## Strategic Planning and Certification

Oregon Joint Task Force On Specialty Courts 8.23.24

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### Center for Justice Innovation (The Center)

**OUR MISSION** is to make the justice system fair, effective, and humane. We create <u>operating programs</u> to test new ideas and solve problems, perform original <u>research</u> to determine what works (and what doesn't), and provide <u>expert assistance</u> to justice reformers around the world.

Our **TECHNICAL ASSISTANCE** team provides hands-on, expert assistance to reformers around the world, including judges, attorneys, justice officials, community organizations, and others. Having launched dozens of innovative justice initiatives, we know how to get a new project off the ground. Experts from the Center for Justice Innovation are available to help plan, implement and evaluate new policies, practices, and technologies. Our assistance takes many forms, including help with analyzing data, facilitating planning sessions, and hosting site visits to our operating programs in the New York City area.





# Strategic Planning

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### Strategic Planning

Strategic Planning can be used at a statewide level or with individual courts. It can be targeted to specific areas or broadly review best practice standards.

Process

- Creation of a Planning Committee
- Needs Assessment
  - Data Analysis and Document Review
  - Stakeholder Focus Groups and Interviews
  - Needs Assessment Report
- Strategic Planning Workshop
- Strategic Plan (Implementation Blueprint)

## Needs Assessment

- A thorough needs assessment is critical to identifying the challenges and opportunities of a court or court system, as well as the strengths and resources that can enable the state to meet these challenges.
- The needs assessment allows the planning committee to develop a full understanding of the system's current operations and areas of need.



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#### Strategic Planning Workshop and Report



- Following the needs assessment, the Center leads an on-site strategic planning workshop with the planning committee. With the Center's guidance, the planning committee reviews the needs assessment, identifies planning priorities, develops a mission statement, and creates a detailed action plan outlining goals, objectives, and tasks needed to carry out the strategic plan.
- Common areas of focus include promoting fidelity to best practices, developing statewide training strategies for new and experienced team members, creating a statewide data collection and evaluation protocol, and allocating resources efficiently.

#### Goals and Objectives Table

Goal 1: Improve and enhance access to VTCs				
Objective 1A	Action Steps	Person Responsible	Timeline	Performance Measure
Create paid position (VTC Analyst) to ensure sustainability and prioritization of VTC programs across the state	Identify examples of this position in other states Develop job description Determine duration and deliverables of position (considerations for funding/contractual) Explore long term sustainability funding options	OSCA staff	August 2023 September 2023 April 2024	OSCA specialty court team member onboarded and working on VTC Improvement, enhancement, and expansion
Objective 1B	Action Steps	Person Responsible	Timeline	Performance Measure
Determine the continuum of services needed to ensure equity and increase engagement of more diverse VTC participants.	Review resource map of existing services (created in Goal 6) to identify gaps in services that if addressed could improve equity Build partnerships to fill gaps Develop strategies to increased participation and engagement	OSCA staff with local coordinator support and collaboration with OHA & VA as needed	TBD, should be after resource mapping	Specific services that need to be more equitable identified Partnerships established for expansion of services

# Statewide Certification

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### Why Use a Certification/Accreditation Process?

A statewide certification process allows the statewide staff

- The certification toolkit was created to offer guidance and assistance to those considering a treatment court certification process for their state.
  - These recommendations come from the lessons learned as others have created and implemented this process.



#### Statewide Drug Court Certification Toolkit

A Practical Guide to Establishing a Statewide Drug Court Certification Program

#### Certification to Identify Specialty Court Needs

# Monitor court adherence to best practice standards

#### Target training and technical assistance

#### State Example : Colorado

- Colorado has had an accreditation process in place for many years, but recently updated their rubric.
- The rubric follows the Ten Key Components of Drug Court

	Exceeds (5)	Meets (3)	Does not Meet (0)	Exempt with Justification (Waiver)
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Key Component 3

Eligible candidates for a problem-solving court program are identified early and are promptly placed within a problemsolving court. New participants are then linked to community-based service providers as quickly as possible.

3.1	Participant eligibility criteria shall be developed and agreed upon by all members of the problem-solving court team and shall be included in the policies and procedures manual. <b>3.1.1 BP:</b> Research encourages problem-solving courts base referrals and admission decisions solely on application of target population and eligibility criteria.	Policy and procedure manual contains eligibility criteria and discusses the roles of team members in developing eligibility criteria. Policy and procedure manual also details process for referrals and admission based solely on application of target population and eligibility criteria.	Policy and procedure manual contains eligibility criteria and discusses the roles of team members in developing eligibility criteria.	Policy and procedure manual does not include eligibility criteria and/or the program did not provide a policy and procedure manual and/or the program does not have documented eligibility criteria.	Not applicable.
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3.2	Target population for all adult- problem solving courts shall be individuals who are assessed as high-risk and high needs. <b>3.2.1</b> The PSC Model is not evidence- based for low-risk populations. Accreditation will not be available to problem-solving court programs serving solely low-risk participants or to program tracks serving solely low-risk participants. Jurisdictions choosing to serve low-risk participants using a PSC Model shall ensure that the participants in the low-risk program or track are not combined with the participants in the high-risk track.	Program's target population and an <b>assessment of their data</b> shows that their target population is assessed as high-risk and high needs participants.	Program's documented target population is evident of accepting those who are assessed as high- risk and high needs individuals.	Program serves solely low- risk participants based on their target population and failed to create a separate track for the low-risk participants.	Not applicable.
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#### **Accreditation Tiers/Ratings**

	Points	Description	Program Category / Program CQI	
PLATINUM	Max Courts in the Platinum Category are implementing all Fundamental Practices as well as all best/recommended practices in the Colorad Unified Standards within their programs. The courts are high functioning and are typically asked to mentor other courts in earling implementation stages. Team members of these courts are also asked to be mentors in their role and be peer reviewers for other programs.		Eligible for Accreditation/Reaccreditation Eligible to be a Peer Reviewer	
GOLD CLUC	<u>Max</u> <u>Min</u>	Courts in the Gold Category are implementing all Fundamental Practices in the Colorado Unified Standards as well as some best/recommended practices within their programs. These courts are also functioning at a high level. The Gold Category is the first level in which seeking accreditation and reaccreditation is recommended. Gold Category courts are also sought out to be part of the Equity Mentor Court Program.	-Equity Mentor Courts -Eligible for Accreditation/Reaccreditation	
SILVER	<u>Max</u> <u>Min</u>	Courts in the Silver Category are implementing most of the Fundamental Practices, however, because of various reasons, also need to submit waivers for some Fundamental Practices in the Colorado Unified Standards. These courts are extremely close to being able to apply for accreditation, but also need assistance in strategic planning and outlining steps needed to apply for accreditation.	-Strategic Planning/Goal Setting -Accreditation Strategic Plan	
BRONZE BRONZE	<u>Max</u> <u>Min</u>	Courts in the Bronze Category are typically courts that are in early stages of implementation and are not yet implementing the needed amount of Fundament Practices in the Colorado Unified Standards to begin to work towards accreditation. Bronze level courts will be provided technical assistance and training as well as participate in the Peer Review Process to develop a strategic plan to enhance implementation of the Colorado Unified Standards.	-Peer Review -Program Specific Training and Technical Assistance	

#### Certification can be tailored to specific state needs

- A certification process looks different in every state.
- Can include peer review.
- Requires additional staff to implement successfully and planning should include considerations of staff capacity.

### **Certification Creation Process**

- Pre-implementation
  - Advisory Committees
  - Readiness Assessment
- Development
  - Creation of Certification Documents
  - Applications (format, checklists, supporting documents, training)
  - Certification Review
- Implementation
  - Rollout with Education
- Optional Steps
  - Peer review
  - Site visits

## **Questions?**

#### **Contact Information:**

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