



Juvenile Probation Officer Workload and Caseload Study: Alaska Division of Juvenile Justice

Prepared for the
Alaska Division of Juvenile Justice

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Section I

Juvenile Probation Officer Workload and Caseload Study

The purpose of this study was to measure and analyze the workload and caseload Juvenile Probation Officers (JPOs) within the Alaska Division of Juvenile Justice. More specifically, this study assessed the resources needed in both rural and urban Alaska to adequately meet minimum probation standards, to continue the development and enhancement of system improvements, and to fully implement the restorative justice field probation service delivery model. Restorative justice focuses on accountability, competency development, and community prevention with the ultimate goal of repairing the harm caused by the juvenile offender. As stated in the mission of the Division of Juvenile Justice, the goals of restorative justice are to “hold juvenile offenders accountable for their behavior, promote the safety and restoration of victims and communities, and assist offenders and their families in developing skills to prevent crime.” Alaska Statutes also specify that the goal for the Alaska Division of Juvenile Justice “is to promote a balanced juvenile justice system in the state to protect the community, impose accountability for violations of law, and equip juvenile offenders with the skills needed to live responsibly and productively” (§47.12.010). Finally, the restorative justice process is clearly delineated in the Alaska Division of Juvenile Justice Field Policy and Procedure Manual. In this study, we identified the necessary staffing levels to fully implement the restorative justice field probation service delivery model, as specified by Alaska Statutes and the Division of Juvenile Justice field policies and procedures.

Workload Determinations

Workload determinations were estimated for each Alaska Division of Juvenile Justice office. Office specific workload determinations were also aggregated by region. All workload calculations were determined as a function of (a) the time available to provide direct (client) services in each office, (b) the number of cases referred to each office, and (c) the time required to handle each referral in each office. More specifically, the additional time required to provide direct (client) services was determined by examining how much time was available to provide direct (client) services in each office and whether that available time was sufficient to perform all required activities in each case referred.

Time available to provide direct (client) services was calculated as a function of the number of juvenile probation officers and social service associates in each office and accounted for leave (personal and holiday) and other required activities (training, community involvement, public relations, records and reports, supervision, and clerical support). The number of cases referred was calculated as a three-year average (FY06 to 08) and accounted for five different types of cases (dismissed, adjusted without referral, adjusted with referral, informal probation, and petitioned or formal diversion). In addition, we accounted for workload differences in responsibility between ultimate and immediate probation officers and for interstate-in and out cases. The time required to handle each case / referral was calculated through eight focus groups with juvenile probation officers and social service associates (two in Anchorage, two in

Fairbanks, one in Juneau, one in Palmer, one with rural offices with juvenile justice facilities, and one with rural offices without a juvenile justice facility). Focus group participants provided time estimates for 145 different activities in different types of case. These activities included intake and assessment, detention, court, case management, and supervision.

Key results are summarized below. Brief descriptions of each element (time available, number of cases, and time required) are provided in Section II and details on workload calculations and results are presented in Section III. Additional details, including definitions, are provided in Appendix A, B, and C.

Time Available

The time available to provide direct (client) services in each office was determined by the number of juvenile probation officer and social service associate positions in each office and accounted for holiday and personal leave and for other required activities (training, community involvement, public relations, records and reports, supervision, and clerical support). Final results are shown in Table 1. The statewide total time available to provide direct (client) services was 108,349 hours. Each position provided an average of 1,224.3 hours per year of time available to provide direct (client) services. Additional details are available in Section II and Appendix A.

Table 1. Total Time Available by Office

Office	Number of Positions	Total Hours Available per Year
Anchorage	29	36,593
Barrow	3	3,003
Bethel	5	6,121
Craig	1	1,385
Dillingham	2.5	2,766
Fairbanks	11	14,728
Homer	1	1,385
Juneau	6	7,621
Kenai	6	7,531
Ketchikan	4	4,691
Kodiak	3	3,244
Kotzebue	3	2,980
Nome	4	4,499
Palmer	7	8,919
Sitka	2	1,498
Valdez	1	1,385
Total	88.5	108,349

Source of data: Alaska Division of Juvenile Justice, August 2009

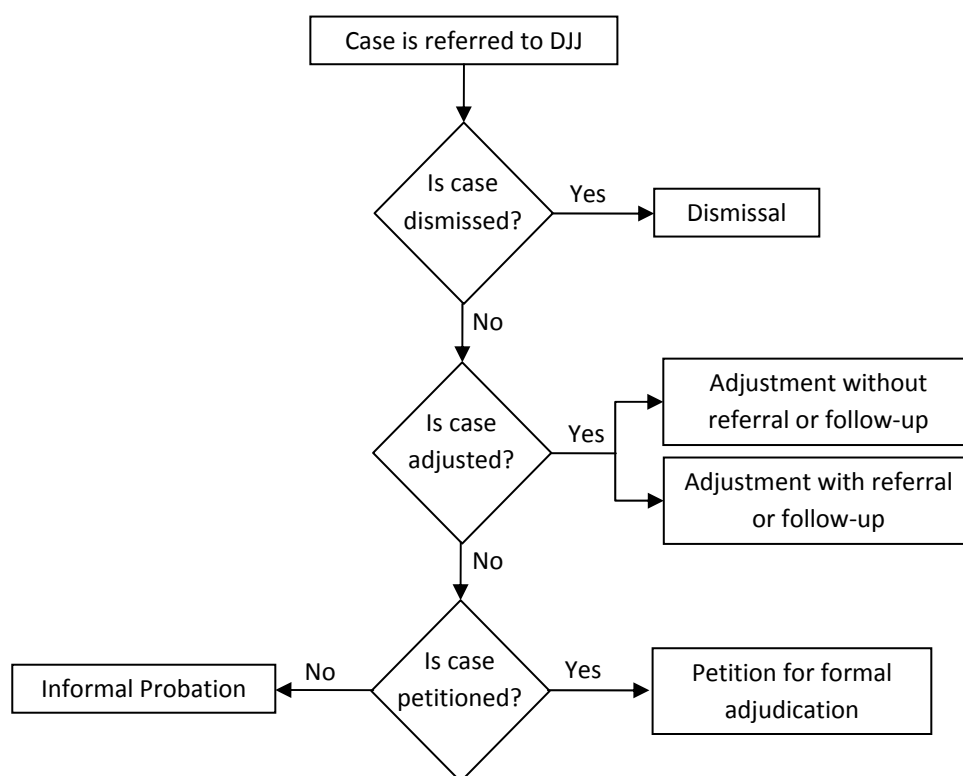
Number of Cases

This study included five types of cases (or referrals) handled by juvenile probation officers and social service associates. Law enforcement agencies make referrals to the Alaska Division of Juvenile Justice if there is probable cause that a youth committed an offense which would be

criminal if committed by an adult, committed a felony traffic offense, or committed an alcohol offense after two prior convictions for minor consuming in District Court. Adults may be referred to the Alaska Division of Juvenile Justice if their offenses were committed as juveniles.

Workload determinations were based on the depth of processing that each referral requires. Referrals for new delinquent offenses may receive one of five dispositions: (a) dismissal, (b) adjustment without referral / follow-up, (c) adjustment with referral / follow-up, (d) informal probation, and (e) petition for formal adjudication or formal diversion.

Figure 1. Referrals for New Offenses, by Depth of Processing



In addition to these five types of cases, workload determinations accounted for interstate-in and interstate-out cases and accounted for workload differences in responsibility between ultimate and immediate probation officers. Ultimate responsibility rests with the probation office nearest the court of jurisdiction where the case originated whereas immediate responsibility rests with the probation office in the district where the juvenile resides. Additional details on these adjustments are provided in Section II and Appendix B. The annual number of cases in each office was calculated as a three-year average, from FY2006 to FY2008.

In Table 2, we summarize the average caseloads by office. More specifically, caseloads in Table 2 reflect the annual average number of cases under ultimate and immediate supervision in each office by type of case, from FY2006 to FY2008. On average, the Division of Juvenile Justice handled 5,675 referrals per year from FY2006 to FY2008. Statewide, the most progressed

disposition within each referral was most likely a petition, followed by an adjustment without a follow-up or a dismissal. Adjustments with follow-ups and informal probations were less common dispositions.

Table 2. Average Caseloads by Office: FY06-08

Region / Location	Dismissed	Adjust without Follow-Up	Adjust with Follow-Up	Informal Probation	Petition	Total
Anchorage	351	701	429	62	821	2,364
Northern	285	449	90	51	403	1,278
Barrow	23	25	0	4	16	68
Bethel	65	103	0	9	82	259
Fairbanks	141	177	83	32	207	640
Kotzebue	25	60	1	3	30	119
Nome	31	84	6	3	68	192
South Central	235	372	169	96	356	1,228
Dillingham	19	35	1	3	34	92
Homer	8	14	1	15	18	56
Kenai	109	139	26	33	104	411
Kodiak	19	10	11	23	54	117
Palmer	71	156	123	17	128	495
Valdez	9	18	7	5	18	57
Southeast	150	275	32	11	337	805
Craig	12	13	1	2	22	50
Juneau	65	173	16	4	188	446
Ketchikan	45	38	11	4	81	179
Sitka	28	51	4	1	46	130
Total	1,021	1,797	720	220	1,917	5,675

Source of data: Alaska Division of Juvenile Justice, FY06-08

Time Required

Table 3. Summary Estimates for Hours Required per Type of Case

Type of Case	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility
Dismissed	4.0	5.7	3.0	4.3	3.2	5.7
Adjusted without referral	5.9	9.0	4.3	4.4	4.1	5.7
Adjusted with referral	9.2	9.9	6.1	5.1	4.8	8.1
Informal probation	21.1	20.3	11.3	8.9	9.7	10.4
Petitioned	78.7	149.6	86.3	102.1	64.3	117.2

Source of data: Alaska Division of Juvenile Justice Focus Groups, Spring 2009

The time required to handle each referral was calculated through eight focus groups with juvenile probation officers and social service associates (two in Anchorage, two in Fairbanks, one in Juneau, one in Palmer, one with rural offices with juvenile justice facilities, and one with rural offices without a juvenile justice facility). Focus group participants provided time estimates for 145 different activities in different types of cases, including activities related to intake and assessment, detention, court, case management, and supervision. Final results are presented in

Table 3. Additional details and definitions are included in Section II and Appendix C. Dismissed cases were estimated to require 3.0 to 5.7 hours. Cases adjusted without a referral were estimated to require 4.1 to 9.0 hours. Cases adjusted with a referral were estimated to require 4.8 to 9.9 hours. Informal probation cases were estimated to require 8.9 to 21.1 hours. Finally, petitioned cases were estimated to require 64.3 to 149.6 hours.

Results

We calculated the total amount of time required to handle the number of cases in each office and compared that to the total amount of time available in each office. The difference between these two totals identified the need in each office. We then assumed that unmet needs would be fulfilled by new Juvenile Probation Officer I's, with each contributing a total of 1,496 hours per year. Final results are summarized in Table 4, showing the current number of positions, the total number of positions needed to handle the number of cases in each office, and the difference between these totals. Overall, we estimate that the Alaska Division of Juvenile Justice needs 59.6 additional juvenile probation officers. These additional positions would be required to adequately meet minimum probation standards, to continue the development and enhancement of system improvements, and to fully implement the restorative justice field probation service delivery model. With these new positions, the Alaska Division of Juvenile Justice would have the capacity to fully accomplish its mission, goals, and objectives.

Table 4. Final Results

Region / Location	Current Positions	Total Positions Needed	New Positions Needed
Anchorage	29	54.1	25.1
Northern	26	40.2	14.2
Barrow	3	2.4	-0.6
Bethel	5	5.1	0.1
Fairbanks	11	24.4	13.4
Kotzebue	3	3.8	0.8
Nome	4	4.5	0.5
South Central	20.5	30.4	9.9
Dillingham	2.5	3.7	1.2
Homer	1	1.7	0.7
Kenai	6	6.7	0.7
Kodiak	3	5.6	2.6
Palmer	7	11.0	4.0
Valdez	1	1.7	0.7
Southeast	13	23.4	10.4
Craig	1	1.9	0.9
Juneau	6	12.3	6.3
Ketchikan	4	4.6	0.6
Sitka	2	4.6	2.6
Total	88.5	148.1	59.6

Source of data: 2009 JPO Workload and Caseload Study

Almost half (42%) of the new positions needed are in Anchorage, but Anchorage already has more Juvenile Probation Officers and Social Service Associates than any other office in the

State. To examine the severity of unmet needs, we calculated the workload burden for each office. The workload burden is the ratio of time needed to time available. It represents the factor difference between the total amount of time needed and the total amount of time available. As an example, a workload burden of 3.0 would indicate that the total amount of time needed is three times greater than the total amount of time available. Although Anchorage had the greatest need for additional positions, its workload burden was 2.0, far below Sitka's 3.6. The two offices with the greatest workload burdens were Sitka and Fairbanks, followed by Juneau, Kodiak, and Anchorage. Workload burdens are determined by the amount of time available and the amount of time needed. The time needed is driven primarily by the number of petitioned cases. The amount of time available is primarily driven by the number of juvenile probation officers and social service associates in each office, and the amount of personal leave that they accrue. In some offices, high rates of accrual for personal leave significantly lower the amount of time available and significantly increase workload burdens. When senior juvenile probation officers leave the Division and new juvenile probation officers are hired who accrue less personal leave, the amount of time available will increase and workload burdens will decrease.

Table 5. Workload Burdens

Office	Time Available	Time Needed	Workload Burden
Sitka	1,498	5,341	3.6
Fairbanks	14,728	34,736	2.4
Juneau	7,621	17,011	2.2
Kodiak	3,244	7,065	2.2
Anchorage	36,593	74,112	2.0
Craig	1,385	2,754	2.0
Valdez	1,385	2,420	1.7
Homer	1,385	2,394	1.7
Palmer	8,919	14,962	1.7
Dillingham	2,766	4,631	1.7
Kotzebue	2,980	4,215	1.4
Ketchikan	4,691	5,584	1.2
Nome	4,499	5,195	1.2
Kenai	7,531	8,572	1.1
Bethel	6,121	6,272	1.0
Barrow	3,003	2,166	0.7

Source of data: 2009 JPO Workload and Caseload Study

This analysis examined the time that would be required to handle each case under a fully implemented restorative justice field probation service delivery model. An important limitation of this analysis is that it did not examine how case dispositions should be distributed. Instead, this analysis relied on local averages from the last three fiscal years. In Section III, additional analyses are presented using statewide averages rather than local averages. Within any office, increasing the number of petitions will dramatically increase both need and workload burden. As a result, one office's unmet need may simply be due to a higher proportion of petitions. This study did not determine why differences between time available and time needed existed. These differences may exist because of shortages in staffing levels, system inefficiencies, or case dispositions. In particular, it is possible that offices with large unmet needs simply petition too many cases. Similarly, it is possible that offices with no unmet needs simply petition too few

cases. These offices may be too understaffed to adequately meet minimum probation standards. Although this study identified how unmet needs could be fulfilled with new positions, it is important to emphasize that unmet needs may also be fulfilled by reducing the time required to handle each referral (e.g., by increasing system efficiency or reducing the severity of dispositions).

Section II

Workload Elements

In this section, we provide details regarding the time available to provide direct (client) services in each office, the number of cases referred to each office, and the time required to handle each referral in each office. Additional details and definitions are provided in the Appendices.

Time Available

The time available to provide direct (client) services in each office was determined by the number of juvenile probation officer and social service associate positions in each office and accounted for holiday and personal leave and for other required activities (training, community involvement, public relations, records and reports, supervision, and clerical support). The standard workweek for juvenile probation officers and social service associates includes 37.5 hours. Holiday and personal leave statistics were obtained directly from the Alaska Division of Juvenile Justice. The time required of other activities that are not directly related client services was estimated by Juvenile Probation Officer IVs in each region. For juvenile probation officers, these activities include training, community involvement, records and reports, and supervision. For social service associates, these activities include training, public relations, and clerical support. Time required for other activities was accounted for by using statewide averages for three different juvenile probation officer positions (I, II, and III) and two different social service associate positions (I and II). Results by office are summarized in Table 6. Additional details are in Appendix A.

Table 6. Total Time Available by Office

Office	Number of Positions	Total Hours Available per Year
Anchorage	29	36,593
Barrow	3	3,003
Bethel	5	6,121
Craig	1	1,385
Dillingham	2.5	2,766
Fairbanks	11	14,728
Homer	1	1,385
Juneau	6	7,621
Kenai	6	7,531
Ketchikan	4	4,691
Kodiak	3	3,244
Kotzebue	3	2,980
Nome	4	4,499
Palmer	7	8,919
Sitka	2	1,498
Valdez	1	1,385
Total	88.5	108,349

Source of data: Alaska Division of Juvenile Justice, August 2009

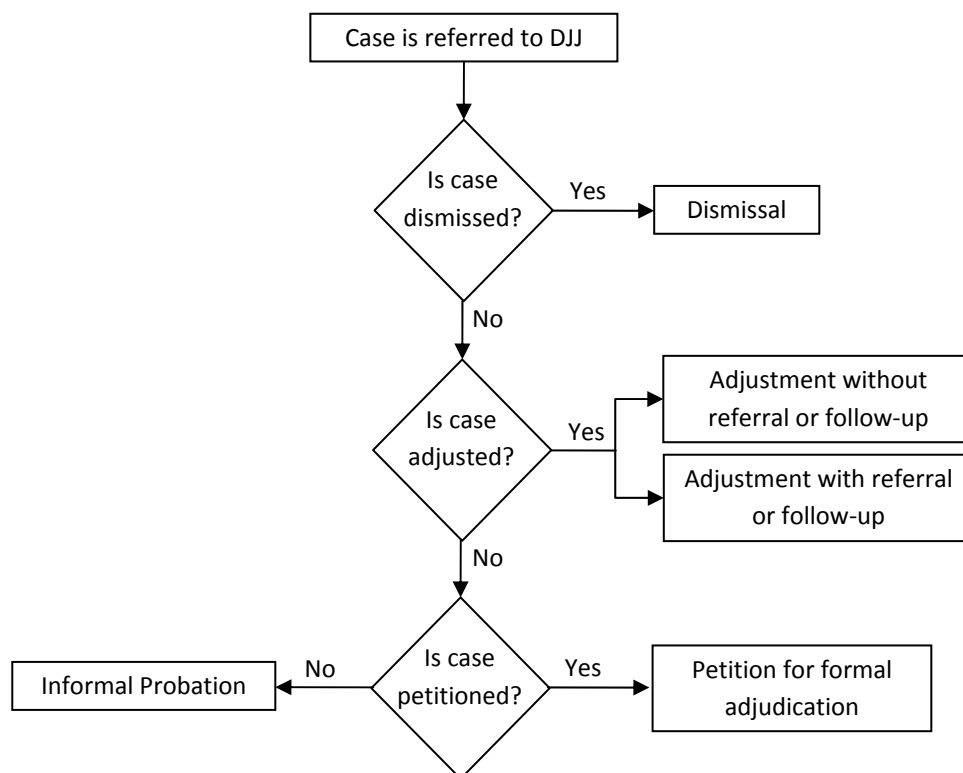
Number of Cases

This study included five types of cases (or referrals) handled by juvenile probation officers and social service associates. Law enforcement agencies make referrals to the Alaska Division of Juvenile Justice if there is probable cause that a youth committed an offense which would be criminal if committed by an adult, committed a felony traffic offense, or committed an alcohol offense after two prior convictions for minor consuming in District Court. Adults may be referred to the Alaska Division of Juvenile Justice if their offenses were committed as juveniles.

Workload determinations were based on the depth of processing that each referral requires. Referrals for new delinquent offenses may receive one of five dispositions. These include:

- (a) Dismissal
- (b) Adjustment without referral / follow-up
- (c) Adjustment with referral / follow-up
- (d) Informal probation
- (e) Petition for formal adjudication / formal diversion

Figure 2. Referrals for New Offenses, by Depth of Processing



In addition to these five types of cases, we accounted for workload differences in responsibility between ultimate and immediate probation officers. Ultimate responsibility rests with the probation office nearest the court of jurisdiction where the case originated whereas immediate responsibility rests with the probation office in the district where the juvenile resides. These

differences do not affect the types of cases referred to each Division of Juvenile Justice office, but do affect workloads (details are provided in Appendix B). Stated differently, adjustments for differences in responsibility were built into the workload calculations, rather than into case types.

Finally, we also accounted for interstate-in and interstate-out cases. The Alaska Division of Juvenile Justice belongs to the Interstate Compact on Juveniles (ICJ). Interstate-in cases are incoming out-of-state probation or parole cases that require courtesy supervision from the Alaska Division of Juvenile Justice. Interstate-in cases were treated as petitioned cases under immediate supervision (with no ultimate supervision). These calculations are not exactly correct, but provide good approximations for rare case types (less than 1% of total referrals). Again, these adjustments were built into the workload calculations, rather than into case types (see details in Appendix B). Interstate-out cases are outgoing Alaska probation cases that require courtesy supervision in another state. Interstate-out cases were treated as petitioned cases.

The average number of cases under ultimate supervision from FY2006 to FY2008 per year is shown in Table 7. Additional details are available in Appendix B. The average number of cases under immediate supervision from FY2006 to FY2008 is shown in Table 8.

Table 7. Average Caseloads for Ultimate Probation Officers: FY06-08

Region / Location	Dismissed	Adjust without Follow-Up	Adjust with Follow-Up	Informal Probation	Petition	Total
Anchorage	316	679	430	61	726	2,212
Northern	303	460	89	51	447	1,350
Barrow	25	24	0	4	17	70
Bethel	78	111	0	9	98	296
Fairbanks	132	170	82	32	208	624
Kotzebue	32	64	1	3	37	137
Nome	36	91	6	3	87	223
South Central	263	386	168	95	427	1,339
Dillingham	23	37	1	3	49	113
Homer	8	14	0	15	18	55
Kenai	128	151	26	33	134	472
Kodiak	23	11	11	23	69	137
Palmer	73	155	123	16	136	503
Valdez	8	18	7	5	21	59
Southeast	134	268	31	10	304	747
Craig	12	13	1	2	25	53
Juneau	53	179	15	4	176	427
Ketchikan	48	35	11	3	82	179
Sitka	21	41	4	1	21	88
Total	1,016	1,793	718	217	1,904	5,648

Source of data: Alaska Division of Juvenile Justice, FY06-08

On average, the Division of Juvenile Justice handled 5,648 referrals under ultimate supervision and 5,665 under immediate supervision per year from FY2006 to FY2008. Statewide, the most progressed disposition within each referral was most likely a petition, followed by an adjustment without a follow-up or a dismissal. Adjustments with follow-ups and informal probations were less common dispositions.

Table 8. Average Caseloads for Immediate Probation Officers: FY06-08

Region / Location	Dismissed	Adjust without Follow-Up	Adjust with Follow-Up	Informal Probation	Petition	Total
Anchorage	386	722	428	62	915	2,513
Northern	264	435	91	50	356	1,196
Barrow	21	26	0	4	14	65
Bethel	52	94	0	9	65	220
Fairbanks	149	183	84	32	205	653
Kotzebue	17	56	1	2	23	99
Nome	25	76	6	3	49	159
South Central	203	356	167	94	283	1,103
Dillingham	14	33	1	2	19	69
Homer	7	14	1	15	18	55
Kenai	90	127	26	33	73	349
Kodiak	15	9	10	22	38	94
Palmer	68	156	122	17	120	483
Valdez	9	17	7	5	15	53
Southeast	163	279	32	11	368	853
Craig	11	13	1	2	18	45
Juneau	76	166	16	4	200	462
Ketchikan	42	40	11	4	79	176
Sitka	34	60	4	1	71	170
Total	1,016	1,792	718	217	1,922	5,665

Source of data: Alaska Division of Juvenile Justice, FY06-08

Time Required

The time required to handle each case / referral was calculated through eight focus groups with juvenile probation officers and social service associates (two in Anchorage, two in Fairbanks, one in Juneau, one in Palmer, one with rural offices with juvenile justice facilities, and one with rural offices without a juvenile justice facility). Focus group participants provided time estimates for 145 different activities in different types of case. These included activities related to intake and assessment, detention, court, case management, and supervision.

The estimates from the two Anchorage groups were averaged to obtain a single estimate. Similarly, we averaged the estimates from the two Fairbanks groups. Overall, time estimates were highly reliable ($\alpha = 0.95$) and valid (first *eigenvalue* = 5.09, 84.8%). Summary results are presented in Table 9. Additional details and definitions are included in Appendix C.

The average dismissed case required 4.3 hours. The average case adjusted without a referral required 5.6 hours. The average case adjusted with a referral required 7.2 hours. The average informal probation case required 13.6 hours. Finally, the average petitioned case required 99.7 hours. Within each case type, estimates reflect the ‘average case.’

Table 9. Summary Estimates for Hours Required per Type of Case

Type of Case	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Dismissed	4.0	5.7	3.0	4.3	3.2	5.7	4.3
Adjusted without referral	5.9	9.0	4.3	4.4	4.1	5.7	5.6
Adjusted with referral	9.2	9.9	6.1	5.1	4.8	8.1	7.2
Informal probation	21.1	20.3	11.3	8.9	9.7	10.4	13.6
Petitioned	78.7	149.6	86.3	102.1	64.3	117.2	99.7

Source of data: Alaska Division of Juvenile Justice Focus Groups, Spring 2009

Section III

Workload Calculations

In this section, we provide additional details on workload calculations, based on time available, the number of cases, and time required. In addition, we present results based on statewide averages rather than local estimates. Finally, we compare the results of the 2009 time study to the results of the 2000 time study completed by the Alaska Division of Juvenile Justice.

Results with Local Estimates

The total amount of time needed to handle cases in each office was calculated as a function of the types of cases (Tables 7 and 8) and the hours required per type of case (Table 9). Results are presented in Table 10.

Table 10. Total Hours Needed by Office

Office	Dismissed	Adjust without Follow-Up	Adjust with Follow-Up	Informal Probation	Petition	Total Need
Anchorage	1,264	4,130	3,947	1,303	63,468	74,112
Barrow	143	139	0	42	1,843	2,166
Bethel	250	452	0	87	5,483	6,272
Craig	68	74	8	21	2,582	2,754
Dillingham	131	207	8	26	4,259	4,631
Fairbanks	752	1,557	815	650	30,961	34,736
Homer	46	80	4	158	2,108	2,394
Juneau	159	770	92	45	15,945	17,011
Kenai	410	614	125	320	7,103	8,572
Ketchikan	154	145	53	35	5,198	5,584
Kodiak	131	61	86	236	6,552	7,065
Kotzebue	182	356	8	26	3,643	4,215
Nome	115	370	29	29	4,652	5,195
Palmer	314	682	627	147	13,193	14,962
Sitka	120	255	32	11	4,924	5,341
Valdez	46	102	57	53	2,163	2,420
Total	4,284	9,992	5,890	3,187	174,076	197,429

Source of data: 2009 JPO Workload and Caseload Study

The total numbers of hours needed varied from a low of 2,166 hours in Barrow to a high of 74,112 hours in Anchorage. On average, 89% of the total need was attributed to petitioned cases. The percentage of the total need that was attributable to petitioned cases varied from a low of 83% in Kenai to a high of 94% in Craig and Juneau. This is an important result because it implies that the need in each office is primarily driven by the number of petitioned cases. Changes in the number of petitioned cases will dramatically alter the total hours needed in each office. Although important, this result is not surprising given that the average petitioned case required 7.3 times more hours than an informal probation case, 13.8 times more hours than a case adjusted with a follow-up, 17.8 times more hours than a case adjusted without a follow-up,

and 23.2 times more hours than a dismissed case. As shown in Appendix C, over half (53%) of the time required to handle petitioned cases is related to court activities (see Table C.2).

The total time needed in each office (Table 10) was then compared to the total time available (Table 6) to determine the difference between the time needed and the time available. Results are shown in Table 11. The difference varied from a low of -837 hours in Barrow (indicating that the total time available is sufficient to address the total time needed) to a high of 37,519 hours in Anchorage (indicating that the total time needed is 37,519 hours greater than the total time available).

Table 11. Total Hours Needed and Available by Office

Office	Total Need	Total Available	Difference
Anchorage	74,112	36,593	37,519
Barrow	2,166	3,003	-837
Bethel	6,272	6,121	151
Craig	2,754	1,385	1,369
Dillingham	4,631	2,766	1,865
Fairbanks	34,736	14,728	20,008
Homer	2,394	1,385	1,009
Juneau	17,011	7,621	9,390
Kenai	8,572	7,531	1,041
Ketchikan	5,584	4,691	893
Kodiak	7,065	3,244	3,821
Kotzebue	4,215	2,980	1,235
Nome	5,195	4,499	696
Palmer	14,962	8,919	6,043
Sitka	5,341	1,498	3,843
Valdez	2,420	1,385	1,035
Total	197,430	108,349	89,081

Source of data: 2009 JPO Workload and Caseload Study

Finally, we converted the difference between the total time needed and the total time available into positions by examining how many new Juvenile Probation Officer I positions would be needed. In this analysis, we assumed that each new Juvenile Probation Officer I would contribute a total of 1,496 hours per year of time available. Final results are presented in Table 12. Overall, we estimated that the Alaska Division of Juvenile Justice needs an additional 59.6 positions to adequately meet minimum probation standards, to continue the development and enhancement of system improvements, and to fully implement the restorative justice field probation service delivery model. Almost half of these positions (42%) are needed in Anchorage.

To examine the severity of unmet needs, we calculated the workload burden for each office as the ratio of time needed to time available (representing the factor difference between the total amount of time needed and the total amount of time available). Although Anchorage has the greatest need for additional positions, its workload burden is 2.0, far below Sitka's 3.6. In Sitka, the total time needed is almost four times greater than the total time available. The two offices with the greatest workload burdens are Sitka and Fairbanks, followed by Juneau, Kodiak, and Anchorage. Statewide, the total time needed is 1.8 times greater than the total time

available. Workload burdens are determined by the amount of time available and the amount of time needed. The time needed is driven primarily by the number of petitioned cases. The amount of time available is primarily driven by the number of juvenile probation officers and social service associates in each office, and the amount of personal leave that they accrue. In some offices, high rates of accrual for personal leave significantly lower the amount of time available and significantly increase workload burdens. When senior juvenile probation officers leave the Division and new juvenile probation officers are hired who accrue less personal leave, the amount of time available will increase and workload burdens will decrease.

Table 12. Positions Needed by Office

Office	Total Need	Total Available	Difference	Positions
Anchorage	74,112	36,593	37,519	25.1
Barrow	2,166	3,003	-837	-0.6
Bethel	6,272	6,121	151	0.1
Craig	2,754	1,385	1,369	0.9
Dillingham	4,631	2,766	1,865	1.2
Fairbanks	34,736	14,728	20,008	13.4
Homer	2,394	1,385	1,009	0.7
Juneau	17,011	7,621	9,390	6.3
Kenai	8,572	7,531	1,041	0.7
Ketchikan	5,584	4,691	893	0.6
Kodiak	7,065	3,244	3,821	2.6
Kotzebue	4,215	2,980	1,235	0.8
Nome	5,195	4,499	696	0.5
Palmer	14,962	8,919	6,043	4.0
Sitka	5,341	1,498	3,843	2.6
Valdez	2,420	1,385	1,035	0.7
Total	197,430	108,349	89,081	59.6

Source of data: 2009 JPO Workload and Caseload Study

Table 13. Workload Burdens by Office

Office	Total Need	Total Available	Difference	Workload Burden
Anchorage	74,112	36,593	37,519	2.0
Barrow	2,166	3,003	-837	0.7
Bethel	6,272	6,121	151	1.0
Craig	2,754	1,385	1,369	2.0
Dillingham	4,631	2,766	1,865	1.7
Fairbanks	34,736	14,728	20,008	2.4
Homer	2,394	1,385	1,009	1.7
Juneau	17,011	7,621	9,390	2.2
Kenai	8,572	7,531	1,041	1.1
Ketchikan	5,584	4,691	893	1.2
Kodiak	7,065	3,244	3,821	2.2
Kotzebue	4,215	2,980	1,235	1.4
Nome	5,195	4,499	696	1.2
Palmer	14,962	8,919	6,043	1.7
Sitka	5,341	1,498	3,843	3.6
Valdez	2,420	1,385	1,035	1.7
Total	197,430	108,349	89,081	1.8

Source of data: 2009 JPO Workload and Caseload Study

A full summary of the final results is presented in Table 14. Of the 59.6 additional positions needed within the Alaska Division of Juvenile Justice, 25.1 were determined to be for Anchorage, 14.2 for the Northern region, 9.9 for the South Central region, and 10.4 for the Southeast region. The largest needed increases were in Anchorage (25.1), Fairbanks (13.4), and Juneau (6.3). Workload burdens varied from a low of 0.7 in Barrow to a high of 3.6 in Sitka. In Anchorage, the total time needed was two times greater than the total time available. In the Northern region, the total time needed was 1.7 times greater than the total time available. In the South Central region, the total time needed was 1.6 times greater than the total time available. Finally, in the Southeast region, the total time needed was two times greater than the total time available.

Table 14. Summary of Final Results

Region / Location	Current Positions	Total Time Available	Total Time Needed	Difference	New Positions Needed	Workload Burden
Anchorage	29	36,593	74,112	37,519	25.1	2.0
Northern	26	31,331	52,584	21,253	14.2	1.7
Barrow	3	3,003	2,166	-837	-0.6	0.7
Bethel	5	6,121	6,272	151	0.1	1.0
Fairbanks	11	14,728	34,736	20,008	13.4	2.4
Kotzebue	3	2,980	4,215	1,235	0.8	1.4
Nome	4	4,499	5,195	696	0.5	1.2
South Central	20.5	25,230	40,044	14,814	9.9	1.6
Dillingham	2.5	2,766	4,631	1,865	1.2	1.7
Homer	1	1,385	2,394	1,009	0.7	1.7
Kenai	6	7,531	8,572	1,041	0.7	1.1
Kodiak	3	3,244	7,065	3,821	2.6	2.2
Palmer	7	8,919	14,962	6,043	4.0	1.7
Valdez	1	1,385	2,420	1,035	0.7	1.7
Southeast	13	15,195	30,690	15,495	10.4	2.0
Craig	1	1,385	2,754	1,369	0.9	2.0
Juneau	6	7,621	17,011	9,390	6.3	2.2
Ketchikan	4	4,691	5,584	893	0.6	1.2
Sitka	2	1,498	5,341	3,843	2.6	3.6
Total	88.5	108,349	197,430	89,081	59.6	1.8

Source of data: 2009 JPO Workload and Caseload Study

This study was not designed to determine why some offices were able to meet their needs while others were not. Offices with large unmet needs have difficulties adequately meeting minimum probation standards, continuing the development and enhancement of system improvements, and fully implementing the restorative justice field probation service delivery model. Offices with no unmet need should not be experiencing any of these difficulties unless system inefficiencies are present and/or case dispositions are overly lenient.

There are several key limitations to these workload determinations. Although we examined the time that would be required to handle each case under a fully implemented restorative justice field probation service delivery model, we did not examine how case dispositions should be distributed. Instead, we relied on local averages from the last three fiscal years (see Tables 7 and 8). As previously explained, most of the total time needed is attributed to the number of

petitioned cases. Within any office, increasing the number of petitions will dramatically increase both need and workload burden. Conversely, decreasing the number of petitions will dramatically decrease both need and workload burden. Need and workload burden will also decrease when senior juvenile probation officers leave the Division and new juvenile probation officers are hired, because new juvenile probation officers accrue less personal leave. This study did not determine why differences between time available and time needed existed. Ultimately, these differences may exist simply because of how cases are disposed within each office. In particular, it is possible that offices with large unmet needs simply petition too many cases. Similarly, it is possible that offices with no unmet needs simply petition too few cases. These offices may be too understaffed to adequately meet minimum probation standards. This study did not attempt to explain why differences were found between time required and time available. Generally speaking, these differences may exist because of shortages in staffing levels, system inefficiencies, or case dispositions. Although this study identified how unmet needs could be fulfilled with new positions, it is important to emphasize that unmet needs may also be fulfilled by reducing the time required to handle each referral (e.g., by increasing system efficiency or reducing the severity of dispositions).

Results with Statewide Estimates

There is no standard for how cases should be disposed to both adequately meet minimum probation standards and to fully implement the restorative justice field probation service delivery model. One alternative is to use statewide averages rather than local averages.

Table 15. Final Results with Average Times Required per Case

Region / Location	Current Positions	Total Time Available	Total Time Needed	Difference	New Positions Needed	Workload Burden
Anchorage	29	36,593	88,895	52,302	35.0	2.4
Northern	26	31,331	46,207	14,876	9.9	1.5
Barrow	3	3,003	1,876	-1,127	-0.8	0.6
Bethel	5	6,121	9,550	3,429	2.3	1.6
Fairbanks	11	14,728	23,180	8,452	5.6	1.6
Kotzebue	3	2,980	3,673	693	0.5	1.2
Nome	4	4,499	7,928	3,429	2.3	1.8
South Central	20.5	25,230	42,718	17,488	11.8	1.7
Dillingham	2.5	2,766	4,056	1,290	0.9	1.5
Homer	1	1,385	2,115	730	0.5	1.5
Kenai	6	7,531	12,996	5,465	3.7	1.7
Kodiak	3	3,244	6,211	2,967	2.0	1.9
Palmer	7	8,919	15,227	6,308	4.2	1.7
Valdez	1	1,385	2,113	728	0.5	1.5
Southeast	13	15,195	35,266	20,071	13.5	2.3
Craig	1	1,385	2,378	993	0.7	1.7
Juneau	6	7,621	19,873	12,252	8.2	2.6
Ketchikan	4	4,691	8,592	3,901	2.6	1.8
Sitka	2	1,498	4,423	2,925	2.0	3.0
Total	88.5	108,349	213,086	104,737	70.2	2.0

Source of data: 2009 JPO Workload and Caseload Study

Statistically, this produces more robust estimates, but it ignores local variations. Results with statewide estimates are simply presented as an alternative to the previous results. In many respects, results with statewide estimates mirror the results with local estimates.

Three sets of results with statewide estimates are presented. The first (in Table 15) utilizes statewide averages for the hours required to handle each type of case. Stated differently, the numbers in Table 9 are replaced with statewide averages so that dismissed cases in all offices require 4.3 hours, all cases adjusted without a referral require 5.6 hours, all cases adjusted with a referral require 7.2 hours, all informal probation cases require 13.6 hours, and all petitioned cases require 99.7 hours. The second (in Table 16) utilizes statewide averages for case dispositions. Stated differently, the numbers in Tables 7 and 8 are replaced with statewide averages so that in each office, 18% of cases are dismissed, 32% are adjusted without a referral, 13% are adjusted with a referral, 4% are placed on informal probation, and 34% are petitioned. The third (in Table 17) utilizes statewide averages for both the hours required to handle each type of case and case dispositions. Results from these three models are then summarized in Table 18.

Table 16. Final Results with Average Case Dispositions

Region / Location	Current Positions	Total Time Available	Total Time Needed	Difference	New Positions Needed	Workload Burden
Anchorage	29	36,593	72,916	36,323	24.3	2.0
Northern	26	31,331	55,634	24,303	16.3	1.8
Barrow	3	3,003	2,981	-22	0.0	1.0
Bethel	5	6,121	6,610	489	0.3	1.1
Fairbanks	11	14,728	35,788	21,060	14.1	2.4
Kotzebue	3	2,980	5,334	2,354	1.6	1.8
Nome	4	4,499	4,921	422	0.3	1.1
South Central	20.5	25,230	43,489	18,259	12.1	1.7
Dillingham	2.5	2,766	4,175	1,409	0.9	1.5
Homer	1	1,385	2,412	1,027	0.7	1.7
Kenai	6	7,531	10,525	2,994	2.0	1.4
Kodiak	3	3,244	5,245	2,001	1.3	1.6
Palmer	7	8,919	18,651	9,732	6.5	2.1
Valdez	1	1,385	2,481	1,096	0.7	1.8
Southeast	13	15,195	26,033	10,838	7.2	1.7
Craig	1	1,385	2,182	797	0.5	1.6
Juneau	6	7,621	14,165	6,544	4.4	1.9
Ketchikan	4	4,691	4,375	-316	-0.2	0.9
Sitka	2	1,498	5,311	3,813	2.5	3.5
Total	88.5	108,349	198,072	89,723	59.9	1.8

Source of data: 2009 JPO Workload and Caseload Study

Results from Tables 14 to 17 are summarized in Table 18. With these different specifications, we estimated that the Alaska Division of Juvenile Justice needs an additional 59.6 to 70.2 positions to adequately meet minimum probation standards, to continue the development and enhancement of system improvements, and to fully implement the restorative justice field probation service delivery model. The number of new positions needed varied from 24.3 to 35.0 in Anchorage, 9.9 to 16.3 in the Northern region, 9.9 to 14.7 in the South Central region, and 7.2 to 13.5 in the Southeast region.

Table 17. Final Results with Average Times Required per Case and Case Dispositions

Region / Location	Current Positions	Total Time Available	Total Time Needed	Difference	New Positions Needed	Workload Burden
Anchorage	29	36,593	87,577	50,984	34.1	2.4
Northern	26	31,331	48,717	17,386	11.6	1.6
Barrow	3	3,003	2,568	-435	-0.3	0.9
Bethel	5	6,121	10,090	3,969	2.7	1.6
Fairbanks	11	14,728	23,922	9,194	6.1	1.6
Kotzebue	3	2,980	4,630	1,650	1.1	1.6
Nome	4	4,499	7,507	3,008	2.0	1.7
South Central	20.5	25,230	47,153	21,923	14.7	1.9
Dillingham	2.5	2,766	3,642	876	0.6	1.3
Homer	1	1,385	2,073	688	0.5	1.5
Kenai	6	7,531	16,064	8,533	5.7	2.1
Kodiak	3	3,244	4,560	1,316	0.9	1.4
Palmer	7	8,919	18,675	9,756	6.5	2.1
Valdez	1	1,385	2,139	754	0.5	1.5
Southeast	13	15,195	29,636	14,441	9.6	2.0
Craig	1	1,385	1,885	500	0.3	1.4
Juneau	6	7,621	16,582	8,961	6.0	2.2
Ketchikan	4	4,691	6,704	2,013	1.3	1.4
Sitka	2	1,498	4,465	2,967	2.0	3.0
Total	88.5	108,349	213,083	104,734	70.0	2.0

Source of data: 2009 JPO Workload and Caseload Study

Table 18. Summary of Final Results

Region / Location	New Positions Needed			Workload Burden		
	Min	Max	Average	Min	Max	Average
Anchorage	24.3	35.0	29.6	2.0	2.4	2.2
Northern	9.9	16.3	13.0	1.5	1.8	1.6
Barrow	-0.8	0.0	-0.4	0.6	1.0	0.8
Bethel	0.1	2.7	1.3	1.0	1.6	1.3
Fairbanks	5.6	14.1	9.8	1.6	2.4	2.0
Kotzebue	0.5	1.6	1.0	1.2	1.8	1.5
Nome	0.3	2.3	1.3	1.1	1.8	1.4
South Central	9.9	14.7	12.1	1.6	1.9	1.7
Dillingham	0.6	1.2	0.9	1.3	1.7	1.5
Homer	0.5	0.7	0.6	1.5	1.7	1.6
Kenai	0.7	5.7	3.0	1.1	2.1	1.6
Kodiak	0.9	2.6	1.7	1.4	2.2	1.8
Palmer	4.0	6.5	5.3	1.7	2.1	1.9
Valdez	0.5	0.7	0.6	1.5	1.8	1.7
Southeast	7.2	13.5	10.2	1.7	2.3	2.0
Craig	0.3	0.9	0.6	1.4	2.0	1.7
Juneau	4.4	8.2	6.2	1.9	2.6	2.2
Ketchikan	-0.2	2.6	1.1	0.9	1.8	1.3
Sitka	2.0	2.6	2.3	3.0	3.6	3.3
Total	59.6	70.2	64.9	1.8	2.0	1.9

Source of data: 2009 JPO Workload and Caseload Study
(totals represent minimum, maximum, and average totals from Tables 14 to 17)

Average workload burdens (statewide) varied from 1.8 to 2.0, with an average of 1.9. Workload burdens varied from 2.0 to 2.4 in Anchorage, 1.5 to 1.8 in the Northern region, 1.6 to 1.9 in the South Central region, and 1.7 to 2.3 in the Southeast region. Overall, results are fairly consistent across different model specifications. Anchorage had the highest number of new positions needed and Sitka always had the highest workload burden.

Time Study Comparisons

The last time study was conducted in 2000 by the Alaska Division of Juvenile Justice. In Table 19, we compare the results from the 2000 study to the results of this study (from Table 14).

Table 19. Time Study Comparisons

Region / Location	2000 Time Study			2009 Time Study		
	Current Positions	Total Positions Needed	New Positions Needed	Current Positions	Total Positions Needed	New Positions Needed
Anchorage	20	56	36	29	54.1	25.1
Northern	17	32	17	26	40.2	14.2
Barrow	1	3	3	3	2.4	-0.6
Bethel	3	8	5	5	5.1	0.1
Fairbanks	9	14	5	11	24.4	13.4
Kotzebue	1	2	1	3	3.8	0.8
Nome	3	6	4	4	4.5	0.5
South Central	10	30	22	20.5	30.4	9.9
Dillingham	1	4	3	2.5	3.7	1.2
Homer	1	4	3	1	1.7	0.7
Kenai	2	8	6	6	6.7	0.7
Kodiak	1	4	3	3	5.6	2.6
Palmer	4	9	5	7	11.0	4.0
Valdez	1	4	3	1	1.7	0.7
Southeast	10	19	9	13	23.4	10.4
Craig	1	2	1	1	1.9	0.9
Juneau	5	7	2	6	12.3	6.3
Ketchikan	3	7	5	4	4.6	0.6
Sitka	1	2	1	2	4.6	2.6
Total	57	133	83	88.5	148.1	59.6

Source of data: 2000 Juvenile Probation Field Services Resource Needs Time Study & 2009 JPO Workload and Caseload Study (discrepancies in 2000 time study totals are due to rounding)

In 2000, the Alaska Division of Juvenile Justice had 57 positions that provided direct services to offenders, victims, and community justice partners. These 57 positions handled almost 7,500 cases per year. At that time, the Division estimated that an additional 83 positions were needed for a total of 133 positions. In 2009, the Alaska Division of Juvenile Justice had 88.5 positions (a 55% increase since 2000) and handled almost 4,700 cases (a 37% decrease since 2000). Despite the increase in the number of positions and the decrease in the number of cases, we estimated that the Division still needs an additional 59.6 positions for a total of 148.1 positions. The 2000 study estimated that 43% of the new positions were needed in Anchorage. Similarly, we estimated that 42% of the new positions were needed in Anchorage. From 2000 to 2009, the total number of needed positions increased by 11% while the number of current positions

(included in the study) increased by 55%. As a result, the number of new positions needed decreased by 28%.

Appendix A

Time Available

Calculations of time available were based on the number and type of juvenile probation officers and social service associates in each office and accounted for holidays, personal leave, and other required activities. Some Juvenile Probation Officer IIIs do not carry caseloads (or would not if offices were fully staffed). These positions were not included in calculations of time available because they should not contribute any time available for the provision of direct [client] services. The number and type of juvenile probation officers and social service associates in each office is shown in Table A.1.

Table A.1. Number of Positions by Region and Location

Row Percentages

Region / Location	JPO I		JPO II		JPO III		SSA I		SSA II		Total
	N	%	N	%	N	%	N	%	N	%	
Anchorage	3	10.3 %	22	75.9 %	0	0.0 %	1	3.4 %	3	10.3 %	29
Northern	6	23.1	12	46.2	3	11.5	3	11.5	2	7.7	26
Barrow	1	33.3	0	0.0	1	33.3	1	33.3	0	0.0	3
Bethel	1	20.0	3	60.0	0	0.0	1	20.0	0	0.0	5
Fairbanks	2	18.2	8	72.7	0	0.0	0	0.0	1	9.1	11
Kotzebue	0	0.0	1	33.3	1	33.3	0	0.0	1	33.3	3
Nome	2	50.0	0	0.0	1	25.0	1	25.0	0	0.0	4
South Central	4	19.5	12	58.5	1	4.9	1.5	7.3	2	9.8	20.5
Dillingham	0	0.0	1	40.0	1	40.0	0.5	20.0	0	0.0	2.5
Homer	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	1
Kenai	1	16.7	4	66.7	0	0.0	1	16.7	0	0.0	6
Kodiak	1	33.3	1	33.3	0	0.0	0	0.0	1	33.3	3
Palmer	2	28.6	4	57.1	0	0.0	0	0.0	1	14.3	7
Valdez	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	1
Southeast	5	38.5	4	30.8	1	7.7	0	0.0	3	23.1	13
Craig	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	1
Juneau	3	50.0	2	33.3	0	0.0	0	0.0	1	16.7	6
Ketchikan	2	50.0	1	25.0	0	0.0	0	0.0	1	25.0	4
Sitka	0	0.0	0	0.0	1	50.0	0	0.0	1	50.0	2
Total	18	20.3	50	56.5	5	5.6	6	6.2	10	11.3	88.5

Source of data: Alaska Division of Juvenile Justice, August 2009

The standard workweek for Division of Juvenile Justice employees includes 37.5 hours. Accrual rates for personal leave are based on years of service (7.5 hours per pay period for the first two years, 8.44 hours per pay period for years two to five, 9.38 hours per pay period for years five to 10, and 11.25 hours per pay period after 10 years). Each position has 11 days of holiday leave per year (82.5 hours). To account for leap years, we included 365.25 days per year (or 26.089 pay periods per year).

Other required activities include training, community involvement, public relations, records and reports, supervision, and clerical support. The time required of other activities was estimated by Juvenile Probation Officer IVs in each region. For juvenile probation officers, these activities include training, community involvement, records and reports, and supervision. For social service associates, these activities include training, public relations, and clerical support. Detailed results from these estimates are presented in Table A.2. Juvenile probation officer IV ratings were highly reliable (*Cronbach's alpha* = 0.98). Stated differently, only 2% of the variation in the estimates was attributable to random error. In addition, juvenile probation officer IV ratings were highly valid. A one-factor solution yielded an *eigenvalue* of 3.99, indicating that 99.6% of the total variation in the ratings was explained by this one factor.

Table A.2. Average Hours per Week Required for Other Activities

Activity	JPO I				JPO II				JPO III			
	Min	Max	Mean	St. Dev.	Min	Max	Mean	St. Dev.	Min	Max	Mean	St. Dev.
Training	2.00	2.00	2.00	0.00	1.00	1.00	1.00	0.00	1.00	1.00	1.00	0.00
Community Involvement	1.00	1.00	1.00	0.00	2.00	2.00	2.00	0.00	3.00	4.00	3.25	0.50
Records and Reports	0.00	2.00	0.50	1.00	0.00	2.00	0.75	0.96	2.00	4.00	2.50	1.00
Supervision	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	15.00	10.33	5.03

Activity	SSA I				SSA II			
	Min	Max	Mean	St. Dev.	Min	Max	Mean	St. Dev.
Training	2.00	2.00	2.00	0.00	1.00	1.00	1.00	0.00
Public Relations	0.00	1.00	0.50	0.58	0.00	2.00	0.75	0.96
Clerical Support	15.00	30.00	22.50	6.46	15.00	30.00	22.50	6.46

Source of data: Alaska Division of Juvenile Justice, August 2009

Table A.3. Total Hours Available per Year by Position and Office

Office	JPO I	JPO II	JPO III	SSA I	SSA II	Total
Anchorage	4,316	30,909	0	374	994	36,593
Barrow	1,495	0	1,134	374	0	3,003
Bethel	1,495	4,301	0	325	0	6,121
Craig	0	1,385	0	0	0	1,385
Dillingham	0	1,458	1,134	174	0	2,766
Fairbanks	2,967	11,373	0	0	388	14,728
Homer	0	1,385	0	0	0	1,385
Juneau	4,463	2,770	0	0	388	7,621
Kenai	1,471	5,686	0	374	0	7,531
Ketchikan	2,991	1,385	0	0	315	4,691
Kodiak	1,471	1,458	0	0	315	3,244
Kotzebue	0	1,458	1,134	0	388	2,980
Nome	2,967	0	1,183	349	0	4,499
Palmer	2,918	5,686	0	0	315	8,919
Sitka	0	0	1,134	0	364	1,498
Valdez	0	1,385	0	0	0	1,385

Source of data: 2009 JPO Workload and Caseload Study

Final calculations of time available are shown in Table A.3. Time available was calculated for each position type in each office, was rounded down to the nearest integer, and summed across

position types. Total time available per year varies from a low of 1,385 hours (Craig, Homer, and Valdez) to a high of 36,593 (Anchorage).

Statewide, the average time available is 1,475 hours for Juvenile Probation Officer I positions, 1,412 hours for Juvenile Probation Officer II positions, 1,144 hours for Juvenile Probation Officer III positions, 328 hours for Social Service Associate I positions, and 347 hours for Social Service Associate II positions.

Definitions for Other Required Activities

Community Involvement

Create and maintain positive public image, promote good relationships with public and private agencies, inform others of DJJ mission and restorative justice, establish relationships with Tribal organizations, participate in community forums, provide training to other groups, create prevention programs through community partnerships, develop restorative justice practices, identify and correct service gaps, develop prevention classes, serve on regional task forces and committees, attend public meetings.

Public Relations

Identify training opportunities for community outreach, represent DJJ on committees, keep lines of communication open, provide grief counseling to community beyond mandates of DJJ, maintain positive relations with other organizations.

Records and Reports

Prepare reports for direct supervision, activity reports, incident reports, legislative contact reports, weekly and yearly activity reports, quarterly audit reports, prepare reports on office activities.

Supervision

Identify staff training needs, arrange for training, ensure staff protocols are followed, ensure staff rights are respected, perform Work Place Alaska duties, develop interview questions, initiate district personnel disciplinary actions, ensure staffing needs are met, write performance evaluations, ensure subordinates are properly trained, pay and leave paperwork is in order, handle employee grievances, hire personnel, provide corrective training, establish performance standards.

Clerical Support

Track and report performance measures, track training hours, prepare time sheets, update publications, generate monthly reports (supervision/custody caseloads), mail, monitor office supplies, other paperwork and clerical duties (not JOMIS related), annual inventories of office equipment, coordinate office equipment repair, book keeping, ensure facilities are clean.

Appendix B

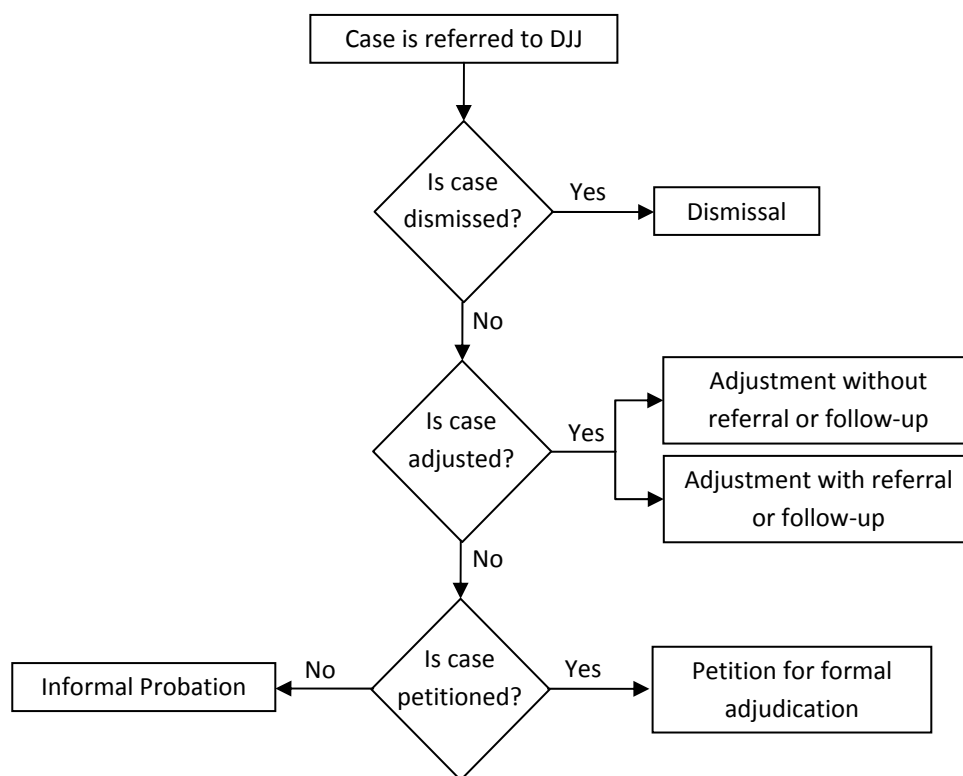
Number of Cases

This study included five types of cases (or referrals) handled by juvenile probation officers and social service associates. Law enforcement agencies make referrals to the Alaska Division of Juvenile Justice if there is probable cause that a youth committed an offense which would be criminal if committed by an adult, committed a felony traffic offense, or committed an alcohol offense after two prior convictions for minor consuming in District Court. Adults may be referred to the Alaska Division of Juvenile Justice if their offenses were committed as juveniles.

Workload determinations were based on the depth of processing that each referral requires. Referrals for new delinquent offenses may receive one of five dispositions. These include:

- (a) Dismissal
- (b) Adjustment without referral / follow-up
- (c) Adjustment with referral / follow-up
- (d) Informal probation
- (e) Petition for formal adjudication / formal diversion

Figure B.1. Referrals for New Offenses, by Depth of Processing



In addition to these five types of cases, we accounted for workload differences in responsibility between ultimate and immediate probation officers. Ultimate responsibility rests with the probation office nearest the court of jurisdiction where the case originated whereas immediate responsibility rests with the probation office in the district where the juvenile resides. These differences do not affect the types of cases referred to each Division of Juvenile Justice office, but do affect workloads. Stated differently, adjustments for differences in responsibility were built into the workload calculations, rather than into case types.

Finally, we also accounted for interstate-in and interstate-out cases. The Alaska Division of Juvenile Justice belongs to the Interstate Compact on Juveniles (ICJ). Interstate-in cases are incoming out-of-state probation or parole cases that require courtesy supervision from the Alaska Division of Juvenile Justice. Interstate-in cases were treated as petitioned cases under immediate supervision (with no ultimate supervision). These calculations are not exactly correct, but provide good approximations for rare case types (less than 1% of total referrals). Again, these adjustments were built into the workload calculations, rather than into case types. Interstate-out cases are outgoing Alaska probation cases that require courtesy supervision in another state. Interstate-out cases were treated as petitioned cases.

Table B.1. Average Caseloads for Ultimate Probation Officers: FY06-08

Row Percentages

Region / Location	Dismissed		Adjust without Follow-Up		Adjust with Follow-Up		Informal Probation		Petition / Formal Diversion		Total
	N	%	N	%	N	%	N	%	N	%	
Anchorage	316	14.3 %	679	30.7 %	430	19.4 %	61	2.8 %	726	32.8 %	2,212
Northern	303	22.4	460	34.1	89	6.6	51	3.8	447	33.1	1,350
Barrow	25	35.7	24	34.3	0	0.0	4	5.7	17	24.3	70
Bethel	78	26.4	111	37.5	0	0.0	9	3.0	98	33.1	296
Fairbanks	132	21.2	170	27.2	82	13.1	32	5.1	208	33.3	624
Kotzebue	32	23.4	64	46.7	1	0.7	3	2.2	37	27.0	137
Nome	36	16.1	91	40.8	6	2.7	3	1.3	87	39.0	223
South Central	263	19.6	386	28.8	168	12.5	95	7.1	427	31.9	1,339
Dillingham	23	20.4	37	32.7	1	0.9	3	2.7	49	43.4	113
Homer	8	14.5	14	25.5	0	0.0	15	27.3	18	32.7	55
Kenai	128	27.1	151	32.0	26	5.5	33	7.0	134	28.4	472
Kodiak	23	16.8	11	8.0	11	8.0	23	16.8	69	50.4	137
Palmer	73	14.5	155	30.8	123	24.5	16	3.2	136	27.0	503
Valdez	8	13.6	18	30.5	7	11.9	5	8.5	21	35.6	59
Southeast	134	17.9	268	35.9	31	4.1	10	1.3	304	40.7	747
Craig	12	22.6	13	24.5	1	1.9	2	3.8	25	47.2	53
Juneau	53	12.4	179	41.9	15	3.5	4	0.9	176	41.2	427
Ketchikan	48	26.8	35	19.6	11	6.1	3	1.7	82	45.8	179
Sitka	21	23.9	41	46.6	4	4.5	1	1.1	21	23.9	88
Total	1,016	18.0	1,793	31.7	718	12.7	217	3.8	1,904	33.7	5,648

Source of data: Alaska Division of Juvenile Justice, FY06-08

The average number of cases under ultimate supervision from FY2006 to FY2008 per year is shown in Table B.1. On average, the Division of Juvenile Justice handled 5,648 referrals per

year, with half from Anchorage (39%) and Fairbanks (11%). Statewide, the most common dispositions were petitions (34%) and adjustments without follow-ups (32%).

The average number of cases under immediate supervision from FY2006 to FY2008 per year is shown in Table B.2.

Table B.2. Average Caseloads for Immediate Probation Officers: FY06-08

Row Percentages

Region / Location	Dismissed		Adjust without Follow-Up		Adjust with Follow-Up		Informal Probation		Petition / Formal Diversion		Total
	N	%	N	%	N	%	N	%	N	%	
Anchorage	386	15.4 %	722	28.7 %	428	17.0 %	62	2.5 %	915	36.4 %	2,513
Northern	264	22.1	435	36.4	91	7.6	50	4.2	356	29.8	1,196
Barrow	21	32.3	26	40.0	0	0.0	4	6.2	14	21.5	65
Bethel	52	23.6	94	42.7	0	0.0	9	4.1	65	29.5	220
Fairbanks	149	22.8	183	28.0	84	12.9	32	4.9	205	31.4	653
Kotzebue	17	17.2	56	56.6	1	1.0	2	2.0	23	23.2	99
Nome	25	15.7	76	47.8	6	3.8	3	1.9	49	30.8	159
South Central	203	18.4	356	32.3	167	15.1	94	8.5	283	25.7	1,103
Dillingham	14	20.3	33	47.8	1	1.4	2	2.9	19	27.5	69
Homer	7	12.7	14	25.5	1	1.8	15	27.3	18	32.7	55
Kenai	90	25.8	127	36.4	26	7.4	33	9.5	73	20.9	349
Kodiak	15	16.0	9	9.6	10	10.6	22	23.4	38	40.4	94
Palmer	68	14.1	156	32.3	122	25.3	17	3.5	120	24.8	483
Valdez	9	17.0	17	32.1	7	13.2	5	9.4	15	28.3	53
Southeast	163	19.1	279	32.7	32	3.8	11	1.3	368	43.1	853
Craig	11	24.4	13	28.9	1	2.2	2	4.4	18	40.0	45
Juneau	76	16.5	166	35.9	16	3.5	4	0.9	200	43.3	462
Ketchikan	42	23.9	40	22.7	11	6.3	4	2.3	79	44.9	176
Sitka	34	20.0	60	35.3	4	2.4	1	0.6	71	41.8	170
Total	1,016	17.9	1,792	31.6	718	12.7	217	3.8	1,922	33.9	5,665

Source of data: Alaska Division of Juvenile Justice, FY06-08

Definitions for Types of Cases

Dismissal

A referral is dismissed when probable cause does not exist to believe that a crime has been committed or that the juvenile committed the offense. In addition, a referral is dismissed if there is not sufficient admissible evidence to support a formal adjudication of delinquency. Finally, a referral is dismissed (without prejudice) if the juvenile or parent cannot be interviewed and the offense is of a minor nature.

If a case (or referral) is not dismissed, it may be adjusted when it is in the best interest of the juvenile and the community to not pursue the matter through formal court action. Cases may be adjusted with or without referrals for services and follow-ups.

Adjustment without referral / follow-up

Cases are adjusted without a referral or follow-up when neither formal court action nor non-judicial supervision is necessary to achieve the goals and purposes of Alaska's restorative juvenile justice system – to hold juveniles accountable for their behaviors, to promote the safety and restoration of victims and communities, and to assist offenders and their families in developing skills to prevent crime.

Adjustment with referral / follow-up

Cases are adjusted with a referral or follow-up when neither formal court action nor non-judicial supervision is necessary to achieve the goals and purposes of Alaska's restorative juvenile justice system, but participation in a diversion program (e.g., counseling) is determined to be essential. In these cases, juvenile probation officers may refer the youth and/or family to specific diversion programs, may maintain a level of diversion supervision while the juvenile completes the diversion requirements, and may adjust the matter when the goals and purposes of Alaska's restorative juvenile justice system have been met.

If the goals and purposes of Alaska's restorative juvenile justice system cannot be met without non-judicial supervision, juvenile probation officers may use informal probation.

Informal probation

Informal probation is a voluntary contract with the juvenile and parents/guardians. Informal probation may include, for example, referrals to other agencies for services, restitution and/or community work service requirements, and voluntary use of urinalysis testing. In addition to providing low levels of supervision, juvenile probation officers are required to document the informal supervision plan, including justifications for informal intervention.

If the goals and purposes of Alaska's restorative juvenile justice system cannot be met without formal court action, juvenile probation officers may petition for formal adjudication or use formal diversion.

Petition or formal diversion

In some cases, if it appears that the juvenile would be amenable to a period of court-imposed participation in a diversion program (and the juvenile meets specific diversion criteria), the juvenile probation officer may recommend formal diversion. Alternatively, the juvenile probation officer may petition for formal adjudication. Formal diversion agreements must be voluntary and may include restitution, juvenile court, victim-offender dialogue, community work service, short-term counseling, and other programs. Juvenile probation officers are responsible for providing direct supervision, while monitoring compliance with diversion requirements.

Appendix C

Time Required

The time required to handle each case / referral was calculated through eight focus groups with juvenile probation officers and social service associates (two in Anchorage, two in Fairbanks, one in Juneau, one in Palmer, one with rural offices with juvenile justice facilities, and one with rural offices without a juvenile justice facility). Focus group participants provided time estimates for 145 different activities in different types of case. These included activities related to intake and assessment, detention, court, case management, and supervision.

The estimates from the two Anchorage groups were averaged to obtain a single estimate. Similarly, we averaged the estimates from the two Fairbanks groups. Overall, time estimates were highly reliable ($\alpha = 0.95$) and valid (first *eigenvalue* = 5.09, 84.8%).

Summary results are presented in Table C.1 and C.2. Additional details and definitions are also included within this appendix.

Table C.1. Summary Estimates for Hours Required per Type of Case

Type of Case	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Dismissed	4.0	5.7	3.0	4.3	3.2	5.7	4.3
Adjusted without referral	5.9	9.0	4.3	4.4	4.1	5.7	5.6
Adjusted with referral	9.2	9.9	6.1	5.1	4.8	8.1	7.2
Informal probation	21.1	20.3	11.3	8.9	9.7	10.4	13.6
Petitioned	78.7	149.6	86.3	102.1	64.3	117.2	99.7

Table C.2. Average Estimates (in Minutes) per Type of Case and Activity

Activities	Type of Case					Average (Minutes)	Average (Hours)
	Dismissed	Adjusted without Referral	Adjusted with Referral	Informal Probation	Petitioned		
Intake and assessment	245	283	291	305	323	289.4	4.8
Detention	13	18	26	23	122	40.4	0.7
Court	0	0	0	0	3,193	638.6	10.6
Management	0	0	0	0	308	61.6	1.0
Supervision	0	33	115	489	2,036	534.6	8.9
Total (Minutes)	258	334	432	817	5,982	1,564.6	--
Total (Hours)	4.3	5.6	7.2	13.6	99.7	--	26.1

As explained further within this appendix, some time estimates account for the prevalence of each activity (e.g., detention activities account for the proportion of non-detention cases within each case type). Because the prevalence of each activity within each case type may vary across sites, estimates across locations are not directly comparable. A lower estimate could simply indicate a lower prevalence for that activity (e.g., fewer detention assessments). In addition,

some time estimates account for the number and type of services available (e.g., diversion programs). A lower estimate could simply indicate a lower availability of diversion programs (or the availability of diversion programs that require less time to establish and monitor).

Estimates for Dismissed Cases

Activities in dismissed cases included intake and assessment activities and detention activities. All activities were estimated in minutes per dismissed case. Detention activities were assumed to be applicable only for detention cases. Estimates were adjusted to account for non-detention cases. All other activities are assumed to be applicable for all dismissed cases (unless estimates are zero).

Table C.3. Detailed Estimates (in Minutes) for Time Required per Dismissed Case

Intake and Assessment	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Acceptance of referral	40	60	35	40	20	30	38
Intake investigation	40	70	45	25	50	105	56
Intake interview	50	55	0	40	65	60	45
Victim notification	15	40	35	60	10	45	34
YLS/CMI-SV	5	5	0	5	5	10	5
CRAFFT	5	5	5	5	0	10	5
JOMIS documentation	60	75	40	55	25	45	50
Intake disposition	5	10	20	20	5	15	13
Total	220	320	180	250	180	320	245

Detention	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Detention assessment	5	10	0	5	5	5	5
Transition placement plan	10	5	0	0	0	10	4
JOMIS documentation	5	5	0	5	5	5	4
Total	20	20	0	10	10	20	13

Totals	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Intake and assessment	220	320	180	250	180	320	245
Detention	20	20	0	10	10	20	13
Total Minutes	240	340	180	260	190	340	258
Total Hours	4.0	5.7	3.0	4.3	3.2	5.7	4.3

On average, dismissed cases required 4.3 hours of services, or 258 minutes. Estimates varied from a low of 3.0 hours in Juneau to a high of 5.7 hours in Fairbanks and rural offices without a facility.

Estimates for Cases Adjusted Without a Referral

Activities in cases adjusted without a referral included intake and assessment activities, detention activities, and some supervision activities. All activities were estimated in minutes per case adjusted without a referral. Intake and assessment activities were assumed to be applicable for all cases adjusted without a referral. All other activities (detention and supervision) were assumed to be applicable only for a proportion of cases adjusted without a referral. Detention estimates were adjusted to account for non-detention cases and supervision estimates were adjusted to account for the rarity of supervision activities in cases adjusted without a referral.

Table C.4. Detailed Estimates (in Minutes) for Time Required per Case Adjusted without a Referral

Intake and Assessment	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Acceptance of referral	55	60	35	40	30	30	42
Intake investigation	45	100	40	20	30	45	47
Intake interview	55	105	75	50	75	60	70
Victim notification	25	50	25	60	25	45	38
YLS/CMI-SV	5	15	0	5	5	10	7
CRAFFT	5	10	5	5	5	10	7
JOMIS documentation	65	90	55	55	50	45	60
Intake disposition	5	10	20	20	5	15	13
Total	260	440	255	255	225	260	283

Detention	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Detention assessment	5	40	0	5	5	5	10
Transition placement plan	10	5	0	0	0	5	3
JOMIS documentation	5	10	0	5	5	5	5
Total	20	55	0	10	10	15	18

Supervision	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Case planning meetings	30	0	0	0	0	0	5
Supervision contacts	5	0	0	0	5	5	3
Escorting	15	0	0	0	0	0	3
Establishing diversion services	0	0	0	0	0	30	5
Monitoring diversion services	0	30	0	0	0	10	7
Violations	5	0	0	0	0	5	2
JOMIS documentation	20	15	0	0	5	15	9
Total	75	45	0	0	10	65	33

Totals	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Intake and assessment	260	440	255	255	225	260	283
Detention	20	55	0	10	10	15	18
Supervision	75	45	0	0	10	65	33
Total Minutes	355	540	255	265	245	340	334
Total Hours	5.9	9.0	4.3	4.4	4.1	5.7	5.6

On average, cases adjusted without a referral required 5.6 hours of services, or 335 minutes. Estimates varied from a low of 4.1 hours in rural offices with a facility to a high of 9.1 hours in Fairbanks.

Estimates for Cases Adjusted With a Referral

Activities in cases adjusted with a referral included intake and assessment activities, detention activities, and some supervision activities. All activities were estimated in minutes per case adjusted with a referral. Intake and assessment activities were assumed to be applicable for all cases adjusted with a referral. All other activities (detention and supervision) were assumed to be applicable only for a proportion of cases adjusted with a referral. Detention estimates were adjusted to account for non-detention cases and supervision estimates were adjusted to account for the prevalence of supervision activities in cases adjusted with a referral.

Table C.5. Detailed Estimates (in Minutes) for Time Required per Case Adjusted with a Referral

Intake and Assessment	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Acceptance of referral	55	60	35	40	30	30	42
Intake investigation	50	100	40	20	30	45	48
Intake interview	55	105	85	60	80	60	74
Victim notification	25	50	25	60	25	45	38
YLS/CMI-SV	5	15	0	5	5	10	7
CRAFT	5	10	5	5	5	10	7
JOMIS documentation	70	100	55	60	50	45	63
Intake disposition	5	10	20	20	5	15	13
Total	270	450	265	270	230	260	291

Detention	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Detention assessment	5	40	25	5	5	5	14
Transition placement plan	5	5	15	0	0	5	5
JOMIS documentation	5	10	10	5	5	5	7
Total	15	55	50	10	10	15	26

Supervision	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Case planning meetings	125	0	5	0	5	0	23
Supervision contacts	30	0	30	15	15	105	33
Escorting	20	0	0	0	0	0	3
Establishing diversion services	40	0	0	5	10	50	18
Monitoring diversion services	10	60	0	0	5	20	16
Violations and arrests	10	0	5	0	0	5	3
JOMIS documentation	30	30	10	5	15	30	20
Total	265	90	50	25	50	210	115

Totals	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Intake and assessment	270	450	265	270	230	260	291
Detention	15	55	50	10	10	15	26
Supervision	265	90	50	25	50	210	115
Total Minutes	550	595	365	305	290	485	432
Total Hours	9.2	9.9	6.1	5.1	4.8	8.1	7.2

On average, cases adjusted with a referral required 7.2 hours of services, or 432 minutes. Estimates varied from a low of 5.1 hours in Palmer to a high of 9.9 hours in Fairbanks.

Estimates for Informal Probation Cases

Activities in informal probation cases included intake and assessment activities, detention activities, and some supervision activities. All activities were estimated in minutes per informal probation case. Intake and assessment activities were assumed to be applicable for all informal probation cases. All other activities (detention and supervision) were assumed to be applicable only for a proportion of informal probation cases. Detention estimates were adjusted to account for non-detention cases and supervision estimates were adjusted to account for the prevalence of supervision activities in informal probation cases.

Table C.6. Detailed Estimates (in Minutes) for Time Required per Informal Probation Case

Intake and Assessment	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Acceptance of referral	50	60	35	40	30	30	41
Intake investigation	55	100	40	25	30	55	51
Intake interview	65	105	90	60	80	75	79
Victim notification	25	50	25	60	25	60	41
YLS/CMI-SV	5	15	0	5	5	10	7
CRAFFT	5	10	5	5	5	10	7
JOMIS documentation	80	100	55	65	60	45	68
Intake disposition	5	10	20	20	5	15	13
Total	290	450	270	280	240	300	305

Detention	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Detention assessment	5	40	20	5	5	5	13
Transition placement plan	10	5	0	0	0	5	3
JOMIS documentation	5	10	5	5	5	5	6
Total	20	55	25	10	10	15	23

Supervision	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Case planning meetings	100	5	0	0	25	0	22
Supervision contacts	500	405	330	165	160	210	295
Escorting	20	0	0	0	70	0	15
Establishing diversion services	40	0	0	0	0	25	11
Monitoring diversion services	90	5	0	0	0	15	18
Violations and arrests	10	100	45	60	30	20	44
JOMIS documentation	195	200	5	20	45	40	84
Total	955	715	380	245	330	310	489

Totals	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Intake and assessment	290	450	270	280	240	300	305
Detention	20	55	25	10	10	15	23
Supervision	955	715	380	245	330	310	489
Total Minutes	1,265	1,220	675	535	580	625	817
Total Hours	21.1	20.3	11.3	8.9	9.7	10.4	13.6

On average, informal probation cases required 13.6 hours of services, or 817 minutes. Estimates varied from a low of 8.9 hours in Palmer to a high of 21.1 hours in Anchorage. Again, estimates across sites are not directly comparable because estimates were adjusted for the prevalence of each activity. In particular, the number and type of diversion services vary greatly across sites.

Estimates for Petitioned Cases

Activities in petitioned cases included intake, assessment, detention, court, management, and supervision activities. All activities were estimated in minutes per petitioned case. Intake, assessment, and court activities were assumed to be applicable for all petitioned cases. Detention, management, and supervision activities were assumed to be applicable only for a proportion of petitioned cases. Detention estimates were adjusted to account for non-detention cases. Management and supervision estimates were adjusted to account for the prevalence of different management and supervision activities in different petitioned cases. As a result, comparisons across sites are difficult because they include differences in time estimates and differences in prevalence. No adjustments were made to account for the fact that petitioned cases often last for more than one year (from referral to termination). Instead, we assumed that within each fiscal year, caseloads would include both new petitioned cases that are unlikely to be terminated within that fiscal year and petitioned cases remaining from the previous fiscal year.

Table C.7. Detailed Estimates (in Minutes) for Time Required per Petitioned Case

Intake and Assessment	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Acceptance of referral	55	60	35	40	35	60	48
Intake investigation	45	135	75	55	40	105	76
Intake interview	55	70	90	60	80	60	69
Victim notification	20	55	35	65	30	60	44
YLS/CMI-SV	5	15	0	5	5	10	7
CRAFFT	5	10	5	5	10	10	8
JOMIS documentation	80	95	55	50	40	45	61
Intake disposition	5	5	20	20	5	15	12
Total	270	445	315	300	245	365	323

Detention	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Detention assessment	5	70	35	45	50	10	36
Transition placement plan	25	40	50	65	65	25	45
JOMIS documentation	10	25	30	140	30	10	41
Total	40	135	115	250	145	45	122

Court Activities	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Court Preparation							
Negotiations	180	450	300	400	45	75	242
Arranging meetings / hearings	40	90	55	60	25	80	58
Establishing CWS / restitution	90	135	120	95	40	120	100
Court documents	135	180	60	110	135	385	168
Placement alternatives / RPC	130	245	260	485	75	565	293
Victim involvement	85	135	120	165	45	160	118
JOMIS documentation	25	585	120	160	15	120	171
Court Reports							
Predisposition	750	1320	900	655	780	900	884
Violation	210	840	210	350	450	480	423
Annual review	105	465	0	50	0	0	103
Other	75	265	0	20	70	40	78
JOMIS documentation	10	20	10	5	30	35	18
Court							
Travel to court	180	155	125	70	60	60	108
Time in court	330	300	525	260	120	480	336
JOMIS documentation	55	100	50	90	90	160	91
Total	2,400	5,285	2,855	2,975	1,980	3,660	3,193

Case Management	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
YLS/CMI assessments	25	150	55	50	40	135	76
YLS/CMI reassessments	30	35	20	20	30	105	40
Medicaid / SSI	55	25	30	30	30	85	43
Case plans	20	60	20	10	20	35	28
Case plan reviews	15	75	190	10	10	20	53
Case plan renewals	45	50	25	10	20	20	28
JOMIS documentation	15	45	35	15	60	70	40
Total	205	440	375	145	210	470	308

Supervision	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Case planning meetings	40	55	10	50	15	20	32
Pre-release transition procedures	5	35	10	15	5	5	13
Post-release transition procedures	15	5	5	5	5	5	7
Supervision contacts	605	715	445	820	550	885	670
Travel to contacts	410	540	435	455	315	1155	552
Requesting funds	35	70	30	10	40	45	38
Arrest	140	60	245	80	30	45	100
Escorting	75	70	30	180	25	115	83
Establishing diversion services	0	0	65	0	0	0	11
Monitoring diversion services	0	40	10	0	0	0	8
Establishing electronic monitoring	0	25	5	15	25	0	12
Monitoring electronic monitoring	0	100	15	45	20	0	30
Violations	85	180	135	140	60	95	116
JOMIS documentation	395	775	75	640	190	120	366
Total	1,805	2,670	1,515	2,455	1,280	2,490	2,036

Totals	Anchorage	Fairbanks	Juneau	Palmer	Rural with Facility	Rural without Facility	Average
Intake and assessment	270	445	315	300	245	365	323
Detention	40	135	115	250	145	45	122
Court	2,400	5,285	2,855	2,975	1,980	3,660	3,193
Case management	205	440	375	145	210	470	308
Supervision	1,805	2,670	1,515	2,455	1,280	2,490	2,036
Total Minutes	4,720	8,975	5,175	6,125	3,860	7,030	5,982
Total Hours	78.7	149.6	86.3	102.1	64.3	117.2	99.7

On average, petitioned cases required 99.7 hours of services, or 5,982 minutes. Estimates varied from a low of 64.3 hours in rural locations with a facility to a high of 149.6 hours in Fairbanks. Again, estimates across sites are not directly comparable because estimates were adjusted for the prevalence of each activity.

Definitions for Types of Activities (with references to Policy & Procedure Manual)

Intake and Assessment

Acceptance of referral [P&P 2.1.3(a)(1), (3), & (4)]

Assuring that the report is complete and provides all available information concerning the alleged offense and investigation, including contact information for offender, victims, and witnesses. Taking steps to assure contact is made with the juvenile's parent or guardian and the court when a referral is received in conjunction with a request for detention.

Intake investigation [P&P 2.1.3(b)(1)-(3)]

Determining whether the allegation is legally sufficient to support filing a petition and, if legal sufficiency exists, gathering information to determine the type of action which would best serve the juvenile, the victim, and the public. Interviewing or otherwise seeking information from the referral source, any witnesses to the alleged delinquency, and other persons having information as to the facts. Reviewing records of the court, law enforcement agencies, Department of Health and Social Services and other public agencies.

Intake interview [P&P 2.1.3(b)(3) & (4)]

Conducting interviews with the juvenile and family, guardian or primary caretaker. Arranging interpretive services if needed.

Victim notification [P&P 2.1.3(a)(4), (b)(2), & 3.10.3]

Sending a contact letter to each victim. Interviewing or otherwise seeking information from the victim(s).

YLS/CMI-SV [P&P 2.1.3(b)(7)]

Completing the Youth Level of Service / Case Management Inventory (Screening Version).

CRAFFT [P&P 2.1.3(c)(3)]

Completing the CRAFFT (Car, Relax, Alone, Forget, Friends, Trouble), a brief adolescent substance abuse screening test.

JOMIS documentation [P&P 2.1.3(b)(8), 7.2.3, 7.4.3]

Documenting the intake interview(s) and information about the juvenile and family utilized to make the intake decision, including assessment results.

Intake disposition [P&P 2.1.3(c)]

Determining whether formal or informal action is appropriate, which type of non-judicial intake disposition may be appropriate, whether to seek discretionary waiver or dual sentencing.

Detention

Detention assessment [P&P 2.3.3(a)-(g)]

Speaking directly to the arresting law enforcement officer about the circumstances under which the juvenile was arrested. Completing and scoring a Detention Assessment Instrument (DAI).

Deciding to detain a juvenile, to continue detention, to release a juvenile to a less restrictive out-of-home placement, or to release the juvenile to the parent or legal guardian. Notifying and/or seeking approvals from Probation Supervisor, District Attorney, Office of Children's Services, and Alaska Interstate Compact on Juveniles (ICJ) Administrator, if necessary. Arranging for the juvenile's release to a suitable placement (parent, guardian, or custodian), if not detained.

Transition placement plan [P&P 2.3.3(g)]

Assessing the least restrictive placement adequate to protect the public. Preparing a Transition Placement Plan, with a summary of the facts related to the current offense referral, of offense history preceding the current referral, of what interventions and supervision plans had been implemented in the past and the juvenile's response to those efforts, of why a less restrictive placement is not considered appropriate, and of what action will be taken to bring about a change in conditions and circumstances to establish a safe and suitable placement for the juvenile in the community. Responding to feedback from the Probation Supervisor. Preparing Transition Placement plan updates, with summaries of the status of the juvenile's case and continued need for placement in secure detention and of the activity related to the development of an alternative, non-secure placement.

JOMIS documentation [P&P 2.3.3(g), 7.2.3, 7.4.3]

Entering DAI results. Providing brief explanations of detention decisions and discretionary overrides. Entering detailed Transition Placement Plan into chronological notes and Transition Placement Plan updates every 30 days.

Court Activities: Preparation

Negotiations [P&P 3.1.3-3.9.3]

Negotiating with youth, families, victims, other agencies, and the court to recommend formal dispositions, placement alternatives, and conditions of probation.

Arranging meetings and hearings [P&P 3.1.3-3.9.3]

Arranging meetings and hearings to conduct negotiations with youth, families, victims, other agencies, and the court.

Establishing community work service / restitution [P&P 3.5.3 & 3.6.3]

Reviewing victim statements and determining a reasonable amount of restitution. Developing a restitution plan with acceptable schedules for amounts and repayment times. Preparing and submitting restitution schedules, agreements, payment plans and other documents to aid in the collection and enforcement of the order for restitution. Completing requests for Release of Permanent Fund Dividend. Coordinating the establishment of community work service. Developing and identifying job sites that benefit both the juvenile and the community, that are meaningful to the juvenile's social and moral development, and that provide experiences helpful for future employment.

Court documents [P&P 3.8.3]

Preparing and reviewing court documents and orders, including temporary custody and detention orders, adjudication held in abeyance orders, probation without custody orders, probation with

custody orders, institutional commitment orders, deferred institutional commitment orders, restitution orders, and other unusual court orders (e.g., disposition orders which exceed two years).

Placement alternatives / RPC [P&P 3.8.3]

Arranging placements with suitable relatives, licensed foster homes, licensed residential care facilities or other non-detention settings for non-secure custody orders. Ensuring that placements in residential psychiatric treatment programs are in the best interests of the juveniles. Reviewing placements in residential psychiatric treatment centers to allow transfer to less restrictive placements.

Victim involvement [P&P 2.2.3, 3.1.3, 3.2.3, 3.5.3, & 3.10.3]

Including victims in the juvenile justice process and considering their concerns and desires. Assessing any financial, emotional, and medical effects of the offense on the victim and the need of the victim for restitution. Providing victims a summary of the juvenile's statements about the offense and the Department's disposition recommendations. Informing victims about use of Formal Diversion. Considering the rights and needs of victims in the decision to pursue a formal diversion.

JOMIS documentation [P&P 7.2.3, 7.4.3]

Documenting all court preparation activities in JOMIS (negotiations, arranging meetings and hearings, establishing community work service / restitution, court documents, and placement alternatives / RPC).

Court Activities: Reports

Predisposition [P&P 3.1.3]

Preparing predisposition reports, with factual information regarding the case and subjective analyses of the factual information. Recommending a plan of treatment and disposition. Incorporating the balanced and restorative justice approach, addressing offender accountability, public safety, victim and community restoration, and offender competency development.

Violation [P&P 3.2.3]

Preparing violation reports, focusing on the juvenile's violation activity and progress while subject to supervision (summary, evaluation, and analysis). Recommending a course of treatment and disposition. Incorporating the balanced and restorative justice approach, addressing offender accountability, public safety, victim and community restoration, and offender competency development.

Annual review [P&P 3.3.3]

Preparing annual review reports, focusing on the juvenile's progress while subject to supervision or custody (summary, evaluation, and analysis). Recommending a continued course of treatment if appropriate. Providing reasons for continuing out-of-home placements if appropriate.

Other [P&P 3.4.3]

Preparing other reports including, but not limited to, extension of custody / supervision reports, progress reports, discharge and amended reports (as directed by the court or to comply with other Division policy).

JOMIS documentation [P&P 7.2.3, 7.4.3]

Documenting all court reports in JOMIS (predisposition, violation, annual review, others).

Court Activities: Time in Court*Travel to court*

Traveling to/from court for meetings and hearings.

Time in court

Spending time in court for meetings and hearings.

JOMIS documentation [P&P 7.2.3, 7.4.3]

Documenting all court activities in JOMIS (traveling to court and time in court).

Case Management*YLS/CMI assessments [P&P 4.1.3]*

Completing the Youth Level of Service / Case Management Inventory (YLS/CMI) to assess juveniles' criminogenic risks and needs. Determining if completion of the YLS/CMI assessment would be useful for case planning and decision-making for excluded cases (e.g., juveniles under 12 years of age). Gathering information to complete the YLS/CMI from interviews with juveniles, and parents or guardians. Completing the scoring portion of the YLS/CMI after information gathering. Identifying juveniles' strengths, for case planning and intervention strategies. Assessing and identifying various responsivity factors of the family and juvenile. Documenting changes in risk/need estimations (i.e., overrides).

YLS/CMI reassessments [P&P 4.1.3]

Reassessing youth with the YLS/CMI. Monitoring behavior and activity as juveniles adjust to living in less restrictive settings and incorporating this information in the reassessment process. Updating risk/need level and corresponding supervision level.

Medicaid / SSI [P&P 6.9.3]

Completing Medicaid applications, Medicaid reviews, and Reports of Change. Coordinating with Medicaid service providers to ensure proper approvals for funding. Coordinating with Eligibility Units of the Office of Children's Services (OCS).

Case plans [P&P 4.3.3]

Developing written case plans, utilizing YLS/CMI assessment results. Developing objectives with the juvenile and identifying a projected date of termination. Coordinating with parents and care providers, if applicable. Presenting issues and services to be provided for the needs of the

juveniles and the specifics of the plan for success. Stating the supportive tasks, techniques and methods used by probation officers to assist juveniles in meeting their objectives.

Case plan reviews [P&P 4.3.3]

Reviewing case plans with the involvement of youth and parents. Ensuring that supervision contacts are case plan driven and focused on monitoring progress in achieving the goals and objectives. Focusing on case plan terminations rather than case plan renewals.

Case plan renewals [P&P 4.3.3]

Renewing (re-writing) case plans when juveniles change placements and have new caregivers, when the current case plan, or major parts of the plan, are no longer accurate or appropriate, and when the original case plan is more than one year old.

JOMIS documentation [P&P 7.2.3, 7.4.3]

Documenting all case management activities (YLS/CMI assessments, YLS/CMI reassessments, Medicaid / SSI, case plans, case plan reviews, case plan renewals).

Supervision

Case planning meetings [P&P 5.2.2-3]

Participating in initial treatment plan development, case planning meetings, and progress reviews. Assisting in determining whether a youth should be released, whether the commitment should be allowed to expire or whether a recommendation should be made for continued commitment. Ensuring proper post-release supervision. Participating in institutional release planning process, addressing the likelihood of further progress with the program, the likelihood of successful reintegration, and the best interests of the juvenile and society.

Pre-release Transition Procedures [P&P 5.2.3]

Participating in pre-release investigation and report. Assisting in the development and review of the pre-release investigation report. Coordinating pre-release passes. Including parents or guardians in the release planning process. Coordinating services in the community, including any necessary medical follow-up. Notifying the court and other parties (parents or guardians, victims) of intentions to release. Having a personal contact with each juvenile prior to release. Discussing conditions of probation. Collecting all case materials relevant to treatment and ensuring that such material is maintained in the probation case file. Ensuring that the record of treatment is complete.

Post-release Transition Procedures [P&P 5.2.3]

Having a personal contact with each juvenile within 72 hours after release. Ensuring a continuity of treatment. Coordinating with other community members to arrange completion of any remaining community work service. Coordinating community panel involvement, Inter-Disciplinary team activity, and/or victim mediation.

Contacts [P&P 4.2.3, 3.8.3]

Contacting juvenile, parents, treatment team members, and care providers. Conducting home and placement visits. Supervising youth in residential psychiatric treatment programs.

Monitoring compliance with conditions of probation. Developing case plan, guidance, and counseling, as necessary. Reporting violations of probation to the court and periodically visiting the placement. Contacting juveniles and treatment team members or caregiver per month. Participating in treatment team reviews with placement agency.

Travel to contacts

Traveling to/from contacts for cases with youth in low supervision levels, moderate supervision levels, high supervision levels, very high supervision levels, and residential psychiatric treatment centers.

Requesting funds [P&P 3.7.3, 5.3.3]

Requesting funds to provide goods or services to juveniles and for the repair or replacement of damaged or stolen property belonging to out-of-home care providers. Requesting that court orders include statements ordering parents to contribute toward the cost of care (as specified in Civil Rule 90.3). Informing parents of the potential for child support liability. Keeping the Child Support Services Division informed of changes in placement or custody status.

Arrest [P&P 5.6.3]

Arresting juveniles when the court of jurisdiction has issued an arrest warrant, the juvenile has violated probation or conditions of release, or the juvenile is an escapee or unlawful evader from a placement made pursuant to an institutional order. Seeking assistance from police. Discussing arrest procedures with supervisors. Notifying parents or guardians, and the care provider in cases involving out-of-home care, of the arrest and detention. Notifying the court when the arrest and detention are not subject to a current institutional order. Notifying law enforcement when the juvenile's whereabouts are unknown or the juvenile cannot be arrested immediately.

Escorting [P&P 5.2.3, 5.5.3, 5.9.3]

Transporting and/or escorting juveniles who have been placed under arrest and/or are under the lawful supervision of the Department. Proceeding in a manner which presents the least exposure of the juvenile to public view or humiliation, but which is consistent with good security practices. Following Authorized Escort procedures. Implementing case transfer procedures for cases involving a change of field supervision location. Providing required escorts to post-release placements. Returning juveniles to the sending state under the authority of the Interstate Compact on Juveniles.

Establishing Diversion Services [P&P 2.2.3(7)]

Drafting a formal diversion agreement. Including restitution, juvenile court, victim-offender dialogue, community work service, short-term counseling, and other programs approved by probation supervisors. Selecting referral services.

Monitoring Diversion Services [P&P 2.2.3(7)]

Monitoring compliance with program requirements. Providing direct supervision of the juvenile as directed by assessment and supervision policies. Requesting the court to dismiss the petition after successful completion of the agreement.

Establishing Electronic Monitoring [P&P 2.4.3(a) & (b)]

Identifying qualified candidates. Screening and assessing juveniles being considered for electronic monitoring programs. Securing supervisor review and approval, if necessary. Orienting the juvenile and the juvenile's parent, guardian or other primary caregiver as to how the electronic monitoring program works.

Monitoring Electronic Monitoring [P&P 2.4.3(b)]

Ensuring that all juveniles placed in an electronic monitoring program are receiving case management and support services to address identified needs. Securing supervisor review and approval, if necessary. Developing and monitoring conditions for participation in electronic monitoring program. Addressing violation behavior consistent with the policies related to the use of detention and probation violations.

Violations [P&P 5.10.3]

Investigating alleged technical violations. Deciding upon appropriate graduated responses to violations. Utilizing alternatives to revocation and placement when public safety is not endangered and successful community adjustment still exists. Preparing written probation violation reports.

JOMIS documentation [P&P 7.2.3, 7.4.3]

Documenting all supervision activities (case planning meetings, transition procedures, contacts, requests of funds, arrests, escorts, diversion services, electronic monitoring, and violations).