

**REPORT OF THE
DEPARTMENT OF CRIMINAL JUSTICE SERVICES**

**REGIONAL CRIMINAL JUSTICE
TRAINING ACADEMY GUIDELINES**

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 19

**COMMONWEALTH OF VIRGINIA
RICHMOND
1998**

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OF CRIMINAL JUSTICE SERVICES**

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Regional Criminal Justice Training Academy Guidelines Report

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I. Authority for Study

During the 1997 legislative session, language was inserted into the Appropriation Act directing the Department of Criminal Justice Services to develop guidelines for the regional criminal justice training academies. These recommendations were to be submitted to the General Assembly by November 15, 1997, (see Appendix A).

Section 9-170 of the Code of Virginia provides authority for the Criminal Justice Services Board (CJSB) to establish training standards for criminal justice personnel. It also provides authority for the Board to promulgate regulations as necessary to ensure the delivery of this training. In addition, Chapter 924, Item 435, A of the 1997 Appropriations Act states that: "The Criminal Justice Services Board shall adopt such rules as may reasonably be required for the establishment, operations and service boundaries of state supported regional criminal justice training academies." The Department of Criminal Justice Services (DCJS) in fulfilling its legislative mandate, undertook the development of recommendations for the regional criminal justice training academies. The results of the department's efforts in developing guidelines and recommendations for the regional academies are included in the following report.

II. Members of the Study Committee

At the March 1997 meeting of the Committee on Training (COT) of the Criminal Justice Services Board (CJSB), the Department of Criminal Justice Services' (DCJS) staff reported on the legislative mandate to develop guidelines for the regional criminal justice training academies. It was recommended that the Liaison Committee of the CJSB should assist with this study and provide guidance. The Liaison Committee is a special subcommittee of the CJSB established to maintain open lines of communication and a consistent working relationship with the governing boards of the regional academies and address issues of mutual concern. For the purpose of this study, two immediate past members of the Board, Judge Robert Simpson and Sheriff E. Stuart Kitchen, were asked to continue to serve on the committee due to their past involvement and knowledge of the issues.

The following are members of the CJSB Liaison Committee that provided assistance for the study:

Judge Robert L. Simpson, Jr., Chairman
2nd Judicial District
Virginia Beach General District Court
Virginia Beach, Virginia

James W. Powers
Chief of Police
Fredericksburg Police Department
Fredericksburg, Virginia

Edwin C. Daley
City Manager
Winchester, Virginia

Michael Sheffield
Chief of Police
University of Virginia
Charlottesville, Virginia

The Honorable E. Stuart Kitchen
Sheriff of Sussex County
Sussex, Virginia

The Honorable William W. Davenport
Commonwealth's Attorney
Chesterfield County

III. Executive Summary

The Department of Criminal Justice Services in conjunction with the Liaison Committee conducted a survey of the ten regional training academies (see Appendix B). The survey was designed to provide additional information and allow for academy input regarding the areas of the regional academy training system generally, regional jurisdiction, curriculum review, staff qualifications, competency standards, and miscellaneous items concerning various areas of academy operation. The results of the survey were added to other historical information regarding regional academy jurisdiction and operation obtained from previous studies, regular meetings with the regional academies, past concerns addressed, and continuous contact and communication with regional academies. Based on this historical data and the survey results, the Department of Criminal Justice Services and the CJSB Liaison Committee made the following recommendations.

Recommendations regarding regional jurisdiction:

1. That the existing CJSB Policy for Regional Criminal Justice Training Academies be modified to reflect the additional tenth academy and be accepted as the base for the new guidelines document specifying regional academy boundaries (see Guidelines Appendix C).
2. In addition to these guidelines, the CJSB Liaison Committee recommended that the existing procedure for an agency to change academy status as provided by the CJSB Policy be retained in the new guidelines.
3. In order to ensure agency and academy compliance with the new guidelines, the Liaison Committee further recommended that enforcement authority and sanctions be added to these guidelines and reflected in the Rules Relating to Regional Criminal Justice Training Academies allowing the Committee on Training the ability to enforce these procedures.
4. DCJS will develop a form for agencies to use when changing academy membership (see Form Appendix D).

Recommendations regarding curriculum review:

1. Except as currently required by existing legislative and regulatory authority for the CJSB and DCJS to set minimum training requirements, all other non-mandated curricula should be left to the purview and discretion of the regional academy governing boards.

Recommendations regarding the issue of staff qualifications:

1. Guidelines for staff qualifications as currently exist in the CJSB Policy should not be changed and authority for addressing specific staff qualifications should be retained by the regional academy governing boards.
2. Each of the regional academy governing boards should re-examine their charter and by-laws to ensure staff authority, responsibility, and accountability are clearly delineated.

Recommendations regarding the issue of competency standards:

1. A standardized test for each topic area of mandated entry-level training based on the minimum standard training objectives be developed and administered on a periodic basis as appropriate during training. Successful completion of these tests will be required for officer certification.
2. Any testing for non-mandated training should be left to the discretion of the regional academy boards and the academy director.

Recommendation regarding general areas of concern:

1. An addition be made to the new guidelines included in this report requiring each academy to appoint a fiscal agent from a member political subdivision to handle academy finances, that an independent audit be conducted annually of the academies' finances and a copy of the audit be sent to DCJS.

IV. Background

A. History of Regional Academy Boundaries and Operational Policy

Presently, Virginia's criminal justice training delivery system is a regionally-based network of 36 training academies, ten of which are regional training academies. The ten regional academies are partially state-funded and are located throughout the Commonwealth. The regional academies provide entry-level, in-service, geographically advanced and specialized training to their member agencies.

Prior to 1982, ninety percent of funding for regional academies was provided by the state through the Law Enforcement Assistance Administration (LEAA) Grants. In FY 1981-82, LEAA grants were being phased out by the federal government and the General Assembly agreed to fund 60 percent of the amount funded by LEAA on the condition that the local governments of the seven designated regional academies involved would provide a match of the other 40 percent. In 1988,

two additional regional academies were authorized for funding by the General Assembly. During the 1997 General Assembly, a tenth regional academy was established and funding provided.

In 1986, the Criminal Justice Services Board commissioned Gallagher Research Services to conduct a study of Virginia's criminal justice training delivery system. In 1987, the CJSB established a Select Review Committee (SRC) to review the study and make recommendations regarding the training delivery system and the operation of the regional academies. In 1988 as part of their findings, a recommendation was made that geographical boundaries be established for each of the then nine regional academies. This addressed the first charge in the 1988 Appropriations Act that directed the CJSB to set rules for the establishment, operation and service boundaries for regional academies. In order to accomplish this task, a questionnaire was sent to all local chiefs and sheriffs asking which regional academy they would like to attend. Based on this information, geographical boundaries for the nine regional academies were established.

Recognizing that there should be some mechanism in place for an agency to change academy affiliation and cross boundaries, the SRC, in conjunction with the board chairmen of the regional academies, established a policy that included guidelines for transferring academy membership. This policy was designed to set an orderly process for changing academy status while affording some protection to the academies from possible economic consequences as a result of an untimely withdrawal of membership.

To address the second charge of the 1988 Appropriations Act to establish rules relating to the operational aspects of the regional academies, additional guidelines were added to the policy to cover the following areas: academy charter and by-laws, organization, and governance. Section 15.1-21 of the Code of Virginia provided the statutory authority for the regional academies to establish charters and stated the requirements that must be included. The charter provision of the existing guidelines mirrored this section of the code as a minimum requirement. The intent was to provide a minimum standard of guidance in the aforementioned areas, while providing the local member agencies with the flexibility they required for addressing regional differences and needs.

In October 1989, both the COT and the CJSB approved these guidelines as the current Criminal Justice Services Board's Policy for State-Funded Regional Criminal Justice Training Academies (see Policy Appendix E). As a result of the positive relationship that was fostered during the development of the regional academy policy, it was recommended that there be a permanent committee established to act as liaison between the CJSB and the governing boards of the regional academies. Consequently at the same meeting , the CJSB permanently established a Liaison Committee of the Board to continue to work with and address issues pertaining to the regional academies. This committee was to meet regularly with the board chairmen of the nine regional academies and work in concert to resolve issues that impacted training and the academies. Immediate issues centered around funding and the formula used to distribute state grant funds. Other issues addressed were how to increase funding sources and how to handle academies and local agencies that did not conform to the CJSB Policy governing academy transfers. It became apparent that the policy was ineffective since no enforcement mechanism was included.

B. Enforcement Issues, Regional Academy Jurisdiction

With the implementation in 1989 of the CJSB Policy for State-Funded Regional Criminal Justice Training Academies, procedures for changing academy membership were clearly delineated. Certain timelines were incorporated to afford the academies the ability to adjust their budgets in the event of an agency's withdrawal. Initially the policy worked well with few problems being experienced by the academies. While there has always been some shift in academy membership by local agencies, the number and frequency increased over the next several years. In addition, there were increasing numbers of situations where the agencies and/or the academies involved were not following the procedure as specified in the CJSB Policy. This created questions over financial obligations and academy-agency cooperation during and after the transfer process. While this issue was discussed on several occasions, when it was brought before the CJSB Board there was little they could do since there was no provisions for sanctions or enforcement authority.

As the problems with enforcement persisted, the regional academies brought the issue before the Liaison Committee. After reviewing the issue again, it was determined that the problem did not lie in the Policy, but rather in the lack of enforcement authority. Short of a legislative initiative, the only method for establishing any enforcement authority was through the regulatory authority of the CJSB, more specifically the Rules Relating to Regional Criminal Justice Training Academies (see Appendix F). The Liaison Committee recommended that enforcement authority and sanctions for both local agencies and regional academies violating the CJSB Policy be added to the regional academy rules, and that the policy also be amended to reflect these changes. Amendments to both the CJSB Policy and the rules were presented to the COT and CJSB on May 3, 1995, for approval. At that time, the Board voted to amend the policy and directed DCJS staff to proceed with amending the rules through the Administrative Process Act (APA).

The amended rules were submitted in accordance with appropriate procedures under the APA. However during this time, the general philosophy of the administration was to limit new regulation to only those areas that would directly impact the health, welfare or safety of the citizens of the Commonwealth. Since these proposed amendments did not directly impact these areas, the decision to proceed was delayed. As a result, neither the policy nor the regulations were changed and there remains no authority for sanctions or enforcement. This remains the current situation as it pertains regional academy jurisdictional issues.

C. Enforcement Issues, Regional Academy Operation

As previously mentioned, the Select Review Committee in developing the CJBS Policy for the Regional Academies included areas to address the overall organization and operation of an academy. Again, the SRC chose to follow the wishes of the regional academy board chairmen and keep the policy general. The policy set forth that each regional academy would possess a charter and by-laws which spell out the legal aspects of the organization as required under Section 15.1-21 of the Code of Virginia, the composition of the academy and the nature of the academy being created; membership agreements; how membership and/or the complete termination of the agreement is to be accomplished; names of the member political subdivisions; and the duration of the agreement.

The CJSB Policy further included guidelines for academy governance. This required at a minimum, that the academy to establish a governing body composed of member agency

administrators and/or chief executives of local political subdivisions. It also required that the academy have a director, training faculty, and/or support staff. The minimum duties and responsibilities of the academy governing board and director were further delineated.

A section on the academy director was included in the policy indicating minimum qualifications and duties. Issues regarding other staff qualifications and curricula development and review were addressed generally under the duties of the director. Again, no specific requirements in these areas were developed. It was generally accepted that the localities needed to have control of their academy, however, issues continued to arise in the areas of curriculum development and academy operation. As these issues were brought to the attention of DCJS and the CJSB, it became evident that there was a need for the academies to be consistent in the way they operate.

As with the regional academy jurisdiction issue, the CJSB Policy provided no enforcement mechanism. Thus, if any academy chose not to comply with the CJSB Policy, there was nothing in place for any entity to enforce the provisions. As it currently stands, the policy is unenforceable, and may or may not be used by an academy.

V. Study Design

A. Background and Goals

Based on a 1997 Report of the Virginia State Crime Commission titled "Funding of Regional Criminal Justice Training Academies," the 1997 General Assembly created a special fund based on a \$1.00 fee assessment attached to all criminal and traffic offenses to provide added financial support to the existing state allocations for the operation of regional training academies.

Language was also added to the Appropriations Act directing DCJS to develop guidelines for the operation of the regional academies and to report with recommendations to the 1998 General Assembly. With the increase in funding, there was also an expectation that the regional academy system be made more consistent and accountable. To that end, the department was directed to address the areas of:

- regional jurisdiction and the establishment of academy boundaries;
- curriculum review;
- staff qualifications; and
- competency standards

As previously mentioned because of their past experience and history in dealing with the regional academies on these issues, the CJSB Liaison Committee was asked to provide guidance and assistance in developing the study and subsequent recommendations. In addition to the four legislatively mandated areas of focus, the Liaison Committee further explored the following areas:

- adequacy of the current system to meet its stated purpose.
- user satisfaction; and
- academy operation.

In order to obtain information on each of these seven areas, each academy was asked to designate a member from their board to act as a primary contact for the purpose of developing this study.

In some cases, the academies designated their board chairman as the contact person and in others a separate member of their board was appointed. In addition to reviewing past experiences and contacts with the regional academies, a survey was sent to the liaison member of the board of each of the ten regional academies. Their responses were combined with historical information which was obtained from previous studies conducted on the training delivery system, from past meetings between the Liaison Committee and the governing boards of the regional academies, and from constant contacts by DCJS staff and the Liaison Committee with the academy directors and their board members. The regional academies and their liaison contact are listed in Appendix G.

VI. Findings and Recommendations

Finding A

According to the results of the regional academy guidelines survey relating to the regional academy training system:

- Eight feel that the current regional academy system provides an appropriate balance between the uniformity of statewide training standards and the flexibility of local controls and options.
- Six indicated that the present system provides reasonable standardization with regard to training, administrative rules, and operating funds.

There was no overwhelming agreement on the three most important factors to consider in assessing standardization of training delivery. The top responses were:

- (4) Uniformity in up-to-date curricula/lesson plans
- (3) Uniformity in delivering curricula
- (3) Updating training objectives regularly
- (3) Uniformity in measuring results of training

Finding B

Regional boundaries were previously designated as a result of the 1986 Gallagher Report which indicated that geographic boundaries should be established for the regional academies. Set regional jurisdictions provide for a geographic base for delivery of training to member local agencies, thus clarifying regional academy training responsibilities. Recent movement of agencies from one academy to another have created some questions regarding service delivery and equity for funding purposes. The creation of a tenth regional academy in 1997 exemplifies these issues. As funding allocations become increasingly tied to officer populations served, it will be important to distinguish regional academy jurisdictional boundaries.

Regarding the issue of regional jurisdiction, the academies responded as follows:

- Seven felt there was a need to establish academy boundaries, however, there was no agreement on how to establish these boundaries.
- Eight indicated that there should be a process to allow movement from one region to another.
- Nine responded that guidelines for changing academy status should apply. The consensus for guidelines centered around timely notification to all concerned parties, compliance with charter and financial obligations, and compliance with all guidelines affecting transfers.
- Sanctions against agencies that fail to comply with established guidelines focused on complying with financial obligations to the academy being left (7 responses), letter of non-

compliance and legal obligations under the academy charter (6 responses), agency personnel not credited for training until all obligations are met (6 responses).

- Sanctions against a receiving academy which fails to comply with established guidelines centered on withholding funding in an amount equal to the financial obligations of the transferring agency (7 responses), and sending a letter of noncompliance to the academy's board chairman.
- The majority of academy boards (6) favored sanction enforcement through CJSB regulation.

Recommendation 1

Regional academy boundaries should be retained and the existing Criminal Justice Services Board Policy for Regional Criminal Justice Training Academies be modified to reflect the addition of the new Piedmont Regional Criminal Justice Academy. The amended policy should be accepted as the foundation for a new Regional Academy Guidelines document which specifies regional academy boundaries.

Recommendation 2

The existing procedures for allowing an agency to change academy status as provided by the CJSB Regional Academy Policy should be retained in the new guidelines.

Recommendation 3

In order to ensure agency and academy compliance with the guidelines, sanctions and enforcement authority should be added to the guidelines document and to the Rules Relating to Regional Criminal Justice Training Academies allowing the Committee on Training to impose specific sanctions for noncompliance of the transfer procedures.

Recommendation 4

The Department of Criminal Justice Services will develop a standardized form to be used by agencies when changing academy membership.

Finding C

The regional academies are responsible for developing and providing the ongoing and specialized curriculum offerings for their member agencies. It is generally developed by the academy director based on the needs of the academy membership. Due in part to regional differences and needs, there is not a standard core curriculum for regional academies. Differences in course offerings vary from academy to academy often depending on available resources. Consequently, the variety and quality of curriculum differ generating some degree of concern from member agency heads and officers that receive this training. This issue has been raised with staff at DCJS on a number of occasions, however, the agency's purview is restricted to mandated training only leaving the primary responsibility for individual academy curriculum review to either the academy's director or its governing board.

Regarding the issue of curriculum review, results of the survey indicated the following:

- There appears to be little consistency among the regional academies for who approves curricula. Four academies provide that the director sets the curriculum with approval from the governing board; three use the executive board to approve curriculum; one reports that the director approves the curriculum; and one indicates the entire governing board has final approval authority.
- Likewise when asked who should have final approval for setting curricula, the answers were similarly diverse. The only constant being the four academies who responded that the director with approval from the governing board should be the final authority. It was interesting that two academies thought that a specialty review committee should approve curriculum.

Recommendation 5

Except as currently required by existing legislative and regulatory authority which directs the CJSB and DCJS to set minimum training requirements, all non-mandated curricula review should be left to the purview and discretion of the regional academy governing boards. *Note: The Liaison Committee indicated that the ultimate responsibility for curriculum approval is legally bound to the academy board members as head administrators for their respective agencies. Since the legal responsibility of the CJSB and DCJS is restricted to mandated training, the Committee felt that any curriculum approval role for DCJS or the CJSB should be restricted to those mandated areas.*

Finding D

Staff qualifications were considered for both the regional academy director and supporting professional and administrative staff. Areas of focus center around the qualifications needed to do the job and the consistency of all levels of staff in meeting the expectations that are associated with their respective positions.

Regional academy staffing has been a source of ongoing discussion for several years. Most regional academies have limited full-time staff and depend on member agencies to provide instructors. Because these instructors are active officers, many times their duties as such override obligations to the academy. Academies experience scheduling problems, no shows, and last minute substitutes that are not always prepared or qualified to teach a given topic. Thus supervision, evaluation, and quality of instruction are difficult to maintain. Those academies that are fortunate enough to have paid full-time staff are not as susceptible to these problems and can provide better supervision.

As indicated by the survey, the academies vary widely on numbers of professional staff, how they are hired, and the qualifications that are considered when hiring. Likewise, the instruments, methods and processes used to evaluate staff vary greatly from academy to academy. While the academies' governing boards universally were responsible for hiring the director, the variance in hiring practices and evaluation carried over to the director as well. Consequently, there appears to be no universally accepted standard for hiring regional academy directors, instructional personnel, or support staff.

Regarding the issue of staff qualifications, the results of the survey indicated the following:

- There was a wide discrepancy in the number of full-time staff employed at the regional academies:
Cardinal: 3
Central Shenandoah: 7
Central Virginia: 3
Crater: 3
Hampton Roads: 13
New River: 3
Northern Virginia: 28
Piedmont: 2
Rappahannock: 6
Southwest: 5
- With the exception of Piedmont, all the academies had at a minimum a director, assistant director (exception Piedmont), and an administrative assistant.
- All academies reported having job descriptions for full-time employees.
- When considering the most important factors for hiring professional staff, four considered a combination of education and experience to be the most important; three job experience; and two considered training experience to be the most important.
- The responsibility for hiring staff fell exclusively to the academy director.
- The responsibility for setting position qualifications were split, three indicated that the academy director was responsible; five stated either the academy's governing board or executive committee set qualifications; and one uses a combination of the academy director and executive committee.
- Seven indicated that the academy directors are responsible for evaluating competency of staff.
- All of the reporting academies indicated that either the entire governing board or an executive committee of the board evaluates the competency of the academy director. One academy, however, indicated that they had no formal written process to evaluate the director.
- Eight indicated that the academy directors are responsible for disciplining professional staff if necessary. Likewise, eight reported that either the academy governing board or the executive committee is responsible for conducting disciplinary actions on the director.

Recommendation 6

Guidelines for staff qualifications as currently exists in the CJSB Regional Academy Policy should not be changed and authority for addressing staff qualifications should be retained by the regional academy boards. *Note: The Liaison Committee indicated that funding for academy staff was provided wholly by the localities, thus the academy membership, not the state, should have full authority regarding personnel issues.*

Recommendation 7

Each of the regional academies should examine their charter and by-laws to ensure staff authority, responsibility, and accountability are clearly delineated.

Findings E

Competency standards as defined for the purpose of this study center around how well the trainees are prepared for performing in the areas of job responsibility for which training takes place. According to entry-level training standards, each trainee must successfully complete each training objective required by the rules governing entry-level officers. However, the methods for testing trainees on these objectives are left largely to the individual academy. Currently, there is no statewide competency test for entry-level officers to determine if appropriate training was conducted or retained. Each academy has its own policy for performance-based testing, re-testing, and pass-fail criteria. Additionally, testing of trainees for in-service instruction is optional and left to the discretion of the academy. The use of testing at both the entry-level and in-service vary from academy to academy.

Regarding competency standards, the results of the survey are as follows:

- Nine of the academies reported using written instruments to test recruit trainees, and eight reported using practical exercises.
- If a mandated statewide competency test is established, eight of the academies favored a standardized test on each topic area of entry-level training administered periodically during the training.
- The academies were evenly split on whether a certification exam measuring minimum knowledge, skills, and abilities for recruits should be required.

Recommendation 8

A standardized test for each topic area of mandated entry-level training based on the minimum standard training objectives shall be developed and administered on a periodic basis as appropriate during training. Successful completion of these tests will be required for officer certification.

Recommendation 9

Any testing for non-mandated training should be left to the discretion of the regional academy governing boards and the academy director.

Finding F

The manner in which regional academies manage their operations varies widely. The academy governing board's areas of responsibilities delegated to the director and staff, and methods of procurement and financial management differ greatly. The level of their governing board involvement in the everyday operation of the academy varies as well. In the past year, there have been at least two instances where problems with either an academy's financial practices or operational policies have been an issue. The 1986 Gallagher Study recommended that there be some state supervision over the operation of the regional academies to ensure consistency and uniformity in service delivery of training. However, as the CJSB Policy for Regional Academies was developed over the years, the prevailing thinking was to leave this responsibility to the local agency members of the academy governing boards. This continues to be case, but it is recognized that safeguards may need to be formalized in the oversight process through either the academy charter or by-laws.

Regarding areas of general operation of the academies, the results of the survey are as follows:

- Nine of the academies reported that member agency administrators were satisfied with the quality of mandated training offered at their academy.
- The academy governing boards gave a wide range of oversight responsibilities to the academy director which includes: establish policy (6); develop rules (4); set curriculum (5); develop lesson plans (5); handle personnel matters (5); and make financial decisions regarding expenditures (7). Only one academy indicated that all oversight responsibility rested with the academy's governing board.
- Academies reported a variety of ways by which their funds were managed. Four indicated the governing board handled their finances; three used the academy director; two used financial officers of a member local government agency; and one appointed an independent financial officer.
- Only 50% of the academies reported that an independent audit was required by their charter or by-laws.

Recommendation 10

An addition should be made to the new regional academy guidelines requiring each academy to appoint a fiscal agent from a member political subdivision to handle academy finances. Also, an independent audit should be required annually of the academy's finances and a copy of the audit report submitted to DCJS. *Note: The Liaison Committee believes that the handling of the academy's finances is a critical function. Due to the variety of ways the academies reported that they handled their finances, and because of recent problems experienced by some academies with procurement and budget issues, and because it makes good business sense, the Committee strongly felt that this area should be subject to a consistent and independently administered process.*

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Appendix A

Item

	Item Details(\$)		Appropriations(\$)	
	First Year	Second Year	First Year	Second Year
percent of minimum security, nonviolent offenders who would otherwise be incarcerated in state and local correctional facilities by fiscal year 2006;				
2. Detail the feasibility and appropriateness of programs, services, and costs necessary to reduce the unsentenced pretrial population of minimum security, nonviolent offenders in jails by fiscal year 2006; and				
3. Detail the estimated state and local correctional capital and operating cost avoidance from the implementation of the proposals identified in paragraphs 1 and 2.				
Total for Secretary of Public Safety.....			\$396,754	\$396,754
General Fund Positions.....	4.00	4.00		
Position Level.....	4.00	4.00		
Fund Sources: General.....	\$396,754	\$396,754		

1-85. DEPARTMENT OF CRIMINAL JUSTICE SERVICES (140)

433. Administrative and Support Services (31900)			\$1,868,576	\$1,768,576 \$1,803,576
General Management and Direction (31901)	\$1,306,051	\$1,306,061 \$1,341,051		
Planning and Evaluation Services (31916)	\$562,525	\$462,525		
Fund Sources: General	\$1,368,576	\$1,268,576 \$1,303,576		
Special	\$500,000	\$500,000		

Authority: Title 9, Chapter 27, Code of Virginia; P.L. 94-503, 95-115, 96-157 and 96-509, Federal Code.

434. Not set out.

435. Criminal Justice Training, Education, and Standards (30300)			\$1,007,249	\$1,007,249 \$1,157,249
Law Enforcement Technical Assistance (30305)	\$637,652	\$637,663 \$787,652		
Law Enforcement Training and Education (30306)	\$369,597	\$369,597		
Fund Sources: General.....	\$1,007,249	\$1,007,249 \$1,122,249		
Special.....	\$0	\$35,000		

Authority: Title 9, Chapter 27, Code of Virginia

A. The Department of Criminal Justice Services shall develop guidelines for regional criminal justice training academies, including curriculum, staff qualifications, regional jurisdiction and competency standards. The Department shall report its findings and recommendations to the Governor and the General Assembly by November 15, 1997.

Appendix B

Regional Academy Guidelines Survey

Introduction:

Movement by member agencies from one regional academy to another is a regular occurrence. In some instances, the transferring agencies do not always comply with either the requirements of the academy charter or the Criminal Justice Services Board Policy for State-Funded Regional Criminal Justice Training Academies. The General Assembly has directed DCJS to develop guidelines for establishing regional jurisdictions for regional academies. The following questions are designed to gain your insight on this issue.

Please return all completed surveys by August 22, 1997 to :

**Ron Bessent
DCJS
805 E. Broad St.
Richmond, VA 23219**

For the purposes of this survey, the following definitions will apply:

Academy Governing Body: Individuals who are elected or appointed incorporating all member agencies as provided by the academy charter who represent the general membership, and possess the authority to act on matters within their purview.

Charter: A document setting forth the aims, policies, rules and procedures agreed upon by the participating localities and criminal justice agencies joining to create a regional training academy.

Executive Committee: Individuals who are elected or appointed representing member agencies as provided by the academy charter, bylaws, or policies, and who are responsible for the direct supervision of the regional training academy and its staff, and possess the authority to act on matters within their purview. This committee represents member agencies and has the authority to act for the general membership.

Agency/Member Department: A state or local criminal justice agency which has met all legal requirements for membership in a regional training academy as specified by the regional training academy charter, bylaws, policy, or other binding agreement.

Specialty Review Committee: Any committee designated by either the Executive Committee or the overall Governing Body to address specific areas of academy operation such as budget/audit review committee, curriculum review committee, etc.

Section Number 1: Regional Academy Training System

Preamble: The purpose of the regional academy system is to serve the citizens of the Commonwealth of Virginia by providing sound and efficient delivery of mandated law enforcement training to local criminal justice personnel.

1. The present regional academy system is intended to provide a balance between the uniformity which flows from statewide training standards, reporting, and administration; and the flexibility which flows from local control and options. Do you think an appropriate balance between uniformity and flexibility has been achieved?

Yes No

If not, please explain: _____

2. The present system is also intended to provide reasonable standardization with regard to training, administrative rules, and operating funds. Do you believe it has achieved this purpose?

Yes No

If not, please explain: _____

3. What do you believe are the three (3) most important factors to consider in assessing standardization of training delivery on a statewide basis?

A. _____

B. _____

C. _____

Section Number 2: Regional Jurisdiction

- 1. A. Should structured regional academy boundaries be established?
Yes ___ No ___
- B. If yes, should the boundaries be established based upon: (check one)
geographical area ___ ; or
the discretion of the agency ___ ?
- C. Once an academy region is established, should there be a process to
allow movement from one region to another? Yes ___ No ___

- 2. A. What guidelines should apply when an agency elects to change
academies? (Check all that you think should apply.)
 - (1) ___ Written notice of intent to withdraw to academy being left
 - (2) ___ Written notice of intent to withdraw to DCJS
 - (3) ___ Full compliance with the charter and any financial obligation
owed to the academy being left
 - (4) ___ Establishment of time restrictions for withdrawal notification
 - (5) ___ Mandatory mediation meeting between the leaving agency
and the academy being left to try and resolve differences
 - (6) ___ Acceptance by the receiving academy contingent upon
agency's compliance with any guidelines established
governing agency movement
 - (7) ___ Written notice of acceptance sent to all affected parties by
receiving academy
 - (8) ___ Make academy recertification contingent upon compliance
with any guidelines established governing agency transfers
 - (9) ___ Personal appearance before the Committee on Training of
the Criminal Justice Services Board by the head of the
departing agency to state the reasons for leaving
 - (10) ___ Other (please list): _____

B. What sanctions would you propose if an agency or an academy did not comply with the academy's charter regarding withdrawals or any transfer guidelines established? (Check all that you think should apply)

Agency:

- (1)___ Letter of noncompliance sent to agency administrator indicating legal obligations under the charter of the academy being left
- (2)___ Agency required to comply with all financial obligations to academy being left
- (3)___ Agency's personnel will not be credited with any mandated training received except from academy from which the agency is withdrawing until all financial obligations are met
- (4)___ Agency becomes ineligible for any DCJS grant funding
- (5)___ Other (please indicate)_____

Receiving Academy:

- (1)___ Letter of noncompliance sent to receiving academy's board chairman
- (2)___ Withhold the total financial obligation of the transferring agency to the losing academy from the state funds allocated to the receiving academy, and apply this amount to the losing academy's funding allocation
- (3)___ Assess a sliding scale financial transition penalty based on the withdrawing agency's officer population against the receiving academy. The penalty assessment would be withheld from the receiving academy's state funding allocation and applied to the losing academy's funding allocation
- (4)___ Receiving academy would not be recertified upon next recertification cycle
- (5)___ Other (please indicate)_____

3. How do you propose that any sanctions be enforced? (check one)

- ___ Legal recourse under contract provisions of the academy's charter
- ___ Legislative mandate
- ___ Regulations promulgated by the Criminal Justice Services Board (CJSB)
- ___ Other (please indicate)_____

4. Who do you think should have the final approval authority for agencies changing academies? (check one)

- Losing academy's governing body**
 Receiving academy's governing body
 Committee on Training of the CJSB
 Other (specify) _____

Section Number 3: Curriculum Review

1. Who has final approval for the curricula at your academy? (check one)

- Academy Director**
 Academy Governing Body
 Academy Executive Board
 Academy Director with approval from the board
 Academy specialty committee

2. Who should ultimately be responsible for conducting curricula review? (check one)

- Academy Director**
 Academy Governing Body
 Academy Executive Board
 Academy Director with approval from the board
 Academy specialty committee
 Other (specify) _____

3. In the past two years, list the number of times your academy has:

- Cosponsored training with another academy (excluding DCJS Jails Training)**
 Shared curricula or lesson plans with another academy
 Shared equipment or facilities with another academy
 Worked together with another academy to develop a new program
 Other cooperative efforts (please specify) _____

Section Number 4: Staff Qualifications

1. How many full-time staff (either paid or assigned) does your regional academy employ? _____

Please list by title the type and number of staff employed or assigned:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

2. Does your academy have job descriptions for each full-time staff position?
 Yes _____ No _____
 (Please forward copies of job descriptions or any staff qualifications available)

3. Which do you think is more important to consider when hiring the following staff positions? (check one)

	<u>Education</u>	<u>Job Experience</u>	<u>Training Experience</u>	<u>Other</u>
Professional staff	_____	_____	_____	_____
Support staff:	_____	_____	_____	_____

4. Who is ultimately responsible for:

	<u>Setting position qualifications</u>	<u>Hiring staff</u>
Academy Director	_____	_____
Academy Governing Body	_____	_____
Executive Committee	_____	_____
Specialty Committee	_____	_____
Other (Specify) _____	_____	_____

5. Who evaluates the competency of staff?

	<u>Professional staff:</u>	<u>Support staff:</u>
Academy Director	_____	_____
Academy Governing Body	_____	_____
Executive Committee	_____	_____
Board Chairman	_____	_____
Specialty Committee	_____	_____
Other (Specify) _____		

6. Who evaluates the competency of the academy director?

Academy Governing Body	_____
Academy Executive Committee	_____
Academy Board Chairman	_____
Specialty Committee	_____
Other (Specify) _____	

7. How often are academy staff evaluated?

	<u>Semi-annually</u>	<u>Annually</u>	<u>Other (specify)</u>
Academy director:	_____	_____	_____
Professional staff:	_____	_____	_____
Support staff:	_____	_____	_____

8. What process is used to evaluate the following staff? (Check all that apply)

	<u>Academy director:</u>	<u>Professional staff:</u>	<u>Support staff:</u>
Job description:	_____	_____	_____
Set performance measures:	_____	_____	_____
On-site observation:	_____	_____	_____
Trainee evaluations:	_____	_____	_____
Spot audits by Board:	_____	_____	_____
No formal method:	_____	_____	_____
Other (specify): _____	_____	_____	_____

(Please forward any performance evaluation forms, goals, criteria, etc. as may apply to the above named positions.)

9. Should disciplinary action be necessary for academy staff, who has final authority to conduct such actions on the positions listed below?

	<u>Academy director:</u>	<u>Professional staff:</u>	<u>Support staff:</u>
Academy Director:	_____	_____	_____
Academy Governing Body:	_____	_____	_____
Executive Committee:	_____	_____	_____
Board Chairman:	_____	_____	_____
Other (Specify)	_____		

Section Number 5: Competency Standards

1. Please list all methods and/or instruments used to test recruit trainees:

2. If a statewide competency test is established, what type of testing mechanism do you feel is the best way to implement it? (check one)

_____ **Standardized test for each topic area of entry-level training based on the minimum standard training objectives and administered periodically during training**

_____ **Development of a statewide assessment exam to be given to all recruits upon completion of the academy.**

_____ **Standard evaluation conducted by F.T.O.s at the agency**

_____ **Other (specify)** _____

3. A. Some criminal justice professionals have suggested that new recruits be required to pass a certification exam similar to that of other professions. Should a statewide certification exam be developed to ensure that recruits coming out of the academy possess the minimum knowledge, skills and abilities of their job?

Yes _____ No _____

- B. If implemented, how should a statewide competency exam be utilized?

_____ Evaluation of the consistency and quality of instruction

_____ Officer evaluation for remedial training

_____ Requirement for state certification

_____ Other (specify) _____

Section Number 6: Miscellaneous

1. Do you feel the member agency administrators would rate the quality of mandated training at your academy as:

Satisfactory _____ Unsatisfactory _____

2. A. Please list what you consider to be the strengths of your academy:

_____	_____
_____	_____
_____	_____

- B. Please list the areas you feel could be improved at your academy:

_____	_____
_____	_____
_____	_____

3. What oversight responsibilities does your academy governing body give to the academy director and staff?

- Establish policy**
- Develop and enforce academy rules**
- Set or change curriculum**
- Develop lesson plans**
- Handle personnel matters**
- Make financial decisions regarding expenditures**
(If yes but with limits, please indicate the limitations.) _____

Other (specify) _____

4. A. Who manages the academy's funds?

- Financial officer of a member local government agency**
- Academy Governing Body**
- Academy director/staff (specify:) _____**
- Independent financial officer appointed by the academy's board**
- Other (specify:) _____**

B. Does your charter or bylaws require an independent audit of the academy's finances?

Yes _____ No _____

If yes, how often? **Annually** _____ **Every 2 years** _____

Other (specify) _____

Please provide any other comments you may have regarding issues that should be included when developing regional academy guidelines. _____

Appendix C

Criminal Justice Services Board
Regional Criminal Justice Academy
Guidelines

CJSB GUIDELINES FOR REGIONAL TRAINING ACADEMIES

1. CJSB AUTHORITY FOR ISSUING ACADEMY GUIDELINES

Item 438 of the Commonwealth's 1997-98 Appropriations Act states that:

The Criminal Justice Services Board (CJSB) shall adopt such rules as may reasonably be required for the establishment, operations and service boundaries of state supported regional criminal justice training academies."

Item 435 of the Commonwealth's 1997-98 Appropriations Act states that:

The Department of Criminal Justice Services shall develop guidelines for regional criminal justice training academies, including curriculum, staff qualifications, regional jurisdiction and competency standards.

2. DEFINITIONS

Academy Governing Body: Individuals who are elected or appointed as provided by the academy charter, bylaws, or policies, and who are responsible for the direct supervision of the regional training academy and its staff, and possess the authority to act on matters within their purview representing member departments and with the authority to act for the member departments.

Charter: A document setting forth the aims, policies, rules and procedures agreed upon by the participating localities and criminal justice agencies joining to create a regional training academy.

Department Administrator: The agency head of any state or local criminal justice agency.

Fiscal Year: A 12-month time period commencing July 1 and ending June 30.

Independent Department: A state or local criminal justice agency which is not affiliate with a regional training academy and whose personnel are required to comply with compulsory minimum training standards promulgated by the CJSB.

Member Department: A state or local criminal justice agency which has met all legal requirements for membership in a regional training academy as specified by the regional training academy charter, bylaws, policy, or other binding agreement.

Policy: A statement setting forth the philosophy or intent of management in broad, general terms; a general guideline for decision- making.

Procedure: A method of proceeding that is designed to achieve a particular objective.

Rule: A sta'm .Utement that a specific action must or must not be taken in a given situation.

Training Region: A contiguous geographic region including all local political subdivisions within such region subject to mandated training.

3. ESTABLISHMENT OF TRAINING REGIONS

On and after July 1, 1997, the Commonwealth shall be divided into ten training regions in order to provide a basis for the sound and efficient delivery of mandated training to local criminal justice personnel, pursuant to Section 9-170, Code of Virginia. Each training region shall be a contiguous geographic region encompassing all

local political subdivisions within such region subject to mandate training. Each of the training regions shall be served by a regional training academy. The ten training regions and their regional training academies are as follows:

1. The region served by the *Cardinal Criminal Justice Academy* includes the jurisdictions listed in Appendix A.
2. The region served by the *Central Shenandoah Criminal Justice Training Center* includes the jurisdictions listed in Appendix B.
3. The region served by the *Central Virginia Criminal Justice Academy* includes the jurisdictions listed in Appendix C.
4. The region served by the *Crater Criminal Justice Academy* includes the jurisdictions listed in Appendix D.
5. The region served by the *Hampton Roads Regional Academy of Criminal Justice* includes the jurisdictions listed in Appendix E.
6. The region served by the *New River Regional Criminal Justice Training Center* includes the jurisdictions listed in Appendix F.
7. The region served by the *Northern Virginia Criminal Justice Academy* includes the jurisdictions listed in Appendix G.
8. The region served by the *Piedmont Regional Criminal Justice training Academy* includes the jurisdictions listed in Appendix H.
9. The region served by the *Rappahannock Regional Criminal Justice Academy* includes the jurisdictions listed in Appendix I.
10. The region served by the *Southwest Law Enforcement Academy* includes the jurisdictions listed in Appendix J.

As provided for in Appendix A through Appendix J of this policy, each local political subdivision is assigned to a particular training region served by a designated regional academy. An agency of a local political subdivision may maintain an academy affiliation with an academy other than the regional academy designated to serve its training region only as provided by Section 5 of these guidelines. As of July 1, 1998, only the department of the local subdivisions listed in Appendix K are authorized to maintain an affiliation with a regional academy outside of their assigned region.

4. REGIONAL ACADEMY SATELLITES

Regional training academies shall provide satellite training sites based on the principles of sound and efficient training delivery and departmental management concerns. Criteria used in satellite site selection shall include: training demand, student volume, distance traveled, travel time and instructor availability.

5. CHANGING ACADEMY STATUS

All local political subdivisions whose personnel are subjected to mandated training shall be assigned to a designated training region, each served by a regional academy. Changes in academy status are subject to the following applicable procedures:

5.1 CHANGING REGIONAL ACADEMIES

A change in membership from one regional academy to another may occur when the following steps are completed:

- a. A written request from the department administration has been sent to the chair of the academy governing body of the regional academy where membership is desired;
- b. The department administrator has simultaneously sent a copy of the request to the Department of Criminal Justice Services (DCJS). Notification to DCJS must be provided in order to determine any potential impact on funding allocated by the state.
- c. The department administrator has sent written notification of the intent to withdraw membership to the academy governing body chairman of the academy being withdrawn from;
- d. The academy governing body chairman has provided the department administrator with the opportunity to address the board on the reasons the department is withdrawing membership.
- e. The chairman of the academy governing body, where membership is desired, has notified the department administrator in writing of his board's decision regarding the acceptance or rejection of the membership proposal.
- f. Upon acceptance, the department administrator must send written notification of withdrawal of membership to the governing body chairman of that academy where membership is being withdrawn. Notification must be sent no later than *October 1* of the fiscal year immediately preceding the fiscal year in which the department intends to withdraw or within the time frame specified by the academy's charter, whichever is earlier.

5.1.1 A withdrawing member department is obligated to pay its designated financial assessment to the academy where membership is being withdrawn until the end of the fiscal year preceding the fiscal year during which they will become a member department of the academy being joined, unless the regional training academy charter specifies otherwise. DCJS will provide a fiscal impact statement to the chairman of each academy board. The statement will address the financial impact on each academy for the fiscal year in which the withdrawal will become effective.

5.1.2 In the event a withdrawing member department fails to comply with the preceding process, prior to imposition of any potential CJSB sanctions, any of the involved parties to the issue in question may request to meet with a DCJS designated mediator, agreeable to all parties, to resolve the issue.

5.1.3 If one or more of the parties as stated in section 5.1.2. elect not to participate in the mediation process, and if the issue in question cannot be resolved, the Committee on Training of the CJSB shall have the authority to enforce these guidelines and conduct a hearing on the matter and impose sanctions as may be set forth in these guidelines and in the Rules Relating to Regional Criminal Justice Training Academies.

5.1.4 Any regional academy which accepts membership from a department withdrawing from another regional academy under circumstances in which the withdrawing department does not comply with Section 5 of these Guidelines shall be subject to the following transition penalty based on the number of personnel of the withdrawing department who are subject to mandated training as recorded in the DCJS criminal justice data base on the third Tuesday of October of the current fiscal year.

<u>Number of Officers</u>	<u>Transition Penalty</u>
<u>1 to 25</u>	<u>\$5,000</u>
<u>26 to 50</u>	<u>\$10,000</u>
<u>51 to 100</u>	<u>\$15,000</u>
<u>101 to 200</u>	<u>\$30,000</u>
<u>201 and over</u>	<u>\$50,000</u>

Disbursement of State Training Funds to the receiving regional academy will be adjusted to cover the transition penalty. The transition penalty withheld from the receiving regional academy will then be disbursed to the losing regional academy in accordance with fiscal guidelines.

5.1.5 If the withdrawing department does not comply with procedures in accordance with Section 5 of the Guidelines, the withdrawing department's personnel will not be credited with any mandated training received other than from the regional academy from which the department is withdrawing. This sanction shall remain in effect until such time as the department mutually satisfies any fiscal responsibility with the losing regional academy or through the fiscal year in which the transition penalty will be assessed, whichever shall first occur.

5.1.6 The Committee on Training of the CJSB shall conduct all hearings and impose sanctions for any violations of Section 5 of the Guidelines. Any appeals shall be heard by the Executive Committee of the CJSB as set forth in Article 6, Section 2 of the CJSB Bylaws. Upon written concurrence that all issues in dispute have been resolved prior to or during the fiscal year in which the transition penalty will be assessed, any or all sanctions may be removed by the Committee on Training at which time any previous training credit denied will be reinstated. The written agreement shall be coordinated by the DCJS, signed by all parties and filed with the CJSB by June 1 of the current fiscal year.

5.1.7 None of the above mentioned sanctions shall preclude an academy's right to pursue other methods of redress against a withdrawing department for violation of the process of withdrawing which may be granted by statute or general law.

5.2 CHANGING FROM AN INDEPENDENT DEPARTMENT TO A REGIONAL ACADEMY

A change in status from an independent department to membership in a regional academy may occur when the following steps are completed:

a. A written request for membership from the department administrator has been sent to the chairman of the academy governing body of the regional academy where membership is desired.

b. The department administrator has simultaneously sent a copy of the request to the Department of Criminal Justice Services (DCJS). Notification to DCJS must be provided in order to track academy agency membership, officer population and to determine any potential impact on funding provided by the state. (Note: if funding formula is changed to distribution by officer population exclusively, then any new member to an academy will impact funding allocation to all 10 regional academies.)

c. The chairman of the academy's governing body has notified the department administrator in writing of his board's decision regarding the acceptance or rejection of the membership proposal.

5.2.1 An independent department joining a regional training academy will be obligated to pay its financial assessment, as determined by the academy. [DCJS will not allocate additional funding to the regional training academy, in accordance with the established funding formula, until additional financial assistance is appropriated by the General Assembly.]

5.3 CHANGING FROM A REGIONAL ACADEMY TO AN INDEPENDENT DEPARTMENT

A change in status from membership in a regional academy to that of an independent department may occur when the following steps are completed:

a. The department administrator has sent written notification of the intent to withdraw membership to the chairman of the governing body of the academy from which they are withdrawing.

b. The department administrator has simultaneously sent a copy of the request to the Department of Criminal Justice Services (DCJS). Notification to DCJS must be provided in order to track academy agency membership, officer population and to determine any potential impact on funding provided by the state.

c. The chairman of the academy governing body must provide the department administrator with the opportunity to address the board on the reasons the department is withdrawing membership.

5.3.1 A withdrawing member department is obligated to pay its designated financial assessment until the end of the fiscal year preceding the fiscal year in which the member department will become an independent department, unless the regional training academy charter specifies otherwise.

5.3.2 In the event a withdrawing member department fails to comply with the preceding process, prior to imposition of any potential CJSB sanctions, any of the involved parties to the issue in question may request to meet with a DCJS designated mediator, agreeable to all parties, to resolve the issue.

5.3.3 If one or more of the parties as stated in section 5.1.2. elect not to participate in the mediation process, and if the issue in question cannot be resolved, the Committee on Training of the CJSB shall have the authority to enforce these guidelines and conduct a hearing on the matter and impose sanctions as may be set forth in these guidelines and in the Rules Relating to Regional Criminal Justice Training Academies.

5.3.4 If the withdrawing department does not comply with procedures in accordance with Section 5 of the Guidelines, the withdrawing department's personnel will not be credited with any mandated training received other than from the regional academy from which the department is withdrawing. This sanction shall remain in effect until such time as the department mutually satisfies any fiscal responsibility with the losing regional academy or through the fiscal year in which the transition penalty will be assessed, whichever shall first occur.

5.3.5 The Committee on Training of the CJSB shall conduct all hearings and impose sanctions for any violations of Section 5 of the Guidelines. Any appeals shall be heard by the Executive Committee of the CJSB as set forth in Article 6, Section 2 of the CJSB Bylaws. Upon written concurrence that all issues in dispute have been resolved prior to or during the fiscal year in which the transition penalty will be assessed, any or all sanctions may be removed by the Committee on Training at which time any previous training credit denied will be reinstated. The written agreement shall be coordinated by the DCJS, signed by all parties and filed with the CJSB by June 1 of the current fiscal year.

5.3.6 None of the above mentioned sanctions shall preclude an academy's right to pursue other methods of redress against a withdrawing department for violation of the process for withdrawing which may be granted by statute or general law.

5.4 MERGER OF REGIONAL TRAINING ACADEMIES

A change in status from two or more separate regional training academies to the creation of one or more regional training academies may occur when the following steps are completed:

a. The chairman of one regional training academy governing body has sent notification of a desire to merge to the chairman of another regional training academy governing body.

b. The chairmen of merging academies proposing the merger have simultaneously sent a copy of the proposal to the Department of Criminal Justice Service (DCJS). Notification to DCJS must be provided in order to determine any potential impact on funding provided by the state.

c. The chairmen of each regional training academy must notify its members and obtain approval for the merger.

d. Once the merger has been agreed upon, the chairmen of the merging regional training academies shall notify the chairman of the Criminal Justice Services Board (CJSB) of the pending merger. The chairman of CJSB shall notify the chairmen of the merging regional training academies of the potential impact on state funding and policies of a merger. Any merger cannot be effective until the impact statement is returned by the CJSB and upon resolution of any identified issues which may negatively affect state funding and/or policy. Any merger cannot be effective until an amendment to that affect has been made to the Rules Relating to Regional Criminal Justice Training Academies.

6. CJSB GUIDELINES TO REGIONAL TRAINING ACADEMIES

6.1 ACADEMY CHARTER AND BY LAWS

Each regional training academy shall be established in accordance with Section 15.1-21 of Code of Virginia. Each academy shall possess a charter which, at a minimum, specifies the following as provided in the above section.

- a. the names of the local political subdivisions that have joined to create the academy;
- b. the duration of the agreement;
- c. the purpose(s) of the academy;
- d. the organization, composition, and nature of the academy being created, and the powers delegated thereto;
- e. the designation of a financial officer from a member political subdivision, independent annual audit procedures (copy to be provided to DCJS), manner of financing and maintaining a budget for the academy;
- f. the method to be employed in accomplish the partial or complete termination of the agreement and for disposing of property upon such partial or complete termination;

Each academy may adopt bylaws as appropriate.

No provision of an academy's charter or bylaws shall be inconsistent with guidelines, procedures, and rules adopted by the CJSB.

Section 6.1 Commentary: Great care must be taken when designing the structure and enumerating the duties of any collective body. The Code of Virginia provides guidance in this regard relating to the basic framework which must exist for each regional training academy.

The CJSB encourages each regional training academy to examine its current structure to ensure compliance with the Code of Virginia and applicable regulations. Further, the CJSB supports the initiatives of regional academy boards to further define roles and responsibilities through the development and adoption of bylaws, policies, and other written directives which clearly delineate the management and operational structure of the regional training academy.

6.2 ACADEMY ORGANIZATION

The organization of each regional training academy shall be specified by the academy charter, bylaws or policies, and each shall have at a minimum:

1. Academy Governing Body
2. Academy Director
3. Training Faculty and/or Support Staff

6.3 ACADEMY GOVERNANCE

The governance of each regional training academy shall be the responsibility of each academy's governing body and the authority, duties and relationship between the academy governing body and its academy director shall be specified in the academy charter, bylaws or policies.

6.4 ACADEMY GOVERNING BODY

The majority of the governing body of each regional training academy shall be composed of chiefs of police and sheriffs of member departments and chief executives of local political subdivisions.

The governing body shall have the following as its primary responsibilities:

- a. elect officers;
- b. approve regional training academy budget;
- c. adopt and amend its charter; and,
- d. may select a subunit of its members to serve as its designee to function on behalf of the governing body.

6.4.1 Each regional training academy's charter, bylaws or policies shall address the following composition and organizational items relating to the governing body and its subunits if applicable:

- a. membership
- b. terms of office
- c. vacancies
- d. tenure
- e. meetings

6.4.2 Duties: The academy governing body, or its designated subunit, of each regional training academy is charged with the following duties:

- Appointment and termination of the academy director
- Fix the compensation of the director and staff
- Establish the duties of the director
- Evaluate the performance of the director
- Establish the faculty staffing level
- Establish the level of support personnel
- Approve and authorize budget expenditures
- Establish fees to be paid by outside users
- Approve contractual arrangements
- Adopt and amend academy bylaws
- Review and approve academy policies, rules, and procedures
- Designate a financial officer and establish audit procedures
- Review and approve academy curriculum
- Other duties as specified in the academy charter

6.5 ACADEMY DIRECTOR

The following qualifications and duties shall apply to the academy director of each regional training academy:

6.5.1 Qualifications: Candidates for position of academy director should meet the following minimum qualifications:

- a. Bachelor's degree in criminal justice, public administration, education or related field. (An associate degree in combination with experience may be used in lieu of a bachelor's degree.)
- b. Extensive work experience providing considerable knowledge of the criminal justice system with specific experience in the management of criminal justice training or education. Management experience should include agency or agency subunit budget development and execution; personnel recruiting and selection as well as other training management responsibilities. Will be expected to perform the duties as outlined in paragraph 6.5.2 with a minimum of difficulty.
- c. (The academy governing body in its review of candidates may, in its judgement, substitute experience for education or education for experience, provided the end resulting criteria are consistent with sound hiring practices and the candidates considered have the required knowledge, skills and abilities to perform the function of academy director.)

6.5.2 Duties: The management, administration and operation of each regional training academy shall be the responsibility of the academy director. Accordingly, the academy director shall:

- Prepare the academy's annual budget
- Act as the academy's purchasing agent
- Advertise, hire and train support staff
- Evaluate, discipline, terminate support staff
- Establish support staff work schedules
- Prepare academy governing body meetings agendas in cooperation with the academy board chairperson
- Advertise academy governing body meetings
- Provide liaison to academy governing body members and other officials
- Develop and continually review academy curriculum
- Schedule academy courses and programs
- Review instructor lesson plans and tests
- Ensure that faculty and students comply with academy bylaws
- Monitor academy courses and programs
- Select and evaluate faculty performance
- Prepare and submit annual report to the academy governing body
- Prepare and distribute academy training calendar
- Instruct as needed
- Enter into contracts as needed
- Assure satellite training as authorized by the academy governing body
- Ensure compliance with applicable laws and regulations governing academy operations and programs.

APPENDICES

APPENDIX A
CARDINAL TRAINING REGION

Cities

Bedford
Radford
Roanoke
Salem

Counties

Bedford
Botetourt
Craig
Franklin
Roanoke

Towns

Blacksburg
Boones Mill
Buchanan
Christiansburg
Rocky Mount
Vinton

APPENDIX B

CENTRAL SHENANDOAH TRAINING REGION

<u>Cities</u>	<u>Counties</u>	<u>Towns</u>
Buena Vista	Albemarle	Berryville
Charlottesville	Alleghany	Bridgewater
Clifton Forge	Augusta	Broadway
Covington	Bath	Culpeper
Harrisonburg	Clarke	Craigsville
Lexington	Culpeper	Dayton
Staunton	Fluvanna	Edinburg
Waynesboro	Frederick	Elkton
Winchester	Greene	Front Royal
	Highland	Glasgow
	Louisa	Gordonsville
	Madison	Grottoes
	Page	Iron Gate
	Rockbridge	Louisa
	Rockingham	Luray
	Shenandoah	Middletown
	Warren	Mineral
		Mount Jackson
		New Market
		Scottsville
		Shenandoah
		Stanley
		Stephens City
		Strasburg
		Timberville
		Woodstock

APPENDIX C

CENTRAL VIRGINIA TRAINING REGION

Cities

Lynchburg
South Boston

Counties

Amherst
Appomattox
Brunswick
Buckingham
Campbell
Charlotte
Cumberland
Halifax
Lunenburg
Mecklenburg
Nelson
Nottoway
Prince Edward

Towns

Altavista
Amherst
Appomattox
Blackstone
Boydton
Broadnax
Brookneal
Burkeville
Chase City
Clarksville
Clover
Crewe
Dillwyn
Drakes Branch
Farmville
Halifax
Kenbridge
Lacrosse
Lawrenceville
South Hill
Victoria

APPENDIX D
CRATER TRAINING REGION

Cities

Colonial Heights
Emporia
Franklin
Hopewell
Petersburg
Richmond

Counties

Amelia
Charles City
Chesterfield
Dinwiddie
Greensville
Isle of Wight
Henrico
New Kent
Powhatan
Prince George
Southampton
Surry
Sussex

Towns

Boykins
Courtland
Mecklenney
Wakefield
Wavery

APPENDIX E

HAMPTON ROADS TRAINING REGION

Cities

Chesapeake
Hampton
Newport News
Norfolk
Poquoson
Portsmouth
Suffolk
Virginia Beach
Williamsburg

Counties

Accomack
Gloucester
James City
Mathews
Northampton
York

Towns

Cape Charles
Chincoteague
Exmore
Onancock
Onley
Parksley
Saxis

APPENDIX F
NEW RIVER TRAINING REGION

Cities

Galax

Counties

Bland
Carroll
Floyd
Giles
Grayson
Montgomery
Pulaski
Smyth

Towns

Chilhowie
Dublin
Fries
Glen Lyn
Hillsville
Independence
Marion
Narrows
Pearisburg
Pembroke
Pulaski
Rich Creek
Rural Retreat
Wytheville

APPENDIX G

NORTHERN VIRGINIA TRAINING REGION

Cities

Alexandria
Fairfax
Falls Church
Manassas
Manassas Park

Counties

Arlington
Fairfax
Loudoun
Prince William

Towns

Dumfries
Haymarket
Herndon
Leesburg
Middleburg
Occoquan
Purcellville
Quantico
Vienna

APPENDIX H
PIEDMONT TRAINING REGION

Cities

Danville
Martinsville

Counties

Henry
Patrick
Pittsylvania

Towns

Chatham
Gretna

APPENDIX I

RAPPAHANNOCK TRAINING REGION

Cities

Fredericksburg

Counties

Caroline
Essex
Fauquier
Goochland
Hanover
King and Queen
King George
King William
Lancaster
Middlesex
Northumberland
Orange
Rappahannock
Richmond
Spottsylvania
Stafford
Westmoreland

Towns

Ashland
Bowling Green
Colonial Beach
Kilmarnock
Montross
Orange
Tappahannock
Urbanna
Warrenton
Warsaw
White Stone

APPENDIX J
SOUTHWEST TRAINING REGION

<u>Cities</u>	<u>Counties</u>	<u>Towns</u>
Bristol	Buchanan	Abingdon
Norton	Dickenson	Appalachia
	Lee	Big Stone
	Russell	Bluefield
	Scott	Cedar Bluff
	Tazewell	Clintwood
	Washington	Coeburn
	Wise	Damascus
		Gate City
		Glade Spring
		Grundy
		Haysi
		Honaker
		Jonesville
		Lebanon
		Pennington Gap
		Pocahontas
		Pound
		Richlands
		Saint Paul
		Saltville
		Tazewell
		Weber City
		Wise

APPENDIX K

AGENCIES AUTHORIZED TO MAINTAIN A REGIONAL ACADEMY AFFILIATION OUTSIDE THEIR ASSIGNED TRAINING REGION AS OF JULY 1, 1997

<u>Agency</u>	<u>Regional Training Academy</u>
Police Department town of Ashland	Crater
Police Department town of Chilowhie	Southwest
Police Department town of Christiansburg	New River
Police Department town of Gordonsville	Central Shenandoah
Police Department town of Hurt	Central Virginia
Police Department town of Narrows	Cardinal
Police Department town of Occoquan	Rappahannock
Police Department town of Smithfield	Hampton Roads
Sheriff's Office County of Bedford	Central Virginia
Sheriff's Office County of Fauquier	Northern Virginia
Sheriff's Office County of Prince William	Rappahannock
Sheriff's Office County of Wyth	Southwest

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Appendix D

DRAFT
Change of Regional Academy Status Form

Name of Agency:	
Chief Administrative Officer:	
Agency Address:	Telephone: Fax #:
Current Academy Membership:	
Intended Academy Membership:	
Date of Intended Withdrawal from Current Academy:	
Statement of Compliance: I have complied with all procedures and obligations as set forth in the CJSB's Guidelines for Regional Academies as well as my academy's charter.	
 _____ Chief, Sheriff, Agency Administrator Date: _____	
 Return this form to: Deputy Director Division of Operations Department of Criminal Justice Services 805 East Broad Street Richmond, Virginia 23219	

regacatr.fm
9/97

Appendix E

CRIMINAL JUSTICE SERVICES BOARD
POLICY FOR REGIONAL TRAINING ACADEMIES

Criminal Justice Services Board

Originally Adopted

October 4, 1989

Amended

May 3, 1995

CJSB POLICY FOR REGIONAL TRAINING ACADEMIES

1. CJSB AUTHORITY FOR ISSUING ACADEMY POLICY

Item 511 of the Commonwealth's 1988-90 budget states that:

The Criminal Justice Services Board (CJSB) shall adopt such rules as may reasonably be required for the establishment, operations and service boundaries of state supported regional criminal justice training academies" (*Chapter 800, Acts of Assembly, 1988, Vol. II, Section 1-121, p. 1477*).

2. DEFINITIONS

Charter: A document setting forth the aims, policies, rules and procedures agreed upon by the participating localities and criminal justice agencies joining to create a regional training academy.

Policy: A statement setting forth the philosophy or intent of management in broad, general terms; a general guideline for decision- making.

Rule: A statement that a specific action must or must not be taken in a given situation.

Procedure: A method of proceeding that is designed to achieve a particular objective.

Fiscal Year: A 12-month time period commencing July 1 and ending June 30.

Academy Governing Body: Individuals who are elected or appointed as provided by the academy charter, bylaws, or policies, and who are responsible for the direct supervision of the regional training academy and its staff, and possess the authority to act on matters within their purview representing member departments and with the authority to act for the member departments.

Training Region: A contiguous geographic region including all local political subdivisions within such region subject to mandate training.

Independent Department: A state or local criminal justice agency which is not affiliate with a regional training academy and whose personnel are required to comply with compulsory minimum training standards promulgated by the CJSB.

Member Department: A state or local criminal justice agency which has met all legal requirements for membership in a regional training academy as specified by the regional training academy charter, bylaws, policy, or other binding agreement.

Department Administrator: The agency head of any state or local criminal justice agency.

3. ESTABLISHMENT OF TRAINING REGIONS

On and after October 4, 1989, the Commonwealth shall be divided into nine training regions in order to provide a basis for the sound and efficient delivery of mandated training to local criminal justice personnel, pursuant to Section 9-170, Code of Virginia. Each training region shall be a contiguous geographic region encompassing all local political subdivisions within such region subject to mandate training. Each of the training regions shall be served by a regional training academy. The nine training regions and their regional training academies are as follows:

1. The region served by the *Cardinal Criminal Justice Academy* includes the jurisdictions listed in Appendix A.
2. The region served by the *Central Shenandoah Criminal Justice Training Center* includes the jurisdictions listed in Appendix B.
3. The region served by the *Central Virginia Criminal Justice Academy* includes the jurisdictions listed in Appendix C.
4. The region served by the *Crater Criminal Justice Academy* includes the jurisdictions listed in Appendix D.
5. The region served by the *Hampton Roads Regional Academy of Criminal Justice* includes the jurisdictions listed in Appendix E.
6. The region served by the *New River Regional Criminal Justice Training Center* includes the jurisdictions listed in Appendix F.
7. The region served by the *Northern Virginia Criminal Justice Academy* includes the jurisdictions listed in Appendix G.
8. The region served by the *Rappahannock Regional Criminal Justice Academy* includes the jurisdictions listed in Appendix H.
9. The region served by the *Southwest Law Enforcement Academy* includes the jurisdictions listed in Appendix I.

As provided for in Appendix A through Appendix I of this policy, each local political subdivision is assigned to a particular training region served by a designated regional academy. An agency of a local political subdivision may maintain an academy affiliation with an academy other than the regional academy designated to serve its training region only as provided by Section 5 of this policy. As of May 3, 1995, only the department of the local subdivisions listed in Appendix J are authorized to maintain an affiliation with a regional academy outside of their assigned region.

4. REGIONAL ACADEMY SATELLITES

Regional training academies shall provide satellite training sites based on the principles of sound and efficient training delivery and departmental management concerns. Criteria used in satellite site selection shall include: training demand, student volume, distance traveled, travel time and instructor availability.

5. CHANGING ACADEMY STATUS

All local political subdivisions whose personnel are subjected to mandated training shall be assigned to a designated training region, each served by a regional academy. Changes in academy status are subject to the following applicable procedures:

5.1 CHANGING REGIONAL ACADEMIES

A change in membership from one regional academy to another may occur when the following steps are completed:

- a. A written request from the department administration has been sent to the chair of the academy governing body of the regional academy where membership is desired;
- b. The department administrator has simultaneously sent a copy of the request to the Department of Criminal Justice Services (DCJS). Notification to DCJS must be provided in order to determine any potential impact on funding allocated by the state.
- c. The department administrator has sent written notification of the intent to withdraw membership to the academy governing body chair of the academy being withdrawn from;
- d. The academy governing body chair has provided the department administrator with the opportunity to address the board on the reasons the department is withdrawing membership.
- e. The chair of the academy governing body, where membership is desired, has notified the department administrator in writing of his board's decision regarding the acceptance or rejection of the membership proposal.
- f. Upon acceptance, the department administrator must send written notification of withdrawal of membership to the governing body chair of that academy where membership is being withdrawn. Notification must be sent no later than October 1 of the fiscal year immediately preceding the fiscal year in which the department intends to withdraw or within the time frame specified by the academy's charter, whichever is earlier.

5.1.1 A withdrawing member department is obligated to pay its designated financial assessment to the academy where membership is being withdrawn until the end of the fiscal year preceding the fiscal year during which they will become a member department of the academy being joined, unless the regional training academy charter specifies otherwise. In the event that the academies are receiving additional

funding beyond their base allocation, DCJS will provide a fiscal impact statement to the chair of each academy board. The statement will address the financial impact on each academy for the fiscal year in which the withdrawal will become effective. No financial impact statement will be provided if academies are receiving only their base allocation or less.

5.1.2 In the event a withdrawing member department fails to comply with the preceding process, prior to imposition of any potential CJSB sanctions, any of the involved parties to the issue in question may request to meet with a DCJS designated mediator, agreeable to all parties, to resolve the issue. If none of the involved parties request mediation, upon notification that the withdrawing department has not complied with the established procedures, DCJS shall request that the board chairmen of the two academies and the withdrawing department administrator participate in a mediation process as set forth by the DCJS.

5.1.3 If one or more of the parties as stated in section 5.1.2. refuse to participate in the mediation process, or if the issue in question cannot be resolved by mediation, the CJSB may conduct a hearing on the matter and impose sanctions as may be set forth in the Rules Relating to Regional Criminal Justice Training Academies.

5.2 CHANGING FROM AN INDEPENDENT DEPARTMENT TO A REGIONAL ACADEMY

A change in status from an independent department to membership in a regional academy may occur when the following steps are completed:

- a. A written request for membership from the department administrator has been sent to the chair of the academy governing body of the regional academy where membership is desired.
- b. The department administrator has simultaneously sent a copy of the request to the Department of Criminal Justice Services (DCJS). Notification to DCJS must be provided in order to track academy agency membership, officer population and to determine any potential impact on funding provided by the state.
- c. The chair of the academy's governing body has notified the department administrator in writing of his board's decision regarding the acceptance or rejection of the membership proposal.

5.2.1 An independent department joining a regional training academy will be obligated to pay its financial assessment, as determined by the academy. DCJS will not allocate additional funding to the regional training academy, in accordance with the established funding formula, until additional financial assistance is appropriated by the General Assembly.

5.3 CHANGING FROM A REGIONAL ACADEMY TO AN INDEPENDENT DEPARTMENT

A change in status from membership in a regional academy to that of an independent department may occur when the following steps are completed:

- a. The department administrator has sent written notification of the intent to withdraw membership to the chair of the governing body of the academy from which they are withdrawing.

b. The department administrator has simultaneously sent a copy of the request to the Department of Criminal Justice Services (DCJS). Notification to DCJS must be provided in order to track academy membership, officer population and to determine any potential impact on funding provided by the state.

c. The chair of the academy governing body must provide the department administrator with the opportunity to address the board on the reasons the department is withdrawing membership.

5.3.1 A withdrawing member department is obligated to pay its designated financial assessment until the end of the fiscal year preceding the fiscal year in which the member department will become an independent department, unless the regional training academy charter specifies otherwise.

5.3.2 In the event a withdrawing member department fails to comply with the preceding process, prior to imposition of any potential CJSB sanctions, any of the involved parties to the issue in question may request to meet with a DCJS designated mediator, agreeable to all parties, to resolve the issue. If none of the involved parties request mediation, upon notification that the withdrawing department has not complied with the established procedures, DCJS shall request that the board chairman of the academy and the withdrawing department administrator participate in a mediation process as set forth by the DCJS.

5.3.3 If one or more of the parties as stated in section 5.3.2. refuse to participate in the mediation process, or if the issue in question cannot be resolved by mediation, the CJSB may conduct a hearing on the matter and impose sanctions as may be set forth in the Rules Relating to Regional Criminal Justice Training Academies.

5.4 MERGER OF REGIONAL TRAINING ACADEMIES

A change in status from two or more separate regional training academies to the creation of one or more regional training academies may occur when the following steps are completed:

a. The chair of one regional training academy governing body has sent notification of a desire to merge to the chair of another regional training academy governing body.

b. The chairs of merging academies proposing the merger have simultaneously sent a copy of the proposal to the Department of Criminal Justice Service (DCJS). Notification to DCJS must be provided in order to determine any potential impact on funding provided by the state.

c. The chair of each regional training academy must notify its members and obtain approval for the merger.

d. Once the merger has been agreed upon, the chairs of the merging regional training academies shall notify the chair of the Criminal Justice Services Board (CJSB) of the pending merger. The chair of CJSB shall notify the chairs of the merging regional training academies of the potential impact on state funding and policies of a merger. Any merger cannot be effective until the impact statement is returned

by the CJSB and upon resolution of any identified issues which may negatively affect state funding and/or policy.

Section 5 Commentary: As part of its overall mission, the Criminal Justice Services Board has taken steps to support and encourage uniformity and consistency in the delivery of criminal justice training. To facilitate this mission, the Criminal Justice Services Board has established boundaries for each of the regional training academies. While the boundaries were established to provide stability and growth potential for each regional training academy, sensitivity to the geographic needs and desires of the participating jurisdictions were also considered.

The CJSB believes the guidelines set forth above are necessary to promote the continued vitality of each regional academy. The guidelines also provide a mechanism to consider revisions to an academy boundary should revisions become necessary. However, safeguards are included to minimize any programmatic or financial impact resulting from the revision of any boundary.

6. CJSB POLICY TO REGIONAL TRAINING ACADEMIES

6.1 ACADEMY CHARTER AND BY LAWS

Each regional training academy shall be established in accordance with Section 15.1-21 of Code of Virginia. Each academy shall possess a charter which, at a minimum, specifies the following as provided in the above section.

- a. the names of the local political subdivisions that have joined to create the academy;
- b. the duration of the agreement;
- c. the purpose(s) of the academy;
- d. the organization, composition, and nature of the academy being created, and the powers delegated thereto;
- e. the manner of financing and maintaining a budget for the academy;
- f. the method to be employed in accomplish the partial or complete termination of the agreement and for disposing of property upon such partial or complete termination;

Each academy may adopt bylaws as appropriate.

No provision of an academy's charter or bylaws shall be inconsistent with policies, procedures, and rules adopted by the CJSB.

Section 6.1 Commentary: Great care must be taken when designing the structure and enumerating the duties of any collective body. The Code of Virginia provides guidance in this regard relating to the basic framework which must exist for each regional training academy.

The CJSB encourages each regional training academy to examine its current structure to ensure compliance with the Code of Virginia and applicable regulations. Further, the CJSB supports the initiatives of regional academy boards to further define roles and responsibilities through the development and adoption of bylaws, policies, and other written directives which clearly delineate the management and operational structure of the regional training academy. The CJSB encourages the mutual exchange of these documents with other academies and with the CJSB to enhance and improve training delivery statewide.

6.2 ACADEMY ORGANIZATION

The organization of each regional training academy shall be specified by the academy charter, bylaws or policies, and each shall have:

1. Academy Governing Body
2. Academy Director
3. Training Faculty and/or Support Staff

6.3 ACADEMY GOVERNANCE

The governance of each regional training academy shall be the responsibility of each academy's governing body and the authority, duties and relationship between the academy governing body and its academy director shall be specified in the academy charter, bylaws or policies.

6.4 ACADEMY GOVERNING BODY

The majority of the governing body of each regional training academy shall be composed of chiefs of police and sheriffs of member departments and chief executives of local political subdivisions.

The governing body shall have the following as its primary responsibilities:

- a. elect officers;
- b. approve regional training academy budget;
- c. adopt and amend its charter; and,
- d. may select a subunit of its members to serve as its designee to function on behalf of the governing body.

6.4.1 Each regional training academy's charter, bylaws or policies shall address the following composition and organizational items relating to the governing body and its subunits if applicable:

- a. membership

- b. terms of office
- c. vacancies
- d. tenure
- e. meetings

6.4.2 Duties: The academy governing body, or its designated subunit, of each regional training academy is charged with the following duties:

- Appointment and termination of the academy director
- Fix the compensation of the director and staff
- Establish the duties of the director
- Evaluate the performance of the director
- Establish the faculty staffing level
- Establish the level of support personnel
- Approve and authorize budget expenditures
- Establish fees to be paid by outside users
- Approve contractual arrangements
- Adopt and amend academy bylaws
- Review and approve academy policies, rules, and procedures
- Other duties as specified in the academy charter

Section 6.4 Commentary: The guidance provided in this section addresses the fundamental principle of equal representation. The success of any collective body which is organized to serve multiple jurisdictions depends not only on having a sound operational structure, but also on maintaining an open and accessible mechanism to respond to the needs and concerns of its members and those whom it serves. Where broad and equal representation and the opportunity to be heard are afforded, the organization will be much more likely to carry out its mission with positive results.

The Criminal Justice Services Board believes that the success of each regional training academy will be enhanced by its governing body having proportional representation of the

jurisdictions which participate in each academy and of the varied types of criminal justice agencies from those jurisdictions. The Criminal Justice Services Board also supports the concept of expanding the opportunities for input to the academy's governing body by professionals who can support and enhance the overall objectives of the training function. The Criminal Justice Services Board supports and encourages the appointment of a Commonwealth's Attorney representing a member jurisdiction to each academy board.

6.5 ACADEMY DIRECTOR

The following qualifications and duties shall apply to the academy director of each regional training academy:

6.5.1 Qualifications: Candidates for position of academy director should meet the following minimum qualifications:

a. Bachelor's degree in criminal justice, public administration, education or related field. An associate degree in combination with experience may be used in lieu of a bachelor's degree.

b. Extensive work experience providing considerable knowledge of the criminal justice system with specific experience in the management of criminal justice training or education. Management experience should include agency or agency subunit budget development and execution; personnel recruiting and selection as well as other training management responsibilities. Will be expected to perform the duties as outlined in paragraph 6.5.2 with a minimum of difficulty.

c. The academy governing body in its review of candidates may, in its judgement, substitute experience for education or education for experience, provided the end resulting criteria are consistent with sound hiring practices and the candidates considered have the required knowledge, skills and abilities to perform the function of academy director.

6.5.2 Duties: The management, administration and operation of each regional training academy shall be the responsibility of the academy director. Accordingly, the academy director shall:

- Act as the academy's fiscal officer
- Prepare the academy's annual budget
- Act as the academy's purchasing agent
- Advertise, hire and train support staff
- Evaluate, discipline, terminate support staff
- Establish support staff work schedules

- Prepare academy governing body meetings agendas in cooperation with the academy board chairperson
- Advertise academy governing body meetings
- Provide liaison to academy governing body members and other officials
- Develop and continually review academy curriculum
- Schedule academy courses and programs
- Review instructor lesson plans and tests
- Ensure that faculty and students comply with academy bylaws
- Monitor academy courses and programs
- Select and evaluate faculty performance
- Prepare and submit annual report to the academy governing body
- Prepare and distribute academy training calendar
- Instruct as needed
- Enter into contracts as needed
- Assure satellite training as authorized by the academy governing body
- Ensure compliance with applicable laws and regulations governing academy operations and programs.

Section 6.5 Commentary: The position of academy director carries heavy responsibility and requires multiple skills and talents. When a vacancy occurs in the position of academy director, great care must be taken to ensure that the person appointed to the position possesses the experience, education and energy necessary to meet the obligations that will be imposed.

The CJSB urges each regional training academy board, when selecting a new academy director, to consider carefully the critical and wide ranging duties required of the position. The search and selection process must be thorough and must assure that only the most qualified candidates reach the final phase of the process. In addition, the CJSB encourages each regional training academy board to seek help from a variety of sources in the search and selection process, including state or local agencies and other professionals not directly connected with the academy.

APPENDICES

APPENDIX A

CARDINAL TRAINING REGION

Cities

Bedford

Radford

Roanoke

Salem

Counties

Bedford

Botetourt

Craig

Franklin

Roanoke

Towns

Blacksburg

Boones Mill

Buchanan

Christiansburg

Rocky Mount

Vinton

APPENDIX B

CENTRAL SHENANDOAH TRAINING REGION

<u>Cities</u>	<u>Counties</u>	<u>Towns</u>
Buena Vista	Albemarle	Berryville
Charlottesville	Alleghany	Bridgewater
Clifton Forge	Augusta	Broadway
Covington	Bath	Culpeper
Harrisonburg	Clarke	Craigsville
Lexington	Culpeper	Dayton
Staunton	Fluvanna	Edinburg
Waynesboro	Frederick	Elkton
Winchester	Greene	Front Royal
	Highland	Glasgow
	Louisa	Gordonsville
	Madison	Grottoes
	Page	Iron Gate
	Rockbridge	Louisa
	Rockingham	Luray
	Shenandoah	Middletown
	Warren	Mineral
		Mount Jackson
		New Market
		Scottsville
		Shenandoah
		Stanley
		Stephens City
		Strasburg
		Timberville
		Woodstock

APPENDIX C

CENTRAL VIRGINIA TRAINING REGION

<u>Cities</u>	<u>Counties</u>	<u>Towns</u>
Lynchburg	Amherst	Altavista
South Boston	Appomattox	Amherst
	Brunswick	Appomattox
	Buckingham	Blackstone
	Campbell	Boydton
	Charlotte	Broadnax
	Cumberland	Brookneal
	Halifax	Burkeville
	Lunenburg	Chase City
	Mecklenburg	Clarksville
	Nelson	Clover
	Nottoway	Crewe
	Prince Edward	Dillwyn
		Drakes Branch
		Farmville
		Halifax
		Kenbridge
		Lacrosse
		Lawrenceville
		South Hill
		Victoria

APPENDIX D

CRATER TRAINING REGION

Cities

Colonial Heights
Emporia
Franklin
Hopewell
Petersburg
Richmond

Counties

Amelia
Charles City
Chesterfield
Dinwiddie
Greensville
Isle of Wight
Henrico
New Kent
Powhatan
Prince George
Southampton
Surry
Sussex

Towns

Boykins
Courtland
Meckenney
Wakefield
Wavery

APPENDIX E

HAMPTON ROADS TRAINING REGION

Cities

Chesapeake

Hampton

Newport News

Norfolk

Poquoson

Portsmouth

Suffolk

Virginia Beach

Williamsburg

Counties

Accomack

Gloucester

James City

Mathews

Northampton

York

Towns

Cape Charles

Chincoteague

Exmore

Onancock

Onley

Parksley

Saxis

APPENDIX F

NEW RIVER TRAINING REGION

<u>Cities</u>	<u>Counties</u>	<u>Towns</u>
Danville	Bland	Chatham
Galax	Carroll	Chilhowie
Martinsville	Floyd	Dublin
	Giles	Fries
	Grayson	Glen Lyn
	Henry	Gretna
	Montgomery	Hillsville
	Patrick	Hurt
	Pittsylvania	Independence
	Pulaski	Marion
	Smyth	Narrows
	Wythe	Pearisburg
		Pembroke
		Pulaski
		Rich Creek
		Rural Retreat
		Wytheville

APPENDIX G

NORTHERN VIRGINIA TRAINING REGION

Cities

Alexandria
Fairfax
Falls Church
Manassas
Manassas Park

Counties

Arlington
Fairfax
Loudoun
Prince William

Towns

Dumfries
Haymarket
Herndon
Leesburg
Middleburg
Occoquan
Purcellville
Quantico
Vienna

APPENDIX H

RAPPAHANNOCK TRAINING REGION

Cities

Fredericksburg

Counties

Caroline
Essex
Fauquier
Goochland
Hanover
King and Queen
King George
King William
Lancaster
Middlesex
Northumberland
Orange
Rappahannock
Richmond
Spottsylvania
Stafford
Westmoreland

Towns

Ashland
Bowling Green
Colonial Beach
Kilmarnock
Montross
Orange
Tappahannock
Urbanna
Warrenton
Warsaw
White Stone

**APPENDIX I
SOUTHWEST TRAINING REGION**

<u>Cities</u>	<u>Counties</u>	<u>Towns</u>
Bristol	Buchanan	Abingdon
Norton	Dickenson	Appalachia
	Lee	Big Stone
	Russell	Bluefield
	Scott	Cedar Bluff
	Tazewell	Clintwood
	Washington	Coeburn
	Wise	Damascus
		Gate City
		Glade Spring
		Grundy
		Haysi
		Honaker
		Jonesville
		Lebanon
		Pennington Gap
		Pocahontas
		Pound
		Richlands
		Saint Paul
		Saltville
		Tazewell
		Weber City
		Wise

APPENDIX J

**AGENCIES AUTHORIZED TO MAINTAIN A REGIONAL ACADEMY
AFFILIATION OUTSIDE THEIR ASSIGNED TRAINING REGION AS
OF JULY 1, 1990**

<u>Agency</u>	<u>Regional Training Academy</u>
Police Department town of Ashland	Crater
Police Department town of Chilowhie	Southwest
Police Department town of Christiansburg	New River
Police Department town of Gordonsville	Central Shenandoah
Police Department town of Hurt	Central Virginia
Police Department town of Occoquan	Rappahannock
Police Department town of Smithfield	Hampton Roads
Police Department town of Pearisburg	Cardinal
Sheriff's Office County of Fauquier	Northern Virginia
Sheriff's Office County of Prince William	Rappahannock

Appendix F

RULES RELATING TO REGIONAL CRIMINAL JUSTICE TRAINING ACADEMIES

Pursuant to the provisions of Section 9-170 of the Code of Virginia (1950), as amended, the Criminal Justice Services Board hereby promulgates the following rules for the operation of Regional Criminal Justice Training Academies.

6 VAC 20-90-10 Definitions.

The following words and terms, when used in these regulations, shall have the following meaning, unless the context clearly indicates otherwise.

"Board" means the Criminal Justice Services Board.

"Department" means the Department of Criminal Justice Services.

"Regional Academy" means Regional Criminal Justice Training Academy.

6 VAC 20-90-20 Designation.

- A. The regional academies set forth below are designated as regional academies and are eligible to receive allocated funds from the Department.

Cardinal Criminal Justice Academy
Salem, Virginia

Central Shenandoah Criminal Justice Training Academy
Waynesboro, Virginia

Central Virginia Criminal Justice Academy
Lynchburg, Virginia

Crater Criminal Justice Academy
Petersburg, Virginia

Hampton Roads Regional Academy of Criminal Justice
Newport News, Virginia

New River Criminal Justice Training Academy
Radford, Virginia

Northern Virginia Criminal Justice Academy
Ashburn, Virginia

Rappahannock Regional Criminal Justice Academy
Fredericksburg, Virginia

Southwest Law Enforcement Academy
Bristol, Virginia

Piedmont Regional Criminal Justice Training Academy
Martinsville, Virginia

- B. Jurisdictions may operate their own independent training academies; however, no state funds will be available for such academies. A jurisdiction, within or without the state, may join a regional academy at any time subject to complying with the policies established by the Board.
- C. A regional academy site may be changed by the Academy Governing Body, with the approval of the Board.
- D. Training where practical, shall be conducted at designated satellite locations throughout the geographical confines of the regional academy to ensure minimum travel for student officers.
- E. The Board shall define geographical boundaries of designated regional academies.

6 VAC 20-90-30 Academy Governing Body

Each regional academy shall have a charter which shall be established in accordance with Section 15.1-21 of the Code of Virginia (1950), as amended. The charter shall, in accordance with guidelines established by the Board, create an Academy Governing Body and specify the composition, authority and function of the Academy Governing Body and selection criteria and duties of the regional academy director.

6 VAC 20-90-40 Funds.

The Department will disburse funds to the regional academies designated in Section 2.0 in accordance with the appropriations made to the Department for the purpose of providing financial support to the regional academies. Financial reports will be required as determined by the Department.

6 VAC 20-90-50 Effective Date.

These rules shall be effective on and after July 1, 1997, and thereafter until amended or rescinded.

Adopted:

February 13, 1981

Amended:

August 8, 1990.

June 3, 1997

I certify that this Regulation is full, true and correctly dated.

Henry Hudson, Chairman
Criminal Justice Services Board

Date: _____

Appendix G

Regional Academy Board Chairmen, Directors, and Liaisons for Guidelines Study

Cardinal Criminal Justice Academy, Salem:

Chief William H. Brown, Chairman

Blacksburg Police Department

Richard Shumaker, Director

Chief James R. Bryant, Liaison Designee

Salem Police Department

Central Shenandoah Criminal Justice Training Center, Waynesboro:

Chief Don Harper, Chairman and Liaison

Harrisonburg Police Department

Walter Brown, Director

Central Virginia Criminal Justice Academy, Lynchburg:

Chief Chuck Bennett, Chairman and Liaison

Lynchburg Police Department

Terrell Griffin, Director

Crater Criminal Justice Academy:

The Honorable Charlie Phelps, Chairman and Liaison

Sheriff, Isle of Wight County

Hampton Roads Regional Academy of Criminal Justice, Newport News:

Chief Robert C. Key, Chairman

James City County Police Department

Frank Kowaleski, Director

Chief Dennis Mook, Liaison Designee

Newport News Police Department

New River Criminal Justice Training Academy, Radford:

The Honorable Larry Falls, Chairman

Sheriff Giles County

H. Gray Barnes, Director

Chief Ron Lemons, Liaison Designee

Christiansburg Police Department

Northern Virginia Criminal Justice Academy, Ashburn:

Mr. Kirby Bowers, Chairman

County Administrator Loudoun County

Tom Shaw, Director

Chief John Skinner, Liaison Designee

Fairfax City Police Department

Piedmont Regional Criminal Justice Training Academy, Martinsville:

Chief Neal Morris, Chairman and Liaison

Danville Police Department

Larry Adkins, Director

Rappahannock Regional Criminal Justice Academy, Fredericksburg:

Chief Jim Powers, Chairman and Liaison

Fredericksburg Police Department

Ed Evers, Director

Southwest Law Enforcement Academy, Bristol:

Chief Eugene Yates, Chairman

Clintwood Police Department

Ron Davis, Director

The Honorable Ronnie D. Oaks, Liaison Designee

Sheriff Wise County