

STRATEGIC PLAN SYNOPSIS



9/30/2008

FY2009 – FY2011

The IJIS Institute is a 501(c)(3) non-profit corporation, founded in 2001 as a result of the U.S. Department of Justice's interest in raising private sector participation in the advancement of national initiatives affecting justice and public safety at the state, tribal, and local levels. Today, the Institute represents the leading companies serving these and other related sectors. The Institute is funded through a combination of federal grants, industry contributions and partnership agreements. As originally conceived, the IJIS Institute provides assistance to local, state, tribal, and federal agencies by bringing industry to the table in a constructive role, and continuing to drive toward achieving high regard for the companies that are dedicated to helping justice and public safety find high value solutions.

This strategic plan sets the direction for the IJIS Institute and provides guidance for day-to-day decision making to assure measurable progress toward our vision. The plan includes three major sections:

1. **Setting Direction** – Provides high-level direction for the Institute, as set by the IJIS Institute Board of Directors, via *vision, mission, strategic goals*, and *guiding principles*. IJIS management will use this as guidance for setting annual operating objectives, as well as day-to-day decision making.
2. **Developing the Strategy** – Provides the multi-year execution areas of the Institute's strategy, including a set of objectives, outcomes, initiatives, and indicators of success for each area. These strategic areas, developed in concert with the Board of Directors, are: *growth, membership, and funding*. The Institute's leadership team will be measured on progress of the supporting components of each area as they will form the basis of the Institute's fiscal year operating plans.
3. **Planning for Implementation** – Provides fiscal year operating plans addressing each of the strategic areas. These plans will be responsive to our strategy and will include the operating details of actions, measures, timing, and resourcing. IJIS Institute management will base performance against these plans on the funding and delivery outlook for each fiscal year.

Vision

The IJIS Institute is an enduring and trusted network of industry leaders. We help government maximize technology investments supporting these *missions*:

- Detect, deter, and prevent crime and terrorism;
- Protect the innocent and provide comfort to victims;
- Improve the quality of justice and public safety;
- Reduce the impacts of crime, terrorism, and natural disasters;
- Maintain safety and order in our communities.

We seek a better business environment where: firms can do well while serving the public interest; interactions between government and industry are founded upon value and respect; and our communities receive the benefits.

Mission

Serving as the voice of industry, we unite the private and public sectors to improve mission-critical information sharing for those who protect and serve our communities.

Strategic Goals

1. Provide leadership for the industry in information sharing.
2. Be the “Voice of Industry” in developing policies and programs in information sharing for justice, public safety, and homeland security.
3. Enhance collaboration between the public and private sectors.
4. Provide clear and compelling value to IJIS Institute member companies.
5. Attract all companies in this industry to participate in Institute activities.
6. Ensure the availability of necessary resources to maintain the quality of the Institute’s services, operations and programs.
7. Achieve a significant social impact through focused IJIS Institute activities.

Guiding Principles

- Quality** of our work speaks for us and provides the cornerstone of developing a strong reputation.
- Collaboration** with industry and partner organizations enables the most comprehensive program and project results.
- Innovation** enables leadership and the development of new and effective approaches to assist and support our clients and their constituencies.
- Resourcefulness** in tackling the toughest and most challenging problems facing our clients.
- Fiscal responsibility** expresses unqualified integrity in our stewardship of all funds dedicated to advance our mission.
- Respect** for all of those with whom we work: our financial supporters, our clients, our members, our partners, and ourselves.

- ❑ **Integrity** of our business practices as exemplified in our policies, products, and professional behavior – we earn the trust of our clients, members, and partners.
- ❑ **Social consciousness** represents an important value that we bring to the communities that benefit from our contributions.

Strategic Areas

Within these three areas, specific elements emerged for each. While these elements are inherent within each respective strategic area, it is recognized that there are dependencies and interactions that tie to other strategic areas.

1. Growth
 - a. Sets the strategic targets for growth of the Institute – markets, services, and clients
 - b. Provides the basis for measuring progress to baseline
 - c. Drives the **membership** and **funding** strategies
2. Membership
 - a. Focuses on energizing IJIS Institute industry representation
 - b. Seeks to expand industry involvement by improving realized membership value
 - c. Widens membership to support the **growth** strategy
3. Funding
 - a. Assures the coordination of funding components
 - b. Supports the **growth** and **membership** strategies

Strategic Operational Impacts

Execution of the strategic initiatives will have an impact upon one, many, or all of the eight operational areas listed below. Implementation planning will include fully evaluating these impact areas to assess the viability and feasibility of relevant fiscal year operating objectives across each strategic area.

1. Organization/Management/Governance
2. Collaboration (Grantors, Members, Clients, and Alliance Partners)
3. Cultural Change
4. Resources (Financial, Facilitates, and People)
5. Capabilities (Recruitment and Training/Education)
6. Communications (Internal and External)
7. Tools and Technology
8. Interactions with other Strategies

About the IJIS Institute—*The IJIS Institute serves as the voice of industry by uniting the private and public sectors to improve mission critical information sharing for those who protect and serve our communities. The IJIS Institute provides training, technical assistance, national scope issue management and program management services to help government fully realize the power of information sharing. Founded in 2001 as a 501(c)(3) non-profit corporation with national headquarters on the George Washington University Virginia Campus in Ashburn, Virginia, the IJIS Institute has grown to more than 240 member and affiliate companies across the United States. For more information visit www.ijis.org.*