Cross-Boundary
Collaboration in
Probation and
Parole Work

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Collaboration Involves Many Partners – U.S. Examples

Members of Interagency Teams From nationwide interviews with stakeholders

(Mackey et al., under review)

<u>Agency</u>	Mentions
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

Criminal Justice Professionals:

- · Police executive leaders
- · Police officers
- · Public defenders

Healthcare Professionals:

- EMTs
- · Paramedics
- · Firefighters

Hospital and emergency room directors

Sheriffs

· Jail administrators

· Reentry organizations

· Behavioral health treatment providers

· District attorneys and prosecutors

· Probation and/or pretrial services

· 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

<u>Support</u>

Nongovernmental Entities in Community Corrections From global profiles of 20 countries

(Mackey, 2024)

Function of Services Provided

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

Private program providers accredited by courts (Romania) Private program providers (Israel, U.K., Spain, Japan, China, Türkiye, Florida) Volunteer social workers/psychologists (Türkiye) Private halfway houses/vocational training programs (South Africa) Volunteer mentors in state agency (Israel) Volunteer probation Private assistants at nonprofit "associations" organizations providing programs (California, Türkiye, and reports (France) Netherlands, Spain) Volunteer Community probation volunteers providing assistants in state supervision and agency (China, Kenya) (Romania, Japan) Private residential Community Correctional Facilities (Pennsylvania) Probation service wholly State-appointed or partially privatized volunteers to monitor (U.K., Georgia, Florida) people on probation/parole (South Africa, Finland) Private monitoring service providers (California, Chile, U.K.)

Surveillance

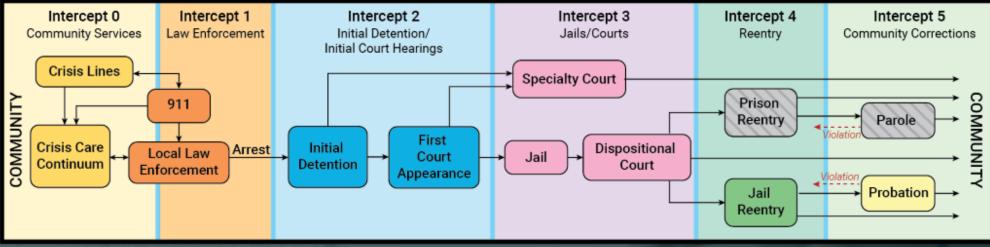
The Benefits of Collaboration

- 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

(SAMHSA, 2022)

system



Challenges and Cautions in Collaboration

- <u>Simplicity</u> Many different partners makes it harder to interface with numerous agencies, companies, and/or individuals
- <u>Consensus</u> Different agencies may have different goals (e.g., law enforcement vs. social work)
- <u>Data Sharing & Privacy</u> 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.

