

MARICOPA COUNTY ADULT PROBATION & ORANGE COUNTY PROBATION

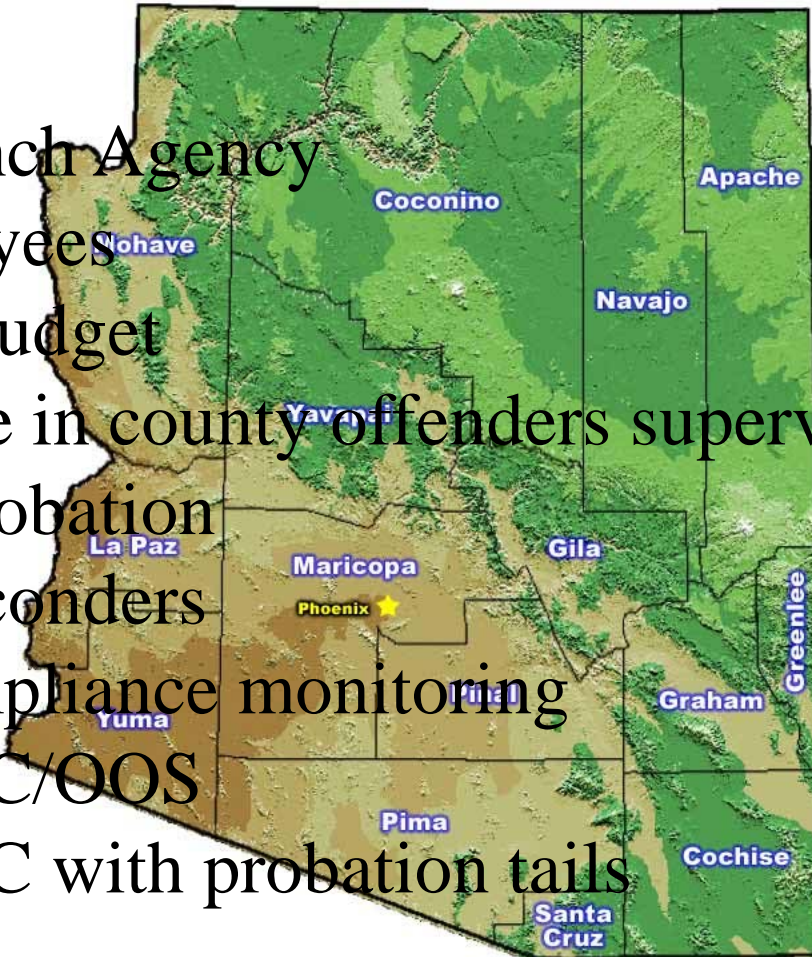
EVIDENCE-BASED PRACTICE: LESSONS LEARNED

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Maricopa County

- Judicial Branch Agency
- 1,150 employees
- \$80 million budget
- 30,000 active in county offenders supervised
- 58,000 on probation
 - 7,000 absconders
 - 9,000 compliance monitoring
 - 5,000 OOC/OOS
 - 5,000 DOC with probation tails



Orange County

- 1,667 Staff
- 789 Square miles; 6 Area offices; 4 Juvenile Institutions (1,200 beds)
- Adult:
 - 16,000 Formal Probationers
 - 4,000 Adult “Admin” caseloads
 - 1200 New Cases/Month

Orange County

- Juveniles
 - 4 Institutions, 861 beds
 - 2,500 Wards
 - 500 New cases per month (custody/non-custody)
 - 60 ADP in custody alternative pgms

Orange County Strengths

- Risk Need Assessment
 - Implemented in mid 80s
 - Automated
- Research capacity, history
- Progressive Executive
- History of Employee Surveys

Maricopa County Adult Probation

- The initial approach to EBP implementation contained key elements but lacked clear direction.
- Approach was piecemeal and not guided by an overarching model or plan
- Began with new risk/needs instrument, away from Wisconsin model
- No attention given to organizational climate

Orange County– Other Important Considerations

- Balanced Scorecard
- Labor Relations
- Training Infrastructure
- EBP was not an active driver before this project

Maricopa County Adult Probation

- In 2001 Maricopa County adopted Managing for Results (MFR)



Maricopa County Adult Probation

- In 2004 management began embracing the integrated model of implementing evidence-based practices developed by CJI and NIC

THE INTEGRATED MODEL



Maricopa County Adult Probation

- NIC funded technical assistance to participate in a management retreat in Texas with Dallas County Community Corrections
- In 2004 Ray Fern and Brad Bogue trainings for all supervisors
- In 2005 Chris Lowenkamp 4-hour training for all staff
- NIC summit with Multnomah County, Oregon

Maricopa County Adult Probation

- Chief or Deputy Chief began training new hires in Evidence-based Practices
- Dr. Robert Rhodes, expert in motivational interviewing trained executive team and programs staff
- Dr. Don Andrews, original author of much of the research, trained supervisors
- Mark Carey trained judges and community providers in EBP

Key Project Steps – Orange County

- Committed to focus on Adult
- Created Project Team
 - Project Manager
- Organizational Assessments
 - TCU SOF
 - Likert Profile of Org Characteristics
 - Case Vignette
- Training Infusion

National Institute of Corrections & Crime and Justice Institute

- A key element of the technical assistance provided was to develop a project plan to guide the implementation efforts
- The project plan identified goals for the department to work on in each of the three areas of the Integrated Model
 - Evidence-based practices
 - Organizational Development
 - Collaboration

Orange County Accomplishments

- Mission Plan updated
- Chartering, Gant Charts and Work Plans became standard
- Competency Model for Performance Evals
- Supervisor's Leadership Academy
- Automated System Upgrades
- Focus on Effective Interventions, Graduated Sanctions

Orange County Accomplishments

- Intermediate Sanctions Collaboration
- Program Evaluation Tool pilot
- Juvenile Detention Reform
- Pre/Post Reductions in:
 - New Law Violations— 1st 6 months (.16 v. .12)
 - Technical Violations – 1st 6 months (.26 v. .16)

Lessons Learned

- 1. Ensure that upper management understands the direction of the department.**
- 2. Take a steady and methodological approach to introducing EBP to the department**
- 3. The implementation of EBP is an ongoing process**

Lessons Learned

4. **Don't bite off more than you can chew**
5. **Be aware of the impact the project is having on staff**
6. **Put someone in charge of the plan**
7. **Survey information only reaches its potential if the information is shared**

Lessons Learned

8. **The timing of training can be just as important as the content**
9. **Mid-Managers, or front-line supervisors, are essential to the implementation process but they may need guidance in learning how to make decisions to guide the department**

Lessons Learned

- 10. The importance of quality assurance in the implementation of EBP cannot be underestimated, and it is a responsibility of everyone in the department**
- 11. Being a data-driven organization is essential to understanding if EBP efforts are working**

Lessons Learned

12. Importance of organizational development work to be successful in implementing evidence-based practices

Maricopa County Implementation Plan

<http://www.superiorcourt.maricopa.gov/AdultProbation/docs/EBPlan.pdf>

QUESTIONS?

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