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STATE OF WASHINGTON
WASHINGTON STATE PATROL

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May 28, 2003

Herman Goldstein Award Selection Committee
Police Executive Research Forum
1120 Connecticut Avenue NW Suite 930
Washington DC 20036

Subject: Herman Goldstein Award

To Whom It May Concern:

It is with great pleasure that I nominate the Washington State Patrol's 2002 Exemplary Problem Oriented Public Safety (POPS) Project for consideration for the Herman Goldstein Award.

Enclosed please find eight copies of the completed application package as outlined in the submission instructions.

If you have any questions, please contact Captain Brian A. Ursino, commander of our Criminal Investigation Division, at (360) 753-0315 extension 159.

Sincerely,



CHIEF RONAL W. SERPAS, Ph.D.

RWS:srb

Enclosures

cc: Deputy Chief Steven T. Jewell, Investigative Services Bureau
Captain Brian A. Ursino, Criminal Investigation Division

Washington State Patrol Herman Goldstein Award Submission -
Reduction of Traffic Congestion Using Photogrammetry Technology

Project Coordinator:

Detective Sergeant Jerry Cooper, Major Accident Investigation Team

Award Submission Author:

Captain Brian A. Ursino, Criminal Investigation Division

1. SUMMARY:

The "Reduction of Traffic Congestion Using Photogrammetry Technology"¹ project was opened by the Washington State Patrol (WSP) Criminal Investigation Division (CID) on March 1, 2002, to address increasing traffic congestion resulting from the disruption of traffic flow due to extensive on-scene investigations of felony collisions conducted by CID detectives in the greater Puget Sound region².

- A. *SCANNING*: Washington State Patrol line troopers investigate all non-felony collisions on Washington State Interstates and State Routes, while detectives from the WSP CID investigate all felony collisions (Vehicular Homicide and Vehicular Assault - those that typically cause the road to be closed for longer periods of time).

Traffic congestion is a problem in urban areas nationwide. However, it is an especially egregious problem in the Puget Sound region of Washington State. The Washington State Department of Transportation (WSDOT) points to *the disruption of traffic flow due to blocking collisions and other*

1 Photogrammetry is a unique program offered exclusively by DeChant Consulting Services (DCS). DCS provides specially calibrated digital camera equipment, Photo Modeler Software with licenses, and training which is required for Photogrammetry.

2 For purposes of this study, the Puget Sound Region is defined as the I-5 Corridor within Snohomish, King, and Pierce Counties.

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blocking incidents as the primary cause of traffic congestion - more than traffic volume itself.

Washington State ranks 11th nationally for average commute time (travel time index). In the Puget Sound Region, this ranking increases to 5th³.

While the Governor and State Legislature grapple with long-term solutions such as increases to the state gas tax to fund capital construction projects to add roadway lanes, this project addresses a shorter term solution to the problem - utilizing new technology to substantially reduce road closure time at collisions investigated by WSP CID detectives.

B. *ANALYSIS*: The baseline data utilized in this project consisted of average road closure time at five WSP CID investigated felony collision scenes over a two month period of time using our current technology - Trimble Total Station (TTS). Total Station technology was first applied to collision scene mapping in 1993, replacing baseline measuring as the WSP CID primary scene measurement methodology. The baseline road closure time factor is 3 hours and 1 minute (3:01) per collision⁴.

C. *RESPONSE*: A pilot project was conducted utilizing Photogrammetry technology with the software *Photomodeler Pro*, to determine if collision scenes in the Puget Sound area could be mapped more quickly without sacrificing quality of investigation.

³ Texas Transportation Institute - 2002 Urban Mobility Study.

⁴ The road closure time baseline begins when the detective(s) arrive on-scene until the roadway is completely re-opened. Complete road closure time (beginning at time collision occurred) was not utilized due to uncontrollable variables including elapsed time until detectives were requested and driving response times to collision scenes.

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Major Stakeholders included:

- WSDOT (funding)
- DeChant Consulting Services (equipment, training and consulting)
- WSP CID (detectives from MAIT and the Bellevue CID Office)

D. **ASSESSMENT:** Photogrammetry was utilized at two major felony collision scenes. These two scenes were processed in a total of 115 minutes (an average of 1 hour 27 minutes [1:27] each). The responding detectives estimated that these scenes would have taken an average of 3:30 to measure each (more than the 3:01 baseline time). **This is an average time savings of 2 hours 3 minutes (2:03) per scene.**

2. DESCRIPTION:

A. **SCANNING:**

1. *What was the nature of the problem?* Traffic congestion is the macro view of this problem, and is a problem in urban areas nationwide. However, it is an especially egregious problem in the Puget Sound region of Washington State. The Washington State Department of Transportation (WSDOT) points to *the disruption of traffic flow due to blocking collisions and other blocking incidents* as the primary cause of traffic congestion - more than traffic volume itself. Washington State ranks 11th nationally for average commute time (travel time index). In the Puget Sound Region this increases to 5th.

5 Texas Transportation Institute - 2002 Urban Mobility Study.

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Because of the unattractive business climate in the Puget Sound area, Governor Gary Locke has made "Economic Vitality" one of his administration's five priorities. The Governor is also working to keep companies like Boeing from relocating to other states. Boeing, headquartered in Seattle since its inception, recently moved its corporate headquarters to Chicago and is now deciding where the next Boeing aircraft (7E7) will be assembled. Traffic congestion and its negative affect on freight mobility will be a determining factor in their decision. While the Governor and State Legislature grapple with long-term solutions such as increases to the state gas tax to fund capital construction projects to add roadway lanes, this project addresses a shorter term solution to a microcosm of the larger problem - the length of time it takes to process a blocking felony collision scene.

2. *How was the problem identified?* Although traffic congestion is not a new problem, the rapidly worsening conditions, on the heels of the post September 11 effect on Washington State's economy, has been especially highlighted by the media and been at the core of complaints from businesses and the public alike.
3. *Who identified the problem?* Specifically relating to the amount of time it takes to clear a blocking felony collision scene - the WSP and WSDOT.

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4. *Far more problems are identified than can be explored adequately.*

How and why was this problem selected from among problems? In the WSP, commanders are encouraged (not required) to have POPS projects linked to their strategic plans. This project is directly linked to Goal #2 of the CID strategic plan⁶. Although it is true there are more problems than can be explored, there are few that are as important to Washington State as reducing traffic congestion.

5. *What was the initial level of diagnosis/unit of analysis?* Specific premise - the impact of road closures associated with felony collision investigations on traffic congestion in the Puget Sound Region.

B. *ANALYSIS:*

1. *What methods, data and information sources were used to analyze the problem?* Research and data analysis were the methods used. The main sources of research were:

- Texas Transportation Institute - 2002 Urban Mobility Study
- WSDOT 2002 Summary of Transportation Information
- WSP Databases

⁶ Addendum A - CID Strategic Plan.

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2. *History: How often and for how long was it a problem?* Traffic congestion has been a problem in the Puget Sound region for over two decades. Since 1980, population has grown 43%, vehicles registered has risen 57%, and vehicle miles traveled has risen 88%.
3. *Who was involved in the problem and what were their respective motivations, gains and loses?* All Puget Sound businesses and residents are involved in the problem and the state legislature is motivated to solve it at the macro level (long-term). The WSDOT and WSP are motivated to contributing to a solution at the micro level (short-term). Toward that end, these two state agencies have created a Joint Operations Policy Statement (JOPS)⁷ within which a goal was established to limit road closures to no more than 90-minutes per occurrence. The potential gains are increased public safety and contributing to an improved economy by reducing traffic congestion. It was not until the post-September 11, 2001, terrorist attack that congestion problems have been so closely associated with the State's poor economy and the potential for losing Boeing as the largest private employer in Washington State.
4. *What harms resulted in the problem?* Although Boeing is utilized most prevalently as anecdotal evidence of the harm traffic congestion is playing in creating an adverse business climate, it should be

⁷ Addendum B - WSP/WSDOT Joint Operations Policy Statement.

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understood that all businesses in the Puget Sound region are struggling with huge economic losses due to freight mobility issues. Most would argue that even more important than the economic losses are the public safety issues resulting from congestion caused by road blockages. Nationally, 14 - 18% of all crashes are the result of other incidents; 18% of freeway traffic deaths were the result of secondary crashes; and 50% of traffic delays in major metropolitan areas are attributed to non-recurring incidents on major freeways. While these statistics are not available specifically for the Puget Sound region, this project assumes that these figures would be at least this high for Puget Sound.

5. *How was the problem being addressed before the problem-solving project? What were the results of those responses?* In terms of long-term solutions (adding freeway capacity), the 2002 legislature placed a Referendum on the November 2002 ballot for a 9-cent per gallon gas tax increase to fund highway projects and add to ferries and mass transit - this measure was defeated at the polls. The 2003 legislature passed a Transportation Budget that includes a 5-cent per gallon gas tax increase to accomplish a scaled-back highway infrastructure capitol project plan. In the short-term, the WSDOT/WSP created the aforementioned JOPS that includes multiple strategies. However, these strategies have limited affects because they address shorter term blocking problems such as disabled vehicles and measurable

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affects are difficult to quantify. However, this project addresses felony collision investigations, those that traditionally result in road blockage times of 3 to 4 hours.

6. *What did the analysis reveal about the causes and underlying conditions that precipitated the problem? See #2 above.*
7. *What did the analysis reveal about the nature and extent of the problem? As outlined in A-1 above, Washington State ranks 11th nationally for average commute time and in the Puget Sound Region this ranking increases to 5th.*
8. *What situational information was needed to better understand the problem? A baseline of data was needed to determine average road closure time at WSP CID investigated felony collision scenes using our current technology - Trimble Total Station (TTS). Total Station technology was first applied to collision scene mapping in 1993, replacing baseline measuring as the WSP CID primary scene measurement methodology. The disruption of traffic flow due to on-scene felony collision investigations is the unit of measure undertaken in this project. The baseline established was 3 hours and 1 minute (3:01).*
9. *Was there an open discussion with the community about the problem? At the macro level, the community is very involved in transportation and congestion issues Governor's Blue Ribbon Commission on*

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Transportation, Legislative Hearings, etc. At the micro level of this project, the WSP engaged the WSDOT as our main partner.

C. *RESPONSE:*

1. *What range of possible response alternatives were considered to deal with the problem?* The Traffic Management Section of the WSDOT/WSP JOPS includes the following responses:

- Coordinated Public Communications
- Service Patrols
- Enforcement Processes
- Incident Response
- Disaster Response
- Winter Driving

This project addresses what we believe to be one of the most innovative and results producing solutions to the Incident Response strategy.

2. *What responses did you use to address the problem?* With financial support from WSDOT, the WSP CID conducted a Photogrammetry pilot project in the Puget Sound region. This project consisted of contracting with DeChant Consulting Services (DCS). DCS provided equipment; training in the use of calibrated digital camera photography and use of the Photomodeler Pro software program (for to scale scene diagrams) to select WSP CID detectives; and ongoing consulting services. It was understood that something more drastic than creating

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efficiencies in existing practices and protocols would be required to reduce average road closure time by the 50% required in the JOPS goal. This project was conducted to: A) Determine if utilizing this new technology would substantially reduce road closure time at collision scenes investigated by WSP CID detectives, and B) whether or not this technology should be expanded to statewide use within the WSP CID.

3. *How did you develop a response as a result of your analysis?* The WSDOT/WSP JOPS served as a guiding document when CID management and supervisors collaborated in developing action plans to support the division strategic direction.
4. *What evaluation criteria were most important to the department before implementation of the response alternative(s)?* The two evaluation criteria most important were reduction in road closure time and cost.
5. *What did you intend to accomplish with your response plan?* Our goal was to reduce road closure time in those felony collision scenes measured using Photogrammetry to 50% less time than in scenes process using TTS. A sub goal was to build a business case to convince WSDOT to fund all or part of the Photogrammetry expansion statewide should it prove a viable/valid solution.
6. *What resources were available to help solve the problem?* The WSDOT was the primary resource. The pilot project contract with DCS was for \$30,000, an amount the WSP CID budget could not afford to

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absorb. WSDOT agreed to pay half (\$15,000) of the cost required to fund the pilot project.

7. *What was done before you implemented your response plan?* In terms of substantially reducing the amount of time to process a felony collision scene - nothing.
8. *What difficulties were encountered during response implementation?*
A) Resistance on the part of some detectives who were taken out of their technology comfort zone and required to learn new measuring techniques and computer software program. B) Inability to utilize Photogrammetry in extreme inclement weather. C) Increase in office time to deal with the learning curve of the new software, thus having a negative on overall case cycle time - a key performance measure of CID.
9. *Who was involved in the response to your plan?* Detective Sergeants Jerry Cooper and John Anderson (pilot project co-coordinators); 10 detectives from the Puget Sound Region; DCS; and WSDOT.

D. *ASSESSMENT:*

1. *What were the results? What degree of impact did the response plan have on this problem?* It was determined that Photogrammetry cannot replace the Trimble Total Station, but is a viable augmentation to our technology tool box. The reason why the TTS cannot be replaced is because it works when Photogrammetry does not (extreme inclement

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weather). However, in those cases where Photogrammetry can be used, road closure time due to felony collision scene processing was reduced from 3 hours and 1 minute, to 1 hour 27 minutes -

a reduction of 52%. The results were reported to the Chief of the Washington State Patrol and the Secretary of the Department of Transportation at a WSDOTWSP Summit in October 2002. The Secretary was so impressed, he approved our request that WSDOT pay half the Patrol's cost of expanding Photogrammetry statewide (total cost of statewide expansion was \$80,000). This expansion was completed in January 2003. Preliminary results since that time indicate the 52% time savings estimation is reliable.

2. *What were your methods of evaluation and for how long was the effectiveness of the problem-solving effort evaluated?* Initial evaluation lasted 2 months. This evaluation led to the decision to expand Photogrammetry on a statewide basis. Our evaluation (Assessment) has continued since Photogrammetry was expanded statewide in February 2003. Each month, all seven CID Sergeants who supervise our Criminal Investigation Units throughout Washington State report total road closure time by incident indicating what type of method they used to process the scene (Photogrammetry, Trimble Total Station, or Baseline Measuring).
3. *Who was involved in the evaluation?* Detective Sergeants John Anderson and Jerry Cooper (project co-coordinators) and the CID

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Command Staff (Captain Brian Ursino, Lieutenants Jeff DeVere and Grant Hulteen). The evaluation was presented to Executive level members of the WSDOT and WSP.

4. *Were there problems in implementing the response plan?* See#C-8 above.
5. *If there was no improvement in the problem, were there other systemic efforts considered to handle the problem?* See Addendum B - WSP/WSDOT Joint Operations Policy Statement, for other systemic efforts to handle this problem.
6. *What response goals were accomplished?* Reduction in average road closure time in felony collisions where Photogrammetry is used for scene documentation. The 52% average time savings brings road closure time down to an average of 1 hour 27 minutes per felony collision.
7. *How did you measure your results?* Detectives are required to notify Communications when they arrive at the scene, when the roadway is opened, and when they are clear the scene. They are also required to indicate the tool they used to process/document the scene. In addition and as previously mentioned, CID Sergeants report this information to CID Command Staff in a monthly report.
8. *What data supported your conclusions?* Road closure data is submitted to CID command staff by the seven CID sergeants on a monthly basis.

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9. *How could you have made the response more effective?* Could have moved the project from concept to practice quicker - dealing with state contracting and procurement regulations and processes slowed the project.

10. *Was there a concern about displacement?* No.

11. *Will your response require continued monitoring or a continuing effort to maintain your results?* Yes. Although the reduction in road closure time in scenes that are processed/documentated using Photogrammetry is dramatic (52%), the percentage of total felony collisions where we are using Photogrammetry is currently only 10% of all felony collisions investigated. This percentage is increasing each month as newly trained detectives become more familiar, comfortable and competent with the new on-scene technique (digital photography) and office utilization of the associated software program in producing the scale diagrams. The percentage of overall Photogrammetry usage is being closely monitored by CID Command Staff to ensure Photogrammetry is utilized to its fullest potential and has the maximum positive effect on congestion in the Puget Sound region as possible.

3. REFERENCE LIST:

- 2002 Summary of Transportation Information for Washington State, Washington State Department of Transportation
- 2002 Urban Mobility Study, Texas Transportation Institute
- WSP/WSDOT Joint Operation Policy Statement (JOPS)

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4. AGENCY AND OFFICER INFORMATION:

1. *At what level of the police organization was this problem-solving initiative adopted?* Statewide to the extent that all 30 trooper detectives assigned to CID Units with felony collision investigation or MAIT responsibility, and their eight sergeants, have been Photogrammetry equipped and trained. Moreover, in 2003, all Field Operations line troopers who are certified technical investigators (troopers who handle non-felony fatality collisions on all Interstates and State Routes), are being equipped and partially trained⁸ in Photogrammetry.
2. *Did officers or management receive any training in problem-oriented policing and/or problem solving before this project began or during its execution?* Yes. The Washington State Patrol is a DOJ/COPS Office grant recipient and has 72 troopers (including 4 CID trooper detectives) who have been specially selected and trained. The agency has a goal to achieve "total integration" of our Problem Oriented Public Safety (POPS) philosophy, and has provided training⁹ to all personnel.

8 Partial Photogrammetry training means they are trained in proper techniques in placing evidence placards and taking digital photographs to process/document a scene, but they do NOT receive training on how to utilize the Photo Modeler Pro Modular software program that produces the scale scene diagrams. In those non-felony collision cases where troopers conduct the investigation, they can provide the digital photographs to detectives during normal business hours and the detectives can do the computer generated scale diagrams.

9 Addendum C - POPS Training has taken many forms, but the attached Training Guide, now in its Fourth Edition, is one such example.

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3. *Were additional incentives given to police officers who engage in problem solving?* Each district and division is encouraged to select a "POPS project of the Year." The WSP conducts an annual POPS in-service at the WSP Academy where these projects are presented¹⁰ by the project's coordinator to the POPS troopers from throughout the state and a panel of 3 judges that consists of two captains and one POPS trooper. All those chosen to present are given a Commendation Award for having the most exemplary project from their district or division. The one presenter chosen as having the most exemplary POPS project for the agency is allowed to attend the annual POP Conference in San Diego, California.
4. *What resources and guidelines were used, if any, by police officers to help them manage this problem-solving initiative?* See Addendum C - POPS Training Guide.
5. *What issues/problems were identified with the problem oriented policing model?* This project is one of the 153 problems WSP personnel opened POPS projects on during 2002.
6. *What general resources were committed to this project, and of those resources, what went beyond the existing department budget?* During the pilot, the WSP CID dedicated two sergeants, 10 detectives, and \$15,000. The results produced by this project led to the approval of an additional \$40,000 expenditure to facilitate statewide expansion (a total of \$55,000 of

¹⁰ Addendum D - CID POPS PowerPoint Presentation

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the total project's \$110,000 was funded by WSP CID and the remaining \$55,000 by the WSDOT).

7. *Project contact people:*

- Jerry Cooper
Sergeant - Major Accident Investigation Team (MAIT)
909 Main Street, Suite 1-A
Monroe, WA 98272
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(360) 805-1187 (Fax)
jcooper@wsp.wa.gov
- Brian Ursino
Captain - Criminal Investigation Division (CID)
PO Box 42637
Olympia, WA 98504-2637
(360) 753-1118 (Office)
(360) 586-0582 (Fax)

Addendum A

2/27 - distributed to all CID Sgt's. SRB

INTEROFFICE COMMUNICATION WASHINGTON STATE PATROL

TO: All Criminal Investigation Division Sergeants
FROM: Captain Brian A. Ursino, Criminal Investigation Division
SUBJECT: Criminal Investigation Division Strategic Plan
DATE: February 28, 2003

COPY



Attached is the new Criminal Investigation Division (CID) Strategic Plan. This plan is the culmination of an exhaustive five-month effort that should have included virtually every CID employee.

This new strategic plan includes re-written Mission and Value statements. Every CID employee should be able to relate what they do on a daily basis toward the accomplishment of our mission and held values.

Please ensure your employees are familiar with this strategic plan and that they fully understand how the action plans developed by your unit supports the Objective(s) within your Core Mission area(s). The plan shall be placed in the Strategic Plan section of your *Division Manual*.

Also attached is the diagram that depicts the process that was followed in the development of this plan and how individual performance should now be evaluated by linking individual contribution to Unit Action Plan(s) to Job Performance Appraisals.

If you have any questions, please call me at (360) 753-0315 extension 159.

BAU:srb

Attachments (2)

cc: Lieutenant Jeffrey K. DeVere, Criminal Investigation Division
Lieutenant Grant S. Hulteen, Criminal Investigation Division
Deputy Chief Steven T. Jewell, Investigative Services Bureau





***Criminal Investigation Division
Strategic Plan***

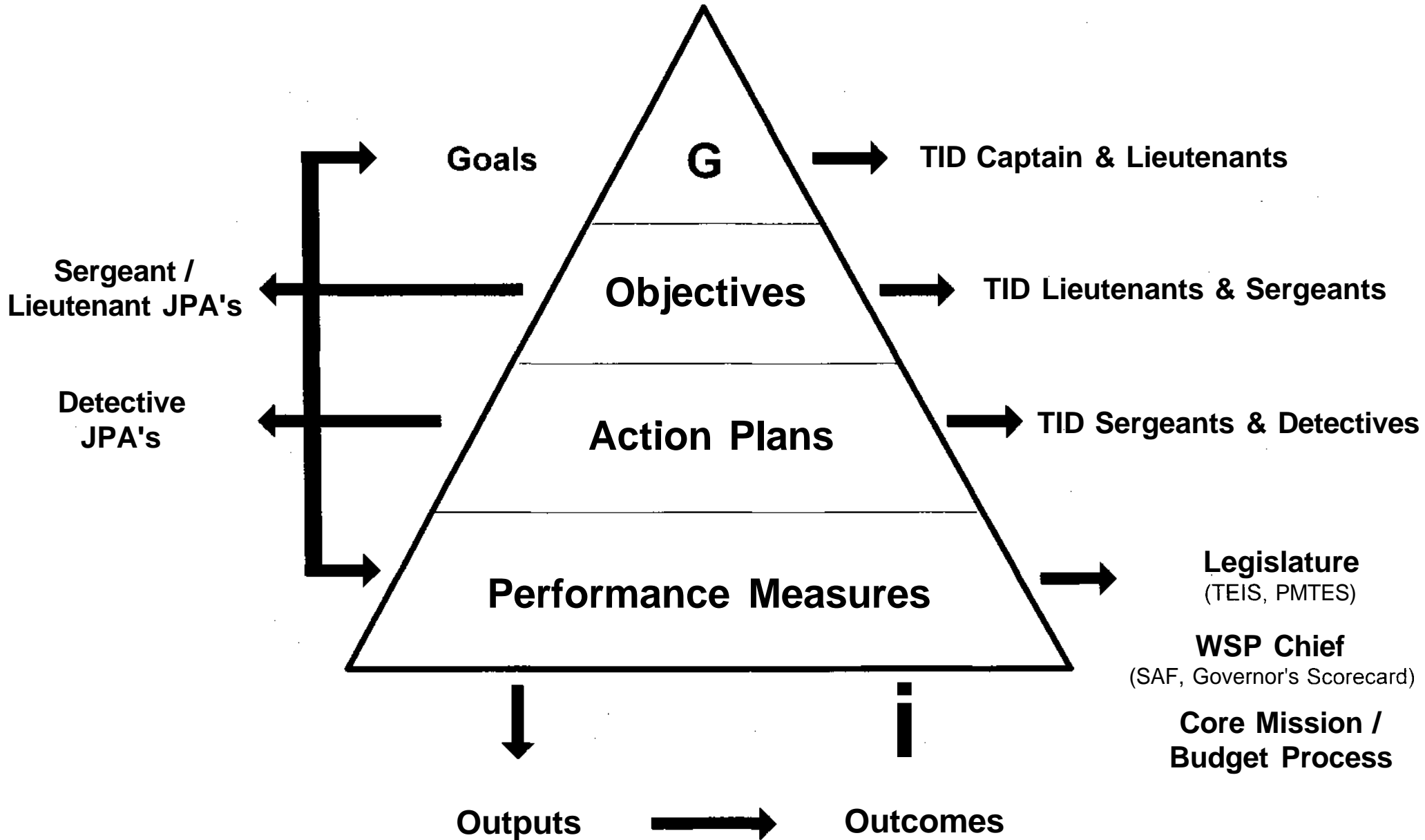
2003 - 2005

Washington State Patrol

TID STRATEGIC PLAN

10/2002

BAW



CRIMINAL INVESTIGATION DIVISION

STRATEGIC PLAN

MISSION STATEMENT

The Criminal Investigation Division provides investigative services and technical support to the Washington State Patrol and other-agencies to improve the quality of life in Washington State.

CORE MISSION AREAS

- Felony Collision Investigation
- General Criminal Investigation
- Auto Theft
- Fuel Tax Evasion

VALUES

Every employee of the Criminal Investigation Division is a valued member of a team committed to:

- Excellence in criminal investigations
- Compassion toward crime victims and their families
- Bringing criminals to justice

GOALS

1. Reduce Felony Collisions
2. Reduce Traffic Congestion
3. Reduce Washington State liability resulting from Felony Collisions
4. Enhance Investigative Services to Criminal Justice and Other State Agencies
5. Identify \$250,000 in Fraudulent Disability Claims in Washington State During FY2003
6. Reduce the Washington State Auto Theft Rate and Increase the Number of Stolen Vehicles and Major Component Parts Recovered
7. Enable VIN Personnel to Increase the Identification and Recovery of Stolen Vehicles and Major Component Parts
8. Improve VIN Customer Service
9. Increase FY2003 Fuel Tax Assessments by 20%
10. Increase Fuel Tax Cases Prosecuted
11. Conduct Quality Investigations

Performance Measures for each Goal/Objective are included in the Criminal Investigation Division's monthly Strategic Advancement Forum, and not included in this document to avoid redundancy.

Action Plans have been developed by each Criminal Investigation Unit for each Objective within their Core Mission.

GOAL ONE: REDUCE FELONY COLLISIONS

Core Mission Link: Collision Investigation

Objective A: Provide relevant felony collision data to the Field Operations Bureau district commanders so the violations and locations where felony collisions are occurring can be strategically addressed.

Target Date: Fourth Friday of every month (ongoing).

Objective B: Participate in any Field Operations Bureau collision problem POPS project that can benefit from CIU expertise and involvement.

Target Date: Ongoing.

GOAL TWO: REDUCE TRAFFIC CONGESTION

Core Mission Link: Collision Investigation

Objective A: Acquire, deploy and utilize the most efficient technology to expedite on-scene investigation time (decreasing road & lane closure time).

Target Date: Statewide deployment January 27, 2003. **Completed**
Utilize on an ongoing basis.

Objective B: Establish new, and enhance existing partnerships to expedite scene response and on-scene investigation time (decreasing road & lane closure time).

Target Date: Ongoing.

GOAL THREE: REDUCE WASHINGTON STATE LIABILITY RESULTING FROM FELONY COLLISIONS

Core Mission Link: Collision Investigation/MAIT

Objective A: Complete thorough and timely investigations to assist the Attorney General's Office to successfully defend the State of Washington against tort claims.

Target Date: Ongoing.

Objective B: Identify problem areas and provide investigation data to WSDOT to improve highway safety.

Target Date: Ongoing.

GOAL FOUR: ENHANCE INVESTIGATIVE SERVICES TO CRIMINAL JUSTICE AND OTHER STATE AGENCIES

Core Mission Link: General Investigations

Objective A: Expand expertise to more effectively respond to and conduct investigative calls for service.

Target Date: Ongoing.

Objective B: Acquire additional resources to decrease General Investigation Unit case cycle time.

Target Date: July 1, 2005.

Objective C: Market GIU investigative ability.

Target Date: Ongoing.

GOAL FIVE: IDENTIFY \$250,000 IN FRAUDULENT DISABILITY CLAIMS IN WASHINGTON STATE DURING FY2003

Core Mission Link: General Investigations/CDIU

Objective A: Establish a Cooperative Disabilities Investigative Unit (CDIU) within the Criminal Investigation Division.

Target Date: January 7, 2003. **Completed.**

Objective B: Conduct investigations in partnership with the appropriate federal and state agencies to identify individuals collecting fraudulent federal and state disability claims.

Target Date: Ongoing.

Objective C: Increase Public Awareness of Fraudulent Disability Claims and CDIU successes.

Target Date: Ongoing.

GOAL SIX: REDUCE THE WASHINGTON STATE AUTO THEFT RATE AND INCREASE THE NUMBER OF STOLEN VEHICLES AND MAJOR COMPONENT PARTS RECOVERED

Core Mission Link: Auto Theft

Objective A: Partner with stakeholders and leverage resources to enhance our auto theft investigations.

Target Date: Ongoing.

Objective B: Increase proactive investigations, recoveries and arrests.

Target Date: Ongoing.

Objective C: Increase auto theft prevention awareness through educational efforts.

Target Date: Ongoing.

GOAL SEVEN: ENABLE VIN PERSONNEL TO INCREASE THE IDENTIFICATION AND RECOVERY OF STOLEN VEHICLES AND MAJOR COMPONENT PARTS

Core Mission Link: Auto Theft

Objective A: Integrate Auto Theft and VIN expertise and resources.

Target Date: Ongoing.

GOAL EIGHT: IMPROVE VIN CUSTOMER SERVICE

Core Mission Link: Auto Theft

Objective A: Leverage existing resources and utilize technology to improve operational efficiency.

Target Date: Ongoing.

GOAL NINE: INCREASE FY2003 FUEL TAX ASSESSMENTS BY 20%

Core Mission Link: Fuel Tax Evasion

Objective A: Increase import/export investigations.

Target Date: Ongoing.

Objective B: Create key partnerships and provide training on the Fuel Tax Evasion detection to increase assessments resulting from single tank dips.

Target Date: Ongoing.

GOAL TEN: INCREASE FUEL TAX CASES PROSECUTED

Core Mission Link: Fuel Tax Evasion

Objective A: Change the criminal laws regarding Fuel Tax Evasion.

Target Date: July 1, 2003.

Objective B: Illicit support from county prosecutor offices statewide to increase Fuel Tax Evasion prosecutions.

Target Date: Ongoing.

GOAL ELEVEN: CONDUCT QUALITY INVESTIGATIONS

Core Mission Link: ALL (Collision Investigation; General Investigation; Auto Theft; and Fuel Tax Evasion)

Objective A: Spend CID training budget allotments strategically to ensure the right people receive the right training at the right time.

Target Date: Ongoing.

Objective B: Conduct two training summits for each CID discipline each year.

Target Date: Ongoing.

Objective C: Review all cases where prosecution was declined to determine what improvements, if any, can be made to our investigations.

Target Date: Ongoing.

Addendum B

A Joint Operations Policy Statement

Prepared and agreed to by the

Washington State Patrol

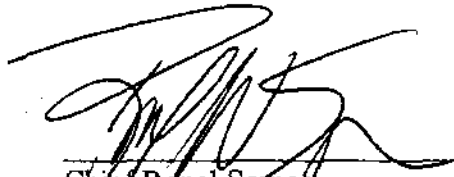
and the

**Washington State
Department of Transportation**

February 13, 2002

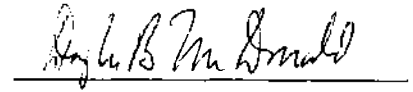


"The purpose of this Joint Operations Policy Statement is to document the joint policy positions between the Washington State Patrol and the Washington State Department of Transportation regarding issues of mutual interest in the operations of Washington State Highways. This policy statement supercedes the "WSDOT/WSP Interagency Joint Operations Policy Statement - Jan. 19, 1999."



Chief Ronal Serpas
Washington State Patrol

Date: February 13, 2002



Secretary Douglas B. MacDonald
Washington State Department
of Transportation

Date: February 13, 2002

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I. Agency Missions and Organizational Alignment

A. Washington State Patrol

The Washington State Patrol (WSP) was established in 1921 and operates under the authority of RCW 43.43.010, which gives full police powers to the commissioned officers of the department. WSP is comprised of the following six bureaus:

- Field Operations Bureau (FOB)
- Investigative Services Bureau (ISB)
- Technical Services Bureau (TSB)
- State Fire Protection Bureau
- Forensic Services Bureau
- Management Services Bureau

The Chief of WSP commands all department employees. The chain of command continues as follows:

- Deputy Chiefs are appointed by the Chief — this person is in charge of a bureau.
- Captains are appointed by the Chief — these people command a district or other command area and are accountable to a bureau commander.
- Lieutenants are appointed on a permanent basis from a promotional list — they command a section, unit, or other command area and are accountable to a captain.
- Sergeants are appointed on a permanent basis from a promotional list — they supervise a section, detachment, or unit.
- Troopers are a permanent appointment by the Chief upon graduation from the academy.

WSP (commissioned) traffic officers work traffic law enforcement or in direct support of traffic enforcement. These positions include:

- Traffic officers (troopers)
- Traffic sergeants
- Traffic assistance detectives
- Traffic assistance detective sergeants
- Lieutenants and command officers assigned to the FOB

WSP is divided into eight geographical areas designated as districts. A captain who is directly accountable to the FOB commander commands each of these districts.

The distribution of troopers is based on service needs within each district's Autonomous Patrol Area (APA). An APA is an area within a district where specific detachments patrol and respond to calls for service.

Some investigations may require immediate response and investigation. The Traffic Investigation Division (TID) provides specialized investigative services. Upon receiving notification from a traffic sergeant or a district command officer the appropriate TID supervisor shall assign a detective to conduct follow up investigations. The TID commander (captain) is directly accountable to the ISB commander.

The Commercial Vehicle Division (CVD) is responsible for commercial vehicle safety requirements, to include freight terminal safety audits under RCW 46.32.080. The CVD commander (captain) is directly accountable to the ISB commander.

The Communications Division is responsible to expedite communications between mobile units and district offices as well as other governmental agencies and the general public. The regional communications centers are located at the district

headquarters offices. These communications centers operate 24 hours a day to ensure timely response and availability for calls for service. The Communications Division manager is directly accountable to the TSB commander.

The Property Management Division (PMD) is responsible for providing facilities management through the capital and operating budget process. The PMD manager is directly accountable to the Management Service Bureau. This division consists of the following three sections:

- Fleet
- Supply
- Property Management

The Information Technology Division (ITD) provides WSP with technology and software engineering, as well as field support. This includes mobile radio and statewide telecommunications (microwave, data, and voice). The division also provides project management, application development, a 24-hour help desk, and system maintenance. The ITD manager is directly accountable to the TSB commander.

The Government and Media Relations Office serves two functions for the Office of the Chief. The commander of this office (captain) serves as WSP's legislative liaison, responsible for coordinating agency legislation with legislators, committees, and other state agencies. The liaison also reviews and seeks input from interested stakeholders on agency legislation and answers policy questions for legislative constituents. This office also handles all statewide media relations for the agency.

Budget and Fiscal Services is responsible for the management of all WSP financial activities and allotting the department's operating and capital budgets. The commander (captain) of this office is directly accountable to the Management *Service* Bureau.

B. Washington State Department of Transportation

The Washington State Department of Transportation (WSDOT) was first created by the State Legislature as a State Highway Department in 1905. It was further organized into highway districts (the precursor to today's Transportation Regions) in 1925. In 1951, the State Highway Commission was formed to govern the Highway Department. Further, the Highway Department also assumed the functions of the then Puget Sound Ferry System. In 1977, today's Department of Transportation was created.

The Transportation Commission governs the policy and budget actions of the department, as well as selecting the Secretary of Transportation. The Commission is a seven-member body, appointed by the Governor, and represents all transportation interests in Washington. Commissioners serve six-year terms and no more than four of them can be from the same side of the state or affiliated with the same political party.

The mission of WSDOT is to *"keep people and business moving by operating and improving the state transportation systems vital to our taxpayers and communities."* WSDOT is organized with a headquarters function to provide centralized guidance and a field function to provide decentralized implementation of transportation policies. The Secretary of Transportation is an ex-officio member of the Transportation Commission and is the chief executive officer of WSDOT.

The Office of the Secretary of Transportation contains the following functions:

1. Chief of Staff

2. Engineering and Regional Operations Division —

This division includes Planning and Capital Programs, Environmental and Engineering Programs, and Maintenance and Operations Programs. The Maintenance and Operations Programs include the Maintenance Office, Traffic Office, Facilities and Equipment Office (which includes Radio), and Employee Safety Programs. Four

of the six transportation regions report to this division (Southwest, North Central, South Central, and Eastern).

3. Northwest Division — This division includes the Northwest Region, the Olympic Region, and the Urban Corridors Office.
4. Washington State Femies
5. Administration and Support
6. Audit Office
7. Equal Opportunity Office

WSDOT regions are led by Regional Administrators who report to the Office of the Secretary. The regions' boundaries were originally determined based on the number of state highway centerline miles in each region and are divided into the Northwest, North Central, Olympic, South Central, Southwest, and Eastern Regions. With few exceptions, each region manages the maintenance, operations, and construction activities within their geographical boundaries.

C. **Joint Operations**

Policy: Valuable coordination has resulted from numerous facilities where WSP and WSDOT have co-located operations. It is the policy for WSP and WSDOT to continue to leverage the advantages of co-locating including WSDOT Traffic Management Centers (TMCs) and WSP dispatch centers.

Roles: Reviews of joint operations will be conducted annually.

Action: WSDOT and WSP will continue to implement plans for joint operations centers where co-location has not yet occurred.

II. **Data Sharing**

A. **General**

Policy: It is the intent of WSDOT and WSP to share information needed to facilitate joint operations of state highways. This information is envisioned to consist of things like:

- CAD access and user training;
- Real time traffic flow, road, collision, and weather information;
- Video from surveillance cameras;
- Video road inventories, like SRView;
- Speed Data; and
- Geo-spatial data, including Interchange Drawings.

Roles: WSP and WSDOT will create a standard for data sharing. Such as:

- Data content and formatting,
- Data documentation and Meta-data,
- Data collection and update methods and procedures,
- Data accuracy,
- Data update cycles,
- Third-party data, and
- Stewardship.

Information will be shared between agencies at the same cost as if the information were shared between programs within the agency. (Cost recovery data will be shared at the same rate.) Memorandum of Understandings will be used to document the sharing of information, which would cover the items addressed in the standards.

Action: WSDOT and WSP will work to transition the collision data reporting system from WSP to WSDOT per the budget notes of the 2001 Legislative Session. This will require joint development and support of the needed legislation in the 2003 Legislative Session.

B. Budget

WSDOT and WSP will strategically plan and coordinate the development of budget initiatives that involve activities performed by both agencies before submittal to OFM and the Legislature.

OFM Budget Instructions include the following statement:

“If applicable, agencies should describe key programs or initiatives involving major partners, such as other state agencies. The description should include a clear statement of each partner's responsibilities. We strongly encourage agencies to coordinate with these major partners and with OFM during the budget development process to share initiatives and plans.”

III. Traffic Management

A. Coordinated Public Communication

Policy: It is the policy of WSDOT and WSP to coordinate public information messages and outreach on issues that affect both agencies and/or their customers. Sample areas of coordination include highway incidents, special events such as the winter and pass driving, "Give 'em a Brake" campaign, or new policy initiatives such as "Steer It — Clear It" and the Operations Initiative.

Roles: WSDOT will disseminate road and traveler information through the HAR, VMS, web, and 1.800.695 ROAD phone line. WSP will disseminate road and traveler information by referring citizens to the WSDOT site and through its communications centers and public information officers.

1. Traveler Information

Policy: Communicating timely and accurate information to the public on traffic and travel conditions including restrictions and information on incidents allows the public to make decisions about their traveling convenience and safety. To accomplish this important communication activity, it is the policy of WSDOT and WSP to provide

information using Highway Advisory Radio (HAR), Variable Message Signs (VMS), the Internet, telephone hotlines, and through partnership with the media. It is the policy to ensure that this information is updated within 10 minutes of a change in conditions.

Roles: It is the role of the WSDOT Traffic Management Centers (TMCs) and Washington State Ferries (WSF) Operations Center functioning as a TMC, to communicate using the various tools mentioned above the traffic and travel conditions and restrictions. The TMCs will disseminate the messages with proper coordination with WSP and WSDOT Public Information Officers.

It will be the role of WSDOT Maintenance, WSDOT Incident Response Teams, WSF Operations Center, WSDOT sponsored Service Patrols, and WSP to provide the TMCs and the public with accurate and timely information on the status of emergency responses and traffic conditions.

Reference: Chapter 2 of the WSDOT *Traffic Manual* (M 51-02). Policy on the use of VMS, Policy on the use of HAR.

Action: WSDOT TMCs will work with WSP Districts to develop standard operating procedures for use of HAR, VMS, Hotlines, the Internet, etc.

2. Media

Policy: It is the policy of WSP and WSDOT that press releases affecting the other agency will be shared with the affected agency prior to their release.

B. Service Patrols

Policy: During peak congestion periods, on some of the most heavily traveled freeways, roving service patrols will assist motorists by clearing lane-blocking debris, disabled vehicles and their occupants, and resolving other problems within the ability and scope of WSP and WSDOT.

Roles: WSDOT TMC managers will administer day-to-day management of WSP Agreements and Registered Tow Truck Operators (RTTO) Contracts for these service patrol services. In addition, WSP will provide some service patrols using cadets.

Reference: WSDOT Agreement GCA- 1932; GA Procurement Contract 13199; Service Patrol Study, Nov. 14, 1998; Evaluation of Service Patrol Program, August, 2001 draft.

Action: Working with WSP, the Washington Tow truck Association (WTTA), and the WSDOT TMC in the Tacoma area, initiate a pilot test of "expedited tow, or instant dispatch," as recommended in the November, 1998 Study. Also, WSDOT will advertise for a "renewable term" RTTO contract through the Department of General Administration. Finally, WSDOT and WSP will jointly develop a plan for education legislative membership on the decision package to expand service patrols.

C. Enforcement Processes

Policy: The quality of life in Washington State is heavily dependent upon the free movement of people and vehicles. WSP and WSDOT share the responsibility for achieving and maintaining the degree of order necessary to make this free movement possible. Implicit in the objective of facilitating the movement of people on the interstate and state route systems and state designated ferry routes, is the overriding concern for their safety.

WSP, in cooperation with WSDOT, support enforcement processes that facilitate the efficient movement of people and vehicles that travel on the interstate and state route, and state designated ferry route systems. This includes, but is not limited to the necessary enforcement of traffic laws and regulatory signs (i.e., HOV and Required Traction Devices), the investigation of traffic collisions, and the direction of traffic to facilitate the safe and expeditious movement of vehicles and pedestrians.

Roles: In order to obtain compliance with traffic laws, provide the necessary and appropriate driver education, and to develop driver awareness of the causes of traffic collisions, WSP

officers issue warnings, infraction notices, cites, or arrests traffic violators. WSP officers are aware of and sensitive to the fact that these enforcement processes can contribute to traffic congestion.

Action: WSP officers will take the necessary steps to mitigate the traffic congestion caused by enforcement processes whenever possible.

D. Incident Response

Policy: WSP and WSDOT will collaborate to respond to incidents and coordinate all public and private resources in this effort to work toward clearing incidents within 90 minutes. It is the policy of WSP and WSDOT to effectively use resources to expedite responding to incidents, efficiently and effectively conduct needed investigations, and reduce highway lane and state designated ferry route closures to a minimum.

Action: WSP will begin conversations with emergency medical services and fire districts to explore ways to reduce highway incident blockage time.

1. Road Ranger Program

Policy: WSDOT will deploy Road Rangers on congested freeways and highways where and when incidents cause significant congestion. These well-coordinated, strategically positioned, fleet and qualified staff will rove in a service patrol mode (see above) during the hours of the day when congestion occurs and will respond to incidents when they occur.

Roles: During major incidents (incidents lasting 30 minutes or more), the priorities for Road Rangers are to first, coordinate with WSP, emergency responders, and second, provide traffic control for a safe incident zone, and third, provide incident and traffic condition information to the TMC for traveler information.

If funded in the WSDOT budget request, WSP will deploy the helicopter to respond to serious incidents with an estimated clearance time of 45 minutes or more to first,

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expedite investigations of incidents, and second, provide incident information and traffic condition information to dispatch centers and TMCs, and third, provide a tool for traffic management.

Reference: IRT manuals, procedures, training to be identified.

Action: WSP and WSDOT identify where and when Road Rangers and the helicopter should be deployed and jointly support funding to implement needed resources.

2. Hazardous Material Handling

Policy: On all state and interstate highway corridors and in other political subdivisions that have designated the State Patrol as Incident Commander, the first arriving trooper at the scene of a collision involving hazardous material will assume the role of Incident Commander. Other "first responders" will be trained to recognize hazardous materials and follow procedures to ensure qualified clean-up resources are available to expedite the removal of hazardous materials. The policy of WSDOT and WSP is to coordinate the removal of hazardous materials within the targeted time frame of 90 minutes.

Roles: The WSDOT Traffic Office, WSF, and WSP Field Operations will work with Department of Ecology (DOE) and/or the U.S. Coast Guard (USCG) as appropriate/necessary to identify how hazardous material clean-up will be accomplished within the time needed to meet the target of clearing incidents within 90 minutes. WSF must also work with both WSP and USCG, who has ultimate authority over WSF actions in a hazardous materials spill on a vessel.

Troopers and other first responders will attempt to identify the hazardous material, divert traffic, isolate and evacuate the area, and deny entry. The trooper or other first responder will also make initial notifications necessary to deal with the incident; including fire, EMS, DOE, etc. Under the

Unified Command System, troopers will then direct a coordinated response to the incident with assistance of other agencies at the scene.

Hazardous material incidents occurring at weigh stations will result in the immediate closure of the weigh station, isolation of the vehicle, evacuation of the area, and denying of entry. Assistance will be requested and the first trooper arriving on the scene will assume Incident Command.

Action: The WSDOT Traffic Office will share this joint operations policy statement with DOE and USCG to explore the options available to achieve the 90 minutes clearance time goal for hazardous materials.

3.3. Tow Truck Use

Policy: It is the goal of both agencies that all incidents be cleared from the roadway and shoulder within 90 minutes. In order to achieve this objective, the right tow equipment (capable, certified, qualified operator, at the right price (contract, rotational list, etc.)), will always be available at the time needed.

WSDOT and WSP will work together to address policy issues surrounding incidents where major clean up is required. Issues that need to be addressed are:

- Is there a way to reimburse tow companies for the "extras" which are associated with removal of materials from the scene?
- Does WSDOT have equipment available around the state to help the tow companies with the clean up?
- Since insurance companies do not always cover all costs, how will tow companies be reimbursed for cleanup?

Roles: WSP will initiate any changes necessary to their existing tow truck usage arrangements with the tow industry to ensure effective tow assistance.

References: Existing rotational contract(s), certification requirements, tow categories/capabilities vs. estimated vehicle weights chart, and WACs.

Action: WSDOT's Regional Administrators and WSP's District Commanders will develop tailored incident response and tow truck usage for each region of the state. In all but rare exceptions, the WSP tow truck rotation list will be used. The WSDOT Traffic Office will evaluate the need to expand tow-away zones around the state. In conjunction with tow operators, WSP will re-evaluate the opportunity of including pay incentive clauses to current tow contracts.

4. Accident Clearance and Civil Liability
(Damaged Load Clearance)

Policy: Traffic congestion caused by incidents has an enormous economic cost to society. This cost is often much greater than the value of trying to salvage a damaged load of cargo involved in a crash. It is the policy to remove the collision debris (and cargo) for the purpose of opening traffic lanes as a higher priority over attempting to salvage portions of the cargo. Salvage operations will be scheduled during non-peak hours of travel.

Roles: WSDOT Maintenance and Traffic Offices will develop and train its forces on a Damaged Load Clearance Policy in coordination with WSP, WSDOT Risk Management, and the Attorney General. WSDOT Maintenance and Incident Response will coordinate with WSP during individual incidents to implement this policy. WSDOT will work with communications and regions to provide information about this policy to the trucking associations.

Action: WSP and WSDOT will develop a "Damaged Load Clearance Policy." Also, both agencies will support passage of legislation to implement rapid movement of damaged but drivable vehicles (e.g., SB 5961, "Steer It - Clear It").

5. Using Technology to Expedite Investigations

Policy: Every effort will be made, in a coordinated fashion, to achieve all responders' objectives at incident scenes and to have roadways open and/or ferries operating in less than 90 minutes. Technology which reduces the scene investigation time will be part of achieving this goal. Therefore, WSP and WSDOT will aggressively pursue new technologies to expedite investigations.

Roles: WSP, with assistance from WSDOT (traffic control, equipment, survey technologies, etc.), will take the lead in evaluating candidate technologies. The WSDOT Design Office Computer Aided Engineering Branch provides training and some support to the State Patrol for total stations and other survey technologies that they use to collect data at accident and crime scenes.

Action: WSP will take the lead in forming a joint task force to identify procedures for reducing accident investigation time to achieve the 90 minute goal of clearing incidents.

6. Incident Command System

Policy: WSP and WSDOT agree to use the Incident Command System (ICS) for all highway incidents and disaster management activities that warrant its use.

In the event of an incident necessitating emergent response on a ferry or at a terminal, WSF will use the ICS as the response organization. The ICS will be set up in the WSF EOC at the Colman Dock in Seattle.

Roles: WSP will provide joint agency and industry ICS training to facilitate communication and accomplishment of joint objectives.

E. Event Planning

Policy: Periodically, events are held on state highways or on WSF ferries by municipalities or other organizations or private entities. It is the policy to allow such events on non-limited access facilities provided that the transportation effects of the event are well publicized and a traffic control strategy is developed by the event organizer and approved in advance.

Roles: WSDOT Headquarters Traffic Operations Office, WSF Operations Center, and Region Traffic Engineers' Offices approve events with coordination with state and local law enforcement, allowing for adequate public communications lead-time. WSP is often asked by event organizers to provide police services during events at the expense of the event organizer.

Reference: *Traffic Manual*, Chapter 7; MOU with WSP for special events/filming.

E Disaster Response

Policy: The Washington State Comprehensive Emergency Management Plan (CEMP) establishes the policy under which all state agencies will respond to emergencies and disasters.

Action: WSP and WSDOT agree to enhance existing procedures that will provide additional protection measures for the traveling public and the transportation system. Specifically, WSP and WSDOT will meet at least annually to discuss opportunities for improvement in disaster response and to establish cooperative partnerships with other emergency response agencies to increase our effectiveness. Lead participants for setting up the annual meeting will be Terry Simmonds (WSDOT) and Steve Kalmbach (WSP). Separate meetings will be held for WSF. WSF has worked with WSP in the past to conduct exercises as part of disaster response planning, with other organization participation such as the USCG.

G. Winter Driving

Policy: WSP and WSDOT acknowledge that proper communications, signage, and enforcement are key to providing safe motorist travel during the winter season. Each agency will respond to requests for service by the other with a joint commitment to enhancing motorist safety and mobility.

Action: WSP and WSDOT agree to hold a "Winter Summit" meeting before each winter season to discuss tactical response plans and to discuss any changes from the previous winter. In addition, WSP and WSDOT agree to hold a "Winter Debrief" meeting in the spring to discuss challenges and opportunities from the past winter and develop action plans for the upcoming winter. Lead participants for setting up the summits are Brian Ziegler (WSDOT) and Lowell Porter (WSP).

IV. Work Zone Safety

Policy: Each day, highway workers are placed in hazardous circumstances working near traffic. Their safety and the safety of the traveling public is the top priority of WSDOT and WSP. It is the policy to achieve the highest level of safety in work zones through working together to maintain or improve work zone safety in those areas that will benefit from combining the expertise and resources of both agencies.

Roles: WSDOT will develop effective work zone strategies to ensure the safety of workers and the traveling public. WSP will enforce existing and new regulations in work zones based on methods to most effectively encourage motorists to traverse work zones in a safe manner.

WSP and WSDOT will work together through the Work Zone Safety Task Force to:

- Enforce traffic regulations in work zones.
- Coordinate work zone strategies.
- Develop and provide work zone training.
- Develop and implement public information/education strategies.

- Develop and support work zone safety legislation.
- Develop and support new technologies to aid work zone safety.
- Communicate work zone safety issues and provide recommendations.
- Update procedures and standards.
- Combine resources such as funding, equipment, and workforce.
- Address worker safety and security issues.

References:

- WSDOT Instructional Letter, IL 4008.00
- WSDOT/WSP Agreement, GC 9131
- WSDOT Executive Order, E 1001.00
- WSDOT Policy Statement, P 2002.00
- WSDOT Manual, M 54-44
- Guidelines for WSP Traffic Control Assistance in Work Zones
- Guidelines for Security in Work Zones
- WSP Field Checklist, WSDOT Form 421-045 EF
- Proposed Procedures for WSP Traffic Control Assistance in Work Zones
- RCWs, Section 46.61, several work zone-directly related (.015, .215, .527, etc.)
- RCWs, Section 47.48, several work zone-indirectly related (closures, speeds, etc.)
- Directive, D 55-20, Reduced Speed in Maintenance and Construction Zones

Action: Currently, WSDOT and WSP are working together on a pilot project that will help to define new more effective procedures. The results of the pilot project will be reported in spring/summer of 2002, recommendations will be made and existing agreements and guidance will be updated.

Also, WSDOT may some day be delivering an expanded highway construction program. This will require an increased commitment of WSP resources to provide acceptable safety levels in more work zones. Therefore, WSDOT and WSP will jointly approach the legislature for the necessary increase in WSP resources.

V. Commercial Vehicles

A. Weigh Stations

Policy: WSP and WSDOT agree that there is a need for fixed and portable weighing sites throughout the state. These sites include Plug and Run sites as well as other locations without permanent in-ground scales.

Roles: The role of WSP is to identify where the portable weighing sites should be located and the role of WSDOT is to prepare paved and level sites for conducting portable weighing events.

B. Permitting and Weight Enforcement (include curfews)

Policy: WSDOT and WSP recognize the need to move over-legal size loads as well as the need for a permitting process to regulate over-legal moves in order to provide for the safety of the motoring public, preserve the infrastructure, and assist industry in completing their move.

Roles: RCW 46.44.090 authorizes WSDOT to issue permits, authorizing the permits to operate or move a vehicle of a size or weight exceeding the maximums specified by law. WSP is one of several agents appointed by WSDOT to assist in issuing oversize and overweight permits. WSP is charged with responsibility of enforcement of oversize and overweight permit use.

RCW 46.44 charges WSP with enforcement of size and weight laws. Five permanent Port of Entry scales located on the interstate system are operational 24 hours per day, 7 days per week. Forty-seven other permanent scales are located throughout the state and operated on an as-needed basis. Portable scales are utilized in locations without scales as well as scale by-pass routes.

Action: WSP will also continue to work with WSDOT in selling permits at the Port of Entries. In a collaborative manner, we will work to streamline process through the use of technology and provide the best service possible to the trucking industry. WSDOT and WSP also recognize the need to meet regularly, typically monthly, to review the relationship of administration and enforcement of the state's vehicle size and weight laws and rules. WSDOT and WSP jointly share in the preparation of the state's annual certification to FHWA, certifying that both state and federal law have been properly applied and enforced on the national highway system.

C. Commercial Vehicle Safety Inspections

Policy: Commercial vehicle safety inspections are required by the federal government. Also, a commercial vehicle examination (CVE) program conducted at WSF vehicle terminals, which supports both the safety and security of WSF, is an integral and important part of the WSP vessel and terminal security program.

Roles: WSP performs safety inspections on commercial vehicles traveling in the state. Inspections are conducted by WSP at three inspection buildings located at the Ridgefield, Bow Hill, and Cle Elum weigh stations. Level 1, 2, and 3 inspections are also performed in weigh station parking lots and safe, designated roadside areas throughout the state. Vehicles with severe violations may be placed out of service until repairs are made.

Action: WSDOT will continue to advocate for use of its highway construction funding to build necessary commercial vehicle safety inspection facilities.

D. CVISN/WIM

Policy: It is the policy of WSP, WSDOT, DOL, and the Washington Trucking Associations (WTA) that the CVISN and WIM program will provide a framework for "architecture" that will enable government agencies, the motor carrier industry, and other parties engaged in CVO safety assurance

and regulation to exchange information and conduct business transactions electronically. The goal of the CVISN program is to improve the safety and efficiency of commercial vehicle operations.

WSP, WSDOT, DOL, and WTA are jointly participating in a program to increase safety and to protect the states' highway infrastructure and enhance the movement of freight by mobility of commercial motor vehicles. The program is entitled "CVISN" (Commercial Vehicle Information Systems and Networks). Additionally, the agencies have installed weigh-in-motion (WIM) at each of these scale facilities in order to weigh trucks while they are traveling on the mainline freeway system. Together these programs are also designed to check credential and safety information on a commercial vehicle at freeway speeds. If the truck is safe and legal, it is permitted to stay on the mainline and bypass weigh stations. WSP is responsible for installation and maintenance of the WIM scales at 16 high traffic volume weigh station sites.

Roles: The role of WSP will be to manage the WIM systems and act as the end line user of the roadside screening systems. The role of DOL is to manage the electronic credentialing component of CVISN and the role of WSDOT is to manage the overall program and act as the system architect, selling of transponders, and database management. The role of the WTA, the private sector partner, is to market the overall CVISNAVIM program to the motor carrier industry.

References: Weigh Station Memorandum of Understanding (between WSP and WSDOT) and DIS Information Technology Feasibility Study.

Action: The actions items for the 01-03 biennium are to deploy CVISNAVIM at three or four sites, Everett southbound, SeaTac north and southbound, and, if time and funds permit, Kelso southbound.

VI. Joint Facilities

Policy: WSDOT and WSP will work collaboratively to assure that joint support facilities needs are identified and met economically, service to the public is enhanced, environmental impact is minimized, and investment in support facilities (buildings and related sites) is maximized. WSDOT and WSP will provide integrated workplaces that meet joint agency strategic goals.

Action: To support the vision stated above, the two agencies agree to:

- Coordinate Agency Capital Plans to facilitate new joint facilities development.
- Modify existing facilities to accommodate both agencies' missions.
- Exchange facilities where shifting operational requirements allow.
- Share vehicle fueling facilities.
- Outreach to other development partners that can help leverage lower cost/higher efficiency facilities, and
- Simplify inter-agency facilities agreements.
- Meet monthly to identify joint facility opportunities and develop facility security plans.

VII. Wireless Communication

Policy: WSP and WSDOT agree to support a shared vision to create a coordinated and integrated wireless transportation communications for the safe, effective, and efficient protection of the traveling public. The agencies mutually agree it is their joint goal to implement a statewide wireless mobile communications network that is fully interoperable between agencies and workgroups to provide needed services to our field forces and support groups to benefit the citizens of this state.

WSP and WSDOT provide public safety communications to many public safety organizations. These organizations include local, state, and federal public safety agencies whose missions encompass the protection of life and property. This joint vision

is consistent with the development of a Statewide Interoperability Executive Committee (SIEC). In particular, the SIEC will be working for the sharing of resources to create the basis of an intergovernmental wireless public safety network. Resource may include, but not be limited to spectrum, facilities, equipment, staff, and systems.

WSP and WSDOT agree to view their respective wireless communication systems as a single wireless system to plan for and foster interoperability among existing wireless networks and future wireless development that meets the requirements of local, state, and federal public safety.

Roles: To support the vision as stated above, the two agencies agree to:

- Improve public safety wireless communications by addressing each of the five issue areas of interoperability — coordination and partnerships, funding, spectrum, standards and technology, and security.
- Listen to, learn from, and collaborate with local and state public safety officials to improve communications interoperability.
- Encourage the implementation of interoperability by developing short-term action plans that support the long-term strategy of developing and sharing a statewide transportation wireless communication system.

VIII. Washington State Ferries

Policy: The safety and security of passengers and crews onboard ferries and at the terminals leading to the ferries is a primary concern of both WSDOT and WSP. WSP is the law enforcement agency with primary responsibility for terminal traffic management on the designated state highways, vessel and terminal security, and emergent incident response for all criminal events such as assault, DUI, bomb threats, or other acts of terrorism. In carrying out these roles, any of the possible activities listed in the following table may be used singularly or collectively in an effort to fulfill these responsibilities.

Roles: WSP will work cooperatively with WSF to ascertain the most appropriate and cost effective use of resources. WSP has committed to perform the following functions at WSF terminals and onboard vessels:

Activity	Resources	Particulars
Terminal traffic control and on scene presence	Dedicated Vessel and Terminal Security (VATS) troopers	Direct/control vehicle/passenger traffic at various terminals typically focused on high passenger/vehicle density locations.
Random vessel boardings/ferry rides	Two trooper teams; at various times throughout WSF's daily operating period	Onboard presence in general passenger spaces or located in pilothouse. Focus on high passenger density routes and times.
Random vehicle inspections at terminals	Existing and/or supplemental Vessel and Terminal Security (VATS) troopers	Consensual vehicle inspections conducted on random intervals. Again, focus on high passenger density routes and times.
Commercial vehicle enforcement (CVE) exams	Dedicated CVE troopers possessing vehicle inspection training/skills	Random vehicle searches focused on commercial trucks at high volume terminals and times.
Bomb dog team sweeps	Bomb dog teams from East and West Puget Sound Districts	Random team sweeps at various WSF terminals focused on high passenger and vehicle traffic.
Other visible uniformed presence	Supplemental WSP troopers	At various locations (terminal and vessel) dictated by WSP operational tempo.
Emergency response	Any combination of resources list above	Response level and dedication of resources is situational, depending upon the circumstances presented.

IX. Transportation System Security

Policy: WSP and WSDOT are committed to transportation system security and agency preparedness.

Roles: WSP is responsible for transportation system security.

Action: WSP and WSDOT jointly agree to develop a plan to enhance the security of the transportation system for the benefit of the traveling public and protection of the infrastructure. This plan will identify high cost/high consequence locations on the transportation system which warrant extra protection measures. This plan will include, but not limited to, (1) periodic routine patrols by WSP, (2) thorough WSP enforcement of signed no parking-tow zones, (3) increased monitoring of traffic cameras by WSDOT, and (4) scheduled random drive-by inspections of key transportation facilities by WSDOT maintenance employees. The plan will address threat levels and a joint escalating response commensurate with the threat level. Lead participants are Terry Simmonds (WSDOT) and Dave Karnitz (WSP).

WSF, USCG, and WSP will be charter members of the WSF Security Committee aimed at assuring the secure operations of WSF during normal and heightened states of terrorist/criminal threats.

X. Safety Rest Areas

Policy: It is our intent that WSDOT and WSP will work together to ensure that operations of the Safety Rest Areas are conducted to maximize the public health, safety, and enjoyment of these very popular sites.

Roles: WSDOT has responsibility for operations and maintenance of Safety Rest Areas and WSP has responsibility for enforcement of laws and regulations.

Actions: Safety Rest Area maintenance and operations will be an agenda topic at each annual joint meeting to determine if any operational or enforcement emphasis areas are necessary to benefit the users of the Safety Rest Areas.

XI. Policy Performance Measures

WSDOT and WSP will coordinate the development of performance measurements that involve activities reported on by both agencies before submittal to OFM and the Legislature. Both agencies will work collaboratively to develop joint measures for incident response and clearance times.

XII. Policy Training

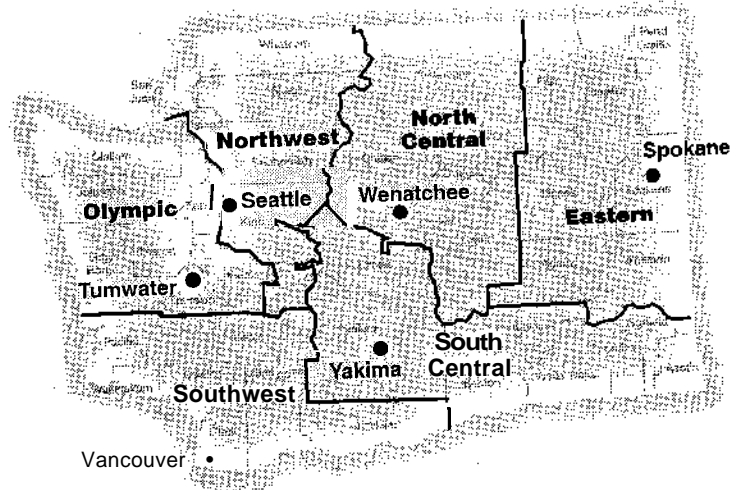
Each agency commits to provide resources and expertise to share this policy internally and with key constituencies.

XIII. Policy Update Process

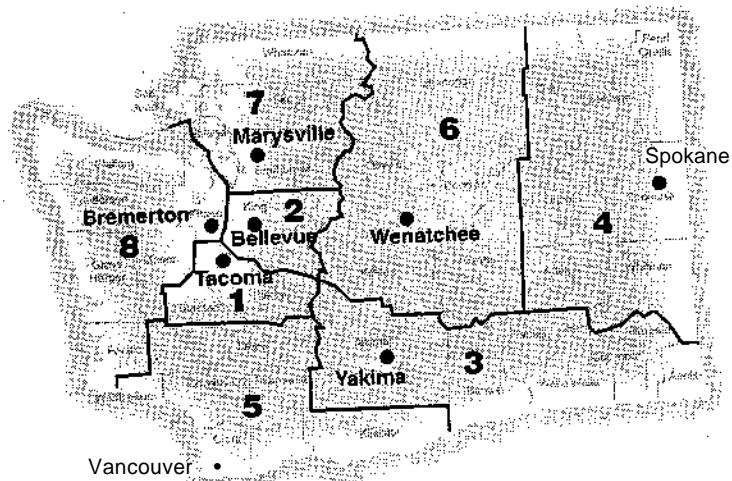
This policy will be reviewed annually at the WSPA VSDOT joint meeting. In advance of that meeting, each agency will survey internally to identify accomplishments that will be reported at the annual meeting.

XIV. WSDOT Region Map and WSP District Map

WSDOT Regions



WSP Districts



Appendix A - Key Personnel Contacts

Washington State Department of Transportation

Headquarters — Olympia

John Conrad, Assistant Secretary, Engineering and Regional Operations	360-705-7032
Brian Ziegler, Director, Maintenance and Operations	360-705-7801
Ken Kirkland, State Maintenance Engineer	360-705-7851
Fred DeBolt, Equipment and Facilities Administrator	360-705-7880
Toby Rickman, State Traffic Engineer	360-705-7280
Jim Shanafelt, Assistant State Traffic Engineer	360-705-7282

Northwest Region — Seattle

Lorena Eng, Regional Administrator	206-440-4762
Tom Lentz, Maintenance Engineer	206-440-4656
Dave McCormick, Traffic Engineer	206-440-4487

North Central Region — Wenatchee

Don Senn, Regional Administrator	509-667-3001
Bob Stowe, Maintenance Engineer	509-667-3065
Jennene Ring, Traffic Engineer	509-667-3080

Olympic Region — Tumwater

Randy Hain, Regional Administrator	360-357-2658
Jerry Walter, Maintenance Engineer	360-357-2619
John Nisbet, Traffic Engineer	360-357-2670

Southwest Region — Vancouver

Don Wagner, Regional Administrator	360-905-2001
Rick Sjolander, Maintenance Engineer	360-905-2020
Chris Christopher, Traffic Engineer	360-905-2240

South Central Region — Yakima

Don Whitehouse, Regional Administrator	509-577-1620
Casey McGill, Maintenance Engineer	509-577-1901
Rick Gifford, Traffic Engineer (Union Gap)	509-577-1985

Eastern Region — Spokane

Jerry Lenzi, Regional Administrator	509-324-6010
Larry Chatterton, Maintenance Engineer	509-324-6538
Ted Trepanier, Traffic Engineer	509-324-6550

Washington State Patrol

Headquarters

Deputy Chief Lowell Porter, Field Operations Bureau	360-586-2340
Deputy Chief Steve Jewell, Investigative Services Bureau	360-753-1770
Deputy Chief Maurice King, Technical Services Bureau	360-753-4632
Director Diane Perry, Management Services Bureau	360-753-5141
Captain Fred Fakkema, Commercial Vehicle Division	360-753-0302
Mr. Marty Knorr, Communications Division	360-438-5862
Mr. Tom Neff, Property Management Division	360-570-9820

District 1 — Tacoma

Captain Dan Eikum	253-536-4301
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District 2 — Bellevue

Captain Les Young	425-649-4650
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District 3 — Yakima

Captain Dave Karnitz	509-249-6701
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District 4 — Spokane

Captain Mike Dubee	509-456-3061
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District 5 — Vancouver

Captain Camie Greene	360-449-7901
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District 6 — Wenatchee

Captain Bill Larson	509-665-4006
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District 7 — Marysville

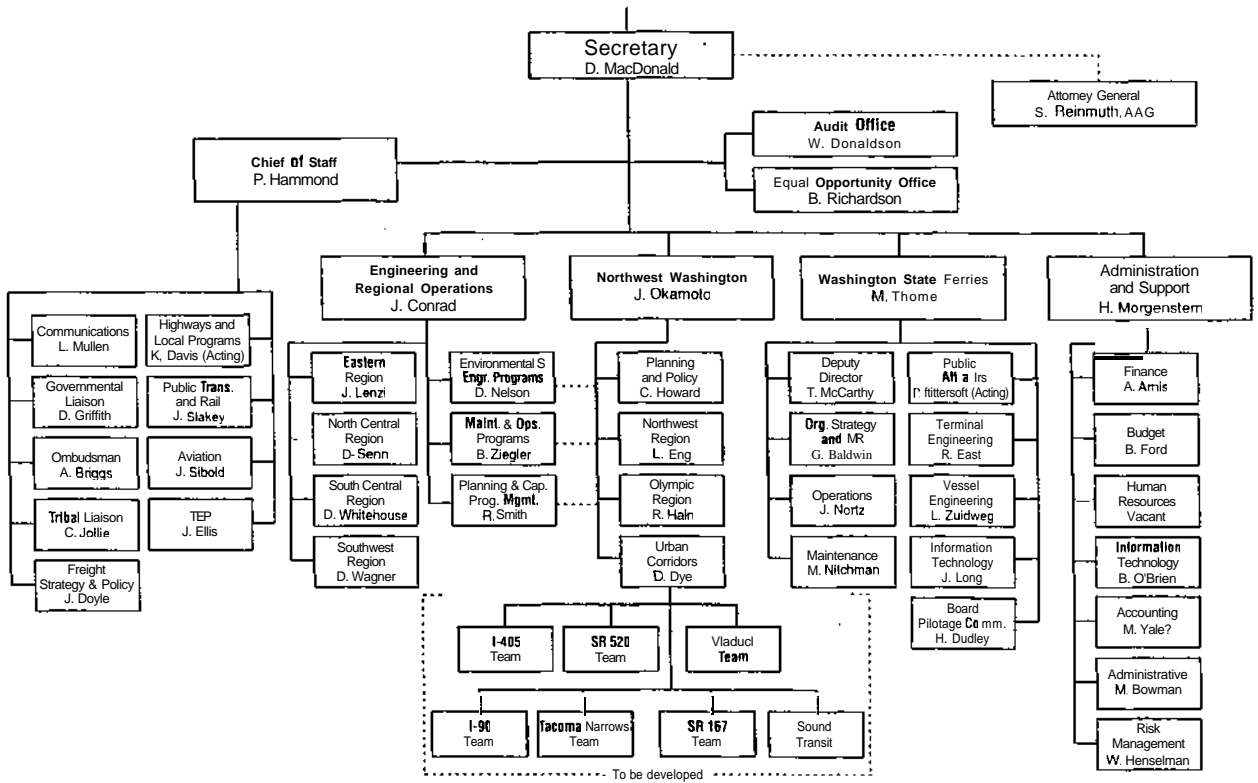
Captain Bob Lenz	360-651-6336
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District 8 — Bremerton

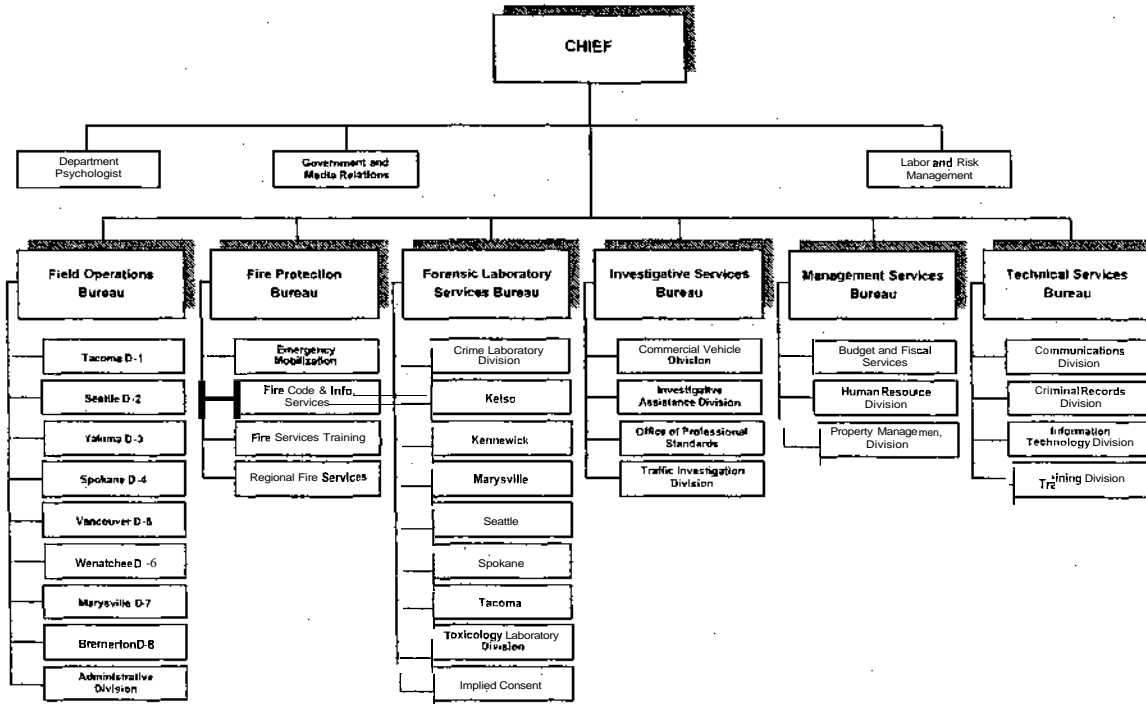
Captain Gail Otto	360-405-6601
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A Joint Operations Policy Statement

Appendix B - WS DOT Organization Chart



WASHINGTON STATE PATROL
ORGANIZATIONAL CHART
JANUARY 2002



An internationally accredited agency providing professional law enforcement services

3000-365-001 (1/02)

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Addendum C

An Approach to Problem Oriented Public Safety



Training Guide

WASHINGTON STATE PATROL



POPS MISSION STATEMENT

The Washington State Patrol, in partnership with our communities, uses problem solving, education, and enforcement activities to improve public safety.

POPS PHILOSOPHY GOALS

The goals of the POPS philosophy are to:

- Improve the delivery of law enforcement, public safety, and criminal justice services to the people of Washington.
- Improve quality of life for Washington citizens.
- Foster ownership of public safety issues within communities.
- Satisfy customers.

POPS PROJECT GOALS

Individual POPS projects should be linked to the goals of the appropriate district or division, whenever possible.

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Problem Oriented Policing

Message from the Chief

Chief Ronal W. Serpas

Washington's citizens are increasingly concerned about public safety and quality of life issues during a time that the state's resources are stretched to capacity. The Washington State Patrol (WSP) is always working to improve the way we do business to efficiently use the resources we have to pursue our goals and accomplish our mission.

Problem Oriented Public Safety (POPS) is a philosophical approach to law enforcement that is being adopted by police agencies of all sizes throughout the world. The WSP adopted POPS as a philosophy in 1997, but at no time has its successful implementation been more important than now. This proactive philosophy of partnering with our stakeholders and addressing public safety problems utilizing a systematic problem-solving approach is critical to our success.

It must be understood that cultivating partnerships and attempting to solve problems in no way translates into being soft on crime. When addressing public safety issues with our stakeholders, one of the main tools we bring to the table is enforcement. Education is another important element of our response strategy.

POPS provides you with a more effective way to deal with and target the root causes of public safety issues important to our **communities**—DUI, speed, occupant protection, aggressive driving, auto theft, unsafe commercial vehicle drivers, and many other issues addressed by the districts and divisions in the WSP. These examples highlight how enforcement and education can be combined to provide the most effective response the WSP can offer.

I encourage you to become problem-solvers, risk-takers, and innovative thinkers while addressing these problems and issues that affect all of us. In doing so, you can be instrumental in saving resources through joint agency work efforts and establishing strategic partnerships within the communities in which you live.

I pledge my full support and that of the entire Executive Staff as we move toward the WSP goal of achieving total integration of POPS into the Washington State Patrol.

Problem-Solving Training Guide

Problem Oriented Public Safety (POPS) in the Washington State Patrol

Captain Brian A. Ursino

What is POPS?

Problem Oriented Public Safety (POPS) is the Washington State Patrol's philosophy based on Dr. Herman Goldstein's Problem Oriented Policing approach to Community Policing. The two tenets of POPS are:

1. *Problem Solving* utilizing the SARA problem solving model (Scanning, Analysis, Response, Assessment); and
2. *Partnerships* (engaging stakeholders in the problem-solving process).

Through POPS, the agency acknowledges that the WSP cannot solve the problems that concern us by acting alone. Engaging our stakeholders allows us to broaden our scope of response and increase the resources available in responding to our public safety problems.

Problem Solving is the first POPS strategy. This is probably the defining practice that separates Problem Oriented Policing agencies from traditional police agencies.

Traditional police organizations are usually locked into a reactive mode of policing and measure their success in terms of *outputs* (i.e., number of arrests made, collisions investigated, or fingerprint cards processed).

Output measures are important and should be counted. However, Problem Oriented Policing agencies take performance measurement to the next level, measuring *outcomes* (i.e., reducing collisions by specific causations, achieving real-time identification, etc.).

The SARA model supports this process. After a problem has been identified and defined (Scanning), an analysis of output data is conducted to quantifiably establish a statistical baseline to the problem (Analysis). An action plan (Response) is developed with a specific goal in mind. Finally (Assessment), the outcome of the problem solving effort is measured by comparing data from before the Response to like data after the Response.

Partnerships is the second POPS strategy. Relationships with key stakeholders should be cultivated at all times. When working on a specific problem-solving project, stakeholders who are affected by the problem, or who may have resources to bear on the problem, should be identified and engaged.

When developing the action plan, it is **helpful** gain stakeholder ownership in the response by establishing accountability links (who will do what) and target dates (by when).

The remainder of this *POPS Training Guide* contains a copy of the agency's revised SARA form **with** detailed instruction on how to use the model. The SARA form can also be found on the InsideWSP home page by clicking on "Resource Directory," then "Employee Forms." This electronic version of **SARA** has expandable text boxes and can be used electronically, or as a printed hard copy.

Problem-Solving Training Guide

Achieving Total POPS Integration Through Organizational Transformation

By *Captain Brian A. Ursino*

What is Total Integration?

Essentially, total integration is achieved when practicing the tenets of POPS, *Problem Solving* and *Partnerships*, becomes part of the agency's cultural norm. We will achieve total integration when we no longer have POPS troopers, but every trooper practices POPS.

How Long Will Total Integration Take?

Most experts agree that affecting significant organizational change takes an average of five to seven years. Our goal is to achieve total integration by June 30, 2007. This represents a nine-year timeline from the time our first POPS troopers were deployed in 1998.

To assist us in getting the POPS philosophy introduced into the Washington State Patrol, the agency applied for and was awarded a grant from the Department of Justice, Office of Community Oriented Policing Services, for a total of 72 POPS troopers.

The following graph shows the timeline the agency used to select, train, and deploy these troopers:

POPS Troopers Deployed (Total)	Date Deployed
18	July 1, 1998
36 (54)	January 1, 1999
18(72)	August 16, 2000

Some attrition (promotions, transfers, etc.) occurred over time and a fourth POPS Trooper Basic Training Class was conducted in February 2002 to fill 24 POPS vacancies and bring the agency back to its full complement of 72 POPS troopers.

The following graph depicts the timeline for phasing out POPS troopers:

Today	72 POPS Troopers
June 30, 2003	54 POPS Troopers (reduction of 18)
June 30, 2005	18 POPS Troopers (reduction of 36)
June 30, 2007	0 POPS Troopers - Total Integration Achieved

What happens to the "phased-out" POPS troopers? Nothing; they merely lose the "title," but continue to practice POPS as part of their normal way of doing business.

Problem-Solving Training Guide

How Will We Achieve Total Integration ?

The WSP approach to achieving total integration is through a process of internal systems examination and redesign that supports and facilitates the adoption of the POPS philosophy into the agency's culture.

Some of the systems that have been redesigned to support POPS integration include:

- Training
- New Trooper, Sergeant, and Lieutenant Job Performance Appraisals
- Sergeant and Lieutenant Promotional Processes
- Awards Programs
- Strategic Planning and the Strategic Advancement Forum

In the private **and** public sectors alike, organizational transformation occurs at a glacial pace. If you compare our culture today to a month ago, you will not notice a difference. If you compare our culture today to that of four years ago, the changes are noticeable and significant.

The transformation process is at work and we will achieve our goal of total integration by **June 30, 2007**.

POLICING STRATEGIES OF THE 1990's

PROFESSIONAL MODEL

In professional policing, the police retain the initiative in defining and acting on the crime problems of our communities. With respect to common traffic and non-traffic crimes, professional policing may involve reactive response to calls for service (when a crime occurs); emphasis patrols targeting violations that lead to crime (or worsen the effect of that crime); and proactive educational efforts. The community is seen as an auxiliary to the police in dealing with crime, but the police retain the initiative in defining and acting upon crime problems.

PROBLEM ORIENTED POLICING MODEL

Problem oriented policing seeks to improve professional policing by adding coactive approaches. It differs from professional policing in that it involves stakeholders and provides a problem solving model (SARA) that measures the outcomes of an officer's/group's efforts. In problem oriented policing, one does not naturally assume that an arrest will solve the problem. In all crimes, there will not be an offender subject to prosecution under the law. Problem oriented policing makes the assumption that many crimes can be fostered by particular, continuing problems in a community. It follows, then, that crimes might be controlled, or even prevented, by addressing these underlying issues. Arrest and prosecution remain crucially important tools of policing. But, responses to crimes and other problems, and methods for controlling them, are substantially broadened.

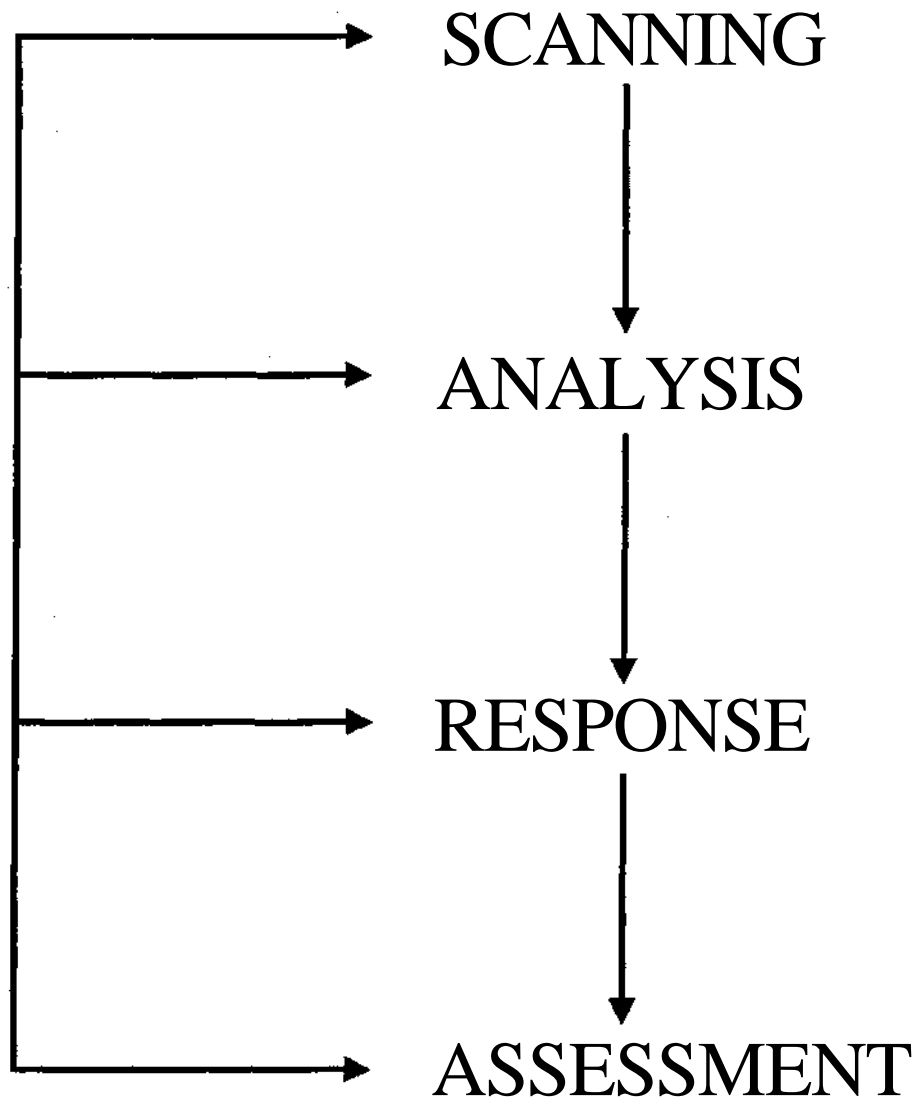
SINGLE ISOLATED INCIDENTS DO NOT REQUIRE A PROBLEM SOLVING APPROACH

What is a problem, then?

- Repeat incidents, with
- Related characteristics
 - Behavior
 - Location
 - People
 - Time
- Concerns the community and the WSP

SARA Problem Solving Model

(A Problem Solving Process)





PROBLEM SOLVING PROCESS GUIDE

SARA PROBLEM SOLVING MODEL

The problem solving process developed to implement problem oriented policing consists of a four-step model, **SARA** (*Scanning Analysis Response Assessment*).

▶ **SCANNING** - *Problem definition:*

- What is the public safety problem (i.e., DUI, speed, aggressive driving, collisions [fatality, injury, frequency or location of occurrence, etc.], auto theft, rest areas, trucks)?
- Include how the problem came to your attention.

▶ **ANALYSIS** - *Identification of internal and external stakeholders. Has the problem been previously addressed? Establish a statistical baseline. Problem solvers learn everything possible about the problem.*

- Identify your internal and external stakeholders.
- Establish a statistical baseline (How do we know we have a problem?). Determine the specific measures you will use to assess the effectiveness of your response (change in calls for service, complaint reporting, etc.).
- Use quantifiable measures as much as possible and determine how you will monitor/track these measures.
- Engage your stakeholders and:
 - Validate the problem definition (or modify, if necessary).
 - Determine the resources they are willing to commit to help solve the problem.
- **Obtain/consider** information about the problem from the following sources:
 - Data analysis information (CAD, QMF, etc.)
 - Surveys of affected parties (formal/informal)
 - Personal observations

Problem-Solving Process Guide

- Information from other officers
- Information from other districts/divisions/sections in the WSP
- Information from other public and private agencies
- Information from other stakeholders

Once an individual understands all the components of a problem, he or she can create a custom-made response to fit that problem.

► **RESPONSE** - *Establish your Goal(s) and Action Plan:*

- What is the goal of your Action Plan? This will usually be presented in terms of the elimination or reduction of the problem defined in Scanning and validated in Analysis. If the goal is a reduction, the goal should be stated as a percentage (i.e., reducing injury collisions between milepost X and Y by 20%, or increase seat belt usage by 10%).
- What is your Action Plan? Remember to establish accountability links and target dates for every action item in the Action Plan.
- **Possible activities include:**
 - Develop and execute enforcement strategy and/or emphasis patrols
 - Obtain assistance from the media
 - Develop/deliver an education program addressing the problem
 - Change in local, state, or federal law
 - Environmental changes (lighting, road, signing, etc.)

► **ASSESSMENT** — *This portion addresses the effects of your **response—activities and resources—on the outcome.***

- Statistical **comparison** (compile data and compare to the established baseline).
Assess the effectiveness of your problem-solving effort. Describe the results.
- Indicate whether the response eliminated or reduced the problem; explain.

Link the project to the appropriate district or division goal; explain.

Also indicate if the project addressed a non-strategic plan problem; explain.

POPS SARA WORKSHEET



Project Coordinator _____ Project No. _____
 PA NO. _____ District _____ Detachment _____
 Date Project Opened _____ Date Project Closed _____

SCANNING
Problem definition (include how the problem came to your attention).

ANALYSIS											
List stakeholders, internal and external. Who is affected by the problem? Who can help solve the problem? <i>(use additional sheets, if necessary)</i>											
Stakeholder	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; padding: 5px;">Name/Title</td> <td style="width: 50%; text-align: center; padding: 5px;">Agency/Organization</td> </tr> <tr> <td style="height: 20px;"></td> <td style="height: 20px;"></td> </tr> <tr> <td style="text-align: center; padding: 5px;">Phone</td> <td style="text-align: center; padding: 5px;">Address</td> </tr> <tr> <td colspan="2" style="text-align: center; padding: 5px;">Define resource(s) each stakeholder is willing to commit.</td> </tr> <tr> <td colspan="2" style="height: 20px;"></td> </tr> </table>	Name/Title	Agency/Organization			Phone	Address	Define resource(s) each stakeholder is willing to commit.			
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Stakeholder	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; padding: 5px;">Name/Title</td> <td style="width: 50%; text-align: center; padding: 5px;">Agency/Organization</td> </tr> <tr> <td style="height: 20px;"></td> <td style="height: 20px;"></td> </tr> <tr> <td style="text-align: center; padding: 5px;">Phone</td> <td style="text-align: center; padding: 5px;">Address</td> </tr> <tr> <td colspan="2" style="text-align: center; padding: 5px;">Define resource(s) each stakeholder is willing to commit.</td> </tr> <tr> <td colspan="2" style="height: 20px;"></td> </tr> </table>	Name/Title	Agency/Organization			Phone	Address	Define resource(s) each stakeholder is willing to commit.			
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Stakeholder	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; padding: 5px;">Name/Title</td> <td style="width: 50%; text-align: center; padding: 5px;">Agency/Organization</td> </tr> <tr> <td style="height: 20px;"></td> <td style="height: 20px;"></td> </tr> <tr> <td style="text-align: center; padding: 5px;">Phone</td> <td style="text-align: center; padding: 5px;">Address</td> </tr> <tr> <td colspan="2" style="text-align: center; padding: 5px;">Define resource(s) each stakeholder is willing to commit.</td> </tr> <tr> <td colspan="2" style="height: 20px;"></td> </tr> </table>	Name/Title	Agency/Organization			Phone	Address	Define resource(s) each stakeholder is willing to commit.			
	Name/Title	Agency/Organization									
	Phone	Address									
	Define resource(s) each stakeholder is willing to commit.										

1. Has this problem been addressed previously? Yes No
2. Establish a statistical baseline utilizing data available pertinent to the problem.

RESPONSE

What is the goal of your action plan? What strategies will you apply to solve the problem?

Example: Goal: State your goal or desired outcome.
Action Plan: Steps to be taken by each stakeholder to accomplish the goal(s).

ASSESSMENT

- 1. Statistical Comparison (compile data and compare to the established baseline).
- 2. Did you eliminate or reduce the problem? (check one) Please explain.

This problem-solving effort addresses which of the following:

- DUI Reduction Aggressive Driving Reduction
- Occupant Protection Usage Speed Reduction
- Other division/district goal (please explain)
- Addresses a non-strategic plan problem (please explain)

(Not to be signed until completion of project)

Sergeant's Signature _____ Date _____

Lieutenant's Signature _____ Date _____

Division/District Commander's Signature _____ Date _____

Distribution: Original worksheet retained by project coordinator
Copy to be forwarded to supervisor and the Administrative Services Section upon project completion

SCENARIO #1
JUVENILE TRESPASSERS

In the past year, troopers have responded to 16 calls for service (CFS) concerning juvenile pedestrians trespassing on a railroad overpass and throwing rocks onto State Route 960. Some of these rocks struck vehicles, causing considerable damage. The trespassers have also been spray painting **graffiti** on the bridge. You know there is a junior high school nearby.

Review this problem and discuss the steps you would take as a POPS trooper.

SCENARIO #2
RECURRING ALCOHOL-RELATED COLLISIONS

Statistics indicate an inordinately high number of alcohol-related collisions at the intersection of State Route 97 and Lateral A Road. In the past year, there were 47 collisions where alcohol was involved. There were 4 fatalities and 37 serious injuries. Approximately 40 percent of the persons involved in the collisions were members of a local Indian Nation.

Review this problem and discuss the steps you would take as a POPS trooper.

SCENARIO #3
ROAD RAGE

Over the past year, there has been a 70 percent increase in the reported incidents of road rage on a specific 7-mile stretch of Interstate 5 in your district. The majority of these incidents occur between the hours of 7 a.m. and 10:30 a.m.

Review this problem and discuss the steps you would take as a POPS trooper.

SCENARIO #4
STATE ROUTE 86 FATALITY RATE

Local citizens have been complaining about the high fatality rate on State Route 86. DUI collisions are 176 percent higher compared to other regions, while speed-related collisions were 38 percent higher and wildlife-related collisions were 300 percent higher.

Review this problem and discuss the steps you would take as a POPS trooper.

SCENARIO #5
RAILROAD CROSSING COLLISIONS/FATALITIES

There is an upward trend of railroad grade crossing collisions and pedestrian trespassing-related fatalities. During the past year, 50 percent of the 422 fatal grade crossing collisions nationally (and 4 in your district) occurred at crossings equipped with warning devices (flashing lights or flashing lights with gates).

Review this problem and discuss the steps you would take as a POPS trooper.

SCENARIO #6
SCHOOL TRAFFIC CONGESTION AND COLLISIONS

Concerned parents contacted you while you were conducting a collision investigation on a state route in front of the local high school. They complained about the increased traffic congestion and increased collisions in front of the school. The roadway was widened **from** 3 to 5 lanes three years ago and the traffic volume has doubled in the last year.

Review this problem and discuss the steps you would take as a POPS trooper.

SCENARIO #7

GRAFFITI AND PORNOGRAPHIC MATERIAL AT REST AREA

A Department of Transportation maintenance worker recorded 60 incidents of graffiti and pornographic material in the rest area in the last 10 months. The graffiti and pornographic material has been found in the men's **restroom**.

WSP Communications and DOT have received a combined 100 citizen complaints in the same time period. The service club that operates the visitor's center is finding it increasingly difficult to get volunteers to staff the center due to increasing presence of "suspicious" individuals loitering.

Review this problem and discuss the steps you would take as a POPS trooper.

POTENTIAL RESOURCES

Armed Forces	Legislative Offices
Attorney General	MADD, SADD chapters
Boys and Girls Clubs	Mayor/Council Offices
Private Sector Businesses	Media
Charity Organizations	Mental Health
City Attorney's Office	Other Police Agencies
Code Compliance	Parole
Construction Companies	Postal Services
Court System (Superior and District)	Probation
Crisis Clinics	Property Management Companies
Department of Fish and Wildlife	Prosecutor's Office
Department of Licensing	Public Health
Department of Parks and Recreation	School System (Public and Private)
Department of Social & Health Services	State Parks and Recreation
Department of Transportation	Substance Abuse Services
Emergency Services/Shelters	Tax Assessor's Office
Faith Communities (Churches)	U.S. Attorney General
Fire Department	U.S. Customs
Health Department	U.S. Forest Service
Hospitals/Medical	Universities and Community Colleges
Humane Society	Utilities
IRS	Washington Liquor Control Board
Insurance Companies	Washington Traffic Safety Commission

(For possible **internal** resources,
refer to the Washington State Patrol organizational chart)

THE KEY ELEMENTS OF PROBLEM ORIENTED POLICING

- ▶ A problem is a group or pattern of incidents, calls for service, or crimes.
- ▶ Addressing problems means more than quick fixes; it means dealing with conditions that create problems.
- ▶ The investigation of problems must be thorough even though it may not need to be complicated. This principal is as true for problem investigation as it is for criminal investigation.
- ▶ Problems must be described precisely and accurately and broken down into specific aspects of the problem. Problems often aren't what they first appear to be.
- ▶ The way the problem is currently being handled must be understood and the limits of effectiveness must be openly acknowledged in order to come up with a better response.
- ▶ Initially, any and all possible responses to a problem should be considered so as not to cut short potentially effective responses. Suggested responses should follow from what is learned during the investigation. They should not be limited to, nor rule out, the use of arrest.
- ▶ The police must proactively try to solve problems rather than just react to the harmful consequences of problems.
- ▶ The department must increase officers' and detectives freedom to make or participate in important decisions. At the same time, officers must be accountable for their decision-making.
- ▶ The effectiveness of new responses must be evaluated so these results can be shared with other officers and so the department can systematically learn what does and does not work.

Police Executive Research Forum, 1989

CHARACTERISTICS OF A GOOD PROBLEM ORIENTED SUPERVISOR

- ▶ Allows officers freedom to experiment with new approaches.
- ▶ Insists on good, accurate analysis of problems.
- ▶ Grants flexibility in work schedules, but expects accountability of their time and activities.
- ▶ Allows officers to make most contacts directly and paves the way when they're having trouble getting cooperation.
- ▶ Protects officers from pressures within the department to revert to traditional methods.
- ▶ Runs interference for officer to secure resources, protects them from undue criticism, etc.
- ▶ Knows what problems officers are working on and whether the problem is real.
- ▶ **Coaches** officers through the problem-solving process, gives advice, helps them manage their time, and helps them develop work plans.
- ▶ Monitors officers' progress on work plans and helps make necessary adjustments.
- ▶ Supports officers even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought through.
- ▶ Manages problem-solving efforts over a long period of time; doesn't allow effort to die just because it gets sidetracked by competing demands for time and attention.
- ▶ Gives credit to officers and lets others know about their good work.
- ▶ Provides officers with examples of good problem solving so they know generally what is expected.
- ▶ Provides more positive reinforcement for good work than negative for bad work.
- ▶ Realizes that this style of police work cannot simply be ordered; officers and detectives must come to believe in it.

Police Executive Research Forum, 1989

WASHINGTON STATE PATROL



KEYS TO ENGAGING STAKEHOLDERS

- ...listen to and show respect for the views of all members

- ...criticize ideas, not people

- ...avoid side conversations

- ...resolve conflicts constructively

- ...always strive for "win-win" solutions

- ...respect confidentiality

- ...settle disagreements or problems with group members inside the group, when appropriate

- ...every member is responsible for the team's success and progress, so participate in discussions and decision-making

- ...make input relevant and not redundant

M.A.I.T. POPS

“Reducing Traffic Congestion with
Photogrammetry”

Detective Sergeant Jerry Cooper



Scanning

Problem Identified by: WSP and WSDOT

- Joint Operating Policy “JOPS”
- 90 minute scene clearance

Problem Definition:

“Increasing congestion in the Puget Sound Region results in economic loss, the occurrence of secondary collisions in the back-up created by blocking collisions, and puts public safety personnel and equipment at risk.”

Analysis

- Economic losses from traffic congestion is extensive for citizens and businesses:
 - \$92 billion economic loss nationwide annually
 - 21 state troopers killed - 17 traffic related (2001)
 - 50% of traffic delays in major metropolitan areas are attributed to non-recurring incidents on major freeways
 - 14-18% of all crashes are the result of other incidents
 - Nearly 10,000 police vehicles, 2,000 fire trucks and 3,000 other service vehicles were struck while responding to or at traffic incidents (1999)
 - Nine fire fighters were killed while at incidents (1999)
 - 18% of freeway traffic deaths were the result of secondary crashes

Analysis

- Stakeholders
 - Washington State Patrol
 - Washington State Department of Transportation
- Four components of an on-scene investigation:
 - Trooper response, arrival and control of scene
 - Detective(s) response to the scene
 - Scene documentation
 - Scene clean-up

Analysis - Scene Investigation Time

BASELINE DATA

☐ MAIT and Bellevue CID responses for January and February 2002

☐ Average = 3 hours after the Detective arrives at scene

	MAIT			Bellevue	
	1	2	3	1	2
At Scene	0353	0027	0905	1116	2302
Clear	0545	0505	1225	1429	0054

Response—Goal

GOAL #1

In the greater Puget Sound region., determine if photogrammetry can substantially reduce:

- On-scene Investigation Time
- Traffic Congestion
- Secondary Collisions

To: Reduce road closures to no more than 90-m.i.n.utes.

While: Preserving quality investigations.

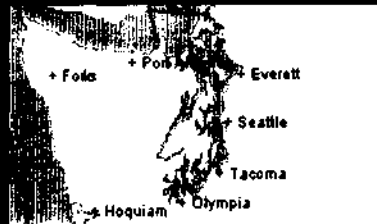
Response – Action Plan

- ☐ Train 10 detectives in the use of Photogrammetry.



Response – Action Plan

- ☐ Districts 1, 2, 7 and the MAIT
 - May 1 – June 30, 2002




- ☐ Comparing baseline data with data obtained following the implementation of Photogrammetry
 - Target date August 1, 2002

Response — Action Plan

- WSDOT & WSP to share cost of funding the Photogrammetry Pilot Project (equipment and training for 10 detectives = \$30,000)
- WSP - CID will initially train 10 detectives in photogrammetry
 - Detectives will compare and evaluate measuring methods
 - Detectives will be tasked with providing familiarization training regarding photogrammetry to local certified technical specialists

Response – Photogrammetry Example #1

SR 522

An aerial photograph of a road, likely SR 522, showing a white line that has been generated through photogrammetry. The road is dark, and the white line is a bright, straight diagonal line. The surrounding area is dark and appears to be a forest or wooded area.

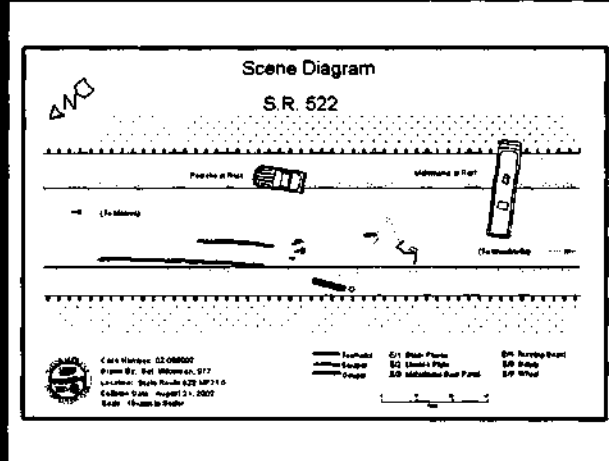
Response —
Photogrammetry Example #1



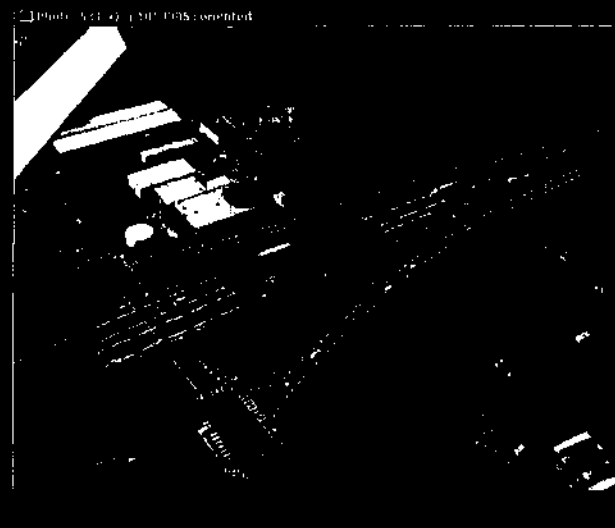
Response —
Photogrammetry Example #1



Response – Photogrammetry Example #1

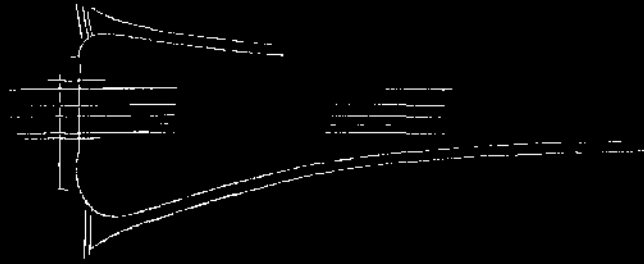


Response – Photogrammetry Example #2



Response –
Photogrammetry Example #2

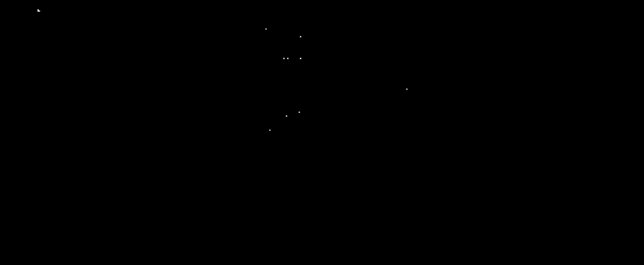
MEASUREMENTS



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Response -
Photogrammetry Example #2

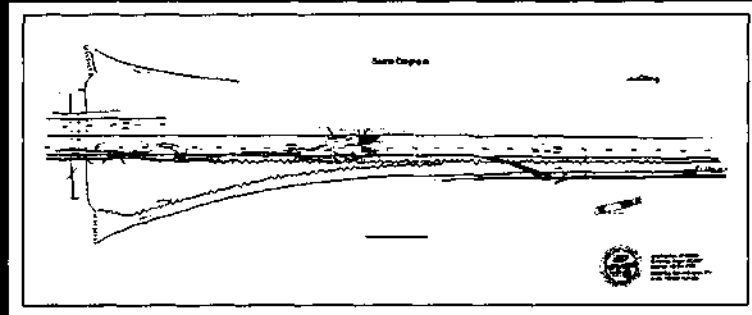
CAMERA POSITIONS



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Response -- Photogrammetry Example #2

THE FINISHED PRODUCT!



Assessment

Average Felony Collision Scene Processing with
Trimble Total Station = 3:01

Average Felony Collision Scene Processing with
Photogrammetry - 1:27

Time Reduction = 52%

Assessment

- Photogrammetry is very effective tool in mitigating road closures due to felony collisions.
- Findings were presented at the WSDOT/WSP Summit in October 2002 and statewide expansion given funding approval (\$80,000).
- WSP CID has trained all collision investigation detectives.
- 46 line trooper certified technical specialists in the greater Puget Sound area have been trained to take photogrammetry photographs.

Assessment

Assessment is ongoing. CID Sergeants submit monthly reports on the road closure time for every felony collision scene responded to indicating type of measuring tool utilized (Photogrammetry, Trimble Total Station or Baseline Measurements).