



Caltrans 2024-2028

STRATEGIC PLAN



INTRODUCTION



The transportation industry is changing, and so are the needs of the communities it serves. Caltrans, as the largest state department of transportation in the nation, faces more demand than ever to turn the industry's challenges into opportunities for progress.

This is why I'm proud to present the *Caltrans 2024-28 Strategic Plan*: the compass that will guide the innovative solutions that Californians deserve.

This plan was developed using numerous data sources including transportation partners, community advocacy groups, and Caltrans employee survey results, and was informed through engagement with historically disadvantaged and underserved California communities in alignment with Governor Gavin Newsom's [Executive Order N-16-22](#).

At its core, this plan doubles down on our commitment to a People-First approach. It recognizes that we must continue to adapt our organization to meet the needs of all people and communities within the state.

It also recognizes that we are more than just a transportation agency. The work we perform is not limited to constructing and maintaining highways. Whether we are building public park space in our right of way, installing broadband connectivity, or reconnecting communities that were separated by highways decades ago, we understand that the meaning of public service is to improve lives.

Out of this plan's five new goals, four were chosen to align with the **Core Four Principles**: Safety, Equity, Climate Action and Prosperity. However, our success toward those four goals depends on the strong foundation of a thriving workforce. Caltrans cannot succeed without employees who are healthy, fulfilled and growing in their careers. This being so, we are adopting a fifth goal of Employee Excellence.

The Strategic Plan is not simply a lofty ideal intended for the purpose of executive planning. Every office and division throughout our organization will be measured by their progress toward the goals outlined in this document.

We have accomplished a lot over the past four years, and none of our progress will be abandoned. We will continue our fix-it-first approach and maintain our focus on expanding transportation options for all users. Moving forward, these ongoing efforts represent starting points for safer, more equitable and climate-resilient achievements — shepherded by a workforce inspired to help people through transportation.

The cutting-edge innovations and ingenuity that will transform our transportation landscape are being incubated by our workforce across the State, with the mindset that Caltrans will lead the way in helping improve the quality of life for *all* Californians.

VISION, MISSION, VALUES

The Caltrans Strategic Plan is our guiding document that defines our culture, lays out our top priorities and represents our desired outcomes. It is our roadmap to the future.



VISION

A thriving and connected California.



MISSION

Improving lives and communities through transportation.



VALUES

Collaboration — We inspire and motivate one another through effective communication, teamwork, transparency, 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.

People First — We consider how our work impacts people within the organization, within our communities, and throughout California.

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

Stewardship — We efficiently, effectively, and equitably deliver projects, services, and asset management.

GOALS

Our goals assert the general direction Caltrans will take to realize its vision. The goals indicate the areas we will dedicate resources to have the greatest impact. Each goal is accompanied by a series of outcomes that articulate specific expectations Caltrans strives to achieve.



SAFETY



EQUITY



CLIMATE ACTION



PROSPERITY



EMPLOYEE EXCELLENCE



SAFETY

People are at the heart of our work which is why we must put Safety First. An estimated 12 people are killed each day in road traffic crashes in California and many thousands more are seriously injured each year. Further, intrusions into work zones present a safety risk to construction and maintenance workers. This presents a substantial human and economic cost for our state. The impact of these incidents extends far beyond the individuals directly impacted and includes their families, friends, colleagues, and communities.

To address this issue we have adopted the Safe System Approach which seeks to design roadway environments to mitigate human mistakes and account for injury tolerances to encourage safer behaviors, and facilitate safe travel by the most vulnerable users.

We will continue our journey towards safe mobility for all, including for our most vulnerable road users like people walking and biking. And above all, we are committed to providing a safe workplace for each of our employees and contractors. We recognize the enormity of our responsibility to lead the charge towards safer roads in California. Our vision is zero deaths and serious injuries on California's roads by 2050.

It's a movement. Join us.

GOAL OUTCOMES:

- Reduced fatalities and serious injuries for all users.
- Reduced fatalities and serious injuries for bicyclists, pedestrians, and other vulnerable road users.
- Reduced fatalities and serious injuries in work zones.
- Reduced occupational illness and injuries for employees.
- Addressed all disparities in safety.

STRATEGIES:

- Leverage proven practices to guide safety investments.
- Lead safety culture change.
- Maximize use of advanced (safety) technologies.
- Enhance collaboration with partners and underserved communities to improve safety.
- Improve on-the-job safety and employee well-being.



EQUITY

Recognizing historical inequities in the transportation system, we are committed to equity and access for all in transportation, aiming to enhance quality of life across California. In our role of providing a multimodal transportation network, we strive to eliminate barriers while avoiding harm and providing meaningful benefits to underserved communities with bold and decisive action. This will be achieved through an equity-proficient workforce in collaboration and intentional engagement with partners and communities. We will invest in, plan, design, build, and maintain a transportation system that is fair, just, and inclusive.

GOAL OUTCOMES:

- Strengthened relationships and trust with communities through direct, meaningful, and transparent collaboration.
- Reduced transportation disparities and improved multimodal connectivity in underserved communities.
- Increased investments in small and disadvantaged businesses and underserved communities.

STRATEGIES

- Leverage investments to support, benefit, and connect underserved communities.
- Integrate intentional engagement and collaboration throughout programs and projects.
- Enhance opportunities for small and disadvantaged businesses and community-based organizations.
- Integrate equity tools into our practices.



CLIMATE ACTION

Climate change is intensifying natural disasters, such as extreme heat, drought, floods, high winds, coastal erosion, sea-level rise, and wildfires. These events threaten the health, safety, and economic well-being of all Californians. Caltrans experiences these effects directly in the growing cost of infrastructure repairs and climate adaptation. Caltrans must do our part to address the crisis.

Caltrans has three main climate-related challenges:

- 1 Greenhouse gas emissions from the use of our system and our own operations.
- 2 Current and future damage to transportation systems from climate-driven disasters.
- 3 A need for a robust response to climate—which is a global problem in need of global solutions—by other actors outside the state boundaries.

Immediate climate intervention is essential.

GOAL OUTCOMES:

- Reduced greenhouse gas emissions.
- A more resilient transportation system.
- A recognized leader on climate action.

STRATEGIES:

- Decarbonizing Caltrans fleet, equipment, and facilities.
- Prioritize transportation projects that provide multimodal options encouraging fewer and shorter car trips.
- Promote low carbon/zero emission practices in project development and construction.
- Facilitate the transition to zero emission vehicles and infrastructure across all transportation modes.
- Adapt state transportation assets and lands that are vulnerable to climate stressors.
- Proactively collaborate with external partners to lead on climate action.



PROSPERITY

Caltrans promotes prosperity through a robust multimodal transportation system that enhances access to essential services, fosters personal growth, stimulates economic development, and ultimately elevates quality of life for all Californians. This prosperity extends beyond economic gain, encompassing health, community well-being, and neighborhood livability. Transportation plays a key role in this endeavor by connecting people, goods, information, and opportunities.

GOAL OUTCOMES:

- Improved quality of life.
- Improved multimodal access to destinations.
- Improved freight mobility.
- Expanded transportation sector employment.
- Improved asset conditions and reliability.

STRATEGIES

- Foster partnerships to maximize transportation investments that improve quality of life for all Californians.
- Create opportunities for, and awareness of, transportation sector careers.
- Advance equitable and reliable multi-modal transportation solutions that cultivate healthy and livable communities.
- Maintain and improve existing transportation infrastructure and operations.



EMPLOYEE EXCELLENCE

Employee excellence goes beyond just doing things by the book. It is using our collective knowledge and experience, and following our hearts and our passion to serve, to deliver “people first” results.

Organizational success is directly related to our investment in our team. Caltrans is intentional in attracting, developing, supporting, and retaining a diverse team. We foster a welcoming, collaborative, equitable, and innovative environment where employees receive the guidance and mentorship needed to achieve their highest potential.

Caltrans recognizes its role in connecting all people to opportunity. Our Vision can only be achieved when all communities and users feel valued, supported, and safe while using our services. We are proud to take on the responsibility that has been instilled in us as civil servants and are passionate about serving our communities and our workforce.

GOAL OUTCOMES:

- Increased workforce satisfaction and pride.
- Increased diversity at all levels that reflects the communities we serve.
- A highly competent workforce.

STRATEGIES:

- Improve organizational connection and workforce engagement.
- Foster a culture of continuous employee improvement.
- Improve diversity and equity in hiring, career advancement, training and retention.
- Increase the knowledge and understanding of equity.



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