Complete Streets Implementation Action Plan

Final
February 1, 2010

Implementation of Deputy Directive 64-R1: Complete Streets - Integrating the Transportation System

Complete Streets Implementation Action Plan
Meeting the safety and mobility needs of all legal users in all modes.

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1: Implementation Action Plan Introduction

Complete Streets: Integrating the Transportation System

Deputy Directive 64-R1

Deputy Directive 64-Revision #1: 'Complete Streets: Integrating the Transportation System' (DD-64-R1) was signed on October 2, 2008. The California Department of Transportation (Department) provides for the needs of travelers of all ages and abilities in all planning, programming, design, construction, operations, and maintenance activities and products on the State Highway System (SHS). The Department views all transportation improvements (new and retrofit) as opportunities to improve safety, access, and mobility for all travelers and recognizes bicycle, pedestrian, and transit modes as integral elements of the transportation system.

The Department develops integrated multimodal projects in balance with community goals, plans, and values. Addressing the safety and mobility needs of bicyclists, pedestrians, and transit users in all projects, regardless of funding, is implicit in these objectives. Bicycle, pedestrian, and transit travel is facilitated by creating "complete streets" beginning early in system planning and continuing through project delivery, maintenance, and operations. Developing a network of complete streets requires collaboration among all Department functional units and stakeholders.

DD-64-R1 requires a Complete Streets Implementation Action Plan (CS IAP) be developed and implemented. The full text of DD-64-R1 is contained in section 3: Appendix I.

Complete Streets Defined

Complete Street – A transportation facility that is planned, designed, operated, and maintained to provide safe mobility for **all** users, including bicyclists, pedestrians, transit vehicles, truckers, and motorists, appropriate to the function and context of the facility. Complete street concepts apply to rural, suburban, and urban areas.

Complete Streets Within The Department

Understanding the community or local context is imperative in order to successfully implement DD-64-R1. Planning, designing, and constructing complete streets must be tailored to the local context and the particular needs and opportunities of each project Doing so can allay fears that the directive requires inappropriately wide roads where a State highway acts as a pedestrian-friendly main street or miles of little-used sidewalks in rural areas.

For many years throughout the country, multi-modal streets have been treated as "special projects" requiring extra planning, funding, and effort. The complete streets approach is different. Its intent is to view all transportation improvements as opportunities to create safer, more accessible streets for all users. Under this approach, even small projects can be an opportunity to make meaningful improvements. In repaving projects, for example, an edge stripe can be shifted to create more room for cyclists. In routine work on traffic lights, the timing can be changed to better accommodate pedestrians walking at a slower speed.

Providing complete streets increases travel options which, in-turn, reduces congestion, increases system efficiency, and enables environmentally sustainable alternatives to single driver automotive trips. Implementing complete streets and other multi-modal concepts supports the California Complete Streets Act of 2008 (AB 1358), as well as the California Global Warming

Solutions Act of 2006 (AB 32) and Senate Bill 375, which outline the State's goals of reducing greenhouse gas emissions. With AB 1358 and DD-64-R1, both Caltrans and local agencies are working to complete and address common goals.

Benefits of Complete Streets

- Increased Transportation Choices: Streets that provide travel choices can give people the option to avoid traffic congestion, and increase the overall capacity of the transportation network.
- Economic Revitalization: Complete streets can reduce transportation costs and travel time while increasing property values and job growth in communities.
- Improved Return on Infrastructure Investments: Integrating sidewalks, bike lanes, transit amenities, and safe crossings into the initial design of a project spares the expense of retrofits later.
- Quality of Place: Increased bicycling and walking are indicative of vibrant and livable communities.
- Improved Safety: Design and accommodation for bicyclists and pedestrians reduces the incidence of crashes.
- More Walking and Bicycling: Public health experts are encouraging walking and bicycling as a response to the obesity epidemic. Streets that provide room for bicycling and walking help children get physical activity and gain independence.

Complete Streets Implementation Action Plan Overview

Department manuals and guidance outline statutory requirements, planning policy, and project delivery procedures to facilitate multimodal travel, which includes connectivity to public transit for bicyclists and pedestrians. In many instances, roads designed to Department standards provide basic access for bicycling and walking. DD-64-R1 does not supersede existing laws but to ensure successful implementation of "complete streets," manuals, guidance, and training will be updated and developed. The Department-wide Implementation Action Plan sets forth actions, including priority actions, and will establish a responsible unit to complete the action by a certain date.

The Complete Streets Implementation Action Plan was created from an original and much larger list of suggested action items provided by a large cross section of department staff. The Implementation Action Plan projects are organized into seven categories: 1) Highest Focus Areas; 2) Guidance, Manuals, and Handbooks; 3) Policy and Plans; 4) Funding and Project Selection; 5) Raise Awareness; 6) Training; and 7) Research.

The **Highest Focus Areas** are the priority items recognized by the Steering Committee as essential for success. The Committee selected these because of their influence on the department's planning and project development process. Actions listed under the **Guidance, Manuals, and Handbooks** section are Caltrans documents that must be updated to reflect DD-64-R1. Under **Policy and Plans** are actions that need to be taken to incorporate complete streets. These actions are specific to a particular division and/or district's efforts. The action items listed under **Funding and Project Selection** will address complete streets since they are the

mechanism to select the department's projects. In addition, some of these actions will address the limited resources available to the Department. The actions listed under **Raise Awareness** are steps to increase the understanding of complete streets department-wide and with external partners. In the **Training** section, the items are opportunities to incorporate "complete streets" instruction. In the last section, **Research,** are projects and topics for action that will develop more information to gain a better understanding of complete streets.

A one-page work plan is required for each action contained in the Complete Streets Implementation Action Plan. A work plan template is contained in section 8: Appendix VI.

DD-64-R1 assigns responsibilities for implementation throughout the Department. Those units assigned will be accountable to the Complete Streets Steering Committee for delivering them. The Steering Committee will oversee the development and implementation of the CSIAP, and will elevate high-level decisions to the Complete Streets Executive Committee, consisting of the Deputy Directors of Planning & Modal Programs, Project Delivery, Maintenance & Operations, and Finance. The Steering Committee will meet in Sacramento quarterly or more often as needed. Meeting agendas will focus on action items.

A Technical Advisory Committee (staff working group) will support the Steering Committee and its meetings. The Complete Streets Technical Advisory Committee will review draft products, analyze issues, and make recommendations to the Steering Committee. Staff from the Division of Transportation Planning, Office of Community Planning, will arrange, host and facilitate all meetings.

Steering Committee Members:

Division Chiefs:

- Construction
- Design
- Local Assistance
- Maintenance
- Mass Transportation
- Pavement Management
- Rail
- Research & Innovation
- Transportation Planning
- Transportation Programming
- Transportation Systems Information
- Project Management
- Traffic Operations
- Environmental
- Budgets
- Right of Way
- Strategic Plng/Perf Measurement

District Directors:

- D-1 Director
- D-3 Director
- D-4 Director
- D-5 Director
- D-7 Director
- D-10 Director
- D-11 Director

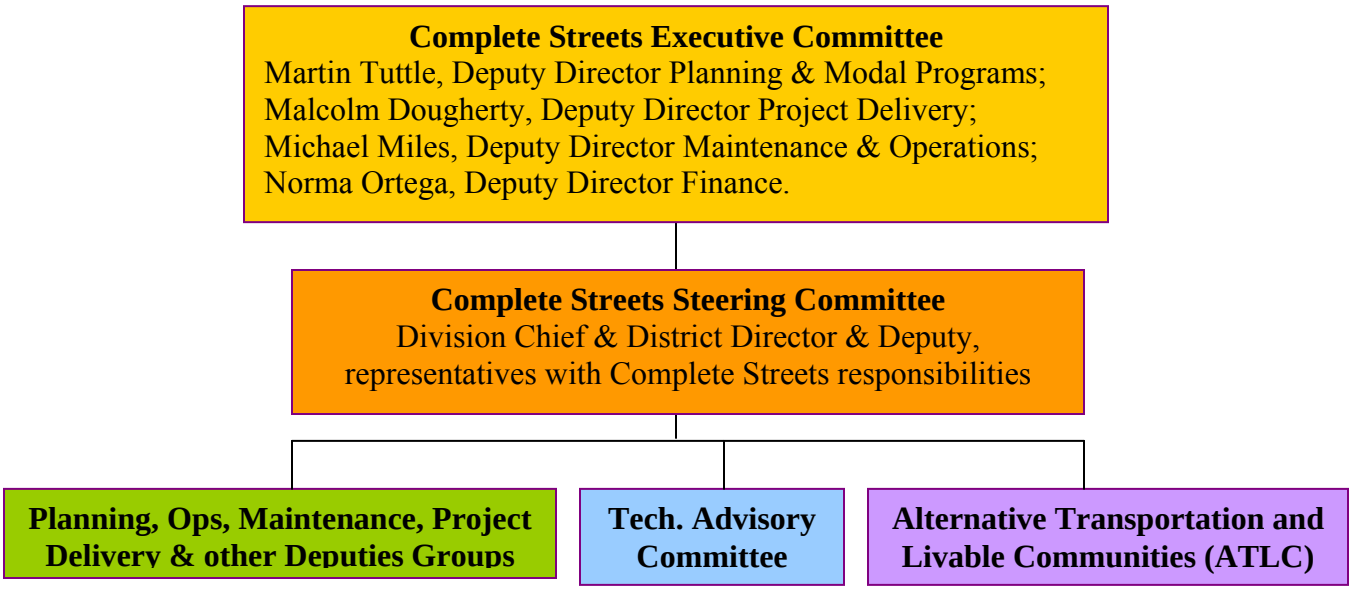
CTC Staff:

- Susan Bransen, Associate Deputy Director

Committee Co-Chairs:

Deputy Director Project Delivery, Malcolm Dougherty
Deputy Director Planning & Modal Programs, Martin Tuttle
Facilitation by Project Manager for Complete Streets Implementation, Chris Ratekin

For more details on the Steering Committee and Team Charter, see section 4: Appendix II.



Implementation Monitoring and Reporting

The Complete Streets Steering Committee will oversee implementation of the CSIAP and will track and report on action item deliverables. Each Lead Division or District has submitted a one-page work plan to implement the six Highest Focus Area implementation projects. Lead units will also prepare one-page work plans for all remaining action items in the CSIAP. Lead units will submit a written status report to the Steering Committee quarterly to monitor implementation. Refer to section 8: Appendix VI for a work plan template.

In addition, the Steering Committee will conduct an annual assessment of overall progress in implementation, and as part of that, and with support of the TAC, will consider the following tasks:

- **Identify gaps in or need for legislative solutions** to implement complete streets.
- **Explore new revenue sources and changes in existing funding programs** to achieve Complete Streets
- **Review existing committees** to ensure complete streets representation, as appropriate
- **Evaluate improvements to Project Initiation Documents** to meet complete streets policy
- **Evaluate training needs and develop a training plan** for Complete Streets Implementation, to ensure statewide consistency

- **Facilitate coordination between pedestrian infrastructure initiatives**

- **Develop Complete Streets implementation information**

Understanding that some of these recommended additional tasks may signify strategic use of Committee members' time and resources, the Committee will be sensitive and deliberate on the completion of these tasks. The Steering Committee will be accountable to the Executive Committee in completing and reporting on these recommended tasks as well as overall progress reports on implementation.

Constraints to Implementation of Complete Streets

The implementation of this action plan will face challenges, including changing the corporate culture, limited resources, and more. The Steering Committee will work towards alleviating the challenges and barriers faced by the districts and divisions. The monitoring and reporting on each one-page project work plan will assist the Steering Committee in this role. As such, it is critical that Lead Units identify problems and issues when they arise and when reporting, so they can be promptly addressed.

2: Implementation Action Plan

The following list is a summary of the actions districts and divisions will complete and the Steering Committee will monitor in order to implement DD-64-R1 in the department.

		COMPLETION TIMELINE			
#	Implementation Project	2010	2011 and Beyond	Continuous	Lead Districts/ Division
1: Highest Focus Areas					
1	**Highway Design Manual Update**	X			Design
2	**Highway Design Manual-Pavement Design Guidance**	X		X	Pavement Management
3	**System Planning Guidance**		X		Transportation Planning
4	**Project Development Procedures Manual**	X	X	X	Planning & Design
5	**SHOPP Process**	X			Programming
6	**Data Collection and Performance Measures**	X			TSI
2: Guidance, Manuals, and Handbooks					
7	Context Sensitive Solutions Guidance			X	Design
8	Main Streets Guidance, Third Edition				Design
9	Capital Preventive Maintenance Guidance, Design Information Bulletin (DIB) 81				Design
10	California Manual on Uniform Traffic Control Devices (CAMUTCD)	X			District Traffic Operations
11	Standard Plans and Specifications	X			Engineering
12	Standard Environmental Reference (SER)			X	Environmental Planning
13	Transportation Analysis Report Guidance (for internal use on CT PIDs & distinct from TIS Guide for externals)	X			Environmental Planning/ Traffic Operations
14	Local Assistance Procedures Manual, and Local Assistance Program Guidelines	X			Local Assistance
15	Maintenance Manuals	X			Maintenance
16	Short Range Transit Plans, Long Range Transit Plans Guidance	X			Mass Transportation
17	Bus Rapid Transit Manual		X		Mass Transportation
18	Pervious Pavement Usage Guide	X			Pavement Management
19	Maintenance Technical Advisory Guide (MTAG), Volumes I & II	X			Pavement Management
20	Pavement Manuals up to date and issues such as pavement overlay 'drop-offs' and placement of rumble strips are addressed.	X			Pavement Management
21	Smart Mobility Framework	X			Transportation Planning
22	Project Management Guidance				Project Management
23	Local Development/IGR Guidelines	X			Transportation Planning
24	Regional Transportation Plan (RTP) Guidelines	X			Transportation Planning
25	Update guidance on pedestrian and bicycle design at intersections and interchanges	X			Traffic Operations
26	Traffic Impact Studies Guidance Caltrans Best Practice - For use by external agencies.	X			Traffic Operations
27	Access Management Primer	X			Traffic Operations
28	Guidelines for AB 1581 (2008) Bicycle-actuated detection at signalized intersections				Traffic Operations
29	Encroachment Permit Manual	X	X		Traffic Operations
30	Regional Planning Handbook	X		X	Transportation Planning
31	Tribal Transportation Handbook			X	Transportation Planning

		COMPLETION TIMELINE			
#	Implementation Project	2010	2011 and Beyond	Continuous	Lead Districts/ Division
	3:Policy and Plans				
32	Participation with local, regional, State agencies, and tribal governments to plan and fund effective bicycle, pedestrian and transit networks			X	District Director, Deputy District Directors
33	California Coastal Trail	X			Districts
34	District Bicycle Advisory Committees and Pedestrian Advisory Committees	X			Districts
35	Bicycle Guide and District Bicycle Plan	X			Districts
36	Transportation Development Act (TDA) Working Group	X		X	Mass Transportation
37	Statewide Strategic Transit Plan		X		Mass Transportation
38	California Transportation Plan 2040	X			Transportation Planning
39	California Interregional Blueprint		X		Transportation Planning
40	Study to Identify Bicycle/Ped Access Issues on State Highways	X			Transportation Planning
41	California State Rail Plan		X	X	Rail
42	ADA Transition Plan	X			Traffic Operations
	4: Funding & Project Selection				
43	STIP guidance ensures flexibility to fund complete streets elements		X		CTC/ Programming
44	All grant program and transportation planning special study criteria consistent with policy	X			Transportation Planning, Local Assistance
45	Staff resources (PY's) need to be provided to Districts for bicycle/pedestrian coordinators	X			Transportation Planning
46	Implement the ADA Curb Ramp and ADA Pedestrian Infrastructure programs			X	Traffic Operations
	5: Raise Awareness				
47	Disseminate complete streets policy and guidance within District			X	District Deputies
48	Share complete streets policy, encourage regional and local agencies to include bicycle, pedestrian, and transit elements in regional and local planning documents, including general plans, transportation plans, and circulation elements.			X	District Aero, Local Asst, Mass Trans, Rail, Tr. Planning, Tr System Info, Research and Innovation, Tr. Programming
49	Increase awareness of transportation funding opportunities			X	Local Assistance

		COMPLETION TIMELINE			
#	Implementation Project	2010	2011 and Beyond	Continuous	Lead Districts/ Division
6: Training					
50	Academy: Construction Academy			X	Construction
51	Academy: Resident Engineer Academy				Construction
52	Academy: Landscape Architecture Academy			X	Design
53	Academy: Project Engineer Academy			X	Design
54	ADA (Americans with Disabilities Act) - Design Information Bulletin (DIB) 82 Training	X		X	Design
55	Bicycles on the Roadways-Training	X		X	Design
56	Forums: Senior Forums				Design Tr. Planning
57	Project Study Report/Project Report team learns to check for Complete Streets compatibility.			X	District
58	Smart Growth and Sustainable Communities Training				District Project Delivery
59	Provide opportunity for training to internal/external customers, including RTPAs	X		X	District Transportation Planning
60	Academy: Local Assistance Academy			X	Local Assistance
61	CTAP (Cooperative Training Assistance Program) - Federal Aid Series, and Open Enrollment Courses	X		X	Local Assistance
62	ADA compliance training for Maintenance workers				Maintenance
63	Academy: Project Management Academy	X		X	Project Mgt
64	Academy: Transportation Planning Academy			X	Transportation Planning
65	Academy: Transportation Planning Field Academy			X	Transportation Planning
66	Academy: Traffic Operations Academy			X	Traffic Operations
67	Academy: Traffic Safety Academy			X	Traffic Operations
7: Research					
68	Research Project: The Effects of Transportation Corridor Design Features on Driver and Pedestrian Behavior & on Community Vitality			X	Design
69	Ensure research proposals related to complete streets which could logically be evaluated by more than one Technical Advisory Panel (TAP) receive special attention in			X	Research & Innovation
70	Research: Multimodal Infill Effects (Multimodal Trip Generation Rates)			X	Research & Innovation
71	Research Task Order 6222: "Identifying Factors that Determine Bicyclist and Pedestrian-Involved Collision Rates and Bicyclist and Pedestrian Demand at Multi-Lane Roundabouts"	X			Research & Innovation and Design
72	Designing Highway Facilities to Encourage Walking, Biking and Transit - Preliminary Investigation (P.I.)			X	Research and Innovation
73	Research: National Household Travel Survey - 18,000 additional samples purchased, so results applicable to California, and to metro areas. Results will help validate bike & pedestrian demand model.			X	Traffic Operations

3: Appendix I: Deputy Directive 64 R-1

Deputy Directive

Number:	DD-64-R1
Refer to Director's Policy:	DP-22 Context Sensitive Solutions DP-05 Multimodal Alternatives DP-06 Caltrans Partnerships DP-23-R1 Energy Efficiency, Conservation and Climate Change
Effective Date:	October 2008
Supersedes:	DD-64 (03-26-01)

TITLE Complete Streets - Integrating the Transportation System

POLICY

The California Department of Transportation (Department) provides for the needs of travelers of all ages and abilities in all planning, programming, design, construction, operations, and maintenance activities and products on the State highway system. The Department views all transportation improvements as opportunities to improve safety, access, and mobility for all travelers in California and recognizes bicycle, pedestrian, and transit modes as integral elements of the transportation system.

The Department develops integrated multimodal projects in balance with community goals, plans, and values. Addressing the safety and mobility needs of bicyclists, pedestrians, and transit users in all projects, regardless of funding, is implicit in these objectives. Bicycle, pedestrian, and transit travel is facilitated by creating "complete streets" beginning early in system planning and continuing through project delivery and maintenance and operations. Developing a network of "complete streets" requires collaboration among all Department functional units and stakeholders to establish effective partnerships.

DEFINITIONS/BACKGROUND

Complete Street – A transportation facility that is planned, designed, operated, and maintained to provide safe mobility for all users, including bicyclists, pedestrians, transit riders, and motorists appropriate to the function and context of the facility.

The intent of this directive is to ensure that travelers of all ages and abilities can move safely and efficiently along and across a network of "complete streets."

State and federal laws require the Department and local agencies to promote and facilitate increased bicycling and walking. California Vehicle Code (CVC) (Sections 21200-21212), and Streets and Highways Code (Sections 890 – 894.2) identify the rights of bicyclists and pedestrians, and establish legislative intent that people of all ages using all types of mobility devices are able to travel on roads. Bicyclists, pedestrians, and nonmotorized traffic are permitted on all State facilities, unless prohibited (CVC, section 21960). Therefore, the Department and local agencies have the duty to provide for the safety and mobility needs of all who have legal access to the transportation system.

Department manuals and guidance outline statutory requirements, planning policy, and project delivery procedures to facilitate multimodal travel, which includes connectivity to public transit for bicyclists and pedestrians. In many instances, roads designed to Department standards provide basic access for bicycling and walking. This directive does not supersede existing laws. To ensure successful implementation of "complete streets," manuals, guidance, and training will be updated and developed.

RESPONSIBILITIES

Chief Deputy Director:

- Establishes policy consistent with the Department's objectives to develop a safe and efficient multimodal transportation system for all users.
- Ensures management staff is trained to provide for the needs of bicyclists, pedestrians, and transit users.

Deputy Directors, Planning and Modal Programs and Project Delivery:

- Include bicycle, pedestrian, and transit modes in statewide strategies for safety and mobility, and in system performance measures.
- Provide tools and establish processes to identify and address the needs of bicyclists, pedestrians, and transit users early and continuously throughout planning and project development activities.
- Ensure districts document decisions regarding bicycle, pedestrian, and transit modes in project initiation and scoping activities.
- Ensure Department manuals, guidance, standards, and procedures reflect this directive, and identify and explain the Department's objectives for multimodal travel.
- Ensure an Implementation Plan for this directive is developed.

Deputy Director, Maintenance and Operations:

- Provides tools and establishes processes that ensure regular maintenance and operations activities meet the safety and mobility needs of bicyclists, pedestrians, and transit users in construction and maintenance work zones, encroachment permit work, and system operations.
- Ensures Department manuals, guidance, standards, and procedures reflect this directive and identifies and explains the Department's objectives for multimodal travel.

District Directors:

- Promote partnerships with local, regional, and State agencies to plan and fund facilities for integrated multimodal travel and to meet the needs of all travelers.
- Identify bicycle and pedestrian coordinator(s) to serve as advisor(s) and external liaison(s) on issues that involve the district, local agencies, and stakeholders.
- Ensure bicycle, pedestrian, and transit needs are identified in district system planning products; addressed during project initiation; and that projects are designed, constructed, operated, and maintained using current standards.
- Ensure bicycle, pedestrian, and transit interests are appropriately represented on interdisciplinary planning and project delivery development teams.
- Provide documentation to support decisions regarding bicycle, pedestrian, and transit modes in project initiation and scoping activities.

Deputy District Directors, Planning, Design, Construction, Maintenance, and Operations:

- Ensure bicycle, pedestrian, and transit user needs are addressed and deficiencies identified during system and corridor planning, project initiation, scoping, and programming.
- Collaborate with local and regional partners to plan, develop, and maintain effective bicycle, pedestrian, and transit networks.
- Consult locally adopted bicycle, pedestrian, and transit plans to ensure that State highway system plans are compatible.
- Ensure projects are planned, designed, constructed, operated, and maintained consistent with project type and funding program to provide for the safety and mobility needs of all users with legal access to a transportation facility.
- Implement current design standards that meet the needs of bicyclists, pedestrians, and transit users in design, construction and maintenance work zones, encroachment permit work, and in system operations.
- Provide information to staff, local agencies, and stakeholders on available funding programs addressing bicycle, pedestrian, and transit travel needs.

Chiefs, Divisions of Aeronautics, Local Assistance, Mass Transportation, Rail, Transportation Planning, Transportation System Information, Research and Innovation, and Transportation Programming:

- Ensure incorporation of bicycle, pedestrian, and transit travel elements in all Department transportation plans and studies.
- Support interdisciplinary participation within and between districts in the project development process to provide for the needs of all users.
- Encourage local agencies to include bicycle, pedestrian, and transit elements in regional and local planning documents, including general plans, transportation plans, and circulation elements.
- Promote land uses that encourage bicycle, pedestrian, and transit travel.
- Advocate, partner, and collaborate with stakeholders to address the needs of bicycle, pedestrian, and transit travelers in all program areas.
- Support the development of new technology to improve safety, mobility, and access for bicyclists, pedestrians, and transit users of all ages and abilities.
- Research, develop, and implement multimodal performance measures.
- Provide information to staff, local agencies, and stakeholders on available funding programs to address the needs of bicycle, pedestrian, and transit travelers.

Chiefs, Divisions of Traffic Operations, Maintenance, Environmental Analysis, Design, Construction, and Project Management:

- Provide guidance on project design, operation, and maintenance of work zones to safely accommodate bicyclists, pedestrians, and transit users.
- Ensure the transportation system and facilities are planned, constructed, operated, and maintained consistent with project type and funding program to maximize safety and mobility for all users with legal access.
- Promote and incorporate, on an ongoing basis, guidance, procedures, and product reviews that maximize bicycle, pedestrian, and transit safety and mobility.
- Support multidisciplinary district participation in the project development process to provide for the needs of all users.

Employees:

- Follow and recommend improvements to manuals, guidance, and procedures that maximize safety and mobility for all users in all transportation products and activities.
- Promote awareness of bicycle, pedestrian, and transit needs to develop an integrated, multimodal transportation system.
- Maximize bicycle, pedestrian, and transit safety and mobility through each project’s life cycle.

APPLICABILITY

All departmental employees.

Randell H. Iwasaki

RANDELL H. IWASAKI
Chief Deputy Director

October 2, 2008

Date Signed

4: Appendix II: Team Charter

Team Charter

Complete Streets Steering Committee

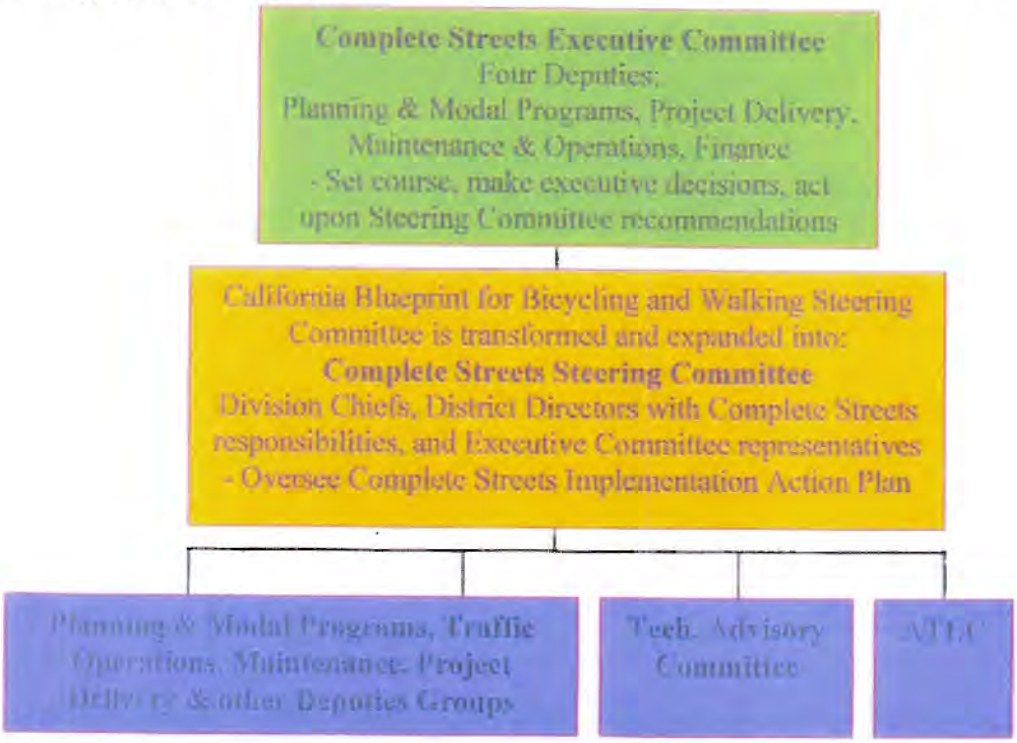
18 August 2009

Process Focus: Deputy Directive 64-Revision #1: 'Complete Streets: Integrating the Transportation System ("DD-64") directs the Department's planning, programming, project delivery, maintenance, and operations to provide for the safety and mobility of all users of the State Highway System. Implementation of the policy supports pursuit of the Department's mission, vision, and goals.

To ensure a coordinated implementation effort, the Complete Streets Steering Committee will provide Division Chief and District Director-level oversight of strategies and activities through a Complete Streets Implementation Action Plan. DD-64 designates roles and responsibilities for implementing Complete Streets. It is not the intention of this Committee to take over responsibilities assigned to others.

The Steering Committee will receive and act upon reports and recommendations from the Department's existing committees of deputies and division chiefs, such as the Project Delivery Advisory Committee (PDAC), and from external advisory committees, such as the Active Transportation and Livable Communities (ATLC). This Steering Committee will also receive recommendations and staff support from the Complete Streets Technical Advisory committee, a staff working group.

The Steering Committee will keep the Complete Streets Executive Committee, composed of four Deputy Directors, informed and will make recommendations for executive-level decisions to them for approval, when appropriate.



Background: The responsibilities listed in DD-64 encompass and expand those overseen by the California Blueprint for Bicycling and Walking Steering Committee, begun in 2005. This charter effectively transforms the Bicycling and Walking Steering Committee into the Complete Streets Steering Committee, expanding it with representation from other internal stakeholders, such as the Divisions of Mass Transportation, Rail, Transportation Systems Information, and Pavement Management.

Business Plan Objectives: Successful implementation of DD-64 is important to the Department, its partners, and the traveling public. The Steering Committee will oversee timely implementation of guidance, tools, training, performance measures, and monitoring of the Complete Streets Deputy Directive. It will ensure that responsibilities in DD-64 are carried out in an efficient, coordinated and effective manner.

Desired Outputs and Deliverables:

1. Direct development of and approve implementation performance measures for inclusion in the Department's Strategic Plan, Operations Plan, and the Director's Contracts for Performance and Innovation.
2. Monitor progress on implementation, by tracking progress of activities in the Complete Streets Implementation Action Plan. Quarterly tracking will be scheduled for timely communication to Active Transportation and Livable Communities meetings.
3. Support timely delivery of highest priority activities related to implementation products, based on anticipated return on effort.
4. Review, analyze, and comment on implementation products such as guidance, tools, and training.
5. Identify and work to remove deficiencies and barriers to implementation. Recommend solutions; support and encourage execution.
6. Keep the Complete Streets Executive Committee informed, and make recommendations for executive level decisions to them when appropriate.
7. Receive input from existing management teams and external advisory groups, and keep them informed.
8. Provide direction to the Complete Streets Technical Advisory Committee, and set up other sub-committees as necessary to coordinate tasks where more than one functional area is involved.

Team Authority: The Steering Committee will oversee implementation of the Complete Streets policy, and will elevate executive-level decisions to the Complete Streets Executive Committee, consisting of the Deputy Directors of Planning & Modal Programs, Project Delivery, Maintenance & Operations, and Finance.

Resources: The staffing for this committee will be provided by Transportation Planning, with support from the Technical Advisory Committee.

Time Frames: The Steering Committee will meet in Sacramento quarterly or more often. Meeting agendas will focus on action items. Staff from the Division of Transportation Planning, Office of Community Planning, will arrange, host and facilitate all meetings. However, Committee members and their Source Units will be responsible for any and all time, travel costs and per diem that are needed to allow individual members to participate at Committee meetings. Those in other geographic locations will be attending by phone conference or video conference.

Team Members:
Division Chiefs:

- Construction
- Design
- Local Assistance
- Maintenance
- Mass Transportation
- Pavement Management
- Rail
- Research & Innovation
- Transportation Planning
- Transportation Programming
- Transportation Systems Information
- Project Management
- Traffic Operations
- Environmental
- Budgets
- Right of Way
- Strategic Planning/Performance Measurement

District Directors:

- D-1 Director
- D-3 Director
- D-4 Director
- D-5 Director
- D-7 Director
- D-10 Director
- D-11 Director

CTC Staff:

- Susan Bransen, Associate Deputy Director

Steering Committee Co-Chairs:
Deputy Director Project Delivery, Rick Land; Deputy Director Planning and Modal Programs, Martin Tuttle. Facilitation by Project Manager for Complete Streets Implementation (from Division of Transportation Planning, Office of Community Planning).

Sponsors:
Martin Tuttle, Deputy Director Planning & Modal Programs;
Rick Land, Deputy Director Project Delivery;
Mike Miles, Deputy Director Maintenance & Operations;
Cindy McKim, Deputy Director Finance.

Sponsor Commitment: At least two Complete Streets Executive Committee members will attend the Complete Streets Steering Committee meetings. The Executive Committee will support implementation throughout the Department, and remove barriers to implementation. Sponsor decisions will be made expediently.

Signed:

MARTIN TUTTLE
Deputy Director
Planning and Modal Programs

RICHARD D. LAND
Deputy Director
Project Delivery

RR MICHAEL MILES
Deputy Director
Maintenance and Operations

CINDY McKIM
Deputy Director
Finance

5: Appendix III: Steering Committee Roster

Complete Streets Steering Committee
Roster

Sponsors:

Marty Tuttle, Deputy, Planning & Modal Programs
Malcolm Dougherty, Acting Chief Engineer
Mike Miles, Deputy, Maintenance & Operations
Cindy McKim, Chief Deputy Director

Members:

Bill Bronte, Division Chief, Rail
Coco Briseno, Division Chief, TSI
Debbie Mah, Assistant to Director, Office of Strategic Planning & Performance Measurement
Denix Anbiah, Division Chief, Local Assistance
Jay Norvell, Division Chief, Environmental Analysis
Sharon Scherzinger, Interim Division Chief, Planning
Karla Sutliff, Division Chief, Project Management
Larry Orcutt, Division Chief, Research & Innovation
Mark Leja, Division Chief, Construction
Norma Ortega, Deputy DIrector, Finance
Rachel Falsetti, Division Chief, Programming
Robert Copp, Division Chief, Traffic Operations
Shakir Shatnawi, Acting Div Chief, Pavement
Jane Perez, Interim Div Chief, Mass Trans
Steve Takigawa, Division Chief, Maintenance
Terry Abbott, Division Chief, Design
Tony Tavares, Division Chief, ROW

Charlie Fielder, District Director, D1
Jody Jones, District Director, D3
Bijan Sartipi, District Director, D4
Rich Krumholz, District Director, D5
Rick Land, Interim District Director, D7
Ross Chittenden, Acting Dist Director, D10
Bob Pieplow, Acting Dist Director, D11

Susan Bransen, Associate Deputy Director, CTC

6: Appendix IV: Technical Advisory Committee Roster

Complete Streets Technical Advisory Committee (TAC)
Roster

Planning & Modal Programs (HQ):
Local Assistance - Ken McGuire (Bicycle Program), Ann Mahaney (DD-64 Champion), David Saia (Local Assistance manuals), John Haynes (Transportation Enhancements), Randy Ronning (Safe Routes to School), Kevin Pokrajac, Mohsen Sultan
DOTP - Pam Korte, Chris Ratekin (Smart Mobility Framework), Curt Davis (Project Initiation Documents), Jorge Rivas, Tom Neumann, Kelly Eagan (System Planning)
DMT - Scott Sauer
TSI – Mark Samuelson
Rail -- Lauren Clauson

Project Delivery (HQ):
Design – Marcia Arrant (Project Development Procedures Manual), Maggie O'Mara (Bicycling Reviewer), Lara Justine (Landscape Architecture), Carolyn Dudley (context sensitive solutions), Kevin Herritt (Highway Design Manual), Antonette Clark
Project Management - Hussein Rostam
Construction – Rob Effinger
Environmental -- Kelly Dunlap

Maintenance & Operations (HQ):
Traffic Operations - Richard Haggstrom, Jerry Champa
Maintenance – Patti-Jo Dickinson, Kuo-Wei Lee
Pavement Management - Linus Motumah
Research - Bob Justice

Finance (HQ):
Transportation Programming – Dan McKell

Districts:

Cheryl Willis D-01
Tamy Quigley D-2
Scott White D-2
Bruce De Terra D-3
Will Schilling D-3
BethThomas D-4
Ina Gerhard D-4
Paul Svedersky D-4
Adam Fukushima D-5
David M Murray D-5
John Cinatl D-6
Medel Medina D-6
Paul Gennaro D-6
Sharri Bender Ehlert D-6
James Mccarthy D-7
Dale Benson D-7
Christine Medina D-8
Diane Morales D-8
Dave Bloom D-9
Miya Edmonson D-9
R Steve Miller D-9
Ken Baxter D-10
Tom Dumas D-10
Seth Cutter D-11
Barbara Gossett D-12
Romeo Estrella D-12

7: Appendix V: Other Related Tasks
A: SHSP
B: Blueprint

	Implementation Project	Tasks	Target Date	Phase: Planning	Phase: PID	Phase: PD	Phase: M&O	Lead Districts/ Division	Contact
	Strategic Highway Safety Plan								
1	Review existing or potential high-crash interchanges and implement appropriate safety countermeasures, including but not limited to: visibility, advance warning, access control, geometrics, operation and safety of all transportation modes, intelligent transportation system tools, and targeted law enforcement.							SHSP 07.02 Traffic Ops	Janice Benton
2	Establish a State program to encourage local agencies to participate in blueprint visioning planning with participating MPOs/RTPAs to provide streetscapes that incorporate land use and traffic measures that increase the safety of the intersections for pedestrians, bicyclists, transit, and motorists.			X				SHSP 07.07 Tr. Planning	Garth Hopkins
3	Expand the Safe Routes to School to implement a comprehensive, age-appropriate approach to school traffic safety, including school facilities planning, collaboration, and coordination among those responsible for education, transportation, and land use planning to maximize safety for children walking to and from schools	Provided comments on Department of Education proposed revisions to Title-5 of the Education Code (School Sitting). - Tr. Planning Consult with Bicycle Coordinator - D-02 System & Advance Planning						SHSP 08.01 Tr. Planning	Tom Neumann Tr. Planning
4	Research Project: Develop pedestrian safety improvement programs to identify and improve safety at high-crash concentration locations involving pedestrians	Research preliminary investigation a) Initiated b) Complete	a) 5-2009 b) X-XXXX					SHSP 08.02 Traffic Ops	Janice Benton
5	Form a task force to assist in development of pedestrian safety action plans, to facilitate training delivery, and to establish pedestrian safety improvement programs in California's urban and rural communities	**Pedestrian Safety Action Plan workshops** **a) Glendale** **b) Stockton**	a) 5-2009 b) 7-2009	X	X	X	X	SHSP 08.03 Traffic Ops	Janice Benton
6	Promote pedestrian safety audits and implementation of recommendations	Pedestrian Safety Audit (PSA) conducted in City of Santa Barbara. PSA program received 2009 Best Practices award from Am. Planning Assn		X				SHSP 08.04 OTS	Richard Haggstrom

Appendix V: Other Related Tasks
A: SHSP
B: Blueprint

				Phase					
	Implementation Project	Tasks	Target Date	Planning	PID	PD	M&O	Lead Districts/ Division	Contact
7	Establish a Pedestrian Safety Data Think Tank to develop and implement a comprehensive Pedestrian Safety Data Plan which improves and institutionalizes pedestrian safety data collection and analysis, ensures that existing data collection efforts include information on pedestrian fatalities, injuries, and exposure and implements a readily available format for local research and investigation inventory ped facilities. Inventory places where pedestrian are prohibited on State Hwy. (D-01)	Research preliminary investigation a) Initiated b) Complete c) Task Force meeting	a) 5-2009 b) X-XXXX c) 6-23-2009					SHSP 08.05 Research & Innovation	Joel Retanan
8	Improve pedestrian striping and include standard safety upgrades in routine maintenance and striping projects	a) Crosswalk striping presentation to TSSC b) Investigating ways to improve Caltrans Maintenance policies and practices	a) 5-27-2009 b) Ongoing					SHSP 08.06 Traffic Ops	Wayne Henley
9	Changes to 2010 Drivers License Handbook, other publications and media tools	Assess both the DMV's California Driver Handbook & standard traffic school curriculum for information on pedestrian-related laws, collisions factors, and defensive walking & make additions/revisions as necessary. Develop & provide complementary ongoing ped safety education materials reinforced with public info programs.	Underway					SHSP 08.07 DMV	Richard Haggstrom
10	**Implement Complete Streets - Promoting safe access for all modes - and model pedestrian safety principles as fundamental in transportation and land use plans, transportation plans, and other policy documents**	a) Hire retired annuitant as project manager for implementation b) Technical Advisory Committee formed (Districts & HQ) c) Steering Committee, responsible for oversight of Implementation Plan (Districts & HQ) d) Draft Complete Streets Implementation Action Plan e) Complete Streets Steering Committee decides form of Action Plan for web publication	a) Complete 5-2009 To be replaced by staff 8-2009 b) Mtg 6-1-2009 ongoing input c) Mtg 6-24-2009 d) Draft to Steering Committee 6-24-2009, 7-28-2009 e) Upon finalization	X	X	X	X	SHSP 08.08 Tr. Planning	Chris Ratekin
11	Improve left turn options and intersections to meet the needs of older drivers							SHSP 09.02 Traffic Ops	Janice Benton

Appendix V: Other Related Tasks
A: SHSP
B: Blueprint

				Phase					
	Implementation Project	Tasks	Target Date	Planning	PID	PD	M&O	Lead Districts/ Division	Contact
12	California Manual on Uniform Traffic Control Devices (CAMUTCD)	Encourage implementation and installation of traffic control devices included in California Manual on Uniform Traffic Devices (CAMUTCD) to accommodate older drivers and pedestrians, particularly in areas with senior populations. Rectify inconsistencies of signage (D-1)				X	X	SHSP 09.05 Traffic Ops	Wayne Henley
13	Establish a bicycle safety improvement program - with project selection criteria - for State highways and local roads. Establish more bicycle and pedestrian corridors and create partnerships in high-collision incident areas	Caltrans Local Assistance safety staff working with UC Berkeley to examine Safety Index. Local Assistance also considering use of BTA funds for specific safety problems.	2010 and Beyond		X			SHSP 13.01 Local Assistance	Kevin Pokrajac Ken McGuire Local Assistance 916-653-2750
14	Support and expand the California Bicycle Coalition Complete Streets Subcommittee to develop a curriculum and design standards for complete streets, traffic calming, safe intersection design, and appropriate vehicle speeds for environments where pedestrians and bicyclists are legal users	Caltrans Division of Design/HDM review team selecting up to 5 topics to address in the 09/10 fiscal year. Examples: complete streets, design speed, intersections/interchanges. See Highway Design Manual under Section 1 - "Highest Focus Areas" of this document for details on Tasks, Target Date, and Phase.	2010 and Beyond					SHSP 13.05 Design	Kevin Herritt, Lead Ken McGuire Challenge Area Leader Local Assistance 916-653-2750
15	California Manual on Uniform Traffic Control Devices (CAMUTCD)	Provide improved guidance and standards for safely accommodating bicyclists in work zones				X	X	SHSP 13.06 Traffic Ops	Wayne Henley Ken McGuire
16	**Provide information about policies concerning bicycling to transportation professionals - including State and local agencies and transportation consultants.**	Bikes on Roadways training is in the Division of Design business plan for 2 deliveries per Caltrans district in the 09/10 fiscal year. See Bicycles on the Roadway Training under Section 7 - "Training" of this document for details on Tasks, Target Date, and Phase.	09/10 Fiscal Year			X		SHSP 13.07 Local Assistance	Kevin Herritt, Lead Ken McGuire Challenge Area Leader
17	Support expansion of Safe Routes to School programs for non-infrastructure projects focusing on education, bicyclists visibility, motorist awareness, and accommodation of bicyclists	Caltrans, working with stakeholders, completed this action. SRTS now has an emphasis on the 5-E's. The statewide ed contract has been executed and $4M in funding obligated."	Completed 2009	X				SHSP	Yin-Ping Li
18	Improve data collection - from various sources - regarding bicycle trips and bicycle collisions							SHSP 13.10 CHP	Ken McGuire Chris Childs (CHP)
19	Develop & implement a bicycle safety public education, information, and enforcement program for all age groups of road users							SHSP 13.11 Local Assistance	Ken McGuire

				Phase					
	Implementation Project	Tasks	Target Date	Planning	PID	PD	M&O	Lead Districts/ Division	Contact
20	Encourage incorporation of the Safety Edge in construction paving projects. (See http://safety.fhwa.dot.gov/roadway_dept/pavement/fhwasa07023/)		a) 3-09 b) 4-2009 c) 8-2010		X	X	X	SHSP 14.09 Pavement Management	Shakir Shatnawi
21	Encourage present efforts to improve access and detours for cyclists and pedestrians near work zones	See 13.06.				X	X	SHSP 14.12 Traffic Ops	Wayne Henley
	Bike/Ped Blueprint								
22	Develop and implement program for ped/bike safety improvements on the State Highway System.	In development						CA Blueprint for Bicycling & Walking 2006	
23	**Highway Design Manual & CAMUTCD - Respond to CBAC request to improve guidance for deciding when to close freeways or reopen them to non- motorized users. Revise Department process for evaluating freeway segments for bicycle access. Evaluate specific freeway segments as requested by CBAC.**	HQ Design has drafted revision of HDM Guidance. CA Supplement to MUTCD needs to be revised and expanded to include a work aid. a) Review multi-modal access issues on St. Hwys (report in draft form). b) Request to HQ: What qualifies as "satisfactory alternate route" where non-motorized access severed - See State Plans	a) Ongoing, Awaiting policy clarification b) Ongoing, Awaiting policy clarification			X		CA Blueprint for Bicycling & Walking	D-01 System Planning
24	The Supplemental Report of the 2001 Budget Act requires Caltrans to submit a report addressing “measurable goals for increasing bicycling and walking within the state, funding of facilities, and a reduction in pedestrian and bicycling injuries and fatalities.” The California Blueprint for Bicycling and Walking responds to the Budget Act requirements with ambitious goals: · 50% Increase in bicycling & walking trips by 2010 · 50% Decrease in bicycle and ped fatality rates. · Increased funding for bicycle & ped programs.	**California Blueprint for Bicycling & Walking Steering Committee will be transformed into the Complete Streets Steering Committee. Activities fall under SHSP and Complete Streets Implementation Action Plan**		X	X	X	X	CA Blueprint for Bicycling & Walking	Ken McGuire

				Phase					
	Implementation Project	Tasks	Target Date	Planning	PID	PD	M&O	Lead Districts/ Division	Contact
25	**Workplace Commute Support**	A California Blueprint for Bicycling and Walking team is working on improving bicycle and walking commute support facilities (shower rooms, bicycle parking etc.) by developing & implementing consistent departmental or statewide policies on bicycling and walking accommodations at workplaces to encourage walking & bicycling to work, meetings, training, etc.						CA Blueprint for Bicycling & Walking	Ken McGuire
26	**Collaborate with agencies involved in bicycling and walking-related issues, land use, community planning, transportation planning, environmental policies, and public health strategies with representation on advisory committees.**	Staff of other agencies represented on advisory committees: Office of Traffic Safety, FHWA, CHP, Dept. Public Services, California Highway Patrol representatives attend CalPed and California Bicycle Advisory Committee (CBAC) meetings. Outside agencies assist Department with grant application review.						CA Blueprint for Bicycling & Walking	Ken McGuire
27	**Provide staff support for advisory groups**	Participate in CalPed; provide staff support and participate in CBAC. CT role in CalPed has changed since Blueprint was written	Ongoing					CA Blueprint for Bicycling & Walking	Tr. Ops, Loc Asst.
28	Research and develop funding sources. Identify bike/walk funding needs. Research strategies for increasing resources for state and local projects. Example: Oregon statute requiring local bike/walk expenditures.	a) Initiate a dialog with the various Program Managers regarding funding for complete streets in their funding program b) State & local agency projects currently funded from federal, state, regional & local sources. State sources insufficient for demand - per requests vs. funded. Continue to fund strong bike/walk/transit projects through the annual Community-Based Transportation Planning grant program.						CA Blueprint for Bicycling & Walking 2006	
29	Ensure staff and decision makers are knowledgeable	Improve staff understanding of objectives behind standards and other written guidance in order to enhance application of guidance and quality of PIDs, PRs, and other planning, project development, construction, maintenance and traffic operations products.						CA Blueprint for Bicycling & Walking	

				Phase					
	Implementation Project	Tasks	Target Date	Planning	PID	PD	M&O	Lead Districts/ Division	Contact
30	**Raise awareness externally--Provide assistance with special projects events/promotions as needed. Investigate streamlining for California Bike Commute non-competitive bid contract. Mass Transportation hosts transportation fairs next year to promote alternative transportation statewide. Increase awareness to create mode shift, inform advocates, change behavior. Public awareness campaigns, public service announcements, conferences, special events, etc. continue DMV Driver's handbook collaboration.**	Since 1999, Local Assistance has initiated & administered contract that provides State funding for the annual California Bike Commute event. Mass Transportation hosts transportation fairs - an ongoing collaborative effort involving participation with other State agencies, local & regional government, Districts, sponsors, the media, and bike/walk/transit advocacy organizations. Bike/Walk distributions to schools; walking safety media campaign. Pedestrian Safety Task Force provided input to DMV Driver's handbook.	Ongoing	X			X	CA Blueprint for Bicycling & Walking	
31	**Develop training for field review of State facilities, alternate routes, and work zones for inclusion of all modes.**	*See Bicycles on Roadways training, above*	July 2, 1905					CA Blueprint for Bicycling & Walking 2006	
32	Research the availability of bicycling and walking curricula in California higher educational institutions.	FHWA has college-level curriculum on their website.	Ongoing			X		CA Blueprint for Bicycling & Walking	
33	Project Initiation Documents (PIDs) increase transparency of trade-offs between modes	a) PIDs reviewed for inclusion of bicycle and pedestrian mode consideration. b) PIDs listed on internet	Ongoing		X			CA Blueprint for Bicycling & Walking 2006	
34	**Subject Matter Expertise - Respond to requests for non-motorized program information. Improve information sharing by connecting inquiring agency/individual with subject expert. Internal & external coordination to determine legislative priorities. Develop/Analyze legislative proposals. Assist advocates with legislative proposals. Steering Committee input to Leg Affairs.**	***Non-motorized staff & other experts in Traffic Ops, Design, Planning, etc. respond to inquiries from HQ/Districts, other federal, state & local agencies, advocates, & the public as needed. Examples: legislative bill analysis, referral letters, funding program information, design standards, Department policies, bicycle touring.***	Ongoing	X				CA Blueprint for Bicycling & Walking	Ken McGuire
35	Develop and publish statewide map of where bikes are permitted on State right-of-way (including freeways). Streets & Hwys Code 887.2) Research and coordinate with TSIP and districts to correct discrepancies in draft GIS map/ database. Improving signage for freeway shoulders open to bikes should be a priority.	Database of where bikes are permitted on freeways is 50% complete (through Hwy 101). May need to change contacts in districts from Planning to Traffic Operations. Post map online. (D-12)	Available resources inadequate to make much progress.					CA Blueprint for Bicycling & Walking	(and from D-12)

				Phase					
	Implementation Project	**Tasks**	**Target Date**	**Planning**	**PID**	**PD**	**M&O**	**Lead Districts/ Division**	**Contact**
36	Develop database in connection with a statewide rail right-of-way survey & abandoned rail corridors evaluation being conducted by the Department. Complete database and evaluations, and update & maintain this database. Provide data to interested parties.	BTA funds bike parking at transit stops and bicycle transport equipment on transit vehicles. Rail r/w GIS database of attributes and mapping will include all rail lines in state (active, inactive, abandoned). Department will keep information updated and disseminate it.						CA Blueprint for Bicycling & Walking 2006	Rail

8: Appendix VI: Work Plan Template

Complete Streets Implementation Action Plan
Task _____ Work Plan

Task:
State task as outlined in the Complete Streets Implementation Action Plan

Description:
State the objective of the task. In addition, state assumptions and limitations to successfully producing the desired outcome.

Performance Measures:
State how will the task be evaluated.

	Completion Date	Responsible Party	Status
Subtask #1:			
Subtask Action #1:			
Subtask Action #2:			
Subtask #2:			
Subtask Action #1:			
Subtask Action #2:			
Subtask #3:			
Subtask Action #1:			
Subtask Action #2:			

Additional Information: