

# Pinal County - Managing For Results

## Annual Report

### FY 2009-2010

#### ADULT PROBATION

##### Assessment and Behavioral Change

###### Assessment

KR % of case plans that accurately address OST/FROST results leading to appropriate treatment and effective supervision (One or more of the highest rated criminogenic needs are addressed in the case plan)(report semi-annually)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
70.00%	0.00%	50.83%	61.11%	61.11%	0.00%	61.11%	78.74%	69.77%	69.77%	69.77%

We met our year end estimate but were slightly under our target in this measure this year. This measure is measured semi-annually in April and October. The current year end estimate is based upon file audit results completed in April 2010. The result in this measure increased from 61% in October to 78.74% in April. This may be due to increased officer training regarding case plans, supervisor review of the file, and changing the assessment tool to get in line with new policy and practices. We will continue to review these practices as accurate assessment leads to appropriate treatment and effective supervision thereby rehabilitating the offender and protecting the community.

###### Court Services

KR % of defendants who successfully complete Pretrial Services (Successful completion is defined as being discharged from Pretrial Supervision without revocation of the Conditions of Release and incarceration)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
71.00%	92.11%	92.00%	76.09%	83.00%	90.00%	86.00%	75.61%	83.43%	83.43%	83.43%

We exceeded our annual target each quarter during this past year. We attribute this to having a surveillance officer in the unit who has regular contacts with persons released to pretrial services. A key issue discussed during contacts with clients is their next court date. This year has not been without challenges, as we had staff changes with the surveillance officer position, and other pretrial staff took on supervision duties during the interim. We have adjusted our target for the next year.

KR % of Judges who stated the information they were provided allowed them to make informed decisions regarding the release of offenders, disposition of cases and conditions of probation (reported annually)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
85.00%	0.00%	85.00%	0.00%	85.00%	0.00%	85.00%	100.00%	100.00%	100.00%	100.00%

A survey was sent to all Superior Court Judges, Initial Appearance Special Masters, and some Lower Court Judges whom we provide with arrest reports, criminal history reports, violation reports, and supervision progress reports. We have expanded our services to the newly formed Early Disposition Court and Restitution Court. With these expansions, we also now have designated staff as court liaisons who will be a consistent presence in court.

###### Educational Resource

KR % of adult offenders in the Literacy, Education and Resource Network (LEARN) Center who increase their assessment scores by one level as defined by the National Reporting System (report quarterly)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
22.00%	0.00%	22.00%	0.00%	22.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Our LEARN Lab has been closed since April 2009 and we did not receive funding from the State to reopen the Lab for fiscal year 2011.

## ADULT PROBATION

### Assessment and Behavioral Change

#### Treatment

KR % of probationers who successfully complete treatment (Completion of treatment is defined as occurring when the person referred receives documentation of completion)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
63.00%	78.05%	78.00%	78.29%	78.00%	76.09%	76.00%	77.70%	77.60%	77.60%	77.60%

We exceeded our target every quarter this year, maintaining a fairly steady treatment completion rate. We attribute this to officers having regular consultations with treatment providers and discussing treatment progress with probationers often. We expect to maintain this level of completion by continuing these practices. Challenges that we face are treatment agencies that are at capacity for clients, AHCCCS eligibility to pay for treatment, and probationers who are unable to self-pay. We are trying to collaborate with DES, our Regional Behavioral Health Agency, and treatment providers to resolve these issues.

### Community Justice

#### Probationer Case Transfer

KR % of transfer investigation requests completed within 30 days. (This does not include IPS transfers)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
82.00%	98.41%	98.00%	96.10%	99.00%	97.71%	97.00%	97.35%	97.33%	97.33%	97.33%

This year we exceeded both the target and the year end estimate. This measure was at 97.33% for the year. This is due to our internal adjustments to policy and practice. We will continue to operate per policy to make sure all transfer requests will be completed within 30 days.

#### Probationer Non-Compliance

KR % of probationers arrested within 90 days of the issue date of the warrant

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
55.00%	80.21%	65.00%	71.74%	65.00%	82.86%	75.00%	82.35%	79.49%	79.49%	79.49%

We were above our year end estimate as well as our target in this measure this year. There are a number of factors that played into the result. We fostered cooperation between police and probation agencies, participated in warrant round ups with state and federal agencies, and made arrests on individuals prior to the warrant being issued via the court. The last two quarters of the year there was an upward trend in the number of probationers arrested within 90 days of the issue date of the warrant. We will continue to monitor that and adjust our numbers accordingly.

### Quality Assurance

KR % of Quality Assessment Reports reviewed that met minimum quality standards on the initial review (The standard is defined as scoring "pass" in a pass/fail methodology)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
80.00%	0.00%	80.00%	40.00%	60.00%	0.00%	60.00%	70.11%	54.80%	54.80%	54.80%

We were well below our target for the first review in October 2010. This was attributed to staff having to be trained and adjusting to a departmental philosophy shift focused on evidence based practices. More time is being spent providing services that produce positive behavior changes, including targeting case plans that address probationers' needs. Consequently, the second review in April 2010 indicated a significant increase in the percentage of Quality Assurance Reports meeting minimum standards. This can be attributed to staff adjustment to new policies and improved consistency in scoring amongst reviewers.

### Specialty Courts

KR % of exiting program participants who successfully complete the Domestic Violence Court Program. Successful completion is defined as graduation from the Domestic Violence Program

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
73.00%	87.50%	73.00%	63.16%	73.00%	64.29%	73.00%	82.35%	74.26%	74.26%	74.26%

We were above the year end estimate and target in this measure this year. The first and fourth quarters produced results exceeding 80%. Due to the limited number of program participants, the length of the program, and the screening process that has been implemented for the program we expect to have better control of suitable applicants for this program which will enable them to be successful.

# ADULT PROBATION

## Community Justice

### Supervision

KR % of probationers successfully completing probation. (All probationers discharges that do not include a terminal sentence of jail for misdemeanors or prison for a felony)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
66.00%	61.90%	66.00%	63.27%	66.00%	60.53%	63.00%	58.72%	61.32%	61.32%	61.32%

We were under in both our year end estimate as well as our target in this measure this year. In implementing new policies the changes we have implemented seem to be having the desired affect but change in culture is slow. The number of individuals successfully completing probation was fairly consistent through each quarter this year. We were only a couple of percentage points under our year end estimate. Due to the implementation of evidence based practices utilizing individual assessments for determining need of people on probation we are concentrating on individuals with the greatest needs. This does work to help the individuals who want to succeed but it also identifies the individuals who do not belong on probation. We will continue to monitor this measure and adjust our action accordingly to accomplish our goal.

### Victim Services

KR % of probationers who successfully complete financial restitution to victims by the termination of their probation. (This is defined as having paid restitution as ordered by the court, in full)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
62.00%	68.75%	62.00%	42.11%	62.00%	55.00%	55.00%	71.43%	59.21%	59.21%	59.21%

While we were only a few percentage points below the annual target, the first and fourth quarters were over the target. We recognize the job market is down so officers are utilizing the banking program on clients as well as evidence based practices to get them to pay their financial obligations. With the implementation of Restitution Court we have already witnessed an increase in restitution payments to the victims via the court. This year 59% of probationers successfully paid complete restitution to victims as ordered by the court by the end of their probation. We will continue to respond to the needs of victims and expect that this will improve our customer service.

## Administrative

### Department Director

KR % of applicable Key Results achieved

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
100.00%	66.67%	80.00%	80.00%	80.00%	66.67%	80.00%	80.00%	74.07%	74.07%	74.07%

We achieved 74% of our key results this past year. This includes meeting targets set in 13 key results. Exceptional performance should be noted in the key results related to the percentage of defendants that completed Pretrial Services (83.43%), the percentage of probationers that successfully completed treatment (77.60%), holding offenders accountable and our case transfer measure that ensures continuity of supervision. While we did not meet our targets in Quality Assurance or the Assessment activity, the improvement throughout the year was extremely encouraging. Additionally, the scores in MFR do not reflect how close the raw scores were to meeting our targets. We also did not meet our target that relates to the complete payment of restitution by the end of a probationary period but we came close. The target was 62% and we achieved 59.21%. With the implementation of Restitution Court, we are confident our target will be achieved next year. Due to a lack of funding, we were not able to operate our Learn Lab; consequently, the Educational Resource activity will not be addressed in this analysis. A review of last year's activities include: formal adoption of evidence based practices, use of intermediate sanctions and a focus on treatment. This has resulted in 44.54% of probationers completing their probation earlier than the term imposed by the court. A measure that ties in directly with our strategic goals, the percentage of probationers that successfully complete probation, was not achieved. However, with the changes to our philosophy and practices noted above, improvement in this measure is expected. With everything considered, this was a successful year with documented progress toward achieving our strategic goals.

KR % of surveyed customers who say they are satisfied or very satisfied with the services provided by the Adult Probation Department (Quarterly)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
75.00%	93.78%	80.00%	93.83%	85.00%	93.88%	85.00%	93.72%	93.80%	93.80%	93.80%

We actively surveyed three groups last year. This included probationers, victims and judges. We scored exceedingly well in each group and are evaluating our survey delivery methods to ensure validity.

# ADULT PROBATION

## Administrative

### Financial Services

KR % of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
90.00%	93.33%	90.00%	100.00%	95.00%	100.00%	95.00%	100.00%	98.23%	98.23%	98.23%

During this past year only 1 transaction was received after the 3 day limit. This was an extenuating circumstance from an outlying office. All other services were received within 3 days. This department exceeded the 95% estimated year end target. The re-evaluation of services and a tight budget made the target more attainable. It is expected the next fiscal year will be much the same with the same results.

### Human Resources

KR % of all annual employee appraisals will be submitted to Human Resources by the end of January due date. (Annual)

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
98.00%	0.00%	100.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%

We exceeded our annual target. This could be attributed to increased reminders to management regarding the need for the timely submissions of performance appraisals. Additionally, a formal appraisal collection process was established.

### Records Management

KR % of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

There have been no discrepancies this fiscal year. There continues to be a large amount of data to be shred in the coming year as required by AZ State Library Archives policy. A shortage of storage space and tight operating budgets in the next fiscal year necessitate shredding activities be grouped for better use of funds. It is anticipated there will be no discrepancies in the next fiscal year.

### Training

KR % of training dollars spent that directly align to County or Department strategic goals. (Annual)

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
85.00%	0.00%	85.00%	0.00%	85.00%	0.00%	0.00%	87.46%	87.46%	87.46%	87.46%

The percentage of training dollars spent exceeded the annual target. This is in large part due to our reliance on internal resources to deliver training. We will continue to develop our internal capacity to deliver training and explore alternative training option to offset expected budgetary constraints resulting from the current financial crisis.

### Vehicle Management

KR % of department vehicles operated more than 10,000 miles per year (Annual)

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	0.00%	95.00%	13.33%	95.00%	26.67%	95.00%	100.00%	100.00%	100.00%	100.00%

This is an annual measure. This department's goal was to have 12 of 15 vehicles over 10,000. We have met that goal. Two of our campus vehicles were under 10,000 and one vehicle in the Casa Grande area required parts/maintenance came in with only 9145 miles this year. Had this vehicle been on line it too would have met the 10,000 mile mark. The current year end estimate shows 86.67% which does not meet the annual target. If the three campus vehicles were eliminated from the equation we would have met our goal at 100% with 12 of 12 vehicles meeting 10,000 miles. It is anticipated we will accomplish the same goal for the next fiscal year even with this department's tight operating budget.

# ADULT PROBATION

## Administrative

### Vehicle Management

KR % of department vehicles with preventative maintenance performed as scheduled

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

All preventative maintenance was performed as needed. Changes in vendors presented increase costs to the department. Funds for the coming fiscal year will continue to be tight. It is anticipated all preventative maintenance will be performed as needed.