



NDCI
NATIONAL DRUG
COURT INSTITUTE

KNOW YOUR ROLE: WHAT YOU DO AND WHAT YOU SHARE

Developed by:
National Drug Court Institute

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STANDARD VIII



A dedicated, multidisciplinary team of professionals that . . .

- ✓ Manages the day-to-day operations
- ✓ Reviews participant progress
- ✓ Contributes observations and recommendations based on expertise
- ✓ Delivers and oversees the delivery of legal, treatment, and supervision services

OBJECTIVES



Composition
and Training

Sharing
Information

TEAM

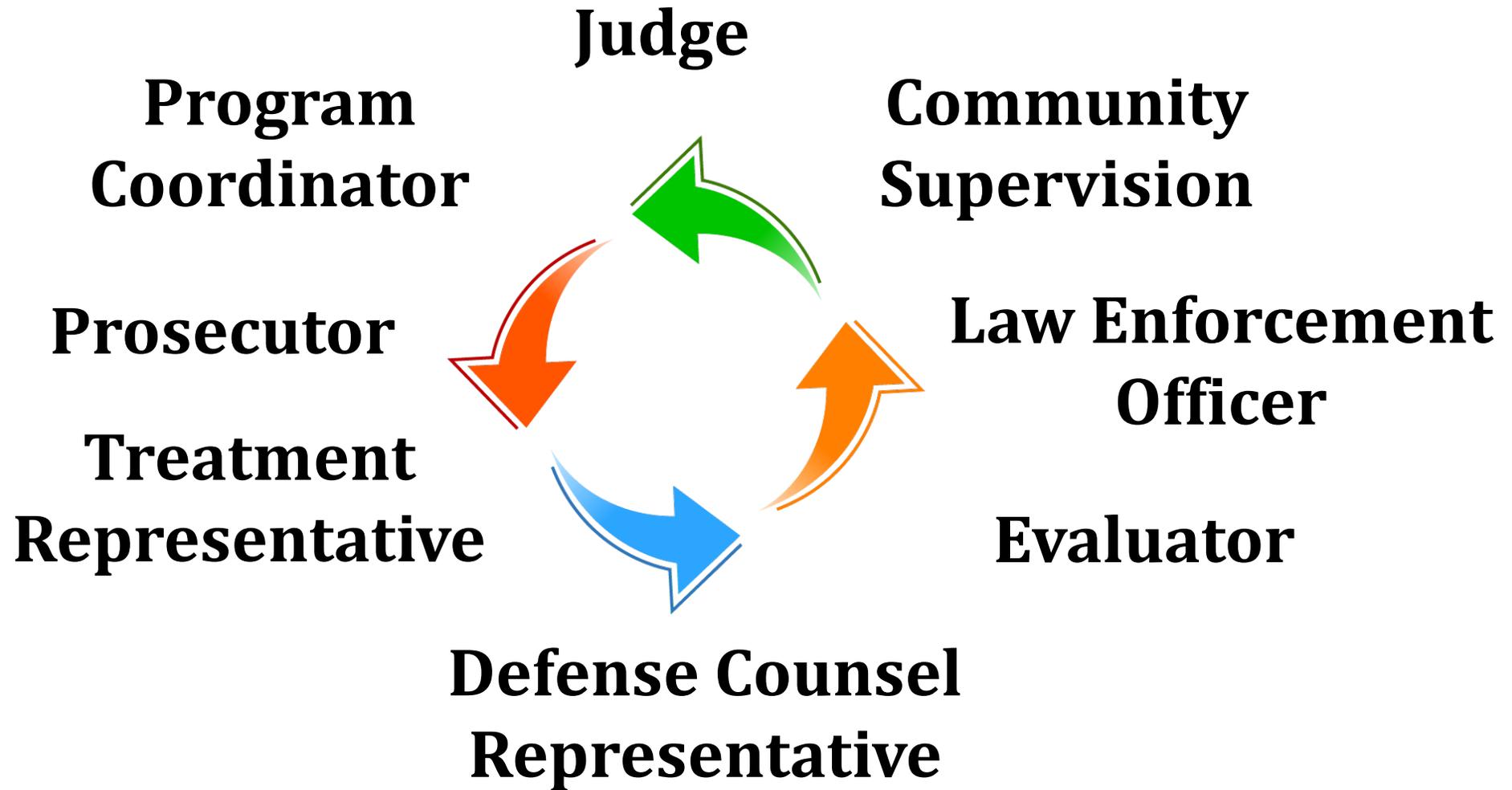
Communication
and
Decision
Making

Pre-Court
Staffing and
Status Hearings



YOUR TEAM

TEAM COMPOSITION



JUDGE



Message: "Someone in authority cares."

A drug court judge presides over non-adversarial court appearances for drug court appearances and leads the drug court team in creating a participant focused recovery program.



JUDGE – RESEARCH



The judge spends an average of 3 minutes or more per participant during status review hearings

Recidivism reduction* ↑ 153%

Cost savings* ↑ 36%

The judge was assigned to treatment court on a voluntary basis

Recidivism reduction* ↑ 84%

Cost savings* ↑ 4%

The judge's term is indefinite

Recidivism reduction* ↑ 35%

Cost savings* ↑ 17%

*Recidivism reduction and cost savings relative to courts that do not follow these practices.

JUDGE – COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program, mission and goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Select team members from each discipline and extend an invitation to take part in drug court;
 - Schedule planning meetings conducive to the schedule of each drug court team member;
 - Develop with team members the structure of program mission; along with goals and objectives during planning process meetings;
 - Assure all agreed upon terms of the program structure are memorialized;
 - Maintain role as team leader while promoting a productive work environment where each team member can participate without fear

JUDGE – COMPETENCIES



COMPETENCY 1 OPERATIONAL DRUG COURT

- Continues to schedule regular meetings, focused on program structure only
- Regularly revisits program mission and goals & objectives with team to assure their efficacy and application
- Schedules team building activities designed to promote and encourage team members

JUDGE – COMPETENCIES



COMPETENCY 2: As part of the Drug Court team, in appropriate non-court settings (i.e. staffings), the judge advocates for effective incentives and sanctions for program compliance or lack thereof.

PLANNING PROCESS

- Discuss with the team when staffings will convene
- Participates in client staffings
- Presides over court sessions
- Learn science-based principles regarding the development and usage of incentives and sanctions
- Explores, along with team, community resources available for the imposition of incentives (i.e. gift certificates for local businesses) and sanctions (i.e. community service at local animal shelter)
- Participate in the development of incentives and sanctions to be used in the drug court program

JUDGE – COMPETENCIES



COMPETENCY 2 OPERATIONAL DRUG COURT

- Participates in scheduled staff meetings to review progress of participants
- Presides over court sessions
- Solicits information regarding participant's progress from every team member in attendance
- Remains abreast of research regarding behavior modification techniques and the imposition of incentives and sanctions
- Imposes incentives and sanctions that are consistent while considering the individual needs of each drug court participants
- Establishes separate meetings to ensure that policy and staffing issues are discussed
- Delivers coordinated response to participants in the courtroom.

JUDGE – COMPETENCIES



COMPETENCY 3: Is knowledgeable of addiction, alcoholism and pharmacology generally and applies that knowledge to respond to compliance in a therapeutically appropriate manner.

PLANNING PROCESS

- Selects treatment provider who is knowledgeable and informed
- Participates in the creation of a memorandum of understanding reflecting the mutual agreements between the drug court and treatment provider
- Learns about psychopharmacology and addiction.
- Learns about scientific and evidenced based treatment modalities and interventions for the target population.
- Learns about strengths-based approaches

JUDGE – COMPETENCIES



COMPETENCY 3 OPERATIONAL DRUG COURT

- Participates in regular cross-trainings with the treatment team
- Focuses on strengths-based approaches.

JUDGE – COMPETENCIES



COMPETENCY 4: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Selects team members who are culturally competent and familiar with the population from which drug court participants will be selected
- Engages in cultural awareness training

OPERATIONAL DRUG COURT

- Participates in on-going cultural awareness training
- Promotes cultural competency among entire team through outside and cross-training activity

JUDGE – COMPETENCIES



COMPETENCY 5: Initiates the planning process by bringing together the necessary agencies and stakeholders to evaluate the current court processes and procedures and thereafter collaborates to coordinate innovative solutions.

PLANNING PROCESS

- Identifies agencies and stakeholders in the community whom can assist with the development and implementation of the program
- Schedules meetings to bring together all potential agencies and stakeholders
- Participates in open dialogue with community agencies and stakeholders
- Assists in establishment of memoranda of understanding with agencies and stakeholders

OPERATIONAL DRUG COURT

- Acts as a mediator to develop and maintain resources and improve interagency linkages

JUDGE – COMPETENCIES



COMPETENCY 6: Becomes a program advocate by utilizing his/her community leadership role to create interest and develop support for the program.

PLANNING PROCESS

- Share of information regarding the efficacy of drug courts with local civic organizations, other members of the judiciary and the community at large
- Seeks opportunities to illuminate media sources about drug court

OPERATIONAL DRUG COURT

- Acts as a spokesperson for the drug court at various community events

JUDGE – COMPETENCIES



COMPETENCY 7: Effectively leads the team to develop all the protocols and procedures of the program.

PLANNING PROCESS

- Schedules regular meetings with team members to create written protocols and procedures
- Promotes dialogue among team members to create protocols and procedures that address the concerns of each discipline

OPERATIONAL DRUG COURT

- Regularly reviews protocols and procedures to assure their continued applicability and effectiveness
- Monitors drug court process to ensure protocols and procedures are utilized

JUDGE – COMPETENCIES



COMPETENCY 8: Aware of the impact that substance abuse has on the court system, the lives of offenders, their families and the community at large.

PLANNING PROCESS

- Assist in collection of data regarding the offender population
- Seeks competent Evaluator as key team member who will collect relevant data and disseminate to the team

OPERATIONAL DRUG COURT

- Assist in collection of data regarding drug court's impact on offender population
- Request and review process evaluation, ensure to reference original goals and objectives when doing so
- Request and review outcome evaluation, share positive information and address negative information resulting there from

JUDGE – COMPETENCIES



COMPETENCY 9: Contributes to education of peers, colleagues and judiciary in the efficacy of Drug Courts.

PLANNING PROCESS

- Informs judiciary and local bar association about drug court
- Seeks public speaking opportunities to speak about drug courts
- Discusses drug courts with colleagues

OPERATIONAL DRUG COURT

- Oversees integrity of drug court program through quality assurance
- Disseminates information about drug court as frequently as possible

PROGRAM COORDINATOR



A drug court coordinator oversees the activity of the team, conducts quality assurance of each team member, maintains client data, remains informed regarding budgetary concerns of the drug court and coordinates services from each discipline, and the local community, in a manner that is most therapeutic to the drug court participant.

COORDINATOR – CORE COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program mission & goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Assists in scheduling planning meetings conducive to the schedule of each drug court team member
- Compromises with team members regarding structure of program (including creating a program mission along with goals and objectives) during planning process meetings
- Memorializes all agreed upon terms of the program structure
- Helps to promote a productive work environment where each team member can participate
- Gathers information needed to keep team members informed

COORDINATOR – CORE COMPETENCIES



COMPETENCY 1:

OPERATIONAL DRUG COURT

- Continues to help schedule regular meetings, focused on program structure only
- Regularly revisits program mission, goals & objectives with team to assure there efficacy and application
- Arranges team building activities designed to promote and encourage team members
- Remains watchful and informed on formation of the team
- Conducts regular quality assurance of all services from each discipline and the local community

COORDINATOR – CORE COMPETENCIES



COMPETENCY 2: As part of the Drug court team, in appropriate non-court settings (i.e. staffing), the coordinator reports on previous incentives and sanctions or lack thereof

PLANNING PROCESS

- Assists in selection of drug court participants
- Works with team to create appropriate incentives and sanctions
- Researches use of incentives and sanctions in other drug courts and collects other data that might assist the team in choosing appropriate incentives and sanctions
- Memorializes selected incentives and sanctions

OPERATIONAL DRUG COURT

- Creates file for each drug court participant
- Maintains ongoing log of incentives and sanctions given to each participant including the date and reason given
- Assures consistency of incentives and sanctions while supervising each

COORDINATOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Creates file for each drug court participant
- Maintains ongoing log of incentives and sanctions given to each participant including the date and reason given
- Assures consistency of incentives and sanctions while ensuring each participant is treated as an individual

COORDINATOR – CORE COMPETENCIES



COMPETENCY 3: Is knowledgeable of addiction, alcoholism and pharmacology generally and applies that knowledge to suggest responses.

PLANNING PROCESS

- Assists in selecting competent and informed treatment provider
- Assists in drafting memorandum of understanding with treatment provider that assures effective information sharing and compliance with all regulations
- Researches effective treatment modalities for offender population
- Creates open dialogue with treatment provider to ensure appropriate treatment
- Gathers information needed to keep team members informed

OPERATIONAL DRUG COURT

- Continues to research effective treatment modalities
- Conducts regular quality assurance to ensure appropriate treatment
- Actively participates in staffings

COORDINATOR – CORE COMPETENCIES



COMPETENCY 4: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Assists in selecting team members who are gender, age and culturally aware
- Seeks out and arranges training opportunities to inform team members about cultural competence

OPERATIONAL DRUG COURT

- Continues to seek out and arrange training opportunities to inform team members about cultural competence
- Conducts regular quality assurance to assure application of cultural competence by all team members

COORDINATOR – CORE COMPETENCIES



COMPETENCE 5: Develops team resource strategy to acquire funding. Writes grant applications and manages the program’s budget. Creates opportunities to obtain funding and build linkages by supporting team in community outreach and lobbying activities

PLANNING PROCESS

- Obtain training on grant seeking and writing
- Create long-term funding plan, with team, not solely dependent upon grant funding
- Research potential funders and other sources of revenue for program
- Investigate how other programs obtained and maintained funding
- Practice grant writing in advance of actually submitting applications
- Create effective book keeping system including an inventory of drug court supplies

COORDINATOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Build relationships with any potential funder, including private organizations
- Regularly invite potential funders to drug court events
- Prepare and submit grant applications
- Keep bookkeeping system up-to-date
- Work with Evaluator to obtain persuasive data for potential funders
- Create long term funding strategy

COORDINATOR – CORE COMPETENCIES



COMPETENCY 6: Participates in the planning process to create and the memorialize program eligibility standards, operating procedures and rules. Assist in the development of the client contract, confidentiality releases and entry procedures. Create memoranda of understanding and linkage agreements.

PLANNING PROCESS

- Assists in scheduling planning meetings conducive to the schedule of each drug court team member
- Brainstorms with entire team on ideal program structure then compromises with team members regarding structure of program during planning process meetings
- Memorializes all agreed upon terms of the program structure
- Gathers information needed for team members to make informed decisions

COORDINATOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Tailor each required document, including client contract, to the needs of the drug court program
- Work with each discipline to assure all documented procedures, contract, releases, etc. reflect the best, most therapeutic, interest of the client
- Periodically reviews all documents and procedures for continued applicability and efficacy

COORDINATOR – CORE COMPETENCIES



COMPETENCY 7: Negotiates and monitors treatment and ancillary service contracts. Conducts site visits, reviews progress reports and assists in audits and certification monitoring. Creates and monitors standards for urine collection and compliance reporting. Ensure gender, age and culturally specific treatment services.

PLANNING PROCESS

- Assists in selecting competent team members
- Researches best practices for treatment and ancillary services
- Informs treatment provider about expectations including appropriate progress reports for drug court purposes
- Works with team members from treatment, community supervision and law enforcement to create most effective urine collection and compliance reporting model for the drug court program then seeks input from other team members before finalizing a method
- Helps to promote a productive work environment where each team member can participate
- Gathers information needed to keep team members informed

COORDINATOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Conducts regular and ongoing quality assurance
- Arranges cultural competence training

COORDINATOR – CORE COMPETENCIES



COMPETENCY 8: Creates and maintains a data collection system to monitor client compliance, identify trends and provide a basis for evaluation.

PLANNING PROCESS

- Seeks out Management Information Systems (MIS) to collect data
- Works with Evaluator to create an effective method of data collection

OPERATIONAL DRUG COURT

- Consistently inputs data
- Reviews information collected and shares with team members
- Works with Evaluator to interpret statistical relevance

COORDINATOR – CORE COMPETENCIES



COMPETENCY 9: Create interagency linkages to address client’s ancillary needs in the areas of culture, age and gender needs, medical and mental health provision, educational, vocational, skills training and employment training and placement.

PLANNING PROCESS

- Maps out providers in community
- Arranges meeting with providers to begin process of building a relationship

OPERATIONAL DRUG COURT

- Develop memoranda of understanding with providers willing to offer services to drug court clients
- Monitor drug court participant’s involvement with ancillary services

COORDINATOR – CORE COMPETENCIES



COMPETENCY 10: Develop police and corrections linkages to improve supervision and agency coordination.

PLANNING PROCESS

- Assist in selecting team member who can serve as liaison between the drug court and law enforcement
- Schedule meetings with local law enforcement officials
- Create mutually beneficial memoranda of understanding

OPERATIONAL DRUG COURT

- Keep law enforcement informed about progress of drug court clients and supervision efforts
- Extend invitations to all drug court events
- Share statistical data showing positive impact of drug court on local community

COORDINATOR – CORE COMPETENCIES



COMPETENCY 11: Educate referral sources and the community on eligibility standards and program goals. Encourage team members to educate in their fields and in the community. Develop teambuilding activities and conduct staff replacement training.

PLANNING PROCESS

- Assists in scheduling meetings conducive to the schedule of each drug court team member
- Draft eligibility criteria with input of other team members
- Assist in scheduling presentations to local bar associations and civic organizations
- Arrange team building activities

OPERATIONAL DRUG COURT

- Maintain community outreach
- Continue to arrange team building activities designed to promote and encourage team members

COORDINATOR – CORE COMPETENCIES



COMPETENCY 12: Manage daily operations and filing systems.
Develop and maintain fee systems.

PLANNING PROCESS

- Create system of organization that keeps track of all participants
- Develop rapport with all team members based on information sharing
- Work with team to determine which fees the drug court participants will pay

OPERATIONAL DRUG COURT

- Oversees collection of fees
- Maintains and updates drug court participant files

PROSECUTOR – “NONADVERSARIAL APPROACH”

Typically an assistant district attorney

A drug court prosecutor is usually a “gate keeper” and selects offenders who participate in the program; he/she obtains prior criminal histories of offenders, participates in team meetings and attends non-adversarial court proceedings.

PROSECUTOR – RESEARCH



Prosecutor attends staffing

Cost savings* ↑ 171%

Prosecutor attends court sessions

Recidivism reduction* ↑ 35%

*Recidivism reduction and cost savings relative to courts that do not follow these practices.

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program mission & goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Assists in scheduling planning meetings conducive to the schedule of each drug court team member
- Compromises with team members regarding structure of program (including creating a program mission along with goals and objectives) during planning process meetings
- Assists in gathering data relevant to the population that would be impacted by drug court
- Develops efficient method of conducting legal screens on potential drug court participants
- Assures stringency of program along
- Actively demands participant accountability
- Assists in creating and executing all participant waivers and contracts

PROSECUTOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Promptly conducts legal screens on offenders recommended to drug court
- Assists in executing all participant waivers and contracts
- Advocates for prompt sanctions in response to negative client behavior
- Protects integrity for drug court program by monitoring effectiveness of community supervision
- Maintains up-to-date record of participant performance
- Moves for dismissal of participant from program based on factual history of non-compliance (when appropriate)

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 2: The prosecutor, while in Drug Court, participates as a team member, operating in a non-adversarial manner, promoting a sense of a unified team presence.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Compromises with team members regarding structure of program (including creating a program mission along with goals and objectives) during planning process meetings
- Assists in gathering data relevant to the population that would be impacted by drug court
- Develops professional rapport with team members based on information sharing
- Actively participates in team building exercises

PROSECUTOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Attends regularly scheduled court staffings
- Solicits information regarding participant progress, or lack thereof, from all team members
- Share information regarding status of the drug court and individual clients with drug court team members
- Maintains up-to-date record of participant performance

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 3: As part of the Drug court team, in appropriate non-court settings (i.e. staffing), the prosecutor advocates for effective incentives and sanctions for program compliance or lack thereof.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Assists in researching use of incentives and sanctions in drug court setting
- Actively participates in seeking appropriate incentives and sanctions that benefit local community
- Compromises with team in creating incentives and sanctions and assures final decisions are memorialized

PROSECUTOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Attends regularly scheduled staffings
- Requests appropriate incentives and sanctions, based on participant behavior
- Researches efficacy of drug court's behavior modification techniques
- Argues for swift response to participant behavior
- Maintains up-to-date record on prior incentives and sanctions given to assure consistency

PROSECUTOR – CORE COMPETENCIES



Competency 4: Ensures community safety concerns by maintaining eligibility standards while participating in a non-adversarial environment which focuses on the benefits of therapeutic program outcomes.

PLANNING PROCESS

- Participates with entire team in creating eligibility criteria for potential drug court participants
- Analyzes population for whom drug court might be most effective based on current offender characteristics

OPERATIONAL DRUG COURT

- Moves for dismissal of drug court participants who no longer meet eligibility criteria
- Monitors participant behavior for compliance and continued eligibility

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 5: Monitors offender progress to define parameters of behavior that allow continued program participation and suggest effective incentives and sanctions for program compliance.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Builds effective means of information sharing with entire team in order to make informed choices for participants
- Compromises with team in creating program procedures and protocol
- Assures each drug court participant is fully advised of requirements of program prior to agreeing to participate
- Assists in completion of all client contracts and waivers

PROSECUTOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Attends regularly scheduled staffings
- Solicits information from team members regarding client compliance
- Vehemently encourages sanctions for client noncompliance and seeks incentives for client compliance
- Files motions or other legal document in order to remove noncompliant participants
- Offers encouragement to participants while reminding them of consequences of noncompliance

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 6: Is knowledgeable about addiction, alcoholism and pharmacology generally and applies that knowledge to respond to compliance in a therapeutically appropriate manner.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Assists in selecting competent and informed treatment provider
- Assists in drafting memorandum of understanding with treatment provider that assures effective information sharing and compliance with all regulations
- Researches effective treatment modalities for offender population
- Creates open dialogue with treatment provider to ensure appropriate treatment
- Researches and studies publications regarding addiction, alcoholism and pharmacology

PROSECUTOR – CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Continues to research effective treatment modalities
- Conducts regular quality assurance to ensure appropriate treatment
- Attends and actively participates in all court sessions and staffing

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 7: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Assists in selecting team members who are gender, age and culturally aware
- Attends training opportunities to inform team members about cultural competence

OPERATIONAL DRUG COURT

- Continues to attend training opportunities to inform team members about cultural competence

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 8: Contributes to the team’s efforts in community education and local resource acquisition.

PLANNING PROCESS

- Evaluates whether any potential funding sources exist within the prosecutor’s office
- With other team members, attends local civic organizations, bar association and other community meetings

OPERATIONAL DRUG COURT

- Assist in researching any potential funding stream

PROSECUTOR – CORE COMPETENCIES



COMPETENCY 9: Contributes to education of peers, colleagues and judiciary in the efficacy of Drug Courts.

PLANNING PROCESS

- Informs judiciary and local bar association about drug courts
- Seeks public speaking opportunities to speak about drug courts
- Discusses drug courts with colleagues

OPERATIONAL DRUG COURT

- Oversees integrity of drug court program through quality assurance
- Disseminates information about drug court as frequently as possible

DEFENSE ATTORNEY – “NONADVERSARIAL APPROACH”

A drug court defense counsel informs the drug court participant about the rigors of drug court, preserves all legal rights of the client, advocates for fair and equal treatment of client, participates in team meetings and attends non-adversarial court proceedings.

DEFENSE ATTORNEY – RESEARCH



**Defense attorney
attends staffing**

Cost savings* ↑ 93%

**Defense attorney attends
court sessions**

Recidivism reduction* ↑ 35%

*Recidivism reduction and cost savings relative to courts that do not follow these practices.

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program mission & goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Compromises with team members regarding structure of program (including creating a program mission along with goals and objectives) during planning process meetings
- Assists in gathering data relevant to the population that would be impacted by drug court
- Assists in development of efficient method of conducting legal screens on potential drug court participants
- Assures program considers best interest of the client from a legal perspective
- Actively demands participant accountability
- Assists in creating and executing all participant waivers and contracts
- Assures program is not unduly burdensome on client and considers clients integration into law-abiding society

DEFENSE ATTORNEY CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Promptly recommends offenders to drug court when appropriate
- Assists in executing all participant waivers and contracts
- Advocates for prompt incentives and sanctions in response to client behavior
- As counsel, shields client from ineffective care; as team member, protects integrity for drug court program by monitoring effectiveness of all components of client care and supervision
- Maintains up-to-date record of participant performance
- As counsel, serves as “voice of client” in pointing out deficiencies of drug court program; as team member, seeks productive means of addressing deficiencies
- Attends all staffings and actively listens for undue encroachment upon client liberties or disparate treatment of participants
- While never breaching attorney-client privilege, when appropriate, encourages clients to be forthcoming and honest regarding their recovery process
- Solicits information from drug court team members regarding client and share relevant information with team members in appropriate and ethical manner

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 2: Evaluates the offender’s legal situation and ensures that the offender’s legal rights are protected.

PLANNING PROCESS

- Negotiates with prosecutor for optimum incentive to attract potential participants to drug court program
- Contemplates target population, with prosecutor and other team members, considering client’s offense and individual circumstances
- Creates waivers and contracts for clients that promotes their best interest
- Prescreens potential drug court participant for suitability in drug court program including considering likelihood of success
- Assure that completion of drug court leaves client in more favorable position than normal course of criminal proceedings
- Design format of entry into drug court that streamlines traditional case processing

DEFENSE ATTORNEY CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Insist that legal and clinical screens are promptly conducted
- Ensures prompt admittance into program and start of rehabilitative treatment
- Advises client regarding rigors of drug court program
- Advises client regarding all rights waived as participant in drug court in contrast to rights waived in traditional criminal proceedings
- Assure client understands all waivers and contracts prior to execution of said documents
- Advocates for client to have every opportunity for recovery before involuntary dismissal from program

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 3: While in Drug Court, participates as a team member, operating in a non-adversarial manner while in court, promoting a sense of a unified team presence.

PLANNING PROCESS

- Negotiates with prosecutor for optimum incentive to attract potential participants to drug court program
- Creates and memorializes agreements with prosecutor that are most advantageous to client
- Compromises with team members regarding structure of program
- Attends drug court planning meetings

OPERATIONAL DRUG COURT

- Attends regularly scheduled staffings
- While in court, allows client to address the bench
- Reaches consensus with team regarding effective means of addressing client behavior

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 4: Effectively advises the defendants on their legal rights, legal options, treatment options, program conditions and sentencing outcomes while developing a relationship with the offender that promotes the offender's long term best interest.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Compromises with team members regarding structure of program

OPERATIONAL DRUG COURT

- Prior to recommending client to drug court, discuss legal options with client in unbiased manner
- Goes through each waiver and contract with client advising client about appropriate course of action.
- Encourages client through out the drug court process

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 5: Monitors client progress to support full participation and ensure the appropriate provision of treatment and other rehabilitative services.

PLANNING PROCESS

- Research effective treatment modalities in drug court environment
- Assist in selecting treatment provider for team

OPERATIONAL DRUG COURT

- Questions client regarding effectiveness of treatment and ancillary services
- Conducts quality assurance of treatment and ancillary services

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 6: As part of the Drug Court team, in appropriate non-court settings (i.e. staffing), defense counsel advocates for effective incentives and sanctions for program compliance or lack thereof.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Compromises with team members regarding creation of effective incentives and sanctions

OPERATIONAL DRUG COURT

- Advocates for prompt incentives and sanctions in response to client behavior
- Advocate for client's general well being and productive recovery without mitigating and defending client's behavior

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 7: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Assists in selecting team members who are gender, age and culturally aware
- Attends training opportunities to inform team members about cultural competence

OPERATIONAL DRUG COURT

- Continues to attend training opportunities to inform team members about cultural competence

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 8: Is knowledgeable about addiction, alcoholism and pharmacology generally and applies that knowledge to respond to compliance in a therapeutically appropriate manner.

PLANNING PROCESS

- Assists in selecting competent and informed treatment provider
- Assists in drafting memorandum of understanding with treatment provider that assures effective information sharing and compliance with all regulations
- Researches effective treatment modalities for offender population
- Creates open dialogue with treatment provider to ensure appropriate treatment
- Researches and studies publications regarding addiction, alcoholism and pharmacology

DEFENSE ATTORNEY CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Continues to research effective treatment modalities
- Conducts regular quality assurance to ensure appropriate treatment
- Actively participates in staffings
- Attends all court sessions and staffing

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 9: Contributes to the team's efforts in community education and local resource acquisition.

PLANNING PROCESS

- Assists in seeking potential funding sources
- With other team members, attends local civic organizations, bar association and other community meetings

OPERATIONAL DRUG COURT

- Ongoing research of potential funding streams

DEFENSE ATTORNEY CORE COMPETENCIES



COMPETENCY 10: Contributes to education of peers, colleagues and judiciary in the efficacy of Drug Courts.

PLANNING PROCESS

- Informs judiciary and local bar association about drug court
- Seeks public speaking opportunities to speak about drug courts
- Discusses drug courts with colleagues

OPERATIONAL DRUG COURT

- Oversees integrity of drug court program through quality assurance
- Disseminates information about drug court as frequently as possible

COMMUNITY SUPERVISION



A drug court community supervision officer actively monitors drug court participants outside of the drug court setting including conducting home and job visits. All client contact is documented and visits logged to help encourage positive participant behavior.



SUPERVISION CORE COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program mission & goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Compromises with team members regarding structure of program (including creating a program mission along with goals and objectives) during planning process meetings
- Assists in gathering data relevant to the population that would be impacted by drug court
- Assists in development of efficient method of conducting legal screens on potential drug court participants
- Ensure that criminogenic needs assessment tool is identified.
- Assists in creating all participant waivers and contracts
- Assures program is not unduly burdensome on client and considers clients integration into law-abiding society

SUPERVISION CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Promptly recommends offenders to drug court when appropriate
- Assists in executing all participant waivers and contracts
- Execute criminogenic risk needs assessment and assessments on-going and ensure that case plan is developed and modified based upon the assessments.
- Share the criminogenic risk needs assessment with the team.
- Advocates for prompt incentives and sanctions in response to client behavior
- Maintains up-to-date record of participant performance
- Attends and participates in client staffings by providing progress reports, making recommendations, and identifying supervision and ancillary services needed.

SUPERVISION CORE COMPETENCIES



COMPETENCY 2: Provides coordinated and comprehensive supervision so as to minimize participant manipulation and splitting of program staff. Develop post program services, client outreach, Mentor programs and Alumni Associations.

PLANNING PROCESS

- Identify community resources to address the needs of the target population.
- Develop comprehensive program policies that govern the supervision of target population that are consistent.
- Assists in the development of an Alumni Association or Mentor Program for target population.

OPERATIONAL DRUG COURT

- Coordinates continuum of care through regular contact with treatment provider.
- Advocates for continuum of care beyond treatment continuum to be inclusive of other community-based sources.

SUPERVISION CORE COMPETENCIES



COMPETENCY 3: Develops effective measures for drug testing and supervision compliance reporting that provide the team with sufficient and timely information to implement incentives and sanctions systems.

PLANNING PROCESS

- Learn the basic methods of testing that limit client manipulation that is reliable and effective.
- Design an effective drug testing protocol based upon the target population.
- Design effective home, field and office visit protocols to assist in supervision of the target population.

SUPERVISION CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Provides progress reports prior to client staffings.
- Conduct home and field visits using strength's based approach.
- Collect alcohol and drug testing in accordance with policy and report results to team in a timely fashion.
- Recommend appropriate incentives and sanctions based upon information gleamed from supervision.
- Continually assess and review supervision and drug testing protocols and terms and conditions of supervision/probation regularly to ensure they are still working for the target population.

SUPERVISION CORE COMPETENCIES



COMPETENCY 4: Coordinates the utilization of community-based services such as health and mental health services, victims' services, housing, entitlements, transportation, education, vocational training, job skills training and placement to provide a strong foundation for recovery.

PLANNING PROCESS

- Assist in identifying community resources to meet the diverse needs of the target population.
- Design an effective case management protocol for target population.

OPERATIONAL DRUG COURT

- Makes on-going referrals for target population that is consistent with the treatment case plan.

SUPERVISION CORE COMPETENCIES



COMPETENCY 5: Is knowledgeable about addiction, alcoholism, and pharmacology generally and applies that knowledge to respond to compliance in a therapeutically appropriate manner.

PLANNING PROCESS

- Participates in regular cross training.
- Attends training and develop knowledge in the area of addiction, alcoholism, and pharmacology.
- Attends training on Motivational Interviewing and States of Change.
- Attend training on what is relapse and how to identify relapse triggers.

SUPERVISION CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Continues to participate in on-going cross training to remain knowledgeable about addiction, alcoholism, and pharmacology.
- Utilize motivational interviewing techniques when interacting with the target population.

- Note relapse triggers and behaviors in the target population and report in a timely manner to the team.

SUPERVISION CORE COMPETENCIES



COMPETENCY 6: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Participates in regular cross training.
- Attends training and develop knowledge in the area gender, age and cultural issues that may impact the target population and community.

OPERATIONAL DRUG COURT

- Continues to participate in on-going cross training to remain knowledgeable about gender, age and cultural issues of the community and target population.

SUPERVISION CORE COMPETENCIES



COMPETENCY 7: Contributes to the team's efforts in the community education and local resource acquisition.

PLANNING PROCESS

- Helps to develop PowerPoint's and educational materials for distribution at local and community education opportunities.

OPERATIONAL DRUG COURT

- Acts a spokesperson to community leaders and organizations.
- Provides statistical information to use for grant writing or other funding acquisition.

SUPERVISION CORE COMPETENCIES



COMPETENCY 8: Contributes to the education of peers, colleagues and judiciary in the efficacy of Drug Courts.

PLANNING PROCESS

- Helps to develop PowerPoint's and educational materials that are specific about your role to assist with educating peers, colleagues and the judiciary.

OPERATIONAL DRUG COURT

- Acts a spokesperson to peers, colleagues and the judiciary

LAW ENFORCEMENT



A drug court law enforcement officer actively monitors drug court participants outside of the drug court setting including conducting home and job visits. All client contact is documented and visits logged to help encourage positive participant behavior.





LAW ENFORCEMENT – RESEARCH

**Law enforcement is a member of
the treatment court team**

Recidivism reduction* ↑ 88%

Law enforcement attends court sessions

Recidivism reduction* ↑ 83%

*Recidivism reduction
relative to courts that do not
follow these practices.

LAW ENFORCEMENT CORE COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program mission & goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Compromises with team members regarding structure of program (including creating a program mission along with goals and objectives) during planning process meetings
- Assists in gathering data relevant to the population that would be impacted by drug court
- Assists in development of efficient method of conducting legal screens on potential drug court participants
- Assists in creating all participant waivers and contracts
- Assures program is not unduly burdensome on client and considers clients integration into law-abiding society

LAW ENFORCEMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Promptly recommends offenders to drug court when appropriate
- Assists in executing all participant waivers and contracts
- Advocates for prompt incentives and sanctions in response to client behavior
- Provides up to date information on drug court clients.
- Attends and participates in client staffings by providing progress reports, making recommendations, and identifying supervision and ancillary services needed.



LAW ENFORCEMENT CORE COMPETENCIES

COMPETENCY 2: Provides information of participant appropriateness from law enforcement sources to the team and makes recommendation to the team.

PLANNING PROCESS

- Ensure that the views of law enforcement are identified and consider in the target population selection process.
- Develop comprehensive program policies that govern the supervision of target population that are consistent.

OPERATIONAL DRUG COURT

- Assist in the identification of potential drug court participants



LAW ENFORCEMENT CORE COMPETENCIES

COMPETENCY 3: Facilitates the swift delivery of bench warrants for participants who have absconded from the program.

PLANNING PROCESS

- Develop written protocols for how drug court warrants will be processed and served..

OPERATIONAL DRUG COURT

- Processes and serves warrants



LAW ENFORCEMENT CORE COMPETENCIES

COMPETENCY 4: Acts as a liaison to police agencies, providing education, information and training on the importance of the drug court program to community safety and the benefits of law enforcement in collaborating with the Drug Court.

PLANNING PROCESS

- Helps to develop PowerPoint's and educational materials that are specific about your role to assist with educating peers, colleagues, community agencies and the judiciary.

OPERATIONAL DRUG COURT

- Acts a spokesperson to peers, colleagues, community agencies and the judiciary.

LAW ENFORCEMENT CORE COMPETENCIES



COMPETENCY 5: Is knowledgeable about addiction, alcoholism, and pharmacology generally and applies that knowledge to respond to compliance in a therapeutically appropriate manner.

PLANNING PROCESS

- Participates in regular cross training.
- Attends training and develop knowledge in the area of addiction, alcoholism, and pharmacology.
- Attends training on Motivational Interviewing and States of Change.
- Attend training on what is relapse and how to identify relapse triggers.

LAW ENFORCEMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Continues to participate in on-going cross training to remain knowledgeable about addiction, alcoholism, and pharmacology.
- Utilize motivational interviewing techniques when interacting with the target population.
- Note relapse triggers and behaviors in the target population and report in a timely manner to the team.



LAW ENFORCEMENT CORE COMPETENCIES

COMPETENCY 6: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Participates in regular cross training.
- Attends training and develop knowledge in the area gender, age and cultural issues that may impact the target population and community.

OPERATIONAL DRUG COURT

- Continues to participate in on-going cross training to remain knowledgeable about gender, age and cultural issues of the community and target population.



LAW ENFORCEMENT CORE COMPETENCIES

COMPETENCY 7: Provides a monitoring function to the team (along with supervision and treatment): i.e. going on joint home visits, reporting on a participant's activities in the community, and supervising participation in community service.

PLANNING PROCESS

- Learn the basic methods of testing that limit client manipulation that is reliable and effective.
- Design an effective drug testing protocol based upon the target population.
- Design effective home, field and office visit protocols to assist in supervision of the target population.

LAW ENFORCEMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Provides pertinent information about participants in staffings.
- Conduct home and field visits using strength's based approach.
- Conducts home visits and trains peers to enhance supervision of participants.
- Collect alcohol and drug testing in accordance with policy and report results to team in a timely fashion.
- Recommend appropriate incentives and sanctions based upon information gleaned from supervision.
- Continually assess and review supervision and drug testing protocols and terms and conditions of supervision/probation regularly to ensure they are still working for the target population.



LAW ENFORCEMENT CORE COMPETENCIES

COMPETENCY 8: Provides assistance, information and support to participants in the community encouraging them to succeed in the program.

PLANNING PROCESS

- Assist in identifying community resources to meet the diverse needs of the target population.
- Assist community supervision officer in designing an effective case management protocol for target population.

OPERATIONAL DRUG COURT

- Makes on-going referrals for target population that is consistent with the treatment case plan in conjunction with the community supervision officer.

TREATMENT REPRESENTATIVE



A drug court treatment provider provides rehabilitative therapy sessions, drug screening, case management and monitoring for drug court participants in keeping with the holistic recovery of the drug court participant. Additionally, within the bounds of ethics and legalities, a drug court treatment provider shares information regarding the progress of a participant in appropriate settings to all drug court team members.

TREATMENT REPRESENTATIVE DUTIES – REFER TO STANDARD V – VOL. I

- ✓ Manages delivery of treatment services
- ✓ Administers behavioral or cognitive-behavioral treatments that are documented in **manuals and have been demonstrated to improve outcomes**
- ✓ **Provides clinical case management** – at least one individual session per week during the first phase of the program
- ✓ Provides relapse prevention and continuing care
- ✓ Develops a continuing care plan with participants



TREATMENT REPRESENTATIVE – RESEARCH

Treatment communicates with court via email

Recidivism reduction* ↑ 119%

**Treatment court works with two
or fewer treatment agencies**

Recidivism reduction* ↑ 76%

**Treatment court offers
mental health treatment**

Recidivism reduction* ↑ 80%

**3x greater savings when
treatment includes a phase
on relapse prevention**

**Treatment attends court
sessions**

Recidivism reduction* ↑ 100%

*Recidivism reduction relative to courts that do not follow these practices.



TREATMENT CORE COMPETENCIES



COMPETENCY 1: Participates fully as a Drug Court team member, committing him or herself to the program mission and goals and works as a full partner to ensure their success.

PLANNING PROCESS

- Familiarize treatment team with difference between traditional treatment and treatment within the drug court confines
- Research ethical and legal constraints of participation as drug court team member
- Attend all drug court planning meetings
- Provide information to other team members regarding ability to divulge information
- Compromises with team members regarding structure of program
- Design treatment program that is specific to drug court participant

TREATMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Attends regularly scheduled staffings
- Provide information regarding drug court participant's progress to each team member
- Productively communicates with team so each member can make informed choices regarding drug court participants
- Protects integrity of drug court program by providing competent treatment
- Remains abreast of best practices of the field.
- Maintains up-to-date record of participant performance

TREATMENT CORE COMPETENCIES



COMPETENCY 2: Ensures that the participant receives the highest level of care available, at a reasonable cost, by all contracted and ancillary service providers. Develop post program services, client outreach, mentor programs and alumni associations.

PLANNING PROCESS

- Serves as effective consumer by seeking cost efficient services for drug court participants
- Attends regularly scheduled planning meetings and actively participates in creating therapeutically beneficial treatment program
- Seeks continuing education opportunities which incorporate drug court training
- Researches mentor and alumni programs

TREATMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Conducts regular quality assurance of all treatment and ancillary services
- Performs case autopsy on charts of participants who are discharged from the program as method of quality improvement
- Creates treatment environment that is encouraging and restorative
- Maintains competent staff
- Regularly reviews all client charts and maintains up-to-date record of participant performance

TREATMENT CORE COMPETENCIES



COMPETENCY 3: Ensures that offenders are evaluated in a timely and competent process and that placement and transportation are effectuated in an expedited manner.

PLANNING PROCESS

- Attends all regularly scheduled planning meetings
- Maps, along with other team members, community resources that can assist program participants at little to no cost
- Creates method of conducting treatment screens that are prompt and efficient

TREATMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Promptly processes referrals to drug court by completing treatment screens efficiently
- Secures assistance from ancillary services as needed for participants

TREATMENT CORE COMPETENCIES



COMPETENCY 4: Develops effective measure for drug/alcohol testing and treatment progress reporting that provide the team with sufficient and timely information to implement incentives and sanctions systems.

PLANNING PROCESS

- Seeks competent staff, or outside source, to perform regular, random and observed drug screens
- Trains treatment staff and drug court team on appropriate method of drug/alcohol screening
- Researches state of the art and cost effective companies to perform screens
- Develops method of documenting drug screen results

TREATMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Implements random system of screening for drug court participants
- Conducts visually monitored screens for each participant
- Maintains up-to-date records of all screens
- Shares information regarding screens with all team members

TREATMENT CORE COMPETENCIES



COMPETENCY 5: Assists in providing advanced training in substance abuse, addiction and treatment methodologies so as to provide the team with a meaningful basis to implement incentives and sanctions systems and design program protocols and procedures.

PLANNING PROCESS

- Performs in-service training of all team members regarding substance abuse addiction and treatment
- Assists in creating appropriate incentives and sanctions system
- Actively participates in design of program protocols and procedures

OPERATIONAL DRUG COURT

- Provides ongoing training to all team members
- Supports most therapeutic application of incentives and sanctions

TREATMENT CORE COMPETENCIES



COMPETENCY 6: As part of the Drug Court team, in appropriate non-court settings (i.e. staffing), the treatment provider advocates for effective incentives and sanctions for program compliance.

PLANNING PROCESS

- Assists in creating effective incentives and sanctions
- Attends all planning meetings

OPERATIONAL DRUG COURT

- Assures incentives and sanctions are given on a consistent and fair basis
- Recommends therapeutic incentives and sanctions
- Considers client behavior and shares relevant information with team

TREATMENT CORE COMPETENCIES



COMPETENCY 7: Is knowledgeable of gender, age and cultural issues that may impact the offender's success.

PLANNING PROCESS

- Assists in selecting team members who are gender, age and culturally aware
- Attends training opportunities to inform team members about cultural competence

OPERATIONAL DRUG COURT

- Continues to attend training opportunities to inform team members about cultural competence

TREATMENT CORE COMPETENCIES



COMPETENCY 8: Is knowledgeable about addiction, alcoholism and pharmacology generally and applies that knowledge to respond to compliance in a therapeutically appropriate manner.

PLANNING PROCESS

- Assists in selecting competent and informed team members
- Assists in drafting memorandum of understanding with team members that assures effective information sharing and compliance with all regulations
- Researches effective treatment modalities for offender population
- Creates open dialogue with team members to ensure appropriate treatment
- Researches and studies publications regarding addiction, alcoholism and pharmacology

TREATMENT CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Continues to research effective treatment modalities
- Conducts regular quality assurance
- Actively participates in staffings
- Attends all court sessions and staffing

TREATMENT CORE COMPETENCIES



COMPETENCY 9: Contributes to the team's efforts in community education and local resource acquisition.

PLANNING PROCESS

- Assists in seeking potential funding sources
- With other team members, attends local civic organizations, bar association and other community meetings

OPERATIONAL DRUG COURT

- Ongoing research of potential funding streams

TREATMENT CORE COMPETENCIES



COMPETENCY 10: Contributes to education of peers, colleagues and judiciary in the efficacy of Drug Courts.

PLANNING PROCESS

- Informs judiciary and local bar association about drug court
- Seeks public speaking opportunities to speak about drug courts
- Discusses drug courts with colleagues

OPERATIONAL DRUG COURT

- Maintains integrity of drug court program through quality assurance
- Disseminates information about drug court as frequently as possible

EVALUATOR

A drug court evaluator assists the drug court team in developing, capturing, and communicating useful and useable information for key stakeholders and other audiences



EVALUATOR CORE COMPETENCIES



COMPETENCY 1: Get involved in the program during the planning process enabling the effective development of a data collection and evaluation components that collect relevant information critical to the program's survival.

PLANNING PROCESS

- Attends regularly scheduled planning meetings
- Assist teams in ensuring that goals and objectives are measurable and quantifiable.
- Assists in gathering data relevant to the population that would be impacted by drug court

EVALUATOR CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Promptly recommends offenders to drug court when appropriate
- Assists in executing all participant waivers and contracts
- Advocates for prompt incentives and sanctions in response to client behavior
- Provides up to date information on drug court clients.
- Attends and participates in client staffings by providing progress reports, making recommendations, and identifying supervision and ancillary services needed.

EVALUATOR CORE COMPETENCIES



COMPETENCY 2: Become an adjunct to the team, familiar with its policies and procedures, the program process and the inner workings of the program.

PLANNING PROCESS

- Attend regularly scheduled planning meetings and provide feedback to team as they develop the program design.
- Become knowledgeable of addiction, alcoholism and pharmacology generally.
- Become knowledgeable of gender, age and cultural issues that may impact the community and target population of the drug court program.

EVALUATOR CORE COMPETENCIES



OPERATIONAL DRUG COURT

- Attend court sessions to the extent possible to review program design implementation.
- Hold focus groups with participants to the extent possible.
- Interview key stakeholders to the extent possible.

EVALUATOR CORE COMPETENCIES



COMPETENCY 3: Utilizes the knowledge and resources of the team to develop a data collection/operating system.

PLANNING PROCESS

- Create with team and maintain data collection and operating system.

OPERATIONAL DRUG COURT

- Train team on data collection and operating system.
- Maintain data collection and operating system.

EVALUATOR CORE COMPETENCIES



COMPETENCY 4: Ensures that the information system assists the team in monitoring the progress of the participant in the program and enhances the ability of the team to act immediately when there is noncompliance.

PLANNING PROCESS

- Helps to develop the management information system that allows for the quick assimilation of data for evaluation and day to day operations of the program.

OPERATIONAL DRUG COURT

- Provide reports to the team based upon information gleaned from the management information system.

EVALUATOR CORE COMPETENCIES



COMPETENCY 5: The data collection/operational system assist the team in monitoring program protocols and procedures to allow the team to react quickly to program deviations and the development of trends.

PLANNING PROCESS

- Educate the team on trends and ways to monitor goal accomplishment.

OPERATIONAL DRUG COURT

- Continuously provides feedback to team on progress toward goals and trends.

CORE COMPETENCIES

**Essential Element
to
Build and Maintain
a
Treatment Court Program
which adheres to
the Best Practice Standards**

**Thank You
Vanessa Price
NDCI Division Director**

