

The Washington State Patrol

Strategic Advancement Forum



MISSION: The Washington State Patrol makes a difference every day by providing public safety services to everyone where they live, work, travel, and play.

Presented by: Deputy Chief Steven Jewell

We analyzed the problem



- ★ Leaders were “insulated”
- ★ No method to advance our Strategic Plan
- ★ Insufficient data to drive management decisions
- ★ No coordination of our public safety efforts
- ★ No system to hold managers accountable

We sought solutions

- ★ Reviewed best practices – **COMPSTAT Model**
- ★ Created a cross-functional team in Phase I and an implementation team for Phase II.
- ★ Developed an Accountability Driven Leadership Model called **Strategic Advancement Forum (SAF)**



We share our results

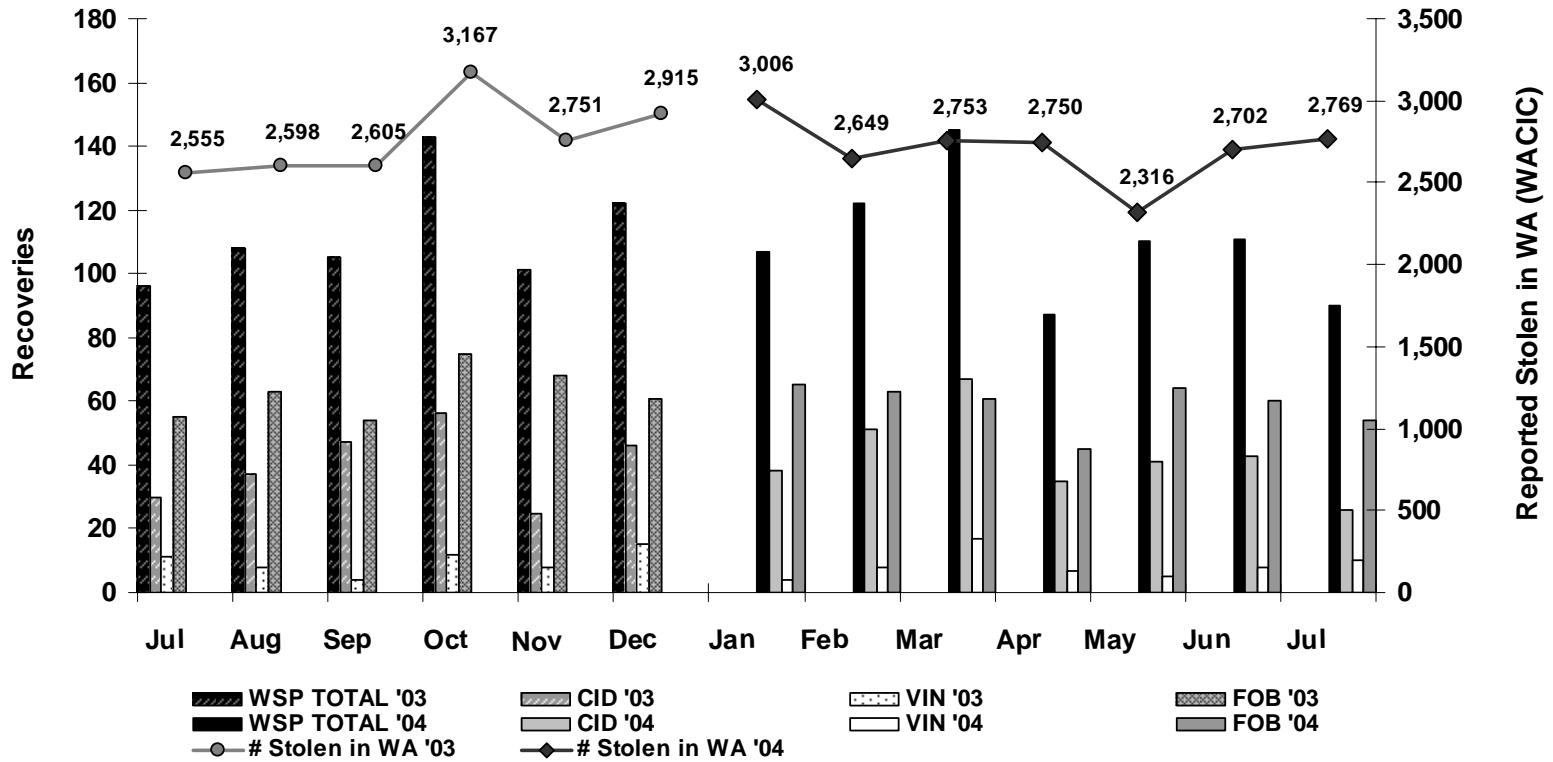


Sergeant Mike Dahl
Executive Services Section

- ★ Managers provide oral and visual reports monthly
- ★ Executive Staff, fellow managers, staff and the public are invited to attend
- ★ Information shared to all staff so they can see the results on:
 - ★ Intranet
 - ★ Daily Bulletin



Auto Theft

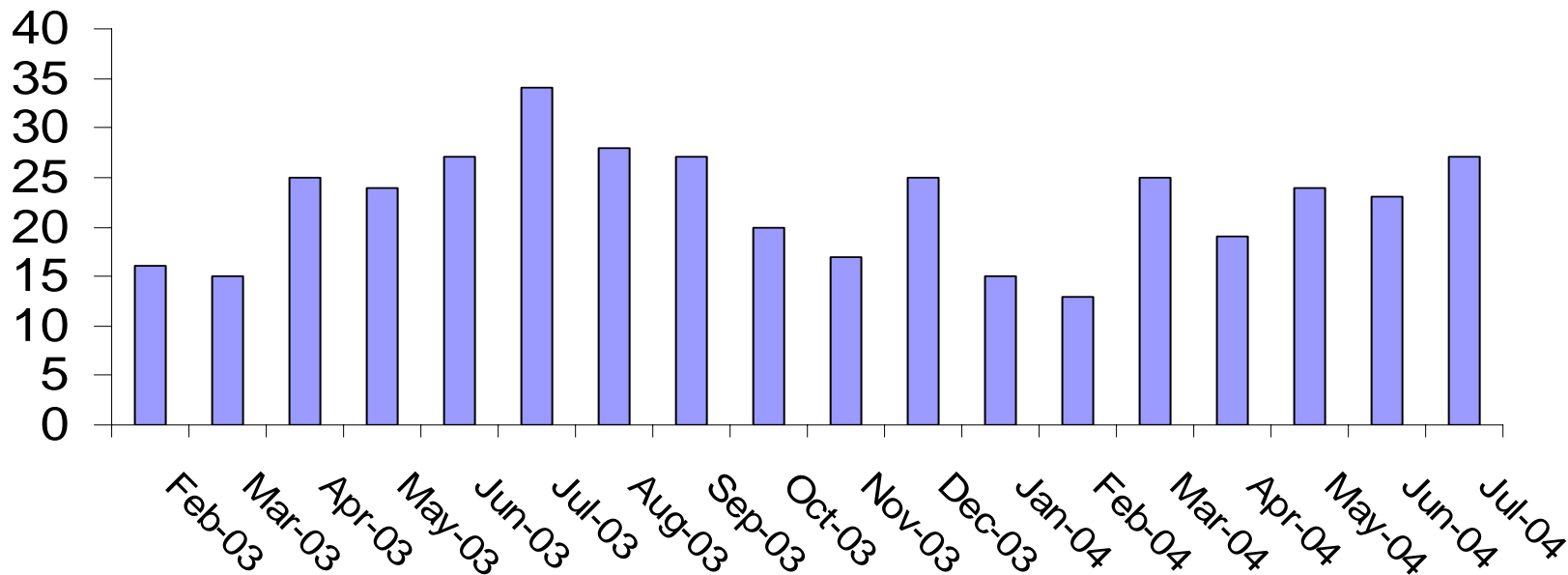


Recovery Percentages (Last 12 Months): **FOB = 54.3%** **CID = 37.9%** **VIN = 7.8%**
 Recovery Percentages (Prior 12 Months): **FOB = 65.6%** **CID = 26.0%** **VIN = 8.4%**

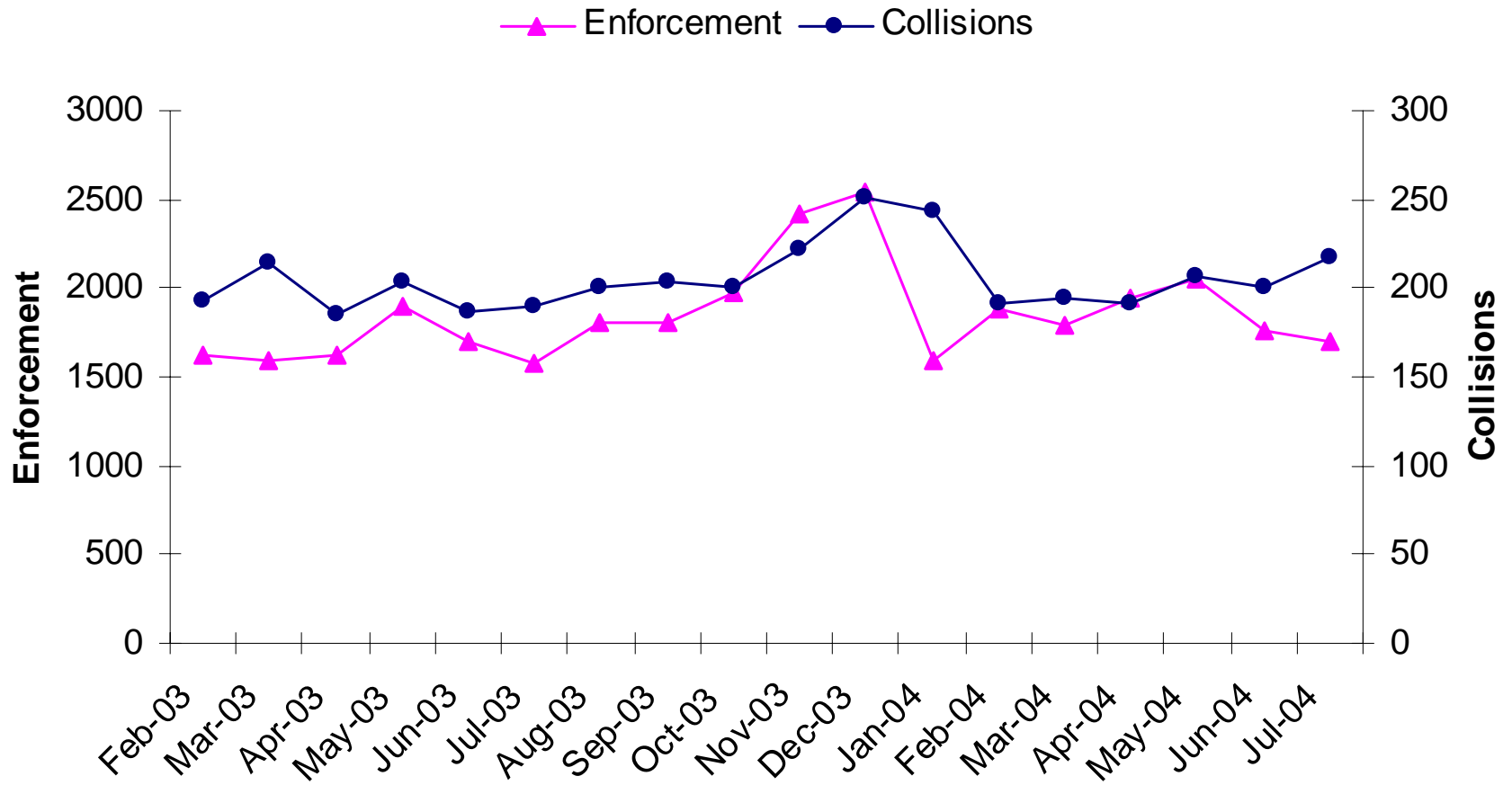
	July 2004	June 2004	Chg	Chg (%)	July 2004	July 2003	Chg	Chg (%)	2004 YTD	2003 YTD	Chg	Chg (%)	CY 2003	CY 2002	Chg	Chg (%)
TOTAL	90	111	-21	-18.9%	90	96	-6	-6.3%	772	775	-3	-0.4%	1,354	1,287	67	5.2%
FOB	54	60	-6	-10.0%	54	55	-1	-1.8%	412	483	-71	-14.7%	804	875	-71	-8.1%
CID	26	43	-17	-39.5%	26	30	-4	-13.3%	301	219	82	37.4%	430	294	136	46.3%
VIN	10	8	2	25.0%	10	11	-1	-9.1%	59	73	-14	-19.2%	120	118	2	1.7%
WA MVT (according to WACIC)	2,769	2,702	67	2.5%	2,769	2,555	214	8.4%	18,945	19,516	-571	-2.9%	34,722	32,610	2,112	6.5%

FATAL COLLISIONS

Field Force	July 2004	June 2004	Change	Change (%)	July 2004	July 2003	Change	Change (%)	2004 YTD	2003 YTD	Change	Change %	Last 12 Months	Prior 12 Months	Change	Change (%)
Fatal Collisions	27	23	4	17.39%	27	34	-7	-20.59%	146	167	-21	-12.57%	263	344	-81	-23.55%
% Collisions on County Roads	30%	30%	-1%		30%	24%	6%		18%	25%	-7%		16%	23%	-7%	
% Collisions on State Routes	56%	48%	8%		56%	50%	6%		64%	53%	10%		64%	59%	5%	
% Collisions on Interstates	15%	22%	-7%		15%	26%	-12%		18%	22%	-4%		21%	19%	2%	
DUI Related	4	2	2	100.00%	4	4	0	0.00%	13	12	1	8.33%	24	24	0	0.00%
Speed Related	2	3	-1	-33.33%	2	4	-2	-50.00%	23	15	8	53.33%	36	33	3	9.09%
CID Investigated	6	3	3	100.00%	6	5	1	20.00%	24	17	7	41.18%	43	18	25	138.89%

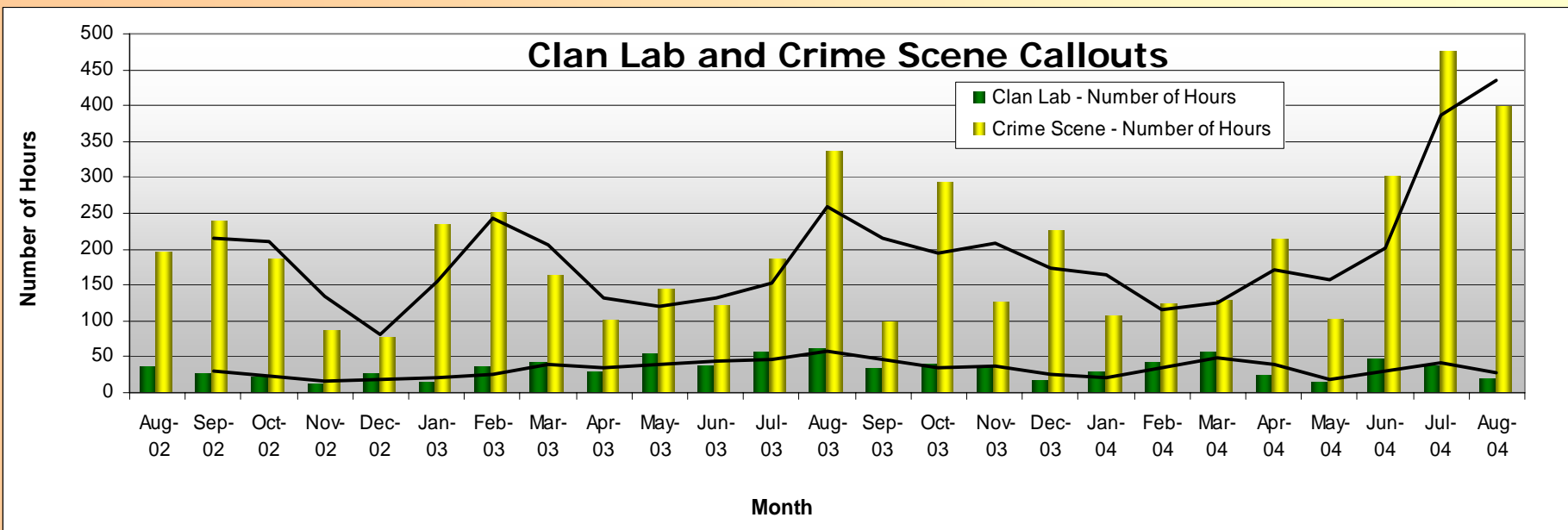


DUI ENFORCEMENT & COLLISIONS



Clan Lab and Crime Scene Callouts

	Aug 2004	Jul 2004	Change	Change (%)	Aug 2004	Aug 2003	Change	Change (%)	2004 YTD	2003 YTD	Change	Change (%)	Last 12 months	Prior 12 months	Change	Change (%)
SIRT Callouts - TOTAL	2	3	(1)	(33.3)	2	5	(3)	(60.0)	24	38	(14)	(36.8)	36	52	(16)	(30.8)
Responses w/ WSP-SIRT	0	2	(2)	(100.0)	0	2	(2)	(100.0)	12	13	(1)	(7.7)	20	13	7	53.8
Responses w/o WSP-SIRT	2	1	1	100.0	2	3	(1)	(33.3)	12	25	(13)	(52.0)	16	39	(23)	(59.0)
Number of Hours	19	36.25	(17)	(47.6)	19	59.5	(41)	(68.1)	259.74	324.25	(65)	(19.9)	382.99	406.25	(23)	(5.7)
CSRT Callouts	11	13	(2)	(15.4)	11	13	(2)	(15.4)	71	79	(8)	(10.1)	102	110	(8)	(7.3)
Number of Responses	11	13	(2)	(15.4)	11	12	(1)	(8.3)	71	73	(2)	(2.7)	102	102	0	0.0
Number of Hours	397	474.5	(78)	(16.3)	397	334.5	63	18.7	1,844.99	1,530.22	315	20.6	2,583.74	2,114.08	470	22.2

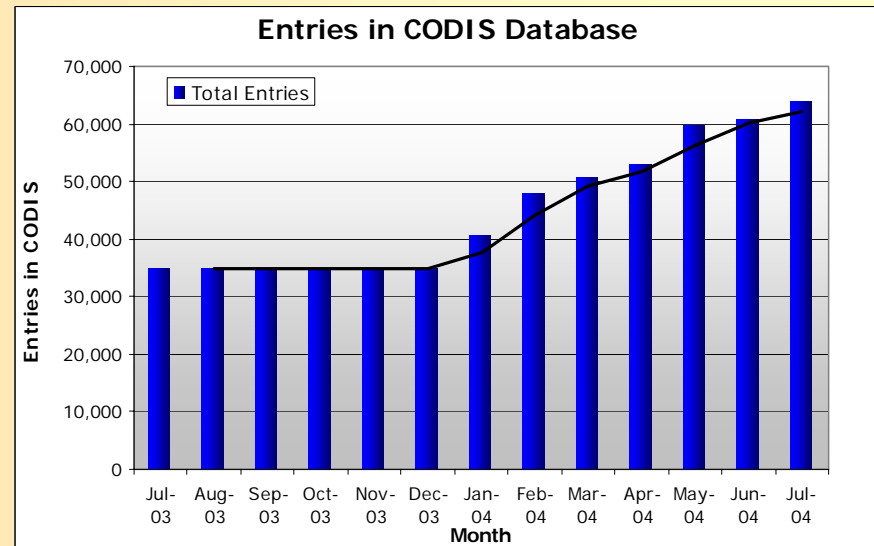
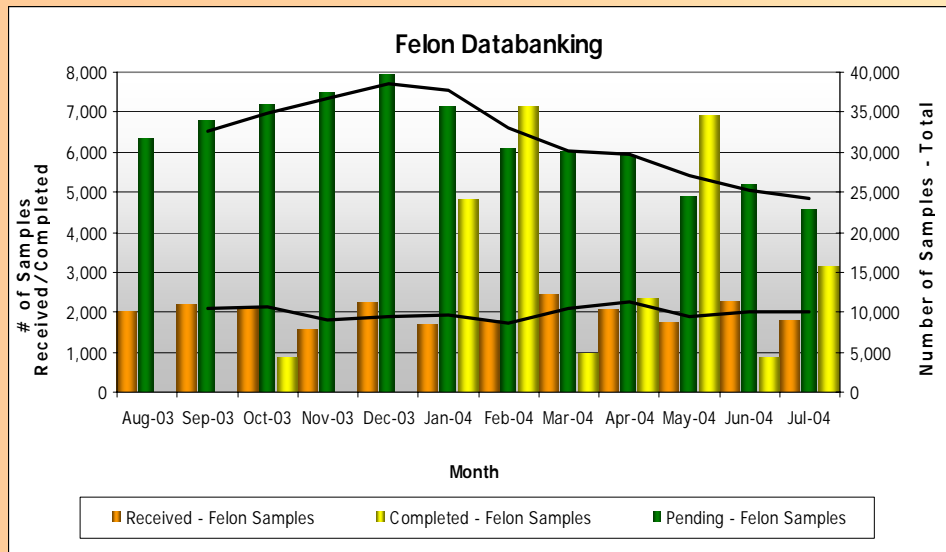


Felon Databank

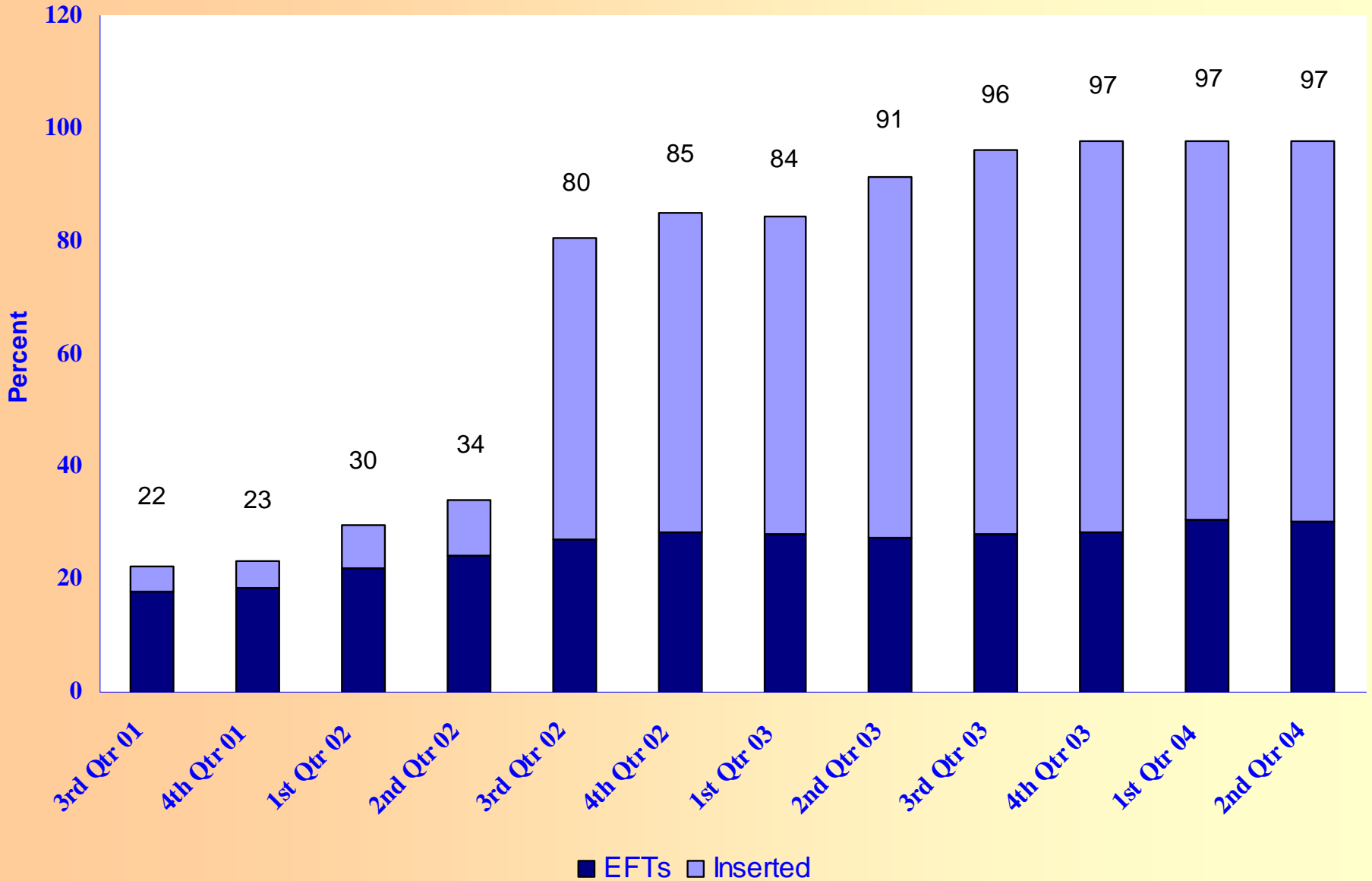
	Aug 2004	Jul 2004	Change	Change (%)	Aug 2004	Aug 2003	Change	Change (%)	2004 YTD	2003 YTD	Change	Change (%)	Last 12 months	Prior 12 months	Change	Change (%)
Prior Received	88,203	86,415	1,788	2.1	88,203	64,460	23,743	36.8								
Received this Month	2,133	1,762	371	21.1	2,133	2,008	125	6.2	15,847	16,465	(618)	(3.8)	23,862	27,512	(3,650)	(13.3)
<i>Blood</i>	2	3	(1)	(33.3)	2	5	(3)	(60.0)	24	41	(17)	(41.5)	40	798	(758)	(95.0)
<i>Buccal</i>	2,131	1,759	372	21.1	2,131	2,003	128	6.4	15,823	16,424	(601)	(3.7)	23,822	26,714	(2,892)	(10.8)
Total Received	90,336	88,177	2,159	2.4	90,336	66,468	23,868	35.9								
Prior Completed	63,723	60,598	3,125	5.2	63,723	34,845	28,878	82.9								
Completed this month	3,759	3,125	634	20.3	3,759	0	3,759	0.0	29,880	61	29,819	48,883.6	30,738	61	30,677	50,290.2
<i>In House</i>	0	14	(14)	(100.0)	0	0	0	0.0	23	61	(38)	(62.3)	23	61	(38)	(62.3)
<i>By Contractor</i>	3,759	3,111	648	20.8	3,759	0	3,759	0.0	29,857	0	29,857	0.0	30,715	0	30,715	0.0
Total Completed	67,482	63,723	3,759	5.9	67,482	34,845	32,637	93.7								
Total Pending	22,854	22,692	162	0.7	22,854	31,623	(8,769)	(27.7)								

The felon numbers have now been adjusted through Sept. of 2003 reflecting that samples received through Sept. have been entered into LIMS.

TO DATE: 3,334 blood samples have been entered into LIMS
49,993 buccal swabs have been entered into LIMS

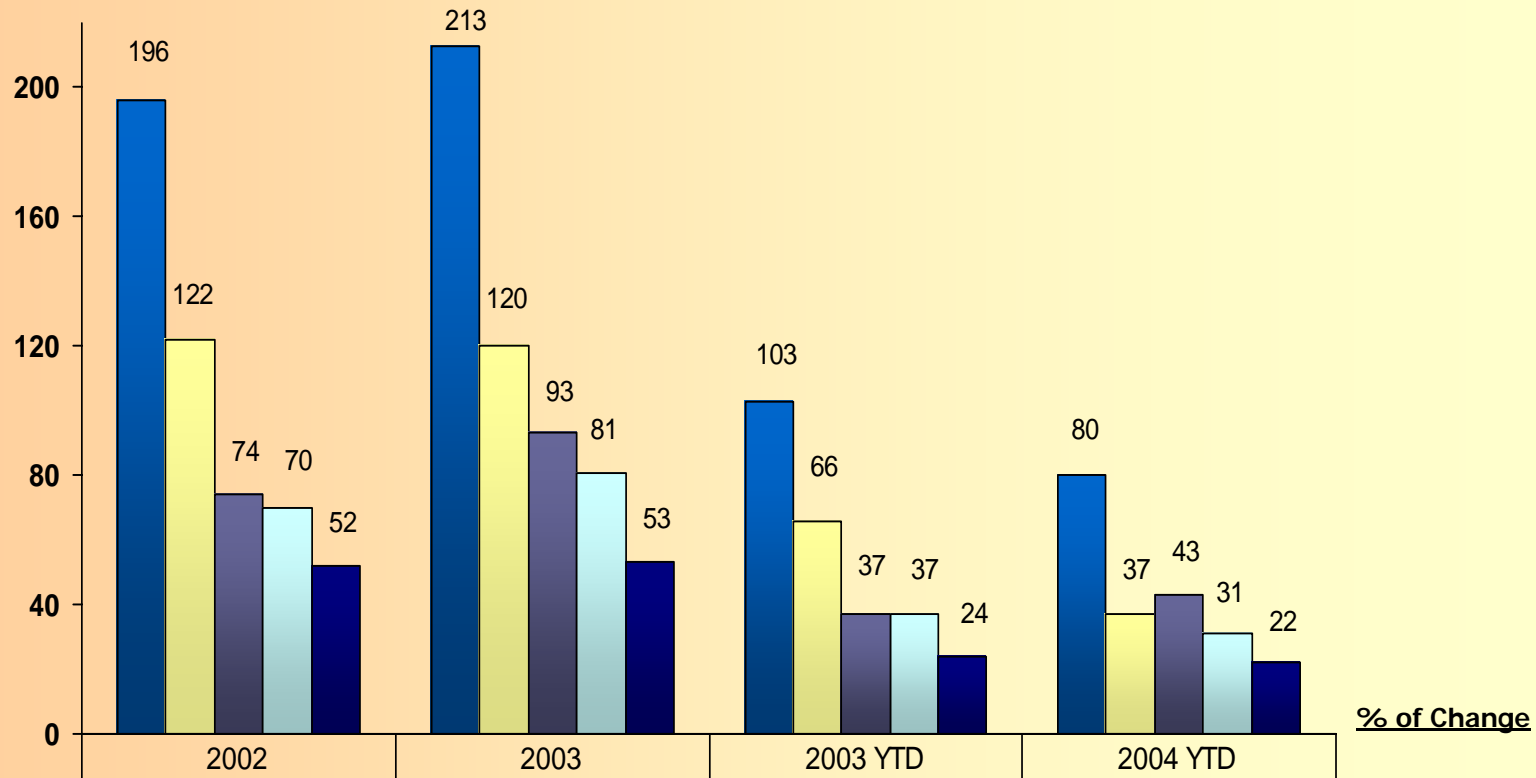


Accounts Payable Percent of "Hands Off" Payments



Closed Complaints

These numbers do not include cases handled through the Settlement Agreement Process.
Please see Settlement Agreement Sanctions or Overall Sanction Comparison slides.



	2002	2003	2003 YTD	2004 YTD	% of Change
■ Total	196	213	103	80	-22%
■ Citizen Initiated	122 (62%)	120 (56%)	66 (64%)	37 (46%)	-43%
■ Agency Initiated	74 (38%)	93 (44%)	37 (36%)	43 (54%)	16%
■ Proven	70 (36%)	81 (38%)	37 (36%)	31 (39%)	-16%
■ Written Reprimand or Below	52 (74%)	53 (65%)	24 (65%)	22 (68%)	-12%

Managers have information they need

- ★ **The Chief, Executive Management, and Division/District managers are the “customers” of the SAF process**
- ★ **Better information to manage**
- ★ **Ownership of the model**
 - ★ **Identify their own performance measures**
 - ★ **Determine key areas to resource**
 - ★ **Create accurate and timely data to drive management decisions and make changes**
- ★ **Transferable to others, public or private sector**

We saved money by holding staff accountable

\$481,000 Management of overtime and supplies has allowed for the purchase of:

★ agency wide T1 communication lines and e-mail upgrades

★ new firearms for every commissioned employee of the Patrol

A few examples:



We learned as an organization

Improved benefits:

- ★ To the public – tickets issued and lives saved
- ★ To taxpayers – dollars saved
- ★ To managers – efficiencies
- ★ To staff – morale



- ★ Set accountability at the top
- ★ Immediate feedback drives performance
- ★ Share ideas and techniques
- ★ Raise the bar to challenge people
- ★ Fosters teamwork and collaboration
- ★ If we can measure it, we can SAF it!

We all win

The Strategic Advancement Forum helps managers and staff improve their effectiveness by increasing their efficiency.



**Captain Coral Estes
Commercial Vehicle Division**

***The Washington State Patrol*
Strategic Advancement Forum**