

2024 - 2026 STRATEGIC PLAN



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THE SECRETARY



When an organization, such as the California State Transportation Agency (CalSTA), produces work that directly impacts people's lives, there is no room for ambiguity in its planning. CalSTA's strategy for success is the single most important and consequential path to action. This first-ever Strategic Plan for the agency serves as our primary escort to effective results throughout all 164,000 square miles of our Golden State.

CalSTA's 2024-2026 Strategic Plan proudly lays out our people-centered identity and affirms how we intend to reach our meaningful goals. Our purpose, values, and future direction all converge in this guiding document.

Aligning with our Vision and Mission, our Strategic Plan charts a path with goals developed from a changing history, current evolving conditions and long-term analysis for a thriving future. Because these goals are put in place solely to serve people, they are built upon the foundation of our Core Four principles of **Safety, Equity, Climate Action**, and **Economic Prosperity**, while also reflecting our focus on **Mobility** and **Innovation**.

Our road to achievement is methodically shaped by significant and deliberate processes presented in this Strategic Plan, having been conceived by the very individuals who are implementing its guidelines. Every day, every member of our eight CalSTA organizations has the great privilege and honor of advancing the Strategic Plan 2024-2026 through the work they do on California's transportation network—work that enhances quality of life. At CalSTA, we are grateful to support delivery of mobility options, opportunities at large and a true California for All.

Toks Omishakin
Secretary of Transportation

CalSTA

CalSTA develops and coordinates California's transportation policies and programs to achieve the state's mobility, safety, equity and environmental sustainability objectives. Our agency oversees the policies and activities of California's eight state organizations that deliver transportation-related programs and services and support the movement of people and goods throughout the state.



- ▶ [Board of Pilot Commissioners for the Bays of San Francisco, San Pablo, and Suisun](#) (BOPC) – Licenses and regulates the maritime pilots who navigate qualified large vessels entering and leaving designated bays and tributaries in California
- ▶ [California Highway Patrol](#) (CHP) – Promotes the safe, convenient, and efficient transportation of people and goods across California's highway system and provides security to the employees and facilities of the State of California
- ▶ [California Transportation Commission](#) (CTC) – Allocates funding to construct and improve California's highways, passenger rail systems and transit systems. Advises CalSTA and the Legislature on improving the financial stability of California's transportation programs
- ▶ [Department of Transportation](#) (Caltrans) – Designs and oversees the construction of state highways; operates, repairs and maintains the highway system for all road users; funds three intercity passenger rail routes; and funds local transportation projects
- ▶ [Department of Motor Vehicles](#) (DMV) – Promotes driver safety by educating and licensing drivers and protects consumers by issuing vehicle titles and regulating vehicle sales
- ▶ [High-Speed Rail Authority](#) (HSRA) – Plans, designs, builds and operates a high-speed train system for California
- ▶ [Office of Traffic Safety](#) (OTS) – Administers traffic safety grants to deliver innovative programs and eliminate traffic fatalities and injuries on California roadways
- ▶ [New Motor Vehicle Board](#) (NMVB) – Resolves disputes in the new motor vehicle industry between California's vehicle dealers and the manufacturers

Collectively, these transportation entities comprise more than 42,000 hardworking employees dedicated to connecting Californians and our state's visitors in new and meaningful ways.

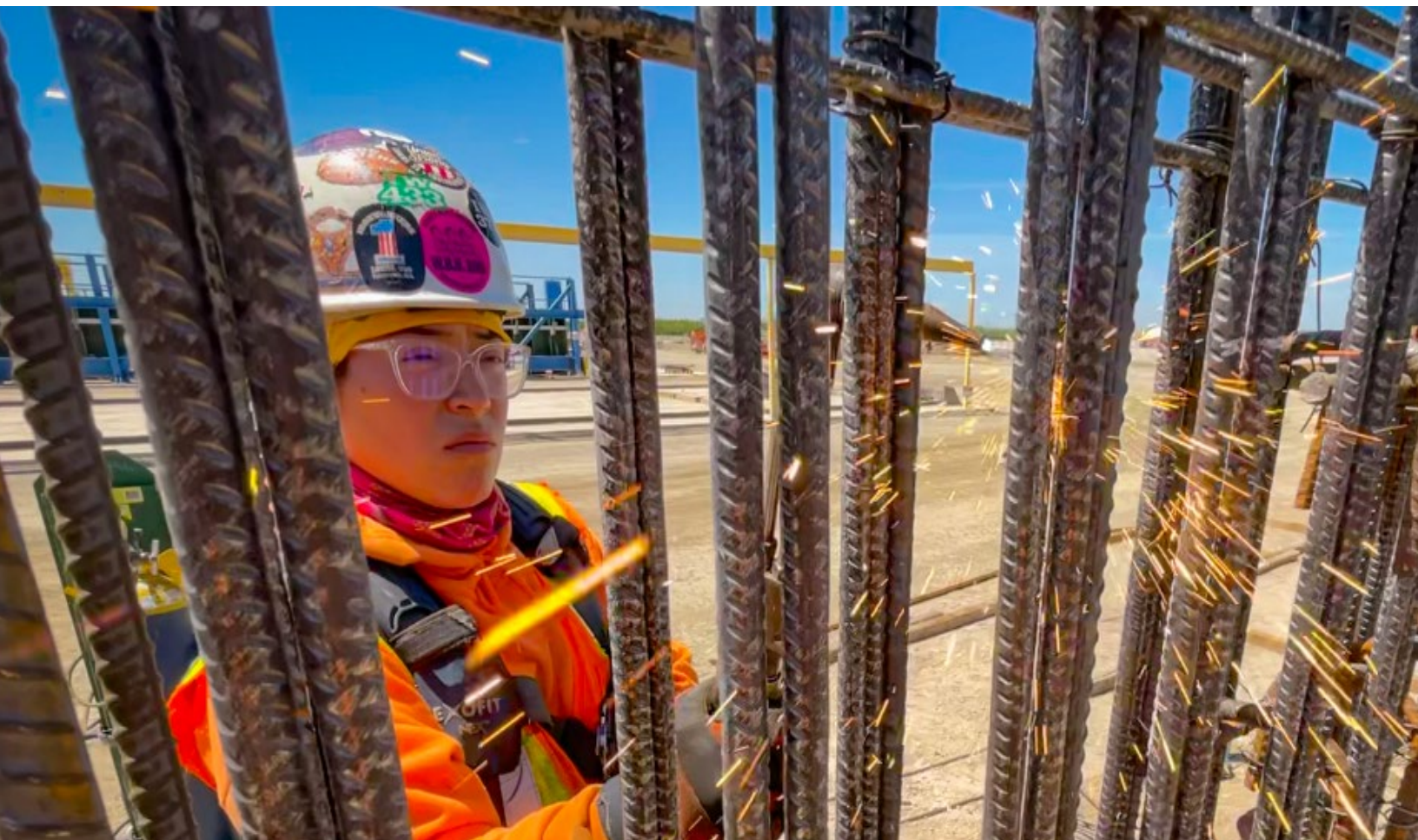
VISION

**Whoever you are, wherever you live,
every person has access to a
safe, sustainable and convenient
transportation system throughout California.**



MISSION

We lead people-first transportation programs and policies to enhance safety, equity, climate action and economic prosperity for all Californians.





VALUES

EVERYONE within the CalSTA family of organizations plays a role in improving the quality of life for millions of people. Day in and day out, our CalSTA team embodies and upholds the following values:

- ◆ **People First** – Every facet of what we do in transportation is about serving people. When people are not the central focus in our planning and operations, communities suffer. We have the opportunity every single day to improve people's lives. The difference we can make is astounding.
- ◆ **Inclusivity** – We recognize the diverse needs of our state and commit to all Californians having equitable access to our transportation services and systems. Within CalSTA and our transportation organizations, we fully embrace Governor Newsom's vision of a California for All and strive to represent all Californians in our work through intentional engagement and purpose.
- ◆ **Collaboration** – To achieve a safe multi-modal, zero-emission transportation future, we know we cannot do this alone. Achieving our goals requires the support and effort of our collective organizations, stakeholders, and our state, federal and local partners. Collaboration and partnership is essential to this success.
- ◆ **Accountability** – Our goals are meaningless without follow-through. To maintain trust as a public-facing organization, we must be accountable to our commitments, maintain transparency and act as responsible stewards of billions of dollars in annual funding.
- ◆ **Passion** – We live and breathe our goals to improve mobility, safety, equity, the climate and our economy. We bring an innovation-focused mindset to our work and welcome new ideas and approaches. We are enthusiastic about the future of transportation and committed to achieving our vision.



GOALS

- Safety
- Equity
- Mobility
- Climate Action
- Innovation
- Economic Prosperity



SAFETY

Reduce fatalities and serious injuries for everyone on the transportation system.

On average, 12 people are killed every day on California roads, and traffic deaths are at a 16-year high. We believe that all road users, no matter how they decide to travel, should safely arrive at their destination. As we take urgent action towards our goal of zero traffic fatalities and serious injuries, we will promote a holistic approach to safety through safe road users, safe roads, safe speeds, safe vehicles and post-crash care. This includes enhancing the safety of everyone at work on the roadside.

- Advance departmental initiatives to expand and enhance data quality, availability and timeliness.
- Advocate for a strong safety culture in our departments and communities that focuses on the Safe System Approach.
- Collaborate and partner with stakeholders to identify, evaluate and implement advanced traffic safety technologies and initiatives.
- Maximize the use of proven countermeasures targeted at our most significant traffic safety problems including impaired driving, unsafe speeds and vulnerable road user safety.
- Enhance worker safety and wellness.



EQUITY

Embed equity in all our programs, policies and practices.

Far too often, past transportation decisions quite literally put up barriers, divided communities, and amplified racial inequalities. To that end, we aim to create an equitable and accessible transportation network and provide equitable opportunities for all people. We will promote policies and programs that reflect principles of diversity, equity, and inclusion and will continue to work with stakeholders to identify areas of improvement.

- Create opportunities for meaningful community engagement in our planning, programming and project design decisions to maximize community input and benefits.
- Promote and increase disadvantaged business participation in federal contracts and small business access to state procurement and contracting opportunities.
- Prioritize investments and projects for communities that have been harmed by past transportation decisions.
- Increase tribal government access to transportation programs and services.
- Build, recruit and retain a diverse State workforce that is representative of all California's communities.
- Lead an Agency Community of Practice committed to diversity, equity, inclusion and accessibility.



Members of the Interagency Transportation Equity Advisory Committee

MOBILITY

Create a seamless and connected multimodal transportation system with easy access to jobs and housing for all.

Historically, transportation decisions prioritized movement of vehicles over the travel needs of people. We now strive to create a system with a robust set of transportation options that connect all people to daily destinations. With new historic state and federal funding aligning with our policies, we have an opportunity like never before to improve how Californians and our state's visitors travel throughout the state.

- Create a reliable, integrated high-speed and intercity rail system that seamlessly connects to transit and other mobility options.
- Lead the effort to integrate multimodal trip planning and payment systems throughout the state.
- Explore initiatives that more efficiently manage the existing highway system, prioritize the movement of transit and better address negative impacts of vehicle travel.
- Create safe, convenient, and connected complete streets and active transportation networks for all ages and abilities.
- Support the long-term viability of public transit to grow ridership, improve the transit experience and address operational needs.



CLIMATE ACTION

Lead and advance climate action for a cleaner California.

Nearly 50% of all climate-changing pollution in California comes from the transportation sector, and this demands our action for a cleaner future for all Californians. To meet the goals of the Climate Change Scoping Plan, we must continue making our carbon footprint smaller by investing in a more multimodal system, reducing vehicle miles traveled, embracing smarter land use development, and utilizing innovation around zero emission vehicles.

- Focus on transportation as a climate strategy by reducing dependence on driving, lowering vehicle miles traveled and promoting efficient land use.
- Support California's transition to decarbonize transportation through the adoption of zero emission technologies and the empowerment of all Californians to benefit from these advancements.
- Expand and strengthen California's engagement as a global leader in clean transportation by developing domestic and international partnerships that advance climate action.
- Create a more climate-resilient state transportation system that supports the State's environmental and economic vitality.



INNOVATION

Foster innovation in our processes, systems and technology to enhance service for all Californians.

California serves as a global hub for innovation and technology, and our transportation system and services must reflect those same ideals. We embrace healthy risk-taking to meet the evolving needs of all Californians. Consistent growth in our work is paramount, so we are continually developing new strategies and perspectives to be implemented within each of our priorities.

- Support mobility innovations that have the potential to improve our transportation system.
- Bring services and programs closer to Californians through expanded and accessible digital services.
- Evaluate programs and projects to obtain the greatest public benefit from our funding and assets.
- Promote implementation of innovative data analytics and visualization tools to enhance decision-making processes for transportation projects and policy development.
- Integrate artificial intelligence solutions into our transportation systems and processes to optimize efficiency, safety and user experience for all Californians.



ECONOMIC PROSPERITY

Promote sustainable and inclusive economic growth.

With historic amounts of state and federal infrastructure funding, California has a significant opportunity to create and maintain a world-class multimodal transportation system for generations to come. Transportation policy done right creates well-paying jobs, provides affordable options, supports our ambitious climate goals, and powers our economy. This must be our focus as we strive for all people to be on equal footing, resulting in more thriving, robust communities.

- Enhance supply chain resiliency, capacity and the efficient movement of goods throughout the state while minimizing harmful community impacts.
- Support research and development to implement innovative and affordable clean freight technologies.
- Strengthen the workforce pipeline to deliver billions of dollars' worth of multimodal transportation and other infrastructure projects.
- Collaborate with federal and state partners to create pathways that advance high quality construction, building trades and operator careers.
- Connect all Californians by expanding access to high-speed internet.
- Leverage state investments to maximize federal funding to create and maintain a world class multimodal transportation system.



ABOUT OUR PROCESS

As CalSTA embarked on its first strategic plan, we wanted to incorporate our existing Core Four Priorities, be as inclusive as possible, and seek extensive external feedback in alignment with Governor Newsom's Executive Order on equity.

Over the course of four months, the entire CalSTA team met for several workshops to discuss our current environment, articulate our purpose as an organization, and define our future direction and aspirations.

As our draft strategic plan started taking shape, we obtained essential feedback from all eight of CalSTA's transportation organizations. Additionally, we collected feedback from external stakeholders and intently listened to all ideas, thoughts and personal experiences. This included four stakeholder webinars held on November 28 and 29, 2023, and December 5 and 6, 2023, a facilitated discussion with members of the Interagency Equity Advisory Committee, a web survey, and additional meetings.

Implementing this strategic plan will be a highly collaborative and coordinated effort with our eight transportation entities, as well as key partners, and stakeholders. Over the next three years, we will use a robust toolkit of planning, project management, and performance management processes, including Objectives and Key Results, to drive actions and measure progress towards achieving our strategic direction.



OTHER GUIDING DOCUMENTS

In addition to the [2024-2026 Strategic Plan](#), our collective efforts are guided by several key documents including:



- ▶ [Governor Gavin Newsom's Executive Order \(EO\) N-19-19](#) calls on CalSTA to leverage annual discretionary transportation funding infrastructure to meet the state's climate goals.
- ▶ [Governor Gavin Newsom's EO N-79-20](#) moves the transportation sector toward a zero-emission future by requiring all new cars sold in the state to be zero-emission by 2035 and all commercial trucks sold to be zero-emission by 2045. EO N-79-20 also reiterates the message of EO N-19-19 and emphasizes the urgency of CalSTA's implementation efforts.
- ▶ [Governor Gavin Newsom's EO N-16-22](#) directs state agencies and departments to take actions to embed equity analysis and considerations in their mission, policies and practices, including in their strategic plans, to further advance equity and opportunity and address disparities in access and outcomes.
- ▶ The [California Transportation Plan 2050](#) (CTP 2050) is a policy framework that provides a vision for the future of California's transportation system.
- ▶ The [2020–2024 Strategic Highway Safety Plan](#) (SHSP) provides a comprehensive framework to reach the goal of zero traffic fatalities and serious injuries by 2050.
- ▶ The [Climate Action Plan for Transportation Infrastructure](#) (CAPTI) details how the state recommends investing billions of discretionary transportation dollars annually to aggressively combat and adapt to climate change while supporting public health, safety and equity.
- ▶ All eight CalSTA transportation organizations have developed strategic plans and other guiding documents to identify their strategic and operational priorities and performance targets.

THANK YOU!



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