



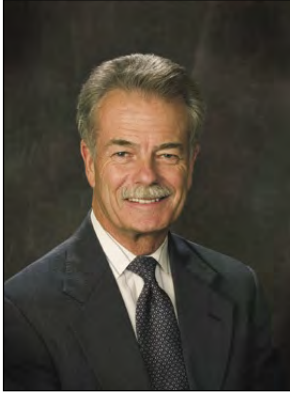
2006 - 2007

# Fiscal Year Highlights



*We're Here To Get You There!*

CALIFORNIA DEPARTMENT OF TRANSPORTATION



Dear Stakeholder,

The past fiscal year has been an amazing ride for the California Department of Transportation (Caltrans).

With the passage of Proposition 1B, voters entrusted us with \$19.9 billion over the next 10 years to improve mobility across California.

It is both exciting and gratifying to know that Californians recognize what we can accomplish and are willing to invest in our state's future transportation needs. We are committed to delivering on our promises and to the wise use of our resources. As part of our implementation of performance-based management, I have entered into contracts with my deputy directors and district directors to achieve measurable goals. This emphasis on performance will materially contribute to achieving the Governor's goals of a more responsive and efficient state government.

This year was a year of "firsts" for Caltrans. It was the first time in the Department's history that projects valued at more than \$10 billion were under construction in California, and these numbers don't include Proposition 1B projects. I am also proud to report that all 286 projects included in the Department's delivery plan for the fiscal year were delivered and ready to be advertised on time or ahead of schedule. And finally, and most importantly, we were able to report there were no employee deaths in Caltrans work zones during the reporting period.

Our most amazing accomplishment, however, began in April when Bay Area traffic came to a screeching halt following a tanker crash on I-80 near Emeryville, impacting connectors on both I-880 and I-580. Amazingly, the driver walked away from the accident and no other vehicles were involved. The roadways weren't quite as fortunate. Subsequently, the upper deck collapsed onto the lower deck, closing traffic to both connectors. The impact on Bay Area traffic was significant, and Caltrans was determined to restore these heavily traveled corridors as quickly as possible. Against all odds, the road was reopened to traffic just 26 days later.

Caltrans is a tremendous organization and a workplace of choice for the more than 22,000 talented, hard-working and committed employees who care about transportation and support our mission, vision, and values. This report is but a brief synopsis of Caltrans' activities during the fiscal year 2006-07, organized by the strategic goals we've established: safety, mobility, delivery, stewardship and service. Caltrans is also committed to our values of integrity, commitment, teamwork and innovation. I hope you find this report useful and informative, as I am extremely proud to share this year's accomplishments with you.

WILL KEMPTON  
Director

A handwritten signature in black ink that reads "Will Kempton". The signature is written in a cursive, flowing style and ends with a long horizontal line extending to the right.

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## INTRODUCTION TO FISCAL YEAR HIGHLIGHTS 2006-2007

Caltrans achieved many goals during the last fiscal year, including the efficient delivery of quality transportation projects and services. The rapid repair of the MacArthur Maze is a shining example of how we've achieved our mission to improve mobility across California.

To improve our effectiveness, Caltrans has developed a strategic plan to help the Department improve performance.

There are five goals and 26 objectives in Caltrans' strategic plan. Each objective has a specific target to be completed by 2012. To ensure that the ultimate target for each objective is reached, annual targets were established for each of the five fiscal years covered in the plan.

In this publication, we have organized the past year's activities according to the mission goals they support. The five primary goals and how Caltrans developed them are described below.

During our strategic planning process this year, we took the unprecedented step of providing every employee an opportunity to participate in the development of a strategic plan for the Department. Meetings were conducted throughout the state to allow staff participation, which helped to ensure their buy-in, commitment and ownership.

The overall strategic plan, along with performance measures and an annual operational plan, forms the foundation of performance-based management. Together, these tools inform management, drive budget decisions, and achieve organizational results.

In the fiscal year 2006-07, the following goals were refined based on employee input:

- **Safety** – Provide the safest transportation system in the nation for both users and workers.
- **Mobility** – Maximize transportation system performance and accessibility.
- **Delivery** – Efficiently deliver quality transportation projects and services.
- **Stewardship** – Preserve and enhance California's resources and assets.
- **Service** – Promote quality service through an excellent workforce.

The programs and activities highlighted in this publication demonstrate how Caltrans has worked toward achieving each of these goals. In this report, we describe some of the most exciting and/or significant activities of our staff in pursuit of each of our five strategic goals.

These goals are supported by the pillars of four values:

- **Integrity** – We promote trust and accountability through our consistent and honest actions.
- **Commitment** – We are dedicated to public service and strive for excellence and customer satisfaction.
- **Teamwork** – We inspire and motivate one another through effective communication, collaboration, and partnership.
- **Innovation** – We are empowered to seek creative solutions and take intelligent risks.

## 26 Days at the MacArthur Maze



*Damaged I-580 connector that fell onto I-880 section of Oakland's MacArthur Maze*

April 29 started out like most cool, spring Sunday mornings in the San Francisco Bay Area. In the darkness of 3:42 a.m., traffic moving along the I-80 corridor was sparse, yet steady. Then suddenly and without warning, the sound of screeching tires and scraping metal pierced the air as the driver of a tank truck hauling 8,600 gallons of unleaded fuel approached the MacArthur Maze connector. The truck crashed through the bridge rail, overturned and exploded into a ball of fire on one of the busiest roads leading to the San Francisco-Oakland Bay Bridge. What little traffic there was came to a sudden standstill. To those passing by, the image was surreal... Heat from the flames intensified. Metal beams on the upper I-580 deck softened, warped and ultimately came crashing down onto the I-880 connector. Although injured, the driver walked away from the accident. No other vehicles were involved.

About 80,000 motorists would soon awaken to the news that they would have to find an alternate route between San Francisco and parts of the east bay.

Caltrans' response was immediate. Governor Arnold Schwarzenegger signed an emergency proclamation that very day, which expedited the usual procedures and provided emergency funding to allow repair operations to begin immediately. Within 12 hours, a contractor (Cleveland Wrecking Company) was on site, beginning the necessary demolition work. Caltrans engineers determined that the structure could be salvaged by repairing steel I-beams, placing temporary shoring, and correcting damage and deflection to the concrete deck.

Thanks to Governor Schwarzenegger's emergency declaration, the Department was able to use an informal bid process to expedite repairs.

## 26 DAYS AT THE MACARTHUR MAZE

We met with potential contractors at the job site, hosted a small business outreach meeting and on May 7, 2007 – within one week of the accident – awarded the major reconstruction and repair contract to C.C. Myers, Inc.

Caltrans and all involved contractors worked around-the-clock, and the I-880 connector was reopened to traffic in just seven days. Work continued on the I-580 connector, and the Department projected that it would reopen around June 27. As an incentive to speed and efficiency, we offered the contractor a bonus of \$200,000 for every day the road was open to traffic ahead of schedule. Myers' team safely completed repairs and the road was reopened to traffic in just 26 days. Not only did this emergency job cost less than the budgeted \$5.9 million, it was completed a full 32 days ahead of schedule!

Support from the Federal Highway Administration (FHWA), law enforcement, public works departments, private firms, neighboring communities and the motoring public was tremendous. Local and state agencies increased the capacity of rail, bus and ferry services throughout the region. Monday, April 30 – the day after the accident – was declared a “free transit day,” during which commuters were offered free rides on mass transit, as well as increased service along major transit routes.

Caltrans rose to the challenge presented by this tragic accident, completed inspections and repairs in record time, and reopened the MacArthur maze sooner than anyone could have imagined – proof positive that we are serious about our mission to improve mobility across California.



*Caltrans Director Will Kempton (in lime green vest), Congress Member Barbara Lee, Oakland Mayor Ron Dellums, Governor Schwarzenegger, Business, Transportation and Housing Secretary Dale Bonner, CHP Commissioner Mike Brown, and contractor C.C. Myers hold a news conference at the MacArthur Maze.*

# SAFETY GOAL

**Provide the safest transportation system  
in the nation for users and workers**

## Caltrans Wins Safety Award

Caltrans received an Office of Traffic Safety Achievement Award in April, for installing signs at roadside rest areas throughout the state, that encouraged motorists to report drunk drivers by calling 911. According to the Office of Traffic Safety, the signs “have significantly contributed to promoting and enhancing traffic safety in California.”

These signs are one way of enlisting all Californians to combat the danger of drinking and driving, by giving them an easy way to report offenders and make our highways safer. The Office of Traffic Safety provided a grant to pay for the signs.

In addition to Caltrans, four other departments of the Business, Transportation and Housing Agency (BT&H) joined the campaign against drunk drivers. They include the California Highway Patrol, the Office of Traffic Safety, the Department of Motor Vehicles and the Department of Alcoholic Beverage Control.

Mothers Against Drunk Driving (MADD) also participated in statewide public education events as part of the campaign.



Sign encouraging reporting of drunk drivers

## TOLL BRIDGE SEISMIC RETROFIT PROGRAM

The Toll Bridge Seismic Retrofit Program reached several milestones in fiscal year 2006-07.

The 50 year-old bridge deck on the Richmond-San Rafael Bridge was resurfaced with stronger polyester concrete that will better withstand impacts from the elements. Also, deck joint seals were replaced to weather the changing temperatures and traffic load. Motorists experience a notably smoother ride.

At the San Francisco-Oakland Bay Bridge, the last two massive concrete deck segments that make up the skyway were lifted into place – in a balancing act that was an engineering achievement in itself. Construction crews lifted each segment – tipping the scales at more than 700 tons, and the largest of their kind in the world – in tandem at either end of their common bridge pier to avoid stressing the new span.

The lower deck of the Bay Bridge (eastbound I-80) was closed over Labor Day weekend, in order to demolish two sections of the upper deck as part of the West Approach seismic replacement project. Bay Area Rapid Transit (BART) trains ran overnight and concerns about gridlock vanished.

The original span of the Carquinez Bridge – opened in 1927 – was retired in a rivet-busting ceremony on March 17, 2006. Demolition began soon afterward and continued throughout the fiscal year. The cantilever span, which served the region well, was replaced with the new Alfred Zampa Memorial Bridge in 2003.

## New Tool in Earthquake Preparedness

Caltrans’ GeoResearch Group has been working with the United States Geological Survey (USGS) to develop and implement a Caltrans-

## SAFETY GOAL HIGHLIGHTS



*The above rendering depicts the final vision of the single anchor suspension span of the new San Francisco-Oakland Bay Bridge.*

specific version of “ShakeCast,” an after-earthquake analysis tool that could ultimately lead to changes in the way Caltrans responds following a major quake. ShakeCast is a web-server application that, within ten minutes of an event, automatically retrieves measured earthquake shaking data, analyzes this against individual bridge performance characteristics, and generates probable bridge damage estimates that responding inspectors can use in post-earthquake bridge inspections.



*Richmond-San Rafael Bridge*

Over the past year Caltrans has been deploying an early version of ShakeCast to support a focus group of bridge response personnel. This version of ShakeCast automatically determines the shaking value for events greater than magnitude 3.5 at the sites of over 11,000 bridges and facilities, compares these to pre-established thresholds for notification of damage states for each facility, and then distributes e-mail messages to specified responders within about 10 minutes of the event. The e-mail messages contain general information about the event, a summary of potential damage to bridges, and, notably, a table of bridges sorted by the potential severity of damage. When finalized in 2008, ShakeCast will feature Intranet-based account management, system administration, and map-based visualization tools, as well as customized e-mail and pager messages specific to bridge damage assessment.

### **Caltrans and CHP Host Emergency Response Summit**

Caltrans, the California Highway Patrol (CHP) and representatives from more than 130 agencies that provide first responders to traffic accidents and other road incidents met for two days in April 2007. Ways to improve incident management practices were the topics of this Highway Incident Management Summit. Caltrans’ performance measure is to clear all major incidents in less than 90 minutes. Participants were encouraged to promote the “clear the way, reduce delay” concept – that is, to get disabled vehicles and/or equipment off the road as quickly and safely as possible, so traffic can return to the normal flow.



## SAFETY GOAL HIGHLIGHTS

The event drew participants from transportation, law enforcement, fire, ambulance, coroner, and local agencies, as well as the towing and media industries. Caltrans Director Will Kempton and CHP Commissioner Mike Brown expressed their common goal to have all major highway incidents cleared from the roadways within 90 minutes.

The joint strategies that the group identified include the development of communication systems that allow people in different agencies to speak with each other; joint response protocols and agreements, training and debriefs; standard terminology, legislation that enables quick clearance, and the availability of well-trained personnel and equipment.

### Caltrans Targets New Teen Drivers

During a ceremony in October 2006, Caltrans Director Will Kempton presented the keys of two new Toyota Scion automobiles (donated by Clear Channel Communications and Just Tires) to two lucky winners of the “Slow For the Cone Zone” Teen Sweepstakes.

The sweepstakes was part of an aggressive public awareness campaign to educate teenagers about the critical importance of slowing down when



Winners of the “Slow for the Cone Zone” Teen Sweepstakes pose with their new car at the winning ceremony.

driving through highway maintenance and construction areas. An educational Web site, DVD, and classroom materials were used to teach teens to “slow for the cone zone.”

The primary message: by exercising extreme caution, drivers can protect themselves, their passengers, other motorists, and highway construction workers from injury or death.

Sixteen-year old drivers are four times as likely as other drivers to be killed in a collision. Caltrans set out with its teen campaign to teach teens that – by slowing down in work zones – they can save not only their own and their passengers’ lives, but the lives of the people who work on the highways, as well.

### Strategic Highway Safety Plan

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) established a new core highway safety improvement program that is structured and funded to make significant progress in reducing highway fatalities on all public roadways. As required under SAFETEA-LU, Caltrans led California’s effort to develop the statewide Strategic Highway Safety Plan to identify key safety needs of the state and strategies that address these needs.

Nearly 300 safety stakeholders, representing 80 different agencies and organizations, were involved in the development of the plan, which was approved by the Secretary of the Business, Transportation and Housing Agency (BTH) on September 26, 2006.

The Strategic Highway Safety Plan promises to improve safety on all public roads by quantifying safety issues, identifying performance measures and targets, guiding transportation stakeholders to the most effective safety strategies and actions, identifying available funding sources, and providing methods for monitoring safety projects and initiatives.

## SAFETY GOAL HIGHLIGHTS



VII-equipped VW Passat and Audi are being driven by engineers on VII California test-bed.

### New Highway Safety Technology: Vehicle Infrastructure Integration (VII)

In April 2007, the U.S. Department of Transportation recognized Caltrans for its innovation and leadership in transportation technology, by officially including VII California in their national efforts. The federal agency designated the VII California Test-bed as one of only two official VII test-beds in the nation (the other one is in Detroit).

VII technology will link vehicles directly to their physical surroundings in order to improve road safety. The VII Initiative is a cooperative effort between federal and state departments of transportation and automobile manufacturers. Caltrans participates in the national VII Program, with representatives on the Executive Leadership Team and the Technical Working Group.

Caltrans and the Bay Area Metropolitan Transportation Commission have each committed \$1.5 million to evaluate the technical, economic, social, and political feasibility of deploying a communications system that will be used primarily for improving the safety and efficiency of California's road transportation system.

This past year, we installed four new VII roadside equipment sites on Caltrans rights-of-way, as part of the national Cooperative Intersection Collision Avoidance Systems (CICAS) Program.

These sites include the first intersection in the nation equipped with traffic signal violation warning capability and the first location equipped with curve over-speed warning capability.

Practical studies take place on the VII California 20-mile test-bed on the San Francisco Peninsula. It consists of three state highways that run generally north-south: US-101, SR-82, and I-280. The beginning and end points for the test-bed are roughly SR-92 in the north and SR-85 in the south.

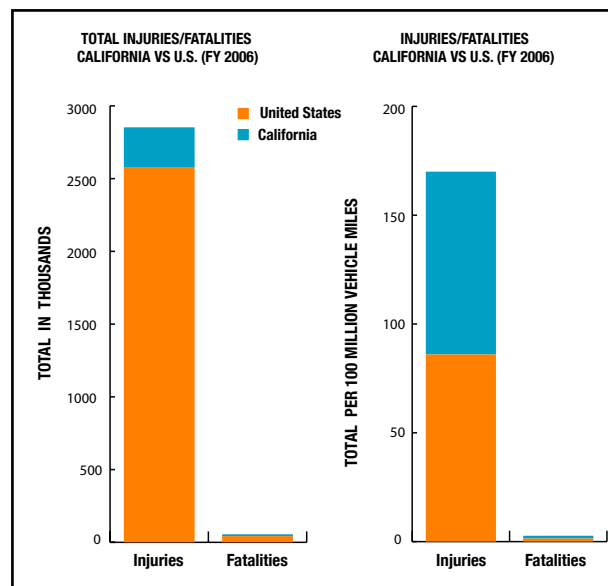


Figure 1. Traffic injury and death rates for U.S. and California.

# Mobility Goal

Maximize transportation system performance and accessibility

## Putting the “GO” Back into California

A GoCalifornia Construction Industry Capacity Expansion (ICE) effort was conducted to save capital costs and fortify the heavy highway construction industry. The ICE effort identified strategies and actions that enable the heavy highway construction industry to better meet the department’s future transportation program.

The average number of bidders per project advertised has increased from 3.6 bidders per project in fiscal year 2005-06 to 4.9 bidders per project in fiscal year 2006-07. Increasing the number of bidders generally leads to more competitive bids. That could potentially save Caltrans at least \$100 million annually, which could be used to fund additional projects.

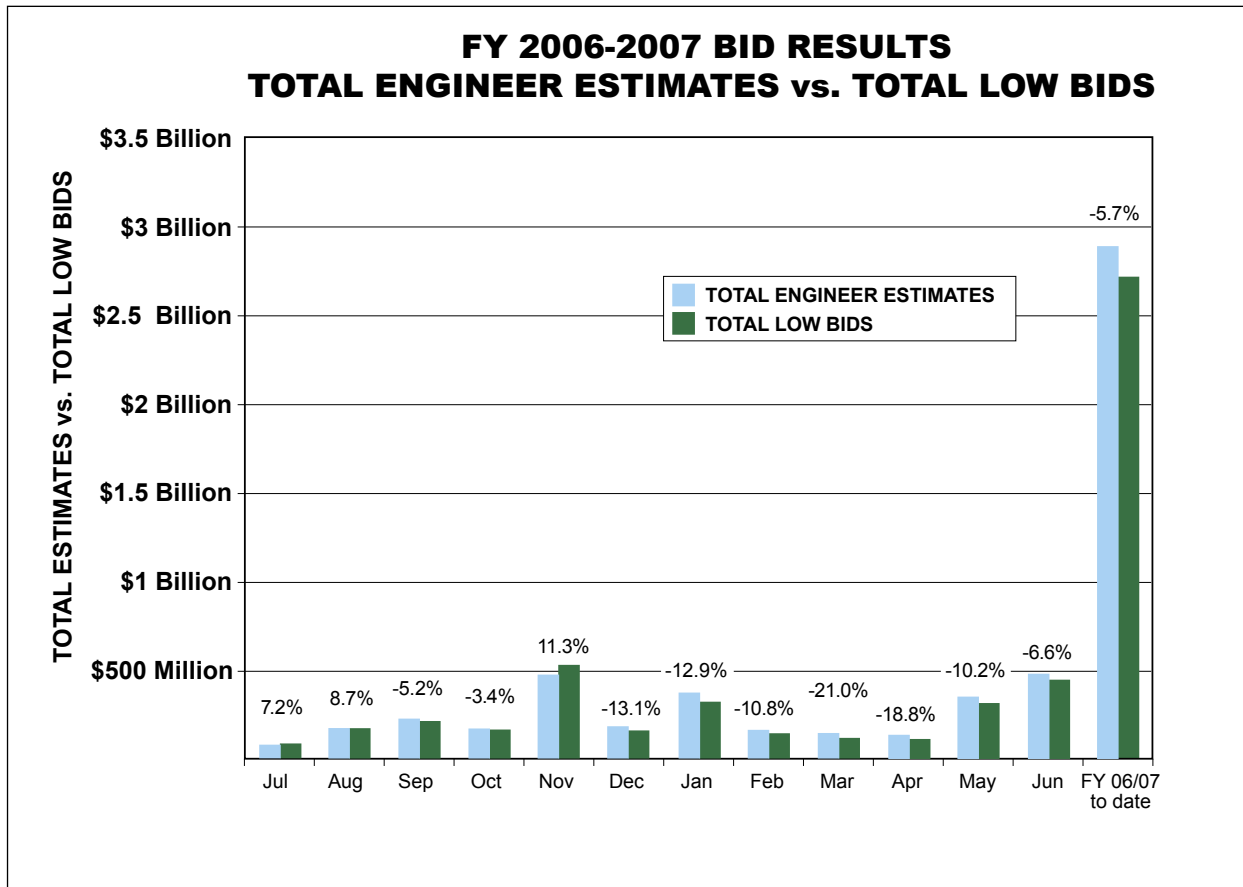


Figure 2. Caltrans engineer estimates compared to contractors’ low bids

## MOBILITY GOAL HIGHLIGHTS

### **Ventura 101 Improvement Project: A Bridge to the Future**

*The Ventura Freeway (US-101) Improvement Project in the cities of Oxnard and Ventura – one of the largest freeway construction projects in Ventura County – was completed by the end of the fiscal year. Begun in 2002, the project widened US-101 in each direction from three to six lanes between the two cities; replaced the seven-lane Santa Clara River Bridge with a new 12-lane bridge; reconstructed Wagon Wheel Road to make it part of the bridge; and replaced the Oxnard Boulevard (State Route 1)/US-101 connectors with a new diamond-shaped interchange.*

*This project will improve traffic operations, facilitate traffic flow between the cities of Ventura and Oxnard, enhance safety, increase traffic capacity, provide reduced response times for emergency service vehicles, reduce air pollution, provide a safer, more efficient transition between SR-1 and US-101, and improve the local commute.*



*New Santa Clara River Bridge in Ventura County*

### **Meeting California's Long-Term Transportation Needs**

The Governor's Strategic Growth Plan, proposed in 2006, is the first installment of a 10-year investment in California's future. Leveraging proceeds from the \$19.9 billion transportation bond passed by voters in November 2006 with private sector, federal and local resources will multiply the total funds dedicated to improving and building our transportation infrastructure.

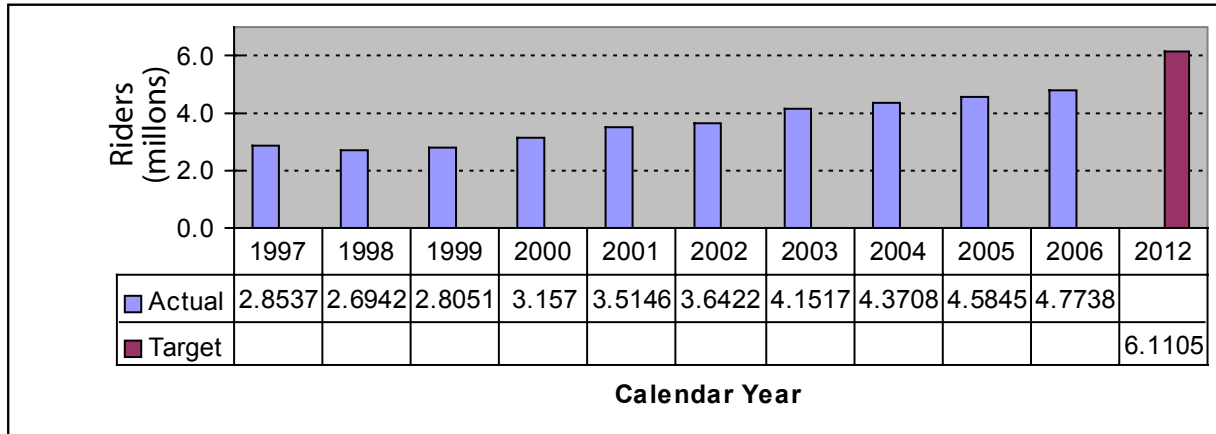
Additional information on bond funds is provided on the bond accountability Web site, [www.bondaccountability.ca.gov](http://www.bondaccountability.ca.gov).

The goal of the plan is to reduce the level of traffic congestion so that in 10 years there will be less congestion than there is today. To accomplish this significant objective, an estimated \$107 billion investment in the transportation infrastructure will be necessary.

### **A Record in Rail Ridership**

Rail service proved to be in big demand in the past fiscal year, with record-level ridership. In response, Caltrans added new services, employing ingenuity when necessary. Prompted by the huge demand for Capitol Corridor train service, Caltrans developed an innovative interim measure to add seats until an additional new fleet of California cars could be ordered and delivered. Out-of-service Amtrak Superliners were repaired and modified by Amtrak at Caltrans' expense and leased to Caltrans for six years. The interiors of the cars were remodeled and the exteriors were painted. These additional coach cars helped accommodate more passengers, satisfying some of the ever-increasing demand for rail service.

## MOBILITY GOAL HIGHLIGHTS



**Figure 3. Total ridership for intercity rail (Pacific Surfliner, San Joaquins, and Capitol Corridor)**

Caltrans, Altamont Commuter Express (ACE), and Amtrak inaugurated a new midday ACE train service in August 2006 that provides the first direct service from Stockton to San Jose for Amtrak passengers in 34 years.

More than 5 million passengers rode California's intercity rail network in 2006, making the state second only to New York, in terms of total Amtrak ridership. One-fifth of all Amtrak riders now come from California's three corridors:

**Pacific Surfliner** – This route serves approximately 2.7 million passengers annually from San Diego through Los Angeles and north to Santa Barbara and San Luis Obispo. It is the nation's second busiest intercity rail corridor. (Only the northeast corridor is busier.)

**Capitol Corridor** – With 1.5 million riders, this route connecting Auburn, Sacramento, Oakland and San Jose is Amtrak's third busiest and fastest growing. There are 16 round trips on this corridor, which is the same level of frequency as the New York-Boston segment of the northeast corridor.

**San Joaquins** – It is Amtrak's fifth busiest corridor, carrying 800,000 passengers annually through California's Central Valley. Passengers can ride from Sacramento in the north through Stockton, Modesto, and Fresno, to Bakersfield in the south.

Together, these three routes reduced congestion on the California highway system by more than one-half billion passenger miles of travel.

### Relieving Congestion in HOV Lanes

Responding to a federal order to reduce congestion in High Occupancy Vehicle (HOV) lanes, Caltrans issued a congestion reduction strategy that focuses on addressing areas with the worst recurrent or daily congestion.

Caltrans' short-term actions call for increasing enforcement of occupancy requirements, improving incident management, expanding public education, seeking higher fines for violations, and completing HOV lane (gap closure) projects. When no other action is likely to work, it may be necessary to prohibit single occupant hybrid vehicles from extremely congested HOV segments. However, Caltrans assures motorists that, even in those areas where it is absolutely necessary to limit HOV lane use by hybrids, the exclusions will only be for short periods of time.

The FHWA defines HOV lanes as congested when vehicles fail to maintain a minimum average operating speed of 45 miles per hour 90 percent of the time over a 180-day period during the morning or afternoon peak hours. This congestion could be caused by bad weather, accidents, stalled vehicles, or other factors.

## MOBILITY GOAL HIGHLIGHTS

### Faster Road and Highway Repairs

In March 2007, Caltrans announced it finished work ahead of schedule on 35 emergency pavement repair projects worth \$60 million. Because these were designated “emergency” projects, Caltrans was able to fast track the work. For example, six months were shaved off the normal timetable for these projects by accelerating the standard contracting procedure (advertising, bidding and awarding) via the emergency process. The average timetable for non-emergency repairs can be years, but Caltrans did this work in nine months.

Between December 2005 and April 2006, pouring rain and heavy snow resulted in \$424 million in damages to California’s highways. Emergency pavement repair projects accounted for \$60 million. Storm water infiltrated 20 highways in 21 counties, causing significant cracking and potholes. Caltrans worked diligently and restored about 500 lane miles of rough highway pavement following the 2005-06 winter storm season.



*Caltrans snowplows keep traffic moving during snowstorms in the Sierra Nevada.*

### Increasing Statewide Highway Capacity

To assure the greatest utilization of our existing highway facilities, Caltrans Director Will Kempton issued a new policy in February 2007 that supports implementation of Bus Rapid Transit (BRT) strategies on the State Highway System. Caltrans now works closely with transit operators, local jurisdictions and planning agencies to plan, develop, implement and advocate for BRT systems.

BRT employs upgraded vehicles that are fast, frequent, and competitive with the private automobile. Special bus lanes take these high-occupancy vehicles out of congested, mixed traffic into HOV lanes, where they can travel faster and reduce delays at signalized intersections. Stations have more passenger amenities and shelters and are spaced farther apart to allow faster bus speeds. Service is more reliable and boarding more convenient.

### Improving Goods Movement and Freight Infrastructure

Completion and approval of the Goods Movement Action Plan (GMAP) in January 2007 was the culmination of two years’ work in collaboration with the Business, Transportation and Housing Agency. The GMAP is a key resource for the California Transportation Commission (CTC) to use as it develops the priority project list for the Trade Corridors Improvement Fund (TCIF).

The GMAP and the Emissions Reduction Plan are statewide action plans for goods movement capacity expansion, goods movement-related public health and environmental and community impact mitigation, and goods movement-related security and public safety enhancements.

Caltrans’ transportation planning staff spent the past two years coordinating listening sessions and workshops with numerous local, regional and state agencies, the private sector and community-based organizations to develop the GMAP and Emissions Reduction Plan.

## MOBILITY GOAL HIGHLIGHTS

### Providing Travel Times on Changeable Message Signs



*Motorists can make well-informed choices when they know the travel times.*

As part of Caltrans' statewide efforts to reduce congestion and improve mobility, the Department expanded the deployment of new freeway overhead Changeable Message Signs (CMS). Caltrans entered the final phase of this endeavor in June 2006, by adding 18 new signs that display the estimated travel times to various destinations across Los Angeles County. The signs have put important travel time information directly into the hands of motorists to help them make good decisions about their routes, providing another tool to plan their travel, save time, relieve congestion and improve mobility.

### Testing Congestion Management

FHWA selected eight locations throughout the country to receive funding for the first phase of pilot Integrated Corridor Management (ICM) projects in September 2006. Caltrans received a \$390,000 ICM grant for two pilot projects in San Diego and Oakland.

Managing the corridor as an integrated asset improves travel time reliability and predictability, helps manage congestion, and empowers travelers through better information and more choices.

The pilot program is being conducted in three phases. In the second phase, four semi-finalist sites will be chosen in early 2008, from which up to four sites will be chosen for the third phase. There is a potential of \$38 million for up to four ICM finalists in the third phase. In short term, for congestion relief, Caltrans is spending over \$100 million.



*Integrated Management may alleviate chronic congestion such as experienced on this Los Angeles freeway.*

# Delivery Goal

Efficiently deliver quality transportation projects and services

## Caltrans Delivers, 100 Percent!

By the end of the 2006-07 fiscal year, Caltrans had delivered 100 percent of 286 projects included in District Contracts for Delivery, valued at \$2.3 billion. These projects all achieved the “ready to list” milestone and were ready to be advertised for bids from contractors. More than 60 percent – 176 of the 286 projects – attained the “ready to list” milestone ahead of schedule.

## Performance Leads to Rewards

Because California did such an excellent job of delivering its projects in 2006-07, Caltrans received an additional \$120 million in federal spending authority for this year.

FHWA issued its notice redistributing some \$1.2 billion in FY 2007 obligation authority to the states, on September 11, 2007. That agency received approximately \$9.2 billion in requests from the states for additional obligation authority.

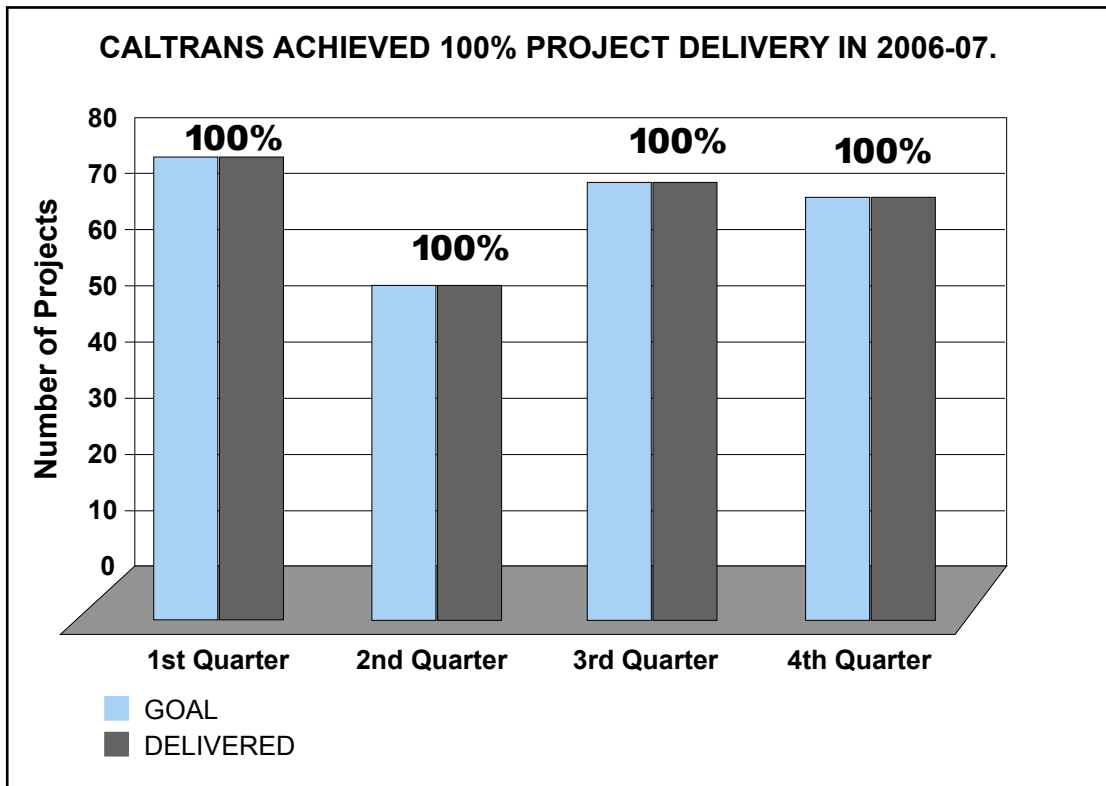
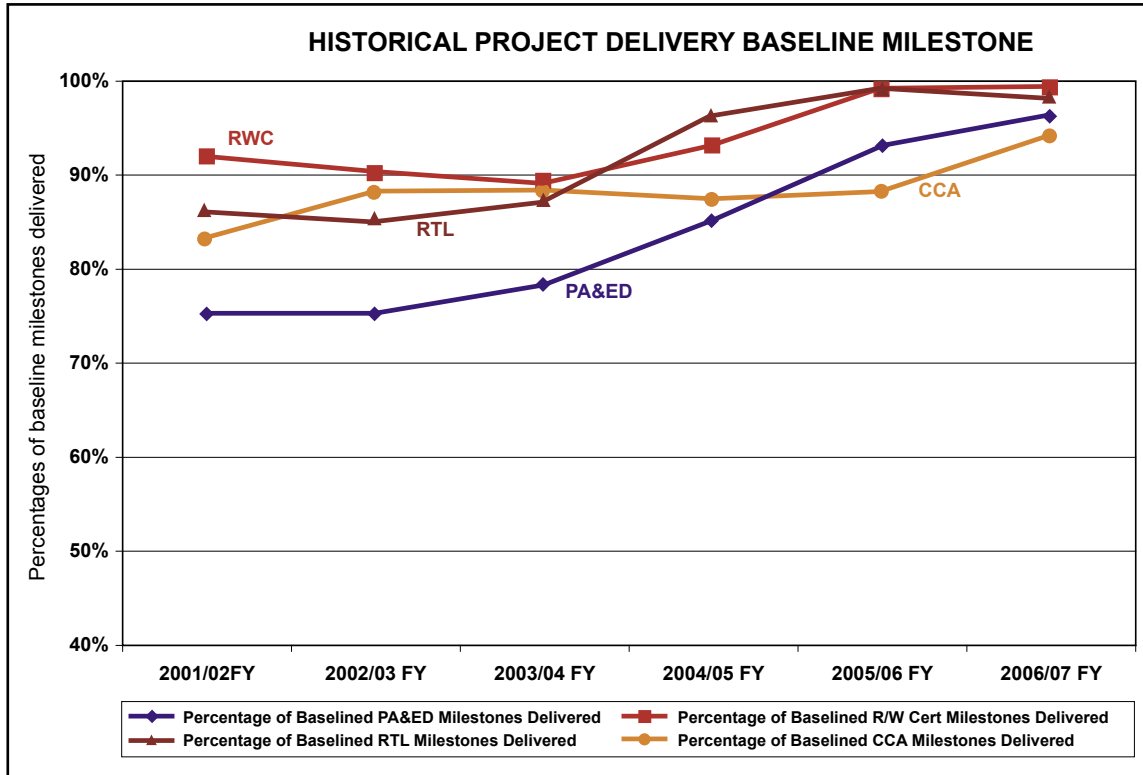


Figure 4. Project Delivery Baseline Milestone Historical Performance Trends



## DELIVERY GOAL HIGHLIGHTS



**Figure 5. Caltrans reached milestones for Project Approval & Environmental Documents (PA&ED), Right of Way Certifications (RWC), Ready to List (RTL), and Construction Contract Administration (CCA).**

### BUILDING MORE HIGH-OCCUPANCY VEHICLE LANES

#### I-405 HOV Lane Provides the Missing Link

Because I-405 is the only north-south freeway west of downtown Los Angeles, it is critical to the mobility of the entire “West Side.” Each completed segment of HOV lanes moves Caltrans closer to creating a seamless HOV system on this route, which should increase freeway capacity, improve traffic flow, improve air quality, and reduce congestion.

Construction continued on the final leg of the HOV lane on southbound I-405 and will be completed in early 2009. This project adds 3.7 miles in each direction from SR-90 in Marina del Rey to the Santa Monica Freeway (I-10). These miles pro-

vide the final link in a continuous HOV lane on southbound I-405, from the San Fernando Valley to Orange County.

As with the other I-405 projects, this also involves cooperation with local municipalities. It includes major improvements to three east-west thoroughfares: Culver Boulevard, National Boulevard, and Palms Boulevard.

When the project is finished, local communities will have sound walls along the freeway; a new Palms Boulevard bridge; wider lanes and a signal upgrade on National Boulevard; and a new ramp, bike path, pedestrian walkway and landscaping on Culver Boulevard.

## DELIVERY GOAL HIGHLIGHTS

### Adding New Capacity

The record \$10 billion worth of transportation improvements under construction in California is adding new capacity.



*High occupancy vehicle lanes encourage drivers to carpool, which not only reduces traffic congestion but improves air quality.*

### First I-5 HOV Lane in Los Angeles County

This highway improvement project constructs a carpool lane on 6.2 miles of northbound and southbound I-5 from the Simi Valley Freeway (SR-118) in the San Fernando Valley to the Antelope Valley Freeway (SR-14) in the Santa Clarita Valley near Sylmar.

The \$41.6 million project is scheduled for completion in the spring of 2008.

### The following are additional examples:

- **I-5/I-805 North Coast Corridor** – Caltrans will build two HOV lanes on I-5 from Via de la Valle to Manchester Avenue, and on I-805 from Carroll Canyon Road to I-5. Construction will also rebuild the Lomas Santa Fe interchange and construct a northerly direct access ramp from Carroll Canyon Road to I-805. These projects have received \$82 million in Corridor Mobility Improvement Account (CMIA) funding.
- **Ten Mile River Bridge Replacement** – This project in Mendocino County, seven miles north of Fort Bragg. This \$50 million project is the final Phase 2 seismic retrofit project in the district. The existing Ten Mile Bridge, which had been identified as susceptible to collapse during a maximum credible earthquake, is being replaced.



*Ten mile River Bridge, north of Fort Bragg*

- **Mission Avenue Interchange** – This project on SR-99 in Merced County, will turn two miles of four-lane expressway into a six-lane freeway. This project, nearing completion, includes construction of a diamond interchange at Mission Avenue, a key element of an expansive industrial-commercial park for the area. The \$74 million project will close all the old, at-grade intersections, improving safety (within the project limits) and provide the primary connection to the University of California (UC) Merced campus via Campus Parkway.

## DELIVERY GOAL HIGHLIGHTS

- **U.S. 101 in Santa Barbara** – In September Caltrans began construction in Santa Maria, on the first major widening of US-101 in Santa Barbara County since the cross-town freeway was built in 1992.



*Caltrans widens Highway 101 near Santa Maria.*

- **U.S. 101 in Monterey County** – Caltrans completed many important projects, including construction of new median barriers along US-101 in Monterey County, a new merge lane/bike path along the busy 101 corridor, south of Santa Barbara and a very innovative dewatering project at the US-101/Castillo interchange, which has greatly reduced flooding and prevented a costly, disruptive reconstruction.
- **The I-5 Gateway** – This Project stretching between the Riverside Freeway (SR-91) and the Los Angeles County line is the final piece to the I-5 freeway reconstruction program that began in District 12 (Orange County) in 1987. Groundbreaking on the project was in spring 2006 with completion scheduled for mid-2010. The \$314 million project includes funding from Measure M and from the State Transportation Improvement Program (STIP). Major improvements will include one carpool and travel lane in each direction, reconstruction and widening of four bridges, realignment of the railroad in that area, and new landscaping.

- **The Route 22 Design-Build** – This project from Valley View to SR-55 in Orange County reached major milestones in April 2007. Funding for this \$550 million project is through a combination of sources, including \$245 million from Measure M, \$197 million from the State of California's Traffic Congestion Relief Program (TCRP) and Sound Wall Retrofit Program, and the balance from federal and local programs. The project was substantially complete in September 2007, with only minor items and landscape work to be done.
- **SR-74** – This project in Orange County began on a 3-1/2 mile section of Ortega Highway (SR-74). This \$44 million project will bring all lanes to standard widths and remove 13 of the 24 most curved sections of the highway. This safety improvement project will reduce the number of accidents and save lives. The project is slated for completion in 2010.



*The I-5 Gateway Project area before work began*



*The I-5 Gateway Project after project completion*

## DELIVERY GOAL HIGHLIGHTS

- **The SR-91 Green River Widening** – This Project in District 8 (Riverside County) near Corona, started last January, will replace an old overcrossing. The new six-lane bridge will increase capacity and lengthen the bridge to accommodate future plans to widen the mainline. This \$21 million project is creating improved access for 14,000 daily commuters from Corona.
- **SR-12** – For the second time in 18 months, District 10 (Stockton), in cooperation with Districts 3 (Marysville) and 4 (Oakland), performed a very successful “extreme maintenance” activity on SR-12 in the Sacramento-San Joaquin Delta, from I-5 to SR-160. With dedicated work crews numbering more than 60 individuals, the roadway was paved, rumble strips created, and striping, shoulder backing, guard rail, and signs were upgraded. All work was completed during three full daytime closures that greatly reduced the impact to the public. Performing this same work under one-way traffic control would have inconvenienced motorists for 15 days.
- **I-15** – Construction of managed lanes middle segment continues and is approximately 70 percent complete with \$250 million of capital improvements already constructed.
- Construction of the managed lanes north segment from Centre City Parkway to SR-78 will begin in 2008 with a projected completion date in late 2011.
- **South Bay Expressway/SR-125** – The South Bay Expressway/SR-125 is due to open this fall. The new 10-mile express toll road extends from SR-54 in Spring Valley, through eastern Chula Vista to Otay Mesa Road/SR-905 in Otay Mesa, near the Mexico Border. This much-needed route will serve as a third north-south corridor in the district. This project is a privately financed toll road, with toll fees based on the distance traveled and size of the vehicle.
- **SR-52 Extension** – In San Diego County, the SR-52 extension will connect SR-125 to SR-67 and reduce congestion on adjacent local roads. Construction is expected to break ground later this fall.
- **I-5/I-805 Truck Bypass Lanes** – Construction crews completed the southbound truck bypass lanes on I-5/I-805 last January. The I-5/I-805 merge in San Diego County helps move more than 266,000 motorists every day. This project has helped reduce congestion at the busiest interchange in the San Diego area.



*The last pre-cast segment of new SR-125 is placed for the Otay River Bridge, the first toll road in San Diego County.*

## DELIVERY GOAL HIGHLIGHTS



*Crews constructing a special lane for large trucks on the I-5 Devore project*

- **I-15 Devore 2** – This project valued at \$26 million, the I-15 Devore 2 pavement rehabilitation project replaced old concrete pavement on bridge connectors at the I-215/I-15 interchange in San Bernardino. It also added a three-mile truck-climbing lane just south of Cajon Pass for improved traffic flow. To shorten the duration of inconvenience to motorists and build a better quality, longer lasting roadbed at a reduced construction cost, a “rapid rehab” method was selected. Nearly eight months of night work was consolidated into six separate, 55-hour rapid rehab weekends. A proactive public awareness campaign helped gain public support and cooperation to reach a 40 percent weekend diversion that made it a success. The work was completed in March 2007.

- **US-395 in the Eastern Sierra Nevada** – One of Caltrans’ long-term goals has been the upgrading of the US-395/SR-14 corridor to four lanes, to provide a safe, uninterrupted highway from Los Angeles to the Highway 395 intersection with SR-120 and the east entrance

to Yosemite National Park. This effort began in 1955. Following the passage of Senate Bill 45 in 1998, the Department began partnering with local transportation committees for Inyo and Mono counties, the Kern Council of Governments, and the San Bernardino and Southern California Association of Governments to cooperatively fund projects along this corridor.



*Placement of new concrete pavement with dowel bars*

# Stewardship Goal

## Preserve and enhance California's resources and assets

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### Caltrans Tests Ethanol Vehicles

*In an effort to reduce both air pollution and our dependence on fossil fuels, Caltrans is partnering with state and private industries in a 12-month demonstration program on the use of E85 fuel (a blend of 85 percent ethanol and 15 percent gasoline) in its vehicles. Caltrans is operating a mix of 50 flexible fuel sedans and pick-ups with two E85 fueling sites located in Marysville and Oakland. We are working to expand the number of sites to enable broader use of these vehicles.*

### Caltrans Tests Recycled Cooking Oil As Fuel Alternative

In fiscal year 2006-07 Caltrans conducted a six-month, \$100,000 pilot project to determine the feasibility of using B20 biodiesel fuel for its fleet of vehicles. B20 is derived from recycled cooking oil.

Caltrans began the pilot project with 20 Caltrans vehicles in Indio, including trailers and construction equipment. The University of California, Riverside is analyzing the results. If the results are favorable, the department could begin fueling up to 4,500 diesel vehicles with B20, a blend of 20 percent recycled cooking oil and 80 percent petroleum diesel. Caltrans now uses about three million gallons of regular diesel every year. Using B20 would decrease our consumption of petroleum by as much as 600,000 gallons a year.

Governor Schwarzenegger, commenting on this pilot project, said, "California is continuing to establish its leadership role by reducing its dependence on oil and greenhouse gas emissions."

Biodiesel is seen as a viable option for Caltrans because the infrastructure for it is already in place, with about 230 diesel fuel sites, state-wide. Only minor, relatively inexpensive modifications to these facilities would be needed.

Biodiesel is an alternative fuel produced from a variety of oils, that is renewable, cleaner-burning than fossil fuels, and can provide significant reductions in greenhouse gasses.

### Strategies to Reduce Greenhouse Gas

A Climate Action Report was prepared and submitted to the Governor's Office, Climate Action Team, and Air Resources Board in response to Assembly Bill 32 - the California Global Warming Solutions Act of 2006. This report outlines Caltrans' strategies to reduce greenhouse gas emissions from transportation and contributes to the State's 2020 climate objectives.

### Caltrans Trucks Retrofitted With Emission Reduction Devices

Caltrans received \$1.1 million in grant funding from California's air quality districts to retrofit 65 diesel trucks with emission reduction devices. We have also received \$1.3 million from the State Air Resources Board (CARB) and the U.S. Environmental Protection Agency (EPA) to retrofit 68 units of construction equipment with emission reduction devices.

## STEWARDSHIP GOAL HIGHLIGHTS

### Statewide Clean-Up and Litter Abatement Plan

Caltrans, with assistance from the CHP, held a statewide clean-up in May 2007. The debris and brush clean-up, which stretched from Yreka to San Diego, was an effort, in part, to remove potential wildfire fuel along the highways. Caltrans also unveiled its new litter abatement plan.

During this one-day, statewide effort, more than 6,900 cubic yards (equivalent to 48,300 bags, or 555,450 pounds, or 278 tons) of trash was collected along 3,700 miles of road shoulders.

During the event, the CHP conducted maximum enforcement. Citations were issued to those caught littering the highways with flying debris from uncovered loads or with discarded items, such as tossed cigarette butts and other trash thrown from car windows.



*Caltrans employees collect litter on the statewide clean-up day.*

### Enlisting Energy Efficiency

At the end of last fiscal year, Caltrans was given the opportunity to participate in a program offered by the Internal Revenue Service. Tax-free, Clean Renewable Energy (CRE) bonds were specifically earmarked for government entities

to install equipment that produces clean, sustainable energy (e.g., photovoltaic or geothermal) for their buildings.

Caltrans submitted applications for 94 facilities. The facilities selected included maintenance stations, equipment shops, toll bridges, district offices, labs, traffic operation centers, safety roadside rest areas, and truck inspection stations.

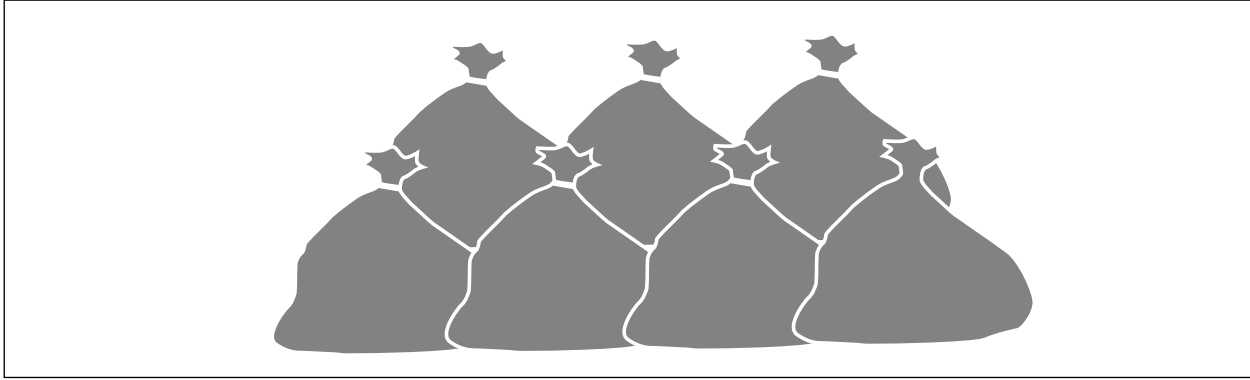
### Accelerating Environmental Approvals

As the fiscal year closed, California became the first of five eligible states to participate in a pilot program allowing Caltrans to take responsibility for federal environmental approvals on transportation projects. Thanks in part to considerable support from our state's Congressional delegation, the FHWA delegated that authority under the new federal SAFETEA-LU transportation bill.

This is an historic step for California as it allows Caltrans to assume FHWA responsibilities for federal approvals under the National Environmental Policy Act and other national environmental laws for most highway projects in the state that are processed with an Environmental Impact Statement or Environmental Assessment. It also provides the ability to negotiate and respond to federal permitting and regulatory agencies directly. This should speed these exchanges and allow California to be more creative, effective and efficient in developing approaches to transportation-related environmental issues.

Allowing Caltrans to grant federal environmental approvals saves time by accelerating project production at a period when the construction program in California is at an all-time high. It is another important piece of Governor Schwarzenegger's plan to streamline government and expedite completion of transportation projects.

## STEWARDSHIP GOAL HIGHLIGHTS



**Figure 6. In just one day, Caltrans employees picked up more than 555,450 lbs. of litter from 3,700 miles of California's roadways.**

The pilot program became effective on July 1, 2007, when the FHWA and Caltrans signed a memorandum of understanding detailing Caltrans' responsibilities under the program. Caltrans is required to comply with all federal environmental regulations and policies, maintaining FHWA's rigorous environmental protection standards.

Caltrans' assumption of federal responsibilities does not remove or change any federal environmental laws, regulations, or policies. Our staff of over 700 environmental professionals is well prepared to assume this role. Over the past three decades, Caltrans has not only prepared numerous documents on behalf of FHWA, but has also implemented California's own comprehensive environmental regulations, through the California Environmental Quality Act (CEQA).

### **Disposing of Excess Land**

Caltrans Director Will Kempton entered into Excess Land Disposal contracts with his 12 district directors in July 2006 to dispose of 640 surplus parcels in Caltrans' real estate inventory. The period of these contracts is 18 months.

During Fiscal Year 2006-07, Caltrans disposed of 360 parcels that were surplus to operational needs. These disposals generated revenues of \$49 million to the State Highway Account, which could be reallocated for other transportation projects.

This effort is returning many properties to private ownership, while other properties are transferred to local agency partners to meet their transportation, infrastructure, or other public policy needs.

### **Caltrans Named Public Owner of the Year**

In December 2006, California Construction Magazine, a McGraw-Hill publication, named Caltrans "Public Owner of the Year," based on our volume of transportation construction projects – 600 contracts underway – worth over \$9.5 billion.

Projects included the \$1.43 billion self-anchored suspension (SAS) portion of the San Francisco-Oakland Bay Bridge, the \$176 million I-5/805 widening in San Diego, and the widening of SR-99 in the Central Valley.

Caltrans has worked well with the construction industry to ensure that builders have the resources they need to meet the growing demands for transportation in California.

We take our role in transportation seriously, and are honored to be recognized for delivering innovative, reliable, high quality transportation projects and services.



# Service Goal

## Promote quality service through an excellent workforce

### Caltrans Wants to be a “Workplace of Choice”

*Caltrans strives to be a place people choose when they are pursuing a career in transportation. This requires constant focus in the areas of recruitment and hiring, support for success, and employee retention. To accomplish this, Caltrans established a Workplace of Choice Steering Committee.*

*The steering committee developed a program that responds to two basic questions: 1) What makes people want to work for Caltrans? and 2) What makes employees proud to stay here?*

*After reviewing research from various sources this past year, Caltrans’ Workplace of Choice Steering Committee developed an action plan of strategies and activities that include:*

#### *Recruitment and Hiring*

- \* Partner with educational institutions*
- \* Polish our image*
- \* Recruit the best and promote the best*

#### *Support for Success*

- \* Focus on leadership and communication*
- \* Increase accountability*
- \* Keep up with technology*

#### *Retention*

- \* Engage and involve employees*
- \* Pursue pay and benefit parity*
- \* Support new employees*

### Striving to Improve as an Employer

Caltrans is constantly looking at ways to improve our services, management, and workforce. Since 2002 Caltrans has conducted employee surveys to find out what our employees think and determine whether we are meeting our established goals and where we can improve.

Due in part to the survey results, Caltrans developed new values in the past fiscal year as part of its Mission, Vision and Goals statement, incorporating those areas about which employees feel strongly. The findings were used to develop strategies for the Service Goal.

### Rockslide Blocks Access to Yosemite and Mariposa – Caltrans Responds Quickly

In the spring of 2006, a 300-foot-deep rockslide buried the main highway into Yosemite National Park. More than 250 tons of rock and debris covered SR-140, blocking all access. The rockslide occurred about 10 miles east of the town of Mariposa and 12 miles from the park.

By July Caltrans had built a temporary one-way bridge across the Merced River, downstream of the slide, and turned an old railroad grade into a serviceable road.



*Aerial view of landslide onto Highway 140 and the newly constructed detour bridge*

## SERVICE GOAL HIGHLIGHTS

A second temporary bridge opened on August 18, approximately 300 feet upstream from the slide area, to connect the newly improved roadway to Highway 140. The improved roadway between the bridges was paved and will serve as a bypass until a permanent two-lane facility is developed.

This reduced the detour from six miles to a half-mile. To show their appreciation, members of the Mariposa business community posted hand-made signs throughout town, thanking Caltrans for restoring the much-needed traffic into town.

### **Workshops Held to Assist Our Partners**

Caltrans hosted federal transit grant workshops at six locations across California in January and February 2007. The workshops provided the latest guidance from the Federal Transit Administration (FTA) on anticipated changes to grant programs. There were extensive presentations on locally developed, coordinated public transit-human services transportation plans – an important issue to California’s providers of transportation since coordinated planning is a prerequisite to receive money from some FTA funding programs.

More than 400 people representing transportation planning agencies, social service transportation agencies, public transit operators, consultants, and Caltrans district offices participated in the workshops.

### **Unveiling Wi-Fi at Safety Roadside Rest Areas**

A pilot project to provide travelers with wireless broadband (Wi-Fi) access at Safety Roadside Rest Areas was launched on July 19, 2007. The project’s goal is to improve mobility by providing information on incidents and alternate

routes. Caltrans and the Great Valley Center (GVC), a nonprofit regional partner, selected SR-99 for the test.

Caltrans provided the right of way, funded the connections to the Internet, and partnered with GVC to form focus groups. They identified users’ expectations for the traveler information web portal. The portal was to provide travelers useful information about their route, local attractions and available services, and state and regional themes, all of which should enhance the travelers’ California experience.



*Wireless access to the Internet – another good reason to stop at a roadside rest area!*

### **National Engagement**

Caltrans has taken a leadership role in the \$118 million DOT Strategic Highway Research Program (SHRP) II through the appointment of eight people to key committees, including the Renewal, Safety, and Reliability Committees, and other Expert Task Groups. As leaders and members of these committees, these people ensure that important California issues are addressed at the national level.

# Financial Highlights

Fiscal Year 2006/2007

## California Department of Transportation Annual Budget

Category	Final 2006/07 Budget	Actual Expenditures
State Operations	\$3.7 billion	\$3.4 billion
Capital Outlay *	\$4.1 billion	\$4.2 billion
Local Assistance *	\$2.5 billion	\$2.4 billion
<b>TOTAL</b>	<b>\$10.3 billion</b>	<b>\$10.0 billion</b>

\* Since Capital Outlay and Local Assistance fund appropriations have a five-year period for liquidation, expenditures in any one year will not always match the enacted budget total.

It was an historic year for Caltrans. For the first time in our history, we broke the \$10 billion threshold for projects under construction. (The previous construction record was \$8.8 billion in 2001-02.)

Total budget authority for the fiscal year was \$10.3 billion, but Caltrans came in under that, with total expenditures of \$10.0 billion. \$4.5 billion of that money was allocated by the California Transportation Commission (CTC) for hundreds of transportation projects, statewide, in 2006-07.

In 2006, voters approved two historic transportation measures: Proposition 1B, a \$19.9 billion bond aimed at reducing traffic congestion, improving the movement of goods, and creating jobs; and Proposition 1A, which permanently protects Proposition 42 funding, ensuring billions of additional dollars will be available for transportation in the future. These ballot measures will be of tremendous assistance, as Caltrans works toward keeping California moving.

The Department received \$20 million over a two-year period to support specific short-term congestion relief activities, and to develop a comprehensive corridor planning and analysis process.

### Proposition 42 Transfer

The Governor's FY 2006-07 enacted budget included the full restoration of Proposition 42 funds, totaling \$1.4 billion. The \$1.4 billion was transferred to the Transportation Investment Fund. These revenues were allocated as follows:

\$678 million - Traffic Congestion Relief Fund

\$594 million - Transportation Investment Fund for State Transportation Improvement Program Projects

\$148 million - Public Transportation Account

### Transportation Programming

Caltrans crafted a State Highway Operation and Protection Plan (SHOPP) portfolio of \$500 million in pavement rehabilitation, ramp metering, and vehicle detection projects. The majority of the projects will be delivered and begin construction in the next fiscal year. Each of these are critical projects that would not otherwise be funded through conventional State Highway Account (SHA) funds.

\$2 billion worth of SHOPP projects were financed in the 2006-07 fiscal year. This includes \$850 million in pavement rehabilitation and preservation projects that are critical to reduc-

## FINANCIAL HIGHLIGHTS

ing the level of distressed pavement throughout the state. The Department moved \$105 million-worth of pavement projects into the Maintenance Program from the SHOPP to reconcile with past budget practices, and redirected \$8.1 million from the Capital Outlay Support Stormwater Fund for litter pick-up and bridge paint containment.

Statewide Transportation Improvement Program (STIP) projects totaling \$1.3 billion and \$1.5 billion in Transit Cooperative Research Program (TCRP) projects were financed in fiscal year 2006-07. Caltrans programmed an additional \$520 million for Interregional Transportation Improvement Program projects as part of the 2006 STIP augmentation.

### **Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)**

With the passage of the SAFETEA-LU, regulations were added for programming the Federal Statewide Transportation Improvement Program. The Office of Federal Transportation Management Programs worked with the 18 Metropolitan Planning Organizations to add one additional year of programming to the existing Federal Transportation Improvement Programs. This makes them consistent with SAFETEA-LU regulations and ensures that projects can continue to move forward as part of the federal program.

Caltrans administered two new formula FTA programs, the Job Access/Reverse Commute Program and the New Freedom Program authorized by SAFETEA-LU for the Mass Transportation Division. Resources and federal budget authority were approved to perform mandated and required activities identified for Local Assistance and Traffic Operations.

### **Planning for Growth**

The Department distributed \$5 million in federal funds as grants to metropolitan planning

organizations, to produce regional “blueprint” planning documents. These plans will guide future development and land use decisions to promote economic development while protecting the environment, promoting healthy cities and reducing unnecessary travel demand.

### **Information Technology Improvements**

Caltrans initiated three major information technology projects in fiscal year 2006-07: Integrated Financial Management System (IFMS), Construction Management System (CMS), and Project Resourcing and Schedule Management (PRSM). IFMS establishes an enterprise financial management system, with applications supporting core financial system processes, and an infrastructure for future integration improvements. CMS will modernize management of the construction contractor payment. PRSM will provide the tools to effectively schedule and manage state project delivery labor.

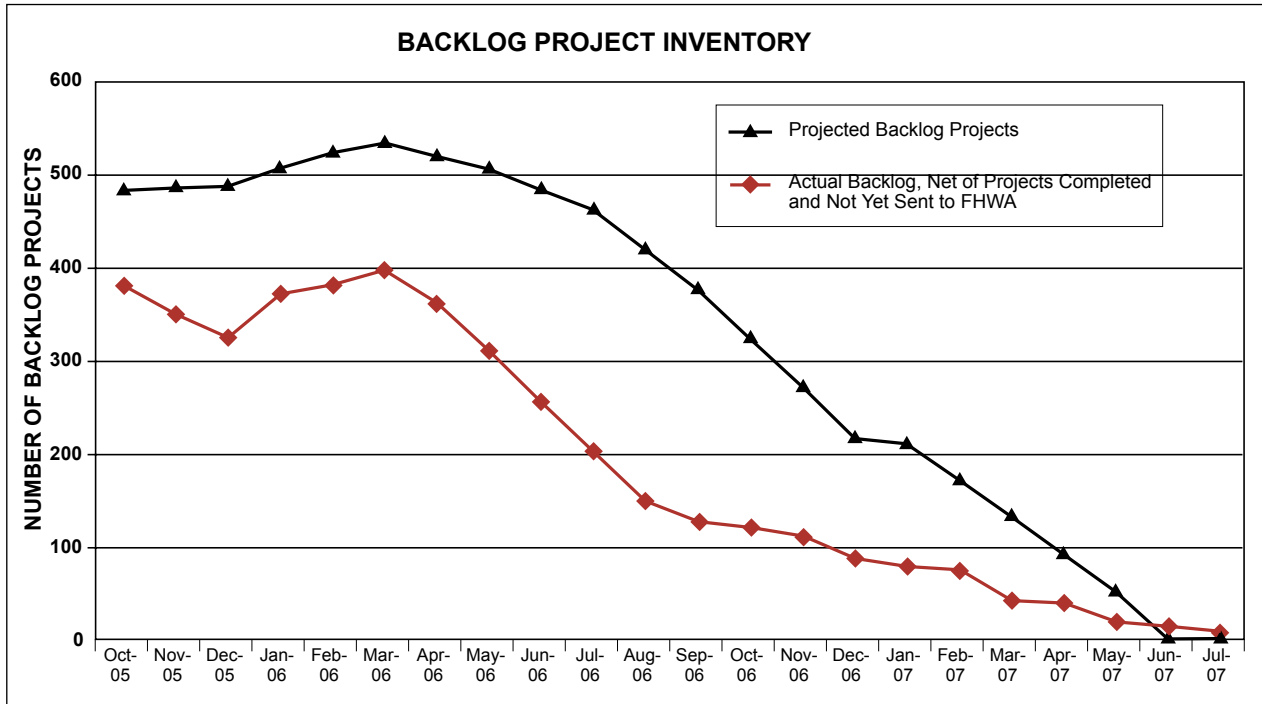
### **Project Close-out**

In 2005, there was a backlog of about 500 construction projects that had not been closed out in the time frame required by the FHWA. The backlog meant that millions of dollars in unused federal authority were tied up, unavailable for use on active projects.

During the 2006-07 fiscal year, Caltrans implemented a plan to devote the resources needed to eliminate the backlog of project close-outs by June 2007. An agreement was reached with the Department of Finance to provide the needed resources. Caltrans Accounting Office established targets and workload measures so they could track their progress while eliminating the backlog.

The efforts paid off. From October 2005 through June 2007, Caltrans completed 1,500 project close-outs, which resulted in the release of \$128 million in unused federal spending authority for use on other projects.

## FINANCIAL HIGHLIGHTS



**Figure 7. Progress of backlogged project closeout**

### Audits and Investigations

Major accomplishments over the past year included, but were not limited to:

The completion of 413 audits and investigations that provided cost savings and increased assurance of adequate internal control to reduce risks relative to financial and operational abuse. Audit findings identified a total of \$22 million which could be redirected for more services, goods, and/or project delivery. This total only represents the amount quantifiable and, therefore, does not include savings from deterrent measures implemented due to other audit findings.

### In Closing...

Caltrans has had a good year. The Department was recognized by the State Controller’s Office for submitting accurate and timely year-end financial reports relating to 14 funds Caltrans manages. We have accomplished many of our objectives, established some new goals, and met challenges we could not have expected. The Department is committed to keeping California moving in ways that are innovative, cost-effective, environmentally-friendly and, most of all, in the best interest of all Californians.

## Caltrans District Offices

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### **District 1**

1656 Union Street  
Eureka, CA 95501  
P.O. Box 3700  
Eureka, CA 95502-3700  
Phone: (707) 445-6600

### **District 2**

1657 Riverside Drive  
P.O. Box 496073  
Redding, CA 96049-6073  
Phone: (530) 225-3426

### **District 3**

703 B Street  
P.O. Box 911  
Marysville, CA 95901  
Phone: (530) 741-4211

### **District 4**

111 Grand Avenue  
P.O. Box 23660  
Oakland, CA 94623-0660  
Phone: (510) 286-4444

### **District 5**

50 Higuera Street  
San Luis Obispo, CA 93401-5415  
Phone: (805) 549-3111

### **District 6**

1352 West Olive Avenue  
Fresno, CA 93778  
P.O. Box 12616  
Fresno, CA 93278-2616  
Phone: (559) 488-4082

### **District 7**

100 Main Street  
Los Angeles, CA 90012  
Phone: (213) 897-3656

### **District 8**

464 West Fourth Street, 6th Floor  
San Bernardino, CA 92401-0064  
Phone: (909) 383-4561

### **District 9**

500 South Main Street  
Bishop, CA 93514  
Phone: (760) 872-0601

### **District 10**

1976 East Charter Way  
Stockton, CA 95205  
P.O. Box 2048  
Stockton, CA 95201  
Phone: (209) 948-7543

### **District 11**

4050 Taylor Street  
San Diego, CA 92110  
Phone: (619) 688-6670

### **District 12**

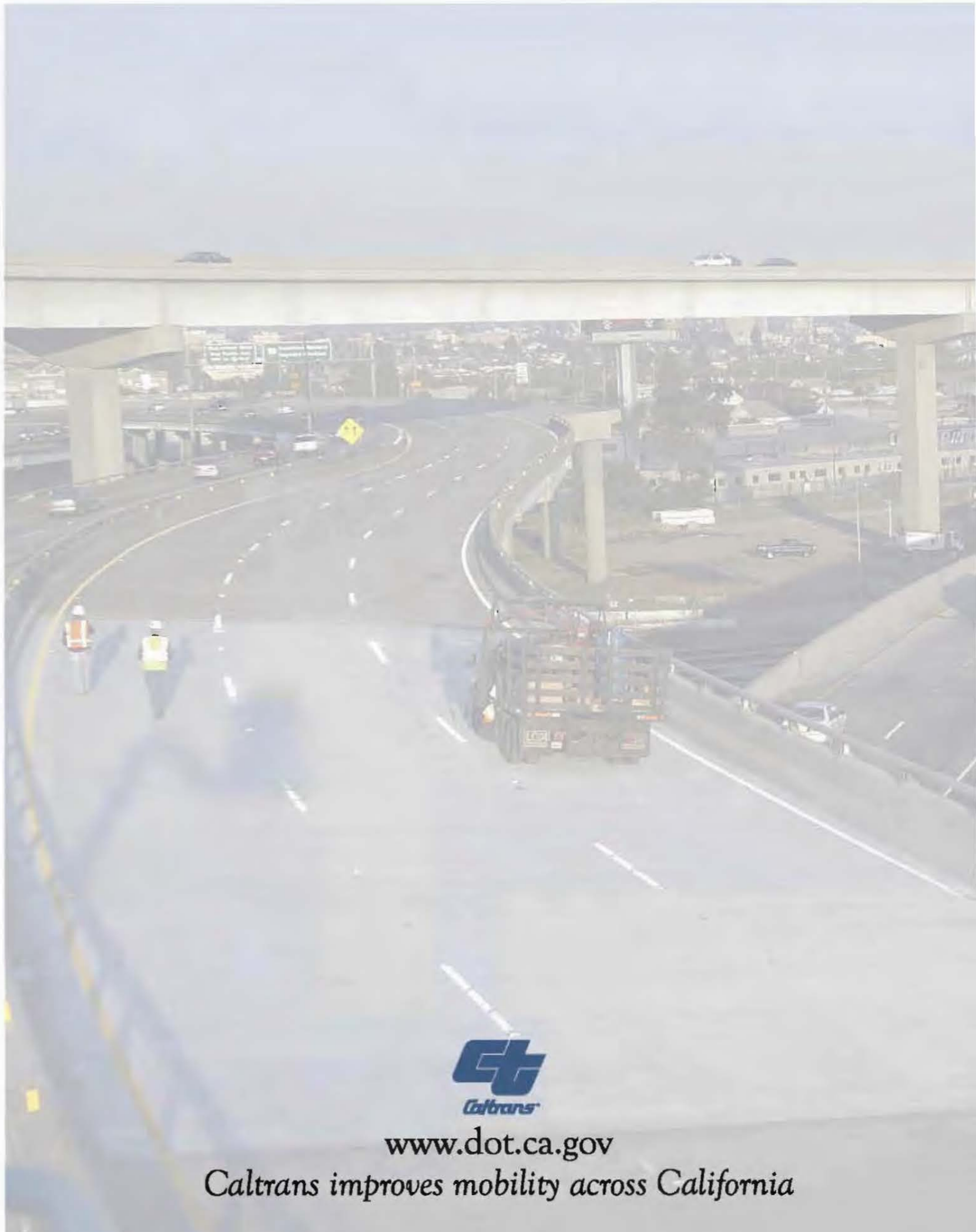
3337 Michelson Drive, Suite CN 380  
Irvine, CA 92612-8894  
Phone: (949) 724-2000

### **Headquarters**

State of California  
Department of Transportation  
1120 N Street  
P.O. Box 942874  
Sacramento, CA 94274-0001  
Phone: (916) 654-2852

# Caltrans District Boundaries





[www.dot.ca.gov](http://www.dot.ca.gov)

*Caltrans improves mobility across California*