



State Council Toolkit

Interstate Commission for Adult Offender Supervision

Table of Contents

Welcome Message	4
Why do State Councils Exist?	5
Representation	5
Responsibilities	6
Effective State Councils	6
The Commission	7
The Executive Committee	
Officers and Duties	8
Elections and Vacancies	9
Committee Chairs	9
Regional Representatives	10
Region and Committee Chair Responsibilities	10
Vice Chairs	11
General Duties	11
Committee Member Roles	11
Open and Closed Session	11
Meetings	
Agendas	12
Minutes	12
Quorum	12
Voting	12

Committees

Compliance Committee	13
Finance Committee	13
Information Technology Committee	13
Rules Committee	13
Training, Education and Public Relations Committee	13
DCA Liaison Committee	13

Financials

Dues Assessment	14
Budget	14
Accounting	14

The National Office

15

The Executive Director

Selection Process	16
Evaluation Process	16
Strategic Planning and Initiatives	16

Additional Information

Reimbursements	17
Immunity	17
Defense	17
Indemnification	17
Additional Resources	17

State Councils

This toolkit provides guidance, instruction, and innovative ideas to help establish effective councils and promote meaningful member terms. Within these pages, you will find essential information to support your council's vital work with your state's interstate compact office and the Commission's mission of promoting effective supervision strategies that prioritize public safety, accountability, and victims' rights.

We encourage you to use this toolkit as a dynamic resource, tailoring it to meet your council's specific needs. Thank you for your commitment to fostering a more effective system for managing individuals under supervision who move across state lines.



“The Executive Committee is empowered to act on behalf of the Commission during the interim between Commission meetings, except for rulemaking or amendment of the Compact.”

Why do State Councils Exist?

State Councils exist to fulfill the mandate outlined in Article IV of the ICAOS Model Act, which requires each state to establish a council to oversee intrastate affairs related to the Compact. These councils serve as a critical in-state partner to the national Interstate Commission. Their role is to coordinate Compact activities, support implementation, and ensure that the Compact functions effectively within the state.

The primary purpose of a State Council is to facilitate collaboration among state officials, Compact administrators, and community stakeholders. Councils support operations, help resolve issues, and promote the sharing of best practices. These functions improve public safety and ensure better outcomes for individuals under Compact supervision. While most councils meet at least once a year, more frequent meetings are encouraged to support ongoing planning, engagement, and decision-making.

Representation

Each State Council must include at least one representative from the executive, legislative, and judicial branches, as well as a victim advocate and the state's Compact Administrator. States may add additional members based on their needs or legal frameworks. Before making appointments, it's important to review your state's laws, which may include specific terms, financial disclosure requirements, or other board service obligations. Your Compact office or appointment letter should provide clarification.

When recommending individuals to serve on a State Council, states should consider a candidate's willingness to serve, interest in the Compact and corrections system, and their professional reputation and network. It's also important to include individuals who bring diverse experiences and perspectives that contribute to well-rounded discussions and decision-making.

Responsibilities

In terms of responsibilities, State Councils play a hands-on role in Compact oversight. They appoint the state's Compact Commissioner (either directly or through the Governor in consultation with the legislature and judiciary), determine council membership, and develop operating policies for the state's Compact office. ICAOS Policy 03-2009 also requires that each council submit an annual report by December 31st, which must include an updated roster and documentation of meetings held during the year.

Councils support Compact operations in several practical ways. They may evaluate the effectiveness of current Compact processes, review compliance dashboards and annual reports, and recommend policy or legislative initiatives. Councils also coordinate training for Compact staff, help resolve disputes and promote Compact awareness among key partners such as the judiciary, prosecutors, and advocacy groups.

State Councils often address challenges such as rule implementation, navigating and assisting with dispute resolution, staffing shortages, and data limitations. They may propose changes to improve rule effectiveness, assess whether individuals receive equal treatment as in-state offenders, and evaluate whether Compact fees impact equity or access to services. Councils also analyze compliance data and develop strategies to improve state performance, including streamlining warrant processes, increasing training opportunities, and strengthening interagency relationships.

Effective State Councils

An effective State Council is one that is active, engaged, and strategic. Members should clearly understand their roles and responsibilities. Councils should communicate regularly with stakeholders, offer education and training, and monitor the state's compliance with Compact rules. Ongoing dialogue and collaboration with the ICAOS national office and other states can provide valuable insight and support.

In short, State Councils are essential to ensuring the Compact operates efficiently and consistently across jurisdictions. They provide the structure and support needed to navigate legislative changes, strengthen collaboration, and improve public safety for all communities involved.

The Commission

This toolkit provides guidance, instruction, and innovative ideas to help establish effective councils and promote meaningful member terms. Within these pages, you will find essential information to support your council's vital work with your state's interstate compact office and the Commission's mission of promoting effective supervision strategies that prioritize public safety, accountability, and victims' rights.

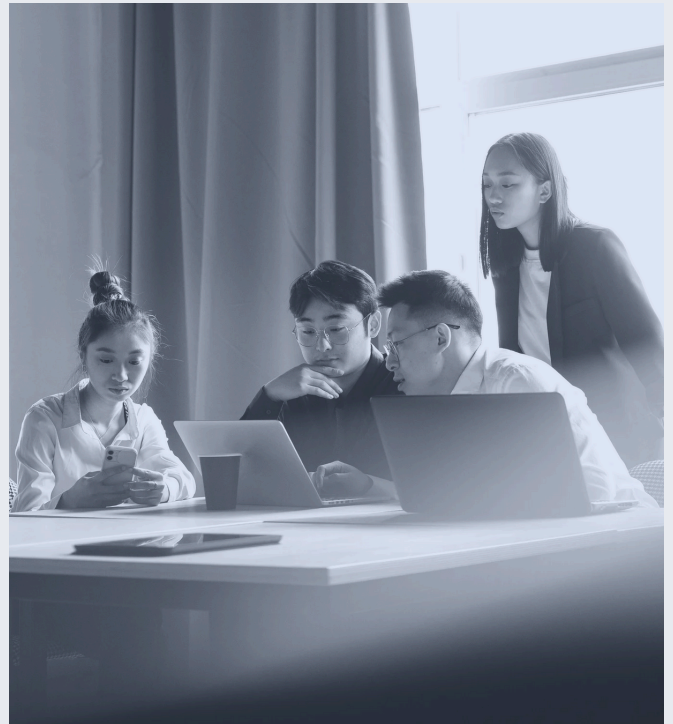
We encourage you to use this toolkit as a dynamic resource, tailoring it to meet your council's specific needs. Thank you for your commitment to fostering a more effective system for managing individuals under supervision who move across state lines.

About ICAOS

Established in 1937 with the purpose of regulating 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 (District of Columbia, U.S. Virgin Islands, and Puerto Rico). Revised in 2002, the compact grants states the authority to track supervised individuals who move across state lines, thereby enhancing public safety and accountability. ICAOS has evolved into a powerful and adaptive tool for ensuring cooperative action among the states. Its purpose is to establish and enforce regulations, provide training, facilitate the collection and sharing of data, and perform other essential tasks to ensure that supervised individuals maintain continuity when relocating to another state.

Mission Statement

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.



The Executive Committee

The Executive Committee represents the Commission during its recesses, except for matters related to rulemaking or amendments to the compact. Its duties include overseeing the Commission's health, needs, and achievements, and ensuring that the organization functions in compliance with its statute and Bylaws.

Officers and Duties

Chair

The chair calls and presides over all Commission meetings and, in collaboration with the Executive Committee, prepares the agendas for these meetings. The chair also makes appointments to all Commission committees and, in line with the Commission's directions or subject to its ratification, acts on behalf of the Commission between meetings.

Vice Chair

The vice chair assumes the duties of the chair in their absence or at their direction. If the chair's position becomes vacant, the vice chair will serve as acting chair until a new chair is elected by the Commission.

Treasurer

The treasurer, with the executive director's support, oversees all Commission funds and ensures adherence to the fiscal policies and procedures outlined in the Compact or adopted by the Commission. The treasurer may also secure a bond covering themselves, the executive director, and any other officers, Commission members, or personnel responsible for handling Commission funds.

Ex Officio Officers

Immediate Past-Chair

The immediate past-chair offers continuity and guidance to the Executive Committee by sharing insights on past practices and other relevant matters to aid in governing the Commission. They support the chair as needed and serve a two-year term.

Secretary

The Executive Director serves as the Commission's secretary who records the minutes of all Commission meetings and acts as the custodian of all documents and records related to the Compact and the Commission's activities.

Elections and Vacancies

The chair, vice chair, and treasurer are elected annually by the Commission during the Annual Business Meeting (ABM) and serve two-year terms. Nominations are discussed at regional meetings, and candidates are then presented during the General Session. Newly elected officers are sworn in at the end of the ABM and begin their terms immediately.

If an officer position becomes vacant before the Annual Business Meeting, a majority of the Executive Committee will appoint a successor to complete the unexpired term. Alternatively, the vacancy can be filled by a majority vote of the Commission at the next regular or special meeting. If the immediate past-chair position is vacated, it will remain vacant until the current chair leaves office.

Committee Chairs

Committee chairs are appointed by the Commission chair every two years following the election of Commission officers at the Annual Business Meeting (ABM). Once appointed, chairs can immediately begin their duties, including collaborating with the National Office to establish the committee's roster and selecting a vice chair.

Chairs work with their committees to set annual priorities and ensure that all business is addressed appropriately. They are responsible for organizing meetings, preparing agendas, calling meetings to order, delegating responsibilities, involving all members in the decision-making process, and reporting the committee's work to the Executive Committee and the Commission chair.

Additionally, committee chairs are tasked with recommending new members for their committees, encouraging the proposal of one to two individuals from each region to maintain parity. These recommendations are submitted to the Commission chair, who endorses the candidates for membership.

If a committee chair is unable to attend a meeting of the standing committee or the Executive Committee, the vice chair may be designated to act on their behalf at that specific meeting.

Regional Representatives

Regional representatives are elected every two years by a plurality vote of the commissioners in their region. They serve a two-year term or until a successor is elected. If a vacancy occurs, the region elects a new representative to finish the term. Newly elected regional representatives are sworn in during the Annual Business Meeting and begin their terms immediately.

Regional representatives organize meetings, prepare agendas, call meetings to order, delegate tasks, and ensure active participation. They report on regional activities to the Executive Committee and act as a liaison between the Executive Committee and their region. To boost attendance and engagement, they may contact members directly before meetings.

Regional representatives also support new commissioners by helping them navigate compliance issues, encouraging active involvement in Commission activities, and collaborating to develop effective strategies and best practices.

Every two years, when the Commission elects new officers, the regional chairs are responsible for serving as the nominating committee during the election process. They appoint a spokesperson or chair to oversee the election and manage the ballots.

Region and Committee Chair Responsibilities

Region and committee chairs are members of the Executive Committee, serving as vital liaisons to other Commission members. They communicate Executive Committee actions, relay information, and address concerns and current issues.

Committees and regions typically meet via teleconference, which are organized and scheduled through the National Office. Committee and region chairs are responsible for determining the meeting date and notifying the National Office. The National Office will handle the setup, send out notices and materials, and confirm if a quorum is established. The Executive Committee meets monthly via teleconference and holds two in-person meetings each year.

Vice Chairs

Vice chairs may be appointed by the committee chair and can assume the chair's responsibilities in their absence or at the chair's direction. Additionally, vice chairs are authorized to report to the Executive Committee on behalf of the committee chair when necessary.

General Duties

Region and committee meetings follow Robert's Rules of Order and typically take place on a bi-monthly or quarterly basis. Chairs are responsible for organizing these meetings, preparing agendas, calling them to order, delegating responsibilities to committee members, and ensuring that all members are involved in the decision-making process. They also report the committee's work to the Executive Committee and the chair of the Commission.

The National Office supports these efforts by managing the logistics of meetings, which includes sending out scheduling polls, documents for review, calendar invites, and preparatory information. Annually, committees convene in person to set goals for the coming year, while regions meet to discuss agenda items for the Annual Business Meeting (ABM). At the ABM, region and committee chairs present a written report detailing their cumulative work and achievements, which is shared during the Commission's General Session and included in the ABM Docket Book. Additionally, chairs may occasionally delegate assignments to committee members and hold them accountable for completing their tasks.

Committee Member Roles

Committee members play a crucial role in shaping the goals, action plans, assignments, and timelines for implementation within their committees. Their active participation is essential, as members are expected to attend at least 80% of meetings to remain in good standing. This level of engagement ensures that each member contributes their insights and expertise, fostering a collaborative environment.

Failure to meet this participation requirement may lead to removal from the committee. A good committee member not only attends meetings but also prepares in advance, engages in discussions, supports fellow members, and follows through on assigned tasks, all of which contribute to the overall effectiveness and success of the committee.

Open and Closed Session

All Commission meetings are open to the public, except as specified in its Rules or the Compact. Prior public notice will be provided in accordance with the Federal Government in Sunshine Act (5 U.S.C. § 552b), which includes publishing a notice of the meeting at least 10 days in advance.

A meeting may be closed to the public if the Commission determines, by a two-thirds vote of its members, that one or more conditions for closing a meeting, as outlined in the Compact, are met. For each meeting closed under this provision, the Interstate Commission's chief legal counsel will publicly certify that, in their opinion, the meeting may be closed to the public. Please note that no voting can take place during closed sessions.



Meetings

Most meetings are conducted online, with in-person meetings scheduled as needed for specific purposes.

Agendas

Committee chairs and regional representatives, with support from the National Office, develop meeting agendas. Agendas must be posted on the Commission's website at least ten days before the meeting, per Article VI of the Bylaws. Any changes after posting require a vote, and the final agenda must be approved by a majority vote at the meeting.



Minutes

All commission meetings are recorded, and draft minutes are prepared by the National Office. These are reviewed and approved by the committee chair or regional representative before distribution to members. This advance review ensures accuracy and enhances meeting efficiency.

Quorum

A quorum, defined as one more than half of the voting members, is required for the commission to legally conduct business. A majority of Compacting States' representatives constitutes a quorum unless otherwise specified in the Bylaws. The presence of a commissioner or authorized representative who is entitled to vote qualifies their state as part of the quorum.

Voting

Each member state is entitled to one vote in Commission meetings, where decisions are generally made by a simple majority. Members cannot delegate their vote to another member. Agendas, minutes, and adjournments can be approved by general consent, acclamation, or by motion and second.

Committees

Throughout the year, committees hold online meetings hosted by the National Office, following Robert’s Rules of Order. After the ABM, National Office staff will coordinate with committee chairs to schedule meetings and create an annual calendar.

Compliance Committee

The Compliance Committee oversees member state adherence to the Compact and Commission rules. It identifies compliance risks, recommends enforcement procedures, and ensures states follow compliance policies. The committee also reviews and assesses issues as they arise. Meetings are held as needed via video conference.

Finance Committee

The Finance Committee manages the budgetary process by preparing the annual budget for review and monitoring the Commission’s income and expenses throughout the year. The committee meets online quarterly and holds additional meetings as needed.

Information Technology Committee

The Information Technology Committee manages technology resources to support the Compact process and enhance efficiency. It oversees the Commission’s website, data system, and other technology-related functions. Committee members participate in monthly online meetings, leveraging their expertise to test, review, and recommend improvements to technical materials. Additional meetings are held as needed.

Rules Committee

The Rules Committee oversees the ICAOS rule-making process, including drafting and reviewing proposed rule amendments from other committees and regions. It ensures amendments are properly formatted and justified.

Membership is limited to two to three members from each region. Members update their regions on committee activities at regional meetings and present rule amendments at the ABM. In rule-making years, they meet in person to review comments and finalize recommendations.

Training, Education & Public Relations Committee

The Training, Education, and Public Relations Committee creates and improves educational resources and training materials to ensure awareness and compliance with the Compact and Commission Rules. The committee approves, develops, and delivers training and works to increase Commission awareness. Members update education materials and conduct training sessions.

DCA Liaison Committee

The DCA Liaison Committee enhances communication and relationships between Commissioners and Deputy Compact Administrators. It provides a mechanism for DCAs to voice concerns and needs. The committee chair serves as an ex officio member of the Executive Committee.

Financials

The Commission operates on an annual budget cycle beginning on July 1 and ending on June 30 of each year.



Dues Assessment

Each Compact member state is assessed an annual fee to cover the Commission's operations and staff, based on a formula set by the Commission and Rule 2.103. The National Office invoices and tracks dues collection from member states.

Member states will receive notices if their dues are unpaid at 30 and 90 days. If dues remain unpaid 120 days after the start of the fiscal year, the Executive Director will refer the matter to the Compliance Committee for enforcement action, in accordance with Policy 05-2004.

Budget

At the Annual Business Meeting, a budget report is provided to each Compact member state, detailing the Commission's expenditures, income, and fund balance for the previous, current, and upcoming fiscal years.

The Executive Director, with input from the Treasurer and Finance Committee, drafts the annual budget. The Executive Committee reviews and modifies the draft, which is then adopted by the Commission at the Annual Business Meeting. Throughout the year, the Executive Committee also reviews budget amendments, including reallocating funds or authorizing specific expenditures for committee projects.

Accounting & Audit

In consultation with the Treasurer, the National Office manages fiscal operations according to the Commission's Accounting Policies and Procedures Manual. It produces and distributes monthly financial reports to Commission officers. The Finance and Executive Committees review the "working budget" throughout the year to compare budgeted items with actual expenditures.

As required by ICAOS Article X, a certified public accountant audits all receipts and disbursements annually, and the audit report is included in the Commission's annual report.

The National Office

The Commission's National Office serves as the Commission's resource center. Among its many responsibilities, the National Office provides assistance with logistical planning, training, data system management, policies, programs, maintaining the Commission's website, and supporting the work of regions and committees.

The National Office records minutes for all Commission, Committee, and region meetings, capturing discussions, actions taken, expressed views, and any roll call votes. To assist Executive Committee members in convening meetings, the National Office manages documents, provides logistical support and posts meeting information on the Commission's website.

National Office Staff

Executive Director



Ashley Lippert

Operations Manager



Mindy Spring

Systems Manager



Xavier Donnelly

Ed. & Implement. Mgr.



Suzanne Brooks

Web Development Mgr.



Drake Greeott

Logistics Coordinator



Barno Saturday

Executive Director

The Commission appoints an executive director who serves at its pleasure and acts as the Commission's secretary, though is not a member. The executive director oversees the day-to-day operations of the National Office and fulfills various duties as delegated by the Commission or required by the Compact, including:

- Recommending policies and program initiatives for consideration
- Proposing administrative personnel policies for staff recruitment, management, and compensation
- Implementing and monitoring all adopted policies, programs, and initiatives
- Preparing draft annual budgets
- Monitoring expenditures for budget compliance and maintaining accurate financial records
- Assisting Commission members in securing required assessments from compacting states
- Executing contracts as directed
- Receiving legal documents on behalf of the Commission
- Preparing and disseminating required reports and notices
- Supporting the Commission's officers in their duties under Article III

Selection Process

Hiring an executive director begins with the Executive Committee. By identifying immediate and long-range objectives, the Committee can search for candidates that meet those criteria which can yield significant returns for the Commission.

Evaluation Process

Every spring, the Commission chair conducts an annual review of the executive director taking feedback and insights from the Executive Committee to ensure a comprehensive review. Additionally, the Executive Committee considers any proposed salary increases at this time.

To ensure effectiveness, evaluations are based on measurable goals. The Executive Committee works closely with the executive director to establish these objectives and track progress throughout the year.

Strategic Planning and Initiatives

The strategic planning process serves as the Executive Committee's framework for setting the Commission's direction and managing resource allocation. This involves a thorough analysis of the organization's objectives and future needs, this includes:

- Articulating the Commission's mission and establishing aligned goals.
- Prioritizing resource allocation
- Measuring and tracking progress.
- Communicating goals and objectives clearly to all Commission members.

Annually, the Executive Committee conducts a review of initiatives to assess its priorities and refine organizational goals. This ongoing evaluation ensures that the Commission remains focused on its long-term objectives and stays current with best practices in corrections, while also providing crucial insights into organizational operations.

Additional Information

Reimbursements

Subject to the availability of budgeted funds, the officers shall be reimbursed for any actual and necessary costs and expenses incurred by the officers in the performance of their duties and responsibilities as officers of the Commission.

Immunity

The Commission, its members, officers, executive director, and employees are granted immunity from suit and liability—both personally and in their official capacities—for any claims related to damage to or loss of property, personal injury, or other civil liabilities arising from any actual or alleged act, error, or omission that occurred, or that they reasonably believed occurred, within the scope of their employment, duties, or responsibilities with the Commission. However, this immunity does not apply in cases of intentional or willful misconduct.

Defense

Subject to the provisions of the Compact and its rules, the Commission will defend the Commissioner of a compacting state, along with their representatives and employees, in any civil action seeking to impose liability for acts, errors, or omissions that occurred within the scope of their Commission-related duties. This defense applies only if the actions in question did not result from gross negligence or intentional wrongdoing.

Indemnification

The Commission will indemnify and hold harmless the Commissioner of a compacting state, their representatives, and employees, as well as the Commission and its representatives, for any settlement or judgment related to acts, errors, or omissions occurring within the scope of their Commission duties. This indemnification applies only if the actions did not result from gross negligence or intentional wrongdoing.

Additional Resources

The Commission's [website](#) provides a substantial amount of useful information. Some useful resources include the [bench book](#) which contains legal guidance, the [annual report](#) detailing current projects and initiatives, and the search tool [CORE](#) which serves as an encyclopedia for all the Commission's resources.

[Commission Policies](#)

[Commission Bylaws](#)

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.