

# WASHINGTON STATE CRIMINAL JUSTICE TRAINING COMMISSION

2011 Annual Report





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## Mission

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

## Vision

Lead the nation in developing a 21st century criminal justice workforce.

## Values

**Professionalism:** We commit to service while demonstrating a positive attitude and mastery of the knowledge, skills, and abilities within our roles.

**Accountability:** We acknowledge that we are accountable to everyone we serve and to each other for our actions and decisions. We welcome that responsibility.

**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.

# MESSAGE FROM THE DIRECTOR

Debbie Mealy, Ph.D.



This has been a year filled with many challenges, numerous changes, and the utmost optimism. After just one year with the Washington State Criminal Justice Training Commission (WSCJTC), William (Joe) Howe resigned as the Executive Director. Joe brought an abundance of energy and innovative ideas, many of which were brought to fruition during this past year.

Along with many other agencies, the WSCJTC has continued to struggle with budget issues and a decline in numbers of students in our classes. However, we have spent this time reviewing and developing curriculum, meeting with stakeholders, and working toward our vision of leading the nation in developing a 21<sup>st</sup> century criminal justice workforce.

We continue to be contacted by other states and countries regarding our curriculum, our Instructor Development courses, and specifically Problem-Based Learning. The WSCJTC continues to be a leader in the training of criminal justice personnel.

As you read the pages to follow you will find a summary of just some of the many accomplishments that occurred this past year. These accomplishments were achieved, in large part, due to the hard work and dedication of our staff and commissioners.

While the year was filled with challenges, I believe that we have come through the year stronger and wiser than ever before. I am very excited about what the future holds and the opportunities that lay before us all. Together we will continue to train some of the best, most dedicated criminal justice personnel ever to be found.

Thank you for all your support this past year and into the future.

# MESSAGE FROM CHAIRMAN MYERS

Chief Jeff Myers

On behalf of the members of the WSCJTC, I wanted to take a moment to recognize the hard work of everyone for what turned out to be a challenging year.

The WSCJTC went through several transitions and major changes in leadership. This included the Executive Director as well as the appointment of several new Commission members.

We faced budget challenges amplified by the state of the economy. Despite making liberal reductions, potential funding shifts in the next-half of the biennium will continue to cause angst amongst our stakeholders.

Although the Commission is comprised of fourteen members with different backgrounds, jobs, and expertise, it is the desire of each Commissioner to make sure criminal justice training in Washington State is only the best. We value our mission as well as the peace officers, corrections officers, juvenile justice employees, telecommunicators, and other criminal justice professionals served by the WSCJTC.

We understand the WSCJTC and our product is only as good as the staff working every day to make it happen; we appreciate their dedication. In the years ahead, we look forward to exceeding the high standards of criminal justice training and professionalism established by the WSCJTC during the past 37 years.

Transition and change is always challenging, but from these trials we can grow and excel. I have no doubt this will be the case as the Commission moves into 2012.

Sincerely,

CHIEF JEFF MYERS  
Commission Chair

## Employer

Hoquiam Police Department

## Commissioner Term

07/16/2009—06/30/2016

## Contact Information

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**Purpose (RCW 43.101.020)**

Provide programs and standards for the training of criminal justice personnel.

**Membership (RCW 43.101.030)**

The WSCJTC 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.
  - c. The Chief of the Washington State Patrol.

# OUR COMMISSIONERS

Jeff Myers, Chief (Chair): **Hoquiam Police Department**

William Elfo, Sheriff (Vice-Chair): **Whatcom County Sheriff's Office**

Julie Anderson, Auditor: **Pierce County**

John Batiste, Chief: **Washington State Patrol**

Bill Boyce, Citizen at Large: **Boeing Corporation**

Mike Johnston, Sergeant: **Bellingham Police Department\***

Anne Kirkpatrick, Chief: **Spokane Police Department\***

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

Robert McKenna, Attorney General: **WA State Attorney General's Office**

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

Ned Newlin, Chief of Corrections: **Kitsap County Sheriff's Office**

Sue Rahr, Sheriff: **King County Sheriff's Office\***

Shon Small, Detective: **Benton County Sheriff's Office\***

Eldon Vail, Secretary: **Department of Corrections\***

\* Indicates the Commissioner was replaced during 2011

**New Appointments:**

Josh Kelsey, Officer: **Lynnwood Police Department**

Ken Hohenberg, Chief: **Kennewick Police Department**

Garry Lucas, Sheriff: **Clark County Sheriff's Office**

Darrel Stidham, Deputy: **Spokane County Sheriff's Office**

Bernard Warner, Secretary: **Department of Corrections**



The main campus of the Washington State Criminal Justice Training Commission (WSCJTC) is located in Burien just south and west of Seattle-Tacoma International Airport on 38 acres of land that includes nine buildings, a contracted cafeteria, and dorm style housing for qualified participants.

Being within easy access to the greater Seattle metro area, as well as commuter and airport access, makes the WSCJTC a favorite place to hold state, county, and city meetings and conferences. The facility also makes itself available and is used for a

staging and recovery site for agencies conducting interdiction and large scale criminal justice operations.

WSCJTC staff contributes to the overall safety of Washington State by acting as a liaison and pass-through for several quasi-state agencies such as the Washington Association of Sheriffs and Police Chiefs (WASPC), Washington Association of Prosecuting Attorneys (WAPA), Washington Association of County Officials (WACO), and the Coroner's office(s).

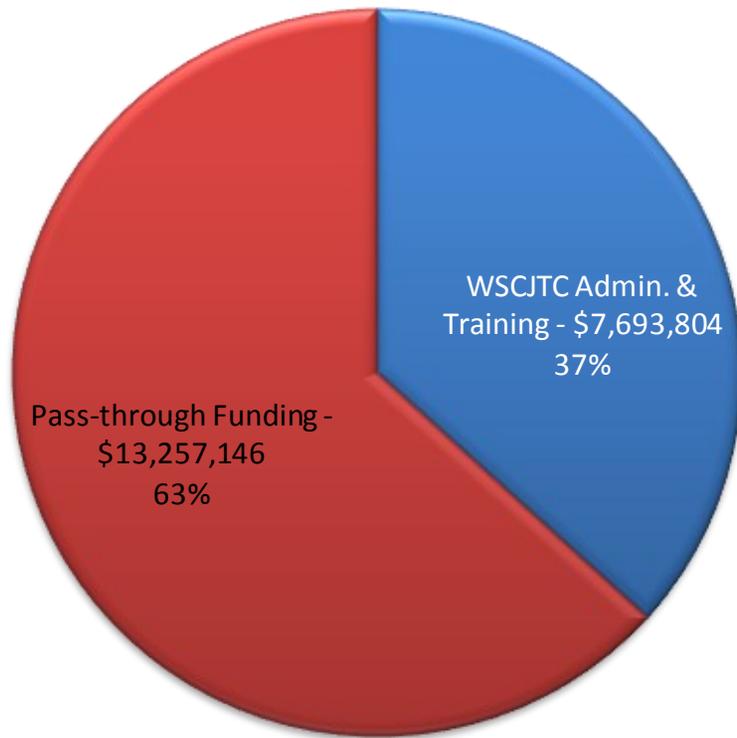
As the main criminal justice training entity in the state, the WSCJTC administers and manages some two hundred statewide programs. Some of the more notable programs are the Basic Law Enforcement Academy (BLEA), Corrections Officers Academy (COA), telecommunications (911), juvenile services and corrections academies, school safety and security, as well as Peace Officer Certification. The WSCJTC also partners with several regional sites around the state to deliver courses such as Spokane County and City, Skagit County, and the Coalition of Small Police Agencies to name a few. As further service to its customers, the WSCJTC hosts courses conducted by the FBI, DEA, Marshal's Office, and Department of Homeland Security to add to the skills and knowledge of public safety professionals.



# WSCJTC CAMPUS

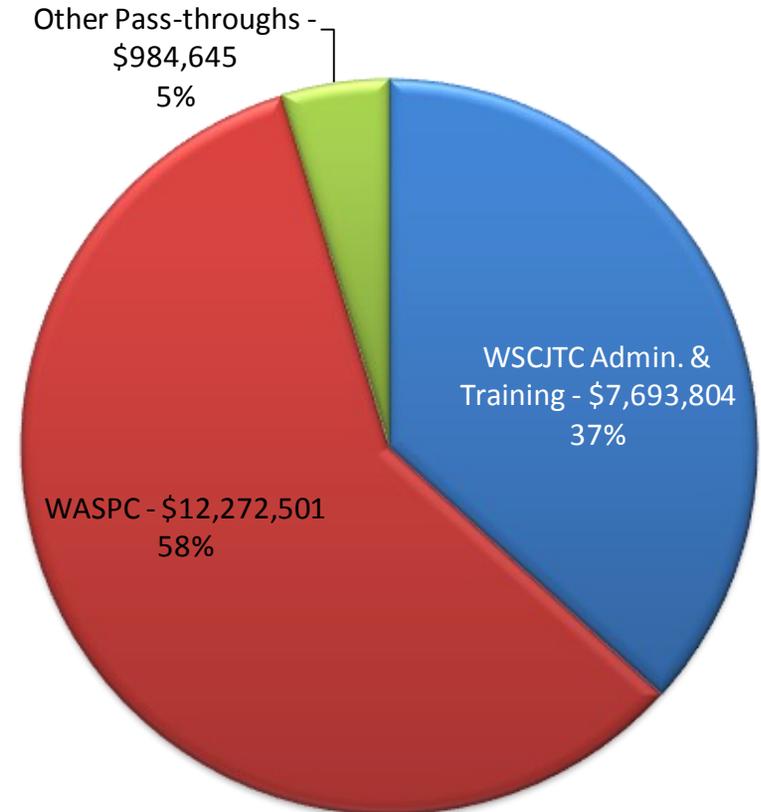
# AGENCY FUNDING

Fiscal Year 2011 Allotments by Fund Source



Fiscal Year 2011 Allotments by Fund Source

With pass-through funding for the Washington Association of Sheriffs and Police Chiefs listed separately



The WSCJTC's goal is to provide quality, research-based education and training to our customers; therefore, a new vision was developed: "Lead the nation in developing a 21<sup>st</sup> century criminal justice workforce."

Some might say that this can never be done; however, the WSCJTC Executive Team felt it was time to step-up and show our customers that we can move forward in today's economy and become a governmental organization with a corporate entrepreneurship attitude.

To help capture the essence of what the WSCJTC means, the [www.gregwatson.com](http://www.gregwatson.com) website defines entrepreneurship as:

The process through which individuals identify opportunities, allocate resources, and create value. This creation of value is often through the identification of unmet needs or through the identification of opportunities for change.

Entrepreneurs see "problems" as "opportunities," then take action to identify the solutions to those problems and the customers who will pay to have those problems solved.

Entrepreneurial success is simply a function of the ability of an entrepreneur to see these opportunities in the marketplace, initiate change (or take advantage of change), and create value through solutions.

As the complexity of the criminal justice system increases, the WSCJTC has identified a need to be part of the increasing knowledge and expertise base that helps the profession become more adept at changing as society changes by creating a Research and Development Division (R&D). This new division has partnered with researchers from around the country and Canada to conduct studies, explore new trends, and create new practices. Of these partnerships, the Defense Advanced Research Project Agency (DARPA), COPS Office Procedural Justice Initiative, and The Scholars Collaboration on Policing and Pedagogy (SCOPP) are already active. Each has added to the body of knowledge that the WSCJTC maintains to keep the research based curriculum as contemporary as possible.

When fully staffed, the R&D Division will be able to assist in tackling the most critical problems the WSCJTC faces; creating future opportunities. This will be done by establishing partnerships with colleges and universities that conduct research into criminal justice practices. The goal is to add to the body of knowledge that promotes effectiveness and professionalism in the criminal justice system. In addition, the R&D Division will be responsible for innovation and designing new products to keep a step ahead of current trends.

An example of the new R&D Division partnership is the current venture with the Defense Advanced Research Project Agency (DARPA). DARPA is the central research and development organization for the United States Department of Defense. The WSCJTC and WSU are partners in a vital project called "Good Stranger." The desired outcome of this project is to provide warfighters and law enforcement with the fundamental social skills and related human dynamics proficiencies they need to approach and enter into any social encounter regardless of the culture, language, or context. This project has multiple researchers from around the country working on various phases of the development. Ultimately, with the outcome of this fully funded project, Washington State law enforcement officers will receive this same training, tailored for our customers, to assist in keeping our officers and our community safer.

With a new vision, the R&D Division was developed to fill a gap that the WSCJTC has had for some time. It will directly benefit our customers economically, educationally, and help the WSCJTC grow and mature through this challenging time.

If you have further questions regarding the R&D Division, please contact Steve Lettic at [slettic@cjtc.state.wa.us](mailto:slettic@cjtc.state.wa.us) or 206/835-7337.

NEW VISION = NEW DIVISION

## YEAR IN REVIEW: CRISIS INTERVENTION TEAM TRAINING

The WSCJTC began partnering with King County Mental Health’s Chemical Abuse and Dependency Services Division, through the Mental Illness Drug Dependency Plan, to offer Crisis Intervention Team (CIT) training for public safety personnel in July 2010. The partnership enabled the WSCJTC to offer its first CIT-King CO classes in October 2010. Calendar Year 2011 was the first full year of the program and saw some significant changes and curriculum improvements.

To increase participation and assist with marketing the program to all King County agencies, two executive roundtables were held in the spring for command level personnel presenting the benefits of having a CIT training program. Deputy Joe Winters, King Co. SO, shared with both groups that he had attended many excellent law enforcement trainings throughout his career, but this was the first training that he had the opportunity to use the first shift he returned to work after attending.

To build skills and expand instructor knowledge and depth, the National Council for Behavioral Health, a nationally recognized provider, was brought in to offer a train-the-trainer in Mental Health First Aid. Student instructors gained valuable material that was implemented into the program. The instructors from the National Council were so impressed with the CIT-King CO program that one returned to attend our 40-hour Basic in November. To further expand materials and the scope of the training, a CIT-Youth Train-the-Trainer was provided in January, and two CIT-King CO train-the-trainers were provided for 911/Dispatch and Corrections in May and June. As a result, the CIT-King CO program has provided two CIT-Youth eight-hour user classes and is planning to offer a CIT Advanced course in 2012.

In the first week of August, CIT-King CO and the WSCJTC hosted the first Regional CIT Conference with attendees from both Washington and Oregon. Sixty-five attendees took classes covering topics that included: Self-Mutilation, Autism, Veterans/Traumatic Brain Injury, Suicide Prevention, and a closing keynote presented the “Psychology of Maurice Clemmons” by Dr. Kenneth Muscatel.



L to R: Sgt. Don Gulla, Ret. Sgt. Lis Eddy, Rachelle Parslow, and Bob Graham

Class Name	Classes Held	Total Apps Received	Completed Class Count
CIT-King CO 40-HR Basic	16	556	409
CIT-King CO 8-HR In-Service	16	471	368
CIT-Youth Train-the-Trainer	1	33	31
CIT-King CO 911/Dispatch TTT	1	18	16
CIT-King CO Corrections TTT	1	17	16
Mental Health First Aid TTT	1	19	17
CIT-Youth 8-HR	2	33	30

## YEAR IN REVIEW: TRAUMATIC BRAIN INJURY CURRICULUM DEVELOPMENT

**Background:** Through meetings of the Washington Association of Sheriffs and Police Chiefs and the Washington State Developmental Disabilities Council (WSDDC), an important need was identified; to provide front-line law enforcement officers and corrections officers awareness and knowledge of the best response options available in dealing with persons with Developmental Disability (I/DD) or Traumatic Brain Injury (TBI). The WSCJTC was tasked to develop and pilot the curricula. The strategies for transferring learned skills to the workplace consisted of the following in accordance with the DSHS contract to the WSCJTC. A team was organized and development of a basic course began in August 2010. A decision was made by the group to develop a 40-hour train-the-trainer “research based” course of instruction. The course would provide each trainer with a research-based foundation to I/DD and TBI. Upon completion of the course, trainers would return to their respective agencies and deliver a research-based curriculum; which each individual trainer would develop in accordance to their agency’s policies and procedures. In addition, online instruction was developed which would provide the learner access to an internet based introduction to I/DD and TBI. A pilot course with the new curricula was conducted in Spokane in April and adjustments were made.

**Status:** A final report was presented to the TBI Council at their November meeting. A statement of work and proposal were also presented as to the resources required to implement the recommendations of the report. This included providing backfill costs to participating agencies for the attendees’ time and the cost to implement the train-the-trainer program. As of January 6, 2012, we have not received word if the Council has decided to go forward with the project as presented. We are hopeful that this program will be implemented in the coming year.

## YEAR IN REVIEW: PRIVATE SECURITY FIREARMS CERTIFICATION PROGRAM

The WSCJTC provides initial firearm certifications for Private Security, Private Investigators, and Bail Bond Recovery Agents via Chapter 18.165 RCW, 18.170 RCW, and 18.185 RCW. Chapter 139-30 WAC and Chapter 139-35 WAC outline the rules and regulations for proper certifications and Chapter 139-37 WAC outlines the rules and regulations to be a Private Security Certified Firearms Instructor for the program. The WSCJTC charges a \$100 fee for initial armed certifications.

The WSCJTC adds additional firearms to certifications and updates contact information with no processing fee.

**Stats:** Calendar Year

Year	Private Security/Private Investigator	Bail Bond Recovery Agent
2009	451	56
2010	438	59
2011	475	23

## YEAR IN REVIEW: PRIVATE SECURITY FIREARMS CERTIFICATION PROGRAM

Since 2007, the program has improved communication with stakeholders and other state agencies. These include, but are not limited to:

- Washington State Patrol Fingerprint Identification Unit
- Department of Licensing Public Protection Unit
- Washington State Security Council
- ASIS (American Society for Industrial Security) International
- Law enforcement agencies
  - ⇒ Tacoma Police Department Firing Range
  - ⇒ Spokane Police Department Firing Range
  - ⇒ Monroe Police Department Firing Range
- Private security companies
- Firearms training companies/ranges

2011 Statistics: 100 Instructors	
PS Certified Firearms Instructors	State
85	Washington
1	Alaska
1	Idaho
12	Oregon
1	Montana

**Instructor Program:** The WSCJTC is mandated to provide Private Security Certified Firearms Instructors that are qualified to teach the required eight-hour initial armed certification and annual four-hour recertification training.

In 2005, the program updated the process to become a Private Security Certified Firearms Instructor by providing standardized curricula and educating instructors on liability issues. This has made for a more robust and defensible program.

The number of instructors decreased from a few hundred to 79 who met instructor qualifications and continue to recertify every two years as required to maintain their instructor status. The number of certified instructors averages about 100.

### Plans for 2012:

**Online Directory:** The program is considering creating a certification database that is accessible for query by the public to check on the certification status for a guard, investigator, or recovery agent. The program is looking to make this available by the end of 2012.

**Law Enforcement Online Training:** The program developed and launched an eLearning online in-service training titled *Bail Bond Recovery Agent Training for Police Officers*. The program is considering developing and launching similar eLearning trainings for Private Security and Private Investigators in 2012.

**Instructor Training:** A partnership has been created with the law enforcement academy firearms instructors to offer joint or “blended” instructor training.

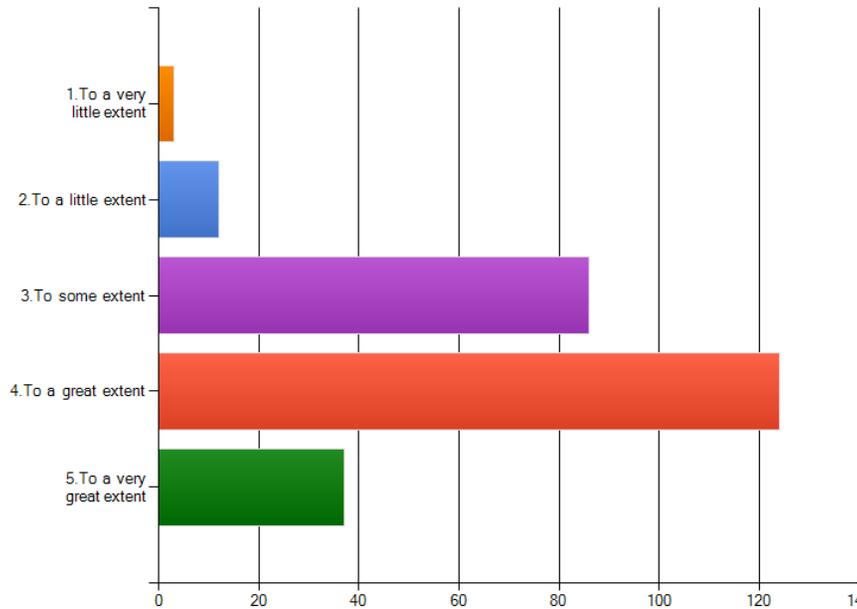
In 2011, blended training classes began with the *Mental Mechanics of the Shot* eight-hour course. In 2012 the Private Security Firearms Certification program is considering adding:

- ◇ Concealed Carry Instructor
- ◇ Level 1 Scoped Rifle Instructor

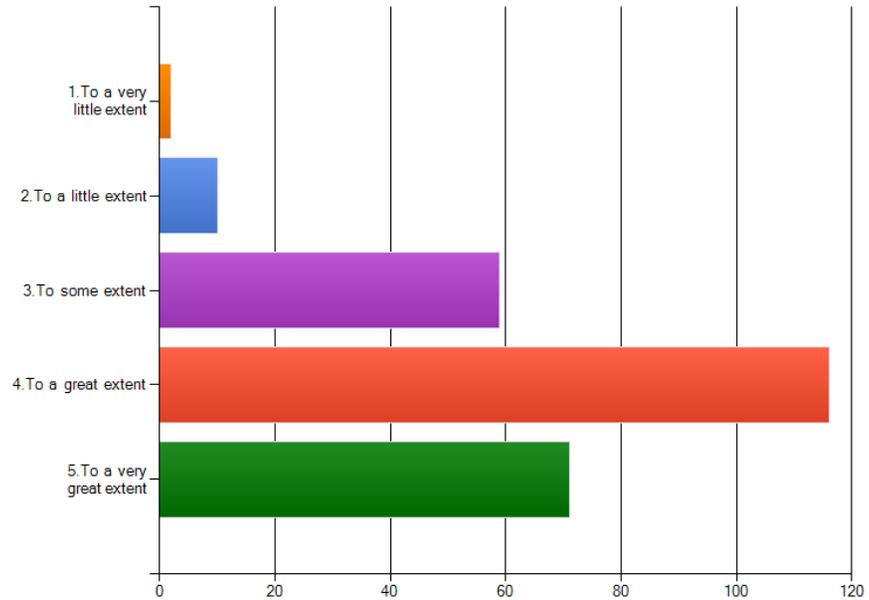
# YEAR IN REVIEW: CUSTOMER SERVICE SURVEY RESULTS

As the year began, the WSCJTC solidified its focus on providing the best possible customer service by asking, “How are we doing?” As of the publication date, over three hundred responses have been recorded. These responses came from telecommunications, law enforcement, corrections, private security, juvenile services, and other criminal justice community members that access programs and information. Below are a few of the charts and comments from the survey:

To what extent do you feel WSCJTC has met your needs?



To what extent are you satisfied with the service provided by the WSCJTC staff?



## Comments:

- ◆ “Myself and many other people in my agency have taken classes offered by the CJTC and all were very well organized and professionally delivered. We are so very lucky to have the staff you have for resources and are grateful for their dedication to professional development.”
- ◆ “I have appreciated how quickly the staff responds to questions I have, or changes I have had to make with training courses. The staff does a great job handling all the training records, and training needs for dispatchers.”
- ◆ “Keep up the good work, especially in these ‘tight times’. I know we are all dependent upon all of you and would like you to do everything but that is not possible. You are doing fine. Thank you for being dedicated.”
- ◆ “Staff has worked hard to keep connected to Misdemeanant Probation and has effectively utilized information provided them in developing and delivering training. They served a critical role in assisting us getting organized to bring change.”

ADMINISTRATION

## YEAR IN REVIEW



**January:** Commander Rex Caldwell was appointed Chief of Police of Mukilteo. Snohomish County Sheriff's Office Sergeant Rachele Heinzen was given command of the BLEA as well as the responsibility of assisting the agency in transitioning the Commander's position into a state employee position. Due to this appointment, Commander Heinzen was promoted to Provisional Lieutenant responsible for BLEA operations from January through August.

**February:** Officer Park's Class 671 participated in a day of caring and service at the Walsh Family residence. Officer Walsh, a Federal Way Officer, died on duty of a heart attack. Class 671 spent a Saturday cleaning the roof and gutters, doing yard work, pruning, cleaning, and making dump runs. The class spent a total of 10 hours at this residence. They also left a monetary donation for the family. Officer Park's class also refurbished the memorial wall in the Memorial Garden. His class removed all the plaques, re-painted the back plate, and re-installed new name plates for each of the 300 fallen heroes.

The WSCJTC received the following email on 02/10/11, from Chris Sprague, Training/PPE Coordinator/Rangemaster for Kent PD:

On Saturday, February 5, I had the opportunity to accompany/assist BLEA class 671 on their community service day at the Walsh family residence. As many of you know, approximately a year ago, Federal Way Officer Brian Walsh died of a heart attack while on a perimeter position. Brian left behind his wife Vanessa (7 months pregnant at the time), a 13 year old daughter and a 4 year old son.

The class (almost 30 people) met at the Walsh residence at 0800 and obtained a list of work to be done from Vanessa inside and outside the house. This list was long and had many large ticket items to be done. The class organized themselves into groups and assigned duties to each person. They wasted no time getting to work. This list Vanessa provided would have taken her (no exaggeration) months to complete. Many of the recruits had former work experience in areas they were assigned, making some of the services provided "Professional" services. I was impressed by their motive to stay busy and the respect they gave the family. Speaking with Vanessa, she was overwhelmed at times by the presence of so many, working for her family.

Here is a list of a few things the class accomplished for Vanessa: Re-landscaping front and back yards (huge job that lasted all day), detailing both of the Walsh families vehicles (professionally done), removing a large rock pile, garage overhaul (remove all items, re-organize), installing shelving, power washing all patios and the driveway, two dump runs, two nursery runs, one Goodwill run, deep cleaning the house (2,700 sq ft), completing painting projects, cleaning/organizing attic space, installing child safety items in the house, furnace filters and various other house maintenance items.

Understand that completing this list cost more than \$500, which the recruits obtained by fund raising and money out of their own pockets. The day was completed at about 1600 hours, some staying later, milling around looking for more work. That was impressive.

During the day, neighbors were trickling in and watching this spectacle of 30 people working on the house. I spoke with one of the neighbors and filled him in on what was happening. He was astounded and impressed by the outreach he saw. Federal Way Police representatives stopped by, fed the recruits lunch and gave a thank you speech to them.

Even with the recruits away from their families on the limited time off they have, I sensed they had a feeling of duty to be there, to support a family that needs help, within a family they are entering. I overheard many of the recruits pondering what they would do in Vanessa's place and how their families would deal with such a tragedy. This project not only was a community service, but real world learning experience in the police environment.

The class should be applauded for their efforts. It was greatly appreciated by the Walsh family, the Federal Way Police department and neighbors/community.

## YEAR IN REVIEW

**June:** Tisha Ehret, Assistant to the Commander/BLEA Registrar, was promoted to Certification Manager to replace Doug Blair who retired. Tisha had been with the BLEA for nine years. Trina Ragaza was hired to fill the position of Assistant to the Commander and BLEA Registrar. Trina comes from a background in private business, as she was a Human Resource Assistant for Cutter & Buck.

As part of their community project, Class 673 provided funds and resources to the Cavanaugh family. Officer Warren Cavanaugh, a graduate of BLEA Class 663 and a member of the Steilacoom Department of Public Safety, passed away in May. He is survived by his wife, a five-year-old son, and a daughter born in October. The class raised donations of clothing and other items to assist when the new baby arrived. The class also raised money to donate to the trust fund for Officer Cavanaugh's children.

**July:** TAC Officer Corporal Dixon, Washington State Patrol, implemented the Wet Lab program. This program gives the BLEA recruits an opportunity to conduct practice of field sobriety testing with actual intoxicated subjects. Three classes have conducted this training since July.

Snohomish County Sheriff's Deputy Rebecca Lewis was hired to fill the position of Seattle Police Sergeant Susanna Monroe who was promoted to sergeant and returned to patrol. Deputy Lewis will teach the Patrol Procedures block of instruction.

**August:** John Suessman was hired to fill the BLEA Commander position. At that time Sgt. Heinzen assumed her previous role of Assistant Commander.

Port of Seattle Police Sergeant Lisa Neymeyer was hired to replace Thurston County Sheriff's Deputy Brian Cassidy whose agency asked for his return due to the implementation of a new schedule. Sergeant Neymeyer will teach the Criminal Investigations block of instruction.

**September/October:** Bob Bragg became the first 30-year employee of the WSCJTC. In October, during a Taser instructors class, Bob volunteered to take a 30-second Taser application. During the scenario he was able to roll over onto his back, draw a handgun, and fire 76 rounds hitting the target 75 times. This was an incredible display of strength, endurance, and composure.

Officer Nowacki's Class 676 participated in the 32nd Annual Husky Food Drive. The group collected \$14,046 and 265 pounds of food. The money and food were given to Northwest Harvest. This was the largest amount of money collected in the 32-year history of the Husky Food Drive. Congratulations to Class 676 for the incredible effort!



**Change of Command Ceremony on August 18**

## YEAR IN REVIEW

**October:** Assistant Commander Heinzen knew that local food banks rely on peanut butter as a primary source of protein for children (a very good food staple with a high level of monounsaturated fats and provides protein, vitamins, and dietary fiber). Asst. Commander Heinzen challenged the WSCJTC divisions in a competition to collect jars of peanut butter. The WSCJTC staff and students gathered a total of 1,756 jars of peanut butter for a total of 36,016.8 ounces. The entire collection was donated to Northwest Harvest.



**December:** Olympia Police Officer Mike O'Neill returned to his agency after his second three-year assignment as a TAC Officer for the BLEA. Tacoma Police Officer Mark Best will take over the Criminal Procedures block of instruction.

Sharon Eaton, BLEA Schedule Writer, attained 17 years of service with the BLEA.

Assistant Commander Heinzen was promoted to the rank of Lieutenant with the Snohomish County Sheriff's Office.

While attending the Northwestern University School of Police Staff and Command on December 15, Snohomish County Sheriff's Lieutenant Jeff Brand stopped by the BLEA to thank classes 677, 678, and 679 for participating in a food drive challenge for NW Harvest. Lt. Brand and the Law Enforcement Executives in the Northwestern University School of Police Staff and Command challenged the BLEA classes to a food drive. They told the three classes that the team that raised the largest amount of food would receive a Challenge Coin from Northwestern University. Lt. Brand reported that TAC Sergeant Gill's BLEA Class 679 raised the largest amount of

food and each member of the class received a coin. Lt. Brand wanted to specifically thank the recruits for their service above self, community spirit, and willingness to help others.



## YEAR IN REVIEW

**New Addition to Law Enforcement Memorial Wall:** With the unfortunate number of police deaths in Washington State in 2009, the Law Enforcement Memorial Wall in the Rose Garden was filled with names. A new wall was built to recognize any future officers killed in the line of duty; however, we hope we never have to add to this wall.

**Beat Mocks:** The BLEA staff increased the number of patrol beat mock days from one to five. This reality based training has resulted in increased skills for the recruits. The patrol beat mock days are set up as if the recruits are responding to real police calls, as they are dispatched to calls throughout the WSCJTC campus. With the increase in these mock days, we have also implemented critical thinking scenarios in which the recruits are faced with lethal force issues.

**Equivalency Academy:** The Equivalency program is designed to provide the basic law enforcement information to experienced lateral officers who transfer into a Washington State law enforcement agency from out of state.

This program is conducted partially in the classroom and partially through online problem-based learning scenarios, which require the officers to research RCWs and Washington State case laws. The final two days of instruction are conducted at the WSCJTC. Four classes were offered in 2011.

Four former BLEA TAC Officers instruct the classes. They are: Corporal Dave Deffenbaugh from the Bellevue Police Department, Officer Russ Hicks from the Fife Police Department, Deputy Tamara DeVries from the King County Sheriff's Office, and Sergeant Jeff Eddy from the Renton Police Department.

**Academy Classes Held:**

A total of 101 recruits graduated from BLEA in 2011. (\*) Four classes were cancelled due to enrollment of less than 30 recruits. The BLEA was given a directive that classes were to consist of 30 recruits at PAT day for the class to be held.



Class Number	Graduation Date	TAC Officer	Assistant TAC	Number Graduated
669	01/14/2011	Nowacki	Cassidy	27
670	03/08/2011	Cancelled		0*
671	04/21/2011	Park	Gill	23
672	06/07/2011	Cancelled		0*
673	08/09/2011	Grossfeld	Dixon	24
674	09/01/2011	Cancelled		0*
675	10/19/2011	Cancelled		0*
676	11/18/2011	Nowacki	Park	27

## YEAR IN REVIEW

### Leading the Way With Quality Control and Defensive Tactics Training for 30 Years!

The WSCJTC's Control and Defensive Tactics instructor training program has been in place for nearly 30 years. The program started as a small and disjointed patchwork of physical force instructor courses with few coherent connections (there were a number of vendors who offered courses through the WSCJTC); little thought was given to scientific theory or scholarly thought behind how skills were performed and taught. This became the driving force for Bob Bragg to develop and implement a program unique to the WSCJTC. Bob has applied his training in Martial Arts, formal education in Biomechanics, Exercise Physiology, Motor Learning, Sports Medicine, Exercise Physiology, and the "kaizen" concept resulting in one of the most respected, well-rounded instructor series in the nation.

The C/DT instructor series is designed to develop instructors with the ability to train at both the new hire and in-service levels of Control and Defensive Tactics.

This unique statewide instructor program has trained several hundred currently active instructors and instructor trainers.

The series covers Control Tactics Instructor, OC Pepper Spray Instructor, Defensive Tactics Instructor, Ground Survival Instructor, Firearms Retention & Disarming Instructor, and Impact Weapons Instructor culminating in Master C/DT Instructor.

Ancillary programs include Riot Control Tactics Instructor and Functional Fitness for Law Enforcement Trainers.

As part of an ongoing improvement process, many of the courses have instituted pre-course work to allow for a self-paced study of the theoretical underpinnings of motor learning and performance. This method has been shown to not only be more efficient and effective, but to reduce the likelihood of student failures. These courses, once offered at no cost to agencies, have become a victim to the continued financial pressure that has hit all agencies across the state. Therefore, the WSCJTC is committed to delivering a quality and high value product that surpasses the other alternatives.



Recent graduates of the November Level One Control Tactics Instructor course

## YEAR IN REVIEW

Recruit Training



Basic Sniper Training



Advanced Sniper Training



The BLEA Firearms Program is supervised by Lacey Police Sergeant Bob Cecil. The program has one other full-time TAC Officer/Firearms Instructor, Yelm Police Officer Joel Turner. BLEA students receive 86 hours of firearms training. A total of 102 recruits went through the BLEA Firearms Program this year, and the cost of ammo for the 86 hours of training is \$630 per recruit. The Firearms program has implemented critical thinking mock exercises during lethal force scenarios to give recruits different options and ideas for dealing with serious calls. In addition to teaching the basic academy classes, the Firearms Training Unit provided the following additional In-Service Firearms Instruction:

- 5—80-hour Firearms Instructor Level 1 classes
- 5—3-Gun Firearms Instructor update courses
- 2—40-hour Patrol Rifle courses
- 2—32-hour Shotgun Instructor courses
- 1—30-hour Scoped Rifle courses
- 1—60-hour Sniper/Scout Basic courses
- 1—50-hour Sniper/Scout Advanced courses
- 2—66-hour SWAT Basic courses
- 20—4-hours Use of Deadly Force Review
- 4—8-hour Mental Mechanics course

**The following classes were cancelled:**

- 40-hour Firearms Instructor Level 2 classes
- 50-Hour SWAT Advanced course

**New course for 2012:**

- 24-hour Firearms Instructor Level 3 classes

A student intern, Jane Poore of Seattle University, has been assigned to assist the Firearms Training Unit for research and documentation purposes. Ms. Poore is working on administrative assignments and recordkeeping as well as preparing various videos of our training. At one point in 2011, the range was opened for outside agency rental as a method of generating revenue.

**FIREARMS**



## YEAR IN REVIEW

Telecommunicator I: Basic Call Taker was revised after several focus group meetings were held around the state. Additional information about group dynamics, stress management, domestic violence, customer service, as well as, addressing call-taking standards were expanded in the class for ***Every Call, Every Time***.

The Telecommunicator Program offered new training opportunities for telecommunicators across the state of Washington. We hosted the National Center for Missing and Exploited Children's (NCMEC) train-the-trainer on the handling of missing and exploited children. In addition, NCMEC provided Public Safety Answering Point (PSAP) managers with training on best practices and policies for handling of these calls.

Write Like a Pro –Business and Email Writing came highly recommended to us, so we offered it at the WSCJTC. Conducted by Michael Buschmohle, it was well received and attended by local telecommunicators.

Communications Training Officer II is the Washington Communications Adult Training Model created by a work group of communications trainers who worked on the project for most of a year. CTO II uses the Reno/COPS/PTO model as a foundation for this model with some additional elements. The first pilot was offered in Richland in November.

The Telecommunicator Emergency Response Taskforce (TERT) Team and leader training was offered for members and potential team leaders. The Association of Public-Safety Communications Official (APCO)/National Emergency Number Association (NENA) worked together (National Joint TERT Initiative-NJTI) to create a standard for TERT teams which respond in-state or out of state to PSAPs who have experienced disasters or significant events that impact staffing of their centers. TERT teams serve at the request of agencies that may need to backfill in telecommunicator positions or need extra personnel to assist in the PSAP.

This year, 133 telecommunicators were certified in T1 (Telecommunicator I: Basic Call Taker) and 89 in T2 (Telecommunicator II: Basic Law Enforcement and Fire Dispatch). In addition, 731 T1 and T2 certificates were renewed.

### WSCJTC Telecommunicator 2011 Stats:

T1 Certificates Issued: 133

T2 Certificates Issued: 89

T1 / T1 Certificates Renewed: 731

Communication Training Officer Passed: 45

T4 Survival Communications Attendance: 61

Communication Center Supervisor Passed: 30

**NEW** Communication Training Officer II Passed: 15

**NEW** TERT Member: 45

**NEW** TERT Leader: 29

**Total Program Attendance for 2011 was 492, which was up 23 from 2010.**

9-1-1

## YEAR IN REVIEW

The Corrections Division experienced many changes in 2011 with new staff who have contributed fresh ideas and renewed energy. The Division welcomed Administrative Assistant Nichol Girtten, formerly the WSCJTC Customer Service Representative; TAC Officer Ian Edwards, Snohomish County Sheriff's Office Corrections Division; and TAC Officer Todd Brophy, Juvenile Rehabilitation Administration's Naselle Youth Camp. The Division formed a strong team while identifying goals and objectives for the coming year in alignment with the agency's strategic plan.

Our continued Division focus has been to reach out to our stakeholders across the state through site visits and attending conferences. This has given us an opportunity to update our constituents about their respective academies and keep the lines of communication open regarding training needs. The Corrections Officer Refresher Academy (CORA) and Corrections Officer Regional Training (CORT) were developed as a result of listening to our stakeholders' needs for on-going refresher training. We also worked in collaboration with SCORE Jail, as they began staffing for their new facility, by providing training slots for their new hires.

We are very pleased that all Corrections Division academies have been converted to a problem-based learning delivery method. Additionally, all five academies have successfully been piloted to include curricula revisions based on prior Job Task Analysis with various stakeholders. We also continue to promote and influence professionalism and protocol in corrections statewide. This past year we have placed a stronger emphasis on command structure and protocol for our Corrections Officer Academy recruits. This has included daily formation, formal inspection, and bracing as a means to reinforce professional behavior. In alignment with the type of command culture students and stakeholder agencies maintain, the Corrections Division Manager and Assistant Division Manager positions were re-titled as Corrections Commander and Assistant Commander.

The Corrections Division staff and recruits continue to give back to the community through drives, collecting food for shelters, gathering coats for underprivileged children, and visiting residents of a local assisted living center. We also provided material and training insights to the Oregon Corrections Academy as they prepare to implement problem-based learning and Joint Base Lewis-McChord servicemen who will be deployed to Afghanistan to train corrections officers. All of these activities give us an opportunity to serve while leaving a lasting impression on our community. We strive to live and model our division values: Service, Integrity, and Pride.



CORRECTIONS  
DIVISION

# FACILITIES DIVISION

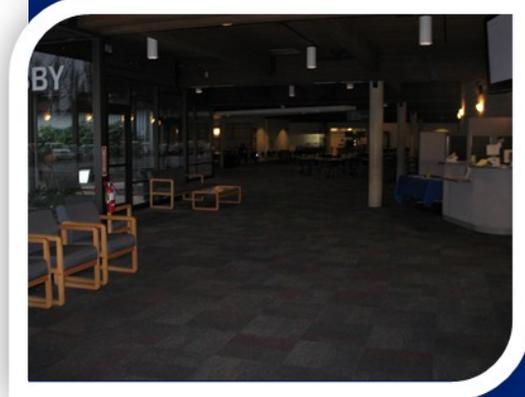
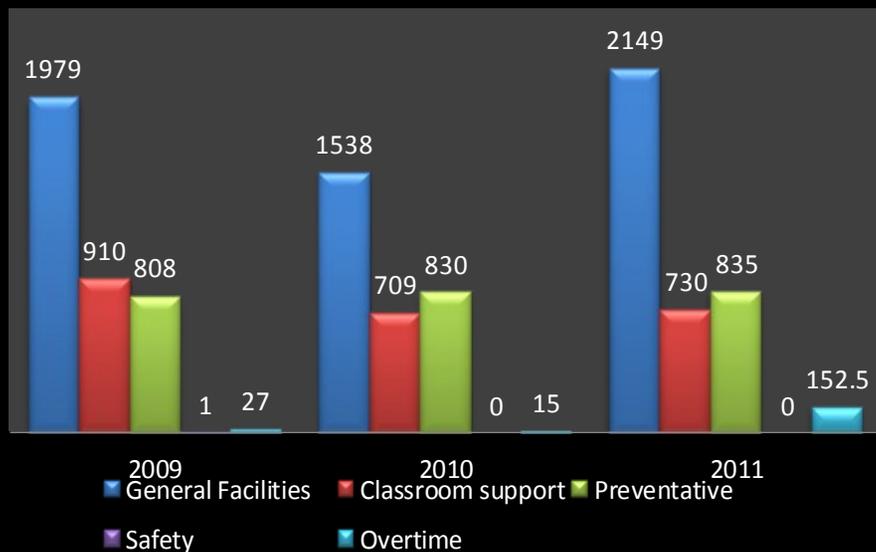
## YEAR IN REVIEW

The Facilities Division has seen many changes during the past year and has stayed busy adjusting to these changes and supporting the mission of the WSCJTC. There has been a total of 3,714 work orders completed this year. This number represents an increase of 83.9 percent over last year's work orders.

While our total number of work orders has increased, so too have the larger projects we completed this year. On the capital budget side, we are currently working on the replacement of the fire alarm system. We are at the engineering review stage of this project and hope to send this project out to bid in early January and complete the project by mid-April. In addition to the capital projects, large projects completed this year include: the Range roof repairs and installation of permanent fall protection devices on the roof, the replacement of the Range boiler, rebuilding the main boiler in the Facilities shop, replacement of the carpet in the Cascade Center lobby, installation of security cameras at Mock City, removing a section of the concrete floor in the kitchen and replacing failing plumbing, installing new electrical circuits to support the simulation trailer, replacing the flooring at the entrance to the Range, and constructing a new wall for plaques at the Memorial Garden.

Facility staff looks forward to the new year and the challenges it brings. Currently, we are planning for the replacement of classroom furniture, upgrading the agency vehicle fleet,

completing the carpet replacement in the Olympic and Cascade buildings, and with any luck, building or remodeling a dorm.



# YEAR IN REVIEW



**Peace Officer Certification:** As the newly assigned Peace Officer Certification Manager, I would like to introduce myself. My name is Tisha Ehret, and I have worked for the WSCJTC for just over nine years. I began my career with the WSCJTC as the Office Assistant for the Basic Law Enforcement Academy. A couple years later, I was promoted to Assistant to the BLEA Commander and was assigned the responsibility of the Basic Reserve Academy Coordinator. Prior to working for the WSCJTC, I served six years in the U.S. Army. I have a Bachelor's degree in Criminal Justice with a minor in Sociology from Saint Martin's University.

My duties as Peace Officer Certification Manager consist of overseeing the certification investigation and hearing process to ensure legal compliance. I am responsible for maintaining statewide policies and procedures on certification to ensure compliance with the RCW and the WAC. I am the primary liaison to the law enforcement community and Attorney General on certification issues. Additionally, I coordinate the statewide Reserve Academy Programs and oversee the Canine Certification program.

### Law Enforcement Officers:

During the 2011 Calendar Year, 217 Washington law enforcement officers were certified:

<b>Basic Law Enforcement Academy graduates</b> .....	<b>92</b>
<b>Equivalency Academy graduates</b> .....	<b>54</b>
<b>Washington State Patrol</b> .....	<b>42</b>
<b>Tribal Law Enforcement Officers</b> .....	<b>23</b>
<b>Other (i.e. switch from tribal to peace officer)</b> .....	<b>6</b>

### Reserve Law Enforcement Officers:

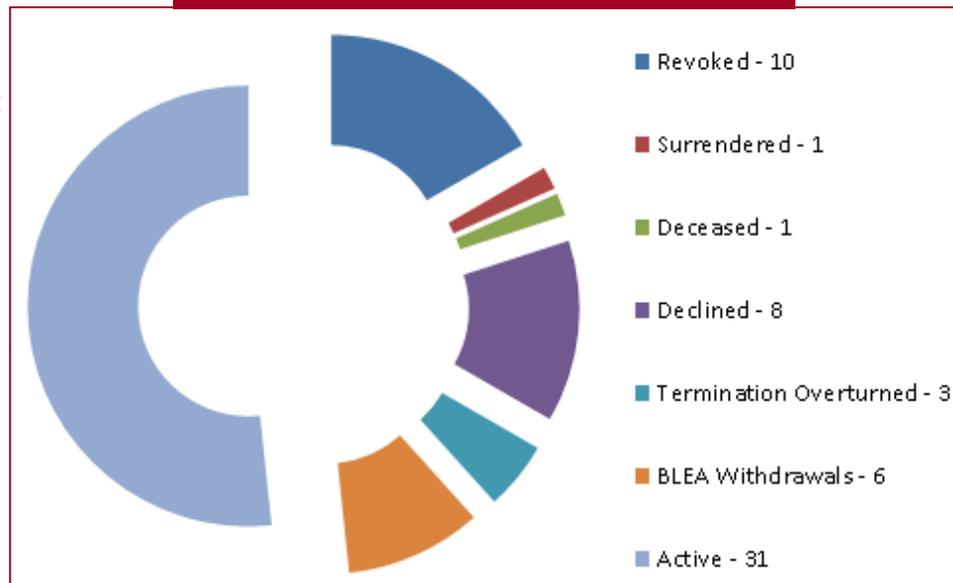
The WSCJTC provides the training curriculum (minimum 232-hour academy) and testing for reserve law enforcement officers. Thirteen reserve academies were held across the state, and 141 reserve officers graduated. In addition, 11 reserve officers were recognized through the Reserve Equivalency Process.

### K-9 Certifications:

Certification of K-9 teams became mandatory in 2004. There were 33 K-9 teams certified in 2011, and the breakdown is below:

- Patrol: 14
- Narcotics: 18
- Explosives: 1

### Certification Case Stats



CERTIFICATION PROGRAM

## YEAR IN REVIEW: LEADERSHIP PROGRAM

### New: Pre Supervisors Course

Within the past few years, the WSCJTC contracted with Dick Sande and Jack Shireman to create a program for public safety personnel interested in exploring the world of supervision, but who were not yet in supervisory positions. Mr. Sande and Mr. Shireman worked together to create the weeklong Pre-Supervisors Course that is now currently being offered.

The Pre-Supervisor's Course hits on many fundamental components of supervision, to include, but not limited to: communication, importance of the mission and values, roles of a supervisor, emotional intelligence, The Tuckman Model, Just Cause, Myers-Brigg Personality Type (MBTI), generational issues, and systems in an organization. Groups are provided with a scenario of a problematic organization; they apply what they have learned to solve the issues within the organization. It is through this process that students begin to learn the complexity of the role of a supervisor.

Students learn how each component is connected and inter-related. At the end of the class, the students put together a Leadership Development plan; they then present the plan to the instructors and fellow students. The purpose of the Leadership Development Plan is to help the student develop a strategy so they can reach the next level in their career.

In the short time the course has been offered, the feedback has been more than what could have been expected. Comments that instructors have heard include: "This should be called a Manager's Course;" "This should be required for all supervisors to attend;" and "This class exceeded my expectations." This course is not mandated, but highly recommended for those considering a leadership role.

### First Level Supervision

The new First Level Supervision course was created to replace the prior Situational Leadership II/First-Level Supervision class. The Situational Leadership II format had been used for approximately nine years. In developing this new first-level supervision class, it was the decision of the curriculum writers that it was time to explore a different way of presenting information to students. It was our opinion that a critical thinking, adult learning facilitation style would be the most appropriate for this new design of the First-Level Supervision course and would work best with the WSCJTC's training philosophy.

Initially there was a tremendous amount of resistance by the students because of their perception that this particular critical adult



## YEAR IN REVIEW: LEADERSHIP PROGRAM



learning facilitation process was not what they had expected with the class. The curriculum writers and leadership staff spent a great deal of time looking at the curriculum and trying to find ways that we could still deliver the facilitation process, but make the students more comfortable in the classroom. The challenge was to ensure that the students would still be responsible for their own learning. Design changes were made to blend the adult facilitation process with some minimal lecture; the format was more familiar to the students but still allowed for problem solving activities. We found that this was much more sensible to the students, and they were still able to be the primary focus in the classroom. They were doing the work necessary to reach the solutions to whatever critical problems presented to them.

After all suggested changes were incorporated, the evaluations reflected renewed student confidence in their ability to apply what they had learned. Several comments could be heard on Friday afternoon in the class on how much this class had helped students to take a look at their real world situations and that the class had provided them with an understanding of how to resolve some of those problems. This is also evident in the evaluations. It is interesting to hear the students talk about going back to their organizations with this information and trying to make critical changes within their organization. It is heartening to recognize that they have made these observations on their own or in a group process. We further believe that the current first-level supervision offering is excellent and provides the students with tools that they can go back to their organizations and be more prepared to address the issues that surround their role as a supervisor.

### Middle Management

The current offering of the Middle Management course has been utilized for some time at the WSCJTC. It has been a very vibrant and vital course which has provided valuable information to middle managers throughout the state. Many of the comments that we received both on the evaluations and verbally is that the middle management material is very good and that middle managers are able to use the information provided to benefit their organizations.

A decision was made to create a new middle management course, but while the current curriculum has continued to receive good evaluations, the needs of middle managers in today's environment have changed. A job task analysis for this position suggests that the content and delivery of the course need updating. Therefore, the WSCJTC has committed to creating a new and improved Middle Management class in the coming year. The new Middle Management offering will be exciting and challenging providing multiple platforms for discovery and insight.

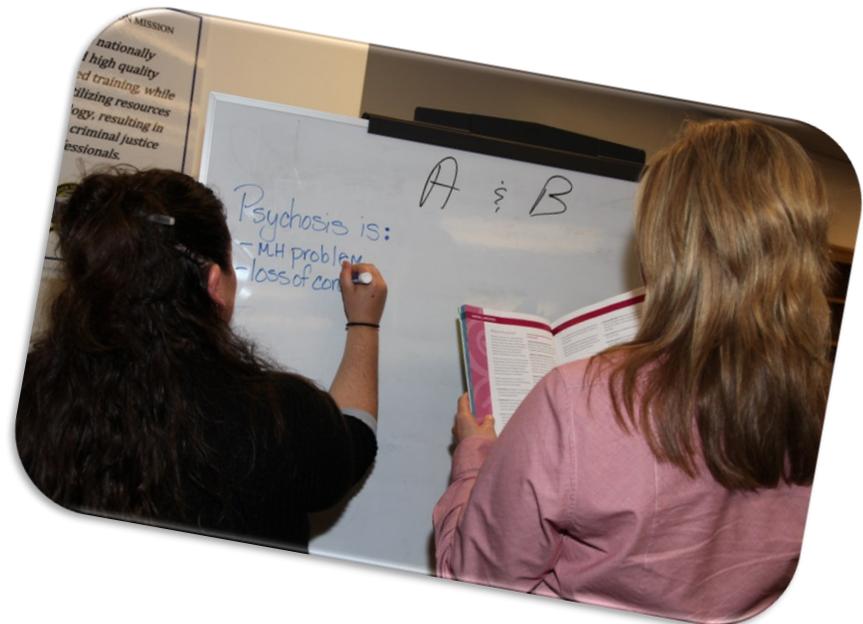
# YEAR IN REVIEW: LEADERSHIP PROGRAM

## Command College

The WSCJTC and the FBI partner each spring to provide the Northwest Law Enforcement Command College. This year, the Command College was held at the Heathman Lodge in Vancouver, WA. The topics for this training were Leadership is Dangerous, Power Communication, Command Leadership, Fear to Trust, Communication, and Proactive Media Relations for Law Enforcement Executives. There were 45 command staff in attendance and they all gave great feedback. The next Command College will be held in March 2012.



Course	Sessions	Trained
Pre Supervisors	3	38
First Level Supervision	7	130
*Traditional Classroom	6	116
*Online Format	1	14
Middle Management	2	39
LPO	0	0
Command College	1	45



## YEAR IN REVIEW: CHILD ABUSE PROGRAM

**Child Abuse Investigation and Interviewing Training:** The WSCJTC's Child Abuse Investigation and Interviewing class (course # 5357) was significantly revised and expanded in FY 2011. The class now lasts a full week and includes pre-class reading assignments, a pre-class quiz, and a written closed-book essay test on interviewing concepts. Washington State's program is now comparable to (and in some respects surpasses) specialized child forensic interview trainings offered at the national level. Attendees conduct two full practice interviews with actors who portray children in suspected abuse scenarios and receive feedback from experienced child interviewers. Recent changes have been made in WA State's Child Interview Guide with regard to stages of an interview, 'ground rules,' and truth-lie discussions to reflect recent research and changes in best practices. Offered six times in 2011, the expanded class has been very well received and fills quickly. The WSCJTC also sponsored ten Child Abuse Investigative Interviewing Peer Review Meetings in various locations throughout the state to help interviewers reinforce best practices and maintain good skills. These three-hour meetings are offered to anyone who wants to attend; they combine an educational component with review of an actual child interview.



**Patti Toth, Program Manager**

**Child Interviewing Refresher Training:** WSCJTC Child Abuse Program Manager Patti Toth also taught at five Child Interviewing Refresher classes in 2011. These day-long classes provided updates and review for people who have attended the WSCJTC's Child Abuse Investigation and Interviewing classes any time during the last 14 years. These classes took place in Colfax, Spokane, Tumwater, and Bellingham, as well as at the 2011 WA State Children's Justice Conference in Seattle.

**National and International Recognition:** Ms. Toth continues to be actively involved at both the national and international level as a leader and expert on child forensic interviewing. She was recently honored with an invitation to serve as a member of the *Committee on Commercial Sexual Exploitation and Sex Trafficking of Minors in the United States* of the Institute of Medicine and the National Research Council of the National Academies. This Committee has been charged by the U.S. Department of Justice with conducting a study on the commercial sexual exploitation and sex trafficking of children who are citizens of the United States. Ms. Toth joins a group of independent experts who will review relevant research and practice-based literatures that will inform future policy and practices within law enforcement, human services, and health care agencies. Completion of the Committee's final report is anticipated by August 2013 and will include recommendations for strategies to respond to the commercial sexual exploitation of children and sex trafficking of domestic minors, for possible new legislative approaches, and for a research agenda to guide future

ADVANCED  
TRAINING  
DIVISION

## YEAR IN REVIEW: CHILD ABUSE PROGRAM

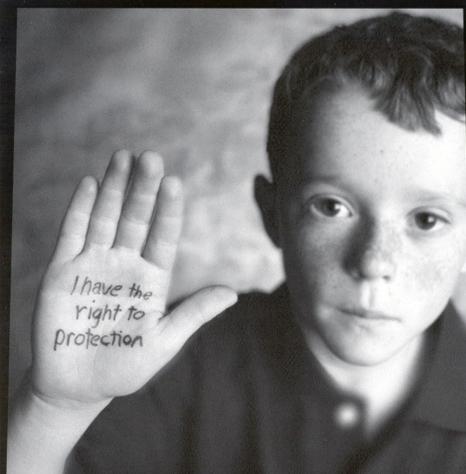
studies in this field. Further information about the National Academies can be found at: <http://www.nationalacademies.org/about/whoweare.html>, with specific information about this project at: <http://www8.nationalacademies.org/cp/projectview.aspx?key=49413>.

Ms. Toth has also been invited by the National Center for Missing & Exploited Children (NCMEC) to be part of a focus group created to assist in the development of an innovative new program to train forensic interviewers of child victims of commercial sex trafficking. This focus group consists of subject matter experts who will provide information about best practices in interviewing that can be used to develop a sound, meaningful, and relevant training curriculum.

The International Society for the Prevention and Treatment of Child Abuse (ISPCAN) has asked Ms. Toth to lead the 'stream' on child forensic interviewing at their upcoming International Congress on Child Abuse and Neglect to be held in Istanbul, Turkey, in September 2012. In February 2012, Ms. Toth will travel to Singapore to teach best practices in forensic interviewing to professionals there. Neither of these trips are a cost to the WSCJTC or state of Washington.

The American Professional Society on the Abuse of Children (APSAC) has continued to contract with the WSCJTC to have Ms. Toth manage their week-long Child Forensic Interview Clinics which are attended by a variety of professionals throughout the US as well as other countries. The WSCJTC in Burien hosts one of the APSAC Clinics each summer. Patti is also co-chair of the committee revising APSAC's national child forensic interviewing practice standards. In 2011, she was invited to present workshops on child interviewing at a number of conferences throughout the country.

Children in Buhtan



Children in Buhtan



# YEAR IN REVIEW

**WSCJTC Website and Web Presence:** In February, the WSCJTC launched a redesigned website in an effort to move from cumbersome and statically maintained web pages to a more efficient database-driven content management system (CMS). The new site was developed and designed to alleviate identified shortcomings with the previous site. Two of these deficiencies, the training and employment sections, were completely revamped and integrated into a database server which allows for sorting and filtering of the information to fit the needs of the viewer. Inherent within the functionality of a CMS, the WSCJTC staff are now able to create and modify website pages on their own, no longer needing to rely on the Webmaster to handle content creation. This new process also limits errors that occur through manual data entry.

The new website will continue to evolve throughout the next year, with planned enhancements that will further meet the needs of our customers. The employment page will include a new fillable form which will allow agencies to post their own job announcements, bypassing the current step of emailing the Webmaster with their request. Courses offered by the WSCJTC will also be linked to our Learning Management System (LMS), giving students and agency training managers the ability to search for training and then automatically be taken to the online registration component of the LMS to submit an application.

To the right is a screenshot of the training page's new layout. Each class is stamped with a label indicating its class type (sponsored, non-sponsored, curriculum, or WSCJTC hosted). New navigational features were also implemented allowing the user to sort by date, class, category, or location.

Date	Class	Location
Feb 2012	<a href="#">Active Shooter Response Instructor, Law Enforcement</a> NS new	Issaquah
	<a href="#">Advanced Communications Training Officer (ACTO), Course #0744</a> S	
	<a href="#">Animal Control Officer Academy, Course #2390</a> S	Burien
Feb 2012	<a href="#">Applied Leadership Principles</a> NS	Kent
Jan 2012	<a href="#">ARIDE</a> NS	Spokane
Jan 2012	<a href="#">ARIDE- Advanced Roadside Impaired Driving Enforcement</a> NS	Mount Vernon
May 2012	<a href="#">Armorer ADVANCED Course: Police &amp; Military M16: M4: AR-15</a> NS	Spokane Valley
May 2012	<a href="#">Armorer BASIC Course: Police &amp; Military Weapons M16:M4:AR-15</a> NS	Spokane Valley
Feb 2012	<a href="#">Armorer Course: Police &amp; Military Weapons - M16: M4: AR15</a> NS new	Seatac
May 2012	<a href="#">Armorer's School</a> NS new	Colfax
Apr 2012	<a href="#">Armorer's Training - Heckler &amp; Koch</a> NS	Bremerton
Jan 2012	<a href="#">Asian Gangs &amp; Organized Crime</a> NS	Spokane Valley
May 2012	<a href="#">Asset Forfeiture Investigations</a> NS	Everett
Aug 2012	<a href="#">Avid</a> NS new	Kent
Oct 2012	<a href="#">Background Investigations for Public Safety Positions</a> NS	Spokane

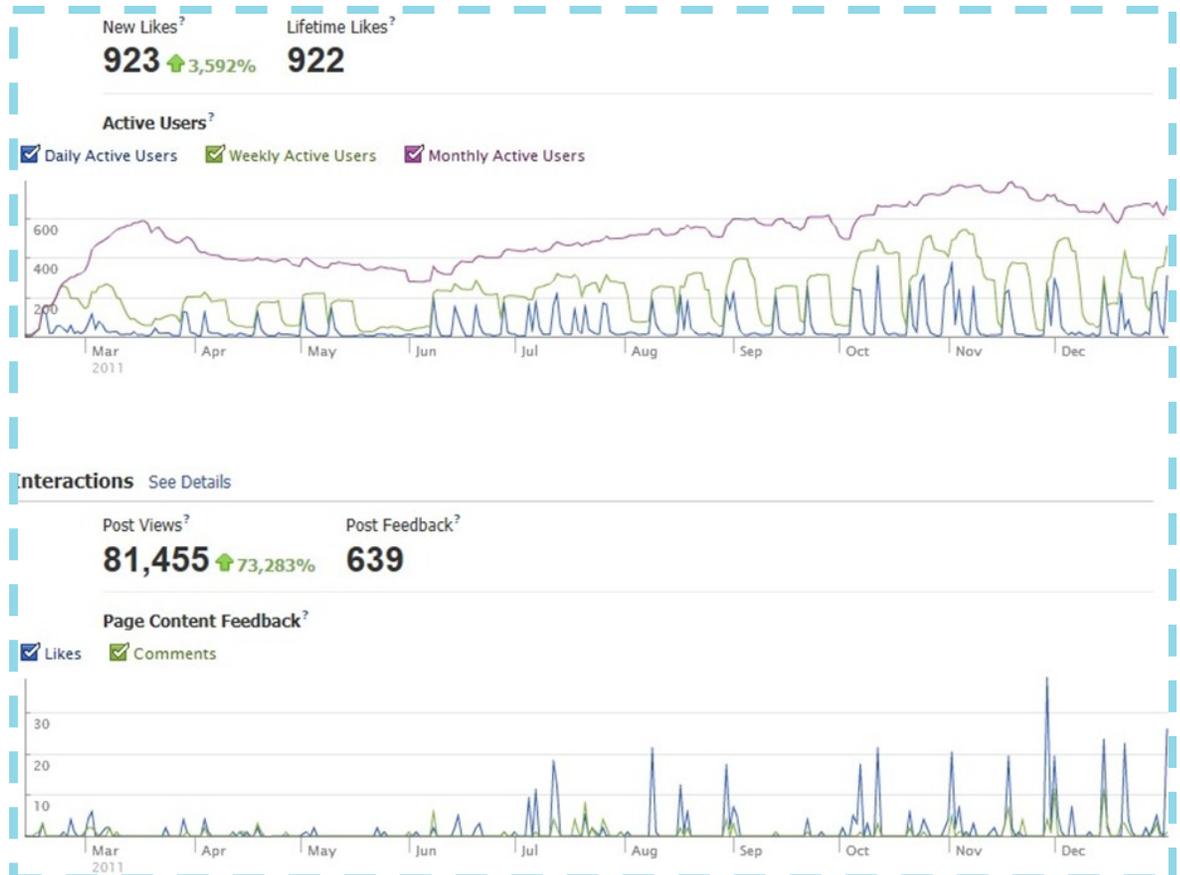
INFORMATION TECHNOLOGY

# YEAR IN REVIEW

**Facebook and Social Media:** The WSCJTC simultaneously entered the social networking world alongside the launch of the new website. Our Facebook page has been an integral part of our effort to disseminate information to the public and to provide a more interactive forum for our stakeholders. Within the first 10 months of launch, the page has garnered over 900 “likes” (or subscribers) comprised of a wide range of our customer base, including current, past, and potential students, their families, law enforcement and corrections agencies, instructors, officers, and many other friends of the law enforcement community. This large base of resources not only gives us the ability to get information out quickly, but it also allows for interaction within the community. Past graduates, for example, post comments of encouragement for current recruits. Colleagues and fellow officers reminisce about good times when they see a picture posted by the BLEA cadre. Overwhelming words of support are offered during disheartening times – such as those of the Lakewood shootings and Jayme Biendl tragedy. The WSCJTC also uses social networking sites to solicit feedback to help improve and grow all aspects of our business. The Facebook page has been so successful in engaging our customers that we have discontinued the Blog section of our website, allowing us to focus staff and infrastructure resources into one robust system.

In similar fashion to the new website, our social media presence will continue to evolve within the next year. We plan on utilizing the various advantages of social networking interactivity by posting more events on the calendar, providing more news, adding new pictures and videos, and involving more of our staff and divisions. We’ve also recently created a Facebook page for our Chief For a Day program ([www.ChiefForADay.com](http://www.ChiefForADay.com)); this page will play an important part during our next event in August. In addition to Facebook, we continue to expand our social media presence through Twitter, LinkedIn, YouTube, and Google+.

To the right is a timeline from February through the end of the year, showing Facebook data on weekly and monthly active users, interactions, and feedback.



## YEAR IN REVIEW

**In-Service eLearning System Upgrade:** Over the last few months of 2011, we successfully upgraded our In-Service eLearning System (Adobe Connect) from version 7.5 to 8.1. This significant upgrade offers new and enhanced layouts and more intuitive features, giving an easier method of control and accessibility to our administrators and students. Improved audio and video operations now provide better quality and performance for our end-users while ensuring all activities are handled in a secure environment using new industry standards and encryption. Another major feature set with the new version revolves around course reports and assessments. This addition allows administrators to evaluate course effectiveness with robust reports that provide a meaningful overview of student progress. These reports show detailed information about the student and the course taken.

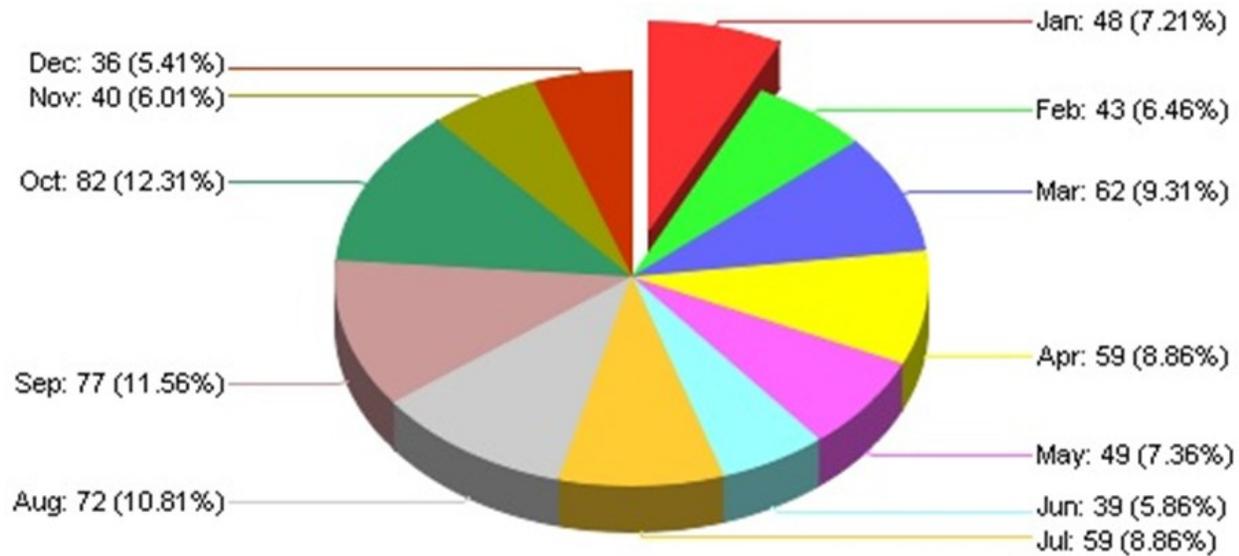
**Infrastructure:** Information Technology (IT) deployed several key infrastructure upgrades in 2011. The new hardware provides staff with more efficient and cost-effective methods of performing daily business practices and operations. Our wireless networking infrastructure has been enhanced with Wireless-N (802.11n) technology, supplementing the older (and slower) Wireless-B and Wireless-G technologies. The upgrade also had the positive effect of broadening access to the wireless network within the Burien campus.

New Brother multifunction printers (MFP; pictured below) were installed this past year, replacing older LaserJet printers that regularly broke down. The MFP units consolidate copying, faxing, scanning, and printing into one device, which allowed us to decommission single-feature stand-alone devices and save on maintenance costs. Another benefit to the MFP units is the ability to utilize electronic faxing, or eFaxing, to save on paper and to streamline the faxing process. WSCJTC staff now have the ability to send a digital document (such as a Word document or PDF file) directly to the fax machine and to the recipient without the need to physically print it on paper prior to sending the fax. Conversely, faxes that come into the facility are automatically converted into a digital format, which can then be retrieved via email or through the network drives. This helps the WSCJTC in its ongoing initiative to be “greener” with a more sustainable environment by significantly reducing the amount of paper being printed. All of these new MFP units were also enrolled into a new print management program from Hewlett-Packard (HP). The program is a more cost effective method of maintaining all printing devices through consolidated billing, proactive maintenance, and ongoing optimizations. Toner cartridges and all other printer consumables (except paper) no longer need to be purchased and stocked. Maintenance of each printing device is performed by a licensed technician from HP, allowing the WSCJTC IT staff to concentrate resources on other important tasks. The management solution also tracks and records all print jobs, hardware issues, and supply counts. That information is then used to analyze current printing trends and allows the agency to anticipate printing costs and/or change the printing environment to accommodate those trends. The known costs associated with this program are helpful in managing the budget since we only incur the cost of the actual pages that are printed (also called the cost-per-page model).



# YEAR IN REVIEW

**Work Orders:** Information Technology received 666 work orders in 2011. That number represents an increase of 192 from the previous year. 2009 remains the busiest year for IT with 910 work orders submitted. Below is a breakdown of work orders by month throughout 2011:



The numbers in the chart to the right break work orders into categories. The majority of the work orders received are user related requests. These would include anything from end-user issues to miscellaneous requests such as CD duplication of class material.

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
IT_Hardware	5	5	3	11	3	2	3	3	5	10	4	6	60
IT_Network	3	2	3	2	3	0	2	2	4	6	2	3	32
IT_Projects	4	2	3	5	4	3	2	3	2	3	5	4	40
IT_Software	1	1	2	3	2	1	2	1	3	7	2	6	31
IT_User	35	33	51	38	37	33	50	54	61	46	21	15	474
IT_Website	0	0	0	0	0	0	0	9	2	10	6	2	29
<b>Totals:</b>	48	43	62	59	49	39	59	72	77	82	40	36	666