



**CALIFORNIA STATE TRANSPORTATION AGENCY**

**Edmund G. Brown Jr.**  
Governor

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**Brian P. Kelly**  
Secretary

March 13, 2014

The Honorable Mark DeSaulnier  
Chairman  
Senate Transportation and Housing Com.  
State Capitol, Room 5035  
Sacramento, CA 95814-4900

The Honorable Bonnie Lowenthal  
Chairwoman  
Assembly Committee on Transportation  
State Capitol, Room 3152  
Sacramento, CA 95814-4900

The Honorable Ted Gaines  
Vice Chairman  
Senate Transportation and Housing Com.  
State Capitol, Room 3070  
Sacramento, CA 95814-4900

The Honorable Eric Linder  
Vice Chairman  
Assembly Committee on Transportation  
State Capitol, Room 2016  
Sacramento, CA 95814-4900

Dear Senators and Assembly Members:

I write to thank you for the recent opportunity afforded to the California State Transportation Agency (CalSTA) to testify before the Senate Transportation and Housing Committee and the Assembly Committee on Transportation on issues related to improving the California Department of Transportation (Caltrans).

At these hearings, you heard from Joel Rogers and Eric Sundquist of the State Smart Transportation Initiative (SSTI) about their external review of Caltrans and their recommendations to modernize the department. You also heard from CalSTA on our strategy to implement reforms at the department.

As indicated at these hearings, the first recommended step for modernizing Caltrans is to update its mission and vision. Via this letter, I am happy to share with you the mission and vision that Director Dougherty has developed in discussion with Caltrans staff and in coordination with CalSTA. The existing Caltrans mission and vision is: *Caltrans Improves Mobility Across California*. Other state transportation departments have more expansive missions and visions that incorporate elements that speak to safety, sustainability, economic development and departmental culture – we believe the Caltrans mission and vision should also speak to these elements.

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An organization's mission defines the organization's purpose and primary objectives. Its prime function is to define the key measures of the organization's success for its leaders and stakeholders. The new Caltrans mission statement is as follows:

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

An organization's vision defines its purpose in terms of values – understood to be the guiding beliefs about how things should be done. The new Caltrans vision statement is as follows:

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

I hope that you will agree that this new mission and vision better articulates to Caltrans employees and external partners the function and values of the department. As we move forward to implement reform and modernization at Caltrans, there will be many opportunities for the Legislature and the Administration to collaborate, and I look forward to working with you on this effort.

Sincerely,



BRIAN P. KELLY  
Secretary

Cc: Members of the Senate Transportation and Housing Committee  
Members of the Assembly Committee on Transportation  
Members of the Senate Budget and Fiscal Review Committee  
Members of the Assembly Committee on Budget  
Malcolm Dougherty, Director, California Department of Transportation  
Carl Guardino, Chair, California Transportation Commission