

*Safety • Service • Security*

**CALIFORNIA HIGHWAY PATROL**

2015—2019

# Strategic Plan



COMMISSIONER J. A. FARROW  
JANUARY 2015

**An Internationally Accredited Agency**



*Message from the*   
**COMMISSIONER**

In the following pages you will find the California Highway Patrol's (CHP) 2015—2019 Strategic Plan. The CHP took bold steps to redesign its Strategic Plan to address public trust, evolving trends in law enforcement, and to address the mobility, safety, and sustainability objectives for California's transportation system. The Strategic Plan is designed to be utilized as a resource by all commanders in the course of their daily duties.



The mission of the CHP is to provide the highest level of Safety, Service, and Security. Our ultimate purpose is to save lives and through strategic planning efforts, we can provide California's communities with education, enforcement, and support to decrease fatalities on the road.

Together, with our stakeholders and partners, we will work to identify new and innovative methods to educate our communities on our mission, programs, and how we can improve compliance in the top primary collision factors in California: driving under the influence, speeding, and occupant restraint.

To CHP employees, my desire is that this Strategic Plan provides a unified focus of efforts that align your daily activities to accomplish our ultimate goal of saving lives on California's highways.

My intention is that this Strategic Plan will provide you with additional insight of the CHP's mission and values and to understand what the dedicated employees of the CHP do to make California the safest place to live and travel.



**J. A. FARROW**  
Commissioner  
California Highway Patrol





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## *Mission*

*Provide the highest level  
of Safety, Service, and Security*

# *Vision*

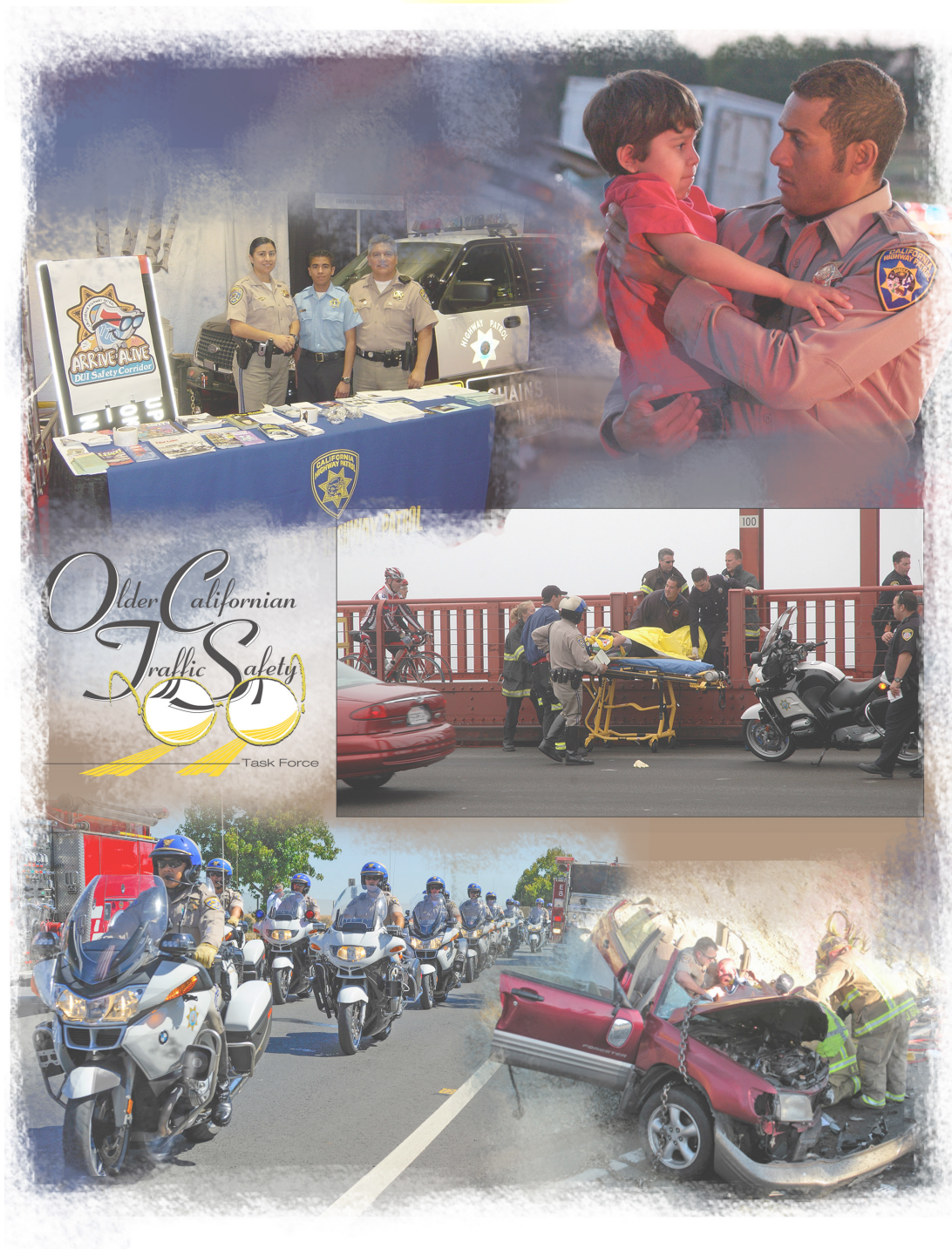
*A trusted leader in law enforcement  
ensuring California is the safest place  
to live and travel*





## INTRODUCTION

*The CHP 2015—2019 Strategic Plan was designed with the future in mind, taking into consideration the rapid changes in law enforcement, technology, and the unique needs of California's communities.*



Older Californian  
Traffic Safety  
Task Force



*The 2015—2019 Strategic Plan is a living document designed to build off of the accomplishments of saving lives under the current 2011—2014 Strategic Plan.*

## BACKGROUND

Annually, the Commissioner and Executive Management identify goals directing the Department's Strategic Planning efforts for the next five years. For the 2015—2019 Strategic Plan, the California State Transportation Agency (CalSTA) requested departments under its purview to address the following desired outcomes: efficient movement of people, goods, and services; enhanced transportation safety; environmental protection, improvement, and sustainability; quality service to all Californians; and transparency and effective reporting on performance outcomes. This plan addresses all aspects of CalSTA's desired outcomes and provides a path forward for the next five years.

## APPROACH

Three strategic planning workshops were held to discuss and evaluate the relevancy of the Department's mission, vision, goals, objectives, and performance measures. Approximately, 70 personnel participated in the design of the CHP 2015—2019 Strategic Plan including commanders (representing small, medium, and large commands, inspection facilities, and communications centers), assistant chiefs, and Top Management. Subsequently, revised mission and vision statements were designed, as well as new pertinent goals, objectives, performance measures, and action items.





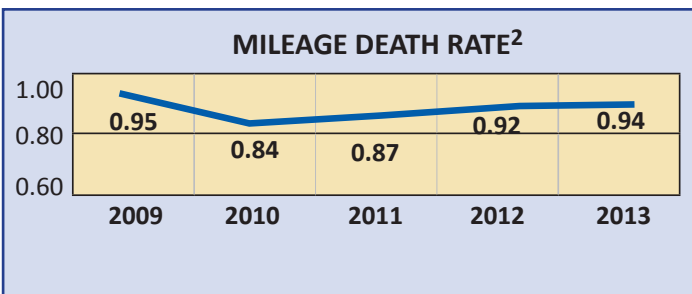
## Environmental Assessment Summary

The CHP performs its primary traffic management function on all state highways constructed as freeways in both incorporated and unincorporated areas of the state. These freeways include interstate routes, United States highways, and state routes. The CHP also has enforcement responsibilities on all streets and highways in unincorporated areas of the state. This jurisdiction encompasses highways under the control of both state and county government maintenance authorities. In total, the CHP currently patrols approximately 380,000 lane miles of roadway throughout California.

Traditionally, the overall success of traffic safety programs is measured by the improvement in the mileage death rate (MDR). The MDR is the number of persons fatally injured as a result of traffic collisions per 100 million vehicle miles of travel.<sup>1</sup> Historically, California has achieved one of the lowest MDRs in the nation. This is especially noteworthy considering the size and complexity of the traffic safety challenges faced by the state.

In 2010, California experienced the lowest MDR in history — 0.84. While this was positive news, it still means 2,739 people lost their lives on California roadways that year. More current statistics indicate the MDR is on the rise. For 2011, the MDR was 0.87 with 2,835 fatalities statewide. For 2012, the MDR was 0.92 with 2,995 fatalities. For 2013, the MDR is estimated to be 0.94 with 3,104 fatalities. Figure 1, below illustrates the MDR since 2009.

FIGURE 1

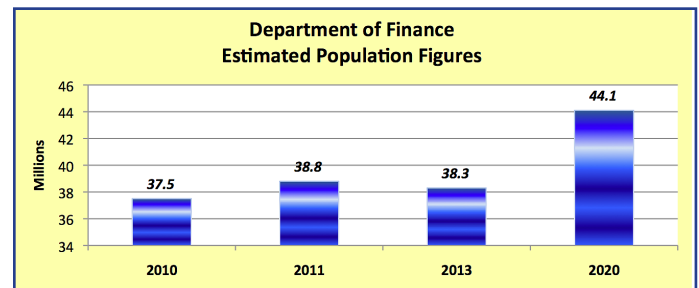


## Departmental Workload Indicators<sup>3</sup>

The Department’s concern over traffic fatalities has been impacted by the increase in the number of California licensed drivers, registered vehicles, and the number of miles driven annually, compared to the number of officers on the road. These statistics, which continue to increase annually, represent the CHP’s primary “customer base” and could impact the ability of CHP officers to respond effectively to customer service needs and priorities.

According to the Department of Finance (DOF), in 2013, California’s population was 38.8 million. The DOF estimates the population will be 44.1 million by the year 2020 (an increase of 14 percent). See Figure 2 below. Figure 3, next page, illustrates the comparison between registered vehicles, drivers, workload indicators, and officers per 100 million miles of travel.

FIGURE 2



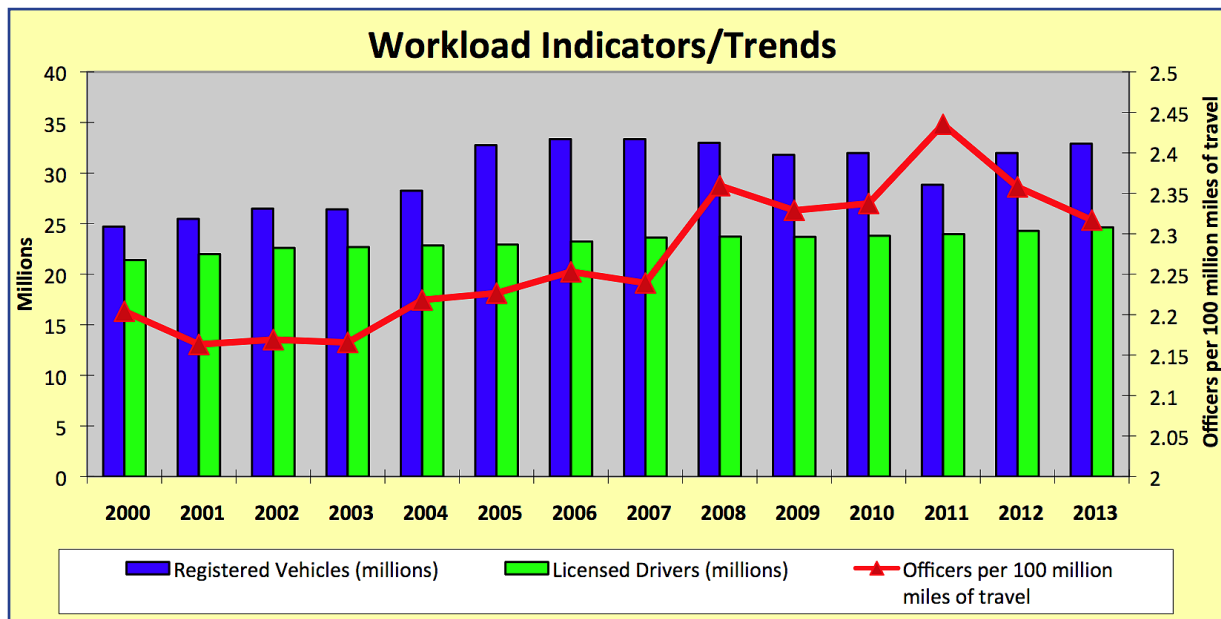
1. Mileage figures are obtained from the California Department of Transportation’s annual California Public Road Data Report.
2. Provisional and subject to change.
3. Commission on Accreditation for Law Enforcement Agencies (CALEA) Standard 15.1.3.

In contrast to the percentage increases in the workload indicators below, a comparison with CHP uniformed staffing shows a slight divergence. Since the year 2000, the number of registered vehicles increased by 30 percent (from 24.7 million to 32 million), the number of licensed drivers increased by 15 percent (from 21.4 million to 24.7 million), and the number of uniform staff increased by 11 percent. The Department’s staffing increase is small compared to the increase in registered vehicles and licensed drivers.

The CHP may face the challenge of providing superior levels of service in the face of increasing demand without the benefit of substantially increased resources. Pending available funding, the Department should seek to hire additional personnel in order to assist in accomplishing our mission.

The CHP’s 2015—2019 Strategic Plan represents a concerted effort to reflect the Department’s commitment to its core mission: saving lives. The Department has, through a participatory process involving all levels of management, incorporated a bold vision for the future that is aligned with the CHP’s five primary strategic goals. The objectives chosen to help achieve those goals are realistic and relevant to CHP operations. The performance measures chosen to gauge the success in achieving goals are easy to understand and are relevant to an individual command’s operational environment. The action steps that will be designed and implemented by each individual command will be reflective of each command’s unique operating environment and available resources. This plan is a living document open to revision as operational needs and resource demands may dictate.

FIGURE 3





## PHILOSOPHIES

*The CHP will execute its mission and pursue its vision guided by the Department's Organizational and Professional Values as stated below.*

### ORGANIZATIONAL VALUES

*To accomplish our mission, the Department is committed to the following organizational values as the foundation of its pledge to public Safety, Service, and Security.*

- *Respect for others.*
- *Fairness.*
- *Ethical practices.*
- *Equitable treatment for all.*

### PROFESSIONAL VALUES

*The CHP's mission is based upon an overriding pledge to provide the highest level of Safety, Service, and Security. This pledge can be upheld only when all employees clearly understand the Department's expectations and commitment to service through exhibition of the following values, known as "CHP PRIDE."*

- Courage** – Stand up for what is right despite the threat of adversity.*
- Honesty** – Uphold the truth, and maintain the trust and confidence placed upon us by the citizens of California.*
- Professionalism** – Constantly strive for quality and excellence.*
- Principles** – Adhere to the highest conduct which promotes moral and ethical ideals.*
- Respect** – Display a positive and service-oriented attitude towards the public and each other.*
- Integrity** – Be honorable, open, fair; this is the cornerstone of our profession.*
- Dedication** – Commit to the mission of the Department and our oath.*
- Esprit de Corps** – Encourage personal and organizational success through group effort and team spirit.*

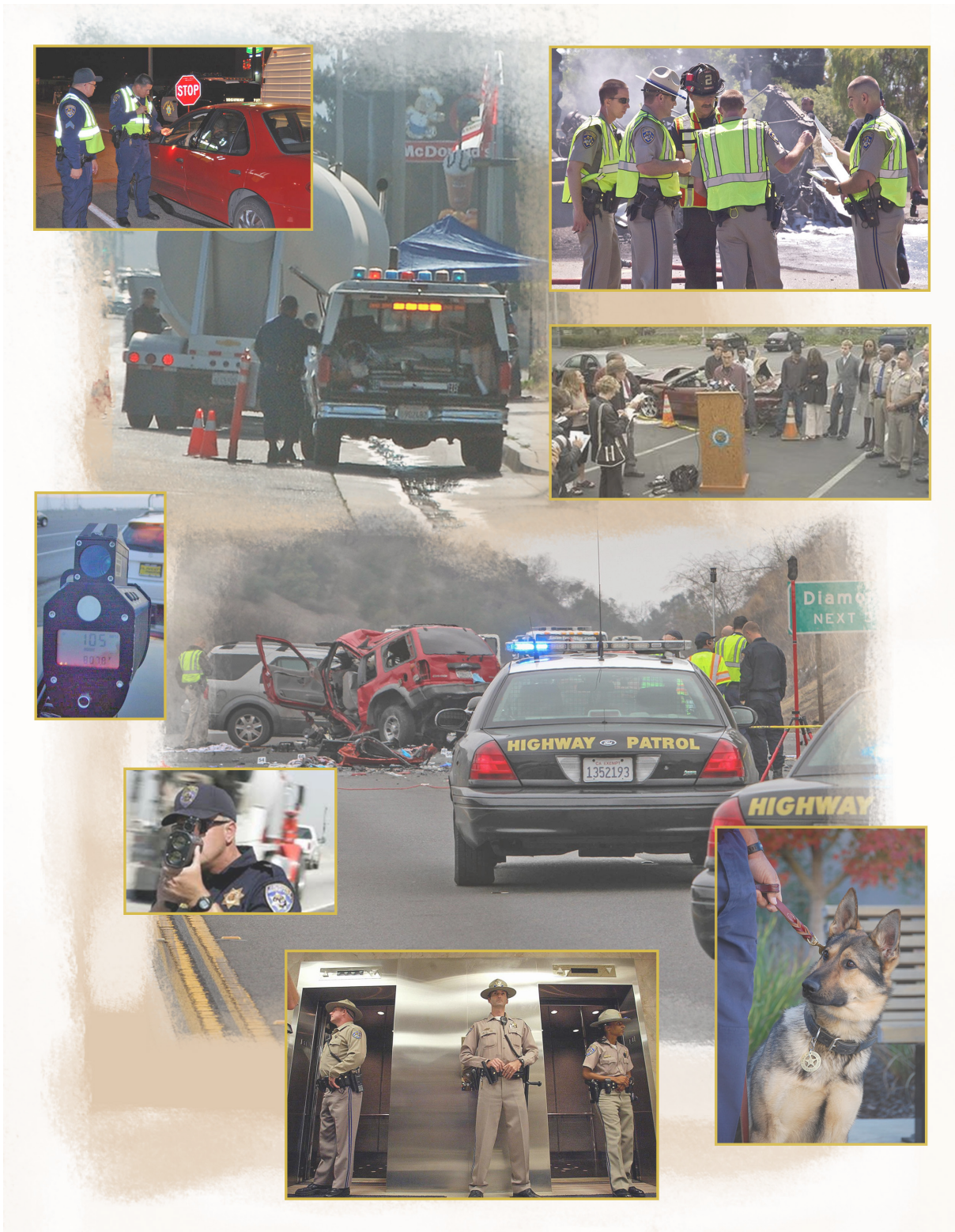
# *Strategic Goals 2015-2019*

- 1. Protect life and property*
- 2. Provide superior service to the public and assistance to allied agencies*
- 3. Enhance public trust through community outreach and partnerships*
- 4. Invest in our people*
- 5. Identify and respond to evolving law enforcement needs*





## Goal 1-Protect Life and Property



## Objectives/Performance Measures

### *1A. Reduce fatalities and serious injuries within CHP jurisdiction*

- By 2019, reduce the fatalities within CHP jurisdiction by 10 percent.
- By 2019, reduce the serious/severe injuries within CHP jurisdiction by 10 percent.
- Each year, keep California's MDR below the rolling three-year average.

### *1B. Reduce commercial motor vehicle (CMV)-involved collisions within CHP jurisdiction*

- By 2019, reduce the number of CMV-involved collisions within CHP jurisdiction by 10 percent.

### *1C. Reduce vehicle theft statewide*

- By 2019, reduce vehicle theft statewide by 5 percent.

### *1D. Increase safety on state property through awareness, training, and education*

- Each year, every CHP Area will update the state properties list within their jurisdiction.
- Each year, every CHP Area will send a CHP 32, California Highway Patrol Introduction Letter, to the state property facility managers within their jurisdiction.
- Each year, CHP Area Safety Service Patrol officers will provide training to the state property facility managers within their jurisdiction.

### *1E. Reduce incidents resulting from the transportation of hazardous materials/waste*

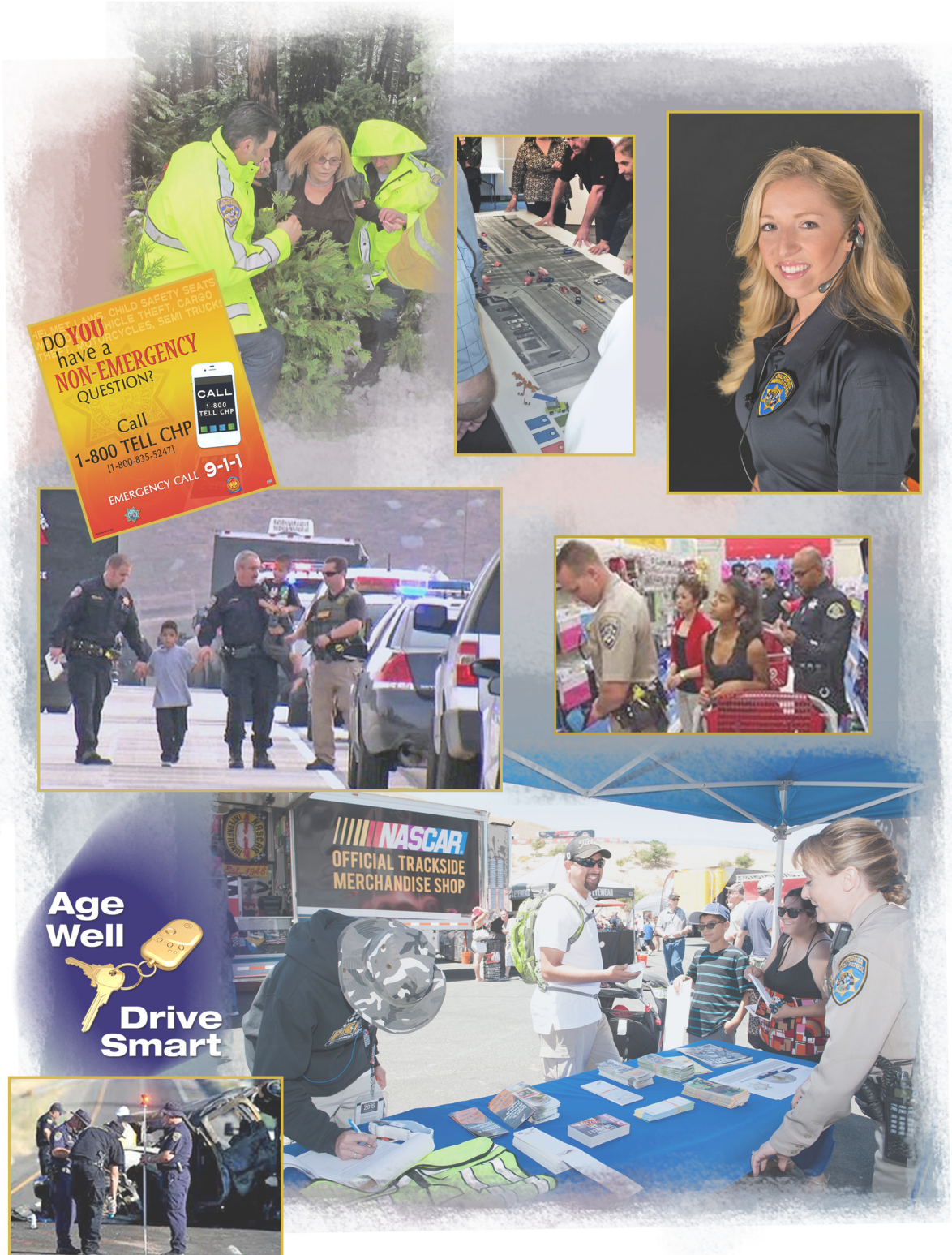
- Each year, Divisions shall maintain at least four instructors trained in First Responder Operations (FRO), First Responder Awareness (FRA), and Hazardous Materials Incident Command (HMIC).
- Each year, ensure all applicable employees receive FRO, FRA, and HMIC training.
- Each year, Divisions shall report any highway changes/modifications to designated hazardous materials routes by specific route and modifications made.

*We make California a great place  
to live, work, and travel  
by reducing fatalities, injuries, and crime*





## Goal 2-Provide Superior Service to the Public and Assistance to Allied Agencies





## Objectives/Performance Measures

### *2A. Improve traffic management and the reliability of goods movement*

- By 2016, achieve 100 percent compliance with CHP uniformed staff trained in Traffic Incident Management (TIM).
- Each quarter, all Divisions will offer the TIM course to allied agency first responders.

### *2B. Expand public access to the Department's services and information*

- By 2016, identify and develop a priority for CHP public services to be available online or through mobile applications.
- By 2019, eliminate the property damage only (PDO) collision backlog in the Statewide Integrated Traffic Records System.
- By 2019, have collision reports available for purchase online.

### *2C. Improve customer service*

- Each year, continue to meet the current National Emergency Number Association 9-1-1 call answering response times in all CHP communication centers.
- Each year, maintain full certification for all eight Division Multidisciplinary Accident Investigation Teams (MAIT).
- By 2019, train at least 1,000 additional employees in Intermediate Accident Investigations by having all eight Division MAITs conduct at least one course annually.
- By 2019, increase the availability of injury/PDO collision reports within the eight business day time-frame to 95 percent statewide.

### *2D. Enhance our skills required to serve a diverse population*

- By 2016, 100 percent of CHP employees receive cultural competency/mental health services training.

### *2E. Expand educational, marketing, and awareness programs to inform the public and stakeholders about CHP roles, programs, and functions*

- Each quarter, all commands discuss significant issues and opportunities for public awareness with their chief.
- Every two years (2016 and 2018) conduct a public poll to gauge public perceptions and experiences.

### *2F. Improve the Department's technology infrastructure and capabilities*

- By 2015, develop and implement an ongoing communications strategy to inform all CHP staff about information technology (IT) initiatives and progress.
- By 2016, revise the CHP IT Strategic Plan.
- By 2017, upgrade the IT infrastructure to allow for efficient availability of electronic services.

### *2G. Evaluate and respond to allied agencies need for support, training, and assistance*

- Each quarter, all field commands discuss significant allied agency issues and training options with their chief.

### *2H. Enhance environmentally sustainable practices within our fleet, operations, and facilities*

- Each year, provide updates and best practices information on water conservation efforts established statewide.
- By 2017, increase the number of plug-in electric hybrid vehicles and battery electric vehicles within the departmental pool vehicle fleet by 10 percent from 2014 levels.
- By 2018, ensure all CHP facilities are 20 percent more energy efficient from 2003 levels.

*We are committed to  
providing first  
class customer service*





## Goal 3-Enhance Public Trust Through Community Outreach and Partnerships



## *Objectives/Performance Measures*

### *3A. Demonstrate integrity and respect during each interaction with the public*

- By 2019, improve customer satisfaction public poll results by 5 percent every two years.
- By 2019, decrease the percentage of sustained citizen complaints by 10 percent, based on a three-year average.

### *3B. Demonstrate departmental integrity, transparency, and accountability*

- Each year, complete all required Office of Inspector General audits and inspections.
- Each year, maintain our CALEA accreditations.
- Each year, continue to be responsive to Public Records Act requests.
- Every two years (2015, 2017, and 2019) all Divisions will conduct Highway Patrol Manual 22.1, Command Inspections Program, Chapter 34, Command Environment Assessment Inspections for each Area.
- By 2016, obtain and maintain our Airborne Law Enforcement Association accreditation.

### *3C. Proactively develop meaningful professional relationships with community stakeholders at all levels*

- By 2016, revise the commander performance evaluations (CHP 118C, Performance Appraisal) to align with the strategic plan performance measures.
- By 2017, evaluate and update other classification performance evaluations, as appropriate, to align with the strategic plan performance measures.

### *3D. Identify and respond to the specific public safety needs of communities and stakeholder groups*

- Each year, every commander will identify the unique needs within their community and incorporate them into their individual strategic planning process.

### *3E. Promote our services and accomplishments*

- By 2016, establish and maintain a social media presence within each CHP Division.
- By 2016, create and maintain an online Dashboard that contains information deemed vital to the public.

### *3F. Expand our Explorer Post and Senior Volunteer Programs*

- By 2019, increase Explorer Post Programs by 50 percent from 2014 levels.
- By 2019, increase the Explorer Program membership by 20 percent from 2014 levels.
- By 2019, increase Senior Volunteer membership by 20 percent from 2014 levels.

*We model the  
Department's Professional  
and Organizational Values  
in every interaction*





## Goal 4-Invest In Our People



## *Objectives/Performance Measures*

### *4A. Enhance employee safety and wellness*

- By 2019, increase uniform employees voluntarily participating in the annual fitness challenge by 25 percent from 2014 levels.
- By 2019, reduce occupational injuries and illnesses by 5 percent per year; using a prior three-year average.

### *4B. Recruit and hire the best qualified workforce from all segments of society*

- Each year, ensure job information is made relevant and available to all who may desire to pursue a CHP career through broad-based recruitment efforts.

### *4C. Coach and mentor our employees to reach their full potential*

- By 2016, record all required training in the Employee Training Records System.
- By 2016, develop a plan to implement an integrated CHP enterprise learning management system and training portal.
- By 2016, recognize mentoring and coaching activities in performance evaluations.
- By 2016, incorporate a personal leadership plan into all supervisor and manager performance evaluations.

### *4D. Identify and develop our future leaders*

- Each year, conduct an All Commanders Leadership Training.
- Every two years (2015, 2017, and 2019) conduct a supervisor/noncommand manager Leadership Training Forum.
- By 2016, develop a Leadership Succession Plan framework.

### *4E. Encourage and recognize innovation, best practices, and knowledge sharing*

- Each quarter, all commands discuss significant best practices and innovations with their chief.
- By 2016, incorporate recognizing and rewarding innovation and best practices in management evaluations.

### *4F. Assess our culture to improve employees' pride and passion about public service*

- Every two years (2015, 2017, and 2019) conduct an anonymous employee survey to assess the CHP culture.

*We develop and support  
our workforce  
to sustain  
a world-class organization*





## Goal 5-Identify and Respond to Evolving Law Enforcement Needs



## Objectives/Performance Measures

### *5A. Identify unfilled and emerging law enforcement needs to evaluate CHP's role*

- By 2015, one CHP Top Management meeting annually will focus on law enforcement emerging trends.

### *5B. Formulate and communicate positions on emerging law enforcement issues*

- Each quarter, and as needed, assign CHP subject matter expert through the office of primary interest to address emerging trends and needs.

*We demonstrate leadership  
by addressing  
emerging trends*





AN INTERNATIONALLY ACCREDITED AGENCY

