



# **Strategic Advancement Forum**

**June 8<sup>th</sup> & 9<sup>th</sup>, 2016**



## STRATEGIC ADVANCEMENT FORUM

# Field Operations Bureau - Headquarters

Captain Tim Coley  
Lieutenant John Matagi  
Lieutenant Mark Tegard  
Joanna Trebaczewski



# Field Operations Bureau - Headquarters

**GOAL #1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.1:** Recruit, train, and retain a qualified and diverse workforce committed to the Washington State Patrol's mission and values.

## FOB Districts' FTE Information

DISTRICT	AUTHORIZED	DEPLOYMENT	VACANCIES	FULL STAFF%	VACANCY%
		<i>(April 2016 Data)</i>			
D1* Tacoma	101	81	20	80.2%	19.8%
D2* Bellevue	129	108	21	83.7%	16.3%
D3* Yakima	57	47	10	82.5%	17.5%
D4* Spokane	72	63	9	87.5%	12.5%
D5 Vancouver	71	56	15	78.9%	21.1%
D6 Wenatchee	59	49	10	83.1%	16.9%
D7* Marysville	112	88	24	78.6%	21.4%
D8 Bremerton	70	58	12	82.9%	17.1%
<i>(*TZT Districts)</i>					
<b>TOTAL</b>	<b>671</b>	<b>550</b>	<b>121</b>	<b>82.0%</b>	<b>18.0%</b>

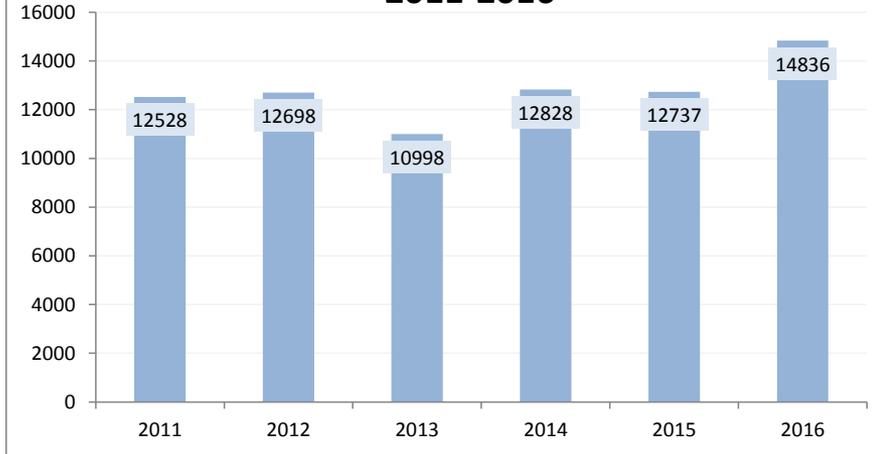


# Field Operations Bureau - Headquarters

**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

**Collision Totals - YTD (Jan-April)  
2011-2016**



## Collisions: YTD (Jan-April) 2015 vs 2016

- During the first four months of 2016 collisions increased 16% over 2015
- Fatal collisions decreased 4% (-2)
- Serious injury collisions increased 7% (6)
- Injury collisions increased 8% (157) and
- Property damage collisions increased 17% (1,321)

**All Collisions, YTD (Jan - April) 2011-2016**

Year	TOTALS	Fatal	Serious Injury	Injury	Property Damage	Unable to Locate	Non Reportable
2011	12528	68	53	2204	6890	1384	1929
2012	12698	63	94	2157	6927	1457	2000
2013	10998	51	77	1804	6588	1050	1428
2014	12828	57	98	1984	7656	1322	1711
2015	12737	50	89	1959	7935	1201	1503
2016	14836	48	95	2116	9256	1395	1926

Source: TAS as of 5/11/2016



# Field Operations Bureau - Headquarters

**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

## ALL Collisions: YTD (Jan-April) 2015 vs 2016

Collisions	Jan-April	D1	D2	D3	D4	D5	D6	D7	D8
<b>Fatal Collisions</b>	2015	4	6	9	4	6	4	10	7
	2016	10	11	7	0	4	5	9	2
<b>Serious Injury Collisions</b>	2015	9	19	12	7	7	10	14	11
	2016	7	19	7	7	11	10	16	18
<b>Injury Collisions</b>	2015	360	654	127	171	129	102	281	136
	2016	387	728	136	155	132	123	297	158

- Fatal collisions increased in three out of eight districts
- Serious Injury collisions decreased in two out of eight districts
- Injury collisions decreased in only one district (D4)

## Districts with Highest Increases in Collisions

### Fatal Collisions

D1: 150% (6)  
D2: 83% (5)

### Serious Injury Collisions

D8: 64% (7)  
D5: 57% (4)

### Injury Collisions

D6: 21% (21)  
D8: 16% (22)

Source: TAS as of 5/11/2016



# Field Operations Bureau - Headquarters

**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

## DUI Collisions

All DUI Collisions: YTD (Jan-April) 2015 vs 2016

Collisions	Jan-April	D1	D2	D3	D4	D5	D6	D7	D8
DUI	2015	107	124	44	42	69	36	126	59
	2016	133	144	48	58	71	31	141	61

### Districts with Highest Increases in DUI Collisions:

- D4: 38% (16)
- D7: 12% (15)

## Speed Collisions

All SPEED Collisions: YTD (Jan-April) 2015 vs 2016

Collisions	Jan-April	D1	D2	D3	D4	D5	D6	D7	D8
SPEED	2015	564	1233	77	230	184	104	502	125
	2016	639	1485	116	215	248	243	545	131

### Districts with Highest Increases in Speed Collisions:

- D3: 51% (39)
- D6: 134% (139)

Source: TAS as of 5/11/2016

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk.

## Problem Statement

Impaired driving arrests have decreased and impaired driving collisions have increased.

## Analysis

Time to process a DUI arrest has increased

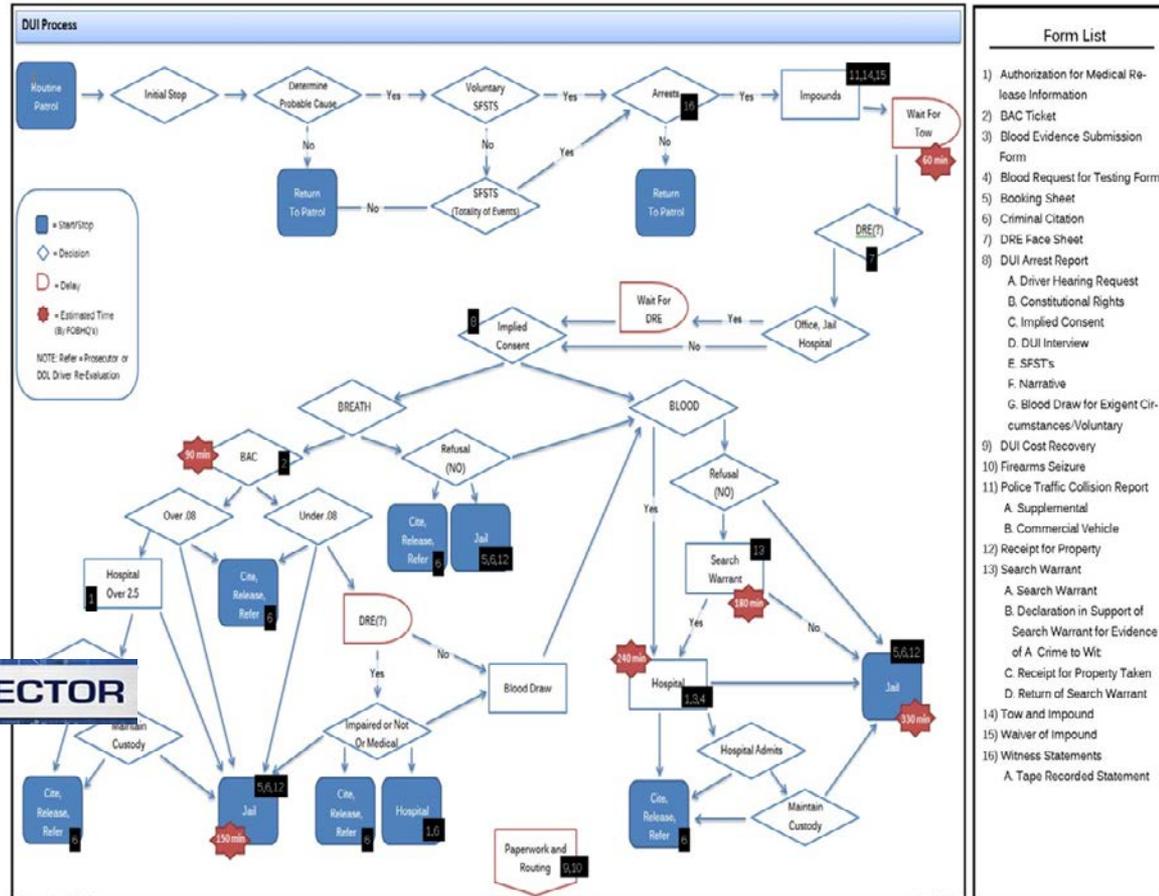
- Legalization of marijuana
  - Search warrant for blood  
-Eclipse of breath tests by blood tests
  - Mandatory impounds and booking
- Agency Culture and Adaptability
- Officer motivation
  - Leadership

## Root Cause

- External changes
- Failure to adapt to changes internally

## Action Plan

- Create an electronic DUI process in utilizing the LEAN process (refer to chart right)
- Implement the changes (Utilizing the 8-step process for major change from LPO lesson 26)





# Field Operations Bureau - Headquarters

**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

## Area of Interest

Every year, the WSP is awarded a ‘Block Grant’ from the Washington State Traffic Safety Commission (WTSC) in support of the Target Zero Program. During the 2014-2015 Block Grant funding cycle, the WSP underspent \$124,000.

Block Grant Funds - Underspent and Overspent by Fiscal Year				
	2011-2012	2012-2013	2013-2014*	2014-2015
WTSC Retains	\$ 42,200	\$ 5,560	\$ (949)	\$ 124,513

*\* This year was overspent and WSP had to find the funds to pay the overtures*

## Analysis

- To be in compliance with the Block Grant’s requirements and guidelines, troopers must work overtime in addition to their normal scheduled work hours.
- Many troopers have opportunities to earn more money by working off-duty employment through approved private companies.
- Trooper availability has been limited due to personnel shortages in the districts.
- Day and time restrictions for some emphasis patrols sponsored by WTSC affect trooper availability.

## Action Plan

- FOB Headquarters is working with each district to ensure emphasis patrols are scheduled in advance to utilize expenditure of all grant funds.
- In order for WTSC to better understand the challenges with overtime grant funds, they will require each district to submit a quarterly report.
- BFS is providing monthly spending updates to FOB HQ and the districts to assist with tracking grant funds more efficiently.



## STRATEGIC ADVANCEMENT FORUM

# District One

Captain Dan Hall  
Lieutenant Kristene O'Shannon  
Lieutenant Zach Elmore  
Lieutenant Tom Martin

# Follow up

## Operation Spark – Wire Theft

No activity in areas where the sensors have been installed on State Route 16

Several months of inactivity until last week

- State Route 16 near Union
- Interstate 5 between MP 139 and MP 137
- Interstate 5 and SR 121 Maytown Interchange

Coordinating with DOT for future Undercover Operations



**Goal 1:** *Build a culture of trust, collaboration, and continuous performance improvement.*

**Priority 1.8:** *Collaborate with those closest to the work being done in order to sustain success, encourage innovation, and identify emerging problems.*

**Area of Interest:** Create an environment of trust, transparency, collaboration and continuous performance improvement.

### **Analysis:**

- There is a perception that sergeants and troopers feel their opinions/ideas/recommendations are not being heard. The feedback the department has received is the leadership is out of touch of the job of a trooper, they have no understanding of what the “real world” is like, and innovation and new ideas are not valued.

### **Action Plan:**

- Command staff is actively seeking feedback from sergeants and troopers on how to improve processes and ensure they have the tools they need.
- Weekly staff meeting notes are being sent to all D1 personnel so they are aware district issues and they are encouraged to provide ideas or feedback.
- District Leadership Meeting format change in a hope to increase innovation and problem solving. (Tacoma Narrows Bridge project.)
- Consistently recognize the good work of our personnel.



**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.*

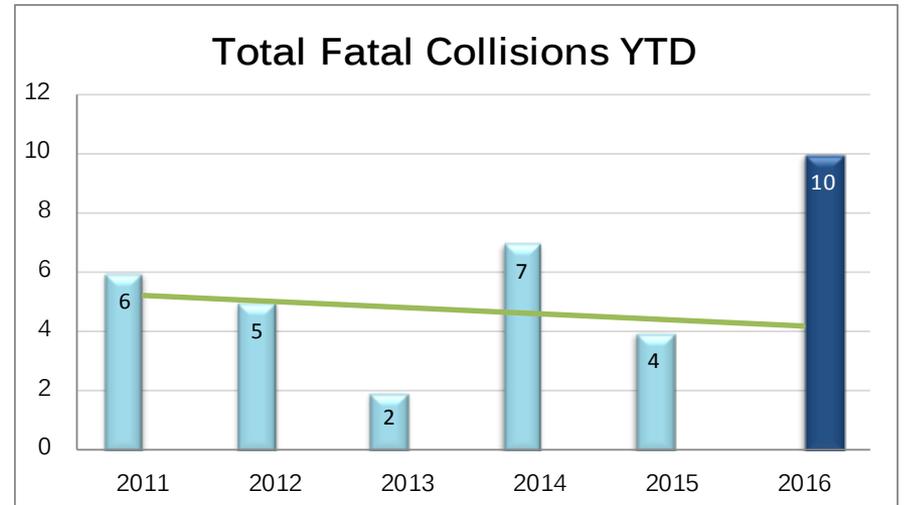
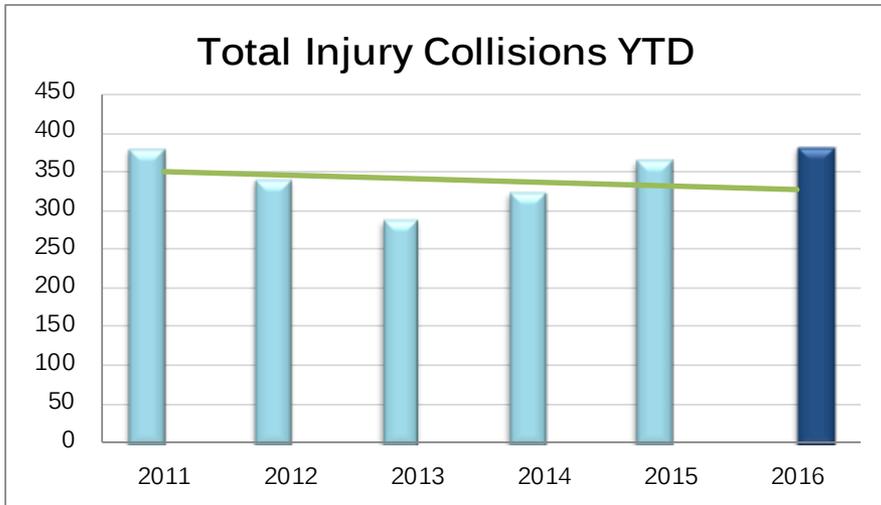
**Area of Interest:** Increase of 4.6% of injury collisions and 250% of fatality collisions on interstates and state.

**Analysis:**

- Construction, roadway design, population growth, and driving behaviors such as speed and distracted driving, are the contributors to the increase in these collisions.

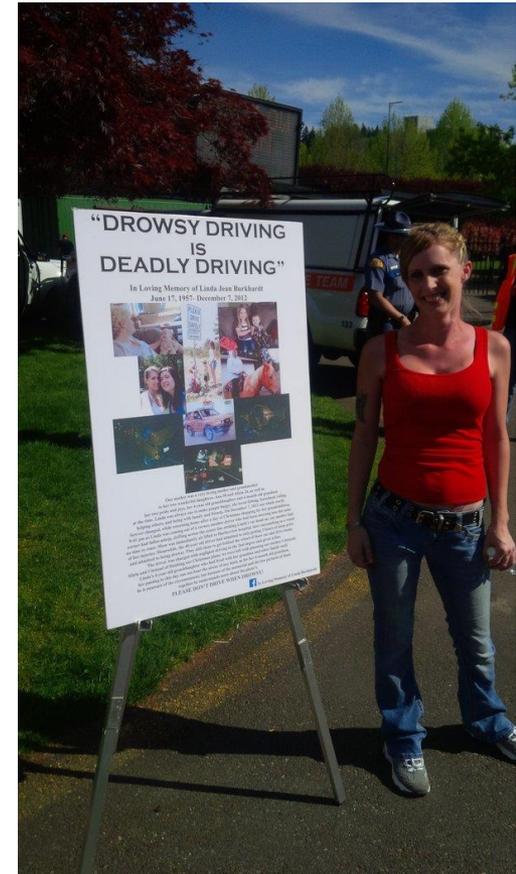
**Action Plan:**

- Continue with training and providing personnel with timely/accurate data.
- Have sergeants and troopers collaborate to find solutions to solve the problems.
- New District Leadership Meeting format to mirror department SAF.



# Significant Events

## PUYALLUP SPRING STATE FAIR



# Significant Events

## READY-OP





## STRATEGIC ADVANCEMENT FORUM

# District 2

**Captain Ron Mead**  
**Lieutenant JoAnn Buettner**  
**Lieutenant Curt Boyle**  
**Lieutenant Geof Jacobson**  
**Lieutenant Ken Noland**



# Follow up

# No Follow-up

**Goal 1:** *Build a culture of trust, collaboration, and continuous performance improvement.*

**Priority 1.8:** *Collaborate with those closest to the work being done in order to sustain success, encourage innovation, and identify emerging problems.*



## Passing of Trooper David Bauders

## Lessons Learned

**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.2:** *Enhance safety and service to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assist, and other calls for service.*

### South Seattle Region

#### Outstanding Performance Achievement “Lifesaving efforts”

- On April 8<sup>th</sup>, 2016 at 20:11 hours, Trooper Van Cleave and Trooper Lamarsh responded to a blocking one vehicle injury collision north Interstate five just south of 188<sup>th</sup>. The passenger vehicle was located in a ditch approximately thirty feet off the roadway on its side.
- Van Cleave and Lamarsh removed the unresponsive driver from the vehicle and immediately began CPR.
- Kent Firefighters and King County Medic One paramedics arrived at the scene and relieved Van Cleave and Lamarsh of their lifesaving efforts. This victim was ultimately resuscitated (return of a pulse and blood pressure) and transported to Valley Medical Center in Renton.



**Goal 3:** *Make people secure by reducing risk of crime, terrorism, fire, and other natural disasters.*

**Priority 3.4:** *Enhance agency-wide emergency response capabilities to all hazards in the State of Washington.*

# Special Events

## Escorts:

Bernie Sanders (2)  
Hillary Clinton  
Donald Trump  
VP Biden



## RDF Call Up:

May Day  
Donald Trump  
Anacortes



**Goal 1:** *Build a culture of trust, collaboration, and continuous performance improvement.*

**Priority 1.5:** *Provide robust employee recognition and celebration programs.*

### District 2 – King County Fallen Troopers Memorial





**STRATEGIC ADVANCEMENT FORUM**

**District 3**

**Captain Terry E. Liebrecht  
Sergeant David Kaiser  
Lieutenant Kiley Conaway**



# Follow up

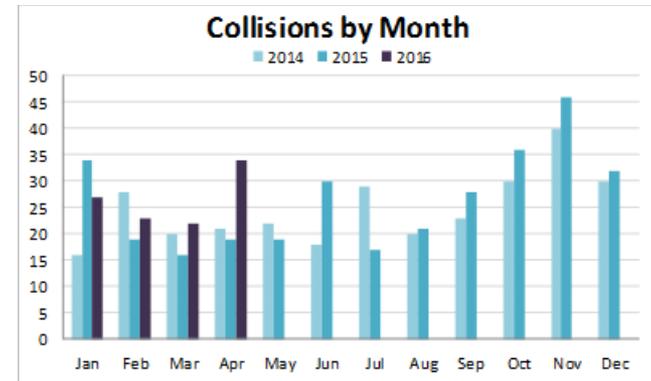
**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

**Area of Interest:** The SR 240 “Bypass Highway” high rate of distracted drivers.

### Analysis:

- Troopers handling an average of 21 collisions per month in 2015.
- 87% population growth since 1990, current est. population 273,100 (2014 OFM.wa.gov).
- Emphasis patrol effort resulted in “High” activity, little impact on collision reduction.



### Action Plan:

- Expanded partnerships with area employers (Hanford, Energy NW, PNNL).
- Partnerships with WTSC, WSDOT, and media partners.
- POP’s focus will explore other non-traditional responses.





**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

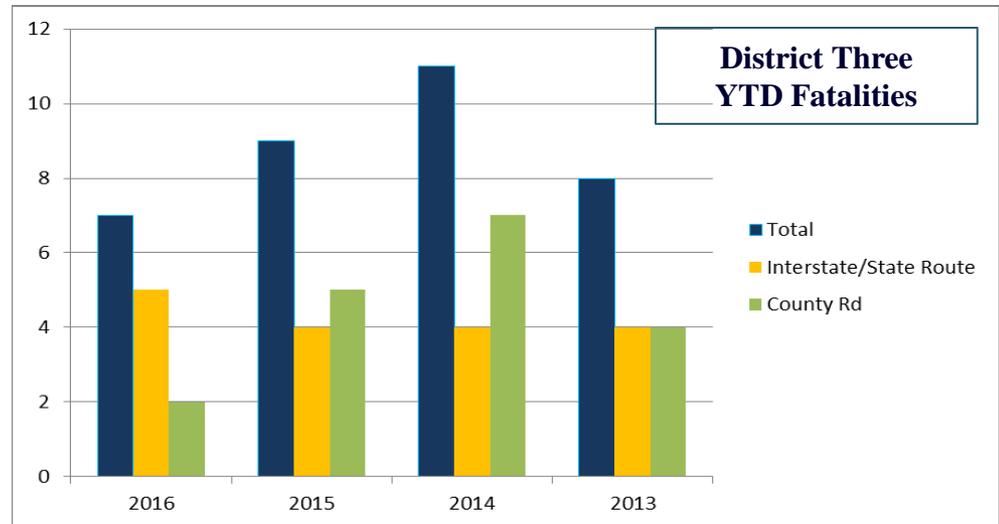
**Area of Interest:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

### Analysis:

Fatal Collisions	3 year average = 20	2016 Target = 18	YTD = 5 (+25%)
Injury Collisions	3 year average = 477	2016 Target = 450	YTD = 135 (+5%)

### Action Plan:

- Align APA staffing with collision data analysis to ensure critical ‘peak’ traffic periods are covered.
- Utilization of the District TZT personnel in ‘High DUI’ areas (post-retrocession adjustment).



**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.7:** Support the specialized work, training and certifications that enhance employee development and agency capabilities.

**Area of Interest:** The Yakama Nation retrocession.

### Analysis:

Yakama Nation Retrocession took effect April 19, 2016 at 12:01 a.m. At the time of re-assumption the WSP did not have the finalized Special Law Enforcement Commission (SLEC) in effect.

### Action Plan:

- WSP personnel attended the Yakama Nation Retrocession Celebration on April 22, 2016, confirming our public safety commitment.
- Continued partnerships with the federal agencies, Yakama Nation Tribal Police, Yakima Co. S.O., cities of Wapato, Toppenish, and Union Gap, to develop an agreement for law enforcement on the reservation.
- Weekly cooperative meetings with our federal and local law enforcement partners to discuss emerging issues and identify solutions.
- Constant and continuous messaging to our WSP personnel on the status and any changes.





**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.1(d):** *Decrease motorcycle fatalities.*

**Area of Interest:** Decrease motorcycle fatalities.

### **Analysis:**

3 year average = 3

2016 Target = 2

YTD = 1

### **Enforcement:**

- \* White Pass/Chinook Pass  
Summer patrol
- \* Increase awareness/training of District Troopers  
of motorcycle laws

### **Education:**

- \* Media/District PIO outreach

### **Action Plan:**

- \* Three prong approach as outlined in our  
District Operational Plan

### **Partnerships:**

WSP/WSDOT Safety Collaboration





**STRATEGIC ADVANCEMENT FORUM**

**District 4**

**Captain Jeff Otis  
Lieutenant Chuck Arnold  
Lieutenant Kris Schweigert**



# Follow up

**No follow-up from previous SAF**



**Goal 2:** *Make people safe on Washington's roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions*

### Area of Interest:

- Fatality and serious injury collisions on SR 395 in northern Spokane County and southern Stevens County

### Analysis:

- 8% of all District 4 fatality collisions over the past 10 years have occurred in target area
- DOT reviewing 5 intersections in the Deer Park area for possible improvement
  - 2 intersections are not meeting performance/safety expectations
- WSP 5-year enforcement/collision analysis indicates an appropriate level of enforcement considering traffic volume, calls for service, etc.

### Action Plan:

- Continue enforcement operations utilizing Spokane, Colville and CVD troopers in the target area
  - Additional enforcement operations when/if warranted
- Stakeholder meetings with DOT, Deer Park residents and WSP to develop additional collision reduction strategies
  - Define acceptable options for roadway improvements and potential speed limit reductions in target area considering limited DOT budget allocations for this area
  - Continue public education efforts highlighting driver responsibilities/enforcement operations/special emphasis patrols
- One DOT/community proposal involves shutting down one of the low-performing intersections, paving a Spokane County road and re-routing traffic on this road to SR 395
  - Strong opposition from Spokane County to re-routing traffic onto an improved county road



**Goal 2:** *Make people safe on Washington's roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions*

### Area of Interest:

- High profile fatality collisions on SR 195 and SR 26 involving WSU students

### Analysis:

- Two WSU students were killed 2015 Thanksgiving weekend in separate collisions on SR 195 and SR 26
- WSU and community perceptions are that SR 195 and SR 26 are dangerous highways and are the cause of these collisions
  - Thanksgiving 2015 fatality collisions caused by driver error: texting while driving and illegal passing
  - In a 5-year period, 8 of 9 fatality collisions on the target highways were the result of driver error

### Action Plan:

- Continue enforcement operations utilizing Colfax and CVD troopers in the target areas
  - Additional enforcement operations when/if warranted
- Stakeholder meetings with DOT, Whitman County residents, WSU and WSP to develop additional collision reduction strategies
  - Regular and online community forums
  - Define acceptable options for roadway improvements and potential speed limit reductions in target area considering limited DOT budget allocations for this area
    - Additional passing lanes on SR 195 and SR 26
      - 6 additional passing lanes on SR 195 to be completed in 2017
      - Additional SR 26 passing lanes under consideration
  - Continue public education efforts highlighting driver responsibilities/enforcement operations/special emphasis patrols
    - WSP PIO community outreach
    - WSU traffic safety video at <https://www.youtube.com/watch?v=1SHmrOcvz6c&feature=youtu.be>

**Goal 2:** *Make people safe on Washington's roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions*

## Area of Interest:

- 2016 Spokane Hoopfest

## Analysis:

- Nation's largest 3 on 3 basketball tournament
  - 28,000 players
  - 200,000 spectators
- Significant increases in traffic, DUIs and alcohol-related offenses
  - Large scale under-age parties around Gonzaga campus
    - Near riot in 2015



## Action Plan:

- 15 WTSC overtime shifts (DUI/Speed)
  - No MIDU deployment this year
- Aircraft emphasis patrols on Friday June 24<sup>th</sup> (Spokane/Ritzville) and Saturday June 25<sup>th</sup> (Spokane)
- Deployment of WSP motors in high traffic corridors (I90-downtown corridor) and SR 2 (Division Street)
- RDF white alert
- Public safety message utilizing area law enforcement PIOs and Spokane County Traffic Safety Task Force



**Goal 5:** *Improve and sustain agency infrastructure and business processes.*  
**Priority 5.1:** *Develop, improve, secure and sustain agency use of technology.*

### Area of Interest:

- Operational challenges using the Spokane Regional Emergency Communications System
  - Diminished functionality of emergency tones
  - Interoperability links not working between the Spokane County and Kootenai County systems
  - Excessive busy signals for WSP users
- May have an impact on other districts that utilize multi-agency trunked radio systems

### Analysis:

- Emergency tones are essentially inaudible on the new WSP/SRECS interconnected system
  - Non-essential users are missing the emergency tones and tying up the SRECS trunked radio system
- SRECS mobiles and Kootenai County mobiles are not able to hear each other on the SRECS/Kootenai link
- Excessive busy signals prevent WSP users from readily accessing the system during critical times

### Action Plan:

- ESD and Motorola have tested/tried several different fixes for inaudible emergency tones with no success
- Current ESD/Motorola proposals:
  - Move critical incident to a reserved non-dispatch talk group
    - Unacceptable for fluid/moving/high risk situations – need all system users aware of the incident
    - Creates additional staffing requirements in Communications
  - Additional engineering/equipment
    - Anticipate significant cost
- Maintain current practice until a more reasonable/cost effective solution is developed
- Repairs of SRECS/Kootenai link successful – functional testing is next
- SRECS does not show WSP receiving busy signal – will require further investigation



# Questions?



**STRATEGIC ADVANCEMENT FORUM**

**District 5**

**Captain James Riley  
Lieutenant Darren Mihelich  
Lieutenant Jason Linn**

# Follow up

- **Continued success of the Districts Cadet program**
  - Cadets are receiving training and duty assignments in a variety of different areas
  - Cadets meet informally with the District Commander
- **Joint agency commercial vehicle emphasis on SR-12**
  - Delayed due to construction
- **Homeless resource card**
  - Approved by Clark Co. LE partners
  - Distributed to LE and EMS personnel





**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.8:** Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.

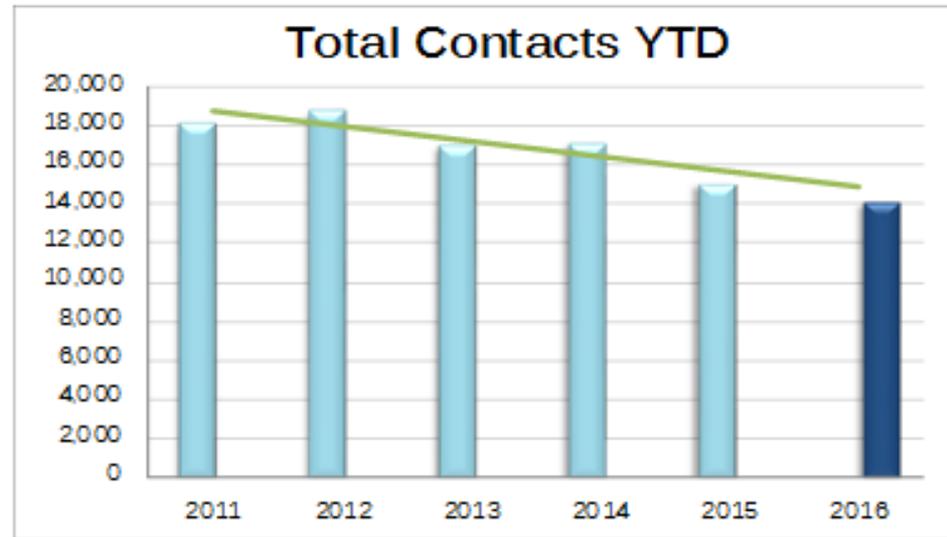
**Area of Interest:** Decrease in proactive traffic law enforcement efforts, 2016 YTD.

**Analysis:**

- Decreased accountability
- Decreased staffing
- Low morale

**Action Plan:**

- Clarify/reestablish expectations
- Stay positive, yet focused
- Continue to challenge everyone
- Provide meaningful and timely response/feedback
  - Positive and adverse



**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collision on state routes and interstates.*

**Area of Interest:** Commercial Vehicle Collisions (CMV)

**Analysis:** Several CMV Collisions (SR-14)  
Significant Road Closures  
Resource Deployment Challenges



**Action Plan:** Regional Breakout Discussion  
Identified Causal Factors  
CVD Partnership  
Deployment of Resources



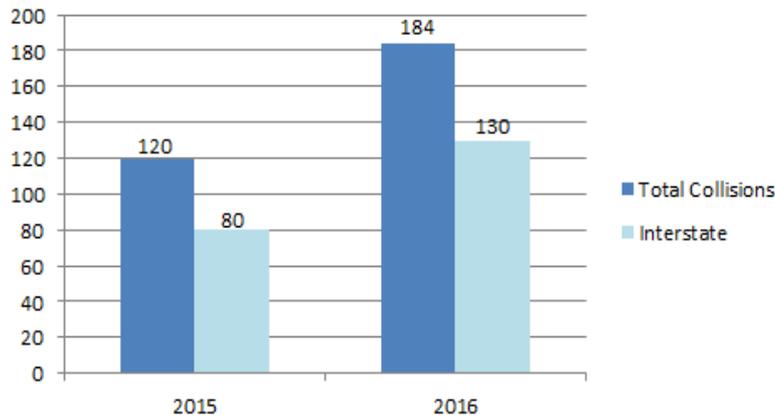
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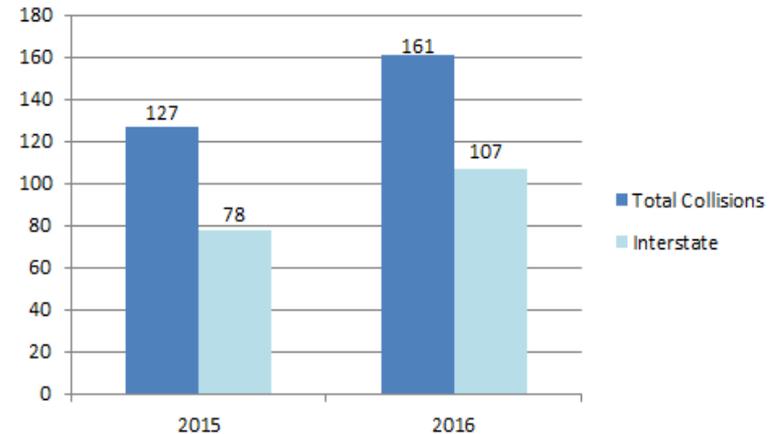
**Area of Interest:** Increase in Collisions

**Analysis:** Collision Increases  
Cowlitz and Lewis County  
1<sup>st</sup> Quarter 2016

### Chehalis APA – 1<sup>st</sup> Trimester Collisions



### Kelso APA – 1<sup>st</sup> Trimester Collisions



**Action Plan:** Regional Breakout Discussion  
Leading Root Causes  
Staffing  
Deployment of Resources

# Successes

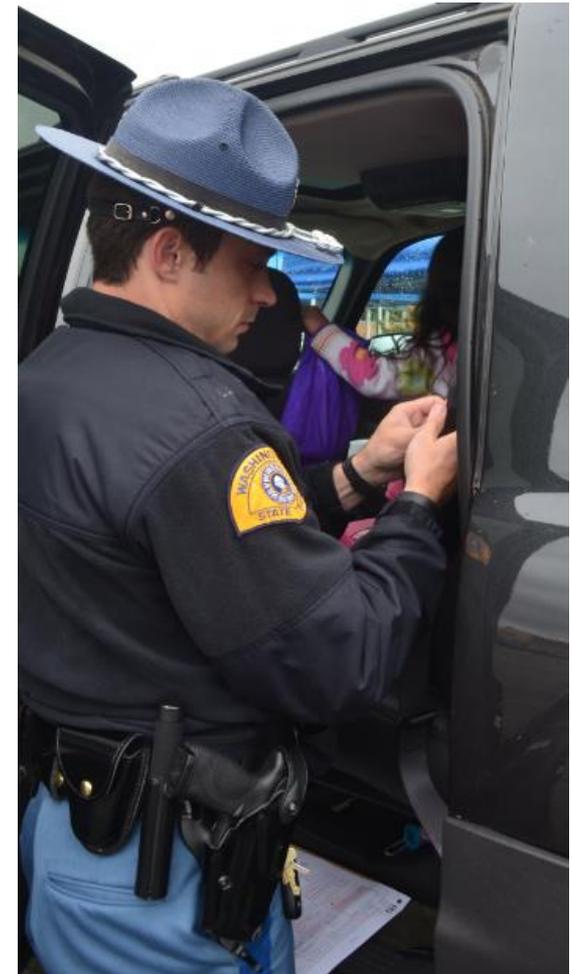


## Community Outreach Events:

- Traffic Safety Assembly
- Child Passenger Safety Clinic

## District Recruiting Effort:

- Veteran's Recruiting Event
- Southwest Washington Job Fair





**STRATEGIC ADVANCEMENT FORUM**

**District 6**

**Captain Rob Huss  
Lieutenant Kevin Overbay  
Acting Lieutenant Kirk Schneider**

## Follow up

### *POPS: BASIN/ELLENSBURG PROJECT UPDATE:*

- **Properly equip WSP responders (PPE), and share concepts with WSDOT for their potential outfitting**
  - Most equipment received and in the process of distribution to personnel.
- **Identify fixed and portable resource storage for traffic control device staging and storage (joint keyed access)**
  - Traffic control packages (portable) and storage locations identified and devices staged.
- **Establish response protocols**
  - In process for WSP and allied agency personnel.
- **Identify alternate routes/detour information and evacuation protocols with Live Nation attendees for (wind storms - 35 mph+)**
  - Detour routes established
  - Fixed detour devices and locations identified (Approximate cost \$10,000)
  - Live Nation evacuation protocols – In process
- **Timely notification to motorists – social media, Live Nation notifications, WSP/WSDOT PIO's**
  - In process
- **Identify mitigation strategies: private/public landowner material erosion control techniques and strategies partnerships (aerial hydro-seed application, old deicer utilized as a lignosulfonate)**
  - In process



**Goal 1:** *Build a culture of trust, collaboration, and continuous performance improvement.*

**Priority 1.8:** *Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.*

**Goal 5:** *Improve and sustain agency infrastructure and business processes.*

**Priority 5.1:** *Develop, improve, secure, and sustain agency use of technology*

**Area of Interest:** Intra-operability deficiencies in mobile radio systems for Ellensburg and Basin APA's.

### Analysis:

- Ellensburg APA troopers unable to hear other area mobiles (troopers) in close proximity/view on Snoqualmie Pass exchanging communications with Ellensburg Communications.
- Ellensburg APA troopers/sergeants unable to communicate with P25 Bellevue East or P25 Yakima Communication Centers (trunked systems) or those area troopers.
  - Emergency situation (example) - Pursuit began in Ellensburg, traveled south on I-82 into Yakima. The secondary trooper calling pursuit could not reach any WSP communication center (D6 or D3) area or state, could not reach any other area troopers, and ultimately reached Selah PD Dispatch on LERN.
- Basin APA troopers and sergeants unable to communicate with P25 Kennewick (trunked) or P25 Spokane (Lind) Communication Centers or those area troopers during similar type emergency events/responses.



### Action Plan:

- ESD worked with D6 command to schedule the installation of updated APA specific code plug/programs in advance, and direct support of upcoming P25 Narrowband Project-Radio System upgrade in District 6.
  - Ellensburg APA troopers/sergeants vehicles were set up uniformly with specific “Hot Keys” to, at a minimum; allow them direct communication with Bellevue East and Yakima Communications Centers. Basin APA troopers/sergeants vehicles were set up uniformly with specific “Hot Keys” to, at a minimum; allow them direct communication with Kennewick and Spokane (Lind) Communications Centers.
  - Area Repeater for each APA was put into scan listing to mitigate loss of mobile to mobile receiving capability. This was an automatic function of older radio systems. Proper squelch settings inspected and adjusted.
- Supporting on-line training - Motorola Radio P25 Conventional-Trunking User provided to personnel with completion required prior to the above upgrade install; posted on District 6 SharePoint.
  - *Future study/action:* ESD will look into the inter-operability with Multi Agency Communications Center (MACC) encrypted system and lacking capability/coverage of LERN in/across Grant County.

- Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.
- Priority 1.7:** Support the specialized work, training, and certifications that enhance employee development and agency capabilities.
- Goal 3:** Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters.
- Priority 3.2:** Reduce crime through specialized investigative services and criminal interdiction.

## Area of Interest: Advancement and Sustainment of Quality Criminal Interdiction Skills and Enforcement Efforts

### Analysis:

- Criminal indicators are not being recognized by officers during roadside contacts in Target Enforcement Areas (TEA).
- SHCAT/K-9 resources are not effectively being utilized or deployed throughout the district to support the agency goal of criminal activity reduction.
- Allied agencies requesting interdiction training as they experience an increase in criminal activities within their communities.
- Statewide SHCAT In-Service training has not been conducted since 2014.



### Action Plan:

- Advance Agency Serious Highway Criminal Apprehension Team (SHCAT) and District Interdiction & Criminal Enforcement (DICE) program and efforts.
- Look beyond the plate and continually emphasize to district personnel the importance of criminal interdiction and highlight significant criminal arrests through agency SAFs and district recognition.
- District 6 continues to work toward 100% enhanced interdiction training to district personnel (current trained - 20 District Interdiction Criminal Enforcement (DICE) (41% total), much like the approach with ARIDE. (8 - allied agency officers trained representing five agencies)



**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.*

**Priority 2.2:** *Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists, and other calls for service.*

**Area of Interest:** Tour de Bloom Bike Rally/Road Race - USA Cycling-certified event

**Analysis:**

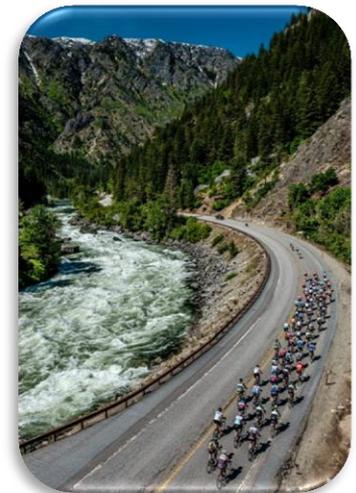
- Kick-off event- Ensure safe and organized event for bike racers and all other traffic on SR 2 through Tumwater Canyon and Leavenworth area.
- May 6, 2016 - Rally could develop into annual race if permitted by WSDOT.
- Population increase in Leavenworth for event = up to an additional 1500 people
- WSDOT/WSP/Chelan County/Sponsors partnership for route mapping, traffic control, detours, etc.



Tour de Bloom - Leavenworth, WA

**Action Plan:**

- WSP PIOs, WSDOT and Event Sponsors worked in collaboration by proactively conveying safety messaging through social media, radio, and VMS of the event and anticipated impacts to traffic.
- Private traffic control/escort company's plan required WSDOT and Chelan Co. SO approval.
  - The implemented action following multiple meetings/briefing was deficient and created challenges for motorists, WSP and WSDOT.
  - Negative economic impacts to businesses because of pedestrian and traffic restrictions.
- Post event meeting addressed deficiencies with organizers who will be proposing a revised route plan as well as possible date change.



SR 2 - Tumwater Canyon

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.  
**Priority 1.5:** Provide robust employee recognition and celebration programs.

## EVENTS THAT MAKE SUCH A DIFFERENCE



TROOPER JEFF ANDERSON & CHIEF SPENCER ANDERSON

### CHIEF FOR A DAY

MEMORIAL PARK, WENATCHEE



### DISTRICT 6 ANNUAL AWARDS CEREMONY

ROCKY REACH DAM



#### AWARDS OF MERIT

TROOPER ERIK MAGNUSSEN & TROOPER BRIAN MOORE



#### 2016 CIVIL SERVICE EMPLOYEE OF THE YEAR

TERRI YAKSIC – OKANOGAN

#### 2016 DETACHMENT OF THE YEAR – OKANOGAN

SGT. LEX LINDQUIST, TROOPER BRETT LOVELL, TROOPER CONNER BRUCHMAN, TROOPER TIM HOUSE, TROOPER JEREMY DELANO, TROOPER DEREK STRATTON



OUR PAST AND FUTURE



## STRATEGIC ADVANCEMENT FORUM

# District 7

**Captain Scott McCoy**  
**Lieutenant Lucas Brandon**  
**Lieutenant Dwayne Korthuis-Smith**  
**Lieutenant Jason Longoria**



# Follow up

None.



**Goal 2:** *Make people safe on Washington Roadways*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.*

## Area of Interest: Unrestrained Fatalities

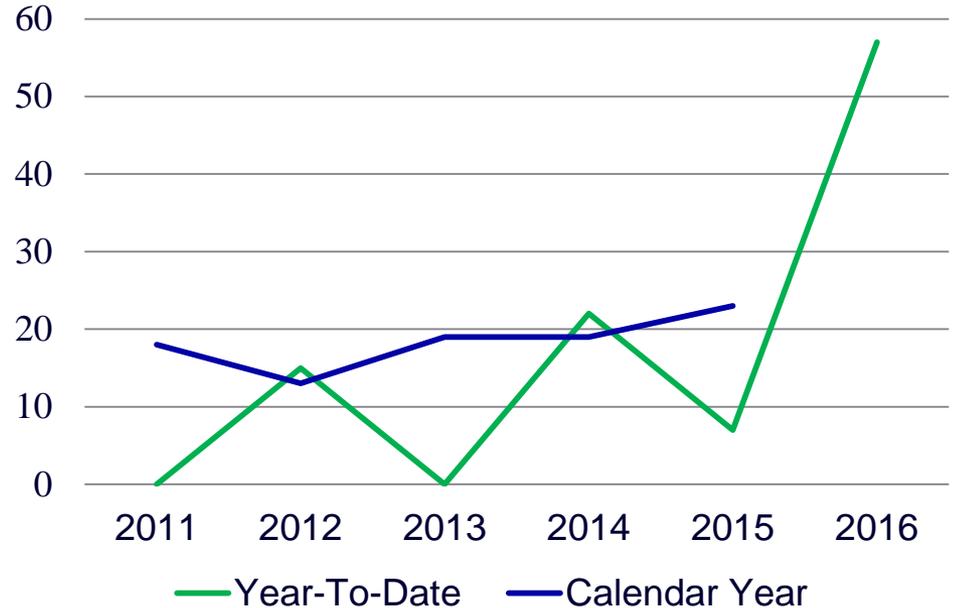
### Analysis:

- Unrestrained fatalities have increased to 56% Year-to-Date
- The five year average for unrestrained fatalities is 18%
- District wide restraint contracts are down 16% Year-to-Date
- 80% of the unrestrained fatalities Year-to-Date have occurred in the north region
- The north region accounts for 58% of the entire district's restraint contracts Year-to-Date
- It doesn't appear that a lack of enforcement is the issue.

### Action Plan:

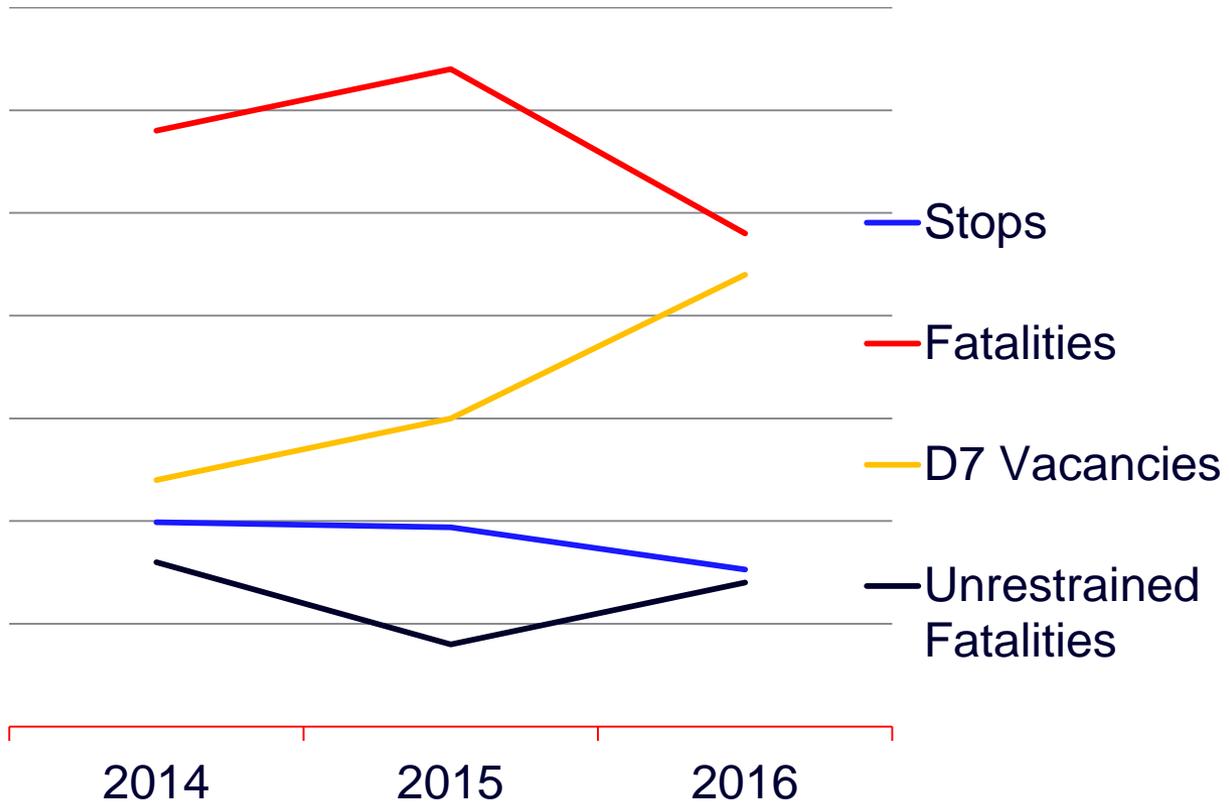
- Work with the FOB Analysts to identify trends (ages, locations, times, etc.)
- Use the PIO for targeted media releases
- Increase community outreach efforts
- Utilize WTSC grant and other funding sources for increased patrols
- Continuous messaging at leadership and detachment meetings.

### Percentage of Unrestrained Fatalities

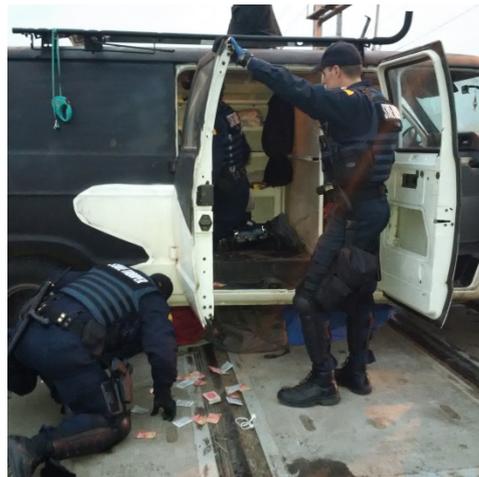




# Unrestrained Fatality Trends On State Routes and Interstates



## Rapid Deployment Forces (RDF) Mobilizations





# Freeway APA Shift Bid Update

## Challenges

1. Vacancies
  - a. Allotted 36
  - b. Currently 27
2. Deployment Options
  - a. Randomly Placed
  - b. Seniority Based

## Successes

1. Moral Improvement
  - a. Increased Job Satisfaction
  - b. Trooper Buy-in
  - c. Enhanced Schedule Adjustments

## Examples

1. Increased workload APA Wide (Collisions and CFS with 1<sup>st</sup> Quarter Comparison of 2015 vs. 2016)

a. Collisions	2015 = 1,106	2016 = 5,478	12.3% Increase
b. CFS	2015 = 5,002	2016 = 1,242	9.5% Increase

  - 8% Decrease observed with SI contacts
2. Trooper Derek Watkins

a. Collisions	2015 = 30	2016 = 51	70% Increase
b. CFS	2015 = 153	2016 = 193	26% Increase

  - 15% Increase overserved with SI contacts



**STRATEGIC ADVANCEMENT FORUM**

**District 8**

**Captain Chris Old  
Lieutenant Robert Brazas  
Lieutenant James Mjor II**



**Goal 1:** *Build a culture of trust, collaboration, and continuous performance improvement.*

**Priority 1.8:** *Collaborate with those closest to the work being done in order to sustain success, encourage innovation, and identify emerging problems.*

### Area of Interest:

Bremerton Area (Bremerton and Shelton APA's) was converted to Narrowbanding on April 19, 2016. Of the eight APAs in District 8, the Bremerton APA has been plagued by severely degraded portable coverage, as well as talk group limitations affecting moral and officer safety.

### Analysis:

- In order to temper expectations, prior to cutover all users were trained and educated that portable coverage would be diminished.
- Users in the Bremerton APA immediately noticed a considerable loss in portable coverage in a majority of Kitsap County. Even in areas where they could see the tower at the District Headquarters in Bremerton.
- A possible fix was offered to have users try Bremerton Trunking on their portable radios. However, users using the trunked resource may not hear radio traffic being sent by communications.

### Action Plan:

- We are constantly messaging to the users regarding the extreme challenges of portable reliability, but this is effecting their confidence in the system when outside of their patrol car.
- Users are being encouraged to use the State Common frequency on their portable.
- Electronic Services Division is working on solutions with both the use of trunking in Kitsap County, but also the severely degraded portable coverage on the conventional resource.



**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.*

### **Area of Interest:**

Collisions have increased on several roadways in both APAs and self initiated contacts are not impacting collisions as hoped.

### **Target:**

Increase our visibility/presence and contacts on these roadways to increase awareness and enforcement.

### **Analysis:**

In 2015, both APA 35 and 36 reported nearly 20% of the APA collisions occurred on two small State Route stretches. However, it received the least amount of attention as represented by the % of contacts.

### **Action Plan:**

- Assign troopers to focus a significant portion of their proactive time on identified Target Areas and Target Times.
- Focus saturation patrols on these locations.
- Deploy motors and ADAT to areas when possible.
- Staffing levels have limited our resources for saturation patrols.
- In some locations the roadway limits our ability for self initiated traffic stops.
- Extra patrols through overtime shifts to supplement the troopers on regular shift; good media campaigns.
- With more active visibility in the area we hope it impacts the collision picture and causes drivers to change their behavior



## DISTRICT 8 NORTH REGION APAS 35 & 36

**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.1:** *Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.*

Roadway	Mileposts	Timeframe	Collisions	% of Collisions in Target Areas	SI Contacts	% of SI Contacts
<b>SR 101</b>	250-260	2015	78	19%	2348	9%
		2015 YTD	33	20%	1133	15%
		2016 YTD	49	25%	1187	19%
<b>SR 303</b>	3-8	2015	184	18%	1189	4%
		2015 YTD	77	17%	526	6%
		2016 YTD	62	14%	459	7%

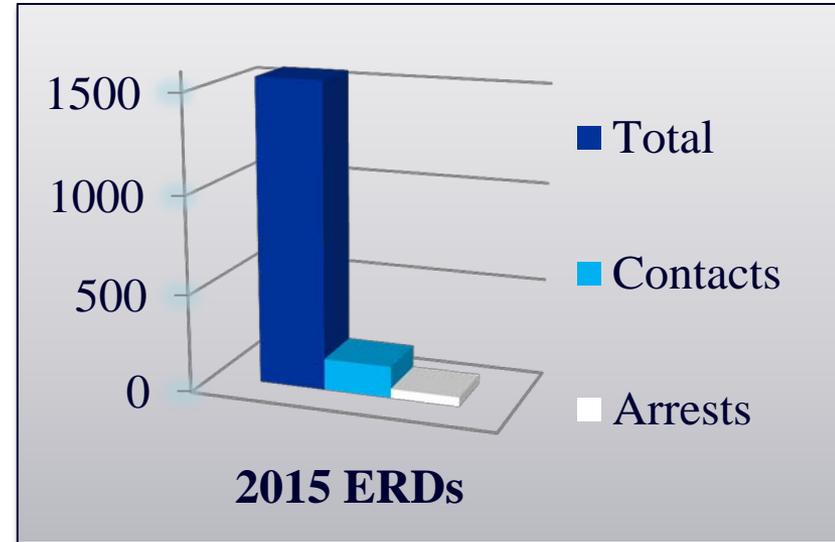
**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.2:** *Enhance safety and services to our citizens through targeted enforcement, education, emergency communication, collision investigation, motorist assist and other call for service.*

**Target:** Increase contacts of ERDs by trooper on SR 8 between MP 1 and 10.

**Analysis:**

- In 2015, there were **1553 ERDs** reported while only **161 contacted** in APA 37. 30% of the contacts resulted in an arrest for impairment and/or other criminal arrest.
- Peak times for ERDs: **Thursday-Sunday, 1200-1900, on SR 8 between MP 1-10.**
- ERDs have a higher probability of becoming a collision.
- Communications is performing their duties responsibly.



**Action Plan:**

- **TRAINING:** Educate the public about the serious risks posed by driving behaviors that cause collisions through community outreach, media outlets, and violator enforcement and education.
- **COMMUNICATION:** Provide timely and accurate data to sergeants to assist with augmentation of employment efforts.
  - Deployment should start with a minimum of **1 trooper on SR 8 between MP 1 and 10, 1200-1900, Thursday-Sunday** with one **4 hour emphasis** twice per month utilizing ADAT, motors, and aircraft.
- **RECOGNITION:** Acknowledge the team providing valued information, efforts, and feedback toward this AOI.



**Goal 2:** *Make people safe on Washington roadways.*

**Priority 2.2:** *Enhance safety and services to our citizens through targeted enforcement, education, emergency communication, collision investigation, motorist assist and other call for service.*

### Follow-Up (April 2016):

- Contact rates for dispatched erratic, reckless, and DUI vehicles (ERDs) are low compared to the high number of ERDs in APA 37 on SR 8 between MP 1 and 10. We observed a rise in ERD's contacted while total ERD's dropped in the AOI during the month of April.
- TAS Tracking code **SR8ER** implemented for use only during target times.
- From April 15-30<sup>th</sup>, Hoquiam Troopers contacted **328** violators on during the target timeframes; **66 hours** of proactive time spent in target area, or **5 contacts per hour**.
- Their efforts lead to **215 speed** violations with 182 arrests (84%), an impaired driver, and 5 criminal arrests involving drugs.
- Troopers partnered with the district motors unit and aircraft.
- As a result of their presence during the identified times, **4 ERD's** were called into communications. Of the 4 ERD's Troopers were able to respond to 3! Outstanding job by CO's to maintain communications with the citizen.

### Analysis:

- The model appears to be working. With summer months approaching, there is a intensive effort to involve district motors and aircraft on days weather allows.
- Early indications is the approach has worked for the month of May.
- APA 37 has a significant tourist populous during the summary months. We anticipate a significant reduction in collisions, ERD's, and apprehension of criminals as the traffic volumes increase with this continued approach.



## STRATEGIC ADVANCEMENT FORUM

# Office of Professional Standards

Captain Michael S. Saunders  
Lieutenant Tyler M. Drake  
Lieutenant Daniel L. Sharp



DIVISION / DISTRICT

# Follow up

**No follow up from previous SAF**



## OFFICE OF PROFESSIONAL STANDARDS

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.2: Uphold an ethical, nonbiased workforce that operates with integrity and accountability.**

**Objective: Identify, acknowledge and recognize the professional efforts of our employees while maintaining accountability.**

**Area of Interest:** Communicate the positive and deal with the negative.

**Analysis:**

- The Office of Professional Standards enjoys the unique opportunity to identify and recognize the professional efforts of our employees by communicating the positive points of internal controls and to build trust in administrative processes.

**Progress Towards Action Plan:**

- OPS Talking Points provided to Executive Staff
- Ongoing communications with District/Division Commanders regarding exceptional conduct, messaging during training opportunities and SAF, and an OPS presence at District/Division meetings.

**Recognizing our own**

- Detective Sergeant Kelly Gregerson identified potential areas of improvement related to COBAN.
  - Through collaboration with FOB Headquarters and ITD, improvements to both the regulation and the system were developed.



**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.  
**Priority 1.6:** Deliver high quality training programs for the entire workforce.  
**Objective:** Provide training to promote professionalism.

**Area of Interest:** How can OPS educate supervisors to recognize early warning signs and promote intervention?

**Analysis:**

- Problem: OPS continually reviews cases which may have been prevented if a supervisor recognized, responded, and documented events leading up to an investigation.
- Challenge: Providing dynamic, interactive training, relevant to all groups.

**Progress Towards Action Plan:**

- Strategy to address the problem/opportunity?
  - Continue to provide relevant and practical training to supervisors and managers.  
Thank you Detective Sergeant Bruce Maier:
    - 24 Cross Trainers
    - Positive Feedback
  - Improve the internal processes of the cross training program.  
Thank you Detective Sergeant Kelly Gregerson:
    - Calendar
    - Survey
    - Supervisor Reference Page
  - Work with the Training Division to identify the most effective approach to Supervisors Basic Training
  - Update training programs to include interactive scenarios

# OPS Master Training Outline

Overview	Statistics	Complaint	Internal Investigation Report	Preliminary Investigations
IIR Categories	Employee Rights	Settlement Agreements	Pre-Determination Process	CITE
FLUPs	NIMs	Early Warning System	WAPA	Officer Certification Revocation
	Supervisor Reference Page	Public Disclosure	Retention	



**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

**Objective:** Maximize efficiency through process improvements.

**Area of Interest:** The use of statistical models to predict misconduct and minimize risk.

**Analysis:**

- Problem/opportunity: OPS is the hub for data regarding employee actions, yet no predictive work products are consistently provided to increase awareness and minimize risk.
- Gordon Graham – *“Predictable is Preventable”*
- CALEA standards requiring an analysis of data collected

**Progress Towards Action Plan:**

- Reallocation requests made by OPS have been approved. Current positions will be transitioned to include a Research Analyst, a Forms/Records Analyst, and an Administrative Assistant 3.
  - This will significantly improve our service to internal and external customers, and allow us to provide statistical data to the Districts/Divisions.

Task Force on 21st Century Policing: We Now Have Algorithms To Predict Police Misconduct. Will police departments use them? *“These researchers, part of the [White House’s Police Data Initiative](#), say their algorithm can foresee adverse interactions between officers and civilians, ranging from impolite traffic stops to fatal shootings. Their system can suggest preventive measures — an appealing prospect for police departments facing greater scrutiny and calls for accountability.”*



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.2: Uphold an ethical, nonbiased workforce that operates with integrity and accountability.**

**Objective: Identify, acknowledge and recognize the professional efforts of our employees while maintaining accountability.**

## **Area of Interest:** Education Based Discipline

### **Analysis:**

- Los Angeles County Sheriff's Department – Process designed to focus on behavioral change through education rather than punishment.
- In effort to build a productive workforce, actively engaged in achieving the mission of the agency, which method is most beneficial to the employer, employee, and the communities we serve?

**Sanctions resulting in suspension or financial loss?**

**OR**

**On-duty education/mentoring towards agency goals?**

### **Action Plan:**

- Research



Project Status

Strategy	Target	Schedule
Reclassify current AA3 positions to a Research Analyst, and Forms/Records Analyst (public disclosure)	June 2016	✓
Research Analyst in place to collect and validate data, identifying trends, and report findings.	October 2016	✓
Update cross-training, supervisor basic and mid-manager training programs	July 2016	✓
Provide District/Division Commanders with monthly OPS cross training calendars to encourage new supervisor/manager cross training.	July 2016	✓
Create E-Communication notifications regarding public disclosure	July 2016	✓
Automate administrative closing letters	September 2016	✓
Collaborate with ITD to complete Remedy-based IIRs and NIMs	September 2016	✓
Meet with new Appointing Authorities to discuss roles and responsibilities relating to administrative investigations	Within 30 days	✓
Provide Appointing Authorities with well organized, complete, impartial and timely investigations which require no additional follow-up	Ongoing	✓



**STRATEGIC ADVANCEMENT FORUM**

# **Criminal Investigation Division**

**Captain Jay Cabezuela  
Lieutenant Keith Huntley  
Lieutenant Bruce Lantz  
Lieutenant Randy Hullinger**



# Follow up

**No Follow up**



## CRIMINAL INVESTIGATION DIVISION

**Goal #1: Build a culture of trust, participation and continuous performance improvement.**

**Priority 1.8: Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.**

**Area of Interest:** Detective In-Service and Detective Basic training programs

**Target:** Provide high-quality, relevant Detective In-Service and Detective Basic training annually

**Analysis:**

- Review of 2015 training program feedback from sergeants and detectives
- Training must be relevant to the current assignments
- No core training curriculum established for all detective assignments, needs review and update
- Both training programs need to make better use of time allotted
- Pulling all detectives together for In-Service training is beneficial and appreciated

**Action Plan:**

- Formed a committee to develop and implement a Detective Basic course and Detective In-service agenda that meets the needs and expectations of an evolving detective workforce
- Continue to review all training received and/or requested by detectives to ensure training is appropriately distributed, is of expected quality, and shared among detectives to maximize the training budget
- Establish a division standard for formal and informal discipline-centered training and ensure that each detective, in addition to Detective Basic, receives the training in a prescribed period of time



**Goal #4: Deliver results-oriented, statewide public safety services.**

**Priority 4.4: Enhance criminal and forensic investigative capability and capacity.**

**Area of Interest:** Theft of WSP items from vehicles - SNOCAT recovery

**Target:** Develop a cost effective and practical solution to securing critical issued detective equipment in vehicles

**Analysis:**

- Two recent vehicle prowls of CID detective vehicles resulting in loss of equipment
- CID uses a variety of vehicle types and configurations
- Equipment carried in CID vehicles varies depending on assignment and specialty positions
- Replacing stolen equipment is expensive
- Having CID equipment in the hands of criminals results in officer safety concern

**Action Plan:**

- Evaluate methods to prevent theft from agency-owned vehicles
- Review division and agency policy to determine if modifications are necessary
- Provide training to division personnel



**Goal #4: Deliver results-oriented, statewide public safety services.**

**Priority 4.4: Enhance criminal and forensic investigative capability and capacity.**

**Area of Interest:** Collision Tech Program Improvement

**Target:** Develop strategies to reinvigorate the CTS program and draw more interest to collision reconstruction

**Analysis:**

- Some districts appear to have too few CTS troopers in the field
- What can CID/Training Division/FOB do to help recruit troopers to the CTS program
- What can CID/Training Division/FOB do to improve training programs and support to CTS troopers
- The need for quality collision reconstructionists is not diminishing, complexity and technology growing

**Action Plan:**

- Provide CTSs with additional tools, i.e. Total Stations assigned to FOB, with training and support from CID
- CID personnel actively seek out/recruit troopers who show an aptitude for collision investigation and mentor them through the process, while advising the troopers' supervisors
- One issue that has arisen is that CTS troopers feel they have no access to additional training due to cost and coverage issues. New model vehicles provide an increasing amount of data to investigators. CTSs and Recons will need the ability to access specialized training and specialized equipment, much of which CID can provide.



## CRIMINAL INVESTIGATION DIVISION

**Goal #5: Improve and sustain agency infrastructure and business processes.**

**Priority 5.6: Develop a comprehensive capital plan to improve the condition and sustainability of assets and facilities.**

**Area of Interest:** Develop a replacement plan for all total stations assigned to MAIT and each CIU

**Target:** Completed by December 31, 2015

### **Analysis:**

- Current total stations are 9 years old and nearing end of their service life cycle
- CID needs to replace 13 total stations (Approximate cost is \$250K)
- New total stations have better technology
- CTS program has requested to have total stations issued to them and be trained in their use
- CTS program is struggling to recruit and retain CTS investigators in some districts

### **Action Plan:**

- Formed a “Total Station Technology Committee” to identify replacement options
- Committee worked with vendors to evaluate total stations and provide recommendations
- If funding is available, will work with PMD and ITD on procurement
- Provide used total stations (13) to FOB for use by CTS troopers in the field
- CID to provide total station training to FOB CTS troopers (2-3 one week training sessions for CTS troopers)
- Provide a benefit to CTS troopers, improve proficiency, satisfaction and develop next generation of detectives



**STRATEGIC ADVANCEMENT FORUM**

# Special Operations Division

**Captain Alexander  
Lieutenant Nobach  
Lieutenant Ramirez**



# Follow up

**Aviation:** Assistant Chief Sass – Afternoon/Evening Metro Operations

**ESS:** Chief Batiste – Trooper Cadet Physical Fitness Test Standards and DES Contract



## SPECIAL OPERATIONS DIVISION AVIATION

**Goal 2: Make people safe on Washington roadways.**

**Priority 2.2: Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists, and other calls for service.**

**Area of Interest:** Reestablish Metro program: Metro Patrols utilize Cessna 206 FLIR/ARS equipped aircraft to supplement and assist troopers, WSDOT, emergency services, and other ground assistance patrols to decrease the detection time for blocking incidents in the Everett, Seattle, and Tacoma areas.

**Target:** Implement the Metro and Target Zero Air Patrol (TZAP) programs by August 8, 2016.

### **Analysis:**

- A budget cut during the 2009-2011 Biennium contributed to the elimination of the Metro and TZAP programs for the districts. As a result, Aviation support to help reduce traffic congestion, decrease trooper response time to scenes, reduce the number of times troopers responded to scenes that no longer exist was no longer available.

### **Action Plan Progress:**

- SOD provided a LAR and Decision Packet for consideration to reestablish the Metro and TZAP programs.
- A Daily Bulletin advertisement was distributed to recruit Reserve Trooper Flight Officers (TFO) from Districts 1, 2, 5, and 7.
- Aviation successfully reestablished partnerships with Dr. Hallenbeck of the UW and the WSDOT Incident Response Analysis Team to collect, provide, and track critical data related to traffic congestion.
- Trooper Anson Statema was recruited to fill a vacant pilot position.
- Training spots were obtained to send (5) total pilots and reserve TFOs to Georgia to complete the Airborne Thermographer Course.



## SPECIAL OPERATIONS DIVISION ESS

**Goal 3:** Make people secure by reducing the risk of crime, terrorism, fire and other natural disasters.

**Priority 3.4:** Enhance agency-wide emergency response capabilities to all hazards in the State of Washington.

**Area of Interest:** Maintain response preparedness for high risk events on the Capitol Campus.

**Target:** Increase effectiveness and efficiency of the Special Operations Division's ability to notify tenants of, respond to, and eliminate "Active Threat" events on the Capitol Campus.

### **Analysis:**

- Improvement related to "Active Threat" response preparedness is needed for potential threat events on the Capitol Campus. Challenges include lack of training for Campus detachment troopers and tenants; tactical equipment needs; and inconsistency with the GovDelivery electronic alert notification process.

### **Action Plan Progress:**

- The District 1 – Communications Center was granted authority to administer GovDelivery alert notification messages.
- A three-phase "Active Threat" response training program was created for Campus tenants.
- SOD "Active Threat" response procedures were created to guide our Campus troopers.
- Campus troopers are equipped with tactical gear specific to their mission as the "first line of defense" for Campus threat events.
- Campus troopers received classroom refresher "Active Threat" response training.
- Campus troopers recently participated in a multiagency scenario-based "Active Threat" response training on the Campus.



## SPECIAL OPERATIONS DIVISION ESS

**Goal 3:** Make people secure by reducing the risk of crime, terrorism, fire and other natural disasters.

**Priority 3.2:** Reduce crime through specialized investigative services and criminal interdiction.

**Area of Interest:** Unanticipated Trooper Cadet vacancies impact Special Operations Division security obligations for the Governor's Residence (Mansion), Health Care Authority and L&I.

**Target:** Maintain adequate armed Trooper Cadet staffing to meet contract and Mansion Security obligations

### **Analysis:**

- SOD continues to lose cadets due to personal reasons and failure to meet/maintain the Cooper physical fitness standard. Currently, three cadets are on the "bubble" to be terminated for not maintaining the Cooper physical fitness standard. The loss of these cadets will significantly impact security staffing at the Mansion.

### **Action Plan Progress:**

- The Training Division, HRD and SOD met to discuss the physical fitness challenges related to retention of armed trooper cadets. An agreement was reached to replace the Cooper fitness standard with the Public Safety Test fitness standard which is part of the new trooper cadet selection process.
- The change will help achieve consistency in the agency's physical fitness expectations for the cadets at the time of hire through graduation.
- The transition is delayed until HRD completes a validation research related to physical fitness standards associated with law enforcement hiring and academy training.



**STRATEGIC ADVANCEMENT FORUM**

**Homeland Security Division**

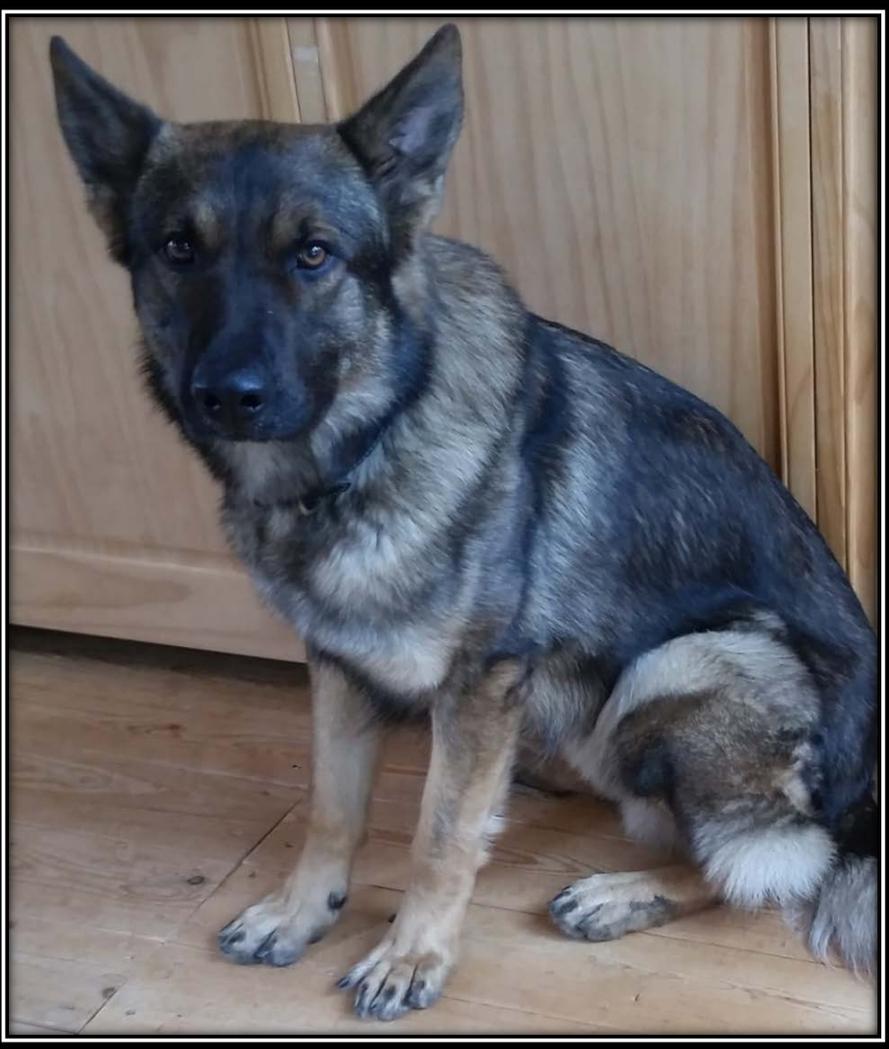
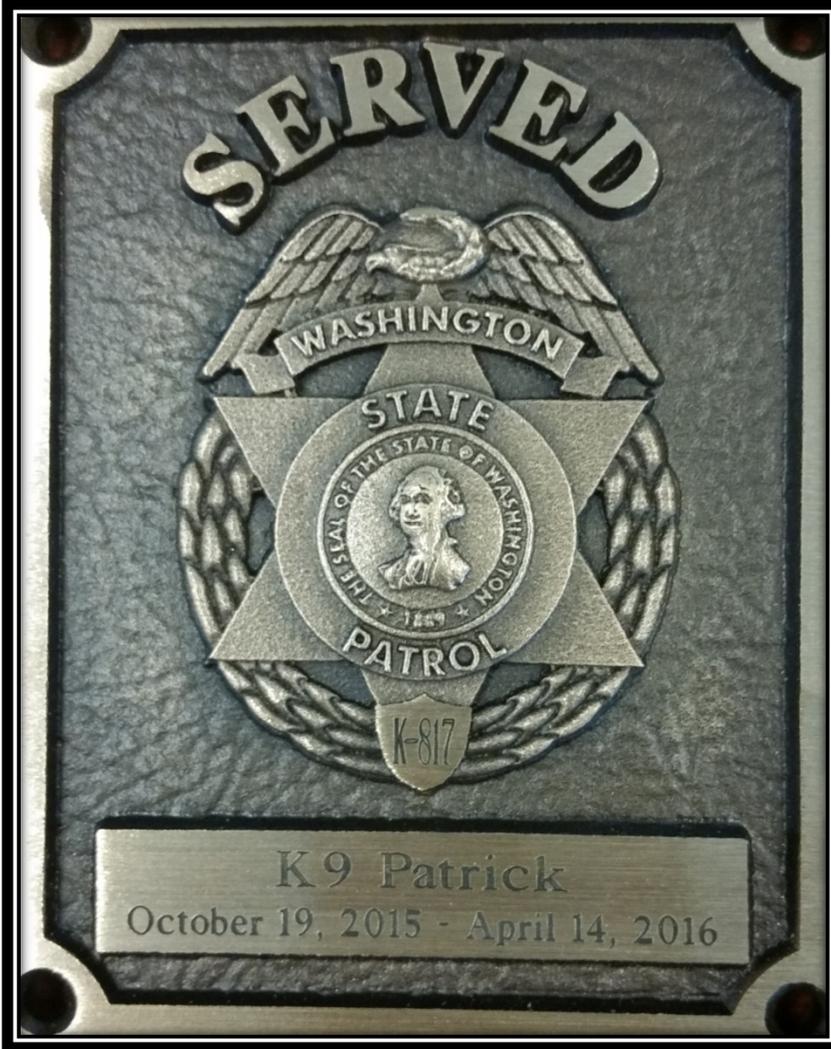
**Captain Edward J. Swainson  
Lieutenant Troy Tomaras  
Lieutenant Keith Trowbridge  
Ms. Arel Solie**



# Follow up

None

- **K9**
  - ✓ **Line of Duty Death**
  - ✓ **Memorial**
  - ✓ **Ceremony**
  - ✓ **GMR Highlights**
- **Anacortes Training**
- **Limiting Specialty Work**



# HOMELAND SECURITY DIVISION



# HOMELAND SECURITY DIVISION



# HOMELAND SECURITY DIVISION





**How many specialties can our people take on before they aren't effectively doing their primary job, or stop being effective at their specialties?**



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# Washington State Patrol Criminal Records Division



*Strategic Advancement Forum*  
June 2016

Jim Anderson, *Administrator*  
Deborah Collinsworth, *Section Manager*  
Kateri Candee, *Section Manager*



# Follow Up From Previous SAF



- None



**WSP Priority 5.5:** *Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy completeness, timeliness, and efficiency.*



**CRD Objective 1:** *Provide accurate and complete information.*

**Area of Interest:** State Auditor's Office (SAO) 2015 performance audit report on *Improving the Completeness of Washington's Criminal History Records Database*.

**Target:** Respond to the audit's six recommendations and continue efforts to collaborate with the hundreds of Washington law enforcement agencies, prosecutors, and courts to provide complete and accurate criminal history record information.

**Analysis:**

- The audit indicates two primary reasons for incomplete information: 1) **fingerprints** are not taken at the time of arrest, and 2) **Process Control Numbers (PCNs)** are not included when dispositions are entered in the court system.
- SAO Audit Recommendations:
  1. Seek changes to state laws and/or administrative rules to require all persons arrested for gross misdemeanors be fingerprinted.
  2. Seek changes to state laws and/or administrative rules to require law enforcement agencies, courts and county clerks include Process Control Numbers when entering disposition information.
  3. Clarify guidance provided to law enforcement agencies, courts and county clerks on the use of the Process Control Number by providing more specific directions on its use and how to address known issues when reporting criminal history record information.
  4. Develop a targeted approach for working with local law enforcement agencies, courts and county clerks to improve the completeness of the state's criminal history records. This includes identifying those not performing as well; working with them to identify areas of weaknesses in their processes and procedures; and providing them with targeted guidance and training to address the identified weaknesses.
  5. Continue current efforts to work cooperatively with the Administrative Office of the Courts to regularly share information and ideas on ways to improve the completeness of criminal history records, including how to improve communication and interactions with the state's county clerks and courts, and how to ensure that courts use Process Control Numbers when entering dispositions in the Judicial Information System.
  6. Continue to improve its processes to regularly reconcile the disposition information contained in and received from the Judicial Information System to the disposition information present in the Washington State Identification System.



**WSP Priority 5.5:** *Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy completeness, timeliness, and efficiency.*



**CRD Objective 1:** *Provide accurate and complete information.*

## Action Plans and Status:

- SAO Recommendation 1: Workgroup consisting of WSP, AOC, WASPC, WAPA, WSACC, DMCMA, DMCJA, WSAC, and AWC provided an analysis paper with four options on how to increase the number of arrestees fingerprinted – options were provided in the LAR process.
- SAO Recommendation 2: Agency Rule (WAC 446-16-070) proposal submitted to GMR that would require Process Control Numbers be included on dispositions.
- SAO Recommendation 3: “*Submitting Criminal History Record Information*” guide published in April 2016.
- SAO Recommendation 4: Stakeholder meetings being held in each county.
  - Includes staff from county law enforcement agencies, related courts, prosecutor offices, and jails to discuss methods and best practices on submitting arrest cards and dispositions.
  - Objective to collaborate on implementing processes to enhance the completeness and accuracy of criminal history record information submitted to WSP.
- SAO Recommendation 5: Ongoing CRD communication and collaboration with AOC on how to improve the completeness and accuracy of criminal history records. These efforts include exploring electronic methods to transmit and receive additional data in the criminal history records database.
- SAO Recommendation 6: Complete - implemented a process to daily reconcile the disposition information submitted from the AOC Justice Information System.

# Compliance Audit

## WASHINGTON STATE PATROL

### Annual Compliance Report

---

Disposition Reporting

March 1, 2016



Annual report of disposition reporting compliance of prosecuting attorneys, municipal, district, and superior courts and originating agencies as required by RCW 10.98.100

# Compliance Audit

- Statewide there were 303,453 arrest charges with 57,535 open charges.
- Overall 81.05% of charges were in compliance

2015

ADAMS COUNTY				
ADAMS CO SHERIFFS OFFICE	WA0010000	222	50	77.48%
OTHELLO POLICE DEPARTMENT	WA0010100	235	44	81.28%
RITZVILLE POLICE DEPARTMENT	WA0010200	49	7	85.71%
ADAMS COUNTY JUVENILE COURT	WA001035J	1	0	100.00%

2016

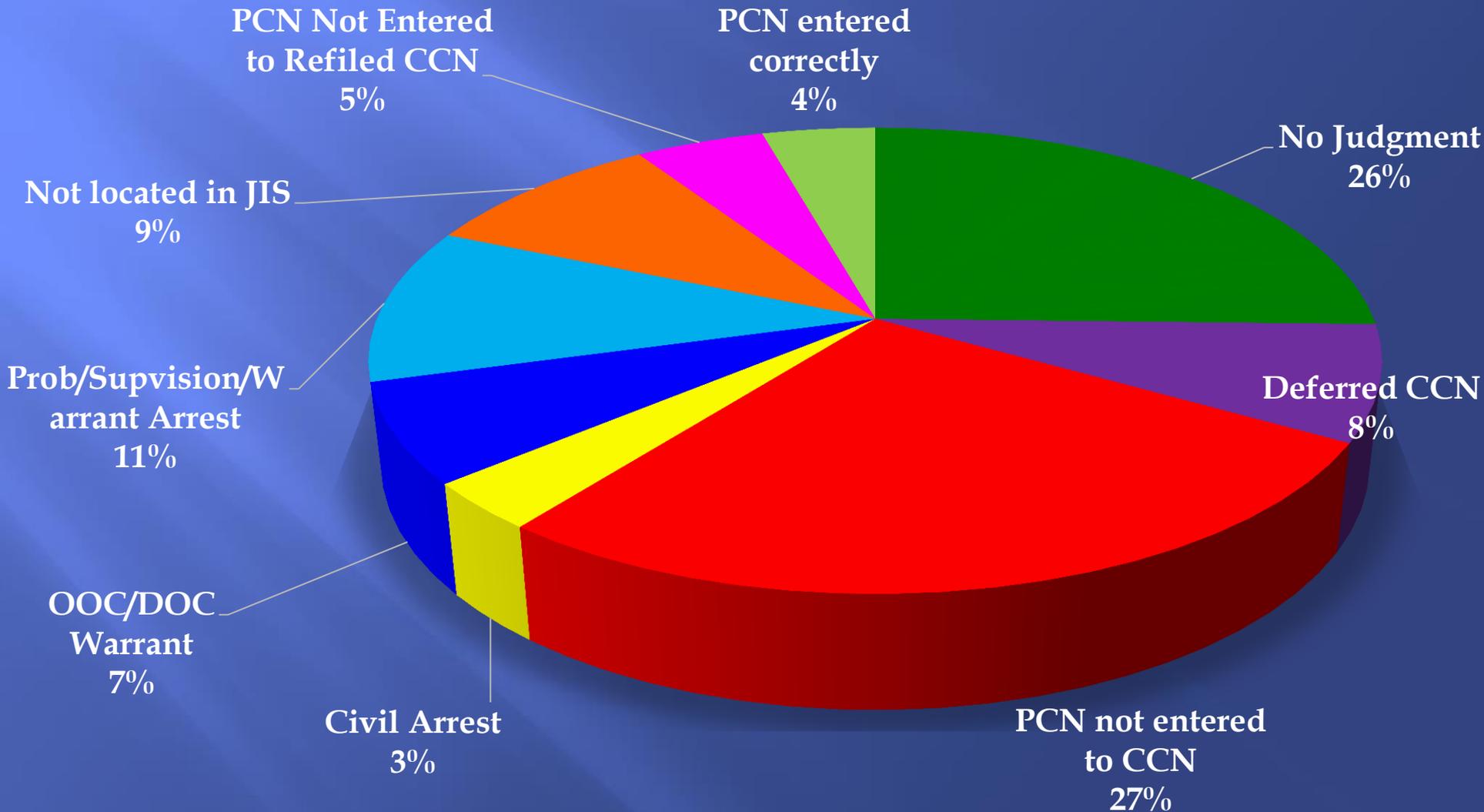
ADAMS COUNTY				
ADAMS CO SHERIFFS OFFICE	WA0010000	423	97	77.07%
OTHELLO POLICE DEPARTMENT	WA0010100	477	172	63.94%
RITZVILLE POLICE DEPARTMENT	WA0010200	38	9	76.32%
ADAMS COUNTY SUPERIOR COURT	WA001025J	16	1	93.75%
ADAMS COUNTY JUVENILE COURT	WA001035J	1	0	100.00%

# Local Process

- ▣ What is the process in your county from the time the person is arrested?
- ▣ Are there cases when fingerprints are not taken?
- ▣ What does your agency do with rejected fingerprint cards?
- ▣ How do you handle “commitments”?

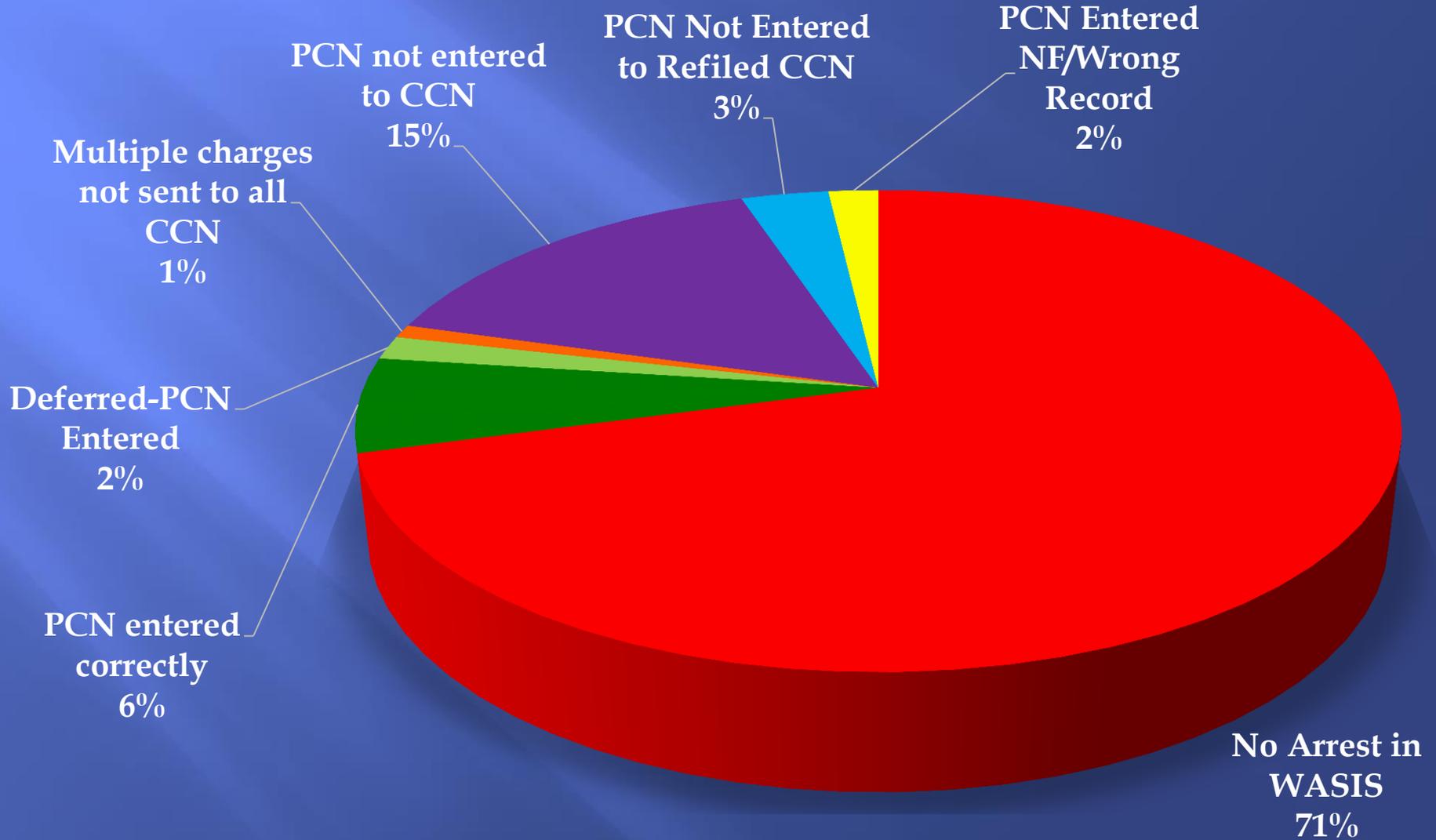
# Compliance Audit

Example: 2188 Dispositions researched

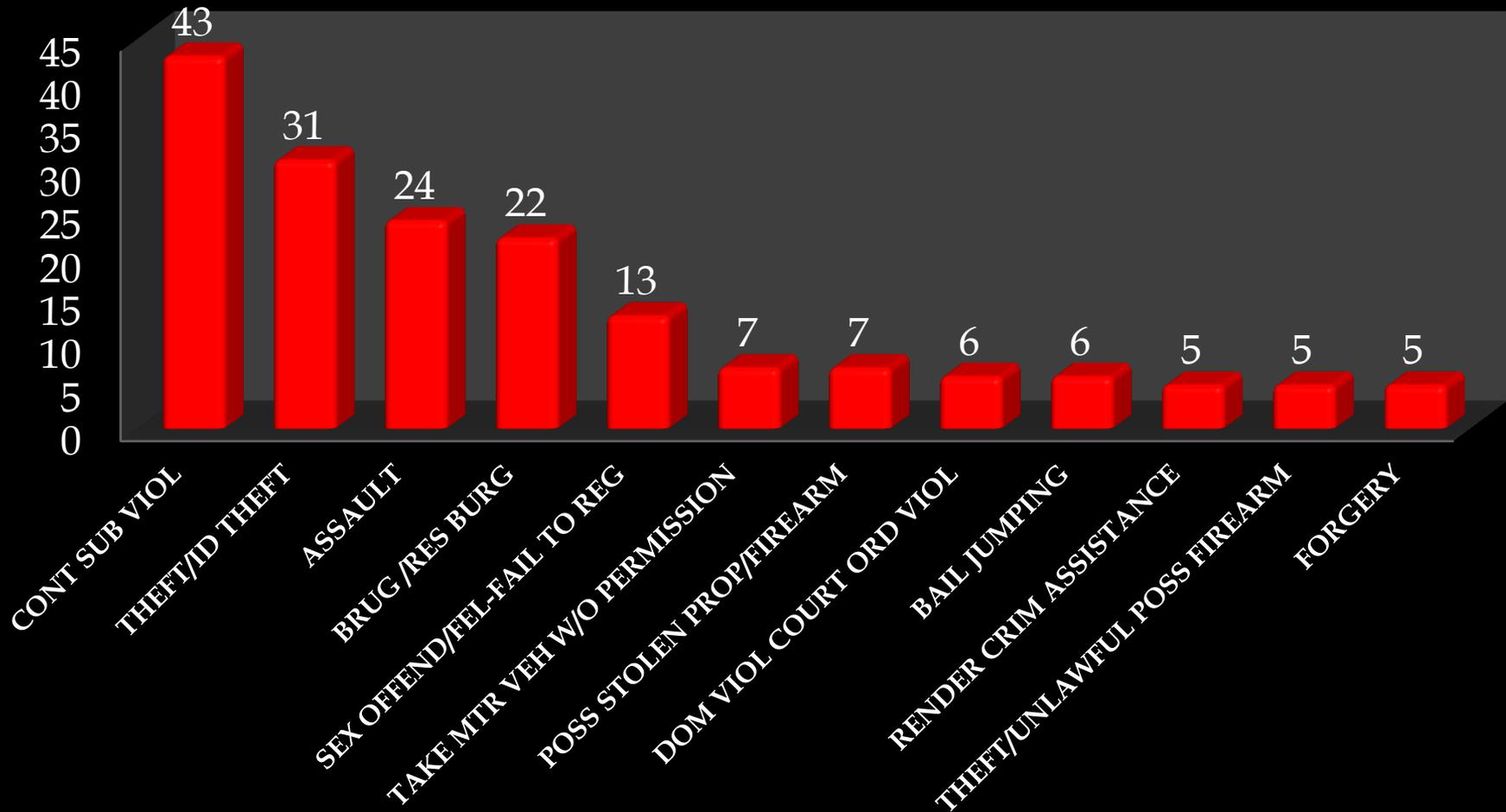


# SAO Audit

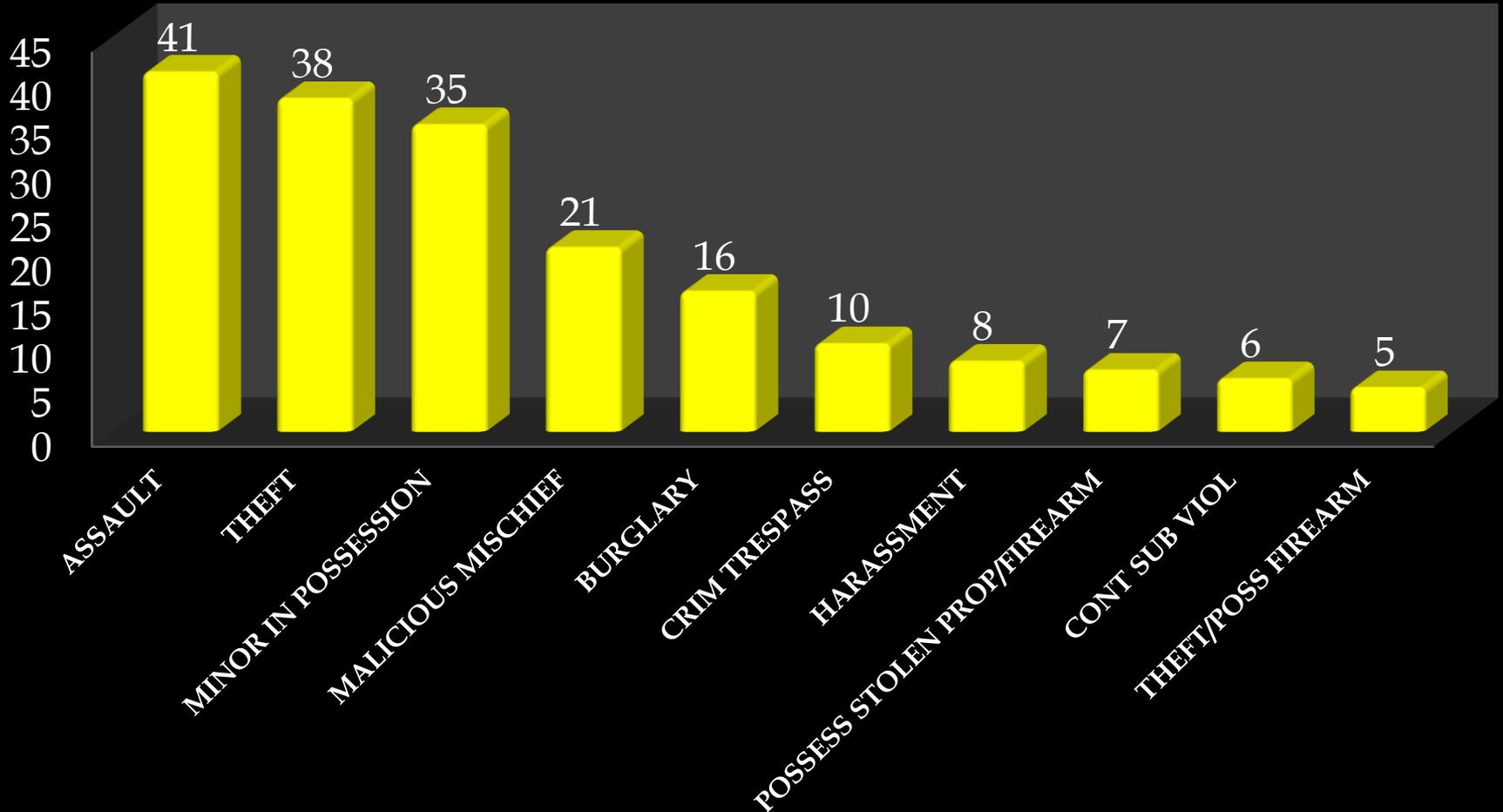
## Example: 1586 Disposition Researched



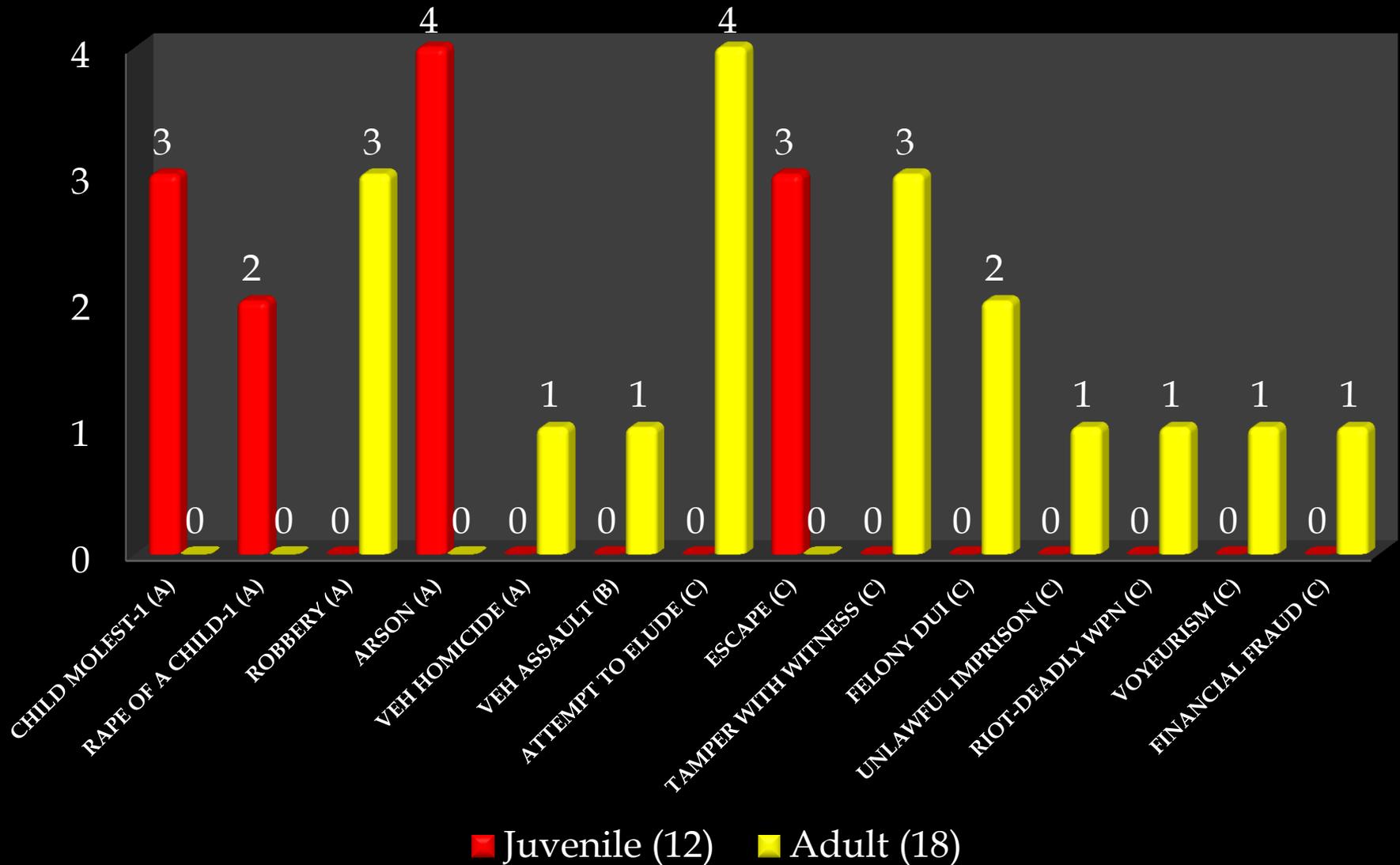
# Adult Charges Not Fingerprinted Superior Court



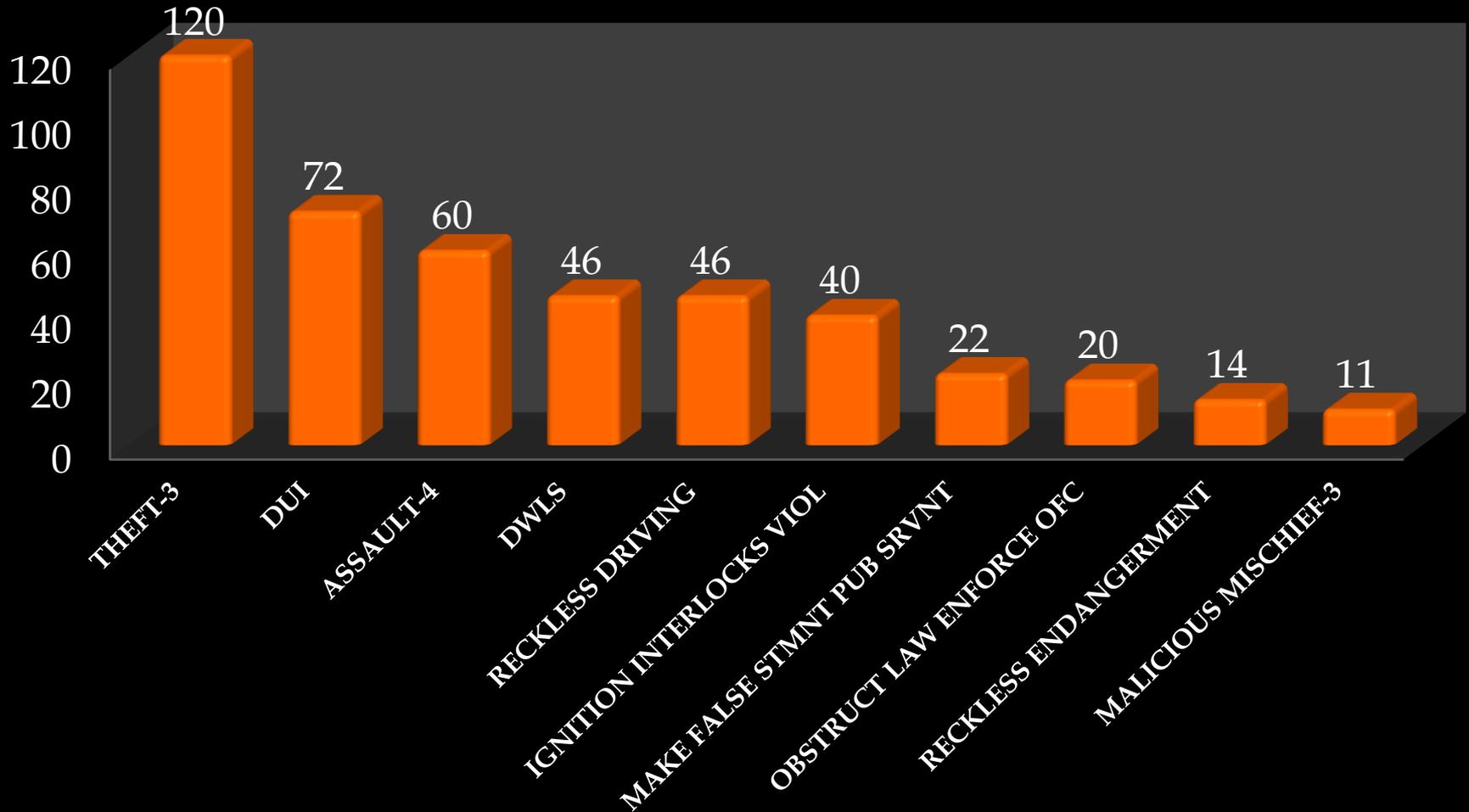
# Juvenile Charges Not Fingerprinted Superior Court



# Felonies Not Fingerprinted



# Charges Not Fingerprinted Courts of Lower Jurisdiction



# Review

- ▣ Discuss local practices
- ▣ Identify areas for improvement
- ▣ Best Practice Recommendations



# Accomplishments



- Completed an agreement with Microsoft for WSP, on behalf of LEAs in the state, to conduct an FBI required fingerprint based background check and track security awareness training of Microsoft “cloud” employees who may have access to criminal justice information.
- A WSP laptop was provided to Collision Records so they can connect to the WSP network and complete their required training at their WSDOT office in Tumwater instead of traveling to CRD on Pacific Avenue. *LEAN*
- Collision Records started geocoding (X,Y coordinates) all of the officer reported collisions in the state.
- DataWorksPlus livescan vendor test records including palms, mugshots, and scars, marks, and tattoos (SMTs) passed CRD and NEC/WIN review – the vendor has been cleared to move forward with 5 livescan connections in Spokane. Installations will occur the week of June 7.
- Interstate Identification Index (FBI Criminal History System) audit was completed which consisted of 9,772 records reconciled between the FBI and WSP.



# Goals and Objectives



**Agency Priority 5.5**  
*Manage and evaluate internal processes and work products to minimize risk, obtain legal compliance, accuracy, completeness, timeliness, and efficiency.*

**CRD Objective 1:** *Provide accurate and complete information.*

Strategies	Targets	Status
1. Provide fingerprint identifications to criminal and non-criminal justice agencies.	100% accurate Identifications.	
2. Process criminal history record information.	100% accuracy to the correct record.	
3. Assess completeness of collision reports.	100% complete reports submitted by law enforcement agencies.	
4. Audit criminal justice and non-criminal justice agencies to ensure compliance with state and federal usage and security requirements.	Each agency audited once every three years.	
7. For arrests over one year old without a disposition, research court databases for the missing disposition and enter into WASIS.	Research 84,000 missing dispositions and enter 60,840 into WASIS by 9/30/16.	



*On Schedule*



*Concerns*



*Behind Schedule*



# Goals and Objectives



## Agency Priority 1.4

Leverage POPS and LEAN philosophies to build effective partnerships, solve problems, and improve processes.

## Agency Priority 5.5

Manage and evaluate internal processes and work products to minimize risk, obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

**CRD Objective 2:** Manage more information and process it faster.

Strategies	Targets	Status
1. Enter collision record reports into the collision report repository.	Electronic Reports – 1 day Paper Reports – 5 days	
2. Provide copies of collision reports to eligible parties.	Electronic Reports – 1 day Paper Reports – 5 days	
3. Move ACCESS audit reports to a paperless records management process. <b>Lean</b>	Move records and processes to paperless by 12/31/16.	
4. Research and propose an electronic process for completing NCIC validations. <b>Lean</b>	Preferred solution identified by 6/30/16.	
5. Create efficiencies in the ACCESS audit process that continue to meet federal standards but reduce travel and onsite time conducting record reviews. <b>Lean</b>	Reduce the number of audit days by 15 percent.	
6. Provide results from fingerprint based record submissions.	Criminal arrest livescan – 1 day Criminal arrest hard card – 2 days Civil livescan – 7 days Civil hard card – 10 days	
7. Enter criminal history record information into WASIS.	Routine electronic dispositions – 1 day Other dispositions – 15 days Court orders – 15 days Sex/Kidnapping offender documents – 3 days Correction notices, DOC/FP Cards – 15 days	



On Schedule



Concerns



Behind Schedule



# Goals and Objectives



## Agency Priority 1.4

*Leverage POPS and LEAN philosophies to build effective partnerships, solve problems, and improve processes.*

## Agency Priority 5.1

*Develop, improve, secure, and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.*

**CRD Objective 3:** *Maintain the integrity of and enhance systems used to collect and disseminate information.*

Strategies	Targets	Status
1. Replace the Washington State Identification System (WASIS) and the Washington Crime Information Center (WACIC), collectively known as W2.	Complete by 6/30/20.	
2. Implement electronic Housing and Urban Development background checks within WATCH. <b>Lean</b>	Complete by 6/30/16.	
3. Develop an electronic interface between the Washington Association of Sheriffs and Police Chiefs Offender Watch application and WASIS to enhance the submission process for sex and kidnapping offender information. <b>Lean</b>	Implement interface in all 39 counties by 12/31/16.	
4. Acquire and implement a new ABIS Store and Forward server at the State Data Center.	Complete by 12/31/16.	



On Schedule



Concerns



Behind Schedule



# Goals and Objectives



## Agency Priority 4.2

*Improve inter-agency and intra-agency information sharing.*

**CRD Objective 4:** *Improve inter-agency criminal justice information sharing with local, state, tribal, and federal entities.*

Strategies	Targets	Status
1. Train, certify, and recertify all ACCESS users biennially.	Ensure 24,000+ users are trained and certified for ACCESS usage eligibility once every two years	
2. Train Terminal Agency Coordinators (TACs) once every three years.	Train 400+ TACs once every three years.	
3. Implement Collision Records Migration Project.	Implement enhanced reports for FOB, WTSC, and Collision Records Section by 9/30/16.	
4. Conduct National Instant Criminal Background Check System (NICS) classes regionally.	Conduct 6 classes by 12/31/16.	
5. Conduct a minimum of 18 stakeholder meetings with Superior Court Clerk's, County Prosecuting Attorney's, County Sheriff's, and Jails/Corrections related to improving the completeness of criminal history records.	Complete by 12/31/16.	
6. Install 9 livescan devices per the 2015 NCHIP Grant.	Complete by 12/31/16.	
7. Begin accepting mug shots and photos of scars, marks, and tattoos from local law enforcement agencies with the arrest fingerprint record for retention in ABIS Archive and forwarding to the FBI.	Complete by 12/31/16.	



*On Schedule*



*Concerns*

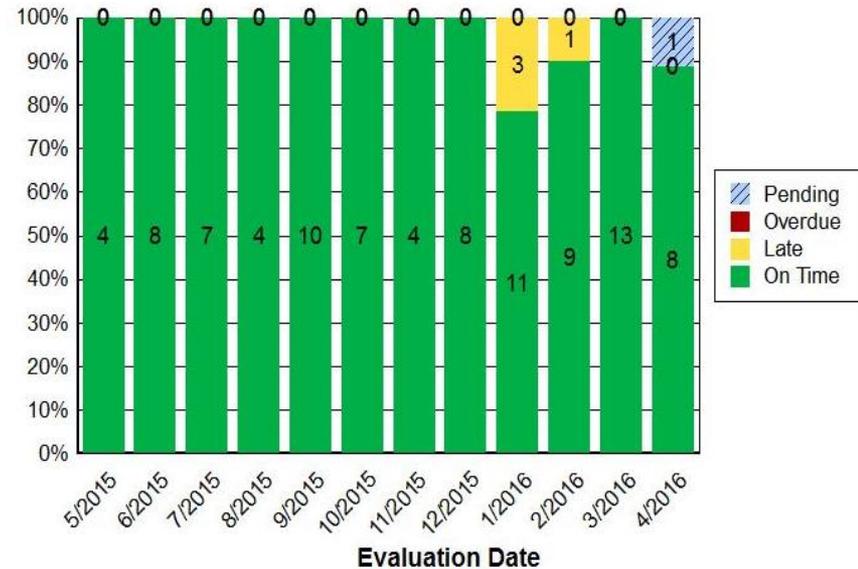


*Behind Schedule*

# Division Overview And Evaluation



Section/Unit	Authorized	Actual	Vacancies
Administrative	4.0	4.0	0
ACCESS	6.0	6.0	0
Collision Records	9.0	8.0	1.0
Background Check	11.0	10.0	1.0
Fingerprint	24.0	24.0	0
Criminal History Records	34.0	33.0	1.0
Technology Support	11.0	9.0	2.0
<b>TOTALS</b>	<b>99.0</b>	<b>94.0</b>	<b>5.0</b>



Vacant Positions		
Background Check	1.0	Correctional Records Technician
Collision Records	1.0	Trans. Planning Tech. 2
Criminal History Records	1.0	Correctional Records Technician
Technology Support	2.0	IT Specialist
<b>TOTAL</b>	<b>5.0</b>	

# Division Statistics



## 2016 Criminal Records Division Statistics

Identification and Criminal History Section	Jan	Feb	Mar	Apr	Totals	2015 YTD	2015 CY	2014 CY	CHANGE	CHANGE (%)
Crim Arrest FP Cards Processed	17,724	17,717	18,648	18,967	73,056	77,391	219,932	216,185	3,747	1.71%
Civil FP Cards Processed	26,313	22,236	24,994	22,340	95,883	89,235	254,415	220,272	34,143	13.43%
% Fingerprint Cards Received Electronically	90.22%	92.00%	91.00%	90.13%	92%	91%	91%	88.25%	2.75	3.03%
% Fingerprint Criminal Cards Rejected	0.01%	0.00%	0.00%	0.02%	0%	0.0%	3%	3%	0	0%
% Civil Applicant Cards Rejected	3.87%	3.00%	3.50%	3.76%	2%	4%	3%	3%	0	0%
CODIS/Deceased Prints Processed	31	37	49	54	171	193	477	389	88	18.45%
Alias Name Hits	537	537	697	632	2,403	2,203	5,398	6,013	(615)	-10.23%
WATCH Checks - billed and credit card	37,427	28,090	31,449	30,721	127,687	123,649	409,874	439,867	(29,993)	-6.82%
WATCH Checks - non-profit	25,107	38,974	44,621	39,196	147,898	154,115	649,066	640,809	8,257	1.28%
WATCH Checks - Total	94,043	100,166	110,800	101,298	406,307	326,682	n/a	n/a	n/a	n/a
Paper NDOB Checks Processed	588	813	968	957	3,326	3,209	9,880	8,878	1,002	10.15%
Notary Letters Processed	259	305	311	269	1,144	918	3,008	3,316	(308)	-9.29%
HUD/III Checks Processed	411	383	458	338	1,590	1,724	5,308	4,994	314	5.92%
Counter Customers	515	611	671	591	2,388	2,006	6,413	5,746	667	10.41%
Dispositions Processed	32,823	32,652	43,841	35,863	145,179	117,066	376,016	372,426	3,590	0.96%
% Electronic Dispositions Processed "lights out"	4.88%	4.71%	4.87	5.12%	4.71%	4.68%	4.69%	4.73%	(0.04)	-0.04%
% Electronic Dispositions Processed via CHIPs	86.37%	83.14%	86.72	85.50%	83.14%	82.04%	84.69%	84.74%	(0.05)	-0.06%
Sex/Kidnapping Offender Registrations Processed	332	340	387	361	1,420	1,433	4,444	4,367	77	1.74%
Sex/Kidnapping Offender Documents Processed	1,206	1,307	1,558	1,443	5,514	5,710	20,225	15,635	4,590	22.70%
Court Orders Processed	1,189	1,212	1,856	1,369	5,626	5,289	15,467	14,586	881	5.70%
Documents Indexed (CHDAR)	34,627	36,433	40,377	49,651	161,088	133,749	315,743	206,548	109,195	34.59%
Quality Control Verification	6,917	7,908	8,759	10,200	33,784	23,492	88,102	95,311	7,209	7.57%
Number of Non-Criminal Justice Agency Audits Conducted	0	0	26	29	55	n/a	37	15	22	59.46%
Number of Trainings Conducted	1	2	2	4	9	n/a	37	42	(5)	-11.91%
<b>Collision Records Section</b>										
PTCRs Received	12,824	10,403	11,885	11,209	46,321	41,046	146,043	118,990	27,053	18.53%
% PTCRs Received via SECTOR	78%	78%	79%	80%	78%	77%	77%	63%	14	18.19%
Citizen Reports Received	1,437	1,194	1,411	1,186	5,228	3,725	11,465	11,893	(428)	-3.60%
Public Disclosure Reports Provided	11,197	11,252	12,575	11,071	46,095	27,020	108,936	88,321	20,615	18.93%
Numbers of Data Requests	12	12	14	11	49	41	90	88	2	2.23%
Number of Reports Processed for Viewing	5,153	5,396	6,498	5,878	22,925	18,490	59,956	44,178	15,778	26.32%
<b>ACCESS Section</b>										
Required ACCESS/TAC/NICS Trainings Provided	21	17	27	25	90	92	247	229	18	7.29%

# Division Budget



## ACCESS Section

### Budget Status - April 30, 2016

Total Budget	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	179,200	112,800	86,000	232,600	106,100	57,340	131,300	102,700	55,900	202,200	102,900	216,000	1,266,140	3,105,547
Expenditures	223,043	99,308	77,438	101,699	137,741	101,759	101,582	77,710	22,927	248,362			1,191,569	1,191,569
Variance	(43,843)	13,492	8,562	130,901	(31,641)	(44,419)	29,718	24,990	32,973	(46,162)	102,900	216,000	74,571	1,913,978

## Collision Records Section

### Budget Status - April 30, 2016

Total Budget	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	50,600	66,900	58,800	58,800	58,800	74,600	58,900	58,900	58,900	139,200	59,200	95,900	684,400	1,693,374
Expenditures	79,008	56,842	50,755	65,670	59,343	98,071	60,831	57,814	250,670	55,124			834,128	834,128
Variance	(28,408)	10,058	8,045	(6,870)	(543)	(23,471)	(1,931)	1,086	(191,770)	84,076	59,200	95,900	(149,728)	859,246

## Identification Section

### Budget Status - April 30, 2016

Total Budget	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	809,900	482,900	509,200	809,900	518,500	493,760	721,600	457,100	457,600	775,700	464,700	465,400	6,036,160	13,864,596
Expenditures	625,899	449,585	647,276	502,572	503,008	672,024	409,430	382,733	347,737	682,012			5,222,276	5,222,276
Variance	184,001	33,315	(138,076)	307,328	15,492	(178,264)	312,170	74,367	109,863	93,688	464,700	465,400	813,884	8,642,320



**STRATEGIC ADVANCEMENT FORUM**

# Investigative Assistance Division

**Captain Roger Wilbur  
Lieutenant Chris Sweet  
Lieutenant Mike Eggleston**



# Follow up



# MISSING AND EXPLOITED CHILDREN TASK FORCE

**Goal 3:** Make people secure by reducing the risk of crime, terrorism, fire and other natural hazards.

**Priority 3.2:** Reduce crime through specialized investigative services and criminal interdiction.

## Area of Interest:

- Upgrade MECTF donation mechanism to an electronic option
- Conduct proactive multi-agency investigations

## Target:

- Electronic MECTF donation capability on the WSP website to increase donations to \$30,000
- Complete 4 Net Nanny operations in 2016
  - NN1 and NN2 completed in 2015; NN3 and NN4 completed in 2016

## Analysis:

- Existing mechanism only allowed for donations through a check or money order
- Electronic link will be shared at the conclusion of each Net Nanny
- NN4 completed in June 2016

## Action Plan:

- Launch a marketing campaign encouraging public donations to the MECTF
- Each Net Nanny Operation will include media involvement and/or media releases including electronic link
- Estimated completion is June 10, 2016 which precedes Net Nanny 5

[Click here to view Amber Alerts](#)
[Click here to view Silver Alerts](#)
[Click here to view EMP Alerts](#)
[Click here to donate to the MECTF](#)





**Goal 4** : Deliver results-oriented, statewide public safety services.

**Priority 4.4** : Enhance criminal and forensic investigative capability and capacity.

### Area of Interest:

- IAD's budget was reliant upon state and federal seizure accounts

### Target:

- Eliminate IAD's reliance on seizure accounts (complete April 2016)

### Analysis:

- Without seizure accounts, a positive variance is anticipated at the end of each fiscal year at current funding levels (positive variance is slim= \$30k)
- 5 vacancies must be maintained + the allied agency reimbursed MECTF position can't be filled
- Reductions in future Bryne/JAG awards or GF will negatively impact IAD operations

### Action Plan:

- Evaluate budget and begin cessation of seizure account allotments asap
- If shortages occur throughout the biennium, adjustments may be necessary
- Equal allotments in each fiscal year of the biennium are planned in order to accurately evaluate what variances may be at the end of each fiscal year...FY2017 will give a clearer picture
- Budget is 100% General Fund-only spans from FY to FY. Variances must be monitored closely so spending positive variances can occur prior to June 30<sup>th</sup> each year
- Seizure accounts can be used as intended; i.e. larger purchases or items that can't be received before cutoff



## NARCOTICS

**Goal 3** : Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters.

**Priority 3.2** : Identify, disrupt, and dismantle organized criminal groups.

### **Area of Interest:**

- Reduction of DCE/SP funding results in changes to program management

### **Target:**

- Efficient management of DCE/SP program resulting in zero overages

### **Analysis:**

- DCE/SP program has sustained significant funding reduction nationwide
- Overspending of DCE/SP results in those costs being covered by IAD budget
- Delays in participating agency reporting resulted in inaccurate calculation of remaining funds

### **Action Plan:**

- Monthly reporting requirements for contracted DCE/SP agencies (Skagit, Grant, Co.'s & Yakama nation-spotters; Spokane PD- K9)
- Will only use DCE/SP-contracted spotters for aerial activities
- Reduction in short haul recertification training- will only recertify personnel on an "as-needed basis"
- Reimbursements for participating agencies for only pre-specified amounts

Spokane Memorial Ceremony – May 10<sup>th</sup>, 2016  
Captain Jeff Otis



2016 National Police Week - Washington DC  
May 12<sup>th</sup> - 17<sup>th</sup>, 2016



*Honoring Our Heroes*



*National Police Week*





**STRATEGIC ADVANCEMENT FORUM**

**Property Management Division**

**Captain Shane Nelson, Division Commander**  
**Mr. Brian Bottoms, Facilities Section Manager**  
**Mr. Steve Smeland, Fleet and Supply Sections Manager**



# Follow up

Nothing for this period



## PROPERTY MANAGEMENT DIVISION

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.6:** Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.

**Area of Interest:** Current biennial emergency repair capital funding does not meet agency needs.

**Target:** Receive proper funding to support staffing and address agency emergency repairs.

### Analysis:

- \$400,000 spent on emergency repairs in the last few bienniums. \$150,000 - \$200,000 of these needs required the use of operating funds.

### Action Plan:

- Seek proper funding through the agency LAR process to address the agency’s highest priority needs.

List of Emergency Infrastructure Repairs:		
Cle Elum Generator Repair		7,500
South King Detachment Sewer Piping		6,000
Wenatchee Fire Alarm Panel Replacement		6,072
Spokane HQ HVAC		5,072
Academy Filter Room Roof		7,000
Roanoke St. Office		3,000
Hoquiam Heat Pump		20,000
Roanoke Re-roof, Heat pump, etc.		125,000
Poulsbo HVAC		20,893
Training Academy Drywall Repair		3,917
Cle Elum Weigh Station		20,715
Spokane East HVAC		8,942
TOTAL		234,111



## PROPERTY MANAGEMENT DIVISION

**Goal 5: Improve and sustain agency infrastructure and business processes.**

**Priority 5.6: Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.**

**Target: Complete all Capital Projects on time and on budget.**

Project	Biennium Total Allotment	Biennium Balance	On Schedule
Infrastructure Roof Repairs (Shelton Academy Multi-Purpose Bldg; Tacoma HQ & VIN; Kennewick Detachment; Plymouth POE)	\$560,000	\$555,748	
Weigh Station Preservation (Goldendale)	\$150,000	\$144,322	
Academy Asphalt Overlay & Skid Pan	\$2,350,000	\$2,287,124	
Generator Replacement (Baw Faw, Gardiner, Pilot Rock, Ridpath, Marysville District Office)	\$500,000	\$398,971	
Building Exterior Preservation (Tacoma HQ, Union Gap HQ)	\$150,000	\$107,932	
Pavement Restoration (Spokane HQ, Wenatchee HQ)	\$350,000	\$185,809	
Energy Efficiency Projects (Marysville, Yakima, Moses Lake, South King Detachment)	\$700,000	\$604,628	
Academy Training Tank Preservation	\$300,000	\$300,000	
FTA Projects (Burn Building Replacement, Access Road Reconstruction, Communication Infrastructure)	\$1,685,000	\$1,420,574	



## PROPERTY MANAGEMENT DIVISION

**Goal 5: Improve and sustain agency infrastructure and business processes.**

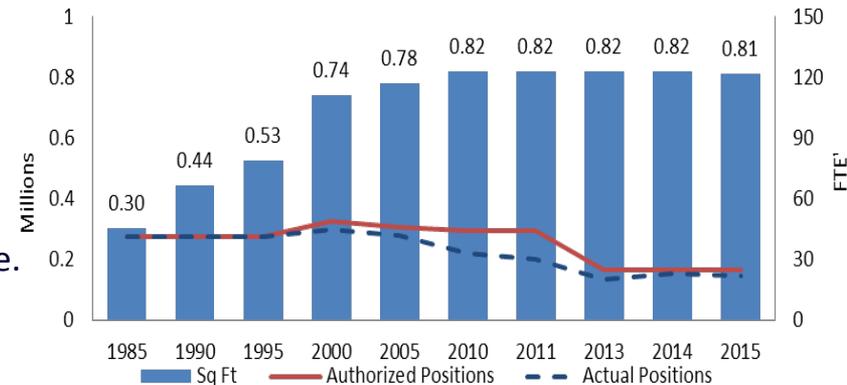
**Priority 5.6: Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.**

**Area of Interest:** FTE's needed to support Facilities planning to improve the condition and sustainability of aging facilities.

**Target:** Coordinate with Division Commanders on operational and facility infrastructure needs.

### Analysis

- 600 scale certifications.
- Capital Projects over 10 million.
- Average age of WSP facilities is 32 years old.
- Identify the proper Facilities positions needed.
- Many facilities currently do not meet operational needs.
- 84 generators; monthly check, yearly service / 5 year maintenance.
- Modernization and infrastructure improvements are needed at FTA, Shelton Training Academy, and District 2 Headquarters.
- Even if Capital funds become available, Facilities lacks the manpower to facilitate many of these improvements.



### Action Plan

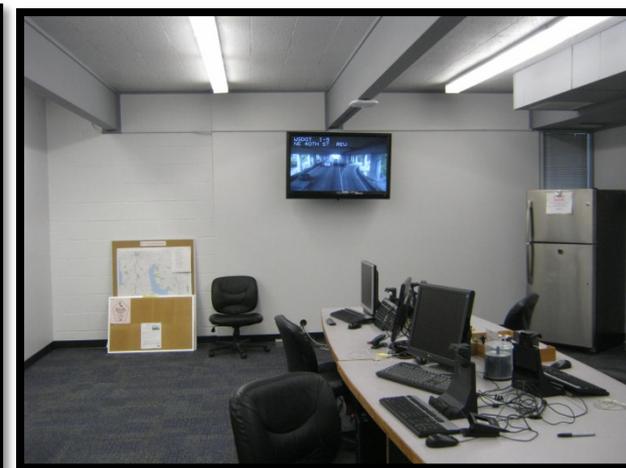
- Identify the most critical to advance the agency projects.
- Partnership with CVD and DOT on weigh station needs and strategic use of federal highway dollars.
- LARs have been submitted to add 7 FTEs next biennium. 3 of these positions will be in the Facilities Section.
- Work with HRD to ensure proper job classification is identified, and that pay is equivalent to other state agencies.

## Roanoke Remodel

Before



After





## PROPERTY MANAGEMENT DIVISION – FLEET SECTION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.4:** Leverage POPS and Lean Philosophies to build effective partnerships, solve problems, and improve processes

Strategy	Target	Status
Equip and issue a standardized vehicle platform.	Issue an average of 20 vehicles per month.	●
Implement LEAN principles to streamline processes and improve efficiencies regarding quality control, vehicle outfitting, vehicle repairs, vehicle issuing, and vehicle surplus procedures.	Reduce average pursuit vehicle turn in mileage to 110,000 miles.	●
	Reduce the number of vehicles that Fleet retrofits by 10%.	●
	Increase the number of vehicles prepared for surplus by 5%.	●

● - On Schedule     
 ● - Concerns     
 ● - Behind Schedule

	Apr-16	Mar-16	CHANGE	CHANGE %	2016 YTD	2015 YTD	CHANGE	CHANGE %
<b>Average Turn in Mileage</b>	0	108,103	-108,103	-100%	106,680	112,552	-5872	-5%
<b>New Vehicles Built</b>	20	16	4	25%	59	96	-37	-39%
<b>New Vehicles Issued</b>	5	16	-11	-69%	42	63	-21	-33%
<b>Vehicles Sent to Surplus</b>	46	45	1	2%	140	169	-29	-17%
<b>Vehicle Sales Revenue</b>	\$26,560	\$48,963	-\$22,403	-46%	\$149,586	\$342,146	-\$192,560	-56%
<b>Vehicle Restitution Revenue</b>	\$15,974	\$1,201	\$14,773	1230%	\$52,615	\$79,233	-\$26,618	-34%



# PROPERTY MANAGEMENT DIVISION – FLEET SECTION

**Goal 5: Improve and sustain agency infrastructure and business processes.**

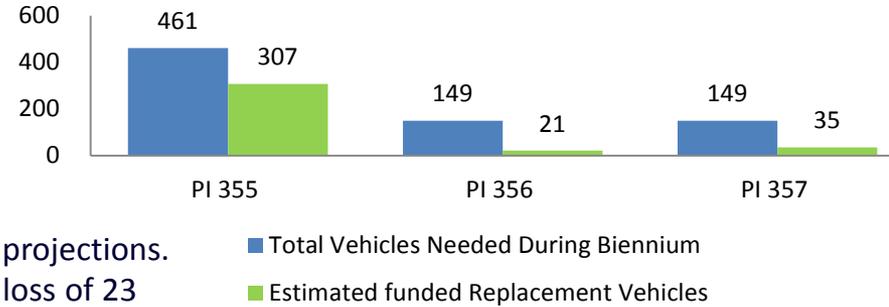
**Priority 5.3: Evaluate and assess the functionality and safety of agency uniforms, vehicles, and equipment.**

**Area of Interest:** Current funding will not meet vehicle needs as vacancies decrease.

**Target:** 100% funding for pursuit vehicle replacement needs.

### Analysis

- At the beginning of the 15-17 biennium, the pursuit vehicle budget was projected to cover 65% of the agency’s pursuit vehicle needs.
- Additional research has been conducted regarding average miles driven, current vehicle mileage, and future end-of-vehicle lifecycle projections.
- Predictive trends include: 9 yearly award vehicles, a yearly average loss of 23 vehicles due total losses in collisions, and a 4-year pursuit vehicle lifecycle.
- Remaining vehicle purchase balance: \$3,835,625. Projected costs for remaining 13 months of the biennium: \$4,945,000.
- In the 17-19 biennium, it is projected that 467 pursuit vehicles will need replacement (this does not include 108<sup>th</sup> TBTC). Estimated 17-19 pursuit vehicle funding: \$11,485,000. Projected cost: \$19,326,100 (does not include vehicles for 108<sup>th</sup> TBTC).



### Action Plan

- Used vehicles issued to 106<sup>th</sup> TBTC.
- FOB will fund vehicles for the 108<sup>th</sup> TBTC.
- Fleet worked with FOB to determine an allowable number of pool vehicles for each district.
- LAR submitted for extra vehicles which will be absorbed into the Training Division’s TBTC LAR.
- Utilize maintenance cost savings, resulting from the 110,000 mile turn-in for purchasing additional vehicles.
- As the Caprice sedan’s and Ford SUV’s reach the end of their lifecycle the surplus sale dollars returned to the vehicle budget will increase by approximately 400% per vehicle. This money will continue to be used to purchase additional vehicles.
- Encourage District Commanders to fully use the vehicle resources in their respective districts by ensuring that each vehicle reaches the lifecycle replacement of 110,000 miles before becoming a pool car or being returned to Fleet.

Fleet



**First Caprice Sold**

- Sold for \$7,800 at auction
- Much higher sale price than Crown Victoria models



**First Ford Interceptor Sold**

- Sold for \$9,901 at auction



## PROPERTY MANAGEMENT DIVISION – SUPPLY SECTION

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

Strategy	Target	Status
Accurately process procurement requests and warehouse orders in a timely manner.	Process warehouse orders within 5 business days.	<span style="color: green;">●</span>
	Initiate procurement requests within 7 business days.	<span style="color: green;">●</span>
	Develop a baseline of negotiated cost savings.	<span style="color: green;">●</span>

● - On Schedule

● - Concerns

● - Behind Schedule

	Apr-16	Mar-16	CHANGE	CHANGE %	2016YTD	2015 YTD	CHANGE	CHANGE %
<b>Goods &amp; Services Total Dollars</b>	\$466,490	\$1,300,889	-\$834,399	-64%	\$5,887,196	\$5,444,378	\$442,818	8%
<b>Negotiated Dollars Saved</b>	\$20,911	\$125,608	-\$104,697	-83%	\$147,678	\$79,546	\$68,132	86%
<b>Warehouse Requests Received</b>	265	333	-68	-20%	1236	1333	-97	-7%
<b>% Of Warehouse Requests closed within 5 days</b>	97%	98%	-1%	-1%	96%	95%	1%	1%
<b>% Of Warehouses Requests closed more than 6 days</b>	3%	2%	1%	1%	5%	5%	0%	0%
<b>Back Orders - Still Open</b>	1	2	-1	-50%	4	41	-37	-90%
<b>Procurement Requests Received</b>	380	461	-81	-18%	1940	1478	462	31%
<b>% Of Procurement Requests Initiated within 7 days</b>	100%	100%	0	0%	100%	100%	0	0%

Supply



**New Taser (X26P)**

- **Current X26 Taser is being phased out.**
- **New cartridges & holsters were needed.**
- **Supply is working with FOB to have the new Tasers distributed during 2<sup>nd</sup> Trimester Regional Training.**
- **Currently about 2/3 of the new Tasers have been issued.**



## STRATEGIC ADVANCEMENT FORUM

# Commercial Vehicle Division

**Captain Tom Foster**  
**Lieutenant Donovan Daly**  
**Lieutenant Jeff Closner**  
**Lieutenant Debbie Wilson**  
**Mr. Kevin Zeller**



# Follow Up

**No Follow Up Items**



## COMMERCIAL VEHICLE DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.6:** Deliver high-quality training programs for the entire workforce.

**Priority 1.8:** Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.

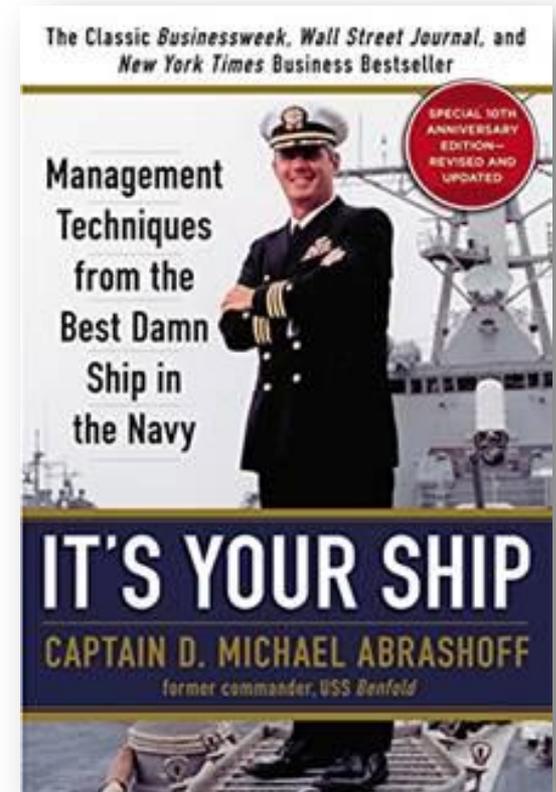
**CVD Objective:** Create an environment where division personnel are valued, empowered and given the tools/training to assist with decision making.

### Opportunity:

- On May 31, 2016, Retired Captain Michael Abrashoff spoke at CVD Summit to about 200 people.
- Captain Abrashoff's message echoed Agency Priority 1.8 regarding collaboration and innovation.

**“Trust people, they usually prove you’re right.”**

-Michael Abrashoff





## COMMERCIAL VEHICLE DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Goal 2:** Make people safe on Washington roadways.

**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

**Priority 2.2:** Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists, and other calls for service.

**Area of Interest:** High collision problem area/intersection.

**Target:** Use POPS philosophy to engage stakeholders and bring forth resources, while working toward a long-term solution for high collision intersection.

### **Analysis:**

- December 17, 2015 – CMV/one passenger vehicle fatal collision on State Route 12 at the intersection of Low Rd. On average, WSP units investigate one serious injury or fatality collision on this stretch of road per year. Every fatality collision costs the state upward of 6 million dollars in lost revenue.

### **Action Plan:**

- Signage and an acceleration lane will help reduce collisions. Problem extends beyond WSP enforcement/collision investigation issue.
- Sergeant Foster continues to work with WSDOT and the local business owner (Kershaw Fruit) to develop a long-term solution.
- Signs are now in place to warn cross-traffic of impending hazard.
- Problem has gained attention of local residents – e mails/calls to WSDOT/WSP and legislators.
- Incidents still occurring on regular basis – Recent e mail from concerned citizen detailed how a blocking CMV caused PV and school bus to take evasive action to avoid a collision. Demonstrates **more needs to be done.**
- Kershaw Fruit engaged and offering alternative solutions – traffic revision. Willing to partially fund an acceleration lane. Local WSDOT struggling to find funding – non funded project.





## COMMERCIAL VEHICLE DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Goal 5:** Improve and sustain agency infrastructure and business practices.

**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

**Priority 5.3:** Evaluate and assess the functionality and safety of agency uniforms, vehicles and equipment.

**Area of Interest:** In 2015, CVEB fleet had vehicles with up to 250,000 miles.

**Target:** Use Lean philosophy to lower existing fleet mileage, standardize build platform and make patrol vehicles more ergonomic.

### Action Plan:

- Since 2014, CVEB fleet mileage has been reduced from 255,000+ to between 115,000 and 120,000 miles.
- In support of Fleet's Lean approach, CVEB has moved from multiple vehicle platforms to one standardized platform for troopers and CVEO's. Utilizing the Ford Interceptor, multiple configurations of the same vehicle platform allow various work groups (CVEO/Troopers) to utilize the same vehicle – Result = shorter build times/interchangeable vehicles.
- Replaced the outdated 12 volt air compressors with standard 110 volt air compressor – significant cost savings/user friendly.
  - The 110 volt does not require additional equipment, i.e. Storage tanks and are a fraction of the cost.
- Development of a mid-ship storage platform allows for more efficient use of interior space and saves expense of original equipment storage – rear seats previously stored at Fleet or DES costing \$\$.
- Other agencies/bureaus have expressed interest in current CVD platform designed by CVD, WSP Fleet and Setina – Lean
- By taking a standardized approach in how we manage our Fleet, CVD is now in a position to use the vehicles it is pulling from the field to replace higher mileage vehicles in other bureaus. D4– MM1 truck , D3 – evidence custodian's truck, Working on D4 evidence custodian truck, and looking into vehicle to replace D6's aging pool Excursion. Result = Reduced WSP mileage, with high mileage/high maintenance vehicles headed to auction.





## COMMERCIAL VEHICLE DIVISION – TOW & WRECKING PROGRAM

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

**Problem:** Towing & Recovery Association of Washington (TRAW) has expressed concerns with the New Employee/New Owner Information Form that was recently updated.

**Opportunity:** To continue to build effective partnerships with members of the Tow & Wrecking Industry by working collaboratively with them and Assistant Attorney General (AAG) Ruth Ammons to implement a form that allows WSP to properly regulate the industry as directed by law.

### **Analysis:**

- Previous break down in communication and overall relationship between Tow/Wrecking Industry and WSP.
- Within the past year, relationships have been mended and open lines of communication have been established.

### **Action Plan:**

- March 29, 2016 – meeting with AAG Ruth Ammons to discuss TRAW's concerns.
- WSP put a three month moratorium on denials of eligibility based on misrepresentations of facts provided on or omitted from new form – form will continue to be used during the 3 month moratorium.
- Working collaboratively with AAG Ruth Ammons, a FAQ form has been developed to assist applicants.
- An additional new form is in the approval process to deal with potentially problematic denials.





## COMMERCIAL VEHICLE DIVISION

**Goal 2:** Make people safe on Washington roadways.

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 2.1f:** Decrease commercial-motor-vehicle-related collisions.

**Priority 5.6:** Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.

**Area of Interest:** High volume CMV traffic and extended collision response time in Goldendale area where we have not had a dedicated employee for almost two years.

### Action Plan:

- Move vacant CVEO1 position from Vancouver to Goldendale.
- Collaborate with PMD and the Facilities Manager in MCSD to ensure the Goldendale Scale is refurbished and in good working order in anticipation of the transfer of a CVEO1.



**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1f:** Decrease commercial motor vehicle related collisions.

**Area of Interest:** Overweight and speeding trucks exiting SR 99 tunnel project in Seattle.

**Target:** Prevent injury and fatality collisions and preservation of interstate infrastructure.

**Analysis:**

- Callers advise of overweight trucks exiting Seattle Tunnel Project.
- CVD had contacted numerous trucks in D2 and D7 that were overweight.

**Action Plan:**

- CVD and MCSD collaborated with Seattle Tunnel Partners.





## COMMERCIAL VEHICLE DIVISION

**Goal 3:** Make people secure by reducing the risk of crime, terrorism, fire and other natural disasters.

**Priority 3.2:** Reduce crime through specialized investigative services and criminal interdiction.

**Area of Interest:** Commercial Motor Vehicles (CMV) transporting contraband in and through Washington State and internationally.

**Target:** Interdiction of criminal activity involving CMVs.

### Analysis:

- Intelligence indicates Washington State continues to be a source state for production and delivery of criminal instruments from narcotics to human trafficking.

### Response:

- CVD in cooperation with FOB and Investigative Assistance Division (IAD) embarked on a one month pilot project to focus efforts on quality CMV inspections and criminal interdiction.

### Assessment:

- EPIC/WSIN were very valuable.
- 3,2,1 philosophy of inspections proved to be a good tactic and increased efficiency and effectiveness of the team.
- Partnerships with IAD and Homeland Security Investigations worked well and we would like to expand in the future.
- CMV community is very aware of the pilot project and utilizes technology to their advantage.
- AAR review and next steps.





## STRATEGIC ADVANCEMENT FORUM

# Motor Carrier Safety Division

**Captain Mike Dahl**  
**Lieutenant Matt Couchman**  
**CVEO 4 Kevin Valentine**  
**CVEO 4 Linda Powell**  
**CVEO 4 Jeff Osberg**  
**CVEO 4 Mike Worlund**



# Follow up

## Wire Theft from our Weigh in Motion Sites

- During last SAF, Sergeant Jason Greer presented on Xproxy. This appears to be a potential solution for our copper wire theft from our WIM sites
- March 29, 2016, met with Xproxy to discuss
- Staff will convene to discuss locations and need for the devices in our 11 WIM sites



## MOTOR CARRIER SAFETY DIVISION PERSONNEL OVERVIEW

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.2: Uphold an ethical, nonbiased workforce that operates with integrity and accountability.**

**Area of Interest:** MCSD leaders (CVEO 3 and 4) did not understand and were therefore unable to educate and develop our employees based on Operational Plan priority's and agency goals.

**Target:** Educate CVEO 3 and CVEO 4 so they understand and participate in the development of the MCSD Operational Plan and the identification of key areas of support for the WSP goals.

### **Analysis:**

- What have you learned about the problem/opportunity?
- Describe any relevant outputs/outcomes.
- Have you identified a root cause?
- Is this an isolated problem?
- Can we have an impact on the problem/opportunity?

### **Action Plan:**

- What is your strategy to address the problem/opportunity?
- What are you expecting to happen?
- What are the key performance indicators of your action plan?
- What assistance/resources/direction do you need from the Executive Staff?
- What are your next steps?



# MOTOR CARRIER SAFETY DIVISION - BUDGET STATUS

## April 2016

FY2016

Total Budget	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Biennium to Date	Total Biennium
Allotment	538,090	538,090	538,090	538,090	538,090	538,090	538,090	538,080	538,080	538,080			5,380,870	12,923,200
Expenditures	565,743	379,499	478,900	432,763	500,179	465,886	474,745	443,557	524,522	471,062			4,736,856	4,736,856
<b>Variance</b>	<b>-27,653</b>	<b>158,591</b>	<b>59,190</b>	<b>105,327</b>	<b>37,911</b>	<b>72,204</b>	<b>63,345</b>	<b>94,523</b>	<b>13,558</b>	<b>67,018</b>	<b>0</b>	<b>0</b>	<b>644,014</b>	<b>8,186,344</b>

Travel	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Biennium to Date	Total Biennium
Allotment	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500			55,000	132,000
Expenditures	78	1,110	2,198	3,052	8,574	2,315	3,432	2,222	5,938	6,958			35,877	35,877
<b>Variance</b>	<b>5,422</b>	<b>4,390</b>	<b>3,302</b>	<b>2,448</b>	<b>-3,074</b>	<b>3,185</b>	<b>2,068</b>	<b>3,278</b>	<b>-438</b>	<b>-1,458</b>	<b>0</b>	<b>0</b>	<b>19,123</b>	<b>96,123</b>

FTEs	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Biennium to Date	Total Biennium
Allotment	83	83	86	83	83	83	83	83	83	83			835	2,002
Expenditures	68	67	66	65	67	65	67	68	71	72			675	675
<b>Variance</b>	<b>15</b>	<b>16</b>	<b>20</b>	<b>18</b>	<b>16</b>	<b>18</b>	<b>16</b>	<b>15</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>1,327</b>

Overtime	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Biennium to Date	Total Biennium
Allotment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	500			45,500	120,000
Expenditures	6,412	7,904	7,827	5,388	10,961	2,788	5,779	7,084	4,164	3,480			61,787	61,787
<b>Variance</b>	<b>-1,412</b>	<b>-2,904</b>	<b>-2,827</b>	<b>-388</b>	<b>-5,961</b>	<b>2,212</b>	<b>-779</b>	<b>-2,084</b>	<b>836</b>	<b>-2,980</b>	<b>0</b>	<b>0</b>	<b>-16,287</b>	<b>58,213</b>

**Budget Notes:**

Numbers include allotments and expenditures for the Aquatic Invasive Species Enforcement Account.



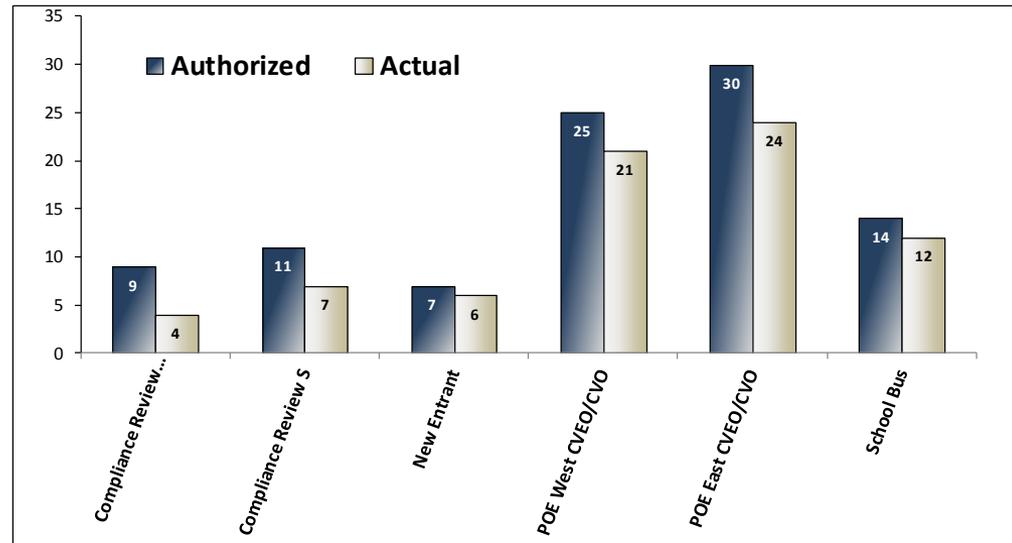
## Region Breakout



124 Authorized  
 101 Actual FTE's  
 23 Vacancies  
 1 Military

19% Vacancy

<u>Position Type</u>	<u>Authorized</u>	<u>Actual</u>
Compliance Review N	9	4
Compliance Review S	11	7
New Entrant	7	6
POE West CVEO/CVO	25	21
POE East CVEO/CVO	30	24
School Bus	14	12
Academy Instructors	2	2
HazMat CVEOs	1	1
Other Civil Service	6	5
Supervisors-CVEO3s	13	13
Command	6	6
<b>Total</b>	<b>124</b>	<b>101</b>





## MOTOR CARRIER SAFETY DIVISION – CVSA INSPECTIONS

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.6** Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.

**Area of Interest:** There is currently no comprehensive plan for new construction, facilities repair or technology upgrades

**Target:** Complete a comprehensive, critical analysis of current facilities and technology that leads to development of a plan no later than October 2016. This will be done in conjunction with WSDOT.

### **Analysis:**

- What have you learned about the problem/opportunity?
- Describe any relevant outputs/outcomes.
- Have you identified a root cause?
- What harm results from the pattern/trend?
- Who is directly affected by the pattern/trend?
- Policy modification needs.
- Is this an isolated problem?
- Can we have an impact on the problem/opportunity?

### **Action Plan:**

- What is your strategy to address the problem/opportunity?
- What are you expecting to happen?
- How will you use available resources? Partnerships?
- How do you encourage and recognize the participation of your personnel?
- What are the key performance indicators of your action plan?
- What assistance/resources/direction do you need from the Executive Staff?
- What are your next steps?



# MOTOR CARRIER SAFETY DIVISION – ENFORCEMENT ACTIVITY

## MCS D

	Apr 2016	Mar 2016	Change	Change (%)	2016 YTD	2015 YTD	Change	Change (%)	2015 Total	2014 Total	Change	Change (%)
<b>Contacts</b>	4,201	4,556	-355	-8%	17,422	15,984	1,438	9%	46,427	42,101	4,326	10%
<i>Citations</i>	586	726	-140	-19%	2,609	1,972	637	32%	6,343	5,609	734	13%
<i>% of Citations</i>	14%	16%	-12%		15%	12%	21%		14%	13%	3%	
<b>Driver Inattention</b>	7	6	1	17%	20	16	4	25%	48	37	11	30%
<i>Citations</i>	6	4	2	50%	17	8	9	113%	30	21	9	43%
<i>% of Citations</i>	86%	67%	29%		85%	50%	70%		63%	57%	10%	
<b>Seatbelts</b>	58	72	-14	-19%	242	144	98	68%	539	277	262	95%
<i>Citations</i>	55	68	-13	-19%	232	136	96	71%	521	242	279	115%
<i>% of Citations</i>	95%	94%	0%		96%	94%	2%		97%	87%	11%	
<b>Alcohol In System</b>	2	1	1	100%	10	3	7	233%	8	25	-17	-68%
<i>Citations</i>	1	1	0	0%	2	1	1	100%	3	8	-5	-63%
<i>% of Citations</i>	50%	100%	-50%		20%	33%	-40%		38%	32%	17%	

## POE East

	Apr 2016	Mar 2016	Change	Change (%)	2016 YTD	2015 YTD	Change	Change (%)	2015 Total	2014 Total	Change	Change (%)
<b>Contacts</b>	2,122	2,264	-142	-6%	8,632	8,437	195	2%	24,164	20,641	3,523	17%
<i>Citations</i>	345	443	-98	-22%	1,567	1,185	382	32%	3,561	3,051	510	17%
<i>% of Citations</i>	16%	20%	-17%		18%	14%	29%		15%	15%	0%	
<b>Driver Inattention</b>	2	0	2	0%	4	4	0	0%	8	11	-3	-27%
<i>Citations</i>	2	0	2	0%	4	0	4	0%	1	0	1	0%
<i>% of Citations</i>	100%	0%	0%		100%	0%	0%		13%	0%	0%	
<b>Seatbelts</b>	20	38	-18	-47%	101	77	24	31%	200	143	57	40%
<i>Citations</i>	20	38	-18	-47%	100	77	23	30%	200	137	63	46%
<i>% of Citations</i>	100%	100%	0%		99%	100%	-1%		100%	96%	4%	
<b>Alcohol In System</b>	0	1	-1	-100%	4	0	4	0%	0	1	-1	-100%
<i>Citations</i>	0	1	-1	-100%	1	0	1	0%	0	0	0	0%
<i>% of Citations</i>	0%	100%	-100%		25%	0%	0%		0%	0%	0%	



**STRATEGIC ADVANCEMENT FORUM**

**Budget and Fiscal Services Division**

**Mr. Robert Maki**



# Follow up

**Provide copy of employee satisfaction survey and results to the Training Division (Captain Bendiksen) - Done.**



**Goal 4: Deliver results-oriented, statewide public safety services.**

**Priority 4.1: Enhance analytic capability and capacity.**

**Area of Interest:** 2015-17 Operating Budget Submission (LARS Process)

### **Analysis:**

- April 11 - LARS Presentations were given to Executive Management.
- LARS were prioritized as follows:
- Tier I - Moving Forward (41 LARS)
  - 29 Operating Budget Policy packages
  - 12 Capital Budget packages
  - Total cost = \$56 million
- Tier II – Requires Further Review (12 LARS)
  - 10 Operating Budget Policy packages
  - 2 Capital Budget packages
  - Total cost = \$20 million
- Tier III – Not Moving Forward (7 LARS)
  - 5 Operating Budget packages
  - 2 Capital Budget packages



**Goal 4: Deliver results-oriented, statewide public safety services.**

**Priority 4.1: Enhance analytic capability and capacity.**

**Area of Interest:** 2015-17 Operating Budget Submission (LARS Process) - Continued

**Action Plan - Next Steps:**

- Week of June 10 - OFM Budget Instructions to be published.
- June 15 – Bureau Directors forward approved Decision Packages to BFS.
- June 23 – Chief, GMR, and BFS to meet OFM Budget staff to review OFM Budget Instructions and WSP Decision Packages
- June to August – BFS Budget Staff completes various components of 2017-19 Budget Request



**Goal 4:** Deliver results –oriented, statewide public safety services.

**Priority 4.2:** Improve inter-agency and intra-agency information-sharing.

**Area of Interest:** Office of Minority and Women’s Owned Business Enterprises (OMWBE).

**Analysis:**

- OMWBE is a cabinet agency established under RCW 39.19.
- Purpose is to provide maximum practicable opportunity to minority, women, and veteran owned businesses to participate in state purchases.
- OMWBE establishes annual percentage goals for participation by minority, women, and veteran owned businesses in agency purchases.
- Agencies are required to establish plans and identify specific measures to accomplish goals.
- WSP Regulation 10.04.090 – OMWBE Plan.
- WSP Fiscal Procedure 1-01-005 (Minority and Women Owned Business Enterprise Plan).
- Regulation and Procedure outline the WSP goal setting process.



**Goal 4:** Deliver results –oriented, statewide public safety services.

**Priority 4.2:** Improve inter-agency and intra-agency information-sharing.

**Area of Interest:** Office of Minority and Women’s Owned Business Enterprises (OMWBE)

**Action Plan:**

- OMWBE under new management in 2015-16.
- Established Business Diversity Subcabinet to pursue improvements in goals and discuss results at the Deputy Agency Director level.
- Converted tracking and goal setting to Fiscal Years versus Calendar Years.
- FY 2017 Instructions to agencies for goal setting and plans are due out in June 2016.
- Past WSP Agency Strategies:
  - Encourage direct buys to certified OMWBE businesses for purchases of \$13,000 or less.
  - Emphasize OMWBE goals in training at SAF, Mid-level Managers Training, and other training on procurement.



## BUDGET AND FISCAL SERVICES DIVISION

**Goal 4:** Deliver results-oriented, statewide public safety services.

**Priority 4.2:** Improve inter-agency and intra-agency information sharing.

Initiatives/Projects	Scope	Schedule	Budget
Development of Criminal Justice Information Services (CJIS) agreement with Amazon Web Services. Anticipate completion in 30-60 days.		<b>Ongoing</b>	
Staffed Finance Section of Incident Management Team for March's Point Demonstrations in Anacortes.		<b>Complete</b>	
Refinancing Fire Training Academy dormitory COP through Office of the State Treasurer. Bond sale is expected in August 2016. Projected savings \$6,500 per year in debt service through 2029.		<b>Ongoing</b>	
State Fiscal Year 2016 ends June 30, 2016. All General Fund activities are impacted. Instructions have been distributed via IOC.		<b>Planned</b>	



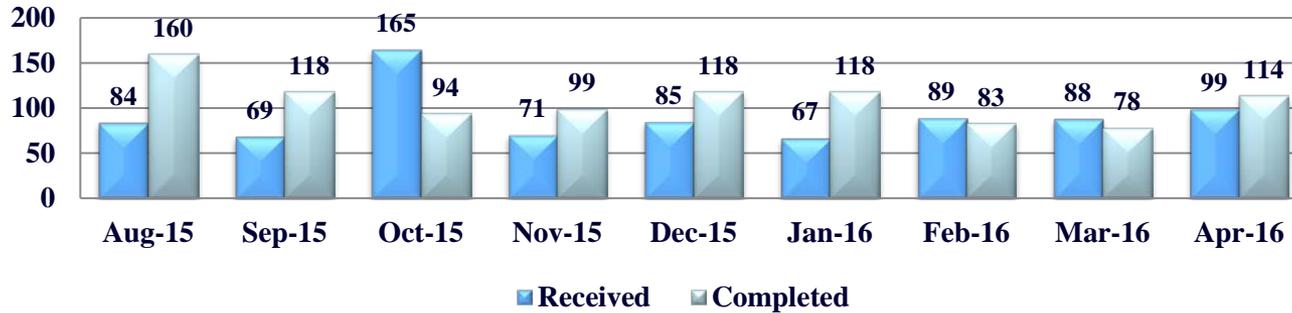
# Contracts

**Target:**  
Process simple agreements within 10 business days

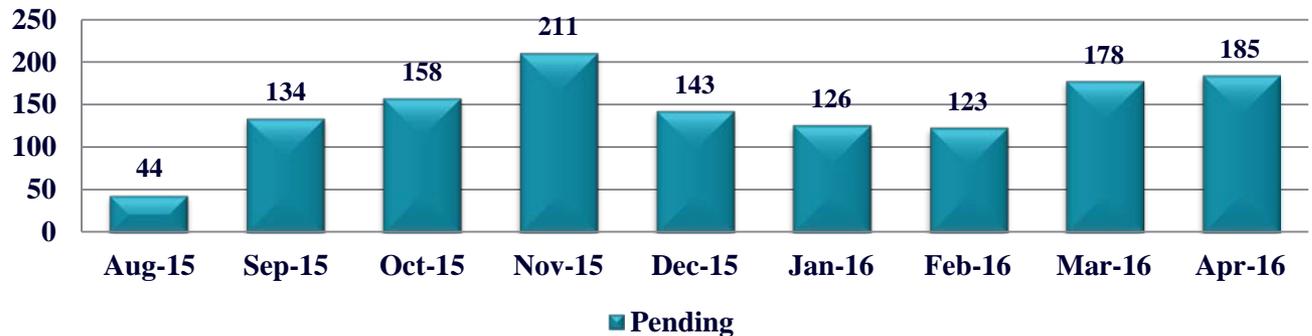
**Analysis/Action Plan:**  
Backlog represents contracts in process which includes:

- Developing terms, conditions, and Statement of Work
- Attorney General review
- Awaiting receipt of bids
- Seeking internal evaluation and approvals
- Awaiting signatures of both parties

**Contracts Processed**



**Contract Backlog**

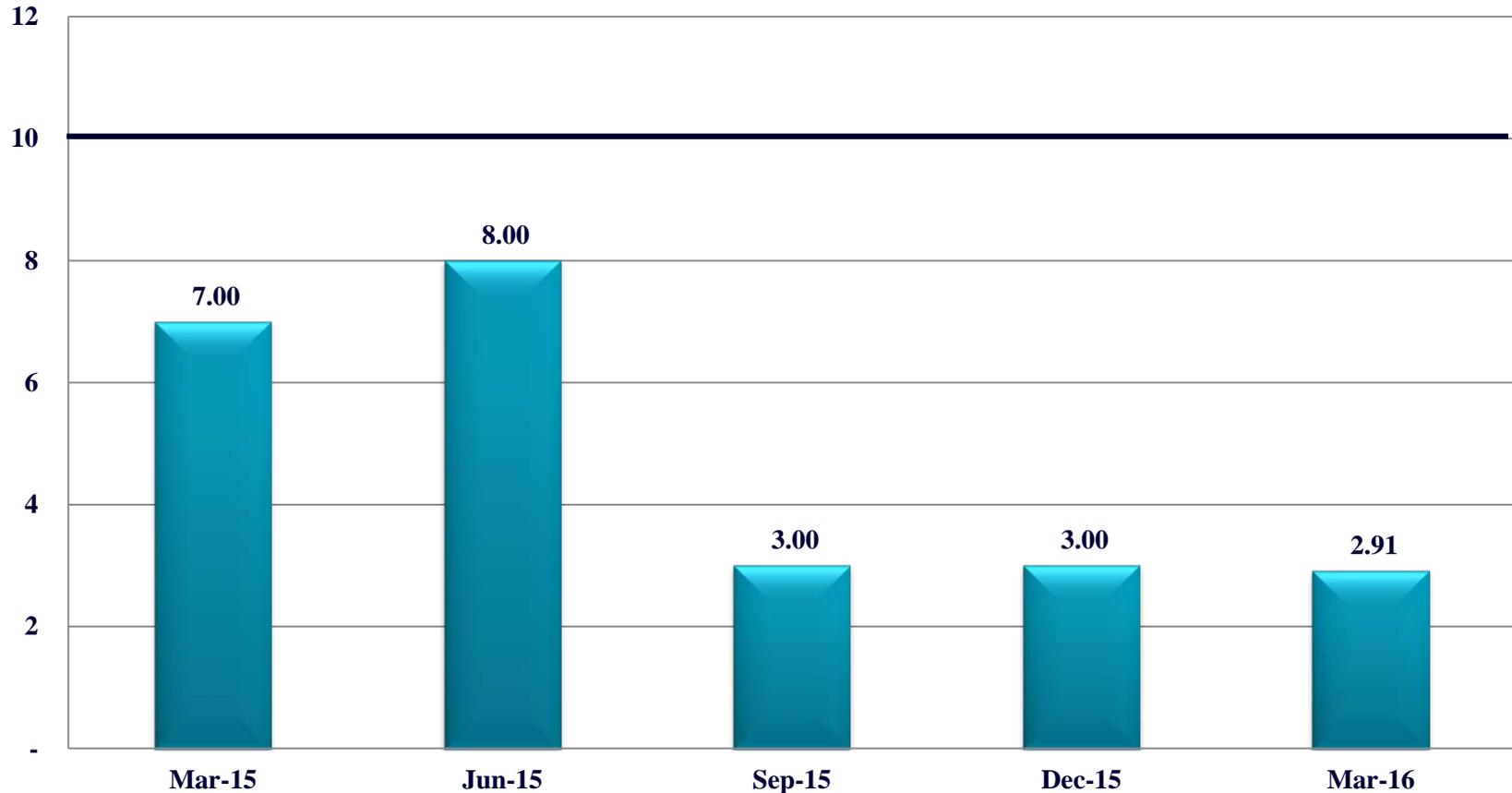




# Where do we stand on vendor payments?

**Target:**  
10 business days from receipt in BFS

**Analysis/Action Plan:**  
Processed 4,978 payments in Dec. totaling \$9.9 million

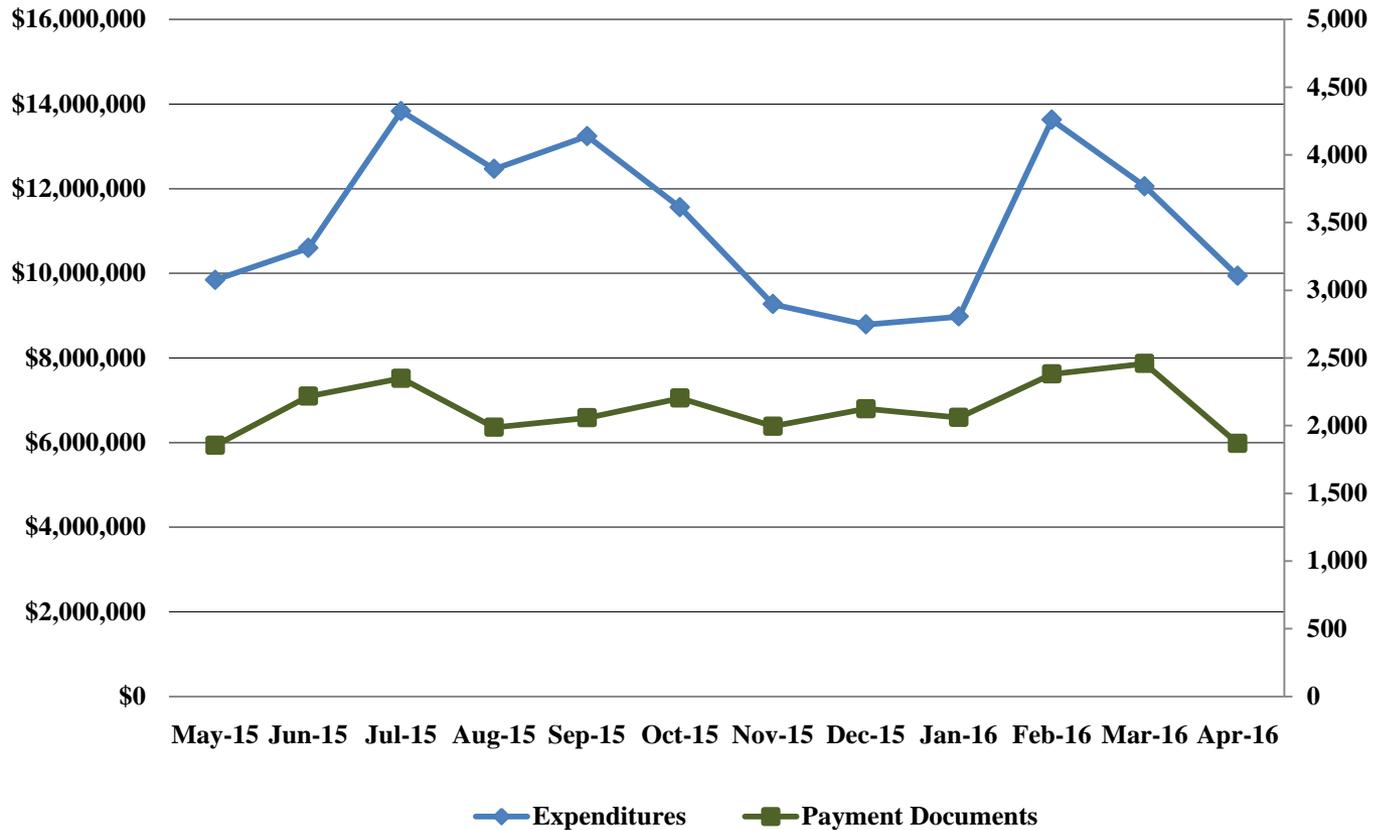




# Payment Documents Processed

**Target:**  
Pay within 10 business days of receipt

**Analysis/Action Plan:**  
On target





Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

*Serving Washington Since 1901*

## Strategic Advancement Forum

June 2016

### Fire Training Academy

#### FTA Commander - Captain Dan Atchison

Instruction - Chief Deputy State Fire Marshal Howard Scartozzi

Maintenance – Maintenance Supervisor Mika Elo

Safety – Chief Deputy State Fire Marshal Chad Cross

Administration – Secretary Supervisor Jackie Duby

**Fire Training Academy Operations**

**Firefighter Training**

**Aircraft Rescue Firefighter Training**

**Marine Firefighter Training**

**Specialty/Technical Training**

**Regional Direct Delivery Program**



Training

Resources

Facilities

Memorial





Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Training Academy

### Follow-up Questions / Items:

No follow up questions from previous SAF.



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Training Academy: AOI

**Goal 1** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.1** *Recruit, train, and retain a qualified and diverse workforce committed to the Washington State Patrol's, mission and values.*

**Area of Interest:** Low staffing at the Fire Training Academy (FTA).

- The Fire Training Academy (FTA) has experienced significant turnover of employees in recent years. Currently, 4 of 13 Full-time positions are vacant and 6 of 10 Part-time positions are vacant. The FTA is challenged to maintain the needed levels of safety, service, supervision and administration while recruiting and filling the vacant positions.

**Target:** Recruit and retain the highest quality administrative, maintenance and instructional staff at the FTA.



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Training Academy: AOI

### Analysis/Challenges:

- Currently 3 out of 4 (75%) Deputy State Fire Marshal Program Manager positions are vacant
- Currently 1 out of 3 (33%) Administrative positions are vacant
- Pay, geographic location, workload/stress and hiring standards/process contribute to the back-fill challenge
- Remaining staff are picking up the workload placing them in an “over-capacity” situation and perpetuating the cycle
- Safety and customer service remain the highest priorities, causing other projects to wait
- Without proper staffing, change at the FTA is coming, but at a frustratingly slow rate



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Training Academy: AOI

### Overview

**Current Staffing:** 9 full-time & 4 part-time



**Current Open/Approved Positions:** 4 full-time & 1 part-time



**Projected Necessary Positions Above Open/Approved Positions:** 9 full-time





Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

Fire Training Academy: AOI

## Current Weekly Coverage

Key: = Instructional = Maintenance (Full-Time) = Commander = Safety  
 = Administrative = Maintenance (Part-Time)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Instructional Staff 	Instructional Staff	Instructional Staff	Instructional Staff	Instructional Staff 	Instructional Staff 	Instructional Staff 
Maintenance Staff (Full-Time)	Maintenance Staff (Full-Time) 					
Administrative Staff	Administrative Staff 	Administrative Staff				
Management Staff 	Management Staff 	Management Staff 	Management Staff 	Management Staff 	Management Staff 	Management Staff

Maintenance Staff (Part-Time) = Intermittently scheduled as needed





Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Training Academy: AOI

### Action Plan/Successes:

- Continue to recruit and interview applicants
- Chief of Instruction assisting with the Recruit Academy
- Utilize Lean principles to identify ways to improve efficiency
- Scale back non-essential training
- LAR submittal to add (1) Chief Deputy State Fire Marshal and (2) Deputy State Fire Marshals to administer the Regional Direct Delivery Program



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE





Washington State Patrol  
**STATE FIRE MARSHAL'S OFFICE**  
*Serving Washington Since 1901*

**Strategic Advancement Forum**

**June 8, 2016**

**Prevention Division**

**Assistant State Fire Marshal Chuck LeBlanc**

Inspections - Chief Deputy State Fire Marshal Dermott Murphy

Licensing - Chief Deputy State Fire Marshal Dan Johnson

Plan Review - Chief Deputy State Fire Marshal Barbara McMullen

Professional Development/Response - Chief Deputy State Fire Marshal Bill Slosson





Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## **Follow-up Questions / Items:**

No follow up questions from previous SAF.



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Prevention Division

**Goal 4:** Deliver result-oriented, statewide public safety services.

**Priority 4.3:** Provide state-of-the-art training and certifications for professional law enforcement, fire protection, and criminal justice personnel.

**Area of Interest:** Enhanced Staffing for Firefighter Certification Program

**Target:** Identified need for enhancing the services provided by the Firefighter Certification Program to meet the demand from the fire service.



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Prevention Division

**Analysis:** The Firefighter Certification Program has 3.5 FTEs assigned to operate under the International Fire Service Accreditation Congress (IFSAC) requirements. The program currently has 15 levels of certification and will go through the Accreditation process in 2019.

The level of work needed to maintain our IFSAC Accreditation requires the development, review and maintenance of:

- Test banks (one FTE – average of one month per level to correlate and validate to recognized standards)
- Skill sheets
- Policy and procedures
- Stakeholder work
- Audit of practical testing (on-site visit)
- Test score processing and issuance of IFSAC certification seals
- Exam development and security

New levels of certification requested by the fire service takes on average of six months to develop with staff working with stakeholders. The fire service is requesting two new levels over the next two years.



Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

## Fire Prevention Division

**Analysis:** The section services the following programs with a single supervisor:

- Firefighter Accreditation & Certification (IFSAC)
- All-Risk Mobilization
- Hazardous Materials Training
- Basic Firefighter Training Reimbursement
- Standards Review (Emergency Vehicle Incident Prevention)

The complexity of each program requires the section supervisor to have an in-depth knowledge of the requirements, issues, history and future direction. Coupled with requests to attend numerous meetings and conflicting dates, it is often a struggle to represent the agency adequately at multiple state, regional, and national committees. These meetings may include policy decisions best represented by a supervisor.

With the current staffing level, program staff cannot replace the supervisor at these meetings on a regular basis and still maintain the level of proficiency to meet the demands of daily program responsibilities. Two of the three FTEs in the Certification Program also are assigned to the All-Risk Mobilization program during fire season.

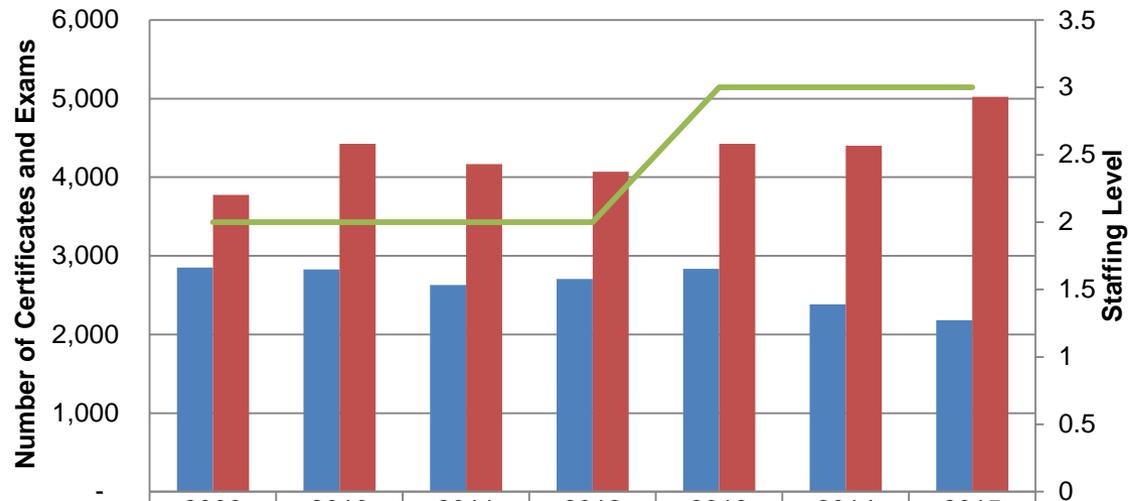


# STATE FIRE MARSHAL'S OFFICE

## Fire Prevention Division

**Analysis:** Additional staffing is needed to not only maintain the current level of service but to expand the program to meet our stakeholders' needs.

**Number of IFSAC Certifications Issued, Certificate Exams Processed and Staffing Level**



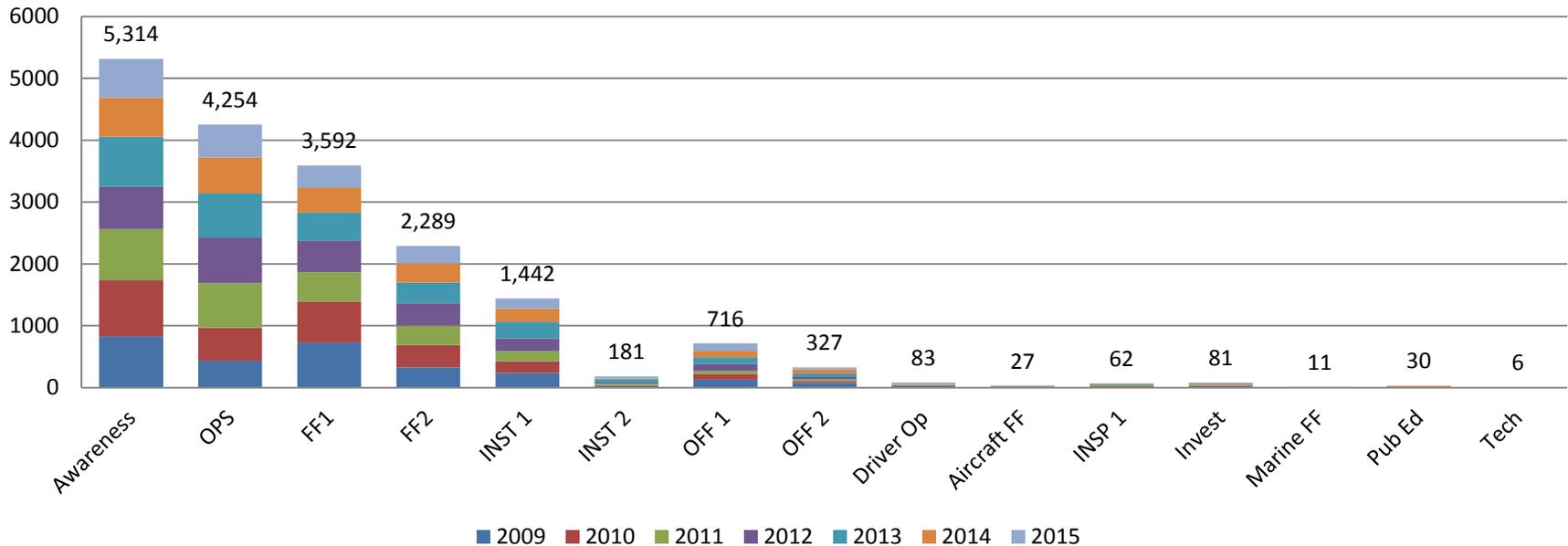
■ Certificates Issued	2,851	2,826	2,631	2,707	2,836	2,383	2,182
■ Certificate Exams Processed	3,775	4,424	4,168	4,072	4,427	4,400	5,022
— Staffing	2	2	2	2	3	3	3



# STATE FIRE MARSHAL'S OFFICE

## Fire Prevention Division

### Number of Certificates Issued by Certification Level 2009 to 2015





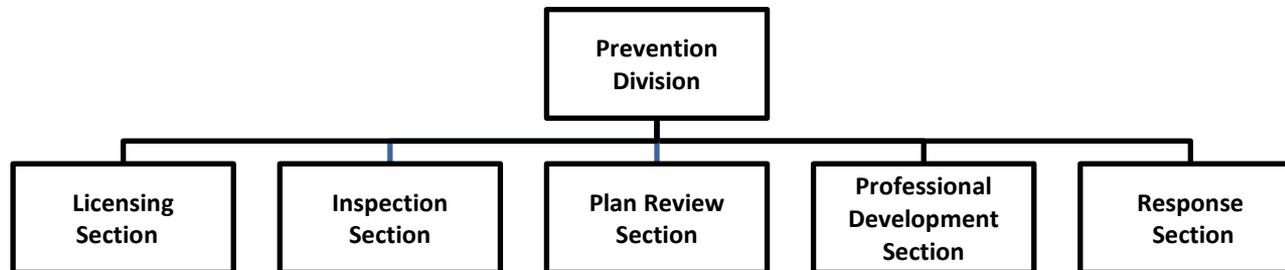
## Fire Prevention Division

**Action Plan:** Legislative Action Request submitted for 3 additional FTEs

- Chief Deputy State Fire Marshal – Allows for the IFSAC and All-Risk Mobilization duties to be split
- Deputy State Fire Marshal (2) – Enhance the working operations of the Certification Program and additional personnel to assist with All-Risk Mobilization

The end result changes how the Prevention Division functions from four sections to five:

- Licensing (Fireworks, Fire Sprinklers, and Fire Safe Cigarettes)
- Inspection (Licensed Care Facilities and Hospitals)
- Plan Review (Plan Review and Licensed Care Facilities)
- Professional Development (IFSAC and Firefighter 1)
- Response Section (All-Risk Mobilization and Hazardous Materials)





Washington State Patrol

# STATE FIRE MARSHAL'S OFFICE

# Questions?



**STRATEGIC ADVANCEMENT FORUM**

# Impaired Driving Section

**Lieutenant Rob Sharpe**



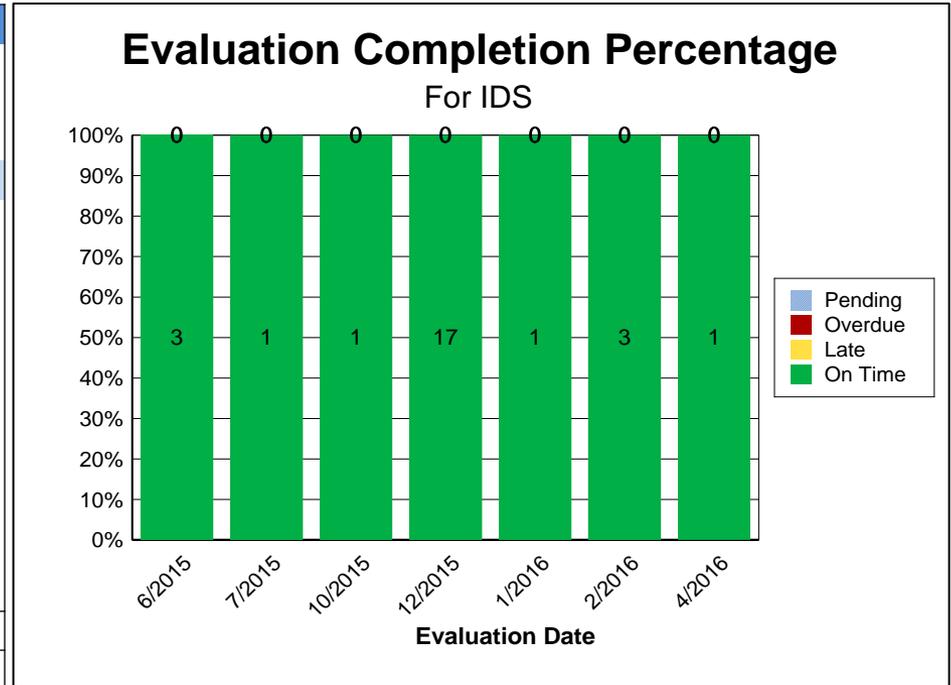
# Follow up

- **None**



# Staffing and Evaluations

Impaired Driving Section		
Authorized FTEs		25
Vacancies	0%	0
Actual Total		25
Position	Authorized	Actual
Lieutenant	1	1
Breath Test Program Sergeant	2	2
▪ Office Assistant 3	1	1
▪ Breath Test Technicians	13	13
Drug Evaluation and Classification Program Sergeant	1	1
▪ Forms and Records Analyst 2	1	1
▪ Event Coordinator 3	1	1
Ignition Interlock Program Sergeant	1	1
▪ Office Assistant 3	1	1
▪ Ignition Interlock Troopers	3	3
<b>Total</b>	<b>25</b>	<b>25</b>
<i>Staffing as of May 31, 2016</i>		





## Impaired Driving Section

# Breath Test Program Budget

April 30, 2016

### FY 2016 Expenditures

Total Budget	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	161,067	161,057	179,257	382,441	375,441	375,441	383,621	383,621	383,621	384,321	383,621	383,631	3,169,888	6,209,205
Expenditures	1,869,447	153,303	170,930	149,754	160,632	168,812	189,120	246,999	196,554	206,708			3,512,259	3,512,259
Variance	(1,708,380)	7,754	8,327	232,687	214,809	206,629	194,501	136,622	187,067	177,613	383,621	383,631	(342,371)	2,696,946

Travel	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	2,707	2,707	2,707	5,091	5,091	5,091	5,091	5,091	5,091	5,091	5,091	5,091	43,758	92,424
Expenditures	1,004	553	1,644	360	1,219	2,436	1,022	12,861	824	7,142			29,065	29,065
Variance	1,703	2,154	1,063	4,731	3,872	2,655	4,069	(7,770)	4,267	(2,051)	5,091	5,091	14,693	63,359

FTEs	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	19.50	19.50	19.50	19.50	19.50	19.50	19.50	19.50	19.50	19.50	19.50	19.50	195.00	468.00
Expenditures	17.80	17.23	17.73	16.77	17.84	18.30	20.02	19.80	19.16	19.08			183.73	183.73
Variance	1.70	2.27	1.77	2.73	1.66	1.20	(0.52)	(0.30)	0.34	0.42	19.50	19.50	11.27	284.27

Overtime	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	120,000
Expenditures	12,176	11,224	12,514	11,377	14,058	13,128	16,924	14,140	8,212	7,219			120,972	120,972
Variance	(7,176)	(6,224)	(7,514)	(6,377)	(9,058)	(8,128)	(11,924)	(9,140)	(3,212)	(2,219)	5,000	5,000	(70,972)	(972)

**Budget Notes:**

The FM1-July negative variance includes \$1,709,966 encumbered for Breath Test Instrument replacements.

**Encumbered Funds**

\$1,709,966 Draeger Safety Diagnostics



## Impaired Driving Section

# DRE Program Budget

April 30, 2016

### FY 2016 Expenditures

Total Budget	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	19,020	19,020	19,020	20,220	19,020	19,020	19,020	19,020	19,020	19,020	19,020	19,020	191,400	469,433
Expenditures	13,272	13,679	13,733	13,425	12,444	13,059	14,078	12,493	13,774	14,942			134,899	134,899
Variance	5,748	5,341	5,287	6,795	6,576	5,961	4,942	6,527	5,246	4,078	19,020	19,020	56,501	334,534

Travel	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	450	450	450	450	450	450	450	450	450	450	450	450	4,500	10,800
Expenditures	-	-	-	35	-	-	394	-	57	-			486	486
Variance	450	450	450	415	450	450	56	450	393	450	450	450	4,014	10,314

FTEs	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	28.00	67.20
Expenditures	1.58	1.52	1.62	1.58	1.51	1.54	1.56	1.51	1.52	1.71			15.65	15.65
Variance	1.22	1.28	1.18	1.22	1.29	1.26	1.24	1.29	1.28	1.09	2.80	2.80	12.35	51.55

Overtime	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	500	500	500	500	500	500	500	500	500	500	500	500	5,000	12,000
Expenditures	689	262	1,088	488	160	377	465	132	88	1,319	377	500	5,068	5,068
Variance	(189)	238	(588)	12	340	123	35	368	412	(819)	500	500	(68)	6,932



## Impaired Driving Section

# Ignition Interlock Program Budget

April 30, 2016

### FY 2016 Expenditures

Total Budget	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	45,033	45,033	45,033	46,233	45,033	45,033	45,033	45,033	45,033	45,033	45,033	45,033	451,530	1,113,230
Expenditures	32,935	36,551	29,813	28,815	28,112	34,889	39,366	35,524	44,305	40,925			351,235	351,235
Variance	12,098	8,482	15,220	17,418	16,921	10,144	5,667	9,509	728	4,108	45,033	45,033	100,295	761,995

Travel	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	775	775	775	775	775	775	775	775	775	775	775	775	7,750	18,600
Expenditures	404	152	453	-	-	221	-	23	695	466			2,414	2,414
Variance	371	623	322	775	775	554	775	752	80	309	775	775	5,336	16,186

FTEs	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	50.00	120.00
Expenditures	4.06	4.01	3.33	3.18	3.14	3.98	4.05	4.03	4.18	4.07			38.03	38.03
Variance	0.94	0.99	1.67	1.82	1.86	1.02	0.95	0.97	0.82	0.93	5.00	5.00	11.97	81.97

Overtime	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	800	800	800	800	800	800	800	800	800	800	800	800	8,000	19,200
Expenditures	86	130	190	2,044	606	101	468	146	1,828	518			6,117	6,117
Variance	714	670	610	(1,244)	194	699	332	654	(1,028)	282	800	800	1,883	13,083

**GOAL 4:** Deliver results-oriented, statewide public safety services.

**Priority 4.4:** Enhance criminal and forensic investigative capability and capacity.

**Area of Interest:** Deployment of the Draeger Alcotest 9510 evidential breath testing instrument.



Scope	Schedule	Budget
-------	----------	--------

Milestones	Target	Status
Complete District 6 deployment	April 16, 2016	
Complete District 5 deployment	May 16, 2016	
Complete District 8 deployment	June 16, 2016	
Complete District 1-Thurston deployment	July 16, 2016	
Complete District 1-Pierce deployment	August 16, 2016	
Complete District 2 deployment	September 16, 2016	
Provide transition training to all permitted officers	To coincide with deployment schedule	
Provide training to prosecutors, judges, and defense	To coincide with deployment schedule	

**Accomplishments and Comments**

- Deployment completed in District 3, 4, 6(Kittitas County), and 7
- Funding obtained for instrument purchase
- Source code legal challenge
- Fuel cell performance issue
- Communications software being developed



## IMPAIRED DRIVING SECTION

**Goal 2:** Make people safe on Washington roadways.

**Priority 2.1:** Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

**Area of Interest:** Drug impaired driving is increasing while DRE evaluations are decreasing.

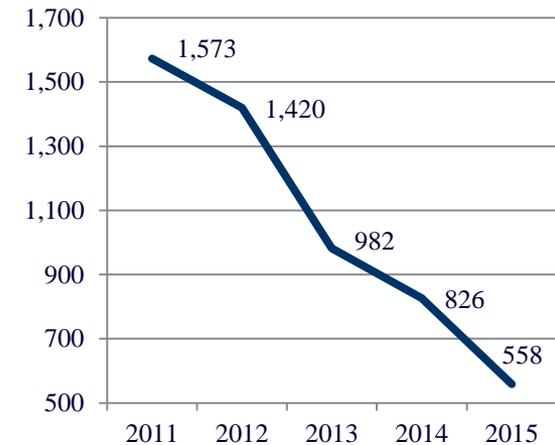
**Target:** Increase use of Drug Recognition Experts.

### Analysis:

- Investigations are taking longer with the advent of new initiatives.
- The THC per se level causes officers to obtain blood quickly.
- Prosecutors may prefer to prove the per se versus the affected by prong.
- The time commitment for conducting an evaluation impacts resource availability.
- Evaluations had peaked around 1,500 and have fallen to a third.
- The number of certified DREs has only dropped slightly overall.
- The number of certified WSP DREs has decreased from over 100 to 60.

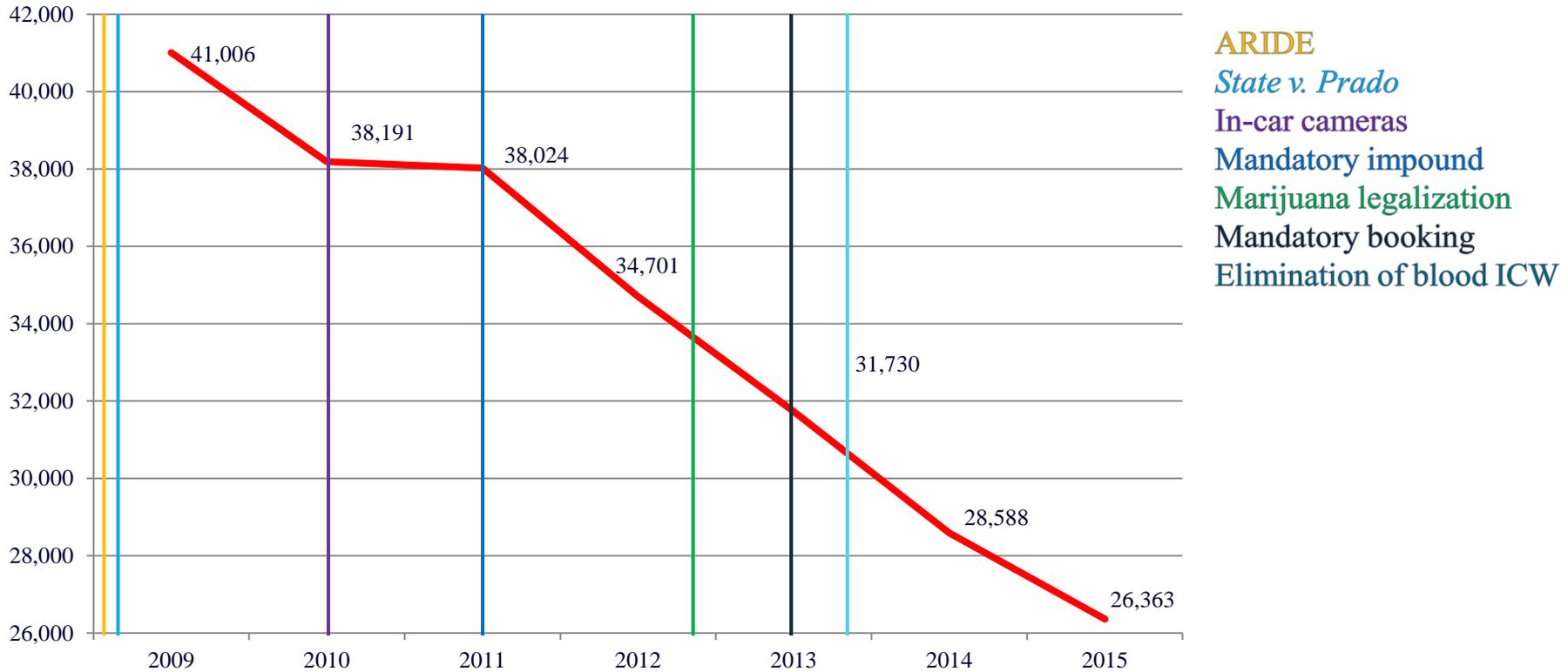
### Action Plan:

- Conduct two DRE schools.
- Provide the opportunity for involved DREs to attend the national DRE conference.
- Partner with WTSC to ensure adequate callout funding levels.
- Provide ARIDE course availability for all law enforcement (WSP at 96%).
- Conduct one DRE instructor school to meet the teaching demand.
- Partner with WAPA to educate prosecutors on the importance of DREs.
- Educate officers on the importance of utilizing DREs.
- Streamline DUI process with an electronic DUI Arrest Report and other related forms.



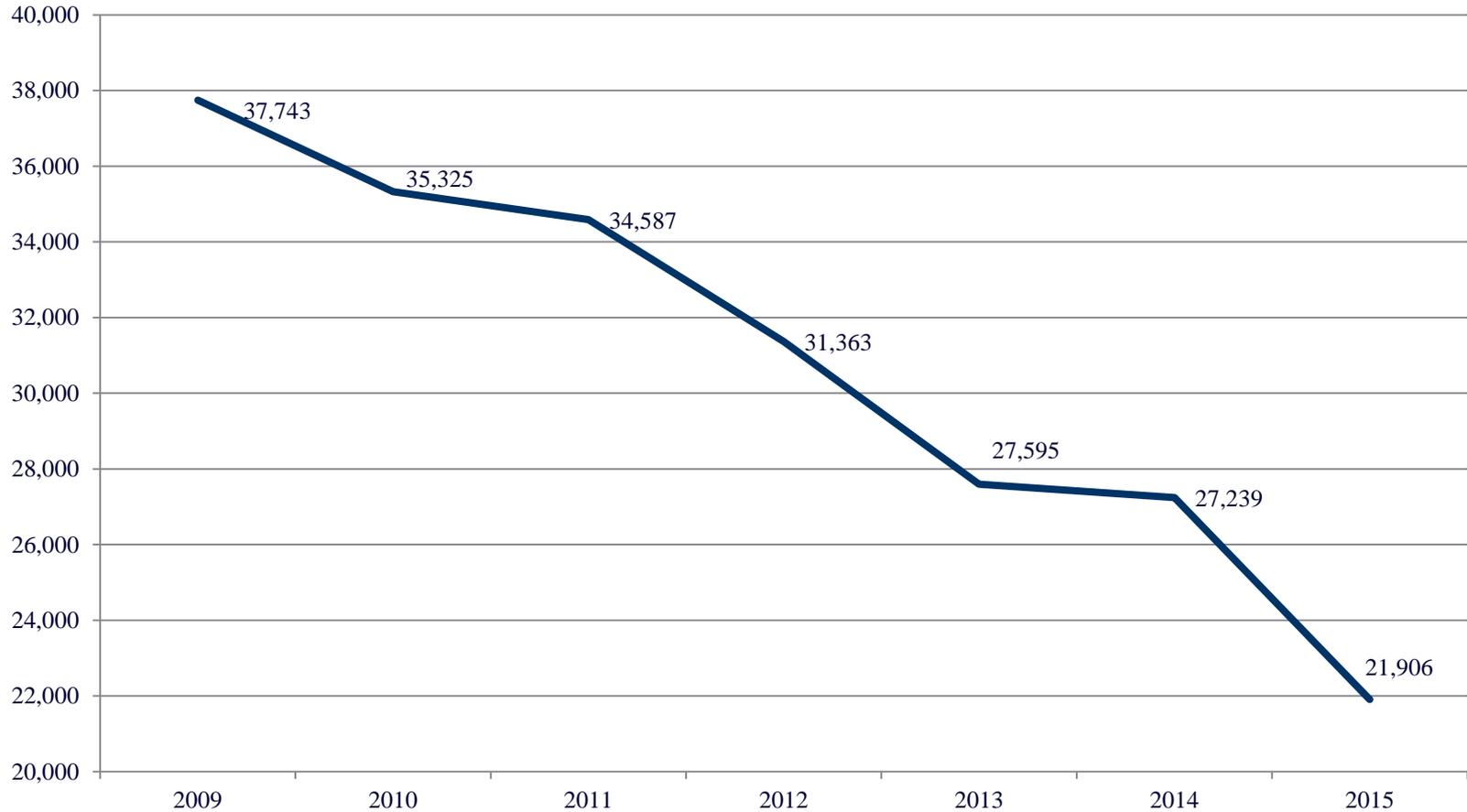


# Impaired Driving Cases Filed



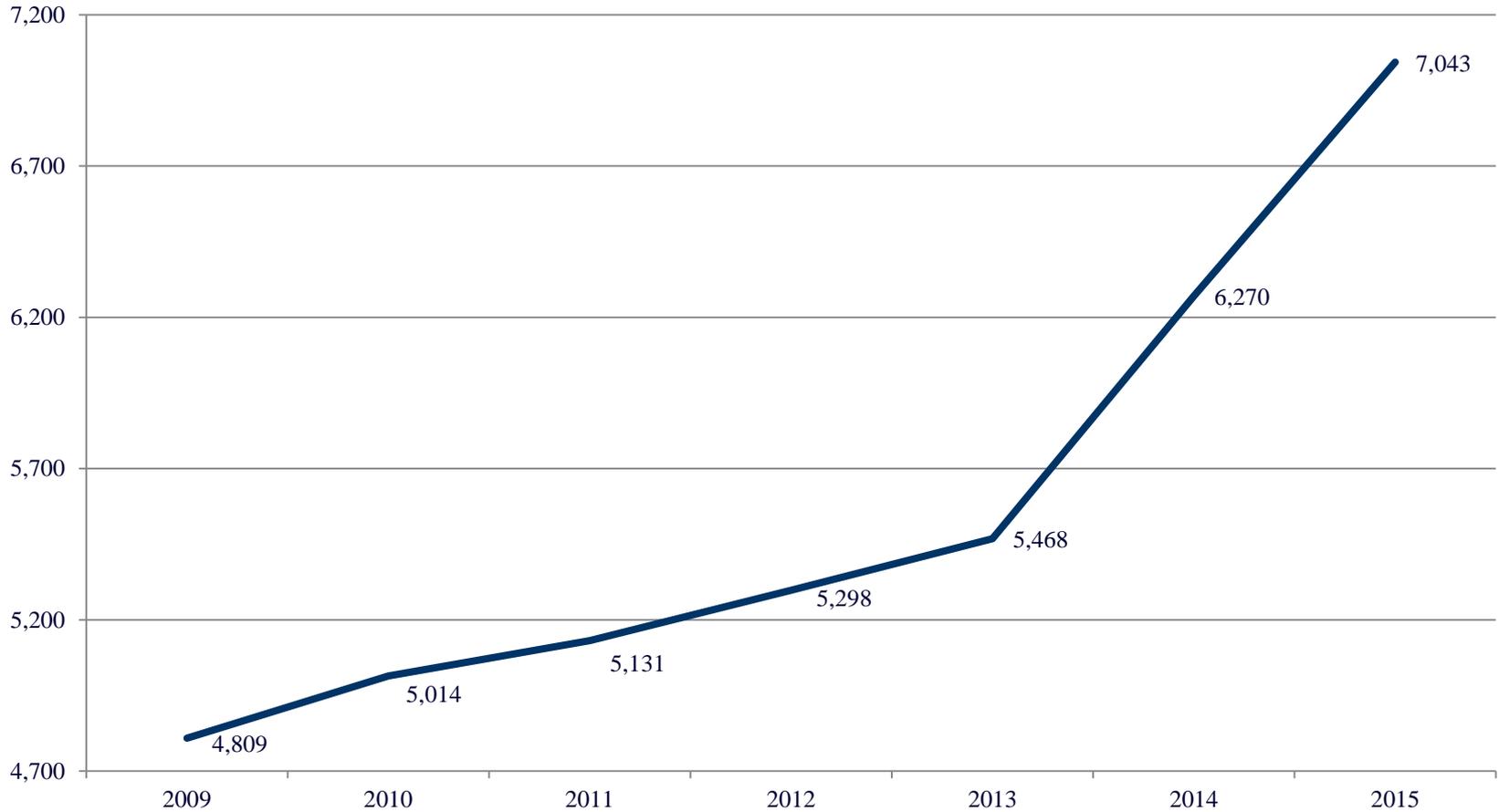


# Statewide Breath Tests



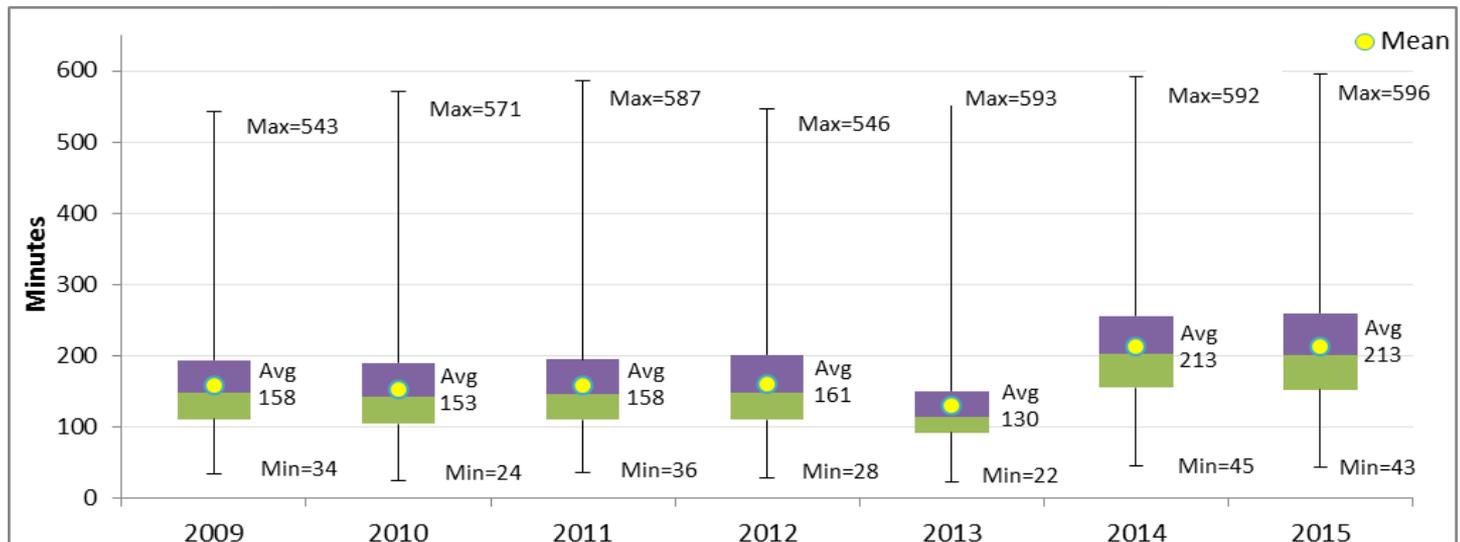
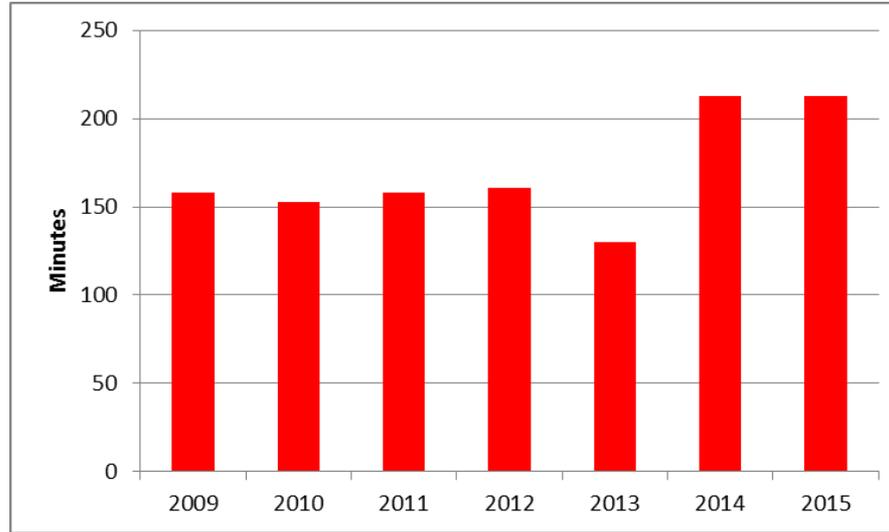


# Statewide Blood Tests



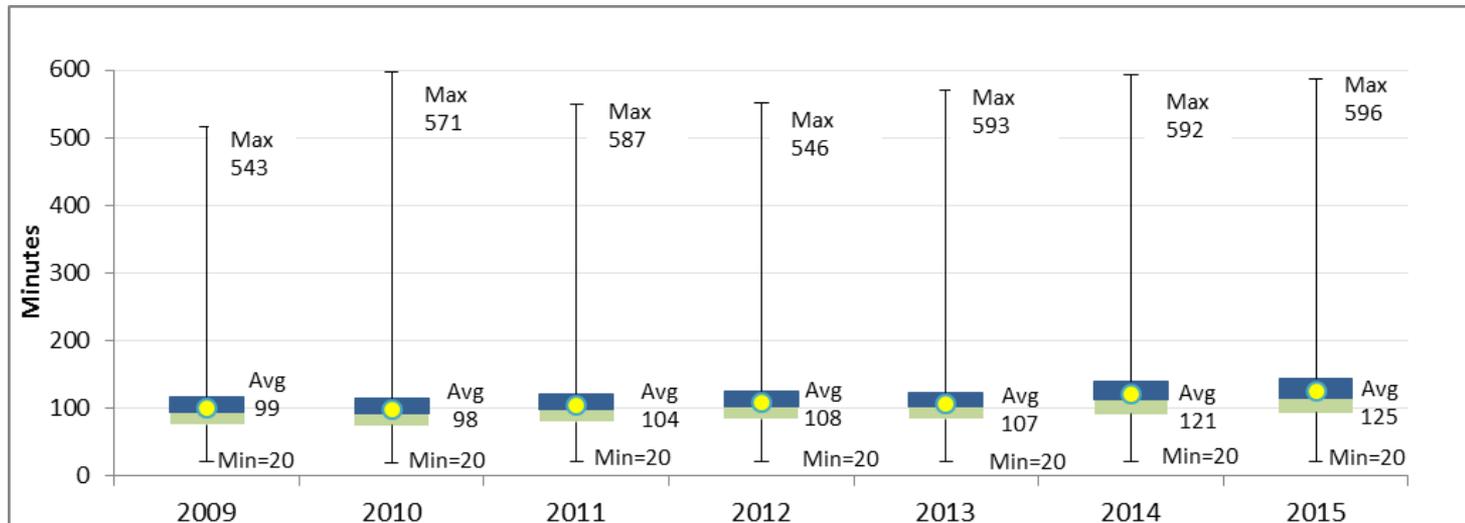
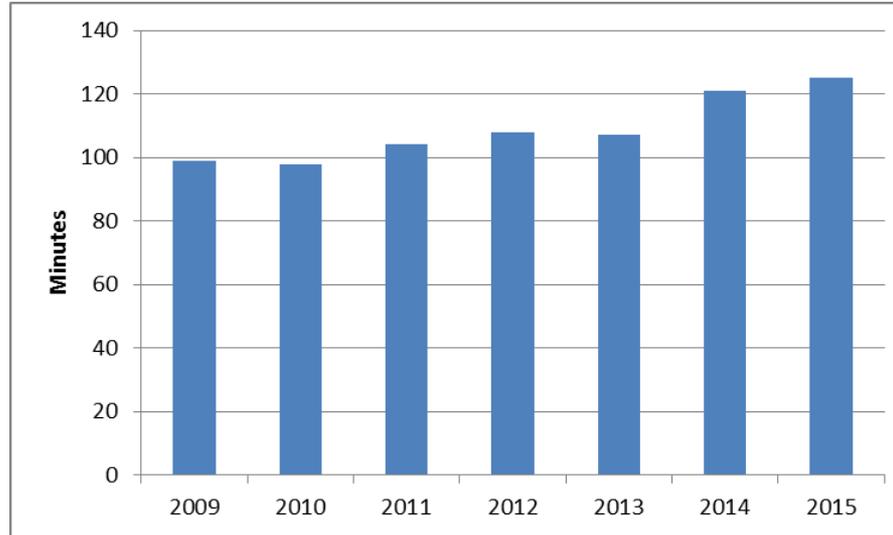


# Duration of DUI Arrests with Blood Draw



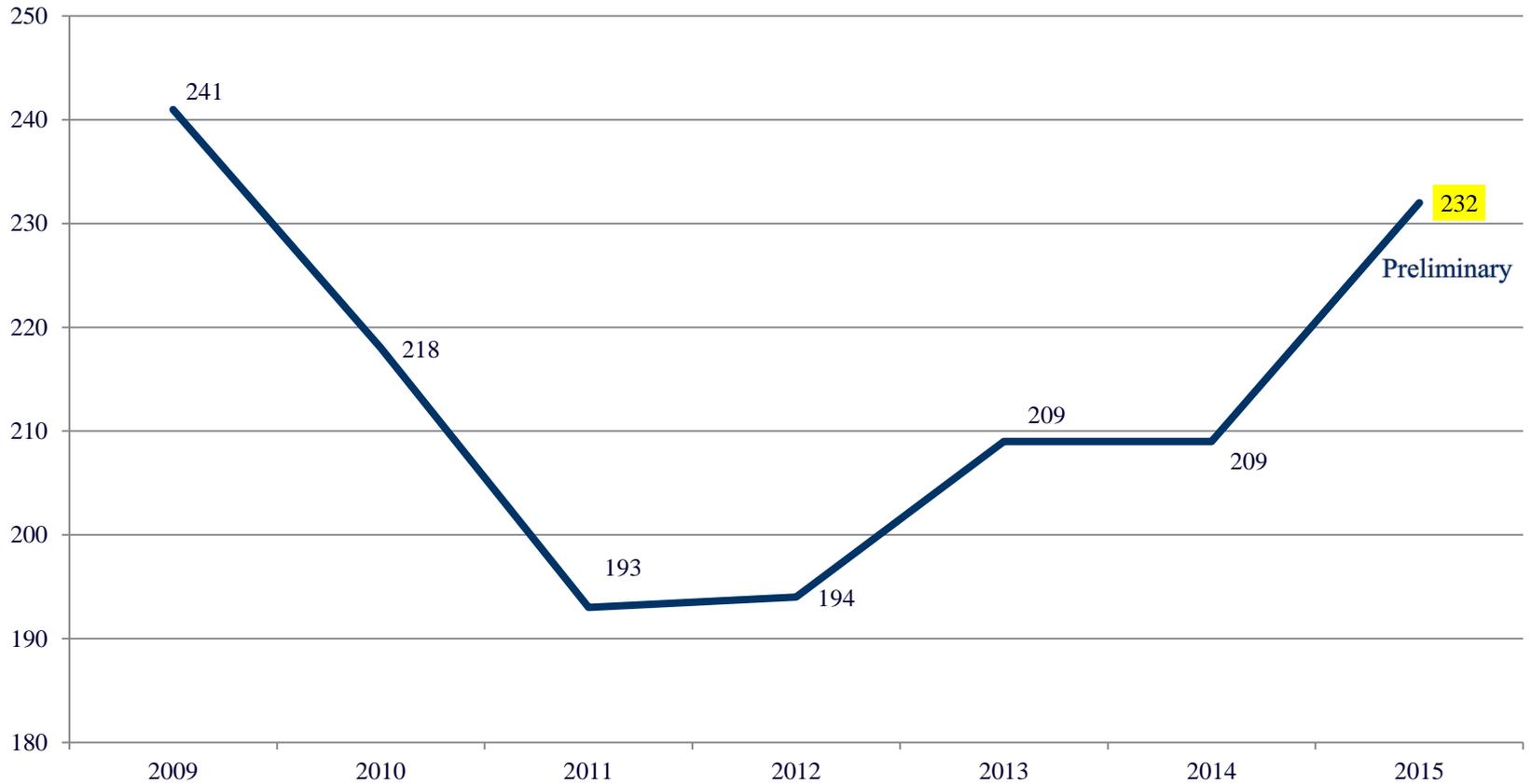


# DUI Arrest Durations w/o Blood Draw





# Impaired Driver Involved Fatal Collisions





**Goal 4: Deliver results-oriented, statewide public safety services.**

**Priority 4.2: Improve inter-agency and intra-agency information-sharing.**

**Area of Interest:** Increase drinking establishment coding by 20%.

### **Analysis:**

- Studies show that individuals consume alcohol at drinking establishments 50% of the time.
- The Liquor Cannabis Board (LCB) relies upon the data to assist in their regulatory function with over-service at licensed establishments.
- The LCB are will conduct compliance and educational contacts eight times more often when the establishment is producing a high number of impaired drivers. This means the establishment will be contacted 25 times annually versus only 3 times.
- WSP officers code drinking establishments 8% of the time versus allied agencies at 18%.
- Officers need to understand the importance of collecting the information.
- Processes to collect the data need to be simple and straightforward.
- The Draeger interface is slow to search data.

### **Action Plan:**

- Code books at instrument locations will be updated more frequently – three month cycle.
- Data field in the Draeger instrument will be modified to prevent error and increase speed.
- LCB will tailor the list to only include actual drinking establishment.
- Breath Test Program sergeants are attending district supervisor meetings to discuss the importance of the data entry.
- Breath test technicians are stressing the importance of collecting the data during training.
- LCB will be presenting during operator training to improve officer awareness.

Roanoke Office Remodel

SPECIAL THANKS TO THE PROPERTY MANAGEMENT DIVISION TEAM!

Captain Shane Nelson

Brian Bottoms

Tracy Boyer

Jim Anderson

Darrell Barnes

Greg Champlin

Richard Duke

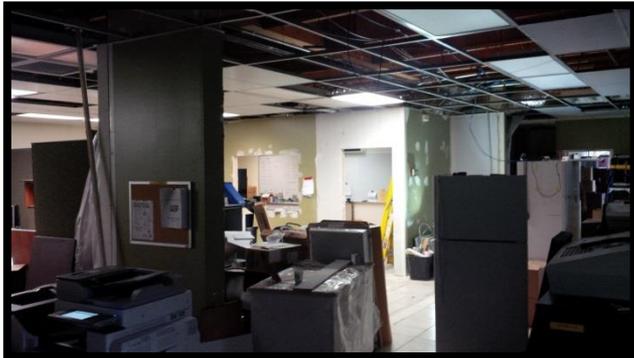
Nick Gilbert

Rachel Grayless

Greg Johnson

Brian Sheldon

Dan Warner





**STRATEGIC ADVANCEMENT FORUM**

# Toxicology Laboratory Division

**Dr. Fiona Couper  
Dr. Brianna Peterson**



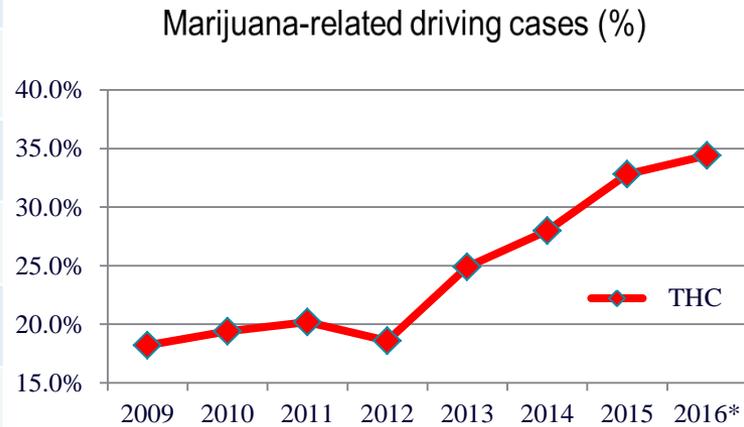
# Year-to-date case statistics (April)

Year	% change YTD '15 - '16	2016	2015	2014
# TOTAL CASES	↑ 16 %	4,856	4,204	3,958
DUI cases (WA, AK)	↑ 29 %	2,834	2,192	1,896
DRE cases	--	212	208	259
Death Investigations	↑ 1.6 %	1,714	1,687	1,684
Misc. case types	↓ 18 %	96	117	119
Turn Around Time (median)	↓ 3 days	16 days	19 days	27 days
# Analysts (average)	+0.5 FTE	12	11.5	12
# Court cases	↓ 14 %	139	162	155
# Court hours	↑ 3.9 %	699 hr	673 hr	780 hr
# Discovery Req/SDT received	↑ 104 %	137	67	102
# PDR/SDT pages released	--	520,840	410,875	-



# Year-to-date THC statistics (April)

Year	Total # of impaired driving cases received for testing	Percentage of total cases testing positive for THC
2009	4,809	18.2 %
2010	5,012	19.4 %
2011	5,132	20.2 %
2012	5,298	18.6 %
2013	5,468	24.9 %
2014	6,270	28.0 %
2015	7,044	32.8 %
<b>2016 (Apr)</b>	<b>2,842</b>	<b>34.4 %</b>





# Division Objectives

## Target:

## Current:

- Maintain compliance with ABFT and ASCLD/LAB-Intern. accreditation programs **on track**
- Complete 90% of death investigation cases within 50 days of receipt **95 %**
- Maintain median turnaround time for WA State impaired driving (DUI/DRE) cases under 25 days **15 days**
- Increase the number of drugs tested for in-house by 5% **on track**
- Implement electronic-reporting of Toxicology Reports to customers **pending**
- Provide a minimum of 10 training opportunities to scientific staff **on track**
- Provide a minimum of 1 major training and/or outreach activity to each customer group **on track**



## Toxicology Laboratory DIVISION

**Goal 4:** Deliver results-oriented, statewide public safety services.

**Priority 4.4:** Enhance criminal and forensic investigative capability and capacity.

**Area of Interest:** Increased caseload & maintaining turnaround time / scope of testing

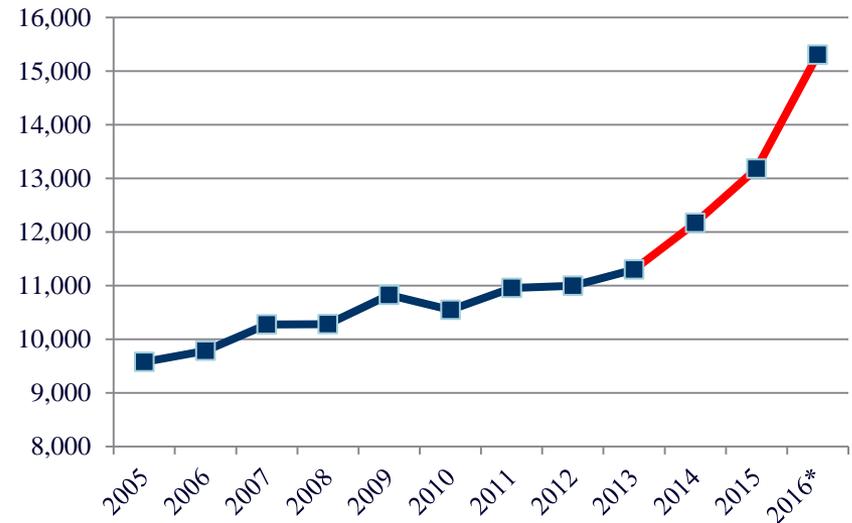
### Analysis:

- Casework submissions continue to increase significantly
- Observed annual increase of 10+% since 2013; currently 15% increase
- Law enforcement agencies submitting blood from more DUI's

### Outcomes:

- Scientists ( **↑ workload** )
- Budget ( **↑ costs** )
- Customers ( **↓ scope and ↓ timeliness** )
- Concerned with long-term staff burnout & ability to maintain services
  
- *Policy modification:*  
Consider reducing scope of testing
  
- *Procedural modification:*  
Change how we perform testing

Number of case submissions per year





## Toxicology Laboratory DIVISION

**Goal 4: Deliver results-oriented, statewide public safety services.**

**Priority 4.4: Enhance criminal and forensic investigative capability and capacity.**

**Area of Interest:** Increased caseload & maintaining turnaround time/scope of testing

### **Action Plan:**

#### **Expectations:**

- Aim to keep current scope of services
- Allow turnaround time to increase and create backlog if necessary

#### **Strategies:**

- Submit LARs for additional FTE's and \$\$
- Continue developing more efficient methods; Continue developing more efficient processes
- Use LC-TOF-MS technology – replace current 2-3 drug screens with 1 drug screen  
**Time 30 hours → 8 hours      Savings → reduce by ~75%**
- Employ scheduled “Batch” testing  
**Time → reduce by ~25%      Savings → reduce by ~25%**

#### **Next Steps:**

- Assess pros and cons
- Discuss potential impact with customers



## Toxicology Laboratory DIVISION

**Goal 4:** Deliver results-oriented, statewide public safety services.

**Priority 4.4:** Enhance criminal and forensic investigative capability and capacity.

**Area of Interest:** *State v. Salgado-Mendoza*

### **Analysis:**

- Court of Appeals decision requiring timely disclosure of testifying toxicology witness
- Jefferson County, incident 2012, trial 2013

### **Background:**

- Receive between 300-400 subpoenas per week for Blood and Breath cases
- Only approx. 3% of these cases go to trial
- Breath subpoenas typically list court date only and ask for “Toxicologist” or “Tox Lab”
- Upon subsequent request for names, typically provide names of 3 toxicologists
  - Exception: Seattle Muni court
- Working system in place with most jurisdictions
- Blood cases take priority over Breath cases
  
- Ongoing v. temporary problem?
  - Petition for review
  - Other strategies
  - Draeger instrument



# Blood subpoenas for June 6, 2016

Analyst	# Cases	Counties / State
AC	1	Snohomish
AG	1	Snohomish
AL	3	Alaska, King, Snohomish
BT	2	Kitsap, Snohomish
CM	1	Cowlitz
EW	3	King (2), Snohomish
JK	2	King, Snohomish
KH	3	Franklin, Snohomish (2)
LK	1	Snohomish
NN	7	King, Snohomish (4), Spokane (2)
<b>Total = 10</b>	<b>24 cases</b>	<b>6 counties + Alaska</b>



Toxicology Laboratory DIVISION

Blood subpoenas for June 6-7, 2016

Analyst	# Cases	Counties / State
AC	1	Snohomish
AG	1	Snohomish
AL	3	Alaska, King, Snohomish
BT	2	Kitsap, Snohomish
CM	1	Cowlitz
EW	3	King (2), Snohomish
JK	2	King, Snohomish
KH	3	Franklin, Snohomish (2)
LK	1	Snohomish
NN	7	King, Snohomish (4), Spokane (2)
<b>Total = 10</b>	<b>24 cases</b>	<b>6 counties + Alaska</b>

Analyst	# Cases	Counties / State
AG	4	King (2), Redmond (2)
AL	2	King (2)
BT	1	King
CJ	2	King (2)
DS	1	Alaska
EW	1	King
JK	2	Seattle Muni
KH	5	King (4), Mason
LK	2	Grays Harbor, King
<b>Total = 9</b>	<b>20 cases</b>	<b>3 counties + Alaska</b>



## Toxicology Laboratory DIVISION

**Goal 4:** Deliver results-oriented, statewide public safety services.

**Priority 4.4:** Enhance criminal and forensic investigative capability and capacity.

**Area of Interest:** *State v. Salgado-Mendoza*

### **Action Plan:**

#### Expectations:

- Honor all requests to provide one-name

#### Potential Strategies:

- Track incoming subpoenas & requests, types of subpoenas, & eventual outcome
- Multiple subpoenas for 1 person/day, notify all affected prosecutors
- Designate specific Toxicologist to cover specific region of the State, per week
- Phone and/or video testimony

#### Partnerships:

- Work closely with prosecutors (two-way communication)
- Meet specifically with WAPA & WSAMA executives to discuss working solutions

#### Next steps:

- Continually assess, and communicate with prosecutors

# *CRIME LABORATORY DIVISION*



*STRATEGIC ADVANCEMENT FORUM*

**JUNE 9, 2016**

**JAMES TARVER, CRIME LABORATORY DIVISION COMMANDER**

POSITIONS ALLOCATED : 152

POSITIONS OPEN: 13

## OPEN POSITIONS BY FUNCTIONAL AREA:

DNA: 5

ADMINISTRATIVE SERVICES: 1

MATERIALS ANALYSIS: 2

CODIS: 3

QUESTIONED DOCUMENTS: 1

LATENT PRINTS: 1

# CRIME LABORATORY DIVISION

# CLD BUDGET

## BUDGET INFORMATION: APRIL 30, 2016

### FY 2016 Expenditures

Total Budget	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	1,685,725	1,535,725	1,535,725	1,730,085	1,555,085	1,760,134	1,589,075	1,589,075	1,789,075	1,587,075	1,587,075	1,790,743	16,356,779	41,411,191
Expenditures	2,970,072	603,512	2,603,178	1,329,244	1,352,416	1,614,507	1,443,370	1,452,789	221,801	1,485,741			15,076,630	15,076,630
Variance	(1,284,347)	932,213	(1,067,453)	400,841	202,669	145,627	145,705	136,286	1,567,274	101,334	1,587,075	1,790,743	1,280,149	26,334,561

Travel	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	15,170	15,170	15,170	15,170	15,170	15,170	15,170	15,170	15,170	15,170	15,170	15,170	151,700	364,080
Expenditures	4,175	8,831	19,754	24,093	25,085	9,798	9,121	12,629	20,867	19,854			154,207	154,207
Variance	10,995	6,339	(4,584)	(8,923)	(9,915)	5,372	6,049	2,541	(5,697)	(4,684)	15,170	15,170	(2,507)	209,873

FTEs	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	157.50	157.50	157.50	157.50	157.50	157.50	157.50	157.50	157.50	157.50	157.50	157.50	1,575.00	3,780.00
Expenditures	136.99	136.67	136.78	136.59	138.37	137.84	139.35	142.06	137.89	141.27			1,383.81	1,383.81
Variance	20.51	20.83	20.72	20.91	19.13	19.66	18.15	15.44	19.61	16.23	157.50	157.50	191.19	2,396.19

Overtime	FM1 - JUL	FM2 - AUG	FM3 - SEP	FM4 - OCT	FM5 - NOV	FM6 - DEC	FM7 - JAN	FM8 - FEB	FM9 - MAR	FM10 - APR	FM11 - MAY	FM12 - JUN	Biennium to Date	Total Biennium
Allotment	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	360,000
Expenditures	10,298	19,762	6,333	13,287	15,990	10,943	12,754	18,521	10,652	15,873			134,413	134,413
Variance	4,702	(4,762)	8,667	1,713	(990)	4,057	2,246	(3,521)	4,348	(873)	15,000	15,000	15,587	225,587

**DNA STR CASEWORK PERFORMANCE MEASURES**

	2016 YTD	2015 YTD	Change	Change from Previous YTD (%)	Last 12 months	Prior 12 months	Change	Change (%)
Received	1,105	1,092	13	1.2	3,150	2,823	327	11.6
Completed	909	894	15	1.7	2,711	2,525	186	7.4
Mean Age in Days	 76	269	-193	-72	69	73	-4	-5.5

	April 2016	April 2015	Change	Change from Previous Year (%)
Pending Requests	686 	509	177	34.8 
Mean Age in Days	58 	45	13	28.9 

**FIREARMS PERFORMANCE MEASURES**

	2016 YTD	2015 YTD	Change	Change %	Last 12 months	Prior 12 months	Change	Change %
Received 	289	276	13	4.7	805	464	341	73.5
		0						
Completed	190	285	-95	-33	578	745	-167	-22.4
Mean Age in Days 	157	597	-440	-74	150	161	-11	-6.8

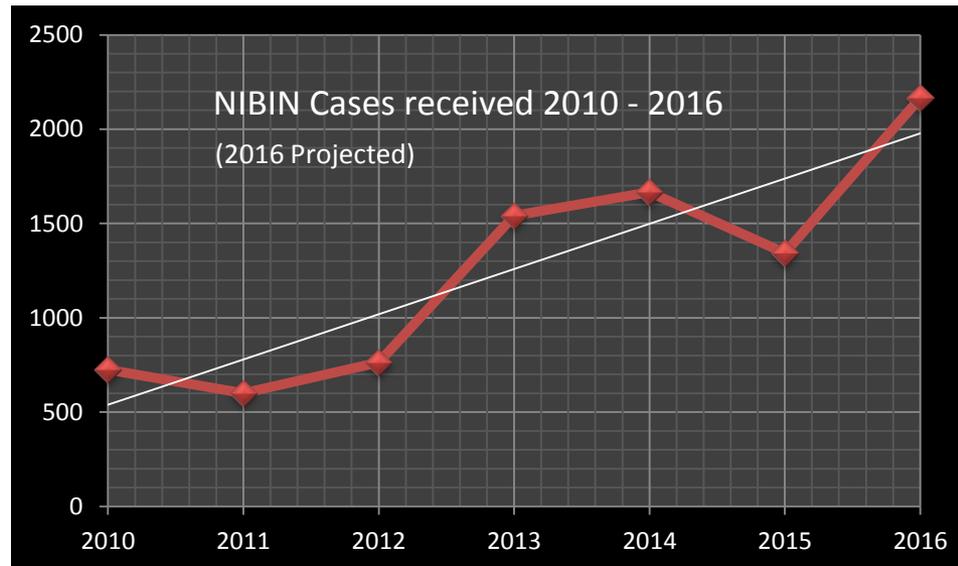
	April 2016	April 2015	Change	Change from Previous Year (%)
Pending Requests	416	294	122	41.5 
Mean Age in Days	157	137	20	14.6 

**NIBIN / IBIS PERFORMANCE MEASURES**

	April 2016	April 2015	Change	Change %
Pending Requests 	487	2,153	(1,666)	(77.0)
Mean Age in Days 	571	296	275	93.0

## NIBIN / IBIS PERFORMANCE MEASURES

YEAR	Seattle	Tacoma	Total
2010	257	467	<b>724</b>
2011	179	421	<b>600</b>
2012	246	517	<b>763</b>
2013	560	981	<b>1541</b>
2014	607	1060	<b>1667</b>
2015	634	709	<b>1343</b>
2016*	211	150	<b>361</b>
* YTD			
2016 Projected			<b>2166</b>



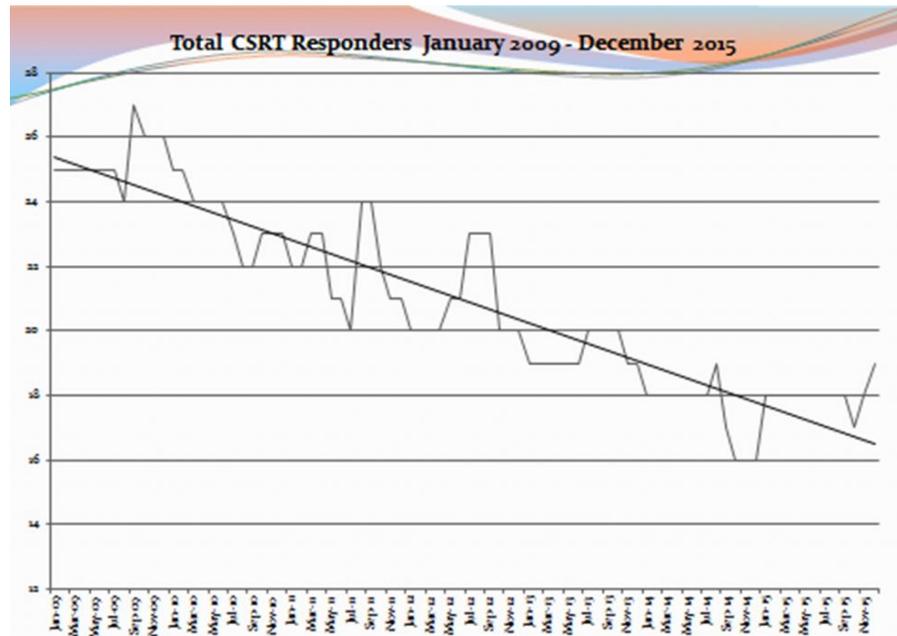
**LATENT PRINTS PERFORMANCE MEASURES**

	2016 YTD	2015 YTD	<i>Change</i>	Change %	Last 12 months	Prior 12 months	Change	Change %
Received	847	831	16	2	2522	2456	66	3
Completed	921	977	-56	-6	2932	2539	393	15

	April 2016	April 2015	Change	Change %
Pending Requests 	982	1495	-513	-34.3
Mean Age in Days 	105	162	-57	-35.2

**CSRT PERFORMANCE MEASURES**

	2016 YTD	2015 YTD	Change	Change %	Last 12 months	Prior 12 months	Change	Change %
➔ <b>CALLS</b>	40	38	2	5.3	157	118	39	33.1
➔ <b>HOURS</b>	1,183	985	198	20.0	2,998	2,330	668	29.0





## STRATEGIC ADVANCEMENT FORUM

# Government and Media Relations

**PIO Manager**  
Kyle Moore

**Captain**  
Monica Alexander

**Policy Analyst**  
Melissa Van Gorkom

**Goal 5: Improve and sustain agency infrastructure and business processes.**

**Priority 5.1: Develop, improve, secure, and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.**

### Area of Interest

Blackberry's not adequately equipping PIO's and Recruiters for success

### Target

Deploy new iPhones by August 1, 2016 to PIO's, Recruiters, and Executive Staff

### Analysis

- Blackberry's have poor picture quality, are cumbersome to interact with social media applications, and are unable to stream live video
- PIO's, Recruiters, and Executive Staff are visible brand ambassadors of the agency and are the face and image many of our potential WSP candidate's first encounter
- Need a secure network to protect emails, contacts, and calendars
- iPhones not only meet business needs but project competitive and forward thinking image to our prime candidates

*Blackberry*



*iPhone*



**Goal 5: Improve and sustain agency infrastructure and business processes.**

**Priority 5.1: Develop, improve, secure, and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.**

### Action Plan

- Blackberry has Good Technology App that maintains current level of security but can be used on Apple products such as iPhones and iPads
  - Department of Defense uses the App
- In June, set up meeting with Blackberry Reps and Executive Team and ITD to discuss moving to Good Technology
  - Blackberry sales reps say they can roll out new iPhones in 2 weeks after the contract is signed
- Deploy iPhones by August 1, 2016
- Assess and evaluate as needed
- For more information: [iPhone Pilot Project](#)



**Goal 5: Improve and sustain agency infrastructure and business processes.**

**Priority 5.1: Develop, improve, secure, and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.**

Out of 329 million recorded phone sales over the past three months, 319 million ran either Google's Android operating system or Apple's iOS alternative. That represents **96.8 percent of the market** according to a 2015 Gartner study. Blackberry represented **.3%** of the Smartphone market.

A photograph of five Washington State Patrol officers in blue uniforms and hats, standing on a brown metal roof. They are holding rifles and looking towards the camera. The background is a clear blue sky.

**Security:** The WSP needs to maintain a completely secure network for its smartphones. Currently, Blackberrys offer great security. Good Technology is powered by Blackberry. Good Technology allows iPhones to maintain the same level of security as Blackberry's by using a secure encrypted data container. Good Technology currently uses the BES12 enterprise security which is what current Blackberry servers use. The Good Technology is easy to use, secure and optimized for business users. The App can be downloaded from the iTunes Store. The App acts as a firewall and allows your emails, contacts, calendar and chats to remain secure on your phone.



## GOVERNMENT AND MEDIA RELATIONS

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Objective 1.1: Recruit, train, and retain a qualified and diverse workforce committed to the Washington State Patrol's mission and values.**

### Area of Interest

Work collaboratively with HRD to increase Trooper recruitment

### Target

Create effective social media campaign with HRD and outside contractor for latest Trooper recruitment effort

### Analysis

- Last recruitment cycle, social media proved to be a powerful tool
- According to our social media statistics, 69% of visitors are using mobile devices and more than a fourth of total visitors are between the ages of 18-34
- Bigger Picture was hired to help create a recruitment campaign for the WSP

### Action Plan

- As part of House Bill 2872, GMR met with HRD and Bigger Picture to implement a recruiting plan
  - Social media will be large component
- GMR will assist Bigger Picture in pushing out recruiting content online
  - Have already met to discuss key messaging, tone, style
- Work with Communications Division to implement recruiting campaign





## GOVERNMENT AND MEDIA RELATIONS

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Objective 1.8: Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.**

### **Area of Interest**

Create consistency in media messaging across divisions and districts

### **Target**

To create a regular and consistent system of feedback and communications between GMR and PIO's

### **Analysis**

- Current District and Division PIOs create own messages
- No consistent messaging across social media platforms
- PIOs refer media to GMR when it involves policy and statewide issues
- GMR initiated daily "6 Minute Stand-Up" meetings

### **Action Plan**

- Gearing up to apply "6 Minute Stand-Up" meeting model to PIO's
- Create "Style Guide" for all employees using social media on behalf of the Washington State Patrol (in the process)
- Create one-page weekly PIO internal newsletter that shares best practices and positive examples by PIO's
- Rebrand social media sites to look uniform
- Create communications plan to redirect area-related questions from main account to PIO accounts on Twitter

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Objective 1.8: Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.**

## Area of Interest

Utilize social media to better reach our public

## Target

Leverage social media tools and platforms to showcase programs, divisions, events, and employees of the WSP

## Analysis

- On average, only two to four pieces of content were being published monthly
- Engagement rates online were around .1%
- According to the PEW Research Center, 52% of online adults now use two or more social media sites
- Immediate need to capitalize on social media
- Moving InsideOut to an online format allowed GMR to post content faster than the print version



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Objective 1.8: Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.**

### Action Plan

- Feature events and different divisions of the WSP on InsideOut (as well as other social media mediums)
  - Example:. Posted District 2 Memorial video on Facebook; video received 9,000 views, 500 likes, 100+ shares in just 24 hours
- Already published blog posts on the following: Wenatchee area “Chief for the Day” event, Promotions, the 2016 WSP Memorial Ceremony, and much more
- Utilize videos; Videographer and GMR have already produced two, one-minute videos on VATS and the Canine Detection Unit
  - VATS video harnessed more than 5,000 views in just three days
- Implemented “Trooper Throwback” posts to highlight past work Troopers, WSP personnel have done in their community
- Create calendar to ensure content is distributed over social media each day
- Expand social media presence to Instagram

 **Washington State Patrol**  
Published by Kyle Moore [?] · April 17 · 🌐

As National Public Safety Telecommunications Week comes to an end, it is the Washington State Patrol's hope that the incredible and life-changing service dispatchers provide is never far from anyone's mind.

Learn about the Washington State Patrol's long and proud communications history on our blog now! #NPSTW2016



**Dispatching History**

If you were to walk through today's Washington State Patrol dispatch centers, you would find televisions lining wall-to-wall, computer monitors live-streaming troopers responding to a scene, and a ...

WSPINSIDEOUT.WORDPRESS.COM

 **WA State Patrol** @wastatepatrol · May 15

Today we lower our flag to half-staff in honor of Peace Officers Memorial Day. Join us in remembering those who sacrificed all. #PoliceWeek

👤 58 ❤️ 107 📄 ...

*VATS Video*



*K9 Training Video*





## GOVERNMENT AND MEDIA RELATIONS

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Objective 1.8: Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.**

After being active on social media for one month (April 1–30), GMR saw the following results:

### Facebook

Action	Increase
Actions on Page	43% +
Profile Likes	41% +
Videos	107% +
Reach	163% +
Page Views	59% +
Messages	100% +

### Twitter

Action	Increase
Tweets	3,850% +
Retweets	403% +
Impressions	710% +
Profile Visits	111.6% +
Likes	786% +
Mentions	5.4% +
Followers	439 +

### InsideOut

Action	Increase
Views	22,739 +
Profile Visitors	7,794 +
Views Per Visit	.55 +
Posts Published	21 +



## GOVERNMENT MEDIA RELATIONS

**Goal 2: Make people safe on Washington roadways.**

**Objective 2.2: Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists, and other calls for service.**

### Area of Interest

Provide innovative, educational resources for the citizens of Washington State

### Target

GMR team to produce and distribute multi-media education on safety laws, best practices

### Analysis

- We have utilized the “Good to Know” series for the past several years
  - Each video segment is either 2-6 minutes in length
- Current trends suggest 2-6 minute video segments are too long and the public is not watching the entire series
- We believe shorter segments – “A Minute with the WSP” videos - might be more impactful
  - According to Ad Age, videos distributed online lose 33% of viewers after 30 seconds and 45% of viewers after 45 seconds
- Limited communication between public and State Patrol
- Need a new website to house information



**Goal 2: Make people safe on Washington roadways.**

**Objective 2.2: Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists, and other calls for service.**

### Action Plan

- Create short, one-minute videos to distribute online through social media platforms and the WSP online blog, InsideOut
  - Videos will cover everything from educational tips and reminders to highlighting different divisions within the agency
- The public has reached out GMR multiple times with questions regarding unmarked Patrol cars. In response, GMR is currently working to produce a short video outlining the reason behind ADAT
- Work with other agencies to push safety messages
  - An example includes. GMR worked with the NHTSA to push “Buckle Up” campaign
- GMR has already launched “Ask a Trooper” series
  - We asked public for questions regarding left-lane driving
  - Lieutenant Mark Tegard answered those user-submitted questions via blog post
  - Distributed on InsideOut and other social media platforms
  - The article has already harnessed more than 2,500 views on InsideOut and shared 70 times over Facebook
- Work with ITD to create new website that will have easily accessible safety education resources





## GOVERNMENT AND MEDIA RELATIONS

**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.8: Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.**

### Area of Interest

Ensure that the agency has up to date and accurate rules

### Target

All agency WACs have documentation on file and are reviewed at least every other year for compliance

### Analysis

- All agency WACs are being reviewed at least every two years (compared to only about half in 2007)
- Since 2007 the percent of WAC Chapters on file with the rules coordinator has increased 65%
- Progress slowed from 2010-2013 due to the rules moratorium set by the Governor's Executive Order
- Currently the agency has 85% (33/39) of the agency rules updated and on file with the rules coordinator. Three of the remaining chapters on the list will be repealed once legislative changes are made. The agency proposed these legislative changes in 2015-16 but the bill did not make it out of the legislature

### Action Plan

- Will continue to work with division commanders to review applicable WACs at least every two years as required by WSP policy
- Ensure WAC documentation is available for each rule WSP maintains
- Continue to seek legislative changes for out of date WACs that are no longer necessary

**% of Agency WAC Chapters on File**







**STRATEGIC ADVANCEMENT FORUM**

# Human Resource Division

**Captain Travis W. Matheson  
Lieutenant Jason L. Ashley  
Dr. Ben Lastimado**



## HUMAN RESOURCE DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.1:** Recruit, train and retain a qualified and diverse workforce committed to the WSP's mission and values.

**Division Objective:** Reduce the number of employees (Civil Service/Commissioned/Cadets) who separate from the WSP.

**Target:** Utilize information from surveys to identify next steps to improve retention.

WSP Attrition		
	2015 YTD	2016 YTD
Commission Separation	16	9
Commission Retirement	17	16
Civil Service Separation	22	33
Civil Service Retirement	10	10
Cadet Separation	6	8

### Action Plan

The following Survey have been put into place to gather data regarding factors related to retention:

- New Hire Experience Survey
- Employee Life Cycle/Engagement Survey
- Employee Engagement Survey (Statewide)
- Employee Exit Survey
- Pulse Surveys



**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.1:** Recruit, train and retain a qualified and diverse workforce committed to the WSP's mission and values.

**Division Objective:** Reduce the time to fill vacancies for Non-Ready Hire Positions.

**Target:** 60 Calendar days from the date the position was approved to fill

Time to Fill		
	# Civil Service Hired	Median Days to Fill
Jan	16	38
Feb	27	80
March	26	67
April	23	52
<b>YTD</b>	<b>92</b>	<b>59</b>

### Action Plan

- Conduct Lean Review on Civil Service Recruitments
- Ongoing review of time to hire to monitor improvements and identify any problems



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.1: Recruit, train and retain a qualified and diverse workforce committed to the WSP's mission and values.**

**Division Objective:** Reduction in Time Loss

**Target:** Reduce Time Loss by 5% from 2015 end of year time loss

Time Loss		
	Days	Employees
2014 YTD	104	16
2015 YTD	61	11

\*Data does not include individuals on maternity or paternity leave

## Analysis

Time-Loss is a cumulative of the following actions:

- Temporary Disability Leave
- Work Related Injuries
- Limited Duty

## Action Plan

- Continue to provide training to supervisors/managers/leaders on all medical related subjects they are responsible for
- Continue to use the Reasonable Accommodation IAP in a timely manner
- Provide Safety training and monthly safety messages.
- Provide quarterly injury/exposure trends to district and division commanders.
- Attain as least 80% of WSP employees completing the Smart Health Well Being Assessment
- The WSP Safety Manual is under revision to establish standardization within the divisions, compliance with laws and CBA, to improve safety and wellness.



## HUMAN RESOURCE DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.1:** Recruit, train and retain a qualified and diverse workforce committed to the WSP's mission and values.

**Division Objective:** Ensure the WSP workforce diversity is reflective of the Washington State population.

**Target:**

1. Successful hire of 60 Trooper Cadets for the 31<sup>st</sup> Arming Class. Females to represent 33% of the arming class.
2. Attend 100% of Public Safety Testing (PST) testing events.

<b>31st Arming Class</b> <b>Current Numbers as of May 31, 2016</b>	
<b>Number 31st Arming Hired:</b>	<b>33</b>
• 15 of 16 Public Safety Testing (PST) events attended	
• 464 Applicants tested	
• 1,285 Applicants applied to WSP	
*31st Arming Class Begins 08/15/2016	

**Action Plan**

- Target recruitment efforts and advertising towards the successful hire of 60 trooper cadets for the 31<sup>st</sup> arming class with an increased focus towards female applicants.
- Utilize District Recruiter program to support and compliment HRD recruiting plan by:
  - Ensure a WSP recruiter is present at all PST testing events
  - Create a positive mentoring program for all newly hired cadets
  - Focus recruiting efforts of all field recruiters through the use of a comprehensive recruitment plan
  - Conduct quarterly recruiting meetings



**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.1:** Recruit, train and retain a qualified and diverse workforce committed to the WSP's mission and values.

**Division Objective:** Recruit, process and hire 60 quality trooper cadets every Arming Class.

**Target:**

1. Median wait time of 15 days for all applicants for polygraph;
2. Median cycle time of 20 days for backgrounds

Polygraph & Background		
	Number complete	Median wait/cycle time
Polygraphs	505	16
Background (total)	270	13

**Action Plan**

- Complete effective and efficient administration of polygraphs examinations for all employees and evaluating internal process to reduce unnecessary wait times.
- Ensure background investigations are completed in a thorough and timely manner leveraging flexible schedules and technology to reduce waste.
- Use Temporary background investigators to conduct background functions to decrease cycle time.



**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.6:** Improve Supervisor/manager/leader and non-SMLs access to learning opportunities.

**Target:** Provide additional methods for delivering training to assist in improving KSAs for SML/non-SML employees

Upcoming Training		
Training Title	Date	Training Type
What Supervisors Need to know About HR	July 2016	Recorded Training
Judgement: How Leaders Make Great Calls	07/07/2016	WebEx
Developing Training Plans	07/28/2016	WebEx
Employee Action Requests	08/11/2016	WebEx
CVEO On-Site Training	08/24-25/2016	HRD On-Site

**Action Plan**

To provide more and faster access to professional growth opportunities for all employees, utilize:

- Supervisor Basic/Mid Manager Academy Training
- HRD Task Force in developing the Learning System
- Successful Workplace Practices
- Provide 8 Online (WebEx), 6 HRD In-House Training for different job classes, 10 Online How-To/Recorded, 4 Worksite
- Licenses were purchased from Lynda.com, an on-line training provider, that has over 1,000 types of training subjects for SML/Non-SML



## STRATEGIC ADVANCEMENT FORUM

# Information Technology Division

**Mr. Eric Vonderscheer, Division Administrator**  
**Mr. Scott Jarmon, Assistant Division Administrator**  
**Mr. Glenn Briskin, IT Planning Section Manager**  
**Mr. Robert Marlatt, WAJIS/ADSS Manager**  
**Mr. Steve Brown, Softphone Project Manager**



# Follow up

**None**

**Goal 5:** Improve and Sustain agency Infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

**Area of Interest:** ESD and ITD deploy Softphone software (Jabber) to the MOP Computers.



**Project Status**

Scope	Schedule	Budget
-------	----------	--------

Milestones	Target	Status
Contract Signed for Cisco Services	2/10/2016	✓
Upgrade VoIP Core (SDC Migration)	2/29/2016	✓
Bluetooth Headset Procurement	4/1/2016	✓
Conduct Field Quality of Service Testing	5/3/2016	✓
Complete Jabber Configuration (Cisco)	5/6/2016	✓
Deployment of Jabber to identified Users	5/31/2016	●

**Accomplishments and Comments**

- Deployment in final stages
  - Currently 65.9 % complete (as of 5/25).
  - Minimal Customer Service assistance required.
- User Acceptance is Priority #1.
  - Feedback has been positive in usability and quality.

✓ = Completed   ● = On schedule   🟡 = Delay in schedule   ✖ = Schedule at risk

**Goal 5:** Improve and Sustain agency Infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

**Area of Interest:** Resource limitations impact ITD's ability to respond to demand for new technologies.



- **Improve ITD recruitment and retention process to keep the vacancy rate at the minimum possible.**
- **Continue agency technology strategic planning to ensure the staff is focused on what matters most to the agency and gives the agency the most value for the technology dollar.**
- **Organizational and technology restructuring to ensure maximum effectiveness of staff and allocation of resources.**
- **Research new methods of delivering services (vendors, contractors, cloud services, etc.) to ensure we are as efficient as possible. (e.g., Agile Management, rapid application development, Lean processes, etc.).**
- **Ensure adequate one-time and recurring support resources are allocated with new projects such as the Sexual Assault Kit (SAK) tracking system.**
- **Continue to seek appropriate funding and resources to ensure the ability of ITD to provide efficient effective services to enable the work force to provide the most cost effective service to the citizens of the State of Washington.**



**Goal 5: Improve and Sustain agency Infrastructure and business processes.**

**Priority 5.1: Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.**

**Area of Interest: Resource limitations impact ITD’s ability to respond to demand for new technologies.**

**Target: Improve the SECTOR application with Washington Traffic Safety Commission (WTSC) grant funds.**

**Analysis:**

- Back log of desired Sector enhancement and improvements.
- Limited development and operational support resources.
- Previous legislative package for additional resources unsuccessful.
- Participated with WTSC’s Sector review and options for Sector support models.
- Requested and received WTSC grant funding.
- New Sector services increases demands on support staff.

**Action Plan:**

- Contract for project manager and vendor development support.
- Collision Enforcement Database project underway.
- Continue to solicit Agency support for increased resources for on going operational support.

Electronic DUI Packet
<ul style="list-style-type: none"> <li>• Statewide DUI Database</li> <li>• User Interface to Collect DUI Packet information once and produce appropriate reports</li> <li>• Backoffice administration capabilities.</li> </ul>
Jul 2016 – Jun 2018
Funded by WTSC (\$640K)

Collision Enforcement Database
<ul style="list-style-type: none"> <li>• Move Collision Data to WSP</li> <li>• Collision Analysis Tool</li> </ul>
Complete Sep-2016
Funded by WTSC (\$375K)

Sector XY Coordinates Module
Add module to allow LEO to locate collisions on a map
May 2016 – Jun 2017
Funded by WTSC (\$125K)



**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure, and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

**Area of Interest:** Significant number of SAO audit findings are not resolved and process is behind schedule.

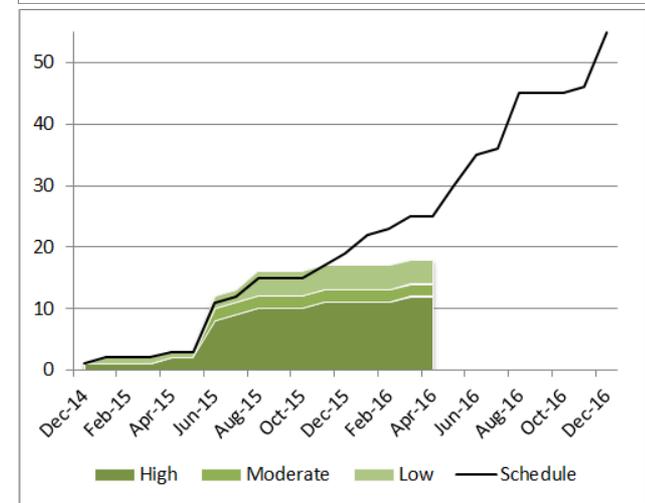
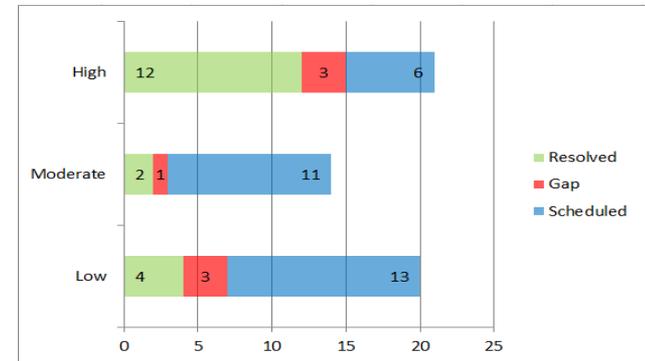
**Target:** Resolve all findings by December 2016.

**Analysis:**

- Audit completed in 2014 had 55 finding. Each of the findings were ranked as High (21 findings), Moderate (14 findings), or Low (20 findings).
- Efforts are behind schedule for achieving the target of resolving all findings by year's end. Currently we are 7 findings behind.
- Low available resources in ITD and ESD. Daily priorities and emergencies are taking time from staff needed to resolve these findings.
- WSP is due for another audit in 2017.

**Action Plan:**

- Short term
  - Assigning relevant findings to appropriate managers for resolution.
  - Bring on a college intern to help the IT Security Officer with minor time consuming tasks.
- Long term
  - Submitted a Decision Package for additional resources to mitigate further audit findings.





**Goal 5: Improve and Sustain agency Infrastructure and business processes.**

**Priority 5.1: Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.**

**Area of Interest: Resource limitations impact ITD's ability to respond to demand for new technologies.**

**Target: Complete Agency IT Roadmap by September 2016.**

**Analysis:**

- The Technology Roadmap assists setting agency wide IT direction and technology strategies.
- Focuses limited resources on the most valuable efforts.
- Completed Division Technology Plans were instrumental in identifying desired IT improvement outcomes.
- The Technology Roadmap Committee's input were instrumental in identifying the common improvement outcomes for program areas.
  - Examples:
    - Integrated Case management.
    - Public disclosure and content management.
    - Assets management.
    - Training management.
    - Sustaining IT infrastructure.

The Technology Roadmap work supports and focused the Legislative Action requests leading to the draft Decision Packages.

**Action Plan:**

The developed Decision Packages are brought forward for approval.

The 2016 Roadmap will be finalized based on approved Decision packages.

Continue annual refinement of Technology Roadmap during the year.



## INFORMATION TECHNOLOGY DIVISION

**Goal 5:** Improve and Sustain agency Infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

Objectives	Scope	Schedule	Budget
Deploy Softphone software (Jabber) to MOP computers	➡	➡	➡
Relocate Server/Network Infrastructure to State Data Center	➡	➡	➡
Criminal Records System Replacement (W2)	➡	➡	➡
Maintain and Improve the Agency's IT Computer Architecture and Infrastructure to Achieve 99.9% Availability	➡	➡	➡
Ensure Mission Critical Agency Applications are Based on Modern, Stable Technologies Capable of Supporting Agency Goals and Responsibilities	➡	➡	➡
Maintain and Improve the Agency's IT Security Compliance with the State OCIO Security Standards	➡	⬇	➡
Provide High-Quality Customer Service in Support of the Agency's Use of Technology	➡	➡	➡
Identify, Plan, and Deliver Business System Improvements	➡	➡	➡



## INFORMATION TECHNOLOGY DIVISION

**Goal 5:** Improve and Sustain agency Infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

Objectives	Scope	Schedule	Budget
Planning and Discovery for Statewide Asset Management			
Planning and Discovery for Statewide Training, Testing, and Certification			
Sexual Assault Kit Tracking System			
TAS Rewrite			
Electronic DUI Packet			
New & Upcoming Projects			
<i>Pipeline of Remedy Applications</i>			
<i>New external facing Web Page Design</i>			

**Goal 5:** Improve and Sustain agency Infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

**Area of Interest:** Relocate server and network infrastructure into the State Data Center (SDC).



### Accomplishments and Comments

- Good progress on current schedule.
- Continue to meet our objective to avoid any disruption to services.
- CAD move completed in May.
- New budget and schedule baselines approved.
- Circuit migrations completed.
- Remaining migration of ACCESS is complex and may require a series of short outages to prepare.

<u>Project Status</u>	Scope	Schedule	Budget
Milestones	Target		Status
Network Core/Servers Ready for Application Migration	April 2015		✓
WSP Data Replicated at SDC and WSP	Jul Aug 2015		✓
Migration Sprint 1	June 2015		✓
Migration Sprint 2	Aug 2015		✓
Migration Sprint 3	Oct 2015		✓
CAD Upgrade	Feb 2016		✓
Migration Sprint 4 and 5	Dec 2015		✓
Migration Sprint 6 (MOP)	Mar 2016		✓
WIN/ABIS Migration	Mar 2016		✓
CAD Migration	May 2016		✓
ACCESS Migration	Aug 2016		●

✓ = Completed   
 ● = On schedule   
  = Delay in schedule   
 ✗ = Schedule at risk

**Goal 5:** Improve and Sustain agency Infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

**Area of Interest:** Upgrade/replace existing Criminal History/Crime Information System (W2) with a modern commercial application.



**Accomplishments and Comments**

- Contract executed with Leidos.
- Project Initiation activities began April 5, 2016.
- Updating DES Delegated Authority and OCIO Procurement Phase Investment plan.
- Project is progressing through the project initiation and preparing for the Gap Analysis

<b>Project Status</b>	<b>Scope</b>	<b>Schedule</b>	<b>Budget</b>
<b>Milestones</b>	<b>Target</b>		<b>Status</b>
Complete Implementation Planning Conference	Feb 2016		✓
Contract Execution	April 2016		✓
Project Initiation	June 2016		●
Gap Analysis Complete	Dec 2016		●
CCH Development Phase	Jan 2017 – Feb 2019		●
CIC Development Phase and Implementation	Mar 2019 – Feb 2020		●

✓ = Completed   
 ● = On schedule   
  = Delay in schedule   
 ✗ = Schedule at risk

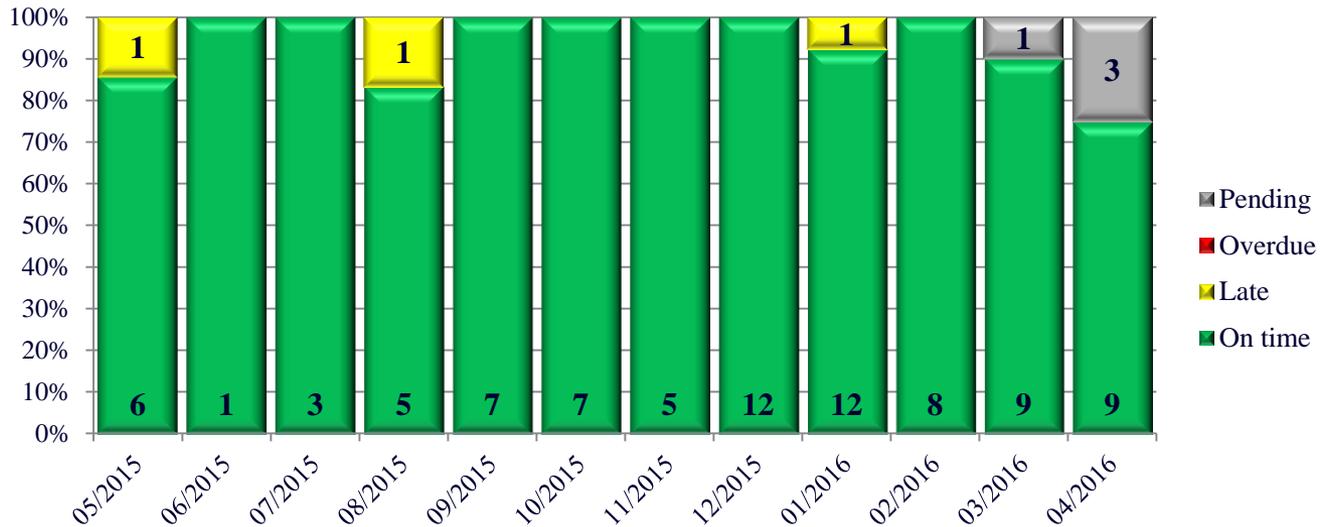


# Overview and Evaluations

	Authorized	Assigned	Available	% Assigned	% Available
<b><u>Division Total</u></b>	<b>97</b>	<b>83</b>	<b>83</b>	<b>86%</b>	<b>86%</b>
<b>Admin</b>	<b>11</b>	<b>7</b>	<b>7</b>	<b>64%</b>	<b>64%</b>
<b>CSU</b>	<b>30</b>	<b>26</b>	<b>26</b>	<b>86%</b>	<b>86%</b>
<b>ADSS</b>	<b>33</b>	<b>31</b>	<b>31</b>	<b>94%</b>	<b>94%</b>
<b>ISSS</b>	<b>18</b>	<b>14</b>	<b>14</b>	<b>77%</b>	<b>77%</b>
<b>ITPS</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>100%</b>	<b>100%</b>

**Positions Not Available**

Vacancies:	<b>14</b>
In-Training/Probationary:	<b>8</b>
FMLA:	<b>1</b>
Military Leave:	<b>0</b>
Admin Reassignment:	<b>0</b>





INFORMATION TECHNOLOGY DIVISION

# Division Budget

Total Budget	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	503,420	518,120	555,220	556,170	835,270	573,670	586,570	574,770	583,770	599,170	607,670	590,770	5,886,150	15,547,327
Expenditures	476,445	659,660	517,029	473,630	620,713	529,895	490,633	481,019	468,564	502,231			5,219,819	5,219,819
Variance	26,975	(141,540)	38,191	82,540	214,557	43,775	95,937	93,751	115,206	96,939	607,670	593,770	666,331	10,327,508
Travel	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	11,000	26,400
Expenditures	161	1,401	1,987	366	385	(570)	24	-	100	-			3,854	3,854
Variance	939	(301)	(887)	734	715	1670	1,076	1,100	1,000	1,100	1,100	1,100	7,146	22,546
FTEs	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	64.50	64.50	64.50	64.50	64.50	64.50	64.50	64.50	64.50	64.50	64.50	64.50	645.00	1,566.00
Expenditures	58.47	60.07	55.87	56.76	57.27	55.96	57.49	53.47	54.03	53.84			563.23	563.23
Variance	6.03	4.43	8.63	7.74	7.23	8.54	7.01	11.03	10.47	10.66	64.50	64.50	81.77	1,002.77
Overtime	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	19,000	45,600
Expenditures	1,819	358	738	347	2,806	637	2,365	820	69	951			10,910	10,910
Variance	81	1,542	1,162	1,553	(906)	1,263	(465)	1,080	1,831	949	1,900	1,900	8,090	34,690



# Accomplishments

## Accomplishments:

- ESD and ITD Roll out of Soft Phones to MOP troopers.
- SDC Project, CAD system migrated.
- ACCESS Message Switch data interfaces upgrades completed (XML).
  - Vehicle and Stolen Vehicle interfaces for DOL.
  - Marijuana Manifest for LCB.



**STRATEGIC ADVANCEMENT FORUM**

# **Risk Management Division**

**Dr. Donald Sorenson, Commander**

**Ms. Gretchen Dolan, Public Disclosure Section**

**Ms. Lila Kirkeby, Strategic Planning and Accountability Section**

**Sergeant Michael Faulk, Audit Section**



# Follow up



**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

### Supreme Court 89629-1 – Wade’s Eastside Gun Shop v. L&I – March 24, 2016

- Whether a trial court has discretion to calculate penalties for nondisclosure of public records on a per-page basis by defining the term "record" to include a single page.
- Whether the trial court correctly found that L&I violated the PRA during five separate time periods, and appropriately imposed penalties for each time period.

Time Period	Penalty	Payout
51 days	\$0.02 per page	\$ 5,431.00
125 days	\$0.25 per page	\$ 169,718.75
15 days	\$0.01 per page	\$ 814.65
34 days	\$1.00 per page	\$ 184,654.00
10 days	\$5.00 per page	\$ <u>147,640.00</u>
Subtotal		\$ 508,258.40
Attorney Fees		\$ <u>38,250.86</u>
<b>TOTAL</b>		<b>\$ 546,509.26</b>

### Potential Major Impacts to WSP:

- Penalties in the \$20,000+ per day range are now possible. **Charged to your accounts!**
- Raises risk that very few cases will settle out of court for relatively small sums with such high potential payouts possible.
- What happens when an agency mistakenly withholds a 4,000 page spreadsheet, or a 4 million field database?



## RISK MANAGEMENT DIVISION

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

**Area of Interest:** Records Management – Going Paperless (aka: Scanning and Tossing).

**Target:** Establish quality control procedures and work instructions to ensure compliance with the requirements and standards set forth by Washington State Archives (*Requirements for the Destruction of Non-Archival Paper Records After Imaging*) and WAC Chapter 434-663 (*Imaging Systems, Standards for Accuracy and Durability*).

### Analysis:

- Many divisions/districts have already turned to scanning and tossing documents in an effort to go paperless.
- Numerous inefficiencies:
  - *Complete and accurate images are not being captured.*
    - ▶ If there is any color on the document being scanned, it must be scanned in color.
    - ▶ If there is any writing on the back of a document, it must also be captured.
  - *Images are not being verified before originals are destroyed.*
    - ▶ Visual comparisons and inspections of each imaged record and source document must be incorporated into the scanning process.
  - *Records where complete and accurate images cannot be obtained are not being retained for the entire retention period as required.*
    - ▶ Source documents that are not completely legible (faded, coffee stain covering information, torn, etc.) must be retained for the entire minimum retention period.

## Area of Interest: Records Management – Going Paperless (aka: Scanning and Tossing)

involved in collision with patrol vehicle

total loss.  
American Family Insurance (185096077) Claim #  
Scott Moser  
1-800-693-6336 ext # 21794

IAA Lot # 16/48996

10/14/15 spoke to Scott  
will contact IAA to release

10/14/15 spoke Scott will call IAA

10/14/15 called spoke to Scott will call IAA again

Collision  60 Day Letter

Search Warrant

Stolen check

Inventor

Tow bill  Company Paulsen's towing

Amount \$ 800.37

Tow write off

Invoice Sent

Insurance company

CRIMINAL CHARGE(S)? YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>		LIST CHARGE(S): DUI (DRUGS)					
ITEM #	QTY.	PROPERTY DESCRIPTION	LIST MANUFACTURER'S NAME, CALIBER, ARTICLE TYPE, MODEL #, SERIAL #, OWNER APPLIED #, IF APPLICABLE	ITEM WEIGHT	PACKAGE WEIGHT	PKG. #	BIN #
CL3709	1	GRAY TOP BLOOD VIAL					
CL3709	1	GRAY TOP BLOOD VIAL					
<del>CL3708</del>							
EVIDENCE TRANSPORTED FROM BELLINGHAM TO MARYSVILLE ON 1-5-16 BY X397							
RECEIVED BY: <u>Scott Moser</u>		PERSONNEL # <u>X397</u>		DATE / TIME <u>1-5-16 1412</u>			
SIGNATURE OF PROPERTY CUSTODIAN		PERSONNEL #		DATE / TIME			
ADDITIONAL REMARKS		(READ REVERSE SIDE FOR FOUND PROPERTY)		DISPOSAL STATUS CHECK			
				DATE	DISPOSITION	INITIALS	





### **Risks:**

- Potential PRA lawsuits for not providing complete and accurate copies of records in response to public records requests.
- Penalties per RCW 40.16 (*Public Documents, Records, and Publication – Penal Provisions*) include fines and possible jail time if the agency destroys information inappropriately.

— **RCW 40.16.010 - Injury to public record.**

Every person who shall willfully and unlawfully remove, alter, mutilate, destroy, conceal, or obliterate a record, map, book, paper, document, or other thing filed or deposited in a public office, or with any public officer, by authority of law, is guilty of a class C felony and shall be punished by imprisonment in a state correctional facility for not more than five years, or by a fine of not more than one thousand dollars, or by both.

— **RCW 40.16.020 - Injury to and misappropriation of record.**

Every officer who shall mutilate, destroy, conceal, erase, obliterate, or falsify any record or paper appertaining to the officer's office, or who shall fraudulently appropriate to the officer's own use or to the use of another person, or secrete with intent to appropriate to such use, any money, evidence of debt or other property intrusted to the officer by virtue of the officer's office, is guilty of a class B felony and shall be punished by imprisonment in a state correctional facility for not more than ten years, or by a fine of not more than five thousand dollars, or by both.



**Area of Interest:** Records Management – Going Paperless (aka: Scanning and Tossing)

### **Action Plan:**

- Work with the Secretary of State to develop written quality control procedures and work instructions to ensure a consistent capture of complete and accurate copies of original records.
  - Identify other state agencies that have well-established quality control procedures and work instructions.
- Provide agency-wide training and education to staff with scanning responsibilities to ensure they adhere to the requirements and procedures.



## RISK MANAGEMENT DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

**Area of Interest:** Progression of the WSP Developmental Job Training.

**Target:** Provide Lean DJA Training to 60 personnel during 2016.

### What is working well?

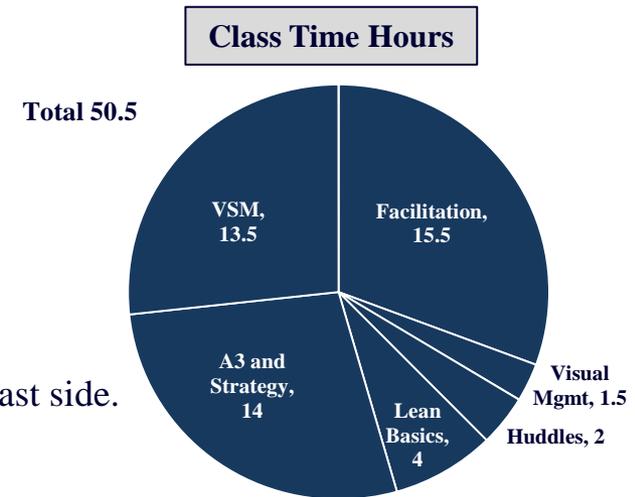
- The partnership with DSHS is working well.
- We are about 50% of the way through Class 1 of 20 personnel.
- Students are engaged and excited to learn what Lean is all about.
- DSHS is willing to discuss partnering with WSP to hold courses on the east side.

### What is not working well?

- Class 2 will begin June 22 and we have 11 people signed up (class max 20).
- Participants are asked to work with management to gain experience and build skills in Lean problem-solving and supervisors have not been trained.
- Supervisors need more information.

### Roles of Leaders (a few examples)

- Actively champion the agency's Lean vision, direction, and efforts.
- Engage with line employees to reinforce Lean mindset.
- Devote time and energy to developing a Lean culture.
- Promote taking calculated risks for process improvement.





# RISK MANAGEMENT DIVISION

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

**Area of Interest:** Protect our Investment (Developmental Job Assignment (DJA) Training Progression).

**Target:** Provide Lean DJA Training to 60 personnel during 2016.

### Analysis:

- Personnel/students are excited to experience and practice using the Lean Tools.
- Students have support of their supervisors to use 20% of their time for the 6 months of training to learn and apply their learning.
- Agency leaders could benefit from training on how to support Lean Practitioners in their journey.

### Student Evaluations

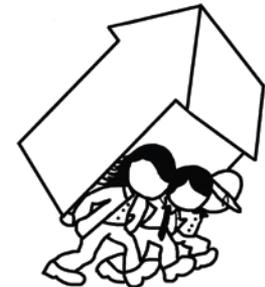
- The involvement with the instructors and students is great.
- Loved the activities and the groups are working well.
- I am excited to learn what's next and keep going.

### Plan of Action:

Develop a mandatory on-line training (30 minutes or less) specifically for supervisors of DJA participants.

Bureau Numbers (Class 1)	
FOB	6
CVEB	1
FPB	2
FLSB	*
ISB	4
TSB	6
<b>TOTAL</b>	<b>19</b>

\* FLSB – Ms. Kristina Hoffman has been approved to assist as a facilitator/trainer for the DJA Program.





**Goal 4: Deliver results-oriented, statewide public safety services.**

**Priority 4.4: Enhance criminal and forensic investigative capability and capacity.**

## Success

Evidence packaging procedures have been modified to eliminate sealing all manufactured seams on packages. A new tape has been identified to work better for sealing evidence packages.

### **Analysis:**

- No known reason when or why the practice of sealing all seams began (at least 35 years ago).
- No other law enforcement agency engages in this practice.
- No case law, legal claim, standard, or practice is known to exist that recommends sealing all seams.
- Over-sealing of packages is counter-productive to forensic staff.
- Current tape is difficult to handle, does not hold up well over time, and does not offer proper sealing for certain items (boxes, bulky items).

### **Action Plan:**

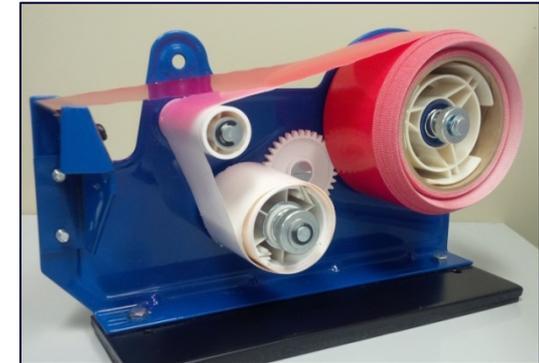
- RMD's Audit Section researched CALEA and WASPC standards, IAPE guidelines, and legal opinion from the AG's office to determine any basis for the practice.

**Goal 4:** Deliver results-oriented, statewide public safety services.

**Priority 4.4:** Enhance criminal and forensic investigative capability and capacity.

**Action Plan: (continued)**

- Field interviews from forensic staff and PEC's revealed over-sealing of packages made their work more difficult (accessing package, no room to add their identifiers, crime lab tape for re-sealing after examination, PEC labels, etc.).
- Several different types of tape were acquired to undergo field testing by selected participants (D-1, D-2, D-5). These participants submitted review forms rating each type of tape.
  - Conclusion—none were much better than current tape.
- Result—no basis for sealing all seams. Eliminating this practice will increase efficiency, conserve material, and improve durability.
- Current supplier now offers nearly the same tape but with better adherence and durability.
  - New dispensers for a wider tape will make packaging much easier and reduce waste.
    - ▶ Automatically takes up paper backing.
    - ▶ Cutter tears tape evenly and creates a serrated edge on all four sides.





## RISK MANAGEMENT DIVISION

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.5:** Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.

### Impounds and Torts

IMPOUND STATISTICS 2016	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	YTD Total	2015 Totals
Impound Hearings	14	6			20	81
Favorable Resolutions	12	3			15	66
Unfavorable Outcomes	2	1			3	15
Favorable Appeals	0	0			0	1
Failure to Appear	0	0			0	8

TORT ACTIVITY 2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD Total	2015 Totals
Claims Received	4	6	10	8	6								34	86
Claims Closed/Settled	5	13	8	5	6								37	77
Record Holds Established	1	1	2	2									6	26
Record Holds Lifted	2	1	1	0									4	56
RFDs Processed	1	1	2	0									4	16



## 2016 Monthly Claims Detail

TORT CLAIM CAUSE Claims Received in 2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD Totals	2015 Totals	Policy Violations	Policy Violation Claim Costs	Missed Timeline No Discipline
Col Parked Veh - SV				2	1								3	2	3	\$ 2,749.53	
Col Stopped Veh - SV	2	3	2	1	1								9	16	9	\$ 8,426.84	
Deny Rts/Civil	1		1		1								3	9			
Deny Rts/Prop													0	14			
Enforcement Prop													0	1			
Excessive Force													0	2			
False Imprisonment													0	2			
Hit Obj Off Road - SV													0	1			
Ln Change/Passing - SV	1	1	3	1									6	12	5	\$ 15,563.42	1
Pursuit/Response				1									1	7			
Tow/Push - SV			1										1	4			
Vehicle Impound													0	2			
Yield/Impr Turn - SV		2	2	2	3								9	8	7	\$ 48,289.84	1
Misc (two or less claims)			1	1									2	6	1		
<b>TOTALS</b>	<b>4</b>	<b>6</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>0</b>	<b>34</b>	<b>86</b>	<b>25</b>	<b>\$ 75,029.63</b>	<b>2</b>						

\*SV = State Vehicle

Note: Claim totals may reflect multiple claims for single cause and do not necessarily reflect the date/month of incident.



## Subrogation and Restitution 2016

SUBROGATION STATISTICS	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	YTD Total	2015 Totals
Number of Claims Reported	38	11			49	133
Damage Costs Requested	\$144,026.79	\$53,685.04			\$197,711.83	\$378,557.69
Amount Collected	\$127,294.46	\$56,518.69			\$183,813.15	\$224,416.41
Net Amount to WSP	\$111,077.15	\$49,318.21			\$160,395.36	\$196,591.84

COURT AWARDED RESTITUTION	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	YTD Total	2015 Totals
Requested	\$2,138.13	\$11,770.80			\$13,908.93	\$52,289.57
Court Awarded	\$ -	\$ -			\$ -	\$5,509.58
Received by BFS	\$85,739.87	\$23,592.64			\$109,332.51	\$17,563.17

COST RECOVERY - LITIGATION	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	YTD Total	2015 Totals
Demanded	\$ -	\$ -	\$ -	\$ -	\$ -	\$53,764.25
Awarded by Court	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Questions?



**STRATEGIC ADVANCEMENT FORUM**

# Training Division

**Captain Shannon Bendiksen**  
**Lieutenant Dennis Bosman**



## Follow-up

### **AOIs from April SAF**

**Area of Interest:** Specialty training received during cadet training is not being reflected on Training Transcript

*Status:* Below 100, Caprice Familiarization, CIT, TIMs, added to transcript 100<sup>th</sup> TBTC forward

**Area of Interest:** Individual conflicts are affecting group dynamics and morale.

*Status:* Some improvements observed, work in progress



## Follow-up

### **AOIs from April SAF**

**Area of Interest:** Supervisor Basic training is not adequately preparing new supervisors for success.

*Status:* Curriculum development, identifying facilitators, final workgroup meeting and executive staff presentation



# Demonstration of Agency Values

## **Effective Partnerships and Professional Excellence**

- FTOs and actors assist to conduct realistic practical exercises
- Mason County Sheriff's Office assists with K-9 and Domestic Violence training and practical training



# 106<sup>th</sup> Cadet Training Update

- 106<sup>th</sup> TBTC
  - January 25 - August 3, 2016
  - FTO trip May 27 - July 30, 2016
  
- Class started with 43 cadets
  - Currently 40 cadets

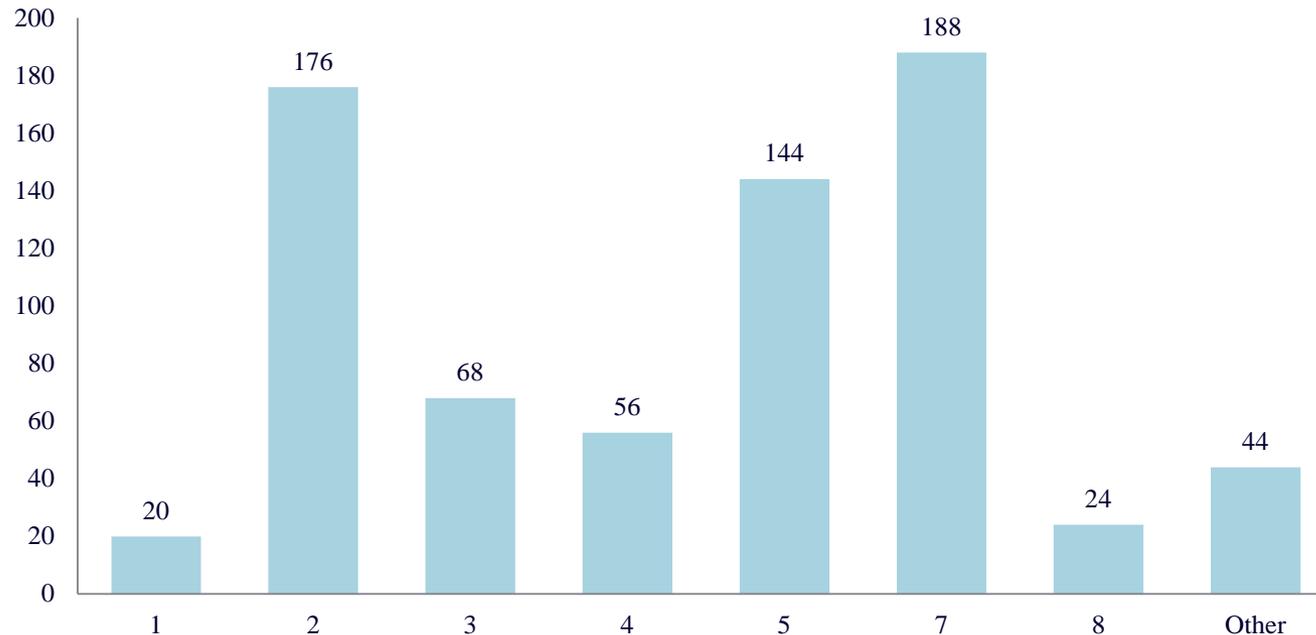
## **Reasons for attrition:**

- 1 determined the job was not a good fit & resigned
- 2 failed to meet ethical standards

# 106<sup>th</sup> Cadet Training Update

## What does it take to train a cadet?

Number of training hours provided per district



**An additional  
11 field EVOC  
instructors  
used for a total  
of 57 hours.**

**\*\*The above graph represents the assistance received from the field for practical exercises: FTOs and troopers**



# 106<sup>th</sup> Cadet Training Update

## FTOs utilized for 106<sup>th</sup> TBTC

District	Total FTOs in District	Available for FTO trip	Assigned to 1 <sup>st</sup> Half	Assigned to 2 <sup>nd</sup> Half
1	12	4/6	4	4
2	15	7/8	7	8
3	10	6/6	6	6
4	10	4/5	4	4
5	12	6/6	6	6
6	6	2/1	1	1
7	14	7/6	7	6
8	9	5/5	5	5



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.6: Deliver high-quality training programs for the entire workforce.**

**Area of Interest:** FTO program is struggling to keep up with demands of cadet training and there is a lack of interest in becoming an FTO

**Analysis:**

- Struggled to find 40 FTOs available/willing to coach during 106<sup>th</sup> TBTC FTO trip (utilizing only 45% of FTOs)
- 5-8 hour shifts are not appealing to some; would rather have 4-10 hour shifts
- FTOs may not feel supported by Academy and/or their own district
- FTOs may be burnt out due to demanding cadet training schedule
- District staffing levels may affect FTOs' ability to assist with training
- Shift bidding may affect FTOs willingness to work nights when they are selected to work day shift

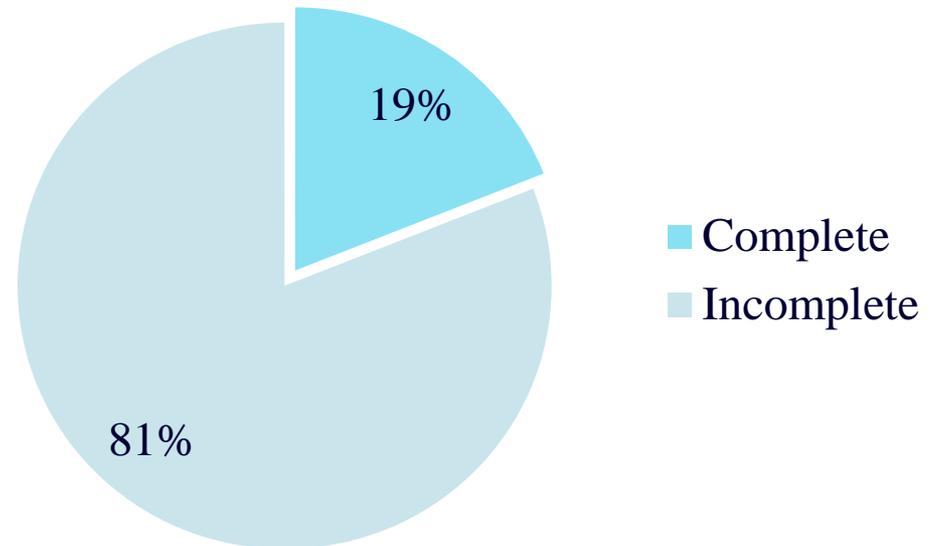
**Action Plan:**

- Work with districts to identify where program improvements can be made
- Continue to work on collaboration and partnership with districts
- Promote advantages and opportunities made available through the FTO program
- Identify desired rewards employees are seeking and build into FTO program

# Crisis Intervention Training

GOAL: 30% trained by 2017

- 189 commissioned personnel have completed



# Division Accomplishments

- **Hosted the annual WSP Memorial and Awards Ceremony**
- **Hosted South Dakota Highway Patrol for EVOC Instructor Course**





# Questions?



STRATEGIC ADVANCEMENT FORUM

# TSB/Communications

Heather Anderson

## Follow up Items

- **EMD Funding Question**
  - **Contract for EMD for \$279,502.00 (June 2015-June 2016)**
    - **Broken down by category and amount**
      - **Coordinator professional development**
      - **911 call receiver training**
      - **E911 Interpretive Services**
      - **GIS Mapping Administration/Maintenance**
      - **Headsets for call receivers**
      - **Capitol Maintenance (logging equipment/Motorola Cad Maintenance/Console furniture maintenance etc.)**
  - **Additional funding to PSAPS for projects is possible**



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.1: Recruit, train and retain a qualified and diverse workforce committed to the Washington State Patrol's mission and values.**

**Area of Interest:** Staffing levels in District 1, 2, and 6 need to improve.

**Target:** Recruit, hire, and successfully see staff through training to create a 90% staffing level.

### **Analysis:**

- The time to recruit, test, background and hire averages four months.
- Reasons for constant staff movement relate to inequitable pay in relation to other comm centers outside WSP, shift work, fit, morale and culture in the centers.
- Some center personnel are all working overtime, leadership is covering shifts to assist.
- Our current process may be lacking some key areas that identify people who would best succeed in these positions.
- Public disclosure requests in districts 1, 2, 6, and 7 continue to increase which impact supervisory staff who are needed to support radio.
- Communications has work to do to increase the number of qualified applicants and to retain them.

### **Action Plan:**

- HQ is creating a ready hire pool to lessen the interviews for centers. It's working!
- HQ is establishing a Forms and Records Analyst (housed at communications headquarters) for handling public disclosure requests. Awaiting approval from executive staff.
- Recruiting handled through multiple venues now.
- Move a CO2 position to the academy to increase academy training support for cadets and communications and will share recruiting and public education duties across the state with the other CO2.
- Research on some form of psychological testing, hearing, sight testing, behavioral testing.



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

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**Area of Interest:** Staffing levels in District 1, 2, and 6 need to improve.

**Target:** Recruit, hire, and successfully see staff through training to create a 90% staffing level.

**How are we doing:**

- 27 tested through Criticalll (March/April).
- 27 interviewed by HQ staff (March/April).
- 42 interviewed by centers (March/April).
- 7 hired (March/April).
- 20 in poly/background (As of May 25)
- 22 disqualified or were removed from process (As of May 25).
- Working with HRD on geographic pay options. The recommended offers of step increases to retain employees who have formal offers is not working.
- We will be looking at our interview questionnaires to try and standardize the scoring.
- We are establishing a Forms and Records Analyst position which will take over district public disclosure requests. It is up for executive approval.
- A CO2 position was moved to the academy as a trainer/public education/recruiting position. It was filled by transfer effective June 16.
- Researched different forms of tests to use to measure suitability around behavioral topics. Have ruled out the cadets testing process, and a psychological/behavioral packet administered by a company in Oregon. Reviewing pieces of our old system now.
- We researched and discussed further using the “sit-along” form after it was approved by HRD. It will be used as a guideline for line staff to ensure they cover specific information and provide feedback accordingly.

District	Trained Staff Level	All
Tacoma	72%	72%
Bellevue	55%	69%
Yakima	86%	93%
Spokane	94%	100%
Vancouver	94%	100%
Wenatchee	67%	80%
Marysville	86%	95%
Bremerton	94%	100%



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.5: Provide robust employee recognition and celebration programs.**

**Area of Interest:** Recognize staff in a timely manner for the above and beyond work they do everyday!

**Target:** Implement a recognition program

**Analysis:**

- Management team discussions over ensuring we identify and recognize the important work of our teams.
- Should everyone be recognized uniformly?
- CO4s down to peers should have this ability.
- There were impressions that formal recognition was hard to achieve.

**Action Plan:**

- HQ implemented an “Above and Beyond” Core Values recognition program.
- Managers may also write IOCs if they want more formal recognition consideration.
- 095s are great.
- Do what works for your employees!
- All types of recognition are memorialized in the CO4 Monthly Action Reports (MARS). This information will be provided in a roll up document for all districts along with HQ and district updates.

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.

**Priority 1.5:** Provide robust employee recognition and celebration programs.

**Area of Interest:** Recognize staff in a timely manner for the above and beyond work they do everyday!

**Target:** Implement a recognition program

**How are we doing:**

- We started with four core value cards. We added a fifth for Process Improvement & Innovation based on District 1's request.
- 61 employees were recognized for work above and beyond in March and April!
- Bi-monthly newsletter sent out.
- Refresh of the Pride Value Statements. Each center worked with their staff to provide new statements. Management staff picked the top group of statements. Line staff are voting on their choices now.



## P.R.I.D.E.

**PERSONAL ACCOUNTABILITY**

- We don't talk about others, gossip or spread rumors.
- We admit our mistakes, learn from them and move on.

**RESPECT**

- We value others' opinions and differences and listen without criticizing.
- We practice the 'Golden Rule'.
- We celebrate individual and team successes.

**INITIATIVE**

- We believe in providing service beyond expectations.
- We embrace change to assure quality customer service.

**DEPENDABLE**

- We know our job and strive to learn new things every day.
- We are on time and commit to our work schedules.
- We can count on each other and value teamwork.

**E XAMPLE**

- We have the power to make a choice—we choose to be positive.
- No "whining" here.
- We lead others by our professional example.



Washington State Patrol

## The Tele-Communicator

Volume 1, Issue 1      MAY 2016

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### HOT HITS

**Headquarters updated the 2016 Communications Division Operations Plan (attached).** We have lots of goals for the year!

We celebrated our OOs of the Year on May 5, 2016 at the Academy. Congratulations to all of them and our thanks for all the great work!

We celebrated OOA Laurie Langlois receiving the Public Employee's Recognition Award for Leadership at the Capitol Campus on May 6, 2016.

A recognition program was instituted that began use April 1, 2016 that allows line staff, supervisors, or managers to immediately recognize staff with five different types of core value recognition cards.

We also got formal approval to use the PRIDE Cards created by O02 Jaspers of Wenatchee. You can also use IOGS, O095. Just take the time to recognize great work!

We celebrated O04 Julie Hudson receiving the Governor's Award for Leadership in Management on May 5, 2016.

Ms. Meagan Renick is leaving us for a great promotional opportunity in the Information Technology Division (ITD) effective June 1. I have invited Meagan back to help me fill her position. Interviews are expected mid-June with a hopeful hire date of July 1.

### PROJECTS

**Narrowbanding Project-** We continue to work with the districts as Narrowbanding is implemented. Next up Laurie and D1 by early August and Becky and D6 late September.

allow text to 911 etc. The Executive staff recognized the risk of not replacing our phones and our Legislative Request was approved to move forward with our request for funding.

Viper 911 Phone Replacements - D1 is working with Pierce County to upgrade their 911 phones to Viper. This is needed in all Districts in order to move us to NG911 or the ability to

"I'm still an Email away!"  
- Meagan Renick

CONTENTS	
Tech Time	2
Staffing Levels	2
Inside Training	3
Recognition	4
Recognition	5



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.2: Uphold an ethical, nonbiased workforce that operates with integrity and accountability.**

**Area of Interest:** Create a culture in each communications center that encourages professionalism, teamwork, collaboration, and the highest level of customer service to all stakeholders and customers.

**Target:** District Management teams conduct regular staff meetings, offer outside trainings, and professional development for employees.

### **Analysis:**

- Some centers employ leadership, continue LPO while others focus mostly on the daily operations.
- Knowledge around scheduling has been handed down. No formal training or research has been conducted.
- Root cause: Centers need to adjust to the needs of staff related to training, support, mentorship, recognition, and discipline.
- There has been increased union activity due to a need for additional collaborative communication.
- There is a need for re-emphasis of leadership techniques during CO3 in service and in day to day mentorship by managers.
- There is no formal training for CO2s or CO1s that have an interest in promoting.
- We have a pending CO4 retirement and we need to prepare our internal staff for promotions such as this one.

### **Action Plan:**

- Center visits conducted. Ongoing consistent communication with CO4s.
- Biweekly calls set up with specific expectations for CO4s. Open communication is positive.
- Training team has CO3 in service scheduled for two dates and it will re-emphasize LPO.
- Formal CO2/CO1 Train the Trainer will be available by December, 2016.
- Researching scheduling training/software.
- District 7 staff were offered a project of researching 911 center schedules from across the state and nation and provide that feedback that could potentially benefit all centers.
- CO4s are required to report on their recognition in their monthly activity reports. This information will be rolled up in a Division SAF document for comm center staff.
- Success? Happy, engaged staff who understand their worth and do their best each day. Management and supervisory staff who are happy to grow their people.



**Goal 1: Build a culture of trust, collaboration, and continuous performance improvement.**

**Priority 1.2: Uphold an ethical, nonbiased workforce that operates with integrity and accountability.**

**Area of Interest:** Create a culture in each communications center that encourages professionalism, teamwork, collaboration, and the highest level of customer service to all stakeholders and customers.

**Target:** District Management teams conduct regular staff meetings, offer outside trainings, and professional development for employees.

### **How are we doing:**

- Continued center visits across the state. Getting to know people and working to increase communication.
- Conducted a separate CO4 and CO3 meeting to discuss professional development.
- Conducted a D7 all staff meeting and a CO3 meeting. More staff and CO3 meetings planned.
- Lots of communication through biweekly meetings and just everyday work.
- The training team is working on the curriculum for the CO2/CO1 Train the Trainer. On track for December, 2016.
- D7 scheduling research project is underway. Supervisor and line staff have it well defined.
- CO4 Langlois met with South Sound Communications to view scheduling software. She is scheduling a demo with other CO4s/CO3s.
- Multiple training opportunities offered out to staff as well as assisting with some recruiting venues.
- D6 invited the criminal justice students from local colleges into the center for tours and an overview.
- D5 accepted D6's challenge and conducted a bone marrow/blood drive on behalf of Trooper Renee Padgett. More are scheduled. Staff are involved and helping!
- Some D6 staff attended Chief for a Day.
- D6 implemented Saturday Aloha Days. Staff wear business Hawaiian attire and bring great food! D1 and D5 are now on board.
- D5, D6, and D8 have installed PRIDE Boards that allow staff to recognize each other and post the recognition.
- D1 created their own newsletter and staff have a say in how to address issues, overtime etc. D6 is also working with staff in this manner.
- D6 is working with GMR on a "Heroes with Headsets" video.
- Interviews for the Assistant Division Commander position are scheduled for mid-June.

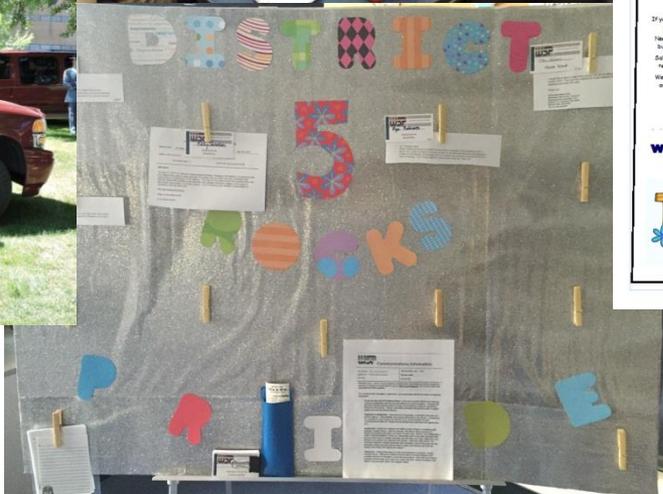
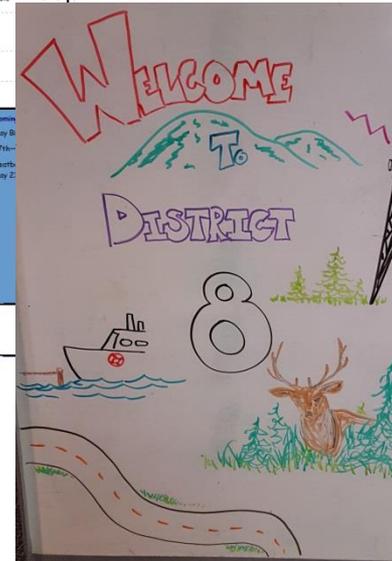
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**Target:** District Management teams conduct regular staff meetings, offer outside trainings, and professional development for employees.

**Highlights:**





## COMMUNICATIONS DIVISION

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure, and sustain agency use of technology with computers, operating systems, application

Objectives	Scope	Schedule	Budget
Complete the P25 Narrowband project in Districts 1, 6, and 8	➔	➔	➔
Work with ITD and Motorola to complete the updates and address all fixes for the P1CAD upgrade	➔	➔	➔
Replace all legacy phone systems with Viper	➔	➔	⬇
Support electronic services issues with NICE logging. Become a back up support	➔	➔	➔
Equipment replacements meet the needs of the centers	➔	➔	➔
P1 Cad, Open Query State Data Center Move	➔	➔	➔



# COMMUNICATIONS DIVISION

## Budget

### Communications Division

#### Budget Status

April 30, 2016

Total Budget	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	1,116,580	839,580	867,880	839,480	948,980	874,880	891,880	886,780	857,280	859,280	881,680	869,550	8,982,600	21,806,877
Expenditures	1,100,870	876,123	792,211	812,570	918,528	877,440	882,447	877,453	822,235	789,735			8,749,612	8,749,612
Variance	15,710	(36,543)	75,669	26,910	30,452	(2,560)	9,433	9,327	35,045	69,545	881,680	869,550	232,988	13,057,265

Travel	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	29,000	69,600
Expenditures	4,446	3,924	7,539	8,863	8,739	8,527	324	3,886	2,081	3,663			51,992	51,992
Variance	(1,546)	(1,024)	(4,639)	(5,963)	(5,839)	(5,627)	2,576	(986)	819	(763)	2,900	2,900	(22,992)	17,608

FTEs	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	157.60	1576.00	3,782.40
Expenditures	153.69	150.98	152.74	150.64	167.14	161.23	163.55	157.05	149.58	151.66			1558.26	1,558.26
Variance	3.91	6.62	4.86	6.96	(9.54)	(3.63)	(5.95)	0.55	8.02	5.94	157.60	157.60	17.74	2,224.14

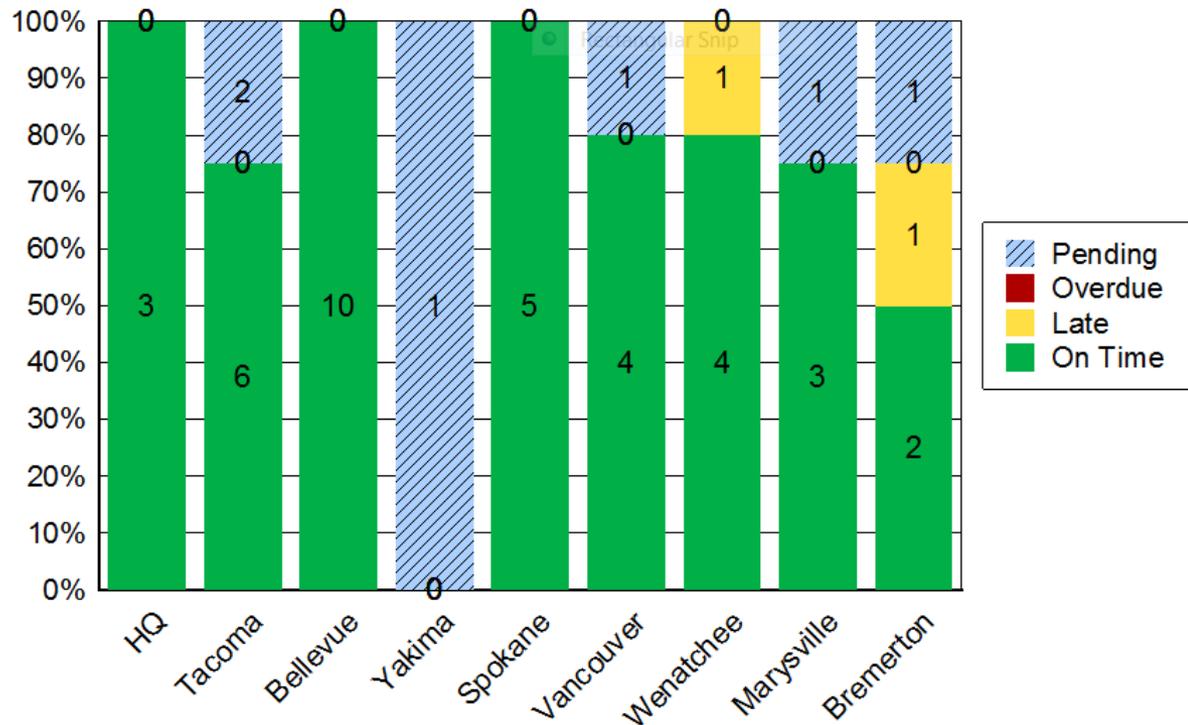
  

Overtime	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	58,000	33,400	55,300	28,000	101,400	50,800	65,800	61,000	37,700	38,400	62,500	50,500	529,800	1,297,100
Expenditures	56,053	41,248	61,419	46,134	110,017	66,333	81,318	67,815	38,625	50,745			619,707	619,707
Variance	1,947	(7,848)	(6,119)	(18,134)	(8,617)	(15,533)	(15,518)	(6,815)	(925)	(12,345)	62,500	50,500	(89,907)	677,393

Evaluations

## Evaluation Completion Percentage

For COMM March 2016 to May 2016



Note: Includes evaluations for Trial/Probationary/Annual for Civil Service



Questions?

I'm a 9-1-1 Dispatcher  
I know addresses I've never been to, people I've never seen,  
secrets no one can hear about, cars I'd never ride in, and I  
help those I will never meet.  
I'm a 9-1-1 Dispatcher

- Michelle Boehrs



STRATEGIC ADVANCEMENT FORUM

# Electronic Services Division

Mr. Robert Schwent



Follow up

**None**



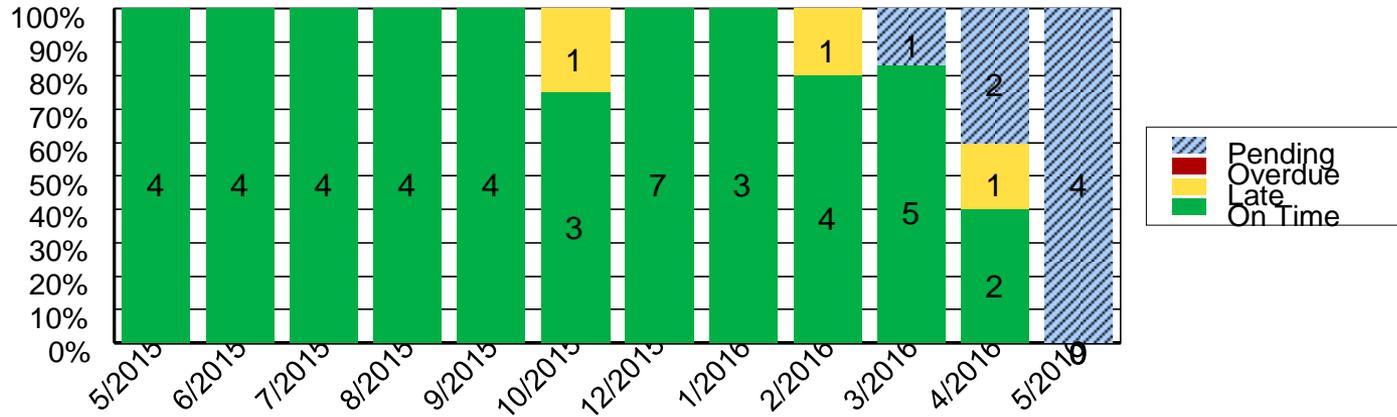
# ELECTRONIC SERVICES DIVISION

## Division Overview and Evaluations

	Authorized	Available	% Available
<b><u>Division Total</u></b>	<b>58</b>	<b>51</b>	<b>86%</b>
<b>Admin</b>	<b>6</b>	<b>6</b>	<b>100%</b>
<b>Field Support Section</b>	<b>27</b>	<b>24</b>	<b>89%</b>
<b>Network Eng.</b>	<b>11</b>	<b>8</b>	<b>73%</b>
<b>Eng. Support</b>	<b>10</b>	<b>9</b>	<b>90%</b>
<b>Field Crew</b>	<b>4</b>	<b>4</b>	<b>100%</b>

### Positions Not Available

Vacancies:	<b>6</b>
In-Training/Probationary:	<b>0</b>
FMLA:	<b>1</b>
Military Leave:	<b>0</b>
Admin Reassignment:	<b>0</b>





# ELECTRONIC SERVICES DIVISION

**Goal 5:** Improve and sustain agency infrastructure and business processes.

**Priority 5.1:** Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

**Area of Interest:** ESD and ITD deploy Softphone software (Jabber) to the MOP Computers.



## Project Status

<b>Scope</b>	<b>Schedule</b>	<b>Budget</b>
--------------	-----------------	---------------

Milestones	Target	Status
Contract Signed for Cisco Services	2/10/2016	✓
Upgrade VoIP Core (SDC Migration)	2/29/2016	✓
Bluetooth Headset Procurement	4/1/2016	✓
Conduct Field Quality of Service Testing	5/3/2016	✓
Complete Jabber Configuration (Cisco)	5/6/2016	✓
Deployment of Jabber to identified Users	5/31/2016	●

## Accomplishments and Comments

- Deployment in final stages
  - Currently 65.9 % complete (as of 5/25).
  - Minimal Customer Service assistance required.
- User Acceptance is Priority #1.
  - Feedback has been positive in usability and quality.

✓ = Completed   
 ● = On schedule   
  = Delay in schedule   
 ✗ = Schedule at risk



**Goal 5: Improve and sustain agency infrastructure and business processes.**

**Priority 5.1: Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.**

**Priority 5.2: Implement and maintain a communication system that meets the Federal Communications Commission Narrowband requirements and enhances statewide operable and interoperable communication for public safety agencies.**

### Area of Interest: **Capitol Campus Communications**

#### Root Causes for Concern:

- In building VHF coverage on the campus is poor to non-existent.
- No interoperability between WSP and Department of Enterprise Services.
- Legislature Security radios are not P25 capable.
- Spectrum challenges:
  - WSP will primarily use P25 700MHz trunking with VHF P25
  - DES has 800MHz NEXEDGE commercial system
  - Legislative Security uses VHF analog
  - Local agencies use VHF analog
- Existing campus communications infrastructure is no longer supported by the vendor.
- Vendor support for legislature radios is slow and inconsistent.
- Lack of technical expertise at DES and Legislature Support Services.
- Social climate has increased the risks of a large scale events occurring on the campus.



## ELECTRONIC SERVICES DIVISION

**Goal 5: Improve and sustain agency infrastructure and business processes.**

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### Area of Interest: **Capitol Campus Communications**



- Held a stakeholder meeting with Legislature security and support services staff, and Justice support services to coordinate infrastructure improvements. DES staff were unavailable.
  - Legislature Support Services will include WSP trunking in the new Distributed Antenna System.
  - Legislature security will purchase 20 new APX1000 700MHz trunked portable radios.
  - WSP will provide maintenance and programming support for these new portable radios.
  - WSP will add two talkgroups to the 700MHz Capitol Peak site.
- Next steps:
  - Continue to engage DES and local agencies to develop an interoperable communications plan.
  - Expand communications interoperability beyond radio, to include messaging and alerting.



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### Area of Interest: **P25 Narrowbanding Project**

#### Major Tasks Completed or In Process

- District 1 (Tacoma) – in process
  - Pre-cutover effort is underway
  - Cutover schedule extended to August 9, 2016
  - Maxwell 700 MHz trunked site addition (Olympia area)
  - Awaiting Thurston County permitting and leasing agreement
- District 2 (Bellevue) – complete
  - North Bend site addition – Tiger East site selected
  - Frequency licensing request submitted
  - Leasing application is in process
- District 3 (Yakima) – complete
- District 4 (Spokane) – complete
- District 5 (Vancouver) – complete
- District 6 (Wenatchee) – pending
  - Early subscriber reprogramming complete
  - Coverage remediation study is in process
  - Some pre-cutover tasks are underway
  - Cutover schedule extended to September, 2016
- District 7 (Marysville) – complete
- District 8 (Bremerton) – complete



## ELECTRONIC SERVICES DIVISION

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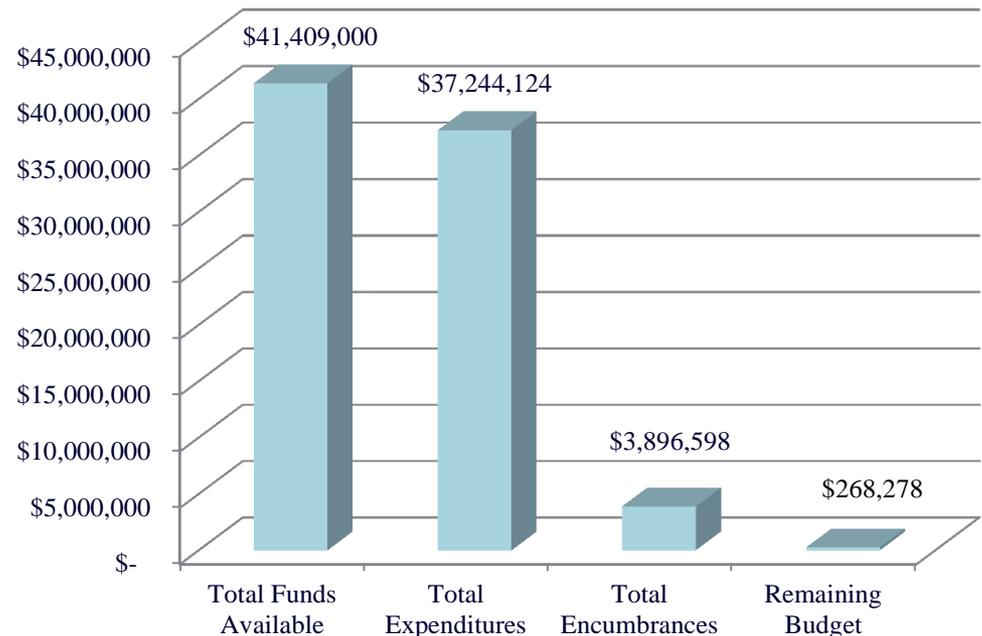
**Priority 5.2:** Implement and maintain a communication system that meets the Federal Communications Commission Narrowband requirements and enhances statewide operable and interoperable communication for public safety agencies.

### Area of Interest: **P25 Narrowbanding Project**

#### Next Steps

- District 1
  - Continue pre-cutover work
  - Maxwell 700 MHz site permitting and lease agreement finalization
  - Site installation
- District 6
  - Coverage remediation analysis near completion
  - Additional site decisions
  - Meet with district leadership to discuss cutover strategies
  - Draft Cutover Expectation Approval Document for command and sponsor approval

#### Performance to Budget





## ELECTRONIC SERVICES DIVISION

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### Area of Interest: **P25 Narrowbanding Project**

Project Pace-Setters	Risk to the Project	Notes
Budget Availability		Current budget near exhaustion. Budget may not be sufficient to meet D6 coverage remediation requirements.
Human Resource Availability		Close management continues to mitigate the impact of resource constraints on the project.
Schedule Stability		Schedule has been re-baselined to accommodate known risks.
Scope Management		Scope has been re-baselined and is stable. D6 remains at risk for change.
Technology		The technology available for the project appears adequate.
Coverage Survey Progress		D6 wideband/narrowband coverage surveys are lagging, but are not yet impacting schedule.
Training Progress		District leadership continues to take ownership over Trooper training, utilizing lessons learned.



# ELECTRONIC SERVICES DIVISION

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## Area of Interest: P25 Narrowbanding Project

ID	% Complete	Task Name	Start	Finish							
					May	Jun	Jul	Aug	Sep	Oct	Nov
53	96%	District Cutovers	Thu 1/30/14	Fri 9/30/16							
54	100%	BELLEVUE D2	Sun 6/1/14	Wed 12/31/14							
113	100%	YAKIMA D3	Thu 1/30/14	Wed 3/11/15							
174	100%	VANCOUVER D5	Sat 1/10/15	Fri 3/27/15							
240	100%	SPOKANE D4	Mon 4/7/14	Mon 5/25/15							
304	100%	MARYSVILLE D7	Mon 6/1/15	Fri 10/23/15							
373	100%	BREMERTON D8	Tue 9/1/15	Fri 4/29/16							
438	78%	TACOMA D1	Thu 11/12/15	Fri 7/29/16							
502	12%	WENATCHEE D6	Thu 1/30/14	Fri 9/30/16							
575	0%	FCC COMPLIANCE	Mon 10/3/16	Mon 10/3/16	◆ 10/3						



## Upcoming Activities and Initiatives

- Recruitment for vacant positions
- Homeland Security Division communications improvements
  - Video Monitoring Center radio
  - VATS trunked talkgroup
- D1 VIPER 911
- WSDOT Video in Districts 2 and 7
- Training Division Shelton Academy communications improvements
- Fire Training Academy tower installation
- Steptoe Butte tower replacement
- Squak Mt. tower upgrade
- ISSI implementation WSP-Pierce Co.
- Maxwell site addition
- New North Bend site addition
- State Data Center migration
- End of life network equipment replacement
- District 1 cutover
- District 6 site preparations
- Radio codeplug cleanup
- Capitol campus communications improvements
- Wireless remote microphone pilot project
- FirstNet consultation and state plan development



## Accomplishments

- Softphone deployment
- CAD migration to the State Data Center
- March's Point Refinery protest communications support
- Winter Survival training
- National Governor's Office Policy Academy presentation
- Speed Measuring Device expert selected
- Nokia Microwave Service Aware Manager upgrade
  - Done using ESD personnel
  - \$50,000 cost avoidance
- Roanoke Detachment remodel
- King County TRIS circuit



## ELECTRONIC SERVICES DIVISION

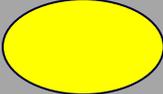
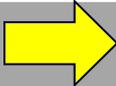
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### ESD Objective:

Perform microwave system preventive maintenance (PM) tests biannually within 60 days of the due date, with the goal of 99.99 percent availability (excluding scheduled maintenance).

Metric	PMs Due	PMs Completed	Remaining	Percentage	Dashboard	Trend
Microwave Radio Maintenance	381	335	46	87.9		



# ELECTRONIC SERVICES DIVISION

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ESD Objective:

Maintain agency communications sites, towers, and infrastructure equipment to industry and public safety standards.

Metric	PMs Due	PMs Completed	Remaining	Percentage	Dashboard	Trend
Mobile Radio Maintenance	1218	198	1020	16.2%		
Portable Radio Maintenance	1265	426	839	36.1%		
Base Station Maintenance	255	152	103	59.6%		
Tower Inspections	72	29	43	40.3%		
Site Inspections	147	64	83	43.5%		



# ELECTRONIC SERVICES DIVISION

## Division Budget

Total Budget	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	965,360	576,160	721,560	644,560	717,279	803,860	792,160	599,660	603,060	611,360	615,810	6,383,610	7,035,019	27,717,329
Expenditures	1,031,760	673,736	563,323	565,351	560,862	798,524	716,488	648,695	595,607	621,759			6,776,105	6,776,105
Variance	(66,400)	(97,576)	158,237	79,209	156,417	5,336	75,672	(49,035)	7,453	(10,399)	615,810	6,383,610	258,914	20,941,224
Travel	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	190,000	336,000
Expenditures	5,866	18,602	18,679	17,181	12,493	15,108	14,248	9,195	16,459	17,467			145,298	145,298
Variance	13,134	398	321	1,819	6,507	3,892	4,752	9,805	2,541	1,533	19,000	19,000	44,702	190,702
FTEs	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	550.00	1,320.00
Expenditures	54.66	54.87	53.75	56.49	52.38	52.29	53.13	52.23	52.14	53.80			535.74	535.74
Variance	0.34	0.13	1.25	(1.49)	2.62	2.71	1.87	2.77	2.86	1.20	55.00	55.00	14.26	784.26
Overtime	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Biennium to Date	Total Biennium
Allotment	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	49,000	118,800
Expenditures	5,313	6,495	3,416	7,580	2,916	3,637	2,293	1,052	1,563	7,944			42,209	42,209
Variance	(413)	(1,595)	1,484	(2,680)	1,984	1,263	2,607	3,848	3,337	(3,044)	4,900	4,900	6,791	76,591



**Questions?**