

# Strategic Plan

Estratégico Plan Stratégique Proje

MISSION, VISION & VALUES

**Commercial Vehicle Safety Alliance**







# Strategic Plan

## MISSION, VISION & VALUES



INTRODUCTION	3
OUR MISSION	11
OUR VISION	13
OUR VALUES	15
STRATEGIC GOALS	17



## From an informal gathering...

The Commercial Vehicle Safety Alliance began as an informal gathering of western state agencies that were responsible for conducting commercial vehicle enforcement functions. The first meetings were held in 1980 and highlighted areas of common need and ways in which uniform standards, procedures and methods could be used to the greatest effectiveness. Early on, the group recognized that commercial vehicle highway safety needs in all the different jurisdictions were virtually the same. At the same time, they also recognized that the various jurisdictions were, in large part, using common criteria for regulation and inspection functions. Further, while carrying out similar activities, but not having a system giving reciprocal credit for each other's work, they were involved in a redundancy of effort that wasted government resources and caused equipment/personnel time and monetary loss for the motor carrier industry.

To establish uniformity and reciprocity of on-highway enforcement and improve the safe operation of commercial motor vehicles, a Memorandum of Understanding (MOU) was developed. The MOU was not a complex reciprocity





document. Rather, it was a simple working agreement that outlined the various minimum inspection and out-of-service criteria that parties to the agreement would follow. In addition, and perhaps of most importance, for the first time the MOU established that various state, provincial and territorial agencies would not only be uniform, but would recognize each other's work in the inspecting of commercial vehicles, their driver and loads. Initially, seven states and two Canadian provinces adopted the MOU in what was known as the Western States Commercial Vehicle Safety Alliance.

The agreement and concepts were immediately successful. Virtually all of the agencies that initiated programs in conformance with the MOU had good results in reducing crashes caused by commercial vehicles. The value of a shortened "critical item" inspection system focusing on the most common accident causes was established. Also of importance, the operating motor carrier industry and many other groups became interested and supportive of the Alliance's accomplishments and methods. That interest led to significant interaction and involvement of the Alliance membership with industry, public safety organizations and the U.S. Department of Transportation. The Alliance soon became a forum for discussing ways to improve the safety of motor carrier operations (buses as well as trucks) through enhanced and improved methods of both highway and terminal inspection of vehicles, drivers and loads.

By 1982, interest in the Alliance was high in Canada and the U.S., with many additional states across the country becoming members. Also, many nongovernmental persons, associations and companies wanted to play an active supportive role. To accommodate this expanding membership and associate interest, By-laws were ratified in October 1982 to create the CVSA. The By-laws were bi-national in scope and with provision for associate membership. The new organizational structure set the framework for commercial vehicle uniformity and reciprocity in both countries. It also clearly established a system for associate members to participate in, and contribute to, the safety effectiveness of CVSA. A committee structure was established to provide a voice for all members in conducting the business of the alliance. The success of this structure has stood the test of time — it remains largely unchanged in the more than 20 years CVSA has been in existence.



## ...to a successful international alliance.

Through CVSA's efforts, the commercial vehicle safety and enforcement agencies in North America have developed a comprehensive, coordinated program of uniform compliance and enforcement of motor carrier safety and hazardous materials regulations. This has reduced the number and severity of commercial motor carrier accidents and incidents. These agencies, through partnerships with various federal agencies and industry, have established programs to conduct driver and vehicle roadside inspections, perform motor carrier safety audits and compliance reviews to determine levels of compliance with safety and hazardous materials regulations, enforce size and weight laws and enforce the Commercial Driver License requirements.

Over three million annual roadside inspections are conducted uniformly throughout North America. Just imagine the burden on the truck/bus industry in terms of multiple, redundant and inconsistent inspections and enforcement if a state or province did not recognize the CVSA Decal that signifies a successfully completed inspection.



As a consequence of these partnerships, CVSA has significantly contributed to the success of the Motor Carrier Safety Assistance Program (MCSAP) in the United States and a reduction of commercial motor vehicle crashes and fatalities throughout North America through these key accomplishments:

- **North American Standard Roadside Inspection Procedures**
- **North American Standard Out-of-Service Criteria**
- **Out-of-Service and other defect repair verification procedures**
- **Complaint control procedures**
- **Uniform maximum fine schedules**
- **Inspector and instructor training, certification and recertification practices and procedures**
- **Safety information, software and data systems**
- **Performance of roadside inspections, traffic enforcement, compliance reviews and crash and incident investigations/reporting**

The proof of the program's success is the steady decline of fatalities resulting from truck and bus crashes. In the United States, the rate of fatalities from large truck-involved crashes per 100 million vehicle miles in 1985 was 4.6. By 2002, it had dropped to 2.3, a 50 percent decline. In Canada, from 1997 to 2001 the number of fatal crashes involving commercial vehicles dropped from 1,032 to 951, and the corresponding fatalities decreased from 664 to 548, a 17.5 percent decline.

These reductions have occurred during a period when the number of vehicles, miles driven, and congestion on the highways have increased significantly. Information from CVSA's members and the FMCSA also indicates that both vehicle and driver out-of-service rates have dropped. The overall condition of equipment on the highways today has improved. The quality and professionalism of motor carriers, drivers and enforcement officers have improved as well.

Although it was never intended for every truck and bus to be inspected on the highway, the roadside inspection and enforcement program has

enabled law enforcement jurisdictions throughout North America to establish and maintain a strong presence on the highways. Such a “presence” has created a considerable deterrent effect and a tangible increase in safety for all travelers. This was possible through significant federal assistance.

Without active participation at all levels, inside and outside government, policy makers, enforcement and industry, these successes could not have been realized. The freight transportation industry is heavily regulated, dynamic and competitive. Because of this, it is incumbent that critical safety and security issues are continually revisited, updated, and focused on excellence. CVSA continues to serve, as it has for the past 20 years, as a gathering place to discuss and resolve the difficult and challenging issues facing CMV safety and security. ✓



A MISSION STATEMENT  
SHOULD BE A CLEAR DESCRIPTION  
OF THE PURPOSE, MANDATE AND  
“BUSINESS” OF AN ORGANIZATION.





# Our Mission

Misión Mission

To promote commercial motor vehicle safety and security by providing leadership to enforcement, industry and policy makers.





A VISION STATEMENT DESCRIBES THE  
“PREFERRED FUTURE” OF AN ORGANIZATION.



# Our Vision

Visión de futuro

The CVSA will be recognized as the international authority on commercial motor vehicle safety and security.



ORGANIZATIONAL VALUES ARE  
FORMAL STATEMENTS OF BELIEFS THAT GUIDE  
AN ORGANIZATION IN ITS RELATIONSHIPS  
WITH ITS STAKEHOLDERS AS IT DISCHARGES  
ITS MISSION IN PURSUIT OF ITS VISION.





# Our Values

Valores Valeures

## Integrity

Providing our customers with the basis for trust, accountability and respect.

## Professionalism

Consistently developing the highest level of competence, work ethic, openness to new ideas, and continuous self-improvement.

## Leadership

To inspire, influence and support our members and partners in the pursuit of our mission.

## Teamwork

Valuing people working together to achieve common goals and partnerships to enhance our effectiveness.



# Strategic Goals

CVSA'S STRATEGIC GOALS FOR THE TIME FRAME FROM 2005 THROUGH 2007 APPEAR BELOW. THE GOALS ARE LISTED IN ORDER OF PRIORITY WITHIN EACH CATEGORY.

## **1.0 Safety and Security**

- 1.1 Ensure uniform and reciprocal application of North American Inspection Procedures and *North American Standard Out-of-Service Criteria*.
- 1.2 Ensure effective roadside inspection, compliance review, and safety audit programs.
- 1.3 Increase traffic enforcement within the commercial vehicle environment.
- 1.4 Promote the collection and use of accurate real time data to drive commercial motor vehicle enforcement programs.
- 1.5 Promote the expansion of commercial vehicle safety and security programs at international borders and ports.
- 1.6 Integrate a strong security component into the North American standard inspection program.
- 1.7 Ensure that technology supports enforcement's needs for focusing on high-risk carriers, vehicles, drivers and cargoes.

Outcomes of these goals would include increased knowledge of CMV operations and regulations, an increased comfort level of the motoring public, effective CMV enforcement and security, and reduced CMV fatalities, personal injury crashes and incidents throughout North America.

## 2.0 Outreach

- 2.1 Establish CVSA as the “go-to” organization for advice and support on issues related to commercial vehicle safety.
- 2.2 Further establish and enhance collaboration with national and international organizations with similar goals and values.
- 2.3 Increase the visibility of CVSA with the motoring public.
- 2.4 Continually publicize innovative and quality services that promote an interest in joining CVSA.
- 2.5 Influence positive government direction on commercial vehicle safety, enforcement and security issues throughout North America.
- 2.6 Explore the development of judicial outreach.

Successful implementation of these goals would position CVSA as the leading CMV safety organization in the world with the ability to influence government and individuals at all levels on CMV safety matters.

## 3.0 Training and Certification

- 3.1 Enhance and maintain core competencies in areas of roadside inspections, traffic enforcement, safety audits and compliance reviews for enforcement, motor carriers and industry.
- 3.2 Promote the expansion of enforcement personnel in North America through expanded training and certification initiatives.
- 3.3 Enhance the development of training programs using technology and other non-traditional modes of delivery.
- 3.4 Become the recognized standards and certification body for current and future stakeholders.
- 3.5 Expand training opportunities to include international security.
- 3.6 Develop a training curriculum in information technology for officers to enhance data quality and integrity.

Adopting these goals would result in the maintenance of uniformity and reciprocity and improved efficiencies through international accreditation of a North American training and certification program.

## 4.0 Organizational Development

- 4.1 Improve information dissemination between CVSA, roadside inspectors and drivers.
- 4.2 Maintain and expand the membership base.
- 4.3 Enhance and expand funding sources that will attract and retain a professional staff.
- 4.4 Foster the development of future leaders within CVSA.
- 4.5 Explore opportunities for increased organizational flexibility and responsiveness.
- 4.6 Promote increased participation of members throughout North America.

Implementation of the organizational development goals would lead to increased member participation and improved responsiveness to member issues.

CVSAHQ@CVSA.ORG

1101 17TH ST., NW, SUITE 803

WASHINGTON, DC 20036

PHONE: 202-775-1623

FAX: 202-775-1624

## Commercial Vehicle Safety Alliance



The Strategic Plan is a product of CVSA Members and, as such, it should provide direction and guidance for Alliance activities over the next three years. It will be important to continually monitor and, as appropriate, update the Strategic Plan. It also is important (to the extent practicable) that the Alliance activities and programs align themselves with the Plan.

CVSA will execute this Plan by making sure all activities that take place within the Alliance are mapped to one or more elements within the Strategic Areas of the Plan.

In its communications with the members and those outside the organization, Alliance members and staff will relate organizational initiatives to the Strategic Areas within the plan, and, as appropriate, bring any potential modifications before the membership for discussion.

This Plan will be discussed at all CVSA Executive Committee meetings, other committee meetings and conferences. To make this document viable, the membership must take ownership of it and carry out its activities in the spirit of the Plan.

Finally, our values must guide our activities and be shared and practiced by the entire Alliance.