Tribal Youth Resource Center

Strategic Planning Resource Guide

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CTAS Purpose Area 8: Tribal Juvenile Healing to Wellness Court Resource and Planning Guide

Tribal Youth Resource Center (2022)

Greetings from the Tribal Youth Resource Center!

Our team is grateful to have an opportunity to work with your community. We hope our Center can be of assistance to you as you begin to plan and develop your ***Tribal Juvenile Healing to Wellness Court.*** *This planning guide is intended to serve as a resource for your team as you work toward developing your strategic plan.*

A plan that is developed by a committed group of people enhances the potential for effective project implementation. By developing the project plan, your team is:

- *Developing a "living document" that can be reviewed ongoing as the framework for project decision-making.*
- *Designing a road map for realizing the team's goals and objectives for the Tribal Juvenile Healing to Wellness Court.*
- *Building a foundation to support positive outcomes as part of the OJJDP grant-funded initiative and for future team-initiated evaluation processes.*

This tool is provided as a resource to your planning team. The table of contents below will provide an overview of each of the elements within the strategic planning resource guide. Each OJJDP Tribal Grantee may access Training and Technical Assistance throughout the planning and implementation process. Please do not hesitate to reach out to your OJJDP Tribal Youth Resource Center (TYRC) Training and Technical Assistance Specialist if you have any questions about this guide or your project planning process.

As a training and technical assistance provider for the Office of Juvenile Justice and Delinquency Prevention, the Tribal Youth Resource Center as part of the Tribal Law and Policy Institute and its partner the National Native Children's Trauma Center bring an in depth understanding and appreciation of American Indian and Alaska Native History, customs, Indigenous justice systems.

Native youth benefit from a value held by Native peoples: *Our Children are Sacred.*

Tribal Youth Resource Center
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Program Reporting

Please confer with your OJJDP Grants Management Specialist regarding questions about project reporting. JustGrants training is available through a series of self-guided eLearning videos, job aid reference guides, and infographics. The training resources provide users with an overview of the JustGrants processes, as well as detailed instructions on how to navigate through the various features and functionalities of the system.

Grant Management Support

- Self-Service Support
- For grant-related support, contact the grant manager listed on the award, or the appropriate funding office OJP Support Email: JustGrants.Support@usdoj.gov; Phone: 833-872-5175

Financial Reporting

Federal Financial reports (FFR) are due Quarterly. Review Financial Reporting Guidance for more information.

Tribal Grantee OJJDP Prescribed Objectives Overview:

The FY 2021 CTAS Purpose Area 8 Grant Solicitation provides a five-year grant period. A snapshot of a sample working timeline is included below. Please note that you can view the detailed list of objectives in the project solicitation link here.

Pre-Implementation

-Establish Advisory Committee and Multidisciplinary Team.

-Assess Local Data and Identify Needs.

-Obtain Community and Partner Support (Develop Memorandum of Undersatnding/Letters of Support/ Partnership Agreements).

-Hire staff and engage in training.

-Develop Policies and Procedures, Participant Manuals, and other Court Support Documents.

-Develop and Submit Project Strategic Plan.

Implementation

-Begin Implementation of Strategic Plan.

-Develop Additional Data Collection Protocols.

-Collect Performance Measure Data.

-Develop Sustainability Plan.

-Begin Screening Processes to Support Intake of Youth Participants.

Implementation+

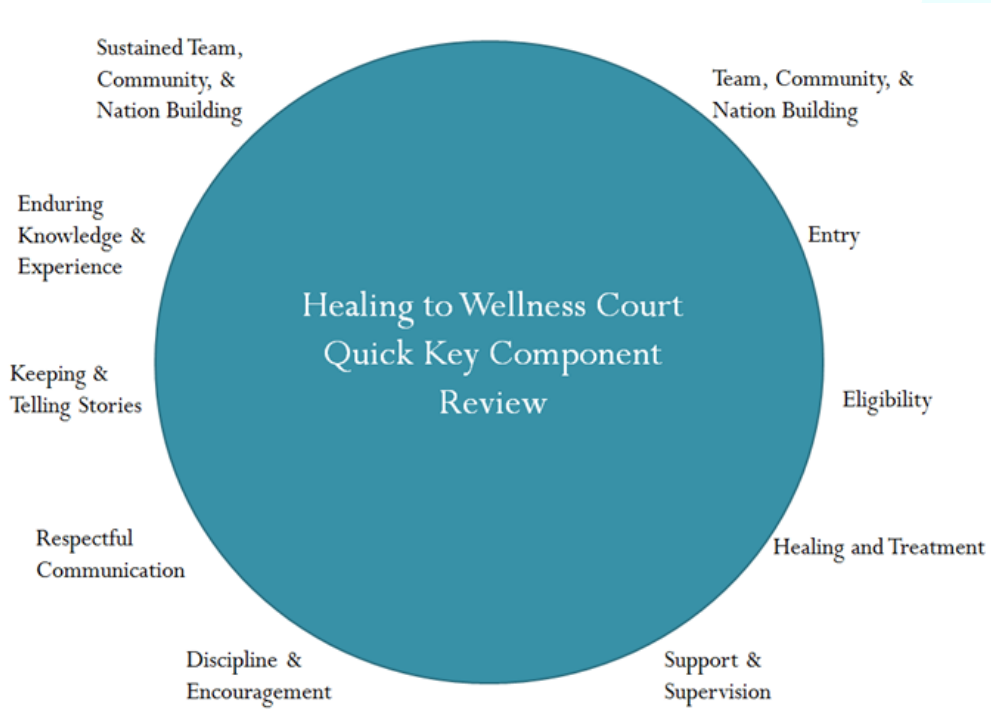
-Continue Intake of Youth Participants.

-Collect and Review Performance Measure Data.

-Participate in Training.

-Review Project Sustainability Plan.

-Conduct Process Evaluation.



Key Component #1: Individual and Community Healing Focus Tribal Healing to Wellness Court brings together alcohol and drug treatment, community healing resources, and the tribal justice process by using a team approach to achieve the physical and spiritual healing of the individual participant, and to promote Native nation building and the well-being of the community.

Key Component #2: Referral Points and Legal Process Participants enter Tribal Healing to Wellness Court through various referral points and legal processes that promote tribal sovereignty and the participant's due (fair) process rights.

Key Component #3: Screening and Eligibility Eligible court-involved substance-abusing parents, guardians, juveniles, and adults are identified early through legal and clinical screening for eligibility and are promptly placed into the Tribal Healing to Wellness Court.

Key Component #4: Treatment and Rehabilitation Tribal Healing to Wellness Court provides access to holistic, structured, and phased alcohol and drug abuse treatment and rehabilitation services that incorporate culture and tradition.

Key Component #5: Intensive Supervision Tribal Healing to Wellness Court participants are monitored through intensive supervision that includes frequent and random testing for alcohol and drug use, while participants and their families benefit from effective team-based case management.

Key Component #6: Incentives and Sanctions Progressive rewards (or incentives) and consequences (or sanctions) are used to encourage participant compliance with the Tribal Healing to Wellness Court requirements.

Key Component #7: Judicial Interaction Ongoing involvement of a Tribal Healing to Wellness Court judge with the Tribal Wellness Court team and staffing, and ongoing Tribal Wellness Court judge interaction with each participant are essential.

Key Component #8: Monitoring and Evaluation Process measurement, performance measurement, and evaluation are tools used to monitor and evaluate the achievement of program goals, identify needed improvements to the Tribal Healing to Wellness Court and to the tribal court process, determine participant progress, and provide information to governing bodies, interested community groups, and funding sources.

Key Component #9: Continuing Interdisciplinary and Community Education Continuing interdisciplinary and community education promote effective Tribal Healing to Wellness Court planning, implementation, and operation.

Key Component #10: Team Interaction The development and maintenance of ongoing commitments, communication, coordination, and cooperation among Tribal Healing to Wellness Court team members, service providers and payers, the community and relevant organizations, including the use of formal written procedures and agreements, are critical for Tribal Wellness Court success.

Additional youth-focused treatment resources may be helpful to review for new Juvenile Healing to Wellness Court Teams. The National Council of Juvenile and Family Court Judges issued 16 Strategies in Practice to support juvenile drug treatment. While Juvenile Drug Treatment Courts and Juvenile Wellness Courts differ, practitioners within the JHWC may find these strategies helpful as they consider youth-specific treatment needs. See "Practical Tips to Help Juvenile Drug Court Team Implement the 16 Strategies in Practice" to review the full text.

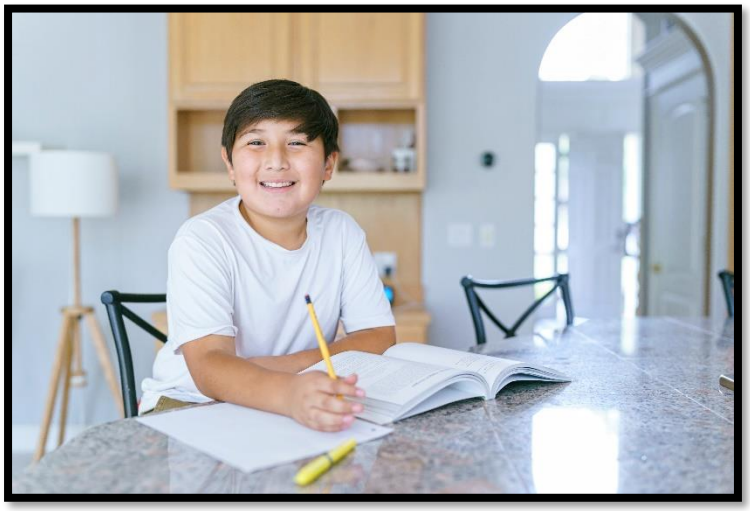
Juvenile Healing to Wellness Court Planning Continuum:

"The Tribal Healing to Wellness Court is not simply a tribal criminal or family court that orders individuals to treatment. Rather, it is an innovative and collaborative legal process that adapts the drug court concept and its key components to meet tribal criminal, juvenile and child welfare needs. The implementation of a Tribal Healing to Wellness Court is likely to require tribal institutional and legal reforms and further development of tribal alcohol and drug treatment and mental health services. Although a significant undertaking, the drug court model provides a highly promising approach to tribal communities to begin effecively responding to alcohol and drug abuse treatment." [1]

Practical Tips to Help Juvenile Drug Court Teams Implement the 16 Strategies in Practice:
1. Collaborative Planning
2. Teamwork
3. Clearly Defined Target Population and Eligibility Criteria
4. Judicial Involvement and Supervision
5. Monitoring and Evaluation
6. Community Partnerships
7. Comprehensive Treatment Planning
8. Developmentally Appropriate Services
9. Gender-Appropriate Services
10. Cultural Competence
11. Focus on Strengths
12. Family Engagement
13. Educational Linkages
14. Drug Testing
15. Goal-Oriented Incentives and Sanctions
16. Confidentiality

[1] See Tribal Healing to Wellness Courts, The Key Components, 2nd Ed., Tribal Law and Policy Institute (2014)

Juvenile Healing to Wellness Court Planning Resources



There are several resources your team may review to support planning and implementation of your Tribal Juvenile Healing to Wellness Court. While not Tribal specific, there are a number of helpful resources related to youth drug treatment court models. Your team may wish to review these as you identify developmentally appropriate approaches. This table is only a sampling of resources. Your training and technical assistance specialist can provide support and identify additional resources.

Helpful Websites:

- OJJDP Tribal Youth Resource Center
- Wellness Courts, Tribal Law and Policy Institute. Visit the Publications Section for numerous publications.
- Office of Juvenile Justice and Delinquency Prevention, Juvenile Drug Treatment Court Guidelines
- Juvenile Drug Treatment Court Information Center, National Council of Juvenile and Family Court Judges
- Treatment Courts Online, Center for Court Innovation
- National Institutes on Drug Abuse, NIDA for Teens

Resources to Support Project Planning and Implementation:

- Tribal Juvenile Healing to Wellness Court Handbook- Practical Planning and Suggested Tools, OJJDP Tribal Training and Technical Assistance, (2017)
- Tribal Healing to Wellness Courts, the Key Components, 2nd ed., (2014), Tribal Law and Policy Institute
- Tribal Healing to Wellness Courts: Case Management (2018) Tribal Law and Policy Institute
- Practical Tips to Help Juvenile Drug Court Teams Implement the 16 Strategies in Practice
- Tribal Family Engagement McKay et al., "Parent and Family Involvement with Youth in the Tribal Juvenile Justice System: Perspectives from OJJDP's Tribal Green Reentry Initiative," RTI International, 2014
- National Indian Child Welfare Association, "Traditional Family Engagement," Tribal Best Practices A Toolkit with Best Practices, Research, and Resources.

FY2020 CTAS Purpose Area 8

Juvenile Healing to Wellness Courts

Strategic Planning Resource Guide (Strat Pak)

This plan addresses the following core components:
Section One
☐ Developing the Community Advisory Circle & Juvenile Healing to Wellness Court Team
☐ Vision and Purpose Statement
Section Two
☐ Specific Measurable Achievable Relevant Time-bound (S.M.A.R.T.) Goals and Objectives
☐ Program Logic Model
☐ Data Collection and Evaluation Plan
Section Three
☐ Wellness Court Communication, Team Collaboration, and Confidentiality
☐ Youth and Family Engagement
Section Four
☐ Participant Case Flow Diagram
☐ Sustainability Planning

Section One: General Contact Information and Project Summary	
Your TYRC Training and Technical Assistance Specialist will utilize contact information to outreach and share helpful resources, information, and updates from the Office of Juvenile Justice and Delinquency Prevention. Generally, the TYRC will maintain primary contact with the programmatic leads of the project. If there are additional points of contact, please let the TYRC specialist know by including additional program contact information below.	
Tribe or Village Name	*ABC Tribe*
Grant Award Number	*123-456-789*
Program Mailing Address	*123 Lane Way*
Grant Primary Point of Contact	*Jane Deer*
Primary Point of Contact Email	*JaneDeer@Tribe.com*
Primary Contact Phone Number	*123-456-7899*
Grant Financial Point of Contact	*JohnDeer@Tribe.com*
Additional Point of Contact and Role	*Jim Deer, Grant Specialist*
Additional Point of Contact Email	*JimDeer@Tribe.com*
OJJDP Grants Management Specialist	*Grant Manager Jones*
Technical Assistance Specialist	*TTA Specialist*

Project Overview (Summary):

Review your project narrative and abstract. Provide a brief summary of the overall project in this section.

Example:

The ABC tribe has seen an increase in the number of youths who are cited for behaviors related to drug and alcohol use. Recently, juvenile arrests for the use of marijuana have increased by 35%. The local school has noted an increase in truancy rates and problematic behaviors among ABC Tribal Youth. ABC Tribal youth are over-represented in the local juvenile justice system.

The Juvenile Healing to Wellness Court of the ABC Tribe is intended to reduce substance misuse and provide a therapeutic and culturally-grounded environment to support youth toward the path of recovery. Utilizing local providers, the ABC tribe will implement a holistic support program for youth ages 14-19. The ABC Tribe's Wellness Court team is comprised of a Judge, Juvenile Prosecutor, Wellness Court Coordinator, Juvenile Probation Officer and a Tribal Behavioral Health Specialist. The JHWC of the ABC Tribe includes a four-phase approach that support youth along a continuum to recovery. Additional support will be provided through after-care and other community resources. An aftercare plan will be provided for all ABC Tribe JHWC graduates.

Strategic Planning Section One: A Shared Voice and Vision

The Tribal Healing to Wellness Courts Key Component #1: Team Community and Nation Building notes that *Tribal Healing to Wellness Court brings together alcohol and drug treatment, community healing resources, and the tribal justice process by using a team approach to achieve the physical and spiritual healing of the individual participant and to promote the Native nation building and well-being of the community.*

In section one of this resource your team will plan and develop three components:

- **Development of the Community Advisory Circle:** As your team begins the planning process it is important to consider the individuals that can contribute to the planning process and ultimately the development of the program. Your team can initiate a planning team or group- this group will participate in planning and development. In this resource, the planning group is called the *Community Advisory Circle (CAC)*. Some communities may call this a Planning Team, Advisory Group, Steering Committee etc. The CAC is focused on "big picture" decision-making. You will also identify how often the Advisory Circle will meet and the responsibilities of the circle.
- **Development of the Interdisciplinary Juvenile Healing to Wellness Court Team:** The Juvenile Healing to Wellness Court model assumes an interdisciplinary team approach in the planning, implementation, and the week-to-week operations of the JHWC. Team members may include judges, presiding officers, prosecutors, legal advocates, public defenders, substance abuse and mental health providers, police officers, probation officers, social services workers, school representatives, traditional knowledge holders and healers, elders, education and employment representatives, and other community representatives. The table below also includes space to identify how often your team will meet and the responsibilities of each team member.
- **Developing a Vision and Purpose Statement:** Developing effective vision (*your inspired dream*) and purpose (*why your program exists*) statements are important first steps in your strategic planning process. These written declarations provide the program's foundation while communicating the purpose and direction of work that will be launched during the next five years

Community Advisory Committee/Circle- (Broad Decisions and Long-Term Planning)

The Advisory Committee/Circle will work together to support the planning and implementation of the Juvenile Healing to Wellness Court. The advisory committee may include core service team members; however, the advisory committee purpose and scope is separate and distinct from the daily and general operations of the core service team. As a core component, the CAC is considered a best practice for strategic planning, implementation, and sustainability. The purpose of the CAC is to contribute to the overarching framework and program design from planning to future sustainability.

CAC are generally comprised of 6-12 members representing all facets of the community from elders, youth, informal leaders to treatment and direct service providers, justice system providers, tribal agency partners and tribal leadership. Use the table below to list the current CAC members. Note that your advisory committee/circle may expand or change over time, but a dedicated group is key to project planning success.

Member Name	Role/Title	Agency/Organization and Contact Information
Jane Deer	*Judge*	*Court*
John Deer	*Prosecutor*	*Court*
Jim Deer	*Youth Advocate*	*Youth Services*
Joe Deer	*Behavioral Health*	*Tribal Clinic*
Jenny Deer	*School Resource Officer*	*Tribal School*
Jackie Deer	*Wellness Court Coordinator*	*Court*
Jeb Deer	*Tribal Elder*	*Community*
Julie Deer	*Tribal District Rep*	*Governance*
Burt Reynolds	*County Juvenile Services*	*Local County Office*
Jill Deer	*Tribal Juvenile Probation*	*Court*

Community Advisory Committee- Meeting Frequency Please provide a brief overview of the frequency of Community Advisory Circle meetings.
Example: Bi-Weekly, Monthly, Quarterly *Example Language: The Community Advisory Circle shall meet bi-weekly/monthly during the planning year of the grant, and then shall meet quarterly and as needed for program support.*
Community Advisory Circle Responsibilities Please provide a brief overview of the responsibilities of the Advisory Circle
Example: *The Advisory Circle is responsible for the long-term planning and implementation of the Juvenile Healing to Wellness Court. Advisory team members will leverage existing relationships to contribute to the development of the JHWC services and broad policy decisions. The committee shall support the hiring of a wellness court coordinator. The committee shall serve in an Advisory Capacity only and shall not be responsible for day-to-day operations of the court.*

Once you establish the CAC and initiate the process of identifying core team members, you can work toward developing project vision and mission statements. Your TTA specialist will provide helpful resources related to the development of project vision and mission statements.
Let's take a look at the Project Vision and Mission Statement Overview.

Operationalizing the Program - The Wellness Court Team

Juvenile Healing to Wellness Court Team- **(Day to Day Services)**
As noted above, the Interdisciplinary Team differs from the CAC in that the CAC supports the broad needs of the court such as planning, development and implementation. The Interdisciplinary Team will provide direct services to youth participants. Identify the team members, include their role within the team, and their associated department or organization.

Member Name	Role on Team	Department/Organization
Jane Deer	*Judge*	*Court*
Jackie Deer	*Wellness Court Coordinator*	*Court*
Joe Deer	*Behavioral Health Provider*	*Tribal Clinic*
Jill Deer	*Juvenile Probation Officer*	*School*
Jim Deer	*Youth Advocate*	*Youth Services*
John Deer	*Tribal Prosecutor*	*Court*

Meeting Frequency
Please provide a brief overview of the frequency of Multidisciplinary team meetings. *Example: Team shall meet weekly or bi-weekly to staff and review and discuss participant progress. Team shall meet monthly regarding policy or business pertinent to the JHWC team.*
Example: Team shall meet weekly or bi-weekly to staff and review and discuss participant progress. Team shall meet monthly regarding policy or business pertinent to the JHWC team.

Determining Interdisciplinary Team Responsibilities	
Provide a brief overview of the responsibilities of your Juvenile Healing to Wellness Court team. Juvenile Healing to Wellness Courts provide an institutionalized means to collaborate in order to design and implement. Collaboration is an ongoing activity, requiring frequent reassessment and adoption of new responsibilities. These responsibilities may be listed within the policies and procedures and may also be integrated as part of Memorandum of Understanding.	
Team Member- The roles listed below are an example	**Responsibilities**
Judicial Leader	*The Judge serves a leader to the team, but in some jurisdictions a non-judicial officer such as a lay advocate or other magistrate may preside over the court. Exercises decision making and authorization for actions that affect the participants' liberty interests such as graduation, detention and/or discharge from program.*

Program Coordinator/Case Manager	*The program coordinator maintains accurate and timely records and documentation for the program; facilitates communication between team members and partner agencies; ensures that program policies and procedures are followed; oversees program participant progress and reporting; schedules court sessions, staff meetings and participant events.*
Behavioral Health/Treatment Provider	*Responsible for treatment services, including culturally responsive drug and alcohol treatment, mental health treatment, drug screening, and clinical monitoring; delivers treatment programming with fidelity to evidence-based practices models; and provides regular treatment progress for each participant to the team.*
Probation/Supervision/Law Enforcement	*Supervises and monitors participants outside of the court settings, develops and monitors compliance with case plans, administers drug tests, and follows up with participants to ensure they participate in treatment programming, attend school, and have access to recovery support.*
Cultural Mentor	*Provides for and supports youth access and engagement in youth-focused cultural and community activities. Provides updates to the team related to the youth's engagement and participation in activities.*
Other Team Member (Include Title/Role)	*The Tribal Prosecutor shall take necessary actions such as the filing of petitions and/or other documents to support youth transfer into the Juvenile Healing to Wellness Court. Prosecutor shall confer with the team on an ongoing basis related to the progress.*

Other Team Member (Include Title/Role)	***This may be any other role that is included on your local team***
Other Team Member (Include Title/Role)	***This may be any other role that is included on your local team***

Vision and Purpose Statements

Developing effective vision (*your inspired dream*) and purpose (*why your program exists*) statements are important first steps in your strategic planning process. These written declarations provide the program's foundation while communicating the purpose and direction of work that will be launched during the next five years.

VISION STATEMENT Your dream/the desired end state, where you would like to be. Statement is generally inspirational, memorable and concise.
Our vision is a future where Indigenous youth thrive through tribal lifeways.

PURPOSE STATEMENT A statement of why your strategic initiative/program exists explained in 1-2 sentences that are generally brief & clear.
The purpose of the ABC Tribe Juvenile Healing to Wellness Court is to provide a restorative and therapeutic juvenile justice alternative for tribal youth ages 14-19 with access to treatment, rehabilitation and culturally-relevant tribal community resources.

So how are we going to work toward our Vision and implement our purpose statement?

Let's start with reviewing your project goals and objectives and developing a logic model. A logic model is a depiction of your project; where you've been, where you are going, how you are going to get there and how you know you have arrived. There are a number of formats that can be utilized to develop a project logic model. Let's take a look at some examples and define the components of a logic model.

Strategic Planning Section Two: Steps Forward

In your funded project narrative, your team developed written goals and project timeline. In section two your team will clarify your written goals, develop a program logic model that encompasses the activities and strategies that will be implemented as part of your Juvenile Healing to Wellness Court and your team will consider how ongoing and future evaluation can improve services to the youth who enter into the wellness court. In section two of this resource your team will plan and develop three components:

- **Development of SMART Goals and Objectives:** Research shows that specific and challenging goals lead to better performance.[2] In this section, you will be creating SMART goals to help you obtain your desired results. Utilizing the SMART goals process will aid in establishing clear goals and objectives that will benefit the Tribal Youth Program and ultimately the entire tribal community.
- **Development of the Project Logic Model:** A logic model can help you define and refine your program's goals, objectives, and activities while serving as a concise communication document. This mode of communication occurs best when sharing your program's information with families, Tribal leadership, other Tribal programs, and community members. The logic model with help you assess whether: The resources you have are sufficient to carry out the activities you want to implement; the activities you plan to implement will achieve your goals; your goals will have the impact you expect them to have on the community.

[2] Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance,3*(2), 157-189. doi:10.1016/0030-5073(68)90004-4

- **Developing a Data Collection and Evaluation Plan:** Communities collect data for a number of reasons, including determining goals, grant reporting, and ongoing delivery of services.[3] The table below provides an overview of data collection. In it you will learn different ways to collect data and how its usage can make your Juvenile Healing to Wellness Court (JHWC) more effective. Evaluation is not about judgment. Evaluation is about telling your program's story: where you've been, where you're going and how you're going to get there. Indigenous and Tribal people have always used evaluation. They needed to evaluate the best hunting and fishing locations, the best and safest place to camp, and how the best way to ensure teachings were passed on.

Setting S.M.A.R.T. Goals

A SMART goal is defined as one that is specific, measurable, achievable, realistic and time bound. Below is a definition of each of the SMART goal criteria.

Specific	• Your goal should be as specific as possible. Your goal will state the **What, How** often or how much, **Where** will it take place and **Who** it will impact.
Measurable	• Your goal should highlight how you will **measure** your progress. Measurement will give you **specific feedback** and hold you **accountable**.
Achievable	• Goals should push you, but it is important that they are **achievable**.
Realistic	• Your **goal and timeframe** must be **realistic** for the intent of your desired result.
Time-bound	• A SMART goal has a **timeframe** listed which helps with **accountability and motivation.**

[3] See NCAI, Policy Research Center, The State of Tribal Data Capacity in Indian Country: Key Findings from the Survey of Tribal Data Practices, http://www.ncai.org/policy-research-center/research-data/prc-publications/Tribal_Data_Capacity_Survey_FINAL_10_2018.pdf

S.M.A.R.T. Goal Guidance

SAMPLE GOAL: Increase referrals from the local school district.

SAMPLE SMART GOAL: Increase Tribal and Local County school referrals from 4 to 7 (75% Increase) in Year 2 to support meeting the needs of tribal youth.

For each goal in your grant:

1. Transcribe your goal as it is currently written in your grant narrative.
2. Assess whether your current goals are crafted in a way that is specific, measurable, achievable, realistic, and time bound. If they are, please fill them in the final goal below.
3. If your current goals would benefit from some additional editing, please use the list below to answer the questions for each letter of the S.M.A.R.T. acronym
4. Use a separate sheet of paper for brainstorming
5. Conclude by revising your goal, in the space allotted.
6. Review your work. Does your revised goal meet the SMART criteria and align with the Vison and Mission?

Current goal: *Develop a holistic and culturally-focused Tribal Juvenile Healing to Wellness Court to support youth aged 14-21 with access to responsive treatment and individualized case management*
Specific – What will the goal accomplish? How, why and by who will it be accomplished?
Measurable – How will you quantify and measure whether or not the goal has been reached or progress is made?
Achievable – Do you have the necessary knowledge, skills, abilities, and resources to accomplish this goal? Are your goals attainable?
Realistic – Considers constraints such as resources, personnel, cost, and time. Is your goal realistic within these contexts?
Time-Bound – When will you attain this goal? What is the deadline?
SMART Goal 1: *Within 24 months, develop and implement an interdisciplinary and culturally-relevant Tribal Juvenile Healing to Wellness Court that will collaboratively work with youth aged 14-21 through individualized case management and therapeutic intervention.*

→TIP- Your team already has written goals and objectives in the approved and funded grant narrative. Please note your team will use those as you move through the S.M.A.R.T. process. This is an opportunity to clarify your written project goals. Your goals may already be pretty clear- if you develop new or different goals you may need to visit with your OJJDP Program Specialist regarding any significant change in scope of your project.

Project SMART Goals and Objectives
Goal One:
Within 24 months, develop and implement an interdisciplinary and culturally-relevant Tribal Juvenile Healing to Wellness Court that will collaboratively work with youth aged 14-21 through individualized case management and therapeutic intervention.
Goal Two:
Within 12 months of the project start hire and train one new juvenile probation officer and one new juvenile wellness court coordinator to supervise and maintain contact with JHWC youth and their families.
Goal Three:
Within 18 months to establish a new online case management system for juvenile wellness court participants and maintain ongoing data collection to track and report on case progress.
Goal Four:
To select and implement a native-youth appropriate curriculum or adapt a youth-specific curriculum focused on health and wellness and increased positive Native American identity.

* Add or delete rows as needed.

Developing Supportive Objectives

Objectives are focused, measurable, and support the long-range goals your team has set forth. It is important to set out clear objectives to support your goals. Think of objectives as the smaller steps that are needed to reach each goal. Setting clear objectives can support the team as you gauge timelines and identify actions needed to make progress. An example goal with supporting objectives is included below to help you get started.

Note: OJJDP includes prescribed objectives as part of the grant award- the team should review the prescribed objectives timeline as part of developing objectives to support the project goals.

Project Goal 1: *Within 24 months, develop and implement an interdisciplinary and culturally-focused Tribal Juvenile Healing to Wellness Court that will collaboratively work with youth aged 14-21 through individualized case management and therapeutic intervention.*

Objectives to support reaching project goal	
Objective 1a	*Within 60-90 days establish and identify potential members of the wellness court Community Advisory Circle. Develop advisory committee charter and team memorandum of understanding.*
Objective 1b	*Within 90-120 days hire and onboard wellness court staff. Encourage staff and partners to participate in training and other planning activities.*
Objective 1c	*Develop team planning timeline and engage project staff and partners in ongoing planning and development, begin process of developing wellness court policies and procedures and youth intake/referral processes.*

*Add rows as needed. While your cursor is in the last row, right click and then click "insert rows below."

Project Goal 3: *Within 18 months to establish a new online case management system for juvenile wellness court participants and maintain ongoing data collection to track and report on case progress.*	
Objectives to support reaching project goal.	
Objective 3a	*Review current case management system capabilities and assess data collection and communication needs for JHWC.*
Objective 3b	*Consider budget and approvals necessary to purchase software for data collection system.*
Objective 3c	*Review software options and select an appropriate case management system with assistance of the director/advisory committee.*
Project Goal 2: *Within 12 months of the project start hire and train one new juvenile probation officer and one new juvenile wellness court coordinator to supervise and maintain contact with JHWC youth and their families.*	
Objectives to support reaching project goal.	
Objective 2a	*Within 90 days ensure that project budget is cleared to allow for staff hiring.*
Objective 2b	*Develop job listing description with Community Advisory Council.*
Objective 2c	*Outreach Human Resources Department and post job listing and set times for interviews.*

Project Goal 4: *To select and implement a native-youth appropriate curriculum or adapt a youth-specific curriculum focused on health and wellness and increased positive Native American identity.*	
Objectives to support reaching project goal.	
Objective 4a	Assess needs of youth involved in program- review curriculum that can support learning opportunities for JHWC youth participants.
Objective 4b	Review selected curriculum parameters and select appropriate curriculum, seek training as necessary for the delivery and implementation of the curriculum.
Objective 4c	Review and assess impact of the curriculum ongoing through life of the project.

Program Logic Model

Components of a Logic Model

- Priority statement: A priority statement states the intent or rationale for your initiative, i.e., the problem you will solve. *What are the issues that you have identified specific to your community?*
- Inputs: Inputs are all the resources you have available to the program. They include people, financial, and technological capital. They are often tangible goods. *What does it take to make your program happen?*
- Activities: Activities are the ways in which the program is using the inputs you identified. They include processes, tools, events, and actions.

- Outputs: Outputs are the direct result of or product of an activity, such as a trained individual or the number of people educated and influenced by a campaign.
- Outcomes: These are the specific changes in behavior, knowledge, skills, status, and level of functioning that result from the program. They are sometimes divided into short- and medium-term outcomes.
- Impact: The outcome is the overarching goal(s) or purpose of the program and should lead to a change at the community or society level. Impact is a measure of that change.

Program Logic Model *Examples are included to help you get started. Review the Tribal Key Components for ideas on program inputs and activities. Note that the Key Components are a guiding framework for communities in developing and implementing the Tribal Juvenile Healing to Wellness Court.*				
Priority Statement: Delinquency in our Tribal community is often related to the use of illicit substances and alcohol as well as the youth lacking access to vital resources that support treatment and diversion from the juvenile justice system.				
External Factors: Rural community, distance to services, staff turnover, youth programs have limited resources				
Project Goals				
Goal 1: *Example: Develop a holistic and culturally-focused Tribal Juvenile Healing to Wellness Court to support youth aged 14-21 with access to responsive treatment and individualized case management.*				
What makes our program happen?	***What we do.***	***The result of what we do.***	***Impact (More immediate)***	***Impact (Future)***
Program Inputs	**Program Activities**	**Program Outputs**	**Short Term Outcomes (1-5 years)**	**Long Term Impact (8+ years)**
Staff *Volunteers* *Court System* *Treatment Providers* *Funding (Grant and Tribal)* *Time* *Expertise* *Materials*	*Screening* *Assessment* *Referral to Treatment* *Orientation* *Mentorship* *Supervision* *Support* *Education*	*Treatment plans that support youth recovery* *Referral to appropriate level of treatment* *Engagement with staff and team*	*Increase in individual youth health and wellness, sobriety, and cessation of delinquent behaviors.* *Increased number of youths accessing treatment*	*Long-term diversion from juvenile justice system and adult criminal system.*

Data Collection and Program Evaluation

1. What is Data?

Data is information about your community. It is a reflection of your citizens, lands, resources, programs, and overall wellbeing.[4] Data governance is the exercise of the right to control this information.[5] Timely collection is critical in ensuring you are maximizing your data's potential.

Data collection can be used in a variety of ways. In Juvenile Healing to Wellness Courts, data is organized to:

- Support decision-making.
- Identify participant needs.
- Assist in policy development.
- Improve services.

Data can also be used to draw conclusions to questions like:

- *Are we serving our target population?*
- *Are we getting people into treatment quickly?*
- *Are traditional cultural components being implemented?*

Your JHWC team can develop data collection processes that support core services and meet requirements for reporting purposes (see Section 4 below).

2. What kinds of data will you collect within the JHWC?

Data can be quantitative- Quantitative data is numerical. Examples include:

- Number of participants.
- Number of positive drug tests;
- Percentage of youth who are engaged in truant behavior.

[4] Rainie, Stephanie Carroll, Desi Rodriguez-Lonebear, and Andrew Martinez. 2017. Policy Brief (Version 2): Data Governance for Native Nation Rebuilding. Tucson: Native Nations Institute. http://nni.arizona.edu/download_file/view/1120

[5] Id.

Data can be qualitative- Qualitative data is **not** numerical. Examples include:

- Youth participant drugs of choice;
- Youth behavior toward families;
- How and why youth engage with mentors;
- What types of incentives youth prefer.

*Grant funds may have specific data collection points that will be reported on a bi-annual basis (see Section 4 below).

3. What are the ways we collect data?

There are numerous ways to collect data. Proven-effective methods include:

- Locating existing data such as: court databases, law enforcement databases, school or family services databases;
- Collecting community data through one-on-one interviews, community surveys, focus groups, community forums, and resource mapping;
- Collecting participant data through screening, intake, and assessment processes;
- Locating local or regional data available by visiting websites or other publically available data repositories. (Information sharing agreements may be developed with local, regional, or other state agencies as needed.)

4. Required Reporting

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) requires specific performance measure for all grantees. Click here to learn more about the data you are required to collect and report.

You can also access Tribal Juvenile Healing to Wellness Court Performance Measures here.

5. Storing Data

Data storage and collection plans are important. Proper storage will allow participant data to be shared across the team. Sharing data within your community can also help develop responsive policy. Many tribes maintain databases for local court and law enforcement data; these networks may have moderate to high capability for access and sharing.

Now that you have reviewed data collection planning- let's take a look at the table below. This table can be used as a starting point for your court's data collection plan. Please note that your data collection plan can go beyond the scope of this framework- this table is to help you get started!

*Tip: You might need more room once you get started- just right click in the table and add as many rows as you need. Data Collection Table 1 is a table that can be used to identify currently existing local level data.

DATA COLLECTION TABLE 1

Local Level Data

Work with the team to identify local level data. Developing a program flow chart may assist you with identifying key points for which data can be collected.

Areas Concerning Juveniles to Consider:

- *Arrest Rates;*
- *Types of Offenses;*
- *Incarceration Rates;*
- *Recidivism Rates;*
- *Truancy Rates;*
- *Referral to Treatment Rates;*
- *Graduation Rates;*
- *Community Crime Data.*

Key Questions: What methods will you use to collect the data? How often will the data be collected? Who will assist program coordinator in collecting the data? Where will you organize, manage, and store the data?

Data to collect:	Where is data and how will it be collected?	Who is responsible for collecting data?	Target date(s) for data collection	How will data be stored?
Example: Number of Tribal youth arrests.	Tribal law enforcement and tribal courts.	Law enforcement and court staff.	Monthly Review of youth arrests.	Data received by will be stored on shared electronic records sheet.

Number of youth referred for substance use treatment.	Tribal substance use treatment program.	CAC	During Year One	Spreadsheet/ Electronic Files
Current graduation rates.	Local School	CAC	During Year One	Spreadsheet/ Electronic Files
Current truancy rates for Native youth.	Local School	CAC	During Year One	Spreadsheet/ Electronic Files

DATA COLLECTION TABLE 2
Year 1: Planning Data to Collect

*Add rows as needed. While your cursor is in the last row, right click and then click "insert rows below.

Areas to Consider:

- *Planning activities conducted;*
- *OJJDP meetings attended;*
- *Documents developed;*
- *Number and type of meetings;*
- *Number and types of services identified.*

Data to collect:	Where is data and how will it be collected?	Person(s) responsible for collecting data	Target date(s) for data collection	How will data be stored?
Number of strategic planning meetings attended	Agendas and meeting notes	Wellness Court Coordinator	Ongoing through Year One	Internal Records Keepings/Database/File

Data Collection Table 3 covers Years 2+ program data that may be collected as part of program services. Consider participant specific data, demographic information, treatment, rates of recidivism, tracking of youth behaviors and ongoing court activities.

Year 2+: Program Operational Data to Collect

https://ojjdp.ojp.gov/funding/performance-measures/performance-measures-tribal-healing-wellness-program.pdf

Data to collect	Where is data and how will it be collected?	Person(s) responsible for collecting data	Target date(s) for data collection	How will data be stored?
Number of Youth Served	Program intake and referral records	Wellness court Coordinator	Ongoing	Internal Files
Number of Youth accessing treatment	Program case and treatment records	Wellness Court Coordinator/ Treatment Provider	Ongoing	Internal Files/Case Management System
Percent of eligible youth served by a culturally specific service	Program case and treatment records	Treatment Provider and Wellness Court Coordinator	Ongoing	Internal Files/Case Management System
Percentage of eligible individuals served by a family-centered service	Program case and treatment records.	Wellness Court Coordinator and Family and Children's Service Team Member	Ongoing	Internal Files/Case Management System
Percentage of eligible individuals with improved positive relationships with tribal elders	Program case records and mentor reports. Pre/Post Evaluative Survey	Wellness Court Coordinator. Mentor and Elders involved in program	Ongoing	Case Management System

Percentage of eligible individuals who engaged in traditional enculturation activities.	Activity reports, participation reports.	Wellness Court Coordinator, Cultural Advisor	Ongoing	Case Management System

*For demonstration purposes only- Communities should choose the performance measures that best apply to their program. There are additional performance measure indicators that may be selected as part of OJJDP Tribal Grantee Reporting Measures.

Evaluation Plan

"Evaluation should be tailored to the cultural context of the community and responsive to cultural ways of life, including cultural values for parenting and child well-being."
-Administration for Children & Families

Key questions for evaluation planning include:

- *What is the culture of the community?*
- *What is the purpose of our evaluation?*
- *Who needs to know what when?*
- *What outcome do we want to focus on?*
- *How will we engage stakeholders?*
- *What resources do we have?*

RESOURCES FOR EVALUATION PLANNING AND IMPLEMENTATION

1. Indigenous Evaluation Toolkit
2. Indigenous Evaluation Framework: Telling Our Story in Our Place and Time. LaFrance, J., & Nichols, R. (2008). Alexandria, VA: American Indian Higher Education Consortium (AIHEC)
3. Using your logic model to plan for evaluation, Evaluation Planning, Chapter 4, W.K. Kellogg Foundation
4. A Roadmap for Collaborative and Effective Evaluation in Tribal Communities
5. W.K. Kellogg Foundation Evaluation Handbook
6. Evaluating Indigenous Programs: A Toolkit for Change, S. Hudson, 2017

Establish Goal(s) for evaluation: Click or tap here to enter text.	
Evaluation Goal(s) *Example: Team strives to implement on-going internal team-led strengths-based evaluation to consistently evaluate project progress through an agreed upon data collection method, in order to determine needed improvements. Type your evaluation goal here.*	
Goal 2	Click or tap here to enter text.
Goal 3	Click or tap here to enter text.

Evaluation Working Group		
Establish Working Group Team Lead	**Individual Name**	**Role/Responsibilities**
Wellness Court Coordinator	*Jackie Deer*	*Save data and records for team review. Set up bi-annual reviews to prepare for program reporting periods.*
Prosecutor	*John Deer*	*Support development of evaluation working reports. Evaluation will be completed internally through a process evaluation every six months. Focus will be on general quality improvement and identification of service gaps.*
Juvenile Probation Officer	*Jenny Deer*	*Will serve as a reporter during evaluation meetings and will document action steps needed to be taken by the team to resolve gaps or issues identified as part of the evaluation.*

Stakeholders: How will the team engage stakeholders in the evaluation process?		
Stakeholders to Engage	**Stakeholder interests/Perspectives**	**Stakeholder Engagement (When/How)**
Example (Truancy Program): Engage local school partners	Knowledge and awareness of population, program strengths, needs, and impacts	Ongoing, but at least yearly for program quality improvement, internal evaluation. Survey will be generated, and coordinator

		will host in-person meeting to review results.

*Add rows as needed. While your cursor is in the last row, right click and then click “insert rows below.”

Evaluation Activities	Timing	Additional Notes
Review data collected from data collection plan.	*Example: “Every 6 months through life of project”*	*Click or tap here to enter text.*
Review logic model to track projected short term and long-term outcomes	*Annually*	*Click or tap here to enter text.*
Engage stakeholders/partners/team in planning evaluation activities	*At annual stakeholder meeting.*	*Click or tap here to enter text.*
Team development of evaluation methodology and processes	*Review protocols for process evaluation and determine steps necessary to implement. Request TA as necessary.*	*Click or tap here to enter text.*
Develop evaluation outcome dissemination plan How will you share the evaluation results? How will results improve program design/implementation?	*Share at annual stakeholder meeting.*	*Click or tap here to enter text.*

Your logic model can also be utilized to assist with evaluation. Review the model below and see how you might integrate review of the program logic model as part of the program evaluation process.

Evaluation Planning Using Your Logic Model[6]
1) **Evaluation Focus Area -** What is going to be evaluated? List those components from your logic model that you think are the most important aspects of your program. These areas will become the focus of your evaluation. 2) **Audience** - What key audience will have questions about your focus areas? For each focus area you have identified, list the audiences that are likely to be the most interested in that area. 3) **Question** - What questions will your key audience have about your program? For each focus area and audience that you have identified, list the questions they might have about your program. *4)* **Information Use** - If you answer a given question, what will that information be used for? For each audience and question you have identified, list the ways and extent to which you are going to make use of the evaluation information.

Strategic Planning Section Three: Collaboration and Engagement

"Collaboration is an ongoing activity in the Juvenile Healing to Wellness Court. The combined energy and resources of the individuals and entities that they represent collectively produce the most powerful encouragement for participants to accept help that could change their lives for the better." (The Key Components, 2014)

- **Wellness Court Communication, Team Collaboration, and Confidentiality:** A communication plan will contribute to effective communication with fellow team members, partners, youth and families. Community leadership and other stakeholders should be included in communication activities. A plan will assist in reducing communication barriers and strengthen your strategies to engage in on-going collaborative communication. Communication is essential to support the ongoing support of youth within the JHWC. The team should determine policies to promote positive and collaborative communication. The team should also consider the methods that will be employed to ensure that all parties complete the necessary waivers and consents to support the sharing of private information. Recommendation: Even if a

[6] *https://azprc.arizona.edu/sites/default/files/CHWtoolkit/PDFs/LOGICMOD/CHAPTER4.PDF*

case manager is not specifically licensed or certified, federal laws surrounding confidentiality should be followed by Wellness Court team members.[7] No excuses. Establish policies that respect client confidentiality and allow case managers to share information as the sharing of information is critical to the success of the Wellness Court.

- **Youth and Family Engagement:** Engaging the voice of the community is key to planning and implementing successful programming. Include youth and community members in your future planning while identifying key opportunities to communicate your program vision and mission. For assistance with tools and resources to engage others see the "Planning Tools and Resources" supplement page and discuss with your training and technical assistance specialist. Youth-focused services will integrate youth voice as part of case planning and management- how will your team include and engage youth participants?

Communication Plan

Activities and Considerations	Considerations	Example Actions/Activities	Status
Determine core team and service providers and their preferred or necessary methods of communication.	Consider the core service team that will engage with the youth.	• Develop and circulate team contact sheet with information necessary to ensure ongoing team communication.	
Complete Necessary Confidentiality Agreements for all Team Members	Federal, State, and Local confidentiality rules may impact the transmission of participant information.	• Review Federal/State/Local Privacy Laws. • Draft Team and Participant Confidentiality Agreements/Consent Forms/Waivers.	

[7] Wellness Court Case Management, at 24. http://wellnesscourts.org/files/HTWC%20Case%20Management.pdf

Establish Team or Partner Memorandum of Understanding (MOU/MOA)	MOU/MOA can delineate team roles, responsibilities, and support collaboration between Tribal departments or other partnering agencies.	• Review current MOU/MOA if needed request support to develop MOU/MOA. • Establish roles and responsibilities of team.	
Develop Policies and Procedures to Support Team Conferencing	Teams should conference prior to each court docket and should remain in contact related to urgent youth needs or crisis situations.	• Determine regular days/times for case staffing. • Develop policy for communicating urgent or crisis information. • Review current court information systems. Determine system for maintaining records and participant progress. • Calendar Meetings.[8] • Clear Agenda Circulated in Advance. • Active Facilitation, Resolution of Issues, Action Items. • Neutral Location.	

[8] Edmonson et al., "Teaming and Conflict within Drug Court Teams: Findings and Recommendations," Harvard Negotiation and Mediation Clinical Program, NADCP Spring 2018

Consider Methodology to Support Team Engagement and Collaboration	Team collaboration and engagement is important to assist with overall cooperation, communication, and connection.	• Establish opportunities for team members to get to know one another outside of case staffing or preparation for court. • Attend external training opportunities as a team/group. Confer with the team following the activity.	

Additional Administrative activities to Support Communication See the Appendix for Example Team Confidentiality Agreement and Supplemental Team Communication Forms/Case Reports
• Develop record keeping process and communicate with all team regarding notes, records, minutes from meetings and communications • Develop necessary MOU/MOA to engage program partners • Develop necessary consents/waivers/ confidentiality agreements to address protected communications. • Assess communication processes ongoing to support quality improvement. • Identify modes of communication and venues to outreach broader community (radio, television, tribal newsletter, social media).

Youth and Family Engagement

Awareness and Engagement- How will the team raise awareness of the issues to be addressed and engage the community in planning? "Community justice initiatives are designed to build stronger connections between citizens and the justice system; community outreach is therefore a crucial components of any planning effort."[9]		
Activities	**Example Activities**	**Actions and Target Dates for Completion**
What activities will the team engage to involve the community in the development of the JHWC?	*Examples:* *Community Meeting/Forum* *Surveys* *Awareness Campaigns* *One-to-One Interviews with both adults and youth*	
How will the team publicize or share about the planning efforts?	*Examples:* *Sharing news through available media (Newspaper/newsletter/television/social media etc.)*	
How will the team engage other Tribal departments or relevant community agencies (Tribal and Non-Tribal)?	*Examples:* Request inter-departmental meetings and outreach local governmental authorities/stakeholders.	
Youth Voice- How is the team engaging youth voice within the planning process?	*Examples: Gathering information from youth about their court experiences- developing action steps to address barriers.[10]*	

[9] Berman et al., "Engaging the Community- A Guide for Community Justice Planners," Center for Court Innovation, Bureau of Justice Assistance, 2010 https://ncjtc-static.fvtc.edu/Resources/RS00003512.pdf

[10] Juvenile Law Center, "Empowering Youth In Court, Youth Fostering Change 2016-2017, https://jlc.org/youth-advocacy/youth-fostering-change-projects/empowering-youth-court

Summary Findings: Community Engagement Activities

Summarize outcomes from any community engagement processes that program staff or the advisory circle were a part of, share your findings in the table below.

Activity: Click or tap here to enter text.
Outcomes/Benefits: Click or tap here to enter text.
Additional Comments/Resources Needed/Next Steps: Click or tap here to enter text.

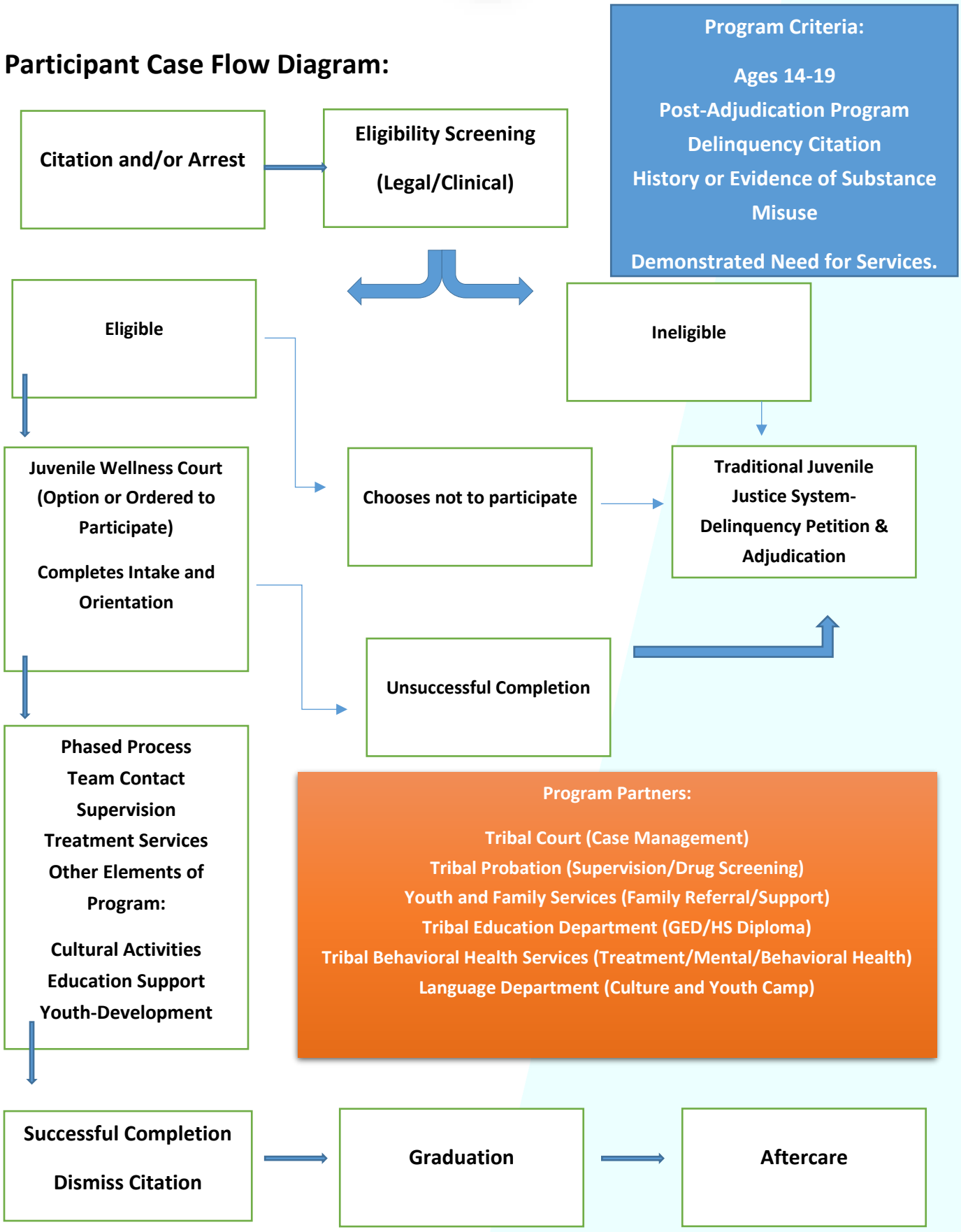
Section Four: Toward the Future- As the team solidifies the plans for program operations consideration should be given to case management structure and long-term program sustainability. “Case Management is a series of interrelated functions that provides this needed coordination and seamless collaboration and is essential for sustaining integrated and effective drug court systems.” (The Key Components, 2014) Section Four provides space to include the proposed participant case flow process; consideration for pre-implementation processes to support program services; and begin planning for future program sustainability.

Participant Case Flow Diagram: The case flow diagram describes the stages of case processes for participants who enter into the Juvenile Healing to Wellness Court. The case flow diagram below includes the process of how youth enter into the JHWC through referral, screening, intake, program services toward graduation of the youth from the program. The program also notes how youth may be referred to an alternate process. The diagram also notes the primary partners involved with the JWHC.

JHWC Development Checklist: The team may review the checklist below for key activities involved in JHWC development. The list provides a broad overview of activities that are generally involved in the planning, development and implementation of the JHWC.

Sustainability Plan: Sustainability of program services is dependent upon a range of factors. Providers may wish to carry program services forward even after the grant has ended. In order for services to continue, additional funding, support and/or resources may be needed. Teams can and should begin planning for sustainability early in this project. An initial sustainability plan is included as part of the Strategic Planning Guide.

Participant Case Flow Diagram:



Developing the Juvenile Healing to Wellness Court

The FY2021 solicitation provides a five-year award period. The implementation checklist a sample only and provides an overview of the components and activities that may be integrated in years one through five of the funded period. Individual timelines may vary due to the unique differences in Tribal communities. Team should confer related to the key components as well as the local youth-specific components that will be integrated into the JHWC.

Time Period	Sample Objectives	Status
Year 1	**Establish a Multi-Disciplinary Steering (Advisory) Committee**, separate from, but can include the multidisciplinary Wellness Court team, to lead the planning and implementation of the Juvenile Tribal Healing to Wellness Court.	
	Local Data Collection for Strategic Planning: Assess local data through assessment to: 1. help define the need for a Juvenile Tribal Healing to Wellness Court 2. identify existing resources and partners that can support such a court 3. identify resource gaps and other areas of need that should be addressed during the planning and implementation of the court. The assessment should include an analysis of all available data regarding: • the nature and extent of alcohol and drug use (which must include opioid abuse) by tribal youth • the impacts of this behavior • current efforts to address it.	Click or tap here to enter text.
	Obtain support from tribal council, tribal court judges, prosecutor's office, defense counsel, probation, law enforcement, treatment providers, schools, vocational programs, other service providers, tribal elders, tribal community members, and others as appropriate.	Click or tap here to enter text.
	Begin developing **Juvenile Tribal Healing to Wellness Court policies and procedures**, which should address all aspects of case management: • Hire Staff • Determine the issues to be addressed • Determine eligibility criteria	Click or tap here to enter text.

	• Determine intake, screening, and assessment procedures • Outline the process of phased treatment • Identify supportive services • Determine compliance monitoring protocols/procedures • Determine graduated incentives and sanctions	
	Participate in training and technical assistance activities as directed by OJJDP. Activities may include training and technical support implemented through a guided strategic planning framework and use of the Juvenile Healing to Wellness Handbook and the OJJDP Juvenile Drug Court Treatment Guidelines. Grantees should not propose to use grant funds to hire consultants for this purpose; grantees will work closely with assigned TTA Specialist over the course of the grant award period.	Click or tap here to enter text.
	Develop Administrative Documents to Support Court Infrastructure: • Participant Handbook and/or Orientation Manual • Participant Consent/Waivers • Court and Legal Forms (Transfer Forms/Participant Agreements/Parent/Guardian Forms) • Intake Materials and/or Packet (Demographic Forms/Intake Materials) • Case Management Forms (Staffing/Team Reporting Forms)	Click or tap here to enter text.

Year 2	Begin **implementation of the strategic plan**, following the plan's clearly outlined goals, objectives, action steps, and timeline.	Click or tap here to enter text.
	Develop a written data collection protocol describing how the data outlined in the strategic plan will be collected, stored, and analyzed to measure project success and make any needed adjustments to the project design.	Click or tap here to enter text.
	Develop and implement an appropriate data collection system (or an existing system) to support the project.	Click or tap here to enter text.
	Begin **collecting data pursuant to the performance measures** outlined in the strategic plan.	Click or tap here to enter text.
	Participate in training and technical assistance activities as directed by OJJDP.	Click or tap here to enter text.
	Develop a written sustainability plan.	Click or tap here to enter text.

	Begin screening court-involved juveniles and young adult under age 21 for eligibility for the Juvenile Tribal Healing to Wellness Court.	Click or tap here to enter text.
	Engage in early referral process of eligible individuals to the Juvenile Tribal Healing to Wellness Court.	Click or tap here to enter text.
	Begin accepting appropriate individuals into the Juvenile Tribal Healing to Wellness Court.	Click or tap here to enter text.

Years 3+	**Continue collecting all relevant data** regarding participants and program operations using the specific case management and data collection system.	Click or tap here to enter text.
	Review the strategic plan in light of early program implementation and make any needed adjustments; submit to OJJDP program office for approval.	Click or tap here to enter text.
	Participate in training and technical assistance activities as directed by OJJDP.	Click or tap here to enter text.
	Review the strategic and sustainability plan for any additional revisions needed; submit to OJJDP program office for approval.	Click or tap here to enter text.
	Conduct process evaluation with assistance from TTA Specialist.	Click or tap here to enter text.

Sustainability Plan

Maintaining the program's vision for the future will provide a base for a strong sustainability plan. Review and assess other portions of the strategic plan as you work through sustainability planning processes. To begin sustainability planning, work with your CAC to establish a shared vision for sustainability.

Project Vision Statement
Our vision is a future where Indigenous youth thrive through tribal lifeways.

Why is it important for this project to be sustained
The ABC Tribe hopes to sustain program services for the benefit of all youth who are in need of treatment, referral, and ongoing support toward youth recovery.

Sustainability Activities		
Activities/Tasks	**Person Responsible**	**By When**
Develop team processes to discuss program outcomes and data collected to make data-driving decisions.	Coordinator	Year/Quarter
Review sustainability resources and tools to support project sustainability planning. Visit the tribalyouthprogram.org to engage in current and archived learning events.	Wellness Court Advisory Committee	Year Two/Quarters Three and Four
Engage with TTA specialist to identify key partnerships that support project sustainability. Share results with team advisory circle.	Wellness Court Coordinator	Year Two Quarters Three and Four
Develop asset map to identify current project partnerships, resources, and program supports. Share results with advisory circle.	Wellness Court Advisory Committee	Annually

Sustainability Tools and Resources:

- **Strategic Action Planning Talking Circle 1: Sustainability**
- **Strategic Planning Toolkit Session 9: Planning for Sustainability**
- **Community Toolbox, University of Kansas** A free online toolkit to support sustaining work and initiatives with an outline and examples.
- **Program Sustainability Assessment Tool, Washington University in St. Louis**
  An online tool and resource to understand, assess, plan, and review resources to support program sustainability.
- **Creating Sustainable and Effective Tribal Criminal Justice Systems**
  National Institutes of Justice