

Tribal Youth Resource Center

*Tribal Juvenile Healing to Wellness Court Development and Planning
Training and Technical Assistance*

FY 2020 CTAS Purpose Area 8

Strategic Planning Resource Materials

Updated 2021





FY 2020 PA8 Strategic Planning Support

Supporting Program Success- Strategic Planning Overview

March 11, 2021

11am PT/ 12pm MT/ 1pm CT/ 2pm ET

Session Facilitators:

Anna Clough, Co. Director, TYRC

Tasha Fridia, Asst. Director, TYRC

Kristina Pacheco, Wellness Courts Specialist, TLPI

Jacob Metoxen, TTA Specialist, TYRC

Opening in a Good Way



Today's Facilitators

- **Anna Clough**, Co-Director, Tribal Youth Resource Center
- **Tasha Fridia**, Assistant Director, Tribal Youth Resource Center
- **Kristina Pacheco**, Wellness Courts Specialist, Tribal Law and Policy Institute
- **Jacob Metoxen**, Training and Technical Assistance Specialist, Tribal Youth Resource Center



Group Exercise

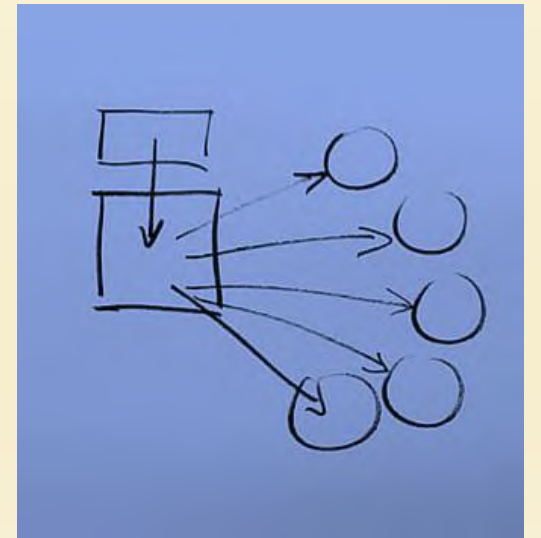
- **What is working well in your community/jurisdiction related to juvenile proceedings?**
- **What is not working well in your community/jurisdiction related to juvenile proceedings?**
- **What are you wanting to change or enhance?**
- **How do you envision the JHWC contributing to that change?**



Strategic Planning Overview

This session provides an overview of the Strategic Planning process for OJJDP Tribal Juvenile Healing to Wellness Court Grantees.

1. Understand the purpose and scope of strategic planning and its importance.
2. Review the OJJDP Tribal Juvenile Healing to Wellness Court Strategic Planning process including the Organizational Self-Review.
3. Review specific components within the OJJDP Strategic Planning Resource Guide (Strat Pak) for Tribal Juvenile Healing to Wellness Courts.



Strategic Planning for OJJDP Tribal Grantees

- OJJDP Tribal Grantees have a strategic planning period.
- The grant requires a dedicated planning period at the start of the grant award.
- Awardees are required to submit a comprehensive plan that comprises steps and activities toward implementation of the project.
- Training support is provided for various aspects of strategic planning and submission of the project plan.



FY 2020 CTAS PA8 Five Year Timeline Overview

Year 1

Establish Advisory Committee and Multi-Disciplinary Team
Complete Organizational Self-Review
Assess Data and Identify Local Needs
Obtain Community and Partner Support (Develop MOU/MOA)
Hire staff and engage in training
Develop Court Processes, Policies and Procedures, Manuals and other Court Support Documents
Develop Project Strategic Plan

Year 2

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

Years 3+

Continue Intake of Youth Participants
Collect and Review Relevant Data
Participate in Training
Review Project Sustainability Plan
Conduct Process Evaluation

FY2020 CTAS Solicitation: <https://www.justice.gov/file/1223441/download>



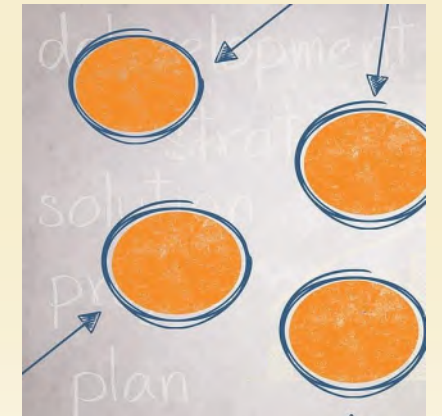
What is Strategic Planning and Why is it Important?

Strategic planning is an organization's process of:

- Defining its strategy or direction
- Making decisions on how resources are allocated
- Pursuing the selected strategies

In plain terms- Strategic planning is determining and documenting the steps that are needed between where you are now, and where you want to go.

What are the processes that will support positive outcomes?



What is Strategic Planning and Why is it Important?

*Let's pause and reflect- planning has always been important and an inherent aspect of Tribal community ways of life and being. **Communities have historically and through generations developed plans to support positive results in many ways:***

Event/Activity	Result
Planning for when to hunt, fish, farm, or gather	Successful hunt, bountiful harvest, plentiful supply
Planning for community events and activities	Connection, space and place for community members, strengthening bonds
Planning for individual life events, ceremonies, meetings	Meeting physical and spiritual needs of community members, strengthening individuals, teaching ways



What is Strategic Planning and Why is it Important?



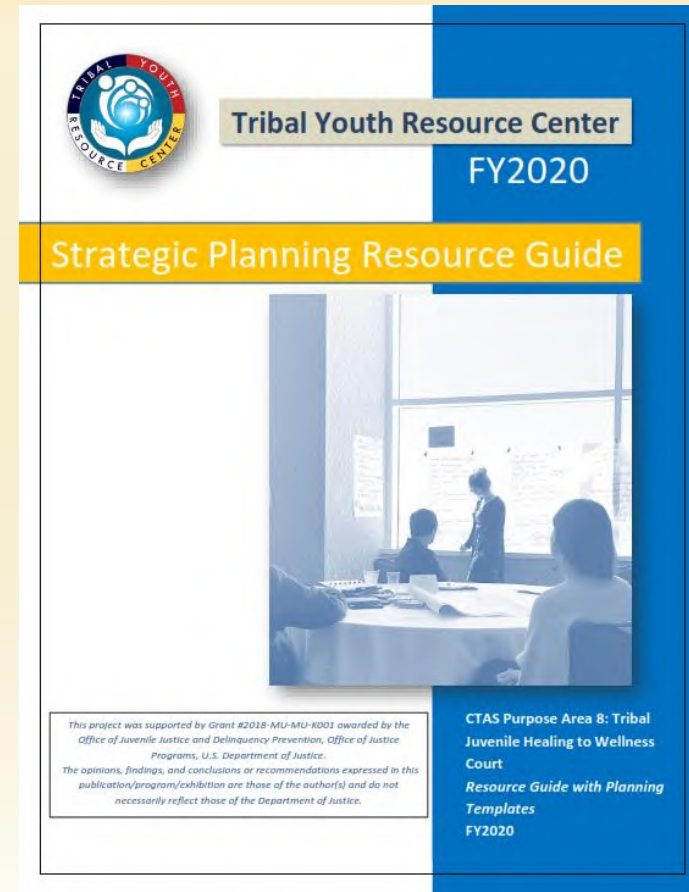
Planning for the future of the current and coming generations was and is always a priority for Tribal Nations, Villages and Indigenous peoples.

In Tribal communities, children are seen as precious gifts from the Creator and their futures involve the critical responsibility of planning and carrying out those plans with deliberation, cultural sensitivity and honor.

Strategic planning supports the journey toward achieving community goals.

What are the components of the Strategic Planning Resource Guide (*Strat Pak*)?

- ❖ Community Advisory Committee
- ❖ Vision and Mission Statements
- ❖ Core Team and Communication Plan
- ❖ Community Engagement
- ❖ Project Goals and Objectives
- ❖ Project Logic Model
- ❖ Data Collection & Evaluation Plan
- ❖ Sustainability Plan
- ❖ Project Action Planning Template
- ❖ Additional Resources and Helpful Information



Community Advisory Committee (CAC)

- ❖ A cross section of committed individuals with a common purpose can support the development of the Tribal Juvenile Healing to Wellness Court. *The CAC may include members of your service team, just remember to wear different “hats” in the advisory role, versus the service role.
- ❖ Selected based off of varied expertise, experience, and community knowledge. This committee may include a wide range of members from various sectors of your community.



Vision and Mission Statements

Vision

- ❖ A short statement that engages, inspires and motivates toward long-term desired change.
- ❖ A vision statement can unify your team, partners, and community toward long-term hopes. Should tie directly to the mission statement.

Mission

- ❖ A formal statement of the aims and values of the organization.
- ❖ Generally, present-tense, action-oriented, and directly speaks to the project purpose and scope.
- ❖ A mission statement can support community understanding of the project's actions and purpose.



Team Identification and Communication Planning

- ❖ Establish Core Service Team Members and set forth team values to support strength-based communication.
- ❖ Support team cohesion and engagement by determining the vision and mission, and setting forth agreed values to support project development.

Juvenile Healing to Wellness Court Interdisciplinary Team

The Juvenile Healing to Wellness Court model assumes an interdisciplinary team approach in the planning, implementation, and week-to-week operations of the Juvenile Healing to Wellness Court. 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.

Member Name	Role on Team
Type partner name here	Type partner name here
Type partner name here	Type agency/department representing.
Type partner name here	Type agency/department representing.
Type partner name here	Type agency/department representing.
Type partner name here	Type agency/department representing.
Type partner name here	Type agency/department representing.
Type partner name here	Type agency/department representing.



Project Goals and Objectives

- ❖ Your project submission included goals and objectives. Your team can review these goals and objectives and check for clarity.
- ❖ One process that can be utilized is the S.M.A.R.T. Goals process. The S.M.A.R.T. process can ensure that your team's goals are specific, measurable, achievable, relevant, and time-bound.
- ❖ Other goal setting processes can also be utilized as your team chooses or desires. The purpose of clear goal setting is to provide a clear framework for your team as you proceed toward implementing your project.

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

Research shows that specific and challenging goals lead to better performance⁸. 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.

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 .

Project Logic Model

- ❖ A graphic illustration of the project design and how planned activities will lead to desired results.
- ❖ A logic model explains the theory behind how a program or initiative works.
- ❖ Generally includes desired results, goals, inputs, activities, outputs, and outcomes for the short and long term.

Example of a Logic Model to Increase Cultural Pride and Identity					
What are the changes we want to see?	What are the issues that impact making the changes?	What are the activities/resources/inputs we will employ to meet each goal?	What will be the outputs for each specific activity?	What will you do to measure the outcomes and outputs of the program?	What is our hope for the future?
<p>Our Story Wellbeing</p> <p>1) Historically our Tribe had a strong Cultural foundation that contributed to the well-being of the entire Tribe.</p>	<p>Our story of resilience</p> <p>1) Historical impacts contributed to the lack of access to Cultural traditions and ceremonies and denies our youth their Cultural identity</p> <p>2) Connecting with Tribe youth to actively support their development of a strong Cultural identity</p>	<p>What we can do today, Supporting our relatives</p> <p>1) Cultural skill building/Cultural pride*</p> <p>2) Establish Community Advisory Committee (CAC)</p> <p>3) Talking Circles as process for guiding principles, Cultural identity survey, and designing process for Cultural Identity</p> <p>4) Develop a communication plan parents, tribal leadership, youth, community</p>	<p>There is healing in our culture</p> <p>1) CAC Guide Tribal Name of Program, formalize guiding principles</p> <p>2) CAC assist in design of Cultural identity survey</p> <p>3) CAC assist in design of a process for Cultural identity (ex: naming, coming of age, healing, gender roles)</p> <p>4) Administer surveys, engage youth in ceremonies, interviews</p> <p>5) Materials used for communication to stakeholders</p> <p>6) Performance Measure: Cultural Skill building/cultural pride</p>	<p>Honoring our youth today</p> <p>1) 30 Youth receive their Tribe name, participate in coming of age ceremony and a healing ceremony, gender roles</p> <p>2) Youth understand and are able to use ceremonial elements for prayer</p> <p>3) Number of program youth served during the reporting period with the noted behavioral change*</p> <p>4) Total number of youth receiving services for the target behavior during the reporting period*</p> <p>5) Percent (A/B)*</p>	<p>Honoring our youth tomorrow</p> <p>1) Increase in Cultural skill-building and Cultural pride</p> <p>2) The youth Cultural identity enhances their wellbeing</p> <p>3) Growth in Cultural Identity as a result of participating in ceremony and healing activities, evidenced by 30 completed pre/post Cultural Identity surveys</p>
<p>What are the changes we want to see?</p> <p>Healing is our future: Create Cultural Identity scale Create pathway to Cultural traditions and ceremonies resulting in strong Cultural identity.</p>	<p>Our Hope</p> <p>1) Promote Tribe youth Cultural Identity by creating opportunities and access to tribal Cultural values, traditions and ceremonies.</p> <p>What are the Cultural values and principles that will guide our work?</p> <p>Strong Heals:</p> <p>1) Wellbeing of youth will remain focus of program.</p> <p>2) Establishing an approach of being a good relative and mutual regard with the youth and among all partners.</p> <p>3) Honoring of Culture will be the foundation of the program.</p> <p>4) Cultural Identity supports the wellbeing of our tribe.</p>				
<p>The Foundation for Our Work:</p> <p><i>Vision:</i> Restoration of our families and our communities.</p> <p><i>Mission:</i> The revitalization and reconnection of Tribe Youth to their Culture. Tribe Youth have a strong foundational Cultural identity.</p>					



Data Collection and Evaluation

- ❖ Plan for the collection of factual observed or measurable information, including qualitative and quantitative data.
- ❖ Data collection will help develop and improve project implementation. Can assist with guidance toward decision-making.
- ❖ Evaluation can assist with supporting program improvement through review of project initiatives.

What is Data?
A Native nation's data are any facts, knowledge, or information about the nation and about its citizens, lands, resources, programs, and communities. ³ Data governance is the exercise of a nation's broad right to control all of this information. ⁶ Timely data collection is helpful in many ways.
Data collection can be used to-
<ul style="list-style-type: none">• Support current and relevant decision-making• Identify current needs of the participants.• Assist leaders and stakeholders in the development of responsive policy.• Increase ongoing program improvements through analyzation- the team can quickly identify the strengths and weaknesses of the program.• To meet programmatic data collection requirements. OJJDP has specific performance measure requirements for all grantees. https://ojjdo.ojp.gov/funding/grant-performance-measurement/overview Access Tribal Juvenile Healing to Wellness Court Performance Measures by visiting https://ojjdpomt.ojp.gov/
Data can be used to draw conclusions to important questions like- <i>Are we serving our target population? Are we getting people into treatment quickly? Are traditional cultural components being implemented?</i> Your team can develop data collection processes that support the core services within the wellness court and can also meet requirements for data collection/reporting purposes.
What kinds of data will we collect within the healing to wellness court?
Data can be quantitative- Data that is numerical e.g., #of participants, # of positive drug tests, % of youth who are engaged in truant behavior.
Data can be qualitative- Data that is not given numerically. E.g., Youth participant drugs of choice, youth behavior toward families, how and why youth engage with mentors, what types of incentives do youth prefer.



Sustainability Plan

- ❖ A long-term plan for supporting the needs of youth participants, community, and extending court-services as needed in the future.
- ❖ Thoughtfully identifying resources that can support the longevity of the project/initiative.
- ❖ Engaging in ongoing partnership development, support, and resource identification to sustain program services.

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 Community Advisory Circle to establish a shared vision for sustainability.

Team Sustainability Vision


Type your shared vision for sustainability here

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 to support project sustainability planning. Tools and resources for sustainability planning like https://sustaintool.org/ are also available on the "Planning Tools and Resources" supplement page	Click or tap here to enter text.	Click or tap here to enter text.
Engage with TTA specialist to identify key partnerships that support project sustainability. Share results with team advisory circle.	Click or tap here to enter text.	Click or tap here to enter text.
Develop asset map to identify current project partnerships, resources, and program	Click or tap here to enter text.	Click or tap here to enter text.

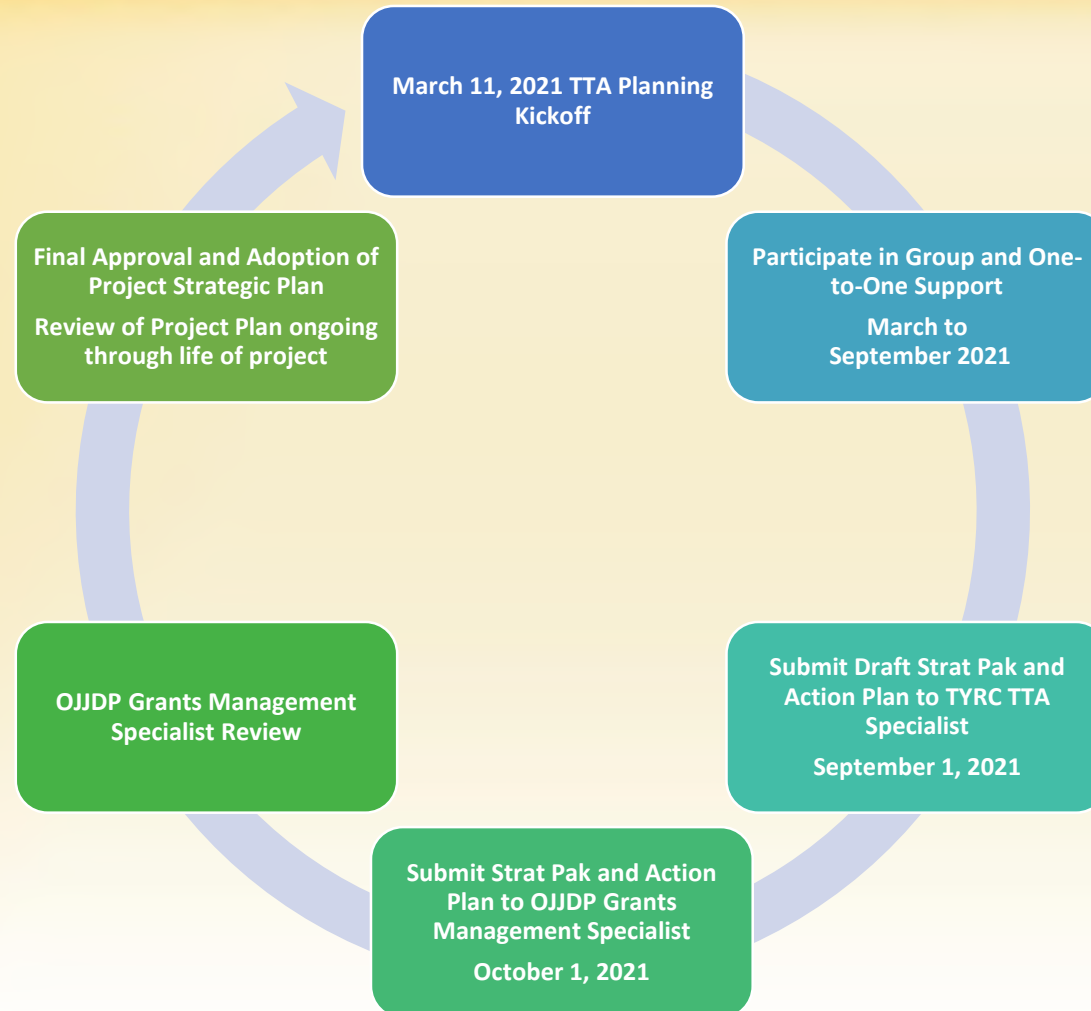


Project Action Plan

- ❖ A list of the tasks and actions that need to be taken to meet the project goals and objectives.
- ❖ Provides a framework for thinking about how you will move toward the project goals efficiently.
- ❖ Outlines and denotes team member responsibilities to complete action items.

	Tribal Youth Resource Center FY2020 PA8 Action Planning Template Insert Tribe Name Tribal Juvenile Healing to Wellness Court
Project Name:	
Grant Award Number:	
General Project Description:	
Vision Statement	
Mission Statement	
Project Goal 1: Enter your new SMART goal here	
Objectives to support reaching project goal.	
Objective 1a	
Objective 1b	
Objective 1c	

Strategic Planning- Timeline Overview



Organizational Self-Review and Needs Assessment

About the Self-Review Process:

The Tribal Youth Resource Center provides the *Organizational Self-Review and Needs Assessment* as a supportive tool and resource that may be utilized by communities who are engaged in the process of developing a Tribal Juvenile Healing to Wellness Court. The self-review should be completed at the start of the program planning process. By fully completing the self-review, the community can identify core strengths. The tool can also assist teams with recognizing key areas that will require additional development as the Wellness Court is planned and implemented within the community.



OSR and Needs Assessment Overview

What information will be considered?

The OSR is divided into four core areas to support project planning. The assessment questions are aligned with the Tribal Ten Key Components for Healing to Wellness Courts, with additional factors that should be considered in the development of services for juvenile populations.

Section 1: Demographics and Resources

Section 2: Defining Community Strengths and Identifying Challenges to Implementation

Section 3: Program Administration and Implementation

Section 4: Strategic Planning Readiness



OSR Completion and Submission

How do we complete the OSR?

Step 1: The OSR is available by visiting: <https://www.surveymonkey.com/r/CTAS8FY2020>. If there are issues with access or submission via electronic platform please contact your assigned TTA specialist.

Step 2: The self-review is designed to be completed by Tribal wellness court coordinators in coordination with core planning team members. A TTA specialist may assist you with the completion of the self-review or can support any questions or concerns you have as your team works through the OSR.

Step 3: Mark the OSR "Done" when you have completed and finalized your responses. The TYRC will provide you with a copy of your OSR responses and will develop a responsive TTA plan to address identified needs or developmental areas. For additional support related to the OSR you may contact your assigned TTA specialist or you may email us

TribalYouth@TLPI.org. Please indicate "**FY2020 CTAS PA8 OSR**" in the subject line.



Organizational Self-Review- FAQ

- **What if we have already conducted a needs assessment?**
- **What if we cannot provide all the information requested in the Self-Review and Needs Assessment?**
- **What will be done with the information provided?**



Next Steps:

- Confer with assigned TTA Specialist to set up bi-weekly telephonic or video-conference calls.
- Review the Organizational Self-Review and Needs Assessment with your TTA specialist.
- Review the Strategic Planning (Strat Pak) Resource Guide.
- Work to establish your Community Advisory Committee/Planning Committee.
- Join our next **Strategic Planning Support Session**.
- **Session 2: April 8, 2021- Session Topic- Developing the Project Vision and Mission**
- **Session 3: April 22, 2021- Developing Your Year One Action Plan- S.M.A.R.T. Goals and Objectives**



Upcoming Training:

- **2021 OJJDP Tribal Youth Virtual National Conference-** Juvenile Tribal Healing to Wellness Court Specific Sessions. 5-Day Virtual Training March 29-April 2, 2021 Register at <https://triballawandpolicyinstitute.6connex.com/event/Training/TYRC/login>
- **2021 National Conference on Juvenile Justice,** National Council of Juvenile and Family Court Judges, March 21-24, 2021 <https://www.ncjfcj.org/events/2021-national-conference-on-juvenile-justice/>
- **11th annual Tribal Healing to Wellness Court- Virtual Enhancement Training-** June 21-25, 2021, Learn more by visiting <https://www.enhancementtraining.org/>
- **Virtual Learning Series- Developing the Tribal Juvenile Healing to Wellness Court (Multi-Part)-** Online, Series links and materials will be forwarded to the FY2020 PA8 Cohort.



Session Evaluation

- **Please complete our quick evaluation!**
- **The link to the survey will be pasted in the chat box.**



Closing in a Good Way



THE TRIBAL YOUTH RESOURCE CENTER

www.TribalYouth.org



Envisioning a future
where Indigenous youth
thrive through traditional
lifeways.



The Tribal Youth Resource Center is a part of the [Tribal Law and Policy Institute](#) and is supported by Grant #2018-MU-MU-K001 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Dept. of Justice.

1

OJJDP

*Enhancing safety.
Ensuring accountability.
Empowering youth.*

www.OJJDP.gov



This project was supported by Grant #2018-MU-MU-K001 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect those of the Department of Justice.