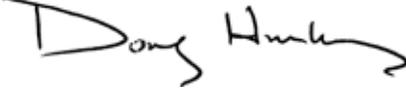




TRANSPORTATION PERFORMANCE AUDIT BOARD

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To: Legislative Transportation Committee
House Transportation Committee
Senate Transportation Committee

From: Doug Hurley, Chair 

Date: January 27, 2005

Subject: TPAB Performance Review — Final Report
Washington State Patrol Transportation Programs

Included below are three key recommendations and several technical suggestions that the Transportation Performance Audit Board makes as a result of its performance measurement review of the Washington State Patrol. A copy of the complete review is available online at the [TPAB audit web site](#).

WSP's Performance Measurement and Strategic Advancement Forum

WSP has put a very effective system in place that emphasizes the use of performance data to make policy decisions and adjustments. The cornerstone of this effort is WSP's Strategic Advancement Forum, an executive management setting that allows WSP bureaus the opportunity to communicate effectively with each other, align their efforts with the agency's strategic plan, fix problem areas quickly and focus on particular areas of emphasis. WSP's use of performance measures appears to be the benchmark other states use as the standard for state patrol performance measurement systems.

- ***TPAB recommends that WSP continue its commitment to performance measurement and the SAF process. WSP should use this strong base to further develop outcome, efficiency, and productivity measures including benchmarking performance against other appropriate states. TPAB further recommends that the Governor, Legislature and OFM look to elements of the WSP model, along with elements of the DOT model, for application in other agencies of Washington State Government.***

Information Technology

WSP uses performance data effectively, and in an aggressive way. In order to continue this effort, continuing upgrades in information technology are important. The consultant noted that, *"The issue that confronts Information Technology (IT) is the continuing demand and need for better and more current data. This demand outstrips IT's capability to provide management information to meet all the current AND future customer demands.*

- ***TPAB recommends that the Legislature fund ongoing improvements to WSP's Information Technology system. We specifically recommend that WSP develop a statewide auto theft and recovery data system for use in conjunction with other public safety agencies to replace the current WSP manual process.***

TPAB Performance Alert: Auto Theft

34,722 cars were stolen in Washington State in 2003. That's an average of one every 15 minutes with an estimated value of \$236 million. Had a string of bank robberies taken \$236 million from banks the demand for action would be overwhelming. But one by one by one at an average of \$6,797 value per car, somehow the cumulative impact of auto theft has been buried. Washington State is among the worst states in car theft frequency, ranking 5th among the 50 states in 2003 according the FBI.

Within its own limited mandate, WSP's own performance in this area has been improving with arrests for auto theft up from 32 in 2002 to 193 in 2004 and stolen vehicle recoveries up from 294 to 516 over the same period. But in trying to understand the context of these improvements, TPAB members were startled to discover the 430 stolen vehicles recovered by WSP in 2003, while a 31.6% increase over 2002, represented only 1.24% of statewide car thefts.

Responsibility for car theft is distributed across police agencies across the state, but the scale of the problem deserves a concentrated response. Michigan had a similar problem in 1986 and responded by creating the Automobile Theft Prevention Authority. Since then, Michigan has dropped from 2nd to 9th in thefts per 1000 and has reduced the theft rate by 33.5%.¹

- ***TPAB recommends that WSP convene a task force with other law enforcement agencies, insurance companies and other appropriate stakeholders to suggest approaches to radically reduce the rate of car theft in Washington State, with a goal of being in the better half of states in 2007 and in the top 20% of states by 2009. Initial recommendations would be due by March 1, 2005, with a complete strategy due by September 1, 2005.***

Technical Recommendations

Data Accuracy

One of the issues in gathering accurate performance data was consistency in coding WSP's Time and Activities reports (TARs).

- ***TPAB recommends WSP establish a cross-functional team to examine the root causes and evaluate the issues related to TARS coding.***

Performance Measure Improvement

WSP needs to continue to evaluate their performance measures and evolve them from output measures to outcome, efficiency and productivity measures.

- ***TPAB recommends:***
 - ***WSP establish service level agreements between the support services (Management and Technical Services Bureaus) and operations divisions to help clarify support services deliverables and their performance measures.***

¹ "The Impact of Auto Theft Trends on Insurance Rates" A Report to the Michigan State Legislature, Prepared by Michigan's Automobile Theft Prevention Authority, July 2003. Available online at www.michigan.gov/documents/2002InsuranceReport_68254_7.pdf.

- ***WSP management continue to connect operational activity and output measures to the agency wide outcomes and move along the continuum to outcome measures.***
- ***WSP evolve its performance measurement data to provide benchmark comparison on performance with other states in output, outcomes and efficiencies/productivity measures.***

External Communications

As a tool for internal communications, WSP's Performance Measurement and SAF approach appears to work very well. External access to performance information is more difficult.

- ***TPAB recommends that WSP continue to place a priority on communicating agency performance to the public by (1) displaying its performance reports prominently on the agency web site and (2) taking steps within that material to demonstrate how performance data is being actively used to make policy decisions and adjustments. WSP's quarterly reports will provide a strong basis for these technical improvements.***
- ***TPAB also recommends Legislators continue to hold town hall meetings with WSP to gather input from citizens and share the strategic direction of the agency.***

I would appreciate your feedback or discussion about our report. If you or your staff have questions or comment about the details in this letter or the full report, please feel free to contact me directly, or Nate Naismith at LTC (360-786-7327).

cc: Lowell Porter, WSP Chief
Victor Moore, OFM Director
TPAB Members