Failing to Plan is Planning to Fail
The Importance of Strategic Planning for Drug Courts

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Justice reform through:

- Demonstration projects
- Expert assistance
- Original research
Demonstration Projects

RED HOOK COMMUNITY JUSTICE CENTER

Center for Court Innovation
Expanding Access to Drug Court

An Evaluation of Brooklyn’s Centralized Drug Screening and Referral Initiative

By Sarah Picard-Feitsch

May 2010

A Statewide Evaluation of New York’s Adult Drug Courts

Identifying Which Policies Work Best

By Amanda B. Ceccine, Michael Rempel, and Allyson Walker Franklin
Center for Court Innovation

Joan K. Roman and Samuel Beller
The Urban Institute

Corry Cohen and Carolyn K. Ladore
New York State Unified Court System

June 2013
Expert Assistance
Drug Court Training and Technical Assistance

BJA’s statewide drug court T/TA provider

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<th>Statewide training strategy</th>
<th>Evidence-based practices</th>
<th>Online Learning System</th>
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Center for Court Innovation
What is strategic planning?
Strategic planning is an organizational management activity designed to:

- Set priorities
- Focus attention & resources
- Strengthen operations
- Assess & adjust direction
- Ensure common goals
Effective strategic planning articulates where an organization is going, the actions needed to make progress, and how it will know if it is successful.
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
  - Etc.
Who should facilitate the process???

► Consider bringing in an independent facilitator to lead the workshop, e.g.:
  ► Center for Court Innovation
  ► American University
  ► AADCP
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, for e.g.:
  - Drug testing
  - Treatment
  - Risk need responsivity tools
- New approaches to partnerships and funding
- Adherence to national standards
“I’d like to poll the audience, Regis…”

Tell us about a strategic plan that your team has implemented. Or, how do you think a strategic plan may benefit your court?
Strategic Planning for
STATE DRUG COURT
SYSTEMS
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 helped Washington, Colorado, and New York
Case Study

The New York State Unified Court System

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

(November 2015)
Comprised of judges, administrators, court staff, and CCI

One judge from each judicial district

Co-chaired by two judges, advised by the statewide drug court coordinator

Five sub-committees, each tasked with examining a different subject area
The Subcommittees

- 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
Methodology

► Each subcommittee met several times in person and by phone.
► Conducted research, held informal focus groups with practitioners and experts, conducted interviews, and surveyed drug court staff throughout the state.
► The results were a series of findings, each with several related goals and objectives.
FINDING #1: New York 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.
Goal #1: Adopt a clearly-defined fidelity review model for all drug courts in the state. The Office of Court Administration will lead the development of a consistent fidelity review model to be used by drug courts throughout the state. This model will set clear requirements for the composition of fidelity review teams, the review process to be used, performance standards to be measured, frequency of fidelity reviews, and other key factors.
Objectives

► Objective 1A: Adopt the Idaho peer review model as the foundation for New York’s 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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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.
Goal #1:

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Arizona Association of Drug Court Professionals
STRATEGIC PLAN
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Thank you!
Questions? Technical assistance?

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