

Cardinal Criminal Justice Academy Strategic Plan 2017 and Beyond

Positioning Cardinal Criminal Justice Academy as an integral part of the member agencies future and the police training community. To improve training through innovation and partnership.

Introduction

The Cardinal Criminal Justice Academy's Strategic Plan for 2017 and beyond is designed to be an evolving document, being constantly reviewed, updated and brought into line with the desires, and needs of the local criminal justice community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the academy are successfully achieved. The plan ensures that the elements within this document are understood, supported and reflect the wishes of the member agencies, the executive board, academy staff, the needs of the public and the needs of the criminal justice community. It is intended to become Policy and Procedure 115 (Goals and Objectives). An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and adjust to change. Successful planning requires the fortitude to change course when opportunities and member agency demands dictate. Ultimately, it is the planning process itself that keeps the academy focused on organizational goals and aids in choosing the best route to achieve them.

This product consists of three interrelated exercises:

- Internal Input This segment of the plan focuses on gaining insight from the most defining element of any organization, the employees. We ask for employee's recommendations and suggestions for improvements to advance and ultimately determine what obstacles we face to achieve our goals. We will also attempt to obtain information from those attending training at the academy both basic and in-service. Internal input is obtained in a variety of means including; an annual survey, annual one-on-one meetings with the director, suggestions through the open door policy, meetings with staff and annual goal setting sessions.
- Planning Session: We will attempt to schedule an annual planning session with criminal justice professionals, board members, fiscal agents, citizens, department members, business leaders, and outside agencies designed to gain insight from a diverse group. The use of

surveys will also be used to provide input for those who cannot be part of organized meetings. This session and survey will help us to ensure that we are in line with our stakeholders' goals and needs.

Fiscal Planning: As diverse, innovative and important as ideas may be, funding will ultimately determine the level of services that the organization can provide. Along with our annual budget presentation the development of quality grants and other funding sources must be aggressively explored.

This document, which is to be updated annually, articulates the goals that the academy plans to accomplish by commencement of fiscal year 2019. It also evaluates the organization's success in achieving goals set in previous years. Most importantly, it is designed to be an overview for the academy, allowing us all to work together developing strategies and objectives that support the plan. In the most basic sense, it is a roadmap to the future.

Methodology

At the core of the Strategic Plan are a variety of steps, all designed to assist the organization in keeping our eyes on the horizon. Each *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator/targets* will be articulated and defined, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed, all designed to ensure success.

MISSION AND VALUE STATEMENT

Mission Statement

The mission of The Cardinal Criminal Justice Academy is to provide participating and visiting jurisdictions with the highest achievable quality of criminal justice training.

What we seek to do and to become is at the core of the mission statement. A mission statement also allows us to maintain direction, eliminate complacency and remain focused on our goals.

Value Statement

Cardinal Criminal Justice Academy is made up of dedicated professionals, committed to a team concept to creatively solve problems and assist police agencies in training. We believe in:

- *Providing and maintaining the highest and most frequent level of training, we as a group can provide.*
- *The courage to do what is right;*

- *Fairness, compassion and approachability in the performance of our duties, and;*
- *Striving for continuous improvement.*

The value statement tells the stakeholders the manner in which we will conduct our business and deliver services. It is at the very core of who we are. Even if we err, we will have the courage to acknowledge our mistake and act in a way that ensures it will not be repeated.

OBJECTIVES

Setting objectives for the agency converts the mission and values of the organization into targets and performance milestones. They represent a commitment to producing specific results in a specified time frame. These are divided into six areas to mirror our DCJS required three year plan covered by Policy and Procedure 115. There are also additional areas that may be modified in the future.

- ◆ **Administration**
 - ◆ **To ensure continued stable operation of Cardinal Criminal Justice Academy.**
- ◆ **Personnel**
 - ◆ **Review personnel allocations to ensure that the use of resources is maximized and sufficient.**
- ◆ **Staff Training**
 - ◆ **To provide professional development opportunities for all personnel.**
- ◆ **Programs**
 - ◆ **Increase training options offered and maintain a high quality of service and customer satisfaction.**
- ◆ **Equipment**
 - ◆ **Provide the latest and highest quality training and operational equipment.**
- ◆ **Facility Enhancement**
 - ◆ **Continually review and evaluate need for facility enhancements or replacement.**
- ◆ **Seek Quality Grants and Alternate Funding Sources**
 - ◆ **Research, develop and train personnel to seek and obtain quality, useful grants.**
- ◆ **Maintain Positive results on DCJS Academy Certification Status**
 - ◆ **Continue to excel on DCJS certification audits.**

OBJECTIVE

- ◆ Administration
- ◆ **To ensure continued stable operation of Cardinal Criminal Justice Academy.**

Continued stable operation of any organization can only be achieved by constantly reviewing administrative issues and concerns. Cardinal Criminal Justice Academy will use the uniqueness of skills of the organization and the formation of partnerships with local members and other professionals to provide quality training and ensure that the academy operates at a maximum level. We will accomplish this by the implementation of effective training methods, high visibility training, partnerships with member agencies and DCJS. We will seek necessary support from outside entities to supplement and augment staff where that assistance is needed to continue a fluid operation of our regional academy.

Performance Indicator/Targets

Many things are measurable. That does not make them key to the organization's success. In selecting Performance Indicators/Targets, it is critical to limit them to those factors that are essential to the organization reaching its goals. We will attempt to make reasonable achievable targets and adjust them yearly based on budget constraints.

Targets

2017

- Establish Academy Foundation 501c3 organization to accept donations to support academy functions.
- Review and train on new versions of TRAX based on-line system. Establish new on-line courses and review and update current courses.
- Send two staff members to M.B.T.I. (Myers Briggs Type Indicator) training to eliminate need to pay outside sources to administer testing in training courses.
- Continue to explore in-service classes using local personnel to offset budget cuts.
- Continue to develop new course content for the on-line and in-service training programs.
- Establish guidelines and standards for Books to Badges program and enter recipients into the pre-employment program.
- Continue to evaluate our alternative physical fitness program “cross fit.”
- Continue to run successful programs already established using local personnel to include Basic SWAT, Basic CERT , Basic Investigator, and Basic Crime Scene Tech training.
- Develop on-line training for dispatchers.
- Explore grant opportunities to acquire a virtual use of force simulator.
- Establish an active CIT course to develop CIT officers.

2018

- Establish Academy Foundation 501c3 organization to accept donations to support academy functions
- Maintain and support existing on-line training.
- Send one staff member to M.B.T.I. (Myers Briggs Type Indicator) training to eliminate need to pay outside sources to administer testing in training courses.
- Develop new course content for the on-line in-service training programs if needed.
- To update lesson plans and computer presentations for the entry level and in-service training courses.
- Continue Books to Badges program and enter recipients into the pre-employment program.
- Continue to evaluate our alternative physical fitness program “cross fit.”
- Develop and implement marketing strategies to enhance the current pre-employment program.
- Explore grant opportunities to acquire a virtual use of force simulator.
- Purchase or develop progressive cultural diversity training that can be used for both classroom and on line training.
- Pursue all avenues to locate alternative driver training facilities including the new facility at Central Shenandoah Academy.
- Explore grant opportunities to acquire a virtual use of force simulator.
- Establish an active CIT course to develop CIT officers.

2019

- Maintain on-line training.
- To update lesson plans and computer presentations for the entry level and in-service training courses.
- Continue to evaluate our alternative physical fitness program “cross fit.”
- Continue Books to Badges program and enter recipients into the pre-employment program.
- Develop and implement marketing strategies to enhance the current pre-employment program.
- Explore grant opportunities to acquire a virtual use of force simulator.
- Purchase or develop progressive cultural diversity training that can be used for both classroom and on line training.
- Pursue all avenues to locate alternative driver training facilities including the new facility at Central Shenandoah Academy.

2020

- Maintain on-line training.
- To update lesson plans and computer presentations for the entry level and in-service training courses.
- Develop and implement marketing strategies to enhance the current pre-employment program.

- Explore grant opportunities to acquire a virtual use of force simulator.
- Purchase or develop progressive cultural diversity training that can be used for both classroom and on line training.
- Pursue all avenues to locate alternative driver training facilities including the new facility at Central Shenandoah Academy.

2021

- Maintain on-line training.
- To update lesson plans and computer presentations for the entry level and in-service training courses.
- Explore alternative physical fitness programs such as “cross fit.”
- Develop and implement marketing strategies to enhance the current pre-employment program.
- Explore grant opportunities to acquire a virtual use of force simulator.
- Purchase or develop progressive cultural diversity training that can be used for both classroom and on line training.
- Pursue all avenues to locate alternative driver training facilities including the new facility at Central Shenandoah Academy.

Strategies

- Develop new and innovative training programs.
- Continue expanding instructional pool and build relationships with interested agencies in co-sponsoring training courses.
- Assist and develop needed course material for new courses and revise old course material to bring it up to date.
- Maintain a commitment to work in partnership with member agencies, court and prosecutors.
- Develop pro-active measures to bring academy IT equipment to central operating and processing systems.
- Perform an annual critique of the programs to detect refinements and enhancements that will encourage success.

OBJECTIVE

- ◆ Personnel
- ◆ **Review personnel allocations to ensure that the use of resources is maximized and sufficient.**

Significant effort must be directed at not exceeding a level of employee workload or a decision as to the level of services offered must commence. It is the philosophy of

Cardinal Criminal Justice Academy that a pro-active and effective review of staffing needs can and will address issues of employee workload before they become an issue. Factors such as agency growth, instructional support provided by staff and member agencies, and training courses offered (number and duration) must be continually reviewed to ensure the staff can realistically maintain top quality training. The Department of Criminal Justice Services has sustained jail training for over 20 years but with the recent budget cuts has removed its jails training staff. This will be a tremendous increase on the staff.

Performance Indicator/Targets

Targets

2017

- Cross train staff in all functions of operation to provide for smoother operation and transition when staff separate.
- Establish working relationships with member agency officer's with special skills to develop on-line training courses.

2018

- Cross train staff in all functions of operation to provide for smoother operation and transition when staff separate.
- Establish working relationships with member agency officer's with special skills to develop on-line training courses.
- Set new targets after re-evaluation of the effectiveness of staffing and programs.

2019

- Set new targets after re-evaluation of the effectiveness of staffing and programs.

2020

- Set new targets after re-evaluation of the effectiveness of staffing and programs.

2021

- Set new targets after re-evaluation of the effectiveness of staffing and programs.

Strategies:

- Examine how much time is required for staff members to fulfill their responsibilities, and how many courses are reasonable to host in one year with our current staff.
- Establish a manageable workload for one trained person in their area of responsibility.
- Provide a better understanding of reasonable workload expectations for staff.
- Accomplishing the first areas will provide the basis for enlightened administration and help determine the data and data systems required to assist staff in meeting their workload expectations. Both are cornerstones of quality services for member agencies and the recruitment and retention of qualified staff.
- These workloads will be reviewed and adjusted using focus group sessions, input from staff, and working with member agency administrators, supervisors and training staffs.
- This process will be accomplished by staff meetings, meeting with instructors, surveys and discussion at governing council meetings.
- Develop a task analysis by using close observation in different areas regarding how long staff and agency instructors use completing identified tasks.
- Hold briefing and update meetings with the Governing Council.

OBJECTIVE

- ◆ **Staff Training**
- ◆ **To provide professional development opportunities for all personnel.**

Cardinal Criminal Justice Academy is committed to providing professional law enforcement training to the police community. The men and women of the academy provide this service. The higher the skill, education level and training level of our personnel the higher the level of service provided. It is critical that the skill level of staff be fully developed, enabling them to recognize their full potential. Job satisfaction of employees through the knowledge that they are competently trained and provided with the tools to deliver these services will also serve to instill, in these employees; confidence, and a sense of pride in their job. It will serve to retain quality employees.

Performance Indicator/Targets

Targets

2017

- Send two staff members to M.B.T.I. (Myers Briggs Type Indicator) training to eliminate need to pay outside sources to administer testing in training courses.
- To provide an opportunity for Deputy Director and Training Coordinators to attend leadership/professional development schools to include but not limited to The Institute for Leadership in Changing Times (ILCT) at Virginia Tech University, The Professional Executive Leadership School (PELS) at The University of Richmond and explore command college options.
- Provide web based training to appropriate staff members.
- Provide training to appropriate staff on all operating systems, computer programs and grading system programs to ensure continued functionality in absence of key personnel

2018

- Send one staff members to M.B.T.I. (Myers Briggs Type Indicator) training to eliminate need to pay outside sources to administer testing in training courses.
- To provide an opportunity for Deputy Director and Training Coordinators to attend leadership/professional development schools to include but not limited to The Institute for Leadership in Changing Times (ILCT) at Virginia Tech University, The Professional Executive Leadership School (PELS) at The University of Richmond and explore command college options.
- Explore feasibility of sending a staff member to U.S. Marshall Court Security Class.
- Provide web based training to appropriate staff members.
- Provide training to appropriate staff on all operating systems, computer programs and grading system programs to ensure continued functionality in absence of key personnel.

2019

- To provide an opportunity for Deputy Director and Training Coordinators to attend leadership/professional development schools to include but not limited to The Institute for Leadership in Changing Times (ILCT) at Virginia Tech University, The Professional Executive Leadership School (PELS) at The University of Richmond and explore command college options.
- Explore feasibility of sending a staff member to the Virginia Forensic Academy to become an in-house instructor to develop crime scene/ evidence collection courses to be presented by Cardinal Academy using staff and member agency instructional support.
- Provide web based training to appropriate staff members.
- Provide training to appropriate staff on all operating systems, computer programs and grading system programs to ensure continued functionality in absence of key personnel.

2020

- To provide an opportunity for Deputy Director and Training coordinators to attend leadership/professional development schools to include but not limited to The Institute for Leadership in Changing Times (ILCT) at Virginia Tech

University, The Professional Executive Leadership School (PELS) at The University of Richmond and explore command college options.

- Provide web based training to appropriate staff members.
- Provide training to appropriate staff on all operating systems, computer programs and grading system programs to ensure continued functionality in absence of key personnel.

2021

- To provide an opportunity for Deputy Director and Training coordinators to attend leadership/professional development schools to include but not limited to The Institute for Leadership in Changing Times (ILCT) at Virginia Tech University, The Professional Executive Leadership School (PELS) at The University of Richmond and explore command college options.
- Provide web based training to appropriate staff members.
- Provide training to appropriate staff on all operating systems, computer programs and grading system programs to ensure continued functionality in absence of key personnel.

Strategies

- Meet annually with each employee to discuss and document their career goals, training and educational needs to achieve those goals and the relation of these goals to the goals of the Academy.
- Develop relationships with organizations that will bring high quality training to Cardinal Criminal Justice Academy and include staff in appropriate training, thus reducing tuition, lodging and transportation costs
- Provide adequate training to ensure each employee is sufficient in his or her duties.
- Investigate potential resources that can provide inexpensive training to staff.
- Resent state funding cuts will limit success in this area until funding can be restored.

OBJECTIVE

◆ Programs

- ◆ **Increase training options offered and maintain a high quality of service and customer satisfaction.**

Cardinal Criminal Justice Academy is committed to providing program management to ensure the highest quality, cost efficient training in all programs conducted by the academy. As such, the academy serves as the primary point of contact for all member

agencies in matters concerning the management, development or revision of training programs.

In an effort to continually inform our agencies, instructors, students, staff and visitors of the progress of the academies projects and initiatives, we hope to first, continuously review assigned programs. Second, seek processes for enhancing training consistency, i.e., officer safety and survival, integrated training methodologies, practical exercises, and improve training principles. Third, we continuously research and assist in the implementation of effective instructional methodologies. Fourth, we coordinate and balance the interests of our member agencies through effective communication, technology, and assistance.

Performance Indicator/Targets

Targets

2017

- Establish an active CIT course to develop CIT officers. Use local personnel to develop and implement.
- Establish working relationship with all agencies to assist in sponsoring schools when proper paper work and site surveys are completed.
- Explore feasibility of establishing/continuing academy course content to include lesson plans, power points and practical exercises and host local leadership, investigations, forensic and post academy driving courses.
- Review and update all lesson plans and power point presentations.
- Explore feasibility of returning to some classroom in-service courses.
- Increase co-sponsored schools.
- Continue to run successful programs already established using local personnel to include Basic SWAT, Basic CERT , Basic Investigator, and Basic Crime Scene Tech training.

2018

- Establish an active CIT course to develop CIT officers. Use local personnel to develop and implement.
- Establish working relationship with all agencies to assist in sponsoring schools when proper paper work and site surveys are completed.

- Explore feasibility of establishing/continuing academy course content to include lesson plans, power points and practical exercises and host local leadership, investigations, forensic and post academy driving courses.
- Review and update all lesson plans and power point presentations.
- Explore feasibility of returning to some classroom in-service courses.
- Increase co-sponsored schools.
- Continue to run successful programs already established using local personnel to include Basic SWAT, Basic CERT , Basic Investigator, and Basic Crime Scene Tech training.

2019

- Establish academy course content to include lesson plans, power points and practical exercises and host local leadership, forensic and post academy driving courses.
- Review and update all lesson plans and power point presentations.
- Increase co-sponsored schools.

2020

- Establish academy course content to include lesson plans, power points and practical exercises and host local leadership, forensic and post academy driving courses.
- Review and update all lesson plans and power point presentations.
- Evaluate status of agencies co-sponsoring schools and adjust as needed.

2021

- Establish academy course content to include lesson plans, power points and practical exercises and host local leadership, forensic and post academy driving courses.
- Review and update all lesson plans and power point presentations.
- Evaluate status of agencies co-sponsoring schools and adjust as needed

Strategies

- Maintain an inventory of all training lesson plans and power point presentations and update yearly.
- Conduct a strategy meeting with staff to discuss training options and availability.
- Work with executive board and member agency personnel to provide needed training.
- Continuous feedback from agencies regarding training requirements and needs.
- Establish and conduct off-site co-sponsored training with member agencies.
- Establish and conduct in-house leadership, forensic and driver training using academy staff and local professionals.

OBJECTIVE

◆ **Equipment**

- ◆ **Provide the most up to date, quality training equipment and operational equipment for the use of staff and member agencies.**

Cardinal Criminal Justice Academy and its training staff and instructional support rely heavily on a wide array of equipment in the everyday performance of their duties. Not only do we rely on this equipment to carry our training to the police community effectively, efficiently, and professionally; our very lives and that of those we are training may well depend on the operational status of our equipment. It is vital to officer safety, as well as fiscally prudent that our equipment is maintained in top operating condition. It is equally important that a regular replacement schedule is maintained that will replace worn, aged and inferior equipment in a timely manner. It further avoids the very expensive emergency mass purchases commonly known as the “management by crisis theory”. Maintenance of all equipment will be closely monitored. Cost of maintenance and operability status will be monitored and documented. The equipment array is too numerous to list here, therefore the suggested replacement schedule for police equipment is listed in appendix A of this document.

Performance Indicator/Targets

Targets

2017

- Continually review and replace training equipment to include but not limited to shotguns, semi automatic pistols, simmunition pistols and equipment, paintball equipment, fist suits for defensive tactics, baton training equipment, M.I.L.O. use of force simulator, prisoner processing equipment, beam hit firearms training equipment, red guns and knives and driver training equipment. Follow normal replacement schedule
- Install lockers for staff to change for PT participation.
- Replace one desk printer
- Replace grading computer.
- Purchase rifles for ALERT and ERASE training.

2018

- Continually review and replace training equipment to include but not limited to shotguns, semi automatic pistols, simmunition pistols and equipment, paintball equipment, fist suits for defensive tactics, baton training equipment, M.I.L.O. use of force simulator, prisoner processing equipment, beam hit firearms training equipment, red guns and knives and driver training equipment. Follow normal replacement schedule
- Look into alternatives to the skid car system.
- Replace one desk printer

2019

- Continually review and replace training equipment to include but not limited to shotguns, semi automatic pistols, simmunition pistols and equipment, paintball equipment, fist suits for defensive tactics, baton training equipment, M.I.L.O. use of force simulator, prisoner processing equipment, beam hit firearms training equipment, red guns and knives and driver training equipment. Follow normal replacement schedule
- Replace one desk printer
- Replace one academy vehicle

2020

- Continually review and replace training equipment to include but not limited to shotguns, semi automatic pistols, simmunition pistols and equipment, paintball equipment, fist suits for defensive tactics, baton training equipment, M.I.L.O. use of force simulator, prisoner processing equipment, beam hit firearms training equipment, red guns and knives and driver training equipment. Follow normal replacement schedule
- Replace one desk printer.
- Replace one academy vehicle.

2021

- Continually review and replace training equipment to include but not limited to shotguns, semi automatic pistols, simmunition pistols and equipment, paintball equipment, fist suits for defensive tactics, baton training equipment, M.I.L.O. use of force simulator, prisoner processing equipment, beam hit firearms training equipment, red guns and knives and driver training equipment. Follow normal replacement schedule
- Replace one desk printer.
- Replace copier.

Strategies

- Solicit constant feedback from staff, supervisors and instructional support that use the equipment daily.
- Maintain an annual inventory documenting all equipment and its condition.
- Maintain record of maintenance of all equipment.
- Keep governing council and executive board apprised of equipment needs and of updates in replacement schedule to avoid “surprises”.
- Maintain constant and ongoing system of inspections of equipment on a regular basis.

OBJECTIVE

- ◆ **Facility Enhancement**

◆ **Continually review and evaluate need for facility enhancements or replacement.**

A well-designed training facility enables staff and instructional support to perform their duties efficiently and effectively. As a facility ages, it may no longer meet the needs of an evolving training academy, thus negatively affecting moral, efficiency, safety, technology, customer service, and overall training efforts. When these conditions occur we must search for alternatives. Since 1983 Cardinal Criminal Justice Academy has been housed in an old elementary school building that was built in 1911. It was remodeled in 1958 (unknown what was done). In 1987 a two story structure was removed and the top portion (gym, classroom, and what we now use for storage) was added. The Academy added a large classroom and administrative offices in 1997. The academy has continued to address issues in a reactive nature (i.e. roof replacement, window replacement, septic issues, floors cracking, and drainage issues) since that time with no major remodeling or additions. With more training requirements and larger populations of officers to serve the need to continually evaluate and address facility issues is imperative.

Performance Indicator/Targets

Targets

2017

- To complete a variety of building enhancements to include:
- Set up computer lab as a small classroom.
- To obtain bids and consider the following building renovations:
- Renovations of administrative offices
- Renovation of lounge
- Replace lower drinking fountain
- Replace the ceiling tiles in the center hallway, lounge, restrooms, classroom 2 and classroom 4.
- Explore options to secure the use of a structure to conduct officer safety training exercises such as defensive tactics, officer survival, building searches etc. (purchase or lease).
- Install security measures at front entrance.

2018

- Explore options to expand the existing academy physical plant to include two role play rooms, two jail cells, a pod and a booking area that includes a Livescan. Build a gym that is large enough to combine the entry level law enforcement and jailor/court services defensive tactics training and remodel the existing gym into a large classroom. An alternative plan would be to purchase or lease a separate facility.
- To complete a variety of building enhancements to include:
- Set up computer lab as a small classroom.
- Complete bathroom renovations.

- To obtain bids and consider the following building renovations:
- Renovations of administrative offices
- Renovation of lounge
- Replace lower drinking fountain
- Stain deck at housing facility.
- Replace the ceiling tiles in the center hallway, lounge, restrooms, classroom 2 and classroom 4.
- Explore options to secure the use of a structure to conduct officer safety training exercises such as defensive tactics, officer survival, building searches etc. (purchase or lease).
- Install security measures at front entrance.

2019

- Explore options to expand the existing academy physical plant to include two role play rooms, two jail cells, a pod and a booking area that includes a Livescan. Build a gym that is large enough to combine the entry level law enforcement and jailor/court services defensive tactics training and remodel the existing gym into a large classroom. An alternative plan would be to purchase or lease a separate facility.
- Review and prioritize facility enhancements.

2020

- Expand the existing academy physical plant to include two role play rooms, two jail cells, a pod and a booking area that includes a Livescan. Build a gym that is large enough to combine the entry level law enforcement and jailor/court services defensive tactics training and remodel the existing gym into a large classroom or follow recommended plans from an architect. An alternative plan would be to purchase or lease a separate facility.
- Review and prioritize facility enhancements.

2021

- Review and prioritize facility enhancements.

Strategies

While it is not realistic to expect immediate action on a new building for the Academy, it is inevitable that this matter will require attention in the near future. It is vitally important that we are aware of existing needs and begin looking forward to find a suitable solution. Several possibilities may be considered.

1. Study the feasibility of modifying the existing police training facility.
2. Acquisition and adaptation of an existing non-law enforcement facility, such as a vacant business or school.

3. New construction.
4. Review and discuss the plan with surrounding member agencies, governing council and executive board.
5. One option (and the least desirable) would be to fragment the Academy. For example, Finding off-site classrooms and a gym to do combined defensive tactics training in an off site location that could be leased or purchased.

OBJECTIVE

- **Seek Quality Grants and Alternate Funding Sources**

Grant funds, primarily from Virginia Department of Criminal Justice Services, and the federal government, are available if properly documented and researched. However grant opportunities for the Regional Academies have become increasingly more difficult to achieve in the past couple of years. It is important that the application demonstrates that the funds requested would remedy or have a positive impact upon the problem identified. The dilemma facing Cardinal Criminal Justice Academy is that we compete directly against larger academies and police agencies. Therefore, it is incumbent upon the organization to be articulate and thorough in the development and presentation of proposals if we are to remain competitive in the acquisition of grant funds. Additionally, all grants should be analyzed to ensure that the requirements of the grant would ultimately benefit the academy and member agencies and not require undue demands on the staff and instructional support.

Performance Indicator/Targets

Targets

2017

- Seek grants of an amount equaling at least 2% of the annual budget.
- Increase number of department grant trained personnel to two.

2018

- Re-access availability of grants, and entire grant process. Set goals accordingly.

2019

- Continue to actively seek alternative funding sources.

2020

- Continue to train and seek alternative funding sources.

2021

- Continue to train and seek alternative funding sources

Strategies

- Continue training of grants manager and develop other personnel in the art of seeking, finding, writing and administering grants.
- Grant personnel will attend quality grant writing seminars, meetings, and planning sessions, to keep abreast of successful grant strategies and the latest techniques in grant writing and presentation.
- Expand search for grant sources, subscriptions, Internet search, and constant communication with grant issuing authorities DMV, DCJS, etc. as to type and availability of grants.
- Form partnerships with other organizations and agencies that will increase our chances of successful grant applications.
- Use caution to obtain only grants that would enhance and complement our objectives and that would not create undue community commitment during or at the conclusion of funding.

OBJECTIVE

- **Maintain Positive results on DCJS Academy Certification Status**

Accreditation through DCJS is based upon numerous professional standards developed by a coalition of training managers and professional organizations. This program provides guidance in the development of policies and procedures. Additionally, they furnish the organization with a proven management system of written directives as well as the ability to determine short and long-term goal setting.

Targets

2017

- Maintain standards of certification and file documentation. Conduct self- assessment.
- Train personnel on certification standards.

2018

- Maintain standards of certification and file documentation. Conduct self- assessment.
- Train personnel on certification standards

2019

- Prepare all files and areas of the department for a mock assessment.
- Prepare all files and areas of the academy for our required 2017 assessment.

2020

- Maintain standards of certification and file documentation. Conduct self- assessment.

- Train personnel on certification standards

2021

- Maintain standards of certification and file documentation. Conduct self- assessment.
- Train personnel on certification standards.

Strategies

- Provide training for all department members ensuring compliance with standards
- Develop forums that allow for interaction with DCJS ensuring compliance.
- Proceed with continuous self-assessment of agency methodology and policy.
- Develop a plan that will assist the academy in successfully passing an on-site inspection.