



100 Years of Service
with Humility



**STRATEGIC PLAN
2019-2022**

Revised 8/20



Message From the Chief

Thank you for taking the time to review the Washington State Patrol's Strategic Plan for January 2019 to January 2022.

We are an organization of approximately 2,200 employees split evenly between commissioned and civilian employees. The troopers who patrol the more than 18,000 lane miles of state roadways were busy. Last year, troopers made 1,003,827 contacts with drivers, answered more than 208,500 calls for service, investigated more than 50,500 collisions, and took 14,386 impaired drivers off the road. The employees who responded to these calls did an outstanding job of providing "Service with Humility." None of this would have been possible without the commitment, dedication, and hard work of our commissioned and civilian employees.



Chief John R. Batiste
Washington State Patrol

The purpose of this strategic plan is to have everyone moving in the same direction. We have to set aside time, get out of our day-to-day responses, and look toward the future. What should our focus be a year from now? Where should we be four years from now? What will success look like?

Our goals identified for this strategic plan over the next three years include: 1) Make the Washington State Patrol a Great Place to Work; 2) Make Our Highways Safe; 3) Provide Specialized Investigative, Forensic, and Support Services; 4) Secure Communities From Terrorism, Fire, and Disaster Risk; and 5) Sustain and Enhance Agency Infrastructure and Business Processes.

Three years seems like a long time, and things can change. Regardless, it's important to start with a road map. If detours are necessary, adjustments can be made. We should, and will, remain flexible. Please know this isn't a document that, once complete, sits on a shelf. Every 60 days the commanders of our various districts and divisions come before the Executive Staff to outline their successes and challenges. They are measured against the goals outlined in this strategic plan, and they know I take those goals very seriously.

With good people and a good plan, there is no limit to what we can accomplish in the name of public safety.

Thank you for taking time to review this document.

Sincerely,

Chief John R. Batiste
Washington State Patrol



WSP's Mission, Vision, Values, and Goals

Introduction

The Washington State Patrol (WSP) is tasked with patrolling the state's roadways, providing emergency response and support services, working collaboratively with other law enforcement agencies, and investigating crimes.

The WSP is a premier law enforcement agency made up of dedicated professionals who work diligently to improve the quality of life for our citizens and prevent loss of life. With more than 2,200 employees split evenly between commissioned and civilian employees, the WSP is the largest law enforcement agency in the state.

We believe that family and community partnerships are essential to meet the needs of Washingtonians and open communication creates an effective partnership. Every employee must perform with sound, moral, and ethical principles in all circumstances and all interactions be fair, equitable, and unbiased.

Finally, to invest properly in our communities, we must also invest in our staff. Investing in our staff is critical to professional excellence. Professional excellence is our expectation, to be the best public safety agency in the United States is our vision, and "Service with Humility" is more than just a motto.

WSP troopers/employees have a desire to serve and make a difference in their communities every day.



Mission

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

Vision

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

Motto

Service with Humility

Values

Every employee is a critical member of a team committed to earning the trust and confidence of the public through:

- *Strong leadership*
- *Effective partnerships*
- *Professional excellence*
- *Acting with integrity and accountability*
- *Respecting and protecting individual rights*
- *A culture of continuous improvement*



Goals

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.



Outcomes¹

- a. Increase job satisfaction, employee engagement, respect and feedback, and customer values.
- b. Increase diversity, equity, and inclusion in our workforce and services provided.
- c. A qualified and diverse workforce reflective of the statewide population.
- d. Implement strategies to retain staffing.
- e. Increase staff awareness of the value and importance of agency accreditations and staff certifications.

¹ Baseline data from most recent Employee Engagement Survey results.

MAKE OUR HIGHWAYS SAFE

We use data and technology to ensure that the right resources are in the right place at the right time in order to create a safe motoring environment on Washington highways.

Outcomes

- a. Reduce number of fatality and serious injury collisions on state routes and interstates.²
- b. Reduce number of “at-fault” commercial-vehicle-related collisions on state routes and interstates.³
- c. Reduce on-scene investigative time at major collision investigations while improving quality.



² Based on previous 5-year average.

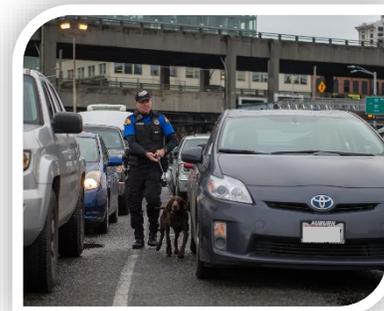
³ Ibid.

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 and investigative, emergency response, and forensic services.

Outcomes

- a. Increase timeliness, accuracy, and completeness of criminal justice information.
- b. Reduce turnaround time and backlogs of the Forensic Science Services.



- c. Increase technology-enabled criminal investigative capability.
- d. Increase number of identified and dismantled criminal organizations.



SECURE COMMUNITIES FROM TERRORISM, FIRE, AND DISASTER RISK

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.

Outcomes

- a. Increase firefighter and public safety capabilities and competencies.
- b. Reduce number of fire-related fatalities statewide.
- c. Increase capability and capacity to gather, analyze, and share fire data information.
- d. Increase emergency engagement with stakeholders to reduce community risks.
- e. Increase preparedness and response activities that reduce risk of natural or man-made disasters.



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.

Outcomes

- a. Improve collaboration outcomes between WSP business and technology divisions.
- b. Consistent use of a planning process and the technology roadmap to balance funded investments in current year and multi-year strategic needs.
- c. Increase business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.
- d. Reduce agency risk by auditing and evaluating internal processes and work products.
- e. Provide quality communication services statewide.



2017 WSP Facts

- Lane Miles Serviced: 18,699
- 7.288 million citizens (2016)
- Authorized commissioned workforce - 1,043
- African-American 3.6%
- Hispanic 3.6%
- Caucasian 87.9%
- Other races 5.3%
- Commissioned officers respond to an average of 3,092 contacts a day
- Average contacts each year approximately 1,000,000
- Impaired drivers arrested each year over 14,000
- Statewide Authority
- 2,134 employees