

A Comparative Review of the Lubbock County Adult Drug & DWI Courts

Institute for Court Management
Court Executive Development Program
May 2011

Dean B. Stanzione
Assistant Director of Court Administration
Lubbock County Administrative Office of the Courts
Lubbock, Texas

Acknowledgements

Throughout the development of the project, many helped contribute to the project and its overall completion. The author would like to sincerely express his gratitude to the following:

- David Slayton, Director of Court Administration, for his continued support and encouragement to participate in the Court Executive Development Program, steadily keep the course, and seize all my opportunities;
- The Lubbock County Board of Judges for their support in my participation of the Court Executive Development Program;
- Steve Henderson, Director of Community Supervision and Corrections Department, and his staff for their assistance in data collection and information needed for completion of this project;
- KiCorp, Inc. for their support in providing necessary data reports and case management information;
- Melissa Lara, Specialty Court Coordinator, for her help in data collection and information for the Adult Drug Court;
- Veda Wright, DWI Court Coordinator, for her assistance in data retrieval and entry for the DWI Court;
- Mistie Hill, Administrative Assistant, for her patience during the time I spent on the project;
- Gene Flango, Executive Director, Program Resource Development for the National Center for State Courts, for his advice and direction throughout the completion of my project, and the time he took to help me successfully complete the project;
- The Institute for Court Management staff, specifically the efforts of Dan Straub and Toni Grainer for their encouragement and investment in the students of the Court Executive Development Program;
- Lastly, to my wife and children, Melisse, Cayden and Cole, for being blessed with their continued love and support in all I do personally and professionally. Their love, encouragement and prayers makes all I do so much more meaningful and special.

Table of Contents

Acknowledgements.....	i
List of Figures.....	iv
List of Equations.....	v
Abstract.....	1
Problem Statement.....	2
Evaluation Interest.....	4
Hypothesis.....	7
Literature Review.....	8
Methodology.....	10
Adult Drug Court Program.....	12
Drug Court Eligibility.....	12
Disqualification Criteria.....	13
DWI Court Program.....	14
Program Entry and Identification Process.....	14
Program entry through modification.....	14
Program entry through initial court placement.....	14
Disqualification Criteria.....	15
Program Length & Phases.....	16
Findings.....	17
Program Demographics.....	17
Gender.....	17
Adult Drug Court.....	17
DWI Court.....	18
Gender Review.....	18
Race Analysis.....	19
Age.....	20
Recidivism, Retention & Graduation Rates.....	21
Adult Drug Court.....	21
DWI Court.....	22

Time in Program	23
Graduates & Recidivism	23
Drug Testing	26
Adult Drug Court Testing	26
DWI Court Testing	28
Drug Testing Overview.....	28
Office and Field Visits	30
Field & Office Visit Summary.....	31
Team Surveys.....	32
Significant Results	32
Conclusions & Recommendations	34
Question 1. Are African-Americans, Caucasians, and Hispanics proportionately represented in both courts?	34
Question 2. Are males and females proportionately represented?	34
Question 3. Are recidivism rates between both courts comparable despite court differences?	35
Question 4. Are program graduation rates similar? Retention rates?	36
Question 5. Is there consistent scheduling of field and office visits?	36
Question 6. Are sanctions administered consistently based on team opinion?	36
Question 7. Does a survey of each team reveal any concerns?.....	37
Other Recommendations.....	37
1. Improve Case Management practices	37
2. Review Recovery Strategy.....	38
3. County-wide Alumni Group	38
4. Participant Surveys	38
Bibliography	39
Appendix A – Specialty Court Team Survey Questions.....	41

List of Figures

Figure 1: Phase System Time Periods..... 16

Figure 2: Gender Comparisons 17

Figure 3: Race Comparison 19

Figure 4: Retention & Graduation Comparison 21

Figure 5 - Recidivism Rate Comparison..... 22

Figure 6: Drug Court Recidivism Percentage Based on Time in Program 23

Figure 7 - Percent of DWI Graduates Re-Arrested: Less than 18 Months in Program..... 24

Figure 8: Positive Drug Test Comparison 26

Figure 9: Positive Drug Tests Comparison 28

Figure 10: Office & Field Visits Comparison..... 30

List of Equations

Equation 1 - Recidivism Rate 10
Equation 2 - Retention Rate 11
Equation 3 - Graduation Rate..... 11

Abstract

The purpose of this research is to provide a comparative review of the Adult Drug and DWI Courts of Lubbock County, Texas. Common measures used in evaluations of problem-solving courts include recidivism, retention and success rates. In addition to these, an exploration into program demographics such as race and gender were conducted. The research examined how the courts compare to one another, and will serve as a benchmark for further local studies and reviews.

The research found the retention rate of those participating in Adult Drug Court is 70.2%; the graduation rate for the Court is 65.6%. Data indicates the Adult Drug Court has a recidivism rate for its graduates of approximately 19.6%. In comparison, those terminated from the program demonstrated a recidivism rate of 66.7%.

The retention rate of those participating in the Lubbock County DWI Court is 77.2%. The graduation, or success, rate of those participating in the Lubbock County DWI Court is 72.2%. DWI Court indicated the court currently has an approximate recidivism rate of 11.5% for its graduates. In comparison, those terminated from the program demonstrated a recidivism rate of 40% for re-arrests following program termination.

The data demonstrates there is a greater likelihood of recidivism for those who are terminated from the program or do not participate in the program.

The review also revealed that African-Americans, Hispanics, and White-Non Hispanic races are proportionately represented in the Lubbock County Adult Drug and DWI Courts.

Data also indicated the more contact an offender has with their case manager, the less likely the offender will recidivate.

Problem Statement

Approximately 1.2 million Texas citizens reported using illicit drug use in the past month when they were surveyed in 2006 (Office of National Drug Control Policy 2009). If the percentage of drug users were applied to January 2010 population estimates, the proportion of citizens using illicit drugs would currently be about 1.66 million people, or greater than the population of any Texas County except for Harris (Houston) or Tarrant (Dallas). The number of those reporting illicit drug use could be greater than Travis County (pop 1.03 mil), El Paso County (pop 758,303), and almost equal to the County of Bexar (pop 1.67 mil) (Hoque 2010).

Pending drug cases in Lubbock County in Fiscal Year (FY) 2005 accounted for 16.7% of all pending cases, felony and misdemeanor; 21.2% in FY10. DWI cases have relatively stayed the same since FY05 compared to FY10, 13.5% and 14.4% respectively. With the slight caseload increases and the number of resources used, it was necessary for Lubbock County to ask themselves, “Could problem-solving courts work in Lubbock County?” Lubbock County sought to establish the problem-solving court to help reduce recidivism in its offenders by treating the root of the problem, their drug or alcohol addiction.

The institution of problem-solving courts in communities and jurisdictions throughout the United States is a relatively new concept. In 1989, Miami-Dade county Florida established the nation’s first drug court; by January 2009, over 2,300 drug courts were operational throughout the United States (*National Association of Drug Court Professionals 2010*).

Like many jurisdictions throughout the country, Lubbock County sought to see the benefits of establishing an effective problem-solving court program. In attempt to help reduce crime by treating offender addiction, Lubbock County has established six problem-solving courts

since 2005; Adult Drug Court, Juvenile Drug Court, Driving While Intoxicated (DWI) Court, Family Recovery Court, Court Residential Treatment Center (CRTC) Re-Entry Court, and Substance Abuse Felony Punishment Facility (SAFPF) Re-Entry Court.

Specifically, this evaluation will look at the Adult Drug and DWI Courts of Lubbock County. Within this research, it will be examined whether Lubbock County can sufficiently answer some questions about the program. Are the Adult Drug and DWI Courts of Lubbock County effective in reducing recidivism? Much literature suggests problem-solving courts are effective in reducing recidivism, but does it work in Lubbock County? Despite differences in the Adult Drug (pre-adjudication) and DWI Court (post-adjudication), are the recidivism, retention, and graduation results comparable? The research provided herein will help answer those questions, and guide the County in implementing potential improvements in certain revealed areas.

Questions have arisen in some problem-solving courts around the country about the disparities in the representation of each race. Few have expressed concern that there are too few minorities in the problem-solving courts, questioning whether all offenders have the same opportunity to participate in these programs. Some research suggests, however, that such disparities might be due to broader problems such as societal, educational, employment, or environmental where criminal histories are extensive or cocaine has infiltrated minority communities (M. W. Finigan 2009). This research will look to examine whether any disparities are prevalent in the Lubbock County Adult Drug and DWI Courts, and, if so, if there is enough available information to conclude the disparity is supported by the aforementioned research, or, a result of other revealed information.

Evaluation Interest

The Adult Drug Court and DWI Court are the *oldest* adult problem-solving courts in Lubbock County, both with enough historical information to evaluate the programs and determine what similarities and differences exist between the two court programs. The research into these courts will reveal a variety of information that will help provide answers, initiate further research, and support or refute any concerns or perceptions of the program or its effectiveness. For its interests, Lubbock County seeks to evaluate, compare, and provide benchmark data for the two courts.

Comparison of various types of data will be examined for multiple reasons. The study looks to examine the courts generally in terms of demographics, retention, graduation, and recidivism. Primarily, the research will examine how the courts compare to each other, and, again, serve as a benchmark for further local studies and reviews. While some differences in the courts are obvious (i.e. population and type), the review within the research is meant to provide a local report card separately for each, as well as some general comparisons between the two.

Evaluation interest will include analyzing data in the following areas:

- Race
- Gender
- Recidivism
- Graduation Rates
- Retention Rates
- Number of Office Visits
- Number of Field Visits Conducted
- Number of Positive Urinalysis
- Opinion of Team Dynamics based on Team Surveys

Furthermore, the information will be evaluated by comparing data between the courts, and, whether there is any correlation or tendencies within that could generate additional research into the courts and its processes. Some questions to be examined include:

- Are African-Americans, Caucasians, and Hispanics proportionately represented in both courts?
 - Questions have arisen locally as to whether offenders who meet eligibility criteria have an equal opportunity to participate in the program. Specifically, are minority offenders provided the same access to the problem solving courts?
- Are males and females proportionately represented?
 - Similarly, to race, is there any disproportion to gender?
- Are recidivism rates between both courts comparable despite court differences; Adult Drug as pre-adjudication and DWI Court as post-adjudication?
 - Generally, are the recidivism rates between the two courts similar? Local interest, despite program differences, seeks to determine the recidivism rate of each court and provide general comparison.
- Are program graduation rates similar? Retention rates?
 - Like recidivism, local interest seeks to examine the findings and provide comparison between the two.
- Is there consistent scheduling of field visits and office visits?
 - Because there is a separate case manager for each court, the study will examine whether more field and/or office visits occur in one court more than the other.
 - Furthermore, does the frequency or level of visits affect recidivism?
- Are sanctions administered consistently based on team opinion?
 - Questions to whether sanctions are administered consistently have been raised by participants and team members. A portion of the team survey will question the team members and their opinion of whether they believe sanctions are administered consistently to participants.
- Does a survey of each team reveal any concerns?
 - In addition to specifically asking about sanctions, the research will reveal any indicators from the survey that seem significant. In other words, is there an

opinion, statement, overall feeling over an issue that might generate concern for the functioning of the team and its dynamics?

It is understood that any differences revealed because of this research may require further examination and inquiries beyond the scope of this project. Because this may require more time than available for this current project, the additional research will need to be produced in a supplementary report. Areas needing such a follow-up will be concluded with specific notation indicating the suggested follow-up research.

The evaluation will present data by individual court, and then provide a data comparison between both courts. Following the individual results and data comparison, data will be analyzed and presented for any correlations that exist.

Hypothesis

1. Offenders who participate in the Adult Drug or DWI Court have lower recidivism rates than those who do not participate or who drop out of the program.
2. Because both programs have similar practices related to the model 10 Key Components (National Association of Drug Court Professionals 2004), and, despite one court serving pre-adjudication offenders and the other serving post-adjudication populations, both courts will have similar recidivism, retention and graduation rates.
3. Potential participants, who meet the County's pre-defined eligibility criteria, have the same opportunity to participate in the problem-solving court programs regardless of race or gender.
4. Team members who believe they make a contribution to their program are more likely to believe their program is effective.
5. Participants who spend the minimum program length of 18 months or longer in the program are less likely to recidivate.

Literature Review

A vast amount of literature has been circulated since the Drug Court movement began in 1989 with the launch of the Miami-Dade County Drug Court in Florida. Since the inception of the drug court, over 2,500 problem-solving courts have been established throughout every US state and territory. With such documented success, more and more problem-solving courts have been established, from Drug Court to Veterans Court, from DWI Court to Re-Entry Court, from Family Court to Tribal Court, all focused on transforming lives by treating the problem of addiction.

Early research of problem-solving courts demonstrated evidence that these courts increase retention rates of offender participation, are cost-efficient, reduce drug usage, and reduce recidivism (Belenko, Huddleston, et al. 1998). Today, those same findings are still relevant in problem-solving courts throughout the nation.

Problem-solving courts have proven to reduce recidivism rates time and time again. One study reported a felony re-arrest rate dropped from 40% to 12% after the program started, with another court reporting a 50% to 35% recidivism rate decline (Truitt, et al. 2003). The National Association of Drug Court Professionals also indicates drug courts reduce crime, save money, and ensure compliance, noting that 75% of graduates remain arrest free up to two years after graduating from the program (National Association of Drug Court Professionals 2010).

A recent long-term evaluation of the “Multnomah County (Portland, OR) Drug Court found that crime was reduced by 30% over 5 years, and effects on crime were still detectable an astounding 14 years from the time of arrest” (Finigan, Carey and Cox 2007). Another recent study in California reported that re-arrest rates over a 4-year period were 29% for drug court

participants (and only 17% for drug court *graduates*) as compared to 41% for similar drug offenders who did not participate in drug court (S. M. Carey, et al. 2006).

According to a 2002 study of the Bernalillo County Metropolitan Court's DWI/Drug Court Program, DWI graduates reflected a recidivism rate of 10.6% (Huddleston and Wosje 2004). An October 2007 Study conducted by NPC Research of Michigan DUI Courts revealed that 7.7% of offenders were re-arrested within 2 years of their graduation from the program (Fuller, Carey and Kissick 2007).

Research indicates that drug courts cost anywhere from \$3,000 to 5,000, with a savings to tax payers from \$5,000 to 11,000, depending on the jurisdiction (*Huddleston, Marlowe and Casebolt 2008*). By June 30, 2010 over 2,559 Drug Courts were operating in every U.S. state and territory, an increase of 11% in 18 months (*National Association of Drug Court Professionals 2010*).

Methodology

Much notoriety has been given to the success various problem-solving courts have had in reducing the recidivism rates of the program graduates from within their courts. An evaluation of the Lubbock County Adult Drug and DWI Courts' recidivism rates were compared to determine if the same success holds true in Lubbock County.

To note, states differ on how they approach the recidivism measure; some begin measurement at program entry, and others begin measurement at program exit. For purposes of this evaluation, recidivism will be measured from post-program participation based on any post-program arrest. Understandably, the recidivism rates could reflect higher here than in other jurisdictions since the research focused on whether the individual was ever subsequently arrested following program participation as the measure for recidivism rather than any new case filing or conviction. Retention and Graduation Rates will also be reviewed and compared for each court.

Research indicates it is necessary to keep a participant in a program long enough so that a positive effect may be realized as a result of program participation. Understandably, the greater the retention, the greater the likelihood the participant has a meaningful reduction in use (Rubio and Cheesman 2008). This review will examine, to a degree, if participants are spending the necessary time in the program to achieve maximum benefit and decrease the likelihood the offender will recidivate.

The recidivism rate will be determined by:

Equation 1 - Recidivism Rate

$$\frac{\text{Total post program (valued by graduate or terminated participant) participants rearrested}}{\text{total post program (valued by graduate or terminated participant) participants}} = \text{Recidivism Rate}$$

The retention rate will be determined by:

Equation 2 - Retention Rate

$$\frac{\text{(total number of graduates since program's inception + total number currently enrolled)}}{\text{total number of admissions to the program since inception}} = \text{Retention Rate}$$

The graduation rate will be determined by (Rubio and Cheesman 2008):

Equation 3 - Graduation Rate

$$\frac{\text{total number of graduates since program's inception}}{\text{(total number of graduates + total number of terminations)}} = \text{Graduation Rate}$$

Adult Drug Court Program

In 2005, Lubbock County instituted their first of six problem-solving courts with the inception of the Adult Drug Court, formerly known as the Treatment, Rehabilitation, and Intervention Program (TRIP). The Adult Drug Court was designed to provide a way for offenders meeting eligibility criteria to participate in a program that will address addiction problems that may have resulted in the criminal behavior that has brought them before the court. The Adult Drug Court was specifically designed to be a pre-adjudication court that would provide an incentive for those offenders who elect to participate. The incentive? The District Attorney's office would dismiss their eligible charge after successful completion of the program.

Drug Court Eligibility

Program entry and identification are achieved through the following requirements:

- a) Non-violent male or female offender age 17 and older
- b) Are assessed to be of sufficient mental capacity to hear, understand and respond in writing as a participant in the treatment program.
- c) Meet the eligibility criteria adopted by the Lubbock County Board of Judges for pre-trial release, including participants bonded from jail prior to a pre-trial services interview.
- d) Is arrested for a drug or alcohol related offense and/or is charged with a state jail felony possession of less than one gram of a controlled substance; possession of more than four ounces but less than five pounds of marijuana; or is charged with obtaining a controlled substance by fraud (F3).
- e) There is no evidence of drug dealing
- f) There are no holds from other jurisdictions and is otherwise eligible for Pre-Trial Release Bond and is available for treatment.
- g) There are no other felony charges pending.

- h) The offender has no prior felony convictions or deferred adjudications.
- i) The offender is evaluated to be chemically dependent.
- j) The final determination for admission will be made by the Drug Court Judge upon a recommendation from the District Attorney's office and the Pre-trial Release program of the Lubbock County Community Supervision and Corrections Department.

In addition to the preceding eligibility, there are, likewise, criteria that can disqualify offenders from program participation:

Disqualification Criteria

- a) The offender does not volunteer to participate in the program.
- b) The offender is assessed to be functioning at a mental level that would prohibit them from participating in all of the program components.
- c) The offender is on Community Supervision or parole for a drug or alcohol related offense
- d) The instant offense is not a drug related offense
- e) The offense pattern indicates an increasing level of severity as well as continuous occurrences relating to drugs and assaultive behavior.
- f) The offender is arrested or charged with an assaultive offense as part of the instant offense.
- g) Pending charges are in the jurisdiction of the local drug court with the offender residing in another jurisdiction.
- h) There is a "hold" placed on them by other courts or law enforcement agencies.

DWI Court Program

After implementation of the Drug Court Program, Lubbock County moved to establish a new problem-solving court aimed to deal with offenders with moderate to severe alcohol problems. In April 2007, Lubbock County began its Driving While Intoxicated (DWI) Court to supervise adult offenders charged with a subsequent DWI and those first time offenders who have been deemed to have a serious alcohol problem. The Lubbock County DWI Court is a post-adjudication court.

Program Entry and Identification Process

The offenders admitted to the DWI Court Program may be admitted through modification of a current term of Community Supervision or through initial placement from the courts.

Program entry through modification

The current Community Supervision Officer will present the offender and offender file to the DWI Court Team for case staffing, screening and assessment. Upon initial approval for the program, the offender's case file will be staffed with the Court's program team for additional input and final approval. If approved by the program team for program admittance, the offender will be set on the Court's docket for formal sentencing into the DWI Court Program.

Program entry through initial court placement

The District Attorney's office will be notified of the offender's intent. An appointment will be made for the offender to report to the DWI court as an observer. After the offender observes, the offender may make application to participate in the drug court program. The judge will decide whether to allow the offender further participation in the DWI Court Program. If further participation is denied, then the District Attorney's office will be notified for further

action to be taken. If the offender is allowed to participate in the DWI court program, further screening and assessment will be completed by staff from Lubbock Mental Health Mental Retardation and other program staff. If the offender chooses not to participate in the program, the District Attorney's office will be notified.

If the drug court team gives final approval, the offender will then be referred to the DWI Court staff to begin the program orientation.

Disqualification Criteria

Offenders will be ineligible for participation in the program based on the following guidelines:

- a) The offender does not volunteer to participate in the program.
- b) The offender is assessed to be functioning at a mental level that would prohibit them from participating in all of the program components.
- c) The offender is arrested or charged with an assaultive offense as part of the instant offense.
- d) Pending charges are in the jurisdiction of the local drug court with the offender residing in another jurisdiction.
- e) There is a "hold" placed on them by other courts or law enforcement agencies.

Program Length & Phases

Both the Adult Drug and the DWI Courts, like other problem-solving courts throughout the nation, consist of a phase system whereby participants move through each phase based on their individual progress. While the chart below demonstrates target phase and program lengths, a participant's duration through the program may be longer or shorter dependent upon progress and team approval.

Figure 1: Phase System Time Periods

Phase	Adult Drug Court	DWI Court	Description
Phase 1	4 months (120 days)	3 months (90 days)	Assessment, Orientation & Stabilization
Phase 2	6 months (180 days)	6 months (180 days)	Treatment & Education
Phase 3	8 months (240 days)	9 months (270 days)	Education & Transition
Total	18 month program	18 month program	

Findings

Program Demographics

Questions have arisen locally as to whether offenders who meet eligibility criteria have an equal opportunity to participate in the program regardless of race.

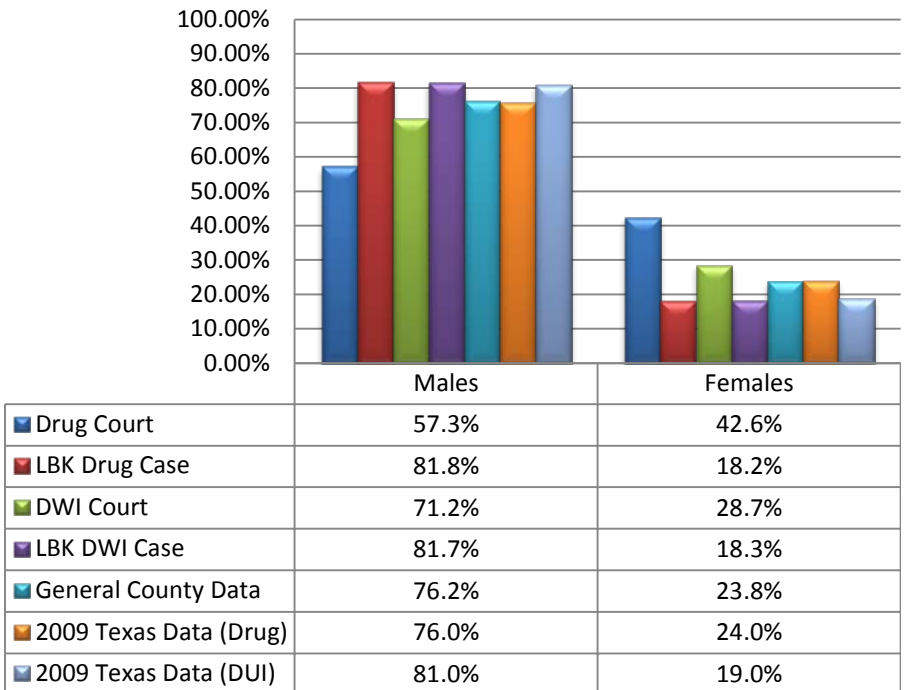
Various demographics of each program were evaluated to examine how each compare and whether any significant disparities exist, and, whether those comparisons or disparities effect any element of the program and eligibility. It was hypothesized that if potential participants meet the pre-defined eligibility criteria for the court, then each offender has the same opportunity to participate regardless of race or gender.

Gender

Adult Drug Court

Since 2005 and through September 2010, approximately 122 offenders have participated in and been served by the Adult Drug Court program; 52 females (42.6%) and 70 males (57.3%).

Figure 2: Gender Comparisons



DWI Court

Since 2007, the DWI Court of Lubbock County has served approximately 66 offenders, 19 females (28.7%) and 47 males (71.2%). It has been reported that approximately 78% of DWI offenders are predominately male (Freeman-Wilson and Huddleston 1999).

Gender Review

In reviewing the gender distribution between the two courts, there seems to be a fairly even ratio of males to females in the Adult Drug Court, yet, the percentages reflect almost a 3:1 ratio of males to females in DWI Court. While the disparity in gender exists between the two Courts within the County, the DWI Court appears consistent with the various data revealed in the aforementioned program demographics and does not generate cause for deeper analysis.

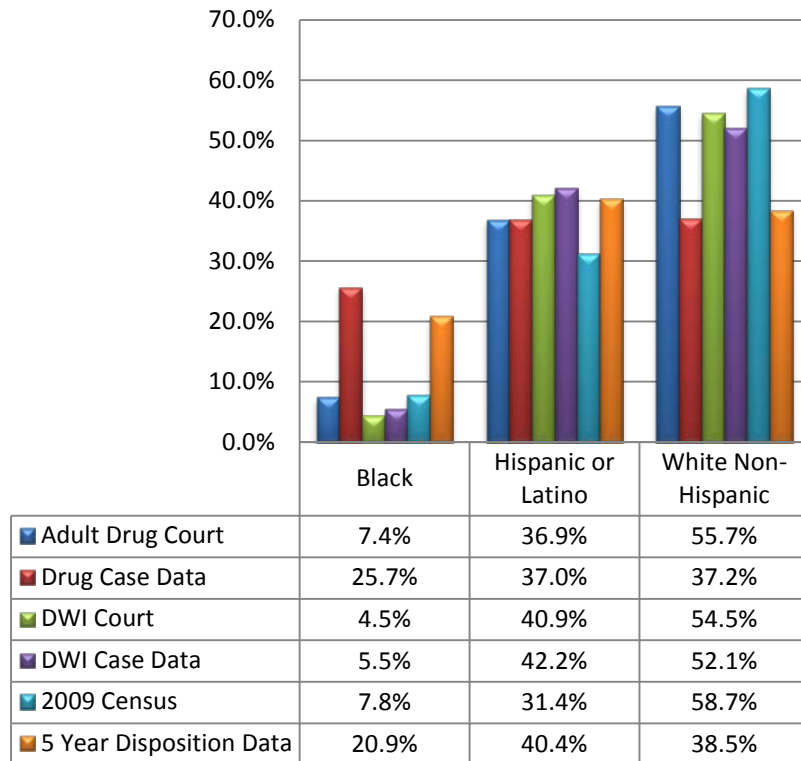
A number of sources of data, surprisingly, did not support the gender disparity within Adult Drug Court. An estimated 72% of all drug court participants are male (Belenko 2001), however, only 57.3% of participants are male in the Lubbock Adult Drug Court. That said, as a pre-adjudication court, it is theorized that some of the male applicants, due to criminal history or behavior, did not meet the program criteria and therefore were not permitted to enter the program. Further detailed review of the Adult Drug Court is necessary to examine the characteristics of people who did not enter the program.

Race Analysis

A review of each court’s racial breakdown was evaluated to illustrate how they compare to one another, and, if it is proportionate to the racial demographics of Lubbock County. The demographics of both problem-solving courts are proportionate to the racial breakdown of Lubbock County provided by data from the 2009

Figure 3: Race Comparison

Furthermore, the racial breakdown of the last five years’ disposition data was provided for comparison as well. The review was performed to determine if the racial disposition data for drug or alcohol crimes were comparable to participant data.



Throughout each problem-solving court, the 2009 census, and the last 5 years disposition data, there does not indicate any disproportionate representation of one particular race over the other. While through illustration there appears to be a disproportionate representation based on Drug Case data and Adult Drug Court participants, a review determined that, specifically, over 55% of program eligible Blacks declined participation, and that criminal history caused many participants throughout all races to be ineligible to participate (5-30%).

Age

While a formal hypothesis regarding age was not stated, it was believed the average age of court participants would be between 25-35 years of age, and that the DWI Court would be older, on average, than the Adult Drug Court participants. Data revealed that the average age of all participants is 30.8 years (males 30.3 and females 31.5). The average age of Adult Drug Court participants was 27.4 (males 25.8 and females 29.5). DWI Court participants appeared to be much older with an average of 36.9 years, with males and females averaging the same, 36.9 years.

The review of participant age was brief due to the fact the data revealed results that were expected. Merely a local research finding, the age demographic in these courts coincides with the target populations that enter the program. For example, as a pre-adjudication court and based on eligibility, the Adult Drug Court is admitting offenders who typically fall in the young adult age cohort. In contrast, as a post-adjudication court, with a population of felony DWI offenders, the DWI Court is reaching offenders who have had multiple DWI offenses, thereby increasing the likelihood these individuals are older in age.

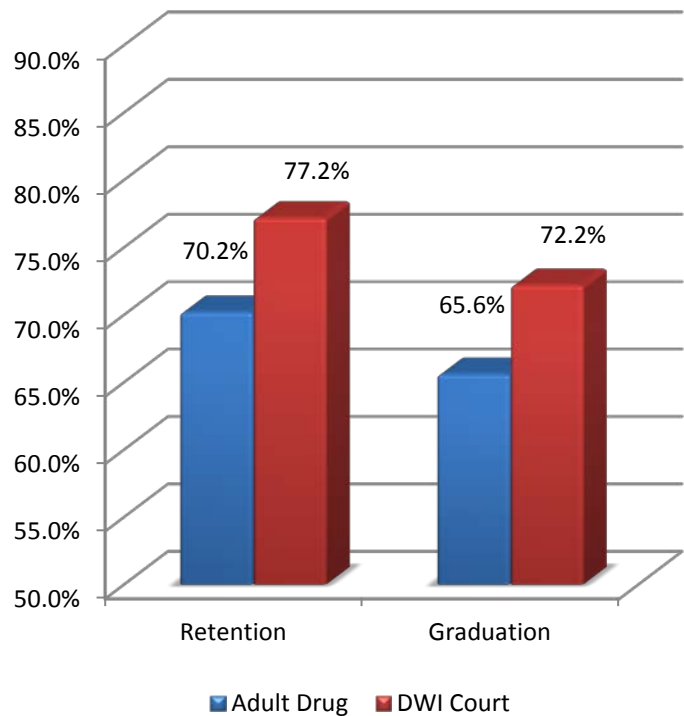
Recidivism, Retention & Graduation Rates

Adult Drug Court

As previously mentioned, the Adult Drug Court has been in existence the longest of all problem-solving courts in Lubbock County, and the most significant amount of data is available within this court. The Adult Drug Court program has serviced the greatest number of individuals, seeing both a larger number of graduates and program terminations.

The retention rate of those participating in Adult Drug Court is 70.2%; the graduation rate for the Court is 65.6%. Data indicates the Adult Drug Court has a recidivism rate for its graduates of approximately 19.6%. In comparison, those terminated from the program demonstrated a recidivism rate of 66.7%. The data demonstrates there is a greater likelihood of recidivism for those who are terminated from the program or do not participate in the program.

Figure 4: Retention & Graduation Comparison



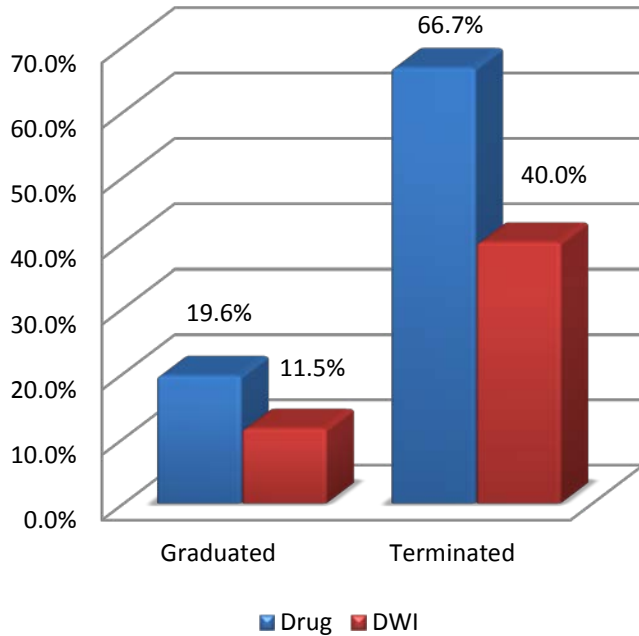
While the research examined the recidivism of those who were terminated from the program, additional research should be performed to examine the recidivism rate of those eligible to participate in Adult Drug Court but declined to do so.

DWI Court

The retention rate of those participating in the Lubbock County DWI Court is 77.2%. The graduation, or success, rate of those participating in the Lubbock County DWI Court is 72.2%.

Data within Lubbock County's

DWI Court indicated the court currently has an approximate recidivism rate of 11.5% for its graduates. In comparison, those terminated from the program demonstrated a recidivism rate of 40% for re-arrests following program termination. Like Adult Drug Court, the research examined the recidivism of those who were terminated from the program, therefore additional research should be performed to examine the recidivism rate of those eligible to participate but declined to do so.



Time in Program

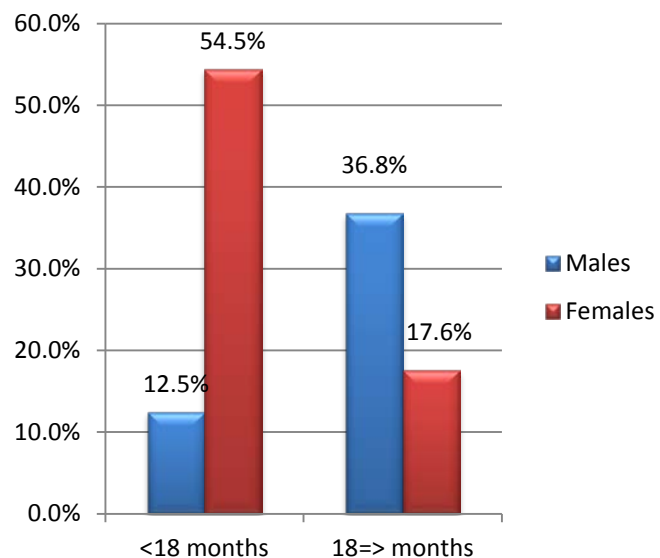
The Adult Drug Court’s graduates spent an average of 17.1 months in the program, with males spending less time in the program than females, 16.7 and 17.6 respectively. Furthermore, female graduates who recidivated spent far less time in the program than male graduates did; 14.8 months versus 18.1 months.

After the review of the various preceding general recidivism rates, an analysis of the average time spent in each court was examined. The purpose of reviewing participants’ time in the program is to determine whether, on average, the participants are in the program the minimum program target time of 18 months. Upon review, it was found that only DWI Court, on average, had a graduate spend the pre-defined 18 months in the program.

Graduates & Recidivism

Approximately 54.5% of female graduates who spent less than 18 months in the Adult Drug Court were arrested within two years of program graduation; those who spent 18 months or longer, approximately 17.6% were re-arrested. In contrast, of males who spent 18 months or less in the program, only 12.5% were re-arrested within 2 years.

Figure 6: Drug Court Recidivism Percentage Based on Time in Program



About 36.8% of male graduates who spent more than 18 months in the program were re-arrested.

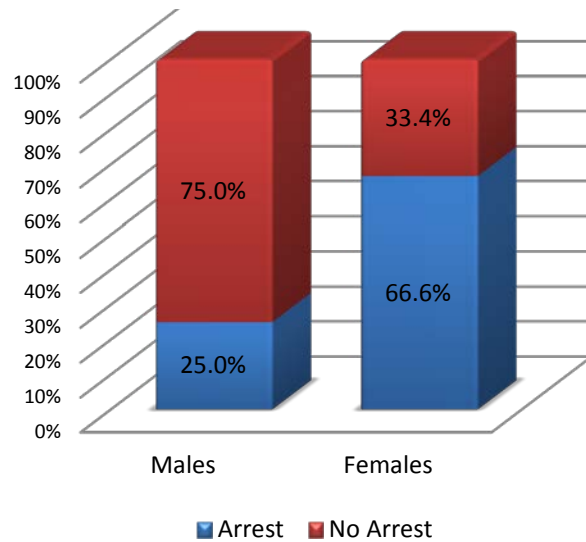
Data further revealed about 62.5% of the graduates who spent longer than 18 months in the

program and were re-arrested after graduation reported highly addictive cocaine, crack, opiates, or methamphetamines as their primary drug of choice while in the program. The use of these drugs resulted in a greater need for time spent in the program.

The DWI Court's graduates spent an average of 18.1 months in the program; male graduates spent significantly longer than the female graduates, 19.0 and 15.5 respectively. Approximately 66.6% of female graduates who spent less than 18 months in the DWI Court were arrested within two years of program graduation; those who spent 18 months or longer, none were re-arrested. In contrast, of males who spent 18 months or less in the program, only 25.0% were re-arrested within 2 years. About 12.5% of male graduates who spent more than 18 months in the program were re-arrested.

Further review of phasing procedures and determinations should be considered to ensure individuals are spending the appropriate amount of time in the program and the individual phases. It is possible DWI Court program length could be shortened, but a deeper review of individual sanctions and progress for graduates should be considered before such a determination can be made. In Adult Drug Court, however, it appears that there is a greater chance of success following program graduation if participants spend at least 18 months in the program. A 2008 report indicated there is much debate related to the length of stay in a drug court program, but noted that, generally,

Figure 7 - Percent of DWI Graduates Re-Arrested: Less than 18 Months in Program



those who stayed in the program longer typically had better outcomes (Carey, Finigan and Pukstas 2008).

Drug Testing

Like other problem-solving courts around the nation, the effectiveness of the programs hinges on the ability to administer drug testing to program participants. Effectiveness depends on the ability to conduct frequent and random drug tests, obtain the results immediately, and the ability to ensure a high level of accuracy. This process, along with a program response, “forces defendants to address their substance abuse problems immediately and continuously” (Robinson and Jones 2000).

The review of the drug testing frequency for the Adult Drug and DWI Court was performed to evaluate each court individually and determine if a disparity of the frequency exists per individual, race or gender.

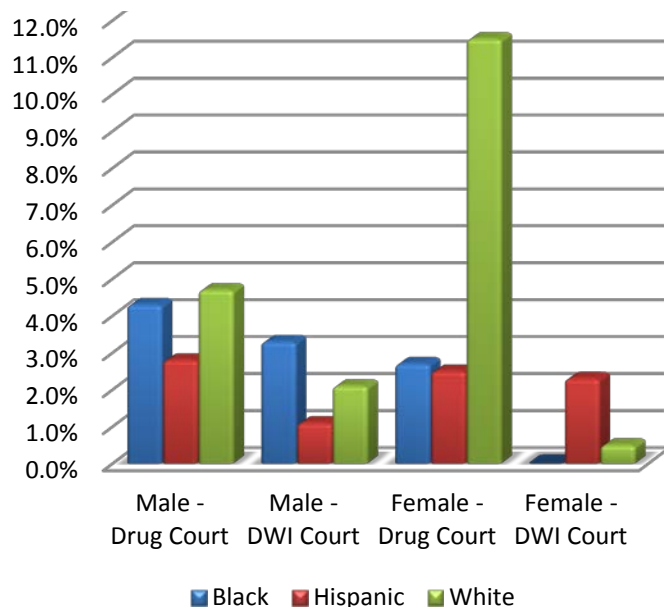
Adult Drug Court Testing

On average, drug court participants received an average of approximately 113 drug tests throughout their participation in the program. Additionally, on average, males appeared to be tested less than females, 109.10 and 118.21

times respectively. Upon further review, data indicated that females had a higher percentage of positive drug tests than their male counterpart, 7.9% to 3.9%.

Higher results of positive drug tests in females are likely the result of the primary drug of choice in female

Figure 8: Positive Drug Test Comparison



participants. Approximately 45% of females in the Court reported Amphetamines/Methamphetamines as their primary drug of choice. The second highest percentage was Marijuana at 20%. Males, however, preferred Marijuana (32%) as their primary, and Cocaine (22%) and Amphetamines/Methamphetamines (20%) as their tertiary drugs of choice.

Data also indicated that White-Females and White-Males tested positive the most of their gender and race cohorts, 11.5% and 4.7% respectively. Because females were addictive to more highly addictive drugs, it appeared to obviously lend itself to a higher frequency of positive test results.

Interestingly, while 54.5% of females who spent less than 18 months in the program recidivated, the females rearrested only tested positive 1.6% of the time. Females who spent longer than 18 months and were rearrested tested positive 4.7% of the times tested. Likewise, males who spent less than 18 months and rearrested only tested positive 1.1% of the time, while those who spent more than 18 months and were rearrested tested positive 2.2% of the time. As previously noted, about 60% of participants in Drug Court who were re-arrested after graduation reported the highly addictive Amphetamines/Methamphetamines, Cocaine, Crack, or Opiates as their primary drug of choice, thereby suggesting the more serious drug, the greater possibility of recidivism.

DWI Court Testing

DWI Court participants received, on average, 100 drug tests throughout their participation in the program. Males and females comparatively received the same number of tests, 98.3 and 100, respectively. Upon review, while to a much smaller difference, males tested positive more frequently females; a contrast to the Drug court cohort.

Unlike data from Adult Drug Court, data from the DWI Court did not generate a substantial difference in gender or race as it relates to frequency of drug tests or number of positive tests.

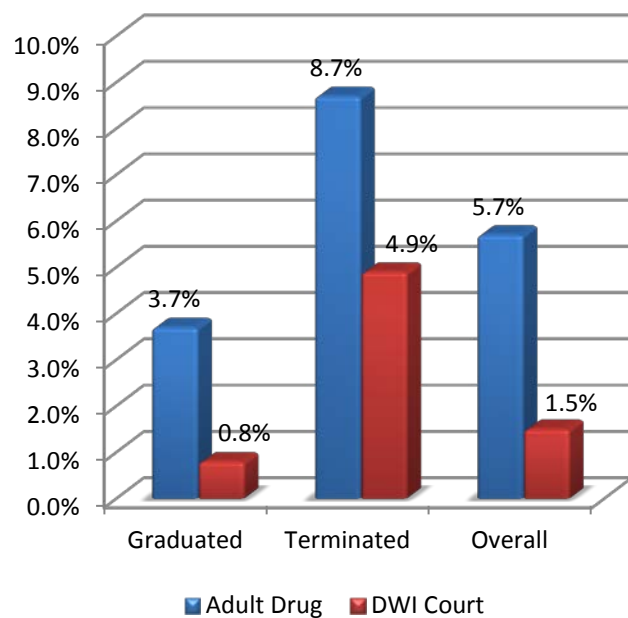
Females who spent less than 18 months in the program, graduated, and were rearrested never tested positive; only 0.6% of the time did a female test positive who graduated after spending longer than 18 months in the program.

Males who spent less than 18 months, graduated, and were rearrested only tested positive 0.6% of the time. Those who spent more than 18 months, graduated, and were rearrested tested positive 6.7% of the time.

Drug Testing Overview

In reviewing and comparing the two courts, it was revealed that, overall, Adult Drug Court participants test positive for illegal substances 5.7% of the time, DWI Court 1.5%.

Figure 9: Positive Drug Tests Comparison



Furthermore, those graduating from DWI Court tested positive only 0.8% of the time while those graduating from Adult Drug Court tested positive 3.7% of the time. It would appear there is a higher frequency of recidivism for those who frequently test positive while in a problem-solving court.

Participants who were terminated from the Adult Drug Court program had tested positive 8.7% of the time; DWI Court participants who were terminated 4.9% of the time. It is possible that the frequency of positive tests between the two courts differ because of the easier detection of drugs compared to alcohol, rather than a reflection of recovery.

Broadly speaking, data reviewing the frequency of testing and frequency of positive tests could not be correlated with the recidivism rates in either Adult Drug Court or DWI Court, regardless of time spent in the program. A review of the both frequencies within each phase system should be conducted to review whether either one or both frequencies (testing or positive results) in the last phase of each program can be correlated to recidivism rates.

Office and Field Visits

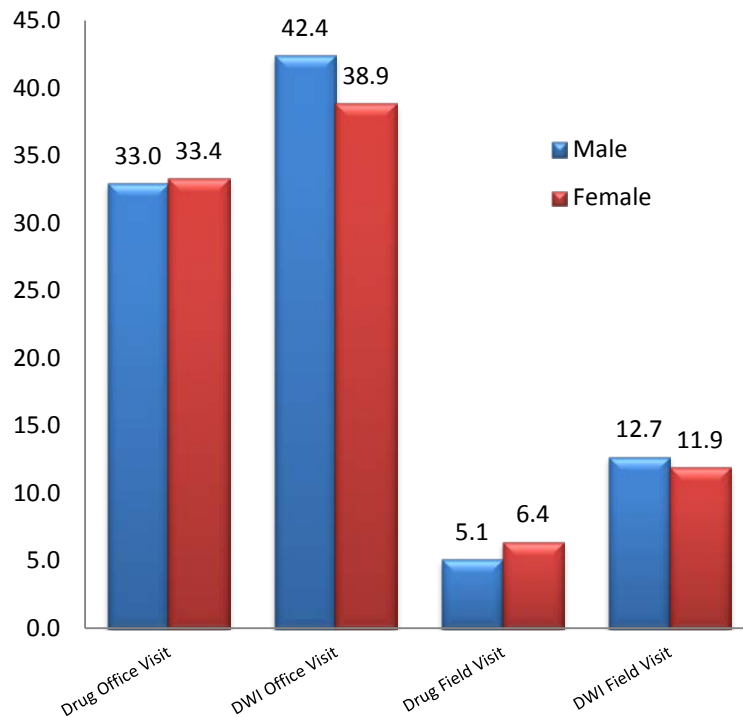
Participants of the problem-solving courts are required to have contact with their case manager via office visits, as well as through field visits.

Figure 10: Office & Field Visits Comparison

A comparison was performed to determine and reveal any disparities in these types of contact.

In Adult Drug Court, data revealed slightly higher occurrences of field visits for female participants (6.4) than male participants (5.1), and,

office visits occurred at about the same frequency for females and males, 33.35 and 32.98 respectively.



In DWI Court, the average number of field visits and office visits for males and females occurred at approximately the same rate. Notably, visits appear to be more frequent in DWI Court than in Adult Drug Court; however, it should also be noted that data does not reflect or compare changes in case manager(s) which could impact, positively or negatively, the frequency of visits.

Field & Office Visit Summary

In examining recidivism with field and office visits, data indicated in both courts that the greater number of visit was correlated with less recidivism. Those who did not recidivate had field and/or office visits with their case manager an average of 59.5 times; those who did recidivate only had contact (field and/or office visits) an average of 37.5 times. It would appear that more contact with case managers resulted in the graduate less likely recidivating.

Team Surveys

Team members were surveyed to gauge the perception, to a degree, of each team's dynamics, and whether any results caused concern of the overall function of the court. At the same time the survey polled other problem-solving court teams in Lubbock County, but the data is not included in this evaluation.

Significant Results

Entire results of the survey are provided herein, but a few significant results are provided below. As a result of some of the following findings, a follow-up survey and review should be conducted to examine if improvements have been made.

It was revealed that the DWI Court team had more team members with 3 or more years experience working with addicted individuals than that of the Adult Drug Court team. DWI Court had 85.7%, Drug was 62.5%.

Both teams attended staffing at least 85% of the time, but 71.4% of DWI Court team members indicated weekly attendance while Adult Drug Court indicated weekly attendance of 50% of the time. DWI Court also "always makes sure someone attends" 42.9% of the time when the team member cannot, compared to 25% of those in Adult Drug Court. Research indicates that there are greater positive effects on graduation rates when all team members are available during staffing (Carey, Finigan and Pukstas 2008).

Both teams indicated strong agreement that their opinions are considered, sanctions are consistent and of majority decision, and treatment providers are making the appropriate recommendations.

Adult Drug Court results indicated stronger leadership than DWI Court; 62.5% of the Adult Drug Court team felt leadership was one of their strengths, compared to 28.6% in DWI Court. Both teams felt their responsiveness was one of their strengths.

The primary weakness staff identified in Adult Drug Court was shared responsibility (37.5%), while the greatest weakness expressed by DWI Court staff was both communication and innovation (42.9%).

There was no significant difference in how well staff believed their teams worked together; on a 5-point scale, DWI Court scored a 4.3 and Adult Drug a 4.4. Both teams scored a 4.0 when asked if they believed the team was effective. While overall survey results are very positive, it also lends to support that interviews with team members typically report highly positive opinions about the court's impact and effectiveness (Belenko, Research on Drug Courts: A Critical Review 2001 Update 2001). However, it is apparent that the team members did feel certain ways about their strengths and weaknesses while feeling the program is overall effective.

Conclusions & Recommendations

The evaluation set out to answer some of the following questions.

Question 1. Are African-Americans, Caucasians, and Hispanics proportionately represented in both courts?

Answer. Yes, based on data from each court and 2009 census data, each race is proportionately represented.

Recommendation(s). 1) More detailed information would be helpful to reveal, from merely a statistical perspective, the number of those screened for participation, the number eligible for participation, the number of those who declined participation and, if possible, why they chose to decline participation, as well as the number of those ineligible to participate and why.

Question 2. Are males and females proportionately represented?

Answer. DWI Court reviewed consistency in data compared to DWI Case data, Lubbock County Data, and the 2009 Texas Data for DUIs. Adult Drug Court revealed disparities with DWI Court showing a much more even distribution of men and women. It was hypothesized that male applicants did not meet program criteria, therefore a greater number were less likely to be allowed participation in the program. However, a further review to reveal more conclusive findings should be performed to rationalize such an even distribution. It needs to be noted once more that this, perhaps, is a result of pre-adjudication (Adult Drug Court) versus post-adjudication (DWI Court).

Recommendation(s). 1) Upon completion of the preceding recommendation, this data should be readily available to potentially prove or disprove the aforementioned hypothesis

regarding male applicants. 2) If it is determined that participant needs or program success differs by gender, each court should look to examine if there are gender-specific strategies as it relates to treatment and recovery.

Question 3. Are recidivism rates between both courts comparable despite court differences?

Answer. No. While the rates are within 10-percentage points from each other, the difference between 19.6% (Adult Drug) and 11.5% (DWI Court) is significant for the local, side-by-side comparison; however, both percentages are comparable to their other Drug and DWI court counterparts throughout the nation. Furthermore, graduation from either court showed reduced recidivism rates in comparison to those who were terminated or who dropped out of the program.

With that said, there is data revealed that still generates interest. Does the Phase System structure of each court or the average time in the program affect participant success after leaving the program? Or, is this merely related to “pre” versus “post” adjudication?

Recommendation(s). 1) the Phase System of each court be reviewed to determine if the needs of the addicted individual’s recovery plan are being met. It appears a review is more desirable in Adult Drug Court than DWI Court due to the higher positive drug testing and recidivism rates, however, the review should be performed in both courts. These higher rates are more associated to this court because of the more addictive drugs of choice. 2) In reviewing the Phase System, is the length of the program appropriate for establishing stability in the participant’s recovery? The review may simply require adjusting phase lengths. It is possible

DWI Court program length could be shortened, but a deeper review of individual sanctions and progress for graduates should be considered before such a determination can be made.

Question 4. Are program graduation rates similar? Retention rates?

Answer. Yes, while both graduation and retentions rates appear to be slightly higher in DWI Court, they remain very close for a local comparison.

Recommendation(s). None.

Question 5. Is there consistent scheduling of field and office visits?

Answer. Field and office visits appear to occur consistently; however, DWI Court appears to have a higher frequency of contact than that of Adult Drug Court. Furthermore, data revealed that greater contact with case managers correlated to the offender being less likely to recidivate.

Recommendation(s). While data indicated more contact resulted in less recidivism, more detailed data on the substance of the contact with offenders is recommended to determine what about the visit makes it meaningful to the participant/offender and how that relates to their recovery. In this review, it is suggested that office and field visits be observed and participants be surveyed about their feelings or perceptions regarding office and field visits with their case manager.

Question 6. Are sanctions administered consistently based on team opinion?

Answer. Yes, both teams indicated a strong agreement that sanctions are administered consistently.

Recommendation(s). None

Question 7. Does a survey of each team reveal any concerns?

Answer. Yes. The greatest weakness identified was communication and innovation in DWI Court. Specifically, communication generates the most interest for seeking improvement. In this environment, communication amongst team members is essential for the overall team objective. It was also commented that “personality problems” are a problem within the Adult Drug Court team. If the “problem” inhibits the team member’s willingness to participate and contribute in staffing, then it is possible this could affect the program. This contribution is also dependent upon the individual’s role on the team.

Recommendation(s). 1) Improve and increase communication in DWI Court based on recommendations from the team members by encouraging individual team member participation and soliciting ideas from team members for ways to improve communication. 2) While “personality problems” were identified in Adult Drug Court, it is likely that the subjectiveness of the comment may not generate much concern unless a follow-up survey indicates it is a problem. Furthermore, the concern may be greater dependent upon the person’s role on the team, especially if it inhibits a treatment provider from contributing. Personality problems will be specifically indicated on a follow-up survey. 3) Consider surveying teams every 6 months and following up on survey results via team discussions, meetings, etc.

Other Recommendations

1. Improve Case Management practices

- a. Improving case management practices will enhance data collection to provide the ability to obtain more detailed information related to the problem-solving court practices and where any deficiencies are present

- i. Reporting and use of statistics that leads to modification in practices has shown to lead to higher graduation rates and greater outcome savings (Carey, Finigan and Pukstas 2008)
 - b. Use data to generate regular reporting to distribute and/or make available to team, funding bodies, and the general public demonstrating transparency and awareness of the problem-solving court programs and initiatives
- 2. **Review Recovery Strategy**
 - a. It is suggested that the Lubbock County problem-solving courts consider reviewing participant and program strategies based upon the individual's drug(s) of choice, the addictive nature of the drug(s), whether the individual is addicted to or abusing the drug, and any environmental factors that may attribute to the success or failure of the offender upon program completion.
- 3. **County-wide Alumni Group**
 - a. Periodic local discussion has suggested the establishment of an Alumni group for program graduates. Similar to aftercare, establish a County-wide Alumni Group focused on providing peer-to-peer support to current court participants, as well as post-program support for program graduates.
- 4. **Participant Surveys**
 - a. Implement participant surveys that are maintained and evaluated throughout their participation in the problem-solving court. Considering brief surveys and program entry, after each phase completion, including graduation, and a post-program survey as feasible (6-12 months from graduation).
 - b. May need to consider someone other than a team member administer the surveys

Bibliography

- Belenko, Steven. *Research on Drug Courts: A Critical Review 2001 Update*. Critical Review, Columbia University: The National Center on Addiction and Substance Abuse (CASA), 2001.
- Belenko, Steven, et al. "National Drug Court Institute Review, Vol 1, Issue 1." *National Drug Court Institute*. Summer 1998.
http://www.ndci.org/sites/default/files/ndci/NDCR_volume1_issue1.pdf (accessed October 2010).
- Carey, S. M., M. Finigan, D. Crumpton, and M. Waller. "California Drug Courts: Outcomes, Costs and Promising Practices: An Overview of Phase II in a Statewide Study." *Journal of Psychoactive Drugs, SARC Supplement 3*, 2006: 345=356.
- Carey, Shannon M, Michael W Finigan, and Kimberly Pukstas. "Exploring the Key Components of Drug Courts: A Comparative Study of 18 Adult Drug Courts on Practices, Outcomes, and Costs." Research Report Submitted to the US Department of Justice, 2008.
- Finigan, M, S. M. Carey, and A. Cox. *The Impact of a Mature Drug Court Over 10 Years of Operation: Recidivism and Costs*. Research, Portland, OR: NPC Research, Inc, 2007.
- Finigan, Michael W. "Understanding Racial Disparities in Drug Courts." In *Drug Court Review*, 135-142. Alexandria : National Drug Court Institute, 2009.
- Freeman-Wilson, Judge Karen, and C. West Huddleston. *DWI/Drug Courts: Defining a National Strategy*. Monograph, Alexandria: National Drug Court Institute, 1999.
- Fuller, Bret, Shannon M. Carey, and Katherine Kissick. *Michigan DUI Courts Outcome Evaluation*. Evaluation, Portland: NPC Research, 2007.
- Hoque, Nazrule. *Estimates of the Total Populations of Counties and Places in Texas*. November 2010. http://txsdc.utsa.edu/download/pdf/estimates/2009_txpopest_county.pdf (accessed January 2011).
- Huddleston, C. West, and Robin Wosje. "DWI/Drug Courts: Reducing Recidivism, Saving Lives." *National Association of State Judicial Educators*. 2004.
<http://nasje.org/resources/HCDrunk/SUP5--NDCIDWI-DrugCourt.pdf> (accessed 2011 йил January).
- Huddleston, C. West, Douglas B. Marlowe, and Rachel Casebolt. "Painting the Current Picture: A National Report Card on Drug Courts and Other Problem-Solving Court Programs in the United States." *Drug Court Works: The Latest Review of the Scientific Literature*, 2008 йил May: 7-8.

- National Association of Drug Court Professionals. *Defining Drug Courts: The Key Components*. Drug Court Resource Series, Washington DC: Bureau of Justice Assistance, 2004.
- . *Drug Courts History*. June 2010. <http://www.nadcp.org/learn/what-are-drug-courts/history> (accessed February 11, 2011).
- Office of National Drug Control Policy . *White House Drug Policy*. November 2009. <http://www.whitehousedrugpolicy.gov/statelocal/tx/tx.pdf> (accessed December 2010).
- Robinson, Jerome J., and James W. Jones. *Drug Testing in a Drug Court Environment: Common Issues to Address*. Issues Paper Series, Washington DC: American University, 2000.
- Rubio, Dawn Marie, and Fred Cheesman. *Performance Measurement of Drug Courts: The State of the Art*. Statewide Technical Assistance Bulletin, Williamsburg: National Center for State Courts, 2008.
- Texas Department of Public Safety. *Crime in Texas: The Texas Crime Report for 2009*. 2009. <http://www.txdps.state.tx.us/crimereports/09/citCh4.pdf> (accessed 2010 йил August).
- Truitt, Linda, et al. "Evaluation Treatment Drug Courts In Kansas City, Missouri and Pensacola, Florida: Final Reports for Phase I and Phase II." *National Criminal Justice Reference Service*. January 2003. <http://www.ncjrs.gov/pdffiles1/nij/grants/198477.pdf> (accessed June 2010).

Appendix A – Specialty Court Team Survey Questions

The following questions and the rationale for each question are provided:

1. How long have you been a member of the Specialty Court Team?
 - a. Determine time as a team member
 - b. Determine experience with the team
2. Before you began working with the Specialty Court, how much experience did you have assisting addicted individuals?
 - a. Determine experience with addiction and those with addictions
 - b. Determine whether there is a predominant presence of experienced team members assisting in the recovery of participants
3. How often do you attend your Court's staffing?
 - a. Determine that team members regularly attend staffing and have the opportunity to provide their perspective
4. To follow up Question #3, if you cannot attend your staffing, for any reason, do you send someone to attend in your place?
 - a. Ensure that in absence of the regular team member, the perspective is represented
5. When you attend your Court's staffing, how often do you feel you contribute to the discussion of each court's participant?
 - a. Determine how team members feel about their participation
 - b. As a team approach, it is important that each team member participate when needed

6. When you do contribute, do you feel that your opinions or suggestions are considered when making decisions for the participants?
 - a. Determine whether team members feel they are of value to the team and opinions and insights are voiced
7. Do you believe sanctions are consistently administered?
 - a. Obtain team perspective as to whether they believe they are sanctioning appropriately and consistently
8. Do you believe sanctions administered to participants are a result of a majority decision?
 - a. Ensure that the “team” is making decisions regarding sanctions and is not a result of individual decision for what is deemed appropriate for the participant
9. In your opinion, are the recommendations of treatment providers or those capable of making those recommendations typically followed?
 - a. Determine whether or not the appropriate professionals are making educated treatment decisions or recommendations for those with addiction
10. Do you believe incentives are consistently administered?
 - a. Like sanctions, does the team believe they are providing incentives appropriately and consistently
11. Do you believe incentives administered are a result of a majority decision?
 - a. Like sanctions, is the team making the decision regarding the participant and not an individual
12. On a scale of 1 to 5, how would you grade how well your team works together?
 - a. Determine a sense of team based on team member opinion

- b. Does a negative or positive score potentially indicate greater success
13. On a scale of 1 to 5, how would you grade your team's effectiveness in helping individuals with their addiction(s)?
- a. Does the team believe that they are serving a purpose that is effective
14. What do you believe to be your team's strengths?
- a. Sought to team opinion on its strengths and what makes their team effective in their purpose
15. What do you believe to be your team's weaknesses?
- a. Like Question 14, what does the team feel makes them ineffective in their purpose
16. Which, if any, cross-functional problems do you believe your team has?
- a. Another avenue of identifying problems that may hinder team effectiveness

Survey Results

Question 1 – How long have you been a member of the Specialty Court Team?

DWI Court Team

- *Approximately 85.8% of respondents have been a part of the team for at least 1 year*
- *About 42.9% have been a part of the team for more than 3 years*

Adult Drug Court Team

- *Approximately 87.5% of respondents have been a part of the team for at least 1 year*
- *About 50% of respondents have been a part of the team for more than 3 years*

Family Recovery Court Team

- *Approximately 62.5% of the team has been a member of the team for at least 1 year*
- *Because the Court has not existed for more than 3 years, no team member could have been a member for more than 3 years*

CRTC Re-Entry Court

- *Approximately 64.3% of the team has been a member of the team for at least 1 year*

- *Because the Court has not existed for more than 3 years, no team member could have been a member for more than 3 years*

SAFPF Re-Entry Court

- *Approximately 44.4% of the team has been a member of the team for at least 1 year*
- *Because the Court has not existed for more than 3 years, no team member could have been a member for more than 3 years*

All Team Comparison

- *Approximately 52.2% of all team members have been a part of their respective team for at least 1 year*
- *About 15.2% of all respondents have been a part of their respective team for more than 3 years*
- *Only 32.6% have been a team member 12 months or less*

Question 2 – Before you began working with the Specialty Court, how much experience did you have assisting addicted individuals?

DWI Court Team

- *Approximately 85.7% of respondents have worked with addicted individuals at least 3 years prior to working with the DWI Court*

Adult Drug Court

- *Approximately 62.5% of respondents have worked with addicted individuals at least 3 years prior to working with the Drug Court*
- *The remaining respondents (37.5%) had worked less than 6 months with addicted individuals*

Family Recovery Court Team

- *Approximately 62.5% of respondents have worked with addicted individuals at least 3 years prior to working with Family Recovery Court*

CRTC Re-Entry Court

- *Approximately 71.4% of respondents have worked with addicted individuals at least 3 years prior to working with the CRTC Re-Entry Court*

SAFPF Re-Entry Court

- *Approximately 77.8% of respondents have worked with addicted individuals at least 3 years prior to working with the SAFPF Re-Entry Court*

All Team Comparison

- *Overall, 71.7% of team members have worked with addicted individuals a minimum of 3 years prior to working with their assigned Specialty Court team*
 - *17.4% Less than 6 months*
 - *6.5% 1-3 years*
 - *4.3% 6-12 months*
- *DWI and Drug Court: 73%*
- *CRTC and SAFPF Re-Entry Court: 73%*
- *Family Recovery Court: 63%*

Question 3 – How often do you attend the DWI Court staffings?

DWI Court Team

- *Approximately 85.7% of respondents attend staffing at least 75% of the time*
 - *71.4% Every week*
 - *14.3% Generally 3 out of 4 staffings*

Adult Drug Court Team

- *Approximately 87.5% of respondents attend staffing at least 75% of the time*
 - *50.0% Every week*
 - *37.5% Generally 3 out of 4 staffings*

Family Recovery Court Team

- *Approximately 87.5% of respondents attend staffing at least 75% of the time*

CRTC Re-Entry Court

- *Approximately 57.1% of respondents attend staffing at least 75% of the time*
 - *Because of the frequency of staffing (every other week), respondents may have been confused by the question as it relates to this court specifically. DWI, Adult Drug, and Family Recovery Court meet weekly.*
 - *42.9% Every week*
 - *35.7% At least once per month*

SAFPF Re-Entry Court

- *Approximately 77.8% of respondents attend staffing at least 75% of the time*
 - *Because of the frequency of staffing (every other week), respondents may have been confused by the question as it relates to this court specifically. DWI, Adult Drug, and Family Recovery Court meet weekly.*
 - *66.7% Every week*
 - *22.2% At least once per month*

All Team Comparison

- *Approximately 76.1% of all team members attend staffing at least 75% of the time*
 - *60.9% Every week*
 - *19.6% At least once per month*
- *DWI and Drug Court: 86%*
- *CRTC and SAFPf Re-Entry Court: 65%*
 - *Because of the frequency of staffing (every other week), respondents may have been confused by the question as it relates to this court specifically. DWI, Adult Drug, and Family Recovery Court meet weekly.*
- *Family Recovery Court: 87.5%*

Question 4 – To follow up Question #2, if you cannot attend the DWI Court staffing, for any reason, do you send someone to attend in your place?

Specialty Court	<i>Always makes sure someone attends</i>	<i>If someone can be found to attend</i>	<i>I never attempt to...</i>	<i>No one can attend in my place</i>
DWI	42.9%	14.3%	0.0%	42.9%
Adult Drug	25.0	25.0	12.5	37.5
CRTC Re-Entry	57.1	7.1	14.3	21.4%
SAFPF Re-Entry	55.6	11.1	11.1	22.2%
Family Recovery	50.0	12.5	25.0	12.5

Question 5 – When you attend the DWI Court staffing, how often do you feel you contribute to the discussion of each court participant?

DWI Court Team

- *All team members indicated they contribute to most, if not all, individual court participants during staffing*

Adult Drug Court

- *Approximately 87.5% indicated they contribute to most, if not all, individual court participants during staffing*

Family Recovery Court

- *All team members indicated they contribute to most, if not all, individual court participants during staffing*

CRTC Re-Entry Court

- *Approximately 37.5% indicated they contribute to most, if not all, individual court participants during staffing*
- *Approximately 35.7% indicated they contribute about half of the time*
- *About 21.4% say they agree with what other members say*
- *About 7.1% do not contribute because they feel their opinion rarely matters*

SAFPF Re-Entry Court

- *Approximately 66.7% indicated they contribute to most, if not all, individual court participants during staffing*
- *Approximately 11.1% indicated they contribute about half of the time*
- *About 22.2% say they agree with what other members say*

All Team Comparison

- *About 71.7% indicated they contribute to most, if not all, individual court participants during staffing*
 - *DWI & Drug Court overall contribution is 93%*
 - *CRTC & SAFPF overall contribution is 47%*
 - *Family Recovery Court contribution is 100%*

Question 6 – When you do contribute, do you feel that your opinions or suggestions are considered when making decisions for participants?

<i>Specialty Court</i>	<i>Strongly Agree/Agree</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>DWI</i>	100%	57.1%	42.9%	0.0%	0.0%	0.0%
<i>Drug</i>	87.5	50.0	37.5	12.5	0.0	0.0
<i>Family</i>	87.5	37.5	50.0	0.0	12.5	0.0
<i>CRTC</i>	78.6	50.0	28.6	14.3	7.1	0.0
<i>SAFPF</i>	88.8	44.4	44.4	11.1	0.0	0.0
<i>Total</i>	86.9	47.8	39.1	8.7	4.3	0.0

Question 7 – Do you believe sanctions are consistently administered?

<i>Specialty Court</i>	<i>Strongly Agree/Agree</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>DWI</i>	100%	14.3%	85.7%	0.0%	0.0%	0.0%
<i>Drug</i>	87.5	37.5	50.0	12.5	0.0	0.0
<i>Family</i>	62.5	12.5	50.0	0.0	25.0	12.5
<i>CRTC</i>	71.5	28.6	42.9	14.3	14.3	0.0
<i>SAFPF</i>	77.7	44.4	33.3	11.1	0.0	11.1
<i>Total</i>	78.3	28.3	50.0	6.5	8.7	6.5

Question 8 – Do you believe sanctions administered to participants are a result of a majority decision?

<i>Specialty Court</i>	<i>Strongly Agree/Agree</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>DWI</i>	85.8%	42.9%	42.9%	14.3%	0.0%	0.0%
<i>Drug</i>	87.5	50.0	37.5	12.5	0.0	0.0
<i>Family</i>	87.5	37.5	50.0	0.0	12.5	0.0
<i>CRTC</i>	85.7	21.4	64.3	7.1	7.1	0.0
<i>SAFPF</i>	77.7	33.3	44.4	11.1	11.1	0.0
<i>Total</i>	84.8	34.8	50.0	8.7	6.5	0.0

Question 9 – In your opinion, are the recommendations of treatment providers or those capable of making those recommendations typically followed?

<i>Specialty Court</i>	<i>Strongly Agree/Agree</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>DWI</i>	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%
<i>Drug</i>	100.0	37.5	62.5	0.0	0.0	0.0
<i>Family</i>	75.0	12.5	62.5	12.5	12.5	0.0
<i>CRTC</i>	78.6	14.3	64.3	14.3	7.1	0.0
<i>SAFPP</i>	88.9	33.3	55.6	11.1	0.0	0.0
Total	87.0	19.6	67.4	8.7	4.3	0.0

Question 10 – Do you believe incentives are consistently administered?

<i>Specialty Court</i>	<i>Strongly Agree/Agree</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>DWI</i>	71.4%	0.0%	71.4%	14.3%	14.3%	0.0%
<i>Drug</i>	62.5	50.0	12.5	12.5	25.0	0.0
<i>Family</i>	50.0	12.5	37.5	12.5	37.5	0.0
<i>CRTC</i>	85.7	28.6	57.1	0.0	14.3	0.0
<i>SAFPP</i>	66.6	22.2	44.4	22.2	11.1	0.0
Total	69.6	23.9	45.7	10.9	19.6	0.0

Question 11 – Do you believe incentives administered to participants are a results of a majority decision?

<i>Specialty Court</i>	<i>Strongly Agree/Agree</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>DWI</i>	85.7%	28.6%	57.1%	0.0%	14.3%	0.0%
<i>Drug</i>	75.0	37.5	37.5	12.5	12.5	0.0
<i>Family</i>	75.0	37.5	37.5	25.0	0.0	0.0
<i>CRTC</i>	71.5	28.6	42.9	21.4	7.1	0.0
<i>SAFPP</i>	77.8	22.2	55.6	11.1	11.1	0.0
Total	76.1	30.4	45.7	15.2	8.7	0.0

Question 12 – On a scale of 1 to 5, how would you grade how well your team works together?

<i>Specialty Court</i>	<i>Average Score</i>	<i>1 - Does Not Work Well</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5 – Works Extremely Well</i>
<i>DWI</i>	4.28	0.0%	0.0%	0.0%	71.4%	28.6%
<i>Drug</i>	4.37	0.0	0.0	0.0	62.5	37.5
<i>Family</i>	3.75	0.0	12.5	12.5	62.5	12.5
<i>CRTC</i>	3.92	0.0	0.0	21.4	64.3	14.3
<i>SAFPF</i>	4.33	0.0	0.0	11.1	44.4	44.4
<i>Total</i>	3.93	0.0	2.2	10.9	60.9	26.1

Question 13 – On a scale of 1 to 5, how would you grade your team’s effectiveness in helping individuals with their addiction(s)?

<i>Specialty Court</i>	<i>Average Score</i>	<i>1 – Not Effective</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5 – Extremely Effective</i>
<i>DWI</i>	4.00	0.0%	0.0%	14.3%	71.4%	14.3%
<i>Drug</i>	4.00	0.0	0.0	25.0	50.0	25.0
<i>Family</i>	3.25	0.0	12.5	12.5	62.5	12.5
<i>CRTC</i>	4.14	0.0	0.0	7.1	71.4	21.4
<i>SAFPF</i>	4.11	0.0	0.0	22.2	44.4	33.3
<i>Total</i>	3.93	0.0	6.5	15.2	56.5	21.7

Question 14 – What do you believe to be your team’s strengths? (Check all that apply)

Strengths at or above 75% are highlighted.

Strength	Drug	DWI	Family	CRTC	SAFPF
Leadership	62.5%	28.6%	50.0%	28.6%	33.3%
Responsive	75.0	100.0	62.5	35.7	55.6
Aligned on Purpose	75.0	28.6	62.5	57.1	66.7
Communication	37.5	42.9	37.5	42.9	33.3
Innovation	12.5	0.0	25.0	21.4	11.1
Task Focused	62.5	14.3	50.0	64.3	66.7
Conflict Resolution	12.5	57.1	12.5	35.7	0.0
Defined Roles	50.0	28.6	12.5	50.0	22.2
Shared Responsibility	37.5	57.1	37.5	35.7	33.3

Question 15 – What do you believe to be your team’s weaknesses? (Check all that apply)

Weaknesses at or above 25% are highlighted.

Weakness	Drug	DWI	Family	CRTC	SAFPF
Leadership	12.5%	0.0%	0.0%	7.1%	11.1%
Responsive	12.5	0.0	12.5	28.6	11.1
Aligned on Purpose	0.0	28.6	12.5	0.0	22.2
Communication	12.5	42.9		50.0	44.4
Innovation	25.0	42.9		14.3	33.3
Task Focused	12.5	0.0		7.1	11.1
Conflict Resolution	12.5	0.0		21.4	22.2
Defined Roles	25.0	28.6		42.9	33.3
Shared Responsibility	37.5	28.6		7.1	0.0

Question 16 – Which, if any, cross-functional problems do you believe your team has? (Check all that apply)

Problems at or above 25% are highlighted.

Problem	DWI	Drug	CRTC	SAFPF
Lack of Appreciation for others	0.0%	25.0%	21.4%	11.1%
Turf Battles	0.0	0.0	35.7	22.2
Different Jargon	0.0	0.0	7.1	0.0
Different Work Orientations	42.9	37.5	21.4	11.1
Different...Interest in team's outcome	0.0	0.0	21.4	33.3
Mistaken goals	0.0	12.5	7.1	22.2
None	57.1	50.0	28.6	33.3
<i>Other 1</i>	<i>NA</i>	<i>Personality Problems</i>	<i>I know that more than one of the counselors feels the CSOs have too much say in what happens</i>	<i>NA</i>
<i>Other 2</i>	<i>NA</i>	<i>Silo thinking on addiction issues</i>	<i>Immediacy and consistency of sanctioning</i>	<i>NA</i>