The Chippewa Cree Tribal Court 2024 – 2025 Strategic Plan

June 2025

INTRODUCTION:

The Chippewa Cree Tribal Court, through the visionary leadership from the Judicial Commission, held a strategic planning meeting for the Tribal Court, stakeholders, members of the Judicial Commission and elected Business Committee members, on February 22-24, 2023, in Great Falls, Montana and again on September 9, 2024, to update the plan with the new Chief Judge. The Tribal Court Stakeholders and community members, fifty-one in attendance) received Good Road to Life curriculum training on May 5-9, 2025, for 4 days and the 5th day youth and family HTW strategic activities was identified to update the Tribal Court Strategic Plan.

The court staff reviewed and completed creating objectives and activities for Goal# 4 Organizational Management with Court staff and HTW partners.

The Tribal Court had a court assessment conducted on November 2019, and most recently in June 2022. The first assessment identified many recommendations pre-pandemic and focused on issues or concerns that were present at that time. The Tribal Court has changed since the first court assessment based on many lessons learned during the Covid-19 pandemic. These lessons, both positive and negative, have made the court stronger and better prepared for the future. The Chippewa Cree Tribal Court with proper planning can be better prepared to support the court on its journey of continual innovation and improvement. The Court Assessment Report(s) contain a Summary of Recommendations and Strategic Planning at the end of each summary. This document is an extension of same, adding in short- and long-term goals that were identified at the strategic planning session. The Strategic Planning meeting was conducted free of charge to the Tribal Court along with the updated Recommendations and Strategic Planning chart that was previously provided in the Court.

- Review shortcomings and seek out solutions
- Specific strategies for each departmental goal
- Establish good direction – definitive road map to gauge how we get there
- Take initiative – assign duties equally
- Shared organizational values
- Shared perspectives
- Recognize and respect others' opinions
- Open, honest communication
- Stay positive
- Think strategically

The strategic planning process was facilitated through a model that would provide for an effective strategic planning process and engage the planning group in four stages of strategic planning:

- Prepare
- Plan
- Implement
- Revise

Strategic Planning Process			
Preparation	**Plan**	**Implement**	**Revise**
Visioning: Develop and/or updated CCTC's vision, mission, guiding principles. **Assessment:** Gather internal and external data – Analyze and draw conclusions. **Develop and Implement planning process:** Engage all major players, establish planning structure, and establish process for collecting input to develop the plan – training.	**Develop the Plan**: Review assessment; build on analysis. **Prioritize:** Consider needs, strengths and resources. **Answer these questions:** What do we want to accomplish? What will we do to get there? How will we know if we are making progress? **Draft Plan:** Circulate draft for additional input; revise **Finalize Plan:** Share with community, staff and stakeholders; Obtain official approval.	**Communicate the Plan:** Distribute; ongoing communication of the plan **Manage Plan:** Leadership assigns responsibilities **Supervise:** All managers/supervisors supervise the actual work-program specific plans are developed and implemented **Monitor and Report Progress:** Reporting system for plan – build on existing information systems and quality assurance programs – monitor progress	**Review Progress on Plan:** Review progress --- -Towards goals and outcomes -Towards implementing the plan activities **Reconvene planning process and revise plan:** Reconvene planning groups – ongoing assessment process – draft revised plan – circulate revised draft for input – finalize revised plan – communication of revised plan – implement and monitor revised plan.

Stand on a Strong Cultural Foundation

The CCTC is devoted to the support of tribal community members' justice system through education, information, sharing and advocacy. The Chippewa Cree Tribal Court will strive to provide traditional means of resolving disputes in all facets of the justice system. In a concerted effort to strengthen the court's ability to evolve its shift toward culturally relevant and appropriate justice, the CCTC developed a Mission statement to reflect the enhancement of the tribal justice system.

MISSION:

To preserve the sovereignty of the CCT guided by our values, culture, and traditions, providing dispute resolution resulting in equality justice for all.

The Chippewa Cree Tribal Court recognizes that to be successful in the accomplishment of the mission an integral value and belief system is needed. The CCTC strategic planning sessions spurred discussion and the result is the development of Guiding Principles.

GUIDING PRINCIPLES:

- The CCTC is a branch of government and operates in the spirit of self-governance, pursuant to the Tribal Constitution and By-Laws;
- The CCTC ensures equality, fairness and respect for everyone who utilizes the system;
- The CCTC will recognize and respect culture and traditions within our community;
- The CCTC shall adhere to strict ethical standards; and
- The CCTC exercises cooperation with other jurisdictions.

The foundation of organizational culture lies with the values and beliefs that reflect the way in which the organization conducts carrying out its mission. The CCTC defined these principles to define and reinforce the values and beliefs of the organization for the long-term success of the Tribal Court.

LONG-TERM GOALS:

The purpose of long-term goals is to accomplish the Mission. Long term goals identified through the strategic planning process are as followed:

- ✞ To become the most competent Tribal Court in Montana;
- ✞ To become a knowledgeable court that facilitates activities and processes that promote a holistically healthy community, and;
- ✞ To honor, preserve and maintain our culture.

Assessing Our Environment

The Chippewa Cree Tribal Court planning group recognized that there are external and internal factors that may affect the successful implementation of this strategic plan thus the planning group identified these factors through assessment of CCTC's environment. **Trends:**

Trends were identified by the planning group and are as follows:

- Alcohol and Drug Abuse = Crime
- Increase in DUI, abuse of prescription drugs, PI (Public Intoxication) and MIP's (Minor in Possession) charges
- Unreported crimes against children
- Federal agencies more receptive to individual Tribal needs
- Uncertainty of future funding expectations for the Courts
- Lagging networking and partnerships in local community
- Utilization of all local resources available for alternative treatment of alcohol and drug offenders
- Increase in effective Models of Mental Health programs in the court system
- Championing Court Mandated Reconciliation trends in Montana for possible alternatives
- Increased disintegration of family structures

SWOT:

The SWOT model was used to identify the strengths, weaknesses, opportunities and threats of the Chippewa Cree Tribal Courts. This analysis is self-reported through group discussion and facilitated to assist in developing goals, objectives, and action plans. Defined below are the results of this discussion process. Tribal Court staff and HTW partners updated the SWOT in Sept 2024 and again on May 9, 2025.

Strengths:

STRENGTHS	STRENGTHS
Increased involvement of the CDC 99% employees are enrolled members Strong Chippewa Cree Culture Tribal Support Tribal Council, Departments, and Community Employees are concerned with the direction of the Tribal Court and have commitment Law trained judges Computer trained employees Team approach and cross-trained employee for increased flexibility Support from CCTBC (i.e., funding) We care about our community Educated staff/strong grant writing abilities Good organizational infrastructure Judicial commission oversight – a committed, voluntary group Capacity to assess clients (i.e., JAIS, CAIS) All staff have computers – access to technology 16 MOUs with community partners GOTOMEETING software, ability to attend court virtually Telehealth availability during COVID-19 Elder Codes Emergency Response Codes COVID-19 Resolutions CAIS/JAIS case management plans can be developed Tribal Court 101 presentation developed Employees sustained. Open to change and improvement Staff Health Insurance Wellness Hour each day Wellness day every two weeks including team building activities	Probation department Increase in funding Case Management Alternatives to Detention Purchase of fire-proof filing cabinets Increase in number of staff Addition of Special Judge Addition of Public Defender Office Judges' appointments recommended by the subcommittee recommended by the Commission to Tribal Council The entire community works with the courts Juvenile staff works well with their clients Healing to Wellness approach – collaborative effort with the community Camaraderie between internal staff Diverse staff Innovative Increased capacity in technology Provide an avenue for obtaining cultural knowledge in the community Prevention strategies for juveniles Crisis Intervention Plan Availability of funds for Drugs/Alcohol Treatment Website and online codes Access to Healing to Wellness Court programs List of advocates availability & Tribal Advocacy Incubation Project Tribal Bar Exam Staff received new computers and assigned emails One-time funding for training and equipment.

Weaknesses:

WEAKNESSES	WEAKNESSES
Judicial ordinance needs to be revised to define Commission roles, qualifications, eligibility and conflicts of interest. Outdated Law & Order codes - too broad/vague Need Drivers License and insurance requirement No code for Ungovernable youth code Improved social activities with staff – needs improvement Lack of public outreach has improved but needs attention Lack of staff to implement juvenile prevention strategies Lack of staff to implement crisis intervention plan Lack of adequate physical infrastructure Lack of adequate back-up system for employees has improved but needs attention Operate in crisis mode Need consistency in updating and defining HTW Manual Lack of system to provide wrap around services – more communication is needed Rules of court need to be compiled Understanding of court processes in the community – more communication to users of the court Need to improve relations with PD Protecting Confidentiality Open to the Public –post COVID-19 Security in blue building where prosecution, probation and HTW staff are housed. Status hearings need to be held within 90 days or sooner Very old building with too many problems to fix Need access to treatment plans Lack of involvement from MOU partners Lack of consistent communication	Lack of shared information with Police Department Lack of funding for appropriate salary levels – lack of salary plan Staff tardiness and absenteeism among staff improved but continues to need attention Lack of funding for training for all staff Lack of overall funding has improved continues to need attention Inadequate process of service has improved continues to need attention Lack of human resources (i.e., manpower) Lack of proper funding levels for juvenile services Lack of number of staff after-hour on-call No home and/or family-based services Inadequate number of staff No After-Care follow up Difficult to obtain buy-in with family structure Outdated resource directory Lack of communication from community partners Lack of an advocates Access to Tribal Elders/interpreters& cultural resources No local JV Detention Center Online docket –support of posting warrants and disposition reports One definition of an elder Keeping caught up with caseload No long-term mental health facility HTW Courts need to be sustained Access to Elders and funding to pay them No Group home for youth No emergency drills such as Active Shooter, Fire, etc. Grant reliant for programs causing lack of consistent services.

Opportunities:

OPPORTUNITIES	OPPORTUNITIES
✚ Capacity to meet the needs of a growing community ✚ Poised to assist all tribal youth ✚ Seek out funding in other areas and expand internal capacity ✚ Utilize our elders ✚ Under self-governance we have the right to redesign and exercise our self-determination ✚ Promote enrolled members to attend law school ✚ Make our own changes happen ✚ Be a Model Tribal Court ✚ Strong department and backbone of our community by upholding our laws ✚ Healing to Wellness Grant expanded ✚ Drills on emergency situations ✚ Computer bank for e-filing (model State of MT) ✚ Review of Children's Protection Code-update ✚ SMUDGE THE REZ to refer clients and participate ✚ Women's Health Fair to use as a public awareness activity ✚ One-time funding for staff, equipment, supplies and training. ✚ HIPPA training ✚ Emergency Response Training ✚ SCC & MSU-Northern Criminal Justice Degree	✚ Address our social problems with our families in drug, youth and family courts ✚ Provide an impartial forum for those seeking remedies whether civil or criminal ✚ Ultimately provide a safe community for the future ✚ Use the strategic plan as a living document utilizing a quarterly review of the strategic work plan ✚ Minimize and eliminate politics out of the court system ✚ Preserve our culture, self-governance and Tribal sovereignty ✚ Change the public perspective of the Tribal Court ✚ Increase fiscal/human resources to meet the needs of the community ✚ Internships available ✚ Tribal Advocacy Project training ✚

Threats:

THREATS	THREATS
✚ Reliance on government/grant funding for sustainability ✚ Politician interference, problem has improved – requires continued attention ✚ Intertribal and custody Jurisdiction issues ✚ Turnover of staff affects stability of courts ✚ Inadequacies of our community departments ✚ Ex Parte Communications ✚ Alcohol abuse and impacts to the operations ✚ Resistance to change ✚ Familiarity of the status quo ✚ Juvenile Confidentiality – confidentiality in general ✚ Metal detector needs to be upgraded. ✚ HR Department miscommunication, lost job applications, inaccurate list of applicants ✚ No pay scale ✚ Separation of Powers between Judges and Council members ✚ Nepotism	✚ Negative publicity from the media ✚ Negative Supreme Court precedence ✚ Instability of Tribal Leadership – turnover in elections ✚ Misinformation by law enforcement ✚ Inadequate training of Lay Advocates ✚ Conflict of interest with judges and case parties ✚ Non-Tribal, mainstream and culturally biased models are a threat to the Tribal Courts ✚ Lack of qualified applicant pool interested in vacant positions ✚ Lack of Judicial Commission members rules for qualifications and eligibility requirements to hold office ✚ Several Judicial Commission members are employees of the Tribal Business Committee ✚ Conflict of Interest issues - Judicial Commission member allowed to file petitions to the court, practice in the court presenting court cases and overseeing Judges.

2022 TRIBAL COURT ASSESSMENT

In 2022, a Tribal Court Assessment was conducted and provides an external perspective that assists in the development of objectives and actions. CCTC correlated the findings to specific goals with objectives and translated recommendations into actions. (See attached report)

Developing a Shared Vision

A Shared Vision was developed though a facilitation process. The planning group defined specific characteristics of a Vision Statement:

- Specific- Realistic
- Outcome based NOT Activity based
- Focused on external as well as internal impacts
- Challenging, but not "Pie in the Sky"
- Consistent with Guiding Principles
- Completed within a reasonable timeframe

The Vision of the Chippewa Cree Tribal Courts:
The Chippewa Cree Tribal Court's vision is to provide fair and equitable justice for all with respect to tradition and culture as a full-functioning independent Judicial branch of government in collaboration with our community; and, to incorporate Chief Rocky Boy's vision to "Love one another and take care of each other."

The Vision is supported through the long-term goals and objectives outlined in the Strategic Work Plan. This Vision Statement describes where the Chippewa Cree Tribal Courts will be after implementation of the strategic plan.

Major Strategic Directions

Five strategic directions have been identified through this strategic planning process. These will guide the actions to be taken to achieve the "Vision of Success". Each major strategic direction represents a specific category around which goals, objectives, outcome measures, and actions will be developed.

The five strategic directions are:

I. ACCESSIBLE, FAIR, QUALITY JUSTICE AND PUBLIC SERVICE

All Tribal clients will have access to due process, and be treated in a fair and just manner, regardless of race, culture, age gender, disability, and religious preference.

II. INDEPENDENCE AND ACCOUNTABILITY

The judiciary shall be an independent branch of government that seeks, uses and accounts for Tribal/Federal/State and private sector funding necessary for its support. The independence of judicial decision-making shall be protected.

III. TRADITIONAL CULTURE

The Tribal Court recognizes the importance and will provide culture/community/family values and beliefs into the Tribal Court System.

IV. ORGANIZATIONAL MANAGEMENT

Management of operations shall be administered utilizing best practices, innovative ideas, competent judges, judicial officers, and staff within appropriate facilities.

V. EDUCATION

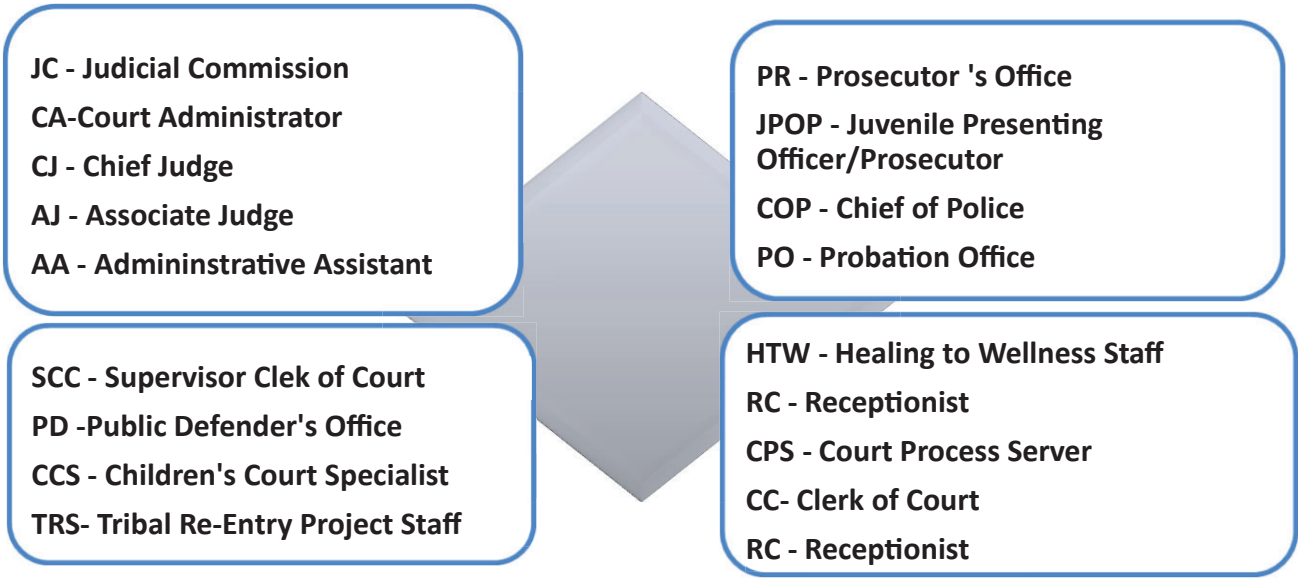
The effectiveness of judges and other judicial branch staff shall be enhanced through continuing education and training.

Strategic Work Plan

The strategic work plan is organized through a Balanced Scorecard method that is inclusive of assigning responsibility to internal staff for accomplishing actions in a pre-determined timeline utilizing identified resources for the successful implementation of the objective. Measured outcomes are identified as the evaluation tool for each specific objective.

Key Points in the Work Plan:

LEAD:
The following legend identifies abbreviations of individuals (represented by position title) in the work plan.



Resource Allocation:

- Fiscal
- Human
- Material (i.e., office supplies, copying, printing, meeting rooms, etc.)

Assessment Identification:
These symbols represent the integration of the Tribal Court Needs Assessment Findings and Recommendations and the Law Enforcement Community Needs Assessment in the Strategic Work Plan.

#1: ACCESSIBLE, FAIR, QUALITY JUSTICE AND PUBLIC SERVICE

Goal:

All parties will be guaranteed due process and treated in a fair and just manner regardless of race, culture, age, gender, disability, and religious preference. The judicial branch will be responsive to the needs of the public and shall enhance the public's understanding of and confidence in the tribal courts.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. The Chippewa Cree Tribal Court will improve access to and understanding of the Tribal Court System through a multi-faceted approach.	**CJ CA PD PR AA**	Create a Tribal Court 101 presentation detailing each court process of the judicial department.	10/1/24-9/30/25	Human Materials	Tribal Court 101 Slide Show presentation detailing court processes.
	RC CC PO HTW PS PD AA	Disseminate Strategic Plan and Presentation to community, Tribal Court Website, Facebook page and all locally available media outlets.	10/1/24-9/30/25	Human Materials Fiscal	Strategic Plan uploaded to website and Brochures distributed to all households, businesses, offices, etc.
	ALL STAFF	Attend all community forums, set up informational booth, disseminate brochures, and answer questions concerning the court process.	10/1/24-9/30/25	Human Materials	On-going improved communication of court processes and services to community.
	PO PR CO PD	In collaboration with School develop a Tribal Court Orientation presentation.	10/1/24-9/30/25	Human Material	Tribal Court Orientation developed and incorporated in schools to educate youth of the purpose and functions of the legal structure, services, and possible career opportunities.

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OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. **The CCTC will ensure justice for all by strengthening our judicial administration.** **AA**: Administrative Assistant **AJ**: Associate Judge **CA**: Court Administrator **CC**: Clerks of Court **CCS**: Children's Court Specialist **CJ:** Chief Judge **PO**: Probation Office **HTW**: Healing To Wellness **JC**: Judicial Commission **JPOP**: Juvenile Presenting Officer/Prosecutor **PR**: Prosecutor Office **PD**: Public Defender **PS**: Process Server **RC**: Receptionist	**CJ** **CA**	Solicit funding for Code Revision Project. Communicate with Attorney General on needed code revisions, compile a list of codes, guidelines, policies and procedures used by other tribal jurisdictions that need to be updated and codified. Attorney General will present Codes revised and codified for readings and adoption	10/1/24-9/30/25	Human	Awarded funds for code revision project Entered into a contract with Code Contractors to draft and/or revise codes Submit Draft codes to CCTC Staff.
	CJ **JC**	Judicial Committee review and approval of codes	10/1/24-9/30/25	Human	CCTC Law and Order Codes Reviewed
	JC **CA** **CJ**	Business Council review and approval of codes	10/1/24-9/30/25	Human	CCTC Law & Order Coes Adopted
	CJ **AJ**	Orientate staff and community members	10/2024	Human	Sign in sheets
	JC **CA** **PR** **CJ**	The Judicial Commission will review findings of audits to ensure equality of reviewed sentences.	10/1/24-9/30/25	Human Material	Equality Quality Control Measures established

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
The CCTC will ensure justice for all by strengthening our judicial administration. **AA**: Administrative Assistant **AJ**: Associate Judge **CA**: Court Administrator **CC**: Clerks of Court **CCS**: Children's Court Specialist **CJ:** Chief Judge **PO**: Probation Office **HTW**: Healing To Wellness **JC**: Judicial Commission **JPOP**: Juvenile Presenting Officer/Prosecutor **PR**: Prosecutor Office **PD**: Public Defender **PS**: Process Server **RC**: Receptionist	**CA** **AA** **CC**	Communication of Media Court Docket, Disposition Report and warrant list published in all available local media outlets including Tribal Court Facebook page and website.	10/1/24-9/30/25	Human Material Fiscal	Transparency mechanism established
	CA **CC** **CJ**	Conduct regular audits of case files and Fullcourt to make sure Clerk of Court Manual is followed, case files and Fullcourt data entry is accurate and matches what is in the file.	10/1/24 – 9/30/25	Human Material	Accurate information is filed and entered into Fullcourt.
	CA **JC** **CJ** **AJ** **COP** **PD** **PR**	Review and revise the CCTC Code of Judicial Conduct.	10/1/24-9/30/25	Human Fiscal Material	Updated Code of Judicial Conduct
	JC **CA**	Present Draft Revision Code of Judicial Code of Conduct to Judicial Committee.	10/1/24-9/30/25	Human	Updated Code of Judicial Conduct Approved
	JC **CJ** **CA**	Present proposed Revision Code of Judicial Conduct to Business Council.	10/1/24-9/30/25	Human	Revised Codes of Judicial Conduct Approved
	CA **CJ**	Implementation of revised Code of Judicial Conduct including orientation of CCTC staff.	10/1/24-9/30/25	Human Fiscal Material	Revised Code of Judicial Conduct Implemented Orientation achieved through "Acknowledgement of Receipt" Form
	CO **AA**	Communicate Revised Code of Judicial Conduct to community partners and public.	10/1/24-9/30/25	Human Material Fiscal	Marketing material developed and disseminated to the public

#2: INDEPENDENCE AND ACCOUNTABILTY

Goal:

The judiciary shall be an independent branch of government that seeks, uses and accounts for Tribal/Federal/State and private sector funding necessary for its support. The independence of judicial decision-making shall be protected.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. Develop, revise and update Codes to strengthen the Judicial Branch.	**CA** **JC** **CC** **CJ** **RC**	Develop a Tribal Court Manual for Judicial Commission and Business Council.	10/1/23-9/30/24	HUMAN FISCAL MATERIAL	Tribal Court Manual Presented to Business Council & Judicial Commission
	JC **CA** **CJ** **AJ** **COP** **PD** **PR**	Communicate Revised Judicial Code to community partners and public.	10/1/23-9/30/24	Human	Orientation achieved through Acknowledgement of Receipt" Form
	CA **JC** **CC** **CJ** **RC**	Develop a Tribal Court Judges Bench Book Obtain Judicial Commission and CCT Council Approval.	10/1/23-9/30/24	Human	Bench Book and meeting minutes.

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#3: TRADITIONAL CULTURE

Goal:

The Tribal Court shall recognize the importance of restoring culture/community/family values and beliefs into the Tribal Court System.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. Establish a relationship with a Tribal Advisory Committee who can share and educate CCTC staff and clients with knowledge, customs, and oral practices for the Tribal Courts.	**HTW** **SS**	Collaborate with community partners and departments to for one Tribal Elder Committee.	10/1/24-9/30/25	Fiscal Human Material	Tribal Elder Committee Formed.
	CA **JD** **TR** **GW**	Develop a budget to compensate Elder for Peace Maker services. Contract with Elders to employ and Elder on Campus to assist with interpreting language and providing cultural activities for staff and clients.	10/1/24-9/30/25	Human Material Fiscal	Established funding for Elders and Peace Makers

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#3: TRADITIONAL CULTURE

Goal:

The Tribal Court shall recognize the importance of restoring culture/community/family values and beliefs into the Tribal Court System.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. The Tribal Court staff will strive for and incorporate into their daily work with the traditional philosophy of Chief Rocky Boy: *"Help one another, love one another, be kind to one another".*	**CA**	Draft and Propose adoption of "Help one another, love one another" philosophy Judicial Committee for adoption. Consult and/or hire **an "Elder on Campus"** to incorporate culture into all court activities.	10/1/24-9/30/25	Human Material	Approved philosophy by Judicial Committee. Funded and hired elder on campus.
	Elder	Orientation of new employees of the philosophy.	10/1/24-9/30/25	Human Material	Philosophy is orientated to new employees.
	Elder	Incorporate cultural activities in staff meetings, functions and Judicial Committee meetings.	10/1/24-9/30/25	Human Material	Prioritize cultural activities as initial activity in staff and Judicial Committee meetings and staff functions.
	Elder	Utilize local artist to design media for public marketing campaign of philosophy.	10/1/24-9/30/25	Human Fiscal	Contract with local artist. Public Poster completed and disseminated in public area of the community.

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#3: TRADITIONAL CULTURE

Goal:

The Tribal Court shall recognize the importance of restoring culture/community/family values and beliefs into the Tribal Court System.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
2. The Tribal Court staff will develop and implement a Peace Maker Informal Court using the Traditional Court to reduce criminal complaints and civil court filings.	**CJ CA MD PM Elder**	The Traditional Court Peace Makers and court staff will draft and propose adoption of Peace Maker policies and procedures	10/1/24-9/30/25	Human Material	Approved Codes, Policies and Procedures by Judicial Committee.
	CJ CA MD PM Elder	Inter-Departmental Code Review Committee will review and Draft Peace Maker Codes, Policies and Procedures.	10/1/24-9/30/25	Human Fiscal Material	Draft Revised Peace Maker Codes, Policies and Procedures
	CJ CA MD PM Elder	Present Draft Revision Peace Maker Codes, Policies and Procedures to Judicial Committee and community for comments.	10/1/24-9/30/25	Human	Draft Revised Peace Maker Codes, Policies and Procedures
	JC CA Elder	Present proposed Revision Peace Maker Codes, Policies and Procedures to Business Council.	10/1/24-9/30/25	Human	Revised Peace Maker Codes, Policies and Procedures
	JC CA CJ Elder	Implementation of revised Peace Maker Codes, Policies and Procedures including orientation of CCTC staff.	10/1/24-9/30/25	Human	Revised Peace Maker Codes, Policies and Procedures Implemented
	JC CA CJ AJ COP PD PR Elder	Communicate Revised Judicial Code to community partners and public.	10/1/24-9/30/25	Human	Orientation achieved through Acknowledgement of Receipt" Form Reduction of Criminal Complaints and civil filings.

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#4: ORGANIZATIONAL MANAGEMENT

Goal:

Management of operations shall be administered utilizing best practices, innovative ideas, competent judges, other judicial officers and other staff.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. Strengthen technology infrastructure for the 21st Century by developing a Technology Plan to enhance academic and administrative computer systems services to improve operational efficiency, provide high quality services to staff and provide accurate and timely information to decision makers.	**CA CJ SCC**	Provide an online Fullcourt orientation to all staff to better serve the needs of community Replace older computer with new 2020 systems. Purchase scanners, printers and flash drives for all staff. Upgrade Fullcourt to Enterprise. Automate processing for all court information system.	10/1/24-9/30/25	Human	All Court staff trained on FullCourt. All Court staffs' older computers replaced with 2020 systems. FullCourt Upgraded to Full Court Enterprise. All Court processes automated.
	CA CJ	Find funding for IT and Website Manager.	10/1/24-9/30/25	Fiscal Human Material	Budget approved
	CA JC	Retain IT and Website Manager and assist in creating CCTC website to publicize Chippewa Cree Tribal Law & Order Codes that would allow community member to download necessary forms to file in Tribal Court.	10/1/24-9/30/25	Human	Hired IT and Website Manager
	CA SCC CC	Publish Court Docket, Warrant list and Media Disposition Report	10/1/24-9/30/25	Human Material Fiscal	Updated website with fillable forms and Media Disposition Report

GOAL #4: ORGANIZATIONAL MANAGEMENT

Goal:

Management of operations shall be administered utilizing best practices, innovative ideas, competent judges, other judicial officers and other staff.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
2. Identify and review Human Resource Personnel Office functions to provide recruitment activities, orientation, evaluation and retention plan to increase staff attendance and commitment.	**CA** **CJ**	Recruit, hire, motivate, and retain the most qualified employees to carry out our mission of CCT and retain staff. Encourage staff to participate in 1 hour wellness activity to increase employee wellness and attendance. Ensure that CCT policies and procedures are documented and communicated in a timely and comprehensible manner, and that implementation is monitored. Encourage staff to participate in the bi-weekly Wellness Day to promote comradery and increase staff morale and team building skills.	10/1/24-9/30/25	Fiscal	Qualified Tribal Court Staff recruited, hired, motivated and retained to carry out CCTC Mission. CCT Policies and Procedures carried out.

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Goal:

Management of operations shall be administered utilizing best practices, innovative ideas, competent judges, other judicial officers and other staff.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
3. Address the Fiscal Internal Controls of the CCTC.	**CA** **CJ** **JC**	Convene a Fiscal Management Workgroup.	10/1/24-9/30/25	Human	Active Fiscal Management Workgroup.
	CA **CJ** **JC**	Develop an assessment tool to assess fiscal internal controls applicable to OMB-Federal Procurement, A-133 Single Audit, and General Accounting Principles.	10/1/24-9/30/25	Human Fiscal Material	Established Assessment Tool
	CA **CJ** **JC**	Complete assessment and develop Fiscal Management Plan to include plans for new building.	10/1/24-9/30/25	Human Fiscal Material	Assessment Plan completed by Sept 2025

AA: Administrative Assistant
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CCS: Children's Court Specialist
CJ: Chief Judge
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HTW: Healing To Wellness
JC: Judicial Commission
JPOP: Juvenile Presenting Officer/Prosecutor
PR: Prosecutor Office
PD: Public Defender
PS: Process Server
RC: Receptionist

#4: ORGANIZATIONAL MANAGEMENT

Goal:

Establish a comprehensive tribal family drug court service delivery system in the justice case processing of offenders through the coordination of local resources and collaboration with service provider agencies and community organizations on and near the Reservation.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. **Sustain an effective and efficient records tracking system to establish an accurate method of providing critical information regarding the services provided to participant families including early identification, case processing, assessment results, compliance with sentencing including regular drug and alcohol testing of participant families, by implementing a management information system which will be utilized by court staff to maintain a record of all activities.**	**CA** **PO** **PC** **SS**	Utilize Fullcourt to enter all participant demographic data and document progress of participant. Conduct JAIS/CAIS on all participants to accurately assess participant needs. Along with participant the Compliance/Probation Officer will develop an individualized case management plan with goals, measurable objectives, activities and outcomes identified for each participant. Make appropriate referrals to service delivery programs for specific participant needs identified in assessment and case management plan. Monitor participant progress on a regular basis and report progress to team. Conduct JAIS/CAIS reassessment 3 to 6 months to identify if participants need have changed. Hold consistent HTW client staff and court each week to increase client and HTW participation.	10/1/24-9/30/25	Human Fiscal Material	Percent reduction in the number of alcohol- and substance abuse-related crimes experienced (postprogram results as compared to the last comparable baseline data. Full sets of data entered in Fullcourt to track recidivism data. Completed JAIS/CAIS reports for all participants. Completed individualized case management plans for all participants. Completed referrals for all participants. Minutes for team meetings. Completed JAIS/CAIS reassessments for all participants. Increased HTW team and client attendance and participation.

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#4: ORGANIZATIONAL MANAGEMENT

Goal:

Establish a comprehensive tribal family drug court service delivery system in the justice case processing of offenders through the coordination of local resources and collaboration with service provider agencies and community organizations on and near the Reservation.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
2. Promote public safety and enhance program effectiveness by establishing partnerships with human service agencies, community-based organizations, and traditional tribal leaders to assist in providing services to address the health, educational, and social needs identified during the assessment of the Healing to Wellness Court participants	**CA** **CJ** **JC** **SCC** **PC** **PO**	Development of Memorandum of Agreement to include strategies for engaging the tribal community in the identification of criminal justice responses to the problem. Request brochures for partners documenting services provided. Smudge before client staff and HTW court. Send updated client staffing notes to all team members each week.	10/1/24-9/30/25	Human Fiscal Material	Number of law enforcement strategic initiatives developed and implemented. Number of treatment services increased due to strategic initiatives developed and implemented.

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#4: ORGANIZATIONAL MANAGEMENT

Goal:

Establish a comprehensive tribal family drug court service delivery system in the justice case processing of offenders through the coordination of local resources and collaboration with service provider agencies and community organizations on and near the Reservation.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
3. Sustain the *Healing to Wellness Court & Tribal Re-Entry Program* as measured by the number of signed agreements and the number and types of documented ancillary services provided to the participants through the memorandum of agreements. **4. Establish a Tribal Family Healing to Wellness court designed to address needs of parents, children and families who are involved in the child welfare system as a result of child abuse and neglect stemming from substance use and or co-occurring mental health disorders.**	**CA** **CJ** **JC** **CC** **PC** **PO** **HTW**	Development of strategies in the Memorandum of Agreements to sustain Healing to Wellness Court for the tribal community in the identification of criminal justice responses to the problem. Use email invitations as a method to increase consistency of staff and communicate with team members to remind team of client staff and court. Develop a Family HTW Strategic Plan to include providing screening and assessments, multidisciplinary and multisystemic treatment; comprehensive and coordinated supervision, monitoring and evaluation. Implement strategies to strengthen parent and child/family bonding and community and cultural supports.	10/1/24-9/30/25	Human Fiscal Material	Sustained Healing to Wellness Court and Tribal Re-Entry services in all tribal programs on the reservation. Increased HTW and Tribal Re-Entry team members at client staff and court. Update Tribal Court Strategi Plan to include Family HTW Program Goals, objective and activities.

#4: ORGANIZATIONAL MANAGEMENT

Goal:

Establish a comprehensive tribal family drug court service delivery system in the justice case processing of offenders through the coordination of local resources and collaboration with service provider agencies and community organizations on and near the Reservation.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
4. Advance public safety by reducing the rate of alcohol and substance abuse offenses on the Rocky Boy's Indian Reservation through effective and appropriate adjudication of crimes related to substance abuse offenders and at least a 10% reduction per year in the recidivism rate of those offenders enrolled in the *Healing to Wellness Court Program* as measured by comparison of baseline data to actual data collected during each program year.	**PO PC CA CJ JC CC HTW**	Implement a comprehensive Healing to Wellness Court program for all alcohol and drug related crimes for offenders in the Tribal Court. Modify existing Healing to Wellness Court Participant Manual to include providing services to all offenders in Tribal Court and implement a 30 and 60 day, 3-, 6- and 9-month program. Implement Tribal Re-Entry Program by providing network of reentry services (mentoring, behavioral health, housing, educational, substance use treatment and recovery support) to individuals who are incarcerated or reentering the Rocky Boy Community. All programs based upon JAIS/CAIS results to develop case management plans to determine length of program. Develop CAIS/JAIS case management plant to prevent over whelming clients by having multiple treatment case plans using one goal at a time. Create a Master Case Management Plan	10/1/24-9/30/25	Human Fiscal Material	Percent reduction in the number of crimes caused by the influence of alcohol and drugs experienced. Number of people prosecuted for illegal drug and alcohol transportation, distribution, or use reduced. Number of individuals receiving treatment services increased as a result of this program.

#4: ORGANIZATIONAL MANAGEMENT

Goal: Establish a comprehensive tribal probation service delivery system in the justice case processing of offenders through the coordination of local resources and collaboration with service provider agencies and community organizations on and near the Reservation.

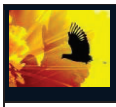
OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
5. Provide probation services for court-involved clients as an alternative to detention/incarceration and provide case management, referral to individualized rehabilitative services, evidence-based programming, and compliance oversight.	**CA CJ JC SCC PO PC SS HTW**	Sustain a probation department including developing Family, Adult and Juvenile Probation policies and procedures, seeking additional funding and creating operational plans; Train tribal court and law enforcement staff in the use and implementation of the CAIS & JAIS. Develop CAIS/JAIS case management plant to prevent over whelming clients by having multiple treatment case plans using one goal at a time. Create a Master Case Management Plan Work alongside Healing to Wellness Program staff to implement Healing to Wellness participant requirements. HIPPA Training for all staff Refer clients to TANF/477 activities and Wraparound. Require family to attend a family activity or presentation with entire family. Celebrate successes with family	10/1/24-9/30/25	Human Fiscal Material	Percent reduction in the number of violations of probation resulting from arrest and/or conviction for a new crime committed by alcohol- and substance abuserelated offenders (postprogram results as compared to the last comparable preprogram period).

#4: ORGANIZATIONAL MANAGEMENT

Goal:

Establish a comprehensive Truancy Court service delivery system in the justice case processing of offenders through the coordination of local resources and collaboration with service provider agencies and community organizations on and near the Reservation.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
6. To reduce truancy and juvenile offenders by provide alternatives to at risk youth by working with the youth, youth's parents and community resource programs.	**CA CJ JC CC TS PO PC**	Sustain the Truancy Court to provide resource services to reduce truancy among youth in the Rocky Boy School. Implementation Truancy Intervention Project Adopt the Informal Truancy process. Receive referrals from school officials or complaints filed by the Rocky Boy School to truancy department. Develop MOUs with tribal departments and schools to create Truancy Participant Manual, policies and procedures. Work very close with Social Services to adopt child in need of care laws and make appropriate placements if needed Develop informal process for first time offenders who commit failure to send children to school. Create a diversion program to reduce truancy.	10/1/24-9/30/25	Human Fiscal Material	To serve all truant youth and their parents. Completed Truancy Court policies and procedures. Completed and Adopted Truancy Process Receipted referrals from school officials. Signed MOU's Adopted Law & Order Code for Child in Need of Care. Closer working relationship with Social Services. Reduced truant behavior of youth participating in the truancy court.



GOAL #5: EDUCATION

Goal:

The effectiveness of judges and other judicial branch staff shall be enhanced through continuing education and training.

OBJECTIVE	LEAD	ACTION	TIMELINE	RESOURCE ALLOCATION	MEASURABLE OUTCOME
1. Provide the staff with the opportunity to obtain sufficient education to focus on his/her related field of employment.	**CA CJ All Staff**	Actively seek out local educational opportunities at the Stone Child College and National Tribal Judicial College. Assist SCC to develop Criminal Justice Degree Program.	10/1/24-9/30/25	Human Human	Well trained staff documented through training certificates, CEU's and completion of Criminal Justice Degree Program.
	CA	Utilize Justice Systems to receive online training for all new staff.	10/1/24-9/30/25	Human Fiscal Material	On-site data base training demonstration
	CJ CA PD PR PD	(4) In-Service training opportunities that encompass ethics, Codes, legal procedures, Personnel Policies/ Procedures	10/1/24-9/30/25	Human Fiscal Material	Schedule of In-Service Training Dates/Times annually Attendance of staff at In-Service Trainings
	CA CJ PO HTW PD PR	Development of Individual Employee Professional Development Plans.	10/1/24-9/30/25	Human Fiscal Material	Developed Professional Development Plans 06/2020 Completion of Individual Professional Development Plans 06/2020 Active review of Plans by supervisors and documented through completion of Individual Employee Plan goals regularly. 2024 – 2025

Next Steps to Implementation

Too often, strategic plans are written, but never implemented, sitting unused on office shelves. In an effective strategic planning process, a plan is written that is then widely known and both used within the organization and in the broader community. The steps in this process are critical to ensuring that this plan is used to guide work within the CCTC and monitoring of progress.

The implementation stage involves several steps including:

1. Communicating the plan
2. Managing implementation of the plan (Operational Plan)
3. Supervising the actual work, and
4. Monitoring and reporting progress on the plan.

Communicating the Plan

After this plan is finalized and approved, it will to be published and shared with everyone who will implement the plan including the planning group, organizational staff, and other external partners and stakeholders.

Approaches to distributing the plan include:

- Publish hard copies and distribute them to press, Tribal Leaders, Department heads, community leaders, etc.;
- Post the plan on Tribal website;
- Issue a press release to announce the plan;
- Convene stakeholder forums to share the plan;
- Distribute copies to all staff;
- Reconvene the planning group to share and review the final plan.

As this plan is implemented and revised, it will be continually communicated. Just like the CCTC's vision, the components of the plan will be communicated and reinforced throughout the organization and the community.

CCTC will use the following approaches:

- Ensuring that any decision-making process in the organization (policy, budget, etc.) considers the elements of this strategic plan;

- Update progress on the plan in meetings with staff;
- Incorporate components of the plan into both initial and ongoing, in-service training for staff;
- Continually assess progress in accordance with the plan;
- Having the planning group review and revise the plan regularly over time; and
- Continually report on progress on plan to staff.

Manage the plan

The Chippewa Cree Tribal Courts leaders are responsible for implementing and managing the plan. They will assign a manager or supervisor with the authority to assign responsibilities and to ensure actions are completed. Leaders and plan managers will work actively to assure that everyone is aware of their responsibilities under the plan, and to monitor implementation. As the plan often requires changes or actions by stakeholders outside of the organization, plan managers, in conjunction with the planning group, will communicate and coordinate with a whole range of other departments and community-based groups.

Since the planning groups were instrumented in developing the plan, they also have a key role in ongoing management of the plan. Planning groups should convene on a regular basis to maintain focus on the activities and outcomes in the plan. Their roles will include the following:

- Reviewing the implementation of the activities in the plan;
- Monitoring progress on the outcomes and measures in the plan;
- Assisting leadership and the plan manager in carrying out the plan (i.e., identifying additional resources or brainstorming on approaches to overcoming barriers);
- Conducting comprehensive reviews of progress of the plan;
- Assisting in development of quarterly and annual reports on progress; and
- Using data or information from assessments to guide revisions to the plan.

Program Mangers and the planning group will consider how to integrate the goals and outcomes of different plans developed by the Chippewa Cree Tribal Courts. Coordinating plans will reduce the workload of implementing and reporting on separate plans, and will increase the effectiveness of the efforts to move towards goals.

Supervise the plan

Managers at all levels will supervise the work being done on the plan.

This happens:

- As the plan is "dropped down" so that staff members in charge of implementation are aware of their responsibilities and carry out their assigned roles;
- As the plan is communicated to all staff so that they are aware of the Chippewa Cree Tribal Court's vision, goals or outcomes, strategies and activities, and their role in the plan;
- As more specific work plans are developed on programmatic levels to implement the strategies or action steps in a broad organizational plan; and
- As data on progress of the plan is reviewed and used at a practice level by managers, supervisors and staff.

Monitor and Report Progress

In implementing this plan, those involved will consider available management systems that can be set up to monitor progress. As the plan is implemented, managers will develop these systems to track report on progress.

An operational plan will assist CCTC with Action Work Plans. The Operational Plan is the third part this completed Strategic Plan. It will define how CCTC will operate in practice to implement actions plans – what are the capacity needs, how CCTC will engage resources, how CCTC will deal with risks, and how CCTC will ensure sustainability of the plan's achievements.

An Operational Plan does not normally exist as one single standalone plan; rather the key components are integrated with the other parts of this overall Strategic Plan.

The key components of the complete Operation Plan will include analysis or discussions of:

- **Human and Other Capacity Requirements:**
  - The human capacity and skills required to implement this plan and the CCTC's current and potential sources of these resources;
  - Other capacity needs required to implement your plan (i.e., internal systems, management structures, engaged partners and a supportive legal framework).
- **Financial Requirements:**

- The funding required implementing the plan, the current and potential sources of these funds, and the most critical funding gaps.

- **Risk Assessment and Mitigation Strategy:** ○ What risks exists and how can they be addresses.
- **Estimate of Plan Lifespan, Sustainability, and Exit Strategy:**
  - How long will the plan be implemented? ○ When and how will you exit the plan?
  - How will CCTC ensure sustainability of the plan's achievements?

The CCTC strategic plan may only be considered complete when these components have been defined for each goal and objective. As the plan moves into implementation, several of these components are defined in more detail and tested in reality. Thus, the Operational Plan will provide a critical bridge between the Action and Monitoring Steps in Strategic Planning.

The Operational Plan will ensure that CCTC can successfully implement Strategic Work Plans by getting the organization to:

- Prepare CCTC to obtain funds, being clear on how CCTC will retain these funds;
- Use resources efficiently, to help allocate scarce resources to the most critical gaps and needs;
- Reduce risks where possible, and prepare contingency plans where necessary;
- Think about the long-term future of the plan, including how CCTC will ensure sustainability of the plan's targets and impacts.

Evaluation of the Plan

In the revision stage of the planning process, CCTC will in effect start the cycle over again by conducting an assessment of the organizational performance of the plan over the prior year and making needed revisions and updates to the plan.

Review Progress

In the implementation stage, CCTC will to develop reports and use them on a regular basis – daily, weekly or monthly, to monitor progress on the plan. In addition, a comprehensive review of the progress will happen on an ongoing basis, probably quarterly depending on the reporting requirements in the Strategic Work Plan.

The ongoing monitoring and comprehensive review of progress will assess both progress toward goals and outcomes, and the progress being made on implementing the plan activities.

Review Progress

In the reviewing progress on the plan, CCTC will continually repeat the strategic planning process. On an ongoing basis CCTC will conduct assessments of its performance by gathering and analyzing information on the organization's performance. The planning group will be reconvened so that planning groups can review CCTC's performance and reassess goals, outcomes, strategies and action steps in the plan.

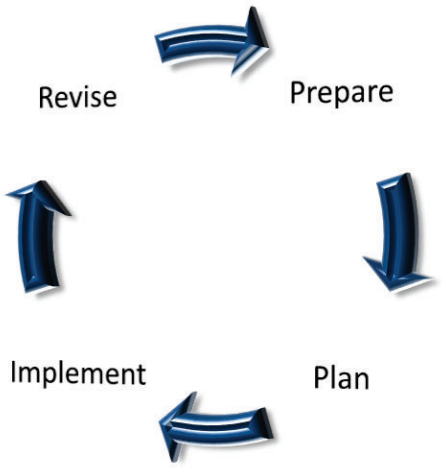
The staff and planning group involved in the planning process will consider what changes should be made to the plan. Revisions will be made to the plan, and the draft revised plan will be circulated for comment and finalized.

The revised plan will be communicated widely, and responsibilities and work plan will to be revised. The revised plan will be monitored and then revised again in this ongoing process.

To the extent that the plan is updated, it will stay current and meaningful to the organization.

Conclusion

The benefits of strategic planning will be experienced by CCTC's ability to conduct the steps under each of the four stages:

- Guided by a vision, develop clear goals, outcomes, strategies and measures and communicate the plan, strategic planning can build consensus – both within the organization and with stakeholders – on a clear direction for CCTC that provides direction and guides choices;
- As CCTC implements strategies to achieve outcomes, monitors the effectiveness of the strategies and revises them, the strategic planning process enables CCTC to continually move closer to its goals;
- The continual cycle of planning – including regular reassessment of needs and strategies – helps CCTC adapt to change, correct mistakes, and continually allocate resources to areas of most need;
- A strategic planning process will help CCTC be more effective and efficient as strategies are developed to build on strengths, and efforts toward goals are coordinated across programs and systems.

As CCTC staff and stakeholders engaged in developing, implementing and revising the strategic plan, the plan becomes a living document that is known and used within the organization and the community. A strong strategic planning process is a powerful tool for systemic change within the Chippewa Cree Tribal Courts, focused on improving outcomes for the community of the Rocky Boy Indian Reservation.