

CALTRANS JANUARY 2023–JUNE 2024

Accomplishments





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From the Director



Dear Team Caltrans,

As I reflect on the past 18 months, I am in awe of all that we have accomplished. As a Department, we continue to work tirelessly to achieve our goals – with successes achieved every day. We can be proud of all that we have done.

This is why I'm honored to share with you today the Caltrans Annual Accomplishments Report, which this year includes successes from January 2023 to June 2024, aligning to a fiscal year cycle. This marks our fourth collection of successes that spans the breadth of all the programs and districts of Caltrans and highlights the broad reach of our impact on Californians. This newest report is framed in the context of our Core Four Priorities — Safety, Equity, Climate Action, and Prosperity — with People First at the forefront of what we do.

I hope that seeing these accomplishments in one place helps to reinforce in each of you exactly how much the work we do matters. We all play an integral role in shaping our communities. Whether we are out in the field maintaining the roads or working behind the scenes to plan our transportation future, our mission is the same — to improve lives.

The past 18 months have brought us many challenges — including emergencies that shut down our busiest highways and repair efforts that are still underway — but they have also marked an exciting time to be in transportation, with unprecedented levels of funding for the safety and connectivity improvements that Californians deserve. Throughout this time, Caltrans employees have risen to the occasion, a fact to which this report clearly shows.

Please take a few minutes to read and celebrate the 2023-2024 accomplishments of you and your colleagues.

With deepest gratitude,

A handwritten signature in black ink, which appears to read "Tony Tavares". The signature is fluid and cursive.

Tony Tavares, Director

Thank you

To our Caltrans staff across the state, we appreciate your hard work and resilience throughout 2023 and 2024!



Tony Tavares
Director



Dina El-Tawansy
District 4 Director



Michael Keever
Chief Deputy Director



Scott Eades
District 5 Director



Matt Brady
District 1 Director



Diana Gomez
District 6/Central Region Director



Dave Moore
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Aaron Ochoco
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Marcie Kahbody
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Janice Benton
*Maintenance & Operations
Deputy Director (Acting)*



Ann Fox
*Planning & Modal Programs
Deputy Director (Acting)*



Donna Berry
*Project Delivery Deputy Director/
Chief Engineer*



Eric Sundquist
Sustainability Deputy Director



David Deluz
Civil Rights Deputy Director



Erin Holbrook
Legal Chief Counsel



Danny Yost
Legislative Affairs Assistant Director



Matt Rocco
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Blair Thompson
*Risk & Strategic Management
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Chief Safety Officer



Shalinee Hunter
*Equal Employment Opportunity Assistant
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Michael B. Johnson
Asset Management Division Chief



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Chief of Staff



Nailah Pope-Harden
*Equity & Tribal Affairs
Deputy Director*



Sam Amen
*Executive Liaison
(January 1, 2023-August 8, 2024)*



Nicole Longoria
Federal Liaison

Focus Areas

Our Core Four Priorities, along with a People First culture, asserts the general direction Caltrans will take to realize its vision. The priorities indicate the areas we will dedicate resources to have the greatest impact. Each priority is accompanied by a series of outcomes that articulate specific expectations Caltrans strives to achieve.



SAFETY



EQUITY



CLIMATE ACTION



PROSPERITY



PEOPLE FIRST



Icons represent additional Core Priorities that the accomplishment supports



Safety

► DISTRICT 1

PUDDING CREEK BRIDGE WIDENING AND RAIL UPGRADE

In November 2023, District 1 completed construction on the Pudding Creek Bridge project, which improves accessibility and safety for commuters, pedestrians, and bikers. Built in 1959, the Pudding Creek Bridge links Fort Bragg north along the scenic Mendocino Coast. The 340-foot-long bridge was expanded to accommodate two 12-foot-wide lanes; two 8-foot-wide shoulders for bicyclists; two 6-foot pedestrian walkways; and upgraded bridge railings. The bridge project design features steel salmon artwork welded onto both bridge railings above Pudding Creek. The project also incorporates Complete Streets improvements, including new sidewalks connecting south to Elm Street and north to Pudding Creek Drive, new storm sewer drainage and the relocation of Fort Bragg's water and sanitary sewer lines to the sides of the bridge. This rehabilitation project will ensure the structural integrity of the bridge for years to come.

► DISTRICT 2

TRAFFIC SAFETY

District 2 implemented an innovative, quick-build solution to address a barrier for bikes and pedestrians at the highway under the Railroad Overhead (OH) at SHA-273-PM 14.77. This location lacked room for shoulders between the edge of the travel way and the OH abutments, forcing bike riders and pedestrians to either travel nearly a mile out of their way or risk traveling in a live traffic lane. On August 24, 2022, a southbound driver struck and killed a pedestrian shortly after midnight. District 2

conducted traffic analysis and the decision was made to repurpose the southbound #2 lane, dedicating it to bike riders and pedestrians as a buffered multi-use path. Field Maintenance completed the change and finalized the modifications on April 15, 2024. Pedestrians and bike riders now have a dedicated multipurpose pathway separated from motorists by a 4-foot buffered zone with delineators installed in the middle of the buffer.

STATE HIGHWAY OPERATION AND PROTECTION PROGRAM (SHOPP)

District 2 completed the design and will soon construct two wildlife crossings on US 97 in Siskiyou County near Grass Lake. A 140-ft wide by 100-ft long bridge over the highway and a 12-ft by 12-ft concrete box culvert. The overcrossing is designed to allow wildlife to safely cross US 97 and access habitats on both sides of the road. While primarily intended for elk, most local wildlife can use the overcrossing. An eight-foot-high exclusionary fence guides wildlife to the safety of the overcrossing. Earth mounded jump-outs are constructed within the limits of the fence to allow trapped wildlife inside to escape. The concrete box crossing at the southern end of the exclusionary fencing will also allow safe passage for wildlife. Construction of the wildlife overcrossing was made possible through funding from the Wildlife Conservation Board, International Pooled Fund Study TPF-5(358), Infrastructure Investment and Jobs Act, State of California, as well as contributions from Acer Klamath Forest LLC, California Department of Fish and Wildlife, California Highway Patrol, California Deer Association, Ore-Cal Resource Conservation and Development, Road Ecology Center (University of California, Davis), Western Transportation Institute (University of Montana), Rennie Cleland, and the Klamath National Forest.

➤ DISTRICT 4

PROJECT CLOSURES

District 4 performed several full closures over the past year and a half. The closures allowed work to be completed earlier and safer, providing less hazard exposure to our employees. When feasible, maintenance work was also performed during the closures, providing a work zone free of live traffic. The Public Information Office coordinated with construction project teams and contractors to plan outreach to impacted communities for pave projects to engage the public in the process and create awareness. Outreach activities included the organization of multiple public, elected, and internal meetings before and after the project construction. During closures, drone footage captured the construction process and was made easily accessible for local media to report on the project. In addition, reporting was updated twice daily on Facebook Live. District 4 took innovative efforts working with the Audio and Visual team consulting on developing project websites, project collateral, and paid media ads. Resources included fact sheets, project webpages, talking points, printed mailers, videos, advisories, detour maps, and various media interviews during and after project completion.

CRASH DATA DASHBOARDS

District 4 implemented the Crash Data Dashboards and Web Maps to develop and implement a means for staff to view district crash data in combination with other pertinent information such as equity related indicators, investigation reports, and project information in a user-friendly visual format. In a collaborative effort between the District 4 Division of Transportation Safety, the District 4 Right of Way Office of Data Management, and the Division of Research, Innovation, and System Information's Office of Highway System Information and Performance, the creation of the dashboards and maps reduces barriers to accessing crash data and provides unique insights through the merging of crash data with other data sources. As a result, crash data can be quickly accessed, and manipulated at multiple scales to better inform staff of safety conditions and impacts within project limits and areas of interest.

➤ DISTRICT 5

"TURBO ROUNDABOUT" SR 25/156 ROUNDABOUT

District 5 completed construction of the first Turbo Roundabout in California. This Turbo Roundabout is located at the intersection of SR 25 and SR 156 in San Benito County and is the second Turbo Roundabout in the nation. It operates like a regular roundabout but has additional features that reduce the potential for collisions and was designed and constructed to address the immediate safety needs at this intersection. The SR 25/156 intersection serves commuters and important goods movement for the region. Prior to adding the Turbo Roundabout, the SR 25/156, had been experiencing a pattern of broadside and rear end collisions at more than twice the number of similar intersections in California. This innovative new facility improves safety while maintaining intersection traffic flow and efficiency.

➤ DISTRICT 7

I-10 FIRE: EMERGENCY RESPONSE AND REPAIR

The repair effort to reopen the I-10 freeway after the November 11, 2023, fire demonstrated the depth of partnerships that District 7 has formed with external partners. The fire caused the shutdown of a major route through downtown Los Angeles. The significant repair work and subsequent clean-up needed to open the I-10 was performed by District 7, Headquarters staff, and contractors working 24 hours a day for eight straight days, in concerted coordination with California Office of Emergency Services, LA Metro, Los Angeles Department of Transportation, the City of Los Angeles Emergency Operations Center, the Office of the Mayor of Los Angeles, and Metrolink. Of special note was the vital transit options put in place by LA Metro and Metrolink as part of the emergency response to allow travelers to reach their destinations until the repair and clean-up was completed.

PACIFIC COAST HIGHWAY SAFETY AND DISTRICT 7 SAFETY OVERALL

District 7 has been highly focused internally with a reorganization of the Division of Safety and Traffic Operations, and externally through increased partnerships with the cities of Agoura Hills, Camarillo, and Malibu in efforts to improve safety for all users of our facilities, including pedestrians and bicyclists. A prime example of this can be seen in our activities on Pacific Coast Highway (SR 1) in the city of Malibu where District 7 conducted a series of comprehensive road safety audits and deployed a variety of safety improvements, including extensive striping, traffic lane separator devices, speed limit and curved warning signs, and radar speed feedback signs. In addition, District 7 began a corridor assessment for a Pacific Coast Highway Master Plan. This work has been performed in collaboration with Los Angeles County and the City of Malibu, in conjunction with increased enforcement by Los Angeles County Sheriff's Department and California Highway Patrol, and a safety education program from the Office of Traffic Safety. District 7 efforts to improve safety on the Pacific Coast Highway corridor will serve as a template for improving safety in other corridors throughout the district.

DISTRICT 9

WILDLIFE CROSSINGS

District 9 incorporated wildlife crossings into current and upcoming projects to reduce wildlife-vehicle collisions, promote safety for drivers, and for better habitat connectivity for local wildlife. The Sonora Junction Shoulders project, which began construction in May 2024, will add two wildlife crossings under the highway on US 395, directing animals away from traffic and improving safety. Also, the Keene Pavement and SR 58 Truck Climbing Lane project will benefit from two wildlife crossings. District 9 collaborated with several regional partners, including the University of California, Davis, California Department of Fish and Wildlife, and the Nature Conservancy, to conduct a 2-year study in the area which identified critical areas for animal crossings. Following a review of this study, District 9 included wildlife crossing structures and exclusion fencing in the project to reduce the risk of collisions and promote habitat connectivity.

DISTRICT 10

MAINTENANCE DELIVERING MAJOR SAFETY PROJECTS FROM PILOT TO PERMANENT

District 10 Maintenance Engineering and Traffic Safety Office worked along with the other districts to program and deliver four District 10 Safety Projects in the HM-4 Safety Pilot Program. This collaborative effort led the Department to win the "Program Planning, Development, and Evaluation" category for The National Roadway Safety Award. The National Roadway Safety Award is a biennial competition sponsored by the Federal Highway Administration (FHWA) and the Roadway Safety Foundation. It recognizes roadway safety achievements that move the United States towards zero deaths and serious injuries on the nation's roadways. The competition acknowledges successful engineering solutions that agencies have integrated into their roadway safety programs.

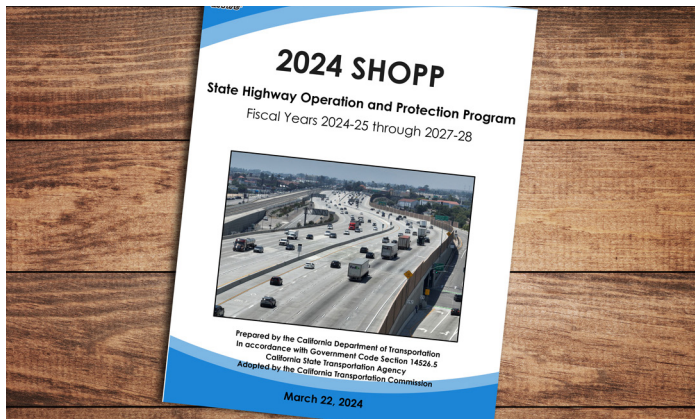
The many safety projects that earned District 10 the award include the installation of wrong way markers at 28 off ramps in the counties of Merced, Stanislaus, and San Joaquin counties; replacement of existing standard crosswalks with high visibility ladder style crosswalks and pedestrian signage at 86 locations in Stanislaus and San Joaquin counties; and the installation of 72 advance curve warning signs at curve locations, in Merced, San Joaquin, and Stanislaus counties.

DISTRICT 12

LAMBERT ROAD AND SR 57 PROJECT

District 12 reopened SR 57 at Lambert Road on March 20, 2024. Working with design plans provided by city engineers, District 12 successfully completed this project, partially funded through SB1. Approximately \$98 million in improvements were made to provide additional safety, capacity, better traffic flow, and performance improvement of the interchange. The additional lanes on Lambert Road along with extra space on the Lambert overcrossing bridge structure will assist in reducing congestion and congestion-related accidents.

➤ HEADQUARTERS PROGRAMS



FINANCE

○ APPROVAL FOR THE 2024 STATE HIGHWAY OPERATION AND PROTECTION PROGRAM

The Office of Asset Management and the Division of Programming within the Finance Division prepared and received the California Transportation Commission's approval for the 2024 SHOPP, which encompasses more than \$20 billion in projects and reservations over four years. SHOPP is a program of projects that collectively improve the condition, operation, and sustainability of the State Highway System (SHS) and associated transportation infrastructure in California. It is a performance-driven project portfolio built entirely on asset management principles. By continuously repairing and rehabilitating the SHS, SHOPP protects the enormous investments Caltrans has made over many decades to create and manage the SHS. Complete Streets was considered for all projects, where feasible, as part of the SHOPP process.

INFORMATION TECHNOLOGY (IT)

○ DESIGN AND IMPLEMENT A TRAFFIC OPERATIONS SUPPORT NETWORK FOR DISTRICT 1 PROJECT

Every Caltrans District has a Transportation Management Center (TMC) that serves as a hub or home base for their

Transportation Management Systems (TMS). District 1 operated with a minimal network that could no longer serve the growing needs of the TMC to ensure a safe travel environment. IT collaborated with Traffic Operations on a new design, providing the IT infrastructure to build a new Traffic Operations Support Network (TOSNet) environment, that could meet the needs of District 1 and could also serve as a template for other districts in the future. New routers, switches, and firewalls were installed and configured to securely connect to the TMC servers, storage appliances, and TMS elements along the roadways. By enhancing the technological capabilities of the TMC with TOSNet's new design and equipment, a standard design was established that can be reproduced for other TMCs in the Department. This allows the TMC staff to strategically manage our highway systems and provide the traveling public with the latest information to reach their destinations safely. The hardware and software system are covered by maintenance agreements and enterprise-grade firewalls and security software.



THE OFFICE OF THE FEDERAL LIAISON (OFL)

○ PROACTIVE OUTREACH AND SUPPORT FOR LOCAL AND TRIBAL COMMUNITIES

The Office of the Federal Liaison (OFL) proactively conducted targeted outreach and support for locals and Tribal Governments to compete for \$5 billion in new funding under the federal Safe Streets and Roads for All (SS4A) discretionary grant program, which supports regional, local, and Tribal initiatives to prevent roadway

deaths and serious injuries. The OFL partnered with the FHWA, and the Divisions of Public Affairs, Local Assistance, and Safety Programs, to develop an SS4A Outreach Flyer on how Caltrans can support awardees as they pursue SS4A action and implementation plans, including guidance, strategies, resources, and tools. The flyer provided key resources for applicants, such as a convenient application checklist, examples of successful California applications, and best practices in application development. This flyer, along with support opportunities, was presented at the May 2024 FHWA SS4A kick-off meeting for grant recipients. Through the first two rounds of SS4A funding totaling \$1.8 billion, 129 communities in California received nearly \$300 million in funding (17% of the national total), the highest of any state. This funding will go directly to local and Tribal communities to improve safety and reduce or eliminate roadway fatalities and serious injuries.

MAINTENANCE, OPERATIONS, SAFETY, AND EQUIPMENT (MOSE)

NEW CONES WITH ADDITIONAL SAFETY FEATURES

The Division of Maintenance achieved a safety milestone in June 2024 when it deployed upgraded traffic cones that will improve the visibility of Maintenance work zones on the state highway system. These upgraded traffic cones will improve the safety of field maintenance crews and the traveling public. Traditionally, nighttime lane closures use orange cones with black bases that are difficult to see in the dark when they are knocked over which can make it difficult for passing vehicles to see the boundaries of a work zone. To fix this issue, reflective delineation was added to the top and bottom of the cone base so it will still be seen in the dark by drivers even if it is knocked over. The division worked with the Divisions of Safety Programs and Procurement and Contracts, as well as the Department of General Services to design and order these cones for statewide distribution. The first shipment arrived in June 2024 for the districts to order and use. If successful, the Division of Construction may adopt the cones for use in construction work zones.

VULNERABLE ROAD USER ASSESSMENT

The Division of Safety Programs completed California's first vulnerable road user (VRU) safety assessment and published it within the 2020-2024 Strategic Highway Safety Plan. A VRU is defined by the FHWA as a pedestrian, bicyclist, other non-vehicular and non-motorcyclist conveyance user (e.g., skateboarder), and highway workers on foot in work zones. The purpose of the assessment is to use a data-driven process to compile locations and strategies to improve safety for VRUs on state and local roads. This assessment identifies VRU safety improvement locations and provides a safety countermeasures selection matrix in alignment with the Safe System Approach to help achieve the Vision Zero goal of eliminating roadway fatalities and serious injuries.

LEGISLATIVE AFFAIRS

ASSEMBLY BILL 752

Legislative Affairs successfully negotiated legislation, AB 752 (Rubio), for Caltrans to set standards for positive work zone protection on all construction and maintenance activities performed on state highways, including utility work and repair activities. The bill furthers Caltrans' vision to eliminate fatalities and serious injuries by 2050 and provides Caltrans the authority to develop positive work zone protection guidelines for all workers on state highways that consider communities and stakeholders and a variety of engineering factors.



PUBLIC AFFAIRS

○ I-10 FIRE: KEEPING THE PUBLIC INFORMED

When I-10 near downtown Los Angeles caught on fire November 11, 2023, Public Affairs was diligent about keeping the public informed. The suspected arson fire damaged 65 columns under I-10 and forced the closure of a 1.5-mile segment used by an average 300,000 vehicles per day. The closure significantly impacted the city and region's economy, causing delays and congestion in freight movement, commuting, and other business and personal travel for millions of people throughout the Los Angeles basin. Caltrans initiated an emergency contract to clean, stabilize, repair, and open the closed portion of I-10 as quickly as possible. The process was initially estimated to take weeks or possibly months. Public Affairs launched regular and timely updates so that the public, plus local, national, and international news organizations

were kept abreast in real-time. These updates informed as many people as possible about the ongoing clean-up and repair process, educated commuters about the need to avoid the area and use available detours, and encouraged them to use public transit options. Throughout this process, the objective was to uphold the credibility of the state, its transportation system, and its officials. Further activities included the establishment of daily media briefings at 6:00 a.m. and 5:00 p.m. to update the public and offer rush-hour traffic guidance. District 7 hosted 14 such media briefings between the fire/closure and the reopening of I-10. Additionally, a website was launched called "Fix the 10" for daily updates. Six live video cameras were also installed at the jobsite to show the around-the-clock work. Social media posts were used for updates, along with YouTube videos showcasing clean-up efforts. This incident received nationwide news coverage and Caltrans successfully reopened the highway in eight days.



Equity

➤ DISTRICT 6

CREATION OF DISTRICT 6 TRIBAL ENGAGEMENT PLAN

District 6 created the Tribal Engagement Plan in collaboration with Headquarters Division of Environmental Analysis. The plan is derived from the California Transportation Plan (CTP), the State's long-range transportation blueprint for a better future. The purpose of the engagement plan is to establish and maintain communication, coordination, and meaningful consultation with our Tribal partners. This plan allows for regular and proactive communication, capacity-building workshops, and collaborative planning sessions to ensure that Tribal voices are integral to transportation decision-making processes. Additionally, this plan prioritizes cultural sensitivity and mutual respect, fostering long-term partnerships that honor Tribal sovereignty, and enhance the quality of life for all community members.

COMMUNITY GARDEN

The District 6 Clean California program team worked with the community to design and develop McKinley Community Garden in collaboration with the City of Fresno Parks, and the City of Fresno's non-profit community garden organization. The McKinley Community Garden is designed to provide an opportunity for an urban area to grow food, help to beautify the neighborhood, and instill a sense of pride for the area located at SR 41 and McKinley Ave. It is designed to bring much needed respite from Fresno's punishing summers to an area with little green space. The community garden will provide the community with a healthy food source and help to promote the vision of a thriving community. The garden will also incorporate art murals which will be developed through community engagement by District 6, the City of Fresno, and the Fresno Arts Council.

➤ DISTRICT 8

FINAL ENVIRONMENTAL DOCUMENT FOR COLORADO RIVER BRIDGE REPLACEMENT PROJECT

District 8 completed a final environmental document for the Colorado Bridge Replacement Project. The complexity of this project prohibited use of standard programmatic solutions usually available to the District 8 Environmental Planning Program, such as the Programmatic Agreement Caltrans has with the California State Historical Preservation Office (SHPO), and the programmatic agreement with the US Fish and Wildlife Service (USFWS). The project involves California and Arizona and as such, the project is exempt from Caltrans' National Environmental Policy Act (NEPA) assignment. The FHWA is the NEPA lead, with involvement from both the FHWA California and Arizona Divisions. The project crosses multiple jurisdictions and involves several sensitive resources. In addition, consultation was necessary with SHPO and USFWS offices both in California and Arizona and with multiple tribes.

The environmental sensitivity of the area necessitated intensive exploration and analysis for cultural and biological studies. Due to fully protected species in the project area, specific statutes prohibit the taking of fully protected species so the project could not continue. District 8, in coordination with Headquarters Legislative Affairs and the Public Information Officer, pursued a legislative exemption to resolve this issue, resulting in passage of Senate Bill 147 (SB147). SB147 modified the California Fish and Game Code so that permitting can occur, subject to certain conditions and types of projects.

The cultural resources consultation effort involves the concerns of Native American groups regarding the spiritual importance of the project area and several

adjacent archaeological sites. Consultation was conducted with the Fort Mojave Indian Tribe, the Arizona and California SHPOs, and the Arizona and California Divisions of FHWA. As a result of consultation efforts, a Memorandum of Agreement (MOA) was required and was executed in an extremely short timeframe. A Recirculated Draft Environmental Impact Report with a revised cultural resource finding was also required.

► DISTRICT 10

DISTRICT 10 MENTOR PROTÉGÉ PROGRAM GRADUATES FIRST PROTEGES

The District 10 Construction Mentor Protégé program's mission is to assist the development of emerging construction companies to successfully compete in Caltrans Construction Projects. A graduation was held on April 9, 2024, for those in the program. A packed room with supporters was on hand for the event, confirming the importance and pride of the accomplishment. Ten protégés and six mentors participated in the program. Critical information was shared, networking was on full display, and career relationships were formed. With no shortage of work coming to District 10 over the next few years, the only way to deliver is by working together.

► DISTRICT 12

I-5 MANAGED LANES EQUITY STUDY

In the preliminary work in support of the I-5 Managed Lanes project in Orange County, District 12 Environmental Division conducted two dedicated equity workshops focusing on outreach to potentially benefitted and impacted communities in the target corridor. The workshops included elements intended to deliver positive outcomes such as: transit subsidies (including a transit wallet concept), ongoing public outreach, and the inclusion of active transportation with bike and pedestrian facilities.

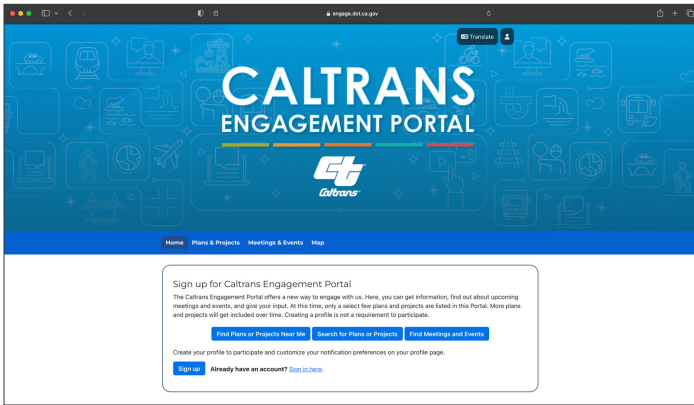
This project will be filled with groundbreaking firsts for the Department and the State, which include the first state-sponsored managed lanes project and the first approved Caltrans progressive design-build project. As proposed, the project will be the first to invest anticipated net revenue in transit and active transportation projects outside the State Highway System. It is expected the project will be the most comprehensive and innovative VMT environmental analysis and mitigation to date. Additionally, the project will be the first to propose affordable housing as part of the planned VMT mitigation and the first project to conduct an Equity Study exceeding CEQA/NEPA.

► HEADQUARTERS PROGRAMS

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM (EEOP)

○ INCLUSION INITIATIVES

The EEOP helps pave the way for equity through a multifaceted approach, bookended between strong inclusion initiatives and effective discrimination investigations. The EEOP has created a variety of resources, activities, educational opportunities, and remedies that promote a more inclusive and equitable environment for all. Equity is not passive; it requires continuous commitment and intentional decision-making. The EEOP implemented a required annual training on implicit bias to help our employees recognize and confront their own biases. The EEOP invested in several important trainings, including Diversity, Equity & Inclusion in the Workforce Training, Revised Disability Awareness Training, EEO Overview Training for Supervisors/Managers and Implicit Bias training. These trainings support our intention to be a Department as diverse as the communities we serve. Additionally, the EEOP has implemented an impressive set of initiatives to celebrate historically excluded communities, organized 45 History and Heritage events from January 2023 through June 2024. These events have featured both internal and external subject matter experts, which fosters a deeper understanding of diverse perspectives within our Department. Also, these efforts help to prevent discrimination across the Department.



INFORMATION TECHNOLOGY (IT)

○ CALTRANS ENGAGEMENT PORTAL

In May 2024, Caltrans completed an IT project to implement a new system to collect data consistently and comprehensively on public outreach and engagement. The new system is built on the PublicInput Software as a service platform. PublicInput provides an integrated suite of solutions to combine multiple engagement methods; (online and paper surveys, emails, voicemails, texting, virtual meetings, etc.). This allows Caltrans to customize engagement strategies for each project type and project phase, providing continuous engagement throughout the life of a project. The new system provides simplified ways for the public to provide comments on plans and projects; a streamlined process to manage meetings, invitations, and attendance. It has improved management of public comments to track them across the life of the project, by collecting, categorizing, and retaining public comments, which are manual processes conducted by multiple business units and there is improved trend analysis of public sentiment as the projects progress from planning to project development to construction. The system also improved reporting on the effectiveness of public engagement by project, and district, for different kinds of projects.

OFFICE OF CIVIL RIGHTS (OCR)

○ DISADVANTAGED BUSINESS ENTERPRISES 

In Federal Fiscal Year (FFY) 2022-23, Caltrans committed more than \$1 billion to Disadvantaged Business Enterprises (DBE), exceeding the Department’s triennial DBE goal of

22.2% by 0.14%. Caltrans is noting improvement among the two groups with the most disparity in the 2021 study: African American and Hispanic firms. Caltrans awarded African American firms nearly \$60 million in 2022-23, which is significantly higher than the \$38 million received in 2021-22, and significantly more than the \$11 million African American firms received in 2020-21. Hispanic American firms received more than \$318 million in 2022-23, which is significantly higher than the \$270 million they received in 2021-22, and far exceeds the \$152 million Hispanic Americans received in 2020-21. OCR strives to create a brighter future for all by increasing the participation of small, disadvantaged, and disabled-veteran-owned businesses on Caltrans contracts. OCR does this through certification, workforce development, outreach, education, supportive services, and more.

THE OFFICE OF THE FEDERAL LIAISON (OFL)

○ FEDERAL GRANTS 101 WEBINAR SERIES

OFL developed and is implementing a new Caltrans Federal Grants 101 Webinar Series to help regional and local transportation partners and Tribal Governments develop competitive applications for federal discretionary grant programs under the \$1.2 trillion Infrastructure Investment and Jobs Act. Targeted outreach to underserved communities and diverse stakeholder groups was conducted to help maximize successful federal grant awards for these communities and lead to more equitable

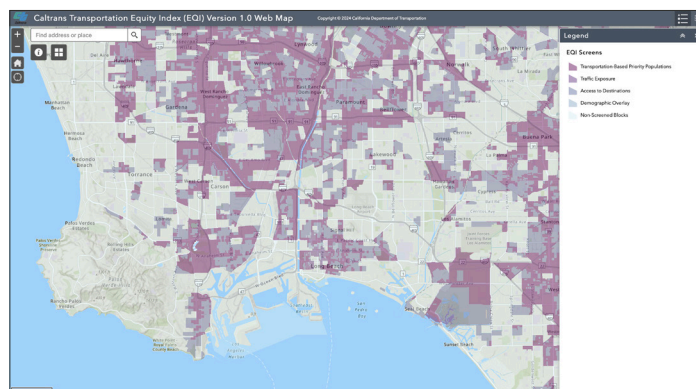


mobility options for all Californians. There will be four sessions held throughout 2024. The first session titled, "How to Create Competitive Federal Grant Applications," was held in May 2024. Participants learned how to connect with Caltrans and heard directly from successful grant applicants on their grant application development process, best practices, and how they formed meaningful cross-agency partnerships. The session had 410 attendees. Notably, eleven Tribal Governments attended, and nearly half of the attendees represented a local government. The second session will take place during the summer of 2024 and is titled 'Learn about Federal Grant Requirements and Resources. The third session will take place in the Fall of 2024 and is titled 'All about Benefit-Cost Analysis'. Lastly, the fourth session will take place in the winter of 2024 and is titled 'Post-Award: What happens now?'

EQUITY AND TRIBAL AFFAIRS (ETA)

○ CALTRANS TRANSPORTATION EQUITY INDEX (EQI)

In Spring of 2024, Caltrans launched Version 1.0 of the Transportation Equity Index (EQI). The EQI is a tool to assist in the evaluation and prioritization of Department projects through data-driven assessment of transportation equity needs. An engagement process informed the development of the tool, and additional outreach and training has continued since the release of the tool. Caltrans is moving into the next phase of work to implement the EQI, including integration in the Caltrans System Investment Strategy (CSIS). CSIS informs project evaluation, assessment, and prioritization for discretionary funding through a data-and performance-driven approach. It uses the EQI for a broader inclusion of low income and underserved communities. CSIS measures a project's potential for accessibility to jobs and other



destinations such as shopping, medical, and services. In addition, a project's potential to place new or exacerbate existing burdens on underserved communities are also assessed using the EQI tool.

○ INTERAGENCY TRANSPORTATION EQUITY ADVISORY COMMITTEE (EAC)

The Interagency Transportation Equity Advisory Committee (EAC) was formed as a shared priority of the California Transportation Commission (CTC), California State Transportation Agency (CalSTA), and Caltrans. The EAC is intended to elevate diverse and historically marginalized voices to advise the three agencies on how to achieve meaningful outcomes in transportation equity, environmental justice, and equitable economic opportunities. In March 2023, the EAC was launched and has held eight meetings as of July 2024. During its inaugural year, the EAC developed and adopted a charter to govern the committee and elected a Chair and Vice Chair. EAC members provided input on funding program guidelines, reviewed funding program applications, and participated in briefings on various transportation programs, plans, and related initiatives.

MAINTENANCE, OPERATIONS, SAFETY, AND EQUIPMENT (MOSE)

○ CLEAN CALIFORNIA PROGRAM

Clean California's initiatives have united people across the state. The program created 8,776 job opportunities in FY 2022-23, including jobs for litter eradication crews, local grants, and state beautification projects. These initiatives provided stable employment and economic opportunities to underserved populations. During this period, Caltrans raised its annual Litter Level of Service score to 80 statewide, marking significant progress in reducing litter and debris along our state right of way. Over the past three years, Clean California and Maintenance forces have collected over 2.5 million cubic yards of litter and debris. Additionally, in spring 2023 Clean California Community Days brought together 10,494 volunteers across 668 community cleanup events. These events ranged from roadside cleanups to tree plantings and educational activities. The success of these community-driven initiatives surpassed participation goals, and fostered a sense of collective responsibility, and contributed to the beautification and sustainability of local environments statewide.



Climate Action

➤ DISTRICT 4

GLEASON BEACH HIGHWAY 1 REALIGNMENT PROJECT

In March 2023, District 4 shifted Highway 1 traffic at Gleason Beach onto the new alignment that veered inland, away from the rapidly eroding coastal bluffs. The project encompassed a 4,000-foot two-lane roadway realignment on Highway 1 in Sonoma County, near Bodega Bay. The improvements included a bridge over Scotty Creek, a pedestrian pathway, and a shoulder for bicyclists which required demolishing the culvert that crossed Scotty Creek, relocating a major waterline, and clearing the way for the initial alignment of the California Coastal Trail. This is the first Caltrans project specifically designed to address sea level rise, and it will also integrate broadband facilities into the roadway. The project also remediated a significant fish passage barrier by removing a triple box culvert at Scotty Creek and restoring salmonid habitat.

➤ DISTRICT 5

ROCKY CREEK SLIP OUT EMERGENCY PROJECT

District 5 worked efficiently to address an emergency on Highway 1 in the Big Sur area, immediately south of the Rocky Creek Bridge. A slip out of material supporting the roadway occurred on March 30, 2024, which resulted in undermining of the southbound lane. Crews achieved emergency temporary stabilization with the installation of horizontal and vertical rock dowels with mesh reinforced shotcrete (a term for spraying concrete or mortar with either a dry or wet mix process) being applied on the vertical face. Access to Big Sur was limited to twice per day until May 17, 2024, which caused a significant impact on tourism in Big Sur. Communication with the residents, business owners, emergency responders, and

elected officials was critical during the closure to keep the community informed about progress and to listen to and address concerns. One way traffic control was established on May 17, 2024, using temporary railing and an automated traffic signal. The emergency project will continue with construction of a permanent structure consisting of a viaduct to support the roadway with one lane of traffic in each direction.

➤ DISTRICT 11

CLEAN CALIFORNIA COMMUNITY DAY

District 11 worked with 58 local government, non-profit, and community organizations to organize 13 community events in March 2023. Students, South Bay Sustainable Communities, and District 11 volunteers joined together to build a Sustainability Center including a community garden, composting center, native pollinator plant patch, and waste education program. The following day, District 11 hosted four Free Disposal Dump Day events at Caltrans Maintenance stations in San Diego and Imperial. More than 700 households disposed of unwanted household waste and debris to prevent illegal highway dumping and divert items from the waste stream through recycling. More than 1,500 cubic yards were collected.

The 10-day Clean California Community Days was featured on the front-page of the San Diego Union Tribune. It is estimated 1.2 million people saw the article with estimated publicity value of \$20,689. The headline focused on how Caltrans is restoring community connections that were lost when the freeways were built and partnering with community groups on beautification projects. Vice News, Los Angeles Times, and all local outlets covered the State Route (SR) 15 commUNITY Bike, Walk & Beautify event, and an NPR local affiliate reporter posted a clip of the event on social media that

has received nearly 6 million views. Hundreds of people, officials, and community organizations rode bikes onto the freeway and took part in arts and educational game activities staffed by Caltrans volunteers, they stopped at donated bicycle pit stops for supplies and safety training, and received free litter cleanup kits. The event included three councilmembers organizing large cleanups and resource fairs at their local parks before leading their community onto the freeway, and a park space for riders to leave their bicycles and support local small businesses in the area after the event. At the freeway event local artists installed a permanent plastic fence art mural and a large temporary chalk mural with students to inspire opportunities for future art projects.

➤ DISTRICT 12

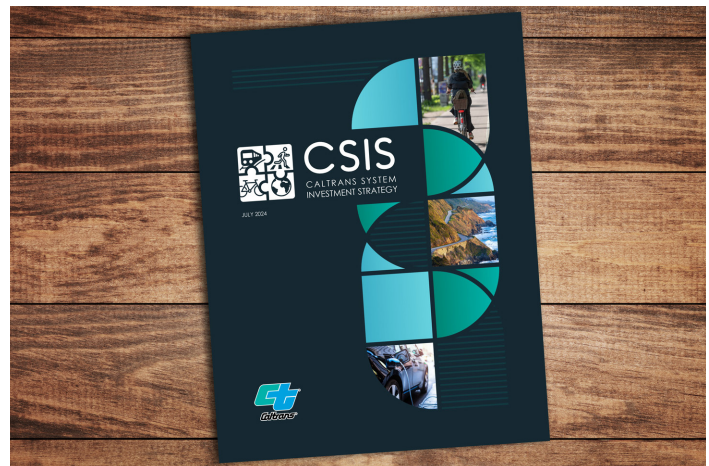
REDUCING VEHICLE MILES TRAVELED (VMT) ON THE I-5 MANAGED LANES (ML) PROJECT

Since adopting the California Environmental Quality Act guidelines that require mitigation for induced travel, Sustainability has worked with project teams to identify and employ VMT reduction measures when widening roadways. The I-5 Managed Lanes (ML) project is the first to use housing and carpool subsidies (mobility wallets), as part of its mitigation plan along with transit service improvements. It also converts lanes, creating a robust express lane system that will generate revenues to support these measures, helping to minimize future re-congestion.

INCREASING TOLLS TO HELP MANAGE TRAFFIC FLOWS AND REDUCE CARBON EMISSIONS

The federal Carbon Reduction Program (CRP) provided Caltrans an opportunity to initiate high-impact greenhouse gas-reducing activities. The Department devoted its share of the CRP funds to projects that convert unpriced lanes to High-Occupancy Toll (HOT) or fully priced lanes. These lane conversions help to manage traffic flows both through lane management and through multimodal, traffic-reducing activities supported by the tolls. The Department selected three projects for funding, one of which is in District 12, the others in Districts 4 and 11. The first project received its allocation of \$29 million at the California Transportation Commission meeting held in June 2024.

➤ HEADQUARTERS PROGRAMS



PLANNING AND MODAL PROGRAMS (PMP)

○ CALTRANS SYSTEM INVESTMENT STRATEGY (CSIS)

The Planning and Modal Program created the Caltrans System Investment Strategy (CSIS) which is an investment framework for assessment and prioritization of projects that best align with the climate action and equity principles enumerated in the Climate Action Planning for Transportation Infrastructure (CAPTI). CSIS is operationalized through a data- and performance-driven approach to evaluate transportation infrastructure's ability to meet the principles of CAPTI. CSIS will result in greater collaboration with external and internal stakeholders and increase consistency and transparency in the decision-making process. CSIS will continue to be developed through cycles of learning and engagement with the aim to connect transportation planning, programming, and investment planning. CSIS encourages and rewards robust and meaningful public engagement, especially with disadvantaged communities.

SUSTAINABILITY

○ CALTRANS' GRANT PARTNERSHIP WITH CALIFORNIA ENERGY COMMISSION TO EXPAND PUBLIC ELECTRIC VEHICLE (EV) CHARGING FACILITIES

The Sustainability Program developed a partnership with the California Energy Commission (CEC) to use federal funding from the National Electric Vehicle Infrastructure program to expand public EV charging facilities in the state. The proposed awards in the first round of this funding were announced in June 2024. The awards totaled \$37.7 million and cover approximately 70 sites and 500 charging ports. The applicants provided more match than expected (58 % of the total project costs), thereby exceeding the expected number of sites and chargers supported. The CEC is working to finalize grant agreements, with approval expected in September 2024.

MAINTENANCE, OPERATIONS, SAFETY, AND EQUIPMENT (MOSE)

○ GREENING THE FLEET

The Division of Equipment secured and expended \$176 million for Fiscal Year (FY) 2022-23 and FY 2023-24 to modernize the Caltrans fleet. This funding allowed for 1,660 new vehicles to be placed in service with 211 of those being zero emission vehicles (ZEVs). An additional 1,023 ZEVs remain in delivery. In comparison, the total units placed into service for the prior year and a half were 734 vehicles.

An additional \$279 million per year for two years was secured in FY 2023-24 to continue replacing the aging fleet and install ZEV infrastructure. With the approval of this new limited-term budget augmentation, Caltrans continues to lead by example, enhancing emission standards and safety features for the benefit of Caltrans employees and all Californians. The overall goal is to replace an estimated 3,000 units over the next two years and ultimately house the greenest government fleet in the nation.

LEGISLATIVE AFFAIRS

○ SENATE BILL 49

Legislative Affairs successfully negotiated legislation, SB 49 (Becker), that allows Caltrans to advance renewable energy generation and related electrical infrastructure on the state highway right-of-way. The legislation requires Caltrans to coordinate with the California Energy Commission and the California Public Utilities Commission to establish a process for these developments and to recommend solutions to the issues and policies impeding these developments by December 31, 2025.



PUBLIC AFFAIRS

○ CLEAN CALIFORNIA PUBLIC EDUCATION CAMPAIGN "JUST ONE PIECE"

Clean California is a statewide initiative led by Caltrans to address the pervasive issue of litter. It calls on all Californians to reclaim and transform the beauty of public spaces across California. The "Just One Piece" education campaign sought to raise awareness about the litter problem and promote responsible waste disposal behaviors. The Clean California public education campaign targeted a diverse and broad audience, reflecting the state's multicultural and multilingual population. The campaign's videos were available in nine languages, increasing accessibility and resonance across different demographic groups.

The Clean California campaign achieved significant reach and engagement through its strategic distribution across multiple platforms, including television, OTT, and social media channels. The campaign accumulated a total of 113,817,854 impressions achieving 113% of the impression goal. The campaign drove a total of 85,168 clicks to the campaign website, achieving 170% of the website traffic goal. The campaign also promoted volunteer opportunities, resulting in 225 cleanup events from November 2023 to January 2024, with more than 2,800

volunteers removing over 50,000 lbs. of litter. Finally, a focused campaign from March to May 2024 also aligned with the campaign's annual Clean California Community Days, coinciding with Earth Day. This period saw over 14,000 volunteers remove more than 372,000 lbs. of litter across 95 events. In total, the significant volunteer turnout and the removal of over 422,000 lbs. of litter highlights the campaign's success in mobilizing community action and changing social norms around littering.





Prosperity

➤ DISTRICT 1

HUNTER CREEK AND PANTHER CREEK BRIDGES REPLACEMENT

The Hunter Creek and Panther Creek Bridge Replacement Project is located along US Highway 101 north of Klamath in Del Norte County. The project replaced outdated bridges that were narrow, did not meet current seismic standards, and were past their 50-year design life. The new bridges feature wider lanes, separated pedestrian paths, fewer piers in the water, and a pedestrian railing design created in collaboration with the Yurok Tribe, enhancing safety, accessibility, and aesthetics. The Panther Creek Bridge is a steel-tied arch bridge and is the first of its kind in District 1, specifically designed without piers in the water to protect juvenile Coho salmon and other aquatic species. The Hunter Creek Bridge design reduced the number of piers in the creek to only one, minimizing impacts to the Klamath River tributary. Through a Memorandum of Understanding with the Yurok Tribe, environmental and cultural considerations were integrated throughout the construction process. Additionally, a change order facilitated the installation of broadband middle mile conduit, paving the way for improved digital connectivity for the Yurok Tribal Office.

➤ DISTRICT 2

PIT RIVER BRIDGE PROJECT STUDY REPORT – PROJECT DEVELOPMENT SUPPORT

In March 2024, District 2 partnered with the US Bureau of Reclamation (USBR) and Federal Highway Administration (FHWA) Central Federal Lands, completing the Pit River Bridge Project Study Report – Project Development Support. This Project Initiation Document (PID) sets the

stage for replacing or rehabilitating one of the most critical bridges on the West Coast. The existing 1941 steel truss bridge, situated on deep water foundations, is owned by the USBR, and located within Shasta-Trinity National Forest, crossing Shasta Lake. It carries most of the north/south freight movement in and out of California, with I-5 on the upper deck and Union Pacific Railroad (UPRR) on the lower deck. The current Maintenance and Operation Agreement between USBR, Caltrans, and UPRR expires in 2040. Caltrans completed the PID and various studies with both state and FHWA Central Federal Lands funds. In May 2024, USBR was awarded \$32.5 million from the Bipartisan Infrastructure Law Aging Infrastructure program to initiate the project team toward the \$164 million needed for the Project Approval and Environmental Document phase. The estimated construction capital cost of the project is \$5.7 billion, with construction anticipated to begin in 2038.

➤ DISTRICT 3

YOLO 80

District 3 in partnership with the Yolo Transportation District (YoloTD) proposed to construct tolled express lanes on I-80 and US 50 in Yolo and Sacramento counties as part of the estimated \$465 million Yolo 80 Managed Lanes Project. District 3 and YoloTD received an \$86 million federal grant, as well as \$105 million in SB1 Trade Corridor Enhancement Program funds which will allow the first phase of the project to be constructed. The project is expected to reduce delays for motorists and improve goods and freight movement. It is anticipated that greenhouse gas emissions will be reduced as some passenger vehicles and buses switch from the general-purpose lanes to the express lanes. Safety for motorists will be improved through constructed auxiliary lanes at both ends of the project, installed electronic message signs with traffic incident warning messages, new bike and pedestrian facilities and

additional lighting. Vehicle Miles Traveled (VMT) mitigation includes a robust \$55 million dollar plan that will include transit improvements, new mobility hub with a park-and-ride lot, and other various improvements.

The Yolo 80 Managed Lanes Project will be the first managed lane project in the Sacramento Region. This has led to the creation of the Capital Area Regional Tolling Authority (CARTA) which develops and operates toll facilities in the Sacramento region. CARTA is a Joint Powers Authority between the Sacramento Area Council of Governments, the YoloTD, and District 3.

DISTRICT 6

ENVIRONMENTAL, PLANNING, DESIGN, ASSET, PROGRAM AND PROJECT MANAGEMENT LEAD STATE FOR VMT INDUCING PROJECTS

District 6 led the state in Project Acceptance & Environmental Document delivery for VMT inducing projects and successfully delivered an Environmental Impact Report for a traffic inducing project, Delano to Pixley. District 6 coordinated with local partners, Headquarters Division of Sustainability and Division of Environmental Analysis to fully mitigate VMT impacts, enabling districts to utilize a Mitigated Negative Declaration to environmentally clear a traffic inducing project. The expected VMT reduction is more than 10 million VMT annually. This project is an example of how to successfully navigate the project delivery process.

DISTRICT 9

OVERCOMING THE STORM

Due to catastrophic flooding in Death Valley National Park during Tropical Storm Hilary, SR 190 sustained major damages, including partial and full pavement wash outs, damage to side slopes, and severe erosion of dirt shoulders and roadway embankments. As emergency repairs began, District 9 partnered closely with the National Park Service to minimize disruptions to Park services and utilize the existing trenching and pavement repair work to simultaneously install 38.6 miles of

broadband conduit and vaults along SR 190. Combining this middle-mile broadband network project with the emergency repair work resulted in a more streamlined process with faster delivery and better resource management.

DISTRICT 11

PROGRESS ON SR 11/OTAY MESA EAST INCLUDING SR 905 AND CONNECTORS

District 11 completed all the infrastructure needed to support the SR 11/Otay Mesa East Port of Entry Project, which is a key project for the State of California, the San Diego region, the United States and Mexico. In 2023, District 11 completed four years of work including building three highway interchanges, seven bridges, 2.4 miles of new roadway, 17 miles of fiber optic cables, 181 acres of environmental mitigation and relocated two international gas lines and one international water line.

For more than 20 years, the SR 11/Otay Mesa East Port of Entry project has been in progress. It is a collaboration between federal, state, and local entities with a goal to construct a modern port of entry that can handle the current cross-border traffic, decrease greenhouse gas emissions, boost economic growth, and improve regional mobility. This project is a joint effort between the California State Transportation Agency, California Department of Transportation, the San Diego Association of Governments, and our Federal Government. It has long been envisioned in the California-Mexico Border Master Plan and now it's nearly complete.

DISTRICT 12

OC405 EXPRESS LANES PARTNERSHIP WITH ORANGE COUNTY TRANSPORTATION AUTHORITY

District 12 in partnership with Orange County Transportation Authority (OCTA) improved 16 miles of I-405, added one general purpose lane in each direction from Euclid Street to I-605, and made improvements to freeway mainlines and interchanges. District 12 also added a High Occupancy Toll (HOT) lane from SR 73 to

I-605. The new HOT lanes, which incorporate the existing High Occupancy Vehicle (HOV) lanes and HOV direct connectors that opened in 2014, will provide two lanes in each direction and give solo drivers the choice to speed up their commute for a toll and allow carpoolers to ride free depending on occupancy. In 2040, it's expected to take 29 minutes to travel during rush hour from SR 73 to I-605 in the general-purpose lanes after improvements to the I-405 are complete. That commute can be reduced to 13 minutes if a driver chooses to take the I-405 HOT Lanes.

HEADQUARTERS PROGRAMS

FINANCE

○ THE DIVISION OF BUDGETS SAVES THE DAY WITH RESCINDED FUNDS

The Division of Budgets helped Caltrans save almost \$290 million of Federal Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds in less than a week. When Congress enacted debt ceiling legislation that included a requirement to rescind the unobligated CRRSAA balances across all states, Caltrans had less than 1 week to obligate the funds. Of the \$295 million, over \$215 million was earmarked for local agencies and almost \$160 million had to be obligated onto state projects so California would not lose the funds. The Division of Budgets developed a methodology and worked with California Transportation Commission to backfill the \$160 million to local agencies with State Highway Account funding so local projects could be delivered.

○ THE DIVISION OF ACCOUNTING KEEPS CALTRANS MOVING

The Division of Accounting processed an impressive volume of bills paid and revenue received. The Division paid more than 1.1 million invoices totaling over \$12 billion to contractors and vendors across the state. The Division also billed and collected over \$6 billion in federal reimbursements and billed roughly 60,000 invoices for over \$1.28 billion in accounts receivable. Finally, the Division also processed more than 42,000 Travel Expense Claims for Caltrans employees, totaling over \$11 million.



PROJECT DELIVERY (PD)

○ US DOT SMART GRANT FOR DOCK-BASED UNMANNED AERIAL SYSTEMS

In 2023, the Division of Construction received a US DOT SMART Grant in the amount of \$430,036 to pilot the use of Dock-based Unmanned Aerial Systems (UAS) for construction site monitoring activities. Dock-based UAS comprise of a docking station for a truly remote operated UAS system so that staff can monitor a site without being physically present. The Division of Construction has achieved significant milestones, particularly in the use of advanced technology under this SMART Grant program. The team successfully completed 155 drone flights at the Butte City Bridge Site, and 51 flights at the Otay Mesa port of entry project site, showcasing the effective and reliable use of Dock-based UAS in critical infrastructure inspection and monitoring tasks. Additionally, the Otay Mesa port of entry site system is configured with solar panels to run off grid, including satellite internet data backhaul. Flights have captured photo, video, and mapping missions, which allows for the creation of higher quality imagery, other 2D/3D products, and enables measurements of on site features. This accomplishment is further highlighted by the receipt of the initial Federal Aviation Administration Part 107.31 and Part 107.33 waivers that permit the use of Dock-based UAS in remote operation. This waiver marks a pivotal advancement as it allows for more extensive and flexible use of drones in remote or difficult-to-access areas, which will enhance safety and efficiency in bridge inspections and other construction activities. This

achievement demonstrates Caltrans' commitment to embracing innovative technologies in its operations and sets a precedent for future applications of UAS technology in state infrastructure projects, including facilitation of Building Information Modeling and Digital As-Builts.

OFFICE OF CIVIL RIGHTS (OCR)

○ **BUSINESSES**

In Fiscal Year 2022-23, Caltrans awarded more than \$1 billion to small, micro, and disabled veteran-owned businesses (DVBES). This exceeded the minimum participation goals of 25% for small businesses and 3% for DVBES.

○ **BUSINESS TRAINING**

In 2023, the Office of Civil Rights (OCR) created a new Small Business and Workforce Development Center to increase firms' capacity, knowledge, and resources; ultimately encouraging these firms to work on public contracts. As part of this initiative, OCR launched the

On-the-Job Training, Heavy Equipment Operator Pilot Program, which successfully graduated 40 disadvantaged individuals with multiple certifications in 2023. The success of the Pilot Program led to its statewide expansion. On June 9, 2024, a 3-year contract, valued at \$3.6 million, was awarded to Baker Technical Institute to deliver nine academies, training an additional 180 individuals. This program aims to increase small and disadvantaged firms' capacity, knowledge, and resources to empower these firms to work on public works construction contracts.

THE OFFICE OF THE FEDERAL LIAISON (OFL)

○ **ROBUST OUTREACH FOR NOTICES OF FUNDING OPPORTUNITIES**

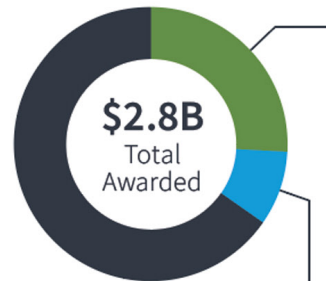
The Office of the Federal Liaison (OFL) developed and implemented a new robust outreach and technical assistance plan to engage with internal and external partners and promptly communicate anticipated and active notices of funding opportunities (NOFOs) for federal grant programs authorized in the Infrastructure Investment and Jobs Act. The OFL led internal coordination meetings

DVBE Total Dollars Awarded
State Fiscal Year 2022-23



\$99.4M Awarded to DVBES

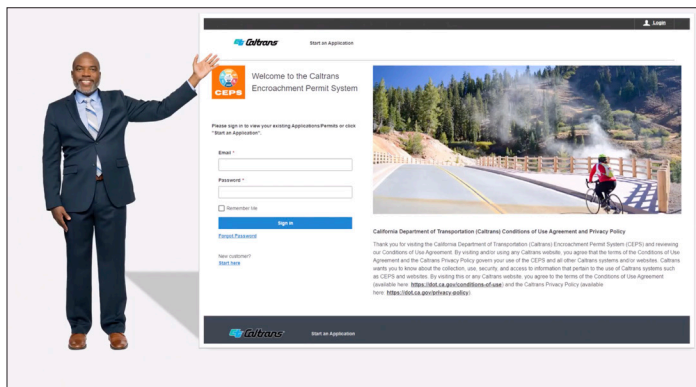
Small and Micro Business Total Dollars Awarded
State Fiscal Year 2022-23



\$241.9M Awarded to Micro Business

\$719.9M Awarded to Small Business

on 16 NOFOs and participated in over 30 meetings statewide, advancing additional federal funding pursuits and partnership opportunities. The OFL also developed and distributed over 40 fact sheets for federal grant programs for external partners, such as the Native American Advisory Committee, and the League of California Cities, and for internal programs and districts. The OFL also provided key resources and tools to help our partners develop competitive grant applications. Collectively, these efforts helped our partners maximize federal grant funding opportunities for projects that will help spur economic prosperity in communities throughout California.



MAINTENANCE, OPERATIONS, SAFETY, AND EQUIPMENT (MOSE)

○ CALTRANS ENCROACHMENT PERMIT SYSTEM

In February of 2024, the Division of Traffic Operations launched the Caltrans Encroachment Permit System (CEPS) online portal enabling permit applicants, including our external partners, such as cities, counties, and utility companies, the ability to submit encroachment permit applications online. CEPS will also enable permit applicants to track the application milestones and stay informed of their permit application status throughout the process. In March of 2024, an online payment portal was also launched for CEPS, which allows the users to make instant payments online through the portal. This online credit card payment system is the first of its kind at Caltrans. More than 26,000 permits have been processed

since CEPS was deployed and there is increasing adoption as well as online payments. CEPS improves customer service and gives district permit staff and other functional reviewers automated tools that help improve the permit application review and approval process.

LEGISLATIVE AFFAIRS

○ INFRASTRUCTURE STREAMLINING PACKAGE

Legislative Affairs collaborated with CalSTA and the Governor's Office to successfully develop, negotiate, and enact the Administration's Infrastructure Streamlining Package through SB 145 (Newman), SB 146 (Gonzalez), SB 147 (Ashby), SB 149 (Caballero), and SB 150 (Durazo). These bills expedite several critical transportation projects from routine highway maintenance and safety projects to innovative and complex transportation improvements that take years to implement. This package advances California's high-road construction careers by infusing \$50 million of federal funds over four years through a partnership between Caltrans and the California Workforce Development Board. It provides innovative progressive design-build authority for Caltrans and the Department of Water Resources to pilot. It delivers job order contracting authority to Caltrans, which is proven to shave off months of project delivery and allows Caltrans to task on-call contractors sooner for routine highway work. The package implements several recommendations of the AB 1282 Transportation Permitting Task Force Report to accelerate environmental mitigation for transportation projects. Building on Caltrans' successful federal assignment of National Environmental Policy Act reviews and approvals for highway projects, the package provides similar authority for rail projects. The package further provides for expedited judicial review of challenges to key transportation and other infrastructure projects. By accelerating projects through these streamlining measures, Caltrans can obligate federal funds on more projects through earlier contracting, which assures the state can draw down all its federal funds and compete for redistribution of other states' federal funds. It allows the state to better compete for additional federal grants. The cost savings achieved will be available for additional maintenance work.



People First

► DISTRICT 1

KONOCTI CORRIDOR SEGMENT 2C COMPLETED

District 1 completed the Konocti Corridor Segment 2C in June 2023. This project was a cooperative effort with the Lake County Area Planning Council, and the Federal Highway Administration. Located between the communities of Lower Lake and Kelseyville, the \$85 million first phase of the project widened a three-mile segment of Route 29 to a four-lane expressway to improve safety. The corridor serves the communities of Lakeport, Kelseyville, Lower Lake, and Middletown, as well as auto and commercial truck traffic traveling between U.S. 101 and I-5. With anticipated traffic growth, by expanding the section of highway to four lanes with controlled access, capacity will be increased, and highway safety will be significantly improved. The new expressway will also assist the long-range plan to divert traffic from communities on the northern end of Clearlake, where pedestrian and nonmotorized traffic safety have been an ongoing concern.

► DISTRICT 2

CLEAN CA

District 2 leveraged the resources available through the Clean California Program to perform extensive outreach and build relationships within the communities and was able to exceed its three-year metric target in every category. The District successfully collected 34,569 cubic yards of litter, which significantly exceeded its target of collecting 19,000 cubic yards. The District held 77 Dump Day events, surpassing the target by 41 events. Additionally, the Adopt-A-Highway program set out to achieve its target of 40 new adoptions and reached an impressive total of 86 new adoptions.

District 2 focused on a "People First" approach with extensive community outreach, engaging over 850 organizations, schools, libraries, non-profits, and churches in Clean CA activities. Many rural and underserved communities needed funding for cleanup events. District 2 created a new coloring book called "It's Our Home Too" to combine entertainment with education about the Clean California Initiative. Over 3,000 coloring books were distributed within District 2 and over 2,000 coloring books were also distributed to Los Angeles County libraries in District 7. District 2 engaged with communities through presentations at chambers of commerce, Local Transportation Commissions, Kiwanis groups, libraries, Lassen National Volcanic Park, and schools of all ages. Clean CA participated in community fairs/festivals, cleanups, Program Project Management Open House events, and local grant project ribbon cuttings.

District staff conducted 94 outreach activities of all sizes, which included tabling at festivals with over 500 attendees to presenting at elementary schools with only seven students. District 2 prioritized equity and put people first in their mission to carry out Clean CA.

► DISTRICT 3

BIM4I PILOTS

District 3 Advance Planning has been pioneering the use of Infracore, a Building Information Modeling for Infrastructure (BIM4I) technology. This new technology provides external and internal stakeholders a 3D visualization of our state highway projects. Through interactive virtual open houses, combined with the available online platforms, the Division of Planning, Local Assistance, and Sustainability can better collect public feedback. The BIM4I technology pilot project was used on several projects in District 3 including Binney Junction and the American River Bridge.

TRANSPORTATION ENGINEER (TE) MASS HIRING

Starting February 2024, District 3, in partnership with Division of Human Resources, started a Transportation Engineer (TE) Mass Hire Pilot in which there is an advertisement continuously open through August 2024. This pilot allows the District to interview every candidate that applies during the 6-month period. Since the start of this process in February 2024, 59 start dates have been completed and that number continues to grow. District 3 surpassed hiring counts compared to other prior TE mass hiring events that had 30-day advertisement periods, indicating the pilot has been a success. The pilot has also allowed for a streamlined and more efficient hiring process, with candidates starting in their new roles in just six weeks after the interview, which is 3.5 months faster than is typical.

DISTRICT 5

SANTA CLAUS LANE BIKEWAY PROJECT

The new 0.8-mile, Class 1 bikeway and multipurpose path connects Santa Claus Lane to Carpinteria Avenue and provides a crucial link within the California Coastal Trail network. The \$12.5 million concrete Santa Claus Lane Class 1 Bike Path runs adjacent to the southbound lanes of US 101 between Estero Street near the Carpinteria Avenue off-ramp in the City of Carpinteria and Sand Point Road in the County. It is located on the beach side of Highway 101 between the freeway and the railroad tracks. This bike path also meets a US 101 High-Occupancy Vehicle (HOV) project requirement as pedestrians and bicyclists can now walk and ride between the City of Carpinteria and Santa Claus Lane, a popular beach and local business area in the County of Santa Barbara. Additionally, other wheeled vehicles such as scooters and skateboards can make the journey from Carpinteria to Santa Claus Lane and back. Improvements were also made to the intersection of Estero Street and Carpinteria Avenue with updates for the multipurpose path connections and crosswalks. A new vehicular turnaround was built at the northern terminus of the bike path to improve access to the bikeway and to provide a safe and legal location for Santa Claus Lane traffic to turn around without entering the freeway.

This feature was brought into the bike path project early due to the close coordination with the County of Santa Barbara for construction, and to reduce impacts to construction and traffic. Biking groups said they are happy to see the transportation connection and especially the commitment to make a safe route through the area.

DISTRICT 7

SALES OF SR 710 PROPERTIES

District 7 achieved a significant milestone in property sales in the SR 710 corridor, with the first sale to housing related entities (HREs). Additionally, a sale to a current tenant at fair market value was finalized and approved, and escrow has completed. District 7 is also in the process of sales to current tenants and with the cities of Los Angeles, Pasadena, and South Pasadena, with 56 open escrows. The sale of these properties, along with their reintegration as housing stock in the cities of Los Angeles, Pasadena, and South Pasadena, will provide additional affordable housing for the residents of these jurisdictions, as well as first-time homeownership opportunities to some long-time renters of these properties.

DISTRICT 9

OLANCHA CARTAGO EXPRESSWAY SAFETY PROJECT

Construction in a section of the US 395N Olancha Cartago Expressway safety project was paused due to an unexpected archeological find in 2023. District 9 quickly worked to redesign a portion of the highway in collaboration with local Native American Tribal officers, avoiding or minimizing further impacts to cultural resources. This involved realigning and/or lifting the profile on over 19 lane-miles of roadway, while meeting weekly in the field with Tribal representatives to walk the project site and solicit feedback on proposed design changes. The level of coordination and communication with Tribal partners, along with the iterative redesign process, were innovative steps that helped establish a new working relationship moving forward.

➤ DISTRICT 10

PASS OPENINGS DRIVING ECONOMIC VITALITY TO DIVERSE RURAL MOUNTAIN COMMUNITIES

District 10 Maintenance crews worked quickly and efficiently to reopen all mountain passes following seasonal winter storms. Small mountain towns rely on these routes to be open to reintroduce traffic and stimulate their economies. With the goal of reopening all roads before Memorial Day, crews worked hard to safely reopen Highway 89 (Monitor Pass) on April 10, Highway 4 (Ebbetts Pass) on May 9 and Highway 108 (Sonora Pass) on May 16. To chronicle the work, the Public Information Office and Creative Services Office captured drone footage of this gargantuan, yearly effort. This involved trips up to the partially cleared passes and coordinating with District 9 to capture the “meeting of the plows” along SR 108. This evergreen video footage of the Mountain Pass Clearing Team’s efforts will pay dividends for years to come.

➤ DISTRICT 11

EMERGENCY RESPONSE, REPAIRS, AND ENGAGEMENT IN SAN DIEGO COUNTY

District 11 and contractors worked closely to successfully implement a communication strategy for neighbors and elected officials while completing an important emergency project in densely populated San Diego communities. In March 2023, the SR 78 flooded at El Camino Real following a series of atmospheric river rainstorms. As the rain continued, Maintenance found a sinkhole under the westbound lanes which prompted an emergency closure. As crews excavated the site, they found a series of culverts and pipes in need of repair due to increased water flow. At least nine local crews from female owned, minority owned, and veteran owned small business contractors worked round the clock for over two months to get the work done quickly. All but one of the lanes in the westbound direction opened within the month and switched work on the eastbound lanes. Digging continued, sometimes at depths of 60 feet to uncover and replace nine damaged culverts. Corrugated steel pipes were replaced with high density plastic and concrete pipes costing over \$21 million. District 11 held a series of

press conferences and a tour for stakeholders during construction to keep community leaders and the public informed of the complexity of the repairs and the progress of the work.

BRIDGE UPGRADE EFFORTS AND ENGAGEMENT IN SAN DIEGO COUNTY

In September 2023, District 11 successfully repaired bridge decks in the heart of San Diego over two weekend closures on I-5 over SR 163. The district implemented a successful advertising campaign and held a series of press conferences prior to the closures to keep the public informed and advised of alternate routes during construction. During the work on the southbound lanes the district held a tour for stakeholders to keep them informed of the project status. Significant public outreach efforts helped avoid major traffic backups during the work as motorists used the alternate routes. Close coordination with the San Diego Airport Authority, the San Diego Padres, and the Port of San Diego helped San Diegans get where they needed to go.

➤ HEADQUARTERS PROGRAMS

INFORMATION TECHNOLOGY (IT)

○ INCREASED BANDWIDTH TO IMPROVE EXPERIENCE AND PRODUCTIVITY

Caltrans’ Information Technology (IT) Program recognized the need to enhance the network infrastructure to support the existing requirements and growing demand for big data to increase work productivity. The primary goal was to increase bandwidth to achieve a higher data transfer rate that would allow employees to perform their tasks efficiently. Teams such as the Office of Land Surveys and Photogrammetry have faced significant network performance issues due to increased data traffic and the use of bandwidth for their intensive applications. Employees experienced slow access to critical business applications, connectivity issues, and reduced productivity. The existing network infrastructure, which included aging hardware and outdated cabling, was unable to support the current and future demands.

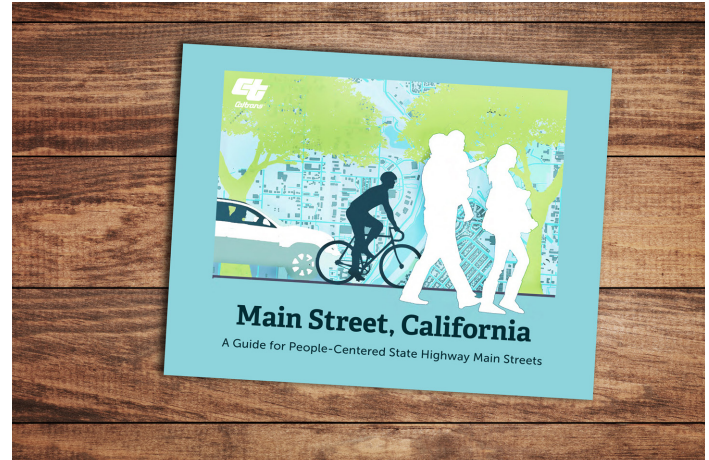
To address these challenges, IT upgraded infrastructure cabling, replaced outdated copper cables to category 6A, replaced outdated multimode fiber to single mode fiber, upgraded core network components to support higher bandwidth capacities, and increased internet bandwidth from 1Gbps to 10Gbps to accommodate growing data needs. The increased bandwidth reduced network latency, increased reliability, increased higher data transfer rates, and improved the overall experience for all employees.



PROJECT DELIVERY (PD)

○ SHOPP CLIMATE ADAPTATION AND RESILIENCY PROGRAM

In June 2023, with the finalization of the 2023 State Highway System Management Plan (SHSMP), a climate change resiliency performance objective was created to focus on needs associated with sea-level rise hazards to Caltrans assets. To achieve the first-of-its-kind performance objective over the 10-year period from July 2023 to June 2033, \$1.8 billion is specifically identified within the 2023 SHSMP investment plan. Districts put forward a cohort of resiliency projects, as characterized in the State Highway Operation and Protection Program (SHOPP) Ten-Year Project Book, that will deliver a set of transformational adaptation improvements.



○ COMPLETE STREETS DESIGN GUIDANCE PUBLICATIONS

The Division of Design created several new important publications that, when used in conjunction, help project development teams deliver projects that achieve safety, climate action, and equity goals. Our new publications include Design Information Bulletin (DIB)-94 Complete Streets Contextual Design Guide, Traffic Calming Guide, and Main Street Guide.

The DIB-94 Complete Streets Contextual Design Guide provides guidelines for comfortable, convenient, and connected facilities that maximize the use of the existing right of way by prioritizing space-efficient forms of mobility.

The new edition of Main Street, California: A Guide for Fostering People-Centered State Highway Main Streets addresses the topics of complete streets, livability, equity, and sustainability. This publication discusses the possibilities for main streets and explores the types of questions that need to be asked to create a main street that helps people, communities, and the transportation system thrive.

The Caltrans Traffic Calming Guide provides guidance on building self-enforcing roadways that guide road users to travel at a safe speed, especially through conflict points.



ADMINISTRATION

○ CALTRANS CAREER COMPASS (PILOT)

The Caltrans Career Compass, developed in collaboration with the Division of Application Development & Support, exemplifies our commitment to Equity, Prosperity, and the "People First" culture. By offering an asynchronous training program that aids internal employees, the public, and community providers in navigating the state hiring process, Caltrans can provide equal access to career opportunities and support a skilled workforce. This initiative highlights our focus on employee development and community engagement so that everyone has the resources and knowledge to succeed. The tool will be enhanced with video content and user feedback in late 2024, improving its effectiveness and accessibility.

○ CON-TRACK

The Division of Procurement and Contracts (DPAC) worked with Caltrans' IT partners to produce a contract tracking system, giving contract managers the ability to track the status of service contracts. This system was built using our CATS II contract depository already procured by DPAC, which allowed the Division to provide a tracking system with little increased cost to the Department.

○ HYBRID TELEWORK WORKSPACE UTILIZATION, RESERVATIONS, REDUCTIONS

The hybrid telework environment embraces the benefits of in-person engagement and teambuilding, while maintaining advantages of a virtual environment. Caltrans continues to create a workplace that encourages productivity and supports employees' return to the office while using space efficiently. The hybrid telework environment provides open common spaces for gathering and encouraging collaboration, and individual workspaces that foster cooperation, creativity, and productivity. Caltrans' statewide portfolio includes approximately 2,250 shared workstations, 642 hoteling stations, and 64 collaborative areas. A space reservation software, AppSpace, was procured and implemented to manage space use effectively. This software marks a transformative step to effectively plan for and manage dynamic space needs. The adoption of a hybrid telework environment has led to the reduction of 67,141 square feet of leased office space a future cost avoidance of \$156,059 per month. Additional benefits associated with consolidating the Department's physical footprint include a reduction in redundancies in operations and better space use, an increased encouragement for employees to collaborate and cross-share between teams, a reduction in travel time, fewer vehicles on the road and a reduction of greenhouse gas emissions.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM (EEO)

○ DISCRIMINATION COMPLAINT INVESTIGATION UNIT

The EEO's Discrimination Complaint Investigation Unit implemented Prevention Partnership training, which focuses on addressing relevant topics and hot spots identified through EEO and Safety and Management Services complaint data trends. It allows EEO to proactively tackle issues related to discrimination and harassment. The Prevention Partnership also promotes the acknowledgment and respect of diverse experiences and identities, and ultimately reduces the likelihood of EEO complaints while nurturing a respectful work environment. The Prevention Partnership training involves a collaborative effort to address issues proactively and received positive feedback from many districts and the Office of Traffic Safety.

○ TRAINING AND RESOURCE UNIT

The EEO Training and Resource Unit has expanded the focus of its inclusion initiative to include topical best practices, recognizing that education is key to empowering individuals to challenge implicit biases and stereotypes. By providing guidance that acknowledges and respects diverse experiences and identities, Caltrans can create a more inclusive environment for everyone. To that end, the EEO introduced several guidebooks including Diversity, Equity & Inclusion Guidebook, and DEI for the Workplace – Supplemental Resource Guide – April 2024 with an additional upcoming series on a variety of topics related to supporting a workplace free from discrimination.

MAINTENANCE, OPERATIONS, SAFETY, AND EQUIPMENT (MOSE)

○ EMERGENCY RESPONSE AND PREPAREDNESS

The Division of Maintenance leads the Department's emergency activation, response, and preparation efforts when disaster strikes, whether it is winter storm or wildfire season, and everything in between. One aspect of managing the Department's emergency response is overseeing the Department's Director's Orders (DOs) for emergency repairs on the state highway system. In fiscal year (FY) 2023-24, the Division of Maintenance processed over 300 DOs for a total of \$1.5 billion. As the Department adapts to climate change, it endures an increase in DOs, which circumvent the typical bid process and allow the Department to award contracts to more small businesses. In FY 2023-24, 23% of DO contracts awarded were with small businesses. In addition to emergency activation and response, the Division of Maintenance is also responsible for preparing the state highway system for the impacts of climate change, which include more intense and destructive wildfires. During the calendar year of 2023, the Division of Maintenance treated 135,941 acres of vegetation along the state highway system right of way for wildfire resiliency.



PUBLIC AFFAIRS

○ CALTRANS 2024 WORKERS MEMORIAL

Each year, Caltrans honors its fallen employees at the Caltrans Workers Memorial at the State Capitol. On April 25, 2024, Caltrans commemorated its 34th Memorial with the theme of "Everyday Heroes, Remembered Every Day". It was an outstanding success, attracting the largest crowd since 2020 and attended by more than 1,000 family, friends, and coworkers of the fallen during a public event. A new approach was implemented to honor those who gave their lives building, maintaining, and operating California's transportation system and the families they left behind. Public Affairs produced a seamless transition from prior years by coordinating with statewide and national safety awareness programs, the City of Sacramento, law enforcement, elected officials, multiple Caltrans divisions, and the families of the 193 fallen workers. Kaira Dillion, a new Honor Guard member and granddaughter of fallen worker John Gilmore Jr. (engineer-1966), gave an emotional tribute to her grandfather in testimony to why she too came to work for Caltrans.

Additionally, Public Affairs created a first-ever month-long social media campaign with a "Remembered Every Day" outreach plan. The campaign highlighted employees, safety awareness, and historical features dedicated to honoring the memory of workers and their families, as well as promoting the event. Simultaneously, an online store was launched through the Caltrans Workers Memorial Fund, a non-profit entity which largely funds the event from private donations that raised more than \$20,000.



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