Second Chances – Community Response to Reentry
Tuesday, July 16, 2019
Flagstaff, AZ
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Participants from around the state gathered in Flagstaff on July 16, 2019 to consider how to work together to create effective community responses for the successful reentry of those being released from the Department of Corrections. A list of participants is included at the end of this report along with the agenda and copies of PowerPoints presented by the keynote speakers who helped inform and guide the conversations. Several members of the Arizona Department of Corrections also presented information for participants, including Director Charles Ryan and Division Director Karen Hellman.

Nick Crapser, Deputy Director of Sponsors, Inc. opened the Summit with his presentation on the “3 “Es” of Rentry.”

**Creating a Vision for Reentry**

Following Mr. Crapser’s presentation, each table (organized by region) discussed the following question:

*It’s five years from today and you are pleased and proud of the progress you have made in how you are working together and what you’ve accomplished with coalitions that support the re-entry process. What can you see, hear and feel that tells you this is true? What does success look like and how would it be measured?*
Each table worked together to find agreement on their vision for supporting reentry. Once tables completed their vision, participants circulated and added comments to the visions created. The visions and comments are noted below.

**Arizona (Statewide)**

Governor’s recidivism goal: reduced by 25%

All state agencies

Culture change in law enforcement – Comment: and Corrections

Every county with a Reentry P.O.C. or coalition/Navigator/funding

Robust mentor program – Comment: great vision!

- Similar to AA
- Peer support
- Alumni groups
- Outreach

Affordable housing options – Comment: grant funded

Awareness and education on justice system (jails-prisons)

Reinvestment Block Grants

Criminal Justice Coordinating communities in every county – Comment: bringing county criminal justice stakeholders together is important

**Coconino 1**

Coconino county is comprised of thriving and healthy communities, as evidenced by reduction of visual homelessness, (i.e., litter, encampments, panhandling, loitering, and public intoxication)

Reduction in jail/prison/probation populations

Increase in housing

Reduction in suicide/overdose – Comments: How would you measure it?

Increase in frequent, consistent collaboration between community and state-level stakeholders

Comments: Probation needs less restrictions on probationers re: geographics.

**Coconino 2**

Re-entry feels less daunting if we are doing it well

Access to healthy foods

Know how to cook

Overall health skills/wellness (sleep)

Comments: Could this include educating people on how to balance a checkbook, do their taxes, pay rent and bills?
Ask people how they are/what they need – Comments: yes!
More personalized/involved in own process – Comments: empowerment
Policy that reflects these goals
Housing
NIMBY - Community involvement/conversations
Contribute to community
Crime patrol/landscaping
Multiculturalism/competency
Measure success not just by less bad, but more good
Increased graduation rates – reentry programs
Increased employment rates
Decreased incarceration/recidivism
Interdisciplinary work – criminal justice/psych/social work – Comments: Stronger & healthier communities that result in better schools and economic development
Thriving members of community
How do we make this happen?
  • Communication/collaboration
  • Central database system to communicate between entities & combine resources
  • Centralized/wrap-around resources
  • Shared responsibilities
Shark tank – key stakeholders – Comments: Great way to get innovative programs off the ground
Improved integration
Changing identity
Improved behavioral health system
Empowerment/self-rehabilitation
Educate and provide support for those doing this work

**Maricopa 1**
Community education and ex-offender empowerment
Better housing; more options to include more of the population – Comments: credible, accountable non-profit, recovery housing, Oxford House. Contact me: Ashley Hennessey, (928) 233-5171, www.oxfordhouse.org
Wraparound services/collaboration
Increased access to services – Comments: Coconino has a “one stop shop” @Goodwill who we partner with. Ask Luna if any questions
“One Stop Shop” – Comments: Good idea
Measured through lower recidivism rates and client and community feedback
Housing retention – staying housed

Staying connected and engaged with services – Comments: with case management to help keep them engaged. Behavioral health services. How to Disclose Workshops (legal history) contact Tasha Reeves (928) 778-3010 treeves@turnanewleaf.org

**Maricopa 2**

Comprehensive, integrated reentry based on risk/need

Increased spending on rehab services, decrease funding of prisons

Rehabilitative, evidence-based sentencing

A cohesive system that shares information easily – Comments: Yes, will all counties

- Sharing of assessments
- Continuity of reentry information
- Criminal justice section of Health Information Exchange (HIE)

A roof is available for 100% of releases and a job

Decrease recidivism

Centralized services – second chance center

**Maricopa East Valley**

We would see:

- Community education
- Reduction in absconder warrants
- Employment retention
- Easier flow of referrals
- More skilled work
- “Niche” services
- Reduction in recidivism
- Wrap around services
- Data sharing
- Education
- Leverage/maximized services

We would hear:

- Motivated speech
- Recovery talk
- Less excuses
- Hope talk
- “I know someone who can help”
- Passion about change
- Community support

We would feel:

- Stronger community support
- Less frustration – Comments: Thinking about this in an alternative way—what is there more of?
• Healthier
• Less disenfranchised
• Hopeful
• Less divided between corrections and community providers

Looks like:
• More normalized community
• Integration
• Less stigma – Comments: Thinking about ways to make data and results digestible for community stakeholders and public
• Open dialogue
• Employee + Employer + Provider

Measured by:
• Longitudinal results
• Case studies
• Shared data
• Graduates
• Certifications

**Maricopa West Valley**

Success looks like:
- Reduced recidivism, unemployment, homelessness, jail/DOC
- Increased job retention – Comments: Good focus!
- Community connection
- Self-worth, efficacy, empowerment and sufficiency
- Increased successful treatment completion
- Increased lengths of sobriety – Comments: Brent Penman Oxford House, Inc. Our homes boast an 87% success rate for individuals that stay 18 months
- Decreased utilization of hospitals (ER) and crisis
- Improved services for co-occurring disorders and services – Comments: mobile crisis teams
- Stronger over-sight for safe, clean, and sober-living homes – Comments: pulling information from high quality evaluations & research
- Increased supports for families – Comments: MIHS parenting training

What can you see, hear, and feel?
- Less bureaucratic interference
- Increased inter-agency collaboration
- Offenders feeling more confident about their reentry plan
- See more freedom with information sharing
- Less stress and more support/confidence
- Increased awareness of complexities within the criminal justice system
- Increased success rates with treatment
- Focused and shared goal-setting
- Increased team-based collaboration
**Maricopa Overflow**

See stronger collaboration and a hub for services

See fewer people in prison

Hearing more willingness to help and acceptance

See more transitional services and support starting in prison, including lower caseload and better funding – Comments: Lower caseloads

Feel that substance abuse is a public health problem, rather than a criminal justice problem – Comments: Great! Treat the whole process as a public health problem.

Seeing more meaningful education opportunities with face-to-face contact within institutions and community corrections – Comments: Love it.

Success would be:

- Lower recidivism
- Stable housing
- Lower/more management caseload – Comments: Lower case work, great idea.
- Fewer people w/substance abuse and mental health in prison

Information sharing & collaboration

Resource ID/quality control

Education (community)

Sentencing change

Community engagement

Training/formal education

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**Navajo/Gila**

Have a “Sponsors”-type program up and running in Navajo and Gila counties

Strong community partnerships:

- Judicial/corrections collaboration w/community
- Mentorship program
- Faith-based programs
- Mental health and support services

How will the county support such a program to get up and running?

- Some counties could possibly partner
- Is this doable in larger counties like Maricopa & Pima?
- What about smaller counties?
- It would be good to think about ways to coordinate these services

Reduced jail population

Former inmate confidence and preparation
Resource Center (one-stop shop)
• Mentor
• Peer support
• Housing providers
• DES (AHCCCS, food stamps)
• Local community college
• Az@Work
• Behavioral health care

**Pima**
Second Chance Tucson – 3 job fairs a year now, closed lots of pods, reduced jail population
Sustain and expand housing first program – high need, low risk in community receiving services (alternative to jail)
Recidivism rates decreased
Safe housing available for everyone
Federal halfway houses w/people w/higher backgrounds
Federal offenders expunge their records
Jail community agencies all “I Team”
DOC releases successfully finishing probation
Pell Grants for incarcerated students
General public more informed – reduce stigma
Integration – medical, behavioral health, substance use
Success will look like:
• Reduced jail population 1574 ADP
• Reduction in high-utilizer list
• Associates/Bachelors degrees
• Less petitions to revoke probation
• Higher percentage of employment
• Az would provide tax credits to employers
• More law enforcement pre-arrest deflections – for minor offenses/substance abuse
• Corrections staff experienced in reentry simulation
• Reduction in racial disparities/criminal justice system
• People finding full-time work – Comments: full time work and comparable pay
• Reentry center “One stop shop” – Comments: reallocate funding for this?

**Pinal/Yuma**
Decreased unemployment
Everyone is on the same page – Comments: community education
Crime rates are down
Literacy is up
Education completion is up
Local transition facilities that reflect the scope of the need and the complexion of the community
Reduction in homelessness
Restitution in the context of community-based service that meets critical community needs
Increase in local tax revenues
Our goals/needs are well articulated and funding in leveraged
Peer mentoring resources match needs and are effective
All of the right partners are at the table and DO STUFF together!
Work to continuously improve our model
Obliterate recidivism

Housing Steps:

1. Asset mapping/needs (what & where?) Asset-based community development
2. Analyze data (look for strengths/gaps)
3. Create a process to engage and educate each community
   - Pilot programs
   - Research other rural areas/poverty
4. Leverage resources to incentivize
   - County board
   - State

I. What? “Right people” coalition – quiz leaders, develop charter
   Who? DOC, Probation Chief, County Attorney, Law Enforcement, City Council (Mayors)
   By when? Next week

II. Create community “Right people” coalition

III. Needs assessment/asset map – Western/CAC/ASU/UA/NAU & coalition

IV. Complete & analyze map and recommendations – local coalitions

Yavapai

- What we want to see:
- Collaboration w/resources
- Wraparound resources
- Safe, structured environments
- Appropriate & consistent communication w/ADC & community partners
- Programming on all yards in ADC
- County-specific resources & transition
- Funding and programming for transition – Comments: we have the program, just need the location and funding; Basecampre.org
- Funding for housing
- Family housing & reunification
Family counseling  
SMI resources & housing  
State-level clearance  
Communication about programming while incarcerated  
Decision-makers fully engaged in problem-solving  
Ex-offender registry re-assessed  
Two months free bus passes – Comments: great idea to have attainable time frame for bus pass/transportation  
Transportation resources  
Collaboration between Yavapai-Apache Nation & community  
Communication between Nation and County  
Peer support reentry specialist while incarcerated – Comments: Coconino came up with an “inmate development specialist” position. Might be worth a look into.  
People who need to be at the “table” are at the “table” – Comments: absolutely agree, collaboration is key.  
Follow through  
Success is measured by:  
  - Lowering recidivism rates  
  - Decreased rates of foster care  
  - Increasing successful completion rates of treatment  
  - Day 1 reentry planning  
  - “One stop shop” once released – Comments: Great idea! 1 stop after release  

Change in practice policy  
Create restricted to-from work driver’s license status – decriminalize transportation efforts
Achieving the Vision

After groups defined a vision for their community and provided feedback to each other, Robert “Jake” Jacobs, President of Real Time Strategic Change, gave a presentation on “Polarity Thinking, A Tool for Leveraging Stakeholder Differences to Achieve Your Vision.” Mr. Jacobs also led the participants through several interactive exercises and explained how to create a Polarity Map for identifying action steps for successful reentry that incorporate public safety and compassion. Each group worked together to create a polarity map. The polarity maps created by each group are set forth below.

**TABLE: ARIZONA (Statewide)**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>How will we gain or maintain the positive results from focusing on this left pole? What? Who? By When? Measures?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train law enforcement on how the system works</td>
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<td>Prevention at early age in schools</td>
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<td>Interventions in the prisons</td>
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<td>Family discussions</td>
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<td>Access to drug treatment and healthcare</td>
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<td>Post release support</td>
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<td>ACE study</td>
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<td>Integrated systems</td>
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<td>Eliminate racial and economic disparities</td>
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<td>Strengthening families</td>
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**Polarity Map**

**Successful Re-Entry**

- Values = positive results of focus on the left pole
- Values = positive results of focus on the right pole

**Public Safety**
- Safe communities
- Productive society
- Fewer victims
- Freedom from fear in community
- Justice or fairness

**Compassion**
- Inclusion
- Security
- Restoration
- Recognizes individual differences
- Values human dignity
- Second chances
- Positive motivation
- Alternate options for consequences

**Unsafe Communities**
- Deeper fear - Loss of GPs

**Fears = negative results of over-focus on the left pole**
- Not enough accountability
- Lack of justice
- Unsafe community
- Increased fear
- Decreased credibility
- Chaos
- Risk
- Victims increase
- Burn out
- Diminished victim experience

**Fears = negative results of under-focus on the right pole**
- Safety
- Security
- Peace
- Peace of mind
- Positive motivation
- Alternate options for consequences

**Action Steps**
- Share testimonies
- Cultural change
- Law changes
- Public outreach
- Training service providers
- Strong families
- Celebrate success stories of the system (the other side)
- Engage the faith community
- Acceptance of risk
TABLE: COCONINO 1 (Coconino County)  
**POLARITY MAP**  

**Values = positive results of focus on the left pole**  
- Public safety  
- Fewer victims  
- Fewer crimes committed  
- Security/safety  
- Positive relationships w/law enforcement  
- Accountability  

**Values = positive results of focus on the right pole**  
- Rehabilitation vs. punitive action  
- Dignity & respect  
- Connection  
- Rehumanization vs. dehumanization  
- Reduction in recidivism  
- Increased focus on prevention education & treatment  

**Successful Re-Entry**  
- “Police state”  
- Punitive, punishment-oriented  
- Polarized view — no gray area  
- Higher recidivism  
- Increased cost to system (longer sentences)  

**Unsafe Communities**  
- Deeper fear - Loss of GPS  

**Action Steps**  
- Modify hiring practices to ensure that public safety officials have empathy & diversity  
- Educate public safety officials to utilize/offer local social services to reduce recidivism/incarceration  
- Build community resources to accommodate needs  
- Collaboration/communication between stakeholders (law enforcement, social & behavioral services)  
- Reviewing/updating protocols for COE/COT  
- SA/mental health awareness & education re: treatment system  

**TABLE: COCONINO 2 (Coconino County)  
**POLARITY MAP**  

**Values = positive results of focus on the left pole**  
- Fewer victims  
- Order  
- Feeling of safety by community  
- Less crime  
- Less fear of crime  
- Economic stability  

**Values = positive results of focus on the right pole**  
- Better reintegration  
- Ensure needs of most vulnerable  
- Better overall results  
- Better support & services & funding  

**Successful Re-Entry**  
- Stigma  
- Increased incarceration of most vulnerable  
- Increased recidivism issues & poor post release outcomes  
- Reduced funding for services  

**Unsafe Communities**  
- Deeper fear - Loss of GPS  

**Action Steps**  
- Diversion options  
- Better collaboration between services & cultural needs  
- Talk to & involve people in the system  
- Increased training & education for staff & clients  
- Addressing social and emotional needs as well as historical trauma  
- Incorporating cultural competency practices
TABLE: MARICOPA 1 (Maricopa County)
POLARITY MAP

<table>
<thead>
<tr>
<th>Action Steps</th>
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<tbody>
<tr>
<td>- Funding</td>
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<tr>
<td>- Community education</td>
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<tr>
<td>- Training</td>
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<tr>
<td>- Town Halls</td>
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<tr>
<td>- Management of workloads</td>
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<td>- Hiring process</td>
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TABLE: MARICOPA 2 (Maricopa County)
POLARITY MAP

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<tr>
<td>- Evidence-based decision-making tools – balance</td>
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<td>- Risk/Needs Assessment</td>
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<td>- Collaborative protocols/MOUs</td>
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<td>- Creative supervision strategies</td>
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<tr>
<td>- Educating the public – PR &amp; Community Collaboration</td>
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<td>- Measuring outcomes and sharing the information</td>
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TABLE: MARICOPA EAST VALLEY (Maricopa County)  

**POLARITY MAP**

**Action Steps**  
How will we gain or maintain the positive results from focusing on this left pole?  

- Using public safety goals to motivate communities to employ and house people w/conviction histories

**Successful Re-Entry**

- Safe communities  
- Less crime  
- Faster response times  
- Community corrections transition allowance/collaboration

**Values = positive results of focus on the left pole**

**Public Safety**

- Melita  
- Media scrutiny  
- Huge cost  
- Police state  
- Sentencing minimums  
- Quick solution  
- Competing interests  
- Safety vs treatment

**Compassion**

- Positive impact  
- Second, third chances  
- Equids community  
- Better connections  
- Purpose  
- Incentives to be productive  
- Pay it forward  
- Reduce recidivism

**Values = positive results of focus on the right pole**

**Unsafe Communities**

- Deeper fear / Loss of GPS

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TABLE: MARICOPA WEST VALLEY (Maricopa County)  

**POLARITY MAP**

**Action Steps**  
How will we gain or maintain the positive results from focusing on this left pole?  

- Education & training  
- Decision-making matrix (framework)  
- Manageable workloads  
- Clear understanding of information security  
- Input from all levels so not top-heavy  
- Community involvement w/community stakeholders  
- Funding

**Successful Re-Entry**

- Increased community safety  
- Decreased risk  
- Increased accountability  
- Increased structure  
- Increased sense of safety and security  
- Increased consistency

**Values = positive results of focus on the left pole**

**Public Safety**

- Increased criminal justice cost  
- Over-supervision  
- Disparity of justice  
- Stigma  
- Fear  
- Loss of compassion  
- Loss of discretion  
- Disturb  
- Lack of creativity  
- Increased burn out

**Compassion**

- Equality of opportunity  
- Increased autonomy  
- Individual focus  
- Needs-based  
- Increased creativity  
- Increased community involvement  
- Family focused  
- Minimal bias

**Values = positive results of focus on the right pole**

**Unsafe Communities**

- Deeper fear / Loss of GPS

---

**Action Steps**  
How will we gain or maintain the positive results from focusing on this right pole?  

- Educate public safety employees about boundaries and the importance of making and maintaining connections to promote change to help communities w/people reentering from incarceration

- Appropriate staff  
- Education & training  
- Manageable workloads  
- Crossover & dynamic training to meet needs  
- Peer support/psycho support for staff (self-care promotion)  
- Input from all stakeholders  
- Compassion-focused organizations  
- Funding
TABLE: MARICOPA OVERFLOW (Maricopa County)
POLARITY MAP

Action Steps
How will we gain or maintain the positive results from focusing on this left pole? What, Why? When? Measures?
- Delivering media messages through different stakeholders
- More partnerships between CRJ actors & community organizations/members
- Making people aware of the costs of crime and cost-effectiveness of public safety
- Increase awareness of resources in community so individuals have an increased perception of public safety
- Greater accountability & continuity in partnerships

TABLE: NAVAJO/GILA (Navajo & Gila Counties)
POLARITY MAP

Action Steps
How will we gain or maintain the positive results from focusing on this right pole? What, Why? When? Measures?
- Getting the community to care more about those reentering through education
- Advocate for policies that allow for compassion in CRJ decisions
- Creating roles for community members to be more engaged
- Working on reentry from Day 1
- More collaboration between agencies in transition

Action Steps
How will we gain or maintain the positive results from focusing on this left pole? What, Why? When? Measures?
- Good rapport = training education community
- Many officers
- Well-paid (happy)
- Awareness
- Officer participation in the community
- Strong law enforcement leadership

Action Steps
How will we gain or maintain the positive results from focusing on this right pole? What, Why? When? Measures?
- Reduced crime rates
- Strong community protection
- Feeling of safety
- Trust in community law enforcement
- More community engagement in community activities

Action Steps
How will we gain or maintain the positive results from focusing on this left pole? What, Why? When? Measures?
- Intimidation
- Privacy concerns
- Civil liberties restricted
- Dehumanizing offender
- Stigmatizing the public

Action Steps
How will we gain or maintain the positive results from focusing on this right pole? What, Why? When? Measures?
- Burnout
- Public distrust
- Taking advantage of opportunities
- Dangerous people out on streets
- Increased costs
- Massive institutional change

Action Steps
How will we gain or maintain the positive results from focusing on this left pole? What, Why? When? Measures?
- Stronger community
- Rapport
- Confidence
- Trust
- Respect

Action Steps
How will we gain or maintain the positive results from focusing on this right pole? What, Why? When? Measures?
- More community activities
- Access to resources
- Education
- Information sharing
- Town Hall meeting
- Media
- Wellness program
TABLE: PIMA (Pima County)
POLARITY MAP

- Public awareness
- Public engagement
- Cost benefit analysis
- Reinvestment into community services
- Stakeholder accountability

TABLE: PINAL/YUMA (Pinal & Yuma Counties)
POLARITY MAP

- Neighborhood Watch
- Coordinated care
  - Victims' services
  - Providers
  - Medical
  - Counselors
  - Law enforcement
  - Corrections
  - Probation
- Peer support
- Employment
- Support groups
- Resource navigation
- Transportation
- Employment
- [Other services listed]

- Trauma-informed empowerment
- Strong social network
- Media telling stories
- Participation of faith-based
- Education
- Socialization
- Restitution – Large
- 360° wrap around support
- Strong families
- Healing
- Restorative justice
- Community training
Priorities and Action Steps

After groups completed Polarity Maps by table, tables were combined when there was more than one table from a county. Working together by county or geographic regions, groups then developed their top priorities for action as well as specific steps for achieving the identified priorities. In some instances, the groups identified specific individuals who committed to take needed steps. The priorities and actions steps are set forth below.

Arizona (Statewide) Priorities and Action Steps

Priorities
1. Access to Treatment, All Levels of Care
2. Creating a Coalition
3. Reallocate Funding

Action Steps
1. Access to Treatment, All Levels of Care:
   - Cities and regulatory agencies to create a path
   - Need organized group to lobby
   - The coalition – be the voice
   - Coalitions to work together and facilitate
   - Need grassroots level
• Governmental entities
• People/public could get in the way and our coalition could lose focus. To avoid it have a dedicated paid person to complete tasks and recruit people with experience and see if they can be part of the solution.

2. **Coalition:**
   • Find victims, families, graduates from various programs to join a local coalition.
   • Coalition = vote in leaders
   • “Oxford model” = replicate structure
   • Find members who want and will work together, as many times people disconnect.
   • Create culture of belonging and membership $25 dues per year. Value added.
   • Begin as soon as possible

3. **Reallocate Funding:**
   • Grassroots more effective
   • Connect with Legislators (they are clueless)
   • ADC, Sheriffs, stakeholder organizations and state decision-makers should lead the effort.
   • Will need to have community buy-in and reallocate funds from incarceration to treatment.
   • Craft a message that connects with government and makes it attractive to politicians (example: Yavapai County)

**Coconino Priorities and Action Steps**

**Priorities**
1. Consistent measurement
2. Advocacy for high level sentencing reform and prevention
3. Cultural competency in historical trauma, collaboration, and resources

**Action Steps**
• Unbiased committee, with section of stakeholders including direct care staff primarily establishing standards for reentry success; researching reentry community or needs assessment to assist w/determining definition of reentry success.
• July 26 – Crystal – help gather statistics available
• Ongoing – Probation – communication with clients
  o Steward – Communicate with BHH Probation non-profits
  o Basecamp – be involved in
  o Larry – CJCC – agenda item to address possible coordination with NAU
• Angeles will compile contact list for all.
• Connect with Urban Indian Center
• Cultural competency and historical trauma
  o Incarcerated population education
  o CH/BH education
  o Partnering w/cultural diversion officer – reviewing available data
- County has three (3) diversity councils
  - Having forums that involve community to identify needs
  - Identifying gaps in BHH training and revising/adding trainings to fill gaps
- Crystal will obtain statistics re: jail population and experiences of inmates with regards to cultural competency.
- Sharie commits to scheduling cultural competency meeting to be in conjunction with CJCC.
- Brieyunna Smith will bring to diversity council meeting.
- The goal is to identify what’s missing to determine advocacy for high level sentencing reform and prevention.
- Larry is going to be the policy/legislative connection.
- Data on what programs exist, what works, and collaborating on those programs
- Include tribal nations in conversations connecting with Urban Indian Centers in each community.

**Maricopa Priorities and Action Steps**

**Priorities**

1. Housing
2. Jobs
3. Transportation

**Action Steps**

1. **Housing:**
   - Identify what works in other places
   - Create a structure for collaboration and info sharing (Social services organizations, website w/common language)
   - Advocating for policy changes in affordable housing
   - Identify hey stakeholders who build/provide housing
   - Identify community partners to be involved in planning
   - Early release planning to find out who needs housing
   - Education for the community about housing needs challenges, and resources
   - Maricopa County Reentry Coalition
   - DERSReentry@azdes.gov

2. **Jobs:**
   - Identify Second Chance employers
     - Make personal connections and referrals to employers in growing industries
     - Understand what jobs people want and where/how to prepare them for these jobs

3. **Transportation:**
   - Six (6) month bus pass → public transportation authorities
   - Uber program → DERS (Az DES)
   - Transportation discount
   - Vouchers for Bike Share
- MCRC
  - Identify who is at the table and what they can provide
  - Identify gaps and key players

**Navajo/Gila Priorities and Action Steps**

**Priorities**
1. Support System
2. Housing
3. Employment

**Action Steps**

1. **Support System**: Barriers to success include funding and administrative push-back.
   a. Timing: 2 months
   b. Structure
      - Peer support
      - Mentors need reach-in ability to Corrections
   c. Visit with jail: Commander & Chief Deputy

2. **Housing**: Barriers to success include funding, community buy-in, zoning and politics.
   d. Timing: long term, 2 years
   e. Actions: Obtain financial sponsorships
      i. Grants
      ii. Legislative appropriations
      iii. More staff
      iv. Location for housing

3. **Employment**: Barriers to success include funding, supportive/cooperative employers, stigma.
   f. Timing: now
   g. Actions
      i. Az@Work (needed in Gila Co.)
      ii. Need data to support further staff & expansion of employment opportunities
      iii. Improve awareness of Federal Tax Credit

**Pima Priorities and Action Steps**

**Priorities**
1. Employment
2. Housing
3. Social Support
   - Probation
   - Treatment
   - Family
   - Social Determinants

21
**Action Steps**

1. **Employment:**
   - Employer engagement and inmate preparation: i.e., teaching trades, employment readiness classes
   - Community colleges, ADC Education Programs staff, AZ@Work, Correctional staff (responsibility to show up to work, work ethic) should all be involved.
   - We will also need support from the community, probation and ADC.
   - We will need to be ready for pushback. We should engage the public, staff and create a cost/benefit analysis. We should also consider using mentors who were previously incarcerated.
   - Efforts should begin the first day of incarceration with buy-in from ADC Central Office

2. **Housing:**
   - ADC needs to contract transitional housing; property manager education/engagement; family reunification
   - ADC should be responsible for locating sustainable community partners to provide housing and treatment, employment services; engaging family on community services and probation options available
   - We will need ADC funding, reentry grants, bank corporations for money, find unexpected funding sources
   - We need to address community and property manager pushback with education and engagement.
   - We need to educate inmates about financial literacy while incarcerated and predatory renting practices.
   - We should take steps at the first opportunity to engage management companies and to provide budget planning for offenders.

3. **Social Support:**
   - Start Release Planning while incarcerated
     - Evaluate whether they need housing, treatment, identification, employment, family support or healthcare.
     - ADC CO IIIs and reentry probation officers, and medical release planners should be responsible parties.
   - Reentry POs working with inmates, treatment providers, AZ Complete Health, and family reunification (or not, due to bad influences)
   - We need to address bureaucracy (system issues), inmates releasing from throughout the state, CO III’s large caseloads, and legislation (i.e., SB1310)
   - We need to communicate about SB1310 ramifications, reduce caseloads, and hire discharge planners.
   - We should begin taking action on day one of incarceration: work on identifying problems to start treatment while incarcerated; and educate on the importance of family planning and saving money (inmates).
Pinal/Yuma Priorities

Priorities
1. Housing
2. Employment
3. Transportation

Action Steps
- Asset (ABCD)/Needs map (What do we have and where? What is needed and where?)
- Analyze data – identify strengths and gaps
- Create a process to engage/educate each community
  - Develop pilot programs
  - Research other programs in rural areas/poverty
- Leverage resources to incentivize
  - County board of supervisors
  - State

Yavapai Priorities and Action Steps

Priorities
1. Individualized long-term pre-release/post-release programming and support
2. Safe structured housing opportunities
3. Employment/skills training including wraparound employment services

Action Steps
1. Housing:
   - Access to affordable housing
   - Access to family housing
   - Felon-friendly housing
   - Increase safe, structured environment
   - We will need state and federal funding and community collaboration and support to build the environment.
   - We will need to address funding (through lobbying) and lack of collaboration. Peer Support Specialists can address lack of motivation and willingness to change.
   - Action should begin Immediately.

2. Programming and Support:
   - Access to security clearance
   - Identify needs of clients/identify community support
   - Create advocates in prison to assist navigation of resources
   - Expand Second Chance program
   - Mentorship and peer support
- We will need community resources and supervision, access by ADC and clients who identify their goals and needs.
- We will need to have family support (emotional/housing/transportation), government support (financial/barriers) and community support (treatment, case management, supervision).
- We will need to address funding, lack of resources and the lack of political will through lobbying. Lobbying efforts should include sentencing reform.
- We need to address any lack of community buy-in with education.
- Action should begin immediately.
APPENDICES

- Program Agenda
- PowerPoint Presentation Slides
- Participant Listing
Meeting Purpose: To further strengthen community coalitions so they full advantage of their local organizations in creating successful re-entry experiences for all stakeholders involved in these efforts.

Meeting Objectives
- Appreciating the challenges and opportunities facing stakeholders in making re-entry experiences successful
- Creating a “rough cut” of a vision of success for the re-entry process for defined communities and the state as a whole
- Learning new tools for effective collaboration
- Develop concrete action plans to improve the re-entry experience for all stakeholders involved in it

8:00 a.m. Registration

8:30 a.m. Welcome
Karen Hellman, Department of Corrections; Tara Jackson, President, Arizona Town Hall

Speaker Presentation: “3 “Es” of Reentry”
Nick Crapser, Deputy Director of Sponsors, Inc.

Panel on Reentry Successes or start group discussions

A Vision for the Re-Entry Process, Group Work

Speaker Presentation: “Polarity Thinking: A Tool for Leveraging Stakeholder Differences to Achieve Your Vision”
Robert “Jake” Jacobs, President, Real Time Strategic Change

Lunch Remarks
Charles Ryan, Director, Department of Corrections

Action Planning, Group Work

3:30 p.m. Closing
Kerry Hyatt, Department of Corrections
CRIMINAL JUSTICE IN ARIZONA

FUTURE LEADERS TOWN HALLS

PRIORITIES FOR RE-ENTRY
- Begin the re-entry process upon incarceration.
- Facilitate the inclusion of families and victims.
- Make probation and parole more of a support system.
- Upon release, provide safe housing, transportation, and mentors.
- Reduce the legal and administrative barriers to re-entry and consider restoring rights such as voting.
- Consider alternatives to fines such as community service.
- Use tax incentives to encourage employers to hire ex-offenders.
- Consider incentives that encourage stakeholders to be more accountable for the success of ex-offenders.
- Educate the public so that they understand that communities can be safer when ex-offenders become productive members of society.

COMMUNITY TOWN HALLS

STATEWIDE TOWN HALL

SMART ON CRIME NOT TOUGH ON CRIME
New report opposes Arizona’s ‘tough on crime’ mentality. New study shows Arizona Criminal Justice System Needs To Work Smarter
AGENDA

1. Teams
2. Discussions
3. Action Plans

INTRODUCTIONS

1. Name
2. Reason for Attending
3. Geographic Area
4. Select Recorder

THE 3 E’S OF REENTRY

THE THREE E’S OF SUCCESSFUL REENTRY
...and a few other things

1. A bit about my present life
2. A bit about Sponsors, Inc., in Eugene, Oregon
3. The Three E’s of Successful Reentry
4. What YOU can do, and how WE can address the problem
5. A bit about my past life

OVERVIEW OF THE TOWN HALL PROCESS

- Viewpoints of all participants are considered of equal value.
- No participant should dominate the discussion. Body language can be used to show assent or dissent and to ensure that all participant perspectives are being included.
- Participants should strive for consensus and report on areas of agreement.
- Consensus is defined as being when no one feels strongly about adding something and no one objects strongly to the proposed wording.
- The Recorder’s role is to capture the consensus of the discussion.
- Discussions should be lively while maintaining a respect for different viewpoints.
- The process is as valuable as the recommendations.

PRESENTATION

Nick Crapser
Deputy Director, Sponsors, Inc.

“

“The moral test of government is how that government treats those who are in the dawn of life, the children; those who are in the twilight of life, the elderly; and those who are in the shadow of life, the sick, the needy, and the handicapped.”

Year President Hubert Humphrey
38th Vice President of the United States of America

LANE COUNTY, OREGON – IN YELLOW BELOW...
"Sponsors philosophy is based on the belief that people can and do change, and that a strategic intervention at the appropriate moment can serve as a catalyst in that change."

—Sponsors Philosophy

"Supportive housing significantly reduces the rate of rearrests and reincarceration."

The 3 E’s of Successful Reentry
TEDx Humboldt State University

OREGON INCARCERATION RATE VS. THE REST OF THE COUNTRY...

Sixth highest number of sex-offenders in the country
- 20 states have more sex offenders
- Oregon is 11th

Highest number of individuals over 55 in the prison system
- Oregon's highest population of individuals over 55 in the prison system
- Average cost of incarceration cost per person is currently $39,129 over 10 years old $69,370

Highest incarceration rate 458 per 100,000
- Maine 132 per 100,000 (lowest in the country)
- Oregon 458 per 100,000 (highest in the country)
- Louisiana 776 per 100,000 (highest in the country)

In 1997 there were less than 5,000 men and women in Oregon state prison custody
In 2017 there are over 14,000 men and women in Oregon state prison custody.

Environmental

Employment

Education
"Those individuals involved in ANY type of educational program are 43% less likely to return to prison."

Kathleen Bedell, Center for American Progress

"There is an inverse relationship between recidivism rates and education. The more education received the less likely an individual is to be re-arrested or re-imprisoned."

Recidivism rate by degree:
- High-School/GED: 54.6%
- Associates Degree: 13.7%
- Bachelors Degree: 5.8%
- Masters Degree: 0.0%

Jeff Toobin, Taylor
Beyond Bars: Education is the Key to Lower Recidivism
BeyondBarriers.org

"When the program began, the recidivism rate for prisoners was 35%. In 2017, the state found that the recidivism rate for inmates matched with a mentor was about 4%. This proves that education and rehabilitation programs work—and they work well."

Dr. Turner Nash Jr., Senior Vice President of Educational Services
Inmate Education is the Key to Reducing Recidivism Rates Nationwide and Ends the Incarceration Cycle

"...the risk of new offenses among those who last offended six or seven years ago begins to approximate (but not match) the risk of new offenses among persons with no criminal record."

Kurlychek, Brame, Bushway, 2007

“Scarlet Letter and Recidivism: Does an Old Criminal Record Predict Future Offending?”

THE PROBLEM

The prison system is built around punishment - not rehabilitation

- The reasons people go to prison go largely untreated while incarcerated.
- Many individuals, when released, return to the same environments that caused their problems.
- Many individuals leave prison with more problems than when they arrived.
- Many individuals return to their communities with no place to go, no jobs, and no training.

Re-Entry Needs

HOW WE CAN ADDRESS THE PROBLEM

Individuals come to prison as punishment not for punishment

- People need to (and should) be treated with dignity and respect.
- With very few exceptions, reentry services should begin day one of a prison sentence.
- Let’s abandon what does not work, and begin doing things that do work.
- Stop calling people by the behavior that we want them to discontinue (e.g. felons, ex-convicts, offenders, etc.)
- It’s easy to get to ‘no’ -- let’s work collaboratively to get to ‘yes’.

Oregon prison population and forecast for men
<table>
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<th>Biennium</th>
<th>Justice Reinvestment Funding</th>
<th>Net Avoided Cost</th>
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<td>2013-15</td>
<td>$15,000,000</td>
<td>$12,839,656</td>
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<td>2015-17</td>
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<td>$40,131,000</td>
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<td>2019-21</td>
<td>$39,031,196 (GR8)</td>
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<td>2021-23</td>
<td>To Be Determined</td>
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<td>Total</td>
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**RLAN Program Evaluation**

To date:
* 210 individuals have been screened for the program
* 199 men
* 11 women
* 10 have “failed” the program (4.8%)
* 95.2% have successfully completed the program

Graduation Day

“America is the land of the second chance – and when the gates of the prison open, the path ahead should lead to a better life.”

President George H. W. Bush
41st President of the United States of America

**RLAN Program Introduction**

RLAN = Release LANE County
Program began in 2015
Partnership between:
* Sponsors
* Lane County Sheriff’s Office
* Lane County Parole and Probation
* Oregon Department of Corrections

**5**

A bit about my past life

**ENVIRONMENT**
**EDUCATION**
**EMPLOYMENT**
**EMPOWERMENT**

**Thank you!**

For more information, please contact Nicholas Crapser at 541.505.5659
ncrapser@sponsorsinc.org

**QUESTION 1**

It’s five years from today and you are pleased and proud of the progress you have made in how you are working together and what you’ve accomplished with coalitions that support the re-entry process.

What can you see, hear and feel that tells you this is true?

What does success look like and how would it be measured?
A Quick Look At Leadership Through a Polarity Lens

What are the “upside” or benefits of focusing well on your pole/preference?

What are the “downsides” or costs of over-focusing on this pole/preference to the relative neglect of the other?

How does the energy flow through this polarity?

Interdependent Pairs in Business Literature:

In 10 years of Business Literature, interdependent pairs go by different names.

- Tensions
- Paradoxes
- Opposites
- Contradictions
- Contradictions
- Overlaid
- Paradox
- Overlap

Polarities Are...

- Interdependent pairs that need each other over time to achieve a higher purpose.
- They are energy systems that work in a predictable way.
- They live in us and we live in them.

Life:
- Tensions and Contradictions
- Paradoxes and Overlapped

Leadership:
- Tasks and Relationships
- Confrontation and Collaboration
- Continuity and Transformation
- Base and People Focus

Interdependent Pairs in Business Literature:

In their review, Smith and Lewis (2011) found that in organizational theory, paradox studies grew on average 10% annually between 1999 and 2008.

This trend continues today.

A Quick Look At Leadership Through a Polarity Lens

What are the “upside” or benefits of focusing well on your pole/preference?

What are the “downsides” or costs of over-focusing on this pole/preference to the relative neglect of the other?

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WHAT IS A POLARITY?

Interdependent Pairs in Business Literature:

In their review, Smith and Lewis (2011) found that in organizational theory, paradox studies grew on average 10% annually between 1999 and 2008.

This trend continues today.

Polariites Are Not New!

Polarities are fundamental in nature, human nature, and in our work/home lives.

You've been leveraging polarities more or less well.

So, they're not a flavor of the month!
HOW DO POLARITIES WORK?

Engagement

Participation  Direction

Engagement

Participation  Confusion

Engagement  Clarity

Participation  Direction

Engagement  Clarity

Participation  Direction

Virtuous and Vicious Cycles

Thrive  < GREATER PURPOSE

Release Carbon Dioxide

Not Enough Oxygen

Too Much Carbon Dioxide

Die

< DEEPEST FEAR

How Polarities Work

The energy system:

1) Has a predictable flow;

2) Oscillates around both poles in the shape of an infinity loop; and,

3) Is unavoidable, indestructible, unstoppable – and leverage-able.

A Quick Story
Instructions
Focused specifically on this polarity of Public Safety AND Compassion:
– Fill out all four quadrants in your map
– Pay attention to content guidelines within the quadrants
– Put 2 to 3 items in each quadrant (put the same number of items in all four quadrants)
Action Steps
1. May be doing now or may be new
2. Have to be “Actionable”
3. High Leverage Action Step = Can apply to both up sides
4. Brainstorm as many ideas for each pole as you can!

POLARITY EXERCISE

QUESTION 3
What are the most important action steps that need to be taken?
Consider return on investment of time, resources and impact.
Which of the Action Step Ideas hold the most promise of helping your group/coalition to make progress toward your vision in the coming year? Five years?

GROUP TO GROUP “COACHING”
What do you think really works about their plans?
What concerns do you have that they ought to pay attention to going forward?

RE-GROUPING
What feedback do we want to integrate into our plans?
What are we okay with letting go?

ACTION PLANNING
What specific steps need to be taken to accomplish the goal?
Who should be responsible and what role should they take?
Whose support would be needed and what kind of support for each step (including financial support)?
What could get in the way and what plans could we put in place to avoid these things happening?
When would these steps need to be taken?

AZ Dept. of Corrections Reentry Summit
PARTICIPANTS

James Alston
Danita Applewhite
Kennedy Arnold
Amy Baron
Albert Barrera
Kathy Bashor
Josette Bergeron
Anselma Berumen
Melissa Boudreau
Mary Lou Brncik
Sharie Brock
Robin Bronson
Damien Browning
Brenda Buenrostro
Samuel Burba
Cammie Burke
Kevin Bushaw
Judi Butterworth
Erin Callinan
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Leslie Cooper
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Christopher Cunningham
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Toni Davis
Jared Dechantigny
Shilpika Devarachetty
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Heather Embry-Picard
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Carol Farabee
Merilee Fowler
Michael Franczak
David Franklin
JoAnne Galindo
Deb Gildersleeve
Wayne Giles
Kohl Glau
John Gluch
Daniel Gonzales
Steve Grams
Pete Guerrero
Angeles Guzman
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Deborah Hart
Danielle Haverkate
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Ashley Hennessy
Larry Henry
Annette Hernandez
Rae Hopf
Sandi Hoppough
Gloriana Hunter
Kerry Hyatt
Lauren Hyre
Nick Izzi
Tara Jackson
Robert Jacobs
Vern Johnson
Steve Julian
Susan Junck
Amanda Kemph
Michael Kennedy
Kimberley Koenig
Paula Krasselt
Kay Krixek
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