

December 31, 2025

Toks Omishakin, Secretary
California State Transportation Agency
400 Capitol Mall, Suite 2340
Sacramento, CA 95814

Dear Secretary Toks Omishakin,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the Department of the California Highway Patrol submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Mike Alvarez, Executive Chief for the Office of the Commissioner, at (916) 843-3001, MiAlvarez@chp.ca.gov.

GOVERNANCE

Mission and Strategic Plan

The mission of the CHP is to provide the highest level of Safety, Service, and Security. This is accomplished through three Strategic Plan goals:

- Contribute to a safe and secure California
- Honor the CHP's commitment to the State of California and its communities
- Provide a safe and productive workplace to ensure employee wellness

To accomplish its mission, the CHP is committed to the following organizational values: respect for others, fairness, ethical practices, and equitable treatment for all. Additionally, CHP employees clearly understand the expectations and commitment to service through the following professional values known as "CHP PRIDE":

- Courage
- Honesty
- Professionalism
- Principles
- Respect
- Integrity
- Dedication
- Esprit de Corps

As a Department in state government within the California State Transportation Agency (CalSTA), the CHP is an organization governed by the California Vehicle Code (CVC) as the primary statutory source, which grants the CHP its administrative and enforcement authorities. The CVC, beginning with section 2100, outlines the CHP's role within the California state government as well as its fundamental command structure.

Internally, the CHP adheres to well-established policies covering all operational aspects of the Department. The policies consist of 124 General Orders (GOs), 78 Highway Patrol Manuals, 8 Highway Patrol Guides, 8 Highway Patrol Handbooks, as well as numerous Information Bulletins and Management Memorandums. In 2010, the CHP was formally recognized internationally as an accredited law enforcement agency by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). In 2013, the CALEA awarded accreditation to the CHP Academy. In 2014, the CALEA awarded accreditation to the CHP Communications Centers. In 2016, the Airborne Law Enforcement Association awarded the Public Safety Aviation Accreditation to the CHP Office of Air Operations and the CHP received the accreditation with excellence award. In 2017, the Association of Public Safety Communications Officials International awarded the Project 33, Agency Program Certification, to the CHP public safety communications training program. In 2020, the CHP was awarded the CALEA TRI-ARC accreditation for Law Enforcement, Public Safety Communications, and the Academy. In 2024, the CHP withdrew from the Communications Centers and Academy assessment programs and elected to participate solely in the Law Enforcement Program. The CHP received the Law Enforcement Accreditation in 2024.

The CHP provides a multitude of law enforcement services such as assisting motorists, investigating traffic crashes, and providing security for the Governor, public officers, employees, constitutional officers, state judiciaries, and the general public. Departmental employees perform a wide range of tasks, many of which are readily visible to the public. Some examples of the enforcement services provided by the CHP include speed enforcement, the apprehension of drug and alcohol impaired drivers on highways, utilizing patrol techniques and driving under the influence checkpoints, combating vehicle and retail theft, and distracted driving enforcement. In addition to enforcement activities, the CHP provides educational programs such as Every 15 Minutes; Occupant Restraint; Impact Teen Drivers; Age Well, Drive Smart; and Start Smart. Less visible, or often unnoticed, are the selfless efforts of both the CHP uniformed and professional staff in serving their communities, providing assistance and demonstrating empathy for victims of crime and tragedy, and participating in activities to improve the well-being of the individuals and communities they serve.

Control Environment

The CalSTA exercises oversight and guidance on administrative and policy matters, ensuring that the CHP operates efficiently and meets the expectations of the Governor's office, the

Legislature, CalSTA, and taxpayers. The CHP is commanded by the Commissioner, who is appointed by the Governor and confirmed by the State Senate. The CHP Executive Management consists of the Commissioner, Deputy Commissioner, and two Assistant Commissioners.

The CHP Headquarters in Sacramento oversees all 9 field Divisions (8 geographic Divisions throughout California and the Protective Services Division) in addition to 6 headquarters support Divisions (Departmental Affairs Division, Information Management Division, Personnel Management Division, Enforcement and Planning Division, Administrative Services Division, and Departmental Training Division). These Divisions oversee sections such as the Audits and Inspections Section (AIS); Community Outreach and Marketing Section; Internal Affairs Section; Employee Health and Wellness Section; and Equal Opportunity and Access Section. Each Division is commanded by a Chief. There are also offices such as the Office of Employee Relations; Office of Criminal Investigations; Office of Special Representative; and Office of Legal Affairs, that report directly to the Office of the Commissioner, with oversight from the Executive Chief.

The CHP's 8 geographic field Divisions oversee 102 Area offices, 36 Resident Posts, 24 Communications Centers, and 17 Commercial Vehicle Enforcement Facilities (CVEF). Each Area office is commanded by either a captain or lieutenant, and each CVEF is commanded by a lieutenant.

The Executive Management sets the tone of the CHP by demonstrating and ensuring the Department's Mission and Vision are upheld with the highest level of integrity. The CHP's organizational, professional, and ethical values, as well as the standards of conduct are communicated to its employees through departmental policies, duty statements, operating principles, CHP GOs, and individual commands' Standard Operating Procedures. These standards enforce accountability and are utilized by management as the foundation for evaluating staff adherence to integrity and ethical values. Any CHP staff deviation or noncompliance with the CHP's standards of conduct are investigated by the employee's chain-of-command. The findings are then communicated to the employee, and if deemed necessary, appropriate disciplinary actions are implemented.

To ensure newly promoted and newly assigned employees receive guidance and direction consistent with the CHP's Mission and Vision, the CHP offers numerous training classes to both uniformed and professional staff at all ranks and classifications. In addition to training, coaching and mentoring is available for new or newly promoted employees at the commander's discretion or as needed. Coaching and mentoring is designed to provide employees at each rank and classification with an opportunity for success through mentors sharing critical knowledge and experience with mentees.

CHP uniformed staff are required to attend mandatory training courses and complete online mandatory training annually and quarterly to remain in compliance with both departmental and Commission on Peace Officer Standards and Training standards. Additionally, the mandatory training classes ensure hiring and training of competent and professional individuals which serves to effectively accomplish the CHP's Mission. Furthermore, the CHP ensures employees assigned to commercial, financial, auditing, information technology, and other positions requiring specialized training receive and successfully complete the necessary training in a timely manner and maintain applicable and requisite certifications. Professional staff at all classifications can expand on and/or develop new skills by attending the classes provided in-house by the CHP or by submitting a request for training provided by external training organizations. Additionally, professional staff are required to complete departmental mandatory annual online training.

The CHP maintains a Citizens' Advisory Board (CAB) that serves as an advisory body to the Commissioner. Its main objective is to conduct an evaluation and offer insight on departmental policies, procedures, training, reporting, and controls to determine consistency in the demands of public safety, as well as legal, moral, and public expectations. The CAB plays an important role in strengthening community trust in law enforcement by providing neutral, third-party insight, and fostering the productive exchange of ideas.

Information and Communication

There are various methods Executive Management utilizes to communicate information internally and externally, dependent upon the type of information to be communicated.

The Commissioner meets monthly with the CalSTA Secretary, along with executives from other entities that report directly to the CalSTA. The CHP's Executive Management communicates daily and discusses ongoing operations, internal controls, and other issues. Top Management meetings, which include Executive Management and all departmental Chiefs, are held monthly, or as needed, to discuss major activities and operations within the CHP. After each Top Management meeting, the CHP conducts the Division All Commanders Conference (DACC), which is attended by all Division Chiefs, Assistant Chiefs, and commanders. The DACC is a forum to discuss the actions necessary to mitigate risks and communicate ongoing planning strategies. The information from the DACC will be relayed by each commander to their assigned personnel. Each Division commander has the authority to conduct a DACC on a monthly or quarterly basis. The CHP also has an internal communication medium called a Communications Network (Comm-Net) message, which is used to communicate activities, updates on policies and procedures, as well as emergency and field operations to departmental staff. Department-wide Comm-Net messages are approved by Executive Management, Divisions Chiefs, and/or the appropriate level staff.

Throughout the year, the CHP's Information Security Officer distributes notifications to all CHP employees, informing staff of any information technology or cyber security threats encountered by the CHP and alerting staff to be aware and cognizant of these threats. All CHP employees are reminded to report any information technology and cyber security issues and concerns to the Information Management Division for investigation and resolution.

All CHP employees are encouraged to report inefficiencies and/or inappropriate activities to the California State Auditor via the whistleblower hotline. Posters are displayed in every command reflecting the contact information for the California State Auditor's whistleblower hotline. Additionally, CHP staff receive an electronic mail notification annually from the CHP's Whistleblower coordinator with an attached brochure providing the information on the Whistleblower Program as required by Government Code Section 8547. For internal reporting, CHP employees have an option to report allegations of inappropriate activities to the CHP's Internal Affairs Section for further investigation and appropriate action. When information is obtained or uncovered involving inappropriate acts or omissions by an employee, the employee's commander or designee has the responsibility to ensure a complete investigation into the allegations is conducted.

MONITORING

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the Department of the California Highway Patrol monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Sean A. Duryee, Commissioner and Ezery O. Beauchamp, Deputy Commissioner.

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of executive monitoring sponsor includes facilitating and verifying the CHP's monitoring practices are implemented and functioning.

The CHP conducts monthly, or as needed, Top Management meetings, which include Executive Management and all departmental Chiefs from each Division, to discuss major activities as well as existing and potential internal control issues. The CHP Top Management meeting is used to discuss current and future risks identified within the CHP. Any risk with vulnerabilities is addressed and revisited at future meetings as needed. Depending upon the impact of the risks to the CHP, a task force can be established to evaluate departmental activity and recommend a corrective action plan to mitigate all material risks to Top Management. The task force will be responsible for updating Executive Management on performance and implementation of internal control measures to mitigate the identified risks.

The CHP management, at the command level, has the responsibility to assess and analyze the design of controls and their intended purpose to ensure they are effective and perform as expected. Any deviations from policy or weaknesses in internal control measures are expected to be addressed and resolved at the lowest level.

The CHP also maintains numerous headquarters committees that exercise oversight over departmental policies and procedures. These committees include bodies such as, but not limited to: the Department Occupational Safety Board, Merit Award Suggestion Committee, Advisory Committee for Persons with Disabilities, and School Pupil Transportation Advisory Committee.

The AIS conducts internal audits in accordance with the Institute of Internal Auditors' (IIA) Global Internal Audit Standards (Standards), in addition to departmental inspections. Internal audits or inspections are performed to identify deficiencies and provide recommendations. Internal auditors ensure procedures established as part of the internal control system are functioning properly. The AIS conducts follow-up audits/inspections to ensure outstanding audit/inspection findings are remediated. A follow-up audit or inspection is typically conducted within 12 months after issuance of the final report. Subsequent to the follow-up review, the AIS issues a follow-up report.

All audit/inspection results and corrective action reports are routed to DAD for review and proper monitoring. The DAD monitors the corrective action activities of administrative or field Division commands each year. This includes subordinate commands within the respective Divisions. The AIS submits a final report routed through DAD to Executive Management, which closes the audit/inspection. On the rare occasion an issue remains unresolved, Executive Management or the applicable Division Chief takes further action to resolve it.

In addition, the Administration Services Division, as the Office of Primary Interest, ensures each command conducts a change of commander and/or an annual property inspection to maintain compliance with State Administrative Manual Section 8652. Moreover, the Department requires each command to conduct two divisional-selected inspections (first and third quarters) every calendar year. The Executive Management is responsible for the biennial SLAA enterprise risk assessment and the departmental risk assessment within the CHP. The Executive Management also selects two mandatory departmental inspections performed by all commands (second and fourth quarters). Additional information on this process is provided in the Risk Assessment Process section of this report.

In addition to the internal auditing and monitoring activities conducted, the CHP is audited by various external entities throughout the year to ensure the CHP has proper internal controls in place and is in compliance with applicable state laws and regulations. These external engagements consist of, but are not limited to: financial, information technology, operational, performance, and program audits. After the final report is issued by the external entity and

should the final report identify findings, the CHP will draft a response specifying the corrective actions the CHP has taken or will take to correct and resolve the identified findings. Prior to submitting a response to the external entity, the response is routed through the Executive Management for review and approval. The final response is sent to the external entity with a carbon copy to CalSTA. The appropriate command is responsible for implementing the specified corrective actions and resolving the identified findings.

The CHP has implemented and documented the ongoing monitoring processes as outlined in the monitoring requirements of California Government Code Sections 13400-13407. These processes include reviews, evaluations, and improvements to the CHP's systems of controls and monitoring.

RISK ASSESSMENT PROCESS

The following personnel were involved in the Department of the California Highway Patrol risk assessment process: executive management, middle management, front line management, and staff.

The following methods were used to identify risks: brainstorming meetings, employee engagement surveys, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, questionnaires, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

Executive Management conducts the CHP's enterprise-wide risk assessment process. In addition, the AIS conducts project level risk assessments of commands.

The following personnel are involved in the CHP's risk assessment process: Executive Management, middle management, front line management, and staff. The methods used to identify risks include brainstorming meetings, employee engagement surveys, ongoing monitoring activities, audit/inspection results, other/prior risk assessments, external stakeholders, questionnaires, consideration of potential fraud, performance metrics, and other.

The criteria used to rank risks include likelihood of occurrence, potential to impact mission/goals/objectives, timing of potential event, potential impact of remediation efforts, tolerance level for the type of risk, and other.

Pursuant to the Standards, Top Management (Board), having the highest level of operational governance, conduct an organization-wide risk assessment. In preparation for the 2026 Audits

and Inspections Plan, members of Top Management, in consultation with Executive Management, evaluated departmental risks during the 2025 calendar year. The risks (e.g. program areas) chosen by Top Management, and approved by Executive Management, will be inspected through audits and inspections.

Pursuant to the Standards, Top Management Meetings are considered a leading governance practice and may occur as a private or closed session. In addition, during these Board meetings, Top Management and/or Executive Management reviews and approves the internal audit plan, internal audit budget, and resource plan processes.

The information received from this risk assessment process is utilized to establish a two-year plan, in accordance with the Standards, Domain 4, Standard 9.4. The CHP's 2026-2027 Audits and Inspections Plan, approved by the Commissioner, will serve as the ongoing control medium to evaluate and mitigate identified risks.

RISKS AND CONTROLS

Risk: Evaluate an External Vest Carrier for Uniformed Personnel, With the Potential of Reducing Injuries and Illnesses

The current duty belt utilized by our law enforcement personnel carries significant weight imposing stress on the spine and hips. This issue is significant among our law enforcement personnel, as lower back injuries have been a persistent cause of both short-term and long-term disabilities. Continued use of the current duty belt will hinder our personnel's ability to actively participate in patrol duties, thus exacerbating staffing shortages across the state. Replacing the duty belt with a practical alternative can potentially reduce the number of injury and disability claims by our law enforcement personnel.

Control: Evaluation of an External Vest as a Potential Alternative to the Duty Belt

The CHP Commissioner has approved a 6-month statewide wear test of the external vest carrier with the accompanying base layer uniform shirt and suspenders beginning January 2024. The officers selected to evaluate the

external vest carrier will provide monthly feedback to assess the quality, comfort, functionality, durability, and appearance of the external vest. At the conclusion of the test period, a decision will be made regarding the statewide implementation of the external vest carrier as an optional uniform item. The evaluation included approximately 206 subjects, with 2 participants selected from each of the 103 Area offices that existed at the time of testing (currently there are 102 Area offices). Mitigating the frequency of injury leave will play a crucial role in addressing potential staffing shortages experienced by commands in the state. An increase in the number of officers actively patrolling on the road supports our strategic goal of protecting life and property and will ultimately contribute to the CHP's objective of reducing the mileage death rate on California roads.

Additional field testing was conducted for a total of 15 tan vests over a 3-month period from January 1, 2025, to March 31, 2025. The testing has concluded. Consequently, a second set of 8 blue vests was tested for a 3-month period running from April 11, 2025, to July 11, 2025. The vests in both test groups are identical in design and manufactured by Point Blank, differing only in color. The purpose of the ongoing test is to assess their suitability for use by commercial vehicle and canine officers. After completion of these tests, both test groups assessed whether to recommend the external vests for Executive Management's approval as an option for department-wide use by all uniformed employees.

On September 8, 2025, Executive Management approved the option to use the external vests. Those wishing to use the external vest have been given purchasing instructions.

Risk: Evaluate the Need to Realign Division Boundaries, With the Potential of Improving Service to the Public

During the confirmation hearing in 2023, the CHP Commissioner received inquiries about the extended response times of investigative teams in various areas of the state. In

response, the CHP Assistant Commissioner, Field (ACF), is assessing a possible realignment of divisional boundaries aimed at enhancing service delivery.

Control: Evaluation of Divisional Boundaries

For the state's best interest, the CHP Executive Management is evaluating the realignment of the Division boundaries affecting some commands to enhance service delivery (e.g. Temecula Area, Indio Area, San Geronio Pass Area, Blythe Area, Rainbow CVEF, Desert Hills CVEF, Black Rock Platform Scales, and possibly Thermal Air Operations). The CHP Executive Management will solicit feedback from the affected Divisions and commands during the evaluation whether to implement a realignment or not.

On May 29, 2025, Executive Management met with Information Management Division (IMD) personnel to discuss the Division Realignment proposal project, and tasked IMD with reevaluating realignment timeframes and creating an updated timeline in order of priority. Each Division involved with the realignment has submitted a CHP 53, Request for Information Technology (IT) Services, and was tasked with providing updates to IMD and to the Office of Assistant Commissioner, Field, by the 5th of each month. IMD is working with the Communication Centers to coordinate necessary updates.

Coordination meetings were held on June 26, 2025, with ongoing cross-unit working sessions occurring regularly to manage task interdependencies, mitigate identified risks, and ensure alignment with operational constraints. Projected realignment completion timelines are as follows: Office of Air Operations by the end of the first quarter of 2026; Truckee/Quincy Area by the end of the first quarter of 2026; Mariposa (Oakhurst/Sonora) Area by the end of the first quarter of 2026.

In addition, Executive Management met with IMD on December 8, 2025, to discuss progress and timeframes on realignment and merger proposals for this project. Required forms are being completed and received by IMD for analysis. Design, beat alignments, staffing, and dispatching are topics of discussion and analysis to ensure maximum efficiency of response times and enhance service delivery. The next major milestone for this effort is June 30, 2026.

Risk: Deploy Body Worn Cameras to Departmental Employees to Enhance Public Trust and Accountability

On June 24, 2015, the Governor signed into law Senate Bill (SB) 85, Chapter 26, which authorized the CHP to conduct a body-worn camera (BWC) pilot study to evaluate the use of BWCs. The pilot study was conducted in the CHP Oakland and Stockton Areas, selected for their size, diverse communities they serve, and infrastructure considerations. The use of BWCs enables departmental personnel to capture audio and video recordings, which can be beneficial in documenting evidence, preparing written reports, and court testimony. Additionally, by capturing the professional conduct of departmental employees while engaged with members of the public, the BWC recordings may help strengthen public trust and ensure law enforcement agencies are fully accountable for their actions.

Control: Evaluation and Deployment of the Body Worn Cameras

Pursuant to Assembly Bill 93, Budget Act of 2015, funds were allocated to the CHP to conduct this pilot project (project), with the primary objective of determining the effectiveness and potential challenges related to the use of these BWCs. During the project, the CHP deployed BWCs to two Areas (Oakland and Stockton) where designated employees used the BWCs simultaneously with the current in-car camera systems.

The project's duration was initially 12 months, commencing on November 1, 2016, and concluding on October 31, 2017, but was extended for a second year for further assessment. All officers and sergeants in the test Areas wore a BWC while working in an enforcement capacity. All personnel were provided training on policy and procedures for BWC usage and associated software operation. In addition, supervisors, managers, and evidence officers received supplemental training for their role in the project. During the 24-month testing timeframe, there were a total of 188,450 videos, which comprise 31,551 hours of recordings, totaling 56 Terabytes of data between the two test Areas.

When integrated with in-car camera systems, the BWCs produce a more comprehensive evidentiary record of law enforcement interactions. The recordings support enhanced transparency, improved supervision, and more conclusive investigations of potential law enforcement misconduct, which may consequently improve community relations. While the system increases personnel hours for video processing and managing the BWCs, the project demonstrated a significant value of BWCs combined with in-car footage in improving public service and accountability, despite inconclusive data regarding changes in human behavior solely from BWC use. Virtually all personnel in the test Areas had a favorable response, with a many employees indicating the use of BWCs enhanced their job performance.

After the successful project, train-the-trainer courses were held in 2025, which provided training to Valley Division, Golden Gate Division, Southern Division, Northern Division, Central Division, and Border Division personnel. Train-the-trainer courses are currently scheduled for Coastal Division, Inland Division, and concluding with Headquarters personnel in the first quarter of 2026. All divisions are given a 6-week parameter to have all personnel trained in the use of body-worn cameras. Subsequently, the CHP plans to issue BWCs to all departmental peace officers in the near future.

Risk: Evaluate Support Structures to Address Employee Wellness and Critical Incident Stress through a Statewide Volunteer Chaplaincy Program

Law enforcement personnel are routinely exposed to cumulative stress, traumatic incidents, and critical events that can negatively impact mental health, job performance, and long-term employee well-being. Without accessible, trusted, and culturally competent support resources, the Department risks reduced employee resilience, increased burnout, diminished morale, and potential impacts to operational readiness. Additionally, a lack of clarity regarding confidentiality and appropriate use of wellness resources may limit employee willingness to seek support when needed. The

CHP consequently plans to implement a Volunteer Chaplain Program, which will promote faith-neutral spiritual and emotional well-being of departmental personnel.

Control: Establish Eligibility Criteria Within Departmental Policy to Ensure Chaplains are Appropriately Trained and Qualified to Meet the Objectives of the Volunteer Chaplain Program

The Department, through the Employee Health and Wellness Section (EHWS), has implemented a Volunteer Chaplain Program designed to provide confidential, voluntary, and culturally competent emotional and spiritual support to sworn and professional staff. The program emphasizes proactive engagement, relationship-building, and early intervention to complement existing mental health and peer support resources.

To ensure chaplains are appropriately trained and qualified to meet the objectives of the Volunteer Chaplain Program, chaplains will be solely volunteers from an accredited Chaplaincy program; must have an ecclesiastical certification in good standing, recognized by a religious body; and should have at least 2 years of ministry or successful counseling experience. Additionally, chaplains shall complete a sensitive position background check, adhere to a formal code of conduct, and maintain strict confidentiality in accordance with California Evidence Code clergy-penitent privilege.

Control: Implement a System for Routinely Evaluating Volunteer Chaplain Activity

During the six-month Chaplaincy Pilot Program conducted at the CHP Border Division, the EHWS established two mechanisms for monitoring chaplain activity. On a monthly basis, the EHWS recorded the total number of hours chaplains spent at their assigned Area office(s) in the form of ride-alongs, briefings/debriefings, one-on-one meetings, and other hours. On a quarterly basis, the EHWS distributed surveys to all Area office personnel soliciting feedback regarding the chaplain's availability, nature of interactions with chaplains, chaplains' demonstrated law enforcement cultural competency, and chaplains'

adherence to the CHP Chaplain Code of Conduct. The EHWS will continue monitoring the chaplain activity to strengthen internal controls, promote employee trust, and enhance the Department's ability to support workforce wellness while minimizing operational and reputational risk.

CONCLUSION

The Department of the California Highway Patrol strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Sean A. Duryee, Commissioner

CC: California Legislature [Senate, Assembly]
California State Auditor
California State Library
California State Controller
Director of California Department of Finance
Secretary of California Government Operations Agency