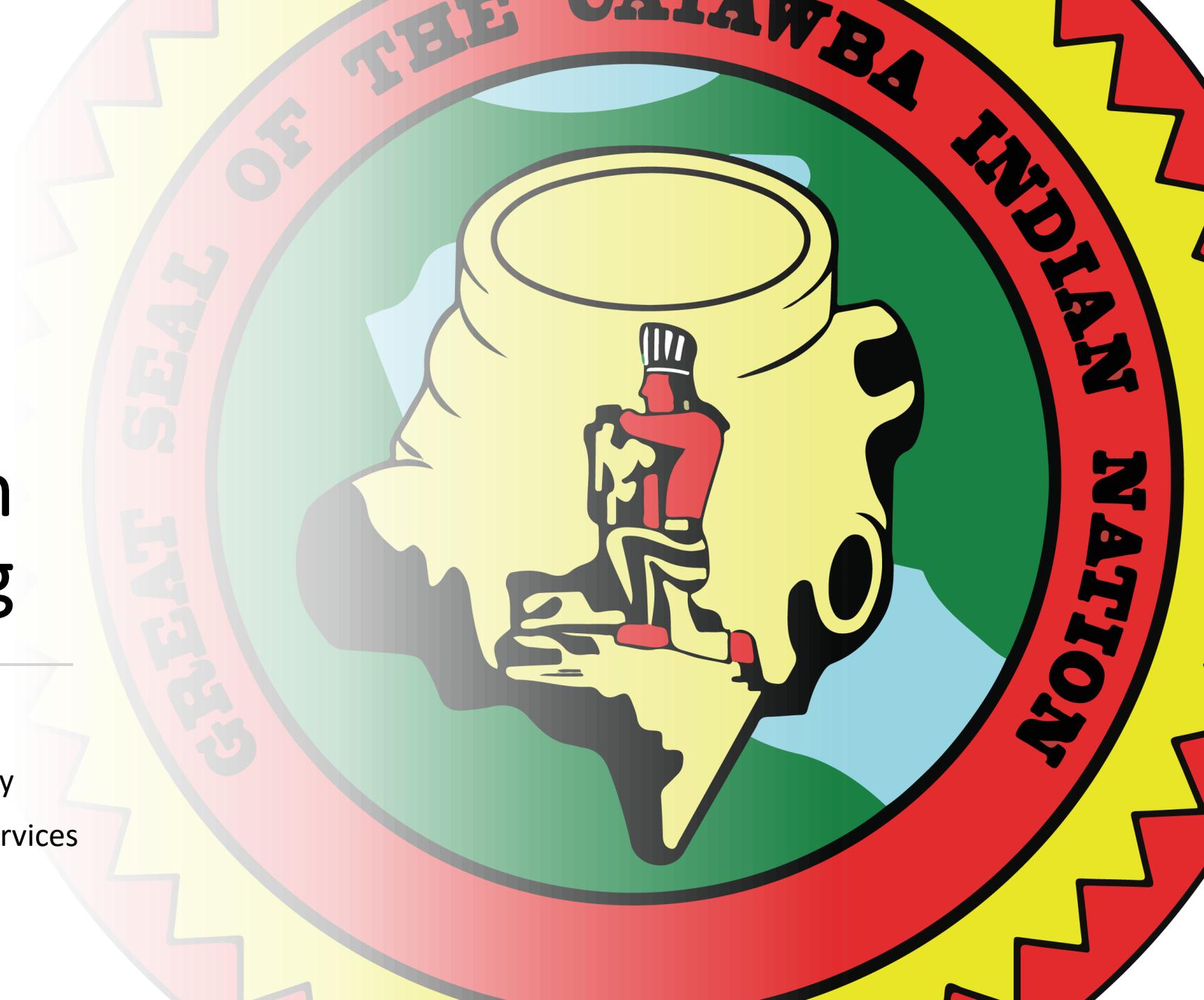


# Cultural Collaboration in Justice Planning

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# The Catawba Nation

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- Catawba Indian Tribe of SC Land Claims Settlement Act of 1993
  - Restored Federal Recognition
  - Placed restrictions on Catawba
- Constitution: established in 1944, amended in 1975
- Government: Executive Committee & General Council
- Trust lands: SC & NC



# Creating Catawba's Justice System

- Catawba wanted to enhance its justice system & needed to know what its greatest public safety challenges were
- CTAS—The Coordinated Tribal Assistance Solicitation provides tribes with opportunities to apply for funding to aid in the development of comprehensive approaches to public safety
- Purpose Area #2—Comprehensive Tribal Justice Systems Strategic Planning
- Received grant in 2019, hired a tribal clerk in 2020 to manage the project, which was completed in 2021

# Phase 1 - Planning

- Problem Statement
  - “How do we create a justice system that holds offenders accountable, supports victims, and promotes balance within families?”
- Vision & Mission Statements
  - Mission: “The purpose of the CN’s justice system is to create a transparent system that establishes a safe community for the Catawba people by exercising the Nation’s sovereignty to provide culturally appropriate justice services and work cooperatively with outside entities.”
  - Vision: A justice system created **by Catawba tribal citizens for Catawba citizens**, which serves as a **judicial model and beacon of justice** in Indian country by promoting understanding, community, and healing. The utilization of the Nation’s strengths of history, culture, and resiliency allow a **culturally appropriate and transparent** justice system that meets the needs of the community.

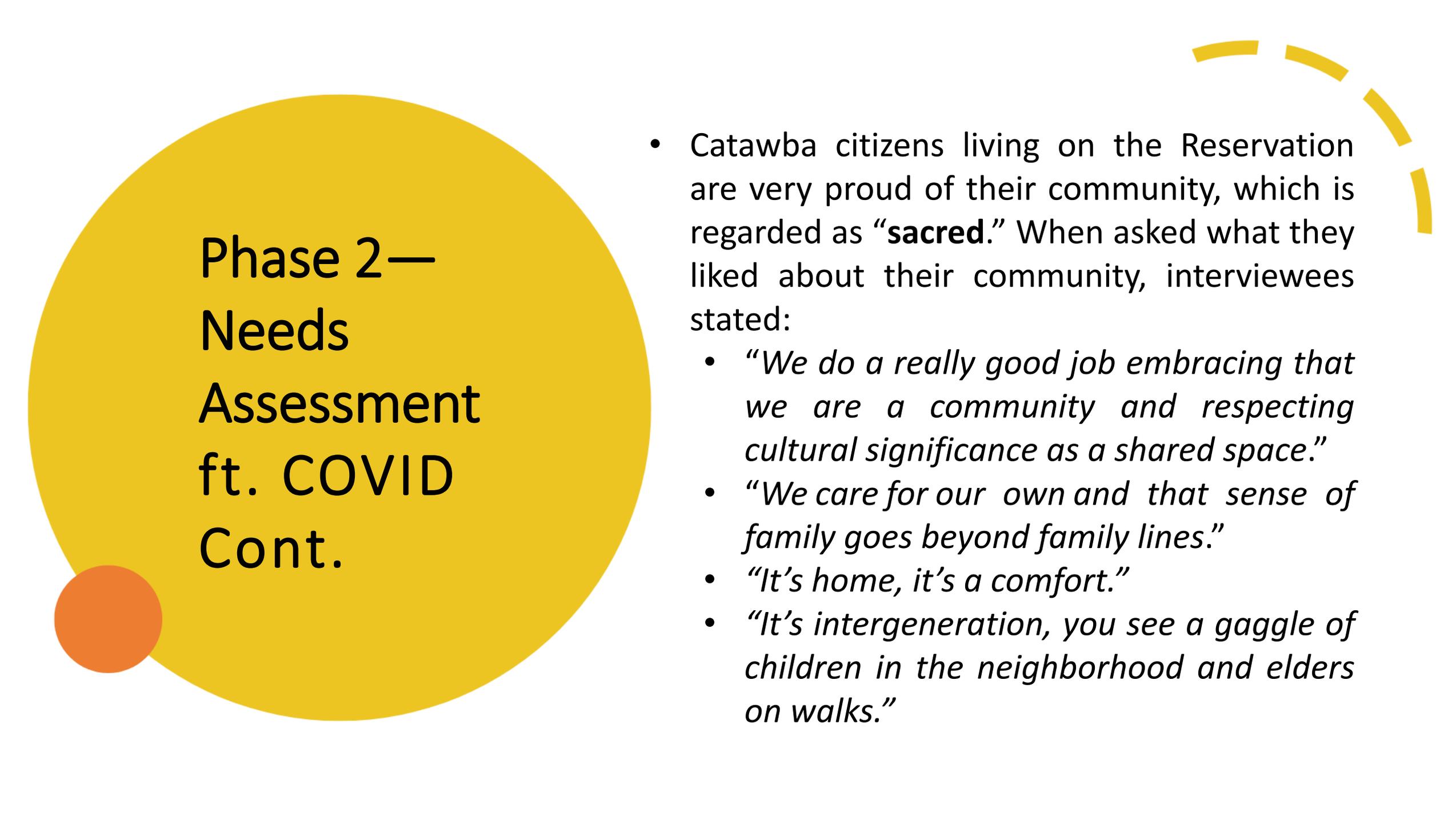
# Phase 1 – Planning Cont.

- Identified key stakeholders and other individuals to interview & created an advisory board with some of these individuals
  - Began with easy to identify stakeholders—preexisting governmental program managers, (Key stakeholders: Government officials and policy makers, and those who can influence others).
  - Then identify primary stakeholders (beneficiaries or targets of the effort), and secondary stakeholders (those directly involved with targets of the effort, people whose jobs or lives might be affected by the results of the effort, and those with an interest in the outcome of an effort).
  - Note whenever they mentioned a possible source of cultural knowledge as a separate category of stakeholder.
- Developed goals & objectives
- Understood the Tribe & culture
  - Incorporating language and tradition into developing mission and values statement. Incorporated traditional Catawba words where available, and worked with tribal language experts to identify translations for modern concepts.
  - Used precise language to identify community wishes (i.e. **“by Catawba tribal citizens for Catawba citizens,” “beacon of justice,” “transparent”**). These hopes and goals are so foundational that average citizens can understand and identify these needs

# Phase 2 – Needs Assessment ft. COVID

## Let the tribal community guide the assessment!

- Interviews (particularly with cultural resources)
- Focus groups in recognized community settings, piggybacking off cultural events (drumming, dancing, general council meetings)
- Community survey-utilized social media (moccasin telegrams)
- Data collection-from Tribal entities and entities outside the Tribe such as local PD, local court, etc.
- System Response-case flow chart with out current system response (what areas need improvement?)
- Resource catalog-justice services offered within and outside the Tribe, noting community opinion



## Phase 2— Needs Assessment ft. COVID Cont.

- Catawba citizens living on the Reservation are very proud of their community, which is regarded as “**sacred.**” When asked what they liked about their community, interviewees stated:
  - *“We do a really good job embracing that we are a community and respecting cultural significance as a shared space.”*
  - *“We care for our own and that sense of family goes beyond family lines.”*
  - *“It’s home, it’s a comfort.”*
  - *“It’s intergeneration, you see a gaggle of children in the neighborhood and elders on walks.”*

## Phase 3— Putting it All Together

- Analyze the data
- Prioritize the issues & solutions
  - #1 issue Tribal citizens and community members noted was crime
  - #1 solution/goal- create a Tribal PD
  - Other notable goals: Create DV Court and Child Welfare Court, Enhance Tribal DV services to provide holistic services, and Create a Multi-Purpose Justice Center
- Create goals & action steps
  - Identified 5 priority areas & 11 final goals
- Create a sustainability plan
- Identify unique indicators or cultural and intergenerational strengths

# Key Findings

- Most answers suggested that participants want culture to serve as the foundation for justice programs

*“Somewhere along the way, parents stopped talking about what it means to be Catawba, because they didn’t see value in it.”*

*“Incarcerating people with addictions is not achieving the goal of community safety but working to heal relationships in broken families is.”*

## Catawba Nation Justice System Strategic Planning Survey

75% SAID DOMESTIC VIOLENCE AND FAMILY DISPUTES WERE PROBLEMS IN THE COMMUNITY



86% THINK DISPUTES SHOULD BE HANDLED BY TRIBAL ALTERNATIVE DISPUTE RESOLUTION

87% SAID THAT DRUG ABUSE WAS A MAJOR PROBLEM IN THE COMMUNITY



82% WANT THE TRIBE TO HAVE ITS OWN POLICE DEPARTMENT



81% THINK CATAWBA'S JUSTICE SYSTEM SHOULD USE TRADITIONAL AND CULTURAL PRACTICES



95% THINK CATAWBA'S JUSTICE SYSTEM SHOULD USE TREATMENT PROGRAMS





# Lessons from the Strategic Planning Process

- When identifying cultural stakeholders, use the “who method”—find your stakeholders by asking “who” questions. (Who is most dependent on the outcome? Who cares about cultural values provided by the project? Who are we missing?)
  - Be prepared to educate inexperienced collaborators. They’ll need information about what they’re being invited to do, and they might need training, mentoring, and/or other support in participating.
  - Remember you’re not a manager but a facilitator for a community-directed project.
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# Implementation

2021—Strategic Plan submitted to DOJ

2022—Priority funding approved for future justice services:

Tribal law enforcement, Tribal courts expansion, infrastructure funding for a Tribal Justice Center, Tribal Juvenile Drug Court, & Tribal youth program (Purpose Areas #1, 3, 4, 8, and 9)

2021—Established the Police Department & hired our first Public Safety Director

- 2019—Expanded victim's services to include on-site mental health & substance abuse counseling as well as case management
- Currently developing a full court system, starting with a Wellness Court (a tribal drug court) & Governance Court
- Building towards filling safety gaps in the community, regardless of tribal affiliation
- March 2022—Applied for PA #1 and #3 in March 2022.



# Implementation Cont.

- Data from the Strategic plan, along with goals and objectives, were used to create shorter-term “action plans”:
  - Used the Strategic Plan as a guide to make decisions about applications for future grants, which agencies to seek out for partnerships, and what types of cultural activities to include.
- Findings helped us to limit the scope of our immediate activities. For example, instead of applying immediately for funding to create a juvenile healing to wellness court, we determined that a family treatment court would more effectively suit the Tribe’s needs.
- We also used this plan and the data collected to establish both community support and immediate need for complementary justice programs, like expanding victim’s services and creating a reentry program.

**Culture is at the forefront of every decision, because the ultimate goal is a safer Tribe!**

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# Cultural Education in Justice Programs

- Identified preexisting cultural resources that could be community partners
  - Formed formalized partnerships
    - Family Services
    - Child Care Division
    - Cultural center
  - Combined time and resources to draft applications for several grants using data from multiple places
- Used grant funds from multiple places to create a project large enough to hire a qualified contractor: A comprehensive cultural curriculum
  - Developed a cultural curriculum that was tailored to each agency's specific needs
  - Sharing information after development to identify competent facilitators



# Why and How we Integrated Cultural Education

## Why?

- Transparency: It helps staff build trust and relationships with the community.
- Understanding the needs and wishes of each participant and how those needs and wishes are informed by the culture, has helped our programs be more effective.
- Cultural integration was a good selling point for hesitant governmental partners because this program offered new solutions where other programs have previously been unsuccessful.

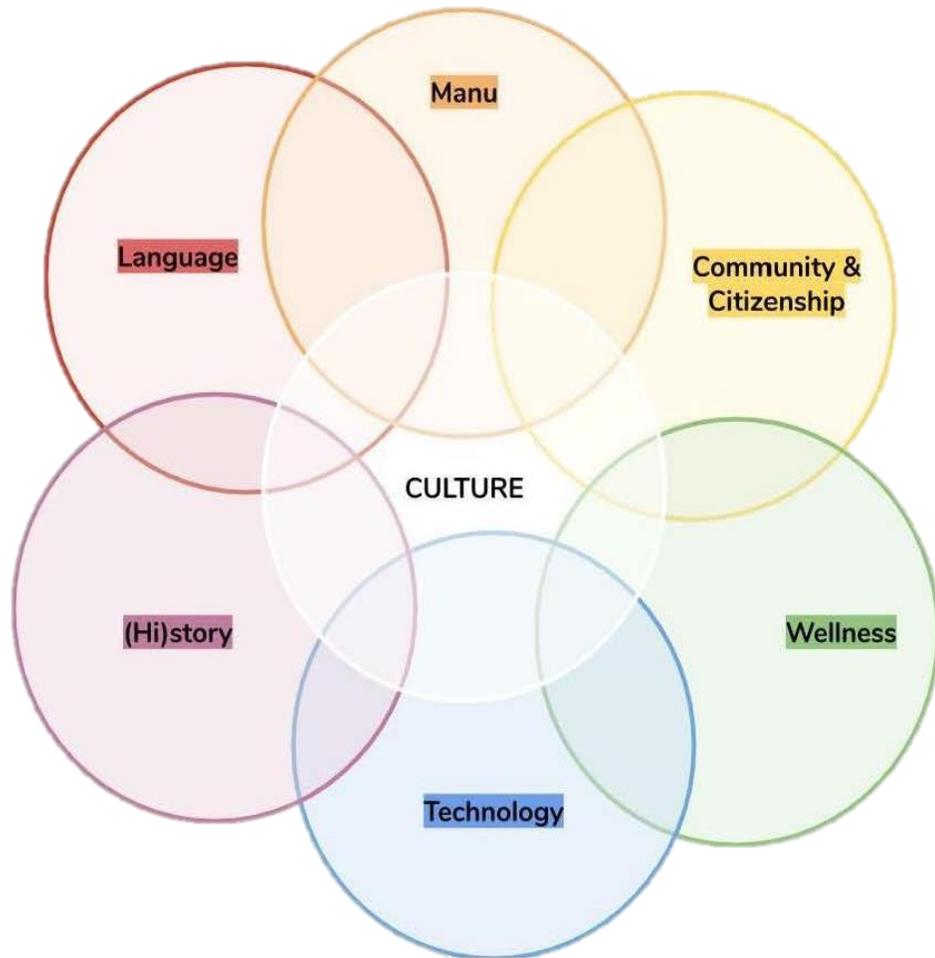
## How?

- Successful cultural programs involve a lot of planning. Include it as a priority through goals and objectives when outlining a grant application.
  - Culture is more than just all things traditional. Take note of attitudes, customs, and practices that matter to the community, even if they're modern ideas.
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# Integrating Culture in Justice Programs

Cultural healing is cyclical. Culture heals participants by helping them to rejoin the community and find a sense of purpose. Participants heal the culture by breaking the cycle of abuse and redefining community





# Integrating Culture in Justice Programs Cont.

- Developed curriculum to be flexible depending on the needs of the student
- 6 modalities: 2 lessons per month, multiple required activities.
- Lessons provide the basics, which helps reconnecting and disinterested students.
- Lessons cover a broad range of topics, from traditional food gathering, modern techniques for craft, and civic engagement.
- Student-driven: After completing required lessons, students choose which activities and projects they want to pursue. Emphasizes that there are many ways to be Catawba!

# Integrating Culture in Justice Programs Cont.

- We looked for any and every opportunity to engage with Catawba Culture:
  - Participants are screened for community support and cultural involvement along with standard screenings at admissions to ensure their needs are met
  - Rebuilt sweat lodge
  - We adapted the White Bison curriculum to address our specific historical trauma
  - Trauma-informed adaptations to traditional activities, like moving evening ceremonies to the daylight hours and adapting regalia for gender non-conforming individuals
  - Program staff attend cultural activities and ceremonies regardless of Tribal status

# Integrating Culture in Justice Programs Cont.

Consider culture at every decision and junction:

HTW program is designed around our most important cultural touchstone, Catawba Pottery.

Phase 1: Gathering the Clay (Engagement),  
Phase 2: Refining the Clay (Responsibility),  
Phase 3: Shape the Clay (Improving My Life),  
Phase 4: Burnishing the Clay (Liberation),  
Phase 5: Fire the Clay (Ceremony)

Participants are given a river rock at admission, to serve as a sobriety token and reminder that they belong with the “People of the River” (**ISWA**).



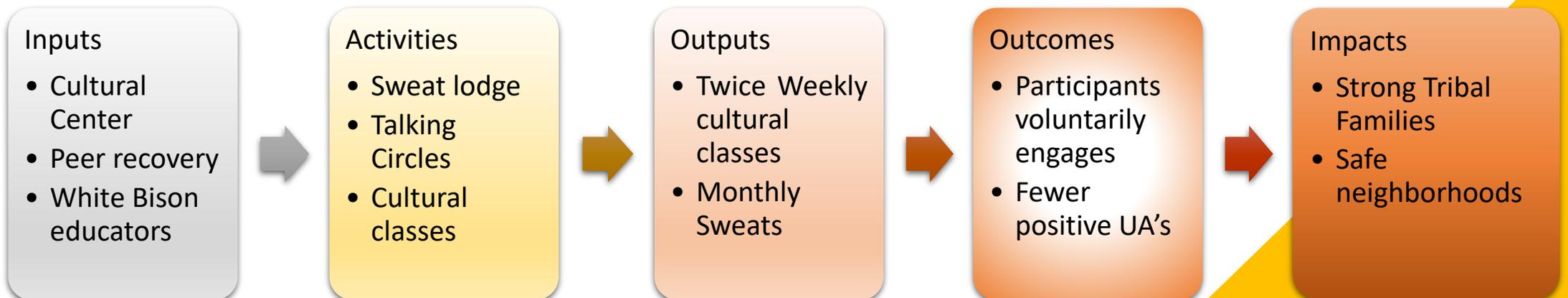
In designing a new justice building, we've prioritized using a traditional name, and incorporating river imagery into the design.



Cultural classes are audience limited but cover the same subjects across agencies so that parents are learning the same things as their children.

# Using Cultural Data to Sustain Programs

- Develop a program evaluation plan founded in your cultural values.
  - Start with a logic model that embraces your cultural resources and expand out from there.
  - Use tribe-specific language wherever possible.



# Using Cultural Data to Sustain Programs Cont.

- Focus your data collection plan on instruments and methods recognizable to the community.
- Separately define success for participants and your community. Relapse is often a part of recovery.
- Remember to collect more than just PMT data.
- Suggested areas for data collection include implementation completion, participant satisfaction, or community attitudes.
- Collect data on cultural programs as carefully as treatment and supervision.
- Celebrate successes where you find them!

**Hawuh**  
Thank you!

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