

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

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

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

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<ul style="list-style-type: none"> <li><b>4. Communication</b></li> </ul>						
<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"> <li>Assess communication within the organization.</li> <li>Develop a communication plan which results in methods to address gaps with multi-level delivery methods.</li> </ul>	Through duration of grant	33%	EBP steering committee  QA Supervisors  MFR coordinator  MMC	<ul style="list-style-type: none"> <li><del>Organization assessments are completed, analyzed and placed into a presentation.</del></li> <li>The Mid-Mgr committee reviews and recommends a communication plan.</li> <li>EBP Steering committee develops a plan to improve vertical and horizontal communication throughout the agency.</li> <li>A process for organization communication re-assessment is in place.</li> <li>Ask from CJI what other departments have developed to address a communication plan.</li> </ul>	<ul style="list-style-type: none"> <li>Use of Intranet and Internet to post EBP plans and information.</li> <li>Chronicle</li> <li>EBP 'tips' emails to all staff</li> <li>Manager Forums</li> <li>Web based video presentations</li> <li>Unit and Division mtg presentations</li> <li>Assign Mid Mgrs to develop communication plan recommendations.</li> <li>Each committee should have a communication plan to convey the outputs.</li> <li>Remind ourselves to ask the questions:                             <ul style="list-style-type: none"> <li>How do I ensure feedback from all levels of the agency?</li> <li>How do we share the results of this committee?</li> </ul> </li> </ul>

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

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<b>• 1B. Improve EBP Quality/Mid-Manager Committee</b>						
<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"> <li>• Drive tactical decision-making through committee work to provide uniform implementation.</li> <li>• Provide quality assurance on strategic goal attainment.</li> <li>• Assist Staff Development to ensure curricula supports EBP implementation.</li> <li>• Develop measures to determine success of implementation strategies and interventions. (Fidelity)</li> </ul>	<p>Through duration of grant</p>	<p>50%</p>	<p>MMC Co chairs</p> <p>DD mentors</p> <p>Staff: QA Supervisors Shari Anderson-Head Alison Cook</p>	<ul style="list-style-type: none"> <li>◦ <del>A Mid Mgr Committee is formed</del></li> <li>◦ <del>MMC are recommending tactical implementation decisions to EBpsc.</del></li> <li>◦ <del>Increased use of management reports by unit supervisors</del></li> <li>◦ <del>The MMC committees work in conjunction with Staff Development to build curricula.</del></li> <li>◦ MMC project plans and reports include measurements to ensure fidelity of implementation.</li> <li>◦ Supervisors demonstrate a working knowledge of EBP.</li> <li>◦</li> </ul>	<ul style="list-style-type: none"> <li>• Represent the needs and input of supervisors to the EBpsc</li> </ul>

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<b>• 3. Graduated Response (Intervention Guidelines) Committee</b>						
Review policies, procedures & documents to create processes with measured, positive and incremental approaches for officers to address probationer behaviors.	<ul style="list-style-type: none"> <li>• Construct a range of corrective &amp; supportive responses as guidelines for officers to address probationer behaviors</li> <li>• Edit existing documentation and forms to remove threatening language and ensure wording presents a positive attitude to improve relationship building.</li> <li>• Ensure Graduated Responses support Case Plans</li> <li>• Redraft policy and guidelines</li> </ul>	On going	75%	Tom OConnell QA Supervisors Mid Mgr Committee  Jodi Mertens Tom Weiss  CJI Judy Sachwald	<ul style="list-style-type: none"> <li>• <del>Committee redraft report forms, directives, letters, report forms, case plan acknowledgement, and redraft using supportive language.</del></li> <li>• <del>New documents are first piloted and then implemented in all field offices.</del></li> <li>• <del>A range of graduated responses is developed based on criminogenic need and typologies.</del></li> <li>• <del>Development of graduated responses is designed to address case plan strategies.</del></li> <li>• Graduated Response Policy 2<sup>nd</sup> draft is reviewed and discussed.</li> <li>• GR policy is adopted by Exec Mgt Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Probationer agreements, letters and forms are revised</li> <li>• Work from the Technical Violations Study and Absconder Study is incorporated into development of graduated responses</li> <li>• EMT suggests graduated responses be divided into positive and corrective responses and denote an incremental approach.</li> <li>• Supervision practices provide officers with positive ways to deal with offender behaviors.</li> <li>• Probation documents and forms present a positive theme and encourage cooperation.</li> <li>• Case plans reflect a focus on criminogenic factors.</li> <li>• Carey guides are provided to staff to offer positive alternatives and insights to case planning.</li> <li>• Graduated Response Policy is in 2nd draft with the EMT (review July 14<sup>th</sup>).</li> <li>• Numerous policies have been created/amended and implemented using EBP language &amp; concepts.</li> <li>• 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.</li> </ul>

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

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<b>3. Assess the quality of treatment services</b>						
Assess the quality of treatment services delivered to probationers to ensure those services are in alignment with EBP.	<ul style="list-style-type: none"> <li>• Select an assessment tool to assess treatment providers</li> <li>• Train an internal team on how to conduct an assessment.</li> <li>• Conduct an assessment</li> <li>• Evaluate current CBT programming</li> </ul>	July 08	25%	APD: Vicki Biro Jen Ferguson Paula Krasselt Alison Cook Julie George Klein  CJI: Jenn Cobia	<ul style="list-style-type: none"> <li>• <del>The CPAI is selected as the treatment evaluation tool</del></li> <li>• <del>The CPAI is used to evaluate an internal program</del></li> <li>• <del>The CPAI is evaluated as a tool for effectiveness</del></li> </ul>	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?
<b>4. Use existing partnerships to enhance EBP implementation</b>						
Use existing partnerships to enhance EBP implementation. (Focus on County departments, McJustice, etc.)	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	On going		APD: Barbara Broderick  CJI: Elyse Clawson	Open for discussion	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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<b>Resources</b>						
<b>1. Balance work and time management</b>						
Assess the workload and tasks of line staff to increase EBP practices and eliminate unproductive tasks and practices.	<ul style="list-style-type: none"> <li>TBD by Mid Mgrs</li> </ul>	On going		APD: Mid Managers	Workload recommendations are presented and have been discussed.	Work is underway with the MMC 'specific' subcommittee to identify workload issues for presentation to the EBPC (Aug EBPC?).
<b>2. Expand technological capacity to keep pace with EBP implementation</b>						
Align EBP practices with business applications to increase efficiencies	<ul style="list-style-type: none"> <li>Review all work plan components to consider the need for adjustments in APETS, iCIS, APD On-Line, macros, et al.</li> <li>Work with system administrators to implement data exchanges and new programming.</li> </ul>	On going		APD: Committee chairs; APD business analysts;	<ul style="list-style-type: none"> <li>Macros reflect changes made in EBP language in Court forms; probationer contracts; letters to employers, victims &amp; probationers.</li> <li>Maricopa APETS business analysts work with AOC APETS teams to build upon EBP themes and practices in APETS.</li> </ul>	<ul style="list-style-type: none"> <li>Replace closed-ended questions in assessments.</li> <li>Risk level v. Supervision level</li> <li>Develop improved cut off scores</li> <li>Develop MOST for validation and use as a screening tool</li> <li>Link GR tables with case plan strategies and contacts</li> <li>Update treatment tables and add dosages.</li> <li>Specific performance appraisals</li> </ul>