



***Caltrans***®

# Strategic Management Plan

2015 – 2020

2019 Update

The Strategic Management Plan (SMP) is a living document and it should reflect the current environment for the organization. This update to the SMP is based on an effort over the last year to ensure the document remains relevant and topical based on changes over time. The update consists of minor changes that includes revised performance measures and strategic objectives, as well as updated targets. All changes were put before and approved by the Caltrans Executive Board. There are no changes to the mission, vision, values, or goals.

Prepared by the Director's Office of Risk and Strategic Management (DORSM).

## Goal 1: Safety and Health

Strategic Objectives	Performance Measures	2019/20 Target
Zero worker fatalities.	Number of work zone-related worker fatalities per Caltrans fiscal year.	0
	Number of accidents involving Caltrans personnel, in work zones per Caltrans fiscal year.	>= 20% reduction
Reduce employee injury and illness rates.	Number of Department employee work-related injuries and illnesses in previous 12 months per 200,000 employee hours.	<= 4.5
Reduce user fatalities and serious injuries by adopting a "Toward Zero Deaths" practice.	Number of fatalities on the State Highway System.	3% per year reduction
	Rate of fatalities per 100 million Vehicle Miles Traveled (VMT) on the State Highway System.	3% per year reduction
	Number of serious injuries on the State Highway System.	1.5% per year reduction
	Rate of serious injuries per 100 million vehicle miles traveled (VMT) on the State Highway System.	1.5% per year reduction
	Number of non-motorized fatalities on the State Highway System.	3% per year reduction
	Number of non-motorized serious injuries on the State Highway System.	1.5% per year reduction
Promote community health through active transportation and reduced pollution in communities.	Percentage of Active Transportation Program funds allocated vs. programmed.	100%

## Goal 2: Stewardship and Efficiency

Strategic Objectives	Performance Measures	2019/20 Target
Effectively manage transportation assets by implementing the asset management plan, embracing a fix-it-first philosophy.	Percentage State Highway System condition meeting FHWA Pavement Criteria.	Good
		Class 1   60%
		Class 2   55%
		Class 3   45%
		Fair
		Class 1   39%
		Class 2   43%
		Class 3   53%
		Poor
		Class 1   1%
	Class 2   2%	
	Class 3   2%	
		(2027 Targets)
	Percentage of State Highway System pavement in "structural distress" condition (using Caltrans Pavement Condition Criteria).	<= 10% (by 2027)
	Percentage of bridges in good or fair condition.	97.2% (98.5% by 2027)
	Number of bridges fixed.	500 bridges (2027 Target)
	Percent of culverts in good or fair condition.	89% (90% by 2027)
	Percentage of Transportation Management System (TMS) units functional. (TMS Uptime Health)	80% (90% by 2027)
	Percentage of the total TMS units within expected lifecycle and functionally available. (TMS Lifecycle Health)	70% (90% by 2027)

## Goal 2: Stewardship and Efficiency

Strategic Objectives	Performance Measures	2019/20 Target
Effectively manage transportation assets by implementing the asset management plan, embracing a fix-it-first philosophy. (continued)	Percentage of projects meeting the Lifecycle Cost Analysis (LCCA) evaluation criteria in project selection.	100%
Effectively manage taxpayer funds and maximize the use of available financial resources.	Percentage of federal funds used in year of availability.	100%
Efficiently deliver projects, products, and services on time and on budget.	Percentage of planned projects delivered in the fiscal year.	100%
	Percentage of contract and procurement dollars awarded to small businesses.	25%
	Percentage of contract and procurement dollars awarded to disabled veteran business enterprises (DVBE).	5%
	Percentage of Caltrans light duty fleet that meets or exceeds DGS retention standards.	95%
	Percentage of Caltrans light duty fleet available for use.	95%

## Goal 2: Stewardship and Efficiency

Strategic Objectives	Performance Measures	2019/20 Target
Efficiently deliver projects, products, and services on time and on budget. (continued)	Percentage of Caltrans light duty vehicle trips meeting "key fob compliance."	100%
	Percentage of Architectural and Engineering (A&E) contracts awarded within established timeframes.	Award 95% of A&E contracts within 45 days for Replacement contracts, and 61 days for new contracts
	Percentage of Caltrans research with implementable solutions.	75%
	Percentage of University Transportation Centers (UTC) research with implementable solutions.	40%
	Percentage of National Cooperative research with implementable solutions.	20%
	Percentage of Americans with Disabilities Act (ADA) infrastructure funds expended per ADA settlement agreement.	100%
Efficiently manage operations of the transportation system.	Percentage of electronically submitted Single Trip Transportation Permits (STARS2) approved or denied within two hours from receiving a complete application.	95%
	Percentage of encroachment permits approved or denied within 30 days from submittal date of receiving a complete application.	90%
Assign ownership of transportation facilities, including roads and streets, to the appropriate level of government.	Number of lane miles of State Highway System relinquished.	200

### **Goal 3: Sustainability, Livability and Economy**

PEOPLE: Improve the quality of life for all Californians by providing mobility choice, increasing accessibility to all modes of transportation and creating transportation corridors not only for conveyance of people, goods, and services, but also as livable public spaces.

PLANET: Reduce environmental impacts from the transportation system with emphasis on supporting a statewide reduction of greenhouse gas emissions to achieve 80% below 1990 levels by 2050.

PROSPERITY: Improve economic prosperity of the State and local communities through a resilient and integrated transportation system.

<b>Performance Measures</b>	<b>2019/20 Target</b>
Triple the percentage of bicycle mode share relative to 2010-2012 California Household Travel Survey baseline (1.5%).	4.5%
Double the percentage of pedestrian mode share relative to 2010-2012 California Household Travel Survey baseline (16.4%).	32.8%
Double the percentage of transit mode share relative to 2010-2012 California Household Travel Survey baseline (4.3%).	8.6%
Number of proposed projects evaluated using a comprehensive sustainability rating system that includes components addressing accessibility, livability, and economy.	9
Number of completed district climate change vulnerability assessments.	12
Number of completed district climate adaptation plans identifying resiliency priorities.	12
Percentage of top 25 priority corridor system master plans completed to enhance sustainability of transportation system. (Priority corridors to be determined considering: mobility, freight, highways, transit, rail, bike, pedestrian, aviation, etc.)	100%
Percentage reduction of per capita Vehicle Miles Traveled (VMT) relative to 2010 baseline.	15%

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<b>Performance Measures</b>	<b>2019/20 Target</b>
Percentage reduction of transportation-related statewide greenhouse gas (GHG) emissions relative to 2010 baseline.	15%
Percentage reduction of transportation-related statewide diesel particulate matter emissions relative to 2000 baseline.	85%
Percentage reduction of transportation-related nitrous oxide (NOx) emissions in South Coast Air Basin relative to 2010 baseline.	80%
Percentage reduction of GHG from Caltrans design, construction, operation, and maintenance of transportation infrastructure and buildings relative to 2010 baseline.	20%
Percentage reduction of water pollutants from Caltrans design, construction, operation, and maintenance of transportation infrastructure and building.	10%
Percentage reduction of diesel particulate matter from Caltrans design, construction, operation, and maintenance of transportation infrastructure and buildings relative to 2000 levels.	85%
Percentage increase of transportation projects that include green infrastructure relative to 2010 levels.	20%
Percentage increase in freight system efficiency relative to 2014 (date established in the Sustainable Freight Action Plan).	10%



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<b>Performance Measures</b>	<b>2019/20 Target</b>
Percentage reduction of materials taken to landfills relative to 2010 levels.	15%
Percentage reduction of potable water used relative to 2010 levels.	15%

### Goal 4: System Performance

Strategic Objectives	Performance Measures	2019/20 Target
Improve travel time reliability for all modes.	Reporting time (minutes) traveler information in metro areas.	10
	Percentage of accuracy of traveler information.	85%
	Percentage of availability of traveler information.	90%
	Percentage of average end-point on-time performance for intercity rail (Capital Corridor).	90%
	Percentage of average end-point on-time performance for intercity rail (San Joaquin).	90%
	Percentage of average end-point on-time performance for intercity rail (Pacific Surfliner).	90%
Reduce peak period travel times and delay for all modes through intelligent transportation systems, operational strategies, demand management, and land use/ transportation integration.	Rate of growth in Daily Vehicle Hours of Delay (DVHD) statewide.	8% Annual Growth
	Percentage of average all station on-time performance for intercity rail (Capital Corridor).	90%
	Percentage of average all station on-time performance for intercity rail (San Joaquin).	90%
	Percentage of average all station on-time performance for intercity rail (Pacific Surfliner).	90%

## Goal 4: System Performance

Strategic Objectives	Performance Measures	2019/20 Target
Improve integration and operation of the transportation system.	Percentage of 25 top integrated corridors with real-time multimodal system information available to the public.	20%
Increase the number of Complete Streets features on the State Highway System.	Percentage of high-focus actions fully implemented from the Complete Streets Implementation Action Plan 2.0.	100%
	Percentage of projects that include Complete Streets features.	68%
	Number of Complete Streets features on State highway system.	1,613
Develop integrated corridor management strategies for those of highest statewide significance.	Rate of growth in DVHD on SR 57.	< 6% Annual Growth
	Rate of growth in DVHD on I 80.	< 6% Annual Growth
	Rate of growth in DVHD on I 110.	< 6% Annual Growth
	Rate of growth in DVHD on I 210.	< 6% Annual Growth
	Number of completed implementation plans for Integrated Corridor Management (ICM).	3
	Number of corridors where ICM has been implemented.	2

## Goal 5: Organizational Excellence

Strategic Objectives	Performance Measures	Calendar Year 2019	Calendar Year 2020
Promote a positive work environment and implement a management system to maximize accomplishments, encourage innovation and creativity, and ensure staff performance is aligned with Department and State strategic goals.	Percentage of Caltrans employees who agree or strongly agree to the statement, "My supervisor fosters an engaging and positive work environment."	75%	5% annual increase
	Percentage of Caltrans employees who agree or strongly agree to the statement, "I feel encouraged to come up with new and better ways of doing things."	77%	5% Annual Increase
	Percentage of Rank and File employees with Annual Performance Reviews (APR's) completed that supports our organizational goals.	50%	5% Annual Increase
	Percentage of occupational groups that implemented one or more workforce planning strategies by 2020.	100% (4 of 4)	100% (4 of 4)
Continuously increase customer satisfaction.	Percentage of External Partner Survey respondents who responded "good" or "excellent" to the question, "Based on your current or previous experiences with Caltrans, how well did the service or deliverables meet your expectations?"	75%	5% annual increase
	Percentage of Customer Service Requests (CSR) on the State Highway System closed out within 30 days of receipt.	TBD	TBD

## Goal 5: Organizational Excellence

Strategic Objectives	Performance Measures	Calendar Year 2019	Calendar Year 2020
Employ Lean 6-Sigma methodologies to reduce waste, delays, defects, and variance in Department processes to ensure resources are used effectively.	Number of documented process improvements resulting in >25% reduction to the average time, defects, and/or cost reported one year after the implemented improvements, on targeted core business processes.	TBD	TBD
Improve internal and external communication to better demonstrate professionalism and service levels to the public and other stakeholders, and to positively affect employee morale.	Percentage of Caltrans employees who agree or strongly agree to the statement, "My supervisor communicates openly and honestly with employees."	77%	5% annual increase
	Percentage of Caltrans employees who agree or strongly agree to the statement, "The department's overall internal communication has improved over the last year."	38%	5% annual increase
	Percentage of surveyed external partners who agree or strongly agree to the statement, "Caltrans improved external communication."	57%	5% annual increase
	Percentage of Caltrans surveyed employees who agree or strongly agree to the statement, "The Mile Marker publication has helped me understand what Caltrans does and how well it is performing."	56%	5% annual increase

## Goal 5: Organizational Excellence

Strategic Objectives	Performance Measures	Calendar Year 2019	Calendar Year 2020
<p>Improve internal and external communication to better demonstrate professionalism and service levels to the public and other stakeholders, and to positively affect employee morale. (Continued)</p>	<p>Percentage of surveyed external partners who rate the Mile Marker content, readability, transparency, educational value, accountability, and interactivity as "excellent" or "good."</p>	67%	5% annual increase
<p>Cultivate an environment that encourages proper identification, management, and communication of risk across all levels of the organization and makes intelligent decisions based on that analysis.</p>	<p>Number of Caltrans employees that attend Risk Management Strategies training.</p>	Establishing a Baseline	Establishing a Baseline
	<p>Percentage of surveyed Caltrans employees that agree or strongly agree with the statement, "If I observe unethical behavior, I have a means of reporting the observations."</p>	84%	5% annual increase
<p>Continuously improve collaborative partnerships.</p>	<p>Percentage of surveyed External Partners who agree or strongly agree with the statement, "Caltrans is a collaborative partner."</p>	70%	5% Annual Increase