

# Caltrans COS Program Review



Legislative Analyst's Office

Presented to:  
California Transportation Commission  
June 25, 2014

# Introduction

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- **The Legislature Required Our Office to Work With the Department of Finance and Caltrans to Review the Capital Outlay Support (COS) Program**
- **The Review Team Interviewed Many Stakeholders and Visited Several Caltrans Districts**

# Data Challenges Limit Ability to Evaluate Program Effectiveness

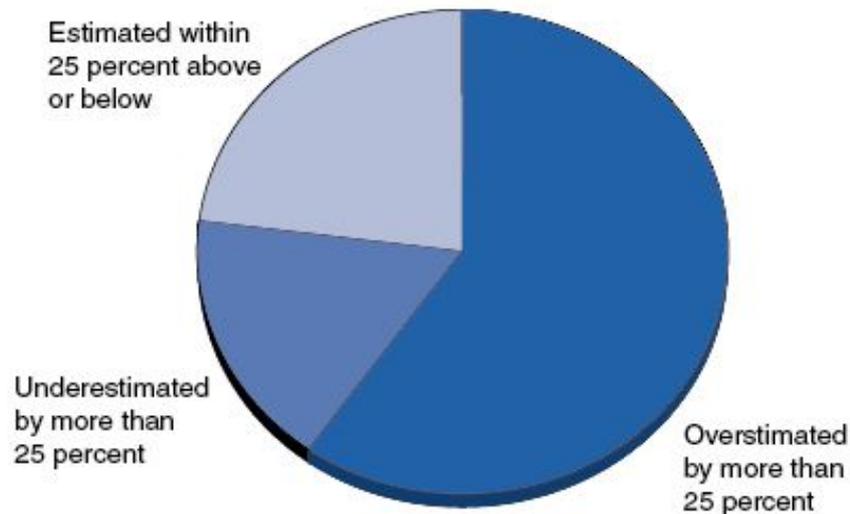
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- **COS Data Appears Largely Unreliable**
  - Data in Caltrans' system did not match with the project manager's description of the current status of the project.
- **Some Essential Information Not Collected or Maintained**
  - For example, initial and updated project estimates not maintained.

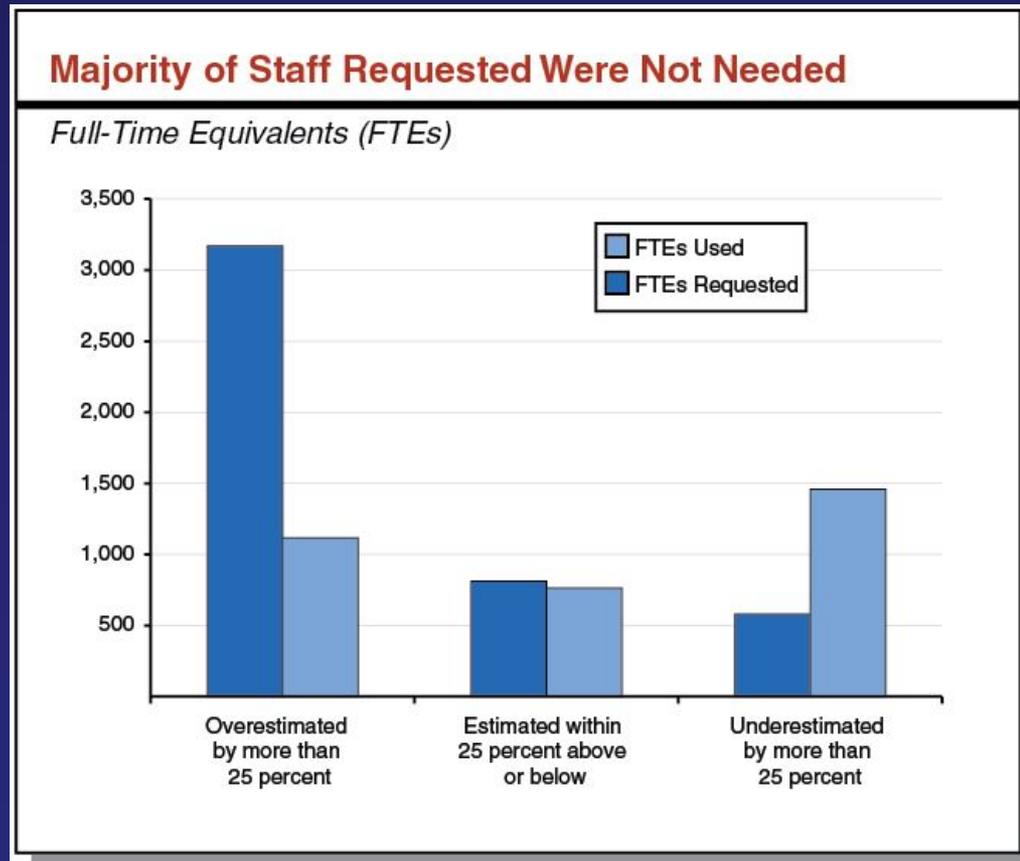
# Legislative Oversight Hampered

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## Annual Budget Request Poorly Estimates Staffing Needs for Most Projects



# Legislative Oversight Hampered



# Program Overstaffed Due to Declining Workload

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- **Significant Decline in Transportation Funding Leading to a Reduction in COS Workload**
- **Absent Corrective Actions, We Estimate That the COS Program Is Overstaffed by Roughly 3,500 FTEs and More Than \$500 Million**

# Limited Project-Level External Oversight for SHOPP

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- **Caltrans Delivery Model Lacks Internal Checks and Balances, Making External Oversight Important**
- **CTC's Oversight Role Is Limited in State Law**
- **State Highway Operation and Protection Program (SHOPP) in Particular Lacks Meaningful Oversight**

# Recommendation: Align Staffing Levels With Projected Workload

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- **Recommend Legislature Take a Multiyear Approach to Reducing the COS Program, in Order to Spend the State's Transportation Funds Efficiently**
- **Recommend Requiring Caltrans to Annually Develop a Multiyear Staffing Plan to Ensure Legislature Has Necessary Information to Budget COS Program**

# Recommendation: Increase CTC Oversight for SHOPP Projects

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- **Require CTC to Review and Approve Individual SHOPP Projects**
- **Require CTC to Allocate COS Funds for SHOPP**
- **Require Caltrans to Provide Specific Data to CTC**
- **Require CTC to Report on Caltrans' Project Delivery Performance**