



# 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.



# 2025 Strategic Plan Update

<b>Change Initiatives</b>	<b>1</b>	Convene Work Group on Non-Delinquent Youths (with state ICJOs, ex officio members, Child welfare agencies) to address recommendations in survey report
	<b>2</b>	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
	<b>3</b>	Use Implementation Leadership (IL) to improve Commission operations by providing training for ICJ leaders and using IL tools with committees and regions



<b>Ongoing Operations &amp; Projects</b>		
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)