



incarceration:
recidivism, reentry
& reunification



DISTRICT COURT DIVERSION ROADMAP:

A Guide for Implementation



The Winthrop Rockefeller Institute is a nonprofit conference and retreat center whose mission is to continue Winthrop Rockefeller's collaborative approach to creating transformational change.

We engage our resources and Winthrop Rockefeller's values to convene purposeful gatherings on his historic cattle farm. We do this work by employing the **Rockefeller Ethic**, which represents the belief that diversity of opinion, engaging in respectful dialogue, and practicing collaborative problem solving combine to create transformational change.

Our trained staff are available to assist groups with meeting design and facilitation, and we offer a variety of professional development workshops to provide unique learning and team building opportunities. The productive energy of our mountaintop location coupled with the highest levels of hospitality ensure all who come here are able to do their best work.

THE ROCKEFELLER ETHIC

**COLLABORATIVE
PROBLEM SOLVING**

+

RESPECTFUL DIALOGUE

+

DIVERSITY OF OPINION

=

TRANSFORMATIONAL CHANGE

**CONNECT
WITH US**

1 Rockefeller Drive
Morrilton, AR 72110

☎ (501) 727-5435

✉ info@rockefellerinstitute.org

🌐 rockefellerinstitute.org

📘 rockefeller.institute

📷 [rockefellerinstitute](https://www.instagram.com/rockefellerinstitute)

🐦 [rockefeller](https://twitter.com/rockefeller)

🌐 [rockefellerinstitute](https://www.linkedin.com/company/rockefellerinstitute)

ABOUT THE INSTITUTE

4

Introduction

5

What is Diversion?

- Where Does Diversion Happen?
- Diversion Court Program Mission
- Goals and Objectives of Diversion at the District Court Level
- Diversion Practices at the District Court Level

9

Community Needs Assessment

10

Financial Management

- Budget Items
- Funding

12

Community Resources

- Resource Mapping

13

Diversion Court Stakeholders

- Diversion Court Team
- Service Providers
- Community Members

15

Target Population

- Eligibility and Disqualification Criteria
- Entry Process

18

Treatment

- Maslow's Hierarchy of Needs
- Participant Assessment
- Diverse Treatment Services
- Ongoing Oversight and Collaboration

20

Implementation

- Pre-court Staff Meetings
- Status Hearings
- Incentives and Sanctions
- Termination
- Court Fines and Fees

24

Documentation

24

Evaluation

26

Community Outreach

27

References

28

Appendix

- Appendix A
- Appendix B
- Appendix C

35

Acknowledgments

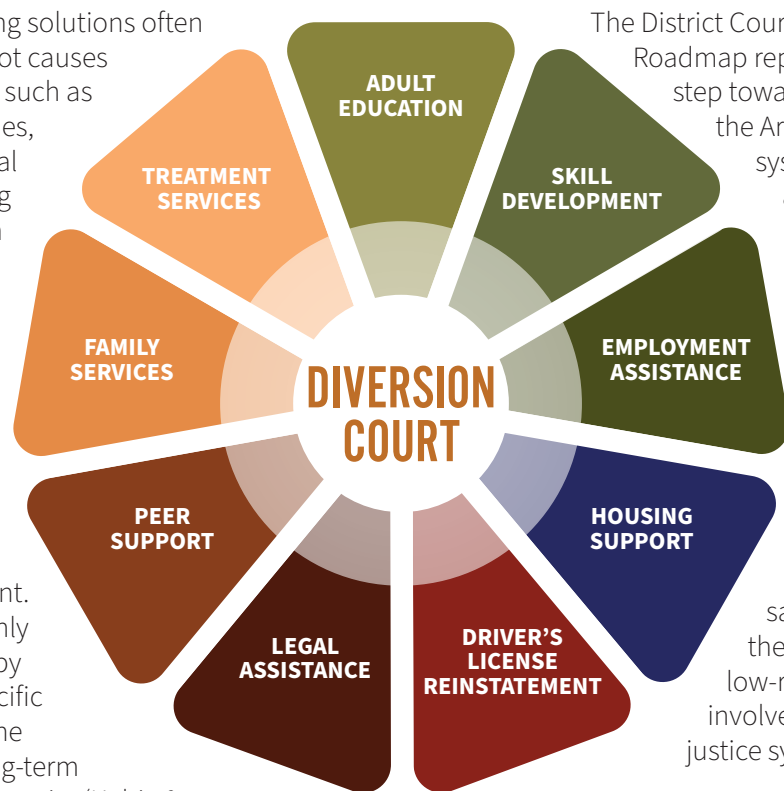
report contents

INTRODUCTION

The District Court Diversion Roadmap is a comprehensive resource to support judges, law enforcement agencies, community organizations, and other stakeholders in developing and implementing effective diversion programs within district courts. This document should be used as a guiding tool. Courts and program administrators should tailor the program to meet their individual community's needs. The creation of this roadmap is the result of the collaborative efforts of members of the Incarceration: Recidivism, Reentry, and Reunification (iR3) program, a partnership between the Winthrop Rockefeller Institute (the Institute) and Restore Hope Arkansas. The iR3 program aimed to address the complex issues surrounding the Arkansas justice system, support reentry, and break the cycle of recidivism by bringing together members from all sectors of the criminal justice system. Utilizing the collective wisdom of the iR3 cohort, this roadmap aims to support that purpose by encouraging the rehabilitation of low-level and first-time offenders at the district court level.

Traditional sentencing solutions often fail to address the root causes of criminal behavior, such as poverty, societal issues, addiction, and mental health issues, making intervention through the court system essential.

Diversion programs offer a holistic approach to addressing those causes by providing support and assistance instead of punishment. This approach not only benefits individuals by addressing their specific needs but also has the potential to yield long-term benefits for the community (Kubic & Pendergrass, 2017).



The District Court Diversion Roadmap represents a crucial step towards reforming the Arkansas justice system by offering a comprehensive resource to support the development and implementation of effective diversion programs, aiming to promote justice, enhance public safety, and support the rehabilitation of low-risk individuals involved in the criminal justice system.

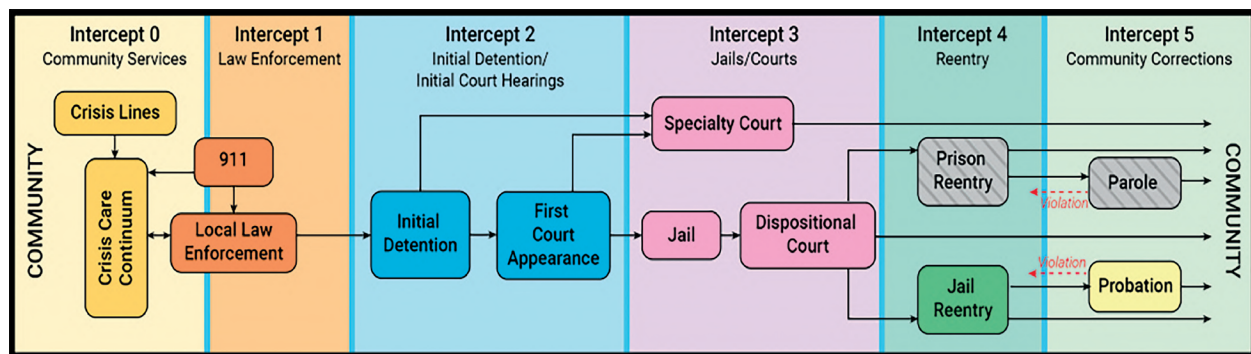
WHAT IS DIVERSION?

Adult Diversion is a program or process that, utilizing various levels of response, allows eligible defendants charged with a criminal offense to avoid arrest, decline or reduce charges, avoid conviction, or reduce a sentence. Instead, defendants participate in alternative rehabilitation programs or interventions to address the underlying causes of criminal behavior. Adult diversion programs may involve counseling, treatment programs, educational opportunities, workforce training, or other rehabilitative measures. Participation in adult diversion programs is often voluntary and requires individuals to comply with specific program requirements in exchange for the dismissal or reduction of charges.

WHERE DOES DIVERSION HAPPEN?

Diversion practices are typically split into three categories: early, pre-, and post-plea. These categories recognize that diversion can occur at many points of contact throughout the justice system (ABA House of Delegates, 2022). The American Bar Association defines the three categories as:

- ✓ **EARLY DIVERSION** occurs before the prosecutor initiates prosecution.
- ✓ **PRE-PLEA DIVERSION** occurs after the prosecutor initiates prosecution but before adjudication. These programs have more collateral consequences and the risk of incarceration if the participant does not complete them successfully. In these programs, the prosecutor agrees to dismiss or file lesser charges in exchange for the participant's successful participation.
- ✓ **POST-PLEA DIVERSION** occurs upon acceptance of a plea or before sentencing. A court dismisses or vacates the conviction, reduces charges, or reduces the sentence in exchange for the participant's successful program completion.



Sequential Intercept Model

The Sequential Intercept Model (SIM) is a conceptual framework designed to guide communities and criminal justice systems in understanding and addressing the various points at which individuals encounter the criminal justice system (Policy Research Associates, 2019). The

model was developed to identify opportunities for intervention and diversion at key intercept points, aiming to improve individual outcomes while reducing unnecessary involvement in the criminal justice system.

The Sequential Intercept Model consists of six intercept points:

Intercept 0 - Community Services and Supports focuses on community-based services and support systems that can help prevent individuals from entering the criminal justice system. This may include crisis care, mental health and substance use treatment, housing support, and other community resources.

Intercept 1 - Law Enforcement involves the initial contact with law enforcement or emergency services. It emphasizes crisis intervention and the use of specialized training for law enforcement officers to identify and appropriately respond to individuals in mental health or substance use crises.

Intercept 2 - Initial Detention and Initial Court Hearings addresses the point at which individuals are initially detained and enter the legal system. This intercept highlights the importance of early screening, assessment, and the consideration of alternatives to traditional prosecution and incarceration, such as diversion to treatment and support services.

Intercept 3 - Jails and Courts focuses on the court process and the period of incarceration. It encourages the integration of mental health and substance use services within correctional facilities and the consideration of alternatives to incarceration through extended court intervention programs.

Intercept 4 - Reentry addresses the transition from incarceration to the community. This involves planning for reentry, access to community-based services, and ongoing support to facilitate successful community reintegration and reduce the risk of recidivism.

Intercept 5 - Community Corrections focuses on post-release support and community supervision. It emphasizes specialized community supervision, continued access to mental health and substance use treatment, and support in critical areas such as housing stability and employment. Intercept 5 aims to enhance the successful community reintegration of individuals and reduce the risk of recidivism.

The guidance in this toolkit will focus on Intercept 2, highlighting the actions that district courts can take to implement a comprehensive and coordinated approach to diversion programs pre-adjudication.

Interventions at this level can help address the underlying issues of individuals that lead to criminal activity, reduce court and jail expenses, reduce docket caseload, and create a justice system that better serves individuals and the community.

For many, district courts are often their first point of contact with the justice system. The goal of diverting low-risk individuals for minor offenses is to save taxpayers money and reduce the burden on the justice system by preventing these defendants from moving deeper into the system. By intervening early, we can avoid low-risk individuals from becoming high-risk through repeat offenses, such as the inability to pay fines.

DIVERSION COURT PROGRAM MISSION

Empowering Change, Rebuilding Lives: Diversion programs provide a compassionate and effective alternative to traditional justice systems, fostering rehabilitation and restoration within the community. They are dedicated to addressing the root causes of criminal behavior, guiding individuals toward positive change, and promoting accountability and healing. Through tailored support, personalized interventions, and collaborative partnerships, they aim to empower participants to overcome challenges, break the cycle of recidivism, and embark on a path toward sustainable success and reintegration into society. Together, they strive to create a safer, more equitable, and inclusive community for all.

WHAT IS DIVERSION?

GOALS AND OBJECTIVES OF DIVERSION AT THE DISTRICT COURT LEVEL

Rehabilitation and Holistic Support

GOAL

Empowering individuals to overcome challenges and achieve lasting change.

OBJECTIVES

- ✔ Provide evidence-based interventions tailored to individual needs.
- ✔ Offer comprehensive support, including substance use and mental health treatment, housing, education, and employment assistance.

Reducing Recidivism

GOAL

Significantly decrease recidivism rates and break the cycle of criminal behavior.

OBJECTIVES

- ✔ Implement programs and interventions proven to reduce reoffending.
- ✔ Monitor participants' progress and address risk factors contributing to criminal behavior.

Community Safety and Well-Being

GOAL

Enhancing community well-being through effective intervention.

OBJECTIVES

- ✔ Collaborate with community stakeholders to assess community needs and address underlying community concerns.
- ✔ Foster positive community engagement and relationships.

Collaborative and Coordinated Response

GOAL

Promote a united and effective response among justice system professionals, treatment providers, individuals with lived experience, and community organizations.

OBJECTIVES

- ✔ Establish strong communication channels and partnerships.
- ✔ Develop coordinated plans for participant support, leveraging existing resources and the expertise of diverse stakeholders.

WHAT IS DIVERSION?

Judicial Oversight with Accountability

GOAL

Balancing judicial oversight with a supportive approach, ensuring accountability while recognizing achievements.

OBJECTIVES

- ✔ Implement fair and consistent monitoring processes.
- ✔ Acknowledge and celebrate participants' progress and milestones.

Restorative Justice Principles

GOAL

Embodying restorative justice principles, fostering healing and reconciliation.

OBJECTIVES

- ✔ Facilitate opportunities for participants to repair the harm caused by their actions.
- ✔ Engage in restorative processes that promote understanding and positive change.

Alternatives to Incarceration

GOAL

Providing viable alternatives to incarceration, promoting rehabilitation and education.

OBJECTIVES

- ✔ Develop and implement diversion opportunities that align with individual needs.
- ✔ Advocate for approaches that prioritize rehabilitation over punitive measures.

In pursuit of these goals and objectives, diversion programs are committed to upholding principles of fairness, dignity, and second chances, focusing on building a safer and more compassionate community for all.

DIVERSION PRACTICES AT THE DISTRICT COURT LEVEL

- ✔ Deferred adjudication/sentencing
- ✔ Referral to community services and treatment providers
- ✔ Educational or Job Training Programs
- ✔ Restorative Justice Programs
- ✔ Individualized conditions for success/failure
- ✔ Clear incentives and sanctions

WHAT IS DIVERSION?

COMMUNITY NEEDS ASSESSMENT

Stakeholders should adopt a strategic and collaborative approach to effectively address community needs and engage with partners for a diversion program. Begin by assessing the court's specific requirements and use this information to identify and connect with community partners that align with the court's needs. The items below are possible data elements to review to assess the court's needs.

Assess Case Types and Volume

- ☑ Assess the patterns and trends in offenses entering the court to effectively tailor interventions to address the specific factors contributing to criminal behavior.
- ☑ Identify priority areas where intervention can make the most significant, positive impact.

Failure to Appear Rates and Reasons

- ☑ Allows the courts to address issues contributing to non-compliance and take proactive measures to reduce the likelihood of missed court appearances.

Recidivism Rates

- ☑ Identify the prevalence of repeat offenses in the community. Provides insights into the effectiveness of current approaches and a diversion program's potential impact.

Case Processing Data

- ☑ Evaluate the current caseload and backlog in the court system to understand the existing workload.
- ☑ Case Duration under the current system to identify opportunities for improving processes.

Funding and Budget Data

- ☑ Evaluate the availability of funding resources for implementing and sustaining a diversion court program.
- ☑ Consider potential sources of funding, grants, and budgetary considerations

Court Resources

- ☑ Including judges, support staff, and facilities to determine the capacity to handle diversion cases.
- ☑ Technology and information systems to support case management, data tracking, and information sharing among court staff and service/treatment providers.

Training Needs

- ☑ Identify the training needs of court staff and the other stakeholders involved in the diversion program.
- ☑ Including components of diversion court programs, cultural competency, trauma-informed practices, and case management software

Community Needs

- ☑ Engage with community stakeholders to understand their perspectives and the most pressing issues. This can help identify the underlying issues contributing to criminal behavior.
- ☑ Ensure that the diversion program is culturally competent and respectful of community values.
- ☑ Promote inclusivity to meet the needs of all residents, including those from marginalized or underserved populations.

FINANCIAL MANAGEMENT

BUDGET ITEMS

Developing a comprehensive and well-structured budget is crucial to establishing and maintaining a diversion court program. The program's success hinges not only on its mission and objectives but also on the prudent allocation of financial resources to support its various components. Diversion court programs can encompass a range of essential roles, services, and support mechanisms that contribute significantly to the day-to-day operations and success of the program. This section covers various budgetary considerations necessary for the smooth operation of the program. The needs of diversion court programs will vary on a case-by-case basis, so the items below are meant to serve as a menu of potential items to include in the budget. Each court should assess its needs and budget for the items that optimize participant support and program outcomes.

Administration

- ☑ **Program Manager**
- ☑ **Case Manager**
- ☑ **Probation Officer**
- ☑ **Court Liaison**
- ☑ **Peer Support Specialist**
- ☑ **Grant Manager**
- ☑ **Data/Finance Person**
- ☑ **Data Management Software**

FUNDING

To effectively fulfill the mission of a diversion court, programs often require supplemental funding beyond standard budgets. Seeking financial support from the city, county, state, and federal grant opportunities is imperative for sustaining and expanding the reach of diversion courts. By pursuing additional funding, diversion courts can enhance programs, implement other evidence-based practices, provide extended support services to participants, and support ongoing education of program stakeholders. This

- ☑ **Specialized Assessments**
- ☑ **Drug Tests**
- ☑ **Participant Program Fees**
- ☑ **Translation and Interpretation Services**
- ☑ **Program Evaluation**
- ☑ **Staff Training**
- ☑ **Community Engagement and Fundraisers**

Participant Support

- ☑ **Health Care Services**
- ☑ **Workforce Programs**
- ☑ **Transportation**
 - Gas Vouchers
 - Mileage Reimbursement
 - Bus Passes
 - Driver's License Reinstatement Fees
- ☑ **Subsidized Work**

Other Supportive Services

- ☑ **School Supplies**
- ☑ **Clothing**
- ☑ **Work Uniform**
- ☑ **Work Supplies**
- ☑ **Childcare**
- ☑ **Housing (Temporary/Transitional)**
- ☑ **Emergency Situations**

proactive approach contributes to the well-being of individuals involved in the justice system and yields long-term benefits for communities by fostering safer environments and reducing the overall burden on the criminal justice system. As cities and counties grapple with complex societal challenges, investing in diversion courts through local contributions and seeking state and federal grant opportunities becomes essential for building a more rehabilitative and effective justice system.

Federal Resources

To apply for federal funding, organizations must be registered with the System for Award Management (SAM.gov) and Grants.gov. Registration information flows from SAM.gov to Grants.gov and JustGrants. Once registration in SAM.gov is complete, organizations can search for funding opportunities on Grant.gov and begin the application process.

The System for Award Management (SAM.gov)

SAM is the government-wide registry for organizations that conduct business with the Federal government. This site consolidates information about grant recipients and provides them with a Unique Entity Identifier (UEI)

Grants.gov

Grants.gov is a centralized online platform in the United States that serves as a comprehensive resource for finding and applying for federal grants. It is a government-wide portal that allows organizations, institutions, and individuals to search and apply for various grant opportunities offered by federal agencies. Through Grants.gov, users can access information on various grant programs across different sectors, including education, health, science, technology, and public safety.

The Justice Grants System (JustGrants)

JustGrants is the grants management system for several government offices, including the Department of Justice, the Office of Community Oriented Policing Services, the Office of Justice Programs, and the Office on Violence Against Women.

There are two submission deadlines for Department of Justice funding opportunities:

- ✍ **The Grants.gov deadline**
- ✍ **The JustGrants deadline**

These deadlines vary per funding opportunity. Refer to the cover page of the solicitation for specific submission deadlines.

State Resources

Arkansas Department of Finance and Administration - Office of Intergovernmental Services

The Office of Intergovernmental Services (IGS) is responsible for the administration of various federal grant programs awarded to the state, including the Victims of Crime Act (VOCA), STOP Violence Against Women (STOP), Family Violence Prevention Services Act (FVPSA), and the Edward Byrne Memorial Justice Assistance Grant (JAG) programs.

Arkansas Opioid Recovery Partnership

In November 2022, the Arkansas Opioid Recovery Partnership (ARORP), an initiative of the Arkansas Municipal League and the Association of Arkansas Counties, announced funding opportunities for organizations and programs addressing substance use disorders. ARORP oversees the disbursement of opioid settlement funding at the city and county levels, and funding opportunities are available for targeted, evidence-based solutions at the local level.

Nongovernmental Resources

Non-Profits

Partnering with non-profit organizations can provide additional funding streams beyond government allocations. This connection can open doors to additional grant opportunities not available to the courts directly. Beyond financial support, non-profits often have established ties within the community; thus, partnering with them can also strengthen community engagement, adding credibility and support for the diversion program. Many can also provide services to the court to support the diversion program, such as peer support specialists, workforce training, and emergency housing.

Arkansas non-profits that support public safety, addiction recovery, and education initiatives include:

- ✍ **Restore Hope**
- ✍ **Positive Energy Affecting Recovering Lives (P.E.A.R.L.)**
- ✍ **Arkansas River Valley Area Council (ARVAC)**

Private Sources

Private sources, including corporate, community, and family foundations, provide funding to non-profits and government agencies for public safety, addiction recovery, and education initiatives.

CORPORATE FOUNDATIONS:

- ☑ Walmart Foundation
- ☑ State Farm Insurance Company Community Grants

COMMUNITY FOUNDATIONS:

- ☑ Arkansas Community Foundation
- ☑ Wolfe Street Foundation

FAMILY FOUNDATIONS:

- ☑ John D. and Catherine T. MacArthur Foundation
- ☑ The Annie E. Casey Foundation
- ☑ Landers Family Charitable Foundation
- ☑ Brown Foundation

Sites such as Cause IQ, which helps non-profits find additional foundation funding, can be helpful for exploring more non-profits, foundations, and grantmaking organizations in Arkansas.

COMMUNITY RESOURCES

Once the needs of the court and community have been fully assessed, that information can be used to identify the relevant resources already available in your community and any gaps in resources that may require a more strategic approach to filling.

RESOURCE MAPPING

- ☑ Identify the local assets and services available to determine which the program could partner with to meet the needs of the courts and participants.
- ☑ Consider whether there are any gaps in resources needed. You may be able to partner with a neighboring county to fill those gaps.
- ☑ The Center for Justice Innovation has a **helpful guide** for resource mapping and a **spreadsheet template** to maintain a repository of partners.
- ☑ Arkansas 2-1-1 of United Way is a free resource available online or via phone to get a list of available resources in your area.
- ☑ Give participants options.
 - Diverse options enable a more individualized approach to address participant needs.
 - Account for diversity. A range of service providers increases the likelihood of matching participants with providers who understand and can address their cultural nuances and promote a more culturally competent approach to treatment.
- Offering choices empowers individuals to have a say in their treatment journey, enhancing engagement and motivation.
- ☑ 100 Families is a community-led initiative to help families involved in the justice and child welfare systems. This program uses existing community resources to engage with community partners, train agencies on a collaborative case management system, and recruit case managers to respond when a family is in crisis (see "Appendix A" for more information).
- ☑ Regularly update the resource map to ensure resources are available.

DIVERSION COURT STAKEHOLDERS

In the context of a court diversion program, a stakeholder is an individual or group with a vested interest in the program's success, outcomes, or operation. Stakeholders play various roles and contribute to the diversion program's effectiveness in different ways. (See "Appendix B" for Roles, Responsibilities, and Ethical Considerations of the Diversion Court Team.)

DIVERSION COURT TEAM

JUDGE: Judges are the leader of the diversion court team. The judge should be fully committed to the goals and mission of the diversion program. They oversee the program, make decisions on participant eligibility, and ensure that the program aligns with legal requirements. During the planning stages, the judge, along with the rest of the court team, should assess the needs of the court and the community it serves and explore community resources available. The judge should also take part in designing eligibility criteria and phase structure and develop incentives and sanctions.

PROSECUTORS: Prosecuting Attorneys represent the people in their jurisdiction and victims' interests and hold participants accountable for meeting their obligations in the program. The prosecutor's role in diversion court is to participate in staffing cases in a non-adversarial manner, assist in identifying eligible program participants, and advocate for effective incentives and sanctions for program compliance or lack thereof. The prosecutor should agree to make decisions regarding participants' enrollment in the program based on program performance rather than on the case's legal aspects, barring additional criminal behavior.

DEFENSE ATTORNEY/PUBLIC DEFENDER: The Defense Attorney participates as a team member, operating in a non-adversarial manner during court to promote a sense of a unified team

presence. Defense Attorneys negotiate agreements and advocate for their client's interests within the diversion program's framework. They ensure that participants' constitutional rights are protected and advocate for each participant individually, not collectively, on behalf of a program. The Defense Attorney shall advise the defendant on the nature and purpose of the diversion court, the rules governing participation, the consequences of abiding or failing to abide by the rules, and how participating or not participating in the diversion court will affect his/her interests. The Defense Attorney will explain all rights participants will temporarily or permanently relinquish.

PROGRAM COORDINATORS: Program Coordinators are critical to the program's smooth operation. They are responsible for assessing participants, developing case plans, and coordinating services. They also directly supervise diversion court participants. They must maintain accurate records for the participants and the program, grant reporting, budget administration, and program support.

COMMUNITY SUPERVISION OFFICER: The Community Supervision Officer provides comprehensive case management and field supervision of diversion court participants actively participating in the diversion court team. They conduct coordinated supervision and case management, including various contact and visits, to monitor participants' progress and adherence to court requirements. Additionally, they develop effective measures for drug/alcohol screening and compliance reporting, advocate for effective incentives and sanctions, and coordinate community-based services. The officer also delivers cognitive-behavioral interventions, educates peers and colleagues about diversion courts, and ensures ethical considerations, such as protecting public safety and promptly informing the court of non-compliance.

LAW ENFORCEMENT: Police officers have a vested interest in public safety and are often an individual's first point of contact with the criminal justice system. As such, they can identify and refer participants to the program early in the legal process. Their cooperation and support are crucial to the program's success. A law enforcement officer should be assigned to assist the diversion court team in monitoring participants and participate as an active member of the diversion court team, providing appropriate information and insight from the law enforcement community's perspective regarding diversion court participants. They also serve as liaisons between the diversion court team and the community and provide information to the diversion court team on community issues related to criminal activity.

PEER RECOVERY SPECIALIST: Peer Recovery Specialists assist the diversion court team in monitoring participants and participate as active members of the diversion court team. They provide recovery education to participants through group facilitation, one-on-one encounters, and resource brokering. They also help participants identify their interests, goals, strengths, and weaknesses regarding recovery to help develop a plan for advancing participant recovery. They promote self-advocacy by ensuring participants have their voices heard and that needs, goals, and objectives are established as the focal point of rehabilitation and clinical services. Peer Recovery Specialists work with the diversion court team and other community professionals to implement and promote recovery-oriented training programs and educational opportunities regarding substance use and mental health disorder trends.

SERVICE PROVIDERS

TREATMENT PROVIDERS: Mental health professionals, substance abuse counselors, and other treatment providers offer evidence-based treatment services to participants, addressing the underlying issues that contribute to criminal behavior. Treatment programs are a key component of the rehabilitation process, helping participants learn new coping mechanisms and life skills that support the improvement of their overall well-being and quality of life. Treatment programs

also provide participants with support networks and resources that can help them maintain positive changes in their lives after completing the program.

EDUCATIONAL INSTITUTIONS: Local schools and academic institutions can provide education and skill development which are essential components of the diversion program. Training can provide participants with new skills that can help them find employment or pursue educational opportunities which may reduce the likelihood of re-offending. Education can open alternative pathways to participants, giving them the tools they need to succeed outside of the justice system and contribute to a positive self-identity, helping them make positive choices in the future.

COMMUNITY ORGANIZATIONS: Nonprofit organizations, community service providers, and advocacy groups may collaborate with the court diversion program to provide additional support and resources for participants. These organizations often have a deep understanding of local needs, resources, and challenges. Their knowledge and connections can help tailor diversion programs to better meet the needs of participants and the community.

Once an organization has agreed to partner with the court diversion program, a Memorandum of Understanding (MOU) with partners to establish a clear understanding of roles and timely communication regarding participants and data collection. It is essential to maintain open communication and actively seek feedback to ensure continuous improvement of processes.

COMMUNITY MEMBERS

LOCAL GOVERNMENT AND FUNDING AGENCIES:

Government entities provide financial resources necessary to implement and sustain diversion programs. Without adequate funding, programs may struggle to operate effectively and may be unable to reach all individuals in need of services. Government agencies can provide policy support to diversion programs, adding legitimacy and facilitating collaboration with other agencies and organizations.

STAKEHOLDERS

PARTICIPANTS AND FAMILIES: Individuals enrolled in the diversion program and their families are essential stakeholders whose engagement, compliance, and success contribute directly to the program's success. Appendix B offers guidance on engaging with the participants' families in the diversion program.

COMMUNITY MEMBERS AT LARGE: The broader community can also be considered stakeholders, as it benefits from reduced crime rates, improved community well-being, and increased resources directed toward rehabilitation rather than incarceration.

Effective collaboration and communication among all stakeholders are essential for a court diversion program's success. Each stakeholder group brings unique perspectives, expertise, and resources that contribute to the program's goals of rehabilitation, reduced recidivism, and community safety.

TARGET POPULATION

Court diversion programs aim to benefit individuals in the criminal justice system through a carefully structured intervention model. This approach integrates accountability, supervision, and case management to address the multifaceted challenges those involved in the criminal justice system face.

The population served includes individuals dealing with challenges directly contributing to their involvement in the criminal justice system, such as substance use, mental health concerns, unemployment, housing instability, or educational barriers.

Diversion programs provide targeted support to address the factors contributing to participants' encounters within the criminal justice system.

To evaluate participants' suitability, diversion programs should utilize a standard assessment tool like the RANT, a criminogenic risk and need assessment developed by the Public Health Management Corporation. The RANT assessment categorizes individuals into risk and need levels, guided by the assessment outcomes. This categorization is a crucial guide for the program, helping tailor supervision and interventions to align with each individual's unique needs and circumstances. This approach maximizes the intervention's effectiveness, ensuring a targeted and personalized strategy for each participant.

CRIMINOGENIC RISK AND NEED:

Criminogenic Risk: This term refers to factors statistically associated with an increased likelihood of criminal behavior. These dynamic risk factors, including criminal history, antisocial attitudes, substance abuse issues, lack of employment, and poor social skills, can be addressed to reduce the risk of future criminal conduct.

Criminogenic Need: Relates to specific areas in an individual's life that, when targeted through interventions, can effectively reduce the likelihood of criminal behavior. Addressing needs like substance abuse, mental health, employment, and education aims to reduce the overall risk of reoffending.

INCENTIVE AND PARTICIPATION

COMMITMENT: Diversion programs offer enticing incentives to promote participation, such as case management, avoidance of fines or incarceration, and charge dismissal or reduction. The services within case management span a wide range of care areas, including housing, recovery, employment, transportation, education, mental health, physical health, safety, dental, money management, food, childcare, and legal assistance. These incentives are crafted to inspire active engagement and contribute to the program's overall success.

Individuals accepted into the diversion program must commit to making positive changes and adhering to program policies. This commitment ensures a collaborative and dedicated approach to achieving successful outcomes. Active participation, case management cooperation, and supervision adherence are integral to success. Diversion programs emphasize collaboration and commitment as cornerstones for positive change within the criminal justice system.

ELIGIBILITY AND DISQUALIFICATION CRITERIA

Diversion programs should refrain from employing subjective eligibility criteria or suitability considerations, such as an individual's perceived motivation for change, attitude, readiness for treatment, or complex service needs, as grounds for exclusion from the program.

Eligibility Criteria

The base criteria for admission into court diversion program are as follows:

- ✔ **Age Requirement:** Individuals must be eighteen (18) or older.
- ✔ **Criminal Offense:** Individuals must be charged with a criminal offense to be eligible for participation, as outlined by applicable laws regarding the underlying offense.
- ✔ **Risk-Need Determination:** Individuals must meet risk-need appropriateness criteria to be eligible to participate.

- ✔ **Voluntary Participation:** Individuals must express a voluntary willingness to participate and agree to comply with the diversion court policies and procedures.

Disqualification Criteria

Individuals seeking entry into the diversion program must obtain approval from the diversion program team members. In the event of denial, the case will be returned to the traditional criminal justice system processing.

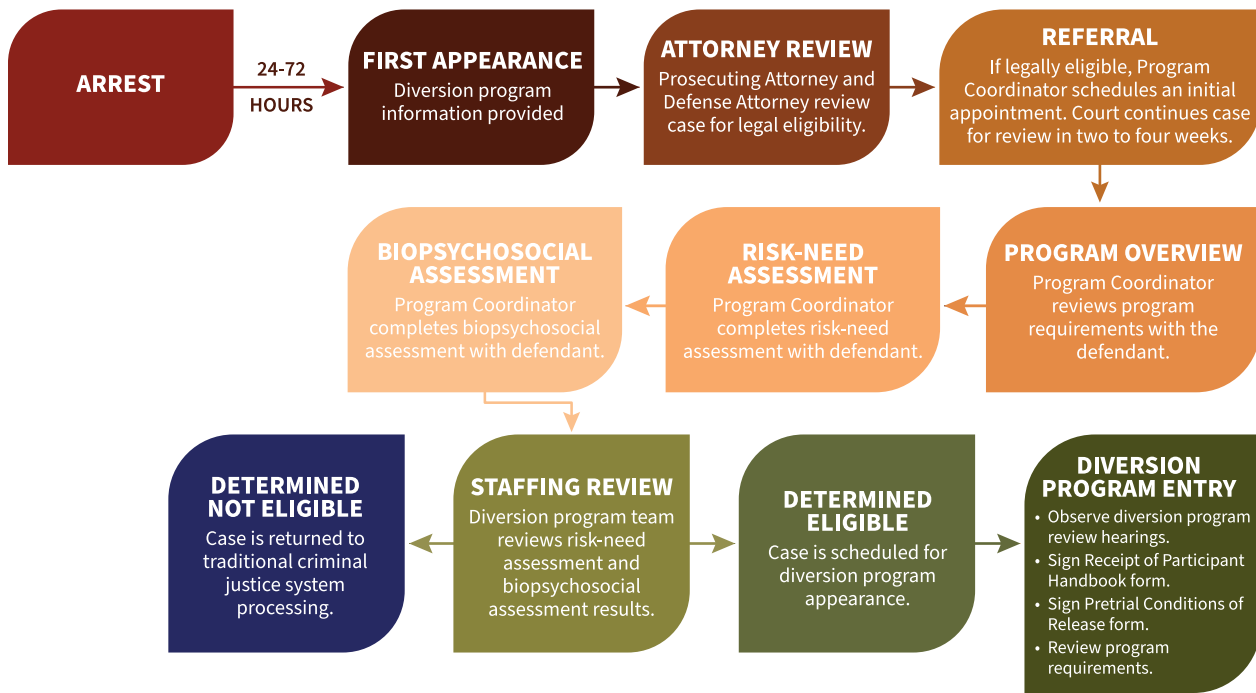
The disqualification criteria include:

- ✔ **Concerning Behavior:** Individuals with a history or current behavior demonstrating concerning conduct posing a danger to themselves or others may be ineligible for participation.
- ✔ **Criminal History Consideration:** Individuals with a current charge or a criminal history demonstrating an inability to be served safely or effectively in the diversion program may be deemed ineligible for participation. Those charged with offenses involving violence are not categorically excluded and are evaluated on a case-by-case basis.
- ✔ **Risk-Need Determination:** Individuals not meeting risk-need appropriateness criteria may be ineligible for participation.
- ✔ **Refusal to Engage:** Individuals expressing a refusal to engage and comply with the diversion program fully may be ineligible for participation.

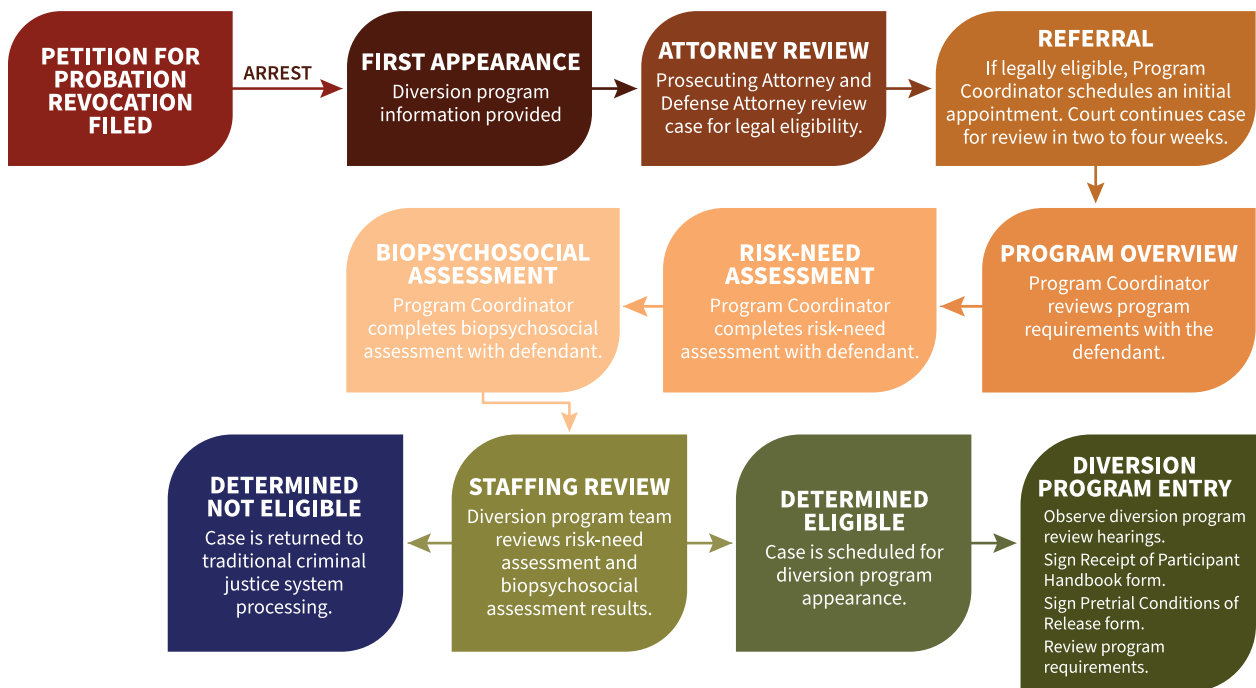
Disqualification criteria are essential for maintaining the integrity and effectiveness of the diversion program. Regular reviews of these criteria ensure alignment with evolving legal standards and the changing needs of the participant population.

ENTRY PROCESS

New Arrest



Probation Revocation



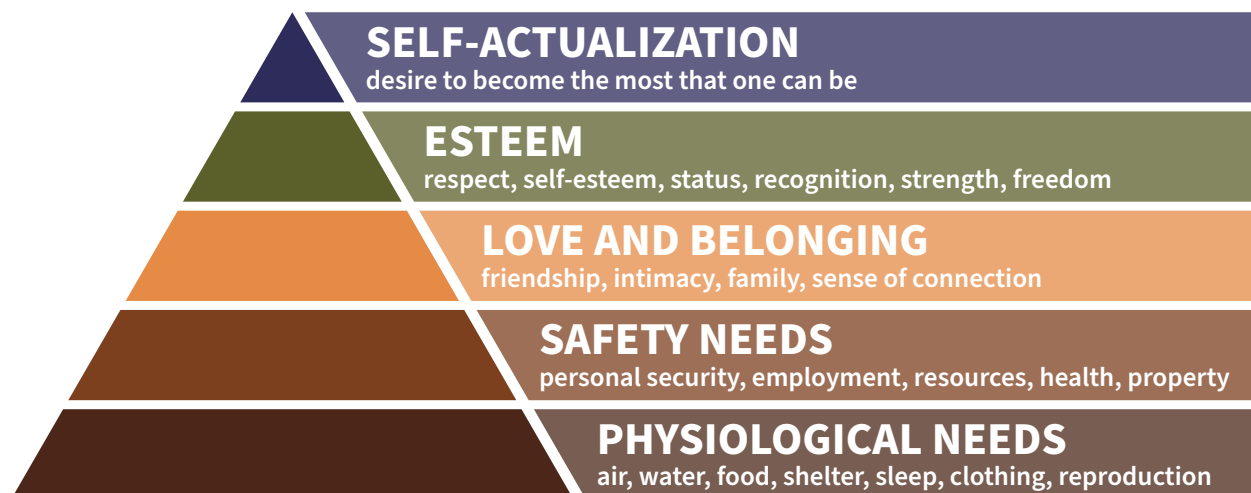
TARGET POPULATION

TREATMENT

The treatment protocol for diversion programs should be comprehensive and individualized for participants. Depending on their needs, the treatment plan can include housing assistance, mental health services, counseling, educational and workforce services, and health care services. Abraham Maslow's Hierarchy of needs provides a framework for understanding human behavior and the factors that drive individuals to seek fulfillment and self-improvement.

MASLOW'S HIERARCHY OF NEEDS

Maslow's Hierarchy of Needs is a psychological theory that outlines a five-tier model of human needs, often depicted as a pyramid (Hopper, 2020). Maslow proposed that individuals are motivated to fulfill these needs in a specific order, with basic needs at the bottom and higher-level needs at the top. The hierarchy is often presented as follows, from the most basic to the most complex.



PHYSIOLOGICAL NEEDS: These are the most fundamental needs necessary for survival, such as air, water, food, shelter, clothing, and sleep. These basic physiological needs are met, and higher-level needs become more relevant.

SAFETY NEEDS: Individuals seek safety and security once physiological needs are satisfied. This includes physical safety, health and well-being, financial security, and a stable environment. Fulfilling safety needs provides a sense of predictability and control.

LOVE AND BELONGINGNESS NEEDS: With physiological and safety needs addressed, people crave social connections, relationships, and a sense of belonging. This involves family,

friendship, intimacy, and feeling accepted within a community.

ESTEEM NEEDS: Esteem needs involve the desire for self-esteem, confidence, recognition, and a sense of achievement. This includes both self-respect and the respect of others. Meeting these needs contributes to a positive self-image and a feeling of accomplishment.

SELF-ACTUALIZATION NEEDS: At the pinnacle of the hierarchy is the need for self-actualization, representing the desire to fulfill one's potential, pursue personal growth, and achieve a sense of purpose. This involves realizing and expressing one's capabilities and talents.

Maslow proposed that individuals strive to meet these needs sequentially, moving up the hierarchy as each lower-level need is satisfied. However, it is important to note that real-life experiences are often more complex, and individuals may simultaneously address needs at different levels. Understanding where a participant falls within the hierarchy when designing a treatment plan for program participants promotes a holistic and person-centered approach by aligning immediate interventions with participants' unique needs while supporting long-term personal growth.

The program's initial phases should address physiological and safety needs, as this forms the foundation on which higher-level needs can be addressed. Uncertainty about basic needs can lead to stress and anxiety, which can hinder individuals' ability to participate in the program effectively.

PARTICIPANT ASSESSMENT

Services are determined through thorough assessments and ongoing collaboration with treatment professionals, ensuring a holistic and effective approach to participant care.

Before entering the program, participants should be assessed for risk-need, followed by a biopsychosocial assessment. These assessments aim to collect relevant information about biological, psychological, and social histories to determine the need for treatment services.

RISK-NEED ASSESSMENT: A risk-need assessment is a systematic evaluation that identifies criminogenic risk and need factors within the criminal justice system. It assesses the likelihood of reoffending and determines specific areas requiring targeted intervention (see "Criminogenic Risk and Need:" on page 15).

BIOPSYCHOSOCIAL ASSESSMENT: A comprehensive evaluation collects information from three essential domains: biological, psychological, and social. It seeks to provide a holistic understanding of an individual's functioning and well-being.

- ☑ **Biological Domain:** Gathers information about health history, physical health,

medical conditions, medications, and any history of substance use or dependence. Explores genetic factors, including hereditary elements or family history of physical or mental health conditions.

- ☑ **Psychological Domain:** Collects information about mental health history, including assessments of mental health, history of mental health disorders, symptoms, psychiatric treatments, and cognitive functioning. Covers cognitive abilities, intellectual functioning, and any history of cognitive impairments.
- ☑ **Social Domain:** Gathers information about social and family history, support systems, environmental factors, living conditions, employment, education, and other social determinants impacting the individual's life. Considers cultural and spiritual beliefs influencing the participant's perspectives and behaviors.

DIVERSE TREATMENT SERVICES

In diversion court, treatment services are comprehensive and may encompass various modalities based on individual needs.

THESE MAY INCLUDE:

- ☑ **Medical Detoxification:** For participants dealing with substance use disorders, medical detox serves as an initial phase to manage withdrawal symptoms under medical supervision safely.
- ☑ **Residential Treatment:** Some participants may benefit from residing in a treatment facility with a structured environment that provides intensive therapeutic support.
- ☑ **Inpatient Treatment:** In specific situations, participants may receive 24/7 medical supervision and care in a hospital setting, especially if acute medical or psychiatric needs arise.
- ☑ **Intensive Outpatient Treatment (IOP):** This level of care involves more frequent sessions, allowing participants to receive comprehensive treatment while maintaining their daily activities.
- ☑ **Outpatient Treatment:** Participants can engage in regular counseling and therapy

sessions while living at home, offering flexibility and support for those with lower treatment needs.

- ✍ **Peer Support:** Programs often include peer support from individuals who have successfully completed the program, providing guidance and understanding from a shared perspective.
- ✍ **Medication-Assisted Treatment (MAT):** In cases of substance use disorders, medications may be prescribed as part of a comprehensive treatment plan to assist with recovery.
- ✍ **Educational Programs:** These may consist of classes on substance abuse, anger management, life skills, and other topics to address specific criminogenic needs.
- ✍ **Cognitive-Behavioral Therapy (CBT):** A widely used therapeutic approach to address distorted thought patterns and behaviors contributing to criminal conduct.
- ✍ **Trauma-Informed Care:** This involves recognizing and responding to the impact of trauma on individuals, ensuring a supportive and understanding environment.

- ✍ **Mental Health Services:** These services address co-occurring mental health issues through counseling, therapy, and appropriate psychiatric interventions.

ONGOING OVERSIGHT AND COLLABORATION

In diversion courts, continuous court supervision and judicial reviews are valuable opportunities to evaluate participants' progress, identify challenges, and celebrate achievements. This dynamic process allows for necessary adjustments to the treatment plan. The diversion court team collaborates closely with treatment providers to ensure participants receive timely and suitable therapeutic interventions. Employing a collaborative multidisciplinary approach, the team holistically assists participants in addressing their complex needs. Regular reviews and ongoing assessments contribute to the evaluation of the treatment protocol's effectiveness, ensuring the application of evidence-based approaches and alignment with the program's overarching goals.

IMPLEMENTATION

PRE-COURT STAFF MEETINGS

Pre-court staff meetings aim to comprehensively review participants' progress, develop targeted plans for improved outcomes, and prepare for upcoming status hearings. While only some participants are discussed in each meeting, their regularity ensures ample opportunities to address individual needs.

ESSENTIAL ATTENDEES: Key participants include the judge, chief court clerk, program coordinator, prosecuting attorney, defense attorney, and community supervision officer. Additional attendees may include treatment providers, law enforcement officers, peer recovery specialists, and others deemed necessary by

the pre-court staff. Consistent attendance by all essential team members significantly improves the program and participant outcomes.

CONFIDENTIAL ENVIRONMENT: These meetings are closed to foster an environment conducive to candid discussions. They are intentionally not transcribed to encourage open dialogue. The program must establish a standard location and time for pre-court staff meetings to maintain consistency and efficiency.

JUDGE'S ROLE: Recognizing the impact of stable staffing, especially the judge's role, is crucial to mitigating potential disorganization in participants' lives. The judge is encouraged to routinely attend pre-court staff meetings, engaging with all team members to gather observations on participant performance and recommendations for appropriate actions. During these sessions,

the judge should give due consideration to each team member's professional expertise, fostering collaborative strategizing for effective interventions during subsequent status hearings.

STAFFING CONSIDERATIONS: Staffing considerations include responses to participant behavior, changes in treatment plans, and adjustments in supervision strategies, ensuring a comprehensive and coordinated approach to enhancing participant outcomes.

WHO are they in terms of risk and need?

WHERE are they in the program?

WHY did this happen?

WHICH behaviors are we responding to and are the goals proximal or distal?

WHAT is the response choice and magnitude?

HOW do we deliver and explain the response?

STATUS HEARINGS

The diversion court program participants must attend regular status hearings, a fundamental aspect of their engagement with the court. These hearings play a crucial role, especially in the program's initial phases or until participants achieve clinical and psychosocial stability while reliably engaging in treatment. The frequency of status hearings is tailored to individual needs, with bi-monthly hearings during the early phases and transitioning to at least monthly hearings for the remainder of the program.

EARLY PHASE STRUCTURE: In the early phases, particularly for participants with substance use or mental health disorders or lacking stable social support, weekly status hearings may be required. This increased frequency provides additional structure and consistency, facilitating a more intensive level of support crucial for their progress.

ONGOING MONTHLY ATTENDANCE: As participants progress, they continue attending status hearings on at least a monthly basis until they reach the program's last phase and are reliably engaged in recovery support to maintain stability after discharge.

JUDGE-PARTICIPANT INTERACTION: During status hearings, the judge interacts with participants in a procedurally fair and respectful manner, developing a collaborative working alliance to support their stability. This involves holding participants accountable, ensuring compliance with court orders and program requirements, and attendance at treatment and other indicated services.

EFFECTIVE COMMUNICATION STRATEGIES:

- ✓ Ask open-ended questions to generate constructive dialogue.
- ✓ Maintain an open mind about factual disputes and actions under consideration.
- ✓ Take participants' viewpoints into account.
- ✓ Show empathy for impediments or burdens faced by participants.
- ✓ Explain the rationale for judicial decisions.
- ✓ Express optimism about participants' chances for recovery.
- ✓ Provide assurances that staff will support them through the recovery process.

While frequent status hearings are deemed necessary for success, programs exert their effects through the quality of interactions during the hearings. Critical elements for success include:

- ✓ Interacting with participants in a respectful and procedurally fair manner.
- ✓ Creating a collaborative working relationship between the participant and judge to support lifestyle enhancements.
- ✓ Ensuring participants comply with court orders, follow program requirements, and attend treatment and other indicated services.

INCENTIVES AND SANCTIONS

Incentives and sanctions for participant behavior motivate participants, maintain accountability, and promote adherence to program requirements. These should be administered following evidence-based principles of effective behavior modification (NADCP, Volume I, Standard IV).

Incentives

In a diversion court program setting, where participants are often individuals dealing with substance abuse issues, mental health conditions, and unstable living arrangements, incentives serve several key purposes.

MOTIVATION: Incentives motivate participants to participate actively in their treatment and rehabilitation. By offering rewards for accomplishments, individuals are encouraged to make positive changes in their lives.

REINFORCEMENT: Positive reinforcement through incentives reinforces desirable behaviors, making it more likely that participants will continue engaging in activities that contribute to their recovery.

RECOGNITION: Incentives recognize the efforts and achievements of participants. This acknowledgment can boost self-esteem and confidence, promoting a sense of accomplishment.

BEHAVIORAL CHANGE: Incentives can contribute to behavior modification. By associating positive rewards with specific actions or milestones, individuals are more likely to adopt and maintain healthier behaviors.

PROGRAM COMPLIANCE: Incentives encourage participants to comply with program requirements, such as attending court sessions, completing treatment programs, and meeting probationary terms.

RETENTION IN THE PROGRAM: Offering incentives can contribute to higher retention rates. Participants may be more likely to stay engaged when they see tangible benefits and positive outcomes.

COMMUNITY INTEGRATION: Incentives can support participants in reintegrating into the community by recognizing and rewarding efforts to become law-abiding citizens and contributing members of society.

Sanctions

The purpose of sanctions is to address non-compliance promptly, deter negative behavior, and encourage participants to realign with the goals of the diversion court.

ACCOUNTABILITY: Sanctions underscore the principle of accountability, ensuring that participants understand the consequences of non-compliance with program rules and requirements.

PROMPT RESPONSE: Sanctions are applied promptly in response to observed violations. This swift response reinforces the connection between actions and consequences, promoting a clear understanding of expectations.

EDUCATIONAL APPROACH: While sanctions serve as a deterrent, they also incorporate an educational aspect. Participants are provided with an understanding of how their actions may hinder their progress, encouraging self-reflection and future compliance.

DETERRENCE: Sanctions act as a deterrent, discouraging participants from engaging in behaviors contrary to program requirements and societal norms.

BEHAVIORAL CORRECTION: Sanctions address undesirable behaviors, contributing to behavioral correction. This serves the dual purpose of protecting public safety and facilitating the individual participant's rehabilitation.

PROGRAM INTEGRITY: Sanctions contribute to upholding the integrity of the diversion court by ensuring consistent enforcement of rules. This fosters a fair and transparent environment for all participants.

The National Drug Court Institute created a list of possible incentives and sanctions at <https://allrise.org/publications/incentives-and-sanctions-list/>. The list is structured into low, moderate, and high tiers and administered based on participants' progress and magnitude of accomplishment or infraction.

TERMINATION

The diversion program team should be dedicated to making every effort to retain participants; however, a termination policy is a crucial tool for upholding program integrity, fairness, and due process. The program should maintain a termination policy with clear guidelines for consideration, emphasizing it as a last resort. This section outlines such criteria.

TERMINATION CRITERIA from the diversion court may be considered under the following circumstances.

- ✍ **Non-compliance: Persistent failure to adhere to pretrial release conditions, case plans, or program guidelines.**
- ✍ **Risk to Community Safety: Determination that the participant poses a significant risk to the safety and well-being of others.**
- ✍ **Failure to Make Progress: Lack of demonstrable progress or participation in required interventions.**
- ✍ **New Criminal Offenses: Commission of new criminal offenses during participation in the program.**
- ✍ **Violation of Program Rules: Repeated violation of diversion program policies and procedures.**

It is essential to note that a positive drug/alcohol screen or open court admission of drug/alcohol possession or use should not result in immediate termination or the filing of additional criminal charges. This underscores the diversion program's commitment to a supportive and rehabilitative approach, prioritizing treatment over punitive measures.

COURT FINES AND FEES

The diversion court programs are committed to ensuring equitable access to justice for all eligible participants, regardless of financial status. Financial barriers should not impede individuals from accessing necessary support and resources. The diversion court operates with a philosophy of inclusivity, striving to remove financial burdens that may hinder progress within the program.

ACCESSIBILITY AND FINANCIAL CONSIDERATION:

- ✍ **Equitable Access:** The diversion court program is open to all eligible participants, irrespective of their ability to pay fines and fees associated with legal proceedings. Financial status will not be a determining factor for participation in the program.
- ✍ **Financial Assessment:** While fines and fees may be a standard component of legal proceedings, within the diversion court program, these financial obligations will be assessed considering the individual's financial circumstances. This assessment will ensure that financial constraints do not impede the participant's progress in the program.
- ✍ **Alternative Solutions:** For participants facing financial hardship, alternative solutions such as community service, education courses, or payment plans may be provided as alternatives to traditional fines and fees. These alternatives aim to support participants in fulfilling their obligations without undue financial strain.

BENEFITS OF WAIVING FINES AND FEES:

INCENTIVIZING POSITIVE PERFORMANCE: The diversion court program recognizes the importance of incentivizing positive behavior and performance. Therefore, participants who demonstrate commitment, progress, and compliance with program requirements may be eligible for the waiver of fines and fees associated with their case.

REMOVING BARRIERS TO SUCCESS: The program aims to remove barriers to success and facilitate the individual's journey toward rehabilitation and reintegration into society by waiving fines and fees for participants who exhibit positive performance and behavioral enhancements.

PROMOTING LONG-TERM STABILITY: Eliminating financial burdens associated with fines and fees enables participants to focus their resources and energy on productive activities that promote long-term stability, such as education, employment, and family support.

ENCOURAGING ENGAGEMENT: Waiving fines and fees are tangible incentives to participate in the diversion court program, fostering a sense of ownership and investment in the participants' rehabilitation process.

DOCUMENTATION

Documentation throughout engagement in diversion court is essential to provide clear guidance on the systematic and comprehensive recording of information for effective operation and evaluation of the diversion court. Proper documentation ensures accountability, transparency, and the ability to make informed decisions in pursuit of participant and program objectives. Court diversion programs should establish a clear, prompt, and accurate data entry process. The diversion court team and service providers should ensure the timely recording of information related to service provision and in-program outcomes.

Using an electronic database that can be accessed by the court team and service providers outside the court increases ease of access and communication. The database can log details regarding services provided and participants' in-program performance. Statistical summaries from the database offer the diversion court team real-time insights into adherence to best practices and in-program outcomes.

EVALUATION

Evaluation is an essential component of any diversion court program. As the implementation of diversion programs continues to grow, their work must be documented meaningfully and uniformly. The best practices for diversion courts are evolving, and meaningful evaluation of each program contributes to developing evidence-based practices by identifying effective strategies and interventions. A strong evaluation process helps determine whether diversion programs achieve their intended goals and allocate resources effectively. Evaluation helps identify the strengths and weaknesses of the program, enabling the program administrators to make continuous improvements so that the program can progress to meet the needs of participants better and achieve better outcomes. It also holds programs accountable for their outcomes and ensures that they meet stakeholders' expectations, including participants, communities, and policymakers. It provides transparency and helps build trust in the criminal justice system.

This section recommends two sources for guidance when designing an evaluation plan for a court diversion program: **Local Drug Court Research: Navigating Performance Measures and Process Evaluations** and the **Wisconsin Performance Measures for Diversion Programs**.

The Local Drug Court Research monograph covers the elements of any systemic process measures that should be common for all drug courts. This document is relevant because treatment courts, such as drug courts, are part of the continuum of diversion or alternative programs to the traditional justice system (Heck, 2006). In addition to recommended processes, performance measures, and data elements, this document offers a list of research questions commonly used to evaluate and measure drug courts' performance.

Process Measures

PROGRAM GOALS:

Evaluators should examine the extent to which programs meet their stated goals. Suggestions for improvement should aim to meet these goals more successfully or to change the goals to be more practical or relevant.

TARGET POPULATION:

Programs should definitively identify the population they hope to serve and determine to what extent they have met that intended group. Evaluators should examine client intake regarding its stated goals, resource limitations, and the universe of those eligible for the program.

EQUITY MONITORING FOR HISTORICALLY DISCRIMINATED GROUPS:

The diversion court should continuously oversee admission rates, delivered services, and achieved outcomes for individuals from groups historically subjected to discrimination, who are part of the criminal justice population. All persons meeting the eligibility criteria for the program should receive the same opportunities to participate and succeed regardless of their sociodemographic or sociocultural identity, including but not limited to their race, ethnicity, sex, gender identity, sexual orientation, age, socioeconomic status, national origin, native language, religion, cultural practices, and physical, medical, or other conditions.

UNITS OF SERVICE:

Diversion court participants receive a variety of

services. Each should be documented so that the evaluator can assess the benefits. The services include mental health, medical, housing, job training, education services, and any other service to which the program linked the client. Programs can track participants' attendance at the services and the number of referrals.

TEAM MEMBER COOPERATION:

Diversion courts are a collaborative effort whose success and failure depend on partnerships outside the traditional justice system. These relationships are cooperative and mutually beneficial rather than adversarial, which is typical of the traditional system.

INCENTIVES, SANCTIONS, AND DISPOSITIONS:

The court team and staff should continually monitor the distribution of incentives, sanctions, and the dispositions they impose for unsuccessful discharge from the program for evidence of possible cultural disparities. Incentives, sanctions, and dispositions should be delivered consistently and fairly across participants. Review the findings, take indicated corrective measures, and examine the effects of their corrective measures within the ensuing year.

COMMUNITY SUPPORT:

Local community support is vital to program success. Some programs partner with local businesses for participant incentives, non-profits for additional support and services, or community officials for funding. The perception of the diversion program by the community it serves is valuable and may influence its long-term success.

In addition to these essential elements, the evaluation should include all aspects of the court program, including those specific to the individual jurisdictions. The information provided from the evaluation process should be useful, inform appropriate program improvements, and document program quality.

Performance Measures

Wisconsin Performance Measures for Diversion Programs provides suggested outcomes and performance measures for pre- and post-charge diversion programs (Wisconsin Criminal Justice Coordinating, 2018). The measures are adopted from existing sources and include indicators of

program effectiveness, such as reducing recidivism and efficient resource allocation. While not all measures may apply to every program, the evaluator can review the document to identify which measures most apply to their program. Each measure includes a description, recommended cohort (admission or discharge), required data elements, and a sample calculation. Programs can use this document to build a robust framework for evaluating program effectiveness and outcomes.

- ✍ **Admission cohort: all participants admitted to a program in 6 months or a calendar year. All individuals must be tracked until they are discharged from the program. Using an admission cohort allows for analysis of a group that entered and completed the program under similar conditions, which may influence their progression (e.g., treatment providers may change, frequency of urinalysis, or court staff changes) (National Center for State Courts, 2016).**
- ✍ **Discharge cohorts: all participants discharged successfully or terminated in a given time period. These cohorts do not provide the same protection against historical context as admission courts do. Post-charge diversion programs may elect to use discharge cohorts to avoid some delays in measurement collection that come with admission cohorts. Data reporting may be required to state agencies or funders before every member of an admission cohort is discharged (National Center for State Courts, 2016).**

Performance Targets

The program should develop specific performance targets to effectively use performance measures as tools for program management. By providing a point of comparison, the performance targets allow the diversion court team to assess what aspects of the program are being done well and where they need to make changes to improve. Performance targets should be updated periodically as research emerges or as more performance data is gathered.

Setting Performance Targets

As much as possible, the foundation for performance targets should be evidence-based best practices relevant to diversion court

performance. However, for most performance measures pertinent to diversion, there is little to no guidance from existing research. When developing the performance targets for the Wisconsin Adult Drug and Hybrid Court Performance Measures, the National Center for State Courts (NCSC) adopted a strategy to use the professional judgment from drug court professionals to establish the performance measures not informed by research (National Center for State Courts, 2016). The NCSC administered a web-based survey to drug court judges, coordinators, and other stakeholders and asked respondents to provide recommendations for performance targets for each measure. Then, an advisory group comprised of drug court judges' coordinators, probation officers, and treatment

personnel reviewed the results to decide on the targets for each measure.

It is recommended that Arkansas courts follow a similar approach to establishing performance targets for their diversion court programs. While it is ideal for performance targets to be based on evidence-based best practices, the lack of guidance from existing research necessitates a reliance on the professional judgment of court professionals. The strategy employed by the NCSC in developing performance targets for the Wisconsin Adult Drug and Hybrid Performance Measures, involving input from various stakeholders, can serve as a valuable model for Arkansas courts.

COMMUNITY OUTREACH

Diversion Courts should conduct community outreach activities to grow program support and create and maintain community partnerships. Community buy-in improves access to resources and ensures the program considers the community's best interests. Community support can be a non-monetary tool for the sustainability of a diversion court program. Actively engaging with and soliciting the buy-in of community members ensures that the program is responsive, effective, and well-integrated into the community it serves. By engaging with community members, organizations, and stakeholders, diversion programs aim to:

- ✔ **BUILD TRUST AND UNDERSTANDING:** Establishing positive relationships between the justice system and the community by fostering trust, transparency, and mutual understanding. Raising awareness about diversion programs and their benefits to encourage community members to participate, refer eligible individuals, and support program initiatives and empowering community members to participate in shaping justice policies, practices, and programs that reflect community values, priorities, and aspirations.
- ✔ **PROMOTE COMMUNITY SAFETY:** Enhancing public safety by involving community members in crime prevention efforts and supporting interventions that address the root causes of criminal behavior. Identifying and addressing community needs and concerns related to crime, justice, and public safety through collaborative problem-solving approaches.
- ✔ **ENHANCE PROGRAM EFFECTIVENESS:** Providing community support and resources to individuals participating in diversion programs to facilitate their rehabilitation and successful reintegration into the community. Improving the effectiveness of diversion programs by incorporating community feedback, insights, and resources to tailor interventions to better meet the needs of participants and the community.

- ❏ **REDUCE STIGMA AND DISCRIMINATION:** Addressing stigma and discrimination associated with involvement in the criminal justice system by promoting understanding, empathy, and support for individuals seeking diversion and rehabilitation. Building positive relationships between the justice system and the community by engaging community members as partners in promoting justice, safety, and well-being.

This can be accomplished by

- ❏ **Highlighting stories of individuals who have completed the program to show its positive impact on its participants and community.**
- ❏ **Sharing Data on program outcomes, such as recidivism rates or cost savings compared to the traditional court process, to build trust and support for the program.**
- ❏ **Engage stakeholders in the evaluation process. Their input and feedback can**

improve the program and build support for its continuation.

- ❏ **Partner with local organizations or businesses to support the program and its participants. These partnerships can expand the program's reach and impact within the community.**

Overall, the goal of community outreach for diversion programs is to raise awareness, build support, and foster collaboration within the community.

REFERENCES

ABA House of Delegates. (2022, August). Diversion standards. American Bar Association. https://www.americanbar.org/groups/criminal_justice/standards/diversion-standards/

Heck, C. (2006). Local Drug Court Research: Navigating Performance Measures and Process Evaluations. Alexandria; National Drug Court Institute.

Hopper, E. (2020, February 24). Maslow's hierarchy of needs explained. ThoughtCo. <https://www.thoughtco.com/maslows-hierarchy-of-needs-4582571>

Kubic, M. W., & Pendergrass, T. (2017, December 6). Diversion programs are cheaper and more effective than incarceration. prosecutors should embrace them.: ACLU. American Civil Liberties Union. <https://www.aclu.org/news/smart-justice/diversion-programs-are-cheaper-and-more-effective-incarceration-prosecutors>

National Center for State Courts. (2016, March 22). Wisconsin Statewide Drug and Hybrid Court Performance Measures: A Foundation for Performance Management. Williamsburg.

Policy Research Associates. (2019, July 2). THE SEQUENTIAL INTERCEPT MODEL Advancing Community-Based Solutions for Justice-Involved People with Mental and Substance Use Disorders. Delmar.

Wisconsin Criminal Justice Coordinating Council. (2018). Wisconsin Statewide Pre-Charge and Post-Charge Diversion Program Outcome and Performance Measures. Criminal Justice Coordinating Council.

APPENDIX

APPENDIX A

Community Resources and Ancillary Services - 100 Families: Overview

The 100 Families initiative is a community-led effort to assist families in moving from crisis to stability and onto a career. This comprehensive program involves various community stakeholders and leverages existing resources to address a range of needs that families may face.

KEY COMPONENTS OF THE 100 FAMILIES INITIATIVE:

- ✔ **Community-Led Approach:** Driven by community members working together to provide support for families in crisis.
- ✔ **Collaborative Case Management System:** Utilizes the HopeHub collaborative case management system, ensuring secure and efficient client information collection and monitoring while maintaining confidentiality compliance.
- ✔ **Alliance Structure:** Coordinates an alliance of Point of Contact Providers, Connection Providers, Supporters, and Influencers to strengthen families and the community.
- ✔ **Services for Families in Crisis:** Offers case management services, including assessment, action planning, service referral, coordination of care, and advocacy.

AREAS OF SUPPORT:

The initiative covers a broad spectrum of care areas, including but not limited to:

- | | |
|-------------------|--------------------|
| ✔ Housing | ✔ Safety |
| ✔ Recovery | ✔ Dental |
| ✔ Employment | ✔ Money Management |
| ✔ Transportation | ✔ Food |
| ✔ Education | ✔ Childcare |
| ✔ Mental health | ✔ Legal Assistance |
| ✔ Physical Health | |

BENEFITS TO THE COMMUNITY:

- ✔ **Collaborative Support:** Affiliates tap into the collaborative support of 100 Families Alliance members locally and statewide.
- ✔ **Court Resolution Support:** Access services that assist clients in dealing with legal issues, fines, and driver's license reinstatement.
- ✔ **Free Use of Case Management System:** Affiliates benefit from free use of the HopeHub collaborative case management system.
- ✔ **Population-Level Improvements:** Collaboration is proven to produce better outcomes at the community level, leading to improvements such as reducing foster care, child abuse, crime, and incarceration.

EXPECTED OUTCOMES:

- ✔ Reducing incarceration, recidivism, and the need for foster care
- ✔ Strengthening families and moving them from crisis to career
- ✔ Using both preventative and intervention approaches

EXPECTED OUTCOMES FOR FAMILIES:

- ✔ Families stay safely together
- ✔ Increased employment rates and retention
- ✔ Improved housing stability
- ✔ Enhanced food security
- ✔ Increased income
- ✔ Improved mental and physical health
- ✔ Higher educational attainment
- ✔ Decrease in families in poverty
- ✔ Reduced recidivism and involvement with courts and law enforcement
- ✔ Reduced child abuse and neglect

APPENDIX B

Roles, Responsibilities, and Ethical Considerations

JUDGE

Roles and Responsibilities

- ✓ The Judge shall participate as an active diversion court team member and chair team staffing meetings.
- ✓ The Judge shall ensure a cooperative atmosphere exists for attorneys, community supervision officers, law enforcement, and treatment providers to stay focused on providing participants with treatment and rehabilitation opportunities.
- ✓ The Judge shall ensure the integrity of the diversion court is maintained by understanding the policies and procedures.
- ✓ The Judge shall assist in motivating and monitoring the diversion court participants.
- ✓ The Judge shall gather information from the diversion court team and make all final decisions on incentives and sanctions that affect the participants.
- ✓ The Judge shall act as a mediator to develop resources and improve interagency linkages.
- ✓ The Judge shall contribute to educating peers, colleagues, and the judiciary on the efficacy of diversion courts.
- ✓ The Judge shall encourage participants to succeed, treat participants fairly and with respect, and not be intimidating.
- ✓ The Judge shall emphasize treatment throughout the participants' time in the diversion court.

Ethical Considerations

- ✓ The Judge must show impartiality.
- ✓ The Judge must be aware of ex parte communication.
- ✓ The Judge must demonstrate judicial authority.
- ✓ The Judge must maintain final decision-making authority.
- ✓ The Judge must recognize constitutional rights and follow appropriate legal processes.

COURT CLERK

Roles and Responsibilities

- ✓ The Court Clerk shall actively participate as a vital member of the diversion court team, contributing to administrative functions and coordination.
- ✓ The Court Clerk shall assist in the organization and documentation of staffing meetings, ensuring accurate recording and distribution of essential information.
- ✓ The Court Clerk shall foster a collaborative environment among attorneys, community supervision officers, law enforcement, and treatment providers, promoting a collective focus on providing participants with effective treatment and rehabilitation opportunities.
- ✓ The Court Clerk shall support the maintenance of the diversion court's integrity by understanding and adhering to relevant policies and procedures.
- ✓ The Court Clerk shall assist in monitoring and motivating diversion court participants, actively contributing to the information-gathering process for decision-making.
- ✓ The Court Clerk shall facilitate communication and coordination among agencies, acting as a liaison to enhance interagency linkages and resource development.
- ✓ The Court Clerk shall contribute to the education of peers, colleagues, and the judiciary, highlighting the efficacy of diversion courts in achieving positive outcomes.
- ✓ The Court Clerk shall play a crucial role in fostering a supportive and respectful environment for participants, ensuring fair treatment, and alleviating intimidating factors.
- ✓ The Court Clerk shall align with the diversion court's emphasis on treatment, supporting participants throughout the program.

Ethical Considerations

- ✓ The Court Clerk must uphold principles of impartiality, ensuring fair and unbiased treatment.

- ✓ The Court Clerk must avoid ex parte communication, maintaining transparency in all interactions.
- ✓ The Court Clerk must demonstrate professionalism and adhere to ethical standards, embodying judicial authority within their role.
- ✓ The Court Clerk must recognize and respect constitutional rights, adhering to appropriate legal processes in all aspects of their responsibilities.

PROGRAM COORDINATOR

Roles and Responsibilities

- ✓ The Program Coordinator will be assigned to the diversion court and actively participate as an essential team member.
- ✓ The Program Coordinator shall use a validated criminogenic risk-need assessment tool during the referral process to ensure the diversion court serves the appropriate target population.
- ✓ The Program Coordinator will oversee the diversion court, handling meeting attendance, grant reporting, budget administration, and program support.
- ✓ The Program Coordinator will actively support individuals in the diversion court program by assessing their needs and creating tailored case plans.
- ✓ The Program Coordinator will facilitate communication among team members, partner agencies, and clients.
- ✓ The Program Coordinator will liaise between the court, treatment providers, and relevant agencies to ensure effective collaboration.
- ✓ The Program Coordinator will assist in organizing court events and meetings, compiling supporting materials, and coordinating resources for stakeholders and service providers.
- ✓ The Program Coordinator will participate in case conferencing and team meetings to discuss individual cases and ensure a coordinated approach to treatment and support.
- ✓ The Program Coordinator will ensure annual updates to diversion court policies and procedures and their adherence during program operations.
- ✓ The Program Coordinator will monitor clients' compliance with court-ordered requirements and program guidelines.
- ✓ The Program Coordinator will ensure team members follow confidentiality regulations and appropriate forms are signed and circulated to relevant agencies.
- ✓ The Program Coordinator will be knowledgeable about the ethical boundaries of team members and integrate them into the diversion court.
- ✓ The Program Coordinator will oversee the diversion court's statistical database and evaluation process.
- ✓ The Program Coordinator will monitor clients' progress and maintain detailed records for reporting updates to the court.
- ✓ The Program Coordinator will connect clients with appropriate resources and services, advocating for their needs within the judicial system and developing action plans.
- ✓ The Program Coordinator will collaborate with treatment providers to ensure clients receive comprehensive and effective services.
- ✓ The Program Coordinator will assist in providing or seeking continuing training for the diversion court team.
- ✓ The Program Coordinator will ensure all new team members receive a comprehensive orientation before participating in initial staffing.
- ✓ The Program Coordinator will address crises or issues that may arise during a client's involvement in the program, collaborating with other team members to find practical solutions.

Ethical Considerations

- ✓ The Program Coordinator must be knowledgeable of each team member's ethical boundaries and how they are incorporated into the diversion court.
- ✓ The Program Coordinator must avoid coercion and uphold ethical standards to create an environment that empowers individuals to make informed decisions about their involvement in the diversion court program.
- ✓ The Program Coordinator must only provide services within his/her area of training and scope of practice.

- ✓ The Program Coordinator must avoid dual relationships with participants in the diversion court.
- ✓ The Program Coordinator must advocate for participants' interests.

PROSECUTING ATTORNEY

Roles and Responsibilities

- ✓ The Prosecutor shall be assigned to the diversion court and participate as an active member of the diversion court team.
- ✓ The Prosecutor shall assist in identifying defendants arrested for specific offenses that meet program eligibility requirements.
- ✓ The Prosecutor may help resolve other pending legal cases that affect participants' legal status or eligibility.
- ✓ The Prosecutor shall participate as a team member during staffing and advocate for effective incentives and sanctions for program compliance or lack thereof.
- ✓ The Prosecutor shall participate as a team member, operating in a non-adversarial manner during court to promote a sense of a unified team presence.
- ✓ The Prosecutor shall contribute to educating peers, colleagues, and the judiciary on the efficacy of diversion courts.
- ✓ The Prosecutor agrees that a positive drug/alcohol screen or open court admission of drug/alcohol possession or use will not result in the filing of additional charges.
- ✓ The Prosecutor shall make decisions regarding participants' continued enrollment in the program based on treatment performance rather than on the case's legal aspects, barring additional criminal behavior.

Ethical Considerations

- ✓ The Prosecutor must make decisions to protect public safety.
- ✓ The Prosecutor must advocate for the victims' interest.

DEFENSE ATTORNEY

Roles and Responsibilities

- ✓ The Defense Attorney shall be assigned to the diversion court and participate as an active member of the diversion court team.
- ✓ The Defense Attorney shall advise the defendant on the nature and purpose of the diversion court, the rules governing participation, the consequences of abiding or failing to abide by the rules, and how participating or not participating in the diversion court will affect his/her interests.
- ✓ The Defense Attorney shall participate as a team member, operating in a non-adversarial manner during court to promote a sense of a unified team presence.
- ✓ The Defense Attorney shall review participants' progress in the program and advocate appropriately for effective incentives and sanctions for program compliance or lack thereof.
- ✓ The Defense Attorney shall ensure the constitutional rights of participants are protected.
- ✓ The Defense Attorney shall advocate for the participants' stated interests.
- ✓ The Defense Attorney shall contribute to educating peers, colleagues, and the judiciary on the efficacy of diversion courts.
- ✓ The Defense Attorney shall explain all rights participants will temporarily or permanently relinquish.
- ✓ The Defense Attorney shall explain that criminal prosecution for admitting to substance use in open court will not be invoked and shall encourage participants to be truthful with the diversion court team.

Ethical Considerations

- ✓ The Defense Attorney must demonstrate integrity to the client.
- ✓ The Defense Attorney must protect attorney/client privilege.
- ✓ The Defense Attorney must ensure the client's due process rights are protected.

COMMUNITY SUPERVISION OFFICER

Roles and Responsibilities

- ✓ The Community Supervision Officer shall be assigned to provide comprehensive case management and field supervision of diversion court participants and shall participate as an active member of the diversion court team.
- ✓ The Community Supervision Officer shall provide coordinated and comprehensive supervision and case management, including telephone contact, office/home/employment visits, and random field visits to participants' homes.
- ✓ The Community Supervision Officer shall develop effective measures for drug/alcohol screening and supervision compliance reporting that provide the diversion court team with sufficient and timely information to implement sanctions, incentives, and therapeutic interventions.
- ✓ The Community Supervision Officer will monitor progress and assist participants in adhering to diversion court requirements.
- ✓ The Community Supervision Officer shall participate in staffing meetings and shall provide updates on all active participants.
- ✓ The Community Supervision Officer shall advocate for effective incentives, sanctions, and therapeutic adjustments during staffing meetings.
- ✓ The Community Supervision Officer shall coordinate utilizing community-based services such as health and mental health services, victims' services, housing, entitlements, transportation, education, vocational training, and job skills training and placement to provide a strong foundation for participants.
- ✓ The Community Supervision Officer shall utilize and deliver cognitive-behavioral interventions to address criminal thinking and increase a readiness for change.
- ✓ The Community Supervision Officer shall contribute to educating peers, colleagues, and the judiciary on the efficacy of diversion courts.
- ✓ The Community Supervision Officer shall develop a written supervision plan and update the supervision plan based on ongoing risk assessment.

Ethical Considerations

- ✓ The Community Supervision Officer must make decisions to protect public safety.
- ✓ The Community Supervision Officer must promptly inform the court of non-compliance with diversion court requirements and judicial orders.

TREATMENT PROVIDER

Roles and Responsibilities

- ✓ The Treatment Provider shall be assigned to provide treatment services and participate as an active member of the diversion court team.
- ✓ The Treatment Provider shall operate with the diversion court team to assess and place participants in the appropriate level of care to meet treatment needs.
- ✓ The Treatment Provider shall provide progress reports before staffing meetings so the diversion court team will have sufficient and timely information.
- ✓ The Treatment Provider shall advocate for effective incentives, sanctions, and therapeutic adjustments during staffing meetings.
- ✓ The Treatment Provider shall provide information to the diversion court team on assessment, the basis of any drug and alcohol use, the impact of treatment on participants, and the potential for relapse.
- ✓ The Treatment Provider shall ensure the client signs all confidentiality forms, authorizing the informed consent and releasing pertinent information to the diversion court team.
- ✓ The Treatment Provider shall contribute to educating peers, colleagues, and the judiciary on the efficacy of diversion courts.
- ✓ The Treatment Provider shall manage the delivery of treatment services and administer evidence-based, manualized, behavioral, or cognitive-behavioral treatments demonstrated to improve outcomes.
- ✓ The Treatment Provider shall provide clinical case management, relapse prevention, and continuing care and develop a continuing care plan with participants.

Ethical Considerations

- ✓ The Treatment Provider must keep its integrity to the client.

- ✓ The Treatment Provider must have a valid release of information signed before sharing patient information.
- ✓ The Treatment Provider must only provide services within his/her area of training and scope of practice.
- ✓ The Treatment Provider must share information pertinent to court requirements, including attendance, drug/alcohol screening results, treatment progress, and treatment level of care changes.
- ✓ The Treatment Provider must avoid dual relationships with participants in the diversion court.

LAW ENFORCEMENT OFFICER

Roles and Responsibilities

- ✓ The Law Enforcement Officer shall be assigned to assist the diversion court team in monitoring participants and shall participate as an active member of the diversion court team.
- ✓ The Law Enforcement Officer shall provide appropriate information and insight from the law enforcement community's perspective regarding diversion court participants.
- ✓ The Law Enforcement Officer shall help to identify potential and eligible diversion court participants.
- ✓ The Law Enforcement Officer shall advocate for effective incentives and sanctions during staffing meetings.
- ✓ The Law Enforcement Officer shall serve as a liaison between the diversion court team and the community and provide information to the diversion court team on community issues related to drug and alcohol use.
- ✓ The Law Enforcement Officer shall provide information and support to participants in the community and shall encourage participants to succeed in the diversion court.
- ✓ The Law Enforcement Officer shall contribute to educating peers, colleagues, and the judiciary on the efficacy of diversion courts.
- ✓ The Law Enforcement Officer may assist with home visits.

Ethical Considerations

- ✓ The Law Enforcement Officer must protect public safety.
- ✓ The Law Enforcement Officer must uphold the law and serve the community.

PEER RECOVERY SPECIALIST

Roles and Responsibilities

- ✓ The Peer Recovery Specialist shall be assigned to assist the diversion court team in monitoring participants and shall participate as an active member of the diversion court team.
- ✓ The Peer Recovery Specialist shall provide recovery education to participants through group facilitation, one-on-one encounters, and resource brokering.
- ✓ The Peer Recovery Specialist shall assist participants in identifying their interests, goals, strengths, and weaknesses regarding recovery.
- ✓ The Peer Recovery Specialist shall assist participants in developing a plan for advancing recovery.
- ✓ The Peer Recovery Specialist shall collaborate with the diversion court team.
- ✓ The Peer Recovery Specialist shall promote self-advocacy by ensuring participants have their voices heard and needs, goals, and objectives are established as the focal point of rehabilitation and clinical services.
- ✓ The Peer Recovery Specialist shall develop relationships with and link participants to community-based resources, groups, and organizations that support goals and interests.
- ✓ The Peer Recovery Specialist shall identify barriers to full participation in community resources and develop strategies to overcome the obstacles.
- ✓ The Peer Recovery Specialist shall maintain phone and/or e-mail contact with participants after graduation to ensure ongoing success and provide community re-engagement support if needed.
- ✓ The Peer Recovery Specialist shall attend, develop, and promote ongoing community training opportunities.

- ✓ The Peer Recovery Specialist shall work with the diversion court team and other community professionals to implement and promote recovery-oriented training programs and educational opportunities regarding substance use and mental health disorder trends.

Ethical Considerations

- ✓ The Peer Recovery Specialist must maintain personal recovery.
- ✓ The Peer Recovery Specialist must demonstrate integrity to participants.

APPENDIX C

Family Engagement for Individual and Community Well-Being

Family engagement is a pivotal element of the diversion court program's commitment to enhancing individual and community well-being, promoting rehabilitation, fostering opportunities for lifestyle advancements, and ensuring comprehensive family services. Recognizing the influential role of family dynamics in an individual's journey through the diversion court program, this section emphasizes the importance of collaborative efforts involving participants, their families, and the diversion court team.

GOALS OF FAMILY ENGAGEMENT:

- ✍ **Supporting Individual and Community Well-Being:** Families play a central role in supporting participants, contributing to the overall well-being of individuals and the community. Engaging families strengthens the participant's support network and fosters a sense of community responsibility.
- ✍ **Educational Support for Rehabilitation:** Families are integral in understanding the goals and requirements of the Diversion Court program. By involving families, Diversion Courts aim to enhance their understanding of the participant's responsibilities, progress, and the program's overall purpose, contributing to the rehabilitation of individuals and the community.
- ✍ **Communication and Accountability:** Open communication between participants and their families fosters transparency and accountability, positively impacting individual rehabilitation and community cohesion.

- ✓ The Peer Recovery Specialist must advocate for participants' interests.
- ✓ The Peer Recovery Specialist must only provide services within his/her area of training and scope of practice.
- ✓ The Peer Recovery Specialist must maintain integrity in the diversion court and preserve compliance with the diversion court requirements.
- ✓ The Peer Recovery Specialist must avoid dual relationships with participants in the diversion court.

Family engagement encourages a shared commitment to enhancing lifestyle choices and promoting community well-being.

- ✍ **Access to Adequate Services:** Family engagement ensures that families receive access to adequate services for all family members, addressing their unique needs and contributing to the overall well-being of the family unit.
- ✍ **Lasting Outcome Improvements:** Active family engagement is linked to lasting improvements in program outcomes for individual participants and the community.
- ✍ **Additional Stability for Participants:** Family involvement provides additional stability for participants, fostering a supportive environment that encourages positive behavioral changes and long-term success.
- ✍ **Building Local Community Collaborations:** Family engagement builds strong local community collaborations. By involving families, Diversion Courts strengthen ties with community resources, organizations, and support networks, enhancing the community's overall well-being.

EXPECTATIONS FROM PARTICIPANTS AND FAMILIES:

Participants are encouraged to actively involve their families in the Diversion Court process, focusing on:

- ✍ **Regular Communication:** Participants are urged to maintain open and honest communication with their families, which will contribute to their individual rehabilitation and community well-being.

- ✍ **Family Meetings:** Diversion Court may schedule family meetings or treatment sessions to discuss the participant's progress, address concerns, and provide a platform for families to contribute positively to lifestyle advancements and community betterment.
- ✍ **Educational Sessions:** Participants and their families may be required to attend educational sessions, which foster awareness and contribute to lifestyle advancements within the community.
- ✍ **Collaborative Goal setting:** Participants and their families will be involved in goal-setting sessions, ensuring the community receives opportunities for lifestyle advancements.

Family engagement is foundational to the diversion court's commitment to enhancing individual and community well-being, promoting rehabilitation, fostering lifestyle advancements, and ensuring access to comprehensive family services. Through collaboration and open communication with families, Diversion Courts aim to create a supportive environment conducive to lasting positive changes at both individual and community levels. The active participation of families is crucial in achieving the shared goal of advancing lifestyles and completing the Diversion Court program.

ACKNOWLEDGMENTS

The **Winthrop Rockefeller Institute** would like to acknowledge and thank the individuals who assisted in creating, researching, and drafting the Community Diversion Roadmap:

Community Diversion Working Group Members:

- | | |
|--|--------------------------|
| ✍ Courtnee Harlan | ✍ Courtney Darrow |
| ✍ Jaimi Zeringue | ✍ Susan Smith |
| ✍ Brian Graham | ✍ Dangie Casper |
| ✍ Janet Hawley Smart Justice – District Court Pretrial Initiative Manager to Restore Hope Arkansas. | |

We also wish to thank the **iR3 program participants** who offered their time and expertise to this initiative.



RESTORE HOPE
A R K A N S A S
COMMUNITY JUSTICE INNOVATIONS



ACKNOWLEDGMENTS




Scan the QR code with
your smartphone's
camera to learn more
about the Winthrop
Rockefeller Institute.



CONNECT WITH US

**Petit Jean Mountain
1 Rockefeller Drive
Morrilton, AR 72110**

 **(501) 727-5435**

 **info@rockefellerinstitute.org**

 **rockefellerinstitute.org**

 **rockefeller.institute**

 **rockefellerinstitute**

 **rockefeller**

 **rockefellerinstitute**