

GOAL 1: Develop and disseminate a positive and compelling image of for MASCA

The Middle Atlantic States Correctional Association has suffered from a lack of a unifying message that is compelling to the potential members in our member jurisdictions. The organization needs to better articulate its contribution to the criminal justice and juvenile justice professions, develop a positive image, and communicate that image effectively.

TACTIC	PROCESS MEASURE & TIMELINE	OUTCOME MEASURE	BUDGETARY REQUIREMENT	RESPONSIBILITY	CURRENT STATUS
1. Develop a method of communication that reaches members and potential members and updates them on MASCA activities and services.					
2. Develop a plan to be more active in member jurisdictions between conferences.					

GOAL 2: Gain long term financial stability.

MASCA has been a vital part of the total corrections community in our region and sees itself as the “leading” organization in our field in our region. As such, it needs to remain viable by maintaining an infrastructure to deliver policy, service, and product important to stakeholders and professionals alike. Past financial downturns have challenged the Association’s financial stability. This goal seeks to ensure that the Association thrives of the long term.

TACTIC	PROCESS MEASURE & TIMELINE	OUTCOME MEASURE	BUDGETARY REQUIREMENT	RESPONSIBILITY	CURRENT STATUS
1. Increase new members and maintain existing members.					
2. Improve revenue from Conferences.					
3. Develop alternative or enhanced revenue streams.					
4. Develop accountability mechanisms with money spent.					

GOAL 3: Strengthen the functioning of the Association.

MASCA had over 1000 members at one time, but we currently only maintain a membership of about 300 at any given time. It is appropriate to determine whether some changes are needed. Building long term organizational strength requires a review of leadership operations and membership recruitment and retention to improve functioning particularly around communication, succession planning, the constitution, structure, and focusing on what MASCA can do best.

TACTIC	PROCESS MEASURE & TIMELINE	OUTCOME MEASURE	BUDGETARY REQUIREMENT	RESPONSIBILITY	CURRENT STATUS
1. Improve communication to external stakeholders.					
2. Improve communication with internal stakeholders.					
3. Strengthen organization by expanding our role in the region.					

GOAL 4: Advancing correctional policy.

MASCA can be a strong voice for the juvenile justice and criminal justice professions. We have been involved in some national policy discussions advocating for legislation, policy, and practice. We can do the same for local issues in our member jurisdictions. It must not get so internally focused around the organizational needs that the reason for the creation of the MASCA gets lost. It must serve the needs of its constituency which means paying attention to the specific needs of the membership as they perform their day to day functions.

TACTIC	PROCESS MEASURE & TIMELINE	OUTCOME MEASURE	BUDGETARY REQUIREMENT	RESPONSIBILITY	CURRENT STATUS
1. Identify the key issues and needs of the profession.					
2. Enhance communication of MASCA positions to key areas.					
3. Advocate for national or local legislation if deemed appropriate.					

GOAL 5: Leadership Development for MASCA members

The MASCA Board of Trustees is comprised of volunteers who represent their jurisdiction and officers are elected from the members of the Board. Many Board members have little MASCA experience prior to being nominated for a position on the Board. The general membership of MASCA needs the opportunity to join MASCA committees, become involved in MASCA activities, and use this experience and knowledge to step up to Board and leadership positions in the organization.

TACTIC	PROCESS MEASURE & TIMELINE	OUTCOME MEASURE	BUDGETARY REQUIREMENT	RESPONSIBILITY	CURRENT STATUS
1. Identify opportunities for membership involvement.					
2. Identify potential Board members and leaders.					
3. Provide or fund leadership training for identified future leaders when possible.					