

# CALIFORNIA HIGHWAY PATROL

## GENERAL ORDER 22.6

REVISED MARCH 2021

### COMMAND STRATEGIC PLANNING AND ENVIRONMENTAL ANALYSIS

1. PURPOSE. The purpose of this General Order (GO) is to furnish each California Highway Patrol (CHP) commander the information necessary to develop an effective Strategic Plan which addresses the objectives of the Department, and those of the individual commands. This GO also presents an overview of the process used by the Commissioner, Executive Management, Top Management, and command personnel to prepare their individual Strategic Plan.

2. POLICY.

a. Authority.

(1) The CHP is a Department in state government within the California State Transportation Agency. Its primary responsibility is providing traffic safety and service to the motoring public as they use the state's highway transportation system.

(2) As a statewide criminal justice agency, the CHP provides law enforcement assistance to local governments and allied agencies when situations exceed the limits of local resources.

(3) The CHP serves as the leader for statewide vehicle theft prevention and recovery efforts, and is the primary authority for enforcing laws and regulations relating to commercial vehicle safety and the commercial vehicle industry.

(4) The CHP is responsible for providing security and protective services to elected state officials, state government employees, and state facilities.

b. The Mission of the CHP is to provide the highest level of Safety, Service, and Security. This is accomplished through four departmental goals.

(1) **Protect life and property.**

(2) **Enhance public trust through superior service.**

(3) **Invest in our people.**

**(4) Anticipate public safety and law enforcement trends and provide assistance to allied agencies.**

3. STRATEGIC PLANNING.

a. General. Strategic planning is a process integrating leadership of the Department with a hierarchical process for meeting the needs of the public and managing departmental resources. This process is directed toward making management of the Department proactive instead of reactive. Strategic planning should consider long-range operational goals and objectives. However, the primary focus is for five years into the future with annual updates, if necessary.

b. Definition. The primary method of accomplishing departmental goals rests with implementing objectives and documenting their effectiveness through a variety of associated performance measures.

c. Procedure.

(1) Strategic planning is intended to assist each command in accomplishing the Department's mission. Strategic planning allows managers at each level to have input into the planning and management processes of the Department. This input is essential for identifying issues and developing departmental objectives, organizational structure, and management policies that are sound and responsive. Successful strategic planning depends on the ability of all CHP commanders to:

- (a) Perceive all aspects of the individual command's operating environment.
- (b) Identify relevant local planning issues and develop strategies to address these issues and the Commissioner's departmental objectives.
- (c) Formulate realistic command goals where applicable.

(2) The aforementioned procedures require the participation of each departmental employee. Commanders should ensure members of their commands have an opportunity to contribute to the process of proposing strategies and goals. Encouraging participation from employees at all levels acknowledges that every member has an important part in the development and implementation of an effective Strategic Plan.

#### 4. DEFINITIONS.

a. Strategic Plan. The Strategic Plan encompasses the overall direction of the Department as provided by Executive Management. A Strategic Plan consists of the following elements:

- (1) Departmental office/Division/Area/section goals.
- (2) Objectives to achieve those goals.
- (3) Performance metrics to measure the progress of each goal.

b. Departmental Goals. Departmental goals are selected by Executive Management to provide specific focus for the Department for the next five years. All commands must address the goals in the Strategic Plan and develop a plan to achieve the goals.

c. Division Objectives. Division commanders may develop goals for issues not addressed by the departmental goals. A Division and the Area or sections under its command are required to address these goals.

d. Area and Section Goals. Area and section goals are those developed by Area and section commands to address specific issues not addressed by the departmental or Division goals. Areas and sections are not required to include individual command goals in their plan if the statewide goals and Division goals adequately address Area and section issues and concerns.

e. Objectives. Objectives are programs or sets of actions that explain in broad terms how departmental goals will be achieved.

f. Performance Measures. Performance measures are associated with each objective and represent the desired specific and measurable results of a particular objective. Performance measures are used to measure the progress of achieving the goal.

g. Departmental Philosophies. Departmental philosophies are statements that articulate the overall management philosophy of Executive Management. These departmental philosophies are stated in GO 0.1, Departmental Mission Statement and Organizational Values. Strategic planning and departmental philosophies are intended to interact formally. Commands are not required to directly address the departmental philosophies, but should consider them during the development of objectives.

h. Initial Planning. Initial planning for the Department's Strategic Plan begins with the approval of strategic planning goals for the next five years by the Commissioner and Executive Management.

(1) Once approval is obtained and the focus is directed by Executive Management, the Enforcement and Planning Division, Special Projects Section (SPS) coordinates strategic planning session workshops for selected Area and headquarters commands.

(2) The workshops are designed to review, discuss, and if necessary, modify the goals, objectives, performance measures, and action guidelines within the Strategic Plan.

5. ISSUES NOT ASSOCIATED WITH STRATEGIC PLANNING.

a. Issues pertaining to disasters and occupational safety planning are not included in the strategic planning process.

(1) Disaster Planning. Guidelines for disaster contingency planning are addressed in Highway Patrol Manual (HPM) 50.1, Emergency Incident Management Planning and Operations Manual. Disaster operations should not normally impact the Strategic Plan because disasters are usually limited to a specific period of time and normal operations are resumed after the disaster is under control.

(2) Occupational Safety. Occupational safety is an important facet of departmental operations. The HPM 10.6, Occupational Safety Manual, contains the occupational safety goal setting and reporting procedures, which are not addressed in the Strategic Plan.

6. DEVELOPING GOAL STATEMENTS. Goals are measurable elements of progress toward achievement of a plan or objective. The following are considered essential elements of a goal setting process.

a. Goals should be established for every facet of managerial concern. They should be limited in number to ensure sufficient effort is directed at each one.

b. A goal should be achievable by a command with its current or expected resources.

c. Goals should be consistent with the responsibility and authority of the involved operational unit(s).

d. Goals should be measurable. A goal is an effective standard for action only if its accomplishment or failure can be measured. The emphasis should be placed on improvement. Setting goals is not an exercise of reporting what commanders know will probably happen anyway. Goals should not be impossible, but challenging and attainable.

e. Although quantifying goals is normally a participative process, it is always subject to negotiation and approval at the next higher command level.

f. It is appropriate for units within a command, such as a scheduled shift, to set goals that will address and complement command goals (e.g., late night shift, driving under the influence effort to assist in reportable crash reduction).

g. Commanders will be evaluated on a quarterly and annual basis and held accountable for their goal setting efforts, overall use of resources toward achieving goals, and ultimate accomplishment of goals.

7. ANNUAL STRATEGIC PLANNING CYCLE. The annual strategic planning cycle is a logical sequence of steps that enables each command to prepare and update its plan and report progress toward achieving the objectives in the Strategic Plan. The major steps in the cycle are listed in order of sequence.

a. Selection of Departmental Goals. On an as needed basis, SPS requests through channels for Executive Management to identify goals directing the Department's strategic planning efforts for the next year. These are departmental goals that must be addressed by all CHP commands.

NOTE: Every five years a reevaluation of the Strategic Plan will be conducted to determine its relevancy in the current law enforcement climate.

b. Commanders' Strategic Planning Workshop. Once the goals are set by the Commissioner, SPS requests all Division and headquarters commands choose Commanders' Strategic Planning Workshop (e.g., Division Chiefs choose a large command, a small command, an inspection facility, and a communications center commander to represent their Division). During this workshop, commanders review, discuss, and if necessary, modify the goals, strategies, performance measures, and action guidelines within the Strategic Plan.

c. Assistant Chiefs' Strategic Planning Workshop. Upon completion of the Commanders' Strategic Planning Workshop, SPS prepares the commanders' results and presents those ideas to all Assistant Chiefs. It is the Assistant Chiefs' responsibility to review, discuss, and if necessary, modify the goals, strategies, performance measures, and action guidelines the commanders suggested for the Strategic Plan.

d. Top Management. Upon completion of the Assistant Chiefs' Strategic Planning Workshop, SPS prepares the Assistant Chiefs' results and presents those ideas to Top Management for review. Top Management has the right to approve or negate the results of the strategic planning workshops.

e. Implementation. Once Top Management approves the results of the strategic planning workshops, SPS analyzes and prepares all documentation including reporting requirements to disseminate to field commands for implementation. An approved copy of the Strategic Plan is placed on the Department's Intranet site page.

8. STRATEGIC PLAN IS A LIVING DOCUMENT. The Department's Strategic Plan is considered a living document. This means the goals and associated performance measures are constantly changing. Top Management will review the Strategic Plan annually during a Top Management meeting. During this review, the current progress toward implementing and achieving departmental goals will be assessed. The Department's overall operating environment will also be assessed to determine if the Strategic Plan needs revision or amendment in response to identified environmental changes. Area or section commanders should utilize this review to discuss needed changes prior to each Top Management meeting.

9. EXTERNAL ENVIRONMENTAL ANALYSIS PROCESS. The following information describes the process and information used for preparing an environmental review and analysis of CHP field and headquarters commands. The basic procedures can also be applied to Divisions; however, they have the benefit of collecting individual reports from individual commands.

a. General. An environmental analysis of a section or staff command would follow the same basic process. However, the focus for a staff command may be more limited than for a field command. Economic, political, and demographic elements of a staff's command environment may be limited, if present at all. For example, Human Resources Section (HRS) may gather information that relates only to its specific personnel functions. However, while a review of the physical environment may be less valuable to HRS, it may prove beneficial to Fleet Operations Section, which must provide automotive equipment over a wide range of geographic regions and climates. In addition, while field commands generally conform to the same mission, a staff command will likely have a specific mission that differs from providing law enforcement and traffic safety services. For this reason, a staff command's specific mission statement should be included in the analysis. (See Annexes A and B for examples of Environmental Analyses of a field command and a headquarters section.)

b. External Environmental Analysis. The external environment includes those physical, economic, demographic, political, and social factors outside the Department's direct sphere of influence that still may affect its future and influence its direction. Identification of the issues and opportunities these factors present will assist the command, and ultimately the Department, to focus its operations on realistic solutions. The identification of some external factors and their impact on departmental operations may be easy to document; others may require a more subjective interpretation. It is important a complete analysis of the external environment is completed due to its significant impact on departmental operations: what needs to be done, how it will be done, and what the objectives will be. Some examples include:

(1) Physical.

(a) Command boundaries.

(b) Land area.

(c) Geographical orientation.

(d) Geography of command.

1 Topography.

2 Prominent geographic features.

3 Weather.

4 Recreation/tourist attractions.

5 Transportation corridors/systems.

6 Industrial, commercial, and/or residential areas.

(e) Potential for natural disasters.

(2) Economic. A basic assumption in evaluating the economic environment is increased cash-flow which infers increased spending, travel, and population mobility. It follows that a rising local or state economy may lead to a continuation or increase in a command's traffic management concerns. It is also logical to conclude that a declining economy would have the opposite effect. Although these assumptions appear reasonable, it is not certain that these situations will be the result. The commander must use judgment and experience to draw conclusions from the economic environment.

- (a) Make-up of the local economic base (e.g., commercial, industrial, agricultural, and/or residential).
- (b) Stability of the economic base.
- (c) Level of construction (e.g., business, residential, highway, other).
- (d) Potential for economic growth.

(3) Demographic. Demographic considerations usually involve populations within a command's sphere of influence and would include:

- (a) Population distribution and anticipated changes.
- (b) Residential area development.
- (c) Age and number of licensed drivers.

(4) Political. The political environment has wide-reaching implications as the CHP Area command must operate according to state law and statewide policies and procedures; yet must be sensitive to various local political viewpoints and concerns. Some issues for consideration include:

- (a) Local and state land-use policies.
- (b) Local and state transportation planning issues.
- (c) Local government climate:
  - 1 Perception of CHP and its operations.
  - 2 Support of the Department's mission.
  - 3 Support of business and industry.
- (d) State and local legislative issues.

(5) Social. An analysis of social environment is based on the assumption that social values, needs, wants, and expectations will eventually translate into operational changes and requirements. These issues may materialize through various means: violence/nonviolence, public demonstrations, public pressure groups, political intervention, legislation, or local ordinance. A review of the current social environment should attempt to identify those social values, needs, wants, and expectations that may have an impact on command operations. Particular issues of concern might include:

- (a) Public support of departmental operations.
- (b) Public expectations of the Department and the local Area command.
- (c) Socioeconomic levels (e.g., distribution and/or concentration).
- (d) Social problems (e.g., gang activity, drugs/alcohol, freeway violence, and/or graffiti).
- (e) Allied agency resources.
- (f) Permanent/temporary populations.

c. Operations. An analysis of a command's operations involves a critical examination of the major command functions, the services provided, and the personnel and resources dedicated to these functions. Many key functions are expressed in numerical terms such as the number of crashes, enforcement contacts, motorist services, etc., and are used to determine trends, program successes, and where additional efforts may be needed.

d. Factors. Specific factors and associated elements that should be included in a critical review of command operations include personnel. Personnel resources should be identified and matched to the major functions and services performed. This will help determine the efficiency of existing resources being used and where changes might be necessary. Other elements include:

- (1) Comparison of personnel assignments and guideline strengths.
- (2) Personnel deployments.

e. Resources. Other command resources should be identified and matched to the functions and services performed. If a clear distinction between functions cannot be made, it may be appropriate to combine resources and assign them to multiple functions. The purpose of matching resources to functions and services is to evaluate results, determine the efficiency and effectiveness of resource assignments, and to make adjustments when necessary.

10. INTERNAL ENVIRONMENTAL ANALYSIS PROCESS. The primary purpose of analyzing a command's internal environment is to identify strengths and weaknesses in a command, develop appropriate programs to correct weaknesses, and take advantage of a command's strengths. Plans for correcting weaknesses shall take into account administrative processes necessary for implementation. For example, plans to eliminate identified weaknesses in facilities, vehicles, communication equipment, etc.,

involve lengthy budgeting and approval processes that must be considered in the solution. Some examples include:

a. Personnel. As the Department's most important resource, the degree to which its personnel are trained, motivated, and involved in departmental operations will have a significant impact on the results produced. Insights into personnel skill levels, attitudes, and degree of involvement, although subjective in nature, will impact training, motivation, and involvement needs. Other considerations that may prove useful include:

- (1) Training programs or levels.
- (2) Employee association activities.
- (3) Unit meeting minutes.
- (4) Complaints/commendations.

b. Management and Administration. This element focuses on management development and administrative processes. Like other personnel, managers benefit from training and development activities; determining the strengths, weaknesses, and training needs of supervisors and managers will be useful in maximizing their potential. In addition to management personnel, managerial practices should be analyzed to determine their suitability and effectiveness in today's environment. Some of those practices include the following elements:

- (1) Management development programs.
- (2) Management philosophy.
- (3) Standard operating procedures.
- (4) Control programs.
- (5) Community representatives (involvement).
- (6) Organizational chart.
- (7) Allied agency coordination.
- (8) Administrative services.
- (9) Workflow charts.
- (10) Document processing procedures.

(11) Functions and services.

(12) Personnel allocations.

c. Support Programs. This element includes an analysis of those systems and programs that contribute to the command's operation and include facilities, equipment, vehicles, etc. The analysis should determine the adequacy of these systems and necessary enhancements. The external environment analysis should help determine potential support system needs.

d. Vehicles. In this section, each command shall include its current vehicle inventory (if applicable). Division reports should show each Area's vehicle information, as well as the Division total. In addition, the following instructions should be followed:

(1) Class "E." Where additional vehicles are requested, the command formula and justification shall be included along with any pertinent comments. Comments and justification shall be included whenever the number of assigned vehicles is greater than the number authorized by the formula.

(2) Motorcycles. All Areas possessing motorcycles must annually evaluate their motorcycle use to determine compliance with departmental policy. When additional motorcycles are requested, justification must be included.

(3) Other Vehicles. Vehicles should be listed by function along with justification for continued use.

e. Facilities. Identify and include justification relative to the future need for the following:

(1) A new command.

(2) A new facility (e.g., Division or Area office, enforcement facility, communications center).

(3) The need for command border realignment.

(4) The addition or deletion of resident posts.

f. Communications. Identify and include justification concerning the future need for the following:

(1) New communications equipment or sites.

- (2) Replacement communications equipment or sites. Increased communications capability.

11. EXTERNAL SOURCES OF ENVIRONMENTAL INFORMATION. The following entities or organizations are provided as possible external sources of environmental information:

a. Economic.

- (1) Local Chambers of Commerce.
- (2) County/city governments.
- (3) Tax authorities (e.g., sales, gasoline, utilities, and/or property [assessor]).
- (4) Budget office.
- (5) Auditor/controller (finance – revenue accounting).
- (6) Land-use and zoning commissions.
- (7) Regional planning agencies/commissions.
- (8) State Department of Finance (fiscal and census).
- (9) Bureau of the Census.
- (10) Federal, state, and local agricultural agencies.
- (11) Private financial institutions.
- (12) Commerce and trade organizations.
- (13) Business associations.
- (14) Real estate associations.
- (15) Agricultural cooperatives (farm bureaus).
- (16) Housing and redevelopment agencies.
- (17) Traffic engineering resources.
- (18) Cattle Growers' Association.
- (19) California Loggers' Association.

- (20) Transit districts.
- (21) Utility districts.
- (22) Department of Transportation districts.
- (23) State Department of Water Resources.

b. Political.

- (1) County Boards of Supervisors and city councils.
- (2) County sheriff and city chiefs of police.
- (3) Courts.
- (4) District attorneys.
- (5) United States and state legislators.
- (6) Political party leaders and organizations.
- (7) Special legislative districts.
- (8) County bar associations.
- (9) County tax payers' league.
- (10) League of Women Voters.
- (11) Other special interest groups.

c. Social.

- (1) Public associations.
- (2) Student associations.
- (3) Community leaders.
- (4) News media.
- (5) Labor organizations.
- (6) Community/civic organizations (e.g., Kiwanis Club, Lions Club, Elks Club).
- (7) Churches and church groups/organizations.

- (8) Professional organizations (e.g., medical, dental, public administrators).
- (9) Area Economic Opportunity Councils.
- (10) Local chapters of National Safety Council.
- (11) City, county, and state employees' associations.
- (12) Junior chambers of commerce.
- (13) Environmental impact reports.

OFFICE OF THE COMMISSIONER

ANNEXES A, B

OPI: 063

## ANNEX A

### ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY

#### 1. External Environment.

a. Physical. Quail Valley Area is one of the eight Area commands within Eastern Division. The boundaries of the Quail Valley Area command are essentially identical to the boundaries of Quail County. Geographically, Quail County is the sixth largest county in California. Quail County is located between the Vaca and Ponderosa Mountain Ranges and is south of Woodford Lake. Adjacent counties include Santa Luisa to the northeast, Pilgrim to the west, and Young to the east.

The surrounding mountains shelter Quail Valley from the high summer temperatures found in the Vaca Valley. Maximum temperatures found in Mangold City range from 57 degrees in January to 94 degrees in July. Rainfall, which occurs primarily in the fall and winter months, averages approximately 13 inches annually. Some snowfall is experienced in the higher elevations, occasionally heavy enough to create traffic problems.

Quail County has several major recreational attractions within its boundaries. The two major attractions are Gray's Great Amusement Park and the Ivory Mystery Palace. Woodford Lake is a major attraction for water-related activities, while Long Ridge State Park is a high occupancy weekend recreational site. Happy Reservoir, which is adjacent to State Route (SR) 19 in southern Quail County, is becoming a major weekend retreat for many outdoor enthusiasts.

Quail County is traversed by four major freeways. Three of these (Interstate 80, United States [US] 101, and SR-19) intersect the Mangold City metropolitan area. The US 40 traverses the southern part of the county. Other state routes within the county are SR-14 (Wells Boulevard) and SR-20 (Baldwin Highway).

b. Economic. The economic base of Quail County has changed dramatically in the past 20 years. The county, which was once dependent upon an agriculturally based economy, is now known as the "Transit Valley." The county has the heaviest concentration of rail and highway mass transit technology industries in the country.

The region's transportation-related industries have the largest single workforce within the county, with approximately 38 percent of the region's workforce. Of the county's total workforce, services account for 19 percent, light industry 15 percent, and agriculture 8 percent. The military (which includes the US Army South City Supply Center, Gray Bluff US Naval Communications Station, Springer and Mattox Air Force bases, and Buttonwillow US Marine Corps Training Center) accounts for 20 percent.

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### ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY (*continued*)

The mass transportation industry is the region's largest business and provides an estimated 44 percent of the income for the region. Growth in the mass transit industry has led to concurrent gains in other economic segments such as financial, real estate, construction services, and retail. The large military installations also make a significant contribution to the economic base.

Commercial and light industry development activity in Quail County has increased significantly in the last five years. A recent Quail County Chamber of Commerce report indicated that the county is in the midst of an industrial and commercial boom. A recent series of developmental proposals in the area between Riverton and Oakdale indicate that urban development in the Mangold City metropolitan area may extend to the south.

c. Demographic. Quail County is comprised of seven incorporated cities and eight major unincorporated communities. The current (2019) county population is estimated to be 1,403,000 residents, making the county the fourth most populous in the state. Mangold City, with a population of 450,600 residents, is the demographic center of the county.

Population growth is expected in both rural and urban areas, according to a 2018 report by the Quail County Transportation Agency. The greatest growth will occur in the south county area. County population is expected to increase by nearly 14 percent, to 1,596,650 residents by the year 2024, based on projections from the California Department of Finance. The county population has grown at a steady rate of 2 percent for the past decade.

Approximately 40 percent of the county's population lives in the unincorporated areas of the county. Several shopping malls, industrial parks, and four major military installations are located in the unincorporated areas. Efforts to annex or incorporate county areas have consistently failed over the past decade. Recent projections from the Quail County Planning Commission indicate that by the year 2024, approximately 50 percent of the county population will reside within the current unincorporated areas of the county.

d. Political. Communities within Quail County vary in population from a few thousand to the larger metropolitan area of Mangold City, the county seat. Incorporated city governments consist of a city council and mayor. In unincorporated areas, the County Board of Supervisors is the governing body. Three judicial districts serve the county: Mangold, Mid-county, and Oakdale/Torsi.

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### ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY (*continued*)

The private automobile is still the major means of transportation by county residents. Only an estimated 2 percent of all commutes are utilized through public/private transit systems. At present, the county road system covers 2,353 miles, an increase of over 100 miles since 2018. However, increased county population and vehicle registrations have caused a tremendous jump in miles traveled on county roadways. In 2020, an estimated 2.7 billion miles of travel were driven on county roads, an 80 percent increase over the 1.5 billion miles of travel driven in 2019.

The Quail County Transportation Agency has proposed transportation improvement programs to increase the capacity of the already saturated transportation system. The programs address the following elements:

- The rapid growth facing the entire county.
- The growing strength of the Mangold City central core.
- The limited availability of mass transit in the Mangold City metropolitan area and in Transit Valley.
- The rapidly increasing congestion on freeways, particularly on Interstate 80, US-101, and SR-19 in the north county area.

e. Social. Citizen action committees and advisory boards have been organized to deal with the problems of local traffic congestion, transportation of hazardous materials through the Quail County Area, and air quality due to the increased number of pollution causing vehicles. Response to these concerns places further demands on this command to develop methods and secure the necessary resources to address these issues.

One-sixth of the households in the North County area are lower income families. These households are more prevalent in the older neighborhoods of Sergeant Creek, Riverbed, Kenton Road, and Ponderosa Heights areas. These neighborhoods have a higher population of senior citizens and single-parent households.

During the past five years, juvenile gang activity has increased significantly in the North County area. This has been underscored by increased gang-related violence and weapons-related incidents.

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### ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY (*continued*)

#### 2. Operations.

a. Personnel. The Quail Valley Area is comprised of 112 uniformed and 13 nonuniformed employees for a total of 125 employees assigned to this Area.

The following is a list of command deployment:

- 1 captain
- 1 lieutenant
- 10 sergeants
- 66 officers (3 bilingual – Spanish speaking)
- 24 motorcycle officers (1 bilingual – Spanish speaking)
- 8 special duty officers
- 2 Level II commercial officers
- 1 Office Services Supervisor II
- 2 Office Technicians
- 6 Office Assistants
- 1 Word Processing Technician
- 2 Automotive Technician
- 1 Janitor

b. Resources. The Area has 20 marked patrol cars, two primary crash factor vehicles (PCFV), and one commander's unmarked vehicle assigned to its fleet. The Area's commitment to high-occupancy vehicle projects has increased the motorcycle fleet from 17 in 2018 to 24 in 2019. The complement of motorcycles is expected to increase as future high-occupancy vehicle projects are completed.

Two commercial officers are assigned to the command and focus on commercial vehicle enforcement in the North County area. This area has a dense concentration of warehouses, drayage terminals, and commodity transfer facilities. Additionally, the area contains a major rail yard and an intermodal transfer facility. The SR-19 in the South City area carries more than 20,000 trucks per day.

The PCFVs assist in the investigation of commercial vehicle crashes throughout the county. The units carry portable radiological monitoring kits which have been used during hazardous materials incidents. Twenty percent of PCFV activity was directed toward hazardous materials violations in 2019, due to the high volume of hazardous materials being transported in the county. That same year, the Area handled 134 hazardous materials spills or related incidents.

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### ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY (*continued*)

c. Operating History. From 2015 to 2019, Quail Valley Area experienced a 56 percent increase in the number of citations issued. The Area's total in-custody arrests increased by 3.6 percent, while driving under the influence arrests increased by 4 percent during the same period. Table 1 below illustrates Area activity for the years of 2015 to 2019.

Table 1  
Quail Valley Area Operations

	2015	2016	2017	2018	2019
Citations	57,891	69,366	74,559	86,100	90,250
DUI Arrests	3,703	3,590	3,694	3,732	3,853
In-custody Arrests	4,840	4,604	4,843	4,821	5,014
Total Crashes	5,250	6,123	6,691	6,712	7,453
Motorist Services	53,143	60,190	66,950	82,000	76,100
Patrol Hours	65,539	65,400	63,700	62,879	61,450

### 3. Internal Environment.

a. Personnel. One of Quail Valley Area's greatest assets is the broad level of experience possessed by Area personnel. The average time in-grade for Area officers is 10 years, compared to the Division-wide average of seven years. This level of experience facilitates the smooth operation of the Area.

Area guideline strength for officers increased by 16 percent (90 to 104) between 2010 and 2020. However, during 2020, guideline strength dropped to 101. Between 2017 and 2019, the number of citations issued increased over 20 percent (from 74,559 in 2017 to 90,250 in 2019). The number of in-custody arrests has increased by over 11 percent (4,500 to 5,014), and traffic crash reports increased 84 percent (4,050 to 7,453) during the same period.

Quail Valley Area is far below Department and Division levels of work hours and patrol hours per reportable crash. As of March 2019, the Area experienced 60.9 work hours and 27.2 patrol hours per reportable crash. The Division average was 81 work hours and 40 patrol hours per reportable crash. Statewide, the average is 92.6 work hours and 42.6 patrol hours per reportable crash. The figures for Quail Valley Area represent a decrease in patrol hours with increased activity in other

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### ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY (*continued*)

areas. Additionally, continued personnel shortages could adversely impact the Area's ability to meet its current and future service obligations.

The rising crime rate and increased gang activity has exposed Area officers to greater potential for violent contacts with suspects. Year-to-date, 320 felony arrests have been made; approximately 180 of these have been for narcotics and weapons violations. The potential for injury is great and justifies the need for maintaining a high level of proficiency in all aspects of physical methods of arrest and other officer safety techniques. Consequently, increased time has been devoted in briefings and training sessions for refresher and remedial training for all officers and sergeants. This focus has significantly improved proficiency in this vital area of officer safety.

b. Management and Administration. Within Quail County, Quail Valley Area has the reputation of being a leader in traffic law enforcement and a major force in general law enforcement. The Area's personnel have made the commitment to strive for excellence and are working to maintain or improve their excellent levels of service. Particularly noteworthy accomplishments within the community involve transportation planning, commercial vehicle enforcement, emergency planning and preparedness, operational policies, public affairs, and enforcement tactics.

c. Support. The Quail Valley Area office was constructed in 1979 as part of an office park complex. The building has 10,064 square feet, and was designed to accommodate a total of 85 officers plus supervisory, management, and support personnel. The office facility was occupied by 96 officers, 12 uniformed supervisory and management personnel, and 13 support personnel as of April 30, 2019, exceeding its maximum design capacity.

At the time the office was constructed, there were no female officers assigned to the Area. In December 1995, 14 female officers were deployed to the Quail Valley Area and a portion of the locker room was remodeled to accommodate both genders. During this remodel, the office was also modified to accommodate persons with disabilities. Although the office has exceeded its designed capacity, further expansion of the facility is not possible due to budget constraints and the fact that the office is located in a business park complex.

An analysis of Class E enforcement vehicles reveals that Quail Valley Area is one vehicle short of authorized vehicle strength. Vehicle assignments are in Table 2.

**ANNEX A**

**ENVIRONMENTAL ANALYSIS – QUAIL VALLEY AREA, EXAMPLE ONLY (continued)**

Table 2  
Class E Vehicles (Pursuit and Special Purpose)

<b>Vehicles Authorized</b>	<b>Vehicles Assigned</b>	<b>+ or – Formula</b>	<b>Motorcycles Assigned</b>
20 (18 patrol cars; 2 PCFVs)	23 (20 patrol cars; 2 PCFVs, 1 commander car)	-1	24

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## ANNEX B

### ENVIRONMENTAL ANALYSIS – SPECIAL PROJECTS SECTION, EXAMPLE ONLY

1. Mission Statement. The principal mission of Special Projects Section (SPS) is to provide California Highway Patrol (CHP) management with a realistic vision of the opportunities, problems, and constraints facing the Department now and in the future; and to develop strategies, policies, and action plans to meet these challenges. This role is typified by organized industry, analytical interpretation, and internal and external coordination of various issues that affect the Department's ability to achieve its mission, goals, and objectives.
  
2. Departmental Orientation and Organizational Structure. Special Projects Section is a CHP Headquarters command located within Enforcement and Planning Division and managed by Assistant Commissioner, Staff. Special Projects Section is commanded by a Staff Services Manager III (nonuniformed manager) and is separated into the following work units: Motorcycle Safety, Transportation Planning, Research, Grants Management, and Staff Support. Each unit has specific function responsibility.
  
3. External Environment. The external environment SPS comes in contact with in fulfilling its mission generally includes other CHP offices, other branches of state government, federal government agencies, local and allied agencies, private industry, and public interest groups. A sampling of the major agencies and groups dealt with is provided below.
  - CHP Headquarters and field Divisions; Area and Section offices
  - California State Transportation Agency
  - California Department of Transportation
  - Office of Traffic Safety
  - National Highway Traffic Safety Administration
  - Federal Highway Administration
  - International Association of Chiefs of Police
  - Metropolitan Transportation Commissions
  
4. Operations.
  - a. Personnel. Special Projects Section has developed a model reputation for producing quality staff work that is both professional and accurate. The primary reason for this success is its personnel. The section's authorized strength consists of a Staff Services Manager III (commander), one lieutenant, one sergeant, one

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### ENVIRONMENTAL ANALYSIS – SPECIAL PROJECTS SECTION, EXAMPLE ONLY (continued)

officer, one Staff Services Manager I-Specialist, two Staff Services Manager I-Supervisors, one Research Data Specialist II, nine Associate Governmental Program Analysts, one Staff Services Analyst, one Office Technician, and one Office Assistant.

Each unit within the section has Office of Primary Interest (OPI) responsibility for various subjects including strategic planning, federal grant management, motorcycle safety training, and transportation management, including transportation management centers, intelligent vehicle highway systems, and air quality management functions.

b. Operating History. Some of the major projects completed and ongoing during the current year include:

- CHP 2020 - 2024 Strategic Plan
- 2018/2019 Highway Safety Plan
- Departmental Overview
- Traffic Incident Management Training

#### 5. Internal Environment.

a. Personnel. The section is fully staffed and is assigned a variety of projects not necessarily related to routine OPI responsibilities. Section staff possess the necessary written, oral, and analytical skills necessary to successfully complete these and the more routine projects.

Section staffing is relatively stable concerning turn-overs, although the section does provide appropriate training for advancement and promotion in both uniformed ranks and nonuniformed classifications.

b. Unit Responsibility. The work units within the section are assigned the following general responsibilities:

Motorcycle Safety: Staff from this unit provide support for the California Motorcyclist Safety Program, a legislatively mandated rider training program that is managed through a private vendor contract.

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### ENVIRONMENTAL ANALYSIS – SPECIAL PROJECTS SECTION, EXAMPLE ONLY (continued)

Grants Management: Staff from this unit is responsible for the Department's federal traffic safety grant program. Each year, the Department prepares a package of federal traffic safety grant proposals designed to enhance safety and reduce traffic fatalities. Successful proposals receive federal funds through the California State Transportation Agency, Office of Traffic Safety.

Research: The unit provides staff management and coordination for the annual Strategic Planning process and for developing and implementing the Department's annual Strategic Plan. This unit is also responsible for compilation of fatalities and miles traveled statistics for computing the state's current and projected Mileage Death Rate.

Transportation Planning: This unit has responsibility for various transportation-related topics including transportation management centers, intelligent transportation systems, commute reduction plans, and various environmental and air quality issues.

Staff Support Unit: This unit provides clerical staff support for preparing and processing documents, filing, mail routing, and other general office support tasks.

c. Management and Administration. Section management is accomplished by the section commander or their designated alternates. The lieutenant is responsible for managing the work units and their personnel. Work unit planners (both uniformed and nonuniformed) are occasionally assigned functional supervision and responsibility for certain projects and will frequently participate on or lead matrix teams for complex projects.

Work performed by section staff requires critical, creative, and innovative thinking. Consequently, the more traditional aspects of personnel management are often accomplished through the ongoing exchange of ideas and expertise between members at all levels. This type of interaction makes maximum use of individual and collective expertise.

Many of the section's projects overlap functional responsibilities of other departmental offices. Project staff coordinate with these entities to accomplish the project objectives. Excellent communication and interpersonal skills are necessary to accomplish this and are particularly noteworthy among SPS staff.

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