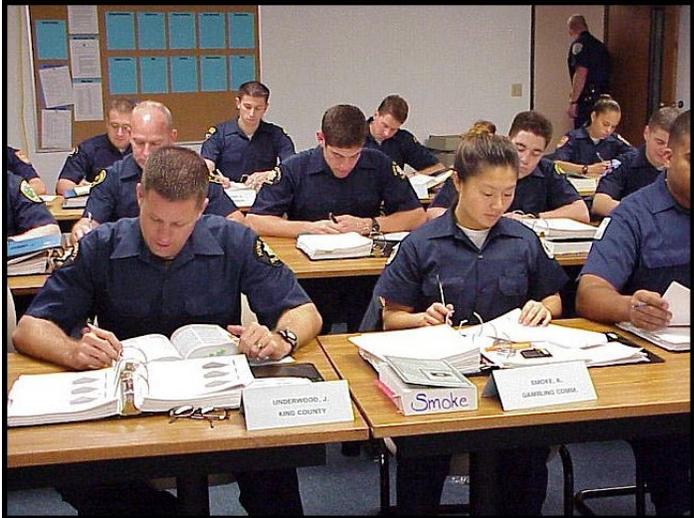


# WASHINGTON STATE CRIMINAL JUSTICE TRAINING COMMISSION



## 2007 – 2009 STRATEGIC PLAN



## Dr. Michael D. Parsons, Executive Director

## **Mission**

Enhance the quality of life and public safety in Washington Communities through innovative training and education of criminal justice personnel and enforcement of certification standards.

## **Vision**

As an organization, the Washington State Criminal Justice Training Commission has set forth a vision to be recognized nationally as the standard for criminal justice training. Our vision will be achieved through staff working in a safe, positive community environment that is innovative, interactive and will be accomplished by serving, as a resource center responsive to the professional development needs of criminal justice professionals.

## **Values**

As a staff, we value Professionalism, Accountability and Integrity. The prescribed definitions and behaviors set forth a code of conduct which we choose to live by.

### *Professionalism*

We commit to service while demonstrating a positive attitude and mastery of the knowledge, skills, and abilities within our roles.

- Display appropriate conduct, image, and behavior.
- Engage in life long learning.
- Understand the total agency mission.
- Provide excellent service to our community.

### *Accountability*

We acknowledge that we are accountable to everyone we serve and to each other for our actions and decisions - We welcome that responsibility.

- Communicate openly.
- Perform at the highest standards.
- Use resources effectively.
- Admit and correct mistakes.

### *Integrity*

We value candor, honesty, and ethical behavior and we are committed to doing the right thing for the right reason. Demonstrate trustworthiness, confidentiality, and sound decision-making.

- Create and maintain ethical behavior.
- Embrace and uphold the highest standards, values, and principles.
- Display courage to withstand adversity.
- Accept and respect differences in the workplace.

## What we do

The Washington State Criminal Justice Training Commission provides basic and advanced training to criminal justice professional in Washington State. In addition to training, the agency regulates law enforcement officers through peace officer certification.

## Statutory Authority

Established in 1974, the Washington State Criminal Justice Training Commission was created under RCW 43.101.020 to provide training and set standards for criminal justice personnel. Additional statutes have modified that have expanded the scope and responsibility of the Commission. Those include:

- The agency is overseen by 14 Commissioners as articulated in RCW 43.101.030.
- The agency created two boards to review and provide recommendations on training programs and standards to the Commission. RCW 43.101.310 established the Board on law enforcement training standards and education and the Board on correctional training standards and education.
- The powers and duties of the Commission are detailed under RCW 43.101.080.
- In 2001, RCW 43.101.095 enacted Peace Officer Certification.
- Basic Academy training for law enforcement personnel was established through RCW 43.101.200.
- The requirement for training of corrections officers is established in RCW 43.101.220.
- The Commission is also responsible for firearms certificates for private detectives (RCW 43.101.250), security guards (RCW 43.101.260), and bail recovery agents (RCW 18.185.260).
- In addition to basic training, several specialized training courses for law enforcement have been developed through mandate. Those courses include: RCW 43.101.270 (Sexual Assault training), RCW 43.101.370 (Child Abuse), RCW 43.101.410 (Racial Profiling), RCW 43.101.
- The requirement for supervisory and management training was established through RCW 43.101.350.
- During the 2006 Legislative session a new chapter was added to RCW 43.101 creating a voluntary certification process for Tribal law enforcement.

## Goal #1

**Provide training in the appropriate knowledge, skills, and abilities for criminal justice professionals.**

### *Objectives*

- Review 100% of training competencies for each basic academy on a scheduled rotation every four years.
- Provide advanced skills training in course delivery methods to 100% of BLEA instructional staff.
- Certify 100% of instructors who instruct in agency-sponsored courses.
- Increase by 20% the number of courses offered through alternative methods of delivery.

***Statewide Results: Improve the safety of people and property***

#### *Agency Activity Inventory (Activity Title): Basic Law Enforcement Academy*

- 100% of training competencies meet basic needs assessment results.
- Enhance student performance by implementing the data from basic academy assessment results.
- Courses meet agency established curricula standards.

#### *Agency Activity Inventory (Activity Title): Corrections Officer Academy*

- 100% of training competencies meet basic needs assessment results.
- Enhance student performance through a survey of our customers by 12/06
- Courses meet agency established curricula standards.

#### *Agency Activity Inventory (Activity Title): Professional Development*

- Develop 90 new seven-minute daily trainings per quarter available through the agency's web site.
- Review and validate 100% of all competencies for supervisory/mid-management training by 9/07.

## Goal #2

**Perform regulatory functions in the certification and decertification of peace officers and corrections officers.**

### *Objectives*

- Expand current certification and decertification RCWs to include corrections officers.

### *Strategies*

*Statewide Results: Improve the safety of people and property*

### *Agency Activity Inventory (Activity Title): Administrative Activity*

- Expand certification statute to include corrections officers by January 2008.
- Expand regulatory procedures to include corrections officers by January 2008.

## Goal #3

### Manage sustainable resources.

#### *Objectives*

- The agency will efficiently manage the HVAC system at the Academy Campus.
- Reduce by 25% the number of hardcopy course applications submitted by criminal justice agencies.

#### *Strategies*

#### *Statewide Results: Improve the safety of people and property*

##### *Agency Activity Inventory (Activity Title): Administrative Activity*

- Install thermostats in each room in Dorm II.
- Replace inefficient HVAC units in the Cascade Center.
- Conduct a campus wide energy survey to identify additional efficiencies.
- Reduce zonal heating and cooling times.
- Put irrigation systems on timer to increase the efficiency of campus watering.

##### *Agency Activity Inventory (Activity Title): Professional Development*

- Advertise via agency website the availability of on-line course registration.
- Encourage agencies to use on-line course registration system.

## Goal #4

### Monitor for quality and standards compliance of agency practices and agency-sponsored courses.

#### Objectives

- Successfully maintain accreditation from the American Corrections Association (ACA) in the fall of 2007 and from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in the fall of 2008.
- All agency-sponsored courses will have only certified instructors teaching in the classroom.

#### Strategies

#### Statewide Results: *Improve the safety of people and property*

##### Agency Activity Inventory (Activity Title): Professional Development

- Develop protocols for auditing, monitoring and quality compliance for accreditation standards of the ACA and CALEA.
- Apply for the Washington State Quality Award assessment in summer 2008.

##### Agency Activity Inventory (Activity Title): Professional Development

- Audit for instructor certification compliance for sponsored courses.
- Train Regional Training Managers to audit sponsored courses.
- Develop auditing practices for sponsored courses.
- Audit 50% of sponsored courses offered regionally.

## Washington Association of Sheriffs and Police Chiefs

### Goal #1

**The Washington Association of Sheriffs and Police Chiefs will collect, manage and provide to the State of Washington Criminal Justice System, information on crime and jail data in meeting the requirements and responsibilities of management, planning and operations.**

#### *Objectives*

- To collect, analyze and publish annual reports on the FBI summary and incident-based reporting criminal offense data on 98-100% of Washington State's population.
- To report the number of law enforcement agencies reporting hate/bias crime.
- To report the number of law enforcement agencies reporting domestic violence activity.
- To collect, analyze and publish annual reports on jail statistics on 90-100% of Washington State's Jail population.
- To provide instructional training to law enforcement agencies as to best practices for collecting and submitting FBI summary and incident-based reporting data.

#### *Strategies*

#### *Statewide Results: Improve the safety of people and property*

- Statewide crime data will be verified and submitted to the Federal Bureau of Investigation for inclusion in the Crime in United States.
- Instructional training course outline will be reviewed and updated as federal standards change.
- Regional training will be offered annually.

### Goal #2

The Washington Association of Sheriffs and Police Chiefs will provide technical assistance in meeting the responsibilities of management, planning and operations of law enforcement and correctional agencies.

### *Objectives*

- To provide model various model policies (vehicle pursuits, racial profiling, domestic violence, etc.) to all law enforcement agencies as mandated by the Washington State Legislature.
- To provide technical management assistance to law enforcement agencies in Washington State.

### *Strategies*

#### *Statewide Results: Improve the safety of people and property*

- Provide general support and assistance, to the Washington State Governor and Washington State Legislature for law enforcement policy matters.
- Coordinate and facilitate the bringing together of law enforcement professionals to develop model policies as required by legislative mandate.
- Coordinate and facilitate the bringing together of law enforcement professionals to provide technical assistance to law enforcement agencies as necessary.

### **Goal #3**

**The Washington Association of Sheriffs and Police Chiefs will provide the State of Washington, information relating to registered sex offenders (Megan's Law Website).**

### *Objectives*

- To provide a registered sex offender website to all citizens of the State of Washington as mandated in RCW 4.24.550

### *Strategies*

#### *Statewide Results: Improve the safety of people and property*

- Update website data with information from the Washington State Patrol.
- Provide technical assistance to citizens of Washington State.

## Performance Assessment

Since the submission of the 2005-07 Strategic Plan the primary change in performance is directly related to the change in customer needs for basic academy training. The following charts provide a snapshot of the increased demand for the Basic Law Enforcement Academy (BLEA).

BLEA	Academies	Students	Per Course
FY 2000	15	444	29.6
FY 2001	18	516	28.7
FY 2002	21	557	26.5
FY 2003	11	387	35.2
FY 2004	13	414	31.8
FY 2005	14	428	30.6
FY 2006	16	526	32.9
FY 2007	11	330	30.0

Six additional academies were scheduled for the 05-07 biennium in order to meet the hiring needs of law enforcement.

At the request of the legislature, the WSCJTC has conducted a survey of all law enforcement agencies, to predict the future demands for BLEA. To date, the trend continues towards an increase over the existing funded level. The numbers in the graph above reflect the number of Academies scheduled for 2007. However, a survey (page 13) conducted in May 2006 projects a need of 8 additional Academies next year as well as the following two years.

During the fall of 2005, staff of the WSCJTC began GMAP in earnest. Each Division within the agency presents to the management team quarterly. The data presented has run the full spectrum of activities from the cost of utilities to run the Academy Campus in Burien, to the injury rate by class for law enforcement and corrections basic academies.

Trends currently followed in the GMAP Process include:

1. A significant increase in the number of cases referred to the agency for investigation of decertifiable misconduct for peace officers and the associated Attorney General (AGO) legal expenses. In the 05-07 biennium, we were allotted \$96,000 for AGO Peace Officer Certification expenses; we are projecting a shortfall of \$85,000 in 05-07. In the 07-09 biennium, based on projected caseload, we will need an additional \$210,000 for AGO certification expenses.

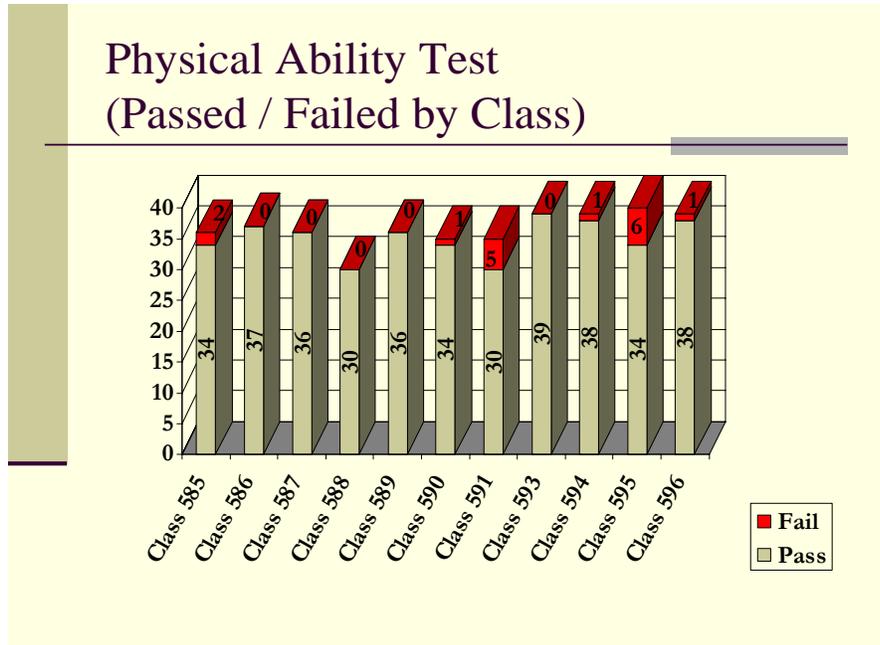
### Decertification Cases and Projections

	2004	2005	Proj'd 2006	Proj'd 2007
Cases Received	36	46	56	60
Declined	10	17	24	31
Default	15	16	18	20
Denials	5	7	9	11

### AGO Certification Costs and Projected Costs

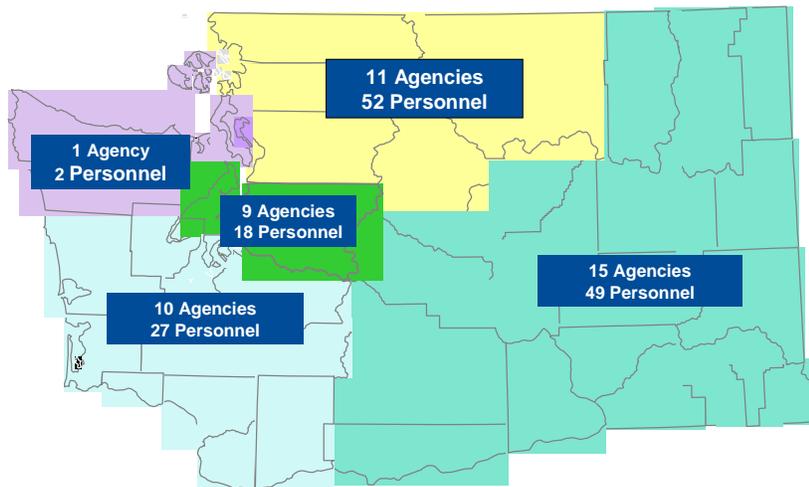
	2004	2005	Projected 2006	Projected 2007
Monthly Average	\$2,219	\$4,197	\$7,500	\$7,666
Annual Costs	\$26,631	\$50,368	\$90,000	\$92,000

- The number of students per class who successfully pass the Physical Ability Testing (PAT). Nine out of the last 11 sessions had two or fewer failures; failures have occurred in the areas of sit-ups and the 1.5 mile run.



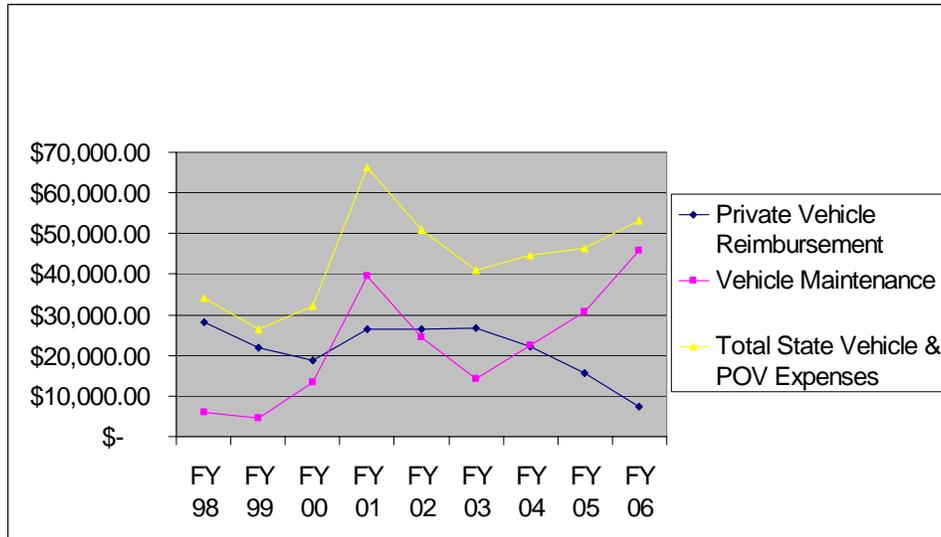
- The number of agencies and personnel enrolled in the daily online training has steadily increased since January 2006 when we began our online training program. The map reflects numbers as of May 15, 2006.

## In-Service eLearning



4. The agency tracks the reduction in the mileage reimbursement for employee privately owned vehicles as a result of the agency's small fleet of vehicles. Agency staff are using fleet vehicles when traveling for Commission business.

### POV Reimbursement & State Vehicle Maintenance



Planning and decision making is more focused and effective with the data that GMAP has provided Managers. Trends are tracked and analyzed not only at the Division level but by the entire Management Team.

In addition to GMAP, the WSCJTC has sought and gained recognition from national organizations that accredit training academies. In 2004, the WSCJTC was accredited by the American Correctional Association (ACA) and in July of this year we will be accredited through the Commission on Accreditation of Law Enforcement Agencies (CALEA). The recognition that the performance of this agency measures up on a national level is gratifying and reinforces that the quality of work done by the staff of this organization meets national standards.

### Appraisal of external environment

Since the last Strategic Plan was completed in 2004, the need for basic academy training for law enforcement officers has grown. Several factors are impacting the increased need for basic law enforcement training: a booming economy, LEOFF I and LEOFF II retirement peaks, and the continued population increase experienced by communities across Washington State. Currently, population trends indicate an increase of 7% over the coming 4 years.

	<b>Population</b>	<b>Commissioned</b>	<b>Civilian</b>	<b>Total FTE</b>
2000	5,802,801	9,869	4,155	13,844
2005	6,255,520	10,305	4,101	14,406
Change +/-	7%	4%	-1%	4%

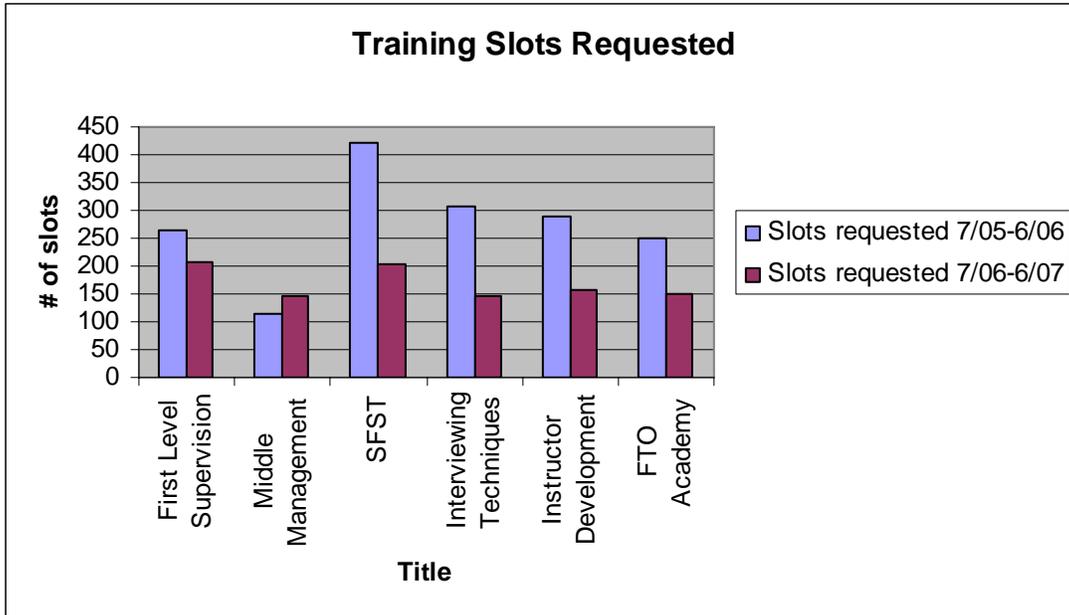
This chart, based on data from Washington Association of Sheriffs and Police Chiefs, depicts the population growth for the state of Washington from 2000 to 2005 and the comparative growth in the number of law enforcement employees, commissioned and civilian, statewide.

During the 2006 Legislature, WSCJTC received supplemental funding for six additional Basic Law Enforcement Academy sessions in FY 2007. As a condition for receiving the funding, agencies statewide were surveyed to forecast their needs so the WSCJTC could effectively project demands. The number of recruits per class is 30. As noted on page 10, we have 11 Basic Law Enforcement Academy sessions scheduled for FY2007, but the numbers below indicate a need for 19, eight more than scheduled. Thus we will be requesting additional funding to meet the needs of our customers.

<b># of Agencies Responding</b>	<b>Projected Hires 2007 Basic/Sessions Req'd</b>		<b>Projected Hires 2008 Basic/ Sessions Req'd</b>		<b>Projected Hires 2009 Basic/ Sessions Req'd</b>	
<b>259</b>	<b>570</b>	<b>19</b>	<b>585</b>	<b>19</b>	<b>571</b>	<b>19</b>

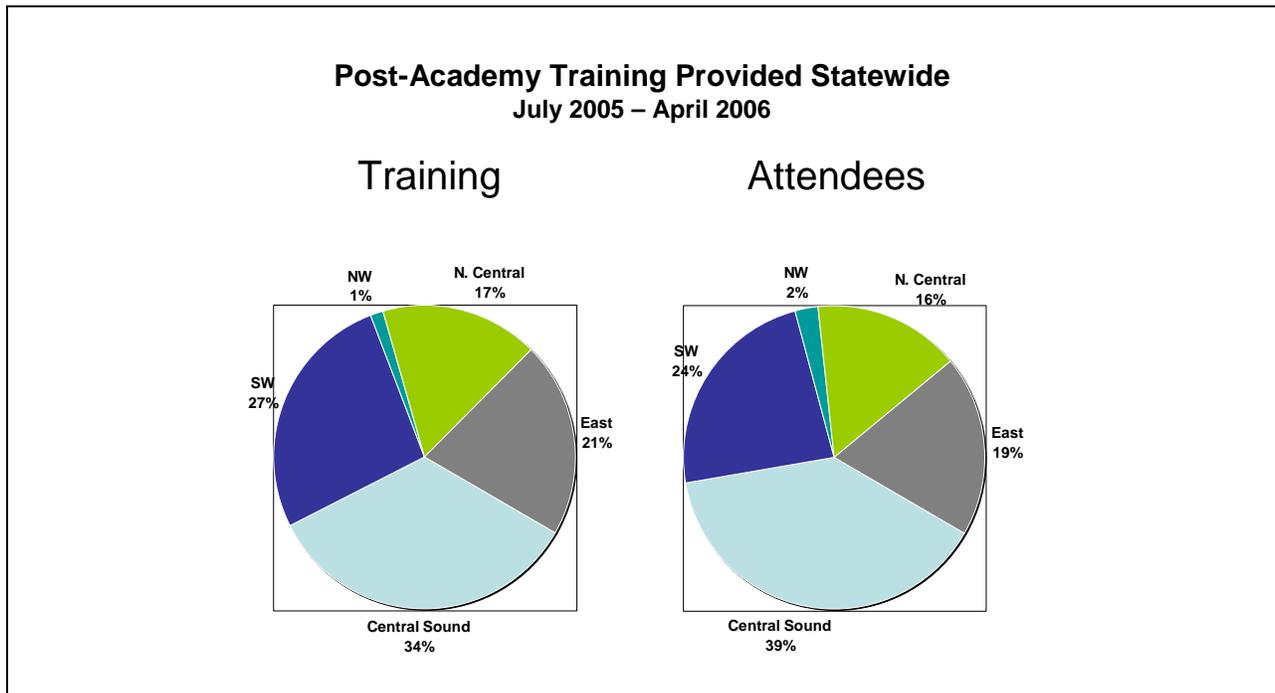
The demand for basic academy training for correctional officers working in city and county jails has also increased. Whatcom, Yakima, King and Pierce Counties have all experienced increased hiring needs. In addition, several departments are changing the roles and responsibilities of corrections officers, by requiring more to carry firearms. As a result, the WSCJTC has partnered with these organizations to provide additional training in firearms use.

For the last three years, the WSCJTC has conducted an annual needs assessment of law enforcement and corrections agencies to determine the need for post academy training. The results of the latest survey, conducted during the spring of 2006, reflect the top 5 needs for training. In addition to general in-service training, the survey also measures the demand for mandatory supervisory and management training. Over the coming year, the demand for Middle Management leadership training will increase 21% from previous years.



The information above comes from 50% of criminal justice agencies.

When the WSCJTC decentralized in-service training and began to increase the number of courses offered regionally, a primary goal of regionalized training was the fair and equitable distribution of resources. The following chart demonstrates that the agency is meeting training needs statewide, proportionally to the number of officers by region.



Nationally, professional standards for correctional officers have fallen behind those set for law enforcement officers. However, this trend has begun to change. Over the last 10 years, 24 states have enacted certification standards for correctional officers. It is in the best interest of the communities throughout this state to remove individuals from the criminal justice profession who do not exemplify the highest standards of conduct. Once again, the WSCJTC will seek to have Washington join the ranks of those states that set high professional standards of conduct for all criminal justice professionals, by certifying correctional officers.

Through collaboration with WASPC, the legislature and tribal law enforcement agencies, the WSCJTC successfully sought legislation to create voluntary certification for tribal peace officers. Providing parity for tribal officers will ensure individuals who live, work or travels across tribal lands have the same assurances of quality law enforcement as the rest of the state.

Over the last year, the Department of Corrections (DOC) hiring of new community corrections officers has slowed. Whether this will be a sustainable trend or a minor adjustment within the organization is unknown. However, DOC continues to hire correctional officers working in institutions around the state at an increasing level which impacts the monitoring and oversight provided by the WSCJTC.

### **Assessment of Internal Capacity and Financial Health**

Currently, the campus has two janitors working an afternoon/evening shift. WSCJTC Human Resources conducted an analysis of facility staffing needs using standards set by the *Association of Higher Education Facilities Officers* (“APPA”) book, Custodial Staffing Guidelines for Educational Facilities. The method used to calculate the number of staff needed to care for a campus considered: total number of acreage, square footage of buildings, number of classroom, number of instructors, and number of students. Factoring in the average number of hours received by DOC work crews, the agency falls short of recommended staffing levels by 1.6 FTE or 24%.

Historically, the campus meeting space occupancy rate has been 70%. However, over the last nine months, occupancy rates have increased to 95% and this space usage rate is expected to remain at the higher level. The increase in facility use further exacerbates the janitorial staffing shortage.

Overall, the workforce has remained stable, and as openings arise there has been little difficulty in finding qualified staff. The current average longevity of agency staff is 4.8 years.

Over the last two years, the WSCJTC began to develop and deliver training available on CD and through the Internet for criminal justice agencies. This change in service delivery has expanded the use of technology within the organization, requiring additional training. However, the selections of software packages that are user friendly have minimized the training and start-up time for projects.

Through the use of technology, law enforcement officers can log in daily and receive 7-minutes of training available through the WSCJTC website. The 7-minute courses provide easy access, just in time solutions for patrol officers. Over the coming months, additional courses designed for specialized units (detectives) and supervisors/mid-managers will be available.

During the last biennia, the WSCJTC sought the replacement of Dorm I, which houses BLEA students. Dorm I has surpassed its life expectancy and suffers from mold, dry rot and other structural challenges. Two years ago, the WSCJTC conducted a study on the building to assess whether renovation or replacement was the most cost effective solution. The report drafted at that time recommended a replacement of that structure.

With the demands for BLEA, the Academy Campus in Burien is full to capacity, leaving little resources for in-service training and external groups to use the facilities. The impact on dorm space is most significant. Currently, the WSCJTC does not provide dorm rooms to students who work for agencies that are within 50 miles of Burien. The negative impact to agencies in Pierce, Thurston and Snohomish County is significant. On average, half of every 30 student BLEA class is commuters, and roughly half of those students are commuting from outside of King County. Many students who work for agencies in these three counties spend in excess of 4 hours daily commuting to and from the campus. Dorm I houses 64 students. In order to reduce the number of students who commute and to meet future training load growth, we are seeking a replacement dorm that will accommodate 100 students.

Many of the buildings on campus are heated and cooled by old and inefficient heating and air conditioning systems. Over the last two years, a modest amount of the systems have been replaced with efficient rooftop systems. As we continue to look for ways to curb increasing utility costs, additional restoration funds are necessary to replace more of the outdated HVAC systems.

As an agency, the WSCJTC uses its resources wisely and provides training that is cost effective and that efficiency meets customers' needs. However, there are times in the life cycle of every system that upgrades are necessary to sustain the health of the system. In the 2009-2011 biennia, the WSCJTC will need to replace a phone system and a records management system purchased with Y2K funds. As technology continues to advance, so too will the needs of the agency. Contemporary infrastructure is needed to ensure the most efficient use of staff time and resources.

Further, as the agency's breadth of responsibilities has increased, staffing levels that support training have not. In fact, staffing levels have dropped from a high of 42 to a current level of 38.2. As we diversify the technology used to provide training, and as the number of students we serve continues to grow, additional staffing is necessary to meet the growing demand for services.