

# Washington State Patrol



*A Legacy of Integrity 2005 - 2012*

# Letter from the Chief

In early 2005, Governor Chris Gregoire asked me to serve as the 21<sup>st</sup> Chief of the Washington State Patrol. Having come up from the rank of trooper cadet, it was the single greatest honor of my career.

Since that day, I've had one ambitious, overarching priority — maintaining the hard-earned reputation of the Washington State Patrol as an agency that acts with integrity.

We do a lot of business each day. We respond to collisions and disabled vehicles. We investigate crimes and arrest those responsible. Our forensic laboratories bring justice through science to crime victims across the state. Our fire marshal's office works to prevent fires and muster resources when major fires do happen.

There are a million individual tasks that go into doing all that. I have always viewed each of those individual tasks through a lens of integrity.

Whatever we're doing, is it the right thing? Are we being honest with everyone involved? Are we holding ourselves accountable, both individually and as an agency? And most importantly, am I personally modeling ethical behavior for the more than 2,300 people that are entrusted to my leadership?

As a result, we've heard from both the public and objective institutions that we are a police agency like no other.

- 85% of those who received tickets told Washington State University (WSU) they were treated respectfully by the trooper who stopped them.
- WSU also found “no evidence of systemic racial bias” in how troopers do their jobs. In lay terms: we don't profile.
- Our agency is not only nationally accredited, but the accrediting body has asked us to mentor other agencies struggling with the accreditation process.
- We've been named the best state police agency of our size, the best police agency of any size, the best at catching impaired drivers, and the best dressed.

And through all this, we've been effective. The number of people who have lost their lives in traffic collisions is less than half what it was when I first started my career.

It's a complete strategy. When leadership behaves with integrity, employees will naturally follow that model. In turn, we earn the public's respect and their partnership toward positive change.

The following is a quick look at the Washington State Patrol's successes and challenges since I was appointed as Chief. It is my hope you'll find this document enjoyable and informative.

CHIEF JOHN R. BATISTE  
Washington State Patrol  
“*Service With Humility*”



The core mission of the Washington State Patrol is highway safety. Our goal, working in conjunction with many valued partners, is to reach zero traffic fatalities by the year 2030.

**TRAFFIC FATALITIES DOWN** – We’re well on the way with a 30% reduction in fatalities since 2005.

Fatalities:

2005	649	2009	492
2006	633	2010	458
2007	571	<b>2011</b>	<b>453</b>
2008	521		

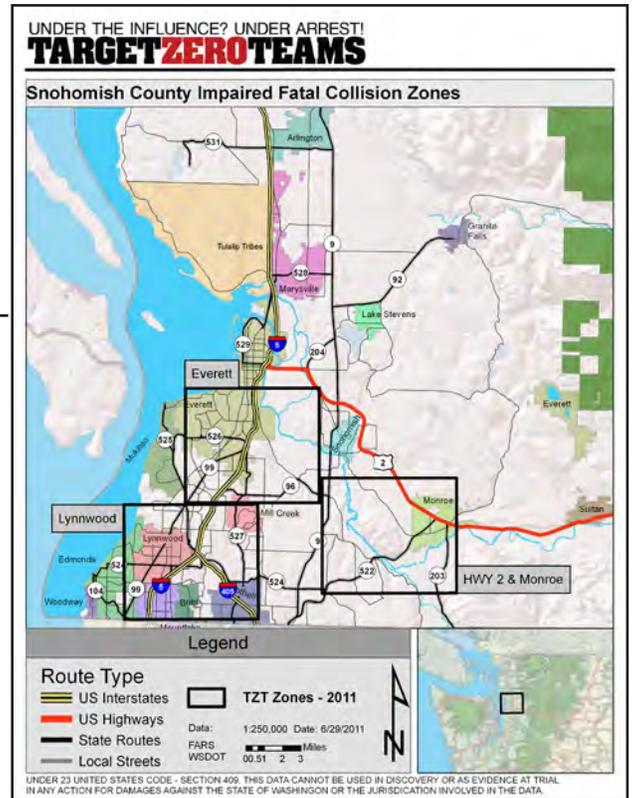


In July 2005, the WSP’s Field Operations Bureau implemented a redefined “Core Mission” that focused on four elements: **Traffic Law Enforcement, Criminal Interdiction and Terrorism Prevention, Collision Investigation, and Roadside Assistance.** Our focus is to ensure that every traffic stop results in a respectful interaction that educates citizens, while maintaining officer safety.



Over the years, we have targeted our enforcement to places and situations where tragedies are known to occur. We have seen increases and decreases in the number of citations written, but they continue to be for the violations that cause crashes. **The goal of enforcement isn’t to write tickets, it’s to positively alter driver behavior and improve safety** through driver compliance and to prevent collisions from happening in the first place.

2010 saw the deployment in King, Pierce, and Snohomish Counties of Target Zero Teams - troopers assigned full time to look for impaired drivers. Working with sheriffs' offices and local police agencies, these data-driven patrols saved 109 lives in the first 24 months of operation, as reported by the Washington Traffic Safety Commission.



Under Target Zero, **troopers focused on speed, driving while impaired, and failure to wear seat belt violations.** This data-driven approach to traffic safety means that troopers will spend the majority of their proactive patrol time looking for these three violations in areas where data shows motorists are most likely to be killed or seriously injured.



The Target Zero program has been so successful that the state **legislature secured funding and expanded it to include Spokane and Yakima Counties**, and federal officials are offering it as a model program for police in other parts of the United States.

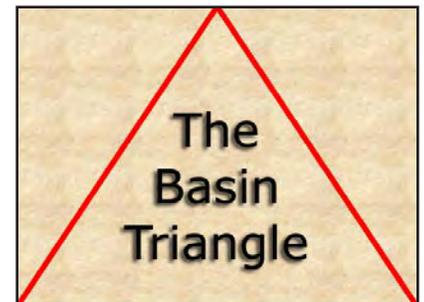
The WSP has traditionally responded to public safety issues through random and targeted emphasis patrols and reactive responses to calls for service. The WSP at times will combine its traditional concept of law enforcement with the philosophy of Problem Oriented Public Safety (POPS). POPS brings together the WSP, citizens, and other stakeholders to work as partners to **determine the root causes and develop strategies to address public safety issues.**

The WSP initiated a number of projects POPS projects from 2005 – 2012 that used media outreach, public education, enforcement, engineering, and successful partnerships to decrease the number of serious collisions and fatalities around the state.

The Yakama Nation Outreach project that began in 2008 and expanded to include “Save a Life, Save a Nation” safety campaign, resulted in a 48% decrease in fatalities involving enrolled tribal members.



In December 2010, WSP initiated an immense POPS project known as the Basin Triangle. The project focused efforts on places where an alarming numbers of serious injury and fatality collisions involving young drivers had occurred. The project focused on the **Education** of drivers and public, the **Enforcement** of violations, and the **Engineering** of roadways. The Basin Triangle project was highly successful and resulted in significant reductions in fatalities and injury collisions.



The Basin Triangle project was a partnership with several allied public safety agencies, community groups in the Grant County area, and the Washington State Department of Transportation.

The Motorcycle Safety Program was developed in 2005 by the WSP, the Department of Licensing, and the Washington Traffic Safety Commission to respond to an increase in motorcycle collision fatalities.



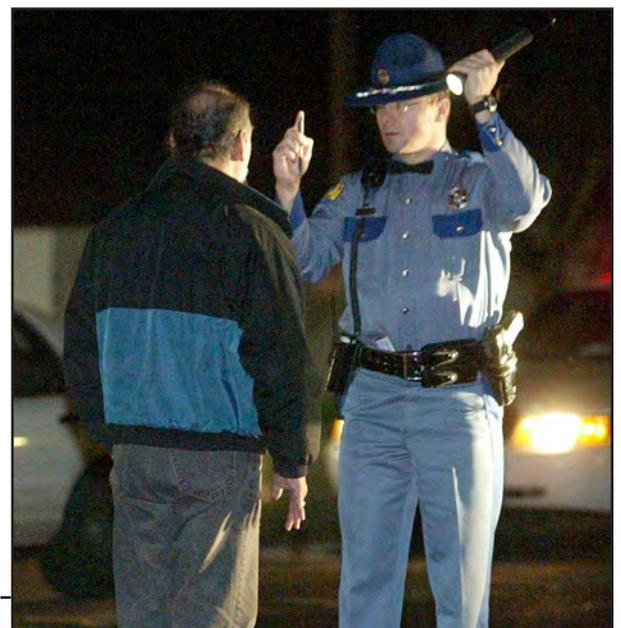
The WSP continues to use its people and resources in new and innovative ways to try and lower the number of traffic collisions and fatalities.



In July 2008, the WSP began using specially equipped Cessna aircraft to assist with DUI enforcement. The new program called DUI Aerial Response Team (DART) uses FLIR (Forward Looking Infrared) equipped aircraft to locate, track, and coordinate the apprehension of impaired, reckless, and aggressive drivers. DART is a team effort by citizens armed with cellular phones, WSP aircrews, line-troopers, and WSP communication officers to effectively **combine proactive DUI aerial patrols with a rapid air response to citizen reports of erratically driven vehicles.**

The continued support from the Governor and Legislature for WSP's efforts to lower DUI fatalities has led to new DUI law enhancements:

- DUI Impound law – police officers are required to tow vehicles driven by those arrested for DUI and includes a mandatory 12-hour hold at the towing company before the vehicle can be released.
- Special Evidence Warnings – mandatory blood draws on Felony DUI arrests.
- Ignition Interlock Devices – regulations that **make the program stronger through more oversight of the industry** and required enhancements to the Ignition Interlock Devices.





**COLLISIONS DOWN:** Not only are fatalities down, but driver behavior seems to be improving.

Since 2005, collisions have dropped from nearly 125,000 crashes annually to about 98,000.

While seat belts and air bags can save lives, they don't come into play until a collision has already occurred. ***Drivers are making better decisions, and aren't crashing in the first place!***

Collisions kill and injure people, and cause expensive property damage. They also block roadways, interfering with both personal travel and freight mobility.

In partnership with the Washington State Department of Transportation (WSDOT), the WSP instituted two programs to help clear roads more quickly:

- The “Instant Tow” program allows 911 operators to order tows before troopers arrive at the scene of a collision. The dispatchers use WSDOT freeway cameras to verify the need for a tow, potentially shaving many minutes off the time it takes to clear the road and get traffic moving again.
- The “Major Incident Tow” program provides incentives to tow companies who clear truck and other major collisions within specified time limits.

The WSP's Fire Protection Bureau is comprised of two divisions: the Preparedness Division and the Prevention Division.



The Prevention Division provides fire inspection services for **high risk occupancies that house the elderly and vulnerable populations**. The division also regulates the fire sprinkler and fireworks industries, and provides construction plan reviews for fire sprinkler and fire alarm systems.



The Preparedness Division supports the fire service by providing **firefighter training and certification**, both at the Fire Training Academy in North Bend and throughout the state at local fire departments and fire districts. In addition, the division manages both the Fire Resource Mobilization Plan and the Hazardous Materials Training Program.



The first phase of the State Fire Training Academy's Capital Development Plan was completed in July 2009 with the completion of a forty-bed, two-story dormitory. The new dorm replaced barracks which were originally used during the construction of the Alaska pipeline.

The Forensic Laboratory Services Bureau (FLSB) is made up of eight crime laboratories, the State Toxicology Laboratory, and the Impaired Driving Section.



With grant funding, the Crime Lab's DNA Unit has been able to significantly **reduce a historic backlog of cases** awaiting the attention of scientists. DNA has been extraordinarily successful in bringing justice to victims of crime. Approximately 40% of DNA hits are for violent crimes such as murder, rape, robbery, and assault.

Our Crime Scene Response Team is perhaps the most visible of the FLSB's personnel. **They respond to all types of crimes, at no charge**, for any police agency that requests their assistance. As scientists, they are best qualified to **gather evidence at crime scenes** for later analysis by fellow scientists in our crime labs.

A major challenge for our crime labs is the "CSI effect." The well-known television series has jurors frequently expecting extensive forensic evidence in even minor cases. WSP is working with local prosecutors to manage their expectations.

## Investigative Services Bureau

The WSP's Investigative Services Bureau includes the agency's Criminal Investigation Division, Criminal Records Division, Homeland Security Division, Investigative Assistance Division, Office of Professional Standards, and Special Operations Division.



The Investigative Assistance Division's Cannabis Eradication Response Teams (CERT) have successfully targeted illegal growing operations that create environmental damage and pose significant threats to public safety on public and tribal land. In 2009, team members helped eradicate 607,432 marijuana plants, made 306 arrests, and recovered 330 firearms.



The Criminal Records Division's ACCESS Section operates the statewide criminal justice telecommunications system that provides connectivity to state, national, and international public safety information used by over 500 agencies and 34,000 criminal justice users in the state.



The Executive Services Section, under the Special Operations Division, provides security for the Governor, Legislators, and the Capitol Campus. During recent state legislative sessions, many citizens came to the State Capitol to have their voices heard. Troopers willingly accommodated people who held peaceful demonstrations, giving them the chance to express their 1st Amendment Rights.

## Technical Service Bureau

The WSP's Technical Services Bureau includes the agency's Human Resource, Training, Information Technology, and Communications Divisions.



An unfunded federal mandate recently required a nearly total replacement of the WSP radio system. Equipment in eight 911 centers, multiple mountaintop sites, mobile and hand-held radios **all** had to be replaced. A partnership with federal law enforcement agencies **saved Washington taxpayers \$12 million** on the project, and assured unbroken radio coverage throughout the state.

Difficulties to identify qualified candidates, and an expected wave of retirements, have challenged and placed a heavy burden on WSP's Human Resource Division and Training Division. Between new recruits and required in-service training for current employees, Academy classrooms are in use almost daily.

For new recruits, the WSP still uses a very stress-oriented academy, with ethical behavior and integrity woven in at every turn. Physical training is an artificial consequence used to make sure cadets understand the level of attention to detail that will be expected of them as troopers.



Until recently, troopers wrote tickets and collision reports by hand. Implementation of a Mobile Office Platform (MOP) is underway which will allow troopers to **enter all needed information for reports and citations on computers located in their vehicles**. MOP includes vehicle-mounted "dash-cameras" to document actions taken by troopers.



The WSP's Government and Media Relations Office (GMR) continues to expand its outreach to the citizens of Washington through the use of social media. In 2011, GMR conducted several successful social media campaigns using Twitter, "Day In the Life," and "Ask WSP."

GMR also increased its community outreach by placing the "Good to Know" video series on the WSP's YouTube site and linked on our Facebook page and Twitter. **The WSP understands that social media has changed how individuals receive news and information that is important to them.** More and more law enforcement organizations are using social media for strategic online engagement.



The WSP is the lead agency for the Washington Statewide AMBER Alert Plan. The Chief of the WSP is the State AMBER Alert Manager and has final decision-making authority over all aspects of the Statewide Plan. The WSP Chief shares responsibility for the plan's success with other entities that form the AMBER Alert Advisory Committee (AAAC).

In addition to the Statewide Plan, many local law enforcement agencies have developed their own AMBER Alert Plans. These **plans meet the stringent criteria of the Statewide AMBER Alert Plan** and how agencies are to respond, coordinate, and direct child recovery.

The WSP took the lead in having the Blue Alert law enacted in Washington. Using the same fundamental characteristics of AMBER Alert, WSP partners with the Washington Association of Sheriffs and Police Chiefs to develop and implement the Blue Alert system.



## Agency Notables

The Homeland Security Division encompasses Vessel and Terminal Security (VATS) that provides security for the entire Washington State Ferries fleet and terminals, commands four WSP inter-agency bomb squads, conducts canine handler training for explosives and narcotics canine teams, and is responsible for agency homeland security coordination.

VATS continues to exceed federal security vehicle screening standards and employs numerous layers of additional security to **keep the state ferry system safe from criminal and terrorist acts**. The WSP Inter-Agency Bomb Squad was deployed nearly 400 times in 2011. The WSP's canine program is one of the largest in the nation outside the federal government, with 35 explosive detection dogs and 15 drug detection dogs.



The WSP has about 145 troopers who have volunteered to be a part of its five Rapid Deployment Force (RDF) teams. Each team can be called upon to **bolster the WSP's response to civil disturbances, demonstrations, crowd control, and infrastructure protection**.



The RDF teams have received "all hazards" types of skills training, starting with its core responsibility of responding to civil disturbances. The RDF teams have also received training for wildland fire, weapons of mass destruction, improved explosive devices, environmental and natural disasters, and terrorist attacks.

## **Budget Cuts**

The “elephant in the room” for the last four years has been the continuing shortfall in the state budget. The Governor and Legislature have been as supportive as possible during this difficult time, but no state agency could expect to completely escape some effect.

The WSP has for many years tracked its performance through Strategic Advancement Forums (SAFs), similar to the Governor’s Government Management Accountability and Performance (GMAP) review. These SAFs require commanders at all levels to sit down on a bi-monthly basis to review every aspect of their efforts toward our agency’s mission.

The SAF process provided the data necessary for the Governor and Legislature to make quality, business decisions. Because we could document what we do - **decisions about what to preserve and what to cut were much more defensible**, and frankly, worked in the agency’s favor.

*The SAF process is arduous – – however it has proven invaluable to the agency, and will continue to be for future Chiefs and agency leaders.*

## **Recruiting/Retention**

The increase in retirements combined with the ongoing need to recruit and hire people who can pass an extensive background check to fill the agency’s commissioned and noncommissioned positions, creates significant challenges for WSP’s Human Resource Division. To keep up with attrition and the challenges to hire new troopers, WSP will need to recruit and process approximately 2,000 – 3,000 applicants every six months for the next five years to reach hiring and training class enrollment needs.

For years, the WSP has recruited, screened, hired and trained the best trooper candidates we could find, only to lose many of them to higher paying local police agencies. Many of those leaving were candid with us – they liked the WSP, but the pay differential was just too great to ignore.

*Governor Gregoire and Chief Batiste responded by finding a way to raise trooper salaries, and **for the first time we’re able to provide geographic pay differentials** to provide sustainability of personnel in the state’s three most populous and expensive counties.*

## ***Accountability***

The WSP's process for maintaining high ethical standards starts with good leadership on a day-to-day basis. The first line of supervision is critical, and first-line supervisors are themselves closely monitored.

However, despite the best effort to create a culture of integrity, with more than 2,300 employees, there will be errors in judgment and some people who simply fail to live up to the standard.

The WSP's Office of Professional Standards (OPS) is a leader among police agencies in holding employees accountable while at the same time protecting them from false accusations.

The process is split; OPS investigators serve as impartial fact finders and the employee's commander determines whether allegations are proven. Those commanders also determine what discipline will best prevent a recurrence, all the while seeking concurrence with the OPS Commander – – the Standards Officer of the Agency.

The agency has an extensive manual to guide investigations and uses a published matrix to help commanders determine appropriate corrective action. The result is a program that is consistent and fair, but also flexible enough that discipline can be tailored to have the most positive effect in changing behavior.

One lesson learned is that a strong internal accountability process does not hurt morale - it helps. ***Good employees like to know that they're part of an agency that maintains high standards.***

## ***Unfunded Federal Mandate***

A highly technical decision by the Federal Communications Commission forced the WSP to replace our two-way radios, and add new equipment at all dispatch centers and mountaintop radio sites.

The WSP started out planning to build an entirely new radio system, and had legislative approval to do so. Then, at the 11<sup>th</sup> hour, federal law enforcement agencies invited the WSP to join in their radio system and simply expand it to meet our needs.

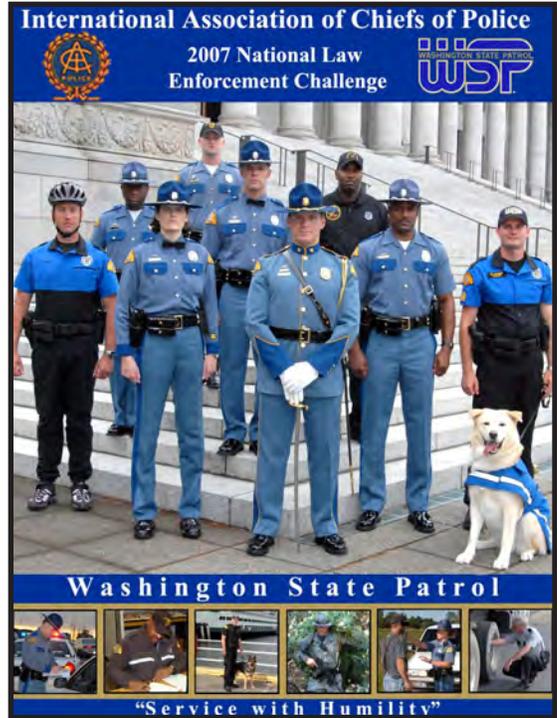
The partnership saved \$12 million, while providing a radio system that was even more robust than previously planned. The WSP had helped build the federal radio system they were now joining.

# Awards



In August 2008, the WSP was named the overall winner of the Chief's Challenge by the International Association of Chiefs of Police (IACP) regardless of agency size. This, in essence, makes us **IACP's "best police agency"** in the nation.

(Photo, Governor Chris Gregoire, Chief John R. Batiste, and Ron Ruecker, President of IACP)



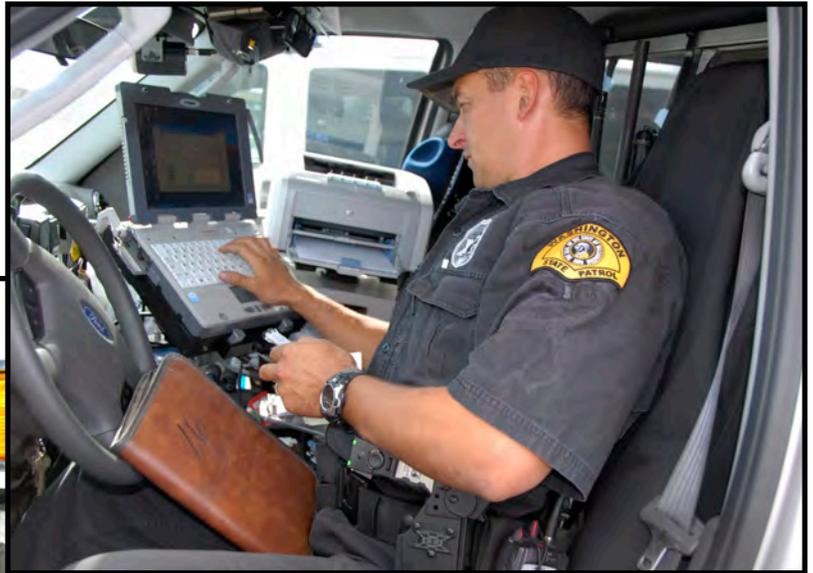
In 2007, the IACP selected the WSP for the 2006 National Law Enforcement Challenge Award - "Best Law Enforcement Agency of its Size".



In 2006, the IACP selected Trooper Kelly Kalmbach as the **2006 Trooper of the Year**.



In April 2007, the WSP Commercial Vehicle Division (CVD) received the Federal Motor Carrier Safety Administration's (FMCSA) Leadership Award.



In May 2011, Washington State was recognized as having the third best safety rating for trucks in the country. The WSP's CVD was honored for addressing the issue with both truck and auto drivers, focusing on aggressive driving and having an objective, performance-based system for tracking results.

In July 2011, the IACP honored the WSP as **North America's Top DUI Enforcement Agency**. According to IACP rules, the award recognizes an agency's "year-round efforts to detect and apprehend impaired drivers."



## Best Dressed

In May 2008, the WSP was named the country's "Best Dressed Agency" by the National Association of Uniform Manufacturers and Distributors (NAUMD).

While this might seem light-hearted, the WSP considers the appearance of troopers to be of critical importance. ***When a citizen first sees a trooper, we want them to have confidence that they are dealing with a professional.*** A properly worn uniform conveys that the trooper is prideful and attentive to detail.





In July 2010, the Washington State Patrol **received re-accreditation** from the Commission on Accreditation for Law Enforcement Agencies (CALEA). As part of the reaccreditation, CALEA conferred two additional honors on WSP.



1. Meritorious Status, signifying accreditation for 15 or more years.
2. Flagship Status, identifying WSP as a “mentor” for other agencies seeking their first accreditation.

In November 2009, the Forensic Laboratory Services Bureau, Toxicology Laboratory Division, received **international accreditation** from the American Society of Crime Lab Directors/Laboratory Accreditation Board (ASCLD/LAB) for their breath alcohol program.



The single biggest loss of life in WSP history occurred not in a duty-related incident, but in a tragic house fire.

Anne Miller-Hewitt was a Communications Officer 4 and the manager of the WSP Communications Center in Wenatchee. Her husband, Trooper Gary Miller, worked in our Yakima district.

Trooper Kris Sperry was fresh out of the Academy and new to Yakima, and was still searching for a place to live. The Millers had offered Kris a place to stay until he got settled.

Early on the morning of August 16, 2010, Anne called 9-1-1 to report their house was on fire, and they were evacuating. Tragically, no one escaped the flames.

The Millers were known for their generosity, and not just toward fellow employees.

**Gary was a department legend** after being dispatched to a routine call of a disabled vehicle. He found a group of hunters whose truck had broken down. A hunter himself, Gary knew the men risked losing their entire vacations while their truck was in the repair shop. **He loaned them his own personal vehicle** so they could complete their out-of-state trip.

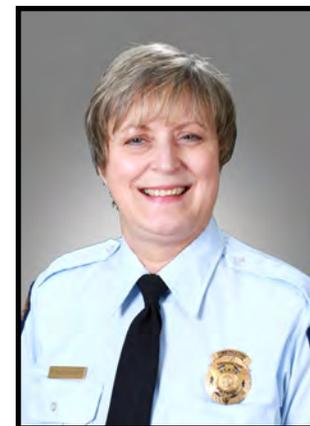
Kris, despite being new, had earned the respect of everyone he met, and especially that of the WSP Academy instructors.

The cause of the fire has never been determined, but is not considered suspicious.

In Memoriam  
Trooper Gary Miller  
CO 4 Anne Miller-Hewitt  
Trooper Kristopher Sperry



Trooper Gary Miller



CO 4 Anne Miller-Hewitt



Trooper Kristopher Sperry



## In Memoriam Trooper Tony Radulescu

Trooper Tony Radulescu, fondly referred to as “Trooper Tony” was born in Bucharest, Romania on August 7, 1967. His family subsequently emigrated to the United States, and Tony graduated from Harrison High School in Harrison, New Jersey. He went on to serve honorably in the U.S. Army on active duty from 1986 to 1994 and in the U.S. Army Reserve until his retirement in 2008.

Tony joined the Washington State Patrol on December 11, 1995, as a Trooper cadet assigned to the Training Division. He received his commission in July 1996, and reported to District 8, Bremerton assigned to the Poulsbo Detachment. Tony transferred to the Bremerton Detachment in October 2002.

In 2002, Tony was appointed a Problem Oriented Public Safety (POPS) Trooper, assigned to the Poulsbo Aggressive Driver Apprehension Team (ADAT).

***“Tony might have come to this country in search of a better life, but instead he enriched the lives of all those around him,” said WSP Chief John R. Batiste. “We thank his family for sharing him with us just as we share their grief at his passing.”***

Trooper Radulescu died on February 23, 2012, of gunshot wounds received during a traffic stop in Kitsap County.



*Service With Humility*





