

Cross-Boundary Collaboration in Probation and Parole Work

Benjamin J. Mackey



Collaboration Involves Many Partners – U.S. Examples

Members of Interagency Teams From nationwide interviews with stakeholders

(Mackey et al., under review)

<u>Agency</u>	<u>Mentions</u>
Mental Health Providers	20
Community Corrections	20
District Attorneys	16
Judges/Court Administrators	16
Law Enforcement	14
Jail Officials	13
Community Groups	12
Substance Use Treatment Providers	12
Social Services	11
Public Defenders	10
County Commissioners/Administrators	7
Medical Providers	6
Schools/Youth-Serving Agencies	5

Recommended Stakeholders Guidebook for diverting “frequent utilizers”

(NACo, 2021)

Elected Officials:

- County commissioners or supervisors
- City leaders, including mayors and city council members
- Judges
- District attorneys and prosecutors
- Sheriffs

Criminal Justice Professionals:

- Police executive leaders
- Police officers
- Public defenders
- Jail administrators
- Probation and/or pretrial services
- Reentry organizations

Healthcare Professionals:

- EMTs
- Paramedics
- Firefighters
- Hospital and emergency room directors
- Behavioral health treatment providers
- Local federally qualified health centers and clinics

Community Service Providers and Representatives:

- Homeless shelter and service organizations
- Housing authorities
- Faith-based organizations
- Individuals with lived experience in the criminal justice/behavioral health systems

Academia/Business Partners:

- Data scientists
- Local tech innovators
- Local universities

Collaboration Involves Many Partners – Global Examples

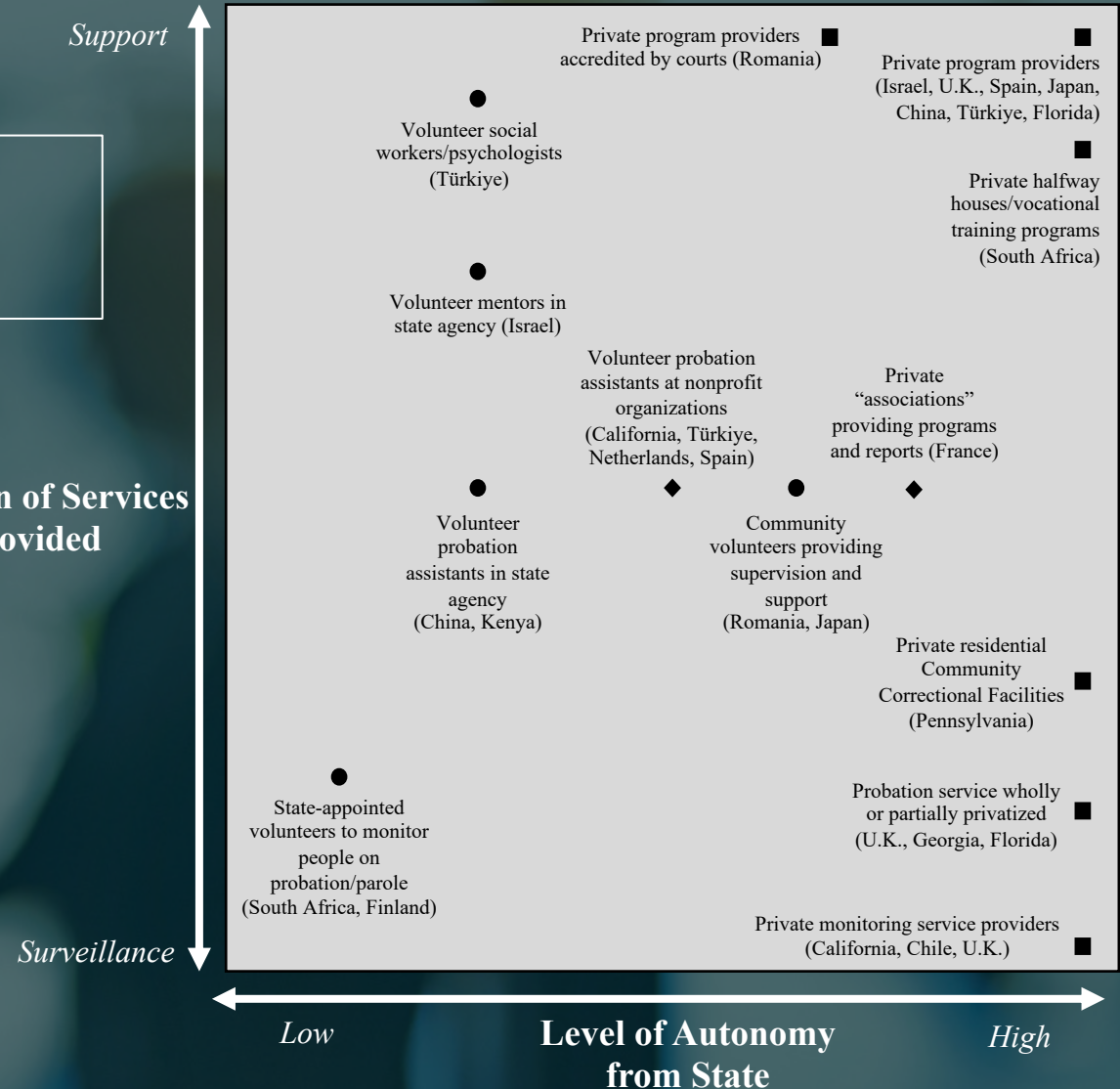
Nongovernmental Entities in Community Corrections

From global profiles of 20 countries

(Mackey, 2024)

- Individual community members
- ◆ Nonprofits/community associations
- Private for-profit corporations

Function of Services Provided



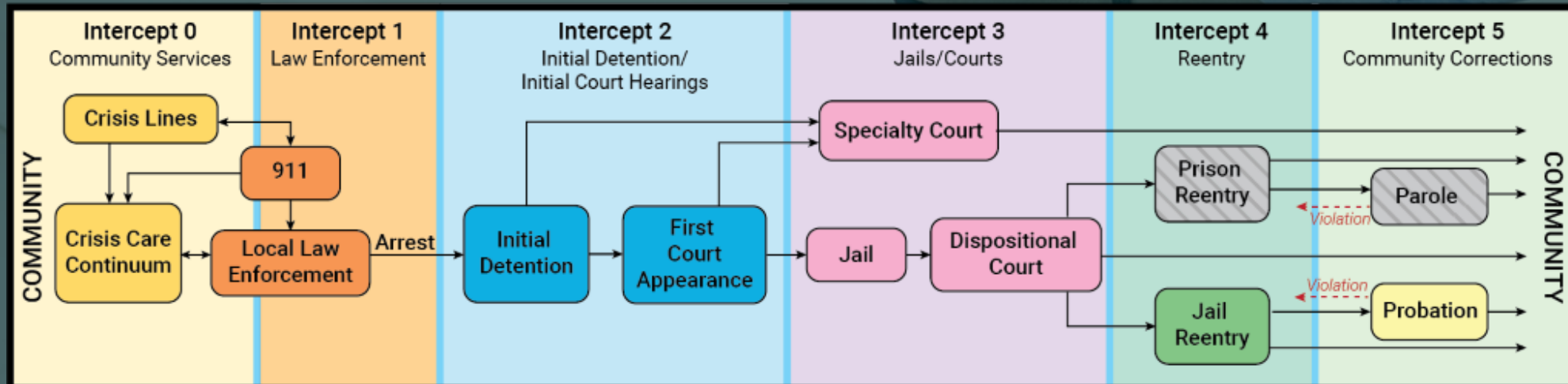
The Benefits of Collaboration

- In the U.S., jurisdictions that focus on *relationship-building* between agencies report more:
 - 🏠 Federal criminal justice/behavioral health grants
 - 📖 Evidence-based programs/policies for people with behavioral health conditions
 - ⊕ Evidence-based behavioral health treatments in jails and the community
 - 💡 Participation in national criminal justice reform initiatives

The Sequential Intercept Model

Places to divert people from the criminal justice system

(SAMHSA, 2022)



Challenges and Cautions in Collaboration

- Simplicity – Many different partners makes it harder to interface with numerous agencies, companies, and/or individuals
- Consensus – Different agencies may have different goals (e.g., law enforcement vs. social work)
- Data Sharing & Privacy – Interfacing with other agencies introduces complexities around sharing client information (e.g., HIPAA)
- Social Control – Involving outside partners in criminal justice functions can expand the net of social control, further criminalizing and stigmatizing clients

Observations



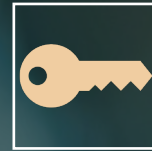
Increasingly
necessary



Many
partners



May expand
social control



Opportunities
for interaction
are key



Differences
of opinion not
uncommon



Consensus
not always
needed

Small Group Tasks

Please *collaborate* on the following three issues:

- Which outside partners do you collaborate with? Make a list in your group.
- Pick one partner from your list and identify (1) the benefits, (2) the challenges, and (3) the cautions around working with them.
- Suggest a strategy for building/maintaining a relationship with this partner while keeping collaboration simple.

Time – 30 min.

Feedback in the group – 15 min.

Wrap-up – 5 min.

Thanks!