

FY19 Juneau Therapeutic Court

Introduction

Mission

The mission of the Juneau Therapeutic Court (JTC) is to enhance the quality of life in our community and ensure public safety by breaking the cycle of criminality of drug-and-alcohol-addicted persons, thereby reducing the cost associated with re-arrest, criminal case processing, confinement and jail overcrowding. Using evidence-based practices, the Juneau Therapeutic Court supports participants' abstinence from drugs and alcohol and promotes self-sufficiency, while participants live in the community and rebuild their lives.

Target Population

The Juneau Therapeutic Court serves both felony DUI and drug offenders. Misdemeanor DUI offenders will be considered on a case-by-case basis. Defendants charged with property crimes may also be considered if the offense is drug related. The court requires intensive out-patient treatment and is therefore designed to best serve those individuals whose prior attempts at treatment have been unsuccessful. In addition, due to the length and intensity of the court, it is beneficial for a participant to face significant jail time in regards to his/her current criminal charges. The participant must reside in Juneau and the case must be in pre-indictment in order to be considered.

Overview

It is the overall goal of the Juneau Therapeutic Court to promote public safety, reduce recidivism and incarceration rates for persons who are arrested with an alcohol/drug felony charge or it is evidenced that alcohol/drug involvement is a significant contributing factor in a non-alcohol/drug-related felony charge. To assist this target population by introducing and maintaining recovery from substances through treatment, self-help, and community support, and improve legal employment, overall health, familial and social functioning.

Eligibility Criteria

In every case, eligibility for the Therapeutic Court Program is dependent upon the defendant having committed a new offense and/or a violation of parole and/or probation while (1) under the influence of alcohol and/or controlled substances, (2) while in possession of alcohol and/or controlled substances, and/or (3) having a substance use disorder, and there exists causality between the offense and the addiction.

Certain defendants will be presumptively eligible for the JTC to include:

- A person charged with a felony driving while under the influence or any other C felony offense other than those found in Title 11 Chapter 41 (Offenses Against the Person)
- A person charged with a misdemeanor offense where the person's blood alcohol level is .20 percent or greater
- A person with a petition to revoke probation will be considered if the underlying offense would have qualified them, except when the allegation is a new crime that is not eligible for the court
- A person must be willing to plead guilty to the presenting charge/violation.
- He/she is 18 years old or older
- His/her offense has not been indicted
- He/she is not on parole
- He/she resides in Juneau; and
- He/she has not previously participated in more than once in a drug / alcohol Therapeutic Court
- An applicant meeting the qualification of the JTC does not have a "right" to admission and the District Attorney (DA) reserves the right to veto an applicant's participation at any point throughout the application process.

Current Team

Judge: Judge Kirsten Swanson

JTC Project Coordinator: Michelle Delkettie

Treatment Representative: Faith Rogers, Samantha Abernathy

Probation Officer: Autumn Flaningam

Prosecutor: Dara Gibson (SOA), Emily Wright (CBJ)

Defense counsel: Morgan Griffin (SOA) Grace Lee (CBJ)

Law Enforcement Officer: Det. Patrick Taylor

PART A: Meeting Goals & Objectives

Primary Goal 1: To enhance the quality of life in the JTC community and public safety by breaking the cycle of criminality of drug and alcohol addicted persons.

Primary Goal 2: To reduce the cost associated with re-arrest, criminal case processing, confinement; and jail overcrowding.

Primary Goal 3: Using evidence-based practices, the Juneau Therapeutic Court supports participants' abstinence from drugs and alcohol and promotes self-sufficiency while they reside in the community and rebuild their lives.

Primary Goal 4: Conduct outreach and work with the Therapeutic Courts Office and Communications Counsel to inform the public about the benefits of therapeutic courts.

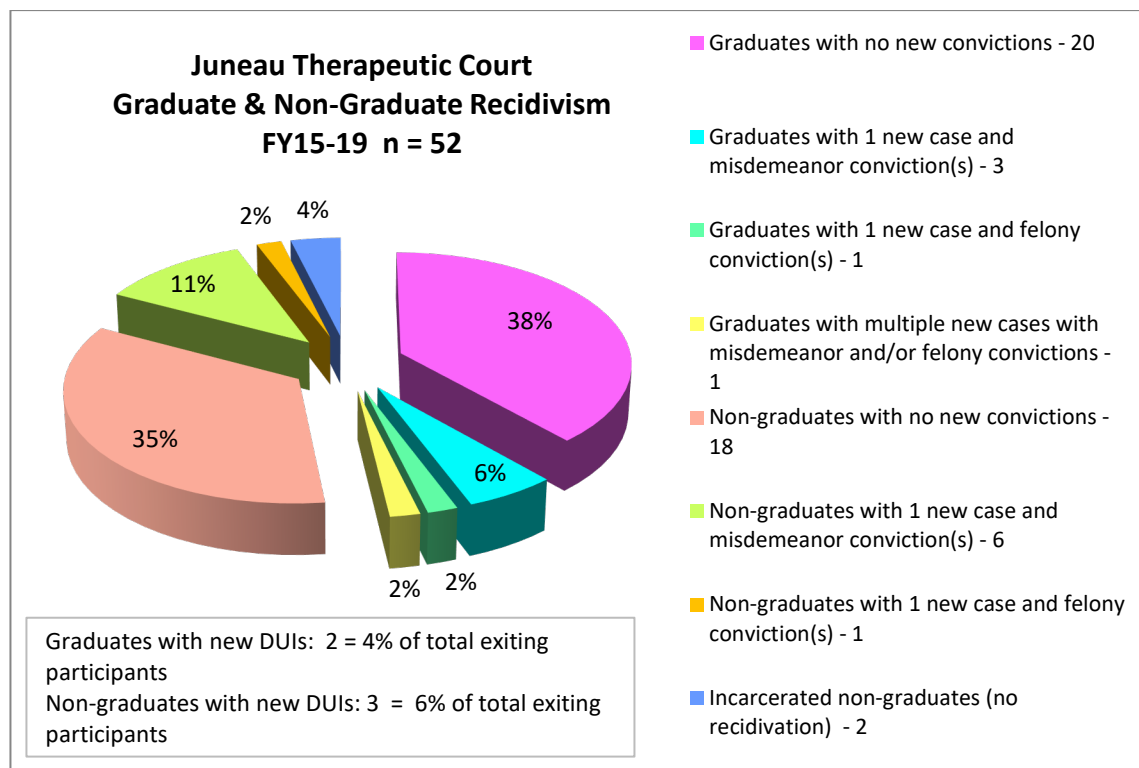
Primary Goal 5: Complete and document an annual team review of the Therapeutic Court's Policies and Procedures, Client Contract and Client Handbook.

Primary Goal 6: Conduct team trainings needed to assure that best practices are being utilized in the implementation of the therapeutic courts.

Recidivism

Secondary Goal 1.1: Reduce criminal behavior/recidivism among participating offenders.

Recidivism outcomes



Overall, 78% of participants, graduates and non-graduates had no new charges or convictions that lead to new cases over the last 5 years. This is a decrease in recidivism from the last fiscal year which saw 69% of participants with no new charges.

However, 32% of graduates and non-graduates received PTRP's filed in their original cases.

Recidivism may have been reduced by incorporating more appropriate treatment modalities for participants up to and including in-patient treatment, and ensuring that participants are actually engaging in treatment services and not just complying with going to treatment services. Participants have received more intensive supervision and case management services this year which may have led to participants being more prepared to enter the community whether they graduated or not.

Retention & Utilization Rates

Secondary Goal 2.1: Reduction in direct costs of arrest, judicial case processing and incarceration of participants

Juneau Therapeutic Court - Capacity 15					
Annual Statistics July 2018-June 2019		% Referrals Who Initially Opted In	% Initial Opt-Ins Who Returned to Regular Court	% Initial Opt-Ins Who Signed Rule 11s	% Types of Discharges
# Total Participants	22				
# Referrals	25				
# Initial Opt-Ins	15	60%			
# Returns to Regular Court	3		20%		
# Formal Opt-Ins/Rule 11s	13			87%	
# Opt-Outs After Formal Opt-In	1				14%
# Graduates	4				57%
# Discharges	2				29%
% Average 12 Month Utilization	102%				

During FY19, the Juneau Therapeutic Court has met and exceeded the utilization and retention rates set forth in our policy and procedures. This goal was met because of several different factors.

First, was an increase in team training. The team has received monthly trainings on various topics related to drug courts and best practices to achieve a much greater understanding of the participants that are served in this court, and how best to serve them. This has led to referrals to the court of participants who meet the target population and the eligibility criteria as set forth in the policy and procedures.

Referred participants have also been given the opportunity to sit down with the Project Coordinator to receive an in depth explanation of the expectations and rules for participants who are in the Juneau Therapeutic Court. This has led to the court being able to meet the retention goal that was set forth in the policy and procedures. Participants have been less likely to be returned to regular court when they have been able to make a fully informed decision about opting into the Juneau Therapeutic Court.

With the hiring of a new Probation Officer, case management for participants has increased exponentially. Participants are now getting referrals to community resources and services to more adequately address their needs which has led to the participants being able to more fully engage in their recovery efforts. The PO has also conducted in more frequent home visits (announced and unannounced), and this has become an expectation of participants, whereas before, the expectation was that they were not going to get a home visit.

A new Treatment Provider has also started working with the team this year. The provider is able to work with the participants in a more meaningful way than has previously been the case. The provider is also able to challenge the criminal thinking behavior of the participants in a way that has been positive and explanatory.

These two new members of the team have had open communication and cooperation which previously had not been the case. And they present a united front to the participants. This has led to significant participant satisfaction, and more active engagement and participation of program

requirements. Participants are no longer doing the “bare minimum” to get through the program. They are seeking ways to be more involved with the JTC team as well as with each other.

The team has also been more open in communicating with each other. We strive to make sure that we present a united front to participants. Participants have begun to trust the program knowing that team members are all on the same page with regard to the rules and expectations of the program and with participant's adherence to the requirements.

Finally, the team has started addressing non-engagement from participants earlier. Responses to participant behavior have become more progressive and thoughtful than before. Sanctions are intended to change behavior versus simply being punitive and are therapeutic and are more individualized to the participant because of this as well.

2. Analyze length of time people staying in program, whether engaged in treatment and reasons for discharge.

Participants stay an average of 535 days in the JTC program.

4 participants graduated and were engaged in their treatment programs until they were completed with their treatment plans. 1 participant was transferred to Anchorage Therapeutic Court and was actively engaged in treatment while in the Juneau Therapeutic Court. 1 participant was administratively discharged for excessive UA's. This participant was minimally engaged in treatment. 1 participant chose to opt-out after R11 and was not engaged in treatment.

3. Analyze referral numbers and reasons for not coming into program. Analyze types of crimes and number referred by PDs. Ditto by DAs.

Of the defendants that were referred to JTC, 8 were not interested, 4 were denied by the DA, 1 was denied by the judge, and 1 had no contact with the Juneau Therapeutic Court.

Types of Crimes Referred to JTC	# of Defendants Referred
Felony DUI	6
DUI	7
Burglary	3
MICS 2	1
Vehicle Theft	2
Larceny	1
PTRP	3
False Information	0
Failure to Stop	1
Violate DV Protective Order	0
Escape	0
Theft	5
Robbery	0
Criminal Mischief	1
Failure to give information & assist	1
Tamper with Evidence	1
Hinder Prosecution	1
Reckless Endangerment	1
DWLS/R	2
Damage Property Under \$250	1
VCOR	5
Fail to Stop at the Direction of an Officer	1
Resist/Interfere with an Arrest	2
Refusal to Submit to a Chemical Test	1
Felony Refusal to Submit to a Chemical Test	1
Trespass	1
Fraudulent Use of an Access Device	1

4. Analyze timelines of processes from referral to exit – improvement needed? If yes, how?

The timeline from referral to exit for those who graduated the program was generally 20 months. The program is designed to be 18 months. This is a reduction in time from the previous year. However, in general with everyone who exited the program including discharges and opt outs after initial opt-ins, the average amount of days from referral to exit is 535 days.

The average time between the referral and initial opt-in is 35 days. In FY 19 the average time between referral to initial opt in decreased by 3 days to 32 days.

The time frame between initial opt-in and assessments is supposed to be 5 days.

The average number of days between initial opt-in and treatment assessment is 11.7 days, a decrease from FY 18 which averaged 16 days. In FY 19 the average number of days decreased to 7.5 days between initial opt-in and assessment.

The average rate of time between the initial opt-in and the LSI-R is 15.4 days. This is an increase from FY 18 which averaged 14 days. In FY 19 the average number of days between initial opt-in and LSI-R was 15 days.

This delay in time for assessments has been addressed by the hiring of a new probation officer, and it is anticipated that by the next fiscal year, the amount of time between the initial opt-in and the LSIR will be dramatically reduced.

The average time between the assessments and the Final MDT Review is 17 days. This is a reduction from FY 18 which saw the average time between the assessments and Final MDT review at 23 days. The reduction in time was achieved by increasing court status hearings from every other week to every week. The JTC team now has the opportunity to staff JTC participants every week. The average time between the Final MDT Review and the date of the R11 is 27 days. This is an increase from FY 18 of 10 days. Per the JTC policy and procedure manual, the R11 must be ready within 10 business days of the Final MDT Review. The increase in days is due to participant delay. 1 participant had time to serve up front, and then kept asking for continuances at their COP hearing. The other participant was waiting to get into in-patient treatment before doing their COP hearing.

Participant Sobriety & Graduation

Secondary Goal 3.1: Reduce and eliminate use of controlled substances and alcohol

6. Analyze appropriateness and effectiveness of treatment provider's assessments and treatment. Are there any unmet treatment needs?

All participants are assessed for SA, MAT, and Co-Occurring disorders at GHS. All participants in JTC start their treatment programs after they complete their Rule 11. Once participants complete their substance abuse treatment classes, and graduate to Phase II, they start on their MRT program.

Analyze appropriateness and effectiveness of sanctions and incentives, for example, how timely was the response to positive UA tests?

All incentives and sanctions given to participants in the program are appropriate and depend on what phase they are currently in.

This year the court issued 3.5 incentives per 1 sanction, this is almost meeting best practice standards of 4 incentives to 1 sanction. The court has implemented a variety of tangible incentives to give to participants. The court is giving participants certificates for meeting milestones such as sobriety days and completing MRT. The court now has monthly fishbowl drawings for those participants who get no sanctions for the entire month. If no participants get any sanctions for a month, a member of the team will buy pizza for all the participants.

Sanctions have become more therapeutic and individualized per person. Participants can expect to get a sanction for certain behaviors such as missing a UA, however, the team will come up with a sanction that addresses the reason why the behavior is happening and at what stage they are in the JTC program, instead of just issuing a blanket sanction like community work service. This method of sanctioning along with the increase in incentives has led to a reduction in sanctions issued from FY18 which saw 65 sanctions issued.

FY19 JTC Sanction & Incentive Report

Summary Counts	
190 Incentives	
14 Juneau Coordinated Resource Project for 1 clients	
1	Other financial reward
1	Participant Recognition Award
12	Verbal Praise/Acknowledgement of Effort
214 Juneau DUI Court for 18 clients	
1	1 day curfew extension
4	Approved travel request
21	Early court release for the day (i.e. fast track idea)
12	Other
2	Other financial reward
24	Participant Recognition Award
5	Reduce supervision structure
3	Reduce Supervision/Reporting Requirements
7	Travel Pass
135	Verbal Praise/Acknowledgement of Effort
54 Sanctions	
1 Juneau Coordinated Resource Project for 1 clients	
1	Verbal Reprimand/Warning/Phone Call to Client
70 Juneau DUI Court for 17 clients	

7. Analyze graduation rate, reasons for discharges and how rate can be improved.

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% Average 12 Month Utilization	102%				

Graduations make up 57% of all discharges for JTC. 1 participant chose to opt-out after they did their COP into JTC. 1 participant was discharged for excessive UA's and non-compliance with treatment, and 1 participant was transferred to Anchorage Therapeutic Court. Graduation rates have increased from FY 18. It is anticipated that graduation rates will continue to increase in the next fiscal year. The Juneau Therapeutic Court team continues to implement best practices within the court program to ensure that participants reach successful graduation from the Juneau Therapeutic Court.

Secondary Goal 3.2: To assist participants in regaining their lives

Secondary Goal 3.3: Decrease participants' reliance upon social and human services and increase their abilities to live independently and responsibly

9. Analyze appropriateness and effectiveness of housing, education, employment, medical and other services provided to participants.

All participants are required to have housing before starting JTC. The JTC PO makes every attempt to help participants who do not have housing, find appropriate housing. Participants who do not have private housing have utilized the Juno House which is $\frac{3}{4}$ transitional housing, the Haven House which is transitional housing for females, and the GHS Sober Living facility.

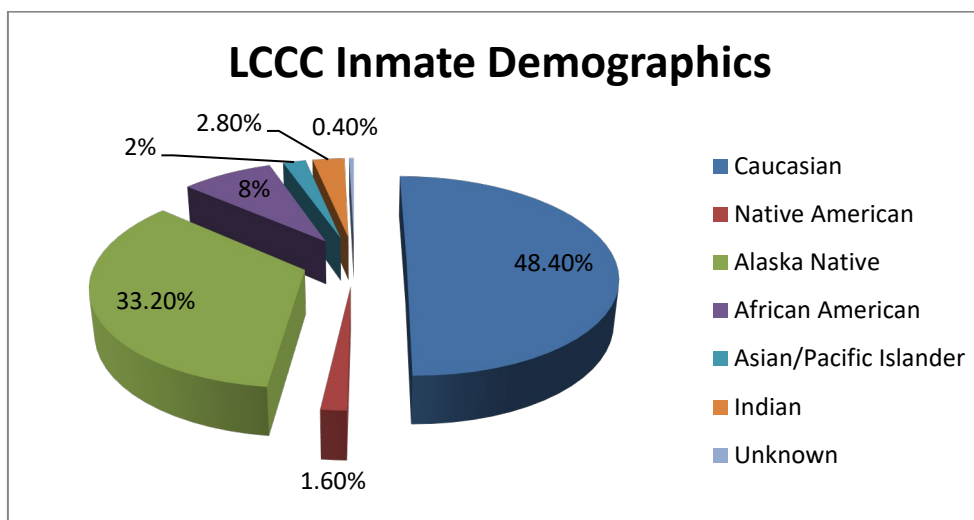
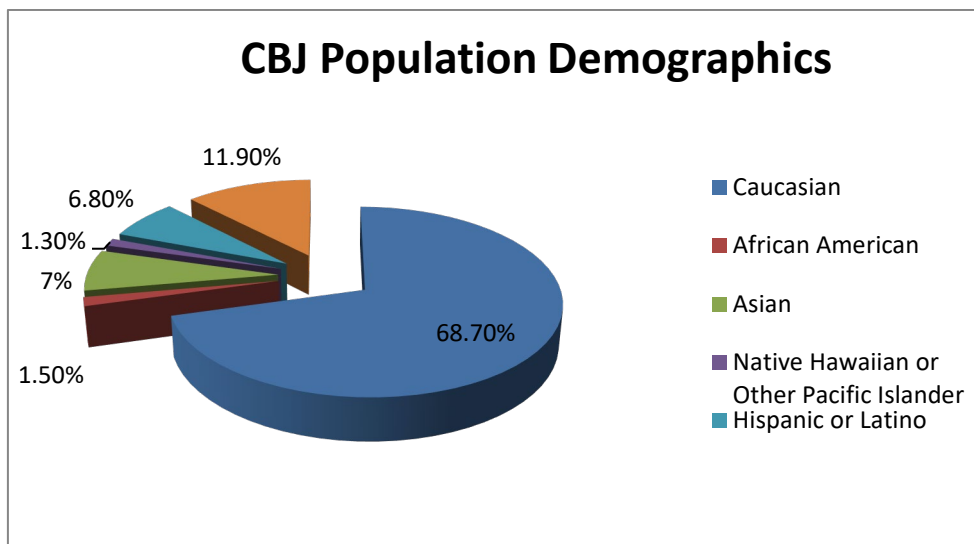
All participants are employed or actively seeking employment. All participants who do not already have insurance sign up for Medicaid to pay for any medical fees and all participants have access to medical clinics in Juneau that have sliding fee scales.

Participants who have not yet obtained a high school diploma or GED are required to obtain their GED as part of their program requirements.

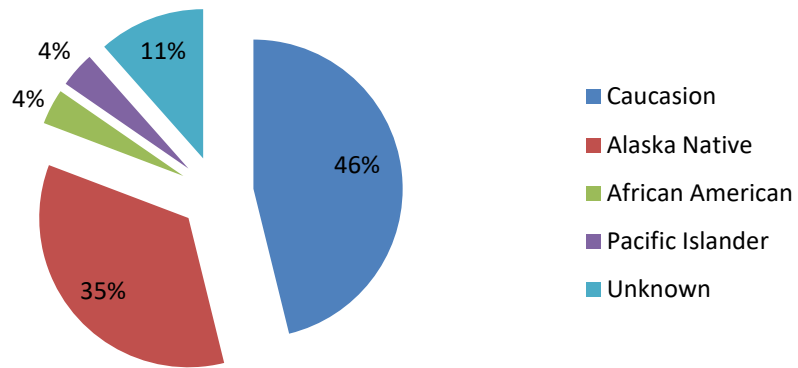
PART B: Demographic Comparisons

HISTORICALLY DISADVANTAGED GROUPS: Citizens who have historically experienced sustained discrimination or reduced social opportunities because of their race, ethnicity, gender, sexual orientation, sexual identity, physical or mental disability, religion, or socioeconomic status receive the same opportunities as other citizens to participate and succeed in the Drug Court – National Standards for Adult Drug Courts.

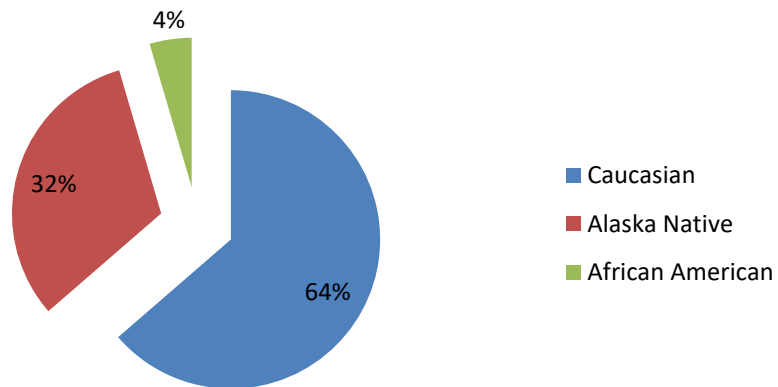
1. Compare demographics of participants to community demographics and similarly to prison inmate demographics.
2. Compare demographics of successful applicants to those denied participation.
3. Compare demographics of successful program completions to those exiting before graduation.



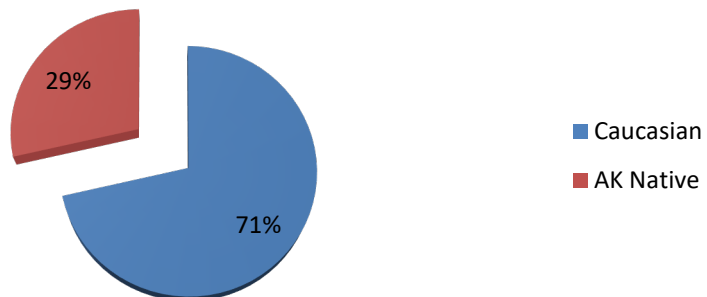
FY 19 JTC Referral Demographics



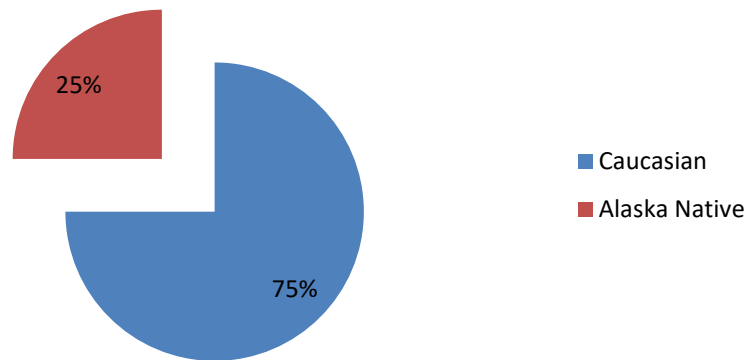
FY 19 JTC Participant Demographics



FY 19 Total Participant Discharge Demographics



FY 19 JTC Graduation Demographics



PART C: Policies & Procedures, Participant Handbook

Primary Goal 5: Complete and document an annual team review of the Therapeutic Court's Policies and Procedures, Client Contract and Client Handbook.

1. If not all Goals and Objectives are being met, how to change P&Ps to help resolve this?

An annual team review of the policies and procedures, client contract, and client handbook was not done in FY18 due to the fact that most team members were new and the former PC had tendered their resignation before a review could be done. A team review will be done of the above in FY19.

Policy & Procedure is currently being updated and modified to reflect current laws regarding Limited Licenses for felony DUI's, and to reflect current practices of the Juneau Therapeutic Court.

Participant Handbooks are being updated to reflect current court policy and procedure.

2. Do P&Ps accurately reflect court practices? If not, define what needs to be revised.

Policy and Procedure Manuals	Last Revision/Create Date	Revision Dates
JCRP PPs 2017	Revised – Waiting for Approval	3/19
JTC PPs	Being Revised	6/19
CRP Flow Cart		10/17
JTC Flow Chart		5/18
JTC Participant Handbook	7/11/19	7/11/19
JCRP Participant Handbook	7/11/19	7/11/19

3. Is Participant Handbook up to date and reflective of court practices?

The JTC participant handbook is currently being revised to reflect court practices, programmatic changes, and court hours of operation.

PART D: Team Members, Training Plans

Primary Goal 6: Conduct team trainings needed to assure that best practices are being utilized in the implementation of the therapeutic courts.

1. Most members of the Juneau Therapeutic Court have received significant training this year. Most team members have received training in each category of the training plan that was submitted for this year. With team members being trained on best practices and policy and procedure the court has been able to reach capacity. The court has also been able to achieve retention goals for participants.

2. What training gaps are there and how to address them?

There is a consistent issue with all team members being able to be available at the same time for trainings. To address this issue, PC distributes any information that came from the training to those who were not able to be in attendance, and PC will find additional information on the topic for them to read on their own.

See FY 20 Training Plan below.

FY 20 Team Training Plan						
	Whole Team Together	Judge	DAs/PDs	Treatment	Law Enforce	Court Staff & POs
Orientation	Will send reading material and do in-service trainings/reviews					
Court Mission	x					
P&Ps	x	x	x	x	x	x
Participant Handbook	x	x	x	x	x	x
Premeet & Court Observation	x					
Court Philosophy	x					
Team Member Roles & Responsibilities	x					
Treatment	Will have JAMHI/GHS provide in-service trainings					
Dynamics of Addiction	x					
Dual Diagnosis/Co-occurring Disorders	x					
Mission & Ethics of Tx Providers	x					
Family Impact	x					
Pharmacological Interventions/MAT	x					
Cognitive Behavioral Therapy	x					
Trauma Informed Care	x	Will try to	schedule	training	with	professional
Legal Processes	Will have legal parties give in-service trainings					
Legal & Court Processes	x					
Mission & Ethics of Legal Representatives	x					
Court Program	Webinars / reading material / In service trainings					
Sanctions & Incentives	x	x	x	x	x	x
National Standards		x	x	x	x	x
Drug/Alcohol Testing		x	x	x	x	x
Motivational Interviewing	x	Will try to	schedule	training	with	professional
Cultural & Gender Issue Competency	x	x	x	x	x	x
Confidentiality		x	x	x	x	x
Criminogenic & Other Assessments	x					
Victims' Rights	x					
Self-Help/Peer-to-Peer Groups	x					
Community Resources		x	x	x	x	x
Data Collection & Evaluation	x					
NADCP Conference	x					

3. Are POs being appropriately utilized?

Yes, PO is being utilized. PO does office visits, home visits, LSI-R, orientation, case management, etc. with all participants.

The PO currently carries a case load of 15 JTC participants. There were a total of 21 participants in FY19.

PART E: Outreach

Primary Goal 4: Conduct outreach and work with the Therapeutic Courts Office and Communications Counsel to inform the public about the benefits of therapeutic courts.

1. How are community partnerships working?

Partnership with GHS is working well. They are currently fully staffed and providing assessments as needed within the time frame (5 days from initial opt-in) indicated in their contact and according to JTC policy & procedure. They also make arrangements to provide assessments at the jail for those participants who are in custody at the time of initial opt-in. Assessments are submitted for review within the time frame indicated within the JTC policy & procedure.

JTC has begun utilizing JAMHI for mental health services for some JTC participants which has led to a member of JAMHI becoming a JTC team member.

Partnership with NCADD is working well. Participants report to NCADD for UA testing. UA logs are emailed at the end of a UA day along with results. Any positive results are sent to the lab.

There has been employee shortage for the Juneau Alumni group. This issue is currently being addressed with the Alaska Therapeutic Court Alumni Group. Currently there is an Alumni Event held quarterly for participants that is arranged by the alumni group facilitator. However, alumni participants have been arranging a monthly event for themselves in the absence of the facilitator.

JTC currently partners with the State of Alaska's District Attorney's Office and the Public Defender's Office as well as the City and Borough of Juneau's Prosecuting Office and Public Defender's Office. These offices are part of the JTC team. There has been minimal turn over this year with regard to these offices. New members to the team as well as current members of the team have received training on target populations which has led to an increase in referrals and has led to the JTC court being at capacity for participants.

JTC also partners with the Juneau Police Department (JPD). We have one JPD officer currently on the team who provides information on participants and referrals. The officer acts as the eyes and ears of the court in the community, and informs the team members of any police contacts with participants whether they are positive contacts or negative contacts.

2. Summarize outreach efforts and how they helped the functioning of the court.

Outreach has been done regarding the area of housing in the Juneau community. Efforts are ongoing in the community to find housing for JTC participants and for people reentering the community from prison, and those with felony level convictions. PC was working with the Juneau Re-Entry Coalition (JREC) regarding this matter and was part of a work group to develop a housing plan to address the issue. The work group completed the housing plan and submitted it to the JREC Steering Committee for review/approval. The work group proposed a transitional housing facility for men who are reentering the community from jail. JREC decided that they would not be able to bring the proposal to fulfillment because they are not a non-profit organization and cannot solicit grant funds to bring the plan to fruition. JREC would need to seek a non-profit organization(s) that would be willing to move forward with this project.

PC and PO also have met with Tlingit and Haida (T&H) to talk about placement of participants in their new $\frac{3}{4}$ housing unit. Much discussion has been had with regard to the therapeutic courts utilizing the $\frac{3}{4}$ housing facility. It had been decided that JTC participants would not be able to be housed there because of the difference in program obligations between T&H and the JTC. However, T&H

approached the therapeutic courts again about utilizing their facility. T&H has started to pursue their own Tribal Wellness Court and decided that JTC participants would be a complimentary addition to their facilities. Discussions are still on going.

JTC has been working with Great Bear Recovery Collective which is a re-entry peer support program that was started by graduates of the Juneau Therapeutic Court. Great Bear provides case management services for participants, will drive them to appointments, offers sober support, and provides grant money for participants who want to do wellness activities that cost money. JTC participants have started doing yoga with grant money provided by Great Bear.

PO & PC met with staff of Lemon Creek Correctional Center (LCCC) to see what changes could be made to be more efficient with those participants who have been referred to therapeutic court, but are not yet in and are still in custody. A list of LCCC probation officer email addresses were given to the PC so that any paperwork that needed to be filled out or given to an inmate could be done electronically instead of having either the PO or PC go out to the jail in person. The probation officer will then send the paperwork back electronically. This has led to a reduction in time for getting people out of jail and into the JTC program. LCCC also requested a copy of the JTC Participant Handbook to have at the jail for those inmates who may be interested.

PC & PO met with Julee Douglas, Director of the Haven House. Haven House is a transitional housing option for women transitioning out of the criminal justice system. We discussed the policies and procedures, requirements, and time limits for living at the Haven House. Female participants who are in need of transitional housing are able to utilize Haven House.

PC presented to the community about the Juneau Therapeutic Courts. This was a 30 minute presentation and afterward members of the community asked questions about the therapeutic courts for 1 hour. This has led to meetings with other agencies in the community who are interested in working with the therapeutic courts as well as simply informing the public of the services we offer to our participants and our success rates.

3. Are the original arresting officers engaged in participant successes?

No. Arresting officers are not currently engaged with participant success. However, participants are given the opportunity to invite arresting officers to their graduations.

4. Are donors to the program encouraged to attend court?

Everyone is encouraged to attend JTC to see what the court is about. We currently do not have any donors to JTC other than Partners for Progress in Anchorage.

5. What efforts are planned for the next FY?

Continuing efforts will be made to find affordable, safe, stable housing for participants in the JTC program.

The team will continue to meet for quarterly administrative meetings to discuss policy and procedure and makes changes as necessary.

The team will attend the 2019 NADCP conference and then will have a follow up meeting to discuss what was learned, and what changes will be made if any.

Team will continue training on topics in the FY20 training plan

Team will continue with community outreach to educate the public on the Juneau Therapeutic Court

Team will strive to keep JTC court at or above capacity, and will strive to continue to meet program retention goals.

Team will strive to meet best practice suggestion of 4 incentives to 1 sanction.

Summary

1. Note achievements/challenges relating to Goals and Objectives.

JTC has met and exceeded its utilization and retention rate as noted in the policy and procedures. JTC reached capacity this year with 15 participants in the program.

Challenges remain in reducing the amount of time it takes between the referral and the R11. The delays happen in the areas of treatment, probation, and the R11. Challenges also remain in retaining participants throughout the entire program, referral to graduation. One other challenge that remains is finding housing for participants - particularly those participants who are incarcerated when they are trying to get into the program.

There is still delay in time between the referral and R11. There has been staff turnover this year which has led to delays in getting the LSI-R done, and the R11 done.

2. What led to achievements?

JTC team members have had an increase in trainings this year. PC has tried to have a training on each of the topics listed in the training plan. Trainings were held either in person, through handouts, or webinars. Team members also gave cross trainings on their roles and responsibilities. The team has had many trainings on the policy and procedures of the Juneau Therapeutic Court which has led to an increase of referrals to the therapeutic court that meet the target population.

JTC participants have started receiving more intensive case management than previously and so have been able to be connected with resources in the community to aid them in their recovery process as well as becoming an independent member of the community.

JTC has also gotten a new treatment provider who seems to be able to interact with this specific population in a more genuine way. This has led to greater engagement by participants in their treatment processes.

The team overall has begun to be more open with communication and is presenting a united front to participants.

Incentives have increased this year with an average of 3.5 incentives to 1 sanction. This is almost meeting the best practice standard of 4 incentives to 1 sanction. The increase in incentives has led to greater participant satisfaction. Sanctions have become more therapeutic and individualized than before. This has helped to address the reason why the participant is out of compliance rather than just sanctioning the behavior itself.

3. How to resolve challenges?

If there is no staff turnover this year, it should be anticipated that the time between the referral and the R11 will decrease. PC will continue to ensure that JTC team members are aware of the timeframe requirements that are set forth in the policy and procedure between the different procedures needed to get into therapeutic court.