



INTERSTATE COMMISSION FOR JUVENILES

Serving Juveniles While Protecting Communities

Strategic Planning Report

March 8, 2016

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A. BRIEF HISTORY OF ICJ

The Interstate Compact for Juveniles was developed through the work of a coalition comprised of the Office of Juvenile Justice and Delinquency Prevention (OJJDP), the Council of State Governments (CSG), and the Association of Juvenile Compact Administrators (AJCA). Its design drew from the best aspects of its predecessor compact, AJCA, and was designed to overcome a number of contentious issues` that existed within that compact.

By 2003, the new Interstate Compact for Juveniles became available for introduction in the states. On August 26, 2008, Illinois became the 35th state to adopt the Compact triggering national activation. The Commission was established to serve as the governing board. The Commission elects the Executive Committee.

The mission of ICJ is:

“The Interstate Commission for Juveniles, the governing body of the Interstate Compact for Juveniles, through means of joint and cooperative action among the compacting states, preserves child welfare and promotes safety interests of citizens, including victims of juvenile offenders, by providing enhanced accountability, enforcement, visibility, and communication in the return of juveniles who have left their state of residence without permission and in the cooperative supervision of delinquent juveniles who travel or relocate across state lines.”

ICJ’s vision statement is:

“The Interstate Commission for Juveniles will promote public safety, victim’s rights and juvenile accountability that is balanced with safeguarding those juveniles.”

The ICJ Core Values were re-written at this March 8, 2016 Planning Session. The Strategic Initiatives developed in this session are aimed at being consistent with all three of the above foundational statements.

B. THE EXECUTIVE COMMITTEE, EX-OFFICIO MEMBERS AND ICJ STAFF

All of the members of the Executive Committee participated via email in the pre-meeting SWOT analysis and the assessment of the Possible Relevance of 2013 Strategies for 2016. The membership of the Executive Committee is below. All members were present for the March 8 Planning Session. Additionally, Trudy Gregorie and Richard Masters, ex-officio members of the Executive Committee, were present and participated. The members of the Executive Committee are:

Chair

Traci P. Marchand, ICJ Commissioner, North Carolina

Vice Chair

Michael Lacy, ICJ Commissioner, West Virginia

Treasurer

Jeff Cowger, ICJ Commissioner, Kansas

Past Chair

Patrick J. Pendergast, ICJ Designee, Alabama

Compliance Committee Chair

Michael Farmer, ICJ Designee, California

Finance Committee Chair

Avery Niles, ICJ Commissioner, Georgia

Technology Committee Chair

Lea Quam, ICJ Commissioner, North Dakota

Rules Committee Chair

Julie Hawkins, ICJ Commissioner, Missouri

Training, Education and Public Relations Committee Chair

Anne Connor, ICJ Commissioner, Nevada

East Region Representative

Patricia Welcome, ICJ Commissioner, U.S. Virgin Islands

Midwest Region Representative

Nina Belli, ICJ Commissioner, Ohio

South Region Representative

Mia Pressley, ICJ Commissioner, South Carolina

West Region Representative

Dale Dodd, ICJ Commissioner, New Mexico

Victims Ex-Officio

*Trudy Gregorie, Director
Justice Solutions, Washington, D.C.

Legal Counsel – Ex-Officio

*Richard L. Masters
Louisville, Kentucky

The entire staff of ICJ participated in the Planning Session. The staff includes:

Ashley Lippert: Executive Director
Jenny Adkins: Project Coordinator
Emma Goode: Administrative and Logistics Coordinator
Shawn Robinson: Training Coordinator

C. THE IMPETUS FOR THIS PLANNING WORK

This planning work builds on the planning session held in March of 2013. The strategic plan developed in that session has been acted upon during the ensuing years and the progress is included in full at Appendix 8. It was the determination of the Executive Director and Executive Committee that it was time to forge new strategies and set new goals for 2016-19.

The Interstate Compact for Juveniles, which was organized in its current form in August 2008 has a successful record marked by an ability to harness the best of the past Compact and move forward on the frontiers of common language across the states, clarification of rules, compliance, enforcement, and accountability.

D. THE WORK DESIGN

The strategic planning work, listed below, was divided into seven (7) segments with a target delivery date for each segment. The full narrative of The Work Design is at Appendix 1.

Phase 1 - Adopting the General Design and Contract (October 1 – November 15, 2015)

Phase 2 - Preparing Pre-Session Data Collection Tools (November 15- Dec. 15, 2015)

Phase 3 - Collecting Data and Proposing Agenda for Session (Jan. 4 – Feb. 1, 2016)

Phase 4 - Finalizing the Design (February 1 – 20, 2016)

Phase 5 - Conducting the Planning Session (March 8, 2016)

Phase 6 - Codifying the Strategic Planning Products (March 10-17, 2016)

Phase 7 – Implementing and Evaluating Actions (April, 2016 – 2018)

E. THE CONSULTANT FOR THIS WORK

Fahy G. Mullaney was the consultant for the earlier (2013) Planning Session as well. He is a self-employed consultant and trainer with twenty-eight years' experience in strategic planning, vision/mission development, and executive management training. He has consulted in 48 of the 50 states and internationally, working with numerous state and federal agencies within the respective criminal justice systems. He is the author of two NIC monographs: Economic Sanctions in Community Corrections and Marketing Community Corrections, the latter co-authored with Sherry Haller. His manual, "Organizational Vision Development," has been used widely. He resides in Charlottesville, Virginia.

F. AGENDA FOR THE MARCH 8TH PLANNING SESSION

Strategic planning is a matter of determining where the organization is now, where it would like to be in the near future, and how to move from one stage to the other. A more detailed description of strategic planning is in Appendix 3. The planning terms employed in this session are in Appendix 4. The agenda for the meeting was designed to elicit from the participants a shared understanding of ICJ's current state, an affirmation of the vision and mission, a revision of the core values and a set of strategic initiatives and goals that will move the organization from its current state toward the desired future. A copy of the agenda is in Appendix 2.

G. DESCRIPTION OF THE CURRENT STATE OF ICJ

The Executive Committee and ICJ National Office staff analyzed of the status of ICJ using three lenses: (A) The results of the SWOT Analysis (B) Assessment of “Possible Relevance of 2013 Strategies” and (C) the Executive Director’s report on progress made on the 2013-16 Strategic Plan. The nature and results are described below.

1. The SWOT Analysis

This instrument asks that one assess an organization on four (4) dimensions: (1) the Strengths of the organization, (2) the Weaknesses of the organization, (3) the Opportunities that are present in the organization’s environment and (4) the Threats that exist in the organization’s environment. The Strengths and Weaknesses focus on the internal organizational issues, while the Opportunities and Threats focus on those factors outside the organization that may soon pose opportunities or threats for the organization. (See the SWOT Analysis Information/Worksheet at Appendix 5.)

Three weeks prior to the March 8, 2016 planning session, each member of the Executive Committee and National Office Staff were asked to complete the SWOT Analysis worksheet. The consultant received the responses from each member of the Executive Committee and from the Executive Director. The consultant compiled this data and listed them verbatim in clusters by similarity. This appears in a document titled “*SWOT Summary and Clusters*” attached in Appendix 6. For this section of the report, only the “Summary” is included below.

STRENGTH CLUSTERS

- A. Effectiveness of ICJ Digital Technologies
- B. Strong Relationship of National-State Offices
- C. Training and Education: Strong Content and High Availability
- D. Skilled Knowledgeable National Staff
- E. Leadership: able, expanded and being developed
- F. Other Strengths (Single Entries)

WEAKNESS CLUSTERS

- A. Limits of ICJ Digital Technologies
- B. Rules: Education, Interpretation and Changes
- C. Inconsistencies and Interactions Between States that Erode Service
- D. High Turnover at State/Local Levels
- E. Leadership and Representation
- F. Other Weakness (Single Entries)

OPPORTUNITY CLUSTERS

- A. Influencing External Stakeholders
- B. Education and Training for Internal Stakeholders
- C. Adding and Strengthening Partnerships
- D. Services for Youth
- E. Other Opportunities (Single Entries)

THREAT CLUSTERS

- A. Funding Uncertainties
- B. Shortfalls in Compliance
- C. Inadequate Understanding of ICJ and Its Role
- D. Limits of Federal, State and Local Politics and Services
- E. State Variances and Limits
- F. Other Threats (Single Entry)

2. The Comparison of the 2013 and the 2016 SWOT Analysis

The consultant developed a comparison of the 2013 SWOT Analysis with that of the SWOT Analysis in 2016. The observations made in light of this comparison follows below.

Strengths:

- a. “Effectiveness of ICJ Digital Technologies” A major strength in 2016. In 2013, JIDS was seen as having “potential”, not actualized strength. (Reveals progress).
- b. “Strong Relationship of National-State Offices” - In 2016 the “relationship” is seen as strong, whereas In 2013, the talk was about the credibility/authority of national and state offices, but NOT the relationship. (Structure now in place so issues shifts to relationships)
- c. Training and Education, in 2016 it is a major strength, but was not listed as a Strength in 2013. (Training has been developed and dispensed effectively. Danger now is tendency to see every problem as a “training” problem, while problem may be structural, technical, attitudinal, cultural, policy-based, etc.)

Weaknesses:

- a. The digital technology (JIDS) complaints in 2016 are at higher level. (2013...car won't start and few can drive it. 2016, car runs great, wish the ride was better...and sometimes the AC malfunctions. Evidence of leap forward.)
- b. Much more listing in 2016 about flawed “working relationships” between states e.g. lack of communication, collaboration, exchange of information. (This is, I think, because the mechanisms are in place, time has passed, and still this weakness exists, so it is a nagging frustration. (See Strengths, “b” above)
- c. Staff Turnover in 2016 has high profile, same as 2013. (Staff turnover may not be the best way to frame the issue since it is not in ICJ arena of control.) Maybe need to reframe the issue by asking: “Why is turnover an issue?” Is it the resultant inconsistency? Lack of knowledge among staff? Then address those issues over which you have influence/control.
- c. In 2016 no longer any mention of “understaffing at national office”, and little mention of “unclear of national aims.” (One measure of moving from “Adolescence” to “Prime.”)

Opportunities:

- a. In 2016, much more said about influencing/educating *external* factors such as partners, state level officials and national policy. (Is this a result of a gained sense of organizational strength? Perhaps much of “internal” work is done, so the “external” work can be considered.)

- b. Not much mention of ultimate outputs...etc. supervision and services to youth, community safety, victim support. (Why is this? Perhaps this is not an area of “control” or ‘influence” for ICJ. If that is the case, then consideration should be given to changing the “what” of the mission statement for ICJ.)

Threats:

- a. Biggest concern in 2016 is with Compliance. (See B- “Shortfalls in Compliance”, also impacted by E- “State Variances and Limits”. See also the high score on “Possible Relevance of Strategies” for item “A.” An issue that continues to call for work.)
- b. Funding concerns remain, as per 2013. (Not likely to disappear)

3. The Possible Relevance of 2013 Strategies for 2016-19

The Executive Committee was also asked to complete, prior to the session, an assessment of how relevant the 2013 strategies might be for continued work in 2016-19. The statistical compilation of their responses is below. The complete register of respondent observations and comments to this assessment is in Appendix 7.

	<u>Degree of Relevance for 2016-19</u>										Average/Median	
	<u>Irrelevant</u>			<u>Somewhat Relevant</u>				<u>Highly Relevant</u>				
2013 Major Strategies	1	2	3	4	5	6	7	8	9	10		
A. Enhance both compliance and enforcement within ICJ.			3	5,5,5,5			9, 9,9,9		10,10,10,10		7.3	9
B. Minimize changes to the rules and increase understanding.		2	4	6,6	7,7	8,8,8,8,8		10,10,10			7.3	8
C. Refine processes with stabilization of rules and forms along with enhancing features of JIDS.		2	3,3, 4	5	6	7,7,7,7	8	10,10			6.0	7
Note: One respondent entered “3” for “Stabilization” and “8” for “Enhancing JIDS.” (Those numbers are not included in the above nor are they in the computations.).												
D. Enhance state ICJ staff participation in decision-making, meetings, missions and goals.		1	2	3	4,4	5	7,7,	8	10,10,10		6.2	7
E. Enhance training and promote awareness of ICJ.		2	4	6	7,7,7	8,8,8,8,8		10,10,10			7.4	8

4. Executive Director’s Progress Report on 2013 Strategies and Goals

The ICJ Executive Director prepared a report on the progress made on the 2013 Strategic Initiatives and the goals for each initiative. This served to both affirm the work done since 2013, and to provide more data on the current state of the agency. That report is included in Appendix 8 and serves as a template for periodic reporting on progress during the years 2016-19

The contents of this comprehensive report serve as a tribute to the Commission and the ICJ staff. Of the thirteen (13) goals under the five strategies, eleven have been reached in full! The remaining two have completed steps that lead to the completion in early 2016. Additionally, each of the strategies have been addressed with “additional measures” that extend the impact of the strategy beyond the original goals. There are a total of forty-one of these additional measures spread across the five strategies. The significant progress made by ICJ over the last three years is well-marked in this report.

5. Identification of the “Pivotal Issues.”

Based on the information in 1-4 above, the participants then identified the “Pivotal Issues,” that is, the issues that most called for attention over the course of the next three years. This list was referenced during the development of the Strategic Initiatives that are below in section I.

Pivotal Issues for 2016-19:

- a) Working with states in transition.
- b) Upholding the Compact but honoring the spirit of communication and collaboration.
- c) Expanding cooperation
- d) Addressing the limits in the data system
- e) Judicial lack of understanding of the rules
- f) Variance in authority/size/accessibility of resources among states
- g) Human ego: “I obey the rules and you don’t.” Losing sight of the big picture
- h) Training...we don’t always get the right/all people at the table. Sometimes a disconnect because people don’t know what to ask.
- i) Compliance and gaining it within the “Spirit of the Compact.” Having the spirit/purpose in mind rather than following a “do it” rule.
- j) Interpretation of rules. Some circumvent for “convenience” and are missing the spirit. Not one size fits all ...has to be an exercise in discretion.
- k) Gain compliance and monitor enforcement
- l) Tension between “juvenile’s welfare” and “public safety” in the Compact.
- m) Increasing understanding of the rules.
- n) Increase understanding of JIDs and capabilities.
- o) Collecting and disseminating “shared knowledge” (communicate – share – brainstorm and not let JIDs become an excuse for avoiding these acts.)

H. THE ICJ “FOUNDATIONAL STATEMENTS”

The “Foundational Statements” of an organization are: The Vision (A description of the desired future); The Mission (The work that the organization is given to do); and The Core Values (What matters most in the way the organization goes about its work.)

At this session the Core Values were re-written for ICJ. (Vision and Mission were reviewed but were not altered) This rewrite followed a review of the existing values and an acknowledgement that they were more short term “goals” than values, and most had been reached. There were five (5) core values identified.

1. We *honor the Compact’s spirit* of communication, collaboration and mutual respect among all parties in the Compact.

2. We *hold ourselves accountable* to our compact agreements.
3. We expect and support *continuous knowledge and skill development*.
4. We *seek sustainability of ICJ* via leadership development and national visibility.
5. We ensure that *everything we do supports the outcomes* stated in our mission.

It was noted that as the participants prepared to develop the Strategic Initiative that those initiatives should not only emerge from the description of the “current state” but also be congruent with these core values.

I. THE FOUR STRATEGIC INITIATIVES FOR 2016-2019

Four Strategic Initiatives were developed in light of the information above. They used the Strategic Initiatives Worksheet in Appendix I for this work. Participants developed these Strategic Initiatives to move ICJ from its current state toward its desired future over the course of the next three (3) years and do so in a manner that is in keeping with its core values.

- Strategy #1 - Utilize and promote the State Council to increase national awareness/visibility at the state level.
- Strategy #2 - Enhance communications and collaboration to foster better outcomes for juveniles.
- Strategy #3 - Use data to analyze and evaluate performance and enforce/monitor compliance.
- Strategy #4 - Develop sustaining leadership via training and professional development.

J. THE ACTION GOALS FOR EACH STRATEGIC INITIATIVE

Working in groups, the participants developed goals for each of the Strategic Initiatives. (See Goal worksheets in Appendix 10 and 11). The understanding is, when completed, ICJ will have fulfilled the aim(s) of the strategic initiative. As time allowed, the groups also identified the resources required and target completion dates for achieving each goal.

Strategy #1 - Utilize and promote the State Council to increase national awareness/visibility at the state level.

<u>The Action Goals</u>	<u>Resources Utilized</u>	<u>Target Date</u>
a. Deliver ABM Training	Training Committee	6 months
-Give training comm. direction on curriculum	Testimony by state that effectively uses state council members (CT & RI)	
-Follow up after trng. with tools	Identify what state council members want from ICJ.	
b. Create Tools from Comm.Mtg. Trng.	Website	1 year
-National assistance	Website and Ex. Dir. Go to state	
-Handout		

- | | | | |
|----|---|---|-----------|
| c. | Public Awareness Kit
National Awareness Day
All states speak at judges' trng.
Provide new bench book, ann. Rept. | House Joint Resolution &
Governor's Proclamation
Sample Proclamation (All states use)
Tied to Youth Justice Awareness Month. | Oct., '16 |
| d. | Get involved in key national assoc.
such as Nat'l Sheriff's Assoc. and
National Assoc. of Police Chiefs. | They have "open" bus. Meetings.
Present flags. | |

Strategy #2 - Enhance communications and collaboration to foster better outcomes for juveniles.

<u>The Action Goals</u>	<u>Resources Utilized</u>	<u>Target Date</u>
a. Remove ability for the receiving state to cancel a workflow w/o communication with sending state to accept or deny supervision.	JIDS Enhancement Training	
b. Develop mentor/contact list	Training Committee Website Links New staff orientation	
c. Discretion/exercising good judgment – best practices in decision making (if no specific rule applies or it is a "grey area.")		
d. Enhance communications and collaboration to foster better outcome for juveniles.	Telephone, Email JIDS (When the ability of Rec. Stub?)	

Strategy #3- Using data to analyze and evaluate performance and enforce/monitor compliance.

<u>The Action Goals</u>	<u>Resources Utilized</u>	<u>Target Date</u>
a. Identify specific compliance categories based on ICJ rules and how JIDS can be used to measure.	JIDS National office Compliance Comm.	
b. Continue performance measures and determine what can be derived from JIDS to verify.	Same as above	
c. Use of data from JIDS to aid investigations based on state complaints.	Anecdotal reports from states, JIDS, National Office and Compliance Comm.	

Strategy #4 - Develop sustaining leadership via training and professional development.

- | | | |
|----|---|---------------------------|
| a. | Create leadership opportunities
By Law changes, also "atta boys"
and Leadership nomination. | Trng. Comm., Term Limits, |
|----|---|---------------------------|

- | | |
|---|--|
| b. Development of Transition Plan in each state and develop state-specific trng. plan and needs assessment. | National Office provide template.
By-Law change via state councils. |
| c. Develop Commissioner training with check-list which includes institutional knowledge. | Training Committee
Feedback from new commissioners |

NOTE: There was considerable discussion at this planning session about the JIDS technology currently used by ICJ. There have been expressions of dissatisfaction with JIDS during the past year, some users wishing that it allowed for case management rather than being a “forms” tool. The pros and cons of changing the JIDS tool for some other tool were presented and discussed at length. A consensus emerged that it is best to stay with the JIDS technology and continue to make alterations and adjustments to improve it and the user experience. While this was not adopted as a Strategic Initiative, it was seen as a pivotal decision that puts to rest a protracted discussion within ICJ. It was agreed that a motion would be proposed at the next executive meeting to formalize this consensus.

K. IMMEDIATE NEXT STEPS

After some discussion about what steps need to be taken to move this strategic planning work forward over the next 60-90 days, the following was adopted:

<u>WHAT WILL BE DONE</u>	<u>WHO WILL DO IT</u>	<u>BY WHEN</u>
1. Strategic Planning Report	Fahy Mullaney	March 18
2. Exec Comm. reviews	Exec. Comm.	April 30
3. Action Plans assigned to Comm.	Exec. Cmte & Cmte. Chairs	April 30
4. Present at ABM	Chair Marchand	August 2016

L. CONSULTANT’S OBSERVATIONS AND COMMENTS

Observation A

This Executive Committee is very well equipped to shepherd ICJ through difficult but necessary decisions. They are good listeners who engage each other in civil, thoughtful debate. They exhibited the ability to set aside personal preferences and arrive at consensus on contentious issues, to wit, whether to stay with JIDS or adopt a new digital technology.

Recommendation A.1

Invite this Executive Committee to tackle the difficult issues that confront ICJ, since they, by nature, seem uniquely capable of resolving issues in a way that is sensitive to the history and individuals involved and yet moves ICJ forward on the difficult matters, such as compliance and accountability.

Observation B

There is work to be done on the Action Goals for each strategic initiative. They are only partially formed and many lack target dates or the kind of specificity that will allow for measurement.

Recommendation B.1

Prior to presentation of the plan for adoption, it would be useful to have some committees do additional work on the goals. Then when the plan is presented for adoption, there can be informed debate about the feasibility of the goals.

Recommendation B.2

Systematically integrate the Initiatives and Goals into the work of the standing committees and invite further refinement of the goals. Ensure the “receiving committee” understands the goals and commits to achieving them. Provide support, resources, guidance, and encouragement and provide accountability.

Observation C

While this was not always explicit in the discussions on March 8th, the matter of compliance and enforcement continues to be a difficult issue. There has been considerable movement forward via the performance reviews and continued efforts to gain compliance. It is this consultant’s judgement that this work is vital and includes moving “rogue” states to conform to Compact agreements. The integrity of the Compact rests largely on compliance.

Recommendation C.1

ICJ already has a multi-faceted approach to this: training, performance review and a compliance procedure that has made considerable progress. Strategies #2 and #3 listed above address this matter directly. Beyond that, within strategies #1 and #4 there are opportunities to move the non-conforming states/people toward behaviors that are consistent with Compact agreement.

Observation D

In organizational development it is always an aim to keep the strategies and actions aligned with Core Values (as well as Vision and Mission). It is remarkable how congruent the Strategic Initiatives and Action Goals are with the Core Values. This was not explicitly directed at the planning session, but the participants showed by their choices that the core values are embedded with the Commission and staff. (Congratulations)

Observation E

Ashley Lippert developed a report on the progress made in implementing the 2013-16 strategic plan. Regrettably, we conduct a review of that report during our session. It would have yielded both reason for encouragement to the Executive Committee but also would have resulted in an informed judgement regarding what work remains to be done.

Recommendation E.1

Such a report will be extraordinarily useful to the Executive Committee as it works on this 2016-19 plan. If an interim report is presented at the start of each fiscal year it will serve to benchmark the progress and as notice that all are held accountable to move forward on remaining goals in the plan.

Observation F

The executive director, Ashley Lippert, continues to have the trust and confidence of the Executive committee. That relationship is an obvious key to the vibrancy and development of ICJ.

APPENDICES

APPENDIX #1

WORK DESIGN

Interstate Compact for Juveniles

Fahy G. Mullaney – September 30, 2015

I. THE CONTEXT

This consultant worked with ICJ in the development of a strategic plan in March, 2013. In the time since that event, ICJ has reportedly made significant progress on many of the goals that were generated during the planning event. There are eight (8) new members of the executive committee since the planning work of March, 2013. There are apparently still some remnants of the “status quo culture” that are holdovers from the time before ICJ was put into place... a time when the work was done via an “association.” This said, by doing this planning at this juncture the agency would be planning from a place of strength, even as it recognizes there is much organizational work yet to be done.

In light of the above, it seems timely to hold another planning session in 2016 to establish goals for the next 2-3 years, goals which will move ICJ forward and serve to guide the work of the Executive Director and staff. Also, it appears appropriate to revisit the stated vision, mission and values of ICJ, giving special attention to the values, which as currently stated, are more in the form of goals that were fitting to ICJ some four (4) or more years ago.

II. THE PROPOSED GOALS FOR THE 2016 PLANNING SESSION

- A. Assess the accomplishments since March, 2013 and note the areas of opportunity/need that remain or have emerged since the March event. (15% of time allotment)
- B. Re-affirm and/or re-write the vision, mission and values statements. (15% of time allotment)
- C. Establish strategies and goals for the next 2-3 years, based on “A” and “B” above. (70% of time allotment.)
- D. Engage each member of the Executive Committee in the preparation and planning work and thus deepen his/her investment in ICJ’s future.

III. THE PHASES OF WORK BETWEEN NOW AND MARCH 8, 2016

Phase 1 - Adopting the General Design and Contract (Oct. 1 – Nov. 15, 2015)

The consultant will exchange information with the Executive Director to arrive at a general agreement about how this work will unfold over the next six (6) months. Also agreement will also be reached on the terms of the contract between ICJ and the consultant.

Phase 2 - Preparing Pre-Session Data Collection Tools (Nov. 15- Dec. 15, 2015)

The consultant will prepare a set of data collection tools to be used with the ICJ staff and the members of the Executive Committee. These tools will be tested with the Executive Director to ensure applicability.

Phase 3 - Collecting Data and Proposing Agenda for Session (Jan. 4 – Feb. 1, 2016)

The aims in this segment are: (1) to learn the specifics regarding the current state of ICJ as seen by the staff and Executive Committee; (2) to engage the minds of the participants prior to the session and invest them in the planning work; (3) to determine the most effective agenda for March 8th and draft the proposed agenda for review by the Executive Director. It is expected that these data referred to above can be collected via email.

Phase 4 - Finalizing the Design (February 1 – 20, 2016)

As indicated above, some preliminary design work has been done by this point, however, this is the period to craft the final design for the one-day session and to develop the specific processes/exercises and related worksheets/handouts that will most effectively implement the various segments of the March 8th agenda. The consultant will finalize the participants' agenda and the annotated agenda for his use in leading the session.

Phase 5 - Conducting the Planning Session (March 8, 2016)

The board and staff will engage in the strategic planning work guided by the consultant. Consensus will be sought on vision, mission and values as well as core strategies and goals. Within the limits of time, immediate next steps will be agreed upon with target dates and names of those responsible for the tasks involved.

Phase 6 - Codifying the Strategic Planning Products (March 10-17, 2016)

The consultant will write and deliver a report that details the core strategies and goals and other products of the planning session along with the information from the data collection phase and other relevant “raw data” that was developed during the session. The staff will enter the products of the planning session into the appropriate documents, staff assignments, committee agendas and other meeting agendas so that the products of the strategic planning session are integrated into the life and work of ICJ.

Phase 7 – Implementing and Evaluating Actions (April, 2016 – 2018)

During this phase the products of the planning session are incrementally implemented and the work is monitored by staff and Executive Committee alike. Planned periodic pauses (every 6 months or so) serve to evaluate progress to date, to identify barriers to be overcome, to select resources to be re-allocated, to select immediate next steps and to celebrate what has been accomplished to date.

APPENDIX #2

**THE INTERSTATE COMMISSION FOR JUVENILES
Strategic Planning
March 8, 2016 - Lexington, Kentucky**

8:00 A.M. - INTRODUCTORY MATTERS

- a. Welcome, Statement of Purpose and Logistics
- b. Introductions and Definitions of Planning Terms
- c. The Products, Agenda and Ground Rules for the Day

8:30 A.M. - DESCRIBING THE CURRENT STATE OF ICJ

- a. The SWOT Analysis Data
- b. Possible Relevance of 2013 Strategies

9:30 A.M. – SEEING THE DESIRED FUTURE FOR ICJ

- a. ICJ’s Formal Mission and Vision
- b. Identifying the ICJ Core Values

10:45 A.M. - DRAFTING THE POTENTIAL STRATEGIC INITIATIVES

- a. The Challenges of Planning for Change
- b. Creating a Pool of Possible Strategic Initiatives

12:00 Noon - LUNCH

1:00 P.M. - SELECTING THE STRATEGIC INITIATIVES FOR 2016-19

- a. Identifying the Clusters of Shared Ideas
- b. Choosing the Strategic Initiatives

1:45 P.M. - SETTING GOALS FOR EACH STRATEGIC INITIATIVE

- a. Work Groups for Each Strategic Initiative
- b. Review and adoption of Goals

3:20 P.M. - SETTING THE NEXT STEPS

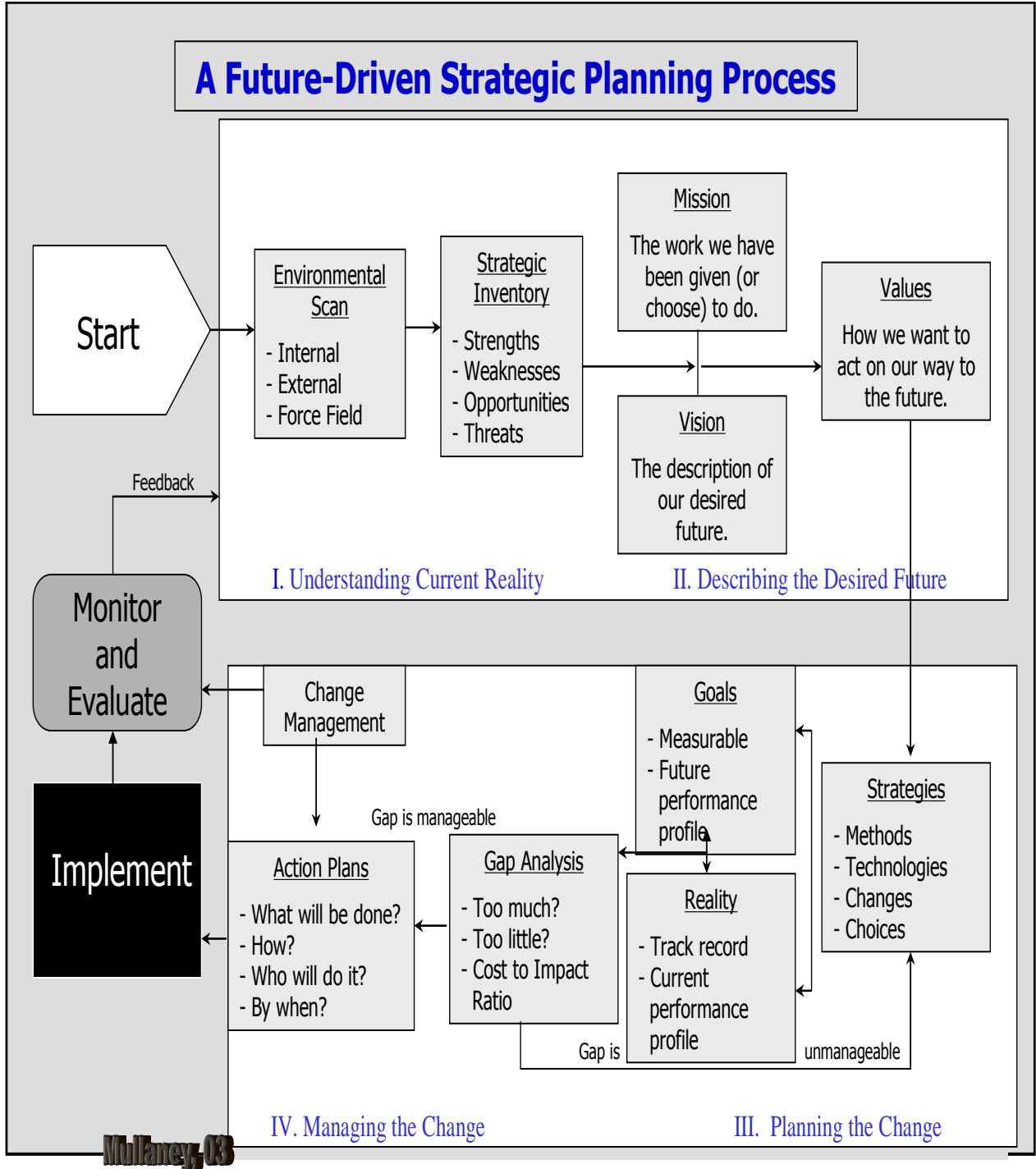
- a. Identify Steps (For next 60 days) to Sustain Momentum
- b. Set Assignments and Target Dates
- c. Choosing The Means to Shepherd the Transition
- d. Informing Key Constituencies of Strategic Directions

3:45 P.M. - CLOSING STATEMENTS

4:00 P.M. - ADJOURNMENT

NOTE: There will a break every 75-90 minutes.

APPENDIX #3



APPENDIX #4

Definitions of Our Planning Terms

MISSION: *The mandated purpose of the organization.*

“The work that the world gives us to do or that we have charged ourselves with.”

VISION: *A description of the desired future.*

“The way I want it to be.”

STRATEGIES: *The 4-5 key “Action Aims” of our work.*

“The ways we’ll focus our business.”

GOALS: *Attainable targets that, when achieved, move the organization forward toward its mission and along the pathway of the Strategies..*

“Targets that we know we can reach, that get us where we want to go.”

ACTION STEPS: *The specific steps that will be take to achieve each of the goals that we have adopted.*

“The stuff we need to be doing day by day in order to get where we want to be.”

**TRANSITION:
TEAM:** *One tool for the organization to use in launching, guiding, resourcing and holding people accountable in the implementation of the strategic plan.*

“The folks that make sure “The Plan” doesn’t gather dust on the shelf.”

APPENDIX #5

The S.W.O.T. Analysis

S.W.O.T. is a tool to use in a strategic planning process. It is useful in assessing the current status of things and in gaining insight into strategies for moving forward. The term S.W.O.T. stands for:

- Strengths
- Weaknesses
- Opportunities
- Threats

The process focuses on four key questions;

1. What major *internal* **strengths** does the organization have in the pursuit of the issue at hand?
2. What are the organizations major *internal* **weaknesses** that inhibit the achievement or our goals?
3. What major *external* **opportunities** do we have to achieve our goals?
4. What major *external* **threats** do we face in the pursuit of our goals?

The process is balanced in that it gives an internal and external reading on the organization. It is especially helpful to garner this reading from knowledgeable people who are outside the organization itself.

**Worksheet for
A SWOT Analysis
Of
*The Interstate Compact for Juveniles***

Strengths (Internal to the ICJ)

- *
- *
- *
- *

Weaknesses (Internal to the ICJ)

- *
- *
- *
- *

Opportunities (In the external environment of ICJ)

- *
- *
- *
- *

Threats (In the external environment of ICJ)

- *
- *
- *
- *

APPENDIX #6

SWOT Analysis Summer and Clustered Data March 8, 2016

STRENGTH CLUSTERS

- G. Effectiveness of ICJ Digital Technologies
- H. Strong Relationship of National-State Offices
- I. Training and Education: Strong Content and High Availability
- J. Skilled Knowledgeable National Staff
- K. Leadership: able, expanded and being developed
- L. Other Strengths (Single Entries)

WEAKNESS CLUSTERS

- G. Limits of ICJ Digital Technologies
- H. Rules: Education, Interpretation and Changes
- I. Inconsistencies and Interactions Between States that Erode Service
- J. High Turnover at State/Local Levels
- K. Leadership and Representation
- L. Other Weakness (Single Entries)

OPPORTUNITY CLUSTERS

- F. Influencing External Stakeholders
- G. Education and Training for Internal Stakeholders
- H. Adding and Strengthening Partnerships
- I. Services for Youth
- J. Other Opportunities (Single Entries)

THREAT CLUSTERS

- G. Funding Uncertainties
- H. Shortfalls in Compliance
- I. Inadequate Understanding of ICJ and Its Role
- J. Limits of Federal, State and Local Politics and Services
- K. State Variances and Limits
- L. Other Threats (Single Entry)

**SWOT Data Clustered by Topic
With Individual Responses for Each Top
March 8, 2016**

STRENGTH CLUSTERS

A. Effectiveness of ICJ Digital Technologies

1. The JIDS Data System provides state ICJ offices the opportunity to share accurate real time statistical information
2. Use of JIDS as the sole warehouse of ICJ data has made the collection of data easier and in real time.
3. Responsiveness of the JIDS help desk.
4. Data system provides potential for standardization/consistency and decision-making.
5. Implementation of the Performance Measurement Assessment/ audit to monitor ICJ compliance within the state offices.
6. JIDS database provides a universal method of data collection, tracking and case information that all ICJ offices can utilized.
7. Data is easy to enter into JIDS. We can track cases more efficiently and get quicker responses. JIDS (national system)
8. Data system provides for standardization of work and information tracking.
9. JIDS: having an electronic forms management system to provide information to states at a faster rate not only benefits states, but also the youth and families we work with.
10. JIDS provides for standardization of work and information tracking.

B. Strong Relationship of National – State Offices

1. Excellent communication between National Office, states/territory.
2. Excellent and immediate responses by National Office to state requests for legal opinions.
3. Good collegiality among state offices. Information reaches the intended party much faster than the old way - US mail.
4. Communication is excellent... “Once we forward information, the other state gets the response they need”
5. States more accountable – seek understanding and assistance.
6. ICJ and state offices have credibility and authority to administer compact functions.
7. Having a resource in each state that is familiar with the procedure and practices of ICJ.

C. Training and Education: Strong Content and High Availability

1. Excellent training provided to states on ICJ Rules and JIDS.
2. The National Office and availability of resources and training material
3. Availability of training; both group and one-on-one
4. Increased online ICJ Rules and JIDS trainings and resources for ICJ and their state offices.
5. Training Opportunities: Strength to have all the training resources available: On-demand, on-line, one-on-one state training, etc.

D. Skilled, Knowledgeable National Staff

1. Excellent national office staff
2. Legal Representation
3. Excellent staff, management and leadership in the National Office.
4. National Office staff in easily assessable and very supportive.
5. Knowledge/responsiveness of National Office staff.
6. Professional national office, has experience and skill.
7. Dedicated, well qualified staff at the ICJ national office.
8. National staff is knowledgeable and supportive of state ICJ offices
9. National Office...having the national office has been a strength for compacting states. Managing the day to day activities, operating practices, development, budget, etc. has been a large part of the success of the compact.
10. The National ICJ Office staff is accessible and provides support and guidance to ICJ offices.

E. Leadership: able, expanded and being developed

1. ICJ Commission has strong national leadership and participation
2. The Annual Business Meetings are informative and provide relevant training and open participation for relative debate.
3. Forward thinking leadership.
4. The ability as a Commissioner to volunteer and be active on various committees.
5. Opportunities for participation/leadership.
6. Willingness to expand the role of the organization/be part of national discussions.
7. New people being drawn into leadership
8. Most Compact staff are experienced, dedicated, and seek ICJ success
9. Qualified, experienced and capable commissioners serving on the executive committee and as chairs of the subcommittees
10. Development of commissioners/designees for new leadership roles.
11. The National Commission- the active involvement/participation of states in committees. Important for compacting states to have the opportunity to become leaders and assist in governing the commission.
12. Ongoing development of Commissioners/Designees for future leadership roles.

F. Other Strengths (Single Entries)

1. Fiscally healthy
2. As ICJ has matured, gained credibility
3. The past rules committee work to clarify and stabilize the rules, including amendments that no longer allow rules amendments from the floor and that we only vote on rules every other year.

Weakness Clusters

A. Limits of ICJ Digital Technologies

1. Technical issues with JIDS in regards to speed and timing you out of the system
2. JIDS can be a bit finicky; extended buffering times and redundancy.
3. Response times for JIDS (data system) are being coming increasingly slower.

4. Limitations in JIDS regarding case management capabilities which can lead to distorted or inaccurate statistics.
5. I don't like the constant changes to JIDS due to Rule updates and modifications.
6. Having one person per county responsible for JIDS leads to inefficiencies. In the case of multiple users, if you don't practice it every once in a while, you forget how to apply it. One user didn't expect to be off as long as she was and consequently, there were cases left unattended for too long.
7. Data system limitations (not case management applications)
8. JIDS limitations- document management vs. case management system.

B. Rules: Education, Interpretation and Changes

1. While the rules have stabilized, I believe there is still work to be done to education everyone on these rules.
2. The constant making or revision of rules to try to placate individual concerns in individual states
3. Rules can be uncertain for some ICJ processes or their interpretation is rigid or subjective.

C. Inconsistencies and Interactions between States that Erode Service

1. We have 50 different states, 50 different systems with variations in resources. This creates significant challenges in in creating consistency throughout the nation.
2. Varying interpretation of ICJ rules result in delays and potential public safety issues. Inconsistent uses of data system not covered by rules/unclear expectations. Inconsistent focus across states on goals/responsibilities vs. process/procedures.
3. Poor communication and lack of cooperation regarding cases from some state's ICJ offices.
4. Lack of assistance and understanding from some state's ICJ offices when working with other states inexperienced ICJ offices.
5. Youth continue to move into the state and require supervision, before ICJ is in place.
6. When a youth moves into a state to live with a non- legal guardian, our school systems will not enroll them and additionally - as a minor- there is a danger of being turned away for medical treatment without a legal custodian.
7. There are still pockets of discontent, poor communication and lack of collaboration by some state ICJ offices.
8. Poor communication and lack of collaboration by some state ICJ offices.
9. Collaboration vs. Resistance: states working together and building relationships with each other however; there isn't a lot of opportunities for this within the Commission.
10. Lack of participation and knowledge of majority of states.
11. ICJ always put on "back burner" in most states, not important.

D. High Staff Turnover at State/Local Levels

1. Staff Retention for state ICJ offices
2. Staff turnover.

3. Turnover/staff changes contributing to gaps in both institutional knowledge and process.
4. Turnover in offices result in hours of training, loss of momentum, poor service to juveniles
5. Transitions within offices: The Commission has done a good job in recognizing this weakness the past few years and being pro-active with states, but there is still room for improvement in this area.
6. Turnover and retirement of long-time ICJ staff across the country results in loss of critical institutional knowledge and historical perspective.
7. Turnover of commissioners/designees leads to limited knowledge of ICJ processes.

E. Leadership and Representation

1. Need a mechanism for encouraging Commissioners from all states to participate leaders/participants.
2. Lack of term limits in elected positions. This would be a way to encourage full participation by Commissioners who sit back and let others take the lead.
3. Identifying and training other leaders, possibly a mentor program within ICJ.
4. Committees/workgroups need better defined goals
5. Lack of racial diversity.
6. Lack of diversity within the ICJ Commission.
7. Not enough opportunities for ICJ office staff to take part and be active in shaping our organization.
8. Commissioners role within their state isn't always a decision making role, don't utilize state council or other resources to effect change, obtain resources.
9. Governor appointed Commissioners who do not attend the national annual business meeting but send staff to the meetings to represent them. The original intent was that the ICJ Commissioners would be a higher level of state administrators who had authority to make policy decisions and vote to adopt rules with significant national impact at the annual business meeting. To me it is a weakness to have, in essence, a clerk or staff, acting as the Commissioner's proxy, voting on rules and policies that have national impact often without consulting with the Commissioner as to the position on the matter to be voted upon.

F. Other Weaknesses (Single Entries)

1. Uncertainty of National Office roles/responsibilities.
2. Willingness to change
3. Perception of the national office.
4. ICJ tends to be more reactive than proactive in its handling to issues (i.e. development of the States in Transition Best Practice after several vacancies resulted in delayed dues payments and appointment of Commissioners)

Opportunity Clusters

A. Influencing External Stakeholders

1. Outreach from the national office to state legislators leaders and governors to educate policy makers on ICJ issues.
2. Development of training modules specific to law enforcement and prosecutors.

3. To invite different organization to our National Meetings.
4. It would be opportunistic for the ICJ Commission to present information at national or state conferences for Juvenile Court Judges, Court Administrators, Law Enforcement, Probation and Parole to share information on Interstate Compact and to build/foster relations
5. We have multiple outside groups that are active on our committees and help shape our goals and educate the external environment of our importance and mission.
6. The State Councils as an opportunity to influence external environment.
7. Our partnerships with other organizations allow ICJ to learn of the emerging issues affecting juvenile justice and be able to address those affecting ICJ sooner.
8. Utilizing state councils to gain support in state offices, make legislative contacts, access to decision makers
9. We need to be willing to step outside the box and explore topics related to emergent issues (CSEC, LGBTQ, etc) and how these topics relate to ICJ, youth and juvenile justice as a whole.
10. Increasing presence/participation in outreach opportunities.
11. Emergent issues that present training/educational experiences regarding youth and juvenile justice.
12. Opportunities to assist in state policies or law changes that promote the mission of the compact.
13. Opportunity to recognize areas of concern from discussions at the National Level that may impact your state down the road and be re-active to planning

B. Education and Training for Internal Stakeholders

1. Opportunity to attend the state and national ICPC conferences or meetings
2. Judicial training and partnership with NCJFCJ and APPA
3. Opportunity to create additional On-Line Self-Paced Training
4. We have multiple outside groups that are active on our committees and help shape expansion of partnerships and collaborations with other national agencies/organizations.
5. Our partnerships with other organizations allow ICJ to learn of the emerging issues affecting juvenile justice and be able to address those affecting ICJ sooner.
6. Legal decisions/policy making that present opportunities for training/education.
7. Trainings conducted by knowledgeable ICJ Commissioners/Designees, for new Commissioners/ compact office staff.
8. Providing more trainings, at the ICJ Annual Business Meetings that cover current issues/trends that are being seen in ICJ or related areas.
9. Team building seminars/trainings for commissioners/compact office staff at annual business meetings.
10. Teambuilding seminars/trainings for Commissioners/Compact Office Staff at both ABM and throughout the year. We need to continue to provide ICJ Offices with the tools and training to interact collaboratively with both internal and external agencies.

C. Adding, Strengthening Partnerships

1. Continued partnership with ICPC and ICAOS
2. Partnerships with stakeholders/ex-officio members.

3. Continuing working with our ex officio members and developing new partnerships with other national agencies in the effort to support ICJ's goals and missions. Deepened relationships with Ex officios and stakeholders
4. Cultivating and/or expansion of partnerships with stakeholders/ex officio members.
5. We need to cultivate and/or expand partnerships with external stakeholders/ex officio members.
6. Expansion of partnerships and collaborations with other national agencies/organizations.

D. Services for Youth

1. Our state proposes to enroll appropriate ICJ cases into at-risk programs that address areas such as: GED, family counseling and evening reporting type programs.
2. Mental health services and educational services are available for our ICJ youth.

E. Other Opportunities (Single Entries)

1. Greater exposure of ICJ on a state level to foster relationships with internal stakeholders.
2. Opportunity to have a wide spread view of what other states are doing and what is/isn't working in the Juvenile Justice due to the relationships that are developed with states.

Threat Clusters

A. Funding Uncertainties

1. Costly Airline Fees for Runaway youth could financially prevent the ability to return the youth
2. Funding
3. Funding and billing disputes among states.
4. Funding difficulties in individual states that affect dues payment and appointment/hiring of ICJ staff.
5. Inconsistent access to resources/funding.
6. We are vulnerable to policy changes at the Airlines such as unaccompanied minor fees.
7. Reduction of funding sources.

B. Shortfalls in Compliance

1. Inability to enforce ICJ rules to local independent court personnel for compliance
2. Our ability (ICJ office) at times to influence our external environment. Lack of compliance is not often at an ICJ level but at a local level that is more challenging to address.
3. Lack of having a compliance officer within the national ICJ office to assist in the audit process and investigations of non-compliance matters/issues creates a threat of states appearing compliant when they are not.
4. Compliance
 1. Failure to adequately train ICJ offices or field staff across the country impacts our ability to effectively serve youth and their families. State compact offices not following ICJ rules nor providing requested information to other states

2. Inaccurate levels of risk/need---whether intentional or not, we sometimes see cases where information is left off and later we find out the charge was much more serious than originally believed. With more accurate information the youth might have been placed on a higher level of supervision.
3. We seem to have differences from state to state in what constitutes a violation subject to revocation. Some youth are not treated fairly. Our state was asked to violate a youth for a technicality we felt was unreasonable. We did what we were asked to do, but felt the child had been “dumped” back on our state. Assessing state training needs (don’t always know what is needed)
4. State accountability
5. Though I believe we are doing a better job of getting the word out to ICJ offices across the country regarding Rule changes, we cannot guarantee that the information trickles down to field staff, juvenile court staff and judges. The threat of misinformation driving changes to policy and practice that are at odds with ICJ is always present.

C. Inadequate Understanding of ICJ and Its Role

1. Lack of universal understanding of the purpose and need for the Interstate Commission and State Offices
2. Lack of national and statewide awareness of ICJ and its role.

D. Limits of Federal, State and Local Politics, Policy and Services

1. Congressional changes to OJJDP and juvenile laws.
2. External environment does not always have resources to comply with ICJ expectations.
3. Outside standard/law that impacts our external environment. (OJJDP example that can greatly impact our ability to effectively fulfill our mission.) Changing political environment
4. ICJ work impeded by local and state politics.
5. Lack of consideration when enacting national/state level policy changes.
6. Changes at a national level to existing policies and practices (OJJDP override for example) impact ICJ on a fundamental level as we have historically been reactive vs proactive in responding to these issues.
7. External stakeholder agendas/pushback.
8. Federal legislation that could affect ICJ
9. Concern with the threat of the ability to keep youth safe with new OJJDP changes, specifically losing duration for keeping non-delinquent youth in secure detention when they are a danger to themselves or others.
10. State actions that affect ICJ, technology, dues payments, commissioner appts, etc.

E. State Variances and Limits

1. Conflicting laws between states.
2. States, locals not utilizing ICJ training when their state compact offices provide opportunities for it.
3. State compact office turnover and appointment timeliness creates a loss of ICJ knowledge and delays cases which can cause varying effects towards the states, their courts and the juveniles involved.
4. Reluctance of states to utilize training opportunities.

5. Loss of institutional knowledge with staff turnover.
6. Politics of state governments.
7. Politics within state government impact the recognition of ICJ as a critical function in many states. The “if it’s not broke, don’t fix it” attitude is common in many states and serves as a barrier to ensuring adequate resources, staff and training.

F. Other Threats (Single Entries)

1. Human Trafficking – identification, welfare, protection, services.

APPENDIX #7

FULL RECORD OF COMMENTS ATTACHED TO “POSSIBLE RELEVANCE OF 2013 STRATEGIES FOR 2016-19”

A. General:

1. The 2013 Major Strategies have, in large part, been achieved, but remain relevant and should be a continued goal of Interstate Commission. The Interstate Commission should have Core Strategies that remain a staple of the Commission.
2. Although I think that they are all relevant and important, I feel we are currently tackling some of those areas more than others which resulted in higher scores for those areas where we can improve.

B. Strategy to enhance both compliance and enforcement within ICJ

1. Of the 4 Major Strategies assessed, the area that still needs the most attention is compliance and enforcement. Various attempts have been made to successfully address problem areas, but we continue to have state that won't abide by the rules, or find ways to circumvent the intent of the rule. In some cases the challenge is beyond the scope of ICJ with Family Services and Mental Health agencies failing to provide needed services. The lack of appropriate response to social ill leads to “dumping” on receiving states.
2. The implementation of the audit tool was a good step in enhancing the ICJ compliance, however, there has not been a mechanism developed for enforcement. There may be a need to require states to submit corrective action plans to address the deficiencies noted in the audit.

C. Strategy to minimize changes to the rules and increase understanding.

1. There will continue to be a need to have an increased understanding of ICJ rules. There are rules that as written leave room for personal interpretation and subjectivity. As a result we have seen several requests for an advisory opinion.
2. I continue to believe that most compliance issues can be traced to lack of training/understanding of current ICJ Rules. I think if we continue to provide training and develop state specific training plans we will continue to see increases in compliance. Certainly moving to a 2-year rule change cycle and providing numerous opportunities to gain better understanding of the ICJ Rules has benefitted the Compact.

D. Strategy to refine processes with stabilization of rule and forms along with enhancing features of JIDS.

1. I feel we have made the proper commitment to stabilizing the rules, reducing unnecessary changes to rules and forms and enhancing the features of JIDS. It probably needs to “stay on the radar” for the next Strategic Plan but MUCH progress has been made in this regard.
2. I believe we are going to approach the point where the “threshold/saturation point” of what JIDS as a document management vs. case management system can do will impact ICJ and how we as practitioners are perceived by external stakeholders.

E. Strategy to enlarge state ICJ staff participation in decision making, meetings, missions and goals.

1. Staff participation was emphasized but we still have a need to encourage more involvement.
2. Continuing to encourage staff participation is critical for our success as an agency and the importance of being responsive to training needs and responding promptly to state's who have expressed a need for training and education cannot be underestimated.
3. Enhancement of ICJ State Staff participation should be a focal point in 2016-19. The state ICJ staff is the point persons for our Commission and more participation could only enhance our efforts.
4. With respect to "D", decision making is the responsibility of the state's appointed Commissioners, not local ICJ office staff.
5. We need more participation from ICJ office workers and need one member of this group on the Executive Committee.

3. Enhance training and promote awareness of ICJ

1. Training has been phenomenal. The frequent live web ex trainings as well as pre-recorded modules have been tremendous learning resources for stakeholders. It needs to be sustained and incorporated into the new Strategic Plan, but perhaps not its own strategy.
2. Training and understanding the Interstate Commission is an ever evolving process.

APPENDIX #8

**EXECUTIVE DIRECTOR’S PROGRESS REPORT
ON
2013-16 STRATEGIC PLAN**



STRATEGIC INITIATIVES FOR 2013-2016
Three Year Update

1. Enhance both compliance and enforcement within ICJ.

<u>Goals</u>	<u>Update</u>
A. Identify categories of non-compliance and prioritize enforcement efforts, including deadline for sanction of states with no councils	Completed: Summer 2013
B. Development of audit plan including categories to be audited, audit procedure and selection criteria	Completed: October 2014
C. Development of a plan to investigate enforcement cases including sources of information; procedure for investigating non-compliance and development of the criteria for imposing sanctions	First Performance Measurement Assessment completed December 2015. Second Performance Measurement Assessment standards announced December 2015 and scheduled for late Spring 2016.

Additional measures taken to achieve initiative:

- Encourage states to report non-compliance.
- Review/Update Compliance Policies

2. Minimize changes to the rules and increase understanding.

<u>Goals</u>	<u>Update</u>
A. Close examination of the language, being consistent and making modifications standard, (this goal is to increase understanding.)	Completed: August 2015 Ongoing as needed
B. Move to a two-year rule making cycle	Completed: October 2013

Additional measures taken to achieve initiative:

- Provide sessions at the ABM on Rule proposals and amendments.
- Rules Chairs to conducted amendment trainings post ABM.

3. Refine processes with stabilization of rules and forms along with enhancing features of JIDS.

<u>Goals</u>	<u>Update</u>
A. Provide a quarterly training for each region, tailored to Region needs. Capitalize on excellent resources provided by the Commission	Region Rep to determine regional needs and make request
B. Keep states updated on priority enhancements (List on website) Encourage submitting helpdesk tickets	Completed: Winter 2013
C. Recommend users not access JIDS until they participate in live or recorded training.	Completed: April 2014

Additional measures taken to achieve initiative:

2014

- Conduct load test and on-going performance monitoring with third party vendor
- Added SLAs to agreement with InStream
- Provided additional and tailored training for JIDS
- Reviewed required fields on eForms
- Initiated enhancements for better user experience
- Approved policy for managing Forms
- Technology and Rules Chair meet to discuss JIDS impact of Rule amendments

2015

- Delayed enhancements for one year
- Removed inactive users
- Removed password requirement for Forms on Commission’s website
- Instream optimized database and evaluated software to ensure optimal performance
- Edited the Communication Request workflow so all compact office users receive initial request
- Removed the “delete” option from User Management
- Added Pending Quarterly Progress Report custom report to help states track QPR due dates
- Edited e-forms IA/VI, X: Case Closure Notification, Final Travel Plan, and Juvenile Rights Form
- Completed edits to custom reports
- Investigated upgrade to FileBound 7.0 to enhance performance
- Initiated removal of JIDS files with no documents and/or workflow (completion 2/12/16)

4. Enhance state ICJ staff participation in decision-making, meetings, missions, and goals.

<u>Goals</u>	<u>Update</u>
A. Survey staff regarding staff’s perception of their involvement in the administration of ICJ 1. Ask what gaps they perceive in it. 2. Ask what 3 things they see as biggest issues. 3. Ask if they would be interested in participating in focus groups, workgroups at a local, regional, and/or national level.	Completed: Winter 2013
B. Analyze survey results to determine if there is: 1. Staff interest in system involvement. 2. Share data results with them. 3. Give board data; identify options to meet the needs expressed by staff.	Completed: Winter 2013

Additional measures taken to achieve initiative:

- Letters went to Commissioners outlining ways they can collaborate with DCAs and staff
- Provided a live stream option of the ABM
- Encouraged staff participation in regional meetings
- Committee sign-ups offered Commission-wide, increased committee membership
- Polled all Commissioners and Designees on the ABM meeting location
- Created recognition award and leadership award

5. Enhance training and promote awareness of ICJ.

<u>Goals</u>	<u>Update</u>
A. Education: Develop FAQs for: 1. Caregivers/legal custodians 2. Youth 3. Court personnel 4. Victims 5. Field staff 6. State ICJ compact offices	Completed: Summer 2013
B. Commissioner Training 1. Link to PowerPoint in welcome email 2. WebEx orientation: 3-4 times/year. Put dates in welcome email	Completed: Spring 2013
C. Promote resources to Staff 1. Send <u>all</u> updates (website, JIDS, training) to <u>All</u> users (5,000+)	Completed: Spring 2013

Additional measures taken to achieve initiative:

- Developing on demand self-paced orientation training for Commissioners
- Purchased Storyline Articulate 2 software to enhance the current on-demand training.
- Established a mentoring program for new Commissioners
- Involved Ex Officios in training efforts i.e. Human trafficking, ICPC, etc.
- Became an Ex Officio member of CJJ
- Established a collaboration with NCJFCJ
- Redesigned training resource page of the Commission's website
- Created a toolkit for Judges
- Attended and/or presented at an increased number of affiliate conferences
- Became a member of the Coalition for Juvenile Justice
- Strengthened relationship with NCJFCJ
- Increase in Training and Technical Assistance use
- AAICPC ICJ Guide published and posted by both organizations

APPENDIX #9

STRATEGIC INITIATIVES

Step One

(Individual Work) The 4-5 broad initiatives that I see as constituting the “strategic issues” for ICJ over the next three or four years are:

- 1.
- 2.
- 3.
- 4.
- 5.

Step Two

In your small group, hear and record each person’s strategic issues.

Step Three

Discuss, debate and then select the four or five that your group believes are most fitting for ICJ over the next three years.

Step Four

With a broad-tipped marking pen write each one on an 8 ½ x 14” piece of paper and post on the sticky sheet. (No compound strategic initiatives)

APPENDIX #10

S.M.A.R.T. GOALS

Specific – Clearly describes what will be done.

Measurable - Can be seen, heard, counted....measured in some way, so we know when it's been done.

Attainable - Is within the “reach” of the agency’s resources and commitment.

Relevant – Represents a high priority issue, one that addresses core strategies.

Timebound - Has a completion date.

Examples of “UN-SMART” GOALS:

- a. Increase the training for staff.
- b. Develop plans for increasing case disposition.

Examples of “SMART” GOALS:

- A. Provide three (3) training opportunities for each staff person during fiscal year 2005.
- B. Complete a written plan and implementation schedule for increasing case disposition by 10% in 2005. (*Anyone recognize this?*)

APPENDIX #11

**GOAL WORKSHEET
FROM STRATEGY TO ACTION**

STRATEGIC INITIATIVE _____

WHAT (Goals)	WITH WHAT RESOURCES?	BY WHEN?
1.		
2.		
3.		