

Pinal County Performance Management

Annual Report

FY 2011-2012

ADULT PROBATION

1. Community Justice

1.1 Supervision Activity

R
SBP % of probationers arrested within 90 days of the issue date of their warrant

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%	85.95%	75.00%	83.03%	75.00%	73.08%	75.00%	85.03%	82.46%

Despite a low third quarter we ended this year at 82.46%, which is well above our target of 75.00%. We recognize we continue to have a high success rate due to the cooperation between probation and law enforcement agencies. The annual target may need to be adjusted subsequent to review.

R
SBP % of probationers that will not be committed to prison during their probation term

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
76.00%	58.85%	76.00%	70.27%	76.00%	68.33%	76.00%	68.84%	66.81%

We failed to reach our target this year. In examining the breakdown by quarter, the first quarter came in at 58.85%. This quarter brought our yearly numbers down. In examining the subsequent three quarters, we remained in the 68% to 70% range which may be the true target range. Due to the use of evidence based practices, early termination from probation, full termination, and individuals being reinstated to probation subsequent to probation revocation proceedings we are experiencing a drop in probationers being committed to prison.

R
SBP % of probationers that will successfully complete probation

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
66.00%	54.88%	66.00%	71.49%	66.00%	64.41%	66.00%	64.86%	64.03%

We did not quite reach our target in this measure this year. In examining the breakdown by quarter, the first quarter came in at 54.88%. The second quarter was at 71.49% which averaged the first six months of the year at 63.18%. Quarters three and four averaged 64% which is where we completed the year; 2% under target. Implementation of Evidence Based Practices has enabled our officers to do individual assessments of clients; determining their needs as well as determining who do not belong on probation. While successful completion of probation is determined by individual action of the probationer our officers afford clients every opportunity to correct their negative behavior to become successful citizens and make the victim whole. It does appear that more probationers are successfully completing probation as in FY2009 the rate was 60.85%, FY 2010 61.32%, and FY2011 63.33%. We ended FY2012 at 64.03%.

O
SBP # of probation violation warrants filed

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
500	123	500	163	500	170	500	153	609

We exceeded our annual target this year. There were 609 bench warrants filed this year with a low in the first quarter of 123 warrants and a high of 170 warrants in the third quarter. Bench warrants are requested by officers when individuals on probation do not comply with their court ordered conditions of probation or commit a new offense. While Evidence Based Practices has set practices in place to correct negative behavior, protection of the community is paramount so we will continue to see fluctuation in the number of probation violation warrants.

O
SBP # of probationers supervised

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
1,825	1,728	1,825	1,814	1,825	1,863	1,825	1,780	1,780

This is a normal fluctuation in the demand for probation services.

ADULT PROBATION

1. Community Justice

1.2 Intensive Probation Supervision Activity

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^{SBP} % of IPS probationers that successfully complete the Intensive Probation Supervision Program

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
60.00%	25.00%	60.00%	76.19%	60.00%	41.18%	60.00%	28.57%	48.33%

We failed to reach our target this year. We did surpass our target of 60% with a 76.19% success rating in the second quarter. However, this could not make up for the remaining three quarters. Intensive Probation supervision is for high risk offenders. This program requires the most restrictive conditions on clients. Individuals sentenced to IPS must perform. To be successful on IPS you must want to be successful. It appears at times some individuals sentenced to the IPS program are more appropriate for other programs where they may be successful.

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^{SBP} # of probationers supervised on the Intensive Probation Supervision program

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
92	76	92	23	92	18	92	22	139

1.3 Specialty Courts Activity

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^{SBP} % of exiting program participants that successfully complete the Domestic Violence Court Program

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
73.00%	66.67%	73.00%	40.00%	73.00%	62.86%	73.00%	70.37%	59.84%

We failed to meet our target this year. We did not meet our target number at 73% during any quarter of the year and the second quarter number of 40% assisted in bringing the year end total to 59.84% successfully completing the Domestic Violence Court Program. This program is operated in three separate jurisdictions by more than three judges which does not always lend to consistency in numbers. This program is also influenced by decisions of the charging authority. The program is being re-evaluated to better serve the community and we expect to better serve the community and to meet our goals once some consistency is established.

^R
^{SBP} % of exiting program participants that successfully complete the Drug Court Program

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
53.00%	50.00%	53.00%	42.86%	53.00%	77.78%	53.00%	33.33%	51.85%

We came in a little under our annual target, and this quarter had the lowest successful completion rate for the year. However, our completion rate showed marked improvement from last year and is very close to the national average for drug courts. The success we've had can be attributed to the effectiveness of our drug court team as well as the program's growth, particularly over the last 2 years, with the addition of the Treatment Specialist position and expansion of the capacity. Additionally, a second drug court program will begin in July of fiscal year 2012 - 2013. The program will service the central portion of the county and will be capped at 15 participants. It should be noted that our target for 2012 -2013 was set prior to the decision to implement a second drug court program. Consequently, we may see a decline in the successful completion rate for next year which will negatively impact meeting our annual target. This is due to the second program being newly implemented and the fact that it will take clients approximately a year to complete the program. During this period, some clients will likely be exiting the program unsuccessfully, thus lowering our total successful completion rate.

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^{SBP} # of Domestic Violence Court participants that were provided enhanced probation services (supervision and treatment)

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
232	152	232	23	232	42	232	37	254

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^{SBP} # of Drug Court participants that were provided enhanced probation services (supervision and treatment)

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
42	25	42	4	42	11	42	5	45

ADULT PROBATION

1. Community Justice

1.4 Treatment and Education Activity

R
SBP % of probationers referred to treatment within 30 days of identification of need

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
95.00%	99.68%	95.00%	99.00%	98.00%	99.40%	98.00%	99.28%	99.34%

Despite reducing the time frame for treatment referrals from 60 to 30 days, we consistently exceeded our target for each quarter. This is attributed to officers being conscientious of making referrals to treatment when a need is identified.

R
SBP % of probationers that successfully complete treatment

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
79.00%	69.27%	70.00%	69.70%	70.00%	66.24%	70.00%	68.81%	68.46%

We were under our target for the year. This can be attributed to a combination of an unusually high number of revocation petitions this year (approximately 22% above what was projected and an approximate 14% increase in petitions filed from last year), and the termination of treatment for client non-compliance issues (primarily non-attendance). Additionally, changes in public funding for treatment seems to have had an impact on successful completion. For example, in cases where public funding is no longer available to the probationer, it now takes the probationer longer to enter treatment because they do not always readily have the funds to pay for services. Additionally, the changes also resulted in limiting the number of treatment providers who can provide affordable treatment to our probationers who are self pay. Nevertheless, we have increased our annual target for next year and are still confident it can be achieved.

O
SBP # of treatment referrals made

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
1,100	310	1,100	299	1,100	336	1,100	276	1,221

ADULT PROBATION

1. Community Justice

1.5 Community Restoration Activity

R SBP % of probationers that complete financial restitution to their victim(s) by the termination of their probation

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
62.00%	45.16%	62.00%	61.29%	62.00%	59.52%	62.00%	54.35%	55.33%

We failed to meet our target in this measure this year. Our target was 62% of probationers that complete financial restitution to their victims by the termination of their probation and we ended the year at 55.33%. The job market continues to be down so officers are utilizing tools such as the banking program and Restitution Court to get clients to pay their court ordered financial obligations. The Clerk of the Superior Court is sending mailings to clients who have fallen behind in court payments. Our staff will continue to work to see that financial restitution is paid to the victims.

R SBP % of probationers that make a payment toward their victim(s) restitution during the reporting period

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%			41.88%	75.00%	50.32%	75.00%	57.16%	51.75%

We failed to meet our target in this measure this year. Our target was 75% of probationers making a payment towards their victims' restitution during the reporting period and we ended the year at 51.75% making a payment. However, there appears to be an upward trend in payments as the numbers went from 41.88% in the second quarter, to 50.32% in the third quarter, to 57.08% in the fourth quarter. First quarter numbers were invalid and would have corrupted the data so they were not utilized. The target may need to be adjusted in this measure. Our officers continue to make referrals to Restitution Court and place clients on the banking program to get them to pay. The Clerk of the Superior Court is assisting by sending letters to individuals that owe money. Supervisors continue to review files and confer with officers to seek solutions to get clients to pay.

R SBP % of probationers that perform court-ordered community service work during the reporting period

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%			46.76%	75.00%	48.34%	75.00%	51.13%	49.14%

We failed to meet our target in this measure this year. Our target was 75.00% of probationers performing court ordered community service during the reporting period and we ended the year at 49.14% performing the community service hours. However, there appears to be an upward trend in hours performed as the number went from 46.76% in the second quarter to 48.34% in the third quarter, to 51.13% in the fourth quarter. First quarter numbers were invalid and would have corrupted the data so they were not utilized. The target may need to be adjusted in this measure. Supervisors continue to review files and assisting in creating community service providers to enable our clients to have more options on where to perform their court ordered hours. Satellite offices have piloted programs and different methods of getting clients to perform these hours.

O SBP # of probationers ordered to complete community work service during the reporting period

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
400	335	400	355	400	335	400	265	265

O SBP # of probationers ordered to make monthly restitution payments during the reporting period

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
240	290	240	277	240	257	240	240	240

ADULT PROBATION

2. Court Services

1.1 Court Report Activity

R
SBP % of presentence reports filed with the court within 2 business days prior to the hearing date without a continuance requested by the Adult Probation Department

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
98.00%	100.00%	99.00%	100.00%	99.00%	100.00%	99.00%	100.00%	100.00%

There have been no late reports submitted at all this year. All presentence reports have been submitted to the courts within the required time frame of two days prior to the hearing.

O
SBP # of Early Disposition Reports provided to the court

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
900	495	1,980	490	1,980	495	1,980	480	1,960

For the entire fiscal year, we have been running just under 500 EDC reports per quarter, although this was the lowest quarter yet at only 480 reports. This number seems to be the constant, as a majority of our court hearings are not being processed through EDC. We originally set our annual target at 900, but this number was reached in the first two quarters alone, demonstrating the shift that has occurred in how the Courts are doing business. Our year end total was 1960.

O
SBP # of presentence investigations/reports provided to the court

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
1,400	230	920	200	860	210	860	193	833

With the increased number of cases being processed through EDC, there has been a shift in the way the Courts are doing business, and fewer presentence reports are being ordered. We are barely more than half of our target for this year, with a year end total of 833 presentence reports that were prepared. Although this number does include criminal history only reports that include an unofficial recommendation, as well as short form reports, the number primarily reflects long form presentence reports, where an assessment has been performed, in order to provide the Court with the most thorough information possible.

1.2 Pretrial Services Activity

R
SBP % of applicable arrests that have a release report completed for the court prior to the Initial Appearance hearing time

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
89.00%	89.26%	89.00%	84.04%	89.00%	87.22%	89.00%	75.48%	84.09%

In FY2012, 84.09% of applicable arrests had a release report completed for the court prior to the Initial Appearance hearing. This performance level is 4.91 points below our projected target of 89%. The trend of the data for this fiscal year was generally negative, with a marked decline evident in the 4th Quarter (75.48%). The unit's focus on completing more reports containing assessment results (resulting in increased time needed to interview defendants) and requiring a recommendation be made for all reports with assessment results contributed to this decline. Additionally, the judicial officers' marked increase in the use of non-scheduled Initial Appearance hearings has decreased the time and/or opportunity to complete reports, as well as our ability to schedule work efforts in the most effective manner. Finally, reduction and employee turnover among our support staff resulted in the loss of their ability to assist officers with the criminal history information gathering due to training issues. While the scheduling of court hearings is outside of our control, increased support staff stability and staff focus on better structuring their workload has already lead to an increase in the rate of reports having assessment results and should begin to reverse the negative trend in this measure. Our performance target of 89% will remain unchanged in FY2013.

R
SBP % of defendants that successfully complete Pretrial Services

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
80.00%	90.74%	87.00%	80.39%	85.00%	71.74%	80.00%	92.42%	84.79%

ADULT PROBATION

2. Court Services

1.2 Pretrial Services Activity

In FY2012, 84.79% of defendants successfully completed Pretrial Services supervision. This performance level is 4.79 points above our projected target of 80%, but approximately 3 points below our performance in FY2011. The general trend of the data was negative this fiscal year; however there was a marked increase in the 4th Quarter. A review of the number of defendants referred to Pretrial Services for supervision and case load size shows a very dramatic increase in demand for this service. Average quarterly caseload averages increased from the 1st Quarter to the 4th Quarter by 88% (40 clients to 75 clients). The total number of defendants being monitored by Pretrial Services increased from FY2011 to FY2012 by 62% (from 192 to 311).

Success in this measure is dependant on consistent communication with clients regarding upcoming hearing and potential barriers to their appearance. The officer providing supervision has increasingly spent more time dealing with the administrative requirements of an increased caseload, leaving less time to deal with clients. Our performance target of 80% will remain unchanged, however we will begin to focus on streamlining the administrative requirements of the delivery of this service and possibly instituting a cap on the number of clients referred to this program in the hopes of stabilizing performance.

^R
SBP % of Pretrial Release Reports completed for the Initial Appearance Court that contain assessment results (full reports)

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
55.00%	35.16%	40.00%	29.18%	32.00%	45.66%	38.00%	38.48%	36.76%

In FY2012, 36.76% of pretrial release reports completed for the Initial Appearance court contained assessment results. This performance level is 18.24 points below our projected target of 55%. The trend of the data for this fiscal year was generally positive, with dramatic swings in performance evident between the quarters. Our net gain in performance from the 1st Quarter to the 4th Quarter was 9%. These swings seem to correlate to report writer staff shortages caused by the limited number of available report writers and scheduled/unscheduled leaves. Additionally, the judicial officers' marked increase in the use of non-scheduled Initial Appearance hearings has decreased our ability to interview more defendants and schedule work efforts in the most effective manner. Finally, reduction and employee turnover among our support staff resulted in the loss of their ability to assist officers with the criminal history information gathering. While there remains a large gap between unit performance in this measure and our target, the importance of providing the most comprehensive information available dictates that we continue to work towards achieving a performance rate of 55% in FY2013. As stability increases with our support staff, we should be able to increase the rate of improvement in this measure.

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SBP # of defendants provided Pretrial Services supervision services

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
119	103	193	67	291	44	250	97	311

There was an unforeseen increase in the number of referrals to pretrial supervision. The increase appears to have come largely from the Initial Appearance court.

^O
SBP # of reports completed for the Initial Appearance Court

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
3,182	731	3,182	658	2,778	587	2,500	551	2,527

The general decrease in demand for pretrial release reports coupled with the increased amount of time needed to complete the reports with assessments resulted in a significant reduction in the number of reports completed.

^D
SBP # of probable cause bookings that require completion of a Pretrial Release Report

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
3,615	819	3,615	783	3,204	673	2,800	730	3,005