

WSCJTC Strategic Plan



2025–2027

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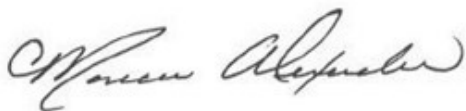
Message From the Executive Director

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. As our agency is expanding rapidly, this work is extremely important--now more than ever.

We have been charged with making sure our core standards are upheld for the next generation of public servants and those who support them. This strategic plan reaffirms the Washington State Criminal Justice Training Commission's dedication to cultivating and supporting the highest standards in training and development of criminal justice professionals. We collectively accomplish the noble mission of building a culture that institutionalizes our philosophy of serving our community as 'Guardians'.

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

Sincerely,



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



Monica Alexander



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.

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.



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- 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.



Major Goals

Goal 1

Secure funding for a new training facility.

Objectives: Secure funding for a new training facility that meets the needs and supports the agency's mission to conduct quality training for our stakeholders.

Measures:

- Request funding and legislature approval to finance a new headquarters training facility during the 2025 legislative session.
- Continue to gain stakeholder and community support endorsing the request.
- Develop a financial plan with the state Office of Financial Management to afford the new facility.
- Work with the state Department of Enterprise Services to project manage and contract work associated with a new facility.
- If needed, create and execute a plan to gain donations to assist the funding of this project.



Current Burien Facility

Goal 2

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

Regularly participate in legislative workgroups throughout the year.

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

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

Provide timely, accurate and appropriate responses to agency, officer, and public inquiries regarding certification laws, regulations and policies.

Expand Certification case intake review capacity to improve the decertification case backlog.

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

Goal 3

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

Objectives:

Review revisions and restrictive training practices that occurred during COVID to align with adult in-person training whenever and wherever possible.

Utilize the Instructional Systems Design (ISD) team to initiate and document revisions to curriculum or training delivery methods.

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.

Foster current and future relationships with higher education institutions for assistance with curriculum development and delivery.

Utilize the 30, 60, and 90 day surveys to stakeholders to process feedback.

Complete the Model Training Program to link BLEA and Field Training Officer (FTO)/Police Training Officer (PTO) training.

Utilize the Audit and Evaluation team to regularly assess whether the classroom environment supports healthy learning.

Measures: Review of curriculum by December 2024.

BLEA will strive to maintain an annual student enrollment of 900-1,000 which includes regional academies and equivalency academies.

The Basic Training Division will strive to increase training enrollment capacity by permanently utilizing regional academies for COA to at least 500 Corrections, Juvenile Corrections Personnel Academy (JCPA), Juvenile Rehabilitation Academy (JRA), and Misdemeanor Probation Counselor Academy (MPCA) per year.

The ISD will lead and coordinate curriculum revisions, documentation, and certification of BLEA curriculum.

The Basic Training Division's data analyst will ensure that class surveys are promptly distributed, assessed for actionable items within 30 days, and submitted to the executive director.

The Training Bureau assistant director will administer a stakeholder survey by December 1st of each year.

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



Goal 4

Continue the development and support a highly effective and diverse workforce.

- Objectives:**
- Review WSCJTC written roles and responsibilities by December 2024.
 - 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 5

Recruit, enrich, and retain employees and support staff necessary to achieve industry best practice, five to one student to instructor ratio supporting Applied Skills Training Divisions skills acquisition programs.

Objectives: Engage in multiple employment strategies to hire permanent employees and interagency agreement and/or independent contractors to facilitate instruction at the prescribed ratio, meet accreditation requirements, while simultaneously enhancing, creating, and adopting a supportive learning environment for students and staff.

Create exclusive WSCJTC job classification whose position descriptions adequately reflect duties, responsibilities, and skill requirements to establish competitive benefit package attracting highly trained and qualified employees.

Establish a defined WSCJTC Occupational Health and Safety Management position to be housed within the Risk Management Unit to support the facilities and trainers in the Applied Skills Training Division.

Certify conformity with national, state, and local laws, and administrative codes as well as industry best practice recommendations.

Measures: Develop comprehensive position descriptions detailing specific knowledge, skills, and ability requirements for state employee positions. Recruit through careers.wa.gov and jobs.com for broad outreach.

Follow best practice standards for recruitment of a diverse workforce. Detail specific knowledge, skills, and abilities required for interagency agreements and continually engage with criminal justice stakeholders soliciting their best officers for work with WSCJTC.

Communicate clearly with stakeholders and applicants the importance of the instruction work performed at WSCJTC and the prescribed six to one ratio necessary to deliver training safely and effectively.

Support the proposed new job classification series of Law Enforcement Trainer 1 – 4 with the Department of Enterprise Services and the Washington Federation of State Employees.

Create and employ a designated occupational health and safety manager to support WSCJTC organization with a primary focus on the Applied Skills Training Division to ensure instructors' health is measured and safeguarded against the work they perform and the location in which they perform it.

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.

Continue to evaluate the necessity and capacity of the current 3-tiered leadership training program (First level, Middle-Management, and Executive) in conjunction with 21 CPL.

Measures:

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

Continue developing the cadre of 21 CPL instructors.

Goal 7

Affirm adherence to the highest standards of law enforcement training, policies, and practices through accreditation.

Objectives:

Achieve Burien Headquarters Basic Law Enforcement Academy accreditation through the International Association of Directors of Law Enforcement Standards and Training (IADLEST).

Achieve Regional BLEA accreditation through the International Association of Directors of Law Enforcement Standards and Training (IADLEST).

Measures:

Provide proofs that the WSCJTC is adhering to the highest international standards with regard to police standards and training.

Assure WSCJTC is adhering to national and agency requirements, policies, and practices as they relate to standards and training.

Provide defensibility of WSCJTC's standards and training by utilizing an assessment conducted by an objective second party who is recognized as a leader in these areas.

Assure WSCJTC's curricula and lesson plans are targeted toward meeting the needs of officers by validating the method utilized for developing that training.

Align and update WSCJTC policies and procedures by comparing current operations with industry best practices and emerging issues.