

INTERSTATE COMMISSION FOR JUVENILES

2020-2022 STRATEGIC PLAN

Based on input from Commission Members from across the United States, the ICJ Executive Committee worked diligently in FY 19 to develop a new Strategic Plan to set the course for tremendous progress over the next three years. This Strategic Plan will guide members and staff to focus their energies and resources on the Priorities and Initiatives outlined below. Specific Action Steps and timelines are set forth in detail in the following pages.

OVERVIEW OF PRIORITIES & INITIATIVES

1. IMPROVE DATA SYSTEM FOR BETTER OUTCOMES

Led by the Information Technology Committee, the Commission will develop and implement a more intuitive and robust data system to increase efficiencies, accuracies, and effectiveness.

- A. Develop and implement new data system.
- B. Provide training to prepare for and support use of new data system.

2. PROMOTE MEMBER ENGAGEMENT & LEADERSHIP DEVELOPMENT

The Executive Committee and Training Committee will provide members with resources, training, and leadership development opportunities to promote member engagement and leadership development, with a focus on diversity, inclusion, and sustainability.

- A. Actively promote Commission resources and trainings.
- B. Increase active participation in committees and regions in order to expand and diversify input.
- C. Expand leadership development opportunities and recruit members for leadership development who reflect a diversity of backgrounds, experiences, and points of view.

3. ADDRESS GAPS IN RULES & RESOURCES

Led by the Rules Committee, the Commission will identify and address gaps in the ICJ Rules and related resources.

- A. Improve ICJ Rules & resources related to persons who may be subject to juvenile and/or adult jurisdiction.
- B. Develop more user-friendly resources.

4. LEVERAGE RELATIONSHIPS TO PROMOTE AWARENESS & IMPROVE OUTCOMES

State ICJ Offices and the National Office will build and leverage relationships with judges, state court administrators, law enforcement, prosecuting attorneys, and federal agencies to promote awareness and better outcomes by providing resources, training, and consultation.

- A. Provide training and technical assistance to ensure each state has a State Council that meets at least once per year.
- B. Proactively address national policy issues that impact states' abilities to implement the Compact.
- C. Improve responses to "juveniles" who may be considered adults through relationship building and educating jail administrators, magistrates, and other "gate keepers" for the adult process.

ICJ 2020-2022 STRATEGIC PLAN

ACTION STEPS PLANNED TO ADVANCE INITIATIVES

Priority 1: **IMPROVE DATA SYSTEM FOR BETTER OUTCOMES**

Initiative 1A: Develop and implement new data system.

Action steps:

1. By 7/25/19, the Information Technology Committee/RFP Team will complete the interview and demonstration phase of the proposal review process and make a recommendation to the Executive Committee.
2. By 7/29/19, the Commission will designate the vendor developing the new system.
3. By 8/31/19, the Commission will enter into a contract with a vendor.
4. By 10/31/19, member states will provide input on the development of the new data system through discovery and requirement gathering.
5. By 10/31/19, a work team of the Information Technology Committee will be formed to participate in the user testing and acceptance processes.
6. By 9/30/20, the vendor will launch the new data system.
7. By 11/30/20, the Information Technology Committee will assess the user acceptance and adoption of the new data system and provide an update.
8. By 6/30/21, the Compliance Committee will review Performance Measurement Assessment methods and schedules, and update as needed.

Initiative 1B: Provide training to prepare for and support use of new data system.

Action steps:

1. By 4/30/20, the Information Technology Committee, National Office, and/or vendor will develop training plan(s) to prepare for use of the new system.
2. By 5/30/20, the vendor and/or National Office and the Information Technology Committee will initiate an educational communication strategy to prepare for the transition to the new data system
3. By 8/31/20, the Information Technology Committee, National Office, and/or vendor will provide training to prepare for use of the new system.
4. By 8/31/20, the vendor and/or National Office will develop web-based reference materials to support the use of the new data system.
5. By 11/30/20, each state ICJ office will ensure at least 2 users are proficient in the use of the new data system.
6. By 12/31/20, the Information Technology Committee, National Office, and/or vendor will provide training on use of dashboards for proactive monitoring.

ICJ 2020-2022 STRATEGIC PLAN

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Priority 2:

PROMOTE MEMBER ENGAGEMENT & LEADERSHIP DEVELOPMENT

Initiative 2A: Actively promote Commission resources and trainings.

Action Steps:

1. By 11/30/19, the Training Committee will develop a survey for input about most useful resources and other resources needed.
2. By 12/31/19, the National Office will conduct a survey of members.
3. By 3/30/20, the Training Committee will review survey results & identify next steps.
4. By 6/30/20, the Training Committee and/or National Office will create at least one new opportunity for showcasing Commission resources and sharing state resources, such as a Resource Fair at the ABM and/or a members' section on the website.

Initiative 2B: Increase active participation in committees and regions in order to expand and diversify input.

Action Steps:

1. By 10/15/19, the Commission Chair and Vice-Chair will assess past participation on committees to guide recruitment efforts.
2. By 10/31/19, Committee Chairs and Region Representatives will contact members directly in advance of meetings to increase attendance and participation.
3. By 2/28/20, Region Representatives will contact members directly to request submission of succession plans.
4. By 4/30/20, the Executive Committee will review the Committee Guidelines Policy, and consider including role of vice-chair, attendance policy, and term limits.
5. By 10/31/20, the Executive Committee will present a "Committee Fair" (to educate and recruit members) at Annual Business Meetings.

Initiative 2C: Expand leadership development opportunities and recruit members for leadership development who reflect diversity of backgrounds, experiences & points of view.

Action Steps:

1. By 9/30/19, the Executive Committee and/or National Office will provide information regarding the Mentoring Program to all Commissioners (and Full-Time Designees).
2. By 12/31/19, Executive Committee members will recruit members reflecting diversity to serve as vice chairs, alternative region representatives, and mentors.
3. By 6/30/20, the Training Committee will develop orientation for new committee chairs and region representatives.
4. By 10/31/20, the Training Committee will provide leadership development training at ABMs, with at least one session at the 2020 AMB and increased focus thereafter.
5. By 12/31/20, the Training and/or Executive Committee will review the operation and/or impact of the Mentoring Program.

ICJ 2020-2022 STRATEGIC PLAN

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Priority 3: ADDRESS GAPS IN RULES & RESOURCES

Initiative 3A: Improve ICJ Rules & resources related to persons who may be subject to juvenile and/or adult jurisdiction.

Action Steps:

1. By 11/30/19, the Executive Committee will form an Ad Hoc Committee to make recommendations regarding ICJ Rules and resources related to juvenile/adult “crossover” issues, including differences between adult and juvenile courts with regard to due process in the context returns.
2. By 1/30/20, the Ad Hoc Committee will hold its first meeting.
3. By 6/30/20, the Ad Hoc Committee will make recommendations.
4. By 10/31/20, the Regional Representative and/or Ad Hoc Committee Members will present recommendations to each Region at the Annual Business Meeting.
5. By 2/28/21, the Rules Committee will review proposed amendments.
6. By 10/31/21, the Commission will take action on relevant rules proposals.
7. By 1/31/22, the Compliance Committee will amend the Performance Measurement Assessment (PMA) tools to reflect amended Rules.
8. By 2/28/22, the Training Committee will incorporate amendments into all relevant training materials.

Initiative 3B: Develop more user-friendly resources.

Action Steps:

1. By 1/31/21, the Training Committee and/or Rules Committee will establish priorities for resource development. (Resources may include: searchable database for accessing guidance documents; Annotated Rules; and/or website sections for juveniles and families.)
2. By 2/28/21, the National Office will engage consultant services, if needed, to develop resource(s).
3. By 12/31/21, a draft of at least one new or revised resource will be presented to the Executive Committee for review.
4. By 2/28/22, the National Office will publish at least one new or revised resource.

ICJ 2020-2022 STRATEGIC PLAN

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Priority 4:

LEVERAGE RELATIONSHIPS TO PROMOTE AWARENESS & IMPROVE OUTCOMES

Initiative 4A: Provide training and technical assistance to ensure each state has a State Council that meets at least once per year.

Action Steps:

1. By 9/30/19, the Commission will clarify state council requirements through a vote on proposed new rule.
2. By 12/31/19, the Executive Committee will update the ICJ Policy regarding State Councils to ensure consistency with the new rule.
3. By 4/30/20, the Compliance Committee will review the 2019 Commission Report on State Councils and identify priorities for training and technical assistance.
4. By 1/31/21, each state ICJ office will submit a report regarding compliance with the state council requirements.
5. By 6/30/21, the Training Committee will develop training regarding state councils to be presented at the 2021 Annual Business Meeting (ABM).
6. By 6/30/21, the Compliance Committee will establish a mechanism for measuring compliance with state council requirements.
7. By 6/30/22, the Compliance Committee will review data regarding compliance with state council requirements.

Initiative 4B: Proactively address national policy issues that impact states' abilities to implement the Compact.

Action Steps:

1. By 8/31/19, the National Office will conduct a survey of state ICJ Offices regarding access to and use of NCIC.
2. By 9/30/19, the National Office will engage experts from FBI and TSA to participate in the 2019 ABM to address concerns regarding NCIC and Real ID.
3. By 1/31/20, the Executive Committee will review collaborative efforts with the FBI and TSA to determine if additional efforts are necessary.
4. By 12/31/20, the Executive Committee will develop a survey regarding national policy issues (such as: alternatives to detention; Real ID; NCIC; impact of poverty).
5. By 2/28/21, the National Office will survey Commissioners and Full-Time Designees.
6. By 4/30/21, Executive Committee will establish priorities based on survey results.
7. By 6/30/22, the National Office will establish collaborative relationships with external agencies, such as Department of Homeland Security, FBI, and/or OJJDP.

Initiative 4C: Improve responses to "juveniles" who may be considered adults through relationship building and educating jail administrators, magistrates, and other "gate keepers" for the adult process about ICJ.

Action Steps:

1. By 12/31/21, the Executive Committee will identify key affiliate organizations to focus on the following year and develop strategies for collaborations.
2. By 2/28/22, National Office will initiate meeting(s) with key national organization(s).
3. By 3/31/22, each region will identify at least 2 state ICJ offices that have initiated or will initiate communications with key affiliates, for involvement with State Councils.
4. By 6/30/22, at least 2 state ICJ offices per region will have initiated communications with key affiliates and report to the National Office regarding their efforts.
5. By 6/30/22, the Training Committee will participate in at least one national conference for a key national organization to educate them about ICJ.