

FINAL REPORT AND PRIORITIES FOR NEXT THREE- YEAR PLANNING CYCLE

Massachusetts State Advisory Group (Juvenile Justice Advisory Committee)
Strategic Planning Session Held 02/28/14

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BACKGROUND

The 2015 planning year for the Massachusetts State Advisory Group (called the Juvenile Justice Advisory Committee or “JJAC” under the Governor’s Executive Order 522) is a pivotal one for several reasons. Unable to achieve full compliance with the Juvenile Justice and Delinquency Prevention Act because of structural / architectural challenges in various court facilities, the JJAC must still advance juvenile justice reforms while working with various state and federal entities to resolve sight and sound noncompliance issues. This year is also the beginning of a new federal (Title II) 3-year planning cycle --- an opportunity to strategically re-evaluate and adjust priorities and consider innovations.

Credit is attributed to the JJAC’s leadership for the continued emphasis on the incorporation of new research and effective practices in areas such as reducing racial disparities, improving juvenile legal representation, advancing competency recommendations for statutory reforms, trauma informed systems of care, along with strengthening alternatives to juvenile detention. Although funds are seriously constrained, the group endeavors to lead through strategic partnerships and efficient use of their funds.

The JJAC’s 2015 technical assistance request to this consultant involved a continuation of efforts begun in earlier years, proceeding in 2014 and 2015 to conduct a thorough group self-evaluation (priorities, structure, process and strategies). Chair Gittens and staff are committed to a constant self-appraisal as to the effectiveness of the group, as well as the question of how to have the broadest impact or “footprint” in the Commonwealth.

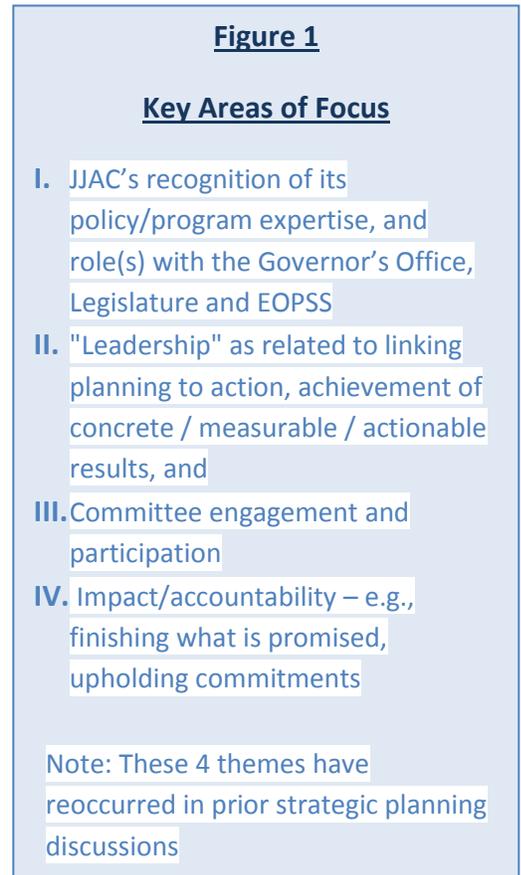
Preparations for the planning included several pre-event planning calls and exchanges of emails involving JJAC leadership, and staff. Reviews were conducted of past strategic plans and their current three-year plan along with the separate but equally important Disproportionate Minority Contact Plan. Staff provided updates on compliance efforts involving a myriad of state offices. Ultimately, an agenda was crafted that focused on three important outcomes (see Agenda in supplemental materials):

- Ensuring that the entire group has an opportunity to provide input on each priority and projected goal (in lieu of breaking out into small groups and doing individualized priority and/or goal crafting work)
- Taking a very clear, detailed look at the strategic priorities from prior years and get a firm set of do-able, progressive priorities that can be finalized by the Executive Committee over the next few weeks to then be voted on for finalization by May-June time frame for the next 3-year plan
- Figuring out how to have broader impact and influence in the Commonwealth relative to an array of juvenile justice, cross-over, child welfare, and true prevention populations

In preparation for the retreat, a pre-retreat survey was e-mailed to help the facilitator and JJAC leaders understand perceptions from members and staff. The idea was to facilitate and “front load” a sort of virtual SWOT analysis. Thoughtful responses from JJAC participants were gathered on 4 questions:

1. What has the JJAC done well over the prior 3-year planning cycle?
2. What did not get done despite expectations during the last 3-year cycle?
3. What improvements can be made to strengthen the JJAC’s effectiveness for the next 3-year cycle?
4. What are the most critical changes or focus areas needed to best position the JJAC toward optimal effectiveness?

A short listing of the responses reveal the following (also more briefly summarized in **Figure 1**):



- ✓ JJAC participants (members and staff) see 4 key areas that require attention when thinking about the JJAC functions, processes and impact:
 - **Strategic leadership**, planning, and effective mobilization of the committee (not critically focused feedback – but more an evaluation and seeking updates of best methods for strategically moving the group forward)
 - **Influence** – how to have the broadest, most impactful influence given their federal and state mandates as well as budget constraints
 - **Participation** – what considerations are available to strengthen member participation and investments all around
 - **Accountability** – what ideas are available to help bring energy to the group so that important tasks and commitments can be brought to closure
- ✓ Respondents noted that some important accomplishments occurred over the prior 3 years such as: completion of the diversion study, progress (albeit slow and cumbersome) on sight and sound compliance, deeper commitment to DMC and JDAI efforts, broader engagement in community resource centers and prevention strategies, impressive work on a juvenile competency statute, etc.
- ✓ There continue to be significant concerns over the balance of resources needed for the work, versus the amount (breadth, scope and duration) of work required of both staff and committee members – that is, the ongoing challenges between staff resources

required, what can be contributed by volunteers when they have other very busy lives and responsibilities, and questions around realistic expectations given the current level of resources available?

Survey respondents appeared to mirror the pre-planning conversations in the 4 noted areas and aspirations for the meetings included a hope of finding strategies or solutions to address each area.

MEETING NOTES AND OUTCOMES

The facilitation approach for the work involved the use of 4 strategies to assist the group:

- Analysis of prior strategic planning decisions, actual plans, accomplishments to date, as well as a review of the planning team’s needs in order to achieve a successful meeting outcome
- Use of some background materials for strategic planning and performance accountability – a number of tools were discussed via pre-meeting conference calls as well as shared with the JJAC via email prior to the meeting (this item included the pre-meeting survey feedback)
- Specifically articulating both the expected outcomes as well as concrete work processes for achieving expected results obtained in the actual planning meeting
- Guiding the group to commit to a measurable, finite number of priorities to avoid over-commitment or unrealistic planning

MEETING PROCESS

Because of familiarity between the facilitator and JJAC members from prior planning events, committee leaders and the facilitator felt that the best use of time was to forego more traditional ice-breaking exercises so that planning time could be maximized. There were 2-3 new participants in the room; an exercise was done to request participants’ expectations as to meeting outcomes hopefully achieved by end of the day. Ideas were recorded on flip charts to help “the room” remain accountable for group expectations. A sense of optimism permeated the room. Recent elections have created high level (government) leadership changes that in many participants’ views, afford new opportunities for strategic conversations. New public safety leadership as well as lead policy or administrative staff in child welfare and juvenile justice are immersed in juvenile justice, child welfare, crossover and mental health/substance abuse efforts. As an example, it was noted that the reappointment of (Commissioner) Peter Forbes is a key asset for the group given the progress he and DYS have made on a number of key issues. JJAC leadership is also familiar with new high ranking gubernatorial appointees and/or staff members that may be amenable to conversations concerning juvenile justice, increasing the JJAC’s imprimatur and leveraging the work of the committee in more impactful ways.

To help set baseline outcome expectations for JJAC participants, a sticky-note exercise required them to record one-sentence or phrase expectations for (a) the day's meeting outcomes, and (b) to define success for the JJAC after one year as "a result of today's meeting". Feedback from this exercise was quite similar to the pre-meeting survey reports with key items as follows:

- ✓ Make a very clear, concrete strategic plan that truly accomplishes something
- ✓ Have clearly defined action steps, accountability and measurable outcomes (including the identification and adoption of processes that include the use of reliable / meaningful data, tools and measures for tracking success)
- ✓ Devise specific plan/strategies for **new engagement opportunities** with the Governor's Office, key political appointees and others
- ✓ Build consensus as to the best 'team membership' (e.g., best mix of appointees?) in order to fulfill the mission/vision of the JJAC

And after a year

- ✓ "Establish visibility and voice" – legitimacy and authenticity with Governor's Office, Legislature, etc. so that the JJAC's role is clearly valued and the JJAC has a "permanent seat at the table" (policy matters)
- ✓ Achieve continued / marked improvement and measurable progress on Sight and Sound separation
- ✓ Evolve juvenile and child welfare laws so that they are more developmentally friendly (and help drive system reforms)
- ✓ Explore new and functionally important partnerships -- one idea offered was to consider UMASS Lowell as a program evaluation partner
- ✓ Commit to data driven, evidence-based practices
- ✓ Develop and deploy a web-based dashboard for key projects & indicators
- ✓ Find a way to design and achieve a state-wide juvenile justice data system that provides for the needs of all key stakeholders (courts, law enforcement, district attorneys, defense counsel, juvenile justice and cross-over/child welfare stakeholders). **Note:** one member noted the work of the **Boston Foundation** that creates and maintains a data dashboard and key indicators system much like what could be useful for the JJAC and related groups
- ✓ Have high levels of consistent participation and focused outcomes from the JJAC

Figure 2: Strategic Visioning

NOTE: Because of time limitations (less than a full day of available planning time), the pre-meeting planning group intentionally focused on one overarching objective for the day: achieving consensus on new or modified JJAC priorities for the 2015-18 time frame. Additional hopes included the generation of specific goals, strategies and work assignments so that the Executive Committee or other volunteers could help with plan finalization prior to the June JJAC meeting.

Begin with Strategic visioning – what is it?

(In MA, this session is a combination goals-based, and alignment based planning approach)



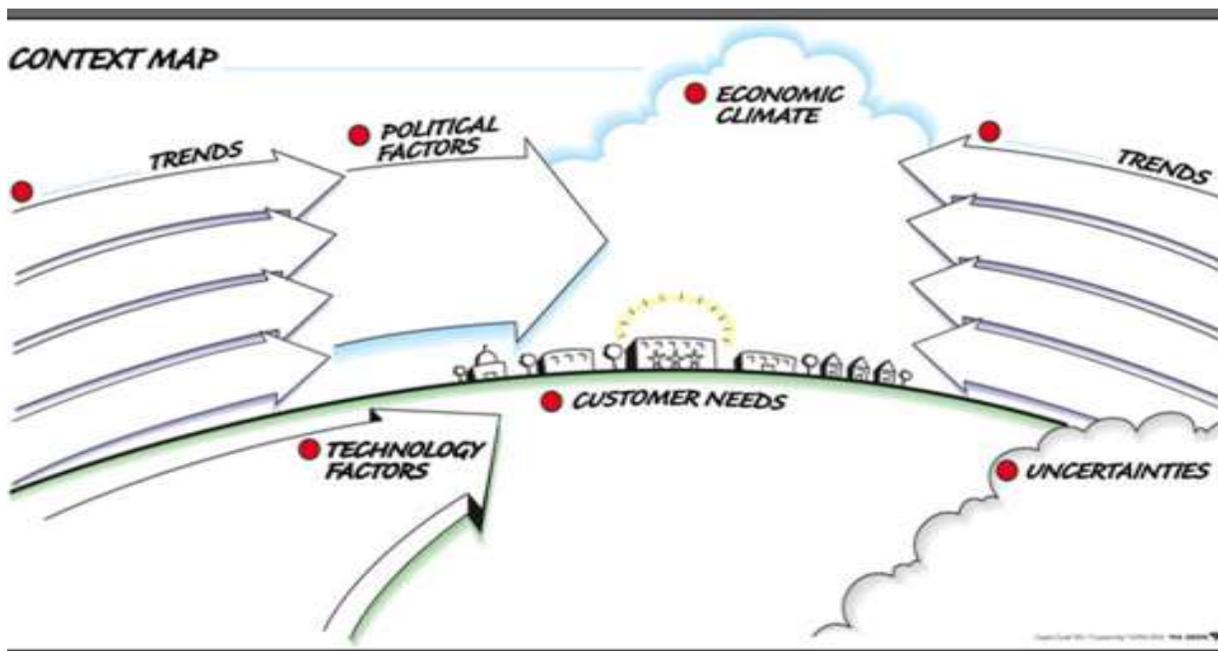
To begin actual strategic thinking, the group reviewed a classic strategic visioning and planning graphic (Figure 2). This exercise helped participants visualize the functions, purposes, and spaces that strategic visioning operates in (as opposed to other processes). Each year, JJAC leadership is asked to include **strategic visioning** in its planning and operations cycle (Step 3 in Figure 2). By doing this, leadership and staff can use continuous quality improvement strategies to evaluate the JJAC’s effectiveness as well as the utility and effectiveness of the JJAC’s business processes.

Visioning Step	Action	Description
STEP 1: Where are we now?	Inventory	Find descriptive data; Identify values
STEP 2: Where are we going?	Trends Analysis	Gather trend data; Determine possible future scenarios
STEP 3: Where do we want to be?	Vision Statement	Identify preferred future
STEP 4: How do we get there?	Action Plan	Determine actions that support vision statement
STEP 5: Are we getting there?	Implement and Monitor	Implement plan; Monitor indicators

Source: Ames (2008)

Framing any visioning process requires an in-depth analysis of the current operating

Figure 3: Context Map (Environmental Scan)
(from The Grove Consultants International, 1996)



(This work provided via personal services contract with the Massachusetts Executive Office Of Public Safety and Security; opinions and results are solely documented by the author and do not represent any endorsement by staff, leadership or program.)

context(s) of the group: what are the trends---political, economic, technological, human resources and other factors impinging on the JJAC? Which are directly impactful? Indirectly? Which can be examined as potential strategic targets for the next 3 years? **Figure 3** (previous page) illustrates a concept mapping exercise used by the group to help establish realistic thoughts for JJAC priorities moving forward.

Responding well to the context analysis/mapping exercise, the group made many significant points including:

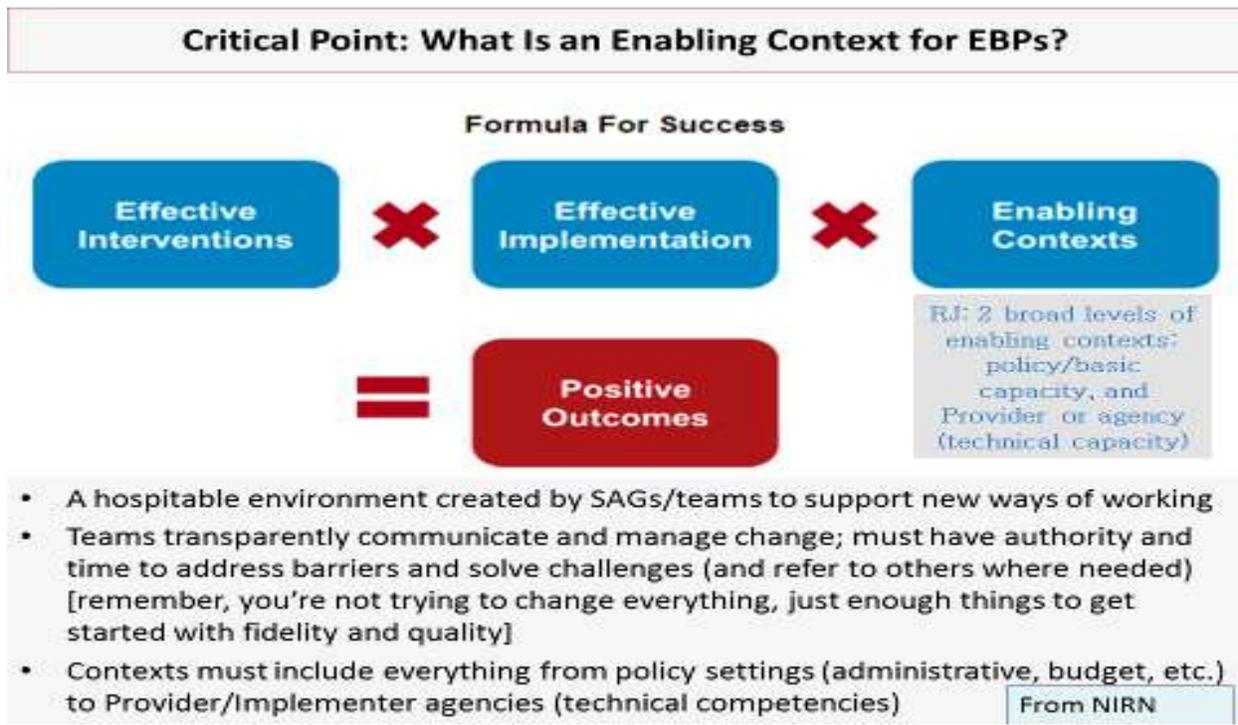
- “9c” budget cuts in MA are likely to seriously impact human services and juvenile justice budgets
- Because of cuts and possible reallocations, the JJAC should **focus on capacity building** and realignment of services/capacities to best meet the needs of the Commonwealth while accommodating the budget dynamics (including a stronger focus on community-based programs as opposed to facility-based or residential, to reduce costs and further spread limited resources)
- JJAC should become more business-like/focused in making its case for any budgetary resources. Funding only evidence based programs and promising approaches, doing cost analyses and cost-benefit studies, and emphasizing more effective preventative services make sense
- As a policy goal, it makes sense to seek “level funding” in lieu of any asks for increased resources --- it is highly unlikely that anyone will see increases, so managing the losses and sustaining existing resources should be the goals
- DMC must remain a constant priority with local officials, law enforcement, policy makers and researchers – and because DMC is such an expansive work area, it requires its own strategic plan and resources supplemental to the work of JJAC overall
- Because of budget constraints, the JJAC will not likely see additional staff support in the next budget year; this means more contributions/investments will required from JJAC members, increases in new or existing collaborations, and the development of key strategic partnerships to accomplish system reform and other goals
- JJAC may need to redefine its committee structure and work processes (meeting schedule, task assignments, use of ad hoc committees, adding non-JJAC members to work groups, etc.) because of budget dynamics, perceptions concerning lack of follow-through, work load surpassing staff capacities, and other challenges
- To help ensure transparency and accountability, and to encourage more measurable progress in areas that are frequently discussed, the JJAC may need to create and display data and reporting tools (e.g., dashboards, CQI tools) that drive ongoing analyses of its work

- Due to the architectural and other issues facing MA’s courthouses, and the ongoing long-term problems with sight/sound compliance, use of remaining Title II dollars will require **very focused planning** (due to penalties and use of remaining allocations to gain compliance)
- JJAC should continue to push important policy priorities such as a juvenile competency statute, statewide integrated data systems (especially with regard to DMC), implicit bias training (especially with law enforcement and schools), publication of “the diversion report”, services for crossover youth, and ongoing evolution of MA’s juvenile justice system to be developmentally appropriate at every level

Given these contextual “drivers” or environmental factors impacting the JJAC, the next important question posed to the group focused on how to set the enabling context(s) for actually doing the work required by JJAC, OJJDP, and other stakeholders [Note: this illustration was used as a strategic planning metaphor for the group since the wider adoption of evidence-based practices has been a JJAC priority for some time]. For example, when considering what is needed to deliver high quality/effective interventions with juvenile justice consumers--what characteristics, environmental variables, system elements, policy or governance considerations have to be managed in order for the next 3-year plan to drive success in the Commonwealth?

Figure 4 (taken from the National Implementation Research Network, or NIRN) illustrates requirements to effectively implement evidence based practices. NIRN’s research teaches that when implementing programs/innovations, it is not

FIGURE 4



enough to have expertise and knowledge, or is it sufficient to have an effective program standing alone to achieve broad impact. Responsible parties **must know** that the equation requires evidence informed (proven) interventions, high quality implementation, **and** supportive/enabling contexts in order to succeed. Similarly, when creating high level strategy the JJAC will need to have each of these elements managed --- programs, implementation, contexts --- to produce success. **Strategic visioning requires an awareness of the contextual factors that potentially enable successful work, while reducing or eliminating the barriers that compromise the JJAC's effectiveness.**

A key takeaway from this discussion – the JJAC has to include **strategic visioning evaluation and self-study** as part of its ongoing work, to help examine how well the committee is managing both administrative as well as programmatic (e.g., grants) contexts. Failure to self-evaluate can lead to under-valued products, work that is not performed fully or to higher standards, as well as degradation of the JJAC's reputation among policy makers and others. In determining the course for years 2015-18, JJAC participants discussed various possible strategies for setting administrative/policy and program contexts by:

- ⊕ Recognizing and capitalizing on the established relationships between current JJAC leaders (and members) with the new Governor's Office, appointees, etc.
- ⊕ Encourage dialogue with the state district attorneys association to try and gain traction around the diversion work/report
- ⊕ Open more conversations across the state, and especially at the community level, regarding the impacts of DMC and what opportunities may be available to (a) get involved, or (b) intervene to change the scope of the problems
- ⊕ Evaluate existing JJAC membership categories to see if any additions or changes can enhance the possibilities for new partnerships, expertise, collaboration, etc.
- ⊕ Continue to highlight and press forward on sight/sound non-compliance with the various state court officials in order to see the finish line and gain compliance with this core requirement
- ⊕ Continue to leverage its broad policy and research expertise (issues such as competency, diversion, DMC, crossover youth, prevention, trauma-informed work, family engagement and community based services) in ways that increase the JJAC's reputation for excellence

To achieve the day's ultimate goal (set clear priorities by group consensus), the remainder of the strategic planning session focused entirely on deciding priorities, beginning goals, work focus areas, and discussions concerning the JJAC's capacities for managing the work ahead. **Figure 5** was used as a focusing mechanism to compare and contrast current state (JJAC) priorities with those highlighted by OJJDP (federal). In addition to the priorities and issues

noted in **Figure 5**, it was understood that OJJDP had not released its 2015 Title II solicitation so that other priorities, directives or expectations could be added when it is published.

FIGURE 5

A rich dialogue with substantial input from each participant followed. One point of discussion centered on the role of evidence based programming in reforming MA’s overall juvenile justice system. Some members believe this to be a separate, important priority – while others see research supported, evidence based decision making / programs as inherent in **all of the work** of the JJAC and thus



should be integrated with each priority and strategy. Similarly, the issue of trauma recognition within/across the juvenile justice system is a substantial one. Should it be a separate priority? Infused within and among all system-provided services and nested among its policies? No agreement surfaced on this topic; it subsequently remained in the adopted priority list at the end of the day.

A key idea to improve the “footprint” and impact of the JJAC was proposed – the creation of a non-partisan juvenile justice research group that could document what is effective (or not), what needs to be changed, and what evidence-based benefits occur in MA as a result of the JJAC’s work. This research group could be a contracted (subcontract) entity, a collaborating entity, or somehow created as part of the overall working structure of the JJAC. Such an entity could strengthen the JJAC’s reputation around objectivity, research capacity, non-partisan policy paper presentations, and similar outcomes. An intentional strategy connected to this research group would include the JJAC and/or research team working with legislators “down in their districts” to expose them to various reports, white papers, evidence-based evaluations and other products. This heightened exposure would not only educate them about juvenile justice, it would also highlight where additional dollars are needed to prevent future crime.

JJAC STRATEGIC PRIORITIES AND MOVING FORWARD

FINAL PRIORITIES CHOSEN FOR 2015-16

Following the excellent discussion, the group reached consensus on five priorities for the JJAC's Title II 2015 application:



Sight and sound separation (compliance expectations in this specific requirement, but overarching attention to OJJDP / JJDP A compliance)



DMC



Data (integration, availability, utility)



Trauma informed juvenile justice system



Juvenile competency to stand trial

Evidence-based programs/practices have and continue to be importantly woven into the strategic thinking concerning all future JJAC activities. That is, the group envisions that all decision making should be: evidence informed, data driven, cost beneficial, and cost effective. **JJAC members voted to move the evidence-based language formerly singled out through a priority to their mission/vision statements to entrench it in its values and work expectations.**

While not backing away from its commitment to the Juvenile Detention Alternatives work being done in MA, the group removed JDAI as a stand-alone priority because there are other key statewide workgroups managing this effort. The JJAC will continue to support JDAI via meeting attendance involving both EOPSS staff and JJAC members, data sharing, advocacy and funding if/when possible.

A couple of other important outcomes:

- There was a general consensus that data dashboards, web tools and evaluation reports should be created and made more available to the JJAC (and stakeholders). **An important outcome of the meeting included a resolution by consensus that EOPSS and JJAC work with all key MA stakeholders to design and deliver a statewide juvenile justice data system in the next 1-2 years that can help examine various stages of the system, race/ethnicity of youth involved, programs funding, programmatic outcomes, and related elements**
- Related but different, there was also consensus that to help drive productivity and accountability the JJAC should develop dashboards for themselves to track various tasks and processes. It is very difficult to answer questions concerning effectiveness of the

group's efforts; furthermore, it is very hard to determine actual program outcomes / effectiveness based on the way business is currently done

- Diversion will continue to be a key, if not primary goal for the JJAC. Diversion can reduce and/or solve many issues related to DMC, over-incarceration, higher spending on deeper end services, etc.
- JJAC leadership and members are to have near-future discussions concerning the committee structure, allocation of various members to committees, and seriously consider re-designing its work structure. There were several concerns voiced regarding ongoing challenges with member participation, task follow-through, meeting schedules/locations, and related items
- JJAC leaders will work to educate the state district attorneys and other important stakeholders about the diversion report – with a goal of strengthening statewide support to develop more systematic policies supporting diversion. Diversion is seen as a very important tool to prevent DMC-related outcomes; it also plays a central role in the school-to-prison pipeline conversation in MA
- JJAC voted to empower the Executive Committee and other volunteers to draft the actual operational goals/strategies and early objectives for the new priorities—to be done before the June final voting meeting
- Left to do is the unfinished business of documenting effective engagement strategies with the Governor's Office, Legislature and others. This is a critical item requiring more attention

SUMMARY AND FACILITATOR RECOMMENDATIONS TO SUPPLEMENT JJAC

The Massachusetts State Advisory Group (JJAC) continues to work very hard to improve the juvenile justice system in the Commonwealth. Confronted by significant fiscal, human resource and “system” challenges, the group harbors an optimism that with proper energy and focus, it can significantly improve both policies and outcomes for vulnerable children and youth in MA.

From a facilitation standpoint, a few items are suggested for future consideration:

- △ It is important for the JJAC leadership and the ***state administering agency (EOPSS)*** to think about resourcing a follow-up strategic visioning meeting to follow through on the items pertaining to work process, committee structure, allocation of staff vs. volunteers to work requirements, and related matters. These issues were central to the strategic planning meeting last year, and because they continue to surface they clearly impact the JJAC's functions (and will likely continue to do so). This is not written as criticism of current leadership – in fact, folks are to be lauded for accomplishing many things

despite the challenges with sight/sound separation, elections and staff turnover, key policy members changing, and both federal and state budget reductions

- △ As recommended in the past (2014) strategic plan report, the JJAC could benefit from ongoing advanced SAG training. Particular topics could include: evolving MA's juvenile justice systems toward a developmentally appropriate set of strategies; ongoing implicit bias/undoing racism training (to understand best practices for offering to other stakeholders); scaling and evaluating evidence-based programs; and innovation and implementation strategies
- △ Many JJAC participants are hungry for information concerning other privately funded, state and federal initiatives in MA. Some training and utilization of various federal resources to help identify funding streams, potential collaborators, opportunities to convene or leverage efforts would be highly beneficial. Various initiatives or strategies (e.g., pay for performance initiatives, "money ball for government", innovation and implementation efforts, Collective Impact, blended funding projects) – are examples of things that are occurring across the country, but JJAC members collectively aren't exposed to them and don't have opportunities to consider them in juxtaposition to the JJAC's work processes
- △ Effective youth engagement remains a concern for the JJAC. Leadership is very intentional in trying to improve this issue. Any focused training, strategy development, web tools, etc. that can be brought to bear for assisting the JJAC in this area could be helpful
- △ The JJAC could benefit from a very intentional focus on holding themselves to specific performance metrics for the committee and subcommittee work....again, the use of work dashboards, committee updates/assignments, key accountability reports and re-designing some of the meeting agendas may be helpful

EVALUATION SUMMARY

(Actual evaluation score sheets/results may be reviewed if requested)

Briefly, results captured by the evaluation tool found the planning meeting to be useful overall. Participants were generally engaged; felt like opportunities to be heard were available and seemed satisfied that the time was well spent. Respondents felt as if the facilitator provided an important and positive set of services.

A few notes from the evaluations:

- Respondents felt the meeting to be productive and inclusive overall
- Ratings as to the effectiveness of the meeting were quite high and positive

- Participants continued to recognize challenges with everyone attending and having their voices involved
- Despite efforts at building consensus, having such an intensive and complicated meeting in a compressed time frame can leave participants feeling overwhelmed by information, inability to process all the key issues, and/or frustrated at times. Operational details can be sacrificed for “big picture” conversations

JJAC Retreat Agenda

February 06, 2015

- I. **Welcome/Introductions – Bob/Robin**
- II. **Building Dialogue – Robin (setting expectations from participant feedback)**
- III. **Purpose of Retreat and Review of Agenda/Process – Robin**
 - a. **Strategic visioning (overview); Consensus on “what must be done/accomplished” in the meeting**
 - b. **Affinity idea exercise (compilation of survey responses); thoughts about commitments to the future given JJDA reauthorization (potential), possible new expectations**
- IV. **Brief Overview of the JJAC, Accomplishments and Challenges and Other Business – Bob/Andrew/Erin**
 - a. **SAG Purpose**
 - b. **Current Priorities and Activities**
 - c. **Recent Accomplishments**
 - d. **Areas for Improvement**
 - e. **Fiscal Update** (status of funds by year of appropriation; what can/cannot be used given compliance issues; any possibilities of leveraging federal funds with state or other)
 - f. **JJAC Business Items (brief discussion, needed votes)**

BREAK

- V. **Discussion on Vision, Mission and Priorities – Robin** [We'll brainstorm to help determine key elements of vision and mission (not to finalize statements), but to inform discussion and determination of new priorities in the afternoon conversation (a sort of quick “relevance test” with recommendations to the Chair and Executive Committee if changes are suggested by the group; Some thoughts on how other SAGS are facing today's challenges (organization, administration, funding, compliance, membership, effectiveness, member engagement, etc.) --- making sense of progress and gaps and how they inform strategies for JJAC]

LUNCH

- VI. **Affinity Redux: prioritizing “most critical changes” (survey answers) and topical priority areas for strategic planning [grouping topics for priority consideration]– Robin**
- VII. **Strategic Planning on Priorities – Robin** [full group brainstorming: elements of priority statements (definition of the problem/issue), goals, action steps, timeline – the purpose is brainstorm these aspects of priority-specific plans in order for the Executive Subcommittee (and others who can participate) to finalize the plans within 3 weeks follow-up time for email input in between the Retreat and the follow-up meeting can also be allowed] [this session should inherently involve discussion of how to boost the JJAC's influence and reputation as the source of juvenile justice expertise/know-how/policy and program guidance, and identify results oriented strategies for achieving goals]

BREAK

- VIII. **Discussion and Vote on Formula Grant Program Areas - Andrew**
- IX. **Summary and Next Steps – Robin, Bob**
- X. **Evaluation and adjourn**

APPENDICES Continued

Meeting Prep Materials Provided Prior to the Retreat

Pre-Retreat by Email:

- Pre-retreat survey (co-developed with Andrew Polk)
- Grove Consulting Context Map©
- Priority voting sheets
- SAG thermometer exercise
- Strategy formulation worksheets
- Strategic planning process graphic
- Performance results at-a-glance scorecard example
- Final approved JJAC agenda
- Strategic planning PowerPoint presentation (R Jenkins)
- Committee goal worksheets

Meeting Attendees:

In attendance: Robert Gittens, Chair; Cecely Reardon, Vice Chair; Wes Cotter, Key Program; Glenn Daly, EOHHS; Peter Forbes, DYS; Robert Kinscheff, Mass School of Professional Psychology; Mark Booher, Psychologist; Jeffery Butts, Smart Team; Adam Foss, Suffolk County DA's Office; Austin Lessin, Youth Member.

EOPPS Staff: Andrew Polk, Erin Heaney, Ednei Furtado

Non Members: Lashon Amado; Germain St. Louis, MSPP

End of Report