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A National Compendium of Court Navigation Programs

Providing support at the nexus of the
legal and behavioral health systems

Policy Research Associates, Inc.



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Introduction

Courts across the United States process millions of cases each year¹. Unfortunately, the people involved in these cases do not always have the knowledge or support necessary to navigate the complex procedural steps of the legal system. As a result, people may miss court hearings², fail to make required payments^{3,4}, and misunderstand the status of their case^{5,6}. These mistakes have consequences for the courts. Indeed, courts may waste money and personnel time waiting on or following up with people^{2,7,8}, dockets can back up⁹, and court actors may fail to adhere to due process in a rush to process cases in a timely manner^{10,11,12}. Mistakes also have consequences for people involved in these cases, such as unintentionally failing to comply with court orders¹³, which may result in additional fines, fees, charges, and even jail time.

People become involved with the courts and the legal system for many different reasons. For some, their involvement may be attributable—at least in part—to unmet behavioral health, economic, and social needs, such as those related to mental health concerns, substance use issues, housing instability, and unemployment^{14,15,16}. These unmet needs not only contribute to legal system involvement, but they can also exacerbate challenges that courts experience in processing cases in a timely manner. For example, a person without a fixed address may not receive court date reminders in the mail or may be unreachable, which in turn may lead to missed court hearings. People with unmet behavioral health, economic, and social service-related needs may be more likely to struggle to navigate the court process as a direct result of their unmet needs. For example, a person who cannot access needed psychiatric medications may find it difficult or impossible to participate in meetings with lawyers or court hearings. In these ways, unmet behavioral health, economic, and social service-related needs not only detrimentally impact case processing but case outcomes, as well, contributing to a cycle of negative experiences with the court, wasted court resources, and further legal system involvement.

Some jurisdictions have introduced court navigation programs as a strategy to help people gain the knowledge or receive supports necessary to navigate the complex procedural steps of the legal system and to address unmet needs. Court navigation programs provide guidance and information related to court processes and procedures (though, importantly, court navigation program staff are not lawyers and do not provide direct legal assistance). Court navigation program staff also identify behavioral health, economic, and social service-related needs and help the people involved in these cases connect to community resources to meet those needs.

Purpose

The purpose of this compendium is to provide a national picture of court navigation programs across the United States. We have compiled information about existing court navigation programs to share how these services have been funded, their core components, and their implementation. With this information, courts can develop new court navigation programs and expand existing programs. This compendium can also help court administrators, service providers, family and community members, and others who want to ensure people involved with the court system have their basic needs met and navigate their court-involvement successfully. Anecdotal evidence from staff and administrators of court navigation programs suggests that court navigation and support services provide great benefits to both people and courts. While a formal evaluation of the effectiveness of court navigation programs is still needed to conclusively state their successes, this compendium is a starting point for understanding these programs and increasing their implementation in jurisdictions across the United States.

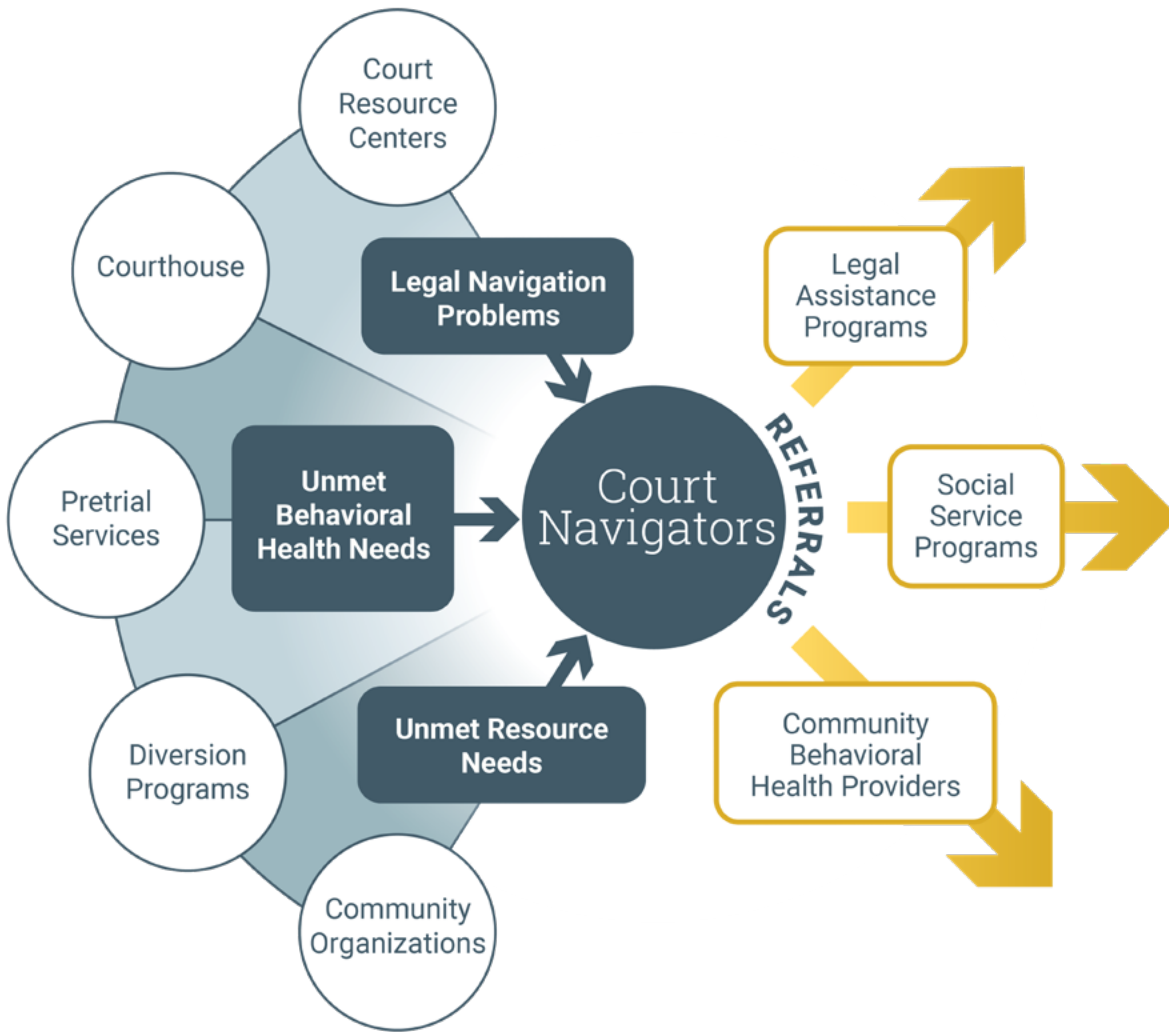
Scope and Definition

In this compendium, we include court navigation programs that focus on providing temporary help with navigating the complicated court system, identifying behavioral health, economic, or social service-related needs, and connecting people to services in the community that can address those needs. We use the term “court navigation program” for ease of understanding and readability of this compendium. However, we acknowledge that some of the “programs” included here are made up of one person or a few people working in stand-alone positions that are not part of a larger program or department while others do fit the more typical understanding of a program.

People providing support through court navigation programs have many titles, such as court navigators, recovery navigators, resource navigators, peer navigators, court concierges, and criminal justice behavioral health liaisons among others. As our individual program descriptions will demonstrate, these differences in titles sometimes correspond to differences in staff expertise and responsibility, the exact services provided, and the target populations being served. In this compendium, we define “court navigator” as a person who is in a position to help meet both limited legal-related needs by providing guidance and information related to court processes and behavioral health, economic, and social service-related needs by providing connections to community-based resources. Importantly, court navigators are not lawyers and do not provide direct legal aid or legal advice of any kind. The behavioral health needs court navigators meet may be related to mental health and substance use issues. Economic and social service needs may include housing, employment, transportation, food, and other related needs. The figure below displays some of the settings in which court navigators interact with people, the

needs they identify, and the types of resources to which they refer people. The intention of these positions is to help people who face challenges navigating the court system and meeting their needs to reduce their chances of experiencing future court involvement. Court navigation programs included here may operate in or be affiliated with any type of court (e.g., criminal, civil, juvenile, etc.).ⁱ

Figure 1: Court Navigator Diagram



ⁱ We did not include court navigation programs that operated exclusively under Tribal or federal jurisdiction as these courts are not eligible for support from the State Justice Institute pursuant to the State Justice Institute Act of 1984 (42 U.S.C. 10701, et seq.)

Methodology

Inclusion and Exclusion Criteria

To identify court navigation programs for this compendium, we began by establishing inclusion and exclusion criteria. We developed inclusion criteria based on a search of the literature – including peer-reviewed articles, law reviews, and government or non-profit agency reports; and discussions with stakeholders – including legal actors, court personnel, court navigators, clinicians, community-based service providers, and researchersⁱⁱ. The table below lists the inclusion and exclusion criteria that court navigation programs had to meet to be included in our compendium.

CRITERIA CATEGORY	INCLUSION	EXCLUSION
Context of service provision	Navigators offer services through a court, court-based office (e.g., Office of the Public Defender), court-affiliated resource (e.g., law library, resource center), or pretrial service agency. Services may also be offered in jail.	Navigators offer services exclusively through jail or prison.
Nature of services provided	Navigators provide guidance related to court processes and legal matters and connect people to behavioral health, economic, and social services in the community.	Navigators provide legal aid or provide guidance exclusively related to the court process and legal matters.
Population being served	Navigators provide services to people with active court cases (may provide services to others including the public, court personnel, family members of people involved with the court).	Navigators provide services exclusively in in the context of a comprehensive program (e.g., Assertive Community Treatment, community court, jail diversion programs).
Process of providing services and making referrals	Navigators offer services “person to person” and include a “warm handoff” to community-based service providers when possible.	Navigators offer services through a self-help stand or kiosk and only connect people to services by providing information about the service provider.
Participation in services	Navigator services are intended to be offered on a voluntary basis.	Navigator services are offered exclusively as part of an alternative to incarceration program, a specialty court program, a condition of release or exclusively by pretrial services officers
Jurisdictions Served	Navigators offer services within the United States in the context of state or lower level courts (criminal, civil, juvenile, and family).	Navigators offer services outside the United States or exclusively under Tribal or Federal jurisdiction.

ⁱⁱ One limitation to the development of our inclusion and exclusion criteria is that we did not directly seek input from people who have been impacted by the criminal legal or behavioral health systems.

Process

We completed four steps to find and describe court navigation programs that were in or adjacent to courts across the United States. The flow chart below provides a visual representation of our search process.

1 To find court navigation programs across the United States, we searched peer-reviewed articles, law reviews, and government or non-profit agency reports. We also searched online and reached out through listservs, message boards, and professional networks. Together, these two strategies produced a list of 107 court navigation programs.

2 We attempted to contact each of the 107 programs to determine inclusion because there was often little information available online to assess whether programs fit our criteria. In phone calls with representatives from each program, we followed a brief questionnaire to learn more about the services offered by the program. Through this step, we excluded 82 programs either because we could not reach them, or they did not meet our inclusion criteria.

3 We sent surveys to 25 court navigation programs that met our criteria. In our survey, we asked detailed information about the program origin and goals, referral and intake procedures, basic operations, follow up processes, and record keeping practices.

4 After reviewing the survey data, we retained 18 court navigation programs. We excluded seven programs because they did not respond to our survey request or because some of their survey answers excluded them per our criteria. We received survey responses from 34 people across these 18 eligible programs. Thirteen (38.2%) survey respondents were court navigators themselves, while 15 (44.1%) supervised or oversaw the provision of court navigation services from an administrative or management level. Three (8.8%) respondents both provided and supervised court navigation services. Finally, three (8.8%) respondents described holding other management and administrative roles. We drafted descriptions of each program and sent the descriptions to representatives for their review. Representatives from 15 programs provided feedback.

Flow chart of program search process



Organization of Compendium

In the sections that follow, we first provide a national overview of court navigation programs. This overview includes a map highlighting the counties or states in which court navigation programs are (or were) operating. We provide a summary of the setting, employment practices, and funding source of the 18 court navigation programs included in this compendium. We also summarize the populations served by court navigators and the process court navigators generally follow when providing services. Next, we provide descriptions of each of the 18 court navigation programs. In these program descriptions, rather than always using the term ‘court navigator’ we adopt the title used locally.

The individual program descriptions include five sections. In the first section, we provide an overview of the program including its location, development, funding, and strategy for employing navigators. In the second section, we describe the population of people who can receive services from the court navigator. In the third section, we briefly review the process for referral and intake for beginning to work with a court navigator. In the fourth section, we discuss the services provided by court navigators and provide a table of the different types of behavioral health, economic, social service, and legal needs people may be experiencing. Court navigators meet some needs themselves, such as providing directions around a courthouse. Navigators help a person meet other needs by providing them a referral to a community service provider. In the table, we indicate whether a need is met internally, by the court navigation program, or by referral. If a court navigator does not address a particular need, we leave it blank in the table. In the fifth section, we describe the follow-up and record keeping practices of court navigators.

National Overview

The court navigation programs included here are embedded within courts, public defender’s offices, pretrial services, court affiliated-resource centers, and community settings across the United States. See the table and map below.

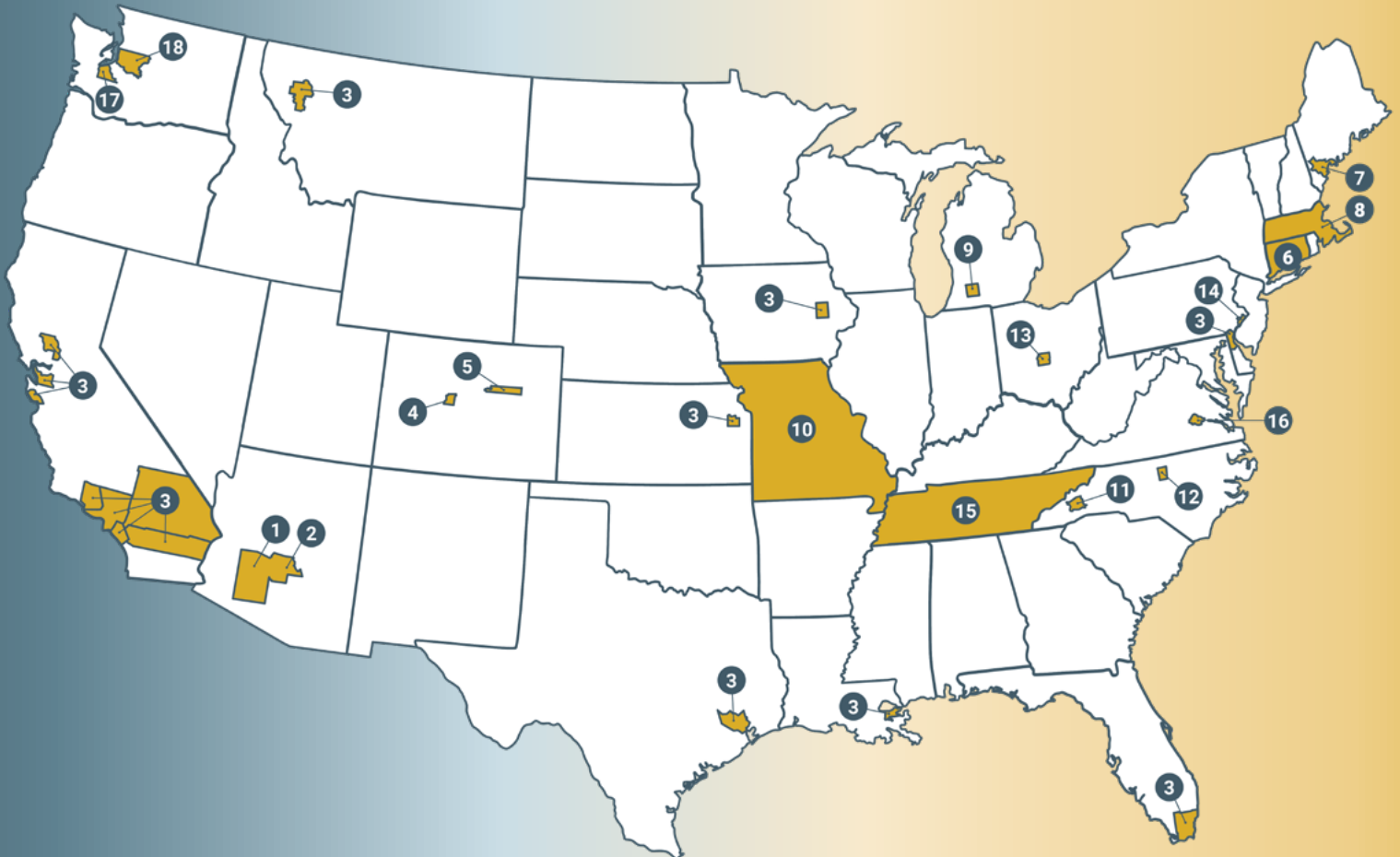
PROGRAM LOCATIONS BY COUNTY

	PROGRAM NAMES	COUNTY, STATE
1	Resource Navigator (Phoenix)	Maricopa County, AZ
2	Resource Navigators (Tempe)	Maricopa County, AZ
3	Partners for Justice	Alameda County, CA, Los Angeles County, CA; Santa Cruz County, CA, Yolo County, CA, New Castle County, DE, Miami-Dade County, FL; Linn County, IA; Douglas County, KS; Orleans Parish, LA; Washtenaw County, MI; Lake County, MT; Multnomah County, OR; Delaware County, PA; Harris County, TX;
4	Court Concierge	Lake County, CO
5	Court Navigator	Arapahoe County, CO
6	Recovery Navigator	CT ⁺
7	Peer Navigator	Cumberland County, ME
8	Recovery Support Navigators	MA [*]
9	Client Navigator	Kalamazoo County, MI
10	Community Behavioral Health Liaisons	MO [*]
11	Justice Resource Center	Buncombe County, NC
12	Court Navigator	Orange County, NC
13	Social Work Navigator at the Self-Help Resource Center	Franklin County, OH
14	Pretrial Navigator	Philadelphia County, PA
15	Criminal Justice Behavioral Health Liaison Program	TN [*]
16	Court Clinician	Chesterfield County, VA
17	The Resource Hub	Thurston County, WA
18	Community Resource Center	King County, WA

* Program serves throughout the state

+ County not specified

MAP OF COUNTIES SERVED



Of the 18 of court navigation programs described in this compendium, 13 (72.2%) are offered in a single courthouse or a single county. Two (11.1%) are offered in multiple jurisdictions and 2 (11.1%) are offered statewide. Nine (50.0%) court navigation programs operate in urban settings, 5 (27.8%) in mixed settings, 3 (16.7%) in suburban settings, and 1 (5.6%) in a rural setting. Navigators are employed by the court in 5 programs (27.8%), by community-based non-profits in 2 programs (11.1%), by community-based behavioral health agencies in 5 programs (27.8%), and by the city or county in 3 programs (16.7%). In 1 program (5.6%) navigators are employed by a mix of community-based behavioral health agencies and the county government. Seven programs (38.9%) indicated that they are funded through the city, county, or state funds. Four programs (22.2%) indicated that they are funded through grants, 5 programs (27.8%) were funded through a mix of state, city, and grant funding, and 1 program (5.6%) was funded through local government and philanthropic funds.

COURT NAVIGATION PROGRAM CHARACTERISTICS

PROGRAM	LOCATION	PROGRAM SPREAD	SETTING	FUNDING	EMPLOYER OF NAVIGATOR(S)
Resource Navigators	Phoenix, AZ	Single courthouse	Urban	City general funds	City
Resource Navigator	Tempe, AZ	Single courthouse	Urban	Grant and city general funds	City Human Services Department
Advocates at Partners for Justice	Nationwide	Multiple Jurisdictions	Mixed	Local government funds and philanthropic organizations	---
Court Concierge	Lake County, CO	Single courthouse	Rural	A community mental health grant and a U.S. Congressional earmark	Community-based behavioral health agency
Court Navigator	Englewood, CO	Single courthouse	Urban	City general funds	Court
Recovery Navigator	CT	Single courthouse	Urban	---	---
Peer Navigator	Portland, ME	Single county	Mixed	Bureau of Justice Assistance grant	Community-based non-profit agency
Recovery Support Navigators	MA	Multiple jurisdictions	Mixed	Bureau of Justice Assistance's Comprehensive Opioid, Stimulant, and Substance Abuse Program (COSSAP) grant	Licensed treatment providers in the community
Client Navigator	Kalamazoo County, MI	Single county	Urban	County and grant	Community-based non-profit agency
Community Behavioral Health Liaisons	MO	Statewide	Mixed	General revenue state funding allocated by the Department of Mental Health	Community behavioral health agencies
Court Navigators at the Justice Resource Center	Buncombe County, NC	Single courthouse	Suburban	Grant through the MacArthur Safety and Justice Challenge	Justice Resource Center
Court Navigator	Orange County, NC	Single county	Suburban	Funded by the American Rescue Plan Act	County Criminal Justice Resource Department
Social Work Navigator at the Self-Help Resource Center	Columbus, OH	Single courthouse	Urban	City and federal grants	Contracted by the court
Pretrial Navigator	Philadelphia, PA	---	Urban	City and county funds	Community-based behavioral health agency
Criminal Justice Behavioral Health Liaison Program	TN	Statewide	Mixed	Tennessee Department of Mental Health and Substance Abuse Services funds	Community-based behavioral health agencies, county government
Court Clinician	Chesterfield, VA	Single courthouse	Suburban	Local funding	Community-based behavioral health agency
Community Resource Center	King County, WA	Single courthouse	Urban	Grants	Court and volunteers
The Resource Hub	Thurston County, WA	Single county	Urban	State treatment sales tax	Court

All court navigation programs described in this compendium are provided to people who have open court cases – during the initial court hearing and during the court process through disposition. Seventeen (94.4%) of the programs also work with people during initial detention and pretrial. Ten programs (55.6%) provide services to people in the community before legal involvement and one program works with people involved with police prior to arrest. Two programs (11.1%) provide services to people awaiting sentencing, 10 (55.6%) provide services to people in jail or prison, and 14 (77.8%) provides services to people on probation or parole. Four programs (22.2%) also provide services to people after their legal matters are resolved. The table below summarizes the stages of the legal system at which services are provided across programs. While the table displays stages of the legal system, 10 court navigation programs also work with people facing civil cases. Programs that work with civil cases are noted in the table.

Stages of the Legal System at which Court Navigation Programs Provide Services

	<i>In the community before legal involvement</i>	<i>With police prior to arrest</i>	<i>During Initial Court Hearing</i>	<i>During Initial Detention</i>	<i>Pretrial</i>	<i>During the Court Process through Disposition</i>	<i>While awaiting sentencing</i>	<i>In Jail or Prison</i>	<i>On Probation or Parole</i>	<i>After Legal Matters Are Resolved</i>
Resource Navigators in Phoenix, AZ ^a	✓	N/A	✓	✓	✓	✓	✓	N/A	✓	✓
Resource Navigator in Tempe, AZ ^a	✓	N/A	✓	✓	✓	✓	N/A	N/A	N/A	N/A
Advocates at Partners for Justice, Nationwide	N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	✓
Court Concierge in Lake County, CO ^a	✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A
Court Navigator in Englewood, CO	✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A
Recovery Navigator in Connecticut	✓	N/A	✓	✓	✓	✓	✓	✓	✓	N/A
Peer Navigator in Portland, ME	✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A
Recovery Support Navigators in Massachusetts ^a	N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	✓
Client Navigator in Kalamazoo County, MI	N/A	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A
Community Behavioral Health Liaisons in Missouri ^a	✓	✓	✓	✓	✓	✓	N/A	N/A	N/A	N/A
Court Navigators at the Justice Resource Center in Buncombe County, NC	N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A
Court Navigator in Orange County, NC ^a	✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A
Social Work Navigator at the Self-Help Resource Center in Columbus, OH ^a	N/A	N/A	✓	N/A	N/A	✓	N/A	N/A	N/A	N/A
Pretrial Navigator in Philadelphia, PA	N/A	N/A	✓	✓	✓	✓	N/A	N/A	N/A	N/A

	<i>In the community before legal involvement</i>	<i>With police prior to arrest</i>	<i>During Initial Court Hearing</i>	<i>During Initial Detention</i>	<i>Pretrial</i>	<i>During the Court Process through Disposition</i>	<i>While awaiting sentencing</i>	<i>In Jail or Prison</i>	<i>On Probation or Parole</i>	<i>After Legal Matters Are Resolved</i>
Criminal Justice Behavioral Health Liaison Program in Tennessee	N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A
Court Clinician in Chesterfield, VA^a	✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A
Community Resource Center in King County, WA^a	✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A
The Resource Hub in Thurston County, WA^a	N/A	N/A	✓	✓	✓	✓	N/A	N/A	✓	✓

a= Programs provide services to people facing civil or family court cases in addition to criminal court cases.


The court navigation programs included here provide services to a wide range of people. All programs provide services to people involved in the legal system, at the pretrial stage or with an open case. Sixteen programs (88.9%) also provide services to people with disposed cases. Many programs also provide services to people who are adjacent to a person involved in the legal system. Eleven programs (61.1%) provide services to family members of people charged. Six programs (33.3%) provide services to victims, and 5 programs (27.8%) provide services to family members of victims. Two programs (11.1%) provide services to jurors and 1 (5.6%) provides services to court employees. Nine programs (50%) even provide services to the non-legal system involved general public. Finally, some programs aim to target specific populations (e.g., people experiencing homelessness, people with substance use related needs). Descriptions of the specific populations of focus can be found in the individual program descriptions under the section titled: Who Can Receive Services from the Resource Navigators?

Populations Provided Services by Court Navigation Programs

	Public	People in the pretrial stage or people with an open case	People with disposed cases	Family member of people charged	Victims	Family members of victims	Jurors	Court employees
Resource Navigators in Phoenix, AZ	✓	✓	✓	✓	✓	✓	✓	✓
Resource Navigator in Tempe, AZ	✓	✓	✓	✓	N/A	N/A	N/A	N/A
Advocates at Partners for Justice, Nationwide	N/A	✓	✓	N/A	N/A	N/A	N/A	N/A
Court Concierge in Lake County, CO	✓	✓	✓	✓	✓	✓	✓	N/A
Court Navigator in Englewood, CO	✓	✓	✓	N/A	N/A	N/A	N/A	N/A
Recovery Navigator in Connecticut	✓	✓	✓	✓	✓	✓	N/A	N/A
Peer Navigator in Portland, ME	✓	✓	✓	N/A	N/A	N/A	N/A	N/A
Recovery Support Navigators in Massachusetts	N/A	✓	✓	✓	N/A	N/A	N/A	N/A
Client Navigator in Kalamazoo County, MI	N/A	✓	✓	N/A	N/A	N/A	N/A	N/A
Community Behavioral Health Liaisons in Missouri	N/A	✓	✓	✓	N/A	N/A	N/A	N/A
Court Navigators at the Justice Resource Center in Buncombe County, NC	N/A	✓	✓	N/A	N/A	N/A	N/A	N/A
Court Navigator in Orange County, NC	✓	✓	✓	✓	✓	✓	N/A	N/A
Social Work Navigator at the Self-Help Resource Center in Columbus, OH ^a	N/A	✓	N/A	N/A	N/A	N/A	N/A	N/A
Pretrial Navigator in Philadelphia, PA	N/A	✓ ^a	N/A	N/A	N/A	N/A	N/A	N/A
Criminal Justice Behavioral Health Liaison Program in Tennessee	N/A	✓	✓	✓	N/A	N/A	N/A	N/A
Court Clinician in Chesterfield, VA	✓	✓	✓	✓	✓	N/A	N/A	N/A
Community Resource Center in King County, WA	✓	✓	✓	✓	✓	✓	N/A	N/A
The Resource Hub in Thurston County, WA	N/A	✓	✓	✓	N/A	N/A	N/A	N/A

a= This program only works with people who are ordered to receive pretrial services.

Involvement with court navigation services is always intended to be voluntary though occasionally judges may recommend or order a person to work with a court navigator. In all programs included in this compendium, court navigators engage in an initial meeting



with a person that includes a discussion of the person’s needs. Court navigators use this discussion to identify a person’s behavioral health, economic, social, and legal needs. Then, navigators make referrals to community-based service providers for both behavioral health, economic, and social service-related needs. In all programs, navigators will make referrals using a “warm handoff” when that is possible and wanted by the person with whom they are working. A warm handoff includes calling ahead to set up appointments, connecting people with service providers who are on site at the courthouse or the location in which the navigator works, or assisting a person with transportation to the service provider.

Descriptions of Individual Programs

Resource Navigators in Phoenix, AZ

ACTIVE (ESTABLISHED 2022)

Two Resource Navigators provide services in a Municipal Court in Maricopa County, Arizona. This court holds more than 50 hearings each week. The Resource Navigator position was developed by the Municipal Court. The positions are funded through city general funds. The Resource Navigators are city employees and work under the court. The Resource Navigators work directly with community-based behavioral health agencies, peer recovery agencies, and the City Human Service Department. Resources navigators are required to have a relevant master's degree (e.g., MSW, LPC), job orientation training, crisis intervention or de-escalation training, training on court rules, processes, procedures, and first aid training. There is one manager, a supervisor and one front-line Resource Navigator who serve as the team to work with the community-based agencies, and other City departments to offer or connect to needed services. Resource Navigators each serve about one person a week with volume anticipated to increase as awareness of the services becomes commonplace.



The goal of the Resource Navigator position is to make problem-solving courts the norm throughout the court process.

Who Can Receive Services from the Resource Navigators?

Resource Navigators work with the community-based behavioral health agencies, peer recovery agencies, and the City Human Service Department to provide services for the public, pretrial defendants, people with disposed cases, victims, family members of people charged, family members of victims, jurors, and court employees. There is not a specific population that Resource Navigators target; they will provide aid to anyone.

Where the Resource Navigators Provide Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	✓	N/A	✓	✓

What Is the Referral & Intake Process to Receive Services from the Resource Navigators?

People may approach or be approached by the Resource Navigators in the courthouse. Additionally, judges, lawyers, other court staff, jail staff, and people in the community can refer a person to the Resource Navigators. During the initial meeting, the Resource Navigator discuss a person's needs and completes an intake form. Resource Navigators also have access to some legal records.

What Services do Resource Navigators Provide?

Resource Navigators provides services to meet some needs directly. To meet other needs, the Resource Navigators make referrals to community-based service providers or to other court staff. Resource navigators have a referral network developed through prior experience and relationships. The table below shows the behavioral health, social service, and legal needs met internally, by Resource Navigators, or externally, by a referral.

When the Resource Navigators refer a person for services they may provide a person with the contact information for the service provider, make calls to service providers to set up an appointment for a client, walk with a person to a service provider in the same facility as the Resource Navigator, or transport a person to a different facility than the facility the Resource Navigator is in. Resource Navigators have access to interpreter services. The Resource Navigators are also responsible for representing the Court in public meetings.

How Does the Resource Navigator Follow Up & Keep Records?

The Resource Navigators follow up with people after providing services over the next few days, weeks, or months. The purpose of following up is to determine if the person received the services and what other services may be required. People who have received services may also initiate a follow-up with the Resource Navigators themselves. There is no formal discharge process for stopping services or ending contact with a person.

Resource Navigators keep records of the people they have worked with that include demographics, services received, service notes, and provider information. Records are kept on a computerized management system, as well as SharePoint. Only court staff have access to these files.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	X	N/A

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	N/A
Aid with job applications and/or job searching	X	N/A
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	N/A	X
Aid in locating legal paperwork	X	N/A
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	N/A	X
Attend meetings with lawyers with a person	N/A	X

Resource Navigator in Tempe, AZ

ACTIVE (ESTABLISHED 2021)

One Resource Navigator provides services in the municipal court in Tempe, Arizona. This court holds 11-50 daily hearings. The Resource Navigator position was established through collaboration between the court and the Human Services Department. The position is currently funded through a grant and city general funds. The Resource Navigator is employed by the city Human Services Department and is required to have a master’s degree (e.g., MSW, LPC), job orientation training, training on court rules/processes/procedures, first aid training, Narcan administration training, and crisis intervention and/or de-escalation training. The Resource Navigator has not been personally impacted by the criminal legal or behavioral health systems but bringing on people with experience of these systems is in process to enhance the services currently offered by the Resource Navigator. One supervisor is involved with the Resource Navigator position. The Resource Navigator works collaboratively with probation, the public defender’s office, the prosecutor’s office, the Regional Behavioral Health Authority, and community-based service providers. The Resource Navigator serves about 30-40 people each week.

Who Can Receive Services from the Resource Navigator?

The Resource Navigator provides services for people who are unsheltered, high utilizers of services, experiencing frequent arrests, or facing substance or mental health-related needs. The Resource Navigator also serves the public, pretrial defendants, people whose cases are disposed, people in jail, and family members of people charged. The Resource Navigator works with people who have criminal, civil, or traffic cases. The Resource Navigator works with people at several stages of the criminal legal system.

Where the Resource Navigator Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	N/A	N/A	N/A

What Is the Referral & Intake Process to Receive Services from the Resource Navigator?

There are three main ways a person may begin contact with the Resource Navigator. First, people may approach or be approached by the Resource Navigator in the courthouse. Second, people may be approached by the Resource Navigator while they are in custody.

Third, judges, lawyers, other court staff, jail detention staff, and people in the community refer people to the Resource Navigator. The Resource Navigator’s initial meeting with a person takes 15 to 30 minutes and involves discussing a person’s needs and completing an intake form. The Resource Navigator has access to legal records and information about whether a person has been designated as having a serious mental illness.

What Services Does the Resource Navigator Provide?

The Resource Navigator provides services to meet some needs directly. To meet other needs, the Resource Navigator makes referrals to community-based service providers or to other court staff. The Resource Navigator has a network of community-based services to whom they refer people that was developed through internal city resources and networking with outside stakeholders. The table below shows the behavioral health, social service, and legal needs met internally, by the Resource Navigator, or externally, by a referral.

When the Resource Navigator refers a person for services, they may provide a person with the contact information for the service provider, call ahead to the service provider and set up an appointment, or have the service provider come to the courthouse to meet with the person. The Resource Navigator does have access to interpreter services and Narcan. Finally, the Resource Navigator does have additional responsibilities as assigned by the City Department of Community Health and Human Services.

How Does the Resource Navigator Follow Up & Keep Records?

The Resource Navigator sometimes follows up with people after providing services, typically over the next 30 days. The purpose of following up is to identify any unmet needs and ensure follow-through with services. People who have received services may also initiate a follow-up with the Resource Navigator themselves. With permission, the Resource Navigator may speak about a person’s case with judges/magistrates, prosecutors, public defenders, and private defense attorneys. The Resource Navigator may also speak about a person’s case with probation or parole officers/staff, and clerks without a person’s permission. There is no formal discharge process for stopping services or ending contact with a person.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	N/A
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	X	N/A

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	X	X
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	X
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	X
Attend meetings with lawyers with a person	X	X

Advocates at Partners for Justice, Nationwide

ACTIVE (ESTABLISHED 2018)

Seventy-six Advocates provide services through the organization Partners for Justice in 13 jurisdictions across the United States, with 4 more jurisdictions joining in July 2023. Advocates can work in any criminal trial court, juvenile adjudication center, or any other criminal legal process (e.g., parole or probation hearings). Partners for Justice was developed through the combined efforts of public defenders and government, attorney, and social work partners. Advocates are embedded with public defenders and the positions are mainly funded through local government funds with some additional funding coming from philanthropic organizations. Advocates are required to participate in specialized advocacy training created by Partners for Justice, which includes information on court rules and procedures, crisis intervention and de-escalation, and first-aid training. Some Advocates have been personally impacted by the criminal legal or behavioral health systems; however, this is not a requirement of the position. Ten managers supervise all Advocates and Advocates are supported by administrative staff specific to their location. Advocates work as members of the defense team, and leverage outside partnerships with community-based service providers as well as the various departments that impact clients' lives, such as departments of public health, social services, labor, or pretrial services. Each Advocate has approximately 35 people to whom they provide services at any given time.



The goal of Partners for Justice is to increase stability for justice-involved people while reducing incarceration.

Who Can Receive Services from Advocates?

Advocates work holistically within public defense and address the social determinants of criminal-legal contact. Advocates will work with pretrial defendants, people in jail, and people whose cases are disposed. Advocates typically focus on people facing criminal cases but will also work with people facing family or traffic cases, so long as that person is a public defender client. Advocates work with people at several stages of the criminal legal system.

Where Advocates Provide Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	✓

What Is the Referral & Intake Process to Receive Services from an Advocate?

People first begin working with an Advocate through a referral from a public defender, judge, or other courtroom staff. While the length of an intake session varies depending on the jurisdiction, the intake process across jurisdictions includes the completion of an intake form as well as a discussion about the needs of the client. The Advocate reviews a person's legal and medical records as a part of the intake process. The Advocate does not use a specific behavioral health screening tool; all needs are based on self-report.

What Services do the Advocates Provide?

Advocates provide services to meet some needs directly. To meet other needs, Advocates make referrals to community-based service providers or to other court staff. To make referrals, Advocates use a network of community-based services for referrals. When a new jurisdiction is added to the Partners for Justice program, the organization invests time in determining what needs are greatest in the community and then developing a list of community-based resources which is tailored to those needs. The table below displays needs across three broad domains and indicates whether the need is met internally, by Advocates, or externally, by a referral.

When an Advocate refers a person for services, they may call ahead to the service provider and set up an appointment, walk a person to a service provider who is in the same facility, or walk with (or otherwise transport) a person to a service provider who is in a different facility. Additionally, Advocates participate in mitigation planning with people to reduce the likelihood of incarceration, and draft mitigation documents for the legal team to use in seeking a more favorable outcome. Advocates have access to interpreter services as needed.

How Do the Advocates Follow Up & Keep Records?

Advocates follow up with the people to whom they provide services. The exact nature of follow up communication varies by person; however, the goal of following up is to ensure that the person has been successfully connected to services and that they have support throughout the entire court process. People who have received services may also initiate a follow-up with an Advocate themselves. With permission, an Advocate may speak about a person's case with outside service providers, key family members, prosecutors, defense attorneys, judges, probation, and clerks, all under the supervision of and in collaboration with the client's defense attorney. There is no formal discharge process for stopping services or ending contact with a person.

Advocates keep records of their interactions with clients. Records include case notes, individual service goals, and services provided. These records are kept in paper files and on a spreadsheet, both of which are accessible only by the Advocate and the defense team.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	N/A
Aid with job applications and/or job searching	X	N/A
Aid with access to obtaining medications	X	N/A
Provide or aid with transportation to community-based services	X	X
Provide or aid with transportation to court	X	X
Provide or aid with food	X	X
Provide or aid with clothing	X	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	N/A
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	X	N/A
Aid in completing legal paperwork (under the supervision of counsel)	X	N/A
Aid in legal counsel (via fostering connection with defense attorney)	X	N/A
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	X	N/A

Court Concierge in Lake County, CO

ACTIVE (ESTABLISHED 2021)

One Court Concierge provides services across all courts in Lake County, Colorado. The courts each hold 11-50 daily hearings. The Court Concierge position was established through collaboration between community mental health groups, the state access to justice commission, and other community groups. The position is currently funded by a community mental health grant and a U.S. Congressional earmark. The Court Concierge has been personally impacted by the criminal legal or behavioral health systems and is employed by a community-based behavioral health agency. The Court Concierge is required to have experience with both peer support and case management. Three supervisors are involved with the Court Concierge. The Court Concierge works collaboratively with pretrial services, probation, the public defender's office, the prosecutor's office, the Department of Public Health, and community-based service providers. The Court Concierge serves about 10 people each week.



The Court Concierge's goal is to link people (court-involved or not) with resources and services to address their needs. This position aims to make the courts a place people can go to solve problems of any kind.

Who Can Receive Services from the Court Concierge?

The Court Concierge will work with anyone including the public, jurors, pretrial defendants, people whose cases are disposed, victims, family members of people charged, family members of victims, and people in jail. The Court Concierge will work with people facing criminal, civil, family, and traffic cases as well as pro-se litigants. The Court Concierge works with people at several stages of the criminal legal system.

Where the Court Concierge Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Court Concierge?

There are two ways a person can become involved with the Court Concierge. First, people may approach or be approached by the Court Concierge in the courthouse. Second, judges, lawyers, other court staff, and people in the community refer people to the Court Concierge. The initial meeting involves a review of a person's criminal/legal records and a discussion with a person about their behavioral health and other needs. The Court Concierge has access to legal and medical or mental health records.

What Services Does the Court Concierge Provide?

The Court Concierge provides services to meet some needs directly. To meet other needs, the Court Concierge makes referrals to community-based service providers or to other court staff. The Court Concierge has a network of community-based referral services that was developed through a combination of state bar projects, local compilations, and the Court Concierge's experience working in the county. The table below displays needs across three broad domains and indicates whether the need is met internally, by the Court Concierge, or externally, by a referral.

When the Court Concierge refers a person for services, they may call ahead to the service provider and set up an appointment, walk a person to a service provider who is in the same facility, or walk with (or otherwise transport) a person to a service provider who is in a different facility. The Court Concierge has access to interpreter services as needed. Finally, the Court Concierge is responsible for engaging in community outreach and working to expand services.

How Does the Court Concierge Follow Up & Keep Records?

The Court Concierge follows up with people after providing services as often as necessary over a period of hours, days, weeks, or months. The purpose of following up is to ensure that a person's needs have been met and to foster longer-term engagement as needed. People who have received services may also initiate follow-up contact with the Court Concierge. With permission, the Court Concierge may speak about a person's case with judges/magistrates, prosecutors, public defenders, private defense attorneys, pretrial services staff, and probation or parole officers/staff. There is no formal discharge process for stopping services or ending contact with a person. The Court Concierge does not keep records of the people with whom they have worked.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	N/A
Aid with job applications and/or job searching	X	N/A
Aid with access to obtaining medications	X	N/A
Provide or aid with transportation to community-based services	X	N/A
Provide or aid with transportation to court	X	N/A
Provide or aid with food	X	N/A
Provide or aid with clothing	X	N/A
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	N/A	X
Aid in locating legal paperwork	X	N/A
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	X	N/A

Court Navigator in Englewood, CO

ACTIVE (ESTABLISHED 2020)

One Court Navigator provides services in the Englewood Municipal Court. This court holds 10 or fewer daily hearings. The creation of the Court Navigator position was mandated by court administration and is funded through the city’s general funds. When the position was first created, the Court Navigator worked part-time; however, since 2022 the Court Navigator has been a full-time position. The Court Navigator is employed by the court and is required to have a college degree, training on court rules and procedures, crisis intervention and de-escalation training, and first-aid training. One supervisor and two administrators support the position. The Court Navigator works collaboratively with the prosecutor’s office, the public defender’s office, the probation department, and community-based service providers. The Court Navigator serves about five people each week.



The Court Navigator’s goal is to help people who are involved with the court comply with court mandates and overcome barriers to stability.

Who Can Receive Services from the Court Navigator?

The Court Navigator will work with the public, pretrial defendants, and people with disposed cases. However, the Court Navigator specifically focuses on people who have open criminal cases and people who are experiencing homelessness. The Court Navigator works with people at several stages of the criminal legal system.

Where the Court Navigator Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Court Navigator?

There are many ways that a person may begin contact with the Court Navigator. First, people may approach or be approached by the Court Navigator in the courthouse. Second, police, prosecutors, defense attorneys, judges, and other courthouse staff refer people to the Court Navigator. Third, people in the community, such as public librarians, refer people to the

Court Navigator. Participation is voluntary; however, judges do provide recommendations that people seek assistance from the Court Navigator. The Court Navigator's first meeting with someone takes about 60 minutes and involves the completion of an intake form and a discussion with the person about their needs. The Court Navigator has access to legal records during this intake process.

What Services Does the Court Navigator Provide?

The Court Navigator provides services to meet some needs directly. To meet other needs, the Navigator makes referrals to community-based service providers or to other court staff. The Court Navigator has developed a network of community-based services to whom they refer people. The table below displays needs across three broad domains and indicates whether the need is met internally, by the Court Navigator, or externally, by a referral.

When the Court Navigator refers a person for services they may provide the person with the contact information for the service provider or they may call ahead and set up an appointment with the service provider. The Court Navigator has access to Narcan and interpreter services. The Court Navigator is also responsible for engaging with community providers and performing community outreach.

How Does the Court Navigator Follow Up & Keep Records?

The Court Navigator conducts follow-ups with people after providing services on a weekly or bi-weekly schedule. The frequency of follow-up depends on each person's individual circumstances. The purpose of following up is to determine if a person has any outstanding questions or concerns that the Court Navigator can assist with, as well as determine if the person is adhering to court-ordered requirements. People who have received services may also initiate a follow-up with the Court Navigator themselves. With permission, the Court Navigator may speak about a person's case with judges/magistrates, prosecutors, public defenders, private defense attorneys, probation or parole officers/staff, and clerks. There is no formal discharge process for stopping services or ending contact with a person.

The Court Navigator keeps records of people that they have worked with, including legal case characteristics, mental health status, substance use status, referrals made on behalf of an individual, and any indications of trauma. Records are kept on a computerized management system that is only accessible by the Court Navigator.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	N/A
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	N/A
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	N/A	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	X
Aid with job applications and/or job searching	X	N/A
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	X	N/A
Provide or aid with transportation to court	N/A	X
Provide or aid with food	X	N/A
Provide or aid with clothing	X	N/A
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	N/A
Aid in locating legal paperwork	X	N/A
Aid in organizing legal paperwork and/or reviewing for completion	X	N/A
Aid in completing legal paperwork	X	N/A
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	X	N/A

Recovery Navigator in Connecticut

ACTIVE (ESTABLISHED 2021)

One Recovery Navigator provides services in a district court in central Connecticut. The Recovery Navigator has been personally impacted by the criminal legal or behavioral health system and is employed by the court. One supervisor and one administrative staff are involved with the Recovery Navigator. The Recovery Navigator collaborates with probation, parole, and the public defender's office and serves 8-10 people a week.



The Recovery Navigator's goal is to help people meet their needs and move toward recovery.

Who Can Receive Services from the Recovery Navigator?

The Recovery Navigator work with the public, pretrial defendants, victims, people with disposed cases, family members of people charged, and family members of victims. They specifically focus on providing services to people who are in recovery. The Recovery Navigator provide services to people with criminal cases. The Recovery Navigator works with people at several stages of the criminal legal system.

Where the Recovery Navigator Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	✓	✓	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Recovery Navigator?

Most people begin working with the Recovery Navigator through self-referrals. The Recovery Navigator's first meeting with someone involves the completion of an intake form, a mental health screening, and a substance use screening. Instruments used for mental health and substance use screenings vary from person to person. The Recovery Navigator also has access to the individual's legal system records.

What Services Does the Recovery Navigator Provide?

The Recovery Navigator provides services to meet some needs directly. To meet other needs, the Recovery Navigator makes referrals to community-based service providers or to other court staff. The table below displays needs across three broad domains and indicates whether the need is met internally, by the Recovery Navigator, or externally, by a referral.

When the Recovery Navigator refers a person for services, they may provide a person with the contact information for the service provider. The Recovery Navigator may also meet with people who are involved with the court and are in recovery to talk and provide support. The Recovery Navigator has access to interpreter services and Narcan.

How Does the Recovery Navigator Follow Up & Keep Records?

The Recovery Navigator conducts follow-ups within the next few hours after meeting with a person. People who have received services may also initiate a follow-up with the Recovery Navigator themselves. With permission, the Recovery Navigator may speak about a person's case with prosecutors, public defenders, private defense attorneys, pretrial services staff, and probation and parole officers and staff. The Recovery Navigator may speak about a person's case with judges and magistrates without a person's permission. There is no formal discharge process for stopping services or ending contact with a person.

The Recovery Navigator keeps records of people they have worked with including how many times a person has used drugs and the last time they used. These records are kept on a computerized management information system.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	N/A
Complete a comprehensive mental health assessment	X	N/A
Complete a substance use screen	N/A	N/A
Complete a comprehensive substance use assessment	N/A	N/A
Provide mental health treatment	N/A	N/A
Provide substance use treatment	N/A	N/A
Provide temporary or short-term counseling or crisis care	N/A	N/A

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	N/A	N/A
Aid with the application for insurance enrollment	N/A	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	N/A
Aid with job applications and/or job searching	N/A	N/A
Aid with access to obtaining medications	N/A	N/A
Provide or aid with transportation to community-based services	N/A	N/A
Provide or aid with transportation to court	N/A	N/A
Provide or aid with food	N/A	N/A
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	N/A	N/A
Walk with a person around the courthouse	N/A	N/A
Answer basic questions about the courthouse and court operations	N/A	N/A
Answer questions about or discuss the next steps in the court process	N/A	N/A
Aid in locating legal paperwork	N/A	N/A
Aid in organizing legal paperwork and/or reviewing for completion	N/A	N/A
Aid in completing legal paperwork	N/A	N/A
Aid in legal counsel	N/A	N/A
Attend court hearings with a person	N/A	N/A
Attend meetings with lawyers with a person	N/A	N/A

Peer Navigator in Portland, ME

ACTIVE (ESTABLISHED 2019)

Two Peer Navigators provide services to the community through a non-profit agency in Portland, Maine. These Navigators also work as part of a reentry team operated by Main Pretrial Services, Inc and collaborate with the probation services. The Peer Navigator positions were established by a Portland-based team of people brought together to create the position after receiving a grant. The positions are funded through a grant awarded to the Cumberland County Sheriff’s Department from the Bureau of Justice Assistance and various other sources. Both Peer Navigators have been personally impacted by the criminal legal or behavioral health systems and are employed by a community-based non-profit agency. The Peer Navigators are required to have a high school diploma, job orientation training, Narcan administration training, crisis intervention and/or de-escalation training, recovery coach training, and peer support training. Two supervisors are involved with the Peer Navigators. The Peer Navigators work collaboratively with Pretrial Services, Probation, Parole, and community-based service providers in the provision of services. Together, the Peer Navigators see 10-30 people for services each week.



The Peer Navigator’s goals in providing services are to provide reentry support, recovery coaching, and peer support and to reduce incarceration and increase stability for people involved in the legal system.

Who Can Receive Services from the Peer Navigators?

The Peer Navigators specifically aim to serve people with opioid use disorder. They will also work with the public, pretrial defendants, people with disposed cases, and people in jail. The Peer Navigators generally work with people facing criminal charges. Peer Navigators work with people at several stages of the criminal legal system.

Where the Peer Navigator Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Peer Navigators?

Pretrial staff, jail staff, and people in the community refer people to Peer Navigators. People may also self-refer. The length of time of a Peer Navigator's initial meeting with a person varies and the meeting involves a discussion with a person about their needs.

What Services Do the Peer Navigators Provide?

The Peer Navigators provide services to meet some needs directly. To meet other needs, the Peer Navigators make referrals to community-based service providers or to other court staff. The Peer Navigators use a network of community-based services for referrals that was developed through community mapping and networking on the part of Peer Navigators. The table below displays needs across three broad domains and indicates whether the need is met internally, by Navigators, or externally, by a referral.

When the Peer Navigators refer a person for services, they may provide a person with the contact information for the service provider, call ahead to the service provider and set up an appointment, walk the person to a service provider in the same facility as them or walk/transport a person to a service provider in a different facility than them. Peer Navigators do not currently have access to interpreter services but do have access to Narcan as needed. Finally, Peer Navigators are not specifically dedicated to helping only the courts. Instead, the Peer Navigators are community-based and may also have responsibilities to the non-profit by which they are hired. Peer Navigators can provide people with a wide range of assistance including facilitating reentry and recovery groups.

How Do Peer Navigators Follow Up & Keep Records?

Peer Navigators follow up with people after providing services and will generally follow up on a weekly basis over a period determined by the peer and the person. Peer Navigators may follow up for as long as needed. The purpose of following up is to establish a relationship, to check in on a person and see how they are doing and what their needs may be, and to provide accountability. People who have received services may also initiate a follow-up with a Peer Navigator themselves. With permission, Peer Navigators may speak about a person's case with judges/magistrates, prosecutors, public defenders, private defense attorneys, pretrial services officers/staff, probation/parole officers/staff, and clerks. There is no formal discharge process for stopping services or ending contact with a person. Peer Navigators do not keep records of the people with whom they have worked.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	X	X
Aid with access to obtaining medications	X	X
Provide or aid with transportation to community-based services	X	X
Provide or aid with transportation to court	X	X
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	X	N/A

Recovery Support Navigators in Massachusetts

ACTIVE (ESTABLISHED 2022)

Fourteen Recovery Support Navigators provide services in courts across the state of Massachusetts. The Recovery Support Navigators serve in District, Juvenile, Probate & Family, Superior, Housing, and Boston Municipal Courts. The Recovery Support Navigators also serve in specialty courts (e.g., recovery court) within the District and Boston Municipal Courts. Courts range from 10 or fewer to 50 or more daily hearings. The Recovery Support Navigator position was informed by Sequential Intercept Mapping workshops in multiple locations across the state that indicated a need for on-demand access to navigation to treatment, recovery support, and overdose prevention resources. A range of partners including the Executive Office of the Trial Court, District Court, Probation, State Medicaid Office, Massachusetts Alliance for Sober Housing, Department of Public Health-Bureau of Substance Addiction Services, and the Department of Mental Health collaborated to inform the development of the navigation program.

Recovery Support Navigators are employed by licensed treatment providers in the community who are contracted with the court to provide services. The positions are funded through a grant from the Bureau of Justice Assistance's Comprehensive Opioid, Stimulant, and Substance Abuse Program (COSSAP). Recovery Support Navigation is a bachelors-level role supported by both the treatment provider and the Trial Court. The Recovery Support Navigators participate in orientation and ongoing trainings on topics including motivational interviewing, overdose prevention, anti-stigma, pathways to recovery, and more. Some Recovery Support Navigators have been personally impacted by the criminal legal or behavioral health systems though this is not a requirement of the job, and Navigators are not asked to disclose this information. There is a core team supporting the implementation of Recovery Support Navigators in Massachusetts that includes a Program Manager, two Project Co-Directors, a Grant Coordinator, and an Administrative Coordinator. Recovery Support Navigators are dually supervised: they are supervised by a masters' level clinician in their treatment agency and by the Program Manager who is a licensed clinical social worker. The Program Manager provides court-based supervision. The number of supervisors involved in supporting the Recovery Support Navigators ranges from one to nine and the number of administrative staff ranges from two to four, depending on the location at which a Recovery Support Navigator is employed. Recovery Support Navigators work collaboratively with probation, parole, the public defender's office, the prosecutor's office, the Department of Public Health, and community-based service providers. The number of people seen by a Recovery Support Navigator varies by location but generally ranges from 2-10 people per week with some Recovery Support Navigators seeing 35 or more people.



The Recovery Support Navigators' goals are to increase treatment engagement and retention, decrease risk of overdose, and reduce risk of justice-system involvement. Recovery Support Navigators' objectives are to increase access to evidence-based treatment and care coordination, decrease barriers to treatment retention, increase recovery support and recovery capital, and increase access to overdose prevention education and naloxone distribution.

Who Can Receive Services from the Recovery Support Navigators?

Recovery Support Navigators will work with pretrial defendants, people whose cases are disposed, and family members of people charged; however, Recovery Support Navigators specifically focus on court-involved people who are impacted by substance use disorders and their family members. Recovery Support Navigators work with people who are facing civil, criminal, family, or traffic cases. The Recovery Support Navigators also work with pro-se litigants. Recovery Support Navigators work with people at several stages of the criminal legal system. Recovery Support Navigators will also work with people who have had a court case or been under community supervision in the past year. Finally, Recovery Support Navigators serve as resources in the building for court staff, court partners, and court users, who need information about services and access in the community. Recovery Support Navigators works with people at several stages of the criminal legal system.

Where Recovery Support Navigators Provide Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	✓

What Is the Referral & Intake Process to Receive Services from the Recovery Navigators?

Many people engage with a Recovery Support Navigator by self-referring or walking-in for services. People are also referred to the Recovery Support Navigator by judges, lawyers, other court staff, and people in the community. Finally, people may be approached by a Recovery Support Navigator while they are in the courthouse. A Recovery Support Navigators's initial meeting with a person ranges from 15 to 60 minutes and involves the

completion of an intake form (that includes some items from mental health or substance use screening measures), the completion of consent forms, and a discussion with a person about their needs. The exact content of meetings varies based on the person's needs. Recovery Support Navigators may also review records if the person is already a client of the behavioral health agency by which the Recovery Support Navigator is employed.

What Services Do the Recovery Support Navigators Provide?

The Recovery Support Navigators provide services to meet some needs directly. To meet other needs, the Recovery Support Navigators make referrals to community-based service providers or to other court staff. The Recovery Support Navigators have a network of community-based services to whom they refer people that is developed by the Recovery Support Navigators as they start providing services and is regularly updated. Recovery Support Navigators develop the network through their own connections, various outreach efforts, and collaboration with other Navigators in the state. The table below displays needs across three broad domains and indicates whether the need is met internally, by Recovery Support Navigators, or externally, by a referral. Notably, the specific activities a Navigator engages in vary by location.

When a Recovery Support Navigator refers a person for services, they may provide a person with the contact information for the service provider, call ahead to the service provider and set up an appointment, or walk a person to a service provider who is in the same facility, or helping a person get to a service provider in a different facility (e.g., by using Uber or Lyft). Recovery Support Navigators prioritize connecting people to services through a warm hand off (i.e., calling ahead or helping a person get to the service provider). Some Recovery Support Navigators have access to interpreter services and Narcan though not all do. Finally, the Recovery Support Navigators may have other responsibilities that vary based on their employers. Other responsibilities can include manager meetings, training, conferences, networking, and community outreach, publicizing navigation services to the community, providing brief assistance to people in the courthouse (e.g., answering questions), providing recovery support services, attending community meetings, and engaging with community programs.

How Do the Recovery Navigators Follow Up & Keep Records?

Recovery Support Navigators follow up with a person 24 hours and seven days after providing services. For people who are referred to sober housing, Recovery Support Navigators follow up every 56 days. Recovery Support Navigators may follow up at other times depending on the needs of the person. A person who received services can follow up with the Recovery Support Navigator themselves if they wish to. The purpose of the 24-hour follow-up is to ensure that the person got to the services to which they were referred or followed through with making an appointment. The purpose of the seven-day follow-up is to see whether there are any other needs the Navigator can assist with. Recovery

Support Navigators also see follow-ups as a chance to generally check in on how a person is doing and provide encouragement and support. With permission, the Recovery Support Navigator can speak about a person’s case with judges/magistrates, prosecutors, public defenders, private defense attorneys, pretrial services staff, probation or parole officers/staff, and clerks. There is no formal discharge process for stopping services or ending contact with a person.

Recovery Support Navigators maintain records of the people with whom they work. Records include intake forms, acceptance letters to a sober home, release of information forms, and follow-up notes. Records are kept through paper files, spreadsheets, or on computerized management systems. Currently, records are only accessible to the Recovery Support Navigators (though information from records may be shared if a person signed release forms). Soon, records will be stored in a single database hosted by UMass Medical School and shared with the Trial Court on a deidentified and aggregate basis.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person’s other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	X	X
Aid with access to obtaining medications	X	X
Provide or aid with transportation to community-based services	X	X
Provide or aid with transportation to court	X	X
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	X
Walk with a person around the courthouse	X	X
Answer basic questions about the courthouse and court operations	X	X
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	N/A	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	X
Attend meetings with lawyers with a person	X	X

Client Navigator in Kalamazoo County, MI

ACTIVE (ESTABLISHED 2020)

Four Client Navigators provide services in the district court in Kalamazoo, Michigan. This court holds 11-50 daily hearings. The public defender's office developed these positions together with several service provider agencies. The Client Navigators are part of the criminal defense team along with criminal defense attorneys, investigators, and legal staff. The position is currently funded through the county and through grants. The county funds are annually renewed, and the grant funds are in place until 2027. Client Navigators are employed by a community-based non-profit agency and some of the Client Navigators have been personally impacted by the criminal legal or behavioral health systems. Client Navigators are required to have a master's degree (e.g., MSW, LPC), job orientation training, crisis intervention or de-escalation training, and Narcan administration training. One supervisor, who carries a small caseload, oversees the Client Navigators. One intern and a support staff member also work with the Client Navigators. Client Navigators work collaboratively with pretrial services, probation, parole, the public defender's office, the Department of Public Health, and community-based service providers. Together Client Navigators serve approximately 60 people per week.



The goal of the Client Navigators is to mitigate criminal charges and provide services to prevent recidivism in the legal system.]

Who Can Receive Services from the Client Navigators?

Client Navigators work with pretrial defendants, people with disposed cases, and people in jail. They provide services to people facing criminal charges and when a person needs assistance with a transition plan on re-entry. The Client Navigators work with people at several stages of the criminal legal system.

Where the Client Navigators Provide Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Client Navigator?

There are many ways that a person may begin contact with the Client Navigator. First, people may approach or be approached by a Client Navigator in the courthouse. Second, judges, lawyers, or other court staff refer people to the Client Navigators. Third, people in the community refer people to the Client Navigators. A Client Navigator's initial meeting with a person lasts about an hour and involves the completion of an intake form, the review of a person's criminal/legal records, and a discussion with the person about their needs. Client Navigators have access to a person's legal system records.

What Services do the Client Navigators Provide?

The Client Navigators provide services to meet some needs directly. To meet other needs, the Client Navigators make referrals to community-based service providers or to other court staff. To make referrals, Client Navigators use a referral network developed through outreach to organizations. The table below displays needs across three broad domains and indicates whether the need is met internally, by Client Navigators, or externally, by a referral.

When Client Navigators refer a person for services, they may make a call to service providers to set up an appointment for a person or they may walk with a person to a service provider who is in the same facility as the Client Navigators. Client Navigators have access to interpreter services and Narcan. The Client Navigators are also responsible for assisting court staff with the self-turn-in process for bench warrants and assisting with diversion courts.

How Do the Client Navigators Follow Up & Keep Records?

Client Navigators follow up with people after providing services over the next few hours, days, weeks, or months to ensure that the person's needs are met and that they are connected with the proper resources. People who have received services may also initiate a follow-up with the Client Navigators themselves and there is a formal discharge process for when a client stops receiving services. Client Navigators may speak about a person's case with the person's court-appointed attorney and legal staff in the public defender's office. Client Navigators keep electronic records on a computerized management information system. Only law office employees have access to these files.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	X
Aid with job applications and/or job searching	N/A	X
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	X	X
Provide or aid with clothing	X	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	N/A
Aid in locating legal paperwork	X	N/A
Aid in organizing legal paperwork and/or reviewing for completion	X	N/A
Aid in completing legal paperwork	X	N/A
Aid in legal counsel	X	X
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	X	N/A

Community Behavioral Health Liaisons in Missouri

ACTIVE (ESTABLISHED 2013)

Eighty-one Community Behavioral Health Liaisons provide services across Missouri's multiple jurisdictions in all parts of Missouri's Circuit Court system, including municipal, family, juvenile, treatment, and probate courts. Liaisons also work with law enforcement and jails. The liaison position was developed as a component of Missouri's Strengthening Mental Health Initiative under Governor Jay Nixon in 2013. The Missouri Behavioral Health Council and Department of Mental Health were early partners in developing and supporting the Community Behavioral Health Liaison program. The program also works closely with the Missouri Crisis Intervention Team (MO CIT) Council. The Community Behavioral Health Liaisons not only support MO CIT efforts, but they are also essential in the training and expansion of local CIT councils across the state. In 2021, the state provided additional funding for the program to expand coverage from 31 to 81 Community Behavioral Health Liaisons.

Community Behavioral Health Liaisons are funded through general revenue state funding that is allocated by the Department of Mental Health. Community Behavioral Health Liaisons are hired by local behavioral health agencies and their exact job requirements vary by location based on the community(ies) they serve. Generally, Community Behavioral Health Liaisons must have a high school degree, college degree, training on court rules and procedures, crisis intervention and de-escalation training, and specialized liaison training. Community Behavioral Health Liaisons are provided with ongoing virtual and in person training to keep them updated on current policies, practices, and procedures. Some Community Behavioral Health Liaisons have been personally impacted by the criminal legal or behavioral health systems. Approximately thirty-seven managers provide supervision to Community Behavioral Health Liaisons. Community Behavioral Health Liaisons work collaboratively with law enforcement, jail staff, pretrial services, prosecutor's offices, public defender's offices, and community-based organizations.



The goal of Community Behavioral Health Liaisons is to provide people with connections to the necessary supports and services which may divert them away from further contact with the criminal legal system.

Who Can Receive Services from the Community Behavioral Health Liaisons?

Community Behavioral Health Liaisons will work with pretrial defendants, treatment court participants, people whose cases are disposed, people in jail, and the family members of court-involved people. Within these groups, Community Behavioral Health Liaisons specifically focus on people with mental health and substance use needs and those who are in crisis as they navigate the justice system. Community Behavioral Health Liaisons also focus on people facing criminal cases though they may provide support to anyone in the legal system and link them to behavioral health services. Community Behavioral Health Liaisons work with people at several stages of the criminal legal system. However, the Community Behavioral Health Liaison's goal is to connect people to behavioral health and other needed services. Once this linkage is made, a warm handoff is provided to other appropriate staff to assist the person.

Where the Community Behavioral Health Liaisons Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	✓	✓	✓	✓	✓	N/A	N/A	N/A	N/A

What Is the Referral & Intake Process to Receive Services from the Community Behavioral Health Liaisons?

Most people encounter Community Behavioral Health Liaisons through referrals from judges, lawyers, law enforcement, jail staff, and court staff; however, liaisons may also get referrals from people in the community. Notably, most referrals come from law enforcement, jail staff, and court staff. CIT officers will send referrals to Community Behavioral Health Liaisons as CIT Reports. Community Behavioral Health Liaisons attempt to make contact on the same day a person is referred. At these initial meetings, Community Behavioral Health Liaisons may review legal records, previous behavioral health records, and any records stored in the CareManager case management system (a tool used by all Community Behavioral Health Liaisons across the state for care coordination). They also review information received from the referral source and collateral contact (family, friends, another liaison) and may complete screenings for both mental health and substance use needs. Finally, Community Behavioral Health Liaisons discuss a person's needs and decide on the most appropriate referrals to make for a person.

What Services do the Community Behavioral Health Liaisons Provide?

Community Behavioral Health Liaisons provide services to meet some needs directly. To meet other needs, Community Behavioral Health Liaisons make referrals to community-based service providers or to other court staff. To make referrals, liaisons must have expert knowledge of local resources and pull from an established network of service providers. Additionally, Community Behavioral Health Liaisons across the state share a network of providers. The table below displays needs across three broad domains and indicates whether the need is met internally, by Community Behavioral Health Liaisons, or externally, by a referral.

When Community Behavioral Health Liaisons refer a person for services, they may provide a person with the contact information for the service provider or call ahead to the service provider and set up an appointment. In some circumstances, Community Behavioral Health Liaisons may provide transportation to services. In some locations, Community Behavioral Health Liaisons have access to interpreter services. All Community Behavioral Health Liaisons have access to Narcan.

How Do the Community Behavioral Health Liaisons Follow Up & Keep Records?

Community Behavioral Health Liaisons conduct follow-ups with people after providing services. The exact timing and frequency of follow-ups vary by person, but follow-ups can occur in the hours, days, weeks, or months following the initial referral. The goal of following up with a person is to ensure connection to and engagement with community-based services. People who have received services may also initiate a follow-up with the Community Behavioral Health Liaisons themselves. Follow up and consultation with law enforcement officers is critical and has contributed to the success of the program. Building these important relationships with law enforcement, court staff, and jail personnel is a vital component of this role. Continued state and local partnerships with community stakeholders is essential to the success and expansion of the Community Behavioral Health Liaisons.

Community Behavioral Health Liaisons may speak about a person's case with judges/magistrates, prosecutors, public defenders or defense attorneys, pretrial services, probation or parole, or clerks. In 2015, SB 426 was passed allowing confidential records and files to be made available to Community Behavioral Health Liaisons for the purposes of care coordination and services. There is no formal discharge process for stopping services or ending contact with a person. Once linkage is made to appropriate resources and services, a warm handoff is provided to assist the person. Community Behavioral Health Liaisons keep records of the people with whom they have worked. The information recorded includes demographic data, housing, military status, referral source, current justice involvement, and referrals to behavioral health and community resources. Records are stored on a

computerized care management system and are accessible by all other liaisons, the Department of Mental Health, and the Missouri Behavioral Health Council

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	N/A
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	N/A
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	X	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	N/A	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	X
Aid with job applications and/or job searching	N/A	X
Aid with access to obtaining medications	X	X
Provide or aid with transportation to community-based services	X	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	X	X
Provide or aid with clothing	X	X
Provide or aid with shelter/housing	X	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	X
Walk with a person around the courthouse	X	X
Answer basic questions about the courthouse and court operations	X	X
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	X	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	X
Attend meetings with lawyers with a person	X	X

Court Navigator at the Justice Resource Center in Buncombe County, NC

ACTIVE (ESTABLISHED 2023)

One court navigator provides services and supports for people that are justice involved in Asheville, NC. The Buncombe County Justice Resource Center is a component of Buncombe County Justice Services located within the Buncombe County Courthouse and has been active since 2017. The Justice Resource Center operates a variety of adult diversion programming, evidence-based therapeutic intervention groups, jail and prison reentry programs, Case Management, and help with driver's license restoration and expungement assistance. The Justice Resource Center works to connect court-involved people to resources in the community including linkage to behavioral health services, transportation, housing assistance, access to public benefits, education and employment assistance, and more. The Justice Resource Center has hired a court navigator directly to assist people with questions and issues that arise throughout the court process. The court navigator position is funded by the MacArthur Foundation's Safety and Justice Challenge. The court navigator works cooperatively with other parts of the Justice Resource Center and will also work collaboratively with pretrial services, the prosecutor's office, the public defender's office, law enforcement and other community-based organizations.



The primary goal of court navigator is to equip people with practical information, resources, and support to address barriers and challenges while moving through the court process. Their secondary goal is to serve as a central resource for connecting court-involved people to other parts of the Justice Resource Center.

Who Will Receive Services from the Court Navigator?

The court navigator will serve a broad spectrum of individuals that are justice involved people including those with criminal cases, people in the pretrial stage, people who are in jail, people whose cases have been disposed, as well as people that are entering the Buncombe County Courthouse for the first time and people involved in jail diversion programs.

Where Court Navigators Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Court Navigators?

People can begin working with the court navigator through a referral from prosecutors, defense attorneys, judges, and other courthouse staff. People will also be able to contact the court navigator directly if they want to receive assistance or referrals. The court navigator is easily accessed via a Courthouse Information Kiosk, located centrally within the main lobby of the courthouse.

What Services Will the Court Navigators Provide?

For some needs, the court navigator provide services directly. For other needs, the court navigator will refer to the Buncombe County Justice Resource Center, community-based organizations or other justice system partners located within the courthouse. The table below displays needs across three broad domains and indicates whether the need is met internally, by navigators, or externally, by a referral. The court navigator is strictly prohibited from providing any legal advice whatsoever.

The court navigator has a list of community-based resources that they use for referrals. The court navigator can call ahead to services and schedule an appointment on behalf of people that are justice involved. If a service is being offered within the courthouse, they can walk a person to the service provider and describe their need. Services are available in Spanish and English if needed.

How Will Court Navigators Follow Up and Keep Records?

The court navigators will follow up with people served to ensure that they were able to meet with service providers on an as needed basis. People who have previously worked with a court navigator will be able to contact the court navigator if they have additional concerns, questions, or needs. There is no formal discharge process to end engagement with services provided by the court navigator.

The court navigator will document their engagements or interactions with people who are justice involved on a spreadsheet, including, but not limited to, date of engagement, type of information and/or assistance provided, and referrals for additional resources.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's social service and related needs (e.g., housing)	N/A	X
Aid with the application for insurance enrollment	N/A	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	X
Aid with job applications and/or job searching	N/A	X
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	X	N/A
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	N/A
Aid in locating legal paperwork	N/A	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	N/A	X
Attend meetings with lawyers with a person	N/A	X

Court Navigator in Orange County, NC

INACTIVE (ESTABLISHED 2021)

One Court Navigator provided services in a county court in Orange County, NC. This court holds 10 or fewer daily court sessions. The Court Navigator position was established through collaboration between the county’s Criminal Justice Resource Director, court stakeholders, and the county manager. The position was supported throughout 2021 by funding from the American Rescue Plan Act. The funding source ended in 2022 so the position is currently inactive while Orange County works to find another source of funding. The Court Navigator was employed by the Criminal Justice Resource Department (a county government department) and was required to have a master’s degree (e.g., MSW, LPC), job orientation training, Narcan administration training, crisis intervention and/or de-escalation training, racial equity training, and mental health first aid training. Two supervisors and one administrative staff member supported the Court Navigator. The Court Navigator worked collaboratively with pretrial services, probation, parole, the public defender’s office, the prosecutor’s office, the Department of Public Health, the Housing Department, and community-based service providers. The Court Navigator saw about 20 people for services each week.



The Court Navigator’s goal was to help people at the courthouse with their needs and to share information about resources available to them.

Who Could Receive Services from the Court Navigator?

The Court Navigator would work with the public, pretrial defendants, people whose cases are disposed, victims, family members of people charged, and family members of victims. The Court Navigator specifically focused on court-involved people with behavioral health needs and limited resources. The Court Navigator would work with people who had a civil, criminal, family, or traffic cases and with pro-se litigants. The Court Navigator works with people at several stages of the criminal legal system.

Where the Court Navigator Provided Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A

What was the Referral & Intake Process to Receive Services from the Court Navigator?

People were referred to the Court Navigator by judges, lawyers, and other court staff. People were also approached by the Court Navigator in the courthouse. The Court Navigator's initial meeting with a person took about 30 minutes and involved the completion of an intake form and a discussion with a person about their behavioral health and other needs. The Court Navigator had access to a person's legal records if the person consented to share them with the Court Navigator.

What Services did the Court Navigator Provide?

The Court Navigator provided services to meet some needs directly. For example, the Court Navigator would ensure that people were signed up for the court date reminder system, had access to their attorneys, and knew about resources including eviction diversion, housing, behavioral health, transportation, and others. The Court Navigator was particularly necessary during COVID when many services were remote, and hearings were virtual. To meet other needs, the Court Navigator would make referrals to community-based service providers or to other court staff. The Court Navigator had a network of community-based services to whom they refer people that was developed by the Criminal Justice Resource Department. The table below displays needs across three broad domains and indicates whether the need is met internally, by Navigators, or externally, by a referral.

When the Court Navigator referred a person for services, they either provided a person with the contact information for the service provider, called ahead to the service provider and set up an appointment, or walked a person to a service provider who is in the same facility. The Court Navigator had access to interpreter services and Narcan. Finally, the Court Navigator was also responsible for engaging in outreach to the community.

How did the Court Navigator Follow Up & Keep Records?

The Court Navigator sometimes followed up with a person over the next few days or weeks after working with them depending on whether the person requested a follow-up and on the services the person was provided. The purpose of following up was to continue support with referrals to other services if needed. A person who received services was able to follow up with the navigator themselves if they wished to. With permission, the Court Navigator was able to speak about a person's case with judges/magistrates, prosecutors, public defenders, private defense attorneys, and probation or parole officers/staff. The Court Navigator was able to speak to pretrial services staff and clerks about a person's case without a person's permission. There was no formal discharge process for stopping services or ending contact with a person.

The Court Navigator sometimes kept records on the people with whom they worked. The information recorded included referral information, intake forms, any records received,

and contacts with the person. Records were kept on a spreadsheet and only accessible by criminal justice resource department personnel.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	N/A
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	N/A
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	X	N/A

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person’s other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	N/A
Aid with job applications and/or job searching	X	N/A
Aid with access to obtaining medications	X	N/A
Provide or aid with transportation to community-based services	X	N/A
Provide or aid with transportation to court	N/A	X
Provide or aid with food	X	N/A
Provide or aid with clothing	X	N/A
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	N/A
Aid in locating legal paperwork	X	N/A
Aid in organizing legal paperwork and/or reviewing for completion	X	N/A
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	X	N/A
Aid in identifying and contacting legal counsel	X	N/A
Assistance with technology for virtual hearings	X	N/A

Social Work Navigator at the Self-Help Resource Center in Columbus, OH

ACTIVE (ESTABLISHED 2020)

Between one and four Social Work Navigators provide services through the Self-Help Resource Center located inside the Franklin County Municipal Court. This court holds more than 50 daily hearings. The Self-Help Resource Center provides walk-in services to help people who are representing themselves in court without a lawyer. The Social Work Navigator position was developed through a joint effort between the court administration, the Columbus Mayor’s Office, judicial leadership, the Columbus Bar Foundation, and numerous other partners. The Social Work Navigator position is currently funded by city and federal grants as a pilot project, with funding scheduled to end in 2023. Social Work Navigators are contracted employees of the court and are required to have a master’s degree (e.g., MSW, LPC) and a paralegal license. Social Work Navigators are supervised by one manager, and they work collaboratively with community-based service providers, as well as the Franklin County Shelter Board. Together, Social Work Navigators serve about 100 clients per week.



The Social Work Navigator’s goal is to improve access to justice and reduce the harm caused by evictions.

Who Can Receive Services from the Social Work Navigators?

The Social Work Navigators primarily work with people who are involved in eviction proceedings. Social Work Navigators will also work with people facing other types of civil cases and can provide some assistance to people facing problems during reentry.

Where Social Work Navigators Provide Support Across the Criminal Legal Systemⁱⁱⁱ

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	N/A	N/A	✓	N/A	N/A	N/A	N/A

ⁱⁱⁱ Note. The Social Work Navigator at the Self-Help Center works primarily with civil cases so not all stages of the legal system listed in the table are relevant to this program.

What Is the Referral & Intake Process to Receive Services from the Social Work Navigators?

The Social Work Navigators operate on a drop-in system, so people can visit the Social Work Navigators in the Self-Help Resource Center when it is convenient for them. The Social Work Navigators are also present outside eviction court to meet people. Finally, judges, lawyers, and courthouse staff refer people to the Social Work Navigators. When a person meets with a Social Work Navigator, they have a brief intake session. The Social Work Navigators' first meeting with someone takes about five to 10 minutes and involves the completion of an intake form and a discussion about a person's needs. Often, this first meeting also includes a collaborative discussion with Self Help Center attorneys who can review legal records and provide legal information relevant to the situation. If the Social Work Navigator believes there may be a mental health issue, particularly related to a person's competency to engage in court proceedings, they will contact appropriate legal services.

What Services Do the Social Work Navigators Provide?

The Social Work Navigators provide services to meet some needs directly. To meet other needs, the Social Work Navigators makes referrals to community-based service providers or to other court staff. Social Work Navigators worked with a team to create a referral list of community-based services. The table below displays needs across three broad domains and indicates whether the need is met internally, by Social Work Navigators, or externally, by a referral.

When the Social Work Navigators refer a person for services they may provide a person with the contact information for the service provider, call ahead to the service provider and set up an appointment, set up an appointment with a provider via shared software, or walk a person to a service provider who is in the same facility. Social Work Navigators have access to Narcan and interpreter services.

How Does the Social Work Navigator Follow Up & Keep Records?

Social Work Navigators rarely follow up with people after providing services. This program is intended to facilitate quick connections to community services, rather than extended case management. In some cases, Social Work Navigators will follow up to ensure that a person has connected with service providers. Social Work Navigators do not speak about a person's case with judges/magistrates, prosecutors, public defenders, private defense attorneys, pretrial services staff, or probation or parole officers/staff. There is no formal discharge process for stopping services or ending contact with a person.

The Social Work Navigators keep the following records: name, contact information, risk of homelessness evaluation, and records of services provided. This information is stored on a spreadsheet only accessible by Social Work Navigators, the supervisor, and administrative staff.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	N/A	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	X
Aid with job applications and/or job searching	N/A	X
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	N/A	X
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	N/A	X
Aid in locating legal paperwork	N/A	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	N/A	X
Attend meetings with lawyers with a person	N/A	X

Pretrial Navigator in Philadelphia, PA

ACTIVE (ESTABLISHED 2019)

The First Judicial District of Pennsylvania, Court of Common Pleas, Criminal Trial Division has within the Pre-Trial Services Department three Pretrial Navigators to provide services within the municipal and county courts in Philadelphia, Pennsylvania. These courts hold more than 50 daily hearings. The Pretrial Navigator position was established through collaboration between The First Judicial District, Court of Common Pleas, Criminal Trial Division, Pretrial Services, the Managing Director's Office, the Department of Behavioral Health and Intellectual Disability Services. When the position was established in 2019, it was funded by a grant. Now the position is funded through the city budget. Pretrial Navigators are employed by a community-based behavioral health agency and are required to have a college degree and crisis intervention and/or de-escalation training. One supervisor and five administrative staff members support the Pretrial Navigators. Pretrial Navigators work collaboratively with Pretrial Services, the Public Defender's Office, the Prosecutor's Office, and community-based service providers in the provision of services. Together, Pretrial Navigators see 25-60+ clients for services each week.



The Pretrial Navigators' goals in providing services are to increase public safety, reduce recidivism, and provide the resources for clients to succeed and move away from involvement in the criminal legal system.

Who Can Receive Services from the Pretrial Navigators?

The Pretrial Navigators exclusively work with clients ordered to pretrial supervision. The Pretrial Navigators work with clients who have criminal charges and there are no charge restrictions that prevent them from working with a client. Pretrial Navigators work with clients at the following stages of criminal legal involvement: initial court hearings and initial detention, pretrial, throughout a client's court process up through disposition.

Where Pretrial Navigators Provide Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	N/A	N/A	N/A

What Is the Referral & Intake Process to Receive Services from the Pretrial Navigators?

Clients are referred to work with the Pretrial Navigators by pretrial officers. As part of intake for pretrial supervision, pretrial officers complete a mental health and suicidality screens and discuss any needs a client may have. Based on the results of the screening and discussion, officers may refer a client to work with a Pretrial Navigator. Additionally, pretrial officers may refer a client to work with a Pretrial Navigator at any point during a client's time on pretrial supervision if an officer becomes aware that a client needs help getting connected to services in the community. Finally, clients on pretrial supervision may request to work with a Pretrial Navigator. Clients are not required to work with the Pretrial Navigators except in rare cases when a judge makes it a requirement of pretrial release. A Pretrial Navigator's initial meeting with the pretrial supervision client takes about 20-30 minutes and involves the completion of a mental health screen, a substance use screen, an intake form, a review of a person's criminal/legal records, and a discussion with a client about their needs. Pretrial Navigators also use the Suicidality Screen and the Brief Jail Mental Health Screen during the intake meeting. The Pretrial Navigators have access to medical and mental health records and to public legal records.

What Services do the Pretrial Navigators Provide?

The Pretrial Navigators provide services to meet some needs directly. To meet other needs, the Pretrial Navigators make referrals to community-based service providers or to other court staff. The Pretrial Navigators use a network of community-based services for referrals that was developed over time in collaboration with the County's Department of Behavioral Health and Intellectual Disabilities. The table below displays needs across three broad domains and indicates whether the need is met internally, by Pretrial Navigators, or externally, by a referral.

When Pretrial Navigators refer a person for services, they call ahead to the service provider and set up an appointment. Pretrial Navigators have access to interpreter services and Narcan as needed. Finally, Pretrial Navigators are also responsible for offering trainings to pretrial officers and other staff.

How Do the Pretrial Navigators Follow Up & Keep Records?

Pretrial Navigators follow up with clients after providing services and will follow up as many times as necessary. Navigators may follow up throughout the entire length of time that a client is under pretrial supervision. The purpose of following up is to continue assisting a client in obtaining or continuing with services. Clients who have received services may also initiate a follow-up with a Pretrial Navigator themselves. Pretrial Navigators may speak to the following parties about their involvement with a client either with or without that client's permission: judges, prosecutors, public defenders, and private defense attorneys. Pretrial Navigators may speak to pretrial services staff, and probation or parole officers/

staff about their involvement with a client without that client’s permission. There is no formal discharge process for stopping services or ending contact with a client.

Pretrial Navigators keep records of the clients with whom they have worked. The information recorded includes personal information, services received, and follow-up details, among other information. Records are kept on a computerized management system and may be accessed by the Pretrial Navigators and the agency that employs them. Additionally, Pretrial Navigator share monthly data with pretrial services and the court.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person’s other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	X	X
Aid with access to obtaining medications	X	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	N/A	X
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	N/A	N/A
Walk with a person around the courthouse	N/A	N/A
Answer basic questions about the courthouse and court operations	X	X
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	X	X
Aid in completing legal paperwork	N/A	N/A
Aid in legal counsel	N/A	N/A
Attend court hearings with a person	N/A	N/A
Attend meetings with lawyers with a person	N/A	N/A

Criminal Justice Behavioral Health Liaison Program in Tennessee

ACTIVE (ESTABLISHED 2001)

Thirty-four Criminal Justice Liaisons provide services in all 95 counties across the state of Tennessee. Liaisons work in criminal, municipal, county, and circuit courts. The number of daily hearings at each court varies widely by location. Criminal Justice Liaisons were established through collaboration between a large number of partners including the Tennessee Department of Mental Health Services, the Bureau of Alcohol and Drug Abuse Services, Tennessee Correctional Institutes, Public Defenders' Offices across the state, multiple Tennessee Sheriffs' Offices, National Alliance on Mental Illness (NAMI) Nashville, multiple Tennessee community mental health agencies, Tennessee Department of Corrections, Memphis/Shelby County Health Department, NAMI Memphis, and the Tennessee Board of Probation and Parole. The Tennessee Department of Mental Health and Substance Abuse Services funds the program and provides oversight and technical assistance.

Most Criminal Justice Liaisons are employed by community-based behavioral health agencies, and a few are employed by a county government. Criminal Justice Liaisons are required to have a college degree, job orientation training, training on court and jail rules and procedures, and crisis intervention and/or de-escalation training. Fourteen supervisors, nine case managers, and at least two administrative staff support the Criminal Justice Liaison positions. Criminal Justice Liaisons work collaboratively with pretrial services, probation, parole, the public defender's office, the prosecutor's office, the Department of Public Health, local jails, and community-based service providers. The number of people seen by Criminal Justice Liaisons each week varies depending on the county in which they provide services.



The Criminal Justice Liaisons have five goals:

1. Identify early the service recipients who are incarcerated or at risk of incarceration due to criminal justice involvement
2. Link service recipients from the criminal justice system to behavioral health and community supports
3. Develop and maintain collaborative relationships and sustainable activities with criminal justice, behavioral health, and community resources
4. Improve the understanding of the needs and rights of service recipients who are involved in the criminal justice system as well as increase the service recipient's knowledge of their rights as a justice-involved individual
5. Prevent service recipients from experiencing recidivism or further criminal justice system involvement.

Who Can Receive Services from Criminal Justice Liaisons?

Criminal Justice Liaisons specifically aim to serve adults with behavioral health needs (e.g., serious mental illness, mental illness, substance use disorders, co-occurring disorders) who are incarcerated or at risk of incarceration, and who would benefit from referral and linkage to behavioral health, and other recovery and support services. While Criminal Justice Liaisons' primary focus is justice-involved people (i.e., pretrial defendants, people whose cases are disposed, and people in jail), they will also refer the family members of justice-involved people to services when needed. Criminal Justice Liaisons work with people at several stages of the criminal legal system. Engaging with the Criminal Justice Liaisons is voluntary, though judges do occasionally require a person to receive services from a Criminal Justice Liaison.

Where Criminal Justice Liaisons Provide Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Criminal Justice Liaisons?

People are referred to the Criminal Justice Liaisons by judges, lawyers, other court staff, jail staff, people or service providers in the community, and family members. People may also self-refer, or they may be approached by a Criminal Justice Liaison while at court. The Criminal Justice Liaisons' initial meeting with a person may be brief and may involve the completion of a mental health and/or substance use screening or assessment, the completion of an intake form, a review of a person's legal records, and a discussion with a person about their behavioral health and other needs. The screening instruments that may be used include the following: a screener created specifically for Criminal Justice Liaisons, a trauma screener, a risk management screener, and the Addiction Severity Index Lite. The Criminal Justice Liaisons may access legal, medical, and/or mental health records if a release of information is signed by the service recipient.

What Services do the Criminal Justice Liaisons Provide?

For some needs, the Criminal Justice Liaisons provide services directly. For other needs, the Criminal Justice Liaisons make referrals to community-based organizations or to other court staff. The Criminal Justice Liaisons use a network of community-based services that leverages local providers many of whom are supported by the Tennessee Department of Mental Health and Substance Abuse Services. The table below displays needs across

three broad domains and indicates whether the need is met internally, by Criminal Justice Liaisons, or externally, by a referral.

When the Criminal Justice Liaisons refer a person for services they may provide a person with the contact information for the service provider, call ahead to the service provider and set up an appointment, walk a person to a service provider who is in the same facility, or walk with (or otherwise assist with transporting) a person to a service provider who is in a different facility. The Criminal Justice Liaisons have training in administration of and access to naloxone and they also have access to interpreter services. Finally, Criminal Justice Liaisons have a range of additional responsibilities including engaging in community outreach to inform people of the services; providing or facilitating Crisis Intervention Team training, QPR and Mental Health First Aid training, suicide prevention training, and mental health 101 training to criminal justice agencies; attending Community Health Advisory Board Meetings; and participating in local recovery courts as part of the treatment team.

How Do Criminal Justice Liaisons Follow Up & Keep Records?

Criminal Justice Liaisons sometimes follow up with people after providing services. The exact timeframe and the number of follow-ups vary and depend on the needs of the person being served. When follow-ups happen, the purpose is to check on a person's mental health and wellness, to engage in further treatment service planning, to further coordinate treatment services, and to continue helping a person work toward the goals in their release plan. A person who has received services may follow up with the Criminal Justice Liaison themselves. A formal discharge process is followed when stopping services or ending contact with a person.

Criminal Justice Liaisons maintain records of the people to whom they have provided assistance. The information recorded includes basic demographics, a statement of need, intake transaction, screening results, Addiction Severity Index Lite (if referring to substance abuse treatment), trauma screening (if trauma is indicated on the Addiction Severity Index Lite), release plans, any release of information documents, and miscellaneous notes if the Criminal Justice Liaison is working with the person for a longer term. Records are kept on a computerized management system and paper files. The records may be accessed by the Criminal Justice Liaisons, case managers, supervisors, treatment providers, and relevant state administrative personnel.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	N/A
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	N/A
Complete a comprehensive substance use assessment	N/A	X
Complete a release plan	X	N/A
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	X	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	N/A
Aid with the application for insurance enrollment	X	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	X	X
Aid with access to obtaining medications	X	X
Provide or aid with transportation to community-based services	X	X
Provide or aid with transportation to court	X	X
Provide or aid with food	X	X
Provide or aid with clothing	X	X
Provide or aid with shelter/housing	X	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	N/A	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	N/A
Attend meetings with lawyers with a person	N/A	N/A

Court Clinician in Chesterfield, VA

ACTIVE (ESTABLISHED 2015)

One Court Clinician provides services in the district court in Chesterfield County, Virginia. This court holds more than 50 daily hearings. When the Court Clinician position was established in 2015, the position was funded by a grant from the Bureau of Justice Assistance; now the position is funded locally. The Court Clinician is employed by a community-based behavioral health agency and is required to have a master's degree (e.g., MSW, LPC). Two supervisors are involved with the Court Clinician, one providing court-based supervision and one providing clinical supervision. The Court Clinician works collaboratively with pretrial services, probation, parole, public defenders and defense lawyers, the prosecutor's office, and community-based service providers.



The Court Clinician's goal is to identify people before the court with substance use disorders, serious mental illness, or co-occurring disorders and works to divert them, when appropriate, from jail or the court system by linking them to community-based mental health services. The Court Clinician also provides clinical consultations and mental health treatment education to assist court officers.

Who Can Receive Services from the Court Clinician?

The Court Clinician will work with anyone including the public, pretrial defendants, people whose cases are disposed, victims, and family members of court-involved people. The Court Clinician typically focuses on people with criminal cases (non-violent only) but will also work with people in court for other types of cases including civil, family, pro-se litigants, and traffic. The Court Clinician works with people at several stages of the criminal legal system.

Where the Court Clinician Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	✓	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Court Clinician?

There are three ways a person can become involved with the Court Clinician. First, the Court Clinician's desk is near the courthouse front door so many people walk up for services. Second, judges, deputies, prosecutors, defense attorneys, and other court staff refer people to the Court Clinician. Third, the Court Clinician has access to mental health records through the department of public health and will cross reference daily court dockets with mental health records to identify people who may need to be reconnected with services they have received in the past. People are not required to work with the Court Clinician though judges often order a person to participate in services and refer them to the Court Clinician to be connected to those services. The Court Clinician's initial meeting with a person takes about an hour and involves a discussion with the person about their behavioral health and other needs. Needs are often identified through a person's self-reporting; however, the Court Clinician may also use screening instruments or standardized assessments at their discretion, depending on the nature of a particular person's situation. The Court Clinician has access to legal records during this intake process.

What Services Does the Court Clinician Provide?

The Court Clinician provides services to meet some needs directly. To meet other needs, the Court Clinician makes referrals to community-based service providers or to other court staff. The Court Clinician has an internally developed network of community-based services to whom they refer people. The table below displays needs across three broad domains and indicates whether the need is met internally, by Court Clinician, or externally, by a referral.

When the Court Clinician refers a person for services, they may call ahead to the service provider and set up an appointment, walk a person to a service provider who is in the same facility, or walk with (or otherwise transport) a person to a service provider who is in a different facility. The Court Clinician has access to Narcan and interpreter services as needed. The Court Clinician may also provide clinical consultations to officers of the court to assist officers in a variety of other legal situations and may provide beneficial mental health treatment education to assist court officers in completing various tasks.

How Does the Court Clinician Follow Up & Keep Records?

The Court Clinician conducts follow-ups with people after providing services. The exact frequency and time frames vary but follow-ups may occur over a period of hours, days, weeks, or months. The purpose of following up may be to monitor that a person is receiving services per a judge's orders or to touch base with a person and see how they are doing. People who have received services may also initiate a follow-up with the Court Clinician themselves. With permission, the Court Clinician may speak about a person's case with judges/magistrates, prosecutors, public defenders, private defense attorneys, pretrial

services staff, probation or parole officers/staff, and clerks. There is no formal discharge process for stopping services or ending contact with a person.

The Court Clinician keeps records of the people with whom they have worked. The information recorded includes demographic information, the first date of service, running contacts, memos, and the last date of service. Records are kept on a computerized management system and as paper files that may be accessed by the Court Clinician and the mental health agency for which the Court Clinician works.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	X	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	X	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's social service and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	N/A	N/A
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	N/A	N/A
Aid with job applications and/or job searching	N/A	N/A
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	N/A	N/A
Provide or aid with clothing	N/A	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	N/A
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	X	X
Attend meetings with lawyers with a person	X	X

Community Resource Center in King County, WA

ACTIVE (ESTABLISHED 2002)

The Community Resource Center provides services in the Seattle Municipal Court. This court holds more than 50 daily hearings. The Community Resource Center is located on the second floor of the courthouse and is operated by a combination of court staff and volunteers. The Community Resource Center is funded through grants. Two to five community-based service providers set up tables and offer services to people who come into the Community Resource Center. Some of the people staffing the Community Resource Center and providing services have been personally impacted by the criminal legal or behavioral health systems. There are three supervisors and four administrative staff supporting the Community Resource Center. The Resource Center works collaboratively with pretrial services, probation, the public defender's office, the Department of Public Health, and community-based service providers and serves 30-100 people per week.



The goal of the Community Resource Center is to help the underserved of Seattle access the services and support they need.

Who Can Receive Services from the Court Resource Center?

The Resource Center works with community members, the public, pretrial defendants, community court clients, people with disposed cases, victims, family members of people charged, and family members of victims. However, the Resource Center focuses on serving the community and people involved with the court themselves with the goal of reducing recidivism. People who receive services at the center may be facing civil, criminal, family, and traffic cases or they may be pro-se litigants. The Resource Center works with people at several stages of the criminal legal system.

Where the Resource Center Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A

What Is the Referral & Intake Process to Receive Services from the Court Resource Center?

People often encounter services through court interactions, where judges, lawyers, or other court staff make a referral to the Community Resource Center. Engaging with the Resource Center is voluntary though judges do occasionally require a person to access the Center's services. People can also walk into the Resource Center when they are in court, or they can be referred to the Resource Center by people in the community. The initial meeting is about 10 minutes and involves staff at the Resource Center having a discussion with the person about their needs and completing an intake form. The Court Resource Center also has access to a person's legal system records.

What Services Does the Court Resource Center Provide?

The Community Resource Center provides services to meet some needs directly. To meet other needs, the Resource Center makes referrals to community-based service providers or to other court staff. The Court Resource Center has a referral network that was created through word of mouth, service providers that serve the community and are partnered with the Community Resource Center, and research by volunteers and Seattle Municipal Court employees. The table below displays needs across three broad domains and indicates whether the need is met internally, by the Resource Center, or externally, by a referral.

The primary way the Community Resource Center connects people to community-based resources is by bringing service providers into the court so that people can meet with them directly while they are in the Resource Center. In addition to that, staff and volunteers may provide a person with the contact information for a service provider, make calls to service providers to set up an appointment for a client, and walk with a person to a service provider in the same facility as the Resource Center. The Court Resource Center also has access to interpreter services, creates community outreach events, and partners with non-profits to expand service reach.

How Does the Court Resource Center Follow Up & Keep Records?

Community Resource Center staff and volunteers occasionally follow up with people. Follow ups occur two to five times a week over the course of the next few days after working with a person. The purpose of the follow-up is to see if the person's needs were met, or if the person needs more information regarding a referral. People who have received services may also initiate a follow-up with the Resource Center themselves. Information about a person's engagement with the Resource Center can be shared with prosecutors, public defenders, private defense attorneys, pretrial services officers and staff, probation and parole officers and staff, and clerks without a person's permission. There is no formal discharge process for stopping services or ending contact with a person.

The Resource Center does keep records of a person’s involvement with them. Information recorded includes name, DOB, gender, income, ethnicity/race, address, any programs the person is involved with, the court case, level of education, and what services they want to access. Records are kept on a computerized management information system, on a spreadsheet, and through paper files. The Resource Center and overall court staff have access to these files.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	X	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person’s other social and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	N/A	X
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	X	X
Provide or aid with clothing	X	X
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	X	N/A
Answer basic questions about the courthouse and court operations	X	X
Answer questions about or discuss the next steps in the court process	X	X
Aid in locating legal paperwork	X	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	X	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	N/A	N/A
Attend meetings with lawyers with a person	N/A	N/A

The Resource Hub in Thurston County, WA

ACTIVE (ESTABLISHED 2021)

The Resource Hub provides services on-site at the county court in Thurston County, Washington. The Hub is a drop-in center located near the courthouse complex. The Resource Hub was developed by the Thurston County Justice Committee which includes a range of county and community partners. Currently, the Hub is funded by the state treatment sales tax. The Resource Hub is operated by one county pretrial services staff person who is required to have a college degree, a job orientation, training on court rules, processes, and procedures, and crisis intervention or de-escalation training. Several community-based services set up tables within the Hub on a rotating, weekly schedule. The Resource Hub serves about 20 people a week.



The goal of the Resource Hub is to help connect justice-involved individuals to community resources.

Who Can Receive Services from the Resource Hub?

The Resource Hub works with all people with behavioral health needs a particular focus on those that are impacted by the legal system. The Hub will work with people facing criminal, civil, family, or traffic cases. They will also work with pro-se litigants. The Resource Hub works with at several stages of the criminal legal system. People can even come back to the Hub for help after they have completed their involvement with the legal system.

Where the Resource Hub Provides Support Across the Criminal Legal System

In the community before legal involvement	With police prior to arrest	During Initial Court Hearing	During Initial Detention	Pretrial	During the Court Process through Disposition	While awaiting sentencing	In Jail or Prison	On Probation or Parole	After Legal Matters Are Resolved
N/A	N/A	✓	✓	✓	✓	N/A	N/A	✓	✓

What Is the Referral & Intake Process to Receive Services from the Resource Hub?

There are two ways people can become involved with the Resource Hub. First, judges, lawyers, or court staff refer a person to the Hub. Second, people can walk into the Hub for services. A person's initial meeting with the Resource Hub lasts about 20 minutes and involves a discussion about their needs. Staff in the Resource Hub do not have access to legal or medical records.

What Services does the Resource Hub Provide?

The Resource Hub provides services to meet some needs directly. To meet other needs, the Resource Hub makes referrals to community-based service providers or to other court staff. The table below displays needs across three broad domains and indicates whether the need is met internally, by the Resource Hub, or externally, by a referral.

The primary way the Resource Hub connects people to community-based resources is by bringing service providers into the Resource Hub so that people can meet with them directly while they are in the Resource Hub. In addition to that, staff can provide people with information about service providers that are not on site the day a person comes into the Hub. The Resource Hub has access to interpreter services and Narcan.

How Does the Resource Hub Follow Up & Keep Records?

The Resource Hub follows up with people who have received services once over the next few days after their contact with the Hub. The purpose of the follow-up is to confirm if the person followed through with the referral and was connected to a service provider. People who have received services may also initiate a follow-up with the Resource Hub themselves. With permission, information about a person's participation in services can be shared with judges and magistrates, prosecutors, public defenders, private defense attorneys, pretrial services officers and staff, probation and parole officers and staff, and clerks. There is no formal discharge process for stopping services or ending contact with a person and the Resource Hub does not keep records of a person's involvement with the Hub.

Behavioral Health Needs

	INTERNAL	REFERRAL
Complete a mental health screen	N/A	X
Complete a comprehensive mental health assessment	N/A	X
Complete a substance use screen	N/A	X
Complete a comprehensive substance use assessment	N/A	X
Provide mental health treatment	N/A	X
Provide substance use treatment	N/A	X
Provide temporary or short-term counseling or crisis care	N/A	X

Economic and Social Service-Related Needs

	INTERNAL	REFERRAL
Assess a person's other social and related needs (e.g., housing)	X	X
Aid with the application for insurance enrollment	X	X
Aid with application for benefits (e.g., SSI, SSDI, SNAP, etc.)	X	X
Aid with job applications and/or job searching	X	N/A
Aid with access to obtaining medications	N/A	X
Provide or aid with transportation to community-based services	N/A	X
Provide or aid with transportation to court	N/A	X
Provide or aid with food	X	N/A
Provide or aid with clothing	X	N/A
Provide or aid with shelter/housing	N/A	X

Legal Needs

	INTERNAL	REFERRAL
Verbally provide directions around the courthouse	X	N/A
Walk with a person around the courthouse	N/A	N/A
Answer basic questions about the courthouse and court operations	N/A	X
Answer questions about or discuss the next steps in the court process	N/A	X
Aid in locating legal paperwork	N/A	X
Aid in organizing legal paperwork and/or reviewing for completion	N/A	X
Aid in completing legal paperwork	N/A	X
Aid in legal counsel	N/A	X
Attend court hearings with a person	N/A	X
Attend meetings with lawyers with a person	N/A	X

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