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Governor

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Secretary

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Dear California State Legislature:

We are writing to provide an update on our ongoing efforts to achieve organizational excellence at the California Department of Transportation (Caltrans). These efforts include adopting a modern mission, vision and goals and establishing workgroups to develop implementation actions and performance measures against which the department's progress can be measured.

In January, the State Smart Transportation Initiative (SSTI) released a sweeping review of Caltrans operations and called for bold reforms and a more modern department. This external report followed an 18-month internal review in which Caltrans identified areas to improve its performance, accountability and communications. The SSTI report generally calls for the department to modernize its mission, strengthen management and performance, match investments and resources to policy goals and communicate effectively. We've heard that call loud and clear, not only from SSTI but also from the legislature, our partners and the public at large. In response, Caltrans is embracing reform and transforming into a modern transportation agency, equipped to handle today's challenges and those of tomorrow.

One of the key recommendations of SSTI was to develop new mission, vision and goals that are fully consistent with the state's planning and policy objectives. The department worked collaboratively with Agency to adopt a new, modern mission and vision:

MISSION: Provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability.

VISION: A performance-driven, transparent and accountable organization that values its people, resources and partners, and meets new challenges through leadership, innovation and teamwork.

Last, we set new strategic goals for the department. These goals provide necessary focus for how Caltrans will meet its new mission and vision.

GOALS:

- 1. Safety and Health:** Provide a safe transportation system for workers and users, and promote health through active transportation and reduced pollution in communities.
- 2. Stewardship and Efficiency:** Money counts. Responsibly manage California's transportation-related assets.
- 3. Sustainability, Livability and Economy:** Make long-lasting, smart mobility decisions that improve the environment, support a vibrant economy, and build communities, not sprawl.
- 4. System Performance:** Utilize leadership, collaboration and strategic partnerships to develop an integrated transportation system that provides reliable and accessible mobility for travelers.
- 5. Organizational Excellence:** Be a national leader in delivering quality service through excellent employee performance, public communication, and accountability.

Each goal is interwoven with the others and cross-cutting strategies are a key to success in meeting our goals and their objectives.

This latest reform concludes our implementation of the four "early action" recommendations made by SSTI in January, when it called for bold reform and a more modern department: 1) develop new mission, vision and goal statements consistent with state planning and policy goals 2) organize teams to develop implementation plans 3) work toward successful implementation of SB 743 (Steinberg, Chapter 386, Statutes of 2013) and 4) modernize state transportation design guidance.

Next, we will develop new performance measures, which will objectively measure our progress toward achieving our goal of transforming into the transportation department we envision for the future. Our success or failure will be transparently and publically reported in future issues of *The Mile Marker*, our periodic performance report that reflects how we are doing toward meeting our mission, vision and goals.

We will continue to keep you updated as we progress on these efforts. Thank you for your continued interest in Caltrans' march toward organizational excellence.

Sincerely,

BRIAN KELLY
Secretary

MALCOLM DOUGHERTY
Director, Caltrans



Mission

Provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability

Vision

A performance-driven, transparent and accountable organization that values its people, resources and partners, and meets new challenges through leadership, innovation and teamwork

Goals

Safety and Health

Provide a safe transportation system for workers and users, and promote health through active transportation and reduced pollution in communities.

Stewardship and Efficiency

Money counts. Responsibly manage California's transportation-related assets.

Sustainability, Livability and Economy

Make long-lasting, smart mobility decisions that improve the environment, support a vibrant economy, and build communities, not sprawl.

System Performance

Utilize leadership, collaboration and strategic partnerships to develop an integrated transportation system that provides reliable and accessible mobility for travelers.

Organizational Excellence

Be a national leader in delivering quality service through excellent employee performance, public communication, and accountability.