



Director's Message

I'm a firm believer that Caltrans is a premier transportation organization. I also believe that we need to continue to change if we want to grow as an organization. We laid the foundation for our path to change two years ago with the implementation of our new Strategic Management Plan. That plan is taking us in the right direction and you all are the driving force.


The plan is something we can all be proud of, setting our objectives and dozens of performance measures that allow us to track our progress. One of those goals is Organizational Excellence, which means we need to deliver quality service to the public through excellent employee performance, public communication and accountability.

The *Mile Marker* is instrumental in helping us reach that goal. This current issue has greatly expanded the dashboard used to track our performance measures (see page 4), better fulfilling its mission than it had done in previous issues. These measures are like flags that we plant on the horizon, guiding us to where we want to go. Everyone in the organization contributes to achieving these goals.

The *Mile Marker*, like our successful News Flash videos, tells our story, describing to all of us at Caltrans as well as elected officials, our partners and the general public, what it is that we do. But the *Mile Marker*, in the end, is a performance report. That's why I'm excited to see an update to dozens of per-

formance measures in the dashboard.

Our recent internal employee survey is reflected in the measurements for Organizational Excellence, including 49 percent of respondents who said the *Mile Marker* helped them to understand what the department does, compared with 37 percent a year ago. We're looking forward to seeing the results of our external survey, which is being conducted through December (to take the survey, visit the Caltrans website at www.dot.ca.gov). Both surveys will be used to show us where we have opportunities to improve.

This progress, of course, means change toward a more sustainable future, not just for Caltrans, but for all Californians who depend on our transportation system to safely deliver people and goods to their destinations, and to keep our environment clean and our economy strong. 

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Malcolm Dougherty, Director of Caltrans

Cover: Caltrans added 20 new hydrogen fuel cell vehicles to its light-duty fleet, first sending these Toyota Mirais to the department's equipment shop in Sylmar, where they were customized. Zero-emission vehicles (see story, page 14) are a cornerstone of California's long-term energy strategy to reduce greenhouse gas emissions. Photo by Thomas Ritter