



Washington State Patrol Strategic Plan

July 2022 – June 2024



Message from Chief John R. Batiste

Thank you for taking the time to review the Washington State Patrol's Strategic Plan for July 2022 through June 2024.

We are an organization of approximately 2,000 employees split evenly between commissioned and civilian employees. The troopers who patrol the more than 18,000 lane miles of state roadways were busy. Last year, troopers made 414,504 contacts with drivers, answered more than 309,495 calls for service, investigated more than 35,395 collisions, and took 11,155 impaired drivers off the road. The employees who responded to these calls did an outstanding job of providing "Service with Humility." None of this would have been possible without the commitment, dedication, and hard work of our commissioned and civilian employees.

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

The outcomes we are working towards in this plan are: 1) safe highways; 2) public safety; 3) an elite workforce; 4) quality service and innovation; and 5) effective disaster response.

Two years seem like a long time, and things can change. Regardless, it's important to start with a road map. If detours are necessary, adjustments can be made. We should, and will, remain flexible. Please know this isn't a document that, once complete, sits on a shelf. Every 90 days the commanders of our various districts and divisions come before the Executive Staff to outline their success and challenges. They are measured against the outcomes outlined in this strategic plan, and they know I take these very seriously.

With good people and a good plan, there is no limit to what we can accomplish in the name of public safety. Thank you for taking the time to review this document.

Sincerely,

A handwritten signature in blue ink that reads "John R. Batiste". The signature is fluid and cursive, with a long horizontal stroke at the end.

Chief John R. Batiste
Washington State Patrol

MISSION

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

VISION

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






VALUES







Values are the deeply ingrained guiding principles which shape the way the WSP goes about its critical missions. The WSP added diversity, equity, and inclusion – a new value – as part of our commitment to removing barriers, fostering a culture of inclusion, and having a workforce reflective of the communities we serve.

WASHINGTON STATE PATROL VALUES

	<p>STRONG LEADERSHIP</p> 	<p>EFFECTIVE PARTNERSHIPS AND COMMUNITY RELATIONSHIPS</p> 	<p>PROFESSIONAL EXCELLENCE</p> 
<p>What it looks like in action</p>	<ul style="list-style-type: none"> • Self-aware • Trustworthy • Engaged • Transparent • Accountable • Fair • Responds to change • Makes difficult decisions • Fosters an inclusive environment • Supports mission and strategies of the agency 	<ul style="list-style-type: none"> • Works together with internal or external partners • Honestly communicates • Includes all stakeholders • Shares necessary information to make decisions • Breaks down silos • Engages in community outreach 	<ul style="list-style-type: none"> • Delivers quality work • Attentive to detail • Engages in self-improvement • Reliable • Willing to help • Respectful • Follows rules • Humble • Forward thinking • Exhibits a strong work ethic

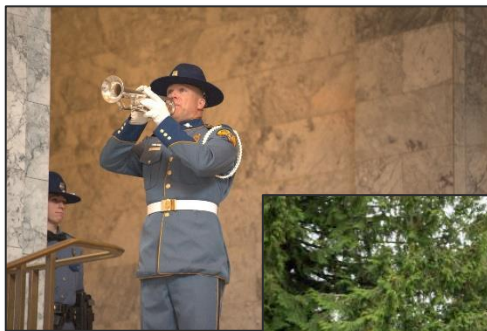
WASHINGTON STATE PATROL VALUES

<p>INTEGRITY AND ACCOUNTABILITY</p> 	<p>RESPECTING AND PROTECTING THE RIGHTS OF ALL</p> 	<p>FOSTERING A CULTURE OF CONTINUOUS IMPROVEMENT</p> 	<p>DIVERSITY, EQUITY AND INCLUSION</p> 
<ul style="list-style-type: none"> • Honest • Transparent • Trustworthy • Fair & objective • Does what's right when no one's looking • Admits when wrong • Regulates self • Responsible • Follows through 	<ul style="list-style-type: none"> • Compassionate • Empathetic • Culturally aware • Upholds the law • Open-minded • Recognizes differences • Understands others' perspective • Acts with civility 	<ul style="list-style-type: none"> • Always looks forward • Gets better • Accepts feedback • Improves processes • Able to adapt/be agile • Values new/different perspectives • Open-minded • Embraces change • Follows through with change 	<ul style="list-style-type: none"> • Non-judgmental • Celebrates differences • Fosters belonging • Transparent • Welcoming • Learns/unlearns/relearns • Engages in self-examination • Able to thrive • Removes barriers • Actively works to combat racism

ABOUT THE AGENCY

The WSP is a premier law enforcement agency, made up of dedicated professionals who work diligently to improve the quality of life for our citizens through patrolling the state's roadways, providing emergency response and support services, working collaboratively with other law enforcement agencies, and investigating crimes.

The agency is organized into six operational units (*i.e.*, bureaus): Field Operations Bureau (FOB), Commercial Vehicle Enforcement Bureau (CVEB), Investigative Services Bureau (ISB), Technical Services Bureau (TSB), Forensic Laboratory Services Bureau (FLSB), and Fire Protection Bureau (FPB). The agency's fiscal, government and media relations, and labor relations offices are organized within the Office of the Chief.



OFFICE OF THE CHIEF

BUDGET AND FISCAL SERVICES (BFS)

BFS is responsible for the management of all agency financial activities, including accounting, budgeting, contractual agreements, financial systems, grants, and payroll.

GOVERNMENT AND MEDIAL RELATIONS (GMR)

GMR oversees all statewide media relations for the agency and is the primary point of contact for critical and major incidents. It is also responsible for coordinating agency legislation with committees, legislators, and other state agencies.

LABOR AND POLICY OFFICE (LPO)

LPO represents the agency at master agreement negotiations for commissioned and civil services union contracts. Additionally, this office provides consultative services and coordination on collective bargaining matters.



BUREAU INFORMATION

FIELD OPERATIONS BUREAU (FOB)

FOB is responsible for traffic law enforcement, collision investigation, and motorist assistance over eight geographical districts statewide and 18,642 lane miles of state highways and interstates.

COMMERCIAL VEHICLE ENFORCEMENT BUREAU (CVEB)

CVEB is responsible for promoting and educating the safe travel of commercial vehicles on the state's highways, enhancing safe transportation of school children, and protecting the state's infrastructure. The Property Management Division in CVEB is responsible for all agency facilities, fleet vehicles, uniforms, and equipment throughout the agency.

INVESTIGATIVE SERVICES BUREAU (ISB)

ISB provides overall felony criminal investigations and support services to the traffic and investigative programs of the department and many other agencies through:

- Criminal records
- Vessel and terminal safety
- Narcotics investigation and dismantling of clandestine labs
- Fatality, criminal, and missing children investigations
- Computer forensics and
- Homeland Security and organized crime intelligence

BUREAU INFORMATION

TECHNICAL SERVICES BUREAU (TSB)

TSB provides many critical support services to the entire agency, other law enforcement and government agencies throughout the state, and members of the general public, often behind the scenes through:

- Dispatching
- Training
- Information technology
- Electronic and microwave system services
- Voice and data communications
- Recruiting and hiring
- Managing risk exposure and
- Diversity, equity and inclusion

FIRE PROTECTION BUREAU (FPB)

FPB includes the State Fire Marshal's Office and is dedicated to the protection of life, property, and the environment from the devastation of fire through a broad spectrum of services, such as fire training academies, Fire and Life Safety Inspection Program, all risk mobilization, and Construction Plan Review Program.

FORENSIC LABORATORY SERVICES BUREAU (FLSB)

FLSB provides a wide range of forensic science expertise, including preparing evidence for trial and providing expert testimony. FLSB also oversees and coordinates the state's Breath Test Program, the felon database program called Combined DNA Index System (CODIS), Ignition Interlock, and the Drug Evaluation and Classification (DEC) program.

OUTCOME TO ACHIEVE: SAFE HIGHWAYS

Focus Area:

Prepare and Prevent

Long-term objectives:

- **We want to** grow cultural connections with all communities . . . **So that** we reach more diverse populations to educate and create and enhance trust.
- **We want to** increase our community outreach efforts . . . **So that** we achieve positive results by working together through various groups and organizations.
- **We want to** effectively use data and other information . . . **So that** we assess risks and strategically deploy resources.



OUTCOME TO ACHIEVE: SAFE HIGHWAYS

Focus Area:

Detect

Long-term objectives:

- **We want to** positively impact driver behavior . . . **So that** we reduce fatality and serious injury collisions.
- **We want to** ensure safe and efficient traffic flow . . . **So that** the public and commerce get to their destinations safely and timely.
- **We want to** increase early detection of poor and dangerous driver behavior . . . **So that** we improve the safety of the motoring environment on the highway.
- **We want to** strengthen partnerships with external stakeholders . . . **So that** we proactively identify and improve unsafe road conditions.



OUTCOME TO ACHIEVE: PUBLIC SAFETY

Focus Area:

Provide
Professional
Services

Long-term objectives:

- **We want to** have state of the art investigative and protective services . . . **So that** all people access and experience freedoms, opportunities, and privileges of our State.
- **We want to** reduce forensic backlogs and turn-around times . . . **So that** we meet the needs of law enforcement, medical examiners/coroners, and the criminal justice system.
- **We want to** have an efficient evidence system . . . **So that** we can timely and accurately support criminal justice processes.
- **We want to** conduct thorough and comprehensive felony investigations . . . **So that** we can provide a safer driving experience for the motoring public.
- **We want to** have an effective and robust Crime Scene Response Team (CSRT) . . . **So that** we meet the needs of law enforcement, medical examiners/coroners, and the criminal justice system.



OUTCOME TO ACHIEVE: AN ELITE WORKFORCE

Focus Area:

Diversity,
Equity and
Inclusion

Long-term objectives:

- **We want to** review and assess our hiring, retention, and promotion systems . . . **So that** our employees can flourish and reach their full potential.
- **We want to** foster a culture of inclusion . . . **So that** all employees can be their authentic selves.
- **We want to** have a workforce reflective of the communities we serve . . . **So that** we can better understand and meet the needs of our employees and all communities.

Focus Area:

Employee
Well-Being

Long-term objectives:

- **We want to** invest in the growth of our employees . . . **So that** we have a healthy and strong culture.
- **We want to** build a robust employee Wellness Program . . . **So that** employees thrive both mentally and physically.
- **We want to** enhance and update the Employee Identification System (EIS) . . . **So that** we identify and correct personnel issues at the earliest possible stage.

OUTCOME TO ACHIEVE: QUALITY SERVICE AND INNOVATION

Focus Area:

Sound
Infrastructure
and Systems

Long-term objectives:

- **We want to** achieve “right-sized” staffing . . . **So that** we can accomplish legislative mandates and agency goals.
- **We want to** have state of the art equipment, facilities, and IT systems . . . **So that** WSP employees have the right tools and equipment to meet the growing and evolving needs of Washingtonians.
- **We want to** improve internal communication . . . **So that** employees are well-informed.
- **We want to** develop systemic frameworks for critical agency operations . . . **So that** we have efficient, integrated, and consistent methods to accomplish work.
- **We want to** leverage technology . . . **So that** we achieve agency mission and business operational goals.
- **We want to** provide complete and accurate information . . . **So that** partners can make informed decisions.



OUTCOME TO ACHIEVE: EFFECTIVE DISASTER RESPONSE

Focus Area:

Provide
Professional
Services

Long-term objectives:

- **We want to** develop fire, law enforcement, and emergency management community partnerships . . . **So that** we can enhance and expand incident management and response capabilities.
- **We want to** respond to and address man-made and natural threats . . . **So that** the public is protected.

