

Strategies for Sustainability in Treatment Courts

Wisconsin Association of Treatment Court Professionals Conference

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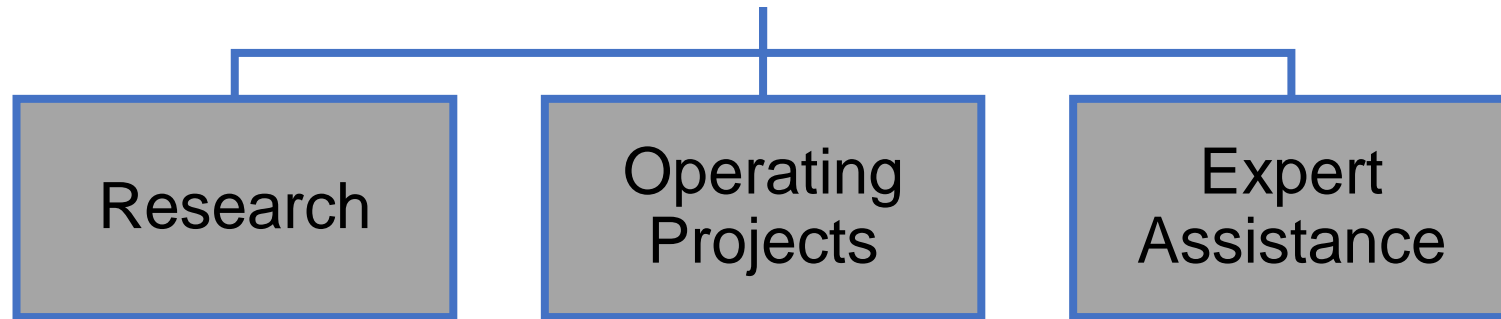
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**Center
for
Court
Innovation**



Mission

Reduce Crime and Incarceration
Aid Victims and Survivors
Strengthen Communities
Improve Trust in the Justice System

Research

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Expanding Access to Drug Court

An Evaluation of Brooklyn's Generalized Drug Screening and Referral Initiative

Prosecutor-Led Diversion

A National Survey

By Melissa Lowery and Ashwini Kerotal

The Allegheny County Mental Health Court Evaluation

Process and Impact Findings

By Amanda E. Cross, Ashwini Kerotal, & Elinor Ochs

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NYC
Criminal
Justice

Procedural Justice at the Manhattan Criminal Court: Results and Implications

The New York City Mayor's Office of Criminal Justice (OCJ) states that the city's criminal justice system generally is characterized by fairness and procedural justice and to identify factors concerning how the court system of the fairness of the justice system. This project first identifies a number of evidence-based practices of justice among some of the Manhattan Criminal Courthouse at OCJ Center Court.

Procedural justice refers to the extent to which individuals feel that the justice system is fair and equitable. Research has shown that procedural justice is a key factor in public trust and compliance with the law. This report examines the extent to which the justice system in Manhattan is perceived to be procedurally just by the public. The report also identifies factors that are associated with perceptions of procedural justice and discusses the implications for the justice system.

What We Found
The Center for Court Innovation, in partnership with the New York City Mayor's Office of Criminal Justice, conducted a survey of the public's perceptions of procedural justice in the Manhattan Criminal Court. The survey found that the majority of respondents (78%) perceived the justice system to be procedurally just. However, there were significant differences in perceptions of procedural justice across different demographic groups. For example, respondents who were Black or Hispanic were less likely to perceive the justice system as procedurally just compared to White respondents.

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RESEARCH

A Statewide Evaluation of New York's Adult Drug Courts

Identifying Which Practices Work Best

By Amanda E. Cross, Michael Forman, and Elinor Ochs

John W. Alderson and Sarah E. Meyer
The Center for Court Innovation

Report prepared for the New York State Office of Court Services

July 2019

MANHATTAN INSTITUTE
Justice Policy Center

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Beyond the Algorithm

Pretrial Reform, Risk Assessment, and Racial Fairness

by Sarah Ricard, Matt Watkins, Michael Rempel, and Ashwini Kerotal



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Operating Programs



Expert Assistance



Building Public Trust and Confidence Through Model Court Websites

The screenshot shows a website for Travis Municipal Court. At the top, there is a navigation bar with links for 'Home', 'About Us', 'Services', 'Contact Us', 'Court Hours', 'Court Fees', and 'FAQs'. Below the navigation bar is a search bar with the text 'I want to' and a dropdown menu. The main content area features a 'Mission Statement' section with a photo of two women, a 'Court Updates' section with a date and text, and an 'Upcoming Events' section with a list of events including 'Community Board meeting', 'Neighborhood Patrol', and 'Court Open for Learning Birthday'. At the bottom, there are logos for the Center for Court Innovation, SJI, and the Travis Municipal Court seal.

The 10 Essential Elements of Opioid Intervention Courts

The cover of the report features a photograph of a courtroom scene with a judge and several people. The title is prominently displayed at the top. At the bottom, there is a logo for the Center for Court Innovation.

What is statewide treatment court TA?


- The Center for Court Innovation helps states make universal improvements to their treatment court systems, including:
 - Statewide strategic planning
 - Statewide evaluations
 - Fidelity assessment
 - Implementing evidence-based practices
 - Teleservices assessment, implementation, and strategic planning
- We liaise primarily with the statewide treatment court coordinator

National Training and Technical Assistance

- BJA's statewide treatment court TTA provider
- Community courts implementation and enhancement
- Procedural justice
- Veterans treatment court pilot projects
- Tribal justice
- Treatment Courts Online (www.treatmentcourts.org)
- Prosecutor led diversion

Overview of Sustainability Methods

Overview of Sustainability Methods

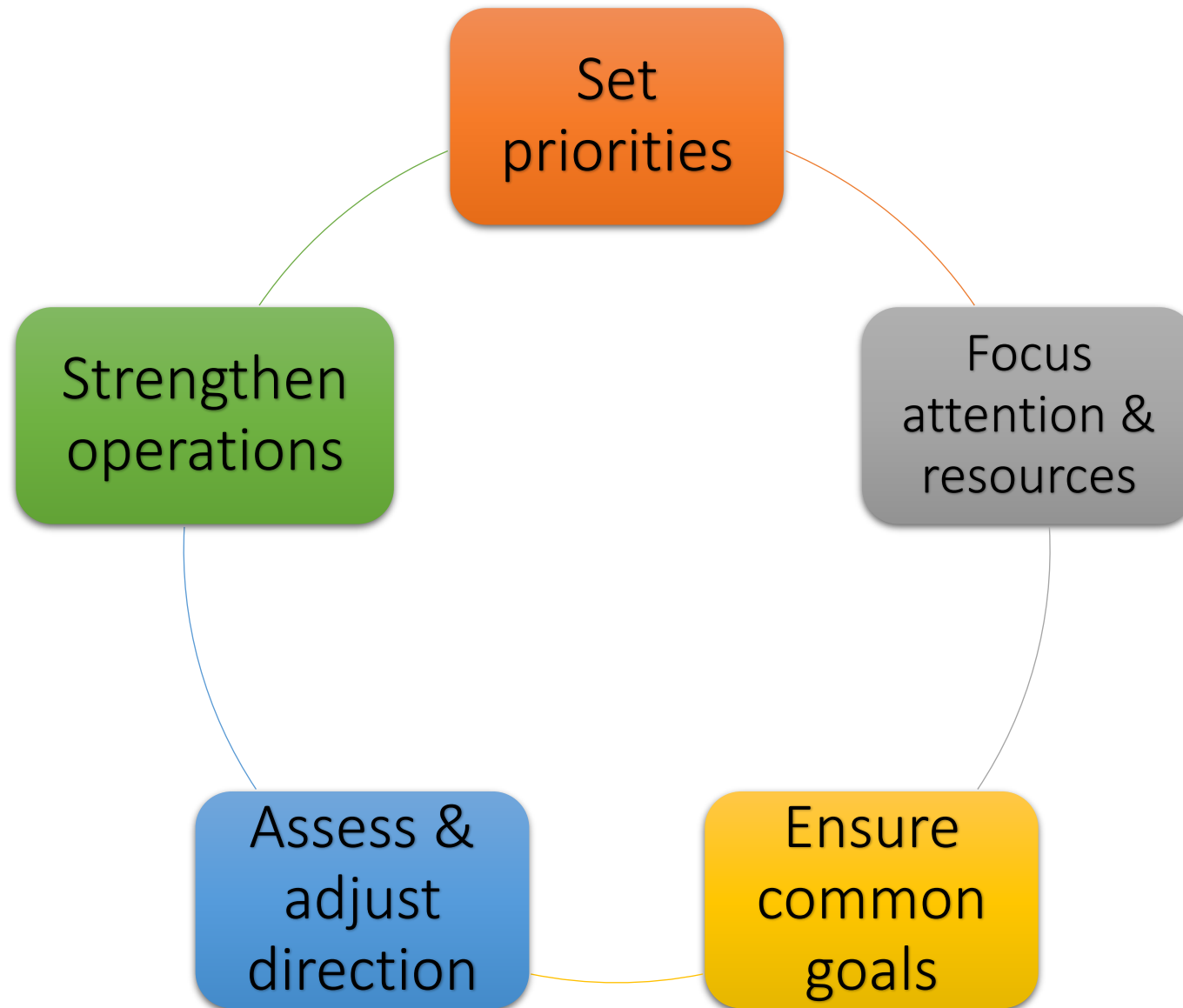
- Strategic Planning
 - Communications and Marketing
 - Interagency Partnerships
 - Legislative
- 
- A decorative graphic consisting of four thick, yellow, curved dashes arranged in a curved path from the bottom right towards the center of the slide.

Strategic Planning for Sustainability

What is Strategic Planning?



Strategic planning is an organizational management activity designed to....



Strategic Planning for Local Drug Courts



Strategic planning
for local drug
courts helps courts
to identify areas of
need, adhere to
best practices, and
improve outcomes.



What does it entail?



Who does it?



How often?



What are the important outcomes?

The **BIG PICTURE:**

- Assemble planning committee
- Needs assessment
- Resource mapping
- Vision statement
- Mission statement
- Communication statement
- Goals and objectives
- Performance measures
- Timeline

Who should be on your planning committee?

- Identify and assemble key stakeholders
- At least one representative from each office that makes up your drug court team
 - Judge
 - Prosecutor
 - Defense
 - Treatment provider
 - Probation
 - Court



Who should facilitate the process?

- Consider bringing in an independent facilitator to lead the workshop, e.g.:
 - Center for Court Innovation
 - American University



How often??

- ❖ Monitor adherence to best practices no less than once per year
- ❖ Formal strategic plan no less than once every five years

What outcomes can your court expect from a strategic planning effort?

- Sustainable training plan
- Strategies for implementing and strengthening evidence-based practices
- New approaches to partnerships and funding
- Adherence to national standards

Statewide Strategic Planning

State strategic planning affects the local courts, too!



Strengthens state support for local treatment courts



Promotes consistency and quality across the state



Local credibility depends on the statewide approach



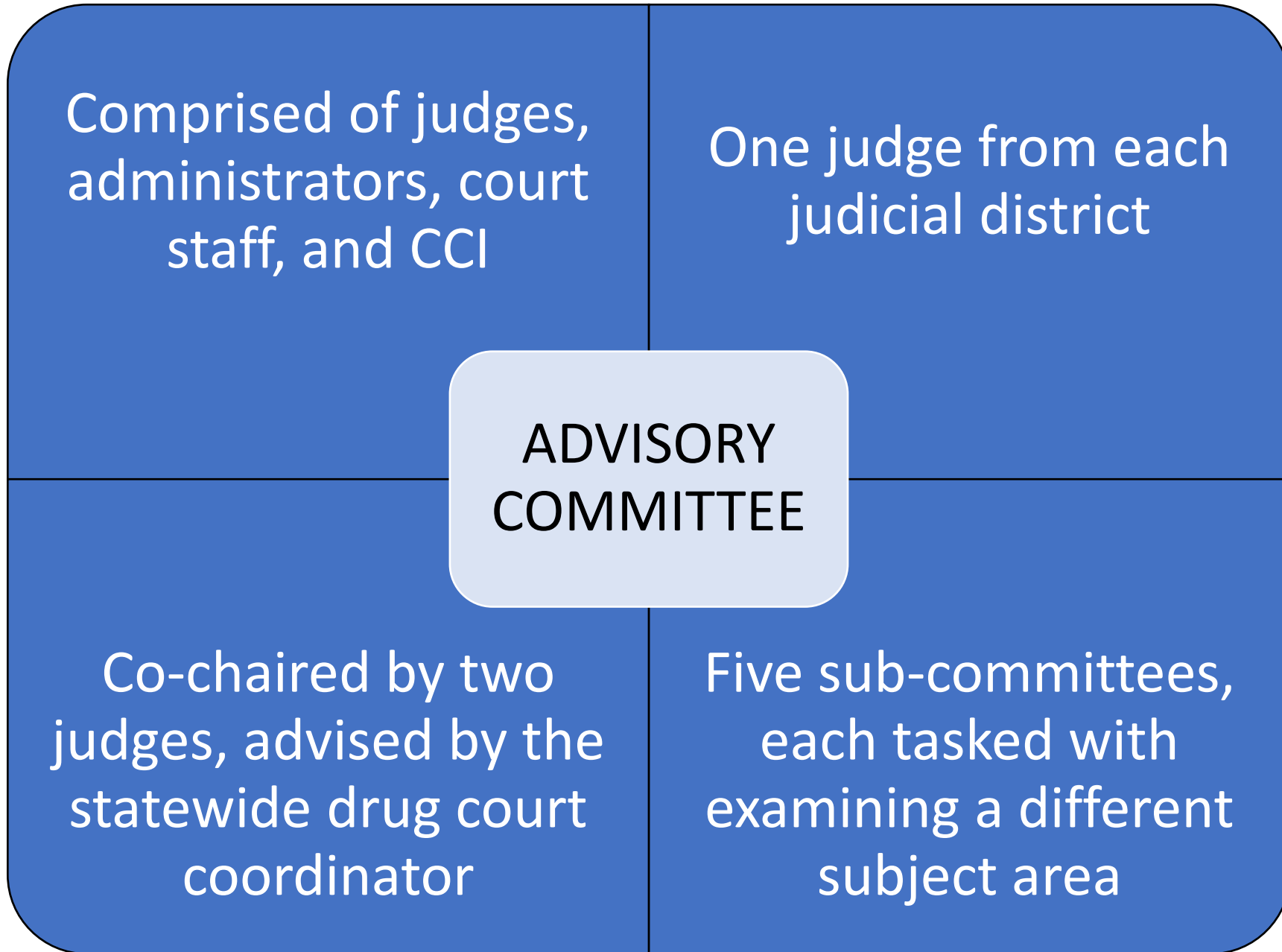
Center for Court Innovation has been working with Wisconsin the last year, along with several other states

A magnifying glass with a silver frame and a black handle is positioned over a stack of colorful folders. The folders are in shades of orange, yellow, and white. The magnifying glass is focused on the text below.

Case Study

The New York State Unified Court System

The Future of Drug Courts in New York State: A Strategic Plan



Case Study: New York

Fidelity to the
Drug Treatment
Court Model

Developing a
Sustainable
Training Strategy

Data Collection
and Evaluation

Strengthening
Partnerships

Sub-Committee on
Staffing and
Resource
Management

Findings

- **FINDING #1:** The state does not currently use a consistent fidelity review process to assess how well the state's drug courts are adhering to the Key Components and related evidence-based practices. A clearly-defined fidelity review model is needed to ensure that the state's drug courts are in the best possible position to reduce recidivism, promote sustained recovery, and operate in a cost-effective manner.

Sample GOALS

- Adopt a clearly-defined fidelity review model for all drug courts in the state.
- Establish guidelines for the ongoing training of drug court teams.
- Establish a framework for coordinating and funding training opportunities.
- Improve stakeholder interest in drug treatment courts.
- Increase collaboration between drug courts and the Division of Veterans Affairs.
- Create comprehensive statewide protocols for drug testing and enhance drug testing infrastructure.

Objectives

- Objective 1A: Adopt another state's peer review model as the foundation for fidelity review process.
- Objective 1B: Form a committee to guide the design and implementation of the fidelity review model.
 - Judicial district administrators
 - Multi-disciplinary drug court practitioners
 - Center for Court Innovation

The Layout

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GO Table

Goal #1:				
Objectives	Action Step	Person Responsible	Timeline	Performance Measure

Communications and Marketing

Communications Plan

What is the purpose?	A communications plan can help you focus your message so that you can be more precise and effective in your communication efforts.
	The process will help you zero in on your target audience(s).
What can it do for your program?	It is a navigation tool (or roadmap) to help you define exactly where you are going and how you are going to get there.
	It will help facilitate message alignment across all program staff and leadership.
Things to consider	What staff/leadership need to be part of developing your plan?
	Who will be responsible for implementing and monitoring your plan?
	What, if any, resources do you have available to help support your communication planning? (e.g., a staff person that is social media savvy)
	How will you incorporate storytelling into your plan?
Practice tips	Develop your plan before developing your products.
	Start by focusing inward; all program staff and leadership need to understand what the program is trying to achieve and how to consistently communicate that vision.

Understand your Audience!

Who

- Who needs to know about your program?

What

- What do they need to know about your program?

When

- When do they need to be informed?
Frequency?

How

- Social media, email, flyer, newsletter, annual reports, presentations?

Strategies to Publish Success

Develop a clear plan for getting the word out about your program

Hone your message and develop key themes and goals

Talk to local media

Create a website

Publish regular newsletters

Strategies to Publish Success

Plan events that involve the community

Compile mailing lists and use listservs

Publish an annual report

Appear at community meetings

Share credit with partners

Formats for publicizing your success

Elevator Pitch

- Moments to describe your program and why it is important.

Spotlight

- A paragraph in a partner's newsletter or on social media

One Pager

- A polished document that conveys the most important aspects of your program and is easy to read. You might include stories, pictures, graphics, data, partner information, and contact information.

Brief

- Formal request for information.

How do you want your program to be perceived?



Interagency Partnership & Fundraising

Main Questions to Ask

- Are there agencies who could mutually benefit or save money by supporting your program?
- Are there agencies whose mission is to serve the same population as yours?

Interagency agreements

Interagency agreements can connect agencies with common missions to join together to fund and support.

Missouri's Drug and Alcohol Agency provided Medicaid and state funds to SUD Tx programs including those serving drug court clients

Interagency agreement between the American Liver Foundation, option care organization, and Missouri drug courts to provide Hep C testing and Tx for drug court clients and their families (drug court average for testing positive for HEP C was 17% compared to national average of 3%)

Local Interagency Partnerships

Have each agency cover the cost of their own participating team member

- Broward County, FL: zero-budget approach
 - Only the drug court manager position is funded through the court budget
 - All other staff and services which serve 2400 clients annually are in-kind commitments from community and agency partners
- Nebraska: the state patrol donates all asset forfeiture during arrests for drug crimes in one county to support their drug court

Community partnership

- Community-based treatment providers can often enable drug court participants to access Medicaid or other state financed treatment dollars
 - MN: Worked with local agencies housing funding to help secure safe and stable housing for the court participants.
 - AZ: the drug court has formed community partnerships with agencies that offer job training, financial assistance, job search training, career counseling. They host informal meetings between all the community support agencies to stay connected and up-to date on services available.

Agency

State

- Department of Health Services,
- DOC, DOJ, Department of Transportation, state patrol

Local

- Hospitals, Department of social services,
- police, sheriff, local jail, and probation, bar association

Community Partnerships

- Libraries, housing agencies, job training, career counseling, food assistance, financial assistance, educational programs, faith community, recreational facilities (YMCA)
- Community-based treatment providers

Nonprofit Organizations

- Create your own 501(c)3 to solicit donations or partner with an already established nonprofit
 - Allows for donations of goods to be used as incentives but also services such as free parenting, education, health and wellness classes, legal services, health and fitness classes etc.
 - Can allow for drug court—apart from the court—to apply for grant funding (ex. United way)
 - Partner nonprofit may also have experience in grant writing and soliciting donations that the treatment court team lack

Legislative & Appropriations

Legislation: Who to Ask?

- Who:
 - State representative
 - County representatives
 - County council
 - Municipal representatives
 - County CJC
- Identifying funds:
 - Where is there revenue in your state, county, or city?
 - How is that revenue generated?
 - Is that revenue going to programming that is similar or could benefit your participants?

Examples from the country

- WA: revised sentencing guidelines for non-violent drug offenders creating cost savings that were then appropriated to drug court programs
- ID: in 2001 expansion of drug courts became a priority of the governor & supreme court due to advocates of the programs being elected
 - Under their leadership funds from a 2% surcharge on the gross sale of beverage alcohol sold by the ID state liquor dispensary go to support drug court programs

Legislation: How to Ask?

- How:
 - Marketing material
 - Strategic planning materials
 - Outcome measures
 - Cost savings
 - Benefit to the public
 - Evidence of public support
- Combine efforts
 - Who else has the same goal as you?

Examples from the country

- NM: Liquor tax funds were already being used to support DUI/DWI courts and they reallocated some of those funds to drug court
- CA: Built structure of funding through legislation
 - After seeing successful drug courts the legislature redirected money from Department of Corrections
 - Department of social services, Department of alcohol and drug programs also now support drug courts with funding

Appropriations

- 2005 Wisconsin Act 25-TAD funding
 - TAD program is funded on a five-year cycle and is scheduled to be awarded to counties and tribes on a competitive basis for calendar year 2022
 - TAD programs now operating in 53 counties and 3 tribes in Wisconsin

If you were in charge of TAD funding what would you change?

Thank you!

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