

**HRCJTA  
STRATEGIC MANAGEMENT PLAN  
2021-2025**

- GOAL #1**     **Improve and or add programs to meet the needs of our members.**  
DCJS requirement (4) – Training planned in-service/basic programs.
- Obj. 1.1     Utilizing new FTO standards continue to hold three (3) FTO Programs per yearly.
- Obj. 1.2     Continue to hold three (3) General Instructor programs per year with based on high attendance.
- Obj. 1.3     Revise Supervisors Workshop Program to include jailor/combined and law enforcement credit by updating lesson plans and training Jailor and Law Enforcement first line supervisors.
- Obj. 1.4     Continue with Training Coordinator Program/meetings.
- Obj. 1.5     Continue with remedial training days in basic programs to decrease the amount of recruits having to return to the HRCJTA for missed training. Three (3) days BLE, and two (2) days combined.
- Obj. 1.6     Provide current level of in-service programs by combining Jail, L.E., CS, CP (3 L.E and 3 Corrections/Civil/Court) for the entirety of the strategic management plan 2021-2025.
- Obj. 1.7     Add specialized programs as needed from 2021 through 2025.
- Obj. 1.8     Continue to utilize the eleven HRCJTA “satellites” as additional in-service for all member agencies.
- Obj. 1.9     Modify the delivery of Basic L.E. classes and Basic Jailor classes beginning in 2022.
- 1.9a- Two Basic L.E. classes each year ensuring that start dates are the same time each year to allow agencies to streamline hiring practices.
- 1.9b- Three basic Jailor classes each year ensuring that start dates are the same time each year to allow agencies to streamline hiring practices.
- 1.9c- Place Driving at the end of the basic Jailor certification as an optional class as allowed by DCJS.

1.9d- Place Courtroom Security (CS), Civil Process (CP) at the end of the basic Jailor certification as an optional class as alloed by DCJS.

- Obj. 1.10 Continue using Simunition Weapons and equipment in Force-On-Force Training.
- Obj. 1.11 Incorporate new DCJS BLE objectives and continue to enhance basic training programs.
- Obj. 1.12 Increase class sizes for all Instructor programs to better accommodate member agencies: General Inst (25-45), FTO (25-45), Defensive Tactics Inst. (20-25), Firearms Inst. (20-25), Driving Inst. (20-25).

**GOAL #2** **Improve academy facility and training equipment.**  
DCJS requirement (5&6) – Equipment & facility enhancement not in the Capital Improvement Budget.

- Obj. 2.1 Accommodate increased class sizes in the HRCJTA.
- Obj. 2.2 Purchase UOF simulator.
- Obj. 2.3 Purchase driving simulator.
- Obj. 2.4 Partner with YPSO with firing range.
- Obj. 2.5 Begin process for relocating and enhancing the HRCJTA.

**GOAL #3** **Develop/increase academy staff to better serve our member agencies.**  
DCJS requirement (2&3) – Academy personnel & academy staff training

- Obj. 3.1 Provide at a minimum one group staff training per year.
- Obj. 3.2 Make available to each academy staff member at least one individual training/development course per year.
- Obj. 3.3 Afford the opportunity for each staff instructor to obtain and retain at least two specialized instructor certifications.
- Obj. 3.4 Continue utilizing Satellite Coordinator/Deputy Director forming partnerships with our eleven satellite agencies.

- Obj. 3.5 Train two adjunct instructors as Fairness and Impartial Policing, and Procedural Justice trainers.
- Obj. 3.6 Train two adjunct instructors as Mental Health First Aid Instructors.
- Obj. 3.7 Follow HRCJTA staff training plan. (See attached HRCJTA Training Plan)
- Obj. 3.8 Participate in ILETA and IADLEST conferences, alternating conferences annually.
- Obj. 3.9 Hire a part time employee as the on-line/ins-service training coordinator.

**GOAL #4**     **Improve Board, Executive Committee, and Member Agencies involvement in Academy Processes**  
DCJS requirement (1) – Administration

- Obj. 4.1 Seek feedback from Board, Executive Committee, and member agencies in the strategic management process.
- Obj. 4.2 Supply Board, Executive Committee, and Members with updated information on the progress of the strategic management plan's goals and objectives.
- Obj. 4.3 Conduct bi-annual training coordinators meetings for the entirety of the strategic management plan.
- Obj. 4.4 Utilize executives from member agencies in the Leadership Programs.

**GOAL #5**     **Financial/Capital Initiatives**  
DCJS requirement (5&6) – Equipment & facility enhancement planned for in the Capital Improvement Plan/Budget.

- Obj. 5.1 Develop and implement a Capital Improvement Plan/Budget 2021-2025. (See Capital Improvement Plan)
- Obj. 5.2 Complete three phase process for upgrading and relocating the HRCJTA. (See Capital Improvement Plan & Addendum)
- Obj. 5.3 Complete all steps necessary to partner with YPSO on outdoor firing range. (See Capital Improvement Plan)