

Going Beyond Compliance Monitoring of Drug/Alcohol-Involved Tribal Probationers

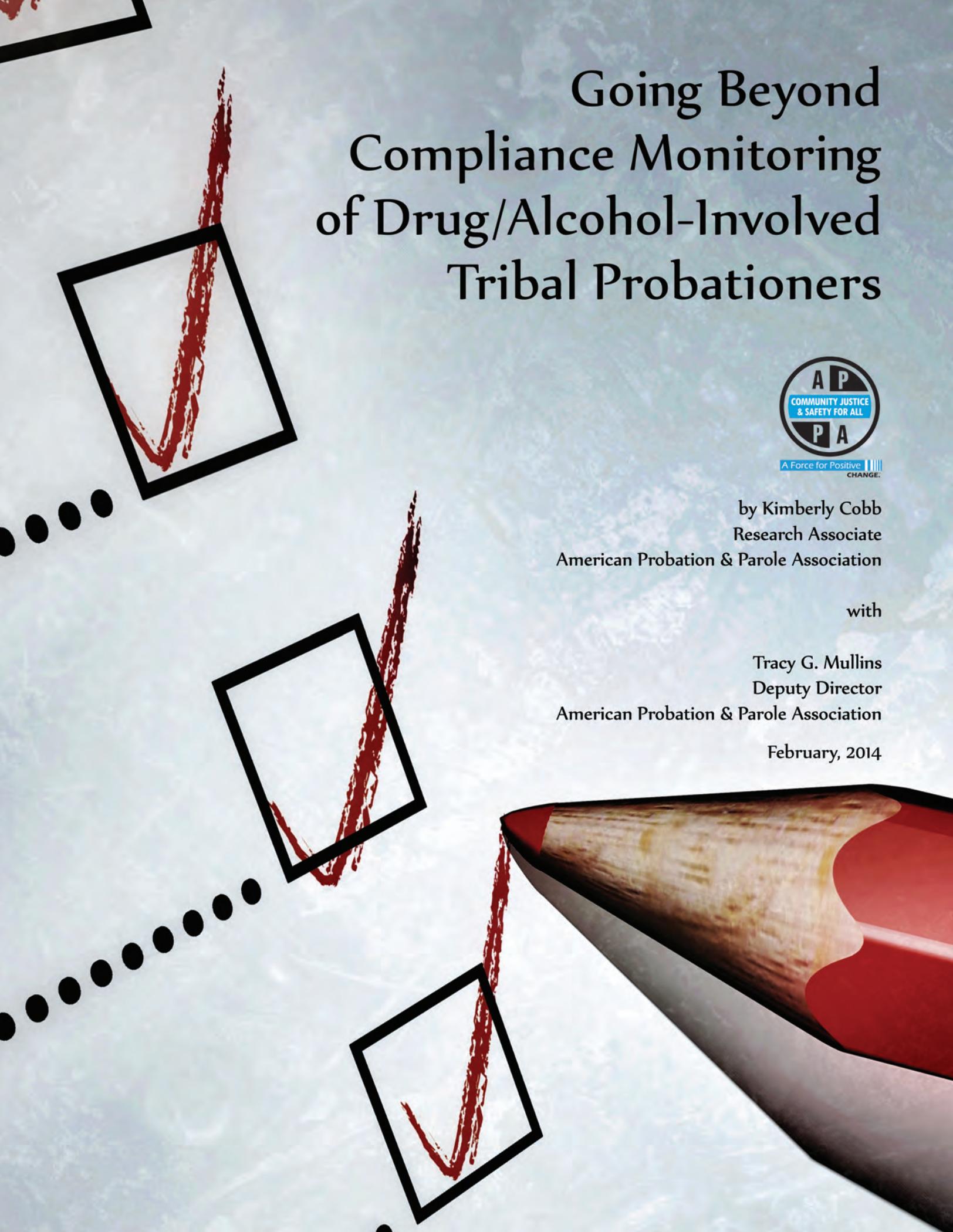


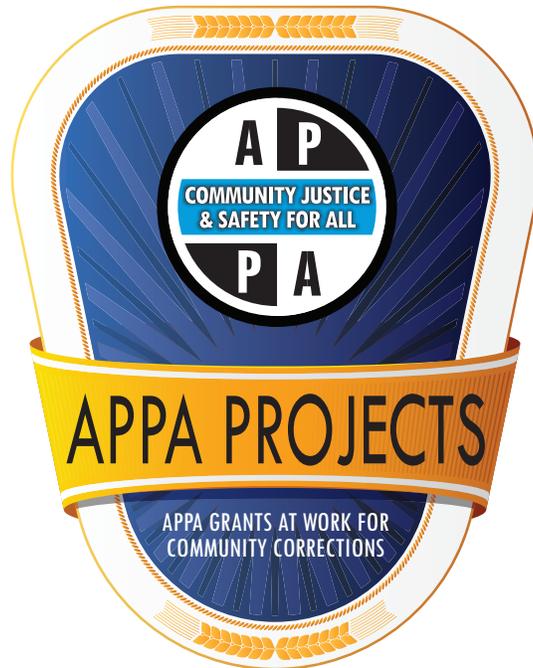
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It is no secret that alcohol and substance abuse are common problems in Indian Country. While official data on crime in Indian Country is hard to come by, anecdotal data alludes to the fact that many tribal communities face overwhelming numbers of crimes either directly related to or associated with drugs/alcohol. Alcohol abuse has been associated with numerous negative consequences including crime, domestic violence, sexual assault and rape, suicide, morbidity, and ultimately mortality (Aguirre & Watts, 2010; Kovas, McFarland, Landen, Lopez, & May, 2008). However, alcohol is far from the only substance abused on tribal land. Marijuana, methamphetamine, cocaine, heroin, and various pharmaceutical drugs are also regularly abused (NDIC, 2008).

Although there has been great emphasis lately on the building or renovation of detention facilities in Indian Country, many tribal communities hold fast to the belief that they do not want to imprison their members. In fact, alternatives to incarceration, which includes probation and community supervision programs, are professed as a more “culturally compatible approach to punishment for crime” in Indian Country (Luna-Firebaugh, 2003, p. 63). Therefore, unless something tragic has occurred, those charged with drug/alcohol-related offenses will more than likely be placed on community supervision. That is where you come in as the tribal probation officer.

Compliance + Behavior Change = Public Safety

Working with probationers is more than just identifying and controlling their risk to re-offend. As a tribal probation officer, you are “charged with ensuring public safety; holding offenders accountable for their actions; and, facilitating behavioral change in offenders” (The Century Council, 2010, pg. 8). In order to fulfill this charge, you often have to take on many roles associated with law enforcement, social work, counselor and court servant—which, at times, can have conflicting goals (Cobb, Mowatt, Matz, & Mullins, 2011). To be effective, you have to blend your duties of being an officer of the court (focused on compliance) and a probationer motivator (focused on facilitating behavior change)—both of which are necessary to fulfill the mandate of protecting public safety. In order to be effective and protect public safety over the long-term, as a tribal probation officer, you must move beyond compliance monitoring of the probation conditions ordered by the court to working with individuals on your caseload to identifying the root cause of the issues behind their drug/alcohol-related problems and intervene as necessary to put them on a better path.

Conditions of Probation

The over-arching responsibility of the tribal court is to ensure the safety of the public and community in which they serve. For individuals who violate the law, this means that there must be mechanisms in place to first decide who is a risk to reoffend and based upon that determined risk, what controls need to be put in place to manage that risk. The purpose of the conditions of probation is to set the parameters around what behavior the court deems acceptable. In many probation agreements it is stated that “the goal is to terminate the sentence successfully” (LaPorte County Probation Department, pg. 1). This goal, however, says very little about whether or not the individual on probation will change their behavior long-term; it merely demonstrates that someone may be able to conform to short-term rules.

No matter the offense, there are some standard conditions that you likely use for most probationers. Some of these conditions may include:

- to retain/obtain employment,
- to remain in jurisdiction,
- to pay all supervision/court fees, etc.

For individuals charged with drug/alcohol-involved offenses, conditions of probation may also include:

- completion of an alcohol/substance abuse assessment,
- random drug/alcohol testing,
- electronic monitoring,
- rules forbidding the possession of drugs/alcohol or frequenting establishments where alcohol is sold or served, and
- scheduled contact with the probation officer and/or judge.

There is no argument that these standard conditions can be used to provide public safety in the short-term while the individual is on supervision and hold the individual

accountable for their actions. However, these conditions offer very little by way of instigating behavior change necessary to keep the individual from repeating the same cycle of behavior or worse, elevating in severity (i.e., long-term public safety and sobriety). In most tribal communities, the desire of the court is to not only hold the person accountable for the harm they have caused and protect the community from future harm, but is also to restore the person causing the harm back to a healthy individual, free of the ties to drugs/alcohol.

The first principle of the eight evidence-based practices for effective intervention postures “assessing an individuals’ risk and need via screening and assessment instruments is a prerequisite for the effective management (i.e., supervision and treatment) of offenders”

(Joplin, Bogue, Campbell, Carey, Clawson, Faust, Florio, Wasson, & Woodward, 2004, pg. 4).

Identify risk

One of the first things a probation officer should do is assess the risk level of an individual coming onto their caseload. While the official definition of risk may vary depending on the stage of justice-system processing an individual is in (pretrial, pre-sentence, post-sentence), generally you are trying to identify the potential harm this person poses to themselves and/or the community by way of committing a new crime.

There are a variety of methods you can use to identify risk which will allow you to categorize individuals into appropriate supervision levels. One method is through the use of risk screening tools. Screening tools are short, quick to administer scales, often likened

to the triage conducted in hospitals—where you collect small bits of information to determine how to proceed and at what level of urgency. While in the medical field, a triage exam may result in someone being categorized as low, medium, or high priority to be seen by a doctor, in the corrections field, a screening tool may result in someone being categorized as low-medium-high risk to re-offend and will help you quickly determine what level of supervision an individual requires as well as whether an individual requires further assessment. In general, risk screening tools are designed to identify the risk level (i.e., likelihood someone will re-offend) to help you determine what level of supervision (e.g., low, medium, high) the individual needs.

While the use of valid screening tools is highly recommended, it is also recognized that many tribal probation departments do not yet have access to such tools. In these communities, it is suggested to come up with a systematic method of determining risk level based upon established criteria—such as age, past criminal history, age of first arrest, current offense(s) and circumstances surrounding them, past successful and unsuccessful placements on probation, in detention or in treatment programs. Additionally, officer intuition and personal knowledge about individuals on your caseload can provide useful information to help make supervision decisions. Many tribal probation officers anecdotally share that because they are so familiar with the people in their community, they may have personal knowledge about a person on their caseload that may influence their decision-making. There are instances in which professional judgment is important, and probation officers should be given flexibility to act based upon their personal knowledge of an individual and his or her history (Nagy, 2007). However, the use of formalized

For drug/alcohol-involved probationers, there are screening tools that are designed to quickly determine the extent of an individual's drug/alcohol use and if additional assessment is necessary. If an individual is charged with a drug/alcohol-related offense (such as DUI, underage drinking, drug possession, etc.) or if drugs/alcohol was involved in the commission of the charged offense (such as being intoxicated during a robbery or intoxicated during a physical altercation) then a drug/alcohol screening would certainly be warranted. The use of drug/alcohol screening tools early in the process can alert you to the immediate needs of an individual, such as detox or in-patient treatment.

tools should be used and the results adhered to when possible. You can make better decisions about the individuals on your caseload when your professional judgment is combined with the information obtained from screening and assessment tools (Domurad & Carey, 2009). Further, these types of tools add an element of necessary objectivity to the process that can help validate or alter our subjective assumptions when working with individuals on community supervision (Kleiman, Ostrom, and Cheesman, 2007).

Identifying criminogenic needs for behavior change

In probation, officers tend to categorize everyone on their caseload, based on the crime they committed and then wonder why they don't achieve good results. Not all probationers are alike—even the ones who commit the same or similar offenses such as DUI, domestic violence, etc. Each has a unique set of factors that leads him or her to engage in that behavior. Even court-ordered conditions can oftentimes be approached from a one-size fits all approach based upon the type of offenses committed; thereby, ignoring facts and circumstances that may dictate the need for additional conditions.

As a probation officer, your work with probationers is “event-driven”, meaning that it's fluid and often changes day-by-day.(VanBenschoten, 2008).

Take for example a probationer who has tested clean for alcohol for 5 months and suddenly comes up positive because he/she lost their job. This knowledge should prompt you to increase your surveillance of them. In this situation, you don't necessarily need a tool to tell you that this person needs increased attention and intervention immediately.



**WHEN CAN
PROFESSIONAL/PERSONAL
JUDGMENT BE BENEFICIAL?**

If your tribe is like most, you have a limited amount of time to work with individuals placed on community supervision by the tribal court—averaging between 6-9 months. To further complicate things, many of the probationers on your caseload come into your care with many needs. Some of these needs can be categorized as stabilizing needs—or needs that, while they may have contributed in some way to the criminal behavior, are not directly linked with likelihood to recidivate. These needs may include housing, physical health, personal distress, or major mental health issues. These stabilizing issues may require attention by you while the individual is on supervision; however, these needs should not distract you from focusing on a probationer’s criminogenic needs.

Criminogenic needs are defined as dynamic risk factors which have been directly linked with criminal behavior (Andrews & Andrews, 2007). The Evidenced-Based Practices for Effective Intervention identified eight criminogenic needs that justice professionals should spend the majority of their time focusing on in order to have any real impact on recidivism (See Figure 1 below).

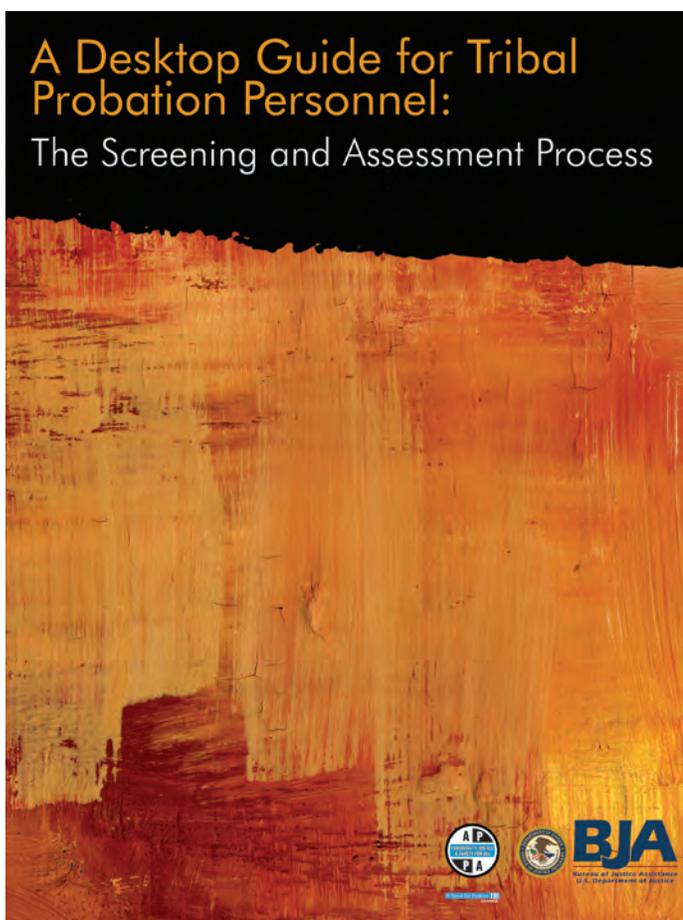
Figure 1: Eight Criminogenic Needs

Criminogenic Need	Examples
Anti-Social Behavior	Risk taker; aggressive; defiant of authority, sneaky/lying
Anti-social personality	Impulsive; pleasure seeking; aggressive and irritable
Anti-social cognition	Provides rationale for criminal behavior; negative attitude towards the law
Anti-social companions	Criminal friends, isolation from others
Family and/or marital	Inappropriate parental monitoring and disciplining; poor family relationships
Alcohol/substance abuse	Past and/or current use; prior treatment attempts (successful and unsuccessful); demonstrated negative impact on family, employment, social status, etc. as a result of use)
School/work	Poor performance; low levels of satisfaction; poor employment history (low job performance, absenteeism, difficulty with supervisors/co-workers); poor grades; poor attendance; behavior reports
Leisure/recreation	Lack of involvement in pro-social activities

(Source: Andrews, Bonta, and Wormith, 2006)

These criminogenic needs can be identified through the use of actuarial assessment tools—tools that assess individual factors and compute a score based on those factors. The information garnered from administered tools helps you to identify the needs a probationer has, and then prioritize them by way of case planning.

For drug/alcohol-involved probationers, some tribal jurisdictions have protocols in place that mandate individuals charged with a crime in which drugs/alcohol were directly involved (such as DUI, possession, trafficking, etc.) be referred to behavioral health services for a specialized drug/alcohol assessment. However, for individuals charged with crimes where drugs/alcohol may be an indirect contributor to the offense(s) (such as assault while intoxicated), completion of a risk/need assessment can help you identify if an individual requires completion of a specialized assessment for drugs/alcohol by a trained substance-abuse counselor. It is important to note that assessments completed at most behavioral health centers do not assess those important criminogenic needs mentioned in Figure 1 on the previous page, so it is important to not substitute one for the other.



Searching for Assessment Tools?

When you start looking for a risk/need assessment tool, you will notice there are a variety of them on the market. When reviewing and selecting a risk/need assessment instrument, it is important to understand that not all of these tools are alike. Do your research and make sure to choose a tool that will fit your probationer population.

The American Probation & Parole Association has developed a *Desktop Guide for Tribal Probation: The Screening and Assessment Process* to educate tribal probation officers on how the use of screening/assessment can help in their everyday work as well as provide tips on questions to ask and what to look for when selecting a tool.

You can access the *Desktop Guide* for free by visiting: www.appa-net.org/eweb/docs/APPA/pubs/DGTPP.pdf

How can the use of these tools help you supervise drug/alcohol-involved probationers more effectively?

Most likely, your caseload is at the level where it is impossible for you to spend the same amount of time with each individual. Chances are the majority of these cases are drug/alcohol involved individuals. But, how do you choose who needs more of your time and attention? The answer is through the use of assessment tools. For instance, chances are there are a few individuals on your caseload that simply made a stupid mistake such as a juvenile who engaged in underage drinking at a party. Should you spend a great deal of your time and resources on this youth? The research says no. In fact, studies have found that exposing low risk probationers to unnecessary supervision and treatment requirements may actually do more harm than good (Joplin et al, 2004). These individuals will more than likely be flagged as low risk and have few criminogenic or stabilizing needs that need to be addressed; therefore, monitoring of their court ordered conditions may be all that is required.

However, some drug/alcohol-involved probationers will be identified as medium to high risk and often will have many criminogenic and stabilizing needs that you will need to address while they are on supervision. Assessment tools will help you not only identify these needs, but also prioritize the needs that will require immediate intervention so that you can optimize the time you have them on supervision. For these probationers, you should utilize the information garnered from screening/assessment tools to guide the development of individualized case plans.

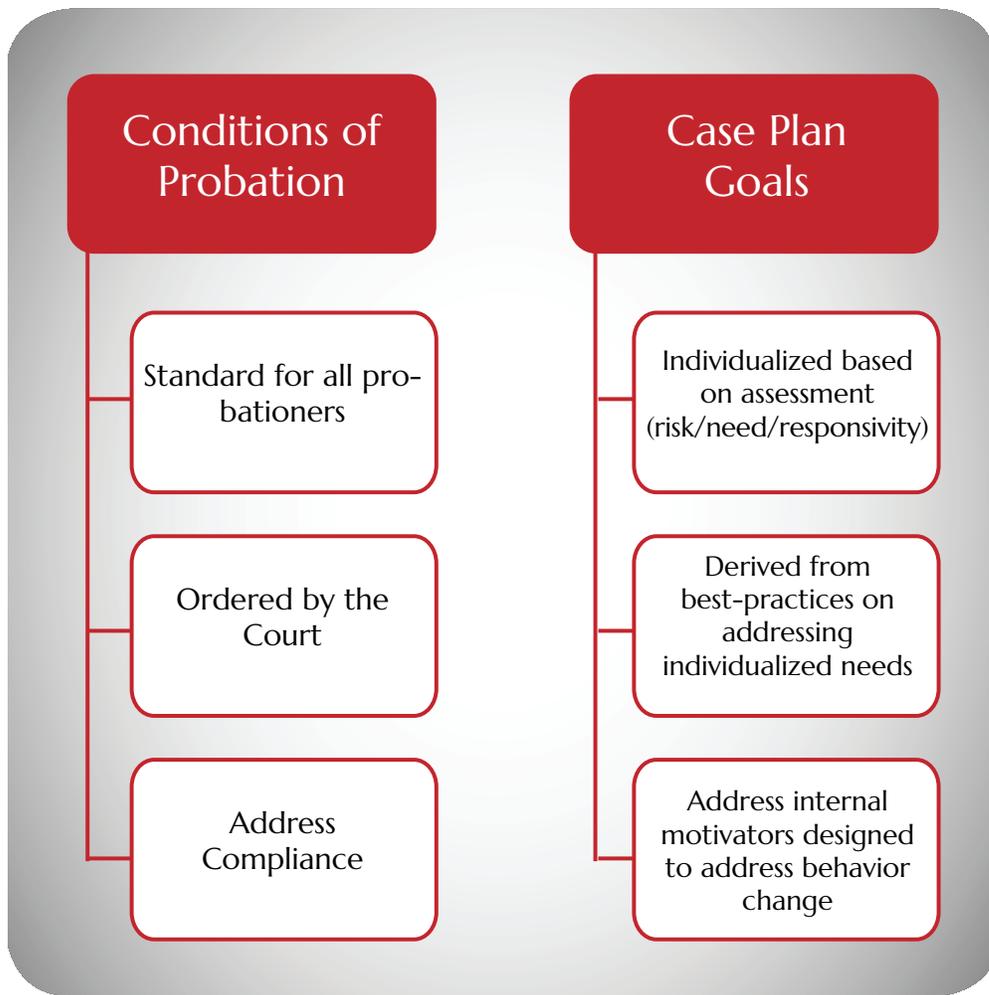
Case planning for behavior change

Case planning is the process of working with the probationer to develop a plan of action to address criminogenic needs identified through assessment. When you work with a probationer on a case plan, you are helping him or her develop a recipe, of sorts, to address the issues relating to criminal behavior. Many of the drug/alcohol-involved probationers you work with will likely come onto your caseload with many needs. Realistically, you may not be able to address every issue a probationer presents; however, through case planning, you can develop a systematic way to identify and prioritize their needs so that their most pressing needs are addressed during supervision.

Case plan goals differ from the conditions of probation mentioned earlier in that they go beyond just managing compliance to addressing the individualized needs identified through assessment with appropriate interventions for that person. While many of the probationers with drug/alcohol-related offenses may present some of the same needs (e.g. alcohol dependency diagnosis, employment issues, etc.), it is likely that the severity of their needs will vary. This will affect the priority in

which those needs should be addressed. In addition, each person has unique characteristics (e.g., gender, learning style, motivation, cognitive ability), also called responsivity factors, that should be considered when assigning (or matching) them to appropriate interventions. See Figure 2 to better understand the differences between conditions of probation and case plan goals.

Figure 2: Conditions of Probation vs. Case Plan Goals



The use of a case plan goes beyond just telling the probationer that they have to do something. Many times, this is where probationers fall short; they lack the skills and/or knowledge necessary to realistically meet the conditions placed upon them or the goals agreed upon by the probation officer and him/herself. For example, an effective case plan goal for seeking employment would provide the probationer with step-by-step instructions on what needs to be done to actively seek employment. Further, the case plan should detail what the probation officer and/or service providers will do to help the probationer meet the goal. Putting tasks tied to the goal of seeking employment will stay with the probationer—even after supervision has ended—if they are again in the situation of needing

to seek employment. See Figure 3 for an example of what a case plan goal may look like for seeking employment.

Figure 3: Example of a Case Plan Goal for Seeking Employment

Case Plan: Primary Goal 1
Goals should be dynamic, related to high risk predictive domains and recent offense(s), and should reflect on client strengths, motivation, & stage of change.

Client Name: _____ **Goal risk domain:** _____

Long Term Goal: I want to get a job.	Sub-Goal: I want to be working temporary/part-time by the end of the month.	Milestones: <ul style="list-style-type: none"> • I will review the newspaper want ads every day for potential jobs. • I will visit the unemployment office within the next 7 days to seek assistance in job searching. • I will visit the library 2 times per week to search electronic job boards. • I will submit 3 applications every week for jobs I am qualified for.
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What incentives are there for achieving this goal, and making a change?

What barriers or problems may interfere with achieving this goal?

There is likely going to be goals that will require case planning throughout the entire supervision process. For example, many drug/alcohol-involved probationers are not going to just come onto supervision ready—or able—to stop drinking alcohol or using illegal substances, even though a condition of probation is to abstain from alcohol or drug use. Addiction takes time to develop and time to cease. Case plan goals will more than likely need to be developed to address the probationer’s drug/alcohol use throughout the supervision process. The nature of the goals may change throughout the supervision period from initial compliance to treatment to maintenance. For example, initially, a condition of probation is going to be to not consume drugs/alcohol and to submit to random drug/alcohol screens. While this will be a condition of probation ordered by the

court, a case plan goal can also be built around abstinence. For example, a case plan goal can be to have no positive drug/alcohol screens for 14 days. Milestones can be developed to help them achieve that goal—such as to not frequent establishments that serve alcohol; to not attend social gatherings where drugs/alcohol may be present; and to utilize skills learned through treatment to refrain from drug/alcohol use. This is another example of a condition of probation being complimented by a case plan goal. Compliance focuses on the results of the drug/alcohol screens whereas the case plan goal focuses on changing routine behavior of hanging out where drugs/alcohol are known to be present and the utilization of skills acquired through treatment to induce behavior change. In this example, the drug/alcohol screens may induce short-term compliance; however, the skills acquired and nurtured through the development and monitoring of case plan goals is what is going to ignite sustained behavior change once the compliance checks—and supervision period—ends.

Monitor the case plan for behavior change

Developing a case plan aimed at behavior change is not a one-time event completed at the beginning of the supervision process. For case plans to be a meaningful supervision tool you must review the case plan often—preferably at each contact you have with the probationer. This will give you an opportunity to discuss and determine, with the probationer, which goals the probationer has met and which s/he is still working towards. Continuous review also alerts you to areas where progress has not been made towards goals. Discussing these goals will allow you determine if the probationer needs assistance to complete the goal, if the goal needs to be revised, or if the probationer is simply choosing not to meet the goal. Having a conversation with the probationer when goals are not being met is crucial to determine the reason(s) why; do not always assume the probationer is choosing not to complete the goal. As necessary, adjustments can be made to the plan to help facilitate success.

Tools to help you monitor case plans for behavior change

Very few probationers come onto probation caseloads willing and ready to do everything the court demands of them as well as everything you want to include in their case plan. This is especially true with drug/alcohol-involved probationers. They often arrive on supervision resistant, reluctant, and sometimes defiant. Throughout the supervision process, there are things that probation officers can do to help probationers down the path of change.

A Case for Graduated Responses for Drug/Alcohol Involved Probationers:

For drug/alcohol-involved probationers, you need to be prepared for violations of conditions and/or goals related to use of drugs/alcohol. Ideally, you will work with your tribal court judge to have a system of graduated responses in place. A system of graduated responses provides officers with a tier system of incentives and sanctions to respond to compliance and non-compliance.

In many jurisdictions, the immediate reaction to a positive drug/alcohol screen is the filing of a violation order. For some, that may mean a delay in a response being administered for a few days to a few weeks. The lack of an immediate response to the behavior reduces the effectiveness of the sanction—even if that sanction is jail. From the probationer's perspective, that may mean that they can party on the weekend, and not pay the consequence for days or weeks.

Work with your judge to define your authority to deliver administrative sanctions (responses that do not require judicial approval and can be administered by the probation officer). Discuss with your judge what responses he/she feels comfortable allowing probation to administer without having to file a court petition (such as increased community service hours, increased testing frequency, curfew, etc.). This promotes an immediate response to compliance/non-compliance as well as frees up the court docket for other matters.

Motivational Interviewing

When developing and monitoring case plans and conditions of probation, motivational interviewing techniques can help de-escalate confrontational exchanges as well as guide probationers toward identifying or perhaps reconnecting with internal motivators for behavior change.

Motivational Interviewing is grounded in the theory of internal motivators being the stimulant behind long-lasting behavior change vs. the short-term behavior change often experienced with external motivators (fear of punishment) offered by the justice system. It requires more time and energy on the part of the probation officer and the justice system as a whole; but the rewards of that front-end investment for the probationer, the probation officer and the community is worth the effort.

For many, the use of Motivational Interviewing techniques may not come quickly or easily. Some feel it is too “touchy-feely” for probation work, or contradicts probation’s role of enforcing compliance. It truly does require a shift in thinking as well as the ability to walk that fine line between change agent and officer of the court. The trick behind motivational interviewing is to always keep in mind that ultimately, it is the probationer’s choice to be compliant and your role is simply to react to the choices he/she makes. For more information and resources on Motivational Interviewing, please see Figure 4: Resources for Additional Information.

Engage families in the supervision process

The literature states that identifying and leveraging internal motivators for change has the most long-lasting impact for behavior change; therefore, engaging families in the supervision process can potentially address a probationer’s resistance. Drug/alcohol-involved abusers often say families are the strongest influence in their lives. A family member’s concern can motivate and encourage a substance abuser to comply with treatment and other mandates. For example, a child’s plea to their mother to stop drinking can be very motivating.

Like most other people, individuals under probation supervision are connected to their families. Relationships with family can be very powerful. Families know more about each other than anyone else—and often have a lot of influence over each other (both positively and negatively). Finding ways to engage families (particularly positive family influences) in the supervision process can be beneficial in reinforcing reasons for behavior change as well as helping to monitor the probationer’s behavior during times when a probation officer is not present. Further, you should take steps to identify whether each family member may be a barrier or a resource for the supervision process. For example,

if Johnny identifies his father as a member of his family, and tells you that he is a recovering alcoholic that could potentially be a resource to aide Johnny during supervision. However, if Johnny shares that his father is a chronic alcoholic, then that could be a barrier to the supervision process.

So often, as probation officers, you only see the negative characteristics and issues that individuals under supervision bring with them: their current and/or past offense(s), their behavioral or mental health problems, their lack of employment, their health problems, etc. Remember that the past or current problems faced by your probationers do not constitute all of a person's life. That person may be someone's father, mother, son, daughter, friend, co-worker/employer, sibling, boyfriend/girlfriend, etc. Take the time to find out more about the individual and identify ways to use those connections as a strength for the probationer during the supervision process. For more information and resources on how to engage families in the supervision process, please see Figure 4: Resources for Additional Information on the next page.

Conclusion

Drug/alcohol-related crime is staggering in many tribal communities. The complex issues surrounding drug/alcohol use by probationers cannot be addressed by the justice system solely through methods aimed at compliance while individuals are on supervision through the court. Tribal probation officers must identify through assessment and respond through case planning to the individual criminogenic needs of the tribal members on their caseloads in order to have any long-term impact for their probationers or their community.

It is exciting to see and read about all of the things that tribal communities are doing to center their justice system response to crimes involving drugs/alcohol around individual change and healing. Tribal probation is a key player in that approach—to ensure compliance with court orders while also working with individuals to identify, prioritize, and address their criminogenic issues so that long-term behavior change occurs to reduce the likelihood of future criminal behavior. Probation conditions are set forth to protect the probationer and the community and to hold the probationer accountable for their behavior; however, they do very little by way of promoting long-term behavior change. The use of assessment to identify individual criminogenic and stabilizing needs and case plans designed to address those needs is the key to promoting and nurturing long-term behavior change that can be sustained once the supervision period ends. This long-term behavior change is what ultimately impacts recidivism and community safety. To achieve this, tribal probation agents should be armed with the tools they need (including assessment tools, supervision tools, training and professional development) to help make their communities safer and the individuals and families they serve healthier.

Resources for Additional Information

Screening & Assessment

- The Desktop Guide for Tribal Probation Personnel: The Screening & Assessment Process: Available for free download on APPA's website at www.appa-net.org/eweb/docs/APPA/pubs/DGTPP.pdf.
- Bonta, James & Andrews, D.A. (2007). Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation. Public Safety Canada. Available for download at: www.cpoc.org/php/ResourceLibrary/riskassess/risk_need_2007-06_e.pdf
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- Reentry Policy Council: Web-based, interactive tool feature a catalog of screening and assessment instruments organized by domain areas. Available at: <http://tools.reentrypolicy.org/assessments/instruments>
- Colorado Probation Research in Brief:
 - o Assessment with a Flair: Offender Accountability in Supervision Plans available for download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB-AssmtPlans-oct%2009.pdf
 - o Assessment and Case Planning: available for free download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB-Caseplans.pdf

Motivational Interviewing

- A Guide for Probation & Parole: Motivating Offenders to Change: Available on the National Institute of Corrections website at: <http://static.nicic.gov/Library/022253.pdf>.
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- Colorado Probation Research in Brief on Motivational Interviewing:
 - An Evaluation of Motivational Interviewing with Clients in a Probation Setting: available for free download at: www.courts.state.co.us/userfiles/file/Administration/Probation/ResearchInBriefs/RIB_MI-Mar%2011.pdf
 - Motivating Probationers to Change: available for free download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB_MI-IV.pdf
 - Motivating Offenders to Change: available for free download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB_MI-III.pdf
 - Preparing for Change: available for free download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB_MI-II.pdf
 - The Motivational Interviewing Style: available for free download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB_MI-I.pdf

Family Support Approach for Community Supervision

- Implementing the Family Support Approach for Community Supervision: available for free download at www.appa-net.org/eweb/docs/APPA/pubs/IFSACS.pdf
- Colorado Probation Research in Brief on Engaging Families:
 - Tapping Social Networks: available for free download at: www.courts.state.co.us/userfiles/File/Administration/Probation/ResearchInBriefs/RIB-SocialNetworks.pdf

Case Planning

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About the authors

Kimberly A. Cobb has been a Research Associate with the American Probation & Parole Association (APPA) in Lexington, Kentucky since 2006. During this time, she has been responsible for developing resources designed to enhance the community supervision practices of tribal probation personnel. These resources have focused on strategies for supervising substance abusing tribal offenders; the development of pretrial, probation, and/or reentry programs in Indian Country (e.g. policies and procedures, supervision handbooks and forms, the utilization of screening and assessment and case planning tools, and graduated responses); the exploration, development, and enhancement of alternatives to incarceration in tribal communities; and the implementation/enhancement of Enhanced Sentencing Authority and Indigent Defense programs in Indian Country under the Tribal Law & Order Act of 2010. She also provides three full days of training at the Tribal Probation Academy during each session and works closely with partners to provide resources and assistance to tribes funded under the Indian Alcohol & Substance Abuse Program (IASAP). In her position at APPA, Kim has also developed resources for probation and parole officers on the supervision of methamphetamine-addicted offenders; sex offenders; underage drinking offenders; and hardcore drunk driving offenders. Kimberly has a Bachelor's Degree in Corrections & Juvenile Justice and a Master's Degree in Criminal Justice.

Tracy G. Mullins serves as a Deputy Director for the American Probation and Parole Association (APPA) in Lexington, Kentucky. She has been with APPA for twenty years where she has worked on a variety of federally funded projects focusing on juvenile justice, victim services, tribal justice, and offender issues. Among her many responsibilities are researching justice issues, writing curricula and other publications, and delivering training and technical assistance. She also oversees the grant division of the Association and supervises five professional staff. Tracy has a B.S. in the Administration of Criminal Justice from the University of North Carolina at Chapel Hill, and a Masters of Education in Instructional Technology from the University of Louisville.

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