WSCJTC Strategic Plan

2027

2031

19010 1st Avenue South
Burien, WA 98148

206.835.7300
www.cjtc.wa.gov

Message From the Interim Executive Director

The Washington State Criminal Justice Training Commission (WSCJTC) team continuously strives to establish standards and provide training that sustains the core ideals of our democracy and keeps our communities safe. As the expectations placed on criminal justice professionals continue to evolve, this work remains 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 WSCJTC's dedication to cultivating and supporting the highest standards in training, certification, and professional development for criminal justice professionals across Washington.

As we move forward, our mission must also reflect our responsibility to improve the quality, consistency, and accessibility of training statewide and nationally. The WSCJTC has made national history as the first law enforcement training agency in the nation to have its entire Basic Law Enforcement Academy curriculum certified through the International Association of Directors of Law Enforcement Standards and Training (IADLEST). This milestone builds on the agency's IADLEST accreditation and affirms that our curriculum, operations, instructional quality, and training delivery are aligned with nationally recognized standards. It also strengthens the legal defensibility of our training, supports public confidence, and positions Washington as a leader in modern law enforcement training.

This work is directly connected to our mission: to establish certification and training standards that are legally defensible and scientifically valid, ensuring criminal justice professionals in Washington have the knowledge and skills to safely protect the communities they serve.

Message From the Interim Executive Director

It also supports the goals outlined in this plan to strengthen accountability and standards compliance, deliver consistent and evidence-based training, support local and tribal law enforcement agencies, expand certification capacity, invest in our workforce, improve organizational resilience, and build trust through clear and responsible communication.

We also remain committed to meeting the intent of the Law Enforcement Training and Community Safety Act by ensuring law enforcement professionals have meaningful access to state-mandated training, including violence de-escalation, mental health, cultural competency and procedural justice. Accessibility is essential. Whether training is delivered at our Burien headquarters, through regional academies, online, or in partnership with agencies across the state, WSCJTC must continue reducing barriers and expanding pathways for officers to receive the training required to serve their communities safely and effectively.

The goals outlined in this plan guide our work to strengthen accountability and standards compliance, deliver consistent and evidence-based training, support local and tribal law enforcement agencies, invest in our workforce, improve organizational resilience, and build trust through clear and responsible communication. As we carry out this work, we will continue to serve our communities as Guardians and lead with ingenuity, dignity and accountability.

Sincerely,

Jerrell C. Wills
Interim Executive Director
Washington State Criminal Justice Training Commission

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.

- Membership - RCW 43.101.030 (revised in 2021) establishes twenty-one members to oversee the work of the Commission.

- Powers and Duties - RCW 43.101.085 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 43.101.080 grants the additional powers and duties to grant officer certification, investigate officer misconduct, and issue certification discipline, including revocation. 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 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

Construct adequate student housing and a new shooting range training facility that meets current and future training demands, enhances operational readiness, and supports the agency's mission to deliver high-quality training.

Objectives

To achieve this goal, we will:

- Prepare and submit complete, accurate, and timely capital budget requests and support documentation that meet the Office of Financial Management and legislative requirements.
- Request funding for a pre-design for student housing at the Burien campus.
- Ensure capital budget requests clearly demonstrate alignment with agency's strategic priorities, economic forecast, and statewide public safety training mission.
- Strengthen relationships with agency leadership, legislators, and public safety partners by communicating facility infrastructure needs and their impact on recruit training and agency operations.
- Increase awareness of facility conditions, deferred maintenance needs, and capital investment priorities through regular communication and project updates.
- Establish and manage project schedules that identify critical milestones from project initiation through capital budget submission.

- Develop accurate preliminary project scopes, programming documents, and cost estimates that support informed decision-making and capital planning.

- Coordinate with architects, engineers, consultants, and agency partners to validate project assumptions and ensure project readiness.

- Prepare comprehensive supporting documentation, including risk assessments, lifecycle analysis, and justification narratives to strengthen capital funding requests.

- Conduct agency partner outreach and engagement efforts to communicate how the facility supports recruit training, safety standards, and statewide public safety training needs.

Measures

To measure our progress towards this goal, we will assess the following:

- Secured funding to support the new range project.

- Secured funding to execute a pre-design for more student housing.

- Request for proposals to complete the work.

- Key project milestones, including feasibility assessments of the site, preliminary programming, budget development, and supporting documentation required.

Goal 2

Deliver consistent, high-quality, evidence-based training across all programs by ensuring curriculum is designed utilizing instructional design systems aligned with trauma-informed and culturally responsive best practices, partner feedback, and statutory requirements.

Objectives

To achieve this goal, we will:

- Align curriculum with evidence-based practices and statutory requirements.
- Expand equitable statewide access to training through increased course delivery and/or agency participation.
- Integrate trauma-informed, culturally responsive, and adult-learning principles into curriculum design and delivery.

Measures

To measure our progress towards this goal, we will assess the following:

- Percentage of curriculum reviewed on a quarterly basis.
- Average turnaround time to incorporate statutory changes into the curriculum.
- The level of participation in trainings from the previous fiscal year.
- Growth in annual course offerings from the previous fiscal year.
- Percentage of curriculum that incorporates trauma-informed and culturally responsive principles.
- Percentage of learner evaluations that rate training as relevant, inclusive, and effective, meeting or exceeding the established performance standard.

Goal 3

Reduce decertification case backlog and improve case and public records processing times.

Objectives

To achieve this goal, we will:

- Seek funding to add 10 positions to the Certification Bureau.
- Educate lawmakers, agencies, and the public regarding Certification processes and backlogs, including issues related to understaffing.
- Recruit, hire, and retain qualified investigations, data, and records staff.
- Produce, improve, and publish data regarding caseload and processing times.

Measures

To measure our progress towards this goal, we will assess the following:

- Increased outreach, including presentations and meetings with lawmakers, agencies, and the public regarding certification caseloads, duties, and resources.
- Average case processing times, particularly for cases with the highest priority pursuant to Commission policy.
- Number of open decertification cases.
- Average public records processing times.

Goal 4

Reduce agency risk and strengthen standards compliance by implementing accountability and mitigation strategies through systematic audit, evaluation, policy oversight and accreditation processes.

Objectives

To achieve this goal, we will:

- Identify and mitigate operational, compliance, and reputational risks through systematic audit and evaluation.
- Conduct structured evaluations to ensure alignment with statute, administrative code, and accreditation requirements.
- Establish defined review cycles for agency policies, programs, and operational functions.

Measures

To measure our progress towards this goal, we will assess the following:

- Percentage of identified risks with mitigation plans completed.
- Percentage of compliance findings resolved or mitigated within established timeframes.
- Percentage of planned program audits and evaluations completed according to the annual schedule.
- Percentage of academies that maintain accreditation or achieve established milestones toward accreditation in accordance with applicable best-practice standards.
- Percentage of agency policies reviewed and updated within the established review cycle.

Goal 5

Develop, implement, and sustain a comprehensive resilience and continuity program that ensures WSCJTC can protect personnel, maintain essential functions, and rapidly recover operations during emergencies, disasters, and disruptions.

Objectives

To achieve this goal, we will:

- Develop, maintain, conduct, and annually review relevant agency emergency management plans.
- Establish a multi-year Training and Exercise Program that validates continuity, emergency response, and recovery capabilities through progressive exercises.
- Integrate continuity, emergency management, safety, occupational health, and recovery principles into agency operations, employee onboarding, and leadership development programs.
- Develop an annual employee preparedness campaign that includes family preparedness, emergency communications, and workplace readiness.

Measures

To measure our progress towards this goal, we will assess the following:

- Continuity of Operations Plan annually and following significant organizational, operational, or facility changes.
- The success of the annual employee preparedness campaign.
- The agency has conducted evacuation, shelter-in-place, lockdown, or active threat drills at all facilities at least once annually.
- The agency has maintained backup and recovery capabilities for mission-critical applications, certification records, learning management systems, and agency data.
- Tracked and completed corrective actions identified through exercises, incidents, and after-action reviews within established timelines.

- Demonstrated the ability to restore essential functions within established recovery time objectives following a continuity or disaster scenario.

- Ensured 100 percent of agency divisions identify and annually review their essential functions, key personnel, vital records, and continuity requirements.

Goal 6

Ensure communication is strategic, consistent, and aligned with WSCJTC's statutory responsibilities and statewide expectations, to continue building trust with communities, partners, and elected officials.

Objectives

To achieve this goal, we will:

- Communicate WSCJTC's mission, training programs, and statewide impact through coordinated, multi-channel communications.

- Increase awareness of agency initiatives, legislative priorities, and public safety programs among communities, partners, and elected officials.

- Maintain a consistent and accessible digital presence across the website, social media, newsletters, and earned media.

- Support agency leadership with timely, accurate communications that reinforce transparency and accountability.

- Use data and audience insights to continuously improve communication strategies and content performance.

Measures

To measure our progress towards this goal, we will assess the following:

- Combined social media audience with an anticipated increase of 15–20 percent year-over-year.
- Combined social media engagement rate with an anticipated increase of 10–15 percent year-over-year.
- Total website users with an anticipated increase of 20 percent year-over-year.
- Blog engaged users with an anticipated increase of 15 percent year-over-year.
- Combined newsletter subscribers (WSCJTC Connect, HB 2015, Legislative Bulletin) with an anticipated increase of 15 percent year-over-year.
- Combined video views across YouTube, Facebook, and Instagram with an anticipated increase of 20 percent year-over-year.
- Media mentions with an anticipated goal of 1,200 annually.

Goal 7

Continuously recruit, support, and develop a diverse and highly effective workforce.

Objectives

To achieve this goal, we will:

- Ensure proposed positions for recruitment and contract work proposals are reviewed for labor and risk considerations and alignment with the strategic plan.
- Ensure position descriptions accurately reflect the work, the required skills and abilities, equity competencies, and any special considerations for all positions.

- Recruit and promote individuals based on their experience, qualifications, and education in accordance with position qualifications.

- Ensure employees receive value and performance-based Performance Development Plans designed to guide and evaluate the work performed and to assist with their professional growth and development.

Measures

To measure our progress towards this goal, we will assess the following:

- Hiring Managers are consulting with Human Resources and Budget Services prior to proposing contracts for services, creation of new positions, or submission of agency-initiated reallocation of positions.

- Continued development and updates to the intranet content to better share resources and improve consistency and equitable measurement of employee performance.

- Supervisors are creating position descriptions according to state and agency requirements and will review position descriptions with new employees and revise, when necessary, during the Performance Development Plan cycle.

- Supervisors are sharing with employees how their position fits into the agency strategic plan, meets the values, goals, and mission, and incorporate that information into performance expectations and evaluations.

Goal 8

Increase employee engagement and satisfaction.

Objectives

To achieve this goal, we will:

- Employee satisfaction surveys will be conducted by the state, and feedback will be shared to address areas in need of improvement.
- Create a committee to review and propose impactful strategies for implementation.
- Increase internal professional development opportunities.

Measures

To measure our progress towards this goal, we will assess the following:

- Traffic to the intranet page encouraging staff involvement with Business Resource Groups as opportunities for professional networking, mentorship, and career-building.
- How often leadership utilizes staff collaboration and on internal committees or project teams after recommendation and encouragement of Human Resources to promote exposure to other parts of the agency through participation.
- Participation by supervisors and above in additional leadership training after encouraged participation by Human Resources.
- The amount of employee participation and satisfaction each year.

Goal 9

Ensure full, compliant, and effective implementation of ESHB 2015, for the purpose of providing direct support to local and tribal law enforcement agencies.

Objectives

To achieve this goal, we will:

- Distribute $100 million dollars in grant funding to eligible local and tribal law enforcement agencies by June 30, 2028.
- Ensure all grant applications include required documents.
- Establish a process for reallocating awarded funds that cannot be spent by the end of the grant period to ensure all funds can be spent.
- Plan for the staffing and requirements for the permanent work of verifying all future city or county authorizations of the sales and use tax.
- Ensure timely verification of sales and use tax authorization forms.
- Ensure timely review and approval of grant applications.

Measures

To measure our progress towards this goal, we will assess the following:

- Number of jurisdictions validated for ESHB 2015 .1 percent Sales and Use Tax eligibility.
- Number of grants awarded to local and tribal law enforcement agencies.
- Total dollars awarded relative to the $100 million target.
- Number of new co-response teams and community immersion programs established.
- Number of law enforcement officers hired/retained through grant funding.
- Total amount of grant funds awarded by agency.