



**American Jail Association
2018 Strategic Plan**

June 1, 2018

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TABLE OF CONTENTS

Mission.....	- 4 -
Vision.....	- 4 -
Shared Goals.....	- 4 -
The American Jail Association will provide the best training in the industry	- 5 -
Objectives.....	- 5 -
Develop protocols that establish fidelity of training curriculum within 12 months.....	- 5 -
Develop a succession plan for our current trainers in the industry within 12 months.....	- 5 -
Develop a tool that gauges the training needs of the industry within 2 years	- 5 -
Establish a process to collect, analyze, and publish data for training events within 30 days-	- 6 -
The American Jail Association will research and develop industry best practices	- 7 -
Objectives.....	- 7 -
The Association will develop definitions for Use of Force by June 30, 2018	- 7 -
The Association will develop measurements and formulas for the cost of housing inmates by December 31, 2018	- 7 -
The Association will research technology enhancements that improve jail operations and share the results with our members annually	- 7 -
The American Jail Association will recruit, develop, and retain high-quality employees	- 9 -
Objectives.....	- 9 -
Implement and use a formal exit interview process and follow up on findings by June 30, 2018	- 9 -
Implement an employee evaluation process that includes personal goals and objectives by June 30, 2018	- 9 -
Implement a staff survey to be conducted annually by June 30, 2018	- 9 -
Implement a competitive pay plan by June 30, 2018	- 10 -
The American Jail Association will foster collaborative partnerships to benefit local corrections and the community.....	- 11 -
Objectives.....	- 11 -
Contact 10 organizations that can impact pending legislation and establish formal line of communications by December 31, 2017.....	- 11 -
Engage 2 State associations in the reciprocal membership by March 30, 2018.....	- 11 -
Work to ensure that AJA has representation on jail-related committees at the National Sheriff's Association, the American Correctional Association, and the National Association of Counties annually	- 11 -

MISSION

“We will lead, educate, and support American jail professionals to enhance public safety.”

VISION

“Our vision is a nation where every jail protects and serves our communities to improve our quality of life.”

SHARED GOALS

The American Jail Association will provide the best training in the industry.

The American Jail Association will research and develop industry best practices.

The American Jail Association will recruit, develop, and retain high quality employees.

The American Jail Association will foster collaborative partnerships to benefit local corrections and the community.

THE AMERICAN JAIL ASSOCIATION WILL PROVIDE THE BEST TRAINING IN THE INDUSTRY

OBJECTIVES

DEVELOP PROTOCOLS THAT ESTABLISH FIDELITY OF TRAINING CURRICULUM WITHIN 12 MONTHS

- ACTION ITEM – Working with the Training and Professional Development Committee, staff will assemble and disseminate for review, current training materials. A process will be developed to provide the Training and Professional Development Committee with training materials for future training. All materials are to be reviewed by Subject Matter Experts.
- RESPONSIBLE – Director of Professional Development working with the Training and Professional Development Committee.
- TIMELINE – Review training materials beginning in May, 2018 and complete prior to the next Annual Conference.
- BUDGET IMPACT – AJA will budget up to \$10,000 for the review of training materials by Subject Matter Experts.

DEVELOP A SUCCESSION PLAN FOR OUR CURRENT TRAINERS IN THE INDUSTRY WITHIN 12 MONTHS

- ACTION ITEM – Working with the Training and Professional Development Committee and staff, develop a database of Subject Matter Experts.
- RESPONSIBLE – Special Projects Manager will lead the effort with input from the Director of Professional Development and the Training and Professional Development Committee.
- TIMELINE – Database will be designed and built by April 1. We will debut the database during the Annual Conference in Sacramento. Names to be entered into the database will be done on an ongoing basis.
- BUDGET IMPACT – Cost for development is included in the Association overhead.

DEVELOP A TOOL THAT GAUGES THE TRAINING NEEDS OF THE INDUSTRY WITHIN 2 YEARS

- ACTION ITEM – Working with the Training and Professional Development Committee and using data collected from internal and external sources, such as iConnect and the HUB Call for Presentations, compile a database of potential topics for seminars, workshops and/or webinars.
- RESPONSIBLE – Training Department under the direction of the Executive Director and guidance of the Training and Professional Development Committee.

- TIMELINE – Begin collecting data in May 2018. Preliminary data review in September 2018. Development of training calendar and materials by November 2018.
 - BUDGET IMPACT – No additional budget impact.
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ESTABLISH A PROCESS TO COLLECT, ANALYZE, AND PUBLISH DATA FOR TRAINING EVENTS WITHIN 30 DAYS

- ACTION ITEM – Develop electronically collected and/or entered into an evaluation analysis database that will be shared in a timely manner.
- RESPONSIBLE – Training Department under the direction of the Executive Director.
- TIMELINE – June 1: Create evaluation form that can be machine read and entered into a database.
- BUDGET IMPACT – Since we already own the evaluation software, we do not anticipate any additional budget requirements at this time.

THE AMERICAN JAIL ASSOCIATION WILL RESEARCH AND DEVELOP INDUSTRY BEST PRACTICES

OBJECTIVES

THE ASSOCIATION WILL DEVELOP DEFINITIONS FOR USE OF FORCE BY JUNE 30, 2018

- ACTION ITEM – Working with the Use of Force subcommittee, collect comments and data for review.
- RESPONSIBLE – Use of Force subcommittee under the direction of the President.
- TIMELINE – Surveys and comment collection has been completed. Development of the Definitions has begun.
- BUDGET IMPACT – To date, there has been no budget impact. Depending on the outcome of the subcommittee work, there may be additional costs to distribute its final work. This could be done in the magazine at no additional budget impact.

THE ASSOCIATION WILL DEVELOP MEASUREMENTS AND FORMULAS FOR THE COST OF HOUSING INMATES BY DECEMBER 31, 2018

- ACTION ITEM – Headquarters will develop a survey instrument and analysis tool to collect, analyze and disseminate the measurements, formulae and cost.
- RESPONSIBLE – Staff will be assigned and the project will be overseen by the Executive Director.
- TIMELINE – Begin determining the measurement components by surveying the membership. July 1. Develop the survey instrument – Sept. 1. Develop the database – Oct. 1. Survey the field – November 1 to December 1. Compile and release the findings – December 31.
- BUDGET IMPACT – We will allocate a total of \$5,000 for the project, which will include software enhancements and temporary labor.

THE ASSOCIATION WILL RESEARCH TECHNOLOGY ENHANCEMENTS THAT IMPROVE JAIL OPERATIONS AND SHARE THE RESULTS WITH OUR MEMBERS ANNUALLY

- ACTION ITEM – Headquarters will develop a survey instrument in cooperation with the Correctional Technology Association and AJA's Technology Committee, an analysis tool to collect, analyze and disseminate the findings by Jan. 1 of every year.
- RESPONSIBLE – Staff will be assigned and the project will be overseen by the Executive Director. We will work closely with the Correctional Technology Association and AJA's Technology Committee.

- **TIMELINE** – Begin determining the measurement components by surveying the membership. June 1. Develop the survey instrument – Aug. 1. Develop the database – Sept. 1. Survey the field – November 1 to December 1. Compile and release the findings – December 31.
- **BUDGET IMPACT** – We will allocate a total of \$5,000 for the project, which will include software enhancements and temporary labor.

THE AMERICAN JAIL ASSOCIATION WILL RECRUIT, DEVELOP, AND RETAIN HIGH-QUALITY EMPLOYEES

OBJECTIVES

IMPLEMENT AND USE A FORMAL EXIT INTERVIEW PROCESS AND FOLLOW UP ON FINDINGS BY JUNE 30, 2018

- ACTION ITEM – Develop and deploy a formal exit interview process using generally acceptable human resource tools that are available from the Society of Human Resource Management. Exit interviews will be conducted by the department director and/or the Executive Director.
- RESPONSIBLE – The Executive Director will research and develop the AJA exit interview instrument.
- TIMELINE – The exit interview instrument will be developed by June 30, 2018.
- BUDGET IMPACT – There is no budget impact.

IMPLEMENT AN EMPLOYEE EVALUATION PROCESS THAT INCLUDES PERSONAL GOALS AND OBJECTIVES BY JUNE 30, 2018

- ACTION ITEM – Develop and implement an employee evaluation form and process and introduce to the staff. Goals and Objectives should focus on the overall objectives of the association as they relate to the employee's primary area of responsibility. Goals will be reviewed with staff at the beginning of the review year, which will be July 1 of each year.
- RESPONSIBLE – Executive Director will develop process. Department directors will work with their respective staffs in defining goals.
- TIMELINE – First goals were discussed with staff during the first quarter of 2018. Evaluations on those goals will take place during the first week of June, 2018. New goals will be discussed during that evaluation and put into place beginning in July.
- BUDGET IMPACT – No anticipated budget impact.

IMPLEMENT A STAFF SURVEY TO BE CONDUCTED ANNUALLY BY JUNE 30, 2018

- ACTION ITEM – Develop and implement an employee survey using tools that are provided by the Society for Human Resource Management.
- RESPONSIBLE – Executive Director.
- TIMELINE – The survey will be developed by June 1 and launched on the last working day of the month.
- BUDGET IMPACT – We do not anticipate any budget impact.

IMPLEMENT A COMPETITIVE PAY PLAN BY JUNE 30, 2018

- ACTION ITEM –Working with the AJA Treasurer and the Executive Director, develop a pay plan that is competitive with the local association market. The metrics for the plan will be developed using readily available association compensation studies. The plan will be reviewed by the Executive Committee prior to execution.
- RESPONSIBLE – The AJA Treasurer working with the Executive Director will develop and deploy the pay plan.
- TIMELINE – Develop the pay plan by December 31, 2017. Deploy the pay plan by June 30, 2018.
- BUDGET IMPACT – The budget will be impacted by the amount of additional pay required to meet the objectives agreed upon.

THE AMERICAN JAIL ASSOCIATION WILL FOSTER COLLABORATIVE PARTNERSHIPS TO BENEFIT LOCAL CORRECTIONS AND THE COMMUNITY

OBJECTIVES

CONTACT 10 ORGANIZATIONS THAT CAN IMPACT PENDING LEGISLATION AND ESTABLISH FORMAL LINE OF COMMUNICATIONS BY DECEMBER 31, 2017

- ACTION ITEM – Through telephone, in person and email, identify those agencies and organizations that will have the greatest impact on legislation that affects our industry.
- RESPONSIBLE – Executive Director and our Lobbyist.
- TIMELINE – This will be an ongoing process.
- BUDGET IMPACT – No direct budget impact.

ENGAGE 2 STATE ASSOCIATIONS IN THE RECIPROCAL MEMBERSHIP BY MARCH 30, 2018

- ACTION ITEM – Through telephone, in person and email, identify those state organizations that will have the greatest mutual benefit for both associations.
- RESPONSIBLE – Executive Director.
- TIMELINE – This will be an ongoing process.
- BUDGET IMPACT – No direct budget impact.

WORK TO ENSURE THAT AJA HAS REPRESENTATION ON JAIL RELATED COMMITTEES AT THE NATIONAL SHERIFF'S ASSOCIATION, THE AMERICAN CORRECTIONAL ASSOCIATION, AND THE NATIONAL ASSOCIATION OF COUNTIES ANNUALLY.

- ACTION ITEM – Contact NSA, ACA and NACo leadership and request representation on Local Detention Facilities and Justice and Public Safety committees.
- RESPONSIBLE – Executive Director.
- TIMELINE – June 30, 2018.
- BUDGET IMPACT – No direct budget impact.