

# Washington State



## Criminal Justice Training Commission



2004-2005 Annual Report

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During the 2004 holiday season, the WSCJTC held a game and toy drive to benefit the hospitals associated with the 2004 Chief For a Day celebration.

Swedish Medical Center and Children's Hospital, in Seattle, and Mary Bridge Children's Hospital, in Tacoma, received games, dolls, movies, puzzles, crayons, and more from the WSCJTC, law enforcement agencies, and others.

## MISSION

The **mission** of the Washington State Criminal Justice Training Commission (WSCJTC) is to train criminal justice personnel to deliver the highest quality of service to the communities of Washington State.

## VISION

As an organization, the WSCJTC has set forth a **vision** to be recognized nationally as the standard for criminal justice training. The **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

### 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 lifelong 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.



## MESSAGE FROM THE EXECUTIVE DIRECTOR

September 22, 2005

This has been a very good year for the Washington State Criminal Justice Training Commission (WSCJTC), and I will let this Annual Report speak to those activities that have contributed to its overall success. I would like to place emphasis upon a few of the achievements and changes that occurred in the agency.

It is a unique time for the WSCJTC, and has been for the past three years, with the addition of the certification and decertification process for law enforcement officers. The WSCJTC has been, of course, considered the training agency for the state of Washington for law enforcement and corrections, but the addition of certification/decertification has expanded the responsibilities of the agency into a regulatory arena. This new addition certainly fits with the WSCJTC's desire to develop and maintain the highest standards for the criminal justice professional.

In addition to the certification and decertification process for law enforcement officers, the WSCJTC has begun an effort to provide a minimum level of in-service training for law enforcement having demonstrated a positive outcome through a pilot program of approximately 20 agencies across the state. This program will go into effect in January 2006.

This past year has seen the WSCJTC achieve accreditation through the American Correctional Association (ACA) with a perfect score of 100% compliance with the mandatory and non-mandatory standards and a very positive assessment by the auditors. We are currently approaching our audit by the Commission for Accreditation for Law Enforcement Agencies (CALEA), which will result in the agency being accredited by both corrections and law enforcement.

The next area of note is the movement into the regions of the state, which was accomplished by an internal reorganization. We now have five Regional Training Managers serving the state of Washington and offering collaboration and coordination in training at the local level.

Finally, I would like to thank all of the many dedicated professionals who have worked in the WSCJTC and with the WSCJTC to achieve the positive outcomes for this past year. It has been, and continues to be, a great success story for this state and the only way it works is through the efforts of all involved.

Sincerely,



Michael D. Parsons, Ph.D.  
Executive Director



## COMMISSIONERS

### RCW 43.101.030 Membership

The commission shall consist of fourteen members, who shall be selected as follows:

- (1) The governor shall appoint two incumbent sheriffs and two incumbent chiefs of police.
- (2) The governor shall appoint one officer at or below the level of first line supervisor from a county law enforcement agency and one officer at or below the level of first line supervisor from a municipal law enforcement agency. Each appointee under this subsection (2) shall have at least ten years experience as a law enforcement officer.
- (3) The governor shall appoint one person employed in a county correctional system and one person employed in the state correctional system.
- (4) The governor shall appoint one incumbent county prosecuting attorney or municipal attorney.
- (5) The governor shall appoint one elected official of a local government.
- (6) The governor shall appoint one private citizen.
- (7) The three remaining members shall be:
  - (a) The attorney general;
  - (b) The special agent in charge of the Seattle office of the federal bureau of investigation; and
  - (c) The chief of the state patrol.

**Mike Amos, Sergeant**  
Yakima Police Department

**Laura Laughlin, SAC**  
Federal Bureau of Investigation (Seattle)

**John Batiste, Chief**  
Washington State Patrol

**Garry Lucas, Sheriff (Chair)**  
Clark County Sheriff's Office

**Bill Boyce, Citizen at Large**  
Microsoft Corporation

**Rob McKenna, Attorney General**  
Washington State

**Ed Crawford, Chief**  
Kent Police Department

**Thomas Metzger, Prosecuting Attorney**  
Pend Oreille County

**Karen Daniels, Chief Deputy**  
Thurston County Sheriff's Office

**Brenda Stonecipher, Council Member**  
Everett City Council

**Earl Howerton, Sergeant**  
Spokane County Sheriff's Office

**Craig Thayer, Sheriff**  
Stevens County Sheriff's Office

**Anne Kirkpatrick, Chief**  
Federal Way Police Department

**Eldon Vail, Deputy Secretary**  
Washington State Department of Corrections

## BOARD ON LAW ENFORCEMENT TRAINING STANDARDS & EDUCATION

### RCW 43.101.310

#### Purpose

The purpose of the BLETSE is to review and recommend to the commission programs and standards for the training and education of law enforcement personnel.

### RCW 43.101.315

#### Membership

The board on law enforcement training standards & education consists of thirteen members, appointed by the executive director and subject to approval by the commission. Members must be selected as follows:

- (a) Three must represent county law enforcement agencies, at least two of whom must be incumbent sheriffs.
- (b) Three must represent city police agencies, at least two of whom must be incumbent police chiefs, one of whom shall be from a city under five thousand.
- (c) One must represent community colleges.
- (d) One must represent the four-year colleges and universities;
- (e) Four must represent the council of police officers, two of whom must be training officers.
- (f) One must represent tribal law enforcement in Washington.

The six officers under (a) and (b) of this subsection may be appointed by the executive director only after the Washington association of sheriffs and police chiefs provides the director with the names of qualified officers. The four officers under (e) of this subsection may be appointed by the executive director only after the council of police officers provides the director with the names of qualified officers.

**Martin Anderson, Sergeant**  
Spokane Police Training Center

**Felix Moran, Chief**  
Stillaguamish Tribal Police Department

**Denis Austin, Chief (Chair)**  
Pasco Police Department

**Robert Perales, Chief**  
Granger Police Department

**Mike Brasfield, Sheriff**  
Jefferson County Sheriff's Office

**Mark Sterk, Sheriff**  
Spokane County Sheriff's Office

**Linda Forst, Professor**  
Shoreline Community College

**Larry Taylor, Sheriff**  
Benton County Sheriff's Office

**Mike Johnston, Detective**  
Bellingham Police Department

**Dan Templeman, Sergeant**  
Everett Police Department

**Otwin Marenin, Professor**  
Washington State University

**Dave Thornburg, Deputy**  
Spokane County Sheriff's Office

**Brian Martinek, Chief**  
Vancouver Police Department

## BOARD ON CORRECTIONS TRAINING STANDARDS & EDUCATION

### RCW 43.101.310

#### Purpose

The purpose of the BCTSE is to review and recommend to the commission programs and standards for the training and education of correctional personnel.

### RCW 43.101.315

#### Membership

The board on correctional training standards and education consists of fourteen members, appointed by the executive director and subject to approval by the commission. Members must be selected as follows:

- (a) Three must be employed in the state correctional system.
- (b) Three must be employed in county correctional systems.
- (c) Two must be employed in juvenile corrections or probation, one at the local level and the other at the state level.
- (d) Two must be employed in community corrections.
- (e) One must represent community colleges.
- (f) One must represent four-year colleges and universities.
- (g) Two must be additional persons with experience and interest in correctional training standards and education.

At least one of the members appointed under (a) of this subsection and at least one of the members appointed under (b) of this subsection must be currently employed as front line correctional officers.

**Chris Bly, Jail Administrator (Chair)**  
Snohomish Co. Corrections/WR

**Dan Pacholke, Superintendent**  
Cedar Creek Corrections Center

**Kevin Bovenkamp, Field Admin.**  
Department of Corrections-WC Region

**Ryan Pinto, Program Administrator**  
DSHS-Juvenile Rehabilitation Administration

**Gregory Gilbertson, Professor**  
Centralia Community College

**Chuck Reasons, Professor**  
Central Washington University

**Bonnie Kosko, Probation Supervisor**  
Kent Municipal Court Probation

**Mike Wait, Operations Manager**  
King Co. Dept. of Adult & Juvenile Detention

**Victoria MacKenzie, Jail Custody Sgt.**  
Clark Co. Sheriff's Office

**Mike Whelan, Sheriff**  
Grays Harbor Co. Sheriff's Office

**Bruce Moran, Administrator**  
Okanogan Co. Juvenile Court

VACANT

**James Nozawa, Officer**  
Department of Corrections-OCO

## DIRECTOR PARSONS IS IADLEST PRESIDENT



June 2, 2005—Officer swearing-in at the 2005 Annual IADLEST Conference in Annapolis, Maryland.

Michael D. Parsons, Executive Director of the Washington State Criminal Justice Training Commission, will serve as the 2005-2006 President of the International Association of Directors of Law Enforcement Standards and Training (IADLEST).

**MISSION:** The mission of IADLEST is to research; develop; and share information, ideas, and innovations which assist states in establishing effective and defensible standards for employment and training of law enforcement officers, and, in those states where dual responsibility exists, correctional personnel.

**FOCUS:** IADLEST is an association of standards and training managers and leaders. Its primary focus is criminal justice standards and training. To the extent that the focus and the values promoted thereby can be furthered and shared, all training professionals are welcome as members.

**ACTIVITIES:** IADLEST offers its members an opportunity to meet with other training and standards managers to exchange ideas, seek advice, and to compare progress. Members receive the products of IADLEST projects, national policy input, and innovations in criminal justice standards and training.

The Director has created five working committees and has designated a Chair for each committee for the coming year, which are as follows:

- ◆ Strategic Planning: Pat Bradley, Chair (Maryland)
- ◆ Technology: Ray Franklin, Chair (Maryland)
- ◆ Training and Standards: Mike DiMiceli, Chair (California)
- ◆ National Involvement: Mike Becar, Chair (Idaho)
- ◆ Administrative: Pat Melton, Chair (Florida)

## PEACE OFFICER CERTIFICATION

The WSCJTC received 40 cases during the 2004/2005 fiscal year. During this time, there were 29 certification cases that resulted in officers having their certification denied or revoked. At the time of this report, there were 22 certification cases that were considered active.

## ACA & CALEA ACCREDITATION

The WSCJTC achieved accredited status for the Corrections Academy through the American Correctional Association (ACA) in September 2004. The audit was a three-day event, and the agency was recognized with a **100% compliance** rating. Based on the success of the ACA audit, the agency then applied for accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for the Basic Law Enforcement Academy (BLEA).

The CALEA process has been exciting and challenging. A mock assessment was conducted in early July by assessors from Kentucky and Ohio. They gave the WSCJTC's files a hard scrub and made excellent recommendations to shore them up. A "second-look" mock was scheduled for mid-September. The CALEA on-site is scheduled for the week of November 7-11, 2005. There are 182 standards for Public Safety Training Academy Accreditation, and the WSCJTC will be in compliance with 171 of those standards. Nine of the standards are not applicable by function and two are other than mandatory, which the WSCJTC will take as a 20% option for its initial accreditation.



FACILITY CLEANUP

## GOVERNMENT MANAGEMENT, ACCOUNTABILITY, AND PERFORMANCE (GMAP)

The WSCJTC has embarked on the Governor's GMAP journey with enthusiasm. Cheryl Price was appointed as the GMAP Performance Analyst for the agency and has been attending as many meetings and seminars as possible to familiarize herself and the WSCJTC with GMAP. Beginning in October 2005, each division manager is scheduled to give a presentation based on GMAP initiatives. The process is new, and GMAP is a work in progress. The basic premise is:

- Take personal responsibility and be accountable for results.
- Allocate resources according to the most important priorities.
- Use the most effective strategies.
- Base decisions on accurate, up-to-date information and persist and follow up until results are achieved.

Through self-review, the WSCJTC believes it does these things well. GMAP will help the agency to quantify and qualify measurable results related to its programs. It requires the WSCJTC to:

1. Develop clear, relevant, and easy-to-understand measures that show whether or not programs are successful.
2. Demonstrate how programs contribute to the priorities that are important to citizens.
3. Gather, monitor, and analyze program data.
4. Evaluate the effectiveness of programs.
5. Hold regular problem-solving sessions within the agency to improve performance.
6. Allocate resources based on strategies that work and regularly report to the Governor on their performance.

GMAP and Accreditation complement each other as both programs require the agency to look at what it does, how it does it, and report it via files or presentations. Both are labor intensive, but the end result is a professional, efficient, and well-run organization. The WSCJTC has set its bar high and it's well on its way to achieving the goals.

## BASIC LAW ENFORCEMENT ACADEMY



Much of this year could be characterized as one of increased partnership to better meet the needs of the WSCJTC's customers.

### INCREASED STUDENT APPLICATION NUMBERS

During the course of the last year it became apparent that additional numbers of applications were being received from mandated agencies. To better address the needs of the stakeholders, BLEA staff were able to modify the start dates of several academy sessions in order to more efficiently fill each class to a maximum of thirty students. In addition, staff have established close working relationships with agencies to immediately fill unforeseen vacancies within the first week of the session to ensure classes are full.

Even with these adjustments, it became necessary to add two additional classes. These classes were added by working closely with participating agencies and through their donation of personnel for assistance in class instruction and scenario monitors/trainers. As a result, approximately sixty additional peace officers received basic academy training without delays and with minimal budget impact.

### DOC/LAW ENFORCEMENT PARTNERSHIP ACADEMY

In response to a request from the Department of Corrections, BLEA staff produced a training program that targeted Community Corrections Officers (CCOs). DOC identified approximately 20 CCOs that had been assigned to positions where they worked alongside law enforcement partners to attend the ten-week academy. The academy focused on those areas where the CCOs may be faced with situations where they would be supporting their partners in an enforcement role. The session concluded in December 2004, and the students and staff reported satisfaction with the training and a greater understanding and respect of the other's profession.



OC SPRAY



### STAFF LEVELS

The increased student numbers and scheduled staff rotation has resulted in several new staff members during the 2004-2005 Fiscal Year. During that time frame, the BLEA recruited, tested, and hired a total of seven new TAC Officers. The turnover is a result of natural rotation and an increase of staffing levels. Though change can be challenging, the input of new ideas and levels of energy have continued to keep a high level of instruction.

## CORRECTIONS DIVISION

During the 2005 Fiscal Year, the Corrections Division continued to expand its scope of services by working closely with stakeholders to identify current corrections training needs. Through regular site visits to solicit customer input, staff continue to achieve total quality improvement in basic academies and increased corrections specific regional training. In collaboration with the Professional Development Division, in-service and refresher courses are being delivered. New courses include: Courtroom Security/Transport and Risk-Based Offender Management Tools. In addition, Personal Safety and Defensive Tactics to Juvenile Corrections agencies continue to be provided.



In January 2005, the American Correctional Association (ACA) granted accreditation to the Corrections Division after audit results from September 2004 identified a 100% achievement of all standards. This was a testament to the work done by staff to align operations through standard policy and procedures.

The Division is preparing to participate in regular audits of the Department of Corrections (DOC) Correctional Worker Core program, an academy equivalent to the WSCJTC Corrections Officers Academy. Lieutenant Dan Tennant, Washington State Penitentiary, a contract Training Coordinator, has worked with a multidisciplinary team from the DOC, the WSCJTC, and the Performance Institute of Peninsula College to craft audit tools focusing on assessing quality instruction and a comprehensive look at the learning environment. Each audit will produce documented performance outcomes measured against specific standards. Results will be used to recognize excellence and improve the program as appropriate.

### JUVENILE AND SERVICES ACADEMIES

The Juvenile Mental Health Grant project provided *Juvenile Offenders with Mental Health Disorders* manuals written by Dr. Lisa Boesky, for all juvenile students and juvenile institutions across the state. Mike Riggans, Clark County Detention Manager, volunteered and completed a study guide based on Dr. Boesky's book, which Dr. Boesky approved. The manual is part of the pre-requisite project for the Juvenile Academies. The WSCJTC completed putting 10 of the 16 chapters in a computer distance learning model format (Breeze). Bob Graham, the Division's Juvenile and Adult Services Academies Program Supervisor, will be presenting the pilot presentation to the Juvenile Detention Managers for feedback before the project is completed and put online for application.

The Misdemeanant Probation/Classification Counselor Academy has been rewritten to include up-to-date motivational interviewing skills; revised procedures to administer the Federal Interstate Compact; and improved coverage of domestic violence, a risk assessment tool; and legal issues.

### REGIONAL TRAINING

In addition to the courses noted above, the WSCJTC collaborated with the DOC to provide Interstate Compact for Adult Offender Supervision training to district and municipal courts around the state and with the Department of Social and Health Services to provide Personal Safety training. To continue to address the needs of stakeholders, plans for 2005 in the area of regional training will include Risk Assessment Tools and Mentally Ill Offender training.

### CORRECTIONS OFFICERS ACADEMY

The corrections profession has a long and proud tradition of service to the community and assistance to those in need. The Corrections Division strives to further that tradition by establishing events that remind us of that commitment.

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## CORRECTIONS DIVISION

The Corrections Officers Academy graduation ceremony includes the use of the Memorial Gate in a badge-pinning ceremony. In addition, thanks to COA Class 366, their donation of a mounted brass bell displayed in the Cascade Building second floor foyer will be used to sound a tone announcing future corrections officers' entrance into the academy at the beginning of each session and, more importantly, taking the first step on the journey of professional development.



The tradition of playing Bingo with the residents of the Normandy Park Assisted Living Center began in August 2004 and has continued with every class since. The residents, in return, attend the Corrections Officers Academy graduations. Each class has expressed that they get much more in return than they give.



### AIS/PRISim SIMULATOR

The Corrections Division acquired a portable AIS/PRISim simulator. Through the use of streaming video, students are exposed to various scenarios that can be altered or branched to various outcomes based on student responses. Some canned video content is provided; however, more specific and varied corrections scenarios are under development to focus on the best use of interpersonal skills in the corrections environment. When the staff presents students with these video situations, students, in turn, are required to respond verbally to diffuse the situation. With proper skills, the video scenario branches to a better outcome; with poor skills it gets worse. Student performance is taped, and staff and student conduct a brief after-action discussion at the conclusion of each scenario. The primary objective is to improve skills in verbally managing inmate behavior through more realistic training and on-the-spot coaching. Realistic scenarios, good coaching, and the opportunity for “do-overs” provide a very effective training experience.

The simulator also has the capability to present “shoot; don’t shoot” scenarios and allows the student to respond with various weapons (to include firearms, OC spray, shotgun, and pepper ball guns) to support advanced training such as Court Room Security and Transport classes. The Corrections Division team is working on integrating this new teaching tool into the Corrections Officers Academy with the belief that added realism in academy training will better prepare officers to perform on the job.

### PHYSICAL ABILITY TEST (PAT) HELD TWO WEEKS PRIOR TO ACADEMY START DATE

The early PAT, orientation, and manual distribution helps students to be better prepared for class, provides an increase in resident time for the Professionalism class and assists WSCJTC to accurately predict attendance. Students receive a comprehensive briefing on academy expectations and selected course books are provided for homework prior to the class.

### PHYSICAL ABILITY TEST (PAT) RE-ENTRY REQUIREMENT

Effective May 1, 2005, students returning for Defensive Tactics remedial training and/or retesting, post injury, must demonstrate complete recovery and necessary aerobic capacity, strength, and flexibility by passing the Corrections Division PAT. When a student returns to the academy after being out with an injury, they are put through a physical ability test to ensure that they are in proper physical condition. The returning student is required to pass the PAT up to 48 hours prior to participating in any training or testing activity. There have been no re-injuries since implementation.

## WASHINGTON POLICE CORPS



Police Corps 6

The Washington Police Corps (WPC) held Academy 6 in partnership with the state of Alaska from September 8, 2004, to February 25, 2005. The class had 18 graduates, with four joining Alaska law enforcement agencies.

The WPC agency participants included: Washington Department of Fish & Wildlife, Redmond Police Department, Snohomish Police Department, Marysville Police Department, Puyallup Police Department, Oak Harbor Police Department, Monroe Police Department, King County Sheriff's Office, Port of Seattle Police Department, Bellevue Police Department, Lacey Police Department, and Vancouver Police Department.

In addition to the Basic Law Enforcement Academy, training included: 40-hour Patrol Bicycle Certification, Radar Certification, 40-hour Tactical Tracking Certification, 40-hour Survival Spanish for Law Enforcement Certification, Taser Certification, Active Shooter Rapid Deployment, and American Sign Language.



The WPC continued its partnership with the Southwest Boys & Girls Club in Burien/White Center, Washington. Students went on weekly visits to the club and helped children with homework, games, special projects, and special events. As the class's community project, the students ran in the Pat Tillman Memorial Run sponsored by the Seattle Seahawks wives in November 2004, raising money to help the foundation.



The WPC bid to become a regional academy site, and submitted a Request For Funds Proposal in October 2004; however, unfortunately, the Office of Police Corps informed all participating states that the Police Corps program would suffer drastic funding cuts. At the completion of Police Corps 6, Washington suspended all operations.

## FACILITIES DIVISION

The Facilities Division has been aggressively addressing several preservation projects during the past twelve months. The top priority of the Division has been to replace or upgrade old HVAC equipment with energy efficient equipment that will reduce utility bills while providing a safe and comfortable environment for staff, visitors, and students.

The Division processes and completes an average of 75 work orders per month and 87 preventative maintenance inspections per quarter. The Division receives requests for audio/video support for both internal and external customers, averaging 75 to 100 per month.

Currently the Division is working with General Administration to conduct energy surveys to look at ways to reduce energy consumption and costs to tax payers.

### AREAS OF CONSIDERATION

1. Install high efficiency furnaces in the Cascade building.
2. Install new valves and thermostats in Hawthorne Hall (dorm two).
3. Lighting upgrades for the Auditorium, Range, Gym, and Facilities shop.
4. Install CO2 sensors for demand controlled ventilation systems.
5. Install trash compactors to replace dumpsters.
6. Conduct a static pressure review for the Cascade building.

### OTHER ACCOMPLISHMENTS

1. Upgrades to security lighting in crucial areas.
2. Re-surfaced the running track.
3. Remodeled four bathrooms in the Education building.
4. Installed a new generator for the IT department.
5. Mounted projectors in the ceiling for classrooms.
6. Re-lamped the Auditorium.
7. Painted parking blocks in all parking lots.
8. Installed new posts and cables around the track.
9. Removed the dividing wall in the gym and installed a drop down curtain.
10. Sound proof panels were installed in the gym.
11. Several landscaping projects were completed.
12. Painted several classrooms and office spaces.
13. Replaced carpet in several classrooms and offices as well as the hallways of the Olympic building.
14. Updated the security system software.
15. Mounted video cameras in Mock City.
16. Re-keyed the facility.
17. Replaced nine roof-top heating units.



FACILITIES CREW

## UPDATE ON THE BASIC ACADEMY CURRICULA PROJECT IMPLEMENTATION OF THE ASSESSMENT RESULTS

### WHY PROBLEM BASED LEARNING?

As a result of the statewide Basic Law Enforcement Assessment conducted in 2003, the WSCJTC has chosen to implement a Problem Based Learning (PBL) design model to address deficiencies identified in the assessment. In part, the assessment identified that recently graduated recruits struggle in the areas of communication, multi-tasking, critical thinking, and engagement.



By moving to a PBL approach, the WSCJTC believes that recruits will demonstrate enhanced application of problem solving in new and future situations; creative and critical thinking; adoption of holistic approaches to problems and situations; appreciate diverse viewpoints, effective communication skills; and utilization of relevant and varied resources available to them.

### WHAT IS PROBLEM BASED LEARNING?

Problem Based Learning (PBL) is both a curricula and a process. The curricula consists of carefully selected and designed problems that demand from the learner acquisition of critical knowledge, problem solving proficiency, self-directed learning strategies, and team participation skills. The process replicates the commonly used systemic approach to resolving problems or meeting challenges that are encountered in life and career (Barrows & Kelson).

### WHERE ARE WE?

The existing curricula was evaluated through a series of expert reviews comprised of instructional design experts (IDEs), academy instructors, field training officers, and subject matter experts (SMEs) from various law enforcement agencies from across the state. The result of these expert reviews was validation that content is current, accurate, and credible.

The process for writing the problems which will drive the new curriculum has begun and the training for BLEA staff has been developed by Lieutenant David Doll of the Bellingham Police Department and will be delivered over the next several months.

## NEW COURSES

As a result of the WSCJTC efforts to continually strive to develop their instructor cadre two new courses have been developed for instructors who are certified through the Instructor Certification Program.

### ADVANCED INSTRUCTOR DEVELOPMENT

A new 40-hour Advanced Instructor Development course has been developed for instructors, whose primary responsibility is managing, designing, and developing training programs. The purpose of this course is to enable learners to more fully understand the Instructional Systems Design (ISD) process and use the ISD process in the development of course materials. The WSCJTC recognizes that in order for training to be effective, it must be designed in a systematic way that effectively engages the learner. This course will be offered twice a year.

### BASIC POWERPOINT

Since PowerPoint is the most frequently used multi-media computer based presentation software used by WSCJTC instructors, an 8-hour basic PowerPoint course has been developed and piloted. The goal is to provide the learner with the knowledge, skills, and abilities to effectively use basic PowerPoint functions to create a computer-based presentation. This course will be offered twice a year.

## METHAMPHETAMINE FUNDS

Once again, the WSCJTC received \$200,000 dedicated to law enforcement's response to the manufacturing and use of methamphetamine.

The priority recipients of the funding were agencies with limited budgets and with significant methamphetamine manufacturing problems in their jurisdiction.

The training funds were used to pay student tuition for the following classes:

1. Clandestine Laboratory Safety and Operations—Basic (40 hrs.)
  - ◆ Ninety-five law enforcement personnel attended.
2. Clandestine Laboratory Safety and Operations—Advanced (24 hrs.)
  - ◆ Thirty-eight law enforcement personnel attended.
3. Tactical Tracking (40 hrs.)
  - ◆ Nineteen law enforcement personnel attended.

The WSCJTC paid instructor and travel expenses for a presentation regarding undercover issues to approximately 130 attendees at the Northwest Officers Resource Association (NORA) Conference. The total expenditures for all of the above noted enforcement training was \$105,398.68.

Equipment was purchased for 23 agencies and drug task forces throughout the state. This equipment included air monitors/testing equipment, gas masks, coveralls, protective boots, MSA cylinders, regulators, chemical suits, field test kits, wireless belt video systems, gloves, voice amplifiers, MSA air filters, communication systems, crime scene computers, and rapid entry tactical equipment for training scenarios. Also funded were medical exams required for meth responders designed to detect exposure to hazardous materials. The total expenditures for equipment was \$94,392.79.

This funding has allowed the WSCJTC to partner with law enforcement agencies to combat this state's methamphetamine epidemic and to train officers to mitigate this growing problem.

## AIS/PRISim SIMULATOR

The WSCJTC purchased an AIS/PRISim computer simulator, which allows recruits to interact with a computer generated image and resolve the scenario with appropriate force for the given situation. The system allows the operator to branch the scenario as appropriate, changing the outcome as dictated by the recruit's appropriate or inappropriate use of skills.

Effective communication, decision making, and officer safety skills can be measured simultaneously and then reviewed in recorded playback. The system brings simulation to "as real as it gets" by shooting back at officers with a laser aiming system that fires plastic projectiles. The resulting lesson is painfully obvious: "Incoming rounds have the right of way."



This photo depicts a continuing move toward more force-on-force training using Simunition® products designed to make such training safer. In this photo, recruits are involved in a gun fight at close distances, requiring them to use cover, demonstrate proper marksmanship, perform reloads, and clear malfunctions all under the stress of being shot at. Using FX® marking cartridges, which fire a plastic projectile containing a marking solution, recruits can then see their success in the form of a colorful red or blue impact mark on their clothing.

## LABORING TOGETHER

One of the most significant changes for our employees in the last year, and an unprecedented challenge, was the transformation of union relations through civil service reform legislation. Prior to July 1, 2005, WSCJTC employees (General Service and most Washington Management Service staff), other than supervisors and Managers, were represented by a union; however, almost none paid union dues. The agency's Collective Bargaining Agreement was only a few pages long and left issues of pay, classification, discipline, promotion, and overtime to non-negotiated state regulations.

All of that changed on July 1, 2005. Legislation removed Washington Management Service employees from unions, but mandated dues for everyone who remained. A 166-page Master Collective Bargaining Agreement was negotiated with the Washington Federation of State Employees (WFSE), which set hundreds of new rules and procedures for workforce administration. The state even agreed that the Agreement's rules would have priority over state regulations on the same topics, even though state workforce regulations were changed by civil service reform.

Almost from the day the Agreement was ratified in October 2004, Greg Baxter, WSCJTC's Human Resources Manager, began a program of educating managers and supervisors on its key provisions. Through e-mails, handouts, briefings, workshops, and even scenario-based exercises, managers learned their new powers and restrictions regarding scheduling, discipline, performance evaluation, overtime and standby pay, approving leave, and other practical matters.

To explain the Agreement to bargaining unit members, the agency held several meetings in which employees' contractual rights were team-taught by Greg Baxter and a WFSE official, Kirk Hanson. Employees were able to see cooperation and mutual understanding between the union and the agency from the start of the new relationship. The agency posted the Master Agreement on the intra-net in a searchable format and distributed printed copies to all bargaining unit members and their supervisors.

New provisions of the Agreement required that several employees be reclassified or re-titled and that temporary employees be discharged and re-hired on July 1. Then, all bargaining unit members received the first general pay increase in nearly five years; a raise negotiated with the union and approved by the Legislature. All of these interconnected



changes were accomplished on time through the cooperation of employees and their managers and excellent work by Payroll Officer, MaryLou Lalonde.

Our union relations are far more complicated than before, and employees and managers still have much to learn about working under the Agreement. But we believe that we are off to a good start.

## PROFESSIONAL DEVELOPMENT DIVISION—REGISTRARS' OFFICE

Over the past year, the Registrars' Office has again set the goal to improve customer service statewide. In July 2005, the registrars' were part of an reorganization to the Professional Development Division to establish direct communication with the Regional Training Managers. To commensurate with the reorganization, the Professional Development Division expanded the role of two Program Managers to Regional Managers and added a Registrar Supervisor to help with the process of meeting the training needs of the law enforcement and corrections community.

## PROFESSIONAL DEVELOPMENT DIVISION (PDD)

As a result of the continued growth of regional training, the WSCJTC has realigned geographic areas within the state and broaden roles of staff to maximize the responsiveness of the division to police and correctional personnel and agencies. Program Managers, Bob Bragg and Patti Toth, were assigned regional responsibilities, while maintaining their program duties. This realignment brings greater balance to staff workloads and increases customer support.



Frequent regional meetings have increased access to training resources, instructors, and agency cooperation. More training was recognized and advertising was increased for existing classes. A second formal needs analysis was completed to establish what training was desired or required in specific areas of the state during the 2005-2006 fiscal years. Course delivery has been specifically planned to address the identified needs.

Continued use of the needs analysis has allowed PDD to enhance opportunities for training identified as needed by user agencies, and it has also helped WSCTJC construct strategies for meeting continuing need for courses like: basic collision, interviewing, and crime scene investigation.

### NW REGION/PROGRAMS

Through the efforts of regional managers, underserved areas of the Northwest Region, such as Island County and the Peninsula, received increased training opportunities, which resulted in excellent coverage by the local media.

Through attrition, WSCJTC lost a significant portion of the FTO instructional cadre during the last 18 months. Program Manager, Lee Brandt, recruited and brought on eleven new participants who are currently working on observations and apprenticeships in order to become certified to teach the 40-hour FTO academy. Cadre members rewrote the Train the Trainer curriculum to better meet the needs of the program. Additions to the curriculum were made to better dovetail with the existing Instructor Development course.

Significant training was delivered to the program manager to present the Reno PTO model as an alternative to the San Jose model of post-academy police training. This program has generated interest nationwide and the number of participating agencies is growing at a rapid rate. Several presentations were given statewide to provide information to agencies on this new training program. Eight agencies (up from two a year ago) have or are implementing the PTO program. Several others are in the research stage. One agency has rewritten the existing police-centric program to address the needs of a correctional facility.



## TELECOMMUNICATOR PROGRAM

The Telecommunicator Program Office revised and updated the two core forty-hour courses: Telecommunicator I—Basic Call Receiver and Telecommunicator II—Basic Law Enforcement and Fire Dispatcher. The courses include new information on emerging technologies such as telematics as well as an overview of the National Incident Management System (NIMS), Washington State AMBER Alert System, and the WASPC Model Policy on Law Enforcement Officer-Involved Domestic Violence.



In addition, the Program Office is offering a newly expanded four-day Communications Training Officer course for one-on-one coaches. This course has been well-received and focuses on adult learning and coaching principles. The Program Office also hosted quarterly meetings of communications center training coordinators. One of the projects this group has been working on is the development of a “bank” of daily training or “roll call” training modules for call receivers and dispatchers.

## WSCJTC TRAINING PROGRAM FEATURED AT INTERNATIONAL CONFERENCE

When Senate Bill 5127 passed in 1999, the WSCJTC was charged with developing and providing ongoing specialized training for persons responsible for investigating child sexual abuse cases. The training must provide participants with an opportunity to practice child interview techniques and receive feedback from instructors. The WSCJTC worked together with Harborview Medical Center for Sexual Assault and Traumatic Stress (HCSATS), in Seattle, to develop the training, which is co-sponsored with the Department of Social and Health Services (DSHS) and offered jointly for law enforcement investigators, prosecutors, and Child Protective Services workers. The result has been a state-of-the-art child interview training course, which has, to date, served over 1,500 professionals in Washington State.

The WSCJTC’s Child Interview and Investigation training was featured at the most recent International Congress on Child Abuse and Neglect held in Brisbane, Australia, in September 2004. The International Congress is the bi-annual conference of the International Society for the Prevention of Child Abuse and Neglect (ISPCAN). The WSCJTC’s Program Manager, Patricia Toth, was the only American invited to be one of five international panelists addressing a variety of issues related to child interviewing. Her presentation, *“Forensic Interviewing of Children: Improving Practice Through Training and Feedback,”* highlighted the innovative strategies employed by the WSCJTC to improve interview skills of law enforcement and social service professionals in Washington State. Key features of the training discussed by Ms. Toth included its grounding in research-based practices, the inclusion of information related to the special needs of culturally diverse and disabled children, and utilization of the Washington State Child Interview Guide. The Child Interview Guide is a structured, yet flexible, interview protocol that borrows from the work of internationally recognized experts Michael Lamb and Kathleen Sternberg, as well as Tom Lyon and other experts. Using a cadre of excellent actors to role-play children in suspected abuse situations, each participant in the training conducts a practice interview and is critiqued by an experienced child interviewer. As Ms. Toth reported to the international audience in Brisbane, these techniques appear to be more effective in enhancing interview skills than traditional approaches, although changing old habits of experienced interviewers continues to present a challenge. In addition to her participation on this panel, Ms. Toth was also invited to present a workshop titled *“Child Interview Approaches In Action,”* detailing the evolution of and comparison of current, well-known interview protocols and approaches utilized throughout the United States and other parts of the world.