

A faded, grayscale photograph of the Indiana State Capitol building, featuring its prominent dome and classical architecture, viewed from a street-level perspective. The building is centered in the background, flanked by modern city buildings. A street with cars and traffic lights is visible in the foreground.

INDIANA CRIMINAL JUSTICE INSTITUTE STRATEGIC PLAN

JANUARY 2024 – DECEMBER 2026





STATE OF INDIANA



Eric J. Holcomb, Governor
Devon McDonald, Executive Director

February 26, 2024

Following the implementation of the Indiana Criminal Justice Institute's (ICJI) initial Strategic Plan at the beginning of 2020, the world quickly came to an abrupt halt due to the pandemic. Once state agencies returned to in person work, the ICJI was faced with a whole host of unexpected challenges. As the agency's way of doing business and the state of Indiana changed during the pandemic, the needs of the initial agency strategic plan also changed.

The first full year of the plan, in 2021, saw many challenges. ICJI experienced continued turnover, an office move that left the agency lacking adequate workspace for staff, and the added responsibility of the ever-mounting volume of federal funding being pushed down to the states to address the impacts of the coronavirus.

Despite these challenges, the agency worked to accomplish the objectives and goals set forth in the strategic plan. Progress was made on specific objectives related to staff training and internal and external communication. ICJI's customer satisfaction climbed to a high during 2022, and the agency had one of the lowest rates of employee turnover in several years.

As ICJI continues to push forward to achieve our goals and objectives in the coming years, it will not be possible without the hard work and dedication of the staff at all levels. The work we do could not be done without the effort and input of the staff. Finally, I would like to thank both Christine Reynolds (Research Division Director) and Jade Palin (Chief of Staff) for the many hours of work undertaken in the development of the next strategic plan.

If you have questions about any components of the plan, please don't hesitate to contact me.

Respectfully,

Devon McDonald
Executive Director

EXECUTIVE SUMMARY

Strategic planning efforts were undertaken by ICJI staff in the early part of 2023 to reflect on the previous strategic plan and to update for the ensuing three years of agency activity. Efforts were focused on answering three primary questions as an agency: (1) “Where do we want to be?” (2) “Where are we today?” and (3) “How do we get there?” These questions were addressed through a combination of available and accumulated data metrics, both internally and externally. This data led the planning effort to develop goals and objectives that will be quantitatively evaluated on an annual basis. These goals and objectives (outlined below) were identified to not only limit the most noted challenges to ICJI’s organizational structure but also to leverage the greatest positive benefits.

INTRODUCTION

The Indiana Criminal Justice Institute (ICJI) serves as the State planning agency for criminal justice, juvenile justice, traffic safety, and victim services. ICJI is designated as the State Administering Agency (SAA) for distribution of federal funds, and as the State Statistical Analysis Center for research.

Through the use of evidence-based decision making, ICJI works to improve the efficiency of the criminal justice system, from call for service through post-conviction. The agency accomplishes this by bringing together key leaders from the criminal justice system at the state, local, and national levels to identify critical issues facing Indiana. The agency evaluates policies, programs and legislation designed to address these issues.

Further, ICJI is responsible for coordinating and collaborating with local, state, and federal entities to identify, assess, plan, and evaluate new and emerging issues facing the criminal justice and public safety spectrum. The goal is to enhance, improve and coordinate all aspects of law enforcement and criminal/juvenile justice.

Through research initiatives, ICJI works to develop new approaches aimed at preventing and reducing crime, reducing traffic fatalities, and improving services for victims of crime. The purpose of these data compilations is to facilitate its dissemination to decision-makers, providing them with valuable insights and evidence-based strategies to inform effective policies, interventions, and programs.

VISION, MISSION, & CORE VALUES

VISION

To be a leader in promoting public safety and justice through grant administration, collaboration, innovation and evidence-based practices.

MISSION

To provide leadership, resources, and services to Indiana's criminal justice system in order to promote public safety, reduce victimization, and improve the quality of life for all Hoosiers.

CORE VALUES

Data driven, Coordination, Public Service, Grant Administration, Policy Development

PLAN DEVELOPMENT

In 2020, ICJI released its first strategic plan. This current three-year plan will build on those efforts used to create the previous plan. This plan seeks to identify internal strengths and weaknesses within ICJI, while prioritizing efforts to address the latter through systematic and attainable methods. The ongoing assessment effort is primarily informed by the following data sources:

- » Feedback from ICJI managers during manager’s retreat
- » Staff survey
- » Customer satisfaction survey
- » Human resources data
- » Management coordination

FIGURE 1



Where do we want to be?

The initial planning phase began with Executive leadership at ICJI; this included the development of updated vision and mission statements.

Subsequent literature reviews of similar agencies across the nation identified successful methods of implementing an agency-wide strategic plan for an

SAA. The process ICJI adapted for planning efforts sought to answer three primary questions: (1) “Where do we want to be?” (2) “Where are we today?” and (3) “How do we get there?” Subsequent steps consist of taking action on identified objectives and a periodic review of progress.

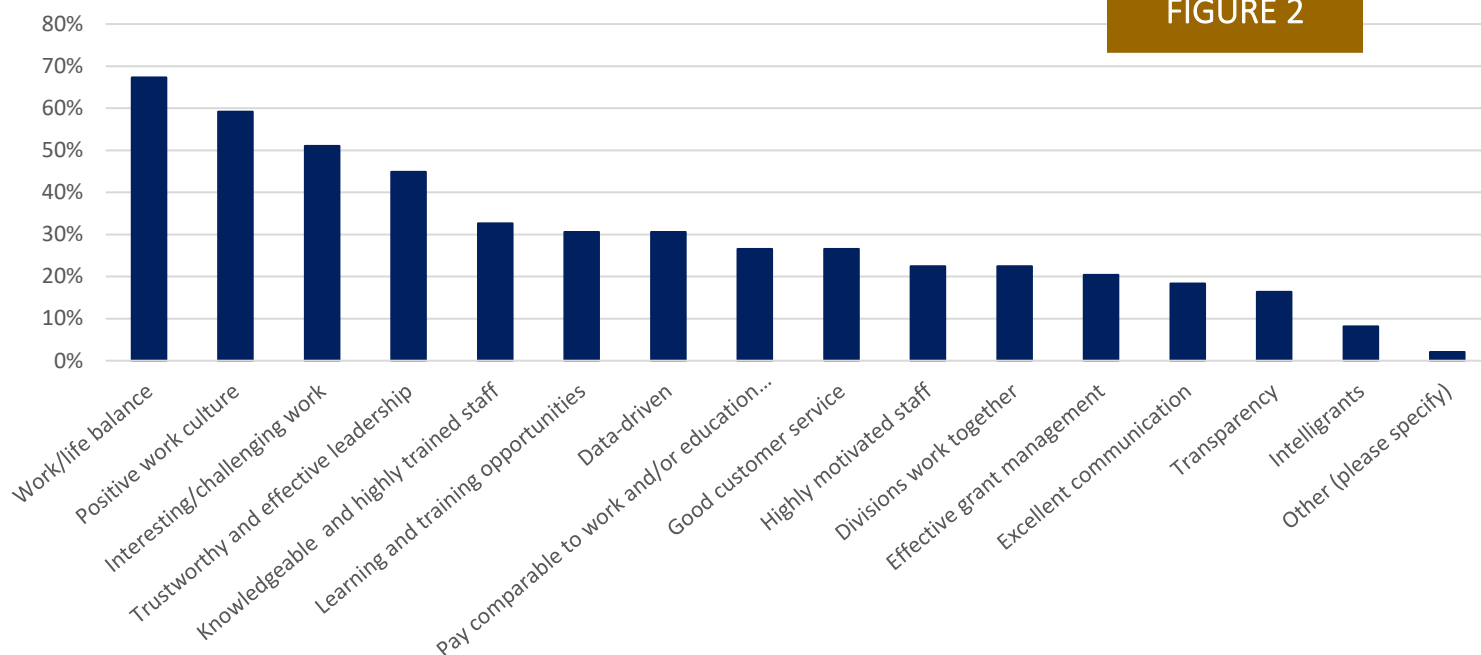
Where are we today?

Answering, “*Where are we today?*” was achieved through the accumulation of both quantitative and qualitative data. This was comprised primarily of staff survey responses, individual feedback provided by ICJI’s supervisors/leadership staff during a “manager’s retreat”, and customer satisfaction data from previous years.

A staff survey was created with the intention of asking staff questions to help address the three primary questions mentioned above. The survey sought to identify the agency’s internal strengths and weakness. Responses from staff were used to create the SWOT analysis, discussed below, and to create goals and objectives for this plan.

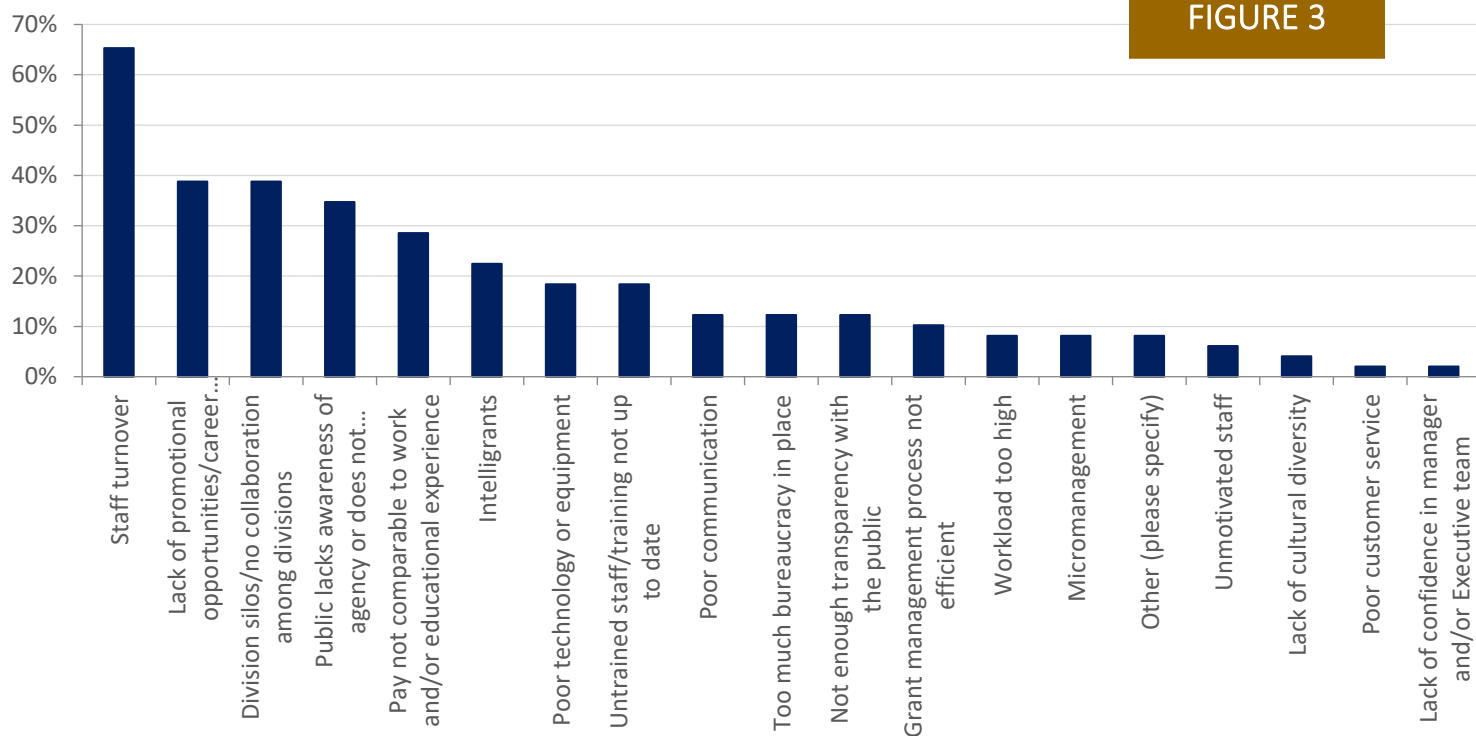
Staff were asked what they believe are the agency’s greatest strengths. They were able to select as many options as they wanted from a list of responses. The figure below shows how the options ranked, with Work/life balance, Positive work culture and Interesting/challenging work as the top 3 choices.

FIGURE 2



Staff were also asked what they believed are the agency’s biggest weakness. They were able to select from a list of options. The majority (65%) said staff turnover was the biggest issue. Lack of promotional opportunities/career development and division silos/no collaboration among divisions tied for second place. Public lack of awareness of agency or does not understand the purpose of the agency was the third highest.

FIGURE 3



Using the survey results, an analysis was completed of ICJI strengths, weaknesses, opportunities, and threats. This summarization provided a reference to data collected throughout the planning process and informed the selection of goals and objectives for this plan. Figure 4 below shows the SWOT summary.

FIGURE 4

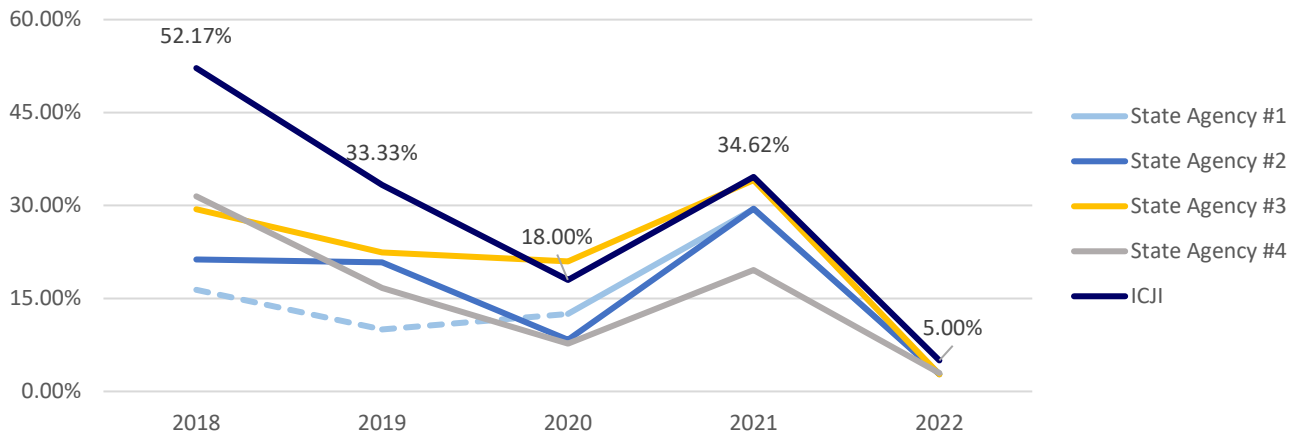
<p>STRENGTHS</p>	<p>Good work/life balance Positive work culture Interesting/challenging work Trustworthy and effective leadership Knowledgeable and highly trained staff</p>
<p>WEAKNESS</p>	<p>Staff turnover Lack of promotional opportunities/career development Operational silos between ICJI divisions Public lacks awareness of agency/does not understand its purpose Pay not comparable to work and/or educational experience</p>
<p>OPPORTUNITIES</p>	<p>Agency coordination Improve public awareness about agency Make more resources available for additional staff and recipient training</p>
<p>THREATS</p>	<p>Loss of knowledgeable staff Increased or burdensome grant requirements and processes Further divide between divisions due to office expansion Lack of proper technology or data informed decisions</p>

Fifty-one individuals completed the survey. Staff was asked how long they have worked for CJJ, 72.5% (37) indicated they have worked at CJJ for 3 years or less. Given that the majority of staff have fewer than 3 years of service, CJJ will need to work on a plan to retain staff to avoid a mass exodus similar to years past.

As a result of the manager’s retreat and survey results, several areas related to staff employment experiences at ICJI were identified. An attempt to compare ICJI to similarly sized Indiana state agencies resulted in a data request to the State Personnel Department (SPD) concerning job classifications and turnover rates from four other state agencies. Based on the availability of data, ICJI was provided turnover rates for the identified

agencies over a five-year period. All agencies saw a significant drop in turnover rates from 2021 to 2022. ICJI still had the highest rate at 5% compared to the other 4 agencies.

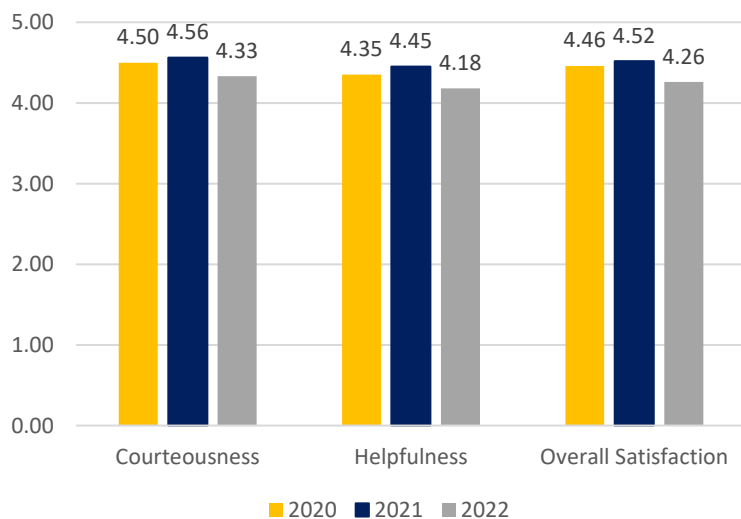
FIGURE 5



How do we get there?

The resultant survey and SPD data provided areas of discussion for determinations in achieving the prioritized agency objectives. It was at this point, that goals and measurable objectives were formalized through input of ICJI divisional leadership. ICJI executive team sought input through a “manager’s retreat” during which, identified objectives were assessed for accuracy, measurability, and achievability. Additionally, the customer satisfaction survey results from the previous three years provided valuable feedback on areas that ICJI could

FIGURE 6



focus to provide meaningful assistance with its external agency partners. The satisfaction survey is conducted by ICJI’s Research Division and is distributed to ICJI’s external contacts. This survey is intended to quantitatively demonstrate the agency’s ability to effectively administer its divisional responsibilities. The questions are assessed on a one to five scale, one being the least effective and five being the most effective. In general, 200-225 responses are received and summarized for dissemination to ICJI

leadership. In the previous two years, ICJI has experienced a slight decline in overall and divisional satisfaction. The reported results are still mostly positive but have begun demonstrating a downward trend beginning in 2022 (Figure. 6)

Execution

To measure progress toward prospective goals and objectives additional baseline measures will be assessed to determine the ICJ's starting metrics. This includes the necessity for additional accountability measure reports in ICJ's grant management system, and periodic reassessments of survey and HR data.

The strategic plan will be implemented in a number of different methods. These are dependent upon the goal, objective, and associated strategies. While the goals should remain consistent during the plan period, the objectives are perceived to be fluid and therefore variable to facilitate agency need and success. This execution will result in internal and external facing activities aimed at achieving determined goals.

Evaluation

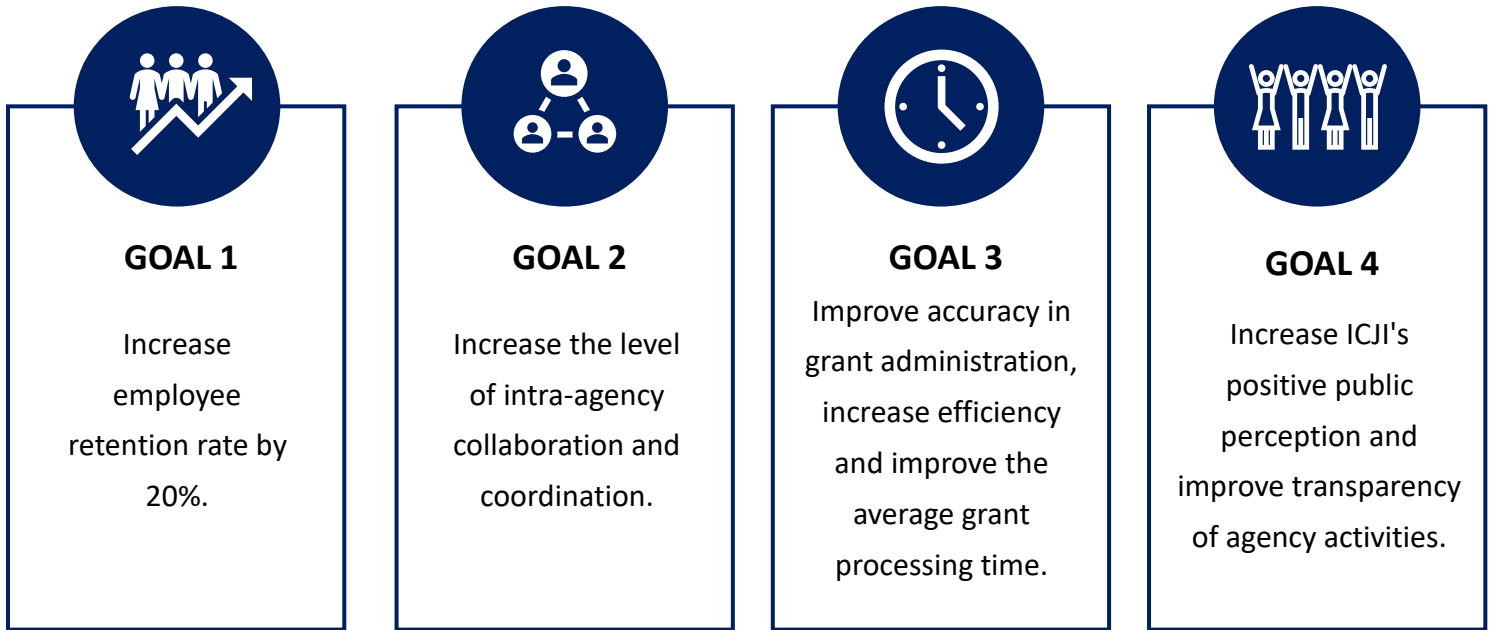
The strategic plan seeks to measure change during the three-year period with periodic reviews of progress during that time. This will consist of additional data requests, intra-agency surveys, and the continued use of customer satisfaction data. Once the plan period expires, it is anticipated that goals and objectives will have changed based on efforts implemented during this plan. The planning process will restart, beginning with the questions posed previously: (1) "Where do we want to be?" (2) "Where are we today?" and (3) "How do we get there?"



STRATEGIC PLAN MAP

How will ICJI more effectively achieve its Vision and Mission?

Problem analysis efforts determined four primary areas of focus for ICJI to emphasize during this planning period. These concentration areas were adapted to serve as the top four agency goals, to be addressed by one or more less-ambiguous objectives. The goals were identified by direct staff, and data provided from the sources previously described.



GOAL #1: WITHIN THREE YEARS, INCREASE EMPLOYEE RETENTION RATE BY 20%

- » Objective 1.1: Increase Staff Training Opportunities/Instructional materials to ensure all staff are knowledgeable and able to perform job duties. Offer trainings that promote professional growth and development.
- » Objective 1.2: Maintain employee satisfaction with a focus on the work-life balance and continue to create a positive work culture.
- » Objective 1.3: Improve leadership and management skills by investing in training and development programs for managers to enhance their leadership skill.
- » Objective 1.4: Encourage more communication and feedback among managers and staff. Allow employees to job shadow, share their concerns, suggestions, and ideas.

GOAL #2: WITHIN THREE YEARS, INCREASE THE LEVEL OF INTRA-AGENCY COLLABORATION AND COORDINATION.

- » Objective 2.1: Increase coordination between CJJ divisions to reduce the perception of division silos.
- » Objective 2.2: Implement cross-divisional teams to work on specific projects (manuals, grant trainings, data inquires, etc.)
- » Objective 2.3: Promote a culture of sharing ideas, best practices and lessons learned across divisions to foster collaboration and coordination of efforts.

GOAL #3: WITHIN THREE YEARS, IMPROVE ACCURACY IN GRANT ADMINISTRATION, INCREASE EFFICIENCY AND IMPROVE THE AVERAGE GRANT PROCESSING TIME.

- » Objective 3.1: Ensure all divisions are using the same policies and procedures in regard to grant administration. Improve documentation and record-keeping. Establish mechanisms for monitoring and evaluating the impact and outcomes of funded projects.
- » Objective 3.2: Streamline the grant application process by simplifying application requirements and procedures to make them more user-friendly and efficient for applicants.
- » Objective 3.3: Provide training and resources for applicants. Provide clear and timely communication to applicants throughout the grant process, including updates on application status, timelines, and necessary documentation. Conduct or post training videos on topics relevant to the grant process.

GOAL #4: WITHIN THE NEXT THREE YEARS, INCREASE ICJJ'S POSITIVE PUBLIC PERCEPTION AND IMPROVE TRANSPARENCY OF AGENCY ACTIVITIES.

- » Objective 4.1: Maintain ICJJ's Overall Satisfaction rating at 4 or higher, as reported on the annual customer satisfaction survey.
- » Objective 4.2: Develop a communication and marketing plan to increase the number of social media campaigns, press releases, website updates and community outreach activities. This could include promoting grant opportunities by sharing with local media outlets, submitting press releases, and offering data to highlight ICJJ's impact and accomplishments.
- » Objective 4.3: Increase the availability and accessibility of relevant information about the agency's activities, data, and policies. This could include wider distribution of the agency's public newsletter, participate in local events, provide training and/or educational meetings and be as transparent as possible with documents and data.