



Caltrans Lean Journey



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3-6 December 2018 :: Berkeley, CA, USA

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- **Why Caltrans uses Lean**
- **Caltrans Current State**
- **Challenges and Accomplishments**

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California Facts and Figures....



- Total area 158,706 square miles
- Population – over 37M
- Number of State Highways – 265
- Lane-Miles – over 50,000
- Total Vehicles Registered – 33M
- Total Licensed Drivers – over 24M
- Annual Vehicle Miles of Travel – 178.3 Billion (SHS)



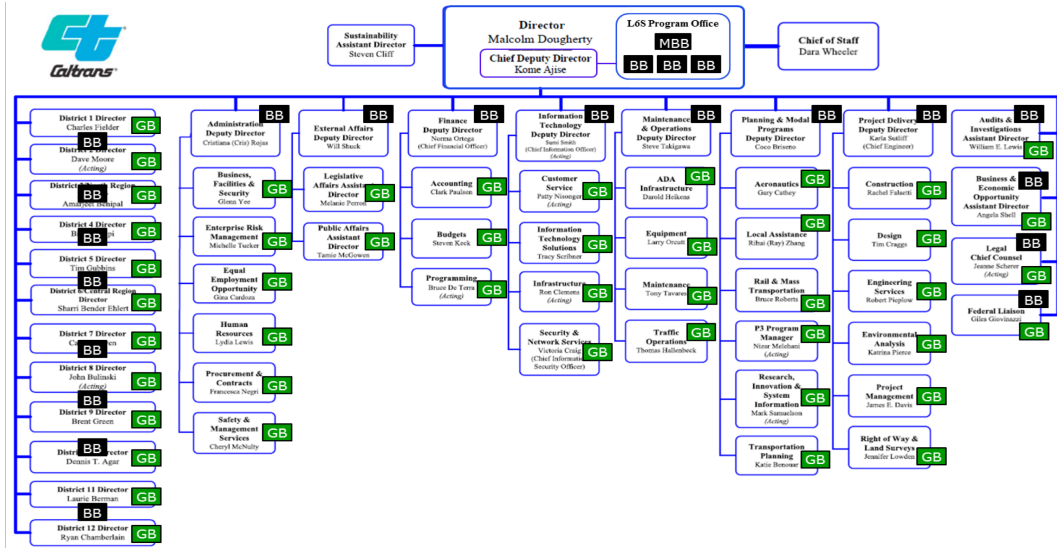
How It All Began....



- GovOps – 2015 – Eureka Institute
- GOBiz – 2015 – First GB Cohort
- Caltrans – 2016 – Lean 6-Sigma Program established



Looking To The Future...

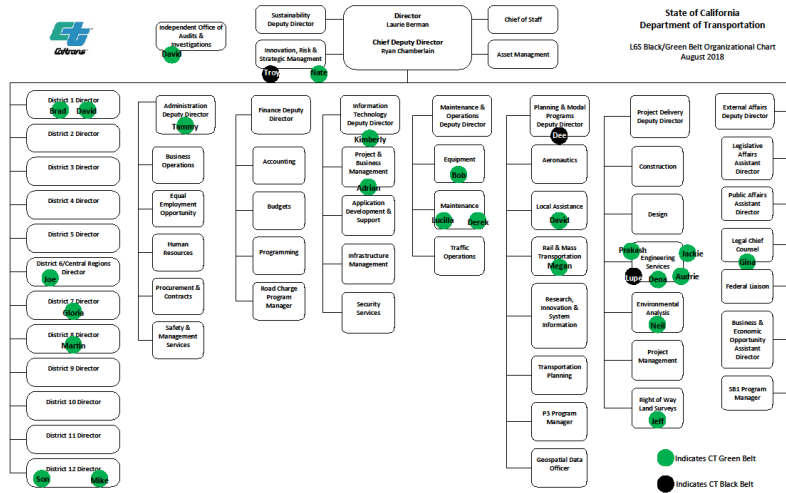


Green Belt Projects...

L&S Project Number	Project Title/Description	Program Owner (District/Division)	primary metric	Baseline	Quarterly (August 2018)
2	Traffic Collision Report Processing Time	Traffic	productivity (reports/PY/day)	58	98
7	New Products Evaluation Time	METS	evaluation time (days)	350	75
8	1600 Permit Acceptance Rate	Enviro	acceptance rate	48%	75%
9	Encroachment Permitting Time	Traffic	permitting time (days) (% within 30 days)	17 (84%)	15.9 (91%)
11	PS&E Processing Time		processing time (days)	161	80 days - Pilot-\$450K savings
12	Fleet Acquisition Planning Time	DOE	plan completion time (days)	243	120
13	A&E SOW Development Time	DPAC	SOW development time (days)	111	46
14	A&E Procurement Processing Time	DPAC	procurement time (days)	125	94
15	Outdoor Advertising Relocation Agreement Time	Traffic	relocation agreement time (days)	823	90
22	Methacrylate Resin Materials Authorization Time	DES - METS	authorization time (days)	13.8	8.6
23	Construction Support Costs	Construction	support costs (percent)	22	Pilot-\$476K savings (115 working days)
26	E-76 Processing Time	Local Assistance	processing time (percent)	15	47%
31	Unnecessary Real Estate Holds	Right of Way	percent of unnecessary hold	54	33M saved in first report
33	Building Projects Design Time	Eng Services	design time (days)	455	167
35	Asphalt Material Sample Testing	DES - METS	Reduce turnaround time (days)	48	20
36	Local Assistance Program Progress Invoice Processing	Local Assistance	Reduce Errors in Invoices	2.18	0.0125
37	Traffic Collision Investigation Time	Traffic	investigation time (hours)	46.6	23.1



Caltrans Current State....



Lessons Learned & Critical Factors...

- Set the Tone At The Top
- Proper Scoping & Metrics/Measurement
- Better Planning and team development
- Middle Management Support



New Office – Innovative Business Solutions

One Stop Shop for Help?

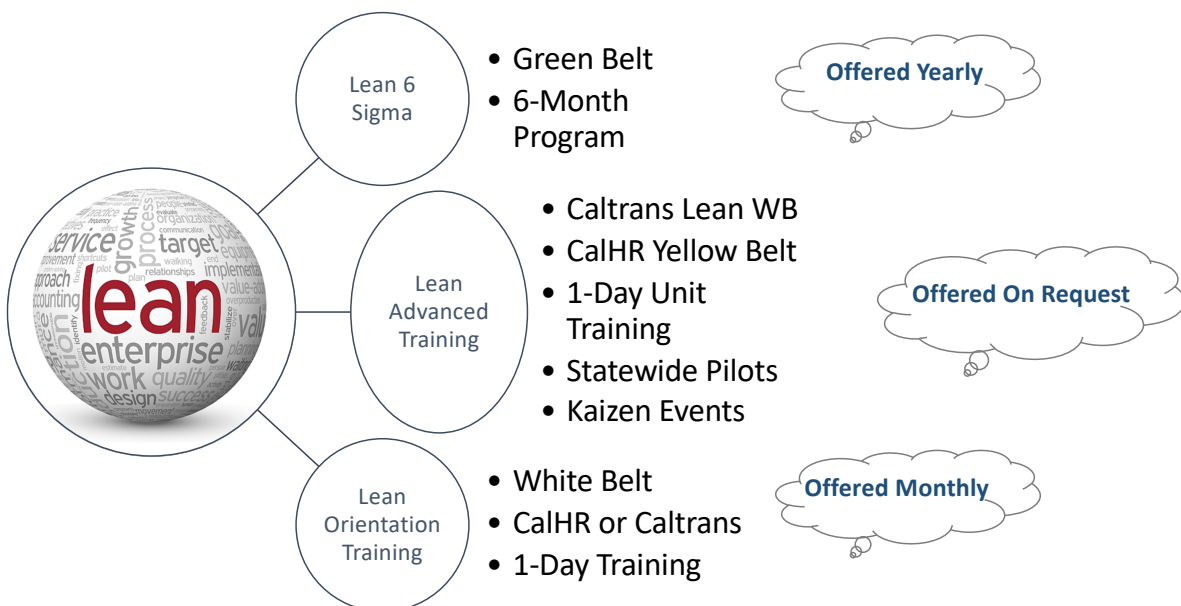
- Process Improvement Type
 - Lean, L6S, Value Analysis
- Benefits to Managers
- Benefits to Employees
- Custom Toolbox

How Can We Help?

- Productivity
- Timeliness
- Quality
- Employee Engagement
- Staff Retention
- Succession Planning
- SB1 - \$100M/year savings



Caltrans Curriculum...



Goal ~ The Pursuit of Excellence...

In the end...
**EVERYONE
THINKS**



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Thank you

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