



CARB

# Vision & Roadmap



VISION

*Clean air for all Californians*

## Mission

We lead by driving innovative solutions to improve public health and the environment

## Values

**Collaboration:** We foster effective partnerships to achieve our goals

**Integrity:** We are honest, ethical, and genuine in our actions with employees and stakeholders

**Community:** We respect, connect with, and care about the people we work with and serve

**Science-based:** We develop and implement research, policies, and technologies on evidence-based foundations to create positive change

**Equity:** We seek to transform our policies, procedures, practices, and culture to ensure that our staff reflect the people we serve, and ensure all Californians have clean air to breathe

## Goals

### Provide healthful air for all Californians

- Attain all ambient air quality standards by 2035
- Reduce cancer risk due to exposure to toxic air contaminants by 90 percent by 2035
- Identify communities at risk from combined effects of multiple air quality problems and reduce exposure limits below state averages by 2035



The new CARB Southern California Headquarters, including the state-of-the-art laboratories and testing cells, will be the single largest net-zero energy structure in the nation, in terms of square footage and load, producing as much energy as it uses. Solar panels affixed to roofs and walls, and panels over the parking area, will supply at least 3.5 megawatts of electricity. Adjacent parking will include at least 120 charging stations for electric vehicles, while water conservation features and water efficient landscaping will be used throughout the site.

## Achieve Carbon Neutrality and Net Negative Thereafter

- Build on success in meeting the 2020 target to achieve the state's 2030 GHG Reduction Mandate of 40 percent as a steppingstone to Carbon Neutrality by 2045
  - Reduce greenhouse gas emissions to zero in every sector by 2045 and complement with carbon sequestration
  - Reduce per capita VMT in the transportation sector by 25 percent from today's levels by 2035
  - Develop strategies that can be adopted elsewhere
  - Maximize public health, environmental, and economic co-benefits to achieve equitable outcomes in heavily burdened communities
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## Reduce Emissions in Heavily Burdened Communities

- Actively build understanding and capacity within CARB to effectively engage and elevate the voices of marginalized communities, with an emphasis on communities of color, in order to reverse ongoing injustices and achieve equitable environmental and health outcomes for all Californians
- Build capacity within communities to support collaborative partnerships and decision-making
- Create inclusive processes that reflect environmental justice principles
- Determine and monitor progress metrics in communities selected for the community air protection program
- Leverage lessons learned from progress metrics to reduce air pollution in all heavily burdened communities

### Zero-Emission Transportation by 2045

California's climate change crisis is happening now. We see it and feel it every day. California is taking bold action, and CARB is leading the way. Over the next quarter-century CARB will develop regulations and deploy zero-emission solutions to eliminate carbon and air pollution from the entire transportation sector. And it's not only cars. This includes ultra-clean trucks, from box vans to big-rigs, to slash toxic diesel exhaust that disproportionately burden communities of color close to ports, rail yards and highways.



## Create a Positive and Inclusive Work Environment to Attract and Retain World-Class Talent

- Establish a workforce development plan by 2022 to recruit, on board, train, and promote highly qualified staff and managers who reflect California's diverse population
- Annually monitor branch and division level staff engagement focusing on increasing staff opportunities for education, training, collaboration, and experiences to build the next generation of leaders
- Improve staff recognition efforts including regular appreciation events and a transparent awards process acknowledging our excellent staff and teams
- Develop and issue management guidance regarding non-business hour work for staff and managers that provides flexibility, ensures proper workload distribution, and promotes proactive project planning
- Foster an environment where honest and meaningful dialogue can be exchanged between management and staff, and differing perspectives are valued

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## Maintain a Sustainable Organization

- Proactively develop future leaders among staff and management by transferring knowledge, prioritizing mentoring and training, and delegating actions and decision-making throughout the organization
- Establish internal agency-wide policy and program priorities that are aligned with available resources, and champion effective program planning and implementation while continually striving for excellence
- Implement digital processes, adopt new technologies, and maximize the use of IT innovations such as cloud services to increase operational efficiency
- Ensure diversity and racial equity in CARB's workforce, and strive for an organization that reflects the Californians we serve

"The mission of CARB's Diversity and Racial Equity Task Force is to candidly evaluate a range of activities at every level of CARB including recruitment, hiring, promotions, training, and communications. It will make specific recommendations to increase diversity in our workforce. I wanted to underscore how important this effort is to me personally, and to every element of how CARB operates: This Task Force is a cornerstone in our strategy to ensure we fulfill our commitments to a diverse and equitable workplace."

Executive Officer  
Richard Corey

