



Leadership In Pretrial Justice





A Little About Us...

- **Kelly Bradford**, NAPSA President, New Mexico Administrative Office of the Courts
- **Domingo Corona**, NAPSA Treasurer, Pretrial Services Director, Pima County, Arizona



Learning Objectives

- **Understand the landscape and challenges of work in the Pretrial Services field.**
- **Be familiar with the role of a leader in Pretrial Services**
- **Learn how to best handle these challenges.**



Why are we doing this?

- **Pretrial is what?** To guide new leaders joining a growing and developing field.
- **We remember how it felt!** When we were asked to defend our work, with little or limited resources, very little information, and plenty of push back.
- **NAPSA has a need.** We help connect experienced pretrial professionals and introduce fundamental concepts to those new to Pretrial Justice... but, what about new leaders and middle managers?



Poll: Dynamics & Challenges

- **Where do your staff work?**
- **What is your political landscape?**
- **What is your organizational structure?**
- **Funding, Resources, Staffing**

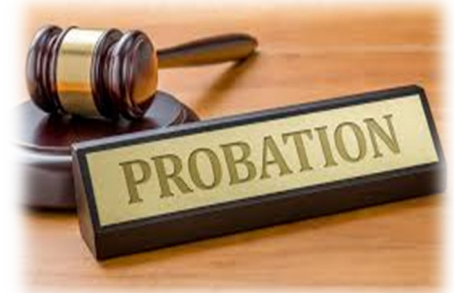
Challenges with Physical Location

- Jail
- Courthouse
- County building
- Other locations



Challenges with Organizational Location

- The Court
- Probation
- Law Enforcement
- County Government
- Other





Challenges with Political Landscape

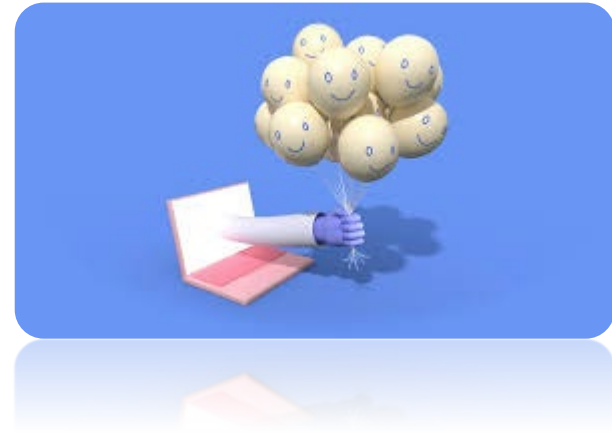
- Local Politics
- Elected Officials
- Laws and Court Rules
- Public Sentiment/Voting





Challenges with Funding, Resources, and Staffing

- Funding Source Budget Priorities
- Competing Programs
- Recruitment and Retention



Your Role as a Pretrial Leader





Framing the Discussion, Leadership Survey/Feedback from December 2024



STAFF RETENTION

PROMOTIONS/CAREER ADVANCEMENT

Professional Growth

BUDGET/FUNDING

Legislative Changes

Work-Life Balance

STAKEHOLDER BUY-IN

ESTABLISHING A CONNECTION

PUBLIC PERCEPTION

Change Management



Specific Examples

- **Kelly:** Monitoring and Supporting Pretrial Legislation (her favorite!)
- **Domingo & Kelly:** Encouraging and Developing Future Leaders

Kelly – A leader's role in Legislation and everything else...

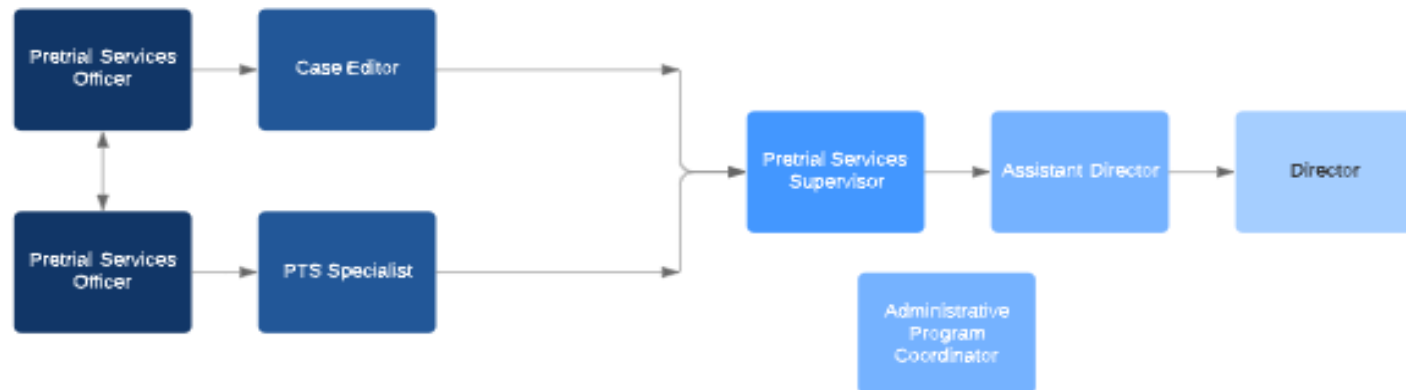


Administration's Role in Adhering to Judicial Governance Principles (some, not all)

Source: Institute of Court Management

- Meaningful input from all levels in the organization
- Selection of leadership based on competency, not seniority or rotation
- Transparency and accountability
- Focus on policy level issues, proper delegation
- Provide for clear, well-understood roles and responsibilities among staff
- Appropriately allocation available resources to best meet the mission
- Develop and support positive institutional relationships that foster trust among other branches of government and other divisions
- Provide for effective and balanced operations
- Ensure the courts/division has a highly qualified, competent and well-trained workforce

Career Progression Chart: Pretrial Services Officer





Important Tools

- **Data (Staff Level and Pretrial Outcomes)**
- **Training**
- **Building a Network**
- **Having a Communication Strategy**



GROUP DISCUSSION





Thank you.

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