

# State of Louisiana TANF Evaluation

Year 3 Evaluation of TANF Initiatives Programs

Louisiana Supreme Court  
Drug Court Program

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## Foreword

Under the Temporary Assistance for Needy Families (TANF) program, states are allowed to use federal TANF block grant funds to support a variety of programs targeting needy families beyond the traditional welfare-eligible population. Availing itself of the flexibility allowed under TANF, the Louisiana State Legislature allocated a sizable amount of the state's unspent federal TANF funds, starting in Federal Fiscal Year (FFY) 2002, to a variety of programs known collectively as the TANF Initiatives. The total allocations amounted to \$105 million in FFY 2002 and \$160 million in FFY 2003. In its third year (FFY 2004), the TANF Initiatives consist of over 20 programs administered by 11 state agencies with a total budget of \$127 million.

For the past three years, Berkeley Policy Associates, a social policy research and consulting firm in Oakland, California, has conducted a comprehensive evaluation of the State of Louisiana's TANF-funded programs under contract with the Division of Administration. Included in this evaluation are the state welfare programs administered by the Department of Social Services (the Family Independence Temporary Assistance Program and the Strategies to Empower People Program) as well as selected programs under the TANF Initiatives Program. The third year evaluation of the TANF Initiatives covers the following programs: After Schools for All Program and Teen Pregnancy Prevention Program (the Department of Education), Tuition and Upgrade Programs (the Workforce Commission and the Louisiana Community and Technical College System), Post Release Skills Program (the Department of Public Safety and Correction), Pre Release Program for Incarcerated Fathers (the Louisiana Community and Technical College System), Substance Abuse Treatment and Rehabilitation Program (the Department of Health and Hospitals) and Drug Court Program (the Louisiana Supreme Court). The current report represents one in a series of the Year 3 TANF Initiatives Evaluation Reports.

## Key Findings

- During the third quarter of FFY 2004, there was an average of 2,631 active participants in drug courts statewide, which represents a 10 percent increase in the average number of participants compared to the last quarter of FFY 2003. During the first three quarters of FFY 2004, 626 individuals graduated from the Drug Court Program.
- According to the program survey of drug court coordinators, the statewide program standards introduced in 2003 are embraced by most local courts as a helpful tool and are viewed by them as having positive implications for program implementation. Several respondents, however, commented that the statewide standards are currently oriented toward adult courts and are not always appropriate for juvenile cases.
- Even within the framework of the statewide program standards, local courts have much flexibility in determining details of program design, including the length and amount of substance abuse treatment, drug-testing policies, amount of interaction with the judge, and provision of supportive services and aftercare services, among other things. As a result, there is considerable variation in program design across courts.
- Local courts are still in the process of transitioning to the Drug Court Case Management System—a new web-based case management information system that combines case management tools and data maintenance functions. Drug court coordinators responding to the survey have high expectations of the new system's capabilities. The initial implementation of the new system also points out areas of concern, including technical glitches, inability to collect or generate reports on certain information, and unwillingness of some drug court members to use the system.
- Employment indicators among program graduates improved over the course of their program enrollment. The rate of employment among participants, estimated using the Unemployment Insurance wage records, increased from 45 percent in the entry quarter to 56 percent in the exit quarter. Similarly, quarterly earnings among those who were employed rose from \$2,782 in the entry quarter to \$4,235 in the exit quarter. These findings suggest that the program's requirement for work and the provision of employment assistance, as well as substance abuse treatment, are having an effect on employment outcomes.

- The employment rate did not seem to improve any further after participants graduated from the program. It remained at the peak exit quarter level for about a year, and then started declining, indicating the need for longer-term follow-up and aftercare services for drug court graduates in order to sustain the improvement made while enrolled in the program.

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**A Summary of Louisiana Supreme Court Drug Court Program**

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Contract Agency: Louisiana Supreme Court, Office of the Judicial Administrator, Supreme Court Drug Court Office (SCDCO)

Initiative Grant Amount: \$ 5,000,000 (for 10/03–9/04)  
Expenditures to Date: \$ 5,000,000 (as of 7/31/04)

Program Background and Services: The drug courts integrate substance abuse treatment, sanctions, and incentives with case processing to place low-level, nonviolent drug-involved defendants in community-based, judicially supervised habilitation programs. SCDCO reimburses drug courts for services to TANF Eligible Drug Court Program clients to help these families understand the health risks associated with substance abuse and to assist them in becoming better able to successfully function in the family setting.

Subcontractors: Thirty-nine juvenile and adult drug courts in Louisiana under contract with SCDCO, providing services in rural and urban areas across the state

Initiative Locations: The adult programs are administered at the following 23 district courts: 1st, 4th, 5th, 9th, 11th, 15th, 16th (Iberia), 16th (St.Mary), 16th (St.Martin), 17th, 18th, 19th, 21st, 22nd, 24th, 26th, 27th, 29th, 30th, 34th, 32nd, 40th, and Orleans Parish. The juvenile programs are administered at the following 15 district, parish and city courts: 7th, 14th, 15th, 16th (Iberia), 16th (St. Mary), 21st, 22nd, 26th, Breaux Bridge City, City Court of Hammond, Jefferson Parish, Slidell City, Caddo Parish, Orleans Parish, and Rapides Parish.

Target Population: Juveniles and adults with minor children

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## Section 1 Introduction

As part of the State of Louisiana's TANF Initiatives Program, the Department of Social Services (DSS) first entered into a Memorandum of Understanding (MOU) with the Louisiana Supreme Court to provide treatment and other supportive services to participants of the state's Drug Court Program for the Federal Fiscal Year (FFY) 2002. During the first two years of the TANF Initiatives, a total of \$10 million (\$5 million in FFY 2002 and \$5 million in FFY 2003) were provided for the Drug Court Program. In the third year (FFY 2004) of the TANF Initiatives Program, the Louisiana Supreme Court was awarded another \$5 million to provide drug court services to juveniles and to adults with minor children.

Drug courts evolved over the last 15 years as a community-based response to the increasing number of drug-related offenses and crimes committed by those with substance abuse and addiction problems. Drug courts provide criminal offenders who have substance abuse problems with interventions under judicial supervision, actively coordinating efforts by multiple parties including those representing the judiciary, treatment service, law enforcement, prosecution, probation, defense counsel, and other health and social services. The number of drug courts in Louisiana has grown dramatically over the past five years. The first drug court was established in 1997; currently, the state has 23 adult and 15 juvenile drug courts. Like their counterparts across the country, drug courts in Louisiana arose from local communities, and thus, each drug court has different origins and different community members involved in planning and implementation.

The Drug Court Program was administered by the Department of Health and Hospitals from 1997 until 2001, when oversight of the program was transferred to the Louisiana Supreme Court, Office of the Judicial Administrator (JAO). This transfer of administrative oversight from the substance abuse service system to the judicial system strengthened the foundation for combining traditional substance abuse treatment with strict judicial supervision, and brought Louisiana in line with most other drug court programs nationwide. Under the jurisdiction of JAO, the Supreme Court Drug Court Office (SCDCO) manages adult and juvenile drug courts across the state. The SCDCO is responsible for disseminating funds, providing technical assistance on programmatic and fiscal issues, and documenting and evaluating the Drug Court Program on a statewide basis.

Building upon previous evaluation efforts, this year's evaluation of the Drug Court Program by Berkeley Policy Associates (BPA) focused on understanding the implementation of recent statewide changes in the program and understanding the program impact on participants' employment outcomes. In BPA's *Year 2 Evaluation of TANF Initiatives: the Drug Court Program*, henceforth referred to as the Year 2 Evaluation Report, we mentioned two important programmatic changes that were in progress: an introduction of the statewide program standards, and an implementation of the Drug Court Case Management System (DCCM)—a new web-based case management information system. In this report, we follow up with these changes, documenting how they have been implemented to date and how they are affecting the programs. The Year 2 Evaluation Report also reported preliminary findings suggesting an improvement in employment rates and earnings, based on program graduates from two courts. In this report, we extend our analysis of employment outcomes by examining longer-term results using data from more courts.

A key source of information for the Year 3 evaluation is the *Louisiana Drug Court Program Survey*, which is a survey of drug court coordinators designed to gather data on program design and implementation at each court. The survey was conducted in July 2004 by mail. Of 38 drug courts in Louisiana, coordinators or administrators at 33 courts (87 percent) responded to the survey, representing 15 juvenile courts and 19 adult courts, with one respondent representing both a juvenile program and an adult program. The survey instrument is provided in Appendix A. The survey results are primarily used to assess progress in implementing the statewide program standards and DCCM. For the assessment of employment outcomes, we combined and analyzed the records of 540 program graduates, provided by local courts, and Unemployment Insurance (UI) wage records provided by the Louisiana Department of Labor. Additionally, the findings presented in this report are based on discussions with Supreme Court staff and reviews of documents, reports, and literature.

In the remainder of the report, we present an overview of Louisiana's Drug Court Program, followed by three sections focusing on the implementation of the statewide standards, the implementation of the DCCM, and employment outcomes among program graduates, respectively. The conclusion section reviews this year's evaluation findings.

## Section 2 Program Overview

### **The Structure of the Drug Court Program**

Managed by judges, drug courts are designed to reduce crime and illegal drug use by placing nonviolent drug-involved defendants in a judicially supervised rehabilitation program that integrates substance abuse treatment, sanctions, and incentives. In Louisiana, drug courts are intended to serve as probation programs for charged individuals without prior violent felony convictions. The district attorney is responsible for recommending individuals to local courts to be screened for the following eligibility criteria:<sup>1</sup>

- The individual is charged with a state statute violation relating to the use or possession of any narcotic drugs, coca leaves, marijuana, depressants, or hallucinogenic drugs, or where there is a significant relationship between the crime committed and the use of alcohol or drugs, or both;
- The district attorney has reason to believe that the individual suffers from alcohol or drug addiction; and
- It is in the best interest of the community and justice to provide the defendant with treatment as opposed to incarceration or other sanctions.

If these criteria are met, the court advises the charged individuals that they may be eligible to enroll in a court-authorized treatment program (i.e., a drug court program) through the probation division. They are further advised that, if accepted into the treatment program, they must:

- Waive their right to a trial;
- Enter a guilty plea with the stipulation that sentencing be deferred or suspended;
- Be placed on supervised probation under the usual conditions of probation; and
- Participate in an alcohol and drug-testing program at their own expense, unless the court determines the probationer is indigent.<sup>2</sup>

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<sup>1</sup> Louisiana State Supreme Court, Drug Court Program Office, *Manual of Policies and Procedures*, Drug Court Program Standard II.

<sup>2</sup> If the probationer does not have the financial means to cover his/her individual expenses, the court will arrange for the probationer's treatment to be financed by state or federal funds. The court, with the recommendation of the treatment program, may also order the probationer to perform supervised work for the community and waive part or all of the treatment expenses.

If the individual completes the treatment program and meets all other requirements of the court-ordered probation, the conviction may be set aside and the prosecution dismissed. If the individual does not successfully complete the requirements of the court-ordered probation program, the court may revoke probation and order the individual to serve the previously stipulated sentence; or the court may impose a sanction, and extend probation and require that the individual continue with treatment for an additional period of time.

### **TANF Eligibility of Drug Court Program Participants**

The primary goal of the TANF Initiatives Program is to provide support for strengthening families. As such, TANF funding for the Drug Court Program targets families needing help with substance abuse problems. Under the MOU with DSS, all juvenile drug court participants are categorically eligible for TANF Initiatives funds provided they are age 18 or younger. Participants in adult courts are eligible for TANF Initiatives funds if they have a minor child. Individuals are screened for eligibility using a standardized TANF eligibility checklist developed by the SCDCO. In addition to being screened using the TANF eligibility checklist, those individuals who qualify for TANF funding must provide documentation verifying their eligibility (for example, birth certificates, baptism or religious documents; paternity acknowledgement; adoption papers; and a self-declaration in cases where documentation is not available). Local drug courts are required to maintain such documentation in order to receive reimbursement from TANF Initiatives funds for program expenses.

Aside from the requirement for proof of eligibility, TANF-eligible participants are not treated any differently from non-eligible participants. Nor does acceptance to the program depend on an individual's TANF eligibility status. In practice, TANF eligibility is only a fiscal distinction, with little programmatic implication. As of July 2004, the Drug Court Program had already expended the entire FFY 2004 TANF Initiatives allocation of \$5 million in provision of services to TANF-eligible participants.

TANF-Initiatives funding has accounted for nearly half of the total program expenditures of the Drug Court Program since FFY 2002. While the funding was very much appreciated and allowed many local programs to expand, the SCDCO noted that the year-to-year contracting with DSS also created much funding uncertainty each year, which in turn affected local courts' ability to conduct long-term planning, including decisions on staffing and new program components. Although it is not within the SCDCO's power to modify the state-level funding arrangement, appropriate parties may wish to explore political or administrative

solutions for early funding decisions or alternative procedures to minimize the impact of yearly funding uncertainty on local courts.

<b>Exhibit 2.1 A Sample Treatment Program of Drug Courts</b>		
	<u>Juvenile Drug Court</u>	<u>Adult Drug Court</u>
Phase I	A planned regimen of treatment consisting of a minimum of three hours per week of therapeutic contact. Weekly meetings between the client and the judge for a minimum of two months. Random drug screening at least twice a week.	A planned regimen of treatment consisting of a minimum of six hours per week of therapeutic contact. Weekly meetings between the client and the judge for a minimum of two months. Random drug screening at least twice a week.
Phase II	A continuation of treatment started in Phase I, but for a minimum of 2 skilled treatment hours per week. Bi-monthly meetings between the client and the judge for a minimum of four to six months. Random drug screening at least twice a week.	A continuation of treatment started in Phase I, but for a minimum of 4 skilled treatment hours per week. Bi-monthly meetings between the client and the judge for a minimum of four to six months. Random drug screening at least twice a week.
Phase III	A minimum of 1 skilled treatment hour per week. Phase III treatment should continue for a period of 3 to 6 months. During this period, client and the judge should meet once every three weeks. At least two skilled treatment hours in addition to required attendance at a self-help support meeting. Successful completion of Phase III generally leads to graduation. Random drug screening at least once a week.	A minimum of 2 skilled treatment hours per week. Phase III treatment should continue for a period of 3 to 6 months. During this period, client and the judge should meet once every three weeks. At least two skilled treatment hours in addition to required attendance at a self-help support meeting. Successful completion of Phase III generally leads to graduation. Random drug screening at least once a week.
Aftercare	Support services for clients beyond graduation, including alumni association, continued probation, or any other reasonable mechanism for continuing contact.	Support services for clients beyond graduation, including alumni association, continued probation, or any other reasonable mechanism for continuing contact.

Source: BPA Summary of information provided in Supreme Court Drug Court Policy Manual

## **Treatment Program Design**

The Drug Court Program is built on coordinated efforts among a team including a judicial officer, treatment program staff, law enforcement, prosecution and defense representatives, and other key stakeholders, to supervise individuals in need of substance abuse services. Each court has a drug court coordinator (or program director or administrator) who is responsible for facilitating the collaboration among team members. Treatment under the Drug Court Program is a long-term phased program with graduated levels of supervision, drug testing, and therapeutic sessions. A model for a phased treatment program is provided in Exhibit 2.1. Judges play a central role in guiding the rehabilitation process, and have discretion to use a variety of incentives and sanctions to motivate the participants to comply with program requirements.

Drug court programs in Louisiana vary in their overall designs, including drug-testing policies, amount of judicial interaction throughout treatment phases, sanction and incentive systems, and provision of aftercare services, among other things. As discussed in detail later, the SCDCO has worked toward developing and implementing common standards for juvenile and adult drug courts statewide in the past year. Nonetheless, there is still variation allowed in program design across courts even within the framework of the statewide standards. Based on the *Louisiana Drug Court Program Survey* conducted in July 2004, we summarize below the program designs of the drug courts currently administered in Louisiana. As noted earlier, 33 of 38 operating drug courts in the state responded to the survey.

### Treatment by Phases

All surveyed courts are operating three- or four-phase programs. As shown in Exhibit 2.2, the average length of the programs varied widely from 12 to 24 months among the 19 adult courts and 11 to 48 months among the 15 juvenile courts. On average, adult courts report that a typical participant takes about 18.5 months to complete the program, and juvenile programs, 16.6 months.

Exhibits 2.3 and 2.4 summarize graduated program requirements for those courts operating three-phase programs. In both adult and juvenile courts, the programs require intensive treatment, testing, and supervision in the early stages, which are then gradually reduced. For example, the adult courts require, on average, a minimum of 9.5 hours per week of therapeutic contact in the first phase, 5.1 hours per week in the second phase, and 4.0 hours per week in the third phase. The amount of drug testing required also declines from 2.7 times per week in the first phase to 1.5 times per week in the third phase, and the required number

Berkeley Policy Associates  
Evaluation of the Drug Court Program

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**Exhibit 2.2**  
**A Summary of Drug Court Program Design**

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	Adult Courts	Juvenile Courts
Length of Program		
Average	18.5 months	16.6 months
Range	12 to 24 months	11 to 48 months
Phases of Program		
Courts with 3 phases	11 (58.9 %)	7 (50.0 %)
Courts with 4 phases	8 (42.1 %)	7 (50.0 %)
Post-Program Services for Graduates		
Courts with optional aftercare	5 (26.3 %)	4 (28.6 %)
Courts with mandatory aftercare	12 (63.2 %)	8 (57.1 %)
Courts with no aftercare service	2 (10.5 %)	2 (14.3 %)
Total number of courts	19	15*

Source: Louisiana Drug Court Program Survey, July 2004.

\* 14 courts responding to the number phases and aftercare questions.

**Exhibit 2.3**  
**Adult Court Program Design, Three-Phase Programs**

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	Average	Range	
		Min.	Max.
Phase 1			
Length of Phase (weeks)	13.4	6.0	26.1
Required minimum therapeutic contact (hours per week)	9.5	6.0	12.0
Required drug testing (per week)	2.7	1.5	4.0
Required minimum number of meetings with judge (per month)	4.3	4.0	4.3
Phase 2			
Length of Phase (weeks)	21.3	6.0	34.8
Required minimum therapeutic contact (hours per week)	5.1	4.0	8.0
Required drug testing (per week)	2.3	1.0	3.0
Required minimum number of meetings with judge (per month)	2.0	2.0	2.0
Phase 3			
Length of Phase (weeks)	21.4	6.0	28.0
Required minimum therapeutic contact (hours per week)	4.0	2.0	16.0
Required drug testing (per week)	1.5	1.0	2.0
Required minimum number of meetings with judge (per month)	1.1	1.0	2.0

Source: BPA staff calculations based on the Louisiana Drug Court Program Survey, July 2004.

Number of responding courts: 11

**Exhibit 2.4**  
**Juvenile Court Program Design, Three-Phase Programs**

	<u>Average</u>	<u>Range</u>	
		<u>Min.</u>	<u>Max.</u>
<b>Phase 1</b>			
Length of Phase (weeks)	16.6	8.7	26.1
Required minimum therapeutic contact (hours per week)	5.0	2.0	9.0
Required drug testing (per week)	1.8	0.7	3.0
Required minimum number of meetings with judge (per month)	2.8	1.0	4.3
<b>Phase 2</b>			
Length of Phase (weeks)	25.2	21.7	30.4
Required minimum therapeutic contact (hours per week)	2.8	1.5	6.0
Required drug testing (per week)	1.3	0.5	2.0
Required minimum number of meetings with judge (per month)	2.0	2.0	2.0
<b>Phase 3</b>			
Length of Phase (weeks)	17.1	12.0	26.1
Required minimum therapeutic contact (hours per week)	1.6	0.0	3.0
Required drug testing (per week)	0.6	0.2	1.0
Required minimum number of meetings with judge (per month)	1.1	1.0	2.0

Source: BPA staff calculations based on the Louisiana Drug Court Program Survey, July 2004.  
Number of responding courts: 7

of meetings with a judge declines from 4.3 times per month in the first phase to 1.1 times per month in the third phase. A similar graduation in the program requirements is observed for juvenile courts.

The exhibits also show that there is great variation in the length of each phase as well as in the required levels of therapeutic contact and drug testing within each phase. For example, the first phase can extend anywhere from 6 to 26 weeks, with required minimum therapeutic contact ranging from 6 to 12 hours per week, the number of drug tests from 1.5 to 4 per week, and the number of meetings with a judge from 2 to 4.3 times per month. The variation in program requirements suggests that the experiences of participants could be quite different from one court to another.

Aftercare Services and Tracking of Graduates

In order to ensure the sustained effect of treatment, post-program follow-up and services are critical for those who complete the program. Recognizing this, the SCDCO has incorporated

**Exhibit 2.5**  
**After Care Program Provided by Adult Courts**

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Type of Services	<u>Number of Courts Providing Services</u>
Random drug tests	15
Group counseling	14
Self-help meetings (e.g., NA, AA)	13
Individual counseling	12
Phone contact with case manager	7
Alumni association events	7
Employment services	7
Other (supervised social activities, visits, court appearances)	5
Number of adult courts providing after care services	17

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Source: Louisiana Drug Court Program Survey, July 2004.

Note: With respect to the survey question on the type of after care services, response choices for adult courts, listed above, differ from the response choices for juvenile courts reported in Exhibit 2.6.

into the statewide program standards a requirement for courts to address the need for continued services beyond graduation. The *Louisiana Drug Court Program Survey* finds that the majority of both adult and juvenile programs (90 percent or 17 of 19 adult courts and 86 percent or 12 of 14 juvenile courts responding) provide aftercare services to those who complete treatment programs (see Exhibit 2.2). Most of those providing post-program services (71 percent for adult courts and 67 percent for juvenile courts) mandate graduates' participation in their aftercare programs.

Aftercare in adult courts emphasizes continued treatment and commonly involves drug tests and face-to-face services, such as group and individual counseling sessions and self-help meetings. For aftercare in juvenile courts, one-on-one follow-up meetings with case managers are most common. Some juvenile programs also offer family counseling as part of their aftercare. Exhibits 2.5 and 2.6 summarize the types of aftercare services provided by drug courts.

In addition to providing aftercare, the majority of courts report that they track recidivism among program graduates. Specifically, 26 of 33 courts responding (79 percent) reported that

they track whether graduates are convicted or adjudicated again after leaving the program, and 22 courts (67 percent) track whether graduates are incarcerated or placed in detention again. Those not tracking the graduates' recidivism in terms of conviction or incarceration listed the inability to obtain information, the lack of resources, and logistical barriers as common reasons for not being able to track graduates' recidivism at this time.

Additional Services Provided by Adult Courts

In addition to treatment services, drug court programs place a strong emphasis on employment among working-age participants, as job attainment and retention are regarded as keys to successful reintegration into society as well as preventing recidivism. As shown in Exhibit 2.7, the program survey finds that all adult courts require all participants to be employed while they are in the program. The majority of programs (15 of 19 courts responding) also require the person to be employed at the time of graduation. The majority of adult programs (15 of 19 responding) also require low-literate participants to be enrolled in GED preparation or adult basic education, which is essential to improve their prospects for a well-paying job in the long run.

**Exhibit 2.6**  
**After Care Program Provided by Juvenile Courts**

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Type of Services	<u>Number of Courts Providing Services</u>
In-person meetings with case manager/counselor	10
Phone contact with case manager	8
Random drug tests	7
Family counseling	4
Other (mentoring, job placement assistance, individual session with court)	2
Number of juvenile courts providing after care services	12

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Source: Louisiana Drug Court Program Survey, July 2004.

Note: With respect to the survey question on the type of after care services, response choices for juvenile courts, listed above, differ from the response choices for adult courts reported in Exhibit 2.5.

**Exhibit 2.7**  
**Employment and Education Requirements by Adult Courts**

	Number of courts	Percent of courts
Employment Requirement		
Employment required during program and at exit	15	79.0
Employment required during program	4	21.0
GED & Adult Basic Education Requirement		
GED/ABE required for all low-literate participants	15	79.0
GED/ABE required for low-literate clients, if unemployed	2	10.5
GED/ABE no required	2	10.5
Number of observations	19	

Source: Louisiana Drug Court Program Survey, July 2004.

As shown in Exhibit 2.8, adult drug courts in Louisiana offer a variety of employment services to their participants. Of 19 adult courts responding, 16 provide referrals to job skills programs such as vocational training and 12 provide referrals to a local one-stop center (the Department of Labor-funded employment service center). Many courts also assist participants with their job searches and provide job-readiness training. Some also provide career counseling. Louisiana drug courts' emphasis on employment parallels the national trend. For example, a report by the Drug Court Clearinghouse and Technical Assistance Project found that almost all of the drug courts in the country that it reviewed provided vocational training and job development services, and a number of drug courts offered an on-site job counselor who was committed to working with drug court participants.<sup>3</sup> Additionally, the report indicated that judges for many of the drug courts were involved in employment attainment and retention efforts by working directly with local employers to ensure daily supervision of employed drug court participants.

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<sup>3</sup> U.S. Department of Justice, Office of Justice Programs Drug Court Clearinghouse and Technical Assistance Project. 1999. *Looking at a Decade of Drug Courts*.

**Exhibit 2.8**  
**Employment Services Provided by Adult Courts**

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Type of Services	Number of Courts Providing Services
Referrals to job skills programs	16
Job search	13
Referrals to a local One-Stop center	12
Job readiness (resume writing, mock interview, etc.)	9
Career counseling	6
Number of observations	19

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Source: Louisiana Drug Court Program Survey, July 2004.

**Exhibit 2.9**  
**Supportive Services Provided by Adult Courts**

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Type of Services	Number of Courts Providing Services
Mental Health Counseling	17
Parenting courses/training	15
Medical services	14
Domestic Violence support services	12
Housing assistance	10
Financial counseling and/or assistance	10
Legal Consultation & counseling	7
Transportation	4
Clothing assistance	4
Child care	2
Others (MRT, anger mgmt, etc.)	5
Number of observations	19

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Source: Louisiana Drug Court Program Survey, July 2004.

Besides treatment and employment services, adult courts provide a number of supportive services to meet individual needs, as participants are frequently distressed mentally, physically, and financially. Exhibit 2.9 lists the types of supportive services currently provided by the programs. Commonly provided services include mental health counseling (provided by 17 of 19 courts reporting), medical services (14), domestic violence services (14), housing assistance (10), and financial counseling and assistance (19). The majority of adult courts (15) also provide parenting classes and training, assisting and motivating those with children to be better parents and to succeed with the program. The broad range of services provided by the programs reflects the Drug Court Program's holistic approach to intervention.

### Juvenile Program Features

Juvenile courts have a different set of challenges than adult courts, as the juvenile participants' problems often cannot be treated as isolated individual issues, but must be addressed in the context of their families and schools. Consequently, juvenile courts stress family involvement. As shown in Exhibit 2.10, almost all juvenile courts in Louisiana (14 of 15 courts) mandate family members or guardians to participate in family counseling and to accompany the juvenile to court hearings. Over two-thirds (11 of 15) of juvenile courts also require family members to meet and check in with case managers regularly. One court also reported mandating parental drug testing as well.

**Exhibit 2.10**  
**Family Involvement Required by Juvenile Courts**

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<u>Requirements for adult family members/guardians</u>	<u>Number of Courts</u>
Must participate in family counseling	14
Must accompany the juvenile to all court hearings	14
Must attend meetings with case managers	11
Must check in with a caseworker about the juvenile regularly	11
Must participate in parental drug screening	1
Number of observations	15

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Source: Louisiana Drug Court Program Survey, July 2004.

**Exhibit 2.11**  
**Supportive Services Provided by Juvenile Courts**

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Type of Services	Number of Courts Providing Services
After school programs	10
Mentoring programs	10
Recreational programs	9
Teen centers	3
Arts & Cultural enhancement programs	2
Number of observations	14

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Source: Louisiana Drug Court Program Survey, July 2004.

Juvenile participants also have different needs. In most cases, juvenile participants are required to be enrolled in school or in GED classes.<sup>4</sup> The programs also provide supportive services such as after school, mentoring, and recreational programs, which are designed to meet the juveniles' developmental needs and to provide alternative safe and drug-free activities to occupy their time (See Exhibit 2.11).

### **Trends in Program Participation**

According to the SCDCO, in the most recent quarter of FFY 2004 (April through June 2004), there was an average of 2,631 active participants per month in drug courts statewide, with 2,223 involved in adult courts and 408 in juvenile courts (see Exhibit 2.12). This represents a 10 percent increase in the average number of clients compared to the last quarter of FFY 2003 (July through September 2003). As shown in Exhibit 2.13, this also implies a steady increase in the number of overall participants over the previous two years. The average number of TANF-eligible drug court participants also increased by 8 percent from 1,082 in the fourth quarter FFY 2003 to 1,173 in the third quarter FFY 2004 (the most recent quarter for which data were available for this report). TANF-eligible participants accounted for 45 percent of the caseload in the third quarter FFY 2004.<sup>5</sup>

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<sup>4</sup> According to the program survey, 14 of 15 juvenile courts in Louisiana require participants to be enrolled in school or GED in all cases, and one requires it only in some cases.

<sup>5</sup> As mentioned earlier, since the Drug Court Program has already reached the allocated budget level for TANF-funding for this program year, the number of participants covered by TANF Initiatives funds is not

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**Exhibit 2.12**  
**Number of Drug Court Program Participants, FFY 2004**

	Adult Courts	Juvenile Courts	Total
FFY 2004 Third Quarter (April-June 2004)			
Average number of clients	2,223	408	2,631
Average number of TANF-eligible clients	772	402	1,173

Source: Program summary data provided by the Supreme Court Drug Court Office, September 2004.

**Exhibit 2.13**  
**Number of Drug Court Program Participants, FFY 2002—FFY 2004**  
Adult and Juvenile Courts Combined

	FFY02 Fourth <u>Quarter</u>	FFY03 Fourth <u>Quarter</u>	FFY04 Third <u>Quarter</u>	Change from FFY03 to FFY04
Average number of participants	2,086	2,385	2,631	10.3 %
Average number of TANF-eligible participants	1,043	1,082	1,173	8.4 %

Source: BPA staff calculations based on program summary data provided by the Supreme Court Drug Court Office, August 2004.

The SCDCO also reports that, during the first three quarters of FFY 2004 (October 2003 through June 2004), 694 individuals graduated from the program. Most of those graduates were part of a cohort of participants who had entered the program more than a year prior to graduating.

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expected to rise for the remainder of the year. Expenses for providing services to those who would be categorized as TANF-eligible will be funded through other sources.

**Exhibit 2.14**  
**Number of Program Leavers by Exit Reasons, FFY 2004**

Total Number in FFY04 (Oct 2003 through June 2004)	Adult Courts	Juvenile Courts	Total
Completed/graduated from the program	559	135	694
Terminated	635	182	817
Voluntarily withdrew from program	70	19	89
Convicted of a new offense	23	10	33
Left for other reasons	102	45	147

Source: Program summary data provided by the Supreme Court Drug Court Office, September 2004.  
Note: The table represents the number of clients exited during the period specified above.

### **Incompletion of the Program**

While providing holistic substance abuse treatment and services, the Drug Court Program demands accountability from participants under judicial supervision. Those participants who fail to meet program requirements are sanctioned or terminated. Consequently, not everyone is able to complete the program. The extent to which cases are terminated during the program varies across courts, depending on each court's policies as well as discretion exercised by individual judges. The SCDCO notes that the differences in criteria used by courts to initially screen and admit individuals to the program may lead to variation in the types of participants accepted to the program and, therefore, in the relative frequency of terminations.

As shown in Exhibit 2.14, the SCDCO reports that 817 participants were terminated from the program during the first three quarters of FFY 2004. In addition, 89 individuals voluntarily withdrew from the program and 147 dropped out for other reasons (for example, due to a transfer to another court). A relatively small number of participants (33) are reported to have been convicted of committing a new offense.

Consistent with the participant numbers reported by the SCDCO above, the *Louisiana Drug Court Survey* results suggest that incompletion of the program is primarily due to termination for some type of non-compliance with program requirements or failing to meet required

**Exhibit 2.15**  
**Most Common Reasons for Incompletion of the Program**

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<u>Reasons for incompletion</u>	Number of courts ranking as the most common reason for incompletion
Failing to pass the tests for alcohol and drug use	10
Failing to attend treatment programs	7
Failing to appear at scheduled meeting with the judge	2
Failing to appear at scheduled meeting with other program staff	1
Other reasons:	
Non-compliance with program requirements	9
Re-arrest/probation violation	5
Exhausted treatment options	1
Participant moved away	1

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Number of observations: 33

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Some courts reported more than one reasons as the most common reason.

standards for graduation. Exhibit 2.15 lists the most common reasons reported by courts for incompletion and the number of courts reporting each reason. As shown, failing to pass drug tests is most often ranked (by 10 courts) as the most common reason for participants not being able to complete the program. Nine courts also report non-compliance with program requirements as the most common reason for incompletion, and seven ranked no-shows at required treatment programs as the most common reasons.<sup>6</sup> Five courts listed re-arrests and probation violations as the leading causes of incompletion among their participants. As noted earlier, while providing participants with support, incentives, and encouragement, drug court programs are also designed to hold participants accountable for their choices under strict judicial supervision. Accordingly, it should not be surprising that cases involving repeated non-compliance or failure of drug tests would be terminated promptly.

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<sup>6</sup> Drug test failure is ranked among the top three reasons by 22 courts, and not attending treatment is ranked among the top three reasons by 24 courts.

To summarize the discussion in this section, the Drug Court Program has steadily expanded its operation in terms of the number of participants over the past three years. The design of the program varies from one court to another, reflecting a history of independent and decentralized operations at the local program level. The local programs can vary in many program aspects, including the length of treatment, frequency of required drug tests and judicial interactions, as well as types of services provided. In the next section, we will discuss in more detail how local courts have adopted the statewide program standards, which are aimed at making treatment curricula and services consistent across courts.

### Section 3

## Implementation of the Statewide Program Standards

As reported in the Year 2 Evaluation Report, the SCDCO established common program standards for drug courts statewide in 2003, in collaboration with the Louisiana Association of Drug Court Professionals, judicial and treatment experts, and other key stakeholders. The standards are based on the ten Key Components developed by the National Association of Drug Court Professionals with the Drug Court Program Office, U.S. Department of Justice.<sup>7</sup> The statewide standards are meant to ensure that basic program requirements, treatment, and services are comparable across jurisdictions. The standards were also designed to help the SCDCO with monitoring program implementation by local drug courts and identifying their technical assistance needs. The standards were incorporated in the SCDCO's *Manual of Policies and Procedures*, and were disseminated to existing and newly-formed local drug courts as part of their application packets for funding for SFY2004. The standards became effective on July 1, 2003, and all current drug courts have signed agreements stating that they would adhere to these standards.

The statewide standards developed by the SCDCO address ten key areas of the program, as summarized in Exhibit 3.1. Full documentation of the standards is provided in Appendix B. While the standards provide general guidelines for program design and implementation, they do not impose any particular program model or approach. Operational details on how to meet these standards are largely left to local courts to decide according to their unique background and needs. Nevertheless, the introduction of the statewide standards marks a significant step toward making the state's previously decentralized drug court programs more consistent across sites and instituting a mechanism for quality assurance for the services and treatment provided across the programs.

This year's evaluation assesses the progress in the standardization of drug courts after a full year of implementation. Progress in implementation as well as the initial benefits and challenges experienced by local programs were identified through BPA's *Louisiana Drug Court Program Survey*, conducted with drug court coordinators. As noted earlier, out of 38 drug court programs, 33 courts (87 percent) returned the survey, representing 19 adult courts and 15 juvenile courts.<sup>8</sup> Findings reported below are based on those responses.

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<sup>7</sup> The National Association of Drug Court Professionals, Drug Court Standards Committee. January 1997. *Defining Drug Courts: The Key Components*.

<sup>8</sup> One coordinator responded for both adult and juvenile courts.

**Exhibit 3.1**  
**Components of Drug Court Program Standards**

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- Standard I : Integration of treatment services with justice system case processing.
- Standard II: Prompt identification and program placement of eligible individuals.
- Standard III: Provision of a continuum of alcohol, drug, and other related treatment and rehabilitation services by appropriately licensed professionals.
- Standard IV: Monitoring of abstinence by frequent testing for alcohol and other drugs.
- Standard V: Promoting compliance by a coordinated strategy of graduated sanctions and incentives.
- Standard VI: Maintaining frequent and consistent judicial interaction with each drug court participant during the course of the program.
- Standard VII: Self-monitoring and evaluation of program achievement and effectiveness.
- Standard VIII: Continuing interdisciplinary education for program staff.
- Standard IX: Specific juvenile program standards, including the provision of developmentally appropriate services and the emphasis on family participation.
- Standard X: Requirement for monitoring by the Supreme Court.

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Source: *Manual of Policy and Procedures*, Louisiana State Supreme Court, Drug Court Program Office.

**Progress in Incorporating the Statewide Standards**

Overall, local drug courts reported that the standards have, for the most part, been understood and integrated into practice. Exhibits 3.2 and 3.3 summarize the drug court program teams' overall understanding of key elements of statewide standards I through IX.<sup>9</sup> As shown, the majority of the courts surveyed reported that the drug court team understood each key element of the standards. At the same time, about one third of the courts (12 of 33 responding) reported that they needed additional explanation and clarification of at least one

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<sup>9</sup> The survey did not ask about the understanding of Standard X, which mainly concerns monitoring by the Supreme Court.

**Exhibit 3.2**  
**Percentage of Courts Understanding the Drug Court Program Standards**

<u>Key Elements of the Standards</u>	<u>Percentage Understanding</u>	<u>Number of Obs.</u>
▪ Alcohol and drug treatment services are integrated with judicial case processing (Standard I)	90.9	33
▪ Eligible participants are identified early and promptly placed in the program. (Standard II)	97.0	33
▪ A continuum of treatment and rehabilitation services is provided by appropriately licensed providers. (Standard III)	90.9	33
▪ Abstinence is monitored by frequent testing for alcohol and other drugs. (Standard IV)	100.0	33
▪ Guidelines for applying sanctions and incentives are established and communicated to participants and program team members. (Standard V)	81.8	33
▪ Each participant has an appropriate level of ongoing interaction with the judge. (Standard VI)	97.0	33
▪ Program monitoring and evaluation measures the achievement of program goals and gauges effectiveness. (Standard VII)	78.1	32
▪ Program team members receive interdisciplinary education to promote effective drug court planning, implementation, and operations. (Standard VIII)	90.9	33
▪ Program specifies standards specific to juvenile clients, including developmentally appropriate and family-focused services, requirement for guardian/family member attendance at hearings, and separate dockets for juvenile drug court hearings. (Standard IX)	86.7	15

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Respondents are asked to assess drug court team's overall understanding. They are asked whether the team is (a) not aware, (b) aware but needs more explanation, or (c) understands. For standard IX, the sample is limited to juvenile court respondents only.

of the standards. Most notably, six courts responded that they needed further explanation of the standard regarding sanctions and incentives (standard V), and seven courts requested additional information on monitoring and evaluation (standard VII). Three of fifteen juvenile programs also needed more explanation of juvenile court specific requirements (standard IX).

The types of clarifications needed by courts are summarized in Exhibit 3.4. Many have to do with the details and application of the standards. Of the twelve courts needing further explanation, seven responded that clarification on how to implement the standards would be

helpful; five responded that clarification of minimum requirements would be helpful; and three responded that clarification of the timeline would be helpful. As noted earlier, the statewide standards serve as general guidelines and do not provide operational details; therefore it is not surprising that several courts have requested further explanations in order to implement them. This does not necessarily mean that more specific requirements should be included in the standards themselves; rather, it may point to the need for providing targeted technical assistance and additional information, such as examples of best practices, in specific areas where courts may lack resources and experience.

**Exhibit 3.3**  
**Number of Courts Understanding and Needing More Explanations on the Standards**

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	<u>Number of Courts</u>
Understand all key elements of the standards (I to IX)	21
Need clarification/explanation of at least one standard (I to IX)	12
one standard	5
two to three standards	5
four or more standards	2

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Respondents are asked to assess the drug court team's overall understanding. They are asked whether the team is (a) not aware, (b) aware but needs more explanation, or (c) understands.

**Exhibit 3.4**  
**Types of Clarifications and Explanations Needed for the Standards**

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	<u>Number of Courts</u>
Clarification on literal meaning of standard(s)	4
Clarification on how to implement standards(s)	7
Clarification on minimum requirements to meet standards	5
Clarification on timeline for implementing standards	3
Number of observations (Number of courts with the need for further clarification)	12

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Question asks : "If you need more clarification or explanation on any of the standards, which of the following would be helpful to you?"

**Exhibit 3.5**  
**Progress in the Implementation of the Drug Court Program Standards**

<u>Key Elements of the Standards</u>	<u>Percentage Integrated into Practice</u>	<u>Number of Obs.</u>
▪ Alcohol and drug treatment services are integrated with judicial case processing (Standard I)	100.0	30
▪ Eligible participants are identified early and promptly placed in the program. (Standard II)	93.1	29
▪ A continuum of treatment and rehabilitation services is provided by appropriately licensed providers. (Standard III)	96.8	30
▪ Abstinence is monitored by frequent testing for alcohol and other drugs. (Standard IV)	100.0	31
▪ Guidelines for applying sanctions and incentives are established and communicated to participants and program team members. (Standard V)	93.3	28
▪ Each participant has an appropriate level of ongoing interaction with the judge. (Standard VI)	100.0	31
▪ Program monitoring and evaluation measures the achievement of program goals and gauges effectiveness. (Standard VII)	90.0	30
▪ Program team members receive interdisciplinary education to promote effective drug court planning, implementation, and operations. (Standard VIII)	90.3	31
▪ Program specifies standards specific to juvenile clients, including developmentally appropriate and family-focused services, requirement for guardian/family member attendance at hearings, and separate dockets for juvenile drug court hearings. (Standard IX)	100.0	13

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Respondents are asked to assess the extent to which the program has assimilated each standard. They are asked to answer whether they (a) are still in the planning stages, (b) are in initial implementation stages, or (c) have integrated standard into practice. For standard IX, the sample is limited to juvenile court respondents only.

Exhibit 3.5 summarizes the implementation of key elements of the statewide standards as reported by program coordinators. As shown, the surveyed local courts reported that they had by and large, integrated all of the key elements of the statewide standards. Although we were not able to assess or verify the actual application of the standards in the field, affirmative responses to survey questions about implementation of the standards suggest that programs are, from their own perspectives, now operating in line with the common goals set out by the SCDCO. In fact, several courts commented that their existing programs had already met or exceeded the statewide standards, implying that they did not need to make any notable adjustments to their programs.

**Exhibit 3.6**  
**Challenges Posed by the Drug Court Program Standards**  
 Difficulty in Implementation and Perceived Flexibility of the Standards

	<u>Adult Courts</u>		<u>Juvenile Courts</u>	
	(N)	(%)	(N)	(%)
<b>Perceived Flexibility of the Standards</b>				
Flexible enough to meet the court's needs	17	89.5	12	80.0
Not flexible enough	2	10.5	3	20.0
<b>Implementation Challenges</b>				
Encountered challenges in implementing the standards	4	21.1	9	60.0
Did not encounter any challenge	15	78.9	6	40.0

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Total number of observations=33. One court responded for both juvenile and adult courts, and is included in both adult and juvenile numbers presented here.

**Challenges and Benefits of Statewide Standards**

Most courts found that the parameters of the standards are sufficiently flexible. Specifically, 90 percent (17 of 19 responding) of adult courts and 80 percent (12 of 15 responding) of juvenile courts responded that the standards were flexible enough to meet the court's particular needs. However, in implementing the standards, there was a considerable difference between adult and juvenile courts in their responses regarding the challenges they experienced. As shown in Exhibit 3.6, juvenile programs reported more trouble with the standards than adult courts. While only 21 percent (4 of 19 responding) of adult courts reported encountering difficulty implementing the statewide standards, 60 percent (9 of 15 responding) of juvenile courts reported having faced some challenges. In addition, several juvenile courts specifically commented that the statewide standards were oriented toward the adult court programs and were not always equally applicable to or appropriate for juvenile cases. Therefore it seems that the difficulties faced by juvenile courts in implementing the standards were at least partly because the standards were not well suited to their cases.

Those courts that encountered challenges in implementing the standards faced a lack of qualified staff, a lack of internal communication and agreement, and resource constraints (see Exhibit 3.7). These courts sought for and received assistance and resources from supreme court staff as well as from other drug court programs. According to the survey, they also received help from other drug court experts and groups such as the Louisiana Association of Drug Court Professionals and the National Association of Drug Court Professionals.

With a few exceptions, local drug courts find that the standards have been beneficial to their programs. As shown in Exhibit 3.8, the standards are considered particularly beneficial in improving team communications and cooperation across agencies, and in improving judicial interactions with participants.

**Exhibit 3.7**  
**Challenges Faced by Courts in Implementing the Drug Court Program Standards**

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	Number of Courts Reporting
Lack of staffing for implementation	3
Lack of appropriate or qualified staff	5
Lack of communication on standards among drug court team	5
Difficulty among team members in reaching agreement on how to comply	5
Total number of courts reporting challenges	12

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Source: Louisiana Drug Court Program Survey, July 2004.

**Exhibit 3.8**  
**Perceived Benefits of the Drug Court Program Standards**

<i>To what extent have the standards benefited the program?</i>	very beneficial	somewhat beneficial	not at all beneficial	Num. of observations
	(%)	(%)	(%)	
1. Increased level of cooperation and coordination among drug court team members (across agencies)	71.9	21.9	6.2	32
2. Improved written policies and procedures	71.9	21.9	6.2	32
3. Improved communication among drug court team (across agencies)	71.0	19.3	9.7	31
4. Improved judicial interactions with participants	71.9	18.7	9.4	32
5. Improved team understanding of expectations for juvenile drug court program ( <i>For juvenile programs</i> )	60.0	26.7	13.3	15
6. Improved program design to better correspond to clients' needs for treatment and supervision	59.4	34.4	6.2	32
7. Improved team's understanding of program's goals by making them more concretely defined/measurable	58.1	25.8	16.1	31
8. Helped identify members of the drug court team	54.8	35.5	9.7	31
9. Increased speed of communicating failed or problematic drug tests to the court	54.8	22.6	22.6	31
10. Increased clarity of participant eligibility criteria	53.1	34.4	12.5	32
11. Improved continuing education and training plan for drug court staff	53.1	25.0	21.9	32
12. Increased program's consistency in applying incentives and sanctions to participants	50.0	37.5	12.5	32
13. Improved ability to schedule drug tests with appropriate frequency	50.0	34.4	15.6	32
14. Increased rate at which participants make initial appearance before judge within 30 days of arrest	50.0	28.6	21.4	28

Source: Louisiana Drug Court Program Survey, July 2004. The table excludes "not applicable" responses and missing observations.

Overall, the *Louisiana Drug Court Survey* results suggest that the statewide standards have been embraced by most local courts as a helpful tool and have had positive implications for program implementation. The introduction of standards has not led to drastic changes in program design, but seems to have led to internal discussions among team members and incremental changes where needed. Only minor adjustments to the standards, such as additional clarification in a few places, are needed as far as adult courts are concerned. On the other hand, a more thorough review of the standards may be warranted as they apply to juvenile court programs. For the adult courts, since local programs are on track for meeting the standards, SCDCO may also consider developing a strategy to encourage them to enhance and further strengthen their programs.

***Recommendation #1:*** *We recommend that the SCDCO review the statewide standards as they apply to juvenile court programs with a view to making modifications as necessary, consulting juvenile program staff, juvenile court judges, and other stakeholders.*

## Section 4

### Implementation of the Drug Court Case Management System

At the time of the Year 2 Evaluation Report, the SCDCO was in the final stage of developing a new statewide case management information system to be implemented in the fall of 2003. Prior to this new system, there was no centralized system for tracking participant-level program records, and each court had used its own procedures and systems to track participant and case management information. This meant that, from one to court to another, there was considerable variation in the information that was collected and how it was collected and maintained, making it difficult for the SCDCO to supervise and monitor program implementation across courts. The new statewide management information system (MIS) is designed to allow the SCDCO to access consistent program information from all courts. It was also developed as a tool for individual drug courts to improve the effectiveness and efficiency of case management as well as record maintenance. All drug courts receiving funds from the State of Louisiana are required to adopt this new system, and its mandatory use is written into the SCDCO's statewide program standards discussed earlier in this report (standard VII).

The new case management and data collection software, called the Drug Court Case Management System (DCCM), was launched in January 2004. The customized software was designed and developed by ACT World, with input from a workgroup that included local drug court representatives. The design and scope of the DCCM are both innovative and ambitious. It is a comprehensive web-based program information system that combines case management tools and data maintenance functions. The system is designed to be used by local and state-level drug court program staff and by team members across agencies. The system assigns different levels of privileges for data access to users depending on their authorized roles so that they can enter, review, manage, or analyze the information as appropriate. The database is maintained centrally on the Supreme Court's secure server and updated on a real-time basis, enabling every user to access the most current information available at the level of the individual participant as well as at the aggregate level. The main functions and capabilities of the DCCM are summarized in Exhibit 4.1, and Appendix C provides sample data-entry screens of the DCCM.

Existing literature indicates the potential for the DCCM to have a significant impact on drug court programs' operations and the quality of program evaluation. Inadequate client data management systems were identified across the country as a factor often contributing to the

**Exhibit 4.1**  
**A Summary of the Drug Court Case Management System (DCCM)**

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**Client Information Collection and Management Function**

DCCM is designed to collect the following case-level information from each court through a web-based interface and to maintain it in a centralized database on SCDCO's server :

- Personal Information (name, address, age, sex, education, etc.);
- Addiction Severity Index (ASI) information;
- Employment History (e.g., employment status, employer, length of employment);
- Criminal Information (e.g., outstanding warrants, number of prior arrests, number of prior convictions; dates of arrests or convictions and time served);
- Medical Information (e.g., date of last medical exam, drug use, health insurance information; emergency contact);
- Drug Testing Journal (e.g., history of drug tests and their results);
- Treatment Plan Information (e.g., history of treatment type, status, provider, discharge dates, and discharge reason);
- Record of Incentives and Sanctions (e.g., type and reasons for incentive or sanction)
- Fees (treatment fees and fines); and
- Community Service Information (history of total hours worked and dates worked).

**Case Management Tools**

DCCM is designed to provide information and tools helpful for case management.

- Screening Tool: The screening tool includes a set of questions to assist the screener in determining eligibility for potential drug court clients. DCCM informs the screener whether the individual is a low, medium, medium to high, or high risk candidate. This information is designed to assist the screener in determining whether it is in the community's and justice's best interest to provide the defendant with treatment as opposed to incarceration or other sanctions.
- Case File Management Tool: The case file management tool displays individual client information including his/her case number, client type, treatment phase, name, judge, TANF eligibility, and detailed client level information.
- Online Resources: The online resources include electronic versions of budget request forms, budget revision forms; monthly fiscal reporting forms; and monthly programmatic report forms. These forms can be filled in electronically and submitted directly to SCDCO through the DCCM interface. Other online resources include downloadable versions of the Court Directory and Drug Court Program Policy Manual.
- Report Preparation Tool: DCCM generates reports based on the data entered, such as a drug test color report.
- Client Search Tool: This function allows individuals to search for a client by name, address, date of birth, or SSN)

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Source: Louisiana Drug Court Program Survey, July 2004.

less than ideal level of quality and utility of drug court evaluations as well as to the challenges administrators face in managing the programs.<sup>10</sup> However, according to the Drug Court Needs Assessment of Evaluation and Management Information Systems conducted by SEARCH, the National Consortium for Justice Information and Statistics, most surveyed drug courts across the country reported that they faced major barriers to adopting automated management information systems that included lack of resources as well as the technical and political challenges in linking diverse program information sources.<sup>11</sup> In this national context, the introduction of the statewide DCCM in Louisiana represents the rather unique effort and commitment of the SCDCO and local drug courts to improve their system, and successes and lessons to be learned from the implementation of the DCCM would potentially benefit not only stakeholders in Louisiana's programs but also those in the drug court field at large who are working on MIS upgrades.

In the Year 2 Evaluation Report, we reported that the program coordinators interviewed were generally enthusiastic about the new DCCM system, but also expressed concerns about potential malfunctions of the system during the initial adjustment period and about challenges in integrating their existing data systems with the new system. In the long run, however, they anticipated that the new system would benefit the program by improving information sharing capabilities across agencies. In this section, we review the initial implementation of the DCCM, highlighting the challenges and achievements experienced by the courts. As in the previous section, the findings reported here are based on the program survey of drug court coordinators and administrators conducted during July 2004.

### **Preparation for Transition to DCCM**

Local drug courts had been aware of the development of the new case management system long before it was finally launched in January 2004. Some of the courts surveyed (10 of 33) participated in the DCCM User Group that contributed to the design of the new system. The DCCM User Group member courts responded that the SCDCO and system developer ACT World have been generally responsive to their input. With input from local courts, the resulting new system is designed to serve as a helpful program management tool at the local level as well as a monitoring and supervising tool for the SCDCO. As we will discuss later,

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<sup>10</sup> NPC Research, Inc. 2001. "Analysis of 26 Drug Courts: Lessons Learned."

<sup>11</sup> SEARCH, the National Consortium for Justice Information and Statistics. 2003. *Drug Court Monitoring, Evaluation, and Management Information System: National Scope Needs Assessment*. Prepared for U.S. Department of Justice, Office of Justice Programs..

**Exhibit 4.2**  
**Goal for Use by Court Team Members**

	Use is mandatory	Use is optional	Use is not expected	Don't know	Number of Courts Responding
	(%)	(%)	(%)	(%)	(N)
Drug court coordinator	87.1	12.9	0.0	0.0	31
Drug court program managers/supervisors	75.0	4.2	8.3	12.5	24
Case managers	92.6	3.7	3.7	0.0	27
Drug court program clerical/support staff	77.4	12.9	9.7	0.0	31
Treatment providers	72.7	15.2	9.1	3.0	33
Judge	18.2	60.6	18.2	3.0	33
Probation Officer	45.4	36.4	18.2	0.0	33
Prosecutor	9.1	39.4	42.4	9.1	33
Indigent Defense Counsel representative	6.1	36.4	48.5	9.1	33
Other social service representative	3.8	23.1	46.2	26.9	26

Source: Louisiana Drug Court Program Survey, July 2004.  
Note: Missing observations are omitted from the table.

local court coordinators overall had high expectations for the new system to bring about improvement in a variety of areas.

One of the main features of the DCCM is its capacity to allow drug court team members to share information within an agency as well as across agencies. Accordingly, courts surveyed envision the use of the DCCM by multiple members of the team. Exhibit 4.2 summarizes the goals set forth by local drug courts in terms of who will be expected to use the DCCM. As shown, the goal for most core program staff, including case managers and drug court coordinators, is that they will be required to use the DCCM. Of the courts responding, 93 percent expected mandatory use for case managers, 87 percent for coordinators, 77 percent for program support staff, and 75 percent for supervisors. The majority (73 percent) of the courts also expect to require treatment providers, who provide critical information on the progress of participants, to use the system as well. Not many courts are planning to require drug court judges to use the DCCM, probably because the judges are not expected to enter or extract

individual case information themselves. Nonetheless, 61 percent of the responding courts indicated that their goal was to make the DCCM available to judges on an optional basis. Over 40 percent of the responding courts expected the DCCM to be offered at least as an optional tool for prosecutors (49 percent) and Indigent Defense Counsel staff (43 percent), and about a quarter (27 percent) of the courts expected the same for other social service representatives. The courts' goals are also to encourage the use of the DCCM beyond the immediate program staff. Most courts expected probation officers, who are an integral part of the drug court team, to use the DCCM on either a mandatory (45 percent of courts responding) or optional (36 percent) basis.

In preparation for the transition to the DCCM, a series of training sessions was provided by the SCDCO and system developer ACT World. In March 2004, ACT World held six half-day training sessions at commercial computer training facilities in the New Orleans, Shreveport, and Lafayette areas. Nearly all courts reported sending their staff to one of these training sessions. The SCDCO also conducted two half-day training sessions at a public library in Houma in April, and assisted one local court which trained its own staff and neighboring courts' staff. Most recently, in August, the SCDCO also provided additional training sessions for new coordinators and refresher classes for treatment counselors at one court. Participation in any of the training classes provided by the SCDCO and ACT World was voluntary. It is important that training is offered on an ongoing basis, either scheduled or by request, to ensure that new staff or staff needing additional instructions have opportunities to be promptly trained, as well as to inform users of any updates to the system. The SCDCO is currently reviewing additional training needs and planning to develop a training strategy for the future.

All local drug courts surveyed reported that someone from their program participated in training provided by the SCDCO and ACT World. The participation pattern in training closely corresponds to the expected use of the DCCM described above in Exhibit 4.2. As shown in Exhibit 4.3, the core team members who are expected to use the DCCM on a mandatory basis, including most program staff and treatment providers, have received training. According to the SCDCO, several courts sent all of their program staff to training provided by ACT World in March. Judges, despite their central role in the program, and team members from other agencies are less likely to have participated in training. In particular, only five courts reported that judges have participated in training. Infrequent participation in training by judges may be partly because they are often not mandated to use the DCCM and also because some coordinators reportedly plan to provide judges with tailored training and orientation themselves rather than asking judges to participate in a general training.

**Exhibit 4.3**  
**Attendance at DCCM Training, as of July 2004**

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	<u>Courts Reporting Attendance at Training</u>		<u>Num. of Courts Responding</u>
	Number	Percent	
Drug court coordinator	29	90.6	32
Drug court program managers/supervisors	17	85.0	20
Case managers	21	80.8	26
Drug court program clerical/support staff	24	96.0	25
Treatment providers	29	90.6	32
Judge	5	20.0	25
Probation Officer	14	50.0	28
Prosecutor	2	7.7	26
Indigent Defense Counsel representative	1	3.9	26
Other social service representative	0	0.0	17

Source: Louisiana Drug Court Program Survey, July 2004.

Note: Those responding as not applicable and missing observations are omitted from the table.

The full potential of the DCCM might not be realized without the participation of team members beyond the core drug court program staff. If courts are to promote the optional use of the DCCM among other team members, additional encouragement to participate in training and orientation opportunities may be necessary for those who are not required to use the system, and especially for those team members from other agencies. Locating a court which is successfully implementing the DCCM use across agencies and using that court to demonstrate the benefits of this enhanced usage may be an effective strategy for persuading other courts to aim for wider use among their team members.

***Recommendation #2:*** *We recommend that as part of the next stage of DCCM implementation, SCDCO develop and implement a strategy to promote system use beyond the core program staff. Such a strategy may include state-level activities to support inter-agency collaboration as well as technical assistance to local program staff to facilitate their efforts to expand regular users.*

**Progress in Transition to DCCM**

Although DCCM was officially launched in January, many courts are still in the process of migrating to the new system (see Exhibit 4.4). As of July 2004, eight of 33 responding courts had not yet started using the DCCM. Those courts mentioned various reasons, listed in Exhibit 4.5, including the need for staff training, time constraints, and technical problems. Those courts reported that they planned to start using the DCCM by the end of the year. Of the courts that had started using the DCCM, seven had completed the transition and were relying exclusively on the new system for collecting program information, while 18 courts were still using their previous system for some purposes.

**Exhibit 4.4  
 Status of DCCM Use, as of July 2004**

	<u>Number of courts</u>	<u>Percent of courts</u>
Not yet initiated use of DCCM	8	24.2
Started using DCCM, but still relying on other system*	18	54.5
Completed the transition and using DCCM exclusively	7	21.2
Total number of courts responding	33	

Source: Louisiana Drug Court Program Survey, July 2004.

\* Includes one court which started using the system but stopped due to technical problems experienced.

**Exhibit 4.5  
 Reasons for Not Yet Using DCCM**

	<u>Number of Courts Reporting</u>
Staff yet to be trained or requiring further training on DCCM	4
Time and manpower constraints	3
Problems with access to internet	2
DCCM does not meet the program needs	2
Lack of or insufficient funds to implement the switch to DCCM	1
Software problems with the web system	1
Number of courts not yet using DCCM as of July 2004	8

Source: Louisiana Drug Court Program Survey, July 2004.

Most courts that had started using the DCCM at the time of the survey had been using it for just a few months and appeared to still be in the middle of adopting the new system. The courts that were still using their previous system concurrently with the DCCM had a variety of reasons for doing so. One reason was that they were still in the process of migrating to the new system (e.g., transferring data). Other reasons included limitations within the DCCM in terms of collecting needed information, and technical problems. For example, nine courts indicated that the DCCM did not collect or print out needed information, and six courts indicated that the DCCM did not function well.

When asked about difficulties faced in switching to the DCCM, the most common response was related to technical troubles with the new system (see Exhibit 4.6). As noted earlier, this type of difficulty in implementation was anticipated by the drug court coordinators we interviewed last year, and is not surprising in the initial stages of using of a new system. Most courts using the DCCM (88 percent or 22 of 25 courts) reported seeking help from the SCDCO, CMIS technical support, or ACT World in using the DCCM, and the majority of them (86 percent or 19 of 22) received "very helpful" or "helpful" support in resolving their problems (see Exhibit 4.7). Thus, while many courts encountered difficulty in switching to the DCCM relating to the software itself, technical support and assistance have been, with a few exceptions, responsive to meeting the courts' needs.

**Exhibit 4.6**  
**Difficulties Faced in Transitioning to DCCM**

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	<u>Number of Courts Reporting</u>
DCCM appeared to be malfunctioning	19
Staff did not receive sufficient training	4
Technical support for DCCM was not accessible or responsive	4
Had problems with access to the internet	3
Did not have adequate equipment	1
Number of courts that have started using DCCM as of July 2004	25

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Source: Louisiana Drug Court Program Survey, July 2004.

**Exhibit 4.7**  
**Technical Support Received by Courts in Implementing DCCM**

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Number of courts that contacted SCDCO/CMIS/ACT World for help with using the DCCM system	22	
How helpful were SCDCO/CMIS/ACT World staff in resolving problems?	Number of courts	Percent of courts
Very helpful	14	(63.6)
Helpful	5	(22.7)
Not as helpful as would have liked	3	(13.6)

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Source: Louisiana Drug Court Program Survey, July 2004.

**Current Use of and Reliance on the DCCM**

Local drug courts have started using the DCCM to record key participant background information as well as case management information. As shown in Exhibit 4.8, however, not all information is uniformly entered by courts at this early stage of implementation. For example, over one-third of the courts responding (9 of 24 responding) are not yet routinely entering drug testing information, which is a key to the DCCM's ability to provide real-time information to judges and others in order to facilitate their prompt decisions. The survey also indicates that three-quarters of courts (18 of 24 responding) are using the DCCM's screening and assessment tool with new clients. As most courts started to use the DCCM for new or ongoing clients only in the last several months, few have yet entered post-graduation information on participants. We expect that the types of information entered and maintained in the DCCM by local courts will expand over time with progress in migration to the new system. As we mentioned earlier, however, whether a court can take advantage of the DCCM as a one-stop database for all drug-court related information will depend on consistent use by all key team members across agencies.

In order to further assess the extent to which local courts are utilizing the DCCM for case management and record maintenance, the survey asked local courts using the DCCM to rate their reliance on the system with respect to tasks that were expected to be facilitated by the use of the DCCM. The results are summarized in Exhibit 4.9. As shown, the results mirror the

**Exhibit 4.8**  
**Information Entered into DCCM on a Routine Basis, as of July 2004**

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<u>Type of Information</u>	<u>Courts Entering Info in DCCM</u>	
	<u>Number of courts</u>	<u>Percent of courts</u>
Criminal history	20	83.3
Sanctions imposed	20	83.3
Employment status	19	79.2
Living arrangements	19	79.2
Screening and assessment outcomes	18	75.0
Employment history	18	75.0
Incentives provided	18	75.0
Compliance status information	17	70.8
Drug testing; frequency and outcomes	16	66.7
Status hearing outcomes	16	66.7
Community service information	14	58.3
Information to monitor client progress	14	58.3
GED or vocational certificate award	14	58.3
Re-arrest or conviction while in the Drug Court Program	14	58.3
Medical information	13	54.2
Treatment plan information	9	37.5
Fees imposed and collected	8	33.3
Bench warrants issued/executed	8	33.3
Re-arrest or conviction after graduation	3	12.5
Drug-free status after graduation	1	4.2
Employment status after graduation	1	4.2
Number of courts implementing DCCM as of July 2004 and responding to the survey question	24	

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Source: Louisiana Drug Court Program Survey, July 2004.

**Exhibit 4.9**  
**Reliance by Local Courts on DCCM as Primary or Secondary Source, as of July 2004**

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<u>Type of Tasks</u>	<u>Courts using DCCM as Primary or Secondary Source</u>		<u>Total number of courts responding</u>
	<u>Number of courts</u>	<u>Percent of courts</u>	
Maintaining individual participant information	19	82.6	23
Providing real-time personal and treatment case file info	19	79.2	24
Providing test results information	15	65.2	23
Providing real-time court case file info	14	60.9	23
Screening potential drug court participants for eligibility	14	60.9	23
Sharing info among program staff within the agency	13	56.5	23
Monitoring and managing program's overall operations	11	47.8	23
Making fully-informed decisions on individual cases	10	43.5	23
Automatically producing management reports	9	39.1	23
Maintaining statistics on target individuals served	8	34.8	23
Sharing information across agencies	8	34.8	23
Accessing online resources (e.g. budget and reporting forms)	8	34.8	23
Assessing program's overall effectiveness in meeting its goals	4	17.4	23

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Source: Louisiana Drug Court Program Survey, July 2004.

types of data entered by local courts, as discussed above. There is considerable variation in the types of tasks for which courts were depending on the DCCM as their primary or secondary source of information as of July 2004, as one might expect mid-way through adopting a new system. The courts have started using the DCCM most frequently for the purpose of keeping individual records and providing personal and treatment information. The system is also being used to provide drug test results for those courts entering test information. The exhibit also shows that most courts are not yet using the DCCM for the purposes of sharing information among team members (especially across agencies), generating reports and statistics, or monitoring operations.

### DCCM's Expected Future Benefits and Challenges

While the migration to the new DCCM system is yet to be completed, the expectations for the DCCM, when it is fully deployed, are generally high among local courts. Exhibit 4.10 summarizes the areas in which local courts expect the DCCM to achieve improvement over the previous systems used. As shown, significant improvements are expected by 52 percent of the surveyed courts (13 of 25 responding) in sharing case information among drug court staff within the program, producing management reports, and maintaining participant statistics. Other eagerly anticipated areas of improvement include the ability to access the most current information, maintain information in a single centralized database, and share information among team members across agencies. As discussed earlier, these expectations, for the most part, have not yet been fully realized.

**Exhibit 4.10**  
**Expected Improvement due to DCCM among Early Users**

<u>Type of Tasks</u>	Percent of courts expecting DCCM to improve over the previous system			
	Significant improvement	Some improvement	Little or no improvement	Don't know
Sharing individual case info among staff within organization.	52.0	28.0	12.0	8.0
Automatically producing management reports	52.0	24.0	20.0	4.0
Maintaining statistics on target individuals served	52.0	24.0	20.0	4.0
Providing real-time information on individual cases	44.0	44.0	8.0	4.0
Maintaining all necessary information in a single database	44.0	40.0	16.0	0.0
Sharing individual case information across agencies	40.0	40.0	12.0	8.0
Screening potential drug court participants for eligibility	36.0	32.0	28.0	4.0
Making fully-informed decisions on individual cases	28.0	40.0	32.0	0.0
Assessing program's overall effectiveness	24.0	40.0	28.0	8.0
Shortening time needed to make decisions on individual cases	24.0	24.0	48.0	4.0
Monitoring and managing your program's overall operations	20.0	48.0	24.0	8.0

Number of courts using DCCM as of July 2004

25

Source: Louisiana Drug Court Program Survey, July 2004.

Note: The sample is limited to those courts which have started using DCCM.

Although an assessment of the full impact of the DCCM on program implementation and monitoring will have to wait until most courts have completed the transition to the new system, courts have noted some benefits they have experienced so far. For example, many courts appreciated the convenience of having all relevant information on clients in one place, as well as the ability to access to the database from any internet-connected location. Ancillary features such as client photos and reference materials are also appreciated. Several respondents also noted that the systematic and consistent data collection across states would help provide program statistics.

On the other hand, there are respondents who expressed reservations about the DCCM. As mentioned earlier, a majority of courts using the DCCM experienced technical problems with the software. Although these technical problems are being addressed, they are not completely resolved yet. Some courts also noted the difficulty in transferring information to the new system due to technical problems and the lack of manpower. Potentially more serious concerns expressed by a number of courts are that the DCCM is inadequate in meeting their

**Exhibit 4.11**

**A Summary of Feedback by Early Users of DCCM on the Areas for Improvement**

- Transfer of data into the new system is challenging due to the lack of resources and technical problems
- Status reports generated by DCCM do not include the details and historic information required by judges or during staffing.
- Query function is inadequate.
- ASI report is not acceptable to treatment providers.
- Reluctance to use DCCM among some drug court team members (outside of program staff).
- Information needed by courts is not collected in DCCM .
- Technical problems are rampant (e.g., inability to edit text in some screens, system goes down or inaccessible at times, malfunction of delete function).
- Treatment screening is inadequate; need providers' input in upgrading.
- More juvenile-specific elements are needed.
- More training and clarification on use are needed, especially for those who are not comfortable with a computer.

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Source: Louisiana Drug Court Program Survey, July 2004.

Notes: Based on open-ended questions (Questions 53-54). If two or more respondents made similar comments, they are summarized in the table.

program needs in terms of information collected and reports generated. There is also a concern that not all parties on the drug program team may be willing to use the DCCM, thus limiting the ability to benefit fully from the system's data sharing capability. A few juvenile courts also noted that the system was based on adult programs and wanted to see more juvenile data elements. Exhibit 4.11 summarizes some representative comments made by the surveyed courts regarding the DCCM.

There are currently a few mechanisms in place to incorporate user feedback in adjusting the DCCM functions and capabilities. As noted earlier, the DCCM User Group, which includes representatives from local courts, acted as an advisory group in developing the system design. The SCDCO facilitates the group and acts a liaison between the group and the system developer. This group is expected to continue its role as a formal representative of local courts in making sure that the system is meeting their needs. SCDCO staff also receive feedback directly from local courts, and especially from those courts that contact them for technical support. Given the wide range of comments elicited by the program survey, it may be advisable to solicit feedback systematically from all courts (e.g., a user survey, a user conference) during this transition period to the DCCM. A couple of courts also appear to be concerned that their priorities are not adequately being addressed partly because they are not part of the User Group. A systematic consultation with all courts at a strategic time could complement the User Group, as well as foster a sense of ownership outside of the User Group which might motivate wider use of the DCCM.

While it may not be possible to have one system that fits every court's particular needs, it is the DCCM's original objective to meet most, if not all, case management needs of local programs. It is challenging to make adjustments to the system while it is still being introduced in the field; modifications and upgrades could confuse users who are still just gaining proficiency in the new software. Thus modifications must be made strategically while balancing the priorities of the SCDCO and local courts. In order for the DCCM to be a successful program management and monitoring tool as envisioned, concentrated efforts and strong leadership from the SCDCO in adjusting the system as well as in providing training and adequate technical assistance are critical in the initial years of the implementation.

***Recommendation #3:*** *We recommend that SCDCO review the need for soliciting feedback on DCCM from local courts in addition to feedback from the User Group and, if needed, to develop a plan to collect feedback on targeted issues from all courts at a key point of the DCCM implementation.*

## Section 5 Participant Outcomes

One of the main objectives of this year's evaluation of the Drug Court Program is to assess its impact on participants who are able to complete the program successfully. The ultimate goal of the Drug Court Program, as mentioned in the beginning of this report, is to rehabilitate offenders with substance abuse problems and help them lead productive, law-abiding lives. In this evaluation, we estimate the impact of the program in terms of employment outcomes for adult participants. While employment is not a perfect measure of either rehabilitation or avoidance of criminal behavior, it is a good indicator of an individual's progress toward reintegration into society. From the perspective of the TANF Initiatives Program, which has strengthening of the family as a primary goal, employment outcomes are of particular interest as a reflection of participants' ability to support and bring stability to their families.

### **Literature on the Impact of Drug Courts**

The effectiveness of drug courts is most often measured in terms of recidivism (i.e., relapse into criminal activity). Although the literature on the long-term impact of drug courts on recidivism is inconclusive, many studies have shown that drug courts lead to reduced rates of recidivism. According to a review by Belenko (2001) of studies conducted in 1999-2001 that examined recidivism among drug court graduates, a majority of these studies found lower post-program recidivism rates for drug court graduates compared to comparison groups.<sup>12</sup> Three random assignment studies reviewed by Belenko also found a reduction in recidivism since enrollment among drug court participants. Another review of California drug court evaluations, by Gudysh, et al. (2001), also reports that re-arrest rates for drug court participants were estimated to be 11 to 14 percent lower than those for non-participants.<sup>13</sup> It also found that the reduction in the re-arrest rates was largest among those who completed the program.

The estimated rates of recidivism vary in the existing literature, partly because studies look at different measures for recidivism and partly because different courts serve different populations in terms of criminal history and other demographic characteristics. For example, one of post-program recidivism studies reviewed by Belenko estimated 13 percent of drug

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<sup>12</sup> Belenko, Steven. 2001. "Research on Drug Courts: A Critical Review 2001 Update." The National Center on Addiction and Substance Abuse at Columbia University.

<sup>13</sup> Gudysh, Joseph, Ellen Wolfe, Barbara Tajima, and William J. Woods. 2001. "Drug Court Effectiveness: A Review of California Evaluation Reports, 1995-1999." *Journal of Psychoactive Drugs*, 33 (4).

court graduates were rearrested within the 12 months following their graduation, while another study estimated 37 percent of participants were reconvicted within an average follow-up period of about 14 months. A study by Roman, et al. (2003), based on a nationally representative sample of drug court graduates, found that 16 percent of the graduates had been rearrested and charged within 12 months of completing the program.<sup>14</sup> While there is variation in recidivism estimates by studies and by sites, most studies suggest that a majority of drug court participants can be expected to avoid re-offending at least for a year. Similar results cannot be confirmed for the Drug Court Program in Louisiana as a whole as statewide systematic tracking of recidivism among drug court graduates is not currently implemented; however, according to the studies conducted elsewhere, a large proportion of Louisiana's working-age drug court graduates may be expected to avoid re-offending and actively participate in the labor force as a worker or a job-seeker at least in the short run.

The literature that examines post-program employment outcomes is limited. The few studies that have looked at the employment status of drug court participants generally report positive findings. For example, a report prepared by the Drug Court Clearinghouse and Technical Assistance Project based on information provided by drug courts across the country found that a majority of drug court participants were either unemployed or employed on an erratic basis at the time of program entry.<sup>15</sup> Many of the participants who were employed at program entry were able to retain employment while they were enrolled in the program, and a nontrivial proportion of the unemployed were able to secure employment during the program. The actual rates of job retention or attainment were found to vary across courts. Another study of a St. Louis drug court found average monthly wages of drug court graduates to be higher than those of probationers during probation (\$639 versus \$614 per month).<sup>16</sup> Further, this wage difference continued beyond program completion. As mentioned in the Year 2 Evaluation Report, our preliminary analysis of data provided by two courts indicated positive post-program employment among graduates. Specifically, we found that the employment rate among drug court graduates in the second quarter after completing the program was 66 percent, compared to 55 percent in the six quarters prior to completing the program.<sup>17</sup>

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<sup>14</sup> Roman, John, Wendy Townsend, and Avinash Singh Bhati. 2003. "Recidivism Rates for Drug Court Graduates: Nationally Based Estimates." Urban Institute and Caliber Associates. The study is based on a sample of 2,020 individuals who graduated from 95 drug court programs across the country during 1999 and 2000. The study used the FBI's internal history base.

<sup>15</sup> The Drug Court Clearinghouse and Technical Assistance Project. 1999. "Looking at a Decade of Drug Courts."

<sup>16</sup> Institute of Applied Research. 2004. "A Cost-Benefit Analysis of the St. Louis City Adult Felony Drug Court." Compiled in "Research Update: Report on Recent Drug Court Research." 2004. *Drug Court Review*, 4(2).

<sup>17</sup> The employment rate is defined, based on the Unemployment Insurance wage records, as a ratio of individuals who had positive quarterly earnings to all individuals in the sample for a given quarter.

Earnings were also higher in the second quarter after completion than in the six quarters before completion (\$4,231 per quarter versus \$3,952 per quarter). These findings suggest that employment outcomes improved after participants completed the drug court program.

### **Employment Outcomes Analysis Approach**

Because the involuntary nature of drug court programs means that non-participants are unlikely to be comparable to participants, it is difficult to devise a meaningful contemporaneous control group. For this reason, we assess the impact of the program by focusing on the within-individual change in pre- and post-program measures of employment. In the pre/post comparison design, pre-program measures are used as a control to isolate an effect of the program. We also limit our sample to those who complete the program, since those who do not complete the program are required to serve out their sentences, making it impossible to measure their employment outcomes in a meaningful manner. Limiting the scope of the outcomes analysis in this way would be problematic if the goal of our study was to assess the overall effectiveness of drug courts for all individuals referred to them. However, from a policy-making perspective, measuring the impact of drug courts just on those who complete the program is still useful for assessing the benefit of the program.

As mentioned earlier, the Drug Court Program requires all adult participants to be either employed or, if unemployed, engaged in job search activities while they are enrolled in the program. All adult courts surveyed responded that they provide assistance to help the unemployed find jobs. Therefore, in order to measure the effects of such ongoing services, we track the employment of drug court graduates at program entry as well as after completion of the program.

### **Graduates Data**

We conducted our analysis of employment outcomes using participant records of those who completed the program between July 2001 and December 2003 and the Louisiana Department of Labor's Unemployment Insurance (UI) wage records through the fourth quarter of 2003. Our participant sample consisted of 540 graduates from eight adult drug courts that agreed to participate in the outcome study of this evaluation.<sup>18</sup> The average age of the graduates in the sample was about 30 years at the time of entry to the program. Although the program graduates came from adult courts, 8 percent of them were, in fact, reported to be minors,

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<sup>18</sup> These include adult courts administered at 9th judicial district court (JDC), 16th JDC (St. Mary), 17th JDC, 22nd JDC, 24th JDC, 26th JDC, 27th JDC, and 29th JDC.

**Exhibit 5.1**  
**Age Distribution of Program Graduates**

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Average Age	29.9 year old	
<u>Age Group</u>	<u>Frequency</u>	<u>Percent</u>
18 or younger	45	8.3
19-20	62	11.5
21-24	106	19.6
25-29	71	13.2
30-34	76	14.1
35-39	73	13.5
40-49	96	17.8
50 or older	<u>11</u>	<u>2.0</u>
Total	540	100.0

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Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

**Exhibit 5.2**  
**The Duration of the Program Completed by Graduates**

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Average Length of Program:	625 days (20.5 months)	
<u>Program Length</u>	<u>Frequency</u>	<u>Percent</u>
less than 12 months	35	6.5
12 to 17 months	207	38.3
18 to 23 months	142	26.3
24 months or more	<u>156</u>	<u>28.9</u>
Total	540	100.0

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Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

presumably because they were tried as adults in adult court.<sup>19</sup> As shown in Exhibit 5.1, 20 percent of the graduates in the sample were between the ages of 21 and 24, and 67 percent were under age 35.

As mentioned earlier, the adult drug court programs vary in duration, ranging from 12 to 24 months according to the program survey. As shown in Exhibit 5.2, the average duration of enrollment among graduates in the sample was just over 20 months, or 625 days. Most graduates in the sample (94 percent) participated in the program for a year or longer before completing it. About half (55 percent) were enrolled for 18 months or longer. More than a quarter (29 percent) were in the program for two years or more before completing it.

**Employment Rates and Earnings Before and After Program Participation**

Overall, employment indicators among program graduates improved during the course of their program enrollment, which, as noted above, averaged more than 20 months. Exhibit 5.3 summarizes program graduates’ employment rates and earnings at entry to and exit from the program. In our analysis, a person is defined as employed if we observe positive earnings during a quarter period.<sup>20</sup> The employment rate here is therefore calculated as a ratio of individuals with earnings to all individuals observed in a given quarter. As such, the employment rates reported here are not directly comparable to commonly cited employment measures published by the U.S. Department of Labor that are based on reported work hours.

<b>Exhibit 5.3</b>		
<b>Employment among Program Graduates in Entry and Exit Quarters</b>		
	Percent Employed (%)	Average Quarterly Earnings among the Employed (\$)
Quarter of Entry to the Program	44.8	2,782
Quarter of Exit from the Program	55.6	4,235

Number of Observations: 540  
 Note: Individuals are counted as employed if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom both entry and exit quarters are observed.  
 Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

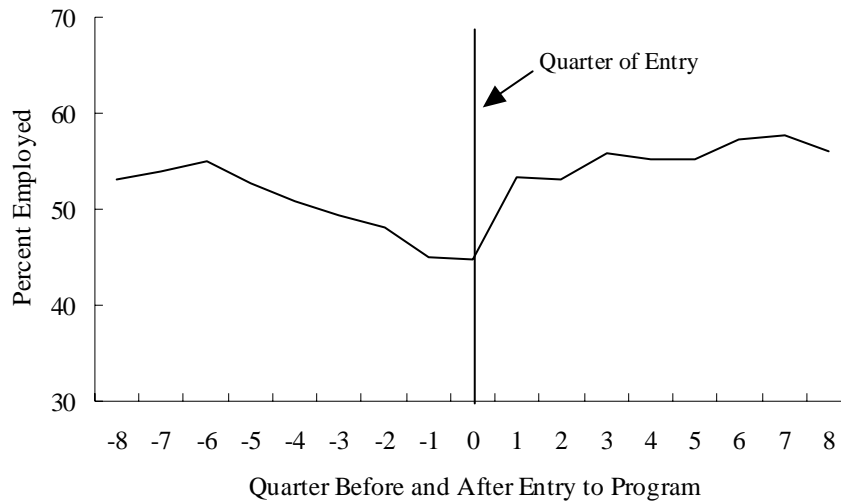
<sup>19</sup> These participants were still under 19 at time of exit.

<sup>20</sup> More precisely, we define a person is employed if his or her quarterly earnings is \$100 or higher.

As is shown, the employment rate among participants increased from 45 percent in the entry quarter to 56 percent in the exit quarter. The improvement in the employment rate during the program may not be surprising, considering that all adult programs require participants to be engaged in work while they are enrolled in the program, and provide employment services to assist those who are unemployed in finding a job. The increase in the employment rate suggests that the work requirement and the provision of employment assistance are having an effect on employment outcomes. The exhibit also shows that quarterly earnings among those who were employed rose from \$2,782 in the entry quarter to \$4,235 in the exit quarter. While we cannot be certain about the exact reasons for this earnings increase, it could be that substance abuse treatment enables participants to be better prepared for work.

To verify the employment snapshots presented in Exhibit 5.3, we also examined long-term trends in employment measures by tracking program graduates from eight quarters before program entry until eight quarters after entry. Because employment may not be an appropriate

**Exhibit 5.4**  
**Employment Rates Before and After Entry to Drug Court Program**  
Among Adult Graduates, Aged 21 or Older at Entry



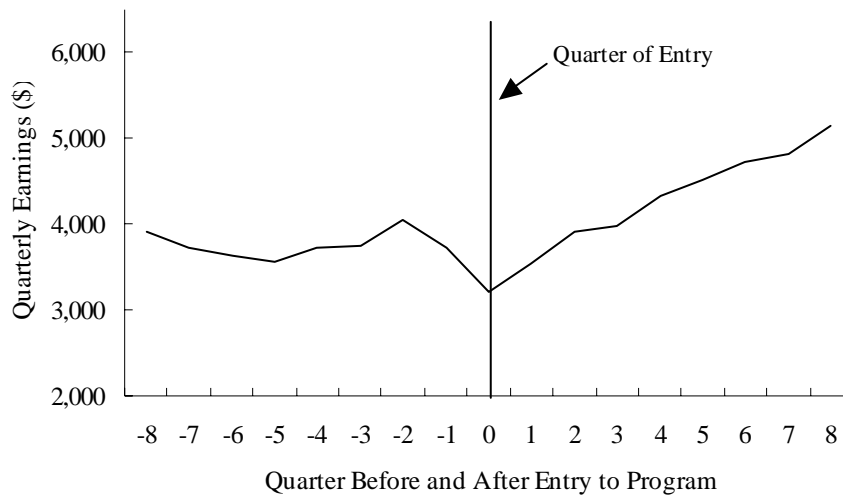
Number of Observations: 326

Note: Individuals are counted as employed if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom 8 quarters before and after entry are observed.

Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

**Exhibit 5.5**

**Average Quarterly Earnings among the Employed Before and After Entry to Program**  
Adult Graduates, Aged 21 or Older at Entry



Number of Observations: Varies by quarter (146 to 184)

Note: Individuals are included in calculations if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom 8 quarters before and after entry are observed.

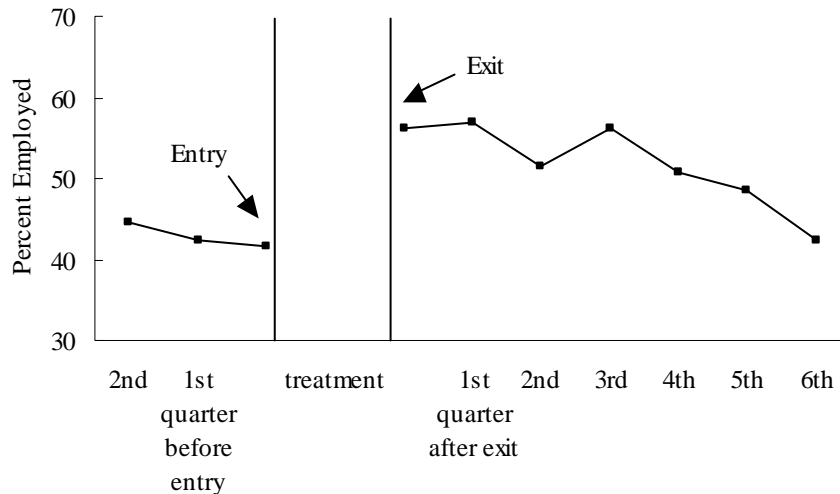
Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

outcome to analyze for school-age individuals, we limited our analysis to those participants who were at least 21 years old at the time of entry to the program. Exhibits 5.4 and 5.5, respectively, present the employment rate and earnings over time.

Both the employment rate and earnings reach their lowest points at the time of entry into the program. The overall decline in employment indicators over two years prior to the entry is likely to reflect failing personal circumstances leading to or involving the criminal offenses and substance abuse that culminated in enrollment in the Drug Court Program. The turnaround in employment is immediate after individuals are enrolled in the program. The employment rate increased sharply, by 9 percentage points, from 45 percent in the quarter of entry to 53 percent in the following quarter. The employment rate then slowly increased over the next several quarters and virtually leveled off at between 56 and 57 percent over the next several quarters—the level that was comparable to two years prior to program entry.

Similarly, average quarterly earnings among the employed started rising immediately after the

**Exhibit 5.6**  
**Employment Rates After Exit from Drug Court Program**  
Among Adult Graduates, Aged 21 or Older at Entry



Number of Observations: 130

Note: Individuals are counted as employed if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom 6 quarters after exit are observed.

Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

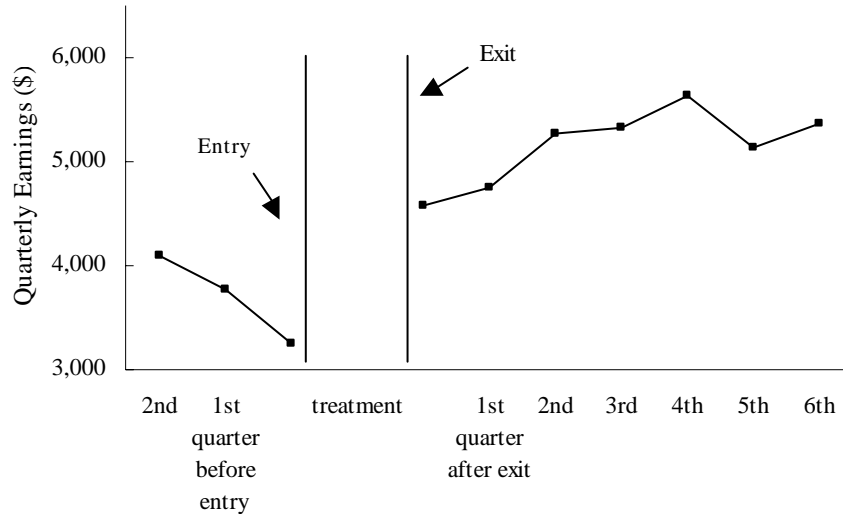
start of the program. Unlike the employment rate, however, the earnings level among the employed kept growing without leveling off. After eight quarters, average quarterly earnings reached a level considerably higher than those in the pre-program period. As mentioned earlier, the majority of the graduates in the sample were enrolled in the program for over one and a half years. Therefore, most changes observed following the entry to the program in Exhibits 5.4 and 5.5 are largely capturing impact during the course of the program.<sup>21</sup>

### Post-Program Employment Among Graduates

Since the ultimate success of the Drug Court Program is measured by the extent to which it makes a long-lasting positive impact on participants' lives, we next assess the effects of the program beyond the program participation period by tracking employment indicators *after* participants graduate from the program. Because of the limitation on data availability, we

<sup>21</sup> Specifically, the average enrollment for the sample in Exhibits 5.4 and 5.5 was 662 days (or 21.7 months).

**Exhibit 5.7**  
**Average Quarterly Earnings among the Employed After Exit from Drug Court Program**  
Adult Graduates, Aged 21 or Older at Entry



Number of Observations: Varies by quarter (55 to 74)

Note: Individuals are included in calculations if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom 6 quarters after exit are observed.

Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

examine post-program employment for up to six quarters after the quarter of exit. There are a total of 130 graduates for whom we could observe at least six quarters after exit. Exhibit 5.6 displays how the employment rate changed over time after leaving the program, and Exhibit 5.7 summarizes average post-program earnings among those employed.<sup>22</sup>

Consistent with Exhibits 5.3 and 5.4 presented earlier, Exhibit 5.6 shows that the graduates are considerably more likely to be employed at the time of exit than in the period immediately prior to entering the program. However, while the Drug Court Program appears to have improved the employment rate among participants during the course of their participation, the employment rate does not seem to improve any further after exit from the program. The

<sup>22</sup> We did not control for any potential attrition from the sample, such as individuals who may have recidivated and been incarcerated or who may have moved out of the state. Therefore, the calculated employment rate, especially for periods further along from the exit point, may underestimate the rate of employment among those who could be expected to be employed.

**Exhibit 5.8**  
**Employment Retention after Exit from Drug Court Program**  
 Adult Graduates, Aged 21 or Older at Entry

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<u>Number of quarters employed over the six quarters after exit</u>	<u>Frequency</u>	<u>Percent</u>
None	43	33.1
1 quarter	6	4.6
2 quarters	5	3.8
3 quarters	13	10.0
4 quarters	10	7.7
5 quarters	15	11.5
6 quarters	<u>38</u>	<u>29.2</u>
	130	100.0

---

Note: Individuals are counted as employed if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom 6 quarters after exit are observed.  
 Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

employment rate appears to level off and remain at the peak exit quarter level for about a year. The leveling-off of the employment rate after exit is not surprising since the end of the program also marks the end of concentrated efforts to support employment among participants. The rate of employment, however, then seems to start declining in the fourth quarter following exit. By the sixth quarter after exit, the employment rate is back down to the entry quarter level. The declining ratio of the employed among graduates could be partly due to some of them having recidivated and been incarcerated. As mentioned earlier, for example, a study based on a nationally representative sample of drug court graduates found 16 percent of them had been rearrested within 12 months of completing the program.<sup>23</sup>

Exhibit 5.7 shows that the average quarterly earnings among the employed continued to grow steadily after the graduates left the program. The rate of growth decreased after about a year, with the average earnings peaking at \$5,635 in the fourth quarter after exit. The earnings level among the employed then leveled off to \$5,358 in the sixth quarter, which is still a sizeable increase, even compared to the quarter of exit (\$4,571). As we discuss below, this gain in average earnings may be owing to those with lower earnings dropping out of employment rather than wage increases among the employed. In any case, the findings indicate that those

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<sup>23</sup> See footnote 14.

**Exhibit 5.9**  
**Changes in Employment Retention after Before and After Program Participation**  
 Adult Graduates, Aged 21 or Older at Entry

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<u>Number of quarters employed over four quarters before entry or after exit</u>	<u>Before Entry</u>	<u>After Exit</u>
None	36.0	32.0
1 quarter	11.4	7.7
2 quarters	10.8	11.1
3 quarters	13.8	13.8
4 quarters	28.0	35.4
Average number of quarters employed	1.9	2.1

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Number of observation: 297

Note: Individuals are counted as employed if their total quarterly earnings are \$100 or higher. The sample is limited to those for whom 4 quarters before entry and after exit are observed.

Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

who were employed continued to be better off in terms of earnings, long after leaving the program.

In order to understand further how drug court graduates fared after leaving the program, we examined employment retention. Specifically, we looked at how many quarters the graduates were employed over the six quarters following exit. As shown in Exhibit 5.8, 29 percent of the graduates for whom we could observe six quarters after exit were continuously employed. Adding those who were employed during five of six quarters, 41 percent could be considered as successfully employed since their graduation. On the other hand, we find that 33 percent of graduates were never employed (in UI-covered jobs) over the six quarters. Those graduates could be working in informal jobs or could have recidivated in the very early stages. In addition, another 26 percent of the graduates were intermittently employed. Thus over half of the graduates have not been able to sustain stable employment after leaving drug court programs, reflecting the challenges this population faces in making long-lasting changes in their lives.

Despite a large number of graduates who seem to continue to struggle to find or keep a job, overall employment retention among graduates represents a slight improvement over the pre-program period. Exhibit 5.9 summarizes employment retention before and after participating

**Exhibit 5.10**  
**Earnings for Those Continuously Employed for Six Quarters After Exit**  
Graduates, Aged 21 or Older at Entry

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	Average Quarterly Earnings (\$)
1st quarter after exit	5,710
2nd	6,459
3rd	6,409
4th	6,182
5th	6,224
6th	6,016
Number of observations	53

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Note: Individuals are counted as employed if their total quarterly earnings are \$100 or higher.  
Source: Drug court graduate records obtained from 8 adult programs and Louisiana Department of Labor Unemployment Insurance wage records through the fourth quarter 2003.

in the Drug Court Program. For this analysis, we limited the sample to those for whom we can observe four quarters before and after their program participation. As shown in Exhibit 5.9, the percent of participants who were employed continuously for all four quarters increased from 28 percent in the pre-program period to 35 percent in the post-program period. Similarly, the percent of participants who were not employed at all decreased from 36 to 32 percent. On average, the number of quarters employed increased slightly from 1.9 to 2.1.

The earnings among those who were continuously employed after leaving the program were higher than others, but did not notably increase over time. Exhibit 5.10 summarizes the progression in the average quarterly earnings among those who were continuously employed for eight quarters. We find that those who ended up continuously employed showed a higher level of earnings at the exit point. For example, the average quarterly earnings for all graduates aged 21 or older in the first quarter after exit was \$5,040, but it was \$5,710 for those who continued to be employed for at least six quarters. The earnings for those continuously employed increased notably, by \$749 (or by 13 percent), between the first and second quarter after exit but then gradually fell by a small amount.<sup>24</sup> This seems to suggest

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<sup>24</sup> A similar trend is observed if we limit the sample to those who were continuously employed for at least four quarters. There are 89 graduates who were continuously employed for at least four quarters, and their

that the gain in average earnings of the employed shown in Exhibit 5.7 may be due at least in part to attrition of those with lower earnings.

On one hand, the findings on employment outcomes for the post-program period attest to the success of the Drug Court Program in terms of maintaining improved employment outcomes beyond the exit point. On the other hand, the drop in the employment rate after a year implies the need for longer-term follow-up and aftercare services for drug court graduates in order for them to sustain the improvement they made while enrolled in the program. While post-program care alone will not guarantee better employment outcomes among graduates, it is important for the programs to be able to anticipate and address, to the extent possible, participant needs long after their exit from the program.

***Recommendation #4:*** *We recommend that, in order to enhance the long-term impact of the program, SCDCO develop a strategic plan for monitoring post-program participant outcomes and strengthening aftercare provided by local courts. Such a plan might address: collecting reliable statistics on recidivism and other indicators for a sample, if not for all graduates; providing drug courts with information and technical assistance for implementing effective aftercare services and follow-up practices; identifying treatment models and supportive services for active participants that are effective in long-lasting impact based on the review of the local programs and existing literature.*

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average earnings changed from \$5,977 in the first quarter after exit, to \$6,378 in the second quarter after exit, to \$6,335 in the third quarter after exit, and to \$6,202 in the fourth quarter after exit.

## Section 6 Conclusion

The Drug Court Program in Louisiana currently consists of 24 adult and 15 juvenile programs across the state. Each program has different origins and community members involved in planning and implementation. The programs are independently operated with oversight from the Supreme Court Drug Court Office (SCDCO). During the April-June 2004 period, there were on average 2,631 participants in drug courts statewide, representing a 10 percent increase over the end of FFY 2003. The third year evaluation of the Drug Court Program by Berkeley Policy Associates (BPA) focused on understanding the implementation of recent statewide changes in the program and understanding the program impact on participants' employment outcomes.

One of the key developments in the Drug Court Program since last year was the introduction of statewide program standards. Our program survey of drug coordinators conducted in July 2004 finds steady progress in the implementation of the statewide program standards. The majority of the surveyed courts (63.6 percent or 21 of 33 responding) reported no notable challenges in adopting the standards. Generally, courts seem to have good understanding of the standards, although some required further clarification in order to implement them. Overall, the statewide standards are embraced by most local courts as a helpful tool and viewed as having positive implications for program implementation. Only minor adjustments to the standards, such as additional clarification in a few places, seem to be desired as far as adult courts are concerned. On the other hand, several juvenile courts commented that the statewide standards are currently oriented toward the adult court programs and are not always equally applicable to or appropriate for juvenile cases. Thus a more thorough review of the standards may be warranted as they apply to the juvenile court program.

Another important programmatic change introduced to the Drug Court Program in the past year is the launch of the Drug Court Case Management System (DCCM)—a new web-based case management information system. The DCCM combines case management tools and data maintenance functions and is designed to be used by local and state-level drug court program staff and by team members across agencies. According to the program survey, three-quarters of courts (25 of 33 responding) had started using the new system as of July 2004, but most courts are still in the initial transition stages of adopting the DCCM. The expectations for the DCCM, when it is fully deployed, are generally high among local court coordinators. Significant improvements over the previous system are expected in sharing case information

among drug court staff within the program, producing management reports, and maintaining participant statistics. Other eagerly anticipated areas of improvement include the ability to access the most current information, maintain information in a single centralized database, and share information among team members across agencies. These expectations, for the most part, have not yet been fully realized.

The initial implementation of the DCCM also pointed out areas of concern. For example, according to the survey, the majority of courts using the DCCM experienced technical problems with the software. Although these technical problems are being addressed, they are not completely resolved yet. A number of courts are also concerned that the DCCM is inadequate in meeting their program needs, in terms of information collected and reports generated. There is also a concern that not all parties on the drug program team may be willing to use the DCCM, thus limiting the ability to benefit fully from the system's data sharing capability. A few juvenile courts also noted that the system was based on adult programs and wanted to see more juvenile data elements. As the DCCM is still an evolving system, the SCDCO expects to incorporate these and other feedback from local courts in modifying the system design and providing training, as well as in continuing to troubleshoot any technical problems.

The ultimate goal of the Drug Court Program is to rehabilitate offenders with substance abuse problems and help them lead productive, law-abiding lives. To assess the program's progress toward this goal, we assessed the impact of the program in terms of employment outcomes for adult participants, based on analyses of Unemployment Insurance wage records of drug court graduates who completed the program between 2001 and 2003. Overall, employment indicators among program graduates improved during the course of their program enrollment. The employment rate among participants increased from 44.8 percent in the entry quarter to 55.6 percent in the exit quarter. Similarly, quarterly earnings among those who were employed rose from \$2,782 in the entry quarter to \$4,235 in the exit quarter. The improvement in employment indicators during the course of the program suggests that the program's requirement for work and the provision of employment assistance, as well as substance abuse treatment, are having a positive effect on employment outcomes.

Although the Drug Court Program appears to have a positive impact on the employment of participants while they are enrolled in the program, the employment rate does not seem to improve any further after they leave the program. Among those who have been out of the program for more than six quarters, the employment rate appears to have leveled off and remained at the peak exit quarter level for about a year, and then started declining in the fourth quarter following exit. By the sixth quarter after exit, the employment rate is back

down to the entry quarter level. On one hand, findings on employment outcomes for the post-program period attests to the success of the Drug Court Program in terms of maintaining improved employment outcomes beyond the exit point. On the other hand, the drop in the employment rate after a year implies the need for longer-term follow-up and aftercare services for drug court graduates in order for them to hold on to the improvement made while enrolled in the program.

## APPENDIX A

### Louisiana Drug Court Program Survey

# Louisiana Drug Court Program Survey

## SECTION 1: ROSTER INFORMATION

Please complete the following information:

Today's Date: \_\_\_\_\_

Your Drug Court Program (jurisdiction/location): \_\_\_\_\_

Your Job Title: \_\_\_\_\_

**SECTION 2: PROGRAM DESIGN**

*We would like to learn about your drug court program design. If you have a written program summary, please attach it to this survey.*

Q.1 Please indicate the program type for which you are responsible.

- <sub>1</sub> Adult drug court program only
- <sub>2</sub> Juvenile drug court program only
- <sub>3</sub> Both adult and juvenile drug court programs

**Adult Drug Court Program** (*Skip to **Question 12** if you work only with a juvenile drug court.*)

Q.2 How many phases/levels are included within your program (excluding aftercare phase)?

Number of phases/levels (excluding aftercare) = \_\_\_\_\_

Q.3 How long does it take for a typical participant to complete your adult drug court program?

Total length in program: \_\_\_\_\_ months

Length of time in Phase I: \_\_\_\_\_ (circle one: weeks OR months)

Length of time in Phase II: \_\_\_\_\_ (circle one: weeks OR months)

Length of time in Phase III: \_\_\_\_\_ (circle one: weeks OR months)

Length of time in Phase IV: \_\_\_\_\_ (circle one: weeks OR months)

Q.4 We are interested in understanding more about your program design. For each of the phases you specified in Q.3, please answer accordingly. If your program has more than four phases, please attach a separate piece of paper including the following information on each additional phase.

	Required minimum for therapeutic contact	Required drug testing	Required minimum number of meetings between client and judge
Phase I	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month
Phase II	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month
Phase III	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month
Phase IV	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month

## Louisiana Drug Court Program Survey

Q.5 Does your program provide aftercare? If so, is the participation in aftercare mandatory or optional?  
(Please mark one only.)

- <sub>1</sub> Yes, aftercare is provided as a mandatory component of the program.
- <sub>2</sub> Yes, aftercare is provided as an optional service.
- <sub>0</sub> No, we do not provide aftercare (Skip to Question 7)

Q.6 What does your aftercare involve? (Please mark all that apply.)

- <sub>1</sub> Alumni association events
  - <sub>2</sub> Phone contact with case manager
  - <sub>3</sub> In-person meetings with case manager
  - <sub>4</sub> Group counseling
  - <sub>5</sub> Individual counseling
  - <sub>6</sub> Self-help meetings (e.g. NA, AA, etc.)
  - <sub>7</sub> Employment services
  - <sub>8</sub> Random drug testing
  - <sub>9</sub> Other → Please specify: \_\_\_\_\_
- 

Q.7 Does your program require adult participants to be employed?

- <sub>1</sub> Yes, required during program
- <sub>2</sub> Yes, required at time of exit
- <sub>3</sub> Yes, required during program *and* at exit
- <sub>0</sub> No

Q.8 Does your program require low-literacy adult participants to obtain a GED or participate in Adult Basic Education activities (for those not GED-ready)?

- <sub>1</sub> Yes, required for all participants deemed low-literacy
- <sub>2</sub> Yes, required only for participants deemed low-literacy who are *unemployed*
- <sub>0</sub> No, not required of anyone

Q.9 Does your program provide any services or assistance to help unemployed adult participants find a job or obtain job skills?

- <sub>1</sub> Yes
- <sub>2</sub> No

Q.10 If yes, which of the following employment-related services does your program provide?

- <sub>1</sub> Job search
  - <sub>2</sub> Job readiness (e.g. resume workshops, mock interviews, etc.)
  - <sub>3</sub> Career counseling
  - <sub>4</sub> Referrals to a local One-Stop Center
  - <sub>5</sub> Referrals to Job Skills programs (e.g. vocational education, etc.)
  - <sub>6</sub> Other → Please specify: \_\_\_\_\_
-

## Louisiana Drug Court Program Survey

Q.11 Does your drug court program provide or assist clients with the following supportive services?

Child care	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Transportation	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Mental Health Counseling	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Medical services	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Housing assistance	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Clothing assistance	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Domestic Violence support services	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Financial counseling and/or assistance	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Parenting courses/training	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Legal Consultation & counseling (e.g. custody, landlord rights, divorce disputes, etc.)	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No
Other → Please specify: _____	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No

**Juvenile Drug Court Program** (*Skip to **Question 20** if you work only with an adult drug court.*)

Q.12 How many phases/levels are included within your program (excluding aftercare phase)?

Number of phases/levels (excluding aftercare) = \_\_\_\_\_

Q.13 How long does it take for a typical participant to complete your juvenile drug court program?

Total length in program: \_\_\_\_\_ months

Length of time in Phase I: \_\_\_\_\_ (circle one: weeks OR months)

Length of time in Phase II: \_\_\_\_\_ (circle one: weeks OR months)

Length of time in Phase III: \_\_\_\_\_ (circle one: weeks OR months)

Length of time in Phase IV: \_\_\_\_\_ (circle one: weeks OR months)

## Louisiana Drug Court Program Survey

Q.14 We are interested in understanding more about your program design. For each of the phases you specified in Q.13, please answer accordingly. If your program has more than four phases, please attach a separate piece of paper including the following information on each additional phase.

	Required minimum for therapeutic contact	Required drug testing	Required minimum number of meetings between client and judge
Phase I	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month
Phase II	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month
Phase III	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month
Phase IV	_____ hours per week	_____ times per week OR _____ times per month	_____ times per week OR _____ times per month

Q.15 Does your juvenile program provide aftercare? If so, is the participation in aftercare mandatory or optional?

- <sub>1</sub> Yes, aftercare is provided as a mandatory component of the program.
- <sub>2</sub> Yes, aftercare is provided as an optional service.
- <sub>0</sub> No, we do not provide aftercare *(Skip to Question 17)*

Q.16 What does your aftercare involve? ***(Please mark all that apply.)***

- <sub>1</sub> Family Counseling
- <sub>2</sub> Phone contact with case manager
- <sub>3</sub> In-person meetings with case manager
- <sub>4</sub> Random drug testing
- <sub>5</sub> Other → Please specify: \_\_\_\_\_

Q.17 Does your juvenile drug court program provide or assist clients with the following supportive services?

- |                                      |   |  |
|--------------------------------------|---|--|
| Teen centers                         | <input type="checkbox"/> <sub>1</sub> Yes | <input type="checkbox"/> <sub>0</sub> No |
| After school programs                | <input type="checkbox"/> <sub>1</sub> Yes | <input type="checkbox"/> <sub>0</sub> No |
| Recreational programs                | <input type="checkbox"/> <sub>1</sub> Yes | <input type="checkbox"/> <sub>0</sub> No |
| Mentoring programs                   | <input type="checkbox"/> <sub>1</sub> Yes | <input type="checkbox"/> <sub>0</sub> No |
| Arts & Cultural enhancement programs | <input type="checkbox"/> <sub>1</sub> Yes | <input type="checkbox"/> <sub>0</sub> No |

## Louisiana Drug Court Program Survey

Q.18 Does your program require juvenile participants to be in school or GED classes?

- <sub>1</sub> Yes, in all cases  
<sub>2</sub> Yes, in some cases (*Please explain:* \_\_\_\_\_)  
<sub>0</sub> No, not required of any participants (*Please explain:* \_\_\_\_\_)

Q.19 How does your juvenile program involve family members? (*Please mark all that apply.*)

- <sub>1</sub> Requires an adult family member/guardian to attend meetings with case managers.  
<sub>2</sub> Requires an adult family member/guardian to participate in family counseling.  
<sub>3</sub> Requires an adult family member/guardian to check in with a caseworker about the juvenile participant regularly.  
<sub>4</sub> Requires an adult family member/guardian to accompany the juvenile to all court hearings.  
<sub>5</sub> Other (*Please explain:* \_\_\_\_\_)

### The Following Questions Are For Both Adult and Juvenile Drug Court Programs

Q.20 What are reasons for participants not completing the program? Please rank the top three reasons (1=most common reason for not completing; 2=the second most common reason; 3=the third most common reason).

Rank

- \_\_\_\_\_ 1 Failing to pass the test for alcohol and drug use  
\_\_\_\_\_ 2 Failing to attend treatment programs  
\_\_\_\_\_ 3 Failing to appear at scheduled meetings with the judge  
\_\_\_\_\_ 4 Failing to appear at scheduled meetings with other program staff  
\_\_\_\_\_ 5 Other \_\_\_\_\_  
\_\_\_\_\_ 6 Other \_\_\_\_\_  
\_\_\_\_\_ 7 Other \_\_\_\_\_

Q.21 Does your program track whether drug court *graduates* may be convicted or adjudicated again?

- <sub>1</sub> Yes (*Skip to Question 23*)  
<sub>0</sub> No

## Louisiana Drug Court Program Survey

Q.22 If not tracking conviction or adjudication among graduates, what is the most important reason why your drug court program track these statistics? *(Please mark the one response that is most relevant to your program.)*

- <sub>1</sub> Collecting these statistics are not the priority of the program.
- <sub>2</sub> Logistical barriers with following up with individual graduates (e.g., difficulty with locating and contacting a graduate).
- <sub>3</sub> Inability to access or unavailability of administrative records (e.g., the data on these statistics are not available to our drug court program).
- <sub>4</sub> Resource and manpower constraints.
- <sub>5</sub> Other *(Please explain: \_\_\_\_\_*

\_\_\_\_\_)

Q.23 Does your program track whether drug court *graduates* may be incarcerated or placed in detention again?

- <sub>1</sub> Yes *(Skip to Question 25)*
- <sub>0</sub> No

Q.24 If not tracking incarceration or detention among graduates, why doesn't your drug court program track these statistics? *(Please mark the one response that is most relevant to your program.)*

- <sub>1</sub> Collecting these statistics are not the priority of the program.
- <sub>2</sub> Logistical barriers with following up with individual graduates (e.g., difficulty with locating and contacting a graduate).
- <sub>3</sub> Inability to access or unavailability of administrative records (e.g., the data on these statistics are not available to our drug court program).
- <sub>4</sub> Resource and manpower constraints.
- <sub>5</sub> Other *(Please explain: \_\_\_\_\_*

\_\_\_\_\_)

**SECTION 3: IMPLEMENTATION OF STATEWIDE STANDARDS**

Q.25 We'd like to learn about your drug court team's understanding of the following standards from the Drug Court Policy and Procedure Manual. Please mark the **most appropriate** box for each standard, according to your team's *overall* understanding.

Standard	Not Aware of Standard	Aware of Standard but need more clarification/explanation	Understand Standard
25.1. Alcohol and drug treatment services are integrated with judicial case processing. (Standard I)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.2. Eligible participants are identified early and promptly placed in the program. (Standard II)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.3. A continuum of treatment and rehabilitation services is provided by appropriately licensed providers. (Standard III)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.4. Abstinance is monitored by frequent testing for alcohol and other drugs. (Standard IV)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.5. Guidelines for applying sanctions and incentives are established and communicated to participants and program team members. (Standard V)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.6. Each participant has an appropriate level of ongoing interaction with the judge. (Standard VI)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.7. Our program's monitoring and evaluation measure the achievement of program goals and gauge effectiveness. (Standard VII)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.8. Program team members receive interdisciplinary education to promote effective drug court planning, implementation, and operations. (Standard VIII)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>
25.9. Our program specifies standards explicit to our juvenile clients (including developmentally appropriate and family-focused services, requirement for guardian/family member attendance at hearings, separate dockets for juvenile drug court hearings). (Standard IX)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>

## Louisiana Drug Court Program Survey

Q.26 If you need more clarification/explanation on any of the above standards, which of the following would be helpful to you? *(Please mark all that apply.)*

- <sub>1</sub> Clarification on literal meaning of standard(s)
- <sub>2</sub> Clarification on how to implement standard(s)
- <sub>3</sub> Clarification on minimum requirements to meet standard(s)
- <sub>4</sub> Clarification on timeline for implementing standard(s)
- <sub>5</sub> Other *(Please explain: \_\_\_\_\_)*

Q.27 Please indicate the extent to which your program has assimilated each of the following standards from the Drug Court Policy and Procedure Manual by marking the **most appropriate** box for each. Please also indicate whether you have received monitoring on each standard.

Standard	Have not begun implementation (still in planning stages)	In initial stages of implementation	Integrated standard into practice	Received monitoring on Standard
27.1. Alcohol and drug treatment services are integrated with judicial case processing. (Standard I)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.2. Eligible participants are identified early and promptly placed in the program. (Standard II)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.3. A continuum of treatment and rehabilitation services is provided by appropriately licensed providers. (Standard III)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.4. Abstinence is monitored by frequent testing for alcohol and other drugs. (Standard IV)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.5. Guidelines for applying sanctions and incentives are established and communicated to participants and program team members. (Standard V)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.6. Each participant has an appropriate level of ongoing interaction with the judge. (Standard VI)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.7. Our program's monitoring and evaluation measure the achievement of program goals and gauge effectiveness. (Standard VII)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.8. Program team members receive interdisciplinary education to promote effective drug court planning, implementation, and operations. (Standard VIII)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.9. Our program specifies standards explicit to our juvenile clients (including developmentally appropriate and family-focused services, requirement for guardian/family member attendance at hearings, separate dockets for juvenile drug court hearings). (Standard IX)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Louisiana Drug Court Program Survey

Q.28 To what extent have these standards benefited your program since their implementation?  
*(For each item, please mark one only.)*

	Benefit	Very beneficial	Somewhat beneficial	Not at all beneficial	Not applicable
28.1	Improved communication among drug court team (across agencies)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.2	Increased level of cooperation and coordination among drug court team members (across agencies)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.3	Improved written policies and procedures	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.4	Helped identify members of the drug court team	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.5	Increased clarity of participant eligibility criteria	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.6	Increased rate at which participants make initial appearance before drug court judge within 30 days of arrest	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.7	Improved program's design to better correspond to clients' needs for treatment and supervision	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.8	Improved ability to schedule drug tests with appropriate frequency	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.9	Increased speed of communicating failed or problematic drug tests to the court	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.10	Increased program's consistency in applying incentives and sanctions to participants	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.11	Improved judicial interactions with participants (e.g. same judge for duration of time in program, adequate and timely hearings based on participant compliance and treatment progress, judge better informed about treatment methods)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.12	Improved team's understanding of program's goals by making them more concretely defined and more measurable.	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.13	Improved continuing education & training plan for drug court staff	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.14	<i>(For juvenile programs)</i> Improved our understanding of expectations for administering our juvenile drug court program	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>
28.15	Other <i>(Please explain:</i> _____)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>98</sub>

## Louisiana Drug Court Program Survey

Q.29 Are the statewide standards flexible enough to meet your court's particular needs? *(Please mark yes or no, and then briefly explain your answer choice.)*

- <sub>1</sub> Yes  
<sub>0</sub> No

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Q.30 Have you encountered any challenges in implementing the statewide standards at your drug court program?

- <sub>1</sub> Yes  
<sub>0</sub> No *(Skip to Question 33)*

Q.31 If yes, which of the following challenges have you encountered? *(Please mark all that apply):*

- <sub>1</sub> Lack the staffing to implement standards  
<sub>2</sub> Lack of appropriate or qualified staff to implement standards  
<sub>3</sub> Lack of communication on standards among drug court team (across agencies)  
<sub>4</sub> Difficulty among team members for agreement on how to (best) comply with standards  
<sub>5</sub> Lack of funding

Q.32 Please indicate if you have received support and/or assistance from any of the following places in addressing the above challenges? *(Please mark all that apply):*

- <sub>1</sub> Supreme Court staff  
<sub>2</sub> Other drug court programs  
<sub>3</sub> Louisiana Association of Drug Court Professionals  
<sub>4</sub> Other → Please specify: \_\_\_\_\_

**SECTION 4: IMPLEMENTATION OF DRUG COURT CASE MANAGEMENT SYSTEM**

Q.33 Since the summer 2003, were you or anyone in your court involved in the development of the DCCM through participation in the DCCM User Group?

- <sub>1</sub> Yes
- <sub>0</sub> No (*Skip to Question 36*)

Q.34 How many User Group meetings were attended by a representative from your drug court program? \_\_\_\_\_

Q.35 How responsive was the Supreme Court/Actworld to your input?

- <sub>1</sub> Very responsive
- <sub>2</sub> Somewhat responsive
- <sub>3</sub> Not as responsive as we would have liked
- <sub>4</sub> Not responsive at all
- <sub>5</sub> Other (*Please explain:* \_\_\_\_\_)

Q.36 Have you or anyone in your court attended a training session offered by either the Supreme Court or Actworld?

- <sub>1</sub> Yes
- <sub>0</sub> No (*Skip to Question 39*)

Q.37 If yes, which of the following team members attended at least one of these training sessions?

Drug Court coordinator	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Program staff - Managers/Supervisors	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Program staff - Case managers	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Program staff - Clerical/support staff	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Treatment providers	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Judge	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Probation officer	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Prosecutor	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Indigent Defense Counsel representative	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable
Other social service representatives	<input type="checkbox"/> <sub>1</sub> Yes	<input type="checkbox"/> <sub>0</sub> No	<input type="checkbox"/> <sub>98</sub> Not applicable

Q.38 How helpful was this training session in improving your understanding of the DCCM's functions and capabilities?

- <sub>1</sub> Very helpful
- <sub>2</sub> Somewhat helpful
- <sub>3</sub> Not as helpful as we would have liked
- <sub>4</sub> Not helpful at all
- <sub>5</sub> Other (*Please explain:* \_\_\_\_\_)

## Louisiana Drug Court Program Survey

Q.39 What is your program's ultimate goal for adopting the DCCM system in terms of users? *(Please mark one only for each staff type.)*

		Use is mandatory	Use is optional	Use is not expected	Don't know
39.1	Drug Court coordinator	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.2	Program staff - Managers/Supervisors	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.3	Program staff - Case managers	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.4	Program staff - Clerical/support staff	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.5	Treatment providers	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.6	Judge	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.7	Probation officer	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.8	Prosecutor	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.9	Indigent Defense Counsel representative	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
39.10	Other social service representatives	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>

Q.40 Has your program initiated or made the switch from your former data collection system to the DCCM system?

- <sub>1</sub> Yes, we have started using the new system. *(Skip to Question 43)*  
<sub>0</sub> No, we haven't started using the new system yet.

Q.41 What are the reasons for not having started to use the new DCCM system? *(Please mark all that apply.)*

- <sub>1</sub> Problems with access to the web system (e.g., unreliable/slow connection)  
<sub>2</sub> Hardware/equipment-related problems (e.g., computer not working)  
<sub>3</sub> Staff yet to be trained or requiring further training on the new system  
<sub>4</sub> Lack or insufficient funds to implement the switch to the new system  
<sub>5</sub> Software problems with the web system (e.g., the web pages do not upload information)  
<sub>6</sub> New system does not meet our program needs  
<sub>7</sub> Other → Please specify: \_\_\_\_\_

Q.42 When does your program plan to start using the DCCM system?

\_\_\_\_\_ (month/year)

*(Skip to Question 54)*

Q.43 When did your program start using the DCCM system?

\_\_\_\_\_ (mm/yyyy)

## Louisiana Drug Court Program Survey

Q.44 Has your program completed the switch to the new system? That is, is the DCCM system now used exclusively to collect program information for all current participants?

- <sub>1</sub> Yes  
<sub>0</sub> No, we still use the previous system (paper or electronic system) in some cases.

Q.45 What are reasons that you still use the previous system in some cases? *(Please mark all that apply):*

- <sub>1</sub> We are still in transition to switching to the DCCM system.  
<sub>2</sub> The DCCM system does not allow us to collect certain information we need.  
<sub>3</sub> The DCCM system does not work as well for collecting certain information or for certain types of cases.  
<sub>4</sub> Other *(Please explain: \_\_\_\_\_)*  
\_\_\_\_\_

Q.46 Please explain any difficulty(ies) you have faced in switching to the new DCCM system. *(Please mark all that apply):*

- <sub>1</sub> Did not have adequate equipment (e.g., computers, network system)  
<sub>2</sub> Had problems with access to the internet (e.g., poor connection)  
<sub>3</sub> The DCCM system appeared to be malfunctioning  
<sub>4</sub> Staff did not receive sufficient training or needed additional training & practice  
<sub>5</sub> Technical support for the DCCM system was not easily accessible or was not responsive  
<sub>6</sub> Other *(Please explain: \_\_\_\_\_)*  
\_\_\_\_\_

Q.47 Have you contacted the Supreme Court Drug Court Staff/CMIS Tech Support/Actworld for help with using the DCCM system?

- <sub>1</sub> Yes  
<sub>0</sub> No *(Skip to Question 49)*

Q.48 How helpful was the Supreme Court Drug Court Staff/CMIS Tech Support/Actworld staff in resolving your issues? *(Please mark one only.)*

- <sub>1</sub> Very helpful  
<sub>2</sub> Helpful  
<sub>3</sub> Not as helpful as we would have liked  
<sub>4</sub> Not helpful at all  
<sub>5</sub> Don't know  
<sub>6</sub> Other *(Please explain: \_\_\_\_\_)*

## Louisiana Drug Court Program Survey

Q.49 Please indicate the type of information currently being entered into the DCCM system by the Drug Court program members *on a routine basis*. **(Please mark all that apply):**

- <sub>1</sub> Screening and assessment outcomes
- <sub>2</sub> Criminal history
- <sub>3</sub> Employment history
- <sub>4</sub> Community Service information (history of total hours worked and dates worked)
- <sub>5</sub> Medical information
- <sub>6</sub> Treatment Plan Information (i.e., history of treatment type, duration, intensity, status, provider, discharge dates and discharge reason)
- <sub>7</sub> Drug testing; frequency and outcomes
- <sub>8</sub> Status hearing outcomes
- <sub>9</sub> Sanctions imposed
- <sub>10</sub> Incentives provided
- <sub>11</sub> Compliance/Non-compliance information
- <sub>12</sub> Information to monitor client progress
- <sub>13</sub> Fees imposed and collected
- <sub>14</sub> Bench warrants issued/executed
- <sub>15</sub> GED or vocational certificate award
- <sub>16</sub> Employment status
- <sub>17</sub> Living arrangements
- <sub>18</sub> Re-arrest or conviction while in the Drug Court Program
- <sub>19</sub> Re-arrest or conviction after graduation from the Drug Court Program
- <sub>20</sub> Drug-free status after graduation from the Drug Court Program
- <sub>21</sub> Employment status after graduation from the Drug Court program
- <sub>22</sub> Other → Please specify: \_\_\_\_\_

Q.50 To what extent do you currently rely on the DCCM system for the following purposes? **(For each item, please mark one only.)**

	Primary or Secondary Source	Don't Use	Don't Know
50.1 Providing real-time information on individual cases—personal and treatment case file information	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.2 Providing real-time information on individual cases—court case file information	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.3 Providing test results information	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.4 Automatically producing management reports	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.5 Making fully-informed decisions on individual cases	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.6 Monitoring and managing your Drug Court program's overall operations	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.7 Assessing your Drug Court program's overall effectiveness in meeting its goals	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.8 Maintaining statistics on target individuals served (e.g., # participated, #completed)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.9 Maintaining individual participant information	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.10 Sharing information among staff within your unit/organization	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>

## Louisiana Drug Court Program Survey

	Primary or Secondary Source	Don't Use	Don't Know
50.11 Sharing information across agencies involved in the Drug Court program	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.12 Screening potential drug court participants for eligibility (including past committal of violent crime or sex offense)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>
50.13 Accessing online resources (e.g. budget request forms, budget revision forms, monthly fiscal reporting forms, monthly programmatic report forms)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>99</sub>

Q.51 Compared to your previous data collection system, to what extent do you expect the DCCM system to improve your drug court in the following ways? *(For each item, please mark one only.)*

Compared to your previous system, I expect DCCM to make...	Significant Improvement	Some Improvement	Little or no Improvement	Don't Know
51.1 Providing real-time information on individual cases	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.2 Automatically producing management reports	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.3 Making fully-informed decisions on individual cases	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.4 Monitoring and managing your Drug Court program's overall operations	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.5 Assessing your Drug Court program's overall effectiveness in meeting its goals	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.6 Maintaining statistics on target individuals served (e.g., # participated, # completed)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.8 Sharing individual case information among staff within your unit/organization.	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.9 Sharing individual case information across agencies involved in the Drug Court program	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.10 Screening potential drug court participants for eligibility	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.11 Shortening the process time needed to make decisions on individual cases	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.12 Maintaining all necessary information in a single database on individual participants	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>
51.13 Other → Please specify: _____	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>99</sub>

Louisiana Drug Court Program Survey

Q.52 In your opinion, what have been the most important benefits of the new DCCM system to date?

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Q.53 Please explain any downside(s) you have experienced in implementing the DCCM system.

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Q.54 Please share you thoughts on how the DCCM system may be improved.

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APEENDIX B

The Drug Court Program Standards

from

Louisiana State Supreme Court  
Drug Court Program Office  
Manual of Policies and Procedures

## **DRUG COURT PROGRAM STANDARDS**

### **PURPOSE:**

The mission of drug courts is to reduce offender abuse and/or addiction of alcohol and other mood altering chemicals, thus decreasing related criminal activity. Drug courts promote recovery through a coordinated response to offenders who are dependent on alcohol and other drugs. Utilization of a team approach is required, including cooperation and collaboration of judges, prosecutors, defense counsel, probation authorities, law enforcement, treatment providers, and evaluators. Drug courts employ a multi-phased treatment process, generally divided into a stabilization phase, an intensive treatment phase, and a transition phase.

The following standards have been developed in cooperation with the Standards Committee of the Louisiana Association of Drug Court Professionals and incorporate the Ten Key Components as published by the U.S. Department of Justice, Office of Justice Programs. They are modified for use within the State of Louisiana, with the goal of coordinating treatment delivery with judicial oversight. The Standards are designed to provide the orientation toward treatment and judicial supervision so as to distinguish treatment-based, multi-discipline, full-service drug courts from other programs. Standards related to juvenile drug courts are denoted.

### **STANDARD I: Drug Courts integrate alcohol and other drug treatment services with justice system case processing.**

- A. A drug court team shall develop and delineate written policies and procedures which reflect shared goals and objectives for a drug court treatment program.
- B. At a minimum, the drug court team shall include:
  - 1. Judge
  - 2. District Attorney's Office Representative
  - 3. Indigent Defense Counsel
  - 4. Law Enforcement Representative
  - 5. Treatment Provider or Providers
  - 6. Evaluator
  - 7. School Personnel (for juvenile courts)
  - 8. Drug Court Coordinator
- C. Other possible members of the team:
  - 1. Social Service Representative

2. Probation and/or Parole Department Representative
3. Other Community-Based Stakeholders
4. There must be written policies that identify the responsibilities of each of the core team members. These policies must be agreed upon by all members and must reflect the expectations of La. R.S.13:5301-5304.

**STANDARD II: Eligible participants are identified early and promptly placed in the drug court program.**

- A. Eligibility screening is based on established written criteria and pursuant to La. R.S. 13:5301-5304.
- B. Screening is done initially by staff knowledgeable in drug court treatment screening criteria.
- C. Criteria for admission:
  1. Individual is charged with a violation of a Louisiana statute relating to the use and possession of any narcotic drugs, coca leaves, marijuana, depressants, or hallucinogenic drugs, or where there is a significant relationship between the crime and the use of alcohol, drugs, or both.
  2. The screening entity has reason to believe that the individual who is charged suffers from alcohol or drug addiction.
  3. The best interest of the community and the interest of justice would be best served by providing the individual with treatment as opposed to incarceration or other sanctions.
- D. Initial appearance before the drug court judge should occur within 30 days of arrest if possible and appropriate.
- E. An approved Consent Form must be completed to provide communication about confidentiality, participation/progress in treatment, and compliance with the provisions of 42 CFR, Part 2 and La. R.S. 13:5301.
- F. Assessment for placement in the treatment program shall be performed by certified, professional or licensed alcohol and drug professionals.

**STANDARD III: Drug Courts provide access to a continuum of alcohol, drug, and other related treatment and rehabilitation services. Treatment providers shall be appropriately licensed.**

Drug Court Treatment is a structured therapeutic program. All clients must have an up-to-date treatment plan and record of activities. Further, each court shall have methods in place for documenting participation in treatment and compliance with court orders and directives. An example of the phase system is listed below with suggested minimum requirements included.

A. Phase I

Phase I includes a planned regimen of treatment consisting of a minimum of six (6) hours of therapeutic contact per week for adults and three (3) hours for juveniles. Phase I is marked by weekly meetings between the client and the judge and should last at least two (2) months.

B. Phase II

Phase II continues the therapeutic treatment started in Phase I, but generally reduces the contact hours to a minimum of three (3) skilled treatment hours per week for adults and two (2) hours for juveniles. Phase II is generally marked by bi-weekly meetings between the client and the judge and should continue for a minimum of four (4) to six (6) months.

C. Phase III

There should be a minimum of two (2) skilled treatment hours per week for adults and one (1) hour for juveniles in Phase III. Phase III should continue for a period of three (3) to six (6) months, during which time the client will be required to meet with the judge once every three weeks. The program typically provides at least two skilled treatment hours per week in addition to required attendance at a self-help support group meeting. Services may be provided in day or evening programming. Successful completion of Phase III generally leads to graduation.

D. Aftercare

All drug court programs must have some protocol for encouraging clients to continue receiving services beyond graduation. This may take the form of an alumni association, continued probation, or any other reasonable mechanism for continuing contact. The research is very clear that aftercare programs are critical to the continued success of drug court clients.

**STANDARD IV: Abstinence is monitored by frequent testing for alcohol and other drugs.**

- A. Testing should be administered randomly and at scheduled intervals and occur no less than twice a week during Phase I and Phase II. Frequency

thereafter will vary depending on participant progress; however, Phase III will include a minimum of weekly testing.

- B. Each court shall have written policies and procedures for urine sample collection, sample analysis, and result reporting.
- B. The court must be notified immediately when a participant tests positive, has failed to submit to testing, has submitted the sample of another, or has adulterated a sample.
- C. Drug testing protocols must be sufficient to include each client's drug of choice, as well as a sufficient range of other common substances.

**STANDARD V: A coordinated strategy of graduated sanctions and incentives governs the responses of the drug court to each participant's compliance.**

Recovery from addiction or involvement with drug and alcohol use is a process facilitated through therapeutic strategies aimed at preventing alcohol or drug use by teaching participants to manage their ambivalence toward recovery, identify high-risk situations and develop necessary coping skills to deal with high-risk situations, and maintain sobriety for increasing lengths of time. Plans for addressing participants who test positive at intake or who relapse must be clearly established with outlined treatment guidelines that are enforced and reinforced by the judge.

- A. A coordinated strategy, including a continuum of graduated responses for behavior. If appropriate, it should be written and available for participant's review prior to committing to treatment.
- B. Procedures for reporting are clearly defined in the drug court's operations manual. There will be weekly case review/staffing with representatives from all disciplines of the drug court team present.
- C. Responses to compliance and noncompliance are explained verbally and provided in writing to participants before or during their orientation.
- D. Responses for compliance or noncompliance will be graduated and consistent with the infraction or accomplishment.
- E. Responses for compliance vary in intensity and might include:
  - 1. Encouragement and praise from the bench;
  - 2. Ceremonies and tokens of progress, including advancement to the next treatment phase;
  - 3. Reduced supervision;
  - 4. Decreased frequency of court appearances;
  - 5. Reduced fines or fees;

6. Dismissal of criminal charges or reduction in the term of probation;
7. Reduced or suspended sentence; and
8. Graduation

F. Responses to or sanctions for noncompliance might include:

1. Warnings and admonishment from the bench in open court;
2. Demotion to earlier program phases;
3. Increased frequency of testing and court appearances;
4. Confinement in the courtroom or jury box;
5. Increased monitoring and/or treatment intensity;
6. Fines;
7. Required community service or work programs;
8. Escalating periods of jail confinement (drug court participants remanded to jail should receive AOD treatment services while confined); and
9. Termination from the program and reinstatement of regular court processing.

**STANDARD VI: Ongoing judicial interaction with each drug court participant is essential.**

The judge is the leader of the drug court team linking participants to treatment and the criminal justice system. The structure of the drug court demands early and frequent judicial intervention in treatment. Frequent status hearings provide the vehicle for the ongoing judicial involvement, allowing the judge to impose appropriate sanctions and rewards commensurate with treatment progress. The drug court judge must become knowledgeable about treatment methods and their limitations. To the extent that it is possible, it is important that hearings be under the same judge for the length of each client's treatment.

- A. Regular status hearings are used to monitor participant performance.
  1. Weekly status hearings are to be held during the stabilization phase (Phase I); bi-weekly status hearings are to be held during the intensive treatment phase (Phase II) and; monthly hearings during the transition phase (Phase III).
  2. Time between status hearings may be increased or decreased, based on compliance with treatment protocols and progress observed.
- B. The court applies incentives and sanctions to match treatment progress as defined in Standard VI.
- C. The court supervises payment of fees, fines, and/or restitution.

**STANDARD VII: Monitoring and evaluation measure the achievement of program goals and gauge effectiveness.**

- A. The goals of the program are to be described concretely and in measurable terms.
- B. An evaluation mechanism is to be designed prior to program implementation.
- C. A qualified independent evaluator, responsible for developing and conducting an evaluation design and for preparing interim and final reports should be selected.
- D. All Louisiana drug court programs are required to undergo annual process evaluations and submit the reports to the SCDCO.
- E. All drug courts receiving funds from the State of Louisiana must use the Supreme Court Drug Court Information System. All employees must adhere to written policies, consistent with state and federal guidelines that protect against unauthorized disclosure.

**STANDARD VIII: Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations.** All drug courts must establish and maintain a viable continuing education plan for court personnel. This plan should provide for continued licensure and cross-disciplinary training relevant to drug court programming. The plan must be kept in a central location and available for monitoring at all times.

**STANDARD IX: Specific juvenile standards.**

- A. Juvenile drug court treatment services are to be developmentally appropriate and tailored to meet the needs of adolescents.
- B. Treatment should be needs based and broadened to include all of the relevant family members.
- C. Juvenile drug court dockets will be separate from any other court proceedings.
- D. A designated family member or guardian will accompany the client to each status hearing, unless the presiding judge grants prior authorization.

**STANDARD X: Supreme Court monitoring.** The SCDCO will monitor the program elements described above and reserves the right to intervene with a court that is not in

compliance. This intervention may include a variety of responses from counseling to discontinuing of funds. Our monitoring program will include reviews of all aspects of the drug court programs. Additionally, the SCDCO will perform annual field reviews of the following documentation:

- A. Treatment Plans
- B. Sanctions and Incentives
- C. Policy and Procedure Manuals
- D. Staff Education Plans
- E. Treatment Provider Licensing

\*\* All Courts are required to submit a programmatic report by the 5<sup>th</sup> of each month (see attachment 4). Programmatic reports may be either faxed or e-mailed by the 5<sup>th</sup> of the month; however, the signed original report must follow by U.S. Mail to the SCDCO.

Our goal is to ensure the continued success of drug court programs in the State of Louisiana through accountability and support.

### **DEFINITIONS**

Alcohol and drug abuse program - program licensed by the State of Louisiana to provide education, prevention, and treatment directed toward achieving the mental and physical restoration of alcohol and drug abusers or addicts.

Treatment Program - any governmental agency or other entity, licensed by the State of Louisiana to provide substance abuse or addiction treatment on a residential or outpatient basis. Treatment programs shall be certified and approved by the State of Louisiana, and must adhere to the standards of practice as established by the Office of Alcohol and Drug Abuse.

Monitoring - ongoing or periodic observation of program operations to ensure that the program stays on course and that the operational procedures are revised as needed.

Evaluation - involves periodic observation of operations.

#### Treatment Services

1. Patient service - Structured program for clients requiring 24-hour supervision. This may include residential setting, hospital, transitional living settings, or detoxification programs.
2. Outpatient service - an organized continuing care service that provides a planned regimen of treatment consisting of regularly scheduled therapeutic sessions.
3. Intensive Outpatient Service - includes a minimum of nine (9) treatment hours, in day and/or evening sessions, delivered in three (3) or more days per week.

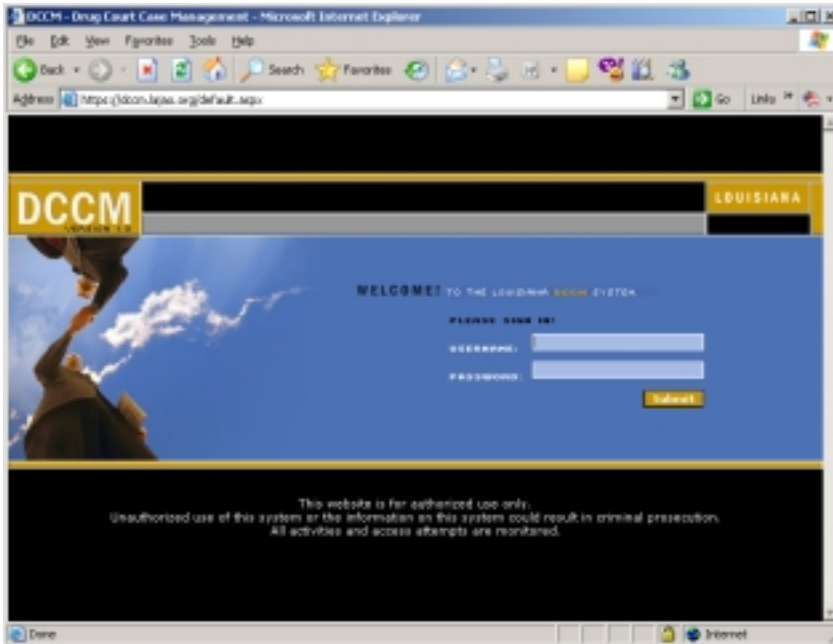
## APPENDIX C

### Sample Data-Entry Screens from the Drug Court Case Management (DCCM) System

Note: The DCCM includes over 60 data-entry screens. This Appendix provides seven sample screens to illustrate the interface of the web-based DCCM. These samples are not meant to provide a representative collection of the DCCM functions.

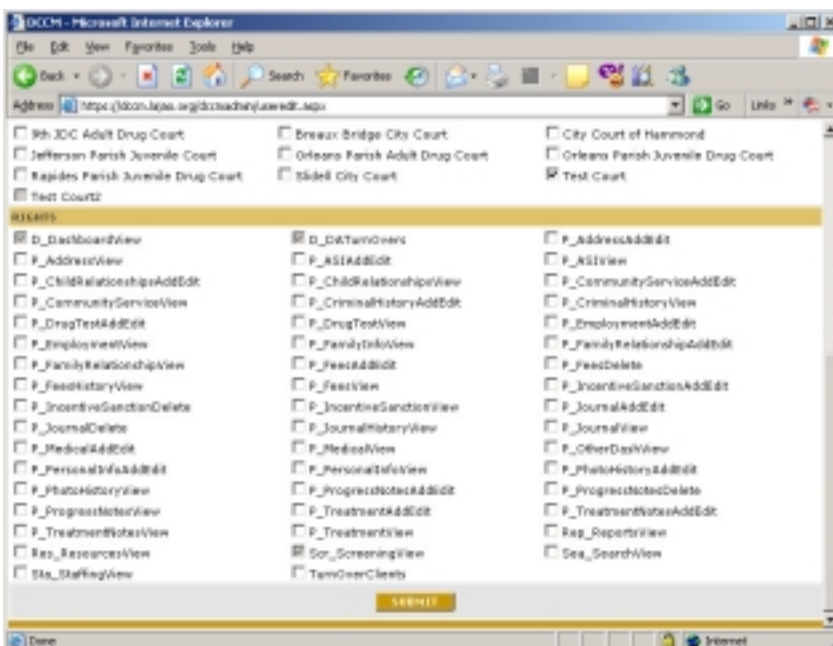
### Sample DCCM Screen #1: Log-In Page

The DCCM is operated on a secure server and requires users to have a password to access to the site.



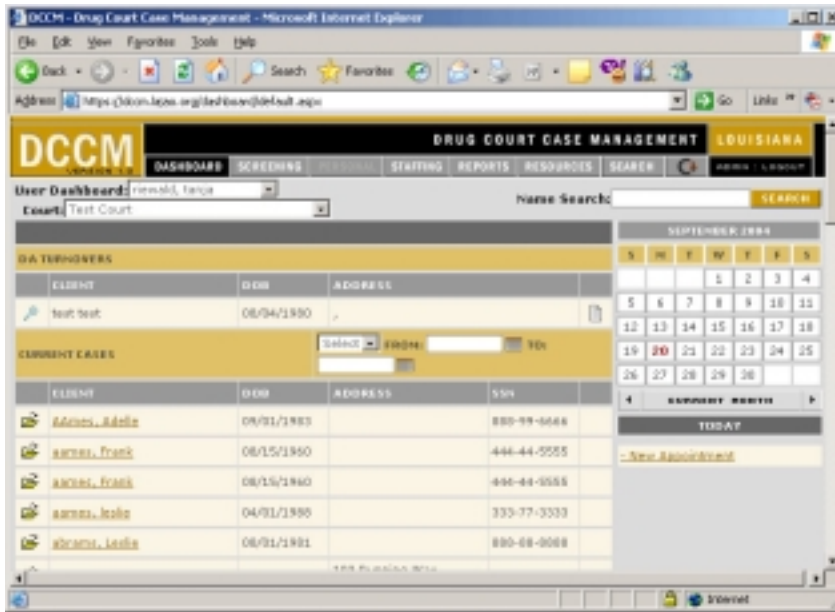
### Sample DCCM Screen #2: Setting a Level of Access Privilege

The DCCM administrators can assign different levels of access privileges. In an example below, the user will be allowed to access only to checked screens.



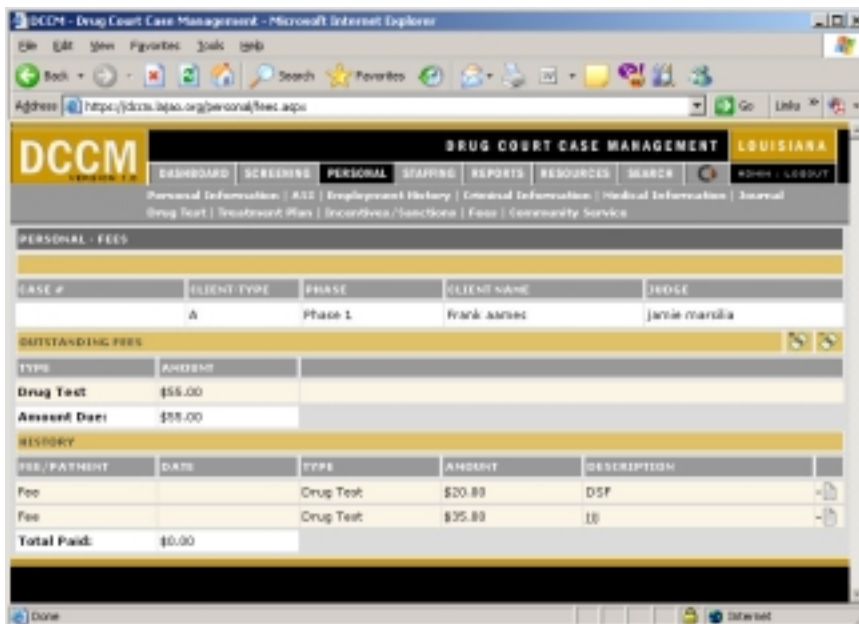
**Sample DCCM Screen #3: Main Page ("Dashboard")**

The users access individual client information files from the main page called "dashboard." This page serves an electronic filing cabinet.



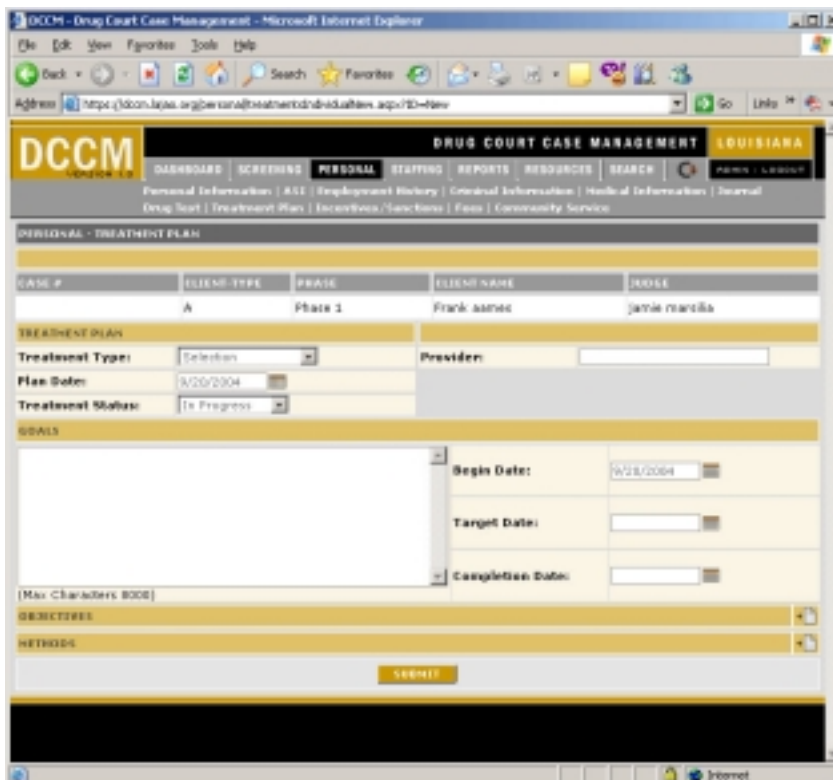
**Sample DCCM Screen #4: Personal Information Page**

Under each client's file, various information can be recorded and viewed (e.g. demographic records, drug tests, treatment plan, criminal history, employment status, sanctions, medical information). This page displays records for fee charges and payments for a client.



## Sample DCCM Screens #5 & 6 Personal Information Page, Treatment History and Plan

Users can view and/or record a treatment plan for each client as well as their progress in treatment. The first screen displays a history of client's treatment to date, and the second screen shows details of a treatment plan.



**Sample DCCM Screens #7: Staffing (Docket) Report**

This page shows a snapshot view of a client's progress with the program. It is intended to be a tool to be used by the judges and other staff in conducting regular status hearing.

