State Policing & Problem Solving: The Road to POP

Assistant Chief Brian Ursino

International Problem Oriented Policing Conference

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Bellevue, Washington
The Beginning – Why was change necessary?

We needed to change a culture that focused *too much* on outputs and *not enough* on outcomes; AND

Our isolationist culture that did not leverage enough external resources by engaging partners and stakeholders frequently enough.
So in 1997 the Washington State Patrol adopted a philosophy we call *Problem Oriented Public Safety* (POPS) based on Herman Goldstein’s two tenets of Problem Oriented Policing:

- **Partnerships**
- **Problem Solving** (Using the SARA Problem Solving Model)
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A Systems Approach to Organizational Transformation

The Washington State Patrol (WSP) was committed to improving the effectiveness of its operations and enhancing the public's perception of its service. Recognizing the need for change, the WSP embarked on a journey of transformation, guided by a systems approach to organizational change.

**Challenges**
- The WSP faced numerous challenges, including budget constraints, technological advancements, and the need for improved efficiency.
- The introduction of new technologies required significant changes in the agency's infrastructure.
- The integration of data from various systems was crucial for effective decision-making.

**Performance Appraisal**
- The WSP designed its new JPA system to evaluate performance efforts, emphasizing accountability and effectiveness.
- The JPA system not only tracked the performance of individual officers but also the entire patrol.
- The system ensured that the performance goals were met, aligning with the mission of the WSP.

**Results**
- The WSP saw significant improvements in efficiency, with a reduction in response times and an increase in public satisfaction.
- The new JPA system provided a clear framework for accountability and performance management.

The WSP's commitment to change and continuous improvement set a precedent for other law enforcement agencies, demonstrating the benefits of a systems approach to organizational transformation.

"The WSP designed its new JPA system to guide performance efforts, as much as to appraise performance."
One of the Biggest Challenges facing State agencies in adopting COP/PS is . . .

**DEFINING YOUR COMMUNITY**

The Answer is to focus on the “Areas of Concern” and the stakeholders that come with them, not “Neighborhoods” or “Business Districts” like City Police.

Examples to Come . . .
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Since 1998, the WSP has been using POPS to Solve Problems (Traffic AND Non-Traffic related). Just a few of our successful examples include:

- Reducing collision hot spots & Corridor Projects
- Reducing Latino involved fatal collisions
- **Reducing Fugitive status of our “Most Wanted”**
- **Increasing collision victim Tissue Donations**
- **Reducing Motorcycle Fatalities**

* 2008 Goldstein Award Finalist
Criminal Investigation Division
2004 Exemplary POPS Project of the Year
Project Coordinator: Lieutenant Greg Miller
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WSP's Most Wanted Arrest Locations

Updated: July 1, 2008
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WSP's Most Wanted Arrestees

WSP's Most Wanted - ARRESTS

Last Updated: Aug 05, 2008

The individuals below are previous fugitives that have been arrested:

Jacob Eligs
Arrested 07-01-2008
Locate: Tenth & 1

Jeremiah Ceballos-Luna
Arrested 04-09-2008
Vehicle Assault

Thomas Mangini
Arrested 09-25-2008
Vehicle Assault

Dustin Vogel
Turned Himself In
05-29-2007
Vehicle Assault
Residence: Bellingham, WA

Terry Ellington
Arrested 05-04-2007
Vehicle Assault
Residence: Bellingham, WA

Tony Hill
Located in a Texas Jail
03-31-2007
Vehicle Assault
Residence: Odessa, TX

Caridad Karas
Arrested 02-27-2007
Vehicle Assault
Residence: Bellingham, WA

Tomas Ortega-Ortiz
Arrested 02-28-2007
Vehicle Assault
Residence: Bellingham, WA

Heath Brown
Arrested 01-31-2007
Vehicle Assault
Residence: Bellingham, WA

Brian K. Smith
Arrested 09-13-2007
Vehicle Assault
Residence: Bellingham, WA

Jeffery M. Landis
Arrested 11-25-2008
Vehicle Assault
Residence: Bellingham, WA

Frederick Russell
Arrested 11-01-2007
Vehicle Assault
Residence: Bellingham, WA

Extradited 11-11-2008
Vehicle Assault
Residence: Bellingham, WA

Flight to Avoid Prosecution

Dewayne Johnson
Arrested 03-25-2006
First Degree Assault
Residence: Bellingham, WA

Jane L. Johnson
Arrested 03-22-2008
Vehicle Assault
Residence: Bellingham, WA

Joseph Osagie-Okon
Arrested 06-26-2007
Vehicle Assault
Residence: Bellingham, WA

Locate: In CA Prison
06-29-2007

Flight to Avoid Prosecution

Jacob Eligs
Arrested 08-29-2007
Unlawful Decedence of a Bank Robbery Victim

Ruth Michelle
Arrested 08-29-2007
Unlawful Decedence of a Bank Robbery Victim

Lori Enriquez-Gonzalez
Arrested 09-08-2007
vehicle accident

Michael G. Beckley
Arrested 08-25-2007
Vehicle Assault
Residence: Bellingham, WA

Locate: In CA Prison
08-29-2007

Flight to Avoid Prosecution
WORKING TOGETHER
MAKING A DIFFERENCE

NORTHWEST

TISSUE CENTER
Problem Identification: Detective Steve Stockwell

A traffic fatality occurred in Lewis County on April 17, 2002. During a next-of-kin notification, the father of the deceased requested I arrange for his son to be an organ donor. The Washington State Patrol had no organ donation Procedures, however, with much perseverance, the man’s son was able to become a donor that day.

Problem Definition: The Washington State Patrol had no protocol for facilitating organ and tissue donations. Washington State Patrol personnel were not educated to be aware of the organ donation concept, and that valuable lifesaving resources were being lost at our traffic fatality scenes.
ASSESSMENT

FIRST THREE MONTHS OF ASSESSMENT DATA AFTER STATEWIDE IMPLEMENTATION (November 1, 2003 through January 31, 2004):

- Total number of traffic deaths: 59
- Total number of donation referrals: 59
- Percent of traffic deaths referred: 100%
- Potential tissue and eye donors: 34
- Potential eye only donors: 12
- Total potential donors: 46
- Percent of potential donors: 78%

**Donation consent rate: 55%**
Reducing Motorcycle Fatalities: The Washington Experience

Licensing

Enforcement

Education

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Lieutenant Mike Turcott
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Sustaining the Effort

- Mainstreaming POP (3:00 p.m. Room 406)
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Article from FBI LE Magazine: