**Montana Supreme Court**

20

**Drug Court Strategic Plan**

**Roadmap for the Future of Drug Treatment Courts in Montana**

**Montana Judicial Branch**

**Drug Court Strategic Plan**

**November 2015**

**October 2016 Update**

**February 2020 Update**

**Theme: Funding of Drug Courts**

**Strategic Issue One: *How can we increase funding allocations or identify alternative funding streams to develop new treatment courts in targeted areas with identified needs and expand capacity in existing programs?***

**Measurable Goal: *Montana judicial districts where the volume of arrests for alcohol and other drug related high risk/high-need offenders is documented and justifies a specific category of treatment court will have access to the financial resources to implement the drug court process provided there is a comprehensive drug court team to oversee and operate the program..***

The core (i.e., overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Develop an outline for a comprehensive statewide drug court plan and complete same using data to demonstrate the need for and effectiveness of drug courts.
2. Establish a Drug Court Council (leadership group including judges, the OCA, the Chief Justice and others) to study Montana drug courts to include but not be limited to their long-term sustainability/funding, developing a recommended funding plan (possible fines, fees or dedicated tax) and meeting with legislators to discuss possible legislative action.
3. Advocate for funding streams to develop new treatment courts in targeted areas with identified needs and expand capacity in existing programs. This includes the maximization/use of Medicaid for treatment, urinalysis and other drug court services.
4. Pilot ways to fund treatment services outside of Medicaid and block grant reimbursement to ensure programs provide staff time for needed drug court treatment activities, e.g. attending staffing and court, and cover services for people who do not have insurance or Medicaid.
5. Provide a grant writer who can support programs or the state in accessing available grant funding to supplement or expand treatment court services.
6. Continue to encourage teams that want to start a new program to seek out grant funds from federal sources for implementation.
7. Write a statewide implementation grant for federal funds directed at state priorities for new drug courts and training resources.
8. Educate Montana judges about what drug courts are, the rewarding benefits to the community and the state. With additional revenue streams, expansion of drug courts may be possible.
9. Educate judges in order to recruit judges in Montana who would be willing to initiate

a drug court. Make presentation within the next twelve months to all judges at judges’ conference.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Outline complete need to write plan** | **Develop outline for statewide plan and complete plan** | **Statewide Drug Court Coordinator** |
| **Complete** | **Establish a Drug Court Council to focus on long-term drug court funding sustainability** | **Director of Court Services/Chief Justice** |
| **Complete and ongoing** | **Advocate for funding streams for new and expansion of treatment courts** | **Council/OCA** |
| **Ongoing** | **Pilot funding of treatment services not currently funded** | **Advisory Council/OCA** |
| **Complete and ongoing** | **Provide a grant writer** | **Montana Healthcare Foundation and Statewide Drug Court Coordinator** |
| **Ongoing** | **Encourage teams to start new drug courts and seek out federal funds.** | **Statewide Drug Court Coordinator** |
| **Complete** | **Write a statewide implementation grant for federal DOJ funding** | **Statewide Drug Court Coordinator** |
| **2020** | **Educate Montana judges about benefits of drug courts at statewide conference (MJA)** | **Council and Statewide Drug Court Coordinator** |

**Theme: Best Practices and Continuous Program Improvement**

**Strategic Issue Two: *How can we achieve and sustain evidence-based practices in Montana’s Drug Courts with an emphasis on continuous quality improvement, fidelity assessments to the research model and team training?***

**Measurable Goal: *Montana Drug Courts will be reviewed for their use of evidence-based practices at a minimum every three years and Montana Drug Courts will attend a state-wide training conference every biennium that focuses on weaknesses found during peer review.***

The core (i.e., overall) strategy the Montana Drug Courts should pursue to successfully address this is:

1. All Montana drug courts will be reviewed for use of evidence-based practices through the Montana’s Drug Court Peer Review Process every three years. Each review shall include a report documenting model practices and areas of strengths and deficiencies. Local drug courts shall develop an action plan to rectify deficiencies.
2. OCA will post all peer review documents and evidence-based practices on the Montana drug court website.
3. Encourage Montana drug court team members and other providers to access Montana drug court website to stay current with evidence-based practices.
4. Montana Drug Court Council will review the definition of recidivism and change it if needed. Coordinators will be trained in definition.
5. Montana drug court team members shall be trained as peer reviewers and create a learning community which can help provide technical assistance to local drug courts to help resolve issues identified through the peer review process.
6. A chapter in the orientation manual shall be devoted to evidence-based practices.
7. Montana drug courts will receive training and professional development associated with evidence-based practices. The Council will have as part of its responsibilities to develop a multiple level training plan.
8. Statewide drug court coordinator will provide drug court team members ongoing information about evidence-based practices through email and website. Professional development and training will occur every two years through, at a minimum, a statewide drug court conference. Montana drug court team members will access training through a variety of on-line course and webinars.
9. Provide resources and training to allow for systematic (quarterly) performance monitoring and outcome evaluation using the data/case management system.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Complete and Ongoing** | **Maintain peer review process and review local drug court every three years. Local drug courts shall develop action plan to rectify deficiencies documented in peer review team reports** | **Statewide Drug Court Coordinators and peer reviewers** |
| **Complete and Ongoing** | **Post peer review documents and evidence-based practices on the Montana drug court website** | **Statewide Drug Court Coordinator and IT Staff** |
| **Complete and ongoing** | **Train peer reviewer and create learning community** | **Statewide Drug Court Coordinator** |
| **Complete Ongoing** | **Encourage Montana drug court team members and other providers to access Montana drug court webize to stay current with evidence-based practices** | **Statewide Drug Court Coordinator and local drug court coordinators** |
| **Complete** | **Include chapter in orientation manual on evidence-based practices** | **Statewide Drug Court Coordinator** |
| **Complete** | **Review and change the definition of recidivism** | **Statewide Drug Court Coordinator and Council** |
| **Complete and Ongoing** | **Provide information and training to drug court teams regarding evidence-based practices. The Drug Court Council shall develop a multiple level training plan** | **Individual courts upon evaluation** |
| **October 2016, 2018, 2020** | **Provide Montana drug court team members ongoing information regarding evidence-based practices, hold statewide drug court conference every two years, inform local drug courts of training and other on- line courses and webinars** | **Statewide Drug Court Coordinator and local coordinators** |

**Theme: Violent Offender/Participant Eligibility**

**Theme:  Violent Offender/Participant Eligibility (Complete)**

**Strategic Issue Three:  *How can we provide drug court services to the most appropriate high risk-high need offenders (high risk to reoffend and high need for treatment services) including some violent offenders, based on a validated risk and needs assessment, other relevant criteria and a judge’s discretion?***

**Measurable Goal:  *Montana statute will be changed to allow admission of violent offenders into drug courts at a judge’s discretion.***

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Complete-Violent Offender legislation passed by 2017 Montana Legislature** | **Drug Treatment Court Advisory Committee** | **Beth McLaughlin and judges** |

**Theme: Services**

**Strategic Issue Four: *How can we assist in developing and supporting resources that allow participants to be successful and support service providers?***

**Measurable Goal: Montana Drug Courts will assess all drug court participants for Medicaid eligibility. Drug Court Coordinators will inventory and assess local services that support drug court participants and identify gaps. OCA will determine if a statewide urinalysis vendor is possible and appropriate, and if so, issue a request for proposals.**

The core (i.e., overall) strategy the Montana Drug courts should pursue to successfully address this is:

1. Maintain and develop new resources for drug court participants to be successful.
2. Montana drug courts will advocate for improving the provision of existing and

additional services for drug court participants to meet participant and family needs and increase the rate of drug court graduates.

1. Review Medicaid waiver and request proposal for the third-party administrator to ensure it is consistent with what is needed to help drug court participants.
2. Make sure all participants are assessed for Medicaid eligibility. Ensure treatment providers can bill Medicaid.
3. Assemble a template for local drug court coordinators to use in the inventory and assessment of local services. Coordinators will inventory the availability of local support services and develop a plan where gaps exist.
4. OCA will investigate issuing a request for proposal for a statewide urinalysis provider.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Ongoing** | **Advocate for existing services and new services** | **OCA** |
| **Immediate Ongoing** | **Review Medicaid waiver and associated rules** | **OCA** |
| **Complete and Ongoing with all new participants** | **Assess all participants for Medicaid eligibility** | **Local coordinators and local Medicaid staff/navigators** |
| **Complete but continuing with new providers Immediate** | **Inform treatment providers about Medicaid** | **Statewide Drug Court Coordinator and local coordinators** |
| **February 2016 need update on status** | **Develop template to inventory and assess local services** | **Statewide Drug Court Coordinator** |
| **June 2016 need update on status** | **Local coordinators carry out assessment of local services** | **Local court coordinators** |
| **Ongoing** | **Moving drug testing to Medicaid as appropriate** | **OCA** |

**Theme: Special Populations**

**Strategic Issue Five: *How can we address the Native American cultural and spiritual needs of drug court participant, as well as address any special issues pertaining to gender, sexual orientation, and mental health needs of all drug court participants?***

**Measurable Goal: Provide the services needed to maximize the drug court experience for special populations to include: identification of best practices, revise data collection as appropriate, provide training of drug court team members on best practices to serve marginalized populations, address special population issues in local drug court policy and procedure manuals, and, if appropriate, develop pilot drug court projects with local tribes.**

The core (i.e. overall) strategy the Montana Drug Courts should pursue to successfully address this issue is:

1. Identify best practices as it relates to specific marginalized groups. Review

NREPP.samhsa.gov to identify what will, and will not, work for certain populations; review other websites, query the Rural Drug Court List Serv.

1. Assure that special populations are identified, and needs assessed using best practice tools.
2. Drug court participants will receive relevant services to address their specific needs.
3. Training of drug court team members on special needs populations will occur that identifies best practices to serve marginalized populations.
4. Local drug courts will have policies and procedures that address special populations.
5. Develop pilot projects with tribal courts to include tribal drug court services.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Ongoing** | **Identify special populations** | **Local coordinators** |
| **Ongoing** | **Identify best practices for marginalized populations** | **Statewide Drug Court Coordinator and coordinators** |
| **Complete** | **Revise InfoPath** | **Statewide Drug Court Coordinator and IT Staff** |
| **October 2016 and ongoing** | **Training on special needs populations see Drug Court Conference agenda** | **Statewide Drug Court Coordinator/consultants** |
| **April 2017** | **Revise policies and procedures to include guidelines on special populations** | **Statewide Drug Court Coordinator and coordinators** |
| **Complete and ongoing** | **Develop pilot projects with tribal courts and support Healing to Wellness Courts** | **Statewide Drug Court Coordinator, judges and Tribal Law/Policy Institute** |

**Theme: Data System**

**Theme: Continue to Encourage Programs to Invest in and Utilize a Statewide Treatment Court Case Management/Data System**

**Strategic Issue Six: *How can we move all drug treatment courts in Montana to utilize a single case management/data collection system?***

**Measurable Goal: Montana Drug Treatment Courts shall utilize a single case management/data system that provides case management and data reports for local drug courts and aggregate data reports for the Judicial Branch and the Legislature. Eliminate the need for double entry of data into a system.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Build a drug court case management system with input from Montana drug court coordinators and make it operational and cost effective.
2. Include in the system a participant check-up process to encourage and support drug court participants after discharge from drug court.
3. Include in the system a family strength and needs assessment to help families resolve problems and build on their strengths as part of the drug court process.
4. Encourage local drug courts to utilize the case management system and eliminate dual entry of data into a local system as well as a statewide data collection system.
5. Provide training to local drug court coordinators on how to utilize the system and issue reports for local drug courts to improve management of their drug court process and outcomes.
6. Develop a webinar on how to implement and utilize the system for new drug court coordinators.
7. Continue to monitor use of the developed data system to improve its utilization and effectiveness by working with local drug court coordinators.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Complete** | **Build a drug court case management system with input from local coordinators** | **Statewide Drug Court Coordinator, local coordinators. and IT Staff** |
| **Complete** | **Include in the system a participant check-up process** | **Statewide Drug Court Coordinator, local coordinators. and IT Staff** |
| **April 1, 2020** | **Include in the system a family strength and needs assessment** | **Statewide Drug Court Coordinator, local coordinators. and IT Staff** |
| **Ongoing** | **Encourage local drug courts to utilize the case management system and eliminate dual entry** | **Statewide Drug Court Coordinator and IT Staff** |
| **Ongoing (webinar developed by April 1, 2020)** | **Provide training to include a webinar for local drug court coordinators on how to utilize the system** | **DIMs Representative and Statewide Drug Court Coordinator** |
| **Ongoing** | **Monitor use of data system for improvement** | **Statewide Drug Court Coordinator** |

**Theme: Legislative Promotion/Education**

**Strategic Issue Seven: *How can we demonstrate the effectiveness of drug courts to “policy makers” and increase legislative support for drug courts statewide.***

**Measurable Goal: Support for Montana Drug Courts will increase as a result of: each local drug court identifying a “champion” in the Legislature, communicating with all legislators within drug court district and inviting them to observe drug court, establishing a relationship with local media to include a feature story on drug court at a minimum every 6 months.**

The core (i.e., overall) strategies Montana Drug Courts should pursue to successfully address this issue are:

1. Educate policy makers in the effectiveness of drug courts and the improved outcomes of addressing alcohol and other drug dependence among the criminal justice population, families, and youth.
2. Identify and equip the legislators in each judicial district to serve as an informed “champion” for Montana drug courts.
   1. Obtain a list of each judicial district that has a drug court and their legislators and identify who would be a possible “champion” for drug courts
   2. Drug Court Council identifies local legislators
   3. Develop local and statewide information template for data from Info Path to provide to legislators
   4. Draft letter for local courts to send to legislators
   5. Set up a meeting with potential “champions”.
   6. Provide for awards to legislators who help with legislation.
   7. Have a minimum of one champion legislature in each judicial district.
3. Obtain and communicate accurate information for each court
   1. Mass media articles for each drug court
   2. Statewide data to include re-offense, recidivism, reduction in drug use, performance indicator
   3. National data to legislators

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| **Target Date** | **Responsibility** | **Key Participants** |
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| **Ongoing February 2016** | **Identify potential “champion”** | **Council and local judge** |
| **April 2017** | **Develop local and statewide information template for data from Info Path to provide to local legislators** | **Statewide Drug Court Coordinator, local coordinators. and IT Staff** |
| **February 2016 - Completed** | **Draft letter for template for local drug courts to send to legislators** | **Statewide Drug Court Coordinator** |
| **Ongoing March 2016** | **Set up meeting and invite to observe drug court docket and/or graduation** | **Local drug court judge** |
| **Ongoing May 2016** | **Have at least one “champion” in each drug court judicial district** | **Local drug court judge and team** |
| **Immediate and ongoing** | **Work with local media for at least one article/feature story every 6 months** | **Local drug court coordinator/judge** |
| **Ongoing** | **Current data available nationally, available locally upon request** | **Statewide Drug Court Coordinator and IT Staff** |
| **Ongoing** | **National data available** | **Statewide Drug Court Coordinator** |

**Theme: Community Awareness/Education**

**Strategic Issue Eight: *How can we educate the community that drug courts are a most cost-effective way to handle drug-specific and drug-related crimes rather than incarceration, child abuse and neglect cases (family drug courts) so the media and community support retention and expansion of drug courts? Further, how can we increase support and understanding among “community stakeholders” that drug courts are a cost-effective, crucial part of the criminal justice system and the child welfare system and that drug courts provide the best way to create law-abiding citizens of drug dependent offenders, good parents of Montana’s children, while preserving public safety and child welfare?***

**Measurable Goal: Montana communities where drug courts exist will increase their understanding of the effectiveness of drug courts through: improved training of drug court team members in media advocacy, increased media coverage of drug courts, the establishment of a local drug court citizen’s advisory board and their local educational campaigns.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Develop a systematic media advocacy strategy using local data and personal stories.
2. Plan and implement media advocacy training.
3. Develop and train drug court members in media advocacy. Train drug court team members in developing a media advocacy plan and associated implementation of that plan to include mass media articles for each drug court. Piggy-back a national story/trend about incarceration to showcase drug court locally.
4. Obtain and communicate accurate information. Develop an information packet on Montana drug court effectiveness. State-wide data to include re-offense, recidivism, reduction in drug use, performance indicators.
5. Every judicial district where there is a drug court will have a citizens’ advisory

board educated in the drug court packet.

1. The citizens’ advisory board provides campaign to the public-treatment providers, attorneys, parole officers, law enforcement.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Immediate and ongoing** | **Drug court coordinators develop local media advocacy plan and develop local articles** | **Local drug court coordinator and judges** |
| **Currently available, available locally upon request** | **Develop packet on state and local data available regarding each drug court** | **Statewide drug Court Coordinator and IT Staff** |
| **Completed** | **Plan and implement media training at statewide drug court conference** | **OCA** |
| **January 2016 and ongoing** | **Local drug court develops local citizens’ advisory board** | **Board members selected by judge and drug court team** |
| **February 2016** | **Information packet about local drug court is developed** | **Local coordinator** |
| **Ongoing** | **Board and drug court team meet with local providers, attorneys, probation and parole officers and law enforcement to provide packet information** | **Drug court team supports local citizens’ advisory board** |

**Theme: Increase Collaboration Related to Treatment Courts in Montana**

**Strategic Issue Nine: *How can we increase collaboration among partners within the state?***

**Measurable Goal: Establish meetings with various partners and stakeholders to discuss roles and responsibilities and how drug courts and partners can be more effective in controlling Montana’s alcohol and other drug abuse problems.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Judicial Branch staff meet with the Department of Corrections to discuss opportunities for collaboration.
2. Judicial Branch staff present information about the treatment court model to state meeting of County Attorneys.
3. Judicial Branch staff meet with staff from the Office of the Public Defender to monitor implementation of the agreement and continue to collaborate.
4. Judicial branch staff meet with staff from Department of Public Health and Human Services
5. Judicial Branch staff meet with Federally Qualified Health Centers staff.
6. Judicial Branch staff meet with representatives from Montana Tribes.
7. Discuss effectiveness of coercive treatment and potential pathways to treatment court, including referral and eligibility criteria (such as whether treatment court could be assigned as a condition of probation or required by judges).
8. Discuss the role of probation/parole officers and the support, accountability, and intensive monitoring that they can provide as part of the treatment court team.

**Measurable Goal: Work to increase collaboration between treatment courts and primary healthcare providers, such as FQHCs and hospitals. Ensure that all treatment court participants have a primary care provider and can access services to address their healthcare needs, medication assisted treatment (MAT) when indicated and emergency care when needed.**

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Initial meeting completed, MOU in process. Further, discuss the role of probation/parole officers** | **Meet with DOC discuss opportunities and MOU** | **OCA and Council** |
| **Meet with county attorneys assoc. and discuss drug courts** | **Meet with County Attorneys Assoc and discuss drug courts.** | **OCA and judges** |
| **Ongoing** | **Monitor agreement with Public Defenders Office** | **OCA and Council** |
| **Completed** | **Meet with DPHHS to discuss opportunities to utilize additional Medicaid for drug court services** | **OCA** |
| **To be initiated** | **Meet with DPHHS staff from Children and Family Services to discuss family drug courts** | **Statewide Drug Court Coordinator and Family Drug Court Judges** |
| **To be initiated** | **Meet with staff of the state Montana Federally Qualified Health Centers to discuss additional collaboration with local FQHCs and drug courts** | **Statewide Drug Court Coordinator** |
| **Ongoing** | **Meet with representatives of Montana Native American Tribes and offer assistance** | **Tribal representatives and Statewide Drug Court Coordinator** |
| **To be initiated** | **At meeting of Drug Treatment Court Advisory Committee, discuss requirement that drug court is voluntary** | **Drug Treatment Court Advisory Committee** |

**Theme: Explore Resources for Utilizing Telehealth Approaches to Increase Services in Rural Areas.**

**Strategic Issue Ten: *How can we increase telehealth services and* expand access to the drug court model in rural areas, connect drug court participants to treatment and recovery support services remotely, supervise drug court participants remotely, and provide enhanced training to drug court teams.**

**Measurable Goal: Montana in collaboration with the Center for Court Innovation will establish a telehealth services advisory committee, survey local Montana drug courts regarding existing telehealth services and the need to enhance and expand those services and develop a telehealth services plan.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Develop a statement of need for the creation of a Montana Drug Court Telehealth Services Plan, submit to Department of Justice and Center for Court Innovation to become a designated telehealth services project.
2. Gather background information through a telehealth survey about existing services and supervision options for court-involved individuals in different parts of the state and the need for expanded services. Using this information, CCI will identify potential opportunities to enhance the Montana drug court administration of justice with technology.
3. CCI staff will travel to Montana to facilitate a 2-day planning workshop with state-level representatives from the court system, probation, corrections, law enforcement, behavioral health, and other key partners. The workshop will involve structured group discussions, case flow mapping, review of existing data, and other planning exercises designed to develop a robust understanding of existing infrastructure, gaps in services, and specific strategies for using technology to improve service delivery.
4. Following the workshop, CCI will work with Montana’s statewide drug court coordinator and other stakeholders to draft a written strategic plan for review and approval by state officials.
5. After the strategic plan has been approved, VVI staff will conduct a second visit to Montana to present the plan and facilitate an implementation workshop. The implementation workshop may focus on selecting pilot sites, identifying specific technologies to be acquired, developing policies and procedures, creating a project budget and funding plan, and other implementation-related activities to be determined. During this phase, Center staff will facilitate follow-up conference calls with the Judicial Branch and other stakeholders as needed to review project implementation, offer troubleshooting advice, and help make mid-course adjustments as needed.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Complete** | **Develop statement of need for Montana Teleservices plan and develop committee** | **Statewide Drug Court Coordinator** |
| **Complete** | **Submit request for TA to CCI** | **Statewide Drug Court Coordinator** |
| **Complete** | **Receive approval and develop teleservices workplan** | **Statewide Drug Court Coordinator and Center for Court Innovation** |
| **Complete** | **Contact committee, send out draft survey for local drug courts** | **Statewide Drug Court Coordinator and Center for Court Innovation** |
| **Complete** | **Review by stakeholder committee** | **Statewide Drug Court Coordinator and Center for Court Innovation** |
| **Complete** | **Upload final survey and send out notice to local courts.** | **Statewide Drug Court Coordinator and Center for Court Innovation** |
| **February 3, 2020** | **Local courts respond to survey** | **Statewide Drug Court Coordinator and Center for Court Innovation** |
| **February 26, 2020** | **Surveys are analyzed and summarized for stakeholder committee meeting on 2/26** | **Statewide Drug Court Coordinator and Center for Court Innovation** |
| **May 1, 2020** | **Final report is completed** | **Stakeholder Committee, CCI and Statewide Drug Court Coordinator** |
| **June 1, 2020** | **Final report reviewed by Drug Treatment Court Advisory Council and plan for implementation** | **Council and OCA** |

**Theme: Dedicate Resources to Ensure Consistent Available Training is Accessible to Drug Treatment Court Team Roles**

**Strategic Issue Eleven: *How can we provide adequate training for individual team members and teams, generally, new information, in effective policies and practices, and research regarding the drug court model.***

**Measurable Goal: Montana drug court team members shall have access to on-line training regarding their role on the drug court team and associated training. Each team member shall participate in the statewide drug court conference and in years when a statewide training is not held, team members shall receive at least one on-line training even. The Statewide Drug Court Coordinator shall continually inform local drug court coordinators regarding on-line training events in order that local coordinators can inform team members of specific training events and monitor their team’s participation in training activities.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. The Montana Judicial Branch shall facilitate a statewide training conference at least every two years in which all Montana drug courts will participate and Tribal Healing to Wellness Courts shall be asked to attend and participate as well.
2. Discuss the option of developing a certification process for all treatment court roles to assure fully trained team members for effective model implementation.
3. The Statewide Drug Court Coordinator shall inform all local drug court coordinators of training events held locally and on-line for drug court team members to participate in. Local coordinators shall distribute related training information to drug court team members and monitor team member participation in training events especially during years when there is no statewide conference scheduled.
4. Montana Tribal courts will be offered the opportunity to participate in drug court training events as well as participate in the peer review process.
5. The Judicial Branch shall provide training and resources for use of validated screening and assessment tools and procedures.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **October 2020 and every two years after that time** | **Plan and carry out a statewide drug court conference for all Montana Treatment Court Team Members** | **Judicial Branch** |
| **October 2020** | 1. **Collect data on other state drug court team certification processes** 2. **Schedule a discussion with the Advisory Committee about a certification program for Montana** | **Drug Treatment Court Advisory Committee and Statewide Drug Court Coordinator** |
| **Ongoing** | **1. Require as part of peer review process that local drug court coordinators document training events that drug court team members have received.**  **2. Statewide Drug Court Coordinator provides information on training events and resources to local drug court coordinators** | **Statewide Drug Court Coordinator and Local Drug Court Coordinators** |
| **Ongoing** | **Provide information on drug court training events to Tribal drug court coordinators and invite tribal drug court teams to statewide drug court conferences** | **Statewide Drug Court Coordinator** |
| **Ongoing** | **Provide training and resources for use of validated screening and assessment tools and procedures** | **Statewide Drug Court Coordinator and trainers** |

**Theme: Follow Best Practices in Drug Testing (CLIA Certification??)**

**Strategic Issue Twelve: *How can we assure that Montana Treatment Courts are following best practices in drug testing?***

**Measurable Goal: Provide specific training on urinalysis testing and monitor local drug treatment courts through state’s peer review process regarding drug testing best practices and national standards.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Provide training on drug testing best practices through on-line webinars, articles and other documents.

1. Maximize use of Medicaid funds for drug testing services.
2. Provide urinalysis best practice training at biennial statewide drug court conferences.
3. Monitor local drug treatment court best practices for drug testing by applying and comparing best practices documented in national and state standards against current practices through the Judicial Branch’s peer review process.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **Ongoing** | **Provide training to drug court teams on drug testing best practices through on-line webinars, articles and other documents** | **Statewide Drug Court Coordinator** |
| **October 2020** | **Maximize use of Medicaid funds for drug testing services.** | **Statewide Drug Court Coordinator, local coordinators and vendors** |
| **October 2020 and every two years at statewide drug court conferences** | **Provide urinalysis best practice training at biennial statewide drug court conferences** | **Statewide Drug Court Coordinator** |
| **Ongoing** | **Monitor drug testing best practices through peer Montana’s review process** | **Statewide Drug Court Coordinator** |

**Theme: Pursue Inclusion of Peer Support for Treatment Courts**

**Strategic Issue Thirteen: *How can we improve the utilization of peer support/peer mentors/peer coaches for individuals discharged from drug treatment courts in order to improve the number of people who do not relapse and re-offend.***

**Measurable Goal: Montana drug treatment courts will increase the use of peer support strategies including peer coaches and peer mentors for drug court participants that are discharged from drug court.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Review the core competencies and related curriculum developed by the Board of Behavioral Health for peer coaches in Montana.
2. Survey and review the current status of Montana drug courts and their use of peer coaches.
3. Contact the regional ATTC to acquire research information on the use of peer coaches and the possibility of a speaker to provide that information at the Montana statewide drug court conference in October of 2020.
4. Schedule a session at the Montana statewide drug court conference in October of 2020 with a panel that includes a summary of peer coaching research, examples of drug courts using peer coaches and a peer coach.
5. Continue to encourage Montana drug courts to utilize peer coaches for discharged participants as part of the recovery management strategy implemented by drug court teams.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **February 28, 2020** | **Review core competencies from Board of Behavioral Health for peer coaches in Montana** | **Statewide Drug Court Coordinator** |
| **February 28, 2020** | **Survey and review the current status of Montana drug courts and their use of peer coaches**. | **Statewide Drug Court Coordinator** |
| **February 28, 2020** | **Contact regional ATTC to acquire research around peer coaching effectiveness** | **Statewide Drug Court Coordinator** |
| **October 21-23, 2020** | **Schedule session at statewide conference on peer coaching** | **Statewide Drug Court Coordinator** |
| **Ongoing** | **Encourage Montana drug court to utilize peer coaches for discharged participants** | **Statewide Drug Court Coordinator** |

**Theme: Work to Increase the Number of Licensed Addiction Counselors**

**Strategic Issue Fourteen: *How can we increase the number of licensed addiction counselors in Montana especially in rural areas to improve access to Montana drug court treatment resources?***

**Measurable Goal: Montana judicial districts with drug treatment courts shall have improved access to licensed addiction counselors to treat drug court participants.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. The Statewide Drug Court Coordinator shall receive permission from the Court Administrator to join the Behavioral Health LAC Subgroup of the Montana Primary Care Association.
2. The Statewide Drug Court Coordinator will provide the Court Administrator and the Drug Treatment Court Advisory Board updated information regarding strategies that will meet the goals of the Subgroup generally and specifically to increase the number of Licensed Addiction Counselors.
3. The Court Administrator (Judicial Branch) and the Drug Treatment Court Advisory Board will consider supporting strategies and legislation that will help increase the number of licensed addiction counselors in Montana.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **February 1, 2020** | **Statewide Drug Court Coordinator shall join the BH LAC Subgroup of the MPCA** | **Court Administrator and Statewide Drug Court Coordinator** |
| **Ongoing** | **Statewide Drug Court Coordinator will provide the Court Administrator and the Drug Treatment Court Advisory Board updated information regarding strategies** | **Statewide Drug Court Coordinator** |
| **Ongoing** | **The Drug Treatment Court Advisory Board will consider supporting strategies** | **Drug Treatment Court Advisory Council** |

**Theme: The Drug Treatment Court Advisory Committee should explore Options for Changing State Law to Allow Judges the Discretion to Require Treatment Court Participation as Part of Probation or a Child Abuse and Neglect Plan**

**Strategic Issue Fifteen: Given that the research indicates that coercive treatment is as successful as voluntary treatment, h*ow can we determine whether the Judicial Branch and the Drug Treatment Advisory Board should support eliminating the requirement for drug court candidates to voluntarily enter a Montana drug treatment court and allow judges to mandate drug court as part of probation?***

**Measurable Goal: Determine whether legislative requirement that potential drug court participants must voluntarily opt to enter a drug court and whether judges should have the option of requiring drug court as part of probation.**

The core (i.e. overall) strategies the Montana Drug Courts should pursue to successfully address this issue are:

1. Determine whether other states provide for mandatory entry into drug court by a judge’s order rather than the requirement that drug court is voluntary. This shall be accomplished by contacting NADCP and/or surveying other states.
2. Schedule this item on the agenda for a Drug Treatment Advisory Council meeting to discuss the pros and cons of determining whether this change should be pursued legislatively. If determined that we should go forward, determine a strategy to change the current legislation.

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| **Target Date** | **Responsibility** | **Key Participants** |
| **March 1, 2020** | **Determine whether other states provide for mandatory entry into drug court** | **Statewide Drug Court Coordinator** |
| **May 2020** | **Schedule this item on the agenda for a Drug Treatment Advisory Council** | **Court Administrator and Drug reatment Court Advisory Council** |

***Questions about the strategic planning document or drug treatment courts can be directed to Jeff Kushner, statewide drug court coordinator at*** [***jkushner@mt.gov***](mailto:jkushner@mt.gov) ***or 406-202-5352.***