

Pinal County Performance Management

Annual Report - FY 2013-2014

JUVENILE COURT SERVICES

Community Relations

R
SBP 70% of CASA youth will receive a CASA volunteer that is aligned with a CASA of the same ethnic background

	Q1		Q2		Q3		Q4	FY14 YTD
FY14 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
70.00%	0.00%	70.00%	58.70%	70.00%	0.00%	70.00%	42.59%	47.40%

There is a significant difference in year end estimate and the actual final number in this area. This is due to unavailable data regarding the ethnic background of youth receiving services by CASA. In fact, according to our current records, 21 children are not identified by their ethnic background at all. We are working with the dependency unit and Foster Care Review Board (FCRB) to come up with a solution to correct this issue. Without the necessary information, it is impossible for the CASA office to align children with a CASA of the same ethnic background.

R
SBP 8% increase of youth screened for a CASA receiving services from a CASA from 88 to 95

	Q1		Q2		Q3		Q4	FY14 YTD
FY14 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
8.00%	0.00%	8.00%	5.68%	8.00%	0.00%	8.00%	5.68%	5.68%

CASA continues to increase its volunteer base. In the last year our volunteer numbers have nearly doubled. Our year to year estimate was not met because of the growing number of dependent children in Pinal County. Even though we have significantly increased the number of volunteers, dependent children continue to outpace our resources. (930 dependent children as of 7/14). During this last FY, CASA has increased services from 88 youth served to 108 youth. We will continue improve of recruitment and retention so more children will be served.

Court Services

R
SBP 40% of youth will successfully complete Drug Court

	Q1		Q2		Q3		Q4	FY14 YTD
FY14 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
40.00%	0.00%	40.00%	25.00%	40.00%	0.00%	40.00%	0.00%	25.00%

During the semi-annual reporting period the percentage of youth successfully completing the Drug Court program was below target. There are many variables that lead to an unsuccessful termination such as non-compliance with program requirements (ceasing one's drug use), Court discretion and/or non-availability of services offered. During this reporting period none of the youth participating in the program had reached the level needed to graduate but none were unsuccessfully removed from the program and continue to work on their progress. Therefore we finished the fiscal year with just 25% completing the program successfully. We will be looking at other Juvenile Drug Courts around the state during this next fiscal year and will determine what, if any, improvements to our program need to be made to increase the success.

R
SBP 90% of court ordered/recommended services will be provided for youth and families involved in multiple court cases in the Integrated Family Court

	Q1		Q2		Q3		Q4	FY14 YTD
FY14 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
90.00%	93.33%	90.00%	95.00%	90.00%	91.67%	90.00%	92.86%	93.44%

In this fiscal year we have seen services provided above the target of 90%. In each quarter all services ordered except for one have been referred.

JUVENILE COURT SERVICES

Detention

R SBP 5% decrease in the # of youth involved incidents requiring the use of physical force by staff from 29 to 28

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
5.00%	0.00%	5.00%	0.00%	5.00%	0.00%	5.00%	72.41%	72.41%

During FY14 there was a 72.4% decrease in the number of incidents requiring the physical use of force by staff. This can be attributed to continued training on verbal de-escalation and a decreased detainee population during the year.

R SBP 5% decrease in the number of grievances from 70 to 66 filed by youth in detention

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
5.00%	0.00%	5.00%	0.00%	5.00%	0.00%	5.00%	62.86%	62.86%

During FY14 there was a 62.86% decrease in the number of grievances filed by detainees, due to comprehensive orientation during the new intake process, implementation of the Step-Up program, increased mentoring, and increased staff to detainee ratio.

R SBP 50% decrease in the number of detained youth who are categorized as low risk

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	27.03%	90.00%	33.33%	50.00%	44.16%		55.77%	38.79%

During the fourth quarter of FY14, there were twenty-nine youth detained that were classified as low risk. Twenty-eight of the twenty-nine youth were detained by Special Detention Scores. This is a significant reduction in the number of low risk youth that were detained during the same period last year. During that period there were fifty-two youth detained that were classified as low risk. Twenty-two of the fifty-two were detained by Special Detention scores. This is due to the implementation of the JDAI Risk Assessment Instrument (RAI) which has been utilized as a decision making tool in detaining youth as of May 1, 2013. During this past fiscal year, there was a 61% reduction in the number of low risk youth detained from the previous fiscal year.

R SBP 75% of youth detained post-advisory hearing will have appropriate referrals facilitated to community agencies as identified by Transition Coordinator

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%	52.00%	75.00%	70.27%	75.00%	77.46%	75.00%	95.24%	74.81%

During the fourth quarter of FY14, sixty-three youth were detained post advisory. The Transition Coordinator was able to refer sixty of the sixty youth to community agencies for mental health services.

Intervention

R SBP 50% of youth that successfully complete intensive in-home counseling will not receive a new offense within 12 months of their completion date

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	100.00%	50.00%	100.00%	50.00%	100.00%	50.00%	80.00%	91.67%

During the fourth quarter of FY13 there were a total of five youth that successfully completed intensive in-home treatment. Of the five youth that successfully completed intensive in-home counseling, four youth did not receive a new delinquent offense in the following twelve months. During the previous fiscal year 12 youth successfully completed intensive in-home counseling. Only 1 youth was adjudicated on a new offense during the fiscal year for a 91.66% success rate..

R SBP 50% of youth that successfully completed placement at a residential treatment center will not receive a new offense within 12 months of their completion date

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	100.00%	50.00%	83.33%	50.00%	100.00%	50.00%	50.00%	78.95%

During the fourth quarter of FY13, eleven youth successfully completed placement at a residential treatment center. Of those eleven youth, two received a new offense within the twelve months that followed their successful release from treatment. At the end of this fiscal year, 74% of this group had not received a new referral in the first 12 months following successful completion of the program.

JUVENILE COURT SERVICES

Intervention

R
SBP 65% of youth on probation will not commit a new offense

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
65.00%	0.00%	65.00%	0.00%	65.00%	0.00%	65.00%	64.86%	64.86%

Data for this measure has been collected for the months of July 1, 2013 through June 30, 2014. We had a total of 461 (unduplicated) youth on probation during this period. 70% of the 407 youth on Standard Probation did not commit a new adjudicated offense and 51% of the 119 youth under Juvenile Intensive Probation Supervision did not commit a new adjudicated offense. Therefore, of the 461 youth under probation supervision 65% did not commit a new adjudicated offense resulting in meeting our goal of 65% of youth on probation not committing a new offense. It should also be noted that during the first semi-annual report (July 1-December 31, 2013) we were just under 65% and in the second semi-annual report (Jan1-June 30, 2014) we exceeded our goal with 69%.

*Please note that we requested to delete the data that was entered in our semi-annual reporting period as well as our semi-annual analysis due to the nature of this measure and the manner in which PCPM calculates data totals, it was determined that it would be more accurate and meaningful to switch this to an annual measure for FY14. That said, county personnel did agree to delete the data from the semi-annual reporting period but would not delete the semi-annual analysis.

R
SBP 65% of youth will successfully complete Juvenile Intensive Probation

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
65.00%	0.00%	65.00%	69.05%	65.00%	0.00%	65.00%	81.58%	75.00%

Data for this measure has been collected for the months of July 1, 2013 through June 30, 2014. During this period we averaged just over 7 youth per month terminating from Juvenile Intensive Probation Supervision (JIPS). Of those terminating JIPS, 75% were successfully removed well exceeding our goal of 65% by nearly 10%. (60/80=75%) It should additionally be noted that there was a significant rise from the semi-annual reporting period ending in December (70%) and the semi-annual reporting period ending in June (82%).

During this same period we averaged 17 youth per month terminating from Standard Probation Supervision. Of those terminating Standard Probation Supervision, 80% were successfully removed. (154/192=80%)

*Please note that we requested to modify the data that was entered in our semi-annual reporting period as well as our semi-annual analysis due some minor data discrepancies we discovered when reviewing fiscal year data compared to monthly data. That said, county personnel did agree to modify the data we entered in the the semi-annual reporting period but would not allow us to modify our semi-annual analysis.

R
SBP 78% of youth on probation will successfully complete their terms of probation

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
78.00%	0.00%	78.00%	78.52%	78.00%	0.00%	78.00%	79.56%	79.04%

During the fiscal year reporting period the percentage of youth successfully completing their probation was on target. There are many variables that lead to an unsuccessful termination such as non-payment of monetary restitution, Court discretion and/or non-compliance with terms. In looking at this fiscal year, since we have implemented the practice of removing youth successfully even if fines and fees and have not on been paid in full (this excludes restitution), compared to years past our successful completions has increased substantially to 80% compared to an average of 56% over the three years prior.

R
SBP 90% of youth discharged successfully from probation will not receive a new offense within a 12 month period, or until their 18th birthday, following the completion of probation

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
90.00%	0.00%	90.00%	0.00%	90.00%	0.00%	90.00%	93.94%	93.94%

This is the first year we have tracked this measure and we exceeded our goal. Of the 10 youth that had a new adjudicated offense within 12 months of being discharged successfully from probation 6 were for property crimes, 3 for assault and 1 for possession of drugs. 5 were adjudicated as felonies and 5 for misdemeanors. We will continue to track this measure to see if any trends can be identified during future fiscal years.

JUVENILE COURT SERVICES

Prevention and Education

R
SBP 80% of youth seen for Diversion by a Restorative Justice panel will complete Diversion successfully

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
80.00%	100.00%	80.00%	83.33%	80.00%	91.67%	90.00%	93.33%	91.89%

Data reveals that 14 juveniles completed successfully with 1 juvenile being unsuccessful due to non-compliance with panel consequences. There is 1 juvenile pending completion of consequences in August that was seen during this quarter. It is clear that the restorative justice panel volunteers strive to find meaningful consequences on an individual basis for our diversion youth. When reappearances are complete, youth and parent/guardians are surveyed as to the effectiveness of the panel's work. With the exception of a select few, they have been appreciative and feel the panel was a successful alternative for their family.

R
SBP 85% of juveniles will not re-offend within a 12 month period following Diversion completion

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
85.00%	0.00%	0.00%	0.00%	85.00%	0.00%	85.00%	84.88%	84.88%

In FY14, 85% of youth did not re-offend within a 12 month period following completion of their Diversion, which was right at our target rate of 85%. This goal was increased from 75% in FY13 to 85% in FY14. A couple of interesting points, we did slightly improve this percentage in relation to FY12 (83.91%) and FY13 (84.42%). This was accomplished while the department had a significant increase in number of complaints/youth diverted this year, 545 compared to 397(FY13) and 468(FY12). Going into FY15, the department is looking to implement Q&A measures which may assist with achieving/surpassing our goal of 85% of youth not reoffending within a twelve month period.

We will continue to offer the services as we assign diversion contracts and consequences. We believe that this program follows Evidence Based Practices as it offers a very brief and limited intervention that does have a positive impact on the youth that successfully complete the program.

R
SBP 90% of youth will complete their assigned consequences as required in a Diversion Agreement

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
90.00%	91.60%	90.00%	82.35%	90.00%	94.90%	90.00%	84.00%	88.44%

Of the 150 youth who were given the opportunity to participate in the diversion program this quarter, 126 of them completed their consequences successfully. The 24 youth who failed to complete their diversion consequences failed to do so as a result of generating new referrals, failing to complete specifically assigned consequences, or failure to pay restitution.

88.44% of youth assigned to the diversion program for FY14 completed their assigned consequences. This was short of the department's goal of 90% which was increased this year from previous year's goal of 85%. A possible contributing factor to this year's percentage is the fact that we had a significant increase in number of diversions this year, 545 compared to 397(FY13) and 468(FY12). Going into FY15, the department is looking to implement Q&A measures which may assist with achieving our goal of 90% of youth completing their assigned consequences.

JUVENILE COURT SERVICES

Youth and Family Accountability

R SBP 25% reduction of pending non-adjudicated warrants over the next three years

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
25.00%	0.00%	0.00%	0.00%	25.00%	0.00%	25.00%	8.89%	8.89%

We ended FY14 with 82 pending non-adjudicated warrants. This equals a 9% reduction in these warrants comparative to the 90 warrants at the end of FY13. Should we continue to attain this percentage over the next two years; the department will achieve its goal of a 25% reduction over a three year period

Staff will continue to contact families upon receipt of new referrals to verify or update current contact information which aids in the prevention of having to issue these types of warrants. In addition, staff will continue to make efforts to ascertain the whereabouts of youth with outstanding warrants.

R SBP 50% of probationers will successfully complete financial restitution to victims by the termination of probation

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	0.00%	0.00%	60.00%	50.00%	0.00%	50.00%	43.48%	51.16%

During the fiscal year reporting period we met our target. We attribute this to the department's emphasis on restitution compliance and staff's increased efforts to ensure that juveniles and families recognize restitution as a high priority. While it has been a challenge, we are committed to improving restitution collection for victims. We amended our policy which requires officers to review the payment plan with the juvenile and parent/guardian monthly. Officers will immediately address any arrearage in court ordered restitution with the juvenile and/or parent guardian. If the juvenile and/or parent/guardian are non-compliant with their restitution payment, strategies to get them into compliance are to be identified, discussed and documented. In instances where the juvenile and/or parent/guardian have fallen three (3) full restitution payments in arrearage the supervising Officer shall set a review hearing before a Superior Court Judge.

Unfortunately, overall this year our collections were down from the previous two years despite this policy change. In officer caseload audits officers are setting reviews and discussing restitution payments per policy. After requesting and receiving officer feedback we might need to look at cases individually and after reviews are set to see if we can identify any trend that might help us increase collections.

R SBP 80% of probationers will successfully complete community restitution by the termination of probation

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
80.00%	0.00%	0.00%	75.56%	80.00%	0.00%	74.00%	83.13%	79.19%

Data for this measure has been collected for the months of July 1, 2013 through June 30, 2014. During this period, 175 youth were ordered to complete Community Restitution. Of those youth, 79% completed Community Restitution successfully, thus, falling just ever so slightly short of our goal of 80% for the reporting period. (139/175=79%) However, during the semi-annual reporting period of July 1, 2013-December 31, 2013 we were at only 74% and during the semi-annual reporting period of January 1-June 30, 2014 we were at 83%, which indicates a significant improvement. Based on this, an 80% successful completion of Community Restitution hours is clearly obtainable.

*Please note that we requested to modify the data that was entered in our semi-annual reporting period as well as our semi-annual analysis due some minor data discrepancies we discovered when reviewing fiscal year data compared to monthly data. That said, county personnel did agree to modify the data we entered in the the semi-annual reporting period but would not allow us to modify the semi-annual analysis.

R SBP 80% of total victim survey responses indicate an above average satisfaction level with the services of Juvenile Court

FY14 Target	Q1		Q2		Q3		Q4	FY14 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
80.00%	87.50%	80.00%	100.00%	90.00%	75.00%	90.00%	100.00%	90.63%

For FY14, we were successful in exceeding our year end estimate with approximately 91% of the returned surveys indicating an above average satisfaction level with the services of Juvenile Court. We continue to attribute this to the positive efforts and collaboration of our Victims' Rights technician, probation and detention staff, judges, and county attorney's office.