

2024 Annual Business Meeting Docket Book

MOBILE *Alabama*

SEPTEMBER 23-25, 2024
RENAISSANCE RIVERVIEW PLAZA





ANNUAL BUSINESS MEETING

September 23-25, 2024
MOBILE, ALABAMA

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Download the ABM App!



- Access the virtual Docket Book
- View daily agendas & hotel maps
- Find local restaurants
- Upload event photos
- Receive announcements and more!
- Visit <https://my.yapp.us/2024ICJABM>



Scan the QR Code above with your device's camera and follow the instructions on the screen.

PLEASE JOIN US FOR THE

MARDI GRAS

WELCOME RECEPTION

MONDAY SEPTEMBER 23, 2024

THE HARBOR ROOM | DOORS OPEN AT 5PM



ANNUAL BUSINESS MEETING

September 23-25, 2024
MOBILE, ALABAMA

2024 ANNUAL BUSINESS MEETING SCHEDULE RENAISSANCE MOBILE RIVERVIEW PLAZA HOTEL

MONDAY SEPTEMBER 23, 2024

TIME (CT)	EVENT	LOCATION
2:00 – 4:00 pm	Executive Committee Meeting	Mobile Bay Ballroom I and II
5:00 – 6:00 pm	Welcome Reception	The Harbor Room

TUESDAY SEPTEMBER 24, 2024

TIME (CT)	EVENT	PRESENTER	LOCATION
7:15 – 8:15 am	Networking Breakfast		Jubilee Suite
8:30 – 9:00 am	Welcome Address: <i>Looking Back and Moving Forward: Celebrating 50 Years of Juvenile Justice</i>	Liz Ryan, Administrator, Office of Juvenile Justice and Delinquency Prevention	Bon Secour Bay Ballroom I
9:00 – 10:30 am	Training Session #1: <i>Becoming Organizationally Intelligent Leaders: Facing Our Adaptive Challenges</i>	Glenn Tapia, Director of Leadership and Organizational Intelligence, Alliance for Community and Justice Innovation	
10:30 – 10:45 am	Break		



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10:45 – 12:15 pm	Training Session #2: <i>Returning Non-Delinquent Juveniles: Strategies for Success</i>	Chanda Leshoure (AL), Compact Administrator and Jessica Wald (ND), Designee and Deputy Compact Administrator	Bon Secour Bay Ballroom I
12:15 – 1:45 pm	Lunch (On your own) First-Time Attendees Orientation		The Harbor Room
1:45 – 3:15 pm	Training Session #3: <i>ICJ and ICPC: Exploring Differences and Building Bridges</i>	MaryLee Underwood, Executive Director, Interstate Commission for Juveniles, Carla Fults, Director, Interstate Affairs and Compact Operations, American Public Human Services Association, Caitlyn Bickford (NH), Commissioner/Deputy Compact Administrator, Raymundo Gallardo (UT), Deputy Compact Administrator, and Niesha Robinson (GA), ICPC Deputy Compact Administrator	Bon Secour Bay Ballroom I
3:15 – 3:45 pm	Break		
3:45 – 5:15 pm	Region Meetings	East Region	Windjammer Suite
		Midwest Region	Clipper Suite
		South Region	Schooner Suite
		West Region	Riverboat Suite



ANNUAL BUSINESS MEETING

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WEDNESDAY SEPTEMBER 25, 2024

TIME (CT)	EVENT	PRESENTER	LOCATION
7:15 – 8:15 am	Breakfast		Jubilee Suite
8:30 – 10:00 am	Keynote Address: <i>Hear the Story, Change the System: Balancing Voices and Vision in Juvenile Justice</i>	Michael O’Key, Ph.D. Candidate, Stanford University	Bon Secour Bay Ballroom II and III
10:00 – 10:15 am	Break		
10:15 – 11:45 am	Convene General Session Call to Order	Commission Chairperson Nina Belli (OR)	
	Flag Presentation	BC Rain High School Raider Battalion Color Guard	
	Roll Call	Executive Director MaryLee Underwood	
	Opening Remarks	City of Mobile Mayor Sandy Stimpson	
	Welcome Address Approval of Agenda and Minutes	Commission Chairperson Nina Belli (OR)	
	Committee Reports	Executive Committee – Commission Chairperson Nina Belli (OR)	



ANNUAL BUSINESS MEETING

September 23-25, 2024
MOBILE, ALABAMA

		<p>Compliance Committee – Chairperson Jacey Rader (NE)</p> <p>Finance Committee – Chairperson Dale Dodd (NM)</p> <p>Information Technology Committee – Chairperson Kellianne Torres (IA)</p> <p>Racial, Diversity, Equity, and Inclusion Committee – Chairperson Sherry Jones (MD)</p> <p>Rules Committee – Chairperson Stephen Horton (NC)</p> <p>Training, Education, and Public Relations Committee – Chairperson Corrie Copeland (TN)</p>	
11:45 – 1:15 pm	Lunch (On your own)		
1:15 – 3:00 pm	Reconvene General Session	Commission Chairperson Nina Belli (OR)	
	Region Reports	East Region – Representative Caitlyn Bickford (NH)	



ANNUAL BUSINESS MEETING

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MOBILE, ALABAMA

		<p>Midwest Region – Representative Chuck Frieberg (SD)</p> <p>South Region – Representative Felicia Dauway (SC)</p> <p>West Region – Representative Howard Wykes (AZ)</p>	
	Legal Counsel Report	Richard Masters, ICJ General Counsel	
	Unfinished Business	Commission Chairperson Nina Belli (OR)	
3:00 – 3:15 pm	Break		
3:15 – 5:00 pm	New Business Call to the Public	Commission Chairperson Nina Belli (OR)	
	Election of Officers	Judge Robert Hofmann , President, National Council of Juvenile and Family Court Judges	
5:00 pm	Adjourn	ICJ Commission Chairperson	
5:00 – 5:30 pm	New Officers & Region Representatives Work Session		Riverboat Suite

ICJ Ex Officio Networking Breakfast

Please join us for an enriching morning of connection and conversation the **Networking Breakfast on Tuesday September 24, 2024**. This special gathering offers a unique opportunity for state ICJ personnel to network with influential ex officio members who serve in advisory capacities within our organization.



Ex Officio Members / Special Guests

- [Association of Administrators of the Interstate Compact on the Placement of Children \(AAICPC\)](#), Niesha Robinson (GA)
- [American Probation and Parole Association \(APPA\)](#), Veronica Cunningham (NY)
- [Conference of State Court Administrators \(COSCA\)](#), Rich Hobson (AL)
- [Council of Juvenile Justice Administrators \(CJJA\)](#), Lisa Bjergaard (ND)
- [Interstate Commission for Adult Offender Supervision \(ICAOS\)](#), Tom Langer (AL)
- [National Council of Juvenile and Family Court Judges](#), Judge Robert Hofmann (TX)
- [National Children's Advocacy Center \(NCAC\)](#), Chris Newlin (AL)
- [National Partnership for Juvenile Services \(NPJS\)](#), Juan Sepulveda (AL)
- Victims Representative, Nataki Brown (SC)

ICJ Ex Officio Networking Breakfast



ATTENDEES WILL HAVE THE CHANCE TO:

- **Engage** in meaningful discussions with ex officio members who bring a wealth of knowledge and experience from various sectors.
- **Exchange** ideas and collaborate on projects that support implementation of the Compact throughout the United States
- **Expand** their professional networks in a welcoming, solution-oriented environment focused on growth and positive impact.

Whether you're a seasoned leader or an emerging professional, this breakfast is a prime opportunity to foster new relationships, gain valuable insights, and be inspired by the experiences and expertise of our distinguished guests.



EX OFFICIO MEMBERS

Annual Business Meeting

SEPTEMBER 23-25, 2024

What is an Ex Officio Member?

“Ex officio” is a Latin phrase that translates as “from the office.” “Ex officio” refers to the position as a whole rather than the individual who holds the position.

The Compact specifically calls for ex officio members and designates the minimum requirements for who these representatives should be:

“Such non-commissioner members must include a member of the national organizations of governors, legislators, state chief justices, attorneys general, Interstate Compact for Adult Offender Supervision, Interstate Compact for the Placement of Children, juvenile justice and juvenile corrections officials, and crime victims. All non-commissioner members of the Interstate Commission shall be an ex officio (non-voting) member.

The Interstate Commission may provide in its [bylaws](#) for such additional ex officio (non-voting) members, including members of national organizations, in such numbers as shall be determined by the commission.”

Ex Officio Members in attendance at the 2024 Annual Business Meeting:

- [Association of Administrators of the Interstate Compact on the Placement of Children](#) (AAICPC)
- [American Probation and Parole Association](#) (APPA)
- [Council of Juvenile Justice Administrators](#) (CJJA)
- [Conference of State Court Administrators](#) (COSCA)
- [Interstate Commission for Adult Offender Supervision](#) (ICAOS)
- [National Children’s Advocacy Center](#) (NCAC)
- [National Council of Juvenile and Family Court Judges](#) (NCJFCJ)
- [National Partnership for Juvenile Services](#) (NPJS)



EX OFFICIO MEMBERS

Annual Business Meeting

SEPTEMBER 23-25, 2024

ORGANIZATION	EX OFFICIO MEMBERS	WEBSITE
Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC)	<p>Niesha Robinson (GA) AAICPC Deputy Compact Administrator</p> <p>Shannon Freeman (WA) AAICPC President</p> <p>Carla Fults (DC) Director, Interstate Affairs and Compact Operations</p>	aphsa.org/AAICPC
American Probation and Parole Association (APPA)	Veronica Cunningham (KY) Executive Director/CEO	appa-net.org
Council of Juvenile Justice Administrators (CJJA)	Lisa Bjergaard (ND) CJJA Best Practices Committee Chair ICJ Commissioner	cjja.net
Conference of State Court Administrators (COSCA)	Rich Hobson (AL), State Court Administrator	cosca.ncsc.org
Interstate Commission for Adult Offender Supervision (ICAOS)	Tom Langer (AL) ICAOS Commissioner/Compact Administrator	interstatecompact.org
Interstate Commission for Juveniles Victims' Representative	Nataki Brown (SC) Victim Witness, South Carolina Fifth Judicial Circuit Solicitor's Office	scsolicitor5.org
National Children's Advocacy Center (NCAC)	Chris Newlin (AL) Chief Executive Officer	nationalcac.org
National Council of Juvenile and Family Court Judges (NCJFCJ)	Judge Robert Hofmann (TX) President	ncjfcj.org
National Partnership for Juvenile Services (NPJS)	Juan (John) Sepulveda (AL) NPJS Advisor	npjs.org



The Association of Administrators of the Interstate Compact on the Placement of Children

The [Association of Administrators of the Interstate Compact on the Placement of Children](#) (AAICPC) is a governmental entity which consists of compact parties from the 50 states, the District of Columbia and the U.S. Virgin Islands. Established in 1974, the AAICPC, via statutory authority carries out the rules and terms of the ICPC more effectively. The Interstate Compact on the Placement of Children (ICPC) establishes uniform legal and administrative procedures which govern the interstate placement of children and is statutory law and a binding contract between member jurisdictions in all fifty-two member jurisdictions.

Our Purpose

The AAICPC administers the ICPC and obtains its Secretariat Services as an affiliate of the [American Public Human Services Association](#) (APHSA). The Secretariat to AAICPC provides ongoing administrative, legal and technical assistance to individual states that administer the Compact. The Secretariat provides resources and information to resolve problems of mutual concern and formulate standard policies, practices, and goals. The AAICPC Secretariat does not handle questions about individual cases. Please direct all questions about individual cases to the public human service agency or private child placing agency responsible. Requests for general ICPC information may be sent to AAICPCNationalOffice@aphsa.org.

Rules, Regulations, and Additional Information

- [AAICPC Administrative Policy for Annual Assessments and Dues Enforcement](#)
- [The Intersection of Compacts & State Law](#)
- [Understanding Criminal Records Checks](#)
- [Medicaid and the Intersection of Federal and State Law: ICPC and ICAMA](#)
- [AAICPC ICJ Guide Booklet 2015](#)

- [APHSA and AAICPC Launch Transformation Pilot with Federal Support](#)
- [ICPC Policy Brief](#)
- [AAICPC-ICJ Memorandum of Understanding](#)
- [ICPC Regulation No. 4 Amended 2012 AAICPC Meeting](#)
- [ICPC Regulation No. 5 Amended 2012 AAICPC Meeting](#)
- [ICPC Regulation No. 12 Adopted 2012 AAICPC Meeting](#)
- [ICPC Regulation No. 2 Amended 2011 AAICPC Meeting](#)
- [ICPC Regulation No. 3 Amended 2011 AAICPC Meeting](#)
- [ICPC Regulation No. 7 Amended 2011 AAICPC Meeting](#)
- [Regulation 7 Form Order for Expedited Placement Decision](#)
- [ICPC Regulation No. 1 Amended 2010 AAICPC Meeting](#)
- [ICPC Regulation No. 11 Adopted at the AAICPC 2010 Annual Meeting](#)
- [AAICPC Bulletin 2007-2008](#)
- [AAICPC Bulletin Supervision Report Form](#)
- [AAICPC Quality Caseworker Visits](#)
- [APHSA Director's Memo: ICPC: Consider the Children First](#)
- [Rideout on new ICPC](#)
- [Safe and Timely: HHS Response Letter](#)
- [Safe and Timely: Information Memorandum](#)
- [ACF Updates 01-29-071 QA on Safe and Timely Adam](#)
- [ACYF-CB-PI-07-02 Issued 1-23-2007](#)
- [Summary- Adam Walsh Act](#)
- [Interjurisdictional Placement of Children in Child Welfare: Improving the Process](#)
- [AAICPC 2015 Conference Presentation: Federal Legislative Update](#)
- [ICPC State Contact List \[April 2023\]](#)
- [CA ICPC County Liaisons List \[April 2023\]](#)
- [CO ICPC County Liaisons List \[April 2023\]](#)
- [OH ICPC County Liaisons List \[April 2023\]](#)
- [Outstanding Performance Award Guidelines](#)

ICPC Documents

- [ICPC Articles](#)
- [ICPC Regulations](#)
- [ICPC Publications and Papers](#)
- [AAICPC-ICJ MOU](#)
- [ICPC State Pages](#)
- [ICPC FAQ's](#)

American Probation and Parole Association



AMERICAN PROBATION AND PAROLE ASSOCIATION

OVER

★ 2,000 ★
MEMBERS

INCLUDING INDIVIDUAL, LIFETIME, AGENCY, CORPORATE, EDUCATIONAL, STUDENT AND LIBRARY MEMBERSHIP

As the voice of the community corrections industry, APPA serves as the field's largest professional membership association. Our work is supported by thousands of passionate members throughout the U.S., Canada and beyond.



TRAINING INSTITUTES

APPA hosts two training institutes each year: the Winter Training Institute and the Annual Training Institute. These events serve as a premier gathering for professionals in the community corrections field, offering comprehensive training sessions, workshops, and networking opportunities.



CONTINUING EDUCATION CREDITS

APPA offers a variety of webinars and online training programs designed to meet the continuing education needs of community corrections professionals. These flexible, accessible learning opportunities allow participants to earn necessary CEUs for ongoing professional development.



LEADERSHIP INSTITUTE

APPA's Leadership Institute is a prestigious, year-long program designed for emerging leaders in the community corrections field. Through a comprehensive curriculum, participants engage in self-discovery, leadership development, and organizational change initiatives. Graduates emerge as confident, and visionary leaders.



NETWORKING OPPORTUNITIES

APPA offers robust networking opportunities to connect community corrections professionals. Through APPA Connect, members can engage in discussions, share resources, and collaborate with peers across the country. Additionally, APPA's Career Center provides a dedicated space for job seekers and employers in the field.

WE INFORM THE FIELD

- Perspectives (quarterly journal)
- CC Headlines (bi-weekly newsletter)
- Premium Webinars
- IDA Research Center
- Tribal CC Support Center
- PPP Supervision Week

WE DEVELOP PROFESSIONALS

- Training Institutes
- Leadership Institutes
- Onsite Training
- Online Training
- Continuing Education
- Accreditations Services
- Specializes Services

OUR COMMITMENT

- 1 Instilling Confidence
- 2 Serving and Engaging
- 3 Providing a Safe Space
- 4 Latest Technology
- 5 Growth and Professional Development
- 6 Networking Opportunities
- 7 Offering Support, and Resources to Jurisdictions
- 8 Working Continuously to Expand our Presence



The National Standards for Community Supervision, developed by APPA, set the benchmark for excellence in the field of community corrections. These Standards provide a comprehensive framework that guides agencies in implementing effective, evidence-base practices.

BECOME A MEMBER TODAY

WWW.APPA-NET.ORG



The Council of Juvenile Justice Administrators

Organized in 1994, the [Council of Juvenile Justice Administrators](#) (CJJA) is a national non-profit organization created to improve juvenile justice systems, enhance local correctional and residential facilities and programs and, most importantly, promote better long-term outcomes for youth and their families. CJJA represents the state juvenile justice system CEOs and various local jurisdictions across the country.

The Council of Juvenile Justice Administrators (CJJA) fulfills its mission through educational activities and programs as well as research and technical assistance projects. Education activities include a series of annual meetings for members offering sessions on best practices and evidence-based approaches. The meetings convene leaders from each state and selected large counties to share information, identify issues and strategies to address them and form a national voice for system-involved youth.

Education activities also include presentations at conferences hosted by other national organizations and disseminating written materials to the public and policymakers about key issues in juvenile justice, describing the youths and their needs and the system's successes and shortcomings.

Our History

The Council of Juvenile Justice Administrators (CJJA) represents the youth correction chief executive officers in all 50 states, the District of Columbia, Puerto Rico and major metropolitan counties. Since 1994, CJJA has worked to improve youth correctional services and practices by uniting the nation's youth correctional chief executives and by providing a source of positive support for these leaders. CJJA was founded with two overarching objectives: 1) to influence the development of juvenile justice policy nationally and 2) to support administrators locally.

CJJA is committed to moving youth corrections forward and fulfills its mission to improve systems and practices so young offenders' lives are improved by their contact with the juvenile justice system and future crime is prevented. CJJA works on three levels to lead and support the field in its work:

The National Level

At the national level CJA continues to serve as leadership and a voice for juvenile corrections by representing the system and issues unique to youths on national boards and organizations and educating federal policymakers and legislators about juvenile.

The State Level

At the state level CJA continues to provide training, technical assistance and mentoring services provided directly to the juvenile chief executive officers in each state so they have the most effective and innovative information and tools to fund agencies, facilities and programs that help youths improve their skills and chances for success.

The Field & Practitioner Level

At the field and practitioner level CJA continues to expand its work on several technical assistance and grant projects that provide tools and support to the individuals in most direct contact with young offenders.

The International Level

At the international level, CJA continues to serve as leadership and a voice for juvenile justice by providing resources regarding requirements and standards and networking opportunities for individuals overseeing juvenile justice within their country.

CJA By-Laws

CJA By-laws were voted on and approved during the 2023 Winter Business Meeting. [CJA BY LAWS revised 2-1-2023](#)

Our Services

- Conditions of Confinement Improvement, Litigation Avoidance, and Monitoring
- Conditions of Confinement
- Culture Assessment
- Employment Opportunity Assistance
- Facility Design and Transition Support
- Facility Operations Support & Management
- Leadership Support
- Policy and Practice Review
- Policy and Procedure Development
- Staffing Assessment



The Conference of State Court Administrators

The [Conference of State Court Administrators](#) (COSCA), established in 1955, is dedicated to the improvement of state court systems. Its membership consists of the state court administrator or equivalent official in each of the fifty states, the District of Columbia, Puerto Rico, American Samoa, Guam, Northern Mariana Islands, and the Virgin Islands.

The mission of the Conference of State Court Administrators is to provide a national forum to assist state court administrators in the development of a more just, effective, and efficient system of justice, by:

- Identifying and studying issues and, when appropriate, developing policies, principles, and standards relating to the administration of judicial systems.
- Providing an effective network for the exchange of information, ideas, and methods to improve state courts.
- Facilitating cooperation, consultation, and exchange of information by and among organizations directly concerned with court administration.
- Assisting in the formulation and implementation of national issues that affect state courts.
- Establishing and maintaining an organization that is open, inclusive, participatory, dynamic, and responsive.
- Offering educational opportunities.

Interstate Commission for Adult Offender Supervision



WHO WE ARE

Developed in 1937 and designed to regulate the movement of probationers and parolees across state lines, the Interstate Commission for Adult Offender Supervision (ICAOS) is enacted in all 50 states and three U.S. territories. The compact provides states the authority, accountability, and resources to track supervised individuals who move across state lines, thereby enhancing public safety and accountability.

WHAT WE DO

ICAOS has become a powerful and adaptive tool for ensuring cooperative action among the states and a single standard of supervision for supervised individuals. Its purpose is to establish and enforce regulations, provide training, facilitate the collection and sharing of data, and do other essential tasks to guarantee that supervised individuals maintain continuity when relocating to another state.

OUR MISSION

The Interstate Commission for Adult Offender Supervision will guide the transfer of supervised individuals in a manner that promotes effective supervision strategies consistent with public safety, accountability, and victims' rights.

*"Ensuring
Public Safety
for the 21st
Century"*

DATA TRACKING

The Commission manages a national data system that processes over 115,000 cases per year and provides daily, quarterly, and annual business intelligence information to help state and local officials efficiently and effectively manage their responsibilities to the public.



3070 Lakecrest Circle
Suite 400-264
Lexington, Kentucky 40513

19 of 256



www.interstatecompact.org



National Children's Advocacy Center

COMMUNITY SERVICES

Hope
starts here.

Since 1985, the National Children's Advocacy Center (NCAC) has provided services, at no cost, to children who experience sexual or physical abuse in Huntsville, Madison, and Madison County. Simultaneously, the NCAC prevention programs are teaching children and adults how to stop abuse before it happens.



Case Reviews

In 2022, the Madison County Multidisciplinary Team reviewed **1,389** cases involving allegations of sexual or physical abuse.

Forensic Interviews

Child forensic interviewers conducted **448** forensic interviews last year.

Therapy

In 2022, therapists provided **2,113** hours of therapy to children.

Medical Exams

158 children received specialized medical exams by a doctor or nurse practitioner at the NCAC in 2022.

Wilson Visits

Facility Dog Wilson visited with **284** children and caregivers in 2022, providing support and comfort.

- ◆ The Healthy Families program provides education and support to first time and at risk parents. In 2022, 498 visits with 29 families took place with a total of 35 children represented.
- ◆ Partnership in Parenting, parenting classes, and case management provide education and resources to at-risk families. In 2022, 98 families with 245 children were served.
- ◆ The Stop Child Abuse and Neglect (SCAN) program teaches children in Madison County and Madison City Schools about child abuse prevention. 330 programs were held in 2022 with 6,772 students. Four students disclosed abuse to SCAN instructors.
- ◆ *Stewards of Children®* Training teaches adults how to prevent and respond to child sexual abuse. Last year, 861 adults were educated in 52 trainings.



210 Pratt Ave, NE
Huntsville, AL 35801



256-533-KIDS (5437)



nationalcac.org



National Children's Advocacy Center

PROFESSIONAL SERVICES

The NCAC was the world's first Children's Advocacy Center (CAC) and has served as a model for the 1,100+ CACs operating throughout the United States, with more than 385,000 children served in 2022. The CAC model is also being implemented in more than 41 countries worldwide and growing. The NCAC is a leading training center for these programs which are revolutionizing the world's response to child abuse.



Professionals Trained

In 2022, 21,276 child abuse professionals from all 50 states and 17 countries received training.

International Conference

In 2022, 1,122 Child Abuse Professionals from across the United States and 10 countries attended the *38th International Symposium on Child Abuse*.

CALiO (Child Abuse Library Online)

In 2022, the NCAC Digital Research Library had 26,525 unique visitors from all 50 states and 129 countries.

NCACvtc

In 2022, child abuse response professionals watched 16,621 training videos on the NCAC Virtual Training Center.

NCAC has

TRAINED 189  **COUNTRIES**
303  **THOUSAND** **PROFESSIONALS** **SINCE 1985**



210 Pratt Ave, NE
Huntsville, AL 35801



256-533-KIDS (5437)



nationalcac.org

LEADERSHIP · EDUCATION · COMMUNITY

NCJFCJ
est. 1937

NATIONAL COUNCIL OF
JUVENILE AND FAMILY COURT JUDGES

WWW.NCJFCJ.ORG



*Improving the lives of the children and families
who seek justice through leadership, education,
and community since 1937.*

FOLLOW US:



#EveryCourtEveryChild

SINCE 1937,

the National Council of Juvenile and Family Court Judges (NCJFCJ), the oldest judicial membership organization in the country, has served as the leader in providing continuing education opportunities, research, technical assistance, and policy development in the field of juvenile and family law. The NCJFCJ serves an estimated 30,000 professionals in the juvenile and family justice system including judges, referees, commissioners, court masters and administrators, social and mental health workers, police, probation officers, educators, attorneys, and law schools and students.

The NCJFCJ seeks to improve the standards, practices, and effectiveness of the nation's juvenile, family, and tribal courts while upholding victims' rights, and the safety of all family members and communities.

As a proud affiliate since 1969, the NCJFCJ is an integral part of the University of Nevada, Reno community and together work to provide the nation's only advanced degree program in judicial studies.

Research is a vital component of the NCJFCJ's efforts to improve the lives of children and families. The NCJFCJ's research division, the National Center for Juvenile Justice, located in Pittsburgh, Penn., conducts empirical research and program evaluations to improve the effectiveness and fairness of juvenile justice and dependency system processing and to improve the outcomes of its many prevention and intervention programs.


Our research shows that without current, cutting-edge education and resources, courts have a hard time fully understanding and applying the laws that protect children, families, and victims of domestic violence.

The NCJFCJ is a national, nonprofit, 501(c)(3) organization and relies on the support and funding from federal and state grants, private foundations, and generous members and donors.

While the NCJFCJ's impact is wide-reaching, there is much more we can do to ensure all jurisdictions and communities have access to the latest research, education, and technical assistance.

EVERY DAY,


our nation's judges are faced with significantly more complex and difficult cases involving children and families. Cases presenting the following dynamics and involving these populations are more prevalent than ever before.



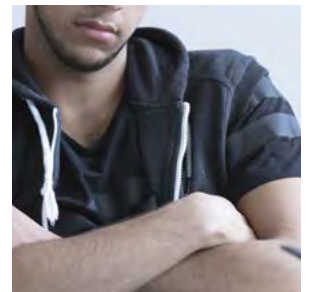
CHILDHOOD
TRAUMA AND
ADOLESCENT
BRAIN
DEVELOPMENT



SOCIAL MEDIA
AND DIGITAL
SOURCES AS
EVIDENCE AND
TESTIMONY



DISPARATE
OUTCOMES FOR
CHILDREN AND
FAMILIES OF
COLOR



LACK OF
RESOURCES
AND SERVICES
FOR RURAL
JURISDICTIONS




RECIDIVISM



CIVIL AND
CRIMINAL
INFORMATION
SHARING





SUBSTANCE
ABUSE, OPIOID
EPIDEMIC, AND
LEGALIZATION
OF MARIJUANA



DUAL-STATUS
YOUTH



MILITARY
SERVICE
MEMBERS AND
FAMILIES



TRIBAL YOUTH
AND FAMILIES



SELF-
REPRESENTED
LITIGANTS



FIREARMS AND
DOMESTIC
VIOLENCE



OFFENDER
MONITORING



CUSTODY AND
VISITATION



ZERO-
TOLERANCE
POLICIES IN
SCHOOLS



IMMIGRANT
FAMILIES IN
CHILD WELFARE
CASES

THE FACTS

Every year, more than **5 MILLION** children witness domestic violence in their homes.

In 2015, approximately **7.2 MILLION** children were reported to authorities for abuse or neglect.

Children who live in homes with domestic violence also suffer abuse or neglect at high rates - **30 TO 60%**.

The U.S. incurs an estimated **\$8 TO \$21 BILLION** each year in long-term costs alone for the confinement of youth.

More than **1 IN 3 WOMEN** in the U.S. have experienced rape, physical violence, and/or stalking by an intimate partner in their lifetime.

Children who come in contact with the juvenile justice system have a **HIGHER RISK** of entering the adult criminal justice system.



FOR EVERY COURT AND EVERY CHILD,

the NCJFCJ is committed to helping our nation's state and tribal judges and justice professionals meet these challenges, develop solutions, and achieve the best possible outcomes for children, families, and communities.

AREAS OF FOCUS

CHILD ABUSE & NEGLECT

Providing education in dependency court best practices.

DOMESTIC CHILD SEX TRAFFICKING

Improving outcomes for vulnerable and victimized children through judicial action.

KEEP KIDS IN SCHOOL

Reducing the impact of zero tolerance policies.

DOMESTIC VIOLENCE

Enhancing judicial skills to promote victim safety and batterer accountability.

FEDERAL POLICY

Influencing legislation, policy, and practice.

TRIBAL COURTS & ICWA

Promoting trauma-responsive courts and collaboration between tribal and state courts.

RESEARCH & DATA

Providing data and developing evidence-informed practice by state.

MILITARY FAMILIES

Enhancing judicial skills to best serve military-connected families.

JUVENILE DRUG COURTS

Enhancing effectiveness in addressing youth and substance abuse.

For a schedule of upcoming conferences and educational opportunities, visit www.NCJFCJ.org.

VISION & MISSION

The **VISION** of the National Council of Juvenile and Family Court Judges is for a society in which every family and child has access to fair, equal, effective, and timely justice.

The **MISSION** of the National Council of Juvenile and Family Court Judges is to provide all judges, courts, and related agencies involved with juvenile, family, and domestic violence cases with the knowledge and skills to improve the lives of the families and children who seek justice.

JOEY ORDUNA HASTINGS | Chief Executive Officer

NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES

P.O. Box 8970 | Reno, NV 89507

Phone: (775) 507-4777 | Email: contactus@ncjfcj.org



NATIONAL COUNCIL OF
JUVENILE AND FAMILY COURT JUDGES

WWW.NCJFCJ.ORG



National Partnership for Juvenile Services (NPJS)

United in Voice... United in Service...

Join juvenile justice professionals from across the nation who:

- Inform state/national policy •
- Access the most current training in the field •
- Network with professionals from across the globe •
- Receive technical assistance in areas specific to your local needs •

The National Partnership for Juvenile Services (NPJS) is a strong alliance of Educators, Trainers, Detention, Corrections, Residential Treatment, Community Based, Court Services, and Clinical Services professionals united in voice, service and advocacy for justice involved youth. NPJS actively pursues resources and opportunities to support skill acquisition and the expansion of knowledge of youth care workers across the juvenile justice continuum. We serve our members' interests. Let us help you with your professional needs.

The National Partnership for Juvenile Services advocates for the improvement of our nation's juvenile justice system by:

- Interpreting and promoting juvenile justice best practice principles at the national, state and local levels;
- Defining and promoting the mission of juvenile services;
- Stimulating the development and operation of training programs for the entire juvenile service profession;
- Encouraging writing and publication in the field of juvenile services;
- Advocating for quality standards in juvenile service programs;
- Facilitating the collection and dissemination of data with respect to juvenile services;
- Conducting juvenile justice research;
- Serving as a national network for persons and organizations interested in juvenile services;
- Collaborating with other organizations and professional groups with a primary interest in the field of juvenile services.

For more information, visit www.npjs.org or for specific areas of interest check-out the following links:

Guides State & National Policy Development...

NPJS issues Position Statements on issues impacting the continuum of services throughout the juvenile justice system. These Position Statements seek to recognize the basic rights and needs of juveniles under jurisdiction of the courts. Position Papers strive to establish best practices in juvenile justice services. <https://www.npjs.org/our-work/position-statements>

Promotes the Importance of Professional Ethics...

The NPJS *Code of Ethics* is intended to serve as a guide to the professional conduct of juvenile service workers. <https://www.npjs.org/about-us/code-of-ethics>

Fosters Information Sharing on Research and Best Practices...

NPJS manages, edits, and publishes the online *Journal of Applied Juvenile Justice Services*, a refereed, multi-disciplinary publication dedicated to critically examining a wide variety of topics related to juvenile justice. The journal disseminates timely information to juvenile justice practitioners and researchers on critical issues, including effective strategies and practice impacting services from initial court contact through the continuum of care and intervention and aftercare. The articles are written to inform practice by agency leaders, academicians, front line staff, behavioral health providers, as well as others supporting positive outcomes of youth. The aforementioned is accomplished through research articles, thought-provoking editorials, and book reviews.

<https://www.npjs.org/resources/journal-of-applied-juvenile-justice-services>

Integrated Data Solution. NPJS offers an integrated Juvenile Case Management Solution (Juv CMS) designed specifically to meet the needs of Juvenile Justice Provider Agencies. Juv CMS is a cloud-based application that offers secure access that is customizable to address the operational needs of your agency. Built in the Microsoft Dataverse, Juv CMS allows end-users to easily display and extract data to inform program improvement and daily operations. Video Overview: <https://bit.ly/45KwAeo>

Certified Juvenile Services Practitioner Program...

Certification is a process by which the NPJS recognizes practitioners in the field who have achieved the levels of education, training, and experience necessary to indicate they have a basic understanding and knowledge of the field of juvenile justice and the work required in a juvenile confinement setting. NPJS is working with the Child and Youth Care Certification Board in College Station, Texas to adopt the certification guidelines developed by NPJS, so that formal worker standards in juvenile justice become more widely recognized. This remains a work-in-progress.

Convenes Professional Learning and Networking Opportunities...

NPJS coordinates the annual *National Symposium on Juvenile Services*, which on average attracts 300+ attendees from 40+ states as well as international locations, for one of the only juvenile services, practitioner-focused conferences in the country. In 2019, NPJS launched the *National Leadership Institute* to fill a gap in leadership training for the juvenile justice field. <https://www.npjs.org/training/national-symposium-on-juvenile-services>

Creates Field-Focused Resources...

NPJS developed the *Desktop Guide to Quality Practice for Working with Youth in Confinement*, which is an online resource (19 chapters; 720 pages) with the answers to or guidance on many critical issues confronted by leadership, managers, and direct care staff in the daily operation of a facility that has the responsibility of caring for youth in confinement. <https://www.npjs.org/resources/desktop-guide>

Works from a Client-Centered Perspective...

NPJS staff and consultants have provided services to some of the smallest jurisdictions in the country to the very largest (e.g. Cook County in Chicago and currently to the NYC Administration of Children's Services).

We prefer to directly involve clients and staff in all phases of planning, development, and delivery of services. This approach helps ensure:

- Outcomes are relevant
- Management and staff are committed to results
- Processes and outcomes fit in with the organization's culture, style and values and /or the project objectives
- Skills can be passed on to staff.

Ongoing work in NYC ranges from the development of an e-learning module to curriculum development, direct training delivery, and training/technical support services to their supervisors and behavior management program.

Ongoing Results

Our objective is to help our clients develop and implement specific improvements to their system. We do this by providing specific project recommendations that are practical and achievable.

Our Assurance

Our clients know:

- They will get a personalized professional management consulting service tailored to meet their specific needs and circumstances.
- Each assignment will be under the strong leadership of an experienced professional who will manage the project to its completion.
- Our consultants are highly qualified and able to bring the project experience from a broad range of environments.
- We will treat client information as confidential and will not take advantage of privileged information gathered during an assignment.
- We will be frank about expected outcomes, and not create unrealistic expectations, especially among staff.
- We will not accept an assignment unless we are confident we have the skills, knowledge and experience necessary to undertake the work.

The Pursuit of Professionalism ~ One Member's Perspective

My job is important. We have a high calling, a sacred responsibility, and important task: To redeem the unredeemable and make the community, the public, and society a better place in the process. I take my job seriously. It is a profession. No matter how much I know, profess to know, or have experienced, there is much more to learn. I must continually expand my knowledge and skills within this profession in order to meet the challenges and needs of troubled youth, beleaguered staff, and highly stressed institutions. The value of a professional association is that it provides strength and support to me in all these areas. It surrounds me with other kindred spirits, who are caring and sympathetic to my struggle, who support and encourage my efforts, who comfort and correct my failures, and who rejoice greatly in those all-too infrequent times of success. I am a part of good things that happened before me in this profession; I am a contributor to the good things that are currently happening in this profession; and I am preparing the way for others to do good things in the future. I derive no satisfaction in the growth and preservation of my profession by maintaining only an active role in my institution, my local unit of government, or my "ivory tower." Likewise, saying I am a professional does not make me one; acting in a professional manner moves me closer to that goal; but membership in a professional association helps fulfill my professional aspirations. I need your help. Join my pursuit today. Join NPJS.

FY24 Annual Report

10 Copies Available Per ICJ Office

AVAILABLE
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Grab yours
today at the
**Annual Report
Distribution
Table** on
Tuesday and
Wednesday!





WELCOME ADDRESS

Annual Business Meeting

SEPTEMBER 23-25, 2024

LOOKING BACK AND MOVING FORWARD: CELEBRATING 50 YEARS OF JUVENILE JUSTICE

Presented by: Liz Ryan, Administrator, Office of Juvenile Justice and Delinquency Prevention

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) marks the 50th anniversary of the Juvenile Justice and Delinquency Prevention (JJDP) Act, with the year-long observance "**Looking Back, Moving Forward: Celebrating 50 Years of the JJDP.**" Throughout 2024, the Office will observe the Act's golden anniversary with several events, culminating with the National Conference on Youth Justice in November.

Signed into law on [September 7, 1974](#), the Act established OJJDP and charged the agency with supporting local and state efforts to prevent delinquency and improve the justice system. The Act [represented the first federal legislation](#) to address youth and unlawful acts in a comprehensive, coordinated way.

"To meet the challenges of today, we have to learn from our past and commit to a future full of innovation and partnerships—with youth, with families, and with each other."

—Administrator Liz Ryan

The Act authorizes OJJDP to provide funds to states that follow a series of federal protections for youth in the justice system. These "[core protections](#)" include deinstitutionalization of status offenders, separation of youth from adults in secure facilities, removal of youth from adult jails and lockups, and addressing disproportionate minority contact within the justice system. In 2018, the [Juvenile Justice Reauthorization Act](#) reauthorized and strengthened the original Act.

The focus of the JJDP Act is addressing youth victimization and crime by offering help and requiring accountability. These ideals—help and accountability—are prominently reflected in OJJDP's [three priorities](#): treating children as children; serving children at home, with their families and in their communities; and opening up opportunities for system-involved youth.

Office of Juvenile Justice and Delinquency Prevention Working for Youth Justice and Safety

OJJDP.OJP.GOV

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) was **established in 1974** to guide national efforts to prevent delinquency, strengthen the juvenile justice system, and protect children. The challenges facing youth have changed considerably in the intervening years, but OJJDP's support of **initiatives that improve outcomes** for *all* young people remains constant.

OJJDP is a component of the **Office of Justice Programs** within the U.S. Department of Justice. Liz Ryan serves as OJJDP Administrator.



OJJDP Priorities

The priorities described in this paper reflect OJJDP's guiding philosophy: to enhance the welfare of America's youth and broaden their opportunities for a better future. To bring these goals to fruition, OJJDP leads efforts to transform the juvenile justice system into one that—

- Takes adolescent brain development research into account and **treats children as children**, *not* as adults.
- Recognizes that most **young people are better served in their own communities** and that outcomes are improved when families are involved in youth's treatment.
- **Opens up opportunities for system-involved youth** so they have the same opportunities as youth who have not had contact with the juvenile justice system.

Vision

OJJDP envisions a nation where all children are free from crime and violence. Youth contact with the justice system should be rare, fair, and beneficial.

Mission

OJJDP provides national leadership, coordination, and resources to prevent and respond to youth delinquency and victimization. The Office helps states, localities, and Tribes develop effective and equitable juvenile justice systems that create safer communities and empower youth to lead productive lives.

OJJDP at a Glance

OJJDP works with state, local, and Tribal communities to reform juvenile justice systems to better serve justice-involved youth and their families.

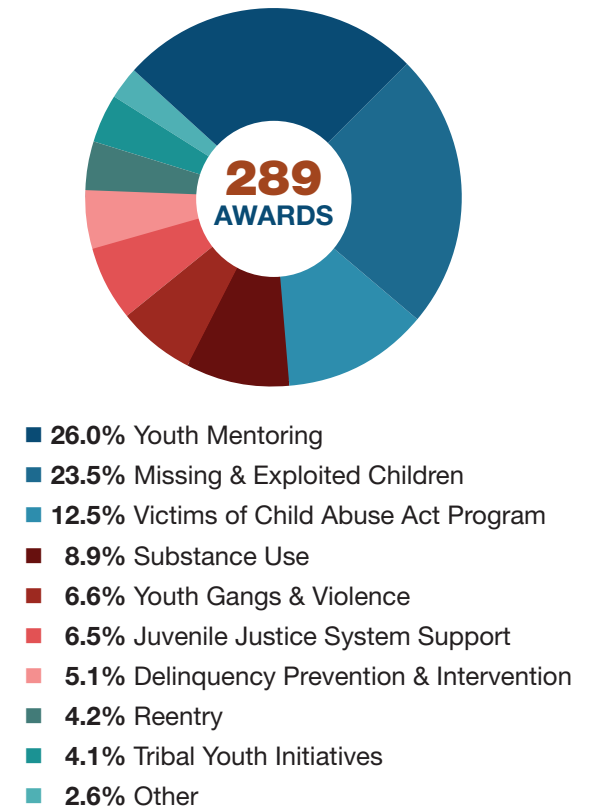
When we help young people find positive pathways to success, we simultaneously foster strong families and healthy communities. As part of these efforts, OJJDP—

- **Develops policy and guidance** for the effective implementation of juvenile justice systems nationwide.
- **Collaborates with federal, state, local, and Tribal partners**—through listening sessions, site visits, webinars, and training events—to advance improvements in juvenile justice and ensure the best outcomes for youth.
- **Monitors and aids state compliance** with the core protections of the Juvenile Justice and Delinquency Prevention Act.
- **Awards formula funding to states** to improve juvenile justice systems and address juvenile delinquency.

- **Awards discretionary funding** through a competitive process to support a continuum of services for youth at risk of delinquency and victimization.
- **Publishes and shares information** on youth justice and child protection topics with practitioners, policymakers, and the public.
- **Provides training and technical assistance** to address the needs of youth justice and child protection professionals and help them adhere to best practices in their work.
- **Sponsors research and data collection** to help the nation understand and effectively address youth justice and child protection issues.
- **Supports the activities of Federal Advisory Committees** to coordinate federal juvenile justice programs and make recommendations to the President, Congress, and the OJJDP Administrator.

Fiscal Year 2021 Grant Awards

In **fiscal year 2021, OJJDP awarded nearly \$344 million in discretionary funding** for programs, training and technical assistance, research, and information dissemination activities in support of its mission.



A Focus on Impacted Populations and on Racial Equity

OJJDP's priorities are enhanced by our unwavering commitment to—

- **Center Impacted Youth and Families:** **OJJDP listening sessions** with formerly incarcerated youth and their parents/guardians confirm persisting challenges with the juvenile justice system. Too often, families receive little to no information about the legal process, children are held in facilities located far away from their families, and mental health, education, and reentry services are lacking.

Centering impacted youth and families—by engaging them as partners in the work and empowering them to share their valuable insights—is crucial to bringing about a reformed juvenile justice system. The field must be open to hearing about and acting upon what *doesn't* work as well as what does.

- **Improve Racial Equity and Fairness in Juvenile Justice:** The **research** is irrefutable—youth of color are treated more harshly than white youth by the juvenile justice system, even when charged with similar offenses, and are more likely to be prosecuted in adult criminal court and placed in adult jails and prisons.

The field must renew its commitment to reducing racial inequity and end the disparate treatment and impact that youth of color who come into contact with the juvenile justice system experience.

We Would Like To Hear From You

Visit ojjdp.ojp.gov/feedback-on-priority-areas to provide feedback on the Administrator's priorities.



Administrator Ryan's Key Priorities

- Treat children as children.
- Serve children at home, in their communities, with their families.
- Open up opportunities for young people who come into contact with the juvenile justice system.

Treat Children as Children

Children do not belong in adult courts, jails, and prisons. **Research indicates** that youth whose cases are prosecuted in adult criminal court are more likely to be rearrested and have higher recidivism rates than youth in the juvenile justice system.



Research also shows that the average person's brain is not fully developed until their mid-20s. Consequently, adolescents are prone to impulsive, emotional, and risk-taking behavior. These findings do not excuse youth from being held accountable for their actions however, the U.S. Supreme Court has acknowledged the effect of adolescent brain development on culpability in **cases** such as *Roper v. Simmons*, *Graham v. Florida*, *Miller v. Alabama*, and *J.D.B. v. North Carolina*.

Because their developing brains are more malleable than those of adults, young people are also more capable of change and rehabilitation. In addition, most youth naturally **age out of delinquent behavior** as they mature.

The juvenile justice field's decisionmaking must be informed by science and research to ensure young people are adjudicated fairly and given opportunities to learn and recover from youthful mistakes.

OJJDP programs and resources that help ensure children are diverted from adult courts and facilities and that provide community-based support to help them succeed include:

- **Enhancing Juvenile Indigent Defense**
- **Juvenile Drug Treatment Courts**
- **Support for Prosecutors Who Work With Youth**
- **Title II Formula Grants Program**
- **Youth Mentoring**
- **Reforming Juvenile Justice: A Developmental Approach** (Report)
- **Pathways to Desistance** (Bulletin Series)

Serve Children at Home, With Their Families, in Their Own Communities

Community-based programs that involve families as a critical component enhance youth outcomes, increase public safety, and strengthen neighborhoods.

The number of youth held at state-run facilities has decreased steadily since 2001, according to **2001–2019 data**.

These facilities are typically the most expensive to operate but have negligible public safety benefits compared to community-based programs. They are also ill equipped to address the **trauma and mental health challenges** that bring many young people into contact with the juvenile justice system.

Youth incarceration has several **negative outcomes**, including association with more delinquent peers and increased criminal behavior and recidivism. Closing **underutilized juvenile correctional facilities** and reinvesting the savings into evidence-based programs and services keeps young people out of the system, in school, and connected to their families.

Data from states like Alabama, California, Georgia, Illinois, Ohio, New York, and Texas prove that we can hold young people accountable for their actions and still give them a chance at better outcomes. Using fiscal incentives to support community-based options, each of these states significantly reduced its population of confined youth without negatively impacting public safety.



OJJDP programs and resources that strengthen and expand the use of community-based alternatives to out-of-home placement include:

- **Juvenile Justice System Reform and Reinvestment Initiative**
- **Community-Based Alternatives to Youth Incarceration Initiative**
- **Delinquency Prevention Grants Program**
- **Family-Based Alternative Sentencing Program**
- **Reducing Risk for Girls in the Juvenile Justice System**
- **Alternatives to Detention and Confinement** (Literature Review)

Open Up Opportunities for System-Involved Youth

When youth become involved with the juvenile justice system, they typically face repercussions that extend beyond the immediate consequences. Juvenile records can adversely affect a young person's ability to continue their education, secure housing, get a job, or join the military.



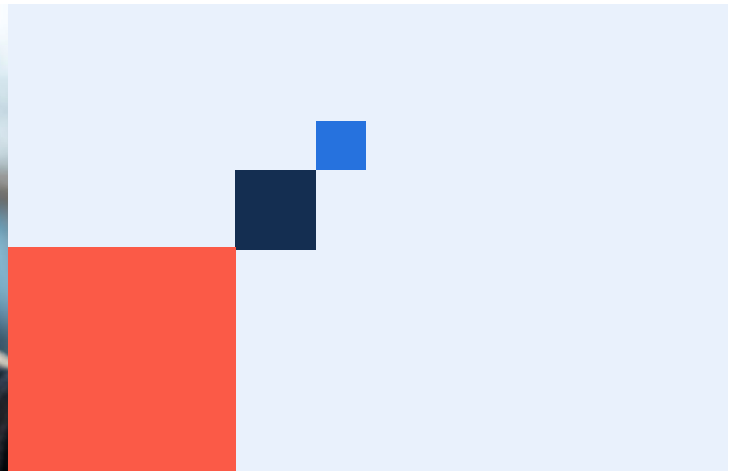
These **collateral consequences** can, in turn, lead to recidivism and prolong contact with the juvenile justice system. If the mission of the juvenile justice system is truly to rehabilitate young people and protect public safety, juvenile justice practitioners must recognize and address the barriers to success that involvement with the juvenile justice system creates for youth.

Connect With OJJDP

- Subscribe to ***OJJDP News @ a Glance***. The bimonthly newsletter features highlights of OJJDP's programs and activities, publications, training opportunities, news, and events.
- Sign up to receive **JUVJUST** notifications. This listserv emails subscribers 3 to 5 times a week with information about the latest publications, funding opportunities, training resources, and conferences.
- Like OJJDP on **Facebook**, follow us on **Twitter**, and subscribe to the OJJDP **YouTube** channel.

OJJDP programs and resources that open up opportunities for justice-involved youth and help ensure that they have the same access to opportunities that other youth have include:

- **Arts Programs for Justice-Involved Youth**
- **Second Chance Act Youth Reentry Program**
- ***Expunging Juvenile Records: Misconceptions, Collateral Consequences, and Emerging Practices*** (Bulletin)
- **Juvenile Reentry** (Literature Review)
- **Juvenile Reentry Programs** (Implementation Guide)
- ***Reentry Starts Here: A Guide for Youth in Long-Term Juvenile Corrections and Treatment Programs***



OJJDP News Now

Working for Youth Justice and Safety

OJJDP.ojp.gov

About OJJDP

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) was established in 1974 to guide national efforts to prevent delinquency, strengthen the juvenile justice system, and protect children. OJJDP is a component of the Office of Justice Programs within the U.S. Department of Justice.

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Connect With Us!

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OJJDP News @ a Glance, an award-winning monthly online newsletter, features highlights of OJJDP's programs and activities, publications, training opportunities, news, and events. Subscribe now to receive the newsletter, go to OJJDP.ojp.gov/news/newsletter.

The JUVJUST listserv provides e-mail notifications on the latest juvenile justice and youth-related publications, funding opportunities, training resources, and conferences.

To subscribe to the newsletter or JUVJUST, go to OJJDP.ojp.gov/Subscribe.

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OJJDP Office of Juvenile Justice
and Delinquency Prevention



Continuum of Care for Communities

A broad array of youth justice programs and services ranging from prevention programs for young children and youth at risk of delinquency to intervention programs serving high-risk youth in secure residential settings and reentry programs for youth returning to their communities.



In addition to the array of services, system and policy changes play a critical role in achieving a fully effective continuum of care in which the needs of youth and families are met, positive outcomes are achieved, and personal accountability and public safety are maintained.

The Office of Juvenile Justice and Delinquency Prevention’s “Continuum of Care for Communities” describes a framework for youth justice services—and the dynamic and evolving nature of youth involvement in this continuum. This framework has been shown to improve youth outcomes and reduce reoffending, thereby advancing public safety. The graphic reflects the process for providing services to youth impacted at each stage. In an effective continuum of care, the majority of youth would be served through prevention and early/low intervention services. The number of youth served should decrease at each stage in the continuum.

This approach has proven to be cost effective. According to research from the Justice Policy Institute, the average state cost for secure confinement of a youth is \$588 per day (that’s \$214,620 per year), while community-based programs can cost as little as \$75 per day. In addition, diverting youth away from long-term involvement in the criminal justice system can result in much higher long-term economic and societal benefits.

The “Continuum of Care for Communities” framework centers around the needs of youth, families, and communities with services targeting the following areas.

PREVENTION

These efforts reduce risk factors and promote protective factors for children at risk of becoming involved in delinquent behavior or being victimized.

Examples: Mentoring; community violence intervention and prevention; support for children of incarcerated parents; supporting children exposed violence.

INTERVENTION

There are multiple opportunities to “meet youth where they are” and match the intervention to their individual needs and risk factors. Intervention efforts are considered **low, medium, or high** depending on where they fall along the Continuum of Care.

INTERVENTION – LOW

Prevent or disrupt a youth’s formal involvement in the juvenile justice or child welfare systems, including after a youth has committed delinquent acts.

Examples: Pre-arrest diversion; mediation (conflict resolution that employs a neutral third party).

INTERVENTION – MEDIUM

Support youth who are formally involved in a court process or other justice system oversight. Efforts may involve specialized services or programs targeting specific delinquent activities and/or youth.

Examples: Juvenile treatment and family treatment courts; restorative practices aimed at repairing harm done to victims.

INTERVENTION – HIGH

Provide intensive supervision and services that support system-involved, high-risk youth, both pre- and post-adjudication. These efforts meet the complex needs of youth on probation and under in-home monitoring by providing an array of services to help them fulfill the conditions of their adjudication.

Examples: Community violence intervention (CVI); cognitive behavioral therapy; intensive wrap-around models of service.

OUT-OF-HOME PLACEMENT

Youth may be placed outside the home after the child welfare or juvenile justice systems intervene in response to the youth’s needs and risks. Residential facilities are responsible for a youth’s safety, education, and mental and physical health needs. As shown in the dark orange section of the infographic, secure care (in a locked facility) should only be used for the small percentage of youth who pose a serious risk to public safety and only for limited periods of time.

Examples: Nonsecure placement; group homes; foster care; shelter care; secure detention and confinement.

COMMUNITY REINTEGRATION

Often called reentry or aftercare, these programs prepare youth to reenter the community and/or return home. Successful reintegration requires planning and collaboration to identify and deliver services needed by youth, families, and the community. Key components of the reintegration process include education, mental health services, housing, and family support.

Examples: Mentoring programs; education and employment programs; continued mental health and substance use treatment; partnerships with volunteer service organizations.



TRAINING SESSION #1

Annual Business Meeting

SEPTEMBER 23-25, 2024

BECOMING ORGANIZATIONALLY INTELLIGENT LEADERS: FACING OUR ADAPTIVE CHALLENGES

Presented by: Glenn Tapia, Director of Leadership and Organizational Intelligence, Alliance for Community and Justice Innovation

When implementing change initiatives, especially those in complex public sector agencies, a leader often finds themselves facing problems that are complicated, ambiguous, and often those that come down to changes in mindset, culture, and values. These are *adaptive problems* where black-and-white (technical) solutions are most often ineffective and can cause problems to multiply and mutate. Solutioning in these environments is challenging as it involves vague identification of root cause; there is no certainty to solutions; there are mixed opinions as to the “right” solution; and ultimately a fear of failure. Technocratic solutions are inviting in these situations which leaves leaders feeling ill-equipped to manage the situations with adaptive strategies. This overview will provide some basic beginning learning for adaptive solutioning including problem diagnosis, root cause analysis, and learning to become more comfortable with these challenges.

1. Participants will learn how to identify, diagnose and then address adaptive problems with creative and adaptive, rather than technical solutions.
2. Participants will learn how our individual mindset traps contribute to poor problem solving and how to redirect our mindsets toward adaptive solutioning.
3. Participants will learn strategies and frameworks to identify and prioritize high impact change initiatives and turn less attention to initiatives that clutter their organizational capacity to change.
4. Participants will learn about addressing large scale change initiatives with small incremental growth approaches.

ACJI **THE ORGANIZATIONALY INTELLIGENT LEADER**

FACING OUR ADAPTIVE CHALLENGES



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www.linkedin.com/in/glennapia Colorado

ACJI **THE SPEAKER**



36 Years in Public Sector Criminal Justice Service  State Probation/Courts (Adult & Juvenile)

13 Years in Senior Leadership  Institutional and Community Corrections (Adult & Juvenile)

2 Branches of State Government in Leadership  Police/Fire Administration

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THE PREMISE FOR TODAY

There are so many things we CAN and SHOULD change to be better at what we do.

Changing our practices, habits, rules, and policies is wrought with problem

We often disagree on how to solve problems and even disagree on what the real problem is in the first place.

More often than not, today's PROBLEM is yesterday's SOLUTION.

In the real world, people and organizations choose how much they lean into other peoples solutions.

People don't resist change, they resist BEING changed without their permission.

Changing rules and policies, doesn't always change others' mindset and beliefs about their work.

Change is as important as it is difficult.

acji.org | info@acji.org | 720-255-1270 

AGENDA

What do we mean by *Adaptive Problem* - Why does it matter?

Part I - Diagnosing our Challenges

- Symptoms versus Problems
- Technical versus Adaptive Problems

Part II - The Mindset Needed for Adaptive Implementation Leadership

- Appreciative Thinking 101
- Basic Mindset Traps (the Central 6 Traps)

Part III - When Priorities Compete and Clutter

- Prioritizing our limited change energy
- Mapping our priorities

Part IV - The Power of Atomic Gains:

- The atomic mindset to change
- When change multiplies


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PART 1

- WHY DOES ADAPTIVE PROBLEM SOLVING EVEN MATTER?
- DIAGNOSING THE CHALLENGES OF CHANGE

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70% FAILURE

- TOP DOWN (THEORY E)
- BOTTOM UP (THEORY O)
- CRITICAL MASS

IMPLEMENTATION RESEARCH

Without guided and directed implementation, only **14%** of new scientific discoveries (EBP's) enter day-to-day practice




FAILURE 86

ROGERS, 2002

INEFFECTIVE IMPLEMENTATION

80-90% of people-dependent innovations never get fully implemented beyond initial stages (installation)



FAILURE 80 90


BALAS AND BOREN, 2000:65

IMPLEMENTATION RESEARCH

National Implementation Research Network (Balas and Boren, 2000:65)

Experimental data show, when used alone, these methods are insufficient to effect long-term change:

- Diffusion/Dissemination of Information
- Classroom Training
- Passing Laws, Mandates, Regulations
- Providing Funding Incentives
- Reorganization



FAILURE 85 95 **ONLY 5% TO 15% REALIZE THEIR INTENDED OUTCOMES**

? HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS

? HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS SHIFTED (BUT NOT CHANGED)

? HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS SHIFTED (BUT NOT CHANGED) AUTHENTIC CHANGE



HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS

- Old Habits
- Old Customs
- Old Practices
- Old Programs
- Old Leadership
- Old Culture

SHIFTED (BUT NOT CHANGED)

- Old Habits
- Old Customs
- New Practices**
- New Programs**
- Old Leadership
- Old Culture

AUTHENTIC CHANGE

- New Habits
- New Customs
- New Practices
- New Programs
- New Leadership
- New Culture

CHANGE ENERVATION AS THE CULPRIT

The image shows a glass jar on a windowsill, which is empty, symbolizing depletion. Next to it is a gas gauge with a needle pointing to the 1/2 mark, and a gas pump icon, symbolizing energy depletion.

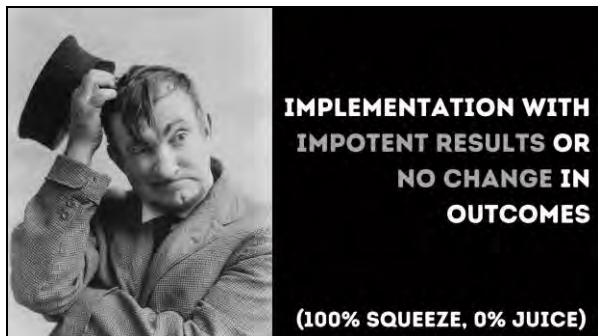
CHANGE ENERVATION

The gradual growth of organizations in size, scope, and complexity...

...while the people within it are simultaneously deprived of tools and knowledge to advance authentic change.

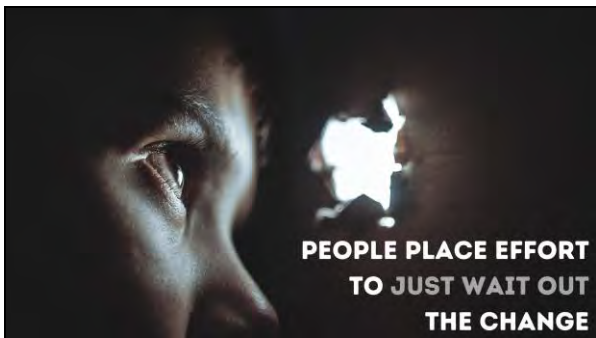
The image shows a hand pointing to a graph with a y-axis ranging from 0 to 1000 and an x-axis ranging from 0 to 10. A curve starts at the origin and rises exponentially, ending at approximately (10, 1000).





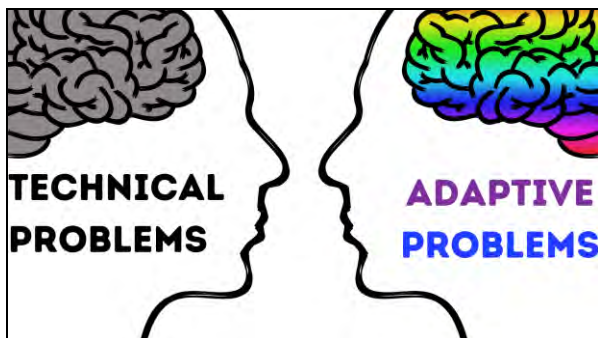


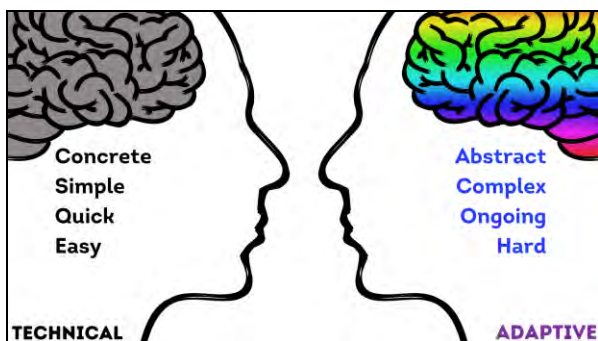


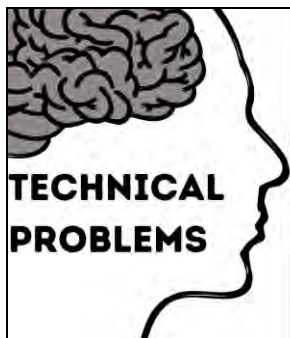














TECHNICAL PROBLEMS

- Often easy to identify (hard to deny)
- Can often be solved by an act of authority
- Solutions can often be implemented quickly
- Changes are generally required in only one or a few places and within organizational boundaries



ADAPTIVE PROBLEMS

- Often hard to identify (easy to deny)
- Requires changes in values & beliefs, thus the people with the challenge must be involved in the change
- Solutions require experimentation, discovery, trial, error, and time to implement and improve
- Changes are generally required in many places and often outside of organizational bounds



PROBLEM MUTATION

SOLVING ADAPTIVE PROBLEMS WITH TECHNICAL SOLUTIONS → MORE ADAPTIVE PROBLEMS

**CORE SKILL PRACTICE:
ROOT CAUSE ANALYSIS**

STEP 1: OPEN with BROAD General Inquiry:
"What is this situation trying to teach us right now?"

STEP 2: 5-7 WHY Questions:


- Why did **PROBLEM X** happen? **A**
- Why did **A** occur? Why was **A** a blip? **B**
- What **REALLY** drove **B** to happen? **C**
- What about **C** then? What underlies **C**? **D**
- Why **D**? What really causes **D** to happen? **Z**

← ROOT CAUSE

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**PREMISE:
ADAPTIVE PROBLEMS**

- Most often symptoms of deeper and more complex problems.
- Rarely about what they seem at first glance, there is always something hidden, always something lurking beneath the iceberg.
- Often issues of the **MINDSET (Abstract)** rather than something **CONCRETE**



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**5-STEP
ADAPTIVE
PROBLEM
SOLVING
FRAMEWORK**

- 1. DIAGNOSE THE CHALLENGE**
 - Is the challenge a symptom or a problem?
 - Is the problem technical or adaptive?
- 2. IDENTIFY & DECLARE THE IDEAL STATE**
 - Challenge and restate the Degenerative State
 - Declare and share the Appreciative State
 - ID the mindset that aligns with the ideal state
- 3. IDENTIFY & DECLARE THE UNDERLYING MINDSET TRAP(S)**
 - Examine Appendix A - Common Degenerative Mindset Traps
 - Do not declare the degenerative mindset traps
 - Use Appreciative Inquiry to advance healthy dialogue and interaction to challenge the mindset traps
- 4. RE-IMAGINE THE MINDSET IN APPRECIATIVE TERMS**
 - Reframe the problem mindset to advance the ideal state from Step 2
 - Challenge, question and restate the mindset traps
 - Advance a healthy dialogue and interaction to develop new mindset traps
- 5. INNOVATE, EXPERIMENT, & LEARN**
 - Center your innovation on the 7 Adaptive Strategies for Problem Solving
 - Use trial and error to develop alternative solutions
 - Celebrate Successes! Being Forward, progress and never perfection
 - Take the Leap!

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STEP 1

DIAGNOSE THE CHALLENGE

DIAGNOSE THE CHALLENGE

WHAT IS THE CHALLENGE? (10 minutes)

HOW TO: (10 minutes)

IS IT A SYMPTOM OR A PROBLEM?

- The issue is a symptom of a larger problem.
- The issue is a symptom of a larger problem.
- The issue is a symptom of a larger problem.
- The issue is a symptom of a larger problem.
- The issue is a symptom of a larger problem.

IS IT TECHNICAL OR ADAPTIVE?

- The issue is technical in nature.
- The issue is adaptive in nature.
- The issue is technical in nature.
- The issue is adaptive in nature.

PART 2

- **WHAT IS THE MINDSET THAT WE MISAPPLY?**
- **WHICH IS THE MINDSET WE MUST APPLY?**

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THE APPRECIATIVE MINDSET

THINK ABOUT YOUR THINKING
RE-IMAGINE THE MINDSET

BASIC TERMS
THE APPRECIATIVE MINDSET

-  **DEPRECIATION**
Lowering in value over time
-  **APPRECIATION**
Growth in value over time
-  **INQUIRY**
To question in order to study and examine

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THE APPRECIATIVE MINDSET IS
A GROWTH Mindset not FIXED
Focused on what you want GROW in Value (not the Problem)

It is INFINITE rather than FINITE thinking



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OUR GOTO
PROBLEM SOLVING REFLEX **APPRECIATIVE INQUIRY**


FOCUS ON: **PROBLEM STATE**  **IDEAL STATE**

STUDY: **VALUE DETRACTION**  **WHAT ADDS VALUE**

GOAL: **SHRINK A PROBLEM**  **GROW IN VALUE**

FEELS LIKE: **DRAINS ENERGY**  **PROVIDES ENERGY**

**NEURO-LEADERSHIP
PERSPECTIVE
OLD MENTAL HABITS
(& MINDSET TRAPS)
NEVER DIE**



The Emotional Contagion Network



**REFRAMING
TO AN APPRECIATIVE STATE**

Depreciative State	Neutral State	Pre-Appreciative State	Appreciative State
-1	0	+1	+2
<ul style="list-style-type: none"> • Focused on what you don't want • Suppresses energy, is defeatist and unproductive • Distracts rather than adds value to the ideal situation 	<ul style="list-style-type: none"> • You're just getting through things • There is neither anything proactive nor defeatist, rather stagnant. • Its just "Meh" (shrug) 	<ul style="list-style-type: none"> • Situation is better, maybe even good but is not great. • You could live with this situation. • You can imagine another level of greatness. 	<ul style="list-style-type: none"> • Focus on what you want to strengthen and grow (appreciate in value) • Imagine this in an ideal culture or setting. • Audacious & Ideal
DEMANDS OUR ATTENTION	ELUDES OUR ATTENTION	ATTENTION OFTEN NEGLECTED	

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MINDSET TRAPS

Shortcuts and habits we form
Cognitive biases
Our mental AND intellectual AND emotional comfort zone
Limits Beliefs or firmly-held beliefs
Errors in thinking and judgment



APPRECIATIVE MINDSET ALTERNATIVES

Imagination is More Powerful than Knowledge



APPRECIATIVE MINDSETS

- Possibilities for new thinking and judgment
- Opportunities for new thinking habits
- Mental reframes that challenge status quo
- Adaptive rather than technical mindsets
- Great-level thinking rather than GOOD level thinking
- Change leadership at their core
- Emphasize imagination over knowledge

BONUS: Core skills needed for deeper culture change/reform

MINDSET TRAPS

- 1 BINARY (BLACK/WHITE)
- 2 DEFERRING/DEFLECTING OWNERSHIP
- 3 PERFECTIONISM
- 4 RISK AVERSION
- 5 GROUP THINK
- 6 OWNER & LEGACY CLUTCH

CENTRAL 6

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MINDSET TRAPS

- 7 FIXED (FINITE) MINDSET
- 8 ATTRIBUTE A PROBLEM TO A PERSON
- 9 MISTAKING SYMPTOMS FOR PROBLEMS
- 10 MISTAKING CYNICISM FOR WISDOM
- 11 MISTAKING LOYALTY FOR WISDOM
- 12 CLUTCHING THE BAGGAGE

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MINDSET TRAPS

- 13 RELIANCE ON TRADITION
- 14 THE PERFECT WORLD TRAP
- 15 INWARD MINDSET
- 16 PROMOTING ARTIFICIAL HARMONY
- 17 MENTAL FILTERING
- 18 MISTAKING A PROBLEM FOR A PREFERENCE

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BINARY MINDSET

1


IN GENERAL:

- "Black & White" thinking.
- Options X and Y to a decision are viewed as oppositional; are in direct conflict with each other and cannot co-exist.
- Belief that it must be EITHER X or Y and that conflict must be first reconciled before a final decision is made.

IN PRACTICE:

- "We either need to hold people accountable for their behavior or we need to be social workers. Which one is it?"
- "We cannot be both, we gotta choose one or the other and a direction to go. We gotta choose public safety or treatment."

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CO-EXISTING MINDSET

1


IN GENERAL:

- "Options X AND Y can be applied by reframing the OR statement to an AND; and then working from there towards an adaptive decision.
- Can we say YES that's true to X AND acknowledge Y as well? As they can co-exist?

IN PRACTICE:

- To what degree can justice clients be held accountable for their behavior and also be incentivized for prosocial behavior at the same time?

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- Options X AND Y can be applied by reframing the OR statement to an AND; and then working from there towards an adaptive decision.
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IN PRACTICE:

- To what degree can justice clients be held accountable for their behavior and also be incentivized for prosocial behavior at the same time?

APPRECIATIVE INQUIRY

- *What else could be true?*
- *To what degree might X and Y co-exist without being in conflict?*
- *Could two things be true at the same time?*
- *At what level might more than two things be true?*

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DEFERRING OR DEFLECTING OWNERSHIP


2

IN GENERAL:

- One believes or thinks it is someone else's job to create an environment, culture, or space for success.
- They often attribute a leadership or culture problem to other people, other teams, or other factions rather than to assume ownership and leadership of change

IN PRACTICE:

- Leader X believes that Staff Team/Group Y are solely responsible for the culture issue and if it weren't for them, things would be different.
- They attribute 100% of value to other people (rather than to self or other people that are within influence)
- Vice versa



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OWNING & SHARING ACCOUNTABILITY

2

IN GENERAL:

- Everyone in the organization believes **"It is not someone else job to make this organization great."**
- Imagine this mindset as contagious among all people on a team or in an organization?

IN PRACTICE:

- What if every single individual on the team/org had a direct role in shaping culture and leadership?
- **"It is not someone else's job to make this team great"**



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IN PRACTICE:

- What if every single individual on the team/org had a direct role in shaping culture and leadership?
- **"It is not someone else's job to make this team great"**

APPRECIATIVE INQUIRY

- *As far as I am concerned the problem is me. Where & how might that play out?*
- *Which part of this do I need to own?*
- *What would it be like if everyone shared a role?*



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PERFECTIONIST MINDSET

3

IN GENERAL:

- A leader or team believes that a solution must be done exactly right or not at all.
- Inertia happens unless or until the perfect guaranteed solution emerges that promises positive results.
- Hesitation or resistance to "Take the Leap" or avoidance of a decision

IN PRACTICE:

- Leader knows there will be problems with Solutions X and Y both. So unless one can find a solution that is consequence free or avoids any problems whatsoever, the problem isn't formally addressed and may be shelved for later.
- "We can't move forward without the perfect, risk free, failure-proof solution"

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PROGRESS MINDSET

3

IN GENERAL:

- A mindset shift to progress over perfection
- ... to continual growth and incremental improvement over a long time
- ...to seeing small failures as a important pre-requisite to learning better ways to solve adaptive problems

IN PRACTICE:

- "Perfection is not our friend here. Progress is our virtue here; so we can make incremental improvement."

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3

IN GENERAL:

- *A mindset shift to progress over perfection*
- *... to continual growth and incremental improvement over a long time*
- *...to seeing small failures as a important pre-requisite to learning better ways to solve adaptive problems*


IN PRACTICE:

- *"Perfection is not our friend here. Progress is our virtue here; so we can make incremental improvement."*

APPRECIATIVE INQUIRY

- *What does progress look like if perfection is off the table?*
- *What could we gain by trying something imperfect and progressive?*
- *What might progress-in-action look like here, even if imperfect?*

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RISK AVERSION MINDSET

4


IN GENERAL:

- Catastrophizing or making a decision to avoid a risk of liability especially based on the unlikely situation of getting sued, media coverage, or another situation that is implausible but undesirable.
- Often occurs when we evaluate decisions based on the 1% of even 5% of situations that MAY occur rather than most situations that DO happen.

IN PRACTICE:

- The most conservative decision is made to avoid a potential future lawsuit or media coverage based on an extreme or rare situation. The solution causes other problems to occur including inviting additional liability areas.
- "We can't do that because we will get sued or end up in the news."

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RISK-INVITATION MINDSET

4

IN GENERAL:

- Inviting healthy calculated risks while also acknowledging the unlikely ones.
- Requires a deeper examination of organizational culture and PURPOSE and the degree to which the organization must serve itself first or serve other interests such as people and communities.

IN PRACTICE:

- What is the real probability of (risk) happening? 1%? 5%? 10%
- What are we losing (opportunity costs) here?
- Ultimately, is our job really about protecting the organization from risk or are we ultimately about something else?

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RISK-INVITATION MINDSET

4

IN GENERAL:

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- Requires a deeper examination of organizational culture and PURPOSE and the degree to which the organization must serve itself first or serve other interests such as people and communities.


IN PRACTICE:

- What is the real probability of (risk) happening? 1%? 5%? 10%
- What are we losing (opportunity costs) here?
- Ultimately, is our job really about protecting the organization from risk or are we ultimately about something else?

APPRECIATIVE INQUIRY

- To what degree are we 1) managing to the exception rather than the rule?
- ...Inviting other risks by avoiding this one ?
- ...Neglecting a higher purpose by avoiding an improbable risk?

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GROUP THINK

5

IN GENERAL:

- We have reached consensus without critically thinking through and there is no diversity of opinion in the room.
- Premature consensus to avoid conflict (or to dodge the elephant in the room)

IN PRACTICE:

- The same people are making the decision over and over again without including others.
- Everyone agrees, no healthy conflict, there still may be an "elephant in the room" even. In order to conform, people are glossing over real problems.

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DIVERSE THINK

5

IN GENERAL:

- Before making a decision, we ensure that diversity of thought was a part of the discussion process

IN PRACTICE:

- "We have too much consensus here, this is a red flag"
- "Wait, that was too easy, we are missing something important"
- We need some healthy critics to disrupt our thinking here before we decide.
- Who else can contribute a different perspective?

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IN PRACTICE:



5

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- "Wait, that was too easy, we are missing something important"
- We need some healthy critics to disrupt our thinking here before we decide.
- Who else can contribute a different perspective?

APPRECIATIVE INQUIRY

- What is the devil's advocate position here?
- What else might be true from a different point of view that is not at the table?
- What are our blind spots?
- What will the elephant in the room think about this decision?

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OWNER & LEGACY CLUTCH

IN GENERAL:

- Place disproportionately high value on things we helped create or decisions we made in the past OR disproportionately low value on things we didn't have a role in or feel threatened by.
- One can't see any other evidence that something else could be true.
- One cannot see that THEIR great idea isn't working OR that someone else's idea might work.

IN PRACTICE:

- "I put a lot of work into this project, you have no idea what I have sacrificed to make this project work."
- The trap implies its that persons way or no other way will work - although that may not be said explicitly.

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EMPOWERMENT MINDSET

IN GENERAL:


- Understanding that today's problems were yesterday's solutions (even if that person's solutions) and there are always opportunities to revise, iterate, and be better tomorrow than today.

IN PRACTICE:

6

- "I put a lot of work into this project, so I could have blind spots."
- Help me see what I am not seeing here due to my personal stake in this."
- "We are smarter than me"

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EMPOWERMENT MINDSET

IN GENERAL:

- Understanding that today's problems were yesterday's solutions (even if that person's solutions) and there are always opportunities to revise, iterate, and be better tomorrow than today.



6 IN PRACTICE:

- "I put a lot of work into this project, so I could have blind spots.
- Help me see what I am not seeing here due to my personal stake in this."
- "We are smarter than me"

APPRECIATIVE INQUIRY

- Ultimately, is our job really about protecting ourselves and our ideas?
- To what degree does our desire for a legacy limit our willingness to shift?
- Wait... is this really about me or us right now?

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THE THING ABOUT MINDSET TRAPS

THEY CAN CO-EXIST WITHIN A SINGLE PROBLEM

- ASK: Which **additional** Mindset Traps might we be tangled up inside here?
- What might a fresher and more complete perspective look like before we make a decision?
- At the end of the day, what would Progress Not Perfection look like here?

WE HAVEN'T THOUGHT OF THEM ALL....


- CREATE - Make up your own
- CO-CREATE - Help us build our library of mindset traps




PART 3

- WHEN EVERYTHING IS A PRIORITY, NOTHING IS A PRIORITY!**
- WHAT AND WHERE IS THE REAL PRIORITY?**
- HOW DO WE KNOW WHERE TO PRIORITIZE?**

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**PRIORITY SETTING
SUPPLY LIST**

- A** **COGNITIVE DIVERSITY** - AN ADAPTIVE & APPRECIATIVE MINDSET ON A TEAM OF DIVERSE PERSPECTIVES
- B** A SPIRIT OF **CO-ELEVATION** RATHER THAN COLLABORATION
- C** A LIST OF IDEAS, PROJECTS, INITIATIVES TO BE PRIORITIZED
- D** IMPACT/FEASIBILITY MATRIX

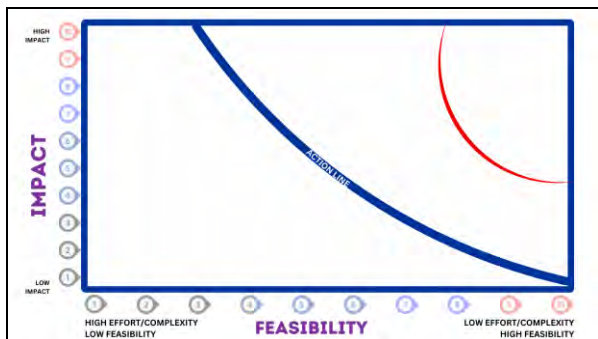
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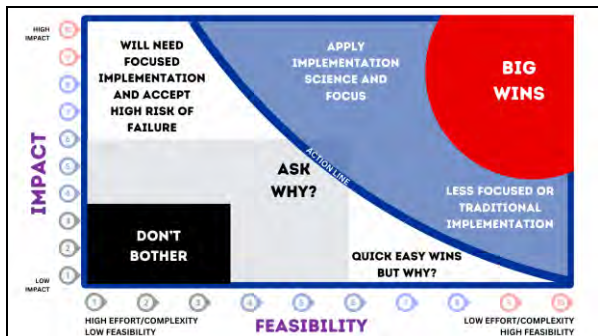


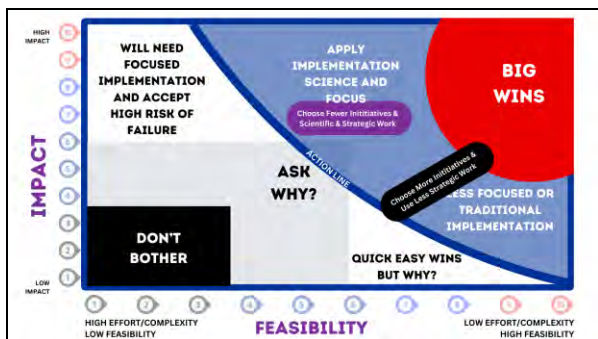


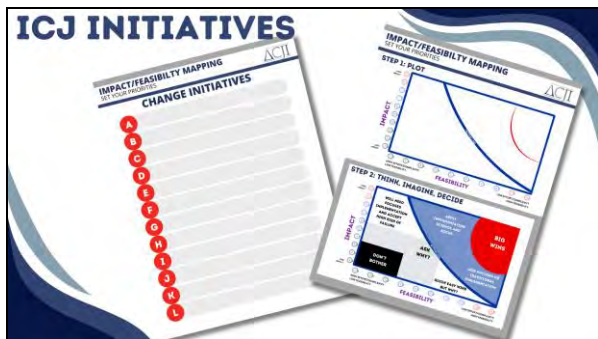


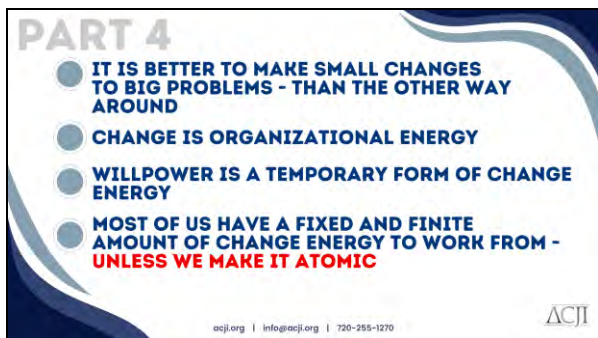






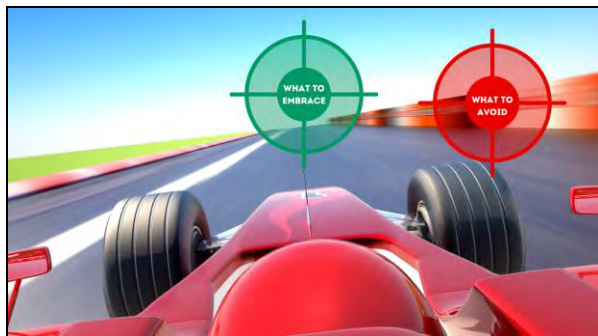








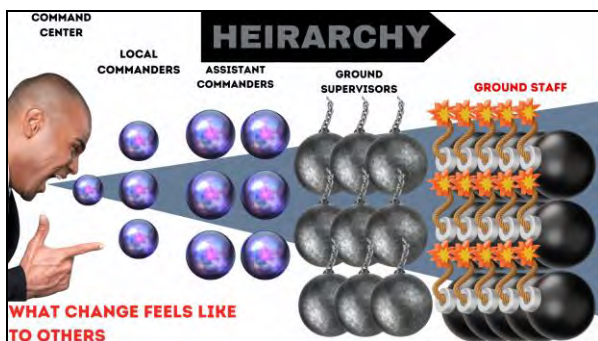




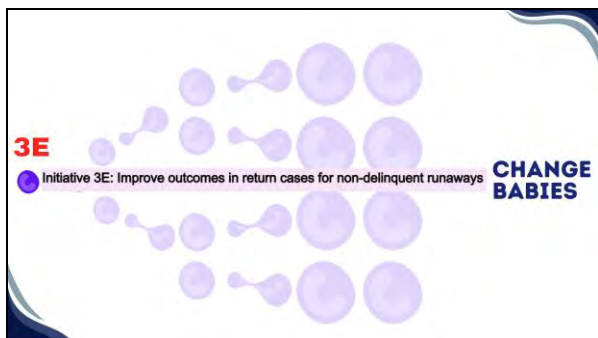


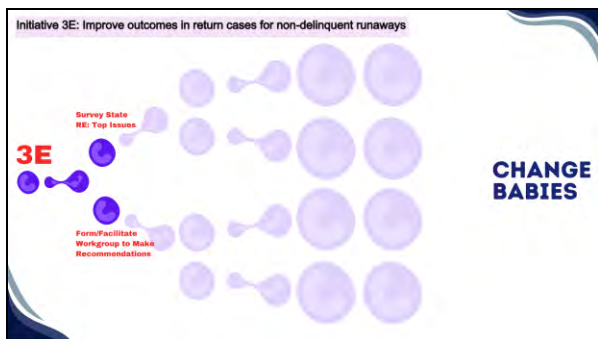


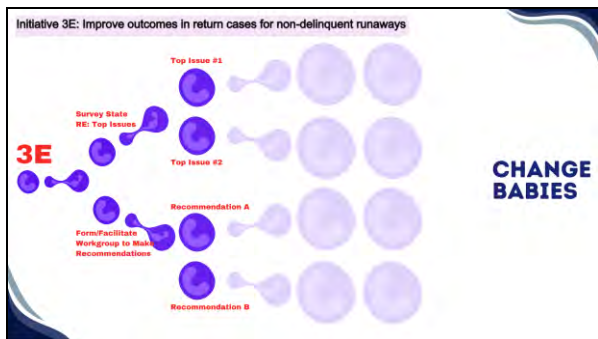


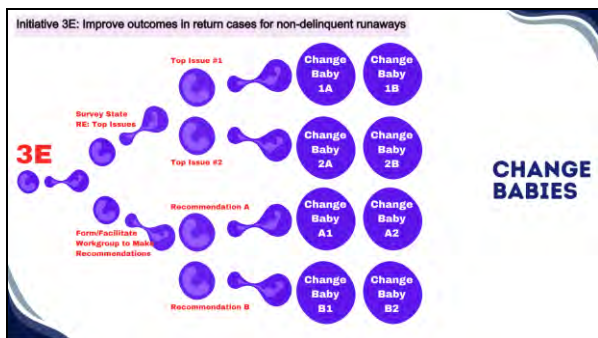














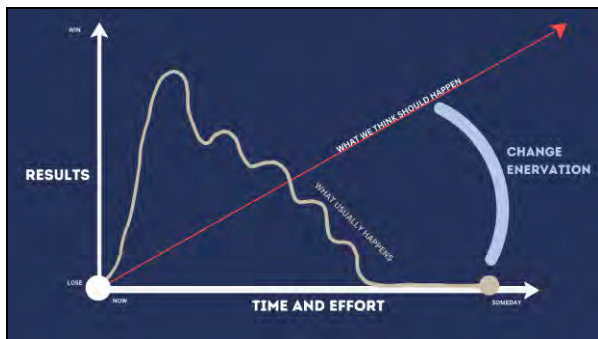
**ATOMIC CHANGES OVER TIME
ARE IMPERCEPTIBLE
BUT COMPOUND INTO
PALPABLE MEASURABLE
RESULTS**

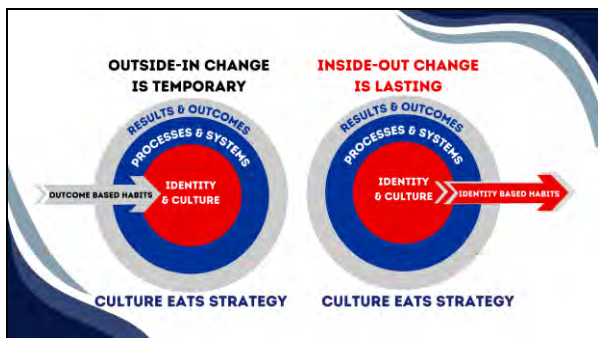


ATOMIC MINDSET

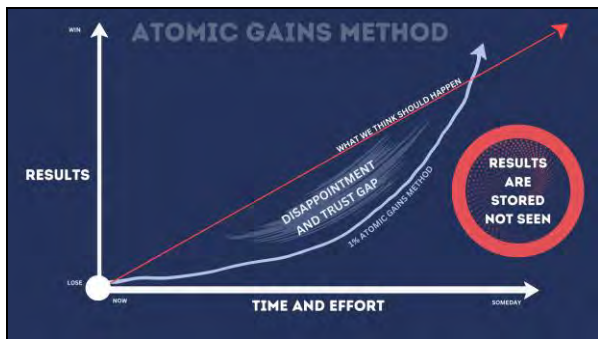
- **WINNERS & LOSERS HAVE THE SAME GOALS (BUT DIFFERENT SYSTEMS)**
- **ACHEIVING A GOAL IS ONLY MOMENTARY CHANGE**
- **GOALS RESTRICT, POSTPONE, & EXTERNALIZE HAPPINESS**
- **GOALS COMPETE WITH PERPETUAL PROGRESS**

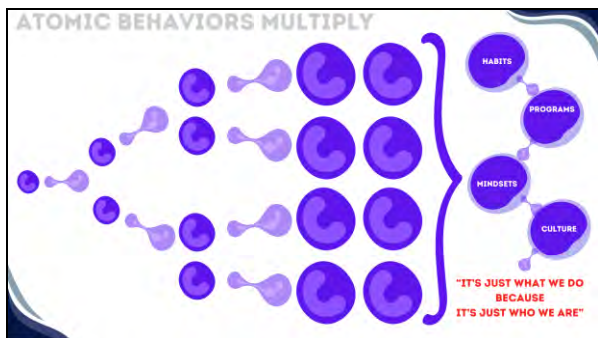
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ATOMIC INQUIRY

- **INSIDE OUT CHANGE - WHO DO WE WANT TO BE INSIDE AT OUR CORE?**
- **CHOOSE A 1% GAIN TO MAKE THAT ALIGNS WITH WHO WE WANT TO BE**
- **HOW MIGHT IT GROW AND MULTIPLY OVER TIME?**
- **HOW MIGHT THE GROUND-LEVEL USERS EXPERIENCE THE CHANGE? IN OTHER WORDS, WHAT NEW ADAPTIVE PROBLEMS MIGHT SURFACE?**
- **WHICH MINDSET TRAPS SHALL WE AVOID?**

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7 ADAPTIVE STRATEGIES



1 EMBRACE THE ADAPTIVE SPACE
*Resist the natural tendency to apply technical solutions
Get comfortable with ambiguity*




2 **APPLY AN APPRECIATIVE LENS**
*Call out and challenge any negative bias
Use Appreciative Inquiry techniques to examine an ideal state*



3 **EXPAND PERSPECTIVE**
Adaptive problems require thought diversity and a variety in voices



4 **DEVELOP YOURSELF & OTHERS**
*Reflect on your own contribution to the problem
Learn in public*



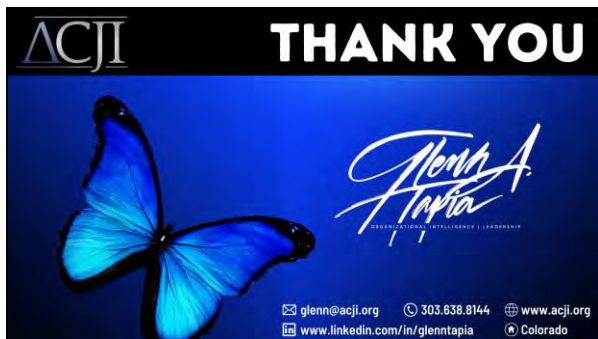
5 **MAXIMIZE YOUR ATTENTION**
*Stay focused on the North Star
Create alignment along the way*



6 **USE ADAPTIVE DIALOGUE**
*Have the uncomfortable conversations to get to the root cause
Address the Elephant in the Room and the Sacred Cow*



7 **EXPERIMENT WITH GRACE**
*Forgive yourself and others quickly when applying the
complex art of problem solving
Embrace progress, abandon perfection*



ADDRESSING ADAPTIVE CHALLENGES

USING AN APPRECIATIVE MINDSET AS AN ADAPTIVE LEADER



Adaptive challenges are people challenges and mindset challenges. The root cause(s) are hard to identify, and possible solutions become unclear, complicated and uncertain. That environment makes us uncomfortable and challenges our leadership. Despite what we may think, every organization experiences adaptive challenges and, when left unaddressed, they can quickly transform into problems that are pervasive and wickedly complicated.

Our challenge is this: **no two adaptive problems are the same**. There are no evidence-based checklists nor one sure-fire method to address them. Instead, leaders are left with the critical task of diagnosing these challenges, untangling the technical components from the adaptive, and experimenting with solutions in artful ways. For many leaders addressing adaptive challenges feels daunting and risky. This model uses appreciative inquiry and an appreciative mindset to identify, challenge and reimagine the situation to get to more creative ways to address underlying mindset issues that drive adaptive problems.

1

DIAGNOSE THE CHALLENGE

- Is the challenge a symptom or a problem?
- Is the problem technical or adaptive?



2

IDENTIFY & DECLARE THE IDEAL STATE

- Challenge and remodel the Depreciative State
- Declare and chase the Appreciative State
- ID the mindset that aligns with the ideal state



3

IDENTIFY & DECLARE THE UNDERLYING MINDSET TRAP(S)

- Examine Appendix A – Common Depreciative Mindset Traps
- ID and **declare** the depreciative mindset traps
- Use Appreciative Inquiry to advance healthy dialogue and interaction to challenge the mindset traps



4

RE-IMAGINE THE MINDSET IN APPRECIATIVE TERMS

- Reframe the problem mindset to advance the ideal state (from Step 2)
- Challenge, stretch and remodel the mindset habits
- Advance healthy dialogue and interaction to develop new mindset habits



5

INNOVATE, EXPERIMENT, & LEARN

- Center your leadership on the **7 Adaptive Strategies for Problem Solving**
- Use trial and error to develop alternative solutions
- Embrace discomfort, failing forward, progress and never perfection
- Take the Leap



1 DIAGNOSE THE CHALLENGE



PURPOSE



The purpose of this step is to **really understand the challenge** as either a symptom or a problem and then to determine if the problem is either technical or adaptive.

HOW TO



Use this page of the tool as a guide to catalyze deep dialogue, real talk, and authentic interaction about the challenge itself. Use an implementation team of diverse minds and expertise for the dialogue..

IS IT A SYMPTOM OR A PROBLEM

Symptom Red Flags: - Common signals that an issue leans toward a symptom rather than a root cause problem:

- **The issue occurs over and over again.** This would be especially true if there have been previous attempts to abate the issue which have not worked well or have not worked long term.
- **The issue is not specific to a single change initiative or topic.** You can see this issue replicated on other change initiatives or in other topics. In other words, this is not the first time you have seen this issue occur.
- **The issue is described too vaguely or too broadly at first.** For example, statements like “there is no buy in” or “there is change fatigue” are so broad that they are often symptom rather than problems. Try to diagnose them down to specific root causes that are more specific to specific mindset issues, cultural issues, loss aversion issues, etc.
- **The situation is ultimately driven by another deeper issue.**



STRATEGY IF A SYMPTOM: Ask WHY THE SYMPTOM OCCURS until you get to the root cause problem. This often takes 5 to 7 times exploring the driver (the WHY) of the symptom.

IS IT TECHNICAL OR ADAPTIVE?

Adaptive Red Flags: If some of the following exist, it is most likely an adaptive problem rather than technical.

- The issue is **complex rather than simple**
- It is more **abstract** than it is concrete
- The problem **requires multiple co-existing solutions** rather than a single one
- **Authority decisions cannot solve the problem**, in and of itself.
- The issue is primarily of **mindset, beliefs, values, attitudes, and thought habits**
- **Solutions will require some time and experimentation** to work
- There are **mixed/divergent opinions** about the issue itself and about potential solutions
- The **issue does not exist in only one place** in the organization
- **Rules, policy, training alone are unlikely to fully address the issue.** They may be necessary but are insufficient.



2 ID & DECLARE THE IDEAL STATE



PURPOSE



The purpose of this step is to **set an audacious and appreciative version of the current situation at hand**. Re-imagine the situation as if it were in ideal state.

HOW TO



Use this page of the tool as a guide to catalyze deep dialogue, real talk, and authentic interaction about the challenge itself. Use an implementation team of diverse minds and expertise for the dialogue..

Depreciative State



- Focused on what you don't want
- Suppresses energy, is defeatist and unproductive
- Detracts rather than adds value to the ideal situation

Neutral State



- You're just getting through things
- There is neither anything proactive nor defeatist, rather stagnant.
- Its just "Meh" (shrug)

Pre-Appreciative State



- Situation is better, maybe even good but is not great.
- You could live with this situation.
- You can imagine another level of greatness.

Appreciative State



- Focus on what you want to strengthen and grow (appreciate in value)
- Imagine this in an ideal culture or setting.
- Audacious & ideal

DECLARE, CHALLENGE & REMODEL THE DEPRECIATIVE STATE

Discuss & Dialogue Deeply: - Use this frame to challenge & remodel the situation into its ideal appreciative state of being

Paint a picture of the appreciative ("Ideal" & "Great") image of the larger situation at hand. Big picture, what does this situation look like ideally?

IDEAL SITUATION



Which attitudes, values & beliefs support the situation?

IDEAL MINDSET



What norms exist to support that situation?

How must people align to create that environment??

ID & DECLARE THE MINDSET TRAP



PURPOSE



The purpose of this step is to **ID, call-out, and name any mindset traps** that drive the adaptive challenge.

HOW TO



Use this page of the tool as a guide to catalyze deep dialogue, real talk, and authentic interaction about the challenge itself. Use an implementation team of diverse minds and expertise for the dialogue..

CENTRAL SIX (6) DEPRECIATIVE MINDSET TRAPS

Discuss & Dialogue Deeply: - Check all that apply and reinvent your own if needed. **Use the guide provided in Appendix A**

DEPRECIATIVE TRAPS

APPRECIATIVE INQUIRY PROMPTS

APPRECIATIVE MINDSET TARGET

1 Binary Mindset
Thinking that is black and white or too simplistic.

What else could be true?
To what degree can these co-exist without being in conflict?
Could more than two things be true?

Co-Existing Mindset
A mindset that is grey where polarized options can co-exist without disruptive conflict.

2 Deferring/Deflecting Ownership
Thinking that its someone else's job to make change.

As far as I am concerned the problem is me. Where & how might that play out? Which part of this do I need to own? What would it be like if everyone shared a role?

Own & Share Accountability
A mindset that it not some else's job to make the organizaition great.

3 Perfectionist Mindset
Thinking that a perfect and fail-proof solution is the only solution.

What does progress look like if perfection is off the table? What could we gain by trying something imperfect? What does progress in action look like?

Progress Mindset
The belief that perfection is a vice and that progress is better than perfection.

4 Risk Aversion Mindset
Catastrophizing by clutching onto unlikely risks or extreme situations that may happen someday.

To what degree are we 1) managing to the exception rather than the rule here? 2) Inviting other risks ? 3) Neglecting a higher purpose by avoiding an improbable risk ?

Risk Invitation Mindset
The belief that we should invite healthy risks despite being able to make up catastrophic ones.

5 Owner/Legacy Clutch
Placing too high value on things one personally creates or clutching blindly to a personal stake or role.

Ultimately, is our job really about protecting ourselves and our ideas? To what degree does our desire for a legacy limit our willingness to shift? Is this really about me or us right now?

Empowerment Mindset
The belief that we are smarter than me & that one may be personally blinded by their own stake or role.

6 Group Think
Reaching consensus without critical thought or bravery to open a devil's advocate position.

What is the devil's advocate position here? What else might be true from a different point of view that is not at the table? What are our blind spots?

Diverse Think
Inviting thought diversity and seeing easy consensus as a red flag for maladaptive thinking.

OTHER/MAKE UP YOUR OWN - DEPRECIATIVE MINDSET TRAPS

[Empty box for user input]

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4

RE-IMAGINE THE MINDSET IN APPRECIATIVE TERMS



PURPOSE



The purpose of this step is to **remodel and re-imagine the problem mindsets** to appreciative state of being

HOW TO



Use this page of the tool as a guide to catalyze deep dialogue, real talk, and authentic interaction about the challenge itself. Use an implementation team of diverse minds and expertise for the dialogue..

REIMAGINE, REMODEL, REFRAME TO IDEAL STATE

Discuss & Dialogue Deeply: - Use deep dialogue and the **APPRECIATIVE INQUIRY PROMPTS IN STEP 3** to re-invent the depreciative mindset into appreciative terms Use the guide provided in Appendix A. Think audaciously and ideally but not idylistically.

<p>MINDSET THEN</p>	<p>AI FROM STEP 3</p>	<p>OUR IDEAL (APPRECIATIVE) MINDSET</p>
<p>MINDSET THEN</p>	<p>AI FROM STEP 3</p>	<p>OUR IDEAL (APPRECIATIVE) MINDSET</p>
<p>MINDSET THEN</p>	<p>AI FROM STEP 3</p>	<p>OUR IDEAL (APPRECIATIVE) MINDSET</p>

CHASE AND ADVANCE THE IDEAL STATE FROM STEP 2

RE-VISIT STEP 2: Compare the above mindsets with the ideal mindset declared in Step 2. Align and adjust as necessary.



5

INNOVATE, EXPERIMENT, & LEARN



PURPOSE



The purpose of this step is to **use a blank slate and appreciative mindset to develop solutions** to the problem.

HOW TO



Use this page of the tool as a guide to catalyze deep dialogue, real talk, and authentic interaction about the challenge itself. Use an implementation team of diverse minds and expertise for the dialogue..

CENTER THE MINDSET - SEVEN (7) ADAPTIVE STRATEGIES OF PROBLEM SOLVING

1. **Embrace the Adaptive Space** - *Resist the natural tendency to apply technical solutions*
2. **Apply an Appreciative Lens** - *Use Appreciative Inquiry techniques to examine an ideal state*
3. **Expand Perspective** - *Adaptive problems require thought diversity and a variety in voices*
4. **Develop Yourself and Others** - *Reflect on your own contribution to the problem and learn in public*
5. **Maximize Your Attention** - *Stay focused on the north star and create alignment along the way*
6. **Use Adaptive Dialogue**- *Have the uncomfortable conversations needed to get to root cause*
7. **Experiment with Grace** - *Forgive yourself & others when applying the complex art of problem solving*

TRIAL & ERROR | EMBRACE DISCOMFORT | FAIL FORWARD | TAKE THE LEAP

Discuss & Dialogue Deeply: - Use deep dialogue to re-invent the situation and develop alternative solutions. Check in with the mindset, the Principles/Strategies, and your own sense of discovery and innovation. This is your innovative free space to experiment and learn.



Common Depreciative Mindset Traps & Appreciative Alternatives (The Central 6)

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
1	Binary Mindset	This is also known as “Black & White” thinking. It when Options X and Y to a decision are viewed as oppositional; are in direct conflict with each other and cannot co-exist. This error occurs when people believe that it must be EITHER X or Y and that conflict must be first reconciled before a final decision is made.	“We either need to hold people accountable for their behavior or we need to be social workers. Which one is it? We cannot be both, we gotta choose one or the other and a direction to go. We gotta choose public safety or treatment.”	Coexisting Mindset	One can think that options X AND Y can be applied by reframing the OR statement to an AND; and then working from there towards an adaptive decision. Can we say YES that’s true to X AND acknowledge Y as well? As they can co-exist?	For example, can justice clients be held accountable for their behavior and also be incentivized for prosocial behavior at the same time?	What else could be true? Can X and Y co-exist without being in conflict? Could two things be true at the same time? Could more than two things be true?
2	Deferring or Deflecting Ownership	This error occurs when one believes or thinks it is someone else’s job to create an environment, culture, or space for success. They often attribute a leadership or culture problem to other people, other teams, or other factions rather than to assume ownership and leadership of change.	Leader X believes that Staff Team/Group Y are solely responsible for the culture issue and if it weren’t for them, things would be different. They attribute 100% of value to people other than their own role or other people that are within influence, (or vice versa).	Owning & Sharing Accountability	Imagine a situation where everyone in the organization believes “It is not someone else job to make this organization great.” What if that mindset was contagious among all people on a team or in an organization?	What if every single individual on the team/org had a direct role in shaping culture and leadership? “It is not someone else’s job to make this team great”	As far as I am concerned the problem is me. Where & how might that play out? Which part of this do I need to own? What would it be like if everyone shared a role?

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
3	Perfectionist Mindset	This is when a leader or team believes that a solution must be done exactly right or not at all. Inertia happens unless or until the perfect guaranteed solution emerges that promises positive results.	<p><i>The leadership knows there will be problems with Solutions X and Y both. So unless one can find a solution that is consequence free or avoids any problems whatsoever, the problem isn't formally addressed and may be shelved for later.</i></p> <p>Sounds like 'we can't move forward without the perfect, risk free, failure-proof solution'</p>	Progress Mindset	Imagine and then discuss the ongoing dialogue and interaction that must occur for a mindset shift to progress over perfection? To continual growth and incremental improvement over a long time? To seeing small failures as a important pre-requisite to learning better ways to solve adaptive problems?	<p><i>"Perfection is not our friend here. Progress is our goal so we can make incremental improvement.</i></p>	<p>What does progress look like if perfection is off the table?</p> <p>What could we gain by trying something?</p> <p>What could the first step forward look like?</p>
4	Risk Aversion Mindset	Catastrophizing or making a decision to avoid a risk of liability especially based on the unlikely situation of getting sued, media coverage, or another situation that is implausible but undesirable. This often occurs when we evaluate decisions based on the 1% of even 5% of situations that MAY occur rather than most situations that DO happen.	<p><i>The most conservative decision is made to avoid a potential future lawsuit or media coverage based on an extreme or rare situation. The solution causes other problems to occur including inviting additional liability areas.</i></p> <p>Sounds like 'we can't do that because we will get sued or end up in the news'</p>	Risk Invitation Mindset	This requires a mindset of inviting healthy and calculated risks while also acknowledging the unlikely ones. It also requires a deeper examination of organizational culture and PURPOSE and the degree to which the organization must serve itself first or serve other interests such as people and communities.	<p><i>What is the real probability of (risk) happening? 1%? 5%? 10%</i></p> <p><i>What are we losing (opportunity costs) here?</i></p> <p><i>Ultimately, is our job really about protecting the organization from risk or are we ultimately about something else?</i></p>	<p>To what degree are we 1) managing to the exception rather than the rule here? 2) Inviting other risks ? 3) Neglecting a higher purpose by avoiding an improbable risk?</p>

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
5	Group Think	We have reached consensus without critically thinking through and there is no diversity of opinion in the room.	<i>The same people are making the decision over and over again without including others. Everyone agrees, no healthy conflict, there still may be an “elephant in the room” even. In order to conform, people are glossing over real problems.</i>	Diverse Think	Before making a decision, we ensure that diversity of thought was a part of the discussion process. Equipment	<i>“We have too much consensus here, this is a red flag. We need some healthy critics to disrupt our thinking here before we decide. Who else can contribute a different perspective?”</i>	What is the devil’s advocate position here? What else might be true from a different point of view that is not at the table? What are our blind spots?
6	Owner & Legacy Clutch	Place disproportionately high value on things we helped create or decisions we made in the past OR disproportionately low value on things we didn’t have a role in or feel threatened by. One can’t see any other evidence that something else could be true. One cannot see that your great idea isn’t working OR that someone else’s idea might work.	<i>“I put a lot of work into this project, you have no idea what I have sacrificed to make this project work.”</i> <i>The trap implies its that persons way or no other way will work – although that may not be said explicitly.</i>	Empowerment Mindset	Understanding that today’s problems were yesterday’s solutions (even if that person’s solutions) and there are always opportunities to revise, iterate, and be better tomorrow than we are today.	<i>“I put a lot of work into this project, so I could have blind spots. Help me see what I am not seeing here due to my personal stake in this.”</i> <i>“We are smarter than me”</i>	Ultimately, is our job really about protecting ourselves and our ideas? To what degree does our desire for a legacy limit our willingness to shift? Is this really about me or us right now?

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
Other Common Mindset Traps (Beyond the Central 6)							
7	Fixed/Finite Mindset	The belief that we have done our “best” already and that there is such thing as a “best” in the first place. The concept of “best” means that there is a fixed mindset and that once we achieve a ceiling, there is no such room for continued growth.	Sounds like “This is as good as it is going to get”	Infinite Mindset	The belief that there is always continued incremental growth beyond what we once considered as our “best.” The mindset toward incremental improvement over a long time.	<i>“There is always another level beyond what we think our BEST is. We may not even have such thing as a BEST for this work”</i>	Where and how can we stretch our team/org boundaries here? Where are we limiting our potential to set new standards for ourselves? Where and how can we go for progress rather than perfection?
8	Attributing the Problem to a Person	Sometimes we mistake a problem for a person. We need to separate the two. Learn to distinguish the true problem and get away from making it about a <u>person</u> (or a group of persons) and get to understand what the real problem might be underneath the person.	<i>Leadership becomes angry and resentful at Person X for communicating Problem X. They make it a personal attribute to Person X as the messenger of the problem rather than seeing the problem as independent from its purveyor or communicator.</i>	Empower the Canary	This is where we authentically listen to the problems that good people bring to us and assume that there is something underneath what they are doing and saying that is of value.	It’s healthy to invite critics, divergent minds, & “Devils Advocate” to the table. They can see around corners that often we cannot see due to our mental filters. Use their critical mind to an advantage.	Invite the problem presenter to be candid, authentic and blunt. Invite their opinion on the true underlying issue. Asking Why 5-7 times) with the person to dig deep into the issue

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
9	Mistaking Symptoms for Problems	When something occurs over and over again, it's usually a symptom of something deeper rather than a problem in and of itself. We often treat symptoms as problems and then mistakenly treat the symptoms. We often think the cause of the problem is the thing that happened most recently in proximity to the situation rather than digging deeper into the root cause. (AKA Proximate Cause Error)	Making the short assumption that the most recent event that happened is the sole source (proximate cause) of the problem at hand e.g. "If I wouldn't have sent that email, the person wouldn't be so mad"	Root Cause Analysis	Asking why 5-7 times for each symptom that we experience until we get an adaptive root cause problem	<p>Why did Z happen (Answer is A)</p> <p>What cause A to happen (answer is B)</p> <p>What drives B then? (answer is C)</p> <p>What about C then, what led to that (answer is D)</p> <p>Why is D a thing then? What makes D happen (answer is E or get to the root cause)</p>	Use General Strategy ROOT CAUSE ANALYSIS
10	Mistaking Cynicism for Wisdom	There is a fine line between true wisdom and cynicism. Sometimes our lived experience compels us to think only negatively about the possibility of an idea or concept. While our wisdom is valuable, we have to stop ourselves when it becomes a cynical and closed-	Sounds like "That'll never work (because it didn't when I tried it)" Leader X has tried a specific solution in the past and believes it to be a guaranteed failure based on personal experience. The leader is closed minded to a renewed application of that same strategy and	Value Autopsy	This is when we look at a failure for its value. We look for the gold hidden in the mud. We assume that there is something to be learned/gleaned and possibly even repeated from the past. We might even "Take the Leap" and "Fail Forward and Often" in this situation.	<p>"What is this situation trying to teach us right now?"</p> <p>"We have failed forward before, is this a precious opportunity to FAIL OFTEN so that we learn more and more as we go?"</p>	<p>What would our cynical mindset look like here versus our wise mindset toward this problem? How might we know when we are in one but not the other?</p> <p>Do we really have an accurate crystal ball here? Can we</p>

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
		minded view of things in the future	<i>becomes stuck with a technical solution.</i>				get a different result this time?
11	Mistaking Loyalty for Wisdom	Often, people prioritize loyalty over viewpoint diversity. Leaders may insulate themselves with like-minded people that reinforce the decisions that they're making as being the only correct answer.	<p><i>"Yes, Boss"</i></p> <p>This also creates somewhat of a secret silo or "circle of trust" issue where there's hesitation to make decisions collaboratively with people outside that trust bubble, decisions being made behind closed doors with lack of transparency or thought partnership from others that may have differing viewpoints.</p>	Viewpoint Diversity	A mindset of "diversity in counsel and unity in command" is a more adaptive mindset. This is when we are psychologically safe to challenge "group think" and can offer at least a "devils advocate" position even on complex issues. This gets out of the habits of this error. Loyalty here is when we both support AND challenge others mindset.	<p>Challenging others' mindset is a form of loyalty to a greater purpose and organizational excellence.</p> <p><i>"We have too much consensus here, this is a red flag. We need some healthy critics to disrupt our thinking here before we decide. Who else can contribute a different perspective?"</i></p>	Where might we be in "leadership group think here?" What is the devil's advocate position here? What else might be true from a different point of view that is not at the table? What are our blind spots?
12	Clutching the Baggage	Looking at the current situation through the lens of old baggage, old situations, and former history that is not directly related to today's situations. May even attributing old personal or organizational baggage to today's situation.	<p><i>Leadership still has underlying unresolved anger over a situation from 10 years ago. That "baggage" obscures their mindset from solving today's problem with an adaptive mind. They import the past pains into today's situation and cause in necessary complexity</i></p>	Leading with Grace	When we let go of the past baggage and release the past. We forgive with grace, mistake with grace, and leave an open mind for a healthier place.	<i>"Adversity is a bridge to success and not a barrier to success. What is this situation trying to teach us here?"</i>	Show me what I may not be seeing here? Play devils advocate to my thoughts – what would alternative opinions be like for argument sake? Challenge me to see this differently? What is my blind spot here? What am considering

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
			<i>in today's decision-making process.</i>				that others might see or believe?
13	Reliance on Tradition (Working within Boundaries)	This trap is when we rely on the instinct of “we have always done it this way” or hyper focus on cultural norms, policy norms, or habits. It’s when we believe that only hindsight is 20/20 and that foresight is obscure or misleading.	<i>“This is how we do this”</i>	Challenging the Boundaries of Tradition and Habits	This is when we challenge the premise of our traditions and habits and cultural norms. We question the WHY of those habits at their core and challenge the root of them to stretch and challenge the organizational boundaries. It is when we believe that foresight is 20/20 and that hindsight is just that – only our past and not our future.	<i>Organizations are perfectly designed to get the results they do. “What has the past taught us that we need to be applying here”</i>	Use General Strategy ROOT CAUSE ANALYSIS
14	The Perfect-World Trap	The mindset that EVERYTHING in the world should be fair, just, and equally balanced and cause inconvenience to nobody. It can distort judgment away from an adaptive solution that may appear to preferentially treat one group over another or provide imbalance or even injustice in some way.	<i>“We can’t do that (right thing) until we figure out to undo that (adverse impact) to them first.”</i> <i>“This will cause more pain with these staff over that group of staff”</i>	Advancing Resilience	The world is simply neither fair nor perfect in all situations. We must choose where equity and balance should genuinely apply and when unreasonable expectations of equity get in the way of adaptive problem solving.	This is when we honor that there is value in experiencing challenges, even when those challenges seem unfair to us in the moment. We recognize that not everyone can have all the context for decisions at all times.	To what degree is the expectation of perfection getting in the way of progress here? How can we right any wrongs we make AND without getting in the way of progress here? To what degree is this an opportunity to invite healthy risks and “Take the Leap”

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
15	Inward Mindset	AKA Personal Loss Resistance: A person or group resisting change is resisting personal loss of their job, control, their sense of purpose, or their perceived expertise. Often people don't resist change they actually resist BEING CHANGED without their permission. When this happens, the focus is on self rather than others and rather than on the purpose of the organization and its core mission and purpose.	<i>Leadership makes a technical decision to an adaptive problem because it impacts their personal workload or work stress. They don't want to be the person to have to clean up the mess so they avoid a decision that impacts their personal to-do list or priorities in any negative way.</i>	Outward Mindset	In this case we can reframe from self-service to public and human service. Instead of self-service, this is about human service and the focus is outward rather than inward. The mindset turns outward to doing the right things for others rather than for self.	<i>“Ultimately, is our job really about protecting the organization or ourselves from change, loss, risk, or control?”</i>	To what degree does our mission to help people compete with serving the organization itself? Are we about serving ourselves as staff or even as an organization or are we ultimately about something else? To what degree is this an opportunity to reshape our culture away from an internal focus (protecting the organization first and at all costs) to an external one (serving other people first). (HINT: Think OCAI and Competing Values Framework)
16	Promoting Artificial Harmony	The idea that promoting harmony, even if it is artificial, is the best way to keep	<i>Taking the easy decision to please as many as possible even though the decision</i>	Promoting Healthy Co-Elevation	Understanding that excellence requires healthy conflict as part of growth.	Challenging others' mindset is growth and loyalty to a greater purpose.	“What conversation are we avoiding because we don't

#	Depreciative Mindset Trap			Appreciative Thinking Alternative			
	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	BY NAME	LOOKS LIKE IN CONCEPT:	LOOKS/SOUNDS LIKE IN PRACTICE (Example)	STRATEGIES: APPRECIATIVE INQUIRY
		people on board and moving forward	<i>may be technical or misapplied.</i>				want the pushback?"
17	Mental Filtering	<i>When we only take into account partial evidence that fits into our narrow view of things. We may influence a decision on 5 to 10% of the facts at hand and likely that 5 to 10% is that which scares or worries us the most. It is plausible that the 80 to 90% of evidence may yield a different outcome or warrant a different approach.</i>	<i>Leader X knows or believes that a small part of a constituent or stakeholder group will object to Decision A so Decision B is chosen instead. The rest of the stakeholders may support Decision A but they have a smaller voice and influence on the leader decision. So Decision B is chosen to avoid pressure from the minority voice against Decision A</i>	360 Degree Diligence	This is when we give proper care and thought before making important decisions. We collect as much data as is reasonable and efficient. We make sure to zoom out and get a 360-degree perspective so as to not mistake the trees for the forests.	<i>"What does a full 360-degree picture look like here? If we are neglecting evidence to the contrary or any data that we are overlooking what might that be?"</i>	What does other evidence teach us or suggest about seeing the full picture here? Check in with our personal biases and filters here? Lets be honest and put our biases, worries, and limiting beliefs on the table and address those. What evidence is invisible here?
18	Mistaking a Problem for a Preference	Sometimes we mistake a problem for a personal preference. Often our personal biases and preferences (e.g. comfort zone) obscure our vision from seeing the true problem. Adaptive leaders know how to separate preferences from real problems.	<i>This makes me feel uncomfortable, I would rather go another direction.</i>	Serving Purpose Over Preference	First, call out the mindset trap. (e.g. This is a preference rather than a problem.) Then we examine our deeper PURPOSE to overcome the focus on our individual or narrow preference	<i>"In serving our own preferences, what PROBLEMS might that lead to? How might serving our own preferences get in the way of helping the people we are trying to help?"</i>	What is inside our comfort zone here and what GROWTH is outside our comfort zone? Ultimately, how might we take the high road and serve a deeper, larger, and more compelling PURPOSE rather than our own little preferences.

CHANGE INITIATIVES

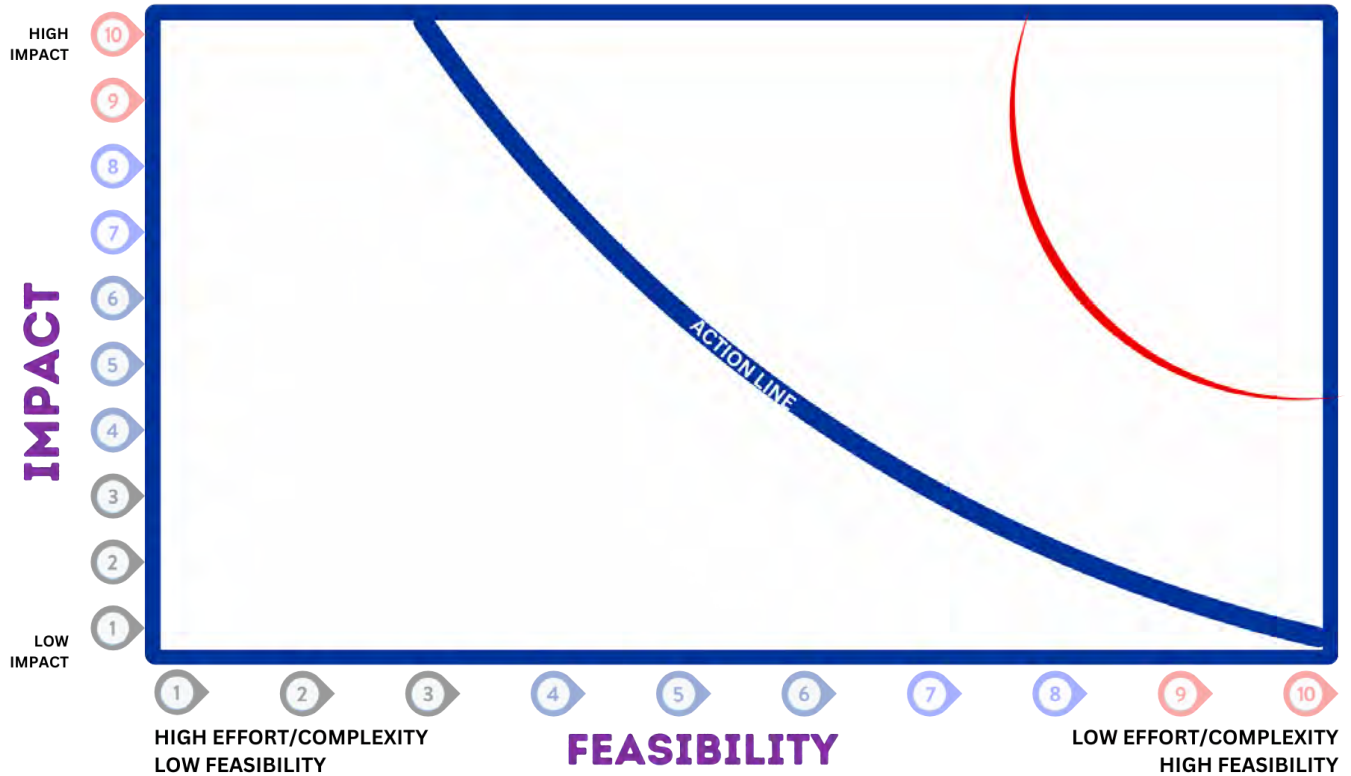
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IMPACT/FEASIBILITY MAPPING

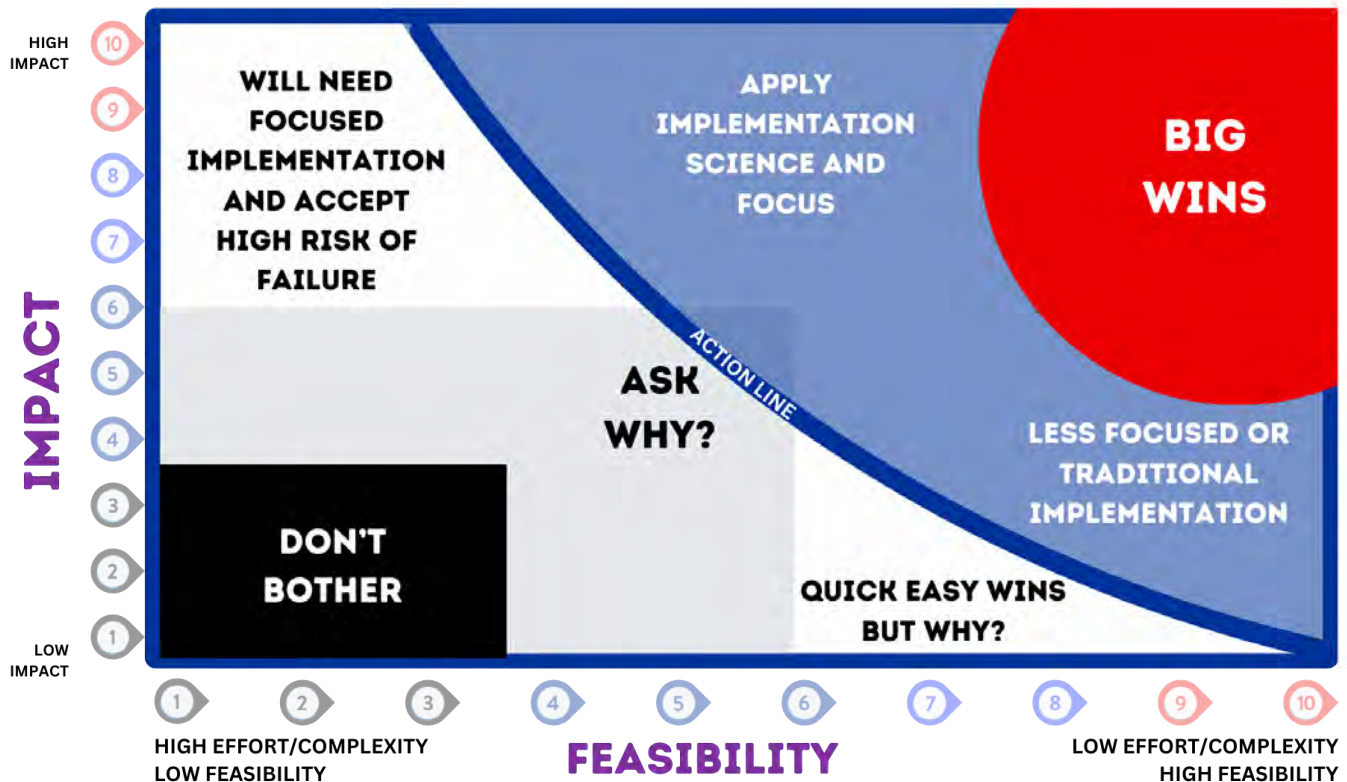
SET YOUR PRIORITIES



STEP 1: PLOT



STEP 2: THINK, IMAGINE, DECIDE





TRAINING SESSION #2

Annual Business Meeting

SEPTEMBER 23-25, 2024

RETURNING NON-DELINQUENT JUVENILES: STRATEGIES FOR SUCCESS

Facilitated by: Chanda Leshoure (AL), Compact Administrator and Jessica Wald (ND), Deputy Compact Administrator/Designee

Returning Non-Delinquent Juveniles: Strategies for Success will feature an interactive session where participants will discuss complex scenarios focused on returning non-delinquent youths who have run away from home and need to be returned to their home states. One of the primary purposes of the [Interstate Compact for Juveniles \(ICJ\)](#) is to ensure "the safe return of juveniles who have run away from home and in doing so have left their state of residence." Given that many youths who run away have experienced abuse/neglect in their homes, collaborating to address suspected abuse/neglect is absolutely essential when responding to interstate runaways. Each scenario will provide opportunities for discussion of ICJ returns processes, responding to allegations of abuse and neglect, and effective collaborations between state and local agencies.

Highlights of the [Top Concerns for Returning Non-Delinquent Runaways: Survey Report](#) will also be presented during this session. This report summarizes top challenges identified by state ICJ offices, particularly when abuse and neglect are suspected. The report also includes recommendations for next steps and addresses frequently asked questions through a new *Fact Sheet on Returns and Non-Delinquent Runaways*.

RELATED RESOURCES:

- ICJ Bench Card: [Returns](#)
- Best Practice: [Returning Runaways with Dependents](#)
- LMS Course: [Returning Juveniles](#)
- ICJ Bench Book for Judges and Court Personnel: [Chapter 4](#)
- Process Charts: [Release of a Non-Delinquent Runaway](#) and [Transportation Overview for Returning a Juvenile to the Home or Sending State via Air](#)
- Toolkit: [Returns and Child Welfare Agencies, Collaborating to Safely Return Runaways when Abuse is Reported](#)
- Survey Report: [Top Concerns for Returning Non-Delinquent Runaways](#)
- [State, Territory, and Tribal Child Abuse and Neglect Reporting Resources](#)



TRAINING SESSION #3

Annual Business Meeting

SEPTEMBER 23-25, 2024

ICJ AND ICPC: EXPLORING DIFFERENCES AND BUILDING BRIDGES

Facilitated by: MaryLee Underwood and Carla Fults

ICJ and ICPC: Exploring Differences and Building Bridges will feature an interactive discussion with panelists from state offices for both the [Interstate Compact for Juveniles \(ICJ\)](#) and the [Interstate Compact on the Placement of Children \(ICPC\)](#). The goals of the discussion are to foster positive relationships between ICJ and ICPC personnel and develop strategies for collaborating to build bridges and navigate barriers.

FACILITATORS AND PANELISTS:

MaryLee Underwood	Executive Director, Interstate Commission for Juveniles
Carla Fults	Director, Interstate Affairs and Compact Operations, American Public Human Services Association
Caitlyn Bickford (NH)	ICJ Deputy Compact Administrator/Commissioner and ICPC Deputy Compact Administrator
Raymundo Gallardo (UT)	ICJ Deputy Compact Administrator/Designee
Niesha Robinson (GA)	ICPC Deputy Compact Administrator

RELATED RESOURCES:

[ICJ/ICPC BEST PRACTICE GUIDE AND MEMORANDUM OF UNDERSTANDING](#)

This fundamental resource features guidelines for managing cases that may involve both ICJ and ICPC. It features process charts for common case types: family setting, residential setting, and runaways.

This resource was developed by a joint Work Group convened by the governing bodies for the ICJ and ICPC to examine the overlap of cases impacted by both Compacts. In 2012, these national organizations entered into a Memorandum of Understanding (MOU) that outlines key aspects of each Compact and provides direction for collaboration between ICJ and ICPC personnel. The MOU is included in this resource.



TRAINING SESSION #3

Annual Business Meeting
SEPTEMBER 23-25, 2024

ICJ RESOURCES:

- [ICJ Bench Card on Returns](#)
- [ICJ Resources Overview](#)

ICPC RESOURCES:

- [ICPC FAQ](#)
- [Other Resources](#)

STATE DIRECTORIES:

- [ICJ State Directory](#)
- [ICPC State Directory](#)
- [State, Territory, and Tribal Child Abuse and Neglect Reporting Resources](#)

BEST PRACTICE GUIDE



In 2011, the Interstate Commission for Juveniles (ICJ) and the Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC) formed a joint Work Group. The purpose of this partnership was to examine the overlap of juvenile cases affecting both Compacts.

On May 21, 2012, the ICJ and the AAICPC entered into a Memorandum of Understanding (MOU). The MOU outlines the collaboration between ICJ and ICPC and the roles and responsibilities of each Compact.

This booklet is a culmination of countless meetings and discussions resulting in best practice guidelines for cases that either involve both ICJ and ICPC or have the potential to trigger both. Here you will find assorted step-by-step guidelines for processing juveniles within family, residential, and runaway settings.

MEMORANDUM OF UNDERSTANDING (MOU)

Interstate Commission for Juveniles and Association of Administrators of the Interstate Compact on the Placement of Children

THIS MOU is made between the Interstate Commission for Juveniles (herein referred to as the "Commission," the governing body of the Interstate Compact for Juveniles, herein referred to as the "ICJ") and the Association of Administrators of the Interstate Compact on the Placement of Children (herein referred to as the "AAICPC," the administrative body of the Interstate Compact on the Placement of Children, herein referred to as the "ICPC") effective on the 21 day of May, 2012

I. Purpose of MOU

The purpose of this MOU is to foster communication, collaboration, education, and training to clarify issues and resolve confusion at the local, state and national levels in the handling of those cases when both compacts may apply or in other cases when only one compact is to be used. Further, this MOU is intended to coordinate, to the extent possible, the roles and responsibilities of each party at the local, state and national levels to determine: 1) the best plan of action regarding public safety and what is in the best interest and safety of the child or juvenile, and 2) when it may be necessary to modify rules, regulations, procedures and forms to further enhance communication and improve delivery of services.

II. Defining ICPC and ICJ

A. **Interstate Compact for Juveniles:** The ICJ preserves child welfare and promotes public safety interests of citizens, including victims of juvenile offenders. These objectives are accomplished 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 supervision of juveniles who travel or relocate across state lines. Additionally, ICJ has a provision to make contracts for the cooperative institutionalization in public facilities in member states for delinquent youth needing special services (*See, ICJ Article I*).

1. Juveniles subject to ICJ for possible return are those who are located in a holding or asylum state and:
 - a. Are on probation, parole or court ordered supervision who have absconded, escaped or failed to appear; or
 - b. Are non-delinquent who have left their state of residence without permission, including those in the custody of the state (children in need of care); or
 - c. Are accused delinquent with an active warrant entered into the National Crime Information Center (NCIC); or

- d. Have failed in their ICJ placement, and the sending state has taken action for their return; or
 - e. Have run from an ICPC placement and the resource refuses to take the child or juvenile back, or the child or juvenile refuses to return.
2. Juveniles eligible for supervision under ICJ Article I (A) are those who are on probation, parole, or deferred adjudication and seek to travel or relocate to another state, including those:
- a. In a home placement with a parent or legal guardian.
 - b. As full-time students at a secondary school, or accredited university, college, or state licensed specialized training program and can provide proof of acceptance and enrollment.
 - c. In other home situation placements excluding residential treatment facilities.

B. Interstate Compact on the Placement of Children: ICPC is an agreement between member states that governs the placement of abused, neglected or dependent children into another state. ICPC provides these children the same protection and services that would be provided to them if they remained in their home state. ICPC also governs children placed as a result of an independent or private adoption and all children (including delinquents) placed into residential treatment facilities. ICPC includes the return of the child to the original jurisdiction should the placement prove not to be in the best interest of the child.

ICPC defines four types of placement categories:

- 1. Adoptions: Placement preliminary to an adoption. (Independent, private or public Adoptions) *See, ICPC Article III (a).*
- 2. Licensed or Approved Foster Homes: Placement with related or unrelated caregivers. *See, ICPC Article III (a).*
- 3. Placements with parents and relatives when a parent or relative is not making the placement. *See, ICPC Article VIII (a) "Limitations."*
- 4. Group Homes or Residential Placement of all children, including accused or adjudicated delinquents in institutions in other states. *See, ICPC Article VI.*

C. Cases where both compacts may be involved:

- 1. Runaways as defined above in paragraph II(A)(1)(b) and (1)(e); or
- 2. Residential placements as defined in paragraphs II(A) and II(B)(4); or
- 3. Family settings as defined in paragraph II(B)(1), (2), and (3).

III. This collaboration includes:

A. Communication: Promoting Communication at the Local, State and National Levels.

- 1. Distributing this MOU to all member states.
- 2. Posting this MOU on both the AAICPC and the Commission websites.
- 3. Promoting inclusion of interested stakeholders in regional meetings.
- 4. Representation at national level business meetings, conferences or committees.
- 5. Facilitating joint participation on state councils or meetings.
- 6. Encouraging periodic meetings between ICPC and ICJ state offices.
- 7. Encouraging collaboration at a local level between probation and parole and child welfare staff involved in cases of mutual concern.

B. Education and Training: Promoting Education and Training at the Local, State and National Levels.

1. Utilizing this MOU and related documents as part of ICJ and ICPC education and training material.
2. Providing support and leadership to develop state and local trainers.
3. Promoting local, state and regional trainings which utilize a variety of formats.
4. Encouraging training events at the national meetings or conferences that would be open to both the Commission and the AAICPC membership.
5. Recognizing at the local and state level the importance of including judges, attorneys, court appointed special advocates, law enforcement or other interested parties in education and training efforts.

C. Collaboration in Specific Cases: Promoting Collaboration at the Local, State and National Levels, where Concurrent or Overlapping Responsibilities Exist:

1. Encouraging joint staffing between state and local parties in the handling of cases.
2. Examining more efficient and effective ways to share case sensitive information while complying with statutes and regulations that govern the sharing of such documents.
3. Working together to provide stability when a child or juvenile becomes involved in the abuse or delinquency system after having been placed through either compact in the receiving state.

IV. Implementation

The implementation of this MOU may be covered in existing documents. However, some areas may require further clarification. Such clarification may be developed through workgroups, meetings, establishing training curriculums and best practice guidelines, or, if necessary, modification of rules, regulations, procedures and forms.

V. Resolution

If through the education and communication listed above the involved parties are unable to reach an agreement on a specific issue they can attempt to resolve the issue at the local or state level. If the involved parties are unable to resolve it at either of those levels they may request assistance from their respective national office by contacting the following individual(s):

Executive Director
Interstate Commission for Juveniles
836 Euclid Avenue, Suite 322
Lexington, KY 40502
859-721-1062

Secretariat
Association of Administrators of
the Interstate Compact for the
Placement of Children
1133 Nineteenth Street, NW
Washington, DC 20036
202-682-0100

See below the national websites for additional information:

ICJ: <http://www.juvenilecompact.org/> ICPC: <http://icpc.aphsa.org/Home/resources.asp>

VI. Termination

If either party desires to terminate this MOU, it may do so by providing written notice to the other party through the Commission Chair or AAICPC President. Such termination shall be effective ninety (90) days following receipt of said notice unless otherwise rescinded.

VII. Modification

Modifications to this MOU may only be made with the written consent of both the Commission Chair and AAICPC President.

VIII. Applicable Law

Notwithstanding the terms of this MOU, all provisions governing placements subject to the Interstate Compact for Juveniles and the Interstate Compact on the Placement of Children, and the authorized rules and regulations under each Compact shall continue to apply.

All provisions concerning liability, immunity, and indemnification as provided in the Interstate Compact for Juveniles and the Interstate Compact on the Placement of Children, shall remain in effect and no provision of this MOU is intended to confer upon or authorize any individual right of action by any person to whom this MOU may apply.

IX. Effective Date and Signature

This MOU shall be effective upon the signature of the Commission and AAICPC authorized officials. It shall be in force from May 21, 2012 to _____, _____.

Interstate Commission for Juveniles
Commission Chair

Association of Administrators of the
Interstate Compact for the Placement of Children
Compact President



Signature
5.10.12

Date



Signature 5/21/12

Date

Family Case Scenarios -

A: Dual Jurisdiction

- At time of placement, both abuse and neglect and delinquency court systems are involved

B: ICPC Jurisdiction

- At time of placement, only the abuse and neglect court is involved. After ICPC placement, the sending state delinquency court becomes involved

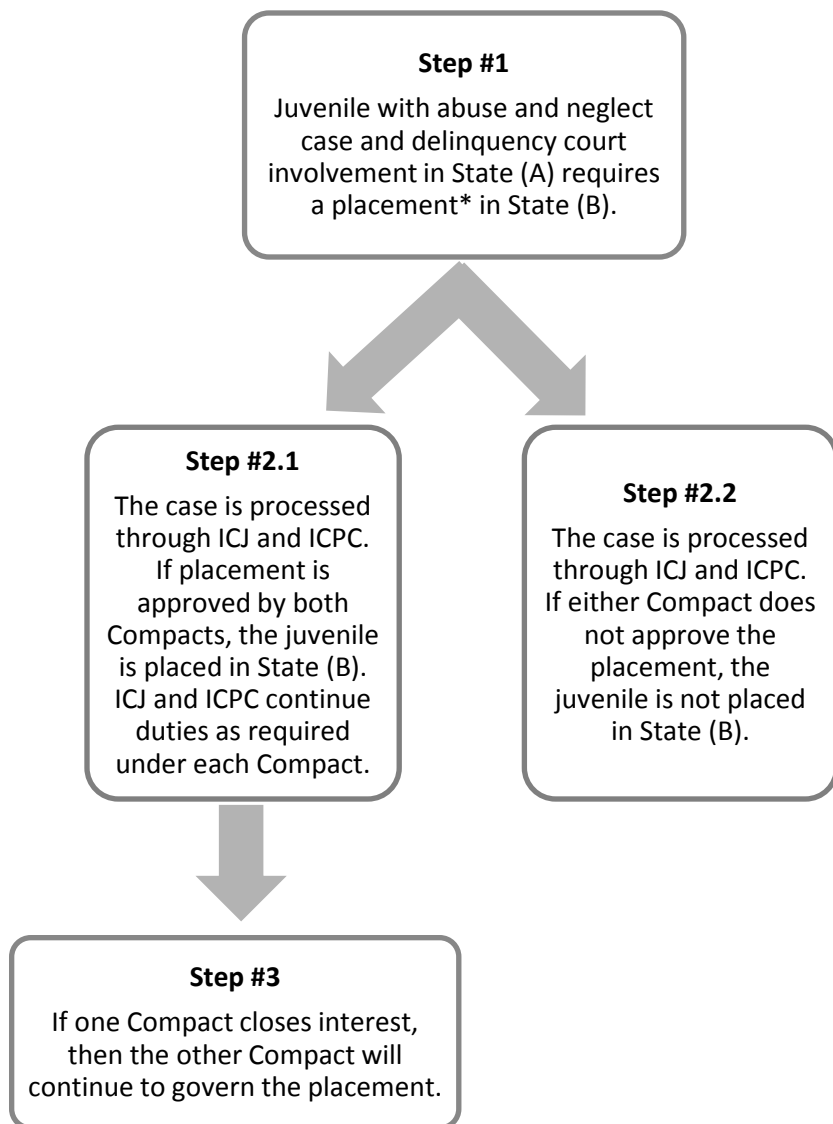
C: Abuse and Neglect Court Jurisdiction

- At time of placement, only the abuse and neglect court system is involved. After ICPC placement, delinquent behavior occurs in the receiving state

ICPC/ICJ Family Setting Process

Family Setting Case Scenario A: Dual Jurisdiction

At time of placement, both abuse and neglect and delinquency court systems are involved



Scenario A: Juvenile with abuse and neglect case and delinquency court involvement in State (A) requires a placement* in State (B).

Step #2.1: The case is processed through ICJ and ICPC. If placement is approved by both Compacts, the juvenile is placed in State (B). ICJ and ICPC continue duties as required under each Compact.

Step #2.2: The case is processed through ICJ and ICPC. If either Compact does not approve the placement, the juvenile is not placed in State (B).

Step #3: If one Compact closes interest, then the other Compact will continue to govern the placement.

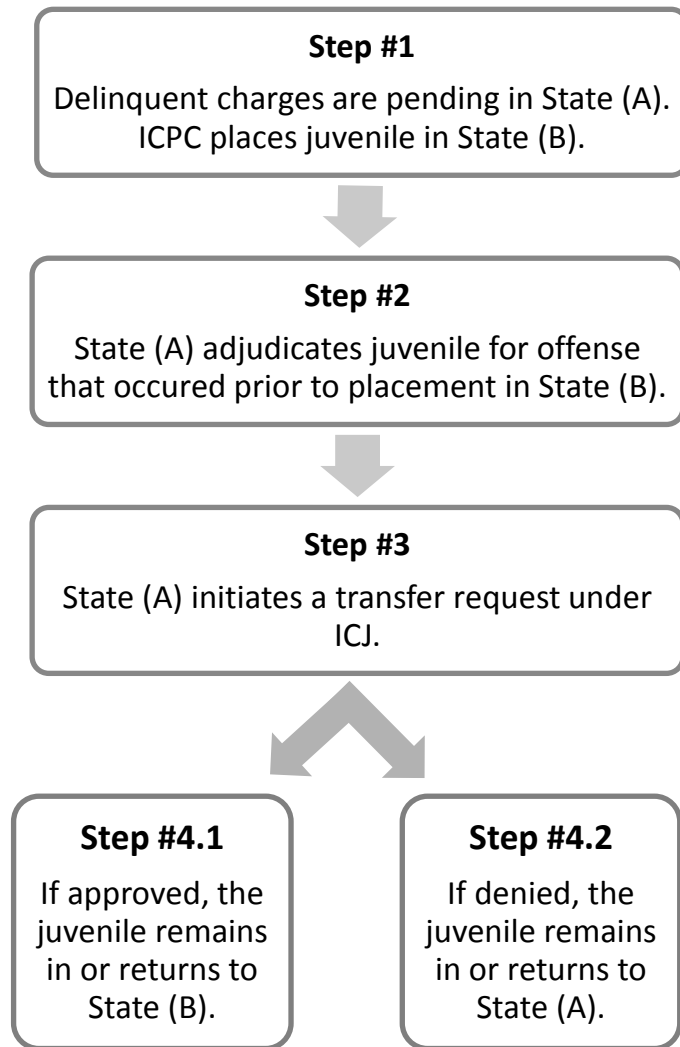
*Placement for this scenario includes the categories of parent, relative, foster care, adoption, or non-relative; it excludes residential treatment facilities.

Note: *This scenario could create a circumstance where a dually adjudicated youth is denied for placement by one compact, while sibling(s) is/are appropriately placed through the other compact. The involved state offices are encouraged to have dialogue on how to best meet the needs of the involved youth and the community within the bounds of the compacts.*

ICPC/ICJ Family Setting Process

Family Setting Case Scenario B: ICPC Jurisdiction

At time of placement, only the abuse and neglect court is involved. After ICPC placement, the sending state delinquency court becomes involved



Scenario B: State (A) places juvenile in State (B) through ICPC and only the abuse and neglect court is involved. After ICPC placement, the delinquency court in State (A) becomes involved.

Step #1: Delinquent charges are pending in State (A). ICPC places juvenile in State (B).

Step #2: State (A) adjudicates juvenile for offense that occurred prior to placement in State (B).

Step #3: State (A) initiates a transfer request under ICJ.

Step #4.1: If approved, the juvenile remains in or returns to State (B).

Step #4.2: If denied, the juvenile remains in or returns to State (A).

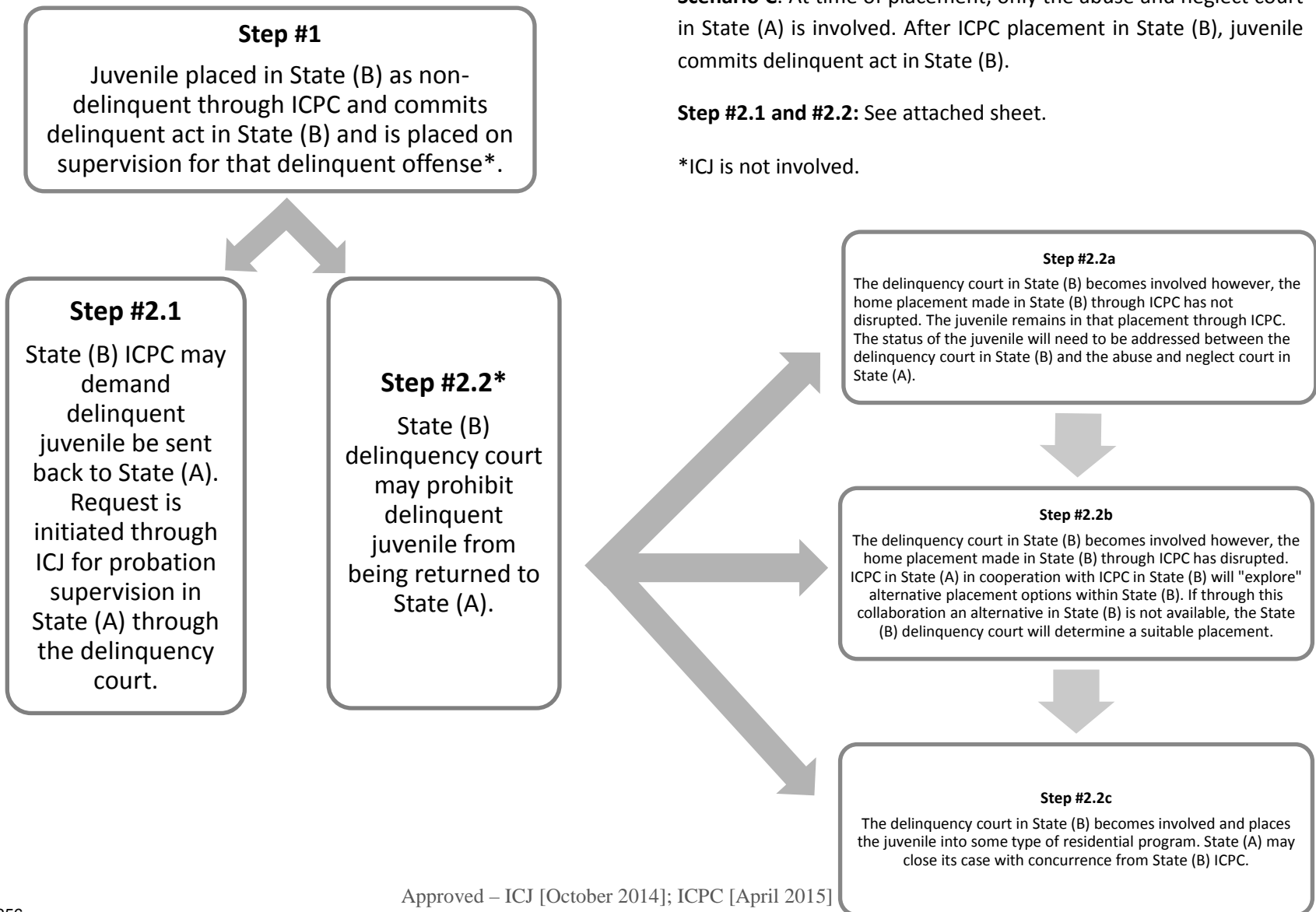
Note: *If the juvenile is an adjudicated delinquent and State (A) submits an ICJ transfer request to State (B), State (A) ICPC may elect to close the ICPC case.*

If State (B) ICPC does not concur with closing the ICPC case, State (A) must keep the ICPC case open. This may occur if State (A)'s delinquency case is shorter than the ICPC case.

ICPC/ICJ Family Setting Process

Family Setting Case Scenario C: Abuse and Neglect Court Jurisdiction

At time of placement, only the abuse and neglect court system is involved. After ICPC placement, delinquent behavior occurs in the receiving state



Scenario C: At time of placement, only the abuse and neglect court in State (A) is involved. After ICPC placement in State (B), juvenile commits delinquent act in State (B).

Step #2.1 and #2.2: See attached sheet.

*ICJ is not involved.

ICPC/ICJ Family Setting Process

Family Setting Case Scenario C: Abuse and Neglect Court Jurisdiction

At time of placement, only the abuse and neglect court system is involved. After ICPC placement, delinquent behavior occurs in the receiving state

Step #1: At time of placement, only the abuse and neglect court in State (A) is involved. After ICPC placement in State (B), juvenile commits delinquent act in State (B).

In all of the following steps at a minimum the following factors should be taken into consideration:

- Who is responsible for determining the placement
- Financial responsibility for the placement
- Public safety issues, and
- The permanency plan for the juvenile
- Who is legally responsible for the juvenile

Step #2.1: State (B) ICPC may demand delinquent juvenile be sent back to State (A). Request is initiated through ICJ for probation supervision in State (A) through the delinquency court. If the juvenile is successfully returned to State (A) the abuse and neglect court would still be involved however it would no longer be an ICPC case.

Even though State (A) will only be mandated to accept the transfer under ICJ if the juvenile has a custodial parent or legal guardian in State (A) and does not have a custodial parent or legal guardian in State (B), as a best practice State (A) is encouraged to consider best interest of the child in considering the ICJ transfer.

Step #2.2: State (B) delinquency court may prohibit the delinquent juvenile from returning to State (A). State (A) abuse and neglect court may not terminate jurisdiction unless State (B) ICPC concurs.

Step #2.2a: The delinquency court in State (B) becomes involved however, the home placement made in State (B) through ICPC has not disrupted. The juvenile remains in that placement through ICPC and could be supervised in State (B) for the delinquent charge without ICJ involvement. The status of the juvenile will need to be addressed between the delinquency court in State (B) and the dependency court in State (A).

The agency in State (A)'s continues to have financial responsibility for support and maintenance of the child during the period of the placement.

Step #2.2b: The delinquency court in State (B) becomes involved however, the home placement made in State (B) through ICPC has disrupted. ICPC in State (A) in cooperation with ICPC in State (B) will "explore" alternative placement options within State (B). If through this collaboration an alternative in State (B) is not available, the State (B) delinquency court will determine a suitable placement.

Step#2.2c: The delinquency court in state (B) becomes involved and places the juvenile into some type of residential program. State (A) may close its case with concurrence from State (B) ICPC.

Residential Case Scenarios

Residential – Scenario A

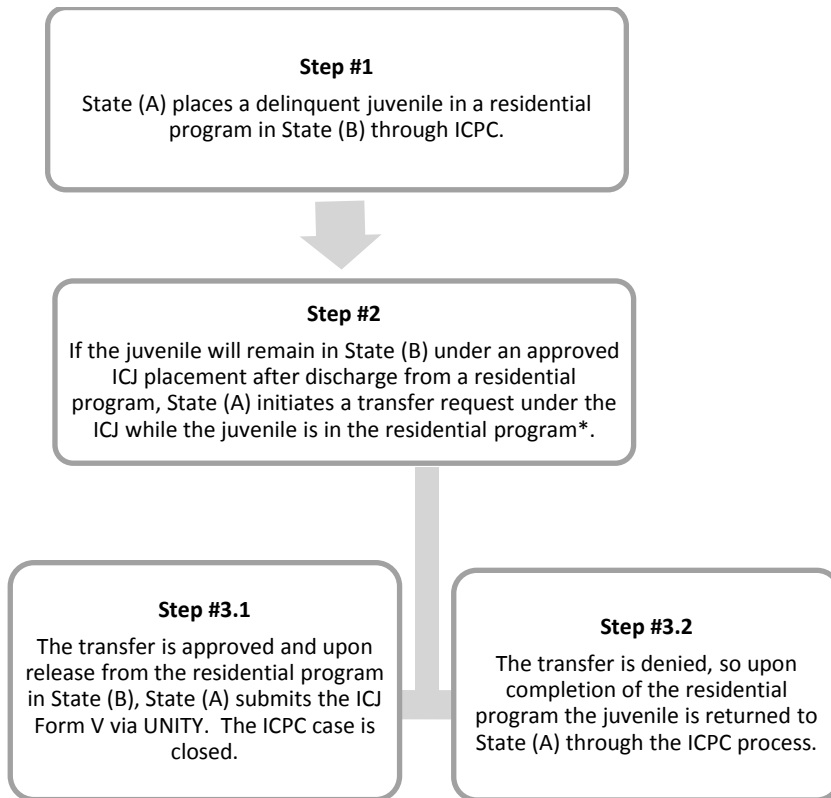
- Juvenile under delinquency court jurisdiction in State (A), placed in residential program in State (B)

Residential – Scenario B

- Juvenile under court jurisdiction for both delinquency and abuse and neglect in State (A), placed in residential program in State (B)

ICPC/ICJ Residential Process

Scenario A: Juvenile under delinquency court jurisdiction in State (A), placed in residential program in State (B)



Scenario A: State (A) ICPC places a delinquent juvenile in a residential program in State (B). If the juvenile will remain in State (B) under an approved ICJ placement after discharge from a residential program, State (A) initiates a transfer request under the ICJ while the juvenile is in the residential program*.

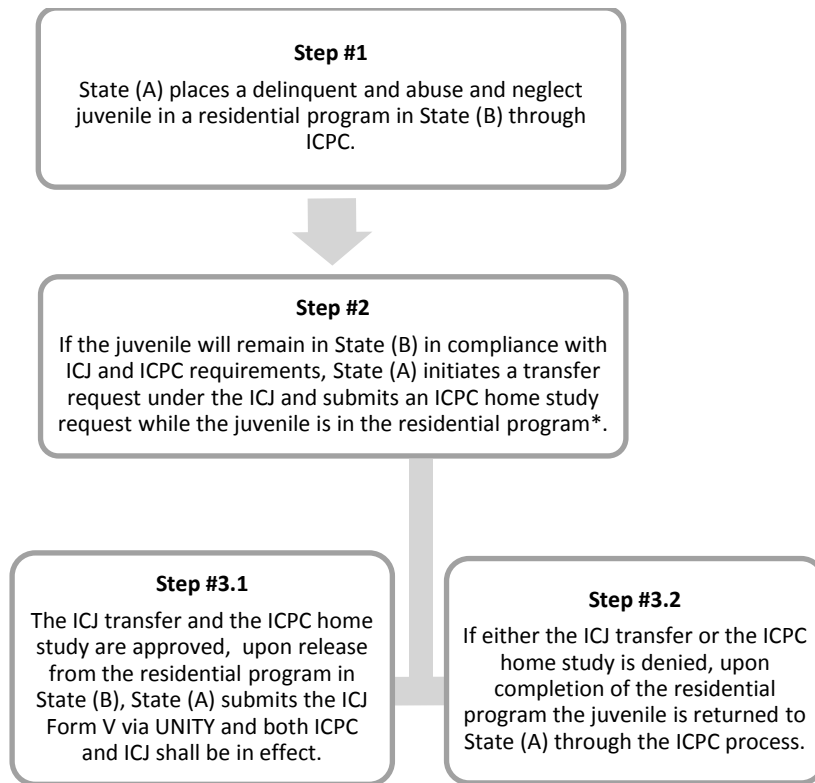
Step #3.1: If the ICJ transfer is approved, upon the juvenile's release from the residential program in State (B), State (A) will submit the ICJ Form V via UNITY.

Step #3.2: If the transfer under the ICJ is denied, the juvenile would be returned to State (A) through the ICPC process.

*Ideally, this request would occur within 45-90 days of the juvenile's release.

ICPC/ICJ Residential Process

Scenario B: Juvenile under court jurisdiction for both delinquency and abuse and neglect in State (A), placed in residential program in State (B)



Scenario B: State (A) ICPC places a delinquent and abuse and neglect juvenile in State (B). The juvenile's parent or legal guardian lives in State (B). While the juvenile is in the residential program, State (A) initiates a transfer under the ICJ to the parent or legal guardian in State (B).

Step #3.1: The ICJ transfer request and the ICPC home study are approved, upon the juvenile's release from the residential program in State (B). State (A) will submit the ICJ Form V via UNITY and both ICPC and ICJ shall be in effect.

Step #3.2: Both the ICJ transfer and the ICPC home study must be approved. If not, then upon completion of the residential program the juvenile is returned to State (A) through the ICPC process.

*Ideally, this request would occur within 45-90 days of the juvenile's release.

Runaway Case Scenarios

Runaway – Scenario A

- ICPC juvenile placed in State (B) runs away from that placement and stays in State (B)

Runaway – Scenario B

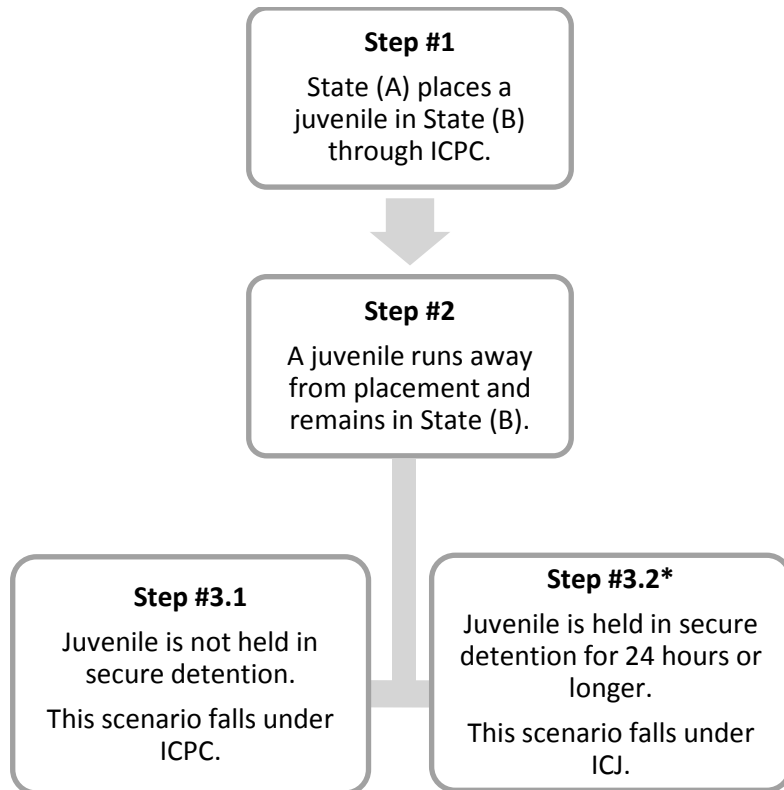
- Juvenile placed through ICPC in State (B) runs to State (C)

Runaway – Scenario C

- Abuse and Neglect Court Jurisdiction case where juvenile is placed in State (A) and runs to State (B)

ICPC/ICJ Runaway Process

Scenario A: ICPC juvenile placed in State (B) runs away from that placement and stays in State (B)



Scenario A: State (A) ICPC places a juvenile in State (B). If the juvenile runs away and stays in State (B) (Step 3.1), the juvenile is returned under ICPC, unless the juvenile is held in secure detention for 24 hours or longer, then the return would be under ICJ (Step 3.2).

Step #3.1: If the juvenile is not held in secure detention, ICPC is responsible to resolve the run status through one of several options:

- a) Facilitate juvenile's return to the approved placement resource in State (B)
- b) Work with Sending Agency to return juvenile to State (A)
- c) Obtain approval from State (B) to place a juvenile in another placement resource in State (B) such as: RTC, licensed foster home, etc.
- d) Work with Sending State (A) Agency to place juvenile in another third state placement resource

Step #3.2: If the juvenile is held in secure detention for 24 hours or longer, the juvenile is returned under the ICJ. ICJ and ICPC will continue to work together, which may include the options outlined in Step 3.1(a-d).

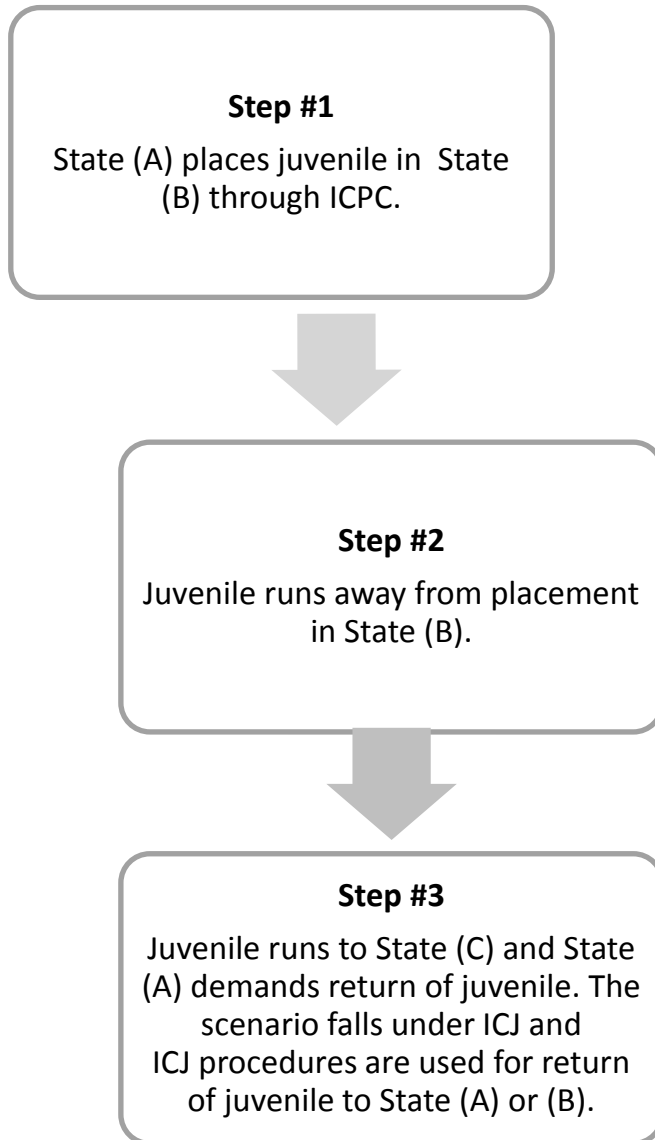
Exception: State (B) takes Legal Jurisdiction

Please note, both Steps 3.1 and 3.2 are subject to the court in State (B) if the juvenile is the subject of a petition involving possible criminal or delinquent behavior in the Receiving State. In such a situation, State (B) may choose to place the juvenile under their jurisdiction until the State (B) court determines resolution of the petition.

*Scenario under review

ICPC/ICJ Runaway Process

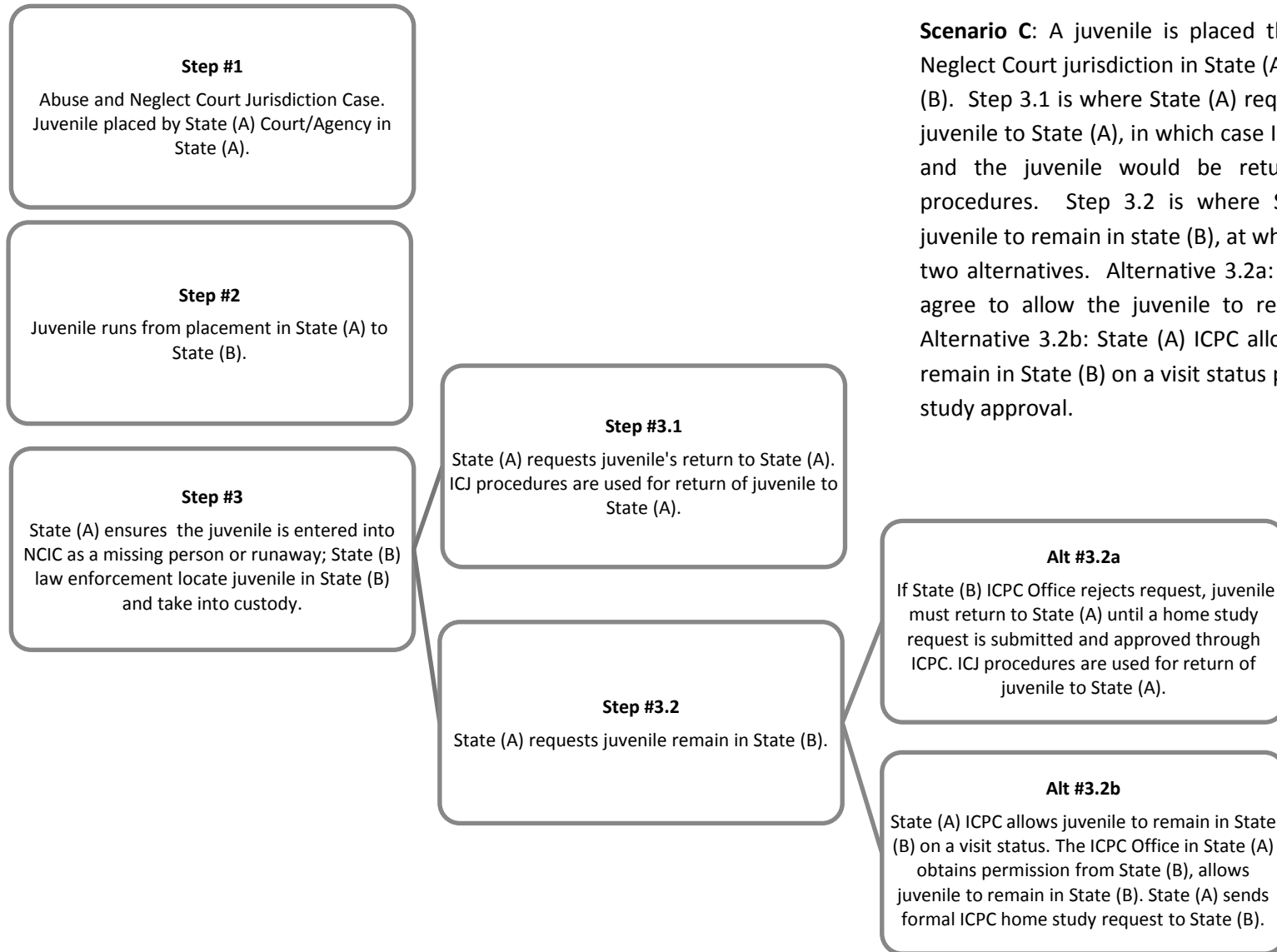
Scenario B: Juvenile placed through ICPC in State (B) runs to State (C)



Scenario B: State (A) ICPC places juvenile in State (B). Juvenile runs to State (C) and State (A) demands the return. ICJ in State (C) assists in the return of the juvenile to State (A) or (B).

ICPC/ICJ Runaway Process

Scenario C: Abuse and Neglect Court Jurisdiction case where juvenile is placed in State (A) and runs to State (B)



Scenario C: A juvenile is placed through Abuse and Neglect Court jurisdiction in State (A) and runs to state (B). Step 3.1 is where State (A) requests the return of juvenile to State (A), in which case ICPC is not involved and the juvenile would be returned through ICJ procedures. Step 3.2 is where State (A) requests juvenile to remain in state (B), at which point there are two alternatives. Alternative 3.2a: State (B) does not agree to allow the juvenile to remain in State (B). Alternative 3.2b: State (A) ICPC allows the juvenile to remain in State (B) on a visit status pending ICPC home study approval.



EAST REGION MEETING AGENDA

Annual Business Meeting

SEPTEMBER 23-25, 2024

SEPTEMBER 24, 2024, 3:45 PM CT
RENAISSANCE MOBILE RIVERVIEW PLAZA, MOBILE, ALABAMA
WINDJAMMER SUITE

PRELIMINARY BUSINESS

- Call to Order
- Roll Call
- *Approve Agenda
- *Approve Minutes from June 13, 2024 Meeting
- Check-Ins

REPORTS

- Hot Topics from “ICJ Updates” (Region Representative)
 - Wednesday Workshop Live Training Session
 - Best Practices for the “Final Travel Plan” in UNITY on August 28, 2024
 - Distribution of *2024 Annual Report*
 - Committee sign-ups for 2024-2025 (using YAPP App)
- Committee Reports
 - Executive Committee (Region Representative)
- State Reports

UNFINISHED BUSINESS

- No unfinished business to discuss

NEW BUSINESS

- *Elect East Regional Representative
- Discuss how to ensure safety during the home evaluation process, when background checks are required
- Discuss Work Group on Returning Non-Delinquent Runaways

NEXT STEPS

- Action items, assignments, and timeframes
- New business suggestions for future meetings

ADJOURN

* INDICATES VOTE WILL BE TAKEN



Preliminary Business

Call to Order

Regional Representative C. Bickford (NH) called the meeting to order at 11:04 a.m. ET.

Roll Call

Director Underwood called the roll, and a quorum was established.

Voting Commissioners/Designees in Attendance:

1. Caitlyn Bickford (NH), Commissioner, Regional Representative
2. Trissie Casanova (VT), Designee, Alternate Regional Representative
3. Tasha Hunt (CT), Commissioner
4. Becki Moore (MA), Commissioner
5. A. Roy Curtis (ME), Commissioner
6. James Maloney (NY), Designee

Compact Staff in Attendance:

1. Nordia Napier (CT)
2. Cecily Rexach (CT)
3. Erin Breitigan (DE)
4. Donna Reed (MA)
5. Shyra Bland (NJ)
6. Kelly Palmateer (NY)
7. Shaina Kern (NY)

Voting Commissioners/Designees Not in Attendance:

1. Francies "Mike" Casey (DE), Commissioner
2. Christine Norris (DE), Designee
3. Jennifer LeBaron (NJ), Commissioner
4. Edwin Lee, Jr. (NJ), Designee
5. Dr. DaMia Harris-Madden (NY), Commissioner
6. Wendy Lautsbaugh (PA), Commissioner
7. Jessica Nash (RI), Commissioner
8. William Dolan (RI), Designee
9. Eavey Monique-James (VI), Commissioner

Compact Staff Not in Attendance:

1. Bob Lemieux (MA)
2. Kara Buxton (NH), Compact Administrator
3. Erin Laskowski (NH)
4. Shaina Kern (NY)
5. Raymond Tashjian (NY)
6. Pam Weinman (NY)
7. Amanda Behe (PA)
8. Natalie Mwaniki (PA)

9. Vaughn Walwyn (VI)

National Office Staff in Attendance:

1. MaryLee Underwood, Executive Director
2. Amanee Cabbagestalk, Training and Administrative Specialist
3. Jenny Adkins, Operations and Policies Specialist
4. Joe Johnson, System Project Manager

Agenda

R. Curtis (ME) made a motion to approve the meeting agenda as corrected. T. Hunt (CT) seconded the motion. Representative C. Bickford (NH) approved the minutes by unanimous consent without objection.

Minutes

R. Curtis (ME) made a motion to approve the April 11, 2024, meeting minutes. T. Casanova (VT) seconded the motion. Representative C. Bickford (NH) approved the minutes by unanimous consent without objection.

Check-ins

- Representative C. Bickford (NH) initiated a check-in activity for the region members to share updates from their state.
- T. Casanova (VT) reported that some members of the Vermont legislature are pushing to raise the age of criminal responsibility, which would result in more youths being processed through the juvenile justice system. However, since issues remain regarding places to detain youth, the “raise the age” legislation is currently on pause.

Unfinished Business

Discuss language on Form I, II, and III when a juvenile is not returning to the home state, as well as possible conflict with “best interest” language on Form III

- Representative C. Bickford (NH) shared that Vermont initially brought this issue forward and asked T. Casanova to provide more details.
- T. Casanova (VT) said that there are two separate issues:
 - First, the [ICJ Form III, Consent for Voluntary Return of Out-of-State Juvenile](#), (see image below) states the holding state judge agrees that it is in the juvenile’s best interest to return to the home state. She stated that this conflicts with other rules.

(Judge / Court Name) (Court of Jurisdiction (Holding State))
having informed the juvenile named above of his her rights under the Interstate Compact for Juveniles
prior to the execution of the foregoing consent, do hereby find that the voluntary return of said juvenile to:

(Legal Guardian, Custodial Agency, or Demanding Court/Agency seeking return)

(Contact Name) (Phone #) (City) (State)
is appropriate and in the best interest of said juvenile, and do so order such return.

(Date) (Judge / Court Signature)

- Secondly, she described a scenario wherein a youth was placed out of state via the Interstate Compact on the Placement of Children (ICPC), then was charged with a delinquent act in a third state. The ICJ Form III, Consent for Voluntary Return of Out-of-State Juvenile, does not account for the youth to be placed in a separate state that was not initially involved as the sending, receiving, or current holding state. She said that the

[Juvenile Rights Form for Consent for Voluntary Return of Out of State Juvenile](#) is the only form that allows the ICJ Office to indicate that the juvenile is not returning to the home state.

- Representative C. Bickford (NH) asked members to share their thoughts regarding potential rule conflicts with the first issue, related to the form language.
- S. Bland (NJ) agreed with Vermont that the form language conflicts with the ICJ Rules.
- R. Curtis (ME) stated that he discussed the form with Technology Committee Chair Torres, but they decided that the issue would be better addressed by the Rules Committee.
- Director Underwood explained according to [ICJ Administrative Policy 02-2020: Information System Modifications](#), the Technology Committee has jurisdiction over ICJ Forms. She also noted that the ICJ Rules do not address whether the court should determine what is in the “best interest” of the youth, but do establish the purpose of the holding state hearing is to determine entitlement to the juvenile. Further, she explained that the ICJ Form III, Consent for Voluntary Return of Out-of-State Juvenile, language regarding “best interest” may have been carried-over from the original Interstate Compact *on* Juveniles, under which the best interest of the youth was more routinely considered by holding state judges. She explained that judges typically apply a “best interest” standard as a general legal principle, and that it may be helpful for the Commission to determine a stance whether the standard should be applied.
- T. Casanova (VT) said that if the ICJ Rules do not indicate that the holding state judge considers the best interest of the youth, then the form should not contain such language. She said that it can be difficult for the holding state to know if the home state is investigating the safety of the home to which the youth is returning.
- Representative C. Bickford (NH) asked if it would be appropriate to refer ICJ Form III, Consent for Voluntary Return of Out-of-State Juvenile, to the Technology Committee.
- Director Underwood explained that it would be appropriate and added that the Rules Committee could also review the form language for consistency with the ICJ Rules.
- Representative C. Bickford (NH) brought up the second issue relating to a voluntary return when a juvenile does not return to the home state.
- T. Casanova (VT) explained a scenario in which the attorney reviewed the ICJ Form III, Consent for Voluntary Return of Out-of-State Juvenile, with the youth, but the form did not contain the necessary information to adequately inform the juvenile that they were being returned to a third state, not the home state.
- R. Curtis (ME) suggested that the issue be reviewed by the Rules Committee, then the Technology Committee, or perhaps as a collaborative review by both committees.
- Representative C. Bickford (NH) agreed and led the region through a review of Rule 6-104: ICPC Recognition to determine if that rule provided any clarity.
- Director Underwood said that the ICJ Rules do not address situations wherein youths are returned to third states, or when they stay in the state where they are picked-up. She suggested this may be a gap in the ICJ Rules.
- T. Casanova (VT) agreed that the ICJ Rules do not speak to these situations, and that the ICJ Forms should be clear about the state to which the youth is being returned in order to protect the youth’s due process rights.
- Representative C. Bickford (NH) said both issues could be referred to the Rules and Technology Committees. She added that another option would be for the region’s existing Subcommittee on Non-delinquent Returns to review the issues and send recommendations to the Rules Committee.
- R. Curtis (ME) reminded members that committee meetings are winding down this year, with June or July being the last meetings prior to the 2024 Annual Business Meeting.

- Representative C. Bickford (NH) suggested that the East Region Subcommittee Non-delinquent Returns should review these issues.
- T. Casanova (VT) said that these issues pertain to both non-delinquent and delinquent youth, and are likely to lead to rule proposals. She agreed to add the issue to the next subcommittee meeting.
- Representative C. Bickford (NH) recapped the conversation and said that review of the “best interest” language on the ICJ Form III, Consent for Voluntary Return of Out-of-State Juvenile, would be referred to the Rules Committee and other issue regarding runaways not returning to the home state would go the East Region subcommittee to consider language for a rule proposal.

Proposed rule amendments for the next rules cycle (Deadline December 31, 2024)

- Representative C. Bickford (NH) and R. Curtis (ME) reminded members that the deadline for rule proposals is December 31, 2024.

New Business

Review timeframe for submitting a transfer of supervision packet

- Representative C. Bickford (NH) asked members to discuss when the transfer of supervision packet needs to be submitted when a youth already resides in the receiving state. She said issues occur when a juvenile is a resident of the receiving state, but it could be months before a packet is submitted. She asked if states have internal policies or if the region should consider a rule proposal that stipulates how many business days the sending state has from the date of adjudication to submit the transfer packet when the juvenile is a resident of the receiving state.
- T. Casanova (VT) stated that she advises Vermont staff to take ICJ paperwork to court for merits hearings because judges sometimes waive disposition and go straight to probation. This allows the judge to sign necessary forms at that hearing. She tells the workers the complete transfer of supervision packet must be submitted within five business days. She suggested the matter is a state policy issue, since local authorities usually do not read the ICJ Rules.
- N. Napier (CT) said that the issue could be addressed through training, as ICJ Offices are often unaware of what the courts are doing.
- Representative C. Bickford (NH) said a timeframe was previously included in ICJ Rule 4-102: Sending and Receiving Referrals, but was removed.
- E. Breitigan (DE) said that Mike Casey, ICJ Commissioner in Delaware, also supervises the court liaisons. He continually educates staff about transfer of supervision procedures and requirements. She said that they do have issues with judges not wanting to sign Form VI, Application for Services and Waiver, or youths moving out of state and not telling the courts. These issues require targeted education and collaboration between the ICJ Office and courts.
- R. Curtis (ME) agreed that this is an intra-state training issue, especially regarding transfer of supervision requirements for youth with deferred dispositions.
- Representative C. Bickford (NH) will research the rules history to determine why the timeframe was removed.

Reports

Executive Committee

- Representative Bickford (NH) reported that the Executive Committee met on April 24 in Louisville, Kentucky, and on May 23. She reported that Glenn Tapia from the Alliance for Community and

Justice Innovation facilitated a training session to assist with strategic planning. He will also present a session at the Annual Business Meeting.

- The next meeting is scheduled for June 27, 2024.

Compliance Committee

- Compliance Committee East Region Ambassador S. Bland (NJ) reported that the Compliance Committee met June 5 and discussed the compliance dashboards project, including feedback from the Executive Committee; commissioner vacancies; and a fiscal year 2025-2027 committee project timeline.
- The next meeting is scheduled for July 23, 2024.

Finance Committee

- Director Underwood reported that the Finance Committee recommended an amendment to the [ICJ Administrative Policy 06-2009: Travel Reimbursement](#) to increase the air travel reimbursement amount to \$800, with amounts exceeding the policy limits to be approved by the Executive Director. The committee is also working on the budget to present at the Annual Business Meeting.
- The next meeting is scheduled for July 18, 2024.

Technology Committee

- Technology Committee Vice Chair R. Curtis (ME) reported that the Technology Committee met June 11. He suggested members look out for the upcoming *UNITY Spotlight* article regarding return reports. East Region members Shyra Bland and Nordia Napier will present a *Wednesday Workshop* in June to train the Commission on how to use the new reports.
- The next meeting is scheduled for July 9, 2024.

Training Committee

- Director Underwood reported that the Training Committee is working on 2024 Annual Business Meeting training sessions and presenters. Current sessions include:
 - Training Session #1: *Becoming Organizationally Intelligent Leaders: Facing Our Adaptive Challenges* – Glenn Tapia, Alliance for Community and Justice Innovation
 - Training Session #2: *Returning Non-Delinquent Juveniles: Strategies for Success*
 - Training Session #3: *ICJ and ICPC: Exploring Differences and Building Bridges*
 - Keynote Address: Mike O’Keefe
 - Special Guest Speaker: Liz Ryan, Office of Juvenile Justice and Delinquency Prevention (OJJDP)
- The committee is also working on the *Wednesday Workshop* series and preparing for several national conferences.
- The next meeting is scheduled for July 11, 2024.

Racial Diversity Equity and Inclusion Committee

- Racial Diversity, Equity, and Inclusion (DEI) Committee Ambassador T. Hunt (CT) reported that the committee presented a session on home evaluations for a recent *Wednesday Workshop*. The committee has been interested in learning more about tribal nations and heard from Marcia Good, Senior Advisor, OJJDP, during a committee meeting.
- The next meeting is scheduled for July 16, 2024.

Rules Committee

- Rules Committee Vice Chair C. Bickford (NH) reported the Rules Committee did not meet in May, but is meeting later today, June 13.

Non-Delinquent Runaway Subcommittee of the East Region

- T. Casanova reported that 49 out of the 52 states responded to the survey to determine top issues regarding non-delinquent runaways.
- Representative C. Bickford (NH) said that the next steps include a review by the Executive Committee to determine areas of focus.

Hot Topics from the “ICJ Updates”

- Representative C. Bickford (NH) reported the following from the most recent issues of the *ICJ Updates*:
 - The [2023 State Council Report](#) is published on the Commission’s website.
 - The [2024 Annual Business Meeting](#) will be September 23-25, 2024, in Mobile, Alabama. Commissioner C. Bickford (NH) reminded members to register.
- Representative C. Bickford (NH) reminded the region that elections for officers and regional representatives will occur at the Annual Business Meeting and encouraged members to consider nominating themselves or others for positions.
- Director Underwood explained that the website submission forms, such as rules interpretation and training and technical assistance requests, have been streamlined into one form, the new [ICJ Request Form](#), which is available in many locations on the ICJ website. She demonstrated the new form and explained how to submit requests by using the example of submitting a Training and Technical Assistance Request.

Next Steps

- Representative C. Bickford (NH) said that on the next agenda would include discussion regarding how to ensure safety during the home evaluation process, when background checks are required.
- The next meeting is scheduled for September 24, 2024, during the Annual Business Meeting in Mobile, Alabama.

Adjourn

Regional Representative C. Bickford (NH) adjourned the meeting by acclamation without objection at 12:07 p.m. ET.



MIDWEST REGION MEETING AGENDA

Annual Business Meeting

SEPTEMBER 23-25, 2024

SEPTEMBER 24, 2024, 3:45 PM CT

RENAISSANCE MOBILE RIVERVIEW PLAZA, MOBILE, ALABAMA

CLIPPER SUITE

PRELIMINARY BUSINESS

- Call to Order
- Roll Call
- *Approve Agenda
- *Approve Minutes from July 23, 2024 Meeting
- Check-ins

EXECUTIVE COMMITTEE REPORT *by Representative Chuck Frieberg (SD)*

UNFINISHED BUSINESS

- Review requested UNITY data in UNITY and discuss next steps related to concerns about juveniles living in the receiving state prior to the transfer of supervision.

NEW BUSINESS

- *Elect Midwest Regional Representative
- Discuss Work Group on Returning Non-Delinquent Runaways

HOT TOPICS FROM "ICJ UPDATES"

- Wednesday Workshop Live Training Session
 - Best Practices for the "Final Travel Plan" in UNITY on August 28, 2024
- Distribution of *2024 Annual Report*
- Committee sign-ups for 2024-2025 (using YAPP App)

NEXT STEPS

- Action items, assignments, and timeframes
- New business suggestions for future meetings

ADJOURN

* INDICATES VOTE WILL BE TAKEN



Preliminary Business

Call to Order

Representative C. Frieberg (SD) called the meeting to order at 11:00 a.m. ET.

Roll Call

Director Underwood called the roll, and a quorum was established.

Voting Commissioners/Designees in Attendance:

1. Chuck Frieberg (SD), Commissioner, Midwest Regional Representative
2. Sasaun Lane (OH), Commissioner, Midwest Regional Alternate Representative
3. Curtis Hamstra (IA), Commissioner
4. Kellianne Torres (IA), Designee
5. Tomiko Frierson (IL), Commissioner
6. Chris Biehn (IN), Commissioner
7. Tracy Hudrlik (MN), Commissioner
8. Michael Tymkew (MI), Commissioner
9. Jessica Wald (ND), Designee
10. Casey Gerber (WI), Commissioner

Compact Staff in Attendance:

1. Molly Dearing (IL)
2. Angel Jones (IL)
3. Holly Kassube (IL)
4. Laura Hausladen (IN)
5. Nataly Sevilla (IN)
6. April Simmons (IN)
7. Nita Wright (IN)
8. Liz Wilson (KS)
9. Abbie Christian (NE)
10. Kathy Christenson (SD)
11. Cheryl Frost (SD)
12. Jennifer McFadden (WI)

Commissioners/Designees Not in Attendance:

1. Megan Milner (KS), Commissioner
2. Fareeda Washington (KS), Designee
3. Jacey Rader (NE), Commissioner
4. Lisa Bjergaard (ND), Commissioner

National Office Staff in Attendance:

1. MaryLee Underwood, Executive Director
2. Kirsten Wade, Logistics and Administrative Specialist
3. Jenny Adkins, Operations and Policy Specialist

4. Amanee Cabbagestalk, Training and Administrative Specialist
5. Joe Johnson, System Project Manager

Agenda

T. Frierson (IL) made a motion to approve the agenda as presented. C. Gerber (WI) seconded. The motion passed by unanimous consent.

Minutes

C. Gerber (WI) made a motion to approve the meeting minutes. J. Wald (ND) seconded. The motion passed by unanimous consent.

Check-ins

Representative Frieberg (SD) opened the meeting by asking members to share one word to describe how they felt.

Reports

Hot Topics from the *ICJ Updates*

- o [2023 State Council Report](#) published on the Commission's website.
- o Reminder to [submit in-state training reports](#).
- o Reminder to [register](#) for the **2024 Annual Business Meeting** in Mobile, Alabama.
- o Demonstration of [ICJ Request Form](#).

Committee Reports

Executive Committee

- Director Underwood reported that the Executive Committee last met on June 27, 2024 and discussed preparations for the Annual Business Meeting (ABM).
- Director Underwood provided a reminder that August 9, 2024 is the deadline for Committee Chair, Vice Chair, Treasurer and Region Representative nominations, and awards nominations for the Leadership Award, Rising Star Award, and Legacy Award. Nominations can be submitted [online](#).
- Director Underwood shared that the Executive Committee also discussed the results of the survey on *Returning Non-Delinquent Runaways*. She reported that 49 out of 52 jurisdictions responded to the survey. The National Office is in the process of analyzing the results to identify the top three issues that will be presented at the next Executive Committee meeting.
- Director Underwood thanked Holly Kassube (IL) and Nataly Sevilla (IN) for joining her in Indianapolis to present at American Probation and Parole Association (APPA)'s Annual Training Institute. She shared they did a terrific job on presenting about home evaluations.
 - o Director Underwood shared the *Wednesday Workshop* on Home Evaluations was adapted into a new presentation for a live audience. She mentioned if anyone is interested in providing in-state training regarding home evaluations to contact Amanee Cabbagestalk for the presentation. The content is also available in a TalentLMS course.
- Director Underwood shared she will be presenting at the National Symposium on Juvenile Services in Salt Lake City, Utah with R. Gallardo (UT). The title of the session is *ICJ in Action: Understanding the Interstate Compact for Juveniles*.
- Director Underwood stated that we will be joined by new ex officios at ABM this year. The ex officios will have dedicated time during the Networking Breakfast on Tuesday September 24, 2024 to share more about their organizations.

- She added that the Executive Committee has also researched and discussed concerns related to Virtual Hearings. There has been an increase in requests for juveniles to participate in virtual hearings by the sending/demanding state when being held in detention in another state. The holding state or receiving state is not required to make that juvenile available for a hearing in another state.
- Director Underwood also reported that the National Office has been contacted by representatives in Guam about joining the Compact.

Information Technology Committee

- Technology Committee Chair K. Torres (IA) reported that the Technology Committee met on April 9, May 14, June 11, and July 9, 2024 and discussed the testing and development of the Rule Enhancement Updates.
- She shared there was a work group focused on developing two new return reports. For additional information or questions, please reach out to Technology Committee Chair K. Torres (IA) or Vice Chair R. Curtis (ME).
- Technology Committee Chair K. Torres (IA) shared that the committee is in the process of reviewing proposed changes to the travel plan detail task in UNITY. The proposed changes will help to ensure that travel plans are being created and details regarding airport supervision are captured accurately within UNITY.
- She also added that the Business Analysis (B.A.)/Enhancement Subcommittee finalized the initial review of the pending enhancement requests and they are ready for next year's team to start the deep dive work.

Training, Education, and Public Relations Committee

- Training, Education, and Public Relations Committee Ambassador, J. Wald (ND), reported that the Training Committee discussed the development of the ABM training sessions.
- She shared there were multiple subcommittees created to develop scenarios for the training session and to plan the new First-Time Attendee Orientation Luncheon.
- J. Wald (ND) reported the Training Committee discussed the development of a new detailed bench card for attorneys or prosecutors to be used when returning juveniles.
- She reported that the Training Committee also discussed the training statistics for the last quarter and shared a reminder for everyone to submit their trainings on the updated training report located on the Commission's website.

Racial Diversity Equity and Inclusion (RDEI) Committee

- Racial Diversity, Equity, and Inclusion (RDEI) Committee Ambassador, J. Wald (ND) reported that the committee discussed a training that was provided to the committee by Marcia Good from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) regarding collaborating with Native American tribes.
- J. Wald (ND) noted some of the information that Ms. Good shared about tribal nations.
 - Ms. Good shared that most tribes do not have juvenile justice systems. When the youths break the law on the reservation, they go through traditional methods, such as peace circles.
 - J. Wald (ND) stated she is interested in seeing a statistical comparison between a tribe in a state that does not have juvenile justice assistance compared to tribes in states that do to compare the rates in recidivism and success.
 - J. Wald (ND) stated in the training, Ms. Good reiterated that a lot of the Native American youth do not live in traditional family settings.

- Ms. Good explained that the state government or state police can help manage the tribes in PL 280 states.

Rules Committee

- Rules Committee Ambassador S. Lane (OH) reported that the Rules Committee last met on July 17, 2024 and approved the amendment proposals for Rule 4-102 and Rule 4-103.
- S. Lane (OH) stated the Rules Committee discussed a proposed amendment to the travel permit rule, 8-101, specifically notifying sex offenders regarding their registration requirements if they are traveling to a state with registration requirements for visits. The committee has tabled the proposal in order to redraft the language.
- Director Underwood shared that the Rules Committee expressed interest in adding information to the Commission's online sex offender matrix about whether states have rules related to travel during visits for sex offenders. She added that if states make changes to their sex offender notification or registration laws, to notify the National Office with the updated information.
- Director Underwood reported that the Rules Committee also discussed removing the phrase "best interest" from the ICJ Form III. The discussion was tabled.
- Director Underwood also shared that the Rules Committee had an initial discussion about modifying the juvenile rights form.

Compliance Committee

- Director Underwood reported the Compliance Committee met on June 5, 2024 and discussed the idea of creating a new dashboard. The dashboard will help states monitor their compliance rates easily and help states visualize case management. The first dashboard is related to transfer of supervision cases.

Unfinished Business

Update on the Midwest Region's Request for UNITY Data

- Representative Frieberg (SD) stated that preliminary data regarding UNITY data and concerns about juveniles living in the receiving state prior to the transfer of supervision has been gathered, but the data needs to be narrowed down more before it is presented. He would like to have that information compiled before ABM so it can be discussed at the meeting.

New Business

- There was no new business to discuss.

Next Steps

- Representative Frieberg (SD) reminded members to register for ABM and submit a nomination for Midwest Region representative.
- J. Wald (ND) reminded members to register for the Alabama Dinner Cruise.
- The next meeting will be held during the Annual Business Meeting in Mobile Alabama on September 24, 2024 @ 3:30 p.m. CT.

Adjourn

Representative Frieberg (SD) adjourned the meeting by acclamation without objection at 11:40 a.m. ET.



SOUTH REGION MEETING AGENDA

Annual Business Meeting

SEPTEMBER 23-25, 2024

ICJ SOUTH REGION AGENDA

SEPTEMBER 24, 2024, 3:45 PM CT

RENAISSANCE MOBILE RIVERVIEW PLAZA, MOBILE, ALABAMA

SCHOONER SUITE

PRELIMINARY BUSINESS

- Call to Order
- Roll Call
- * Approve Agenda
- * Approve Minutes from July 18, 2024 Meeting
- Check-Ins

EXECUTIVE COMMITTEE REPORT *by Representative Felicia Dauway (SC)*

UNFINISHED BUSINESS

- Continue discussion on “unhoused youth” from the January meeting
 - Discuss [Best Practice: Working with Unhoused Juveniles](#) resource
 - Review of Case Scenarios
 - Determine next action steps, if any

NEW BUSINESS

- * Elect South Regional Representative
- Discuss Work Group on Returning Non-Delinquent Runaways

HOT TOPICS FROM “ICJ UPDATES”

- Wednesday Workshop Live Training Session
 - Best Practices for the “Final Travel Plan” in UNITY on August 28, 2024
- Distribution of *2024 Annual Report*
- Committee sign-ups for 2024-2025 (using YAPP App)

NEXT STEPS

- Action items, assignments, and timeframes
- New business suggestions for future meetings

ADJOURN

* INDICATES VOTE WILL BE TAKEN

INTERSTATE COMMISSION FOR JUVENILES

South Region Meeting Minutes

July 18, 2024

11:00 am ET

Via Zoom



Preliminary Business

Call to Order

Representative F. Dauway (SC) called the meeting to order at 11:00 am ET.

Roll Call

Director Underwood called the roll and a quorum was established.

Voting Commissioners/Designees in Attendance:

1. Felicia Dauway (SC), Designee, Regional Representative
2. Jean Hall (FL), Commissioner, Alternate Regional Representative
3. Patrick Pendergast (AL), Designees
4. Judy Miller (AR), Designee
5. Rusty Rodgers (GA), Commissioner
6. Amy Welch (KY), Commissioner
7. Lynn Fielder (WV), Designee
8. Maxine Baggett (MS), Designee
9. Julie Hawkins (MO), Commissioner
10. Daryl Liedecke (TX), Designee
11. Natalie Dalton (VA), Commissioner
12. Stephanie Bond (WV), Commissioner

Compact Staff in Attendance:

1. Tracy Cassell (GA), Designee
2. Lynn Fielder (WV), Designee
3. Melinda Hampton (KY), Designee
4. Alannah Flagler (FL)
5. Latosha Mallory (AL)
6. Ryan Smith (FL)
7. Terrance Clayton (FL)
8. Rhonda Turner (FL)
9. Benjamin Turner (KY)
10. Deanna McNulty (LA)
11. Shanice Rhyne (GA)
12. Ashley Hodges (KY)
13. Abbye Tyler (MD)
14. Latoya Oliver (MD)
15. Rachel Johnson (NC)
16. Mason Harrington (SC)
17. Jessica Stefenack (VA)

South Region Voting Members Not in Attendance:

1. Jefferson Regis (DC), Commissioner
2. Angela Bridgewater (LA), Commissioner

3. Sherry Jones (MD), Commissioner
4. Corrie Copeland (TN), Commissioner
5. Stephen Horton (NC), Commissioner
6. Robert Anderson (MS), Commissioner
7. Jeffrey Cartmell (OK), Commissioner
8. Robert Hendryx (OK), Designee
9. Louis (Lou) Serrano (TX), Commissioner

National Office Staff in Attendance:

1. MaryLee Underwood, Executive Director
2. Kirsten Wade, Logistics and Administrative Specialist
3. Jenny Adkins, Operations and Policies Specialist
4. Joe Johnson, System Project Manager

Agenda

J. Hall (FL) made a motion to approve the agenda as presented. A. Welch (KY) seconded the motion. The motion passed.

Minutes

J. Miller (AR) made a motion to approve the January 10, 2024, meeting minutes. J. Hall (FL) seconded the motion. The motion passed.

Check-ins

Representative F. Dauway (SC) opened the floor for members to answer two check-in questions:

- o What is one word to describe how you are feeling today?
- o What makes you feel like your job is important?

Reports

Hot Topics from *ICJ Updates*

- Representative Dauway (SC) shared highlights from the last issues of the *ICJ Updates* monthly newsletters.
 - o Register for the dinner cruise offered during the Annual Business Meeting (ABM) in Mobile, Alabama. If you have any questions, please contact L. Mallory (AL).
 - o [2023 State Council Report](#) has been published on the Commission's website.
 - o States should [submit in-state training reports](#) no later than July 31, 2024.
 - o [Register](#) for the 2024 Annual Business Meeting in Mobile, Alabama by August 9, 2024.
 - o A new [ICJ Request Form is now available on the Commission's website.](#)

Committee Reports

Executive Committee

- Representative Dauway (SC) reported the Executive Committee last met June 27, 2024 and discussed concerns related to virtual hearings for juveniles who were detained.
- Director Underwood reported that 49 out of 52 jurisdictions responded to the survey on Returning Non-Delinquent Runaways. The findings will be presented to the Executive Committee at the next meeting. She stated that one of the top three issues reported is that holding states

do not provide adequate information regarding the circumstances in which the juvenile is located to the home/demanding state.

- Director Underwood also reported that the nomination period is open until August 9, 2024.
- This year, elections will be held for Commission Chairperson, Vice Chairperson, Treasurer, and Regional Representatives.
- Individuals can also submit nominations for the Leadership Award, Rising Star Award, and the Legacy Award.

Rules Committee

- Rules Committee member J. Hawkins (MO) reported the Rules Committee last met on July 17, 2024 and they discussed a proposed amendment to the travel permit rule. The committee has tabled the proposal in order to redraft the language.
- J. Hawkins (MO) reported the Rules Committee also discussed removing the phrase “best interest” from the ICJ Form III. The discussion was tabled.

Training, Education, and Public Relations Committee

- Training Committee member D. Liedecke (TX) reported the Training Committee met on July 11, 2024 and they discussed scenarios for the training session at the 2024 ABM.
- Training Committee member T. Cassell (GA) reported the Training Committee also discussed creating a new detailed bench card for attorneys or prosecutors to be used when returning juveniles.
- T. Cassell (GA) reported the Training Committee also discussed the new First-Time Attendee Orientation Luncheon at ABM.

Compliance Committee

- Director Underwood reported the Compliance Committee met on June 5, 2024 and discussed the idea of creating a new dashboard that will roll out in stages. The dashboard will help states monitor their compliance rates easily and help states visualize case management. The first dashboard is related to transfers of supervision cases.

Finance Committee

- Finance Committee Ambassador P. Pendergast (AL) reported that the Finance Committee was scheduled to meet on July 18, 2024 to finalize the budget for fiscal year (FY) 2026.
- He reported the Finance Committee made changes to the travel reimbursement policy and would finalize the plans to educate commission members about changes at the next meeting.

Racial Diversity, Equity, and Inclusion Committee

- Director Underwood reported that the Racial Diversity, Equity, and Inclusion Committee met on July 15, 2024 and discussed data that related to race and ICJ cases. She reported there were some minor differences in the rates at which African American youths are moving through the system. The data showed that African American youths are overrepresented in ICJ cases, as they are in the juvenile justice system.
- Director Underwood also reported that the Racial Diversity, Equity, and Inclusion Committee discussed the tracking of data regarding human trafficking in UNITY. The committee noticed that in most ICJ cases, no data is entered. Changes were made to the UNITY data management system so that human trafficking information can be entered on any sort of case and at any time during the process.
- The Racial Diversity, Equity, and Inclusion Committee also discussed a training that was provided to the committee by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) regarding collaborating with Native American tribes.

Unfinished Business

- Representative Dauway (SC) recalled the discussion regarding “unhoused youth” from the January South Region meeting.
- Representative Dauway (SC) shared that the term “unhoused” replaced the term “homeless” in the related ICJ best practice guide.
- Representative Dauway (SC) shared the following statistics:
 - On a single night in 2023, 34,703 unaccompanied youth were counted as homeless. 90% of these were between the ages of 18 and 24. The remaining 9.3%, which is 3,240 children, were under the age of 18.
 - 40.8% of unhoused youth are unsheltered or sleeping in places not meant for human habitation.
 - The most commonly quoted number of unhoused youths under the age of 18 comes from the National Incident Studies of Missing, Abducted, Runaway, and Thrown-away Children. According to them, over 99% of youth will eventually return home, many remain away from home for over one week and some remain gone for over month.
 - Child trafficking is tied directly into unhoused youth. The unhoused youth are more vulnerable to become victims of child sex trafficking.
- Representative Dauway (SC) reported South Carolina has several independent living programs for unhoused youth. South Carolina also has several voluntary programs that serve youth aged 16-18 and other programs that serve ages 17–24.
- Representative Dauway (SC) asked members to share any resources their states might offer.
- Director Underwood reported the Runaway and Homeless Youth Program, Christopher Holloway, would be a good resource to use. She reported the Runaway and Homeless Youth program helps fund shelters and programs for homeless youth.
- Director Underwood shared that Chris Holloway worked for the Office of Juvenile Justice and Delinquency Prevention at the same time the Compact was redrafted and he was involved with the process of creating the new Compact that was adopted by the states.
- Director Underwood reported that another resource is Susan Frankel, who is the Executive Director for the National Runaway Safeline. She reported that Susan Frankel attended the 2023 ABM and is a member of the Training Committee.
- J. Miller (AR) asked if the discussion regarding “unhoused youth” is related to conducting home evaluations when families are living in their cars.
- Representative Dauway (SC) recommended tabling the discussion until the next meeting so that members in the South Region can share the challenges they are seeing or how cases are being handled.
- J. Miller (AR) asked if there were any best practices or documents that tells receiving states how to proceed with a case where the family does not have housing.
- Representative Dauway (SC) suggested formulate questions to ask Susan Frankel with the National Runaway Safeline at ABM to better serve the population.
- Director Underwood and J. Adkins shared a resource regarding [Best Practices on Unhoused Juveniles](#).

New Business

There was no new business to discuss.

Next Steps

- Representative Dauway (SC) shared she would work with the National Office to invite Susan Frankel to ABM. She requested South Region members to come prepared with questions.
- The South Region’s next meeting is scheduled for September 24, 2024 in Mobile, Alabama.

Adjourn

Representative Dauway (SC) adjourned the meeting by acclamation without objection at 11:49 am ET.

DRAFT



WEST REGION MEETING AGENDA

Annual Business Meeting

SEPTEMBER 23-25, 2024

SEPTEMBER 24, 2024, 3:30 PM CT
RENAISSANCE MOBILE RIVERVIEW PLAZA, MOBILE, ALABAMA
RIVERBOAT SUITE

PRELIMINARY BUSINESS

- Call to Order
- Roll Call
- *Approve Agenda
- *Approve Minutes from July 10, 2024 Meeting
- Check-Ins

EXECUTIVE COMMITTEE REPORT *by Representative Howard Wykes (AZ)*

UNFINISHED BUSINESS

- Share research regarding state strategies for enrolling juveniles transferred through ICJ in school when they are not living with the legal guardian
- Discussion regarding each state's data collection for "non-delinquent runaways that are not held in detention"

NEW BUSINESS

- *Elect West Regional Representative
- Discuss Work Group on Returning Non-Delinquent Runaways
- Discuss additional concerns regarding ICJ and ICPC dual jurisdiction cases, including returns following disruption of an ICPC placement
- Request for an Advisory Opinion regarding the California Law (SB-135)

HOT TOPICS FROM "ICJ UPDATES"

- Wednesday Workshop Live Training Session
 - Best Practices for the "Final Travel Plan" in UNITY on August 28, 2024
- Distribution of 2024 Annual Report
- Committee sign-ups for 2024-2025 (using YAPP App)

NEXT STEPS

- Action items, assignments, and timeframes
- New business suggestions for future meetings

ADJOURN

* INDICATES VOTE WILL BE TAKEN

INTERSTATE COMMISSION FOR JUVENILES

West Regional Meeting Minutes

July 10, 2024

3:00 pm ET

Via Zoom



Preliminary Business

Call to Order

Representative H. Wykes (AZ) called the meeting to order at 3:00 pm ET.

Roll Call

Director Underwood called the roll and quorum was established.

Voting Commissioners/Designees in Attendance:

1. Howard Wykes (AZ), Designee, West Regional Representative
2. Maureen Clifton (WY), Commissioner, West Regional Alternate Representative
3. Robert Heide (AK), Commissioner
4. Jason Johnson (CA), Commissioner
5. Brooke Montelongo (CO), Commissioner
6. Kristin Davidson (HI), Commissioner
7. Anne Connor (ID), Designee
8. Mike Barthel (MT), Commissioner
9. David Laity (NV), Commissioner
10. Dale Dodd (NM), Commissioner
11. Nina Belli (OR), Commissioner
12. Raymundo Gallardo (UT), Designee
13. Jedd Pelander (WA), Commissioner

Compact Staff in Attendance:

1. Nichel Saceda-Hurt (AK), Designee
2. Shirleen Cadiz (HI), Designee
3. Dawn Bailey (WA), Designee
4. Robert Hislop (MT)
5. Jovay Jackson (AZ)
6. Craig Massey (AZ)
7. Bryan Stephens (CA)
8. Gladys Altamirano (NV)
9. Anali Aaron (OR)

Voting Members Not in Attendance:

1. Sonia Sweeney (UT), Commissioner
2. Brandon Schimelpfenig (WY)

National Office Staff in Attendance:

1. MaryLee Underwood, Executive Director
2. Jenny Adkins, Operations and Policy Specialist
3. Joe Johnson, System Project Manager
4. Kirsten Wade, Logistics and Administrative Specialist

Agenda

A. Connor (ID) made a motion to approve the agenda as presented. D. Dodd (NM) seconded. The motion passed.

Minutes

A. Connor (ID) made a motion to approve the April 10, 2024, meeting minutes. N. Belli (OR) seconded. The motion passed.

Check-Ins

Representative H. Wykes (AZ) lead a check-in exercise encouraging members to share any of their self-care activities.

Reports

- Executive Committee
 - Representative Wykes (AZ) reported the Executive Committee met on May 23, 2024 and June 27, 2024.
 - Representative Wykes (AZ) reminded participants to register for the Annual Business Meeting (ABM) and to submit nominations for elections and awards.
 - Representative Wykes shared that the Executive Committee recently discussed strategic planning for Fiscal Year (FY) 2025.
 - The next meeting is scheduled for July 25, 2024.
- Compliance Committee
 - Compliance Committee member R. Gallardo (UT) reported the Compliance Committee last met on May 1, 2024 and June 5, 2024. The committee discussed developing a new dashboard that will roll out in stages. The dashboard's purpose and mission will be to help states stay on top of compliance standards and ongoing operations.
- Finance Committee
 - Finance Committee Chair D. Dodd (NM) reported the Finance Committee met on May 5, 2024. The committee is working to prepare the FY2026 budget to present for the Commission's approval at the 2024 ABM.
 - The next meeting is scheduled for July 18, 2024.
- Information Technology Committee
 - Information Technology Committee Ambassador M. Clifton (WY) reported the Technology Committee met on May 14; June 11; and July 9, 2024 since the last West Region meeting.
 - The Technology Committee discussed the ICJ travel plan detail enhancement and tabled the discussion due to the cost. The proposed ICJ travel plan enhancement will combine the travel plan information and the travel plan detail as one required task. The proposed plan will also include two new airport supervision fields, two new airline departure, and new field for local agent transportation. The proposal may be reviewed in the future, when pricing could be less because of combination with other enhancements.
 - The Technology Committee will lead the next Wednesday Workshop on August 28, 2024, where they will conduct a training to review UNITY data entry best practices for the "Final Travel Plan" section on the return of juveniles and return cases.
- Racial Diversity, Equity, and Inclusion Committee
 - Racial Diversity, Equity, and Inclusion (RDEI) Committee Ambassador B. Montelongo (CO) reported that the RDEI Committee met on May 20, 2024, where they received

presentation on collaborating with tribal nations by Marcia Good of the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Ms. Good provided strategies on working with tribal leaders and tribal social services.

- The next RDEI Committee meeting is scheduled for July 16, 2024.
- Rules Committee
 - Rules Committee Ambassador H. Wykes (AZ) reported that the Rules Committee last met on June 13, 2024 and discussed adjusting some terminology in the ICJ Rules so that the Rules do not conflict with each other.
 - The next Rules Committee meeting is scheduled for July 17, 2024.
- Training, Education, and Public Relations Committee
 - Training Committee Vice Chair R. Heide (AK) reported the Training Committee met on May 2, 2024 and June 6, 2024 and discussed the ABM agenda and training sessions.
 - The Training Committee decided to host a First-Time Attendee Orientation luncheon to efficiently onboard new participants.
 - The Training Committee will discuss bench card edits at the next meeting.
 - The next meeting scheduled for July 11, 2024.

Unfinished Business

Update on Survey regarding Returns of Non-Delinquent Runaways

- Director Underwood reported that 49 out of 52 jurisdictions responded to the survey on *Returning Runaway Non-Delinquent Runaways*. The National Office is analyzing the results to identify key themes.
- The findings will be presented to the Executive Committee at the next meeting. She stated that the number one issue reported is that holding states do not provide adequate information regarding the circumstances in which the juvenile is located to the home/demanding state. She encouraged states to take care to provide additional information.

Update on the recommendation to review the use of the phrase “a danger to self or others” in the ICJ Rules

- Representative H. Wykes (AZ) reported that the Rules Committee discussed the West Region’s recommendation to review the use of the phrase “danger to themselves or others,” and decided to take no action at this time.
- He asked whether members want to resubmit the recommendation or collect historical data to show the phrase is problematic.
- The Rules Committee’s main concern is that there is a well-established legal understanding of the phrase “a danger to self or others” within the courts.
- A. Connor (ID) shared that Idaho passed a statute that prohibits holding status offenders in detention. However, the Juvenile Justice Delinquency and Prevention Act (JJDP) includes an exemption that allows detention of status offenders in accordance with the Compact.
- G. Altamirano (NV) stated Nevada cannot hold in-state or out-of-state runaways.
- A. Connor (ID) asked B. Stephens (CA) about juveniles in California and housing out-of-state runaways in detention.
- B. Stephens (CA) responded that some counties in California are willing house out-of-state runaways, but others are not.
- A. Connor (ID) added that the problem with holding a non-delinquent runaway in a non-secure setting is that the juvenile can leave. She recommended pulling data from cases where the runaway held in a non-secure shelter setting did not get returned because they ran away from a non-secure setting.

- D. Dodd (NM) added that in New Mexico, all runaways from out-of-state are turned over to Child Protective Services.
- Representative H. Wykes (AZ) asked for each West Region member to look at data in their states on non-delinquent runaways that are not held in detention. He requested that they collect data and prepare to discuss it at the ABM.
- Director Underwood volunteered that data could be collected using a SmartSheet form.
- Representative H. Wykes (AZ) agreed that this would be helpful and that the link for collecting information should be sent out in early September. The timeframe for the data is January 1, 2024 to August 31, 2024.
- D. Bailey (WA) stated that Washington enters cases in UNITY as soon as they get the initial call on a youth. She states there is an option to select “juvenile not returned” and then explain why that event is used.
- Director Underwood stated that many states do not use the event. However, if state more states used it, the data from UNITY could be consolidated and analyzed.
- A. Connor (ID) asked if Director Underwood could share information about use of the event in an *ICJ Newsletter* and encourage other Compact Offices to record data in UNITY when a juvenile is not returned.
- Director Underwood stated it would be a great idea to educate members on how to use UNITY effectively and that she would explore strategies with staff.

New Business

Share information regarding strategies for enrolling juveniles transferred through ICJ in school when they are not living with the legal guardian

- Representative H. Wykes (AZ) noted that Arizona’s method for enrolling juveniles in school who were transferred through ICJ when they are not living with their legal guardian was through power of attorney.
- He stated that some school districts will not enroll juveniles in school even with power of attorney and that the schools request temporary legal guardianship papers.
- A. Connor (ID) added that she has dealt with some states that have denied a home evaluation on the interpretation that the juvenile would not be in substantial compliance because they cannot be enrolled in school.
- D. Bailey (WA) and D. Dodd (NM) agreed that they have also dealt with this with schools in other regions.
- Director Underwood noted that the National Office was not aware of such denials, and encouraged ICJ staff to engage state commissioners to help resolve related issues. She also explained how to utilize the Commission’s dispute resolution process.
- M. Clifton (WY) recommended contacting the Department of Education or state office of the attorney general if another state is refusing to enroll a juvenile in school.
- Representative H. Wykes (AZ) added that he would like to keep this topic on the agenda for further discussion

Hot Topics from the *ICJ Updates*

- Representative H. Wykes (AZ) reported the following from the most recent issues of the *ICJ Updates*.
 - [2023 State Council Report](#) published on the Commission’s website
 - Reminder to submit [in-state training reports](#)
 - Reminder to [register](#) for the 2024 Annual Business Meeting in Mobile, Alabama
 - New [ICJ Request Form](#)

Next Steps

- Submit data on number of youths who ran away from nonsecure setting before they could be returned on survey that will be sent out end of August.
- Share information regarding strategies for enrolling juveniles transferred through ICJ in school when they are not living with the legal guardian.
- A. Connor (ID) requested a discussion on complex returns and whether the Interstate Compact on the Placement of Children (ICPC) disruption of placement should be handled by ICPC.
- The next meeting is scheduled for September 24, 2024 in Mobile, Alabama.

Adjourn

Representative Wykes adjourned the meeting by acclamation without objection at 4:18 pm ET.

DRAFT

**2024 ANNUAL
BUSINESS MEETING**

MICHAEL O'KEY

J.D./Ph.D. Candidate



**KEYNOTE
SPEAKER**

HEAR THE STORY, CHANGE THE SYSTEM: BALANCING VOICES AND VISION IN JUVENILE JUSTICE

Join us for a compelling keynote where a remarkable journey from juvenile incarceration to college and law school is shared. This talk explores the transformative power of personal narrative coupled with academic and legal expertise. The speaker will detail their experiences with juvenile incarceration, the impact of the Interstate Compact on their educational journey in Alabama, and the pivotal role of being "unignorable" in advocacy — A synergy of resonant personal stories and persuasive policy analysis. This session offers insights into leveraging lived experiences and professional competencies to drive meaningful reforms in juvenile justice, providing practical strategies for attendees committed to systemic change.



OFFICE OF THE MAYOR



WELCOME TO MOBILE!

**Interstate Commission for Juveniles
September 23-25, 2024**

As Mayor of the City of Mobile, and on behalf of the City Council and all our friendly citizens, I extend a warm welcome to attendees of the Interstate Commission for Juveniles.

I am sure you will find dining in Mobile a real pleasure as we have many fine restaurants, serving a wide variety of foods, including our great Gulf Coast seafood.

While you're in Mobile, we encourage you to take time to revel in some of the many amenities our City has to offer – including the Perdido Queen Riverboat Dinner Cruise, Mobile Carnival Museum, Gulf Coast Exploreum Science Center & IMAX Dome Theater, Africatown Heritage House, as well as our other excellent museums. Whatever you do, enjoy yourself and enjoy spending time with your family while here in Mobile!

Those of you who've visited Mobile before know all about our great quality of life and the famous "Southern hospitality" of our people. To any of our first-time guests, we know that once you get a taste of what Mobile has to offer, you will want to return time and time again.

Again, welcome to our City where we are *Born to Celebrate!*

Sincerely,

William S. Stimpson



ANNUAL BUSINESS MEETING

SEPT 25 - 27, 2023 | SALT LAKE CITY, UTAH

2023 General Session Minutes

September 27, 2023

8:00 a.m. MST

Sheraton Salt Lake City Hotel
Salt Lake City, Utah

Call to Order and Presentation of the Flag

- The 2023 Annual Business Meeting of the Interstate Commission for Juveniles was called to order by Commission Chair Nina Belli (OR) at 8:00 a.m. MST, September 27, 2023.
- Chair N. Belli (OR) welcomed and introduced Utah's Junior Reserve Officers' Training Corps (JROTC), who presented the flags and led attendees in reciting the Pledge of Allegiance.

Roll Call

Executive Director MaryLee Underwood called roll. Forty-nine Member States were represented, along with six Ex Officio Members representing national organizations. Quorum was established.

Members in Attendance:

1. Alabama	Patrick J. Pendergast, Designee
2. Alaska	Robert Heide, Commissioner
3. Arizona	Howard Wykes, Designee
4. Arkansas	Judy Miller, Designee
5. California	Michael Farmer, Designee
6. Colorado	Brooke Montelongo, Commissioner
7. Connecticut	Tasha Hunt, Commissioner
8. Delaware	Francis "Mike" Casey, Commissioner
9. District of Columbia	Jefferson Regis, Commissioner
10. Florida	Jean Hall, Commissioner
11. Georgia	Rusty Rodgers, Commissioner
12. Hawaii	Kristin Davidson, Commissioner
13. Idaho	Jen Baer, Designee
14. Illinois	Tomiko Frierson, Commissioner
15. Indiana	Mary Kay Hudson, Commissioner
16. Iowa	Kellianne Torres, Designee
17. Kansas	Megan Milner, Commissioner
18. Louisiana	Angela Bridgewater, Commissioner
19. Maine	A. Roy Curtis, Commissioner
20. Maryland	Sherry Jones, Commissioner
21. Massachusetts	Rebecca Moore, Designee
22. Michigan	Michael Tymkew, Commissioner

- | | |
|--|-----------------------------------|
| 23. Minnesota | Tracy Hudrlik, Commissioner |
| 24. Mississippi | Maxine Baggett, Designee |
| 25. Missouri | Julie Hawkins, Commissioner |
| 26. Nebraska | Jacey Rader, Commissioner |
| 27. Nevada | David Laity, Commissioner |
| 28. New Hampshire | Caitlyn Bickford, Commissioner |
| 29. New Jersey | Edwin Lee, Jr., Designee |
| 30. New Mexico | Dale Dodd, Commissioner |
| 31. New York | Pam Weinman, Designee |
| 32. North Carolina | Stephen Horton, Commissioner |
| 33. North Dakota | Jessica Wald, Designee |
| 34. Ohio | Sasaun Lane, Commissioner |
| 35. Oklahoma | Robert Hendryx, Designee |
| 36. Oregon | Nina Belli, Commissioner |
| 37. Pennsylvania | Natalie Mwaniki, Designee |
| 38. Rhode Island | William Dolan, Designee |
| 39. South Carolina | Felicia Dauway, Designee |
| 40. South Dakota | Charles Frieberg, Commissioner |
| 41. Tennessee | Corrie Copeland, Commissioner |
| 42. Texas | Daryl Liedecke, Designee |
| 43. Utah | Raymundo Gallardo, Designee |
| 44. Vermont | Trissie Casanova, Designee |
| 45. Virgin Islands | Eavey-Monique James, Commissioner |
| 46. Washington | Dawn Bailey, Designee |
| 47. West Virginia | Lynn Fielder, Designee |
| 48. Wisconsin | Casey Gerber, Commissioner |
| 49. Wyoming | Maureen Clifton, Commissioner |
| 50. Association of Administrators of the Interstate Compact on the Placement of Children (ICPC), Karen Sparacino | |
| 51. Interstate Commission for Adult Offender Supervision (ICAOS), Mac Pevey | |
| 53. National Children's Advocacy Center (NCAC), Chris Newlin | |
| 55. National Council for Juvenile and Family Court Judges (NCJFCJ), Judge Robert Hofmann | |
| 52. National Partnership for Juvenile Services (NPJS), Juan Sepulveda | |
| 54. National Runaway Safeline (NRS), Susan Frankel | |

Members Not in Attendance

1. Kentucky
2. Montana
3. Virginia
4. American Probation and Parole Association
5. Conference of Chief Justices
6. Council of Juvenile Justice Administrators
7. Conference of State Court Administrators
8. International Association of Chiefs of Police
9. National Association of Attorneys General
10. National Conference of State Legislatures
11. National Governors Association

12. National Sheriffs' Association
13. Victims Representative

ICJ National Office and Legal Counsel in Attendance:

- | | | |
|----|---------------------|---|
| 1. | MaryLee Underwood | Executive Director |
| 2. | Emma Goode | Logistics and Administrative Specialist |
| 3. | Jennifer Adkins | Operations and Policy Specialist |
| 4. | Joe Johnson | Systems Project Manager |
| 5. | Amanee Cabbagestalk | Training and Administrative Specialist |
| 6. | Richard L. Masters | Legal Counsel |

ICJ Office Staff in Attendance:

- | | | |
|-----|----------------|------------------------|
| 1. | Alabama | Latosha Mallory |
| 2. | Alaska | Nichel Saceda-Hurt |
| 3. | Connecticut | Nordia Napier |
| 4. | Delaware | Erin Breitigan |
| 5. | Florida | Terrance Clayton |
| 6. | Georgia | Tracy Cassell |
| 7. | Georgia | Shawanda Reynolds-Cobb |
| 8. | Hawaii | Shirleen Cadiz |
| 9. | Illinois | Holly Kassube |
| 10. | Indiana | April Simmons |
| 11. | Indiana | Sevilla Nataly |
| 12. | Kansas | Fareeda Washington |
| 13. | Louisiana | Stephen Jenkins |
| 14. | Louisiana | Yolanda Latimer |
| 15. | Minnesota | Rebecca Hillestead |
| 16. | Mississippi | Janet Self |
| 17. | Nebraska | Abbie Christian |
| 18. | New Hampshire | Erin Laskowski |
| 19. | New Jersey | Shyra Bland |
| 20. | New York | Shaina Kern |
| 21. | South Carolina | Mason Harrington |
| 22. | South Carolina | Bridget Webb |
| 23. | Utah | Sonia Sweeney |
| 24. | Utah | Kimberly Heywood |
| 25. | Virgin Islands | Vaughn Walwyn |
| 26. | Wisconsin | Jennifer McFadden |

Guests

1. Carla Fults (AAICPC)
2. Linda Nieves (TN)
3. Daniel Rich (UT)
4. Derick Veater (UT)
5. Deborah Wood (UT)

Opening Remarks

Commission Chair N. Belli (OR) welcomed everyone to 2023 Annual Business Meeting of the Interstate Commission for Juveniles, including those viewing via the live stream. She

noted that voting representatives from 49 of the 52 Compact Member States were in attendance, as well as six Ex Officio Members.

Welcome Address

- Commission Chair N. Belli (OR) welcomed guest speaker, Judge Susan H. Eisenman. Judge Eisenman currently serves as a member of the Utah ICJ State Council on Interstate Juvenile Supervision and has a long history of distinguished public service.
- Judge Eisenman welcomed the attendees to Utah. She referred to the Commission as an “unsung hero,” noted the focus on racial justice, and applauded the important work of ICJ offices throughout the nation.
- Commission Chair N. Belli (OR) thanked Judge Eisenman for the warm welcome, and acknowledged Utah’s ICJ Commissioner Sonia Sweeney and Designee Raymundo Gallardo for hosting the 2023 Annual Business Meeting in Utah.

Agenda

S. Jones (MD) made a motion to approve the agenda as presented. T. Hunt (CT) seconded. The motion passed.

Minutes

C. Frieberg (SD) made a motion to approve the minutes as presented of the 2022 Annual Business Meeting General Session held October 5, 2022, in Burlington, Vermont. M. Clifton (WY) seconded the motion. The motion passed.

Youth Speaker

- Commission Chair N. Belli (OR) introduced Maygan Martinez, guest speaker. Ms. Martinez is the Past President of the Youth Action Board; Co-Chair of the Client Focused Core Function Group CoC; Chair of the Lived Expert Task Group; Co-Chair of the Youth Experiencing Homelessness Task Group; and Director of the 1999 Collective. She is working towards her bachelor’s degree in political science.
- Maygan Martinez briefed on her experience with the Salt Lake County Youth Services and the Utah Division of Child and Family Services between the ages of 12 and 18. She shared her long-term goal of becoming an attorney and opening her own law firm. Her work remains focused on supporting others coming out of the system with pertinent available resources. She closed with a resonating statement: “Do not let labels define who you are, there is more to life.”

{Meeting was recessed at 8:30 a.m. and reconvened at 9:00 a.m. MST}

Committee Reports

Executive Committee Report by Commission Chair Nina Belli (OR)

- Commission Chair N. Belli (OR) expressed her appreciation to Executive Committee members, say it was an honor to serving as the Commission Chair and working alongside amazing colleagues that allowed her to see things from different perspectives.
- The Executive Committee worked diligently to advance strategic plan initiatives. The theme for 2023 was collaboration between committees. She highlighted numerous accomplishments and provided updates on plans to advance each of the four priorities in 2025.

PRIORITY 1: Improve Data Systems for Better Outcomes

- The Commission continued to advance the use of UNITY data management system, particularly in relation to:
 - UNITY National Data Assessment
 - Proactive Monitoring Program
 - UNITY enhancements

PRIORITY 2: Promote Leadership Development and Racial Justice

- The new Racial Diversity, Equity, and Inclusion (RDEI) Committee was created, as recommended by the 2022 Ad Hoc Committee on Racial Justice. The RDEI Committee developed a new *Best Practice: Home Evaluation Considerations for Unconventional Families*.
- Implementation leadership training was provided to members of the Executive Committee.
- A new “Legacy Award” was initiated to recognize members who have worked in an ICJ Office for 15 or more years.
- A new “Rising Star Award” was created to recognize a Commissioner, Compact Administrator, Designee, Deputy Compact Administrator, or ICJ office staff member who exhibited outstanding leadership skills within their first two years.
- The ICJ nominations and elections process was updated to promote inclusion and equity.

PRIORITY 3: Address Gaps in ICJ Rules and Resources

- The Commission continually looks for opportunities to improve its operations by addressing gaps in the ICJ Rules and resources, evidenced by the list of accomplishments:
 - ICJ Rule Amendment Proposals
 - [ICJ Bench Book for Judges and Court Personnel](#) – 10th edition
 - New [Training Bulletin on Violation Reports Requesting Discharge](#) & updated [Best Practice on Intrastate Relocations](#)
 - New [Toolkit on Returns and Child Welfare](#)
 - New [After-Hours Contact Information Matrix](#)
 - Updated [ICJ Administrative Policy 06-2009: Travel Reimbursement](#)

PRIORITY 4: Leverage Relationships to Promote Awareness & Improve Outcomes

- New avenues of collaborations with justice system partnerships were established while maintaining established relationships with ICJ stakeholders.
- Collaborations were shared that occurred over the year with the following ICJ affiliates:
 - National Council of Juvenile and Family Court Judges (NCJFCJ)
 - Interstate Commission for Adult Offender Supervision (ICAOS)
 - National Partnership for Juvenile Services (NPJS)
 - American Probation and Parole Association (APPA)
 - Council of Juvenile Justice Administrators (CJJA)
- Commission Chair N. Belli (OR) thanked Rick Masters for the legal advice and the National Office staff for their continual support to the Executive Committee throughout the year.
- **P. Pendergast (AL) made a motion to approve the Executive Committee Report as presented. S. Jones (MD) seconded. The motion carried.**
- Commission Chair N. Belli (OR) recognized the ICJ Officers with a token of appreciation for their leadership and contributions: Vice Chair, Julie Hawkins (MO); Treasurer Sherry Jones (MD); and Past Chair Tasha Hunt (CT).
- Past Chair T. Hunt (CT) presented Commission Chair N. Belli (OR) with a crystal gavel for her outstanding leadership, dedication, and enthusiasm leading the Commission in 2023.

Compliance Committee Report by Committee Chair Jacey Rader (NE)

- Compliance Committee Chair J. Rader (NE) acknowledged the Compliance Committee members and their service. In 2022, the Compliance Committee purposely shifted the committee's approach from adversarial to advisory. The Compliance Committee focused on a nationwide-trend review called the UNITY National Data Assessment, rather than state-focused Performance Measurement Assessments.
- The UNITY National Data Assessment reviewed three standards related to violation reports and/or returns in transfer of supervision cases. From the findings, areas of improvement were discovered, and three recommendations were made.
 1. Amend ICJ Rules to extend return timeframe for failed supervision cases.
 2. Develop and amend best practices and training bulletins to provide guidance.
 3. Enhance UNITY functionality for failed supervision and violation reports.
- The Proactive Monitoring Program was launched. Results included an increase in nationwide performance, particularly in timely submission of home evaluations. Compliance Committee Chair Rader (NE) shared charts depicting the positive results.
- Other compliance measures reviewed during the year were related to state council formation and payment of dues. All issues were addressed without formal intervention by the Compliance Committee.
- Compliance Chair J. Rader (NE) expressed her appreciation to Technology Committee Chair Kellianne Torres (IA) and National Office staff member Jenny Adkins and Joe Johnson, thanking them for their support and collaboration throughout the year.
- **S. Horton (NC) made a motion to approve the Compliance Committee Report as presented. K. Torres (IA) seconded. The motion carried.**
- Commission Chair N. Belli (OR) presented J. Rader (NE) with a token of appreciation for her leadership and contributions as the Compliance Committee Chair.

Finance Committee Report by Committee Chair Dale Dodd (NM)

- Finance Committee Chair D. Dodd (NM) recognized the ICJ Finance Committee members for their commitment and fiscal responsibility. The ICJ Finance Committee met 4 times this past year. Results of the work were:
 - [ICJ Administrative Policy 01-2023: Investment Policy](#) was recommended and adopted by the Executive Committee.
 - [ICJ Administrative Policy 06-2009: Travel Reimbursement](#) was revised to address the increase in travel costs.
 - The fiscal year (FY) 2024 budget was amended to reflect updated cost projections.
 - The FY 2025 budget was developed.
- Both the Finance Committee and the Executive Committee recommend the proposed FY 2025 budget as presented and included in the *2023 Annual Business Meeting ICJ Docket Book*.
- Finance Committee Chair D. Dodd (NM) presented a chart highlighting the total income and expenses for recommended budget.
- **D. Dodd (NM) made a motion to adopt the recommended FY 2025 budget as presented. P. Pendergast (AL) seconded the motion. The motion passed by a 47-0-1 vote.**
- **S. Jones (MD) made a motion to approve the Finance Committee Report as presented. A. Bridgewater (LA) seconded the motion. The motion passed.**
- Commission Chair N. Belli (OR) presented D. Dodd (NM) with a token of appreciation for his leadership and contributions as the Finance Committee Chair.

Information Technology Committee Report by Committee Chair Kellianne Torres (IA)

- Information Technology Committee Chair K. Torres (IA) recognized Information Technology Committee (Technology Committee) members and commended their work throughout the year. The Technology Committee met nine times between October 2022 and August 2023. The Technology Committee accomplishments resulted from the work of the four work teams: Enhancements Team; Reporting and Data Visualization Team; Workflow Diagram Team; and UNITY Maintenance Team. In collaboration with other committees, the Technology Committee focused on implementing UNITY enhancements, reviewing rule amendment proposals for technical impacts, and supporting implementation of the Proactive Monitoring Program.
- Technology Committee Chair Torres (IA) briefed on several accomplishments.
 - Created UNITY Testing site dedicated to testing enhancements prior to release to the training and production sites.
 - Reviewed all rule proposals for any impact to UNITY and ICJ Forms, and requested cost estimates for necessary changes from the UNITY vendor.
 - Collaborated with the Compliance Committee to propose amendment of Rule 5-103 to clarify the failed supervision process.
 - Partnered with the Compliance Committee to develop the Proactive Monitoring Program. Reports from UNITY were used to promote maintenance practices that help keep UNITY updated and accurate.
 - Reviewed UNITY data maintenance results related to maximum expiration dates, duplicate juveniles, home evaluations, and quarterly progress reports.
 - Completed user testing and successfully released 23 complex enhancements to the UNITY data system.
 - Collaborated with the Training Committee on to provide user training regarding UNITY enhancements as part of the *Wednesday Workshops* series.
 - Participated in several workgroups that helped in the creation of best practices and training updates surrounding violation reports and intrastate relocations.
- Technology Committee Chair K. Torres (IA) expressed her appreciation for the work of Vice Chair R. Curtis (ME), Committee Chair J. Rader (NE), and Joe Johnson, Systems Project Manager.
- **J. Rader (NE) made a motion to approve the Information Technology Committee Report as presented. J. Regis (DC) seconded. The motion carried.**
- Commission Chair N. Belli (OR) presented K. Torres (IA) with a token of appreciation for her leadership and contributions as the Technology Committee Chair.

Racial Diversity, Equity, and Inclusion Committee Report by Chair Sherry Jones (MD)

- Racial Diversity, Equity, and Inclusion (DEI) Committee Chair S. Jones (MD) recognized the members. The new standing committee was created to develop strategies to promote diversity and increase equity and inclusion through active learning, collaboration, community engagement, and partnerships. The Racial DEI Committee reviews the Commission's data, rules, policies, operations, and resources and makes specific recommendations to promote equity and procedural justice. The Racial DEI Committee also facilitates the Commission's continuing efforts to cultivate a culture of mutual respect that educates, advocates, and empowers members to be productive and socially responsible global citizens.
- The Racial DEI Committee met seven times and the Work Team on Mandatory Reporting met three times.
- Racial DEI Committee Chair S. Jones (MD) and Vice Chair M. Casey (DE) proposed an amendment to ICJ Rule 4-104, on behalf of the committee. The proposal promotes the rights of parents and the well-being of juveniles by clarifying the "mandatory acceptance rule." The proposal is also intended to increase equity by requiring a detailed justification when a transfer of supervision is not recommended.

- The Racial DEI Committee also developed a best practice titled [Home Evaluation Considerations for Unconventional Families](#).
- Next year, the Racial DEI Committee plans to focus on promoting equity in relation to violation reports and responses. Also, the committee will consider how to engage with Native American/tribal communities to ensure that all juvenile and communities are safe.
- **T. Hunt (CT) made a motion to approve the Racial Diversity, Equity and Inclusion Committee Report as presented. E. James (VI) seconded. The motion carried.**
- Commission Chair N. Belli (OR) presented S. Jones (MD) with a token of appreciation for her leadership and contributions as the Racial DEI Committee Chair.

Training, Education, & Public Relations Committee Report by Committee Chair Corrie Copeland (TN)

- The Training, Education, and Public Relations Committee (Training Committee) develops educational resources and training materials for use by the Commission.
- Training Committee Chair C. Copeland (TN) recognized Information Technology Committee members, National Office staff, and other committees for their contributions and collaborations throughout the year.
- The Training Committee met seven times during the fiscal year. The Training Committee developed goals, priorities, and a training plan utilizing the 2022 Annual Business Meeting survey results. Training goals included:
 - Ensure ICJ OFFICE staff understand the basics of ICJ Rules, how they apply, and how to use UNITY.
 - Provide/update resources for onboarding new ICJ office staff.
 - Provide/update resources for training state probation/parole staff and judges.
 - Educate ICJ office staff about how to access and utilize the resources.
- The Training Committee provided feedback on the *ICJ Website Resources Overview* and *Frequently Asked Questions* webpages. A banner featuring these resources was added to the Commission's homepage to assist navigation of the site.
- The *Wednesday Workshops* live training series was introduced, and states were encouraged to invite field and ICJ office staff to attend. Because the attendance at the first *Wednesday Workshop* on May 29 so robust, the Commission's Zoom plan was upgraded to allow 300 participants simultaneously. The Training Committee also collaborated with the Technology Committee to present *Wednesday Workshops* in June and July regarding UNITY enhancements.
- The 2023 Annual Business Meeting training sessions were determined after conducting a survey, which led to developing the keynote address presented by Dr. LaMarr Shields and other training sessions.
- **J. Hall (FL) made a motion to approve the Training, Education, and Public Relations Committee Report as presented. R. Heide (AK) seconded. The motion carried.**
- Commission Chair N. Belli (OR) presented C. Copeland (TN) with a token of appreciation for her leadership and contributions as the Training Committee Chair.

{Meeting was recessed at 10:10 a.m. and reconvened at 10:25 a.m. MST}

Legacy Award

- Commission Chair N. Belli (OR) announced that this year marks the 15th anniversary of the Commission. To commemorate the 15th anniversary, the Executive Committee initiated a "Legacy Award." The Legacy Award recognizes all commissioners, compact administrators, deputy compact administrators, designees, and ICJ office staff who have worked in a state ICJ office for 15 or more years.
- Commission Chair N. Belli (OR) presented the Legacy Awards to the recipients listed, noting that not all were in attendance.

- Jovay Jackson – Arizona
- Debra Devine Holcomb – Arkansas
- Judy Miller – Arkansas
- Jennifer Baer – Idaho
- Holly Kassube – Illinois
- Nita Wright – Indiana
- Sherry Jones – Maryland
- Maxine Baggett – Mississippi
- Julie Hawkins – Missouri
- Dale Dodd - New Mexico
- Lisa Bjergaard - North Dakota
- Amanda Behe – Pennsylvania
- Natalie (Primak) Mwaniki – Pennsylvania
- Kathy Christenson – South Dakota
- Cheryl Frost – South Dakota

Region Reports

- Commission Chair N. Belli (OR) reported regional representatives decided to utilize region meetings as opportunities for the discussion of hot topics, share resources, and updates from committee ambassadors. The regional meetings provide an opportunity for members to provide feedback on prominent issues. This feedback is critical for ensuring effective implementation of important initiatives.

East Region Report by Regional Representative Caitlyn Bickford (NH)

- East Regional Representative C. Bickford (NH) reported since the 2022 Annual Business Meeting, the East Region met five times. This year, the East Region said farewell to Francesco Bianco (NY) and Joann Niksa (RI), who retired after years of service to their states. Additionally, the East Region welcomed Designees Pam Weinman (NY) and William Dolan (RI).
- During the East Region meetings, the members regularly received updates regarding all ICJ committee meetings, discussed individual state updates, and ongoing UNITY enhancement updates. The “Hot topics” agenda item was introduced in April, which provided consistent discussion topics amongst the regions that included: proactive monitoring, collaboration with child welfare agencies, and new training and best practices resources available on the Commission’s website.
- The East Region discussed and proposed 2 ICJ Rule amendments for consideration this year:
 - The East Region’s proposed amendment to Rule 8-101 will be presented for vote under the Rules Committee Report.
 - A proposed amendment to Rule 6-102 related to posting after-hours protocols related to runaways was submitted, then withdrawn. The Executive Committee approved the After-Hours Contact Information Matrix, which is available on the Commission’s website.
- The East Region continues to discuss challenges regarding non-delinquent runaways, including challenges in cases where there is not entry in the NCIC system and when law enforcement officers are unwilling to search for or hold non-delinquent youths.
- **T. Casanova (VT) made a motion to accept the East Regional Report as presented. E. James (VI) seconded. The motion passed.**
- Commission Chair N. Belli (OR) presented C. Bickford (NH) with a token of appreciation for her leadership and contributions as the East Regional Representative.

Midwest Region Report by Regional Representative Chuck Frieberg (SD)

- Midwest Regional Representative C. Frieberg (SD) reported the Midwest Region met five (5) times since the 2022 ICJ Annual Business Meeting. Newly appointed Ohio Commissioner Sasoun Lane quickly stepped up to serve as the Midwest Region Alternate Representative. The Midwest Region welcomed this year Commissioner Megan Milner (KS) and Fareeda Washington (KS).
- The Midwest Region received updates from committee ambassadors each month.
- In January, the Midwest Region submitted a proposed amendment to Rule 4-102: Sending and Receiving Referrals. The Rules Committee did not recommend the initial proposal for adoption, but recommended edits to the proposal. After recommended edits were approved, the Rules Committee agreed to support adoption.
- The Midwest Region's proposed amendment to Rule 4-102: Sending and Receiving Referrals will be presented for vote under the Rules Committee Report.
- **T. Frierson (IL) made a motion to approve the Midwest Regional Report as presented. J. Wald (ND) seconded. The motion passed.**
- Commission Chair Belli (OR) presented C. Frieberg (SD) with a token of appreciation for his leadership and contributions as the Midwest Regional Representative.

South Region Report by Regional Representative Felicia Dauway (SC)

- South Regional Representative F. Dauway (SC) reported the South Region met five (5) times since the last Annual Business Meeting in October 2022.
- The year began with the election of Commissioner Felicia Dauway (SC) as the Regional Representative and the appointment of Jean Hall, Florida Commissioner, as the Alternate Regional Representative.
- Each meeting, the South Region received updates from the National Office related to the business of the Commission. A new agenda format was implemented, and the new action-oriented format has proven to be successful.
- The South Region's proposed amendment to Rule 7-107 will be presented for vote under the Rules Committee Report. The South Region welcomed new appointments and hires to ICJ positions in several states.
- **C. Bickford (NH) made a motion to accept the South Regional Report as presented. D. Dodd (NM) seconded. The motion passed.**
- Commission Chair N. Belli (OR) presented F. Dauway (SC) with a token of appreciation for her leadership and contributions as the South Regional Representative.

West Region Report by Regional Representative Howard Wykes (AZ)

- West Regional Representative H. Wykes (AZ) reported the West Region met six times since the last Annual Business Meeting. He recognized Maureen Clifton (WY) who has served as the Alternate West Regional Representative.
- The West Region received regular updates from the ICJ Executive Committee and the National Office related to the business of the Commission. The West Region regularly learned of the work within the various ICJ committees.
- There were regular discussions and updates related to: the 2023 proposed rule amendments; UNITY enhancements; the Proactive Monitoring Program; trainings; *Wednesday Workshops*; the updated ICJ website; and the revised *ICJ Bench Book for Judges and Court Personnel*.
- Two West Region states experienced significant law changes regarding juvenile sex offenders.
- The West Region discussed the development of a best practice regarding engaging child welfare agencies when returning juveniles and developed a small work group to develop this best practice on the matter. After the work group met, a recommendation was presented to the Executive Committee requesting the assistance of the National Office in compiling best practices.

Due to the volume of information, the *ICJ Toolkit on Returns and Child Welfare* was produced and a training session was developed.

- The West Region submitted two proposed rule amendments for consideration, withdrawing one for additional work after the comment period ended. The West Region’s proposed amendment to Rule 4-104 will be presented for vote under the Rules Committee Report.
- The West Region experienced several changes in state personnel. Marvin Speed was appointed Commissioner for California, Brooke Montelongo was appointed Commissioner for Colorado, and Sonia Sweeny was appointed Commissioner for Utah.
- **B. Montelongo (CO) made a motion to approve the West Regional Report as presented. R. Heide (AK) seconded. The motion passed.**
- Commission Chair N. Belli (OR) presented H. Wykes (AZ) with a token of appreciation for his leadership and contributions as the West Regional Representative.

Recognition

- Commission Vice Chair J. Hawkins (MO) briefed on the leadership development initiative in the ICJ Strategic Plan. In fiscal year 2020, the Executive Committee implemented a new strategy for expanding leadership opportunities within its committees and regional members. As a result, the Commission has benefited from these emerging leaders that have served as vice chairs and alternate regional representatives.
- Commission Vice Chair J. Hawkins (MO) recognized these 2023 leaders and presented each with the perpetual wall plaque and/or plate. She noted that not all vice chairs and alternate regional representatives were in attendance.
 - Compliance Committee, Cathy Gordon (MT)
 - Finance Committee, Pat Pendergast (AL)
 - Information Technology Committee, Roy Curtis (ME)
 - Racial DEI Committee, Mike Casey (DE)
 - Rules Committee, Caitlyn Bickford (NH)
 - Training, Education, and Public Relations Committee, Natalie Dalton (VA)
 - Alternate regional representatives are:
 - East Region, Trissie Casanova (VT)
 - Midwest Region, Sasaun Lane (OH)
 - South Region, Jean Hall (FL)
 - West Region, Maureen Clifton (WY)

Legal Counsel Report

- Richard L. Masters report the responsibilities of the ICJ Legal Counsel include providing legal guidance to the Interstate Commission and its committees with respect to legal issues which arise in the conduct of their respective duties and responsibilities under the terms of the Compact, its Bylaws, and administrative rules.
- The provisions of the Compact specifically authorize formal legal opinions concerning the meaning or interpretation of the actions of the Interstate Commission which are issued through the Executive Director’s Office in consultation with the Office of General Counsel. These advisory opinions are made available to state officials who administer the compact for guidance.
- Legal Counsel also works with the Commission and its member states to promote consistent application of and compliance with its requirements.
- Mr. Masters reported that no advisory opinions were issued since the 2022 Annual Business Meeting. He provided legal advice used in the preparation of *ICJ Toolkit on Returns and Child Welfare*. Legal Counsel also participated in the review and revision of *ICJ Bench Book for Judges and Court Personnel*.

- Mr. Masters advised both the Executive and Compliance Committees in several matters pertaining to compliance and enforcement with the provisions of the Compact and the ICJ Rules. While exercising necessary oversight responsibility, recourse to litigation was not required during the period from the 2022 ICJ Annual Business Meeting through today.
- **P. Pendergast (AL) made a motion to approve the Legal Counsel Report as presented. F. Dauway (SC) seconded. The motion passed.**
- Commission Chair Belli (OR) recognized Mr. Masters for his contributions as Legal Counsel, noting that he is a leading national expert on compact law. He was instrumental in establishment of the Interstate Commission for Juveniles and has consistently provided legal guidance since. She presented Rick Masters with an engraved compass as a token of appreciation for his legal guidance over the last 15 years.

Recognition

- Commission Chair Belli (OR) welcomed Executive Director Underwood to the podium to present a special award.
- Executive Director Underwood recognized Emma Goode, ICJ National Office Logistics and Administrative Specialist, for her unique role in the Commission's history. Ms. Goode joined the ICJ National Office staff as temporary employee in the early years of the Commission's development. She has been a full-time employee since April 2010.
- Ms. Goode has shown dedication and commitment behind the scenes planning meetings, taking minutes, and providing logistical support. Her attention to details sets the stage for the Commission's success.
- Ms. Goode shared her appreciation for the recognition, noting it to be an honor to work for the Interstate Commission and to be a part of the Commission's growth.
- Executive Director Underwood presented an engraved award commemorating her longevity. Attendees expressed their appreciation to Ms. Goode with a standing ovation.

{Meeting was recessed at 11:20 a.m. and reconvened at 1:15 p.m. MST}

Rules Committee Report by Committee Chair Stephen Horton (NC)

- Rules Committee Chair S. Horton (NC) acknowledged the members of the Rules Committee for their experience and insightful conversations regarding the ICJ Rules. The Rules Committee met six times to review, debate, and discuss topics and proposals pertaining to the ICJ Rules.
- The Rules Committee requested the assistance of Legal Counsel and the National Office regarding whether a holding state judge has authority to issue bail/bond for a juvenile "wanted" on another state's order/warrant. The request resulted in a revision to the [ICJ Advisory Opinion 01-2002: ICJ Limits on Issuance of Bail by Holding State](#).
- Rules Committee Chair S. Horton (NC) reported that the Rules Committee invested a great deal of time and effort to review, analyze, and vet all the proposed rule amendments through the lens of the full Commission, rather than a couple states.
- Rules Committee Chair S. Horton (NC) explained the voting process and presented 13 proposed rule amendments for vote. For ICJ Rules 8-101, 4-104, and 7-106 there are two proposals. The two proposed amendments in each rule instance are not in conflict; therefore, all are voted upon independently.
- Rules Committee Chair S. Horton (NC) presented the proposals for vote in the same order as the *ICJ Rule Amendments Training* presented the previous day.

Rule 1-101: Relocate; Rule 4-101: Eligibility Requirements for the Transfer of Supervision; and Rule 4-103: Transfer of Supervision Procedures for Juvenile Sex Offenders *(submitted by the Rules Committee)*

- Rules Committee Chair S. Horton (NC) explained that the proposed amendments to Rule 1-101: Relocate; Rule 4-101: Eligibility Requirements for the Transfer of Supervision; and Rule 4-103: Transfer of Supervision Procedures for Juvenile Sex Offenders are related to proposed deletion of the definition of “relocate.” Therefore, the three proposals are presented as a bundle.
- **S. Horton (NC) made a motion to adopt the proposed “relocate” bundled amendments to Rules 1-101, 4- 101, and 4-103 as presented. K. Torres (IA) seconded. The motion passed by a 47-1-0 vote.**

Rule 8--101: Travel Permits (*submitted by the Rules Committee*)

- Rules Committee Chair S. Horton (NC) explained that the proposed amendment to Rule 8-101: Travel Permits would be considered next, as it relates to the bundled proposals above that passed for adoption.
- The Rules Committee took no position on the matter. The Rules Committee submitted the proposal to provide the Commission the opportunity to determine the outcome of this prominent issue with an "up or down" vote. **K. Torres (IA) made a motion to adopt the proposed amendments to Rule 8-101: Travel Permits submitted by the Rules Committee as presented. D. Dodd (NM) seconded. The motion passed by a 29-20-0 vote.**

Rule 4--102: Sending and Receiving Referrals (*submitted by the Midwest Region*)

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 4-102: Sending and Receiving Referrals as submitted by the Midwest Region.
- **S. Horton (NC) made a motion to adopt the proposed amendments to Rule 4-102: Sending and Receiving Referrals as presented. C. Frieberg (SD) seconded.**
- P. Pendergast (AL) suggested the issue could be better addressed an ICJ best practice rather than by an amendment to the ICJ Rules.
- **P. Pendergast (AL) made a motion that the proposed amendment to Rule 4-102 submitted by the Midwest Region be referred back to the Rules Committee for reconsideration.**
- Commission Chair Belli (OR) asked parliamentarian and Legal Counsel, Rick Masters, to advise on the proper procedure according to *Robert’s Rules of Order* to address the two motions on the floor. R. Masters, Legal Counsel, advised that the second motion would take priority over the first motion because it would have an impact on the first motion.

{Meeting was recessed at 1:38 p.m. and reconvened at 1:42 p.m. MST}

- R. Masters reported that his initial response was confirmed by *Robert’s Rules of Order*. When motions are in conflict, the secondary motion is considered first if it will affect the first motion. He explained that in this instance, the second motion by P. Pendergast (AL) would be considered first. If passed, the proposed amendment be referred to the Rules Committee; therefore, there would be no proposed amendment to Rule 4-102 for which to vote. He explained that if the second motion fails, then the first motion would be voted upon.
- Commission Chair N. Belli (OR) asked that the second motion be restated and opened the floor for a second to the motion.
- **P. Pendergast (AL) restated his motion that the proposed amendment to Rule 4-102 submitted by the Midwest Region be referred back to the Rules Committee for reconsideration. J. Miller (AR) seconded. The motion passed by a 26-21-2 vote.**

Rule 4-104: Authority to Accept/Deny Supervision (*submitted by Delaware and Maryland*)

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 4-104: Authority to Accept/Deny Supervision. The proposal was submitted by the commissioners from Delaware and Maryland, who serve as Chair and Vice Chair of the Racial DEI Committee.
- **S. Horton (NC) made a motion to adopt the proposed amendments to Rule 4-104: Authority to Accept/Deny Supervision submitted by Delaware and Maryland as presented. J. Hall (FL) seconded. The motion passed by a 46-2-1 vote.**

Rule 4-104: Authority to Accept/Deny Supervision *(submitted by the West Region)*

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 4-104: Authority to Accept/Deny Supervision as submitted by the West Region.
- **S. Horton (NC) made a motion to adopt the proposed amendments to Rule 4-104: Authority to Accept/Deny Supervision submitted by the West Region as presented. D. Bailey (WA) seconded. The motion passed by a 49-0-0 vote.**

Rule 5-103: Reporting Juvenile Non- Compliance, Failed Supervision and Retaking and New Rule 5-103A: Failed Supervision Determined by Sending State *(submitted by the Technology Committee)*

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 5-103: Reporting Juvenile Non- Compliance, Failed Supervision and Retaking and new Rule 5-103A: Failed Supervision Determined by Sending State as submitted by the Technology Committee. The two rules are presented for voting as a bundle.
- **S. Horton (NC) made a motion to adopt the “bundled” proposed amendment to Rule 5-103: Reporting Juvenile Non-Compliance, Failed Supervision and Retaking and new Rule 5-103A: Failed Supervision Determined by Sending State as presented. R. Curtis (ME) seconded. The motion passed by a 40-8-1 vote.**

Rule 7-106: Transportation *(submitted by the Rules Committee)*

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 7-106: Transportation as submitted by the Rules Committee.
- **S. Horton (NC) made a motion to adopt the proposed amendment to Rule 7-106: Transportation submitted by the Rules Committee as presented. J. Wald (ND) seconded. The motion passed by a 42-6-2 vote.**

Rule 7-106: Transportation *(submitted by Arkansas and Missouri)*

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 7-106: Transportation as submitted by the commissioners from Arkansas and Missouri.
- **S. Horton (NC) made a motion to adopt the proposed amendment to Rule 7-106: Transportation submitted by Arkansas and Missouri as presented. D. Bailey (WA) seconded. The motion passed by a 43-6-0 vote.**

Rule 7-107: Airport Supervision *(submitted by the South Region)*

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 7-107: Airport Supervision as submitted by the South Region.
- **S. Horton (NC) made a motion to adopt the proposed amendment to Rule 7-107: Airport Supervision submitted as presented. F. Dauway (SC) seconded. The motion passed by a 47-2-0 vote.**

Rule 8-101: Travel Permits *(submitted by the East Region)*

- Rules Committee Chair S. Horton (NC) presented the proposed amendment to Rule 8-101: Travel Permits as submitted by the East Region.

- **S. Horton (NC) made a motion to adopt the proposed amendment to Rule 8-101: Travel Permits submitted by the East Region as presented. S. Jones (MD) seconded. The motion passed by a 49-0-0 vote.**
- Rules Committee Chair S. Horton (NC) explained there are over 100 documents, resources, and training materials to be reviewed for updates, as well as the changes to UNITY, and the Rule Amendment training before the adopted rule amendments go into effect.
- **S. Horton (NC) made a motion to approve April 1, 2024, as the effective date of the adopted rule amendments. B. Montelongo (CO) seconded. The motion passed.**
- **S. Jones (MD) made a motion to approve the Rules Committee Report as presented. R. Heide (AK) seconded. The motion passed.**
- Commission Chair N. Belli (OR) presented S. Horton (NC) with a token of appreciation for his leadership and contributions as the Rules Committee Chair.

Compact Staff Recognition

- Commission Chair N. Belli (OR) shared that Commission members are invited to recognize individuals who go beyond the general call of duty to reach solutions that serve public safety. Since the last Annual Business Meeting, the following individuals were recognized by their peers for outstanding service to the ICJ:
 - Debra Devine-Holcomb, Arkansas ICJ Office;
 - Gladys Olivares Altamarino, Nevada ICJ Office; and
 - Raymond “Chip” Tashjian, New York ICJ Office (Probation).

Rising Star Award

- Commission Chair N. Belli (OR) presented a new award initiated to recognize up-and-coming ICJ staff who have worked in a ICJ office for less than two years and have demonstrated excellent leadership skills. Six individuals were nominated, which speaks highly of the Commission’s future leaders.
- Commission Chair N. Belli (OR) presented the 2023 ICJ Rising Star Award to Brooke Montelongo, ICJ Commissioner for the state of Colorado. She noted that Commissioner Montelongo quickly became an active member of ICJ committees and played a key role in the development of the new *Toolkit on Returns and Child Welfare*.

Leadership Award

- Commission Chair N. Belli (OR) shared that the ICJ Leadership Award was established in 2015 to recognize outstanding leadership skills and dedication to the Interstate Commission for Juveniles through extraordinary service. Five outstanding Commission members were nominated, which speaks highly of dedication and commitment to the work of the Compact.
- Commission Chair N. Belli (OR) presented the 2023 ICJ Leadership Award to Michael Farmer, ICJ Designee for the state of California. She noted that Mr. Farmer has been actively engaged with the Commission for many years. He has displayed remarkable leadership serving as Compliance Committee Chair, West Regional Representative, and a member of the Rules Committee. He is a helpful listener who provides recommendations and feedback with a voice of reason.
- M. Farmer (CA) thanked the Executive Committee and the Commission for the honored recognition.

{Meeting was recessed at 2:08 p.m. and reconvened at 2:23 p.m. MST}

ICJ and Child Welfare: A Collaborative Effort

- Commission Chair N. Belli (OR) welcomed Raymundo Gallardo, Deputy Compact Administrator and Designee from Utah, to introduce the panelists and moderate the afternoon discussion entitled: *ICJ & Child Welfare: A Collaborative Effort*.
- R. Gallardo (UT) briefed on the background that led to the development of the [Toolkit on Returns and Child Welfare, recently](#) posted on the Commission's website.
- R. Gallardo (UT) introduced the panelists for the discussion:
 - Daniel Rich, Utah Child Protective Services Program Administrator, Utah Division of Child and Family Services (DCFS)
 - Deborah Wood, Deputy Director, Child Protection Division, Utah Attorney General's Office
 - Roy Curtis (ME) – Commissioner, East Region
 - Abbie Christian (NE) – Deputy Compact Administrator, Midwest Region
 - Julie Hawkins (MO) – Commissioner, South Region
 - Brooke Montelongo (CO) – Commissioner, West Region
- R. Gallardo (UT) presented questions submitted by Commission members prior to the meeting for the panelists' responses. Panel members responded to a variety of questions related to child abuse reporting, investigations, and collaborations.
- R. Gallardo (UT) concluded the session with two suggestions. He encouraged participants to review and share the newly released [ICJ Toolkit on Returns and Child Welfare](#). He also encouraged ICJ office personnel to identify and build collaborations with state child welfare agency contacts.
- Commission Chair N. Belli (OR) thanked R. Gallardo (UT) and all the panelists. Each presenter was provided with a token of appreciation.

{Meeting was recessed at 3:37 p.m. and reconvened at 3:47 p.m. MST}

Old Business

There was no old business.

New Business

S. Jones (MD) commented that she neglected to thank the ICJ National Office staff during the Racial DEI Committee Report. She also remarked on the many strong collaborations working together to support all juveniles regardless of race, ethnicity, and gender.

Call to the Public

Commission Chair N. Belli (OR) opened the meeting for comments from the public. There were none.

2024 Officer Elections

- Commission Chair N. Belli (OR) invited Judge Robert Hofmann to the podium to conduct elections. Judge Hofmann currently serves as the President-Elect of the NCJFCJ and the District Judge in the 452nd Judicial District in Mason County, Texas.
- Judge Hofmann read Article III of the ICJ Bylaws which outlines the election and succession of Commission officers which reads:

Officers shall be elected annually by the Commission at any meeting at which a quorum is present and shall serve for one year or until their successors are elected by the Commission. The officers so elected shall serve without compensation or remuneration, except as provided by the Compact. The 2024 term begins immediately after the Annual Business Meeting and runs until the next election.

2024 Commission Treasurer

- Judge Hofmann presented the nominees for the position of Commission Treasurer:
 - Dale Dodd, Commissioner from New Mexico
 - Sherry Jones, Commissioner from Maryland
- Judge Hofmann opened the floor for further nominations. There were none.
- **H. Wykes (AZ) made a motion to close nominations for the position of Commission Treasurer. S. Horton (NC) seconded. The motion passed.**
- Each candidate addressed the Commission with their qualifications and experience to serve as Treasurer.
- The Commission's audience response system (ARS) electronic device was used to vote.
- Judge Hofmann announced that Sherry Jones (MD) was elected as the ICJ Treasurer for 2024.

2024 Commission Vice Chair

- Judge Hofmann presented the nominee for the position of Commission Vice Chair:
 - Julie Hawkins, Commissioner from Missouri
- Judge Hofman opened the floor for further nominations. There were none.
- **T. Frierson (IL) made a motion to close nominations for the position of Commission Vice Chair. J. Hall (FL) seconded. The motion passed.**
- Julie Hawkins (MO) addressed the Commission sharing her qualifications and experience.
- Judge Hofmann announced that no voting was required because there was only one nominee.
- Judge Hofmann announced that Julie Hawkins (MO) was elected by acclamation for the position of Vice Chair for 2024.

2024 Commission Chair

- Judge Hofmann presented the nominee for the position of Commission Chair:
 - Nina Belli, Commissioner from Oregon
- Judge Hofman opened the floor for further nominations. There were none.
- **P. Pendergast (AL) made a motion to close nominations for the position of Commission Chair. J. Rader (NE) seconded. The motion passed.**
- Nina Belli (OR) addressed the Commission sharing her qualifications and experience.
- Judge Hofmann announced that no voting was required because there was only one nominee.
- Judge Hofmann announced that Nina Belli (OR) was elected by acclamation for the position of Commission Chair for 2024.

Oath of Office

- The newly elected 2024 ICJ Officers were asked to stand to receive the oath of office administered by Judge Hofmann.
- Commission Chair N. Belli (OR) thanked Judge Hofmann for leading the 2024 officer elections and administering the oath of office.

2024 Annual Business Meeting

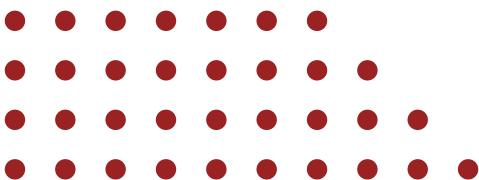
The 2024 ICJ Annual Business Meeting will be held in Mobile, Alabama, September 23-25, 2024.

Adjourn

T. Hunt (CT) made a motion to adjourn. R. Heide (AK) seconded. Chair N. Belli (OR) adjourned the 2023 General Session of the Interstate Commission for Juveniles by acclamation without objection @ 4:20 p.m. ET.



Committee Reports



Executive Committee Report



The Executive Committee is empowered to act on behalf of the Interstate Commission during periods when the Interstate Commission is not in session, with the exception of rulemaking and/or amendments to the compact. The power of the Executive Committee is subject to any limitations imposed by the Commission, the Compact, or its By-laws.

The Executive Committee is responsible for monitoring the health, needs, and accomplishments of the Commission while also ensuring the organization operates according to its By-laws. As described in ICJ Article III (E), the functions include, but are not limited to:

- Financial management;
- Strategic planning;
- Scheduling of full Commission meetings;
- Oversight of day-to-day activities of the administration of the compact, managed by the Executive Director;
- Administration of enforcement and compliance activities; and
- Performs such other duties as directed by the Interstate Commission or set forth in the By-laws.

Chair: Nina Belli, OR
Vice Chair: Julie Hawkins, MO
Treasurer: Sherry Jones, MD



ANNUAL BUSINESS MEETING

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MOBILE, ALABAMA

2024 Executive Committee Report

This year began in September 2023, when our Commission met in person at the Annual Business Meeting in Salt Lake City, Utah. This meeting provided a wonderful opportunity to see and reconnect with everyone and make new connections with ex officio members and guests. I would like to thank the Commission for entrusting me as your Commission Chair for a second term. It has been a great privilege to serve, and it granted me the opportunity to gain insight from different perspectives and work alongside outstanding colleagues on the Executive Committee.

The Executive Committee is responsible for acting on behalf of the Commission when it is not in session, therefore we met eleven times throughout this past year. We have exerted great effort and dedication in addressing not only the matters concerning this Commission but also coming together to [advance the Strategic Plan initiatives for Fiscal Year 2024](#). This year we continued with the theme of fostering collaboration among the committees which allowed us to effectively accomplish the extensive list of activities. As we are all aware, the spirit of teamwork is foundational to the success of this Commission.

I would like to highlight the progress made by the Executive Committee and within our Strategic Plan over the past year. Many of the committees' partnerships and achievements by the Commission will be discussed in greater detail in the other Committee reports.

Priority 1: Improve Data Systems for Better Outcomes

As the Commission enhances its usage of the UNITY data management system, the Executive Committee promoted close collaboration with various committees to ensure the effective utilization of UNITY and its data to improve our outcomes.

The Information Technology Committee worked on UNITY and ICJ forms updates necessary to implement the rule amendments that went into effect in Spring 2024. The Committee continued to assess UNITY enhancement requests and recommendations from the [2022 UNITY Data Assessment Report](#) to elevate user experience. In addition, they worked alongside the National Office expanding UNITY related resources and with the Commission's UNITY contract renewal with Optimum Technology, which will be finalized in the foreseeable future.

During this year, the Information Technology Committee and the Compliance Committee continued their partnership by working together to further assist states with their ICJ compliance standards through the use of UNITY/Tableau reports. These reports generate real time data while ensuring data accuracy that will assist states in future performance assessments and data collection.



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The Compliance Committee also took their proactive monitoring efforts to the next level by developing ICJ Dashboards concept with its projected launch in Fiscal Year 25. This dashboard will facilitate a visual comparison of individual states' compliance rates with the national average. In addition, the dashboard will provide states with advanced assessment reports so they can know how they are doing and address issues while making intrastate operations more efficient. These reports and dashboards aim to equip states with additional tools to enhance their proactive compliance monitoring initiatives.

The Executive Committee authorized the formation of a work team consisting of various committee members and National Office staff to analyze and ensure the [ICJ Administrative Policy 02-2021:UNITY Privacy Policy](#) reflects the needs of states practices of dissemination of UNITY information. The Executive Committee approved the work team's recommendations to amended policy that provided clarification on several policy definitions, the requirements for using the national data system and their ability to distribute UNITY information to participating agencies.

I would like to thank UNITY Privacy Work Team led by Commission Vice Chair Julie Hawkins, Information Technology Committee Chair Kellianne Torres (IA) and Vice Chair Roy Curtis (ME), along with Compliance Committee Chair Jacey Rader (NE), Training Committee Chair Corrie Copeland; and me. Their devotion, time and efforts guaranteed the successful execution of initiatives aimed at improving the UNITY database and outcomes for ICJ Offices.

Priority 2: Promote Racial Justice and Leadership Development

This year, the Commission applied strategies to support racial justice and leadership development. Our goal was to continue to create a culture of mutual respect that educates, advocates, engages, and empowers Commission members and promotes racial justice in ICJ-related work.

The Racial Diversity, Equity, and Inclusion (DEI) Committee resumed their analysis of our Commission's rules and practices. They provided trainings to ensure racial diversity, fair outcomes, and positive experiences for all juveniles served by the Compact and all involved parties. In addition, the Racial DEI Committee teamed up with the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to further our Commission's awareness and knowledge regarding Tribal Nations collaborations. I would like to thank the Committees for incorporating the importance of DEI in our commission's work and especially like to thank Racial DEI Committee Chair Sherry Jones (MD) and Vice Chair Mike Casey (DE).

The Executive Committee continued to foster the Commission's efforts to have an in-depth understanding and effective utilization of implementation science. Commission leaders participated in the [Implementation Leadership Academy](#) provided by the Alliance for Community and Justice Innovation (ACJI). In April 2024, the Executive Committee met in Louisville, Kentucky for the annual face-to-face meeting. At this meeting members participated in training conducted by Glenn Tapia from ACJI surrounding the effective application of implementation science when cultivating strategic plan initiatives. These trainings offered valuable opportunities for both current and emerging Commission leaders to acquire essential skills and tools as well



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as a platform to apply their newfound knowledge to their committees, regions, and ICJ offices and benefit the Commission's future endeavors.

Additional avenues to empower and promote leadership development were explored by the Executive Committee by providing *ICJ Tools for Leaders* to assist committee and region leaders as they planned and achieved their committees and region projects and goals. The Executive Committee supported the development of initiating Regional Committee Ambassadors, which gave members of the Commission opportunities to experience leadership duties. By providing Commission members educational opportunities, and resources with Racial DEI and implementation science, it cultivates effective and successful leaders in the process, that will enable better outcomes for the juveniles and their families we serve.

Priority 3: Addressing gaps in Rules and Resources

The Executive Committee acknowledged the vital role ICJ Rules and our resources play in our Commission's work. Through Strategic Plan initiatives, the Executive Committee along with other committees, and regions, have been steadfast in their efforts throughout the year to address gaps in rules and expand resources.

The Rules Committee led the charge in the Commission's adoption of 12 rule amendments to the ICJ rules. Their committee provided resources, conducted training sessions, and worked in tandem with the Information Technology Committee to ensure a smooth transition for the rule amendments that went into effect on April 1, 2024. I would like to thank the Rules Committee, including Chair Stephen Horton (NC) and Vice Chair Caitlyn Bickford (NH) on their dedication in this accomplishment.

The Rules Committee also worked with the East Region to create a survey surrounding concerns related to non-delinquent runaways. Upon review, the Executive Committee approved a survey that was distributed nationwide to ICJ offices. The survey results led the Executive Committee to develop recommendations for FY25 to further analyze the top identified issues and explore ways to help resolve these matters facing the Commission. A summary of survey results and recommendations was published in [Top Concerns for Returning Non-Delinquent Runaways: Survey Report](#), and a work group will be formed to continue this work, including state ICJ personnel from each region, ex officio members, and other stakeholders.

In addition, the committees updated legal and training resources. The Training, Education, and Public Relations Committee continued their popular virtual [Wednesday Workshop series](#) as well as produced [on demand trainings](#), and [resource guides](#). Two additional resources were also released: [Advisory Opinion 01-2024](#) (ICJ Requirements when Juveniles have Pending Charges in Two or More State) and [Best Practice: Runaways with Dependents](#). Thank you to the Training, Education, and Public Relations Committee, including Chair Corrie Copeland (TN) and Vice Chair Robert Heide (AK) for your continual efforts to seek out new training avenues to help serve the ongoing training needs of this Commission.



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The Executive Committee endorsed collaboration strategies for safe returns of runaways by approving the publication of the [Toolkit on Returns and Child Welfare](#) and hosted a panel discussion pertaining to this topic at the 2023 Annual Business Meeting. By promoting these initiatives, advancements will be made in the collaboration between state Compact offices, courts, law enforcement, child welfare agencies, and other stakeholders who work within juvenile justice system.

The Executive Committee also supported the release of the ICJ Commissioner vacancy form and the Training or Technical Assistance (TTA) Reporting form and approved revisions to the [ICJ Administrative Policy 01-2021: Juvenile Record Expungement](#). These procedural modifications will streamline communication between the national office and the state's ICJ offices while providing valuable customer service.

During FY24, the Finance Committee monitored the Commission's budget and fiscal practices to ensure the activities within our Strategic Plan had the appropriate funds to be carried out. As a result of their efforts, the Executive Committee approved the Finance Committee's revisions to the ICJ Travel Reimbursement Policy #06-2009 and to the [ICJ Administrative Policy 01-2024: Investment Policy](#). Thank you to the Finance Committee, including Chair Dale Dodd (NM) and Vice Chair Pat Pendergast (AL), for keeping us in good fiscal standing.

Priority 4: Leverage Relationships to Promote Awareness and Improve Outcomes

The Executive Committee understands the importance of establishing and maintaining our Commission's relationships with ex officio members and stakeholders. The alliances formed not only benefits the juvenile justice system, but it also brings awareness about one of the best kept secrets out there, "ICJ". This year, the Commission had the privilege to present ICJ workshops at national conferences, including American Probation and Parole Association; National Council of Juvenile and Family Court Judges; National Partnership for Juvenile Services; and Runaway and Homeless Youth Grantees. The efforts made in this initiative brought collaboration opportunities with state and local partners which lead to ICJ Offices conducting nearly 350 ICJ related training sessions and over 3,400 probation, parole and law enforcement offices, judicial personnel and other stakeholders being trained throughout the U.S.

In addition, the Executive Committee supported ICJ office staff educational awareness by hosting trainings sessions conducted by the National Center for Missing & Exploited Children; National Runaway Safeline; and U.S. Office of Refugee Resettlement. These sessions will aid ICJ Offices across the country to be more adept in handling ICJ cases/matters that come our way.

Conclusion:

This year was not only an extremely productive year, but it also served as a year of growth and professional development for the Executive Committee and the Commission. Accomplishments were made within the Commission in the areas of promoting racial justice, leadership development, implementation science,



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training resources, UNITY, and Rule proposals. I am pleased to report that we completed numerous objectives on our Strategic Plan placing us in a good position as we head into FY25.

I would like to take this opportunity to thank the members of the Executive Committee whose relentless dedication, wisdom and advocacy contributed to this being such a successful year. I would also like to thank the National Office for the ongoing support you have provided to the Executive Committee. All of you work diligently to assist us with project management, problem-solving, preparation and facilitation of meetings and resources. Also, thank you to our Legal Counsel Rick Masters who is always willing to lend a hand along with a legal rational or an advisory opinion to assist us in the challenge that comes our way.

I would also like to thank Vice Chair Julie Hawkins (MO), and Treasurer Sherry Jones (MD). I am fortunate and am proud to have served alongside two amazing Officers and colleagues doing this important work these past two years. You both exemplify the definition of teamwork as you truly embody the spirit of this Compact.

As I conclude my report, I want to thank all of you for allowing me this opportunity to serve as your Chair. I am looking forward to serving on the Executive Committee as the Past Chair and seeing where this Commission goes next. It has truly been a privilege for me. Words cannot express my gratitude towards all of you.

Respectfully Submitted,

Nina Belli
Commission Chairperson
Commissioner, Oregon



Strategic Plan Update

Priority 1
Improve UNITY for
Better Outcomes

Priority 2
Promote Leadership
Development &
Racial Justice

Priority 3
Address Gaps in
ICJ Rules & Resources

Priority 4
Leverage Relationships to
Promote Awareness &
Improve Outcomes

HISTORY

Since 2013, the Commission has used strategic planning to establish organizational priorities and ensure everyone is working toward common goals. Each year, the Executive Committee reviews priorities and makes action plans centered around technology, training, compliance, rules stabilization, and supporting the Commission's vision to promote public safety, victims' rights, and fair and equitable juvenile accountability.

In 2020, the Commission adopted 4 essential priorities, which Commission members consistently advanced through their combined efforts. In 2025, the Commission will continue to promote these priorities by using implementation science to ensure the excellence of ongoing operations. Also, a limited number of high-impact change initiatives will be launched, including a Work Group on Non-Delinquent Youths and ICJ Dashboards for proactive monitoring.



Strategic Plan Update: 2024 Accomplishments

Priority 1 Improve UNITY for Better Outcomes

1	Launched UNITY Reports on Voluntary and Non-Voluntary Returns to enable states to proactively monitor operations
2	Promoted use of UNITY’s Travel Plan Detail section to improve airport supervision and data collection
3	Clarified requirements for using national data system by amending <u>UNITY Privacy Policy</u> .
4	Expanded resources for UNITY users by publishing <u>UNITY Spotlights</u> and <u>ICJ Help Center</u> articles
5	Updated UNITY and ICJ forms to operationalize rule amendments
6	Developed ICJ Dashboards concept to be launched in FY25, based on feedback about Proactive Monitoring Program

Priority 2 Promote Leadership Development & Racial Justice

1	Fostered development of Commission leaders through <u>Implementation Leadership Academy</u> and related technical assistance for Executive Committee during strategic planning process
2	Initiated Regional Committee Ambassadors to promote Commission-wide education and leadership development
3	Developed First Time Attendees Orientation and Networking Breakfast sessions for 2024 Annual Business Meeting
4	Promoted racial justice through training on <u>Home Evaluation Considerations for Unconventional Families</u> to address challenges related to “mandatory acceptance” of transfer cases



Strategic Plan Update: 2024 Accomplishments

Priority 3 Address Gaps in ICJ Rules & Resources

1	Adopted 12 amendments to <u>ICJ Rules</u> , including recommendations from <u>2022 UNITY Data Assessment Report</u>
2	Updated <u>31 resources</u> to support rule amendments, including legal resources, training resources, and process charts
3	Promoted effective implementation of amendments to ICJ Rules through nationwide training
4	Published <u>2022 UNITY Data Assessment Results Report</u> describing actions taken to address nationwide trends
5	Bolstered knowledge of ICJ Office staff and other stakeholders through 13 live <u>Wednesday Workshops</u> trainings and on-demand training provided through the <u>ICJ Learning Management System</u> (nearly 8,600 courses were completed)
6	Promoted strategies for collaborating to safely return runaways by publishing <u>Toolkit on Returns and Child Welfare</u> and hosting panel discussion at the 2023 Annual Business Meeting
7	Conducted Survey on Returning Non-Delinquent Runaways and developed recommendations to address top issues

Priority 4 Leverage Relationships to Promote Awareness & Improve Outcomes

1	Member States' ICJ Offices collaborated with state and local partners to provide nearly 350 training sessions for more than 3,400 probation, parole, and law enforcement officers; judicial personnel; and other stakeholders
2	Promoted awareness by presenting workshops at national conferences, including American Probation and Parole Association; National Council of Juvenile and Family Court Judges; National Partnership for Juvenile Services; and Runaway and Homeless Youth Grantees
3	Expanded ICJ staff members' knowledge by hosting Wednesday Workshop sessions presented by National Center for Missing & Exploited Children; National Runaway Safeline; and U.S. Office of Refugee Resettlement



2025 Strategic Plan Update

Change Initiatives	1	Convene Work Group on Non-Delinquent Youths (with state ICJOs, ex officio members, Child welfare agencies) to address recommendations in survey report
	2	Develop UNITY Dashboards and provide training to bolster proactive monitoring by states, and update Performance Measurement Assessments (PMAs) policy to prepare for state PMAs in FY26
	3	Use Implementation Leadership (IL) to improve Commission operations by providing training for ICJ leaders and using IL tools with committees and regions



Ongoing Operations & Projects		
Proactive Monitoring (annual maintenance, data visualization/reports)	Rule Amendments (proposals, comments, updates, training)	UNITY Enhancements (proposals, proofs of concept, user testing)
Performance Measurement Assessment (plan for PMA in FY26)	Promote Racial DEI (Tribal issues; human trafficking data review)	Annual Business Meeting (trainings, elections, annual reports)
LMS/On-Demand Trainings (updates and new courses on rules, UNITY, best practices, allied agencies)	Wednesday Workshops (live training for ICJOs and other stakeholders)	National Conference Presentations (2-4 per year for judges, attorneys, others)

Compliance Committee Report



The Compliance Committee monitors the compliance of member states with the terms of the Compact and the Commission's rules. The committee is also responsible for developing appropriate enforcement procedures for the Commission's consideration. The Compliance Committee is responsible for ensuring states' compliance and adherence to compliance policies, and assessing issues brought forward for review. Members actively participate in meetings throughout the year with availability to review materials as needed.

Chair: Jacey Rader, NE
Vice Chair: Micheal Tymkew, MI



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2024 Compliance Committee Report

In FY24, the Compliance Committee met on seven occasions. During 2024, the Compliance Committee focused on three primary areas:

1. Concluding the UNITY Data Assessment.
2. Continuing to support the implementation of the Commission-wide Proactive Monitoring tools.
3. Creating a proposed timeline for Compliance Committee work through the development of tangible resources and tools for commission members.

Following the Annual Business Meeting, the Compliance Committee began to wrap up the 2022 UNITY Data Assessment. This work involved making referrals to other committees and Legal Counsel for inclusion in the Bench Book related to Standard B-03. I am pleased to report that this work has been concluded and all prioritized recommendations from the *2022 UNITY Data Assessment* have been fully implemented. The Compliance Committee also approved and presented the UNITY Data Assessment Summary Results Report which was subsequently approved by the Executive Committee. A copy of this report is available [here](#).

The Compliance Committee has also supported the work of *Promoting Proactive Monitoring*, and we are pleased to report excellent progress has been made on these efforts with new reports being added and developed, with primary oversight on newly developed reports being provided by the Technology Committee.

As we turn our attention to the [Proposed Timeline for Compliance Committee Work](#) over the next few years, I want to extend sincere gratitude on behalf of the entire Compliance Committee to the Executive Committee and other committee chairs in supporting this work. This is a Commission-wide commitment and endeavor, and we could not embark on this journey without the full support of the Executive Committee and their foresight and advocacy for Commission members. It is a privilege to work with such a fine group of dedicated professionals.

You may recall that the last individualized state-level Performance Measurement Assessment was conducted in 2019. In 2022, after the conclusion of the pandemic and the implementation of the UNITY data system, the Compliance Committee elected to forgo a state-level assessment, in lieu of conducting the UNITY National Data Assessment, as states were still learning to use the new electronic data system. This assessment measured national compliance with the assessment standards. While we learned some critical information from the UNITY National Data Assessment, we knew that the time would eventually come for us to return to Performance Measurement Assessment of individual states. As we began to imagine what that might look like, a few things came to mind. First, we started to consider what states might need to prepare for that. As a committee, we started to think about this process on a deeper level, asking ourselves questions like:



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- What if Commission members could have real-time information about how they are doing on individual performance measurement standards?
- What if that information would allow them to get more specific data, if need be (to look at individual cases)?
- What if members could see, in real-time, how in-state process changes and training impact their own data?

While considering these questions, we began to reimagine the future of compliance.

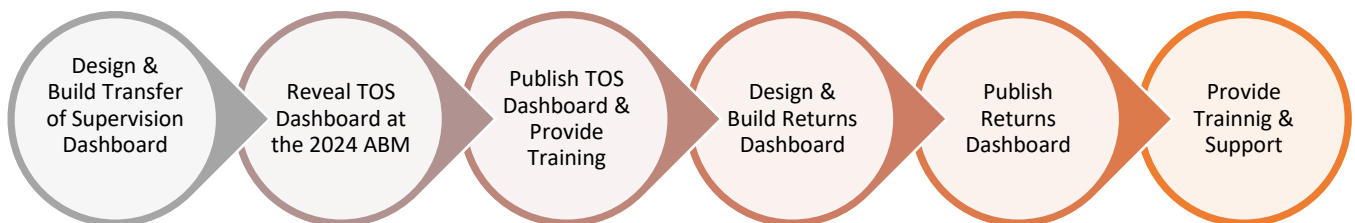
We are so pleased to announce that we are embarking on a journey that will take data insights for individual states to a new level. *Dashboards focused on Transfer of Supervision and Returns* will transform the way we do our work and make Performance Measurement Assessments less intimidating and more streamlined, essentially giving Compact Offices the answer to the test, before the Performance Measurement Assessment ever begins, allowing for real-time changes and adjustments.

Dashboard objectives include:

- Metrics: Compliance metric visualization based on ICJ Core Standards
- Maintenance: Quick review of data and access to drill into UNITY cases and maintenance items that might require attention
- Operations: Data that makes your state's operational management more efficient

Our goal for these dashboards is two-fold: to create interactive, attractive, approachable dashboards and to utilize dashboards for state and national compliance monitoring. We believe the cost for this project will be minimal. The project will utilize existing Tableau reports and in-house development resources. We will be harnessing Joe Johnson's wizardry to help us make this happen.

We believe this project will be undertaken in six phases:





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Following the development and training periods for *both* the Transfer of Supervision and Returns Dashboards, will begin to review and plan for a national Performance Measurement Assessment, likely commencing in late 2025/early 2026.

While thinking about something so monumental can be overwhelming at first, it's important to consider that dashboards provide member states with full transparency and promote self-monitoring to identify trends and initiate individualized strategies to address any challenges they might be facing. Presently, Commission members don't have individualized, state-specific overarching data trends related to how they are doing on individual standards unless an assessment tells them. Proposed dashboards will allow states to identify what the compliance standard is (%) and how their state matches up (%), along with the nationwide average (%). This will be real-time information, allowing states to determine the effectiveness of adjustments.

On behalf of the Compliance Committee, we are thrilled to reveal our vision for the future of compliance, and we hope you will join us in building excitement for these innovative tools and resources!

General business items for the Compliance Committee this year included:

1. Rule Amendment Adjustments to the Compliance Standards
2. Dues Enforcement
3. Commissioner Appointment Delays
4. State Council Report

In January of 2024, the Compliance Committee *approved the modifications to the ICJ Compliance Standards to comply with the 2024 Rule Amendments*. This process ensures the Compliance standards align with the language of the rules.

During FY 24, two Commission members surpassed the 120-day mark for *non-payment of dues* per the [Dues Assessment and Enforcement Policy](#). Following requests for meetings with Compact staff, agency heads, and the Governor's office, I am pleased to report that both member states have now addressed the in-arrears payment status. Currently the collection of FY 25 dues is in progress.

The Compliance Committee also took on issues related to delayed Commissioner appointments and there are no outstanding concerns related to Commissioner vacancies.

The Compliance Committee is pleased to present the [2023 State Council Report](#) which was approved by the Executive Committee. Highlights from the report include:

- 70 State Council meetings conducted in 2023, compared to 51 in 2022
- 42 states with at least one meeting in 2023 compared to 37 in 2022
- Just 2 states reporting no state council in 2023, compared to 3 in 2022



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As we wrap up the 2024 FY, I want to take some time to thank the Compliance Committee Ambassadors to their respective regions including Shrya Bland (East), Mason Harrington (South), Raymundo Gallardo (West), and Chuck Frieberg (Midwest). In addition, I want to extend my extreme gratitude to Michael Tymkew for his leadership and guidance as the Vice Chair of the Compliance Committee. Michael has advocated for member states and territories across the nation and balanced the rules with understanding the operational challenges states face in championing Compliance Committee initiatives. He is tenacious and professional, and gracious in his leadership. What an honor it has been to lead with him this year!

To conclude, I want to thank the National Office, in particular Jenny Adkins, Joe Johnson, and MaryLee Underwood. These three make the work of the Compliance Committee possible and help to harness the capacity of our technology and connect it to how we operationalize our work. They are some of the most dedicated, professional leaders I know, and it has been an absolute honor to work with them. We are truly grateful for all you do.

I look forward to a bright future for the Compliance Committee and wish to thank the leaders who have taken on this work beside Vice Chair Michael Tymkew and myself. Please join me in thanking the devoted members of this committee: Julie Hawkins, Chuck Frieberg, Raymundo Gallardo, Mike Casey, Becki Moore, Christine Norris, Sonia Sweeney, Shyra Bland, Ryan Smith, Mason Harrington, and John Sepulveda.

My Very Best,

Jacey R. Rader, Chair
Compliance Committee

Finance Committee Report



The Finance Committee monitors the Commission's budget and financial practices, including the collection and expenditure of Commission revenues and developing recommendations for the Commission's consideration. Committee members review the Commission's budgets and requests in preparation for the discussion during the quarterly online meetings.

Chair: Dale Dodd, NM
Vice Chair: Pat Pendergast, AL



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2024 Finance Committee Report

The Finance Committee met four times this year: 12/13/23, 2/15/24, 5/9/24, and 7/18/24.

Recommendations adopted by the Executive Committee:

- [Investment Policy](#) revisions
- [Travel Reimbursement Policy](#) revisions
- Fiscal Year (FY) 2026 Commission budget

Other accomplishments:

- Presented investment training for committee members, provided by Eric Wunder, Vanguard, Nonprofit Solutions, Institutional Investor Group
- Educated commissioners and designees about option to receive travel reimbursement through electronic funds transfer (ETF) by signing up for [Bill.com](#) account

Most proud of:

- FY 2026 Commission budget recommendation
- Investment policy training and clearer understanding of Commission's accounts
- Monitoring of expenses and appropriations 2025

Priorities for FY 2025:

- Monitor FY 2026 budget and travel policy for increases and adjustments
- Develop FY 2027 budget

Members: Dale Dodd (NM), Chairperson; Pat Pendergast (AL), Vice-Chairperson; Sherry Jones (MD), Treasurer; Mike Casey (DE); Anne Conner (ID); Angela Bridgewater (LA)

Respectfully Submitted,

Dale Dodd, Chair
Finance Committee

Interstate Commission for Juveniles Budget Summary

Fiscal Years 2024 - 2026

	FY24 Actual	FY24 Budget	FY25 Budget	FY26 Recommended Budget
Income				
40001 · Appropriations (Dues)	1,313,550	1,313,550	1,313,550	1,313,550
46000 · Investments	0	0	0	13,000
51010 · Dividend Income	86,913	0	0	0
51020 · Credit Card Rewards	721	0	0	0
51040 · Savings Account Interest	121	0	0	0
51080 · Unrealized Gain-Equity	101,554	0	0	0
Total Income	1,502,859	1,313,550	1,313,550	1,326,550
Expense				
Administrative Expenses				
61040 · Accounting & Bank Fees	14,085	15,450	16,000	16,000
61079 · Education & Accreditation	3,817	5,000	5,000	5,000
61089 · Professional Membership F	463	1,500	1,500	1,500
62000 · Office Supplies	1,486	1,500	2,000	2,000
62010 · Postage	3,175	2,800	4,000	4,000
62280 · Agency Insurance	11,597	12,000	12,900	12,900
62310 · Photocopy & Printing	2,235	1,800	4,000	4,000
62410 · Marketing & Advertising	0	1,000	1,000	1,000
85000 · Rent	6,621	6,650	7,000	7,000
92000 · Depreciation Expense	4,221	0	0	0
93000 · Amortization Expense	77,659	0	0	0
Total Administrative Expenses	125,359	47,700	53,400	53,400
Communications				
62360 · Internet & Telephone	3,988	4,200	4,200	4,400
68200 · Video Conferencing	2,808	2,800	3,050	3,200
Total Communications	6,796	7,000	7,250	7,600
Computer & Information Tech				
62090 · Infrastructure	2,088	2,600	2,700	3,800
62130 · Web Support	6,120	12,000	12,400	12,400
62140 · Software - Admin	6,144	6,000	6,200	6,800
62141 · Software - Training	7,339	6,500	7,000	7,000
66000 · Computer & IT Equipment	2,952	7,500	7,000	6,500
Total Computer & Information Tech	24,643	34,600	35,300	36,500
Meetings & Conferences				
68020 · Food & Beverage	27,304	21,250	25,100	28,150
68210 · Meeting Room Rental	100	600	2,140	4,300
68220 · Accommodations	42,494	45,700	48,650	59,025
68230 · Misc. Expenses	2,389	3,500	3,800	3,600
68240 · Registration Fees	1,619	2,000	6,800	8,000
68250 · Audio Visual	28,068	26,200	29,000	29,300
68260 · Awards & Promotional	3,043	1,800	2,000	2,000
74010 · Staff Travel	16,674	14,000	18,675	17,675
74020 · Participant Travel	59,365	78,650	96,410	85,000
Total Meetings & Conferences	181,055	193,700	232,575	237,050
National Data System				
63100 · UNITY System	119,879	333,200	231,200	270,000
63200 · JIDS System	0	7,200	3,200	0
63300 Data Systems Other	19,866	19,000	24,000	25,000
Total National Data System	139,744	359,400	258,400	295,000
Payroll Expenses				
Total Salaries & Payroll Taxes/Fees	477,837	435,000	462,000	462,000
Total Benefits	157,997	155,000	160,000	160,000
Total Payroll Expenses	635,833	590,000	622,000	622,000
Professional Services				
72100 · Consultant	22,025	30,000	30,000	30,000
71230 - Leadership Development	10,075	10,000	10,000	10,000
72200 - Temporary Staff	1,522	0	0	0
80000 · Legal Services	12,313	35,000	35,000	35,000
Total Professional Services	45,934	75,000	75,000	75,000
46000 · Transfer to Investments	0	6,150	29,625	0
Total Transferred to Investments	0	6,150	29,625	0
Total Expense	1,159,364	1,313,550	1,313,550	1,326,550
Operating Income (Income - Expenses)	343,495	0	0	0

Information Technology Committee Report



The Information Technology Committee (commonly referred to as the Technology Committee) identifies and develops appropriate information technology resources to facilitate the tracking of juveniles and the administration of Commission activities. The Technology Committee is responsible for the Commission's website, data system, and other technology related business. Members actively participate in monthly online meetings with a working knowledge of technical matters, including the availability to test, review, and make recommendations on technical materials.

Chair: Kellianne Torres, IA
Vice Chair: Roy Curtis, ME



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2024 Information Technology Committee Report

The [Information Technology Committee](#) (Tech Committee) met a total of 9 times between October 2023 and August 2024. As in previous years, the Tech Committee divided this year's work between two subcommittees: The Rule Enhancement/Business Analysis (BA) subcommittee and the Tableau/UNITY Maintenance subcommittee. This year the Tech Committee's objectives were implementing the UNITY and form updates for the approved rule updates, continue creating and publishing Tableau reports, and beginning the review process and prep for the next round of UNITY enhancements.

The Rule Enhancement/BA subcommittee jumped right into form and UNITY workflow development to get the needed rule updates ready for the April 2024 release. The team met several times between November and March to develop, test and test again the UNITY workflow updates as well as review and re-review the updates to [Form VIII: Home Evaluation Report](#) and finalize the brand-new [Form IX: Failed Supervision Report](#). This subcommittee went above and beyond to get everything done and ready for the April release date. They also did the initial review of all the pending enhancement requests. This consisted of looking at every pending request and rating and sorting them all. Next year's committee will be able to pick up the reviewed list and hit the ground running.

The Tableau/UNITY Maintenance subcommittee were not only able to work through the UNITY maintenance calendar but also created two new return reports that just rolled out in July 2024. This subcommittee also looked at other areas within Tableau reports that might enhance the user experience, such as additional filter areas and other reports that might be beneficial. I look forward to seeing what else this group comes up with in future years.

The Technology committee received several referrals from the Executive Committee this year. Two of those items were to review Return cases and how they are entered into UNITY and therefore reported in the annual report and how UNITY is tracking airport surveillance. The Technology Committee has recommended the creation of a new report that will provide information not only on voluntary/non voluntary, but also those "other" return situations. These would include youth that were returned within 24 hours, youth whose warrants were determined to be adult warrants, those youth that were not returned for other reasons. In addition to the creation of a new report, the Technology Committee also suggested additional training be provided around the events in UNITY for return cases. This will be an ongoing goal for the upcoming year.

Another area that will be ongoing is the recommended updates to the travel plan details. The BA/Enhancement subcommittee worked diligently to redesign the travel plan detail task within UNITY. The redesign would help ensure that not only airport surveillance is being appropriately documented within the UNITY system, but also that the travel plan is being created with each return case. Although this work is not done yet, this year's committee has made great progress in working through this process.



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The Technology Committee also provided input for the ICJ contract with Optimum Technology in relation to UNITY. There was also discussion around areas that members of the committee would like to see covered in upcoming *UNITY Spotlight* articles or as refresher training. A great discussion as had in both areas.

Of course, none of this would be possible without the tremendous amount of support provided by the National Office, specifically Joe Johnson. Joe is always going above and beyond to ensure that the Technology committee has everything we need to accomplish our goals.

Thank you also to Training Committee Chair Corrie Copeland and the rest of the Training Committee for allowing the Technology Committee to participate in *Wednesday Workshops* around reports and travel plans. Also, a big thank you to Rules Committee Chair Stephen Horton and the Rules Committee for allowing Tech to be a part of the new rules training provided earlier this year.

Before wrapping up, we would like to take a moment to honor one of our Technology Committee members no longer with us. Rachel Johnson was an active and enthusiastic member of the Technology Committee for several years. Her loss is tremendous, and she will be greatly missed.

Finally, Vice Chair Curtis and I would like to express our deepest gratitude to every member of the Information Technology Committee. As always, this year's committee was made up of an awesome group of people. We couldn't have accomplished everything that we did without the dedication and support and time from all our committee members. You guys are the best!

Respectfully Submitted,

Kellianne Torres

Kellianne Torres, Chair
Information Technology Committee

Roy Curtis

Roy Curtis, Vice Chair
Information Technology Committee

Racial Diversity, Equity, & Inclusion Committee Report



The Racial Diversity, Equity, and Inclusion (DEI) Committee develops strategies to promote awareness of diversity and foster greater equity and inclusion through active learning, collaborations, and community engagement. The Committee reviews the Commission's data, Rules, policies, operations, and resources, and makes specific recommendations to promote equity and procedural justice. The Committee facilitates the Commission's continuing efforts to cultivate a culture of mutual respect that educates, advocates, engages, and empowers members to be productive and socially responsible global citizens.

This Committee is working to advance the initial recommendations from the ICJ Ad Hoc Committee on Racial Justice.

Chair: Sherry Jones, MD
Vice Chair: Mike Casey, DE



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2024 Racial Equity, Diversity, and Inclusion Committee Report

The Racial Diversity, Equity, and Inclusion (RDEI) Committee develops strategies to promote awareness of diversity and foster greater equity and inclusion through active learning, collaborations, and community engagement. The Committee reviews the Commission's data, Rules, policies, operations, and resources, and makes specific recommendations to promote equity and procedural justice. The Committee facilitates the Commission's continuing efforts to cultivate a culture of mutual respect that educates, advocates, engages, and empowers members to be productive and socially responsible global citizens.

On May 1, 2024, the RDEI Committee facilitated a *Wednesday Workshop* training session titled, [Home Evaluation Considerations for Unconventional Families](#). This training was based on a [best practice](#) published by the RDEI Committee in 2023 to emphasize the importance of applying the spirit of the Compact to home evaluations of youth who reside with caregivers not identified as parents/legal guardians.

RDEI Committee Chair Jones and Vice Chair Casey teamed up with Marcia Good, JD, Senior Advisor, Office of the Administrator, Office of Juvenile Justice and Delinquency Prevention (OJJDP), to introduce exciting new collaboration initiatives and ongoing training efforts aimed at helping the Commission close disparity gaps, particularly concerning tribal youth and families. During a presentation to the RDEI committee, Ms. Good shared information about relationships between the United States and Tribal Nations, Tribal Self-Governance, Federally-Recognized Tribes, Tribal Populations, Familial Relationships, Tribal Juvenile Justice Systems, and Cultural Cues.

After reviewing data from the UNITY data management system, the RDEI Committee found a significant increase in disparities between Black and white youth identified and served through ICJ extradition and transfer of supervision cases. Additionally, they determined that the Commission will need to improve processes to properly track and identify confirmed and suspected human trafficking cases adequately.

The RDEI Committee recommends the following priorities for Fiscal Year 2025: Improve the identification and tracking of human trafficking through the implementation science lens to determine whether the issue is adaptive or technical; maintain relationships with OJJDP; continue collaboration with agencies that service tribal nations; and explore working with undocumented youth identified through ICJ.

Respectfully Submitted,

Sherry Jones

Sherry Jones (MD), Chair
Racial Diversity, Equity, and Inclusion Committee

Rules Committee Report



The Rules Committee provides oversight and guidance regarding proposed rule amendments throughout the ICJ rule-making process. The Rules Committee is responsible for administering the Commission's rule-making process, drafting proposed rule amendments and considering proposed rule amendments from other committees and regions. The Rules Committee ensures the rule amendments are properly formatted and include adequate justifications.

Membership is limited to 2-3 members from each of the four regions. The members update their respective region on the activities of the committee at the regional meetings. In odd numbered years (such as 2025), members meet face-to-face to review comments and finalize recommendations. Members also participate in the presentation at the Annual Business Meeting. This is the only committee that operates on a 2-year cycle.

Chair: Stephen Horton, NC
Vice Chair: Caitlyn Bickford, NH



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2024 Rules Committee Report

Since the last Annual Business Meeting, the Rules Committee met six times via Zoom on the following dates: December 20, 2023, and January 17, February 21, April 17, June 13, and July 17, 2024. Caitlyn Bickford (NH) served as the Vice Chairperson.

The first item of business was to approve the [Rules Committee calendar](#) for the next business cycle, setting the deadline for all rule proposals to be December 31, 2024. We also assigned regional ambassadors. Thank you to Vice Chair Bickford, Howard Wykes, and Sasaun Lane for providing their regions with Rules Committee updates.

At last year's Annual Business Meeting, the Commission approved [11 amendments](#) to eight ICJ Rules and the creation of a new rule, [Rule 5-103A](#). To implement these changes, the committee prepared and delivered four training sessions in March, attended by nearly 1,200 participants. The sessions were recorded and put on the Commission's [TalentLMS site](#).

One of the major topics of discussion this year was related to non-delinquent runaways, specifically regarding who the "appropriate authority" is to requisition a return to the home state. The topic was referred to the Executive Committee and was ultimately combined with the East Region's related concerns, which culminated in the Non-Delinquent Returns survey that was distributed in May.

Discussion related to home evaluations included whether an appeal process for denied home evaluations should be allowed, which resulted in a UNITY enhancement request to the Technology Committee. Additionally, the committee discussed the time-period a receiving state has to complete the home evaluation, which resulted in a rule amendment proposal to clarify language in Rule 4-102(4).

Members brought forth issues related to warrants, holding state court orders, and returning unaccompanied juveniles. The committee approved recommending a proposal to Rule 6-102(9) for consideration next year.

The West Region submitted a recommendation for the committee to review language in Rules 6-103 and 6-103 regarding "danger to themselves or others." The discussion resulted in a request for additional data to determine the frequency with which this issue arises.



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The committee also worked to clarify language in Rules 4-102 and 4-103 related to situations when parolees or sex offenders must proceed to the receiving state prior to acceptance, due to not having a legal guardian in the sending state. These recommendations will be brought forth as rule amendment proposals in 2025.

Finally, the committee discussed the importance of promoting the safety of juveniles and communities when sex offenders visit other states on travel permits. Currently, the rules are silent regarding requirements related to sex offender registration and/or reporting requirements. An amendment to the travel permit Rule 8-101 is currently under review.

As a reminder, December 31 is the deadline for committees, regions, and commissioners to submit rule amendment proposals to the Rules Committee. The 30-day rule amendment commenting period is scheduled for February 24 through March 26. I encourage you to consider scheduling a state council meeting for this time to receive feedback from your state's stakeholders.

Respectfully Submitted,

Stephen Horton

Stephen Horton, Chair
Rules Committee

Training, Education, & Public Relations Committee Report



The Training, Education, and Public Relations Committee (commonly referred to as the Training Committee) develops educational resources and training materials for use by the Commission and in member states to help ensure awareness of and compliance with the terms of the Compact and the Commission's rules. The Training Committee is responsible for approving, developing, and delivering trainings in addition to increasing Commission awareness. Members actively participate in committee meetings and sub-committee work team meetings. The members have a broad understanding of the ICJ rules and are available to review and update training materials and conduct trainings.

Chair: Corrie Copeland, TN
Vice Chair: Robert Heide, AK



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2024 Training, Education, and Public Relations Committee Report

The Training, Education, and Public Relations Committee (commonly referred to as the Training Committee) met eight times during the fiscal year on December 7, January 4, February 1, March 7, April 4, May 2, June 6, and July 11.

We hit the ground running by reviewing our goals from the previous year. We also reviewed the 2023 Annual Business Meeting (ABM) survey feedback to discuss what training sessions should be offered for this year's ABM. One of the most common requests was to have a former youth subjected to the Compact speak on their experiences. We listened and determined to make that a priority. We are pleased to present Mr. Mike O'Key, a former ICJ youth who is currently working towards his Ph.D. as our 2024 ABM keynote speaker.

The Training Committee worked diligently to update the Commission's [Training Report Form](#). Commission members can now submit multiple training events all on one form. State ICJ leaders are responsible for ensuring key stakeholders have the knowledge, skills, and competencies to administer the Compact. In Fiscal Year 2024, 36 states provided 412 training sessions for over 4,000 people nationwide. On [ICJ.TalentLMS](#), the Commission's learning management system, there were 4,448 logins from 1,052 users who completed 8,594 courses.

The Training Committee continued to offer monthly [Wednesday Workshop](#) training sessions. The trainings ranged from a variety of topics from informational sessions presented by the National Runaway Safeline, the National Center for Missing and Exploited Children, and the Office of Refugee Resettlement, to collaboration on runways, and absconders. The Training Committee also partnered with the Rules, Technology, and Racial Diversity, Equity, and Inclusion Committees who offered a variety of trainings on ICJ Rule Amendments, UNITY enhancements, best practices, UNITY reports via the Tableau data visualization software, and home evaluation considerations for unconventional families.

Members of the Training Committee represented the Commission by presenting training sessions at four national conferences sponsored by: the American Probation and Parole Association (APPA), the National Council of Juvenile and Family Court Judges (NCJFCJ), the National Partnership for Juvenile Services (NPJS), and the Family & Youth Services Bureau (RHY). Many thanks to Designee Jessica Wald (ND), Deputy Compact Administrator Holly Kassube (IL), Interstate Compact Specialist Nataly Sevilla (IN), Commissioner Stephen Horton (NC), Designee Raymundo Gallardo (UT), Designee Shirleen Cadiz (HI), Commissioner Julie Hawkins (MO), Executive Director MaryLee Underwood, Operations and Policy Specialist Jenny Adkins, and Training and Administrative



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Specialist Amanee Cabbagestalk for helping to develop and provide the trainings. They were all well-attended and feedback was positive.

Thank you to all of the members of the 2023-2024 Training Committee for being active participants and a very special thank you to Training Committee Vice Chair Robert Heide (AK) and National Training and Administrative Specialist Amanee Cabbagestalk for all of your support and guidance throughout the past year.

In Fiscal Year 2025, the Training Committee plans to make edits to the ICJ Bench Cards, continue the *Wednesday Workshop* live training series, provide training for social services agencies and judges, and revisit in-state training reporting.

Respectfully Submitted,

Corrie Copeland

Corrie Copeland (TN), Chair
Training, Education, and Public Relations Committee

Fiscal Year 2024 Training Committee Members:

Corrie Copeland (TN), Chair	Robert Heide (AK), Vice Chair
Brooke Montelongo (CO)	Jean Hall (FL)
Jessica Wald (ND)	Felicia Dauway (SC)
Natalie Dalton (VA)	Chanda Leshoure (AL)
Latosha Mallory (AL)	Cecily Rexach (CT)
Tracy Cassell (GA)	Holly Kassube (IL)
Nataly Sevilla (IN)	Shirleen Cadiz (HI)
Latoya Oliver (MD)	Bill Dolan (RI)
Daryl Liedecke (TX)	Amanee Cabbagestalk (National Office Support)



Staff Recognition

The Commission believes in recognizing those individuals doing the day-to-day work of the Compact who surpass expectations to provide assistance. When should someone be recognized? When an individual engaged in ICJ business goes above and beyond the general call of duty to reach a conclusion or solution that best serves public safety.

Since the last Annual Business Meeting, the following people were recognized:

Donna Reed, Massachusetts

"...No matter what is going on she is always extremely kind and helpful taking time to ensure you get the assistance and support you need...She goes above and beyond to help make everyone's jobs easier and we could not function without her. Everyone who has worked with her has echoed the feeling that she is amazing and an absolute pleasure to work with."

- Jacob House, Juvenile Probation,
Massachusetts

Megan Sheets, Wyoming

"Ms. Sheets continues to go above and beyond the call of duty for Wyoming ICJ whenever there is a runaway/return situation presenting itself in her area. Ms. Sheets is a Social Services Supervisor with the Department of Family Services in the Carbon County area and along with her regular duties, she is always willing to go the extra mile if extra communication is needed to gather more information about the juvenile(s) needing to be returned...."

- Brandon Schimelpfenig, Wyoming ICJ

Luis Villalobos, California

"Luis has worked in the California ICJ office for seven years and regularly goes, "above and beyond the call of duty," in his daily tasks....Luis proactively tracks report and response due dates and sends reminders to field staff to help ensure California's compliance with timeframes. He has developed positive working relationships with probation and child welfare staff across the state and is always available to assist field staff with ICJ related matters. Luis' work with field staff, other compact office staff, and the families of juvenile runaways often receives recognition. During the transition of the California ICJ office over the last few years, Luis was relied upon even more to maintain the daily operations of the office and did so without complaint, he just got the work done. Luis is a valued member of the California ICJ team and we could not do our jobs without his dedicated service to our State."

- Michael Farmer, Designee, California

Legacy Award

The ICJ Legacy Award recognizes Commissioners, Compact Administrators, Deputy Compact Administrators, Designees, and Compact Office Staff who have worked in a state Compact Office for 15 or more years.

2024 Recipients

Robert Hendryx, Oklahoma

Robert Hendryx began working for the Oklahoma Office of Juvenile Affairs in 2000, as a juvenile probation and parole officer. In 2006, he was promoted to a position within the state OJA office to work in the Federal Funding Unit seeking Federal financial reimbursement for some of the counseling and treatment expenses for Oklahoma's probationary and parole youths, using both his B.S. in Business Administration and his B.A. in Psychology from Langston University. While working in the Federal Funding Unit, he also began assisting with the return of runaway juveniles in the Oklahoma Interstate Compact office and became the ICJ runaway coordinator in the summer of 2009. Eventually, with the retirement of Oklahoma's former Deputy Compact Administrator, he became the DCA for Oklahoma, handling all of the ICJ day-to-day matters and leaving the Federal Funding Unit. He continues as the primary facilitator in the Oklahoma ICJ office and serves as the state's ICJ Designee.

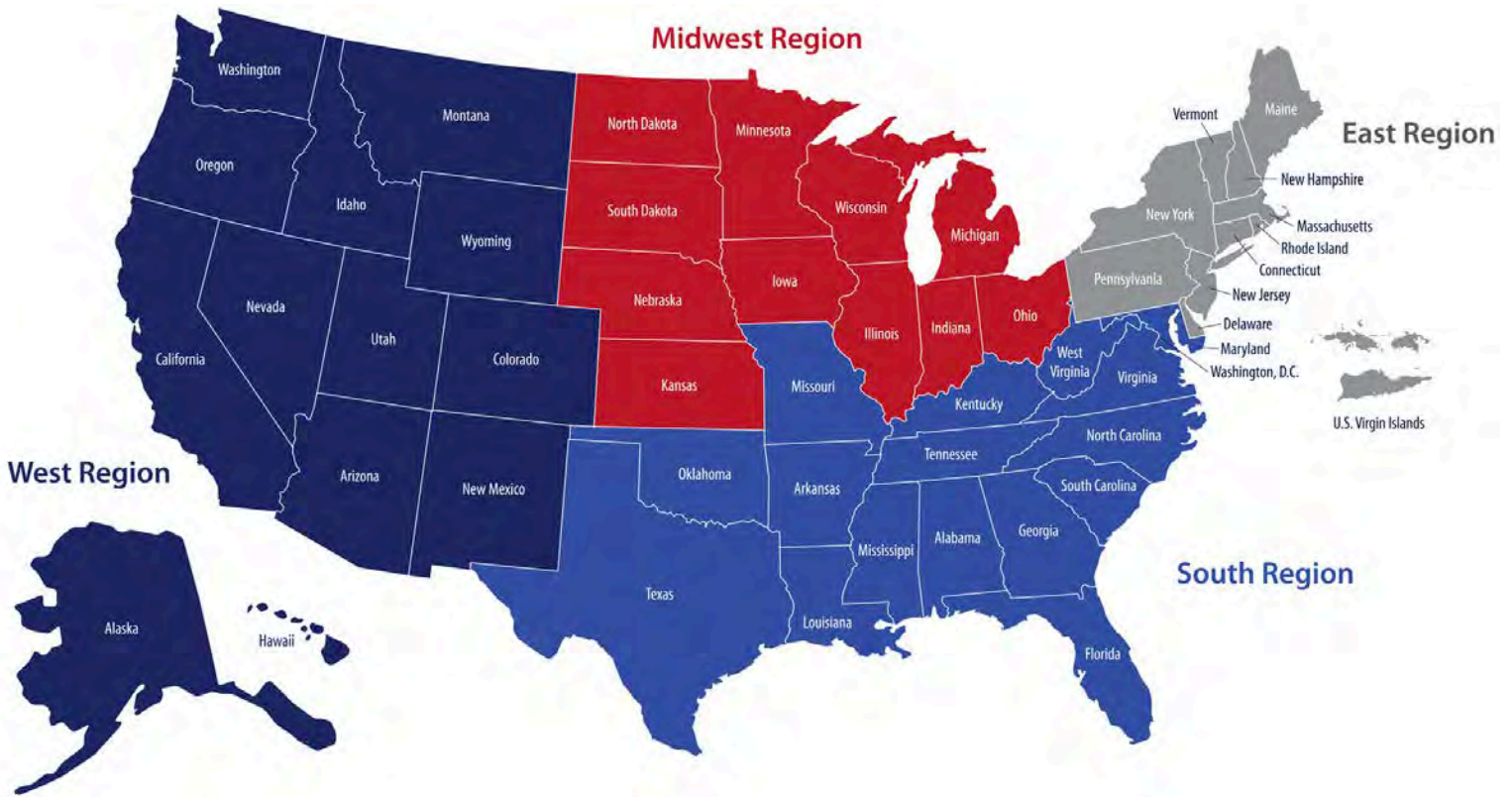
Liz Wilson, Kansas

Liz Wilson began her career in October 2003 at Topeka Juvenile Correctional Facility (TJCF), initially working in records. As the organization transitioned to the Kansas Juvenile Correctional Complex (KJCC) building, she was promoted to administrative assistant, managing the front desk and intake. In March 2007, Liz became the Senior Administrative Assistant at Juvenile Justice Authority (JJA) Central Office, balancing responsibilities between ICJ and administrative support. Following the merger of KDOC and JJA on July 1, 2013, Liz continued to showcase her skills and dedication and was working with ICJ solely. On September 21, 2015, she advanced to the role of ICJ Specialist, reflecting her growing leadership within the criminal justice field. Concurrently, Liz pursued further education at Highland Community College, demonstrating her commitment to both professional and personal development.

Region Reports



Midwest Region



East Region Report



Regional Representative: Caitlyn Bickford, NH
Alternate Regional Representative: Trissie Casanova, VT



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2024 East Region Report

Since the last Annual Business Meeting, the East Region met three times on the following dates: January 11, April 11, and June 13, 2024. Trissie Casanova (VT) served as the Alternate East Regional Representative. This year, the East Region welcomed William Dolan (RI) who was officially appointed Designee for Rhode Island after last year's ABM, and James Maloney (NY) who was appointed Designee for New York.

During the East Region meetings, the members regularly received updates regarding all ICJ committee meetings and ICJ "hot topics," which provided consistent discussion amongst the regions that included, but was not limited to, rule amendment trainings and UNITY enhancements, reminders for state council and training reports, [Wednesday Workshops](#), and the new training and technical assistance process.

The East Region voted to form a sub-committee to have further discussion around non-delinquent runaways and the challenges states face with these types of returns. This topic became a broader discussion amongst the Rules and Executive Committees, which sparked the need for the [Non-Delinquent Runaway Survey](#) that was sent to the member body in May and was completed by 49 out of 52 jurisdictions. It is evident that the issues the Commission faces with non-delinquent runaway matters are much bigger than the East Region, and I am thrilled that a work group is being created to tackle these issues. I am proud of the East Region for starting these discussions and outlining the importance of sustained attention to these issues. The non-delinquent sub-committee will continue to meet until further notice and has already discussed two possible Rule Amendments that will be presented to the Region for support.

Other discussions amongst the region have included the "best interest" language on the Form III conflicting with the ICJ Rules. This was referred to the Rules Committee for further review and discussion. The Region also discussed situations in which runaways may not actually be returning to their home state, but rather the state they have been placed in through ICPC and how the current forms and rules don't speak to those situations. This is being further discussed by the East Region non-delinquent sub-committee. Additional topics have included timeframes associated with the sending state submitting a transfer of supervision packet, as well as ensuring safety through background checks during the home evaluation process.

Lastly, it has continued to be an absolute pleasure to serve as the East Regional Representative over these past two years. I have thoroughly enjoyed this opportunity and am honored to have led the East Region. I am very much looking forward to continued collaboration within the region, and the commission as whole, and want to welcome and congratulate the new East Regional Representative.

Respectfully Submitted,

Caitlyn Bickford

Caitlyn Bickford, East Regional Representative

Midwest Region Report



Regional Representative: Chuck Freiberg, SD
Alternate Regional Representative: Sasaun Lane, OH



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2024 Midwest Region Report

I hope this finds everybody doing well. I also hope that everybody had safe travels to Mobile. It is my pleasure to present the 2024 Midwest Region Report.

The Midwest Region met four times since the last Annual Business Meeting. The meetings were held on: January 23, 2004; March 18, 2004; April 9, 2004; and July 23, 2004.

Once again, the Midwest Region had many individuals serve as members of various ICJ committees and they were very active in the Committee Meetings.

The Midwest Region has been working on a possible proposal for a rule amendment for ICJ [Rule 4-102](#). The Midwest Region is in the process of gathering data on juveniles who were living in the receiving state at the time the transfer request was submitted. We are currently awaiting the results of the inquiry. In Fiscal Year 2025, the Midwest Region's top priority will be to interpret the data and decide if a rule proposal needs to be developed for ICJ Rule 4-102.

At every meeting, the Midwest Region was updated on what the National Office, Executive Committee, and each standing committee had been working on. I would like to thank each member of the Midwest Region for their input and dedication to the ICJ.

Respectfully Submitted,

Charles R. Frieberg

Charles R. Frieberg
Midwest Region Representative

South Region Report



Regional Representative: Felicia Dauway, SC
Alternate Regional Representative: Jean Hall, FL



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2024 South Region Report

The South Region met four times including the last Annual Business Meeting in September of 2023. Region meetings were conducted on January 10, 2024; April 18, 2024; and July 18, 2024.

During the [South Region meetings](#), members received updates from ICJ Committee meetings and shared individual state updates. Hot topics were shared and proved to be helpful as it garnered conversation regarding ongoing ICJ topics, training dates, and news related to the Commission. Hot topics included but were not limited to: UNITY Changes pertaining to the Transfer of Supervision and Travel Permits Cases, Rule Amendment Training, *Wednesday Workshops*, Racial DEI *Best Practice on Home Evaluation Consideration for Unconventional Families*, and a poll to provide feedback on the Proactive Monitoring Program.

The South Region continues to have discussions regarding collaboration with Child Welfare agencies, Returns on Non-Delinquent Runaways, and the [Best Practice on Working with Unhoused Youth](#).

This past year, the South Region welcomed some new appointments and hires to ICJ positions in several states. Jeffrey Cartmell as Oklahoma's Commissioner, Jennifer Loschiavo as South Carolina's Compact Administrator, Deanna McNulty as Louisiana's Designee and Deputy Compact Administrator, DeMarcus Jordan in Georgia and Jessica Stefenack in Virginia.

I am thankful for the opportunity to have served as the South Region Representative, and I look forward to seeing and participating in what the South Region has in store for the coming year.

I would especially like to thank Jean Hall, the Alternate Region Representative for her support, it has been invaluable.

Respectfully Submitted,

Felicia L. Dauway

Felicia L. Dauway, South Region Representative

West Region Report



Regional Representative: Howard Wykes, AZ
Alternate Regional Representative: Maureen Clifton, WY



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2024 West Region Report

The West Region met four (4) times since the last Annual Business Meeting in September 2023. Region meetings were conducted on November 8, 2023, January 10, 2024, April 10, 2024, and July 10, 2024. Wyoming Commissioner Maureen Clifton served as the Alternate West Regional Representative for her second consecutive year.

The West Region received regular updates from the ICJ Executive Committee and the National Office related to the business of the Commission. The West Region regularly learned of the work being conducted within the various ICJ committees from the committee ambassadors within the West Region. There were regular discussions and updates related to: Updated Forms; Rule Amendment Trainings; UNITY Enhancements; *Wednesday Workshops*; Training at ABM; ICJ Expungement Policy; ICJ Collaborations with other national entities: Tableau Maintenance reports and upcoming Dashboards.

The West Region did spend significant amounts of time discussing several issues impacting the region. These included a new California law (SB-135), child welfare collaborations, juvenile expungements and non-delinquent runaway return challenges including detention. Through these discussions we were able to help one another problem solve and think of solutions that could benefit the ICJ Offices in our region. This falls in line with the Compact's spirit of communication, collaboration, and mutual respect among all parties in the Compact.

In this coming year we intend to focus on regional challenges and rule change proposals. We also intend to look at any rule change proposals we may want to present this voting cycle.

The West Region had some changes in staff this year. Mike Barthel was appointed Commissioner in Montana, and Ashley Dowell was appointed Commissioner for Idaho.

This has been an interesting year as the West Regional Representative, and I am truly excited to see what next year brings for the West Region and the Commission as we all strive to carry out our mission.

Respectfully Submitted,

Howard C. Wykes
West Regional Representative

Legal Counsel Report



Legal Counsel: Richard L. Masters



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2024 Legal Counsel Report

The General Counsel's Office provides legal guidance to the Interstate Commission and its committees with respect to legal issues which arise in the conduct of their respective duties and responsibilities under the terms of the Compact, its Bylaws and administrative rules. The provisions of the Compact specifically authorize formal legal opinions concerning the meaning or interpretation of the actions of the Interstate Commission which are issued through the Executive Director's Office in consultation with the Office of General Counsel. These advisory opinions are made available to state officials who administer the compact for guidance. The General Counsel's office also works with the Commission and its member states to promote consistent application of and compliance with its requirements including the coordination and active participation in litigation concerning its enforcement and rule-making responsibilities.

In addition to day-to-day advice and counsel furnished to the Commission's Executive Director, the Executive, Rules, and Compliance Committees, the General Counsel's Office, in conjunction with the Executive Director, issues advisory opinions concerning the interpretation and application of various provisions of the compact and its administrative rules and assists with informal requests for legal guidance from member states, as well as dispute resolutions under applicable ICJ Rules.

There has been one additional advisory opinion issued since the 2023 Annual Business Meeting. [Advisory Opinion 01-2024](#) provides guidance concerning ICJ requirements when Juveniles have Pending Charges in Two or More States and concludes that the holding state has a duty to honor the warrant of the demanding state and may not release the juvenile from custody. If there are pending charges in the holding/receiving state, ICJ Rule 7-103 prohibits the return of the juvenile until "after the charges are resolved or consent is given" by the demanding State's court and the ICJ Office of that State. Moreover, the ICJ member states have a duty to coordinate the operation of the ICJ, including cases where the return or retaking of a juvenile cannot be accomplished without the agreement of demanding state officials or until the charges are resolved.

Judicial training and Compact Administrator training concerning the legal aspects of the Compact and its administrative rules is also being addressed, in part, by the General Counsel's office under the auspices of the ICJ Executive, Rules, and Training Committees. Legal Counsel was also involved in the update of [ICJ Bench Book for Judges and Court Personnel](#). Additionally, the Commission updated six advisory opinions to reflect the [ICJ Rules](#) as amended, effective April 1, 2024. White



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Papers and other legal resources as referenced above are public record and are available at the Commission's website.

Additionally, the General Counsel advised both the Executive and Compliance Committees in several matters pertaining to compliance and enforcement with the provisions of the Compact and ICJ Rules. However, while exercising necessary oversight responsibility, recourse to litigation was not required during the period from the 2023 ABM and the date of this Report.

Respectfully Submitted,

Richard L. Masters
General Counsel

Rising Star Award



The Rising Star Award recognizes an up-and-coming ICJ Commissioner, Compact Administrator, Designee, Deputy Compact Administrator, or Compact Office staff member. This individual has demonstrated special ability or leadership during their first 2 years and shows evidence of a promising future in the field. Commission members may nominate an individual who:

- Is employed in a state ICJ office at the time of nomination, and
- Was hired or transferred into their role at the ICJ Office during the previous 2 years.



Leadership Award

The recipient of this award exhibits outstanding leadership skills and dedication to the Interstate Commission for Juveniles through extraordinary service. This individual is a Commissioner, Designee, Compact Administrator, Deputy Compact Administrator, or Compact Coordinator who:

- Promotes the mission, vision, and values of the Interstate Commission for Juveniles;
- Demonstrates expertise in the successful movement of juveniles;
- Actively supports the Interstate Commission for Juveniles by attending meetings, holding offices, or faithfully carrying out designed duties;
- Has over two years of devoted service to the administration of the Interstate Commission for Juveniles;
- Collaborates and communicates effectively with other Compact professionals;
- Uses strategies for ensuring public safety; and
- Suggests innovative policies or procedures to improve Interstate Compact operations.

2024-25 Officer & Regional Representative Nominees



ICJ NOMINATIONS & ELECTIONS PROCESS



To broaden the pool of nominees and encourage more diversity in ICJ leadership positions, the ICJ Ad Hoc Committee on Racial Justice developed the following guidelines for the nomination and election of ICJ Officers, Regional Representatives, and Committee Chairpersons. The Executive Committee approved the process on July 15, 2021 and revised it on March 22, 2022. This process is intended to:

- Establish clearly defined procedures that promote diversity in leadership; and
- Ensure voting members have advance knowledge of candidates and their qualifications.

1. Commission Officers: Chair, Vice-Chair, Treasurer (One Year Term)

Advance Nominations Process

- The nomination period for Chair, Vice-Chair, and Treasurer opens no later than sixty (60) calendar days before the Annual Business Meeting (ABM). The National Office will notify the Commission of the nomination period and provide a description of the roles and responsibilities for each position.
- Regional Representatives and Officers will help ensure a diverse pool of candidates by encouraging members to nominate themselves or others, during scheduled meetings, via email, and/or via other communications.
 - Only Commissioners & Full-Time Designees are eligible to be nominated and/or to make a nomination.
- Commissioners/Full-Time Designees may nominate themselves or another eligible member of the Commission. The National Office will contact nominees to advise them of the nomination and determine if they accept the nomination. Nominators will remain anonymous.
- Interested candidates are invited to submit a cover letter, resume/cv, and a Statement of Interest to the National Office.
- A candidate may be nominated for multiple offices. However, if they are elected into one office, they will not remain on the ballot for another officer position.
- The Statement of Interest (SOI) should address how the candidate's goals align with the ICJ Vision, Mission, Values, and Results, including racial equity. The SOI should be approximately 100-500 words in length, although longer statements will not be excluded. Questions to address include:
 - Why are you running?

Approved by Executive Committee on July 15, 2021. Updated on May 25, 2023.

- How does your candidacy align with the ICJ Vision, Mission, Values, and Results and commitment to racial equity?
- The National Office will compile and submit all documentation regarding advance nominations to Commissioners no later than thirty (30) calendar days before the Annual Business Meeting. Nominees will not be disclosed prior to this announcement.

Annual Business Meeting Process

- Regions will review the elections process and candidates.
- Regions will not vote to nominate candidates.
- Though advance nominations are encouraged, nominations from the floor will be accepted during the General Session.
- During the General Session, each candidate will address the Commission prior to voting for five (5) minutes or less. This reduces the need for person-to-person campaigning.
- Voting is conducted electronically by anonymous ballot, without the ability to write-in a candidate.

2. Regional Representatives (Two Year Terms)

Advance Nominations Process

- The nomination period for Regional Representatives opens no later than sixty (60) calendar days before the ABM, in years in which regional representatives are elected. The National Office will notify the Commission of the nomination period and provide a description of the roles and responsibilities for the position.
 - Only Commissioners & Full-Time Designees are eligible to be nominated.
- Commissioners/Full-Time Designees may nominate themselves or another eligible member of their region. The National Office will contact nominees to determine if they accept the nomination.
- Interested candidates are invited to submit a cover letter, resume/cv, and a Statement of Interest.
- The Statement of Interest (SOI) should address how the candidate's goals align with the ICJ Vision, Mission Values, and Results, including racial equity. The SOI should be approximately 100-500 words in length, although longer statements will not be excluded. Questions to address include:
 - Why are you running?
 - How does your candidacy align with the ICJ Vision, Mission, Values, and Results and commitment to racial equity?

Approved by Executive Committee on July 15, 2021. Updated on May 25, 2023.

- The National Office will compile and submit all nominee documentation to Commissioners no later than thirty (30) calendar days before the Annual Business Meeting.

Annual Business Meeting Process

- Regional Representatives (RR) generally lead Region Meetings, including elections, at the Annual Business Meeting. However, if a RR leads an election in which s/he is nominated, it can raise concerns about conflict of interest. Therefore, according to Robert's Rules,
 - If a RR is nominated, s/he will announce whether s/he accepts nomination.
 - If the RR accepts the nomination, then the RR must recuse him/herself.
 - The RR will identify an alternate to lead the election. The alternate cannot be a nominee or nominator for the RR position. Options include: an alternate RR, current Commission Officer, or National Office staff member.
- During the Regional Meeting, candidates will have up to five (5) minutes to address the region prior to voting.
- If there is only one (1) candidate for a position, no vote is necessary. The RR will affirm the candidate has been elected by acclamation.
- If there is more than one (1) candidate, a vote will be conducted by paper ballot or electronically by anonymous ballot without the ability to write-in a candidate.

3. Committee Chairpersons or Vice-Chairperson (One Year Term)

- Commission members who are interested in pursuing a chairperson or vice-chairperson position for one of the Commission's existing committees are encouraged to express their interest, in writing, to the National Office. No later than sixty (60) days prior to the Annual Business Meeting, the National Office will provide an online mechanism to be used for this purpose.
 - Only Commissioners & Full-Time Designees are eligible to serve as a chairperson or vice-chairperson.
- Committees currently include: Compliance, Finance, Information Technology, Racial Diversity, Equity, and Inclusion, Rules, and Training, Education, and Public Relations.
- The National Office will compile the relevant information and submit it to the recently elected officers.
- The Commission Chair will consider the submissions received when appointing the committee chairpersons.

Officer Nominees



Article III of the ICJ Bylaws outlines the election and succession of Commission officers:

Officers shall be elected annually by the Commission at any meeting at which a quorum is present, and shall serve for one year or until their successors are elected by the Commission. The officers so elected shall serve without compensation or remuneration, except as provided by the Compact.

Terms (1-year) are effective beginning immediately after the Annual Business Meeting until the next election in 2025.

Commission Chairperson



Article III of the ICJ Bylaws outlines the duties of the Commission Chairperson:

The chairperson shall call and preside at all meetings of the Commission and in conjunction with the Executive Committee shall prepare agendas for such meetings, shall make appointments to all committees of the Commission, and, in accordance with the Commission's directions, or subject to ratification by the Commission, shall act on the Commission's behalf during the interims between Commission meetings.

Candidate: Howard Wykes, Arizona

Howard C Wykes

0807/24

MaryLee Underwood
Executive Director
Interstate Commission for Juveniles

Lexington, Kentucky 40502

Dear Director Underwood

I am honored to be nominated for the Interstate Commission for Juveniles Commission Chairperson position. I believe my experience, twenty-three (23) plus years of work experience in juvenile justice and my fifteen (15) years of ICJ experience as a field supervising officer and DCA (Full Time Designee) makes me a prime candidate for this position. I have dedicated my career to serving juveniles, their families, and the community.

I am currently serving on the Executive Committee as the West Region Representative and have done so since being elected in that position in 2022. I am also currently serving or have previously served on several ICJ Committees to include the Rules Committee, Technology Committee, Training Committee and the Juvenile/Adult Ad Hoc Committee.

Some of the strengths that I can bring to this opportunity include:

- Leadership
- Communication
- Collaboration and relationship building
- Ability to locate, understand, and apply laws, policies and procedures
- Data driven analytical mindset towards problem solving
- Self-motivated quick learner
- A loyal team player who is always willing to go the extra mile

I have enclosed a copy of my resume and Statement of Interest for your convenience. Thank you for your time and consideration.

Sincerely,


Howard C Wykes

100 N 15th Ave #103
Phoenix, AZ 85007

480-229-4831

hwykes@azdjc.gov

Adjc.az.gov

Howard C Wykes
100 N. 15th Ave Suite #103
Phoenix, AZ 85007
480-229-4831
hwykes@azdjc.gov

Statement of Interest

08/07/24

Interstate Commission for Juveniles
Attention: Executive Director MaryLee Underwood

Dear Director Underwood,

I am writing to you to express my interest in the position of Commission Chair. I am currently serving the Commission in the role of West Region Representative and am very interested in continuing in a leadership role within the Commission. I am also currently serving or have previously served on several ICJ Committees to include the Rules Committee, Technology Committee, Training Committee and the Juvenile/Adult Ad Hoc Committee. I value the vision of the Compact and feel as if I have dedicated my career as a public servant striving towards that vision while serving juveniles, their families and the community.

I hold a Bachelor of Science Degree in Criminal Justice. I have over twenty-three (23) years of experience in the juvenile justice field in various positions and have been part of ICJ in different roles for some fifteen (15) of those twenty-three years. Those ICJ years were spent as a supervising field officer for ten (10) years working directly with ICJ juveniles and five (5) years as DCA, with two (2) years as the Full Time Designee. In these different roles I have always strived to treat all juveniles and families in a fair and equitable way.

The goals I would like to see accomplished while serving as the Commission Chair would be continued expansion of collaborative efforts with National and local agencies. This should include continued focus on dealing with non-delinquent runaways. We also need to continue to invest in our efforts to promote racial justice until we can unequivocally say "All ICJ youth and families are safe, supported, and treated equitably."

I would also like to see continued progress on the Commission's current strategic plan. Specifically I want to see the expansion of proactive monitoring across the Commission, continued and enhanced ICJO professional development as well as continued Unity enhancements so that the data produced becomes more accurate, consistent and valuable. The goals of the current strategic plan are exciting and I am vested in leading the Executive Committee in accomplishing the remaining goals as well as developing the next set of goals for the Commission.

The Commission has made great strides in recent years in many different areas. I want to see the Commission continue to evolve and improve as we grow individually and collectively. I am

extremely proud of the work that the Commission does on a daily basis and of the fact that we recognize and accept the fact that change is needed and will be positive.

I appreciate your time and consideration in this matter and look forward to the opportunity to serve the Commission as Chairperson.

Sincerely,



Howard C Wykes

Commission Vice Chairperson



Article III of the ICJ Bylaws outlines the duties of the Commission Vice Chairperson:

The vice chairperson shall, in the absence or at the direction of the chairperson, perform any or all of the duties of the chairperson. In the event of a vacancy in the office of chairperson, the vice chairperson shall serve as acting chairperson until a new chairperson is elected by the Commission.

Candidate: Caitlyn Bickford, New Hampshire

Caitlyn Elizabeth Bickford
New Hampshire Division for Children Youth and Families
603-573-1590 Caitlyn.E.Bickford@dhhs.nh.gov

MaryLee Underwood, Director
836 Euclid Ave Suite 322
Lexington, KY 40502

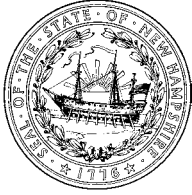
Dear Ms. Underwood,

I am writing to express my interest and acceptance of the nomination for Commission Vice-Chair. I have included my resume and statement of interest for your and the Commission's review.

A review of my resume will show over 15 years of experience with the Division for Children, Youth and Families in New Hampshire, where Child Protection and Juvenile Justice are housed within the same agency. I am currently the Deputy Compact Administrator for both ICPC and ICJ and have extensive knowledge of the inner workings of both a child protection and a juvenile justice agency.

My experience with forging positive working relationships within my agency, the community, stakeholders, and other states are a great asset and one of my biggest strengths. I thank you and the Commission in advance for your time and consideration for the position of Commission Vice-Chair.

Sincerely,
Caitlyn Bickford



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH & FAMILIES

Lori A. Weaver
Commissioner

Marie E. Noonan
Interim Director

129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-4451 1-800-852-3345 Ext. 4451
Fax: 603-271-4729 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

Interstate Commission for Juveniles
Attention: MaryLee Underwood
836 Euclid Ave, Suite 322
Lexington, Kentucky 40502

Re: Statement of Interest for Commission Vice-Chair

Dear Ms. Underwood,

I am honored to have been nominated for the Interstate Commission for Juveniles Vice-Chair. Having been a part of the Executive Committee these past 2-years as the East Region Representative, I have learned so much about the Commission's operations and initiatives and would embrace the opportunity to serve as Vice-Chair. I believe that the Executive Committee and the Commission have been having some excellent discussions pertaining to improving overall practice and operations, specifically when it comes to non-delinquent runaway matters. The recent non delinquent runaway survey that stemmed from the East Region is a great example of the initiatives the Commission is prioritizing, and I would love to be able to continue leading this initiative in another capacity as the Commission Vice-Chair.

I have served on several ICJ committees, including the Compliance Committee, Juvenile/Adult Ad Hoc Committee, and am currently a member of the Rules Committee where I serve as the Vice-Chair. In addition, I served as the East Region Representative for the past 2-years. This most recent experience as the East Region Representative further assisted me with stepping out of my comfort zone and taking on new challenges that not only impact my own personal growth, but impact change and progress within my own state, the East Region and the entire Commission.

While compliance and consistency is crucial when it comes to transferring juveniles across state lines or ensuring the safe return of runaways to their home state, of equal importance is the communication and relationships between State Compact offices, as well as the National Office, to troubleshoot or manage challenging situations. I believe this is a huge strength of mine and I've managed to build relationships and have effective communication with every state that I've worked with. Between my experiences within the Commission the past 5-years, my role as Deputy Compact Administrator for ICPC, and being a member of the Executive Committee these past 2-years, I am an excellent candidate for this position given the similarities and unique crossover between the two compacts and the current initiatives the Commission is focusing on pertaining to non-delinquent matters. As the DCA for both Compacts, I believe part of my role is to continue to educate other stakeholders and our field staff about the Compacts so that all youth, regardless of where their home state is and regardless of their race or gender, are safe and treated equitably.

Once again, it would truly be an honor to serve as the ICJ Commission Vice-Chair and I very much look forward to this opportunity.

Sincerely,

Caitlyn Bickford
Interstate Programs Administrator, State of NH DCYF
NH ICJ Commissioner
NH ICPC/ICJ Deputy Compact Administrator

Commission Treasurer



Article III of the ICJ Bylaws outlines the duties of the Commission Treasurer:

The treasurer, with the assistance of the Commission's executive director, shall act as custodian of all Commission funds and shall be responsible for monitoring the administration of all fiscal policies and procedures set forth in the Compact or adopted by the Commission. Pursuant to the Compact, the treasurer shall execute such bond as may be required by the Commission covering the treasurer, the executive director and any other officers, Commission Members and Commission personnel, as determined by the Commission, who may be responsible for the receipt, disbursement, or management of Commission funds.

**Candidates: Dale Dodd, New Mexico
Sherry Jones, Maryland**

Dale Dodd

I am running for the position of treasurer of the ICJ Commission

Commissioner Dale Dodd of the Children, Youth and Families Department, Juvenile Justice Services has over 27 years of probation and parole experience in both New Mexico and California. Dale also serves as the Administrative Law Judge for the department in all supervised release revocation cases. Dale has served four times as the West Regional Representative and for two years as the Chair of the Compliance Committee. Dale currently has served as the chair of the Finance Committee for the past two years. He has also served on the on all existing committees. He has also been Chair of the Sex Offender and Transition Ad Hoc committees. Dale has also conducted both national and in-state trainings on both the ICJ and on UNITY and JIDS. Dale also has extensive experience working with juvenile sex offender youth in both numerous residential treatment settings and with a specialized probation caseload.

Sherry Jones Letter of Intent

I seek an opportunity to serve another term as the Interstate Commission for Juveniles' Treasurer (2020 to present). I aim to work collaboratively with the Executive and Personnel, Committee Chairs, and other appropriate parties to ensure the timely administration, distribution, and reimbursement of funds per ICJ Policies and Procedures. This action is crucial in ensuring the daily operations of the Commission; Commissioners and ICJ Staff continue to receive technical support to enact and enforce compliance with ICJ Policies and Procedures. Thus, we can ensure youth and families receive equitable and fair treatment and services throughout the country regardless of their gender, socio-economic status, race, and mental and emotional state.

This writer has over 29 years of experience in public safety, advocacy, mentorship, and mental health. My commitment to continuous learning and professional development is evident in my educational background as the Maryland Department of Juveniles Services Interstate Compact for Juveniles Deputy Compact Administrator (2007) and Appointed MD ICJ Commissioner (2010). I oversee the day-to-day operation of the Interstate Compact Unit and resolve discrepancies between state and local laws and ICJ rules (equivalent to federal law). I also co-chair the Maryland and District of Columbia ICJ Cross Border Committee.

Currently, I serve as the Baltimore City Human Trafficking Victim Services Co-Chair. This allows my constituents and me an opportunity to identify resources and programs to close gaps in services for victims of sexual exploitation and survivors of sex and labor trafficking. I am an active member of the Maryland Human Trafficking Task Force Victim Services Committee.

My commitment to continuous learning and professional development is evident in my educational background. I earned a Bachelor of Science in Applied Psychology from Coppin State University and an Associate of Arts Degree in Early Childhood Education from Baltimore Community College. I graduated from Towson University's Professional Leadership Program for Women (2019) and the Department of Juvenile Services Leadership Development Institute (2006).

Finally, I believe "A servant **leader** must first practice patience, flexibility, and self-compassion. A true servant recognizes the importance of embracing, empowering, encouraging, respecting, and uplifting their fellowman and sister." Serving as the Commission for Juveniles Treasurer has benefited me professionally and personally. Serving as Racial Diversity, Equity, and Inclusion Chair has deepened my understanding of the importance of honoring and cultivating relationships with the Native American, Tribal Nation, and Hispanic populations through collaboration and maintaining the Commission for Juveniles operating funds and resources are available.

Commission Immediate Past Chairperson



Article III of the ICJ Bylaws outlines the duties of the Commission Immediate Past Chairperson:

The immediate past-chairperson shall automatically succeed to the immediate past-chairperson position and provide continuity and leadership to the Executive Committee regarding past practices and other matters to assist the Committee in governing the Commission. The immediate past-chairperson supports the Chairperson on an as-needed basis and serves a term of one year.

This position is not elected and will be automatically filled by Commissioner Nina Belli, Oregon.

Regional Representative Nominees



Article VII of the ICJ Bylaws outlines the election and succession of regional representatives:

A regional representative of each of the four regions of the United States, Northeastern, Midwestern, Southern, and Western, shall be elected or reelected every two years by a plurality vote of the commissioners of each region, and shall serve for two years or until a successor is elected by the commissioners of that region.

Terms (2-year) are effective beginning immediately after the Annual Business Meeting until the next regional representative election in 2026.

East Regional Representative



Candidate: Trissie Casanova, Vermont

State of Vermont
Department for Children and Families
Family Services Division
280 State Drive, HC 1 North
Waterbury, VT 05671-1030

Agency of Human Services

July 30, 2024

Interstate Commission for Juveniles
Attention: MaryLee Underwood
836 Euclid Ave, Ste 322
Lexington, KY 40502

Dear Ms. Underwood,

I want to thank you for the nomination for East Region Representative for the Interstate Commission for Juveniles. I am truly honored, and I accept the nomination. Enclosed is a copy of my resume and statement of intent.

I have been working in child welfare and juvenile justice for over 21 years at the Vermont Department for Children and Families (DCF). In Vermont, we are unique in that DCF is both a child protection agency and juvenile justice agency. In those 21 years, I have been a child protection worker, juvenile services worker (which included being a juvenile probation officer), and child protection investigator in our second largest district in Vermont. For the last eight years I have served at Vermont's Deputy Compact Administrator (DCA) for both the ICPC and ICJ Compacts. Additionally, I am the human trafficking consultant for the division. In this role, I collect data regarding the sex trafficking of minors, coordinate multidisciplinary teams on human trafficking investigations when there are intersections with multiple state and federal law enforcement agencies, and consult on all accepted investigations of human trafficking and on cases where youth are at high-risk for trafficking.

In these roles I had the opportunity to testify in front of the Vermont legislature to help Vermont become the 14th state to pass the ICPC Revised Compact. I have served on the AAICPC Executive Committee, and I am currently the AAICPC Vice President. Additionally, I have been co-chairing the AAICPC Revised Compact Committee for the last two years, have been the ICJ East Region Alternate for the last two terms, and I have co-chaired the ICJ Human Trafficking Ad Hoc Committee. Being a small state, I've had the opportunity to have hands on experience in the administration of both compacts and continue to educate the courts, legal parties, law enforcement, my leadership, and my locals about both Compacts.

I believe all this experience makes me the best candidate for East Region Representative.



Sincerely,

Trissie Casanova, LICSW

Trissie Casanova, LICSW
Deputy Compact Administrator ICPC/ICJ
Human Trafficking Consultant
patricia.casanova@vermont.gov
802-735-6104



State of Vermont
Department for Children and Families
Family Services Division
280 State Drive, HC 1 North
Waterbury, VT 05671-1030

Agency of Human Services

July 30, 2024

Interstate Commission for Juveniles
Attention: MaryLee Underwood
836 Euclid Ave, Ste 322
Lexington, KY 40502

Re: Statement of Interest for East Region Representative

Dear Ms. Underwood,

I want to thank you for the nomination for East Region Representative for the Interstate Commission for Juveniles. I am truly honored, and I accept the nomination.

In the last eight years, I have served as the Deputy Compact Administrator (DCA) for the ICJ and ICPC Compacts, and I have served as the East Region alternate for the last two terms. The East Region is a small, but mighty group that shares similar practices in how we administer the Compact. As an East Region, we have identified some gaps in the systems related to non-delinquent runaways and we have formed a sub-committee that I am chairing to discuss how to address those issues. Practice related to runaway youth is an area I am passionate about, especially because of the intersect and correlation between human trafficking and runaway behaviors.

Part of the ICJ mission that resonates with me the most is the cooperation and partnership between states to help promote public safety and preserve child welfare through the lens of racial justice. As a DCA, I believe part of my role is to continue to educate other stakeholders about the Compact so that all youth, regardless of where their home state is, are safe and treated equitably. Since Vermont is a very small state, I have had the opportunities to attend court hearings and testify about the ICJ rules, purpose and spirit.

In the last eight years, I have served on several committees including Rules, Training, and the Human Trafficking Ad Hoc Committee. I am currently serving on the Rules Committee which has given me a new perspective on how rules proposals are discussed. It has been incredibly refreshing to hear all the different perspectives around the country and how thoughtful the process has been when reviewing rule proposals. In my opinion, the rules are the vehicle to accomplish the mission and vision of the Compact.

I have also been a member and Co-Chair of the Human Trafficking Ad Hoc Committee where we developed the resource *Key Concepts in Human Trafficking*. I participated in the



2020-2021 leadership exchange that was facilitated by Hasan Davis. This course helped provide me with the tools to better understand the disparities, including racial disparities among the youth we are serving and how this can impact their outcomes.

In my role as ICPC DCA, I currently serve as the AAICPC Vice President, and I am co-chairing the Revised Compact Committee, which I have done for the last two years. In Vermont, I co-chair DCF's Human Trafficking Workgroup and a Human Trafficking Multi-Disciplinary Team (MDT) for the largest county in Vermont. I am the DCF trainer for Vermont's Human Trafficking Training and Outreach Team and I am working with Vermont's Human Trafficking Case Manager Coordinator to help create human trafficking multidisciplinary teams across the State of Vermont.

I am running for this position because I believe that my training, leadership skills, and experience as the DCA for the ICJ and ICPC Compact and human trafficking consultant make me a great candidate for the East Region Representative. I've had the last two terms to be the East Region Co-Chair, which has allowed me the opportunity to start stepping into this leadership role, making me an ideal candidate.

Sincerely,

Trissie Casanova, LICSW

Trissie Casanova, LICSW
Deputy Compact Administrator ICPC/ICJ
Human Trafficking Consultant
patricia.casanova@vermont.gov
802-735-6104



Midwest Regional Representative



Candidate: Jacey Rader, Nebraska

Jacey Rader
521 S. 14th Street, Third Floor
Lincoln, NE 68508
jaceyrader@nejudicial.gov
402-525-0098

July 31, 2024

My Esteemed Colleagues,

I am writing to express my sincere interest in serving as the Midwest Region Representative for the Interstate Commission for Juveniles (ICJ). With a strong foundation in leadership, collaboration, and implementation science, I am confident in my ability to effectively represent the Midwest Region's interests and contribute meaningfully to the organization's goals. My previous experience as Commission Chair (2020 & 2021) and Compliance Chair (2018, 2019, 2022, 2023) has equipped me with the comprehensive understanding of the challenges and opportunities facing the Interstate Commission for Juveniles. I have a proven track record of building consensus among diverse stakeholders, focusing on performance improvement initiatives, and engaging and building teams.

My six-year tenure on the Executive Committee has positioned me well in understanding the priorities and needs of the commission as a whole and I am excited about this new challenge. I am particularly skilled in collaboration, engagement, meeting facilitation, and evidence-based principle application, as well as the prioritization of initiatives and strategic planning. These abilities have been instrumental in my success in bringing together diverse groups, fostering open communication, and achieving shared objectives. My hope is that I will have the opportunity to continue to work within the Midwest Region to align our priorities with those of the Commission and continue to represent the Midwest as we always have.

I am eager to advocate for regional priorities, continue to build consensus among Midwest Region members, and contribute to the ICJ's intended strategic direction. I am confident in my ability to lead and build upon the success of the ICJ and support the Executive Committee in navigating any emerging challenges with grace and professionalism.

Thank you for considering my candidacy. I would welcome the opportunity to discuss my qualifications further and learn more about the position.

My Very Best,

Jacey R. Rader

Jacey R. Rader
NE Commissioner

Statement of Interest

As many of you know, I have served in many leadership positions within the Interstate Commission for Juveniles organization. My previous experience as Commission Chair (2020 & 2021) and Compliance Chair (2018, 2019, 2022, 2023). This experience has allowed me to see most aspects of the organization. During my tenure as the Commission Chair, the Commission turned our focus to Racial Justice, recruiting and mentoring a diverse pool of leaders to ensure strong leadership or the Commission's future. We also launched the ICJ Leadership Exchange Series which inspired the results statement for the Commission, "All ICJ youth and families are safe, supported, and treated equitably." The original committee, The Ad Hoc Committee on Racial Justice was formed in 2021 and eventually became a standing committee, focusing its first year on the Nominations and Elections process and making recommendations on the Vision, Mission, and Values statement. Racial justice initiatives and efforts continue to remain at the forefront of my mind and advocacy efforts.

Under Chuck Frieberg's strong leadership, the Midwest Region has made invaluable contributions to the commission. His professionalism and leadership as the Midwest Region Chair leave an incredible legacy to the Region and the Commission. I am eager to build upon the strong foundation he created and continue to advance the contributions of the Midwest Region.

I am deeply committed to continuing to advocate for all youth and highlighting the experiences of marginalized youth, to champion change efforts. As a lifelong resident of the Midwest, I have witnessed firsthand the disparities that persist in our region and in my own community. I believe that the commission plays a critical role in addressing these challenges through its focus on accountability, enforcement, visibility and communication. I am eager to leverage my ability to bring groups together to lead the Midwest Region in developing and implementing innovative strategies that advocate for all youth and center the experience of youth who have been disproportionately discounted.

My vision for the Midwest Region includes continuing to be a leader within the commission, contributing to the strategic initiatives set forth and partnering with other regions and committees to continue reaching our goals. I am confident in my ability to build consensus and represent the Midwest Region and look forward to continuing to serve the commission in this capacity.

I am grateful for your consideration, and I am excited for the opportunity to lead the Midwest Region.

South Regional Representative



Candidate: Felicia Dauway

August 9, 2024

Interstate Commission for Juveniles
Lexington, Kentucky 40502

Dear Interstate Commission for Juveniles,

I am honored to be nominated for a second term as South Region Representative. I believe serving as South Region Representative the past two years has allowed me to grow and understand the role and responsibility of South Region Representative. It has always been my desire to work/volunteer in an environment that allows me to create programs and provide services for youth and their families. I truly believe in serving the entire family and not just the youth, it ensures a lasting positive impact.

Although I was very apprehensive about taking on the role as South Region Representative two years ago, I have no regrets. I've truly grown in the role, and it would not have been possible without the entire South Region providing support and encouraging me along the way.

Youth, families, and communities are my passion and I'm grateful the role in the Commission allows me to serve them all. I have included my resume. I have twenty-four years of experience in state government which includes Juvenile Justice, Social Services and Victim Services.

Sincerely,

Felicia L. Dauway

Felicia L. Dauway
Deputy Compact Administrator/Full-time Designee

West Regional Representative



Candidate: Nina Belli

August 9, 2024

Interstate Commission for Juveniles
Attention: MaryLee Underwood
836 Euclid Ave, Suite 322
Lexington, Kentucky 40502

Dear Ms. Underwood,

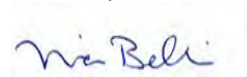
I am honored to be nominated for the Interstate Commission for Juveniles West Regional Representative position. I believe my professional experience and expertise within the Commission, including Chairperson and Vice Chairperson on the Executive Committee, serving as Vice Chair of the Finance Committee and West Region and as Midwest Region Representative makes me a prime candidate for this position. I have dedicated my career to helping adolescent juveniles, their families, and the community. My wide-ranging experience has allowed me to have a beneficial impact in implementing federal and state laws, program development, conducting research and trainings on various juvenile offender topics, along with statewide policy writing and application. Throughout my career I have successfully cultivated and maintained working relationships amongst various elected officials, social service agencies and court systems at both the state and federal levels.

Some of the strengths that I can bring to this opportunity include:

- First-hand experience in aggregating multiple sources of data combined with my non-linear style of thinking allows me to arrive at sound decisions in any case or matter at hand.
- Highly organized, motivated, and multi tasked orientated that acclimatized to working and delivering under pressure.
- Ability to locate, understand, and apply laws, policies and procedures rapidly.
- Database collaboration and component modifications within statewide technology systems.
- A motivated and loyal team player who is always willing to go the extra mile.

I have enclosed a copy of my resume and Statement of Interest for your consideration. I would like the opportunity to represent my region by serving in this role and appreciate this nomination. Thank you for your time and consideration.

Sincerely,



Nina Belli
Commissioner
Interstate Compact for Juveniles
Oregon Youth Authority
458 82ND Drive, Suite 51B
Gladstone, OR 97027
Phone: (503) 373-7569

Nina Belli, Oregon Commissioner
Statement of Interest
Interstate Compact for Juveniles (ICJ)
2024 Annual Business Meeting
August 9, 2024

I would like to start off by thanking the Commission for granting me this opportunity to run for West Regional Representative and for allowing me this time to share with you why I think I am a good candidate for this position. As some of you may or may not know, I have over 20 years' experience of working with juveniles within the criminal justice system as well as with social service agencies. In addition, I currently serve as Chair on our Executive Committee and previously served as Vice Chair of the Executive Committee, Finance Committee, and West Region and served as the Midwest Region Representative.

The last ten years of my professional career has been in service to the Interstate Commission for Juveniles in which I have served as Commissioner in both Ohio and Oregon's ICJ Offices. I have firsthand experience working in diverse juvenile justice systems in two separate states within two different regions of the country. This has provided me with a unique perspective and opportunity to work with different court systems and jurisdictions with diverse populations when it comes to administrating ICJ. I am familiar with both the triumphs and challenges when it comes to ICJ as I have managed and conducted both the front-line daily operations of an ICJ office as well as handled the ICJ administrative side for my state.

Throughout my ICJ career, I've strived to uphold the spirit of this Compact by engaging in collaboration, communication, supporting, and empowering fellow Compact Offices as we work together on cases. As West Regional Representative, I would continue this practice and do my part to assist in expanding racial diversity and seek equitable outcomes and experiences for our Compact offices and the juveniles, we serve. I believe continuing our education and awareness of diversity, equity, and inclusion and promoting procedural justice are key to build upon the Commission's solid foundation. I would also continue to promote diversity within our Commission and create opportunities within my region to help foster our next generation of leaders.

Nina Belli, Oregon Commissioner
Statement of Interest
Interstate Compact for Juveniles (ICJ)
2024 Annual Business Meeting
August 9, 2024

During my time in this Commission, I oversaw, contributed, and supported the ongoing hard work of our Executive Committee, the National Office, and our Compact Offices by; Ensuring that strides were made in the areas of promoting racial justice, leadership development, implementation science, training resources, UNITY enhancements, and rule proposals. Due to these efforts, we were able to advance the goals set forth in our Commission's current Strategic Plan.

As a lot of you know, I am hardworking, engaging, passionate about ICJ and believe in the value of teamwork and collaboration which lies at the heart of this Compact. It has been a privilege to serve as your Chair this past year and is one that I would like to continue for another term. I believe with my comprehensive background and skills; I can continue to serve this Commission diligently in this leadership role. Thank you once again for providing me with this opportunity. I am truly grateful.

IN LOVING MEMORY OF



Rachel Johnson

North Carolina
Compact Coordinator



NEW AND UPDATED RESOURCES

RESOURCES UPDATED FOR REVISED ICJ RULES

All ICJ resources were reviewed to ensure consistency with the amendments that took effect on April 1, 2024. Scan the QR code to view all rule-amendment-related updates!



TRAINING RESOURCES

- **Best Practices**
 - [Supervision Procedures for Juvenile Sex Offenders](#)
 - [Runaways with Dependents](#)
- **[General Training Slide Deck](#)**
- **Training Bulletins**
 - [Travel Permits: Mandatory vs. Discretionary](#)
- **[Online Trainings \(LMS\)](#)**
- **Process Charts**
 - [Travel Permit Overview](#)
 - [Return for Failed Transfer of Supervision](#)

LEGAL RESOURCES

Advisory Opinions

- [01-2024](#): ICJ Requirements when Juveniles have Pending Charges in Two or More States
- [01-2018](#): Transfer of Supervision Where the Parent May be Homeless
- [04-2014](#): ICJ Authority in Cases Where Approval of Supervision May Result in Violation of Court Orders

[ICJ Bench Book for Judges and Court Personnel](#)

Judge's Toolkit

- [Eligibility for Transfer of Supervision](#)
- [Transferring Juvenile Sex Offenders](#)

Bench Cards

- [Transfer of Supervision](#)
- [Returns](#)
- [Quick Reference Guide](#)

GENERAL RESOURCES

- [Top Concerns for Returning Non-Delinquent Runaways: Survey Report](#)
- [Frequently Asked Questions](#)

ICJ RULES AND FORMS

[Full Rules Document, PDF Version](#)
[Web-based Version](#)

Forms

- [VIII: Home Evaluation Report](#)
- [IX: Failed Supervision Report - New Form!](#)



NEWLY ELECTED OFFICERS AND REGIONAL REPRESENTATIVES WORK SESSION

Annual Business Meeting

SEPTEMBER 23-25, 2024

NEWLY ELECTED OFFICERS AND REGIONAL REPRESENTATIVES WORK SESSION
SEPTEMBER 25, 2024, 5:00 PM CT
RENAISSANCE MOBILE RIVERVIEW PLAZA, MOBILE, ALABAMA
RIVERBOAT SUITE

WELCOME – *MaryLee Underwood, Executive Director*

NEXT STEPS (TO COMPLETE IN OCTOBER)

- Establish Committees
 - Committee interest survey (Deadline: October 11)
 - Appoint committee chairs
 - Recruit committee volunteers
 - Recruit Vice Chairs and Alternate Regional Representatives
- Schedule Meetings

PROPOSED SCHEDULE FOR EXECUTIVE COMMITTEE MEETINGS

- Generally, 4th Thursday of each month, 12:00-2:00 pm ET
 - First meeting: October 24, 2024
- Modifications due to holidays
 - November 14, 2024
 - December 12, 2024
- Spring Strategic Planning Meeting, Louisville, Kentucky
 - Week of April 7-11, 2025, specific dates TBD
- 2025 Annual Business Meeting, Cleveland, Ohio
 - August 25-27, 2025

RESOURCES

- [ICJ Executive Committee Handbook](#)
- Executive Committee Orientation LMS Course

ADJOURN



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Nina Belli

Commission Chairperson

Oregon ICJ Commissioner

Nina Belli serves as the Juvenile Interstate Compact (ICJ) Commissioner and Deputy Compact Administrator for Oregon, employed by the Oregon Youth Authority (OYA) since 2018 and is currently serving as Chair of the ICJ Executive Committee. She has worked in diverse juvenile justice systems by overseeing and conducting the daily operations of 2 state's ICJ offices in 2 separate regions over the course of 10 years: those being the Ohio and Oregon ICJ Offices. Ms. Belli served as Ohio's ICJ Commissioner from 2014-2018. During her time with OYA, Ms. Belli has assisted in drafting legislation within the state of Oregon as well as various state policies in both Oregon and Ohio to ensure their state's compliance with ICJ. Ms. Belli currently serves on the Oregon Department of Justice Trafficking Intervention Advisory Committee. Ms. Belli served for 4 years as the Midwest Region Representative and served on the Executive Committee in that role. In addition, Ms. Belli has also served as Vice Chair of the ICJ Executive Committee, Vice Chair of the Finance Committee and as the Alternate West Region Representative. Ms. Belli has conducted and participated in numerous ICJ trainings and seminars with juvenile courts, state juvenile justice departments, law enforcement, and social service agencies. Prior to her work with ICJ, Ms. Belli served as a Victim Advocate and as a Court and Agency Investigator at the city, county, and state levels of government. Ms. Belli is a graduate of The Ohio State University with a Bachelor of Science in Social Work.



Caitlyn Bickford

East Regional Representative and Training Session Panelist

New Hampshire ICJ Commissioner/Deputy Compact Administrator

Caitlyn Bickford is the Commissioner and Deputy Compact Administrator for the New Hampshire Division for Children, Youth and Families Interstate Office. Caitlyn began her career with NH DCYF in 2007 as a Child Protective Service Worker (CPSW) in a local district office, working closely with families with a substantiated finding of abuse or neglect in order to reunify children with their parents, or assisting the parents with maintaining their children in their home. Caitlyn then worked as a Permanency CPSW, focusing on achieving sustainable permanency for children that were legally free for adoption. From there, she was promoted to the position of Permanency Supervisor within that local office, where she supervised a staff



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of 6-8 workers, along with ensuring a sustained attention on permanency for all of the children within that local office. After 4-years as a Supervisor, Caitlyn then accepted a position within NH DCYF's State Office as the Deputy Compact Administrator for the Interstate Compact for the Placement of Children (ICPC) in 2017. At that time, ICJ was being managed by another position within State Office. Caitlyn advocated for ICPC and ICJ to be under the same position given the similarities and unique crossover there often is, especially given Child Protection and Juvenile Justice are both within NH DCYF. Caitlyn became the Commissioner and DCA for ICJ in 2018. Her position continued to expand in 2018 with the addition of a specific home study unit responsible for completing all incoming ICPC Home Studies, which she supervises and oversees. Caitlyn's position once again expanded when began overseeing the Human Trafficking program in 2020. As the Interstate Programs Administrator of New Hampshire, Caitlyn oversees ICPC, ICJ and the Human Trafficking Program Specialist.



Corrie Copeland

**Training, Education, and Public Relations Committee
Chairperson**

Tennessee ICJ Commissioner/Deputy Compact Administrator

Corrie Copeland is employed with the Tennessee Department of Children Services and is currently the Tennessee Commissioner for the Interstate Compact for Juveniles (ICJ) within the Office of Juvenile Justice. She reviews and processes interstate probation/parole cases and returns youth who run, abscond, and escape from their state of jurisdiction. Ms. Copeland has been with the department for 22 years and has served in various positions throughout her career. Currently, as the ICJ Commissioner, she is tasked with ensuring the rules of the Compact are followed by providing daily oversight and training various stakeholders. She currently chairs the Training, Education, and Public Relations Committee and has been the Finance chair for two years. She also serves on the ICJ Executive Committee Board, which oversees the Compact and makes decisions on behalf of the Commission. She previously served on committees such as the Compliance Committee and Racial Ad hoc Committee. Ms. Copeland also participates in the South Region ICJ workgroup. It addresses interstate issues affecting the Southern region and ICJ stakeholders. Ms. Copeland obtained her undergraduate degree in History from Fisk University and a Master's in Public Service Management from Cumberland University.



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Felicia Dauway

South Regional Representative

South Carolina ICJ Designee/Deputy Compact Administrator

Felicia L. Dauway is the Associate Deputy for the Office of Community Justice at the South Carolina Department of Juvenile Justice (SCDJJ). In her role as Associate Deputy, she serves as Deputy Compact Administrator and full-time Designee for the Interstate Commission for Juveniles. She received her B.A. from Claflin University. She has worked at various state agencies over the years including the South Carolina Governor's Office and the South Carolina Department of Social Services and the Director of Victim Services for SCDJJ.

Felicia is a board member for the non-profit Lighthouse for Life which is the only human trafficking shelter in the state of South Carolina. Felicia was instrumental in the development and implementation of the Office of Victims Services Education & Certification now known as the Department of Crime Victim Services Training, Provider Certification, and Statistical Analysis. Felicia has served as an instructor for state organizations, victim services and criminal justice organizations, including the National Institute of Justice Conference, South Carolina Criminal Justice Academy, and Annual Victims' Rights Week Conferences, among others. She loves volunteering especially with her sorority, Delta Sigma Theta Sorority, Inc.



Dale Dodd

Finance Committee Chairperson

New Mexico ICJ Commissioner/Deputy Compact Administrator

Dale Dodd is the current Commissioner of the Interstate Compact for Juveniles Office in the State of New Mexico. Prior to taking this position in 2002, he worked as a Juvenile Probation and Parole Officer in New Mexico since 1998. Dale's experience includes working with juveniles in both California and New Mexico as a Juvenile Detention Center supervisor as well as a manager of a residential treatment facility in California before moving to New Mexico. An active member of the Association of Juvenile Compact Administrators, Dale also served three terms on the Executive Board and numerous other Committees. Dale has served as the West Region Representative for eight years, the Compliance Committee chair and chair of the Sex Offender Ad Hoc committee. Dale has served on every committee for the commission. Dale currently serves as the Finance Committee Chair and is a member of the Executive Committee for the Interstate Commission for Juveniles.



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Charles Frieberg

Midwest Regional Representative

South Dakota ICJ Commissioner

Charles Frieberg started his career in the criminal justice system in September of 1993 as a probation officer. His first duty station was in Lake Andes where he stayed for two years before he was assigned to the office in Yankton, South Dakota. In his capacity as a probation officer, he supervised both an adult and juvenile caseload. In 2010 Charles was appointed the Chief Court Services Officer for the First Judicial Circuit of South Dakota. He was implemental in bringing a Drug Court to two areas in his jurisdiction. He supervised a staff of 25 people which covered 14 counties in the southeastern portion of South Dakota. In 2016 Charles was appointed the Director of Court Services and is now living in Pierre, SD. He earned his BA in Criminal Justice from the University of South Dakota, graduating in 1993. He has raised six children who are all grown and are living in South Dakota and Colorado. He enjoys being with his family, golfing and reading.



Carla Fults, JD, MSW

Training Session Presenter

Director, Interstate Affairs and Compact Operations with the American Public Human Services Association

Carla Fults is the Director of Interstate Affairs and Compact Operations with the American Public Human Services Association (APHSA), which serves as the Secretariat and national office of the Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC). Prior to joining APHSA, Ms. Fults served as the Director of Social Services at Travelers Aid Washington, D.C., where she directed the agency's social service programs and created program provisions and collaborative networks to assist state and local governments in providing services to indigent clients. Ms. Fults also worked as a home-based counselor for children in foster care where she provided counseling and behavior modification plans for families and children. Ms. Fults earned her Juris Doctor from the University of Maryland Frances King Carey School of Law and is a member of the Maryland Bar. She earned her Master of Social Work (mental health) and Bachelor of Business Administration (international business with joint concentration in finance and management) from Howard University.



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Raymundo Gallardo

Training Session Panelist

Utah Deputy Compact Administrator and Designee

Raymundo Gallardo is the Deputy Compact Administrator and Designee for the State of Utah's Interstate Compact for Juveniles Office. Prior to joining the Utah ICJ Office in 2017, Raymundo served as a juvenile probation officer in the Fourth District Juvenile Court in Provo, Utah, for five years. During this period, Raymundo was a member of the Utah Juvenile Court's Probation Officer Safety Committee and trained probation officers in safety tactics.

Raymundo began his career in public service as a wildland firefighter for the state of Utah, where for five years he traveled across the Western US battling wildfires as a member of a wildland firefighting crew. He has a Bachelor of Science Degree in Criminal Justice from Utah Valley University.



Julie Hawkins

Commission Vice Chairperson

Missouri ICJ Commissioner/Deputy Compact Administrator

Julie Hawkins received her Bachelor of Social Work from William Woods University in 1998. She has been employed with Missouri Division of Youth Services for over 20 years. During this time, she has worked as a Youth Specialist, Facility Manager, and in her current capacity as Commissioner/Deputy Compact Administrator for the Interstate Compact for Juveniles. Her favorite quote is, *"As we work to create light for others, we naturally light our own way."* -Mary Anne Radmacher

Commissioner Hawkins provides a vast wealth of knowledge from a historical perspective as a longstanding member of the Rules committee and never shies away from responsibility. She often volunteers to draft language or provide further information to aid in the decision-making and rule proposal process. During her tenure she has served as chair of the Adult/Juvenile Ad Hoc Committee, Rules Committee and currently in the capacity of Vice Chair of the Commission.



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Judge Robert R. Hofmann

Ex Officio Member

President, National Council of Juvenile and Family Court Judges

Judge Hofmann began his career of public service for the State of Texas in 1996, now serving in his fourth term as judge of the general jurisdiction 452nd Judicial District in five Hill Country counties. He is the current president of the National Council of Juvenile and Family Court Judges (NCJFCJ), our oldest national judicial organization, having served as a board member since 2018. In 2021, Judge Hofmann was appointed by the Supreme Court of Texas as Senior Jurist in Residence for the Texas Children's Commission, having been Jurist in Residence since 2018. In 2018 Judge Hofmann was also

recommended by the Texas Center for the Judiciary to represent all Texas judges on French Television's *Sept a Huit* (the French 60 Minutes) "*Texas Justice*" segment and later received the 2018 Texas CASA *Judicial Innovation and Leadership Award*. He has served Texas as judicial representative at several national summits and Federal Child and Families Services Reviews as well as a member of the National Center for State Courts' Rural Justice Collaborative Advisory Council, on behalf of the NCJFCJ.

Judge Hofmann was the 2011 *Big Voices for Little Texans Texas CASA Judge of the Year* as well as the 2020 Education Reach for Texans *John Emerson Award* recipient for his leadership in improving educational outcomes foster care alumni. Judge Hofmann speaks often and works on numerous projects related to improving the child welfare system. He was committee chair for the Texas Supreme Court's Remote Proceedings Task Force as well as assisting the court in creation of Emergency Orders relating to child welfare cases in response to the Covid-19 Pandemic. The 2021 nationally-televised arson event at the Mason County Courthouse was ignited in the 452nd District Court Office Suite. The arsonist had a felony pre-trial virtual setting the next day. Judge Hofmann is a member of the College of the State Bar of Texas, a Sustaining Life Fellow of the Texas Bar Foundation and a Lifetime Jurist for the Texas Center for the Judiciary. He graduated from Texas A&M University and Texas Tech University School of Law where he received the *Herschell L. Barnes Ambassador Award* in 2020. He and his wife are former foster parents and have two children.



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Stephen Horton

Rules Committee Chairperson

North Carolina ICJ Commissioner

Stephen Horton is the Commissioner for North Carolina and the Deputy Compact Administrator for the North Carolina ICJ Office with the North Carolina Department of Public Safety; Division of Juvenile Justice and Delinquency Prevention. He has served as DCA since 2014 and has over 13 years of service with the North Carolina ICJ office. He was appointed Commissioner in 2021. He obtained his bachelor's degree in criminal justice from Appalachian State University in 1996. Mr. Horton began his career in juvenile justice over 25 years ago and has worked as a Court Counselor, Court Counselor Supervisor, and as a Staff Development Specialist. Stephen is an adjunct General Instructor for North Carolina and holds Specialized Instructor certifications in Restraint, Control, and Defensive Tactics (self-defense). He has chaired the Rules Committee for the past three years. Beyond work, he enjoys spending his time outdoors.



Sherry Jones

Commission Treasurer/Racial Diversity, Equity, and Inclusion
Committee Chairperson

Maryland ICJ Commissioner/Deputy Compact Administrator

Sherry Jones is the Deputy Compact Administrator of the Maryland Department of Juvenile Services (2000 to present) and the Maryland ICJ Commissioner (2009 to present). She has held these positions for three years and serves as the Interstate Commission for Juvenile Treasurer and the Racial Diversity, Equity, and Inclusion Chair (2022 to present). In her role, she oversees the day-to-day operations of the Interstate Compact Unit and resolves discrepancies between state and local laws, ICJ rules, and federal laws. Furthermore, she is an active member of the Maryland Human Trafficking Task Force Victim Services Committee and the Baltimore City Victims Services Committee Co-Chair. Sherry's background includes advocacy, education/training, and formal/informal mentorship. Her educational qualifications, including a Bachelor of Science in Applied Psychology from Coppin State University, an Associates of Arts degree from Baltimore Community College in Early Childhood Education, and her graduation from Towson University's Professional Leader Program and the Department of Juvenile Services Leadership Development Institute, underscore her expertise and commitment to her field. Sherry is also recognized as one of Maryland's Top 100 Women Honorees for her Professional Accomplishment, Community Leadership, and Mentoring. She believes serving as the Maryland



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Representative helped cultivate and refine her leadership skills. As part of her advocacy efforts, Sherry established the I Am Her “Teal Sand Project” to help prevent the sexual exploitation of girls and women, and she has recognized the vulnerability of boys and men to similar exploitation and working with families to reduce new cases.



Chanda Leshoure

Training Session Presenter

Alabama Compact Administrator

Chanda Leshoure serves as the Compact Administrator for Alabama within the Alabama Department of Youth Services. She has worked with emotionally/behaviorally disturbed youth and their families in variety of settings before joining the Department of Youth Services in 2007. She is responsible for supervising a team that provides all aspects of classification, placement, records management, systems capacity/planning, evaluation within the Department of Youth Services as well as the Interstate Compact for Juveniles. Chanda provides ICJ training for new Juvenile Probation officers and participates on the Training, Education, and Public Relations Committee. Chanda is a Certified Public Manager and has earned a BA in Psychology with a concentration in research and evaluation as well as a MA in Agency Counseling.



Rick Masters, JD

Legal Counsel

Rick Masters is General Counsel to the Interstate Commission for Juveniles providing legal guidance concerning the compact and its administrative rules, including application and enforcement, to the member state commissioners of ICJ and other state officials. Masters is also a recognized subject matter expert in the field of interstate compacts and provides legal advice to several other compact governing boards and agencies including the Interstate Commission for Adult Offender Supervision, The Interstate Medical Licensure Compact Commission, the Interstate Commission of Nurse Licensure Compact Administrators and the Association of Administrators of the Interstate Compact for the Placement of Children. He frequently testifies before state legislative committees concerning a wide variety of compact legislation and has also provided testimony to the U.S. Congress several times concerning the use of interstate



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compacts for such purposes as prescription drug monitoring and in 2019 was invited to testify before the Sub-Committee on Antitrust, Commercial and Administrative Law of the House Judiciary Committee about the use of interstate occupational licensure compacts to facilitate multi-state practice across state lines and as a means of ameliorating anti-trust liability for licensure boards while protecting public safety. He also served as a consultant to the Senate Armed Services Committee concerning benefits of occupational licensure compacts to members of the military and their spouses. Rick provided guidance to the Federal Trade Commission concerning the use of interstate compacts as a means of streamlining occupational licensing across state lines at the FTC's Economic Liberty Task Force Roundtable. His comments and published work on interstate compacts were relied upon in the FTC White Paper "*Options to Enhance Occupational License Portability*" published in September 2018. He is also a member of the panel of experts to the U.S. Department of Labor's Occupational Licensure Learning Consortium in a three (3) year project to: 1) ensure existing and new licensing requirements don't create unnecessary barriers to employment and 2) improve license portability for occupations across state lines. At the invitation of the Center for Telehealth (CTeL) Rick recently jointly led a webinar with White House Special Assistant to the President James Redstone in a discussion on the use of health professional occupational licensure compacts and the Emergency Management Assistance Compact to alleviate shortages physicians, nurses and other providers of health care during the COVID-19 pandemic. Rick has been counsel of record in a number of federal and state cases involving important interstate compact issues including a published decision of the U.S. Court of Appeals for the Tenth (10th) Circuit upholding the validity of the regional low-level radioactive waste compacts to which all of the states are members. He also filed an amicus brief on behalf of ICJ and several other interstate compact commissions with the U.S. Supreme Court in a case which upheld the contractual nature of interstate Compacts in *New York v. New Jersey*. Masters has been involved in extensive research and writing in the field of interstate compacts and has published a wide variety of law review articles, bench books used by state court judges, and other publications concerning the law and use of interstate compacts. He is also the co-author of the most comprehensive compilation of legal authorities and commentary on the subject published by the American Bar Association in 2016 entitled *The Evolving Law and Use of Interstate Compacts: A Practitioner's Guide, 2d ed., ABA, Sec. of Admin. Law & Reg. Practice*. Rick Masters received his Juris Doctorate from the Brandeis School of Law of the University of Louisville and his B.A. from Asbury University. He is a former Assistant Attorney General for the Commonwealth of Kentucky and also served as General Counsel to the Council of State Governments (CSG). He was also appointed by Kentucky Governor Steve Beshear to serve a four (4) year term as a member of the Executive Branch Ethics Commission.



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Michael O'Key

Keynote Speaker

J.D./Ph.D. Candidate in Education at Stanford University and the University of California, Los Angeles School of Law

Michael O'Key is a Fayetteville, North Carolina native and a J.D./Ph.D. Candidate in Education at Stanford University and the University of California, Los Angeles School of Law. Having spent 3.5 years incarcerated as a youth in North Carolina, his research and advocacy centers the relationship between school access, school discipline, and disparate social outcomes for system-involved youth. Michael is an Instructor with the Stanford Jail and Prison

Education Project, serves on the Juvenile Justice Planning and Racial and Ethnic Disparities (RED) committees of the North Carolina Governor's Crime Commission, and is an Emerging Leader with the Coalition for Juvenile Justice.



Jacey Rader

Compliance Committee Chairperson

Nebraska ICJ Commissioner

Jacey Rader was appointed as Assistant Deputy Administrator of the Administration & Operations Division in May of 2018. Jacey serves as the Commissioner for the Interstate Compact for Adult Offender Supervision (ICAOS) and as the Commissioner of the Interstate Commission for Juveniles in the State of Nebraska. Jacey graduated from the University of Nebraska at Lincoln in 2002 and has a bachelor's degree in Criminal Justice. She began her career with probation in 2004, and served as a probation officer until 2013,

when she was promoted to Compliance Officer with the Administrative Office of Probation. In 2014, she was appointed to the Deputy Compact Administrator position with the Interstate Commission for Juveniles. In 2020, Jacey received the Nebraska Supreme Court Employee of the Year award and was elected as the ICJ Commission Chair and served for two years. Jacey has served as the Compliance Committee Chair for the ICJ in 2018, 2019, 2022, 2023, and 2024.



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Niesha Robinson

Training Session Panelist

Interstate Compact Placement Director, Georgia Department of Human Services

Niesha Robinson, Interstate Compact Placement Director with the Georgia Department of Human Services, provides oversight over placement for children statewide. Her educational background includes a bachelor's in psychology and a master's degree in counseling. Working within DHS has been a part of Niesha Robinson's life since 2005. She began her career as a Case Manager working in Investigations and Family Preservations. She was then promoted to the position of Supervisor for Child Protective Services, Administrator, Program Director, Field Program Specialists, ICPC Administrator, and now ICPC Director. Ms. Robinson strives to ensure the safety and well-being of children and she continues to create and lead a team of Social Services Professionals who shares her same vision.



Liz Ryan

Guest Speaker

Administrator, Office of Juvenile Justice and Delinquency Prevention

Liz Ryan became Administrator of the Office of Juvenile Justice and Delinquency Prevention on May 16, 2022, following appointment by President Joseph R. Biden. Prior to leading OJJDP, Ms. Ryan served as president and CEO of the Youth First Initiative, a national campaign focused on ending the incarceration of youth by investing in community-based alternatives. Ms. Ryan founded the Youth First Initiative in 2014; under her leadership, it achieved the closure of youth prisons in six states and redirected more than \$50 million to community-based alternatives to incarceration. Ms. Ryan founded the Campaign for Youth Justice in 2005 and served as its president and CEO until 2014. The national, multistate initiative sought to end the prosecution of youth in adult criminal courts and the placement of youth in adult jails and prisons. During Ms. Ryan's tenure, the campaign's work led to legislative and policy changes in more than 30 states, a 60 percent decrease in the number of youth in adult courts, and a greater-than 50 percent decrease in the number of youth placed in adult jails and prisons. A staunch advocate for youth, Ms. Ryan cofounded and cochaired Act 4 Juvenile Justice, a campaign to reauthorize the Juvenile Justice and Delinquency Prevention Act. She also served as advocacy director for the Youth Law Center, national field director for OJJDP's Juvenile Court Centennial Initiative, and as an advocate for the Children's Defense Fund. She has written extensively about juvenile justice



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reform, including articles, editorials, reports, and chapters of books. Since 2020, Ms. Ryan has worked as a student investigative journalist with the Louisiana State University Cold Case Project, focusing on the murders of African Americans by the Ku Klux Klan during the civil rights era. She collaborated with other Cold Case Project students on *Killings on Ticheli Road*, a four-part narrative investigating the murders in 1960 of four Black men in Ouachita Parish, LA. The reporters reconstructed the day of the murders and questioned local authorities' failure to prosecute the killer: the murdered men's employer, a white man who later became a statewide Klan leader. For their work, Ms. Ryan and the other Cold Case Project reporters were named semifinalists for the 2022 Goldsmith Prize for Investigative Reporting, an award by the Harvard Kennedy School for reporting that impacts U.S. public policy. They were the only students recognized. Ms. Ryan also worked with families of the Martinsville Seven and other advocates to obtain posthumous pardons for seven young Black men who were executed in Virginia in 1951 for the alleged rape of a white woman. Ms. Ryan and her colleagues revisited the convictions, ultimately asserting that they were tinged by systemic racism, a rush to judgment, and a lack of due process. The Virginia Governor issued posthumous pardons in 2021, saying the men did not deserve the death penalty. Ms. Ryan earned a bachelor's degree from Dickinson College and a master's degree in International Studies from the George Washington University.



Mayor Sandy Stimpson

Welcome Speaker

City of Mobile Mayor

The City of Mobile's 108th Mayor, **Sandy Stimpson** cast a bold mission for Mobile's citizens to become One Mobile – a safer, more business and family friendly city. Stimpson's four decades of experience in the private sector and extensive community service provide a solid foundation for the type of practical change he has generated in his ten years in office. Mayor Stimpson's leadership has led to unparalleled reform of city finances and major achievements that stand to make a lasting impact for all citizens. Stimpson and his team have executed on several transformative initiatives including an overhaul of the city's decades-old zoning code, an unprecedented increase in the delivery of infrastructure improvements, and the city's first supplier diversity program. The 2023 annexation efforts grew the city's population by 11 percent, making it the second largest city in Alabama. Mayor Sandy Stimpson and his wife Jean have been married since 1975 and have four grown, married children and 14 grandchildren.



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Glenn Tapia, MPA

Training Session Presenter

Director of Leadership and Organizational Intelligence, Alliance for Community and Justice Innovation

As the Director of Leadership and Organizational Intelligence, **Glenn Tapia** has a strong focus on both individual leadership development and broader organizational advancement. Throughout the course of his tenured career with organizational change initiatives and applied implementation science, Glenn has learned that even the best strategies for implementation can be inhibited by an inhospitable organizational culture or misapplied leadership strategies. As an originating author of the 10 Essential Principles of Implementation Leadership™ and the model for Organizational Intelligence™ Glenn places intentional emphasis on content development and delivery that is as intellectually accessible as it is provocative for change leaders. In 2021, Glenn commenced his 33rd year of direct public service in Colorado's innovative and continually changing criminal justice system. Entering public service and the criminal justice sector at the age of 18, Glenn has spent most of his career in both institutional and community-based corrections with a strong focus on healthy organizational change and implementation work. His career includes 22 consecutive years in the State of Colorado to include over a decade of senior leadership experience. Glenn has served in formal leadership roles in both the executive and judicial branches of government as Director of Community Corrections and Director of Probation Services, respectively. Glenn's tenured experience with the state policy process, strategic implementation of evidence-based practices and programs, leadership and organizational development, and multi-level collaboration is augmented with advanced education and experience with academic instruction. Having instructed at both the college and university levels, Glenn also has a long-standing experience with public and motivational speaking for local, state, and national audiences across the United States in criminal justice and implementation sectors. Glenn has an ardent commitment to excellence in criminal justice administration that is centered in the application of science to public safety policy. His consulting domains include change leadership, organizational change, applied implementation science, cognitive collaboration, organizational culture, and evidence-based decision making. He holds a Master of Public Administration (MPA) degree from the University of Colorado at Denver and a Bachelor's degree in Criminal Justice and Criminology from Metropolitan State University of Denver. Glenn is also a certified Emergenetics© associate and a published author in the criminal justice sector.



GUEST SPEAKERS & PRESENTERS

Annual Business Meeting

SEPTEMBER 23-25, 2024



Kellianne Torres

Information Technology Committee Chairperson

Iowa ICJ Designee/Deputy Compact Administrator

Kellianne Torres serves as the Deputy Compact Administrator and Full Time Designee for Iowa. She received her Bachelor's in Social Work from Tarleton State University in 2009. Ms. Torres started her career working for the Texas Department of Family and Protective Services in 2009 as a conservatorship caseworker with Child Protective Services. She quickly moved into supervision where she gained experience supervising units in multiple program areas before moving into a training supervisor position. She returned to her home state of Iowa in 2016 where she continued working in child welfare as a social work supervisor. Ms. Torres transitioned into the DCA position in August of 2019. She currently serves as the Chairperson of the Information Technology Committee and been part of several sub committees with the Commission.



MaryLee Underwood, JD

Training Session Presenter

Executive Director, Interstate Commission for Juveniles

MaryLee Underwood serves as the Executive Director for the Interstate Commission for Juveniles. She is responsible for the administrative oversight and supervision of the organization, its projects, relationships, and staff. In addition to overseeing the national office staff, Ms. Underwood recommends, implements, and monitors administration of policies, programs, and initiatives; assists Commission Members working to implement the Compact through the United States; and represents the Commission to state leaders, other stakeholders, and the general public. Prior to joining the Commission, Ms. Underwood worked for more than twenty years on justice policy in state and federal settings. As the Staff Attorney for the Kentucky Association of Sexual Assault Programs and Executive Director of the Commonwealth Council on Developmental Disabilities, she focused on sexual violence, human trafficking, victims' rights, collaboration building, and ensuring equal access for individuals with disabilities and other marginalized populations. MaryLee is a graduate of the University of North Carolina School of Law and the University of Kentucky School of Social Work.



GUEST SPEAKERS & PRESENTERS

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Jessica Wald

Training Session Presenter

North Dakota Deputy Compact Administrator

Jessica Wald was born and raised in North Dakota. She graduated from the University of North Dakota with a degree in psychology. Jessica has been working with juvenile justice youth in numerous capacities for 25 years. She has been employed with the Division of Juvenile Services under the North Dakota Department of Corrections for the past 15 years. She has been the Deputy Compact Administrator (DCA) for the Interstate Compact for Juveniles (ICJ) for the past nine years. Within ICJ, Jessica is part of the Training, Education, and Public Relations Committee; Racial Diversity, Equity, and Inclusion Committee; and a mentor for the ICJ Mentorship Program. As the DCA for the state of North Dakota, Jessica is responsible for staff training and oversees the compliance of the ICJ rules. She collaborates with other agencies within North Dakota as well as other compact offices across the Nation to ensure that youth involved in the juvenile justice system are safely relocating, returning, and traveling to other states in compliance with the rules of ICJ. Community safety and the safety and success of the youth that fall under ICJ are accomplished through collaboration and communication. Within North Dakota, Jessica is part of the North Dakota Human Trafficking Task Force and works closely with its members to identify and assist in investigations and safety plans for ICJ runaways that may have been exposed to human trafficking. Jessica provides training to numerous agencies on the Interstate Compact for Juveniles, The Juvenile Justice System: Law Enforcements Handling of Youth, and Mental Health and Juvenile Justice.



Howard Wykes

West Regional Representative

Arizona ICJ Designee/Deputy Compact Administrator

Howard Wykes began his career in the juvenile justice field in 2001, working as a youth correctional officer for the Arizona Department of Juvenile Corrections. He has always enjoyed working with juveniles and felt this was a way for him to provide wisdom that could lead to opportunities for the juveniles. In 2004, Howard was promoted to Parole Officer and got the opportunity to have a more direct impact on the juveniles in the system. This was also his first exposure to ICJ as a supervising field officer. In 2014, Howard was promoted to Parole Supervisor which enabled him the opportunity to have a greater reach on the number of juveniles he was coming into contact with. He has since transitioned from field supervision of juveniles to mentoring those doing the field supervision of ICJ youth. This offered a chance to share his experience and lessons learned from his time in the field. In 2019, Howard was promoted into an



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administrative position including taking over as the Deputy Compact Administrator for the Arizona ICJ office. He attended his first ABM that year in Indianapolis, Indiana, where he loved meeting other ICJ practitioners from around the country. Howard got further involved with ICJ by serving on an Ad Hoc committee, the Training Committee, Technology Committee, and Rules Committee. In 2022, Howard was appointed the Arizona ICJ Full Time Designee and was elected as the Western Region Rep at the 2022 ABM in Vermont. Howard was promoted to Bureau Administrator in 2023.

INTERSTATE COMMISSION FOR JUVENILES

2025 ANNUAL BUSINESS

Meeting



AUGUST
25-27

HILTON
CLEVELAND
DOWNTOWN

OHIO