Peer Review Summary Report

THE PEER REVIEW REPORT TEMPLATE HAS BEEN UPDATED, SO THIS REPORT WILL NOT MATCH THE TEMPLATE EXACTLY; NEW SAMPLE REPORTS WILL BE POSTED WHEN ADDITIONAL PEER REVIEWS HAVE BEEN CONDUCTED USING THE REVISED MATERIALS.

Background and Overview
A peer review process was conducted with [NAME of COURT] Adult Drug Court Program on [DATES] by [NAMES of PEER REVIEWERS and AFFILIATIONS] participated in the review with [NAME of CJC STAFF] as the lead staff from CJC. This report summarizes the highlights of the review process.

Summary of Best Practices
The following practices that follow Oregon Standards have been implemented by this program. They are based on research demonstrating that programs with these practices have more positive outcomes than other programs. Congratulations on your program’s achievements in these areas! A full set of practices that is utilized by this program is included at the end of this report.

Key:
SCS = Oregon Specialty Court

1. A representative from treatment attends status hearings. (SCS 1-4)
2. All key team members attend every pre-court staff meetings (staffings) (Judge, prosecutor, defense attorney, treatment, program coordinator, and probation). (SCS 1-4, 7-4)
3. All key team members attend status hearings (Judge, prosecutor, defense attorney, treatment, program coordinator, and probation). (SCS 1-4)
4. Attorneys on the specialty court team attend pre-court staff meetings and status hearings. (SCS 2-3)
5. The time between arrest and program entry is 50 days or less. (SCS 3-8)
6. The specialty court uses a single treatment agency to provide treatment for a majority of participants and to provide oversight of any other treatment agencies treatment specialty court participants. (SCS 4-2)
7. The specialty court has guidelines on the frequency of treatment sessions that a participant must receive (e.g., 2 to 3 group sessions per week). (SCS 4-7)
8. The specialty court focuses on relapse prevention and aftercare services. (SCS 4-12)
9. The specialty court program has processes in place to ensure the quality and accountability of the treatment provider. (SCS 4-11)
10. Participants are expected to have greater than 90 days clean (negative drug tests) before graduation. (SCS 5-5)
11. Program has a range of sanction options (including less severe sanctions such as writing assignments and community service through more severe sanctions such as jail time). (SCS 6-3)
12. Participants have status hearings every 2 weeks in first phase. (SCS 7-6)
13. The Judge’s term in a minimum of 2 years or indefinite. (SCS 2-1)
14. Review of the data and/or regular reporting of program statistics has led to modifications in specialty court operations. (SCS 8-1, 8-2, 8-4)
15. All new hires to the specialty court complete a formal training or orientation. (SCS 9-4)
16. The specialty court has a policy committee. (SCS 10-1, 10-2)
17. The specialty court has an advisory committee. (SCS 10-3)
18. Before entering the program, participants are informed about the types of incentives and sanctions used. (SCS 6-2)
19. Participants are allowed to communicate with the defense attorney prior to the imposition of a jail sanction. (SCS 6-2)
20. Program is using the preferred statewide case management program, currently OTCMS. (SCS 8-6)

Priority Recommendations
The following section lists several areas that are not currently aligned with Oregon Standards. These are areas that could benefit from changes. A full set of practices that are not yet utilized by this program are attached. Additional recommendations are listed at the end.

RECOMMENDATION 1: Best Practice #2
(Non-probation) Law enforcement is a member of the specialty court team. (SCS 1-1)
To the extent possible, the specialty court team should make certain that local and state police understand their participation with specialty court as a cost-effective way to deal with repeat offenders who have substance abuse problems. Participation by law enforcement on the team can change participants’ view of law enforcement and can change law enforcements’ view of participants. Additionally, the program should be seen as an avenue for addressing quality of life issues and preserving public safety. Research in this area has shown that greater law enforcement involvement increases graduation rates and reduces costs to the overall criminal justice system (often because of the impact of the program on reducing recidivism).

RECOMMENDATION 2: Best Practice #26
The minimum length of the specialty court program is 12 months or more. (SCS 4-4.3)
The program is encouraged to establish a minimum 12 months of supervision and treatment for specialty court participants as research demonstrates that programs that are 12 months or longer have significantly better outcomes (lower recidivism and higher cost savings). Participant phases should also reflect the time in which participants are actually enrolled in program.

RECOMMENDATION 3: Best Practice #29
Drug test results are back in 2 days or less. (SCS 5-4)
Establish protocols to obtain drug testing results as soon as possible, and within 48 hours at the longest. Effective behavior modification relies on rapid response to behavior, and that includes a quick response when participants have used or relapsed.

RECOMMENDATION 4: Best Practice #30
Drug tests are collected at least 2 times per week. (SCS 5-1)
The program should administer drug tests on participants twice per week (at a minimum) during all phases of the program. A standardized system of drug testing, coordinated with probation and parole guidelines, should continue through the entirety of the program. Details of the drug testing schedule should also be documented by the program in the policy and procedure manual or other related materials.

**RECOMMENDATION 5: Best Practice #41**  
Judge spends an average of 3 minute or greater with each participant during status hearings. (SCS 7-9)  
An average of three (3) minutes per participant is related to graduation rates 15 percentage points higher and recidivism rates that are 50% lower than specialty courts that spend less than 3 minutes per participant.

**RECOMMENDATION 6: Best Practice #44**  
The results of program evaluations have led to modifications in specialty court operations. (SCS 8-4)  
Establish a regular interval for evaluation feedback. Review the results of all evaluations and associated recommendations as a team. Discuss how to make related program modifications.  
Use feedback about the program to analyze operations, modify program procedures, gauge effectiveness, change therapeutic interventions, measure and refine program goals, and make decisions about continuing or expanding the program.

**Participant Feedback:**  
An important part of the peer review process was to hear from program participants about their experiences with the program. During the visit, we spoke with four participants. Here is a summary of their feedback.

Participants who were interviewed felt the program provided them with the necessary tools to remain clean and sober. They noted they especially benefited from the services they received from [Services]. All were well oriented into the program and knew what the possible sanctions might be if they were non-compliant.

Participants most like and appreciate the following parts of the program:  
- Participants are grateful for the Mental Health component of Drug Court.  
- The judge is fair and impartial and encourages success.  
- Good communication about progress from residential treatment to [Location].  
- Some quotes:  
  - “I think [Location] is awesome.”  
  - “They give you a chance to be upfront”  
  - “[Services] counselors are really good at their jobs.”

Participants reported that the following parts of the program are most challenging for them:  
- Participants have transportation issues. Bus passes would help with this challenge.  
- Participants report a great deal repetition in the curriculum after being in the program more than 6-7 months.
Participants offered the following suggestions for the program to consider:

- Having treatment personnel available on the weekends.
- Offer additional life skills classes earlier in the day.
- Funding for bus passes.
- More variety in curriculum.

Additional Observations

- **INNOVATIVE PRACTICES**
  - The lobby sanction.
  - Jail treatment pod.

- **OTHER POSITIVES OR HIGHLIGHTS**
  - Excellent communication between team members prior to and during pre-court staffing.
  - Judge is a leader in pre-court staffings and in status hearings. At the same time, he allows all team members to contribute and is considerate of suggestions. Judge [blank] is highly respected by team members and participants.
  - The team identifies proximal and distal behaviors to make better use of rewards/sanctions. The drug court team does a good job of taking participant’s abilities and resources into account when determining responses to behavior.
  - Tribal representation at staffing.
  - [Blank] has a very welcoming facility and employs an experienced staff.
  - [Blank] provides mental health screenings for all participants.
  - Strong and supportive Deputy DA as a member of the team.
  - Defense has a strong understanding of the drug court model.
  - PO is knowledgeable and experienced in the treatment field.
  - The Court Coordinator works tirelessly to promote the best practice standards in the [Blank] County Adult Drug Court. He stays up to date on the latest research and takes time to educate the rest of the team.

- **TRAINING NEEDS**
  - Role specific trainings offered through the National Drug Court Institute.
  - Operational Tune-up, offered through the National Drug Court Institute.
Recommended Next Steps

The results of this assessment can be used for many purposes, including 1) improvement of program structure and practices for better participant outcomes (the primary purpose), 2) grant applications to demonstrate program needs or illustrate the program’s capabilities, and 3) requesting resources from boards of county commissioners or other local groups.

- **Distribute copies of the report** to all members of your team, advisory group, and other key individuals involved with your program.
- **Set up a meeting** with your team and steering committee, etc., to discuss the report’s findings and recommendations. Ask all members of the group to **read the report** prior to the meeting and **bring ideas and questions**. Identify who will **facilitate** the meeting (bring in a person from outside the core group if all group members would like to be actively involved in the discussion).
- **Contact your peer reviewer or staff at the state office** if you would like outside staff to be available by phone to answer questions.
- During the meeting(s), **review each recommendation**, discuss any questions that arise from the group, and **summarize the discussion, any decisions, and next steps** [assign someone to take notes]. You can use the format on the following page or develop your own.
## Recommendation Review Form

Please complete the following table for each recommendation. For any recommendation there may be multiple tasks in the action plan.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Responsible individual, group, or agency</th>
<th>Action plan</th>
<th>Target dates</th>
<th>TA or training needed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work to have a member of law enforcement as a part of the Drug Court team and ensure their participation in pre court staffing and status hearings. (SCS 1-1, 1-4)</td>
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<tr>
<td>2. Develop a policy that requires participants to participate in a minimum of 12 months or probation and treatment prior to being eligible to graduate. (SCS 4-4)</td>
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<td>3. Establish protocols to obtain drug testing results as soon as possible, and within 48 hours at the longest. (SCS 5-4)</td>
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<td>4. Establish a random UA system that results in participants being tested 2 times per week, for the entirety of the program (SCS 5-1).</td>
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<td>5. The Judge should work towards the best practice of spending at least 3 minutes with each participant during status hearing, especially those who are doing well. (SCS 7-9)</td>
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<td>6. Establish a regular interval for evaluation feedback. Review the results of all evaluations and recommendations as a team. Discuss related program modifications as a team. (SCS 8-4)</td>
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</tr>
</tbody>
</table>
Responsible individual, group, or agency: Identify who is the focus of the recommendation, and who has the authority to make related changes.

Action plan: Describe the status of action related to the recommendation (some changes or decisions may already have been made). Identify which tasks have been assigned, to whom, and by what date they will be accomplished or progress reviewed. Assign tasks only to a person who is present. If the appropriate person is not present or not yet identified (because the task falls to an agency or to the community, for example), identify who from the group will take on the task of identifying and contacting the appropriate person.

- Person: (Name)
- Task: (make sure tasks are specific, measurable, and attainable)
- Deadline or review date: (e.g., June 10th) the dates for some tasks should be soon (next month, next 6 months, etc.); others (e.g., for longer term goals) may be further in the future.
- Who will review: (e.g., advisory board will review progress at their next meeting)

Target dates: Indicate the date that each task will be accomplished. Add task deadlines to the agendas of future steering committee meetings, to ensure they will be reviewed, or select a date for a follow-up review (in 3 or 6 months, for example), to discuss progress and challenges, and to establish new next steps, task lists, and review dates.

TA or training needed: Add a check mark in this column if training or technical assistance is needed to help address this recommendation.

Send this completed form to the CJC. CJC staff will discuss any needed training and technical assistance and how to obtain them.
Checklist of Guidelines and Standards

<table>
<thead>
<tr>
<th>Key Component</th>
<th>Is the program performing this practice?</th>
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<tbody>
<tr>
<td><strong>Key Component #1: Drug courts integrate alcohol and other drug treatment services with justice system case processing.</strong></td>
<td></td>
</tr>
<tr>
<td>1. A representative from treatment attends status hearings [SCS 1-4]</td>
<td>Yes</td>
</tr>
<tr>
<td>2. (Non-probation) Law enforcement is a member of the specialty court team [SCS 1-1]</td>
<td>No</td>
</tr>
<tr>
<td>3. All key team members attend pre-court staff meetings (staffings) (Judge, prosecutor, defense attorney, treatment, program coordinator, and probation) [SCS 1-4, 7-4]</td>
<td>Yes</td>
</tr>
<tr>
<td>4. The defense attorney attends pre-court staff meetings [SCS 1-4]</td>
<td>Yes</td>
</tr>
<tr>
<td>5. A representative from treatment attends pre-court staff meetings [SCS 1-4]</td>
<td>Yes</td>
</tr>
<tr>
<td>6. Coordinator attends pre-court staff meetings [SCS 1-4]</td>
<td>Yes</td>
</tr>
<tr>
<td>7. Law enforcement attends pre-court staff meetings [SCS 1-4]</td>
<td>No</td>
</tr>
<tr>
<td>8. All key team members attend status hearings (Judge, prosecutor, defense attorney, treatment, program coordinator, and probation) [SCS 1-4]</td>
<td>Yes</td>
</tr>
<tr>
<td>9. Law enforcement attends status hearings [SCS 1-4]</td>
<td>No</td>
</tr>
<tr>
<td>10. Treatment communicates with court via email [SCS 1-5]</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Key Component #2: Using a non-adversarial approach, prosecution and defense counsel promote public safety while protecting participants’ due process rights.**

| 11. A prosecuting attorney is part of the specialty court team [SCS 2-1] | Yes |
| 12. A defense attorney is part of the specialty court team [SCS 2-1] | Yes |
| **13. Attorneys on the specialty court team attend pre-court staff meetings and status hearings [SCS 2-3]** | Yes |

**Key Component #3: Eligible participants are identified early and promptly placed in the drug court program.**

| 14. The time between arrest and program entry is 50 days or less [SCS 3-8] | Yes |
| 15. Program caseload (number of individuals actually participating at any one time) is less than 125 -or- program can demonstrate it has sufficient resources and intensity to serve a larger caseload [SCS 3-11] | Yes |
| 16. Program uses standardized assessment to determine eligibility [SCS 3-1, 3-4] | No |

**Key Component #4: Drug courts provide access to a continuum of alcohol, drug and other treatment and rehabilitation services.**

| Is the program performing this practice? | |
|-----------------------------------------| |
| July 2016 | |
The text continues with the checklist of guidelines and standards for the Oregon Treatment Courts Peer Review Process.
17. The specialty court uses a single treatment agency to provide treatment for a majority of participants and/or to provide oversight for any other treatment agencies treating specialty court participants [SCS 4-2] | Yes
18. The specialty court has guidelines on the frequency of treatment sessions that a participant must receive [SCS 4-7] | Yes
19. The specialty court offers gender specific services [SCS 4-7] | Yes
20. The specialty court offers mental health treatment [SCS 4-7] | Yes
21. The specialty court offers parenting classes [SCS 4-8] | Yes
22. The specialty court offers family/domestic relations counseling [SCS 4-7] | Yes
23. The specialty court offers residential treatment [SCS 4-7] | Yes
24. The specialty court offers health care [SCS 4-8] | Yes
25. The specialty court offers dental care [SCS 4-8] | Yes
26. The minimum length of the specialty court program is 12 months or more [SCS 4-4] | No
27. The specialty court focuses on relapse prevention for all participants [SCS 4-12] | Yes
28. The specialty court program has processes in place to ensure the quality and accountability of the treatment provider [SCS 4-11] | Yes

Key Component #5: Abstinence is monitored by frequent alcohol and other drug testing. Is the program performing this practice?

29. Drug test results are back in 2 days or less [SCS 5-4] | No
30. Drug tests are collected at least 2 times per week [SCS 5-1] | No
31. Participants are expected to have greater than 90 days clean (negative drug tests) before graduation [SCS 5-5] | Yes

Key Component #6: A coordinated strategy governs drug court responses to participants’ compliance. Is the program performing this practice?

32. Sanctions are imposed immediately after non-compliant behavior (e.g., specialty court will impose sanctions in advance of a client’s regularly scheduled court hearing) [SCS 6-6] | Yes
33. Program has written rules for team response to participant behaviors [SCS 6-1] | No
34. Program has a range of sanction options (including less severe sanctions such as writing assignments and community service and more severe sanctions such as jail time) [SCS 6-3] | Yes
35. In order to graduate, participants must have a job or be in school [SCS 6-13] | No
36. In order to graduate, participants must have a sober housing environment [SCS 6-14] | No
### OREGON TREATMENT COURTS PEER REVIEW PROCESS

**Peer Review Summary Report**

| 37. | Participants are required to pay court fees [SCS 6-10] | Yes |
| 38. | In order to graduate, participants must have paid all required program fees [SCS 6-11] | Yes |
| 39. | The typical length of jail sanctions is 6 days or less [SCS 6-12] | No |

**Key Component #7:** Ongoing judicial interaction with each participant is essential.

| 40. | Participants have status hearings at least every 2 weeks in first phase [SCS 7-6] | Yes |
| 41. | Judge spends an average of 3 minutes or greater per participant during status hearings [SCS 7-9] | No |
| 42. | The judge’s term is a minimum of 2 years or indefinite [SCS 7-1] | Yes |
| 43. | The judge was assigned to specialty court on a voluntary basis [SCS 7-10] | Yes |

**Key Component #8:** Monitoring and evaluation measure the achievement of program goals and gauge effectiveness.

| 44. | The results of program evaluations have led to modifications in specialty court operations [SCS 8-4] | No |
| 45. | Review of the data and/or regular reporting of program statistics has led to modifications in specialty court operations [SCS 8-1, 8-2, 8-4] | Yes |

**Key Component #9:** Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations.

| 46. | All new hires to the specialty court complete a formal training or orientation [SCS 9-4] | Yes |

**Key Component #10:** Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court program effectiveness.

| 47. | The specialty court has a policy committee [SCS 10-1, 10-2] | Yes |
| 48. | The specialty court has an advisory committee [SCS 10-3] | Yes |
| 49. | The specialty court program has formed an independent 501(c)(3) or other non-profit organization [SCS 10-4] | No |

**Additional Practices**

| 50. | Is there a Memorandum of Understanding (MOU) in place between the specialty court team members (and/or the associated agencies)? [SCS 1.3] | Yes |
| 51. | Is there a written policy and procedure manual for the specialty court program? [SCS 1-2, 6-1, 9-1] | Yes |
OREGON TREATMENT COURTS PEER REVIEW PROCESS

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<table>
<thead>
<tr>
<th>Question</th>
<th>Yes/No</th>
</tr>
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<tbody>
<tr>
<td>52. Are participants given a participant handbook upon entering the program? [SCS 2-8]</td>
<td>Yes</td>
</tr>
<tr>
<td>53. Specialty court staff members are educated across disciplines. [SCS 9-2]</td>
<td>No</td>
</tr>
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<td>54. Before entering the program, participants are informed about the types of incentives and sanctions used. [SCS 6-2]</td>
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<td>55. Participants are allowed to communicate with the defense attorney prior to the imposition of a jail sanction. [SCS 6-2]</td>
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<td>56. Program is using the preferred statewide case management program, currently OTCMS [SCS 8-6]</td>
<td>Yes</td>
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</table>

Additional Recommendations

- Consider the development of an incentives and sanctions grid to help guide program responses to participant behaviors. The grid provides participants an idea of the range of sanctions and incentives available for various behaviors. The grid will also provide staff with guidance during pre-court staffings. An incentives and sanctions grid is best used as a guide and specific responses may be adjusted to accommodate individual participant circumstances.

- Notwithstanding the challenge in small rural communities, adding criterion that graduates maintain employment or be enrolled in school is crucial to a participants continued success. Programs that implement this practice have significantly greater cost savings than other programs.

- The effectiveness of jail as a sanction tapers off within 3-4 days (particularly in high-risk individuals). This results in increasing the use of resources while gaining little in return. Jail sanctions should be used judiciously and as a last resort, with program responses gradually building towards its use. Team members and participants report 5 or 10 day jail sanctions were typical of the [County] Adult Drug Court. It would be good to discuss the benefits of decreasing the length of sanction to 3 or 6 days. This would reduce the use of custodial resources while maximizing the effectiveness of the sanction itself.

- Establishing an independent 501(c)(3) or other nonprofit organization can be beneficial for long term program stability. If this arrangement is appropriate for the needs of the program, actions should be taken to create one.

- Specialty court staff would benefit from being educated across disciplines. Team members can share valuable information about their own roles and content expertise with each other. Training and education should also include topics such as the drug court model, best practices, substance abuse and addiction, drug and alcohol and mental health treatment, co-occurring disorders, sanctions and incentives, drug testing standards and protocols, confidentiality and ethics, and
proficiency in dealing with participants’ race, culture, ethnicity, gender and sexual orientation, and trauma. Training opportunities are available by contacting the National Drug Court Institute (http://www.ndci.org/training/advanced-training/cultural-proficiency).