



2021 Caltrans

ANNUAL ACCOMPLISHMENTS REPORT





Contents

FROM THE DIRECTOR3
THANK YOU FROM THE CALTRANS EXECUTIVE BOARD4
INTRODUCTION7
PUTTING SAFETY FIRST8
CULTIVATING EXCELLENCE	12
BUILDING A MULTI-MODAL NETWORK	17
PRACTICING STEWARDSHIP & EFFICIENCY.	20
TAKING STEPS TOWARDS CLIMATE ACTION	26
PROMOTING EQUITY & LIVABILITY	29

From the Director

DEAR TEAM CALTRANS,

Our team has been unrelenting in tackling challenges and achieving the goals set for us, all taking place through a once-in-a-lifetime pandemic. 2021 was a year to show our resiliency in times of change; what we've been through, what we've accomplished, and where we're going. We are stronger now because we have a clear vision of Caltrans' priorities, despite being in a virtual work environment, we have been able to continue serving the people of California through our foundational principles of Safety, Equity, and Climate Action.

To execute work on such a large scale, our Department must have concrete plans. In 2021, we released our Strategic Plan 2020-2024 and California Transportation Plan (CTP) 2050. The Strategic Plan is specific to Caltrans' role in leading the transportation sector in California through 2024; it is a declaration of our vision and mission, core values, and our goals to deliver a world-class transportation network. The goals are balanced out with coordinated strategies to achieve success in the critical areas of: Safety First, Cultivating Excellence, Stewardship and Efficiency, Multimodal Transportation Network, Climate Action and Equity and Livability. The CTP 2050 is our visionary, long-range plan to achieve a safe, resilient,

and universally accessible transportation system that supports vibrant communities, advances racial and economic justice, and improves public and environmental health for all Californians.

Most importantly, we are one team within the Caltrans organization. Each of us has so many different responsibilities unique to our individual role, but for all the differences in those roles, our end game is one and the same. To all 22,000 Caltrans employees, thank you for being a vital part of our very large team. You contribute to our ultimate goal of service to all Californians — your service is invaluable, and we are lucky to have you.

Thank you for all you've achieved in the past year, let's continue to wholeheartedly go after our goals and let that Caltrans orange pride continue to shine through.

With sincere appreciation,



Toks Omishakin, Director

Thank you

TO OUR CALTRANS STAFF ACROSS THE STATE, WE APPRECIATE YOUR HARD WORK AND RESILIENCE THROUGHOUT 2021



Toks Omishakin
Director



Amarjeet Benipal
District 3/North Region Director



Michael Keever
Chief Deputy Director



Dina El-Tawansy
District 4 Director



James E. Davis
Chief Deputy Director (1/2021-4/2021)



Tim Gubbins
District 5 Director



Matt Brady
District 1 Director



Diana Gomez
District 6/Central Region Director



Dave Moore
District 2 Director



Tony Tavares
District 7 Director



Michael Beauchamp
District 8 Director



Ryan Dermody
District 9 Director



Dennis T. Agar
District 10 Director



Gustavo Dallarda
District 11 Director



Ryan Chamberlain
District 12 Director



Aaron Ochoco
Administration Deputy Director



Steven Keck
Finance Deputy Director



George Akiyama
Information Technology Deputy Director



Cory Binns
*Maintenance & Operations
Deputy Director*



Jeanie Ward-Waller
*Planning & Modal Programs
Deputy Director*



Janice Benton
*Project Delivery Deputy Director/
Chief Engineer
(Acting 5/2021-9/2021)*



Nabeelah Abi-Rached
*Project Delivery Deputy Director/
Chief Engineer
(Acting 9/2021-12/2021)*



Tony Dang
Sustainability Deputy Director



Ellen Greenberg
*Sustainability Deputy Director
(1/2021-6/2021)*



David Deluz
Civil Rights Deputy Director



Erin Holbrook
Legal Chief Counsel



Danny Yost
Legislative Affairs Assistant Director



Michael B. Johnson
Asset Management Division Chief



Tamie McGowen
Public Affairs Assistant Director



Velessata Kelley
Chief of Staff



Blair Thompson
*Risk & Strategic Management
Division Chief*



Adriana Surfes
Chief of Staff (Acting 1/2021-4/2021)



Rachel Carpenter
Chief Safety Officer



Robin Root
*Director's Office Executive Liaison
(1/2021-5/2021)*



Shalinee Hunter
*Equal Employment Opportunity Assistant
Director / EEO Officer*



Cathy McKeon
*Director's Office Executive Liaison
(6/2021-12/2021)*

Introduction

Caltrans Accomplishment Report was created in 2020 to acknowledge the exceptional work that Districts and Programs completed throughout the year. In its second iteration, we have highlighted accomplishments related to the six 2020-2024 Strategic Plan goals of Safety First, Cultivating Excellence,

Stewardship and Efficiency, Multimodal Transportation Network, Climate Action and Equity and Livability. These accomplishments spotlight the hard work and dedication of the Caltrans team, our road to success is not a path we find, but a trail we blaze!

SIX STRATEGIC GOALS:



GOAL: Safety First



GOAL: Cultivate Excellence



GOAL: Enhance and Connect the Multimodal Transportation Network



GOAL: Strengthen Stewardship and Drive Efficiency



GOAL: Lead Climate Action



GOAL: Advance Equity and Livability in all Communities



Putting Safety First

► DISTRICTS

District 11 intensified its work to prevent wrong way driving incidents on state highways by continuing to add bidirectional pavement markings. If driving in the correct direction, only the normal markings are visible. However, if driving in the wrong direction, the markings stand out reading “do not enter” or show red arrows pointing at the driver. This project builds on an overall three-year pilot project to deter wrong way driving. The District also began piloting orange lane striping on the Interstate 5 North Coast Corridor project to alert motorists that they are in a construction zone, and to remind them of the reduced 55 mph speed limit project. Media and social media outreach were increased to raise the awareness of these pilots to improve safety on state highways.

The Coronado Bay Bridge Suicide Deterrent Project in District 11 continued through the project development and environmental clearance phase. This critical safety project proposes to install a physical suicide deterrent to deter the growing number of deaths by suicide from the bridge. The District 11 team continues to engage stakeholders; including the suicide prevention community, key community members, as well as Federal, State, and local elected officials interested in the project and is seeking funding for design and construction.

District 10 implemented Leading Pedestrian Intervals (LPI) at 27 locations on various routes across the District, primarily on State Route 152 in Los Banos, State Route 4 in Stockton, State Route 108 in Modesto to Riverbank, and State Route 49 in Amador County. An LPI is a signal timing function which displays a brief (3-7 second) advance WALK indication for the crosswalk before the traffic light turns green. LPI helps pedestrians begin their crossing before parallel traffic is given a green indication, thereby

establishing their presence in the crosswalk ahead of turning traffic, increasing their visibility, and encouraging drivers to yield right of way to pedestrians.

In response to the COVID-19 pandemic and as a first of its kind application on California State highways, District 4 initiated a change in design of project in Santa Clara County, to install 794 touch-free Accessible Pedestrian Signal (APS) at 160 intersections to replace outdated pedestrian signal heads and push buttons. Touch-free signal assembly has a non-contact actuation sensor which allows users to place a call by waving a hand in front of the unit. This device eliminates the need of hand touching on the public accessible object to reduce the spread of disease for public health. Touch-free pedestrian signal assembly is now the Caltrans standard.

In June, a 99-hour closure was scheduled in District 3 on State Route 99 from 47th Avenue to the Highway 50 Connector in Sacramento, for one weekend as part of a project to extend the service life of a 62-year-old bridge. To avoid extensive traffic shifts and lane reductions, crews used innovative Accelerated Bridge Construction (ABC) techniques to complete the work well ahead of the planned opening.

A Safety Roadside Audit was completed in District 3 from Interstate 80 in Auburn to McKnight Way in Grass Valley to address concerns from the public following numerous fatal collisions in the corridor. The Caltrans Office of Traffic Safety is generating a list of low-cost countermeasure projects that can be done within the near term.

District 3 also completed 57 Operational investigations to improve the safety and reliability of the existing transportation system and to make communities more livable.

The State Route 41 Median Barrier Project was completed in District 6 with over 23,000 feet of k-rail placed over a five-night period ending on the morning of August 6th. At approximately 2 a.m. the following day, a head-on vehicle collision was prevented due to the newly placed median barrier.

During the Tamarack and Caldor fires, District 10 coordinated in the combined efforts of evacuations, moving equipment, assisting in long-term road closures, and participating in planning and operational meetings. This included Director's orders of \$7.6M for the Tamarack Fire and \$6.4M for the Caldor Fire to — repair the damaged Avalanche Control System at the Carlson Spur, slope stabilization measures, pavement repair, potential debris check of dams/culverts, and removal of burnt hazard trees to protect the roadway and prevent the loss or impairment of life, property, or essential public services.

District 1 revised their annual tree inspection process to reduce the possibility for hazards during winter storm events and enhance vegetation management during fire season. The District also worked with headquarters to establish a vegetation management committee to enhance its response to fire season.

Wildlife passage modifications were created in District 7 on State Route 118 in Las Posas Valley, to improve five key under crossings, four culverts, and one bridge. These crossings are essential to wildlife linkages, reducing fragmentation of wildlife populations within the Santa Monica-Sierra Madre Connection wildlife corridor, and increasing habitat connectivity. This project was the

2021 Excellence in Transportation winner in the Traveler and Worker Safety category.

District 9 created the Office of Safety within their Maintenance and Operations program to oversee safety for facilities, construction, maintenance, surveys, traffic operations, and employees.

District 12 was first to implement drive-through COVID-19 testing and achieved 100% testing rates for undisclosed/unvaccinated employees during the pandemic.

ASSET MANAGEMENT

Asset Management collaborated with the Division of Safety to implement performance management techniques into the State Highway Operation and Protection Program (SHOPP) safety programs, which extends existing asset management practices to the safety program. This work also included the development of a tool for the Districts to use to consistently define the safety benefits of each project based on the crash potential, treatments proposed, and crash modification factors.

Conducted an analysis of conditions of existing transportation assets relative to income demographics in California, evaluating over \$17 billion in proposed SHOPP project investments relative to income demographics in California.

BUDGETS

Developed and delivered 12 Departmental Budget Change Proposals (BCPs) to the California State Transportation Agency (CalSTA) and the Department of Finance, for a total increase of almost \$300 million for inclusion in the Governor's Budget. Successful budget increases include safety and equipment specific BCPs. The Governor's proposed 2022-23 budget includes a total increase of almost \$225 million driven by these BCPs.

CONSTRUCTION

Created the Design Information Bulletin (DIB), which provides guidance to apply Positive Work zone Protection (PWP) and mitigation measures in projects on the State Highway System based on requirements of the Streets and Highways Code Section 92.1 (Assembly Bill 759 – Bigelow) and the Federal Highway Administration (FHWA) Subpart K of the Title 23 Code of Federal Regulations (CFR). The intent is to use approved PWP devices or other mitigation measures in public works projects on the State Highway System to reduce preventable injuries and deaths to workers and the public.

EQUIPMENT

Total injuries and accidents were reduced by approximately 25% in 2021. The Zero Injuries & Accidents (ZIA) Program from the Division of Equipment (DOE) continues to determine root causes of preventable injuries and accidents. Through the monthly ZIA reviews, the DOE develops and implements best practices to improve overall preventable injuries and accidents.

Piloted and implemented a vehicle equipment fogging program to efficiently disinfect vehicles prior to repairs or operation, significantly reducing potential exposure to COVID-19 and other viruses.

INFORMATION TECHNOLOGY (IT)

IT has supported the Department throughout the COVID-19 global pandemic by adapting to spontaneous and constantly evolving business requirements and providing innovative, secure, and long-term supportable solutions that meet those needs. IT expanded existing resources, built new solutions, implemented others at an enterprise scale and procured and deployed huge quantities of end point devices to support Caltrans' mission of providing a safe and reliable transportation network that serves all people and respects the environment.

LEGISLATIVE AFFAIRS

Successfully negotiated legislation, AB 43 (Friedman), in partnership with the California Highway Patrol (CHP) and CalSTA, that provides Caltrans and local agencies more flexibility to establish speed limits that inherently consider the safety of all road users on the State's streets and highways. This includes allowing for lowering speed limits where vulnerable road users are most expected — near crosswalks, controlled crossings, street parking and commercial uses. The bill also promotes safety related reductions in speed limits where high injury rates are documented and allows agencies to stop speed limit creep where conditions have not changed.

MAINTENANCE

Developed a pilot vegetation management plan using new criteria for addressing fire risk along the roadside for those areas identified as evacuation routes. Executed 215 Emergency Directors Order projects repairing \$917 million in damage to State highways.

Distributed 104 new satellite telephones to Maintenance field crews and managers statewide to assist with communications during emergency response.

PUBLIC AFFAIRS

Partnered with the California Office of Traffic Safety for the "Go Safely California" Transportation Safety Public Education Campaign — the first time two State agencies partnered together on one State contract. CHP is also a key partner for this campaign/contract awarded in October. Public education elements will include; work zone/move over, anti-DUI/DUID (drugs), anti-speeding, wrong way driver, distracted driving and bike and pedestrian safety messages.

RIGHT OF WAY AND LAND SURVEYS

Successfully mapped slides remotely using drones for the assessment and development of stabilization and repair plans without employees entering the hazardous areas and endangering their lives or the lives of others. Staff led the effort to densify and upgrade the Caltrans Real-Time Global Positioning System (GPS) reference network for utilization by survey crews and construction staff. The use of this network reduces employee exposure to active traffic and construction equipment by increasing efficiencies and reducing the amount of construction staking that is required to build our projects.

SAFETY PROGRAMS

Established a public commitment to zero road fatalities and serious injuries by 2050, to be achieved through adoption of the Safe System approach, in the:

- California Transportation Plan 2050 (CTP 2050)
- Caltrans 2020-2024 Strategic Plan
- CalSTA's California Climate Action Plan for Transportation Infrastructure (CAPTI)
- California 2020-2024 Strategic Highway Safety Plan (SHSP)
- Developed a new Director's Policy on Road Safety to establish a corporate expectation to prioritize safety in all decisions.

SAFETY AND MANAGEMENT SERVICES

Updated the Employee Safety Manual with a chapter on Wildfire Safety to further educate and protect employees.

SB 1 PROGRAM

2021 marked the four-year anniversary of SB1 — a landmark investment to fix the State's aging infrastructure. Since its passage, Caltrans has:

- Paved 2,100 lane miles
- Fixed 211 bridges
- Repaired 180,000 feet of culverts on average each year
- Updated or added more than 3,000 traffic management technologies

TRAFFIC OPERATIONS

Released two Policy Directives to improve safety for Caltrans workers and the traveling public:

Policy Directive 21-04 to implement buffer lanes in Caltrans projects to enhance safety in work zones by providing a closed lane that separates a lane carrying traffic from workers and equipment in a work zone.

Policy Directive 21-03 with guidance for implementing Automated Flagger Assistance Devices, which are automated flagging devices operated by a human flagger using a remote-control device to control the traffic flow in construction zones.



Cultivating Excellence

► DISTRICTS

District 4 delivered a Mentor-Protégé Program for Construction focused on increasing the number of small businesses successfully bidding for Caltrans construction contracts. A total of 44 protégé firms graduated from the program. Of those graduates, 25 have pursued Caltrans construction contracts, and six contracts have successfully been awarded to those firms.

The Echo Summit Bridge Replacement on Highway 50 in District 3 utilized the innovation of the Accelerated Bridge Construction (ABC) method where the department used a precast, prestressed concrete box girder system constructed off-site in a plant and placed at the location tying everything together using ultra high-performance concrete. What would have taken three months under traditional construction methods and would have heavily impacted the tourist route to South Lake Tahoe, only took nine days.

The Southern Regional Lab (SRL) in District 8 received Level 1, 2 and 3 Quality Management Solutions (QMS) accreditation from The American Association of State Highway and Transportation Officials (AASHTO), the most of all Caltrans Districts and the Office of Materials Engineering and Testing (METS). When compared with industry, only half of the Southern Region Testing labs achieved these levels of accreditation.

The Association of General Contractors (AGC) – San Diego awarded District 11 “Best Public Agency,” after more than 1000 AGC members completed a survey based on questions associated with prompt payment, fair and equitable payment, the quality of the agency’s Resident Engineers, and more.

District 7 conducted over 75 meetings with elected officials, cities, and counties on priority areas of safety, stewardship, climate action, equity, and multimodal services. The District also hosted four Strategic Partnership Workshops on People Experiencing Homelessness with over 200 attendees.

District 7 exceeded Caltrans Disadvantaged Business Enterprise (DBE) goal of 17.6% with 92 small business firms (24.47% of expenditures), 76 disadvantaged business enterprises (21.87% of expenditures) and two disabled veteran business enterprises (0.1% of expenditures).

By identifying new contacts within its communities, including representatives from many tribal governments, District 9 proactively communicated upcoming project information, solicited requests for service, and promoted vacancies within the District.

District 9 hosted a Town Hall to preview upcoming goals for the year, highlight the team’s accomplishments, solicit feedback, respond to concerns, and introduce Caltrans new strategic plan. Following the Town Hall, smaller group presentations were conducted to staff across the District, both virtually and in-person, to familiarize staff with the new Department direction and encourage widespread buy-in by personalizing the message.

District 8 implemented a mandatory Engineering Professional Rotation Program. The experience the employees gain from the program will enrich their professional development and improve the Department with more well-rounded, and experienced workforce. Cross-training is also planned, to familiarize staff with tasks outside of their units.

District 11 held two successful hiring events to staff up field maintenance forces in support of the Governor's Clean California initiative. In July, the district received over 240 applications at the San Diego event and in December, over 245 applications were received at the Imperial County event. From these events, over 70 applicants were hired as Service Assistance Maintenance (SAMs) and various other maintenance positions.

District 12 workgroups have engaged in continuous improvements including the Division of Environmental Analysis' Electronic Workgroup, which has successfully converted over 95% of hard copy files to electronic format as well as streamlined and standardized utilization of the STEVE Environmental database. The District 12 Active Transportation Technical Advisory Committee was also formed in 2021, to develop a District Active Transportation Action Plan.

District 12 handles an average of 400 Customer Service Requests (CSRs) per month and is in the top tier among the Districts in closing out about 99% of CSRs not related to encampments.

Leadership in District 2 now actively participates in all new employee orientations to provide a more welcoming experience. The District also streamlined onboarding processes to wrap many activities into the new employee orientation meetings.

ACCOUNTING

Implemented an Accounting Rotation Program in September, to support career progression through professional and leadership development. The goal of the voluntary Program is to cultivate an accounting workforce that has a diverse technical knowledge base, experience and understanding of various perspectives throughout the Department, and is capable of stepping into leadership roles when opportunities arise. In partnership with the Division of Human Resources (DHR), developed the rotation program guidelines, roles and responsibilities, and frequently asked questions.

In April, HQ Project Control within the Division of Accounting conducted a two-day Statewide Project Control Conference. Due to the COVID-19 pandemic, the conference was delayed one year and re-structured to be conducted virtually. There were over 340 participants and included speakers from various Districts and HQ Programs. The conference provided a platform to communicate, clarify, and address various Statewide business processes. The Conference agenda highlighted topics such as; Local Assistance Subvention Reimbursement, Project Setup Overview, Split/Combine Funding, Active Transportation Program (ATP), Maintenance, Planning, Reimbursements, Federal Funding, SB1 Funding, Final Voucher, PRSM and Enterprise Data and Geospatial Governance.

ASSET MANAGEMENT

Asset Management awarded a software contract for the first ever Caltrans enterprise assets management software system. The Transportation Asset Management System (TAMS) project was awarded to Data Technologies Solutions (DTS) and expects the first phase of the software to be delivered in 2022. This software tool will establish a one-stop source for asset inventory, conditions, risks, projects and identified needs. The software will include analysis tools to help Caltrans make better project level decisions.

CLEAN CALIFORNIA PROGRAM

Through Clean California, Caltrans has adopted new strategies to advance equity in its hiring process, adding 470 new team members — including 387 low barrier SAM positions. The Department's SAM positions are entry-level positions that provide opportunities for all Californians regardless of their level of experience or education while providing them with on-the-job training in maintenance work.

EEOP

Developed and launched a Diverse Interview Panel Pilot. The purpose of this pioneering approach is to telegraph to applicants that Caltrans cares about equity, and to promote a diverse workforce by including a panel member who can navigate conversations that may invoke equity during the hiring or promotional process. The pilot also involves volunteers across the Department to participate in implicit bias training and act as equity members in the interview process. Recognizing Equity is an active process that requires continuous commitment and intentional decision-making that recognizes individuals for who they are. EEOP has worked to provide our employee network the opportunity to learn of their own implicit bias by way of mandatory annual training on implicit bias.

A critical aspect to lifting up our department value of Equity is to be deliberately inclusive. As such, EEOP has implemented a robust inclusion effort focused on history and heritage celebrations. This has resulted in more than 25 different Lunch and Learn presentations in just over six months with external and internal subject matter experts and employees across the department.

ENVIRONMENTAL ANALYSIS

Established the Cultural Studies Subcommittee of the Native American Advisory Committee (NAAC). Establishment of the bi-monthly meetings as a venue for tribal nations and representatives to express issues and topics and work with Caltrans to address concerns in relation to project delivery.

The Transportation Permitting Task Force team has initiated efforts and developed guidance, key performance indicators, and training related to Construction Manager General Contractor and Emergency Procedures. The Task Force's mission is to explore ways to improve the efficiency and effectiveness of permitting for transportation projects while protecting our State's environmental resources. The multi-agency task force is in the process of implementing the 39 recommendations identified in a 2019 report to the State Legislature. Additional efforts for recommendations related to Long-Term Environmental Considerations, Early Engagement with Permitting Agencies, Asset Management and more, are underway.

FEDERAL LIAISON

Convened a California Transportation Federal Affairs Working Group with stakeholders (Metropolitan Planning Organizations, Regional Transportation Planning Agencies, Tribal Governments, California Transit Association, California Transportation Commission, Counties, transit providers, private sector entities, labor organizations, and others) to share information, discuss Federal transportation policy issues with regard to Federal reauthorization legislation, and shared goals. In total, we held three Working Group meetings, and identified eight priority areas for any infrastructure bill considered by Congress.

LOCAL ASSISTANCE

The Active Transportation Program (ATP) staff held a workshop to help local agencies, who were awarded under the program, understand the next steps to begin their ATP project.

MAINTENANCE

Obtained a \$4 million BCP for the Maintenance Zone Enhanced Enforcement Program (MAZEED) which provides CHP officers in our work zones Statewide to enhance worker safety.

PROJECT MANAGEMENT

Completed and published the Division of Project Management 2021-25 Strategic Plan. This four-year plan was developed through engagement with all division staff, it provides goals and objectives to align with the Caltrans Strategic Plan.

Completed two cohorts of the Caltrans Project Management (PM) Certification Program. The two cohorts saw 50 students through a multi week course covering the tenants of the Project Management Institutes, Project Management Body of Knowledge applied against Caltrans processes and projects. This is a course to prepare students to be PM Certified. One Project Management Academy was also completed. The academy provides

30 students the opportunity to take a deep dive into how Caltrans plans, develops, and manages its Capital Improvement Projects. It is geared to new Project Manager learning needs and uses experienced Project Managers and others to instruct the students.

► PUBLIC AFFAIRS

Produced an Introduction to Caltrans video for the American AASHTO annual meeting, hosted by Caltrans in San Diego. This meeting is attended by transportation officials across the nation and addresses a wide range of transportation issues. The video was also shared with the public on social media.

Worked with the California Prison Industry Authority (CALPIA) to highlight formerly incarcerated individuals who have turned their lives around and found meaningful employment at Caltrans, through joint press releases and social media posts featuring their stories.

► RACE & EQUITY PROGRAM

Through the Planning Public Engagement Contract (PPEC), administered by the Equity Engagement and Health Branch DOTP, and Equity Engagement Training (Pilot) was delivered in 2021. The training process is to build staff and management's capacity to better understand and be responsive to State and Federal directives related to equity as it plans and conducts planning public outreach and engagement activities. To support Caltrans in advancing equity solutions in public engagement, MIG, Inc. (PPEC Contractor) has developed an immersive, interactive training program to build staff knowledge, skills, and capacity to design and implement equitable engagement. MIG worked closely with the Caltrans Office of Race and Equity (CORE) and Equity Engagement and Health Branch (EEH) to create the training. Equity-centered discussions benefit from personal introspection and a deeper understanding of the barriers and challenges that many communities continue to face and how this influences their interest and willingness to participate. This training is designed to engage participants in both aspects, to strengthen staff

capabilities. Staff will also learn more about developing and growing partnerships with community-based organizations and other groups whose participation is essential to outreach activities. An Equity Workbook was also created as a complementary tool of the training. The training will be expanded to cohorts in 2022 and a "train the trainer" program to disseminate the training Department-wide further.

As a public agency, we are responsible for maintaining highways and delivering projects and programs that improve people's lives and communities. Equity efforts are not only about the people we serve; they are also about our Caltrans family and the communities in which we live. CORE created The Caltrans Equity Toolkit, which offers our Department staff the resources to help staff engage with equity. The tool kit includes Caltrans Race and Equity Glossary of Terms, Conversations about Equity Watch Guide, and internal links for engaging in equity learning. CORE also supported many of EEOP Heritage Months celebrations to incorporate equity into the overall context of the celebrations.

► RAIL & MASS TRANSPORTATION

Staff in the Federal Transit Grants and Programs Office quickly distributed The Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to small and rural transit agencies who were facing significant revenue shortfalls and needed personal protective equipment (PPE).

► RIGHT OF WAY AND LAND SURVEYS

Created and implemented an Elephant's Tail Coaching Groups Program involving 12 Coaches (SMEs) and approximately 42 newer Right of Way Agents. These coaching groups are based on research of developmental sponsorship. Coaches help someone less experienced gain confidence, clearer purpose, insight, and wisdom.

➤ RISK AND STRATEGIC MANAGEMENT

Conducted a Department-wide Employee Survey and an External Partner Survey to gauge satisfaction and identify areas for improvement. Also, developed and distributed the My Vision — My Mission Job Aid to help Caltrans supervisors and managers promote alignment within their teams.

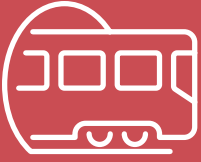
➤ SAFETY PROGRAMS

Caltrans received a national award for our Strategic Highway Safety Plan — an effort led by CalSTA, our partner agencies, and other stakeholders throughout California that aims to make zero deaths and serious injuries on the State Highway System a reality.

Established the Caltrans Safety Programs Award and recognized eight staff with the award for their exceptional efforts.

➤ SB 1 PROGRAM

The rebuildingca.ca.gov website was updated with a new look and addressed refreshing data and information, which hadn't been updated in nearly five years. The SB 1 Program launched an intranet web service to better communicate with staff and Districts. The site contains updates, contacts, documents, templates, and other critical SB 1 Program information to more effectively communicate and work with stakeholders. Improved and strengthened SB 1 Program management through implementing processes, improved communication with internal and external stakeholders, and deploying focused analytics to promote successful SB 1 projects.



Multimodal Network

► DISTRICTS

District 7 delivered 46 projects valued at over \$488 million that included 281,001 linear feet of new bike lanes and 8 bicycle detection loops, stormwater treatment, 1,858 linear feet of new crosswalks and 2,129 linear feet of sidewalk, pavement rehabilitation and over 309 ADA improvements for general stewardship and safety, and equity, multimodality, and safety in Complete Streets contexts.

At the busy Highway 25/156 intersection near Hollister in San Benito County, the District 5 project team was able to find an innovative solution to a complex design. With a history of red-light-running, broadside collisions, and heavy truck volumes; many efforts had been made to adjust signal visibility and timing. Unfortunately, this hasn't resulted in the desired safety improvements, so a Turbo Roundabout was selected as a potential remedy due to its unique configuration and design. It is the first Turbo Roundabout in California and only the second in the entire US.

To extremely positive public feedback, District 9 installed pedestrian-activated signals in the communities of Big Pine and Bishop along US 395, and in Bishop along State Route 168, to encourage active transit and improve safety. All projects, including Highway Maintenance, are now reviewed for inclusion of Complete Streets elements where applicable (such as restriping and gaps in rumble strips to accommodate bicyclists.) District 9 also increased public engagement and modified project scopes when possible, to respond to desired pedestrian improvements (Lone Pine Visioning project, Meadow Farms ADA, Fish Springs/Manzanar projects, Bishop Pedestrian Safety project).

The Interstate 5 Build North Coast Corridor (NCC) in District 11 is a \$875 million joint project with the San Diego Association of Governments (SANDAG) that creates coastal access, restores lagoons, builds bike, pedestrian, and rail infrastructure (double tracking) improvements, and adds 13 miles of carpool lanes on Interstate 5 from San Diego to Oceanside. The project received an Excellence in Transportation award for its coastal rail trail component which improves biking and walking connections to various destination points within the community including local parks, businesses, beaches, and schools.

District 11 propelled coordination between California, Mexico, and the Federal Government on State Route 11/Otay Mesa East (OME) Port of Entry project. The District finalized the Border Master Plan between Baja California and California and negotiated as well as executed a Memorandum of Understanding (MOU) between California, Mexico and SANDAG, agreeing to open the proposed OME Port of Entry by 2024. In addition, the project finished construction of key highway connectors and opened California's first freight focused Diverging Diamond interchange on State Route 11 in October

The San Diego Chapter of the American Public Works Association awarded District 11 and its partners "Project of the Year" for the South Bay Bus Rapid Transit project. The project added a new 26-mile Rapid Route, including about 8.5 miles of HOV lanes on Interstate 805, to connect key employment and activity centers between the Otay Mesa Port of Entry and Downtown San Diego via eastern Chula Vista. Partners in this endeavor included the Metropolitan Transit System, San Diego Association of Governments, and the City of Chula Vista.

Enhancing its collaborative efforts to determine community walking and biking needs during the development of Project Initiation Documents, District 1 conducted early community and partner outreach to garner local input and ideas. For instance, the District initiated the Broadway Complete Streets project, which is a pioneering standalone Complete Streets project. By engaged stakeholders from the very beginning of the process, we used their valuable input to develop the scope of the project. This was so successful, that we brought stakeholders in early again on the proposed Broadway Middle Couplet project along U.S. 101 in Eureka.

District 2 worked with the City of Redding and their Diesel horst to Downtown ATP project that now provides a Class IV Cycle track connecting the Redding River Trail system with downtown Redding. This facility fronts the District Office now providing safe protective bike lanes for the general public and for Caltrans employees commuting to work or accessing recreational facilities from the District Office.

District 3 completed four Comprehensive Multimodal Corridor Plans (CMCPs) The CMCP's involve partnership with other Caltrans Districts, HQs, Regional Transportation Agencies, Metropolitan Planning Organizations, Cities, Counties, Transit Agencies, Local Native American Tribal Governments, and others. Public participation is a big part of these efforts and have included extensive public outreach. A total of 1,272 comments were received and 13 public committee/board presentations were made between the four CMCPs.

After completing community engagement activities and a public mapping survey of Active Transportation needs, District 8 received 1,483 public responses which will be incorporated into the final District Active Transportation Plan.

District 6 has developed an innovative strategy to reach disadvantaged communities in the Central Valley, Walk Audits. The purpose is to walk in disadvantaged communities and engage with community leaders, community-based organizations, and local advocates. In doing so, this creates a mechanism for intentional engagement that allows people to describe their concerns, needs, and collaboratively identify opportunities along State highways that coincide with

local community needs. The goal is to obtain meaningful feedback to help guide recommendations on how to make it safer for all modes of transportation in their communities.

With extensive input from community-based organizations, stakeholders, councils of government and partner agencies, District 7 developed its Active Transportation Plan. The plan identified local based needs ranging from bicycle to pedestrian facilities – over 4,700 total comments and Clowder Map pins – that will be incorporated into a Google Earth format and inserted into the Multi-Asset Project Scoping Tool we're provided.

ASSET MANAGEMENT

Fully implemented a new Complete Streets objective into the 2021 State Highway System Management Plan. This represents a significant SHOPP program change that established over \$1 billion in dedicated funding to preserve and expand bicycle, pedestrian, and transit modes in California.

CLEAN CALIFORNIA PROGRAM

Recognizing the diverse funding needs and abilities of local agencies across the State, Caltrans—in partnership with communities and local governmental entities—developed guidelines and criteria in to equitably awarding local grants to underserved rural and urban communities throughout the State. Communities with unique projects that meet the program's criteria will be eligible to receive funds based on need and population. Caltrans will match local investments using a needs-based formula that provides additional State support to underserved communities with a goal of supporting more than 200 local projects throughout the State.

DESIGN

Established a Project Delivery Complete Streets (CS) Program with full complement of a Program Manager and three senior staff. Identified \$100 million CS reservation in the 2020 SHOPP to implement additional CS strategies into SHOPP projects. Developed the Complete Streets Decision Document (CSDD) for CS evaluation and documentation.

LOCAL ASSISTANCE

Organized a three-day virtual Active Transportation Symposium which was held October 26-28. The Symposium featured keynote speakers and panelists from local agencies, community-based organizations, authors, activists, and more. With over 250 in attendance at each session, attendees stated they learned actionable take-aways to enhance their active transportation work.

The Active Transportation Resource Center (ATRC) offered multiple training sessions to local agencies and stakeholders on active transportation topics. Launched an on-demand online training course titled "Bicycle Transportation: Basic Principles of Planning and Design." Held three live virtual full-day Bicycle Transportation training courses, five Safe Transportation for Every Pedestrian training webinar, and eight active transportation non-infrastructure webinars throughout the year.

MAINTENANCE

Identified Complete Streets and Safety enhancements that can be implemented in Highway Maintenance projects (HM-1 & HM-3). Developed guidance to ensure collaboration between District Maintenance, District Traffic Safety, and District Complete Streets Coordinators when selecting either Safety Enhancements and/or Complete Streets Enhancements for HM-1 & HM-3 projects.

SUSTAINABILITY

The Caltrans Office of Sustainability spearheaded the development of the Director's Policy on Complete Streets (DP-37). The policy establishes a requirement for all transportation projects funded or overseen by Caltrans to provide comfortable, convenient, and connected complete streets facilities for people walking, biking, and taking transit or passenger rail. The Office of Sustainability will play a pivotal role in monitoring high-priority actions for DP-37 implementation, as well as providing strategic direction to the creation of the 2022-2024 Complete Streets Action Plan to take the Department's complete streets work to the next level. Additionally, The

Sustainability Program developed the "Complete Streets Hub" which assists in planning, design, construction, operations, and maintenance of complete streets facilities in Caltrans projects. The Complete Streets Hub serves as a peer resource center and clearinghouse for best practices and information sharing; outlines relevant policies and standards; informs on updates and news for Complete Streets developments; and serves as a location to advise on implementation process.

TRANSPORTATION PLANNING

CTP 2050 — The California Transportation Plan (CTP) 2050 was approved in February 2021. The CTP presents a long-range vision for California's transportation system and addresses the statutory commitments of reducing greenhouse gas (GHG) emissions. This plan demonstrates how California can achieve a transportation system that meets statewide policy objectives,—to meet our goals around climate, equity, public health, and more. CTP 2050 has 22 actions addressing expanding access to safe and convenient active transportation options and Improving transit, rail, and shared mobility options.

The 2021 Interregional Transportation Strategic Plan (ITSP) was approved in October and focuses on making better use of existing infrastructure, expanding multimodal travel options, and minimizing negative impacts to adjacent communities along the State's 11 Strategic Interregional Corridors. The plan also introduces a 15-question scoring criteria to ensure Interregional Transportation Improvement Program (ITIP) investments reflect Statewide goals.

Corridor Plans in 11 Districts were completed or in the process of being updated. Corridor plans set out a clear vision for identifying improvements along a corridor while recognizing the positive and negative impacts of changes. These plans aim to coordinate with planning partners to address quality of life, access to destinations, environmental factors, GHG emissions, and transportation system performance.



Stewardship and Efficiency

DISTRICTS

District 1 has been working to enhance diversity and equity in contracting and procurement. This includes exploring opportunities for the unbundling of contracts to increase Small Business (SB), Disabled Veteran Business Enterprise (DVBE), and Disadvantaged Business Enterprise (DBE) participation. In addition, the District has been partnering with North Region Small Business Liaisons to enhance participation and expand the number of SB, DVBE, and DBE contractors. The North Region Small Business Liaisons also promote their annual Procurement Fair, which enhances networking opportunities.

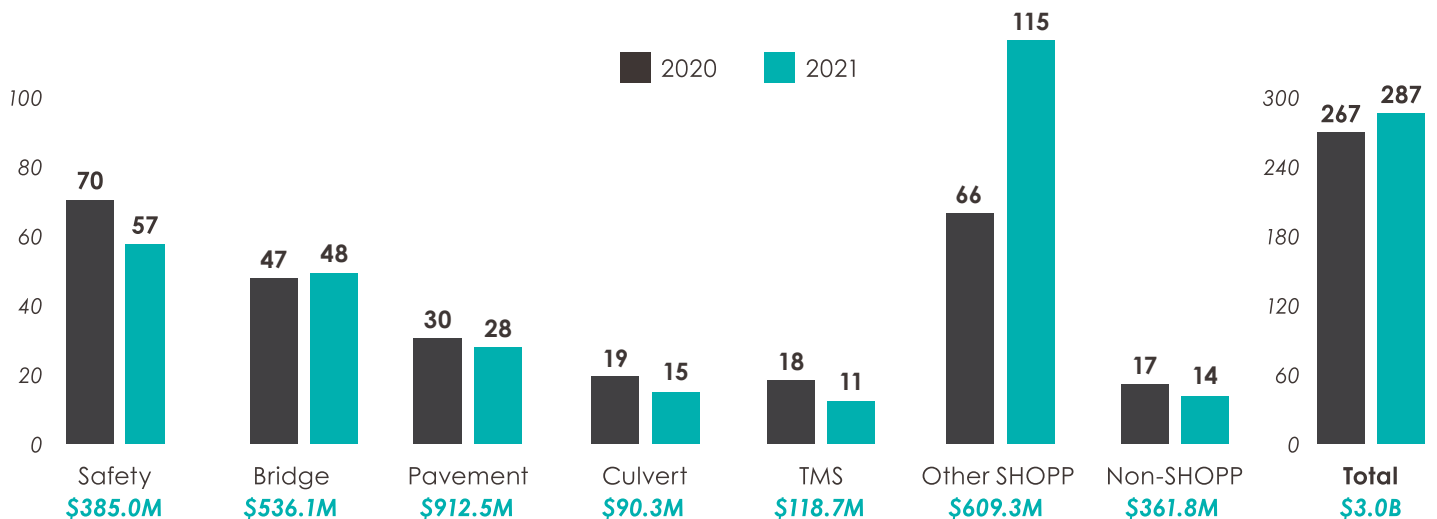
The District 6 Division of Asset Management has developed a tool for ADA Data Collection that won 2nd place at the 2021 Western Association of State Highway Transportation Office (WASHTO) Conference Awards for

Quality and Innovation. Currently, the first phase of the tool is in use by field crews to determine if an ADA Curb Ramp follows Caltrans and Federal standards.

District 7 partnered with Cal Poly Pomona's School of Environmental Design – Department of Landscape Architecture on an urban green infrastructure lecture series to design and deploy green infrastructure at three Park and Ride lots. Targets addressed were flood prevention, highway planting, and best management practices to restore degraded ecosystems.

The I-215/Barton Road Interchange Improvement project in District 8 was delivered leveraging the innovative procurement method of CMGC (Construction Manager / General Contractor) which resulted in receiving the 2021 Excellence in Transportation Award. In addition to the roundabout, the improvement project included local circulation system improvements such as new roadway

287 Projects Delivered in 2021 vs. 267 Projects in 2020



connections, realigned facilities, and new signals. This resulted in improved safety and traffic operations and a reduction in traffic conflicts. The project provided equitable access to a predominantly disadvantaged community from both east and west sides of the freeway. Introducing the roundabout configuration has accommodated access to multiple roadways with enhanced operation and safety.

Purchased and set up of a new sign plotter allows District 1's Maintenance Sign Crew to produce their own signs, rather than wait through the extensive bid/purchase process. The crew is now able to save money by utilizing faded undamaged signs, by placing new material on the metal.

District 10 is piloting the implementation of electronic Resident Engineer files and has convened a Design Training Improvement task force.

District 12 minimized paper usage as part of the "paperless" office, including the introduction of the Falcon and PRO Document Management Systems in Construction.

ACCOUNTING

Over several years, a Construction/Maintenance Zone Enhanced Enforcement Program (COZEEP/MAZEEP) past due balance of approximately \$7.3 million had accumulated causing significant reimbursement concerns. In October, a cross-functional team consisting of the Division of Construction, Maintenance, Accounting, and CHP staff was formed to resolve this past due balance. As of December, over \$6.3 million of past due amounts have been reimbursed to CHP. The team continues to partner with CHP to resolve the remaining balance.

Key metrics delivered in 2021:

- Vendor and Local Agency Payments: processed 956,000 vendor and local agency invoices for \$7.8 billion
- Travel Expense Claims: reimbursed 43,878 TECs for \$8.2 million

- Accounts Receivable: billed 56,000 invoices and collected \$597 million
- Federal Reimbursements: billed and collected \$3.675 billion in Federal reimbursements

Enterprise Datalink Financial Reporting (Datalink) is an efficient tool that supports the Department's goals by strengthening stewardship and driving efficiency throughout the year. New reports and dashboards published in 2021 will help resource management staff from all areas of the Department to monitor personnel services and operating expenses:

- A 3-year encumbrance management dashboard
- Maintenance HM program dashboards
- Maintenance materials warehouse purchasing reports
- Accounting/HR salary advance tracking and collection report
- Employee Labor dashboards
- Implementation of the Datalink YouTube Channel

BUDGETS

Through Statewide collaboration with the Districts and local agencies, we successfully reduced our Inactive Obligation Rate to just under 1%, which is well below our 2% goal and is a significant achievement that also helped to keep the National percentage below 2%. Inactive obligations are projects with Federal funding that haven't billed for over 24 months with an unexpended balance of over \$50,000.

The Department has received almost \$600 million in Emergency Relief (ER) funding from FHWA to reimburse the State for federally eligible costs. The ER reimbursement is for costs associated for reopening and repairing transportation system assets that were damaged by past storm, fire, earthquake, and other natural events for declared emergencies. The \$600 million represents the highest-known amount ever received in a single fiscal year.

BUSINESS OPERATIONS

Launched the Facilities Strategic Initiative (FSI) project to enhance collaboration in the area of facilities management through engaged participation of all key stakeholders. Released the Director's Policy on Electronic Signature for Business Operations and the adoption of Adobe Sign, which was achieved through collaborative partnership with IT and other stakeholders. Successfully facilitated two large scale office move efforts through a pandemic while adhering to health and safety protocols.

CIVIL RIGHTS

The Office of Civil Rights in collaboration with the Division of Procurement and Contracts established a Statewide policy to focus on public works contract solicitations and awards of under \$333,000 to small businesses only. The new policy is titled "Small Business Only Minor B Contracts."

CLEAN CALIFORNIA PROGRAM

In the first six months of Clean California, Caltrans collected 313,034 cubic yards (5,269 tons) of litter, which is enough trash to fill 96 Olympic-size swimming pools or 2,408 semi-truck trailers. The Department held 27 free Dump Day events which have been a huge success in providing a means for communities to properly discard trash, precluding illegal dumping activities, and providing equitable access to landfill services.

Caltrans increased Adopt-A-Highway site adoptions by 341 in 2021 and issued \$23,625 in incentive stipends. Adopt-A-Highway volunteers held 5,500 litter cleanup events between July-December.

CONSTRUCTION

The Division of Construction (DOC) has implemented FalconDMS as the electronic document management system (eDMS) of choice for field staff to use in electronically storing construction project records and has trained over 2,000 staff in the use of this program.

As of July 1, any newly awarded construction contracts are required to file construction project records in the FalconDMS system allowing the DOC to strengthen stewardship and efficiency on Caltrans projects.

EEOP

EEOP has initiated the process to become paperless to be more efficient and enhance the level of security that guards the program's sensitive information.

ENGINEERING SERVICES

Released the Caltrans Accelerated Bridge Construction (ABC) Manual. ABC is the use of innovative planning, design, materials, and methods to reduce on-site construction time when building a new bridge or replacing or rehabilitating an existing bridge. It is an alternative considered for all bridge projects since ABC techniques help reduce traffic, environmental impacts, and weather-related time delays; improve work-zone safety; and shorten project delivery time.

ENVIRONMENTAL ANALYSIS

The fish passage legislative report identified the remediation of four fish passage barriers on the State Highway System, which opens up an estimated 124.4 miles of habitat for Coho Salmon, Chinook Salmon, and Steelhead Trout, as required by Streets and Highways Code Section 156.1-156.5. The 2021 State Highway System Management Plan (SHSMP) is funding fish passage remediation for 21 additional priority barrier locations, which are currently in the planning process.

EQUIPMENT

Purchased 954 new mobile fleet and 48 specialty pieces of equipment (total \$166 million) to support new Caltrans campaigns such as SB 1, vegetation management, Clean California, and fleet replacement.

The DOE Transitioned from Voyager to WEX fuel cards, assigning over 11,500 cards.

FINANCIAL PROGRAMMING

The SHOPP office team pushed through a full year of pandemic emergency telework challenges to partner with the Division of Maintenance to program and allocate 75 emergency Director's Order projects worth \$298 million to keep roadways open and safe for all people despite damaging storms, wildfires and changing climate actions.

Transportation Commission (CTC) and the Division of Financial Programming developed a plan for the programmatic use of funds received from the Federal Coronavirus Response and Relief Supplemental Appropriations Act. Based on Financial Programming's input, CTC staff held three virtual workshops and proposed to split the \$911.8 million as 60 percent for the State programs and 40 percent for the regional programs. The Office of Federal Programming and Data Management successfully distributed the Federal COVID-19 Relief Funds. California

HUMAN RESOURCES

Established the Temporary Assignment Process website to advertise temporary opportunities in a central location and streamline the submission process.

INFORMATION TECHNOLOGY (IT)

Worked quickly with business partners during the COVID-19 pandemic to implement Adobe Sign eSignature across Caltrans in record time. The successful rollout of eSignature required many layers of implementation to deploy the solution and make training accessible to over 20,000 Caltrans employees.

IT rolled out the use of Microsoft (MS) Teams, which includes several inter-related tools that allow staff to collaborate, meet in virtual settings, jointly edit documents in convenient shareable channels, communicate via chat or instantly meet up with a colleague via Teams direct calling. On average, Caltrans conducts or participates in over 4,000 meetings per day.

LEGISLATIVE AFFAIRS

External Affairs (Legislative Affairs and Public Affairs) successfully procured a new External Affairs Workflow System (GovQA) for all programs and Districts to better track, manage, and respond to legislative and media inquiries, legislation, and reports. This will allow External Affairs to help fulfill the Department's mission more efficiently and effectively. The system is currently being configured and piloted.

Legislative Affairs successfully negotiated legislation, SB 339 (Wiener), in partnership with CalSTA, authorizing a pilot of road charge revenue collection. This pilot will allow Caltrans to plan for the State's transition to all zero-emission light-duty vehicle sales by 2035. This pilot will demonstrate the viability of transitioning to a sustainable road charge from fuel taxes, which are expected to decline as zero-emission vehicle adoption significantly increases. The bill also reauthorizes the California Transportation Commission's Road Usage Charge Technical Advisory Committee to help guide the development and evaluation of road charge pilot programs.

LOCAL ASSISTANCE

The Active Transportation Resource Center (ATRC), administered by the Division of Local Assistance continued an Automated Counter Loan Program to make counting equipment available for local agencies to borrow so they can conduct bicycle and pedestrian counts for active transportation projects.

MAINTENANCE

Launched a new Office of Vegetation and Wildfire Management to address the following areas: building resilience and expanding vegetation management across 250,000 acres of roadside vegetation, adopting water conservation practices in irrigation systems and facilities, maintenance of public facilities, safety roadside rest areas (SRRA), California vehicle enforcement facilities (CVEF), Vista Points and Park and Ride lots, and GIS mapping, analysis, and web services under one umbrella.

PROCUREMENTS AND CONTRACTS

The Division of Procurement and Contracts (DPAC) in cooperation with IT, procured, designed, tested, and implemented a new contract tracking system — CATS II. This system replaces an antiquated contract tracking system and provides a new, robust repository for all contracts through DPAC.

PROJECT MANAGEMENT

Along with Safety, Planning, and Maintenance; the Division of Project Management began the development of the inaugural Caltrans Commitment Report. This report is designed to show how Caltrans is meeting the commitments outlined in the Caltrans Strategic Plan with the projects it is delivering for all Californians.

Completed an over one-year effort to provide a wide introduction and implementation to governance throughout the HQ divisions. Seventeen teams covering multiple areas within Project Delivery, Maintenance and Operations, Safety, Planning and Modal, and Budgets reviewed data systems and processes to improve the quality of the data and develop plans for implementing data governance and management for those systems.

RAIL & MASS TRANSPORTATION

Implemented a lean fleet strategy for intercity passenger rail, allowing Caltrans to shift funding away from Amtrak equipment leases to more intensive use of State-owned equipment. This new approach required high equipment availability, which was achieved by rebalancing equipment and maintenance cycles, and allowed the State to shift funding to service provision for essential mobility.

RESEARCH, INNOVATION AND SYSTEM INFORMATION

DRISI researched and deployed eight new GPS based units to help guide our maintenance crews and their heavy equipment when opening snow-covered mountain passes that close during winter.

Established Innovation Liaisons in all Districts and Programs.

RIGHT OF WAY AND LAND SURVEYS

After consultation with DGS, presented 84 book items (calendar year 2021) for CTC approval to dispose of excess land parcels and returning approximately \$15,960,000 to the State.

RISK AND STRATEGIC MANAGEMENT

Conducted a Department-wide Enterprise Risk Assessment to update the Caltrans Risk Register. Stood up Office of Internal Audits to assess and mitigate issues and avert risks for the Department.

ROAD CHARGE PROGRAM

The program successfully completed the Four Phase Demonstration in the first half of the year, completed an Interoperability Pilot with the State of Oregon, started multiple research efforts with Western Road Usage Charging (RUC) Consortium and the University of California system, won a Federal grant to continue pilot work, and continued to be a leading voice in national road charge efforts.

SAFETY PROGRAMS

Developed a Safety Effectiveness Tool to estimate the reduction in fatal and serious injuries for all SHOPP projects including, a data dashboard to provide direct access to crash data.

Developed a new District performance measurement tool to track the number of Proven Safety Countermeasures implemented in SHOPP and Maintenance Projects. Launched a new website with a one-stop-shop library of Proven Safety Countermeasure tools and guidance

SAFETY AND MANAGEMENT SERVICES

Working with the State Personnel Board, updated our adverse actions and rejections during probations to reflect a leaner notice saving a minimum of 10% of time and resources to draft and serve those notices, a main function of Office of Disciplinary Services (ODS) staff. The Office of Driver Certification and Substance Testing (ODCAST) eliminated adverse action notices for employees that failed a drug test after entering into a prior settlement, instead utilizing a 2-page summary dismissal notice that does not have appeal rights, saving time, resources, and State Personnel Board (SPB) costs associated with appeals.

SB 1 PROGRAM

The SB1 program works with department programs to identify, quantify, and report on efficiencies that meet the SB1 goal of \$100 million to be reinvested in additional maintenance and rehabilitation projects. The task requires a tremendous amount of coordination from the SB1 Office, working with programs to capture new and innovative ideas that generate savings or avoid costs. The annual Efficiency Report that details the department's efforts is highly scrutinized and politically sensitive. This year, we identified and documented savings in excess of \$386 million across all categories, with \$177 million in efficiencies that count toward the SB1 goal. The format was improved, and the CTC was pleased with the more detailed information in the FY 2020-21 report.

TRAFFIC OPERATIONS

In response to Governor Newsom's Executive Order (EO) N-19-21 to alleviate supply chain disruptions, Traffic Operations developed "Intermodal Shipping Container" permits for legal trucks that allowed for a temporary increase of gross vehicle weight from 80,000 pounds to 88,000 pounds for trucks to enable a greater amount of goods to be transported from ports to distribution centers.



Climate Action

► DISTRICTS

The Santa Barbara County Association of Governments (SBCAG) and Caltrans District 5 debuted a zero-emission intercity bus that SBCAG will operate in its weekday commuter Clean Air Express. The battery electric bus features a 220-mile range, easily meeting the longest Clean Air Express round trip of 150 miles, with a fleet of 17 charter-style buses. The purchase was made possible through funding provided by SB 1 and Measure A, Santa Barbara County's transportation sales tax measure.

To help address climate change, the North Region (Districts 1, 2, and 3) has completed projects to install electric vehicle charging stations at the Dunnigan, Willows, and Maxwell Safety Roadside Rest Areas. This is part of meeting the Governor's Executive Orders that Californians will have easy access to Zero-Emission Vehicles (ZEV) infrastructure and that the State's infrastructure will support 1 million ZEV vehicles by 2020 and 1.5 million ZEV vehicles by 2025. These improvements contribute to improved air quality and reduction in greenhouse gas emissions, ultimately providing increased health with reduced pollution.

District 8 has completed building 4 ZEV stations and more than 8 ZEV stations are currently in development. To achieve GHG reduction goals, more ZEV charging stations are needed in order to facilitate long-distance travel by ZEVs, to reduce driver anxiety about ZEV charging station gaps along major State highways.

District 3 initiated a project initiation document (PID) for the Chico Multimodal Hub which will conclude in the Summer of 2022. This project is consistent with the Caltrans Strategic Management Plan and CAPTI as it enhances multimodal transit options for ridesharing, bus transit,

future rail transit, and bicyclists which will advance ZEV technology at the park and ride facility. This project will also help to reduce GHG emissions and address climate change mandates. As part of the project, the facility will include 25 electric charging stations, 30 long-term bicycle lockers, and solar energy capability within the on-site parking structure.

The District 11 North Coast Corridor (NCC) was awarded "Project of the Year" under the sustainability category by the American Public Works Association San Diego Chapter for the San Elijo Lagoon Restoration Project. The project improved the tidal flow and circulation of the lagoon by widening, deepening, and straightening the lagoon channels, and created mudflat habitats for a variety of flora and fauna specific and beneficial to the lagoon ecosystem. Because of the integrated nature of the Build NCC projects, the CMGC contract delivery method was used to coordinate and deliver the project through final design and construction. The District in partnership with SANDAG also recently awarded an \$87 million CMGC contract to create and restore 154 acres of coastal habitat in the San Dieguito Lagoon.

District 11 continued its efforts on climate action by participating in coordination meetings with the Coastal Commission on issues of mutual concerns, coordinating with the Urban Corps of San Diego County and securing over \$5 million in fuel reduction grants.

North Region (Districts 1, 2, and 3) has expanded the Sea Grant program to mentor two Sea Grant Fellows in the second year of the program. The Sea Grant Program includes stronger mentorship plans, onboarding procedures, and work expectations, as well as involving the fellows in more direct project delivery tasks.

Construction began in District 4 to realign approximate 4,000 feet of Highway 1 in Sonoma County near Bodega Bay. The project includes construction of an 850 ft long bridge spanning the environmentally sensitive area of Scotty Creek, three permanent access roads, multimodal access, drainage systems, utility relocations and the removal of the existing Scotty Creek box culvert. The project will move the roadway alignment inland in a managed retreat to address sea level rise and coastal erosion.

District 5 has initiated a 12-month Wildlife Connectivity study on US 101 in Santa Barbara County. ICF Jones and Stokes is leading the study, which will analyze wildlife movement, roadkill, and habitat connectivity along six miles of US 101 at Gaviota Pass. A virtual stakeholder kick-off meeting was hosted by District 5 in December to introduce the project to local and regional stakeholders. Results from the study will be used to identify areas for Caltrans to partner with public and private entities on developing potential improvements to wildlife connectivity.

The iconic Highway 1 was restored in just 88 days after a 150-foot section fell into the Pacific Ocean. District 5 Crews began working seven days a week at the at Rat Creek site immediately after the January 28 washout. Favorable weather conditions in the area aided in the completion of major construction which was almost two months ahead of schedule.

Working with the Nature Conservancy, District 7 restored the habitat at the Hanson Parcel in the Santa Clara watershed of Los Angeles County to provide combined mitigation space for two bridge widening projects, specifically the Interstate 5/Santa Clara River Bridge in Santa Clarita and US 101 in Oxnard. This habitat had been disturbed by local ranching, water diversion, mining, and urbanization. The District removed invasive plants (Cape ivy, salt cedar, fennel, tree of heaven) and replaced them with native plants (various willow species, various grass species, and flowering plants such as California blackberry, blue elderberry, false indigo bush, and Hooker's evening primrose).

In honor of Native American Heritage Month, the District 6 Environmental Division hosted a Virtual Lecture Series featuring local Native American representatives who spoke on a variety of tribal heritage topics. The lecture series was planned for the staff to understand and minimize impacts of the archeological cultural resources in our tribal communities.

Design, Maintenance, Environmental and Construction divisions in District 8 collaborated to complete emergency repair and reconstruction of several culverts and slide areas. The route was severely damaged by fires, which are increasing in frequency and severity as a result of climate change. The improvements ensured the safety of the traveling public through the mountain community regions.

At the District Office in District 9, a xeriscaping project was completed which included removing irrigated lawn and replacing it with drought-resistant native plants and rock features.

District 12's Maintenance Division litter operations are actively cleaning up the roadways and preventing litter from entering the waterways of the District. Two new litter crews and their leadership are increasing litter collection volumes, with more staff to be added to the SAM crew effort. District 12 is involving the community through the Adopt-a-Highway program, with 36 new adoptions since July 1, bringing the total of District adoption partners to 172.

Clean California SAM Crews were established in the Stockton, Merced, and Tracy area to remove litter every week in District 10. Field Maintenance crews continue to dedicate two days a month to pick up litter within the county, in the median, shoulders, ramps, encampments, and landscaped areas the first and third Thursday. The District is also continuing to use the Special Programs People (SPP) crews to conduct litter abatement activities throughout San Joaquin, Merced, and Stanislaus Counties.

District 12 completed the first Climate Change Adaptation Strategies Report. Climate change staff attended and contributed at each of 14 Climate Change and/or Adaptation Priorities Reports meetings during FY 2020-21.

DESIGN

Established a Clean California Office with a Program Manager and two senior staff for Project Delivery.
Developed Guidelines and programmed 126 Beautification and Safety Projects with a capital and support budget of \$311 million.

ENVIRONMENTAL ANALYSIS

Released guidance related to Senate Bill (SB) 743 for transportation impacts analysis under the California Environmental Quality Act (CEQA) and began analyzing project level transportation impacts based on induced Vehicle Miles Traveled (VMT).

EQUIPMENT

DOE ordered 18 Battery Electric Sweepers; many will be deployed in Southern California disadvantaged communities that deal with the worst air quality and pollution.

PUBLIC AFFAIRS

Public Affairs promoted the actions Caltrans is taking to address climate action and change; such as the announcement of our new Complete Streets policy and press releases, social media, and a video on the installation of electric vehicle (EV) chargers throughout the State.

In partnership with the Division of Environmental Analysis, Public Affairs launched the Stormwater Public Education Campaign titled, "Let's Change This to That." This campaign aims to raise awareness regarding litter eradication and increase Californians understanding of the pathways and impacts of stormwater pollution across the State.

RAIL & MASS TRANSPORTATION

Developed its first Zero-Emission Strategy, laying out a bold and achievable plan to transition the entire State-owned passenger rail fleet to Environmental Protection Agency (EPA) Tier 4 operation before pushing on to piloting and rolling out locomotives powered by hydrogen fuel cells ahead of the 2035 deadline required under EO N-79-20.

SUSTAINABILITY

In partnership with Governor's Office of Planning and Research (OPR), the Office of Sustainability launched the SB 743 Implementation Working Group, comprised of external stakeholders from the public, private and non-governmental sectors, to create a collaborative space to strengthen and troubleshoot the State's SB 743 implementation approach. The Office of Sustainability played a key role in supporting the development of CAPTI and engagement with external partners. The Sustainability Program continues to spearhead the development and release of guidance for implementation of SB 743, including, but not limited to updates to the NCST calculator, mitigation funding, and use of percentages in assessing induced travel which build upon the innovative ways we navigate the impacts of land development and transportation projects on total travel.

The Sustainability Program continues to develop and support zero-emission vehicle (ZEV) strategies in the area of workplace charging; fleet transition; public charging infrastructure, rail, and freight in order to support the State transportation system's transition to ZEVs, reducing tailpipe and greenhouse gas emissions. One of the ways the Sustainability program moved the needle in advancing ZEVs is by updating the ZEV Action Plan 2.0, released in March. The plan recommits the Department to support the continued deployment of and increased access to ZEVs for all Californians — especially underserved, low-income, and Black, Indigenous, and People of Color (BIPOC) communities. This update also reaffirms the Department's commitment to transparency, accountability, and collaboration in our ZEV policies and actions.

TRANSPORTATION PLANNING

A statewide call to district staff and Caltrans partners for Innovative Concepts proposals was launched in June. Participants submitted a total of 320 proposals to Caltrans. The goal of Innovative Concepts is to encourage all transportation decision-makers to help California prepare for the challenge to lead and guide future potential investments that align with both CAPTI and the CTP 2050.



Equity and Livability

► DISTRICTS

District 1 has been working to address transportation-related disparities in underserved communities on all new projects. This includes strengthening relationships with local tribal governments through additional in-person meetings, listening sessions, and meaningful engagement on upcoming Caltrans projects. The District also hosts its annual tribal summit meetings to discuss issues related to the 28 Federally recognized tribes in District 1 and coordinate with the District Equity Team as a resource when planning and designing new projects.

The freeways in the Fresno metropolitan area within District 6 experienced an increase in encampments during the pandemic which helped to establish Project Off-Ramp in partnership with the City of Fresno. During the COVID-19 pandemic, Caltrans suspended encampment removals unless there was an immediate safety concern or threat to critical infrastructure to prevent the potential spread of COVID-19 into communities and among people experiencing homelessness. The initial audit of encampments in the Caltrans freeway right of way showed 503 encampments with an estimated 794 individuals. Project Off-Ramp contacted more than 605 offering housing and other services, almost 500 individuals accepted housing. Project Off-Ramp has been one of the most successful homeless relocation programs in the State and is becoming a model Statewide in California.

District 7 prepared 17 State-sponsored Clean California project proposals across the District to address beautification and safety in underserved areas. These proposals were created in coordination with local neighborhoods, city councils, State elected officials, and community leaders.

The Clean California team in District 9 prioritized local tribes during the beautification project selection process, and the District 9 Director's Office created several new substantive contacts by holding listening sessions with multiple tribal leaders throughout the year. As a result of this outreach, the Fort Independence Tribe was selected for a safety project to install intersection lighting along US 395 through their reservation. The tribe will also receive funding to erect gateway monuments at the entrance to tribal lands.

The District 8 Equity Task Force was created to address equity within the District's work on projects, partnership, planet, and people. The Equity Task Force piloted an equity project review program where staff attended at least three Project Development Team (PDT) meetings to address equity on projects and improve community engagement.

The District 11 Equity Committee was established to promote and support the equity value, strategic imperative, and goal presented in the Caltrans Strategic Plan, in addition to the Caltrans Equity Statement. The committee seeks to foster diversity, equity, and inclusion in decision-making, policies, protocols, practices, and resources in the workplace, projects, and programs; encourage collaborative and meaningful engagement with internal and/or external partnerships to address the rising needs of employees and the communities in which we live and work; ensure a diverse workforce that represents and reflects the public we serve and recruits, retain, support, and treat employees fairly in order to provide excellent service to the public; and advocate for equitable, thoughtful transportation solutions for the people in the communities we serve using inclusive training, outreach, and recruitment within Caltrans and through engagement with our partners.

Creative staff in District 10 produced two equity videos, one featuring the disadvantaged community partner of Stockton's Little Manilla, the other featuring the Ready to Work Program and Caltrans staff. These videos invoked positive responses from staff and local partners and is a powerful communication tool in achieving Caltrans equity goal.

Partnering with the San Diego Association of Governments and San Diego County, District 11 helped bridge the "digital divide" by including broadband fiber infrastructure on the State Route 67 Pavement Preservation project, funded through the SHOPP. The project will install 18 miles of broadband fiber through several underserved communities consistent with Governor Newsom's EO N-73-20 and will be the first broadband project in the District. Both SANDAG and the county contributed funding to support this important project component to expand critical fiber infrastructure to underserved communities in east San Diego County.

► CIVIL RIGHTS

The Office of Civil Rights completed a Disparity Study to establish Caltrans new overall DBE triennial goal. The program, established by Congress, is supported by a compelling need to address alleged discrimination and its effects. While the DBE regulations establish a minimum 10% utilization requirement, Caltrans established an overall goal of 22.2% (increased from 17.6%) for Federal Fiscal Years 2022-2024. This new goal is one of the highest in the nation, the goal increase provides greater opportunity for socially and economically disadvantaged individuals to compete in contracting and procurement opportunities with Caltrans.

► CLEAN CALIFORNIA PROGRAM

Leveraging robust community engagement efforts, Caltrans Districts prepared 126 project proposals that beautify public spaces, advance safety, and provide benefits to mitigate transportation-related disparities across the State, including neighborhoods previously divided by highways. Districts Statewide engaged with over 400 stakeholders including cities, counties, community-based organizations, historically excluded communities, and other agency partners to develop these proposals — resulting in 98% of the proposed projects benefitting underserved communities.

► CONSTRUCTION

The B2GNow Compliance Module is a solution which allows Caltrans to be proactive in monitoring and ensuring DBEs, DVBEs and subcontractors on its construction projects are paid according to Prompt Payment regulations. The program captures real-time running tally on utilization and participation of DBEs and DVBEs on its projects. B2GNow will also track Commercially Useful Function (CUF) evaluations performed on DBEs on federally funded projects. The B2GNow Contract Compliance module was awarded, executed, and configuration began in June.

► PROJECT DELIVERY

SB 156 assigned the California Department of Technology (CDT) to build a broadband middle-mile network (BMMN), open access State-owned high-capacity fiber lines that carry large amounts of data at higher speeds over longer distances between local networks. The BMMN will connect to a last-mile broadband infrastructure that will connect homes and businesses with local networks. An open-access middle-mile network can provide the backbone for last-mile providers to serve residences and reduce costs of providing service for businesses and anchor institutions. Caltrans entered into an interagency agreement with CDT to design and build the BMMN on the State right of way as identified by the California Public Utilities Commission (CPUC) and CDT. Caltrans Project Delivery division established a BMMN Delivery Program with full complement of a Program Manager and three senior staff. Efforts are underway to work on the design and construction of broadband infrastructure on the State right of way.

► ENGINEERING SERVICES

Established the Cultural Studies Subcommittee under the Native American Advisory Committee (NAAC). Established guidance, documentation, and a working group for the Districts to address Caltrans legislatively mandated responses to AB 275 (CalNAGPRA) milestones for repatriation of archaeological and tribal heritage collections related to Caltrans projects.

ENVIRONMENTAL ANALYSIS

The Division of Environmental Analysis, in collaboration with the Division of Construction, developed pilot project specifications to help address transportation related public health disparities in underserved communities by requiring Caltrans' contractors and their subcontractors to use tier 4 off-road diesel engines in equipment used on construction projects located in whole or in part within "Community Air Protection Program" or AB 617 communities (15 statewide). Use of tier 4 off-road diesel equipment reduces oxides of nitrogen (NOx) emissions and Diesel Particulate Matter (DPM) emissions during construction by as much as 95% in some engine power categories, when compared to lower tiered equipment in that same power category.

LOCAL ASSISTANCE

The ATRC offered the Disadvantaged Communities Technical Assistance (DAC TA) Program to under-resourced communities and Tribes who had limited success in receiving funding for active transportation projects. The DAC TA Program helped 10 recipients, including two Tribes, in developing an ATP application, provided training on project scoping, and built up staff capacity to help communities gain the skills needed to apply independently for future grant funding. Seven of the 10 recipients were able to apply and three of those recipients received ATP funding.

MAINTENANCE

A \$127 million contract was executed with the Butte County Office of Education (BCOE) Back2Work Program, facilitating a Statewide partnership that will implement the transitional employment program and associated supportive services geared toward underserved and disadvantaged adults. The partnership between Caltrans SAM positions and the BCOE Back2Work Program will create jobs, personal growth, and professional development opportunities for a diverse cross-section of Californians; including veterans, students, people experiencing homelessness, and those re-entering society from incarceration.

In coordination with State and local partners, the Division of Maintenance developed and published Interim Guidance on Encampments. This guidance is a more comprehensive approach to case management that can result in accelerated relocation of people experiencing homelessness, from Caltrans right of way into housing and employment.

PUBLIC AFFAIRS

In partnership with the Governor's Office and CalSTA, Caltrans promoted the launch and continued efforts of Governor Gavin Newsom's \$1.1 billion Clean California Program, a transformative initiative to remove litter, create jobs and beautify California. In December, Public Affairs advertised the largest request for proposal (RFP) in Caltrans history for the Clean California education campaign, valued at \$33 million.

RACE & EQUITY PROGRAM

CORE started the development of the Transportation Equity Index (EQI). Many tools exist to evaluate various factors that potentially burden communities, but none of those tools adequately or solely consider transportation indicators in their screening processes. Caltrans wants to bridge this gap by creating a transportation-specific index — using peer-reviewed literature, specified indicators, and weighted metrics — to help address and mitigate inequities stemming from the transportation system which can be used to develop strategies to advance transportation equity at the census tract level for a variety of transportation planning efforts.

TRANSPORTATION PLANNING

The Division of Transportation Planning worked with local transit agencies to successfully launch the State's first ever contactless payment system, Cal-ITP. As part of the Cal-ITP demonstration with Monterey-Salinas Transit, Square's Cash Card is being promoted as a free digital payment option on transit.



© Copyright 2022, California Department of Transportation. All rights reserved.