

# 2018-2019 Strategic Intentions



**Washington Association of  
Sheriffs and Police Chiefs**

3060 Willamette Drive NE  
Lacey, WA 98516

(360) 486-2380

[www.waspc.org](http://www.waspc.org)

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## Organizational

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### Mission

The **mission** of the Washington Association of Sheriffs and Police Chiefs is to lead collaboration among law enforcement executives to enhance public safety.

### Values

The Washington Association of Sheriffs and Police Chiefs **values**:

- A Mission-Driven Association
- Quality Services to our members
- Honesty and Integrity
- Accountability and Responsibility to our Members
- Diversity
- Public/Private Partnerships
- Competent, Professional Staff
- Membership Involvement
- Progressive Innovation

### Identity Statement

The Washington Association of Sheriffs and Police Chiefs advances its mission to lead collaboration among law enforcement executives to enhance public safety by serving law enforcement executives, primarily in the State of Washington, by providing sustainable programs, projects, and services to those individuals.

### Membership

Membership applications are reviewed by WASPC Staff, the WASPC Membership Committee and the WASPC Executive Board, with final approval made by the WASPC Executive Board.

### WASPC Intends to:

- Contact newly appointed/elected chiefs, sheriffs, and agency heads upon their appointment to encourage their participation in WASPC.
- Provide all new members with a welcome packet.
- Encourage new members to participate in LEMAP, accreditation and professional development opportunities. Invite all new members to attend a new member orientation, provided at WASPC conferences.

## Partnerships

WASPC is recognized in state statute as a “combination of units of local government.” As such, WASPC relies on partnerships and positive working relationships to provide services to our members.

### WASPC Intends to:

- Maintain partnerships with the following organizations: Washington State University (Criminal Justice Institute and Division of Governmental Studies and Services); Washington State Criminal Justice Training Commission; Washington Association of Prosecuting Attorneys; Washington Association of County Officials; Association of Washington Cities; Washington State Patrol; Washington Department of Corrections; Washington Traffic Safety Commission; Washington Council of Police and Sheriffs; and Washington State Sheriffs’ Association.
- Maintain a partnership with the Washington Chapter of the FBI—NAA.
- Maintain liaison relationships with the following groups: Legal Advisors, Explorers, Law Enforcement Torch Run, and LEIRA.
- Continue collaboration with Washington risk management organizations to provide new chief /sheriff and command level training, and to provide support for our members to increase professionalism and reduce risk.
- Establish an external communications and outreach capability, and develop a strategic communications plan.

## Committees

Committees are the mechanism by which the members come together in smaller groups to conduct the business of the Association. Committees are formed by the WASPC Executive Board. Any member can serve on any committee simply by requesting inclusion.

- The Vice President of the Association serves as the Board Liaison to all Standing WASPC Committees. The Liaison communicates with each committee quarterly and reports back to the WASPC Executive Board at each regularly scheduled meeting.
- The Vice President of the Association serves as a member of the Finance and Personnel Committee.

### WASPC intends to:

- Annually conduct a review of all committees. The review will be conducted by the President, President-Elect, Vice President and Past-President, at the annual Board Retreat. Inactive members may be removed. New chairs/co-chairs for the committee may be appointed by the President. We will examine having fewer committees and more ad-hoc committees.
- Maintain the following standing committees: Boating Safety; Corrections; Financial and Personnel; Grants; Homeland Security/Intelligence; Indian Country Law Enforcement;

Law Enforcement Training; Legislative; Membership; Model Policy; NIBRS Advisory; Past Presidents; Professional Services; Public Trust; Sex Offender Registration & Notification; Small Agency; Technology; Traffic Safety; University Policing and Volunteer Administration.

- Require each committee to maintain a charter outlining the committee’s purpose, membership, chairperson(s) and duties, to be reviewed and approved annually by the Executive Board.
- Assign a WASPC staff member to serve as a staff liaison/convener for each committee. We will develop templates and potential outlines for each committee.
- Create Ad-Hoc committees and taskforces that are single-issue driven. Taskforces and Ad-Hoc committees are created by the President and shall continue only during the term of that President. Each President may continue taskforces and Ad-Hoc committees; and may create new taskforces/Ad-Hoc committees as the need arises.
- Encourage members to join committees. New members will be encouraged to attend a new member orientation and join a committee following the orientation.
- Encourage all committees to meet at least semi-annually.
- Add a Health & Wellness Committee.

## Programmatic

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The Association offers various programs, projects and services which support WASPC’s mission to enhance collaboration among law enforcement executives.

### Conferences

Conferences are a key service that WASPC provides its members. The conferences provide for training, networking, contact with vendors, and the conduct of Association business. Conferences are held semi-annually in various locations around the state. Conferences also serve as a source for limited unrestricted revenue for the Association.

#### **WASPC intends to:**

- Sponsor a tradeshow at each Spring Conference.
- Provide sponsorship opportunities for exhibitors at each conference.
- Provide scholarship opportunities for members at each conference.
- Continue to facilitate relationships and opportunities among conference attendees to engage in networking.
- Pilot “Critical Issues Forums” for panels on topics of interest to our members.
- Provide time at conferences for awards and recognition.
- Invite retirees/life members to conferences.
- Control presentations and agendas to avoid redundancy.
- Include a best practices forum at each conference.

## Management Support Services

Peer review and outside audits are central to agency performance and continuous improvement.

**WASPC intends to:**

- Encourage the use of the Loaned Executive Management Assistance (LEMAP) program to members.
- Remove cost as an impediment to LEMAPS and Accreditation, to encourage our members' use of these resources, through grants and partnerships with risk management pools. Form members of the benefits of the WASPC Accreditation program.
- Send regular "Director's Updates" to members with pertinent and timely information.
- Encourage implementation of preferred practices, model policies and procedures to further the professionalism of law enforcement.
- Ensure management services programs are available to all members.  
Provide executive search services as requested.

### Legislation

WASPC serves as the centralized point for the monitoring and influencing of law enforcement related legislation both at the state and federal level. The most effective lobbying effort utilizes the efforts of WASPC's members; however, it is recognized that there must be a coordinated effort that is accomplished by staff, both full-time and contract.

**WASPC intends to:**

- Conduct regional visits to Legislative Leadership in home districts.
- Maintain active liaison with partner associations (WACO, WAPA, AWC, WSAC, WACOPS, CJTC).
- Continue the creation of an annual Legislative Agenda.
- Develop "Big Themes" that includes communications, policy and legislative outcomes.
- Continue an educational lobbying presence.
- Provide real-time legislative information to all members.

### Research and Planning

WASPC recognizes that there are many issues facing law enforcement executives in their respective communities. In addition to those issues that are readily apparent there are other emerging issues that will present themselves in the future. WASPC will research these issues with its strategic partners to provide a forum for in-depth discussions and work to provide its members a response framework.

**WASPC intends to:**

- Continue to work with the Criminal Justice Training Commission on the Justice Based Policing initiative, including the presentation of information to WASPC members.
- Schedule presentations from subject matter experts on current and emerging issues.

- Continue to work with the State Department of Corrections to review changes to the current corrections system in the state. Develop methodologies that will allow for cost savings on the part of cities, counties, tribal jails, the state and federal bureau of prisons. This should include collaboration in the area of jail medical expense and jail pharmaceuticals.
- Continue to work with universities and institutions of higher learning to conduct research into contemporary law enforcement public safety issues.

## Operational

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WASPC engages in a number of business enterprises. The enterprises are expected to be consistent with the overall mission and are to generate revenue to support that mission. The enterprises often are the result of legislative mandates and WASPC's unique status as a "combination of units of local government."

### WASPC intends to:

- Maintain the Average Daily Population (ADP) in the Correctional Options Services (COS) Program while maintaining a high level of customer service.
- Continue to provide accurate and timely crime statistics through NIBRS.
- Maintain a full functioning IT Department to support WASPC staff and members.
- Annually review Capital Reserve and Operating Contingency guiding principles.
- Continue the following state-funded programs, as funded by the legislature: Critical Incident Planning and Mapping, Jail Booking and Reporting System, Statewide Automated Victim Information and Notification, Statewide Electronic Collision & Ticket Online Records, Sex Offender Case File Imaging, Traffic Safety Grants, Sex Offender Address Verification Grants, Sex Offender Website (OffenderWatch), 24/7 Sobriety Monitoring, and Washington Auto Theft Prevention Authority, and Initiate the state funded Firearms Purchase Denial Reporting Program.
- Continue the expansion of charitable giving.
- Continue expansion of executive level education.