

Association of Paroling Authorities International



Strategic Business Plan 2011-2013

This Strategic Business Plan was developed by the 2009-2011 Executive Committee.
Support for this work was provided by the National Institute of Corrections.
Adopted by the APAI Executive Committee on July 26, 2011.



Mission Statement

The Association of Paroling Authorities International is a global association dedicated to the advancement of public safety and successful offender reentry through training, education, standards of evidence-based research and best practices, providing peer-based technical assistance and support in collaboration with strategic partners.

— *Adopted by APAI Executive Committee: Sept 25, 2008*



Purpose

The Association of Paroling Authorities International will strive to promote the highest professional standards of parole practices as they relate to release decision-making, methods of re-entry and reintegration, community supervision standards, and revocation procedures through training, education, information exchange, and public policy partnerships, which endorse these standards. -- *Constitution, approved by the membership on December 23, 2009*



Goals and Objectives in our Bylaws -- *Approved April 30, 2008*

Section 2.1 Goals

Section 2.1.a The Association will serve as a national and international discussion network for the exchange of information within all areas impacting parole.

Section 2.1.b The Association will serve as the Vanguard promoting parole as an essential element of the Criminal Justice System for the enhancement of public safety and the recognition of victim rights by being involved in the development of national and international research-based parole policy.

Section 2.2 Objectives

Section 2.2.a The Association shall sponsor events that bring together the Head Officers/Chairs of United States Federal, State, Military, and International Paroling/Releasing Authorities to exchange information and ideas on topics of shared relevance, and to collaborate on strategies for implementing research-based parole policy world-wide.

Section 2.2.b The Association shall sponsor an Annual Training Conference where Association members and other criminal justice professionals and interested parties can share information on topics related to parole including emerging public safety concerns and be informed relative to research-based parole practice and innovative programs that model such practice.

Section 2.2.c The Association shall create and sponsor formal training experiences for the professional development of Association members and other interested Criminal Justice stakeholders.

Section 2.2.d The Association shall sponsor and support research regarding parole practices and the development of evaluative measures for programs delivering parole services.

Section 2.2.e The Association shall facilitate an ongoing exchange of information between Association members through methods of correspondence.

Section 2.2.f The Association shall assist Association members to engage local, national, and international policy makers to educate, discuss and promote parole as an effective and essential tool for managing offender risk in the community.

Section 2.2.g The Association shall encourage and assist Association members to be participants in local, national, and international forums, committees, and work-groups tasked with the development of policy impacting public safety.



APAI Scope of Business

As the sole not-for-profit association serving as the international voice for decision makers in parole and release, we are dedicated to being the premier international knowledge base and resource for information, mentorship and support for the parole and release community, within areas including but not limited to:

- Public safety through offender risk management (release decisions, setting release conditions, pardons/clemency, reentry, supervision, revocation and sentence management)
- Best practices training and education
- Peer support and technical assistance
- Information for policymakers, the media and the public



Accomplishments

- Continuance of our well attended and acclaimed annual training conferences where members gain important skills, learn about cutting edge resources and tools, and gain valuable insight from networking opportunities with other paroling/release authorities.
- On-going annual Chairs' Meetings focusing on leadership development and paroling authority management issues.
- Adopted a stable administrative infrastructure with technical expertise in non-profit management and criminal justice experience while reducing overall administrative costs through a greater use of technology.
- Strengthened affiliations with a number of professional organizations including: National Institute of Corrections (NIC); Bureau of Justice Assistance (BJA); Association of State Correctional Administrators (ASCA); PEW Research Center; The Center for Effective Public Policy (CEPP); and the newly formed National Parole Resource Center (NPRC)¹; (National Reentry Resource Center; American Corrections Association; American Probation and

¹ Inaugurated in March 2010, the National Parole Resource Center (NPRC) is a partnership of the Center for Effective Public Policy and the Association of Paroling Authorities International, supported by funding from the Bureau of Justice Assistance (BJA) and operated in collaboration with BJA and the National

Parole Association; Interstate Compact on Adult Offender Association (ICAOS); Office for Victims of Crime (OVC); International Corrections and Prisons Association (ICPA); The Council of European Probation (CEP); The Association nationale des juges d'application des peines (ANJAP) – France; Canadian Criminal Justice Association (CCJA); Many Heads of Correctional Services in many countries; and some of the International Institutes working in the Justice system affiliated with the United Nations, for example: The International Centre for Criminal Law Reform and Criminal Justice Policy (Vancouver); UNAFRI (Africa); Unafei (Japan).

- Actively participated in the development, implementation and delivery of new curriculum for parole board member orientation and chair orientation programs sponsored by the National Institute of Corrections.
- Served on the management and advisory teams of the National Parole Resource Center to develop the strategic planning of the NPRC to meet the ongoing technical assistance needs of parole boards and releasing authorities.
- Partnered with NIC and Canadian researcher, Dr. Ralph Serin to research and expand Structured Decision Making for Parole Boards.
- APAI executive committee members worked with the Association of State Correctional Administrators [ASCA] on the development of *Collaborative Principles Between Paroling Authorities and Correctional Agencies*.
- Re-activated and expanded our committee structure to include: Nominating, Resolutions, Finance, Membership, Professional Development and Standards, Awards, Conference Site Selection, Communications, and Crime Victims Committees.
- Enhanced our membership communication options through: use of electronic meetings; expansion of our website to include presentations from the annual conferences and executive committee minutes; establishment of an electronic version of our newsletter; launch of a Blog; and setting up a Facebook page. We continue to operate a valuable listserve for members to share policies, ideas and issues.
- Developed and implemented strategies to strengthen and expand alliances with the international parole community. Held two Annual Training Conferences in Canada and have had as many as 40 countries represented

Institute of Corrections (NIC). The NPRC maintains links with a growing network of organizations that provides information and guidance on substantive topics and related resources.

at our Annual Training Conferences. Delineated within our Constitution an expanded role for International Paroling Authorities by creating an International Section and incorporating the international community in our Council of Paroling/Releasing Authorities (COPRA). Expanded opportunities to increase international membership.

- Members of APAI actively participated in the development of the NIC's *Core Competencies for Parole Boards Chairs, Members and Executive Staff*.
- Rewrote the APAI Constitution and By-Laws [approved by membership on April 30, 2008]

Strategic Goals and Objectives for 2011-2013

“Obstacles are only in your view when you don’t have a clear enough focus on your goal.”

Mark Victor Hansen

To implement the organization’s overall goals as outlined in our By-laws, we have adopted goals and objectives that focus on: 1. Collaboration and Networking; 2. International Expansion; 4. Education and Training; 5. Promoting parole as an essential element of the criminal justice system for the enhancement of public safety; 6. The recognition of crime victim rights in the all parole/release processes; and 7. Funding to expand and support our services and products related to our mission.

Acronym Key for the below charts:

ATC – Annual Training Conference

CAO – Chief Administrative Officer

EC – Executive Committee

MC – Membership Committee

PDC – Professional Development Committee

VP – Vice President

Please note that performance objectives for each goal and objective are listed in the Assignments tables.

By-Laws Goals/Objectives 2.2e	Strategic Goal 1. Provide mentorship for parole/releasing authorities; starting with Chairs			
Objective	Strategy	Responsibility	Timeline	Evaluation
<p>1.1 Be the conduit for mentorship for members</p> <p>1.2 Provide quality mentoring</p>	<p>1.1 Develop mentoring program guidelines</p> <p>1.2 Set up request form on website for mentoring requests</p> <p>1.3 Solicit, screen and train mentors</p> <p>1.4 Match up mentors with mentorees</p> <p>1.5 Set up mentor schedule (i.e. monthly /quarterly)</p> <p>1.6 Seek funding for mentor program to provide web-based mentoring</p>	<p>PDC to establish Mentor Program Guidelines with input of COPRA Chair, Chairs and utilizing the Parole Chair’s Orientation Curriculum.</p> <p>CAO responsible for implementing the program guidelines</p> <p>CAO responsible for seeking any needed funding for implementation of the mentoring program.</p>	<p>Assign to PDC in May 2011</p> <p>PDC begin work on program development in June 2011</p> <p>PDC members consult with COPRA Chair; Research mentoring programs; solicit input of parole board chairs and releasing authorities.</p> <p>Mentor Program Guidelines presented to EC by January 2012</p> <p>Mentor program begin in March 2012.</p>	<p>PDC monitors</p> <p>Quarterly reporting by CAO to the PDC about mentor requests and mentor services utilized</p> <p>PDC reports activities to the CAO</p> <p>CAO reports quarterly status of Mentoring Program to EC</p> <p>Evaluation to include an evaluation by mentorees and mentors</p>

By-Laws Goals/Objectives 2.2e, f, & g	Strategic Goal 2. Provide a forum for discussion and development of best practices in parole including the input of stakeholder voices in the parole process: i.e., victims, offender families, correctional administrators and staff, legislative bodies, governors, criminal justice organizations and interested community members			
Objective	Strategy	Responsibility	Timeline	Evaluation
2.1 Open forum for discussion of best practices	2.1 Set up quarterly regional meetings via web to facilitate open discussion of best practices	Regional/Sectional VPs: learn to use web-based meetings and coordinate quarterly regional meetings	Quarterly – beginning in 3rd quarter of 2011	Reports of VPs and CAO at EC meetings
2.2 Expand input of stakeholder voices	2.2 Utilize technology to improve communication with members	Oversight by and support of VP and assistance of CAO & Secretariat		
	2.3 Determine available technology resources for communicating internationally, i.e., discussion boards	CMIT to train on their Webinar structure/process		
	2.4 Publish working papers on best practices in parole			
	2.5 Highlight a best practice and/or agency in each newsletter			
	2.6 Survey membership and a list of stakeholders annually regarding best practices			

By-Laws Goals/Objectives 2.2c	Strategic Goal 3. Develop our resources to address an expanded membership of parole/releasing authorities to include juvenile focused agencies and criminal justice focused schools and universities			
Objective	Strategy	Responsibility	Timeline	Evaluation
<p>3.1 Provide resources that address the needs of a wider stakeholder audience.</p> <p>3.2 Expanded membership creates a broader funding base for organization.</p>	<p>3.1 Survey membership about other agencies and individuals who may benefit from APAI membership cross-fertilization</p> <p>3.2 Survey Criminal Justice focused schools and universities about interests in parole</p> <p>3.3 Survey juvenile focused agencies about training and resource needs</p> <p>3.4 Solicit targeted agencies and schools to develop workshops for ATC and webinars</p>	<p>3.1 and 3.2 MC with staffing from CAO and Secretariat</p> <p>3.3 and 3.4 PDC with staffing from CAO and Secretariat</p>	<p>3.1 has been done</p> <p>3.2 Completed by September 2011</p> <p>3.3 Completed by September 2011</p> <p>3.4 Annually beginning July 2011</p>	<p>3.1 and 3.2 MC Chair reports to EC quarterly</p> <p>3.3 and 3.4 PDC reports to EC quarterly</p>

By-Laws Goals/Objectives 2.2e	Strategic Goal 4. Develop and implement unique products and programs that will enhance the knowledge and expertise of parole/releasing authorities, criminal justice agencies and appointing authorities			
Objective	Strategy	Responsibility	Timeline	Evaluation
4.1 Utilize the unique knowledge and expertise of members in developing products and programs that improve the field of parole	4.1 Survey members about knowledge and training needs – US and International 4.2 Survey members about knowledge and training they can provide to other members	4.1, 4.2, 4.3, 4.4: PDC with input from Regional VPs ; staffing from CAO and Secretariat 4.5 and 4.6 Regional VPs contact Chairs in their regions and provide updated contact information to Secretariat and CAO	4.1 and 4.2 have been done and compiled; needs to be analyzed 4.3 Draft submitted to EC by Sept 20, 2011 4.4 Draft submitted to EC by Sept 20, 2011	CAO monitors and schedules the PDC chair for reports to EC EC Monitors via: Quarterly reports from PDC Chair to EC
4.2 Increase awareness of the expertise of paroling/releasing authorities so that appointing authorities and other stakeholder groups understand the unique role paroling and releasing authorities fill	4.3 Prioritize needs and interests; determine best vehicle for the various products: i.e., web-based, teleconferences, ATC, workshops at other national and international conferences, and/or working papers that contrast the pros and cons of various policies and activities 4.4 Develop a detailed two year training plan for APAI incorporating the above strategies. To include, but not limited to, web-based meetings that bring	4.7 EC and CAO	4.5 June 30, 2011 4.6 June 30, 2011 and On-going 4.7 June 2011	Membership updates at EC meetings by Secretariat/CAO

<p>in the CJS continuum</p>	<p>together members from across the globe in a discussion of topics <u>such as</u>:</p> <ul style="list-style-type: none"> • Best practices in parole • Challenges faced by parole/releasing authorities • Managing the Board • Working with Stakeholder groups • Risk Assessment Instruments • Improving media coverage of parole, etc <p>Utilize NIC’s series of “White Paper” publications on these topics.</p> <p>4.5 Update registration/membership to include a contact person for receiving surveys, etc. – designated by Chairs</p> <p>4.6 Regional VPs regularly report to Secretariat with copy to CAO any changes in board chairs in their regions.</p>			
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	4.7 CAO set up a contact within ACA, APPA and ICPA to gather updated contact information for International Paroling Authorities. VP Mitchell will make initial contact with ACA and APPA			
By-Laws Goals/Objectives 2.1a	Strategic Goal 5: Utilize technology to expand all aspects of our business			
Objective	Strategy	Responsibility	Timeline	Evaluation
5.1 Expand the knowledge of members	5.1 Lead by example: transition EC meetings to web-based	5.1 CAO with assistance of Secretariat and EC	Incorporated into Two Year Training Plan – Sept 20, 2011	CAO reports to EC monthly as part of Finance Report.
5.2 Expand capability to provide technology based programs	5.2 Seek funding for the development and implementation of the use of technology	5.2 CAO with assistance of Finance Committee , Secretariat and EC	Sept. 2011 – Jan 2012	
By-Laws Goals/Objectives 2.1a, 2.2b	Strategic Goal 6: Increase International participation in APAI			
Objective	Strategy	Responsibility	Timeline	Evaluation
6.1 Continue to expand the reach and expertise of parole/releasing authorities --	6.1 Expand the structure of the International Section to include sectional representatives from other countries	6.1, 6.2 International Section VP with support of PDC , EC and CAO 6.3 ATC Siting	6.1 Begin May 2011	International Section VP report monthly to the EC CAO Monthly

<p>world wide</p> <p>6.2 Expand the ability of our international members to participate in the ATC</p> <p>6.3 Planning for future training conferences to be hosted in international locations</p> <p>6.4 Expand the course offerings to our members and better meet the needs of a diverse membership</p> <p>6.5 Expand leadership educational opportunities for Chair's and Paroling/Releasing Authority Leaders</p>	<p>6.2 Solicit international members for hosting of ATC and other trainings</p> <p>6.3 ATC Program Committee must always include international representation</p> <p>6.4 Determine availability of international speakers to present by other than live presentation (use of technology)</p> <p>6.5 Seek funding for live video hook ups for international speakers</p> <p>6.6 Poll other organizations to determine their experience with live video hook ups and other technology for involving people around the world</p> <p>6.7 Explore the potential of APAI to provide expert technical assistance regarding parole systems internationally</p> <p>6.8 Explore opportunities for APAI members to attend</p>	<p>Committee with assistance of International Section VP and staffing by CAO and Secretariat</p> <p>6.4. PDC with support of the International Section VP, the CAO and the Secretariat</p> <p>6.5 CAO with support of Finance Committee and EC</p> <p>6.6 CAO with assistance of International Section VP</p> <p>6.7, 6.8 EC with support of CAO and Secretariat</p>	<p>6.2 Begin May 2011</p> <p>6.4, 6.5, 6.6 Begin Sept 2011</p>	<p>Reports to EC</p> <p>Evaluation of ATC by EC annually</p>
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	<p>criminal justice conferences in international locations</p> <p>6.9 Develop leadership programs that also meet the needs of international members</p>	<p>6.9 COPRA Chair and with support of International VP, CAO and Secretariat</p>	<p>6.7 Begin May 2011</p> <p>6.8 Begin June 2011</p> <p>6.9 Begin August 2011</p>	
By-Laws Goals/Objectives 2.1b	Strategic Goal 7: Develop and implement funding strategies that enable us to meet our goals and objectives			
Objective	Strategy	Responsibility	Timeline	Evaluation
7.1 Adequate funding for programs and products	7.1 Pursue extension of NPRC with CEPP	CAO with assistance of Finance Committee and support of the Secretariat	On-going	CAO report to EC
7.2 Adequate funding to maintain a strong, stable administrative	7.2 Raise revenues through the Products offered in #4 above including administrative costs			
	7.3 Seek grant funding and sponsorships relevant to			

core	the products being developed in #4			
By-Laws Goals/Objectives 2.1a, 2.2c, e	Strategic Goal 8: Development of <i>Essential Elements for Quality Parole/Releasing Authorities.</i>			
Objective	Strategy	Responsibility	Timeline	Evaluation
8.1 Enhance the professionalism of Parole/Releasing Authorities	8.1 Collaborate with NIC and Carleton University in the formulation of essential elements and standardized performance measures	Standards Committee with support of CAO	On-going	Quarterly reports by Standards committee to EC Quarterly reports by Victim Committee to EC
8.2 Provide guidelines for appointing authorities.	8.2 Invite Dr. Ralph Serin to present to the Standards Committee			
8.3 Promotion of the “core competencies” work sponsored by NIC.	8.3 Promotion of the “core competencies” work of NIC to our membership and appointing authorities;			
	8.3.1. Continue collaboration with ASCA on the Principles as they relate to Implementation Strategies surrounding	CAO and Vice President.	On-going	Quarterly reports to EC.

	<p>Principle #10; “Establish a mechanism for developing and adopting general core competencies applicable to both DOCs and Releasing Authorities that are necessary for effective agency functions.”</p> <p>8.4 Develop a model protocol for victim input in the parole process</p>	<p>8.4 Victims Committee</p>	<p>8.4 Begin work in June 2011; seek funding for development and publication; publish by June 2012.</p>	<p>Protocol presented to EC and funding source for approval.</p>
<p>By-Laws Goals/Objectives 2.1b, 2.2f, g</p>	<p>Strategic Goal 9: Development of position and resource papers related to issues and policies of concern</p>			
<p>Objective</p>	<p>Strategy</p>	<p>Responsibility</p>	<p>Timeline</p>	<p>Evaluation</p>
<p>9.1 Provide factual input to policy makers about the pros and cons of a variety of parole/release structures</p>	<p>9.1 Research and develop resource papers on the changes in parole decision making due to abolishment of Parole Boards/Releasing Authorities or merger of Parole Boards/Releasing Authorities into larger agencies where independence may be reduced.</p>	<p>9.1 Communication Committee jointly with Resolutions Committee and assistance/support of CAO</p> <p>9.1 and 9.2 CC and RC -Develop a communication plan for development and publication of papers.</p>	<p>9.1 Begin research Sept. 2011.</p> <p>9.1 Submit plan to EC by December 1, 2011.</p>	<p>Chairs of Communication and Resolution Committees report to EC</p>

<p>9.2 Provide boards /releasing authorities with guidance on responding to troublesome cases</p>	<p>9.2 Develop a resource paper on circumstances where there exists “a case[s] gone bad”; what to do, what to say, what position to take, how to deal with media and governance; basically “damage control”</p>		<p>9.2 Assign to drafters; drafts to CAO, CC and RC. Final draft to EC for approval by February 1, 2012.</p>	
<p>9.3 Increase access to information about parole/releasing authorities via our website</p>	<p>9.3 Development of an interactive website that has a point and click pop-up map which locates a specific state or international sentencing system, which describes the jurisdiction’s type of sentencing system, and release decision making, reentry, supervision, and violation/revocation process with specific data/information statistics</p>	<p>9.3 CAO and Secretariat with input and assistance from Communications Committee.</p>	<p>9.3 Begin May 2011, implementation by March 1, 2012.</p>	<p>CAO and Secretariat provide monthly status report to the EC.</p>
	<p>9.4 Seek funding opportunities for research and development</p>	<p>9.4 CAO and Secretariat with support of the Executive Committee.</p>	<p>Begin July 2011</p>	

Assignments:

Primary Responsible Party / Strategies	Tasks/Strategies	Date Begin	Date Due	Monitoring	Performance Measure
Chief Administrative Officer with assistance of Secretariat					
1.1	Staff assistance to Professional Development Committee in development of Mentor Program Guidelines	May 2011	January 2012	Monthly reports to EC	Mentor Program Guidelines for Chairs developed.
1.2 – 1.5	Implement Mentor Program.	January 2012	June 2012 and then on-going	Quarterly reports to EC	Mentor Program Guidelines Implemented for Chairs. Number of mentor partnerships utilized. Satisfaction ranking of mentors and mentorees.
1.6	Seek funding to support and expand the mentoring program.	June 2011	On-going	Monthly reports to ED	Number of applications for funding for mentorship program. Funding for Mentorship program obtained.

2.1 – 2.6	<p>Assist and Monitor the Regional VPs in implementation of Goal 2</p> <p>Determine available technology resources for communicating internationally, i.e., discussion boards</p>	October 2011	On-going	Quarterly reports to EC	<p>Number of web-based forums held by Regional and Sectional VPs.</p> <p>Number of working papers on best practices in parole published.</p> <p>Number of best practice and/or agency highlights in APAI newsletter.</p> <p>Completed surveys of membership and stakeholders annually.</p>
3.1 – 3.2	Staffing of Membership Committee's tasks related to Goal 3	Jan 2011	September 2011	Quarterly reports to EC	Completed survey of membership re: agencies and individuals for cross-fertilization membership.
3.3 – 3.4	Staffing of Professional Development Committee's tasks related to Goal 3	Jan 2011	3.3 Sept 2011 3.4 Annually	Quarterly reports to EC	<p>Completed survey of juvenile parole focused agencies.</p> <p>Number of webinars provided to APAI</p>

					members and allied professionals.
4.1 – 4.4	Staff assistance to Professional Development Committee in carrying out Goal 4. Staff assistance to Regional and Sectional VPs in relation to Goal 4.	January 2011	September 1, 2011	Quarterly reports to EC	Completed survey of members regarding training needs. Completed survey of members regarding training expertise they can provide to APAI members. Development of a two year professional development training plan for APAI.
4.7	CAO set up a contact within ACA, APPA and ICPA to gather updated contact information for International Paroling Authorities.	May 2011	September 1, 2011	Report to EC	Number and quality of identified contacts within major allied organizations.
5.1	CAO to transition EC meetings to web-based	May 2011	September 1, 2011	Monitored by President	Number of EC meetings held via web.
5.2	Seek funding for the development and implementation of the use of technology	June 2011	January 2012 and then on-going	Report to EC monthly	Number of proposals for funding related to technology utilization. Number of successfully funded proposals.
6.1	Staffing to support the International Section VP and PDC in expanding the International	May 2011	On-going	Quarterly reports to	Number of countries represented and

	Section to include section representatives from other countries.			EC.	participating in the Int'l Section of APAI.
6-2-6.3	Staffing support for the International Section VP and ATC Siting Committee in soliciting international participation in the ATC and hosting locations for the ATC.	May 2011	On-going	Quarterly reports to EC	Number of International presenters at ATC. Number of ATC held in International locations.
6.4 -6.6	Staff the PDC in growing course offerings for membership through expanded international participation and use of technology.	Sept 2011	On-going	Quarterly reports to EC	Number of trainings offered by APAI that are available to International audiences. Number of international presenters providing workshops and web based training for APAI members.
6.7 – 6.8	Leadership for the Executive Committee in exploring technical assistance opportunities regarding parole systems internationally.	May 2011	On-going	Quarterly reports to EC	Number of technical assistance services provided for non-US based parole/releasing authorities. Number of requests for technical assistance services by non-US based parole/releasing

					authorities.
6.9	Staff support for the COPRA Chair in developing leadership programs that meet the needs of our international members.	May 2011	Sept 2012 and on-going	Quarterly reports to EC	Number of leadership training programs provided by APAI.
7.1-7.3	<p>Pursue extension of National Parole Resource Center partnership.</p> <p>Raise revenues and seek grant funding and sponsorships for administrative costs, product development and program implementation.</p>	May 2011	On-going	Monthly reports to EC	<p>Number of grants received.</p> <p>Number of products offered by APAI.</p> <p>Increased revenues to support APAI overhead.</p> <p>Evaluations and feedback about products.</p>
8.1 – 8.3	<p>Staff support for the Standards Committee in development of essential elements and standardized performance measures.</p> <p>Promotion of the NIC sponsored, “core competencies” to membership and appointing authorities.</p> <p>Continued collaboration with ASCA on implementing the Guiding Principles.</p>	May 2011	On-going	Quarterly reports to EC	<p>Published model protocol for essential elements and standardized performance measures for parole/releasing authorities.</p> <p>Number or training programs provided on core competencies.</p> <p>Number of technical</p>

					<p>assistance requests in regard to core competencies.</p> <p>Number of technical assistance services in regard to core competencies.</p>
8.4	<p>Staffing support for the Victims Committee in the development of a model protocol for victim input in the parole process.</p>	June 2011	June 2012	Quarterly reports to EC	<p>Completed protocol.</p> <p>Funding received for development and promotion of protocol.</p> <p>Number of technical assistance services for implementation of the protocol.</p> <p>Feedback from sites implementing the protocol.</p>
9.1-9.4	<p>Support Communication and Resolutions Committees in research and development of resource papers.</p> <p>Development of an interactive website.</p> <p>Seek funding opportunities for research and development.</p>	May 2011	Submit communication plan to EC by November 1, 2011	Executive Committee	<p>Completed communication plan.</p> <p>Number of resource papers published.</p> <p>Implementation of website improvements.</p>

			Implement website updates by January 2012 Funding requests on-going.		Feedback from website users. Amount of funding received for research and development activities.
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Primary Responsible Party / Strategies	Tasks/Strategies	Date Begin	Date Due	Monitoring	Performance Measure
Professional Development Committee					
1.1	Establish Mentor Program Guidelines with input of Chairs and utilizing the Parole Chair's Orientation Curriculum as a guide.	May 2011	January 2012	CAO and EC	Mentor Program Guidelines adopted by EC
3.3	Survey juvenile focused agencies about training and resource needs.	May 2011	September 2011	CAO and EC	Survey completed, compiled and provided to EC.
3.4	Solicit targeted agencies and schools to develop workshops for ATC and webinars.	July 2011	Annually in July/August	CAO and EC	Number of webinars provided to APAI membership and allied professionals. Quality monitored via feedback from participants.
4.1 – 4.2	Survey of members regarding training needs and expertise.	Already started	August 2011	CAO and EC	Survey results compiled and analyzed.
4.3 – 4.4	Prioritize needs and interests; determine best vehicle for the various products: i.e., web-based, teleconferences, ATC, workshops at other national and international conferences, and/or working papers that contrast the pros and cons of various policies and activities Develop a detailed two year training plan for APAI incorporating the above strategies. To	Began June 2011	Submit draft to EC by Sept 20 2011	CAO and EC	Two year training plan adopted and implemented.

	<p>include, but not limited to, web-based meetings that bring together members from across the globe in a discussion of topics <u>such as</u>:</p> <ul style="list-style-type: none"> • Best practices in parole • Challenges faced by parole/releasing authorities • Managing the Board • Working with Stakeholder groups • Risk Assessment Instruments • Improving media coverage of parole, etc 				
6.1 – 6.2	Support International Section VP in expanding the structure of the International Section and in soliciting international members for ATC hosting and presentations via web.	May 2011	January 2012 and ongoing based on Two year training plan	CAO and EC	<p>Number of countries represented and participating in the Int'l Section of APAI.</p> <p>Number of International presenters at ATC.</p> <p>Number of ATC held in International locations.</p>
6.4	Determine availability of international speakers to present by other than live presentation (use of technology).	Sept 2011	January 2012 and on-going	CAO and EC	Number of international presenters providing workshops and web based training for APAI members.

Primary Responsible Party / Strategies	Tasks/Strategies	Date Begin	Date Due	Monitoring	Performance Measure
Membership Committee					
3.1	Survey membership about other agencies and individuals who may benefit from APAI membership and cross-fertilization...	Survey Completed	Invitations sent by September 2011	CAO and EC	Increased individual and agency membership
3.2	Survey Criminal Justice focused schools and universities about interests in parole		September 2011	CAO and EC	Increased membership and student participation in APAI.
Victims Committee					
8.4	Develop a model protocol for victim input in the parole process that can be utilized in all types of parole/releasing authorities – worldwide.	June 2011	June 2012	CAO and EC	<p>Completed protocol.</p> <p>Funding received for development and promotion of protocol.</p> <p>Number of technical assistance services for implementation of the protocol.</p> <p>Feedback from sites implementing the protocol</p>

Standards Committee					
8.1 – 8.3	<p>Collaborate with NIC and Carleton University in the formulation of essential elements and standardized performance measures</p> <p>Invite Dr. Ralph Serin to present to the Standards Committee</p> <p>Promotion of the “core competencies” work of NIC to our membership and appointing authorities;</p>	June 2011	On-going	CAO and EC	<p>Published model protocol for essential elements and standardized performance measures for parole/releasing authorities.</p> <p>Number or training programs provided on core competencies.</p> <p>Number of technical assistance requests in regard to core competencies.</p> <p>Number of technical assistance services in regard to core competencies.</p>

Communications Committee and Resolutions Committee					
9.1 – 9.3	<p>Research and develop resource papers on the changes in parole decision making due to abolishment of Parole Boards/Releasing Authorities or merging of Parole Boards/Releasing Authorities into larger agencies where independence may be reduced.</p> <p>Develop a resource paper on circumstances where there exists “a case[s] gone bad”; what to do, what to say, what position to take, how to deal with media and governance; basically “damage control”</p>		<p>9.1 Begin research Sept. 2011.</p> <p>9.1 Submit plan to EC by December 1, 2011.</p> <p>9.2 Assign to drafters; drafts to CAO, CC and RC. Final draft to EC for approval by February 1, 2012.</p> <p>9.3 Begin May 2011, implementation by March 1, 2012.</p>		<p>Number of resource papers published.</p> <p>Survey of members regarding use of resource papers.</p> <p>Number of resources papers downloaded from website.</p>