



Association of Paroling Authorities International

Strategic Business Plan 2015-2017

By-Laws Goals/Objectives 2.2e	Strategic Goal 1. Provide mentorship for parole/releasing authorities; starting with Chairs			
Objective	Strategy	Responsibility	Timeline	Evaluation
1.1 Be the conduit for mentorship for members	1.1 Review and refine mentoring program guidelines/ procedures	1.1 PDC with assistance from CAO	1.1 Present to EC at April meeting	1.1 EC approves/ disapproves program
1.2 Provide quality mentoring	1.2 Develop forms for implementation	1.2 PDC with assistance from CAO	1.2 By May 2015 Chairs meeting	1.2 Form in place
	1.3 Solicit, screen and train mentors	1.3 PDC with assistance from CAO and Reg/Sect VPs	1.3 August 2015	1.3 and 1.4 Mentors in place for all mentees
	1.4 Match up mentors with mentees	1.4 CAO in conjunction with Reg/Sect VPs	1.4 August 2015	
	1.5 Implement first round of mentor/mentee face to face meeting and project development	1.5 CAO and PDC	1.5 September 2015 at NIC Chairs Training	1.5 Report from NIC to CAO to PDC
	1.6 Evaluate initial round of program	1.6 PDC and CAO	1.6 November 2015	1.6 - 1.8 Report by PDC Chair to EC
	1.7 Modify program as needed	1.7 PDC and CAO	1.7 January 2016	
	1.8 Program continues with monitoring	1.8 CAO with PDC oversight		

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	
2A Provide forum for discussion of best practices	2.1 Develop, implement and evaluate Discussion Forums. Expand as indicated	2.1 Reg/Sect VPs and PRC with support and assistance of CAO & Secretariat	2.1 Ongoing	2.1 Report at each PR Comm. and EC Meeting	
2B Expand input of stakeholder voices	2.2 Conduct/participate in Webinars at least 2 times per year on best practices	2.2 PDC, PRC, CVC, and SC with support and assistance of CAO & Secretariat	2.2 Ongoing	2.2 Report by CAO to EC Meeting	
2C Add value to APAI membership	2.3 Continue to publish quarterly Newsletter with focus on best practices and members. Assess utilization	2.3 CAO & Secretariat with oversight and support from PRC. Other committees to contribute	2.3 Ongoing	2.3 Report By CAO to EC. Assess usage quarterly	
	2.4 Collaborate with other organizations to do research and produce/publish working papers and other resources on best practices in parole. E.g. a. Crime Victims Service Model Protocol b. NPRC Action Guides c. NPRC/NGA Governors Policy Adviser symposium d. Dr. Ralph Serin Structured Decision making and Quality Assurance Index e. NPRC Workshops	2.4 CVC(a), EC (b,c, e & f) and SC (d) with support and assistance of CAO & Secretariat	2.4 Ongoing	2.4 CAO and Committee Report to EC Meeting	

	<p>f. Robina Parole Release and Revocation Project</p> <p>2.5 Continue to publish Blog and maintain Facebook page; periodically assess usage.</p>	<p>2.5 CAO & Secretariat with oversight and support from PRC and EC</p>	<p>2.5 Ongoing</p>	<p>2.5 At least one Facebook post or share or one blog post per month. CAO report to EC Meeting</p>
--	---	--	--------------------	---

By-Laws Goals/Objectives 2.2c	Strategic Goal 3. Develop our resources to address an expanded membership of parole/releasing authorities			
Objective	Strategy	Responsibility	Timeline	Evaluation
3.1 Provide resources that address the needs of a wider stakeholder audience.	3.1 Review Membership dues structure to incentivize staff (HO) membership	3.1 MC with staffing from CAO and Secretariat	3.1 By June 30, 2014	3.1 New membership dues structure presented and approved by June 30, 2014 3.1 - 3.8 Quarterly review of membership categories to assess efforts in 3.3, 3.4, 3.7 and 3.8 3.1 - 3.8 10% increase in membership by end of FY 2016
3.2 Expanded membership creates a broader funding base for organization.	3.2 Create focus group of Hearing Officers and related staff to examine incentives/obstacles to APAI membership 3.3 Review finding from focus group and develop strategy to target HOs if feasible	3.2 MC with staffing from CAO and Secretariat 3.3 MC and EC with staffing from CAO and Secretariat	3.2 By October 30, 2015 3.3 Complete by December 31, 2015	3.2 - 3.8 Membership numbers to be reported to EC at Monthly meeting by Secretariat

	<p>3.4 Solicit memberships from CJ focused schools and organizations with an interest in parole</p> <p>3.5 Periodically assess results of efforts in 3.4</p> <p>3.6 Solicit targeted agencies and schools to develop workshops for ATC and webinars</p> <p>3.7 Review membership list yearly (with follow up as needed) and target lapsed and non-members</p> <p>3.8 Coordinate, leverage promote all APAI products in such a ways as to entice/encourage membership</p>	<p>3.4 MC with staffing from CAO and Secretariat</p> <p>3.5 MC with staffing from CAO and Secretariat</p> <p>3.6 MC with staffing from CAO and Secretariat</p> <p>3.7 Reg/Sect VPs with assistance from Secretariat</p> <p>3.8 CAO</p>	<p>3.4 Continue periodically</p> <p>3.5 Done quarterly</p> <p>3.6 Yearly in conjunction with ATC planning</p> <p>3.7 Done each June</p> <p>3.8 Ongoing</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 Develop and implement program agenda for Annual Chairs Meeting/Training	4.1 PDC with input from Reg/Sect VPs ; staffing from CAO and Secretariat	4.1 Yearly leading up to May conference Have program ready for EC approval by Dec	4.1 - 4.3 Approval by EC in Dec each year Review of evaluations following ATC
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 in the CJS continuum	4.2 Develop and implement program agenda for Annual Training Conference	4.2 PDC with input from Reg/Sect VPs ; staffing from CAO and Secretariat	4.2 Yearly leading up to May conference Have program ready for EC approval by Dec	
	4.3 Design, analyze and utilize evaluations from 4.1 and 4.2 above	4.3 PDC with input from Reg/Sect VPs ; staffing from CAO and Secretariat	4.3 Yearly leading up to May conference Have program ready for EC approval by Dec	
	4.4 Collaborate with CEPP on the design and implementation of	4.4 PDC with input from Reg/Sect VPs ;	4.4 Twice per year	4.4 Report to EC monthly

	<p>NPRC workshops; both stand alone and as part of ATC</p> <p>4.5 Update and keep current the APAI Resources Map and add fields as information becomes available from Robina etc.</p> <p>4.6 Collaborate with NIC to update and facilitate the New Board Member Orientation, New Chairs Orientation and Parole Executive Orientation</p> <p>4.7 Collaborate with current members to share training resources (e.g PBC risk assessment training)</p> <p>4.8 Collaborate with Carleton University and NIC on Structured Decision Making Framework</p> <p>4.9 Collaborate with Carleton University and NIC on Quality Assurance and Competencies Research and Implementation Initiative</p> <p>4.10 Collaborate with CEPP on project w/NGA to remote parole as a key player in state criminal justice policy</p>	<p>staffing from CAO and Secretariat</p> <p>4.5 Reg/Sect VPs with support from CAO and Secretariat</p> <p>4.6 PDC with input from Reg/Sect VPs; staffing from CAO and Secretariat</p> <p>4.7 PDC, EC and CAO</p> <p>4.8 SC and CAO</p> <p>4.9 SC and CAO</p> <p>4.10 EC and CAO</p>	<p>4.5 Quarterly</p> <p>4.6 Ongoing</p> <p>4.7 Ongoing</p> <p>4.8 Ongoing</p> <p>4.9 Ongoing</p> <p>4.10 Complete by Nov 2015</p>	<p>4.5 Quarterly report to EC</p> <p>4.6 Report to EC as occurs</p> <p>4.7 - 4.10 Committee Reports to EC monthly</p>
--	---	--	---	---

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 Continue to work closely with CMIT Technology Development Division	5.1 CAO with assistance of Secretariat	5.1 Ongoing	5.1 CAO reports to EC monthly as part of Reports.
5.2 Expand capability to provide technology based programs	5.2 Develop refine and Monitor Discussion Forums to gauge usage and effectiveness	5.2 CAO and Secretariat with assistance of Committee Chairs and EC	5.2 Begin October 2015 and quarterly thereafter	5.2 Report to PRC and EC quarterly beginning October 2015
5.3 Increase efficiency effectiveness of Association operation and reduce cost	5.3 Develop analytics to gauge usage of all means of communication	5.3 CAO with assistance of Secretariat and PRC	5.3 Begin October 2015	5.3 Report to PRC and EC quarterly beginning October 2015
	5.4 Explore and develop alternative means of disseminating conference material and evaluating	5.4 CAO with assistance of Secretariat	5.4 Begin May 2016	5.4 Include in ATC Report yearly
	5.5 Include at least one technology related workshop in ATC/CM program	5.5 PDC	5.5 Begin May 2016	5.5 Include in ATC Report yearly
	5.6 Facilitate the production of webinars as produced by committees	5.6 CAO with assistance of Secretariat	5.6 Begin Fall 2015	5.6 CAO or Committee Chairs to report to EC / membership
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 -- world wide	6.1 Expand the structure of the International Section to include sectional representatives from other countries	6.1 International VP and EC	6.1 Begin January 2016	6.1 International Section VP report June 2016 to the EC
6.2 Expand the ability of our international members to participate in the ATC, include participating as presenters	6.2 ATC Program Committee must always include international representation and program include international presenters(s)	6.2 PDC with support of International Section VP and CAO	6.2 Begin October 2015	6.2 PDC report to EC during conference planning Evaluation of ATC by EC annually
6.3 Planning for future training conferences to be hosted in international locations	6.3 Explore/seek funding sources for to help/support international delegate to participate in ATC	6.3 International Section VP, FC and CAO	6.3 Begin October 2015	6.3 Report to EC pre-conference each year
6.4 Expand the course offerings to our members and better meet the needs of a diverse membership	6.4 Solicit international members for hosting of ATC and other trainings	6.4 International Section VP, and CAO	6.4 Begin January 2016	6.4 Report to EC
6.5 Expand leadership educational opportunities for Chair's and Paroling/Releasing Authority Leaders	6.5 Determine availability of international speakers to present by other than live presentation (use of technology)	6.5 PDC, CAO and Secretariat	6.5 Begin October 2015	6.5 PDC report to EC during conference planning
	6.6 Expand/promote Mentorship program into international community	6.6 PDC and CAO	6.6 Begin October 2015 Ongoing thereafter	6.6 PDC report to EC monthly
	6.7 Provide expert technical assistance regarding parole/releasing systems	6.7 EC and CAO with support of CAO	6.7 Ongoing, as necessary	6.7 CAO reports to EC monthly

	<p>internationally and promote best practices globally</p> <p>6.8 APAI leadership participates in other international criminal justice conferences including those in international locations</p>	<p>6.8 EC and CAO with support of CAO</p>	<p>6.8 Ongoing</p>	<p>6.8 CAO reports to EC monthly</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	7.1 CAO with assistance of FC and support of the Secretariat	7.1 Ongoing: October 2016 current grant ends	7.1 - 7.3 CAO report to EC in monthly finance Report
7.2 Adequate funding to maintain a strong, stable administrative core	7.2 Raise revenues through the products offered in #4 above including administrative costs	7.2 CAO with assistance from all Committees	7.2 Ongoing	
	7.3 Seek grant funding and sponsorships relevant to the products being developed in #4, including partnership opportunities with larger organization	7.3 CAO with assistance from all Committees	7.3 Ongoing	
	7.4 Evaluate effect of increased/expanded Membership dues and registration fees	7.4 CAO with assistance from Treasurer and Secretariat	7.4 Quarterly	7.4 Quarterly comparison with previous year
	7.5 Evaluate effect of outreach to academic community	7.5 CAO, Secretariat and MC	7.5 Quarterly	7.5 CAO Reports to EC
	7.6 Increase revenue from ATC at least 10% yearly	7.6 CAO, Secretariat and Host Committee	7.6 Yearly following ATC	7.6 CAO Reports yearly on ATC
	7.7 Recruit ATC exhibitors/sponsors regionally	7.7 CAO and Reg/Sect VPs	7.7 Yearly 6 months preceding ATC	7.7 CAO Reports yearly on ATC

By-Laws Goals/Objectives 2.1a, 2.2c, e	Strategic Goal 8: Development and promotion of essential elements for quality parole/releasing authorities.			
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 and operationalization of Parole Quality Assurance Index	8.1 SC with support of CAO	8.1 Ongoing	8.1 Monthly reports by SC to EC
8.2 Provide guidelines for appointing authorities.	8.2 Develop Essential Element on Neutrality	8.2 SC	8.2 May 2015	8.2 Monthly reports by SC to EC
	8.3 Review and update Essential Elements as needed	8.3 SC	8.3 April 2016	8.3 Report by SC to EC
	8.4 Promotion of the “core competencies” work of NIC and Carleton University to our membership and appointing authorities	8.4 SC, PDC and ATC Host/ Program Committee	8.4 Ongoing May 2016 and 2017	8.4 Monthly reports by SC to EC and EC approval of Chairs and ATC Program
	8.5 Promotion of NPRC “Ten Practice Targets”	8.5 CAO, Secretariat, PDC and ATC Host/Program Committee	8.5 Ongoing and May 2016, May 2017	8.5 Monthly CAO Reports to EC and EC approval of Chairs and ATC program agenda
	8.6 Participate in NPRC/NGA webinar and summit on Paroling Authorities as Key Partners in Promoting the Governor’s Criminal Justice Policy Agenda	8.6 CAO and EC	8.6 July 2015 and November 2015	8.6 Monthly CAO Report to EC

By-Laws Goals/Objectives 2.1b, 2.2f, g	Strategic Goal 9: Development and promotion of position statements and informational resources related to issues and policies of concern			
Objective	Strategy	Responsibility	Timeline	Evaluation
9.1 Provide factual input to policy makers about the pros and cons of a variety of parole/release structures	9.1 Collaborate with Robina Institute on the Parole Release and Revocation Decision Making Project and assist in the dissemination of findings through resource map and website	9.1 EC with assistance of CAO and Secretariat	9.1 Ongoing; Desalinate information as it becomes available	9.1 CAO Reports to EC
	9.2 Utilize and promote the utilization of the Discussion Forum to share information regarding policy issues in the various jurisdictions	9.2 PRC jointly with other committees and assistance/support of CAO	9.2 Ongoing	9.2 Committee report to the EC
9.3 Increase access to information about parole/releasing authorities via our website	9.3 Re-write Resolutions on Crime Victims and Re-entry	9.3 RC	9.3 October 2015	9.3 Revised Resolutions are submitted to EC for approval
	9.4 Review current resolutions for accuracy and relevancy and propose new ones as needed	9.4 RC	9.4 Begin November 2015; Complete by June 2016	9.4 July 2016 Committee Report to EC
	9.5 Seek ways to collaborate with "Radical Media" and/or other outlets to educate public about positive aspects of parole	9.5 PRC	9.5 Begin October 2015; Ongoing thereafter	9.5 Monthly committee report to EC
	9.6 Respond to and seek out positive opportunities to educate public and key stakeholders about parole	9.6 CAO with assistance from PRC	9.6 Ongoing	9.6 CAO report to EC

	9.7 Request Nominations for and chose recipient of CARES Award	9.7 PRC	9.7 Yearly leading up to ATC	9.7 ATC report in June 2016 and 2017
--	--	----------------	------------------------------	--------------------------------------

Acronym Key for the above charts:

ATC – Annual Training Conference

CAO – Chief Administrative Officer

CVC – Crime Victims Committee

EC – Executive Committee

FC – Finance Committee

MC – Membership Committee

PDC – Professional Development Committee

PRC – Public Relations/Communications Committee

RC – Resolutions Committee

Reg/Sect VP – Regional/Section Vice Presidents

SC – Standards Committee

Chief Administrative Officer

Strategy	Task	Timeline
1.4	Match up mentors with mentees	August 2015
1.5	Implement first round of mentor/mentee face to face meeting and project development	September 2015 at NIC Chairs Training
1.6	Evaluate initial round of program	November 2015
1.7	Modify program as needed	January 2016
1.8	Program continues with monitoring	Ongoing
2.3	Continue to publish quarterly Newsletter with focus on best practices and members. Assess utilization	Ongoing
2.5	Continue to publish Blog and maintain Facebook page; periodically assess usage.	Ongoing
3.8	Coordinate, leverage promote all APAI products in such a ways as to entice/encourage membership	Ongoing
4.7	Collaborate with current members to share training resources (e.g PBC risk assessment training)	Ongoing
4.8	Collaborate with Carleton University and NIC on Structured Decision Making Framework	Ongoing
4.9	Collaborate with Carleton University and NIC on Quality Assurance and Competencies Research and Implementation Initiative	Ongoing
4.10	Collaborate with CEPP on project w/NGA to remote parole as a key player in state criminal justice policy	Complete by Nov 2015
5.1	Continue to work closely with CMIT Technology Development Division	Ongoing
5.2	Develop refine and Monitor Discussion Forums to gauge usage and effectiveness	Begin October 2015 and quarterly thereafter
5.3	Develop analytics to gauge usage of all means of communication	Begin October 2015
5.4	Explore and develop alternative means of disseminating conference material and evaluating	Begin May 2016
5.6	Facilitate the production of webinars as produced by committees	Begin Fall 2015
6.3	Explore/seek funding sources for to help/support international delegate to participate in ATC	Begin October 2015
6.4	Solicit international members for hosting of ATC and other trainings	Begin January 2016
6.5	Determine availability of international speakers to present by other than live presentation (use of technology)	Begin October 2015
6.6	Expand/promote Mentorship program into international community	Begin October 2015 Ongoing thereafter
6.8	APAI leadership participates in other international criminal justice conferences including those in international locations	Ongoing

7.1	Pursue extension of NPRC with CEPP	Ongoing: October 2016 current grant ends
7.2	Raise revenues through the products offered in #4 above including administrative costs	Ongoing
7.3	Seek grant funding and sponsorships relevant to the products being developed in #4, including partnership opportunities with larger organization	Ongoing
7.4	Evaluate effect of increased/expanded Membership dues and registration fees	Quarterly
7.5	Evaluate effect of outreach to academic community	Quarterly
7.6	Increase revenue from ATC at least 10% yearly	Yearly following ATC
7.7	Recruit ATC exhibitors/sponsors regionally	Yearly, 6 months preceding ATC
8.5	Promotion of NPRC "Ten Practice Targets"	Ongoing and May 2016, May 2017
8.6	Participate in NPRC/NGA webinar and summit on Paroling Authorities as Key Partners in Promoting the Governor's Criminal Justice Policy Agenda	July 2015 and November 2015
9.6	Respond to and seek out positive opportunities to educate public and key stakeholders about parole	Ongoing

Secretariat

Strategy	Task	Timeline
2.3	Continue to publish quarterly Newsletter with focus on best practices and members. Assess utilization	Ongoing
2.5	Continue to publish Blog and maintain Facebook page; periodically assess usage.	Ongoing
5.2	Develop refine and Monitor Discussion Forums to gauge usage and effectiveness	Begin October 2015 and quarterly thereafter
6.5	Determine availability of international speakers to present by other than live presentation (use of technology)	Begin October 2015
7.5	Evaluate effect of outreach to academic community	Quarterly
7.6	Increase revenue from ATC at least 10% yearly	Yearly following ATC
7.7	Recruit ATC exhibitors/sponsors regionally	Yearly, 6 months preceding ATC
8.5	Promotion of NPRC “Ten Practice Targets”	Ongoing and May 2016, May 2017

Executive Committee

Strategy	Task	Timeline
2.4	Collaborate with other organizations to do research and produce/publish working papers and other resources on best practices in parole	Ongoing
4.7	Collaborate with current members to share training resources (e.g PBC risk assessment training)	Ongoing
4.10	Collaborate with CEPP on project w/NGA to remote parole as a key player in state criminal justice policy	Complete by Nov 2015
6.1	Expand the structure of the International Section to include sectional representatives from other countries	Begin January 2016
6.7	Provide expert technical assistance regarding parole/releasing systems internationally and promote best practices globally	Ongoing as necessary
6.8	APAI leadership participates in other international criminal justice conferences including those in international locations	Ongoing
8.6	Participate in NPRC/NGA webinar and summit on Paroling Authorities as Key Partners in Promoting the Governor's Criminal Justice Policy Agenda	July 2015 and November 2015
9.1	Collaborate with Robina Institute on the Parole Release and Revocation Decision Making Project and assist in the dissemination of findings through resource map and website	Ongoing; Desalinate information as it becomes available

Regional/Sectional VPs

Strategy	Task	Timeline
2.1	Develop, implement and evaluate Discussion Forums. Expand as indicated	Ongoing
3.7	Review membership list yearly (with follow up as needed) and target lapsed and non-members	Done each June
4.5	Update and keep current the APAI Resources Map and add fields as information becomes available from Robina etc.	Quarterly
7.7	Recruit ATC exhibitors/sponsors regionally	Yearly 6 months preceding ATC

International Section VP

6.1	Expand the structure of the International Section to include sectional representatives from other countries	Begin January 2016
6.3	Explore/seek funding sources for to help/support international delegate to participate in ATC	Begin October 2015
6.4	Solicit international members for hosting of ATC and other trainings	Begin January 2016

Crime Victims Committee

Strategy	Task	Timeline
2.2	Conduct/participate in Webinars at least 2 times per year on best practices	Ongoing
2.4	Collaborate with other organizations to do research and produce/publish working papers and other resources on best practices in parole	Ongoing

Finance Committee

Strategy	Task	Timeline
3.3	Review finding from focus group and develop strategy to target HOs if feasible	Complete by December 31, 2015
6.3	Explore/seek funding sources for to help/support international delegate to participate in ATC	Begin October 2015

Membership Committee

Strategy	Task	Timeline
3.1	Review Membership dues structure to incentivize staff (HO) membership	By June 30, 2014
3.2	Create focus group of Hearing Officers and related staff to examine incentives/obstacles to APAI membership	By October 30, 2015
3.3	Review finding from focus group and develop strategy to target HOs if feasible	Complete by December 31, 2015
3.4	Solicit memberships from CJ focused schools and organizations with an interest in parole	Continue periodically
3.5	Periodically assess results of efforts in 3.4	Done quarterly
3.6	Solicit targeted agencies and schools to develop workshops for ATC and webinars	Yearly in conjunction with ATC planning
7.5	Evaluate effect of outreach to academic community	Quarterly

Professional Development Committee

Strategy	Task	Timeline
1.1	Review and refine mentoring program guidelines/procedures	Present to EC at April meeting
1.2	Develop forms for implementation	By May 2015 Chairs meeting
1.3	Solicit, screen and train mentors	Mentors in place for all mentees
1.5	Implement first round of mentor/mentee face to face meeting and project development	Report from NIC to CAO to PDC
1.6	Evaluate initial round of program	Report by PDC Chair to EC
1.7	Modify program as needed	Report by PDC Chair to EC
2.2	Conduct/participate in Webinars at least 2 times per year on best practices	Report by CAO to EC Meeting
4.1	Develop and implement program agenda for Annual Chairs Meeting/Training	Yearly leading up to May conference Have program ready for EC approval by Dec
4.2	Develop and implement program agenda for Annual Training Conference	Yearly leading up to May conference Have program ready for EC approval by Dec
4.3	Design, analyze and utilize evaluations from 4.1 and 4.2 above	Yearly leading up to May conference Have program ready for EC approval by Dec
4.4	Collaborate with CEPP on the design and implementation of NPRC workshops; both stand alone and as part of ATC	Twice per year
4.6	Collaborate with NIC to update and facilitate the New Board Member Orientation, New Chairs Orientation and Parole Executive Orientation	Ongoing
4.7	Collaborate with current members to share training resources (e.g PBC risk assessment training)	Ongoing
5.5	Include at least one technology related workshop in ATC/CM program	Begin May 2016
6.2	ATC Program Committee must always include international representation and program include international presenters(s)	Begin October 2015
6.5	Determine availability of international speakers to present by other than live presentation (use of technology)	Begin October 2015

6.6	Expand/promote Mentorship program into international community	Begin October 2015 Ongoing thereafter
8.4	Promotion of the “core competencies” work of NIC and Carleton University to our membership and appointing authorities	Ongoing May 2016 and 2017
8.5	Promotion of NPRC “Ten Practice Targets”	Ongoing and May 2016 and 2017

Public Relations/Communications Committee

Strategy	Task	Timeline
2.1	Develop, implement and evaluate Discussion Forums. Expand as indicated	Ongoing
2.2	Conduct/participate in Webinars at least 2 times per year on best practices	Ongoing
9.2	Utilize and promote the utilization of the Discussion Forum to share information regarding policy issues in the various jurisdictions	Ongoing
9.5	Seek ways to collaborate with "Radical Media" and/or other outlets to educate public about positive aspects of parole	Begin October 2015 Ongoing thereafter
9.7	Request Nominations for and chose recipient of CARES Award	Yearly leading up to ATC

Resolutions Committee

Strategy	Task	Timeline
9.3	Re-write Resolutions on Crime Victims and Re-entry	October 2015
9.4	Review current resolutions for accuracy and relevancy and propose new ones as needed	Begin November 2015; Complete by June 2016

Standards Committee

Strategy	Task	Timeline
2.2	Conduct/participate in Webinars at least 2 times per year on best practices	Ongoing
2.4	Collaborate with other organizations to do research and produce/publish working papers and other resources on best practices in parole	Ongoing
4.8	Collaborate with Carleton University and NIC on Structured Decision Making Framework	Ongoing
4.9	Collaborate with Carleton University and NIC on Quality Assurance and Competencies Research and Implementation Initiative	Ongoing
8.1	Collaborate with NIC and Carleton University in the formulation and operationalization of Parole Quality Assurance Index	Ongoing
8.2	Develop Essential Element on Neutrality	May 2015
8.3	Review and update Essential Elements as needed	April 2016
8.4	Promotion of the “core competencies” work of NIC and Carleton University to our membership and appointing authorities	Ongoing May 2016 and 2017