

Pinal County Performance Management

Annual Report

FY 2011-2012

JUVENILE COURT SERVICES

Community Relations

R
SBP % increase in the number of Juvenile court Services volunteers

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
5.00%	-2.25%	5.00%	-0.91%	5.00%	1.15%	5.00%	2.05%	0.00%

We currently have a 2.10% increase in the number of volunteers for the year. At the end of the second quarter we were at a 1% deficit. Our recruiting efforts continue to prove fruitful and we are able to stay about even in our numbers as we lose and gain volunteers throughout the year.

R
SBP % increase of Court Appointed Special Advocates assigned to dependent children.

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
3.00%	7.58%	3.00%	14.39%	10.00%	17.42%	10.00%	4.55%	10.98%

At fiscal year end, the CASA Program had 56 CASA volunteers; 45 of these are currently assigned cases, 6 are pending assignment, 3 are office volunteers and 2 volunteers serve as recruiters. All together, these volunteers are currently advocating for 75 dependent children.

Annual analysis suggests that our staff have done a fantastic job recruiting volunteers (23 for the year). We attribute this to our CASA staff's marketing efforts and through their use of the volunteers to provide additional referrals. Recruitment was an area that they had identified as a high priority on their last strategic plan and they did a great job achieving this goal.

Unfortunately, we found retention to be a little more problematic and had 17 volunteers exited from the program during the year. The national CASA Program estimates that the average time volunteers serve under this program is approximately 3 years and we are experiencing a little above a 2 year average. We have been monitoring this and have evaluated our practices this past year and have identified some areas in which we believe we can improve upon that will hopefully help increase our retention rate in the year ahead.

R
SBP % of Juvenile Court Volunteers provide a service directly linked to the achievement of the Department's Strategic Goals

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
88.00%	99.31%	88.00%	99.31%		98.01%	95.00%	97.95%	98.64%

We currently have 97.95% of our volunteers providing services that are directly tied to the achievement of the department's goals.

R
SBP 2% increase of community partnerships

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
2.00%	1.28%	2.00%	0.00%	2.00%	1.02%	2.00%	1.53%	0.96%

We have ended the year maintaining the numbers of partnerships we began the fiscal year with.

JUVENILE COURT SERVICES

Detention Services

R
SBP % achievement of a staff to youth ratio of 1:16 (sleeping hours).

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	166.67%	100.00%	166.67%	100.00%	200.00%	100.00%	200.00%	183.33%

Throughout the fiscal year of FY12 we were above the target of 100% for a youth to staff ratio of 16:1 with 200% during sleeping hours. This may not be a totally accurate depiction of the detention ratios due to a number of factors; fluctuation of youth population, and the times of the day the population count was recorded.

R
SBP % achievement of a staff to youth ratio of 1:8.

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	150.00%	100.00%	160.00%	100.00%	150.00%	100.00%	150.00%	152.17%

Throughout the fiscal year of FY12 we were above the target of 100% for a youth to staff ratio of 8:1 with 150% during waking hours. This may not be a totally accurate depiction of the detention ratios due to a number of factors; fluctuation of youth population, the times of the day the population count was recorded. 1:1 ratios were required to cover mental health watches, in addition to daily visitation, medical, counseling sessions and transportation runs.

R
SBP % of youth involved incidents will be resolved without the use of physical force by staff.

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
98.00%	85.11%	98.00%	96.04%	98.00%	94.55%	98.00%	92.31%	92.23%

Throughout the fiscal year of FY12 there were a total of 377 youth involved incidents, of which 29 required further intervention. In terms of percentages, this equates to 92% and although lower than the target of 98%, 5 youths accounted for 17 of these incidents and if these duplicated incidents were taken out of consideration we would be much closer to our goal with 95.5%. The number of interventions also appears to have increased relative to the number of youth being detained with severe mental and behavioral health issues.

JUVENILE COURT SERVICES

Intervention

R
SBP % of youth on probation will not have their risk score increase due to recidivism during their first 6 months on probation as demonstrated by a stable risk score.

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
70.00%	88.37%	70.00%	91.94%	70.00%	88.89%	70.00%	89.47%	89.68%

Throughout this fiscal year we have routinely exceeded our target goal and the quarterly percent ranges are pretty consistent with last fiscal year (FY 11 87-93%, FY 12 88-91%) We attribute this success to the high level of case management by the probation and/or surveillance officers. This includes the completion of case supervision plans, matching youth and families with appropriate intervention services and holding youth and families accountable for the negative behavior while at the same time rewarding positive behavior. The officers also provide immediate sanctions. One challenge the department faces is that the current risk assessment is not dynamic. This does not allow for the department to see a reduction in risk levels. Additionally, the assessment does not address criminogenic risk and need factors specifically. If the assessment allowed for this, then the tool would be more dynamic. This fiscal year the state introduced the Arizona Youth Assessment System (AZYAS), which is an assessment that will further assist officers in matching services to youth and families. All supervising probation officers were certified this fiscal year to complete the assessment and are currently testing the online tool to help the Administrative Offices of the Court identify and remedy user concerns. Additionally, the department is moving towards more evidence based practices and placing youth on probation partly based upon their risk score. The youth will be supervised on a "High", "Moderate" or "Low" level based upon their risk score. That updated policy was recently approved and will be introduced to staff shortly

R
SBP % of youth successfully complete their terms of probation.

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%	58.14%	75.00%	49.45%	75.00%	61.97%	75.00%	48.65%	54.35%

During this fiscal year the percentage of youth successfully completing their probation was below our target. There are many variables that lead to an unsuccessful termination from probation such as non-payment of monetary assessments, Court discretion and/or non-availment of services offered. This year we continued to examine the unsuccessful cases to see if the trend we identified during the last half of FY 10 and FY 11 would continue. And indeed it did.

The most obvious and consistent trend we have seen is the unsuccessful releases due to unpaid fees. To put that into perspective, last fiscal year there was an average of 43% of youth that were released unsuccessfully from probation and of those 43%, 44% were unsuccessful due to unpaid fees. This fiscal year there was an average of 45% of youth that were released unsuccessfully from probation and of those 45%, 57% were unsuccessful due to unpaid fees.

While we do have options available to youth such as modifying their terms so they can work off their fees volunteering in the community that obviously was not done in these cases suggesting ability to pay. We attempted to solicit feedback on strategies that have worked for fee collection. Unfortunately we did not identify many "soft" collection strategies that officers weren't already utilizing. In anticipation of increasing collections the department created payment contracts for families and developed policy that would bring those that have not paid any fees or fines for over three months back before the Court. Both are pending Director review.

R
SBP % of youth who receive behavioral health treatment will have successfully completed probation without having received a new referral.

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%	85.00%	75.00%	64.29%	75.00%	40.00%	75.00%	61.02%	64.08%

Throughout the fiscal year of FY12, fifty nine juveniles that received behavioral health treatment completed probation successfully, and out of these, thirty six acquired no new referrals during this time. This equates to 61%, and although lower than our goal of 75%, it suggests that treatment is helping to reduce delinquent behavior in a number of cases.

JUVENILE COURT SERVICES

Prevention

R
SBP % of juveniles do not re-offend* within a 12-month period following Diversion completion

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%	87.68%	75.00%	80.56%	75.00%	73.49%	75.00%	89.19%	83.91%

This month 88.37% of youth did not re-offend within a 12 month period following completion of their Diversion, which was greatly above our target rate of 75%. We will continue to offer the services as we assign diversion contracts and consequences. We believe that this program offers a very brief and limited intervention that does have a positive impact on the youth that successfully complete the program.

R
SBP % of youth complete their assigned consequences as required in a Diversion Agreement.

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
85.00%	88.73%	85.00%	86.60%	85.00%	95.54%	85.00%	92.31%	90.81%

During the month of June, 45 juveniles were given consequences through our diversion program with 41 juveniles successfully completing their diversion requirements. All four of the juveniles who were closed as unsuccessful were done so as a result of unpaid fees.

Specialized Court

R
SBP % reduction in the number of court hearings for youth and families

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
40.00%	51.85%	50.00%	55.56%	50.00%	50.00%	50.00%	44.62%	49.75%

Data reviewed this month suggests that approximately 38 traditional court hearings were reduced to 22, which included 4 new families accepted during this month. (Two additional families were screened but determined not appropriate for IFC at this time.)

Data for the month of June also indicates that the IFC Program was successful in reducing the time spent in court for 32 families and 57 youth, in addition to judges, attorneys, clerks and other court personnel.

Review of the data indicates that we have exceeded our annual target with an approximate 50% overall reduction in court hearings for Integrated Family Court case types. We attribute this success to the committed efforts of our Dependency Coordinators and the collaboration that is shared with probation staff, judges, attorneys, child protective services and Clerk of the Superior Court staff.

Our staff have also been collaborating with Conciliation Court Services department to work towards a more efficient and meaningful pre-protective hearing conference and child protection mediation process. The initial work and feedback is very encouraging and we are hopeful that this will ultimately result in a safer and timelier resolution for the children involved in these cases.

Youth and Family Accountability

R
SBP % of probationers who successfully complete financial restitution to victims by the termination of probation

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
46.00%	56.25%	46.00%	63.64%	46.00%	80.00%	46.00%	78.57%	68.63%

Last fiscal year the quarterly percents averaged 34% for the first three quarters and hitting 61% the last quarter. This fiscal year the quarterly percents continue to increase starting out at 56% and ending at 79% the last quarter. The average yearly rate for FY 2011 was 41% while for FY 2012 it increased to 70%.

In anticipation of increasing collections the department created payment contracts for families and developed policy that would bring those that have not paid restitution for over three months back before the Court. Both are pending Director review. This fiscal year we did include this goal as one of the performance measures on all field officer's yearly evaluations.

R
SBP % of total victim survey responses indicate an above average satisfaction level with the services of Juvenile Court

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
80.00%	100.00%	80.00%	100.00%	90.00%	100.00%	80.00%	100.00%	100.00%

For FY12, we were successful in exceeding our year end estimate with 100% of the returned surveys indicating an above average satisfaction level with the services of Juvenile Court. We attribute this to the positive efforts and collaboration of our Victims' Rights technician, probation and detention staff, judges, and county attorney's office.

While the feedback has been positive, we have also noticed that our response rate has continued to remain lower than we would like. As a result, and based on input we've solicited from other agencies, we will be implementing some changes in our practices focusing on increasing survey response rates.