

Coordinator 201: Skill-Building

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Learning Objectives

1. Practice effective facilitation techniques for staffing meetings and multidisciplinary team communication through interactive exercises.
2. Apply problem-solving strategies to common coordinator challenges, including provider communication breakdowns, scheduling conflicts, and team disagreements.
3. Demonstrate communication and conflict resolution skills that foster collaboration while maintaining fidelity to evidence-based treatment court practices.
4. Develop practical workflows, organizational systems, and time-management strategies to improve efficiency and reduce coordinator burnout.

Live Polling

Coordinator 201 Live Polling 1



[Click Link or Scan QR Code](#)

Key Responsibilities (from 101 course)

Program Oversight

Community Collaboration

Team and Advisory Management

Data Monitoring and Evaluation

Resource Management

Adherence to Best Practices

“Without a dedicated and competent coordinator, a treatment court may function essentially as a loose conglomeration of professionals and agencies that operate largely independently, fail to marshal resources efficiently, and work at cross-purposes.”

-Adult Treatment Court Best Practice Standards, pg. 45

Coordinator Roles (from 101 course)

Develop objective intake policy and continuously question if everyone is following it

Support the judge with information and knowledge

Keep ISSA focus on proximal, distal, and managed goals

Facilitate positive relationships with treatment providers

Collaborate with service providers and recovery supports

Coordinate with supervision on testing and capacity

Train, education, and instill team connection

Monitor program data, inform leadership, prepare audits for grants, educate the community, and arrange evaluation

Key Takeaways (from 101 course)



Before Court (Pre-Court Meetings)

Is everyone at the table that should be?

Is everyone talking?

Is treatment talking?

Are team members maintaining/staying in their role?

Does the judge have the information they need to lead the pre-court meeting and status review hearings?



During Court (Status Review Hearings)

Keep processes moving to respect everyone's time (participants included)

Leaning on team readiness to help

Encouraging community presence in the courtroom

Foster a safe environment for participants

Ensure participants are respected and developing therapeutic alliances with team members



After Court (The Follow-up)

File court orders or bench warrants/capias

Coordinate with supervision on reaching out to no shows

Connect with service and/or treatment providers on referrals or adjustments made (as needed)

Start scheduling next docket appearances based on today's participant progress

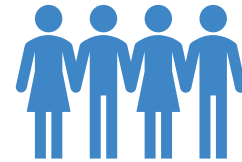
Don't forget!



Build a coordinator community

Peer-to-Peer Coordinator Support

Collaborate on projects or initiatives together



Use your whole teams—don't do everything alone

Use your whole team

Accept help from your community partners

Let's Discuss Coordinator Soft Skills



COMMUNICATION

Connect clearly



ACTIVE LISTENING

Hear to understand



EMPATHY

Not sympathy and
with boundaries



COLLABORATION

Work as one team



CHANGE LIVES

Support growth.
Build futures.

NAVIGATING CHALLENGES WITH STRENGTH



CONFLICT RESOLUTION

Address conflict with respect and professionalism—with teammates, participants, and partners.



RESILIENCE

Stay strong in a fast-paced, stressful environment. Practice self-care and lean on your support system.



FOCUS ON THE FAMILY

Support participants and engage their families and support systems—FTC Coordinators keeping children's well-being at the center



GROWTH MINDSET

People can change. Approaches can work for different individuals—every situation is a chance to learn and grow.



CREATIVITY

With limited funds, resources, and time, creativity is a superpower—ask for help, think outside the box, and innovate solutions.



“ we change lives and build stronger communities ”

Image developed using Microsoft CoPilot

THE CORE SOFT SKILLS THAT DRIVE SUCCESS

SOFT SKILLS. STRONG TEAMS. BETTER OUTCOMES.

1



CLEAR COMMUNICATION

Speak clearly and respectfully to teammates, participants, and court and community partners.

2



ACTIVE LISTENING

Listen with intention and understanding so everyone has a voice and feels heard.

3



EMOTIONAL INTELLIGENCE

Be aware, manage, and express emotions; build strong, respectful relationships.

4



EMPATHY WITH BOUNDARIES

Show empathy, not sympathy. Care deeply while maintaining professional boundaries.

5



ADAPTABILITY & FLEXIBILITY

Plans change. Stay flexible and adapt to what's best for each participant.

6



PROBLEM-SOLVING / CRITICAL THINKING

Think creatively and critically—especially when resources are limited.

7



COLLABORATION / TEAMWORK

Work together across disciplines and agencies to achieve better outcomes.

8



TIME MANAGEMENT

Prioritize, manage tasks, and meet deadlines in a fast-paced environment.

9



ORGANIZATION

Keep the program, team, documents, and data organized and running smoothly.

10



LEADERSHIP

Lead with integrity, communicate effectively, and support the success of the team and participants.



STRONG SKILLS. COMPASSIONATE HEARTS. BRIGHTER FUTURES.



Image developed using Microsoft CoPilot

COMMITTED TO GROWTH. DEDICATED TO CHANGE.

— *A Life-Long Learner for Lifelong Impact* ♥ —



LIFE-LONG LEARNER

The treatment court field is constantly evolving. Stay informed, seek training, and embrace new strategies and standards.



STAY CURIOUS

Ask questions, explore new ideas, and remain open to emerging practices and research.



INVEST IN YOURSELF & YOUR TEAM

Growing our skills strengthens our program and the people we serve.



EVERY DAY IS AN OPPORTUNITY

To learn, to lead, and to make a lasting impact.

Communication Techniques

Technique 1 Motivational Interviewing

OARS in Motivational Interviewing

Build trust • Explore change • Support motivation

O **Open Questions**

Invite the person to share more.

 "What are your thoughts about making a change?"

A **Affirmations**

Notice and value strengths and efforts.

 "You've shown a lot of courage in talking about this."

R **Reflections**

Listen and reflect back what you hear.

 "It sounds like you feel ready for a change, but are also nervous about the next step."

S **Summaries**

Bring it all together.

 "So, you want to be healthier, you've identified some challenges, and you're thinking about starting with small steps. Did I get that right?"

Listen with curiosity. Respond with empathy. Empower change.

Image developed using Microsoft CoPilot

Technique 1 MI: OARS

Your team probation officer is not providing updates before court, and the judge and team did not have adequate information for court today.

In speaking to this teammate, try OARS:



You

"Hey Ryan, what are your thoughts on the new case management system?"
(Open Question)



You

"I hear you, it is definitely frustrating learning a new system and time consuming."
(Affirmation)



You

"You've always had a lot on your plate, since learning a new system is another task on top of everything else, are you getting any support from your colleagues or team?"
(Reflection)



You

"Sounds like a good plan; maybe they have some suggestions or can help you balance everything."
(Summary)

My thoughts are I wish we didn't have yet another new system to learn. I'm busy as it is."



Ryan

I was already having a hard time fitting everything in as it is."



Ryan

You know, I have a meeting with my supervisor tomorrow. I might talk to them about all of this."



Ryan



Technique 2

The Feedback Sandwich

Be kind. Be clear. Build people up.



TOP LAYER

Start with positivity / greet warmly

"Hi [Name]! I really appreciate the work you've put in – you bring great energy and ideas to the team!"



MIDDLE

Deliver the constructive feedback / lay out what went wrong

"There were a few missed deadlines and some details were overlooked, which affected the overall outcome."



BOTTOM LAYER

End with encouragement / instill hope and confidence

"I'm confident you'll get back on track – you have the skills and creativity to do this. Let's work together on a plan!"

Image developed using Microsoft CoPilot

Technique 2 Feedback Sandwich

You have a great defense attorney, but they aren't showing up frequently enough and have missed a lot of pre-court team meetings. For a respectful approach, try the feedback sandwich technique...



You

"Good morning, Attorney Felix, you are such an important advocate for our treatment court participants". (*Top Layer*)



Pause—watch for non-verbal cues.



You

"We've had a few violations come up before and during court lately and had to continue a few items as the participant didn't have access to counsel." (*Middle*)



Pause—allow for a response, continue to watch non-verbal cues.



You

"Let's work together to identify and train another defense attorney for court days you cannot attend so we comply with best practices and due process—I am happy to help!" (*Bottom Layer*)



Technique 2 Feedback Sandwich

Your community treatment provider is mandating AA and spiritual options only for all participants enrolled in their services. You know this is not best practices and several participants have complained, indicating they feel uncomfortable with the community meeting requirements. Talk to the assigned provider liaison and try...



You

“Good afternoon, Hallie, we are having great success with the inpatient and individual services at Community Behavioral Health, Inc.– we are so glad to have such a strong partnership.” *(Top Layer)*



Pause—watch for non-verbal cues.



You

“I would like to meet with your team and explore some secular community recovery options to offer as that is a requirement our program must follow for best practices for our participants.” *(Middle)*



Pause—allow for a response, continue to watch non-verbal cues.



You

“Let’s schedule something soon, and in the meantime, I can provide you with the flagged best practice standards for your team in an email if that is helpful—I am certain we can find some solutions that everyone is comfortable with.” *(Bottom Layer)*



Technique 3

Question with Best Practices



ATRIse

Adult Treatment Court Best Practice Standards

Last updated January 2026

U.S. Department of Justice
Office of Justice Programs
Office of Juvenile Justice and Delinquency Prevention



Juvenile Drug Treatment Court Guidelines

Technique 3 Question with Best Practices

Instead of telling a team member their recommended responses in not in line with best practices... try this approach;



“Is this an infraction of a proximal or distal goal?”



Pause—watch for non-verbal cues.



“Do you think we should consider that John hasn’t not had a lot of time to engage in treatment?”



Pause—allow for a response, continue to watch non-verbal cues.



“What ideas do you have for addressing this in a way that supports accountability and gives John the best chance to succeed?”



Pause—summarize and confirm next steps.



Technique **3** Question with Best Practices

Instead of complaining that all team roles not showing up to court consistently... try:



You

“Are all team roles routinely present that are needed for pre-court team meetings and status review hearings to allow for evidence-based responses?”



Pause—allow for a response, continue to watch non-verbal cues.



You

“Should we provide extra training sessions for back-up team members if anyone is unable to attend and sends a proxy?”



Pause—allow for a response, continue to watch non-verbal cues.





Common Coordinator Challenges and Practical Solutions

Live Polling

Coordinator 201 Polling 2



[Click link or scan QR Code](#)

Work Overload

Challenge:

Coordinators that 'do it all' can burn out quick!



Example:

There simply is not enough time in the day to enter the data, follow up on participant needs, and other administrative functions like writing grants, balancing budgets, and working late on weekends.



Solution(s):

1. Establish written job descriptions and work-flows for the coordinator position (**think roles, not people**) and all team members
2. Practice self-care, set boundaries, and ask for teammates or coworkers for assistance

Blurred Authority

Challenge:

I feel responsible for everything, but I'm not the main decision-maker.



Example:

You 'seem' in charge of everything, but the reality is the judge is the final decisionmaker, BUT.... you often must move things along before the judge can even decide---where's the line?



Solution(s):

1. Develop a process with your presiding judge to identify different tasks that you should lead and they should oversee
2. Consider a chain of command protocol for major, common decisions

Role Drift

Challenge:

I am not even sure if this is my job, but someone must make sure it's done.



Example:

Coordinator covers participant case management through a staff transition and continues to provide dual/overlapping services **or** assumes that responsibility for the new team member.



Solution(s):

1. Establish written job descriptions and work-flows for the coordinator position (think roles, not people) and all team members
2. Develop a Team Memorandum of Understanding, reviewed annually (include coverage limits for other teammates)
3. Create checklists for common events (such as graduations, terminations, new participant intake) to help reinforce roles and assignments

Poor Team Communication

Challenge:

How do I get everyone on the same page and connecting??



Example:

Probation and one of the Treatment Liaisons are always disagreeing– maybe it's a training issue– maybe is their personal approaches... help!!



Solution(s):

1. Develop group-learning/trainings (as feasible), and set regular team meetings
2. Create team retreat events to facilitate connection

Lack of Resources

Challenge:

How do I serve our participants best with limited resources and funding?



Example:

I work in a rural community where there is limited continuity of care options for program participants and funding is tight.



Solution(s):

1. Explore neighboring community providers to collaborate with for care
2. Diversify funding to establish local resources (through development of a 501(c)3 or partner with an existing one or apply for foundation funding)



Communication and Conflict Resolution Skills

Adult Treatment Court Best Practices: Multidisciplinary Team, Provision F:

- "Treatment court team members adhere to the practice standards and ethical obligations of their profession, and they advocate in accordance with these standards for participant welfare, public safety, victim interests, and constitutional due process.
- **Team members articulate their positions in a collaborative and non-adversarial manner that minimizes conflict, lowers counterproductive affect, and is likely to be heard and heeded by fellow team members.**
- If staff are concerned about the effectiveness of their team's collaboration, communication, or problem-solving skills, the team receives evidence based training or technical assistance to enhance ethical and effective team functioning."

– pg. 40- *Adult Treatment Court Best Practice Standards*



Navigate Conflict & Communicate Well



PRACTICAL TIPS



1

Use "I" statements

Frame concerns as your experience ("I feel...") rather than accusations.



2

Keep challenges productive and not personal



3

Bring solutions and a team mindset



4

Schedule regular, team meetings

Focused solely on programmatic concerns, not participants.



5

Manage emotions

If tensions rise, pause and suggest a break.



6

Follow up

Check in after the conversation to reinforce trust and progress.

LISTEN • UNDERSTAND • SOLVE • MOVE FORWARD TOGETHER



Examples:

Image developed using Microsoft CoPilot

I am receiving UDS confirmation results outside of the 48-hour best practice window, which is impacting timely participant responses. Consider these responses:

"Can we please discuss some potential remedies as a team?"

"I can set a dedicated meeting to discuss solutions, does that work for everyone?"

Team Agreements

Shared expectations about communication, conflict management, decision-making, and accountability and should be:



Specific



Observable



**Developed
Collaboratively**



Limited
(not too
many)



Reviewed
(annually)

Team Agreement Examples:

1

Decisions are made following best practice standards.

2

The treatment court participants' wellbeing is our top priority.

3

We generate solutions, not rehash problems.

4

We respect each other's time (meetings must have an agenda; on-time; communicate inability to attend; we never talk over one another).

5

We recognize that each team member has a function(s) necessary to the success of the treatment court program, we stay in our lanes.



Practical workflows and time-
management strategies

Checklists are your friend

- **Special Events:** *(include every minor detail from media alerts, food, invites sent, court security established, etc.)*
 - Graduation Ceremonies
 - National Treatment Court Month and Mental Health Awareness(May), Recovery Month and Suicide Prevention Week (September), World Mental Health Day (October), Veterans Day (November) + more
 - Program Anniversary or Milestones (10th anniversary or 100th graduate, etc.)
- **Frequent Processes with lots of steps:**
 - Intake process for new participants
 - Onboarding checklists for team members
 - Checking for graduate recidivism

Sample Checklist

[Click for a Downloadable Template](#)

Include important and seemingly minor details!

Sample Graduation/Special Event Checklist:

(Graduation No. ____/____ total graduates)

2 months before:

- ☐ **Determine if anyone is graduating ():** _____(maybe)
Have they completed: a Graduation Request Form, Aftercare Plan, etc.?
- ☐ **Check recidivism rates ANNUALLY – build stats into speech and include in all speeches** (current rates: as of _____) % felony; % misdemeanor recidivism rates + _____% success rate.
- ☐ **Ensure you have enough coins/certificates/tokens (sign if necessary)**
- ☐ **Secure National Anthem Singer**
- ☐ **Request FINAL entries from Prosecutor** include the following in your email: Name, Case No., Sentencing Judge, Track
- ☐ **Request ISP Discharge Entries** from P.O. (-----) and have sentencing judges sign
- ☐ Upon receipt of both entries for each graduate-- **review for accuracy**, and send hardcopy to sentencing judges for signature with a graduation invite.
- ☐ **Request Certificates from community partners** (if applicable)
- ☐ **Make sure a Purchase Order is open** (in advance) to open a 'Various Vendors' PO out of Fund XYZ to purchase pizza, cupcakes, beverages and paper products to be reimbursed

1 month before:

- ☐ **Email Invitation**
- ☐ **Send out Media Releases and/or social media posts**
- ☐ **Prepare and Print Speech—Judge to review in advance w/graduation packet results** (noting any special occasions or guests added to graduations)

Week of:

- ☐ **Order pizza for graduation: (approx. \$144 incl. tip (10%))**
3 sheet pizzas (mix of pepp/saus/cheese) + large salad platter
Delivery for 11:00 a.m. to court
- ☐ Arrange facilities or another court staff to receive delivery
- ☐ **Order cupcakes/cake for pickup the night before**
- ☐ **Pick up 24 pack small, bottled water + 24 mini assorted soda cans + any needed paper products**

Day of:

- ☐ **Set up food table**
- ☐ **Provide Judge with Certificates/Coins/Etc. for ceremony**
- ☐ **File entries and obtain 3 copies for: participants, PO, and your virtual file *if diversion entries – have clerk certify the participant's copy**

If a special occasion/month for treatment courts, use available toolkits and stats to incorporate into a speech and/or media releases:

- ☐ [Media Guide for Treatment Courts - All Rise](#)
- ☐ [National Treatment Court Month - All Rise](#)
- ☐ [Managing the Message During a Crisis - All Rise](#)
- ☐ [Sharing Your Story - All Rise](#)

Templates Save Time

Keep bulleted templates for
Recurring Agendas:

- Team meetings
- Advisory/Steering
Committee Meetings
- Annual MOU meeting with
community

Include placeholders for
valuable stats to quickly
update

Copy/paste from meeting
minutes

Result = it will look like you
spent way more time on each
agenda, and nothing gets
forgotten!

Team Meeting TEMPLATE

DATE

55 Active participants

8 Pending Referrals

150 Total Graduates; Success Rate=**75%**

46 Terminations

4 Neutral Discharge

5% felony, **18%** misdemeanor recidivism rate

Old Business: *Copy/paste highlights from last meeting
minutes*

New Business: *Copy/paste leftover items from last agenda
and add new items*

Data Review (Report attached) *Attach if new*

Upcoming Events: *These may be unchanged from last
meeting, depending on frequency*

- Next Graduation Ceremony
- Special Events

**Team Meetings- Bi-Monthly at 9:00 a.m.—
Judge's Jury Room:**

List the entire year schedule on the template and update as you go.

Use your CMS to automate as much as possible!

- Quick data reports for meetings
- Participant sheets for pre-court staffing and status review hearings
- Updated dockets that can be easily updated/changed through the week/2 weeks if changes need made
- Updating participant progress sheets is time-consuming for large dockets and the less data gets retyped= less chance for errors



TREATMENT COURT CASE STAFFING SUMMARY

Focus on Goals • Support Progress • Promote Success

Phase 2



Jane Doe
DOB: 08/31/1982
SPN/Case #: 12345678 / 12345671010
Officer: Vincent
Intake Date: 08/17/2018
Class A/B Misd.
Sobriety Date: 09/15/2018 (last positive)

Current Status

Risk Needs
 Needs
 High

Key Goals & Progress

Top 3 Focus Areas

1

**Peer Mentor Activities**
Spending time with supportive peers.
Current Goal: Focus on more peer mentor activities.

Status
→
In Progress

2

**School / GED**
Making progress on GED.
Current Goal: Schedule math test by 3/16/2019.

Status
→
In Progress

3

**Substance Use Treatment**
Engaged in treatment for opioid use disorder. Attending sessions and working through plan.
Current Goal: Stay engaged and continue progress.

Status
→
On Track

Overall Progress

 Stable Housing
✓

 Supportive Family
✓

 Phase 1 Complete
✓

 No Issues with Non-Adherence
✓

Recommended Court Responses

**Incentives**

- ✓ Judge acknowledgment of progress and good decision making.
- ✓ Incentive voucher for completing all requirements in last two weeks.
- ✓ Acknowledge Phase 3 application in progress.

**Other Responses**

- ✓ Reinforce avoiding high school friends.
- ✓ Encourage more peer mentor activities.
- ✓ Ask about other goals if barriers arise.

GROUP DISCUSSION

Reflect. Collaborate. Improve.



1. YOUR CHALLENGE

What is a role-specific challenge that you experience on a day-to-day basis?



2. WHAT YOU NEED

What do you need from your team to address the challenge?



3. SHARE OUTS

Share your insights and learn from each other.



STRONGER TOGETHER.

*Better outcomes
for our courts
and our communities.*

Q&A



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THANK YOU!

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