



# COMMONWEALTH of VIRGINIA

## *Department of Criminal Justice Services*

Garth L. Wheeler  
Director

1100 Bank Street  
Richmond, Virginia 23219  
(804) 786-4000  
TDD (804) 786-8732

September 12, 2011

The Honorable Marla G. Decker  
Secretary of Public Safety  
Patrick Henry Building  
1111 East Broad Street  
Richmond, VA 23219

The Honorable Lacey E. Putney  
Chairman, House Appropriations Committee  
General Assembly Building  
P.O. Box 406  
Richmond, VA 23218

The Honorable Charles J. Colgan  
Chairman, Senate Finance Committee  
General Assembly Building  
P.O. Box 396  
Richmond, VA 23218

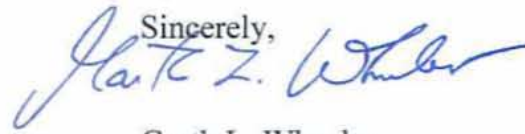
Dear Secretary and Chairmen:

Pursuant to Item 384, Chapter 890 of the Acts of Assembly, I am submitting this report on the current and projected financial operations and the financial outlook for Virginia's regional law enforcement training academies. The report was prepared by the Department of Criminal Justice Services, with assistance from the Department of Planning and Budget and the Auditor of Public Accounts.

Virginia's ten regional training academies provide mandated training to local law enforcement and other public safety officers. The academies currently have various revenue sources including training fees, State general funds and special funds, and other funds. Since the 1990s, there have been questions about whether the academies' revenues are adequate to sustain the academies. We were asked to examine the current financial outlook for the academies in light of recent actions by local agencies to withdraw from the regional academies, and reductions in State funding for the academies.

The report finds that, despite these changes in revenues, most of the academies are meeting their training mission and maintaining a balance between their revenues and expenses. The academies are being creative in finding new partnerships and sources of revenue to replace lost income. We do note that there may be limits on how much lost revenue the academies will be able to continue replacing using these strategies, and that the academies should be monitored to ensure that they are able to continue meeting their core mission.

If you have any questions concerning this report, please contact me or John Colligan,  
Division Director for Administration, at (804) 786-8718.

Sincerely,  


Garth L. Wheeler

**Analysis of the Current and  
Projected Financial Operations  
and the Financial Outlook  
for the Regional Law Enforcement  
Training Academies**



**Virginia Department of Criminal Justice Services**  
**[www.dcjs.virginia.gov](http://www.dcjs.virginia.gov)**

**September 2011**

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The Department of Planning and Budget and The Auditor of Public Accounts provided information, expertise and other assistance with this report. DCJS gratefully acknowledges the assistance they provided.

## Executive Summary

The 2011 Virginia Acts of Assembly (Chapter 890) directed the Department of Criminal Justice Services, with assistance from the Department of Planning and Budget and the Auditor of Public Accounts, to report on the current and projected financial operations and the financial outlook for the regional law enforcement training academies. The information in this report is based mainly on FY2009 to FY2012 financial data reported by each academy. Not all academies reported complete financial data, and therefore their financial descriptions lack some details.

Virginia's 10 regional law enforcement training academies, which provide the entry-level training required by the Code of Virginia to become certified as a law enforcement officer, are funded through a variety of sources. The primary source is fees paid for officer training by the academies' member criminal justice agencies. The academies also receive funds from the State through a combination of general funds and special funds from the Regional Criminal Justice Academy Training Fund. Academies also derive funding from other tuition or fees (such as fees from special training programs, or from pre-employment students), and other revenues such as reimbursements, grants, or interest on accounts. In-kind contributions from academy member agencies and hosting localities provide the additional services, materials, and facilities that the academies need to fulfill their training mission.

Each of the 10 regional academies has a different financial situation, so it is difficult to compare the individual academies to one another. Each has a different mix of revenue based on training fees from member agencies, state funding, and miscellaneous services they provide. Similarly, each has different annual expenses and debt loads, depending on the extent of in-kind contributions of trainers, equipment and facilities provided by member agencies.

Historically, there have been questions about the fiscal stability of the regional academies. An academy's training fee revenue and in-kind contributions can decline when member agencies withdraw from an academy to form an independent academy or join another regional academy. During the last five years, several of the regional academies have had large member agencies withdraw from their academy. Regional academies have also seen reductions in funding from the Commonwealth. While the special fund portion of the Commonwealth's support for the regional academies has remained largely constant, the general fund portion has declined from a high of \$1,188,971 in FY2002 to \$496,546 in FY2012.

Analysis of the data provided by the academies indicates that, despite the changes in revenues resulting from academy membership changes and declines in funds from the Commonwealth, most of the academies are generally maintaining a balance between their annual revenues and their expenses (although some report dipping into reserve funds to do so). Many academies are finding ways to supplement revenue by using innovative in-kind contributions from members, by seeking grants and donations, collecting fees for providing pre-employment training, and by using reserve funds.

However, there are potential challenges to the future financial outlook for the academies. If academy member agencies, particularly large agencies which provide substantial support, continue to leave the academies, the sustainability of some regional academies may be

jeopardized. Continued State budget cuts put additional pressure on academy budgets. In addition academies are anticipating increases in rental fees when current leases expire, or increased costs due to the need for additional or more up-to-date facilities. To address these issues the academies are contemplating a variety of options including raising member fees, reducing the training services they offer, and asking for more in-kind contributions from member agencies.

## **Introduction**

The purpose of this report is to examine the financial condition of Virginia's 10 regional criminal justice training academies.

In April 2011, staff from the Department of Criminal Justice Services (DCJS), the Auditor of Public Accounts, the Department of Planning and Budget and the executive directors from two regional academies, Crater Criminal Justice Academy and Hampton Roads Criminal Justice Academy, met to determine the scope of the report and the data that would be needed to complete it. As a result of that meeting, in June 2011 DCJS sent a survey to the executive director of each regional academy asking for specific information related to the fiscal condition of the academy. The survey requested data that included; an overview of academy facilities and operations, data on the financial operations of the academy including budgets and audits, and any future circumstances that might affect the academies financial condition. Each of the academies responded to the survey.

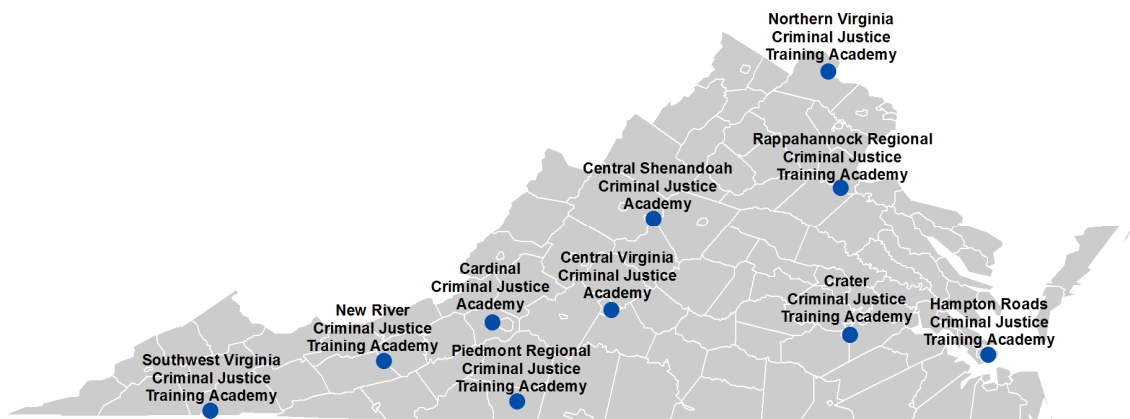
Financial information requested from the academies encompassed FY2009 to FY2012. Some academies did not report all of the financial information requested, and therefore their descriptions lack some details.

Each of the academies has a different financial situation, so it is difficult to compare the individual academies to one another. Each serves a different clientele based on their geographic service area and the resources of the member agencies. Consequently, they each have a different cost structure requiring different combinations of fees and in-kind contributions to support the academy. Each has a different mix of annual revenue based on training fees charged to member agencies, state funding, and miscellaneous services for which they receive payments. Similarly, each has different annual expenses and debt loads, depending on the extent of in-kind contributions of trainers, equipment and facilities provided by member agencies.

## Background

In Virginia, local law enforcement agencies are responsible for ensuring that their officers are properly trained according to Virginia law and regulation. For training purposes, all local law enforcement agencies either belong to a regional academy, have their own independent academy, or contract with one. There are 39 law enforcement training academies in Virginia including the 10 regional academies.

### Virginia's Regional Criminal Justice Academies



## How Regional Academies are Financed

Regional academies are non-profit organizations established by two or more localities or other political subdivisions. They are public corporate bodies governed by a board of directors comprised of the academies member agencies. As corporate bodies, academies may engage in all the activities necessary for the operation of the academy. They may incur debt; enter into contracts; own or lease real property; accept contributions, grants and gifts; and establish fees or other charges.

Following their initial establishment, additional members may join upon the approval of two-thirds of the governing board. Likewise, among other requirement, it requires the approval of two-thirds of the board for a member to withdraw from the organization.

Academies are supported by member agency fees, state funding, and in-kind contributions. The amount of the fees or payments from localities to regional academies can vary widely, as can the method of determining each locality's share of support. Some annual academy fees are based on the number of sworn officers in each locality. Other academies charge by the number of officers enrolled or the number of classes taken. Generally, training fees from member agencies provide between 50% and 80% of the academies' annual revenues, not including in-kind contributions.



Training fees charged by the academies to member agencies generally range from about \$300 to \$600 per student, with higher fees for students from agencies that are not member agencies of the academy.

Academies are also supported by funds from the Commonwealth of Virginia. These funds come from a combination of general funds and from the Regional Criminal Justice Academy Training Fund. The latter is a special fund derived from a fee attached to convictions for misdemeanors, felonies and traffic cases statewide. The state funds are the second largest source of revenue for most of the academies after member agency fees. State funding is distributed to the academies proportionally based on the officer populations served by the academies. State funding to the regional academies since FY2000 is shown below.

**State Funding for the Regional Criminal Justice Training Academies  
FY 2000 - 2011**

Fiscal Year	General Fund	Special Fund	Total Funding
2000	\$1,188,969	\$1,200,000	\$2,388,969
2001	\$1,188,970	\$1,472,459	\$2,661,429
2002	\$1,188,971	\$1,601,275	\$2,790,246
2003	\$1,016,205	\$1,352,279	\$2,368,484
2004	\$956,205	\$1,190,930	\$2,147,135
2005	\$854,585	\$1,451,456	\$2,306,041
2006	\$1,188,970	\$1,395,000	\$2,583,970
2007	\$1,188,971	\$1,444,054	\$2,633,025
2008	\$1,101,101	\$1,281,202	\$2,382,303
2009	\$1,101,101	\$1,527,050	\$2,628,151
2010	\$352,100	\$1,527,681	\$1,879,781
2011	\$528,240	\$1,410,585	\$1,938,825

The third source of support, in-kind contributions, can vary widely, from access to facilities, to training support, providing services, or donations of needed supplies. For example, the Central Shenandoah academy receives access to the firing ranges in Harrisonburg and Augusta County and instructors from its members. The Central Virginia academy receives used equipment (radios, weapons, body armor) from members, information technology support from Lynchburg City, and used office furniture from members.

Tuition fees for training non-members, grants, the sale of materials and uniforms, vending income, and other minor revenue sources provide additional funding to the academies.

## **Regional Criminal Justice Training Academy Financial Profiles**

This section presents details on the current and projected financial operations of each regional academy.

For this analysis each of the academies supplied budgets for FY2011 and FY2012. FY2011 was selected as the current budget and FY2012 as the projected budget.

- The two largest expenses and two largest sources of revenue are highlighted as dollar amounts and as proportions of total expenses or revenues for each fiscal year.
- Each summary concludes with a brief discussion of any long-term financial obligations or any circumstances reported by the academy that may affect future finances.

All figures and financial outlooks included in this section are as reported by the regional academies. All estimates are based on information provided by the academies.

## *Cardinal Criminal Justice Academy*

22 State-funded member agencies  
\$305 tuition fee per-officer

### FY2011 Finances

- Expenses \$622,921. \$492,021 for personnel expenses (79% of total); \$14,000 rent (2%).
  - The academy has no debt.
- Revenues \$622,921. \$312,015 in fees from member agencies (50% of total); \$112,181 in state funds (18%).
  - Roanoke County Police Department, which withdrew from the Academy in 2007, agreed to pay the Academy \$45,000 per year for five years after withdrawal. This fee comprised 7% of revenues in FY2011.
- In-Kind Contribution(s). By charter, member agencies provide instructional support. These instructors account for approximately 80% of instruction in basic-level courses.

### FY2012 Finances

- Proposed Expenses \$624,756. \$475,337 for personnel expenses (76%); \$27,100 for special programs (5%).
- Anticipated Revenues \$624,756. \$310,795 in tuition fees from member agencies (50%); \$112,181 in state funding (18%).
  - The FY2012 budget will be the first without the \$45,000 payment from Roanoke County PD.

### Outlook

- With the loss of revenue from Roanoke County PD, the Academy anticipates a \$45 increase in the per-student training fee for member agencies.

## *Central Shenandoah Criminal Justice Academy*

51 State-funded member agencies  
\$620 membership fee per-officer

### FY2011 Finances

- Expenses \$1,103,779. \$475,668 debt service (43% of total); \$368,167 personnel expenses (33%).
- Revenues \$1,175,100. \$956,500 membership fees (81% of total); \$197,000 state funds (17%).
- In-Kind Contribution(s): Driver training at Eastside Speedway; Harrisonburg and Augusta County firing ranges for firearms training; instructor support from member agencies; Harrisonburg Fire/Rescue training grounds, Shenandoah Valley Regional Airport, Middle River Regional Jail each provide training facilities; Harrisonburg/Rockingham Commonwealth Attorneys and other area attorneys donate legal instruction; Middle River Regional Jail inmates and other jurisdictions provide facility cleaning and landscaping.

### FY2012 Finances

- Proposed Expenses \$1,367,678. \$541,488 personnel expenses (39%), \$475,668 debt service (35%). (Note: The 47% increase in personnel expenses was reported by the academy in its proposed FY2012 budget. Central Shenandoah currently does not employ an assistant director or a secretary.)
- Anticipated Revenues \$1,371,060. \$1,071,980 membership fees (78%); \$185,000 in state funding (14%). (Note: Membership fees estimated based on information provided.)

### Outlook

- Long-term debt:
  - \$1,225,748 outstanding as/of December 31, 2010, note payable to SunTrust Bank of \$18,046 monthly including interest at 4.1% through May 2017.
  - \$2,812,029 outstanding as/of June 21, 2011, note payable to Rural Development (U.S.D.A) of \$18,326 monthly including interest at 4.75% through March 2033.
  - \$398,923 outstanding as/of June 21, 2011, note payable to Rural Development (U.S.D.A) of \$2,670 monthly including interest at 5% through March 2029.
  - \$127,657 outstanding as/of June 21, 2011, note payable to Rural Development (U.S.D.A.) of \$597 monthly including interest at 4.125% through September 2046.
- No projected renovations to facility; researching and planning a driver facility (no budget discussed to-date).

## *Central Virginia Criminal Justice Academy*

51 State-funded member agencies  
\$325 membership fee per-officer

### FY2011 Finances

- Expenses \$942,827. \$479,151 for personnel expenses (51% of total); \$80,363 for apartments-lodging (8%) (Note: CVCJA provides housing and per-diem for students traveling over 60 miles).
  - The Academy has no debt.
- Revenues \$958,980. \$536,900 in membership fees (56% of total); \$204,150 in state funds (21%). (Note: Membership fees estimated based on information provided.)
- In-Kind Contribution(s). The city of Lynchburg charges below-market rent and free parking to the academy and provides HR and IT support; Lynchburg PD charges the Academy a capped fee for firing range use; member agencies provide instructor support and donate used furniture.

### FY2012 Finances

- Proposed Expenses \$989,500. \$476,838 for personnel expenses (48%); \$82,773 for apartments-lodging (8%). Increase includes a 61% increase in electricity costs.
- Anticipated Revenues \$994,082. \$547,638 membership fees (55%); \$196,761 in state funding (20%). (Note: Membership fees estimated based on information provided).

### Outlook

- Lease with the city of Lynchburg expires in 2014. At that time, rent may increase to market rate and the Academy may have to start buying or leasing parking. This could mean in 2015 an additional \$90,000 annually for rent and \$75,000 annually for parking. The Board of Directors is studying the issue and considering alternatives such as relocating the academy.

## ***Crater Criminal Justice Training Academy***

24 State-funded member agencies  
\$316.74 membership fee per-officer

### FY2011 Finances

- Expenses \$634,661. \$309,899 for personnel expenses (49% of total); \$134,318 facility mortgage (21%).
- Revenues \$624,438. \$445,653 in membership fees (71% of total); \$121,030 in state funding (19%).
- The academy used \$10,223 from reserves to cover FY2011 expenses.
- In-Kind Contribution(s). Petersburg Sheriffs' Office provides grounds maintenance; Prince George FIRE and EMS provide instructor support and instructional materials (estimated \$3,000 annual value).
  - *“Crater Academy could not survive without Agency support. The agencies that make up Crater Academy help to provide instructional support. It would be cost prohibitive for the Academy to pay for all the Instructors that we need. This benefit is not easily ‘quantified’ because it is so ‘massive.’”*

### FY2012 Finances

- Proposed Expenses \$637,511. \$302,337 for personnel expenses (47%), \$136,412 facility mortgage (21%).
- Anticipated Revenues were not provided.

### Outlook

- Financed purchase of training facility in 2005. Principal and interest due in annual installments at varying interest rates through 2025.
- Plans to construct a driver training facility.
- Exploring partnering with other public safety agencies to conduct other types of public safety training. This may require construction of additional training facilities.

## *Hampton Roads Criminal Justice Training Academy*

37 State-funded member agencies  
\$180 membership fee per certified officer

### FY2011 Finances

- Expenses \$983,218. \$620,146 for personnel expenses (63%); \$105,675 facility mortgage (11%).
- Revenues \$883,488. \$461,340 in membership fees (52%); \$250,000 in state funding (28%).
  - Newport News Police Department, which has withdrawn from the Academy, paid a \$31,968 fee in FY2011. This fee was 4% of total revenues for FY2011.
- HRCJTA used \$99,730 from reserves to cover FY2011 expenses.
- In-Kind Contribution(s). The Academy pays most instructor costs therefore has limited in-kind instructor support; Ft. Eustis firearms range; Suffolk Executive Airport for driver training.

### FY2012 Finances

- Proposed Expenses \$984,125. \$641,190 for personnel expenses (65%); \$109,574 facility mortgage (11%).
- Anticipated Revenues \$986,466. \$436,320 in membership fees (44%); \$111,472 in state funding (11%).
  - Hampton Roads Police Department, which withdrew from the Academy in 2011, will pay a \$44,982 fee in FY2012. This fee may comprise 4% of total revenues for FY2012.

### Outlook

- Financed purchase of training facility in 2005. Principal and interest due semi-annually at varying interest rates through 2026.
- The Academy reports that there is presently a fiscal instability with the loss of the two biggest agencies, Newport News PD and Hampton PD, and with the gradual reduction of state funding. The HRCJTA Executive Committee is looking at ways to deal with this fiscal instability.
- HRCJTA has set aside funding for firearms range.

## *New River Criminal Justice Training Academy*

18 State-funded member agencies  
\$315 assessment fee per-officer

### FY2011 Finances

- Expenses \$371,420. \$210,610 for personnel expenses (57% of total), \$18,469 for fuel oil/natural gas (5%).
- Revenues \$371,420. \$215,145 in member agency assessments (58% of total); \$84,834 from pre-employment training programs (23%).
  - \$67,441 in state funding (18%).
- In-Kind Contribution(s). Instructional support from Academy staff, member agency personnel and retired subject matter experts; Camrett Logistics and Elk Creek Dragway for driver training.

### FY2012 Finances

- Projected Expenses \$375,720. \$216,218 for personnel expenses (57%); \$17,000 for vehicle purchases (5%).
- Anticipated Revenues \$375,720. \$215,145 in member agency assessments (57%); \$99,000 from pre-employment training programs (26%).
  - Academy anticipates \$54,575 in state funding (14%).

### Outlook

- Completed financing for a new 11,000 square foot Academy building in June 2011. \$98,000 annual payment will begin in FY13.



## *Northern Virginia Criminal Justice Training Academy*

14 State-funded member agencies

Membership fees are charged proportionally based on sworn officer population.

### FY2011 Finances

- Expenses \$4,162,302. \$1,635,685 for personnel expenses (39% of total); \$1,036,748 for debt service (25%).
- Revenues \$4,032,504. \$2,282,261 in membership fees (56% of total); \$283,320 in rental revenue (7%).
  - Received \$281,013 in state funding (7%).
- The Academy used \$129,798 from reserves to cover FY2011 expenses.
- In-Kind Contribution(s): Member agencies are required to provide staff instructors; Prince William County is responsible for paying 30% of annual debt service.

### FY2012 Finances

- Proposed Expenses \$4,353,145. \$1,734,769 for personnel expenses (40%); \$1,040,548 for debt service (24%).
- Anticipated Revenues \$4,191,075. \$2,391,983 in membership fees (57%); \$283,320 rental revenue (7%).
  - Anticipates \$255,288 in state funding (6%); proposes using \$162,070 from reserves to cover FY2012 expenses.

### Outlook

- Financed construction of a driver training facility and refinanced existing bond debt in FY07. Interest rate on annual note varies between 4% and 5% and is due in 2026. By agreement, Prince William County pays 30% of this annual debt.

## ***Piedmont Regional Criminal Justice Training Academy***

12 State-funded member agencies  
\$257 membership fee per-officer

### FY 10 Finances

- Expenses \$276,036. \$144,665 for personnel expenses (52% of total); \$46,818 for Academy lease (17%).
  - The Academy has no debt.
- Revenues \$270,414. \$175,531 collected in membership fees (65% of total); \$79,152 in state funding (29%) (Note: Revenues are estimated based on the information provided).
- In-Kind Contribution(s): City of Martinsville serves as fiscal agent; City of Danville Airport, Martinsville Speedway and Dupont parking for driving training and other exercises; Henry, Patrick, Martinsville and Pittsylvania Counties firing ranges; students and staff use personal vehicles to transport equipment to training sites.

The academy did not provide FY2011 or FY2012 budgets.

### Outlook

- The Academy facility is leased from Henry County for 20 years with an option to buy. The rent increases by 2% annually.
- The Academy reports a flat financial outlook for the next 6 years. The Board has approved use of reserve funds to pay lease for the next six years. This will allow member fees to remain at their current level.

## ***Rappahannock Regional Criminal Justice Training Academy***

49 State-funded member agencies

\$302.50 membership fee per-officer

\$407.50 membership fee per-officer for the 13 agencies that are members of the Middletown satellite training facility

### FY2011 Finances

- Expenses \$1,485,289. \$880,619 for personnel expenses (59% of total); \$266,132 facility mortgage (18%).
- Revenues \$1,485,289. \$990,745 in training fees from participating agencies (67% of total); \$351,904 in state funds (24%).
- In-Kind Contribution(s): More than half of participating agencies provide instructional support.

### FY2012 Finances

- Proposed Expenses \$1,456,414. \$874,846 for personnel expenses (60%); \$270,263 facility mortgage/reserve (18%).
- Anticipated Revenues \$1,456,414. \$928,751 member fees (64%); \$358,869 in state funding (25%).

### Outlook

- To supplement revenue, developed a pre-employment academy and has recently been awarded grants to provide some training at no additional cost to trainees.
- No changes to membership fees anticipated for the near future.

## *Southwest Virginia Criminal Justice Training Academy*

46 State-funded member agencies  
\$275 membership fee per-officer

### FY2011 Finances

- Expenses \$680,386. Includes \$327,705 for personnel expenses (48% of total); \$127,071 for classroom/training supplies and expenses (19%).
  - The Academy has no debt
- Revenues \$636,686. \$347,600 collected in membership fees (54%); \$154,775 in state funding (24%). (Note: Revenues estimated based on information provided).
- In-Kind Contribution(s): Instructional support from all member agencies; Bristol Sheriff's Office firearms range; Walter State Community College in Morristown, Tennessee driver training facility; multiple off-site locations for physical fitness and other training.

### FY2012 Finances

- Proposed Expenses \$598,791. \$348,099 for personnel expenses (48%); \$44,642 for classroom/training supplies & expenses (7%).
- Anticipated Revenues: The academy did not provide this information.

### Outlook

- Academy budget committee is examining a membership fee increase to cover increased operating costs.

## **Factors Affecting Regional Academy Finances**

### State Funding

As noted above, the Commonwealth provides both a general fund and special fund appropriation to fund the regional academies. The amount of the general fund appropriation has declined as the economy has suffered over the past few years while the special fund amount has remained relatively stable.

### Changes in Academy Membership

A member agency may choose to withdraw from a regional academy, and in doing so withdraw the financial and other support that they contribute to the academy. Member agencies have on occasion left one academy to join another, but more recently the trend has been to leave a regional academy and establish an independent one. While there is a moratorium on the establishment of new academies in the appropriations act, Chapter 890 Item 384 B1.b, the act has been used as a vehicle to allow for the establishment of new academies. (See Chapter 890, Item 384 B1.c.d.e.) Most recently, the Roanoke County Police Department withdrew from the Cardinal academy, the Newport News and City of Hampton Police Departments withdrew from the Hampton Roads academy, and the Hanover County Sheriff's Office withdrew from the Rappahannock Academy.

The process by which member agencies can withdraw from a regional academy is governed by Code of Virginia 15.2-1747, and by guidelines promulgated by the Criminal Justice Services Board.

All of the 10 regional academies are structured such that a small number of its member agencies provide most of the trainees and funding for the academy. Therefore, all of the academies may be vulnerable to having one or more large financial contributors withdraw from the academy. In some academies, 10 to 15% of the member agencies provide more than 50% of the trainees and training fees for the entire academy.

Also, in most regional academies, there are a relatively large number of member agencies that, individually, contribute 1% or less of the academy's trainees and training fees. These agencies would be vulnerable if their academy became financially unstable due to losing its large contributors, because the remaining smaller agencies would not have the resources to continue to operate the existing academy or establish their own academies. (See Appendix D for details of the member agency composition for each academy, and the contributions from their member agencies).

For comparison purposes, Appendix E provides a listing of Virginia's independent criminal justice training academies and the size of the officer populations served by each one. The officer populations served by these academies range from 37 officers (Chesapeake Bay Bridge Tunnel Police Academy) up to more than 7,300 officers for the Department of Corrections Academy for Staff Development. Like the regional academies, each of the independent academies is unique

based on the relative size of its officer population and the resources provided by its member agency/locality.

A comparison of the officer population sizes served by the regional academies and the independent academies illustrates several points about the potential affects of a member agency withdrawing from a regional academy to form an independent academy. For example, it illustrates that even the smallest independent academy (with 37 officers) serves a much larger officer population than many of the single agencies that are members of regional academies. Many of the regional academy member agencies have officer populations of less than ten people, and therefore would be unlikely to provide state mandated training on its own. Additionally, this comparison illustrates that agencies which have withdrawn to form independent academies tend to be larger agencies that contributed substantial officer populations (and thus training fee revenue) to their former regional academies. As noted above, the Hampton Police Department and the Newport News Police Department, which withdrew from the Hampton Roads Academy, serve officer populations of 281 and 417, respectively.

Although a member agency's officer population size and available resources are important factors in making a decision to withdraw from a regional academy, other factors play a role as well. As noted in the 2000 JLARC report *Alternatives to Stabilize Regional Criminal Justice Training Academy Membership*, "Agencies change regional academy membership in response to various factors, including changes in leadership within the agencies, increasing costs, dissatisfaction with the quality of training, or differences of opinion related to the operation of the academy."

#### Other Factors Affecting Academy Financial Conditions

Some academies report that they are researching or planning expansions such as driver training facilities or a firearms range. Others reported that they are seeking financing for new academy buildings.

Some academies are anticipating increases in rental costs for building space and parking.

### **Methods Academies Use to Mitigate Funding Fluctuations**

#### In-Kind Contributions

As mentioned previously, in addition to receiving instructor staff contributions from member agencies, many regional academies have arrangements with the agencies and localities which they serve to receive in-kind contributions. These in-kind contributions support significant portions of their business. These in-kind contributions help to offset changes in financial support. For example:

- The Central Shenandoah Academy receives legal instruction from the Harrisonburg/Rockingham Commonwealth's Attorneys' office, and the Middle River Regional Jail provides inmates to perform facility cleaning and landscaping for the academy.

- The Central Virginia Academy receives below-market rent and free parking from Lynchburg City, as well as human resources and information technology support. Member agencies also donate used furniture to the academy.
- Various academies are provided the use of firing ranges, driver training areas located at municipal airports and motor speedways, and other facilities by member localities.

#### Funding from the Withdrawing Agency

One method some academies are using to cushion the financial impact when a member agency withdraws is to negotiate an agreement in which the withdrawing agency/locality continues to provide the academy with financial support after withdrawing. For example, the Roanoke County Police Department agreed to pay the Cardinal Criminal Justice Academy \$45,000 per year for five years after withdrawing from the academy, and the Hampton Roads Criminal Justice Training Academy received a \$32,000 fee from the Newport News Police Department when it withdrew from the academy.

#### Reserves

Some academies noted that they have or are using reserve funds to help maintain their financial stability. Crater, Hampton Roads, and Northern Virginia all used reserve funds in FY2011 to cover academy expenses.

#### Training Programs for Non-Members

Most of the regional criminal justice training academies offer fee-based training to non-member organizations or personnel. For example, pre-employment training allows individuals not yet employed by a criminal justice agency to pay to attend State-mandated training. In FY2011, 23% of New River Criminal Justice Training Academy revenue came from pre-employment training programs. As a comparison 18% of the academy's revenue came from State funding.

#### Other Revenues

Grants, interest on reserve fund accounts and other revenue sources provide additional funding to the academies. In FY2011, for example, the Northern Virginia Criminal Justice Training Academy received more in rental revenue than it received in State funding. Rappahannock Regional Criminal Justice Training Academy was recently awarded two grants that allowed them to provide specialized training at no cost to members.

#### Increase Member Training Fees

Raising member training fees is another way the regional academies maintain revenues. Southwest and Cardinal academies both anticipate future increases in member training fees to cover academy expenses.

## **Conclusion**

Analysis of the data provided by the academies indicates that, despite changes in revenues resulting from academy membership changes and declines in funds from the Commonwealth, most of the academies are meeting their training mission and maintaining a balance between their revenues and expenses. They are being aggressive and creative in finding new partnerships and sources of revenue to replace lost income.

There does appear however to be a limit as to how much revenue they will be able to replace using the current strategies. They have been seeking out in-kind contributions from member and non-member agencies as well as negotiating arrangements with local governments for in-kind or discounted facilities and services. Local governments and agencies are also under fiscal strain which places these kinds of arrangements in jeopardy. At some point the core mission of the academies, to offer entry level law enforcement training, may be diminished.

This seems to be most apparent in the move of agencies to establish new independent academies. As this report has identified, there are a small number of agencies in each academy that, because of their number of officers, provide most of the revenue for that academy. In general, these agencies are the ones who have the financial ability to establish their own academies. However, in doing so they put additional pressure on the agencies remaining in the academy to provide the revenue to maintain the academy as a viable training entity. The list of agencies by academy in Appendix D illustrates this point. This trend will require attention to ensure that an entire regional academy is not inadvertently harmed by having one or more of its larger member agencies withdraw from the academy.



**Appendix A**  
**DCJS Survey Sent to Regional Criminal Justice Training Academies**

**Regional Academy Fiscal Analysis Report Questions**

Academy Structure:

1. Please provide a current organizational chart for your academy.
2. Please provide a list of the names of the academy Board of Directors, the agency or organization they represent, and their board responsibility i.e., chairman, etc.
3. Please provide a document showing the responsibilities of the Board in overseeing the academy. Please include any sub-committees of the Board and a list of their responsibilities.
4. Please provide a list of agreements, contracts, or memorandums of understanding between the academy and any third party providers for their services, facility use, or other academy business.
5. Please provide an overview of the academy facilities. Please include the number of buildings and their purpose, approximate size of the academy property, and any ancillary buildings, courses, or other aspects of the academy site.
6. Please include a list of academy staff and their functions.

Academy Fiscal Operations:

7. Please provide an academy payroll, by month, for the period of November 2010 through March 2011. (This can be the total payroll including salary and benefits for the entire academy, not individual pay information. Please let us know if this is not representative of the “normal” payroll for this period, for example if a number of positions were unfilled for this period or other factors.)
8. Please provide copies of the academy budget for the past three fiscal years.
9. Please provide the most recent independent audit of academy finances.
10. Please tell us of any loans or debt the academy currently has outstanding. Please include the terms and conditions of the debt, any collateral involved, and to whom the debt is owed.
11. Please tell us the current fee amount collected from academy agencies to fund the academy. Please tell us if it is a per person fee for attending academy training or if it is collected on some other basis.

12. Please provide us with any current financial projections for the academy, and if there are future plans that might influence those projections. For example, renovation to an academy facility which might require an increase in future fees.
13. Please provide us a list of “in-kind” contributions currently received by the academy. Examples: individuals from academy agencies that teach academy students, or use of a facility for driver training. This would include anything of value the academy is receiving, but is not required to make a direct payment for the service provided.

**Appendix B**  
**Virginia Code Sections Related to Regional Training Academy Formation and Financing**

**§ 15.2-1747. Creation of academies.**

**§ 9.1-106. Regional Criminal Justice Academy Training Fund; local fee.**

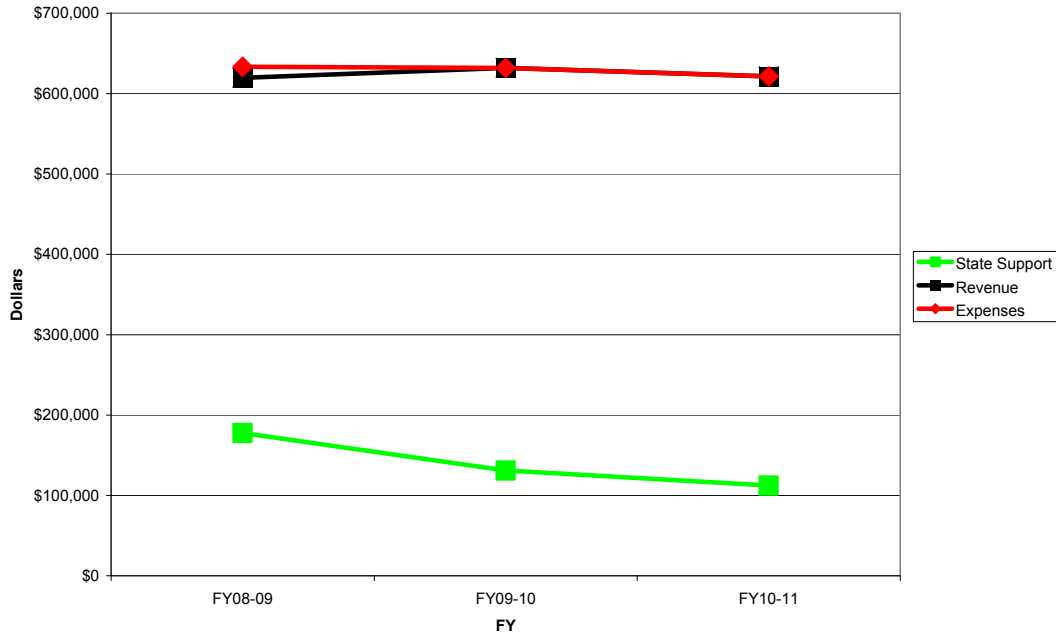
**§ 15.2-1749. Revenue bonds.**

**§ 15.2-1750. Governmental units authorized to appropriate or lend funds.**

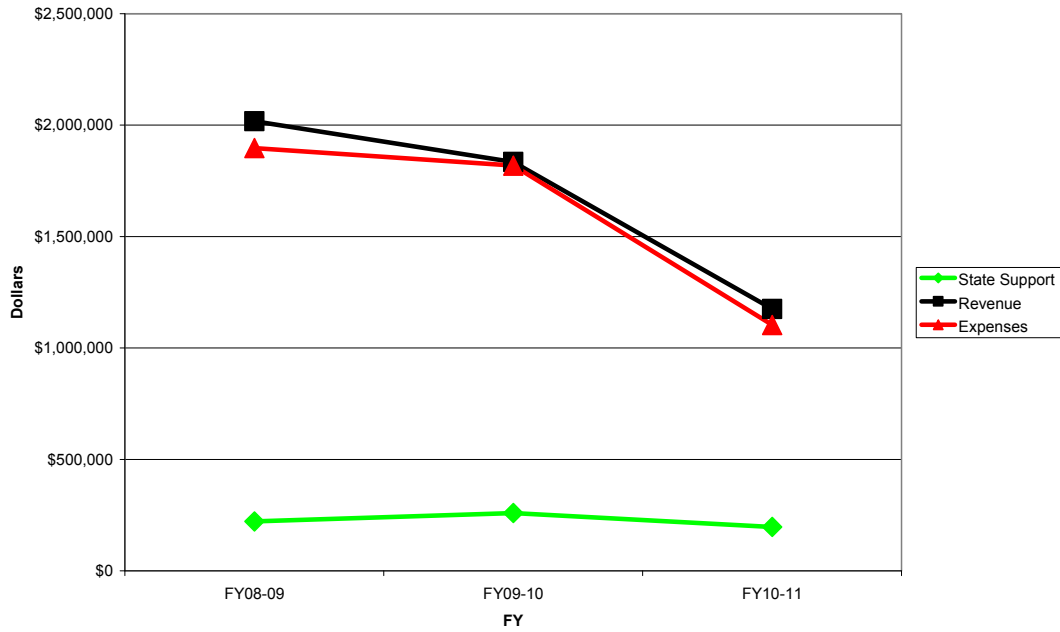
**§ 15.2-1751. Exemption from taxation.**

## Appendix C FY08-11 Revenues and Expenses for Regional Law Enforcement Training Academies

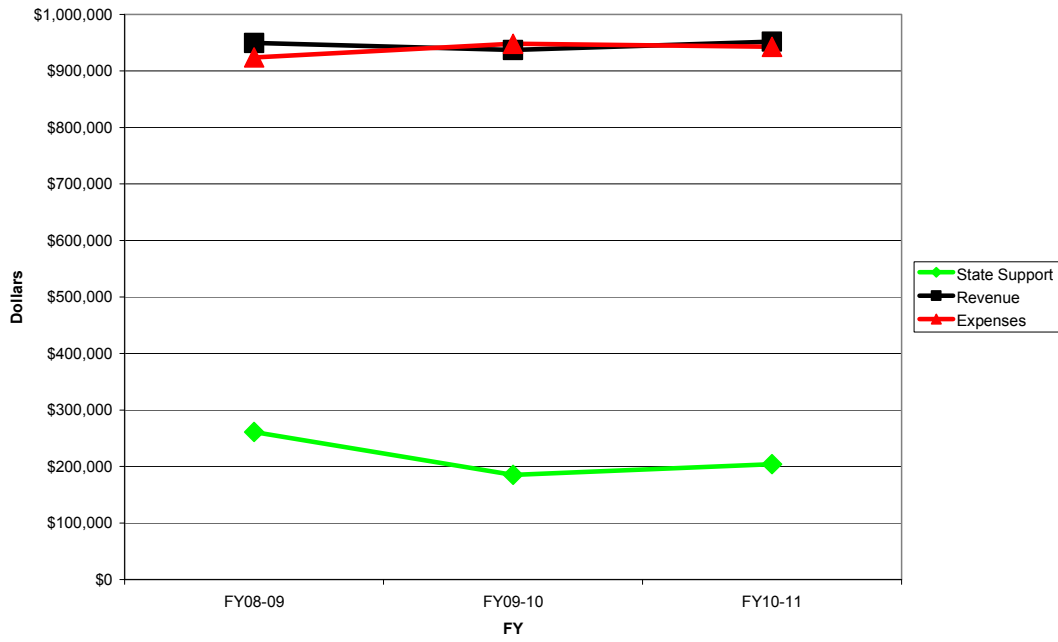
**Cardinal Academy Funding FY08-11**



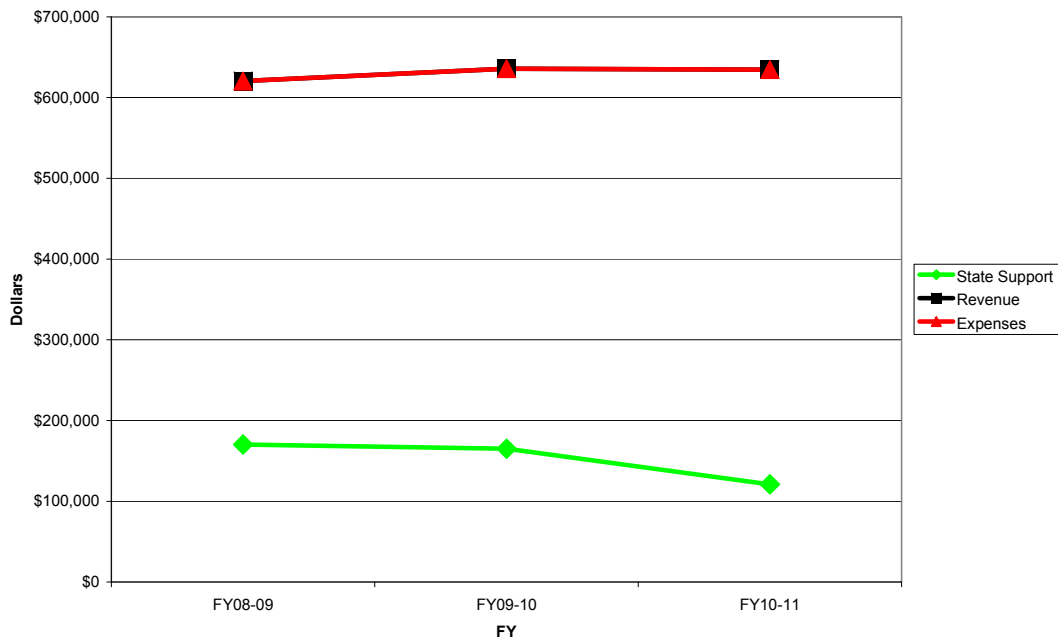
**Central Shenandoah Academy Funding FY08-11**



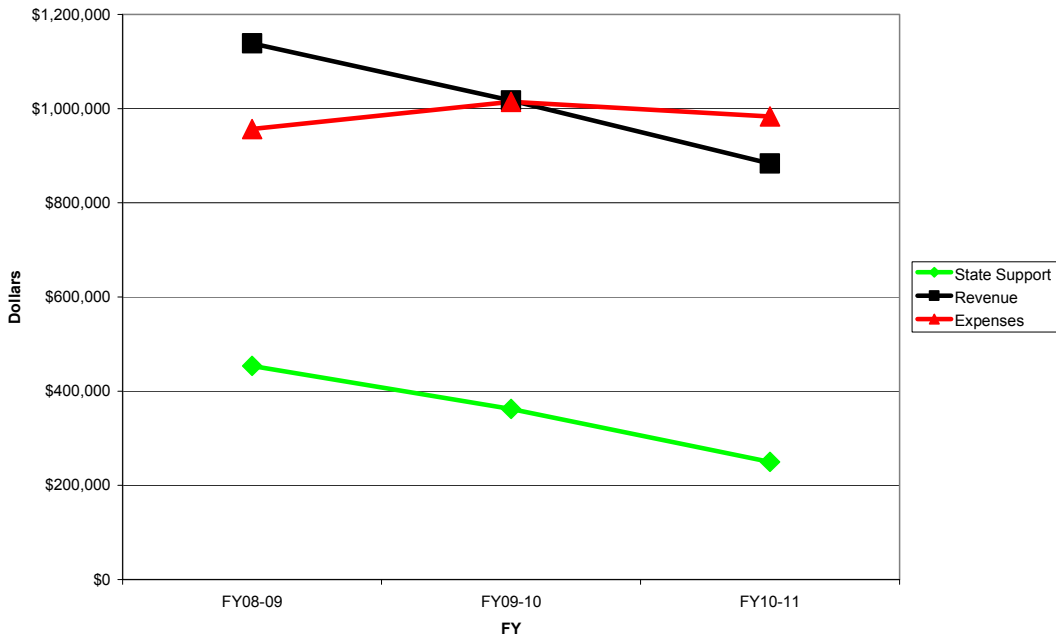
Central Virginia Academy Funding FY08-11



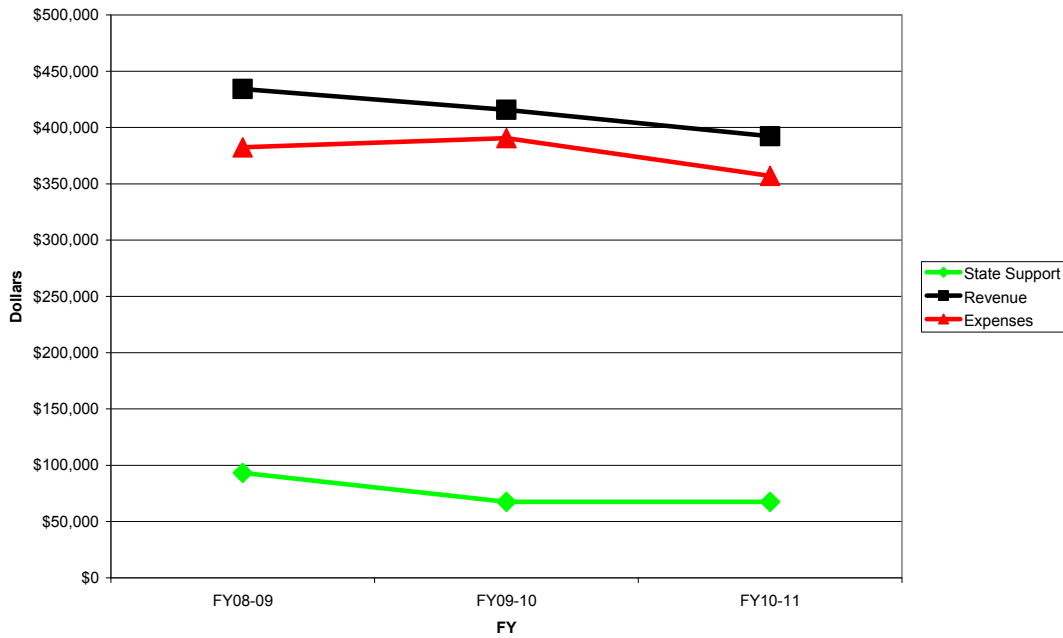
Crater Academy Funding FY08-11



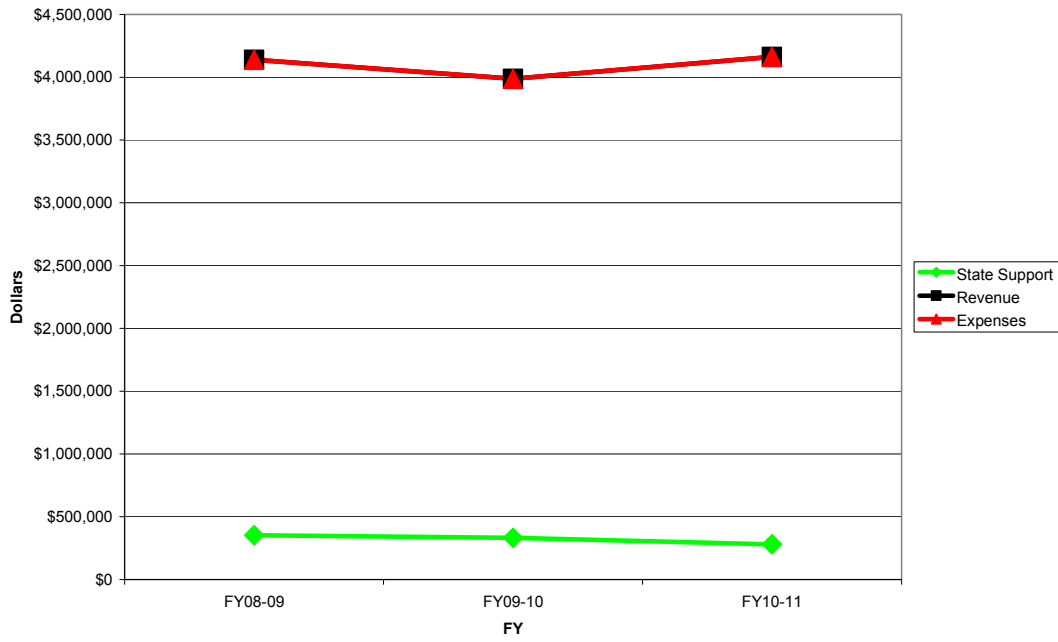
Hampton Roads Academy Funding FY08-11



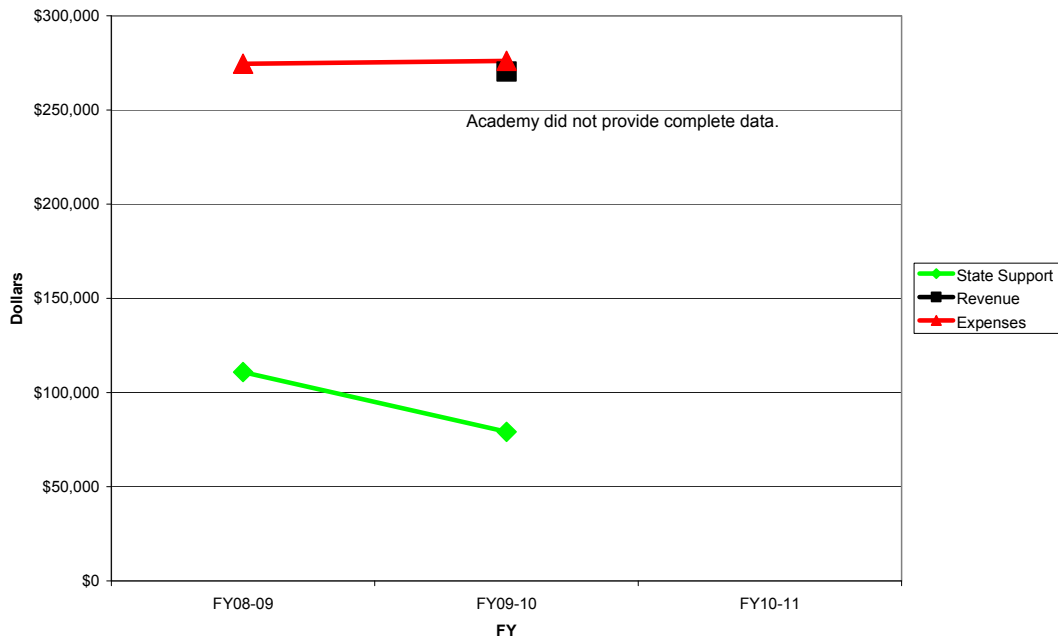
New River Academy Expenses FY08-11



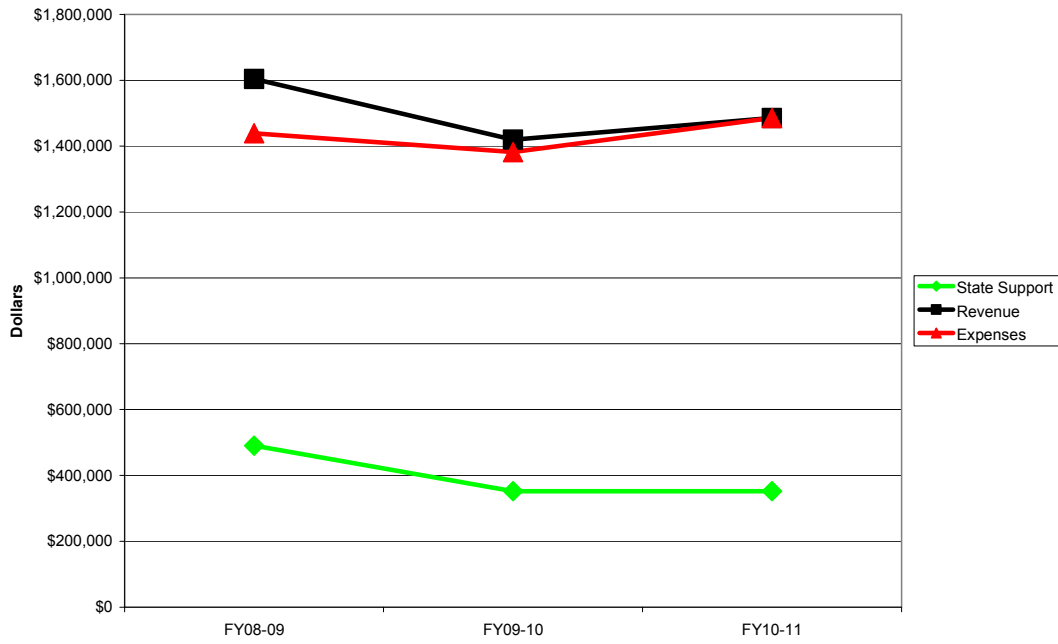
Northern Virginia Academy Funding FY08-11



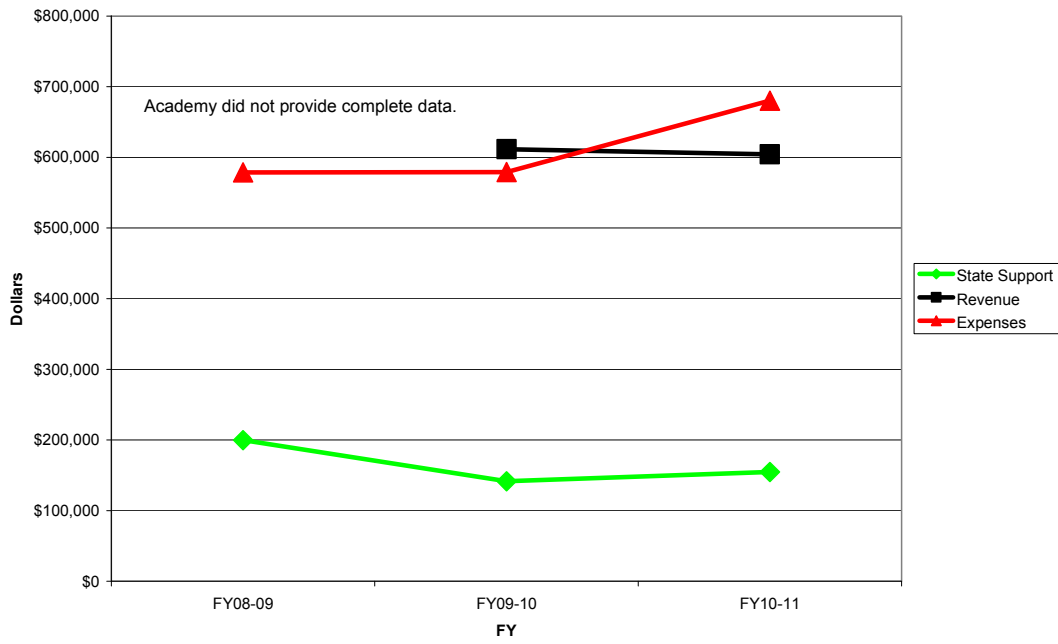
Piedmont Academy Funding FY08-11



Rappahannock Academy Funding FY08-11



Southwest VA Academy Funding FY08-11





## Appendix D

### Member Agency Populations for Regional Law Enforcement Training Academies

<b>Cardinal Criminal Justice Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	Roanoke City Sheriff's Office	174	18.1%	18.1%
2	Franklin County Sheriff's Office	108	11.3%	29.4%
3	Botetourt Co. Sheriff's Office	107	11.1%	40.5%
4	Salem Police Department	79	8.2%	48.8%
5	Blacksburg Police Department	70	7.3%	56.0%
6	Christiansburg Police Department	66	6.9%	62.9%
7	Alleghany Co. Sheriff's Office	60	6.3%	69.2%
8	Radford Police Department	45	4.7%	73.9%
9	Roanoke Communications Center	41	4.3%	78.1%
10	Pulaski Police Department	35	3.6%	81.8%
11	Vinton Police Department	27	2.8%	84.6%
12	Rocky Mount Police Department	24	2.5%	87.1%
13	Bedford Police Department	22	2.3%	89.4%
14	Covington Police Department	22	2.3%	91.7%
15	Craig County Sheriff's Office	17	1.8%	93.4%
16	Rockbridge Regional Public Safety	17	1.8%	95.2%
17	Lexington Police Department	16	1.7%	96.9%
18	Salem City Sheriff's Office	13	1.4%	98.2%
19	Radford City Sheriff's Office	8	0.8%	99.1%
20	Narrows Police Department	5	0.5%	99.6%
21	Boones Mill Police Department	3	0.3%	99.9%
22	Iron Gate Police Department	1	0.1%	100.0%
	<i>Total Agency Population</i>	960	100.0%	

These 5 agencies provide more than 50% of all academy trainees

These 4 agencies each provide less than 1% of all academy trainees

- 22 member agencies in the academy
- 5 agencies (23%) provide more than 50% of the academy's trainees
- 4 agencies (18%) each provide less than 1% of the academy's trainees

Central Shenandoah Criminal Justice Academy				
Member Agencies and Number of Officers				
	Member Agency	Officers	Percent of Total	Cum %
1	Rockingham Co. Sheriff's Office	147	8.2%	8.2%
2	Charlottesville Police Dept.	115	6.4%	14.6%
3	Albemarle County Police Department	114	6.4%	20.9%
4	Middle River Regional Jail	114	6.4%	27.3%
5	Albemarle-Charlottesville Regional Jail	100	5.6%	32.9%
6	Harrisonburg Police Department	91	5.1%	37.9%
7	Shenandoah Co. Sheriff's Office	91	5.1%	43.0%
8	Page County Sheriff's Office	75	4.2%	47.2%
9	Augusta County Sheriff's Office	74	4.1%	51.3%
10	Central Virginia Regional Jail	71	4.0%	55.3%
11	Louisa County Sheriff's Office	71	4.0%	59.2%
12	Staunton Police Department	55	3.1%	62.3%
13	Fluvanna County Sheriff's Office	50	2.8%	65.1%
14	Waynesboro Police Department	48	2.7%	67.7%
15	Greene County Sheriff's Office	46	2.6%	70.3%
16	Culpeper Police Department	42	2.3%	72.6%
17	Harrisonburg-Rockingham Ecc	41	2.3%	74.9%
18	Ch'ville/UVA/Albe Emerg Comm Ctr	40	2.2%	77.2%
19	Rockbridge Co. Sheriff's Office	37	2.1%	79.2%
20	Albemarle County Sheriff's Office	36	2.0%	81.2%
21	Madison County Sheriff's Office	34	1.9%	83.1%
22	Rockbridge Regional Jail	29	1.6%	84.7%
23	Shenandoah Co. Department Of	24	1.3%	86.1%
24	Luray Police Department	20	1.1%	87.2%
25	Augusta Co. Emerg. Operation Ct.	19	1.1%	88.2%
26	Bath County Sheriff's Office	17	0.9%	89.2%
27	Waynesboro City Emerg. Commuc	17	0.9%	90.1%
28	Clifton Forge Police Department	16	0.9%	91.0%
29	Woodstock Police Department	16	0.9%	91.9%
30	Highland County Sheriff's Office	15	0.8%	92.8%
31	Charlottesville City Sher. Off.	11	0.6%	93.4%
32	Gordonsville Police Department	11	0.6%	94.0%
33	Bridgewater Police Department	9	0.5%	94.5%
34	Buena Vista Sheriff's Office	9	0.5%	95.0%
35	Dayton Police Department	8	0.4%	95.4%
36	Grottoes Police Department	8	0.4%	95.9%
37	Shenandoah Police Department	8	0.4%	96.3%
38	Broadway Police Department	7	0.4%	96.7%
39	Charlottesville Albemarle Airport Police	7	0.4%	97.1%
40	Elkton Police Department	7	0.4%	97.5%
41	Staunton City Sheriff's Office	7	0.4%	97.9%
42	New Market Police Department	6	0.3%	98.2%
43	Louisa Police Department	5	0.3%	98.5%
44	Stanley Police Department	5	0.3%	98.8%
45	Waynesboro City Sheriff's Office	5	0.3%	99.1%
46	Craigsville Police Department	4	0.2%	99.3%
47	Mount Jackson Police Department	4	0.2%	99.5%
48	Edinburg Police Department	3	0.2%	99.7%
49	Scottsville Police Department	3	0.2%	99.8%
50	Virginia School for The Deaf And Blind	2	0.1%	99.9%
51	Glasgow Police Department	1	0.1%	100.0%
	<b>Total Agency Population</b>	<b>1,795</b>	<b>100.0%</b>	

These 9 agencies provide more than 50% of all academy trainees

These 26 agencies each provide less than 1% of all academy trainees

51 member agencies in the academy  
 9 agencies (18%) provide more than 50% of the academy's trainees  
 26 agencies (51%) each provide less than 1% of the academy's trainees

Central Virginia Criminal Justice Academy				
Member Agencies and Number of Officers				
	Member Agency	Officers	Percent of Total	Cum %
1	Blue Ridge Reg. Jail Authority	229	14.4%	14.4%
2	Lynchburg Police Department	159	10.0%	24.4%
3	Piedmont Regional Jail	98	6.2%	30.5%
4	Mecklenburg Co. Sheriff's Office	89	5.6%	36.1%
5	Bedford County Sheriff's Office	79	5.0%	41.1%
6	Campbell County Sheriff's Office	72	4.5%	45.6%
7	Amherst County Sheriff's Office	71	4.5%	50.1%
8	Brunswick Co. Sheriff's Office	55	3.5%	53.5%
9	Lynchburg City Sheriff's Office	48	3.0%	56.5%
10	Charlotte Co. Sheriff's Office	41	2.6%	59.1%
11	Halifax County Sheriff's Office	41	2.6%	61.7%
12	Prince Edward Co. Sheriff's Off.	34	2.1%	63.8%
13	Appomattox Co. Sheriff's Office	33	2.1%	65.9%
14	Buckingham Co. Sheriff's Office	32	2.0%	67.9%
15	Cumberland Co. Sheriff's Office	32	2.0%	69.9%
16	Nelson County Sheriff's Office	31	1.9%	71.9%
17	Lunenburg Co. Sheriff's Office	29	1.8%	73.7%
18	South Boston Police Department	29	1.8%	75.5%
19	Campbell Co. Commun. Center	28	1.8%	77.3%
20	Farmville Police Department	28	1.8%	79.0%
21	Lynchburg Dept of Emergency Services	28	1.8%	80.8%
22	Nottoway County Sheriff's Office	28	1.8%	82.5%
23	Danville Adult Detention Ctr.	27	1.7%	84.2%
24	Bedford Communication Center	25	1.6%	85.8%
25	South Hill Police Department	23	1.4%	87.2%
26	Farmville Emergency Communications	19	1.2%	88.4%
27	Blackstone Police Department	17	1.1%	89.5%
28	Halifax County E-911 Communications	17	1.1%	90.6%
29	Altavista Police Department	14	0.9%	91.5%
30	Amherst County Public Safety	14	0.9%	92.3%
31	Buena Vista Police Department	14	0.9%	93.2%
32	Mecklenburg E-911 Communications	14	0.9%	94.1%
33	Appomattox County 911	10	0.6%	94.7%
34	Victoria Police Department	10	0.6%	95.4%
35	Chase City Police Department	9	0.6%	95.9%
36	Halifax Police Department	7	0.4%	96.4%
37	Lawrenceville Police Department	7	0.4%	96.8%
38	Nelson Co. Emergency Operations Ctr.	7	0.4%	97.2%
39	Clarksville Police Department	6	0.4%	97.6%
40	Crewe Police Department	6	0.4%	98.0%
41	Brodnax Police Department	5	0.3%	98.3%
42	La Crosse Police Department	5	0.3%	98.6%
43	Amherst Police Department	4	0.3%	98.9%
44	Kenbridge Police Department	4	0.3%	99.1%
45	Lynchburg Regional Airport Police	4	0.3%	99.4%
46	Hurt Police Department	3	0.2%	99.6%
47	Boydton Police Department	2	0.1%	99.7%
48	Brookneal Police Department	2	0.1%	99.8%
49	Alberta Police Department	1	0.1%	99.9%
50	Burkeville Police Department	1	0.1%	99.9%
51	Drakes Branch Police Department	1	0.1%	100.0%
	<i>Total Agency Population</i>	<i>1,592</i>	<i>100.0%</i>	

These 7 agencies provide 50% of all academy trainees

These 23 agencies each provide less than 1% of all academy trainees

51 member agencies in the academy  
7 agencies (14%) provide 50% of the academy's trainees  
23 agencies (45%) each provide less than 1% of the academy's trainees

<b>Crater Criminal Justice Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	Riverside Regional Jail	290	23.5%	23.5%
2	Petersburg Police Department	143	11.6%	35.1%
3	Petersburg City Sheriff's Office	83	6.7%	41.8%
4	Prince George Police Department	80	6.5%	48.3%
5	Southampton Co. Sheriff's Office	79	6.4%	54.7%
6	Hopewell Police Department	75	6.1%	60.8%
7	Dinwiddie Co. Sheriff's Office	74	6.0%	66.8%
8	Colonial Heights Police Dept.	52	4.2%	71.0%
9	Powhatan County Sheriff's Office	52	4.2%	75.3%
10	New Kent County Sheriff's Office	50	4.1%	79.3%
11	Sussex County Sheriff's Office	44	3.6%	82.9%
12	Southside Regional Jail	41	3.3%	86.2%
13	Greensville Co. Sheriff's Office	33	2.7%	88.9%
14	Amelia County Sheriff's Office	30	2.4%	91.3%
15	Charles City Co. Sheriff's Off.	22	1.8%	93.1%
16	Surry County Sheriff's Office	18	1.5%	94.6%
17	Waverly Police Department	18	1.5%	96.0%
18	Hopewell City Sheriff's Office	12	1.0%	97.0%
19	Prince George Co. Sheriff's Office	12	1.0%	98.0%
20	Colonial Heights City Sheriff's Office	11	0.9%	98.9%
21	Richard Bland College Police Department	9	0.7%	99.6%
22	Courtland Police Department	2	0.2%	99.8%
23	McKenney Police Department	2	0.2%	99.9%
24	Boykins Police Department	1	0.1%	100.0%
	<i>Total Agency Population</i>	<i>1,233</i>	<i>100.0%</i>	

These 5 agencies provide more than 50% of all academy trainees

These 7 agencies each provide 1% or less of all academy trainees

24 member agencies in the academy  
 5 agencies (21%) provide more than 50% of the academy's trainees  
 7 agencies (29%) each provide 1% or less of the academy's trainees

<b>Hampton Roads Criminal Justice Training Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	Hampton Police Department	318	12.1%	12.1%
2	Portsmouth Police Department	272	10.3%	22.4%
3	Hampton Roads Regional Jail	263	10.0%	32.4%
4	Suffolk Police Department	222	8.4%	40.9%
5	Newport News City Sheriff's Off.	185	7.0%	47.9%
6	Western Tidewater Regional Jail	144	5.5%	53.4%
7	Hampton City Sheriff's Office	141	5.4%	58.8%
8	York / Poquoson Sheriff's Office	112	4.3%	63.0%
9	Virginia Peninsula Regional Jail	109	4.1%	67.2%
10	James City County Police Dept.	97	3.7%	70.9%
11	Gloucester Co. Sheriff's Office	96	3.7%	74.5%
12	Northampton Co. Sheriff's Office	76	2.9%	77.4%
13	Accomack County Sheriff's Office	61	2.3%	79.7%
14	Middle Peninsula Regional Security	58	2.2%	81.9%
15	Isle Of Wight Co. Sheriff's Off.	44	1.7%	83.6%
16	York Co. Communication Dept.	44	1.7%	85.3%
17	Franklin Police Department	40	1.5%	86.8%
18	Newport News Department Of Adult	40	1.5%	88.3%
19	Poquoson Police Department	39	1.5%	89.8%
20	Williamsburg Police Department	37	1.4%	91.2%
21	Middlesex Co. Sheriff's Office	35	1.3%	92.5%
22	Mathews County Sheriff's Office	27	1.0%	93.6%
23	James City Co Emergency	26	1.0%	94.6%
24	Smithfield Police Department	26	1.0%	95.5%
25	West Point Police Dept.	20	0.8%	96.3%
26	Williamsburg -james City County	19	0.7%	97.0%
27	Chincoteague Police Department	18	0.7%	97.7%
28	Eastern Virginia Medical School	17	0.6%	98.4%
29	Isle Of Wight Co. Emergency	10	0.4%	98.7%
30	Exmore Police Department	7	0.3%	99.0%
31	Onley Police Department	7	0.3%	99.3%
32	Cape Charles Police Department	5	0.2%	99.5%
33	Windsor Police Department	5	0.2%	99.7%
34	Onancock Police Department	4	0.2%	99.8%
35	Parksley Police Department	3	0.1%	99.9%
36	Eastville Police Department	1	0.0%	100.0%
37	Tangier Police Department	1	0.0%	100.0%
	<i>Total Agency Population</i>	2,629	100.0%	

These 6 agencies provide more than 50% of all academy trainees

Each of these 16 agencies provide 1% or less of all academy trainees

37 member agencies in the academy  
 6 agencies (16%) provide more than 50% of the academy's trainees  
 16 agencies (43%) each provide 1% or less of the academy's trainees

<b>New River Criminal Justice Training Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	New River Valley Regional Jail	214	34.1%	34.1%
2	Montgomery Co. Sheriff's Office	116	18.5%	52.6%
3	Pulaski County Sheriff's Office	54	8.6%	61.2%
4	Wytheville Police Department	42	6.7%	67.9%
5	Galax Police Department	40	6.4%	74.3%
6	Giles County Sheriff's Office	40	6.4%	80.7%
7	Carroll County Sheriff's Office	35	5.6%	86.3%
8	Floyd County Sheriff's Office	29	4.6%	90.9%
9	Bland County Sheriff's Office	15	2.4%	93.3%
10	Hillsville Police Department	11	1.8%	95.1%
11	Dublin Police Department	10	1.6%	96.7%
12	Pearisburg Police Department	7	1.1%	97.8%
13	Independence Police Department	5	0.8%	98.6%
14	Pembroke Police Department	3	0.5%	99.0%
15	Glen Lyn Police Department	2	0.3%	99.4%
16	Rich Creek Police Department	2	0.3%	99.7%
17	Fries Police Department	1	0.2%	99.8%
18	Rural Retreat Police Department	1	0.2%	100.0%
	<i>Total Agency Population</i>	627	100.0%	

} These 2 agencies provide more than 50% of all academy trainees

} These 6 agencies each provide less than 1% of all academy trainees

18 member agencies in the academy

2 agencies (11%) provide more than 50% of the academy's trainees

6 agencies (33%) each provide less than 1% of the academy's trainees

<b>Northern Virginia Criminal Justice Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	Loudoun County Sheriff's Office	530	25.9%	25.9%
2	Alexandria Police Department	344	16.8%	42.7%
3	Arlington Co. Police Department	340	16.6%	59.3%
4	Arlington Co. Sheriff's Office	218	10.6%	69.9%
5	Alexandria City Sheriff's Office	174	8.5%	78.4%
6	Manassas City Police Department	102	5.0%	83.4%
7	Leesburg Police Department	93	4.5%	87.9%
8	Fairfax City Police Department	84	4.1%	92.0%
9	Arlington Co. Emerg. Comm. Ctr.	54	2.6%	94.7%
10	Falls Church Police Department	40	2.0%	96.6%
11	Manassas Park City Police Dept.	38	1.9%	98.5%
12	Purcellville Police Department	14	0.7%	99.2%
13	Falls Church City Sheriff's Off.	12	0.6%	99.8%
14	Middleburg Police Department	5	0.2%	100.0%
	<i>Total Agency Population</i>	<i>2,048</i>	<i>100.0%</i>	

These 3 agencies provide almost 60% of all academy trainees

These 3 agencies each provide less than 1% of all academy trainees

- 14 member agencies in the academy
- 3 agencies (21%) provide 60% of the academy's trainees
- 3 agencies (21%) each provide less than 1% of the academy's trainees

<b>Piedmont Regional Criminal Justice Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	Danville Police Department	129	19.4%	19.4%
2	Pittsylvania Co. Sheriff's Off.	116	17.5%	36.9%
3	Henry County Sheriff's Office	113	17.0%	53.9%
4	Danville City Sheriff's Office	71	10.7%	64.6%
5	Patrick County Sheriff's Office	65	9.8%	74.4%
6	Martinsville Sheriff's Office	54	8.1%	82.5%
7	Martinsville Police Department	48	7.2%	89.8%
8	Martinsville-Henry Co. Joint Disp. Ct	23	3.5%	93.2%
9	Danville Emergency Services	20	3.0%	96.2%
10	Pittsylvania Co. Commun. Center	18	2.7%	98.9%
11	Chatham Police Department	4	0.6%	99.5%
12	Gretna Police Department	3	0.5%	100.0%
	<i>Total Agency Population</i>	<i>664</i>	<i>100.0%</i>	

} These 3 agencies provide more than 50% of all academy trainees

} Each of these 2 agencies provide less than 1% of all academy trainees

12 member agencies in the academy  
 3 agencies (25%) provide more than 50% of the academy's trainees  
 2 agencies (17%) each provide less than 1% of the academy's trainees



<b>Rappahannock Regional Criminal Justice Academy</b>				
<b>Member Agencies and Number of Officers</b>				
	Member Agency	Officers	Percent of Total	Cum %
1	Rappahannock Regional Jail	243	9.3%	9.3%
2	Spotsylvania County Sheriff's Office	223	8.5%	17.9%
3	Stafford County Sheriff's Office	218	8.4%	26.2%
4	Fauquier County Sheriff's Office	146	5.6%	31.8%
5	Northwestern Regional Adult Detention	130	5.0%	36.8%
6	Frederick Co. Sheriff's Office	120	4.6%	41.4%
7	Warren County Sheriff's Office	110	4.2%	45.6%
8	Pamunkey Regional Jail	104	4.0%	49.6%
9	Culpeper County Sheriff's Office	95	3.6%	53.2%
10	Fredericksburg Police Department	94	3.6%	56.8%
11	Winchester Police Department	84	3.2%	60.0%
12	Caroline County Sheriff's Office	78	3.0%	63.0%
13	Northern Neck Regional Jail	72	2.8%	65.8%
14	Peumansend Creek Regional Jail	63	2.4%	68.2%
15	King George Co. Sheriff's Office	52	2.0%	70.2%
16	Hanover County Emergency	51	2.0%	72.1%
17	Orange County Sheriff's Office	50	1.9%	74.1%
18	Front Royal Police Department	45	1.7%	75.8%
19	Goochland Co. Sheriff's Office	43	1.6%	77.4%
20	Westmoreland Co. Sheriff's Off.	42	1.6%	79.0%
21	Clarke County Sheriff's Office	40	1.5%	80.6%
22	Essex Co. Sheriff's Office	36	1.4%	82.0%
23	Lancaster Co. Sheriff's Office	36	1.4%	83.3%
24	Northumberland Co. sheriff's Off.	34	1.3%	84.6%
25	Ashland Police Department	33	1.3%	85.9%
26	King William Co. Sheriff's Off.	33	1.3%	87.2%
27	Richmond County Sheriff's Office	32	1.2%	88.4%
28	King & Queen Co. Sheriff's Off.	28	1.1%	89.5%
29	Rappahannock Co. Sheriff's Office	26	1.0%	90.5%
30	Warrenton Police Department	26	1.0%	91.5%
31	Strasburg Police Department	25	1.0%	92.4%
32	Culpeper County Comm. E 911	22	0.8%	93.3%
33	Fredericksburg City Sher. Office	19	0.7%	94.0%
34	Winchester Emerg. Comm. Center	19	0.7%	94.7%
35	Colonial Beach Police Department	18	0.7%	95.4%
36	Frederick Co. Public Safety	18	0.7%	96.1%
37	Orange Police Department	18	0.7%	96.8%
38	Winchester City Sheriff's Office	15	0.6%	97.4%
39	Tappahannock Police Department	10	0.4%	97.7%
40	Berryville Police Department	9	0.3%	98.1%
41	Bowling Green Police Department	9	0.3%	98.4%
42	Haymarket Police Department	8	0.3%	98.7%
43	Remington Police Department	8	0.3%	99.0%
44	Kilmarnock Police Department	6	0.2%	99.3%
45	Middletown Police Department	6	0.2%	99.5%
46	Stephens City Police Department	4	0.2%	99.7%
47	Timberville Police Department	4	0.2%	99.8%
48	Occoquan Police Department	3	0.1%	99.9%
49	Warsaw Police Department	2	0.1%	100.0%
	<i>Total Agency Population</i>	<i>2,610</i>	<i>100.0%</i>	

These 8 agencies provide almost 50% of all academy trainees

These 20 agencies each provide 1% or less of all academy trainees

49 member agencies in the academy  
 8 agencies (16%) provide almost 50% of the academy's trainees  
 20 agencies (41%) each provide 1% or less of the academy's trainees

Southwest Virginia Criminal Justice Academy				
Member Agencies and Number of Officers				
	Member Agency	Officers	Percent of Total	Cum %
1	Southwest Virginia Regional Jail Authority	260	20.8%	20.8%
2	Washington Co. Sheriff's Office	82	6.6%	27.4%
3	Wythe County Sheriff's Office	66	5.3%	32.7%
4	Wise County Sheriff's Office	63	5.0%	37.7%
5	Bristol Police Department	62	5.0%	42.7%
6	Smyth County Sheriff's Office	56	4.5%	47.2%
7	Tazewell County Sheriff's Office	52	4.2%	51.3%
8	Bristol City Sheriff's Office	51	4.1%	55.4%
9	Russell County Sheriff's Office	51	4.1%	59.5%
10	Buchanan County Sheriff's Office	46	3.7%	63.2%
11	Lee County Sheriff's Office	41	3.3%	66.5%
12	Scott County Sheriff's Office	34	2.7%	69.2%
13	Grayson County Sheriff's Office	33	2.6%	71.8%
14	Norton Police Department	25	2.0%	73.8%
15	Abingdon Police Department	24	1.9%	75.7%
16	Richlands Police Department	24	1.9%	77.7%
17	Big Stone Gap Police Department	22	1.8%	79.4%
18	Bluefield Police Department	21	1.7%	81.1%
19	Dickenson Co. Sheriff's Office	21	1.7%	82.8%
20	Dickenson County 911	21	1.7%	84.5%
21	Marion Police Department	19	1.5%	86.0%
22	Tazewell County 911	16	1.3%	87.3%
23	Lebanon Police Department	15	1.2%	88.5%
24	Tazewell Police Department	15	1.2%	89.7%
25	Wise Police Department	12	1.0%	90.6%
26	Cedar Bluff Police Department	11	0.9%	91.5%
27	Damascus Police Department	9	0.7%	92.2%
28	Scott County E911	9	0.7%	93.0%
29	Appalachia Police Department	8	0.6%	93.6%
30	Grundy Police Department	7	0.6%	94.2%
31	Weber City Police Department	7	0.6%	94.7%
32	Gate City Police Department	6	0.5%	95.2%
33	Honaker Police Department	6	0.5%	95.7%
34	Pennington Gap Police Department	6	0.5%	96.2%
35	Pound Police Department	6	0.5%	96.6%
36	Saint Paul Police Department	6	0.5%	97.1%
37	Chilhowie Police Department	5	0.4%	97.5%
38	Clintwood Police Department	5	0.4%	97.9%
39	Coeburn Police Department	5	0.4%	98.3%
40	Saltville Police Department	5	0.4%	98.7%
41	Jonesville Police Department	4	0.3%	99.0%
42	Glade Spring Police Department	3	0.2%	99.3%
43	Norton City Sheriff's Office	3	0.2%	99.5%
44	Clinchco Police Department	2	0.2%	99.7%
45	Haysi Police Department	2	0.2%	99.8%
46	Pocahontas Police Department	2	0.2%	100.0%
	<i>Total Agency Population</i>	<i>1,249</i>	<i>100.0%</i>	

These 7 agencies provide more than 50% of all academy trainees

These 22 agencies each provide 1% or less of all academy trainees

46 member agencies in the academy  
 7 agencies (15%) provide more than 50% of the academy's trainees  
 22 agencies (48%) each provide 1% or less of the academy's trainees

## Appendix E

### Virginia's Independent Criminal Justice Training Academies (Officer totals are estimates as of September 8, 2011)

ACADEMY NAME	TOTAL OFFICERS
Chesapeake Bay Bridge Tunnel Police Academy	37
Chesapeake Police Academy	381
Chesapeake Sheriff's Training Academy	356
Chesterfield Co. Police Academy	421
Chesterfield Co. Sheriff's Training Academy	216
Fairfax Co. Criminal Justice Academy	1,306
Hampton Police Academy	281
Hanover Co. Sheriff's Academy	219
Henrico Co. Police Training Academy	568
Henrico Sheriff's Office Training Academy	349
Newport News Police Training Academy	417
Norfolk Police Academy	717
Norfolk Sheriff's Office Training Academy	394
Portsmouth Sheriff's Training Academy	157
Prince William Co. Criminal Justice Academy	643
Richmond Police Academy	734
Richmond Sheriff's Office Training Center	375
Roanoke Police Academy	255
Virginia ABC Training Academy	112
Virginia Beach Police Academy	782
Virginia Beach Sheriff's Office Training Academy	428
Virginia Commonwealth University Police Academy	79
VA Dept. Game & Inland Fisheries Training Academy	181
Virginia State Police Academy	1,836
Division of Capitol Police Training School	62
Department of Corrections/Academy for Staff Development	7,336