



STRATEGIC ADVANCEMENT FORUM

Human Resource Division

**Captain Travis W. Matheson
Lieutenant John E. Matagi
Dr. Ben Lastimado**



HUMAN RESOURCE DIVISION

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

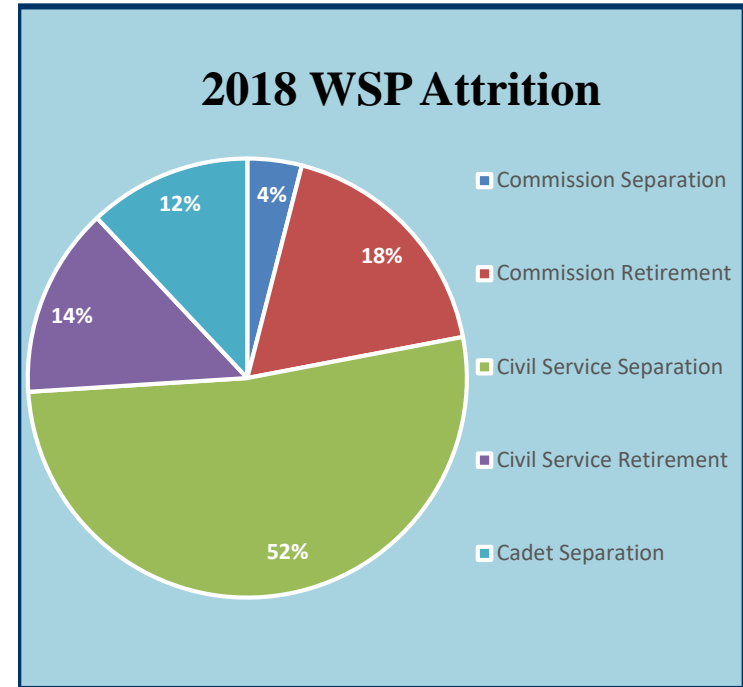
Priority 1.1: Recruit, train and retain a qualified and diverse workforce committed to the WSP's mission and values.

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

Target: Utilize information from surveys (Exit, Employee Life Cycle, Employee Engagement) to identify next steps to improve retention.

2018 WSP Attrition

	2015	2016	2017	2018
Commission Separation	47	27	11	10
Commission Retirement	61	36	26	41
Civil Service Separation	96	100	83	116
Civil Service Retirement	31	25	25	32
Cadet Separation	25	18	19	26
Total Separations	260	206	164	225





HUMAN RESOURCE DIVISION

Goal 2: 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 (Exit, Employee Life Cycle, Employee Engagement) to identify next steps to improve retention.

2018 Time to Fill		
	# Civil Service Hired	Median Days to Fill
Jan	18	55
Feb	14	58
March	20	50
April	20	61
May	20	40
June	31	67
July	17	48
Aug	27	55
Sept	29	55
Oct	24	37
Nov	11	71
Dec	14	47
2018 Total	245	55

2017 Time to Fill		
	# Civil Service Hired	Median Days to Fill
Jan	22	78
Feb	15	72
March	36	74
April	25	92
May	21	91
June	17	63
July	12	128
Aug	14	78
Sept	22	59
Oct	25	50
Nov	9	43
Dec	10	53
2017 Total	233	68



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 35th Arming.
2. Attend 100% of Public Safety Testing (PST) testing events.

35th Arming Class as of 10/15/18 PST 64% Pass Rate	
Hired:	64
Attended:	59
(38 of 41) 92% of Public Safety Testing (PST) events attended (+9)	
1,569 (+51) total applicants tested at PST and selected WSP; 1011 passed (+121)	
Demographics	
9 Females (14%)	55 Males (86%)
1 Veterans (1%) 2 Minorities (3%)	18 Veterans (28%) 6 Minorities (9%)

34th Arming Class as of 4/9/18 PST 58% Pass Rate	
Hired:	54
Attended:	51
(31 of 32) 97% of Public Safety Testing (PST) events attended	
1,518 total applicants tested at PST and selected WSP; 890 passed	
Demographics	
5 Females (9%)	49 Males (91%)
2 Veterans (3%) 0 Minorities	17 Veterans (34%) 4 Minorities (8%)



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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: Our data indicates we have the numbers to hire 69.

1. Successful hire of 60 Trooper Cadets for the 36th Arming.
2. Attend 100% of Public Safety Testing (PST) testing events.

35th Arming Class as of 10/15/18 PST 64% Pass Rate	
Hired:	64
Attended:	59
(38 of 41) 92% of Public Safety Testing (PST) events attended	
1,569 total applicants tested at PST and selected WSP; 1011 passed	
Demographics	
9 Females (14%)	55 Males (86%)
1 Veterans (1%) 2 Minorities (3%)	18 Veterans (28%) 6 Minorities (9%)

36th Arming Class as of 4/9/19 UPDATE 61% Pass Rate	
Hired:	42
Lost to Attrition:	-1
(37 of 38) 97% of Public Safety Testing (PST) events attended	
1,487 total applicants tested at PST and selected WSP; 916 passed	
Demographics	
7 Females (16%)	35 Males (83%)
1 Veterans (2%) 3 Minorities (7%)	10 Veterans (23%) 6 Minorities (14%)



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 employee time loss days – Pilot the L&I Stay at Work Program.

Target: Reduce time loss days by 5%.

Strategy: Submit first online request to L&I under the Stay at Work Program for reimbursement no later than November 30, 2018.

- Stay at Work is a salary reimbursement incentive program through L&I
- The monies reimbursed goes directly back to the districts/divisions

		District/Division	Reimbursement
Pending Requests (Job Description from Doctor)	4	FOB – D1 FOB – D7 = 2 ISB - HSD	
Current Participants (Still on Limited Duty)	2	FOB – D1 FOB – D7	
Completed (Payments Received)	5	FOB – D2 = 2 ISB – HSD ISB – IAD SOD – Aviation	\$9,407.90 \$3,744.14 \$6,368.86 \$7,406.34
		TOTAL	\$26,927



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

Infant at Work Program

Executive Order 13-06 and 16-07, RCW 43.70.460, Section 7 of Fair Labor Standards Act

- More and more agencies are developing an Infant at Work program.
- Supports several executive orders and Employer of Choice.
- 54 out of 55 survey participants recommend the program to others.

“The disruptions were fairly small and I believe the interactions had a positive effect on everyone.”

“...I feel like it gave me the chance to take care of my child and be his primary caregiver for much longer than I normally could have. It also gave my coworkers a glimpse into my life outside of work.”

“Everyone loved to see her and sometimes would briefly stop by to see her. I was very supported by my co-workers.”





HUMAN RESOURCE DIVISION

Goal 2: 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.

HRD partnered with ITD SharePoint to create a community engagement page which announces WSP Retirees to agency staff and allows staff to connect with retiree family after retirement.

HRD added a link to the WSP Agency Employee Retirement form (white) to allow retirees to complete an online WSP Retiree Form (blue) for participation.

Once the (blue) WSP Retiree Form is completed by the Retiree, it will be reviewed by HRD through automation; HRD supplies career bio and photo to ITD, who will post images/data to iWSP page for HRD.



Goal 2: 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.

VETERANS SUPPORT AND MENTOR PROGRAM

PURPOSE: Provide support to WSP veterans who are called to duty

OBJECTIVES:

- a. Seamless transition from WSP employee to military duty (deployment) and from military duty back to WSP employee**
- b. Provides support to families of veterans who are on deployment**
- c. Assign a veteran mentor (if requested) who provides support during pre-deployment, deployment, and returning from deployment.**

STRATEGY: Task force established to create the program. Task force members:

- * Dr. Ben Lastimado HRD**
- * Trooper Jon Nelson**
- * Trooper John McMullen**
- * Trooper Rob Moore HRD**
- * Patrick Dunn ESD**
- * Jennifer Welsh – BFS**
- * Donna Eastham – BFS**
- * Jessica Disharoon – BFS**



**Supervisor 5 PDP
Project Team**

Dr. Ben Lastimado – HR Ops Mgr

Darlonna Vaughan – HRC3

Debb Tindall – HR Mgr (former employee)

Thivia Mogan – Industrial Psychologist

Yvette Fabregas – HRC3

Kaelyn Eisenmann – HRC2 (former employee)

Melissa Rasmussen – HRC3

Mel Wulfekuhle – HRC3

HUMAN RESOURCE DIVISION

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GOALS	2015 (Baseline)	2016 (Average) **5 Goals implemented on Jan 1, 2016	2016 (Percent Positive)	2017 (Average)	2017 (Percent Positive)	2017 Enterprise Comparison	2018 (Average)	2018 (Percent Positive)	2018 Enterprise Comparison
Provide employees the opportunity to give input on decisions affecting their work.	3.4	3.6	55%	3.7	61%	62%	3.8	64%	60%
Utilize a training and development plan for employees in order to provide opportunities for their personal and professional growth.	3.5	3.7	61%	3.8	66%	63%	3.9	69%	61%
Encourage employees to provide feedback and improve work processes.	3.3	3.5	53%	3.6	58%	57%	3.7	62%	56%
Encourage employees to utilize customer feedback to improve work processes.	3.0	3.1	40%	3.2	45%	48%	3.3	47%	46%
Recognize employees for doing good work.	3.3	3.5	53%	3.6	55%	56%	3.7	59%	55%



STRATEGIC ADVANCEMENT FORUM

Risk Management Division

Dr. Donald Sorenson, Commander

Ms. Gretchen Dolan, Public Records Section

Ms. Lila Kirkeby, Strategic Planning and Accountability Section

Ms. Mandy Alvarez, Torts

Goal Brown: We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome d: Reduce agency risk by auditing and evaluating internal processes and work products.

Audit Section Update

Area of Interest: 2019 Audit Schedule

Target: To select sections from the 2019 Internal Audit plan that represent the highest inherent risk and complexity for the first half of 2019.

Analysis:

- A comprehensive audit of the agency's controls over payroll, overtime, off duty employment, IT controls, public disclosure, records retention, cash receipting, and asset management has not been conducted in several years.
- These areas represent significantly higher, inherent risk due to the financial and reputational consequences if controls are not adequate to safeguard public resources.

Action Plan: To select these sections from the 2019 Internal Audit Plan to audit the first half of 2019, work with WSP personnel to gain an understanding of internal controls and conduct testing of those controls.

Goal Brown: We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome d: Reduce agency risk by auditing and evaluating internal processes and work products.

State Auditor's Office External Audit

Area of Interest: Fiscal Year 2016- 2017 Accountability Audit

Target: To prepare for the upcoming Accountability Audit by the State Auditor's Office (SAO).

Analysis: The last accountability audit by the SAO was conducted 9 years ago and the lead auditor will be unfamiliar with policies, processes, and organization of the WSP.

Action Plan: The Audit Section will work with the SAO lead auditor to familiarize them with the WSP and coordinate an audit that provides value to the agency.





AUDIT SECTION

Goal Brown: We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome d: Reduce agency risk by auditing and evaluating internal processes and work products.

Leading Indicator: Conduct 34 evidence and 10 financial audits and inspections mandated by CALEA

CALEA Evidence Audits (4 of 34 complete)

Audit/Spot Inspection Complete	D1	D2	D3	D4	D5	D6	D7	D8	HTCU	Kennewick CL	Latent Prints	Marysville CL	Seattle CL	Spokane CL	Tacoma CL	Tox Lab	Vancouver CL
	1/0	1/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	1/0	0/0	1/0	0/0	0/0
Exceptions	1/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0

2019 Internal Audit Plan (0 of 8 complete)

Audit Exceptions	Asset Management	Cash Receipting	Credit Cards (21 required)	IT Controls / Password	Off Duty Employment	Overtime	Payroll	Public Disclosure / Records Retention
	0	0	0	0	0	0	0	0

Cash/Imprest Audits (0 of 10 complete)

Audit Exceptions	Academy	BFS(4)	CRD	IAD(2)	CID	HSD
	0	0	0	0	0	0

**4 of 72 audits have been completed to date
(5 % complete)**

Goal Brown: Improve and sustain agency infrastructure and business processes.

Outcome d: Reduce agency risk by auditing and evaluating internal processes and work products.

Proactive Transparency

Area of Interest: GovQA Built In Deflection Saves Time

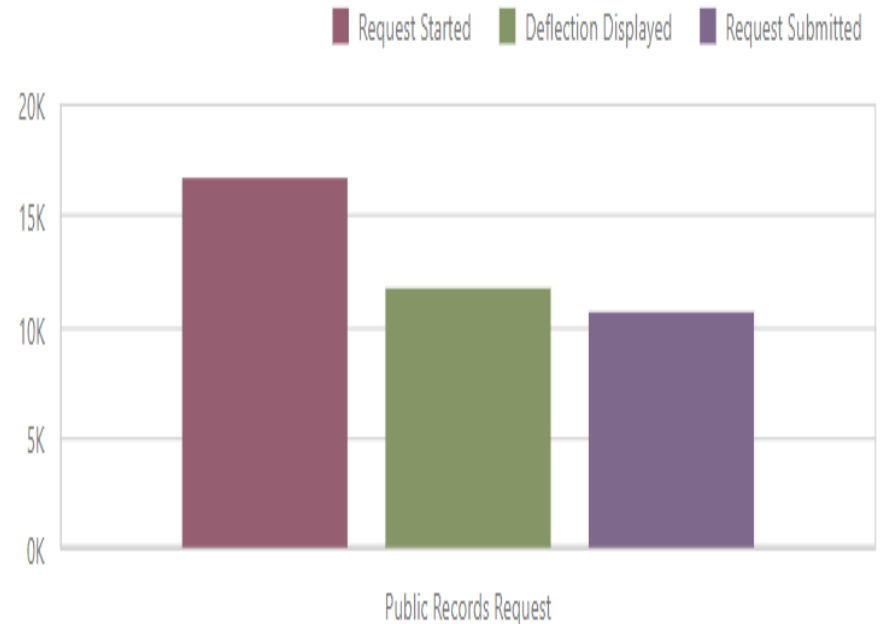
Analysis:

- GovQA recognizes when records being requested are already available online.
- Requests Started 16.7k
- Deflection Displayed 11.7k
- Requests Submitted 10.6 k
- Deflection was effective at removing 1,100 requests

Action Plan:

- Continue to add records online in compliance with legislative mandates
- Continue to set up new deflections in GovQA

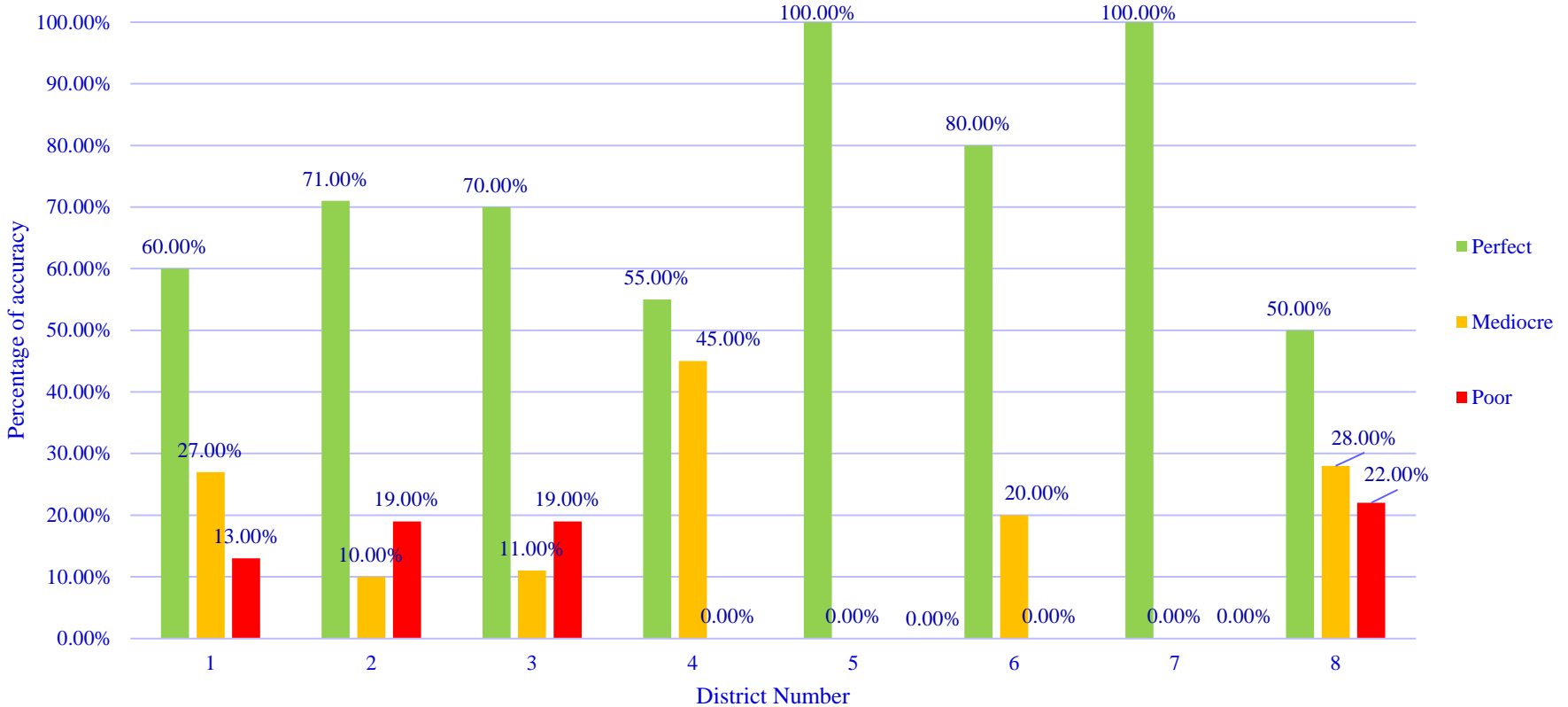
Deflection Effectiveness by Request Type



Goal Brown: Improve and sustain agency infrastructure and business processes.

Outcome d: Reduce agency risk by auditing and evaluating internal processes and work products.

First Quarter-Percentage of Accuracy for Video Labeling by District



After reviewing 150 videos for the first quarter, the chart above reflects the percentages of the accuracy of video labeling for each District.



PUBLIC RECORDS SECTION - VIDEO UNIT, DISTRICT 10/55

Goal Brown: Improve and sustain agency infrastructure and business processes.

Outcome d: Reduce agency risk by auditing and evaluating internal processes and work products.

First Quarter Statistics- Video Unit

Month	Total Video Requests Completed	Total GovQA Requests Filled	Total Hard Drives Uploaded	Average Video Request count per Video Coordinator per month
January 2019	1722	405	189	265.8
February 2019	1563	289	355	231.5
March 2019	1599	336	*1006	241.8
Totals:	4884	1030	1550	246.3

*** Note: The large increase in total hard drive uploads in March is due to an error that occurred in COBAN. MOP requested all hard drives be turned in to fix the error.**

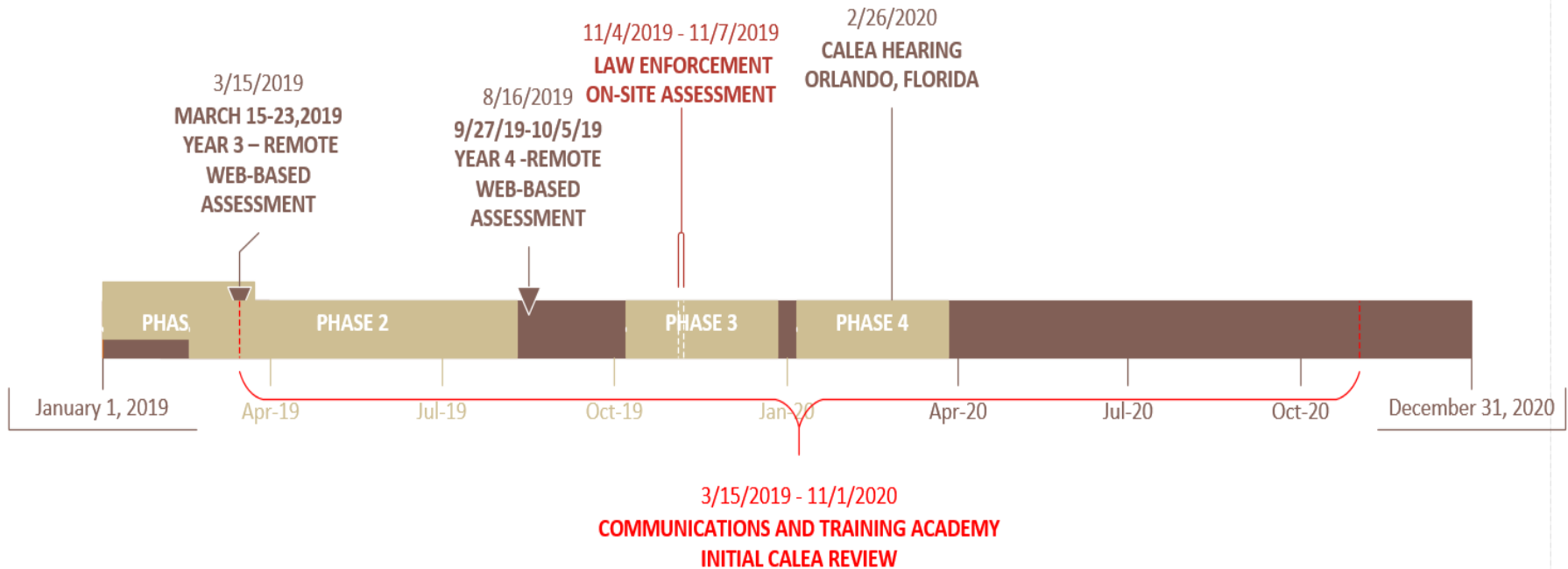


STRATEGIC PLANNING AND ACCOUNTABILITY SECTION

Goal Brown: We are planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome e: Provide quality communications services statewide.

Critical CALEA Dates



Goal Brown: We use planning to identify sustainable short-and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome e: Provide quality communication services statewide.



Lean Developmental Job Assignment (DJA) Training Program

Area of Interest: Mobilize Staff Responsible for Implementing Change

Analysis: creating “strike forces” for each of the four Lean DJA training sessions will allow Lean Facilitators the opportunity to stay current on Lean tools, assist with building curriculum, and enhance “training” skills.

Action Plan: identify a lead trainer for each session and work with each group to update the curriculum and the logistics of the training.

Date	Training Subjects	Strike Force / Bureau
April 17/18	Lean Basic, Visual Management & Remedy	Shelly Benante, FLSB/IDS Dorothy Siebold, TSB/ITD Brenda Walsh, FLSB/CLD Jason Longoria, FOB/D2
May 22/23	Plan, Do, Check, Act and Strategy	Shelly Benanti, FLSB/IDS Kristina Hoffman, FLSB/CLD Jason Longoria, FOB/D2 Violeta Navarro, TSB/ITD Rebecca Flaherty, FLSB/TOX
June 19/20	Value Stream Mapping	Mike Bassett, FOB/D2 Branden Garrett, TSB/ITD Violeta Navarro, TSB/ITD
July 24/25	Facilitation/Train the Trainer and Graduation	Dorothy Siebold, TSB/ITD Pete Cozzitorto, FOB/D8 Dawn Sklerov, FLSB/Tox



2019 Monthly Claims Detail

TORT CLAIM CAUSE (Claims Received)	Jan	Feb	Mar	Apr	YTD Totals	2018 Totals	Policy Violations
Col Parked Veh - SV	1		1		2	6	
Col Stopped Veh - SV			1		1	13	
Deny Rts/Civil	1	1			2	5	
Deny Rts/Prop	3				3	1	
Enforcement Prop			1		1	2	
Excessive Force	1				1	4	
False Imprisonment			1		1	5	
Hit Obj Off Road - SV					0	1	
Ln Change/Passing - SV					0	3	
Pursuit/Response		1	1		2	2	
Tow/Push – SV		1	1		2	6	
Vehicle Impound					0	1	
Yield/Impr Turn - SV	4	1	1		6	20	
Personal Property			1		1	5	
Supervision		1	1				
Misc (two or less claims)		2			2	13	
TOTALS	10	7	9	0	26	96	0

2019 Tort Activity

TORT ACTIVITY 2019	Jan	Feb	Mar	Apr	YTD Total	2018 Totals
Claims Received	10	7	9		26	96
Claims Closed/Settled	10	9	13		32	89
Record Holds Established	3	3	6		12	16
Record Holds Lifted	4	0	2		6	15
RFDs processed	0	1	3		4	2

Questions?



STRATEGIC ADVANCEMENT FORUM

Information Technology Division

Mr. Eric Vonderscheer, Division Administrator
Mr. Scott Jarmon, Assistant Division Administrator
Mr. Keith Huntley, Mobility Support Unit Manager
Mr. Brian Everson, Information Security Officer

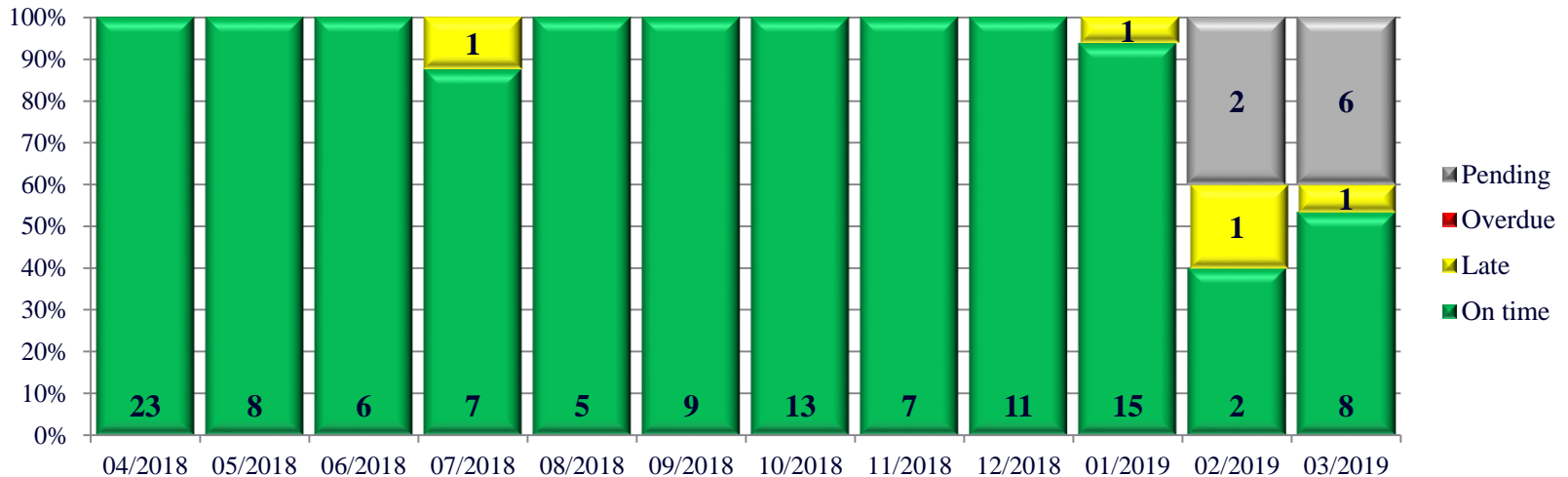


Overview and Evaluations

	Authorized	Assigned	Available	% Assigned	% Available
Division Total	98	94	94	96%	96% ↓
Admin	7	7	7	100%	100%
CSU	18	17 ↓	17	94%	94%
ADSS	28	27	27	96%	96%
IO	19	18	18	95%	95%
ITPS	5	5 ↓	5	100%	100%
WAJIS	10	10	10	100%	100%
MSU	12	11	11	92%	92%

Positions Not Available

Vacancies:	4
In-Training/Probationary:	12
FMLA:	7
Military Leave:	0
Admin Reassignment:	0





Strategic Dashboard

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: a. Improve collaboration outcomes between WSP business and technology divisions.

Objective: Enhance Communication and collaboration within all levels of the agency

Strategy	Target	Status
Develop a Strategic Technology Workgroup (STW) to review and make recommendations to the executive leadership team for the agency’s technology roadmap on a biannual basis	Implement STW by Q2 2019	
Review technology needs and provide feedback to the applicable business unit(s) on a reasonable and timely basis	Create a basic dashboard for roadmap projects by Q1 2020	
Create a dashboard to update all agency staff on the status of ITD projects and services. This will include features to allow staff to view current, pending and delayed projects for the agency	Q4 2019	

⊙ = Not Started ● = On Plan ▲ = Needs Attention * = Activity at risk ✓ = Completed



Strategic Dashboard

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: a. Improve collaboration outcomes between WSP business and technology divisions.

Objective: Enhance Communication and collaboration within all levels of the agency

Objective	Strategy	Target	Status
Complete all ITD/ESD technology plan reviews on schedule.	Implement the Strategic Technology Workgroup (STW) and review process by Q2 2019	Implement STW by Q2 2019	
Establish business owners and governance of critical IT applications.	Establish and communicate a comprehensive list of all WSP applications/systems and the identified business and technology owners and ensure each individual understands the responsibilities for each function.	Establish engage and confirm business owners for vital applications/systems	

⊙ = Not Started ● = On Plan ▲ = Needs Attention * = Activity at risk ✓ = Completed



Strategic Dashboard

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: b. Consistent use of a planning process and the technology roadmap to balance funded investments in current year and multi-year strategic needs

Objective	Strategy	Target	Status
Increase the frequency/use of division technology planning meetings	Develop a Strategic Technology Workgroup (STW) to review and make recommendations with the executive leadership team on the technology roadmap every six months under the leadership of the Chief Information Officer.	Meetings occur every six months for 50% of the divisions (11/23)	
Develop an agency cloud strategy to determine the resources, requirements and training needed to implement services	Work with vendors to determine appropriate strategies and requirements for cloud use within the WSP environment. Once initial requirements are gathered continue to refine the product for approval with OCS, WSP security and CJIS rules.	Engage with a vendor to help develop the strategy and policy by July 2019	
Establish an STR strategy for the IT infrastructure to ensure reliability/sustainability by 2020	Develop and identify equipment lifecycles for each category of equipment (servers, storage and networking) in use in the agency.	Develop plan by End of 2019	

⊙ = Not Started ● = On Plan ▲ = Needs Attention * = Activity at risk ✓ = Completed



Strategic Dashboard

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: C. Increased business continuity capabilities to ensure services, systems and facilities are reliable and operational at all times.

Objective: Continue to develop QDC services to support technology sustainment and COOP for all critical systems and applications.

Strategy	Target	Status
Document Current State of the QDC as of today and desired target. Identify vital and critical systems and the services needed for continuity of operations. Determine the appropriate level of DR/CoOP for each system or class of systems	Q2 2019	●
Determine the scope of resiliency at each DC based on identified systems/services.	Q2 2019	●
Determine the technical requirements and costs for each DC to meet needs	Q4 2019	●
Determine the level of gaps and what funding it will take to close them	Q3 2020	●
Identify an ongoing strategy to implement and sustain the requirements. Submit any required decision packages needed to implement solutions.	Q2 2021	●

○ = Not Started ● = On Plan ▲ = Needs Attention * = Activity at risk ✓ = Completed



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
<u>Projects</u>			
Sexual Assault Kit (SAK) Tracking System	<i>COMPLETED</i>		
Managed Print (Phase 1 and HQ Building MFD Phase 1.5)	<i>COMPLETED</i>		
License Plate Readers (LPRs) Phase 1	<i>COMPLETED</i>		
Offender Watch Application Electronic Upgrade	<i>COMPLETED</i>		
2-Factor Authentication (2FA)	84% completed	➡	➡
Windows 10 Implementation	45% completed	➡	➡
TAS Rewrite	33% completed	➡	➡
Electronic DUI Packet Sector	65% completed	➡	➡
Criminal Records System Replacement (W2)	65% completed	➡	➡
WSP Website Refresh (HRD, FPB, ITD)	70% completed	➡	➡
Ignition Interlock Program Modernization	➡	➡	➡
Phase 2 Quincy Alternative Data Center	➡	➡	➡



INFORMATION TECHNOLOGY DIVISION

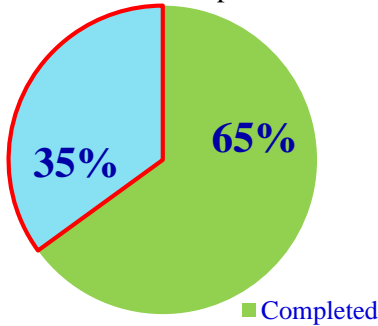
Goal 5: Improve and Sustain agency Infrastructure and business processes.

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.

TEST/DRAFT IT Projects Dashboard TEST/DRAFT

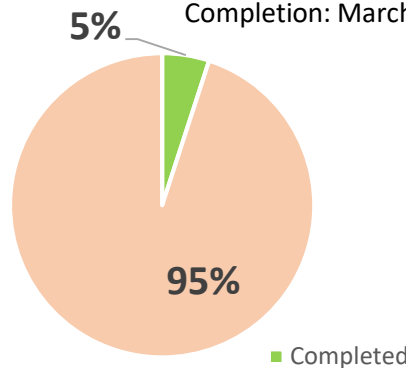
eDUI Project

Completion: June 2020



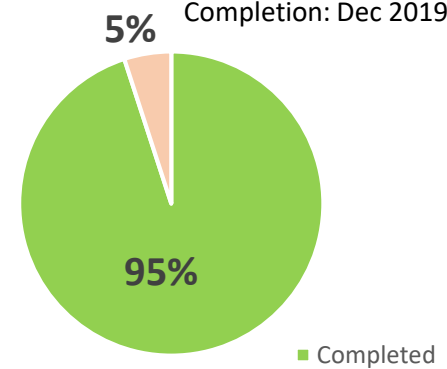
SharePoint 2019

Completion: March 2020



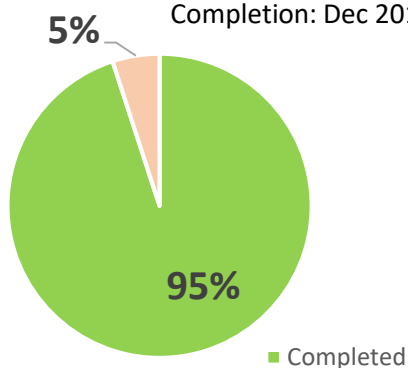
2 Factor Authentication

Completion: Dec 2019



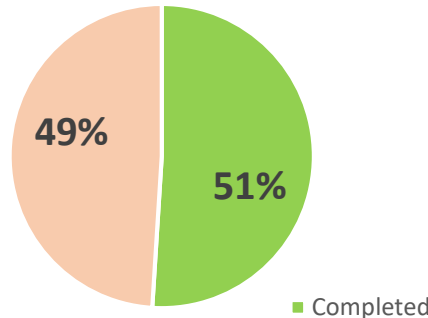
Asset Mgt. Proposal

Completion: Dec 2019



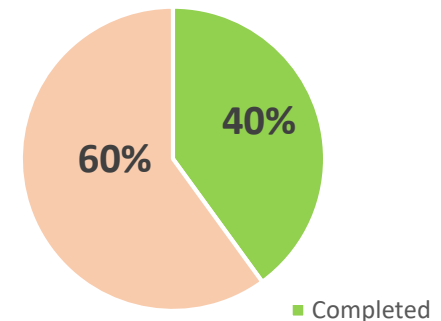
Windows 10

Completion: Dec 2019



TAS Rewrite

Completion: Dec 2019



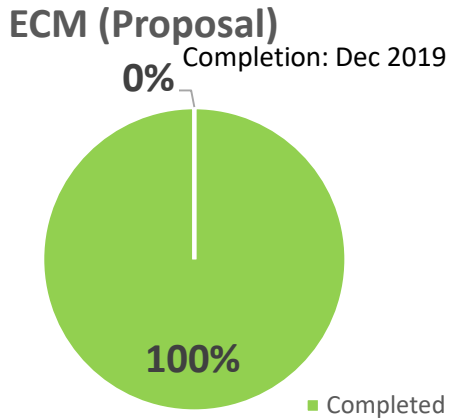


INFORMATION TECHNOLOGY DIVISION

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

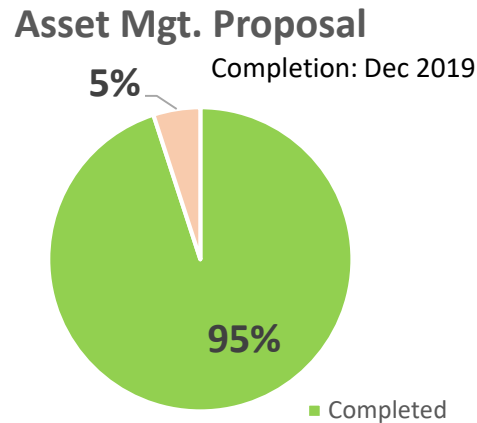
Priority 5.1: Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

IT proposed Projects – **TEST/DRAFT**



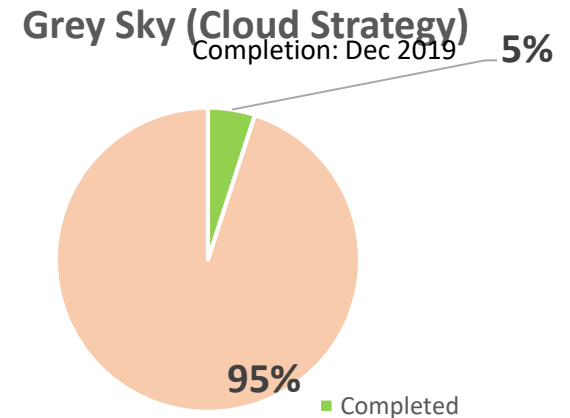
Benefits:

- Increased Document management
- Reduced Public Discloser Time
- Record Retention Compliance



Benefits:

- Increased Accountability
- Reduced record management time
- Reduce duplicative record systems



Benefits:

- Systematic approach to cloud services use
- Maximize ROI, while improving security, accessibility
- Compliance with State Direction



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.

Area of Interest: Implement SECTOR eDUI Statewide application.

Automate DUI data collection to produce required forms and create a statewide database.

SECTOR eDUI

Accomplishments and Comments

- WSP identified many software defects and are working with the vendor to fix these issues
- WSP requested a Corrective Action Plan for Sierra Cedar Inc. to correct the

Project Status	Scope	Schedule	Budget
Milestones	Target	Status	
Vendor Procured	May 2017	✓	
Business Requirements Completed	Aug 2017	✓	
Application Developed	March 2018	✓	
<u>Corrective Action Plan</u>			✓
SCI Development Activities	Feb 4, 2019	✓	
SCI Testing	Feb 22, 2019	✓	
Collaborative Testing	Mar 15, 2019	✓	
ITD UAT Testing	Mar 18 - April 5	✱	
LEO UAT Testing Possible delayed	Apr 8 – Apr 26	✱	
ETrip UAT	Apr 29 – May 24	✱	
Go Live	Jun 7, 2019	✱	

Bug Status	Number
Active/ New	67
Resolved	30
Tasks/User Stories	30
Closed	158

⊙ = Not Started
 ● = On Plan
 ▲ = Needs Attention
 ✱ = Activity at risk
 ✓ = Completed



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.

Area of Interest:



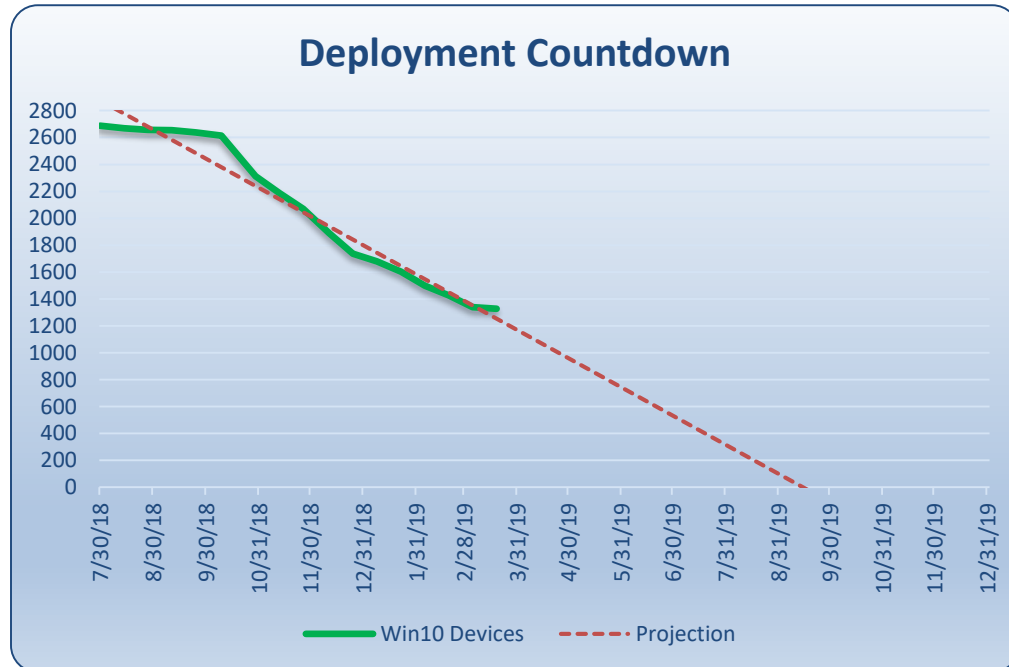
	Devices	Installed	% Complete
MSU (MOP/CVD)	951	493	51.84%
STR	445	174	39.10%
Agency (all others)	1331	734	55.15%
Totals	2727	1401	51.38%

Accomplishments:

- Pace 46/week
- CVD/MCSD completed

Challenges

- Keeping current pace
- Vendor usage may be necessary
- COBAN Impact
- Resource availability
- Deployment 2634 hrs to date est. \$121,300



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: *Software updates on in-car cameras are pushed out without notice from Coban and without any form of testing*



Analysis:

- Coban loaded a software update on all servers in the districts which, if installed on user's cameras would cause the Coban Classic camera to quit working.
- About 380 cameras could be affected
- Anywhere from 12 to 60 cameras could have stopped working
- Estimated completion date April 26 for remaining 70 cameras

Action Plan:

- Turn off Wireless Video Upload (WiVU) at all districts – Complete
- Control delivery of drives - Complete
- Work with Coban engineers and design a new image for all cameras – Complete
- Load the new image on all cameras (requires hands-on touch of all cameras) – 80% Complete
- Employ CVD/MCSD support personnel to assist MOP – In Process
- Once cameras are imaged, return WiVU to normal operation – In Process (D-3, 4, 5, 6 and 8 back on)
- Develop new process for testing Coban images before release to users – Waiting on Coban engineers
- Evaluate current in-car camera system for a possible better solution – In Process



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.

Area of Interest: Mobile computers installed in patrol vehicles currently do not have a method of advanced authentication required to protect criminal justice information.



Accomplishments and Comments:

- Replace all GD-8000's in the field – 35 outstanding assigned to FOB troopers and sergeants
- Print new ID cards (HRD) – Continuing
- Program users and issue cards – Due to be completed by April 19, 2019
- Server team to lock PMDC behind smart card – by June 30, 2019

<u>Project Status</u>	Scope	Schedule	Budget
Milestones	Target		Status
Purchase Smart Cards and Hardware	2014		✓
Pilot Project Plan and Instructions	May 2017		✓
Program Users for Pilot (D1 and D2)	Sep Oct 2017		✓
Statewide Implementation Issue all cards	Nov–Feb–April Jun–Dec–2018 March 30–2019 April 19, 2019		▲
Implement smart card for PMDC	June 30 2019		●

○ = Not Started ● = On Plan ▲ = Needs Attention * = Activity at risk ✓ = Completed



INFORMATION TECHNOLOGY DIVISION

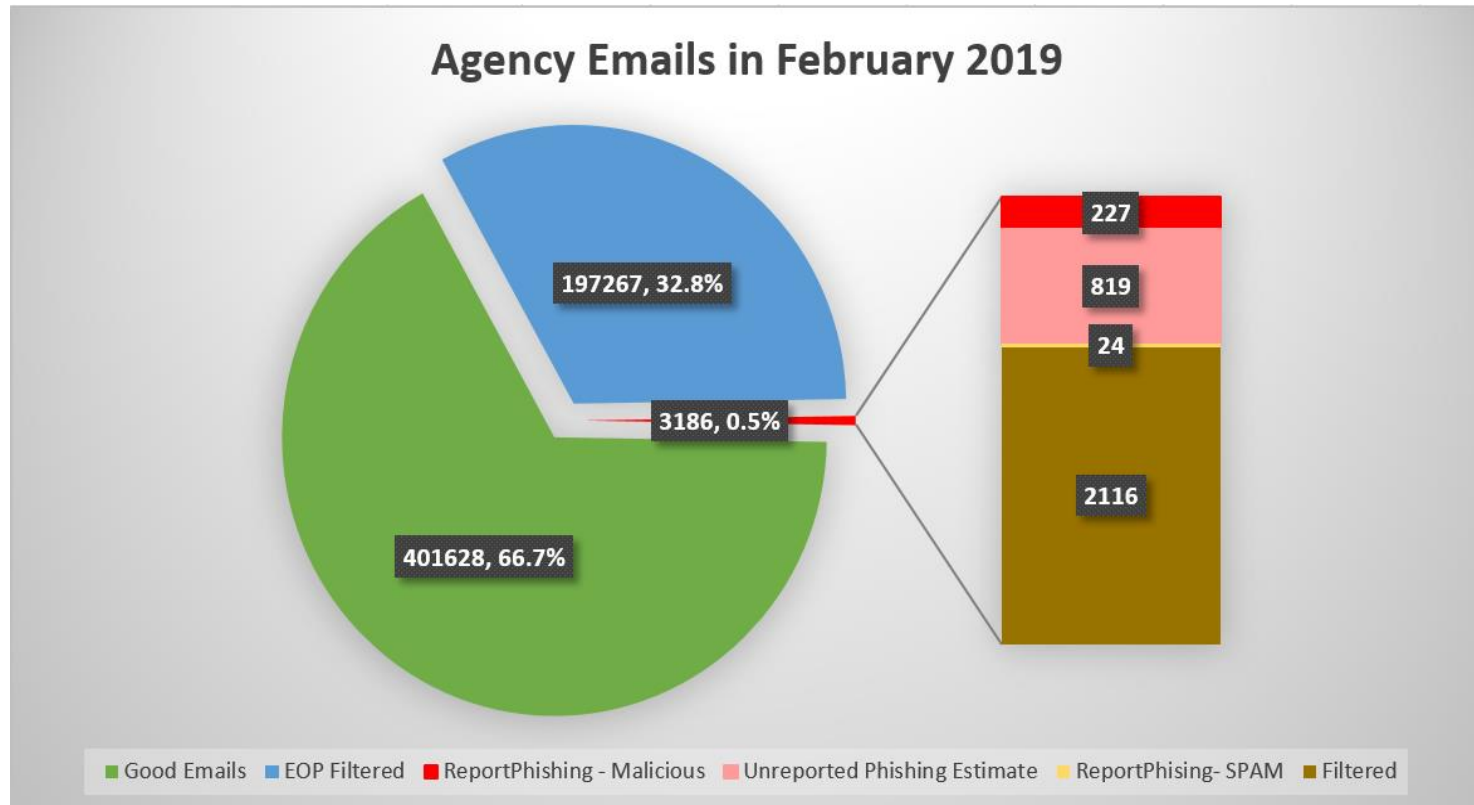
Goal 5: Improve and Sustain agency Infrastructure and business processes.

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.

Division Objective: Maintain and improve the agency's IT security compliance posture.

Strategy:

- Track phishing attempts
- Analyze for intent
- Alert agency personnel as appropriate.





INFORMATION TECHNOLOGY DIVISION

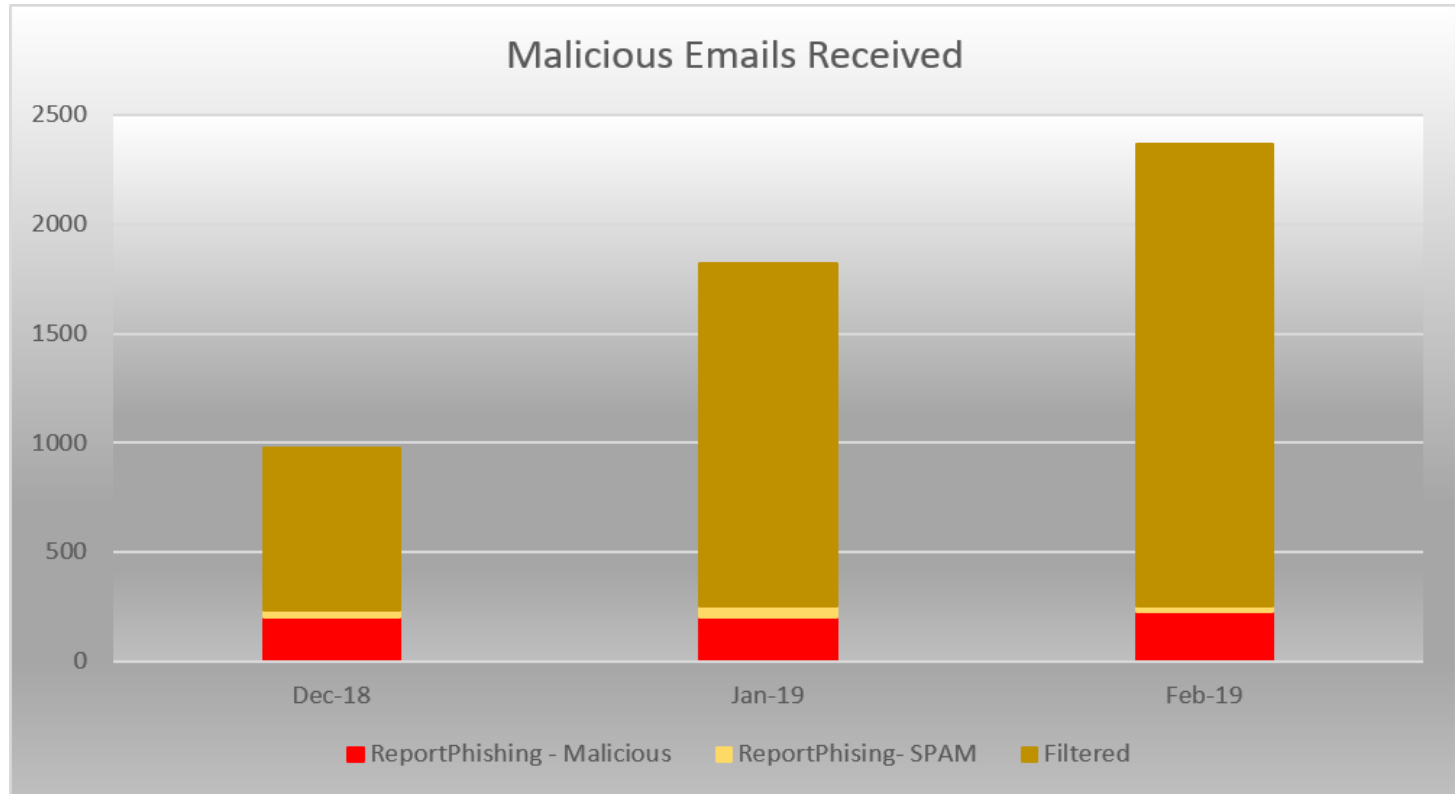
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Strategy:

- Track phishing attempts
- Analyze for intent
- Alert agency personnel as appropriate
-





Questions





STRATEGIC ADVANCEMENT FORUM

Training Division

**Captain Shannon Bendiksen
Lieutenant Dennis Bosman**



Division Strategic Objectives

****Increase percentage of staff certifications****

Make the WSP a Great Place to Work

Outcome: d. Increase staff awareness of the value and importance of agency accreditations and staff certifications.

Baseline: 30 CLCs (13 Civilian)

Objective: Increase percentage of staff certifications.

Target: 48 CLCs (26 Civilian)

Edit	Strategy	Baseline	6/1/2019	Target	Status	Narrative	Highlight	Objective Review Form
	RCW 43.101.350 requires all law enforcement personnel in a supervisory / management position to successfully complete all training requirements for Career Level Certification (CLC) within one year of completing core training requirements (Supervisor Basic or Mid-Manager Basic). The WSP provides further guidance for all employees in a supervisory / management position to obtain the respective CLC within 15 months of promotion. This is obtained by attending a basic course, completing LPO, and completing the WSP specific training for supervisors/managers. An audit revealed many in a supervisor / manager position have not obtained their CLC; therefore, this will be closely monitored over the course of the next 3 years to ensure 80% of current supervisors / managers have their respective CLC.	30 CLCs (13 Civilian)		48 CLCs (26 Civilian)	On Track			

ACTION PLAN - COMPLETE

- **Email to commanders advising of notification to their employees who have not completed CLC**
- **Email notification to supervisors/managers w/o CLC**
- **Post CLC list on WSP SharePoint site for easy access**



TRAINING DIVISION

At-A-Glance

The Washington State Patrol Academy is committed to providing high quality training and customer service through hard work, passion, and professionalism!

	Year to Date			2017-2019 In progress		2019-2021 Projected		2021-2023 Projected	
# Cadets Commissioned	4			106		129		86	
# Cadets in Training	Currently in training 53 111 th TBTC			367 4 TBTC, 3 Arming		315		210	
# BLEA Recruits Trained	92			803		900		900	
# Supervisor CLCs	1			37		86		45	
# Mid-Manager CLCs	0			7		29		15	
# Students Trained in LPO	Currently in training 15			68		75		75	
# Meals Served	11,183			69,867		60,000		60,000	
# Students Trained-ALL	732			11,118		12,000		12,000	
# EVOC instructors 35 (+10 academy)	D1	D2	D3	D4	D5	D6	D7	D8	
	4	5	4	5	5	4	4	4	
# CTW instructors 83	D1	D2	D3	D4	D5	D6	D7	D8	
	6	5	6	9	7	8	6	6	
# FTOs 104	D1	D2	D3	D4	D5	D6	D7	D8	
	15	19	8	17	14	5	16	10	
Non-Compliance	CTW/FRM			DTO			In-Service	CIT 2-hour	
	1 st	2 nd	3 rd	1 st	2 nd	3 rd	N/A	N/A	
	N/A	-	-	N/A	-	-			

111th TBTC

- 111th TBTC started with 58 cadets
- Currently have 53 cadets
- Attrition
- Coaching trip
 - April 25 – June 22



Upcoming Cadet Schedule

36th Arming Class

- July 1 – August 20, 2019
- Anticipate 60 cadets

112th TBTC

- August 26, 2019 – March 11, 2020
- Coaching trip: January 2 – March 7, 2020





Leadership Training

Supervisor Basic Headquarters Week

- 3 classes scheduled in 2019
 - April 8 and 9
 - June 3 and 4
 - September 9 and 10
- Cancelled April class
 - Low enrollment
- 2020 plan

EVOC Program Highlights

2019 Traffic Week Classes

- 16 classes scheduled
- 4 classes completed
- Additional classes in 2019



2019 In-Service Update

- Updates
- Feedback



I-940 / Law Enforcement Training and Community Safety Act

- **Currently public comments are being heard**
- **Commission to adopt training rules by June 6, 2019**
- **Basic training will require 200 hours of de-escalation and mental health training**
- **Incumbent officers = 40 hours every three years**
- **Agencies will submit to receive credit for training currently being conducted**



On Track

DONE

Have a model policy

DONE

Partnership with mental health organizations



COMMUNITY • PUBLIC SAFETY • MENTAL HEALTH
UNITED FOR GLOBAL WELL-BEING

Pending

Provide CIT Team training to 20% of agency

DONE

Train 100% in Mental Health First Aid

CALEA Tri-Arc

- WSP to come into compliance with both CALEA Communication and Academy Training Standards
- Agreement with CALEA took effect March 15, 2019
- Work towards becoming a recipient of the CALEA Tri-Arc award no later than March 2021

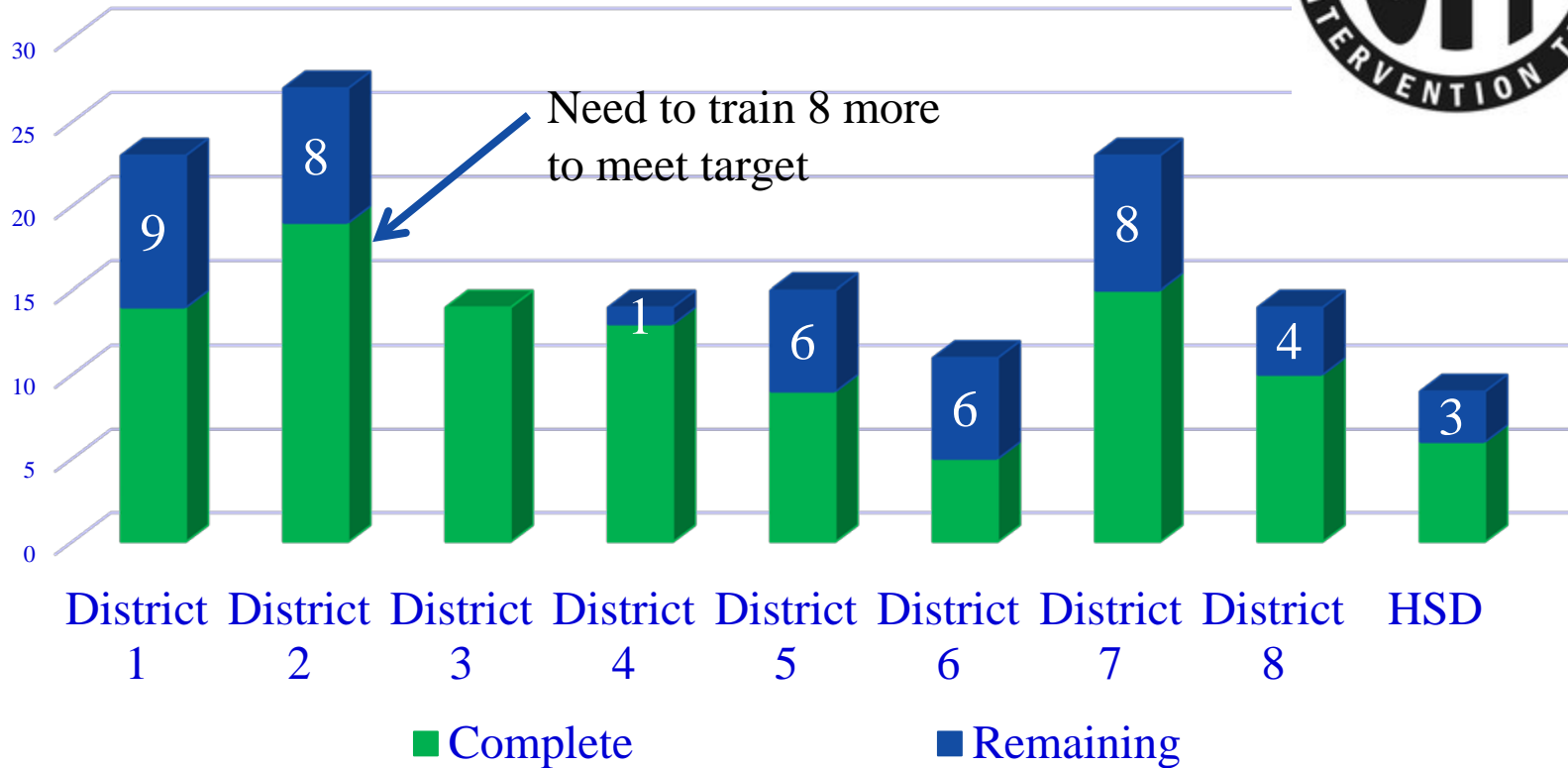


CIT Updates

8-hour basic course: **1 remaining personnel**



CIT 40-hour Team Training Targets



Upcoming Events

2019 Memorial Service/Awards Day

- May 8, 2019

111th TBTC Open House Ceremony

- June 25, 2019

111th TBTC Graduation Ceremony

- June 26, 2019

43rd Annual Kiwanis Youth Camp

- July 28 – August 2, 2019





Questions?



STRATEGIC ADVANCEMENT FORUM

TSB/Communications Division

Heather Anderson
Vanessa Barnes



Follow up

No Follow up

Division Strategic Objectives

Dist/Divi	Objective	Strategy	Baseline	Current	Target
COMM	Response time to 911 calls.	<ul style="list-style-type: none"> • Answer 911 emergency calls within the National Emergency Numbers Association (NENA) call answering standards. • Use the quality assurance program to ensure calls are managed with active listening skills, using appropriate call taking procedures, and professionalism. 	All centers are meeting the baseline of answering 95% of all 911 calls within 20 seconds.		Sustain meeting the current standard of 95%





COMMUNICATIONS DIVISION

Goal: We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.

Outcome: A qualified and diverse workforce reflective of the statewide population.

Area of Interest: The Division must hold 12 vacancies to maintain our budget.

Target: Supplemental budget request

Analysis:

- We were required to spend down our King County E911 account. Funding has continued to reduce over time.
- Did meet with King County. They pay for all of our E911 equipment and maintenance on top of the funding for some FTEs. No room there to raise our funding.
- Some positions were added in the past without funding because the budget could handle it.
- Overtime costs are higher now due to raises.
- The majority of these vacancies were already vacant.
- Based on workload assessments these positions are the buffer for all centers.

Action Plan:

- Supplemental Request under way.
- The 12 positions have been identified and have been held beginning in February. Because there are other vacancies and these were the buffer, this has not been a large impact on the centers.
- We will continue to try to obtain the funding so we can use the positions in the future.

District	# of Positions Held
Training Team	1
District 1	1
District 2	3
District 3	1
District 4	1
District 5	1
District 6	1
District 7	2
District 8	1



COMMUNICATIONS DIVISION

Goal: We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.

Outcome: A qualified and diverse workforce reflective of the statewide population.

Area of Interest: Current recruiting, testing, and hiring practices are not yielding enough applicants in Districts 2 and 7 to fill positions in time for academy.

Target: Fill 95% of vacancies.

Analysis:

- We receive less of an applicant pool for Marysville and Bellevue.
- Advertising through multiple online jobsites.
- Center culture has improved. We typically know ahead if employees are looking to make changes.
- Staff are assisting with recruiting when available.
- District Recruiters are assisting some too. We are purchasing some recruiting materials to go with what they are using for FOB and CVE.

Action Plan:

- We have moved up our academy start dates to ensure we get applicants hired and started in the training process.
- We added a hearing test.
- HRD poly and background process is FAST now!
- New academy is offering more structure and consistency for new COs.
- Waiting to hear on the compensation package through the legislative session.
- Overall, morale is improving, professionalism and skills are increasing.

District	Percent Staffed
District 1 Tacoma	95%
District 2 Bellevue	83%
District 3 Yakima	100%
District 4 Spokane	100%
District 5 Vancouver	94%
District 6 Wenatchee	88%
District 7 Marysville	86%
District 8 Bremerton	100%
Training Team	100%
Division-wide Staffing	94%

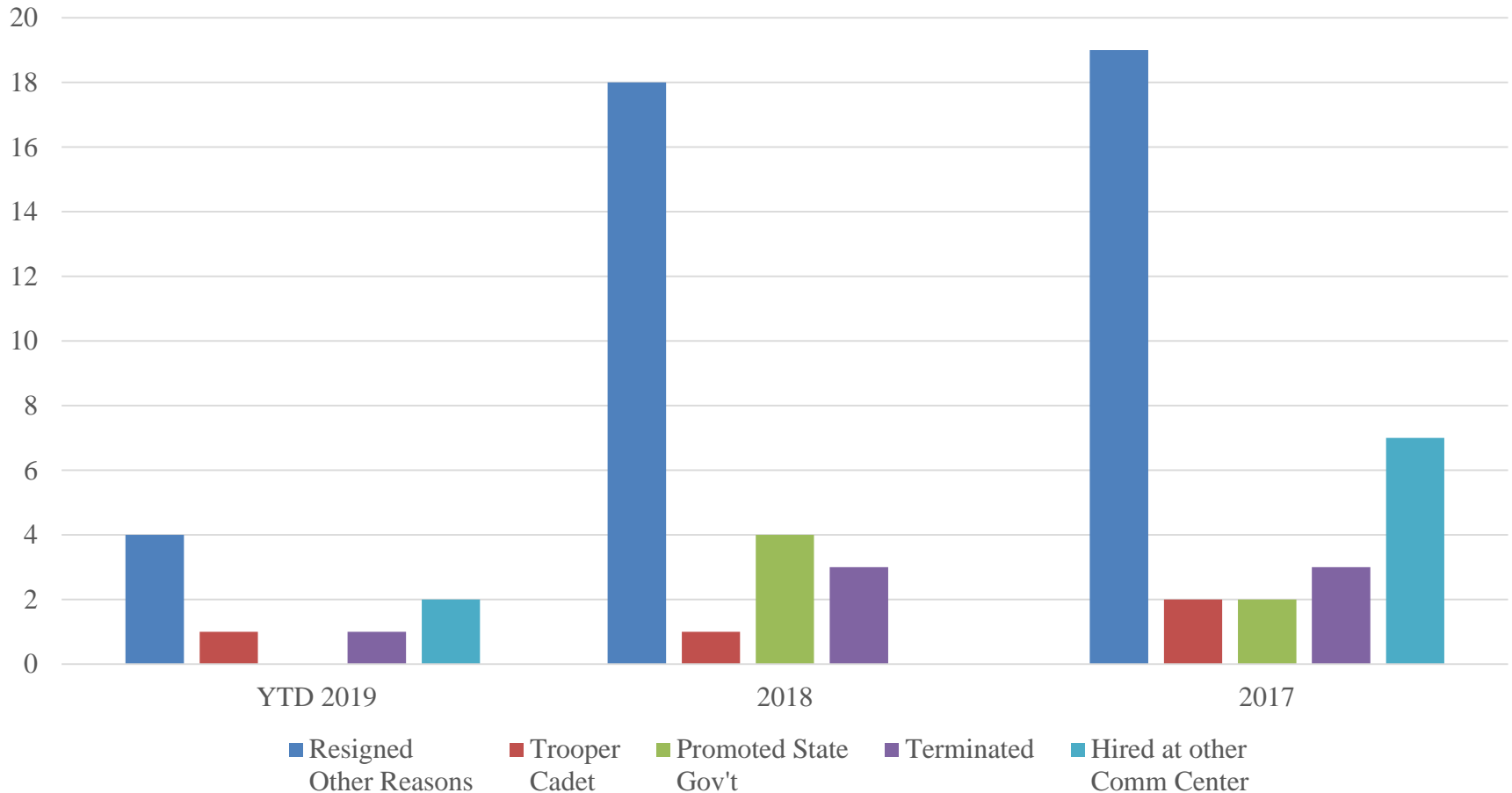


COMMUNICATIONS DIVISION

Goal: We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.

Outcome: Implement strategies to retain staffing.

CO Turnover



- **Telecommunicator Week!**
- **New carpets in D8**
- **Hong Kong Police visit to see CAD**
- **Colorado SP visit to see CAD**

Coming soon!

- **New consoles coming:**
 - **D2**
 - **D7**
 - **D8**
- **CO3 Retreat in Leavenworth**
- **Regional trainings for staff**
- **2nd CO Academy for 2019 begins April 22**

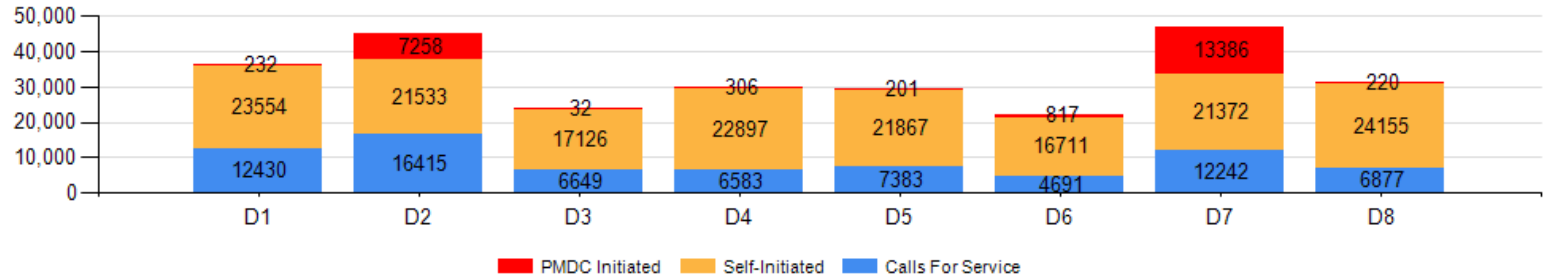




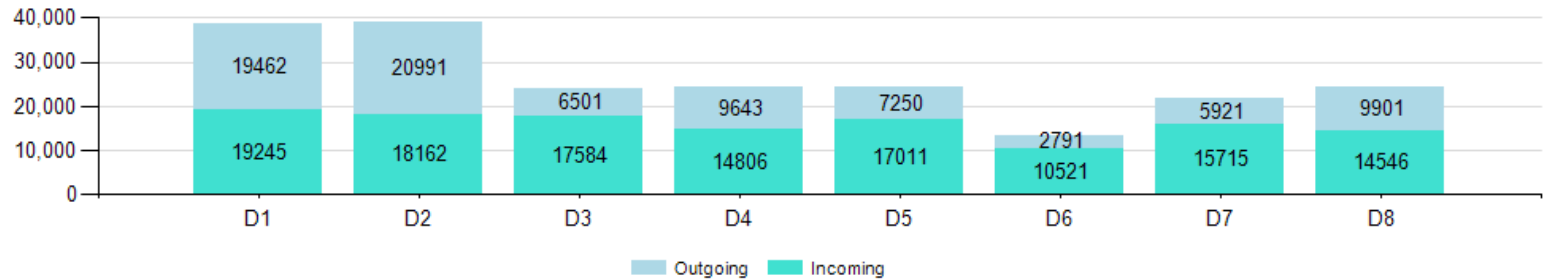
Objectives Dashboard

Objectives	Scope	Schedule	Budget
Collaborate with ESD for a Continuity of Operations Plan for all centers. Finish programming of consoles at all centers. Resolve telephone transfer issues by December, 2019	➔	➔	➔
Carpet replacements in Districts 8, 1, 3, and 7 by 12/31/19	➔	➔	➔
Relaunch the Communications Sharepoint with updated procedures and ready reference materials. Rebuild, lean, and update all materials on the Sharepoint by December 30, 2019	➔	➔	➔
Research and try to secure funding to replace aging consoles in the centers. Identify funding options by December, 2019	➔	➔	➔

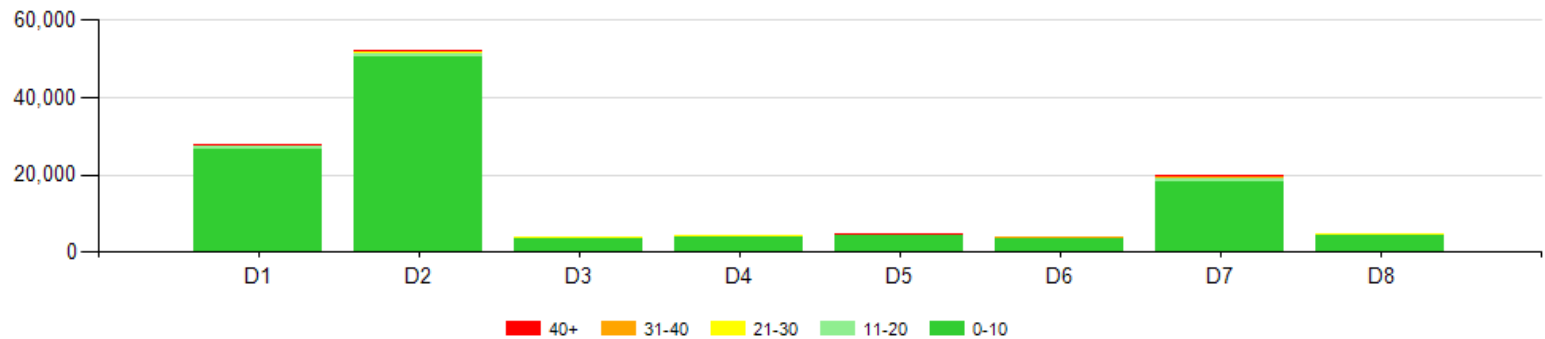
CAD Statistics (2019 Total)



Business Calls Statistics (2019 Total)



911 Statistics (2019 Total)







STRATEGIC ADVANCEMENT FORUM

Electronic Services Division

Mr. Patrick Dunn, Division Commander
Mr. Mark Vetsch, Field Support Manager
Mr. Mike Geiger, Engineering Manager

April 17, 2019



Follow up

None

	Authorized	Available	% Available
<u>Division Total</u>	60	51	85%
Administrative	7	6	85%
Field Support Section	32	27	84%
Network Engineering	11	9	82%
Engineering Support	10	9	90%

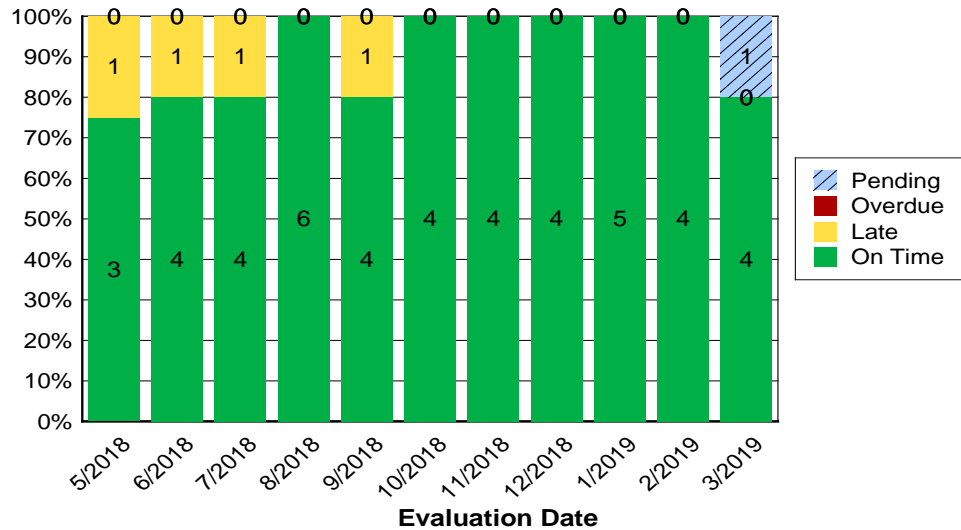


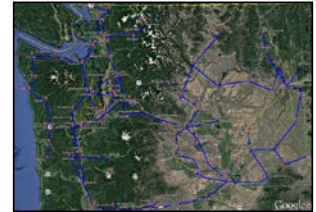
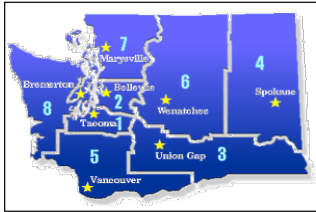
Positions Not Available

Vacancies:	8
Projected Retirements:	4
In-Training/Probationary:	1
On-Call/Intermittent:	1
FMLA:	0
Military Leave:	0
Admin. Reassignment:	0

Evaluation Completion Percentage

For ESD





TECHNICAL SERVICES BUREAU ELECTRONIC SERVICES DIVISION

Effective: April 8, 2019



DIVISION COMMANDER
E151 Patrick Dunn S14

Financial Analyst 2
0742 Mona Lisa Peteanu X02

ASSISTANT DIVISION COMMANDER
1930 **Vacant** X49

Secretary Supervisor
1083 Robin Kles X01

Secretary Senior
0038 Katy Conley X00

Field Support Section Manager
0418 Mark Vetsch X14

Engineering Section Manager
1538 Mike Geiger X15

SW Region Supervisor D1, D5
1578 Lynn Whitesell X18

East Region Supervisor D9, D4, D6
0928 Daryl Hern X20

NW Region Supervisor D2, D7, D8
0682 Joe Frost X17

Tower Crew Supervisor
0701 Bob Peterson X74

LMR System Administrator
0792 **Vacant** X66

Network Engineering Manager
0888 Michael Kildow X19

Network Security Manager
0668 Stu Lundmark X22

Electronic Design Manager
1168 John Woodcock X16

Engineering Support Services Supervisor
0336 Joseph Russo X21

D1 Tacoma - LMR STS
0929 Tom Brosnan X50

D3 Yakima - LMR STS
0931 Scott Miller X39

D2 Bellevue - LMR STS
0342 Mark Stone X47

Maintenance Mechanic 4
0894 Jonathon Grayless X76

D3 Yakima - LMR STS
1925 Kiel Martin X48

Sr. Network Technician - ITS 4
1744 Edward Thomas X62

Sr. Network Security Tech - ITS 4
1289 Doug Calkins X68

Electronic Design Engineer
1418 Jay Schmierer X23

Engineering Field Support - STS
0698 Larry Marcus X36

D1 Tacoma - MW STS
0700 Rich Husingh X28

D3 Yakima - MW STS
0932 William Connolly X43

D2 Bellevue - MW STS
0351 Kermit Rhinehart X45

Maintenance Mechanic 4
1328 Gavin Rice X70

D3 Yakima - LMR STS
0350 **Vacant** X33

Network Technician - ITS 3
0959 Erin Walick X63

Network Security Tech - ITS 3
1856 **Vacant** X69

Electronic Design Engineer
0753 Eric Felch X24

Engineering Aide 3
1084 **Vacant** X67

D1 Tacoma - ECST
0984 Don Sevin X58

D3 Kennewick - ECST-S
0340 **Vacant** X60

D2 Bellevue - ECST
0339 Bruce Lane X54

Maintenance Mechanic 4
0890 **Vacant** X71

D3 Yakima - LMR STS
0350 **Vacant** X33

Network Technician - ITS 3
1178 Ann Crawford X64

Network Security Tech - ITS 3
1856 **Vacant** X69

SMD Expert - West
0830 Steve Rosario X26

MPLS Administrator - STS
0837 Edward Lyon X46

D1 Olympia - ECST
0983 Joshua Maxwell X52

D4 Cofax - LMR STS
0343 Rob Lewis X34

D7 Marysville - LMR STS
1254 Eric Schoonmaker X37

Maintenance Mechanic 4
0835 **Dan Warner (16Apr)** X53

D3 Yakima - LMR STS
0350 **Vacant** X33

Network Tech - WiFi - ITS 4
1829 Eric Wojtach X65

Network Security Tech - ITS 3
1856 **Vacant** X69

SMD Expert - East
0346 Tony Hillock X38

MPLS Administrator - STS
0344 Michael Carlson X40

D5 Vancouver - LMR STS
0833 Mark Braaten X35

D4 Spokane - MW STS
0345 Mike Staples X27

D7 Marysville - MW STS
1253 Robert Studwin X29

Maintenance Mechanic 4
0835 **Dan Warner (16Apr)** X53

D3 Yakima - LMR STS
0350 **Vacant** X33

Data Center Technician - ITS 5
1874 Mike Calabrese X61

Network Security Tech - ITS 3
1856 **Vacant** X69

VoIP Telephone - STS
1359 Dan Webster X42

VoIP Telephone - STS
0649 **Vacant** X25

D5 Vancouver - MW STS
0352 **Vacant** X44

D4 Spokane - ECST
0747 Glen Leimkuhler X57

D8 Bremerton - LMR STS
0752 Kirk Burress X32

Maintenance Mechanic 4
0835 **Dan Warner (16Apr)** X53

D3 Yakima - LMR STS
0350 **Vacant** X33

VoIP Telephone - STS
1359 Dan Webster X42

Network Security Tech - ITS 3
1856 **Vacant** X69

VoIP Telephone - STS
0649 **Vacant** X25

VoIP Telephone - STS
0649 **Vacant** X25

D6 Wenatchee - LMR STS
0348 Larry Moore X30

D8 Bremerton - MW STS
0347 Kerry Annis X31

Maintenance Mechanic 4
0835 **Dan Warner (16Apr)** X53

D3 Yakima - LMR STS
0350 **Vacant** X33

VoIP Telephone - STS
1359 Dan Webster X42

Network Security Tech - ITS 3
1856 **Vacant** X69

VoIP Telephone - STS
0649 **Vacant** X25

VoIP Telephone - STS
0649 **Vacant** X25

D6 Wenatchee - MW STS
0341 John Cloo X41

D8 Bremerton - MW STS
0347 Kerry Annis X31

Maintenance Mechanic 4
0835 **Dan Warner (16Apr)** X53

D3 Yakima - LMR STS
0350 **Vacant** X33

VoIP Telephone - STS
1359 Dan Webster X42

Network Security Tech - ITS 3
1856 **Vacant** X69

VoIP Telephone - STS
0649 **Vacant** X25

VoIP Telephone - STS
0649 **Vacant** X25

MAJOR PROJECTS STATUS

Sustain and Enhance Agency Infrastructure and Business Processes

Project	Scope	Schedule	Budget
LMR System Upgrade Project (LMRSUP)	Green	Yellow	Green
Dedicated Data Network (DDN) Phase 1	Green	Green	Green
Dedicated Data Network (DDN) Phase 2 (and beyond)	Green	Green	Yellow
Nokia 7705 Router Upgrade	Green	Green	Green
Infrastructure Upgrade (Microwave and LMR base stations)	Green	Yellow	Green
ARGUS site battery upgrades	Green	Yellow	Yellow

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.

Priority 5.4: Improve our ability to provide business continuity for services, systems, and facilities that respond to disasters and other large-scale disruptions.

- CRESA System Cutover – cutover complete; programming pending results of LMRSUP testing
- Thurston County Interoperability
- FirstNet Initiatives
- WSDOT P25 Radio System Upgrade
- FEMA Region X Regional Emergency Communications Coordination Working Group
- Washington Emergency Communications Coordination Working Group
- SAFECOM Nationwide Survey support
- Regional Interoperability Committees
- EOC Microwave System Upgrade
- NCSWIC Federal Interoperability Channel updates
- PSERN (King County) System migration
- SERS

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: a. Improve collaboration outcomes between WSP business and technology divisions.

Edit	Objective	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Complete all ITD/ESD technology plan reviews on schedule.	Develop a Strategic Technology Workgroup to review and make recommendations to the executive leadership team for the agency's technology roadmap on a recurring (biannual) basis. Review technology needs and provide feedback to the applicable business unit (s) on a reasonable and timely basis.	Strategic Technology workgroup and processes established	Collaborating with ITD Projects Office to refine project review and prioritization criteria.	Implement the Strategic Technology Workgroup and review processes by Q2 2019	On Track	ITD and ESD have worked over the last four months to develop and implement criteria to review and prioritize agency projects. The next steps will be refining resource utilization criteria and training staff on this new process	The strategic technology workgroup meets bi-monthly to review and evaluate project requests. Having the Chief Technology Officer as a workgroup member has been paramount to the evolution of this workgroup.
	Enhance communication and collaboration within all levels of the division.	Charter employee-centric work groups that are goal-driven and supervisor-mediated to design and implement continuous process improvements. Develop a Division newsletter to highlight the phenomenal work that ESD does and provide a user-friendly, easier-to-read format. Increase the number and frequency of Division-wide meetings per year.	Quarterly Focus Groups Implemented.	Not started	Implement Groups for LMR, MW, and Network Techs by Q4.	On Track	The Division has been spread thin over the last few months with two major agency-wide projects. I anticipate having the opportunity to focus on this effort more fully in third quarter.	Data Network and Radio upgrade project PMs have encouraged our staff to develop project plans and provide critical insight to the project process. This has resulted in increased employee engagement and more achievable goals and plans.
	Increase the frequency/use of division technology planning meetings.	Schedule semi-annual meetings with division commanders and staff of each business unit in order to discuss the division technology plans 6 months ahead of the scheduled time.	Meetings occur every six months.	In progress	11/23 Division Technology Plan meetings occur 2x a year.	On Track	ESD will continue to join ITD for all Division Technology meetings. Recent staff turnover has hindered the Division's ability to designate a representative to attend these meetings.	We have met with key stakeholders from business divisions to make key decisions with the radio system and data network schedule. This has been instrumental to ensuring ESD delivers the expected business value with our project efforts.

Outcome: b. Consistent use of a planning process and the technology roadmap to balance funded investments in current year and multi-year strategic needs.

Edit	Objective	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Establish an STR strategy for the LMR, Microwave, and WAN equipment to ensure reliability/sustainability by 2020.	<ul style="list-style-type: none"> Develop and identify equipment lifecycles for each category of equipment, including but not limited to: batteries, portable and mobile radios, network hardware, microwave hardware). Perform a gap analysis to identify needs on all equipment including ancillary (power systems, for example) equipment. Develop a STR strategic plan to implement each program. 	Equipment lifecycle identified by equipment category.	The lifecycles for mobile and portable radios have been documented. Infrastructure radios (LMR and Microwave base stations) are well beyond standard equipment lifecycles	All primary communications equipment lifecycle documented by Q4 2019.	On Track	The agency should receive funding for the next biennium to accomplish 1/3 of the needed infrastructure upgrades. The Division's staff has been committed to the LMR upgrade and data network project which has inhibited our ability to develop an implementation schedule or complete a full gap analysis. I expect staff to be available to support this effort during mid 3rd Quarter.	The agency should receive sufficient funding to implement 1/3 of the needed infrastructure upgrades during next biennium.
	Develop an agency cloud strategy to determine the resources, requirements, and training needed to implement services.	Work with vendors to determine appropriate strategies and requirements for cloud use within the WSP environment. Once initial requirements are gathered continue to refine the product for approval with OCS, WSP security and CJIS rules.	Engage a vendor to help develop a cloud strategy and policy for the WSP	Delayed	July 2019 - target is expected to shift to at least July 2020	Off Track	E2SSB 5662 - cloud strategy requires each state agency to participate in the cloud readiness assessment conducted by Central Technology Services (WaTech). We anticipate this assessment will begin in July 2019. In the interim, state agencies are to evaluate cloud options for all <u>new</u> technology investments.	SB 5662 evolved significantly throughout this legislative session. The cloud readiness assessment will be informative for all state agencies, concerning available cloud options and the state's network transport capabilities to support cloud computing. ESD and ITD are scheduled for a "highway to the cloud" consultation with WaTech this month.
	Implement the dedicated data network to meet the needs of the agency by 2022.	<ul style="list-style-type: none"> Procure equipment through the most cost effective venue by end of FY19. Provision and activate a minimum of four (4) expanded data circuits the first year followed by a minimum of 15 in FY 20-22. Reevaluate and implement Quality of Service (QoS) queuing and bandwidth allocation to ensure expanded bandwidth is utilized efficiently. Redesign network architecture (topology) to centralized service management that will aid cloud migration. 	Complete 10% of project deliverables.	Six sites to be delivered by June 30, 2019	Procure all equipment and provision four circuits.	On Track	ESD in collaboration with WaTech, the agency's network vendor for the bandwidth expansion, has been able to develop plans to implement expanded capabilities at six sites. Additionally, this has enabled the Division to simplify the agency's network architecture and conduct critical maintenance efforts at most district offices.	The agency's collaboration with WaTech has been key to achieving the outcomes of this project. Legislative funding does appear to be likely for phases 2 and 3 which should allow the completion of baseline targets for phases 2 and 3.

Problem Statement:

The cost and complexity of network storage, hardware, and applications continues to increase with technology advances and evolution. Projecting staff training and technology procurements is difficult with the increasing pace of technology advances. The agency requires a strategy on how best to leverage cloud computing options to augment the agency's existing infrastructure and to implement new technologies in a cost-effective manner and sustainable manner. Additionally, SB 5662 directs the Central Technology Services (WaTech) and Office of the Chief Information Officer (OCIO) to conduct a statewide cloud readiness assessment with a completion date of no later than June 2020.



Approach:

- In conjunction with ITD, conduct a “highway to the cloud” consultation with WaTech. This is informative for the state's current network architecture and its capability to support cloud computing options
- Participate in the statewide cloud readiness assessment and system inventory – this requires focused effort from both technology divisions to achieve the necessary value and insight to inform a cloud strategy
- Provide updates of the statewide cloud readiness assessment and system inventory during Agency SAF's
- In conjunction with ITD and in accordance with SB 5662, evaluate cloud computing options for all **new** technology procurements

Needs:

- Funding to engage an external vendor to develop an agency cloud architecture; currently WSP does not have an internal cloud architect
- Funding to train agency technology staff to install, operate, and maintain cloud computing capabilities while sustaining existing infrastructure

Outcome: c. Increased business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.

Edit	Objective	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Continue to develop QDC services to support technology sustainment and COOP for all critical systems and applications.	<ul style="list-style-type: none"> Identify vital and critical systems and services needed for continuity of operations. Determine the scope of resiliency at each data center based on identified systems and services. Determine the operating model, technical requirements, and associated costs for each data center to meet the agency's system, service, and resiliency requirements. Identify an ongoing funding strategy to implement and sustain requirements. 	?	ESD and ITD will treat this as a project (phase 2). The PM assigned to this effort recently transitioned to a new role. I anticipate a new PM to be assigned during the next quarter.	<ul style="list-style-type: none"> Clarify agency expectations for vital and critical systems at QDC by Q2 2019. Build technical requirements to achieve agency expectations by Q4 2019. Build implementation plan and develop funding strategy by Q3 2020. Submit required documents (ie: decision package) to implement funding strategy by Q2 2021. 	On Track	The agency has some, not all, vital systems present at QDC with varying levels of capability to support both Disaster Recovery and Continuity of Operations. The agency has a lot of work to do to continue to evolve the capabilities at QDC and sustain the agency's ability to recover from and sustain operations in the event of a disaster.	ESD is upgrading the microwave network link at the QDC to provide a higher level of reliability - the current link is susceptible to weather impacts (rain). Additionally, ESD will seek to add an additional cabled wide area network (WAN) link to provide an added layer of redundancy early next biennium. The agency is currently migrating another vital system (LMR core) to the QDC at this time.
	Develop deployable emergency communications assets for critical systems for command and control operations.	<ul style="list-style-type: none"> Clearly identify vital systems/services that must be deployable to an area of interest. Design a deployable asset capable of supporting the identified vital systems/services. Develop a cache of additional deployable assets (ie: radios) to support emergency communication needs. Develop an operational (deployment plan) for emergency communication assets. Identify currently available solutions (ie: COTS, GOTS) to build and implement deployable solutions. Develop funding strategy, maintenance, and support plans. 	Vital emergency communication systems/services identified.	Need to identify key stakeholders that can outline vital systems that must be part of a deployable communications platform.	Emergency communication requirements identified by Q3 2019.	On Track	ESD has not identified key stakeholders that will be able to outline capabilities that a deployable communications asset must have. Once these stakeholders have been identified, ESD will meet with them to develop a scope of the deployable system. That information will be used to generate a RFP that can be evaluated by key stakeholders.	No significant highlights at this time.



AREA OF INTEREST – DEVELOP DEPLOYABLE EMERGENCY COMMUNICATIONS ASSETS FOR CRITICAL SYSTEMS FOR COMMAND AND CONTROL OPERATIONS



Problem Statement:

WSP lacks deployable communications assets to aid in disaster recovery operations. This gap was made apparent during the most recent Cascadia Rising exercise. The agency requires deployable capabilities to support Incident Command and Continuity of Operations in the event of a disaster or large-scale event.

Approach:

- Clearly Identify vital systems/services that must be deployable to an area of interest
- Design a deployable asset capable of supporting the identified vital systems/services
- Develop a cache of additional deployable assets (i.e. radios) to support emergency communications
- Identify currently available solutions (i.e. Commercial off the shelf (COTS)) to build and implement deployable solutions
- Develop funding strategy and maintenance support plans
- Develop an operational deployment plan for emergency communication assets

Needs:

- Key stakeholders from WSP core business areas that can identify vital systems and/or capabilities that must be included in a deployable communications platform
- Engagement with the state's Office of Emergency Management to determine currently available assets within the state of Washington
- A procurement strategy (such as RFP) to determine estimated costs, implementation time, and feasibility

Problem Statement:

ESD experienced significant staff turnover during FY19; in the last three months alone, the Division has seen the departure of the Division Commander, LMR System Administrator, and one MM4 tower technician. Four additional staff members have given official notices of retirement – Network Security Engineer, Senior Network Technician, Electronics Engineer Manager, and one Senior Telecommunications Specialist. This rate of turnover is anticipated through the remainder of FY19 and into FY20. This will impact the Division’s ability to deliver new and expanded technologies and will require focused leadership to sustain continuity.

Approach:

- Advertise recruitments well in advance of known retirement/separation dates; with a goal of 60 days in advance but no less than 30 days in advance.
- Determine key/critical positions, work with BFS to quantify budgetary impacts, and potentially “dual-slot” these positions for a short time to allow for knowledge transfer and new employee training.
- Explore options such as intermittent or non-permanent assignments to “bridge the gap” between departing and new employees.
- Update all LMR, Microwave, LAN/WAN system and configuration documentation by Q4 2019
- Develop a training matrix by job class/experience level and develop funding strategy to sustain employee proficiency by Q1 2020 – this information can be used to develop in-training positions

Needs:

- Operational funding to sustain new and current employee training and proficiency with evolving technologies, as well as, funding for contract vendor support through employee transitions.
- Increased travel funding to allow for in person and virtual (WebEx) meetings to increase employee engagement and communication flow across the Division.
- Centralized (Enterprise Content) document stores for all system and configuration documentation. This also must allow for sharing documents with partner agencies (WSDOT, DNR) for mountaintop sites.





STRATEGIC ADVANCEMENT FORUM

Toxicology Laboratory Division

Dr. Fiona Couper, State Toxicologist
Dr. Brianna Peterson, Laboratory Manager

April 2019




TOXICOLOGY LABORATORY DIVISION

Division Strategic Objectives

Make the WSP a Great Place to Work



<p>Outcome: <i>d. Increase staff awareness of the value and importance of agency accreditations and staff certifications.</i></p>	<p>Baseline: <i>5 Staff Certified as External Assessors & 5 Staff Hold ABFT Certification.</i></p>
<p>Objective: <i>Showcase employee engagement in maintaining accreditations (CALEA, ISO, IFSAC).</i></p>	<p>Target: <i>6 Staff Certified as External Assessors & 6 Staff Hold ABFT Certification.</i></p>

Edit Strategy	Baseline	Current	Target	Narrative	Highlight
 <ul style="list-style-type: none"> Develop staff in the national accreditation process through external assessor/accreditation training Develop staff in the internal audit process through formal auditing training Engage employees in performing internal audits within FLSB Encourage individual certification by ABFT for scientific staff 	<ul style="list-style-type: none"> 4 staff are certified as external assessors 4 staff are certified as internal auditors 	<p>7 staff are certified as external assessors; 4 staff are certified as internal auditors</p>	<ul style="list-style-type: none"> 6 staff are certified as external assessors 6 staff are certified as internal auditors 	<p>Met strategy for external assessors. Division will now focus on training staff as internal auditors.</p>	<p>Three (3) scientists recently attended external assessor training by ANAB (ISO 17025 & AR 3028/3029).</p>

Provide Specialized Investigative, Forensic, and Support Services

Outcome: b. Reduce turnaround time and backlogs of the Forensic Science Services.

Objectives

Edit	Objective	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Streamline processes while maintaining quality control.	<ul style="list-style-type: none"> Validation of improved analytical methods and streamlined processes Increase instrumentation in laboratory Online case submission and reporting system 	<p>No cases/case types screened by TOF</p> <p>No online submission/reporting system</p>	Only select cases screened by TOF (negative for all other screens); One additional instrument ordered.	<p>All DUI cases screened by TOF</p> <p>Two additional analytical instruments</p> <p>Online submission/reporting system</p>	On Track	Review of TOF validation results & Training of staff is underway. Anticipate screening DUI cases by TOF in 3Q 2019.	TOF method validation finished in Feb 2019. Ordered one additional LCMSMS.
	Recruit, train, and retain forensic scientists in the Toxicology Laboratory.	<ul style="list-style-type: none"> Recruit - Attendance and presentations at national meetings to publicize and highlight our agency and achievements Train - Train new employees in modular format to better utilize them for focused testing prior to utilization on complex casework Train/Retain - Onboarding and long term goals of devolving a team environment Retain - Permanent funding for all FTE's Recruit/Retain - Relocation of lab to a less expensive cost of living area. Retain - Provide opportunities for growth and development through training 	12 FTEs not permanently funded	12 FTE's not permanently funded	2019 - 3 FTEs not permanently funded (convert 9 to permanent positions)	On Track	Pending final 2019-2021 budget. Securing temporary funding from WTSC and DOH for remaining positions - grant applications in progress.	Proposed Senate budget includes permanent funding for 5-6 FTE's.



TOXICOLOGY LABORATORY DIVISION

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services

Outcome b: Reduce turnaround time and backlogs of the Forensic Science Services.

Area of Interest: Recruit, train and retain forensic scientists in the Toxicology Laboratory.

Target: Train temporary scientists in modular format; establish permanent positions for all staff; secure grant funding; and decentralize/relocate the one toxicology laboratory.

Analysis:

- Continued increase in DUI case submissions (50% increase in 6 years)
- Caseload too high for current number of scientists
- Resulted in increased case turnaround time
- Resulted in creation of a backlog of cases
- Relying on temporary positions to reduce backlog/process cases
- Increase in DUI case submissions expected to continue

- Requested additional 9 permanent positions (2019 Legislative session)
 - Proposed House budget – zero positions
 - Proposed Senate budget – 5-6 positions

Baseline:

- 12 temporary employees

Current:

- 12 temporary employees

Target:

- 3 temporary employees
(convert 9 employees to permanent positions)

Action Plan:

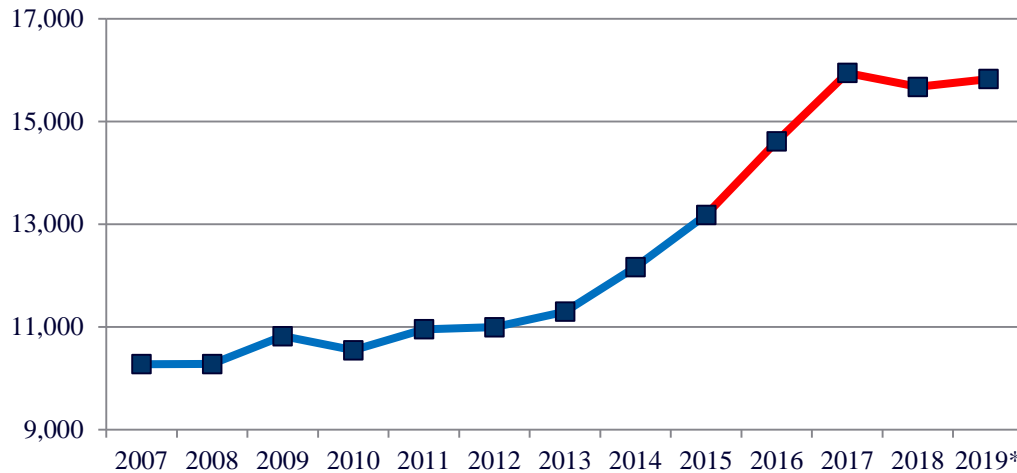
- Continue to work with customers to mitigate effect of backlog
- Outsource death investigation casework
- Continue partnerships with WTSC and DOH
 - Secure grant funding for 2019-2020
- Consider alternate ‘minimum testing’ of casework



Year-to-date statistics (Jan-Feb 2019)

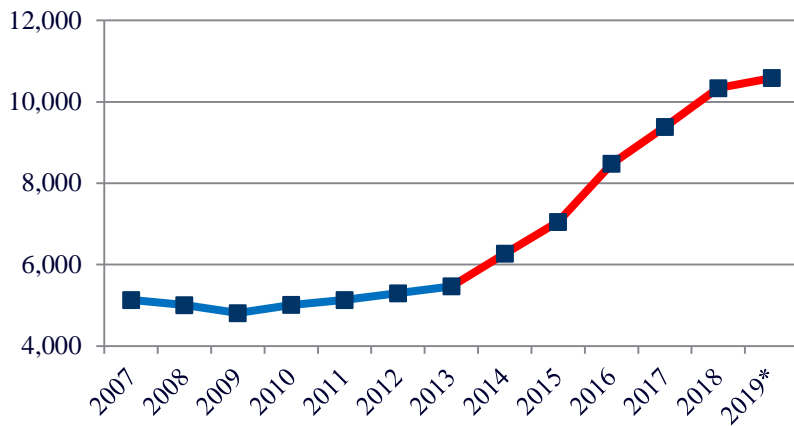
Year	% change 2018 – 2019	2019	2018	2017
# TOTAL CASES	↑ 1.4 %	2,648	2,611	2,500
DUI / DRE cases	↑ 4.1 %	1,815	1,744	1,504
Death Investigations	↓ 6.8 %	771	827	957
Misc. case types	↑ 50 %	62	40	39
# Court cases (% blood cases)	≈	39 (85%)	38 (68%)	50 (62%)
# Court hours	≈	178 hr	174 hr	227 hr
# Discovery/SDT received	↓ 18 %	123	150	79

Number of case submissions per year

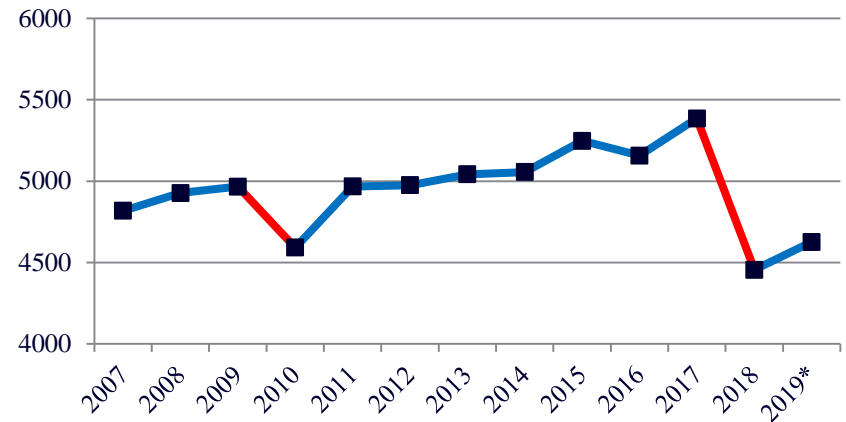


Projected 2019* - based on Jan-Feb 2019

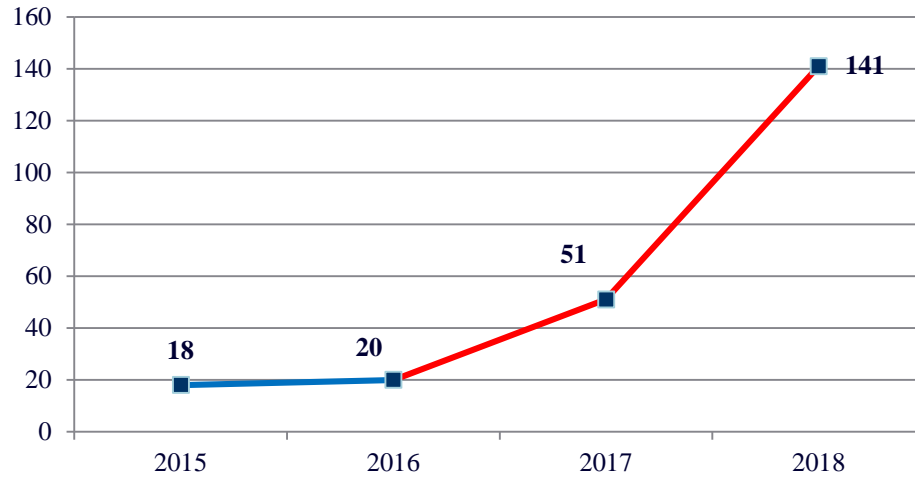
WA State DUI/DRE cases



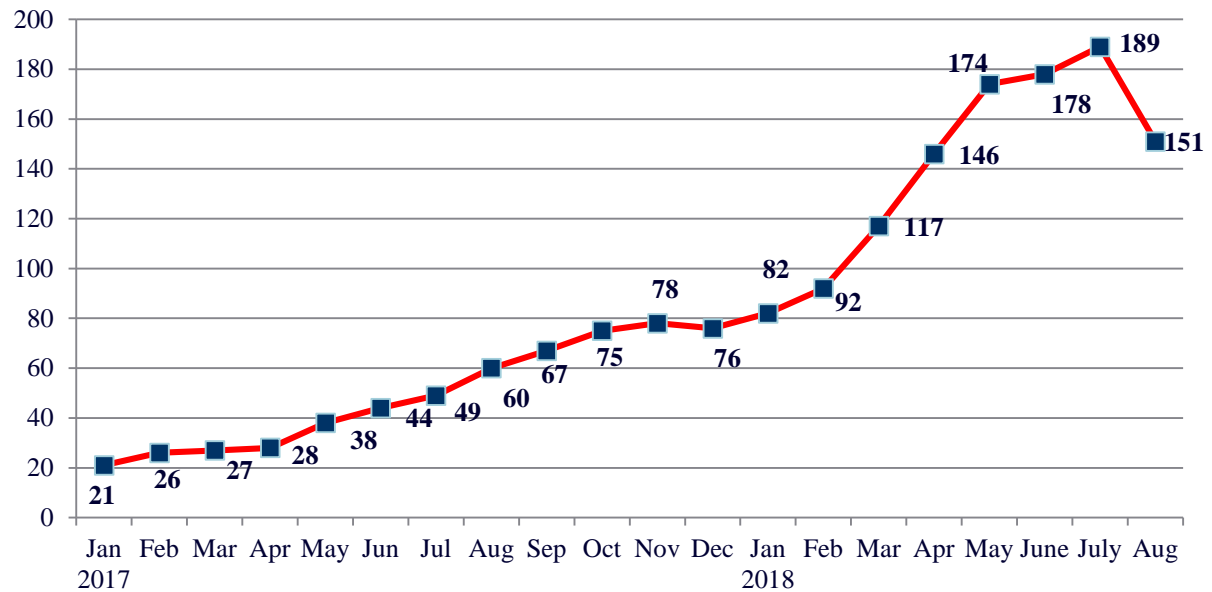
Death Investigation cases



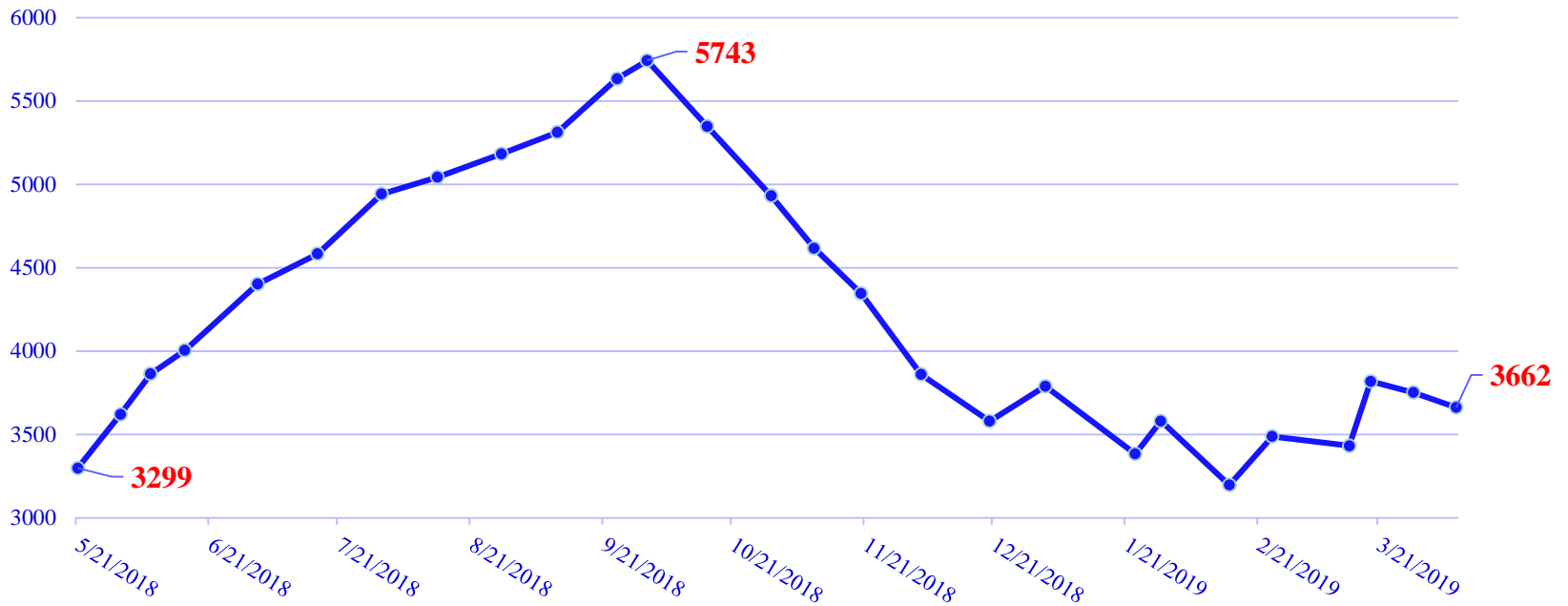
Turnaround time (median days)



2017-2018 Monthly Turnaround (median days)



Toxicology Backlog



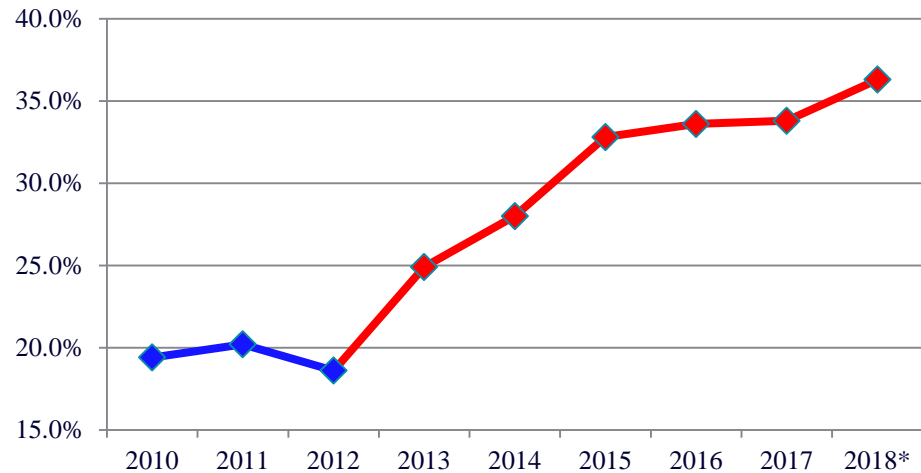
Backlog cases = all cases where testing of any kind has not begun

Green Goal: Make Our Highways Safe.

Area of Interest: Continued increase of THC-positive impaired driving cases

Year	# THC DUI's	% of Total DUI's
2018*	~3,600	36.5 %
2017	3,164	33.8
2016	2,848	33.6
2015	2,310	32.8
2014	1,754	28.0
2013	1,362	24.9
2012	988	19.6

Marijuana-related driving cases (%)



2018* - Jan-Aug stats



STRATEGIC ADVANCEMENT FORUM




Crime Laboratory Division

Mr. Gene P. Lawrence
Division Commander

April 2019

Provide Specialized Investigative, Forensic, and Support Services

Outcome: b. Reduced turnaround time and backlogs of the Forensic Science Services.

Edit	Objective	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Streamline process while maintaining quality control.	<ul style="list-style-type: none"> Fill vacant positions, and begin an extensive effort to expand DNA and Firearms to sufficient staffing levels to sustain acceptable customer service, manage casework backlogs, meet requirements of sexual assault kit legislation, and implement scientific improvements available in the discipline. Continue efforts to explore new technologies in forensic science to improve efficiency. Continue efforts to seek and obtain grant funds to supplement fiscal needs not met through general fund allocations. Acquire and implement a compliance management software system to achieve a move to paperless Crime Lab quality assurance, document control, case file and management system. 	<p><u>As of April 12</u></p> <p>DNA STR Backlog: 1,626</p> <p>Firearms Backlog: 397</p> <p>No compliance management system software outside of SharePoint</p>	<p>14 vacancies across CLD; 4 DNA vacancies; 1 Firearms FS vacancy, 1 LT2 IBIS tech vacancy</p>	<ul style="list-style-type: none"> Develop High-Throughput DNA Lab Reduce average turn-around time of DNA STR cases by 15% Reduce average turn-around time of firearms cases by 10% 	On Track	<p>SHB 1166 passed House and Senate, will provide FTEs for Vancouver HTL and STR casework positions for Seattle, Spokane, Tacoma Labs, and LT2 positions for Marysville and Tacoma</p> <p>Grant solicitation submitted to BFS for Firearms systems to help streamline processes</p> <p>Charter for Paperless Project approved and committee formed</p>	
	Recruit and train Forensic Scientists for crime scene response.	Expand the full and part-time Crime Scene Response Team to meet the growing demand for CSRT services.	<p>9 F/T CSRT Positions, 8 staffed</p> <p>11 P/T CSRT Members, 3 of which are in training</p>	<p>48 CSRT Requests as of April 12; 41 Crime SCenes, 4 BSPA, 1 Reconstruction, 2 HD Scan</p>	<ul style="list-style-type: none"> 2 new full-time CSRT positions 5 new part-time CSRT members 	Off Track	<p>CSRT had 161 calls in 2018, but currently staffed for 120</p> <p>1 vacant position will open to recruitment to hire after July 1.</p> <p>FLSB will open recruitment of current FS3 staff for placement into the Team for part-time</p>	
	Recruit, train, and retain forensic scientists for high-throughput sexual assault unit in the Vancouver Laboratory.	<ul style="list-style-type: none"> Fill two remaining SAK-proviso funded positions in the Vancouver Crime Lab. Secure funding for additional dedicated SAK analyst positions. Implement a streamlined training process for SAK scientists in order to begin productive casework in SAK examinations. Complete the build of the High-Throughput Lab in the Vancouver Crime Lab. Eliminate the historic backlog of unsubmitted, untested SAK's according to SHB 1068. Establish a pattern of timely DNA casework turn-around times for STR cases. 	<p>As of 12 April, 2019: SAK STR backlog: 862 SAK-2 backlog: 1,824</p> <p>10 proviso DNA 1900-series FS positions, all filled</p>	<p>YTD SAK STR received: 375; SAK-2 received 182</p>	<p>Within 5 years resolve the backlog issues surrounding unsubmitted, untested Sexual Assault Kits through a combination of outsourcing and processing through the proposed high-throughput laboratory. This will include processing the population of SAK's-2 and 3 in law enforcement inventory throughout the state, and reducing the turn-around time for completion of of STR cases to 60 days.</p>	On Track	<p>All SAK-proviso positions filled. DNA training program changes allow new scientists to start screening cases within 6-8 months of hire.</p> <p>Grant obtained to complete build of HTL in Vancouver which requires state-matching funds of \$277,000 which is included in Governor's capital projects funding bill. Build project underway in predesign phase. Passage of SHB 1166 will require CLD to store "Unreported" kits which requires us to change SAK tracking software and LIMS.</p>	<p>SHB 1166 passed both chambers, we expect Governor to sign.</p>



	Authorized	Assigned
State Funded Positions	156	142
Grant Funded Positions	6	5
Total FTE	161	147

14 Vacancies:

- SAS Manager/Assistant Division Commander – Pending Appointment of Mr. Jeff Riolo
- 2x FS5
 - Materials Analysis Supervisor – Kennewick
 - DNA Supervisor – Tacoma CL (incumbent currently serving as interim DNA Technical Leader)
- 6x FS3
 - 2x DNA Casework FS in Seattle – candidates in background
 - 1x LP FS in Olympia – recruitment on hold due to temporary hiring freeze
 - 1x FA/TM FS in Seattle or Spokane – recruitment on hold due to temporary hiring freeze
 - 1x CSRT FS in Tacoma – recruitment on hold due to temporary hiring freeze
 - 1x Grant-funded DNA HTL FS in Vancouver – candidates in background
- 1x LT2 IBIS Tech in Seattle – recruitment currently open
- 2x OA3
 - 1x OA3 in Seattle – recruitment currently open
 - 1x OA3 in CODIS – recruitment currently open
- 2x PEC
 - Both vacancies in Spokane
 - 1x PEC position working on reallocation to LT2 – IBIS Tech

Major Changes in CLD in 2018-2019

Retirements in Senior and Mid-level Management Positions

- **Quality Process Manager**
- **Seattle Crime Lab Manager**
- **Standards and Accountability Manager**
- **DNA Technical Leader**
- **CLD Commander**
- **CODIS Manager**



Area of Interest: SAK Backlog Reduction

STR (SAK) YTD requests as of 03/31/19

Received: 375

Completed: 290

Pending: 862

SAK-2 YTD requests as of 03/31/19

Received: 182

Completed: 142

Pending: 1824

SAK-3 Project to date as of 03/31/19

Total SAK-3 kit requests received: 4355

Total cases submitted to Sorenson: 3566

Cases pending submission to Sorenson: 789

Undergoing Sorenson testing: 518

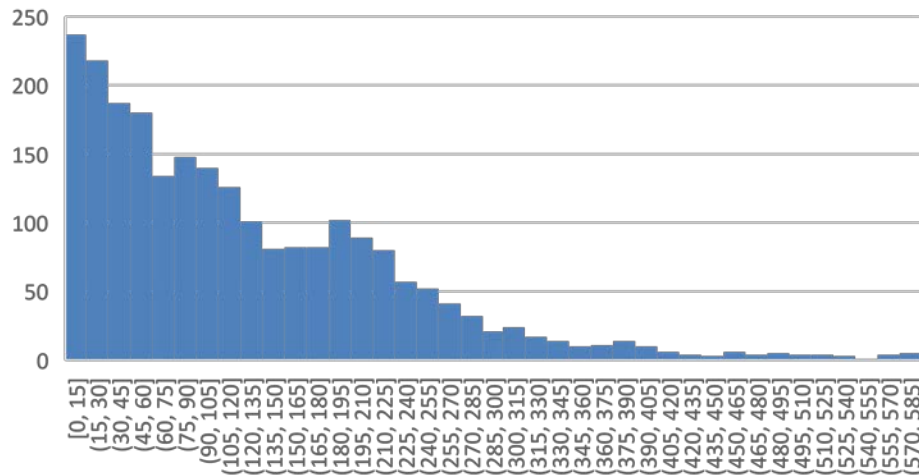
Pending WSP ownership review: 512

Reviewed by WSP (completed): 2536

NIJ has agreed to release \$750,000 of the SAKI money to the AG's office, although the money has not been received yet. This funding will be used to outsource SAK-3 cases. When the funding has been received by the AG's office, we will be able to start taking in new submission requests.

**DNA STR Casework Completed April 1, 2018 through March 31, 2019
 Completed 2,339 STR Requests
 Average TAT 124 days**

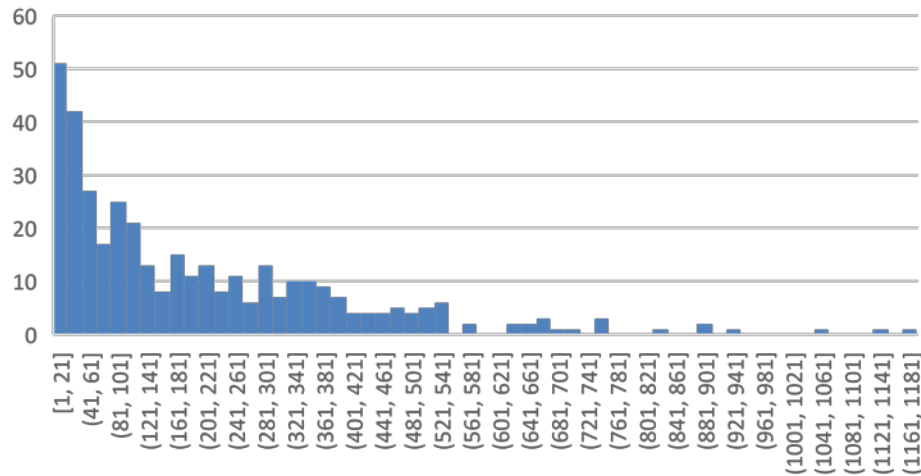
STR Casework TAT Distribution



**Current Pending 1,626 Requests
 Average Age 175 days**

**Firearms/Tool Marks Casework Completed April 1, 2018 through March 31, 2019
 Completed 377 STR Requests
 Average TAT 202 days**

FA/TM Casework Turn Around Time Distribution

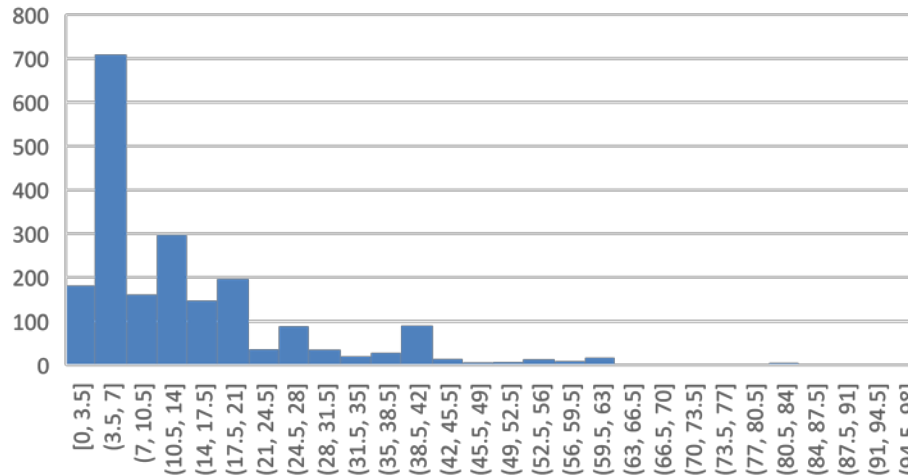


**Current Pending 397 Requests
 Average Age 366 days**

Outcome: Reduced Turnaround Time and Backlogs

**NIBIN Completed April 1, 2018 through March 31, 2019
 Completed 2,084
 Average TAT 24 days**

NIBIN Turn Around Time Distribution



**Current Pending 249 Requests
 Average Age 58 days**

Firearms Forensic Scientist Position Vacancy in Seattle

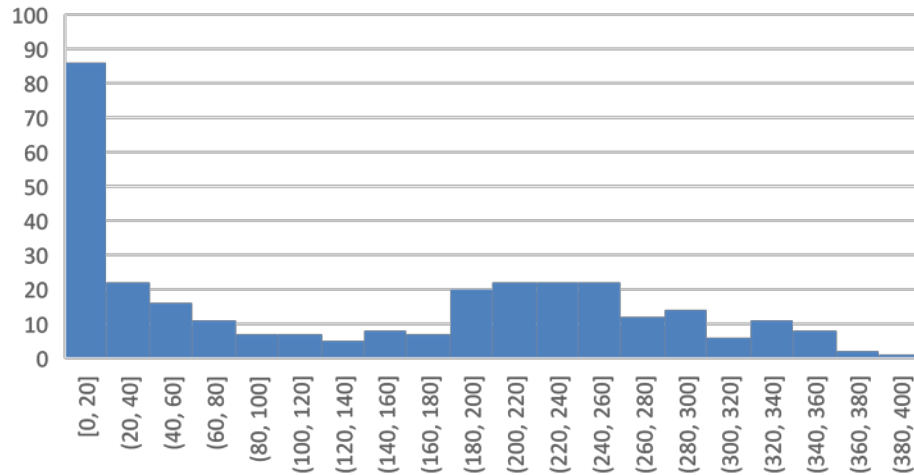
- **Relocate position to Spokane**
- **Reallocate position to FS5**
- **Add FS5 position to Tacoma Crime Lab**

NIBIN

- **Open LT2 IBIS Technician in Seattle is open for recruitment**
- **ATF installed new terminal in the Spokane Crime Lab**
- **ATF working on national standards for IBIS users, which will include 48-hour turn-around time**
- **CLD needs LT2 IBIS Technician in Spokane, and submitted request to reallocate vacant PEC position to LT2**

**Latent Print Comparisons Completed April 1, 2018 through March 31, 2019
 Completed 309
 Average TAT 140 days**

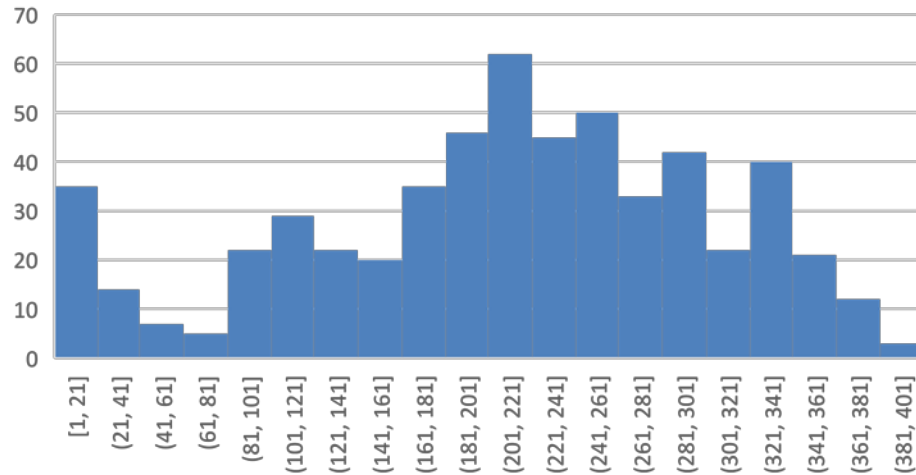
Latent Print Comparisons Turn Around Time Distribution



**Current Pending 68 Requests
 Average Age 122 days**

**AFIS Completed April 1, 2018 through March 31, 2019
 Completed 565
 Average TAT 209 days**

AFIS Turn Around Time Distribution

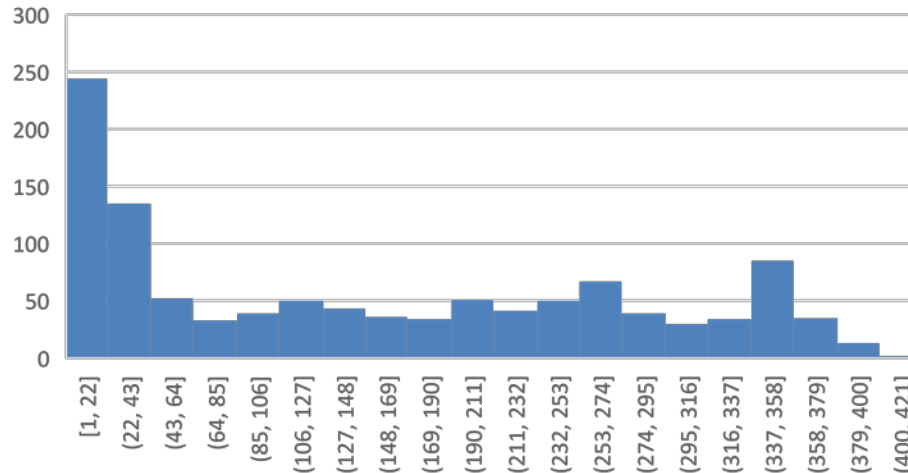


**Current Pending 160 Requests
 Average Age 106 days**

Outcome: Reduced Turnaround Time and Backlogs

**LP Processing Completed April 1, 2018 through March 31, 2019
 Completed 1,113
 Average TAT 152 days**

LP Processing Turn Around Time Distribution

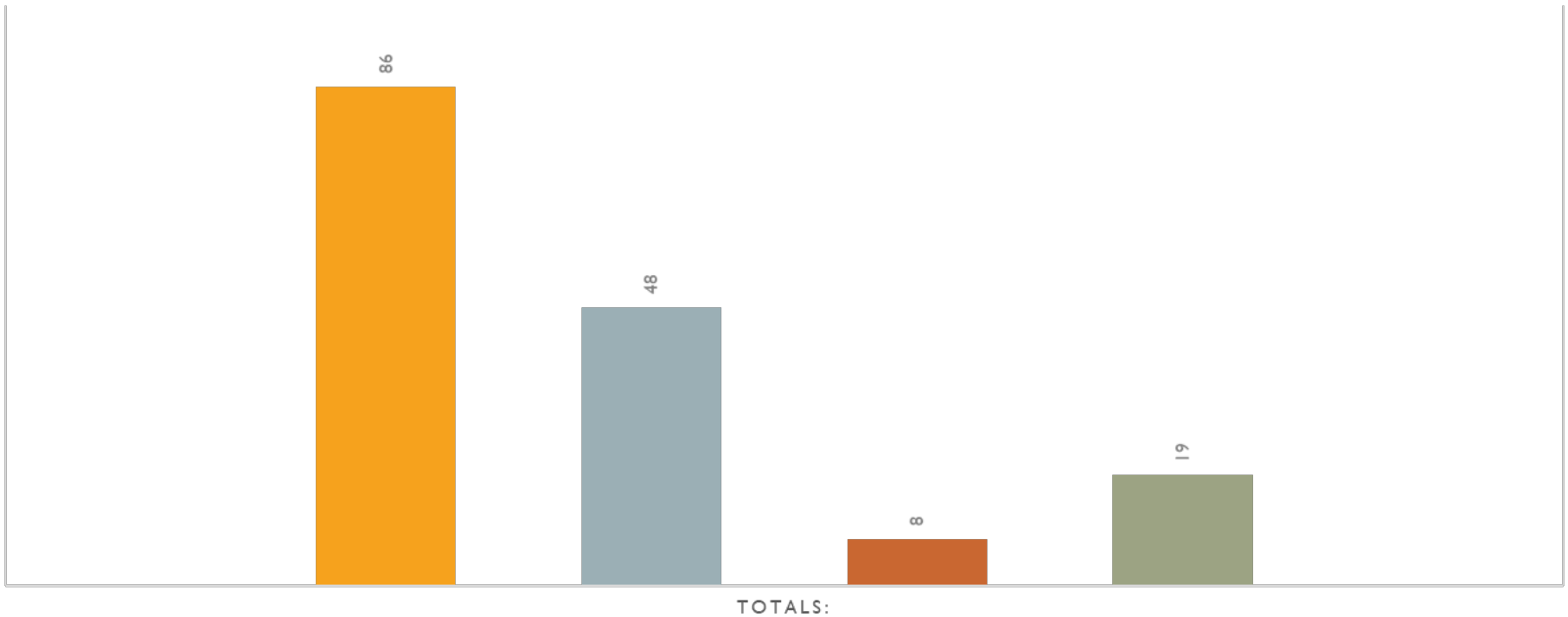


**Current Pending 396 Requests
 Average Age 153 days**

Total Latent Print Backlog: 624 Requests

CALLOUT BY TYPE TOTALS 2018

■ Vehicle Exam ■ Residence Exam ■ Other ■ Outdoor Exam



161 Total requests for Crime Scene assistance in 2018

Majority were vehicle examinations (86)

Developing strategies for reducing overtime and travel expenses related to crime scene response

- **Geographical response when possible**
- **Vehicle exams – we are requesting that agencies secure vehicles in order to allow CSRT to respond during business hours**

Staffing levels appropriate for ~120 call-outs

- **2 additional full-time positions**
- **5 additional part-time responders**

Paperless Project

- **Compliance Management Software for QA program, document control, case file management**
- **Tie in with LIMS**

Challenges

- **Many instruments are aging beyond serviceable life, no longer supported, and require replacement**
- **Current needs – estimated about \$1.2M per biennium to have a workable instrument replacement cycle**

Accreditation

Changes to accreditation programs

- **ANSI National Accreditation Board (ANAB) merged with and absorbed ASCLD/LAB**
- **ISO updated the 17025 standard, released in November 2017**
- **ANAB updated the supplemental standard for forensic testing laboratories (AR 3125)**

CLD accreditation set to expire July 2019. ANAB conducted full on-site assessment Feb 4-8. CLD successfully completed two corrective actions that have been approved by the lead assessor, and now we are just pending final approval by ANAB.

CLD is one of the first labs to be assessed, and soon to be accredited, under the new ISO 17025:2017 standard.



STRATEGIC ADVANCEMENT FORUM

Impaired Driving Section

**Lieutenant Bruce Maier
Impaired Driving Section Commander**



IMPAIRED DRIVING SECTION

Green Goal: Make our Highways Safe.

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

Area of Interest: Ignition Interlock Law Enforcement Training

Target: Assist American Association of Motor Vehicle Administrators (AAMVA) with the creation of a law enforcement training video that will be used nationwide.

Analysis:

- Generally, law enforcement is not comfortable when encountering ignition interlocks during traffic stops or criminal investigations.

Action Plan:

- September 2018, provided technical assistance to retired Assistance Chief Brian Ursino, AAMVA Law Enforcement Director, in the creation of a ignition interlock training video which will be used to supplement summer 2018 released online NHTSA ignition interlock training.
- A professional video production company was hired by AAMVA and filmed various ignition interlock scenarios at the Academy over the course of one day involving WSP troopers and civil service staff playing various roles.
- WTSC grant funded a 'roll call' video which will further supplement this training with WA state ignition interlock laws and regulations.
- NHTSA online training was released over the summer, the AAMVA training video completed and released Jan 2019. WTSC 'roll call' video and Installation Technician training video should be completed by this Fall.
- Orionvega LLC selected in March for the roll call video production.



IMPAIRED DRIVING SECTION

Gold Goal : Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

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

Target: Maintain reliable and admissible breath test instruments throughout the state.

Analysis:

- Completed ANAB international re-accreditation July 2018.

Action Plan:

- Off site ANAB assessment July 2019.
- Conduct ongoing maintenance, repair and Quality Assurance Procedures on all instruments.
- Provide ongoing BAC initial and refresher training for all operators.
- Provide training to prosecutors, defense attorneys, judges, and DOL hearings examiners as needed.
- Surplus DataMaster instruments.
- Continue working through legal challenges to the Draeger Instrument.



IMPAIRED DRIVING SECTION

Blue Goal: Make the WSP a Great Place to Work

Outcome d: Increase staff awareness of the value and importance of agency accreditations and staff certifications.

Area of Interest: Provide Standardized Field Sobriety Test (SFST) Refresher Training to all Law Enforcement Officers

Target: Conduct sufficient (approximately 125) SFST Refresher classes annually to meet departmental needs.

Analysis:

- SFST Refresher classes were recommended during a NHTSA impaired driving assessment.
- NHTSA's recommend a two year interval. We chose to match the three year breath testing refresher cycle.
- Classes started being offered in 2010.
- ARIDE and DRE qualified as equivalencies.

Action Plan:

- Continue to provide the classes in conjunction with Breath Test Instrument Operator Refresher classes.
- Aggressively advertise course availability.
- Communicate the importance and benefit of the course.
- Identify the proper method the ensure training is being conducted in a timely manner.



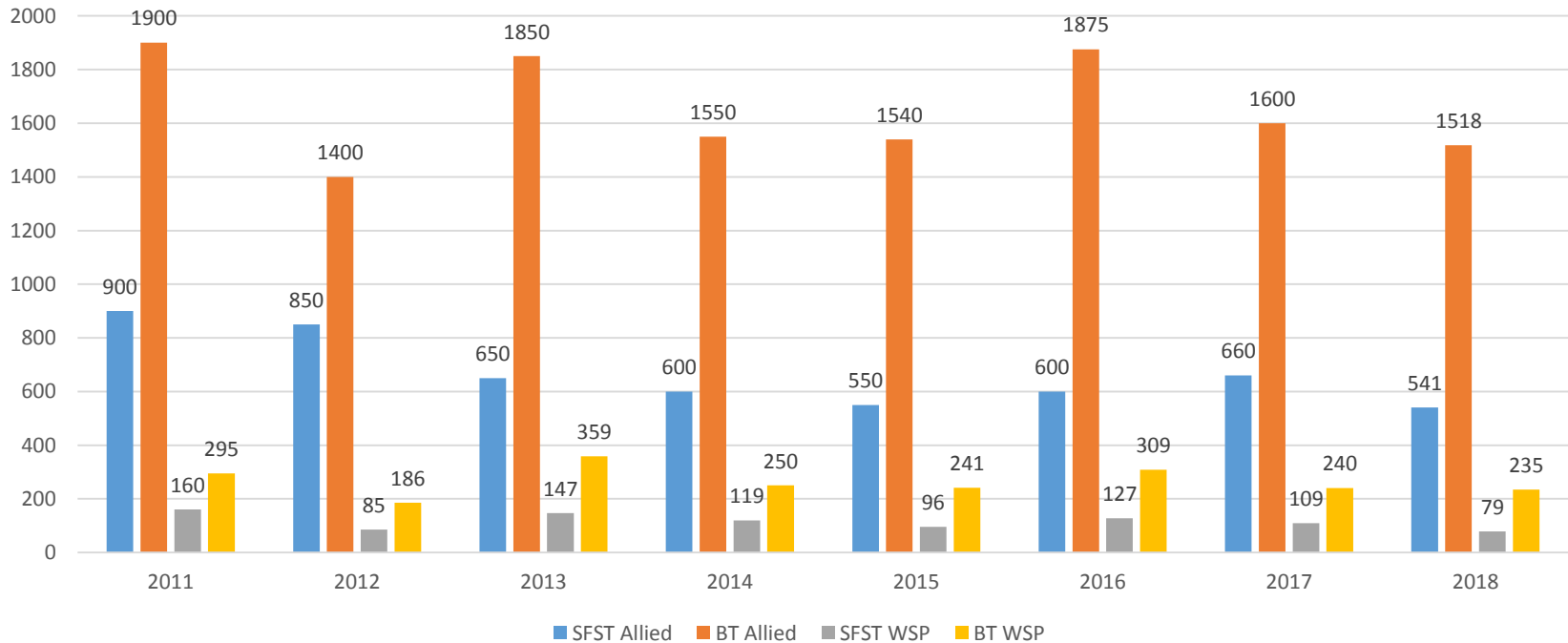
IMPAIRED DRIVING SECTION

Blue Goal: Make the WSP a Great Place to Work

Outcome d: Increase staff awareness of the value and importance of agency accreditations and staff certifications.

Area of Interest: Provide Standardized Field Sobriety Test (SFST) Refresher Training to all Law Enforcement Officers

SFST/BT Comparison





IMPAIRED DRIVING SECTION

Gold Goal : Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

Area of Interest: Department of License DUI Dismissal Rate

Target: Reduce DOL's DUI related license suspension dismissals by 20%.

Analysis:

- Breath test refusals or per se violations for alcohol and THC qualify for a DOL license suspension action.
- Officers submit sworn reports to DOL in order for license suspension action to take place.
- Each month an average of 16% (WSP) and 24% (allied) impaired driving cases presented to DOL do not have a license suspension upheld.

Action Plan:

- Work with DOL to obtain monthly data with dismissal reasons listed.
- Collate and distribute the data to districts for review.
- Incorporate information into breath test instrument training.
- Maintain open communication with DOL.



IMPAIRED DRIVING SECTION

Green Goal: Make our Highways Safe.

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

Area of Interest: Increase the deployment and use of the Mobile Impaired Driving Unit

Target: Complete 40 WTSC funded deployments with an average of 10 processed per event.

Analysis:

- The MIDU is frequently requested for the same dates by more than one jurisdiction.
- Officers may not use the MIDU when available.

Action Plan:

- Establish communication protocols to include all agencies' command and operations, Target Zero Managers, Communications centers, Law Enforcement Liaisons, and Public Information Officers.
- Establish a public information process to include media releases and social media broadcast.
- Develop robust reporting to complete the feedback loop to participating jurisdictions, media, and partnering highway safety and criminal justice professionals.
- Conduct office based processing in lieu of the MIDU deployment.
- Improve service levels with the use of allied officer phlebotomists and use of DRE's (New Processing Model).
- Conduct a gap analysis of the service being provided to the officers. Developed new processing form.
- New tires, brakes, springs, shocks, headlight assembly and updated wrap.



IMPAIRED DRIVING SECTION

Green Goal: Make our Highways Safe.

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

Area of Interest: Increase the deployment and use of the Mobile Impaired Driving Unit

Target: Complete 40 WTSC funded deployments with an average of 10 processed per event.

Total Deployments 1st Qtr 2017-18 – 6 MIDU deployments with 124 arrests and 71 processed in MIDU only.

Total Deployments 1st Qtr 2018-19 – 13 MIDU deployments with 349 arrests and 255 processed in MIDU/Office Processing. **Twice as many deployments compared to the previous year.** A 300% increase in processed DUI's.

Total Deployments 2nd Qtr 2017-18 – 7 MIDU deployments with 116 arrests and 75 processed in MIDU only.

Total Deployments 2nd Qtr 2018-19 – 9 MIDU deployments with 123 arrests and 81 processed in MIDU/Office processing.



IMPAIRED DRIVING SECTION

Green Goal: Make our Highways Safe.

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

NEW MIDU WRAP - Side





IMPAIRED DRIVING SECTION

Green Goal: Make our Highways Safe.

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

NEW MIDU WRAP - Front





IMPAIRED DRIVING SECTION

Green Goal: Make our Highways Safe.

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Gold Goal: Provide Specialized Investigative, Forensic, and Support Services.

Outcome c: Increase technology-enabled criminal investigative capability.

NEW MIDU WRAP - Back





Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

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Strategic Advancement Forum

April 2019

Fire Training Division

FTA Commander – Chad Cross

Instruction – Assistant Commander Kelly Merz

Regional Direct Delivery – Chief Deputy State Fire Marshal Howard Scartozzi

Maintenance – Maintenance Supervisor Mika Elo

Administration – Secretary Supervisor Jackie Reinberg

Fire Training Academy Operations

Recruit Academy Firefighter Training

Firefighter Training

Aircraft Rescue Firefighter Training

Marine Firefighter Training

Specialty/Technical Training

Regional Direct Delivery Program



Training

Resources

Facilities

Memorial





STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Division Strategic Objectives

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: a. Increase firefighter and public safety capabilities and competencies.

Strategy

Leverage and build upon the successes realized by the FTA Regional Direct Delivery Program (RDD) in 2018 to increase training availability across the state, targeting underserved fire departments and districts. In 2019 the FTA is scheduled to have large construction impacts decreasing service capabilities. During this time the FTA will update curriculum and evaluate delivery mechanisms to increase training availability across the state of Washington.

Baseline	6/1/2019	Target	Status
2019 - Deliver two Regional Basic Firefighter Academies		2019 - Graduate 30 accredited recruits from two academies.	On Track



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Red Goal: Secure Communities From Terrorism, Fire, and Disaster Risk

Outcome a: Increase firefighter and public safety capabilities and competencies.

Area of Interest: Unable to keep up with standard safety and facility inspections due to low staffing.

Target: Hire a Maintenance Mechanic 1 (MM1) by 1 August 2019.

Analysis:

- Lack of adequate staffing has caused safety and facility inspections to fall behind
- Increased training and operations has put a strain on maintenance staff
- Instructional staff attempted to help, however increased training prevented their assistance to the maintenance program

Action Plan:

- Hire an MM1 NLT 1 August
- Eliminate janitorial contract to help fund position
- MM1 to complete safety and facility inspections, along with janitorial functions



STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Red Goal: Secure Communities From Terrorism, Fire, and Disaster Risk

Outcome a: Increase firefighter and public safety capabilities and competencies.

Area of Interest: Use of Assistance to Firefighter Grant greatly enhances training.

Target: Deploy mobile (FireVent) training units to aid in training of rural volunteer firefighters.

Analysis:

- Rural fire departments lack funding, facilities, and access to adequately meet training needs and requirements
- Many rural departments have defaulted to wildland firefighting specific training because it is accessible, available and used seasonally
- Rural, volunteer firefighter training and operations is required to meet the same training standards as large departments
- Regional Basic Firefighter Academies have been initiated; limited resources and props impact training
- Regional firefighter block training is impacted by limited resources and props

Action Plan:

- Acquire mobile props or assemble regional props for use regionally across the state
- Recruit and develop regional instructors
- Schedule, deliver, set-up, and train the trainers; mobile units and props



STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Red Goal: Secure Communities From Terrorism, Fire, and Disaster Risk

Outcome a: Increase firefighter and public safety capabilities and competencies.

Area of Interest: Unable to keep up with simple maintenance tasks, repairs, and projects due to lack of adequate staffing.

Target: Fill two vacant Maintenance Mechanic 2 positions.

Analysis:

- Current stage of the Maintenance Department is reactive rather than proactive, due to inadequate staffing
- Aging and neglected facilities are deteriorating faster than repairs and maintenance can be completed
- Retaining personnel is extremely challenging due to the overwhelming workload, and very demanding job qualifications, while offering a low salary

Action Plan:

- Fill all the open positions and evaluate possible hires for part-time help
- Create attainable SOPs, priority list and project list
- Retain hired employees by offering professional development and career growth opportunities



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Red Goal: Secure Communities From Terrorism, Fire, and Disaster Risk

Outcome a: Increase firefighter and public safety capabilities and competencies.

Area of Interest: Re-writing curriculum to reflect newest edition of IFSTA Essentials.

Target: Have re-write completed by 1 September 2019.

Analysis:

- Current edition of IFSTA curriculum used by recruit academy being updated/replaced
- Firefighter 1, Firefighter 2, and Hazardous Materials curriculum being consolidated
- Test bank re-written to reflect newest edition of curriculum
- Curriculum being developed for electronic/online delivery as opposed to paper-based

Action Plan:

- Have re-write completed by 1 September 2019
- Develop new test bank to reflect curriculum changes by 30 September 2019



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Red Goal: Secure Communities From Terrorism, Fire, and Disaster Risk

Outcome a: Increase firefighter and public safety capabilities and competencies.

Successes:

- Larger fire departments have hosted regional firefighter academies and included neighboring volunteer departments due to FTA budget concerns
- Just shy of one year of use of FireVent units; used by 49 Departments / 688 Firefighters
- The forcible entry cube; 41 Departments / 294 Firefighters and Law Enforcement Officers
- Snow removal ~~in~~ efforts to keep the Academy open for business
- Positive attitude and willingness to help by all staff



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

FIRE TRAINING DIVISION

Red Goal: Secure Communities From Terrorism, Fire, and Disaster Risk

Outcome a: Increase firefighter and public safety capabilities and competencies.

Challenges:

- Pool of candidates is small, due to remote location and pay
- Vacancies hinder ability to complete simple safety tasks
- Statewide program, scheduling and delivery is managed and implemented by one FTE.
Could reach more volunteer firefighters with more FTEs
- Budget constraints have impacted training delivery to rural volunteer firefighters
- No staff to complete the maintenance tasks





Washington State Patrol
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Strategic Advancement Forum

April 17, 2019

Prevention Division

Assistant State Fire Marshal Melissa Gannie

Inspections – Chief Deputy State Fire Marshal Mary Valladares

Licensing – Chief Deputy State Fire Marshal Esther Hernandez

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

Objectives Dashboard

Make the WSP a Great Place to Work

Outcome: a. Increase staff awareness of the value and importance of agency accreditations and staff certifications.

Objective: Showcase employee engagement in maintaining accreditations (CALEA, ISO, IFSAC)

Strategies:

- Facilitate staff participation in IFSAC site visits to other accredited entities
- Publicize staff participation in site visits and agency site visit preparation/delivery
- Ensure all employees receive opportunities to obtain required certifications with established timelines
- Ensure all employees maintain required certifications by providing access to continuing education opportunities
- Explore additional certifications to enhance the agency's ability to deliver additional services

Baseline:

- Participate in 1 IFSAC site visit per year
- Receive at least .5 CEUs per year

Target:

- Participate in 2 IFSAC site visits per year **ON TARGET**
- Maintain access to at least .5 CEUs per year **ON TARGET**

Highlight

- Staff participated in a site visit in Texas in January 2019
- IFSAC is currently working to schedule site visits of other accredited entities for the fall 2019 which staff may participate
- Staff are on target to acquire CEUs at the Fire Prevention Institute and local training opportunities



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: a. Increase firefighter and public safety capabilities and competencies.

Objective: Increase the certifications offered

Strategy:

- Increase the number of IFSAC-accredited certification levels in order to better meet the certification needs of the state's fire service

Baseline:

- 15 levels

Target:

- 19 levels **ON TARGET**

Highlight:

On track to add 4 additional disciplines NFPA 1002 – Driver/Operator:

- Airport Rescue Fire Fighter (ARFF)
- Aerial Ladder
- Tiller Ladder
- Mobile Water Supply



Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: *b. Reduce the number of fire-related fatalities statewide.*

Objective: Increase facility awareness of fire and life safety requirements

Strategies:

- Publicize Fire and Life Safety (FLS) training opportunities for interested licensed care facilities
- Increase number of field inspectors and plan reviewers to meet increased demand

Baseline:

- 63 facilities trained annually

Targets:

- 75 facilities trained by 6/1/2019 **ON TARGET**
- 83 facilities trained by 12/31/19 **ON TARGET**

Highlight:

- Training has been provided at multiple locations
 - Washington Health Care Association Winter Conference
 - Washington State Healthcare Safety Council
 - One-on-one training at facilities



Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: *b. Reduce the number of fire-related fatalities statewide.*

Objective: Increase the number of educational campaigns

Strategies:

- Develop and implement a Community Risk Reduction (CRR) program
- Increase participation in Fire Adapted Communities (FAC) program
- Continued participation on Pacific Northwest Coordinating Group (PNWCG) Communication, Prevention, and Investigation (CPI) Committee
- Continued participation on Washington Public Fire Educators (WPFE) Committee
- Continue fireworks Celebrate Safely campaign
- Continue fire sprinkler trailer demonstrations

Baseline:

- 2 public education campaigns
- 6 fire sprinkler trailer demonstrations

Targets:

- 2 public education campaigns **ON TARGET**
- 15 fire sprinkler trailer demonstrations **ON TARGET**

Highlight:

- 2 fireworks stand inspection trainings, 2 fireworks public display inspection trainings, 7 fire sprinkler demonstrations scheduled
- IED recognition training session scheduled
- Staff participated in CRR courses and conference



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: *c. Increase capability and capacity to gather, analyze, and share fire data information.*

Objective: Educate fire agencies on the value of incident data and reporting.

Strategies:

- Utilize NFIRS data to conduct risk assessment as part of CRR program development
- Utilize NFIRS data to evaluate current trends w/in the fire service
- Publish monthly reports on NFIRS data; reiterate benefits to reporting
- Utilize NFIRS data in preparation of the Fire in Washington Annual Report which includes the Fire Fatality Report and Fireworks Injury Report
- Submit LAR for additional NFIRS staffing

Baseline:

- 53% of fire agencies reporting NFIRS data

Targets:

- 58% of agencies reporting NFIRS data **ON TARGET**

Highlight:

- 61% of agencies reporting data at the end of CY 2018



Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: *c. Increase capability and capacity to gather, analyze, and share fire data information.*

Objective: Publish and disseminate reports on fire related incidents.

Strategies:

- Continue to publish SFMO Annual Report
- Consolidate Fireworks Injury Report and Fire Fatality Report into the Fire in Washington Report
- Continue to publish monthly NFIRS reports on website with quarterly reports to include visuals
- Publish WA Fire Statistics (1 page documents highlighting current or seasonal trends, i.e., wildfire, cooking fires, etc.)
- Utilize NFIRS data to conduct risk assessment as part of CRR program development

Baseline:

- Publish SFMO Annual Report
- Publish monthly NFIRS report

Targets:

- Publish SFMO Annual Report **ON TARGET**
- Publish monthly NFIRS report **ON TARGET**
- Publish Fire in Washington report **ON TARGET**
- Publish NFIRS statistics in quarterly SFMO newsletter **ON TARGET**

Highlight:

- Annual report statistics published in April 2019 newsletter
- Monthly NFIRS statistics posted to website
- Fire in Washington report published April 1, 2019



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: *c. Increase capability and capacity to gather, analyze, and share fire data information.*

Objective: Utilize data to identify community risks.

Strategies:

- Utilize NFIRS data to conduct risk assessment as part of CRR program development
- Utilize NFIRS data to evaluate current trends w/in the fire service
- Publish monthly reports on NFIRS data
- Develop and implement a CRR program
- Increase participation in Fire Adapted Communities (FAC) program
- Participate on Pacific Northwest Wildfire Coordinating Group Communication, Prevention, and Investigation (CPI) Committee
- Participate on Washington Public Fire Educators Committee

Baseline:

- Currently being established
- Currently 1 staff member involved with the WPFE

Target:

- Work with principal stakeholders to establish baseline data



Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: c. Increase emergency engagement with stakeholders to reduce community risks.

Objective: Engage partners in preparedness and response activities.

Strategies:

- Deliver current Hazardous Materials response training to first responders across the state
- Diversify the number and type of Hazardous Materials training to better meet the needs of the state's first responders
- Engage the Fire Defense Committee in annual updates of the Fire Service Resources Mobilization Plan
- Deliver statewide training on the Mobilization Plan, its processes, and financial procedures

Baseline:

- 1,000 Hazardous Materials students trained in 2018 (FFY 2017)
- 10 different Hazardous Materials courses offered in 2018 (FFY 2017)
- Annually review Mobilization Plan
- Annually deliver Mobilization (9) and Fire Business (4) trainings

Target:

- Train 1,500 hazardous materials students **ON TARGET**
- Offer 12 different hazardous materials courses **ON TARGET**
- Maintain annual review of Mobilization Plan **ON TARGET**
- Maintain number of Mobilization trainings **ON TARGET**

Highlight:

- No changes to Mobilization Plan for 2019
- Additional Year 3 funding from HMEP Grant



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Objectives Dashboard

Secure Communities from Terrorism, Fire, and Disaster Risk

Outcome: c. Increase emergency engagement with stakeholders to reduce community risks.

Objective: Increase Table Top Exercises (TTX)

Strategies:

- Facilitate non-wildfire TTX to enhance the fire service's ability to respond to all-hazard mobilization incidents

Baseline:

- None

Target:

- 1 exercise per year **ON TARGET**

Highlight:

- TTX planned for FDC May 2019 FDC Meeting



Washington State Patrol

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Strategic Advancement Forum Area of Interest

April 2, 2019

Plan Review & Inspections Sections

Chief Deputy State Fire Marshal Barbara McMullen
Chief Deputy State Fire Marshal Mary Valladares



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

AREA OF INTEREST: Workload and staffing challenges for Deputy State Fire Marshals (DSFMs) conducting statewide Fire & Life Safety inspections.

Analysis: 11 DSFMs (10 inspectors and 1 quality assurance), 2 Chief Deputy State Fire Marshals (CDSFMs) and 2 administrative personnel are assigned to the inspections program for a variety of state-licensed facilities, including those that are receiving Centers for Medicare & Medicaid Services (CMS) funding. Since 2009, there has been an increase in facilities, inspections, requirements, and growth in population, with no increase in staffing level.



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

Analysis (continued):

- 9.6% increase in Washington population*
- 11% increase in King County population*
- 22.3% increase in travel congestion**
- Licensed facility construction increase
 - 41% increase in construction of residential treatment facilities
 - 34 new assisted living facilities currently in the construction process

*Estimated populations from OFM 2018 Population Trends Report (2010 – 2018 comparison)

** WSDOT 2017 Corridor Capacity Report (2013 – 2017 comparison)



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

Analysis (continued): Recent staffing challenges:

Turnover/Retention (17 since 2013)

- 5 DSFMs retired
- 4 DSFMs left for outside agencies
- 2 DSFMs promotions
- 2 DSFMs transfer out of inspections
- 1 CDSFMs military leave
- 1 CDSFM left for outside agency
- 1 DSFM extended leave
- 1 DSFM did not meet expectations



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

Analysis (continued): Impacts to current FTE DSFM Inspectors:

Workload increase in number of inspections from 2009 to present:

- 94% increase in hospitals;
- 36% increase in ambulatory surgical centers;
- 35% increase in daycares; and
- 12% increase in nursing homes

Time it takes to inspect from 2010 to present:

- 11% increase in time for general fund inspections
- 42% increase in time for life safety code inspections

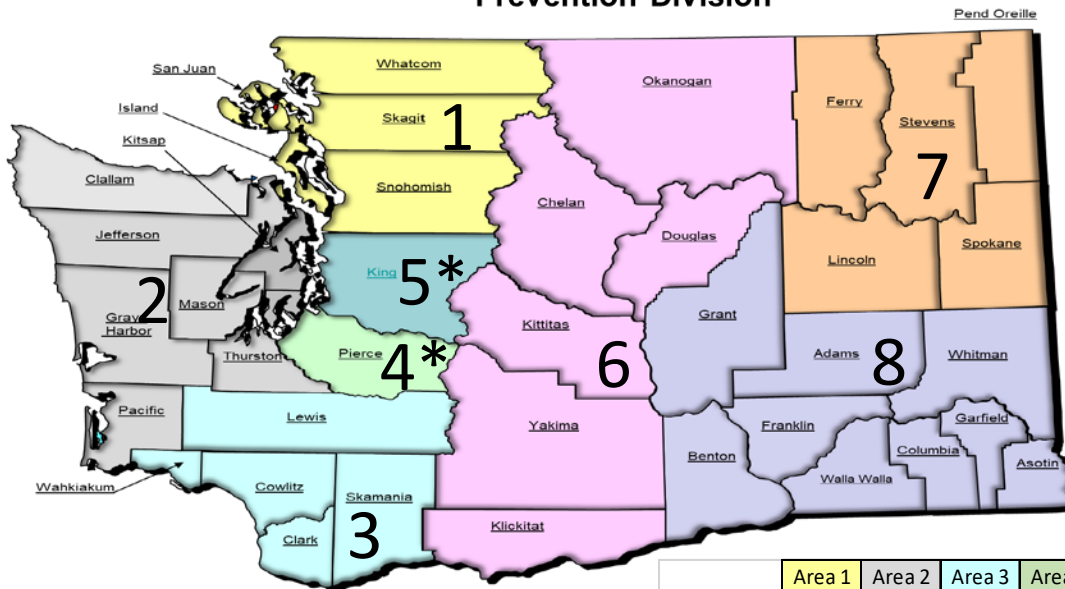
DSFM training:

- 5 DSFM's peer training of new staff
- Training program (6 to 12 months)
 - Training had been taking up to 24 months
 - Lean Project



Washington State Patrol STATE FIRE MARSHAL'S OFFICE

Prevention Division



	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7	Area 8
2010	281	246	203	262	715	176	263	193
2018	500	309	210	302	818	243	365	239
% of Change	78%	26%	3%	15%	14%	38%	39%	24%

Assigned areas with increase from 2010 to 2018

* 2 DSFM's assigned in these areas



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

Analysis (continued): General Fund Inspections:

2009-2011 General Fund Biennium

FY2010 \$835,661

FY2011 \$783,658

TOTAL \$1,619,319

2017-2019 Biennium

FY2018 \$818,859

FY2019 \$830,545

TOTAL \$1,649,404

General Fund - Total difference of \$30,085 reflects an approximate 2% growth in General Fund allocation, conversely, salary growth during the same time period equals approximately 12.5%.



Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

Analysis (continued): Federal Contracted Inspections:

Contracted Inspections Federal Fiscal Year		2019 Contracts	
FY2010	\$695,705 (Nursing Homes)	FY2019	\$1,292,473 (Nursing Homes)
FY2012	\$22,054 (Added Hospitals)	FY2019	\$82,000 (Hosp/CMS combined)
FY2013	\$13,757 (Added CMS Validation Surveys)		

- 85% increase from FY2010, the federal contract has had major changes throughout this period. The statement of work evolved to include additional inspection of new licensed facilities.
- 271% increase from 2012 to 2019 for hospital inspection program, this contract also had additions to the statement of work to now include the validation surveys.
- Both of these contracts increased in workload but there has not been an increase in staff.



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Prevention Division

Red Goal – Secure Communities From Terrorism, Fire, and Disaster Risks

Outcome: b. Reduce the number of fire-related fatalities statewide

Action Plan:

- Conduct budget/cost and workload analysis
- Explore additional project positions or FTE approval
- Collaborate with our contractual agencies to acquire additional FTEs or project positions
- Revise existing training program through Lean Project



STATE FIRE MARSHAL'S OFFICE

Successes:

- On track for IFSAC reaccreditation
- Completed 2018 Renewal Cycle for Sprinkler Fitters, Contractors, and Certificate of Competency Holders
- On target to complete Fireworks licensing cycle for Wholesale, Importer, and General Display companies, Pyrotechnic Operators, and Retailers by May 1st
- Continuing to meet 10-14 day turnaround for new sprinkler licensing applications
- Establishment of Quality Assurance Deputy State Fire Marshal (DSFM) position for inspection

Challenges:

- 5 Vacancies:
 - Office Assistant 3
 - Administrative Assistant 2
 - 3 DSFM's
- Fire Training Academy budgetary impacts to Certification and Basic Firefighter Reimbursement programs
- Staff burnout due to inspection workload
- Backlog of state-licensed (GF-S funded) inspections
- Needed technology upgrades for inspections and certification
- Training time for DSFM's assigned to inspections



Washington State Patrol

STATE FIRE MARSHAL'S OFFICE

Questions?



STRATEGIC ADVANCEMENT FORUM

Criminal Investigation Division

**Captain Jay Cabezuela
Lieutenant Bruce Lantz
Lieutenant Randy Hullinger
Lieutenant Trisena Sharff**






April 2019

Criminal Investigation Division

Division Strategic Objectives


Provide Specialized Investigative, Forensic, and Support Services

Outcome: c. Increase technology-enabled criminal investigative capability.

Edit	Objective	Strategy	Baseline	6/1/2019	Target	Status	Narrative	Highlight
	Provide high-quality investigative services and implement technological advances.	Maintain one trained CDR Analyst in each CIU and MAIT.	?		Recertification of each CDR Analyst no later than 30 days after their expiration.	Off Track		
	Provide high-quality investigative services and implement technological advances.	Maintain a functional UAV Aerial Mapping program within all 13 CIU offices within the division	?		Complete recertification of UAV pilots by December 31, 2019.	On Track		
	Provide high-quality investigative services and implement technological advances.	Maintain investigator tool kits in all 13 CIU offices to include digital and laser forensic mapping tools	?		Ensure certification and repair of all forensic mapping tools are completed by December 2019.	On Track		
	Provide high-quality investigative services and implement technological advances.	Issue laptop/tablet computers with PMDC software to all CID detectives and sergeants.	?		Complete laptop/tablet implementations by July 1, 2019	On Track		
	Provide high-quality investigative services and implement technological advances.	Provide training to all CID detectives on the use of Zetx Trax investigative tool.	?		Complete ZetX training by December 31, 2019.	On Track		


Division Strategic Objectives

Outcome: d. Increased number of identified and dismantled criminal organizations.

Edit	Objective	Strategy	Baseline	6/1/2019	Target	Status	Narrative	Highlight
	Increase efficiency and effectiveness of the division's criminal investigative teams.	<ul style="list-style-type: none"> • Ensure all CID employees receive clear expectations, honest feedback, and meaningful evaluations supporting their individual development and the division's capabilities. • Establish and maintain a register of core foundational training for all CID detectives within their specific disciplines. • Provide foundational and specialized training to CID detectives on all mapping, software, and specialized equipment in use within the investigative units. 	?		<ul style="list-style-type: none"> • 100% of all CID employees receive meaningful and specific quarterly feedback and yearly performance evaluations on time. • Foundational training for CID detectives to be received within 6 months of selection/assignment. • 100% of assigned UAV pilots obtain and maintain FAA Part 107 certification. • Provide annual refresher training at least once per year to all employees on specialized equipment. 	On Track		

Division Strategic Objectives

Outcome: d. Increased number of identified and dismantled criminal organizations.

Edit	Objective	Strategy	Baseline	6/1/2019	Target	Status	Narrative	Highlight
	Increase the use of criminal intelligence in the furtherance of investigations and predictive analytics.	<ul style="list-style-type: none"> Coordinate with the Organized Criminal Intelligence Unit on complex criminal investigations in order to focus investigative leads. Employ the locally assigned analytical staff to focus auto theft investigations and link associated suspects, victims, and criminal organizations. Identify, dismantle, and disrupt organized crime through intellectually led investigative techniques. Test fire and process all qualifying firearms recovered by CID detectives through the IBIS/NIBIN system. Identify and arrest prolific auto thieves for auto theft crimes and secondary felony crimes. 	?		<ul style="list-style-type: none"> Test fire and enter into IBIS/NIBIN 100% of firearms recovered by CID detectives within 72 hours of seizure. Increase auto theft arrests by 2% in districts where a WSP task force is located. Increase stolen motor vehicle recoveries by 2%. 	Off Track		



Follow up

No Follow up



Gold Goal: Provide Specialized Investigations, Forensic, and Support Services

Outcome c: Increase technology-enabled criminal investigative capability

Area of Interest: CTS UAV Expansion Update

Target: Train and Equip all CTS troopers/sergeants by June 30, 2019

Analysis:

- Obtained list of CTS troopers/sergeant from FOB
- Purchased computers, software and UAVs
- Network software licenses
- FOB to determined where 18 computers are to be located

Action Plan:

- Detectives Gunderson and Nelson finalize training curriculum by February
- FAA Part 107 training material sent to CTS troopers/sergeants
- Scheduled training classes in Spokane, Tacoma, Vancouver, Bremerton and Yakima
- May schedule additional training classes if necessary
- Follow-up assistance will be available within CIU resources and/or Detectives Gunderson and Nelson



STRATEGIC ADVANCEMENT FORUM

Special Operations Division

**Captain Jason Ashley
Lieutenant Nobach
Lieutenant Durbin
Lieutenant Weaver**

April 2019

Special Operations Division

Executive Protection Staffing Update

Area of Interest: The Executive Protection Unit (EPU) has experienced significant increased demands that cannot be absorbed in the existing staffing model without compromising safety.

Target: Recruit long-term temporary EPU troopers, a long-term temporary EPU Sergeant, and a long-term temporary EPU Lieutenant to manage the increased workload.

Analysis:

- Increased SOD EPU staffing needed to protect the governor during the presidential nomination election campaign.
- (1) long-term temporary EPU Lieutenant, (1) long-term temporary EPU Sergeant, and (6) long-term temporary EPU Troopers, are needed.
- Significant increase in workload began on March 1, 2019.

Action Plan Progress:

- Submitted a Daily Bulletin advertisement to identify interested applicants to serve as long-term temporary EPU troopers.
- (2) long-term temporary EPU Troopers were selected immediately and reported March 1, 2019.
- Interviews were conducted in Olympia via WebEx and in person March 18, 2019.
- In total, (1) long-term temporary Lieutenant, (1) EPU long-term temporary EPU Sergeant and (6) long-term temporary EPU Troopers were assigned to assist EPU with the increased demands.

Personnel Update

Two new Troopers report to Capitol Campus Detachment



Trooper Tricia Krantz



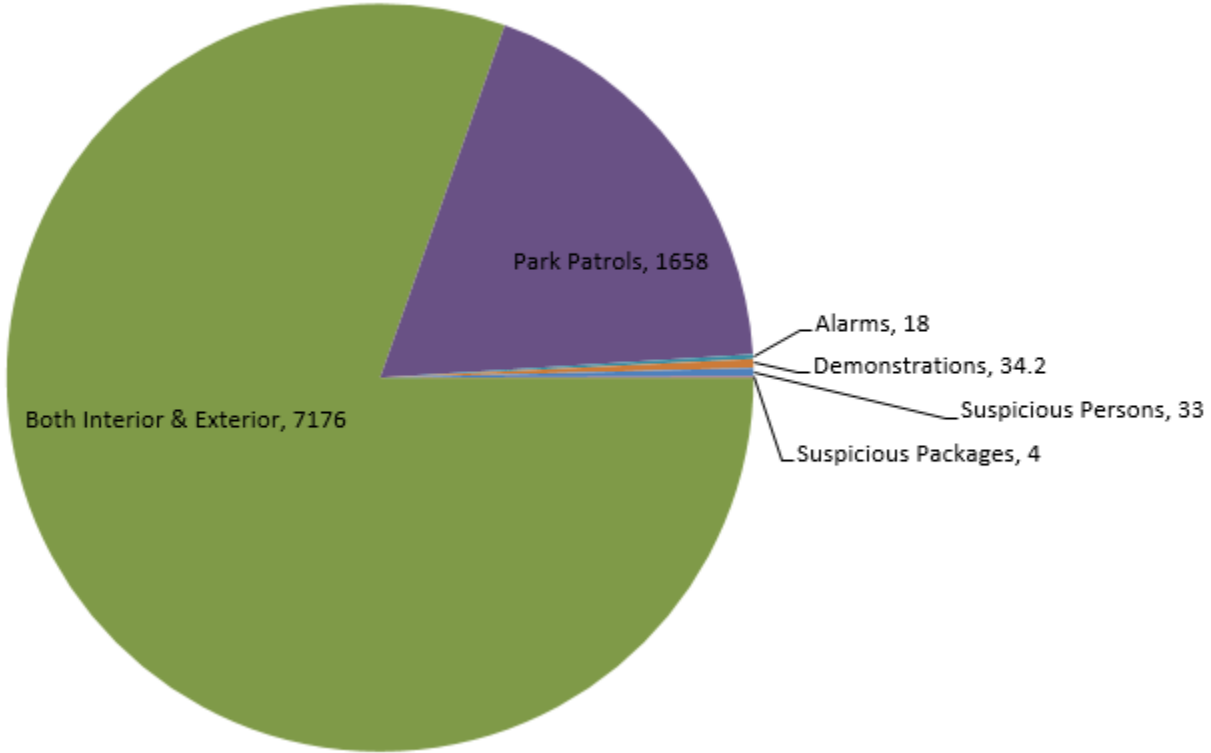
Trooper Dan Johnson



SPECIAL OPERATIONS DIVISION

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.
Division Objective: Engage stakeholders to develop and refine procedures to improve Capitol Campus safety and security services.

January and February 2019 Campus Detachment Security Actions



- **2019 Legislative session**
 - **No RDF qualifying incidents in this session**
 - **Operational Risk Assessments / staffing improvements**
 - **Collaboration with DES / Event Organizers to diffuse conflict**

- **Challenges**
 - **Permit issues**
 - **Pedestrian/vehicle conflicts – flag circle (mitigation in progress)**

- **Successes**
 - **March for Life**
 - **Latino Legislative Day**
 - **2019 Women’s March**
 - **Anti-Vaccination Campaigns**

- **Active Threat Response Training**
 - **Advanced patrol rifle training planned for April 2019 for SOD personnel**
 - **Full scale active threat drill with SWAT and agency partners July 2019**
 - **Table top for fall 2019 with allied agencies and partners**
- **Homeless Encampments**
 - **Partnering with DES and allied agencies to remove encampments in Percival Creek (3) and Jefferson Complex**
 - **Collaborating with Navigation team to provide resources to those individuals experiencing homelessness**
 - **Addressing mental health issues as they are identified with DMHP**
 - **Coordination with Downtown Alliance to ease and prevent overburden on downtown resources, businesses, and shelters.**



SPECIAL OPERATIONS DIVISION

Significant Accomplishments

Trooper Camron Iverson



Report
Date
Aviation

*November
16th
2017*

Private
Pilot

*April
17th
2018*

Instrument
Pilot

*September
25th
2019*

Commercial
Pilot
Single Engine

*February
15th
2019*

Commercial
Pilot
Multi Engine
Instrument

*March
6th
2019*

Significant Accomplishments

Trooper Andy Pelleberg



Report
Date
Aviation

*July
1st
2018*

Private
Pilot

*December
21st
2018*

Instrument
Pilot

In Process

Commercial
Pilot
Single engine

Commercial
Pilot
Multi Engine
Instrument

King Air Update – mid phase



Completed
February
2019

King Air Original Avionics



King Air Updated Avionics



Completed
March 2019

King Air Original Exterior



King Air Updated Exterior

QUESTIONS??



STRATEGIC ADVANCEMENT FORUM

Homeland Security Division

Captain Daniel J. Atchison
Lieutenant Curt G. Boyle
Lieutenant Christina R. Martin
Lieutenant Robert W. Sharpe
Commander Arel J. Solie



DASHBOARD UPDATE: See LIVE version



Red Goal: *Secure Communities from Terrorism, Fire, and Disaster Risk.*

Outcome: *Increase preparedness and response activities that reduce risk of natural or man-made disasters.*

Area of Interest: Alternate Security Plan – HSD Patrol Tactics Shift

The Homeland Security Division and the USCG agree that the number one risk facing the Washington State Ferry (WSF) system is an active shooter event or a person borne improvised explosive device (PBIED).

Action Plan:

HSD is working with WSF and the USCG to redeploy existing HSD resources to more effectively address the PBIED/Active Shooter threat.

Current Ferry Security Metrics:

- ✓ VEHICLE SCREENING: 9% passenger vehicles/18.75% large capacity vehicles
- ✓ 3RAM: 40% risk buy down each month

Previously Proposed Ferry Security Metrics:

- X - Open Air Detection (L&I/WAC limitations impede our ability to adopt this)
- X - 2-Person Teams (staffing and open air limitations, behavioral detection TX)
- X - Movement throughout ferry system (holding lanes -> terminals -> vessels)

Revised Ferry Security Metrics (as offered by Captain Dan Atchison):

- ✓ Maintain current ferry security metrics until a new strategy is approved
- ✓ Draft pilot re-deployment strategy to incorporate dynamic assignment of assets to address active threat component
- ✓ Work with PNNL to determine how to integrate active threat components into deployment of assets and report back to USCG/Ferries



Red Goal: *Secure Communities from Terrorism, Fire, and Disaster Risk.*

Outcome: *Increase preparedness and response activities that reduce risk of natural or man-made disasters.*

Area of Interest: Alternate Security Plan – HSD Patrol Tactics Shift

Activities to Date:

- ✓ **Participated in a users meeting between PNNL and WSP to discuss:**
 - ✓ Current system challenges
 - ✓ Active Threat module and limitations with Open Air and 2-Person Teams
 - ✓ Relevant scientific information to support additional active threat deployment within WSP's existing resources.

- ✓ **Utilize Bainbridge/Bremerton troopers to develop a framework for possible future re-deployment:**
 - ✓ Jan 1: Draft deployment strategy developed for one-day dynamic deployment
 - ✓ Jan 10: Pilot deployment and data collection
 - ✓ Feb 4-10: Weeklong pilot deployment and data collection (time/productivity)
 - ✓ Feb 13: Command Staff Update with successes/challenges
 - ✓ Apr 12: Written update to USCG

IMPACT: *Region 1 (Brem/Bainbridge) screens an average of 733 screens per day. HSD expects to reduce screenings by 40% per day during these pilot deployment days, equating to an approximate 3000 vehicle screening reduction for six days of a pilot project.*



Red Goal: *Secure Communities from Terrorism, Fire, and Disaster Risk.*

Outcome: *Increase preparedness and response activities that reduce risk of natural or man-made disasters.*

Area of Interest: Alternate Security Plan – HSD Patrol Tactics Shift

Initial Results:

- Increased security presence in terminals
- Positive public perception of increased terminal visibility/presence
- Positive K9 detachment feedback of impacting entire system rather than focusing solely on vehicle screens in lanes
- Learning curve for K9s to work around passengers – handlers managed this challenge well with positive outcomes
- Achieved 44,804 walk-on passenger screens, which had not previously been reported/prioritized
- Increased vessel ride time (March 2018 compared to March 2019)
- Successfully deployed K9 assets throughout the ferry system (min. 2 vehicle deployments; 2 terminal deployments; 2 passenger deployments) per K9 trooper per shift.

Next Steps:

- Revisit TAS data collection/input process and refine for extended trial deployment.
- Brief Region 1 trial deployment results to USCG – provide data collected and synopsis of deployment feedback
- Extend trial deployment to Regions 2 and 3
 - Collect and analyze data
 - Coordinate initial response to USCG HQ regarding trial deployments and 1-year screening relief with synopsis of next steps
- Brief USCG with long term deployment plan and possible screening relief or transition to 3RAM active threat deployment model as permanent metric.



Red Goal: *Secure Communities from Terrorism, Fire, and Disaster Risk.*

Outcome: *Increase preparedness and response activities that reduce risk of natural or man-made disasters.*

Division Activities (Successes and Challenges) 1st Quarter 2019

- Re-branding of Organized Crime Intelligence Unit and creation of new intelligence analyst cadre within ISB.
 - Demonstration of true ISB partnership and leveraging existing resources within the bureau.
- Re-branding of Fusion Center OCIU to Statewide Intelligence & Investigative Support Unit (SIISU)
- Traffic at ferry terminals:
 - Continued reduction of overtime
 - Summer traffic surge is beginning;
 - WSDOT expectations and discussions about WSP resource availability;
 - Possible legislation for Kingston;
 - Possible WSP support for Fauntleroy
- Bomb Squad:
 - Over 150 contacts regarding “brass ammunition encased in a black shiny rock” (discarded 20mm anti-aircraft HE rounds = hazardous)
 - ATM breaching in Puget Sound area and WSP Interagency Support during response and warrant service
- Video Monitoring Unit received recognition from the FBI.





STRATEGIC ADVANCEMENT FORUM

Office of Professional Standards

Captain Michael S. Saunders
Lieutenant Ron Kessler



Division Overview

Captain Mike Saunders
Administrative Assistant IV Rachael Gufler
Lieutenant Ron Kessler
Detective Sergeant Brian Dorsey
Detective Sergeant Krista Greydanus
Detective Sergeant Jason Hicks
Detective Sergeant Paul Cagle
Investigator James Riley
Research Analyst II Laura Barnhart
Administrative Assistant III Dawn Brundage
Forms & Records Analyst II Amanda Rice

Staffing	
Authorized FTEs	12
Vacancies	0
Reassigned/TDL/Admin	1
Total	12



Follow Up

No Follow up from previous SAF

Area of Interest:

Cross Training with Colorado State Patrol Internal Affairs

Topics Included:

- Leadership/Mentoring
- Data Management
- Public Disclosure
- Policy/Procedure
- Investigative Processes
- Criminal Investigations
- Early Intervention
- Lethal UOF
- Employee Wellness
- Complaint Intake/Adj.
- Role of A.A.
- Executive Involvement
- Right to Work vs. Union
- Disciplinary Standards
- UOF/Pursuits
- IA Trends
- Torts/Lawsuits
- E-Case Management



Area of Interest

OPS Annual Report - Completed

ADMINISTRATIVE INVESTIGATIONS OVERVIEW

In 2018, OPS generated 1,716 case numbers prompting reviews of the actions of our employees. Of the 1,716 cases reviewed, 88% were found to be consistent with agency policy/procedure and no additional action was taken. The agency addressed a total of 281 complaints against employees. Of those complaints, 204 were investigated, 26 were rejected after a preliminary investigation, and 51 were rejected after initial review by the Appointing Authority. The 281 total complaints represent a 13% increase compared to 2017, when the agency received 248 total complaints.

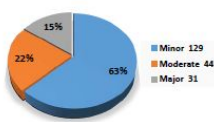


Of the 204 complaints investigated, 63% were Minor, 22% Moderate, and 15% were categorized as Major. The Districts/Divisions completed 77% of the internal investigations. OPS completed 23%. These investigations concluded with 79% resulting in proven findings. Of the sanctions imposed, 27% were written reprimands, 44% verbal reprimands, 6% employee counseling, 20% resulted in suspensions, 2% in employee separation (termination or resignation) and less than 1% were a demotion. OPS received and processed 213 Non-Investigative Matter (NIM) reports in 2018.

Investigative Assignment



Accepted Complaints



Sanctions Imposed



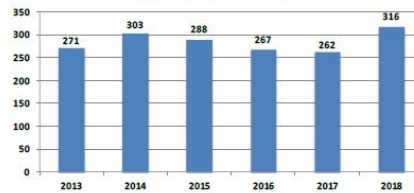
A Settlement Agreement is a tool which streamlines the agency's administrative process, allowing an accused employee to acknowledge their mistake(s) and work toward an appropriate and agreed upon sanction. In 2018, OPS coordinated with District and Division Commanders to complete 47 settlement agreements, a 34% increase from 2017. In 2018, OPS conducted 47 investigations, with 27 of those cases (57%) resulting in a settlement agreement.



Data from cases closed 01/01/18-12/31/18 5

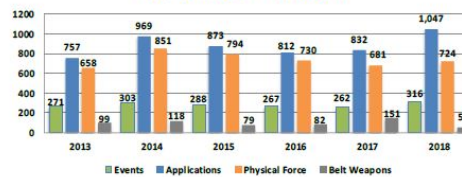
USE OF FORCE

Use of Force - Arrests



One event may involve multiple officers and/or multiple applications of force, such as a Taser application, followed by joint manipulation and handcuffing. When multiple officers are involved, the actions of each officer and each application of force are reviewed for compliance with policy, procedure and training.

Use of Force - Breakdown



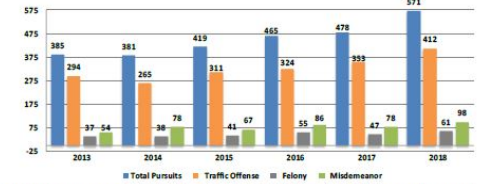
The "Physical Force" line applies to the application of bodily force to gain compliance, which includes the use of handcuffs/restraints *only* when a complaint of injury is made by the subject. The "Belt Weapons" line accounts for every other tool available to the officer, such as the ASP, Taser, flashlight and OC spray.



Data from cases closed 01/01/18-12/31/18 17

PURSUIITS

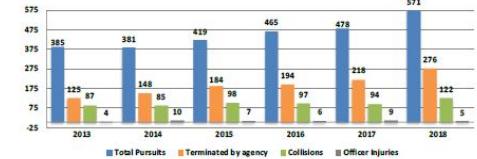
Reason for Pursuit



In 2018, the average pursuit lasted approximately 6.67 minutes which was a decrease from 7.19 minutes in 2017. In 2018, 81% of the pursuits occurred between the hours of 6:00 p.m. and 6:00 a.m. which is consistent with data from 2017.

Traffic offenses continued to be the primary reason for initiating a pursuit. Misdemeanor crimes were the second highest reason a pursuit was initiated, followed by felonious crimes. This account remained consistent with the average of the previous five years for each offense category. Stolen vehicles were involved in 40 of the pursuits during 2018, which was a 48% increase from 2017.

Pursuit Outcomes



The number of suspects apprehended at the conclusion of the pursuit increased 22% compared to 2017. The total number of pursuits terminated increased 26% in 2018 compared to the previous year, and they increased by 59% compared to the average of the previous five years. Employee awareness of the high liability and the risks associated with pursuits contributed to termination decisions.

Pursuits involving a collision in 2018 increased 29%. The number of pursuits resulting in officer injuries decreased 44% compared to 2017 data and a 30% decrease compared to the five-year average. Officers sustained only 8% of the total number of injuries with 72% of injuries identified for the suspects and 20% for third parties. The breakdown of injuries is consistent with the average of the previous five years.



Data from cases closed 01/01/18-12/31/18 23



2019 Project Status

<i>Intentional Intervention - Review current policies/practices addressing intentional intervention with internal and external stakeholders.</i>	March 2019	✓
<ul style="list-style-type: none"> <i>Recommend/implement process improvements based on findings.</i> 	June 2019	✓
<i>Pursuit Data Analysis Report - Analyze WSP vehicle pursuits from January 2016 through December 2018, to increase safety and mitigate risk.</i>	July 2019	
<ul style="list-style-type: none"> <i>Meet with internal stakeholders to consider next steps based on findings of the report.</i> 	August 2019	
<i>Improve Customer Service - Develop and implement a customer service survey for District/Division Commanders and Executive Staff members.</i>	October 2019	
<i>Improve Customer Service - Develop and implement a process to solicit feedback from individuals involved in the Administrative Investigation process.</i>	October 2019	
<ul style="list-style-type: none"> <i>Evaluate and identify process improvements based on results.</i> 	December 2019	
<i>IA Best Practices - Identify and cross train with four comparable law enforcement agencies with full time Internal Affairs units.</i>	December 2019	
<ul style="list-style-type: none"> <i>Evaluate and identify process improvements based on results.</i> 	December 2019	

Washington State Patrol Criminal Records Division



Strategic Advancement Forum

April 2019

Jim Anderson, *Division Commander*
Deborah Collinsworth, *Section Manager*
Kateri Candee, *Section Manager*
Becky Miner, *Section Manager*



Follow Up From Previous SAF



- None



Criminal Records Division Strategic Objective



Provide Specialized Investigative, Forensic, and Support Services

Outcome: *a. Increased timeliness, accuracy, and completeness of criminal history information.*

Baseline: 19% open arrest charges.

Objective: *Reduce the number of arrests over 1 year old for which no deposition has been received.*

Target: 18% open arrest charges.

Edit	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	<ul style="list-style-type: none"> Plan for and apply annually for National Criminal History Improvement Project grant funds for enhancing resources dedicated to researching and entering open dispositions. Publish an annual Disposition Compliance Report that summarizes open disposition status by jurisdiction throughout the state so that stakeholders can utilize the data to measure their compliance and make plans for improvements. Conduct statewide stakeholder meetings with representatives from law enforcement, jails and booking facilities, prosecutors, and courts to discuss best practices for submitting timely, complete and accurate criminal justice information. Collaborate with AOC and technology providers to increase the percentage of dispositions received electronically that require no employee intervention in order to increase the resources available to research and enter missing dispositions. Reduce open dispositions by creating and electronically receiving intermediate disposition values for court cases that are in deferred status. 	19% open arrest charges		18% open arrest charges	On Track		



Criminal Records Division - AOI



Gold Goal: Provide specialized investigative, forensic, and support services.

We help our partners to reduce crime and crime victimization, and to detect investigate, and deter criminal activity and terrorism by delivering information sharing, investigative, emergency response, and forensic services.

Area of Interest: *Collaborating with state, local, and court partners to implement new strategies intended to increase the availability of applicable records that disqualify individuals from owning and possessing a firearm.*

Analysis:

- Criminal history records information is used for a variety of public safety decisions by law enforcement officers, prosecutors, judges, employers, licensors, housing authorities, and firearm dealers.
- About 1/3 of the court dispositions in AOC's Justice Information System (JIS) are not in the Washington State Identification System (WASIS).
- Most of the missing dispositions are for gross misdemeanors, such as driving under the influence, assault 4, and theft 3.
- Missing dispositions are mostly due to individuals not having been fingerprinted at the time of arrest.
- Missing court dispositions in WASIS could result in making an incorrect public safety decision such as;
 - not to charging a four-time DUI offender with a felony,
 - hiring an ineligible person as a school teacher or caregiver,
 - transferring a firearm to an individual with a disqualifying event in their background.
- Decentralized structure for reporting criminal history information from hundreds of law enforcement agencies, jails, prosecuting attorneys, and courts hinders WSP's ability to receive complete and accurate information.

Action Plan:

- Continue to apply for funding and complete National Criminal History Improvement Project (NCHIP) projects.
- Continue to hold "stakeholder" meetings throughout the state with criminal justice partners, with a targeted emphasis on specific problem areas by jurisdiction.
- Continue to publish annual disposition compliance report to provide local agencies with a quantitative measure of their disposition submissions – target training and collaboration with agencies that have lower compliance.
- Work with AOC and the FBI on identifying gaps in information sharing between the three agencies' respective systems.
- Work with WSP's FOB to improve submission of criminal history information – fingerprinting arrestees.
- Create a new Records Improvement Unit within CRD that will have a dedicated focus on improving the completeness and accuracy of criminal history record information, and working the state implementation plan for the federal "Fix NICS" Act.



Accomplishments



- Implemented operational and technology changes to return to the pre-injunction Wilcox v. Batiste public disclosure practice of not requiring a collision record requestor to certify his/her purpose and only redact driver's license numbers from PTCRs.
- Completed XY coordinate placement on all of the 250,000+ collision reports from 2017 and 2018.
- Published 2019 Annual Disposition Compliance report.
- Coordinated with Nlets and the Spokane Tribal PD to make tribal license plate information available through ACCESS queries.
- Completed annual NCIC Person of Interest validations.
- Refreshed employee "core value" positive recognition program.
- Even with minimal staffing in the office in many areas, maintained business continuity / productivity during the February snow/ice days, due to a mature teleworking program, as well as the new technology provided as part of the move to the Helen Sommers Building.



WSP Goal and Outcome



Gold Goal – Provide specialized investigative, forensic, and support services:

We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering information sharing, investigative, emergency response, and forensic services.

Outcome: Increased timeliness, accuracy, and completeness of criminal justice information.

WSP/CRD Objective: Reduce the percentage of arrest charges over 1 year old for which no disposition has been received by at least 1% annually

Strategies	Targets	Status
1. Plan for and apply annually for National Criminal History Improvement Project grant funds for enhancing resources dedicated to researching and entering open dispositions.	Apply for next NCHIP during the next federal funding cycle.	
2. Publish an annual Disposition Compliance Report that summarizes open disposition status by jurisdiction throughout the state so that stakeholders can utilize the data to measure their compliance and make plans for improvements.	Complete by 4/1/2019.	
3. Conduct statewide stakeholder meetings with representatives from law enforcement, jails and booking facilities, prosecutors, and courts to discuss best practices for submitting timely, complete and accurate criminal justice information.	Complete 18 stakeholder meetings by 12/31/2019.	
4. Collaborate with AOC and technology providers to increase the percentage of dispositions received electronically that require no employee intervention in order to increase the resources available to research and enter missing dispositions.	Complete by 6/30/2020.	
5. Reduce open dispositions by creating and electronically receiving intermediate disposition values for court cases that are in deferred status	Complete by 6/30/2020.	



On Schedule



Concerns



Behind Schedule



WSP Goal and CRD Objective



Blue Goal – Make the WSP a great place to work:

We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.

CRD Objective: Achieve a higher overall rating than the WSP average on each annual Employee Engagement Survey.

Strategies	Targets	Status
1. Create a standardized employee onboarding program that includes job shadows throughout CRD, and introductions to other WSP organizations and external partner agencies.	Implement by 6/30/2019.	
2. Refresh the core value employee recognition program.	Implement by 3/30/2019. COMPLETED	
3. Provide on-site learning opportunities to employees by presenters from CRD, other WSP divisions, and from other subject-matter experts.	Complete at least 6 presentations throughout the year by 12/31/2019.	
4. Hold a CRD in-service event.	COMPLETE BY 9/30/2019.	



On Schedule



Concerns



Behind Schedule



WSP Goal and CRD Objective



Gold Goal: Agency Priority – Provide specialized investigative, forensic, and support services:

We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering information sharing, investigative, emergency response, and forensic services.

CRD Objective 2: Collaborate with state, local, and court partners to implement new strategies intended to increase the availability of applicable records that disqualify individuals from owning and possessing a firearm.

Strategies	Targets	Status
1. Provide reporting to WSP FOB regarding the number of and location (county) of arrestees not fingerprinted.	Begin providing reports by 7/1/2019.	
2. Identify and assist to resolve barriers with any agency not currently submitting fingerprints for arrestees to WSP.	Complete by 12/31/2019.	
3. Add to the current ACCESS training curriculum information about the importance of submitting fingerprints for arrestees to WSP.	Complete by 3/31/2019. COMPLETED	
4. Provide training to court personnel at stakeholder meetings and association conferences about ensuring that individuals who have been convicted of a crime have been fingerprinted.	Complete training at 18 stakeholder meetings and one association conference by 12/31/2019.	
5. Increase the annual number of NICS training classes for law enforcement agency personnel held throughout the state from 8 to 10.	Complete by 12/31/2019. 11 classes scheduled	
6. Identify and analyze reporting discrepancies between data maintained by the Washington State Identification System (WASIS) criminal history database, the Administrative Offices of the Courts (AOC) Judicial Information System (JIS) database, and the Federal Bureau of Investigation (FBI)'s Interstate Identification Index (III).	Determine baseline number of arrests with and without fingerprints currently submitted to WSP by all WA agencies by 12/31/2019. Identify arrest/disposition information in WASIS not at the FBI III and develop plan for submitting those records to III by 12/31/2019. Collaborate with FBI to identify pseudo pointer records with no disposition in NGI and develop plan to update the records by 12/31/2019.	



On Schedule



Concerns



Behind Schedule



WSP Goal and CRD Objective



Brown Goal – Sustain and enhance agency infrastructure and business processes:

We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

CRD Objective 3: Plan for and implement upgrades or enhancements to at least 3 of CRD's 12 technology systems annually.

Strategies	Targets	Status
1. Replace the aged Washington State Identification System (WASIS) and Washington Crime Information Center (WACIC).	Complete project Sprints 10-17 (of 18) by 12/31/2019.	
2. Upgrade ACCESS connections with local agencies to XML technology.	Complete by 9/30/2019.	
3. Upgrade the Automated Biometric Identification System (ABIS) hardware and software on CRD's 11 workstations.	Complete by 12/31/2019.	
4. Collaborate with partner agencies and SECTOR to implement changes to the Police Traffic Collision Report.	Complete by 8/31/2019.	
5. Implement a Denied Firearm Applicant tracking application.	Complete by 12/31/2019.	
6. Enhance the Washington Access to Criminal History (WATCH) application to expedite resolution of "duplicate record found" transactions. Lean	Complete by 9/30/2019.	
7. Expand usage of existing ILINX functionality to ingest emailed arrest correction notices and disposition documents into CHDAR. Lean	Complete by 12/31/2019.	
8. Apply for grant funding and complete a request for proposal to replace the Washington Request for Electronic Collision Reports (WRECR) application.	Complete by 12/31/2019.	
9. Draft requirements for an ACCESS upgrade or replacement.	Complete by 12/31/2019.	
10. Conduct a feasibility study and assess next steps for implementing artificial intelligence technology that would enhance response times to WATCH email and telephone inquiries. Lean	Complete by 6/30/2019.	

On Schedule

Concerns

Behind Schedule



WSP Goal and CRD Objective



Brown Goal – Sustain and enhance agency infrastructure and business processes:

We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

CRD Objective 4: Implement solutions by December 31, 2020 for WSP to achieve compliance with the FBI’s Criminal Justice Information Services Security Policy and address issues identified in prior tri-annual audits.

Strategies	Targets	Status
1. Develop requirements and obtain a vendor quote to implement a WASIS customer web portal for exchange of criminal history record information.	Complete by 12/31/2019.	
2. Collaborate with ITD on a technical options, obtaining funding, and a developing a project plan to implement encryption solutions meeting Federal Information Processing Standard (FIPS) 140-2 for Criminal History Record Information (CHRI) PDF document responses sent via email.	Complete project plan by 12/31/2019.	
3. Collaborate with ITD on technical options, obtaining funding, and a developing a project plan to implement Microsoft Exchange email encryption solution meeting Federal Information Processing Standard (FIPS) 140-2 standards.	Complete project plan by 12/31/2019.	
4. Collaborate with Washington Technology Solutions (WaTech) to complete a Memorandum of Understanding that covers all agencies using their services to transport or store criminal justice information that complies with the FBI’s CJIS Security Policy (Management Control Agreement for criminal justice agencies and an Outsourcing Agreement for non-criminal justice agencies).	Complete agreements by 12/31/2019.	



On Schedule



Concerns



Behind Schedule

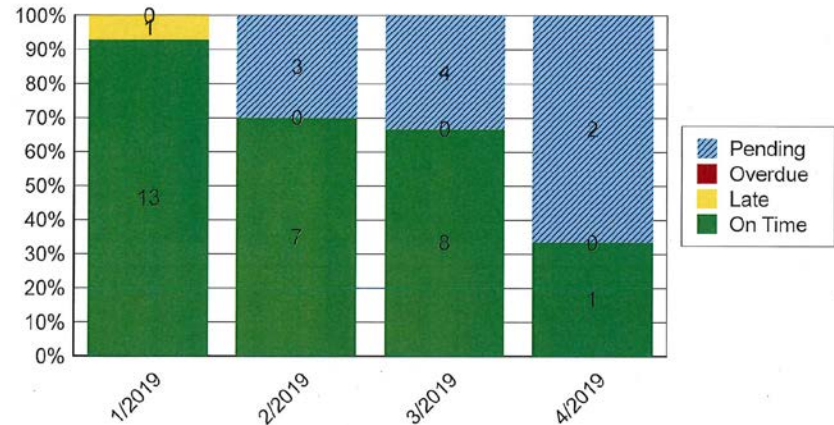
Division Overview & Evaluations



Section/Unit	Authorized	Actual	Vacancies
Administrative	6.0	6.0	0.0
ACCESS	8.0	7.0	1.0
Collision Records	9.0	8.0	1.0
Background Check	9.0	9.0	0.0
Fingerprint	25.0	21.0	4.0
Criminal History Records	35.0	32.0	3.0
Technology Support	11.0	11.0	0.0
Project / Temporary	7.0	4.0	3.0
TOTALS	110.0	98.0	12.0

Evaluation Completion Percentage

For CRD



Vacant Positions

ACCESS	1.0	Criminal Identification Coordination Specialist
Collision Records	1.0	Trans. Planning Tech. 2
Fingerprint	4.0	Fingerprint Tech / Supervisor
Criminal History Records	3.0	Correctional Records Tech Lead, Correctional Records Tech Supervisor
Project / Temporary	3.0	Criminal Identification Coordination Specialist, Office Assistant 3, Fingerprint Tech
TOTAL	12.0	

Division Statistics



2019 Criminal Records Division Statistics

Identification and Criminal History Section	2019 Criminal Records			Division Statistics					
	Jan	Feb	Mar	Totals	2018 YTD	CHANGE	CHANGE (%)	2018 CY	2017 CY
Crim Arrest FP Cards Processed	20,848	17,067	20,006	57,921	59,300	-1,379	-2.33%	236,868	222,907
Civil FP Cards Processed	23,996	20,160	25,282	69,438	70,387	-949	-1.35%	280,404	270,109
% Fingerprint Cards Received Electronically	93.00%	92.00%	93.00%	92.67%	94.00%	0	-1.42%	93.7%	93%
% Fingerprint Criminal Cards Rejected	0.51%	0.83%	0.48%	0.61%	1.00%	-0.39%	-39.33%	1.0%	1%
% Civil Applicant Cards Rejected	3.06%	3.14%	3.35%	3.18%	2.54%	0.64%	25.16%	2.8%	1%
CODIS/Deceased Prints Processed	50	37	51	138	132	6	4.55%	513	433
Alias Name Hits	510	459	491	1,460	1,574	-114	-7.24%	6,464	5,614
WATCH Checks - billed and credit card	65,557	54,139	67,763	187,459	171,893	15,566	9.06%	690,891	691,647
WATCH Checks - non-profit	35,678	29,547	35,106	100,331	116,814	-16,483	-14.11%	553,550	547,309
WATCH Checks - Total	106,648	87,914	108,235	302,797	303,996	-1,199	-0.39%	1,318,545	1,288,858
Paper NDOB Checks Processed	405	293	502	1,200	1,087	113	10.40%	5,024	5,122
Notary Letters Processed	292	215	293	800	864	-64	-7.41%	3,641	3,246
HUD/III Checks Processed	472	537	501	1,510	1,176	334	28.40%	5,408	4,416
Counter Customers	755	522	688	1,965	1,946	19	0.98%	8,256	8,476
Dispositions Processed	31,186	31,450	36,468	99,104	101,454	-2,350	-2.32%	429,829	389,762
% Electronic Dispositions Processed "lights out"	32.93%	33.92%	32.47%	33.11%	34.39%	-1.28%	-3.73%	33.3%	27%
% Electronic Dispositions Processed via CHIPS	62.77%	60.29%	61.44%	61.50%	58.60%	2.90%	4.95%	61.8%	65%
Sex/Kidnapping Offender Registrations Processed	383	305	356	1,044	1,054	-10	-0.95%	4,288	4,291
Sex/Kidnapping Offender Documents Processed	405	268	391	1,064	2,381	-1,317	-55.31%	7,085	13,478
Court Orders Processed	1,191	1,422	2,147	4,760	5,662	-902	-15.93%	21,404	17,238
Documents Indexed (CHDAR)	15,912	22,747	27,628	66,287	204,492	-138,205	-67.58%	485,300	998,046
Quality Control Verification	9,005	9,708	14	18,727	20,042	-1,315	-6.56%	105,549	186,073
Number of Trainings Conducted	2	10	8	20	11	9	81.82%	62	53
Collision Records Section									
PTCRs Received	11,274	11,378	10,350	33,002	34,232	-1,230	-3.59%	137,699	144,547
% PTCRs Received via SECTOR	94%	94%	94%	94%	93.67%	0	0.36%	94%	92%
Citizen Reports Received	2,003	2,201	2,022	6,226	4,791	1,435	29.95%	21,600	19,694
Public Disclosure Reports Provided	9,588	7,338	7,881	24,807	25,177	-370	-1.47%	101,019	133,812
Numbers of Data Requests	11	9	12	32	17	15	88.24%	107	98
Numbers of XY Coordinates Placed	12,457	19,396	23,796	55,649		55,649		136,351	135,330
ACCESS Section									
Required ACCESS/TAC/NICS Trainings Provided	12	18	25	55	48	7	14.58%	219	244
Number of Non-Criminal Justice Agency Audits Conducted - Technical and Business	20	13	2	35		35		35	124
Number of Criminal Justice Agency Audits Conducted - Technical and Business	61	33	35	129		70		271	255



QUESTIONS?





STRATEGIC ADVANCEMENT FORUM

Investigative Assistance Division

**Captain Roger Wilbur
Acting Lieutenant Bryan DuCommun
Lieutenant James Prouty**



INVESTIGATIVE ASSISTANCE DIVISION

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response and forensic services.

Outcome: Increase number of identified and dismantled criminal organizations.

Provide Specialized Investigative, Forensic, and Support Services

Outcome: d. Increased number of identified and dismantled criminal organizations.

Edit	Objective	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Increase efficiency and effectiveness of the division's criminal investigative teams.	<ul style="list-style-type: none"> Remain engaged with the Governor's office, policy makers, and political leadership to educate about the detrimental effect to drug enforcement efforts resulting from the loss of the Byrne/JAG grant. Support and encourage efforts that provide state General Fund in place of the federal Byrne/JAG grant funding to support the WSP narcotics section and statewide drug task forces. 	2 DEA-assigned detectives.	?	<ul style="list-style-type: none"> 8 DEA-Assigned Detectives 	On Track		
	Increase the use of criminal intelligence in the furtherance of investigations and predictive analytics.	Support Criminal Intelligence Unit formation to provide professional investigative support and analytical capacity to criminal investigations.	0%	?	Identify, procure and implement a Case Management System to provide professional police analytical capacity to the Criminal Intelligence Unit by January 2019.	On Track		
	Increase the use of criminal intelligence in the furtherance of investigations and predictive analytics.	Support Criminal Intelligence Unit formation to provide professional investigative support and analytical capacity to criminal investigations.	0%	100%	Enhance training of Criminal Proceeds Unit professional to integrate asset seizure and forfeiture and financial investigative efforts for more effective disruption and dismantlement of criminal organizations.	On Track		
	Increase the use of criminal intelligence in the furtherance of investigations and predictive analytics.	Support Criminal Intelligence Unit formation to provide professional investigative support and analytical capacity to criminal investigations.	0%	?	Hire, train, and develop a Research Analyst 4 to provide analytical support within the Criminal Intelligence Unit for specific support to the Marijuana Enforcement Team investigations by January 1, 2019.	On Track		
	Increase efficiency and effectiveness of the division's criminal investigative teams.	Secure a funded FTE to develop financial investigative capacity to assist with money laundering and criminal profiteering investigations of criminal organizations.	No Financial Crimes Detective/Investigator	0	1 Financial Crimes Detective/Investigator	On Track		



NARCOTICS

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

WSP Marijuana Enforcement Teams (MET's) update

- EMET conducted it's first operation in Spokane Area 3/20
- Completing SOP's, establishing Imprest accounts on both sides of state for PE/PI purchases
- WMET recently conducted operation yielding nearly 4500 plants and multiple pounds of finished product as well as a large amount of cash
- Multiple grow houses associated with each case
- Challenges CITE and Evidence storage
- Looking at storage containers for additional evidence storage at WSP Facilities

DCESP – Marijuana Eradication 2019

- Currently WSP is 2nd in nation for # of plants seized as of 3/5
 - Plants 17,602
- Preparing for outdoor grow season
 - Working with WSP Aviation for flyovers
 - Partnering with other TF's and agencies



NARCOTICS

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

Task Force Partnerships

- ILA discussions with TF Exec Board Members
 - Litigation concerns after Lakewood Decision
 - Seizure concerns
- Byrne JAG funding/State funding
 - Waiting for session results
 - Disbursement of funds if allocated
- WASNIA Conference

IAD and HSD Intel Unit transition update

- CPU moved to OCIU unit in March
- Hired RA4 and in process of hiring 2nd RA4
- Already providing analytical and intel data to detectives
- Developing roles and responsibilities
- Currently using CITE, waiting for final approval on case management system



SWAT

Goal: We work in partnership with stakeholders to reduce risk associated with terrorism, fire, and natural or man-made disasters, and to protect life, property, and the environment through quality fore training and prevention

Outcome: Increase preparedness and response activities that reduce the risk of natural or man-made disasters

UPDATE

Area of Interest

- Growing number of clandestine lab cases
 - Fentanyl Labs
 - 2 overdose homicide investigations
 - 1 Trooper Exposure
 - 1 Steroid and Pill Press Lab Drug Manufacturing Enterprise on the Dark Net
 - 1 BHO lab in Island County
 - 2 Unknown substances sent through the mail intended to disrupt the government recipient
- Pierce County Metro SWAT, Lewis County, and Thurston Co. Regional SWAT separations
- SWAT provided dignitary protection for secret service with an ongoing request. Seattle City Council has decided their SWAT Team is not going to leave their city.

Target:

- Answer, evaluate, consult, and/or provide SWAT services to those agencies effected by SWAT separations

Analysis:

- Dangers of exposure during searches by Troopers
- Proper PPE, training, IC in place, funding
- Clandestine Fentanyl Lab Tactical Considerations

Action Plan:

- Seeking funding to offset cost related to SWAT Teams separating and our calls for service increasing



MISSING AND EXPLOITED CHILDREN TASK FORCE

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

UPDATE

Area of Interest

- Identify, investigate and apprehend those responsible for trafficking persons in Washington State.

Target:

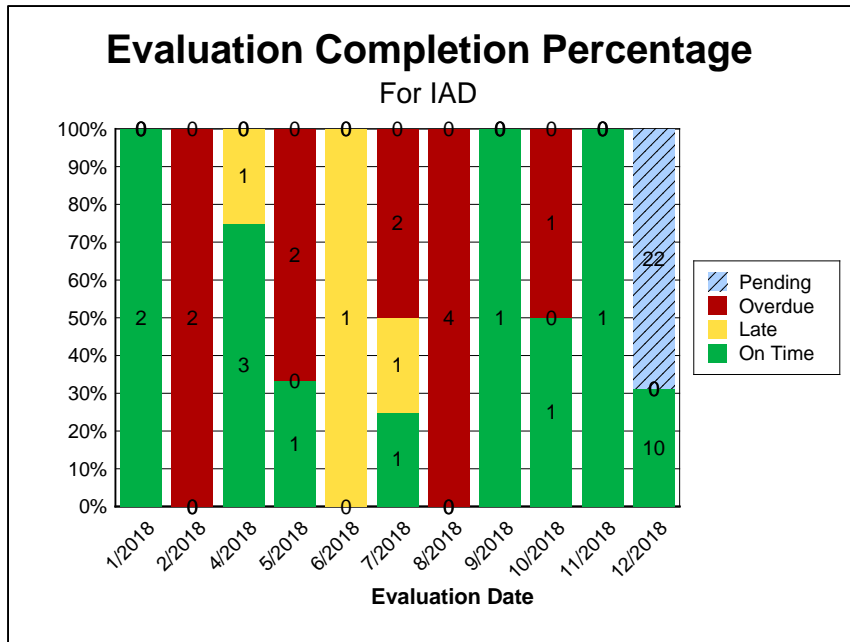
Outcomes:

- Idaho ICAC
 - 5 Arrests
 - 5 members of MECTF advised HSI, Boise ICAC, and multiple local agencies
- Net Nanny 15 Thurston County
 - 25 arrest
- Hawaii ICAC
 - 9 arrests
 - 6 members of MECTF advised Hawaii AG Office, FBI, HIS, and ICAC on their very first Proactive Multi-Agency operation

Action Plan:

- Locate and secure funding for SIS FTE's
 - 3 FTE's Western Washington
 - 3 FTE's Eastern Washington
- Partner with other Law Enforcement Agencies to demonstrate our trafficking models
 - Post Falls, Idaho
 - Hawaii ICAC

IAD FTEs	
AUTHORIZED FTEs	41
VACANCIES	1
REASSIGNED/TDL/ADMIN/MILITARY	-
ACTUAL TOTAL	40



Note: Includes evaluations for Trial/Annual for Commissioned/Civil Service

Overdue = Interim Evaluations

NW HIDTA	Supervisor	FTEs		
		Assigned	Vacant	Total
OTHER (Office Mgr & Tech)	-	1	-	
ANALYTICAL UNIT	1	4	-	
WATCH CENTER	1	2	-	
	2	7	0	9

Special Investigations	Supervisor	Assigned	Vacant	Total	
LIEUTENANT		1	-		
ADMIN	-	1	-		
HTCU	1	3	-		
HTTF- West	1	1	-		
HTTF- East	1	-	-		
MECTF	1	2	-		
MUPU	1	3	-		
SWAT	1	-	-		
	6	11			17

Narcotics FTEs	Supervisor	Assigned	Vacant	Total
LIEUTENANT		1		
OTHER (RA2 / CPU)	-	1	1	
LEAD	1	1	-	
QCDTF	1	1	-	
SCIDEU	-	3	-	
TNT	1	3	-	
	3	10	1	14



NARCOTICS

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

IAD Strategies	Target
Sergeants will observe narcotic detectives in their work capacity observing daily activities, interaction with their task force supervisor, encouraging innovation, identifying potential emerging problems while they investigate activities such as purchasing of evidence, managing confidential informants, and working undercover operations that involve felony crimes.	Sergeant will spend one operational day with their direct report detective in their area of operation.
Participate in Regional narcotic task forces statewide	Regional: 9
Participate in Federal narcotic task forces.	Federal: 2
Support interdiction training and education at the field operations level.	Sergeants will assist, attend, or host 1 APA interdiction training.
Develop marijuana case investigation to determine where largest marijuana issues exist (diversion from legal market or black market).	Effective case development and investigation of 10 marijuana cases involving diversion from the legal market and 10 black market marijuana cases.
IAD detectives and sergeants will provide guidance, training, and mentoring to their peers in the Field Operations Bureau (FOB). To include: search warrants, consent search, search and seizure laws, state seizure process and paperwork, and evidence processing.	Sergeants and/or detectives shall mentor and assist WSP employees through the seizure process.

Narcotics DTO Arrest Data															
	Mar	Feb	Jan	1st Quarter	Change	Change	YTD	YTD	Change	Change	2018	2017	Change	Change	
	2019	2019	2019	2019	2018	#	%	2019	2018	#	%	CY	CY	#	%
Cases Initiated	54	64	36	154	429	(275)	(64)%	154	1316	(1162)	(88)%	1316	259	1,057	408 %
Cases Closed	41	37	24	102	308	(206)	(67)%	102	682	(580)	(85)%	682	362	320	88 %
DTO's Initiated	1	13	2	16	18	(2)	(11)%	16	55	(39)	(71)%	55	1,196	(1,141)	(95)%
DTO Cases Closed	0	2	0	2	72	(70)	(97)%	2	137	(135)	(99)%	137	132	5	4 %
Total Number of Arrests	37	64	28	129	329	(200)	(61)%	129	1222	399	33 %	1222	286	936	327 %
Arrests from DTOs	1	5	3	9	33	(24)	(73)%	9	151	100	66 %	151	350	(199)	(57)%



NARCOTICS

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

Narcotics															
	Mar	Feb	Jan	1st Quarter	Change	Change	YTD	YTD	Change	Change	2018	2017	Change	Change	
	2019	2019	2019	2019	2018	#	%	2019	2018	#	%	CY	CY	#	%
Cases Initiated	54	64	36	154	429	(275)	(64)%	154	1,316	(1162)	(88)%	1316	259	1,057	408 %
Current Cases Open	107	114	89	310	943	(633)	(67)%	310	2,925	(2615)	(89)%	2925	Not Applicable		
Cases Closed	41	37	24	102	308	(206)	(67)%	102	682	(580)	(85)%	682	362	320	88 %
DTO's Initiated	1	13	2	16	18	(2)	(11)%	16	55	(39)	(71)%	55	1196	(1,141)	(95)%
Current DTO's Open	30	39	29	98	165	(67)	(41)%	98	549	(451)	(82)%	549	Not Applicable		
DTO Cases Closed	0	2	0	2	72	(70)	(97)%	2	137	(135)	(99)%	137	132	5	4 %
Total number of Arrests															
Total number of Arrests	37	64	28	129	329	(200)	(61)%	129	1222	399	33 %	1222	286	936	327 %
Number of Felony Arrests	29	53	26	108	187	(79)	(42)%	108	607	693	114 %	607	176	431	245 %
Number of Misdemeanor Arrests	4	1	2	7	6	1	17 %	7	31	61	197 %	31	8	23	288 %
Other Arrests	8	12	0	20	8	12	150 %	20	35	14	40 %	35	71	(36)	(51)%
Cases with 1 Arrest	14	22	7	43	79	(36)	(46)%	43	268	261	97 %	268	427	(159)	(37)%
Cases with 2 - 4 Arrests	10	12	6	28	35	(7)	(20)%	28	114	134	118 %	114	1250	(1,136)	(91)%
Cases with 5 -7 Arrests	0	0	0	0	3	(3)	(100)%	0	6	17	283 %	6	23	(17)	(74)%
8 or more Arrests	0	1	0	1	1	0	NC	1	6	8	133 %	6	316	(310)	(98)%
Arrests from DTO's	1	5	3	9	33	(24)	(73)%	9	151	100	66 %	151	350	(199)	(57)%
Weapons Seized	23	8	32	63	41	22	54 %	63	274	340	124 %	274	322	(48)	(15)%
Total WSIN Cards Submitted	46	33	36	115	127	(12)	(9)%	115	442	1298	294 %	442	304	138	45 %
WARRANTS & PROSECUTIONS															
No. of Prosecution Dispositions Rec'd	14	21	14	49	71	(22)	(31)%	47	237	274	116 %	237	65	172	265 %
No. of Successful Prosecutions	10	12	10	32	58	(26)	(45)%	30	145	223	154 %	145	113	32	28 %
No. of Forfeiture Dispositions Rec'd	18	23	18	59	41	18	44 %	46	147	137	93 %	147	176	(29)	(16)%
No. of Successful Forfeitures	17	22	17	56	29	27	93 %	43	95	165	174 %	95	133	(38)	(29)%
Warrants Served	31	41	31	103	116	(13)	(11)%	95	401	411	102 %	401	444	(43)	(10)%



MARIJUANA ENFORCEMENT TEAM

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

<i>Marijuana Task Force</i>												
	Mar 2019	Feb 2019	Jan 2019	1st Quarter		Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	CY 2018
	2019	2019	2019	2019	2018							
Case Activity												
Marijuana (pounds)	87.3	90.3	22.1	194.6		195	19460 %	194.6	394.2	(200)	(51)%	394
Marijuana-Extract (BHO) (pounds)	0.0	2.6	0.0	17.0		17	(17)	19.0	0.1	19	18865 %	0.1
Marijuana-Infused	0.0	0.0	0.0			0	0	0.0	0.0	0	0%	0
Hashish	0.0	0.0	0.0			0	0	0.0	0.0	0	0 %	0
Marijuana-Plants (count)	5.0	0.0	0.0	5476		5,476	(5,476)	5,476	24,179	(18,703)	(77)%	429
Firearms	2.0	1.0	0.0	1		1	(1)	279	7	272	3886 %	7
Seized (\$)	5.0	3252.9	0.0	3,253		3,253	(3,253)	19	30,645	(30,626)	(100)%	30,645.00
Vehicle	2	0	0	0	0	0	0 %	0	0	0	0 %	0



CRIMINAL PROCEEDS UNIT

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

IAD Strategy	Target
FINCEN coordinator can supply valuable asset, ownership, currency information to further criminal cases, ultimately assisting with the disruption of criminal groups.	Supply FINCEN information to support cases with 5 or more identified suspects (DTO).
FINCEN; work with FINCEN to allow other agencies in Washington access to the FINCEN information	Authorization for 3 other agencies to fulfill FINCEN requests

Criminal Proceeds Currency Seizures											
Currency	D1	D2	D3	D4	D5	D6	D7	D8	Other Divisions	Outside Agency	Total
Seized 2019	\$3,307	\$25,494	\$3,802	\$0	\$2,403	\$24,116	\$2,927	\$3,510	\$15,642		\$81,201
Seized 2018	\$7,633	\$5,772	\$553	\$0	\$0	\$0	\$4,367	\$1,526	\$300		\$20,151
Forfeited 2019	\$0	\$2,104	\$0	\$554	\$1,837	\$0	\$31,499	\$1,510	\$1,314		\$38,818
Forfeited 2018	\$10,304	\$9,912	\$665	\$1,807	\$0	\$977	\$5,023	\$656	\$0		\$29,344

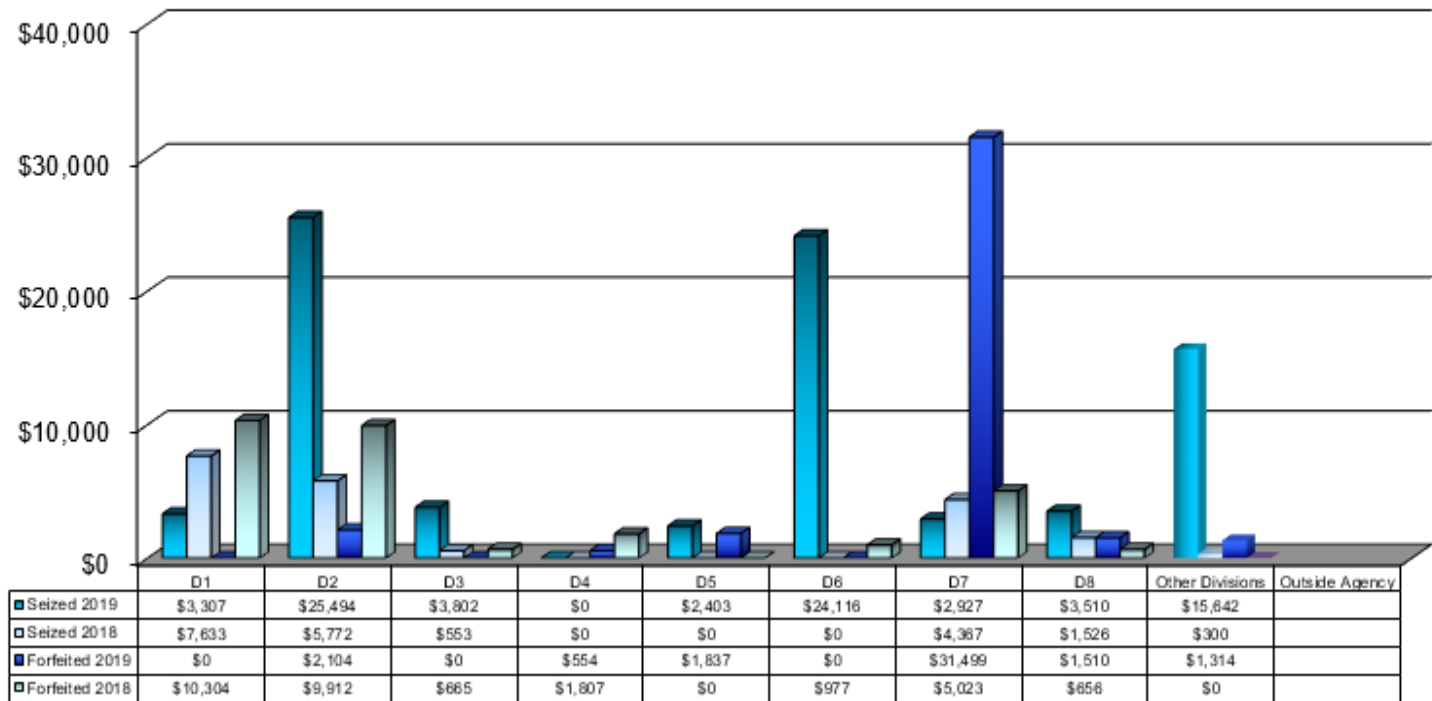


CRIMINAL PROCEEDS UNIT

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increased number of identified and dismantled criminal organizations.

Currency Seizures by District





SWAT

Goal: We work in partnership with stakeholders to reduce risk associated with terrorism, fire, and natural or man-made disasters, and to protect life, property, and the environment through quality fire training and prevention

Outcome: Increased preparedness and response activities that reduce the risk of natural or man-made disasters.

IAD Strategies	Target
Achieve SWAT marksman observer (MO) certification thorough the American Sniper Association (ASA).	Target: 4 of 6 MO certification by December 31, 2019.
Incorporate joint training agendas with other tactical teams/instructors during monthly training sessions.	30% of training sessions
Increase level 'A' training and certification for clandestine laboratory response	Target: 8 positions, currently 4 certified members.
Increase certified DEA Site Safety trained persons	Target: 6, currently 3 certified members

Special Weapons and Tactics

	Feb 2019	Jan 2019	Chg	Chg %	Feb 2019	Feb 2018	Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	2018 CY
Total Calls for Service	1	1	0	0 %	1	1	0	0 %	2	2	0	0 %	37
Lab Consults			0	0 %	0		0	0 %			0	0 %	1
Lab Assists			0	0 %	0		0	0 %			0	0 %	6
Lab Responses			0	0 %	0		0	0 %			0	0 %	2
Tactical Consults			0	0 %	0		0	0 %			0	0 %	
Tactical Assists			0	0 %	0	0	0	0 %		1	(1)	(100)%	4
Tactical Responses	1	1	0	0 %	1	1	0	0 %	2	1	1	100 %	21
WMD Responses			0	0 %	0		0	0 %			0	0 %	
Training Provided (# Attend)			0	0 %	0		0	0 %			0	0 %	0
Training Received (# Days)			0	0 %	0		0	0 %			0	0 %	0
Community Outreach			0	0 %	0		0	0 %			0	0 %	0



MISSING & EXPLOITED CHILDREN TASK FORCE

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

IAD Strategies	Target
Conduct proactive multi-agency investigations involving exploited children.	MECTF will perform at least quarterly operations throughout 2019 (Net Nanny)
Conduct proactive multi-agency investigations involving trafficking of men, women, juveniles and those promoting prostitution.	MECTF will perform at least one operation once every two months throughout 2019 (Human Freight)
Continue media releases on each Net Nanny and Human Freight operations.	Press releases completed at the end of each operation.
Continue to support ICAC cyber tips, joint operations, and consultation requests.	100% completion of cyber tips and perform at least one consulting role in ICAC Hawaii that leads to successful Net Nanny- HI.

Missing and Exploited Children Task Force

	Mar 2019	Feb 2019	Jan 2019	1st Quarter 2019		Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	2018 CY
Case Activity												
Total Arrests	0	18	0	18	16	2	13 %	18	16	2	13 %	69
Total Victims identified	0	1	1	1	2	(1)	(50)%	1	2	(1)	(50)%	27
Open Cases	0	22	3	25	14	11	79 %	25	14	11	79%	84
Closed Cases	0	0	1	1	0	1	100 %	1	0	1	100 %	97
Cycle Time (days)	0	0	100	100	0	100	10000 %	100	0	100	10000 %	145
Search Warrants												
Total Warrants (excludes knock & talk)	0	1	1	1	11	(10)	(91)%	1	11	(10)	(91)%	18



MISSING & EXPLOITED CHILDREN TASK FORCE

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

Missing and Exploited Children Task Force

	Mar 2019	Feb 2019	Jan 2019	1st Quarter		Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	2018 CY
				2019	2018							
New Cases	0	22	2	24	15	9	60 %	24	15	9	60%	84
Pending Cases	0	22	3	25	15	10	67 %	8	5	3	67%	10
Pending Cases Backlog (in days)	0	1	12	2	2	0	18 %	2	2	0	18 %	15
Current Cases	57	57	32	57	58	(1)	(2)%	57	58	(1)	-2%	138
Case Priority												
Priority 1	40	40	20	40	41	(1)	(2)%	40	41	(1)	-2%	104
Priority 2	0	0	1	0	2	(2)	(100)%	0	2	(2)	(100)%	4
Priority 3	17	17	12	17	15	2	13 %	17	15	2	13 %	30
Case Type												
Sexual Exploitation/Human Trafficking	57	57	32	57	41	16	39 %	57	58	(1)	-2%	138
Custodial Interference	0	0	0	0	0	0	0 %	0	0	0	0%	0
MUPU Nexus	0	0	0	0	0	0	0 %	0	0	0	0 %	1



MISSING & EXPLOITED CHILDREN TASK FORCE – HUMAN TRAFFICKING

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

Human Trafficking Task Force												
	Mar 2019	Feb 2019	Jan 2019	1st Quarter		Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	CY 2018
				2019	2018							
New Cases	0	0	3	3	14	(11)	(79)%	3	14	(11)	-79%	63
Pending Cases	0	0	3	3	14	(11)	(79)%	3	5	-2	-36%	5
Pending Cases Backlog (in days)	0	0	1	1	1	0	0 %	1	1	0	0 %	1
Current Cases	19	20	35	35	15	20	133 %	35	15	20	133%	63
Case Priority												
Priority 1	3	3	3	3	0	3	300 %	3	0	3	300%	0
Priority 2	0	0	0	0	0	0	0 %	0	0	0	0 %	0
Priority 3	16	17	32	32	15	17	113 %	32	15	17	113 %	63
Case Type												
Sexual Exploitation/Human Trafficking	19	20	35	35	15	20	133 %	35	15	20	133%	63
MUPU Nexus						0	0 %			0	0 %	



MISSING & UNIDENTIFIED PERSONS UNIT

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

IAD Strategies	Target
Expand LEA understanding and use of the dental forensics available through MUPU forensic odontology, which includes identification of human remains and/or examination of bite marks or dental evidence from crime scenes	Provide at least 2 training sessions to LEA staff responsible for the collection of dental information of missing and/or unidentified person cases
Expand MUPU responsibility to include acting as singular point of contact for all Washington Law Enforcement on all alerts.	MUPU to process 100% of all Amber, Silver, and EMPA alerts.

Dental	Feb 2019	Jan 2019	Chg	Chg %	Feb 2019	Feb 2018	Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	2018 CY
Records Received	16	13	3	23 %	16	8	8	100 %	29	17	12	71 %	128
Records Scanned	7	9	(2)	(22)%	7	3	4	133 %	16	8	8	100 %	104
FO Agency Assists	14	7	7	100 %	14	1	13	1300 %	21	1	20	2000 %	138
FO Identifications	0	0	0	0 %	0	1	(1)	(100)%	0	1	(1)	(100)%	18
Other	Feb 2019	Jan 2019	Chg	Chg %	Feb 2019	Feb 2018	Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	2018 CY
NCMEC Intake/Leads	85	112	(27)	(24)%	85	124	(39)	(31)%	197	284	(87)	(31)%	1535
Training/Presentations (T/P)	2	1	1	100 %	2	2	0	0 %	3	2	1	50 %	24
T/P Attendees	40	50	(10)	(20)%	40	20	20	100 %	90	20	70	350 %	345
Outreach Events	0	0	0	0 %	0	0	0	0 %	0	0	0	0 %	10
Outreach Attendees	0	0	0	0 %	0	0	0	0 %	0	0	0	0 %	1770
MECTF Assists	40	20	20	100 %	40	0	40	0 %	60	0	60	0 %	165
AMBER Alerts	0	0	0	0%	0	0	0	0 %	0	0	0	0 %	4
EMPA Activations	0	5	(5)	(100)%	1	2	(1)	(50)%	5	4	1	25 %	24
Silver Alerts	2	3	(1)	(33)%	2	6	(4)	(67)%	5	15	(10)	(67)%	82



MISSING & UNIDENTIFIED PERSON UNIT

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

IAD Strategies	Target
Continue and maintain clearing house responsibilities for dental and NCIC processing	Complete 100% of dental coding NCIC uploading and/or facilitation, follow-up, and coordination.
When assigned, provide analytical support to SIS on human trafficking, high tech, and MECTF cases.	Support Net Nanny and/or human trafficking operations in 2019.
Include additional Missing Person presentations during quarterly Amber Alert refresher training and during annual Amber Alert conference.	Baseline: 17 Target: 20

MISSING AND UNIDENTIFIED PERSONS UNIT													
Missing Persons	Feb 2019	Jan 2019	Chg	Chg %	Feb 2019	Feb 2018	Chg	Chg %	2019 YTD	2018 YTD	Chg	Chg %	2018 CY
Cases Opened-Children	10	25	(15)	(150)%	10	20	(10)	(50)%	35	43	(8)	(19)%	305
Cases Closed-Children	21	14	7	33 %	21	29	(8)	(28)%	35	49	(14)	(29)%	316
Cases Opened-Adults	1	2	(1)	(100)%	1	0	1	0 %	3	2	1	50 %	30
Cases Closed-Adults	5	2	3	60 %	5	2	3	150 %	7	6	1	17 %	28



HIGH TECH CRIMES UNIT

Goal: We help out partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering investigative, emergency response, and forensic services.

Outcome: Increase technology-enabled criminal investigative capability.

IAD Strategies	Target
Manage HTCU reduced backlog through improved partnerships and increased technology improvements.	Improve from 21 backlogged cases to 0 by December, 2019.
Seek outside peer review of completed HTCU cases.	One external peer review of a completed HTCU forensic case by an IACIS certified examiner.
Maintain HTCU proficiency to perform on-site forensic reviews	100% on-site reviews when requested.

High Tech Crimes Unit

	Mar 2019	Feb 2019	Jan 2019	1st Quarter 2019		Chg	Chg (%)	2019 YTD	2018 YTD	Chg	Chg (%)	2018
				2019	2018							2018 CY
Backlog (Average)	55	43				0	0%	29	29	(0)	(1%)	35
Open Cases (Active)	8	10	27	45	52	(7)	(13%)	45	52	(7)	(13%)	121
Closed Cases	3	19	23	45	48	(3)	(6%)	45	48	(3)	(6%)	130
Overall Cycle Days (Average)	15	29	29	41	12	29	236%	41	12	29	236%	34
Cases Released Not Analyzed	0	0	0			0	0%	3	3	0	0%	12
New Cases	5	7	10	22	43	(21)	(49%)	22	43	(21)	(49%)	140
Cases Pending to Open	24	45				0	0%	26	50	(25)	(49%)	20
Current Cases	21	33				0	0%	43	51	(8)	(16%)	237

Cases By Agency

	Mar 2019	Feb 2019	Jan 2019	1st Quarter 2019		Chg	Chg (%)	2019 YTD	2018 YTD	Chg	Chg (%)	2018
				2019	2018							2018 CY
WSP	0	6	8	14	19	(5)	(26%)	14	19	(5)	(26%)	42
City	5	2	7	14	7	7	100%	14	7	7	100%	19
County	2	2	8	12	6	6	100%	12	6	6	100%	12
Federal					2	(2)	(100%)		2	(2)	(100%)	4
Task Force	1	0	0	4	16	(12)	(75%)	4	16	(12)	(75%)	37
Other State Agency	8	10	27	1	2	(1)	(50%)	1	2	(1)	(50%)	9
Total	16	20	50	45	52	(7)	(13%)	45	52	(7)	(13%)	123



STRATEGIC ADVANCEMENT FORUM

Property Management Division

Captain Tyler Drake, Division Commander
Mr. Brian Bottoms, Facilities Section Manager
Mr. Steve Smeland, Fleet and Supply Sections Manager

Employees

New Hires

- *Jennifer Hubler, Facilities OA3*
- *Kyle Brackeen, Fleet ET1*
- *Amy Sutmiller, Supply FT2*

Promotions

- *Jeanine Murray, Supply PSS2*
- *Nick Gilbert, Facilities MM4*

Retirement

- *Casey Kryzanowski, Law Enforcement
Communication Systems Supervisor*

Vacancies







- *Facilities - 4*
- *Fleet - 3*
- *Supply - 2*

Division Strategic Objectives

Property Management Division

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: c. Increased business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.

Edit	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	Collaborate with Government and Media Relations (GMR) and Budget and Fiscal Services (BFS).			Ongoing communication with GMR and BFS.	On Track		
	Hire a capital planner			January 1, 2020	On Track		
	Connect the Property Management Division (PMD) to District/Division Operational Plans.			Establish a mechanism to connect PMD to Dist/Divi 2020 Operational Plans.	On Track		
	Develop a capital planning SharePoint page			Develop a capital planning SharePoint page by December 31, 2020	On Track		
	Conduct facility condition assessments of district offices.	2019 Baseline - 1 assessment 2020 Baseline - 2 assessments 2021 Baseline - 2 assessments		Overall: Conduct facility condition assessments for district offices by December 31, 2021. 2019: Conduct 2 facility condition assessments at district offices.	On Track		
	Utilize available facility evaluation technology, such as the OFM Life Cycle Cost Tool and the Facility Portfolio Management Tool.			Establish a prioritized list of capital improvement needs by December 31, 2021.	On Track		

Blue Goal: Make the WSP a Great Place to Work

Outcome a: Increase job satisfaction, employee engagement, respect and feedback, and customer values.

Division Objective: Engage and collaborate with all division employees to foster trust, promote a safe and respectful working environment, enhance skills, improve processes, celebrate successes, and make the Property Management Division a great place to work.

Strategy: Recognize personnel for exceptional performance and/or service to the division.

Target: Consistently and in a timely manner.

2018 Commercial Vehicle
Enforcement Bureau Civil Service
Employee of the Year
Procurement and Supply Specialist 2
Pennie Clark



Captain Tyler Drake, Pennie Clark, Steve Smeland, & Jeff Speer



Property Management Division

Blue Goal: Make the WSP a Great Place to Work

Outcome a: Increase job satisfaction, employee engagement, respect and feedback, and customer values.

Division Objective: Engage and collaborate with all division employees to foster trust, promote a safe and respectful working environment, enhance skills, improve processes, celebrate successes, and make the Property Management Division a great place to work.

Strategy: Conduct meetings with Facilities, Fleet, and Supply Section personnel to engage those closest to the work being done.

Target: Conduct regular employee and supervisor level meetings.

PMD Statement of Purpose

The Property Management Division is a team, dedicated to providing excellent customer service through consistency, efficiency, and professionalism.

Determined by the PMD team

Brown Goal: Sustain and Enhance Agency Infrastructure and Business Processes
Outcome c: Increase business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.

Division Objective: Provide professional facility management services every day.

Strategy: Coordinate card/key access and other security enhancements at agency facilities.

Target: Consistent and timely communication with stakeholders.

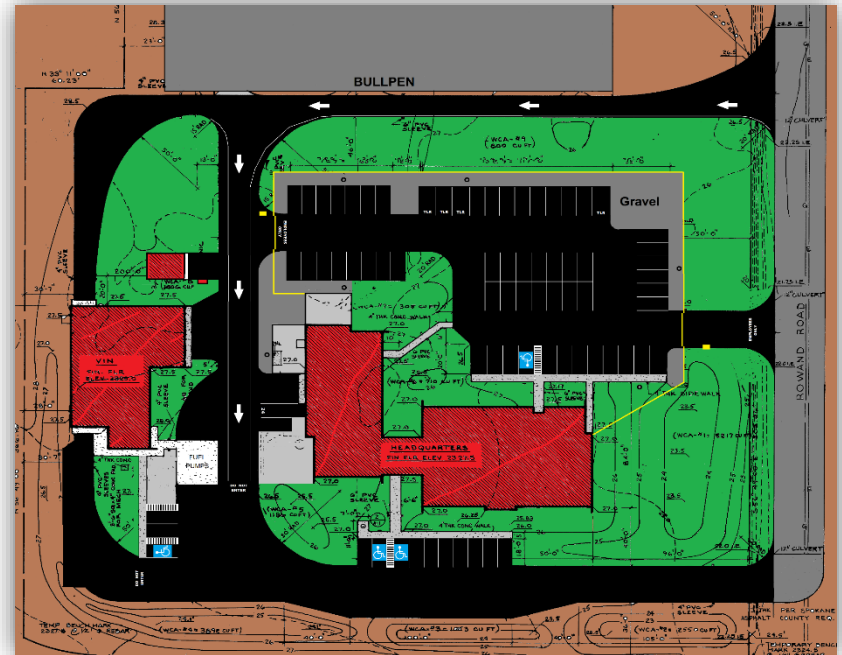
Yakima Bull Pen Security System – Completed

Yakima Employee Parking Security Upgrade – Completed

Vancouver Security Fence and Gate – Under Contract

Spokane Security Fence and Gate – Under Contract

Marysville Card Reader and Security Windows – In process



- Spokane Site Plan for Secure Employee Parking



Property Management Division - FLEET

Brown Goal: Sustain and Enhance Agency Infrastructure and Business Processes
Outcome c: Increase business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.

Division Objective: Provide professional fleet management services every day.

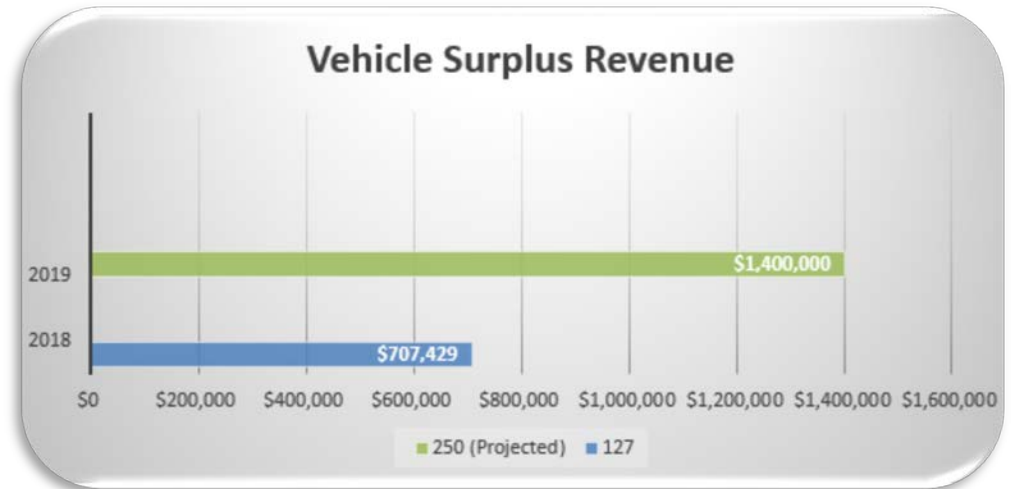
Strategy: Process vehicles for surplus sale at the end of their lifecycle in an efficient manner.

Target: Vehicles will be ready for surplus 30 days after turn-in.

Equipment Tech 1 Kyle Brackeen joined the Fleet Section at the end of January 2019. Kyle spent February completing orientation requirements, training, a tool inventory, and learning WSP computer programs. He then prepared 24 vehicles for surplus in March 2019. In 2018, the monthly average was less than 11 vehicles.

Additional progress includes:

Training to handle the vehicle surplus paperwork, including pulling the vehicle file and creating the 267-A, which improves the process by eliminating several waiting periods.



- Sales proceeds were returned to Fleet's vehicle purchasing budgets.



Property Management Division - SUPPLY

Brown Goal: Sustain and Enhance Agency Infrastructure and Business Processes
Outcome c: Increase business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.

Division Objective: Provide professional supply management services every day.

Strategy: Support statewide and agency-specific procurement reform.

Target: Develop and provide procurement training to agency stakeholders in 2019.



Procurement and Supply Specialist 4 Theresa Jensen worked with Supply staff, BFS, and other stakeholders to develop a Small Purchase Training PowerPoint which will be provided to agency personnel who are involved in procurement. This supports our division objective to *Provide professional supply management services every day.*

Additional progress includes:

The training was provided to PMD staff, Mr. Bob Maki, and select members of the BFS team on January 31, 2019. All thought the training was informative, useful, and the presentation was well done. PMD is currently reviewing feedback from this initial presentation and working with district and division commanders to determine who under their command will need to receive the training. Ms. Jensen will then facilitate the training agency-wide. Our goal is to complete the first training session by June 1, 2019.



STRATEGIC ADVANCEMENT FORUM

Motor Carrier Safety Division

Captain Matt Couchman
Lieutenant Neil Weaver
Lieutenant Kurt Adkinson
CVEO 4 Dave Coppinger
CVEO 4 Jeff Osberg
CVEO 4 Linda Powell
CVEO 4 Kevin Valentine

Follow up

New Entrant (NE) Audit Backlog

Current backlog is 1552 Carriers

Historically our backlog is approximately 900 Carriers

Federal software error wasn't releasing Carriers into the NE Program. The error was corrected and numerous Carriers were released into the program.

Commercial motor vehicle sales are up nation wide and NE Carriers are up nationwide.

Plans moving forward:

- **In partnership with FMCSA, they agreed to take 100 of our NE Carriers to complete safety audits.**
- **CVEO 2 Gonzales was re-assigned to collect data for audits.**
- **Weekly reviews of NE inventory.**
- **Plan to use Compliance Review officers to help out if needed.**



Motor Carrier Safety Division

Make our Highways Safe

Outcome: b. reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.

Objective

Focus discretionary time in identified problem areas.

Strategy

- Conduct emphases with stakeholders targeting high risk carriers entering and traveling through the state.
- Develop local emphases to address emerging issues.
- POE - bypass

Baseline

6/1/2019

Target

Status

15

20

On Track



Motor Carrier Safety Division

Make our Highways Safe

Outcome: b. reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.

Use Federal Motor Carrier Safety Administration (FMCSA) guidance, current collision data, and identified local safety problems to direct enforcement strategies, while obtaining the inspection goal mandated by current grant funding.

Conduct CVSA Level 1, 2, and 3 Inspections	1,964 "at-fault"	1,909 "at-fault"	On Track
<ul style="list-style-type: none"> Initiate all inspections using the Level 3, 2, 1 approach beginning at the vehicle. Use technology databases and returns to prioritize which vehicles, drivers, and carriers to inspect. Data may inform what level of CVSA inspection to be conducted. Identify and take enforcement on out of service vehicles. Identify and take enforcement on out of service drivers. 			



Motor Carrier Safety Division

Make our Highways Safe

Outcome: b. reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.

Identify trucking companies operating while under state and/or federal Out of Service Orders and remove them from the roadway.

- Officers shall check PORTAL for federal Operating Authority, OOS orders, and UCR on all inspections.
- CR/NE follow up on OOS orders

77%

84% OOS removed from the roadway.

On Track



Motor Carrier Safety Division

Make our Highways Safe

Outcome: b. reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.

Participate in 100% federal commercial motor vehicle emphasis campaigns.

Participate in all six federal CMV emphasis campaigns yearly.

6

6

On Track

Announced Emphases

- * Operation Airbrake
- * International Roadcheck
- * Operation Safe Driver

Unannounced Emphases

- * Motor Coach
- * Brake Safety Week
- * Fatigued Driver



Commercial Vehicle Enforcement Bureau - Motor Carrier Safety

Budget Status February 2019

FY 2019

Total Budget	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Fiscal Year to Date	Biennium to Date
Allotment	641,807	654,346	643,473	649,803	641,876	650,509	654,584	656,186					5,192,584	12,801,078
Expenditures	614,997	561,997	702,155	640,274	703,162	654,755	696,772	535,364					5,109,476	12,268,337
Variance	26,810	92,349	-58,682	9,529	-61,286	-4,246	-42,188	120,822	0	0	0	0	83,108	532,741

FTEs														
Allotment	85	85	85	85	85	85	85	85					681	1,702
Expenditures	76	73	74	79	76	75	73	73					597	1,437
Variance	10	13	11	6	10	10	13	12	0	0	0	0	84	265

Overtime														
Allotment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000					40,000	100,000
Expenditures	4,532	3,579	14,537	53,680	15,584	19,185	10,446	13,591					135,134	226,791
Variance	468	1,421	-9,537	-48,680	-10,584	-14,185	-5,446	-8,591	0	0	0	0	-95,134	-126,791

Travel														
Allotment	5,995	5,995	5,995	5,995	6,010	6,010	6,010	6,010					48,020	119,960
Expenditures	1,729	6,225	16,715	12,017	6,470	12,931	7,211	6,098					69,396	169,088
Variance	4,266	-230	-10,720	-6,022	-460	-6,921	-1,201	-88	0	0	0	0	-21,376	-49,128

NOTES:

Includes data for Aquatic Invasive Species Enforcement Account.



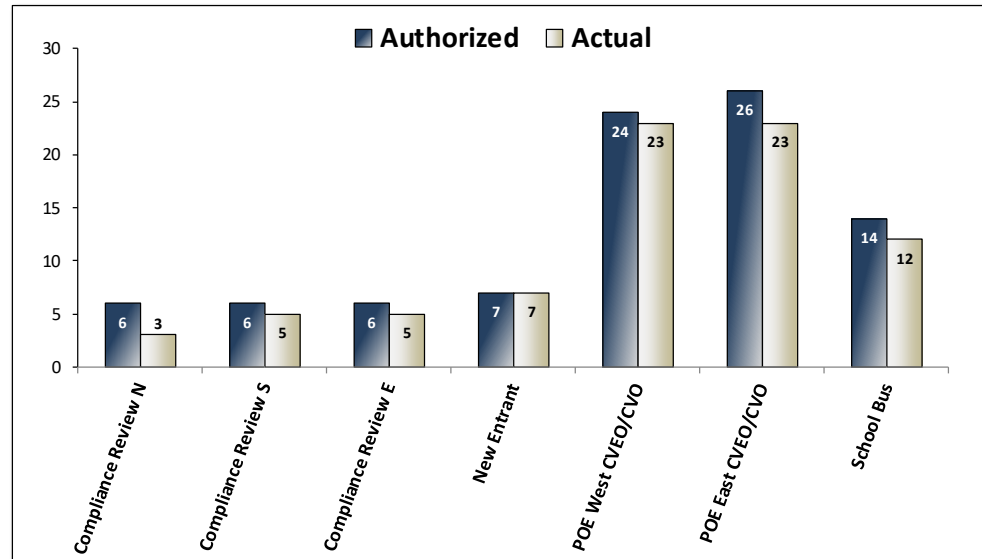
Region Breakout



11% Vacancy

118 Authorized
 104 Actual FTE's
 13 Vacancies
 1 Military

<u>Position Type</u>	<u>Authorized</u>	<u>Actual</u>
Compliance Review N	6	3
Compliance Review S	6	5
Compliance Review E	6	5
New Entrant	7	7
POE West CVEO/CVO	24	23
POE East CVEO/CVO	26	23
School Bus	14	12
Academy Instructors	2	2
HazMat CVEOs	1	0
Other Civil Service	5	4
Supervisors-CVEO3s	14	14
Command	7	6
Total	118	104



Goal: Make the WSP a great place to work.

Outcome: A qualified and diverse workgroup reflective of the statewide population.

CVEO Basic Academy – Range Day





MOTOR CARRIER SAFETY DIVISION - CVSA INSPECTIONS AND OUT OF SERVICES (OOS)

CVSA Inspections

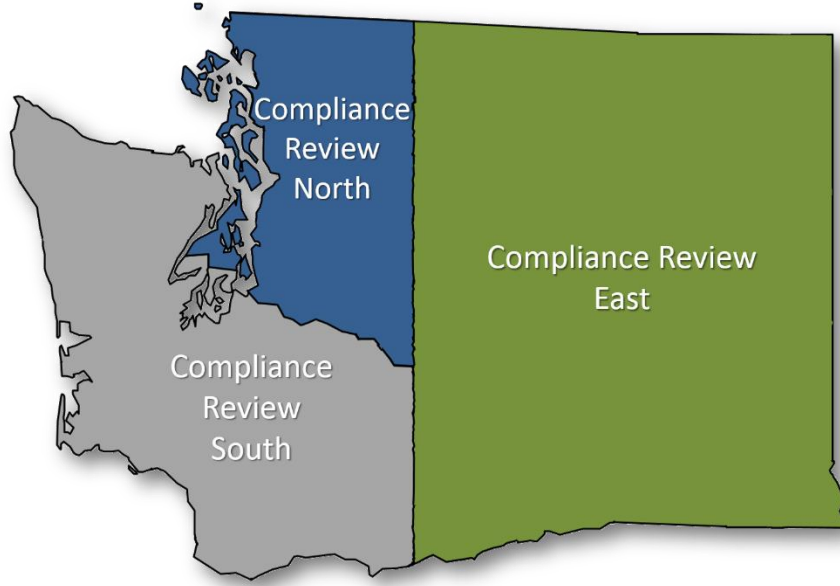
	Feb 2019	Jan 2019	Change	Change (%)	2019 YTD	2018 YTD	Change	Change (%)	2018 Total	2017 Total	Change	Change (%)
MCSD Level 1	307	338	-31	-9%	645	1,142	-497	-44%	7,458	7,520	-62	-1%
MCSD Level 2	838	1,014	-176	-17%	1,852	2,030	-178	-9%	15,235	15,985	-750	-5%
MCSD Level 3	1,554	1,506	48	3%	3,060	3,055	5	0%	20,725	21,036	-311	-1%
MCSD Level 4	3	1	2	200%	4	0	4	0%	4	3	1	33%
MCSD Level 5	3	0	3	0%	3	16	-13	-81%	81	64	17	27%
MCSD Level 6	1	0	1	0%	1	5	-4	-80%	13	14	-1	-7%
MCSD Level 7	6	8	-2	-25%	14	14	0	0%	99	117	-18	-15%
MCSD Total	2,712	2,867	-155	-5%	5,579	6,262	-683	-11%	43,615	44,739	-1,124	-3%
Level 3 Percentage	57%	53%			55%	49%			48%	47%		

CVD Total	3,260	3,971	-711	-18%	7,231	7,585	-354	-5%	52,866	48,434	4,432	9%
FOB Inspections	155	176	-21	-12%	331	299	32	11%	1,953	1,654	299	18%
All Other Agencies	395	478	-83	-17%	873	983	-110	-11%	5,823	5,640	183	3%
TOTAL Statewide	6,522	7,492	-970	-13%	14,014	15,129	-1,115	-7%	104,257	100,467	3,790	4%

MCSD Vehicles OOS	314	316	-2	-1%	630	890	-260	-29%	5,728	6,102	-374	-6%
MCSD Vehicle OOS %	27%	23%			25%	28%			25%	26%		

MCSD Drivers OOS	135	148	-13	-9%	283	246	37	15%	2,219	2,627	-408	-16%
MCSD Drivers OOS %	5%	5%			5%	4%			5%	6%		

- Level 1 CVSA Inspections (37 point equipment inspection, including driver and vehicle paperwork)
- Level 2 CVSA Inspections (walk around of truck; driver and vehicle paperwork check)
- Level 3 CVSA Inspections (driver and vehicle paper work check)
- Level 4 CVSA Inspections (special emphasis)
- Level 5 CVSA Inspections (CVSA Level 1 inspection without driver)
- Level 6 CVSA Inspections (route controlled, enhanced radiological inspections)
- Level 7 CVSA Inspections (statewide-mandated, non-CVSA inspections)



Compliance Review

A Compliance Review is an on-site examination of a motor carrier’s operations by a WSP safety investigator to determine a motor carrier’s safety fitness.

Compliance Review	Feb 2019	Jan 2019	Change	Change (%)	2019 YTD	2018 YTD	Change	Change (%)	2018 Total	2017 Total	Change	Change (%)
Completed - East*	3	0	3	0%	3							
Penalized - East*	3	0	3	0%	3							
Completed - North	2	2	0	0%	4	8	-4	-50%	50	56	-6	-11%
Penalized - North	2	2	0	0%	4	7	-3	-43%	39	48	-9	-19%
Completed - South	7	4	3	75%	11	13	-2	-15%	73	89	-16	-18%
Penalized - South	7	4	3	75%	11	10	1	10%	64	75	-11	-15%
Completed - TOTAL	12	6	6	100%	18	21	-3	-14%	123	145	-22	-15%
Penalized - TOTAL	12	6	6	100%	18	17	1	6%	103	123	-20	-16%

*Compliance Review East not established until June 2018.

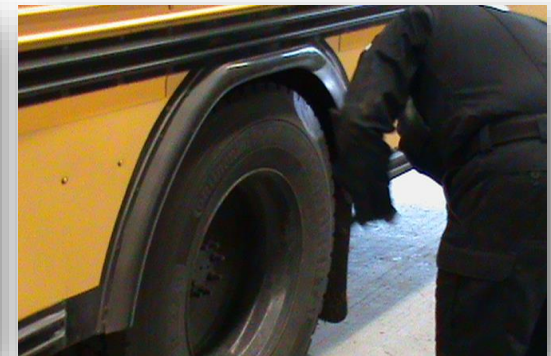


MOTOR CARRIER SAFETY DIVISION – SCHOOL BUS INSPECTION PROGRAM

Goal: We use planning to identify sustainable short and long term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome: Improve collaboration outcomes between WSP business and technology divisions.

- Each year the Washington State Patrol School Bus Teams complete 100% of their scheduled summer school bus inspections and 25% of the winter unannounced inspections in Washington State. In 2019, the WSP School Bus Teams have performed a total of 14,045 school bus inspections.
- Winter 2018 school bus inspections are complete and Summer 2019 school bus inspections are currently underway.
- Inspections are now done in Remedy. No longer using Zonar.



FACILITIES

Ridgefield POE scale building replacement



- Ridgefield rebuild has commenced. New scale building and second inspection pit.
- Officers are working Kelso 24/7 and also working the interior.
- 16 year weigh station strategic plan created and funded
- Ridgefield rebuild
- Plymouth rebuild
- North Bend update
- CVD working on three new VWIM sites



STRATEGIC ADVANCEMENT FORUM

Commercial Vehicle Division

Captain Tom Foster
Lieutenant Donovan Daly
Lieutenant Jeff Closner
Lieutenant Tim Coley
SafetyNet Manager



COMMERCIAL VEHICLE DIVISION

Make Our Highways Safe

Outcome: b. Reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.

Baseline: 1964 (3-year average)

Objective: Reduce the number of "at-fault" commercial-vehicle-related collisions on state routes and interstates from a 3 year average of 1964 to 1800 in 2021.

Strategic Goal: 1800 by 2021

Strategy: Focus discretionary time in identified problem areas

Target	Status	Narrative	Highlights
Monthly updates to collision data provided by SafetyNet, used to drive deployment into high collision problem areas.	On Track	SafetyNet provides a monthly spreadsheet of all CMV related collisions in the state. This data is used to identify trends related to causing violations and locations. Every supervisor reviews and directs emphasis patrols in each district.	



COMMERCIAL VEHICLE DIVISION

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4-R's: Right Place, Right Time, Right Reason and Right Enforcement

District 1 TEA Fatal and Serious Injury Collisions					TEA Pilot Project Period Key					TEA Zone Traffic Enforcement Data (Between 04-01-17 and 09-30-18):					District 1 CMV Traffic Volume Data (from DOT tra																											
I-5 Milepost 86-96 04-01-14 to 09-30-15 Total: 1 CMV Driver at Fault: 0 CMV Driver at Fault Percentage: 0% 10-01-15 to 03-31-17 Total: 1 CMV Driver at Fault: 0 CMV Driver at Fault Percentage: 0% 04-01-17 to 09-30-18 Total: 3 CMV Driver at Fault: 2 CMV Driver at Fault Percentage: 67%					TEA Pilot Project Period Key Positive Trend No/Minimal Change Negative Trend Cause and Enforcement					I-5 Milepost 86-96 TEA1 Contacts: 150 TEA2 Contacts: 180 Total Violator Contacts: 320 Violations: Speed: 29, Lane Travel: 27, Lane Change: 8, Following Too Close: 11, Flight of Way: 3, Fail to Obey Traffic Control Device: 3, Restricted Lane: 24, Operating Electronic Device: 4, Defective Equipment: 69, Size Weight Load: 34, Seatbelt: 7, Negligent Driving: 4, Arrest Warrant: 1, Operator License-Infraction: 6, Operator License-Criminal: 5, Log Book: 98, Other Violation: 102, Total Violations: 435					District 1 CMV Traffic Volume Data (from DOT tra <table border="1"> <thead> <tr> <th>Period 1</th> <th>04-14 to 09-15</th> <th>Monthly Average</th> </tr> </thead> <tbody> <tr> <td>Sites</td> <td># of months used</td> <td>Total CMV Volume</td> <td>P1</td> </tr> <tr> <td>R019</td> <td>18</td> <td>5,481,217</td> <td>304,512</td> </tr> <tr> <td>R097</td> <td>18</td> <td>6,774,472</td> <td>376,360</td> </tr> <tr> <td>R099</td> <td>16</td> <td>4,308,972</td> <td>306,811</td> </tr> <tr> <td>Totals</td> <td></td> <td>987,683</td> <td></td> </tr> </tbody> </table>					Period 1	04-14 to 09-15	Monthly Average	Sites	# of months used	Total CMV Volume	P1	R019	18	5,481,217	304,512	R097	18	6,774,472	376,360	R099	16	4,308,972	306,811	Totals		987,683	
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District 2 TEA Fatal and Serious Injury Collisions I-5 Milepost 140-150 04-01-14 to 09-30-15 Total: 5 CMV Driver at Fault: 3 DMV Driver at Fault Percentage: 60% 10-01-15 to 03-31-17 Total: 5 CMV Driver at Fault: 2 DMV Driver at Fault Percentage: 20% 04-01-17 to 09-30-18 Total: 4 CMV Driver at Fault: 1 DMV Driver at Fault Percentage: 25%					Primary violation: Distracted Driver, PICBs w/this Violation: 1, PICB Numbers: WA000E37424, WA000E444165, WA000E447979 Primary violation: Impaired Driver, PICBs w/this Violation: 1, PICB Numbers: WA000E620463, WA000E67378					TEA Zone Traffic Enforcement Data (Between 04-01-17 and 09-30-18): I-5 Milepost 140-150 TEA1 Contacts: 1,529 TEA2 Contacts: 222 Total Violator Contacts: 1,751 Violations: Speed: 733, Lane Travel: 382, Lane Change: 287, Following Too Close: 114, Fail to Obey Traffic Control Device: 4, Restricted Lane: 83, Operating Electronic Device: 220, Defective Equipment: 360, Size Weight Load: 94, Seatbelt: 121, Negligent Driving: 6, Log Book: 38, Arrest Warrant: 21, Operator License-Infraction: 466, Operator License-Citation: 51, Other Violation-Infraction: 1234, Total Violations: 4116					District 2 CMV Traffic Volume Data (from DOT tra <table border="1"> <thead> <tr> <th>Period 1</th> <th>04-14 to 09-15</th> <th>Monthly Average</th> </tr> </thead> <tbody> <tr> <td>Sites</td> <td># of months used</td> <td>Total CMV Volume</td> <td>P1</td> </tr> <tr> <td>S837</td> <td>18</td> <td>7,403,857</td> <td>411,314</td> </tr> <tr> <td>S805</td> <td>17</td> <td>7,106,158</td> <td>418,009</td> </tr> <tr> <td>Totals</td> <td></td> <td>829,323</td> <td></td> </tr> </tbody> </table>					Period 1	04-14 to 09-15	Monthly Average	Sites	# of months used	Total CMV Volume	P1	S837	18	7,403,857	411,314	S805	17	7,106,158	418,009	Totals		829,323					
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Make Our Highways Safe

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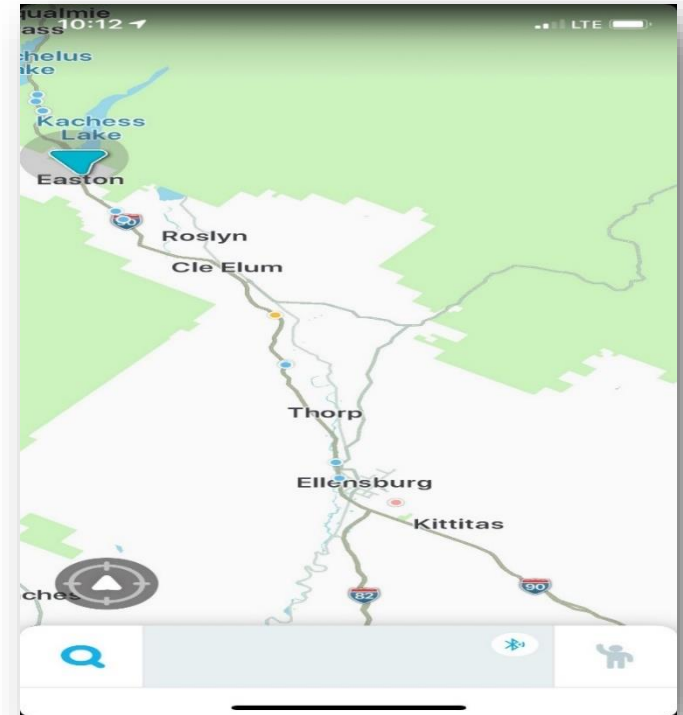
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Strategic Goal: 1800 by 2021

Strategy: Focus discretionary time in identified problem areas

- Once a month Region 3 supervisors plan an all hands on deck targeted emphasis patrol in one of the region's problem areas.
- Using recent CMV involved collision data provided by Safety Net,
- All available CVD units from Districts 3, 4 and 6 are deployed into the target area to focus on Top 5 collision causing violations.
- These patrols are designed to attack the problem when and where it exists.





COMMERCIAL VEHICLE DIVISION

Make Our Highways Safe

<p>Outcome: b. Reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.</p>	<p>Baseline: 1964 (3-year average)</p>
<p>Objective: Reduce the number of "at-fault" commercial-vehicle-related collisions on state routes and interstates from a 3 year average of 1964 to 1800 in 2021.</p>	<p>Strategic Goal: 1800 by 2021</p>

Strategy: Officers/Troopers check PORTAL for operating authority and out of service (OOS) on all inspections.

Target	Status	Narrative	Highlights
<p>100% of all inspections include checking PORTAL for operating authority.</p>	<p>On Track</p>		



COMMERCIAL VEHICLE DIVISION

Make Our Highways Safe

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Strategic Goal: 1800 by 2021

Strategy: Officers/Troopers check PORTAL for operating authority and out of service (OOS) on all inspections.

Month/Year	OOS Inspections	OOS Identified	Percentage
January 2019	0	0	0%

Data Source: MCMIS as of 03/08/19

FFY 2018		
OOS Inspections	OOS Identified	Percentage
29	23	79.31%

FFY 2017		
OOS Inspections	OOS Identified	Percentage
23	18	78.26%



COMMERCIAL VEHICLE DIVISION

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Strategic Goal: 1800 by 2021

Strategy: Conduct TACT emphasis patrols targeting identified high risk collision locations throughout the state.

Target	Status	Narrative	Highlights
8 TACT emphasis patrols conducted outside King County	On Track	CVD TACT worked with D1 ADAT and Aviation to conduct an emphasis from Feb 25 to Mar 1 in the Tacoma Dome area. 16 troopers and CVEO's worked the detail from 0500 to 1800 each day. Goal was to provide high visibility to impact public perception.	417 violators stopped including: 158 CVSA inspections, 800 violations. Seven drivers placed OOS. No CMV related incidents during that week.



COMMERCIAL VEHICLE DIVISION

Make Our Highways Safe

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Strategic Goal: 1800 by 2021

Strategy: Utilize federal grant to staff statewide strike force activities targeting I-90 high CMV collision corridor.

Target

2 additional patrols every two weeks in accordance with the current High Priority grant for Kittitas County.

Status

On Track

Narrative

FMCSA provided the WSP a High Priority grant to fund additional patrols on I90 in Kittitas County. We are putting overtime troopers and CVEOs in that corridor every week of 2019 with the mission of focusing on CMV violations and inspections.

Highlights

24 shifts, 20 tpr/ofc from R2, R3, and MCSD. Poor weather has been significant in Kittitas Cty so far, but OT troopers are advised to provide assistance to D6.

Make Our Highways Safe

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Strategic Goal: 1800 by 2021

Strategy: Utilize federal grant to staff statewide strike force activities targeting I-90 high CMV collision corridor.

Target: Decrease number of commercial motor vehicle collisions on interstate roadways in Kittitas County.



Make Our Highways Safe

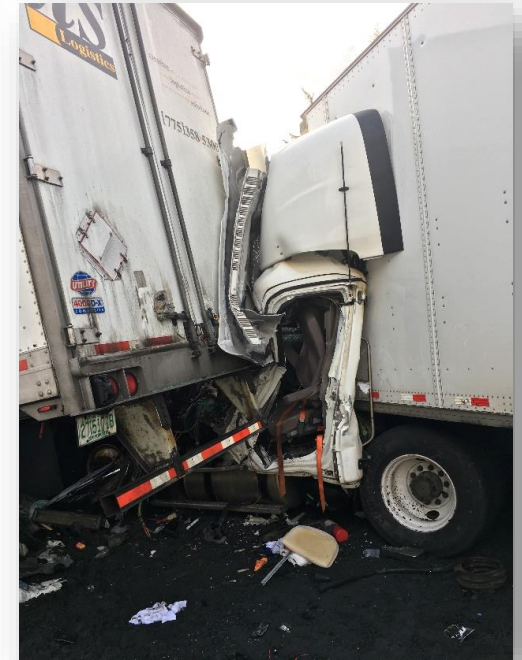
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COMMERCIAL VEHICLE DIVISION

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Strategic Goal: 1800 by 2021

Strategy: Conduct Safety Talks for industry, including trucking companies and events coordinated by the Washington Trucking Association (WTA).

Target	Status	Narrative	Highlights
12 Talks	On Track	Respond to industry request to speak at events that will influence driving behavior. This includes events coordinated by the Washington Trucking Association or any individual company.	YTD, CVD has conducted 31 presentations, reaching 3,336 attendees.

Make Our Highways Safe

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COMMERCIAL VEHICLE DIVISION

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Strategic Goal: 1800 by 2021

Strategy: Focus CMV inspection effort on driver behavior (Level 3) CVSA inspections.

Target	Status	Narrative	Highlights
44% of all inspections to be Level 3 (minimum).	On Track	CVD 2019 Operational Plan states we will continue to focus on Level III inspections in an effort to increase total inspection volume and take advantage of the mobile nature of CVDs capabilities.	YTD, CVD has conducted 7,231 CVSA inspections, with 4,734 Level III. 14,014 total statewide inspections. (All data through February)

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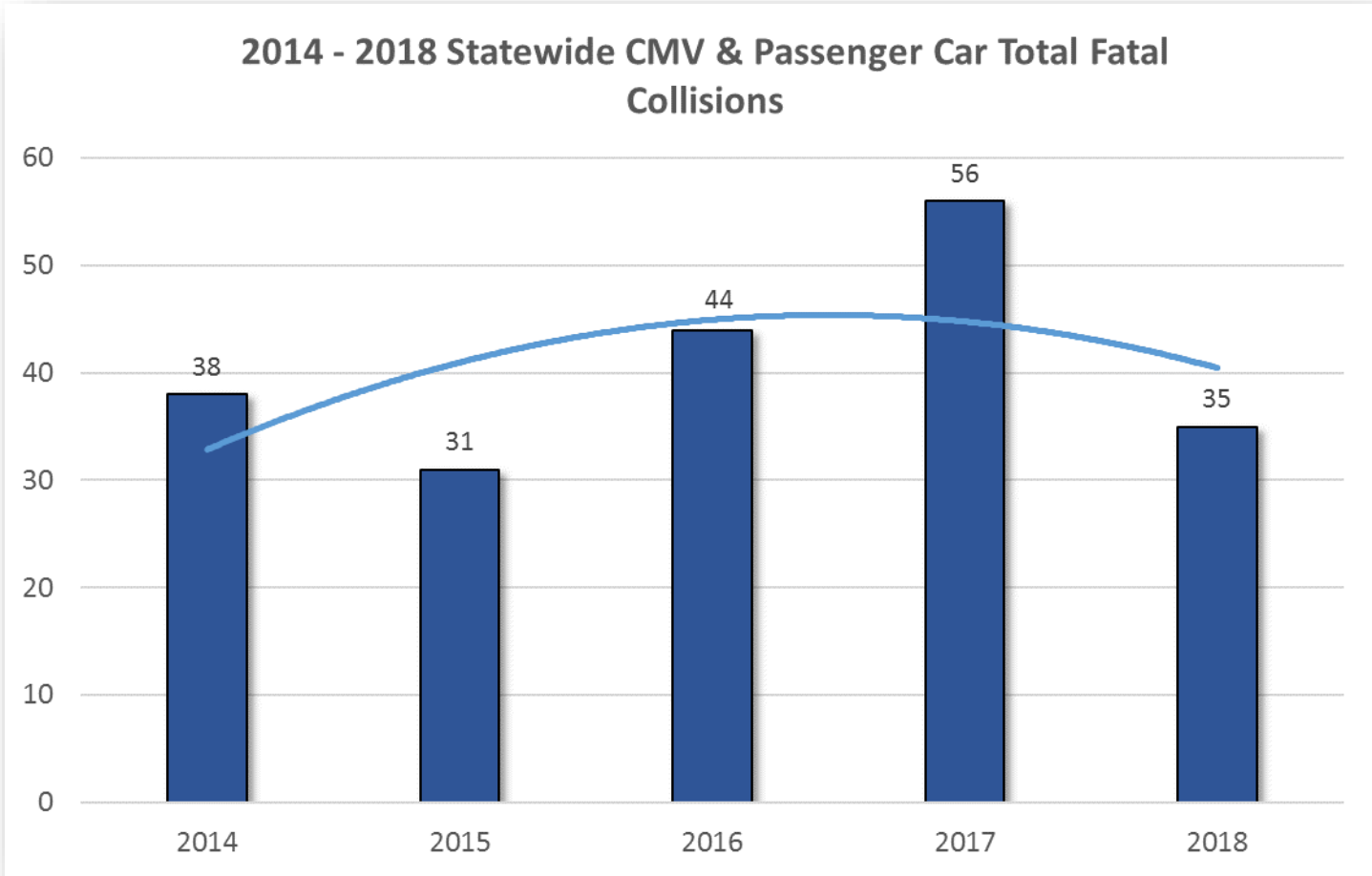
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Strategic Goal: 1800 by 2021

Tacoma Dome Target Enforcement Area Collision Response plan

- 8 high profile CMV collisions causing extended closures on SB I-5 through construction zone.
- WSP and DOT collaborated and CVD will provide:
 - Reassignment of two D2 TACT officers (1 trooper, 1 sergeant) to D1 on a temporary basis specifically focused on construction area.
 - Based on data, CVD will utilize MCSAP grant funds to staff 5 additional officers (4 officers and 1 supervisor) in the construction area from 0300-0600, Monday-Friday to conduct high visibility traffic stops/inspections of CMVs coming into construction area
- FOB response
- DOT response





COMMERCIAL VEHICLE DIVISION – INSPECTION AND COLLISION GRAPHS

Make Our Highways Safe

<p>Outcome: b. Reduce number of "at-fault" commercial-vehicle-related collisions on state routes and interstates.</p>	<p>Baseline: 1964 (3-year average)</p>
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<p>All CMV Caused</p>	<p>Total</p>	<p>Fatal</p>	<p>Injury</p>	<p>Tow Away</p>
<p>2015</p>	<p>1879</p>	<p>10</p>	<p>415</p>	<p>1454</p>
<p>2016</p>	<p>1874</p>	<p>16</p>	<p>441</p>	<p>1417</p>
<p>2017</p>	<p>1985</p>	<p>19</p>	<p>469</p>	<p>1497</p>
<p>2018</p>	<p>2339</p>	<p>16</p>	<p>480</p>	<p>1843</p>



COMMERCIAL VEHICLE DIVISION – INSPECTION AND COLLISION GRAPHS

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All CMV Caused	Total	Fatal	Injury	Tow Away
2015	1879	10	415	1454
2016	1874	16	441	1417
2017	1985	19	469	1497
2018	2339	16	480	1843

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CVSA Awards
SafetyNet Data Quality Award
Lowest Commercial Vehicle Fatality Rate for a State or Province





(15689) LANE Report CLASS 9 WHEELBASE 60.0 ft GW 58.3 kip
MAX GW 80.0

Screening Results Report (15709)

02-Apr-19 9:28:16AM
 Screening Results
 Maryville, IL Page 1

FAIL (15709) LANE Report CLASS 9 WHEELBASE 60.0 ft GW 45.7 kips
 SIGN Report 22.4 mph TIME 2019-04-02 09:33:17 MAX GW 80.0 kips

Tire Anomaly

VEHICLE IDENTIFICATION
 Transponder License Plate # USDOT

AXLE VIOLATION		Space	Left Wt	Right Wt	Total Wt	Allow Wt	Group Wt	Violations
Axle	Group	ft	kips	kips	kips	kips	kips	
1 (s)	1		8.0	5.4	11.4	20.0	11.4	
2 (d)	2	16.4	4.6	4.5	9.1	17.0	17.7	
3 (d)	4	4.2	4.3	4.3	8.6	17.0		
4 (d)	3	33.4	4.1	4.1	8.2			

Original Screening Results
 Vehicle
 Results Images TACS

Axle Group
 1 (s) 1
 2 (d) 2
 3 (d) 3
 4 (d) 3
 5 (d)





STRATEGIC ADVANCEMENT FORUM

Budget and Fiscal Services Division

Mr. Robert Maki



Follow up

None



BUDGET AND FISCAL SERVICES DIVISION

Division Strategic Objectives

+ Budget and Fiscal Services

Sustain and Enhance Agency Infrastructure and Business Processes

Outcome: *d. Reduced agency risk by auditing and evaluating internal processes and work products.*

Baseline: *25-30 Procurement Violations per year. Reduction of use in WSIs 15 and 99.*

Objective: *Implement an agency Internal Control (IC) Plan and Program.*

Target: *Less than 20 Procurement Violations per year. Reduce use of WSIs 15 and 99 by 20%.*

Edit	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	<p>1. General: Develop and implement an agency Internal Control (IC) program to include: Policies, procedures, Internal Control Questionnaire, and an Internal Control Monitoring Plan. Goal is to comply with OFM State Administrative and Accounting Manual, Chapter 20 (revised).</p> <p>2. Develop and continuously refine an agency Internal Control Questionnaire and Monitoring Plan. Initial plan to be completed by June 30, 2019. An agency policy on IC was developed and published in April 2017. Continue to develop supporting procedures as needed. Seek out opportunities to provide training and orientation to division/district commanders and managers on their IC responsibilities as opportunities present themselves.</p> <p>3. Develop action plans to address concerns raised from the 2018 IC Risk Assessment and IC Certification provided to the Chief. Specific areas identified in the Risk Assessment:</p> <p>a. Compliance with state and agency procurement policies and procedures. Develop plans to monitor and ensure compliance with training requirements by all employees involved in procurement processes. Track and report violations of purchasing and procurement rules by agency staff to executive management at SAF and by other means.</p> <p>b. Time and Activity System (TAS). Develop IC monitoring activities and Internal Audit opportunities to assess compliance with TAS policies including overtime, shift rules, leave policy, and record keeping. Implement monitoring activities and assess results. Develop measures for assessing compliance and report results to executive management at SAF and by other means.</p>	25-30 Procurement Violations per year. Reduction of use in WSIs 15 and 99.	Procurement Violations for: CY 2018 = 23; for CY 2019 (through March) = 6	Less than 20 Procurement Violations per year. Reduce use of WSIs 15 and 99 by 20%.	On Track	<p>Procurement violations for 2018 were down 1 from 2017 (from 24 to 23), but they increased in severity. Several involved major errors by the Contract Manager on High Risk contracts.</p> <p>Approximately 280 civil service employees are using WSI 15, most of them improperly. We are beginning to make divisional contacts to review and correct work schedules and rectify the situation. Objective is to complete this work by the end of the CY.</p>	



BUDGET AND FISCAL SERVICES DIVISION

Goal: Sustain and Enhance Agency Infrastructure and Business Processes.

Objective: Implement an agency Internal Control (IC) Plan and Program.

Strategy: Compliance with state and agency procurement policies and procedures

Analysis:

- Procurement Violations By Year and Job Class:

<u>Year</u>	<u>Job Class</u>
2010: 16	Div/Dist Cdr: 12.5%
2011: 8	WMS/Lieut.: 53%
2012: 15	Supervisor: 22%
2013: 12	Employee: 12.5%
2014: 17	
2015: 33	
2016: 27	
2017: 24	
2018: 23	

- Violations for 2018 were down slightly, but involved a number of major errors on High Risk contracts. 2019 = 6 violations through March.



BUDGET AND FISCAL SERVICES DIVISION

Goal: Sustain and Enhance Agency Infrastructure and Business Processes.

Objective: Implement an agency Internal Control (IC) Plan and Program.

Strategy: Compliance with state and agency procurement policies and procedures

Action Plan - Next Steps:

- Emphasize new, mandatory DES Contract Management training.
- New training is required to be completed by July 31, 2019.
- Emphasize WSP Purchasing and Procurement training offered through Supply Section.



BUDGET AND FISCAL SERVICES DIVISION

Financial Systems Unit





BUDGET AND FISCAL SERVICES DIVISION

Goal: Sustain and Enhance Agency Infrastructure and Business Processes.

Objective: Implement an agency Internal Control (IC) Plan and Program.

Strategy: Assess compliance with Time and Activity System (TAS) policies and procedures

Analysis:

- Use of Work Schedule Indicators (WSI) 15 and WSI 99 are excessive and not in compliance with Time and Activity Report (TAR) Manual.
- WSI 15 was originally created to be used only for split shifts.
- Per TAR Manual, WSI 15 should be used only when no other WSI applies and should only be used for the days necessary, but not as a normal work schedule.
- Civil Service employees on permanent WSI 15 is about 280 people.



BUDGET AND FISCAL SERVICES DIVISION

Goal: Sustain and Enhance Agency Infrastructure and Business Processes.

Objective: Implement an agency Internal Control (IC) Plan and Program.

Strategy: Assess compliance with Time and Activity System (TAS) policies and procedures

Action Plan – Next Steps:

- For CY 2019, focus on reducing use of WSI 15 by civil service employees.
- Financial Systems Unit staff will contact divisions and meet with them individually to review employees' use of WSI 15 with their supervisors.
- Audit use of WSI 15 each pay-cycle and investigate/correct misuse as it occurs.
- Pursue TAS edit which will prevent use of WSI 15 unless pre-conditions are met.



BUDGET AND FISCAL SERVICES DIVISION

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

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: Payroll Overpayments

Analysis:

- Last presented Overpayments at SAF in August 2017.
- Agency processes about 60,000 payroll payments per year.
- During CY 2018, we had 189 payroll overpayments.
- Annual error rate = 0.3 percent.
- All overpayments are unacceptable . Goal is “Target Zero” for overpayments (and underpayments).



BUDGET AND FISCAL SERVICES DIVISION

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

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: Payroll Overpayments

Analysis:

- Parties involved in payroll process:
 - Employee and Supervisor (TAR Adjustments)
 - Chain of Command
 - Human Resource Division (HRD)
 - Budget and Fiscal Services (BFS) - Payroll Unit
 - WaTech (HRMS)

• Causes of overpayments:	FY2017	CY2018
• TAR adjustments	173 (92.5%)	179 (94.7%)
• Chain of Command	1 (0.6%)	3 (1.5%)
• Human Resource Division	5 (2.7%)	4 (2.1%)
• BFS – Payroll Unit	4 (2.1%)	4 (2.1%)
• WaTech:	4 (2.1%)	0
• Total	187	189



BUDGET AND FISCAL SERVICES DIVISION

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

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: Payroll Overpayments - continued

Action Plan - Next Steps:

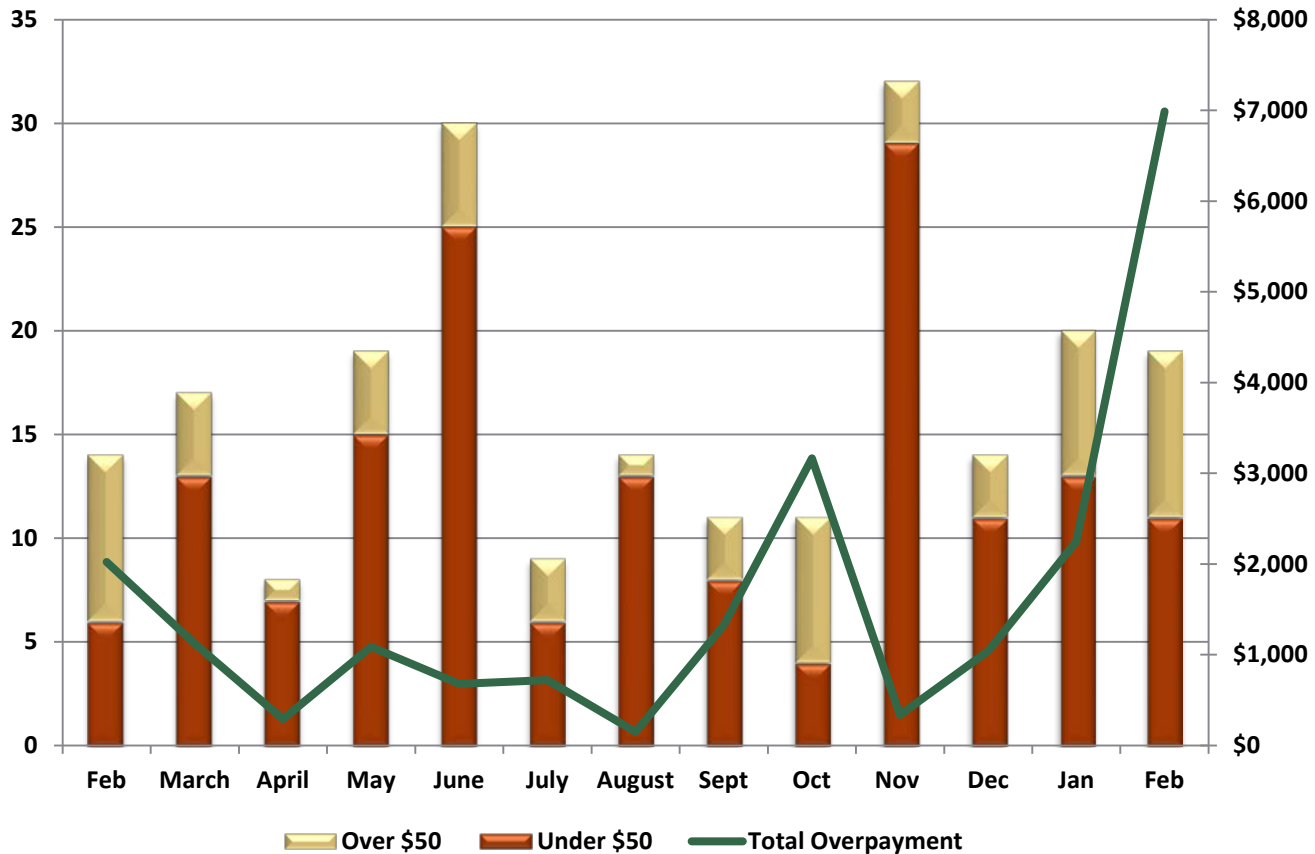
- Continue robust audits, system controls, and verification of payroll actions on front end.
- Increase audits and reviews on back end:
 - Periodic reviews of specialty pays to verify employee's eligibility.
 - Programs for DRE & CTS and Appointing Authorities promptly terminate specialty pays when employee loses certification.



Payroll Overpayments

Target:
No overpayments

Analysis/Action Plan:
Minimize overpayments through verifications and audit





STRATEGIC ADVANCEMENT FORUM

Government and Media Relations

Captain Monica Alexander

EMPLOYEE CHANGES



Chris Loftis
Community Relations and Media Manager

EMPLOYEE CHANGES



Megan Saunders
Communications Consultant III

- Kimberly Mathis created new legislative tracking system on SharePoint
- SHB 2951 required the GMR to conduct meetings and gather data regarding missing Native American women. This was designed to determine the scope of the problem, identify any barriers, and create partnerships to increase reporting and identifying missing Native American women in the state.
- Worked closely with Rep. Orwall on HB 1166 to get the bill passed through Public Safety, Law and Justice, Appropriations and Senate Ways and Means
- **245** photo projects completed in 2018. **47** photo projects in 2019 so far
- **57** video projects completed in 2018
- Social media increased by approximately **35K+** followers
- GMR won the following awards
 - **1st** AAMVA National Award for Best Blog
 - **1st** AAMVA International Award for Overall Best Writing
 - **2nd** Uniformed Safety Education Officers Workshop Best TV PSA

LEGISLATIVE UPDATES

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

Objective 1.2: **Uphold ethical, nonbiased workforce that operate with integrity and accountability.**

AGENCY REQUEST LEGISLATION

SSB 5508 Federal Background Check for Concealed Pistol License

- Aligns the CPL statute to allow access to the FBI criminal history records (**Passed House and Senate.**)

ESB 5937 Required Lamp Colors for Commercial Motor Vehicle

- Requires all CMV stop lamps to be red, this bill would bring state law in compliance with federal regulations and bring consistency across jurisdictions

HB 1901 Exemption from safety belt use for physical or medical reasons

- Requires all CMV operator or passenger to wear a safety belt, even if they have an exemption from a licensed physician

LEGISLATIVE UPDATES

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

Objective 1.2: **Uphold ethical, nonbiased workforce that operate with integrity and accountability.**

2019 LEGISLATIVE SESSION

- 2,907 new bills introduced and 242 of them are being tracked by WSP
- April 28 is the last day of the scheduled session

2020 LEGISLATIVE SESSION

- One agency request proposal was submitted – **Hold Harmless** (FTA)

LEGISLATIVE WORKSHOP – May/June

- Listening session
 - What worked, what didn't
 - How can we improve

LEGISLATIVE TOURS

- Vancouver Crime Lab – TBD
- Fire Training Academy – TBD
- Training Academy - TBD



WEBSITE

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

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

- Currently working with ITD to migrate website from vendor to WSP servers
- In development stages of reorganizing web layout to be more customer oriented

PHOTO SERVICES



VIDEO SERVICES



EMPLOYEE REPORT

Personnel

Captain
Monica Alexander

Confidential Secretary
Lacey Ledford

Legislative Analyst
Kimberly Mathis

Communications Director
Chris Loftis

Sergeant
Vacant

Communications Consultant III
Megan Saunders

Electronic Media Manager
Randall Pullar

Photographer II
Heather Davis

Government and Media Relations

Authorized FTEs	7
Vacancies	1
Reassigned/TDL/Admin	0
Actual Total	8





STRATEGIC ADVANCEMENT FORUM

Field Operations Bureau HQ

**Captain Chris Old
Lieutenant Mark Tegard
Lieutenant Dave Putman
Joanna Trebaczewski**



FIELD OPERATIONS BUREAU - HQ

Green Goal: Make Our Highways Safe

Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

Make our Highways Safe

Outcome: a. Reduced number of fatality and serious injury collisions on state routes and interstates.

Objective: Reduce fatal and serious injury collisions caused by speeding, impaired driving, distracted driving, and young drivers age 16-25.

Strategy: FOB HQ is the central data point to reflect the efforts of the districts as a whole. While the unit does not deploy personnel directly, we do provide coordination of emphasis patrols and grant funding for traffic safety initiatives. FOB HQ will continue to provide suggestions for emphasis patrol strategies regarding distracted driving and impairment, and will also establish selected periods for statewide "Focus of Efforts."

Edit	Baseline	Current	Target	Status	Narrative	Highlight
	Young Driver Involved Fatal Collisions Q1 = 6	15	2019 ARIMA Projection Q1 = 19	On Track	Source: Collision Enforcement (PTCR) data	
	Fatal Collisions = 42	44	2019 Q1 ARIMA = 49	On Track		
	Impairment Involved Fatal Collisions = 14	3	2019 Q1 ARIMA = 11	On Track		
	Speed Involved Fatal Collisions = 14	11	2019 Q1 ARIMA = 16	On Track		
	Distraction Involved Fatal Collisions = 4	6	2019 Q1 ARIMA = 6	On Track		
	Serious Injury Collisions = 114	85	2019 Q1 ARIMA = 117	On Track		
	Serious Injury Impairment Involved = 34	23	2019 Q1 ARIMA = 35	On Track		
	Speed Involved Serious Injury Collisions = 34	35	2019 Q1 ARIMA = 36	On Track		
	Distraction Involved Serious Injury = 13	3	2019 Q1 ARIMA = 10	On Track		
	Young Driver Involved Serious Injury = 34	22	2019 Q1 ARIMA = 46	On Track		

Outcome: c. Reduced on-scene investigative time at major collision investigations while improving quality.

Objective: Employ Traffic Incident Management (TIM) procedures to increase traffic flow.

Edit	Strategy	Baseline	Current	Target	Status	Narrative	Highlight
	In prior plans, an emphasis was placed on TIM training for all commissioned personnel along with allied partners in each district. This effort was completed in 2018. Over the next year, the focus will be on developing solid metrics to measure roadway clearance times and creating a culture of TIM awareness and practice. Using 2019 as a baseline, 2020 will be the year to set goals of improvement more broadly in roadway clearance and traffic congestion relief.	TBD		TBD	On Track		

Green Goal: Make Our Highways Safe

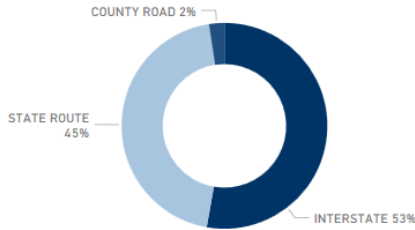
Outcome a: Reduce number of fatality and serious injury collisions on state routes and interstates.

- Power BI SAF – How we got here and what is our potential.

STRATEGIC ADVANCEMENT FORUM:
Collision Overview



of Years: 6

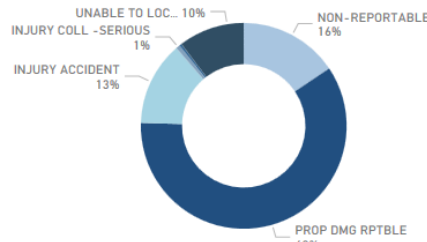


District: All

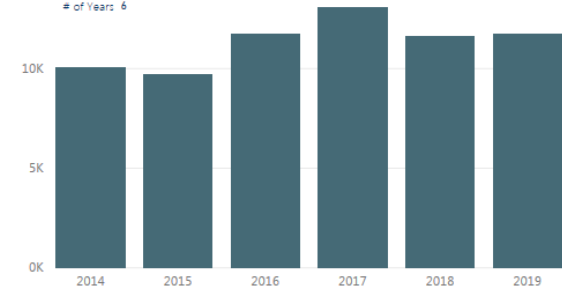
Highway Type: All

Injury Type: All

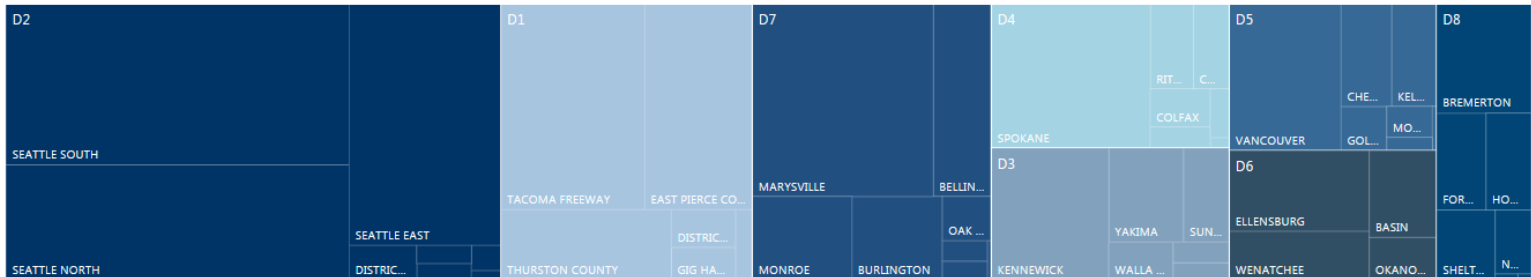
of Years: 6



of Years: 6



Collisions by District & APAID



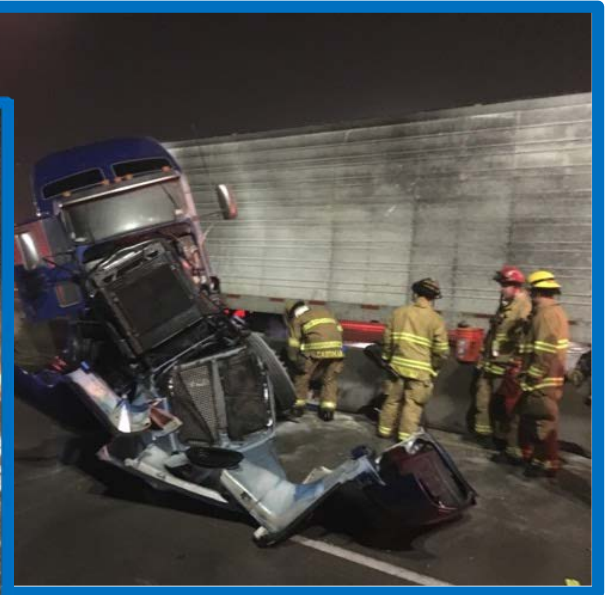
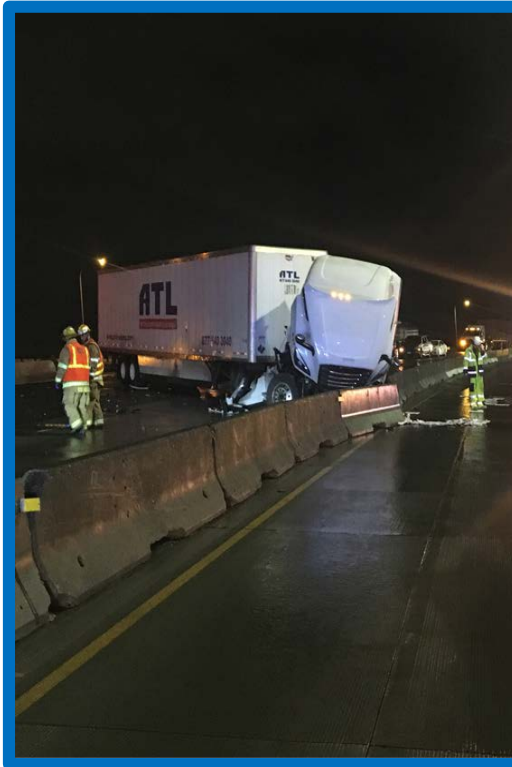


STRATEGIC ADVANCEMENT FORUM

Field Operations Bureau – District 1

**Captain Daniel Hall
Lieutenant Kristene O'Shannon
Lieutenant Thomas Martin
Lieutenant Sam Ramirez**

Challenges





STRATEGIC ADVANCEMENT FORUM

Field Operations Bureau – District 2

Captain Ron Mead
Lieutenant JoAnn Buettner
Lieutenant Zach Elmore
Lieutenant Jason Longoria
Lieutenant Gabe Olson



2018 YEAR IN REVIEW

➤ Initiated 117,934 Contacts

- Total Violators increased 7%
- DUI Arrests increased 28% to 3,868
 - DUI Arrests up 67% since 2016
- Speed Enforcement increased 5% to 50,128 contacts
- Aggressive Driving increased 18% with 19,539 contacts
- Distracted Driving increased 273% with 6,106 contacts
- Drug arrests increased 40% to 342 arrests
- HOV enforcement increased 17% to 13,233 contacts

➤ Answered 47,549 Calls For Service

➤ Investigated 15,624 Collisions

- Collisions decreased 4.8%!
 - Total collisions decreased 9% since 2016 ~ supporting the correlation between our proactive efforts and outcomes
- Unfortunately we struggled with our fatalities; **48 deaths occurred on state routes and interstates during 2018.**

POPS Project: NB Rest Area (Federal Way)



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.

SR509 FREEWAY SHOOTING TASK FORCE





STRATEGIC ADVANCEMENT FORUM

Field Operations Bureau – District 3

**Captain Shane Nelson
Lieutenant Kiley Conaway
Lieutenant Debbie Wilson**

Goal: Make Our Highways Safe

Outcome: Increase technology-enabled criminal investigative capability

Looking Beyond the Stop

Trooper Michael Cortez #306



Found:

35 grams of Cocaine

\$3,692

3 – cellphones

OFF THE STREETS

Traffic stop turned drug bust



Goal: Make Our Highways Safe

Outcome: Increase technology-enabled criminal investigative capability

Looking Beyond the Stop



Collision Diverted
No loss of life
Drugs removed from street

Trooper Joseph DePalma
#457



Goal: Make Our Highways Safe

Outcome: Reduce number of fatality and serious injury collisions on state routes and interstates



DISTRCT 3 TROOPERS RESPONDED TO
1585 collisions in February.
2019 SNOW FALL NOT SOON FORGOTTEN

Goal: We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.

Outcome: Timely recognition commensurate with their efforts and/or achievements

Recognition

**Community partnerships
benefit our citizens**

Benton County PUD and REA



**Sgt. Brian Mihelich
– Leading by
example.**

1206 Speed contacts
80% arrest for 2018



**Above and Beyond
the stop!**

Found man in snow that
had crashed over a cliff.



STRATEGIC ADVANCEMENT FORUM

Field Operations Bureau – District 5

**Captain Jason Linn
Lieutenant Rob Brusseau
Lieutenant Jason Cuthbert**

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.

Large Cash Seizure – Erratically Driven Vehicle



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.

Identity Theft – Drug Arrest





STRATEGIC ADVANCEMENT FORUM

Field Operations Bureau – District 8

Captain James R. Mjor II
Lieutenant Robert C. Brazas
Lieutenant Pete T. Stock


Blue Goal: Make Our Highways Safe

Outcome a. Reduce number of fatality and serious injury collisions on state routes and interstates.

SNOW

Snow started falling on February 3rd and didn't stop for weeks setting a new record for snowfall. During that time District 8 had 351 collisions, and 1,572 contacts, with 246 hours of overtime.


Mason County got another big snowfall on March 8th, which caused SR 3 to be closed temporarily until the WSDOT snow plows could come clear the road.

 Trooper Chelsea Hodgson @wspd8pio

❄️ District 8 troopers responded to 89 collisions during Friday's #wasnow:

- Clallam: 27
- Grays Harbor: 22
- Jefferson: 8
- Kitsap: 16
- Mason: 12
- Pacific/Wahkiakum: 4

Statewide we responded to reports of 650 collisions, compared to last Friday's 251. #YourWSP



 Trooper Chelsea Hodgson @wspd8pio


#GraysHarbor: Troopers responding to last night's 22 collisions found a common theme: drivers need to #SlowDown.

#SlowDown.

This morning the highways have compact snow and ice, snow continuing to fall, and reports of falling trees. If you don't need to drive, #StayHome.


#YourWSP



 Trooper Chelsea Hodgson @wspd8pio

Here is a glance at what our District 8 #WSP troopers 🚓 have been seeing on the state routes throughout the counties we serve - that's you #Clallam #GraysHarbor #Jefferson #Kitsap #Mason #Pacific #Wahkiakum

#wasnow #YourWSP #snowday
❄️ #StayHome 🏠



Green Goal: Sustain and Enhance Agency Infrastructure and Business Process
Outcome b. Consistent use of a planning process and the technology roadmap to balance funded investments in current year and multi-year strategic needs.



Lavender Festival

Last year Lavender Festival was July 20th to 22nd, with 2 injury collisions, 63 calls for service, 41 assists, and a total of 317 traffic stops. This year Lavender Festival is July 19th to 21st. DOT did a traffic count for us the week before Lavender Festival 2018 and then during the festival weekend. The counter was placed near the Jefferson/Clallam County Line. Here are the results:

Friday, 13 th	Saturday, 14 th	Sunday, 15 th
20689	20,175	19,786
Friday, 20 th	Saturday, 21 th	Sunday, 22 nd
23,145	23,004	22,308
12% increase	14% increase	13% increase

Bikers at the Beach

Bikers at the Beach was July 27th to 29th last year. HVE patrols were utilized. There were 186 contacts, 2 collisions, 57 aggressive drivers, and 22 assists during the event. In addition, Troopers arrested four daytime DUIs during Bikers at the Beach weekend.

This year Bikers at the Beach is July 26th to 28th.

