

2023-2025

Strategic Plan

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Message From the Executive Director

Every member of the Washington State Criminal Justice Training Commission team continuously strives to establish standards and provide training that sustains the core ideals of our democracy and keeps our communities safe.



Monica Alexander

We have been charged with making sure these standards are upheld for the next generation of public servants and those who support them, for the next two years and beyond.

This strategic plan reaffirms the Washington State Criminal Justice Training Commission's dedication to cultivating and promoting the highest standards in training and development of criminal justice professionals. Working together, we collectively accomplish the noble mission of building a culture that institutionalizes our philosophy of serving our community as 'Guardians.'

The seven goals highlighted are reflective of continuous advancement toward the common goal of establishing innovative practices that align with this culture, providing a pathway forward.

Monica A. Alexander
Executive Director
Washington State Criminal Justice Training Commission



Background and Authority

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.



- Membership – RCW 43.101.030 (revised in 2021) establishes twenty-one members to oversee the work of the Commission.
- Powers and Duties – RCW 43.101.080 and RCW 43.101.085 delineates the powers and duties of the Commission to achieve their purpose of “providing programs and standards for the training of criminal justice personnel.”
- Certification – RCW 43.101.085, (revised in 2021) added the additional powers and duties to carry out Peace Officer and Correction Officer Certification. RCW 43.101.157 allows the Commission to enter into a written agreement with tribal governments for the certification of tribal officers.
- Basic Training – RCW 43.101.200 establishes the requirement for basic academy training for law enforcement personnel. RCW 43.101.220 establishes the requirement for basic training of correctional personnel.



- Private Security – RCW 43.101.250 and RCW 43.101.260 requires the Commission to establish a program for issuing firearms certificates to private detectives and security guards, respectively. RCW 18.185.260 requires certification of trainers for bail bond recovery agents.
- Leadership/Career Level Certification – RCW 43.101.350 directs the Commission to establish core training requirements for supervisors and management and maintain a career level certification program.
- Charitable Work – RCW 43.101.080(18) allows Commission staff to participate in and accepts gifts for the “Chief For a Day” program.
- Specific Training Requirements and Report– RCW’s 43.101.224–800 establishes an expansive list of special training requirements, beyond basic training, and processes for conducting and reporting on those trainings.
- Violence De-escalation and Mental Health Training – Effective in 2019, as part of the “Law Enforcement Training and Community Safety Act,” RCW 43.101.455 directs the Commission to adopt rules for carrying out the training requirements of RCW 43.101.450, RCW 43.101.452, and RCW 36.28A.445.
- Rules for Independent Investigation of Deadly Force – RCW 10.114.011 requires the Commission to adopt rules establishing criteria to determine what qualifies as an independent investigation pursuant to this section.





TRAINING THE GUARDIANS OF DEMOCRACY

MOTTO

VISION

ADVANCE STANDARDS OF EXCELLENCE WITHIN CRIMINAL JUSTICE PROFESSIONS SO THE PEOPLE OF WASHINGTON STATE LIVE IN SAFE AND SECURE COMMUNITIES.

MISSION

ESTABLISH CERTIFICATION AND TRAINING STANDARDS WHICH ARE LEGALLY DEFENSIBLE AND SCIENTIFICALLY VALID TO ENSURE CRIMINAL JUSTICE PROFESSIONALS IN WASHINGTON STATE HAVE THE KNOWLEDGE AND SKILLS TO SAFELY PROTECT THE COMMUNITIES THEY SERVE.

VALUES

LEADERSHIP - WE LEAD IN CERTIFICATION AND TRAINING THROUGH CONTINUOUS EVALUATION, COLLABORATION, IMPROVEMENT, AND INNOVATION WITH THE GOAL OF MODELING BEST PRACTICES FOR CRIMINAL JUSTICE PROFESSIONALS.

INTEGRITY - WE DO THE RIGHT THING FOR THE RIGHT REASON WITH TRANSPARENCY AND HONESTY.

DIGNITY - WE DEMONSTRATE RESPECT FOR EACH OTHER AND THE COMMUNITIES WE SERVE.

ACCOUNTABILITY - WE ARE DEDICATED STEWARDS OF THE RESOURCES AND RESPONSIBILITIES ENTRUSTED TO US BY THE COMMUNITIES WE SERVE.





Major Goals

Goal 1

Continually seek improvement of WSCJTC's standing as a respected and innovative leader in criminal justice training, standards, and officer certification.

Objectives:

Continue to seek innovative research and training methodologies.

Build and maintain relationships with criminal justice colleagues, community members, and stakeholders.

Codify our strategic communication plan to garner more robust understanding and support from staff and partnerships.

Develop and regularly update legislative strategies.

Ensure that the peace officer and corrections officer certification process complies with state law and is fair, nondiscriminatory, and transparent.

Regularly review and maintain policies and procedures consistent with best practices.

Measures:

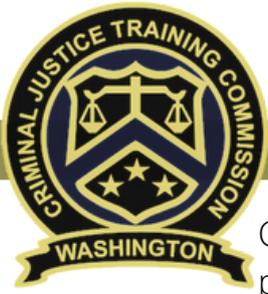
Hire an accreditation manager to facilitate the agency in becoming CALEA accredited and maintain the accreditation.

Continue to enhance the established History of Race and Policing curriculum.

Regularly participate in legislative workgroups throughout the year.

Hire a community liaison to provide effective and timely communication with community members who have expressed officer certification concerns.

Regularly engage local and national media in stories of interest to our communities and stakeholders.



Create and maintain an engaging and reliable website and social media presence.

All peace officer and corrections officer certification cases will be reviewed and forwarded to Office of the Attorney General within 30 days of receipt of a completed investigation.

Continue to build policies and procedures consistent with RCW, WAC, and best practices for processing community complaints.

Establish a process for reviewing policy and procedures quarterly.

Goal 2

Continuously review and improve training curriculum and delivery methods to ensure alignment with training capacity to meet and support expectations.

Objectives: Document revisions to curriculum or training delivery methods during the COVID-19 pandemic.

Establish a systematic review of curriculum and training methodologies by policy.

Complete the staffing model for Basic Law Enforcement Academy (BLEA) and Corrections Officer Academy (COA) and support our capital and operational budget requests to maintain an average wait list of six weeks or less.

Build upon relationships with higher education institutions for assistance with curriculum development and delivery.

Establish and maintain a consistent stakeholder feedback process.

Continue building continuity between BLEA and Field Training Officer (FTO)/Police Training Officer (PTO) training.

Regularly confirm the classroom environment supports healthy learning.



Measures: Continue to review curriculum annually.

BLEA will strive to maintain an annual student enrollment of 690-900 (including equivalency academies).

The Basic Training Division will plan to host three BLEA classes in Eastern Washington each year.

Support additional regional academies as directed by the Governor or legislature to meet the training demand.

The Basic Training Division will strive to maintain training capacity in the COA between 180-300 Corrections, Juvenile Corrections Personnel Academy (JCPA), Juvenile Rehabilitation Academy (JRA), and Misdemeanor Probation Counselor Academy (MPCA) students per year.





Continue to develop and review the BLEA curriculum in collaboration with subject matter experts.

Class surveys will be promptly distributed, reviewed with an actionable items list within 30 days, and submitted to the Executive Director.

A stakeholder survey will be administered by December 1st of each year. Results will be reviewed and presented to the Executive Director with recommendations on actionable items.

Establish an adequate staffing model based on best practices to recruit and retain facilities staff to maintain a campus environment that supports learning.

Goal 3

Recruit, develop, and support a highly effective and diverse workforce.

Objectives:

Develop WSCJTC written roles and responsibilities.

Ensure job descriptions and work plans support the strategic plan.

Encourage and support employee career level development by creating a pathway to advancement opportunities.

Maintain effective two-way communication between employees and leaders.

Ensure position descriptions accurately reflect the work, the required skills and abilities, and any special considerations for all positions.

Recruit and promote individuals based on their education and qualifications.



Measures: Supervisors will share with employees how their position fits into the agency strategic plan and incorporate that information into performance expectations and evaluations.

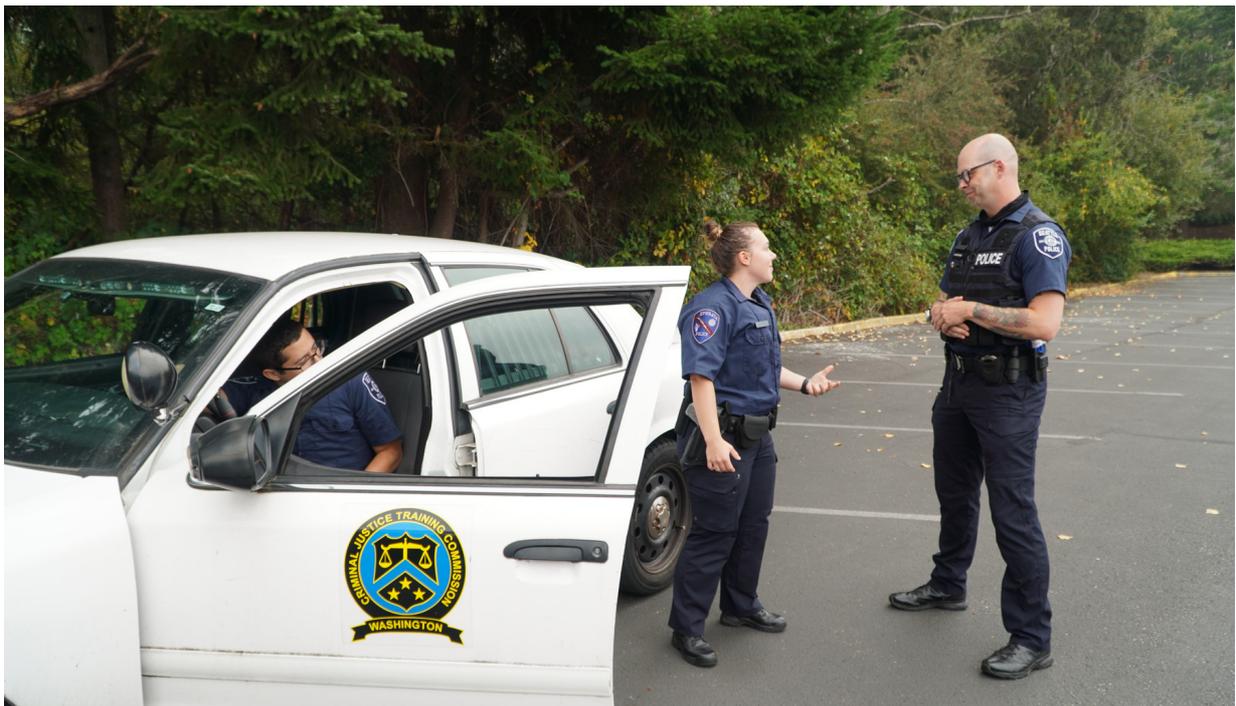
Employee Satisfaction surveys will be administered by the state and feedback will be shared in order to address areas in need of improvement.

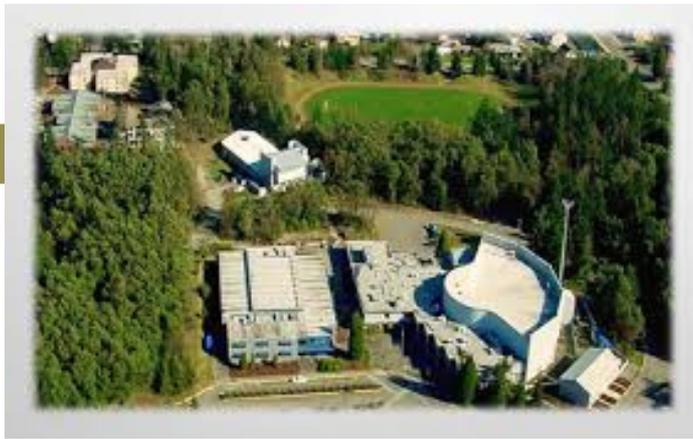
Continue to develop and update an intranet page to better share information and resources and increase communication and team cohesion.

Review position descriptions annually during the performance review period and adjust as needed.

Utilize NeoGov to its true potential.

Stay consistent with training and retrain hiring panel members to review systemic biases and barriers to state employment.





Goal 4

Ensure WSCJTC technology and facilities support the agency mission.

Objectives: Maintain a technology plan that includes technology support for students, commissioners, staff, and guests.

Develop and maintain a technology plan that includes technology support for electronic communication, including intranet, website, and social media.

Implement and build upon current system to support multiple options for online and remote delivery of training and meetings for stakeholders.

Complete facilities assessment to ensure agency training and housing needs are sufficient to meet demand.

Measures: A technology plan will be updated every six months.

Online programs, like Zoom, Teams, and DocuSign, will be supported and maintained.

Work with Department of Enterprise Services (DES) to present final facilities assessment report to Legislature.

Facilities plan will be reviewed and updated annually.

Support the Governor or Legislature with the relocation and expansion of the Burien campus.

Prepare annual legislative capital project list for review by Executive Team.

Prepare annual list of minor project repairs and needs for review by Executive Team.

Review and update with more energy efficient technology.



Goal 5

Establish innovative and strategic budget processes with active and effective oversight in alignment with best practices.

Objectives: Define and communicate a clear and transparent budget plan that includes an annual report, quarterly budget summary, and projection report.

Measures: Fiscal Manager and Assistant Director should regularly conference with Office of Financial Management (OFM), Legislative Fiscal Analysts, and Governor's office and update the Executive Director.

Decision packets should be completed and submitted via chain to Executive Director by July 1st.

Continue to mandate initial and reoccurring budget training for all managers with budgetary authority.

Goal 6

Continue to advance career level development training emphasizing the 21st Century Policing ideals of procedural justice and building community trust.

Objectives: Continue delivering 21st Century Police Leadership (21 CPL) program.

Replace current 3-tiered leadership training program (First Level, Middle-Management, and Executive) with 21 CPL by January 2024.

Measures: Continue developing the cadre of 21 CPL instructors.

Increase messaging regarding the transition from the 3-tiered leadership training program to 21 CPL.



Goal 7

Embrace legislative mandates and community stakeholder expectations by developing legally defensible and scientifically valid criminal justice training.

Objectives: With broad community and stakeholder input develop strategies for Basic, Advanced, and Applied Skills Training.

Measures: Hire a Legislative Liaison to build relationships with legislators, and facilitate the participation of the WSCJTC in the legislative process.

Continue to expand the capacity of online training in de-escalation to reduce deadly force.

Continue to update BLEA curriculum to expand de-escalation, implicit bias, and the History of Race and Policing.

Complete LETCSA annual report and host two summits each.

Complete the development of all in-service training curriculum mandated in LETCSA and begin delivering by June 2023.

