



Program Evaluation

Ottawa County Sobriety/Drug Courts

58th District Sobriety Court
20th Circuit Adult Drug Court
20th Circuit Juvenile Drug Court

June 2006





2006 County Board of Commissioners

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I. EXECUTIVE SUMMARY

Over the past decade, sobriety and drug courts have been established throughout the nation as a new way to address substance abuse problems among criminal offenders. These courts seek to treat the needs of alcohol or drug-dependent offenders in a relational, non-adversarial approach, while at the same time, requiring accountability and a structured lifestyle. This balance between therapeutic and sanction-based programming has increased the popularity of these courts immensely among judges and their staff.

Sobriety courts are designed primarily for offenders with serious alcohol-dependencies, while drug courts are designed primarily for offenders with serious drug-dependencies (i.e. crack, heroine, cocaine, prescription drugs, other). However, both courts can accept and process offenders who have either (or both) alcohol and drug-dependencies.

The Circuit and District Court judges in Ottawa County were prompted to explore the use of sobriety and drug courts in their dockets based on the numerous positive accolades this approach to substance abuse treatment had received in recent years. Judge Susan Jonas launched the first Ottawa County District Sobriety Court in May 2004, and Judge Bradley Knoll followed with a second District Sobriety Court in October 2004. Judge Mark Feyen initiated a Juvenile Drug Court in October 2004 and an Adult Circuit Drug Court in January 2005.

The team members responsible for implementing the sobriety/drug courts all have a positive view of their involvement in the sobriety/drug courts. In fact, because team members find it is more therapeutic for participants than being solely punitive, many say that this is the most satisfying work they have ever performed in the criminal justice system. Based on self-reported performance from District Sobriety Court graduates, it appears to be popular with many of the graduates as well.

Since the adult sobriety/drug court programs require an average of 17 months to complete, and the courts have only been operational for 20-24 months, there are only a few program graduates who can be evaluated to determine the long-term impacts (i.e. sobriety and recidivism) of the program. Furthermore, operational issues that were recently addressed in the Juvenile Drug Court also affect the completion of the evaluation at this time. Despite the inability to look at long-term, outcome-based measures, it was still possible to assess all three courts to determine their administrative and operational performance, as well as, relative cost.

In the District Sobriety Court, the total cost per participant was \$6,168. As a comparison, the total average cost for a similar offender sentenced to traditional probation is \$1,926, and the average cost for a similar offender sentenced to Intensive Supervision Probation in the Grand Haven District Court and in the Hudsonville District Court is \$2,907 and \$3,105, respectively. In the Circuit Drug Court, the total cost per participant was \$14,563. At the time of this evaluation, comparison group data were not available. Since Circuit Drug Court involves participants with felony charges, it is expected that sentencing practices, program intensity, and associated expenses would be greater than Sobriety Court. In the Juvenile Drug Court, the total cost per participant was \$5,285. As a comparison, the total average cost for a juvenile offender enrolled in the Juvenile Community Justice (JCJ) program is \$14,698.

Another issue that will need to be factored into the overall cost of sobriety/drug courts is the program expense presently being funded through grant dollars. When these grants expire, financial support will likely be sought from the County to replace 80% of grant funding presently being used for salaries, programming, drug/alcohol testing, and other program expenses. The remaining 20% of the grant funding, on average, is in the form of in-kind contributions, so it will not have to be replaced. The total replacement funds needed could be as high as \$866,542 beginning 2011/12.

It is important to note that the outcome-based success and relative expense of the sobriety/drug court programs can only be calculated by comparing program cost, completion rates, and recidivism rates to other existing treatment programs when more data become available for analysis in 2008/09. Nevertheless, this report does provide several recommendations for administrative and operational improvements, as well as a detailed overview of the relative cost of each program.

II. INTRODUCTION

Substance abuse among criminal offenders has been a major problem for the nation's court systems for many years. A multitude of treatment programs have been developed to help offenders who have an alcohol or drug (AOD) addiction. These programs have typically focused on either therapeutic treatment or strict sanctions such as jail time.

Sobriety and drug courts have become immensely popular because they provide a balance between therapeutic and sanction-based programming. While these courts address the needs of AOD dependent offenders in a relational, non-adversarial approach, they also stress accountability and a structured lifestyle. Therefore, program requirements include regular status hearings with the sobriety/drug court judge, intensive treatment, frequent AOD tests, immediate application of sanctions or incentives, and successful completion of multi-staged treatment programs. Many courts also require participants to maintain employment, stay current on financial obligations, and perform community service.

One of the unique aspects of these courts is that participant relapse is anticipated. However, it is expected that the number of relapses will diminish as participants' progress through the different phases of the program. Complete sobriety is required for a consecutive number of days during later phases of the program before a participant is eligible to graduate.

This approach to dealing with substance abuse issues has received many positive reviews in recent years. These accolades prompted Ottawa County court judges to explore the use of drug and sobriety courts in their dockets and subsequently pursue grant opportunities to provide temporary funding for program implementation. Since the administration of the grant funding would be performed by the County, and expiring grant funds would eventually need to be replaced by other revenue sources, Ottawa County was asked to support the sobriety/drug court concept. After several meetings involving court officials, county administration, law enforcement officials, and the Prosecuting Attorney, an agreement was reached regarding Ottawa County's participation in these courts.

The County indicated it would support grant applications to operate and administer the sobriety/drug court programs but would not consider funding requests for these courts until outcome-based performance evaluations could be completed on the pilot sobriety/drug court programs. The items which were discussed and agreed upon are as follows:

- The sobriety/drug courts would be considered "pilot projects" until their effectiveness and cost was verified through an outcome-based evaluation to be conducted by the County after 18-24 months. This preliminary evaluation would be prepared to review initial indicators of success. The timeline for the completion of an evaluation would be dependent upon an adequate number of individuals graduating from the programs.
- Any expansions of the pilot projects or expiration of grants would not result in requests to the County for funds to compensate for personnel or operational expenses. The sole exception would be for the Prosecutor's Office, which maintained in initial discussions that additional staff might be necessary for their Office to participate in sobriety/drug courts. All other departments steadfastly maintained that no additional personnel would be necessary to operate the new court dockets.
- The County would determine their level of future support, if any, dependent upon outcome-based evaluation results and the availability of funding.

At this time, there are two District Sobriety Court dockets, one Circuit Adult Drug Court, and one Juvenile Drug Court in existence. These courts have been operational for 16-24 months. This report has been prepared to provide a thorough analysis of the initial indicators of success and the relative cost of these new court dockets.

III. BACKGROUND

After the evaluation and funding criteria had been agreed upon, the courts established sobriety/drug court planning teams to assist with the implementation of the new court dockets. The teams were comprised of individuals representing the interests of courts, probation, law enforcement, prosecutors, defense attorneys, treatment providers, and evaluators.

These individuals were required to attend National Drug Court conferences to learn about the administration and operation of drug courts and the *Ten Key Components of Drug Courts (See Attachment A)* developed by the National Association of Drug Court Professionals. The *Ten Key Components* are generally accepted as fundamental building blocks of any sobriety/drug court.¹

Prior to attending the National Drug Court conferences, sobriety/drug court team members were required to develop written plans outlining the administrative protocols, operational procedures, and evaluation components for their respective sobriety/drug court programs. At the conferences, national drug court experts reviewed, discussed, and helped modify these plans.

As the appointed program evaluator for the District Court team, the Planning and Grants Department (i.e. Planning Department) attended training conferences with team members and worked closely with them to develop much of the strategic plan. The Planning Department was not a formal member of the planning team for Circuit or Juvenile Drug Court, but was invited to participate in some of the strategy meetings.

Judge Susan Jonas launched the first District Sobriety Court in May 2004, and Judge Bradley Knoll followed with a second District Sobriety Court in October 2004. Judge Mark Feyen initiated a Juvenile Drug Court in October 2004 and an Adult Circuit Drug Court in January 2005. The target populations, maximum participation levels, and minimum completion times for the sobriety/drug court dockets are listed below in **Table 1**:

Table 1

Court	Target Population	Primary Offenses Being Targeted	Maximum Participants Per Docket	Minimum Completion Time
District Court	Adults	OWI 2 nd Offense; Other substance abuse misdemeanor-related offenses punishable by one-year in jail	35	17.5 months
Circuit Court	Adults	Felony offenses or AOD related offenses occurring while individual is on felony probation	30	16 months
Juvenile Court	Juveniles 13 – 16.5 Years of Age	Any offenses involving serious substance abuse problems	20	7 months

1. Although never previously mentioned to the Planning Department, the Juvenile Court recently indicated that the Juvenile Drug Court is not guided by the 10-Key Components; the court is guided by the 16 Strategies for Juvenile Drug Courts developed by the National Association for Drug Court Professionals and the National Institute for Drug Control Policy.

IV. EVALUATION METHODOLOGIES

One of the requirements that must be fulfilled to receive sobriety/drug court grant funding is the creation of a sobriety/drug court evaluation plan. In addition to needing evaluation plans to obtain grants, the *Ten Key Components of Drug Courts* and Michigan's Drug Court Enabling Legislation (*Public Act 224 of 2004*) both stress the importance of evaluations.

Although a strong emphasis has been placed on sobriety/drug court evaluations, most evaluations have limited value because they contain serious deficiencies which prevent solid conclusions from being made about a program's effectiveness. A study completed by the Institute of Applied Research in 2004 finds that "Research indicating the benefits of drug courts has accumulated during the previous decade. However, there have been few controlled studies designed to demonstrate whether the value of those benefits to the community offset the costs of operating the programs or that these programs are more successful than probation."¹

Some of the reasons for poorly executed evaluations are the overall complexity of sobriety/drug courts and the amount of time that is required for participants to complete these programs. Additionally, evaluators often use comparison groups comprised of individuals rejected by drug courts, individuals who refused to participate, and individuals who did not complete the program. These practices introduce an inherent bias into the evaluation due to substantial differences in the motivational levels of "compliant" sobriety/drug court participants and the motivational levels of "problematic" participants who were not accepted into the program. Furthermore, these studies may only measure recidivism shortly after graduation which does not allow for adequate time to determine whether or not there are long lasting impacts. Lastly, even the definition of recidivism is not consistent in many studies, so it is impossible to compare rates from one court to another. According to Belenko (2001), "Many of the studies conducted to date have been marred by methodological limitations, such as the lack of adequate comparison groups, limited outcome measures, and inadequate follow-up periods."²

These types of evaluation flaws make it difficult, if not impossible, to draw valid conclusions about the true impact of sobriety/drug courts. A recent performance appraisal³ conducted by the U.S. Office of Management and Budget on the Federal Drug Court Program (i.e. Byrne Memorial Drug Court Grants) rated the performance of the Program as "Not Performing – Results Not Demonstrated." The rating indicates the program has not been able to develop acceptable performance goals or collect the necessary data to determine whether or not it is performing. More importantly, it highlights the need for independent evaluation to verify the actual performance of local sobriety/drug courts.

In an attempt to avoid the common mistakes which have limited the reliability of other sobriety/drug court evaluations, the Planning Department has encouraged the use of control groups which limit bias in the participant selection process (i.e. comparative evaluation methodologies). Additionally, the Planning Department has established consistent time frames for the measurement of recidivism and clearly defined what constitutes recidivism.⁴ Quality assurance protocols for managing evaluation data, such as random validity checks, have also been developed and implemented.

There are numerous methods that can be used to select participants for control groups. The two most common methods are a matched pair assignment and random selection. The matched pair assignment simply matches different variables such as age, gender, ethnicity, criminal history, substance abuse history, and a participant's motivation to change in order to minimize individual differences which could cause a sobriety/drug court to be more or less successful than an alternative program being used as a comparison group. A random selection process involves placing all eligible candidates in a "pool" and arbitrarily selecting half of the candidates for the sobriety/drug court program and the other half for a control group.

1. Institute of Applied Research; St Louis, Missouri; A Cost-Benefit Analysis of the St. Louis City Adult Felony Drug Court; 2004

2. Belenko, S. *Research on Drug Courts: A Critical Review*, 2001 Update, The National Center on Addiction and Substance Abuse, Columbia University, 2001

3. ExpectMore.Gov: Drug Courts; Program Assessment <http://www.whitehouse.gov/omb/expectmore/summary.10000168.2005.html>; 2005

4. Recidivism is defined as any new adult conviction or juvenile disposition, not including technical violations (e.g. fishing without a license, expired license plate tags, littering, possession of illegal fireworks, other), after completing the program

Although the District Court initially attempted to utilize a matched pair selection process and the Circuit and Juvenile Drug Courts tried to use a random assignment process, both methods were rejected. Both District and Circuit Court found the process to be too time-consuming, and the Circuit Court found that their system was unpopular with parents, defense attorneys, and judges. As a result, the Planning Department has developed several options to allow for future comparative analysis of the courts.

The options developed by the Planning Department to analyze the comparative performance of the sobriety/drug courts cannot be used at this time due to the small number of sobriety/drug court participants who have graduated and the short period of time that has elapsed since their graduations. However, the options warrant further illustration and explanation because they will be used in future evaluations. The comparative performance options are listed below:

District Court

Matched Pair Analysis

The matched pair analysis will compare sobriety court participants with Operating While Intoxicated 2nd (OWI II) offenses to OWI II offenders from the Grand Haven and Hudsonville District Courts. Variables such as age, gender, ethnicity, criminal history, substance abuse history, and a participant's motivation to change will be matched to limit bias in the evaluation.

Sobriety Court Graduates vs. Intensive Supervision Probation (ISP)

This analysis will compare the recidivism rates of Sobriety Court participants to ISP Probation participants from the Grand Haven and Hudsonville District Courts.

OWI II Offenders (Holland) vs. OWI II Offenders in Other District Court Jurisdictions

This analysis will compare the performance of all OWI II offenders sentenced in the Holland District Court to all OWI II offenders sentenced in the Grand Haven and Hudsonville District Courts.

Benchmark Analysis

This analysis will compare the recidivism rates of the Holland Sobriety Court participants with Sobriety/Drug Court programs operating in other jurisdictions. This is based on the assumption that recidivism rates can be obtained for the other programs in which definitions and timelines for measuring recidivism are comparable.

Circuit Court Drug Court

Matched Pair Analysis

This matched pair analysis will compare drug court participants to other offenders with similar variables such as age, gender, ethnicity, criminal history, substance abuse history, and motivation to change.

Drug Court Graduates vs. Randomly Selected Control Group

Individuals were randomly assigned to a control group between January 2005 and December 2005 after being identified as eligible to participate in the Adult Circuit Drug Court. Although this control group has been discontinued, the individual performances will be compared to that of the Drug Court participants.

Benchmark Analysis

This analysis will measure the recidivism rates of the Circuit Drug Court participants to Drug Court programs operating in other jurisdictions. This is based on the assumption that recidivism rates can be obtained for the other programs in which definitions and timelines for measuring recidivism are comparable.

Juvenile Drug Court

Historic Matched Pair

Juvenile offenders who were historically placed in Crossroads Family Center (CFC) would have similar characteristics to those juveniles entering the Drug Court today. This comparative analysis will measure the

performance of youths placed in CFC for a two year period prior to the formation of the Juvenile Drug Court. This matched pair analysis will require that release forms be obtained in order to use the data.

Drug Court Graduates vs. Randomly Selected Control Group

Fourteen juveniles were randomly assigned to a control group after being identified as eligible to participate in the Juvenile Drug Treatment Court Program. Although this control group has been discontinued, the individual performances will be compared to that of the Drug Court participants.

Benchmark Analysis

This analysis will measure the recidivism rates of the Juvenile Drug Court participants to Drug Court programs operating in other jurisdictions. This is based on the assumption that recidivism rates can be obtained for the other programs in which definitions and timelines for measuring recidivism are comparable.

One important variable that is difficult to measure is a participant's "motivation to change" (i.e. program commitment level). In the District and Adult Circuit Drug Courts, all participants enter voluntarily; but juvenile participants are court ordered into drug court. Some of the participants in the Circuit Drug Court are given incentives such as reduced jail sentences. These participants' motivation to change is very high. Individuals in comparison groups do not enter their treatment programs voluntarily, nor are they provided with incentives to participate. Since their motivation to change is likely to be much lower, it would be expected that the comparison group would have much higher recidivism rates than sobriety/drug court participants. To that point, a data collection tool will be developed in an attempt to measure motivation to change among potential participants who will be considered for the comparison groups.

It will also be necessary to conduct interviews and organize focus groups with participants in the comparison programs in order to determine self-reported benefits as well as income and educational status changes.

V. PROGRAM EVALUATION

The mere fact that there are few highly-regarded, outcome-based evaluations of sobriety/drug courts is a testament to the complexity and multi-faceted nature of these courts. In addition to their complexity, the sobriety/drug court dockets in Ottawa County have other factors which make them more difficult to evaluate. For instance, the adult sobriety/drug courts require an average of 17 months to complete, and the courts have only been operational for 20-24 months. As a result, there are very few program graduates who can be evaluated to determine the long-term impacts (e.g. sobriety and recidivism) of the program.

Further, there are several operational issues that have been, or are presently being, addressed in the Circuit and Juvenile Drug Courts, which impact the completion of a comprehensive evaluation. These issues include: restructured programming in the Juvenile Drug Court (April 2006), the Circuit Drug Court's ongoing efforts to arrange adequate treatment options for participants who have co-occurring disorders (i.e. a substance abuse problem and a mental health issue) and Circuit Court's efforts to establish a random drug/alcohol testing model.

Because the District Sobriety Court has been operating with notable efficiency for the past 18 months, the Court's quantitative performance data can be analyzed to determine the program's short-term influence on graduates. Also, Sobriety Court will have large numbers of graduates and data regarding recidivism with which to analyze the program within two years. The Circuit and Juvenile Drug Courts will have fewer graduates to evaluate due to the operational issues previously mentioned and because each court is only operating a single docket.

In the meantime, all three courts can be assessed to determine their administrative and operational performance, as well as relative cost. An overview of these factors, along with the qualitative, short-term performance indicators of District Sobriety Court, is provided in this section of the report.

Administrative and Operational Effectiveness

Without exception, sobriety/drug court team members possess a positive view of their involvement in the sobriety/drug courts. In fact, many find their efforts to be the most satisfying work they have ever performed in the criminal justice system.

Despite the passion and overwhelming positive outlooks expressed by sobriety/drug court team members, the long-term results of the programs are still unproven, and certain areas of court administration and operations can be improved. The importance of a well organized and efficient sobriety/drug court program may be best illustrated by the sobriety/drug court participants themselves. Sobriety Court participants noted the program was ineffective when it was initially implemented due to operational issues. However, the participants articulated that there were notable changes in their own performance once those issues were resolved. One Sobriety Court graduate provided detailed comparisons between the Ottawa County Sobriety Court and another county's drug court in which he had previously failed. This individual said the structure, accountability (breathalyzers, random AOD testing, immediate sanctions), and relationships with team members in Ottawa County's Sobriety Court were the administrative and operational ingredients he needed to overcome his addiction. He noted those elements were not present in the other drug court.

This report's assessment of administrative and operational program factors is primarily based on the National Association of Drug Court Professionals' *Ten Key Components of Drug Courts*. The data for the analysis were obtained from input provided by team members, program graduates, and participants who failed to complete sobriety/drug court. The information was obtained using surveys, data collection forms, interviews, focus groups, commencement essays, and observational visits by Planning and Grants analysts. This data have been categorized into the following seven administrative and operational program areas:

1. Initial Planning

One of the most important factors influencing the effectiveness of sobriety/drug courts is the extent and quality of the initial planning completed prior to the implementation of the sobriety/drug courts.

The District Sobriety Court completed an extensive strategic planning process that established the framework for program operations, data collection and program evaluations. Further, the process produced a detailed Strategic Outline, Program and Data Flow Analysis, Organizational Flow Chart, and an extensive data collection system for evaluation purposes. These efforts were commended by both state and national drug court trainers. The District Sobriety Court team also developed a detailed set of administrative manuals, procedures, and protocols. The overall management of data by District Court staff has been commendable.

The Circuit and Juvenile Drug Courts also completed strategic planning processes. Their processes incorporated a wide variety of stakeholders that resulted in the completion of a detailed set of administrative manuals, procedures, and protocols. One of the unique procedures adopted by the Juvenile Drug Court involves a contract between the drug court, juvenile offender, and the offender’s parents. The contract requires parents to attend drug court sessions, participate in parental support group sessions, transport their child to Drug Court, abstain from drugs and alcohol, cooperate with the court, and disclose any program violations by their child. They must also agree that a court-sanctioned discharge from the program may result in fines and/or the detention of their child. A table that identifies the types of manuals and other program documentation for each court is provided in **Attachment B**. This attachment also identifies the general content contained in these policy and procedure manuals.

During the Circuit and Juvenile strategic planning processes, the involvement of program analysts from the Planning Department was limited to attending only some of the strategy sessions. Since a data management plan was not jointly developed¹, the Planning Department requested that the Circuit and Juvenile Courts collect specified data sets that would be needed to conduct an outcome-based evaluation. Program managers, at the time, were confident a new, State Court Administrators Office (SCAO), web-based case-management system would provide all the data being requested. However, the Planning Department stressed that their review of the database concluded it would not provide the necessary information to complete their evaluation, nor the ability to download raw data into statistical analysis software. After recent attempts to retrieve data from the SCAO system, it became evident that the State’s database system is limited in functionality and does not provide the necessary data to complete a thorough evaluation.

2. Demographics

Between May 2004 and April 2006, a total of 111 participants were enrolled in the two 58th District Sobriety Court dockets. Twenty-seven (24.3%) of the 111 total participants have completed the program, 16 (14.4%) have failed to complete the program, and 68 (61.3%) are still active in the program (**See Table 2**).

The Circuit Drug Court enrolled 33 participants in a single docket between January 2005 and April 2006. One (3.0%) has completed the program, 4 (12.2%) have failed to complete the program, and 28 (84.8%) are still active.

Table 2

Program Completion						
	District		Circuit		Juvenile	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
Graduates	27	24.3%	1	3.0%	3	10.7%
Failed to Complete	16	14.4%	4	12.2%	7	25.0%
Still Active	68	61.3%	28	84.8%	18	64.3%
Total	111	100.0%	33	100.0%	28	100.0%

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

1. A joint data management plan was accomplished in the last six months for Juvenile Court

The Juvenile Drug Court enrolled 28 participants between October 2004 and April 2006 in a single Drug Court docket. Three (10.7%) have completed the program, 7 (25.0%) have failed to complete the program, and 18 (64.3%) are still active.

Of the 111 total District Sobriety Court participants, 89 (80.2%) were male and 22 (19.8%) were female. Circuit Drug Court had nearly an equal male-to-female ratio at 19 (57.6%) male and 14 (42.4%) female. The majority of participants enrolled in the Juvenile Court were male 24 (85.7%) while 4 (14.3%) were female.

The adult District and Circuit Courts had an average participant age of 32.1 and 31.2 years old respectively. The average age of juvenile participants was 15.1 years old. One hundred percent of participants in all three courts were Ottawa County residents. A detailed summary of demographic data for program participants is provided in **Attachment C**.

Table 3

Of the District Sobriety Court participants, 26 (78.8%) of those enrolled during the first 6 months of the program noted that alcohol was their primary drug of choice (See **Table 3**). In the Circuit Drug Court, 10 (30.3%) of the participants indicated prescription drugs were their primary drug of choice and 10 (30.3%) of the participants indicated that alcohol was their primary drug of choice. Seventeen (60.7%) of the Juvenile Drug Court participants listed marijuana as their drug of choice.

Primary Drug Of Choice			
	District	Circuit	Juvenile
Alcohol	78.8% (26)	30.3% (10)	28.6% (8)
Marijuana	12.1% (4)	12.1% (4)	60.7% (17)
Cocaine	9.1% (3)	9.1% (3)	-
Opiates	-	-	3.6% (1)
Crack	-	15.2% (5)	-
Heroin	-	3.0% (1)	-
Prescription Drugs	-	30.3% (10)	-
Not Available	-	-	7.1% (2)
Total	100.0% (33)¹	100.0% (33)	100.0% (28)

¹ Data were only available for the 33 participants that were enrolled during the first 6 months
Source: District, Circuit, and Juvenile Sobriety/Drug Courts

In the District Sobriety Court, 28 (25.2%) of the participants were identified as having a co-occurring disorder (i.e. substance abuse and mental health issues) (See **Table 4**). In the Circuit Drug Court, 17 (51.5%) of the 33 participants were identified as having a co-occurring disorder¹. Data were not available for co-occurring disorders in the Juvenile Drug Court.

Table 4

Co-Occurring Disorders						
	District		Circuit		Juvenile ¹	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Co-Occurring Disorder	28	25.2%	17	51.5%	n/a	n/a
No Co-Occurring Disorder	83	74.8%	16	48.5%	n/a	n/a
Total	111	100.0%	33	100.0%	n/a	n/a

¹ Data were not provided by Juvenile Court
Source: District, Circuit, and Juvenile Sobriety/Drug Courts

The criminal histories of program participants show a high recidivism rate for all of the sobriety/drug court participants. The average number of prior felony convictions for District Sobriety Court participants was 0.7 per person, and the average prior misdemeanor convictions was 5.3 per person. Circuit Drug Court participants had an average of 0.6 prior felony convictions and 2.1 prior misdemeanor convictions. Juvenile Drug Court participants

1. Circuit Court's diagnosis system is more thorough than District Sobriety Court's system. This may partially explain the higher occurrence of co-occurring disorders in Circuit Drug Court.

had an average of 0.6 prior felony adjudications (i.e. convictions) and an average of 4.8 prior misdemeanor adjudications. Additional data relating to initial charges and criminal history are provided in **Attachment D**.

3. Team Functionality

A fundamental concept of sobriety/drug courts is that administration of the program is conducted by a team representing a broad range of individuals involved in the criminal justice system. The team members involved in the three sobriety/drug courts are listed in **Attachment E**.

Through intense discussions and planning sessions, District Sobriety Court team members have developed a high level of trust among themselves and built a high degree of ownership in the program. The program is constantly reviewed for shortcomings, and team members work to quickly identify solutions to overcome the problem areas. In the first few months of the program it was necessary to address several operational problems, and the team was able to do that efficiently and effectively. Even Sobriety Court graduates noted there were many operational issues in the early stages of the program, but that those problems were corrected before they severely impacted their experience. Some of the changes that have been made by the District Sobriety Court team include: the implementation of *Give and Take Sessions* for the purpose of obtaining input from graduates about areas where the program can be improved, a modification of the length of program phases, an increase in the length of required sobriety from 90 days to 150 days in Phase IV, the addition of cognitive behavioral therapy as a treatment option, the addition of weekend and random alcohol/drug testing, inclusion of the Holland Police Department as a community partner to provide weekend testing, and the addition of an Alumni Group to provide support and fellowship for graduates.

Although Circuit Court utilized a collaborative process to develop their Drug Court programs and brought together a highly qualified team possessing passion for the program, the all inclusive buy-in and consensus that was achieved by District Court was not as pervasive¹. The ability to discuss program weaknesses and identify options to solve problems with an all-inclusive level of support from team members is one area that could be improved upon.

Some Circuit Drug Court team members have indicated that ongoing training as a group may be helpful and that having more team meetings in order to specifically discuss and resolve operational difficulties would be useful. Again, complete buy-in and consensus for all programmatic changes is important. The Circuit Drug Court program managers have been working to resolve operational issues. An Alumni Group was established in January 2006 for Adult Circuit Drug Court graduates, and a satellite office was established in Grand Haven in December 2005 to improve communication options for participants who have difficulty finding transportation to the West Olive administrative offices.

As previously mentioned, the manager overseeing the Juvenile Drug Court changed in September 2005, and the programming has been restructured as of April 2006. The new program manager has already begun working closely with the Planning Department to complete strategic plan components and data collection tools that will make future evaluation efforts more effective and easier to achieve. Since the new programming has only been in place since April 2006, it is not possible to assess the overall team functionality at this time. The Juvenile Court manager noted, however, these team members have worked closely with one another for a minimum of three years and have had extensive and positive interaction during that time. This cohesiveness will be greatly beneficial in the drug court program setting.

Circuit and Juvenile Drug Court staff asked for the opportunity to address the challenges which accompany a drug-addicted population as well as certain other issues related to the Circuit and Juvenile Drug Courts outlined in this evaluation. To that point, Circuit and Juvenile Court staff prepared comments which, because of their length, could not be incorporated into the body of this report and are therefore included as **Attachment F**.

1. Based on team member surveys and interviews.

4. Case Processing

During a 24 month period (May 2004 to April 2006), 151 candidates were screened for enrollment in the District Sobriety Court (**See Table 5**). Forty (26.5%) were deemed ineligible to participate as a result of residency issues, the seriousness of their conviction, or because they had no interest in the program. During a 16 month period (January 2005 to April 2006), 96 (75.0%) of the 128 potential candidates screened for the Circuit Drug Court were deemed ineligible to participate. In the Juvenile Drug Court, from October 2004 to April 2006, 116 candidates were screened and 84 (72.4%) were determined to be ineligible.

Table 5

Program Screening						
	District		Circuit		Juvenile	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
Total Candidates Screened	151	100.0%	128	100.0%	116	100.0%
Eligible Candidates	111	73.5%	32	25.0%	32	27.6%
Ineligible Candidates	40	26.5%	96	75.0%	84	72.4%

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

The District Sobriety Court is designed to be completed within 17 to 24 months (**See Table 6**). If a participant has not graduated after 24 months they are discharged from the program. Based on the 24 District Court graduates that enrolled during the program's first 6 months, it has taken an average of 18.9 months to complete the program.

The Adult Circuit Drug Court is designed to be completed in a minimum of 16 months and does not have a maximum time period in which to graduate.

The Juvenile Drug Court is designed to be completed within 7 months and, similar to Circuit Court, does not have a maximum time period in which to graduate.

The District Sobriety Court mental health screening protocol is very basic. The Case Managers interview each potential participant and ask about their prior and current mental health history/situation. If a participant shows signs of mental health issues once they are in the program, the treatment providers will conduct a comprehensive mental health assessment to identify specific treatment needs.

Mental health screening occurs on two levels in the Circuit and Juvenile Drug Courts. First, the Drug Court Coordinator screens all potential participants for co-occurring disorders at the initial screening appointment. The Coordinator will speak with each individual about his/her past mental health history/situation. Additionally, the Coordinator determines whether there are any issues related to depression, anxiety, or suicidal tendencies. All potential Drug Court participants receive a full clinical assessment by a licensed and accredited therapist prior to program entry. The areas assessed by the therapist include, but are not limited to, the following: physical/medical conditions, chemical use, mental health status, family situation, vocational/educational background, social behavior, leisure/recreational interests, and spirituality. The information is used to determine a level of care and identify individual issues which need to be addressed in the participant's treatment plan.

One of the *Ten Key Components of Drug Courts* is the speed (i.e. fast tracking) in which participants are enrolled into sobriety/drug courts after they are arrested. Although the importance of fast-tracking is debated among individuals involved in sobriety/drug court, the theory behind this practice is that an arrest creates an immediate

Table 6

Program Length		
	Minimum Months To Complete	Maximum Months to Complete
District Sobriety Court	17	24.0
Circuit Drug Court	16.0	n/a ¹
Juvenile Drug Court	7.0	n/a ¹

¹ No maximum time period to graduate

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

crisis in a participant’s life and provides a critical window of opportunity in which to capitalize on the crisis and introduce the value of substance abuse treatment.

Based on available data, District Sobriety Court participants take an average of 8.5 weeks to enter the Sobriety Court from the date of their arrest (**See Table 7**). Circuit Drug Court participants take an average of 22.4 weeks to enter the Drug Court from the date of their arrest. It is important to note that after their arrest, Circuit Court offenders are first arraigned in District Court. As a result, the average number of weeks between arrest date and program start date is expected to be higher for Circuit Drug Court participants. The time may also be impacted by the random assignment process that was in place during the first year of the program. In the Juvenile Drug Court, it is mandated that juveniles appear before the judge within 24 hours of being detained; however, data regarding the actual days/hours it takes a potential participant to appear before the bench for their first Drug Court hearing is not available.

Table 7

Elapsed Time Between Arrest and Start of Program						
	District Court		Circuit Court		Juvenile Court	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
1 to 10 Weeks	25	75.8%	14	42.4%	28	100.0%
11 to 20 Weeks	7	21.2%	7	21.2%	0	0.0%
21 to 30 Weeks	1	3.0%	3	9.1%	0	0.0%
31 to 40 Weeks	0	0.0%	1	3.0%	0	0.0%
41 to 50 Weeks	0	0.0%	3	9.1%	0	0.0%
51+ Weeks	0	0.0%	5	15.2%	0	0.0%
Total	33	100.0%	33	100.0%	28	100.0%
Average Number of Weeks	8.5 Weeks		22.4 Weeks		n/a ¹	

¹ Actual dates were not provided; only verification that all cases were processed within 4 days

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

5. Relational

The relational aspect of sobriety/drug courts is also an important *Key Component* which encourages and supports participants in their efforts to overcome substance abuse addictions. The relational component was analyzed by obtaining input from program graduates, participants who failed to complete the program, and sobriety/drug court team members. Surveys, interviews, focus groups, and commencement essays were all used to acquire data. Only comments from the District Sobriety Court are summarized in **Attachment G**. This is because it was not possible to interview the juveniles in time for this study, and the comments from the Circuit Drug Court were limited to a small number of individuals, which made it difficult to maintain confidentiality.

The positive responses received regarding the District Sobriety Court invariably turned to the importance of the relationships that had been developed with the Sobriety Court team. The graduates expressed a heart-felt appreciation for the relational aspect of the program and indicated they had gained new respect for the court system and those in positions of authority. Many graduates were in awe by the fact that the judges and probation staff remained supportive - even when they had committed a violation in the program. Participants were touched that the staff was concerned about them and disappointed (not angry) when they failed. The participants began to realize the program was not designed to be adversarial like other programs they had participated in prior to this experience.

Because of this relational approach, participants were quick to criticize the negative and adversarial disposition of probation officers who would substitute, on occasion, in order to perform routine alcohol and drug tests. Participants noted that this attitude created an “us versus them” environment which provided no incentive to improve or work with the criminal justice system. The participants added they would have never succeeded in Sobriety Court if this traditional adversarial approach had been utilized by Sobriety Court team members.

6. Treatment

Based on the data analyzed from the first six months of the Sobriety Court Program, 16 (48.5%) of the 33 participants had one prior attempt at substance abuse treatment before enrolling in the program and 7 (21.2%) had two or more prior attempts at substance abuse treatment (**See Attachment H**).

Many of the graduates reported that the amount of time required to attend treatment in Sobriety Court was helpful because it kept them out of trouble. Virtually all of the graduates indicated the importance of the support group structure of AA (Alcoholics Anonymous) and indicated they would continue with AA for the rest of their lives. The Sobriety Court was able to ensure that participants were enrolled expeditiously in treatment. The average time elapsed between the program start date and the treatment start date was 6.1 days for participants who enrolled in the first 6 months of the District Sobriety Court (**See Table 8**). The time elapsed between program start date and treatment start date was not available for the Circuit Drug Court.

Table 8

Elapsed Time Between Program Start Date and Treatment Start Date						
	District Court		Circuit Court		Juvenile Court	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
1 to 10 Days	25	80.6%	n/a	n/a	28	100.0%
11 to 20 Days	6	19.4%	n/a	n/a	0	0.0%
21 to 30 Days	0	0.0%	n/a	n/a	0	0.0%
31 to 40 Days	0	0.0%	n/a	n/a	0	0.0%
41+ Days	0	0.0%	n/a	n/a	0	0.0%
Total	31 ¹	100.0%	n/a	n/a	28	100.0%
Average Number of Days	6.1 Days		n/a		n/a ²	

¹ Data were not available for 2.1% (2) of the 33 participants that enrolled during the first 6 months

² Actual dates were not provided; only verification that all cases were processed within 4 days

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

The screening instrument that is used by the District Sobriety Court to determine a participant's level of substance abuse problems is the Substance Abuse Life Circumstance Evaluation (SALCE). Each participant's situation is ranked with a score between 1 and 5 (higher scores indicate a more severe problem). An assessment was also completed by treatment providers, and the results of those assessments are provided in **Attachment I**. These assessments identified the frequency of substance use, problems associated with substance abuse, severity of withdrawal, as well as the level of resistance to acknowledging the presence of a substance abuse problem. Also provided are the treatment provider's assessment of any improvements made by each of the graduates between the start of the program and the completion of treatment (**See Attachment J**). In the future, these data will be used in conjunction with recidivism data in an attempt to identify predictors of success.

In the District Sobriety Court, participants who do not have co-occurring disorders are required to pay for all of their treatment. Sobriety Court participants with co-occurring disorders pay for all of their treatment, except for treatment services received at Holland Behavioral Health for mental health services. Treatment fees for these services are paid with PA 2 (State funding for substance abuse) Funds. However, if a participant with a co-occurring disorder is on Medicaid, they are not eligible to receive PA 2 funding. As a result, these participants receive treatment services through Community Mental Health. Thus far, no Sobriety Court participants with co-occurring disorders have been on Medicaid. Furthermore, participants are required to pay all of their treatment fees prior to advancing into Phase III of the program.

Adult Circuit Drug Court participants are given the Michigan Alcohol Screening Test (MAST) which consists of 24 questions focusing on substance use. The resulting scores from the MAST range from 1 to 50, with the higher scores indicating more severe levels of substance abuse. Any person that receives a score between 25 and 50 is eligible for Drug Court participation.

Juvenile Drug Court participants are administered the Global Appraisal of Individual Needs (GAINS) test to determine their level of substance abuse. Juveniles identified as having a substance abuse problem based on the

GAINS test are required to have a full clinical substance abuse assessment and follow all treatment recommendations.

In the Adult Circuit and Juvenile Drug Courts, most treatment for participants (including those with co-occurring disorders) is paid with PA 2 Funds or state grants. However, Juvenile Drug Court is finalizing a fee structure for parents that is consistent with other programs in the court. Participants with insurance may be required to pay for a portion of their treatment based on a sliding scale fee. Those participants who are required to pay for their treatment must pay in full prior to graduation. As in District Court, Adult Circuit Drug Court participants with co-occurring disorders receive treatment at Holland Behavioral Health, and those on Medicaid receive treatment through Community Mental Health. According to Circuit Court, the majority of the Drug Court participants with co-occurring disorders are on Medicaid.

7. Accountability

Based on input from Sobriety Court graduates, accountability appears to be the single most important factor in the program. Many graduates mentioned that consistency combined with accountability were the two program components that most enabled them to eliminate their substance dependency, thereby allowing them to establish solid, habit forming actions in their lives. In addition, these participants made it clear that the lengthy period of accountability resulting from an elongated program was necessary to firmly establish those positive habits.

In the beginning stages of Sobriety Court, participants indicated there was an inconsistent application of sanctions and a lack of accountability. This lack of accountability included participants cheating on drug and alcohol tests and/or not completing program requirements and was demoralizing for participants trying to abide by the program requirements. However, after random testing was implemented seven days per week, it became much more difficult to take advantage of the system. Those who were subsequently caught by the random testing were sanctioned. The accountability forced participants to own up to their substance abuse problem and decide whether they were going to be serious about their participation in the Sobriety Court.

Additionally, recent interviews with Sobriety Court graduates indicated that home-checks are also now being manipulated simply by avoiding being at home if they intend to drink or do drugs. Since "random testing" is conducted each morning at 9:00 a.m., there is still enough leeway to circumvent the testing by simply drinking at a friend's home until a pre-determined time which would allow the alcohol to be purged from their bodies by the next morning. These factors indicate that either a curfew is necessary to ensure participants are available for their home-checks in the evening, or home-checks should be eliminated altogether and random testing modified to occur at various times throughout the day. It was evident from the interviews and focus groups that substance abusers spend a tremendous amount of time and energy to deceive and manipulate the systems which have been designed to hold them accountable.

There is speculation that participants in the Circuit Drug Court Program are also manipulating the current method of drug and alcohol testing since present testing protocols are routine (Mondays, Wednesdays, and Fridays). The issue of random testing has been discussed extensively at team meetings for several months, and a remedy is being sought. Circuit Drug Court does impose a curfew on participants which increases the accountability level; however, conducting consistent home-checks has been a challenge since the Circuit Court does not directly employ their own probationary or parole staff. In an effort to improve the consistency of monitoring, Circuit Court has contracted with the District Court to utilize Intensive Supervision Probation (ISP) officers for curfew checks and alcohol testing. However, this stop-gap action may not be enough to provide the level of surveillance that is necessary to ensure greater accountability. Circuit Court has requested that the Community Corrections budget include a new .5 Full-time Equivalent (FTE) for the 2006-07 fiscal year, to provide surveillance services. District Court currently provides 13 hours per week of surveillance for Circuit Court. In addition to concerns about accountability related to random drug/alcohol testing, some individuals are also concerned that participants are not consistently being held responsible for completing program requirements.

In the Juvenile Drug Court, surveillance is conducted primarily by a Sheriff's Deputy assigned to Juvenile Services and, occasionally, by the Drug Court Case Manager. The surveillance of participants includes home-checks, curfew checks, drug and alcohol testing, as well as crisis intervention with parents and youth during the

week and on weekends. Until there are more program graduates to interview, the success of this testing protocol cannot be assessed.

The frequency of alcohol and drug testing varies widely between the three sobriety/drug courts. There is no formula to determine the optimum testing level, but the importance of frequent, random testing cannot be overemphasized. The rate of testing and the rate of positive tests during each phase of the program is provided in **Attachment K**.

It appears as though the District Sobriety Court maintains a relatively high level of testing throughout the program. Based on limited program graduates and participants in later phases of the Circuit and Juvenile Drug Court programs, the rates appear to be low during later phases of the program. Additionally, a detailed analysis of the frequency of home visits, court appearances, AA meetings, drug/alcohol tests, incentives, and program violations is provided for the 24 graduates who enrolled during the first 6 months of the District Sobriety Court in **Attachment L**.

The average number of program violations in the District Sobriety Court during Phase I was 1.6 per participant; Phase II was 0.2 per participant; Phase III was 0.5 per participant; and Phase IV was 0.5 per participant. The number of participants with violations in Sobriety Court was 12 during Phase I, 3 during Phase II, 8 during Phase III, and 5 during Phase IV. Of the 24 District Court graduates, 9 (37.5%) did not have any violations during the program (**See Attachment M**). Again, due to the limited number of graduates and participants who have completed later phases of the Circuit and Juvenile Drug Court programs, it is not possible to provide meaningful data regarding violations.

Of the 33 participants who enrolled in the District Sobriety Court Program during the first 6 months, 7 (21.2%) failed to complete the program. Of the 33 Circuit Court participants, 4 (12.1%) failed to complete the program and of the 28 total Juvenile Drug Court participants, 7 (25.0%) failed to complete the program. The reasons for failing to complete the program and the time frames at which these occurred are listed in **Attachment N**.

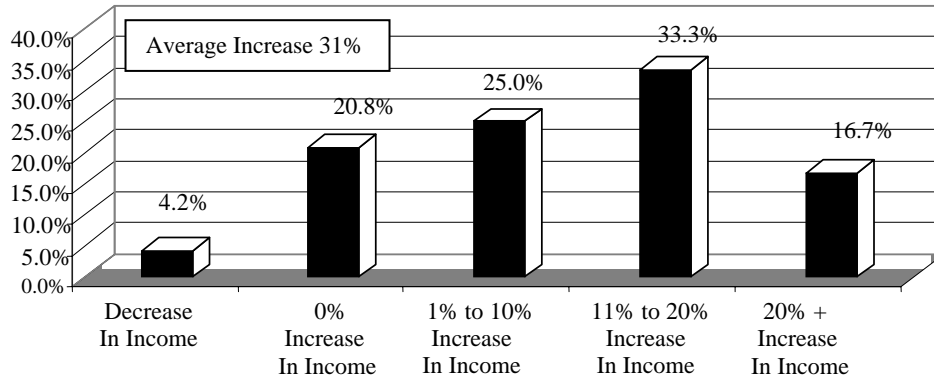
The types of sanctions imposed by each court as well as the incentives for positive performance are listed in **Attachment O**.

Recidivism and Self Reported Benefits

As mentioned previously, quantitative recidivism data cannot be evaluated at this time due to the low number of sobriety/drug court participants who have graduated thus far. However, it is possible to provide a qualitative overview of the Sobriety Court Program based on the benefits reported by graduates in interviews, focus groups, and commencement essays (**See Attachment G**).

The input provided by District Sobriety Court graduates was extensive, and often touching. Most of the graduates stated the program was one of the most difficult things they had ever accomplished. Several of the participants also indicated that the hard work they invested in the program has paid off in the form of sobriety, improved relationships (family, friends, co-workers, spirituality), having structure in their lives (i.e. clean house, able to pay bills), optimism about life, improved self esteem, a sense of being alive, improved income (**See Table 9**), and having more meaningful lives. Many of the participants were thankful for the program because they were able to keep their jobs by avoiding a long jail sentence.

Table 9
Change in Income - District Sobriety Court Graduates



Although it was expected that Sobriety Court participants without a high school diploma would obtain a General Education Degrees (GED) as a part of the program, only 1 (12.5%) of the participants with less than a 12th grade education obtained a GED prior to program completion (See Table 10).

Table 10
GED Completions
During District Sobriety Court Program

	<u>Number</u>	<u>Percent of Total</u>
Completed GED	1	12.5%
Did Not Complete GED	7	87.5%
Total	8	100.0%

Note: Only 8 graduates had not yet obtained a high school diploma or GED prior to Sobriety Court entry

Source: District Sobriety Court

Program Cost

Because sobriety/drug court programs are far more intensive and lengthy than traditional intervention (with the exception of Juvenile Drug Court), it is expected that the operational costs will be higher than other programs addressing substance abuse. In order to make comparisons between the effectiveness of programs, it is necessary to conduct a cost-benefit analysis. This analysis is accomplished by comparing the cost of other treatment programs, the cost of sobriety/drug courts, and the completion and recidivism rates of the programs. Program recidivism rates cannot be calculated until there are adequate numbers of graduates with at least eighteen months of elapsed time between their graduation and the date at which time the analysis is conducted.

Even though a cost-benefit analysis could not be performed for this report, the total cost of operating the program, the total cost per participant/graduate, and potential future program costs are reviewed. The program costs reported in this report do not include implementation expenses (i.e. initial training, conferences, planning meetings, other). It should also be noted that program costs, especially certain salaries, are funded through a variety of sources which include state funds, county funds, and grants.

The major cost of operating a sobriety/drug court is personnel expenses. Personnel may include judges, regular and ISP probation officers, case workers, coordinators, program managers, prosecuting attorneys, law enforcement officials, and defense attorneys. The support staff members, including secretaries and bailiffs, are not included due to the difficult nature of estimating the time they spend on each case. Furthermore, the difference in time spent by support staff for any given substance abuse related case is negligible. The cost of being jailed and other miscellaneous expenses are also included in the overall cost. As previously stated, the District Court does not pay for participant treatment; all costs are paid by participants. However, state grants and PA 2 funds pay for the majority of treatment cost in the Circuit and Juvenile Drug Court. Since there are limited graduates in Circuit and Juvenile Drug Court there are insufficient data to determine overall treatment cost at this time. When the treatment cost is calculated, it will need to be added to the overall cost of the Circuit and Juvenile Drug Courts.

Total Program Cost

Based on the number of full-time staff and part-time staff dedicated to the District Sobriety Court, a total of 2.4 Full-time equivalents (FTEs) are involved in the Sobriety Court. Based on two dockets with a maximum of 35 participants per docket (70), the ratio of participants to staff members is 29:1 (See Table 11). The number of administrative staff (i.e. Directors and Coordinators) involved in the Sobriety Court is equal to .15 FTEs (See Table 11).

The total program cost for the District Sobriety Court was \$263,605. The total cost per participant was \$6,168 and the total cost per graduate was \$7,106 (See Table 12). The total cost to the County is \$110,785 (42.0% of the total program cost). The total cost per participant to the County was \$3,439 and the cost per graduate was \$3,833. A detailed cost analysis of the District Sobriety Court is provided in Attachment P.

Based on the number of full-time staff and part-time staff dedicated to Adult Circuit Drug Court, a total of 3.0 FTEs are involved in the Drug Court. Based on a maximum docket of 30 participants, the ratio of participants to staff members is 12:1. The number of administrative staff is equal to 1.32 FTEs. The total program cost for the Adult Circuit Drug Court was \$310,674. The total cost per participant was \$14,563¹, and the total cost per graduate was \$15,944. The County's share of the cost was \$150,225 (48.4% of the total program cost). The total cost per participant to the County was \$8,145 and the cost per graduate was \$8,813. Since Circuit Drug Court involves participants with felony charges, it is expected that sentencing practices, program intensity, and associated expenses would be greater than Sobriety Court. A detailed cost analysis for the Circuit Drug Court is provided in Attachment Q.

In the Juvenile Drug Court, a total of 2.6 FTEs are involved in Drug Court. The number of administrative staff for the Juvenile Drug Court is equal to .2 FTEs. Based on a maximum docket of 20 participants, the ratio of participants to staff members is 8:1. The percent of each staff member's salary that is attributed to drug court ranges from 5.0% to 100.0%. The total program cost for the Juvenile Drug Court was \$129,225. The total cost per participant was \$5,285¹, and the total cost per graduate was \$6,510. The total cost to the County was \$24,889 (19.2% of the total program cost). The total cost per participant to the County was \$1,491 and the cost per graduate was \$1,727. The cost analysis for the Juvenile Drug Court is provided in Attachment R.

Table 11

Administrative Staff and Participant to Staff Ratio		
	Participant to Staff Ratio	Number of Administrative ¹ FTEs
District Sobriety Court (two dockets)	29:1	0.15
Circuit Drug Court (single docket)	10:1	1.32 ²
Juvenile Drug Court (single docket)	8:1	0.2

¹ Administrative staff include directors, coordinators, and administrators

² Circuit Drug Court has indicated that the Program Coordinator conducts some case management activities

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

Table 12

Sobriety/Drug Court Program Cost		
	Cost Per Participant	Cost Per Graduate
District Sobriety Court (two dockets)	\$6,168	\$7,106
Circuit Drug Court (single docket)	\$14,563 ¹	\$15,944
Juvenile Drug Court (single docket)	\$5,285 ¹	\$6,510

Note: Total cost includes employee salary and fringe benefits, overhead expenses, drug testing costs, any fees paid to defense attorneys to attend Drug Court meetings, and jail/detention costs

Source: District, Circuit, and Juvenile Sobriety/Drug Courts

1. It is important to note that many of Circuit and Juvenile Drug Court participants do not pay for their treatment; however the treatment costs are paid for by other funding sources. The data were not available for this report.

Program Cost Comparisons

The cost of an OWI II offender being treated in Sobriety Court was compared to the cost of placing an OWI II offender in Traditional Probation (**See Attachment S**) or in ISP Probation at the Grand Haven and Hudsonville District Courts (**See Attachments T and U**).

As previously mentioned, the cost-benefit of sobriety/drug courts will be analyzed after a sufficient number participants graduate from sobriety/drug courts and completion and recidivism rates can be obtained.

At the time of this evaluation, there are no comparison groups for the Adult Circuit Drug Court.

Juvenile Drug Court was compared to Residential Placement (State Ward) and the Juvenile Community Justice (JCJ) Program (**See Table 14**).

Future County Cost

Currently, a large portion of the funding for sobriety/drug courts is from state grants. Most of these grants are renewable for 4-5 years. The sobriety/drug court grants fund surveillance/field supervision, case management, and drug tests. When the grant dollars cease, it is anticipated that replacement funding will be sought from the County. Presently, most of the grants are funded at the rate of 80% and the County provides the match which is usually comprised of cash and in-kind services. Typically, the match increases in each subsequent year and by 2010, all of the existing grants will expire.

The expiration of these grants will necessitate that sobriety/drug court administrators find replacement funds. Based on conversations with court administrators, it is expected that funding requests will be made to the County. Since these grants, on average, use approximately 20% in-kind contributions as match, it could, feasibly, be necessary to supplant 80% of the total grants after all the grants expire. Based on the present grant dollars being received, \$359,756 in replacement funds will be needed beginning in fiscal year 2008/09 when the larger grants begin to expire. Assuming that all of the existing grants expire and replacement funds are needed, the total annual cost to the County could be \$866,542 beginning in 2011/12 (**See Attachment V**). According to Juvenile Court officials, all future funding of the Juvenile Drug Court will be offset (50%) by reimbursements from the Child Care Fund.

Cost Avoidance

It was the intention of sobriety/drug courts to measure the personal and societal expenses which were expected to be reduced or avoided as a result of participants becoming sober and/or drug free. A few of the areas where cost avoidance can occur, as a result of successfully treating and eliminating substance abuse, are in the reduction of unemployment and underemployment, improved health, reduced unplanned teen pregnancies, increased school attendance, reduced public assistance (cash assistance, food stamps, general assistance, Supplemental Security Income), increased child support payment, and reduced bankruptcies/debt. However, because of the expense and difficulty involved in tracking these data by court staff, they are not available for analysis.

Table 13

Cost Comparison - District Sobriety Court	
	Total Cost (per participant)
District Sobriety Court	\$6,168
Traditional Probation	\$1,926
District Court ISP Case (Grand Haven)	\$2,907
District Court ISP Case (Hudsonville)	\$3,105

Note: Total cost includes employee salary and fringe benefits, overhead expenses, drug testing costs, and jail costs

Source: District Court

Table 14

Cost Comparison - Juvenile Drug Court	
	Total Cost (per participant)
Juvenile Drug Court	\$5,285
Juvenile Community Justice (JCJ) Program	\$14,698

Source: Circuit Court

VI. CONCLUSIONS AND RECOMMENDATIONS

The implementation of sobriety/drug courts requires extensive training, planning and determination. The team members involved in establishing these courts are to be commended for their tireless efforts and willingness to step outside conventional roles and thinking patterns to assist in the development of new and innovative programming concepts.

Based on testimonials from District Sobriety Court, this innovative programming concept appears to have impacted the lives of many District Sobriety Court graduates. Many of their stories revealed the depths of despair some of them had reached and the strength they obtained from this program to pull themselves out of their debilitating addictions. However, it is important to understand that although the short-term results are inspiring, there are still no data to verify the long-term impacts of the program. Because of program restructuring in the Juvenile Drug Court, it is not possible to assess how the program is impacting participants at this time. Circuit Drug Court has one graduate who, similar to Sobriety Court graduates, has deeply benefited from the program experience.

Although it was not possible to analyze some of the most important aspects of the sobriety/drug court programs such as recidivism and cost-benefit, it is possible to ascertain valuable information about administrative and operational issues, total program cost, and the initial benefits as reported by District Sobriety Court graduates. Several recommendations regarding administrative and operational components of the program are provided in the latter portion of this section.

The cost of adult sobriety/drug court programs is high compared to other intensive programming options. However, Juvenile Drug Court is actually lower than other intensive treatment options that are available for juveniles. But the relative expense of these programs can only be calculated by comparing their cost, completion rates, and recidivism rates to those of other treatment programs when graduation rates are adequate to conduct an analysis. A timeline was developed which displays the number of enrollees, participant discharge rates, projected graduation dates, and the elapsed time that will be necessary for an adequate number of graduates to be eligible for a subsequent evaluation. The timeline charts and an interpretational overview of the timelines are provided in **Attachments W-Z**.

The following are a list of conclusions and recommendations that have been developed for each of the sobriety/drug courts based on this interim evaluation report:

District Sobriety Court

Administrative and Operational Effectiveness

1. The District Sobriety Court program is administered very effectively. The initial strategic planning efforts provided a solid foundation from which to develop program components, manage data, and evaluate effectiveness. However, several minor administrative changes were recommended by Sobriety Court team members.
 - Recommendation:** Schedule regular meetings with all Sobriety Court team members to discuss administrative and operational issues.
 - Recommendation:** Provide opportunities for specialized training to all Sobriety Court team members by rotating these individuals into openings for annual state/national training conferences.
 - Recommendation:** Adopt procedures to ensure adequate time is provided to every team member for a thorough review of all proposed candidates for Sobriety Court.
2. The Sobriety Court team is cohesive and functions very effectively together. Every team member believes in the Sobriety Court concept. Cases are processed quickly and in a judicious manner.

3. The team's rapport with Sobriety Court participants is exemplary. They have an innate ability to hold participants accountable while maintaining a positive and supportive relationship. This was noted by virtually every graduate. The Sobriety Court team makes every effort to obtain feedback from graduates to better understand ways in which the program can be improved. Participants indicate that probation officers who filled-in for absent Sobriety Court team members did not embrace the same relational approach as Sobriety Court team members. This was one of the few drawbacks expressed about the program by participants.

Recommendation: Provide minimum levels of training regarding the relational aspects of Sobriety Court for substitute probation officers who may conduct testing or otherwise interact with Sobriety Court participants.

4. The treatment modalities provided to participants appear to be adequate, although one individual with a drug addiction mentioned that treatment was more focused on alcohol than drugs.

Recommendation: Provide customized treatment modalities for individuals with drug addictions.

5. The level of accountability in Sobriety Court is high and it is maximized through a random, seven days per week alcohol and drug testing system. However, home-checks can be manipulated since there is no curfew.

Recommendation: Establish a curfew to ensure participants are home when field supervision checks are made in the evening, or eliminate field supervision checks and modify random drug and alcohol testing that is conducted at the Probation Office so it occurs at random times throughout the day.

6. Many graduates expressed a strong interest in using their experience and knowledge about addictions to help other participants. Involvement may include telling other substance abuse offenders about the virtues of the program, assisting probation officers with the screening process, or utilizing their experience in group therapy sessions.

Recommendation: Consider using graduates in the later stages of the program to enhance the marketing, screening, and treatment aspects of the program. Additionally, consider allowing this service to be counted towards participants' community service requirements.

Program Cost

7. A major cost of the Sobriety Court is the expense associated with jail time served for sanctions. These result from long sentences ordered for participants who fail to complete the program. Another cost factor is that the sobriety courts have expanded beyond the original pilot program agreement. It is important to note that until there are recidivism data to analyze in future years, it will not be possible to determine the overall, long-term, cost effectiveness of the program.

Recommendation: All Sobriety Court expansions should be postponed due to remaining uncertainty about the program's cost-effectiveness and future cost implications associated with the expiration of state grants. Any expansion will result in additional personnel and administrative expenses. Further, the existing court dockets in Grand Haven and Hudsonville are being used to conduct future benchmark comparisons with the Sobriety court. Without these benchmark comparisons, high-quality evaluations will be difficult to complete.

Self-reported Benefits (short-term)

8. Based on preliminary, self-reported data, it appears as though this program has made life-changing impacts on graduates. Many participants appear to garner strength from this program which allows them

to break their cycles of addiction (alcohol and drugs). More specifically, many graduates have noted that the program has provided them with sobriety, better personal relationships (family, friends, and co-workers) and increased income.

9. One of the expected outcomes of Sobriety Court that was not attained was the achievement of General Education Degrees (GED) for those participants who do not have a high school diploma. This was primarily due to the amount of treatment and testing that was required of participants. According to District Sobriety Court, there simply was not enough time available to require participants to obtain a GED.

Recommendation: Remove this objective from the strategic plan or create a new programming schedule which allows participants to complete the coursework necessary to fulfill their GED requirements.

Other

10. Although it is still too early to be certain, District Court seems poised to demonstrate that sobriety courts can have a major impact on the lives of participants. While these initial indicators are positive, again it is important to note that the results are based on self-reported data that were obtained shortly after graduation. This preliminary information must be verified by long-term recidivism data in subsequent years to obtain an accurate assessment of program benefits.

Recommendation: Assuming the District Sobriety Court continues to operate at maximum efficiency, a complete outcome-based evaluation should be conducted in 24 months (June 2008). This 24 month period will provide sufficient time for enough participants to complete the program in order to collect the necessary recidivism data to provide a complete, outcome-based evaluation.

Circuit Drug Court

Administrative and Operational Effectiveness

1. Each member of the Drug Court team believes in the concept of drug court and is fully committed to making it succeed. The team functions at adequate levels, but the coordination/management of the Drug Court has sometimes been too controlled and therefore members are not always utilized to their fullest potential to resolve challenges and problems.

Recommendation: Schedule regular meetings with all team members to develop consensus solutions, ensure all proposed operational changes are mutually agreed upon and that there is indisputable buy-in from every team member.

Recommendation: In conjunction with the Planning and Grants Department, solidify program goals and objectives, develop a mutually beneficial evaluation plan, and complete a data collection system.

2. The Adult Circuit Drug Court program is comprised of a high percentage of participants with drug-addictions that include crack, heroine, cocaine, and prescription drugs. Many of these individuals were also identified as having co-occurring disorders. Presently, there is no random drug/alcohol testing and adequate treatment options for co-occurring disorders are not yet in place. Drug court managers are working to resolve these issues.

Recommendation: Continue to develop a random drug and alcohol testing system that is operational seven days per week and an adequate treatment method for individuals with co-occurring disorders. In order to have the minimum data

sets necessary to compete an outcome-based evaluation in 2008, this task should be completed by September 2006.

3. It was not possible to assess the relational aspect of team members and participants because there is only one Drug Court graduate. Input is not sought from active participants because many of them perceive that their comments, if not supportive of the program, could result in negative repercussions.
4. The consistent application of sanctions for violations and non-performance related issues is questioned by some individuals. Because the Adult Circuit Drug Court population has unique challenges related to the number of participants with drug addictions that include crack, heroine, cocaine, and prescription drugs, it is important that sanctions be applied consistently in order for participants to receive the level of accountability that is necessary for success.

Recommendation: Ensure graduated sanctions are consistently and swiftly applied when any participant fails to perform program requirements.

Program Cost

5. The cost of the Adult Circuit Drug Court is significantly higher than District Sobriety Court and Juvenile Drug Court. Since Circuit Drug Court involves participants with felony charges, it is expected that sentencing practices, program intensity, and associated expenses will be greater than other sobriety/drug programs. Circuit Drug Court's overall staff ratio and use of administrators/coordinators is higher than the Sobriety Drug Court. Additionally, treatment expenses will also add to the total cost per participant when that cost becomes available. It has been noted in drug court trainings that participants paying for their own treatment have greater buy-in to the program. Until there are recidivism data to analyze in future years, it will not be possible to determine the overall, long-term, cost of the program.

Recommendation: All Drug Court expansions should be postponed due to remaining uncertainty about the program's cost-effectiveness and future cost implications associated with the expiration of state grants. Any expansion will result in additional personnel and administrative expenses. Additionally, administrative/operational issues should be resolved first. Further, those offenders not currently participating in the Circuit Drug Court docket will be used to conduct future benchmark comparisons with the Drug Court. Without these benchmark comparisons, high-quality evaluations will be difficult to conduct.

Recommendation: Explore the option of combining the drug court coordinator and managerial duties under one existing managerial staff member and use the remaining unconstrained funds to add case management staff to assist with critical issues such as drug and alcohol testing and home-visits.

Recommendation: Explore options to have participants (without co-occurring disorders) pay for their own treatment.

Self-reported Benefits (short-term)

6. Since there was only one program graduate interviewed for this section, the data were excluded to maintain confidentiality.

Other

7. The Circuit Drug Court has established a foundation from which to build an effectively administered drug court program. Operational improvements must be made quickly in order to have adequate graduates and program data from which to perform a comprehensive, outcome-based evaluation before grant funding ends.

Recommendation: Conduct another administrative and operational evaluation of the Adult Circuit Drug Court in six months (December 2006) and conduct a complete, outcome-based evaluation in 24 months (June 2008). The 2008 evaluation will not provide sufficient time for an optimal number of participants to graduate from the program, however, substantial grants begin to expire in Fiscal Year 2008/09, and the resulting financial shortfall to operate the Drug Courts will necessitate that policy decisions be made to determine if the County will fund the continuation of the program. Without an evaluation in 2008, those decisions will be difficult to make. If the grant funding was not an issue, it would be recommended that the outcome-based evaluation be conducted in June 2010 when graduation rates would be higher and more recidivism data could be collected.

Juvenile Drug Court

Administrative and Operational Effectiveness

1. Participants of the Juvenile Court are court-ordered to participate and, unlike adult substance abusing offenders, juveniles are also dealing with youth influenced emotions and maturity issues. It is also more difficult to find incentives and sanctions that motivate younger participants. The Juvenile Drug Court program was restructured in April 2006, and as a result, very little data are available from which to conduct an evaluation. It is worth noting that the new Program Administrator has been very proactive in initiating meetings with the Planning Department to develop a new strategic outline and data management system. This collaborative approach will undoubtedly improve the ability to conduct future evaluations of the program.

Recommendation: Conduct another administrative and operational evaluation of the Juvenile Drug Court in six months (December 2006) and conduct a complete, outcome-based evaluation in 24 months (June 2008). The 2008 evaluation will not provide sufficient time for an optimal number of participants to graduate from the program, however, substantial grants begin to expire in the Fiscal Year 2008/09, and the resulting financial shortfall to operate the Drug Courts will necessitate that policy decisions be made to determine if the County will fund the continuation of the program. Without an evaluation in 2008, those decisions will be difficult to make. If the grant funding was not an issue, it would be recommended that the outcome-based evaluation be conducted in June 2009 when graduation rates would be higher and enough recidivism data could be collected.

Cost

2. The cost of Juvenile Drug Court is low compared to other intensive treatment programs. However, long-term success and the program's cost-benefit (compared to other treatment options) cannot be fully

determined until there are increased graduation rates, adequate time to measure long-term recidivism, and benchmark comparisons from other treatment programs. It should be noted that, according to Juvenile Court officials, all future funding of the Juvenile Drug Court will be offset (50%) by reimbursements from the Child Care Fund.

Recommendation: All Juvenile Court expansions should be postponed due to remaining uncertainty about the program's effectiveness and cost-benefit ratio. Additionally, future cost implications associated with the expiration of state grants is also unknown at this time. Any expansion will result in additional personnel and administrative expenses.

Attachment A

Drug Court Ten Key Components

1. Drug courts integrate drug treatment services with justice system case processing.
2. Using a non-adversarial approach, prosecution and defense counsel promote public safety while protecting participants' due process rights.
3. Eligible participants are identified early and promptly placed in the drug court program.
4. Drug courts provide access to a continuum of drug treatment and rehabilitation services.
5. Abstinence is monitored by frequent drug testing.
6. A coordinated strategy governs drug court responses to participants' compliance.
7. Ongoing judicial interaction with each drug court participant is essential.
8. Monitoring and evaluation measure the achievement of program goals and gauge effectiveness.
9. Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations.
10. Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court effectiveness.

Attachment B

Drug Court Manuals Established Within Each Drug Court

	District	Circuit	Juvenile
Policies and Procedures Manual	X	X	X
Prosecutor Policy and Procedures Manual For Referral To Drug Court		X	
Participant Handbook	X	X	X
Brochure For Potential Participants	X	X	

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Information Contained Within Drug/Sobriety Court Policies and Procedures Manual

	District	Circuit	Juvenile
Mission Statement	X	X	X
Goals	X	X	X
Methods For Achieving Goals	X	X	X
Drug Court Team Members and Roles	X	X	X
Eligibility and Screening Requirements	X	X	X
Assessments and Referral Process		X	X
Program Entrance Process	X	X	X
Program Length	X	X	X
Case Management	X	X	X
Program Phases	X	X	X
Treatment Plan	X	X	X
Sanctions and Rewards	X	X	X
Drug Testing	X	X	X
Fees			X
Graduation Requirements	X	X	X
Termination	X	X	X
Confidentiality	X		
Evaluation Process	X	X	X

Source: District, Circuit, and Juvenile Drug/Sobriety Courts Policies and Procedures Manuals

Attachment C

Characteristics of Drug/Sobriety Court Participants

	District Court		Circuit Court		Juvenile Court	
	Number	<u>Percent of Total</u>	Number	<u>Percent of Total</u>	Number	<u>Percent of Total</u>
Gender						
Male	89	80.2%	19	57.6%	24	85.7%
Female	22	19.8%	14	42.4%	4	14.3%
Total	111	100.0%	33	100.0%	28	100.0%
Age						
13-16	0	0.0%	0	0.0%	28	100.0%
17-29	61	55.0%	17	51.5%	0	0.0%
30-39	23	20.7%	7	21.2%	0	0.0%
40-49	20	18.0%	7	21.2%	0	0.0%
50+	7	6.3%	2	6.1%	0	0.0%
Total	111	100.0%	33	100.0%	28	100.0%
Average Age	32.1		31.2		15.1	
Ethnicity						
White	66	59.5%	28	90.3%	16	57.1%
African American	4	3.6%	1	3.2%	3	10.7%
Hispanic	40	36.0%	2	6.5%	8	28.6%
Asian	1	0.9%	0	0.0%	0	0.0%
Native American	0	0.0%	0	0.0%	1	3.6%
Total	111	100.0%	31¹	100.0%	28	100.0%
Marital Status						
Married	22	20.4%	8	24.2%	n/a	n/a
Divorced/Separated	20	18.5%	6	18.2%	n/a	n/a
Single	66	61.1%	19	57.6%	n/a	n/a
Total	108²	100.0%	33	100.0%	n/a	n/a
Highest Grade Completed						
Less than 12 th grade	40	37.3%	4	12.1%	n/a	n/a
Received GED	13	12.2%	6	18.2%	n/a	n/a
Completed 12 th grade	32	29.9%	13	39.4%	n/a	n/a
More than 12 th grade	22	20.6%	10	30.3%	n/a	n/a
Total	107³	100.0%	33	100.0%	n/a	n/a
County of Residence						
Ottawa or within court jurisdiction	111	100.0%	32	97.0%	28	100.0%
Non-Ottawa County	0	0.0%	1	3.0%	0	0.0%
Total	111	100.0%	33	100.0%	28	100.0%
Number of Dependent Children						
No Children	56	52.3%	19	57.6%	n/a	n/a
1 Child	22	20.6%	3	9.1%	n/a	n/a
2 Children	20	18.7%	5	15.2%	n/a	n/a
3 or More Children	9	8.4%	6	18.2%	n/a	n/a
Total	107²	100.0%	33	100.0%	n/a	n/a

¹ Data not available for 6.1% (2) of the 33 total participants

² Data not available for 2.7% (3) of the 111 total participants

³ Data not available for 3.6% (4) of the 111 total participants

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Attachment D

Type of Initial Adult Charge or Juvenile Disposition Resulting in Drug/Sobriety Court Placement

	District		Circuit		Juvenile	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
Alcohol	85	76.6%	7	21.2%	7	25.0%
Drugs	15	13.5%	12	36.4%	5	17.9%
Both Alcohol and Drugs	2	1.8%	0	0.0%	0	0.0%
Breaking and Entering	0	0.0%	4	12.1%	3	10.7%
Illegal Financial Transactions	0	0.0%	6	18.2%	0	0.0%
Probation Violation	5	4.5%	0	0.0%	12	42.9%
Other	4	3.6%	4	12.1%	1	3.6%
Total	111	100.0%	33	100.0%	28	100.0%

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Past Adult Criminal History and Juvenile Adjudications of Drug/Sobriety Court Participants

	District Court		Circuit Court		Juvenile Court	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
At Least One Felony	0	0.0%	1	3.0%	0	0.0%
At Least One Misdemeanor	80	72.1%	16	48.5%	18	64.3%
At Least One Felony and One Misdemeanor	31	27.9%	12	36.4%	8	28.6%
No Prior History	0	0.0%	4	12.1%	2	7.1%
Total	111	100.0%	33	100.0%	28	100.0%

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Average Number of Prior Adult Convictions and Juvenile Adjudications of Drug/Sobriety Court Participants

	District Court		Circuit Court		Juvenile Court	
	<u>Total Number</u>	<u>Average Per Person¹</u>	<u>Total Number</u>	<u>Average Per Person²</u>	<u>Total Number</u>	<u>Average Per Person³</u>
Prior Felony Convictions/Adjudication	80	0.7	20	0.6	18	0.6
Prior Misdemeanor Convictions/Adjudications	586	5.3	70	2.1	135	4.8
Total	666	6.0	90	2.7	153	5.4

¹ Based on the 111 District Sobriety Court participants

² Based on the 33 Circuit Drug Court participants

³ Based on the 28 Juvenile Drug Court participants

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Attachment E

Drug/Sobriety Court Team Members					
District Court		Circuit Court		Juvenile Court	
<u>Team Member</u>	<u>Drug Court Position</u>	<u>Team Member</u>	<u>Drug Court Position</u>	<u>Team Member</u>	<u>Drug Court Position</u>
Susan Jonas	Judge	Mark Feyen	Judge	Mark Feyen	Judge
Bradley Knoll	Judge	Pat Verduin	Director of Drug Court	Molly Henson	Case Manager
David Schipper	Drug Court Coordinator	Paul Gregory	Drug Court Coordinator	Paula Kretschmer	Drug Court Coordinator
Craig Bunce	Assistant Prosecutor	Lee Fisher	Assistant Prosecutor	Lee Fisher	Assistant Prosecutor
Don Hann	Defense Attorney	Joe Legatz	Defense Attorney	David Macias	Defense Attorney
Alma Valenzuela	Case Manager	Steve Kraai	Law Enforcement	Matt Wildfong	Surveillance Officer
Cathy Shaw	Case Manager	Kimberly Moore	Probation Officer	Sandi Metcalf	Asst. Juvenile Services Director
Kendra Hayes	Field Supervision Officer	Kim Cummings	Probation Officer	Mark Westrate	Treatment
Larissa Kwantes	Field Supervision Officer	Mary Bohn	Administrative Aide	Lesley Erickson	Treatment
Charles Donaldson	Treatment	Jeanette Emenheiser	Treatment	Lydia Sobol	Treatment
Tara Ramano	Treatment	Sherry Ogema	Treatment	Linda Dryfhout	Treatment
Roschelle Favreau	Treatment	Sharon Perkins	Treatment		
Verona Palmer	Treatment				

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Attachment F

Juvenile and Circuit Drug Treatment Courts' Status Report: Growth and Transitions

The development and implementation of social programming to address the needs of drug addicted youth and adults is a mixture of applying recent substance abuse research and the intensive art of understanding individual needs within the context of a drug-influenced mind. It is a challenging process under the best circumstances. Also, it is impossible to anticipate all the programmatic and systemic needs the Court will require in order to successfully impact such individuals within the system. New programming of this nature requires extensive strategic planning, but even with the best of planning, refinement is the constant hallmark of managing new programs. Further, optimal staffing requirements are a relative “unknown”, and due to the nature of working with human beings, especially while under the influence of mind-altering chemicals, new programs provide administration with a monumental task.

Start-up program development and implementation requires hard work, commitment, exhaustive resources and significant “anticipatory thinking” that would match anyone who had a crystal ball. Thus, the Juvenile (JDTC) and Circuit Court/Adult Drug Treatment Courts (ADTC) have experience significant learning, enlightenment and transition within this “art -form”, and the following describes some of those benchmarks:

Juvenile Drug Treatment Court

- The development of the JDTC was predicated on an adult Drug Court model (10 Key Components) due to limited information on juvenile Drug Courts. Since its inception, the National Association for Drug Court Professionals and the National Institute for Drug Control Policy have developed the 16 Strategies for juvenile Drug Courts. This, in addition to the qualitative analysis from staff, has influenced the recognition that juvenile and adult Drug Courts are remarkably different.
- Initially, the juvenile Drug Treatment Court’s staff consisted of a Coordinator, who worked with both juvenile and adult Drug Courts, a case manager and a surveillance officer. The Juvenile Services director provided oversight. The Assistant Juvenile Services director became involved in a continuation of the strategic planning process approximately 6 months following initial implementation.
- The added strategic planning process with the planning team resulted in an acknowledgement that programming needed to be structured, accountable and intensive.
- The State Court Administrative Office (SCAO), which is the state administrative body for courts, invited the Court to be a BETA testing site for their Drug Court, web-based, data management system. The Court accepted, in part, because the system was to be eventually imposed upon all Michigan Drug Courts that wanted to receive State Drug Court funding. Thus, staff were trained in April 2005 to enter data as well as offer observations and feedback to the SCAO office and the software development vendor. The system went “live” in January 2006.
- In August 2005, the existing case manager and coordinator positions were transitioned to other duties that built on their strengths and new staff were put into place with greater performance expectations that included regular home visits, drug testing, site visits, etc.

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- The following months reflected several policy and procedure manual modifications while consistently monitoring program implementation for its level of comprehensive service(s) by staff.
- The control group was eliminated to allow for additional access of all youth to the program.
- As the Drug Treatment Court team improved the overall functioning of the Court and referral process, the referrals gradually grew to capacity within a 3 month period of time. Prior to the staffing and Drug Treatment Court programming changes, referrals were scarce and often, inappropriate.
- Refinement of the target population was continual to determine youth who could benefit from this type of service.
- Drug Treatment Court review team meetings were managed by the new coordinator and designed to reflect the team's commitment to identifying what would work best for each youth.
- Review, research and refinement of the screening instrument resulted in a change from the AADIS to the NADCP-supported Global Assessment of Individual Needs (GAIN) instrument. The results were staggering in that it was clearly a much-improved screening instrument as it narrowed the referral rate and identified youth in need more succinctly.
- Parental and youth contracts were designed and implemented; incentive and sanctions were expanded and improved.
- Transportation issues were chronic in that the youth involved in the JDTC are unable to drive and since it was located in the Fillmore St. complex, assisting parents in managing the transportation issues were all-consuming.
- Youth were being seen weekly by a surveillance officer and case manager but research clearly shows youth respond to a sense of belonging and the relational factors of supervision. Weekly contacts were not enough.
- In late February 2006, the Assistant Juvenile Services director was assigned to the task of development of data management instruments for the adult and juvenile Drug Treatment Courts with the Planning and Grants Department; after several meetings, an instrument known as the "super form" was finalized with the Planning and Grants Department in the end of March, early April 2006.
- In April 2006, the decision was made to modify the programming for incoming youth or youth who were in violation of their existing Drug Treatment Court agreement, to include a centralized, after-school program located in Holland and requiring the youth to meet 4 times weekly. This provides youth with a sense of belonging and increases the relational factors vital to successful supervision of Court youth.
- Transportation was combined with the existing treatment program (Courage), which provides transportation for enrolled youth from school to the on-site program; thus, the same vans pick up the JDTC youth and transport them one way to the site.
- As youth in the JDTC have compounding issues with family and parents, a part-time group leader and therapist was made available to assist the youth and families through parent-support groups and individual/family therapy as needed. Life skills and pro-social skills are also provided in order to skill-build in essential areas of life.
- Utilizing experiential learning on the ropes course was also implemented to assist in team-building and problem-solving with the youth.
- Eligibility criteria was opened to include youth eligible for not only intensive out patient but also outpatient treatment.
- The Drug Treatment Court Review Team was expanded as a result of data analysis to actively include the Prosecutor in the eligibility screening process and the weekly

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reviews, and the Defense Attorney has been an instrumental addition to the team as well.

- Constant refinement of the program is reflected through periodic program planning meetings to review effectiveness and/or needed modifications.

Adult Drug Treatment Court

- Referrals to the adult DTC were lacking in the initial start-up of the Court. It was determined this was due to problems with the random assignment requirement and lack of awareness. An action plan was developed and implemented to inform Defense Attorneys and the Circuit Court staff about the Drug Treatment Court concept.
- The Drug Treatment Court Director and Coordinator/evaluator met with Planning and Grants establish a data management system for evaluation; at the time, based on current information, the Drug Treatment Court team felt the variables being suggested by Planning and Grants were the same being entered into the SCAO data base. Thus, a decision was made to extract the needed data from the SCAO data base in order to eliminate double entry. Unfortunately, it was not learned the system did not have statistical reporting capability as promised, which has compromised overall data management relating to evaluation.
- A Grand Haven office was created to establish a “presence” for clients and others inquiring about services.
- The random assignment practiced was eliminated in December 2005 to allow greater access to the program by defense attorneys and staff; this decision resulted in increased referrals.
- The Court was approached by SCAO to be a BETA test site for the web-based, Drug Treatment Court, data management system. This process began in April 2005 and the system went “live” in January 2006. A compounding issue during this time, however, was that MDOC agents were directed to not utilize the system. This dichotomy created a problem in that MDOC performed the case management for the adult Drug Treatment Court. In order to accommodate this issue, the Drug Treatment Court coordinator and administrative aide performed the data management and input duties.
- Drug Treatment Court administration addressed the concern of coordination of treatment dollars for those who were incarcerated through several meetings with the Lakeshore Coordinating Council. Adjustments to accommodate these individuals were effectively implemented in September 2005.
- Review of the participant data revealed co-occurring disorders among the Drug Treatment Court population was increasingly present. Initial treatment programming had been designed to treat substance abuse issues but not necessarily, mental health disorders. PA 2 funds were procured to provide treatment options to this population through Holland Behavioral Health Services.
- Although many Drug Treatment Court participants are Medicaid eligible, which allow them to access Community Mental Health (CMH) services, it appeared CMH was unable to offer the level of service needed. Thus, Child and Family Services of West Michigan agreed to provide additional services working with clients with family issues compounding their conditions.
- Inadequate surveillance capability due to lack of staffing availability, especially on weekends was identified as a significant issue. Community Correction ISP officers were providing this service but did not drug test the individuals. In order to rectify

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this significant problem, Community Corrections has requested 1.0 FTE for the 2006 – 07 year.

- Housing issues emerged as a significant issue. A partnership with the Holland Rescue Mission was formed in order to be able to provide temporary housing/shelter, life skills training, and drug/alcohol testing. Strategic planning sessions assisted in the successful development of this partnership.
- The need for a full-time case manager has been identified. Efforts to acquire such through the MDOC has proven frustrating and unsuccessful, which leaves the coordinator with performing hit-and-miss duties. This continues to be an issue and resources are currently being sought.
- An Alumni Group was established through partnering with St. Patrick's Catholic Church. In addition, educational and life skills programming is offered. Discussion with other faith-based organizations continues in an effort to expand such groups in other areas of the County.
- Team-building activities have been scheduled for June 2006 in order to improve the Drug Court team's communication, develop mutual understanding of roles within Drug Court and continue to refinement process.
- Upon receipt of the adult Drug Court "super form" in April 2006, which was developed in conjunction with the Planning and Grants Department, the Drug Court coordinator and administrative aide completed the data to the best of their ability, based on data entered into the SCAO data management system.
- Strategies for addressing prescription drug addiction, which was resulting in DC participants "doctor/drug shopping" have been developed. A letter to local physicians informing them of their patient's involvement in Drug Court was drafted and sent. In addition, a medication contract that sets limits to obtaining medications from one doctor was established.
- Continued program refinement is anticipated through regularly established meetings with the Community Corrections Board for general oversight and the Drug Court review team.

Attachment F

Juvenile and Circuit Drug Treatment Courts' Status Report: Growth and Transitions

The development and implementation of social programming to address the needs of drug addicted youth and adults is a mixture of applying recent substance abuse research and the intensive art of understanding individual needs within the context of a drug-influenced mind. It is a challenging process under the best circumstances. Also, it is impossible to anticipate all the programmatic and systemic needs the Court will require in order to successfully impact such individuals within the system. New programming of this nature requires extensive strategic planning, but even with the best of planning, refinement is the constant hallmark of managing new programs. Further, optimal staffing requirements are a relative “unknown”, and due to the nature of working with human beings, especially while under the influence of mind-altering chemicals, new programs provide administration with a monumental task.

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- Initially, the juvenile Drug Treatment Court’s staff consisted of a Coordinator, who worked with both juvenile and adult Drug Courts, a case manager and a surveillance officer. The Juvenile Services director provided oversight. The Assistant Juvenile Services director became involved in a continuation of the strategic planning process approximately 6 months following initial implementation.
- The added strategic planning process with the planning team resulted in an acknowledgement that programming needed to be structured, accountable and intensive.
- The State Court Administrative Office (SCAO), which is the state administrative body for courts, invited the Court to be a BETA testing site for their Drug Court, web-based, data management system. The Court accepted, in part, because the system was to be eventually imposed upon all Michigan Drug Courts that wanted to receive State Drug Court funding. Thus, staff were trained in April 2005 to enter data as well as offer observations and feedback to the SCAO office and the software development vendor. The system went “live” in January 2006.
- In August 2005, the existing case manager and coordinator positions were transitioned to other duties that built on their strengths and new staff were put into place with greater performance expectations that included regular home visits, drug testing, site visits, etc.

Attachment F

- The following months reflected several policy and procedure manual modifications while consistently monitoring program implementation for its level of comprehensive service(s) by staff.
- The control group was eliminated to allow for additional access of all youth to the program.
- As the Drug Treatment Court team improved the overall functioning of the Court and referral process, the referrals gradually grew to capacity within a 3 month period of time. Prior to the staffing and Drug Treatment Court programming changes, referrals were scarce and often, inappropriate.
- Refinement of the target population was continual to determine youth who could benefit from this type of service.
- Drug Treatment Court review team meetings were managed by the new coordinator and designed to reflect the team's commitment to identifying what would work best for each youth.
- Review, research and refinement of the screening instrument resulted in a change from the AADIS to the NADCP-supported Global Assessment of Individual Needs (GAIN) instrument. The results were staggering in that it was clearly a much-improved screening instrument as it narrowed the referral rate and identified youth in need more succinctly.
- Parental and youth contracts were designed and implemented; incentive and sanctions were expanded and improved.
- Transportation issues were chronic in that the youth involved in the JDTC are unable to drive and since it was located in the Fillmore St. complex, assisting parents in managing the transportation issues were all-consuming.
- Youth were being seen weekly by a surveillance officer and case manager but research clearly shows youth respond to a sense of belonging and the relational factors of supervision. Weekly contacts were not enough.
- In late February 2006, the Assistant Juvenile Services director was assigned to the task of development of data management instruments for the adult and juvenile Drug Treatment Courts with the Planning and Grants Department; after several meetings, an instrument known as the "super form" was finalized with the Planning and Grants Department in the end of March, early April 2006.
- In April 2006, the decision was made to modify the programming for incoming youth or youth who were in violation of their existing Drug Treatment Court agreement, to include a centralized, after-school program located in Holland and requiring the youth to meet 4 times weekly. This provides youth with a sense of belonging and increases the relational factors vital to successful supervision of Court youth.
- Transportation was combined with the existing treatment program (Courage), which provides transportation for enrolled youth from school to the on-site program; thus, the same vans pick up the JDTC youth and transport them one way to the site.
- As youth in the JDTC have compounding issues with family and parents, a part-time group leader and therapist was made available to assist the youth and families through parent-support groups and individual/family therapy as needed. Life skills and pro-social skills are also provided in order to skill-build in essential areas of life.
- Utilizing experiential learning on the ropes course was also implemented to assist in team-building and problem-solving with the youth.
- Eligibility criteria was opened to include youth eligible for not only intensive out patient but also outpatient treatment.
- The Drug Treatment Court Review Team was expanded as a result of data analysis to actively include the Prosecutor in the eligibility screening process and the weekly

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reviews, and the Defense Attorney has been an instrumental addition to the team as well.

- Constant refinement of the program is reflected through periodic program planning meetings to review effectiveness and/or needed modifications.

Adult Drug Treatment Court

- Referrals to the adult DTC were lacking in the initial start-up of the Court. It was determined this was due to problems with the random assignment requirement and lack of awareness. An action plan was developed and implemented to inform Defense Attorneys and the Circuit Court staff about the Drug Treatment Court concept.
- The Drug Treatment Court Director and Coordinator/evaluator met with Planning and Grants establish a data management system for evaluation; at the time, based on current information, the Drug Treatment Court team felt the variables being suggested by Planning and Grants were the same being entered into the SCAO data base. Thus, a decision was made to extract the needed data from the SCAO data base in order to eliminate double entry. Unfortunately, it was not learned the system did not have statistical reporting capability as promised, which has compromised overall data management relating to evaluation.
- A Grand Haven office was created to establish a “presence” for clients and others inquiring about services.
- The random assignment practiced was eliminated in December 2005 to allow greater access to the program by defense attorneys and staff; this decision resulted in increased referrals.
- The Court was approached by SCAO to be a BETA test site for the web-based, Drug Treatment Court, data management system. This process began in April 2005 and the system went “live” in January 2006. A compounding issue during this time, however, was that MDOC agents were directed to not utilize the system. This dichotomy created a problem in that MDOC performed the case management for the adult Drug Treatment Court. In order to accommodate this issue, the Drug Treatment Court coordinator and administrative aide performed the data management and input duties.
- Drug Treatment Court administration addressed the concern of coordination of treatment dollars for those who were incarcerated through several meetings with the Lakeshore Coordinating Council. Adjustments to accommodate these individuals were effectively implemented in September 2005.
- Review of the participant data revealed co-occurring disorders among the Drug Treatment Court population was increasingly present. Initial treatment programming had been designed to treat substance abuse issues but not necessarily, mental health disorders. PA 2 funds were procured to provide treatment options to this population through Holland Behavioral Health Services.
- Although many Drug Treatment Court participants are Medicaid eligible, which allow them to access Community Mental Health (CMH) services, it appeared CMH was unable to offer the level of service needed. Thus, Child and Family Services of West Michigan agreed to provide additional services working with clients with family issues compounding their conditions.
- Inadequate surveillance capability due to lack of staffing availability, especially on weekends was identified as a significant issue. Community Correction ISP officers were providing this service but did not drug test the individuals. In order to rectify

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this significant problem, Community Corrections has requested 0.5 FTE for the 2006 – 07 year.

- Housing issues emerged as a significant issue. A partnership with the Holland Rescue Mission was formed in order to be able to provide temporary housing/shelter, life skills training, and drug/alcohol testing. Strategic planning sessions assisted in the successful development of this partnership.
- The need for a full-time case manager has been identified. Efforts to acquire such through the MDOC has proven frustrating and unsuccessful, which leaves the coordinator with performing hit-and-miss duties. This continues to be an issue and resources are currently being sought.
- An Alumni Group was established through partnering with St. Patrick's Catholic Church. In addition, educational and life skills programming is offered. Discussion with other faith-based organizations continues in an effort to expand such groups in other areas of the County.
- Team-building activities have been scheduled for June 2006 in order to improve the Drug Court team's communication, develop mutual understanding of roles within Drug Court and continue to refinement process.
- Upon receipt of the adult Drug Court "super form" in April 2006, which was developed in conjunction with the Planning and Grants Department, the Drug Court coordinator and administrative aide completed the data to the best of their ability, based on data entered into the SCAO data management system.
- Strategies for addressing prescription drug addiction, which was resulting in DC participants "doctor/drug shopping" have been developed. A letter to local physicians informing them of their patient's involvement in Drug Court was drafted and sent. In addition, a medication contract that sets limits to obtaining medications from one doctor was established.
- Continued program refinement is anticipated through regularly established meetings with the Community Corrections Board for general oversight and the Drug Court review team.

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Sobriety Court Participant Comments

1.) Individual Characteristics

- Because I have had difficulty staying sober, I knew the Sobriety Court program was my last chance.
- I only participated in the Sobriety Court program so I could avoid a jail sentence.
- I only participated in Sobriety Court so I could remain employed and enrolled in school.
- I wanted to participate in the Sobriety Court program so I could finally get sober.
- I was a rotten apple. I didn't like the program for the first 6 months to a year. However, it really changed my attitude. It took me the full 18 months to get into the program. I especially liked AA because it was the only group that wasn't forced on me.
- I so wish I had been involved with this program 20 years ago, because it has done so many positive things for me. I could never attempt to deal with my sobriety all on my own. With my addiction, my life has been a blur since my twenties, and when I realized how much time I had wasted I was 46 years old.
- During the first 3-4 months of the program, I was not devoted to it – I was just trying to complete it as quickly as possible. However, one day at AA I became inspired because I heard a man talking about his childhood, and it was very similar to mine. After the meeting I talked to this gentleman and asked him to be my sponsor. That is when I started to become more devoted to the program and its principles.
- Before enrolling in the program, I had allowed my alcoholism to progress for more than 20 years. Alcohol basically controlled my life. Although I knew help was available, I refused to seek treatment. I could not imagine my life without alcohol and the thought just scared me.
- The opportunity to avoid jail and, as a result, maintain employment was a significant factor in wanting to participate in the program.
- I got into the program only to avoid going to jail.
- After my first DUI I did not receive Sobriety Court, and that experience made me feel bitter at the entire court system and I thought of it as only a rude awakening of my disease. Although I was grateful for what I had learned, I continued to drink. I was later invited to witness a Wednesday hearing as a guest; there I was introduced to Judge Knoll. Judge Knoll encouraged me to join the Sobriety Court program. Although I was nervous about committing to such a rigorous program, I knew I was ready.
- I participated because I didn't like jail, but mostly I didn't want to lose my job because I was in jail. Sobriety Court gave me the opportunity to keep my job.
- I was not sure what was going to happen, but I was ready for anything. The Judge would tell me what to do and I would do it. I realized it really works.
- I would have lost my job if I was sentenced to jail. I took two years of probation as opposed to jail.

2.) Team Functionality

- In the beginning, there were many “bugs” that needed to be worked out.
- The program has had some growing pains. There were many changes made to the program in the beginning, but requirements kept changing throughout the duration. This can be a stressful program to endure, and the changes that were continuously made really affected me.
- Many of the changes that were made to the program were necessary. The program has come a long way.
- The Sobriety Court staff, the team, and Alcoholics Anonymous, and especially Judge Jonas, worked together to help me turn my life around.
- The entire Sobriety Court staff was inspiring, compassionate, encouraging, and provided me with the wisdom, guidance, and strength that I needed.

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- I found myself looking forward to seeing Alma, Cathy, Judge Jonas and the rest of the team at the review sessions. The team's compassion and understanding has helped me to make many positive changes in the last 21 months.
- The sincerity of the Sobriety Court staff members let me know I was in the right place. I felt the team was truly concerned for my well-being.
- Judge Jonas and Judge Knoll gave me this opportunity to get me life back on track, and Alma, Cathy, and Charlie helped to guide me through this difficult process.
- Judge Knoll provided his much needed leadership throughout the program. All other team members were always understanding and caring.

3.) Case Processing

- The frequency of my interaction with Sobriety Court staff was perfect.
- The Sobriety Court staff should really make you more aware of how intense the program is before starting.
- The length of the program was about right; it could have been slightly shorter.
- I feel that the length of the program was what it needed to be.

4.) Relational

- I found that I have better relationships with the judge and probation officers after beginning the Sobriety Court program.
- The Sobriety Court program enables you to work with probation officers and court staff rather than working against them.
- After I completed the Sobriety Court program I realized that Judges and Probation Officers aren't against us, they just want to see people succeed. I used to think the police were the ones that stopped me from having fun, but now I have realized that they are actually here to help.
- I have an extremely good working relationship with the Sobriety Court staff, and I now have a more positive feeling of the court system in general. Other probation programs that I have previously had were not nearly as pleasant.
- The Sobriety Court staff took personal time to help me. The entire staff was supportive and encouraging.
- It was comforting that staff didn't get adversarial or angry when I relapsed. Instead, they were understanding and compassionate.
- One time during drug testing I had a fill-in Probation Officer who was not part of the Sobriety Court staff that had a "chip on his shoulder." I felt like I was back in the same old negative-style traditional probation program. Sobriety Court staff were friendly to us; they were never mad if we failed a test, they were more disappointed than anything.
- I felt the Judges were adversarial in the beginning of the program, but as I progressed I felt they truly cared about my success in the program.
- The Judges were adversarial with me at times, but they were dealing with a lot of different personalities, with people trying to play the system.
- Sobriety Court has shown me the true meaning of friendship. Today my life means something and Sobriety Court gave me that.

5.) Treatment

- I think more drug counseling as opposed to alcohol counseling would have been good for me. I was a drug addict.
- Counseling was all about alcoholism; I could kind-of relate, but I was into drugs. At the beginning of counseling I was crabby I had to attend; but at the end I really had my listening-ears on.

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- I hated going through counseling, it was something else I was forced to do. In particular, counseling was very difficult in the first month of the program when we were learning so many other things. It took me a long time to get used to it.
- I feel AA helped me the most. I will continue to go to AA for the rest of my life.
- AA was overwhelming at first, but I will still go when I am done
- I now attend more AA sessions than I need to.
- Thanks to the Program and AA I've found how much easier life can be by facing it everyday without a handicap.
- Counseling is just right. I don't feel it is a burden anymore. Meetings are a chance to see people that you have a bond with.
- The opportunity to receive counseling was appreciated.
- The counselors were too open in court, making it difficult to really open-up to them in the private sessions. I didn't like the dual role of the counselor being with me in private and speaking about it in public.
- I feel that the length of treatment was perfect.
- It was very helpful to stay busy with treatment.
- There was trouble with finding transportation to court
- From a counseling standpoint, Sobriety Court needs more people who know about being an addict/alcoholic. People like me who have gotten sober should talk with the participants.
- The probation officers need to be more in-tune with recovery. They don't know how to talk to people about recovery.
- I think the age of a participant is important. The older you get, the more ready you are to quit the addiction.
- There was a lot of positive reinforcement, and the treatment was just right.
- AA is my main support group.
- I plan on going to AA for the rest of my life.
- The treatments provided me with every possible tool for the re-direction of my life.
- The treatments and programs showed me how to rebuild me life.
- AA helps.

6.) Accountability

- It was great how the Sobriety Court staff held you accountable when you needed it the most, in the beginning.
- The change to random drug testing was good. I relapsed, and the random tests held me accountable for that.
- Home checks were very easy to manipulate. If I wanted to drink or do drugs, I would go to a friends house.
- Sanctions were unpleasant when you got them, but it had to be done to force participants to be more accountable.
- There are no incentives for those of us that do not have any sanctions. I think this needs to be more individualized so as to provide accountability.
- The people who slip are not being held accountable because they are not getting enough jail sanction time.
- Earlier in the program, the PBTs were done at 10:00, so I could be drinking by noon. You could use "drinking math" that is taught in all of the classes so the alcohol wouldn't be in your system for the next test.
- Judge Knoll was lenient with me when it came to paying fines; he let me progress to the next phase even though I hadn't paid my required fines yet.
- The Sobriety Court program really helped me to build structure and accountability in my life.
- This program taught me to be more accountable for my actions.

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- This program helped me to stay sober, because the Sobriety Court staff put me in touch with AA, and made me accountable for all of the PBTs, AA sheets, and random home checks.
- I was in another County's drug court program. It was very unstructured and not nearly as intense.
- The program is tough on people relapsing, but not if you follow the directions and guidance that is provided.

7.) Self-Reported Benefits

- I am now doing good things with my life, and I have new priorities.
- I now have a clean house, I have put structure back in my life, and I am able to pay my bills.
- Consistency and hard work paid off throughout the program.
- Sobriety Court gave many opportunities for participants to keep their jobs.
- I was once always pessimistic. I now look to the future optimistically.
- Many participants had bad attitudes in the beginning, however, they always seem to leave feeling much better.
- I feel like I have finally regained my freedom.
- The Sobriety Court program has helped straighten my life out and get me back on track.
- There are so many benefits of sobriety.
- Some participants did not learn anything new, but rather regained the structure in their lives.
- The program helped me to improve my self-esteem.
- I actually stretched the program out 3 months longer than it needed to be. I feel that the program does its job.
- My life has meaning and I am happy for that. I have found serenity and internal tranquility as I continue on this journey.
- I feel I have come a long way from the day I started, but I always have to remember where I came from.
- The Sobriety Court program helped me to regain focus on my family, not on drugs and alcohol.
- Sobriety Court helps me to feel healthier, happier, and more confident.
- I now enjoy staying around the house with family and looking to the future. Before Sobriety Court, my life was consumed by drugs and alcohol.
- Sobriety Court has allowed my family, friends, and coworkers to see a completely new person. Everything in my life has changed, the dark cloud is gone and relationships are better.
- Sobriety Court helped me to learn a different lifestyle and I have recently started a family.
- Some participants said that they gained a new respect for the court system.
- Sobriety Court has played a large role in my life becoming more meaningful and fulfilling.
- Because of Sobriety Court, I have become much closer to my family members and repaired some friendships that I had ruined.
- Sobriety Court has not only helped me stay clean, it has restored my sanity and improved my relationships with others. It has also helped me to get my life back together and has helped me develop a strong, spiritual relationship with God.
- Sobriety Court has never been a punishment for me. It was a chance to change my life. I truly feel Sobriety Court was a privilege.
- The program saved my life.
- The program has helped everything in my life change for the better.
- I am alive because of the Sobriety Court program.
- I could not have succeeded without the program.
- Sobriety Court was like a "big brother".

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- I wouldn't have learned anything by just going to jail. I am out of jail because I participated in the Sobriety Court program. I also was able to keep my job.
- I already had a bad drug problem and was looking for treatment. I got picked up by a Holland cop and he said the Sobriety Court program could help me out. It was the best thing that could have happened to me. Jail wouldn't have done much. The program saved my life and it gave me the tools I needed.
- I used to point fingers and blame others for my problems and say that everyone else was wrong. There is hope.
- I will teach others. No more parties.
- It has been an extremely long journey, and it hasn't been easy. But it has been the best experience of my life.
- The road to recovery is tough. Early on it got worse before it got better for me. The friends and good times were gone. What remained were self-pity, anxiety, depression, remorse and rage. I often asked 'why me'?
- The single most important thing I learned is that alcohol kills people, and I don't want to do that.
- Now I'm going to make the rest of my life the best of my life. The most important decision I ever made was MY decision to give up drinking.
- This rollercoaster ride has finally come to an end and I am looking forward to the real challenges that lie ahead.
- Thanks a lot Sobriety Court for helping me change my life and I'll never forget the gift of a sober life.
- Life is by no means perfect today, I still struggle. No one said life was easy, but it can get better if I choose to let it. I have abused the privilege and lost the enjoyment that substances can bring. If I go back out it only gets worse, never better. All that I have to ask myself is how far down do I want to go?

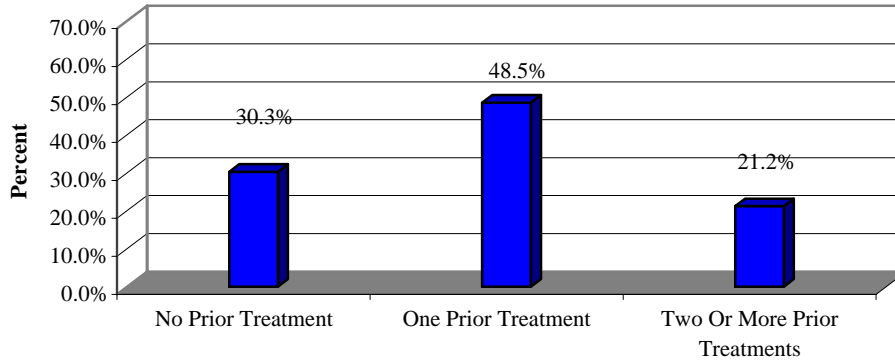
8.) Miscellaneous

- It gets easier if you prove yourself.
- I was told of a new pilot program for those that had acquired two or more alcohol offenses. I knew that I was in need of assistance and guidance and the program did just that.
- I feel that the program was very difficult.
- A person can overcome addiction through hard-work and persistence.
- There are so many resources available to help you, that it is comforting.

Attachment H

Number of Prior Attempts At Substance Abuse Treatment(s) (District Sobriety Court)

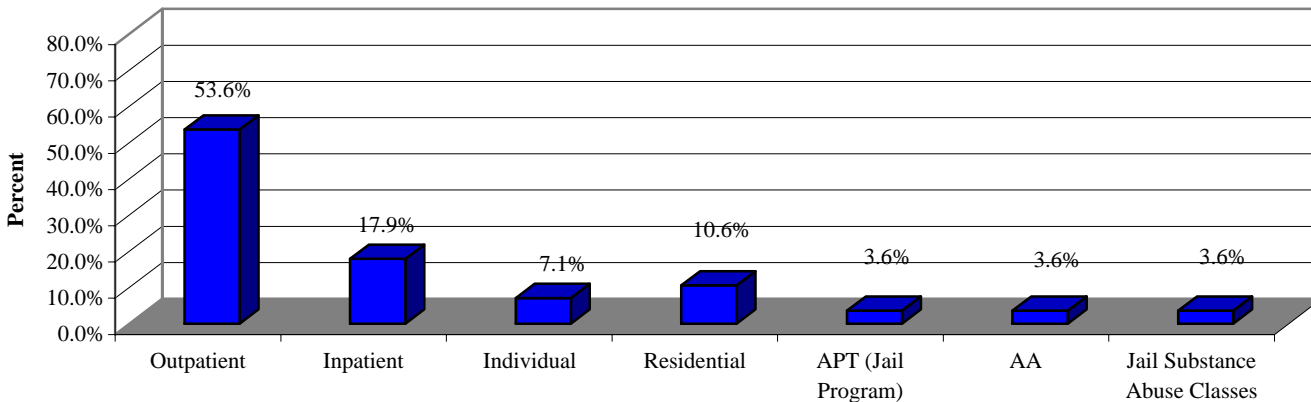
	Frequency	Percent of Total
No Prior Treatment	10	30.3%
One Prior Treatment	16	48.5%
Two Or More Prior Treatments	7	21.2%
Total	33	100.0%



Types of Prior Substance Abuse Treatment(s) (District Sobriety Court)

	Frequency	Percent of Total
Outpatient	15	53.6%
Inpatient	5	17.9%
Individual	2	7.1%
Residential	3	10.6%
APT (Jail Program)	1	3.6%
AA	1	3.6%
Jail Substance Abuse Classes	1	3.6%
Total	28¹	100.0%

¹ Based on the 23 participants that had prior treatment; additionally, some of these participants may have had more than one prior treatment



Source: District Sobriety Court

Attachment I

Pre-Treatment Assessment (District Sobriety Court Graduates)

	<u>Number</u>	<u>Percent of Total</u>
Frequency of Substance Abuse		
Drinks Most Days To Get Drunk	3	12.5%
Drinks Most Days Excessively	11	45.8%
Drinks Excessively 3 Times Weekly	10	41.7%
Drinks Excessively Once Weekly	0	0.0%
Total	24	100.0%
Problems Associated With Substance Abuse		
Unable To Function Normally	2	8.3%
Many Problems Functioning	16	66.7%
Some Problems Functioning	5	20.8%
Able To Function Normally	1	4.2%
Total	24	100.0%
Resistance To Substance Abuse Treatment		
Refuses To Be Treated	4	16.7%
Difficulty Engaging In Treatment	12	50.0%
Cooperative With Treatment	6	25.0%
Wants To Participate	2	8.3%
Total	24	100.0%
Lack of Support System		
No Supportive Friends or Family	6	25.0%
Limited Supportive Friends or Family	8	33.3%
Some Supportive Friends or Family	9	37.5%
Supportive Network of Friends or Family	1	4.2%
Total	24	100.0%
Severity of Withdrawal		
Life Threatening Withdrawal Symptoms	3	12.5%
Some Withdrawal Symptoms	7	29.2%
Possible Disorientation	12	50.0%
Few Withdrawal Symptoms	2	8.3%
Total	24	100.0%
Resistance To Acknowledging Substance Abuse Problem		
Denies That Problem Exists	4	16.7%
Does Not Want To Change	12	50.0%
Considering Change	8	33.3%
Working To Change	0	0.0%
Total	24	100.0%

Note: Based on 72.7% (24) of the 33 total District Sobriety Court participants that enrolled in the first 6 months because 2 are still active in the program and 7 did not complete

Source: District Sobriety Court Treatment Providers

Attachment J

Personal Improvements Made Between The Start of the Program and the End of the Program (District Sobriety Court Graduates)

	Improved		No Change		Worsened	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Attitude Toward Sobriety Court	19	79.2%	4	16.7%	1	4.1%
Attitude Toward Life	18	75.0%	6	25.0%	0	0.0%
Acknowledgement of Problem	21	87.5%	3	12.5%	0	0.0%
Awareness of Relapse Factors	20	83.3%	4	16.7%	0	0.0%
Mental Health	14	58.3%	10	41.7%	0	0.0%
Spiritual/Religious Involvement	17	70.8%	7	29.2%	0	0.0%
Support System	20	83.3%	4	16.7%	0	0.0%
Quality of Relationships	17	70.8%	7	29.2%	0	0.0%
Adequacy of Social Interaction	18	75.0%	4	16.7%	2	8.3%
Stability of Employment	11	45.8%	13	54.2%	0	0.0%
Physical Health Choices	17	70.8%	6	25.0%	1	4.2%

Note: Based on 72.7% (24) of the 33 total District Sobriety Court participants because 2 are still active in the program and 7 did not complete

Source: District Sobriety Court Treatment Providers

Attachment K

Drug and Alcohol Testing Projected Versus Actual Average Per Phase

	District		Circuit ¹		Juvenile ¹	
	Projected Minimum	Actual	Projected Minimum	Actual	Projected Minimum	Actual
Phase I						
Drug Testing (Tests Per Person)	22.5	25.7	48.0	62.3	18.0	21.8
Positive Drug Tests Per Person (Average)		0.25		0.54		2.19
Alcohol Testing (Tests Per Person)	105.0	130.7	48.0	82.0	n/a ²	5.1
Positive Alcohol Tests Per Person (Average)		1.04		0.62		0.25
Phase II						
Drug Testing (Tests Per Person)	7.5	30.4	16.0	26.3	24.0	14.6
Positive Drug Tests Per Person (Average)		0.00		0.17		0.17
Alcohol Testing (Tests Per Person)	Random	65.0	n/a ²	41.2	n/a ²	5.8
Positive Alcohol Tests Per Person (Average)		0.04		0.33		0.08
Phase III						
Drug Testing (Tests Per Person)	5.0	29.2	32.0	4.7	12.0	20.3
Positive Drug Tests Per Person (Average)		0.04		0.33		0.00
Alcohol Testing (Tests Per Person)	Random	64.5	n/a ²	17.3	n/a ²	4.2
Positive Alcohol Tests Per Person (Average)		0.33		0.00		0.17
Phase IV						
Drug Testing (Tests Per Person)	5.0	22.2	n/a	5.0	8.0	13.7
Positive Drug Tests Per Person (Average)		0.04		0.00		0.00
Alcohol Testing (Tests Per Person)	Random	50.8	n/a ²	23.0	n/a ²	0.0
Positive Alcohol Tests Per Person (Average)		0.25		0.00		0.00
Total Average						
Drug Testing (Tests Per Person)	40.0	107.5	96.0	98.3	62.0	70.4
Positive Drug Tests Per Person (Average)		0.31		0.69		2.31
Alcohol Testing (Tests Per Person)	105.0	311.0	48.0	163.5	n/a ²	15.1
Positive Alcohol Tests Per Person (Average)		1.45		0.77		0.38

¹ Because of the low number of graduates and program participants in the later phases of the program, rates are artificially low for Circuit and Juvenile Drug Courts in the later phases

² The projected number of alcohol tests per person are not identified

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

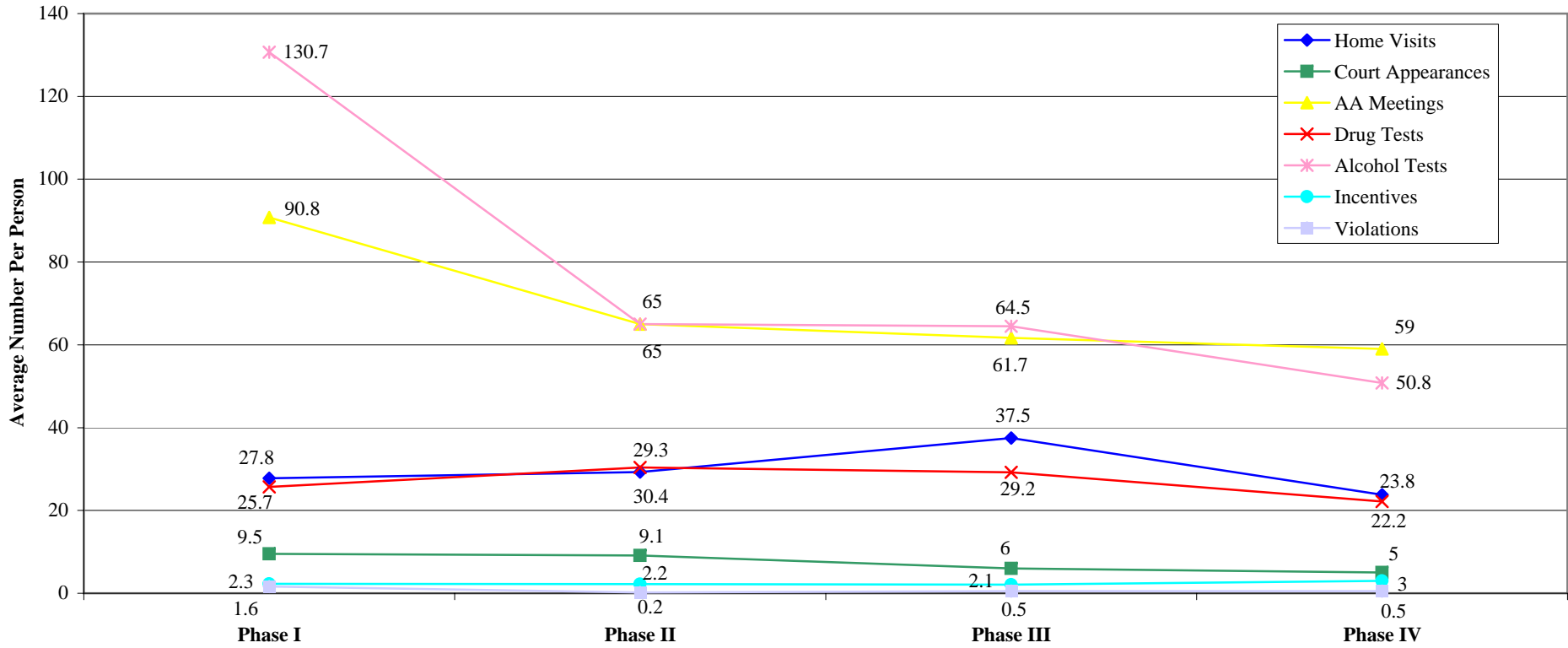
Attachment L

District Sobriety Court Program Components Per Phase (Sobriety Court Graduates¹)

	Phase I				Phase II				Phase III				Phase IV				Total			
	Total #	Avg # Per Person	Min # Per Person	Max # Per Person	Total #	Avg # Per Person	Min # Per Person	Max # Per Person	Total #	Avg # Per Person	Min # Per Person	Max # Per Person	Total #	Avg # Per Person	Min # Per Person	Max # Per Person	Total #	Avg # Per Person	Min # Per Person	Max # Per Person
Home Visits	668	27.8	0	75	702	29.3	0	60	900	37.5	18	56	570	23.8	16	40	2,840	118.3	18	157
Court Appearances	229	9.5	7	16	219	9.1	7	32	144	6.0	4	18	120	5.0	4	9	712	29.7	24	49
AA Meetings	2,178	90.8	70	160	1,560	65.0	56	80	1,480	61.7	42	84	1,416	59.0	48	102	6,634	276.4	244	342
Drug Tests	617	25.7	14	93	730	30.4	14	80	700	29.2	14	120	532	22.2	16	40	2,579	107.5	68	237
Alcohol Tests	3,136	130.7	98	224	1,560	65.0	56	80	1,548	64.5	42	120	1,220	50.8	32	80	7,464	311.0	260	413
Incentives	54	2.3	2	3	53	2.2	2	3	50	2.1	2	3	72	3.0	3	3	229	9.5	9	11
Violations	38	1.6	0	7	4	0.2	0	1	13	0.5	0	4	11	0.5	0	6	66	2.8	0	14
Community Service Hours²	295	147.5	55	240	320	320.0	320	320	55	55.0	55	55	0	0.0	0	0	670	335.0	55	615

¹ This chart reflects the program components per phase of the 24 graduates; the 9 Sobriety Court Court participants that did not complete the entire program and/or are still active were omitted from this chart

² Community Service is only required of participants if they are not employed. The average community service hours are calculated based on the following number of participants: 2 (phase I), 1 (phase II), 1 (phase III), 0 (phase IV)



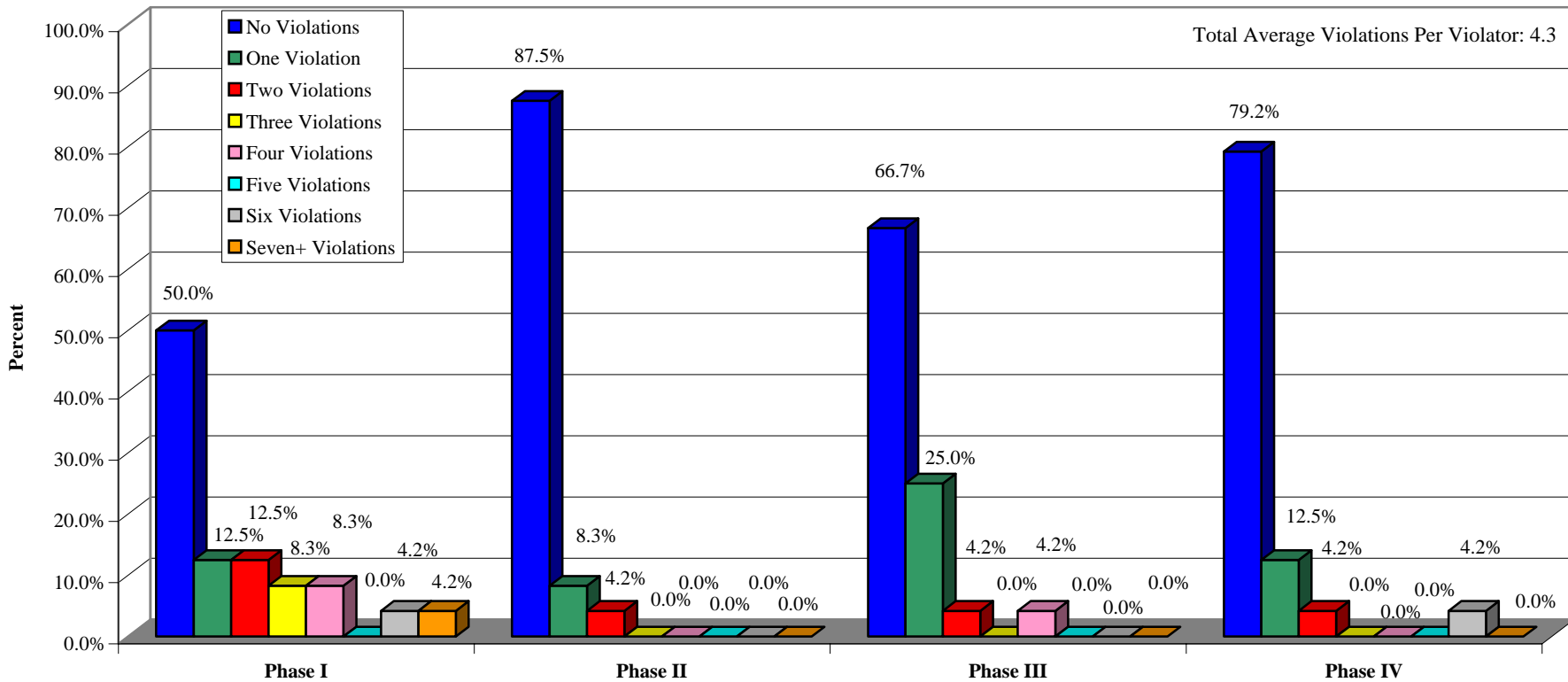
Source: District Sobriety Court

Attachment M

Number of District Court Program Violations Committed (Per Program Phase) (District Sobriety Court Graduates)

	Phase I		Phase II		Phase III		Phase IV		Entire Program	
	Frequency	Percent of Total	Frequency	Percent of Total	Frequency	Percent of Total	Frequency	Percent of Total	Frequency	Percent of Total
No Violations	12	50.0%	21	87.5%	16	66.7%	19	79.2%	9	37.5%
One Violation	3	12.5%	2	8.3%	6	25.0%	3	12.5%	5	20.8%
Two Violations	3	12.5%	1	4.2%	1	4.2%	1	4.2%	0	0.0%
Three Violations	2	8.3%	0	0.0%	0	0.0%	0	0.0%	1	4.2%
Four Violations	2	8.3%	0	0.0%	1	4.2%	0	0.0%	2	8.3%
Five Violations	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	16.7%
Six Violations	1	4.2%	0	0.0%	0	0.0%	1	4.2%	0	0.0%
Seven+ Violations	1	4.2%	0	0.0%	0	0.0%	0	0.0%	3	12.5%
Total	24	100.0%	24	100.0%	24	100.0%	24	100.0%	24	100.0%

Note: Violation may be considered a failed drug test, missed court appearance, other



Source: District Sobriety Court

Attachment N

Reason For Failing To Complete Drug/Sobriety Court

	District ¹		Circuit ²		Juvenile ³	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
	New Offense	2	28.6%	2	50.0%	0
Absconded	4	57.1%	1	25.0%	0	0.0%
Prison Sentence In Another County	0	0.0%	1	25.0%	0	0.0%
Did Not Meet Program Requirements	0	0.0%	0	0.0%	7	100.0%
Other	1 ⁴	14.3%	0	0.0%	0	0.0%
Total	7	100.0%	4	100.0%	7	100.0%

¹ Based on the 7 participants that enrolled in the program during the first 6 months but failed to complete the program

² 4 of the 33 total participants failed to complete the program

³ 7 of the 28 total participants failed to complete the program

⁴ This participant died prior to program completion

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Number of Program Weeks Completed Prior To Failing Out of Drug/Sobriety Court

	District ¹		Circuit ²		Juvenile ³	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
1 to 10 Weeks	1	14.3%	3	75.0%	0	0.0%
11 to 20 Weeks	2	28.6%	0	0.0%	4	57.1%
21 to 30 Weeks	1	14.3%	0	0.0%	3	42.9%
31 to 40 Weeks	1	14.3%	0	0.0%	0	0.0%
41 to 50 Weeks	1 ⁴	14.3%	0	0.0%	0	0.0%
51 + Weeks	1	14.3%	0	0.0%	0	0.0%
No Data	0	0.0%	1	25.0%	0	0.0%
Total	7	100.0%	4	100.0%	7	100.0%

¹ 7 of the 33 total participants enrolled in the program during the first 6 months failed to complete the program

² 4 of the 33 total participants failed to complete the program

³ 7 of the 28 total participants failed to complete the program

⁴ 1 of the District Sobriety Court participants that that died during the program had completed 50 weeks

Source: District, Circuit, and Juvenile Drug/Sobriety Courts

Attachment O

Incentives and Sanctions			
	<u>District</u>	<u>Circuit</u>	<u>Juvenile</u>
Incentives			
Applause	X	X	X
Certificates	X	X	
Commencement Ceremony	X	X	X
Dismissal of Court Case			X
Early Promotion To Next Program Phase	X	X	X
Extended Payment Plan	X		
Gift Certificates	X	X	X
Gifts	X	X	X
No Jail Sentence	X		
Praise	X	X	X
Reduced Court Fines	X		
Reduced Program Requirements	X	X	X
Sanctions			
Community Service/JAWS	X	X	X
Curfew	X	X	
Extended Phase Time	X	X	
Fines		X	X
Increased Supervision and Testing	X	X	X
Jail or Detention Sentence	X	X	X
Loss of Driving Privileges	X		
Phase Demotion	X	X	X
Residential Treatment		X	
Termination From Program	X	X	X
Tether	X	X	X
Verbal or Written Apologies	X	X	
Verbal Warnings	X	X	X
Writing Assignments	X	X	X
Zero Tolerance		X	

Source: District, Circuit, and Juvenile Drug/Sobriety Courts Policies and Procedures Manual

**Attachment P
Total Program Cost (District Court Sobriety Court)**

	Total Salary and Fringe Benefits	Total Sobriety Court Costs		Total Sobriety Court Costs Reimbursed With SCAO Grant Dollars		Total Sobriety Court Costs Reimbursed With Other State Dollars		Total Sobriety Court Costs Paid With County Dollars	
		Percent of Total Salary and Fringes Attributed To Sobriety Court	Total Attributed To Sobriety Court	Percent Attributed To Sobriety Court (Paid By Grants)	Total Attributed To Sobriety Court (Paid By Grants)	Percent Attributed To Sobriety Court (Paid By State Funds)	Total Attributed To Sobriety Court (Paid By State Funds)	Percent Attributed To Sobriety Court (Paid By County Funds)	Total Attributed To Sobriety Court (Paid By County Funds)
Salaries and Fringes ¹									
Judge Knoll (Judge)	\$148,061.03	2.5%	\$3,701.53	0.0%	\$0.00	62.5%	\$2,313.70	37.5%	\$1,387.83
Judge Jonas (Judge)	\$153,434.12	2.5%	\$3,835.85	0.0%	\$0.00	60.3%	\$2,313.70	39.7%	\$1,522.15
Craig Bunce (Prosecutor)	\$122,066.87	10.0%	\$12,206.69	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$12,206.69
Dave Schipper (Drug Court Coordinator)	\$104,715.00	15.0%	\$15,707.25	0.0%	\$0.00	0.0%	\$0.00	15.0%	\$15,707.25
Cathy Shaw (Case Manager)	\$71,325.77	50.0%	\$35,662.89	76.5%	\$27,293.02	0.0%	\$0.00	23.5%	\$8,369.87
Alma Valenzuela (Case Manager)	\$65,682.62	50.0%	\$32,841.31	83.1%	\$27,293.02	0.0%	\$0.00	16.9%	\$5,548.29
Court Recorder 1	\$49,756.84	2.5%	\$1,243.92	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,243.92
Court Recorder 2	\$49,756.84	2.5%	\$1,243.92	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,243.92
Rebecca Wyngarden (Court Services Officer)	\$5,408.00	100.0%	\$5,408.00	100.0%	\$5,408.00	0.0%	\$0.00	0.0%	\$0.00
Kendra Hayes (Enforcement Officer)	\$16,575.48	85.0%	\$14,089.16	100.0%	\$14,089.16	0.0%	\$0.00	0.0%	\$0.00
Larissa Kwantes (Enforcement Officer)	\$16,575.48	85.0%	\$14,089.16	100.0%	\$14,089.16	0.0%	\$0.00	0.0%	\$0.00
Total Salaries and Fringes			\$140,029.68	63.0%	\$88,172.36	3.3%	\$4,627.40	33.7%	\$47,229.92
Miscellaneous Expenses									
Supplies/Operating			\$842.00	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$842.00
Vehicle ²			\$3,634.60	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$3,634.60
Travel/Mileage			\$995.00	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$995.00
Conferences			-	-	-	-	-	-	-
Drug Testing ³			\$12,288.15	34.4%	\$4,229.00	0.0%	\$0.00	65.6%	\$8,059.15
Defense Counsel ⁴			-	-	-	-	-	-	-
Drug Court Review Team (Defense Attorney Representative) ⁵			\$9,579.00	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$9,579.00
Treatment ⁶			\$0.00	0.0%	\$0.00	0.0%	\$0.00	0.0%	\$0.00
Total Miscellaneous Cost			\$27,338.75	15.5%	\$4,229.00	0.0%	\$0.00	84.5%	\$23,109.75
Total Annual Cost (Salaries and Miscellaneous)			\$167,368.43	55.2%	\$92,401.36	2.8%	\$4,627.40	42.0%	\$70,339.67
Total Monthly Cost (Salaries and Miscellaneous)			\$13,947.37	55.2%	\$7,700.11	2.8%	\$385.62	42.0%	\$5,861.64
Total Program Cost (Salaries and Miscellaneous) ⁷			\$263,605.29	55.2%	\$145,532.08	2.8%	\$7,288.22	42.0%	\$110,785.00

¹ Fixed cost related to support staff is not included

² Vehicle expenses include gas, oil, vehicle repair, and vehicle insurance; these costs are 13% of the Community Correction Budget line items

³ Based on the average cost per test (\$2.35) multiplied by the average number of tests administered during a year to Sobriety Court participants (5,229)

⁴ Defense Counsel costs are not included because there are negligible cost differences between different treatment options

⁵ This is the actual cost paid to Don Hann during 2005 for the time he devoted to Sobriety Court and review sessions

⁶ The cost of treatment and the amounts reimbursed for drug court participants were not tracked by District Court or by the providers

⁷ Determined by multiplying the Total Monthly Cost by the Average Number of Months To Complete the Sobriety Court Program (18.9 months)

Inset Table	Number	Avg Jail	Total Jail
Graduates	46.7 (83.4%)	6.4 Days	298.88 Days
Failed to Graduate	9.3 (16.6%)	189.7 Days	1764.21 Days
Total	56 (100.0%)	196.1 Days	2063.09 Days
Cost Per Jail Day			\$44.50
Total Cost of Jail			\$91,807.51
Total Cost Per Participant (56.0 participants)			\$1,460.85

Total Cost (Salary and Miscellaneous) Per Sobriety Court Participant⁸	\$4,707.24	55.2%	\$2,598.79	2.8%	\$130.15	42.0%	\$1,978.30
Total Jail Cost Per Participant⁹	\$1,460.85	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,460.85
Total Cost Per Sobriety Court Participant	\$6,168.09	42.1%	\$2,598.79	2.1%	\$130.15	55.8%	\$3,439.15
Total Cost (Salary and Miscellaneous) Per Sobriety Court Graduate¹⁰	\$5,644.65	55.2%	\$3,116.32	2.8%	\$156.06	42.0%	\$2,372.27
Total Jail Cost Per Participant⁹	\$1,460.85	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,460.85
Total Cost Per Sobriety Court Graduate	\$7,105.50	43.9%	\$3,116.32	2.2%	\$156.06	53.9%	\$3,833.12

⁸ Determined by dividing the Total Program Cost by the number of participants (56) that can enroll in sobriety court per year. The number of participants (56) per year is calculated in Attachment W.

⁹ See inset gray scale table for Total Jail Cost Per Participant calculation

¹⁰ Determined by dividing the Total Program Cost by the number of program graduates (46.7) per year. The number of graduates (46.7) per year is calculated in Attachment W.

**Attachment Q
Total Program Cost (Circuit Court Adult Drug Court Program)**

	Total Drug Court Costs		Total Drug Court Costs Reimbursed With SCAO Grant Dollars		Total Drug Court Costs Reimbursed With Other State Dollars		Total Drug Court Costs Paid With County Dollars		
	Percent of Total Salary and Fringes Attributed To Drug Court	Total Attributed To Drug Court	Percent Attributed To Drug Court (Paid By Grants)	Total Attributed To Drug Court (Paid By Grants)	Percent Attributed To Drug Court (Paid By State Funds)	Total Attributed To Drug Court (Paid By State Funds)	Percent Attributed To Drug Court (Paid By County Funds)	Total Attributed To Drug Court (Paid By County Funds)	
Salaries and Fringes ¹									
Judge Feyen (Judge)	\$165,369.23	10.00%	\$16,536.92	0.0%	\$0.00	56.0%	\$9,254.80	44.0%	\$7,282.12
Lee Fisher (Prosecutor)	\$117,906.95	20.00%	\$23,581.39	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$23,581.39
Steve Kraai (Law Enforcement Representative)	\$83,300.35	8.75%	\$7,288.78	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$7,288.78
Pat VerDuin (Drug Court Director)	\$117,876.40	20.00%	\$23,575.28	0.0%	\$0.00	25.0%	\$5,893.82	75.0%	\$17,681.46
Paul Gregory (Coordinator)	\$52,552.40	100.00%	\$52,552.40	100.0%	\$52,552.40	0.0%	\$0.00	0.0%	\$0.00
Mary Bohn (Administrative Aide)	\$17,246.56	100.00%	\$17,246.56	100.0%	\$17,246.56	0.0%	\$0.00	0.0%	\$0.00
Wendy Siemion (Grant Development)	\$41,057.63	5.00%	\$2,052.88	0.0%	\$0.00	100.0%	\$2,052.88	0.0%	\$0.00
Sandi Metcalf (Assistant Juvenile Services Director)	\$99,497.43	7.00%	\$6,964.82	0.0%	\$0.00	10.0%	\$696.48	90.0%	\$6,268.34
Kevin Bowling (Circuit Court Administrator)	\$127,149.90	5.00%	\$6,357.50	0.0%	\$0.00	25.0%	\$1,589.38	75.0%	\$4,768.12
Probation Agents (Kim Cummings and Kim Clark)	\$108,867.20	20.00%	\$21,773.44	0.0%	\$0.00	100.0%	\$21,773.44	0.0%	\$0.00
Enforcement Officers (Kendra Hayes and Larissa Kwantes)	\$33,150.96	15.00%	\$4,972.64	100.0%	\$4,972.64	0.0%	\$0.00	0.0%	\$0.00
District Court Probation Officers (Williams, Pope, Lehnen)	\$183,211.38	5.80%	\$10,556.12	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$10,556.12
Court Recorder	\$49,756.84	2.50%	\$1,243.92	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,243.92
Total Salaries and Fringes			\$194,702.65	38.4%	\$74,771.60 ²	21.2%	\$41,260.80	40.4%	\$78,670.25
Miscellaneous Expenses									
Supplies/Operating			\$12,125.25	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$12,125.25
Vehicle ³			\$641.40	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$641.40
Travel/Mileage (Paul Gregory)			\$1,236.08	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,236.08
Conferences			-	-	-	-	-	-	-
Drug Testing ⁴			\$16,380.00	26.3%	\$4,304.00	0.0%	\$0.00	73.7%	\$12,076.00
Defense Counsel ⁵			-	-	-	-	-	-	-
Drug Court Review Team (Defense Attorney) ⁶			\$7,920.00	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$7,920.00
Treatment ⁷			\$0.00	0.0%	\$0.00	0.0%	\$0.00	0.0%	\$0.00
Total Miscellaneous Cost			\$38,302.73	11.2%	\$4,304.00	0.0%	\$0.00	88.8%	\$33,998.73
Total Annual Cost (Salaries and Miscellaneous)			\$233,005.38	33.9%	\$79,075.60	17.7%	\$41,260.80	48.4%	\$112,668.98
Total Monthly Cost (Salaries and Miscellaneous)			\$19,417.11	33.9%	\$6,589.63	17.7%	\$3,438.40	48.4%	\$9,389.08
Total Program Cost (Salaries and Miscellaneous) ⁸			\$310,673.76	33.9%	\$105,434.08	17.7%	\$55,014.40	48.4%	\$150,225.28

Inset Table	Number	Avg Jail	Total Jail
Graduates	22.5 (90.0%)	33.9 Days	762.75 Days
Failed to Graduate	2.5 (10.0%)	175.0 Days	437.50 Days
Total	25 (100.0%)	208.9 Days	1200.25 Days
Cost Per Jail Day			\$44.50
Total Cost of Jail			\$53,411.13
Total Cost Per Participant (25.0 participants)			\$2,136.45

Total Cost (Salary and Miscellaneous) Per Drug Court Participant ⁹	\$12,426.95	33.9%	\$4,217.37	17.7%	\$2,200.58	48.4%	\$6,009.00
Total Jail Cost Per Participant ¹⁰	\$2,136.45	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$2,136.45
Total Cost Per Drug Court Participant	\$14,563.40	29.0%	\$4,217.37	15.1%	\$2,200.58	55.9%	\$8,145.45
Total Cost (Salary and Miscellaneous) Per Drug Court Graduate ¹¹	\$13,807.72	33.9%	\$4,685.96	17.7%	\$2,445.08	48.4%	\$6,676.68
Total Jail Cost Per Participant ¹⁰	\$2,136.45	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$2,136.45
Total Cost Per Drug Court Graduate	\$15,944.17	29.4%	\$4,685.96	15.3%	\$2,445.08	55.3%	\$8,813.13

¹ Fixed costs related to support staff is not included

² The Juvenile Drug Court grant is currently being utilized to fund Mary Bohn, Kendra Hayes, and Larissa Kwantes

³ Larissa Kwantes and Kendra Hayes utilize District Sobriety Court vehicles, 15% of the vehicle expense is attributed to Circuit Court

⁴ Based on the average cost per test (\$3.50) multiplied by the average number of tests administered during a year to Drug Court participants (4,680)

⁵ Defense Counsel costs are not included because there are negligible cost differences between different treatment options

⁶ Joe Legatz is paid \$88/hr to attend Drug Court Team meetings and review sessions; he spends approximately 7.5 hours per month with Drug Court

⁷ The cost of treatment and the amounts reimbursed for drug court participants were not tracked by Circuit Court or from all of the providers

⁸ Determined by multiplying the Total Monthly Cost by the Average Number of Months To Complete the Drug Court Program (16 months)

⁹ Determined by dividing the Total Program Cost by the number of participants (25) that can enroll in drug court per year. The number of participants (25) per year is calculated in Attachment X.

¹⁰ See inset gray scale table for Total Jail Cost Per Participant calculation

¹¹ Determined by dividing the Total Program Cost by the number of program graduates (22.5) per year. The number of graduates (22.5) per year is calculated in Attachment X.

Attachment R
Total Program Cost (Circuit Court Juvenile Drug Court Program)

	Total Salary and Fringe Benefits	Total Drug Court Costs		Total Drug Court Costs Reimbursed With SCAO Grant Dollars		Total Drug Court Costs Reimbursed With Other State Dollars		Total Drug Court Costs Paid With County Dollars	
		Percent of Total Salary and Fringes Attributed To Drug Court	Total Attributed To Drug Court	Percent Attributed To Drug Court (Paid By Grants)	Total Attributed To Drug Court (Paid By Grants)	Percent Attributed To Drug Court (Paid By State Funds)	Total Attributed To Drug Court (Paid By State Funds)	Percent Attributed To Drug Court (Paid By County Funds)	Total Attributed To Drug Court (Paid By County Funds)
Salaries and Fringes ¹									
Judge Feyen (Judge)	\$165,369.23	10.0%	\$16,536.92	0.0%	\$0.00	56.0%	\$9,254.80	44.0%	\$7,282.12
Lee Fisher (Prosecutor)	\$117,906.95	10.0%	\$11,790.70	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$11,790.70
Molly Henson (Case Manager)	\$51,672.44	100.0%	\$51,672.44	0.0%	\$0.00	100.0%	\$51,672.44	0.0%	\$0.00
Tony Boersema (Deputy)	\$88,022.63	100.0%	\$88,022.63	0.0%	\$0.00	100.0%	\$88,022.63	0.0%	\$0.00
Paula Kretschmer (Juvenile Services Treatment Supervisor)	\$79,977.95	15.0%	\$11,996.69	0.0%	\$0.00	100.0%	\$11,996.69	0.0%	\$0.00
Sandi Metcalf (Assistant Juvenile Services Director)	\$99,497.43	5.0%	\$4,974.87	0.0%	\$0.00	90.0%	\$4,477.38	10.0%	\$497.49
Allison Anderson (Road Patrol Deputy)	\$63,587.14	15.0%	\$9,538.07	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$9,538.07
Court Recorder	\$49,756.84	5.0%	\$2,487.84	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$2,487.84
Total Salaries and Fringes			\$197,020.16	0.0%	\$0.00 ²	84.0%	\$165,423.94	16.0%	\$31,596.22
Miscellaneous Expenses									
Supplies/Operating			\$2,267.00	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$2,267.00
Vehicle			\$0.00	0.0%	\$0.00	0.0%	\$0.00	0.0%	\$0.00
Travel/Mileage (Molly Henson)			\$1,425.14	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,425.14
Conferences			-	-	-	-	-	-	-
Drug Testing ³			\$13,438.00	100.0%	\$13,438.00	0.0%	\$0.00	0.0%	\$0.00
Defense Counsel ⁴			-	-	-	-	-	-	-
Drug Court Review Team (Defense Attorney) ⁵			\$7,377.76	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$7,377.76
Treatment ⁶			\$0.00	0.0%	\$0.00	0.0%	\$0.00	0.0%	\$0.00
Total Miscellaneous Cost			\$24,507.90	54.8%	\$13,438.00	0.0%	\$0.00	45.2%	\$11,069.90
Total Annual Cost (Salaries and Miscellaneous)			\$221,528.06	6.1%	\$13,438.00	74.7%	\$165,423.94	19.2%	\$42,666.12
Total Monthly Cost (Salaries and Miscellaneous)			\$18,460.67	6.1%	\$1,119.83	74.7%	\$13,785.33	19.2%	\$3,555.51
Total Program Cost (Salaries and Miscellaneous) ⁷			\$129,224.69	6.1%	\$7,838.81	74.7%	\$96,497.31	19.2%	\$24,888.57

¹ Fixed costs related to support staff is not included

² The Juvenile Drug Court grant is currently being utilized to fund Circuit Court Drug Court employees

³ Based on the average cost per test (\$3.50) multiplied by the average number of tests administered during a year to Drug Court participants (3,900)

⁴ Defense Counsel costs are not included because there are negligible cost differences between different treatment options

⁵ David Macias is paid \$70.94/hour to attend the Drug Court Team meetings; he spends about 2 hours per week with Drug Court

⁶ The cost of treatment and the amounts reimbursed for drug court participants were not tracked by Circuit Court or from all of the providers

⁷ Determined by multiplying the Total Monthly Cost by the Average Number of Months To Complete the Drug Court Program (7 months)

Inset Table	Number	Avg Detention	Total Detention
Graduates	26.0 (75.4%)	0.86 Days	22.36 Days
Failed to Graduate	8.5 (24.6%)	35.7 Days	303.45 Days
Total	34.5 (100.0%)	36.56 Days	325.81 Days
Cost Per Detention Day			\$163.00
Total Cost of Detention			\$53,107.03
Total Cost Per Participant (34.5 participants)			\$1,539.33

Total Cost (Salary and Miscellaneous) Per Drug Court Participant ⁸	\$3,745.64	6.1%	\$227.21	74.7%	\$2,797.02	19.2%	\$721.41
Total Detention Cost Per Participant ⁹	\$1,539.34	0.0%	\$0.00	50.0%	\$769.67	50.0%	\$769.67
Total Cost Per Drug Court Participant	\$5,284.98	4.3%	\$227.21	67.5%	\$3,566.69	28.2%	\$1,491.08
Total Cost (Salary and Miscellaneous) Per Drug Court Graduate ¹⁰	\$4,970.18	6.1%	\$301.49	74.7%	\$3,711.44	19.2%	\$957.25
Total Detention Cost Per Participant ⁹	\$1,539.34	0.0%	\$0.00	50.0%	\$769.67	50.0%	\$769.67
Total Cost Per Drug Court Graduate	\$6,509.52	4.6%	\$301.49	68.8%	\$4,481.11	26.5%	\$1,726.92

⁸ Determined by dividing the Total Program Cost by the number of participants (34.5) that can enroll in drug court per year. The number of participants (34.5) per year is calculated in Attachment Y.

⁹ See inset gray scale table for Total Jail Cost Per Participant calculation

¹⁰ Determined by dividing the Total Program Cost by the number of program graduates (26.0) per year. The number of graduates (26.0) per year is calculated in Attachment Y.

Attachment S
Total Cost For One OWI II Case - Traditional Probationer
(District Court)

	Total Expense Per Year	Total Cost Per Case		Total Cost Per Case Reimbursed With Grant Dollars		Total Cost Per Case Reimbursed With State Dollars		Total Cost Per Case Paid With County Dollars	
		Case Multipliers	Average Expense Per Case	Percent Reimbursed With Grant Dollars	Total Reimbursed With Grant Dollars	Percent Reimbursed With State Dollars	Total Reimbursed With State Dollars	Percent Paid With County Dollars	Total Paid With County Dollars
Salaries and Fringes ¹		Hours Per Case							
District Court Judge ²	\$151,509.95	0.5	\$36.42	0.0%	\$0.00	61.7%	\$22.47	38.3%	\$13.95
Probation Officer	\$61,768.50	12.0	\$356.36	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$356.36
Prosecutor	\$122,068.87	1.0	\$58.69	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$58.69
Probation Administration	\$83,281.57	0.5	\$20.02	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$20.02
Court Recorder	\$49,756.84	0.5	\$11.96	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$11.96
Total Salaries and Fringes			\$483.45	0.0%	\$0.00	4.6%	\$22.47	95.4%	\$460.98
Overhead Expenses ³		Traditional Probation Cases Per Year							
Supplies/Operating	\$43,133.17	2,267	\$19.03	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$19.03
Administrative Indirect Cost ⁴	\$102,127.12	2,267	\$45.05	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$45.05
Other Expenses ⁵	\$79,136.85	2,267	\$34.91	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$34.91
Vehicle Expenses ⁶	\$0.00	2,267	\$0.00	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$0.00
Total Overhead Expenses			\$98.99	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$98.99
Drug Testing ⁷			\$17.86	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$17.86
Defense Counsel ⁸			-	-	-	-	-	-	-
Jail ⁹			\$1,326.10	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,326.10
Treatment ¹⁰			-	-	-	-	-	-	-
Total Cost (Per OWI II Traditional Probation Participant)			\$1,926.40	0.0%	\$0.00	1.2%	\$22.47	98.8%	\$1,903.93

¹ Average Expense Per Case for salaries and fringes are determined by dividing the annual salary and fringes per year by the total number of hours per year (2080) for a person working a 40 hour work week; this number is then multiplied by the hours per case

² Salary is based on the average salary among 3 District Court judges

³ Overhead expenses are based on the percentage of District Court Budget funding utilized by traditional probation

⁴ Costs for maintenance, building, and County services

⁵ Includes mileage, conference expenses, telephone, and data processing

⁶ Includes vehicle repair, insurance, gas, and oil; the traditional probation program does not have vehicle expenses

⁷ Based on the average number of Drug Tests administered in one year to OWI II offenders (7.6) multiplied by the cost per test (\$2.35)

⁸ Defense Counsel costs are not included because there are negligible cost differences between different treatment options

⁹ Jail cost determined by multiplying the average number of jail days (29.8) served by a traditional OWI II offender as determined by the IT Department by the cost per jail day (\$44.50)

¹⁰ Virtually all probationers pay for the treatment they receive

Participants ¹	Total Cost Per OWI II Traditional Probation Participant	Total Cost Per Participant Reimbursed With Grant Dollars	Total Cost Per Participant Reimbursed With State Dollars	Total Cost Per Participant Paid With County Dollars
n/a	\$1,926.40	\$0.00	\$22.47	\$1,903.93

¹ This cost table is based on the cost to process a single OWI II traditional probation case

Attachment T
Total Cost For One ISP OWI II Case
(Grand Haven District Court)

	Total Expense Per Year	Total Cost Per Case		Total Cost Per Case Reimbursed With Grant Dollars		Total Cost Per Case Reimbursed With State Dollars		Total Cost Per Case Paid With County Dollars	
		Case Multiplier	Average Salaries and Fringes Per OWI II Case	Percent Reimbursed With Grant Dollars	Total Reimbursed With Grant Dollars	Percent Reimbursed With State Dollars	Total Reimbursed With State Dollars	Percent Paid With County Dollars	Total Paid With County Dollars
Salaries and Fringes ¹		Hours Per Case							
Judge Kloote	\$153,414.12	1.25	\$92.19	0.0%	\$0.00	60.3%	\$55.62	39.7%	\$36.57
Lee Soncrant (ISP Officer)	\$60,562.62	40.00	\$1,164.67	15.0%	\$174.70	0.0%	\$0.00	85.0%	\$989.97
Prosecutor	\$122,066.87	1.00	\$58.69	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$58.69
Probation Administration	\$83,281.57	0.5	\$20.02	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$20.02
Court Recorder	\$49,756.84	0.50	\$11.96	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$11.96
Total Salaries and Fringes			\$1,347.53	13.0%	\$174.70	4.1%	\$55.62	82.9%	\$1,117.21
Overhead Expenses ²		ISP Cases Per Year							
Supplies/Operating	\$17,110.61	271	\$63.14	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$63.14
Administrative Indirect Cost ³	\$41,326.20	271	\$152.50	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$152.50
Other Expenses ⁴	\$29,582.68	271	\$109.16	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$109.16
Vehicle Expenses ⁵	-	-	\$173.65	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$173.65
Total Overhead Expenses			\$498.45	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$498.45
Drug Testing ⁶			\$19.98	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$19.98
Defense Counsel ⁷			-	-	-	-	-	-	-
Jail ⁸			\$1,041.30	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,041.30
Treatment ⁹			-	-	-	-	-	-	-
Total Cost (Per OWI II ISP Probation Participant)			\$2,907.26	6.0%	\$174.70	1.9%	\$55.62	92.1%	\$2,676.94

¹ Average Expense Per Case for salaries and fringes are determined by dividing the annual salary and fringes per year by the total number of hours per year (2080) for a person working a 40 hour work week; this number is then multiplied by the hours per case

² Overhead expenses are based on the percentage of funding utilized by ISP from the Community Corrections budget

³ Costs for maintenance, building, and County services

⁴ Includes mileage, conference expenses, telephone, and data processing

⁵ Includes vehicle repair, insurance, gas, and oil; determined by dividing the total ISP vehicle expenses (\$36,988.46) by the number ISP vehicles (6) and multiplying by the number of Grand Haven ISP vehicles (2). This number is then divided by the number of Grand Haven ISP cases (71).

⁶ Based on the total number of Drug Tests administered in one year to an OWI II ISP case (8.5) multiplied by the cost per test (\$2.35)

⁷ Defense Counsel costs are not included because there are negligible cost differences between different treatment options

⁸ Jail cost determined by multiplying the average number of jail days served (23.4) by an OWI II ISP offender as determined by the IT Department by the cost per jail day (\$44.50)

⁹ Virtually all probationers pay for the treatment they receive

Participants ¹	Total Cost Per OWI II ISP Probation Participant	Total Cost Per Participant Reimbursed With Grant Dollars	Total Cost Per Participant Reimbursed With State Dollars	Total Cost Per Participant Paid With County Dollars
n/a	\$2,907.26	\$174.70	\$55.62	\$2,676.94

¹ This cost table is based on the cost to process a single OWI II ISP probation case from Grand Haven District Court

Attachment U
Total Cost For One OWI II ISP Case
(Hudsonville District Court)

	Total Expense Per Year	Total Cost Per Case		Total Cost Per Case Reimbursed With Grant Dollars		Total Cost Per Case Reimbursed With State Dollars		Total Cost Per Case Paid With County Dollars	
		Case Multipliers	Average Expenses Per Case	Percent Reimbursed With Grant Dollars	Total Reimbursed With Grant Dollars	Percent Reimbursed With State Dollars	Total Reimbursed With State Dollars	Percent Paid With County Dollars	Total Paid With County Dollars
Salaries and Fringes ¹		Hours Per Case							
Judge Post	\$153,034.86	0.5	\$36.78	0.0%	\$0.00	61.1%	\$22.47	38.9%	\$14.31
Tracey Lehnen (ISP Officer)	\$46,130.59	50.0	\$1,108.91	15.0%	\$166.34	0.0%	\$0.00	85.0%	\$942.57
Kathy Kensil (Probation Office)	\$61,768.50	6.5	\$193.03	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$193.03
Kelly Taylor (Probation Office)	\$69,165.85	6.5	\$216.14	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$216.14
Probation Administration	\$83,281.57	0.5	\$20.02	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$20.02
Court Recorder	\$49,756.84	0.5	\$11.96	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$11.96
Total Salaries and Fringes			\$1,586.84	10.5%	\$166.34	1.4%	\$22.47	84.1%	\$1,398.03
Overhead Expenses ²		ISP Cases Per Year							
Supplies/Operating	\$17,110.61	271	\$63.14	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$63.14
Administrative Indirect Cost ³	\$41,326.20	271	\$152.50	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$152.50
Other Expenses ⁴	\$29,582.68	271	\$109.16	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$109.16
Vehicle Expenses ⁵	-	-	\$134.02	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$134.02
Total Overhead Expenses			\$458.82	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$458.82
Drug Testing ⁶			\$17.86	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$17.86
Defense Counsel ⁷			-	-	-	-	-	-	-
Jail ⁸			\$1,041.30	0.0%	\$0.00	0.0%	\$0.00	100.0%	\$1,041.30
Treatment ⁹			-	-	-	-	-	-	-
Total Cost (Per OWI II ISP Probation Participant)			\$3,104.82	5.4%	\$166.34	0.7%	\$22.47	93.9%	\$2,916.01

¹ Average Expense Per Case for salaries and fringes are determined by dividing the annual salary and fringes per year by the total number of hours per year (2080) for a person working a 40 hour work week; this number is then multiplied by the hours per case

² Overhead expenses are based on the percentage of funding utilized by ISP from the Community Corrections budget

³ Costs for maintenance, building, and County services

⁴ Includes mileage, conference expenses, telephone, and data processing

⁵ Includes vehicle repair, insurance, gas, and oil; determined by dividing the total ISP vehicle expenses (\$36,988.46) by the total number ISP vehicles (6) and multiplying by the number of Hudsonville ISP vehicles (1). This number is then divided by the number of Hudsonville ISP cases (46).

⁶ Based on the total number of Drug Tests administered in one year to an OWI II ISP case (7.6) multiplied by the cost per test (\$2.35)

⁷ Defense Counsel costs are not included because there are negligible cost differences between different treatment options

⁸ Jail cost determined by multiplying the average number of jail days served (23.4) by an OWI II ISP offender as determined by the IT Department by the cost per jail day (\$44.50)

⁹ Virtually all probationers pay for the treatment they receive

Participant ¹	Total Cost Per OWI II ISP Probation Participant	Total Cost Per Case Reimbursed With Grant Dollars	Total Cost Per Case Reimbursed With State Dollars	Total Cost Per Case Paid With County Dollars
n/a	\$3,104.82	\$166.34	\$22.47	\$2,916.01

¹ This cost table is based on the cost to process a single OWI II ISP probation case from Hudsonville District Court

Attachment V
Local Cash Match Required Per Year Based On Grant Expiration

Grant Name	Total Grant (cash match % in subsequent years)	2004/05 Local Cash Match	2005/06 Local Cash Match	2006/07 Local Cash Match	2007/08 Local Cash Match	2008/09 Local Cash Match	2009/10 Local Cash Match	2010/11 Local Cash Match	2011/12 Local Cash Match	All Subsequent Years Local Cash Match
District Court										
SCAO-2005-017 (10/1/05-9/30/06) 2005-2006	\$100,212 (5,5,10,15,20,80,...)	\$0	\$5,011	\$5,011	\$10,022	\$15,032	\$20,044	\$80,170	\$80,170	\$80,170
SCAO-2005-023 (10/1/04-9/30/05) 2004-2005	\$154,141 (5,5,10,15,20,80,...)	\$7,707	\$7,707	\$15,414	\$23,121	\$30,828	\$123,313	\$123,313	\$123,313	\$123,313
SCAO Drug Court Grant 2006 ¹	\$219,231 (5,5,10,15,20,80,...)	\$0	\$0	\$10,961	\$10,961	\$21,923	\$32,883	\$43,844	\$175,385	\$175,385
Total District Court Cash Match		\$7,707	\$12,718	\$31,386	\$44,104	\$67,783	\$176,240	\$247,327	\$378,868	\$378,868
Circuit Court										
Byrne Drug Court Grant (1/1/04-12/31/04) 2004	\$104,277 (25,25,25,25,80,...)	\$26,069	\$26,069	\$26,069	\$26,069	\$83,422	\$83,422	\$83,422	\$83,422	\$83,422
SCAO-2005-017 (10/1/04-9/30/05) 1010-1371	\$42,897 (5,5,10,15,20,80,...)	\$2,145	\$2,145	\$4,290	\$6,435	\$8,579	\$34,318	\$34,318	\$34,318	\$34,318
Byrne Juvenile Drug Court (10/1/05-9/30/06) 2170-1491	\$65,205 (25,25,25,25,80,...)	\$0	\$16,301	\$16,301	\$16,301	\$16,301	\$52,164	\$52,164	\$52,164	\$52,164
SCAO 2006-020 (10/1/05-9/30/06) 2170-1371	\$106,667 (5,5,10,15,20,80,...)	\$0	\$5,333	\$5,333	\$10,668	\$16,001	\$21,333	\$85,334	\$85,334	\$85,334
SCAO Drug Court Juvenile (10/1/05-9/30/06) 2170-1493	\$45,333 (5,5,10,15,20,80,...)	\$0	\$2,267	\$2,267	\$4,533	\$6,800	\$9,067	\$36,266	\$36,266	\$36,266
SCAO-2004-40 (1/1/04-12/31/04)	\$58,832 (5,5,10,15,20,80,...)	\$2,942	\$2,942	\$5,883	\$8,825	\$11,766	\$47,066	\$47,066	\$47,066	\$47,066
Byrne Memorial Formula Grant (10/1/04-9/30/05)	\$121,992 (25,25,25,25,80,...)	\$30,498	\$30,498	\$30,498	\$30,498	\$97,594	\$97,594	\$97,594	\$97,594	\$97,594
Total Circuit Court Cash Match		\$61,654	\$85,555	\$90,641	\$103,329	\$240,463	\$344,964	\$436,164	\$436,164	\$436,164
Family Court										
JAIBG-04-70001 (4/1/04-3/31/05)	\$27,000 ² (10,100,...)	\$2,700	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
JAIBG-05-70001 (4/1/05-3/31/06)	\$24,510 ² (10,100,...)	\$2,451	\$24,510	\$24,510	\$24,510	\$24,510	\$24,510	\$24,510	\$24,510	\$24,510
Total Family Court Cash Match		\$5,151	\$51,510	\$51,510	\$51,510	\$51,510	\$51,510	\$51,510	\$51,510	\$51,510
Total All Grants		\$74,512	\$149,783	\$173,537	\$198,943	\$359,756	\$572,714	\$735,001	\$866,542	\$866,542

¹ Grant has not been awarded yet

² Drug Court is a portion of the total grant

Attachment W

Overview of the Recidivism Timeline

Because an 18-month period is the minimum time necessary to obtain recidivism data after a participant graduates from the drug court program, a chart was developed to identify the number of participants that can enroll in the program per month over a five year period and to identify the month and year the participant is likely to graduate.

Based on the date the participant is likely to graduate (which is dependant on the length of the program), the chart identifies the month and year in which the participant can be evaluated for recidivism (18-months after their likely graduation date). The chart also illustrates the number of participants that may be discharged from the program and as a result should not be studied for the purpose of evaluation. It is important to note that the discharge rate used on the chart is based on the actual program discharge rate during the evaluation period.

Additionally, because a drug court may not provide adequate services for some of its participants (i.e. participants with co-occurring disorders), the chart also illustrates the number of individuals with co-occurring disorders that should be removed from the evaluation if adequate services are not being provided. This number is based on the actual percent of participants identified that have been identified as having a co-occurring disorder.

An illustration that highlights the concept of the chart is provided below:

		12-Months														
		Jan 05	Feb 05	Mar 05	Apr 05	May 05	Jun 05	Jul 05	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	Mar 06
5 participants enroll in October 2005	Participants Enrolling (By Month)									5	1	1		4	5	4
1 is discharged	Participants Discharged for Non-Compliance (By Month)	0	0	0	0	0	0	0	0	1	0	0	0	1	1	
2 have a co-occurring disorder	Participants Removed from Program Evaluation for Co-Occurring Disorders (By Month)	0	0	1	1	1	1	0	1	1	2	1	1	1	2	2
9 total participants that have enrolled since January 2005 remain for evaluation purposes	Remaining Participants after Discharges and Removals (Cumulative Total)	2	3	4	4	5	6	7	7	7	9	9	9	12	14	15
9 total participants that have enrolled since January 2005 can be evaluated by August 2008	Likely Date of Graduation (Minimum 16 months after enrollment)	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	July 07
	Graduates That Can Be Evaluated By Month And Year (Cumulative Total)	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09
14 total participants can be evaluated by December 2008	Graduates That Can Be Evaluated (Cumulative Total)	2	3	4	4	5	6	7	7	7	9	9	9	3	5	6
	Graduates That Can Be Evaluated (Cumulative Total)	2	3	4	4	5	6	7	7	7	9	9	9	12	14	15

Attachment X

**58th District Court
Sobriety Drug Court (Judge Jonas and Judge Knoll)**

Estimated Time Necessary To Obtain Recidivism Data

	12-Months												12-Months												12-Months												12-Months												Average (Per year) ⁵													
	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04	Jan 05	Feb 05	Mar 05	Apr 05	May 05	Jun 05	Jul 05	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	Apr 08		May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	
Participants Enrolling (Two Drug Court Dockets) ¹ (By Month)	9	8	6	3	2	9	7	5	3	3	8	4	1	3	1	2	3	7	9	8	6	3	2	9	7	5	3	3	8	4	1	3	1	2	3	7	9	8	6	3	2	9	7	5	3	3	8	4	1	3	1	2	3	7	9	8	6	3	2	9	56	
Participants Discharged for Non-Compliance ² (By Month)	0	0	0	2	0	0	0	1	1	1	1	0	1	2	0	2	1	2	0	0	0	2	0	0	0	1	1	1	1	0	1	2	0	2	1	2	0	0	0	2	0	0	0	1	1	1	1	0	1	2	0	2	1	2	0	0	0	0	2	0	0	
Participants Removed from Program Evaluation for Co-Occurring Disorders ³ (By Month)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Remaining Participants after Discharges and Removals (Cumulative Total)	9	17	23	24	26	35	42	46	48	50	57	61	61	62	63	63	65	70	79	87	93	94	96	105	112	116	118	120	127	131	131	132	133	133	135	140	149	157	164	165	167	176	183	187	189	191	198	202	202	203	204	204	206	211	220	228	236	237	239	248		
Likely Date of Graduation (Minimum 17.5 months after enrollment)	Nov 05	Dec 05	Jan 06	Feb 06	Mar 06	Apr 06	May 06	Jun 06	Jul 06	Aug 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	July 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Apr 10	May 10	Jun 10	Jul 10	Aug 10	Sep 10	Oct 10		
Graduates That Can Be Evaluated By Month And Year ⁴ (Cumulative Total)	9	17	23	24	26	35	42	46	48	50	57	61	0	1	2	2	4	9	18	26	32	33	35	44	7	11	13	15	22	26	26	27	28	28	30	35	9	17	23	24	26	35	42	46	48	50	57	61	0	1	2	2	4	9	18	26	32	33	35	44	46.7	
Graduates That Can Be Evaluated ⁴ (Cumulative Total)	9	17	23	24	26	35	42	46	48	50	57	61	61	62	63	63	65	70	79	87	93	94	96	105	112	116	118	120	127	131	131	132	133	133	135	140	149	157	164	165	167	176	183	187	189	191	198	202	202	203	204	204	206	211	220	228	236	237	239	248		

¹ This model is based on a formula wherein any opening for enrollment in to Drug Court is immediately filled; the maximum number of participants that can be enrolled in the program at one time is 35 per Drug Court docket

² Based on actual participant discharge rates (16.7%) between May 2005 and April 2006

³ According to District Court, participants with co-occurring disorders are receiving adequate mental health services; as a result, all participants can be studied for the purpose of evaluation

⁴ Based on a minimum time necessary to collect adequate program data (18 months after graduation); the number of individuals available for evaluation may be less if additional participants do not successfully complete the program

⁵ Average is based on a 6 year cycle in order to eliminate any statistical outliers (i.e. a year with either a low or high enrollment that may influence the overall average per year)

