

2005/2006 TENNESSEE DRUG COURT ANNUAL REPORT

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EXECUTIVE SUMMARY

In Tennessee today, drug courts continue to grow in capacity and number. Since the 2003 enabling legislation, the number of drug courts has more than doubled. Today, there are forty-five drug courts that cover fifty-three counties. Seven of those are juvenile. Additional adult and juvenile drug courts are in the planning stages for implementation in 2006/2007.

The Office of Criminal Justice Programs in collaboration with the Drug Court Advisory Committee, and the Tennessee Association of Drug Court Professionals (TADCP), has worked on several initiatives this year. First, there have been revisions and additions to the Tennessee Drug Court Annual Report. Drug courts in Tennessee have submitted their information via a web-based report for the past two years. This year, revisions were made in an effort to capture the data in an improved form and to define each measure more specifically for ease of reporting and consistency. Because all of the performance measures were not included on the original report for the first two years due to some difficulty in defining measures, the annual report was also updated to include the remainder of the performance measures. Drug court programs were provided regional trainings on the revisions and updates in the spring of 2006 and will report on all but six of the Tennessee Performance Measures in July 2007. The remaining six measures will be collected in a statewide evaluation planned to commence in 2007/2008.

Funding continues to be an issue for drug courts. The fee of \$75.00 attached to the Drug Court Treatment Act passed in 2003 continues to accumulate slowly on the county and state levels. Federal funding streams for drug court programs are decreasing, making the issue even more severe. Fortunately, Governor Phil Bredesen added drug court programs to the 2006/2007 state budget, which was passed by the General Assembly. This included \$3.5 million recurring dollars for drug court programs statewide, an important step towards institutionalization. This also means the OCJP and its collaborative partners will need to do more strategic planning in the future to utilize this new funding resource in the best way possible by funding quality programs that demonstrate good results and making sure the state is covered in the most efficient and effective way possible.

In the beginning of the 2005/2006 year, the OCJP was in conversation with the National Drug Court Institute (NDCI) to provide a statewide conference for drug court professionals slated for the fall of 2006. However, the federal budget passed to include \$30 million dollars less for drug courts through BJA than the previous few years. This included the funding NDCI used to provide training and technical assistance to the states. NDCI significantly cut back on this assistance and they were unable to provide this free service to Tennessee. With approval of the Drug Court Advisory Committee, the OCJP and the Tennessee Association of Drug Court Professionals (TADCP) used funding from local revenues that create the Drug Court Treatment Fund to plan and implement the 3rd Annual Drug Court Conference to be held in September 2006.

OCJP will continue to work with the TADCP, NDCI, and the Administrative Office of the Courts (AOC) and other state and federal partners to provide training and technical assistance to new and mature drug courts in the coming years. Drug court teams need updated information about the latest research and best practices for drug courts. New drug court teams need basic information about structure, how to implement the drug court model, and marketing local stakeholders. Drug court professionals need information and training for their given position whether they are the judge,

the district attorney, public defender, treatment provider, etc. Staff turn over is a part of the process, which means continual need to train new drug court team members. Additionally, as drug court programs become more mature they require more sophisticated methods of data collection and case management. Small drug court programs that started by keeping track of everything and everyone on paper find that they need to move to an improved method of collecting once they begin managing data for several years of graduates and participants. This can be an overwhelming and expensive task, particularly in the rural areas with no IT personnel to provide support in this area. In the next year, the OCJP will evaluate several low cost data systems that are easy to manage and provide some degree of training and technical assistance to programs that desire additional training.

This year, thirty-seven of the forty-five drug court programs in Tennessee submitted an annual report for the period July 1, 2005 to June 30, 2006. Of those thirty-seven drug courts, twenty-nine reported serving adults, six reported serving juveniles, and two reported serving families. Additionally, twenty-nine drug courts reported serving persons charged with misdemeanors, twenty-five reported serving persons charged with felony offenses, and twenty-five reported serving persons who have violations of probation (VOP). Individual drug courts reported as many as seven different funding sources and as few as one. Drug courts reported a daily funded capacity between ten and two hundred fifty, with the average capacity at forty-five, and a median capacity of thirty. The reporting drug courts admitted/enrolled a total of eight hundred twenty (820) participants during the year. There were already seven hundred ninety-four (794) participants active on the first day of the fiscal year, 7/1/2005, for a total of one thousand six hundred fourteen (1614) participants served by the reporting drug courts during fiscal year 2005/2006. Furthermore, two hundred ninety-four (294) participants graduated and three hundred twenty-two (322) participants were terminated for non-compliance in 2005/2006. Eight hundred eighty-four (884) participants were still enrolled at the close of the fiscal year on June 30, 2006, which is a graduation rate of 48%.

Thirty-six of the thirty-seven reporting drug courts also submitted urinalysis data. Drug courts reported taking eighty-two thousand, nine hundred fifty (82,950) drug screens in the fiscal year 2005/2006. Two thousand nine hundred seventeen (2917) of those were positive, meaning that 3.5% of all screens taken on drug court participants were positive. As for recidivism rates, those were reported for in-program fiscal year, in-program since inception, one-year post graduation, and two years post-graduation. Of the one thousand six hundred fourteen (1614) participants served, one hundred forty-six were arrested, contributing to an in-program arrest rate of 9% for fiscal year 2005/2006. Of the five thousand nine hundred fifty-eight (5958) participants served by drug court since their inceptions, four hundred thirteen have been arrested while in the program, contributing to an in-program arrest rate of 7% since inception of all thirty-seven of the reporting programs. Twenty-two drug courts reported one hundred eighty-eight (188) graduates in 2004/2005. Fifty-six of those graduates were arrested for any reason within one year of graduation for a 30% one-year post graduation recidivism rate. Seventeen drug courts reported 174 graduates for 2003/2004. Sixty-one of those graduates were arrested for any reason within two years of graduation. This constitutes a 35% two-year post graduation recidivism rate. The four juvenile drug courts reported overall 30% one-year post graduation recidivism and a 13% two-year post graduation recidivism.

INTRODUCTION

The General Assembly passed Public Chapter 335, the *Drug Court Treatment Act of 2003* which was signed into law on June 13, 2003. The Drug Court Treatment Act establishes guidelines and funding provisions for drug courts created in Tennessee. The Tennessee Department of Finance and Administration, Office of Criminal Justice Programs is the State Administrative Agency for the U.S. Department of Justice and functions as a strategic planning office for state criminal justice system issues. The OCJP administers approximately 400-500 criminal justice grants each year, including victim service projects, drug task forces, and other substance abuse initiatives in addition to drug courts. The Drug Court Treatment Act of 2003 provides the backbone to a continuously evolving drug court system that has become an integral part of Tennessee's multi-pronged response to substance related criminal activity. The response includes collaboration between federal, state and local entities to ensure the sustained success of the drug court movement. The result of this collaboration has been the strengthening of not only the statewide program but additionally the local programs involved.

The Act also established the State Drug Court Advisory Committee. The committee is comprised of drug court professionals from Tennessee (see Appendix A) and its express purpose is to review all program criteria established by the OCJP and advise the Commissioner of Finance and Administration on the allocation of granted funds. As the advising body on drug courts in Tennessee, the Advisory Committee meets quarterly, or more frequently when necessary, and has worked with OCJP on several issues this past fiscal year.

As administrators of the drug court treatment program, the OCJP is responsible for developing and implementing performance measures to be used by drug courts statewide. These measures will enable drug courts to identify their progress and help the state collect this information in a uniform manner. Additionally, OCJP is tasked with collecting and reporting on other drug court data from across the state in an effort to keep track of the status of this initiative. OCJP is also charged with the support of the Mentor Court Program which serves to offer technical assistance to drug courts in need. Another requirement as administrator of the drug court program is to sponsor and coordinate training to ensure that drug court personnel have the tools to accomplish their mission. Finally, OCJP is responsible for the financial resources generated by the Drug Court Treatment Act and to award, administer, and evaluate drug court programs. The State Drug Court Coordinator manages all aspects of the statewide drug court program. Additional staff, including advisory, lends support to the program through direct involvement in activities related to the program.

DRUG COURT PROGRAMS

Statewide Overview

Currently in Tennessee there are forty-five operational drug court treatment programs covering fifty-three counties. There are at least five drug courts in the planning stages this fiscal year; four adult courts and one family treatment court. Last fiscal year, four juvenile drug courts shut down due to funding, lack of adequate resources, or lack of team cohesiveness. Over the past three years, seven courts that made it to the planning or pilot stages were not successful in remaining open for one reason or another. Two new juvenile drug courts will open in the fall of 2006, and by the next fiscal year there will be a drug court in all of the state's thirty-one judicial districts. There has been an increasing interest in family treatment courts and it is anticipated that Tennessee will see an increase in these courts in the next few years.

Tennessee's drug courts are not standardized statewide like some states. For example, drug court programs can serve a jurisdiction in a variety of ways. Some programs operate out of the criminal/circuit court level taking felony offenders as well as misdemeanor offenders remanded up from the general sessions court level. There is at least one county general sessions drug court that takes referrals from several circuit courts in the judicial district. Aside from the standardized performance measures that are collected and reported to the OCJP each fiscal year and the general provision under the drug court legislation that drug courts comply with the "10 Key Components", drug court programs enjoy the ability to structure and implement their programs based on community and geographical needs. Tennessee's judicial system is designed so that the local authorities have the flexibility to tailor the program in a way that benefits the community it serves. Currently, oversight provided by the OCJP is specific to compliance of grant requirements and stated program implementation of drug courts that receive federal or state funding. Still, drug courts continue to state that they need training, technical assistance, and information about an array of issues including effective treatment, cost-effective drug testing, health care services, housing services, and other ancillary services that help a participant be successful. Drug courts continue to report a desire for some minimum standard or guideline or approved best practice they can use to improve or implement a component of their program. Treatment needs to not only be cost-effective, but it needs to withstand the scrutiny of evaluation and be based on demonstrated, successful treatment models. Drug courts need help with data collection and data systems. Increasingly, they are asking for some standardized system that can be used to collect Tennessee's performance measures. Drug court professionals need training and technical assistance on the implementation, use, and maintenance of management information systems. Drug courts also express interest in more and better information on drug court coordinator job duties as well as some minimum information on the duties of other drug court team members. Lastly, drug court programs share that they need help marketing and disseminating quality information to local stakeholders that is continually updated and meets local needs.

Funding Initiatives

The Drug Court Advisory Committee provides advice to the Department of Finance and Administration Commissioner on funding priorities for the Drug Court Treatment Fund. The fund is the result of a \$75.00 fee instituted by the 2003 legislation discussed above and any portion not spent is carried forward each year. This has allowed the fund to increase each year since 2004, albeit slowly. The Drug Court Advisory Committee advised the Department of Finance and Administration to spend some of this funding on two important priorities that benefit Tennessee's drug court programs.

For the past several years, the National Drug Court Institute (NDCI) has provided a yearly conference for drug courts in Tennessee at no cost. Due to the decrease in drug court funding at the federal level, NDCI was unable to provide this service in 2005/2006. The Drug Court Advisory Committee voted to use the Drug Court Treatment Fund to provide a conference for drug court professionals in the fall of 2006. Training can be very expensive for drug court teams. Much of the quality drug court training is done in Washington DC, Las Vegas, or Reno. Drug courts must be provided opportunities that are much less costly and are closer to home, so that they maintain an updated knowledge base on treatment methods, team dynamics, and the latest research findings. Key Component 9 of the 10 Key Components is “continuing interdisciplinary education promotes effective drug court planning, implementation, and operations.” Training and education are vital to the health and improvement of drug court programs, and therefore the Drug Court Treatment Fund will be used to fund training when necessary.

Another Key Component (8) states, “Monitoring and evaluation measure the achievement of program goals and gauge effectiveness.” In fiscal year 2006/2007, Tennessee drug courts will begin collecting on all twenty-six of the performance measures developed in 2004. There are several measures that the Drug Court Advisory Committee, in reviewing the measures, determined would be too difficult for individual drug courts to collect. A statewide evaluation will be necessary to collect several of Tennessee’s performance measures. The Drug Court Advisory Committee has advised the Department of Finance and Administration to use a portion of the Drug Court Treatment Fund for this purpose.

Performance Measure Revisions

In 2004, using the six goals stated in the Drug Court Treatment Act of 2003, plus three other goals based on best practices by the Drug Court Advisory Committee, Tennessee’s twenty-six performance measures were created in a collaborative effort with the National Center for the State Courts, the Office of Criminal Justice Programs, and the Drug Court Advisory Committee. These twenty-six standards were scheduled to begin being collected in two phases: Phase 1- eight standards to be reported to the OCJP on an annual basis using a format provided by OCJP, and Phase 2 – the remaining eighteen performance measures to be added in the following fiscal years for OCJP reporting purposes. Drug courts collected the first set of eight standards for a two-year period from July 1, 2004 through June 30, 2006. The following eight performance standards began being collected in fiscal year 2004:

- Total number of drug screens administered and the number of positive returns during the fiscal year.
- Percentage of graduates who have a least one arrest within one year of graduation, by year of graduation.
- Percentage of graduates who have a least one arrest within two years of graduation, by year of graduation.
- Number and percentage of drug court clients who are arrested on new charges while in the program.
- List of individuals, agencies, and organizations with which the drug court collaborates.
- Number of days between intake and successful completion.
- Number and percentage of drug court clients who graduate from the program, measured cumulatively from the program’s inception.

The data submitted for FY 2004/2005 for these performance standards were compiled and reported in Tennessee's latest annual drug court report. Based upon an analysis of the data submitted in FY 2004/2005 the Drug Court Advisory Committee approved certain changes to the data collection process that will improve the ability of the Phase I performance measures to be used for enhanced program evaluation. These enhancements will be collected in FY 2005/2006.

During the last fiscal year, Performance Vistas, Inc., an agency contracted to provide technical assistance and training for the states drug court program, facilitated four discussions over several months as a subcommittee of members from the Drug Court Advisory Committee discussed, defined, and revised the annual report to include the additional eighteen performance measures not yet being collected. The following performance standards will be collected, beginning in fiscal year 2006/2007:

- Number of times admitted to jail and/or prison during participation in the drug court program.
- Amount of time in jail and/or prison during participant in the drug court program.
- Percentage of positive drug screens during the drug court program during the first phase of the drug court program and during the last phase of the drug court program in which the individual participated.
- Data regarding the following personal, familial, and societal accountability measures:
 - Restoration of visitation/custody rights
 - Birth of drug-free babies
 - Employment, re-employment, and/or improved employment
 - Employment stability
 - Education gains
 - Child support payments
 - Hours of community service
 - Fines, court costs, program costs, and restitution paid
 - Drivers license restoration
- Number of days between referral and intake
- Extent of compliance (supported with statistical and other information where appropriate) with each benchmark associated with each of the key components established by the National Association of Drug Court Professionals.

The Drug Court Advisory Committee has approved data definitions for each of these standards. Training of drug court personnel was completed in three regional meetings in time for drug courts to begin collecting these additional data beginning July 1, 2006. The Drug Court Advisory Committee recognizes that a few of the performance standards and measures, while still very important, are beyond the ability of individual drug courts to collect on a routine basis. These performance standards and indicators are:

- Number of times admitted to jail and/or prison in the two years prior to admission to the drug court program.
- Number of times admitted to jail and/or prison in the two years after graduation or termination from the drug court program
- Amount of time in jail and/or prison in the two years prior to admission to the drug court program.

- Amount of time in jail and/or prison in the two years after graduation or termination from the drug court program.
- Number of felony arrests within one year of either graduation or termination from the drug court program.
- Number of misdemeanor arrests measured within one year of either graduation or termination from the drug court program.

The Drug Court Advisory Committee has recommended that these performance standards and indicators be gathered through periodic statewide evaluations conducted by outside evaluators. Such evaluations can provide these data on a periodic and timely basis, as well as validate other data provided annually by individual drug courts. The Committee recommends that OCJP fund such an external evaluation not more than every five years, to commence in FY 2008.

PERFORMANCE MEASURES

The legislation of 2003 charges the Office of Criminal Justice Programs with evaluation of state drug court treatment grants as well as collecting, reporting, and disseminating drug court data so that drug court programs may evaluate their own program's effectiveness. Through a partnership with the Drug Court Advisory Committee, the Tennessee Association of Drug Court Professionals, and the National Center for State Courts, the OCJP developed performance standards and definitions, and a reporting process for that purpose. The OCJP has now collected two years of data from Tennessee drug courts. This past year, revisions were made to the original report document and a "guide" was created that includes definitions and explanations of how to complete a data element, so that data would be more uniformly reported, and therefore some comparisons and averages could be calculated.

NOTE: This report contains data submitted on the 2005/2006 Drug Court Annual Report. The data submitted by individual programs is reported as it was submitted and therefore may contain inconsistencies (programs may not have answered all questions or may not have answered the questions correctly). Contact the State Drug Court Coordinator with any questions.

Individual Demographics

Thirty-seven of the forty-five drug court programs in Tennessee submitted an annual report for the period July 1, 2005 to June 30, 2006. Drug courts were asked to submit planning and operational dates and were given definitions for planning, pilot, and operational status (see Drug Court Annual Report Guide, Appendix C). As seen in Table 1.0, thirty-one of the forty-four drug courts in operation have operational dates between 2003 through 2005.

Table 1.0
Operational Status

Year Began	Planning	Operation
1997	3	1
1998	0	0
1999	2	2
2000	7	2
2001	6	0
2002	4	9
2003	6	9
2004	2	4
2005	0	9

Drug courts reported having between three and six phases, with twelve courts having three phases, twenty-two courts having four phases, two courts having five phases, and one court having six phases (see Table 1.1)

Table 1.1
Program Phases Adult and Juvenile

Phases	Number of Courts
1	0
2	0
3	12
4	22
5	2
6	1

Of the thirty-seven drug courts that submitted a report, twenty-nine drug courts reported serving adults, six reported serving juveniles, and two reported serving families. Twenty-nine drug courts served persons charged with misdemeanors, twenty-five served persons charged with felony offenses, and twenty-five served persons with violations of probation (VOP). Eighteen drug courts reported being hybrid courts serving clients who presented with substance abuse offenses and/or DUI/DWI offenses, eighteen courts reported serving clients who only presented with substance abuse offenses, and one court reported serving clients who presented only with DUI/DWI offenses. Drug court

programs can serve jurisdictions in a variety of ways so some programs operate out of the criminal/circuit court level taking felony and misdemeanor offenders remanded up from the general sessions court level, and vice versa. Drug courts also reported the types of funding sources currently available to them. This information allows the OCJP to assess the resources available to drug court programs to report funding strengths and weaknesses, and it allows the programs to see what resources their peers are accessing that they may be eligible to receive as well. Individual drug courts reported as many as seven different funding sources and as few as one, as detailed in Table 1.2.

Table 1.2
Funding Sources

Number of Funding Sources	Number of Courts Reporting
1	10
2	7
3	6
4	2
5	7
6	3
7	2

As seen in Table 1.3, eighteen drug courts utilize the Drug Court Treatment Act fees that each county collects on certain drug-related offenses and participant fees, fifteen utilize Byrne funding provided through the Office of Criminal Justice Programs from the federal Department of Justice, fifteen utilize state DUI treatment fees, eleven use charitable contributions (unspecified), nine use local government direct appropriations, six receive a discretionary grant from the federal Bureau of Justice Assistance, six receive 501©3 donations, five receive a grant under the Drug Court Treatment Act of 2003, five (juvenile only) utilize funding provided by the Office of Juvenile Justice and Delinquency Program, two report Substance Abuse and Mental Health Services Agency (SAMHSA) funding, two report local legislation to fund their drug court, and one reports a federal direct appropriation. Five courts reported funding sources other than those listed, mostly specifying those as donations by a local drug-related task force.

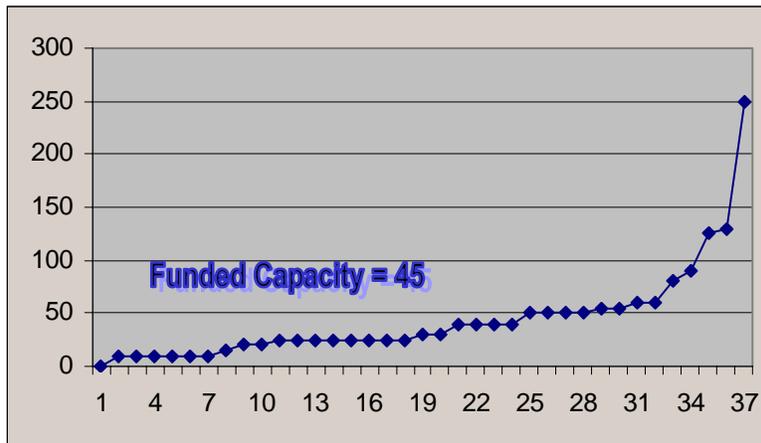
Table 1.3
Funding Types

Fund Source	Number of Courts Reporting
Drug Court Treatment Act of 2003 Fees	18
Participant Fees	18
JAG/Byrne Grant (OCJP)	15
DUI Treatment Fees	15
Charitable Contributions	11
Local Government (direct appropriation)	9

Federal Discretion Grant (BJA)	6
501c(3) Donations	6
Drug Court Treat Act of 2003 Grant (OCJP)	5
OJJDP	5
SAMHSA/CSAT	2
Local Legislation	2
Direct Appropriation	1
Other (specified sources)	5

Funded capacity is defined as the total number of participants the program is able to serve on any given day. Drug courts reported a funded capacity between ten and two hundred fifty, with the average capacity at forty-five, and a median capacity of thirty (Chart 1.0). Overall funded capacity for the reporting drug court programs was one thousand six hundred thirty-nine (1639).

Chart 1.0
Funded Capacity



Statewide Performance Data

The thirty-seven drug courts reported a total population as of June 30, 2006 (marking the beginning of the 2005/2006 fiscal year) as seven hundred ninety four participants. Drug courts collectively admitted a total of eight hundred twenty participants during that year. Seven hundred eight participants graduated, three hundred twenty-two participants were terminated for non-compliance, and ninety-two participants were administratively withdrawn (see Drug Court Annual Report Guide for definitions). As of June 30, 2006, the total population of the reporting courts was eight hundred eighty-four.

Table 1.4

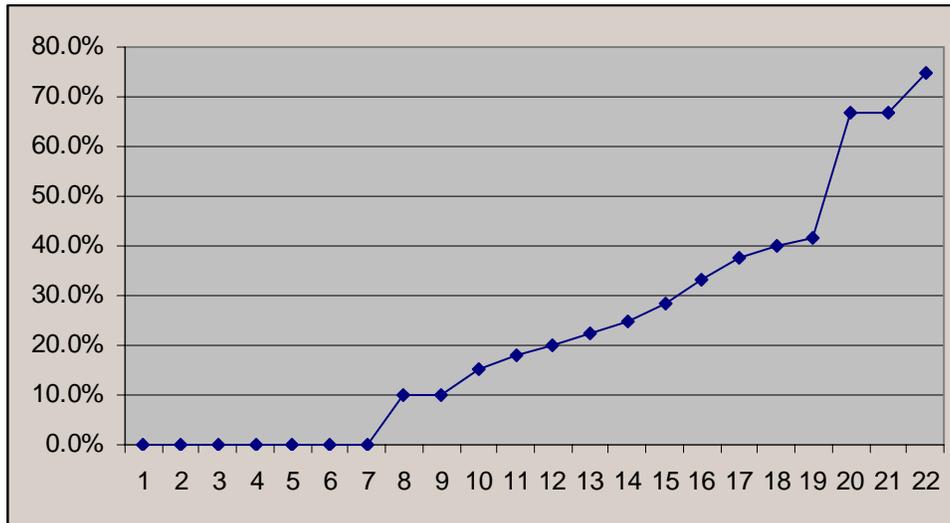
Statewide Population Movement

Population as of June 30, 2005	794	
Funded Capacity	1639	
Indicator	2005/2006	Since Inception
Admissions	820	5958
Releases	708	3220
• Graduates	294	1713
• Terminations	322	1289
• Administrative Withdrawals	92	218
Graduation Rate	48%	57%
Population as of June 30, 2006	884	

“Abstinence is monitored by frequent alcohol and other drug testing,” states Key Component 5 of the Bureau of Justice Assistance (BJA) 10 Key Components of an Effective Drug Court. Using drug testing, courts can frequently measure compliance as well as abstinence, and participant’s can receive immediate praise (incentives) for their progress, or an immediate sanction for non-compliance, plus an assessment of their treatment needs at that point. Thirty-six of the thirty-seven reporting drug courts submitted urinalysis data. Drug courts reported taking eighty-two thousand, nine hundred fifty (82,950) drug screens in the fiscal year 2005/2006. Two thousand nine hundred seventeen of those were positive, which means that 3.5% of all screens taken on drug court participants last year were positive. Or, 96.5% of all reported screens for last fiscal year were negative. Chart 1.1 demonstrates the ranges of positive drug screens for individual programs. Drug courts reported arrest data for in-program arrests, arrests after one year of graduation, and arrests after two years of graduation for the 2005/2006 fiscal year as well as inception-to-date periods. Many drug courts in Tennessee do not have graduates who have been released for one and two years, so they were unable to report portions of this data.

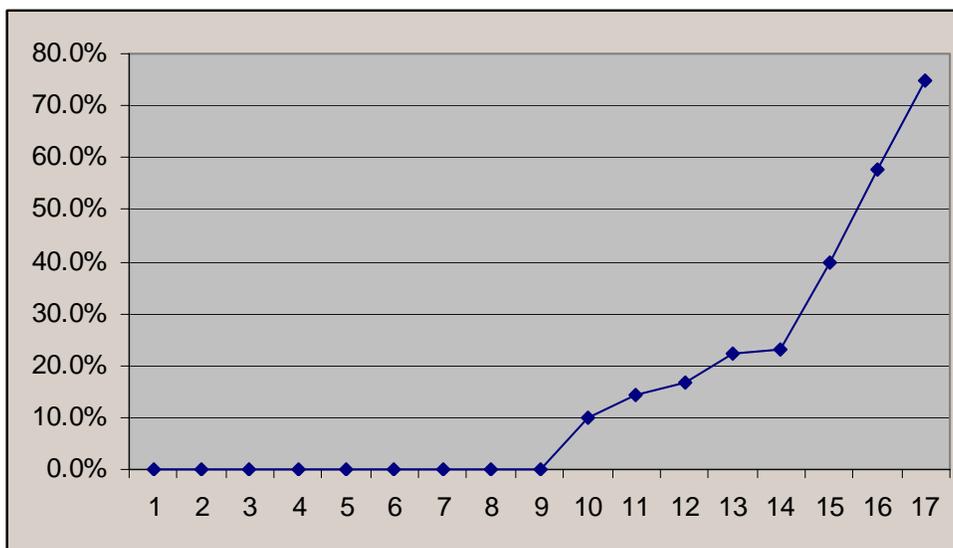
Twenty-two drug courts reported having participants that graduated in 2004/2005. Fourteen had no participants graduate that year. One court was unable to report arrest data based on the standardized definitions. As seen in Chart 1.2, the twenty-two drug courts reported one hundred eighty-eight (188) graduates in 2004/2005. Fifty-six of those graduates were arrested for any reason within one year of graduation for a 30% one year post graduation recidivism rate. To add some perspective to this data, seven drug courts reported 0% recidivism, seven reported less than 25%, five reported 25% to 50%, and three reported between 51% and 75% one year post graduation rates. The drug court with 75% recidivism for 2004/2005 had a total of 4 graduates. Of the four juvenile drug courts that reported one year recidivism rates there was an overall rate of 30%.

Chart 1.2
One Year Recidivism



Of the thirty-seven drug courts that submitted an annual report, seventeen reported graduates for 2003/2004. Nineteen drug courts had no graduates in that year, and one drug court was unable to report arrest data based on the standardized definitions. The seventeen drug courts reported 174 graduates for 2003/2004. Sixty-one of those graduates were arrested for any reason within two years of graduation for a two-year post recidivism rate of 35%. For additional perspective note that nine courts reported 0% recidivism, five drug courts reported less than 25% recidivism, and three reported between 40% and 75% two-year recidivism (Chart 1.3). The four juvenile drug courts reported an overall 13% two-year post graduation recidivism rate.

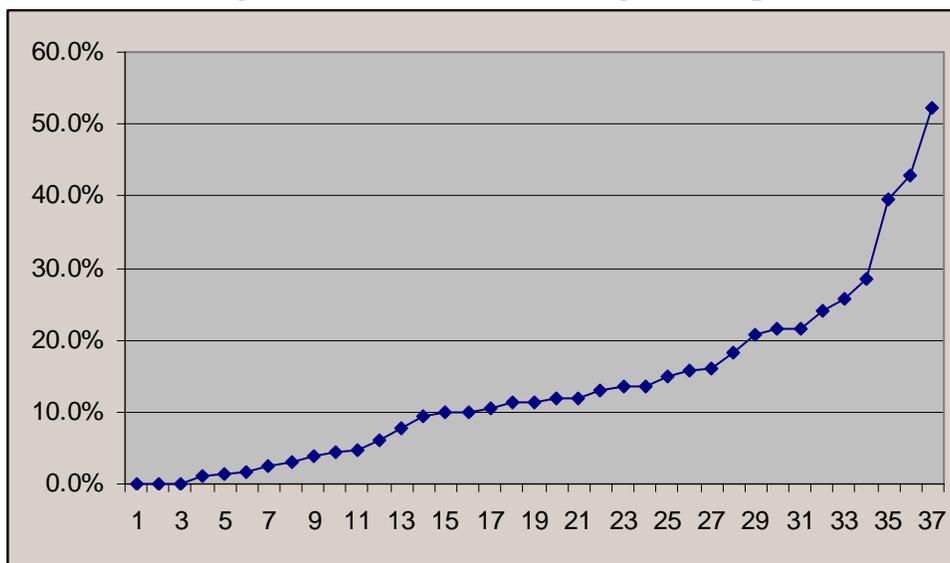
Chart 1.3
Two Year Recidivism



Drug courts also reported on several types of recidivism data since the inception of each of their programs. One type was in-program recidivism. Of the five thousand nine hundred fifty-eight (5958) participants served by drug courts since their inceptions, four hundred thirteen have been arrested while in a drug court program, contributing to an average in-program arrest rate of 7% since

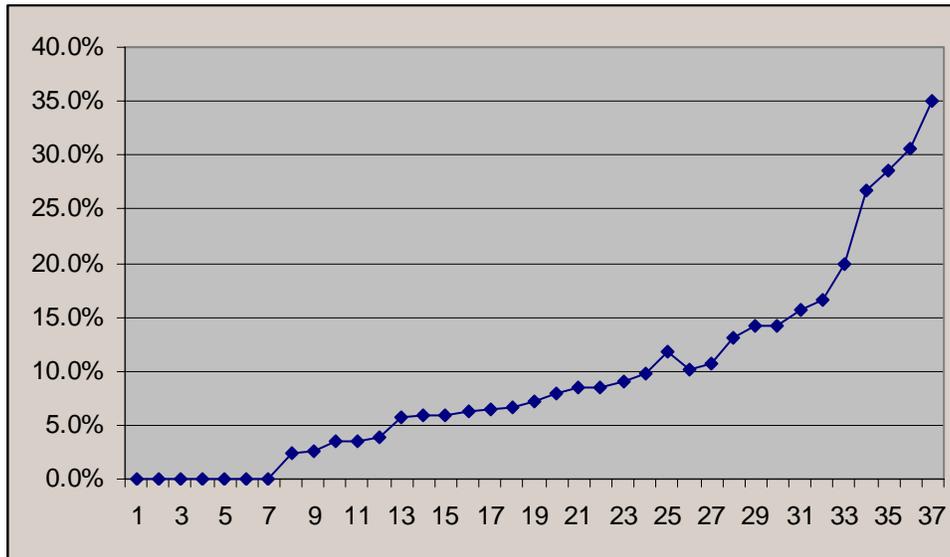
inception. As demonstrated by Chart 1.4, individual drug court programs reported in-program arrest data since program inception ranging from 0% to 52%.

Chart 1.4
In-Program Arrest Data/Since Program Inception



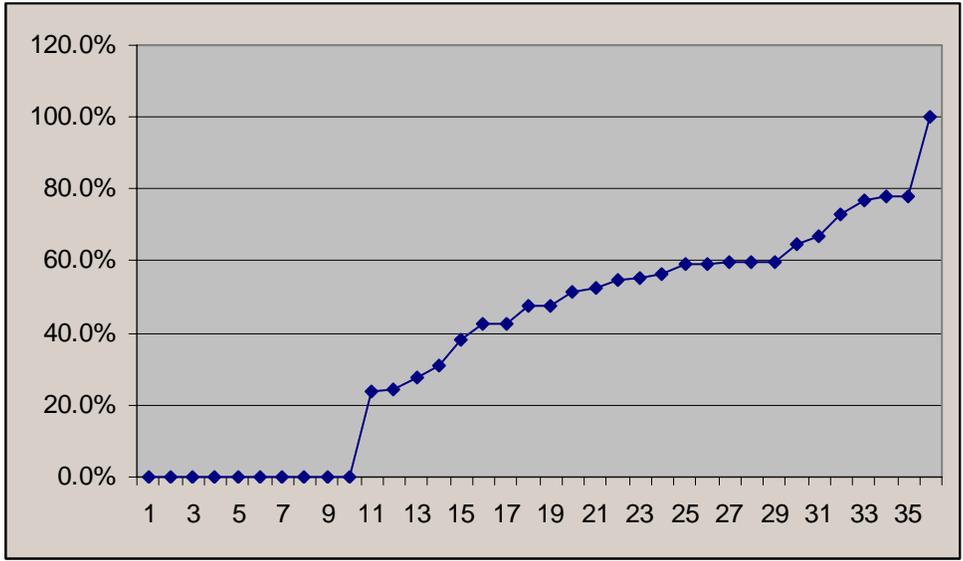
Thirty-seven drug courts reported in-program arrests for fiscal year 2005/2006. Of the one thousand six hundred fourteen (1614) participants served, one hundred forty-six were arrested, contributing to an in-program arrest rate of 9% for the fiscal year. As demonstrated in Chart 1.5, individual drug court programs reported in-program arrest data for the fiscal year ranging from recidivism rates of 0% to 35%.

Chart 1.5
In-Program Arrest Data/Fiscal Year 2005/2006



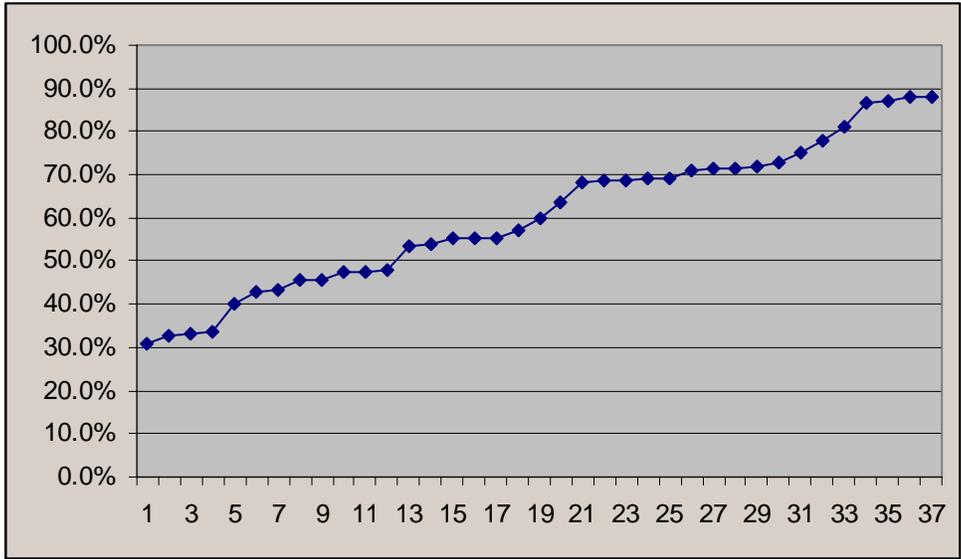
The thirty-seven drug courts that submitted performance data for fiscal year 2005/2006 admitted/enrolled a total of eight hundred twenty participants during the year. Seven hundred ninety-four participants were already active in those courts as of 7/1/2005. This means that a total of one thousand six hundred fourteen (1614) participants were served by thirty-seven drug courts during fiscal year 2005/2006. Furthermore, two hundred ninety-four participants graduated in 2005/2006, three hundred twenty-two participants were terminated for non-compliance, and ninety-two participants were administratively withdrawn (due to unforeseen circumstances such as a medical condition, change in eligibility status, move, etc.). As of June 30, 2006, eight hundred eighty-four participants were still enrolled. Based on this data, the overall graduation rate for the reporting courts was 48% (Chart 1.6).

Chart 1.6
Individual Drug Court Graduation Rates for FY 2005/2006



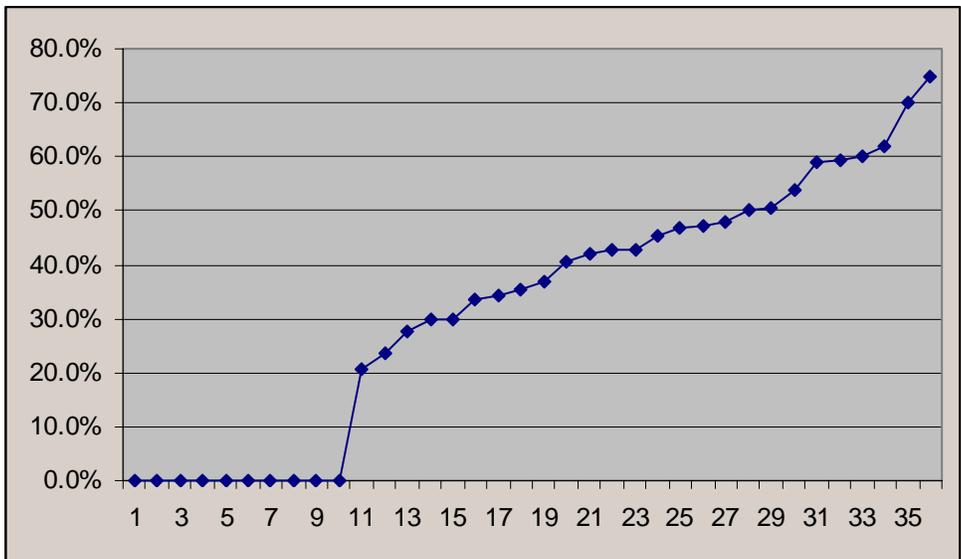
Based on the admission and termination data submitted, there was an overall average retention rate of 56% for the fiscal year (Chart 1.7). Drug courts reported anywhere from 31% to 82% retention rates individually.

Chart 1.7
Individual Drug Court Retention Rates



Drug courts were also asked to report performance data for their programs since the program began (program inception). There have been one thousand seven hundred thirteen (1713) participants graduate and one thousand two hundred eighty-nine (1289) participants terminated by drug court programs since the inception of their programs. Based on this inception data, overall graduation rates for drug courts are 57% (Chart 1.8).

Chart 1.8
Drug Court Graduation
Rates from Program Inception



Drug courts collected and reported all the drugs clients said they used/abused, and what clients' said was their primary drug of choice. Thirty-four drug courts reported collecting this information by

client self report, twenty-seven drug courts reported using the Addiction Severity Index (ASI), then drug courts reported collecting this information by urinalysis results during intake or screening. Other methods of collection include use of the Substance Abuse Subtle Screening Inventory (SASSI), Michigan Alcohol Screening Test (MAST), the Drug Abuse Screening Test (DAST), biopsychosocial assessments and court reports. Two drug courts did not provide any data on the drugs used/abused or primary drug of choice by participants. Most drug court programs indicated more than one method of collection. Tables 1.4 and 1.5 describe the prevalence of drug use and primary drug of choice among drug court programs that submitted data for this portion of the report. For 2005/2006 admissions, drug courts reported marijuana as the most prevalent drug used, followed by cocaine/crack, alcohol, prescription drugs, methamphetamine, other drugs, other amphetamine, and heroin. The primary drug of choice was cocaine/crack, followed by marijuana, prescription drugs, alcohol, methamphetamine, other drugs, other amphetamine, and heroin. The drug reported as most prevalently used by juvenile drug court participants is marijuana followed by alcohol, prescription drugs, cocaine/crack, other drugs, methamphetamine, heroin, and other amphetamines. The primary drug of choice reported by juvenile drug courts is also marijuana, followed by alcohol, cocaine/crack, other amphetamine, prescription drugs, other drugs, and methamphetamine (Tables 1.6 & 1.7) Drug use and drug of choice figures for Tennessee's urban areas in Tables 1.8 and 1.9 show that drug use prevalence in the urban areas is cocaine/crack followed by marijuana, prescription drugs, alcohol, methamphetamine, heroin, other drugs, and other amphetamine. The primary drug of choice in urban areas is cocaine/crack followed by prescription drugs, marijuana, methamphetamine, alcohol, heroin, other amphetamine, and other drugs.

Drug Use Prevalence and Drug of Choice Tables

Table 1.4

Prevalence of Drug Use Prevalence	
2005-06 Admissions	
Marijuana	47.40%
Cocaine/Crack	43.60%
Alcohol	36.50%
Prescription Drugs	28.00%
Methamphetamine	12.30%
Other Drugs	5.00%
Other Amphetamine	2.30%
Heroin	1.80%

Table 1.5

Primary Drug of Choice	
2005-06 Admissions	
Cocaine/Crack	31.50%
Marijuana	21.90%
Prescription Drugs	17.20%
Alcohol	12.90%
Methamphetamine	12.40%
Other Drugs	1.90%
Other Amphetamine	1.50%
Heroin	0.90%

Table 1.6

Drug Use Prevalence	
2005-06 Admissions/Juvenile Drug Courts	
Marijuana	47%

Table 1.7

Primary Drug of Choice	
2005-06 Admissions/Juvenile Drug Courts	
Marijuana	71.80%

Alcohol	23%
Prescription Drugs	10%
Cocaine/Crack	9%
Other Drugs	5%
Methamphetamine	3.20%
Heroin	1.80%
Other Amphetamine	1.00%

Alcohol	17.50%
Cocaine/Crack	4.80%
Other Amphetamine	1.90%
Prescription Drugs	1.90%
Other Drugs	0.90%
Methamphetamine	0.90%
Heroin	0.00%

Table 1.8

Prevalence of Drug Use Prevalence	
2005-06 Admissions/Urban Areas Only	
Cocaine/Crack	37.00%
Marijuana	24.00%
Prescription Drugs	18.90%
Alcohol	11.50%
Methamphetamine	4.00%
Heroin	2.00%
Other Drugs	1.10%
Other Amphetamine	0.90%

Table 1.9

Prevalence of Primary Drug of Choice	
2005-06 Admissions/Urban Areas Only	
Cocaine/Crack	47.60%
Prescription Drugs	21.00%
Marijuana	11.40%
Methamphetamine	10.50%
Alcohol	4.30%
Heroin	2.30%
Other Amphetamine	1.50%
Other Drugs	1.50%

Methamphetamine Specific Data

Four adult criminal/circuit drug courts in Tennessee report a high number of their participants' primary drug of choice as methamphetamine. All four drug courts are in rural areas of East, Southeast, and Northwest Tennessee. One hundred ten participants that reported their primary drug of choice were served by drug courts in 2005/2006. One hundred fifty-one participants that were served reported ever using methamphetamine. At this time, drug courts do not report graduation and recidivism data specifically on methamphetamine-addicted participants.

Narrative Section

Drug courts completed a series of open-ended questions at the end of the annual report related to issues of implementation and training. Those questions and a brief summary of the responses follow.

- I. **Planning Courts:** Describe any difficulties related to planning and/or implementing your drug court treatment program during this period:
Drug courts reported funding as the top issue related to the implementation of a planning court, followed by issues with the referral process, and staff hiring/turnover.

- II. **All Courts:** Describe any components (of the 10 Key Components) of your drug court treatment program which are problematic or need changing this year:
Ten courts reported timely processing of eligible offenders as an issue, followed by community involvement (eight courts), sanctions and incentives (six courts),

maintaining a nonadversarial environment (five courts), program evaluation (five courts), and urinalysis testing (four courts).

- III.** List the individuals, agencies, and organizations with which your drug court treatment program has had meaningful collaboration during the past year. This is not meant to include a laundry list of contacts, but rather a list of those that your program has actively collaborated with and what that collaboration consisted of:
An array of individuals, agencies, and organizations were reported as collaborators and include law enforcement, mental health, faith-based organizations, medical and dental centers, educators and educational programs, various governmental agencies (chamber of commerce, for example), fitness and health centers, other drug court programs, transitional housing, community organizations, treatment programs, The Red Cross, Habitat for Humanity, highway safety, and animal shelters. One program reported that eight drug court participants remodeled a critically ill child's room in collaboration with the program called Special Spaces.
- IV.** How many drug court staff members have attended drug court-related training this fiscal year?
One hundred ninety-to drug court staff/team members attended drug court-related training.
- V.** How many drug court staff members have attended meth-specific training this year?
Fifty-eight drug court staff/team members attended meth-specific training.
- VI.** How many trainings has your drug court team performed this year (this includes any training done by a drug court team member)?
Drug court staff conducted two hundred twelve community presentations, educational presentations, and/or other drug court trainings this year.
- VII.** Please describe any new component or resource that was implemented by your program this fiscal year that has been a valuable addition to the program:
Programs reported new or additional treatment providers as one of the top additions this fiscal year, followed by changing or adding drug screening services (i.e., using a portable breathalyzer, Sleptime monitors, SCRAM devices and onsite certified toxicology labs, to name a few), expanding ancillary services like aftercare, home visits, transitional housing, family counseling, and community service, and staff additions that have enhanced or broadened the drug court services.

There are several issues that make statewide data collection difficult and compromise the efficacy of the reported data. When possible, OCJP made follow-up phone calls to drug court programs in an effort to improve the data reported. Some of the issues that make data analysis difficult are:

- Budgeted capacity was reported as program budget (a monetary figure) instead of the number of participants that the program has the capacity to serve at one time.
- Data provided does not “add up”. Enrollment figures provided were not consistent with the admission and termination also submitted.
- Months and years were entered where days were requested.
- Percentages were calculated incorrectly.
- Inconsistency among repeat data. For example, items that were supposed to be the same data, different data was reported.
- Not all of the data requested was submitted.
- Not all drug courts reported. In fiscal year 2005/2006 there were 44 operational drug courts.

The Office of Criminal Justice Programs will work with programs to improving these deficiencies with better supporting documentation, training, and technical assistance.

A Look Ahead

As an effective response to the methamphetamine issue in Tennessee, Governor Phil Bredeson submitted and the General Assembly passed a state budget that included \$3.5 million dollars in recurring funding for Tennessee’s drug courts beginning July 1, 2006. Two million dollars is designated for the four urban areas of Davidson, Hamilton, Knox, and Shelby Counties for residential program services. The remaining \$1.5 million is for new and operational drug courts in the state. The Governor designated the Office of Criminal Justice Programs as the administering agency of these funds. This new funding requires that Tennessee become more sophisticated in terms of statewide strategic planning, standardization, and accountability. It is important that state funding be prioritized to fund effective, quality programming. Currently, there is no standardization among drug courts aside from the data they are required to collect for OCJP. Furthermore, there is no formal or informal “approval” process to become a drug court, and no formal monitoring of drug courts statewide. These will become important issues to consider as funding continues to be available, planning and operational drug courts ask for training and technical assistance, and the OCJP plans to make informed decisions about the allocation of funding for the state. The following activities move toward further institutionalizing the statewide drug court program.

Training New Drug Courts

OCJP is collaborating with the National Drug Court Institute (NDCI) to provide two intensive, three-day training sessions for drug court teams in Tennessee to plan and implement a drug court program based on the national best practices of the 10 Key Components in 2006/2007. NDCI staff and trained drug court program facilitators from around the country will provide the education, materials, and guidance for five teams to put together an implementation strategy. In addition, eight to ten new drug court coordinators will be invited to participate in this training with a focus group discussion provided by a NDCI facilitator that is based on their particular needs. The first part of this two-part training will be held in January 2007 and will cover the following topics: Teambuilding, the 10 Key Components, Addiction/Psychopharmacology, the Impact of Culture on Programs, Developing a Mission Statement, Goals, and Objectives, Structuring a Program, Target Population, the Entry Process, Eligibility Criteria, and Screening and Assessment. The second part of this training will be held in April 2007 and will cover What Works in Treatment, Co-occurring Disorders, Defining your Treatment and Continuing Care Model, Relapse, Phases and Court Requirements, Community Supervision, Drug Testing, Basis Drug Court Evaluation and MIS, and Sustainability. At each training, participants will be invited to visit a drug court program in the Nashville area. Training participants will also be asked to complete an evaluation of each session. NDCI will collect and report the findings of these evaluations to OCJP. Based on the availability of funding, it is anticipated that OCJP will be able to provide implementation funding to courts that attend and complete this two-part training and want to implement a drug court program. Either way, OCJP is committed to working with these courts to implement their goals and will provide training and technical assistance as needed. The offering of this training in the future will be determined by the funding available for training new courts for NDCI and the number of courts that express an interest in the training.

Statewide Certification

OCJP, in collaboration with the legislated Drug Court Advisory Committee and Performance Vistas, Inc., will design and implement a certification process for drug court programs that wish to receive funding through OCJP. This would include federal formula grants, the drug court treatment funds, and the new state appropriated funding. The purpose of the certification would be to provide a minimum standard of quality for Tennessee drug courts so that funding can be spent on good effective programming. The standards will be based on the benchmarks of the 10 Key Components. All drug courts regardless of OCJP funding will have the opportunity to be certified. OCJP will develop of strategic plan for implementation during the next fiscal year that will include the process and procedure, the certification program application process, the role of the Drug Court Advisory Committee, and certification standards. Implementation is expected to begin in fiscal year 2009.

Statewide Evaluation

The OCJP is tasked by the 2003 Legislation to evaluate drug court programs in the state. The legislation also determined goals for drug court programs. During the past several years, the OCJP has collaborated with the National Center for State Courts, and the Drug Court Advisory Committee to design and implement performance measures based on these goals. It has been determined after much discussion that some goals cannot be measured by individual drug courts due to lack of resources. Specifically these goals are:

- Number of times admitted to jail and//or prison in the two years prior to admission to the drug court program.

- Number of times admitted to jail and/or prison in the two years after graduation or termination from the drug court program
- Amount of time in jail and/or prison in the two years prior to admission to the drug court program.
- Amount of time in jail and/or prison in the two years after graduation or termination from the drug court program.
- Number of felony arrests within one year of either graduation or termination from the drug court program.
- Number of misdemeanor arrests measured within one year of either graduation or termination from the drug court program.

OCJP will conduct a statewide evaluation to 1) analyze and evaluate more in depth arrest data on drug court participants, and 2) analyze and evaluate the cost associated with drug court programs. Planning for the statewide evaluation will be ongoing in fiscal year 2006/2007, with plans to begin late that fiscal year or next.

Other Initiatives

In the new fiscal year, OCJP will collaborate with the Tennessee Association of Drug Court Professionals to provide the 3rd Annual Drug Court Conference for drug court professionals in Tennessee. The conference will be held in Chattanooga on September 28 & 29, and will focus on juvenile drug court issues such as sanctions and incentives and dealing with fatherless or abandoned children. For basic adult drug court issues such as screening and assessment, the 10 Key Components, and Evaluating Your Program will be covered, as well as advanced drug court issues like Marketing Drug Court in Your Community, and Rebuilding Your Drug Court Team and Staff Turnover. There will also be an opportunity to learn about treatment options particular to methamphetamine. Experts in the field that are from all over the country will be presenting. All drug court teams in the state will be invited to participate in the conference and there will be no registration fee. The Drug Court Treatment Fund will be used to provide this important networking and training event. The conference schedule and presenter biographies can be found in Appendix D. Conference participants will have an opportunity to provide feedback about the conference sessions and make suggestions for next year's conference design, topics and location. These evaluations will be used to develop the 4th Annual Conference for the next year and will be used to develop other trainings opportunities as well.

It is anticipated that OCJP will be able to provide funding for planning courts that attend the National Drug Court Planning Institute to be held here in Nashville next spring. Contingent of availability of funding, OCJP will invite the estimated three or four planning courts that complete the training to apply for Implementation funding of up to \$80,000 in the first year, and \$60,000 in the second. These courts will be required to meet the same requirements as other drug courts that receive state or federal funding through OCJP, plus they will need to submit an Implementation Plan. Technical assistance will be available as they begin the implementation process. Drug courts that apply for funding through OCJP will be able to apply online using a new web-based application system. The OCJP, in collaboration with Performance Vistas, Inc., has developed this new system based on the application format familiar to past grant recipients. It was implemented for Victim Services agencies and Drug Task Forced funded by OCJP during the last fiscal year and it received a very positive response.

APPENDIX A

Advisory Committee Information Sheet



**STATE OF TENNESSEE
DEPARTMENT OF FINANCE AND ADMINISTRATION
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APPENDIX B

Drug Court Annual Report

TENNESSEE DRUG COURT ANNUAL REPORT

The following form should be completed by each Drug Court Treatment project. If you have more than one drug court in your county/jurisdiction please complete one form for each drug court treatment program. The report is due on or before July 31, 2007.

Drug Court Information

Drug Court Name:

Drug Court Judge:

Start Date of Planning Phase:

Start Date of Operational Phase:

Counties Served:

Judicial District in which court is located:

Is this court a pilot program?

Yes

No

Report Contact

Name:

Title:

Agency:

Phone #:

Email:

Funding Sources (check all that apply):

Federal Discretionary Grant
(BJA)

SAMHSA/CSAT

OJJDP

Drug Court Treatment Act of 2003
fees

Direct State Appropriation

DUI Treatment fees

- | | |
|---|---|
| <input type="checkbox"/> JAG/Byrne (OCJP) | <input type="checkbox"/> Participant fees |
| <input type="checkbox"/> Drug Court Treatment Act of 2003 Grants (OCJP) | <input type="checkbox"/> Charitable contributions |
| <input type="checkbox"/> Local legislation | <input type="checkbox"/> 501c(3) |
| <input type="checkbox"/> Local government direct appropriations | <input type="checkbox"/> Other (please specify) |
| | <input type="text"/> |

Type of Court

Population (check only one):

- Juvenile Family Adult

Charge (check all that apply):

- Misdemeanor Felony Violation of Probation

Presenting Problem (check one):

- DUI/DWI Substance Abuse Hybrid

Does your court serve clients with co-occurring disorders?

- Yes No

Drug Court Treatment Program Data

1. Total Funded Capacity:	<input type="text"/>
2. Population as of midnight June 30, 2006 (ending balance):	<input type="text"/>

	2006-2007	Since Start of Drug Court
3. Number of participants admitted/enrolled into the program:	<input type="text"/>	<input type="text"/>
4. Number of participants graduated from the program:	<input type="text"/>	<input type="text"/>
5. Number of participants terminated from program (for non-compliance/program violation):	<input type="text"/>	<input type="text"/>
6. Number of participants administratively withdrawn from the program:	<input type="text"/>	<input type="text"/>

	2006-2007	Since Start of Drug Court
7. Average number of days between date of enrollment/admission and date of successful completion for drug court graduates:		
8. Population as of midnight June 30, 2007 (ending balance):		

GOAL 1: Reduce the use of jail and prison beds and other correctional services by non-violent chemically dependent offenders by diverting them into rehabilitative program

9. Number of <u>times</u> during this fiscal year participants were admitted to jail and/or prison while participating in your drug court program:	
10. Number of <u>days</u> during this fiscal year participants were admitted to jail and/or prison while participating in your drug court program (<u>total:should equal a+b below</u>):	
10.a. Number of <u>days</u> that were the result of a <u>new charge</u> :	
10.b. Number of <u>days</u> that were the result of a <u>sanction from the program</u> :	

GOAL 2: Reduce incidences of drug use and drug addiction among offenders

	1	2	3	4	5	6
11. How many phases in your drug court program:	<input type="checkbox"/>					

	Number of drug screens Administered	Number of drug screens returned Positive
12. 1st Phase of Treatment		
13. 2nd Phase of Treatment (as applicable)		
14. 3rd Phase of Treatment (as applicable)		
15. 4th Phase of Treatment (as applicable)		
16. 5th Phase of Treatment (as applicable)		
17. 6th Phase of Treatment (as applicable)		
18. Total Screens (all phases)		

GOAL 3: Reduce crimes committed as a result of drug use and addiction

GOAL 4: Promote public safety through these reductions

Recidivism within 1 year of graduation:

19. Number of graduates who graduated in 2005-06:	<input type="text"/>
20. Number of these graduates who had at least <u>one arrest within one year</u> of graduation:	<input type="text"/>
21. Percentage of 2005-06 graduates who have at least one arrest within one year of graduation ((#20/#19) *100):	<input type="text"/>
22. Number of these graduates who had at least <u>one conviction within one year</u> of graduation:	<input type="text"/>
23. Percentage of 2005-06 graduates who have at least one conviction within one year of graduation ((#22/#19) *100):	<input type="text"/>

Recidivism within 2 years of graduation:

24. Number of graduates who graduated in 2004-05:	<input type="text"/>
25. Number of these graduates who had at least <u>one arrest within two years</u> of graduation:	<input type="text"/>
26. Percentage of 2004-05 graduates who have at least one arrest within two years of graduation ((#25/#24) *100):	<input type="text"/>
27. Number of these graduates who had at least <u>one conviction within two years</u> of graduation:	<input type="text"/>
28. Percentage of 2005-06 graduates who have at least one conviction within two years of graduation ((#27/#24) *100):	<input type="text"/>

Recidivism since the Start of Drug Court (inception):

29. Number of graduates since inception of program (reported in #4 - Since the Start of Drug Court column):	<input type="text"/>
30. Number of graduates since inception who have been graduated for at least one year:	<input type="text"/>
31. Number of these graduates who had at least <u>one arrest within one year</u> of graduation:	<input type="text"/>
32. Percentage of graduates since inception who have at least one arrest within one year of graduation ((#31/#30) *100):	<input type="text"/>
33. Number of these graduates who had at least <u>one conviction within one year</u> of graduation:	<input type="text"/>
34. Percentage of 2005-06 graduates who have at least one conviction within one year of graduation ((#33/#30) *100):	<input type="text"/>
35. Number of graduates since inception who have been	<input type="text"/>

29. Number of graduates since inception of program (reported in #4 - Since the Start of Drug Court column):	<input type="text"/>
graduated for at least two years:	<input type="text"/>
36. Number of these graduates who had at least <u>one arrest within two years</u> of graduation:	<input type="text"/>
37. Percentage of graduates since inception who have at least one arrest within two years of graduation ((#36/#35) *100):	<input type="text"/>
38. Number of these graduates who had at least <u>one conviction within two years</u> of graduation:	<input type="text"/>
39. Percentage of 2005-06 graduates who have at least one conviction within two years of graduation ((#38/#35) *100):	<input type="text"/>

In-program Recidivism:

40. Number of participants served (those active as of July 1 of the reporting year (reported in #2) + those admitted/enrolled this reporting year (reported in #3 - fiscal year column)) in program during the reporting fiscal year:	<input type="text"/>
41. Number of those participants <u>arrested</u> on at least one new charge while in the program during the reporting fiscal year:	<input type="text"/>
42. Number of those participants <u>convicted</u> of at least one new charge while in the program during the reporting fiscal year:	<input type="text"/>
43. Number of participants admitted/enrolled in program since program inception:	<input type="text"/>
44. Number of those participants <u>arrested</u> on at least one new charge while in the program since program inception:	<input type="text"/>
45. Number of those participants <u>convicted</u> of at least one new charge while in the program since program inception:	<input type="text"/>

GOAL 5: Increase the personal, familial, and societal accountability of offenders

Restoration of custody rights/visitation rights:

46. Number of participants in your drug court program who had their <u>custody rights</u> restored during this fiscal year:	<input type="text"/>
47. Number of participants in your drug court program who had their <u>visitation rights</u> restored during this fiscal year:	<input type="text"/>

Birth of drug free babies:

48. Number of <u>babies born</u> to women participating in your drug court program this fiscal year:	<input type="text"/>
49. Number of babies <u>born drug-free</u> :	<input type="text"/>
50. Percentage of babies born to women participating in your drug court program this fiscal year who were born drug-free	<input type="text"/>

48. Number of <u>babies born</u> to women participating in your drug court program this fiscal year:	
((#49/#48) *100):	

Employment, re-employment, and/or improved employment:

	At Admission	At Graduation
51. Number of graduates during this fiscal year were <u>unemployed</u> :		
52. Number of graduates during this fiscal year employed <u>part-time</u> (less than 32 hours per week):		
53. Number of graduates during this fiscal year employed <u>full time</u> (32 hours or more per week):		

Employment stability:

54. Number of persons who graduated from your drug court program during this fiscal year who were employed by the <u>same employer</u> for at least six months prior to graduation:	
---	--

Education gains:

	At Admission	At Graduation
55. Number of graduates during this fiscal year were <u>not enrolled</u> in an education program:		
56. Number of graduates during this fiscal year enrolled <u>part-time</u> in an education program:		
57. Number of graduates during this fiscal year enrolled <u>full time</u> in an education program:		
58. Number of graduates during this fiscal year <u>graduated</u> from an education program or <u>have a GED</u> :		

Child support payments:

59. Amount of <u>court-ordered child support payments</u> made by your drug court participants during this fiscal year:	
---	--

Hours of community service:

60. Number of <u>court-ordered community service hours</u> performed by your drug court participants during this fiscal year:	
---	--

Fines, court costs, program costs, and restitution paid:

61. Amount of <u>court-ordered fines</u> paid by participants in your drug court program this fiscal year:	<input type="text"/>
62. Amount of <u>court-ordered court costs</u> paid by participants in your drug court program this fiscal year:	<input type="text"/>
63. Amount of <u>court-ordered program costs</u> paid by participants in your drug court program this fiscal year:	<input type="text"/>
64. Amount of <u>court-ordered restitution</u> paid by participants in your drug court program this fiscal year:	<input type="text"/>

Drivers license restoration:

65. Number participants in your drug court program who had their drivers license restored during this fiscal year:	<input type="text"/>
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GOAL 7: Provide timely processing of non-violent chemically dependent offenders

66. Average number of days between date of referral and date of admission for drug court graduates:	<input type="text"/>
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GOAL 8: Increase graduation and retention rates of drug court program participants

Graduation Rate (inception):

67. Number of graduates since inception of program (reported in #4 - Since the Start of Drug Court column):	<input type="text"/>
68. Number of graduates plus terminations, since inception of program (the sum of the data reported in #4 and #5 - Since the Start of Drug Court columns):	<input type="text"/>
69. Graduation percentage rate $((\#67/\#68)*100)$:	<input type="text"/>

Retention Rate (inception):

70. Number of graduates since inception of program plus number enrolled at the end of June 30, 2007 (the sum of data reported in #4 - Since the Start of Drug Court column and # 8):	<input type="text"/>
71. Number of admissions/enrollees since inception of program (reported in #3 - Since the Start of Drug Court column):	<input type="text"/>
72. Retention percentage rate $((\#70/\#71)*100)$:	<input type="text"/>

GOAL 6: Promote effective interaction and the use of resources among local criminal justice agencies and community agencies

List the individuals, agencies, and organizations with which your drug court treatment program has had meaningful collaboration during the past year. This is not meant to include a laundry list

of contacts, but rather a list of those that your program has actively collaborated with and what that collaboration consisted of.

OTHER INFORMATION

Drug of Use for Fiscal Year Admissions

How many participants admitted this fiscal year used/abused the following substances and how many participants reported the following substances as their primary drug of choice?

	Used/Abused (document all that apply)	Primary Drug of Choice
Alcohol	<input type="text"/>	<input type="text"/>
Cocaine/Crack	<input type="text"/>	<input type="text"/>
Marijuana	<input type="text"/>	<input type="text"/>
Methamphetamine	<input type="text"/>	<input type="text"/>
Other Amphetamine	<input type="text"/>	<input type="text"/>
Heroin	<input type="text"/>	<input type="text"/>
Prescription Drugs (opiates, benzodiazepine, barbiturate, etc).	<input type="text"/>	<input type="text"/>
Other Drugs	<input type="text"/>	<input type="text"/>

How does your program gather information of use/abuse (instrument/self-report, etc.)?

What instrument does your program use to gather information of primary drug of choice?

APPENDIX C

Drug Court Annual Report Guide

ANNUAL DRUG COURT REPORT GUIDE

This document is intended to provide guidance and definitions for each measurement or question. Please reference this document while completing the annual report. If you have a question about the meaning of a question, refer to this document for further explanation. If you still have questions, contact Marie Crosson at 615-253-2037.

Drug Court Information

Drug Court Name: The name of your drug court. The name is most helpful when there is some way to identify drug court's locations from one another. For example, "Drug Court Program for Adults" does not make a court easily identifiable because there are so many of them in the state.

Drug Court Judge: The presiding judge over the drug court.

Planning Phase: A drug court is planning when it has a team and at least some resources identified, but no participants.

Operational Phase: A drug court program is operational when all components and phases are fully functioning and it has participants.

Counties Served: Indicate all the counties served by this drug court. The judicial district may include all the counties in the previous answer, but some drug court programs only serve a few counties within their respective judicial district.

Judicial District: a designated area of the state over which a circuit or criminal court has been empowered to oversee judicial matters.

Pilot: a drug court program is a pilot if it has a minimal amount of participants (less than 10) **and** it is not fully operational. The program may still be developing some of its components, phases, and/or resources.

Report Contact

Provide accurate contact information about the person completing this report.

Funding Sources

This information is helpful to get an overall view of the types of resources drug court programs can and do access.

Federal Discretionary Grant: any grant received by a federal office for which the drug court program applied directly to that office or for which the drug court program received an earmark specifically for drug court program services.

SAMHSA/CSAT: The federal office of Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, provides funding for drug courts.

OJJDP: The federal Office of Juvenile Justice and Delinquency Prevention provides funding for juvenile drug court programs.

JAG/BYRNE (OCJP): A federal grant award received by the Department of Justice, Bureau of Justice Assistance via the state Office of Criminal Justice Programs

Drug Court Treatment Act of 2003 Grants (OCJP): Grant funds received by OCJP through fees collected and remitted to the Drug Court Treatment Fund by counties without a drug court program.

Local Legislation: Local government passes a private act that sets aside a fee, fine, or tax that is specifically for the drug court program.

Local government direct appropriations: If you're local county appropriates funds within the county budget for the drug court program (excludes the Drug Court Treatment Act funds)

Drug Court Treatment Act Fees: Those fees collected by the county as determined by state legislation and earmarked for drug court programming in that county.

Direct State Appropriation: Funds granted from the State from the Governor's \$3.5 million dollar appropriation specifically for drug court programming. This would include state funding provided via a grant through the OCJP.

DUI Treatment Fees: Funds collected from DUI fees that the county delegates for drug court program funding.

Participant fees: Fees collected by drug court participants.

Charitable contributions: Funds and donations raised through local fundraising opportunities and individual donations.

501c3: A drug court specific, non-profit organization established specifically to receive or raise funds for the drug court program

Other: Any other funding provided to the drug court program for which the other categories do not apply.

Type of Court

Population: If you have more than one of these courts, each court serving a specific population should report annual data separately.

Charge: More than one charge may apply.

Presenting Problem:

- DUI/DWI: If the court only treats individuals with Driving under the Influence charges.
- Drug Abuse: If the court treats drug abuse, but does not take persons with DUI/DWI offenses.
- Hybrid: If the court accepts all substance abuse charges including DUI/DWI's.

Co-occurring disorders: when participants are diagnosed with substance addiction and any other mental health diagnosis.

Drug Court Treatment Program Data

Capacity Definition: the total number of participants that could be served in the program on any given day.

1. Total Funded Capacity: This includes the capacity funded by all funds, not just funding from OCJP—your absolute total capacity.
2. Population as of midnight June 30, 2006: this is a “snapshot” of the number of participants active as of the end of the day, June 30, **2006**. (Note: In no way is this figure meant to represent the average number of daily participants your program has had for the year.)
3. Admitted/enrolled: A person is considered admitted and/or enrolled on the 1st day of active program participation. Include the number of people for the reporting fiscal year when calculating the column, “since start of drug court.”
4. Graduated: The number of participants that have successfully completed the full drug court program and are no longer in active status.
5. Terminated: the number of participants that have been removed as a result of non-compliance.
6. Administratively withdrawn: the number of participants that have been removed from the program for some unforeseeable reason. Examples include: transferred to another court or jurisdiction, moving out of a jurisdiction, withdrawal medical reasons, death, discovery of a violent charge after the fact. For juvenile drug courts this may also include the following: participant “aged-out” or parents move, dependent neglect/withdrawal of custody) This does not include those terminated for non-compliance and this list is not all inclusive. For further clarification contact the state drug court coordinator.

7. Average number of days between enrollment/admission and date of graduation (formula = SUM of days each participant was in the program from enrollment to completion, divided by the number of graduates in that reporting fiscal year).
8. Population as of midnight June 30, 2007: this is a “snapshot” of the number of participants active as of the end of the day, June 30, 2007.

GOAL ONE: Reduce the use of jail and prison beds and other correctional services by non-violent chemically dependent offenders by diverting them into rehabilitative programs

9. Once a participant has been admitted/enrolled, how many times were they admitted to jail/detention/confinement/prison, including work release (do not include if participant **begins** program in jail/detention/confinement/prison)?
10. Once a participant has been admitted/enrolled, how many days did they spend in jail a) as a result of new charges, b) due to a sanction of the program.? Both a) and b) include jail time with work release.

GOAL TWO: Reduce incidences of drug use and drug addiction among offenders.

11. Number of phases in your drug court program.
- 12 through 17. List the number of drug screens only (do not count each panel in the drug screen) administered to participants in each phase of your program **during this fiscal year**. List the number of those that were positive for each phase. At this time there is no way to report the use of patches or electronic monitoring.
18. This total should equal the sum of 12 through 17.

GOAL THREE: Reduce crimes committed as a result of drug use and addiction

GOAL FOUR: Promote public safety through these reductions

Recidivism within 1 year of graduation:

19. Fiscal year graduations from July 1, 2005 to June 30, 2006.
20. This is the number of participants from #19 who were arrested within one (1) year after their graduation date.
Arrest= any arrest of any kind for any reason, limited to local arrest data **ONLY** (At this time, most programs are unable to access data outside their county, so it is more consistent for data collection purposes).
21. Calculate using formula: $[(\#20/\#19) * 100]$
22. This is the number of participants from #19 who were convicted of a crime within on (1) year of their graduation date.
23. Calculate using formula: $[(\#22/\#19) * 100]$

Recidivism within 2 years of graduation:

24. Fiscal year graduations from July 1, 2004 to June 30, 2005.
25. This is the number of participants from #24 who were arrested within two (2) years after their graduation date.

Arrest= any arrest of any kind for any reason, limited to local arrest data **ONLY** (At this time, most programs are unable to access data outside their county, so it is more consistent for data collection purposes).

26. Calculate using formula: $[(\#23/\#22) * 100]$
27. This is the number of participants from #24 who were convicted of a crime within two (2) years of their graduation date.
28. Calculate using formula: $[(\#27/\#24) * 100]$

Recidivism since the Start of Drug Court (inception):

29. The answer to Question #4 in the “Since Start of Drug Court” column.
30. The number of graduates listed in Question #29 that graduated on or before June 30, 2006.
31. Of those listed in #30, how many were arrested for any reason within one year of graduation?
32. Calculate using formula: $[(\#27/ 26) * 100]$
33. Of those listed in #30, how many were convicted of any crime within one year of graduation?
34. Calculate using formula: $[(\#33/\#30) * 100]$
35. The number of graduates listed in Question #29 that graduated on or before June 30, 2005.
36. Of those listed in #35, how many were arrested for any reason within two years of graduation?
37. Calculate using formula: $[(\#36/35) * 100]$.
38. Of those listed in #35, how many were convicted of any crime within two year of graduation?
39. Calculate using formula: $[(\#38/\#35) * 100]$

In-program Recidivism

40. The answer to Question #2, plus the answer to Question #3 in the “2006-2007” column.
41. Arrest: Include any and all arrested, not just local.
42. Convicted: Include any and all convictions.
43. Total number of participants enrolled since the beginning of the program
44. Total number of participants arrested at least once while in the program since the program began (inception).
45. Total number of participants convicted of any crime at least once while in the program since the program began (inception).

GOAL FIVE: Increase the personal, familial, and societal accountability of offenders

Restoration of custody rights/visitation rights:

46. Custody rights restored or reinstated through a legal process legitimizing parental rights—not self-reported. Can be joint or full custody.
47. Visitation rights restored through a legal process—not self-reported. Any type of legally restored visitation can be reported, including supervised visitation.

Birth of drug free babies:

48. The woman must become pregnant while a participant in the program. Women who are pregnant at admission/enrollment do not count for this measure.
49. The woman must remain completely drug free (determined by negative urine drug screens) during the full term of her pregnancy.
50. Calculate using formula: $[(\#49/\#48) * 100]$

Employment, re-employment, and/or improved employment:

51. Number of graduates unemployed at admission and at graduation.
52. Number of graduates that are employed part time at admission and at graduation (less than 32 hours week).
53. Number of graduates that are employed full time at admission and at graduation (32 hours or more per week).

Employment stability:

54. Include only those participants that retained the same employer for 6 months prior to graduation. This can include promotions or transfers within the same company/organization.

Education gains:

- 55 through 58. This includes any educational course that is 6 weeks or longer in duration AND includes a degree, certification, or permit for a special skill. Must be an accredited program or institution such as for a college degree, a nursing certification, or special driving permits. Do not include job skills training, resume writing, and other skill-improvement classes.

Child support payments:

59. This includes an order by any court, including the drug court program's requirements. Does not include payments made by the participant that are by self-report and not court-ordered.

Hours of community service:

60. This includes an order by any court, including the drug court program's requirements. Does not include community service performed by self-report.

Fines, court costs, program costs, and restitution:

- 61 through 64. This includes an order by any court, including the drug court program's requirements for paying court costs and fines, program costs, and restitution.

Drivers License restoration:

65. Number of participants receiving either 1) driver's license restoration or 2) a restricted license during the fiscal year July 1, 2006 to June 30, 2007.

GOAL SEVEN: Provide timely processing of non-violent chemically dependent offenders

66. Average # of days between application (referral to the program) to drug court and date of enrollment/admission (determined by documentation of a referral pending approval or acceptance). Calculation: add the # of days between referral and admission/enrollment for each participant admitted/enrolled in this fiscal year and divide that by the # of admissions/enrollments for the fiscal year.

GOAL EIGHT: Increase graduation and retention rates of drug court program participants

Drug Court Graduation and Retention Data

Graduation Rate (inception):

67. This is the same as the answer to #4 in the “Start of Drug Court” column on this report.
68. Add the answer to #4 and #5 from the “Since Start of Drug Court” column to get this answer.
69. Calculate using formula $[(\#67/\#68) * 100]$.

Retention Rate (inception):

70. Add the answer to #4 in the “Since Start of Drug Court” column and the answer to #8.
71. The answer to # 3 in the “Since Start of Drug Court” column.
72. Calculate using formula: $[(\#70/\#71) * 100]$.

GOAL SIX: Promote effective interaction and the use of resources among local criminal justice agencies and community agencies.

Be specific about the way in which your agency/organization collaborates with community partners in a meaningful way to benefit the participants or the community.

OTHER INFORMATION:

Drug of Use for Fiscal Year Admissions:

Used/Abused: How many participants report using each of the listed drugs? May be more than one drug per participant.

Primary Drug of Choice: How many participants reported each drug listed as their primary drug of choice?

APPENDIX D

3rd Annual Drug Court Conference Agenda

Conference Schedule

Wednesday, September 27, 2006

7:00 – 8:00 pm Registration Pre-Function Area

Thursday, September 28, 2006

7:30 – 8:30 am Registration, Continental Breakfast
Pre-Function Area

8:30 – 9:00 am Welcome, Opening Remarks Ballroom H

9:15 – Noon Plenary:
Emotional and Spiritual Recovery
Dr. Chip Dodd Ballroom H

Noon – 1:30 pm Lunch and Keynote Speaker:
Karen Wilson Freeman
President, National Association of Drug Court
Professionals Ballroom I/J
Sponsored by Dade-Behring

1:45 – 3:00 pm Breakout Sessions:

Advanced: Team Roles
Judge Parham Rooms 7 & 8

Beginning: 10 Key Components

Hank Pirowski Ballroom H

NOTE CHANGE

Juvenile: Sanctions and Incentives
Guy Wheeler Room 9

3:00 – 3:15 pm Break Pre-Function Area

3:15 – 5:00 pm Breakout Sessions:

Advanced: Marketing & Collaboration
Judge Parham Rooms 7 & 8

Beginning: Screening & Assessment
Hank Pirowski Ballroom H

Juvenile: Saving Our Boys
Guy Wheeler Room 9

Friday, September 29, 2006

7:30 – 8:30 am Networking Buffet Breakfast
Sponsored by TADCP Ballroom I/J

8:30 – 11:00 am Plenary Sessions (Your Choice)

Ethical Constraints
This session will actually go until 11:30 am
Judge D. Kelly Thomas, Jr. Rooms 7 & 8

The Matrix Model
Donna Johnson Ballroom H

Surviving the Absent Father Room 9
Guy Wheeler

11:15 – 12:15 pm Plenary Session:
Performance Measures: What's In It For You
Hank Pirowski Ballroom H

Speaker Bios

Patricia B. Dishman

Pat Dishman has over 30 years of professional experience in working with Tennessee state government. During that time she has served in four state departments and overseen numerous state efforts to provide more efficient and effective direct and contract services for the citizens of Tennessee. Pat has directed contract/grant offices in both the Tennessee Departments of Children's Services and Finance & Administration.

Pat is currently serving as director for the Office of Criminal Justice Programs in the Tennessee Department of Finance & Administration. In her role as Director, she is responsible for the development, review, awarding and administration of approximately 600 contracts for services with state, local and not for profit agencies. Additionally she directs the state's application for and implementation of numerous Department of Justice and Department of Health and Human Services grants. The Office of Criminal Justice Programs is also the State Administrative Agency for the Department of Justice. In July 2005, Pat's Office assumed responsibility for the oversight and management of the State's Community Services Agencies that are located in communities across the state and providing services through contract for the citizens of Tennessee.

Pat Dishman received a Bachelor of Arts degree in Psychology and Sociology from Middle Tennessee State University in 1975, a Master's Degree in Public Administration from the University of Tennessee in Nashville in 1980.

Dr. Chip Dodd

Dr. Chip Dodd completed his Ph.D. in Counseling at the University of North Texas. Since 1988, he has served in many influential capacities in the recovery field including Clinical Director of Bent Tree Counseling Center in Dallas, Texas, which he co-founded. Chip is also the cofounder of the Center for Professional Excellence and serves as the Executive Director, where he originated the Spiritual Root System, a therapeutic approach that effectively promotes emotional and spiritual recovery. Author of *The Voice of the Heart: A Call to Full Living*, Chip leads workshops and seminars on addiction and families, total life management, and family development. Highly regarded as a uniquely gifted therapist, Chip provides individual therapy, intensive group therapy, and educational

lectures for clients of CPE.

Karen Freeman-Wilson

Judge Karen Freeman-Wilson (ret.) is the Chief Executive Officer of the National Association of Drug Court Professionals and the Executive Director of the National Drug Court Institute. A native of Gary, Indiana, Ms. Freeman-Wilson has demonstrated her dedication to public service as Indiana Attorney General, a judge in the City of Gary, the Executive Director of the Indiana Civil Rights Commission, a deputy prosecutor and a public defender. She formerly chaired the Indiana Governor's Council on Dangerous and Impaired Driving and Commission for a Drug Free Indiana. She graduated with honors from Harvard College and from Harvard Law School. Ms. Freeman-Wilson is the recipient of the prestigious Sagamore of the Wabash award from former Indiana Governor Evan Bayh and many other awards from cities and organizations throughout the country. She is also an active member of Israel C.M.E. Church, the Second Chance Foundation Board of Directors, Delta Sigma Theta Sorority and The Links of Northwest Indiana.

Richard (Dick) Grimm

Dr. Grimm is a Founding Principal and serves as Senior Associate for Performance Vistas, Inc., a non-profit applied research and management consulting organization that specializes in applying innovative principles of management technology to enhance the efficient management of human services agencies. Areas of expertise for Performance Vistas, Inc. include research, planning, evaluation, staffing standards, cost analysis, and training. Dr. Grimm has co-authored two highly successful leadership training programs while serving as Senior Research Associate for OMNI Systems, Inc., with other members of the Performance Vistas staff. Dr. Grimm has also facilitated a number of statewide planning and problem solving retreats under the auspices of Performance Vistas, Inc. These retreats include major program redesign efforts and performance planning and measurement efforts. Over the past ten years, Dr. Grimm has facilitated more than 70 strategic planning retreats for local and statewide organizations in four different states in the Southeast. He has also conducted evaluations of five drug courts and three programs for severely emotionally disturbed youth. He served as the outside evaluator for the Suncoast Practice and Research Collaborative (SPARC). Dr. Grimm has a Masters Degree and a Ph.D. in Educational Administration with special emphasis in Curriculum Development and Instructional Design from Florida State University. He is also a graduate of the Harvard University Kennedy School of Government's program for public sector executives as well as the Presidents Association of the American Management Associations' Executive Management Briefings.

Donna L. Johnson

Donna received her undergraduate degree from Middle Tennessee State University in Criminal Justice Administration and Sociology with a minor in Psychology. She attended Nashville Law School and completed coursework at Harvard University and Harvard Medical School of Addiction

Studies. She has also been trained by the Matrix Institute and the University of California Los Angeles on the Matrix Model of Treatment and provides specialized treatment for those with methamphetamine addiction.

She is a Certified Addiction Specialist with the American Academy of Healthcare Providers in Addictive Disorders, Internationally Certified Alcohol and Drug Counselor, Internationally Certified Criminal Justice Addiction Professional and Licensed Alcohol and Drug Counselor

Donna has over 25 years experience in the field of addiction and criminal justice. She has worked for the Tennessee Department of Corrections, Tennessee Board of Pardons and Paroles, Tennessee District Attorney General and worked 17 years for a community public provider in Georgia, holding positions as Director of Substance Abuse Services and Deputy Director of Behavioral Health.

Donna has been a trainer/presenter for the Georgia Department of Juvenile Justice, Department of Family and Children Services, Georgia Department of Corrections, multiple private organizations and has presented on numerous occasions for the annual conferences for the Georgia Council on Substance Abuse. She has also been also been a presenter for the Harvard School of Addiction Studies. She was invited to attend the first White House Conference on Mental Health where she participated in panel discussions on cooccurring disorders to develop best practices presented to SAMHSA and NIDA. She has also been a Speaker for the University of Kentucky and Kentucky School of Addictions, the University of Arkansas, the Georgia Licensed Professional Counselor Association Annual Conference and numerous other national addiction and drug court conferences.

She is currently CEO for Addiction Solutions of Georgia, Inc., a company specializing in the treatment of forensic addictions for adults and adolescents and drug courts.

Donna is also serving as International Chairperson for the Criminal Justice Addiction Professional Committee for IC&RC AODA working with national and international leaders in the fields of addiction and criminal justice to improve credentialing processes within the forensic addiction fields.

John T. Parnham

Judge Parnham was a Circuit Judge for the State of Florida for 23 years. He was selected by his peers as Chief Judge, Administrative Judge (General Jurisdiction), and Family Law Administrative Judge. He served in the Juvenile Division for the last 10 years. In 1993 he developed the Adult Drug Court and in 1995 he implemented the Juvenile and Dependency Drug Courts for Escambia County. He has assisted other jurisdictions in designing and implementing drug courts throughout the United States and for the government of Bermuda. He has served as a consultant for the Department of Justice and is a Senior Fellow for The American University. He enjoys national recognition for his drug court expertise and for many other justice system innovations. He is vice president of System Solutions for Children, LLC which was created solely to enhance the lives of children in the child welfare system through system-wide integration and modification.

Hank Pirowski

Has been the Project Director with Buffalo City Court since 1994. He has over 20 years management experience in program design and implementation. He is experienced in program management, program development, case processing, case management, Management Information Systems development and grant writing. He is credited with the design and implementation of the nationally recognized Court Outreach Unit: Referral and Treatment Service (C.O.U.R.T.S. PROGRAM- U.S. Conference of Mayors "City Livability Award", 1995) and was instrumental in the development of the first drug court and mental health court in Western New York. He also led the team that developed the Buffalo Management Information System and received a public service award by the U.S. Department of Justice for his contributions in the furtherance of the Drug Court Field. In 2002, at their National Conference, The National Association of Drug Treatment Court Professionals inducted him to the Drug Court Hall of Fame for his contributions to the Drug Court Field. He has also received several awards from the New York State Bar Association as well as The National Association of Counties. He also serves as a faculty member of the National Drug Court Institute and The National Association of Drug Court Professionals and as a visiting faculty member for Erie Community College. In addition he has over 20 years experience in the substance abuse field.

Ashley Self

Ashley has worked on staff or as a consultant with non-profit organizations and state government agencies since 1995. She began working with Performance Vistas in 1998. In her capacity as a Research Associate, Ms. Self has performed data collection and analyses for projects that included cost analysis and transportation studies for social service agencies, evaluation studies of Drug Court programs, and strategic planning initiatives for non-profit organizations. In addition, Ms. Self has participated in a number of community planning projects including a county-wide juvenile justice plan, four prenatal and infant health care service delivery plans, and a school-readiness plan. She has assisted in the writing of various grants for not-for-profit agencies serving children and families in Florida. Ms. Self also provided technical assistance to state and not-for-profit agencies on survey design, administration and data analysis. She has been responsible for database design and management, data integrity and reporting of output and outcome measures to program management and state licensure and funding agencies, quality assurance components, fiscal and property management, and personnel training. Ms. Self also developed automated treatment planning and progress noting web-based service reporting system that meets state and federal mental health and substance abuse licensure requirements. She has facilitated the development of disk-based and web-based performance management and reporting systems for TN's state criminal justice agency that meets state and federal reporting requirements for VOCA and VAWA. The systems are used to evaluate the performance of sub-contractors and are key elements in the state agency's contract management system.

Guy A. Wheeler

Guy Wheeler is president of Guy A. Wheeler and Associates (GWA) of Broward County Fla. He specializes in personal therapy, program consulting, and professional trainings for both juveniles and adults. His primary audience includes: government agencies, corporations, jails, prisons, schools, universities, sports programs and churches across America. Audiences have overwhelmingly proclaimed him to be an insightful speaker whose training can elevate and

challenge the mind. Mr. Wheeler travels the nation as a consultant and is affiliated with the following organizations: National Drug Court Institute, American University, National /TASC, National Judicial College, SAMHSA, Florida Alcohol and Drug Abuse Association, National Leadership Institute, and the International People of Color Conference, just to name a few. Before starting his company (GWA) in 2002, Guy Wheeler served as Administrator and Assistant Director (equivalent to a Major) of the Broward Sheriff's Office Department of Community Control which is one of the largest accredited sheriff departments in the Country. Mr. Wheeler facilitated a comprehensive care system that linked outpatient, in-custody, and aftercare treatment programs with community service referrals. This program remains one of the first innovative and unified systems of its kind in the USA.