



State Policing & Problem Solving: The Road to POP

Assistant Chief Brian Ursino

International Problem Oriented Policing Conference

September 2008

Bellevue, Washington



State Policing & Problem Solving

The Washington State Patrol Experience

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.



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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

By MIRIAM JITSIRO, M.Ed.



dict, how it does
work, and the stan-
dards that all state
and implement a
a program (Qual-
ity, not to over-
employ strategic
facilitate a trans-
formation. The
new WSP
strategy-based
that the agency
through POPS
safety issues
work

process, both philosophies focus
on the customer.

CHALLENGES

The WSP viewed these change
requirements as presenting three
major challenges. One involved
achieving total integration of the
new POPS and Quality philoso-
phies. The second challenge was adapt-
ing an entirely new approach to
strategic planning. This required
dialogue and discussion commensurate
to develop strategic plans that support
the agency plan and that shift the
focus from counting individual out-
puts (i.e., dates, tickets for number

of traffic stops and arrests made,
collisions investigated, and finger-
prints and processed) to measuring
meaningful outcomes (i.e., results,
such as reduced collisions, in-
creased freight mobility, and re-
duced criminal identification). The
third, and most monumental chal-
lenge, involved changing the organi-
zational culture from top to bottom,
representing the most hope of in-
stitutionalizing a better way of do-
ing business.

The final challenge supports
the theory that those agencies suc-
ceeding in implementing change
took a systematic approach and re-
formed the agency infrastructure to
support the desired changes. Since
1997, the WSP has reviewed and
redesigned a significant portion of
its system's infrastructure, includ-
ing agency strategic plan (a 5-
year plan updated annually) sup-
ported by individual district and
division plans; new strategic man-
agement selection criteria; revised or-
ganizational and functional, promotional
processes; revised job performance
appraisal systems; and a new man-
agement tool (which modeled after
one devised by the New York City
Police Department), the Strategic
Advancement Forum. While all of
these efforts helped the WSP face
the challenge of implementing
multiple changes, the agency
viewed two systems as essential to
driving the integration of POPS,
Quality, and outcome-based per-
formance measurement—the job per-
formance appraisal system (JPA)
and Strategic Advancement Forum
(SAF).

JOB PERFORMANCE APPRAISAL

Most performance appraisal
systems do not tie individual goals
and performance to organizational
goals and performance. Typically,
the completed performance ap-
praisal form and interview re-
sults are tucked away focusing on
the individual employee's perfor-
mance, independent of the agency's
strategy or direction. Comprehending
this "disconnect," most appraisals
focus on the employee's past per-
formance, independent of the
agency's current and future direc-
tion. The WSP set out to break this
trend.

JPA Development

On July 1, 2006, the WSP
implemented two new JPAs—one
for troopers and sergeants and the
other for lieutenants. This marked
the culmination of an effort that be-
gan in January 1998, when the WSP

formed a committee of representa-
tives from key stakeholder groups,
including members of the Troopers
Association, to ensure that it would
address the concerns of all of its
personnel. The committee received
a wide variety of information—
WSP's previous JPAs; other agency
JPAs; over 2,000 recent publica-
tions and court cases concerning
JPAs; WSP's strategic plan; and the
principles of POPS and Quality—
and began developing the new
JPA system (form, manual, and
process).

After obtaining promotional ap-
proval from the executive staff and
representatives of affected officers,
the WSP piloted the new JPA in two
of its eight field districts. After the
pilot, district representatives pro-
vided input to the committee. The
biggest concern was that individual
officers would be held accountable
for achievement of a goal. They are
not. Officers are only accountable

“
The WSP designed
its new JPA
system to guide
performance
efforts, as much
as to appraise
performance.”



Captain Carlos Trevino, the
Washington State Patrol's Central
District Liaison, is depicted.

October 2007/53



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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



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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



ABOUT THE PATROL
 WSP NEWS & INFO
 JOB OPPORTUNITIES
 STATE ARE MARSHAL
 DRIVER & VEHICLE
 IN THE COMMUNITY
 CRIME AWARENESS
 CONTACT US
 FORMS & PUBLICATIONS



WSP's Most Wanted - ARRESTS

Last Updated: Aug 05, 2008

The individuals below are previous fugitives that have been arrested.



Jacob Biggs
 Arrested 07-01-2008
 Larceny, Threat 1



Jeremias Orellana-Lara
 Arrested 04-09-2008
 Vehicular Assault



Theresa Mangini
 Arrested 03-25-2008
 Vehicular Assault



Thomas Hinchey
 Arrested 03-21-2008
 Vehicular Assault



Elizabeth Rosales Tapia
 Arrested 02-11-2008
 Vehicular Assault



Jason Lee Humphrey
 Arrested 02-08-2008
 Hit and Run
 Injury Accident



Ruth Schaal
 Arrested 03-13-2007
 Unlawful Issue of a
 Bank Check or Draft



Luis Enrique Gomez-Lamas
 Located in a Colorado
 Prison 08-08-2007



Michael G. Beckley
 Arrested 06-02-2007
 Vehicular Homicide



Dustin Vogel
 Turned Himself In
 05-29-2007
 Felony Hit & Run, DUI,
 Reckless Driving, Burglary



Terry Ellingson
 Arrested 03-08-2007
 Vehicular Assault



Tony Hill
 Located in a Texas Jail
 03-05-2007
 Felony (Fatal) Hit & Run



Carlton Kraus
 Arrested 02-27-2007
 Vehicular Assault



Tomas Ortega-Ortiz
 Arrested 2-28-2007
 Vehicular Homicide
 Vehicular Assault



Heath Brown
 Arrested 01-31-2007
 Vehicular Assault



Brian K. Smith
 Arrested 01-30-2007
 Vehicular Assault 10



Jeffery M. Lorie
 Arrested 11-23-2006
 Vehicular Assault



Frederick Russell
 Arrested 10-23-2006
 Extradited 11-16-2006
 Vehicular Homicide X3
 Vehicular Assault X3
 Flight to Avoid Prosecution



Dejuan Jones
 Arrested 5-3-2006
 First Degree Assault



John L. Johnson
 Arrested 2-22-2006
 Vehicular Assault
 Attempt to Evade



Jose Guadalupe "Lupa"
 Medina-Quintero
 Located in a CA Prison
 1-2006
 Vehicular Assault



WORKING TOGETHER MAKING A DIFFERENCE

NORTHWEST



TISSUE CENTER

**Northwest
Lions
Eye Bank**

*A program of the
Northwest Lions
Foundation for
Sight & Hearing*





NORTHWEST



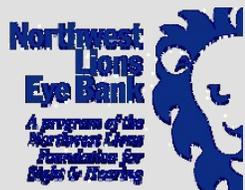
TISSUE CENTER

SCANNING

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

Assistant Chief Brian Ursino
Lieutenant Mike Turcott
Washington State Patrol



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Sustaining the Effort

- Mainstreaming POP (3:00 p.m. Room 406)



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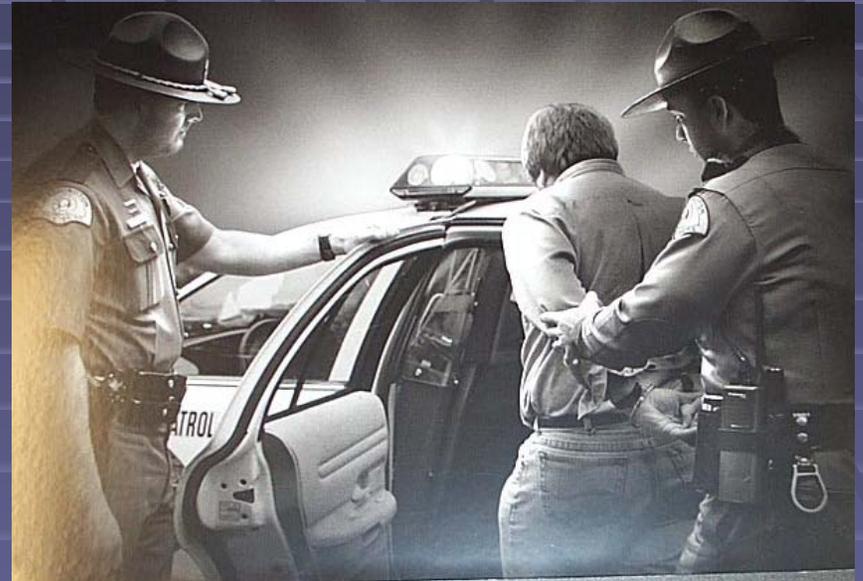
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Article from FBI LE Magazine:

www.fbi.gov/publications/leb/2001/october2001/oct01p12.htm