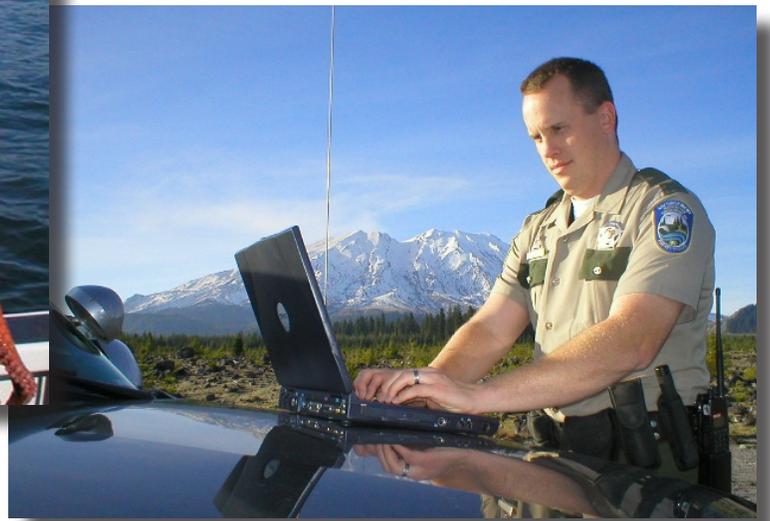




WASHINGTON DEPARTMENT OF FISH AND WILDLIFE ENFORCEMENT PROGRAM



2008

WASHINGTON STATE QUALITY AWARD LITE ASSESSMENT APPLICATION



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GLOSSARY OF TERMS AND ACRONYMS

A

AFWA The **Association of Fish and Wildlife Agencies** represents all of North America’s fish and wildlife agencies. It promotes sound management and conservation, and speaks with a unified voice on important fish and wildlife issues. The Washington Department of Fish and Wildlife (WDFW) and its Enforcement Program participate as active members of this organization.

B

BLEA The **Basic Law Enforcement Academy** is operated by the Washington State Criminal Justice Training Commission (CJTC). The 720-hour BLEA curriculum is designed to provide recruit officers with the basic knowledge and skills necessary for safe, proper, and effective law enforcement service. Each of the Enforcement Program’s new Fish and Wildlife Officers is required to attend the BLEA as part of the Program’s learning and development system.

C

CALEA The **Commission for Accreditation of Law Enforcement Agencies** is a nonprofit corporation that establishes law enforcement best practice standards that accredited law enforcement agencies abide by. The purpose of CALEA’s Accreditation Programs is to improve the delivery of public safety services, primarily by maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The Enforcement Program has been recognized twice by CALEA and is preparing for full accreditation in 2009.

CAPS The **Contracts and Projects System** is composed of two internal agency databases used to monitor and update contractual agreements and spending plans.

CDP The Enforcement Program’s **Career Development Plan** process is a blueprint for career rank advancement within the Program. Each Commissioned employee develops a personalized CDP identifying benchmarks that must be met for advancement and promotion through the following progression: Fish and Wildlife Officer 1 - Fish and Wildlife Officer 2 - Fish and Wildlife Officer 3 - Sergeant/Detective - Lieutenant - Captain - Deputy Chief - Chief.

CJTC The **Washington State Criminal Justice Training Commission** provides programs and standards for the training of criminal justice personnel. The Basic Law Enforcement Academy (BLEA) is part of the training offered through CJTC.

Commission The **Washington Fish and Wildlife Commission** consists of nine members appointed by the Governor. Its primary role is to establish policy and direction for fish and wildlife species and their habitats in Washington and to monitor the Washington Department of Fish and Wildlife’s implementation of the goals, policies, and objectives established by the Commission. The Commission also classifies wildlife and establishes the basic rules and regulations governing the time, place, manner, and methods used to harvest or enjoy fish and wildlife.

D

- DHS** The United States Department of Homeland Security.
- DNR** The **Department of Natural Resources** is the state agency responsible for the management of Washington State lands. The Enforcement Program routinely works with DNR enforcement personnel to protect the natural resources of the state.

E

- EARS** The **Enforcement Activity Reporting System** is an internal Program database system used to track and analyze work hours and projects.
- EMT** The Washington Department of Fish and Wildlife’s **Executive Management Team**, with support of the Fish and Wildlife Commission, establishes strategic direction for the agency and monitors completion of assigned action plans. The Chief and Deputy Chief represent the Program as members of this team.
- EMD** The Washington State **Emergency Management Division**, which is part of the Washington Military Department, works to minimize the impact of emergencies and disasters on the people, property, environment, and economy of Washington State.
- EOC** The Washington Military Department, Emergency Management Division, manages the state’s **Emergency Operations Center** located on Camp Murray, near Tacoma, Washington, in accordance with the Revised Code of Washington (RCW) 38.52.030(3).
- ESA** Endangered Species Act.

F

- FBI** The Federal Bureau of Investigation.
- FTO** A **Field Training Officer** is a senior Fish and Wildlife Officer assigned to a newly commissioned Fish and Wildlife Officer, or “Student Officer,” to mentor and evaluate the Student Officer during the Field Training Program (FTP). FTOs must attend the Field Officer Training Program offered through the Washington State Criminal Justice Training Commission (CJTC) before being assigned a Student Officer.
- FTP** The Enforcement Program’s **Field Training Program** is a 12-week program designed to provide real-world law enforcement experience to newly commissioned Fish and Wildlife Officers.
- FWO** A Fish and Wildlife Officer is a fully commissioned general authority peace officer. For the purposes of this application, all Enforcement Program commissioned personnel can be referred to as FWOs and/or Officers.

G

- GA** The Washington Department of General Administration.

H

Hunter Education Program The **Hunter Education Program** is a division within the Enforcement Program. Over 800 volunteers serve as instructors for courses held throughout the state.

I

IACP The **International Association of Chiefs of Police**. In 2008, the Enforcement Program contracted with the IACP to conduct a staffing and deployment study.

Infocop **Infocop** is an internal Program web-based communication system that provides electronic communication between Fish and Wildlife Officers and the Program's dispatch center (WILDCOMM). The system also provides links to law various enforcement databases that can be accessed through mobile data terminals (MDT).

J

JEA A **Joint Enforcement Agreement** refers to a contractual obligation between the Enforcement Program and the National Oceanic and Atmospheric Administration's Office of Law Enforcement to conduct federal fishing law enforcement.

M

Master Hunter Program The **Master Hunter Program** is a voluntary program administered through the Enforcement Program. Formerly known as the Advanced Hunter Education Program, this program is designed to promote the highest standard of hunter ethics and help assure continued hunting opportunity in the future. Master hunters participate in controlled hunts to eliminate problem animals that damage property and/or threaten public safety. In addition to providing certification, the program emphasizes safe, lawful and ethical hunting practices.

MDT **Mobile Data Terminals** are in-vehicle personal computer systems with air-card Internet connections. MDTs are used by Program personnel to communicate with other Fish and Wildlife Officers, Headquarters, and other law enforcement agencies. MDTs are also used to reference various law enforcement databases and to complete reports.

N

NIMS The National Incident Management System.

NOAA, OLE The **National Oceanographic and Atmospheric Administration's Office of Law Enforcement** contracts via a Joint Enforcement Agreement (JEA) with the WDFW Enforcement Program to conduct federal fishing law enforcement.

O

OFM The Washington State Office of Financial Management.

P

PSCP Under state statute, the Washington Department of Fish and Wildlife issues **Public Safety Cougar Removal Permits** through the Enforcement Program to help ensure public safety and protect against crop and livestock depredation. The Enforcement Program uses a Public Safety Cougar Removal Permit database to track and analyze data received from the field.

R

RCW The Revised Code of Washington.

S

SAO The Washington State Auditor's Office.

U

USFWS The United States Fish and Wildlife Service.

USCG The United States Coast Guard.

V

VMTS The **Vehicle Mileage Tracking System** is an internal agency database used to assign and track agency owned and leased vehicles.

W

WAFWA The **Western Association of Fish and Wildlife Agencies** represents 23 states and Canadian provinces. Association has been a key organization in promoting the principles of sound resource management and then building partnerships at the regional, national and international levels in order to enhance wildlife conservation efforts and the protection of associated habitats in the public interest.

WAPA **Washington Association of Prosecuting Attorneys** serves as a spokesman for county prosecutors at the state and national levels and acts as a liaison between counties and other levels of government through research, training and lobbying.

WASPC The **Washington Association of Sheriffs and Police Chiefs** is an organization of law enforcement executives from across Washington. The purpose of the organization is to lead collaboration among law enforcement executives to enhance public safety. WASPC offers accreditation to state law enforcement agencies who comply with the organization's best practices standards. The Enforcement Program received accreditation in November 2008.

WDFW The Washington Department of Fish and Wildlife.

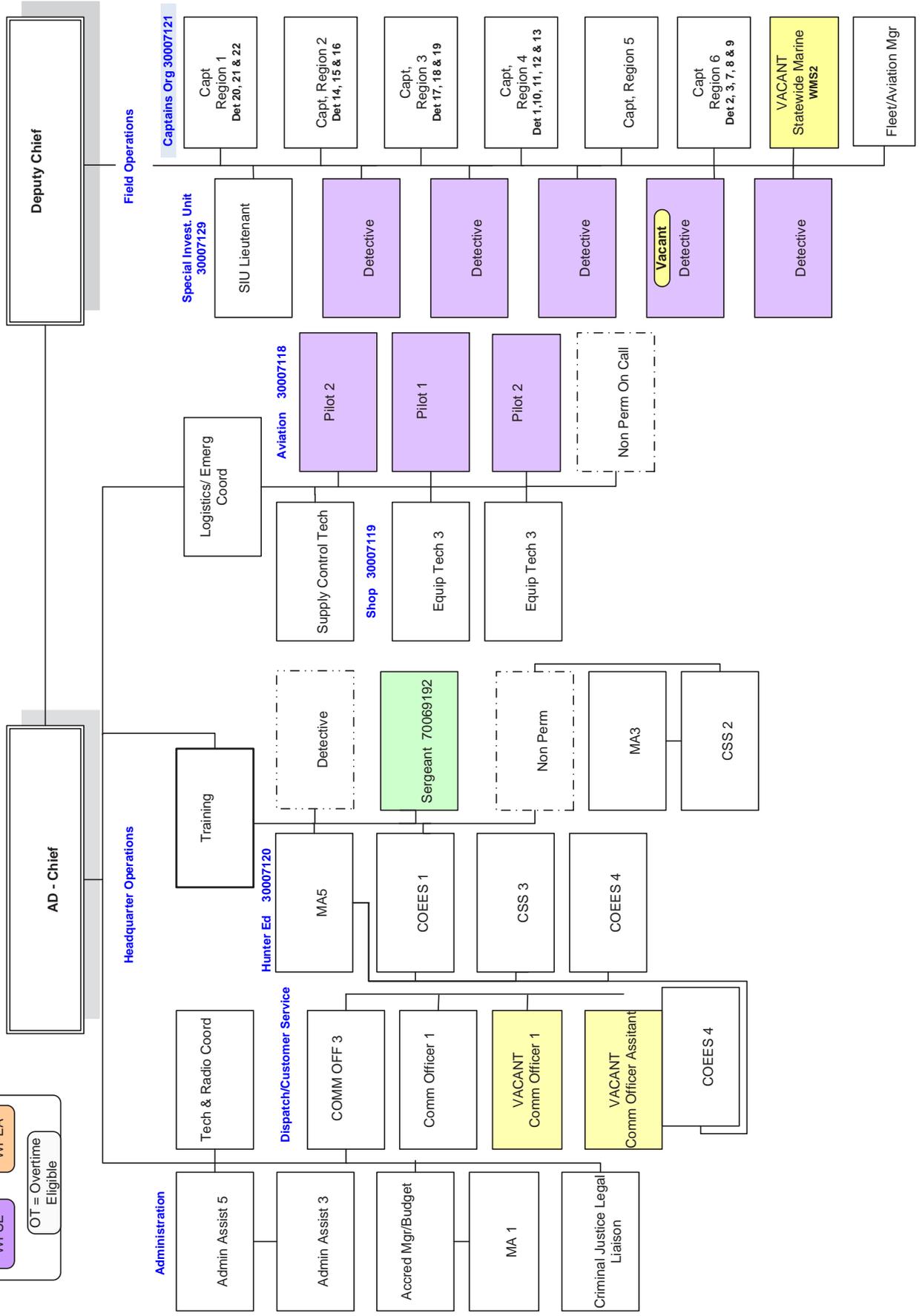
WILDCOMM WILDCOMM is the Enforcement Program's pilot Communications/Dispatch Center.

WSP The Washington State Patrol.

Department of Fish and Wildlife
Enforcement Program ~ Headquarters 30007117
December 2008

Key:

- Vacant
- Coalition
- WFSE
- WPEA
- OT = Overtime Eligible



Organization Profile

The Enforcement Program is a statewide general authority law enforcement agency operating as part of the Washington Department of Fish and Wildlife (WDFW). The Enforcement Program, on behalf of WDFW, is presenting this application.

The Program responds to changing natural resource conditions and social issues by developing new opportunities for public involvement and modernizing techniques for identifying those who disregard laws designed to protect fish and wildlife.

ORGANIZATIONAL ENVIRONMENT

Products and Services

The Enforcement Program provides protection for the state's fish and wildlife habitats and species, prevents and manages human/wildlife contacts, and conducts outreach and education activities for both the citizens and resource users of Washington State.

Commissioned Fish and Wildlife Officers (FWOs) stationed in six regions throughout the state work with a variety of state and federal agencies to enforce all fish and wildlife laws, general authority laws, and WDFW rules. Officers also increase public safety by responding to dangerous wildlife conflicts and enforcing sanitary shellfish restrictions set by the Department of Health (DOH).

FWOs provide these services and products by patrolling service areas, responding to dispatched calls for assistance, and conducting targeted enforcement emphasis patrols and investigations.

Enforcement Program staff educate both residents and visitors of the state through Hunter Education and Master Hunter programs. The Program also trains volunteers through the "Eyes in the Woods" Crime Observation Reporting Training (CORT) program on how to identify and report fish and wildlife crimes.

The Program is committed to continuous improvement and reaching the highest levels of professional excellence. The Program is accredited through the Washington Association of Sheriffs and Police Chiefs (WASPC) and has twice received "Recognition" status from the Commission on Accreditation for Law Enforcement Agencies (CALEA®). The Program has applied for full accreditation through CALEA and will have its on-site assessment in May 2009.

Vision, Mission, Values and Goals

The Enforcement Program has developed its own Vision, Mission, Values, and Goals, which work to support those of WDFW.

Enforcement Program Vision

Safe, orderly, and quality experiences for all who enjoy natural resources.

Enforcement Program Mission

We serve Washington's citizens by achieving compliance with laws focused on fish, wildlife, habitat, and public safety; providing responsive public service; promptly resolving conflicts between humans and wildlife; and forming partnerships with the public and other agencies and governments to benefit our natural resources.

Enforcement Program Values

- » **Professionalism** – Our actions communicate pride in our chosen profession and ourselves. We are adaptive and progressive, investing in continuous learning, development, and innovation to accomplish our mission.
- » **Respect** – We value diversity, fairness, and teamwork. We believe in respectful, open, and honest communication in our relationships. We treat everyone as we would like to be treated.
- » **Integrity** – Our conduct always befits the Public Trust. We live by the standards we set for ourselves and the public expects us to uphold. We have the courage to hold each other accountable. We lead by example.
- » **Dedication** – We have a sense of purpose and are selflessly committed to protecting Washington's natural resources, a cause larger than any of us. We value commitment, yet recognize the need to achieve balance in our lives.
- » **Excellence** – We value efficiency and effectiveness and are customer oriented. We are strategically oriented to achieve results that advance our mission.

Enforcement Program Goals

- » Recruit, Hire, Train, and Retain an Effective Workforce
- » Efficiently Deploy Our Staff and Resources
- » Protect Fish and Wildlife Habitats
- » Prevent and Manage Human/Wildlife Conflicts
- » Provide Positive Outreach and Education
- » Meet or Exceed Law Enforcement Professional Standards
- » Propose Legislative Actions to Help Achieve the Program's Mission
- » Obtain and Utilize State-of-the-Art Equipment and Facilities
- » Make Cutting-Edge Improvements to Technology Resources

Workforce Profile

The Enforcement Program has a funded workforce of 165 full- and part-time employees.

- » 84% of the workforce are Commissioned Fish and Wildlife Officers (FWOs), while 16% are non-commission employees.
- » FWOs operate out of one of six regional offices across the

state or are members of the Program's Marine Division or Special Investigations Unit.

- » The Headquarters Staff consists of the Chief, Deputy Chief, Lieutenants, Sergeants, administrative support and professional staff, and the Hunter Education Division.
- » The majority of the staff (57%) have a four-year college degree. Two percent have a Master's Degree, while 11% have an Associates or Vocational/Business Degree.
- » Currently, all newly hired FWOs must have a Bachelor's degree; or a two-year college degree, and two years of paid, full-time, natural resource experience; or a two-year college degree, and two years of paid, full-time, commissioned law enforcement experience; or a two-year college degree, and three years of active military duty, within the last 8 years.
- » The workforce is 90% male and 10% female.
- » The average age of the workforce is 43.68 while the median employee age is 44.
- » The average years of service in the Program are 12.49 while the median years of service are eight.
- » Ninety-six percent of the workforce is Caucasian/non Hispanic, 3% is American Indian/Alaskan, and 1% is Asian or Pacific Islander.

The Washington Federation of State Employees (WFSE) represents all FWOs, levels 1-3. The Program's Sergeants are represented by the Coalition (covering members of the Washington Association of Fish and Wildlife Professionals (WAFWP) and Teamsters Local 760). The positions of Lieutenant, Captain, Deputy Chief, and Chief, along with other staff positions, are not represented.

Key employee benefits for the Program are established by the state and include medical, dental, disability, defined contribution and benefit pension plans, and other common benefit plan features. The Program supports continuing education and encourages staff to take advantage of training opportunities as they arise.

Facilities, Technologies, and Equipment

Each WDFW Regional Office is shared by the agency and includes office space for the regional Captain, supplies and equipment, and a secured evidence facility that allows FWOs to store evidence during on-going investigations. Several also serve as offices for one of the Program's 22 detachments.

The Program uses other facilities throughout the state as detachment offices. Some facilities are independently operated by the agency while others are shared spaces with the U.S. Coast Guard (USCG) and the Washington State Patrol (WSP).

The Enforcement Program's headquarters, located in Olympia, houses an administrative/professional staff that supports FWOs, the Marine Division, and the Special Investigations Unit. Headquarters is also home to the Program pilot Communications/Dispatch Center (WILDCOMM).

The Program's Aviation Division and Logistics staff are located

at the Olympia Airport. This location houses three airplanes, some patrol trucks, and vessels, along with office space and equipment.

The Enforcement Program has aggressively embraced improvements in equipment and technology in recent years. All FWOs are issued marked law enforcement 4-wheel drive patrol trucks equipped with VHF radios, global positioning units, mapping software, digital cameras, and police emergency equipment (transport cage, siren, and lights). Each FWO is provided with standard police defensive equipment, which includes a duty pistol, shotgun, and rifle.

In 2002, the Enforcement Program began equipping each of its FWOs with Mobile Data Terminals (MDT), which are mounted laptop computers that allow wireless access to the Internet, email, and criminal justice databases while in the field. This connectivity has substantially improved Officer networking abilities and increased Officer field time. Officer safety and productivity have improved also, with the use of GPS devices and mapping software connected to the MDT, enabling Officers to identify their routes of travel, locations of incidents, or poaching sites.

Employee Classifications (as of November 1, 2008)	
Administrative Assistant	2
Aircraft Pilot	2
Captain	7
Chief	1
Conservation and Environment Education Specialist	2
Communications Officer	2
Customer Service Specialist	2
Deputy Chief	1
Equipment Technician	2
Detective	5
Sergeant	22
FWO 1	17
FWO 2	62
FWO 3	7
Lieutenant	5
Management Analyst 1	1
Management Analyst 3	1
Management Analyst 5	2
Procurement and Supply Specialist	1
Property/Evidence Custodian	2
Research and Planning Manager	1
Rules Coordinator/Legal Liaison	1
Vacancies	10
Other FTE*	7
* Other FTE includes part-time non-commissioned staff, part-time deer and elk herders and hazers, overtime, and terminal leave pay.	

The Marine Division currently has the largest complement of patrol vessels of any Washington state or local law enforcement agency. Vessel types range from jet boats, for shallow water and rivers, to large ocean-going vessels designed to patrol offshore in rough weather. Throughout the state, officers routinely assist disabled boaters, enforce marine safety regulations, and help with marine search and rescue operations.

In 2006, the Enforcement Program, in partnership with the Department of Natural Resources (DNR) and Washington State Parks and Recreation Commission (Parks), began plans to establish a limited radio dispatch center (WILDCOMM) at the Natural Resource Building in Olympia. Using the DNR Radio Network, FWOs, certain park rangers, and DNR investigators have the ability to communicate directly with the Enforcement Program Headquarters staff and other law enforcement agencies.

Dispatch services are essential to the Enforcement Program. Prior to WILDCOMM, the Program contracted with the Washington State Patrol (WSP) as the primary provider for the Program's dispatch services, but over the years, that service became cost prohibitive.

The Enforcement Activity Reporting System (EARS), which tracks types of officer time in the field, has been updated in recent years to increase the operational effectiveness of the Program. These updates have enhanced data production, improved data entry options for FWOs in the field, and let supervisors and Headquarters Staff analyze trends and patterns within the Program more effectively.

The Enforcement Program coordinates with the WDFW Information Technologies Services (ITS) Program to maintain its computer and networking capabilities throughout the state.

Regulatory Environment

The mission and responsibilities of the Enforcement Program originate with statutes promulgated in several titles of the Revised Code of Washington (RCW) and Washington Administrative Code (WAC). Primary among these is RCW Title 77 - Fish and Wildlife, and Title 10 - Criminal Procedure. Commissioned staff are also responsible for enforcing a number of other laws and rules pertaining to criminal acts, boating safety, motor vehicles, natural resource protection, and litter.

In addition to these statutes, which encode agency and legislative direction and expectations, the Enforcement Program has further obligations arising from:

- » The mission and responsibilities of the Washington Department of Fish and Wildlife (WDFW)
- » The goals, objectives, and priorities of the Washington Fish and Wildlife Commission and the agency Director
- » Public safety issues
- » The needs and priorities of the agency's resource Programs (Wildlife, Fish, Habitat).

FWOs hold commissions with the United States Fish and

Wildlife Service (USFWS) and the National Oceanic and Atmospheric Administration's Office of Law Enforcement (NOAA-OLE), and therefore have jurisdiction over specific federal violations. The most important of these are the Endangered Species Act (ESA) and the Lacey Act.

Officers work joint patrols and coordinate with these federal agencies as well as with the United States Coast Guard (USCG), United States Forest Service (USFS), Federal Bureau of Investigation (FBI), Bureau of Land Management (BLM), tribal police, and the Department of Homeland Security (DHS). FWOs frequently participate in United States Bureau of Customs and Border Protection smuggling interdiction patrols at ports of entry and on marine waters along the United States-Canadian border.

Officers also hold county commissions to enforce county ordinances as they relate to trespass, no shooting zones, boating safety, boating noise restrictions, and off-road vehicle restrictions.

With increasing threats of domestic terrorism, emergency preparedness is an increasingly important aspect of an Officer's job function. FWOs work with local law enforcement agencies on a daily basis and in the event of a major state or national emergency. The Enforcement Program has critical responsibilities as a part of the Washington State Department of Emergency Management's Operations Center (EOC).

Accreditation

The Enforcement Program was first awarded "Recognition" status from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®) in March of 2003. In March 2006, the Commission renewed the "Recognition" award until 2009. Recognition status indicates compliance with 97 core law enforcement professional standards. The Enforcement Program's goal is to satisfy 350 additional standards by 2009 to receive full CALEA accreditation. Accreditation is a major achievement for the Program, as only a small percentage of law enforcement agencies in the United States and only one other state fish and wildlife agency is accredited through CALEA.

The Program also pursued state accreditation through the Washington Association of Chiefs of Police (WASPC) and received its initial accreditation award in November 2008. The Program had to comply with 141 law enforcement professional standards to receive its award.

ORGANIZATIONAL RELATIONSHIPS

Organizational Structure and Governance System

The Enforcement Program operates in support of the Vision, Mission, Values, and Goals of the Washington Department of Fish and Wildlife (WDFW).

WDFW was formed in 1994 with the merger of the Department of Fisheries and the Department of Wildlife. In 1995, Referendum 45 transferred oversight of the Department from the Governor to a Governor-appointed Fish and Wildlife Commission. The Commission is a nine-member policy "board

of directors” that is comprised of citizens of the state. The Commission is responsible for appointing the Director of the Department, and must also approve the operating and capital budget requests before they are submitted to the Governor and Legislature for final approval. The Department’s, the Director’s, and the Commission’s mandates fall under the authority of RCW 77.04.012.

WDFW’s internal management structure consists of six Programs and six Regional Offices that carry out policy implementation and daily operations statewide. Each Program has an Assistant Director and Deputy Assistant Director, who are appointed by the agency Director to lead their respective Programs. Each of the Department’s six Regions has a Regional Director, appointed by the agency Director, who is a responsible for managing WDFW activities in that segment of the state.

Key Customers and Stakeholders

The Enforcement Program’s main customers include wildlife watchers, hunters, and anglers (license holders), conservation and environmental groups, commercial fishing and shellfish

industries, tribes, youth, and general residents/visitors of the state.

The Program also works with many key stakeholder groups, which represent the broad interests of our customer base. These groups include the Governor’s Office, the Legislature, other state and federal law enforcement agencies, other WDFW Programs, state and regional tribes, labor organizations, community groups, and advocacy organizations (see Figure P.1).

- » **Suppliers:** Vendors supply the Enforcement Program with the equipment needed to do the job. The Program’s 800+ volunteer hunter education instructors facilitate its outreach and education efforts. The “Eyes in the Woods” volunteers increase the Program’s enforcement capability by reporting suspected fish and wildlife crimes. The state legislature, NOAA, and other sources supply the Program with the funds to operate. The Fish and Wildlife Commission provides the Program with guidance and approval to undertake certain tasks.
- » **Partners:** Other law enforcement agencies, “Eyes in the

Figure P.1 - Key Customers, Suppliers, and Partners: Needs and Communication Methods

Customer/Supplier/Partner Group	Respective Needs	Communication Methods
License Holders	<i>Theirs:</i> Species and habitat protection; rule-making collaboration; regulation clarity and enforcement; abundant opportunity; safety; license affordability <i>EP:</i> Regulation adherence; abundant patronage; enforcement collaboration	Regulation pamphlets, agency website, toll-free phone access, Washington State Register, Fish and Wildlife Commission meetings, press releases, direct mailings.
Other Natural Resource Users (Wildlife Watchers, Hikers, Naturalists, etc.)	<i>Theirs:</i> Species and habitat protection; rule-making collaboration; regulation clarity and enforcement; abundant opportunity; safety; license affordability <i>EP:</i> Enforcement collaboration, enthusiastic stewardship	Regulation pamphlets, agency website, toll-free phone access, Washington State Register, Fish and Wildlife Commission meetings, press releases, direct mailings.
Washington Tribes	<i>Theirs:</i> Resource co-management; equitable shares and opportunity; enforcement collaboration <i>EP:</i> Compliance and accountability; ethical harvest and selling; enforcement collaboration	Management team meetings, phone calls, Officer visits, regulation pamphlets, agency website
Commercial Industry	<i>Theirs:</i> Species protection; equitable shares/playing field; marketplace protection and regulation; rule-making collaboration <i>EP:</i> Compliance accountability; ethical harvest and selling; fair business practices; enforcement collaboration	Officer visits, direct mailings, toll-free phone access, Washington State Register; press releases; Fish and Wildlife Commission meetings; agency website
Washington State Government	<i>Theirs:</i> Accurate, timely, and dependable information on Program needs and functions; compliance with state law and regulations <i>EP:</i> Staffing and funding levels to fulfill Program mission and responsibilities	Management team meetings, annual reports, quarterly newsletters, legislative session testimony and meetings
Other Regulatory/Law Enforcement Entities	<i>Theirs:</i> Enthusiastic participation in regulation creation, management, and enforcement; open communication; agreement on mutual goals <i>EP:</i> Involvement in rule-making collaboration and regulation creation; open communication	Management team meetings; joint-enforcement patrols; quarterly/annual reports
Special Interest Groups	<i>Theirs:</i> Rule-making collaboration; species and habitat protection <i>EP:</i> Enforcement collaboration, species and habitat conservation and aid	Regulation pamphlets, annual report, quarterly newsletter, agency website, community meetings, Fish and Wildlife Commission meetings, press releases, direct mailings

Woods” volunteers, and other WDFW Programs work corroboratively to support the Program’s mission. These partners refer cases, assist with investigations, and provide information to apprehend violators. The Program works with private landowners to respond to dangerous/nuisance wildlife calls, reduce damage claims, and ensure lawful hunting and fishing.

- » **Collaborators:** Tribes are co-managers of natural resources with state and federal entities. The Program works with them to determine how to set hunting and fishing seasons and manage limited resources. The Program also collaborates with other law enforcement agencies in the state and across the country to provide natural resource and general law enforcement.

ORGANIZATIONAL CHALLENGES

Competitive Position

Competition is positive because it advances the Program’s mission. Parks officers, DNR investigators, NOAA, and USFWS Officers all conduct similar work to reach the same objective: protect natural resources and habitat, as well as enhance public safety.

The size of the Enforcement Program is much smaller than that of other similarly sized states that have a Fish and Wildlife Enforcement function. In addition, the size of the Program’s workforce has decreased by more than 35 full-time employees since 1998.

The Program continually strives to improve upon its past performance and enhance public compliance with fish and wildlife laws. Headquarters Staff utilizes similar-sized agencies in other states, which have like law enforcement functions, as benchmarks with which to measure the Program’s successes and deficiencies. The key changes currently taking place within the Program include meeting accreditation standards, advancing technology, partnering with local and state agencies, and conducting exceptional training.

Comparative and Competitive Data

From within the industry, the Enforcement Program compares data with similar agencies from other states. The Program frequently uses California, Wisconsin, and Florida as benchmarks since each is similar in size and function to the WDFW Enforcement Program. From outside the industry, the Program compares data with general law enforcement organizations, federal authorities, and other agencies with an enforcement function.

Comparable and competitive data is shared with other agencies through several annual reporting mechanisms that the Program participates in. The first is the annual WASPC Mandatory Racial Profiling Survey. The legislature requires WASPC to report annually on the progress and accomplishments of each local law enforcement agency within Washington State in meeting requirements and goals related to racial profiling and bias-based policing. In order for WASPC to comply with the reporting requirement, all law enforcement agencies, including

the Enforcement Program, are required to complete an annual survey. The data gathered by WASPC is compiled and analyzed to identify individual agency and statewide progress in this area.

A second reporting function in which the Program participates is the Western Association of Fish and Wildlife Agencies (WAFWA) Law Enforcement Committee State Report. This report is completed annually by each member state, and the data is used to identify trends within the industry and to develop strategies for addressing emerging issues. The report requires agencies to report on common topics such as training, funding and staffing, trends within jurisdictions, legislative or legal challenges, cost saving initiatives, etc.

The Program also reports regularly on its joint enforcement agreements (JEA) with the National Oceanic and Atmospheric Administration’s Office of Law Enforcement (NOAA, OLE). NOAA requires the Enforcement Program to report both quarterly and annually with regard to its work on the JEA. The data compiled in the report is used by NOAA to track individual JEA progress, but the data is also compared against other JEA partners to create a nationwide picture of the effectiveness of the JEA program.

There are limitations to obtaining external data from other law enforcement agencies. Among these are that the same information is not always captured between different groups; agencies are not completely similar in function and mission; and data collection processes vary across agencies.

Strategic Challenges

- » The Enforcement Program must have sufficient staffing to effectively enforce the natural resource laws and regulations of the state while also providing public safety.
- » Consistent funding is critical to making improvements in technology, equipment, and facilities.
- » Sufficient staffing and consistent funding are integral to keeping pace with problems caused by the growing population and urbanization of the state’s wildlife areas.
- » The Program must maintain effective working relationships with other state and federal law enforcement agencies to protect fish and wildlife habitats and populations.

Strategic Advantages

- » The Enforcement Program is part of a progressive, state-of-the-art agency that strives to preserve, restore, and enhance fish and wildlife and their habitats, while providing sustainable recreational and commercial opportunities.
- » The Program has a dedicated, well-educated, and highly trained staff that believes in what they do for a living and takes great pride in their performance.
- » The Program is in a constant state of improvement through activities such as accreditation, the acquisition of new equipment and technologies, and the implementation of new and improved recruiting, hiring, and training techniques.

Performance Improvement System

The Enforcement Program employs a number of mechanisms and tools to improve its overall performance, including clear expectations, effective communication, annual assessments, technology improvements, proper training, and strategic deployment.

The Program has developed a clear and concise chain of command through which information is disseminated to the workforce. This approach includes a compliance component that ensures all employees have received important information. Compliance is tracked via an electronic tracking mechanism within the Program’s email system and via a signature system whereby employees affirm that they have received and understood the information presented.

A regulation manual and Program strategic plan provide staff members the opportunity to understand their roles and responsibilities, the way they help the Program achieve its goals, and the direction the Program is headed in the future. The regulation manual is updated when changes are made to policies and procedures, and the strategic plan is updated annually to reflect the Program’s evolving strategic objectives and direction.

The Program also produces quarterly newsletters and an annual report to help communicate its functions and accomplishments to customers, partners, and stakeholders who have an interest.

The Program continues to investigate and employ the latest state-of-the art technologies to better protect its staff and the resources and residents of the state.

Training opportunities allow Program employees to increase their knowledge base, advance in their careers, and provide better service to the public.

1. Leadership

1a. How do senior leaders set organizational Vision and Values?

The Enforcement Program’s vision and values (see Organizational Profile, Page vi) support legislative direction and the statutory mission and vision of the Washington Department of Fish and Wildlife (WDFW), and provide guidance to the Program through industry adopted best practices.

Staff at Headquarters, and Command Staff at the regional offices, ensure that the Program’s vision and values support those of WDFW by aligning its strategic plan with that of the agency. This is accomplished by reviewing agency direction, providing input as appropriate, and then answering the question; “How does the Enforcement Program best assist in accomplishing the agency’s goals and objectives?”

The Program also aligns its vision and values with best practices across law enforcement and natural resource communities.

Figure 1.1 Communication Mechanisms

Communication Methods	Frequency	Primary Audience
28-Day Meeting Cycle	Monthly	Captains, Sergeants, FWOs
General/Special Orders	As needed	All Program employees
In-Service Training	Annually	All Program employees
Regional Reviews	Annually	Regional Captains/Sergeants
Regional/Program Reports	Weekly	All Program employees
Command Staff Video Conferences	Monthly	Regional Captains
Hot Topics Report	Weekly	WDFW EMT and agency staff
Strategic Plan	Annually	Program staff, WDFW EMT and agency staff, stakeholders, partners
Annual Report	Annually	Program staff, WDFW EMT and agency staff, customers, stakeholders, partners
Newletters	Quarterly	Program staff, WDFW EMT and agency staff, customers, stakeholders, partners
WASPC	Monthly	WASPC Executive Board, other law enforcement agencies
AFWA/WAFWA Conference	Annually	Other fish and wildlife law enforcement agencies
Committee Work	On-Going	Program staff
Advisory Group	Semi-Annually	Partners, customers, stakeholders
Commission Meetings	Monthly	Partners, customers, stakeholders

Senior leadership participates in annual meetings of the Association of Fish and Wildlife Agencies (AWFA) and the Western Association of Fish and Wildlife Agencies (WAFWA), where they share learning experiences and deliver presentations on emerging issues, best practices, and strategic challenges surrounding natural resource protection.

Members of the Program's Headquarters and Command Staff also collaborate with the Washington Association of Sheriffs and Police Chiefs (WASPC) and the Washington Association of Prosecuting Attorneys (WAPA) to develop guidelines and best practices for law enforcement agencies.

In 2001, the Program made the strategic decision to focus efforts on law enforcement best practices by working toward international accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA®). The Program has been recognized twice for its efforts, and in November 2008, received state accreditation through WASPC.

1b. How do your senior leaders communicate with and engage the entire workforce?

Senior leadership communicates with and engages workforce personnel through a well-developed chain of command, multiple electronic mediums, regional reviews, annual in-service training, and ongoing committee work (see Figure 1.1).

The Program's chain of command distributes information to the workforce through a 28-day meeting cycle, regional reviews, and General/Special Orders. Each month Headquarters Staff meets with regional Command Staff to discuss priorities for the upcoming cycle. Information is then communicated by the regional Captains to their Sergeants and used to set regional action plans. Sergeants then meet with FWOs in their detachments to set individual work plans for the upcoming period.

When policy and/or procedure changes are needed in the Program's regulation manual, senior leadership communicates these changes to the workforce through General or Special Orders. General Orders are written directives that address changes to WDFW policy or Program regulations. Special Orders are written directives announcing Program procedures concerning specific, limited, and usually temporary circumstances. Both General and Special Orders are communicated to the workforce electronically and are available to all personnel on the Program's intranet page.

The intranet page is also used as an electronic reference point where personnel can access a variety of information related to the Program. Data stored on the site includes updated employment opportunities, legislative information that could affect the Program or the law enforcement profession, training materials, employee contact information, legal references, quarterly newsletters, annual reports, strategic plans, etc.

Due to the placement of Program personnel across the state, electronic communications such as emails and video conferences are extremely important. The majority of

communication between senior leadership and the workforce occurs via email. Along with General and Special Orders, items such as weekly program updates and intelligence reports are communicated through email.

Video conferences are also used to communicate with the workforce on a regular basis. In the past year, senior leadership made a switch from quarterly in-person meetings with regional Command Staff to monthly video conference meetings to discuss status of the Program and upcoming priorities. This change led to the reduction of travel costs associated with the previously conducted quarterly meetings.

Each year, Headquarters Staff conducts regional reviews with members of each Command Staff to discuss goals and priorities met within the region and to set expectations for the upcoming year. This activity allows the Program's senior leadership to communicate in-person with members of the workforce statewide.

The Program also hosts an annual in-service training that provides a platform for communication between senior leadership and the workforce. Topics covered during in-service from 2006 to 2008 included updates to the WILDCOMM dispatch center, forensic entomology, emergency management training, legal issues, and domestic terrorism.

Headquarters and Command Staff engage the Program's workforce by encouraging staff to influence decisions at a Program level through committee work. The Program applies committee input on topics such as recognition, accreditation, policy/procedure updates, uniforms, and training.

1c. Describe how your organization addresses its responsibilities to the public and ensures ethical behavior.

Program personnel address their responsibility to the public by enforcing the state's natural resource and general laws and regulations, and WDFW rules. The Program further addresses its responsibility by responding to wildlife/human conflicts across the state and enforcing sanitary shellfish restrictions set by the Washington Department of Health (DOH).

At the Program level, Headquarters Staff addresses its responsibility to the public through efficient and sustainable uses of state resources. This is no more evident than in the strides the Program continues to take to be fiscally responsible.

In 2006, Headquarters Staff issued a General Order to the workforce instructing staff to use only Department of Transportation (DOT) fuel stations unless in an emergency situation. This action has resulted in a reduction of fuel costs for the Program (see Figure 7.2).

The Program continues to exhibit fiscal responsibility today through its cost-saving measures. In response to the high costs of using the Washington State Patrol to dispatch calls to staff in the field, the Program opened its own WILDCOMM dispatching center at headquarters. The Program is expected to reallocate approximately \$100,000 per biennium from dispatching

expenses to issues such as rising fuel costs and equipment needs.

The Enforcement Program ensures the ethical behavior of its workforce through Program regulations, frequent coaching and discussion, and consistent and fair forms of disciplinary action. Ethical behavior is modeled first by the Program’s Headquarters and Command Staff. Ethical behavior is the cornerstone of the entire Program, for once it is questioned, so too is the Program’s place within the criminal justice system.

To ensure all staff understand the expectations of themselves and of the Program, each employee is provided with access to the Program’s Regulation Manual and is required to familiarize themselves with it. Every employee is required to review all new regulations and agency policies annually and sign a Directive Control Sheet stating that they have done so as part of the Performance Development Plan (PDP) process.

Each of the Program’s sworn personnel takes an Oath of Office before they are commissioned as Fish and Wildlife Officers. Per Program Regulation 2.00 – Code of Conduct, each employee, commissioned and non-commissioned, must abide by a clear code of ethics.

The Program further ensures the ethical behavior of its workforce through a detailed investigation of all complaints against the Program and/or its staff. Complaints are made through personal contacts, emails, phone calls, written correspondence, or an electronic Officer Commendations/ Complaint Form available on the agency website.

Review of complaints and/or incidents is overseen by the Program’s Deputy Chief and examined through the appropriate chain of command. Each occurrence is tracked in a secure database, and data is analyzed to identify trends in the behavior and conduct of the workforce (see figure 7.5).

The Program’s annual awards program, as outlined in Regulation 2.70 - Awards, provides incentive for employees to exhibit ethical behavior as part of their exemplary work, and recognizes those that go above and beyond the call of duty.

2. Strategic Planning

2a. What are your strategic objectives?

2b. How do your strategic objectives address your strategic challenges and strategic advantages?

By applying its Strategic Planning and Deployment Process (see Figure 2.1), the Enforcement Program has identified nine key strategic objectives to guide priority activities during the upcoming biennium and beyond (see Figure 2.2). Each of the objectives is linked to both the most current version of the WDFW strategic plan and the specific strategic challenges/ advantages facing the Program. The objectives, along with related strategies and performance measures, are included in each update of the Program’s strategic plan.

Figure 2.1 Strategic Planning and Deployment Process

Step 1: Collect Environmental Information

Many factors influence updates to the Enforcement Program’s strategic direction and action plans. These factors include: Periodic analysis of updates to WDFW strategic plan and the Director’s Agreement with the Commission, other WDFW Program’s requests, annual region reviews, performance measure data, changes in Program staffing or funding levels, monthly EMT meetings, Enforcement Advisory Groups, CALEA/WASPC standards, legislative mandates, employee suggestions, customer-survey feedback advocacy groups, and newly identified Program opportunities.

Step 2: Analyze Data/Situation

Headquarters and Command Staff review and analyze data collected in Step 1 to develop or alter Program goals, objectives, and strategies for the upcoming fiscal year or biennium.

Step 3: Develop/Alter Plan

Headquarters Staff

- » Determines strategic objectives for meeting Program goals while ensuring linkages to agency goals
- » Develops strategies and measurable targets
- » Develops and communicates action plans to achieve objectives and goals

Step 4: Deploy and Execute Plan

Headquarters Staff

- » Distributes the plan internally and externally
- » Allocates resources to ensure objectives and goals are met
- » Deploys action plans throughout the year as needed

Step 5: Monitor/Update Strategic and Action Plans

- » 28-Day Meeting Cycle
- » Chief/Deputy Chief receive input from Program environment and analyze (Steps 1-2)
- » Chief/Deputy Chief meet with regional Captains via conference call to discuss changes to strategic/operational direction
- » Regional Captains meet with Sergeants to clarify objectives for the next 28-day work period
- » Sergeants meet with detachments to develop work plans for the next 28-day period
- » Once finalized, the work plans are incorporated into regional and individual officer work plans

Step 6: Evaluate and Improve Strategic Planning Process

Through group discussion and email correspondence, Headquarters and Command Staff review effectiveness of the year’s action plans in meeting Program goals and objectives, analyze changes to the external and internal environment through Step 1, and make improvements to the strategic plan and related action plans for the upcoming fiscal year and biennium.

Figure 2.2 – Strategic Objectives with Links to Program Strategic Challenges/Advantages

Program Objectives and Strategies	Links
<p>Enforcement Objective I: Recruit, hire, train, and retain an effective workforce.</p> <ul style="list-style-type: none"> » Complete IACP staffing and allocation study by January 2009 to determine the number of FWOs and resources needed » Increase advertising in alternative mediums 	<p>To strategic challenges: Recruiting and retaining an effective workforce allows the Program to still complete its strategic objectives and goals despite a decline in staff numbers.</p> <p>To strategic advantages: Employing an effective workforce strengthens the Program’s already dedicated staff.</p>
<p>Enforcement Objective II: Efficiently deploy staff and resources.</p> <ul style="list-style-type: none"> » Use staffing allocation study as a guide for deployment of existing staff and resources and as a planning tool for future Program needs 	<p>To strategic challenges: By using staff and resources efficiently, the Enforcement Program is proactively coping with the possibility of declines in staff and funding each year.</p> <p>To strategic advantages: The commitment of staff allows the program to apply resources in the most efficient ways possible.</p>
<p>Enforcement Objective III: Protect fish and wildlife populations and habitats.</p> <ul style="list-style-type: none"> » Increase Enforcement presence and outreach efforts in critical habitat areas, with focus on endangered species habitats » Prioritize Enforcement activities and direct FWOs into critical areas to deter and apprehend individuals who violate wildlife laws <p>Enforcement Objective IV: Prevent and manage human/wildlife conflicts.</p> <ul style="list-style-type: none"> » Respond promptly to dangerous wildlife calls to protect people, livestock, and property » Develop partnership strategies with landowners to resolve or minimize deer and elk agricultural damage 	<p>To strategic challenges: It is necessary to have sufficient staff and funding sources to protect the state’s fish and wildlife populations and habitats. The Program needs to work cooperatively with other state and federal agencies to ensure the proper protection. The need to prevent and manage human/wildlife conflicts becomes more critical as the population continues to grow and more of the state’s wildlife areas become urbanized.</p> <p>To strategic advantages: The Enforcement Program works collaboratively with all other WDFW programs to protect and perpetuate the state’s fish and wildlife populations and habitats. Staff is committed to continual improvement in protecting the state’s resources.</p>
<p>Enforcement Objective V: Provide positive outreach and education.</p> <ul style="list-style-type: none"> » Promote hunter safety, awareness, and skills » Educate resource users on Program functions through sportsmen shows, community meetings, and field contacts 	<p>To strategic challenges: Providing positive outreach and education reduces the number of fish and wildlife violators by educating the public about natural-resource laws of the state.</p> <p>To strategic advantages: Through outreach and education, the Program continues to build a reputation of credibility with the natural resource users of the state.</p>
<p>Enforcement Objective VI: Meet or exceed law enforcement professional standards.</p> <ul style="list-style-type: none"> » Develop WASPC Reaccreditation play by January 2010. » Achieve full CALEA Accreditation by November 2009. 	<p>To strategic challenges: By meeting accreditation standards it provides common ground to begin work with other law enforcement agencies.</p> <p>To strategic advantages: Through outreach and education, the Program continues to build a reputation of credibility with the natural resource users of the state.</p>
<p>Enforcement Objective VII: Propose legislative action to help achieve the Program’s mission.</p> <ul style="list-style-type: none"> » Use IACP staffing and deployment study to develop legislation in support of resource needs 	<p>To strategic challenges: By proposing proper legislative actions, the Program continues to address the challenges of declining funding and the need for additional staff.</p> <p>To strategic advantages: By proposing legislation, the Program continues to try to improve itself through the acquisition of funds and other resources.</p>
<p>Enforcement Objective VIII: Obtain and utilize state-of-the-art equipment and facilities.</p> <ul style="list-style-type: none"> » Continue improvements to MDT capabilities » Finalize WILDCOMM dispatch center <p>Enforcement Objective IX: Make cutting-edge improvements to technology resources.</p> <ul style="list-style-type: none"> » Invest in hand-held MDT devices » Invest in Records Management/CAD System 	<p>To strategic challenges: Improvements in technology and equipment allow the Program to compensate for decreasing staff numbers and increase collaboration with other law enforcement agencies.</p> <p>To strategic advantages: Through improvements in technology and equipment, Program staff are better able to complete assigned work tasks.</p>

2c. How do you deploy action plans throughout the organization to achieve your key strategic objectives?

The Enforcement Program's Strategic Planning and Deployment Process enables the Program to develop long-range plans to confront strategic challenges, support the WDFW mission, and provide the groundwork for creating clear, concise action plans.

The process is initiated each fiscal year by Headquarters Staff. Updates to, or creation of, the Program's strategic plan are based on changes to the Program's internal/external environment (see Figure 2.1, Step 1). The plan undergoes a thorough revision before the start of each biennium to align with the current WDFW strategic plan. It is updated after each fiscal year to address further changes in the environment.

The Program solicits input during the process from both employees and external entities. Input from staff is communicated upward through the chain of command to Headquarters staff. The information received is analyzed and added to the strategic plan if applicable.

External input is obtained through various meetings with advisory and advocacy group members, other law enforcement organizations, other WDFW programs, members of the state legislature, and the Governor's office. Information from the public is obtained through personal contacts between FWOs and natural resource users and through the Program's Customer Satisfaction Survey.

Deployment of the Program's strategic direction and any related action plans is done through different mediums, depending on the target audience. Action plans are disseminated to employees through the Program's 28-day meeting cycle (see Figure 2.1, Step 5), individual performance expectations, and/or General/Special Orders.

An example of action-plan dissemination through the 28-day meeting cycle is the Program's ongoing crab fishery enforcement emphasis. In support of WDFW Goal I (see Figure 2.2), the WDFW Fish Program asked at a monthly WDFW Executive Management Team (EMT) meeting for increasing Enforcement patrols to assist with crab compliance. In response, the Program established emphasis patrols related to the Puget Sound crab fishery and deployed the new action plan through the 28-day meeting cycle.

General/Special Orders usually consist of alterations to the Program's regulation manual, which inform staff of changes to their work environment and instruct them on how to accomplish new priorities. In compliance with several CALEA standards, each order is sent to all staff electronically and tracked to ensure delivery of the information. If needed, regional staff reviews orders at monthly detachment meetings.

Staff is also informed of changes in strategic direction at annual in-service training. An example from the March 2008 in-service training was the focus on emergency management preparedness and domestic terrorism.

Headquarters staff also communicates with personnel through Program-wide emails. These messages inform staff of updates to on-going projects and the identification of emergent issues.

The strategic plan, all orders, the regulation manual, and other Program resources are available to all employees on the Program's intranet site.

The Program's strategic plan and related action plans are communicated to external entities through Washington Fish and Wildlife Commission meetings, annual law enforcement conferences, and the agency's website. Major changes to the Program's strategic direction and action plans are presented at monthly Commission meetings around the state. The goal of these presentations is to inform the Commission and the public of new action plans, and in some cases, to receive approval if required.

The WDFW Executive Management Team (EMT) receives updates from Enforcement relating to new action plans at weekly and monthly EMT meetings. The Chief and Deputy Chief also participate in a variety of annual law enforcement conferences where the Program's strategic direction and action plans are illustrated.

Strategic changes related to the Program are communicated to the state's legislature and the Governor's office through various meetings and hearings throughout the year. The majority of meetings are held during the annual legislative session and are used to educate constituents about strategic challenges facing the Program and to gain support for additional resources in the future.

Updates to the Program's strategic plan are also communicated to the public through the agency's website, which includes electronic versions of the Program's annual reports, strategic plan, and other online resources related to the Program and its activities.

3. Customer and Market Focus

3a. How do you capture customer-related information (i.e. requirements, needs, and expectations)? How do you determine which requirements are most important?

External customers of the Enforcement Program are the residents and visitors of Washington who make up the widely diverse set of consumptive and non-consumptive users of the state's fish and wildlife resources. These include recreational and commercial fishermen, shellfish harvesters, hunters, bird watchers, wildlife photographers, and many other wildlife enthusiasts.

Included among these important groups are "internal

customers.” These internal customers include legislators; federal, state, city and county governments; tribes; local communities; and inter-agency programs. Officers also provide a valuable service assisting other law enforcement agencies in their jurisdictions and provide all citizens with public safety service in their daily activities. FWOs are often the first responders to vehicle and vessel accidents. They also provide first aid, assist disabled motorists, help with search and rescue operations, and are eager to provide valuable information to hunters, fishers, and wildlife viewers to help them be successful in the field.

The Enforcement Program collects and analyzes customer information in an effort to better understand what customers want, need, and expect. The Program captures customer-related information through a variety of methods (see Figure P.1), including outreach/education programs, public/stakeholder meetings, Fish and Wildlife Commission meetings, advisory groups, inter-agency meetings, and community activities.

Through several of Enforcement’s customer-based programs, staff can gauge attitudes of its customers and their impressions of the Program. The Hunter Education Program is administered through Enforcement and provides a platform to gather data on the needs and expectations of class participants and from the more than 800 volunteer instructors who make the program a reality. By analyzing class survey data and on-going communication with instructors across the state, Headquarters Staff can make changes to the Program to better meet the needs of its customers.

The Master Hunter Program is one of two programs designed to assist Enforcement with protecting and preserving the state’s natural resources. In addition to providing advanced hunting training, the Master Hunter Program emphasizes safe, lawful, and ethical hunting priorities while upholding the highest standards of conduct in the field. The program offers an opportunity for conscientious, committed hunters who care about the future of hunting to assume a leadership role among their peers. Through their knowledge and conduct in the field, Master Hunters play a key role in improving relationships with landowners, thus ensuring continued hunter access to private lands. These relationships allow the Enforcement Program to analyze data from landowners in an effort to grow and solidify these relationships.

A second program that fosters collaboration between the Program and its customers is the “Eyes in the Woods” program. Several hundred fish and wildlife supporters are trained by the Enforcement Program to effectively report fish and wildlife crimes. The role of “Eyes in the Woods” is similar to that of Neighborhood Watch. The Program’s role is to provide Crime Observation Reporting Training (CORT) courses to “Eyes in the Woods” volunteers so the volunteers can become effective, non-confrontational witnesses and use the most efficient channels for reporting fish and wildlife crimes. Program staff then uses the volunteers’ information to investigate and prosecute these crimes.

The Program also collects customer-related information at

public and stakeholder meetings held throughout the year and around the state. Staff attend meetings related to fishing and hunting regulations, the commercial fishing industry, aquatic invasive species, etc. The data is analyzed by Headquarters and Command Staff to determine priority levels and to develop action plans if needed.

Fish and Wildlife Commission meetings provide multiple opportunities for the Program to collect and analyze customer-related data. The Program’s external customers (i.e. license holders, commercial fishermen, etc.) provide public comment at these meetings, which help Program staff shape rules and policies to meet customers’ needs and expectations. The Program also captures internal customer information in the form of the Commission’s directives and decisions. A debriefing is conducted after each meeting to confirm and classify the Commission’s directives and requests. Assignments are tracked to ensure compliance. The Program uses this information to plan for and develop action plans to meet the identified expectations of both groups.

The Program gleans other customer-related expectations and needs through joint enforcement work with other state law enforcement agencies. Officers serve at the local level as members of special multi-agency units, such as Homeland Security, Search and Rescue, SWAT, Drug Task Forces, and Gang Task Forces. Officers and Command Staff regularly participate in joint law enforcement informational meetings and are members of associations such as the Washington Council of Police and Sheriffs (WACOPS), the Washington Association of Sheriffs and Police Chiefs (WASPC), the Association of Fish and Wildlife Agencies (AFWA) and the Western Association of Fish and Wildlife Agencies (WAFWA).

The Enforcement Program participates with federal law enforcement agencies as well. Officers are cross-commissioned with the United States Fish and Wildlife Service (USFWS) and the National Oceanic and Atmospheric Administration (NOAA) to provide enforcement activities for federally regulated species and interstate/international trade. Data that is collected and analyzed through these interactions enables the Program to serve as better partners within the law enforcement community, because the data provides a clear understanding of federal agencies’ needs and expectations.

Customer-related information is also collected and analyzed through tribal co-management of the state’s natural resources. Commissioned Enforcement staff at all levels regularly participate in co-management forums with state tribes to address hunting and fishing issues. Meetings are held to evaluate and set harvest levels and seasons, identify enforcement issues, and implement joint strategies to address the needs of the resource, the tribes, and the state.

The Enforcement Program’s Advisory Group provides a valuable platform for gathering and analyzing customer-related information. The advisory group, comprised of 13 citizens representing a diverse range of interests, provides recommendations on issues such as enforcement staffing, deployment, workload, and outreach and education. The

recommendations are analyzed by Headquarters and Command Staff to determine needed changes in the Program's strategic direction and/or action plans.

The Program also collects customer-related information through personal contacts at local community activities such as fairs and sportsmen shows. Staff are involved in programs such as "Chief for a Day" and "Shop with a Cop" that allow them to communicate with the public in a non-enforcement setting. These connections provide the Program with external customer concerns, needs, and expectations.

As Headquarters and Command Staff collect information through these activities, the staff analyzes the data to establish Program priorities and action plans. The task of prioritizing and implementing suggestions is a continuous process, balancing customer needs and expectations against the capabilities and capacity of the Program.

3b. How do you enable customers to seek information, conduct business, and make complaints?

The Enforcement Program enables its internal and external customers to seek information through a variety of methods (see Figure P.1). These mechanisms include electronic communication, brochures and publications, and public meetings.

The Program strives to be available to its customers by telephone at each Regional Office and at Headquarters. During regular business hours, customer service representatives at each location are available to assist customers with their needs. The Program also offers customers the opportunity to access several toll-free phone numbers, including the Program's Poaching Hotline.

The Program provides a variety of publications to its customers to educate the customers about the Program's mission, goals, and activities. These publications include a strategic plan, annual report, and quarterly newsletter. Also available are the agency's fishing and hunting regulation manuals, which outline the annual hunting and fishing rules for the state.

Customers also can access information about the Program via the agency's website. This site contains information about the Program's mission and goals, activities, recruitment, etc. Electronic copies of Program publications are also available on the site. The agency website allows customers to conduct business such as purchasing a license, reporting a poacher, or contacting a staff member

Customers can make complaints or give commendations to the Program via the website, telephone, or written correspondence. The Program's Officer Commendation/Complaints Form provides an electronic means for customers to notify the Program about a complaint or a commendation. A customer can complete the form online and submit it through email to Program staff, who then distribute the information to the appropriate party for follow-up.

3c. How do you determine customer satisfaction, dissatisfaction and loyalty?

The Enforcement Program has several methods for determining customer satisfaction, dissatisfaction, and loyalty. The Program Customer Satisfaction survey, which was completed in 2007 to meet requirements of the Commission on Accreditation for Law Enforcement Agencies (CALEA®), enabled the Program to gauge its customer's satisfaction regarding the Program's purpose, staff, and activities (see Figure 7.4). The survey, which must be offered once every three years to meet accreditation standards, included the following measures:

- » Overall agency performance
- » Overall competency of agency employees
- » Citizens' perceptions of officers' attitudes and behavior
- » Community concern about safety and security
- » Recommendations or suggestions for improvement

The Enforcement Program Advisory Group also assists in determining customer attitudes toward the Program. The advisory group openly voices its concerns about a variety of topics. The Program's staff then act on these concerns as appropriate.

The number of complaints filed against the Program and its staff allows staff to determine customer satisfaction and loyalty (see Figure 7.5). The Program uses the information to develop reward systems for deserving staff and to implement training for staff that need it.

4. Measurement, Analysis, and Knowledge Management

4a. How do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance?

In an effort to gauge workforce performance, the Enforcement Program began to collect data using the Enforcement Activity Reporting System (EARS) in 2003. The EARS program collects personnel activities and workloads from monthly data entries by employees, including the date and time of work activities and the number of contacts and arrests made. Activities can be sorted by statewide, regional, detachment, or individual levels (see Table 4.1).

Reports generated over time show trends in contacts made, violations, arrests, and warnings, and the type of activity an Officer was involved in at the time, such as boating safety, off-road vehicles, administrative duties, training, public education, etc. The data is used to measure job-focus and to understand how the Enforcement Program is allocating its efforts.

Table 4.1 Examples of EARS Data

Category of Data	Description	Example
Activity	Types of activities officers perform	» Enforcement » Patrol » Public Education
Sub-activity	Detailed description of activity	» Investigation » Case Report » Court Hearing
Enforcement Detail	Provides details of activity	» Fish » Habitat
Enforcement sub-detail	Detailed description of enforcement detail	» Natural Disaster » FBI Report » Litter
Date and Hours	Provides time-frame of activity	» 09/08/2008 » 10.7 hours
County	Provides location of activity	» Spokane » King
Patrol Mode	Lists different modes of patrol, such as vehicle, vessel, etc.	» Vehicle » Vessel » Off-Road Vehicle » Foot Patrol » Horse
Contact Information	Includes data such as contacts, warnings, arrests, etc.	» Warnings » Arrests » Citations » Contacts
Federal Activities	Separate section of EARS that records types of federal law enforcement	» ESA » Groundfish » Lacey Act » Marine Mammal

Another system used for data collection is the Hydraulic Project Management System (HPMS). The system enables the Enforcement Program to track the daily operations of Officers and their overall performance related to state-mandated Hydraulic Permit Application (HPA) compliance (RCW Chapter 77.55). Using this system, Command Staff track and monitor the number of HPAs checked by officers on a monthly basis and mandate patrol changes if needed to meet obligations.

The Program collects data regarding nuisance/dangerous wildlife control issues through quarterly Nuisance Trapping Forms and Problem Wildlife Field Reports. Program staff analyze the data using the Nuisance Wildlife Database and the Field Report Database to identify trends associated with human-wildlife control issues. The Program draws on these trends to promote legislative and legal changes to the handling of nuisance and dangerous wildlife.

Based on data collected from 2000 to 2008, the Program identified an increase in nuisance wildlife issues. In response to this increase, during the 2008 legislative session, the department lobbied for changes to Initiative 713 to allow increased trapping of nuisance wildlife (see Figure 7.13).

The Enforcement Program also collects data for special projects, such as the International Association of Chiefs of Police (IACP) staffing and deployment study. Program staff collect data for the study through employee and stakeholder surveys, regional meetings, EARS, the Washington State Patrol Computer Aided Dispatch (CAD), etc. The data is used to assess workforce capability and capacity. Based on the results, the Program intends to seek additional staffing through legislative proposals.

The Enforcement Program also gathers data from the external environment through activities such as the program’s Customer Satisfaction Survey (see Figure 7.3), Hunter Education surveys, and Crime Observation Reporting Training (CORT) surveys.

4b. How do you review organizational performance and capabilities?

The program reviews organizational performance in relation to public expectations through data from the Customer Satisfaction Survey, the Enforcement Program Advisory Group, an electronic Officer Commendation/Complaint Form, public comment at Commission meetings, and other public forums.

The Enforcement Program internally reviews organizational performance during annual in-service training by identifying Program needs and communicating these, as well as strategies for meeting them, to staff members. At the 2008 in-service, performance topics such as public satisfaction, expense reductions, and improved database sufficiency were covered.

Command Staff collect and review data from the field each week to prepare regional reports. Staff at monthly regional meetings review topics from the Command Staff reports to measure current performance and capabilities and to identify emerging issues. Adjustments to priorities and action-plans are made as necessary.

Staff reviews EARS data to determine changes in program focus areas. In July of 2008, EARS data revealed the Program’s need to shift patrol focus from Endangered Species Act (ESA) enforcement to groundfish patrols and border operations. Insights such as this may require the Program to amend the existing JEA to comply with federal contractual obligations (see figure 7.7).

4c. How do you make needed data and information available? How do you make them accessible to your workforce, suppliers, partners, collaborators, and customers, as appropriate?

The information obtained from Program databases is used to communicate organizational knowledge to internal and external customers. Tools to make data and information available to the workforce, public, and partners include the Program’s website, annual reports, customer satisfaction surveys, and quarterly newsletters.

The Program uses its intranet page and network drive to store annual reports, regional reviews, and survey results. This

allows all Program staff to access the information electronically through a Mobile Data Terminal (MDT). Reports and surveys are also printed and distributed to external customers, such as legislators, special interest groups, and other agencies as appropriate.

The Nuisance Wildlife Division provides information through on-line forums and emails, as well as contacts through legislative, public, and special-interest groups and advisory committees. Nuisance Wildlife staff also share information through an in-house network drive for database information and/or an Excel spreadsheet proxy. The staff compile and summarize the data/products and distribute them using compact discs, e-mail, etc., for those outside the agency who do not have authorized access.

The Hunter Education Division knows that the most important data to the hunting public is data about certification status. The current WILD license system receives monthly updates of recent student graduates. The WILD system can provide more frequent updates, if necessary. Since student information is considered confidential in nature, only agency staff has direct access to it.

4d. How do you manage organizational knowledge to accomplish the collection and transfer of workforce knowledge?

Because WDFW is a statewide organization, workforce knowledge is most commonly transferred to the organizational level through electronic communications such as email, WILDCOMM, and telephone.

In September 2008, the Program was alerted by field staff that rising human/bear conflicts around the state were most likely related to discarded food items that were attracting bears to residences. In response to this concern, the Program plans

to promote legislation that would discourage the public from leaving food items in locations that could attract bears.

Workforce knowledge is also transferred and used at the agency level. In response to public concern over the euthanizing of a black bear in October 2008, the agency responded with an editorial in the Olympian newspaper explaining its position in relation to the incident. The information presented in the article, which identified public safety as the main concern in this case, was gathered from workforce knowledge and then transferred to the public through the news media.

5. Workforce Focus

5a. How do you determine the key factors that affect workforce engagement and workforce satisfaction? How do you assess workforce engagement and workforce satisfaction?

In order to determine the key factors that affect workforce engagement and satisfaction, the Enforcement Program applies strategies from leadership development training courses provided by the agency, state, and private vendors. These courses are specifically designed to develop highly skilled, efficient, and motivated employees at all levels of the organization. Program supervisors, both commissioned and non-commissioned, learn how to promote these factors in the workplace through state-mandated training.

Per RCW 43.101.350, all newly commissioned supervisors must successfully complete the core training requirements prescribed by rule of the Washington State Criminal Justice Training Commission (CJTC) for that supervisory position. For example,

Type of Data/Information	How Data Is Collected	How Data Is Used	How Data Is Integrated
Enforcement Activities	Officers enter all citation and log-book data on a monthly basis into an Intranet-based program (EARS) for program-wide access	Data is used to improve performance and workload on multiple levels	Data is integrated into monthly/annual reports, quarterly newsletters, staffing studies, and performance measure updates
Hydraulic Project Application (HPA) Compliance Data	Officers update the HPMS electronically from their laptop computers	Data is used to track the Program's performance on completing HPA checks for the Habitat Program	HPMS data from the Habitat Managers is integrated with the data on HPA checks from the Enforcement Program to ensure HPAs are being properly monitored
Customer Survey Data	External and internal customers complete online surveys, hand-outs, and mailings	Data is used to obtain the public's view of the Program's performance	Data is integrated into several Enforcement Program reports that are shared with the public
Nuisance/Wildlife Control Data	Data is collected using Excel spreadsheets, EARS, the Enterprise Reporting System, and WILDCOMM databases	Data is used to identify critical points and time lines on special permits/nuisance animal activities. This helps the Program to review monetary funds and budget codes	Data is integrated into annual reports shared with outside agencies, legislators, and stakeholders

all newly promoted Sergeants or line supervisors must attend the “First Level Supervisor” training course offered through CJTC. The curriculum for this course includes training on coaching and counseling staff, motivational techniques and practices, team building, and evaluating employees.

WAC 357-34-055 requires new supervisors to attend management training within their first six months of assignment. To meet this requirement, the Program’s non-commissioned supervisors attend the Supervisor Essentials I course offered by the Washington Department of Personnel (DOP). This three-day course includes instruction on motivating employees, managing risk, and developing effective teams to meet organization objectives.

Upon completion of these leadership training courses, supervisors are prepared to analyze their teams and determine how best to use the strengths of each employee.

The Program’s annual regional reviews also allow it to determine the factors that affect workforce engagement and satisfaction. Through annual interviews with regional Command Staff, Headquarters Staff gain insight into what staff in the field need, want, and expect from the Program. Fostering this understanding allows Headquarters Staff to alter the Program’s strategic direction and or action plans to enhance the work environment of the Program’s employees where applicable.

Another method of assessment is the Washington Department of Fish and Wildlife (WDFW) Performance Development Plan (PDP) process. This process, which is completed annually in two phases, is the basis for evaluating staff and determining clear expectations for the coming year. In March of each year, supervisors meet with staff members one-on-one to discuss the first phase of the PDP. This phase includes setting the employee’s performance expectations and goals for the upcoming year. This portion of the PDP is kept with the employee and supervisor and updated throughout the year as needed.

The employees and supervisors then meet during February of the following year for phase 2 of the process. The supervisor presents an assessment of the employee’s level of success in attaining his or her expectations and goals. This portion of the PDP is discussed openly between supervisor and employee. Supervisors use this opportunity to ask job-satisfaction related questions of their employees. The supervisor asks questions regarding the kind of training the employee needs and the type of projects the employee would like to work on for the new year. Once completed, the PDP is forwarded to an independent reviewer and then to the agency’s human resource officer for retention.

A third assessment tool available to the Program is the state’s employee survey. The survey is conducted annually, and all employees are encouraged to participate. The survey contains five category ratings:

- » Productive Workplace
- » Learning and Development
- » Performance and Accountability
- » Employee Commitment
- » Support for a Diverse Workplace

The survey is completed electronically through the Washington Department of Personnel (DOP). Results are provided via spreadsheets and made available to employees on the WDFW intranet site. Data collected from these assessments is compared with the Enforcement Program’s grievances, internal complaints, and whistle blower reports to identify individual and Program training needs and to develop curriculums.

Despite the availability of this tool for assessment purposes, the Enforcement Program has identified several shortcomings in the survey through the WSQA process that need to be addressed. To provide the value needed from a survey of this nature, the data must be capable of being sorted at the program, regional, and staff level.

To help improve its value, the Enforcement Program will work with WDFW Human Resources personnel to add the level of detail required to the reporting function of the survey instrument.

The Program also is investigating several other mechanisms for accessing workforce engagement and satisfaction. These include the creation of a post-FTO program survey and an exit interview/survey conducted when employees leave the program.

An indicator of workforce engagement and satisfaction is the retention levels of staff within the Program. The average years of service within the program are 12.49, while the median years of service are eight. Thirty-two percent of the workforce has been with the Program for more than 20 years.

5b. How does your workforce development and learning system address your core competencies, strategic challenges, and action-plan accomplishments?

The Enforcement Program’s learning and development system ensures that Officers meet the core competencies of the profession by providing the training necessary for success in this specialized field of law enforcement.

The Basic Law Enforcement Academy (BLEA) provides newly hired FWOs with 720 hours of instruction in core law enforcement competencies such as criminal law, patrol procedures, firearms, etc. Once the BLEA is completed, the FWO is sworn-in as a fully commissioned general authority peace officer.

After graduation from the BLEA, the FWO completes four

weeks of In-House Resource Training. This instruction, which takes place at headquarters in Olympia, focuses on resource laws, species identification, commercial fisheries, department policy and procedures, commercial crop damage, nuisance wildlife, dangerous wildlife response, Hydraulic Project Approval (HPA) inspection, and tribal hunting and fishing agreements.

The Field Training Program (FTP) is a 12-week, hands-on training program that places the new FWO under the guidance of a senior Field Training Officer (FTO). During this training, the student officer is exposed to real-world natural resource and general law enforcement situations. When student officers successfully complete FTO training, they are placed into independent officer status.

Once on independent status, the FWOs progress through a Career Development Plan (CDP) that facilitates advancement and promotion within the Program. Advancement from FWO 1 to FWO 2, which normally takes up to four years, requires commissioned personnel to complete training and service benchmarks designed to bolster core competencies. These training requirements include professional development courses, specific species patrols, public health and safety training, communication courses, advanced investigations, and specialized commercial fish and wildlife enforcement.

The Program's development and learning system addresses strategic challenges and action-plan accomplishments through need-based, specialized training. In 2008, the Enforcement Program Training Committee was created to assess the Program's training needs and to seek out sources to provide the training or create the Program's own cadre of instructors.

The Enforcement Program has historically enforced state and federal laws as they pertain to boater safety. While public safety is a part of the Program's mission statement, funding and training hampered efforts in this area. In light of this strategic challenge, the Program identified funding sources, such as the Federal Boating Safety Fund, to pay for training and equipment. To capitalize on this new funding source, the Program altered its training and action plans.

New activity reporting and Officer training were implemented to meet the requirements for obtaining these funds. The training requirement was met by partnering with the Washington State Parks and Recreation Commission to create a cadre of Program instructors to train our own Officers. Staff was trained in all areas of boating safety, and the reporting requirement was met by completing a United States Coast Guard Boater Safety Report.

5c. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

The Enforcement Program assesses its workforce through several mechanisms, including the 28-day meeting cycle, data analysis, and individual career developments plans (CDPs).

Through the 28-day meeting cycle, Headquarters Staff gathers, identifies, and analyzes capability and capacity successes with Command Staff in the field. These meetings enable Headquarters Staff to communicate new activities to meet the workforce's capability and capacity needs.

Data analysis, such as numbers of calls for service in a particular area of the state, allow Headquarters Staff to assess the Program's capability and capacity in the Program's specific regions.

The Program's Training Lieutenant employs the CDP process to assess the workforce's skill deficiencies and way to cure the deficiencies. The Training Lieutenant also analyzes training records to determine new and on-going training needs. The CDPs provide a timetable with which to assess skill and competency development. Headquarters Staff and the Training Committee use evaluations and feedback throughout the year to establish the curriculum for future training.

A staffing and allocation study conducted by the International Association of Chiefs of Police (IACP) (see Figure 7.4) is enabling the Program to determine both current and future capability and capacity needs.

6. Process Management

6a. What are your organization's core competencies and how do they relate to your mission, competitive environment, and action plans?

The Enforcement Program has identified three core competencies that guide its work processes and action plans. All three competencies support the Program's mission and vision and enable staff to meet and exceed the demands of customers, partners, and stakeholders.

Enforcement Program Core Competencies

1. Natural Resource Law Enforcement: Pursuant to RCW 77.15.075, Officers shall enforce Title 77 RCW, Fish and Wildlife. Enforcement Program commissioned staff focus on activities unique to natural-resource law enforcement, such as resource laws, species identification, commercial fisheries management and enforcement, commercial crop damage, nuisance wildlife control, dangerous wildlife response, Hydraulic Project Approval Inspection, and tribal hunting and fishing agreements.

This specialization allows the Enforcement Program to focus on natural-resource users' compliance with fish and wildlife laws. It also enables staff to fulfill the Program's mission of responding to human/wildlife conflicts and forming partnerships with private landowners and other agencies to protect and enhance the state's natural resources.

Figure 6.1 - Core Competencies, Key Work Processes, Requirements, Performance Measures, and In-Process Measures

Core Competencies	Work Processes	Requirements	Performance Measures	In-Process Measures	
Natural Resource Law Enforcement	Patrols	Achieve high compliance in enforcing RCW Title 77 - Fish and Wildlife laws, species identification, commercial fisheries, commercial crop damage, nuisance wildlife, dangerous wildlife response, Hydraulic Project Approval inspection, and tribal hunting and fishing agreements	The ratio of violators to Program contacts, licenses holders, and the general population	EARS data	
	Investigations		The number of referrals to NOAA, USFWS, tribal police, and other law enforcement agencies	Number of case reports where referrals are used	
	Emphasis Patrols			Problem Wildlife Field Reports/Database	
	Responding to Dangerous Wildlife Calls		Providing prompt response to danger/nuisance wildlife calls; promote legislation limiting human/wildlife conflict	The number of dangerous wildlife responses; and the number of animals immobilized and moved or euthanized	PSCP data
	License Revocations and Suspensions		Timely and accurately suspend violator licenses, honor suspensions/revocations from the Interstate Wildlife Violator Compact (IWVC), notify the violator and coordinate appeals	The number of license suspensions/revocations entered into the IWVC Compact; and the number of suspensions/revocations honored from other Compact states	Number of damage claims reported and paid
	Aviation Patrols		Safely conduct enforcement missions; maintain pilot proficiency and airplanes to FAA regulations and standards	The number of missions flown, airtime, cost per flight hour, charge-back amount, and total costs	Number of Wildlife Immobilization Record Forms
General Law Enforcement	Emergency/Violation Response	Be prepared to respond to emergencies, accidents, and calls for service; and enforce boating laws and serious traffic violations	the number of boating safety/traffic violations	EARS data and case files	
	Boating Safety		The number/value of items seized	The number of seizure/forfeiture cases won	
	Seizure for Forfeiture	Provide accurate and timely case reports to hearings officers; coordinate hearing notices and asset buy-backs	Ratio of forfeiture actions initiated to those upheld	The Directive Control Sheets related to emergency preparedness training	
	Support of other Law Enforcement Agencies	Participate in emergency preparedness activities; work joint-enforcement patrols; and share information among law enforcement community	The number and fulfillment of joint-enforcement activities/contracts	Quarterly/Annual JEA Reports	
	Property and Evidence Handling		Evidence properly stored	Evidence audits	
Outreach and Education	Hunter Education Courses	Provide hunter education training to prospective hunters	The number of hunter education courses and graduates	Hunting-related accident/death data	
	Master Hunter Program	Recruit and train highly motivated individuals interested in preserving the state's natural resources	The number of Master Hunters	Results of Master Hunter projects	
	Newsletters/Annual Reports	Present timely and accurate information to customers, partners, and stakeholders	Scheduled distribution of information	Data Analysis	
	Conferences		The number of community activities attended	Responses to distributed materials	
	Community Activities	Educate the community on the Program's purpose and how to safely enjoy the state's natural resources	Amount of cooperation received from customers, partners, and stakeholders	Input at scheduled meetings with customers, partners and stakeholders	
	Commission Meetings	Engage the public in helping to preserve the state's fish and wildlife populations		Survey responses	
	Advisory Group				
	Customer Satisfaction Survey				

Additionally, the Program's size, and the qualifications of its staff, make it the state law enforcement agency that is best qualified to assist with enforcement of federal fish and wildlife laws. Staff hold commissions with several federal agencies, including the United States Fish and Wildlife Service (USFWS) and the National Oceanic and Atmospheric Administration's Office of Law Enforcement (NOAA-OLE), to share jurisdiction over specific federal violations.

- 2. General Law Enforcement:** In accordance with RCW 10.93.020, the Washington Department of Fish and Wildlife (WDFW) is a general authority Washington law enforcement agency, and Enforcement Program commissioned staff are sworn general authority peace officers within the state. Personnel hold commissions to enforce county and city ordinances and to work with local law enforcement agencies, the Department of Homeland Security (DHS), and the Washington State Department of Emergency Management's Emergency Operations Center in cases of natural disaster or the threat of terrorism.

These commissions enable the Program to fulfill a portion of its mission by achieving compliance with public safety laws and providing responsive public service. Being part of a general law enforcement agency enables the Enforcement Program to work collaboratively with other state and federal law enforcement agencies toward achieving joint-agency enforcement objectives. As general authority peace officers, commissioned staff are involved in action plans relating to marijuana eradication, boating safety, and emergency preparedness.

- 3. Public Education/Outreach:** The Enforcement Program educates the natural-resource users of the state through the Hunter Education Division, Master Hunter Program, and other outreach activities outlined in Section 3 of this application. The Hunter Education Division addresses the Program's mission by promoting hunter awareness, knowledge, and skills. Through information about hunting issues, classes, activities, and organizations, volunteers and Program staff work to instill safe and sustainable hunting practices throughout Washington.

The Master Hunter program is designed to promote responsible hunting. In addition to providing advanced hunting training, the program emphasizes safe, lawful and ethical hunting priorities while upholding the highest standards. The program offers an opportunity for conscientious, committed hunters who care about the future of hunting to assume a leadership role among their peers. Through their knowledge and conduct in the field, Master Hunters play a key role in improving relationships with landowners, thus ensuring continued hunter access to private lands.

In addition to these activities, Enforcement staff regularly present at community meetings, local fairs, and sportsmen shows to educate the public about the Enforcement Program's mission and the ways community members can

assist the Program in its achievement. As shown in Figures 7.15 - 7.17, the Program has increased its public education/outreach efforts through specific action plans in recent years.

6b. What are your organization's key work processes? How do these relate to your core competencies?

The Program's key work processes and how these relate to identified core competencies are shown in Figure 6.1.

6c. What are the key requirements for these processes?

The key requirements for the Program's work processes are shown in Figure 6.1. Customers and stakeholders alike demand work accomplished in a timely and professional manner. The public relies on the Program to protect the fish and wildlife species and habitats of this state while also upholding its obligation to ensure public safety. Other WDFW programs and the state and federal governments expect assistance and cooperation from the Enforcement Program to see that tasks such as joint-enforcement agreements, outreach and education, scientific surveys, etc., are completed.

6d. What are the key performance measures or indicators and in-process measures used for the control and improvement of your work processes?

The key performance measures for the Enforcement Program's identified work processes are listed in Figure 6.1. The Program measures performance of these processes through data analysis of database information in EARS, the Problem Wildlife Reports Database, PSCP database, and the Program's case file system.

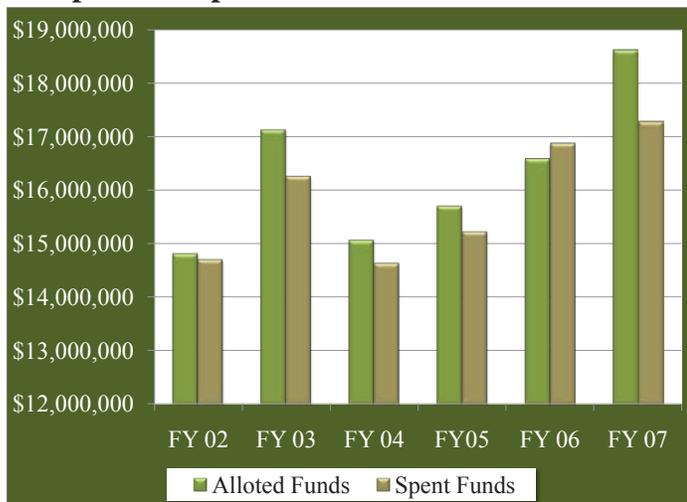
7. Results

7a1. What are your current levels and trends in key measures or indicators of financial performance, including aggregate measures of financial return, financial viability, or budgetary performance, as appropriate?

7a2. How do your key performance results compare to competitors or others in your industry?

The Enforcement Program demonstrates positive financial performance by regularly operating near or under its allotted fiscal year budget while still accomplishing desired goals and objectives for each year. A major contributor to the Program's ability to stay under its allotted budget each year has been an increase in vacancy rate due to staff retirements. Figure 7.1 shows that from FY02 through FY07, the Program has operated near or under its allotted budget in five of the last six years.

Figure 7.1 - Fiscal Year Budget: Allotments Compared to Spent Funds Per Fiscal Year



To increase fiscal responsibility and improve public stewardship, the Program has instituted a variety of cost-saving measures during the last two biennia. These improvements allow the Program to better manage allotted funds and utilize the state's resources in the most efficient way possible.

In 2006, Headquarters Staff made the determination that the Program could save funds by requiring staff to use Department of Transportation (DOT) fuel stations whenever possible instead of using the agency-issued Voyager credit cards a public gas stations for fuel purchases. Figure 7.2 shows a decrease in Voyager fuel consumption and an increase in DOT fuel usage from 2006 to 2008.

Table 7.1 shows a sample of the Program's monthly savings from 2006 to 2008 that resulted from this strategic decision. The Program continues to push this initiative with the hope of accruing even more savings next biennium.

Figure 7.2 - DOT and Voyager Fuel Usage

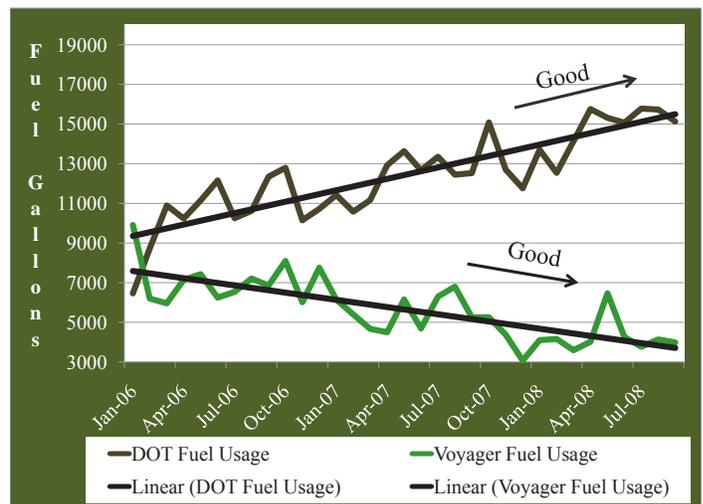
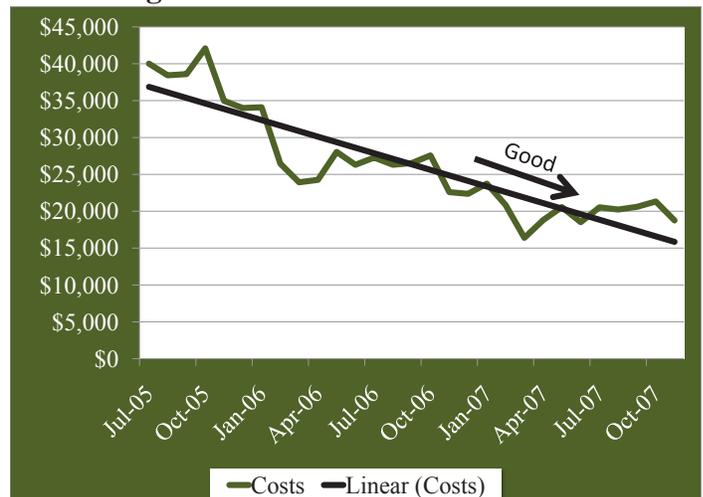


Table 7.1 - DOT and Voyager Fuel Price Comparison - Sample of Tracked Savings

DOT and Voyager Fuel Price Comparison - Sample of Tracked Savings		
Month of Jan. 2006	Month of Jan. 2007	Month of Jan. 2008
Price Difference / Gallon	Price Difference / Gallon	Price Difference / Gallon
\$0.15	\$0.26	\$0.30
Program Savings	Program Savings	Program Savings
\$956.32	\$2,968.78	\$4,110.57

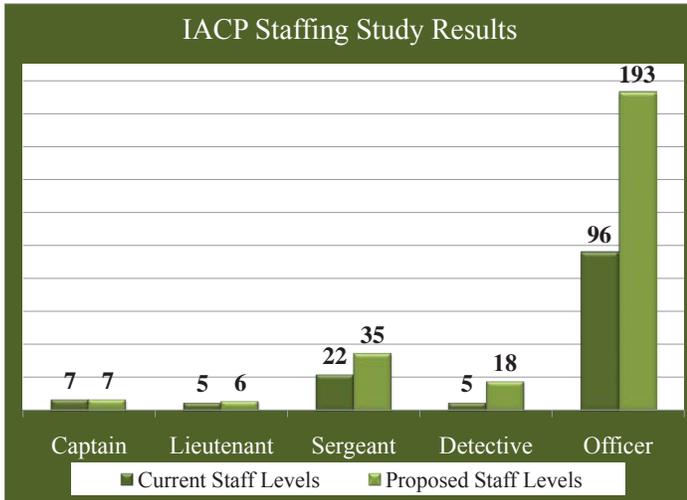
The Program also cut costs by decreasing its dependency on the Washington State Patrol (WSP) for dispatching services. By opening its own WILDCOMM Communications/Dispatching Center at headquarters, the Enforcement Program has been able to reallocate funds that were previously used to support communication efforts. These savings have been used to cover increased costs for fuel, mail/printing, and a shortage in salary

Figure 7.3 - Washington State Patrol Radio Usage and Charges



Note: As officers increase use of Mobile Terminal Data (MDT), WILDCOMM, and cell phones (as a means of communication) and decrease use of WSP Radios, savings occur.

Figure 7.4 - IACP Staffing Study Results - Staffing Recommendations



appropriations. Figure 7.3 shows a decrease in the amount of funds paid to the WSP for dispatching services from 2005 to 2007.

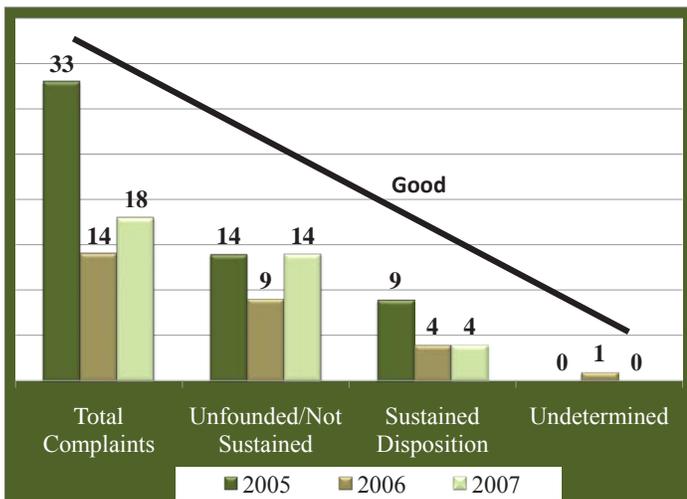
In May 2008, the Program entered into contract with the International Association of Chief of Police (IACP) to conduct a staffing and deployment study. The goals of the study were to determine the staff needed to effectively handle the Program’s workload and how to most efficiently deploy that workforce.

Figure 7.4 shows the staffing recommendations for sworn personnel from the initial draft of the study. With a clearer understanding of these needs, the Program can now use its resources in a more efficient and economic manner while also having the ability to better justify requests for increased staff and resources in the future.

7b1. What are your results for key measures or indicators of ethical behavior, regulatory, and legal compliance?

7b2. How do your key performance results compare to competitors or others in your industry?

Figure 7.5 - Reviewed/Closed Officer Complaints for 2005-2007



Ethical compliance is measured by the number and outcome of investigations conducted by the Program’s Deputy Chief as a result of complaints against the Program and staff.

Each complaint/incident is reviewed by the involved employee’s supervisor, regional Captain, and Deputy Chief. If needed, disciplinary action is determined on a case-by-case basis consistent with any prior corrective action or precedent.

Each complaint is entered into a secured database, tracked, and analyzed to identify trends in employee behavior and actions. The database also tracks complaints/incidents that are related to bias-based policing.

Figure 7.5 shows the number and types of complaints against the Program from 2005 to 2007. By tracking the number and types of complaints against the Program, Headquarters and Command Staff can analyze and identify trends in staff behavior that need to be corrected. This knowledge enables the Program to make strategic decisions with regard to both Program-wide and individual employee training needs. The Program is not able to compare its data with that of other agencies involved in natural resource law enforcement.

The Program measures its regulatory and legal compliance through the completion of statutory and contractual obligations and periodic performance audits.

Figure 7.6 shows the Program’s patrol hours devoted to sanitary shellfish compliance in Washington State. Each year, the Program is required, through a contractual agreement with the Washington Department of Health (DOH) and the U.S. Food and Drug Administration (USFDA), to spend a specified amount of patrol time enforcing sanitary shellfish compliance. The Program is required to submit an annual report to the DOH and USFDA as proof that it met its contractual obligations.

Figure 7.6 - USFDA Contract - Patrol Frequencies for Sanitary Shellfish Compliance in Washington State

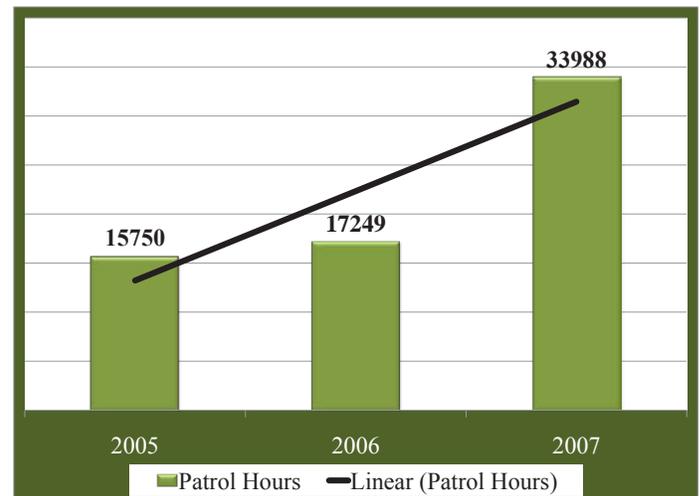
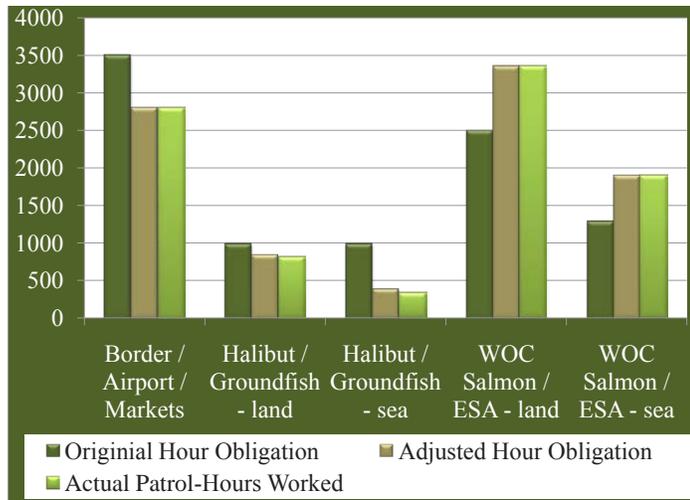


Figure 7.7 shows the Program's contractual obligations and performance related to the 07-09 Joint Enforcement Agreement (JEA) with the National Oceanic and Atmospheric Administration's Office of Law Enforcement (NOAA, OLE). The Program is required to submit quarterly and annual reports indicating compliance with the terms of the contract. As shown in Figure 7.7, the Program works collaboratively with NOAA to ensure obligations are met and to mutually adjust the contract as needed.

Figure 7.7 - 2007 to 2009 Federal Joint Enforcement Agreement (JEA) Patrol Hour Obligation Adjustments



7c1. What are your results for key measures or indicators of accomplishment of your organizational strategy and action plans?

The Program uses a variety of data sets to measure the Program's accomplishments against identified strategic objectives and action plans. Examples of data sets are shown in Figures 7.8 - 7.11.

The Program monitors its efforts toward protecting fish and wildlife habitats by analyzing the results of inspecting Level 1 Hydraulic Permit Applications (HPA) issued by the agency's Habitat Program. Figure 7.8 shows the number of arrests related to unpermitted or inappropriate HPA activity from 2004 to 2007.

The Enforcement Program monitors its goal of preventing and managing human/wildlife conflicts by analyzing data related to the frequency, type, and location of incidents around the state. Figure 7.9 shows the number of bear complaints and the number of hours Officers spent responding, by year, from 2004 to 2007. Figure 7.10 also shows the complaints tracked by regional location in the state.

Figure 7.8 - Hydraulic Permit Application Arrests

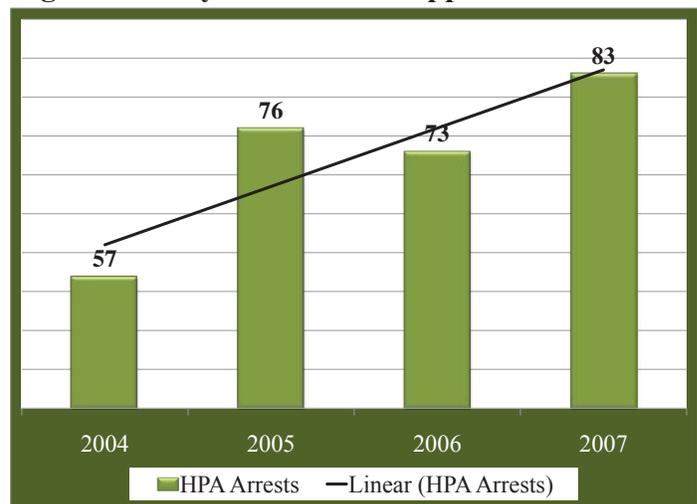
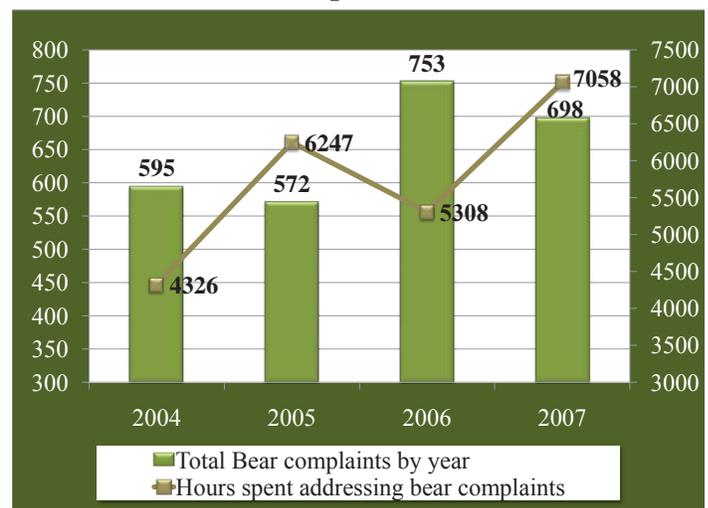
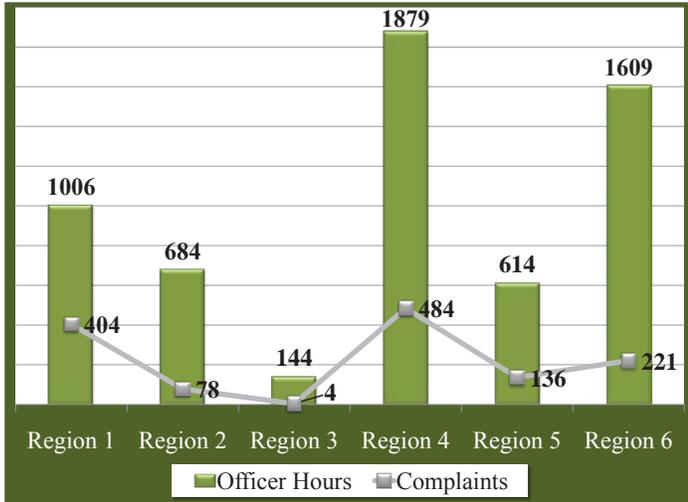


Figure 7.9 - Officer Time Associated with Documented Bear Complainants



Note: The above bear complaints only represent those that have an associated nuisance/dangerous wildlife form accompanying them. Bear complaints handled by telephone or email, and time spent on other activities such as public education are not represented in this graph.

Figure 7.10 - 2007 Documented Bear Complaints and Associated Officer-Time Spent by Region



The Program also tracks and responds to cougar/human interaction throughout the state. Figures 7.11 and 7.12 show the number of cougar complaints received by the Program and the hours spent responding to such claims from 2004 to 2007.

In relation to human/wildlife conflicts, the Program also responds to a growing number of nuisance wildlife concerns, such as those involving raccoon, beaver, and opossum. In addition to Officer responses in these situations, the Program also oversees a number of trapping permits issued by the agency each year in an effort to address the situation. The benefit of these permits is that it reduces the amount of time Officers have to personally respond to nuisance wildlife complaints. Figure 7.13 shows that 556 more special trapping permits were issued in 2007 than in 2001.

Figure 7.11 - Officer Time Associated with Documented Cougar Complaints



Note: The above cougar complaints only represent those that have an associated nuisance/dangerous wildlife form accompanying them. Cougar complaints handled by telephone or email, and time spent on other activities such as public education are not represented in this graph.

Figure 7.12 - 2007 Documented Cougar Complaints and Associated Officer-Time Spent by Issue



7d1. What are your current levels and trends in key measures or indicators of product and service performance that are important to your customers?

7d2. How do your key performance results compare to competitors or others?

7e1. What are your current levels and trends in key measures or indicators of customer satisfaction and dissatisfaction?

7e2. How do your key performance results compare to competitors or others in your industry?

Information related to customer satisfaction and needs is collected and analyzed through the Program’s Advisory Group, the Online Officer Commendation/Complaints Form, customer-service phone calls, email communications, personal contacts with field staff, and the Program’s Customer Satisfaction Survey.

Figure 7.13 - I-713 Special Trapping Permits Issued From 2001 to 2007

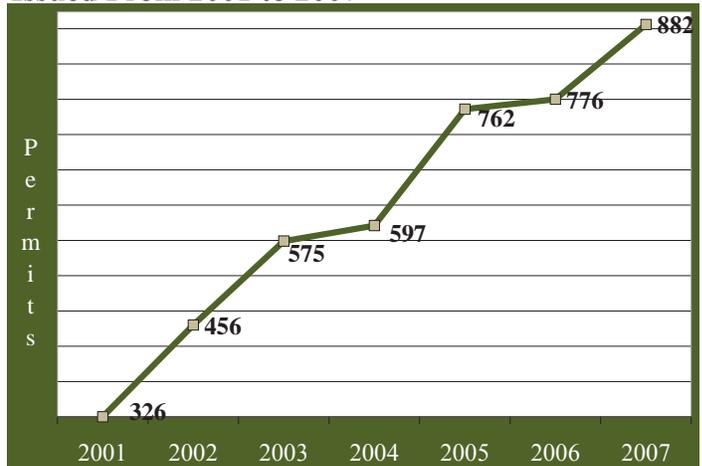
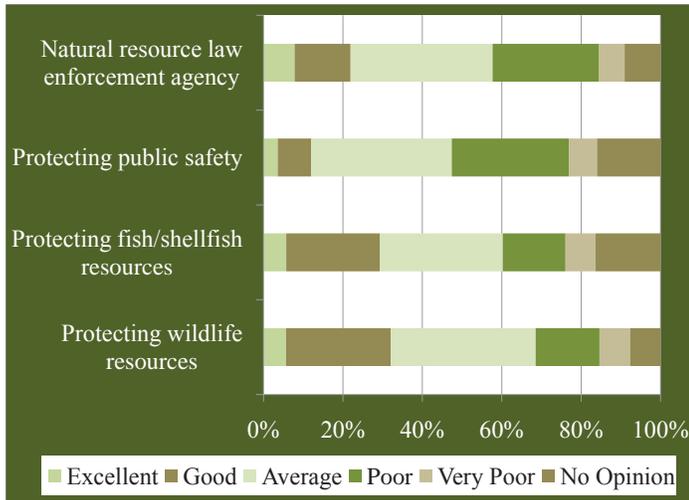


Figure 7.14 - 2007 Citizen Survey Results



The satisfaction survey, which was made available to the public in May 2007, provides the Program with feedback on overall agency performance, overall competency of agency employees, citizens' perceptions of officers' attitudes and behavior, community concern over safety and security, and recommendations or suggestions for improvement.

Figure 7.14 shows a sample of response percentages to categories within the survey. The Enforcement Program has not found other law enforcement agencies with similar surveys with which to compare results.

7f1. What are your current levels and trends in key measures or indicators of Workforce Engagement, Workforce Satisfaction, Workforce Development, and Workforce Capability and Capacity (including staffing levels, retention, and appropriate skills)?

7f2. How do your key performance results compare to competitors or others in your industry?

As part of the Washington Department of Fish and Wildlife (WDFW), the Enforcement Program measures workforce engagement and satisfaction through the use of an online employee survey. The survey, which was last conducted in November 2007, includes 13 questions that are intended to gauge the workforce's satisfaction and engagement with their jobs.

Each of the questions asked are rated on a scale of 1-5 with 1 representing *don't agree* and 5 representing *strongly agree*. Figure 7.15 shows the average scores for both 2006 and 2007. All questions received a higher rating in 2006, but the number of respondents in 2007 was nearly double that of the previous year.

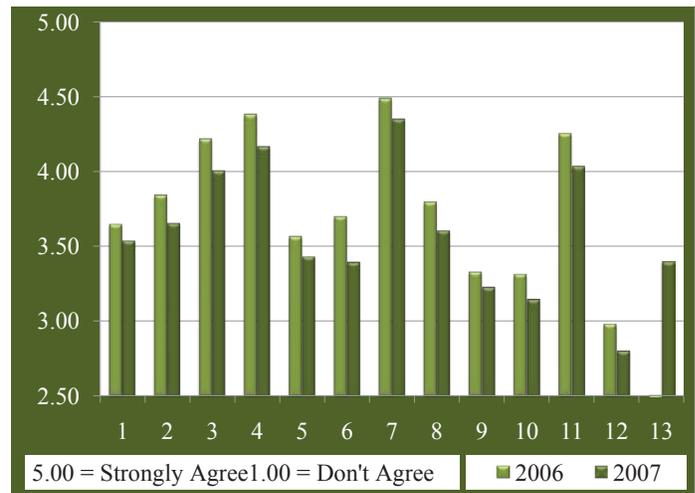
The Enforcement Program acknowledges that the current survey is not the best tool to evaluate employee satisfaction and engagement. To provide the value needed from a survey of this nature, the data must be distinguishable by categories such as program, region, and staff level.

7g1. What are your current levels and trends in key measures or indicators of the operational performance of your key work processes?

7g2. How do your key performance results compare to competitors or others in your industry?

Along with natural resource/general law enforcement, and responding to dangerous/nuisance wildlife calls and damage claims, other key work processes conducted by the Enforcement Program are shown in Figures 7.16 - 7.18. Public Outreach, which includes both officer-related activity and the Program's Hunter Education Division, is an increasingly important part of the Program's work effort.

Figure 7.15 - Agency Employee Survey Results 2006 - 2007



2006-2007 WDFW Employee Survey Questions	
1) I have the opportunity to give input on decisions affecting my work.	
2) I receive the information I need to do my job effectively.	
3) I know how my work contributes to the goals of my agency.	
4) I know what is expected of me at work.	
5) I have opportunities at work to learn and grow.	
6) I have the tools and resources I need to do my job effectively.	
7) My supervisor treats me with dignity and respect.	
8) My supervisor gives me ongoing feedback that helps me improve my performance.	
9) I receive recognition for a job well done.	
10) My performance evaluation provides me with meaningful information about my performance.	
11) My supervisor holds me and my co-workers accountable for performance.	
12) I know how my agency measures its success.	
13) My agency consistently demonstrates support for a diverse workforce.	

Figure 7.16 - Public Outreach

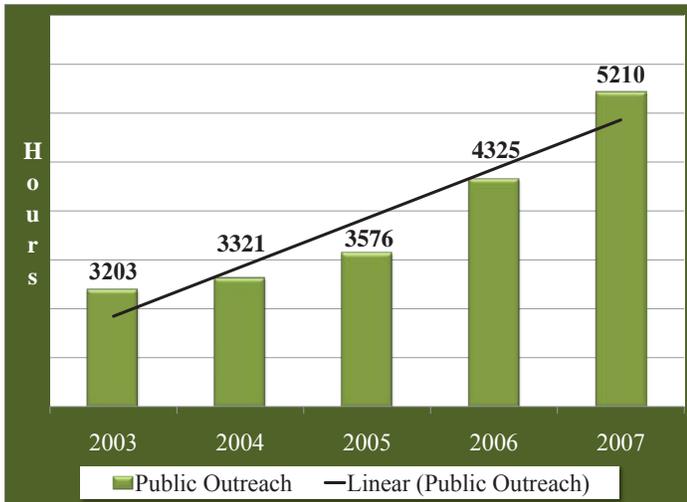


Figure 7.16 shows an increase in the number of hours officers devoted to Public Outreach activities from 2003 to 2007. Activities include participating in sportsmen shows, public meetings, working with community groups, etc.

The Hunter Education Division is an important platform to enhance the Program’s outreach efforts and educate the resource users of the state. Figure 7.17 shows an increase in attendance at hunter education classes from 2002 to 2007.

The efforts of the Enforcement Program, Officers, and Hunter Education Division to engage the public and educate them on safe uses of the state’s natural resource areas have had great effect on the number of reported hunting-related accidents over the last 30 years. Figure 7.18 shows a steady decrease in the number of both fatal and non-fatal accidents reported over the last three decades.

Another work process conducted by the Enforcement Program is the suspension and revocation of hunting and fishing licenses through the Interstate Wildlife Violator Compact (IWVC). The

Figure 7.17 - Student Enrollment for Hunter Education Classes

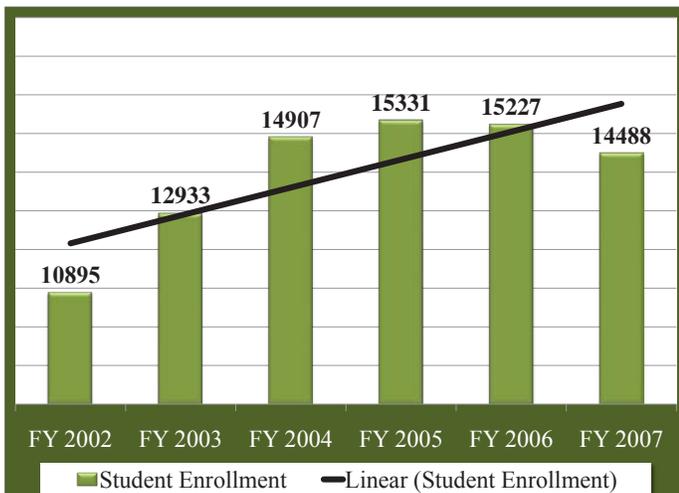
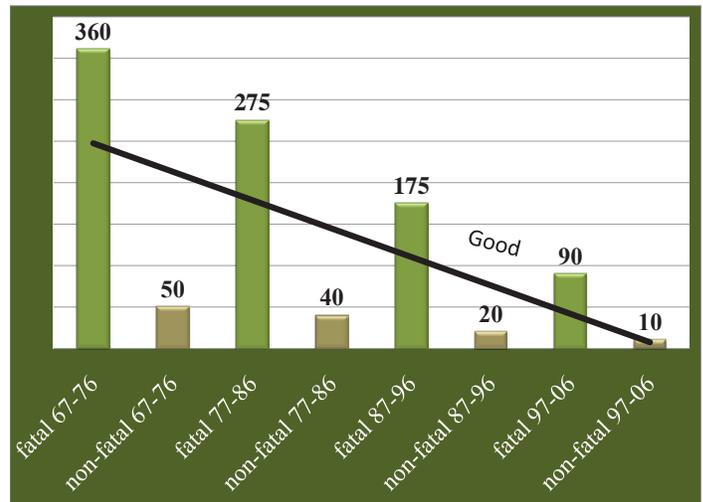


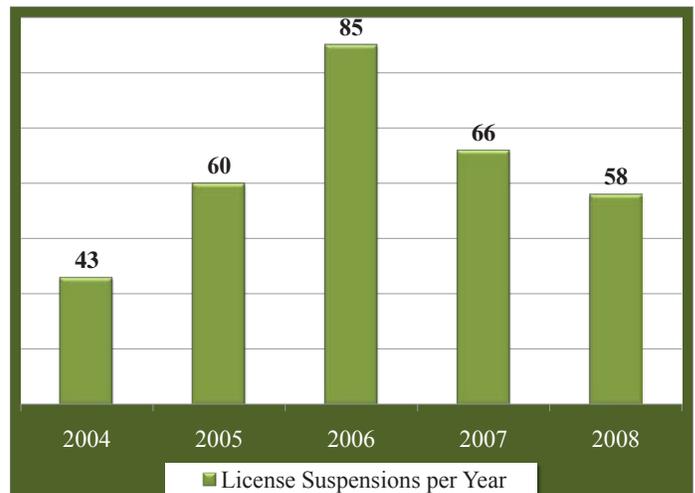
Figure 7.18 - Hunting Accidents by Decade



Program uses this database to record licenses that are suspended in the state of Washington. The database is also used by Program personnel to locate and honor license suspensions enacted in other states participating in the compact.

Figure 7.19 show the number of license suspension in Washington per year from 2004 to 2006.

Figure 7.19 - License Suspension Per Year in Washington State



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