

Calvert County Circuit Court Juvenile Drug Court Pre-Evaluation



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Pre-Evaluation

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Informing policy, improving programs

BACKGROUND

NPC Research, a Portland, Oregon-based social policy evaluation research firm, is contracted with the Maryland Administrative Office of the Courts to conduct impact/outcome evaluations and cost analyses for Maryland's Drug and DUI Courts. In 2006, NPC conducted a pilot in Prince George's Juvenile Drug Court for introducing a program to these intensive evaluation activities and gathering the preliminary information needed to begin these other types of studies. The information included in this report represents the summary of the pre-evaluation work completed in December 2007 with the Calvert County Circuit Court Juvenile Drug Court program.

Pre-Evaluation Process Description and Purpose

Process evaluation involves intensive and extensive information collection and analysis. To ensure that NPC's research team gets off to a "running start" in pursuit of this intense research endeavor, it will conduct what it refers to as a "pre-evaluation" for each drug court program that has not undergone a previous process evaluation.

Pre-evaluation activities include an introductory site visit to the drug court, utilization of an electronic survey, and a telephone interview with the program coordinator or other drug court representatives possessing a broad overview perspective of the program. The pre-evaluation data that are collected through these activities provide the researchers with a general understanding of the drug court's organization and current processes, assist the evaluation team in determining the direction and content of further process evaluation questions, and inform future outcome and cost evaluation work. In addition, contact information for key informants, a description of general roles of partnering agency representatives, and related information is collected during the pre-evaluation. Perhaps of greatest importance during this brief period of contact with each site is that NPC's researchers have an opportunity to develop a positive and productive working relationship with drug court representatives, in particular program coordinators.

ELECTRONIC PROGRAM SURVEYS

Since the drug court programs participating in the pre-evaluation process are located throughout the state of Maryland, and in the interest of making the most efficient and effective use of research staff and resources, it was decided that NPC's process evaluation team would administer an electronic survey to key informants (generally, these are the program coordinators). The use of an electronic survey allows the researchers to begin building the pre-evaluation understanding of the program, described above, as well as to collect data that will support a future full process evaluation of the site.

Calvert County Circuit Court Juvenile Drug Court Pre-Evaluation Process

NPC staff conducted the following research activities with the Calvert County Circuit Court Juvenile Drug Court Program:

1. Initial introduction of the pre-evaluation process with the program coordinator, including a general description of future evaluation activities
2. Completion by the program coordinator of the Program Survey
3. An interview (and additional follow-up communications) by NPC staff with the program coordinator, to:
 - a. Ensure that the program understands the 10 key components and 16 juvenile strategies of drug courts
 - b. Share the current status of the research in these areas
 - c. Learn about the drug court's program policies and procedures and how they are implementing these as they relate to best practices
4. Confirmation that the site has a program flow chart (i.e., a visual illustration of partner agencies and the process for individuals to enter the program)
5. A site visit by NPC staff to discuss data elements, program operations, and to address any questions that arise

Evaluation products that resulted from the above activities included:

1. A data elements worksheet, which highlights the specific data to be collected for the program, which agency collects that information, where the data are located (e.g., computer database, hardcopy), and when the agency or agencies began collecting the information (or plan to begin collecting it).
2. Findings and recommendations for the program based on the 10 key components of drug courts and 16 juvenile strategies.

General Summary of Findings

This program seems to have implemented the key components effectively. They have worked out challenges across agencies and have a lot of community partners supporting the program. They are committed to a strength-based focus. Other specific findings (also included in the full 10 key component summary) are:

- The drug court team is representative of the agencies involved in drug court. Team members include an education representative. Having all partnering agencies involved in all aspects of the drug court process is seen as critical to the program's success.

- Treatment representatives are part of the drug court team. The bulk of the treatment issues are dealt with by the treatment agency in internal staffing meetings, and they may at times bring in the Probation Officer. Relevant treatment information is then brought into the drug court team via verbal reports; they do not currently provide hard copy reports.
- The education liaison that serves on the drug court team is link between the program and the Calvert County Public School District (as well as a liaison to school administration). She provides disciplinary and attendance information, in addition to participants' grades, to the drug court team.
- There seem to be some areas where role definition and increased communication across partner agencies would benefit the team and the program's operations.
- The defense and prosecution have developed an understanding of the non-adversarial model of drug courts, and that this framework is intended to be in the best interest of both the youth and the community.
- As of December 2007, the program has 11 active participants, with a target (capacity) population of 25 youth (as recommended by the Office of Problem-Solving Courts). The program's goal is to achieve capacity by the end of the fiscal year.
- Individuals can be referred from anywhere other than the Public Defender, including the State's Attorney's Office, Department of Juvenile Services (DJS), law enforcement, and the schools. Everyone who is accepted into the program has to be involved with DJS. If a referred youth does not meet program eligibility requirements (including DJS involvement), he/she will be referred to other appropriate resources in the area.
- The program works to get prospective participants into the program as quickly as possible. During the time that the pre-disposition investigation is going on, and the order is being written, youth go to the Substance Abuse assessment office for an assessment. The drug court team reviews the assessment information at the next team meeting and decides whether the youth is appropriate for the program. If there is not a consensus, the Master will make the final decision on entry.
- The drug court team includes the Child and Adolescent Coordinator for the County's Core Services Agency (which is part of the Department of Health and Mental Hygiene). Her job, specifically, is to make sure that resources that children and adolescents need are made available to them.
- The program requires that youth participate in the "Giving Back" Program, a community service project.
- Before participants can graduate, they must be compliant with all drug testing requirements, attend all court sessions, attend all treatment-related meetings and family assessments, and participate in post-drug court planning (for life/sobriety); they must have at least 90 consecutive days clean.

- The program has made a concerted effort to collect information about participants' likes and dislikes, so that it can individualize incentives and make them more meaningful (e.g., sending a participant to the Maryland International Raceway, giving another a day at one of the local spas). Graduates (there has been one since the program's inception) are provided with a reward for successful completion of the program.
- DJS has the ability to levy sanctions on drug court participants. There is an effort to get the DJS staff working with the drug court program to step away from automatically imposing severe sanctions (like jail time) after discovering a youth has broken a drug court rule. Advocating for this change was a challenge early on for the program, which generally supports DJS case managers giving out a sanction immediately after a discovered infraction, as long as the level of severity is consistent with the observed behavior.
- To a large extent, all issues/concerns have been handled in pre-court staffing meeting, prior to the drug court session. Essentially, the main focus of the drug court session is the interaction between the participant and the Master.
- There is recognition that some interagency departmental issues/concerns that have delayed the use of SMART. In particular, several agencies have raised concerns about the merging of existing data from databases already in use (e.g., ASSIST and HATS).

CALVERT COUNTY DISTRICT COURT JUVENILE DRUG COURT

10 Key Components of Drug Courts

DEFINITIONS AND STRATEGIES FOR JUVENILE DRUG COURTS

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
<p>1. Drug courts integrate alcohol and other drug treatment services with justice system case processing.</p>	<p>“Collaborative Planning” – Engage all stakeholders in creating an interdisciplinary, coordinated, and systemic approach to working with participants.</p> <p>“Teamwork” – Develop and maintain an interdisciplinary, non-adversarial work team. Include treatment representatives on team.</p>	<ul style="list-style-type: none"> • The drug court team is representative of the agencies involved in drug court. Team members include an education representative. Having all partnering agencies participate in all aspects of the drug court process is seen as critical to the program’s success. • Law enforcement is present at most pre-court team meetings; however, they cannot always attend. A sergeant from the Calvert County Sheriff’s Office attends periodically and a corporal from that same department attends on a fairly regular basis (this person also goes on home visits with the Department of Juvenile Services [DJS] case manager). • The team meets twice per month for the pre-court meetings; drug court hearings are also held twice per month. Policy meetings, in 	<ul style="list-style-type: none"> • Further engage law enforcement to encourage at least one representative to attend team meetings on a regular basis. • Consider the resource implications of having both Sheriff’s Office and DJS case management staff on home visits. Unless there are safety concerns or a need for gender-specific UA observations, it might be more efficient to have staff conduct home visits separately. In addition, consider the impact on the youth and family of having law enforcement staff coming to the home and whether they would be more comfortable with the program if home visits were conducted solely by case managers. • Until the program has fully implemented the SMART data system, treatment providers should share a hard copy summary of each participant’s treatment status/progress at team meetings to

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		<p>which operational and logistical issues are discussed, take place once per month and involve additional program partners and agency representatives (court administrator, Family Services coordinator, and State's Attorney).</p> <ul style="list-style-type: none"> • Treatment representatives are part of the drug court team. The bulk of the treatment issues are dealt with by the treatment agency in internal staffing meetings, and they may at times bring in the Probation Officer. Relevant treatment information is then brought into the drug court team via verbal reports; they do not currently provide hard copy reports. • The education liaison that serves on the drug court team is the link between the program and the Calvert County Public School District (as well as a liaison to school administration). She provides disciplinary and attendance information, in addition to participants' grades. • There seem to be some areas where role definition and 	<p>the coordinator and/or Master. Alternatively, the summary could be e-mailed prior to the team meeting.</p> <ul style="list-style-type: none"> • Focus on increasing communications between team members related specifically to supervision and monitoring, and responses to participant behavior. For example, extensive communication needs to occur between probation/case management staff (DJS) and the court so that responses to participant behaviors are consistent and appropriate to the drug court/therapeutic model.

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
		<p>increased communication across partner agencies would benefit the team and the program's operations.</p>	
<p>2. Using a non-adversarial approach, prosecution and defense counsel promote public safety while protecting participants' due process rights.</p>	<p>“Collaborative Planning” – Engage all stakeholders in creating an interdisciplinary, coordinated, and systemic approach to working with participants.</p> <p>“Teamwork” – Develop and maintain an interdisciplinary, non-adversarial work team.</p>	<ul style="list-style-type: none"> • The drug court team representatives from the Public Defender and State's Attorney's Offices appear to get along and work well together. • Private defense attorneys can participate in the drug court team meetings, in support of their clients. They may provide input regarding their clients (which is taken into consideration by the team when making decisions), and even have a vote when the team makes decisions regarding his/her client. However, due to confidentiality issues, the private attorney can only be present (in the team meeting) when his/her client is being discussed. • If the team members cannot come to a consensus about responses to participant behavior, then the Master makes the final decision. • The defense and prosecution have developed an understanding of the non-adversarial model of drug courts, and that this framework is 	<ul style="list-style-type: none"> • The program appears to be operating as a non-adversarial and interdisciplinary team. • In identifying/selecting team members, it is important to bring on staff members who are interested in drug court and willing to make a commitment to the program. Drug court teams function better when relationships have been established between team members. Reducing turnover will benefit the program, by reducing training costs, increasing efficiency, and contributing to improved outcomes for participants.

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		<p>intended to be in the best interest of both the youth and the community.</p> <ul style="list-style-type: none"> The current representative from the State’s Attorney’s Office is the 5th one that the program has had since inception. 	
<p>3. Eligible participants are identified early and promptly placed in the drug court program.</p>	<p>“Clearly Defined Target Population and Eligibility Criteria” – Define a target population and eligibility criteria that are aligned with the program’s goals and objectives.</p>	<ul style="list-style-type: none"> As of December 2007, the program has 11 active participants, with a target (capacity) population of 25 youth (as recommended by the Office of Problem-Solving Courts). The program’s goal is to achieve capacity by the end of the fiscal year. There is an identified target population that excludes sex offenders and youth with violent convictions. There have been exceptions made with regard to the designated age restriction (14 to 17 at time of offense) and youth with distribution offenses (dealt with on a case-by-case basis). The program accepts youth with 2nd degree assault offenses. Individuals can be referred from anywhere other than the Public Defender, including the State’s 	<ul style="list-style-type: none"> In order for the program to increase capacity in the near future, the team will need to look at the screening and referral process of participants to the program: options may include <ol style="list-style-type: none"> Continuing to be flexible about eligibility requirements, Reviewing the referral process to ensure all eligible youth are being identified, Looking at the rate of referral compared to the rate of drug court entry to see if there is a large percentage of eligible youth who are not entering the program, and/or Reviewing the decision-making process regarding determining appropriateness for the program. The team may want to discuss the implications of allowing the Public Defender or other defense counsel to refer youth to the program. A full process evaluation will gather

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		<p>Attorney’s Office, DJS, law enforcement, and the schools. Everyone who is accepted into the program has to be involved with juvenile services. If a referred youth does not meet program eligibility requirements (including DJS involvement), he/she will be referred to other appropriate resources in the area.</p> <ul style="list-style-type: none"> • The program is considering the possibility of creating a reciprocity agreement with two other drug court jurisdictions in the area, since the counties are located so close to each other. Thus, they are looking at the possibility of the offense not necessarily being required to occur in the county (but to transfer some type of jurisdiction over the case). • There is an effort to increase the visibility of the program in the community, through providing brochures/information about the program (for example, at the local county fair). • The program works to get prospective participants in as quickly as possible. During the 	<p>information about the average time from identification (referral) to drug court entry, and will offer any relevant suggestions about how to enhance the efficiency of this process.</p> <ul style="list-style-type: none"> • The existing program flow chart can be used as a guide to monitor whether the entry process changes over time, and also to identify any bottlenecks in the process that may exist.

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		<p>time that the pre-disposition investigation is going on, and the order is being written, youth go to the Substance Abuse assessment office for an assessment. The drug court team reviews the assessment information at the next team meeting and decides whether the youth is appropriate for the program. If there is not a consensus, the Master will make the final decision on entry.</p> <ul style="list-style-type: none"> • This is a post-disposition program; the youth essentially plead out before entering the program. Prospective participants and their parents are made aware, beforehand, of all their options and of everything that is involved in participating in the program. • The program has a flow chart illustrating the process of entry and exit from the drug court program. 	
<p>4. Drug courts provide access to a continuum of alcohol, drug, and other related treatment and rehabilitation services.</p>	<p>“Comprehensive Treatment Planning” – Tailor interventions to the complex and varied needs of participants.</p>	<ul style="list-style-type: none"> • All of the services that are offered through drug court exist in the community without drug court. However, the benefit of receiving these services through drug court is seen as twofold: the coordination of those services and 	<ul style="list-style-type: none"> • Ensure that all program staff and providers are trained to be culturally responsive to participants and their families. • Program documents (e.g., Policy and Procedure Manual) indicate the program is founded on strength-

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	<p>“Developmentally Appropriate Services” – Tailor treatment to the developmental needs of participants.</p> <p>“Gender-Appropriate Services” – Design treatment to address the unique needs of each gender.</p> <p>“Cultural Competence” – Create policies and procedures that are responsive to cultural differences and train personnel to be culturally competent.</p> <p>“Focus on Strengths” – Maintain a focus on the strengths of participants during program planning and in every interaction between the court and those it serves.</p>	<p>the ability of the court to leverage participants to continue using those necessary services.</p> <ul style="list-style-type: none"> • All participants receive a substance abuse assessment prior to entry into the program. The level of care of substance abuse treatment is provided to the participant based on the results of the assessment. Services are provided by the Health Department or private providers. • The drug court team includes the Child and Adolescent Coordinator for the County’s Core Services Agency (which is part of the Department of Health and Mental Hygiene). Her job, specifically, is to make sure that resources that children and adolescents need are made available to them. • The program would prefer family involvement, but is wavering on that issue currently, as staff has, 1) found it difficult to hold parents accountable for their participation, and 2) faced challenges in engaging parents or working within the constraints of parents’ other time commitments, 	<p>based principles. Ensure that all staff and agency partners are trained in strength-based philosophy and practices, including strength-based assessment and service planning.</p> <ul style="list-style-type: none"> • While it is understood that the drug court program cannot require a formal aftercare component, it may be worth exploring with community partners ideas for following up on youth and their families at some point after program completion to see if they need to be connected with additional resources. • Because of the challenges for youth in accessing recreation resources, this would be a great topic to discuss or develop with community partners.

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	<p>“Family Engagement” – Recognize and engage the family (or other supports) as a valued partner in all components of the program.</p> <p>“Educational Linkages” – Coordinate with the school system or other training and education agencies to ensure that, as applicable, participants enroll in and attend educational/vocational programs that are appropriate to their needs.</p>	<p>and with some parents who are struggling with their own issues.</p> <ul style="list-style-type: none"> • Psychiatric services are available through the Health Department. • A wide variety of physical and mental health services are available as needed. • Family therapy is available if indicated. • Participants create and follow a relapse prevention plan through the treatment provider. The drug court does not require a post-drug court aftercare program; however, because the County is small, staff members often run into youth informally in the community. • One challenge for youth is the lack of facilities for positive activities in the County, because of the large geographic area. Participation in sports, for example, requires transportation and enrollment fees through the Parks and Recreation Department. • The program requires that youth participate in the “Giving Back” Program, a community service project. 	

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		<ul style="list-style-type: none"> • Gender-specific treatment sessions are available to participants. Female clients have, in the past, been placed in a girls' group. • For non-English (Spanish) speaking participants (there have been none so far), the program is able to provide language-specific services as part of their drug court participation. • Alcoholics Anonymous is available to participants, if the treatment provider recommends it. However, it is often not recommended because providers are aware of a lack of adolescent groups in the area. • The program is currently trying to work with the education liaison to get PBIS (Positive Behavior Intervention System) information, a program in the schools. Through PBIS, the youth are recognized in a positive way (and rewarded) for doing well and, using this information, the drug court feels like it can be more strengths-based in its interactions with participants. 	

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<p>5. Abstinence is monitored by frequent alcohol and other drug testing.</p>	<p>“Drug Testing” – Designing drug testing to be frequent, random and observed. Document testing policies and procedures in writing.</p>	<ul style="list-style-type: none"> • Participants receive 3 drug tests per week. They are tested by the treatment provider during each visit. Depending on how often they are tested there, they will receive the remainder of the tests though DJS (the drug court case manager facilitates the test). • Currently the program does not have the ability to conduct drug testing in the schools. As the program would like to be able to tell youth and parents that participants could be tested any day or time (and anywhere), the drug court is currently in contact with the school system to explore this option. • The program is in contact with a local SCRAM representative to explore the possibility of including that testing option. • Substance Abuse Services is the local treatment provider doing all of the treatment and it also conducts the majority of UA lab work. The program also uses instant tests (quick tests). If youth gives a positive result on a quick test and they object to the result, then that test is followed up with 	<ul style="list-style-type: none"> • While it is understandable for the program to want to have the authority to conduct drug testing on participants at any time (e.g., during school), keep in mind that the process of how testing is conducted reflects the program’s philosophy (e.g., being strength-based). If the program develops a testing protocol in the schools, the team is encouraged to discuss issues of confidentiality, peer perceptions, youth dignity, potential labeling issues, etc., to ensure that testing is conducted sensitively. • In a future process evaluation, the area of drug testing will be explored more fully.

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		<p>a lab test (full UA). To date, all participants have admitted use after testing positive on an instant test.</p>	
<p>6. A coordinated strategy governs drug court responses to participants' compliance.</p>	<p>“Goal-Oriented Incentives and Sanctions” – Respond to compliance and non-compliance with incentives and sanctions that are designed to reinforce or modify the participants' behavior.</p>	<ul style="list-style-type: none"> • Before participants can graduate, they must be compliant with all drug testing requirements, attend all court sessions, treatment-related meetings and family assessments, and participate in post-drug court planning (for life/sobriety); they must have at least 90 consecutive days clean. • The program has made a concerted effort to collect information about participants' likes and dislikes, so that it can individualize incentives and make them more meaningful (e.g., sending a participant to the Maryland International Raceway, giving another a day at one of the local spas). Graduates (there has been one since the program's inception) are provided with a reward for successful completion of the program. • Rewards (or sanctions, for that matter) are not tied to specific behaviors in a standardized way. However, rewards given to 	<ul style="list-style-type: none"> • Be aware that when sanctions can be imposed by multiple partners, it is important for all partner agencies to communicate clearly so the total package of response to noncompliant behavior is appropriate to the infraction. Prior programs have found that when only the judge can impose sanctions it can reduce participant anxiety and help them know what to expect from the program (and is associated with higher graduation rates). • It is beneficial for drug court teams to have policy discussions about the use of sanctions by individual agencies and for the team to talk about individual participant sanctions whenever possible. • The program is encouraged to use incentives and rewards liberally (in addition to phase changes), to balance needed sanctions and to reinforce a positive, strength-based program climate.

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		<p>participants have generally occurred at phase changes.</p> <ul style="list-style-type: none"> • Being clean is not a requirement to move from Phase I to Phase II (this requirement does not start until Phase II); however, staying clean early on in the program is recognized by the court as a positive behavior. • If the team cannot come to a consensus regarding sanction-related decisions, then the bench ultimately decides. To this point in the program, the team members have mostly agreed on the sanctions given to participants. • DJS has the ability to levy sanctions on drug court participants. There is an effort to get the DJS staff working with the drug court program to step away from automatically giving out severe sanctions (like jail time) after discovering a youth has broken a drug court rule. Advocating for this change was a challenge early on for the program, which generally supports DJS case managers giving out a sanction immediately 	

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		<p>after a discovered infraction, as long as the level of severity is consistent with the observed behavior.</p> <ul style="list-style-type: none"> • This drug court program is committed to addressing behavioral concerns with participants quickly to prevent problems from escalating. • Early in the program, the Public Defender’s Office raised concerns that there would be a potential for moving quickly through graduated sanctions due to the frequent judicial contact with participants. The drug court team members have utilized a strength-based approach and have to date avoided extensive use of sanctions. 	
<p>7. Ongoing judicial interaction with each drug court participant is essential.</p>	<p>“Judicial Involvement and Supervision” – Schedule frequent judicial reviews and be sensitive to the effect that court proceedings can have on participants.</p>	<ul style="list-style-type: none"> • The amount of time a Master can preside over drug court is currently open-ended. There is no time limit. • To a large extent, all issues/concerns have been handled in pre-court staffing meeting, prior to the drug court session. Essentially, the main focus of the drug court session is the interaction between the 	<ul style="list-style-type: none"> • It is beneficial to have the Judge/Master gain direct drug court experience. Work to retain the same person in this role for a minimum of 2 years.

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		<p>participant and the Master.</p> <ul style="list-style-type: none"> The Juvenile Court Judge in the County (who directly presides over the Children In Need of Assistance [CINA] juvenile court docket and oversees the drug court Master) has become an advocate for the program (such as supporting systemic changes to accommodate the drug court's needs). 	
<p>8. Monitoring and evaluation measure the achievement of program goals and gauge effectiveness.</p>	<p>“Monitoring and Evaluation” – Establish a system for program monitoring and evaluation to maintain quality of service, assess program impact, and contribute to knowledge in the field.</p> <p>“Confidentiality” – Establish a confidentiality policy and procedures that guard the privacy of the participant while allowing the drug court team to access key information.</p> <p>(Also, involve evaluators in data access)</p>	<ul style="list-style-type: none"> The program is not yet using the SMART data system, but is planning to transition to it in the future. There is recognition that some interagency departmental issues/concerns that have delayed the use of SMART. In particular, several agencies have raised concerns about the merging of existing data from databases already in use (e.g., ASSIST and HATS). Juvenile courts in MD are open. However, every parent signs a visitor's agreement as a part of the admissions paperwork, stating that they understand that anything heard in court is not to be disclosed. Also, unfamiliar 	<ul style="list-style-type: none"> Retain data from the current system even after transitioning to SMART, including both paper records and electronic files. These materials will be useful for future evaluations. If interagency data infrastructure issues are not yet resolved, the program is encouraged to facilitate a meeting to discuss concerns and develop solutions so that the program can use the SMART data system. Use of program statistics and program evaluation data to modify program operations is associated with higher graduation rates. When the program begins using SMART, it is suggested that the program enter information that is currently in hard copy form,

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		<p>individuals in the courtroom are usually approached to ask why they are there. New people usually stand out as the court docket is relatively small (so the number of participants and family members attending court is small as well).</p> <ul style="list-style-type: none"> • On occasion, the team has conversations about confidentiality during pre-court meetings. One example of when confidentiality concerns arise is when referrals come in prior to adjudication. The program has a “watch list,” which contains the names of youth referred to the program; however, there is no discussion of charges, and no real discussion of the case. The Master cannot discuss the case (or even hear it) until after adjudication. Added to that is the fact that Substance Abuse Services may not have gotten the appropriate consent forms signed at the point of referral (so they cannot tell the program anything about the youth’s substance abuse concerns until those forms are signed). 	<p>especially program data, into that data system. In particular, it is recommended that the program enter school attendance information and drug testing information into the electronic system. In addition, it is suggested that the program begin collecting information on the race/ethnicity or cultural background of participants.</p>

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
		<ul style="list-style-type: none"> The program recently added an Evaluation and Monitoring Specialist to the team; she works for the local management board (also referred to as the Calvert County Family Network). 	
<p>9. Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations.</p>	<p>Is this program continuing to advance its training and knowledge?</p>	<ul style="list-style-type: none"> Initially, all drug court team members attended national trainings; however, by the time the program was implemented there was only one person (the education liaison) who remained on the team, as everybody else had either been promoted or moved on to another position. Currently, all of the team members attend trainings offered through the Office of Problem-Solving Courts [OPSC] (e.g., Drug Court 101), including the Winter Symposium (in Annapolis). The program is aware that the OPSC is working to bring to Maryland all of the role-specific trainings that NDCI puts out, and plans to fully participate in all that is offered. There was some difficulty regarding scheduling the judicial trainings as the date conflicted with a state’s judicial conference. 	<ul style="list-style-type: none"> Establish a training log to ensure that team members are receiving ongoing training necessary to be an effective part of the drug court program. Cross-training staff benefits multi-disciplinary programs such as drug courts by helping all team members better understand the roles, activities, and challenges of their colleagues. In addition to investigating formal cross-training opportunities or requirements, the team may want to dedicate meeting time for members to share about their work (e.g., each quarter, at a team or policy meeting, select one agency to present about their role).

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
		<ul style="list-style-type: none"> The program has talked at length about cross-training possibilities for team members. However, it is anticipated that some team members may be resistant to this idea, due to limited time available to them beyond their agency-related job responsibilities. 	
<p>10. Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court program effectiveness.</p>	<p>“Community Partnerships” – Build partnerships with community organizations to expand the range of opportunities available to participants.</p>	<ul style="list-style-type: none"> The drug court is putting together an MOU to work with Big Brothers/Big Sisters, to find mentors for its participants. Typically, the Big Brothers/Big Sisters Program has an age limit of 14 years old; however, through this special arrangement, the drug court will be responsible for recruiting mentors, and the Big Brothers/Big Sisters Program will train them, conduct background checks, monitor the match, etc. Some participants attend GED classes, which are offered through the local Adult Education Department. None of the participants (and their families) has housing concerns. Early on in the process, the program brought in the local housing office as a partner. This agency is not currently 	<ul style="list-style-type: none"> Continue outreach to community agencies and organizations to maintain or build relationships and connections to support the program (one example, as mentioned above in Key Component 4, is the need for positive activities for the youth, which could be a great area to work on with community partners).

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
		<p>represented on the team since it was determined that there was not an existing need for housing-related assistance. However, they are available as a future support if the need arises.</p> <ul style="list-style-type: none"> • Holler and Associates, a local career consulting firm, has offered to provide career services to drug court youth, initially on a pro bono basis. (Later on, if the program decides that that the services provided by this community partner have been useful, they will secure funding to pay for these services). In the initial session, they would assess the participant’s job readiness skills and career development goals, and conduct a quick needs assessment. Then, over the course of three sessions, they would assist the youth in building a resume, exploring future career possibilities, and engaging them in other career development activities. • The program has been working with an organization called the “Tutoring Club,” a franchise operation similar to Sylvan 	

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
		<p>Learning Centers. It has been talking with this organization out of a concern that many of the drug court youth who are academically behind are in that situation purely because of lack of school attendance (they miss so many days and they automatically fail and are consequently suspended). Participation in the Tutoring Club would be a way for these youth to stay on track, academically, while they are waiting to be reinstated at their regular school program.</p> <ul style="list-style-type: none"> • Transportation is a challenge in the County, which currently has a fairly limited bus system operation. The program has obtained funding to assist participants and their families with the cost of transportation. It has also recently arranged a contract with a local transportation provider to provide regular transportation services (getting participants who need it to appointments). The service will set up regular routes, for youth and their families who will consistently need transportation (the transportation provider will 	

Key Component	Juvenile Drug Court Strategies	Preliminary Site Findings	Suggestions/Questions/Recommendations
		<p>invoice the program for those services). Also, the drug court is currently working to find a cab company that can take care of emergent transportation needs (e.g., where somebody's ride falls through).</p>	

CALVERT COUNTY CIRCUIT COURT JUVENILE DRUG COURT DATA ELEMENTS WORKSHEET

Notes: Many data elements are being collected and maintained in electronic format (in the SMART Data System as of December 2007). Data at intake are collected at the Health Department (during the psychosocial evaluation) and entered into SMART; this information can then be accessed by the drug court program. However, there are some data that are currently recorded only in hard copy files, including program data (dates of entry into each phase, drug court sessions, services received, and criminal justice status at program exit). It is recommended that the program begin entering this information into SMART. For future evaluation purposes, please retain electronic and/or hard copy records of any information listed below that were collected prior to use of SMART.

DRUG COURT PROGRAM (OR PROGRAM PARTNERS) DATA:

	Variable/Data element	Where located/who collects? (electronic/written records?)	When agency began collecting or plans to begin?	Notes
	DEMOGRAPHICS & ID (collect from all possible sources)			
1	Name	DJS (ASSIST)	At Program Start	Collected at intake
2	SSN, state ID, FBI ID, DL#, DC case number, state TX number	DJS (ASSIST)	At Program Start	Collected at intake
3	Birth Date	DJS (ASSIST)	At Program Start	Collected at intake
4	Gender	DJS (ASSIST)	At Program Start	Collected at intake
5	Race/Ethnicity	DJS (ASSIST)	At Program Start	Collected at intake
	CLIENT INFORMATION			
6	Employment status at drug court entry	DJS (ASSIST)	At Program Start	

	Variable/Data element	Where located/ who collects? (electronic/ written records?)	When agency began collecting or plans to begin?	Notes
7	Employment status at drug court exit	DJS (ASSIST)	At Program Start	Employment status is collected throughout the program
8	Highest grade of school completed at time of drug court entry	DJS (ASSIST)/Calvert County Public Schools	At Program Start	
9	Student status at entry (is participant enrolled in school/educational program and what type?)	DJS (ASSIST)/ Calvert County Public Schools	At Program Start	
10	Student status at exit (is participant enrolled in school/educational program and what type?)	DJS (ASSIST)/ Calvert County Public Schools	At Program Start	
11	Student attendance record (if applicable) at entry	Board of Education	At Program Start	
12	School attendance record (if applicable) at exit	Board of Education	At Program Start	
13	Number and ages of children	DJS (ASSIST)		Tracked by DJS if this information is revealed during the review of participant's "Social History" (during the Pre Disposition Investigation)
14	Housing status at entry	DJS (ASSIST)	At Program Start	

	Variable/Data element	Where located/ who collects? (electronic/ written records?)	When agency began collecting or plans to begin?	Notes
15	Housing status at exit	DJS (ASSIST)	At Program Start	Housing status is collected throughout the program
16	Income at entry (if self-supporting)	DJS (ASSIST)	At Program Start	
17	Income at exit (if self-supporting)	DJS (ASSIST)	At Program Start	Income information is collected throughout the program
18	Other demographics	DJS (ASSIST)	At Program Start	Collected at intake
	DRUG COURT PROGRAM DATA			
19	Drug court entry date	Drug Court Program (Excel Spreadsheet and Paper Record)	At Program Start	
20	Drug court exit date	Drug Court Program (Excel Spreadsheet and Paper Record)	At Program Start	
21	Date of drug court eligible arrest	DJS (ASSIST)/Drug Court Program (Paper Record)	At Program Start	
22	Charge for DC arrest	DJS (ASSIST)/Drug Court Program (Excel Spreadsheet and Paper Record)	At Program Start	
23	Arresting agency	DJS (ASSIST)/Drug Court Program (Excel Spreadsheet and Paper Record)	At Program Start	
24	Court case number for case leading to drug court participation	Drug Court Program (Excel Spreadsheet)	At Program Start	

	Variable/Data element	Where located/ who collects? (electronic/ written records?)	When agency began collecting or plans to begin?	Notes
25	Date of referral to drug court program	Drug Court Program (Excel Spreadsheet)	At Program Start	
26	Drug court status on exit (e.g., graduated, revoked, terminated, dropped out)	Drug Court Program (Excel Spreadsheet)	At Program Start	
27	If participation in drug court is revoked or terminated, reason	Drug Court Program (Excel Spreadsheet)	At Program Start	
28	Dates of entry into each phase	Drug Court Program (Excel Spreadsheet)	At Program Start	
29	Criminal/Juvenile justice status on exit (e.g., on probation, charge expunged, etc.)	DJS (ASSIST)	At Program Start	
30	Dates of UAs	Calvert County Health Department (SMART)/DJS (Paper Records)	At Program Start	Treatment collects this information and provides this to DJS and the DC program (coordinator has Web access to the results)
31	Dates of positive UAs	Calvert County Health Department (SMART)/DJS (Paper Records)	At Program Start	Same
32	Dates of other drug tests	Calvert County Health Department (SMART)/DJS (Paper Records)	At Program Start	Same
33	Dates of other positive drug tests	Calvert County Health Department (SMART)/DJS (Paper Records)	At Program Start	Same
34	Agency provided test results	Calvert County Health Department (SMART)/DJS (Paper Records)	At Program Start	Same

	Variable/Data element	Where located/who collects? (electronic/written records?)	When agency began collecting or plans to begin?	Notes
35	Drugs of choice (primary and secondary)	Calvert County Health Department (SMART)	At Program Start	Collected at intake
36	Dates of drug court sessions	Drug Court Program (Excel Spreadsheet and Paper Files)/DJS (ASSIST)/Clerk's Office (State Database)	At Program Start	
37	Attitude toward treatment/readiness to change at entry	Calvert County Health Department (SMART)	At Program Start	
38	Dates of services received with types of service received (see examples below) [Note: If dates are not available, then we would at least need the different types of services received and approximate time periods or the number of times the individual received a particular service].	Calvert County Health Department (SMART and Paper Files)	At Program Start	
38a	○ Group A&D sessions	Calvert County Health Department (SMART and Paper Files)	At Program Start	
38b	○ Individual A&D sessions	Calvert County Health Department (SMART and Paper Files)	At Program Start	

	Variable/Data element	Where located/who collects? (electronic/written records?)	When agency began collecting or plans to begin?	Notes
38c	○ Mental health services	Calvert County Health Department (SMART and Paper Files)/DJS (ASSIST)	At Program Start	Not sure if mental health is tracking through SMART- Summary report goes to DJS
38d	○ Anger management classes	Calvert County Health Department (SMART and Paper Files)/DJS (ASSIST)	At Program Start	Same as above
38e	Agency providing TX	Calvert County Health Department (SMART and Paper Files)/DJS (ASSIST)	At Program Start	Same as above
39	Mental health or A&D diagnoses	Calvert County Health Department (SMART and Paper Files)/ DJS (ASSIST)	At Program Start	Collected at intake Same as above
40	Aftercare services (dates and types), if applicable	N/A		
41	Dates of re-arrests/re-referrals during program participation	DJS (ASSIST)	At Program Start	
42	Charge(s)/allegation(s) associated with re-arrests/re-referrals during program participation	DJS (ASSIST)	At Program Start	
43	Outcome(s) of re-arrests/re-referrals (conviction, dismissed, etc.) during program participation	DJS (ASSIST)	At Program Start	

	Variable/Data element	Where located/who collects? (electronic/written records?)	When agency began collecting or plans to begin?	Notes
44	Other noncompliant behavior (types, dates) during program participation	DJS (ASSIST)	At Program Start	
45	Probation violations during program participation	DJS (ASSIST)	At Program Start	
46	Rewards and sanctions (dates, types, and duration)	Drug Court Program (Paper Record)/ DJS (ASSIST)	At Program Start	
47	Detention/jail time as a sanction	Drug Court Program (paper file)/DJS (ASSIST)	At Program Start	To date, rare for program to give a jail sanction. Detention and jail time comes from DJS (prior to DC session).

OUTCOME DATA (DATA COLLECTED BY THE EVALUATION TEAM; USUALLY FROM OTHER AGENCIES, NOT DRUG COURT PROGRAM)

	Variable/Data element	Where located/who collects? (electronic/written records?)	When began collecting or plans to begin?	Notes
	TREATMENT DATA			
48	Subsequent treatment episodes	ADAA Data		
481	○ Start and end dates/Dates of sessions	ADAA Data		
48b	○ Modality	ADAA Data		
48c	○ Name of provider(s)	ADAA Data		
	OTHER USEFUL INFORMATION			
49	Health care use (type of service, date of service, agency)	N/A		
50	Social service use (type of service, date of service, agency)	N/A		
51	Child Welfare involvement	N/A		
51a	○ Out of home placements (placement and return dates)	N/A		