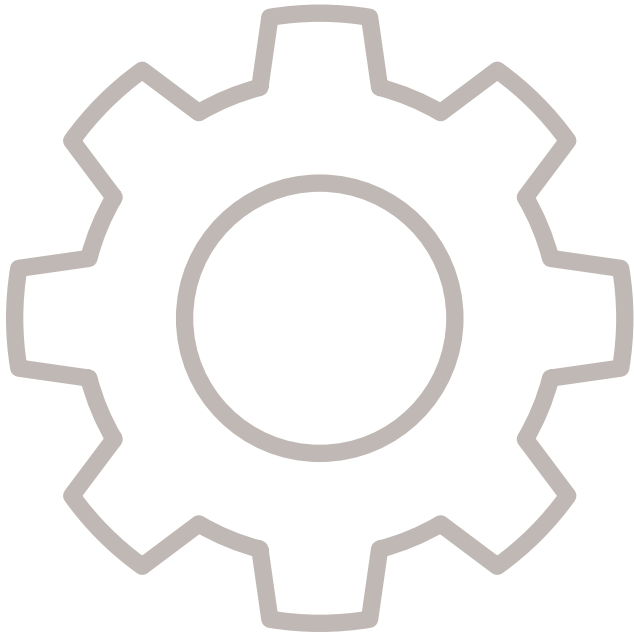




# Caltrans 2020-2024 STRATEGIC PLAN







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## CALTRANS' COMMITMENT TO PEOPLE AND THE PLANET

As leaders in transportation, we can push California toward a more socially responsible transportation network. Our energies will be focused on actions woven throughout our Strategic Plan that promote sustainability and equity.

Unlike our previous Strategic Plan, the 2020-2024 Caltrans Strategic Plan does not have a specific Goal focused on sustainability. Instead, this Strategic Plan integrates sustainability principles across all goals, addressing people, planet, and prosperity comprehensively as we implement the Plan's strategies.

As it relates to equity, our commitment began in the early stages of preparing the new Strategic Plan. The events that occurred in 2020 have heightened our awareness and highlighted the level of social inequity in our transportation network. These events have called the Department to action in a more robust and intentional way to acknowledge and remedy the social disparities reflected in transportation today.

We recognize our leadership role and unique responsibility in State government to eliminate barriers that will lead to more equitable transportation for all Californians. This understanding serves as the foundation for intentional decision-making that recognizes past, stops current, and prevents future harm from our actions.

Caltrans will implement, and regularly update, concrete actions as outlined in our Race & Equity Action Plan and establish clear metrics for accountability to achieve our commitments to People, Programs and Projects, Partnerships, and the Planet. It is through this focus on sustainability and equity that we will create a brighter future for all Californians.



# INTRODUCTION



California is entering a new era of transportation, and Caltrans will be at the forefront of making transformative and favorable changes to our vast travel network. To that end, I am proud to introduce the Caltrans 2020-24 Strategic Plan: a declaration of our vision and mission, core values, and our goals to deliver a world-class transportation system for one of the nation's most populous, innovative, and diverse states.

The Strategic Plan is a culmination of over a year of work and input gathered from many sources inside Caltrans and out. The undertaking was made more challenging in the past year with a deadly pandemic, economic uncertainty and social upheaval.

But despite the difficulties we've faced, I believe we've crafted a Plan that, as our mission statement states, will "provide a safe and reliable transportation network that serves all people and respects the environment."

The Strategic Plan recognizes that, to be a successful transportation agency today and in the coming years, Caltrans must push past its traditional role as primarily an infrastructure organization and begin to function as an organization centered around people. We must be aware of the impact we have had upon the communities we serve, and work to repair relations and address past injustices. We must take into account the environment we all share. It is our obligation to construct and maintain a travel network for all users, whether they walk, bike, skate, or use public transit to get to their destinations, and foremost, make sure they get to and from their destinations safely.

We are committing to six goals through 2024 in support of these responsibilities. At the top of our list is Safety First. Within the Strategic Plan, we also outline our coordinated strategies to achieve success in the critical areas of Equity and Livability, Climate Action, Multimodal Transportation Network, Stewardship and Efficiency, and Cultivating Excellence.

The Plan is not just aspirational. It is a working document that we will use to measure our progress and hold ourselves accountable to the goals we have set and promises we are making to California's residents and businesses. A series of performance objectives, tracked on a regular basis, will tell us if our strategies are translating into positive results.

The state's transportation system is in markedly better condition since Caltrans introduced its previous Strategic Plan in 2016. Thanks to the Road Repair and Accountability Act of 2017, better known as Senate Bill (SB) 1, thousands of new and rehabilitative projects to improve travel around the state have been launched — much of that work spearheaded by Caltrans.

But we have much more work to do. We must continue to build and promote a transportation network that serves all Californians. Guided by the 2020-24 Strategic Plan, let's embark on this meaningful journey together.

**Tokes Omishakin**, *Caltrans Director*



# VISION, MISSION, AND VALUES



## VISION

A brighter future for all through a world-class transportation network



## MISSION

Provide a safe and reliable transportation network that serves all people and respects the environment



## VALUES

**Engagement** — We inspire and motivate one another through effective communication, collaboration, teamwork, and partnership.

**Equity** — We strive to eliminate disparities while improving outcomes for all.

**Innovation** — We are empowered to seek creative solutions and take informed risks.

**Integrity** — We promote trust and accountability through our consistent and ethical actions.

**Pride** — As one Caltrans family, we are proud of our work and strive for excellence in public service.



# GOALS



SAFETY FIRST



CULTIVATE EXCELLENCE



ENHANCE AND CONNECT THE MULTIMODAL  
TRANSPORTATION NETWORK



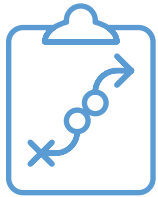
STRENGTHEN STEWARDSHIP AND DRIVE EFFICIENCY



LEAD CLIMATE ACTION



ADVANCE EQUITY AND LIVABILITY IN ALL COMMUNITIES



# STRATEGIC IMPERATIVES

Cross-cutting principles that guide our decision making for all Goals.

1

## STRATEGIC IMPERATIVE 1

Improve and expand community partnerships, especially in underserved communities.

2

## STRATEGIC IMPERATIVE 2

To the maximum extent feasible, align financial investments to deliver on State goals and Caltrans' strategic outcomes while maintaining a fix-it-first approach and staying within existing funding frameworks.

3

## STRATEGIC IMPERATIVE 3

Commit to equity-focused actions that make advancements in the areas of People, Programs and Projects, Partnerships, and Planet, as referenced in Caltrans' Equity Statement.





## GOAL: SAFETY FIRST

**T**ransportation professionals and policy makers are confronting growing problems: increases in fatalities, serious injuries, and crashes on our transportation network despite a commitment to safety. In California, nearly 3,600 people die each year in traffic crashes and more than 13,000 people are seriously injured. Today, the traditional notion that roads should be designed to maximize vehicle throughput is increasingly challenged as we rethink the function and purpose of streets, the distinct needs of road users such as bicyclists, pedestrians, and scooter users, and the exponential dangers of excessive speed. We strive to make the year 2050 the first year without a single death or serious injury on California’s roads.

We must leave yesterday’s definitions about safety in the past if we want to achieve this new ideal. We will no longer accept fatalities and serious injuries as a price for mobility or for doing our job. We are striving for more equitable outcomes for the system’s diverse users and for those impacted by our system.

To achieve these ambitious goals, we will start by doing more of what is already proven to be highly effective while also pursuing more meaningful collaboration with our partners. We will proactively identify and implement new technologies, innovations, and best practices. These pursuits are both ambitious and urgent, and their accomplishment involves a focused departure from the status quo to the Safe System approach as we continue to institutionalize safety in all our work.

*Actions related to this goal aim to achieve the following outcomes:*

Eliminate fatalities and serious injuries.

Eliminate employee fatalities and serious injuries “in the line of duty.”

Reduce employee illnesses and injuries.

Eliminate race-based disparities in safety outcomes.

### STRATEGIES:

- **Leverage proven practices.**
- **Accelerate advanced technology.**
- **Lead safety culture change.**
- **Partner to reduce speeding-related fatalities and serious injuries.**
- **Increase collaboration with external organizations to identify and implement best practices, technology, and lessons learned.**
- **Advance delivery of safety enhancements in, and that are responsive to, the priorities of underserved communities.**



## GOAL: CULTIVATE EXCELLENCE

Caltrans relies on its people to achieve its mission. To provide quality services to all Californians and collaborate effectively with partners statewide, we develop and support a skilled workforce committed to delivering excellent results. Creating this culture of excellence requires diligence, direction, and a firm foundation.

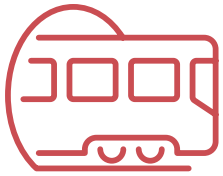
To achieve this, Caltrans will be intentional in attracting and developing diverse talent with an emphasis on fostering a welcoming and engaging work environment where innovation is encouraged, and employees receive the guidance and support necessary to achieve their potential. A focused effort on the work environment will lead to an engaged workforce who consider Caltrans a great place to work and grow in their career.

*Actions related to this goal aim to achieve the following outcomes:*

- Improve employee knowledge, skills, and abilities.
- Increase workforce performance, efficiency, and effectiveness.
- Increase organizational efficiency and effectiveness.
- Increase workforce satisfaction.
- Increase diversity at all levels that reflects the communities we serve.

### STRATEGIES:

- **Foster a work environment that welcomes everyone and resembles the communities we serve.**
- **Support career progression through professional and leadership development.**
- **Inspire a values-based culture through an innovative performance-driven workforce.**
- **Clearly communicate and align expectations at all levels.**
- **Improve internal and external relationships to create beneficial solutions aligned with Statewide Goals and Objectives.**
- **Improve, update, or adopt new strategies to advance equity in recruitment, hiring, and promotions.**



## GOAL: ENHANCE AND CONNECT THE MULTIMODAL TRANSPORTATION NETWORK

Travel demand has shifted significantly in recent years, with emerging technology and transportation services providing new mobility options and a major disruption to travel, of all modes, caused by the pandemic. Rapid changes to travel behavior necessitates that Caltrans change the way we operate and manage the statewide multimodal transportation network. To that end, we are working closely with our partner organizations to modernize and integrate transportation services and 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 investment in our bicycle and pedestrian travel network, as well as rail and transit, leverage new technologies to develop a more seamless multimodal system, and create greater access for historically underserved communities.

The actions we take to enhance and connect the multimodal transportation network will contribute to significant progress in other strategic goal areas, especially safety, equity and livability, and climate action.

*Actions related to this goal aim to achieve the following outcomes:*

Improve multimodal network performance.

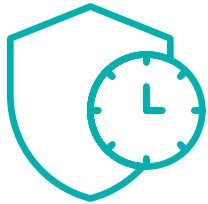
Improve equity in multimodal choices.

Improve connectivity between travel modes.

Reduce vehicle miles traveled (VMT).

### STRATEGIES:

- **Use operational strategies and incentives to reduce vehicle miles traveled (VMT) through increased high occupancy modes, active transportation, and other Transportation Demand Management (TDM) methods.**
- **Improve network operations and invest in networks for walking, cycling, transit, and multimodal trips.**
- **Better utilize technology and data to create a seamless multimodal travel experience and improve travel demand management.**
- **Optimize and expand equitable pricing.**



## GOAL: STRENGTHEN STEWARDSHIP AND DRIVE EFFICIENCY

Caltrans is the steward of the State Highway System and continues to deliver on the “fix-it-first” philosophy to support our aging infrastructure while efficiently maximizing the use of our limited transportation funding. Caltrans and its transportation partners recognize the need and importance of asset management to drive socially equitable investment decisions as part of effective performance and asset management best practices.

We will acknowledge past injustices in transportation decisions and engage our communities to create more equitable outcomes to improve our efficiency and performance. The effective and socially equitable delivery of projects and services ensures that Caltrans continues to be good stewards and managers of California’s transportation system for all Californians.

*Actions related to this goal aim to achieve the following outcomes:*

Improve asset condition.

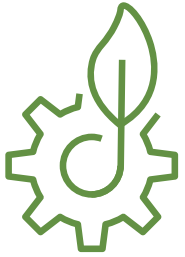
Maximize the social equity of our investments.

Improve performance of our resources.

### STRATEGIES:

- **Standardize and modernize our equipment, facilities, technology, and supporting work practices.**
- **Enhance asset management and decision support tools.**
- **Develop and implement a methodology to allocate resources to support strategic priorities.**
- **Promote and implement innovative and creative solutions.**
- **Enhance diversity, equity, and inclusion for contracting and procurement.**





## GOAL: LEAD CLIMATE ACTION

Now more than ever before, the climate crisis is directly impacting the health and safety of all Californians and disproportionately affecting our low-income communities and communities of color. Climate change is exacerbating natural disasters, with extreme heat, drought, and wildfires devastating communities and rising sea levels threatening our coastline. While we have made great strides to advance complete streets and zero emission vehicles, pilot new materials and renewable fuels, and investigate nature-based solutions, the severity of the climate crisis simply demands that we do more.

As the stewards and owner/operator of the state’s transportation network, we must do our part to reduce the environmental impact of our system by not only reducing greenhouse gas emissions from our operations and use of our system but also strengthening the resiliency of the transportation system to withstand and recover from the worsening effects of climate change. We will honor our commitment to this goal by accelerating the implementation of actions identified within the California State Transportation Agency’s (CalSTA) Climate Action Plan for Transportation Infrastructure (CAPTI), while also engaging with communities most impacted by the climate crisis to collectively create a healthier and safer California for all.

*Actions related to this goal aim to achieve the following outcomes:*

Mitigation — Reduce greenhouse gas emissions from the transportation sector.

Resilience — Strengthen our capability to withstand and recover from the impacts from climate change.

Leadership — Demonstrate leadership in climate action.

### STRATEGIES:

- **Develop and start implementing a Caltrans Climate Action Plan that incorporates the CalSTA Climate Action Plan for Transportation Investments.**
- **Accelerate sustainable freight sector transformation.**
- **Establish a robust Climate Action program of education, training, and outreach.**
- **Partner and collaborate to lead on climate action.**
- **Establish a vehicle miles traveled (VMT) monitoring and reduction program.**
- **Engage with communities most vulnerable to climate change impacts to inform development and implementation of Climate Action activities.**



## GOAL: ADVANCE EQUITY AND LIVABILITY IN ALL COMMUNITIES

Caltrans is committed to improving the quality of life for all Californians and therefore, must contend with the systemic inequities and disparities created by our transportation system that has manifested in underserved communities. Addressing equity and livability within a vast, increasingly dynamic transportation network will require Caltrans to adopt many new approaches focused on collaborative community and partner engagement, on measuring impacts to public health and community vibrancy, and on prioritization of investment in historically harmed and segmented communities. Our vital role in eliminating barriers towards a more equitable transportation network requires nothing less than bold and decisive action.

These efforts will only be possible through collaboration with all of our diverse partners and deep engagement with communities, with a focus on the underserved, to develop community-led solutions. We will prioritize projects that avoid harm and provide meaningful benefits to underserved communities in an effort to ultimately improve transportation accessibility and quality of life for people in all communities. These decisive actions will be matched by targeted investment in underserved communities, with a commitment to increasing pathways for individuals and businesses facing systemic barriers to prosperity across California.

### Actions related to this goal aim to achieve the following outcomes:

Collaborative Engagement — Strengthen relationships and trust with communities through direct, meaningful engagement/ participation/ involvement.

Community Health — Eliminate transportation-related disparities in safety, access, and health.

Vibrant Communities — Enhance quality of life and local economic development in our communities, with a focus on underserved communities.

Investment — Prioritize transportation funding in historically harmed and segmented communities.

### STRATEGIES:

- **Avoid, and work to address, transportation-related disparities in underserved communities on all new projects.**
- **Plan and design transportation facilities to support vibrant livable places, with a focus on addressing the needs and concerns of underserved communities.**
- **Collaborate with partner agencies to make equity and inclusion central in funding decisions.**



# CALTRANS EQUITY STATEMENT

## ACKNOWLEDGEMENT

*Published: Dec 10, 2020*

The California Department of Transportation (Caltrans) acknowledges that communities of color and underserved communities experienced fewer benefits and a greater share of negative impacts associated with our state's transportation system. Some of these disparities reflect a history of transportation decision-making, policy, processes, planning, design, and construction that "quite literally put up barriers, divided communities, and amplified racial inequities, particularly in our Black and Brown neighborhoods."<sup>1</sup>

Caltrans recognizes our leadership role and unique responsibility in State government to eliminate barriers to provide more equitable transportation for all Californians. This understanding is the foundation for intentional decision-making that recognizes past, stops current, and prevents future harms from our actions.

## STATEMENT OF COMMITMENT

We will achieve equity when everyone has access to what they need to thrive — starting with our most vulnerable — no matter their race, socioeconomic status, identity, where they live, or how they travel. To create a brighter future for all Californians, Caltrans will implement concrete actions as outlined in our Race & Equity Action Plan, regularly update our Action Plan, and establish clear metrics for accountability in order to achieve the following commitments:

**PEOPLE** — We will create a workforce at all levels that is representative of the communities we serve by improving our recruitment, hiring, contracting, and leadership development policies and practices.

**PROGRAMS & PROJECTS** — We will meaningfully engage communities most impacted by structural racism in the creation and implementation of the programs and projects that impact their daily lives by creating more transparent, inclusive, and ongoing consultation and collaboration processes. We will achieve our equity commitments through an engagement process where everyone is treated with dignity and justice. We will reform our programs, policies, and procedures based on this engagement to avoid harm to frontline and vulnerable communities. We will prioritize projects that improve access for and provide meaningful benefits to underserved communities.

**PARTNERSHIPS** — By leveraging our transportation investments, we also commit to increasing pathways to opportunity for minority-owned and disadvantaged business enterprises, and for individuals who face systemic barriers to employment.

**PLANET** — We commit to combating the climate crisis and its disproportionate impact on frontline and vulnerable communities — such as Black and Indigenous peoples, communities of color, the people experiencing homelessness, people with disabilities, and youth. 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.

<sup>1</sup> California State Transportation Agency Secretary David Kim's Statement on Racial Equity, Justice and Inclusion in Transportation.

