# MANAGING FOR RESULTS
# Five Year Strategic Plan

**Fiscal Years 2005-2010**

# Maricopa County
# Adult Probation Department



**Barbara Broderick**
Chief Probation Officer

# TABLE OF CONTENTS
## (Last Update – May 2, 2005)

**MANAGING FOR RESULTS**

**Maricopa County**
**Adult Probation Department**
**Five Year Strategic Plan**

Fiscal Years 2005-2010

## I.    INTRODUCTION

In 2000, Maricopa County Adult Probation, along with all other county departments, began development of its departmental strategic plan that integrated planning with budgeting and performance measurement.  These processes created powerful tools for making good business decisions, achieving department goals and establishing priorities.  One of the challenges in development of the plan was to align the mission and goals of the Adult Probation Department with those of county government and the Court's Strategic Agenda developed by the Arizona Supreme Court.  In July 2001, the department's first MFR Strategic Plan was implemented.  It contained five major goals that covered a three to five year period.

Major events in subsequent years had a profound effect on the outcomes of the plan.  Most notably was the budget crisis in January 2003 that threatened the loss of 125 positions and curtailment of many vital services.  The switch to the county for primary funding eventually resolved the budget crisis.  In addition, when Court Administration restructured, Pretrial Services became part of the Adult Probation Department at the start of fiscal year 2004.

From July through September 2004, the department reviewed its Vision, Mission and Issue Statements and updated its strategic goals.

### *VISION STATEMENT*

*An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims and offenders.*

### *MISSION STATEMENT*

*The Mission of the Maricopa County Adult Probation Department is to provide assistance and adult pretrial and probation services to neighborhoods, courts, offenders and victims so that they can experience enhanced safety and well-being.*

## II.   DEPARTMENT GOALS

## *Goal A -- Crime Reduction:*

*MCAPD will enhance public safety by:*
- *Reducing the number of probationers committed to the Department of Corrections to 20%*
- *Reducing the number of probationers convicted of a new felony offense to 10%*
- *Increase the rate of successful completions from probation to 65%*
- *Increase the rate of successful completions from Pretrial Supervision to 80%*
- *Increase by 10% the number of high-risk offenders who have a reduction in risk scores upon termination of probation*

**Previous Key Results:**

**DOC COMMITMENT RATE**

FY 2002: 28%
FY 2003: 24%
FY 2004: 30%
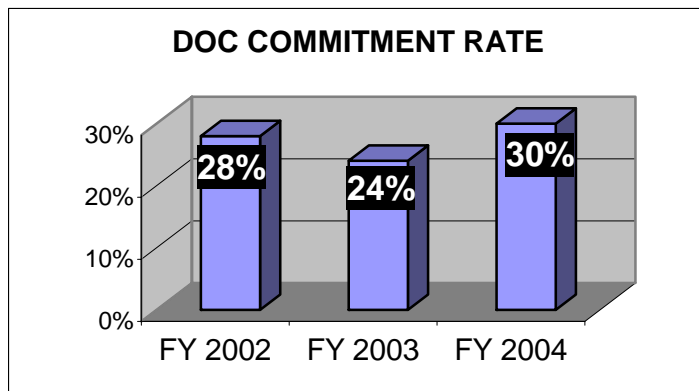
The commitment rate is based on a percentage of probationers terminated from supervision. Studies of technical violators committed to the Department of Corrections showed that 30% rejected probation in 2003 and 58% rejected probation in 2004.

**NEW FELONY CONVICTIONS**

FY 2002: 10.6%
FY 2003: 10.9%
FY 2004: 11.3%
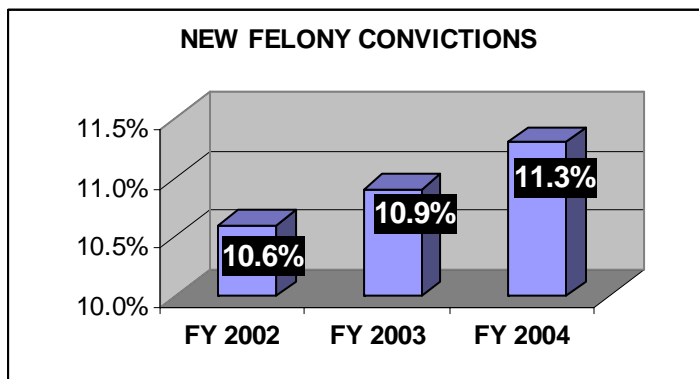
New felony rates are derived by the total number of new felony sentencings divided by the average daily active population of both Standard Supervision and Intensive Probation Supervision (IPS).

**Standard New Felony Rate**
**IPS New Felony Rate**

| | FY 2003 | FY 2004 |
|---|---|---|
| Standard New Felony Rate | 10.6 | 11.2 |
| IPS New Felony Rate | 16.9 | 14.1 |
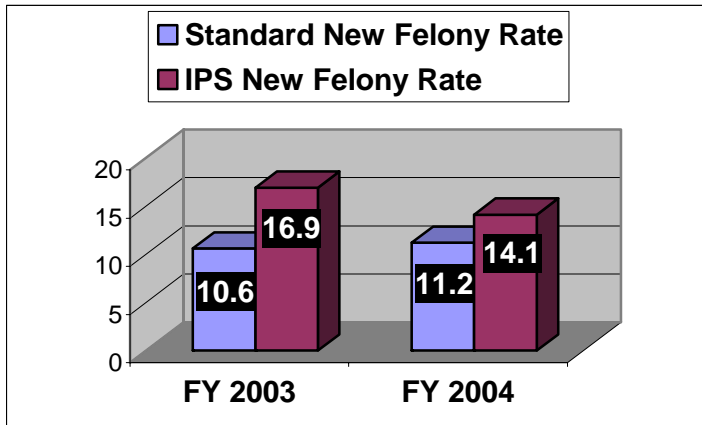
During FY 2003 and FY 2004, new felony convictions were tracked by standard and IPS populations. While standard showed a slight increase from the previous year, IPS showed a decrease of nearly 3 percentage points.

**SUCCESSFUL COMPLETION of PROBATION**

| FY 2002 | FY 2003 | FY 2004 |
|---|---|---|
| 61% | 58% | 61% |
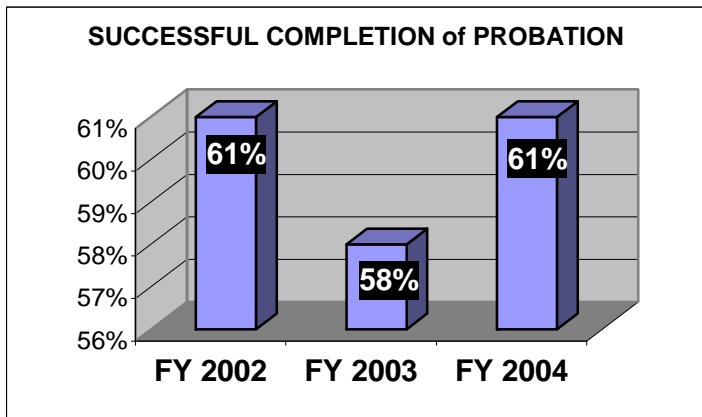
Successful completion rates had a noticeable dip in FY 2003, which corresponds to the loss of positions and reduction in services caused by the budget crisis.

**SUCCESSFUL COMPLETION OF PRETRIAL**

| FY 2002 | FY 2003 | FY 2004 |
|---|---|---|
| 61% | 68% | 78% |

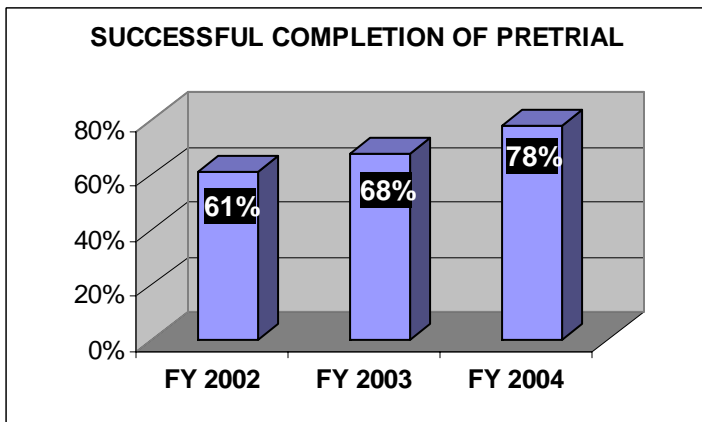Pretrial Services became part of the Adult Probation Department at the beginning of FY 2004. In the last three years, Pretrial Services increased its average daily population from 1,033 in FY 2002 to 1,800 in FY 2004. Reducing the number of defendants who "fail to show" following court is another key performance measure for Pretrial.

## Major Strategies:

Evidence-based Practices: In July of 2004, MCAPD began a collaboration with the National Institute of Corrections (NIC), and the Dallas County Probation Department to further incorporate evidence-based practices (EBP) into their organizational structures. Evidence-based practices works extremely well within the framework of MFR. EBP are those methods of offender management that have been scientifically proven to be effective in reducing recidivism

and offender risk. There are eight evidence-based principles for effective intervention that have been endorsed by NIC:

1. *Assess Offender Risk and Needs*
2. *Enhance Offender Motivation*
3. *Target Interventions*
4. *Address Cognitive-Behavioral Functioning*
5. *Provide Positive Reinforcement*
6. *Provide Ongoing Support*
7. *Measure Outcomes*
8. *Provide Quality Assurance*

Situational analysis revealed that as a department all eight principle areas are being done at varying degrees, but not in a systematic or coordinated effort. During planning sessions it was decided to concentrate on the first three principles during the initial stages of the strategic plan.

## Principle 1 -- *Assess Offender Risk And Needs*

MCAPD developed three offender screening tools:

- Offender Screening Tool (OST),
- Modified Offender Screening Tool (MOST), and
- Field Reassessment Offender Screening Tool (FROST)

The OST is used to determine risk to re-offend using nine factors such as substance abuse, criminal behavior, attitude, and relationships. It is also used to develop case plans and to determine level of supervision.

The MOST is a shortened version of the OST used for cases coming from Early Disposition Court and Regional Court Centers. It is also used to develop case plans and determine level of supervision.

The FROST is in the process of implementation (see attachment on page 23). It will be used by field officers to measure changes in risk, and for reassessment and modifications of case plans. Once in place, the department will be able to track if the case management strategies employed are successful in reducing offender risk.

The OST and MOST have been validated as accurate predictors of offender risk. The OST, MOST, and FROST have been adopted by AOC to be the standard screening instruments used statewide.

## Principle 2 -- *Enhance Offender Motivation*

In order to build upon an offender's readiness to change and become receptive to the idea of exploring new ways to control his or her life, new skills and approaches will be developed for case management. One such method is motivational interviewing which greatly enhances the

probationer's chances for success in treatment and while under supervision. Improvements have already been seen in Drug Court initial appearances since motivational interviewing was introduced. It is hoped that once Motivational Interviewing becomes integrated into case management, the number of probationers rejecting probation will decrease and more intermediate sanctions will be utilized rather than commitment to prison.

<div align="center">

**Principle 3 -- *Target Interventions*:**

</div>

The research shows that we should be targeting our higher risk populations. In developing supervision strategies and/or making a referral for treatment, it is critical that there is careful matching of the probationer's needs and learning style to the various treatment programs and service providers. It is important to ensure that the treatment providers we use employ evidence-based practices and curricula, and be certain that the probationer is receiving the proper level of supervision and treatment

# *Goal B -- Compensation/Retention*

*MCAPD will recruit, hire, compensate and retain a quality and diverse workforce as evidenced by:*
- *Employee resignations from MCAPD because of pay will be reduced to 30%.*

**Previous Key Results:**



RESIGNATION and PAY
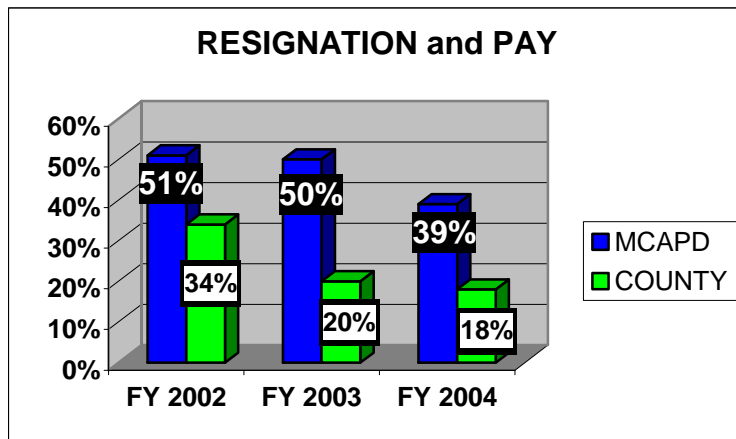
Data collected through exit interviews by county Research and Reporting shows there has been a drop in the rate of resignations with pay as a reason. However, the department's rate continues to be much higher than the county average.

On August 27, 2003, the Board of Supervisors approved the implementation of a market study salary increase for all badged staff and counselors. Probation Officers' starting salary was increased from $12.90 per hour to $17.17 per hour. Surveillance Officers' starting salary was increased from $11.26 per hour to $14.70 per hour. Counselor III's starting salary was increased from $14.70 per hour to $17.17 per hour. Since implementing the new salary structure the number of applicants for officer positions has nearly doubled. A market study for non-badged staff will be presented to the County for consideration shortly.

**Major Strategies:**

Hiring And Promotions: The current hiring and promotional practices will be evaluated and modified where needed to ensure they are designed to identify applicants who will promote EBP skills and performance.

Performance Evaluations: The methods and measures the department uses to evaluate staff performance will be evaluated and modified where needed to ensure they are tied to EBP and aligned with MFR.  Strategies for staff incentives will also be explored.

## Goal C -- Process Improvement

*MCAPD will improve case processing as evidenced by:*
- *Maintaining at least a 97% on-time rate for submitting Presentence reports to the Court without a continuance.  Increasing the rate of restitution collected to 80%.*
- *Increasing the rate of community work service completed to 50%.*
- *Increasing use of the Offender Screening Tool to 75% for newly sentenced probationers.*
- *Making use of the Field Reassessment Offender Screening Tool to develop case management plans at least 67% of the time.*

**Previous Key Results:**
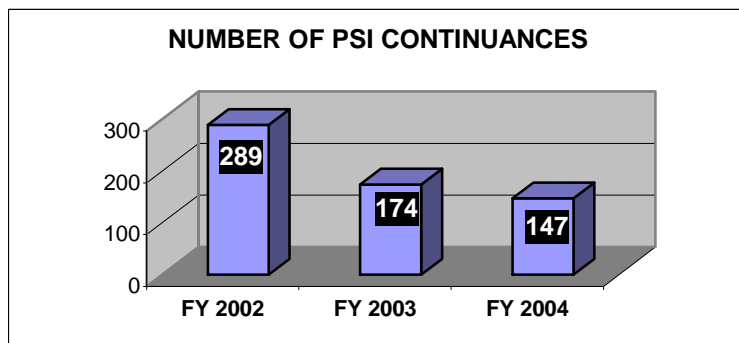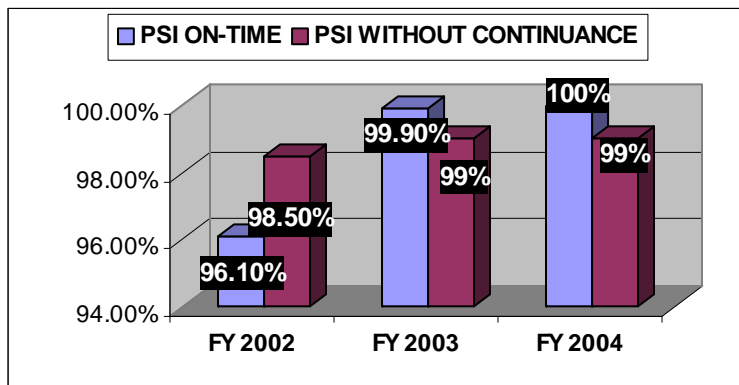




Presentence report on-time rate was the key performance measure during the first three years of the Managing for Results Strategic Plan.  Having achieved success in this area, the key performance measure has been changed to reports submitted without a continuance.

**Major Strategies:**

Organizational Restructuring: The department is in the process of revising its organizational structure to ensure there is continuity of services and quality assurance practices that will result in improved collection of restitution and completion of community work service.

Use of Offender Risk and Needs Assessments: Business rules for administering the OST have been changed to ensure there are a high enough percentage of probationers who are assessed with this instrument. This will greatly improve development of supervision strategies. In conjunction with the OST, plans to implement the FROST are being developed. Once in place, officers will be able to measure changes in offender risk and make adjustments to supervision strategies. This should also have a positive impact on restitution and community work service performance.

## *Goal D -- Customer Satisfaction*

*MCAPD will improve customer satisfaction as evidenced by the following measurable increase in customers who report satisfaction:*
- *60% or more of victims will be satisfied with services provided by MCAPD.*
- *67% of offenders will be satisfied with services provided by MCAPD.*
- *75% of criminal court judges will be satisfied with services provided by MCAPD.*
- *Staff satisfied with MCAPD will improve to an overall satisfaction score of 5.50 on the Employee Satisfaction Survey*
- *The percentage of community and criminal justice partners satisfied with MCAPD will be maintained at level of 90% or higher.*

**Previous Key Results:**



**Overall Victim Satisfaction**

| FY 2002 | FY 2003 | FY 2004 |
|---------|---------|---------|
| 49%     | 50%     | 61%     |
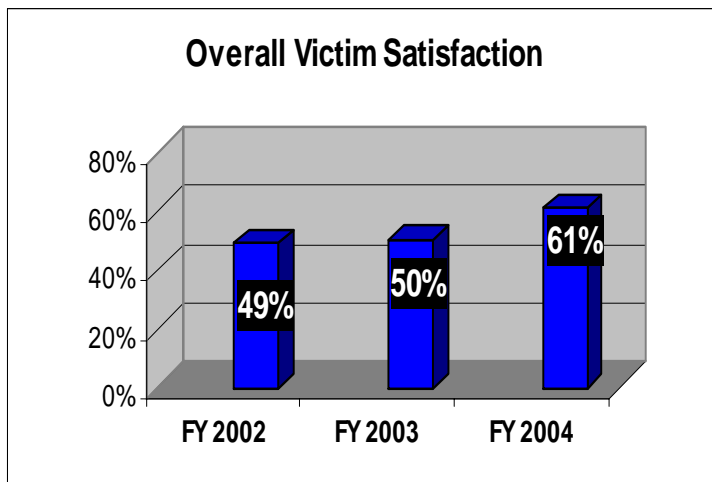
The FY 2004 Victim Satisfaction survey produced much higher results than expected. This may have been attributed to the department-wide victim sensitivity training conducted in FY 2003. The department's goal will be to improve upon, or sustain a level of 60% overall satisfaction.

**Major Strategies:**

Motivation, Ongoing Support, Positive Reinforcement: These are three of the eight evidence-based principles that the department has committed to over the next five years. Besides having an application for clientele, they are also applicable to the internal operations of the organization. Use of these principles should have a positive effect on employee satisfaction. The department will be participating in the county's employee satisfaction survey every two years to measure progress with this goal component.

Customer and Partner Satisfaction: MCAPD and the Maricopa County Internal Audit Department will be working with Arizona State University to develop and implement customer satisfaction surveys for our community and criminal justice partners, and offenders under supervision. The feedback from these surveys will be utilized to develop strategies for improvements to the services the agency provides.

## *Goal E -- Infrastructure*

*MCAPD will have the equipment, facilities, support services and technological interconnectivity with agencies to provide efficient and effective probation services, and promote staff safety as evidenced by: -*
- *A minimum mean score of 5 on a scale of 2 to 8 on employee surveys that rate staff's satisfaction level with equipment, facilities, support services and staff safety services.*
- *Attaining 100% of technology standards and replacement schedules recommended by the County Chief Information Officer.*

**Previous Key Results:**

Through the end of FY 2004, 474 officers completed defensive tactics and safety training. On the last two Employee Satisfaction Surveys, the department had a score of over 5 for infrastructure issues.

The department's goal for FY 2003 was to increase its IT interconnectivity with county, state, law enforcement and court agencies by 10%. Results were estimated to be approximately 200%! IT services received an "Innovations Award" from the Arizona Criminal Justice Commission for its web-based DNA databank interface. IT Services also helped to merge dispatch services with MCSO to improve officer safety and developed web-based case management reports for officers and supervisors. A sex offender address clustering application to help promote public safety was also developed.

**Major Strategies:**

Align with Court's Master Plan: Using the Maricopa County Superior Court Master Plan, the department has begun the process of gathering and analyzing data that will lead to recommendations for current and future facility needs.

Automation Efficiency: There are several functions within the agency that are labor intensive. Automating these functions where possible will save resources and provide more efficient services. Examples include: monitoring and tracking of Indirect Services cases (probationers residing outside the county), Records, and statistical reporting requirements, and electronic filing of Court documents such as Petitions to Revoke Probation, and Presentence and Probation Violation reports, and memos to the Court. In order to accomplish these goals, the department will work closely with the Court, Clerk's Office, and Office of Management and Budget to ensure that the necessary equipment will be made available according to the CIO's replacement schedules.

# III.  PROJECTED GROWTH

H.B. 2533 allowed for primary funding of Adult Probation to be switched from the state to the County as of July 2003. A goal of county government was to return the department to 2002 caseload capacities. With funding restored, the department was once again able to build up programs such as IPS that at one time had a daily population exceeding 1,700. The fiscal crisis resulted in a drop in this population to below 900 at the start of fiscal year 2004. By the end of the fiscal year the IPS population grew to over 1,300.

It has not yet been decided whether to extend this legislation which sunsets at the end of fiscal year 2005. It is anticipated that the department will endeavor to maintain staffing ratios reported to the Joint Legislative Budget Committee.

***Staffing ratios of active cases:*** (The legislatively mandated staffing ratios for probation supervision were suspended under H. B. 2533. The ratios listed below have been in place since July 1, 2003 and are reported to the Joint Legislative Budget Committee and County Board of Supervisors.)

Standard Supervision:
|  |  |
|---|---|
| General | 1:60 |
| Domestic Violence | 2:60 (PO/SO Team) |
| Seriously Mentally Ill | 1:40 |
| Transferred Youth | 1:40 |
| Sex Offender | 2:60 (PO/SO Team) |
| Interstate Compact | 1:60 |
| Report and Review | 2:260 (PO/Case Manager) |

Intensive Probation Supervision:    2:25 (PO/SO Team)

Pretrial Supervision: Before completion of a staffing study for Pretrial Services, the staffing ratios were 1:103 for General Supervision and 1:31 for Electronic Monitoring. Since the study the approved funded ratios are:
|  |  |
|---|---|
| General Pretrial Supervision | 1:75 |
| Electronic Monitoring | 1:25 |

**Five-Year Population Projections:**

**STANDARD PROBATION (GENERAL)**

| | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 |
|---|---|---|---|---|---|---|
| Caseload | 20062 | 20377 | 20691 | 21005 | 21320 | 21634 |
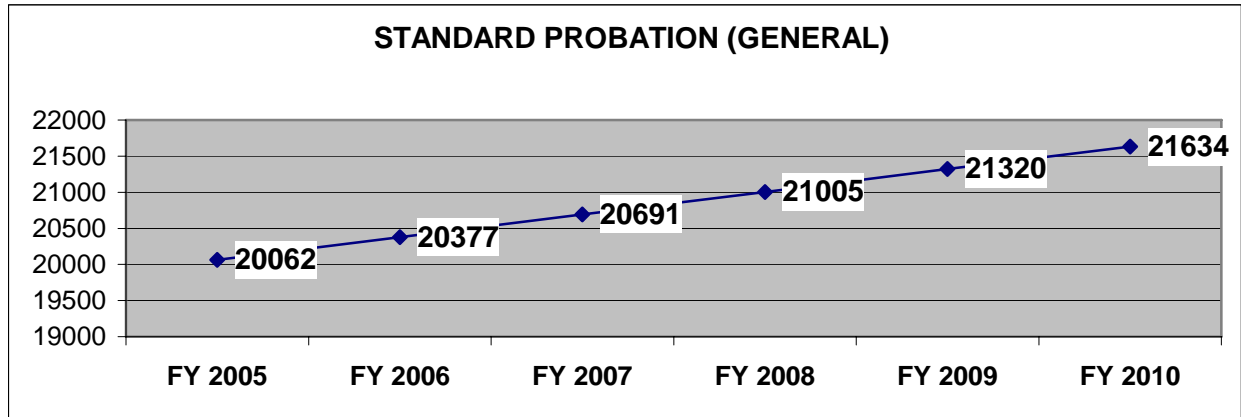
Projections are based on data reported in the Joint Legislative Budget Committee Reports. The Standard (General) caseloads do not include specialized caseloads which are reported separately.

**DOMESTIC VIOLENCE CASELOADS**

| | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 |
|---|---|---|---|---|---|---|
| Caseload | 652 | 681 | 711 | 741 | 770 | 800 |
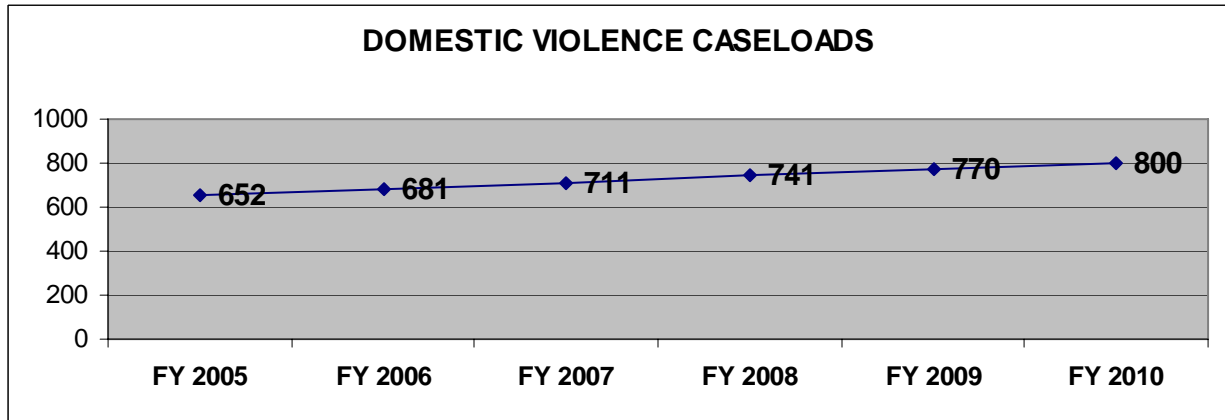
Domestic Violence caseloads include Superior Court and Limited Jurisdiction cases in the Domestic Violence Unit only. These projections are based on data from July 2003 - April 2004.

**SERIOUSLY MENTALLY ILL CASELOADS**

| | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 |
|---|---|---|---|---|---|---|
| Caseload | 535 | 554 | 574 | 593 | 612 | 631 |
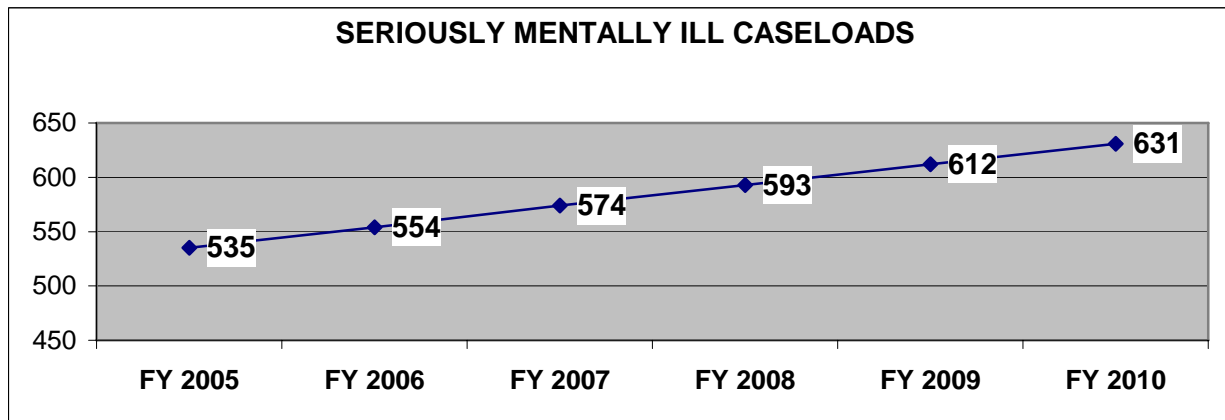
In order to reconcile the historical growth in the SMI unit with the slightly decreasing trend demonstrated during FY 2004, projections are based on data from FY 2003 and FY 2004. The SMI caseload population is also effected by availability of probation officers for this specialized

assignment. It is estimated that three additional SMI caseloads can be created from other standard caseloads as staff become available.

**TRANSFERRED YOUTH CASELOADS**

| | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 |
|---|---|---|---|---|---|---|
| | 148 | 153 | 157 | 161 | 165 | 170 |
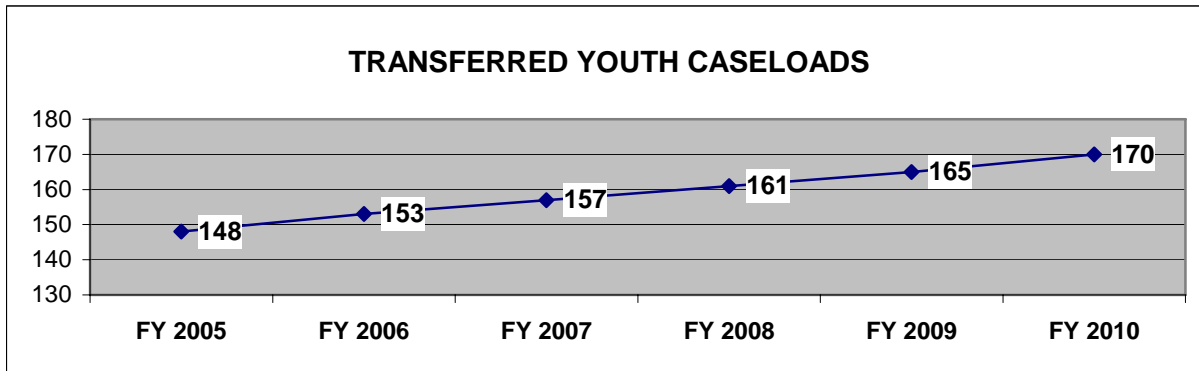
Transferred Youth caseload projections are based on data from July 2003 - May 2004. There are currently only four specialized Transferred Youth caseloads.

**Two-Year Population Projections:**

**SEX OFFENDER CASELOADS**

| | FY 2005 | FY 2006 |
|---|---|---|
| | 1300 | 1300 |
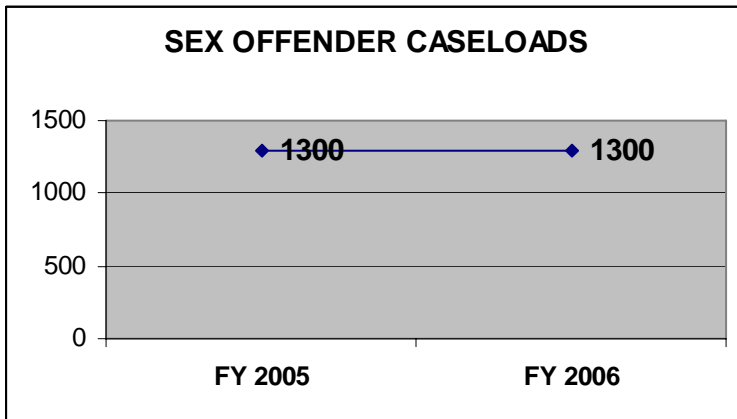
The sex offender population is considered to be stable at approximately 1,300 probationers. These projections are based on data from July 2003 - May 2004.

**INTERSTATE COMPACT**

| | FY 2005 | FY 2006 |
|---|---|---|
| | 625 | 625 |
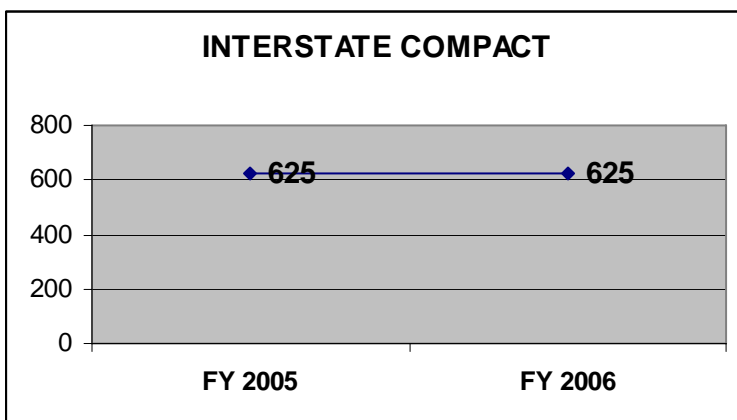
From 1999 - 2004, the ISC population has demonstrated marked variability as evidenced by periods of growth and decline. Accordingly, the average population level of 625 cases during the time frame from 1999-2004 is considered the best estimate for future levels.

**REPORT & REVIEW**

| FY 2005 | FY 2006 |
|---------|---------|
| 3160 | 4080 |
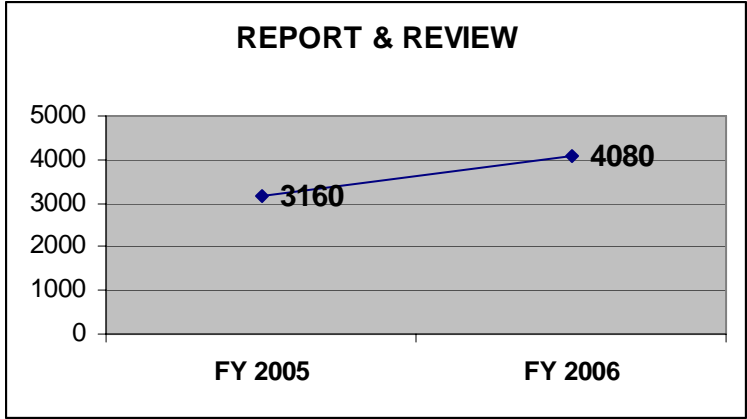
Report and Review is comprised of probationers newly sentenced or modified by the court to unsupervised probation. Probation officers and case administrators monitor case for compliance to conditions of probation. Projections are based on data from July 2003 - May 2004. Because this caseload was instituted only in January 2003 and initially had a very fast growth rate following its inception, growth beyond 2006 is difficult to predict.

**INTENSIVE PROBATION SUPERVISION**

| FY 2005 | FY 2006 |
|---------|---------|
| 1525 | 1700 |
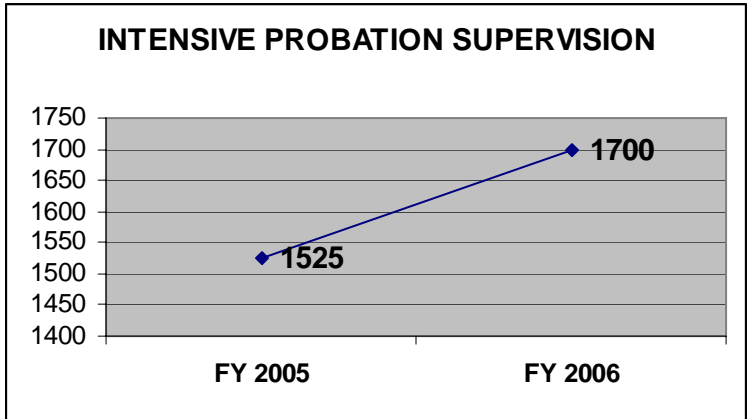
There has been a great deal of growth in the IPS population during FY 2004. Due to recent trends to bring capacity of IPS back to December 2002 levels, it is difficult to project into the future beyond FY 2006. It is anticipated that the population growth will begin to taper off as it approaches 1,700.

**Pretrial Supervision Projections:**

**PRETRIAL SUPERVISION**

| FY 2003 | FY 2004 | FY 2005 |
|---------|---------|---------|
| 1128 | 1800 | 2200 |
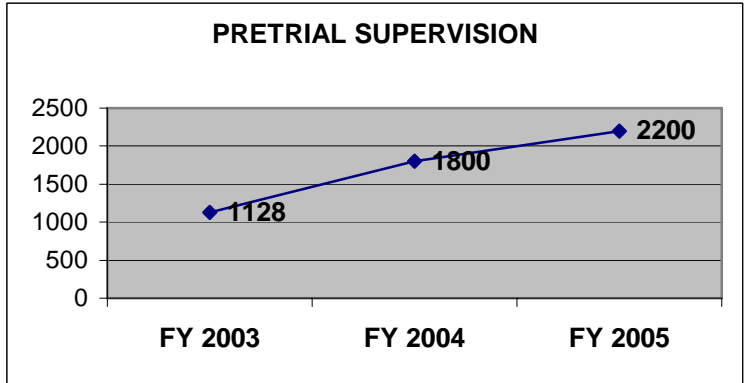
Pretrial Services increased its average daily population from 1,128 in FY 2003 to 1,800 in FY 2004. This population is subject to multiple variables and changes. It is therefore difficult to predict future growth beyond FY 2005 which is estimated to be 2,200.

**Pretrial Electronic Monitoring**

| Year | Value |
|------|-------|
| 2001 | 73 |
| 2002 | 79 |
| 2003 | 128 |
| 2004 | 162 |
| 2005 | 180 |
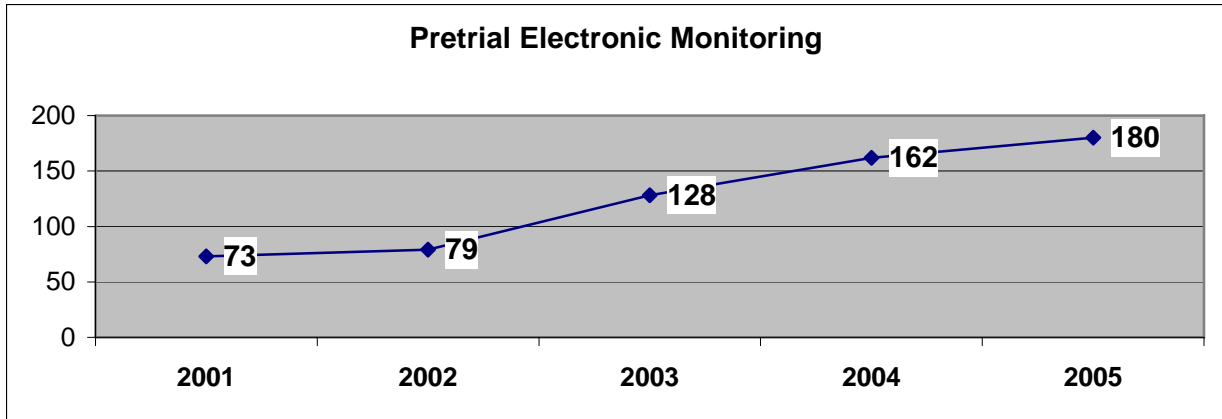
Electronic Monitoring (EM) supervision is comprised of Radio Frequency (RF) and Global Positioning Satellite (GPS) monitoring. There has been a significant increase in EM use since 1999. The largest spike occurred with the change in sex offender legislation in June of 2003 mandating that all defendants charged with a sex offense have EM as a release condition. The number of supervised cases since that time has doubled. As of 2004, growth appears to be static indicating projections should be based on arrest population growth (barring new legislation or new technology allowing for further enhanced supervision).

**Presentence Report Projections:**

**PRESENTENCE REP0RTS**

| Fiscal Year | Value |
|-------------|-------|
| FY 2005 | 20,236 |
| FY 2006 | 20895 |
| FY 2007 | 21553 |
| FY 2008 | 22211 |
| FY 2009 | 22869 |
| FY 2010 | 23528 |
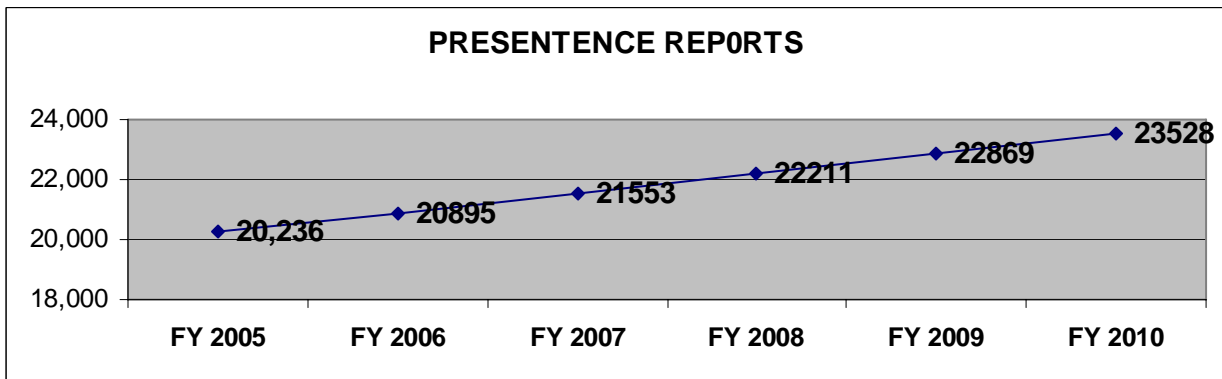
Projections include combination reports (Presentence and Probation Violation) and are based on historical data from FY 1998-2004.

# IV.  ATTACHMENTS

**\*PHOENIX-DALLAS EBP PLANNING ACTION PLAN** – updated September 29, 2004

| WHAT | HOW | WHO | BY WHEN |
|------|-----|-----|---------|
| 1) Write the products of this 2 day event and disseminate | Mis-alignments w/ Principles; Likert Org. Climate Scale; Destination(s); Joint & Separate Activities List This Action Plan | Steve (Dallas)<br><br>Mary (Maricopa) | 7/29<br><br>✓   7/22 |
| 2) Follow-up discussion of project plans | Conference Call | Barbara, Ron, Zack, Melissa, Dot, Faye, Robert, Brad | TBD |
| 3) Dallas Review Mission Statement:<br> - Orientate/debrief upper management staff not present<br> - Orientate all staff to EBP<br> - Redesign Mission Statement | | Ron | August 8<br><br>August 31 |
| 4) Maricopa EBP Orientation for Executive Team | | Barbara Mary Robert | ✓   July 22 |
| 5) Train Presentence Managers in preparation of Managers Forum | Presentation of 8 principles to managers | Barbara Zach Mary Anne Robert | ✓   August 19 |
| 6) Train members of the Executive who did not go to Huntsville | Overview of: EBP, Dallas County Probation, Items from the NIC retreat, Action Plans | Barbara | ✓   August 20 |
| 7) Joint OST exchange | Ron talks to vendor | Carol/Mike | August 15? |
| 8) Dallas Holds 3 week EBP/CBT/MI emersion training | | Melissa/ Zack | Sept. 13 |
| 9) Maricopa Managers Forum Focusing on EBP | Brad presents at Managers Forum | Mary Anne | ✓   Nov. 18 |
| 10) Strategic Planning follow-up | Use questionnaire from retreat that identifies greatest distance of where we are and where we want to be with EBP to develop Issue Statements, objectives, performance measures, etc. | Robert, Cathy | ✓   Sept. 2, review<br>✓   Sept 13, draft Issue Statements<br>✓   Sept 29, approve Issue Statements |
| 11) Organization restructuring to support EBP | Executive Team, in-house facilitation (Robert, Cathy) | Barbara | ✓   Sept 7, evaluate current structure<br>✓   Sept 29, draft new structure<br>✓   January 2005 implement new structure |
| 12) Develop Five Year Strategic Plan aligned with EBP and MFR | Results from planning sessions used to develop draft | Robert | ✓   October 1, draft submitted<br>✓   Dec. 31 plan adopted |

\*first 3-6 months

# EBP IMPLEMENTATION ISSUE STATEMENTS

| WEAKNESSES CATEGORIES | ISSUE STATEMENTS |
|---|---|
| Data Collection and Feedback System Is Not Very Aligned to EBP Activities | **1. There is a lack of consistency in the administration and application of assessment tools, which inhibits good case planning and data collection.**<br><br>**2. There is a lack of organizational understanding regarding collection and analysis of data that correlates to agency results.** |
| An Informal Organization Resists the Formal One | **3. Some key internal and external groups do not understand and/or support MCAPD goals, which is an obstacle to achievement of those goals.** |
| Hiring and Promotion Decisions Are Not Based on EBP-Related Skills and Performance. | **4. The current hiring and promotional practices were not designed to identify applicants who will promote EBP skills and performance.** |
| Performance Measures for Staff Are Not Tied to EBP Results | **5. Performance measures and incentives for staff are not tied to EBP and inhibit achieving Department goals.** |
| Dominant Direction of Information Flow | **6. Poor communication and listening skills at all levels of the organization have caused dissonance, confusion, and misunderstanding that interfere with goal achievement.** |

**UPDATED KEY PERFORMANCE MEASURES**

**FY 2005 Results**

**DOC COMMITMENT RATE**

| FY 2003 | FY 2004 | FY 2005 |
|---------|---------|---------|
| 24% | 30% | 25% |

**NEW FELONY CONVICTION RATES**

| FY99 | | FY01 | | FY03 | | FY05 |
|------|------|------|------|------|------|------|
| 8.3% | 7.6% | 10.2% | 10.6% | 10.9% | 11.3% | 10.7% |

**SUCCESSFUL COMPLETION OF PRETRIAL**

| FY03 | FY04 | FY05 |
|------|------|------|
| 68% | 78% | 79% |

**SUCCESSFUL COMPLETION of PROBATION**

| FY03 | FY04 | FY05 |
|------|------|------|
| 58% | 61% | 65% |

**RESIGNATION and PAY**

| | FY03 | FY04 | FY05 |
|---|------|------|------|
| MCAPD | 50% | 39% | 34% |
| COUNTY | 20% | 18% | 32% |

**Overall Victim Satisfaction**

| FY03 | FY04 | FY05 |
|------|------|------|
| 50% | 61% | 65% |

**PSI ON-TIME** / **PSI WITHOUT CONTINUANCE**

| | FY03 | FY04 | FY05 |
|---|------|------|------|
| PSI ON-TIME | 99.9% | 100% | 100% |
| PSI WITHOUT CONTINUANCE | 99% | 99% | 98% |

18

## Restructuring notes from 09/29/04

Barbara presented the most recent version of the organizational restructure (see next page).  She stated that she was comfortable with this version and ready to move forward.  Barbara shared her belief that this organizational change is needed in order to achieve EBP and listed ways she believes the restructure will enhance the organization's ability to achieve desired results.

Executive Team members added their thoughts regarding advantages and opportunities for achieving EBP provided by the restructure.

## Advantages/Opportunities

- Target interventions (better coordination & responsivity)
- Public support of APD
- Attain more resources
- Ownership/Accountability/Quality assurance
- Equalize workloads (among Deputy Chiefs)
- Align functions with Deputy Chiefs
- Improved efficiencies – processes (e.g. automation of Records & Indirect Services)
- Different/divergent perspectives
- IPS to standard transition --new opportunity to develop methods to reduce revocation
- Forced to clarify goals, objectives, expectations
- Develop/review performance measures
- Strategic discussions
- Assess what community needs/gap analysis
- Less "red dots"  -- Concentrate on better assessment & assign correct levels of supervision
- Revisit contact standards
- Review options for Prop 200 cases (process)
- Better use of resources (e.g. restructure caseloads)
- Geographic boundaries determined by location of high-risk cases

In discussions regarding the reorganization, it was clarified that each Regional Division would have one Specialization, although not necessarily the one currently displayed on the Organizational Chart, and that each Regional Division would have the IPS and Interstate Compact cases for their region.

♦ **DECISION:**
Executive Team members agreed to the revised organizational structure.  It was recommended that it be reviewed in a year.

♦ **TASKS:**
Mary and the Field Directors will work on developing boundaries for the new field regions.

# Administration

# Community Supervision

```
                    ┌─────────────────────────┐
                    │      Deputy Chief        │
                    │  Community Supervision   │
                    └─────────────────────────┘
```

| Central Division Director | Northern Division Director | Western Division Director | Southern Division Director | Eastern Division Director | Fugitive, Apprehension & Revocation Division Director |
|---|---|---|---|---|---|

- Central Division Director:
  - Domestic Violence
  - Garfield

- Northern Division Director:
  - Serious Mentally Ill
  - Collections

- Southern Division Director:
  - Sex Offender

- Eastern Division Director:
  - Community Work Service

- Fugitive, Apprehension & Revocation Division Director:
  - Dispatch
  - Warrants
  - Court Liaison

- Intensive Probation

- Interstate Compact

**TEMPORARY ASSIGNMENTS**
(effective January 18, 2005)
Central: Interstate Compact
Northern: Court Liaison
Southern: Warrants, CMU
Eastern: Dispatch, Report & Review

21

# Assessment and Programs

```
                        ┌─────────────────────┐
                        │   Deputy Chief      │
                        │   Assessment and    │
                        │   Programs          │
                        └─────────────────────┘
          ┌──────────────────────┼──────────────────────┐
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ Pretrial and     │  │ Presentence      │  │ Programs         │
│ Custodial Mgt.   │  │ Director         │  │ Director         │
│ Director         │  │                  │  │                  │
└──────────────────┘  └──────────────────┘  └──────────────────┘
```

| Pretrial Services | Presentence Investigations | Drug Court |
| CMU | ARC | DUI Court |
| Work Furlough | Field Assignments | DTEF |
| | | Adult Education Centers |

22

**MARICOPA COUNTY ADULT PROBATION**
**Barbara Broderick, Chief Probation Officer**
**1161**

## *Administrative Services*
Deputy Chief Michael Goss
506-3263  West Court Bldg  117

Budget and Procurement
Linda Ettari  15
506-3697  West Court Bldg

Planning and Research
Robert Cherkos  9
506-5767  West Court Bldg

Information Systems
Mark Hendershot  8
506-0320  West Court Bldg

Staff Development
Colleen Dorame  13
506-6445  West Court Bldg

Compliance & Monitoring & Records
Margaret Callaway  68
619-1695  Black Canyon & Indian School, Phx

Professional Conduct
Robert Wilmarth  2
506-3697  West Court Bldg

## *Community Supervision*
Deputy Chief Mary Walensa
506-3697  West Court Bldg  739

West Field
Pamela Morrow  115
372-4751  Western Regional/Glendale

East Field & Community Restitution
Julie Begona  143
372-5552  PSC Centennial/ Mesa

North Field & SMI / Collections
Thomas OConnell  117
506-1086  North Phx, Shea & 32nd St

South Field & Sex Offenders
Therese Wagner  117
372-5592  Durango Complex, Phx

Central Field & Domestic Violence
Suzanne Bauer  143
372-2433  Black Canyon & Indian School, Phx

Fugitive Apprehension & Revocation
Manuel Gomez  67
602-619-2483  Durango Complex, Phx

## *Assessment & Development*
Deputy Chief Zach Dal Pra
506-6454  West Court Bldg  303

Presentence Investigations
Mary Anne Legarski  117
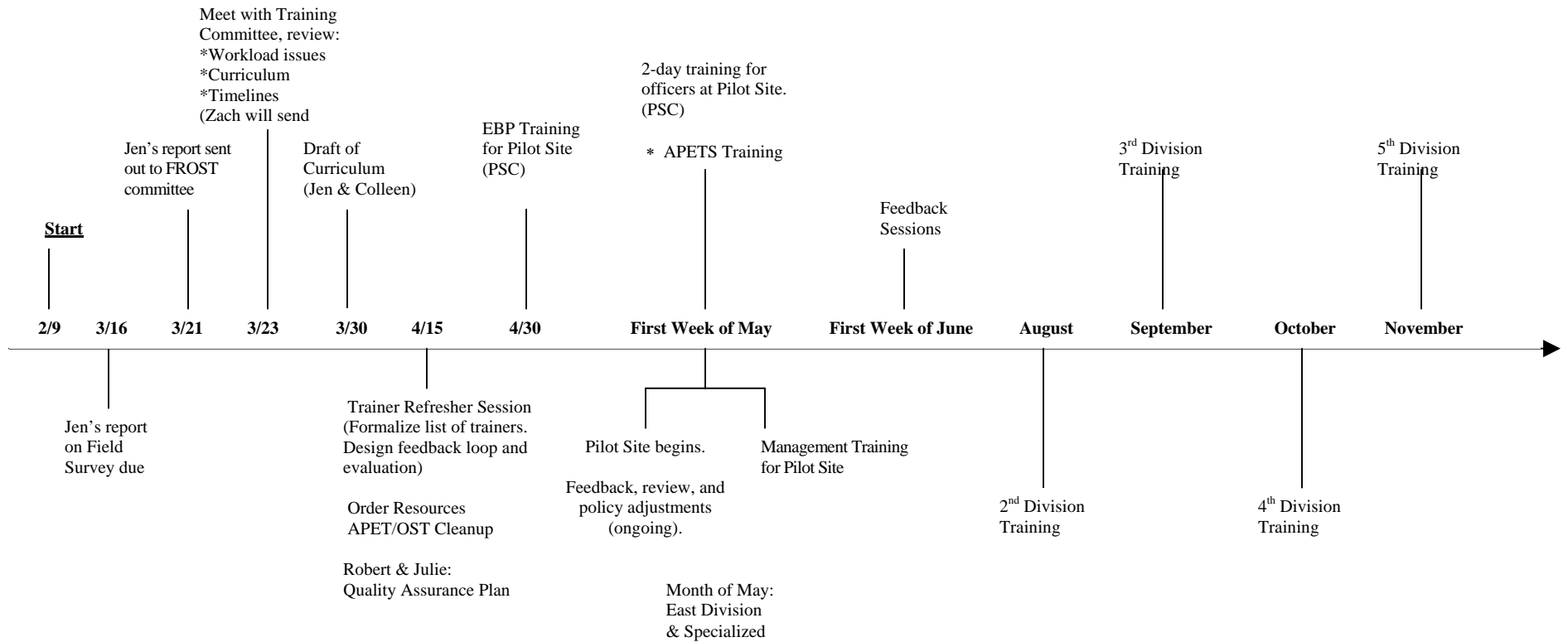506-3507  West Court Bldg

Pretrial Services
Penny Stinson  101
506-1304  West Court Bldg

Community Programs
Vicki Biro  83
506-7828  West Court Bldg

23

# FROST IMPLEMENTATION PLAN

Meet with Training
Committee, review:
*Workload issues
*Curriculum
*Timelines
(Zach will send

Jen's report sent
out to FROST
committee

Draft of
Curriculum
(Jen & Colleen)

EBP Training
for Pilot Site
(PSC)

2-day training for
officers at Pilot Site.
(PSC)

∗ APETS Training

3rd Division
Training

5th Division
Training

Feedback
Sessions

**Start**

| 2/9 | 3/16 | 3/21 | 3/23 | 3/30 | 4/15 | 4/30 | First Week of May | First Week of June | August | September | October | November |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

Jen's report
on Field
Survey due

Trainer Refresher Session
(Formalize list of trainers.
Design feedback loop and
evaluation)

Order Resources
APET/OST Cleanup

Robert & Julie:
Quality Assurance Plan

Pilot Site begins.

Feedback, review, and
policy adjustments
(ongoing).

Month of May:
East Division
& Specialized

Management Training
for Pilot Site

2nd Division
Training

4th Division
Training

---

| **Training on the OST/Frost** | **Managers Training** | **Evidence Based Practices** |
|---|---|---|
| Curriculum:<br><br>Day One:  Administering the OST<br>        Policy Issues<br><br>Day Two:  Case Management Plan<br>        APETS Training<br>        Communication / Motivational Interviews | Quality Assurance<br>Performance Measurements Planning | Vendor Identified:  Chris Lowenkamp<br><br>Regionally based<br>Five Divisions |

**FROST IMPLEMENTATION PLAN UPDATE – MAY 2006 :**

During the summer and fall of 2005, all field officers were trained on the FROST in a four-hour training. The FROST training focused how to conduct the assessment and what to look for when assessing risk. The training module included hands-on exercises; including watching a videotaped interview with a real client so that officers could practice scoring the assessment. The intent of the training was to provide officers with enough information so they could conduct an assessment with their clients once they completed the training.

The FROST training was followed by a day of training that provided an introduction to motivational interviewing and discussed how to incorporate the information gathered from the assessment into a case plan. The Department acknowledges that there are many skills involved in the use of motivational interviewing and that it takes a lot of practice to do it well. It also requires significant resources to provide the training necessary to become a skilled motivational interviewer. However, the Department believed that all staff could benefit from an introduction to the concepts of motivational interviewing. This component of the training focused on reviewing the stages of change and on the use of open-ended questions. The expectation was that officer's interviewing skills could be improved with an increased focus on the use of open-ended questions. The rest of the training focused on how to develop case plans with specific goals and strategies that were focused on criminogenic needs.

Because of the significance of the assessment and case plan to the implementation of EBP, emphasis was also placed on quality assurance. A quality assurance plan was developed that focused on the role that supervisors should play in the implementation of EBP. Supervisors were provided with four-hour quality assurance training that discussed their role and what they should look for when conducting observations of interviews and when reviewing the assessment and case plan.

Since the implementation of the FROST and the Case Plan, focus groups have been conducted with field staff to assess how well the implementation of the these tools has gone. The focus groups ask staff what is working well and what is not working well. Questions are also asked about the need for additional training. Based upon the feedback provided during focus groups, booster trainings are being developed to help officers write better case plans.

## Strategic planning notes from 9/29/04

A small group consisting of Mike Goss, Vicki Biro, Penny Stinson and Manny Gomez, and facilitated by Robert Cherkos and Cathy Wyse, presented Issue Statements they had developed. The Issue Statements were developed from the list of Weaknesses developed on 9/02/04 when the Executive Team explored the areas of greatest dissonance that had been identified in Huntsville (e.g. where the organization is now and where it should be for EBP). One revision was made as follows:

*Communication and listening skills at all levels of the organization have caused dissonance, confusion, and misunderstanding that interfere with goal achievement.*

Barbara asked the group for any immediate help they could offer related to the Issue on hiring and promotional decisions.

♦ **OBJECTIVES and TASKS:**
An objective and tasks were drafted. Barbara and Mike will take the lead.

## By *6/30/05*, the hiring process will be modified to identify applicants who will promote EBP.

Tasks:
1. Examine current processes.
2. Modify processes where practical.
3. Modify interview process to articulate attributes desired.
4. Who does the interviews?
5. Screening out process.

Main points from the discussion are bulleted below.

Hiring process:
- Examine process: identify what can be changed (e.g. written test) to promote EBP
- Ensure changes do not add time to hire
- Identify/articulate attributes desired
- Seek technical assistance to match hiring process elements to qualities we are seeking in new hires
- Do a better job of weeding out in Training Unit, including assessment of new hires at beginning and end of New Hire Training and completion of a transfer summary.

Promotion:
- Better definition of what's needed: Identify the deficiencies being seen in current promotional candidates as well as the attributes that are desired
- Make appropriate use of probationary period
- Identify methods to identify good candidates (e.g. B-pad) attributes