

**HRCJTA
STRATEGIC MANAGEMENT PLAN (5 year)
2025-2029**

- 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 year.
- Obj. 1.2 Continue to hold three (3) General Instructor programs per year.
- 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 2025-2029.
- Obj. 1.7 Add specialized programs as needed from 2025 through 2029.
- Obj. 1.8 Continue to utilize the ten HRCJTA “satellites” as additional in-service for all member agencies.
- Obj. 1.9 Continue with modified 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 allowed by DCJS.

- Obj. 1.10 Continue using Simunition Weapons and equipment in Force-On-Force Training.
- Obj. 1.11 Begin using Virtual Reality Goggles for all basic schools.
- Obj. 1.12 Begin using MILO shooting simulation machine/computer for all basic schools.
- Obj. 1.13 Incorporate new DCJS BLE objectives and continue to enhance basic training programs.
- Obj. 1.14 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).
- Obj. 1.15 Offer D.T., Driving, and F.A. Instructor programs each year. Offer RADAR/LIDAR Instructor programs as needed.
- Obj. 1.16 Continue with the CNU/HRCJTA Leadership Institute Yearly.
- Obj. 1.17 Continue with the basic leadership school (Ammerman) Yearly

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 Purchased UOF/MILO simulator utilizing grant funds. Begin using for all basic classes January 1, 2024.
- Obj. 2.3 Purchased Virtual Reality Training equipment utilizing grant funds. Begin using for all basic classes January 1, 2024.
- Obj. 2.4 Purchased D.T. UOF equipment utilizing grant funds for safe roleplaying exercises.
- Obj. 2.5 Continue partnership with YPSO firing range.

Obj. 2.6 Continue process for relocating and enhancing the HRCJTA to the Patrick Henry Blvd, N.N. location.

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 ten satellite agencies.

Obj. 3.5 Train two adjunct instructors as CPR/1st Aid 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 Hired a part time employee as the testing coordinator, utilize position to allow more training time for staff.

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 2025-2029.
(See Capital Improvement Plan)

- Obj. 5.2 Complete the “Build to Suit”, with “Lease to Own” process for upgrading and relocating the HRCJTA to the Patrick Henry Blvd, N.N. location.

- Obj. 5.3 Complete all steps necessary to continue the partnership with YPSO outdoor firing range.

MEMORANDUM

DATE: November 1, 2024
TO: HRCJTA Staff
FROM: Scott Barlow, Executive Director
SUBJECT: HRCJTA Training Plan

<u>Position:</u>	<u>Training:</u>	<u>Memberships:</u>
Executive Director	VDOCJT	VDOCJT VACP ILEETA
Deputy Director	VDOCJT	VDOCJT ILEETA ARMA
Assistant Director	ILEETA VDOCJT	VDOCJT ILEETA
Lead Instructor	ILEETA VDOCJT	ILEETA
Compliance Manager	Local Records Training	ARMA
School Coordinator	Local Training as needed	N/A
Executive Assistant	Local Training as needed	N/A
Registrar	Local Training as needed	N/A
Staff Instructors (4)	ILEETA (Rotating Basis) Defensive Tactics Inst. Driving Instructor Firearms Instructor General Instructor CPR/ First Aid Instructor VDOCJT Additional as needed	Agency Responsibility

Note: Additional Training is provided as needed.