans was doing a good or excellent job in fullfilling its mission of improving mobiltiy throughout California.

PM5.4C Percent of respondents who said that "over the last two years, Caltrans has improved, gotten worse, or stayed about the same.

PM5.5A Percent of Caltrans employees who agree or strongly agree that the training they have received at Caltrans has adequately prepared them for the work they do.

PM5.6A Percent of Caltrans employees that rate Caltrans management as good or very good at being open and honest in communications with employees.

Objective 5.4: By 2011, increase by 15% the number of external stakeholders who are satisfied with Caltrans services.

Strategies:

5.4.1 Develop and implement staff training on proactive partnership and customer service.

5.4.2 Develop and implement an organizational approach to community involvement where Caltrans' mission has a nexus with partners' missions.

5.4.3 Develop and implement a media campaign and community involvement outreach effort that helps to reinforce and enhance Caltrans' positive public image.

5.4.4 Effectively integrate stakeholders early and often into Caltrans' decision making processes.

5.4.5 Solicit feedback from external customers on a product-by-product and service-by-service basis for lessons learned and develop a process for sharing those lessons across the organization.

Objective 5.5: By 2012, increase by 5% the number of Caltrans employees who agree or strongly agree that the training they have received at Caltrans has adequately prepared them for the work they do.

Strategies:

5.5.1 Provide a stronger link between the Individual Development Process (IDP) and the training provided.

5.5.2 Provide "new employee" support and training.

5.5.3 Implement a robust training program for current employees.

Objective 5.6: Increase the number of Caltrans employees who rate Caltrans management as good or very good at being open and honest in communications with employees, by 15% in 2008, 30% in 2010, and 50% in 2012. (From baseline.)

Strategies:

5.6.1 Develop and implement effective methods of communication up and down the organization.

SERVICE

Promote quality service through an excellent workforce

Objective 5.7: By 2012, increase by 15% or more of Caltrans employees agree or strongly agree that they are satisfied with the availability of the tools necessary to do their job.

Strategies:

5.7.1 Develop a standardized process to quickly acquire new tools (products and services) necessary to do the job.

5.7.2 Pursue increased project approval and procurement delegations.

5.7.3 Establish, maintain, and fund a replacement schedule for equipment (including vehicles, computers, office furniture etc.).

Objective 5.8: By 2012, increase by 20% the number of first-choice candidates that accept the Department's entry-level job offers.

Strategies:

5.8.1 Improve the efficiency and effectiveness of the employee selection process.

5.8.2 Strengthen our recruitment program.

5.8.3 Pursue pay and benefit parity for all employees.

Performance Measures:

PM5.7A Percent of Caltrans employees that agree or strongly agree that they are satisfied with the availability of the tools necessary to do their job.

PM5.8A Percent of first-choice candidates who accept the Department's entry-level job offers.

WHERE DO WE START?

SECTION 6:
Performance Measures - Baseline Data For Benchmarking And Target Setting

BASELINE AND TARGETS

Baseline Data And Historical Trends

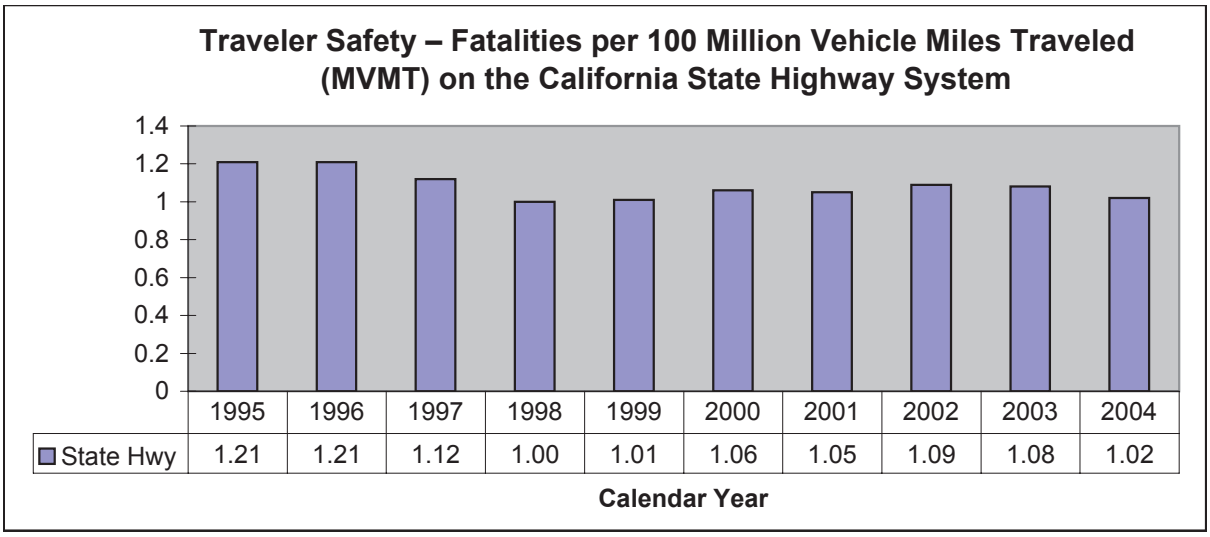
Data for various performance measures were collected from various sources, both from within and outside of Caltrans. The data sets were selected based on their applicability to Caltrans' Strategic Plan Goals and they were used to assist the efforts of developing Strategic Plan Objectives. The data sets are presented in the following charts to provide graphical depiction of the various performance measures and to propose baselines upon which to set the targets for the measures. Where data is available for more than one measurement cycle, the data points are presented as a series of vertical bars to show the historical trends of the specific measures.

These charts were provided to the Strategic Planning Work Group during the development of Strategic Plan Objectives. The charts were used by the Work Group to gauge the trends of the specific measures and to assist the group's efforts in setting the targets for the various Objectives. For some of the performance measures that were previously reported to the Business, Transportation and Housing Agency (BTH), the "benchmark" and the "target" as reported for the applicable measure were provided as additional information for consideration by the Work Group. It should be noted that the terminology of "benchmark" as reported to the BTH was loosely used to refer to the baseline in most cases.

For the purpose of setting the objectives and the targets for the Strategic Plan, the baseline for each performance measure was established with the most current data (the latest year or fiscal year) as depicted in the charts. The only exception to this general rule is the baseline for the Worker Incident Rate (see chart under Objective 1.3). The 2004 data was selected as the baseline for the Worker Incident Rate based on the input from the Office of Health and Safety Services, and for consistency and continuity with the original target as previously reported to the BTH. The basis of this exception is further explained in the footnotes below the chart for Worker Incident Rate.

Safety Goal – *Provide the safest transportation system in the nation for users and workers*

Objective 1.1



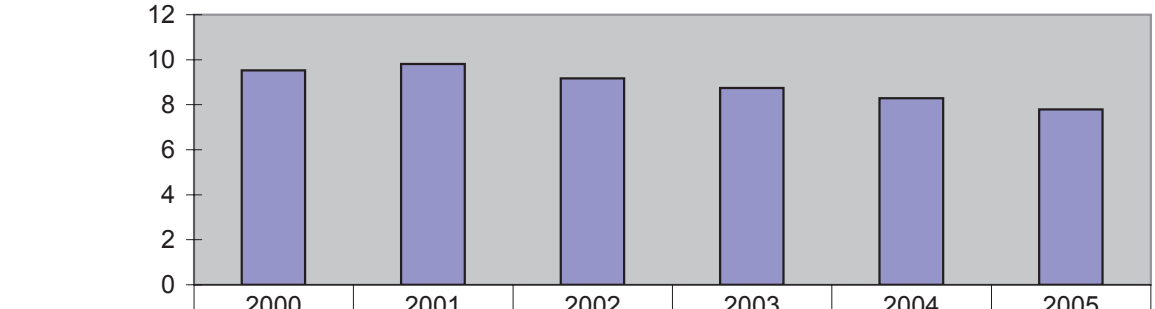
Notes: 1. As previously reported to BTH,, Benchmark = 1.27; Target = 1.00.
2. The national goal is to reduce the fatality rate to 1.00/100 mvmt by 2008.
3. Strategic Plan baseline (2004 data) = 1.02.

Objective 1.2

Notes: 1. As previously reported to BTH, Benchmark = 3; Target = 0.
2. Strategic Plan baseline (2006 data) = 2.

Safety Goal – *Provide the safest transportation system in the nation for users and workers*

Objective 1.3



Notes:
1. As previously reported to BTH, Benchmark = 8.12; Target = 7.31.
2. Incident Rate (IR) has been previously reported to BTH on a quarterly basis since 2005. The IR for 2004 was originally reported as 8.12, which was used as a baseline to set a target. The 2008 target IR previously reported to BTH is a 10% reduction from the baseline of 8.12, which is to be achieved by 12/31/2008.
3. Incident rate is subject to being updated to reflect late reporting of incidents from the field. Employees may seek medical attention weeks or sometimes months after the initial exposure to an incident that didn't require immediate medical attention. The 2004 IR has since been updated to 8.29 and it is now less susceptible to changes than the more recent IR figure for 2005.
4. Based on consultation with the Office of Health and Safety Services, and for consistency and continuity with the original target set for 2008 (as previously reported to BTH), the 2012 target identified in the Strategic Plan is based on 25% reduction from the baseline IR in 2004 (with an updated 2004 figure of 8.29).

Mobility Goal – *Maximize transportation system performance and accessibility*

Objective 2.1

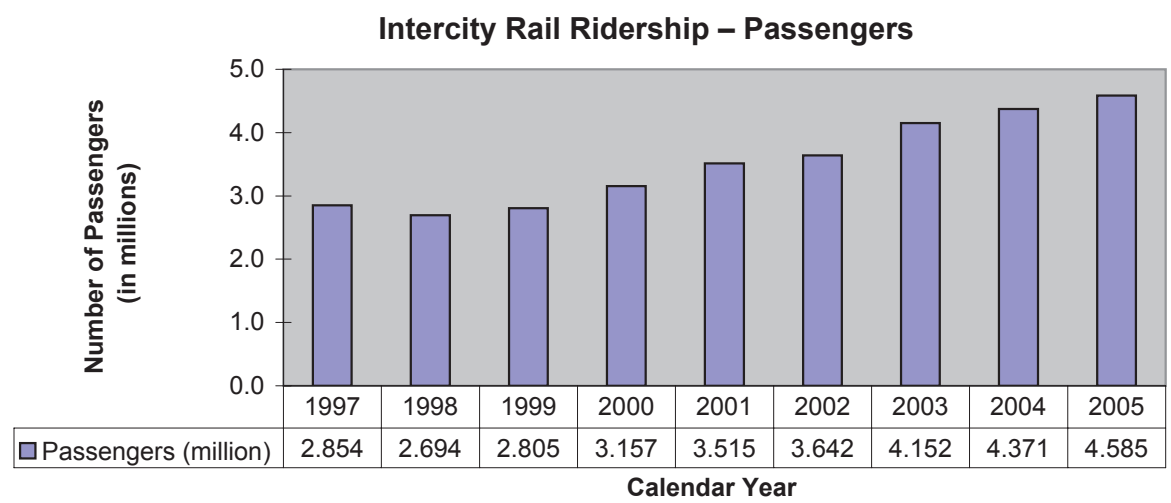
Average daily vehicle hours of delay (dvhd): Per the Governor's Strategic Growth Plan (SGP), the SGP targets a significant decrease in traffic congestion below today's levels. This will occur even while accommodating growth in population and the economy over the decade. Over the next ten years, daily congestion (measured by daily hours of delay) is projected to increase 35% from 558,143 hours in 2005 to 753,000 hours in 2016 based on current trends. With the SGP, congestion levels are estimated to be 454,000 hours daily in 2016, a reduction of more than 100,000 hours (18.7%) below today's levels.

Objective 2.2

Percent variation from a predicted travel time (with reliable real-time detection).

Status: Data not yet available.

Objective 2.3



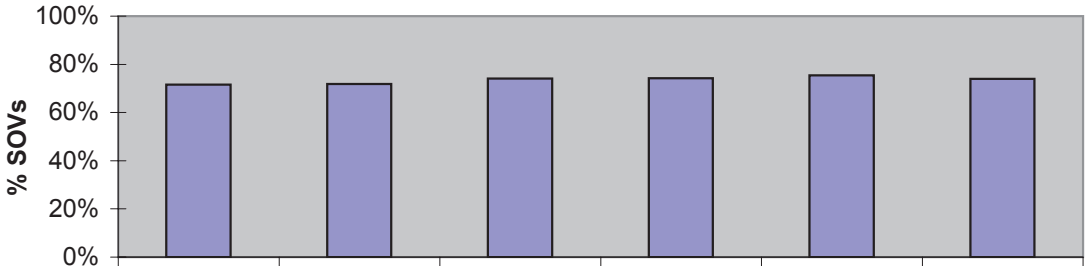
	1997	1998	1999	2000	2001	2002	2003	2004	2005
Passengers (million)	2.854	2.694	2.805	3.157	3.515	3.642	4.152	4.371	4.585

Notes: 1. As previously reported to BTH, Benchmark = actual ridership in prior year; Target is based on annual Corridor Business Plans (approximately 5% over the actual ridership in prior year).
2. Strategic Plan baseline (2005 data) = 4.585 million.

Mobility Goal – *Maximize transportation system performance and accessibility*

Objective 2.4

Percent of Single Occupancy Vehicles (SOVs) as compared to the total commute trips in California



	1990	2000	2002	2003	2004	2005
SOV	71.6%	71.8%	74.1%	74.2%	75.4%	74.0%

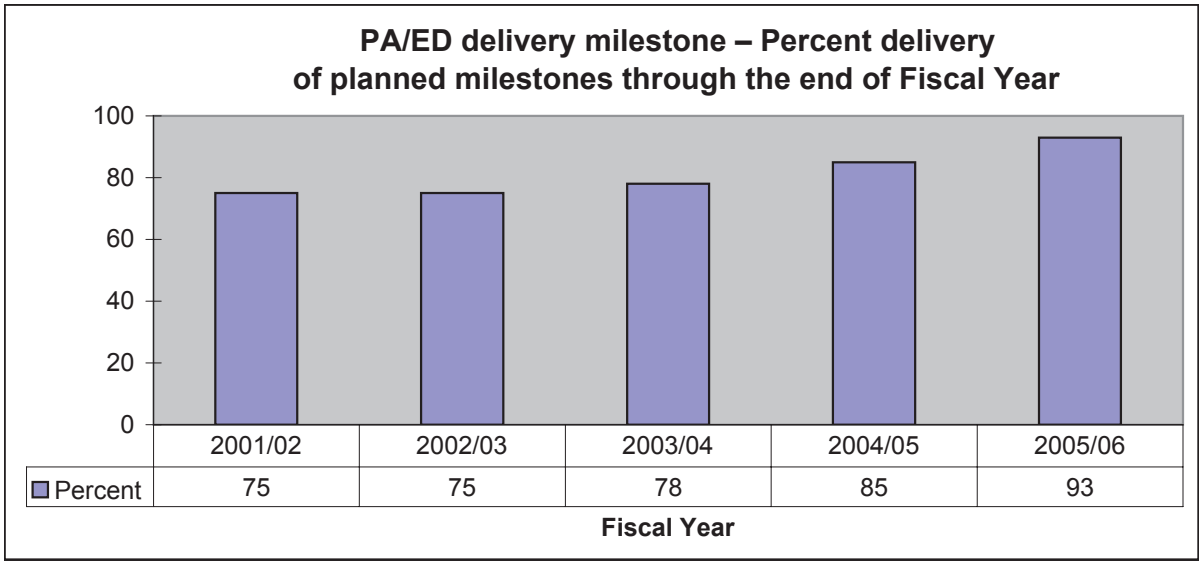
Survey Year

Notes:
1. Commute trips include SOV, carpool, public transit, walked, other means, and worked at home.
2. Figures for 1990 and 2000 are based on the 1990 and 2000 Census, respectively. Other figures are based on the American Community Survey for 2002-2005, respectively.
3. Strategic Plan baseline (2005 data) = 74.0%.

Delivery Goal – *Efficiently deliver quality transportation projects and services*

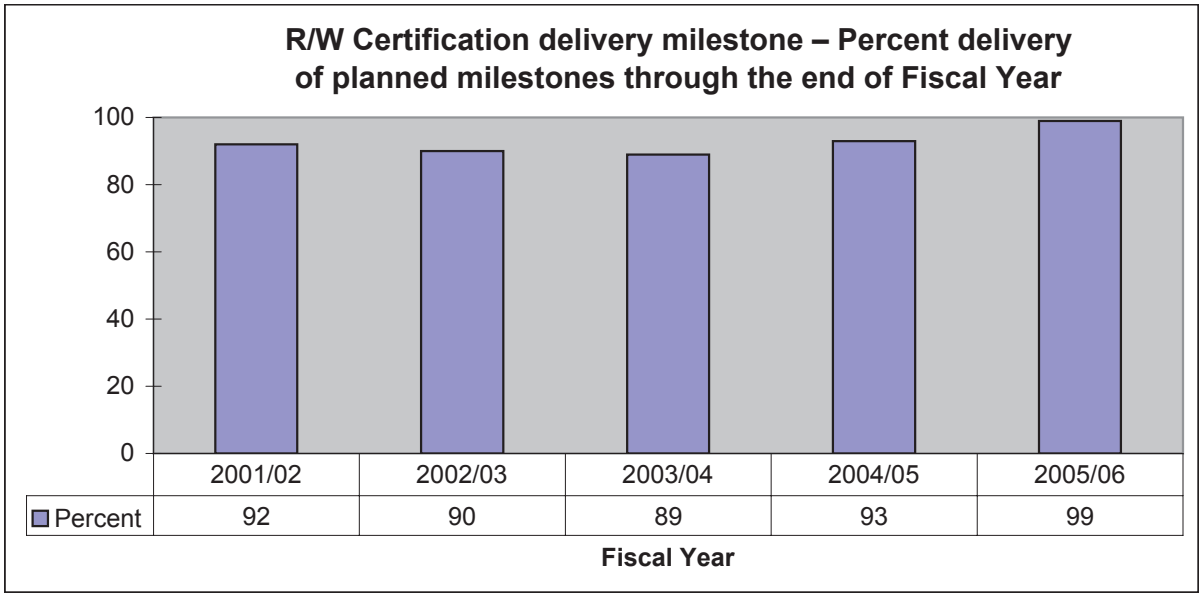
Objective 3.1
The Capital Outlay Support Costs to Capital Costs ratio was set by the Department at 32%.

Objective 3.2 (PM 3.2a: Project Approval and Environmental Document [PA/ED]).



Notes: 1. As previously reported to BTH, Benchmark = 90%; Target = 90%.
2. Strategic Plan baseline (2005/06 data) = 93%.

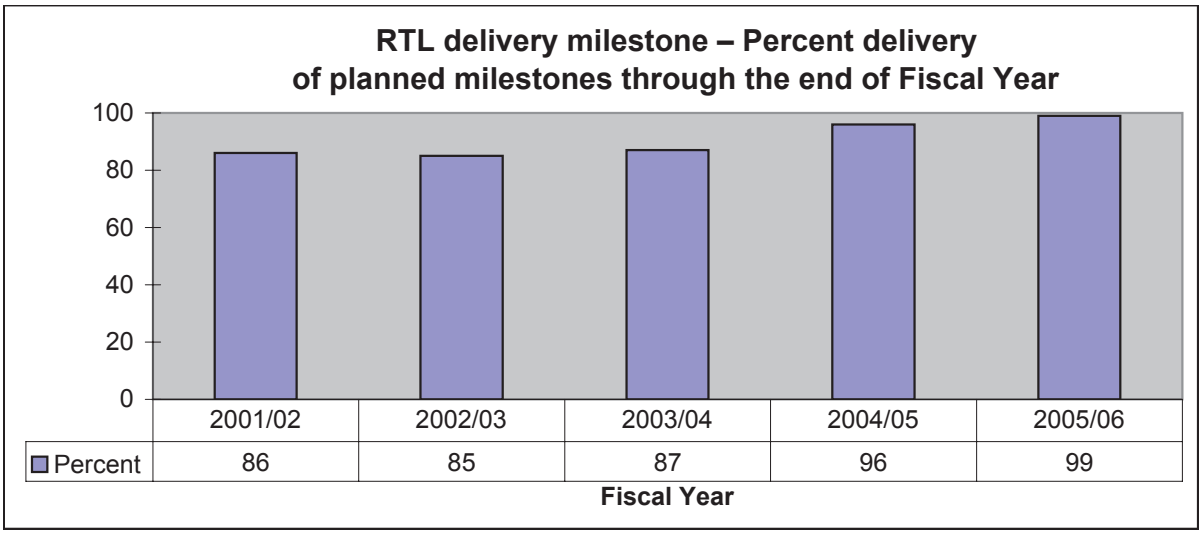
Objective 3.2 (PM 3.2b: Right of Way [R/W] Certification).



Notes: 1. As previously reported to BTH, Benchmark = 90%; Target = 90%.
2. Strategic Plan baseline (2005/06 data) = 99%.

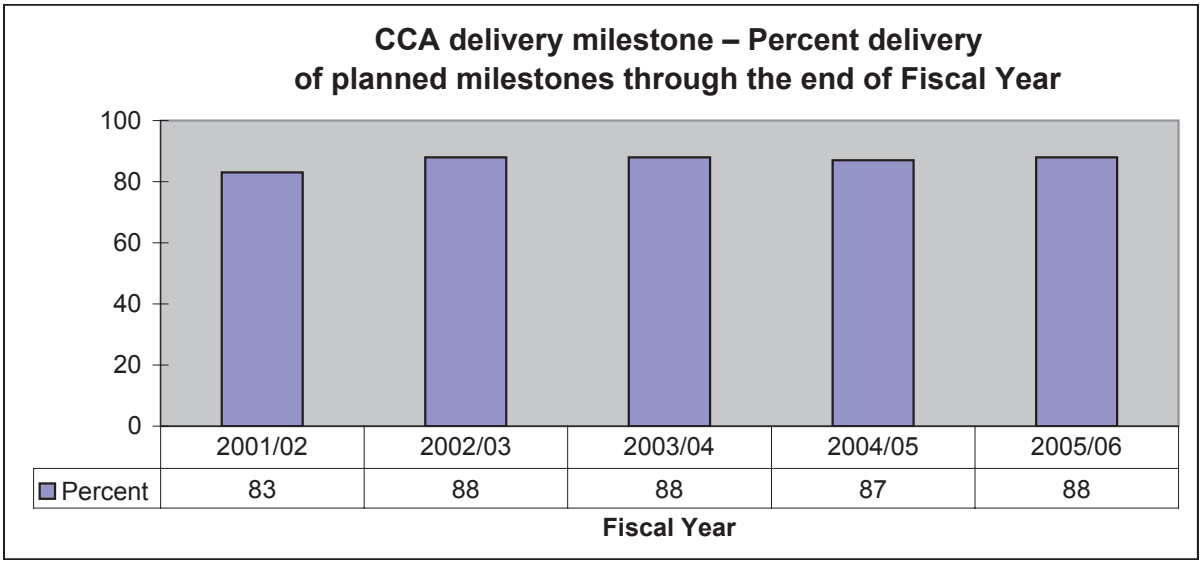
Delivery Goal – *Efficiently deliver quality transportation projects and services*

Objective 3.2 (PM 3.2c: Ready To List [RTL] milestone).



Notes: 1. As previously reported to BTH, Benchmark = 90%; Target = 90%.
2. Strategic Plan baseline (2005/06 data) = 99%.

Objective 3.2 (PM 3.2d: Construction Contract Acceptance [CCA]).



Notes: 1. As previously reported to BTH, Benchmark = 90%; Target = 90%.
2. Strategic Plan baseline (2005/06 data) = 88%.

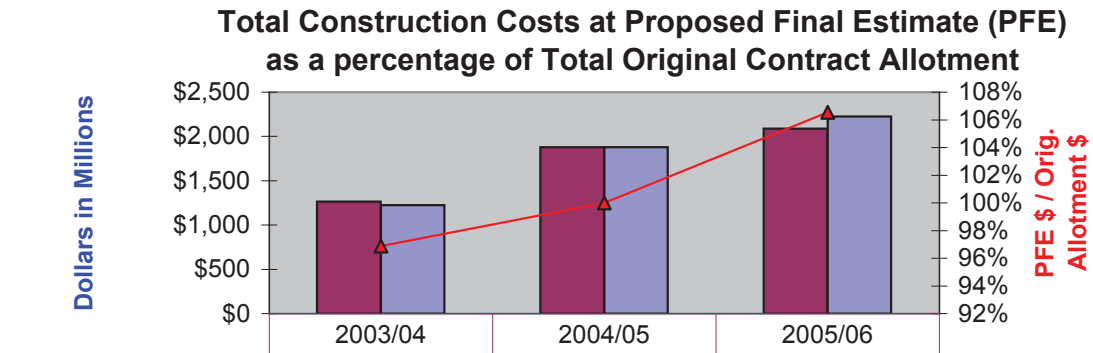
Objective 3.3

Percent of projects that meet their approved purpose and need at project completion.

Status: Need to develop process to collect data.

Delivery Goal – *Efficiently deliver quality transportation projects and services*

Objective 3.4

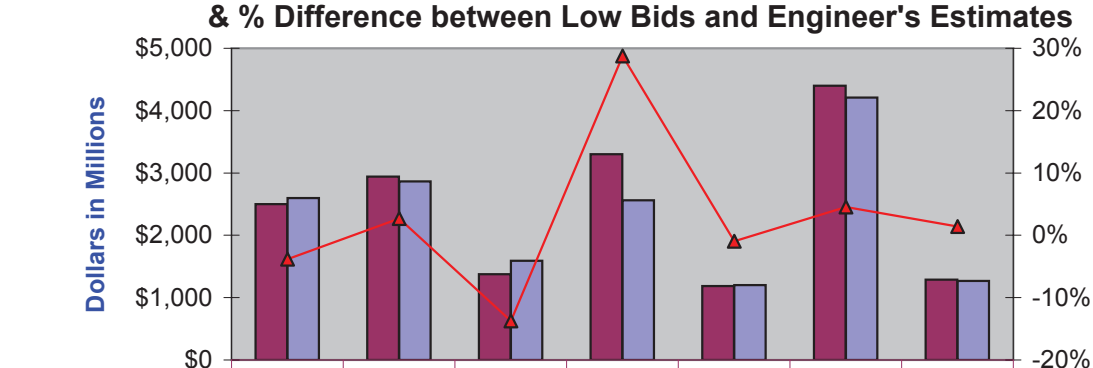


	2003/04	2004/05	2005/06
Orig. Allotment	$1,263	$1,877	$2,088
Costs at PFE	$1,224	$1,877	$2,225
PFE$/Orig Allot$	97%	100%	107%

Fiscal Year (FY)

Notes: 1. Fiscal Year is based on the year of the PFE, not the original allotment year.
2. Original allotment = the bid amount + contingency + state furnished material + supplemental funds.
3. Strategic Plan baseline (2005/06 data) = 107%.

Objective 3.5



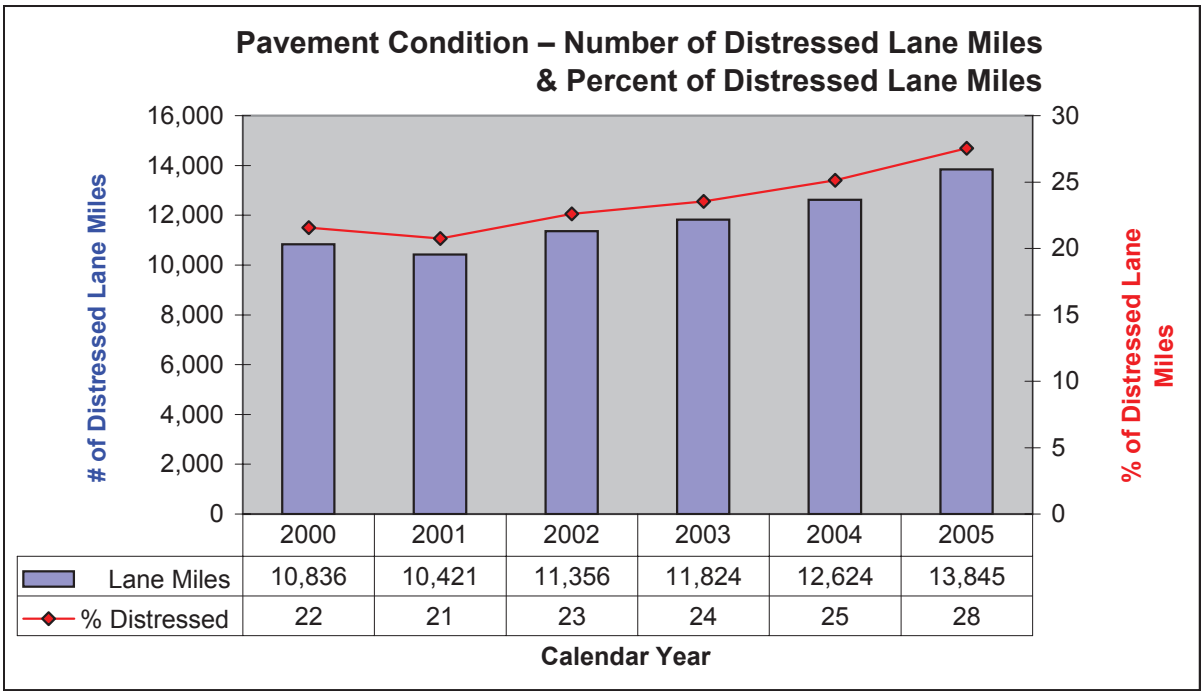
	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
Low Bids	$2,498	$2,943	$1,374	$3,301	$1,188	$4,402	$1,286
Engr's Est.	$2,597	$2,866	$1,593	$2,563	$1,199	$4,210	$1,269
% Difference	-3.8%	2.7%	-13.7%	28.8%	-1.0%	4.5%	1.4%

Fiscal Year (FY)

Notes: 1. Include all bid opened projects. Some projects may bid opened more than once.
2. Projects with no bids received (zero bidder) are excluded.
3. FY 2006/07 figures represent the first two quarters only (through 12/31/06).
4. Strategic Plan baseline (2005/06 data) = 4.5%.

Stewardship Goal – *Preserve and enhance California's resources and assets*

Objective 4.1



	2000	2001	2002	2003	2004	2005
Lane Miles	10,836	10,421	11,356	11,824	12,624	13,845
% Distressed	22	21	23	24	25	28

Notes: 1. As previously reported to BTH, Benchmark = 11,820; Target = 11,800.
2. Strategic Plan baseline (2005 data) = 28%.

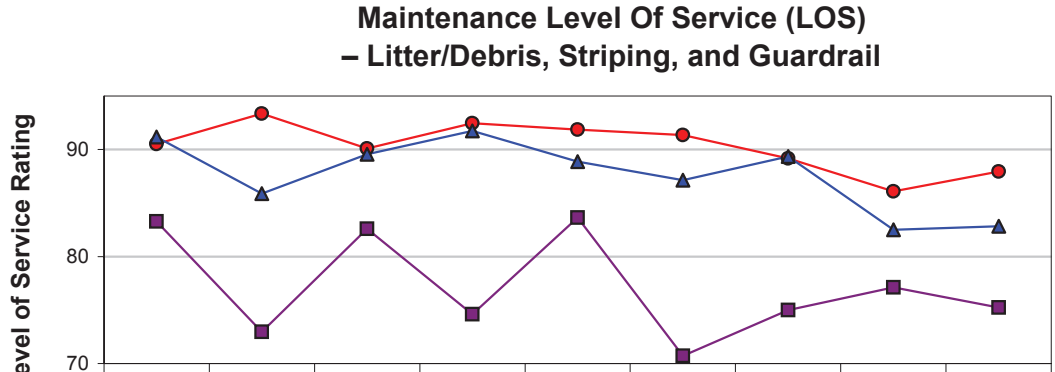
Objective 4.2

Each year, ensure that 100% of Caltrans' financial resources are available when and where needed.

Status: During the development of the Strategic Plan Objectives, the Department was still trying to define and develop appropriate performance measures that relate to its financial resources. Hence, data collection for measures under this Objective was not in place.

Stewardship Goal – *Preserve and enhance California's resources and assets*

Objective 4.3



	Spring 2001	Fall 2001	Spring 2002	Fall 2002	Spring 2003	Fall 2003	FY 2004	FY 2005	FY 2006
Litter/Debris	83	73	83	75	84	71	75	77	75
Striping	91	93	90	92	92	91	89	86	88
Guardrail	91	86	90	92	89	87	89	82	83

By Season or By Fiscal Year (FY)

Note: Strategic Plan baseline (2006 data), Litter/Debris LOS = 75; Striping LOS = 88; Guardrail LOS = 83.

Objective 4.4

Percentage of projects that have an updated Environmental Commitments Records and a Certificate of Environmental Compliance at project close out.

Status: Data not yet available.

Objective 4.5

Each year, dispose of 100% of the parcels identified as excess in the annual Real Property Retention Review.

Status: The Department has set the target to dispose of all parcels identified as excess in each year's Real Property Retention Review.

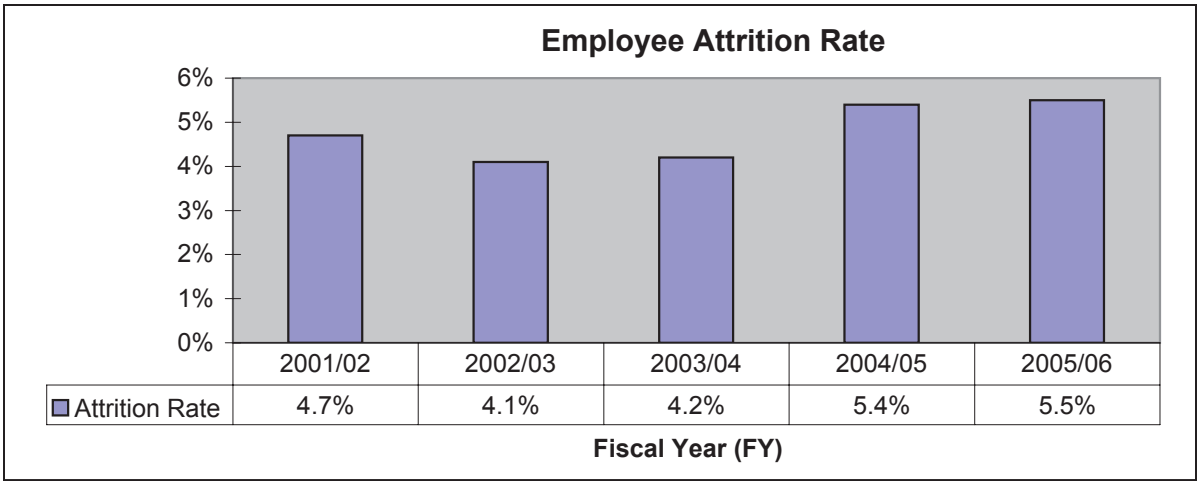
Objective 4.6

Percent of facilities with critical infrastructure deficiencies identified and corrected.

Status: Data collected by Division of Business, Facilities, and Security. There were five districts and the HQ Equipment Shop office building that still required Department of General Services' (DGS) studies to identify the deficiencies for correction by 2010. To date, studies for three districts are complete (50%). DGS is reviewing the remaining facilities and preparing a cost proposal to complete the remaining studies.

Service Goal – *Promote quality service through an excellent workforce*

Objective 5.1



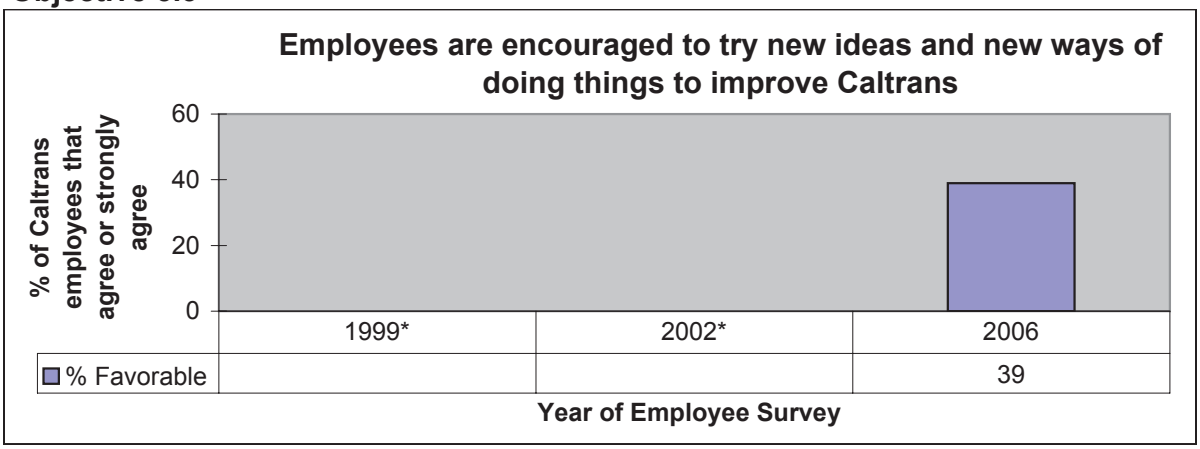
Notes: 1. Attrition is total separations in a FY divided by employee count at beginning of FY.
2. Total number of separations and employee count exclude intermittent employees.
3. Strategic Plan baseline (2005/06 data) = 5.5%.

Objective 5.2

Each year, ensure 100% compliance with response times and scheduled milestones for Local Assistance, oversight, and permits, as negotiated with our local partners and other submitting entities.

Status: Process for statewide data collection not in place.

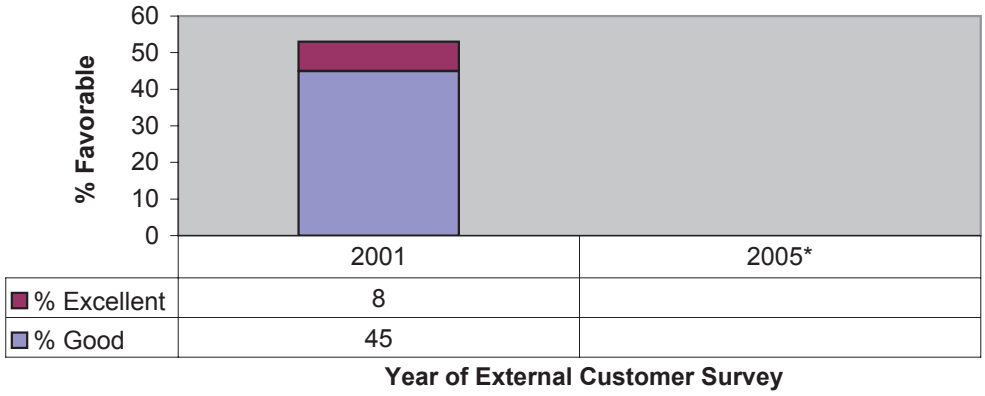
Objective 5.3



Notes: 1. Normative comparisons: United States (US) Norm = 57%, P65 Norm = 66%.
2. US Norm represents 50th percentile of the general working population in the US.
3. P65 Norm represents 65th percentile of (or the high performing) organizations in the US, and provides a higher benchmark against which to set goals.
* 4. No comparable survey questions in the 1999 and 2002 surveys.

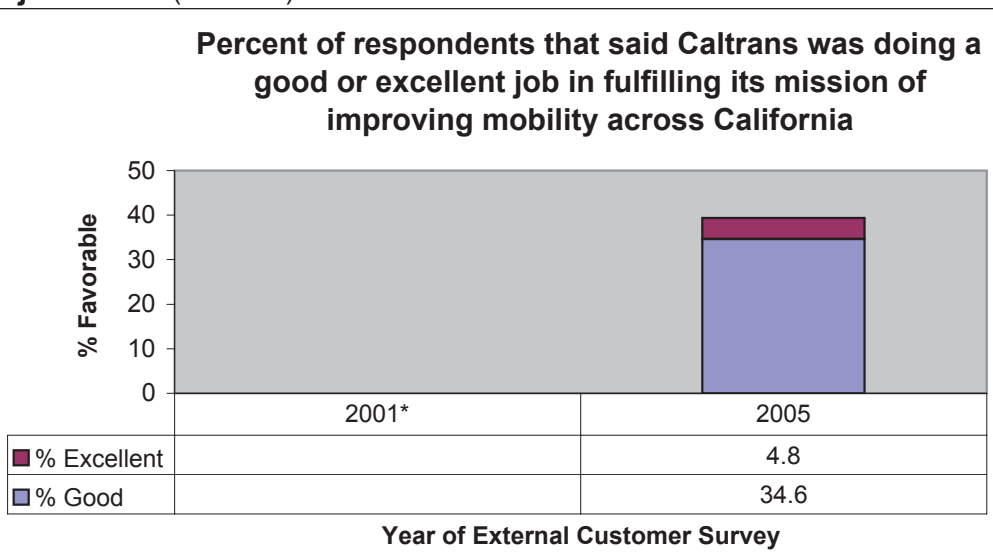
Service Goal – *Promote quality service through an excellent workforce*

Objective 5.4 (PM 5.4a)



Data Source: 2001 Caltrans External Customer Survey – Telephone Survey.
* Note: A different survey question was used in the 2005 Survey (see PM 5.4b below).

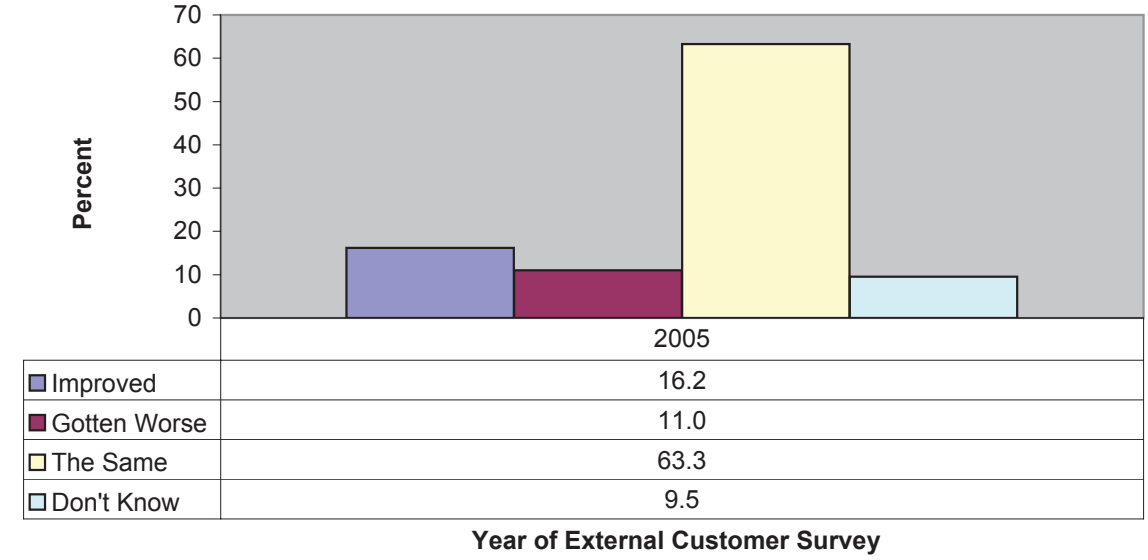
Objective 5.4 (PM 5.4b)



Data Source: 2005 Survey and Focus Groups About Perceptions of Caltrans.
* Note: A different survey question was used in the 2001 Survey (see PM 5.4a above).

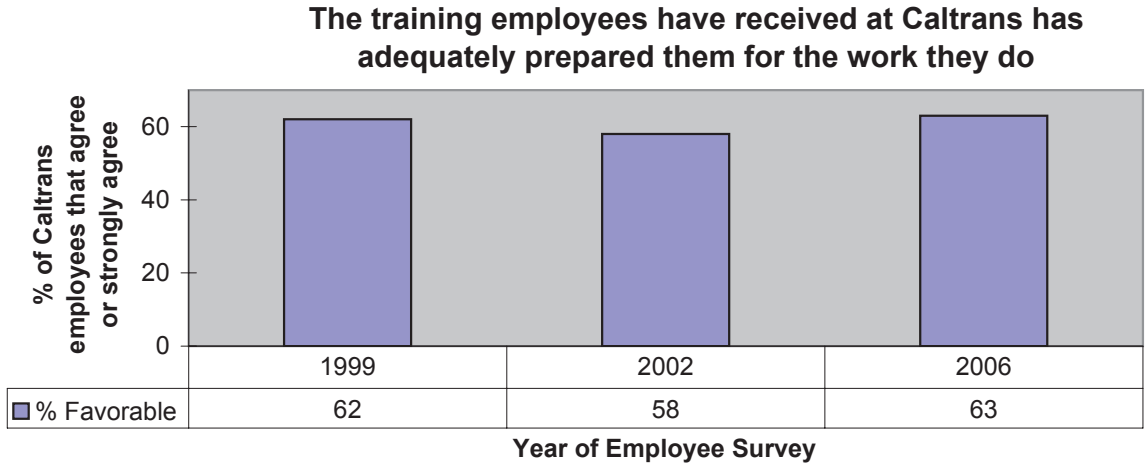
Service Goal – *Promote quality service through an excellent workforce*

Objective 5.4 (PM 5.4c)



Data Source: 2005 Survey and Focus Groups About Perceptions of Caltrans.

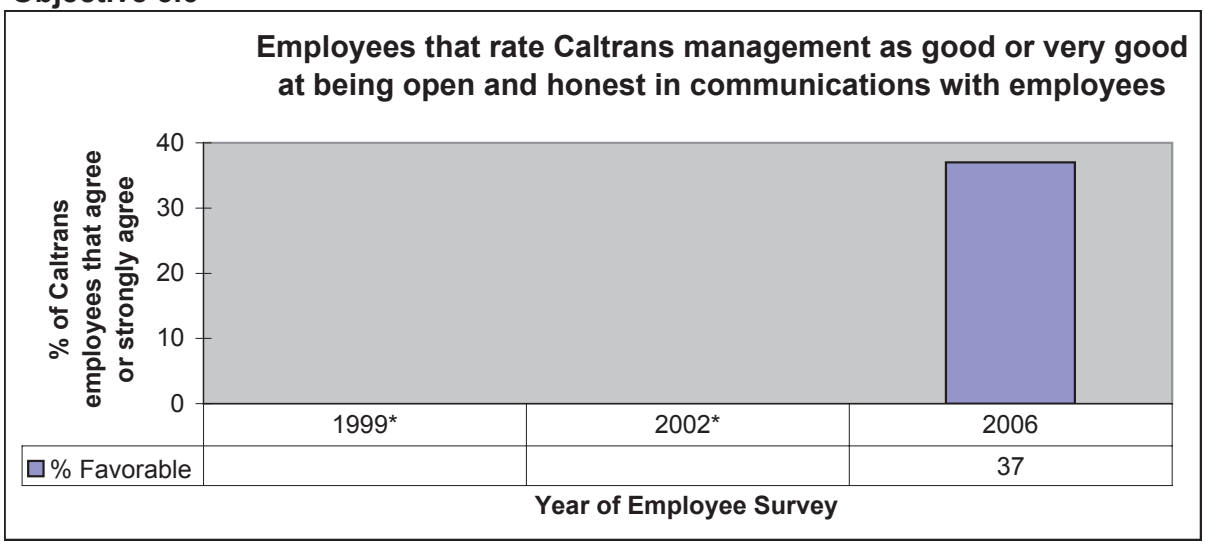
Objective 5.5



Notes:
1. Normative comparisons: United States (US) Norm = 57%, P65 Norm = 66%.
2. US Norm represents 50th percentile of the general working population in the US.
3. P65 Norm represents 65th percentile of (or the high performing) organizations in the US, and provides a higher benchmark against which to set goals.
4. Strategic Plan baseline (2006 data) = 63%.

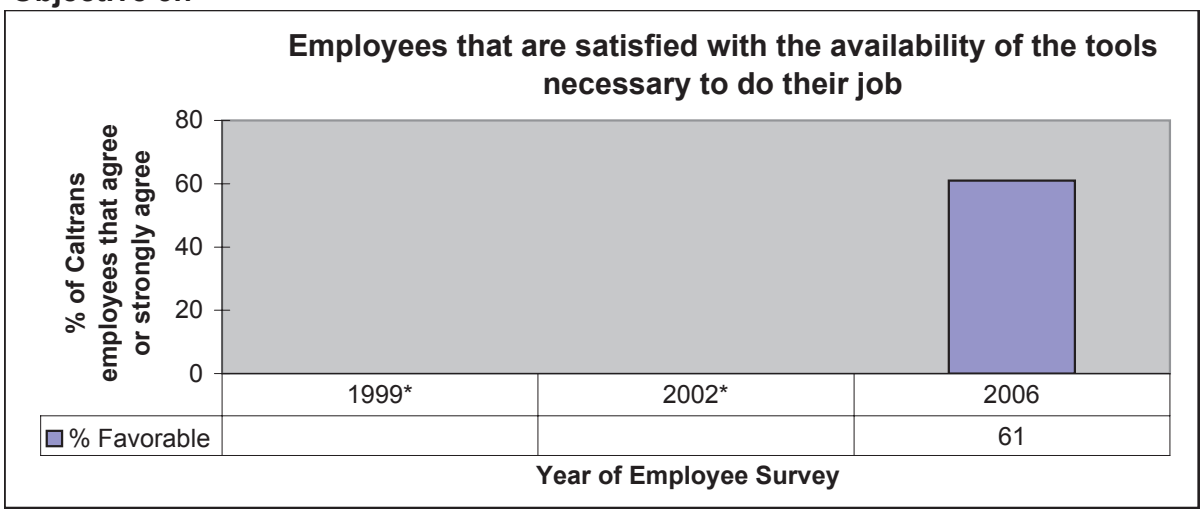
Service Goal – *Promote quality service through an excellent workforce*

Objective 5.6



Notes: 1. Normative comparisons: US Norm = 57%, P65 Norm = 66%.
2. US Norm represents 50th percentile of the general working population in the US.
3. P65 Norm represents 65th percentile of (or the high performing) organizations in the US, and provides a higher benchmark against which to set goals.
* 4. No comparable survey questions in the 1999 and 2002 surveys.

Objective 5.7



Notes: 1. Normative comparisons: US Norm = 57%, P65 Norm = 66%.
2. US Norm represents 50th percentile of the general working population in the US.
3. P65 Norm represents 65th percentile of (or the high performing) organizations in the US, and provides a higher benchmark against which to set goals.
* 4. No comparable survey questions in the 1999 and 2002 surveys.

Service Goal – *Promote quality service through an excellent workforce*

Objective 5.8

By 2012, increase by 20% the number of first-choice candidates that accept the Department's entry-level job offers.

Status: Data is being collected by Division of Human Resources (DHR).