**SAFETY**

Every day 10 people die on California’s transportation system. At least two are pedestrians and bicyclists. We cannot normalize this and must move Toward Zero Deaths.

We must better leverage managed lanes, transit and active transportation, and freight movement must diversify. This is imperative as over the next 30 years our state population will increase by 25% and freight traffic by at least 75%.

**MODALITY**

We must counter a “business as usual” mindset by embracing bold and transformative ideas. This must include new solutions to help solve major state issues like climate change, the affordable-housing shortage and homeless crisis.

**INNOVATION**

Effective government is efficient government. SB 1 legislation requires Caltrans to generate at least $100 million in savings annually to reinvest in additional maintenance and rehabilitation projects. We should match those results in all budget areas.

**EFFICIENCY**

Caltrans projects are for all Californians. To improve our transportation system, we must build great relationships by initiating broad, inclusive conversations with all stakeholders and leveraging the expertise of our business partners.

**PARTNERSHIPS**

2019 Caltrans External Partner Survey

<table>
<thead>
<tr>
<th>Good</th>
<th>Fair</th>
<th>Excellent</th>
<th>Poor</th>
<th>Very poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>38%</td>
<td>11%</td>
<td>25%</td>
<td>5%</td>
<td>21%</td>
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</tbody>
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