



Field Operations Bureau



Forensic Laboratory Services Bureau



Technical Services Bureau



Fire Protection Bureau



Investigative Services Bureau



Management Services Bureau

2008-2013 Strategic Plan



“Service With Humility”

On the cover...

- **Field Operations Bureau:** Trooper Kris D. Sivertsen, Seattle
- **Technical Services Bureau:** Shaundy L. Napier, Correctional Records Technician, Criminal Records Division
- **Forensic Laboratory Services Bureau:** Mary E. Wilson, Forensic Scientist 3, Tacoma Crime Laboratory
- **Investigative Services Bureau:** Sergeant Chris J. Sweet, Special Weapons and Tactics Team, Investigative Assistance Division
- **Fire Protection Bureau:** Vera L. Woods, Office Assistant 3, Prevention Division
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Message from Chief Batiste

The Washington State Patrol (WSP) has a responsibility to the public to demonstrate that it is an accountability-driven public service agency. Through accountability-driven leadership, the WSP strives for job efficiency while maximizing available resources.

The WSP Strategic Advancement Forum (SAF) is one tool the Patrol uses to elevate the activities, progress, and challenges for each of its divisions/districts and to immediately address cross-bureau issues. Our SAF has been recognized as one of the best in the nation and is one of the reasons the WSP was selected to be one of the best public safety agencies in the country in 2007. The SAF process provides face-to-face interaction between the Chief, Executive Staff, and all division and district commanders, who meet on a regular basis to foster open communication and decision-making on critical issues of mutual concern.



Chief John R. Batiste

The WSP is continually refining its practices to ensure things are done the best way possible. The **Mission, Vision, Values**, and **Goals** are evaluated for improvements annually—the *2008 WSP Strategic Plan* is reflective of this evaluation. Agency priorities established under each agency goal enhance our ability to serve the citizens of Washington State more efficiently.

One of the main issues addressed in the *2008 WSP Strategic Plan* is the ability of the agency to recruit quality people and retain good employees. A vital part of this is ensuring that the agency provides its professional staff with the same level of leadership training that it has traditionally provided to its commissioned staff. Each and every employee within the WSP brings different views and experience with them that allows the agency to work as a team towards its goals. By providing an opportunity for managers to attend “Leadership in Police Organization” training, they will gain additional leadership skills and be better equipped to help the agency overall. Training is an important part in making a great organization, because it enhances our ability to be good supervisors, managers, and peers within the agency.

Another key component to our agency’s strategic goals is enhancing technology. E-Ticket (Electronic Ticketing) is a great example, as this technology will allow troopers to spend more time on the road and less time handling paperwork two or three times over. E-Ticket saves time and resources in supplying ticket information to stakeholders, courts, the Department of Licensing, and necessary WSP personnel. We are very excited about this new technology and similar technology that will assist us in increasing the efficiency of the agency and providing better public safety services to the citizens of Washington State.

The WSP will continue to build on each success and learn from each challenge to ensure a positive impact is made on the public safety of our citizens and to remain as one of the best public safety agencies in the country.

Sincerely,



CHIEF JOHN R. BATISTE

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Mission

The Washington State Patrol makes a difference every day, enhancing the safety and security of our state by providing the best in public safety services.

Vision

To be the best public safety agency in the United States.

Values

Every employee is a critical member of a team committed to:

- Strong leadership
- Effective partnerships
- Professional excellence
- Acting with integrity and accountability
- Respecting and protecting individual rights
- Earning the trust and confidence of the public

Goals

- Goal 1** Make Washington roadways and ferries safe for the efficient transit of people and goods.
- Goal 2** Reduce our citizens' vulnerability to fire, crime, terrorism, and natural hazards.
- Goal 3** Meet the growing need for law enforcement, forensic, investigative, and other public safety services statewide.
- Goal 4** Leverage technology to enhance and sustain business processes, public safety infrastructure, and statewide emergency communications interoperability.
- Goal 5** Provide critical leadership, tools, and resources to foster an ethical, innovative, knowledgeable, and diverse workforce.

2008 WSP Priorities

GOAL #1: Make Washington roadways and ferries safe for the efficient transit of people and goods.

- 1.1 *Reduce fatality and injury collisions on interstate highways and state routes by 4%.*
- 1.2 *Reduce road closure time involving the number of over-90-minute incidents by 5%.*
- 1.3 *Ensure federally mandated ferry screening standards are met while increasing security measures around ferry terminals to maximize terrorism deterrence.*

GOAL #2: Reduce our citizens' vulnerability to fire, crime, terrorism, and natural hazards.

- 2.1 *Enhance emergency response capabilities to all-hazards in the state of Washington.*
- 2.2 *Reduce the risk of exploitation and increase the rate of recovery for missing adults/children.*
- 2.3 *Prioritize and support essential functions and train agency personnel in the Continuity of Operations Plan (COOP).*

GOAL #3: Meet the growing need for law enforcement, forensic, investigative, and other public safety services statewide.

- 3.1 *Expand our ability to identify, disrupt, and dismantle organized criminal groups through the gathering of criminal intelligence.*
- 3.2 *Improve interagency criminal intelligence sharing with local, state, and federal entities.*
- 3.3 *Ensure confidence of the Toxicology Laboratory is restored by successful completion of the ASCLD/LAB ISO International Breath Test Section accreditation process.*

GOAL #4: Leverage technology to enhance and sustain business processes, public safety infrastructure, and statewide emergency communications interoperability.

- 4.1 *Expand our ability to provide business continuity with applications and systems in support of agency services during a disaster or other large-scale disruption.*
- 4.2 *Integrate, standardize, and enhance officer vehicle (mobile office) technology and applications.*
- 4.3 *Lead in the deployment and implementation of the statewide interoperability system.*
- 4.4 *Sustain agency technology including computers, operating systems, applications, radios, and microwave system.*

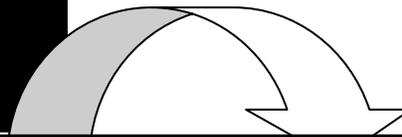
GOAL #5: Provide critical leadership, tools, and resources to foster an ethical, innovative, knowledgeable, and diverse workforce.

- 5.1 *Improve the condition and sustainability of agency facilities, vehicles, and equipment.*
- 5.2 *Renew and evaluate internal processes and work products to ensure legal compliance, accuracy, timeliness, and efficiency.*
- 5.3 *Recruit and hire a qualified and diverse workforce.*
- 5.4 *Enhance critical leadership by developing and conducting quality training.*
- 5.5 *Maintain and expand the academies in North Bend and Shelton for use by WSP personnel and public safety partners to ensure future quality training.*

The goals applicable to the WSP listed in the “Gregoire Cabinet Strategic Action Plan” include:

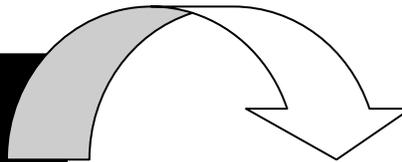


*Improve the safety and security
of people in Washington*



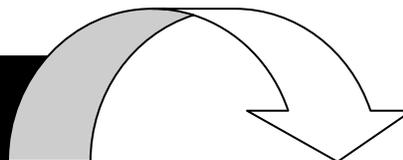
Reduce highway fatalities by 4%

Keep Washington moving



*Reduce congestion by reducing the
average length of over-90-minute
incidents by 5%*

*Make government more
accountable and efficient*



Improve customer service

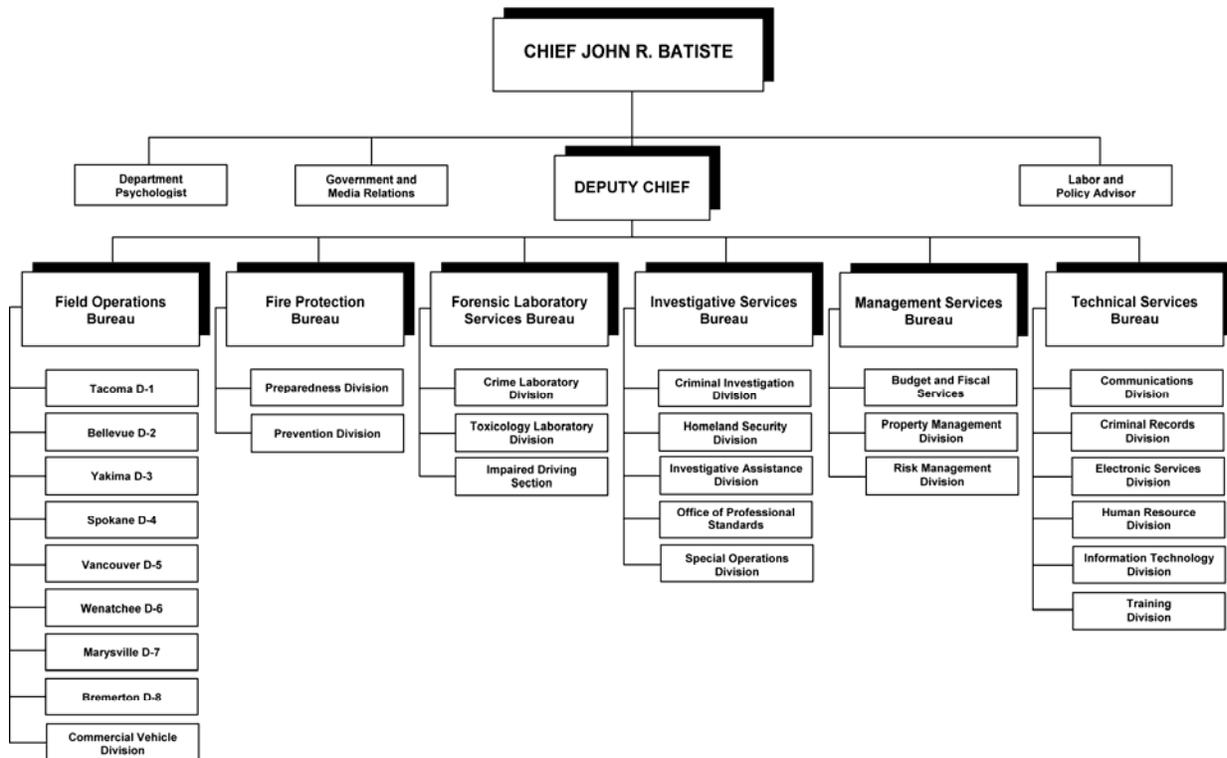
Authority Statement

Established in 1921, the WSP operates under the authority of Revised Code of Washington (RCW) 43.43.010, which created the department, and RCW 43.43.030, which gives full police powers to the officers of the department.

RCW 10.93.020 provides the WSP with general authority for detection and apprehension of persons committing infractions or violating traffic or criminal laws.

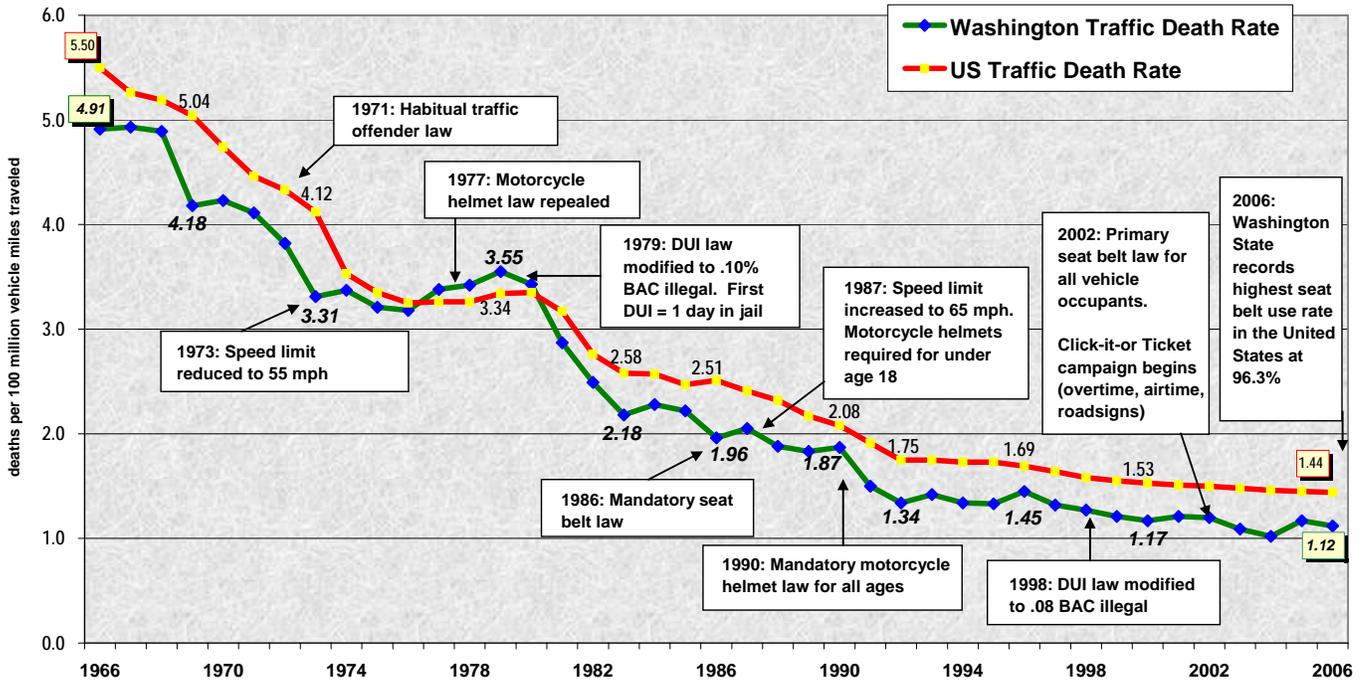
How We Are Organized

WASHINGTON STATE PATROL
ORGANIZATIONAL CHART
JANUARY 2008



Traffic Death Rates

Traffic Death Rates, 1966-2006
U.S. and Washington State
traffic deaths per 100 million VMT



Source: FARS, WSP, WSDOT, NHTSA

Safety

1.1 Reduce Fatality and Injury Collisions

Agency Priority 1.1: Reduce fatality and injury collisions on interstate highways and state routes by 4%.

Performance Measures: (1) Reduce the number of speed-related collisions; (2) Reduce the number of driving under the influence (DUI) related collisions by 4%; (3) Increase the number of aggressive driving contacts resulting from aerial traffic enforcement by 2% annually.

Strategies

- Increase staff and technology connectivity within the agency, which would increase processing capacity and improve data response. WSP staff use Geographic Information System (GIS) technology and a number of data sources to identify top locations for speed- and impaired-driving-related injury and fatality collisions. Data analysis requests and projects continue to grow.
- Enhance Ignition Interlock compliance. Today, compliance is only conducted on one-quarter of all vendors who were previously certified. This program's success depends on receiving additional assistance to manage and implement.
- Continue to address the problem of motorcycle fatalities by being involved in the Department of Licensing's Motorcycle Task Force. Motorcycle fatalities have contributed significantly to the higher number of traffic fatalities in 2005 and 2006.
- Partner with law enforcement agencies throughout the state as part of the Washington Traffic Safety Commission's Sustained Enforcement Program (X52, which represents sustained enforcement efforts during the 52 weeks of the year).

Assessment of Internal Capacity and Financial Health

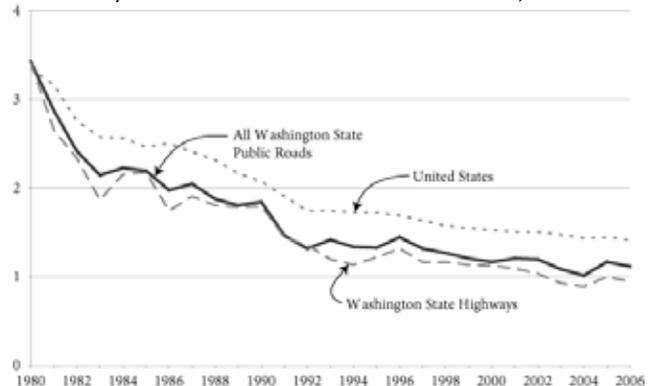
The WSP is experiencing staffing shortages at the trooper level. During 2007, trooper vacancies peaked at 83. The WSP expends significant financial resources to assist the Human Resource Division in the effort to recruit, hire, and train qualified applicants to become troopers. We are striving to overcome ongoing attrition rates and reduce our trooper vacancy rate.

The goal of the statewide E-Trip initiative targets replacement of paper-based data collection processes with an automated electronic system to improve the quality, timeliness, and accuracy of traffic data and to reduce the cost of capturing this

data. The Statewide Electronic Collision and Ticket Online Recording (SECTOR) project is the primary foundation of this initiative. As of December 2007, 126 troopers are using SECTOR. The target is to have at least 400 troopers using E-Trip/SECTOR (hardware and software) by June 30, 2009. This goal is contingent upon grant funds administered by the Washington Traffic Safety Commission.

Traffic Fatality Rates in Washington Compared to the National Average

Fatalities per 100 Million Vehicle Miles Traveled, 1980-2006



Performance Analysis

Preliminary 2007 results through September show a 4.8% decrease in fatalities on the state highway system from the previous five-year average.

With increased speed enforcement on the state highways, a decrease in speed-related collisions was noted.

Safety

1.2 Reduce Incident Response Time

Agency Priority 1.2: Reduce road closure time involving the number of over-90-minute incidents by 5%.

Performance Measures: (1) Reduce the average time on over-90-minute closures on interstates and state routes by 5%; (2) Reduce the number of commercial-motor-vehicle-caused collisions by 2%.

Strategies

- Continue to monitor road closure time and critique incidents, in partnership with the Washington State Department of Transportation (WSDOT). In an effort to improve road closure time and reduce congestion, the WSP and WSDOT have implemented two pilot programs—**Instant Tow**, to expedite the removal of blocking disabled vehicles; and **Blok Buster Major Incident Tow**, a legislatively funded project to expedite the removal of large truck collisions. We will continue to increase compliance of commercial motor vehicles through education and enforcement.
- Add an evening Metro/traffic shift called DART (DUI Aerial Response Team), focused on DUI enforcement, to the traditional morning and afternoon traffic congestion management/speed enforcement (Metro) shift. We utilize the WSP's two FLIR (Forward Looking Infrared) and microwave-downlink-equipped aircraft to locate, track, and coordinate the apprehension of impaired, reckless, and aggressive drivers.
- Continue to conduct critical reviews on the majority of incidents in excess of 90 minutes. By having all stakeholders present and engaged in an open forum, there is increased understanding of roles and identified opportunities for improvements.
- Provide training in scene management to all troopers, sergeants, and Collision Technical Specialists.
- Replace funding to maintain services relating to wireless 911 emergency calls on state routes, interstates, and ferries, which have increased. These emergency calls sometimes involve life-

or-death situations. Snohomish County funding for call-takers has decreased without changing the potential call volume.

Assessment of Internal Capacity and Financial Health

The scene management training objectives are to improve scene management through effective leadership and decision-making; to increase their understanding of the Incident Command System and its application in real world situations; and to improve their ability to recognize the potential for an incident.

The WSP and WSDOT have secured coroner agreements with 14 out of 39 counties in the state, allowing the moving of vehicles/the deceased before the coroner staff arrive on scene.

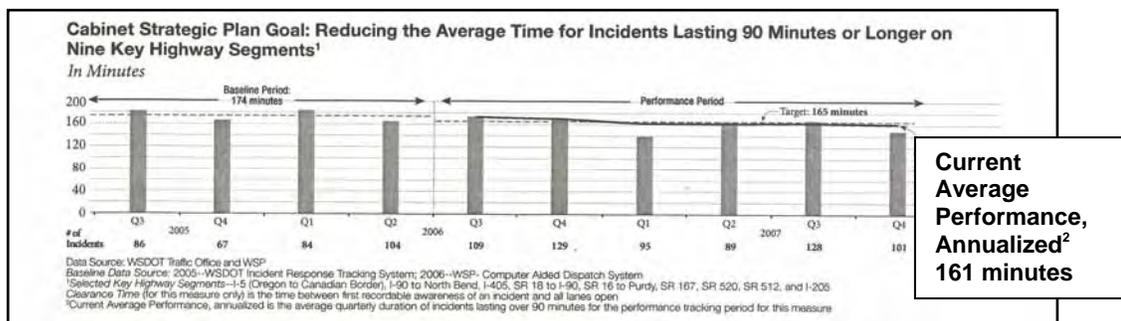
Performance Analysis

The WSP and WSDOT have successfully merged databases containing incident response information. Ongoing joint analysis continues to help pinpoint problem areas and measure outcomes.

The Criminal Investigation Division (CID) and the Field Operations Bureau¹ (FOB) will work to close the performance gap by looking for process improvements, opportunities, partnerships, and technological improvements.

The key workforce issues that will affect performance are ensuring the necessary personnel resources are immediately available for response, including on-scene supervision.

Technology must be deployed to map scenes quickly. The equipment plays a significant role in reducing road closure time, particularly with complex scenes.



¹CID responds to fewer than 10% of over-90-minute road closures; FOB responds to all.

Safety

1.3 Increase Security Around Ferry Terminals

Agency Priority 1.3: Ensure federally mandated ferry screening standards are met while increasing security measures around ferry terminals to maximize terrorism deterrence.

Performance Measures: (1) Complete 100% of Maritime Security (MARSEC) screening standard; (2) Implement automated license plate recognition program; (3) Increase trooper vessel ride hours by 20%; (4) Obtain funding for additional personnel resources.

Strategies

- Provide additional troopers and canines throughout the system at random locations and times.
- Work with partner agencies to evaluate new and innovative security and screening standards that maximize deterrence and the overall safety of the ferry system.
- Track screening status throughout each month and schedule employees to meet the United States Coast Guard (USCG) and Maritime Security (MARSEC) requirements.
- Maximize use of technology—such as video monitoring and the Automated License Plate Recognition program capability—to provide information on vehicles of interest as they enter ferry terminals.

Assessment of Internal Capacity and Financial Health

This priority makes ferries safer and reduces vulnerability to terrorism. These strategies will increase security coverage at more locations and during increased operating hours. Additions in technology, partner agency support, WSP staffing, and flexibility of security standards allow the WSP to meet federal mandates while maintaining multiple layers of security to maximize deterrence.

MARSEC regulations apply to all ferry systems throughout the United States, but the method of how security is applied and what methods are used to reduce risk differ. The WSP has invested significant resources into the explosive detection canine program. Canine screening is generally viewed as superior to the other methods of physical inspection available that would meet the throughput needs of the Washington State ferry system. Canines are generally perceived as a highly effective deterrent to terrorism.

Additional staffing is important to accomplish required tasks, such as screenings and traffic control, while having enough resources to maintain

the layered security approach and a degree of randomness.

Performance Analysis

The WSP continues to evaluate emerging technologies and work with partner agencies to leverage additional resources.

The WSP currently relies on federal grants for additional staffing and funding of overtime. Overtime allows us to be random with our security measures and to increase our time in terminals and on vessels. Federal grant dollars for homeland security are decreasing, and it is likely that within the next one or two years, we may receive no additional grant funding.



Security

2.1 Prepare for All-Hazards Emergency Response

Agency Priority 2.1: Enhance emergency response capabilities to all-hazards in the state of Washington.

Performance Measures: (1) Increase the number of students trained in Hazardous Materials Incident Response by 10% for CY 2008; (2) Increase the number of facilities provided training on disaster evacuation processes.

Strategies

- Provide training for awareness of risk and On-Scene Incident Command management. Continue the partnership with the Military Department Emergency Management Division and other agencies.
- Provide training to licensed care facilities on emergency preparedness and fire safety. Continue to collaborate with local fire departments, emergency management departments, and other facilities in an effort to spread understanding of fire safety to their employees and residents.
- Hire staff and implement technology upgrades to ensure portable fire extinguishers are a life safety component required by the state building and fire codes.
- Develop and implement a Web page on the Fire Protection Bureau's external agency Web site to provide materials, checklists, and helpful hints to assist facilities with fire safety, prevention, and preparedness.

Assessment of Internal Capacity and Financial Health

The Hazardous Materials Training Section provides training with the support of two federal grants from the U.S. Department of Transportation and the U.S. Department of Homeland Security.

All Deputy State Fire Marshals within the Prevention Division can provide "Licensed Care Facility" training. The Fire Protection Bureau believes there will be no significant obstacles to their ability to provide a consistent training program and curriculum.

Performance Analysis

A result of cost-saving measures implemented by the Hazardous Materials Section was an increase of available training dollars, allowing for additional training dates. Plans include the delivery of additional awareness classes and On-Scene Incident Command as well as required annual refresher training to Awareness, Operations, and On-Scene Incident Command level personnel.

The section is currently on target to meet the expected 10% increase of students trained. Barriers to this target are not anticipated.

The Prevention Division continues to work to incorporate "lessons learned" into the "Licensed Care" training program. The division also continues to develop an annual schedule and a review and update of training materials for this program.



Security

2.2 Reduce Missing Adults/Children

Agency Priority 2.2: Reduce the risk of exploitation and increase the rate of recovery for missing adults/children.

Performance Measures: (1) Increase the number of cases the Missing Persons Unit (MPU)/Missing Children Clearinghouse (MCC) assisted in the investigation; (2) Increase the number of dental records obtained on persons missing 30 days; (3) Increase the number of cases transferred to the Missing and Exploited Children Task Force (MECTF); (4) Increase the number of presentations conducted by MPU/MCC and MECTF; (5) Increase the number of missing persons MPU/MCC assisted in recovering/locating; (6) Increase the number of cases investigated by MECTF; (7) Increase the number of warrants issued and arrests made by MECTF; (8) Increase the number of computer investigations conducted by MECTF involving Internet exploitation of children.

Strategies

- Work joint investigations (MPU, MECTF, and HTCUC [High Tech Crimes Unit]), to increase the number of missing persons located and recovered. Funding for actual costs is needed to maintain current staffing by local jurisdiction personnel.
- Implement new analytical techniques, software, databases, and other analytical tools to enhance the effectiveness of current and future investigations.
- Create a protocol and develop training for officers on how to recognize a human-trafficking situation. Once trained, officers will have the tools to be able to clearly identify a victim of human trafficking and provide them with resources available to assist the victim.

Assessment of Internal Capacity and Financial Health

Salary/benefits funding for two outside agency detective positions has not increased since 1999; actual costs for these positions has increased by 54%, a biennial shortfall of \$182,000.

Performance Analysis

MECTF is the only task force in the nation that conducts investigations into missing and exploited children cases. MPU functions not only as a clearinghouse for missing and exploited children, but investigates missing and unidentified persons. We use a multitude of investigative tools, such as DNA analysis, dental records, and other forensics, which provide unique capabilities and draw from several resources to strengthen the unit.

Through the Paul Coverdale Grant, the MPU is processing old missing/unidentified person cases with dental records. Contact will also be made with law enforcement agencies that have not submitted

dental information in an effort to have records for missing persons. This should significantly increase the number of located/recovered children and adults and close out old cases.

There is a direct correlation between domestic human trafficking and the sex industry—specifically missing and exploited children and missing adults. By developing protocols and training, the WSP will be better equipped to recognize and effectively handle these types of situations and combine the efforts of the units to successfully conclude these investigations.

According to information received from the National Center for Missing and Exploited Children (NCMEC), approximately one in seven youth online (10 to 17 years old) has received a sexual solicitation over the Internet. As well as aggressively responding to NCMEC's cyber tips concerning the transmission and/or reception of known child pornographic images, MECTF has resources working to enhance on-line presence and proactively investigate instances of sexual enticement involving minors.

Security

2.3 Implement Continuity of Operations Plan

Agency Priority 2.3: Prioritize and support essential functions and train agency personnel in the Continuity of Operations Plan (COOP).

Performance Measures: (1) 100% of the agency's essential functions identified and prioritized; (2) 100% of plans completed to identify how the agency will perform its essential functions; (3) 100% of employees trained in the COOP plan; (4) 100% of employees identified as key personnel trained or cross-trained to perform essential functions.

Strategies

- Engage the COOP Planning Task Force (subject matter experts from each of the bureaus/divisions/sections).
- Task force review of essential functions, critical processes, and services, and the key personnel necessary for the agency to continue to function should an incident disrupt normal business operations.
- Develop Standard Operating Procedures for each division for COOP activation through analysis and prioritization by the task force and agency management, and interdependencies identified in the COOP.
- Train and cross-train agency personnel on their roles and responsibilities during a major incident where the COOP is partially or fully activated.
- Exercise the WSP COOP, identify gaps, and build processes and systems that mitigate deficiencies in the agency's ability to recover from a disaster.
- Establish a disaster recovery capability at a Department of Information Services hot site for applications as determined by the COOP process.

Developing a robust and operational COOP is critical to the agency's ability to achieve its goals and statewide results. This strategy will enable the agency—in the event of a disaster—to continue to carry out the critical functions for which our employees, customers, and citizens rely on us.

Assessment of Internal Capacity and Financial Health

A successful outcome will be a function of the degree to which agency personnel embrace the need for COOP planning and disaster preparedness training. Through the leadership of the Executive Staff, buy-in from the COOP task force, and careful messaging, employees will know the vital role that each of them will need to perform for the agency to prepare for, respond to, and recover from disasters of all types.

The prioritization of essential functions will help identify additional resource needs, including the

possibility of redundant systems or the ability for essential functions to be carried out at alternate facilities if the primary facility has been compromised by the disaster.

Since the COOP is intended to be a "living document," updated annually and exercised/trained on regularly, a dedicated staff person to facilitate this agency-wide process is imperative. The continuation of the agency's emergency manager position will allow plan maintenance and enhancement to occur.

Prioritization of the agency's essential functions is extremely important, as those decisions will help identify the systems, databases, or other tools required to sustain operations. This process will be used to make data-driven resource allocation decisions or future budget requests for system redundancy and additional technological needs.

Performance Analysis

On June 22, 2007, Governor Christine Gregoire issued a directive to all executive cabinet agencies to develop continuity of operations plans to provide services to the public during a pandemic or all-hazards event. This priority will allow the WSP to continue to take a leadership role in our state's COOP planning efforts and will provide a model to other law enforcement agencies throughout the nation.

Additionally, agency awareness and training on the COOP, as well as further revisions to the COOP, will be required.

The agency will close performance gaps through a sensible COOP training and disaster preparedness program that will be implemented over the course of the next year. The goals of the training program will be to:

1. Ensure that all employees know their roles and responsibilities in the event of a disaster (alert, notification, alternate facility locations, essential functions, etc.) and that they are familiar with the WSP COOP and their division's standard operating procedures.
2. Enable and empower all employees to prepare themselves and their families for a disaster.
3. Convene Executive Staff and facilitate prioritization process.

Service

3.1 Dismantle Organized Criminal Groups

Agency Priority 3.1: Expand our ability to identify, disrupt, and dismantle organized criminal groups through the gathering of criminal intelligence.

Performance Measures: (1) Number of joint investigations and number of informants; (2) Increase the number of drug-trafficking arrests by 10% annually; (3) Reduce the number of vehicles stolen in Washington State by 5%.

Strategies

- Develop intelligence data concerning the infiltration of organized crime into legitimate businesses. A stakeholder survey will identify and prioritize criminal organizations that pose the most serious threat to Washington State.
- Assist law enforcement agencies and prosecutors in developing evidence for the prosecution of individuals involved in organized criminal activities.
- Maintain multi-jurisdictional task forces statewide. WSP participation is key to the future of rural task forces where local agencies struggle with limited resources. Staffing instability adversely impacts our commitments to city and county multi-jurisdictional task forces that count on us as key partners.

Assessment of Internal Capacity and Financial Health

WSP sergeants and detectives are the best in the field. They bring a high level of professionalism, expertise, and knowledge level in their task forces. It is imperative the state task forces utilize best practices and maintain the highest degree of professionalism possible to garner the public's trust.

There is a financial and operational need to maximize WSP participation in federal enforcement projects such as Joint Terrorism Task Forces and Violent Crimes Task Forces.

The Narcotics Section Lieutenant provides statewide coordination and assists Community, Trade and Economic Development (CTED) with Task Force Peer Reviews. Peer Reviews are in-depth audits and reviews of task force policies with remediation of serious deficiencies being a condition of future funding. Semi-annual task force commanders conferences are coordinated, providing critical training to each task force commander, sergeant, and support staff.

Areas of risk and liability are routinely discussed and best practices and model policies/procedures are developed.

Performance Analysis

The WSP offers unique and valuable investigative resources. The Organized Crime Intelligence Unit (OCIU) will partner with federal, state, and local law enforcement agencies to conduct joint investigations of organized crime activities.

Understanding tradecraft and proactively engaging the criminal culture is essential to disrupting clandestine criminal operations. Human sources of information are necessary to deeply penetrate organized crime groups.



Service

3.2 Share Criminal Intelligence
Agency Priority 3.2: Improve interagency criminal intelligence sharing with local, state, and federal entities.
Performance Measures: (1) Number of leads handled in a timely and accurate manner; (2) Number of cases referred to “agencies of jurisdiction” for investigation.

Strategies

- Furnish pertinent intelligence to law enforcement agencies when there is a “need to know” and a “right to know.” Timely and accurate strategic and tactical intelligence products will be delivered to key decision-makers.
- Assist law enforcement agencies and prosecutors in developing evidence for the prosecution of individuals involved in organized criminal activities. Actionable intelligence will support comprehensive criminal investigations.
- Maintain multi-jurisdictional task forces statewide. WSP participation is key to the future of rural task forces where local agencies struggle with limited resources.

intelligence products and leads to ensure accuracy and timeliness.

A stakeholder survey will identify and prioritize criminal organizations that pose the most serious threat to Washington State.

Leveraging local law enforcement resources and expertise builds stakeholder support and is an effective enforcement strategy. OCIU detectives will refer criminal cases to the agency of jurisdiction.

Assessment of Internal Capacity and Financial Health

Limited intelligence resources in most jurisdictions negatively impact endorsement and acceptance of the intelligence-led policing philosophy.

A prioritized targeting criteria, based on intelligence and available data, should be used to guide and direct the investigation of organized criminal groups.

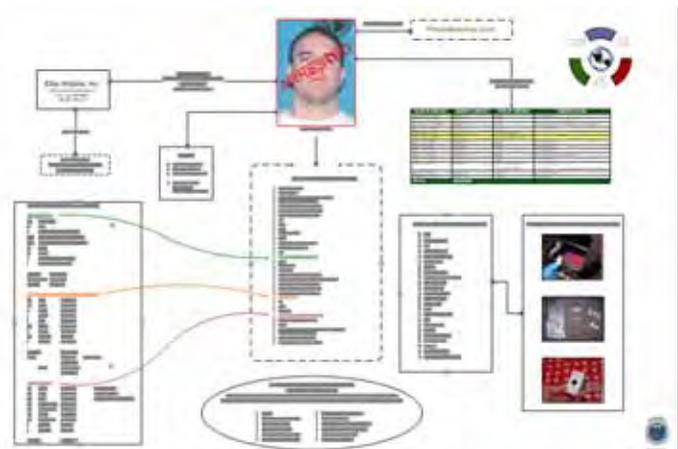
The absence of a scalable intelligence case management system creates intelligence gaps and encourages “stove piping” of criminal intelligence within the Washington State Fusion System.

Performance Analysis

Effective information-sharing relies on personal relationships. Organized Crime Intelligence Unit (OCIU) detectives meet with law enforcement partners from around the state in order to discuss the services and capabilities of the WSP Intelligence Section.

Customer satisfaction is critical to the effectiveness of OCIU. A feedback tool will be attached to all

Analytical Investigation



**Drug Distribution Network (1998 – 2003)
International District – Ecstasy, Marijuana, and Cocaine**



Service

3.3 Enhance Toxicology and Breath Test Services

Agency Priority 3.3: Ensure confidence of the Toxicology Laboratory is restored by successful completion of the ASCLD/LAB² ISO International Breath Test Section accreditation process.

Performance Measures: (1) ASCLD/LAB ISO International accreditation; (2) Toxicology casework turnaround time (median age in days).

Strategies

- Strengthen Breath Test and Toxicology protocols and improve standard operating procedures for the Toxicology Laboratory and Breath Test Program by achieving ASCLD/LAB ISO accreditation by July 2009. Current quality control practices are designed to address a narrow range of responsibilities. Laboratory needs a fully staffed Quality Assistance Section engaged in regular internal audits and having primary responsibility for training and instrumentation issues.
- Reduce Toxicology casework turnaround time to 12 days (median age) by increasing the number of journey-level scientists producing quality, timely case work. Continue to emphasize training.
- Improve Toxicology and Breath Test environments through better technology with applications that support the validation processes, casework, instrumentation, and other technologies.

Assessment of Internal Capacity and Financial Health

During 2007, the WSP has been correcting operational deficiencies in the Toxicology Laboratory. The Impaired Driving Section's Breath Test Program relies on the laboratory for certification of simulator solutions and protocols, so they were also negatively impacted. Specific forces impacting these programs are:

- Lack of confidence from their customer base.
- A negative court ruling against breath tests.
- Court rulings critical of the operation and management of the laboratory.
- Management turnover in the laboratory.
- A large staff of new scientists.

Evaluation of these issues has revealed that the Breath Test Program is significantly under-resourced in the areas of quality assurance. To address these issues, additional staff would be responsible for documentation of accreditation, certification, and other quality processes.

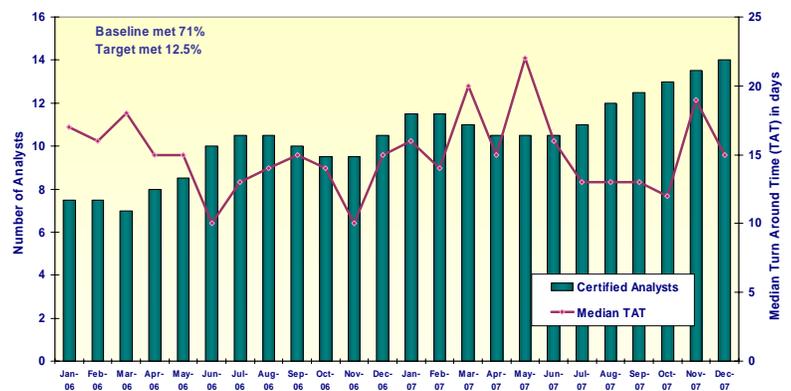
Performance Analysis

At the end of 2007, the Toxicology Laboratory and Breath Test Program were not ASCLD/LAB ISO accredited and casework turnaround time was 15 days (median age).

The agency has begun to restore confidence in the Toxicology Laboratory and Breath Test Program by:

- Training a Breath Test Program scientist as an ASCLD/LAB ISO assessor. The assessor will lead the changes to achieve accreditation during assessments in 2008.
- Progressing with laboratory staff training to reduce the 15-day median case turnaround to 12 days.
- Changing simulator solution protocols to increase confidence by validating application changes and working to replace aging breath test and laboratory instruments.
- Conducting a series of audits. Auditor recommendations have been accepted and most have been implemented, and the remaining items are being worked on. The laboratory is committed to adhering to the remaining audit findings for additional process improvements.
- Maintaining the current ABFT³ laboratory accreditation first received in July 2005 and reaccredited in January 2007.

Certified Toxicologists vs. Turnaround Time



²American Society of Crime Laboratory Directors/Laboratories Accreditation Board

³American Board of Forensic Toxicology

Efficiency

4.1 Expand Business Continuity/Disaster Recovery

Agency Priority 4.1: Expand our ability to provide business continuity with applications and systems in support of agency services during a disaster or other large-scale disruption.

Performance Measure: By June 2011, the WSP will have a “hot site” facility to enable a business continuity Tier 4⁴ level based on business application prioritization of the WSP Continuity of Operations Plan (COOP).

Strategies

- Establish a disaster recovery environment for the WSP’s mission-critical applications, including Computer Aided Dispatch (CAD), Washington Crime Information Center (WACIC), and A Central Computerized Enforcement Service System (ACCESS).
- Implement a disaster recovery site operation at a facility in collaboration with the Department of Information Services.

Business continuity and disaster recovery have widespread implications for any agency, but especially for a first responder. The effect is most noticeable on provisioning of information technology applications and services. The WSP has applications that provide services to our staff and other law enforcement that would be called upon during a disaster.

Assessment of Internal Capacity and Financial Health

Current system availability is 99.92% for mission-critical systems. Each minute less than 100% might be a risk for a police officer somewhere in the state at a critical moment.

Achieving higher availability requires multiple distributed systems, redundant networks, and trained, competent staff to understand the systems in normal times and during a disaster. The WSP disaster recovery and business continuity plans are being developed as part the agency’s Continuity of Operations Plan (COOP) in accordance with state and federal mandates, with technological foundations for business continuity and disaster recovery as critical components.

Performance Analysis

Business continuity reaches into every corner of the agency to minimize loss and disruption during any event and often starts with recovery of business applications.

The WSP lacks a “hot site” capability where systems are immediately available to take on the mission-critical applications. By working with the Department of Information Services and other agencies, the WSP plans to have an operating recovery environment always available for mission-critical business applications by June 2011. Some capabilities, such as directory services and security, require a technology foundation that is not apparent to the business customer, but is essential to overall operation.

A successful disaster recovery program requires trained technical staff to manage applications, hardware, networks, and customer coordination resources to prepare for a disaster event and in response to an event. These capabilities extend beyond the disaster recovery facility into every office of the WSP for complete business continuity.



⁴ IBM System Storage Business Continuity: Part 1 Planning Guide, SG24-6547...”The seven tiers of disaster recovery.”

Efficiency

4.2 Enhance Mobile Office Technology

Agency Priority 4.2: Integrate, standardize, and enhance officer vehicle (mobile office) technology and applications.

Performance Measures: (1) Percentage of in-car digital video units in eligible patrol vehicles; (2) Number of trooper patrol vehicles with laptop computers/Statewide Electronic Collision and Ticket Online Records (SECTOR) software; (3) Number of speed-measuring devices in inventory.

Strategies

- Establish a successful mobile office platform. Law enforcement needs better technology tools in the hands of its officers. The newest tools are computer applications in the vehicle that can supply answers about a driver or vehicle, location, or incident. These tools have been collectively called a mobile office platform because the tools normally used in an office environment are taken to the vehicle.
- Expand SECTOR to 400 vehicles.
- Expand in-car video installations.
- Integrate SECTOR and in-car video into the same vehicles.
- Deploy service personnel to troubleshoot, repair, and maintain computers and applications in vehicles.
- Integrate other applications into the mobile office platform, beginning with Washington Crime Information Center/National Crime Information Center/Department of Licensing queries and computer-aided dispatch.
- Explore other application possibilities for integration into the mobile office technology platform: photogrammetry, photo display, license plate reader, time and activity entry, speed measurement, and global positioning systems (GPS).

Computers, whether in an office or in a vehicle, need applications, databases, communications, and trained, competent staff to support all requirements. Appropriate technical support is even more pressing when the computer is installed in a vehicle, because the officer cannot simply move to another desk or vehicle.

A key point for the WSP is having computer service staff with the field force computers so maintenance and support is done effectively. The agency needs to examine vehicles and installed computers, printers, scanners, cameras, and modems as an integrated environment rather than disparate technologies that surround the officer. Everything

must aid the officer in doing his or her job effectively and efficiently.

Expansion and support of a mobile office platform technology requires planning for integration of functionality, standardization of platform, scheduled upgrades (or replacements), maintenance, and procedures for all WSP areas involved.

Assessment of Internal Capacity and Financial Health

Mobile office technology has been deployed as single applications per vehicle because the process has been generally funded by grants with a specific purpose and scope. The deployment has also been limited geographically.

The presence of computer applications as tools for officers has emerged as a recruitment and retention issue.

Performance Analysis

The WSP has three in-vehicle computer applications. Video recording through a computer has been installed in approximately 85 vehicles primarily in Pierce and Thurston counties. SECTOR for citations and collision reports has been installed in about 126 vehicles, with a target of 400 by June 2009. Mobile Computer Network (MCN) is installed in approximately 300 vehicles. MCN was developed in the late 1990s and has not been significantly improved or expanded since. It is installed in the Puget Sound area of King, Pierce, Kitsap, and parts of Thurston and Snohomish counties.

These applications are not integrated because funding came through grants that only funded one application at a time, not integration. This also inhibited the development of a business program to manage the overall installation. Each application is successful, but needs staffing support to expand and integrate.

To be effective for the officer, the vehicle application and business application need to communicate via a secure and reliable communication system.

Efficiency

4.3 Improve Interoperable Communications

Agency Priority 4.3: Lead in the deployment and implementation of the statewide interoperability system.

Performance Measures: (1) Percentage of the state geography with mutual aid communications; (2) Percentage of the state population with mutual aid communications; (3) Number of communication systems connected through gateway technology, Radio over Internet Protocol (RoIP), or console patches; (4) Percentage of the state geography with Project 25 communications; (5) Percentage of the state population with Project 25 communications.

Strategies

- Implement technologies using proven project management methodologies. Coordination of efforts and investments is a critical part of furthering interoperability and will be part of the mission of the lead agency.

The Washington State Interoperability Executive Committee (SIEC), a permanent subcommittee of the Information Services Board (ISB), was formed by legislation effective July 1, 2003. It was the intent of the legislature that the state's considerable investment in radio communications facilities and spectrum licensed to the state be managed to ensure economic efficiencies by coordinated planning, development, and management.

It has been established by the legislature and the SIEC that such coordination is essential for disaster preparedness, emergency management, and public safety. Coordination also results in more cost-effective use of the state's resources and improves government services at all levels.

One of the first deliverables required of the SIEC was the formulation of a Technical Implementation Plan (TIP) that laid out the road map to improved communications interoperability. The WSP was selected as the lead agency to implement the TIP. There are two technologies that form the strategic basis for statewide interoperable communications.

Short-term gains in interoperability can be realized using Radio over Internet Protocol (RoIP) technology. The WSP was one of the leaders in implementing this technology in Clallam County. RoIP allows communications systems to interoperate across technology maturity levels. Using RoIP, legacy analog systems can be patched to modern digital communications systems to provide some level of voice interoperability.

High-level voice and data interoperability will require standards-based digital communications systems. House Bill 2715 was passed into law effective June 7, 2006, designating that standard to be Project 25. Adoption of this standard provides state and local governments a common technology for future interoperability investments.

Assessment of Internal Capacity and Financial Health

Staffing levels and funding are the primary limiting factors in the development of a digital microwave, statewide emergency communications system. The current analog and digital microwave systems have proven crucial to the operations of federal, state, and local public safety organizations throughout Washington State. The WSP was recently successful in developing partnerships to fund segments of the new microwave system.

Frequencies are a primary limiting factor in the support, enhancement, and expansion of any future land/mobile radio system. Due to regulatory changes from the Federal Communications Commission, the WSP must redesign and relicense its land/mobile radio system over the next several years. This development and redesign must be done in concert with the SIEC.

Performance Analysis

The WSP must have additional, sustained funding, both in equipment and staffing, for the TIP to be successful.

The effort is causing agencies at all levels of government to partner and collaborate whenever possible. The WSP has been successful at using the enterprise approach and partnering with local, state, tribal, and federal agencies to leverage existing assets for mutual gain. Key examples of this are the Clallam County Olympic Public Safety Communications Alliance Network (OPSCAN) project and the Department of Justice Integrated Wireless Network.

Efficiency

4.4 Sustain Agency Technology

Agency Priority 4.4: Sustain agency technology including computers, operating systems, applications, radios, and microwave system.

Performance Measure: Identify customer with unique service requirements.

Strategies

- Replace computers (desktops, in-vehicle, laptops, and servers), monitors, storage, and printers about every four years. The process has worked for desktops and laptops except where computers are purchased by a grant or other one-time funding.
- Maintain computer system software at current levels by entering licensing and maintenance agreements.
- Replace other technology—such as breath test machines, cellular phones, personal data assistants (PDAs), and so on—at scheduled intervals as may be appropriate for the technology.
- Replace portable radios, mobile radios, base radios, and microwave radios at scheduled intervals as appropriate for the technology and availability.

Radios are driven to new technology as a radio frequency or band becomes over-utilized. Multiple radio conversations must fit within a frequency boundary, where before one such conversation took place.

Planned and staged technology upgrades and replacements ensure supportability and stability of vital WSP services. Older technologies will remain in service as long as needed or useful. Planned, incremental changes ensure interoperability of current levels with future levels for vital external services and resources. Regular replacement of any technology enhances service predictability and performance for functions that serve the agency, clients, and the public.

Assessment of Internal Capacity and Financial Health

Financing of a regular replacement is an issue. Grant funding is appropriate to install a base, but usually cannot sustain a program for the long term.

The creation of a program presents the greatest challenge because of the many different types of resources that may be needed and the coordination with existing activities.

Performance Analysis

Without an established replacement process for any technology, growth needs, system performance, and stability are not predictable and become more difficult to manage.

WSP project management practices solve immediate or emerging business problems by implementing applications, software releases, or hardware. Longer-term needs, including technology replacement, need to be solved by a *process* or *program* that is planned as part of the project.

The WSP will become proactive in developing metrics and goals for projects and programs. This approach includes creating processes that are efficient for the agency and the workforce; establishing funding for equipment; and updating a business application to meet changing rules, whether from the legislature, courts, or business process evaluation.



Leadership

5.1 Maintain Sustainability of Agency

Agency Priority 5.1: Improve the condition and sustainability of agency facilities, vehicles, and equipment.

Performance Measures: (1) Percent of planned facility maintenance items completed; (2) Percent of vehicles replaced at 110,000 miles for pursuit vehicles and 130,000 miles for mission vehicles; (3) 100% of planned facility maintenance items are completed annually; (4) 100% of pursuit and mission vehicles are replaced at their optimal retirement lifecycle.

Strategies

- Replace agency vehicles at target mileage levels to be safe and retain sale value.
 - Pursuit vehicles (troopers) have a target of 110,000 miles, but the prediction for the end of the 2009-2011 biennium is 66% over the 110,000 mileage level.
 - Mission vehicles (specialized) have a target of 130,000 miles. It is predicted the WSP will have 190 (68%) over this target by June 2011.
 - Vehicles for Criminal Investigation Division (detectives) and commercial vehicle enforcement officers have a target of 130,000 miles, but 44% are at or over this target.
- Maintenance and modifications of the WSP's 1983 and 1995 King Air multi-engine turboprop aircraft are needed to comply with Federal Aviation Administration (FAA) engine overhaul requirements and flight safety industry standards. These aircraft are used to transport the Governor, other Washington State officials, and public safety personnel. If the mandatory engine overhauls are not done, the 1995 King Air must be grounded when the engines reach 3,000 hours of flight time (projected in 2010). Additionally, the required upgrades to both aircraft will ensure safe, reliable, and efficient service.
- The agency emphasizes energy conservation through maintenance and update activities at facilities. Systems to enforce conservation on computers have been installed.
- Communication sites and buildings are visited and preventative maintenance is completed every two years. Scale site preventative maintenance is performed every year.
- Future facility improvements and expansion needs are communicated in the 10-Year Capital Plan.

Sufficient resources for maintenance of facilities, vehicles, and equipment help ensure a cost-effective and safe work environment. Like many agencies, the WSP continues to manage aging infrastructure with inadequate levels of funding for facilities maintenance and vehicle and equipment replacement.

Assessment of Internal Capacity and Financial Health

Inadequate levels of building and infrastructure maintenance can result in system failures and unsafe work environments. The agency continues to strive toward developing innovative ways to reduce costs, operate more efficiently, and maximize the best use of its resources.

In 2006, a vehicle life cycle cost analysis (originally developed by the Joint Legislative Audit and Review Committee) determined that the break-even point for replacement is 110,000 miles. Optimal replacement mileage for mission vehicles is 130,000 miles. Vehicles that are extended beyond these optimal thresholds are more costly to maintain and can be unsafe in high-speed pursuits.

Additional funding is required to ensure a cost-effective replacement schedule for pursuit and mission vehicles and to help ensure safety in pursuit conditions. The challenge the agency faces is competing priorities for State Patrol Highway Account funding.

Performance Analysis

Aging facilities and program expansion have accentuated the need for capital improvements and additional facilities as programs grow.

Funding constraints and accelerating new vehicle prices have increased the average replacement mileage to 135,000 for pursuit vehicles and 136,000 for mission vehicles.

Leadership

5.2 Evaluate Enterprise Risk Management

Agency Priority 5.2: Renew and evaluate internal processes and work products to ensure legal compliance, accuracy, timeliness, and efficiency.

Performance Measures: (1) Reduce the number of staff hours working on processing requests for collision reports; (2) Decrease crime lab case cycle time by 3% per year; (3) Reduce processing time of applicants' request for fingerprint-based background checks within criminal records; (4) Reduce yearly average wait time for vehicle inspections statewide; (5) Maintain response time for public disclosure requests.

Strategies

- Reduce risk for public safety by satisfying needs for the less visible "indirect" services within the agency when expanding visible "direct" services. When direct services expand by hiring more troopers, scientists, investigators, fire marshals, and other positions, there are associated increases in indirect services for recruiting, training, fiscal and budget processes, information technology, equipment acquisition, facilities, and general maintenance.
- Expand Enterprise Risk Management (ERM) efforts and strategies throughout the agency. This will require cross-division/district cooperation and support. Also required will be continued training of key personnel within the agency on risk assessment, analysis, and mitigation.
- Adjust personnel levels in districts and at Headquarters for administrative and legal compliance processes such as tracking evidence, public disclosure, and collision reports. Currently there is an upward trend in property inventory count statewide to include the highest liability items (drugs, firearms, securities, vehicles). For example, additional staff is needed in King County to reduce our liability for issues related to evidence and its proper care.
- The Vehicle Identification Number (VIN) Program needs to improve customer service, as inspection wait time is 23 days. The trend shows that the workload demand far exceeds current staffing level's ability to reasonably meet the customers' needs on a consistent basis.
- To measure trends in litigation and defense/claims costs, a five-year timeline will be implemented. Many incidents are not resolved within a tighter timeframe. It is critical to have consistent representation at pre-mediation evaluations and mediation sessions.
- Reduce case cycle time and backlog in DNA analysis and vehicle inspection by increasing staff to manage the case load effectively. The Combined DNA Index System (CODIS) Laboratory maintains Washington's convicted offender DNA database. Over the past two years, the laboratory has increased in-house analytical capacity and is now operating at peak capacity. Second Substitute House Bill 2713 adds an estimated 7,500 convicted offenders per year to the laboratory's workload.
- A database able to track critical agency documents and forms information is necessary, as is the use of electronic imaging.
- Upgrade ACCESS (A Centralized Computer Enforcement Service System) and its supporting databases to meet the current technology used nationally and provide accurate statistical, billing, and training data.

Assessment of Internal Capacity and Financial Health

Limited workforce and division resources create special challenges for conducting necessary internal audits and any special directed audits (approximately 10 per year).

As requests and audit needs have increased, and as agency resources have reached capacity, it is no longer possible to meet the audit goals of the agency.

Performance Analysis

The audit process is a necessary part of the accountability process. It ensures compliance with laws and all WSP policies and procedures. The risk to the agency rises as auditing functions are delayed or simply cancelled due to lack of adequate resources.

Leadership

5.3 Maintain Qualified and Diverse Workforce

Agency Priority 5.3: Recruit and hire a qualified and diverse workforce.

Performance Measure: Median number of days to fill vacant positions (in 2007, vacant positions were filled in a median time of 58 days).

Strategies

- Implement strategic and targeted recruiting/marketing plans for trooper cadet positions, civil service positions, and underutilized categories.
- Continue efforts to obtain qualified candidates for underutilized categories by partnering with the Department of Personnel's workforce diversity manager and through identified recruitment services.
- Develop stronger working relationships with the affected community leaders and representatives by interacting at job fairs, community forums, events, meetings, etc.
- Effectively and efficiently administer all phases of the selection process (written, oral, polygraph, background) for commissioned and civil service positions.

Hiring the right people for the right positions is vital to the continued success of the WSP. The agency continues to face challenges, similar to other public safety agencies, in the recruitment and retention of a qualified workforce. Police departments nationwide are short-handed, with fewer persons entering law enforcement.

In response to recruiting challenges, the agency implemented an aggressive 12-month strategic and targeted recruitment plan from August 2006 to July 2007 for the position of trooper cadet. This increased recruitment activity more than doubled the number of applications received in comparison to the previous 12 months and allowed the agency to fill positions for trooper basic training classes. After the increased recruitment initiative concluded, the number of monthly applications received dropped to the former levels.

The agency has also experienced challenges in filling some categories of civil service positions such as forensic scientists, engineers, information technology specialists, and commercial vehicle enforcement officers.

Assessment of Internal Capacity and Financial Health

Candidates are attracted to the WSP because of its reputation for professionalism and the purposefulness of its mission. Large-scale recruitment efforts are difficult to do since the agency has no dedicated recruitment funding source for the position of trooper cadet or other "hard to fill" positions. Because of an influx of trooper hiring during the mid-1980s, an accelerated number of commissioned officers will soon be eligible for retirement.

Performance Analysis

Hiring a work force that reflects the population served is good business practice. But the percentage of females and some races that typically enter law enforcement careers is lower than the general population. The table below is a snapshot of the makeup of a recent trooper basic training class:

Ethnicity	Number	Percentage	Target
African American	1	1.9%	4.2%
Asian	1	1.9%	3.5%
Caucasian	48	88.9%	85.1%
Hispanic	3	5.6%	3.6%
Native American	1	1.9%	3.6%
Gender			
Male	50	92.6%	88%
Female	4	7.4%	12%

Leadership

5.4 Conduct Quality Training

Agency Priority 5.4: Enhance critical leadership by developing and conducting quality training.

Performance Measure: Number of student training days delivered at the WSP Academy.

Strategies

- Provide quality and relevant training that will ensure the ongoing success and safety of WSP personnel. The duties and responsibilities of WSP personnel are diverse. From the uniformed officer patrolling the highways, to the computer forensics investigator, DNA scientist, fire safety inspector, or radio technician, the demands placed on these public safety providers are regularly expanding, both in scope and complexity. WSP personnel succeed because of the quality training they receive from day one and throughout their careers.
- Use driving simulators to train troopers and other staff who drive agency vehicles. A simulator is much more fuel efficient than a vehicle and much safer at the beginning stages of training on hazardous maneuvers. Simulators allow evaluation of students' judgment and decision-making vs. skill gained on the drive course.
- Implement training using electronic learning techniques to schedule courses, to present courses through the Internet to agency personnel and others who need training, including fire safety persons, law enforcement officers and employees, care facility employees, and the general public.
- Finding, training, and promoting employees requires professionally administered examinations, especially for commissioned personnel moving through the ranks from trooper, to sergeant, to lieutenant.

Assessment of Internal Capacity and Financial Health

While the WSP takes pride in its well-trained workforce, insufficient training capacity and resources are continually a challenge. The Training Academy in Shelton does not have adequate space, technological capability, or staff to accommodate necessary training needs. Individual programs, faced with budget reductions, unfunded inflation, and more costly technical courses often have to curtail or even forego receiving essential training.

Maintaining proficient workers is also a challenge in an environment of ever-changing statutory requirements, safety-related and social changes, and advances in technology.

Performance Analysis

Every employee is a leader. One key component of the WSP's training is the development of leaders. In 2007, the agency adopted the Leadership in Police Organizations (LPO) education philosophy and began training managers in curriculum based on the International Association of Chiefs of Police leadership model. The LPO training of all incumbent supervisors and managers will continue over the next two years and regularly thereafter for new supervisors.

LPO follows the tenets of *dispersed leadership*. It is founded on the core values of duty, honor, service, dignity, respect for others, integrity, courage, and loyalty.

This model develops leaders at all levels of an organization by establishing expectations that employees will take leadership actions at their level of responsibility.

The agency's Training Division provides and facilitates basic and advanced training as well as continuing education and leadership programs to WSP personnel and other criminal justice partners. Additionally, the agency seeks and develops alternative training technologies, especially simulation and modeling, to augment existing training delivery systems and methodologies.

Expert training and technology-based distributed learning are increasingly important methods of training delivery that the WSP will seek to provide. These methods are used when the programs being taught do not require specialized facilities and/or when a geographical concentration of personnel can be identified.

Leadership

5.5 Maintain and Expand Training Academies

Agency Priority 5.5: Maintain and expand the academies in North Bend and Shelton for use by WSP personnel and public safety partners to ensure future quality training.

Performance Measures: (1) Increase by 10% the number of certified entry-level firefighters trained regionally and at the Fire Training Academy; (2) Increase the variety and number of courses offered at the Fire Training Academy (FTA).

Strategies

- The Fire Protection Bureau will continue to increase the number of fire departments using the Basic Fire Fighter Training Program, increase the number of students training in the Basic Recruit School at the State Fire Training Academy, and seek resources to expand the current pilot program that provides State Fire Training Academy Basic Recruit Schools at regional locations across the state. Providing this service statewide will ensure training is consistent and professional throughout the state and provide improved safety of both our state firefighters and citizens.
- Through targeted marketing, both academies seek to increase the variety and delivery of classes at each location and through regional delivery.
 - Increase the number of International Fire Service Accreditation Congress (IFSAC) courses offered. The Fire Training Academy (FTA) works to expand the types of courses available to fire service personnel.
 - Increase the courses and training offered to all law enforcement disciplines in cooperation with the Criminal Justice Training Commission.

We continue to foster and expand partnerships between the FTA and Shelton academies to ensure the quality of future training. This collaborative approach allows the agency to maximize the training opportunities available at both locations. Both academies reach out to other agencies and organizations to use facilities fully and provide quality training to those agencies.

It is the goal of the Shelton Academy to continue to provide quality and relevant training based on current trends in public safety. Through continued involvement in training committees, academy instructors stay current in their expertise areas and the ever-changing field of active law enforcement.

Assessment of Internal Capacity and Financial Health

Both academies continue to face challenges with the rising costs of fuel, food, and supplies. Both facilities are over 20 years old and are experiencing the issues common to aging buildings. Ten year capital program plans have been recently completed for both facilities to address classroom space, accommodation space, training environments (fire props, drive courses, shooting ranges, etc.), and technology.

Although we face many issues and concerns, both academies continually strive to find cost-saving solutions in an effort to “do more with less.”

The Shelton academy has found ways to work with vendors to purchase quality food supplies at better prices by buying in bulk. Facility maintenance staffs are vigilant in ensuring preventative maintenance is completed and checks are up to date to reduce the likelihood of costly future repairs.

The 1980s experienced an upswing in hiring for the Fire Service. That hiring change translates into larger than average numbers of retiring firefighters. The FTA anticipates an increase in the number of volunteer and career firefighters needing/expecting training and certification. As a result, the FTA is working now to prepare accommodations and training facilities. Additional staffing will be necessary to ensure sustainability.

Performance Analysis

The FTA is one of the premier live fire training facilities in the Pacific Northwest. The ability to use actual Class A (wood) and Class B (flammable liquid) fuels in live training burns is a major benefit to emergency responders. As a result, many organizations outside of Washington have traveled to train at the FTA. We continue to expand our marketing program to the western states. We anticipate that this will continue to be a successful draw for students and other agencies.

The Shelton academy has implemented a tracking system to monitor current certifications of all training personnel and staff of the agency. This allows the agency to ensure that leadership, training officers, and line level personnel are current and aware of new relevant trends.

Capital Projects

Strategies

- Design and construct a Combined State Agency Aviation Facility (CSAAF) at the Port of Olympia airport for the WSP, Department of Natural Resources, and the Department of Fish and Wildlife aviation divisions per a Governor's Office of Financial Management request. Pre-design and partial design are being done in the 2007-2009 biennium.
- Partner with the City of Shelton, Mason County, Department of Corrections, and Indian tribes to design and construct regional water and wastewater systems to improve water quality in the area.
- Replace the Shelton Academy roof.
- Expand Seattle laboratory space especially for the Toxicology services, but for other forensic services as well.
- Build a Central Washington Crime Laboratory facility on the Washington State University Tri-Cities Campus. The current laboratory facility located with the Kennewick detachment is overcrowded and has limited forensic service capabilities.
- Build permanent buildings at the Fire Training Academy for classrooms, administration, dormitories, and food service.
- Construct a canine kennel structure at the Training Academy in Shelton so dogs can be housed and trained all year. Current temporary structures cannot be used in winter months without hazard to the animals.
- Maintain current facilities at the Fire Training Academy through renovation of the burn building, improving access roads, and installing oil and water separation systems.
- Maintain current facilities by replacing heating, ventilation, and cooling (HVAC) systems for efficiency and reduction in energy consumption.
 - South Seattle detachment
 - Wenatchee district office
 - Spokane district office
- Maintain current facilities through minor works for parking lot repairs and emergency repairs.

Assessment of Internal Capacity and Financial Health

Overcrowding, older buildings, energy efficiency, maintenance, and function capacity or capability are constant concerns for the WSP in performance of its assigned functions.

Whenever facility space is added or use increased, the operating budget is affected for lease costs, utility costs, janitorial service, and general maintenance costs. These increases would be expected and authorization requested in subsequent budgets.

Shelton Academy



Drive Course

External Environment

The State Patrol Highway Account (SPHA) was created in 1947 by RCW 46.68.030. Revenues deposited into the account are primarily derived from \$20.35 from each motor vehicle license renewal. Expenditures from the SPHA are subject to the restrictions in the 18th Amendment to the Washington State Constitution. Historically, revenues to the account have been sufficient to accommodate the ongoing activities and growth of the WSP.

In addition to standard inflationary pressure, the WSP's budget growth is also fueled in part by increasing demands resulting from:

- Growth in our state population;
- Greater emphasis on highway safety and enforcement;
- Extraordinary fuel cost increases;
- Personnel costs, including health care benefits, cost of living adjustments, and pension contributions;
- Technology and equipment costs; and
- Homeland security requirements (e.g., vessel and terminal security for the ferry system).

Law changes affecting revenue to the account, coupled with increased demands on the WSP and transfers from the SPHA to fund projects in the Motor Vehicle Fund, have resulted in lower fund balances each biennia and increased competition for available funds.

The agency has had several programs and initiatives funded through federal grants through the years. The amount of money available through grants has been diminishing and is about to disappear in several areas. If the funded activities are deemed to be priorities, funding from state resources will be needed.

New Headquarters Building

The State Patrol is scheduled to move its headquarters functions in winter 2010 from the General Administration Building on the State Capitol Campus in Olympia to a newly constructed building on the eastern side of the campus. The agency will also consolidate other offices in Thurston County to the new headquarters building. Approximately 400 employees will be impacted by this move. The agency will strive to have minimal operational impact in preparing for and carrying out the move. It is anticipated that there will be one-time and new ongoing costs associated with moving from a facility that is 50+ years old to a new state-of-the-art office building.

**AGENCY PERFORMANCE MEASURES
Targets and Progress**

Priority	SAFETY
1.1(1)	Reduce the number of speed-related collisions by 4%. On the state routes and interstates, there was a 4% decrease between 2006 and 2007 in speed-related collisions during the first through third quarter period.
1.1(2)	Reduce the number of fatal collisions where controlled substance and alcohol are a factor by 4%. Statewide collisions involving impaired drivers were down in 2007 from January through September by 235 compared to the same time period in 2006. ⁵
1.1(3)	Increase the number of aggressive driving contacts resulting from aerial traffic enforcement by 2% annually. WSP statistics show for calendar year 2006 there were 1,804 aggressive driving arrests; and for that same time period in 2007, that number increased to 2,413, an increase of 16.4%.
1.2(2)	Reduce the number of commercial-motor-vehicle-caused collisions by 2%. WSP statistics show in calendar year 2006, 37% of the commercial motor vehicle (CMV) collisions were caused by the CMV; and in 2007 for that same time period, the number had decreased to 27%.
Priority	SECURITY
2.1(2)	Increase the number of facilities provided training on disaster evacuation processes. The Prevention Division has established training schedules with inspectors to ensure 72 facilities are trained. Since January 1, 2008, 6 facilities have been trained.
2.2(5)	Increase by 5% the percentage of missing persons located/recovered. On January 31, 2008, 120 missing persons cases were completed compared to 113 for the same time period in 2006. This would be an increase of 6%.
5.5(1)	Increase by 10% the number of certified entry-level firefighters trained regionally and at the Fire Training Academy.
Priority	SERVICE
3.1(2)	Increase the number of drug-trafficking arrests by 10% annually. Total drug trafficking arrests for calendar year 2007 were 871 compared to 825 in 2006 for the same time period. This equates to a 5% increase.
3.1(3)	Reduce the number of vehicles stolen in Washington State by 5%. Reported stolens for 2007 decreased by 20% from 2006 (38,774 to 30,879).
3.3(2)	Reduce the percent of median turnaround time to complete casework in the Toxicology Lab. Statistics show our median turnaround time for casework completion has remained constant from calendar year 2006 to 2007 at 15 days.
Priority	LEADERSHIP
5.2(1)	Reduce the number of staff hours working on processing requests for collision reports. We had 51,440 requests for collision reports in 2007. Each request was processed in 9.26 minutes. This will be our baseline for future statistical data.
5.2(2)	Decrease case cycle time by 3% per year in the Crime Laboratory.
5.2(3)	Reduce processing time of applicant requests for fingerprint-based background checks. In November 2007, the Identification and Criminal History Section implemented the Electronic Applicant Project; this project served as an enhancement to the processing of fingerprint submissions including automation of billing, electronic response of the state result, and one-time entry for mailed-in submissions. The cycle time for applicants has improved since implementation and is currently at 1 week. Base: 4-6 weeks Target: 1 week
5.2(4)	Reduce yearly average wait time for vehicle inspections statewide. Statistics show the median wait time for a vehicle inspection in calendar year 2006 was 28 days. In calendar year 2007, this median wait time decreased to 23 days. Our target is 20 days.
5.2(5)	Maintain response time for public disclosure requests, ensuring processing is below the statutory minimum (7 calendar days/5 business days). The focus for the Public Disclosure Section is currently on quality of responses, and less emphasis will be placed on speed. The section no longer has a strategic goal of under 7 days for completed response time, but rather to remain vigilant in communicating in writing with the requestor initially within the first 7 days (statutory requirement).

Source: Agency Activity Inventory

⁵According to the Department of Transportation database, there was an 8% decrease in statewide impaired driving collisions between 2006 and 2007 for the first and third quarter time period.