

Memorandum

To: CHAIR AND COMMISSIONERS

CTC Meeting: June 26-27, 2025

From: TANISHA TAYLOR, Executive Director

Reference Number: 4.4, Action

Prepared By: Paul Golaszewski
Chief Deputy Director

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Subject: Commission 2025-27 Strategic Plan

Recommendation:

California Transportation Commission (Commission) staff recommend the Commission approve the proposed Commission 2025-27 Strategic Plan (Strategic Plan).

Issue:

The proposed Strategic Plan is intended to guide the Commission in the coming years as it carries out its mission to invest in transportation that improves communities, the environment, and the economy, in fulfillment of its vision for a safe, equitable, and multi-modal transportation system for all Californians. The six goals outlined in the Strategic Plan provide a roadmap for executing this mission by: prioritizing safety; elevating community voices; ensuring a healthy environment for all; moving people and goods efficiently; partnering for success, and supporting a team where people continue to thrive.

Background:

At the direction of Commissioners, Commission staff began developing the proposed Strategic Plan last summer after procuring development assistance from the California State University, Sacramento. In December, a draft mission statement and goals and objectives were presented to Commissioners at a public workshop and to the Interagency Equity Advisory Committee. The proposed Strategic Plan incorporates feedback received during both presentations, as well as additional feedback from Commission staff, partners, and stakeholders.

Attachment:

- Commission 2025-27 Strategic Plan and Staff Values



CALIFORNIA
TRANSPORTATION
COMMISSION



CTC

**2025-2027
Strategic Plan**

June 2025

INTRODUCTION FROM THE EXECUTIVE DIRECTOR

The investments the California Transportation Commission makes are critically important to improving the safety of everyone who drives, rides, walks, bikes, and rolls. Our investments shape a transportation system that can withstand the changing climate and provide a cleaner environment for future generations. We are using these investments to uplift communities and deliver equitable outcomes. Collectively, they create thousands of jobs and support a vibrant economy that has become the fourth largest in the world.

The Commission's 2025 Strategic Plan is the result of thoughtful input from Commission staff and executives, Commissioners, the Interagency Equity Advisory Committee, and our partners and stakeholders. The Plan will guide the Commission in the coming years as we carry out our mission to invest in transportation that improves communities, the environment, and the economy. The six goals outlined in the Strategic Plan provide a roadmap for executing this mission. Through this plan, we will:

- Prioritize safety
- Elevate community voices
- Ensure a healthy environment for all
- Move people and goods efficiently
- Partner for success, and
- Support a team where people continue to thrive

As we invest nearly \$12 billion annually, we will keep these goals at the forefront of our everyday work and continue our partnerships and collaborative efforts to move towards achieving our vision of a safe, equitable, and multi-modal transportation system for all Californians.



TANISHA TAYLOR
Executive Director



ABOUT THE COMMISSION

The Commission funds highway, local road, transit, intercity passenger rail, active transportation, and general aviation projects throughout California. The Commission consists of 11 voting members and two ex officio, non-voting members. Of the 11 voting members, nine are appointed by the Governor, one is appointed by the Senate Rules Committee, and one is appointed by the Speaker of the Assembly. The two ex officio members are appointed one by the Senate Rules Committee and one by the Speaker of the Assembly.

The Commission holds public meetings throughout California, at which time it reviews and approves projects for funding. The Commission also holds town hall meetings and workshops across California to engage the public and stakeholder groups. The Commission is primarily responsible for developing and coordinating transportation policies (consistent with state and federal laws); funding transportation projects through formulaic and competitive programs; ensuring timely project delivery by requiring agencies to request approval for project scope, schedule, and/or cost changes; evaluating and reporting on performance outcomes; approving applications for toll facilities; and approving various right-of-way matters such as property condemnations and relinquishments of portions of the state highway system to local control.



OUR VISION:

A safe, equitable, and multi-modal transportation system for all Californians.

OUR MISSION:

Invest in transportation that improves communities, the environment, and the economy.

Goals



GOAL 1: PRIORITIZE SAFETY

- **Invest in projects that:**
 - Reduce fatalities and injuries across all modes
 - Ensure safe pedestrian and bike routes
 - Protect California's transportation workforce

GOAL 2: ELEVATE COMMUNITY VOICES

- **Invest in projects that:**
 - Demonstrate meaningful and robust community engagement
 - Respond to needs of vulnerable and marginalized communities
- **Collaborate with the Equity Advisory Committee as a champion of community voices**
- **Educate the public about the role of the CTC**

GOAL 3: ENSURE A HEALTHY ENVIRONMENT FOR ALL

- **Invest in projects that:**
 - Reduce greenhouse gas emissions
 - Improve air quality
 - Prioritize multi-modal options
 - Align transportation and land use
 - Protect wildlife and natural and cultural resources
 - Advance climate resilience

GOAL 4: MOVE PEOPLE AND GOODS EFFICIENTLY

- **Invest in projects that:**
 - Support a vibrant economy
 - Expand accessibility and mobility options, including for individuals with disabilities
 - Reduce congestion
 - Enhance reliable freight throughput

GOAL 5: PARTNER FOR SUCCESS

- **Engage Tribal Governments for meaningful and timely input**
- **Collaborate with partners to minimize cost increases and delays**
- **Communicate how transportation investments benefit the public**

GOAL 6: SUPPORT A TEAM WHERE PEOPLE CONTINUE TO THRIVE

- **Continue to foster a culture where team members are respected and valued**
- **Strengthen HR function and invest in organizational development**
- **Create and communicate opportunities for growth and promotion**

GOAL 1: PRIORITIZE SAFETY

California relies on a complex transportation system to support its residents, businesses, and environment. Ensuring the safety of this system is about protecting lives, preserving public trust, maximizing access, and minimizing disruption.

As California faces new challenges including climate change, aging assets, and increased demand, prioritizing safety becomes ever more urgent. Over the coming years, the Commission will invest in projects that focus on reducing hazards for motorists, pedestrians, cyclists, individuals with disabilities, users of mass transit, and the individuals who build and maintain California's transportation system. The Commission also will prioritize those projects that enhance the personal safety of the communities impacted by the transportation system. By investing in projects that address critical safety needs, the Commission is committed to building and maintaining an infrastructure that supports mobility and economic growth while protecting the well-being of those who use it.



GOAL 2: ELEVATE COMMUNITY VOICES

The Commission recognizes that supporting an equitable and effective transportation system begins with listening to communities. As part of its strategic priority to Elevate Community Voices, the Commission will invest in projects that are shaped by inclusive, transparent, and meaningful public engagement. This includes transportation projects that come before the Commission that are informed by the diverse needs of residents, especially those living in vulnerable and marginalized communities. By supporting dialogue early and often, the Commission aims to build trust and make transportation funding more responsive to community needs.

Over the next three years, the Commission also will focus on public education, helping people understand how transportation decisions are made and how they can actively participate in shaping them. Through this approach, the Commission is not only improving infrastructure—it is serving as a listener, a collaborator, and a facilitator of community-driven change.



GOAL 3: ENSURE A HEALTHY ENVIRONMENT FOR ALL

The Commission's goal to Ensure a Healthy Environment for All will guide its investment decisions to promote environmental sustainability, public health, and social equity. The Commission is committed to supporting transportation projects that reduce pollution, address climate change, and improve quality of life. This includes advancing clean mobility options, promoting active transportation, and reducing greenhouse gas emissions—all while fostering economically and socially resilient communities.

The Commission will invest in projects that contribute to reduced greenhouse gas emissions, improved air quality, and increased multi-modal transportation options that support walking, biking, and public transit. It will support projects that align transportation and land use planning, protect wildlife and natural and cultural resources, and advance climate resilience. Together, these investments will help create a transportation system that supports a healthier, more sustainable future.



GOAL 4: MOVE PEOPLE AND GOODS EFFICIENTLY

The ability to move people and goods quickly, reliably, and safely is critical to maintaining a competitive California economy that ranks at the fourth largest in the world. Efficient transportation systems help reduce travel time, support commerce, and enhance connectivity across communities and industries.

To meet this strategic goal, the Commission will invest in projects that expand accessibility and mobility options, to create a transportation system that is inclusive and serves individuals with disabilities. These investments will allow residents to access jobs, schools, health care services, and to get to a host of other destinations essential for their well-being and quality of life in a reasonable amount of time and at a reasonable cost.

Additionally, the Commission aims to reduce congestion on roadways and enhance reliable freight throughput, improving the flow of goods across key trade corridors. This will support a vibrant economy, by focusing on infrastructure that fuels business activity and job creation. Through these targeted investments, the Commission seeks to create a more efficient and resilient transportation system.



GOAL 5: PARTNER FOR SUCCESS

The Commission wants to ensure that collaboration and coordination are central to its transportation planning and investments. To do this, the Commission is committed to developing and maintaining strong partnerships across all levels of government, as well as with community organizations, industry, and the public.

The Commission will actively engage Tribal Governments to ensure meaningful and timely input in transportation decision-making, respecting sovereignty and honoring unique cultural and historical perspectives. The Commission also will collaborate with project partners to reduce cost increases and avoid unnecessary delays, promoting efficiency and saving taxpayer dollars. Additionally, the Commission is committed to clearly communicating how transportation investments benefit the public, helping residents understand the value of infrastructure improvements and encouraging greater participation in shaping California's transportation future.



GOAL 6: SUPPORT A TEAM WHERE PEOPLE CONTINUE TO THRIVE

The Commission recognizes that its greatest asset is its staff – public servants who work tirelessly to advance the Commission’s mission. The Commission is committed to fostering a workplace where employees continue to thrive.

The Commission will continue its investment into the development of its internal organization, focusing on tools, systems, and strategies that enhance employee engagement and performance and support a resilient and high-performing organization. The Commission will create and clearly communicate opportunities for growth and promotion, to provide team members clear pathways to advance their careers. Through these efforts, the Commission dedicates itself to maintaining a workplace culture rooted in respect, equity, and continuous learning—one where people can grow and thrive, contribute meaningfully, and take pride in serving the public.



CTC Staff Values

Reference No.: 4.4
June 26-27, 2025

IMPACT

We value making a meaningful difference for communities across the state.

We create positive impact through:

- Equity and accessibility in action
- A focus on sustainable and economically beneficial solutions
- Program and policy expertise
- Collaboration for greater reach
- Active engagement with communities and partner organizations

LEADERSHIP

We foster the growth and development of our team as leaders by embracing a growth mindset.

To foster leadership, we:

- Provide opportunities for individual and career advancement
- Support continuous learning for professional growth
- Empower our staff to take initiative and own their work
- Encourage staff to “lead from the seat they’re in”
- Create an environment where diverse perspectives are valued and respected

INTEGRITY AND ACCOUNTABILITY

As public stewards, we conduct ourselves with honesty, consistency, and transparency.

To demonstrate integrity and accountability, we:

- Apply policies, decisions, and expectations consistently
- Take ownership of our actions and their outcomes
- Follow through on our commitments
- Clearly communicate decisions, rationale, processes, and methodologies
- Engage proactively with the public, communities, and partner organizations
- Seek feedback and refine our processes to uphold the highest standards of public service

COLLABORATION AND TEAMWORK

We value working together as a team and with partners to achieve our shared goals.

To achieve effective collaboration and teamwork, we:

- Communicate clearly
- Seek and respect diverse viewpoints to foster a positive work environment where everyone feels valued
- Build trust among our teams and with partners
- Listen actively
- Define roles and responsibilities
- Create a culture of constructive feedback
- Use shared tools and technology effectively
- Adapt to address changing circumstances

