

# INTERSTATE COMMISSION FOR JUVENILES

## 2020-2022 STRATEGIC PLAN

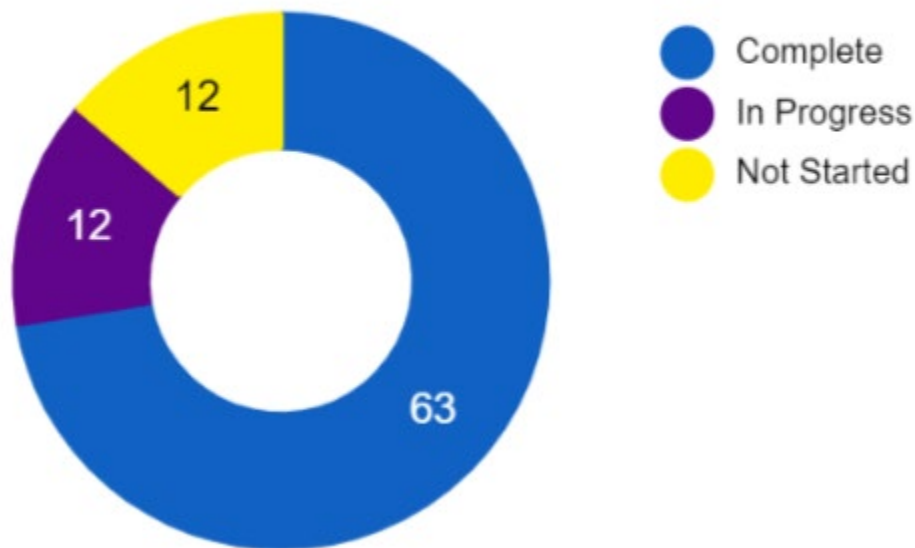
### UPDATE - JUNE 2021

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#### PRIORITIES

1. **Improve data system for better outcomes.**
  2. **Promote member engagement and leadership development.**
  3. **Address gaps in Rules and resources**
  4. **Leverage relationships to promote awareness and improve outcomes.**
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This Strategic Plan was developed by the Commission's Executive Committee with input from Commission Members throughout the US. Since it was launched July 2019, significant progress has been made through concentrated efforts to advance the Priorities, Initiatives, and Action Steps. Despite the onset of the global pandemic and other unforeseen developments, 72% of the 3-year plan has been completed.



In June 2021, the Executive Committee made updates to ensure focus in FY 22. Revisions reflect progress made and activities added to address unanticipated issues and opportunities.

# ICJ 2020-2022 STRATEGIC PLAN

## 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 and FY 21, work teams of the Information Technology Committee were formed to participate in the user testing and acceptance processes.
6. In FY 21, the vendor launched the new data system.
7. By 10/31/21, the Information Technology Committee will determine which system enhancement requests received within two months of the go-live data will be implemented.
8. By 9/30/21, the Information Technology Committee, Training Committee, and/or National Office will launch a survey and/or use other methods to gather feedback regarding training, transition, and structure of the new data system.
9. By 12/31/21, 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.
10. By 6/30/22, the Compliance Committee will review Performance Measurement Assessment methods and schedules, and update as needed.
11. By 3/31/22, the Information Technology Committee, National Office, and/or vendor will review UNITY security precautions and amend, if 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 Information Technology Committee initiated an educational communication strategy to prepare for transition to the new data system.
3. In FY 21, the Information Technology Committee and National Office provided training and resources to prepare for use of the new system.
4. In FY 21, the Information Technology Committee and National Office developed web-based training tools to support the use of the new data system.
5. In FY 21, the National Office developed and launched a web-based Support Center to enable users to submit requests for support directly from the new data system.

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## ACTION STEPS TO ADVANCE INITIATIVES

6. In FY 21, the State ICJ Offices, National Office and vendor collaboratively supported users before, during, and after the UNITY roll-out
7. By 9/30/21, the National Office will launch a Help Desk to provide ongoing technical support related to the new data system.
8. By 9/30/21, each state ICJ office will ensure at least 2 users are proficient in the use of the new data system.
9. By 10/31/21, the Information Technology Committee and National Office, will provide training on use of dashboards for proactive monitoring.

### **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 and FY 21, Executive Committee members recruited members reflecting diversity to serve as vice chairs, alternative region representatives, and mentors.
3. In FY21, the Executive Committee and/or National Office developed an Orientation Training for new Executive Committee Members.

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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 12/31/21, the Training and/or Executive Committee will review the operation and/or impact of the Mentoring Program.
6. In FY 21, the Executive Committee and/or National Office launched a Leadership Exchange Series focused on equity, inclusion, and access.
7. By 11/1/21, the Executive Committee and/or National Office will launch a second cohort of the Leadership Exchange Series to provide opportunities for more state ICJ office personnel.
8. In FY 21, the Executive Committee formed an Ad Hoc Committee on Racial Justice to review ICJ policies, procedures, and resources, and make recommendations for improvements.
9. In FY21, the Ad Hoc Committee submitted a proposed rule amendment to the Rules Committee and submitted recommendations regarding the ICJ Mission and/or Vision statements to the ICJ Executive Committee.
10. By 7/31/21, the Ad Hoc Committee will submit recommendations to the Executive Committee regarding revision of ICJ's election process.
11. In FY 21, the National Office collaborated with the American Probation and Parole Association and 14 other organizations to launch the Justice System Partnership for Racial Equity.
12. By 6/30/22, 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.

### **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. In FY 21, the Regional Representative and/or Ad Hoc Committee Members presented recommendations to each Region at the Annual Business Meeting.
5. In FY 21, the Rules Committee reviewed 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.

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## ACTION STEPS TO ADVANCE INITIATIVES

**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 & National Office developed 5 new LMS courses.
4. In FY 21, the National Office launched a new LMS: ICJ.TalentLMS.
5. In FY 21, the Technology Committee, Training Committee, and/or National Office developed 20 additional LMS courses.
6. In FY 21, the Commission developed a new On Demand course structure for simultaneously training about ICJ Rules and the UNITY system.
7. By 5/31/22, the Commission will launch at least 10 new On Demand courses to provide simultaneous training about ICJ Rules and the UNITY system.
8. 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).
9. By 10/30/21, a draft of the revised Bench Book” and/or CORE will be presented to the Executive Committee for review.
10. By 2/28/22, National Office will publish the revised Bench Book and/or launch CORE.

**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. In FY 21, the Executive Committee, National Office and consultants collaborated to present the Commission’s first ever virtual Annual Business Meeting.

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## ACTION STEPS TO ADVANCE INITIATIVES

10. In FY 21, the National Office restructured facilities, contracts, and information technology resources to function independently from the Interstate Commission for Adult Offender Supervision.

### 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. In FY 21, each state ICJ office submitted a report regarding compliance with the state council requirements.
5. In FY 21, the Compliance Committee established an Online State Council Report Form to measure compliance with state council requirements.
6. In FY 21, the Compliance Committee reviewed 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. 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 12/31/21, 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 TSA, Department of Homeland Security, FBI, and/or OJJDP.
8. In FY 21, the National Office established a collaborative relationship with TSA to introduce an optional ICJ Transportation Identification Form to facilitate ICJ-related air travel of individuals more than 18 years old without REAL ID.
9. By 4/30/22, the Commission will introduce the ICJ Transportation Identification form.