



INTERSTATE COMMISSION FOR JUVENILES

Serving Juveniles While Protecting Communities

Strategic Planning Report

March 12, 2013

CONTEXT

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. Every state, with the exception of Georgia, and the territory of Puerto Rico, has joined the new Compact. 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.”

Early in the March 12 Planning Session, there was discussion about this mission and vision. Members agreed that any strategies and goals developed during this session would need to be consistent with these foundational statements.

B. The Executive Committee and Ex-Officio Members

All of the members of the Executive Committee participated in the pre-meeting SWOT analysis via individual phone interviews conducted by Fahy Mullaney. Members who participated in the March 12 Planning Meeting have an asterisk (*) by their name in the list below.

Chair

*Terry L. Clark, Commissioner / Director Division of Operations
Pennsylvania Department of Public Welfare

Vice Chair

*Summer Foxworth, Commissioner / Deputy Compact Administrator
Colorado Interstate Compact for Juveniles

Treasurer

*Philip Cox, Commissioner / Assistant Director
Oregon Youth Authority

Compliance Committee Chair

Sharon Harrigfeld, Commissioner / Director
Idaho Department of Juvenile Corrections

Finance Committee Chair

*Patrick J. Pendergast, Designee / Compact Administrator
Alabama Department of Youth Services

Technology Committee Chair

*Traci Marchand, Commissioner / Deputy Compact Administrator
North Carolina Department of Public Safety, Division of Juvenile Justice

Rules Committee Chair / AAICPC/ICJ MOU Work Group Co-Chair / Midwest Region Representative

*Rose Ann Bisch, Commissioner / Deputy Compact Administrator
Minnesota Department of Corrections

Training, Education and Public Relations Committee Chair

*Jean Hall, Commissioner / Compact Administrator
Florida Department of Juvenile Justice

East Region Representative

*Fred White, Designee / Director of Community Operations / Deputy Compact Administrator
Massachusetts Department of Youth Services

South Region Representative

*Judy Miller, Designee / Deputy Compact Administrator
Arkansas Division of Youth Services

West Region Representative

*Anne Connor, Commissioner / Compact Administrator
Nevada Division of Child and Family Services

Victims Ex-Officio

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

Legal Counsel – Ex-Officio

*Richard L. Masters
Louisville, Kentucky

C. The ICJ Staff

The entire staff of ICJ participated in the pre-meeting SWOT Analysis survey and in the Planning Session. The staff includes:

Ashley Lippert: Executive Director

Jack P. Branum: Project Manager

Emma Goode: Administrative and Logistics Coordinator

Jennifer Adkins: Training and Administrative Coordinator

D. The Impetus for this Planning Work

The new Interstate Commission for Juveniles has been operational since August 2008. Its successful record is 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. However, the Executive Committee felt that there was still much work to do to strengthen the Commission stressing the importance of strategically looking ahead to 2016.

E. The Statement of Work

The strategic planning work, listed below, was divided into five (5) segments with a target delivery date for each segment. The full narrative of the Statement of Work is attached as Appendix A.

1. Information Gathering (by February 10, 2013)
2. Preliminary Meeting Design (by February 15, 2013)
3. Final Meeting and Process Design (by February 20, 2013)
4. Group Planning Session (March 12, 2013)
5. Codifying the Strategic Planning Products (by March 21, 2013)

F. The Consultant for This Work

Fahy G. Mullaney 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.

G. The Agenda for March 12th 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 C. The planning terms employed in this session are in Appendix D. The agenda for the meeting was designed to elicit from the participants a

shared understanding of ICJ's current state, a view of the desired future and a set of strategic initiatives and goals that will move the organization from current state toward the desired future. A copy of the agenda is in Appendix B.

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 Life Cycle of Organizations, (B) Assessment of progress on the stated values of the organization and (C) a SWOT Analysis. The nature and results are described below.

A. The Life Cycle of Organizations

This instrument provides insight into organizational culture, weakness, and strength and examines the organization's four Gene Factors: *Energy*, *Program*, *Administration*, and *Inclusion*. This analysis places the organization in one of the phases of the Life Cycle of Organizations. The Life Cycle materials are attached in Appendices E and F.

There were differing views as to where ICJ was in the life cycle. Some felt that ICJ was in the *Adolescence* phase in that it possessed an abundance of *Energy* and had settled on the *Inclusion* aspect, but that *Program* and *Administration* were still under development as marked by the new data system and the remaining work to be done on compliance and accountability. Another view was that ICJ was emerging from the *Maturity* stage and through its re-design and restructuring it has left the *descendent* side of the cycle and is returning the *ascendant* side. The reader can examine the implications of each of these two views by using the Interpretation of the Life Cycle of Organizations. (Appendix G).

When asked, "What are the implications of this analysis for areas of work to be done?" the participants listed the following:

1. Letting go of the past....making change.
2. Developing the "programs" of ICJ.
3. Developing coping and conflict management skills.
4. Broaden the participation in leadership.

These implications are echoed in the results of further analyses arrived at by the participants.

B. Assessment of Stated ICJ Values

At the launch of the re-designed Compact in 2004, a set of Values was developed. During this planning session, participants indicated the extent to which those Values have been fulfilled. The Values are listed below and in Appendix H. With each, there is a number from one (1) to five (5) representing the following rating:

- 1 = Totally inadequate fulfillment of the value
- 2 = Inadequate fulfillment of the value
- 3 = Modest fulfillment of the value
- 4 = Mostly successful fulfillment of the value
- 5 = Totally successful fulfillment of the value

The values are listed below with the numerical rating that represents an average of the individual ratings of the participants. Those with the lower ratings suggest targets for work and are printed in bold type below.

<u>Rating</u>	<u>ICJ Value</u>
5	The establishment of an independent compact operating authority to administer ongoing compact activity, including a provision for staff support
5	Gubernatorial appointments of representatives for all member states on a national governing commission
3	The increased visibility that the new Interstate Compact for Juveniles has with Ex-Officio Members and State Councils in each state
5	The Commission’s National Office that provides support to the Commission and the member states
5	The Commission’s General Counsel
3	Rule-making authority and the provisions for significant sanctions to support essential compact operations
3	Enforcement provisions of the new Compact
5	Mandatory funding mechanism sufficient to support essential Commission operations (staffing, data collection, training/education, etc.)
3	Requirements to collect standardized information

C. 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 in Appendix I.)

Three weeks prior to the March 12, 2013 planning session, each member of the Executive Committee and National Office Staff were asked to complete the SWOT Analysis worksheet. The consultant then called the Executive Committee members who reported the specifics of their analysis. The consultant compiled this data and listed it verbatim in clusters by similarity. This appears in a document titled “*SWOT Summary and Clusters*” attached in Appendix J. For this section of the report, only the “Summary” is included below.

STRENGTHS

- A. Internal organization is representative, with effective committees and is drawing new people into leadership
- B. ICJ and state offices have credibility and authority to accomplish the work
- C. National staff is knowledgeable, skilled and effective
- D. The collaborative spirit and ICJ experience of commissioners and staff
- E. The new data system provides potential for accountability and decision-making

WEAKNESSES

- A. Rules are often unclear, misunderstood or interpreted to suit
- B. Data base glitches and difficulty of use
- C. Commissioners: Role in state office and high turnover leads to low knowledge of ICJ
- D. Weak accountability
- E. State-level service issues that reduce impact
- F. Unclear national aims and understaffing in national office
- G. Remnants of a “status quo” culture
- H. ICJ committee membership choices need to be improved

OPPORTUNITIES

- A. Expansion and deepening of partnerships
- B. Areas for Additional Organizational Development of ICJ
- C. National developments that present opportunities
- D. Miscellaneous opportunities

THREATS

- A. Reduction in funding
- B. State Actions and positions that threaten ICJ
- C. Lack of accountability
- D. Loss of knowledge, direction and willingness to change
- E. National Law, Policy, Attitudes
- F. Threats to ICJ image and reputation

Before moving to the list of “major implications for action” derived from this SWOT Analysis, it is fitting to note and celebrate the significant strengths that ICJ possesses. It is remarkable that in its short tenure as the “new” Compact, the participants in the SWOT Analysis named these salient strengths and did so enthusiastically. This speaks to the strength and resources ICJ possesses and can put to use in moving the organization forward.

The participants identified six (6) major implications for action from their review of the “SWOT Summary and Clusters.” They are:

1. We must address **the glitches in the data system and the difficulties users** are having with the system, in order to get every state entering data into the system and, as a result, being able to analyze this data for trends, gaps in service, quality, and quantity of service and the like.
2. The **rules must be “stabilized.”** This means clarifying some rules, altering others and educating on the rules so that interpretation and applications are uniform.

3. Our compact **must have “compliance with enforcement.”** To date no formal complaints have been lodged and no penalties for non-compliance have been used as enforcement. For the system to raise the bar for quality of service, the difficult and sometimes unpleasant, work of compliance and enforcement must be in place.
4. The Commission sees **the need for “effective use of resources.”** The Commission has considerable resources such as a strong, skilled national staff and financial resources to allocate judiciously.
5. ICJ must **enhance its education for its Commissioners.** The election of new state governors very often prompts the naming of new commissioners. This results in a high turnover rate for ICJ commissioners. There must be enhancements to the current education process for commissioners, if the ICJ Commission is to be the knowledgeable, committed decision-making body that is necessary.
6. Two of the means to address number five (5) above are to provide **mentoring and orientation for Commissioners.** These educational tools would be useful in addressing the needs and implications described in five (5) above.

KEY FEATURES OF THE PREFERRED FUTURE FOR ICJ

Having explored their perceptions of the current state of ICJ, the participants turned their eyes toward the future. Each one completed a list of the *features of the preferred state of ICJ in 2016* using the Vision worksheet (See Appendix K). Working in groups, they shared their list of features, chose the most salient 3 or 4, and reported those out to the entire group. Below, grouped by similar features, are the outcomes of that discussion.

A. Data System

- *A reliable, user-friendly data system*
- *JIDS works*

B. Rules

- *Well-tested and solidly written rules*
- *Rules written with clarity and based on best practices*

C. National Perception of ICJ

- *ICJ is understood and not seen as a barrier*
- *Who We R!*

D. Broad, Deep Participation in ICJ

- *Active state councils in all member states*
- *All states are in the Compact*
- *Engaged/Active committee members*
- *Active participation*

E. Other non-clustered, “stand alone” features

- *Embrace change*
- *Mufti-faceted training and outreach*
- *Personal contact vs. email*
- *ICJ be determined evidence-based best practice*
- *Grant funding*

FIVE STRATEGIC INITIATIVES FOR 2013-2016

Participants designed the Strategic Initiatives based on their review of the data they had produced on the current organization and the identified features of the desired future. (They used the Strategic Initiatives Worksheet in Appendix L for this work). Participants selected the following five (5) Strategic Initiatives to move ICJ from its current state toward its desired future.

- 1. Enhance both compliance and enforcement within ICJ.**
- 2. Minimize changes to the rules and increase understanding.**
- 3. Refine processes with stabilization of rules and forms along with enhancing features of JIDS.**
- 4. Enhance state ICJ compact office staff participation in decision-making, meetings, missions, and goals.**
- 5. Enhance training and promote awareness of ICJ.**

GOALS FOR EACH STRATEGIC INITIATIVE

Working in groups, the participants developed goals for each of the Strategic Initiatives. (See Goal worksheets in Appendix M and N). The understanding is, when completed, ICJ will have fulfilled the aim(s) of the strategic initiative. The groups also identified the resources required to achieve the goal.

1. Enhance both compliance and enforcement within ICJ.

<u>Goals</u>	<u>Resources Required</u>
A. Identify categories of non-compliance & and prioritize enforcement efforts, including deadline for sanction of states with no councils	Regional Reps National Office Self reports
B. Development of audit plan including categories to be audited, audit procedure and selection criteria	JIDS & Compliance Cmte National office
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	Compliance Cmte JIDS Self Reports Media reports State complaints

2. Minimize changes to the rules and increase understanding.

<u>Goals</u>	<u>Resources Required</u>
A. Close examination of the language, being consistent and making modifications standard (this goal is to increase understanding.)	National Office Rules Cmte
B. Move to a two-year rule making cycle	National Commission

Address at regional mtgs. before making proposal

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

<u>Goals</u>	<u>Resources Required</u>
A. Provide a quarterly training for each region, tailored to Region needs. Capitalize on excellent resources provided by the Commission	Website/WebEx National Office Training Cmte
B. Keep states updated on priority enhancements (List on website) Encourage submitting helpdesk tickets	I.T. Committee Website
C. Authorize JIDS access to users only after participation in live or recorded training.	Stats from Website National Office On-demand reports

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

<u>Goals</u>	<u>Resources Required</u>
A. Survey staff regarding staff's perception of their of their involvement in the administration of ICJ. <ol style="list-style-type: none">1. Ask what gaps they perceive in it.2. Ask what 3 things they see as biggest issues.3. Ask if they'd be interested in participating in focus groups, workgroups at a local level, regional level and/or national level.	Survey Monkey *Initiate by Sept. 1
B. Analyze survey results to determine if there is: <ol style="list-style-type: none">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.	

5. Enhance training and promote awareness of ICJ.

<u>Goals</u>	<u>Resources Required</u>
A. Education: FAQs for: <ol style="list-style-type: none">1. Caregivers/legal custodians2. Youth3. Court personnel4. Victims5. Field staff6. State ICJ compact offices	Website link Training Committee Printable PDFs Current resources on Website Ex-officio members Tri-fold brochures

- B. Commissioner Training
1. Link to PowerPoint in welcome email
 2. WebEx orientation – 3-4 times/year. Put dates in welcome email.

Current Resources:
Website and PowerPt.

- C. Promote resources to Staff
- Send all updates (website, JIDS, training) to All users (5,000+)

Mail Chimp (we currently have email list.)

IMMEDIATE NEXT STEPS

WHAT WILL BE DONE

WHO WILL DO IT

BY WHEN

- | | | |
|---|----------------|----------|
| 1. Strategic Planning Report | Fahy Mullaney | March 16 |
| 2. Report sent to Exec. Cmte | Ashley Lippert | March 18 |
| 3. Exec Cmte reviews | Exec. Cmte | |
| 4. Exec Cmte adopts Report | Exec. Cmte | April 25 |
| 5. Exec Cmte charges Cmtes & Regions to act | Exec. Cmte | April 26 |

CONSULTANT’S OBSERVATIONS AND COMMENTS

Observation A

The strategic initiatives and their attendant goals will founder unless woven into the existing committee structure of ICJ.

Recommendation A.1

Systematically integrate the Initiatives and Goals into the work of the standing committees. Ensure the “receiving committee” understands the goal(s) and commits to achieving it. If necessary, or appropriate, create a task force (specific task, limited time) to see that a goal is achieved. Provide support, resources, guidance, and encouragement. Hold accountable those to whom the work is assigned. Acknowledge success and celebrate it loudly.

Observation B

We did not name a person or group to serve as the transition agent who sees that the Plan is implemented over time. This means that it likely falls to the Executive Director and staff unless otherwise decided. Some immediate tasks to be undertaken in this Transition Agent role.

Recommendation B.1

The list of goals for each Strategic Initiative is probably not a fully complete list of what needs to be done to move forward on a given Initiative. This means that whatever committee or task force accepts responsibility for an Initiative may need help to review the list of goals and amend and/or add goals as appropriate.

Most of the goals are without target dates for completion. So again, some committees may need support and/or monitoring to ensure that dates are set, that the dates are realistic, and that action steps are in place to achieve the goal by the stated date.

Finally, and perhaps most importantly, each goal needs a metric for measurement, e.g. the number of days of training to be provided, etc. It is only fair to those doing the work that they know the extent of what is to be done. A good way to generate the metrics is to ask: How will we know when this goal is achieved?

Observation C

It appears to this consultant, that ICJ is on the cusp of major breakthroughs that will elevate ICJ to a still higher level and that compliance/enforcement is essential to one breakthrough and comprehensive/reliable data is key to another. (ICJ is at “adolescence” on the Life Cycle and these are “P” and “A” issues that fit this stage). The first Strategic Initiative, “Enhance both compliance and enforcement within ICJ,” represents a commitment to identify entities that are out of compliance, offer assistance to achieve compliance and levy sanctions if there is willful resistance. This initiative is critical to injecting integrity into the system. Delaying action on this will risk putting the current Compact in the backdraft of the old compact culture and thus never achieving its potential.

With regard to data entry, collection, and its analysis, we are all aware that it is the “fuel” of an organization in that it gives power to assessment of progress, success, weakness, and re-direction. Evidence-based practice is impossible without it, and it serves as the “curriculum” for a Learning Organization, one that keeps evaluating its work, reviewing the information, learning its meaning and making adjustments that are indicated.

Recommendation C.1

While knowing the risks of disturbing some members by pushing forward on these two fronts and acknowledging that the work should be done as tactfully as possible, this consultant believes that it is on these two dimensions that ICJ will see the greatest return on its investment.

Observation D

The mission, vision and value statements of ICJ have served the organization well. However, I’m guessing that they have been in place since 2004-5 since that is when ICJ was formally assembled. So it is appropriate to re-visit them and see if they are still fitting to where ICJ is now. For example, the “Values” are comprised mostly of aims that have been achieved and do not require attention to sustain, e.g. having legal counsel or a national staff. New values could be identified, such as “accountability” and “comprehensiveness of data” which came up several times in the planning session.

Recommendation D.1

Devise and implement a process for reviewing and potentially revising the Mission, Vision and Values.

Observation E

Several persons mentioned the importance of enlarging the number of partners and deepening relationships with them during the SWOT Analysis information gathering; however, it did not emerge as a matter of particular interest or concern during the planning session.

Recommendation E.1

Consider testing this issue with the Executive Committee and national staff to see if it warrants any action at this time.

Observation F

The fact that Georgia is not a member of the Compact seems to be a nagging concern that goes unresolved. Perhaps this matter is beyond the influence of the executive committee or national staff. Perhaps it has simply been an issue that has been avoided.

Recommendation F.1

Levy whatever influence is possible to bring Georgia into the Compact.

Observation G

The executive director and staff are highly committed, energetic, skilled and knowledgeable as evidenced by the comments of staff, some of which are recorded in the SWOT Analysis and by this consultant's own observations.

Recommendation G.1.

Hold on to 'em!

APPENDIXES

Appendix A

**Statement of Work
for the
Interstate Commission for Juveniles (ICJ)
Strategic Planning with the Board - March 12, 2013**

A. Data Collection (February 10)

The consultant will request and review documents on the history and current state of ICJ to deepen his understanding of the history and current context for this strategic planning.

As a way to gain additional contextual information and to elevate engagement of board members, the consultant will make phone contact with the Executive Committee. It may be that a worksheet such as the SWOT Analysis will be distributed to those on the “Call List” prior to the call.

B. Preliminary Meeting Design (February 15)

A preliminary agenda for the strategic planning portion of the meeting will be developed in concert with the Executive Director.

C. Final Meeting and Process Design (Feb. 20)

The consultant and the executive director will agree upon the final design for the strategic planning work. The consultant will develop the processes, handouts, worksheets, etc. for use in delivering the agreed upon agenda.

D. Group Planning (March 12)

The board and staff will engage in the strategic planning work guided by the consultant. Consensus will be sought on core strategies and goals. Immediate next steps will be agreed upon with target dates and names of those responsible for the tasks involved.

E. Codify Strategic Planning Products (March 21)

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 environmental scan and the description of the desired near-future which served as the bases for these strategies and goals. It is expected that the staff, on a time schedule determined by the executive director, will enter the products of the planning session into the appropriate documents, staff assignments and meeting agendas so that the strategies and goals are integrated into the life and work of ICJ.

APPENDIX B

Strategic Planning Agenda March 12, 2013 - Lexington, Kentucky

8:00 A.M. - INTRODUCTORY MATTERS

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

8:30 A.M. - GAINING CLARITY ON THE CURRENT STATE OF ICJ

- a. ICJ's Position on The Life Cycle of Organizations
- b. Assessing Fulfillment of the ICJ Values
- c. Reflecting on SWOT Analysis Data

10:00 A.M. – SEEING THE FUTURE THAT BECKONS

- a. ICJ's Formal Vision
- b. Describing the “Preferred Near-Future”

11:00 A.M. - DRAFTING THE STRATEGIC INITIATIVES

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

11: 45 A.M. - SELECTING THE STRATEGIC INITIATIVES

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

12:00 Noon - LUNCH

1:00 P.M. – SELECTING THE STRATEGIC INITIATIVES continued

1:45 P.M. - SETTING “SMART” GOALS FOR THE STRATEGIC INITIATIVES

- a. Work Groups for Each Strategic Initiative
- b. Review of Work Group Products

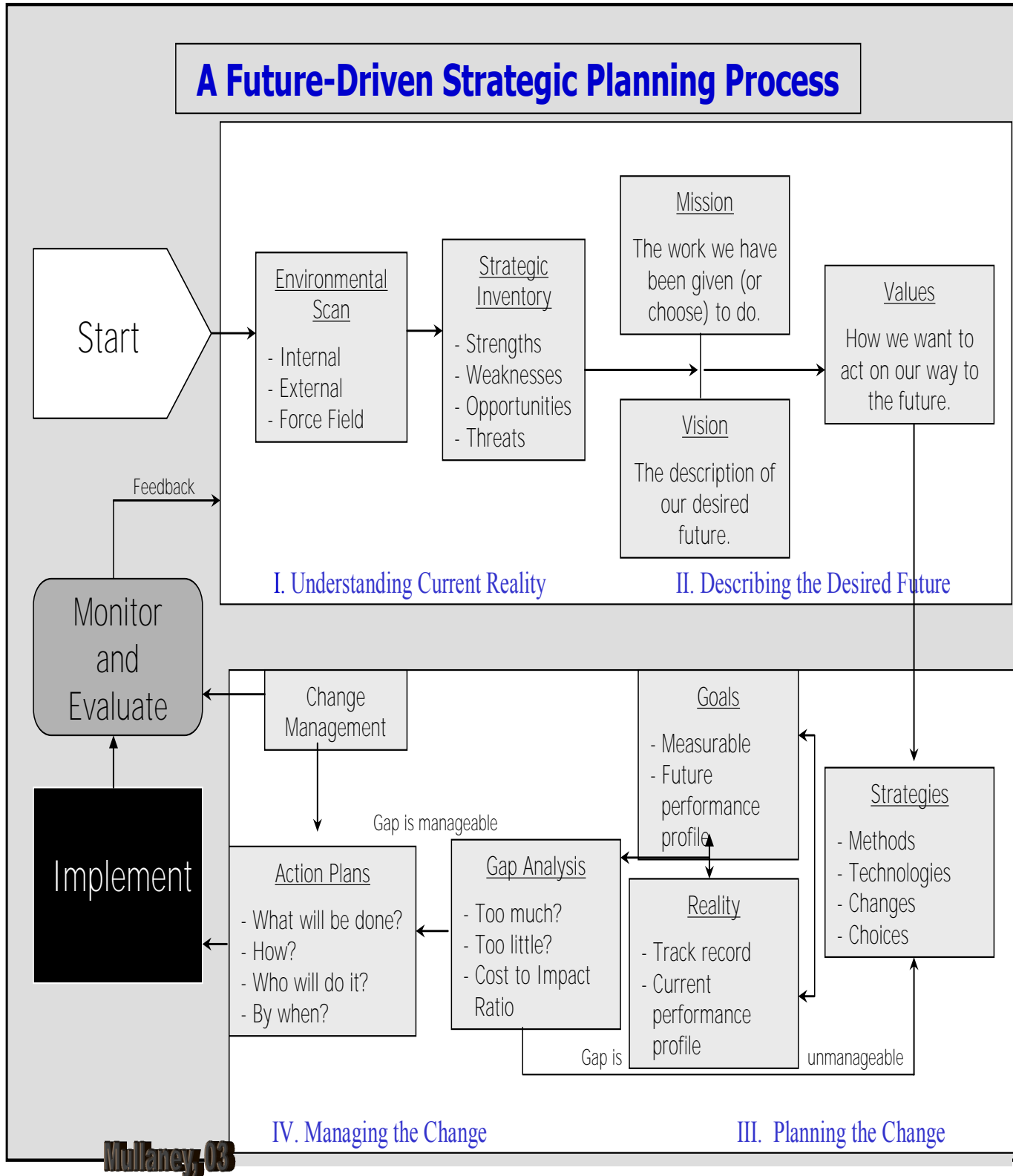
3:20 P.M. - NEXT STEPS

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

3:45 P.M. - CLOSING STATEMENTS

4:00 P.M. - ADJOURNMENT

APPENDIX C



APPENDIX D

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.*

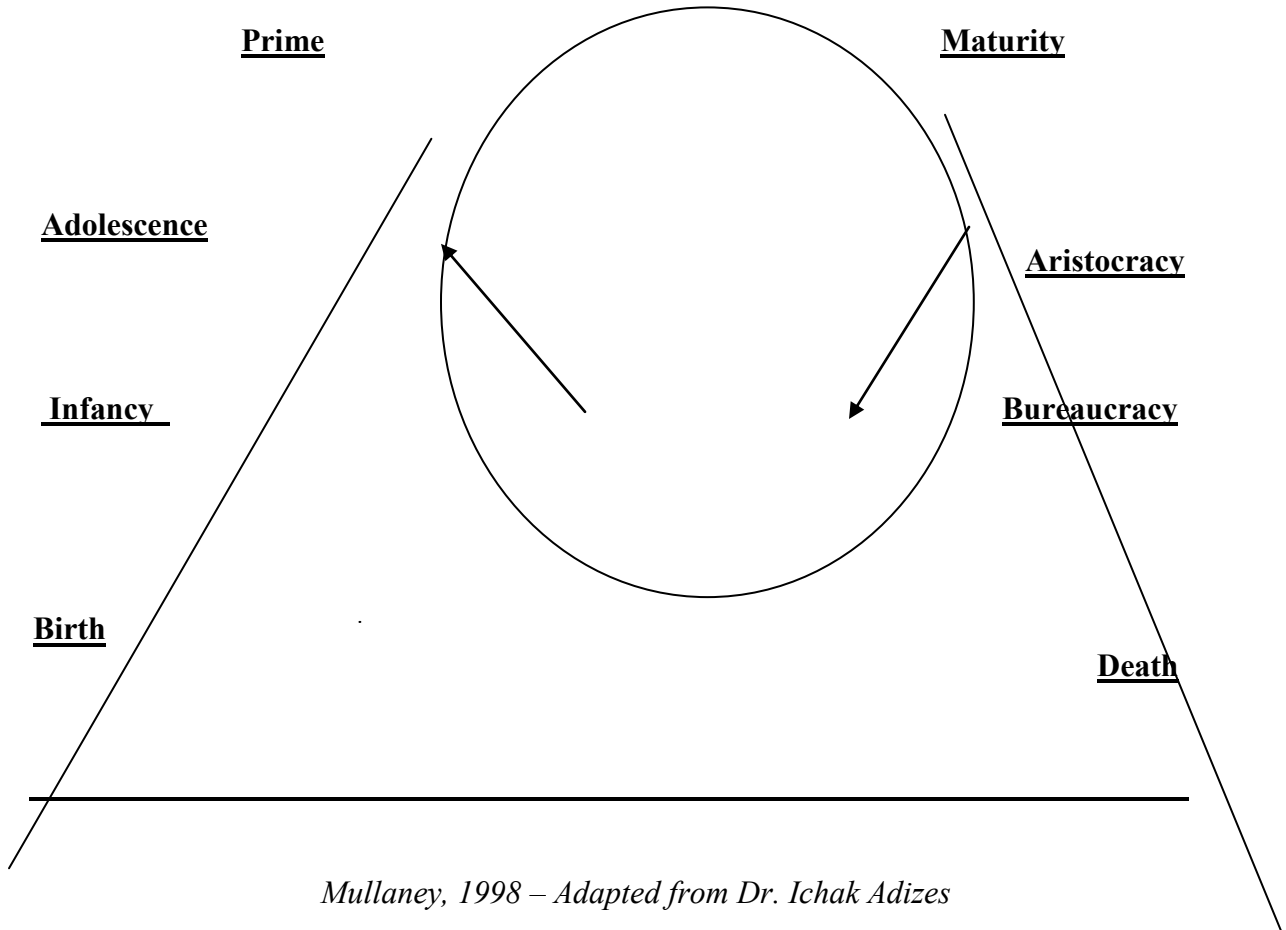
“The stuff we need to be doing day by day in order to get where we want to be.”

TRANSITION: *One tool for the organization to use in launching, TEAM:* *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 E

THE LIFE CYCLE OF ORGANIZATIONS



APPENDIX F

GENE FACTORS IN THE LIFE CYCLE OF ORGANIZATONS

E e
ENERGY LEVEL

P p

PROGRAM

Optimistic?
Based?

Customer

Hopefulness?

Variety?

Potential?

Multiple Audiences?

Vision?

Knowledge Based?

Eagerness?
Enthusiasm?
Expectancy?

Timely?

Comprehensive?

A a
ADMINISTRATION
Budget?

I i

INCLUSION

Commitment?

Goals?
Efficient?

Collegiality?

Communication?

Measurable Objectives?

Shared
Decision-Making?

Timely?

Policy and Procedures?

Listening?

Participation?

Evaluation?

Empowered?

Job Descriptions?

Affection?

APPENDIX G

The Life Cycle of Organizations Interpreting the Gene Factors

Key to Descriptions	
1. Culture Type	4. Weaknesses
2. Characteristics	5. Dangers
3. Major Strengths	6. Developmental Intervention

ASCENT PHASE

Birth– E p a i

1. Star culture (Charismatic leader(s))
2. Integrated around vision and charisma of founder.
3. High levels of energy and enthusiasm.
4. Insufficient base to support programs and services.
5. Spurious enthusiasm and/or unresponsiveness.
6. Broaden and maintain personal contacts.

Infancy – E p a I

1. Process culture (Setting things in motion)
2. Quality of relationships correlates with levels of energy and enthusiasm.
3. Open and unrestricted inclusiveness, contagious enthusiasm.
4. Undeveloped programs, conditional inclusiveness.
5. Disillusionment, erosion of membership and potential.
6. Generate sense of mission, develop specific programs and services.

Adolescence – E P a I

1. Busy Bee culture.
2. Focused on service and program development.
3. Program development, adaptiveness, doingness.
4. Unrealistic idealism, leader burnout, program proliferation.
5. Conflict over purposes and mission. Founder's dilemma.
6. Broaden participation in leadership. Develop integrated approach to services.

Prime – E P A I

1. Wisdom culture.
2. Interaction between inner/outer, intentionality/inclusion, programmatic/visionary.
3. Creative conflict.
4. Lack of “solutions.” Vulnerability.
5. Dominance of one or another polarity. Loss of a sense of nearness.
6. Develop conflict coping skills among staff and maintain flow between intra- and extra-dependency.

Key to Descriptions

- | | |
|---|--|
| <p>1. Culture Type</p> <p>2. Characteristics</p> <p>3. Major Strengths</p> | <p>4. Weaknesses</p> <p>5. Dangers</p> <p>6. Developmental Intervention</p> |
|---|--|

2. Well established administrative procedures, structure, staff, programs and support.
3. Stability, sense of worth, continuity.
4. Energetic, but unenthusiastic.
5. Unresponsiveness to new opportunities and changed conditions.
6. Analyze church's history and current context. Restate its vision and mission.

Aristocracy – e p A (I)

1. Plantation culture.
2. Domination by “pillars” of the Church. Busy but unenergetic.
3. Efficiency. Strong ties among insiders.
4. Guardedness. Status consciousness. Exclusiveness.
5. Dwindling base of support. Loss of mission and vision.
6. Restore sense of purpose, generate awareness of vital reasons to be.

Bureaucracy – e p A i

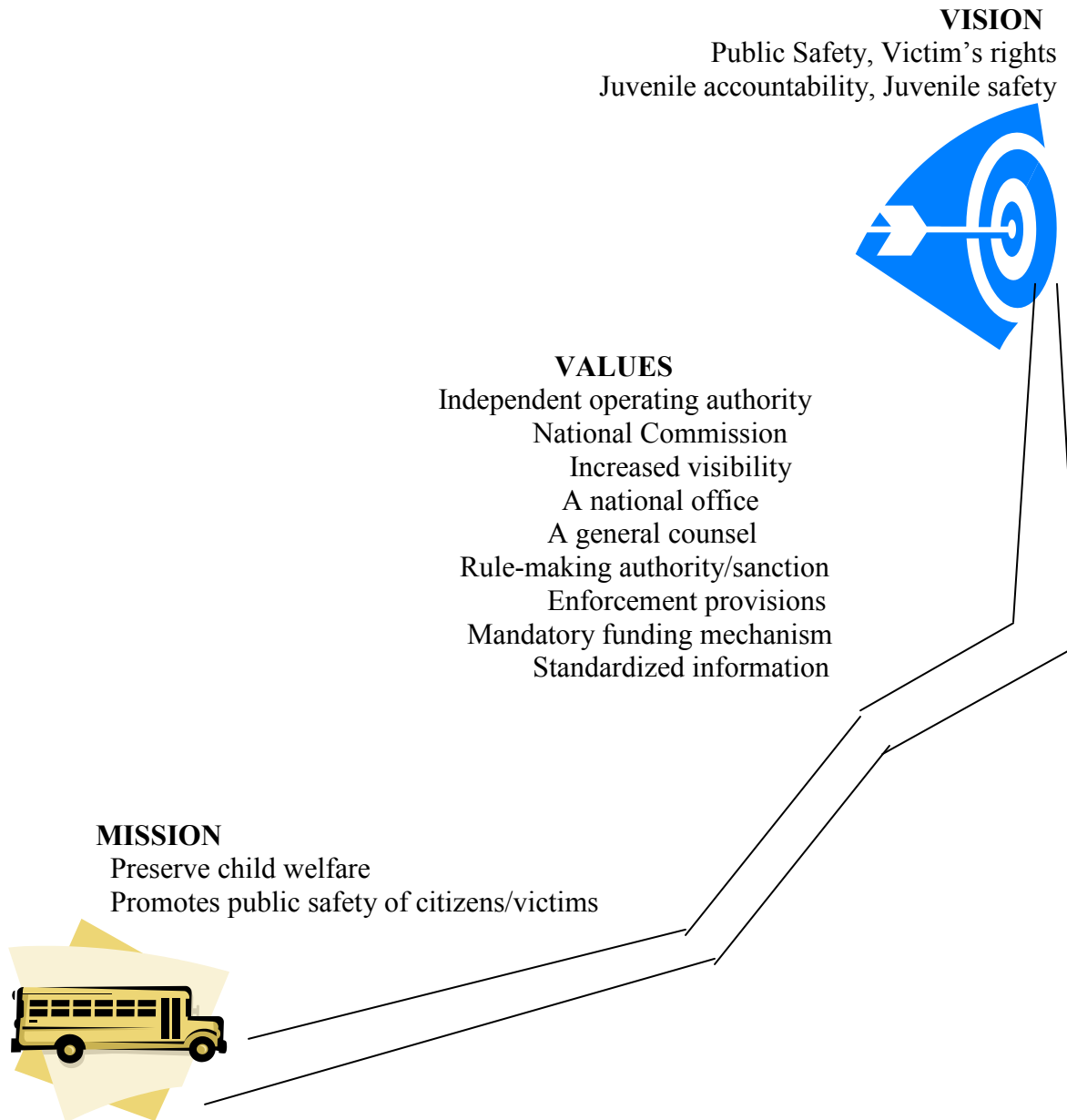
1. Disillusioned Macho culture.
2. The Golden Age is no longer sought. Maintaining one's turf personal and corporately is primary.
3. Strong sense of boundaries.
4. Rigidity. Muteness. Defensiveness. Hostility. Suspicion.
5. Unregenerateness. Ultimacy of institutional structures. Personalizing systemic problems.
6. Generate a new identity. Empower the powerless.

Death – a

1. Artifact culture.
2. Complete disintegration.
3. Absorption into another entity.
4. Despair. Anomie. Complete loss of memory, identity, hope.
5. No new life beyond.
6. Construct a completely new organization.

APPENDIX H

ICJ'S JOURNEY



APPENDIX I

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 of 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)

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*

*

Weaknesses (Internal to the ICJ)

*

*

*

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Opportunities (In the external environment of ICJ)

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*

*

*

Threats (In the external environment of ICJ)

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*

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APPENDIX J

SUMMARY OF CLUSTERS FROM SWOT ANALYSIS Interstate Compact for Juveniles – March 12, 2013

STRENGTHS

- A. Internal organization is representative, with effective committees and is drawing new people into leadership.
- B. ICJ and state offices have credibility and authority to accomplish the work.
- C. National staff is knowledgeable, skilled and effective
- D. The collaborative spirit and ICJ experience of commissioners and staff.
- E. The new data system provides potential for accountability and decision-making.

WEAKNESSES

- A. Rules are often unclear, misunderstood or interpreted to suit.
- B. Data base glitches and difficulty of use.
- C. Commissioners: Role in state office and high turnover leads to low knowledge of ICJ
- D. Weak accountability.
- E. State-level service issues that reduce impact
- F. Unclear national aims and understaffing in national office.
- G. Remnants of a “status quo” culture
- H. ICJ committee membership choices need to be improved.

OPPORTUNITIES

- A. Expansion and deepening of partnerships
- B. Areas for Additional Organizational Development of ICJ
- C. National developments that present opportunities
- D. Miscellaneous opportunities

THREATS

- A. Reduction in funding
- B. State Actions and positions that threaten ICJ
- C. Lack of accountability
- D. Loss of knowledge, direction and willingness to change
- E. National Law, Policy, Attitudes
- F. Threats to ICJ image and reputation

CLUSTERED DATA FROM SWOT ANALYSIS
Interstate Compact for Juveniles – March 12, 2013

STRENGTHS

A. Internal organization is representative, with effective committees and is drawing new people into leadership.

1. ICJ is set up as a representative org. with elections to the exec. Comm.. Gives controls and a place in decision-making.
2. ICJ is set up as a representative org. with elections to the exec. Comm.. Gives controls and a place at decision-making.
3. Active and interested leaders... Executive Committee.
4. Schedule for regular meetings of the exec. Comm.. and regions. Sets up flow of info from regions to exec. Comm. and vice versa.
5. We have specific committees to see that the goals of the Compact are fulfilled.
6. Regional meetings and executive committee communicate with each other, and hold each other accountable.
7. The new Compact is well-organized, more structured. e.g. the business meeting is organized, taken seriously by attendees.
8. Solid budget and membership and training.
9. Infusing Executive Committee and standing committees with new members and new ideas. "opening" the organization.
10. Beginning to rotate people in and out of committees.
11. New commissioners stepping up to serve on committees, etc.
12. The compact gives opportunity for input from states: all states have a vote, there are regional meetings, website, etc.
13. ICJ is set up as a representative org. with elections to the exec. Comm.. Gives controls and a place at decision-making.

B. ICJ and state offices have credibility and authority to accomplish the work.

1. Benefits from the re-organization of the compact, from the original include management and governing structure; allows states to enforce provisions of the act, gives credibility in the member states, helps enhance their programs and ask for additional staff if needed.
2. Formation of State Councils raises profile, creates communication and gives credibility.
3. Federal backing...the congressional delegations are supportive.
4. Infrastructure that gives authority to states and national office: Uniform set of rules and statutes.
5. Rule making authority enforcing federal agreement.
6. States executive level support.
7. We can ensure the safety and welfare of juveniles & public safety by implementing the rules.

B. National staff is knowledgeable, skilled and effective

1. National staff. Executive Director is knowledgeable, skilled, and solution-focused.

Other staff members are very able. Together they produce a lot of work.

2. Experience and skills/knowledge of staff.
3. National Compact staff. Incredible asset to compact states.
4. Robust central administrative support...well organized and responsive.
5. Current staff – extremely professional, qualified and skillful in relationships and leadership.

C. The collaborative attitude and ICJ experience of commissioners and state staff

1. Experience of Commissioners. They know how to solve problems.
2. ‘Cooperative attitude among the member: Can call each other, help each other, veteran member help new members
3. Compact members are working toward same goals of moving juveniles safely and legally across state lines.
4. Collaborative spirit of leadership. Respect for other’s opinions
5. Compact staff in the states. They call each other, brainstorm solutions, etc. the collaboration. Georgia is the exception

D. The new data system provides potential for accountability and decision-making.

1. The data base launched Nov. ’12 is an example of forward thinking that marks ICJ.
2. New data system
3. Juvenile Interstate Tracking System (JITS) is finally in place.
4. Development of a data –informed system of decision-making
5. Accountability factor for what we do with juveniles.

WEAKNESSES

A. Rules are often unclear, misunderstood or interpreted to suit.

1. A rule cannot be written for every scenario. Has to be room for interpretation and readiness

to work through to a solution that is good for the juvenile.\

2. Unclear definitions and rules.
3. Perhaps too many rules.
4. Various interpretations of rules, leads to wanting to change rules.
5. Lack of full understanding of rules and procedures. States sometimes think rule says something other than what it does. Perhaps they don’t want to change.
6. Tendency to interpret rules and policies from a jurisdictional view. Requires arbitration by national when states disagree.

B. Data base glitches and difficulty of use.

1. JITs has glitches that are hard to work around
2. We launched the new database without it being adequately tested in pilot states. As result we may lose track of juveniles
3. Issues with new data system.
4. The database might be “over developed.” It is difficult to use.
5. Not all states are using the system, so the number will be thrown off.
6. Launch of data system left some states struggling...not using the system as intended.

C. Commissioners: Role in state office and high turnover leads to low knowledge of ICJ

1. Constant change of commissioners. Need education for new members.
2. Commissioner in some states doesn't have decision-making power for that state.
3. Commissioners from some states don't actually work in the compact process so are without hands-on knowledge.
4. Not all commissioners do the day-to-day work so don't see the impact of decisions.
5. Political nature of the appointment of commissioners, so some don't know the ins and outs of compact work.

D. Weak accountability.

1. Lack of reporting on compliance, although the data system will help.
2. Weakened enforcement /accountability from (a) a desire to get along so states don't lodge complaints and (b) lost sight of original mission/ vision that speaks to authority and responsibility for enforcement.
3. Pattern of states/commissioners to avoid taking action against another state and seeking compliance.
4. We struggle with enforcing compliance.

E. State-level service issues that reduce impact.

1. Time constraints of state staff (understaffed) reduces involvement in regional meetings.
2. Lack of funding for transportation and treatment requirements. Counties have “no skin in the game” because state foots the bill. Could Compact be written to address this?
3. Over dependency on forms /emails. Need more phone conversations to work out the cases.
4. Time zone difference makes it difficult to get support from national office during peak work hours; especially support for the data system.
5. Still a few states that are hard to work with and need targeted attention.
6. Georgia is not a part of the compact.

7. Georgia not yet a member.
8. Hard to get quorums for regional meetings.

F. Unclear national aims and understaffing in national office.

1. We are not clear about our aims. We are more than “communication.” We are about public safety, victims and juvenile safety. We don’t do any training on this.
2. Not clear what the aims and goals are for the compact.
3. ICJ has no long term goals and aims. Needs a strategic plan adopted by the whole commission.
4. National office is understaffed. They produce huge amount of quality work, but deserve more staff, e.g. trained mediator to handle non-compliance and another person in IT.

G. Remnants of a “status quo” culture

1. Some members resist change, albeit fewer and fewer of them.
2. Ingrained sense of the familiar...but moving now toward appropriate change.

H. ICJ committee membership choices need to be improved.

1. Executive committee does always select the best equipped person to chair committees. Need to match skills, availability, and commitment to the issues that the committee deals with
2. Failure to rotate leadership of the committees

OPPORTUNITIES

A. Expansion and deepening of partnerships

1. Deepen our relationship with the Interstate Compact for Placement of Children. This can lead to better service for children and attend to public safety.
2. Continue to strengthen liaisons with partner organization/agencies.
3. Expanding our partnerships with ex-officio members.
4. Meaningful collaboration with other orgs/agencies with which we have overlap or shared agenda (e.g. federal agencies).
5. Compact cultivating relationships with current and additional agencies that share our agenda.
6. Continue to work with other human service compacts to further goals of ICJ, e.g. ICPC
7. We have the opportunity to increase cooperation with and education of the court and law enforcement; e.g. in cases of runaway juveniles to ensure their safe return.

B. Areas for Additional Organizational Development of ICJ

1. Evaluation of current dues structure. We have paid for data system and repairs and have money left. What’s fair for each state in terms the volume of traffic, etc.

2. Compact now has sufficient resources (funds, national staff) to do whatever needs to be done now and for the immediate future.
3. Using our national system effectively in applying for grants and in other ways that benefit the states.
4. Finding more venues to allow people to state opinions and receive training.
5. Better coordination with kids who fall under both ICJ and ICPC.
6. Compliance can be viewed as the way to discover barriers to services, training/resource needs, rather than seeing it as a punitive arm of the Compact.
7. Changes in state leadership (governor, legislators) present opportunity for code and funding changes as ICJ educate these leaders and shape the changes.
8. Commission can become more visible: to other agencies via training at their conferences, with judges, etc.
9. Expanding the profile and national awareness of ICJ. This strengthens the role of each state council and the buy-in by state leadership.
10. Opportunity to highlight the ICJ and Commission to stakeholders so they will be familiar with us and the organization.

C. National developments that present opportunities

1. School safety, juvenile safety are critical national issues (Newtown). We will get support because of the national interest.
2. All changes in Juv. Justice System being proposed at state and nat'l level & trickle down to states where changes can be made.
3. Social view of juvenile justice from "tough on crime" and trying juveniles as adults to more enlightened views...ICJ can be a part of this.

D. Miscellaneous opportunities

1. For member states to give feedback once we've used the data system for a while to see what they want/need that they're not getting.
2. Draw on the strong support that we have from state leaders.
3. With the Compact we're keeping kids safer, turning lives around and keeping them out of the adult system.
4. Opportunity to build stronger families, driven by the way that the compact requires receiving states to take responsibility for the kid.

THREATS

A. Reduction in funding

1. Depending on what states want, it might not be within our budget.
2. Budget cuts are always a threat.
3. Possible cuts in state funding and/or changes in state laws with change in administrations
4. Tight state budgets that lead to staff and budget cuts.

5. After evaluation of dues, it could result in some states paying more dues.

B. State Actions and positions that threaten ICJ.

1. Michigan's suit regarding right of state law to supersede compact. If this is upheld it would have huge impact on ICJ.
2. Compacting states doing business with non-compacting states means there is no incentive for that state to be a partner in the compact.
3. Politics of the Compact: e.g. Georgia hasn't signed up.
4. Some states put too many intricacies in their code
5. Some states do not have authority to require probation officers to act on a case, so if their cooperation is not won by persuasion, a case may flounder.
6. Economy and political change causes re-organization in states and turnover in commissioners.
7. Concern that Georgia and Puerto Rico are not members
8. Changing political dynamics within states...impacts the position and voice of ICJ.
9. Not knowing the changes in various state laws regarding sex offenders.

C. Lack of accountability

1. Lack of compliance with the rules. Courts and executive agencies are not taking actions necessary and appropriate to effectuate the compact's intent. (e.g. probation officers in border counties supervising kids in another state rather than routing it through the compact.
2. Compacting state not doing its job and some tragic outcomes resulting in bad publicity all to the detriment of ICJ. (See "F" below)

D. Loss of knowledge, direction and willingness to change

1. Turnover of commissioners, thus loss of institutional memory and means that there are new people to train and orient.
2. No long range plan
3. Tendency to fall back on the old comfortable ways
4. Data system...some states are slow to fully embrace the system.

F. National Law, Policy, Attitudes

1. Shift in national thinking about the movement of juveniles across state lines.
2. New PREA requirements are difficult. May be liability to state or ICJ if juvenile is placed in facility that is non-compliant with PREA requirements.
3. Pending changes in Juv. Justice System if they occur without ICJ at the table.
4. Lack of airline cooperation to have safe, reliable transportation. (Airline won't allow restraints on a run-risk kid. Also because we must move the kid within five days, the airfare costs are higher. Is there a way to get airline agreement, so we get special rate, ala the "grief fare" for persons

- who have had a death in the family.
5. Returning absconders without the cooperation of courts and law enforcement is difficult. Need cooperation/education. – This is threat and opportunity.
 6. Parental rights – In the case of juveniles there are parents who rights must be factored in. e.g. case of sex offender who cannot leave the state vs. right of parents in another state to have their juvenile in the home.
 7. Lack of information available to families. They need an easy way to learn what the process is so they can proceed with a transfer. (Put this on ICJ website?)

F. Threats to ICJ image and reputation

1. Bad publicity on a case
2. ICJ public image. Some think of ICJ as more bureaucracy
3. See C-2 above.

APPENDIX K

VISION FEATURES 2016

STEP 1. (Individual Work) The future has come and ICJ has become what you had hoped for.

Complete the sentence below to record the **key features** of ICJ that you envision now that it has arrived at the hoped for destination.

It's 2016 and ICJ has arrived at its envisioned destination. Its features include:

- a.*
- b.*
- c.*
- d.*
- e.*

STEP 2. (Planning Group Work) Hear from others in your planning group and record their ideas as they share them, so everyone has a list of all the ideas.

STEP 3. (Planning Group Work) *Discuss these ideas; select your group's top five choices. Compose a **phrase for each of the five features** that you have chosen. (No compound features!)*

STEP 4. (Planning Group Work) Write with **marking pen** each of your five vision elements (NO COMPOUND FEATURES) on a **separate** sheet of legal sized paper and then post your sheets of paper on the sticky sheet on the wall.

APPENDIX L

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)

**S.M.A.R.T.
GOALS**

APPENDIX M

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 N

FROM STRATEGY TO ACTION

STRATEGIC
INITIATIVE _____

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