

Maricopa County/NIC-CJI EBP Grant Project Plan

Maricopa County Evidence Based Principles Goals and Objectives						
Goal/Committee	Objectives	Time	%	Team Responsible	Benchmarks	Task/ Status
Organizational Development						
• 1. Assess Organizational Climate						
Conduct Organizational Assessments to identify and understand strengths, weaknesses and cultural beliefs.	<ul style="list-style-type: none"> • Select & administer assessment tools. • Analyze and adjust EBP project plan based upon assessment results. • Report the findings of surveys to all levels of staff and seek input for improvements. • Assess effectiveness of EBP organizational changes. 	<ul style="list-style-type: none"> • 12 months for initial round of assessments • Results sharing are ongoing • Follow up assessments through Jan 2010 	50%	Jen Ferguson EBP Steering Com. Crime & Justice Institute	<ul style="list-style-type: none"> • The assessments are completed. • The analysis is completed and results are documented. • A plan is constructed for sharing the results with staff. • A communication plan for sharing the results is developed with Mid-Mgr Committee input. • A Schedule is established for reassessments. • Reassessments are completed. • Analyze the re-assessment results 	<ul style="list-style-type: none"> • Communicate Assessment results <ul style="list-style-type: none"> A. EBPSC presented to Mid-mangers B. EBPSC present to remaining sups C. Train supervisors on presentation D. Ensure Feedback loop • Chief & Deputy Chief review of EBP evaluation plan <p>Organization reassessments will be conducted in September 2009</p> <p>Reassessment results expected from CJI in Jan/Feb 2010 assessing change in staff EBP knowledge and evaluation of outcome data.</p>

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• 2. Build capacity in the first-line supervisors						
Increase EBP capacity in first-line supervisors at every level of the department.	<ul style="list-style-type: none"> Inform first-line supervisors on surveys, 360's and org. assessments. Increase supervisor knowledge of data-driven decision-making. Create a representative body of front line supervisors to decide operational EBP implementation issues. Increase supervisor participation and unit participation in achieving department strategic goals. 	Through duration of grant	50%	Mid-Mgr Co-Chairs QA Supervisors Shari Andersen-Head Jen Ferguson Alison Cook CJI—Judy Sachwald	<ul style="list-style-type: none"> The organization assessments are completed. Manager Forums are focused on strategic goal attainment (MFR Goal A). A representative body of supervisors is created and organized around EBP. EBP Project plan is shared with employees. CJI met with supervisors on 360 results. Supervisors use monthly performance reports (MFR A) with officers. The Mid Mgrs committee acts as a tactical decision-making body. Develop a model of ideal EBP supervisor. 	<ul style="list-style-type: none"> Publish minutes of mid-managers committees. Publish sub-committee project plans. June Mgr Forum to assist supervisors with changing organization. CJI / QA focus groups to conduct "Ideal EBP Unit" workshops August CJI Mgr Forum to conduct Fishbowl (sharing MFR A reports)
• 2A. Performance Appraisal						
Align Evidenced Based Practices with performance evaluations for line and supervisor officer positions.	<ul style="list-style-type: none"> Create objective, standardized and EBP based performance reviews. Use organization assessments, surveys, focus teams and committees to identify officer and supervisor 	Through duration of grant	50%	Michael Cimino Mark Hendershot Jen Ferguson Mary Anne Boyden Ted Milham Mary Stuart-Bronski Shari Andersen-Head	<ul style="list-style-type: none"> Line officer performance evaluation rewritten to include EBP & MFR measures. Officer supervisor performance evaluations are implemented Additional EBP & MFR performance measures are included for supervisors and managers. Review & assess 12-month data for adjustments. 	<ul style="list-style-type: none"> Field officer enhanced appraisal rolled Sept 2007 One study conducted on distribution of scores. Positive results New programming priorities established by EBPC <ul style="list-style-type: none"> Non-field officer basic manuals Add managerial rating dimensions ala Court HR system PO IV basic manuals

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	<ul style="list-style-type: none"> competencies. Base measurements on strategic goals and objectives. 					<ul style="list-style-type: none"> Field PO enhanced tweak Clarified that all performance appraisals in APD will be completed using the Court HR electronic application (basic or enhanced)
<ul style="list-style-type: none"> 3. Hiring and Promotional Practices 						
Revisit hiring and promotional practices to align with EBP.	<ul style="list-style-type: none"> Use EBP in the hiring and supervisor assessment center. Reevaluate core competencies used for selection of new officers, supervisors & division directors. Involve supervisors, managers and partners using results from assessments and surveys to select the most relevant correctional core competencies and increase buy-in. Review initial employment & promotional 	Through duration of grant	33%	EBP Sub-committee "Design Team" Mark Hendershot Penny Stinson Pam Morrow Colleen Dorame Donna Vittori Court HR Mgr. Psychologist CJI—CPS— Champnoise Masternak	<ul style="list-style-type: none"> Sub-committees of supervisors, managers and partners participation to identify and selected core competencies. Identified EBP related business practices are reflected in new hire and supervisor promotional scenarios. Revised competencies are used in job descriptions and advertisements. New hire selection interviews move from 'structured interview' to 'behavioral-based interview' structure. Supervisor selection is based on new competencies and 'behavioral-based interview' structure. Division Director selections are based on new competencies, 'behavioral-based interview' structure and EBP business practices exercises. 	<ul style="list-style-type: none"> Use EBP related Activities in Basket Exercises. Add EBP scenarios to B-Pad? Review and decision needed as to whether to continue using B-Pad in lieu of BBI, role-plays, etc. Add Division Director to competency development Train interviewers on BBI (supervisors & directors) Competency and key element definitions in rewrite adding EBP language and concepts.

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	structured interview format					
<ul style="list-style-type: none"> 4. Communication 						
<p>Improve the department's vertical and horizontal communication and improve communication with employees; court, County and justice departments to increase effectiveness, strengthen public safety and build trust.</p>	<ul style="list-style-type: none"> Assess communication within the organization. Develop a communication plan which results in methods to address gaps with multi-level delivery methods. 	Through duration of grant	33%	EBP steering committee Mid Mgr Co-Chairs QA Supervisors MFR coordinator	<ul style="list-style-type: none"> Organization assessments are completed, analyzed and placed into a presentation. Ask from CJI what other departments have developed to address a communication plan. The Mid-Mgr committee reviews and recommends a communication plan. EBP Steering committee develops a plan to improve vertical and horizontal communication throughout the agency. A process for organization communication re-assessment is in place. <i>(Related to #1, Assess Org Climate benchmark 'establish schedule for organizational reassessments')</i> 	<ul style="list-style-type: none"> Use of Intranet and Internet to post EBP plans and information. Chronicle EBP 'tips' emails to all staff Manager Forums Web based video presentations Unit and Division mtg presentations Assign Mid Mgrs to develop communication plan recommendations. Each committee should have a communication plan to convey the outputs. Remind ourselves to ask the questions: <ul style="list-style-type: none"> How do I ensure feedback from all levels of the agency? How do we share the results of this committee?

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Implementation						
• 1. Improve EBP Quality						
Improve the quality of EBP interventions throughout the department.	<ul style="list-style-type: none"> • Review the Quality Assurance Strategic Plan. <ul style="list-style-type: none"> • Assessments • Case plans • Communication • Graduated responses • Develop committees to implement the quality assurance plan. • Train supervisors and line staff in EBP interventions. 	This committee planned the structures of subcommittees 2A and 2B during the first two quarters of grant	85%	Mary Walensa Mark Hendershot Robert Cherkos QA Supervisors Jen Ferguson MFR Coordinator MMC	<ul style="list-style-type: none"> • Assessment, case plan and skill building, communication training is delivered on the field supervisor level. • The FROST curricula are studied revamped and staff retrained. • Field assessment validation scores improve. • Case Plan curricula is updated and delivered to supervisors. • Created the mid manager and curricula committees. • Assessment, case plan and skill building communication training are delivered on the field officer level. 	<ul style="list-style-type: none"> • This committee concluded by subdividing the objective into tow sub committees, curriculum and mid-manager (1a, 1b)
• 1A. Improve EBP Quality/Curriculums						
Reflect evidence-based concepts in applicable training and address training gaps identified in organizational assessments and surveys.	<ul style="list-style-type: none"> • Target training gaps identified by organizational assessments. • Develop a comprehensive training plan as recommended by CJI. • Align curriculums with evidence-based practices, strategic goals, employee input and MFR results. 	Through duration of grant	75%	Jen Ferguson Colleen Dorame Donna Vittori QA Supervisors Shari Andersen-Head Mid Mgr Co-Chairs Mark Hendershot	<ul style="list-style-type: none"> • Curriculums i.e. (assessments, case planning and communication skill building) are assessed for consistency of language, purpose and continuity from new hire to supervisor/mgt training. • Curriculums are developed by staff development for assessments, communication and case plans. • Managing for results (MFR), strategic goals are consistently and uniformly referenced in curricula. • A comprehensive training plan to address assessed needs for implementation of EBP is developed and approved by the EBPS. 	<ul style="list-style-type: none"> • Should the EBPS approve these curriculums? No • Mary, Mark, Donna, Holly & Ted are building the comprehensive training plan (in draft by Donna) • AOC has approved the MCAPD EBP/ FROST & Case Plan training. • Development of EBP management curriculum (Connecting the Dots)

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• 1B. Improve EBP Quality/Mid-Manager Committee						
<p>Improve evidence-based practices implementation by forming a representative body of mid-managers (including support functions) to provide input to the EBP Steering Committee and make implementation decisions.</p>	<ul style="list-style-type: none"> • Drive tactical decision-making through committee work to provide uniform implementation. • Provide quality assurance on strategic goal attainment. • Assist Staff Development to ensure curricula supports EBP implementation. • Develop measures to determine success of implementation strategies and interventions. (Fidelity) 	<p>Through duration of grant</p>	<p>50%</p>	<p>Mid Mgr Co-Chairs DD mentors QA Supervisors Shari Andersen-Head Alison Cook</p>	<ul style="list-style-type: none"> • A Mid Mgr Mgr Committee is formed • MMC are recommending tactical implementation decisions to EBPSG. • Increased use of management reports by unit supervisors • The MMC committees work in conjunction with Staff Development to build curriculums. • MMC project plans and reports include measurements to ensure fidelity of implementation. • Supervisors demonstrate a working knowledge of EBP. 	<ul style="list-style-type: none"> • Represent the needs and input of supervisors to the EBPSG
• 3. Graduated Response (Intervention Guidelines) Committee						

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<p>Review policies, procedures & documents to create processes with measured, positive and incremental approaches for officers to address probationer behaviors.</p>	<ul style="list-style-type: none"> • Construct a range of corrective & supportive responses as guidelines for officers to address probationer behaviors • Edit existing documentation and forms to remove threatening language and ensure wording presents a positive attitude to improve relationship building. • Ensure Graduated Responses support Case Plans • Redraft policy and guidelines 	<p>On going</p>	<p>75%</p>	<p>Tom OConnell QA Supervisors Mid Mgr Committee Jodi Mertens Tom Weiss CJI Judy Sachwald</p>	<ul style="list-style-type: none"> • Committee redraft report forms, directives, letters, report forms, case plan acknowledgement, and redraft using supportive language. • New documents are first piloted and then implemented in all field offices. • A range of graduated responses is developed based on criminogenic need and typologies. • Development of graduated responses is designed to address case plan strategies. • Graduated Response Policy draft is reviewed and discussed. • GR policy is adopted by Exec Mgt Team. 	<ul style="list-style-type: none"> • Probationer agreements, letters and forms are revised • Work from the Technical Violations Study and Absconder Study is incorporated into development of graduated responses • EMT suggests graduated responses be divided into positive and corrective responses and denote an incremental approach. • Supervision practices provide officers with positive ways to deal with offender behaviors. • Probation documents and forms present a positive theme and encourage cooperation. • Case plans reflect a focus on criminogenic factors. • Carey guides are provided to staff to offer positive alternatives and insights to case planning. • Graduated Response Policy is in 2nd draft with the EMT (review July 14th). • Numerous policies have been created, amended and implemented using EBP language & concepts. • The Graduated Response committee held responsibility for the implementation of earned-Time credit legislation enacted under ARS 13-924 which provides incentive to probationers who cooperate with case plans and court orders.

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Collaboration						
• 1. Engage and educate stakeholders						
Develop better communication with the bench and justice partners to improve understanding of EBP principles.	<ul style="list-style-type: none"> • Conduct an informal survey of judiciary and other stakeholders • Use the results to inform outreach plan. 	On going	75%	Barbara Broderick Jen Ferguson Alison Cook CJI-Meghan Howe	<ul style="list-style-type: none"> • Initial training with the bench on EBP (Mark Carey) is conducted. • Conduct ongoing new judicial officer training on EBP • Meeting with County Attorneys Officer to solicit support for moving low risk offenders to Unsupervised Probation. • Coordinate with State Evidence based sentencing project. • Incorporate communication measures in bench and partners satisfaction surveys. • Develop a curriculum for training judicial officers on the new PSI EBP format. 	<ul style="list-style-type: none"> • Develop a curriculum for training judicial officers on the new PSI EBP format. • Participation with DOC and the Governors Office in 85041/Legacy project. • Positive progress in work with: USMS, DEA, ICE, East Valley police • Participation in NIC-Arizona EBP project. • Participation in AZ statewide effort to instill EBP into PSR formats and EBP conditions. • Partnership grants application with MCSO on release planning.
• 2. Engage natural communities						
Develop better communication with the neighborhoods and community organizations to improve understanding of the departments goals and of EBP principles.	<ul style="list-style-type: none"> • Construct an inventory of community partnerships • Survey community partners on EBP knowledge • Develop an outreach plan • Train division directors to present. 	On going	25%	Central Field Director CJI-Meghan Howe	<ul style="list-style-type: none"> • Initial training with the bench, PD, County attorney and treatment providers on EBP is conducted. • 85041 Project 	<ul style="list-style-type: none"> • Work with RBHA (Magellan) with SMI, substance abuse treatment, transferred youth, etc. • Participation on community based org dealing with transition issues and half-way house issues. • Participation with CASS on sex offender, education and homeless population issues. • Work with ASU on numerous grants including CJ DATS, NIDA GO grant; et al

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• 3. Assess the quality of treatment services						
Assess the quality of treatment services delivered to probationers to ensure those services are in alignment with EBP.	<ul style="list-style-type: none"> • Select an assessment tool to assess treatment providers • Train an internal team on how to conduct an assessment. • Conduct an assessment • Evaluate current CBT programming 	July 08	25%	Jen Ferguson Paula Krasselt Alison Cook Julie George Klein CJI- Jenn Cobia	<ul style="list-style-type: none"> • The CPAI is selected as the treatment evaluation tool • The CPAI is used to evaluate an internal program • The CPAI is evaluated as a tool for effectiveness 	<ul style="list-style-type: none"> • The CPAI is a thorough tool but too comprehensive to be used to evaluate all treatment contractors and programming. • Should we look at conducting a Quality Audit rather than a CPAI? • Should COA assess contracted treatment providers?
• 4. Use existing partnerships to enhance EBP implementation						
Use existing partnerships to enhance EBP implementation. (Focus on County departments, McJustice, etc.)	<ul style="list-style-type: none"> • TBD 	On going		Barbara Broderick CJI-Elyse Clawson	<ul style="list-style-type: none"> • Open for discussion 	<ul style="list-style-type: none"> • Positive progress in work with: USMS, DEA, ICE, East Valley police • Governors Office Access to Recovery (ATR) grant. • Community Bridges and Magellan grant to address methamphetamine abuse. • Continue to build partnerships as budget constraints allow.

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Resources						
• 1. Balance work and time management						
Assess the workload and tasks of line staff to increase EBP practices and eliminate unproductive tasks and practices.	<ul style="list-style-type: none"> • TBD by Mid Mgrs 	On going		Mid Mgr Co-Chairs	<ul style="list-style-type: none"> • Workload recommendations are presented and have been discussed. 	<ul style="list-style-type: none"> • Work is underway with the MMC 'specific' subcommittee to identify workload issues for presentation to the EBPS (Aug EBPS?).
• 2. Expand technological capacity to keep pace with EBP implementation						
Align EBP practices with business applications to increase efficiencies	<ul style="list-style-type: none"> • Review all work plan components to consider the need for adjustments in APETS, iCIS, APD On-Line, macros, et al. • Work with system administrators to implement data exchanges and new programming. 	On going		Subcommittee chairs APD business analysts Mary Stuart-Bronski	<ul style="list-style-type: none"> • Macros reflect changes made in EBP language in Court forms, probationer contracts, letters to employers, victims & probationers. • Maricopa APETS business analysts work with AOC APETS teams to build upon EBP themes and practices in APETS. 	<ul style="list-style-type: none"> • Replace closed-ended questions in assessments. • Risk level v. Supervision level • Develop improved cut off scores • Develop MOST for validation and use as a screening tool • Link GR tables with case plan strategies and contacts • Update treatment tables and add dosages. • Specific performance appraisals