

INTERSTATE COMMISSION FOR JUVENILES

2020-2022 STRATEGIC PLAN

This Strategic Plan was developed by the Executive Committee, with input from Commission Members from across the US. In the first year, significant progress was made through concentrated efforts to advance the Priorities, Initiatives, and Action Steps described below. In June 2020, the Executive Committee updated the Strategic Plan to reflect progress made and additional activities undertaken to address unanticipated issues and opportunities.

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.
- C. Expand the Commission's capacity to ensure continued operations during emergencies.

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.

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ACTION STEPS TO ADVANCE INITIATIVES

Priority 1: IMPROVE DATA SYSTEM FOR BETTER OUTCOMES

Initiative 1A: Develop and implement new data system.

Action steps:

1. In FY 20, the Information Technology Committee/RFP Team completed the interview and demonstration phase of the proposal review process and made a recommendation to the Executive Committee.
2. In FY 20, the Commission designated the vendor developing the new system.
3. In FY 20, the Commission entered into a contract with a vendor.
4. In FY 20, member states will provide input on the development of the new data system through discovery and requirement gathering.
5. In FY 20, a work team of the Information Technology Committee will be formed to participate in the user testing and acceptance processes.
6. By 12/1/20, the vendor will launch the new data system.
7. By 1/31/21, the Information Technology Committee and/or National Office will review data related to user acceptance and adoption of the new data system, and provide targeted training and technical assistance.
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. In FY 20, the Information Technology Committee and National Office, developed training plan(s) to prepare for use of the new system.
2. In FY 20, the National Office and the Information Technology Committee initiated an educational communication strategy to prepare for the transition to the new data system.
3. By 8/31/20, the Information Technology Committee and National Office will provide training to prepare for use of the new system.
4. By 8/31/20, the Information Technology Committee and/or National Office will develop web-based training tools 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 and National Office, will provide training on use of dashboards for proactive monitoring.

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ACTION STEPS TO ADVANCE INITIATIVES

Priority 2:

PROMOTE MEMBER ENGAGEMENT & LEADERSHIP DEVELOPMENT

Initiative 2A: Actively promote Commission resources and trainings.

Action Steps:

1. In FY 20, the Training Committee developed a survey for input about most useful resources and other resources needed.
2. In FY 20, the National Office conducted a survey of members.
3. In FY 20, the Training Committee reviewed survey results & decided to focus their efforts on improving current resources and trainings. (*Related action steps included in Initiative 3B: Develop more user-friendly resources*).

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

Action Steps:

1. In FY 20, the Commission Chair and Vice-Chair assessed past participation on committees to guide recruitment efforts.
2. In FY 20, Committee Chairs and Region Representatives contacted members directly in advance of meetings to increase attendance and participation.
3. In FY 20, Region Representatives contacted members directly to request submission of succession plans.
4. In FY 20, the Executive Committee reviewed the Committee Guidelines Policy, and considered including role of vice-chair, attendance policy, and term limits.

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

Action Steps:

1. In FY 20, the Executive Committee and/or National Office provided information regarding the Mentoring Program to all Commissioners (and Full-Time Designees).
2. In FY 20, Executive Committee members recruited members reflecting diversity to serve as vice chairs, alternative region representatives, and mentors.
3. By 9/30/20, the Executive Committee and/or National Office will develop an Orientation Training for new Executive Committee Members.
4. By 10/31/21, the Training Committee will provide leadership development training at ABMs, with at least one session at the 2021 ABM 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.
6. By 8/31/20, the Executive Committee and/or National Office will launch a Leadership Exchange Series focused on equity, inclusion, and access.
7. By 11/30/20, the Executive Committee will form an Ad Hoc Committee on Racial Justice to review ICJ policies, procedures, and resources, and make recommendations for improvements.
8. By 12/31/20, the Executive Committee and/or National Office will collaborate with other criminal justice system leaders to develop strategies for addressing institutional racism in community supervision.

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ACTION STEPS TO ADVANCE INITIATIVES

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. In FY 20, the Executive Committee formed 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. In FY 20, the Ad Hoc Committee held its first meeting.
3. In FY 20, the Ad Hoc Committee made 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.
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. In FY 20, the National Office selected a new Learning Management System (LMS) to provide a platform for more user-friendly training and resources.
2. In FY 20, the Technology Committee and National Office developed the architecture for the new LMS.
3. In FY 20, the Technology Committee and National Office will develop at least 5 new LMS courses.
4. By 7/31/20, the National Office will launch the new LMS.
5. By 2/28/21, the Technology Committee, Training Committee, and/or National Office will develop at least 15 additional LMS courses.
6. By 4/30/21, the National Office will engage consultant services to revise the “ICJ Bench Book for Judges and Court Personnel” and/or develop a “Compact Online Reference Encyclopedia” (CORE).
7. By 10/30/21, a draft of the revised Bench Book” and/or CORE will be presented to the Executive Committee for review.
8. By 2/28/22, the National Office will publish the revised Bench Book and/or launch CORE.

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ACTION STEPS TO ADVANCE INITIATIVES

Initiative 3C: Expand the Commission's capacity to ensure continued operations during emergencies.

Action Steps

1. In FY 20, state ICJ offices transformed operational policies and procedures to ensure the safety of juveniles and communities while telecommuting, working alternate shifts, and performing many additional duties required during the COVID-19 pandemic.
2. In FY 20, the Executive Committee revised the Commission's Emergency Guidelines policy to address emergencies that impact most states (such as COVID-19).
3. In FY 20, the National Office implemented new web-based resources for reporting state restrictions during wide-spread emergencies.
4. In FY 20, the Commission presented a webinar to ensure members were aware of the Commission's response to COVID-19.
5. In FY 20, the Commission introduced two new resources ("Monday Meet-ups" and "Successful Strategies") to provide opportunities for members to share information and resources during emergencies.
6. In FY 20, the Commission employed its emergency rule promulgation authority for the first time to adopt new ICJ Rule 2-108: Emergency Suspension of Enforcement.
7. In FY 20, the Executive Committee suspended enforcement of ICJ Rules in Sections 400, 500, 600, 700, and 800, pursuant to Rule 2-108.
8. In FY 20, the National Office will engage consultants to ensure the successful transition of the 2020 Annual Business Meeting into a robust virtual event.
9. By 10/23/20, the Executive Committee, National Office and consultants will collaborate to present the Commission's first ever virtual Annual Business Meeting.

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. In FY 20, the Commission clarified state council requirements by adopting Rule 2-107.
2. In FY 20, the Executive Committee updated the ICJ Policy regarding State Councils to ensure consistency with the new rule.
3. In FY 20, the Compliance Committee reviewed 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 Compliance Committee and/or National Office will provide training and/or technical assistance to at least 4 state ICJ offices that have not formed a state council or have not had a state council meeting in the last 5 years.
6. By 6/30/21, the Training Committee will develop training regarding state councils to be presented at the 2021 Annual Business Meeting (ABM).
7. By 6/30/21, the Compliance Committee will establish a mechanism for measuring compliance with state council requirements.
8. By 6/30/22, the Compliance Committee will review data regarding compliance with state council requirements.

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ACTION STEPS TO ADVANCE INITIATIVES

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

Action Steps:

1. In FY 20, the National Office conducted a survey of state ICJ Offices regarding access to and use of NCIC.
2. In FY 20, the National Office engaged experts from FBI and TSA to participate in the 2019 ABM to address concerns regarding NCIC and Real ID.
3. In FY 20, the Executive Committee reviewed collaborative efforts with the FBI and TSA and determine it was necessary to continue actively partnering with these agencies.
4. In FY 20, the National Office began participating in the "Proactive Notification of Arrest Warrants Issued for Persons under Supervision" project (Warrant Notification Project) facilitated by SEARCH and funded through the Justice Reinvestment Initiative.
5. By 8/31/20, the Executive Committee will discuss policy issues identified through the Warrant Notification Project.
6. By 12/31/21, SEARCH will launch Subscription and Notification services.
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 6/30/22, the Training Committee will participate in at least one national conference or online training event for a key national organization to educate them about ICJ.