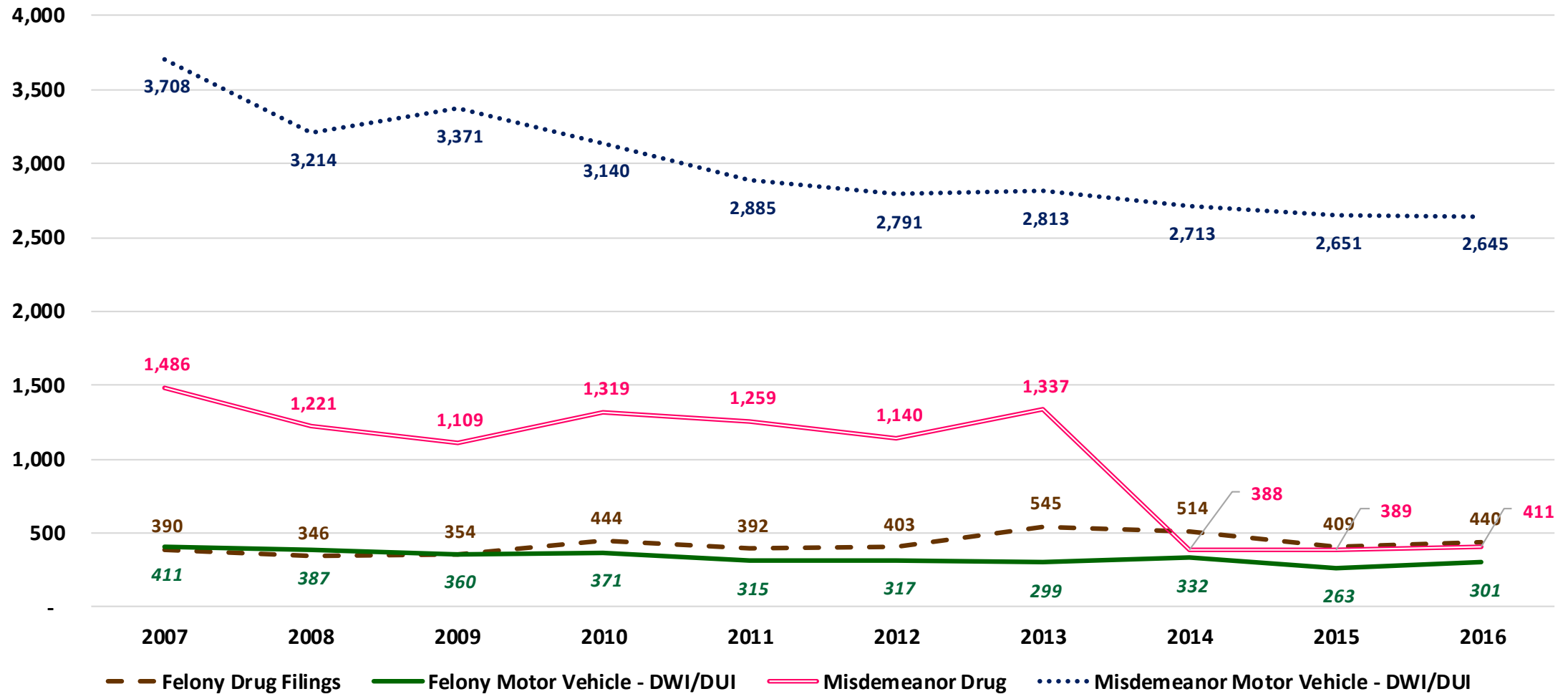


Treatment Dockets in the Vermont Judiciary

Updated November 21, 2017

The Current Landscape

Filings in the Vermont Superior Court, Criminal Division by Case Type and Fiscal Year

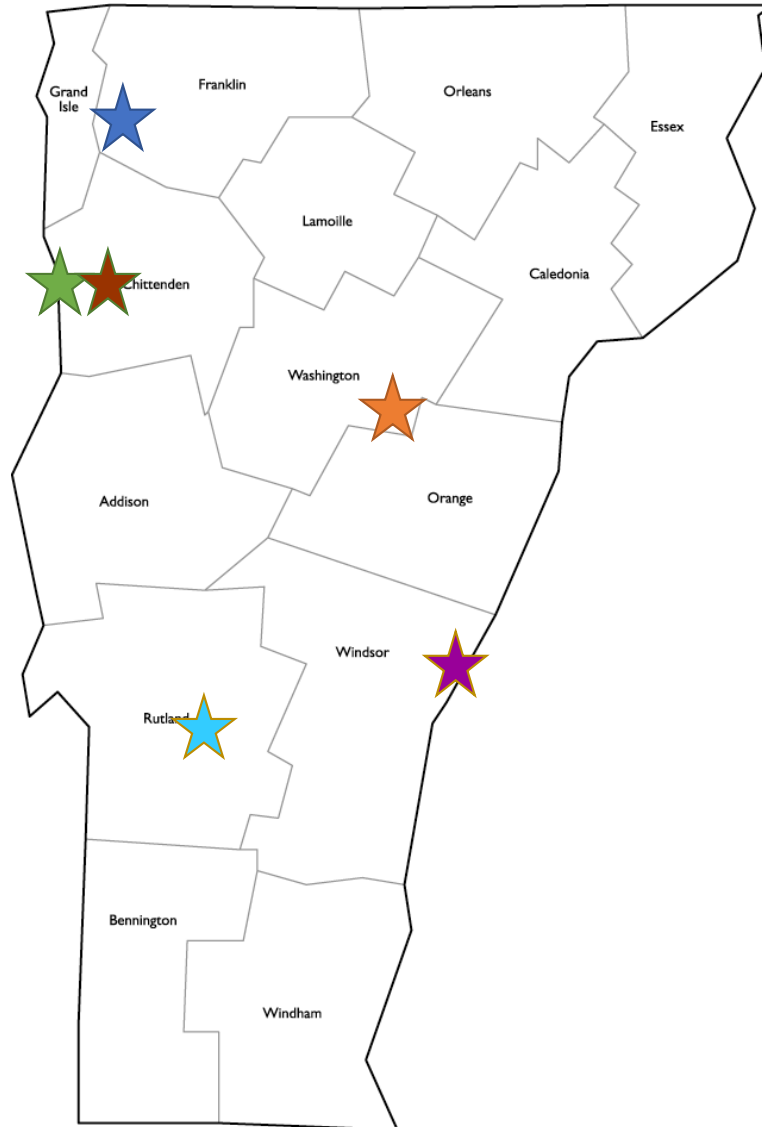


Case Weights

- An initial case weight represents the average amount of time judicial officers and staff currently spend to process a case type from filing through all post-disposition activity.
- The use of separate case weights for different case categories accounts for the fact that case of varying levels of complexity require different amounts of time to resolve.

Case Type	Case Weight: Judge Time	Case Weight: Staff Time
Conventional Court - Misdemeanor	28 minutes	177 minutes
Conventional Court - Felony	130 minutes	352 minutes
Treatment Docket	273 minutes	2,576 minutes

Existing Treatment Dockets



Franklin Juvenile Drug Treatment Docket

Funded by ADAP – **\$4,234**

Chittenden Adult Drug Treatment Docket

-and-

Chittenden Adult Mental Health Docket

Funded by ADAP – **\$73,000**

Rutland Adult Drug Treatment Docket

Funded by ADAP – **\$77,200**

Washington Adult Drug Treatment Docket

Funded by ADAP – **\$35,566**

-and-

Funded by SAMHSA – **\$311,649 (FFY 18) +
\$318,699 (FFY 19)**

Windsor DUI Treatment Docket

Funded by GHSP – **\$233,617**

**General Funds Directly Attributable to the
Treatment Dockets Program: \$94,889**

(compensation and mileage for the programs manager)

**Additional General Funds Resources Currently
Allocated to the Program: Approx. \$32,000**

(Judge time, other staffing time, space, security, etc.)

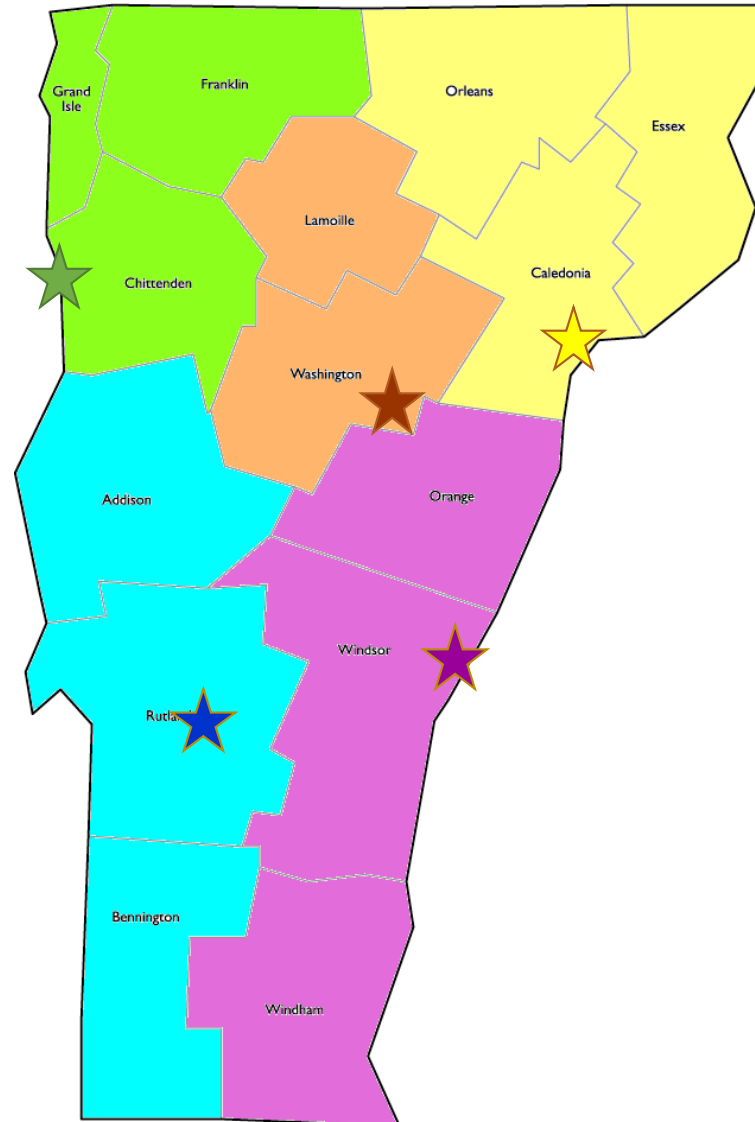


A “Hub and Spokes” Map for Treatment Dockets

- Five Hubs

- Barre
- Burlington
- Rutland
- St. Johnsbury
- White River Junction

DCF FSD district offices and DOC Probation and Parole offices are located in these hub communities



Costs of Treatment Dockets

Estimated Costs for “Generic” Treatment Dockets

Salaries, Third-Party Services, Trainings / Conferences / Meetings, and Supplies	# of Dockets per Hub	# of Hubs				
		1	2	3	4	5
	1	\$668,173	\$985,188	\$1,302,204	\$1,619,219	\$1,936,234
	2	\$919,394	\$1,473,885	\$2,028,376	\$2,582,868	\$3,137,359
	3	\$1,177,330	\$1,989,758	\$2,802,187	\$3,614,615	\$4,427,043
	4	\$1,455,728	\$2,546,554	\$3,637,379	\$4,728,205	\$5,819,031
	5	\$1,754,586	\$3,144,270	\$4,533,954	\$5,923,638	\$7,313,322

Notes	1	Subtract \$3,970 per docket per hub where a judicial master rather than a judge presides over the docket.
	2	For each DUI docket, add \$21,600 per hub for defense counsel participation on the treatment team.
	3	Add \$1,800 per docket per hub to offer transportation assistance, or add amounts shown below for mobile dockets.
	4	Amounts shown in the chart above include \$100,000 per hub to fund costs for space, relocation costs, and security infrastructure.

Estimated Additional Costs for Mobile Dockets

Additional Costs for Mobile Dockets	# of Dockets per Hub	# of Hubs				
		1	2	3	4	5
	1	\$0	\$0	\$0	\$0	\$0
	2	\$9,939	\$19,879	\$29,818	\$39,758	\$49,697
	3	\$19,879	\$39,758	\$59,637	\$79,515	\$99,394
	4	\$29,818	\$59,637	\$89,455	\$119,273	\$149,091
	5	\$39,758	\$79,515	\$119,273	\$159,031	\$198,789

Notes	1	Subtract \$1,895 per docket per hub where a judicial master rather than a judge presides over the docket.
	2	For each COUNTY served by a mobile treatment docket other than a county with a hub, add \$100,000 to fund costs for space, relocation costs, and security infrastructure.
	3	The above chart reflects the costs of the presiding judge or judicial master, the regional treatment coordinator, and the clinical case manager to travel from the hub to a docket located in a spoke county. We assume there would be no mobile docket for a hub with only one docket.

Cost Components

- **Program-Level Costs**

- Salaries
 - Programs Manager (existing)
 - Administrative Assistant (existing)
- Cost-benefit Evaluation

- **Location-Related Costs**

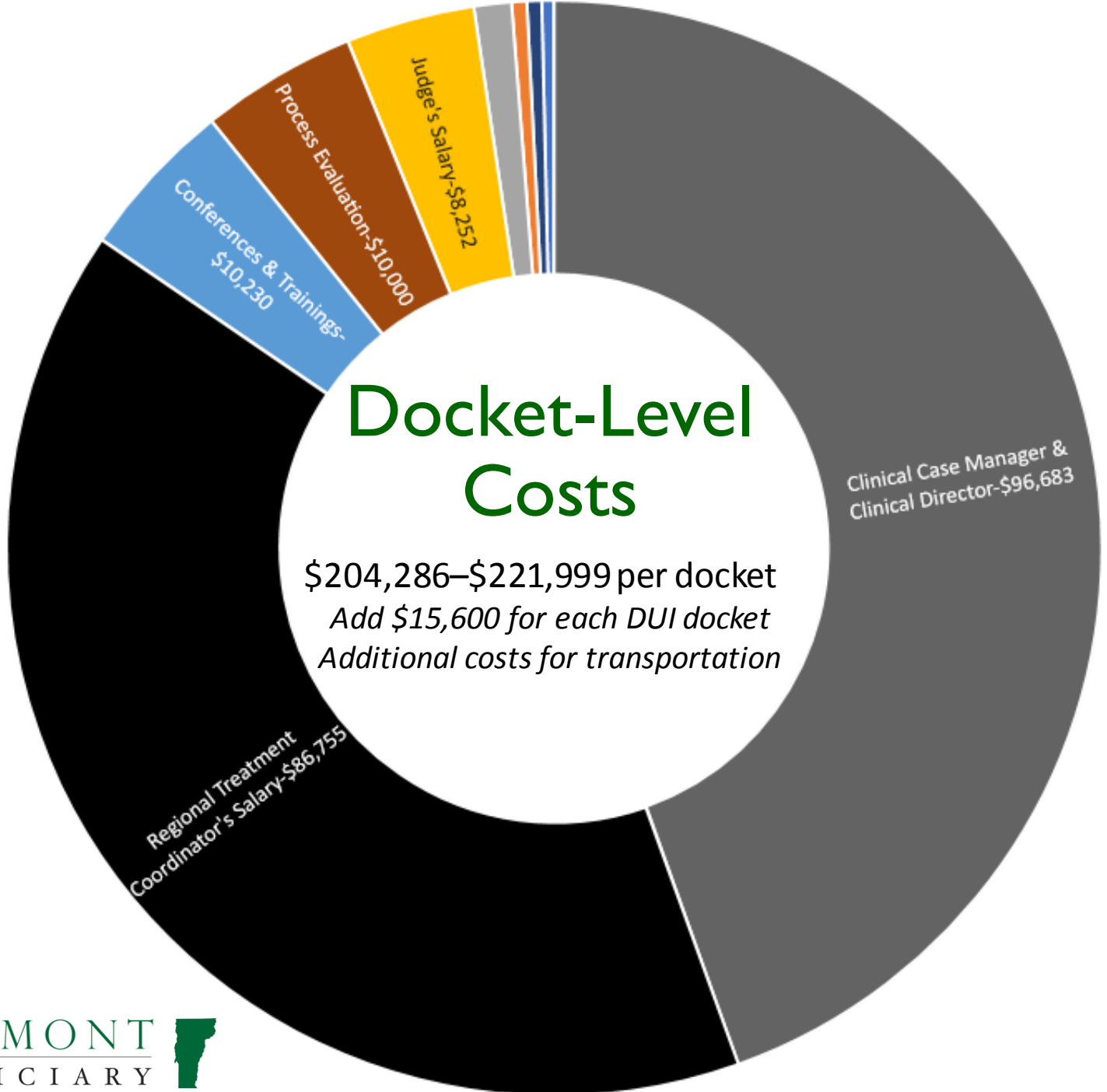
- **Costs for a Mobile Model**

- **Docket-Level Costs**

- Salaries
 - Judge / Judicial Master
 - Regional Treatment Coordinator
 - Docket Clerk
- Trainings, Conferences & Meetings
- Supplies
- Third-Party Services

Program-Level Costs

- The cost of every hub/docket configuration includes **\$238,079** as a fixed, program-level cost.
 - The Judiciary employs a programs manager (Compensation: **\$94,427**)
 - The Judiciary employs a 0.5 FTE administrative assistant (Compensation: **\$18,652**)
 - We also include **\$125,000** to pay for a comprehensive, cost-benefit evaluation of one or more dockets annually.



- Meetings-\$785
- Docket Clerk's Salary-\$974
- Supplies-\$2,400
- Judge's Salary-\$8,252
- Conferences & Trainings-\$10,230
- Regional Treatment Coordinator's Salary-\$86,755
- Court Security-\$936
- Process Evaluation-\$10,000
- Clinical Case Manager & Clinical Director-\$96,683

Docket-Level Costs: Judiciary Salaries

- **Judiciary Salaries** – Between **\$83,252** and **\$100,965 per docket**

- Each docket requires just over 4 percent of a judge's or judicial master's annual time

Judge: **\$8,252** | Judicial Master: **\$4,283**

- Each docket operating at full capacity requires a full-time regional treatment coordinator (RTC) or a senior RTC

RTC: **\$86,755** | Senior RTC: **\$100,499**

- Each docket requires 1.75 percent of a docket clerk's annual time

Docket clerk: **\$974**

Docket-Level Costs: Trainings, Conferences & Meetings

- **Conferences & Trainings: \$10,230 per docket**

- Cost for three people to attend training & conference provided by the National Association of Drug Court Professionals: **\$7,845**
- Cost for three people to attend conference convened by the New England Association of Drug Court Professionals: **\$2,385**

- **Meetings: \$785 per docket**

- Average annual cost for each docket's regional treatment coordinator to attend quarterly meetings in Montpelier: **\$175**
- Average annual cost per docket for the programs manager to meet twice per year with each docket's treatment team: **\$610**

Docket-Level Costs: Supplies and Transportation

- **Cost of Supplies per Docket: \$2,400**

- Incentives for participants: \$1,500
- Miscellaneous supplies for team members (paper, folders, etc.): \$500
- Alcohol/drug swabs and instant urinalyses: \$400

- **Transportation (Optional): \$1,800**

- We currently include \$1,800 in transportation assistance in the budget for the Washington Adult Drug Treatment docket funded by SAMHSA.
- Policymakers may either add \$1,800 per docket to the figures shown on the primary budget slide or they may use the pricing for the mobile docket proposal discussed in a later slide

Docket-Level Costs: Third-Party Services

- **Cost of Third-Party Services: \$107,619 per docket**
 - Cost for a full-time clinical case manager, part-time clinical director, and administrative overhead: **\$96,683**
 - Cost for security during court sessions: **\$936**
 - Cost for a process evaluation: **\$10,000**
- **For each DUI treatment docket, add \$21,600 for contractual services with defense counsel**
 - Participants are ineligible for representation by the public defender because DUI treatment dockets are post-sentence proceedings
 - 12 months per year @ 18 hours per month per docket @ \$100 per hour = \$21,600

Location-Related Costs

- In 12 of 14 counties, courthouses lack available space for the additional proceedings each docket would require
- The budget includes **\$100,000 per county** to cover:
 - Costs for space
 - Relocation costs
 - Security infrastructure
- This might be a one-time expense for renovation of space in an existing courthouse, or it might be an ongoing expense for space the Judiciary does not currently possess

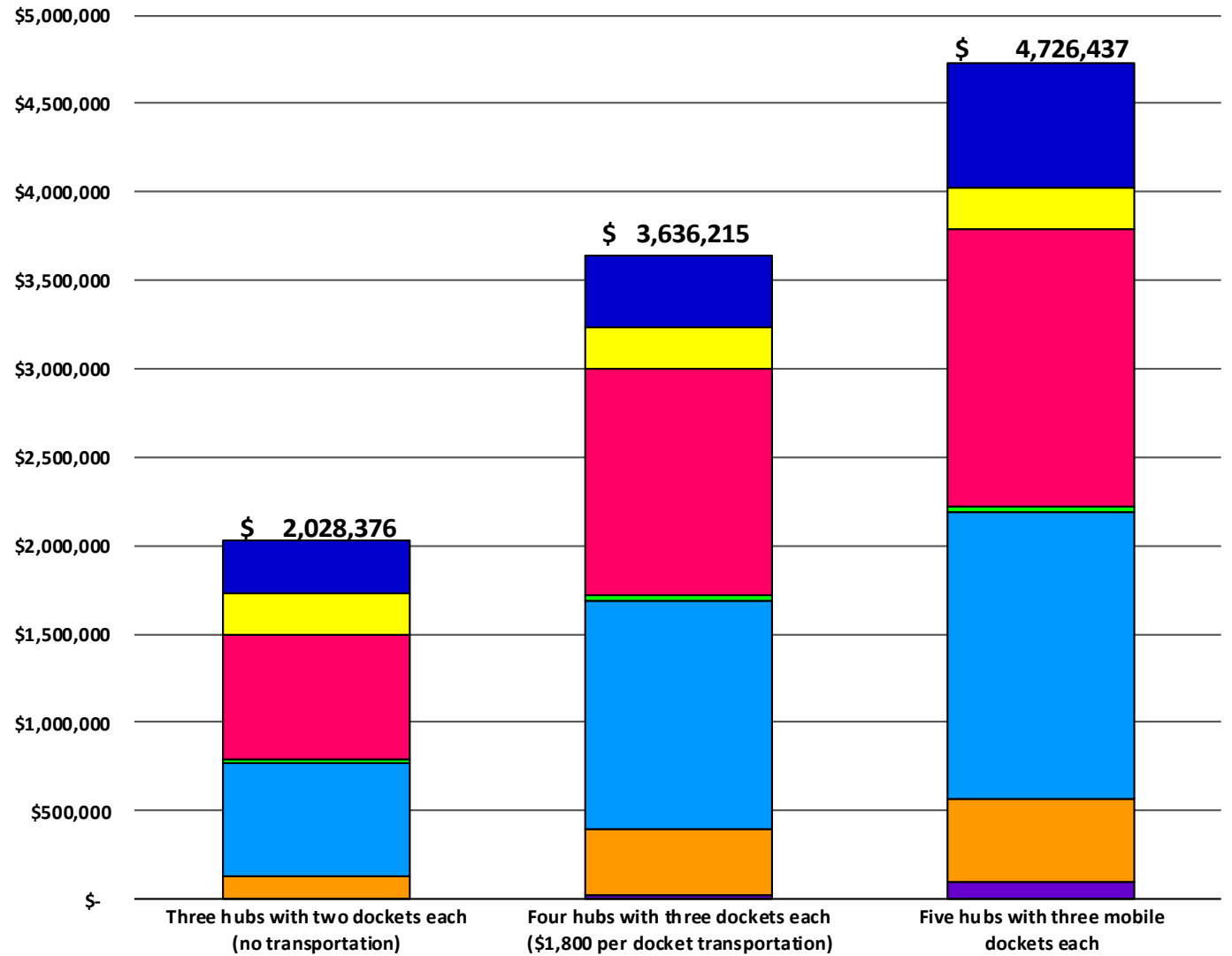
Costs for Mobile Dockets

The cost for each mobile docket is: **\$9,940**

- **Annual cost of mileage** for the mobile team to travel between a hub and a docket: **\$5,809**
- **Annual cost of judge time** for the judge to travel between a hub and a docket: **\$4,131**

Examples

All Dockets Overseen by Judges



	Three hubs with two dockets each (no transportation)	Four hubs with three dockets each (\$1,800 per docket transportation)	Five hubs with three mobile dockets each
Facilities Costs	\$300,000	\$400,000	\$700,000
Program-Level Costs	\$238,079	\$238,079	\$238,079
Salaries for Judiciary Employees on Dockets	\$702,713	\$1,278,602	\$1,566,547
Supplies	\$14,400	\$28,800	\$36,000
Third-Party Services	\$645,713	\$1,291,426	\$1,614,282
Trainings, Conferences & Meetings	\$127,472	\$377,708	\$472,135
Transportation	\$-	\$21,600	\$99,394

Assumptions

1. Each docket operating at full capacity will require a full-time regional treatment coordinator (RTC) and a part-time judge or judicial master (*docket-level expense*)
2. In hubs with more than one docket, one RTC should serve as a low-level manager helping the statewide programs manager support other RTCs in the hub (*difference in pay is a hub-level expense*)
3. Each docket operating at full capacity requires a full-time clinical case manager and a part-time (0.3 FTE) clinical director; these professionals are employed by third-party providers that also charge the Judiciary for customary administrative overhead costs (*docket-level expense*)
4. We include the cost for security during each court session (*docket-level expense*)

Caveats

1. Amounts shown on the following slide include **costs for facilities**: cost of space, relocation costs, and security infrastructure at each site that will host at least one treatment team (*location-related cost*)
2. Costs **do not** include the **costs of providing treatment services** (typically paid by the Vermont Department of Health; any expansion in treatment dockets would likely require additional funding for treatment services)
3. Some **one-time startup costs** are not included in this budget (for example, office furniture, computers)
4. Except as otherwise noted, costs are for **generic treatment dockets**
5. Even if the Judiciary receives funds to implement new dockets, we have limits on the **capacity to establish multiple new dockets simultaneously and successfully**

Evaluations

Types of Evaluations

- A **process evaluation** measures a program's actual case flow, service delivery, and resources in relation to the program's planned target population, policies, and procedures over time. ***Is the treatment docket team following best practice standards for the target population?***
- An **outcome evaluation** measures the program's influence on graduation, criminal recidivism (re-arrest vs conviction), and relapse among cohorts of participants. ***Did participants in treatment dockets fare better than offenders who did not participate in or complete the program? Does graduation from the program reduce crime?***
- A **cost-benefit analysis** shows the impact a program has on public resources and expenditures. ***What is the cost and impact of the program? Does the project yield savings over the status quo?***

Recent Evaluations

Docket	Evaluation Type	Year	Research Period	Research Analyst
Chittenden Adult Drug Treatment Docket	Outcome and Cost-Benefit	2017	2003–2014	NPC Research
Windham Integrated Domestic Violence Docket	Process	2016	2013–2015	Center for Court Innovation
Chittenden Adult Drug Treatment Docket	Process	2014	2013–2014	NPC Research
Washington Adult Drug Treatment Docket	Outcome	2013	2006–2012	Vermont Center for Justice Research
Rutland Adult Drug Treatment Docket	Cost-Benefit	2009	2004–2007	NPC Research

Themes from Recent Evaluations

- Establish a Judiciary advisory committee
- Supreme Court to ensure all treatment court dockets comply with Judiciary statewide evidence-based standards for treatment dockets
- Improve buy-in
 - Improve stakeholder collaboration to increase buy-in and community support through judge leadership
 - Improve buy-in from the administration and agency leaders
- Increase capacity
- Improve data collection
- Provide ongoing training for treatment docket practitioners

Themes from Recent Evaluations (continued)

- Improve adherence to evidence-based practices to:
 - Reduce time from arrest to program referral
 - Improve behavioral responses
 - Develop consistent written manuals and participant handbooks
 - Clarify roles and responsibilities for team members
 - Clearly define and adhere to eligibility guidelines
 - Implement clearly defined phase requirements (5-phase model)
 - Improve team communication between staffing sessions