



Strategic Plan

2009-2011

Our Mission:

The Washington State Criminal Justice Training Commission enhances public safety by establishing standards and providing education and training.

www.cjtc.state.wa.us

Our Vision:
 The Washington State Criminal Justice Training Commission will be the leader
 in innovative and quality criminal justice education and training.

About the Washington State Criminal Justice Training Commission

Established in 1974, the Washington State Criminal Justice Training Commission (WSCJTC) was created under RCW 43.101.020 to provide training and set standards for criminal justice personnel. Additional statutes have modified and expanded the scope and responsibility of the Commission which 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 (BLETSE) and the Board on Correctional Training Standards and Education (BCTSE).
- The powers and duties of the Commission are detailed in 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 WSCJTC is responsible for firearms certification 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 to include: RCW 43.101.270 (Sexual assault training), RCW 43.101.370 (Child abuse), and RCW 43.101.410 (Racial profiling).
- The requirement for supervisory and management training was established through RCW 43.101.350.
- A voluntary certification process for tribal law enforcement officers has been added to Chapter 43.101 RCW.
- RCWs 43.101.010 and 43.101.080 address the WSCJTC's participating in charitable work, such as the "Chief For a Day" program that provides special attention to chronically ill children through recognition by various law enforcement agencies within the state.
- New Chapter to Title 10 RCW: Tribal police officers are authorized to act as general authority WA State Peace Officers when the appropriate tribal government meets specified requirements regarding certification, insurance liability, and administration. The appropriate tribal government must submit proof of the required certification and other information to the Office of Financial Management (OFM) for review and verification. Only when this information has been provided to the OFM are the tribal police officers authorized to act as general authority Washington State Peace Officers. The authority is granted only within the boundaries of the reservation or outside the boundaries of the reservation pursuant to statute.
- RCW 43.101.095 authorizes the WSCJTC to receive criminal history record information, including non-conviction data, for any purpose associated with WSCJTC employment or Peace Officer Certification.

Goal One

Ensure the WSCJTC facility and information technology meets or exceeds the demands placed on them to assist the WSCJTC in providing quality education and training.

Objective: Hire two additional staff for Information Technology by July 2009.

Strategy:

- Conduct analysis of increased workload and do a manpower survey regarding information technology by July 31, 2008.
- Review current and future workloads by August 15, 2008.
- Prepare and submit a decision package with the justification for needed staff by September 1, 2008.

Objective: Additional funding is necessary for increased costs in utilities, gasoline, and food services.

Strategy:

- Perform cost comparison and analysis demonstrating increases needed by August 1, 2008.
- Prepare an analysis of additional utility costs for the new modular classroom by August 1, 2008.
- Prepare and submit a decision package with necessary justification to request additional funding for the increase in utilities and gasoline by September 1, 2008.
- Review the cost estimates of the food service operation "Academy Café" and prepare a decision package accordingly.

Objective: Learning Management System (LMS) – use internal funding to purchase in Fiscal Year 2009.

Strategy:

- Contract with the Office of Financial Management (OFM) to coordinate necessary paperwork to complete the Request for Proposal and secure a LMS.
- Work with the Department of Information Services (DIS) to ensure that all necessary procedures are followed to secure the new LMS.
- Prepare a Request for Proposal by July 1, 2008.

Objective: Capital Budget requests for facility to include:

- Dormitory funding in 2009.
- Firing Range in 2009.
- Upgrade fire alarm systems in 2009.

- Replace the carpet in the foyer of the Cascade Building in 2009.
- Mock City/multi-use building (security upgrades for internal systems), pre-design completed by 2010.
- Administration Building & secure Information Technology Building – Preliminary design completed by 2012.
- Remodel Cascade and Olympic buildings and upgrade existing technology beginning in July 2013.

Strategies:

- Complete master plans and conditional use permit by November 1, 2009.
- Complete dorm design by November 6, 2008.
- Complete construction documents by May 10, 2009.
- Submit master plans and conditional use permit to the OFM by April 1, 2009.
- Submit decision package for dorm funding to the OFM by September 1, 2008.
- Prepare cost estimates for firing range project.
- Submit decision package for firing range project to the OFM by September 1, 2008.
- Prepare decision packages for future biennium projects.
- Prepare cost estimates for fire alarm upgrades.
- Include cost for current code upgrades with the upgrades to the fire alarm panels.
- Prepare decision package for fire systems upgrades (preservation project).

Statewide Results: Improve the safety of people and property statewide.

Statewide Strategies: Enforce the law, prevent accidents, and prepare for emergencies.

Agency Activity Inventory – Facilities:Facilities

- Expand the number of students able to be housed in the dormitories by 40%.
- Be in 100% compliance with the Fire Marshal's request for an updated fire alarm system.
- Reduce the amount of lead exposure to staff and students by 90%.

Information Technology

- With the two additional staff, provide for the installation and maintenance of new programs such as a Learning Management System, the online training with the University of Wisconsin Platteville, and a campus wide wireless system for students and staff.

Goal Two

Ensure that the WSCJTC has the ability to perform the regulatory functions of setting standards for training and the certification of peace officers, corrections personnel, and tribal law enforcement officers.

Objective: Create a RCW for certification and decertification of corrections personnel by July 2010.

Strategies:

- Initiate contact with Department of Corrections, county corrections, juvenile corrections, and other stakeholders by 2008/2009.
- Draft enabling legislation in 2009.
- Introduce a decision package to the Governor in 2010.

Objective: Develop and submit changes to correct current concerns with language in Peace Officer Certification statute by September 2008.

Strategies:

- Draft proposed legislation.
- Submit to the Attorney General's office for review.
- Prepare a "Z" bill for the code reviser.
- Submit a decision package to the Governor's office by September 2008.

Objective: Audit customer agencies to ensure compliance with certification requirements by June 2009.

Strategies:

- Develop timelines and a schedule for regular audit of agencies.
- Use the LMS to assist in collection of data for audit.
- Train personnel to monitor compliance and correct inaccuracies.

Objective: Develop a WAC to establish a standard for what is currently referred to as successfully passing a psychological test for peace officers by March 2009.

Strategies:

- Conduct research to establish an acceptable and defensible standard of suitable or non-suitable to define "successfully pass" by September 1, 2008.
- Use staff resources to draft language and submit to the Commission in December 2008.

Objective: Work with divisions within the agency, customers, and both of the training standards boards to determine the need to create and enforce professional standards.

Strategies:

- Complete surveys and initiate follow-up meetings with customers and boards to determine the need for professional standards and what they should be by January 2009.

Statewide Results: Improve the safety of people and property.

Statewide Strategy: Enforce the law.

Agency Activity Inventory – Administration:

Cert/decert for corrections

- All of the correctional decertification cases beginning in 2012 will be processed within 60 days of receipt.
- Compliance with certification requirements.
- Seventy-five percent of all law enforcement agencies will be audited for compliance with certification requirements by 2011.

Goal Three

The WSCJTC will provide training and education in the knowledge, skills, and abilities needed by criminal justice professionals.

Objective: The Organizational Development and Standards (ODS) Division will review 100% of training competencies for each basic academy on a scheduled rotation every five years.

Objective: Provide advanced skills training in course delivery methods to 100% of sponsored courses instructional staff.

Objective: Law enforcement personnel will be provided professional basic training necessary for the law enforcement profession through the use of the Problem Based Learning method by October 2008.

Strategies:

- Request additional supplemental funding in the amount of \$100,000 for the proposed increase by the Washington State Patrol for using the Emergency Vehicle Operations Course. Submit a decision package in September 2008.
- Use the Forecast Model from the OFM to request funding for the BLEA by September 2008.
- Additional funding will be necessary due to the 65% increase in the cost of ammunition and the change to a "green range" using frangible ammunition.
- Request funding for hotel space for recruits who are more than 40 miles or 50-minutes driving time of the Burien facility due to the difficulty of the time consuming commute.

Objective: Develop and evaluate one online course per division within two years using the Kirkpatrick model to determine the effectiveness of education and training of those classes.

Objective: Successfully maintain accreditation from the American Correctional Association (ACA), the Commission on Accreditation for Law Enforcement Agencies (CALEA), and the Washington State Quality Award every three years.

Strategies:

- Ensure 100% of training competencies meet basic needs assessment results by researching best practices.
- Monitor for quality and standards compliance of agency practices and agency sponsored courses.
- Review and maintain protocols for auditing, monitoring, and quality compliance for accreditation standards of ACA, CALEA, and WSQA.

Objective: Develop 90 new seven-minute daily trainings per quarter available through the agency's website beginning January 2009.

Objective: Train sufficient numbers in the basic correctional and juvenile

academies.

Objective: Contingent upon the outcome of the assessment of the Corrections Officer Academy, an expanded number of hours for the program will be requested.

Objective: Request the OFM to complete a Forecast Model of the number of individuals who need to be trained in the Corrections Officers Academy due to the expansion of many jails.

Objective: Provide an Executive Leadership program which will complement the current Leadership in Police Organizations no later than August 2009.

Objective: Provide adequate compensation for the part-time instructors who teach for the WSCJTC.

Strategy: Seek additional funding for the instructors with a decision package to be submitted in September 2008.

Statewide Results: Improve the safety of people and property.

Statewide Strategy: Confine and rehabilitate offenders and, secondly, enforce the law.

Agency Activity Inventory – Corrections, BLEA, PDD, and ODS:

Corrections

- Ninety-five percent of the recruits who begin the Corrections Officer Academy will complete the program.

Basic Law Enforcement Academy

- Ninety-five percent of the recruits who begin the Basic Law Enforcement Academy will be certified as peace officers.

Professional Development Division

- Provide two sessions of Executive Leadership training in calendar year 2009.

Organizational Development and Standards

- The ODS will develop in-service training through the seven-minute daily training programs with a satisfaction rate of 90%.

Goals Four and Five

The Washington Association of Sheriffs and Police Chiefs (WASPC) will collect, manage, and provide the state of Washington criminal justice system information on crime and jail data in meeting the requirements and responsibilities of management, planning, and operations.

Objective: To collect, analyze, and publish annual reports on the Federal Bureau of Investigation (FBI) summary and incident-based reporting criminal offense data on 98 to 100 percent of Washington State's population.

Objective: To report the number of law enforcement agencies reporting hate/bias crime.

Objective: To report the number of law enforcement agencies reporting domestic violence activity.

Objective: To collect jail statistical data for investigations and victim notification.

Objective: To provide instructional training to law enforcement agencies as to best practices for collecting and submitting FBI summary and incident-based reporting data.

Statewide Results: Improve the safety of people and property.

Strategies:

- Statewide crime data will be verified and submitted to the FBI for inclusion in the Crime in United States.
- Statewide jail data will be collected and made available to participating agencies for investigative purposes and victim notification processes through statewide Jail Booking and Reporting System.
- Instructional training course outline will be reviewed and updated as federal standards change.
- Regional training will be offered annually.

The WASPC will provide technical assistance in meeting the responsibilities of management, planning, and operations of law enforcement and correctional agencies.

Objective: To provide various model policies (vehicle pursuit, racial profiling, domestic violence, etc.) to all law enforcement agencies as mandated by the Washington State Legislature.

Objective: To provide technical management assistance to law enforcement agencies in Washington State.

Statewide Results: Improve the safety of people and property.

Strategies:

- 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.

Goals Six and Seven

The WASPC will provide the state of Washington information relating to registered sex offenders (Megan's Law Website).

Objective: To provide a registered sex offender website to all citizens of Washington State as mandated in RCW 4.24.550.

Statewide Results: Improve the safety of people and property.

Strategies:

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

The WASPC will provide the law enforcement community of Washington State access to funding for sex offender address verification.

Objective: To provide grants to participating law enforcement agencies of Washington State.

Statewide Results: Improve the safety of people and property.

Strategies:

- Oversight Committee will develop eligibility criteria for distribution of funds to law enforcement agencies.
- Provide technical assistance to law enforcement agencies of Washington State.

Performance Analysis

In reviewing where we are as an agency and where we would like to be, we have developed the Strategic Plan resulting in this document. The goals, objectives, and strategies which are found in this plan are the results of several days of analysis by all of the staff of the WSCJTC. The gaps have been addressed in this plan as stated above. Further analysis is reflected in the sections below on external challenges and opportunities, internal capacity and financial health, and employee satisfaction.

We have reviewed the agency activity inventory and find that we are in compliance with all of the expected results with the exception of leadership. The numbers are less than anticipated in the leadership area; however, that is due to a new pilot program and the numbers of individuals trained will expand in the very near future.

Assessment of External Challenges and Opportunities

The WSCJTC views the following items as both challenges and opportunities. The current Strategic Plan reflects initial efforts to deal with each of these items.

The first challenge is to ensure that we have sufficient funding to support training in the Basic Law Enforcement Academy. The OFM provided the WSCJTC with a forecast of the number of students to be trained in the BLEA for the first time in 2007-2008. The next forecast will determine the amount of funds requested for Fiscal Years 2010 and 2011. Concerns are based upon the demands for additional law enforcement and corrections services in the cities and counties which has a direct impact on the number of individuals to be trained. There are other variables such as anticipated annexations by several cities, retirement through LEOFF I and LEOFF II, and the turnover rate that create concerns about the accuracy of the forecasting model.

The second challenge takes into account the ebb and flow of the economy and the effect on the WSCJTC. The financial health of the cities and counties to hire persons to fill these positions is directly dependent upon the economy. The impact of the economy on these individual organizations has a direct effect on the number of peace officers who need to be trained. A declining or diminished economy will have a direct bearing on the ability of the agencies to hire officers and on the state's ability to train them, creating concerns at both the state and local level.

A third challenge is an ever increasing complex social structure which requires enhanced skills in leadership for criminal justice professionals. Events related to terrorism, both foreign and domestic, the changing culture within the United States, and the evolution of the political structure at both the state and federal level all provide new leadership training challenges for law enforcement. In addition criminal activities involving technology, such as child pornography and identity theft, require peace

Our Values

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.

officers to be better trained and educated in the complex area of cyber crime. Supervision and leadership training in these investigative areas is in constant and increasing demand. Our external customers look to the WSCJTC to provide the components of this training/education. We are working to stay current with the theories and practical exercises to maintain state of the art leadership training.

The fourth challenge is the need to review the curriculum and the methodology for delivering this training to the external customer. It is necessary to develop a continuum of services from the beginning of an individual's career in criminal justice to its culmination in retirement. The various levels of training for first level supervisors, middle managers, and executives must all be included in a comprehensive training package that is fully integrated within the employee's organization and provides support for the individual throughout their career.

The method in which that training is delivered is very important. There is a need by the customer to receive the best training possible for their recruit as well as quality leadership and advanced training in skills and other areas affecting public wellness. It is not sufficient to continue to use models which have proven to be less than satisfactory in providing the desired outcomes. The WSCJTC has implemented a training delivery process known as Problem Based Learning (PBL). The challenge facing the WSCJTC is to make sure that the customers understand what PBL is and the potential it has for improved recruit performance after graduation. It is important for us to earn our customer's support and for them to recognize the benefits of delivering training in this manner. We strive to build customer understanding to help recognize the relationship of quality training delivered through a PBL process resulting in a better quality recruit.

Our fifth challenge is that of maintaining open communications with our customers and our employees who are stationed in regions throughout the state. Since the WSCJTC serves customers throughout the state of Washington in the criminal justice field, it can be difficult to maintain sufficient levels of communication to meet the needs of those customers. Questions that we are reviewing constantly include: Do people know what is being done at the WSCJTC? What classes are we planning to deliver and why? Do we respond to training requests in a timely manner? These and similar questions are at the forefront of the customers we serve and are reflected in a constant effort for improving our communication.

A lack of communication with our customers could easily result in a lack of support for our training and our needs. It is one of our highest priorities to maintain a constant state of awareness regarding our ability to communicate and to do so effectively. We continue to look at ways to provide training in more effective and efficient ways to meet the desired needs of our customers and unless we communicate that theme and receive the support we are creating problems.

A final challenge is the reimbursement that we provide for our contract instructors. There has been a substantial increase in law enforcement salaries over the past several years, and yet the WSCJTC has not been able to pay more for the hours of instruction provided by those individuals. The WSCJTC would not be able to function if it were not for the use of part-time contracted criminal justice individuals. The problem is compounded by the fact that most of the individuals who teach for us part-time could easily work overtime in their respective agencies for a significant amount more than we can pay. With the ever increasing costs of fuel and other considerations it is not surprising that we are not able to compete for our part-time instructors and therefore we are seeking a nominal increase in the amount we pay those individuals.

Assessment of Internal Capacity and Financial Health

There are three major internal capacity issues which must be noted and addressed accordingly: Information Technology, infrastructure, and, finally, staffing.

Information Technology has several areas which need to be addressed as a deficit in our internal capacity and there are specific actions which are being done to address this deficit.

The delivery of basic law enforcement training in a PBL environment requires the same access to outside resources that are available to the officer on the street. That means wireless access and Internet capability. Training resources include access to current state statutes (RCW) and recent or deciding court cases upon which enforcement of the law is founded. Students attending the basic training today are computer literate and rely on technology to learn. The campus at Burien must upgrade its technology to allow this resource.

The other consideration is the ability to deliver training to the customer without the travel and time away from their agency. While this may not be true for the basic academy, it is true for advanced and in-service training offered by the WSCJTC. Supervisory, leadership, equivalency academy, and on-going pertinent in-service training can be delivered effectively electronically. Our challenge is to develop a program to deliver, monitor, and update training materials on a regular basis. The curriculum must be current and reviewed and revised when necessary by skilled professionals who can assure the content is correct and legally defensible. Colleges and universities have been successfully engaged in this training delivery for years. The WSCJTC must continue to move in this direction. Additional staff and equipment will be needed to accomplish this task.

Access to current training records maintained by the WSCJTC is through "public disclosure." This is a staff intensive and cumbersome process. We are in desperate need of a Learning Management System, or "Portal," to help address these needs. Each student should have electronic access to his/her training records. Such a system would also help make some of the training available electronically while allowing staff to register for classes online and allow notices of acceptance or rejection to be sent to customers in a timely manner. This system will help both internally and externally. Partnerships with colleges and universities that deliver leadership training are also being explored. Travel and time away from the officer's organization for training is an extreme hardship and finding adequate classroom space at the Burien campus is becoming very competitive. Delivery of training to the officer's organization is both cost effective and efficient.

The WSCJTC has two databases which are in desperate need of replacement. They are old, ineffective, unreliable, very time intensive to work with, and subject to errors. To search an officer's training record often requires staff to go manually through one database and set up the necessary parameters on the other. Even at that point in time we are not sure of the accuracy of the information. A new database which can be developed with the new LMS will be of tremendous help to our staff and to the customers we serve.

We will be entering into a partnership with the University of Wisconsin Platteville which will allow the WSCJTC to provide leadership classes through their long distance learning capacity. Our Leadership in Police Organizations and First Level Supervision courses will be offered online on a pilot basis beginning in September 2008.

The infrastructure at the WSCJTC has three areas which must be addressed within the coming year. The first concern is the firing range. The range was not designed to support the amount of use it receives. Over a million rounds of ammunition are fired in the range every year. The current target system and bullet trap must be renovated to ensure safety to those who use the range. The renovation process will allow us the opportunity to convert the range to a "green" range. This will use frangible ammunition and not lead. This will provide for a safe environment which will not require blood testing of the instructors on a regular basis, will eliminate the need for the hazardous removal of lead, and the cleanup of the range and lead monitoring. This is an environmental necessity.

We received the funding to do the pre-design for the new dormitory and that has been completed. The next step is to have funding approved to build the dorm and remove the old dormitory. The new dormitory will house a minimum of 120 students, an increased capacity of 56 students. Having the extra spaces will allow some of the students to stay at the facility and not have a two-hour commute which impedes the time for study. We have designed additional parking spaces without adding to the footprint of the facility by using space under the new dormitory for parking. The old dormitory will be razed to the ground and returned to a

natural state.

The classroom space at the facility is extremely limited and has become a problem within the last year. The additional BLEA classes and advanced training that have been added to meet the training demands have challenged the capacity of our existing space. There continues to be demand to hold classes at the Burien facility because of its central location, quality classroom and meeting space, and easy access.

The WSCJTC has a limited number of full-time equivalents (FTE). We are currently allowed 38.2 FTE, which is down from our previous high of 42 FTE. The number of responsibilities has expanded exponentially; however, our total number of FTEs has been reduced. Even though we utilize the technology we have to fill this gap, it has become a problem when we are challenged to add training programs and take on additional obligations without the necessary resources.

We conducted a study which notes our critical need for additional Information Technology staff. This problem has been discussed with the staff at the DIS, and they are in agreement that we have a need for these additional positions. With the increased demand for additional services, as noted above, we must have some assistance or we will not be able to adequately meet our mission.

Revenue received by the WSCJTC is expected to remain at the same level as the amount received in the 07-09 Biennium. The main revenue sources of the agency are reimbursements for professional development and regional classes and cell tower space rental.

The WSCJTC implements best practices to keep costs as low as possible and maintain financial sustainability. Through these efforts, the agency has been able to maintain services with no, or minimal, increases in funding. Though the agency has performed well in limiting the need to request additional funding for minor expenditure increases, we are unable to absorb some anticipated expenditure increases through savings in other areas. These cost pressures include: electricity, natural gas, and vehicle fuel rate increases; rate increase for the Emergency Vehicle Operations Course provided by the Washington State Patrol; and increased salary and benefit rates reimbursed to local law enforcement agencies to provide training officers at the mandated academies.

Overall the agency is in good financial health and expects to sustain current services provided by the agency into the 09-11 Biennium with the few cost pressures noted above.

Employee Satisfaction

Employee satisfaction at the WSCJTC is high. In the Department of Personnel's (DOP) 2007 confidential, statewide employee survey, our employees rated us higher on each of the 12 employee satisfaction questions than the statewide average score. With 5.0 as the highest possible overall score, our score was 4.1, compared to 3.8 statewide.

Results from the employee survey show the WSCJTC is performing well in keeping a customer focus and needing to strengthen methods to recognize and involve staff, communicate agency strategic direction, and measure performance.