



2020 **CALTRANS**

Annual Accomplishments Report



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From the DIRECTOR

DEAR COLLEAGUES

The days and months of 2020 brought challenges at levels never seen before in this State and at Caltrans. From the Covid-19 pandemic, to wildfires, civil unrest related to societal inequities, and even a major economic downturn. Team Caltrans was resilient as usual. As more than 15,000 of our staff shifted to a teleworking format, our maintenance, operations, and field construction staff, unable to work virtually, led the way by keeping our statewide transportation system open and safe. We delivered on key projects throughout the state and established 5 Priorities, a new Strategic Plan, a new Long-Range Plan-CTP 2050, and embraced issues around Equity and Climate Action unlike ever before.

As we begin 2021, we are faced with many challenges and opportunities to build a world-class transportation network that serves all people and respects the environment. The Caltrans Executive Management team will be focused on using the Strategic Plan to move our Department into the 21st century. In the coming years, Caltrans will focus on the core values of engagement, equity, innovation, integrity, and pride. This starts with our most vulnerable and underserved, no matter their race, socioeconomic status, identity, where they live, or how

they travel. We will change how we plan, design, build, and maintain our transportation investments to create a more resilient system that more equitably distributes the benefits and burdens to the current and future generations of Californians.

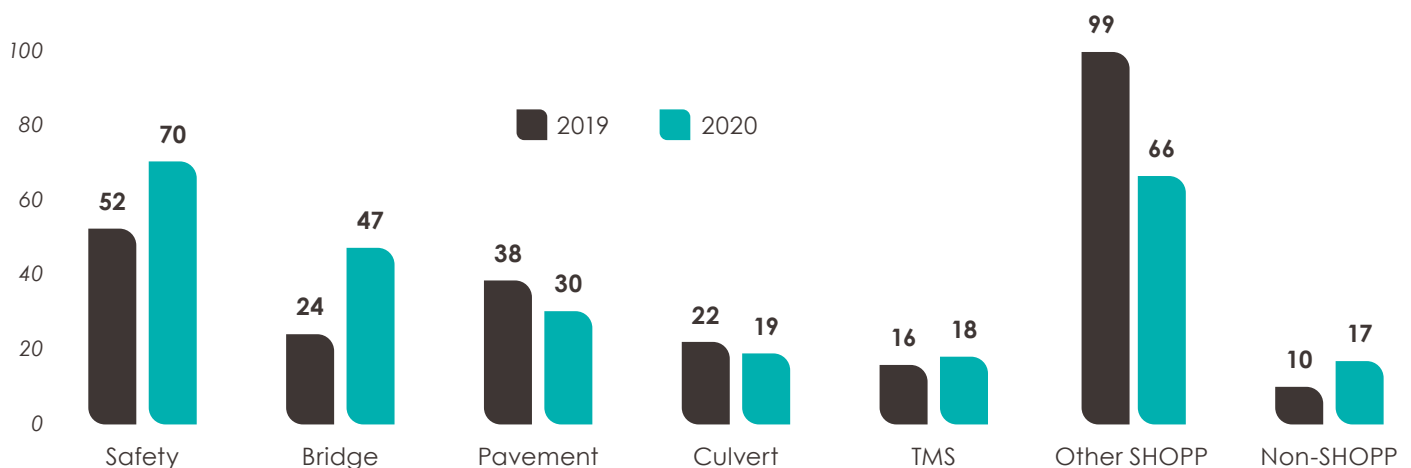
Now more than ever, we must recognize how much we have to be grateful for, and the importance of the work we do for Californians. After being tested by the most challenging period in recent history, we begin the process of healing, strengthening, improving, advancing, and achieving. I am proud of the unflinching fortitude demonstrated by our nearly 22,000 employees. Despite obstacles, your resilience has been the necessary foundation for our achievements. Thank you for your noteworthy accomplishments in the past year.

With sincere appreciation,



Toks Omishakin, Director

267 Projects Delivered in 2020 vs. 261 Projects in 2019



THANK YOU

TO OUR CALTRANS STAFF ACROSS
THE STATE, WE APPRECIATE YOUR
HARD WORK AND RESILIENCE
THROUGHOUT 2020



Toks Omishakin
Director



Dina El-Tawansy
District 4 Director



James E. Davis
Chief Deputy Director



Tim Gubbins
District 5 Director



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District 6/Central Region Director



Dave Moore
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Sharri Bender-Ehlert
*District 6/Central Region Director
(1/2012 – 6/2020)*



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District 3/North Region Director



Tony Tavares
*District 7 Director
(District 4 Director 8/2018 – 11/2020)*



Gloria Roberts
District 7 Director
(10/2020 – 11/2020)



John Bulinski
District 7 Director (10/2018 – 11/2020)



Michael Beauchamp
District 8 Director



Ryan Dermody
District 9 Director



Brent Green
District 9 Director (2/2015 – 4/2020)



Dennis T. Agar
District 10 Director



Daniel McElhinney
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District 11 Director



Ryan Chamberlain
District 12 Director



Aaron Ochoco
Administration Deputy Director



Steven Keck
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George Akiyama
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(District 11 Director 6/2018 – 2/2020,
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Steve Takigawa
Maintenance & Operations Deputy
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INTRODUCTION

7 TOPIC AREAS

The year 2020 was unlike any previous year in the in the history of the California Department of Transportation (Caltrans). This publication looks back at 2020 and acknowledges the exceptional work that Districts and Programs have done amid this unprecedented environment. Your individual and team accomplishments are valued and appreciated.

This report is designed to view your accomplishments through the lens of Caltrans' **Top 5 Priorities**, with special highlights on **Equity** and **Climate Action** to encompass the following seven topic areas:



SAFETY



TOWARD ZERO DEATHS

Every day, 10 people die on California's transportation system. At least two of those fatalities involve our most vulnerable users — pedestrians or bicyclists. We cannot normalize this tragedy, and must move to a Toward Zero Deaths goal. To this end, Caltrans has created the **four pillars of traffic safety**:

- ▶ DOUBLE DOWN ON WHAT WORKS
- ▶ ACCELERATE ADVANCED TECHNOLOGY
- ▶ LEAD SAFETY CULTURE CHANGE
- ▶ INTEGRATE EQUITY

In rethinking ways to reduce risks, we accommodate predictable human error rather than focusing on improving people's behavior.

The new approach is supported by the four pillars of safety. Caltrans will focus on developing a process to assess current practices, and steps to implement or expand countermeasures proven to reduce fatalities and serious injuries. We will create safer roadways through the integration of vehicle, infrastructure, and safety data technologies. We will ensure the processes, strategies, and outcomes serve all, particularly the vulnerable and traditionally underserved populations.

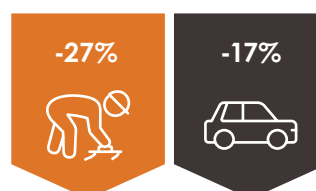


PROTECTING WORKERS AND THE PUBLIC

The safety and well-being of employees is our highest priority. Maintenance injuries have been reduced by 27% and motor vehicle incidents by 17% compared with 2019. Within the Division of Maintenance, nearly 12,000 regularly scheduled routine bridge inspections were conducted in the last year, as well as load ratings for 1,300 bridges. To ensure communication services for Districts 7, 8, and 12, the radio system controller serving about 3,500 radio users, have been upgraded and relocated, and 77 new portable satellite telephones have been added statewide.

To deepen Caltrans' culture of safety, the Department created the Chief Safety Officer, as well as established the **Division of Safety Programs**. The new Division of Safety Programs launched the Local Development–Intergovernmental Review (LD–IGR) "Safety Analysis Guide" to align with the state's adoption of vehicle miles traveled (VMT) as a traffic impact measure, rather than level of service methods. Additionally, the California State Transportation Agency (CalSTA) initiated the Zero Traffic Fatalities Task Force and the Speed Safety Cameras working group; with the end goal of reducing speeding-related fatalities.

Maintenance Injuries



Motor Vehicle Incidents



TRAFFIC SAFETY

➤ **North Region (Districts 1, 2, and 3)** mandated the use of Speed Reduction Zones (SRZ) in construction work zones, taking the lead with Traffic and Operations staff in developing traffic handling plans for two-lane highways and obtaining HQ approval for their use. Also mandated was the use of Automated Flagger Assistance Devices (AFADs) in work zones. Remote-controlled flagging devices allow flaggers to stand in a safe location while using the device to control traffic. Motorists can see the flagging station from a farther distance as compared to human flaggers. Used alone or together, the SRZ and AFAD increase job site safety, are easy to set up, and are a large part of effective traffic management, especially on two-lane highways.

➤ **District 2** made numerous safety upgrades, including the installation of yellow reflective backing on all traffic signal heads, and placing advance markers, generators, and battery backups at key traffic signal intersections. Selected traffic signal equipment cabinets have been relocated away from areas where the risk of damage from vehicles is high. Additionally, several miles of high-visibility thermoplastic stripe have been applied, along with high-visibility markings at 16 existing crosswalks and 1,300-plus feet of rock fence.

➤ **District 4** marked the completion of its first highway roundabout at the intersection of State Route (SR) 12 and State Route 113 in Solano County, a joint project between Caltrans, Solano County Department of Resource Management, Public Works, and Solano County Transportation Authority. The new roundabout aims to reduce traffic collisions, streamline the flow of traffic through the intersection, and was striped for cyclist use, increasing modality.

➤ **District 7** delivered 17 roadside safety improvement projects valued at \$226 million. These projects will improve worker safety by providing safe access to maintenance areas, and minimize the frequency and duration of highway workers' exposure to traffic.

The district participated in the statewide Department task force on homelessness to help redefine Caltrans' approach to engaging and supporting our external partners while prioritizing the safety of staff, traveling public, and persons experiencing homelessness.

➤ **District 8** partnered on a Joint DUI Task Force, sponsored by the Governor's Office of Transportation Safety, the California Highway Patrol (CHP), and San Bernardino and Riverside Counties. The DUI Task Force promoted a safety campaign aimed at reducing DUI-related fatalities and injuries, and educating the public. Traffic Operations arranged for the installation of large 'SAFETY CORRIDOR' signs at various locations, and Public Affairs promoted the DUI Safety Education Campaign.

➤ **District 9** completed traffic safety projects at these locations:

- SR 168 through Bishop; reallocation of space added bicycle lanes and continuous two-way left turn lane.
- SR 108 truck turnaround area; will give errant commercial truck drivers the opportunity to turn back to US 395 before reaching a prohibited section of SR 108.
- US 395 shoulder widening project; will reduce road departure incidents and improve bicycle travel.
- Signal enhancements made throughout District 9, adding yellow borders for increased visibility during power outages.
- Generator installation at facilities in anticipation of unexpected emergencies due to power loss.
- Increased use of Highway Construction and Maintenance Zone Enhanced Enforcement Programs (COZEEP/MAZEEP) teams to reduce speeding and collisions through work sites.

➤ **District 11** completed an ambitious slate of traffic safety projects:

- I-5/I-8 interchange improvements with enhanced sign package, route shields and auxiliary lane to improve weave approaching the I-8 freeway to freeway connectors.
- SR 98 Phase 1 completed, including widening to six lanes and a new railroad crossing, strengthening the connection to the border crossing in the Imperial Valley.
- Wrong-way striping, marking, and signing enhancements at exit ramps in San Diego County.
- Refined emergency response plans to add generators for traffic signals and other infrastructure, in the event of a power loss.
- Traffic Operations obtained approval to use orange-contrasted temporary pavement stripe in construction zones to enhance the safety of workers and motorists.



BRIDGE SAFETY

➤ **District 7** completed work on the new Commodore Schuyler F. Heim Bridge, the last bridge in Phase 2 of the Seismic Retrofit Program. Designed for a 75-year life span, the new seven-lane bridge with two auxiliary lanes and standard emergency shoulders replaced the original five-lane vertical-lift span bridge. The new fixed-height configuration improves traffic flow considerably for passenger vehicles and trucks because bridge service will no longer be interrupted or closed for large marine vessel passage underneath. The project cost \$570 million and was completed September 1, 2020.

➤ **District 11** continued to monitor the pilot project that installed spikes on the barrier of the San Diego/Coronado bay bridge as a suicide deterrent measure. District 11 also filed a Notice of Preparation and held a public scoping meeting for a project to install a permanent suicide prevention barrier for the bridge.



FIRE RESPONSE

➤ **District 2** was impacted by several large fires during the summer of 2020 including the August Complex fire — the largest fire in California history at over 1 million acres — damaged about 30 miles of Route 36 infrastructure. An emergency limited bid project was let to remove hazard trees and replace metal beam guardrail to get the road open again. Repairs and erosion control measures are expected to continue into 2021. The thick smoke conditions and deteriorated air quality sometimes went many miles from the fire itself and given the rural nature of District 2, there are few permanent air quality monitoring sites. District 2 safety officers used handheld air quality monitors to help bring awareness to employees about new CalOSHA air quality requirements and provide the flexibility to get work done in the field, without jeopardizing employee safety or health.

➤ **District 5** responded to two of the state's biggest wildfires. The Dolan Fire in Big Sur brought out the best in Maintenance division forces who closed roads, assisted emergency crews staging the firefighting efforts, and aided utility companies and others. To promote the safety of the roadways, annual winter preparation work was supplemented with significant resources that focused on culvert and drainage infrastructure, especially in areas impacted by the Dolan Fire burn scar.

Farther north, the CZU Lightning Fire in Santa Cruz presented the usual fire challenges of quickly changing conditions, road closures, coordination of emergency services, and evacuation route planning. After containment, District 5 embarked on a massive project to assess and remove trees around SR 236 and Big Basin State Park that would have otherwise threatened the highway. An added goal was keeping much of the burned timber out of landfills. To that end, marketable timber was shipped to a mill, with proceeds from the sale returned to the State to offset the cost of operations. Other badly damaged tree species were sent to a co-generation facility to be used as a source for heat or electricity. Additionally, on-site chipping was done for soil stabilization efforts so State Parks could retain the redwood, which they hope to use to reconstruct park facilities.

In response to the record number of fires ravaging the state last year, District 1 created the "District 1 EOC Fire Tracking Dashboard" to help prepare daily Situation Status reports. The dashboard is an information hub, allowing quick visualization of the active fires that impact the District, location of Caltrans facilities, and current fire statistics. By assembling relevant data from various sources into one place, the dashboard allowed District 1 Emergency Management staff to monitor and report on fire activity.



PROJECT DELIVERY

Project Delivery, Division of Design, established a statewide cloud-based geographic information system Roadside Asset Inventory Portal and a consistent methodology to inventory, track, rate, prioritize, and organize roadside assets geographically consistent with the 'Asset Management Tool' structure.



PUBLIC AFFAIRS

Public Affairs partnered with UC Davis and the state Office of Traffic Safety to distribute press releases and produce a Caltrans Newsflash video highlighting safety pilot projects. Topics included the effectiveness of reflective striping, flashing wrong-way signage, and Traffic Management System warning procedures intended to decrease wrong-way driving incidents.

Public Affairs hosted the first-ever virtual Caltrans Workers Memorial ceremony within sight of the Brightbend/ Caltrans Maintenance Workers Interstate 80 Bridge in West Sacramento. The COVID-19 pandemic prevented the annual in-person celebration at the State Capitol. Caltrans Honor Guard representatives stood watch over our traditional diamond cone configuration honoring fallen workers. The event drew extensive media attention, including drone coverage, interviews with Caltrans executives, and video/photography of Caltrans assets on the scene (changeable message signs and maintenance trucks).



INFORMATION TECHNOLOGY

In response to the COVID-19 pandemic, safety protocols pushed the number of employees who teleworked at Caltrans from 300 to more than 10,000 in a matter of weeks. **Caltrans Information Technology (IT)** responded in a dramatic way to accommodate the surge in teleworking needs. While there are many accomplishments, the following stand out:

- Remote Desktop Services (RDS): Within two weeks, the deployment of RDS allowed 3,500 employees to telework from their personal computers.
- Video Conferencing (Webex) was deployed to allow for video conferencing, online meetings, screen share, and webinars.
- Laptop Deployment: From March to June 2020, 5,000 laptops were procured and distributed for telework purposes.



EQUITY



ELIMINATE BARRIERS

Caltrans created the Department's first ever Equity Statement and acknowledges that communities of color and those underserved receive fewer benefits and a greater share of negative impacts associated with the state's transportation system. Some of these disparities reflect a history of transportation decision-making, policy, processes, planning, design, and construction that, as quoted from the CalSTA Secretary David S. Kim:



"... quite literally put up barriers, divided communities, and amplified racial inequities, particularly in our Black and Brown neighborhoods."

The way we will achieve more equitable outcomes is through the **4 Ps**:

1



People

A workforce at all levels that is representative of our communities.

2



Programs & Projects

Engage communities most impacted by structural racism by creating and implementing programs and projects that impact their daily lives.

3



Partnerships

Increase pathways to opportunity for businesses and individuals who face systemic barriers to employment.

4



Planet

Combating the climate crisis and its disproportionate impact on frontline and vulnerable communities.

Caltrans recognizes our leadership role and unique responsibility in state government to eliminate barriers and provide more equitable transportation for all Californians. This understanding is the foundation for intentional decision-making that recognizes past errors, stops current ones, and prevents future harmful actions. The Caltrans 2020 equity accomplishments in the areas of People, Programs and Projects, Partnerships, and Planet were significant.



OFFICE OF THE DIRECTOR

Caltrans Director Toks Omishakin conducted a series of live and recorded conversations to discuss equity with Caltrans staff statewide. The conversations ranged from the impact of transportation projects on communities to how the Department was engaging on equity. The equity video series topics were:

- INTRODUCTION TO EQUITY SERIES
- TRANSPORTATION'S IMPACT ON COMMUNITIES
- HOW CALTRANS IS ENGAGING ON EQUITY
- LIVE EQUITY FORUM
- DISTRICT EQUITY EFFORTS WITHIN CALTRANS



PARTNERING ON EQUITY

Caltrans is also partnering with the California Natural Resources Agency and California State Parks to identify and redress discriminatory names of features attached to the parks and transportation systems. As part this partnership, Caltrans will conduct a detailed review of all named assets located on the State Transportation System and develop a proposal identifying those to be renamed or rescinded.



DIALOGUE & EDUCATION

➤ **District 4** held two virtual district-wide events in a series of equity conversations led by the District Director and Chief Deputy District Director. The introduction, "Let's Talk Equity" was held in September, and "Fostering Equity in Our Projects" took place in November, with more sessions to come.

➤ **District 7** worked through a neutral consultant to hold a virtual public environmental scoping meeting with 70 attendees (elected officials, the community and Caltrans staff) for the US 101/Encino Ave pedestrian overcrossing.

➤ **District 8** formed an Equity Steering Committee led by Deputy District Directors of each division to support, oversee, and implement an equity plan that develops a work culture in which equity is considered as important as safety. Committee members developed equity statements for their divisions, reviewed educational materials to gain additional knowledge on the subject, and established the District 8 Equity Task Force.

➤ **District 9** created an Equity Task Force, with representation across all programs and a focus on expanding relationships with local community groups, establishing best practices for recruitment and hiring, and fostering an open dialogue between all district employees.

➤ The **Sustainability Program** was designated as the home of the Department's Racial Equity Program Manager and convener of the Executive Sponsor Committee until the establishment of Caltrans Office of Race and Equity within Planning and Modal Programs. The team has had a series of internal equity conversations and continues to address equity in program areas.

➤ The **Division of Human Resources** created an educational video introducing all employees to the concept of implicit bias and its impacts in the workplace, and provided additional educational resources and tools. The video will be included in Learning and Development Office courses.

▶ The **Equal Opportunity Employment Program** launched diversity and inclusion awareness training. The interactive training course taught participants how to recognize, respond to, and resolve difficult interactions that can stem from individual and cultural differences, and help managers and supervisors learn how to promote a respectful and inclusive working environment. Caltrans also enhanced its Diversity and Inclusion Awareness Training content statewide.

▶ **North Region** Construction uses mandatory pre-bid meetings on larger projects to provide small businesses and disadvantaged business enterprises an opportunity to market themselves directly with prime contractors on larger projects. This provides a way for these businesses to break into doing work for Caltrans.



HOMELESSNESS

▶ The **District 4** Unsheltered Task Force is the District's equitable approach to address regional encampments holistically, including safety and trash and debris issues. Staff created an Unsheltered Mapping overlay to identify and monitor the sites and level of encampment activity. This model puts the District in a position to interact collaboratively with local agencies and address issues efficiently and safely.

▶ **Right of Way & Land Surveys, Real Property Services Office**, initiated a post-COVID rental deferral program for struggling tenants to support partnerships with local communities. Staff created "Process for Disposal of Excess Land" for the Governor's Executive Order N-6-19 to promote partnerships with local agencies and communities affected by homelessness. Additionally, the office met requirements of Executive Order N-23-20 to develop Ready to Use Lease Agreements that streamlined the signing of leases for temporary emergency homeless shelters in partnership with local agencies and communities affected by homelessness.

▶ **Legislative Affairs** staff supported Caltrans' Task Force on Homelessness, and advised on strategic communications regarding the state's response to homelessness. Legislative Affairs also assisted districts in responding to related legislative inquiries.

▶ The **Division of Procurement and Contracts Maintenance North Branch** took over the remaining unsheltered resident contracts in November 2019 and executed a seamless transition. Due to those efforts, there is an unsheltered resident cleanup contract in every district.



TRIBAL RELATIONS

▶ **District 1** successfully completed its first Tribal Hiring Preference pilot project. This effort establishes a hiring preference for registered members of federally-recognized tribes to work on construction projects that are not located on reservation lands. Four tribal members were employed for a project located on the Tribal Transportation Program Facility Inventory outside of reservation boundaries.

▶ **North Region** initiated annual coordination meetings, and tribes have been engaged in each of the Comprehensive Multimodal Corridor Plans (CMCP) stakeholder meetings. District 3 established quarterly meetings with tribal governments to increase engagement and partnership opportunities. North Region has partnered with tribal representatives to ensure the proper protection and handling of cultural artifacts during roadway and bridge construction. Some of the partnering tribes include the Yocha Dehe Wintun Nation Tribal lands in Yolo County, the Hoopa Valley Tribe in Humboldt County, the Yurok Tribe in Del Norte County, and the Maidu Tribe in Placer and El Dorado Counties.

➤ **Division of Local Assistance.** Through the Underserved Community Technical Assistance Program, the Active Transportation Resource Center assisted ten underserved communities (including two tribes) to apply for funding through the Active Transportation Program (ATP) application development and submittal process. Assistance was provided through the California Transportation Commission (CTC), including virtual workshops and technical application assistance to the recipients. Eight out of the ten technical assistance recipients successfully submitted applications to ATP.

➤ **District 11** initiated semi-monthly Tribal Transportation Taskforce (TTTF) consultations made up of one representative from: San Diego Association of Governments (SANDAG), County of San Diego, Northern Tribal representative, Southern Tribal representative, and Bureau of Indian Affairs (BIA). The District collaborated with our north districts on statewide District Native American Liaisons and District Native American Coordinators quarterly meetings.



OFFICE OF CIVIL RIGHTS

➤ The **Title VI Branch** hosted eight statewide non-discrimination awareness trainings for 13,855 Caltrans employees. Of the more than 22,000 Caltrans employees, 16,950 have taken the Title VI Mandated Training in the past two years for a compliance rate of 79.5%. The branch partnered with the Division of Local Assistance (DLA) to ensure compliance through education and monitoring for local agencies. They also worked with DLA to increase sub-recipient Title VI Compliance Reviews from one conducted in 2019 to 106 reviews in 2020. Additionally, staff worked with the Division of Right of Way and Land Surveys to ensure Title VI language was included in federally funded contracts.



CLIMATE ACTION

SUSTAINABLE PRACTICES

Over the past decade, Californians have been confronted by climate change through increasing temperatures, larger wildfires, heavier rainstorms, rising sea levels, and storm surges. These climate changes are now posing a risk to our natural and human resources and to the State's transportation infrastructure. To get a full picture of each District's unique challenges, Climate Change Vulnerability Assessments have been prepared for each of the districts. These have been posted internally and on the Caltrans website.

In 2020 Caltrans focused on changing our practices to support investments and programs that will let people drive less. These are aimed at reducing greenhouse gas emissions and air pollutants, while also providing other benefits to mobility, public health, and community quality. The Department worked with partners to change our environmental review process under the California Environmental Quality Act (CEQA), implementing SB 743 (Steinberg, 2013) to focus on the impacts of transportation and development investments on vehicle use.

Caltrans climate action focus is:

- Creating and maintaining sustainable practices to reduce greenhouse gas (GHG) emissions from transportation operations and projects;
- Implementing adaptation measures to increase the resilience of the State Highway System to climate impacts and address vulnerabilities.



REDUCE GREENHOUSE GAS EMISSIONS

- In its efforts to reduce GHG emissions, **District 8** has:
- Reduced export material (earthwork) on one project to reduce GHG emissions by incorporating the excavated material within the project limit.
 - Incorporated its own Climate Change Vulnerability Report into operations by accounting for higher temperatures, fires, destructive rainstorms, and droughts.

Reduce GHG emissions from transportation operations



Increase the resilience of the SHS to climate impacts

- Received a grant to develop a toolkit for a Regional Climate Collaborative with Western Riverside Council of Governments (WRCOG) and the San Bernardino County Transportation Authority (SBCTA). The study will include a transportation and community vulnerability assessment, city-level climate-related transportation hazards and evacuation maps, climate-resilient transportation infrastructure guidebook, and regional climate adaptation and resiliency template.

➤ **District 11's** Sustainability Program Manager has started a Wildfire Working Group to advise District 11 executive management in developing wildfire preparation measures for implementation. The Working Group's primary roles are to identify, develop, and suggest wildfire preparation strategies to plan for system resiliency to climate change and community safety.

➤ The **Sustainability Program** organized Caltrans' involvement in California Clean Air Day that drew participation from employees.



ENVIRONMENTAL MITIGATION

➤ **District 1's** Big Lagoon Bog Restoration Project offsets temporal losses of wetland function that resulted from slide and drainage repairs along the Humboldt County coast for the Lagoon Slip and Slide Project. Caltrans partnered with the California Native Plant Society, Humboldt County Department of Public Works Parks Division, California Department of Fish and Wildlife, California Conservation Corps, and other agencies, on a restoration plan for Big Lagoon Bog, where the only coastal fern in Humboldt County grows.

➤ **District 11** completed a joint Caltrans/SANDAG project to restore 900-plus acres of the San Elijo Lagoon in 2020. Restoration included restoring historic habitat regimes by dredging deeper channels, lengthening the I-5 bridge across San Elijo Lagoon, and developing new sea level rise resilient habitat. San Elijo Restoration Project revives the hydrological regime, marsh habitat, and mudflats for the 900-plus acre lagoon system.



ZERO EMISSION VEHICLE INFRASTRUCTURE

➤ **District 3:** The North Region is completing a project to install electric vehicle charging stations at the Donner, Willows, and Maxwell Safety Roadside Rest Areas (SRRA). District 3 has requested I-505 from Dunnigan to Vacaville be designated as an Electric-Ready Corridor under the FAST Act Round 5 Solicitation of Alternative Fuel Corridors process which began in December 2020. Charging stations have been installed at Moon Lim Lee SRRA on Route 299 west of Redding, and at the Collier rest area on I-5 near the Oregon border.

➤ The **Division of Design** has made strides in climate action policies:

- Updated the Highway Design Manual (HDM) Chapter 880, "Shore Protection," based on the "Sea Level Rise Guidance 2018" issued by the California Ocean Protection Council.
- Produced new specifications improving the Department's ability to retain valuable topsoil during construction, maintain water savings with remotely controlled "smart controller" irrigation systems, and remove noxious and invasive plants from the right of way.
- Began construction of eleven "30 in 30" Zero Emission Vehicle fast chargers to address gaps in current fast charging infrastructure. The eleven projects cover 37 locations throughout the state, with all but six in underserved and/or low-income communities.

The Division of Rail and Mass Transportation created and convened the Zero-Emission Heavy Transport working group consisting of Caltrans, California Air Resources Board, the California Energy Commission, and the Governor's Office of Business and Economic Development to transition to a zero emission rail and transit system.



FISH AND WILDLIFE

➤ In **District 1** worked with the North Region design team to complete the Little Lost Man Creek Fish Passage Project. This project provides natural stream conditions for the passage of fish and other aquatic species, and the upstream channel provides spawning and rearing habitat for anadromous fish species. Caltrans partnered with the California Department of Fish and Wildlife (CDFW) and the North Coast Regional Water Quality Control Board to permit the project through the Habitat Restoration and Enhancement Act of 2014.

➤ In **District 2**, North Region Environmental staff partnered with Montana State University, the Western Transportation Institute, the U.S. Forest Service, CDFW, California Deer Association, and others to identify a location to construct a Fiber Reinforced Polymer (FRP) bridge for an elk overcrossing on US 97. FRP bridges are new to California and have never been constructed by Caltrans. This wildlife crossing is intended to improve safety and reduce the number of elk killed on this highway, as well as provide safe passage for other animals along this migration corridor.

➤ Also in **District 2**, North Region Environmental staff coordinated with the CDFW to improve the Twin Gulches for wildlife species in the area, specifically the Pacific Fisher (state species of special concern) and the ringtail cat (state fully-protected). Although both culverts posed a challenge to engineers and biologists alike, the structures were designed to specifically attract small- to medium-sized mammals. Cameras placed at the locations confirmed the elusive Pacific Fisher and ringtail cat were just two of more than 10 mammal species to use the crossings to safely cross the highway.

➤ Also in **District 3**, a wastewater system rehabilitation project that protected the western pond turtle population was successfully initiated by Caltrans and partner agencies. At the end of construction, the turtles and other wildlife will have access to all four ponds, enhancing their habitat.

➤ In **Districts 2 and 3**, the Loyalton Fire, which destroyed homes and structures also significantly damaged Caltrans wildlife fencing along highway 395. With rapid response, the Caltrans team was able to get the fence replacement under construction before the peak migration season. Wildlife pass below the highway to access critical winter range at the border of California and Nevada.

➤ In **District 7**, the Liberty Canyon Wildlife Overcrossing spanning US 101 is intended to provide safe passage for resident animals. The \$87 million crossing, to be built mostly with private funding, has entered its final design phase, and could break ground in 2021, with completion expected by 2023. Among the beneficiaries will be P-22, a mountain lion who has become a celebrity after being pictured roaming the Santa Monica mountains, only a few miles from downtown Los Angeles.

➤ **District 8** Environmental staff worked on a grant for Safe Wildlife and Motorists' Passage with the state Wildlife Conservation Board and the Fish Passage Program 2020. This grant will help create the I-15 Temecula/Rainbow Canyon Wildlife Crossing to allow safe passage of wildlife through the Palomar Mountains, increasing safety for human and animal travelers.

➤ The **Division of Environmental Analysis** reported on remediation of four fish passage locations, bringing the cumulative total to 51, with an estimated 795 miles of improved access to habitat since the passage of a 2005 law.



MODALITY



A SEAMLESS MULTIMODAL SYSTEM

Transportation is on the cusp of the most transformative revolution since the introduction of the automobile. Concerns over climate change and equity are converging, as dramatic technological advances take place. Although these changes are rapidly changing the mobility landscape, predictions about the future of transportation are complex and widely debated.

California's population is expected to grow from 39.4 million people in 2016 to 51.1 million people in 2060; a 0.6% annual rate of growth. The Central Valley, San Francisco Bay Area, Inland Empire, and greater Sacramento regions are all expected to grow faster than the statewide average. Although there is little existing travel behavior research about Generation Z (those born from 1998 to 2010), surveys indicate that 92% plan to own a vehicle in the future.

Through the Caltrans 2020-2024 Strategic Plan the Department will improve connections between various modes of travel — all with the goal of improving the experience of those who use the system. We will continue to increase investments in bicycle and pedestrian travel networks, as well as rail and transit, leverage new technologies to develop a more seamless multimodal system, and create greater access for historically underserved communities.



ACTIVE TRANSPORTATION

➤ **District 2** successfully delivered or aided in delivering twelve state and local Active Transportation Program (ATP) project applications, valued at \$118 million. In addition, State Highway Operation and Protection Program (SHOPP) reservation funding was secured for three 2020 projects that will incorporate Complete Streets elements.

➤ In **District 4**, the US 101/Willows Road Interchange in San Mateo County created new dedicated bicycle facilities as part of the overcrossing to connect the Cities of Menlo Park and East Palo Alto. Two distinct bike lanes were constructed, one for dedicated recreational use separated from vehicular traffic by a concrete barrier, the other a commuter bike lane for experienced cyclists. Caltrans teamed up with multiple area agencies on the project, which earned the 2020 California Transportation Foundation award in the Interchange Project of the Year category.

➤ **District 5** is nearing completion of its first active transportation plan. Development of the plan began with an extensive inventory of existing bicycle and pedestrian facilities. A comprehensive gaps and barriers analysis identified needs on, across, and parallel to the State Highway System, with data incorporated from local and regional plans. When completed, the plan will guide Caltrans project teams to create a connected network of bicycle and pedestrian facilities that link to transit.

➤ **District 8** partnered with local agencies to support several grant proposals to develop plans for active transportation, Safe Routes to School, Complete Streets, corridor enhancement, multimodal transit, and climate resiliency-based infrastructure. One project of note associated with this effort is along historic Route 66 in San Bernardino to enhance safety and expand travel options to work and shopping for area residents. This will be done through upgraded sidewalks, rehabilitated curbs, and improved transit access. This project will also include cultural elements that represent the community.

➤ **District 10** is planning for the Groveland Bike and Pedestrian Improvement Project on SR 120 in Tuolumne County.



COMPLETE STREETS

➤ **District 2** completed several projects that featured Complete Streets elements. Projects of note took place in Los Molinos, which included bike lanes with buffers, curb ramps, sidewalks, lighting, and other decorative features. And in Red Bluff, where SR 36, which also serves as the city's main street, saw curb ramp upgrades and the addition of bike lanes to enhance safety for all users.

➤ **District 6** secured twelve planning grants through the Caltrans Sustainable Transportation Planning Grant program to develop short- and long-range transit plans. A Safe Routes to School project, born from a planning feasibility study, was selected by Caltrans Headquarters as one of only seven Caltrans projects in the state for an active transportation project grant.

➤ **District 7** worked on Complete Streets/Bicycle Path Gap Closure in Ventura County. A major maintenance pilot project includes Complete Streets elements with pavement preservation strategies to connect current bicycle facilities and pave certain roads for new bicycle facilities.

➤ **District 9** took on a host of modality projects:

- Future Visioning Project for US 395 corridor through the town of Lone Pine, to include bicycle and pedestrian improvements.
- Meadow Farms project through underserved community along US 395, currently in environmental phase, will enhance ADA accessibility and add a multiuse path.
- Pedestrian signal installation at two locations in Bishop is in progress.
- Multiple district paving projects employed skip rumble strip patterns to aid cyclists.
- Rectangular rapid flashing beacons being installed for pedestrian crossings in Lee Vining and Big Pine.

➤ The **Division of Maintenance** Integrated standalone Complete Streets pilot projects for the fiscal year 2020-21 Highway Maintenance work plan, as well as the Highway Maintenance Contract for Delivery projects.

➤ The **Sustainability Program** led development of version 2 of the Complete Streets Action Plan, working with six headquarters divisions. Additionally, Sustainability co-led efforts alongside Planning and Project Delivery to develop the robust methodology for establishing "build-new" and "fix-existing Complete Streets" assets.

➤ The **Public Affairs Office** highlighted Caltrans' efforts to improve the experience of those who walk, bike, and use mass transit. Press releases and media outreach emphasized the importance of upgrading or adding active transportation elements. Another strategy showed executives using alternate travel modes — Director Omishakin is seen in Caltrans video productions taking light rail, riding his bicycle, or walking.



STATE HIGHWAY OPERATION AND PROTECTION PROGRAM

➤ **Asset Management** created the first multi-year programming document based entirely on the principles of asset management for State Highway Operation and Protection Program (SHOPP). Caltrans has put into place a performance-driven asset management framework that makes California a leader in the nation. The 2020 SHOPP is the product of a tailored set of projects with specified performance standards for 36 different components of the travel network, within an established fiscal constraint. Through the 2020 SHOPP, Caltrans intends to further improve the condition of the transportation system, enhance safety, reduce emissions, improve bicycle and pedestrian features, mitigate environmental impacts, and encourage goods movement.



RAIL AND TRANSIT

➤ The **Division of Rail and Mass Transportation** saw successes in the areas of modality:

RAIL

- Procured of 49 new passenger rail cars to be delivered through 2023.
- Received nine single-level venture rail cars from Siemens.
- Secured federal funding for the Stockton grade separation project to unlock Central Valley freight and rail passenger projects.

TRANSIT

- Awarded \$33.4 million to 318 projects across the state for the Enhanced Mobility of Seniors & Individuals with Disabilities, through the Federal Transit Administration.
- Purchased more than 175 ADA paratransit vehicles.

- Supported more than 300 transit agencies with technical assistance.
- Cataloged and documented all California transit agencies and operators, identifying more than 300 transit providers.

➤ The **Division of Traffic Operations** listed these accomplishments in modality areas.

- Developed and implemented temporary permit program for COVID-19 essential goods.
- Issued Traffic Operations Policy Directive (TOPD) 20-01, "Managed Lane System Plan (MLSP) Guidelines."
- Issued TOPD 20-02, "Changing Vehicle Occupancy Requirements on Managed Lanes."
- Issued the Senate Bill 743 Traffic Analysis Framework.
- Implemented the Highway Operational Improvement Program guidelines.
- Released the "2018 HOV Degradation Report and Action Plan."



INNOVATION

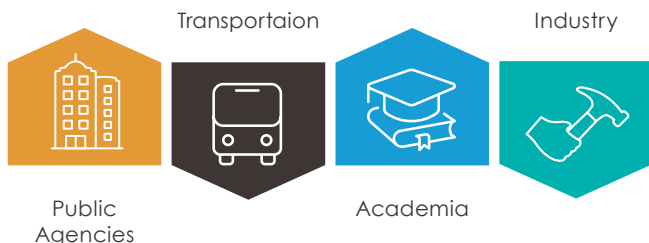
IMPROVED PROCESSES AND SERVICES

Caltrans is committed to inspiring and implementing innovative ideas for improved processes, products, and services. The Department is a member of the California State Transportation Innovation Council (CalSTIC), a multi-stakeholder leadership team that serves as a forum for advocating and overseeing the rapid deployment of innovations in the transportation community.

Caltrans is going beyond a “business as usual” mindset, embracing bold and transformative ideas. We are committed to being open to new solutions to help solve major state issues such as climate action, affordable-housing, and the homeless crisis.

Despite the unique challenges of 2020 — or inspired by them — Caltrans put in motion a host of creative and innovative ideas to improve operations and better serve the public.

CALIFORNIA STATE TRANSPORTATION INNOVATION COUNCIL (CALSTIC)



PROJECT DELIVERY

➤ **District 11** used drone technology under the Unmanned Aircraft Systems Program to identify distressed concrete decks for quicker and safer inspections.

➤ **District 12** sent VMT concurrence letters to HQ Division of Environmental Analysis for two area projects and received concurrence/approval in September 2020 confirming that no VMT analysis was required. These were the first such concurrence letters in the state since Senate Bill 743 went into full effect.

The District 12 Office of Right of Way Engineering developed an innovative approach to meeting milestones and commitments despite the constraints and challenges of teleworking. The group developed a scheduling plan for office access to complete tasks not possible via remote desktop, while adhering to safety and social distancing practices.

➤ **Division of Right of Way & Land Surveys** completed the procurement process for new vendors for the Right of Way Management Information System to better manage Right of Way activities and respond to inquiries from interested stakeholders. Revised regulations were drafted for the Affordable Sales Program to address lessons learned from Phase 1 sales, which will be filed with the Office of Administrative Law in early 2021. These improvements will increase efficiency and encourage increased equity in the program.





UNDERSERVED COMMUNITIES

➤ **District 1** developed a data model to help manage unsheltered encampments within the state right of way.

➤ **District 7** utilized GIS and Tableau tools to give a holistic view of maintenance activities within city boundaries and underserved communities.



INFORMATION TECHNOLOGY

➤ **District 10** held the first meeting in the state to utilize virtual rooms to simulate in-person public meetings.

The **Division of Information Technology** put in place cybersecurity solutions, within the span of a couple weeks, to support emergency telework as a result of the pandemic.

- **Multi-factor Authentication:** Employees were enrolled into a multi-factor system to securely connect to the Caltrans network from home.
- **Collaboration Platform:** Implemented a pilot to enable collaboration for all users in the California State Transportation Agency (CalSTA), California Transportation Commission, Caltrans IT and the Division of Human Resources.
- **Content Management Platform:** Deployed Senate Bill 743 SharePoint site to enable collaboration between the Governor's Office of Planning & Research, CalSTA, Caltrans and the California Air Resources Board.
- **Remote Patching/IT Security:** Developed remote security patches to laptops.
- **Remote IT Support Model:** Transitioned from an onsite to a remote support business model. Within a few weeks, Caltrans moved from a couple hundred employees teleworking to more than 10,000. By the end of July, 86% of Caltrans office staff were teleworking.

➤ **Division of Procurement and Contracts** (DPAC) used technology to implement electronic bidding. DPAC's Bid, Protest and Dispute Branch has partnered with Caltrans IT to obtain software that will allow solicitation documents/bids to be submitted electronically. The development of this innovative electronic bidding process will expand and provide alternative methods and more flexibility on how solicitation documents are submitted and received.

➤ **Financial Programming** focused on the Road Charge Program, to be rebuilt, re-educated, and re-envisioned.



RESEARCH

➤ **Planning and Modal Programs** has focused on exploring innovative ideas. The Division of Research, Innovation and System Information completed the initial phase of a research project examining the potential use of the state's right of way, which covers thousands of acres, for solar power generation.



EFFICIENCY

MAXIMIZE USE OF LIMITED FUNDING

Caltrans is committed to improving efficiency in all districts and programs. As stated in the new Strategic Plan, the Department will continue to standardize and modernize our equipment, facilities, technology, and support work practices. The drive to maximize the use of limited transportation funding is reflected by Senate Bill 1, which requires Caltrans to generate at least \$100 million in savings annually, to be reinvested in additional maintenance and rehabilitation projects.

Caltrans staff continued to find ways to run a tight-but-productive ship in 2020.

SB 1 EFFICIENCIES REPORT



\$100 million in savings generated annually



PROJECT DELIVERY

► **District 4** took advantage of low COVID-19-related traffic volumes to replace a 70-year-old US 101 bridge deck in San Francisco. Three months of planning were condensed into two weeks, while the scheduled ten-day construction window took only eight days. This was a remarkable achievement in efficient planning and partnering, as well as strong engagement with the local community to communicate the fast-tracked project.

► **District 6** delivered 23 right of way certifications for the delivery plan and 41 right of way certifications for minor B and maintenance projects. This work will preserve or rehabilitate 140 lane miles of asphalt, replace or repair three bridges, repair or upgrade two pumping plant stations and more than 40 culverts, upgrade and repair 20 Traffic Management System elements, replace wire theft at more than 290 locations, install more than 200 acres of irrigation system upgrades, and construct a roundabout on SR 184 in Kern County to reduce collisions.

► **District 7** efficiently completed the I-5 North Improvement Segment 3 project. During a 55-hour closure, instead of partial closures over multiple weekends, the Burbank Boulevard Bridge was demolished. Additionally, District 7 processed 3,360 permits during fiscal year 2019/20, delivering 95% of all permits within the statutory 60-day requirement, and developed a Quality Management Plan for the Division of Design that will reduce the potential for contract change orders and claims during construction.

➤ The **District 8** Division of Design used mobile devices with Google Earth software to identify watersheds to be analyzed during the Cranston Fire. This method corrected discrepancies between the roadside postmile markers, GIS database, and culvert inventory databases.

➤ **District 10** deployed an unmanned asphalt paver to improve efficiency. After a trial period, SR 26 was paved, along with a nearby section of SR 99, as well as some ramps.

➤ **District 11 Encroachment Permits** exceeded its performance target by processing 95% of the encroachment permit applications in 30 days. Additionally, a new Quality Management Assessment Process was implemented.

➤ **District 12's** new Traffic Maintenance Electrical group brought 90% of the Traffic Management System elements into good condition. District 12's Capital Outlay Support Division undertook a huge effort to interview more than 300 transportation engineer civil applicants to backfill vacancies from recent retirements.

➤ **Division of Equipment** staff accomplished many things during 2020, but standing above all else is that during a global pandemic, Equipment was able to keep people safe and continue to deliver new vehicles while field personnel kept up with repairs to provide safe, reliable vehicles for Caltrans employees.

➤ The **Planning and Modal Programs**, in support of data-driven decision-making, began development of a Director's Policy covering the creation and implementation of Caltrans' enterprise data governance program. This policy will enhance use of data for decision-making and minimize duplication.

➤ **Division of Rail and Mass Transit** has worked with operators to focus on efficiency in terms of resources. DRMT developed a fleet strategy with a focus on zero-emission transition, capacity-demand modeling, and fleet design.



TECHNOLOGY

➤ The **Division of Information Technology's** Transportation Asset Management System (TAMS) Information Architecture and Data Quality (TAMS IA & DQ) Analysis was completed in October. This analysis of TAMS requirements resulted in the creation of a Conceptual Information Architecture to perform complex asset data quality assessments and initiate data quality remediation. Improved data quality will provide better and complete information for equitable decision-making on prioritization of transportation asset improvements.

The Caltrans Web Accessibility for All (CWAA) Project was successfully delivered to meet the Assembly Bill 434 ADA mandate. Caltrans IT, in partnership with districts and programs, provided the technology foundation, innovation, and infrastructure to rebuild multiple websites simultaneously. CWAA provides a new streamlined web experience, greater accessibility for all site visitors, and meets Web Content Accessibility Guidelines criteria. A new web content management system now provides business program areas greater flexibility in managing content online and greater ability to monitor and control website condition and metrics.



PARTNERSHIPS



FOSTERING RELATIONSHIPS

Caltrans projects have always relied on partnerships, with both internal and external stakeholders, to achieve success. Moving into the future, we must continue to foster great relationships by initiating broad, inclusive conversations with all stakeholders and leveraging the expertise of the business community. By maximizing our transportation investments, we also commit to increasing opportunities for minority-owned and disadvantaged business enterprises, and individuals who face systemic barriers to employment.



AWARDS

➤ **North Region Construction** received four Excellence in Partnering Awards, as well as Best in Class. Nine awards, consisting of seven gold and two silver, were also presented to North Region Construction for Success in Motion .

➤ **District 6** projects received four 2020 Excellence in Partnering Awards: SR 269 Heart of the Valley Bridge Project, SR 99 Realignment, both in Fresno County; Interstate 5 Lost Hills Rehab in Kern County; and the Tulare County SR 99 Betty Drive Interchange Project, which won "Best in Class."



LOCAL AGENCIES

➤ **District 5** is proceeding with the final phase of improvements in the Santa Barbara US 101 Corridor, thanks to partnerships with Santa Barbara County Association of Governments, local government agencies, CTC, and others.

➤ **District 10** launched social media posts featuring litter abatement efforts that were picked up and shared by partners and resulted in positive local media coverage.

➤ **District 11** received an *iCommute Diamond Award* — *Platinum tier recipient*. The iCommute Diamond Awards recognize employers in the San Diego region who have made strides to promote alternative commute choices in the workplace, such as vanpool, walk, bike, telework, or a combination of modes. Diamond Awards employers help people get to work or school without adding traffic to the region's roads and freeways, reduce greenhouse gas emissions, and improve mobility.

➤ **District 12** co-hosted a "Meet on Beach" open streets event to promote active transportation and lifestyles. District 12 also partnered with the Orange County Transportation Authority and all corridor cities for the completed SR 39 Beach Boulevard Corridor Study.

➤ Demonstrating the value of internal partnerships, the **Divisions of Accounting and Budgets** worked in support of the Department as a whole. The Department successfully utilizing all available federal funding. California's share was \$3.54 billion of Formula Obligation Authority, and 100% was obligated for state transportation and local agency projects. Because the state had projects ready to go, California also received \$494 million of August Redistribution funds, which is the largest amount ever received by any state.

➤ The **Division of Rail and Mass Transportation** forged successful partnerships:

LOCAL AGENCIES AND TRANSIT OPERATORS

- Conducted 5,310 outreach and needs assessments of local agencies and operators and collaborated with ten transit operators to update their Coordinated Plan, including navigating the public meeting phase.
- Facilitated the Northern California Regional Rail Working group of rail agencies to coordinate opportunities to meet the State Rail Plan goals.
- Launched General Transit Feed Specification working groups with different cohorts based on transit operator size.
- Worked to obtain federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding for local agencies and operators during the pandemic and did so efficiently and effectively.

INTERCITY RAIL JOINT POWER AUTHORITIES

- Led response to a pandemic-caused 80% drop in revenues and ridership by collaborating to identify a lean fleet program to reduce costs for the majority of the Amtrak-owned fleet and sustain the operation of intercity rail service.



CONTRACTING WITH CALTRANS

➤ The **Office of Civil Rights** organized a series of webinar tutorials for businesses interested in being certified as a small, disabled veteran or underserved business.

Below are the 2020 accomplishments:

- 423 DBE contracts were awarded, with dollar value of \$2.5 billion.
- Evaluated 818 contracts for a total of \$4.8 billion, which includes 370 DBE contracts totaling \$3.8 billion and 448 were State Disabled Veteran Business Enterprise (DVBE) contracts totaling \$969,000.
- Hosted four DBE participation meetings and 154 outreach events, including 17 CalMentor events throughout the districts, as well as participated in 88 partnered events with the Minority Business Assistance Organization, Small Business Council, the construction industry, and other public and government agencies.
- Created a targeted email marketing campaign sent to 522 Chambers of Commerce and 54 university alumni associations in California to recruit potential DBEs.



CONTRACTS EVALUATED
818 contracts | \$4.8 billion



➤ **District 9** had an outstanding year working with their partners on various projects. Some highlights:

- Eastern Sierra Wildlife Stewardship Team created to assist in early-stage planning to protect wildlife via crossings and fencing.
- Partnered with Bishop Paiute Tribe to assist with their Sustainable Communities Study.
- Yosemite Toad Crossing SR 108 involving US Fish & Wildlife, National Forest Service, Caltrans, and the US Geological Survey.
- Established communications with area continuity of care programs to aid in future unsheltered encampment projects.
- Assisted the city of Bishop with its "Sustainable Communities Grant," which will change downtown zoning to increase density and in-fill development.



