

COMMUNICATIONS ACCREDITATION

Washington State Patrol

Agency

Washington State Patrol
106 11th Avenue SW
Olympia, WA 98501

Chief Executive Officer

Chief
John R. Batiste

Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



Communications Accreditation

CALEA standards reflect the current thinking and experience of Communications practitioners and researchers. Major Communications associations, leading educational and training institutions, governmental agencies, as well as Communications executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

CALEA's Founding Organizations:

- **International Association of Chiefs of Police (IACP)**
- **Police Executive ResearchForum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

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EXECUTIVE SUMMARY

Overview:

The Washington State Patrol is currently commanded by John R. Batiste. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

Compliance Service Review:

CALEA Compliance Services Member(s) Jay Murphy remotely reviewed 109 standards for the agency on 2/12/2021 using Communications Manual . These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

- 1.2.8 – Analytical Reports Distributed – ISSUE: The proofs need to be refined and address analytical reports prepared by the Comm function. AGENCY ACTION NEEDED: The agency should consider developing a schedule that indicates why the report exists, the frequency of the report, and to whom it is distributed. AGENCY ACTION TAKEN: The agency concurs with the recommendation and is in the process of developing a document to meet the need. TEAM LEADER notes that document recommended has been developed and is in place.
- 5.2.5 – Evaluation of New Hire Training – ISSUE discovered by TEAM LEADER - The agency misinterpreted this standard providing proofs of new hire training rather than evaluation of the new hire training program AGENCY ACTION TAKEN: This standard was brought into compliance by the agency prior to the on-site with adequate proof of compliance based upon the true intent of the Standard
- 7.1.1 – Position for Planning Response to Critical Incidents at Center – ISSUE: The agency has not identified a position responsible for planning responses. AGENCY ACTION NEEDED: The agency should consider identifying a position with the responsibility to ensure proper plans are established. AGENCY ACTION TAKEN: The agency is receptive to the comments and is consulting with Human Resources to identify a position prior to the virtual. TEAM LEADER notes that position has been identified within the agency.

Site-Based Assessment Review:

From 3/15/2021 to 3/16/2021, Julie Righter Dove visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- Communications Training Program - Washington State Patrol Communications training programs meet or exceed all standards related training. Their Training Program was APCO P33 certified in 2019, and all new hires are provided with the tools and knowledge to successfully perform the job. Continuing Education is a priority for the agency with an average of 55 hours per employee provided in 2019. The Communications staff assigned to the Academy are enthusiastic and very professional, providing Academy training for new hires, Continuing Education and communications related Trooper training.
- Public Disclosure - The agency provides a high level of service for public disclosure requests, with over 10,000 requests processed by 2 full-time staff members in 2020 they are meeting the time requirements set by law. Requests for public disclosure include Computer Aided Dispatch (CAD) logs, 911 phones, Admin phones, Radio Audio, Agency Policy, Procedures and Training Records If this workload continues to increase the agency may need to add additional staff in the future.
- Recruitment & Hiring - The agency has recruitment and hiring practices in place to facilitate a continuous hiring process for staffing their eight geographically located District Communication Centers. They are progressive in the use of social media, video, and community involvement to facilitate interest in Public Safety Communications. While as a state agency they are considered civil service they can test applicants for qualification with CritiCall pre-employment testing. Qualified applicants go through a formal, well established hiring process from interview

to evaluation.

- CAD and Technical/Electronic Services for Communications - The technology needs of the Washington State Patrol Communications include maintenance of Motorola Land Mobile Radio, Motorola PremierOne CAD System, NICE recording systems and Intrado VIPER 911 Phone system. CAD and Technical/Electronic Services staff meet these needs on a daily basis as well as providing the future planning required to keep all systems at maximum operating ability.
- Employees Benefits - The agency provides its employees with benefits and compensation that are competitive with the area. Employees are encouraged to be active in the workplace through the Equity and Diversity Team, Peer Support and serving as Shop Stewards.
The agency has a very good working relationship with Union representatives, having had no grievances in several years.

During the Site-Based Assessment Review, the assessment team conducted 30 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

CHIEF EXECUTIVE OFFICER PROFILE

John R. Batiste

Chief John R. Batiste is the 21st Chief of the Washington State Patrol. Governor Christine Gregoire originally appointed Chief Batiste on February 14, 2005. On January 16, 2017, Governor Jay Inslee reappointed Chief Batiste to continue to lead the Washington State Patrol.

The Washington State Patrol is the largest public safety, law enforcement agency in the state. The Washington State Patrol is a statewide general authority Washington law enforcement agency employing over 2,329 (1,125 sworn and 1,204 professional support staff) personnel with a biennial budget of \$751.6 million. Chief Batiste oversees the day-to-day operations and manages the agency's six bureaus: Commercial Vehicle Enforcement Bureau, Field Operations Bureau, Fire Protection Bureau (State Fire Marshal), Forensic Laboratory Services Bureau (statewide crime laboratories), Investigative Services Bureau, and Technical Services Bureau.

Chief Batiste began his career with the Washington State Patrol in March 1976. He has promoted through the ranks of Sergeant, Lieutenant, Captain, and Deputy Chief. Chief Batiste obtained his Bachelor's Degree in Law Enforcement Administration from City University and is a graduate of Northwestern University's Center for Public Safety School of Police Staff and Command, as well as a graduate of the Federal Bureau of Investigation's National Executive Institute.

Chief Batiste has been involved in a variety of activities and organizations, including his work with the Kenya National Police Force to create a National Police Chaplain Program and the South African National Police Force to assist with training and procedures on ethical policing.

Chief Batiste is an Executive Board Member of the following: Washington Association of Sheriffs and Police Chiefs, Western States Information Network, Washington Criminal Justice Training Commission, Washington Traffic Safety Commission, Department of Justice/VALOR Advisory Board, International Association of Chiefs of Police (IACP) Governing Body, and was a Past General Chair of the IACP State and Provincial Police Division. Chief Batiste serves as a member of the American Association of Motor Vehicles Region IV, National Organization of Black Law Enforcement Executives, and also serves on the Washington State Forensic Investigation Council, IACP Criminal Intelligence Coordinating Council, Governor's Emergency Management Council, and IACP Transnational Crimes Committee.

COMMUNITY PROFILE

The agency has a sworn workforce of 898 Caucasian (86.7%), 32 African-American (3.0%), 51 Hispanic (4.9%), and 54 two or more races (5.2%). The agency has a female sworn workforce of 91 (8.7%). The agency is under-represented in comparison to the available workforce data in the African-American, Hispanic, and two or more races categories.

31 troopers resigned from the WSP for other law enforcement jobs in 2015. This surpassed the total resignations from the previous six years combined. However, the number of resignations dropped to 17 in 2016, 7 in 2017, 6 in 2018, and 9 in 2019. These improvements are directly attributed to enhanced trooper salaries, supervisory intervention training, and improved employee morale, subsequent to the implementation of recommendations from the January 2016 Washington State Patrol Trooper Recruitment and Retention Study commissioned by the Washington State Joint Transportation Committee. The WSP is starting a new study with Deloitte focused on Diversity, Equity, and Inclusion to increase recruitment and retention of females and individuals from historically underrepresented minority communities.

WSP recently centralized its recruitment unit to the Human Resource Division to provide additional flexibility and nimbleness while ensuring strict accountability of efforts focused on recruitment. The WSP recruitment plan is heavily focused on building meaningful and transparent relationships with underserved and underrepresented communities of color to increase trust, accountability, and provide a pipeline for employment. The WSP continues its strong relationship with Bangor and Bremerton Naval Bases, Coast Guard, Joint Base Lewis-McChord, and Fairchild Air Force Base and is seeking ways to create vigorous recruitment partnerships with the Military, Reserves, and National Guard. The WSP is one of the largest employers of veterans in the State Executive Branch. The agency continues to partner with colleges and universities in an effort to expand the social networking areas, such as Twitter, Instagram, YouTube, and Facebook.

AGENCY HISTORY

Our motto is ‘Service with Humility’ and we have operated with that spirit for 100 years. As we are celebrating our centennial in 2021, we are also looking back at our humble beginnings in 1921 and all those who have paid the ultimate sacrifice along the way. Then, six courageous young men set out on motorcycles to cover the entire state. There are a lot more paved roads now in our state than in 1921 and there are a lot more than six of us to patrol them. Our men and women serve the public in every county, every city, and every town across this large and diverse state. Still, we are now as we were then, and as we will be 100 years hence – we are a group of people who, with humble hearts, have solemnly pledged allegiance to service, to do what is right, the right way, and for the right reasons.

The Washington State Patrol is comprised of six bureaus. These bureaus combine to administer the activities of over 2,300 commissioned officers and civil service personnel. The Technical Services Bureau is home to the Communications Division that consists of eight geographically divided districts, a headquarters team and a communications training team, all totaling to a staff of 154. While the Washington State Patrol was formed in 1921, Communications was added in 1933 when the first radio was installed on a WSP motorcycle in Vancouver, WA allowing Patrolman Harry Williams to relay accident and traffic information from the field. Prior to radios, patrolmen received their orders through the mail, local police and sheriff’s offices or from their supervisors via phone.

The first WSP Communications Center was installed in 1942 in Olympia. A total of 21 communications centers were established by WSP across the state at that time. Fast forward to 1983, WSP Communications had grown to 27 communications centers. Also in 1983, recording equipment was installed in the communications centers to record telephone and dispatch audio. Our current rank structure was also developed, forming the ranks of Communications Officer Assistant (call-taker), Communications Officer (probationary dispatcher), Communications Officer 1 (dispatcher), Communications Officer 2 (trainer/lead operator), Communications Officer 3 (supervisor) and Communications Officer 4 (station manager). Punch cards with time stamps and hand-written comments were used to track activity and incidents until 1987, with the implementation of Washington’s first Computer Aided Dispatch (CAD) system; piloted in WSP’s Olympia Communications location and fully implemented statewide in 1989. In 1988, WSP Communications Centers became Public Safety Answering Points (PSAPs) answering statewide cellular 9-1-1 calls.

Over the next ten years, communications centers were moved to the district offices and consolidated down to nine communications centers and staffing was reduced from 173 positions to 148 which created an annual savings for the state of approximately \$450k. In 1993, the last communications center consolidation occurred, combining Olympia and Tacoma into one center, located in Tacoma. Many years later, with several CAD, radio and phone upgrades, uniform and personnel changes, WSP Communications continues to evolve with the times and to be that vital link between citizens who need help and our responders in the field.

AGENCY STRUCTURE AND FUNCTION

Chief John R. Batiste oversees the day to day management of the agency's six bureaus to include the Technical Services Bureau under the oversight of Assistant Chief Marc W. Lamoreaux. Reporting to Assistant Chief Lamoreaux is the Communications Division Commander, Heather Anderson who oversees the Communications Division operations, personnel and budget. Assistant Commander Vanessa Barnes reports to Commander Anderson, and oversees the communications training team as well as the training program and certification. She also leads and supervises the division's administrative assistant and public disclosure team. Each Communications Center is managed by a Communications Officer 4 (CO4), who leads a supervisory team of Communications Officer 3 (CO). Each CO3 is responsible for supervising the Communications Officer 2 (CO2) and Communications Officer 1 (CO1) personnel.

The Communications Division provides many diverse support services to the entire agency, as well as many other law enforcement and government agencies throughout the state, and members of the general public. In addition to WSP Troopers and Commercial Vehicle Enforcement Officers (CVEOs), we also provide communications services for 17 other contracted state and federal agencies, to include Department of Transportation, Department of Fish & Wildlife, US Forest Service, US Marshals and many others. Often the work of these communications officers do, is done behind the scenes in support of the critical work the agency provides to the citizens of the state. The importance of these services and systems cannot be overstated. This division is truly the lifeline for our responders in the field, and for the citizens of Washington State.

AGENCY SUCCESSES

From the trooper making a routine stop on the side of a busy highway to the detective using hi-tech tools in an investigation, our personnel are dedicated to keeping our citizens safe. From the pilot offering guidance to officers on the ground in pursuit, to the K-9 officer inspecting our ferries, WSP professionals use every tool available to stop those who violate the law. From the honor guard welcoming a visiting head of state, to the government affairs officers testifying before the legislature, our professionals all serve with integrity, dignity, and respect. From the commercial vehicle officers stopping tragedy before it happens, to the SWAT officer addressing danger head-on, we do not shirk from responsibility. From the communications officer answering a life-critical call to the clerical support professional making sure we are organized and effective, we are all trained and ready to make a difference every day.

The Field Operations Bureau (FOB) oversees headquarters and eight geographic districts, each facing unique characteristics and challenges. The bureau is responsible for traffic law enforcement, collision investigation, and motor assistance over 18,000 lane miles patrolled.

Strengths:

WSP's 2019 annual employee engagement survey participation rose 1% from 73% employee participation in 2018 to 74% in 2019.

Over the course of the year, the WSP hired:

Category 2019

Civil Service Employees 125

Trooper Cadets 103

Commercial Vehicle Enforcement Officers 10

In 2019, the Communications Division was awarded a national certification through the Association of Public Safety Communications Officials (APCO) for our training program. The improvements in the program included staff gaining their training certifications, updating and revising all classes to ensure they covered all of the training components identified by APCO, and creating resource materials for our Communications Officers that offered them quick references, course outlines, and employee handbooks. The program continues to assess and improve every day. New employees have the very best opportunities for success because of the strength and structure of this program.

In 2020, much needed hardware and software refreshes were completed for our Computer Aided Dispatch (CAD) for both, the local site and the disaster recovery sites. These upgrades also provided our Communications staff with updated features that speed processing of data thus creating workload efficiencies. There was also an upgrade to the logging equipment for radio and phones that now provides a more efficient process for extracting information to meet our public disclosure requests.

In 2020, we updated our hiring process including an upgrade to our online testing process through CritiCall, using Zoom for interviews, and the addition of hearing, vision, and psychological evaluations. The additions to the process provide us more highly qualified candidates for hire.

In 2020, we provided multiple types of online and virtual trainings for staff that were applicable to their duties and to the times we are living in. All Communications Officers received well above the required 24 hours of reaffirmation training for the year.

FUTURE ISSUES FOR AGENCY

The Communications Division provides 24/7 dispatch and 911 communications for WSP, as well as various contracted state and federal agencies in Washington State. The Communications Division works closely with state and county Enhanced 911 (E911) officials to ensure the continuity and stability of 911 services in Washington State.

The Communications Division has focused priority efforts on recruitment and training to fill vacant positions in all eight WSP Communications Centers to meet minimum staffing coverage needs. Previous Communications vacancy rates have fluctuated in recent years, from a low of 5%, to a high of 17% and the current 10%. The Communications Division rebuilt the division's training program to improve the learning and success rates for new Communications Officers. In January 2019, WSP Communications' training program received certification from the Association of Public-Safety Communications Officials (APCO) International.

In the coming year, the Communications Division will continue to focus on recruitment efforts, as well as coaching, leadership and succession planning, and updating and improving aged work areas for staff. All of these contribute to the Communications Division's ability to provide continuous and quality service to the citizens, troopers and partner agencies across Washington State.

INITIAL REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Jay Murphy

On 2/12/2021, the Initial Remote Web-based Assessment of Washington State Patrol was conducted. The review was conducted remotely and included 109 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Organization	
1.2.1 Risk Management Program	Compliance Verified
1.2.2 Expectations of Privacy	Compliance Verified
1.2.5 Goals and Objectives	Compliance Verified
1.2.6 Evaluating Progress of Goals and Objectives	Compliance Verified
1.2.8 Analytical Reports Distributed	Compliance Verified
<p>Notes: ISSUE: The reports need to be refined and address analytical reports prepared by the Comm function. AGENCY ACTION NEEDED: The agency should consider developing a schedule that indicates why the report exists, the frequency of the report, and to whom it is distributed. AGENCY ACTION TAKEN: The agency concurs with the recommendation and is in the process of developing a document to meet the need. TEAM LEADER notes that document recommended has been developed and is in place.</p>	
1.3.3 Annual Review of Specialized Assignment	Compliance Verified
1.3.4 Openings for Specialized Assignments	Compliance Verified
1.4.1 Agency/Employee Complaints Investigated	Compliance Verified
1.4.7 Conditions of Investigation	Compliance Verified
2 Direction and Supervision	
2.1.2 Command Protocol	Compliance Verified
2.2.1 Organizational Values	Compliance Verified
2.2.2 Values Acknowledged	Compliance Verified
2.2.3 Agency Liability, Report Required	Compliance Verified
2.2.4 Agency Liability, Report Reviewed	Compliance Verified
2.2.5 Agency Liability, Report Analysis	Compliance Verified
2.2.6 Critical Incident Stress	Compliance Verified
2.2.7 Wellness	Compliance Verified
2.4.11 Authorized Equipment	Compliance Verified
2.5.1 Agency Performance Measurement Program	Compliance Verified
2.5.2 Emergency Line Performance Measures Established	Compliance Verified

Standards	Findings
2.5.3 Review of Emergency Line Performance Measurements	Compliance Verified
2.5.4 CEO Notification of Results of Performance Measurements	Compliance Verified
2.6.1 Community Involvement Function	Agency Elected 20%
2.6.2 Liaison with Community	Agency Elected 20%
2.6.3 Annual Community Involvement Report	Agency Elected 20%
2.6.5 Survey of Citizen Attitudes	Agency Elected 20%
2.6.6 Public Education Function	Agency Elected 20%
2.6.7 News Media, Involvement and Discussion	Agency Elected 20%
3 Human Resources	
3.1.1 Job Analysis	Compliance Verified
3.1.3 Role of Agency in Class Specifications	Compliance Verified
3.2.5 Medical Examinations	Compliance Verified
3.4.3 Employee Consulted	Compliance Verified
3.6.2 Grooming and Appearance Guidelines	Compliance Verified
4 Recruitment, Selection, and Promotion	
4.1.3 Recruitment Plan	Compliance Verified
4.2.1 Selection Process Described	Compliance Verified
4.2.2 Criteria Job Related	Compliance Verified
4.3.7 Medical Examination	Compliance Verified
4.3.8 Psychological Fitness Examination	Compliance Verified
4.4.1 Promotion Process, Agency Role	Compliance Verified
4.4.2 Promotion Process, Identifiable Position	Compliance Verified
4.4.3 Promotion Process, Procedures Used	Compliance Verified
4.4.4 Elements Job Related	Compliance Verified
4.4.5 Promotional Announcement	Compliance Verified
4.4.6 Criteria and Procedures of Eligibility List	Compliance Verified
5 Training	
5.1.5 Requirements for Trainers	Compliance Verified
5.2.1 New Hire Training Program Required	Compliance Verified
5.2.2 New Hire Training Program Established	Compliance Verified
5.2.3 Orientation Handbook	Compliance Verified

Standards	Findings
5.2.5 Evaluation of New Hire Training Notes: ISSUE discovered by TEAM LEADER - The agency misinterpreted this standard providing proofs of new hire training rather than evaluation of the new hire training program AGENCY ACTION TAKEN: This standard was brought into compliance by the agency prior to the on-site with adequate proof of compliance based upon the true intent of the Standard	Compliance Verified
5.2.6 Annual Retraining	Compliance Verified
5.2.9 Accreditation Training	Compliance Verified
5.2.11 Training Officer Requirements	Compliance Verified
6 Operations	
6.1.2 FCC Requirements	Compliance Verified
6.1.3 Policies and Procedures Approved	Compliance Verified
6.1.4 Dissemination of Information	Compliance Verified
6.1.5 Quality Checks	Compliance Verified
6.1.6 Disposal of Work Sensitive Documents	Compliance Verified
6.2.1 Immediate Access to Communications Center Resources	Compliance Verified
6.2.2 Immediate Access to Client Agency Resources	Compliance Verified
6.2.3 Immediately Available Procedures	Compliance Verified
6.2.4 Obtaining and Recording Information	Compliance Verified
6.2.5 Misdirected Emergency Calls	Compliance Verified
6.2.6 Procedures for Emergency Hang Up Calls	Compliance Verified
6.2.7 Procedures for Handling Difficult Callers	Compliance Verified
6.2.8 Procedures for Calls from Elderly and Children	Compliance Verified
6.2.10 Alarm Procedures	Compliance Verified
6.2.11 First Aid Instruction	Not Applicable by Function
6.2.12 Other Than English Speaking Callers	Compliance Verified
6.2.13 Missing, Lost or Abducted Adults	Compliance Verified
6.2.14 Missing, Runaway, Abandoned, or Abducted Children	Compliance Verified
6.3.1 Radio Communication with Field Units	Compliance Verified
6.3.2 Call Assignment Criteria	Compliance Verified
6.3.3 Emergency Messages	Compliance Verified
6.3.4 Records of Vehicles Removed	Compliance Verified
6.4.1 Security for Communications Center	Compliance Verified
6.4.2 Evacuation Plan	Compliance Verified

Standards	Findings
6.4.3 Alternate Source of Electrical Power	Compliance Verified
6.4.4 Independent Backup Communications System	Compliance Verified
6.4.5 Criminal Justice Information Systems	Compliance Verified
6.4.6 Encoding Communications	Compliance Verified
6.5.1 Telephone Access	Compliance Verified
6.5.2 TDD/TTY Access Procedures	Compliance Verified
6.5.3 Separation of Emergency Calls	Compliance Verified
6.5.4 Immediate Playback of Recorded Information	Compliance Verified
6.5.5 Alternative Communications Criteria and Procedures	Not Applicable by Function
6.5.6 Digital Information	Not Applicable by Function
6.6.1 Two-Way Radio Capability	Compliance Verified
6.6.2 Multichannel Radio Equipment	Compliance Verified
6.6.3 Interoperable Radio Communications Plan	Compliance Verified
6.7.1 Records Privacy and Security Precautions	Compliance Verified
6.7.2 Records Retention Schedule	Compliance Verified
6.7.3 Collection of Data for Client Agencies	Compliance Verified
6.7.5 Recording Category Requirements	Compliance Verified
6.7.6 Case Numbering System	Compliance Verified
6.8.1 Copyright Use	Compliance Verified
6.8.2 Computer Viruses	Compliance Verified
6.8.3 Unauthorized Manipulation of Files	Compliance Verified
6.8.4 Computer Use, Policies and Procedures	Compliance Verified
6.8.5 Security System	Compliance Verified
6.8.6 Computer Backup	Compliance Verified
6.8.7 Records or Informational System Password Access	Compliance Verified
7 Critical Incidents, Special Operations, and Homeland Security	
7.1.1 Position for Planning Response to Critical Incidents at Center	Compliance Verified
<p>Notes: ISSUE: The agency has not identified a position responsible for planning responses. AGENCY ACTION NEEDED: The agency should consider identifying a position with the responsibility to ensure proper plans are established. AGENCY ACTION TAKEN: The agency is receptive to the comments and is consulting with Human Resources to identify a position prior to the virtual. TEAM LEADER notes that position has been identified within the agency.</p>	
7.1.2 Emergency Operations Plan (EOP)	Compliance Verified

Standards	Findings
7.1.3 After Action Report	Compliance Verified
7.1.4 Operational Readiness	Compliance Verified
7.1.5 Annual Training	Compliance Verified
7.1.6 Accessibility of Plans	Compliance Verified
7.2.1 Special Events Plan	Compliance Verified
7.2.2 Tactical Dispatch Selection Criteria	Compliance Verified

Response from Agency Regarding Findings:

CEO Feedback not provided.

SITE-BASED ASSESSMENT

6/2/2021

Planning and Methodology:

The Washington State Patrol has been Law Enforcement accredited since 1988. This is the Communications Division of the Washington State Patrol's initial on-site for Multi-Program Public Safety Communications Accreditation. The Communications Division held a mock assessment January 29th – February 6th, 2021. The on-site was held virtually on March 15th and 16th, 2021.

The Communications Division of the Washington State Patrol is a Division of the Patrol's Technical Service Bureau is led by Commander Heather Anderson. Communications services are provided from eight District Communication Centers located geographically throughout the state's eight regions. Three of the Communications Centers provide Primary 911 service to their areas while the other Districts are considered secondary PSAPS. Washington State Patrol Communications provides law enforcement call processing and dispatch services with the ability for one button transfer of Fire/EMS calls to the appropriate agency in their area. In addition to dispatching for the Washington State Patrol they also dispatch for the following agencies:

- Washington State Attorney General
- US Forestry Service
- US Fish & Wildlife
- US Army Corp of Engineers
- US Department of Homeland Security
- US Marshals Office
- Bureau of Land Management
- Washington State Fish & Wildlife
- Washington State Parks
- Washington State Liquor & Cannabis Board
- Washington State Gambling Commission
- Washington State Department of Corrections
- Washington State Department of Natural Resources
- Washington State Department of Transportation
- Burlington Northern Santa Fe Railroad Police
- Union Pacific Railroad Police

Communications Training Program

The agency has a very robust Training Program, having recently gone through APCO's P33 Certification process. The P33 Certification was the culmination of several years work in revamping the agency Training Program where new processes were created, documentation was improved and puts into place a system for continuous improvement. Presentations are updated quarterly along with any procedural changes.

There are three staff members assigned to the Communications section of the Training Academy. These staff members develop and provide New Hire Academy training as well as Continuing Education for Communications Staff. These staff members also assist with Trooper training at the Academy related to radio etiquette and other communications related topics.

New Hire training is split between Academy and Center time. The first week of employment is spent at the Center working on geography, focus and orientation. Weeks 2 and 3 are at the Academy where call processing technique is

covered including Crisis Intervention (CIT) and challenging callers such as suicidal, elderly, and impaired. Week 4 the trainee goes back to the Center for On the Job training focusing on call processing. Week 5 and 6 are back to the Academy for two weeks of radio training including high risk incident training, such as pursuits, barricaded subjects. During these two weeks the Trainee is also CJIS trained and ACCESS certified. Week 7-10 are spent back in the assigned Center with OJT on call processing and radio. Trainees are then returned to the Academy for three full days of simulations before being assigned to shift and a Communications Training Officer for final OJT which can take from four to six months.

Continuing Education is routinely provided and the 2019 average training hours per employee was 55 hours, far exceeding the 24 hours required by P33.

Standards Issues:

Standard 5.2.5 related to Evaluation of the New Hire Training Program was initially misinterpreted by the agency. The standard was brought into compliance prior to the on-site and the agency has a clear understanding of what is expected related to this standard in the future.

Suggestions

Continue to keep the Training Program fresh and deliver the required hours per policy and standards. Make sure programs are evaluated by students, instructors, and management to make sure that the delivery of training is meeting the needs of the agency.

Public Disclosure

The State of Washington has historically been a Sunshine State with all records considered as open records. For Public Safety Communications this has become an enormous workload. Records that the agency routinely discloses are Computer Aided Dispatch (CAD) logs, 911 phones, Admin phones, Radio Audio, Agency Policy, Agency Procedures and Training Records. Prior to 2016 these requests were handled by a District Supervisor, Communications Officer 3. In July of 2016, a position of Forms and Records Analyst was created to handle all outside agency disclosure requests. Internal State Patrol requests continue to be handled by the appropriate Communications District Supervisor.

In 2016-2017 there were 2,600 public disclosure requests processed. This number has tripled in less than 5 years and a second full-time Forms and Records Analyst position has been added. During 2020 over 10,000 requests were processed even with Covid19. In the State of Washington there is very little information that is redacted, primarily juvenile names, troopers and judges personal phone numbers. Public Disclosure requests and dissemination is done online through an established, secure portal. Once a record is released to the folder in the portal the requestor has 30 days to retrieve it or it is purged.

The agency is aware that there may be additional workload demands if Text to 911 or NextGen911 is implemented.

Standards Issues:

There are no standards issues.

Suggestions

Continue to monitor the public disclosure requirements and workload. Be aware that if Text to 911 or NextGen 911 are implemented Standards 6.5.5 and 6.5.6 will no longer be N/A but will require compliance.

Recruitment & Hiring

As an agency with multiple locations, Washington State Patrol Communications has struggled in some areas of the state to field applicants while at the same time updating their testing and hiring processes has made the entire process even more challenging. The agency's end goal is to significantly reduce the number of trainees that are not able to

successfully complete the training process. The agency attends job fairs, has created high quality recruiting videos, including a virtual job shadow, and is considering radio broadcast advertising.

Vanessa Barnes, the Assistant Commander of Communications, works directly with the Patrol's Human Resources Bureau, receiving a list of applicants on a weekly basis. The agency utilizes CritiCall, a software program used to test applicants before hire. The agency recently updated their CritiCall validation with new cutoff scores. This has resulted in fewer applicants attaining a passing score however they believe this will reduce turnover in new hires. Due to Covid19, applicants currently are screened online with CritiCall, however the agency hopes to return to in person screening in the future. Links to the CritiCall test are emailed to applicants weekly as well. Scores are checked daily and those meeting the validated CritiCall score are forwarded to the appropriate Communications District Manager for an interview. If selected to proceed, the applicant then goes through a process which includes personal history, background, polygraph, and a true background investigation. Selected applicants are given conditional offers, contingent upon education verification, psychiatric evaluation, vision, and hearing test.

The entire hiring process has in the past taken as long as four months however this has been streamlined and is much quicker for the agency now. The agency hopes to begin building an applicant pool to draw from. Applicants select which District Center they wish to apply for at the time of application however if they move on in the process they can be asked if they would be willing to relocate or start at a different Center if there are no openings at their requested Center. The Communications Bureau typically holds four to five academies annually.

Standards Issues:

There are no standards issues.

Suggestions

Continue to recruit using social media and other current technologies to further their reach to qualified applicants.

CAD and Technical/Electronic Services for Communications

The technology needs of a multi-site Public Safety Communications organization are high and the Washington State Patrol has a small group of dedicated employees assigned to maintain those technologies. The Motorola PremierOne CAD system is maintained by a CAD Infrastructure Manager and a CAD Administrator whose primary focus is coordinating with Motorola. Richard Warren, the CAD Infrastructure Manager, began his career in 1997 with the Patrol as a Communications Officer and has a clear understanding of the needs of the user as well as the technical side of the operation.

The Patrol has been forward thinking with recent CAD server refreshes, NICE recording system upgrade, and console replacements currently in progress. The CAD and Technical/Electronic Services staff are consistently planning for future upgrades as needed and as funding becomes available. This staff is also involved in the Continuity of Operation Plan with detailed plans in place for back-up of the eight District Centers as well as their ability to back-up other local PSAPs.

Standards Issues:

There are no standards issues.

Suggestions

Be aware that if Text to 911 or NextGen 911 are implemented Standards 6.5.5 and 6.5.6 will no longer be N/A but will require compliance.

Employees Benefits

The agency provides competitive salary and benefits packages to their employees. In recent years, Captain Jason Ashley of Human Resources advised they have successfully negotiated for an additional 8 hours in vacation leave,

retirement as public employees, tuition reimbursement; medical, dental and vision insurance that the employee can keep after retirement.

Communications Officers are paid holiday and overtime pay for 2.5 times holiday pay when they work a holiday or can elect compensatory time. Shift differential pay is provided.

Communications Officers 1, 2 and 3 are part of the Diversity and Equity Team, Peer Support, and serving as Shop Stewards. The Academy also provides for participation in leadership training, recruitment opportunities, reading to children at the libraries and other activities. Staff are also encouraged to participate in recruiting videos with the counties as well as educational videos.

Alexis Young, attorney for one of the Union represented groups, advised that working with Commander Anderson and Assistant Commander Barnes is one of the best working relationships that she has experienced. She is able to go directly to management if an issue should arise and solutions are quickly formulated avoiding any grievance action.

Standards Issues:

There are no standards issues.

Suggestions

Attempt to continue to stay competitive with salary and benefits while encouraging a diverse and equal workplace.

Summary:

Number of Interviews Conducted: 30

Assessors' Names: Julie Righter Dove

Site-Based Assessment Start Date: 03/15/2021

Site-Based Assessment End Date: 03/16/2021

Mandatory (M) Compliance	165
Other-Than-Mandatory (O) Compliance	33
Standards Issues	1
Waiver	0
(O) Elect 20%	6
Not Applicable	3
Total:	207

Percentage of applicable other-than-mandatory standards:

85 %

COMMUNITY FEEDBACK AND REVIEW

Public Information Session

This is a Public Safety Communications on-site and does not require a Public Information Session.

Telephone Contacts

There were no telephone contacts.

Correspondence

There was no correspondence received.

Media Interest

There was no media interest during the on-site.

Public Information Material

Public Notice of the Call-In Session for Communications was posted on the Washington State Patrol website (wsp.wa.gov), Blog (InsideOut - <https://wspinsideout.wordpress.com>), Facebook (Washington State Patrol) and Twitter (WaStatePatrol).

Community Outreach Contacts

Due to the virtual on-site format Community Outreach contacts with the public served by the Bureau were limited however contact was made with a variety of State and outside agencies that the Washington State Patrol Communications Division routinely interacts with including but not limited to the Department of Transportation - Traffic Management, Human Resources, and Electronic Services. All who were contacted reported that the Communications Bureau provides a high level of service and works well with others within the Patrol and other agencies. In addition, interviews were conducted with over 20 staff members of the Washington State Patrol Communications Bureau. All employees interviewed showed a high level of professionalism and pride in being a part of the Washington State Patrol Communications Bureau.

STATISTICS AND DATA TABLES

Overview

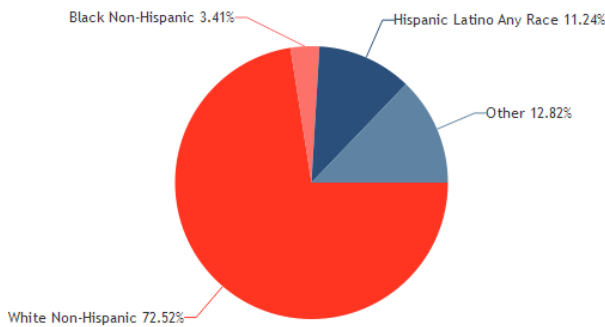
The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the agency’s use of standards to address the standards' intent

Agency Demographics Report - Initial Accreditation

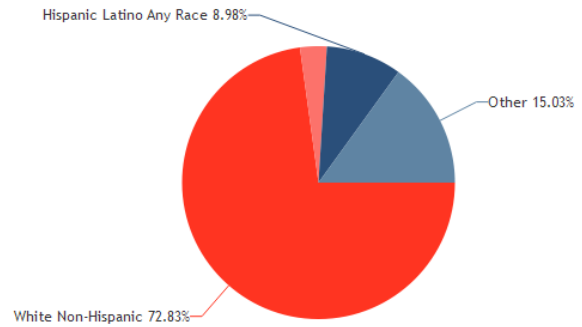
Data Collection Period: 1/1/2019 - 12/31/2019

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Employees		Prior Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	4876804	72%	2791685	72 %	134	87%	98	63%	0	0%	0	0%
Black Non-Hispanic	229603	3%	121305	3 %	3	1%	3	1%	0	0%	0	0%
Hispanic Latino Any Race	755790	11%	344292	8 %	8	5%	7	4%	0	0%	0	0%
Other	862343	12%	576054	15 %	9	5%	4	2%	0	0%	0	0%
Total	6724540		3833336		154		112		0		0	

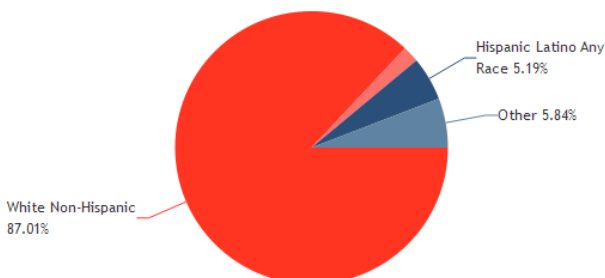
Service Population



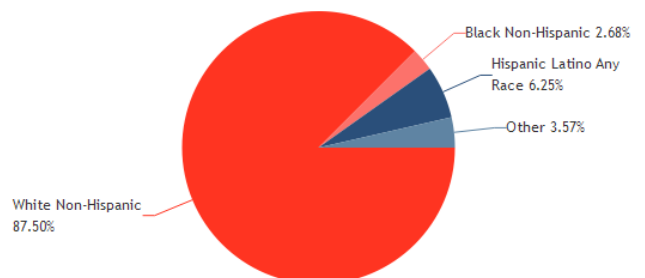
Available Workforce



Current Employees



Current Female Employees



Personnel Actions

Initial Data Collection Period: 1/1/2019-1/1/2019

Actions	Initial
Suspensions	0
Demotions	0
Resignations in Lieu of Termination	0
Terminations	0
Other	0

Initial Accreditation

NOTE from Team Leader Righter Dove - This review was for initial accreditation and would expect to see some data in this section in the future.

Liability Reports

Initial Data Collection Period: 1/1/2019-12/31/2019

	Initial
Number Reported	0
Training Deficiencies	0
Failure of Policy	0
Inattention to Detail	0
Other	0

Initial Accreditation

NOTE from Team Leader Righter Dove - This review was for initial accreditation and would expect to see some data in this section in the future.

Performance Measures

Initial Data Collection Period: 1/1/2019-12/31/2019

	Initial
Incoming Emergency Calls	533013
Incoming Non-Emergency Calls	523862
Outgoing Calls	333928
Calls Resulting in Dispatch	
Law Enforcement	321823
Fire	0
EMS	0
Average Abandonment Rate %	5
Average Processing Time in minutes	1

Initial Accreditation

Dispatch for Law Enforcement Only - we do not dispatch fire/aid. When they are called for supporting response, this is not tracked beyond a "comment" in the log on our end.

NOTE from Team Leader Righter Dove - the agency serves as Primary 911 for some areas of the state and Secondary 911 for other areas. As stated above, they do not dispatch Fire/EMS.

Public Education

Initial Data Collection Period: 1/1/2019-12/31/2019

	Initial
Surverys Completed	0.0
Presentations Performed	0.0
People Contacted	0.0
Press Releases Initiated By Agency	0.0

Initial Accreditation

N/A by Function - Public Education is handled and coordinated by the County E911 office. WSP is not funded for and rarely participates in 911 public education functions.

Grievances

Initial Data Collection Period: 1/1/2019-12/31/2019

Grievances	Initial
Number	1

Initial Accreditation Notes:

NOTE from Team Leader Righter Dove - the agency has an excellent working relationship with represented staff and Union representatives with no grievances to date during this initial assessment.

Training

Initial Data Collection Period: 1/1/2019-12/31/2019

	Initial
Hired	19
Released from Probation	13
Completed Training	15
All Employees Retained for Three Years or More	98
Average In-service Training Hours	55

Initial Accreditation

NOTES from Team Leader Righter Dove - the agency has a very robust training program, including new hire and continuing education.

Quality Assurance

Initial Data Collection Period: 1/1/2019-12/31/2019

	Initial
EMD QA Reviews Performed	328.0
Protocol Compliance Percentage EMD	0.0
Other QA Reviews Performed	107.0
Protocol Compliance Other	0.0

Initial Accreditation

"EMD QA Reviews" - Standard Phones/Radio Review (done Semi-Annually)

"Other QA Reviews" - High Liability Incident Reviews

Our QA is tracked by Exceeds Standards, Meets Standards, Needs Improvement and Deficient. We do not utilize numerical scoring/percentages in our QA process.

NOTE from Team Leader Righter Dove - the number of QA performed could be enhanced to provide more immediate actionable feedback to Telecommunicators and assist in identifying any policy problems or training deficiencies. Method used is very good.

