JUVENILE INTERVENTION AND SUPPORT CENTER (JISC) PERFORMANCE MANAGEMENT
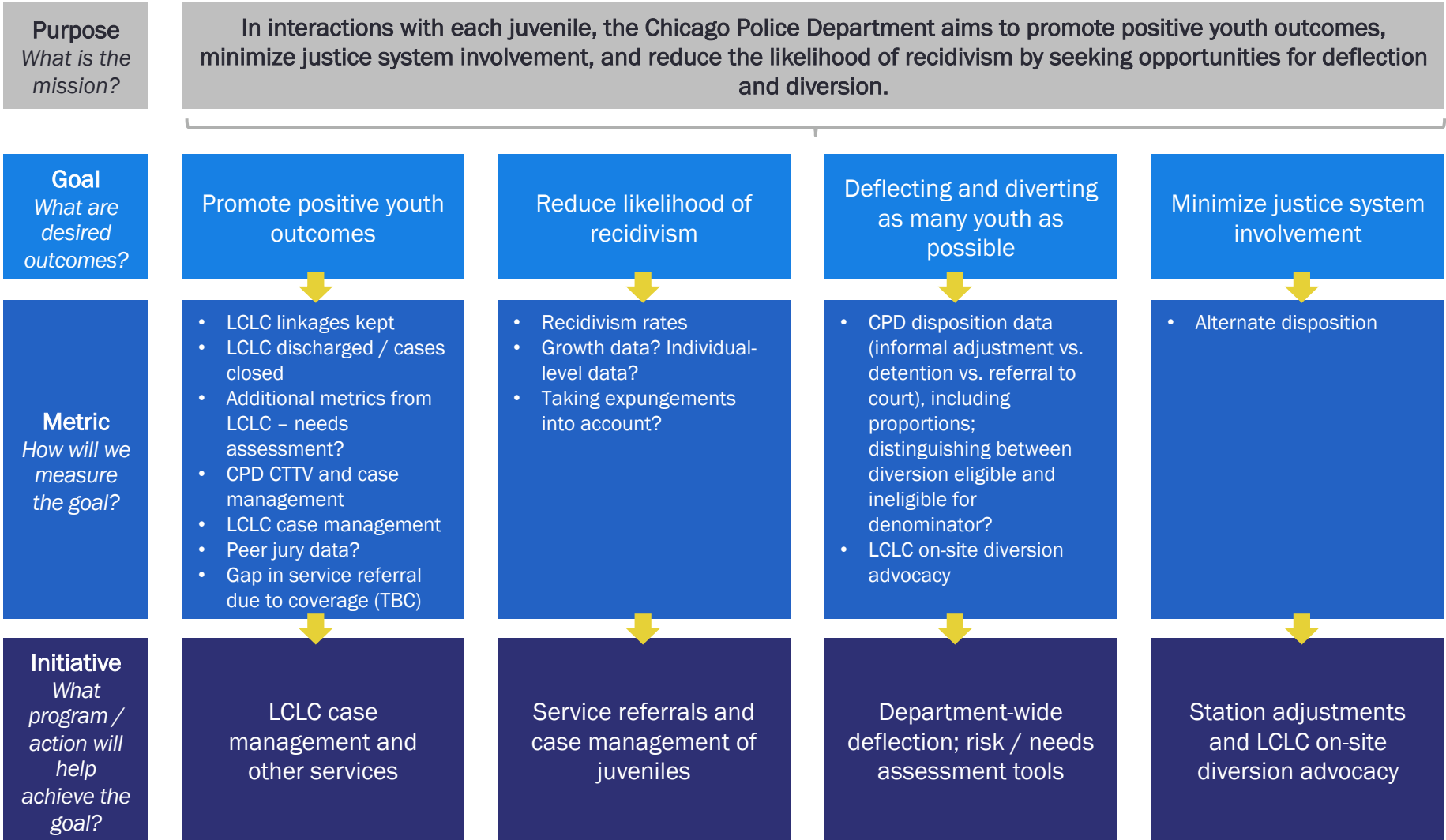
19 January 2021

Agenda

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1. Review prior action items
2. Review high-level summary for the month
   - Demographic trends (CPD)
3. Assess progress against goals
   - Promote positive youth outcomes
   - Reduce likelihood of recidivism
   - Deflect and divert as many youth as possible
   - Minimize justice system involvement
4. Deep dive
   - Review disposition types, categories, and Detective's referral process and LCLC's support

Guiding Questions

1. What trends can be seen in the data?

2. What factors – either positive of negative – might be contributing to these trends?

3. What actions – either reinforcing or corrective – should be taken to address these trends? Who will be responsible?

JISC Goals, Metrics, and Initiatives
Goals, metrics, and initiatives should regularly be reevaluated

Purpose *What is the mission?*	In interactions with each juvenile, the Chicago Police Department aims to promote positive youth outcomes, minimize justice system involvement, and reduce the likelihood of recidivism by seeking opportunities for deflection and diversion.

Goal *What are desired outcomes?*	Promote positive youth outcomes	Reduce likelihood of recidivism	Deflecting and diverting as many youth as possible	Minimize justice system involvement
Metric *How will we measure the goal?*	• LCLC linkages kept • LCLC discharged / cases closed • Additional metrics from LCLC – needs assessment? • CPD CTTV and case management • LCLC case management • Peer jury data? • Gap in service referral due to coverage (TBC)	• Recidivism rates • Growth data? Individual-level data? • Taking expungements into account?	• CPD disposition data (informal adjustment vs. detention vs. referral to court), including proportions; distinguishing between diversion eligible and ineligible for denominator? • LCLC on-site diversion advocacy	• Alternate disposition
Initiative *What program / action will help achieve the goal?*	LCLC case management and other services	Service referrals and case management of juveniles	Department-wide deflection; risk / needs assessment tools	Station adjustments and LCLC on-site diversion advocacy

Note: Basic, high-level data should also be considered on a monthly basis (e.g. demographics, arrest type, location of arrests, time of arrest, transit time, etc.). All metrics should be as a proportion of total juveniles processed at JISC.

Key data takeaways – December 2021

Dispositional:

- In December 2021, **0** youth were informally station adjusted
- **10** youth (100%) were referred to court
  - 2 youth (20%) were detained
  - 8 youth (80%) were referred to court were "other referred to court", meaning those not involving detention /Suara Center / home confinement, but cases that will be prosecuted and not diverted.
- Motor Vehicle Theft (4), Weapons (3) , and Disorderly Conduct (2), were the most frequent JISC-processed arrest charges in December 2021.

Charge	Total Number	Informal Station Adjustments	Referred to Court
ROBBERY (INDEX)	0	0	0
AGGRAVATED BATTERY (INDEX)	0	0	0
AGGRAVATED ASSAULT	0	0	0
BURGLARY (INDEX)	0	0	0
TRAFFIC VIOLATIONS	0	0	0
MOTOR VEHICLE THEFT (INDEX)	4	0	4
SIMPLE ASSAULT	0	0	0
SIMPLE BATTERY	0	0	0
LARCENY	1	0	1
WEAPONS	3	0	3
DRUG ABUSE VIOLATIONS	0	0	0
DISORDERLY CONDUCT	2	0	2
MISCELLANEOUS NON-INDEX VIOLATIONS	0	0	0
MISCELLANEOUS MUNICIPAL CODE VIOLATIONS	0	0	0
LIQUOR LAWS	0	0	0
WARRANT ARRESTS	0	0	0
TOTAL	**10**	**0**	**10**

Key data takeaways – December 2021 (cont.)

Arrival Times:

- The most common arrival hours in December 2021 were between 6 p.m. and 1 a.m.

Prior Arrests & Recidivism:

- December 2021 and 2020 saw similar trends of youth having few arrests prior to interaction with JISC (6 youth had no prior arrest in 2021).
- As of December 2021, 39 of 76 youth arrested in December 2020 (51%) were not re-arrested in the year following their JISC-processed arrest.
  - There were two youth arrested in December 2020 who was re-arrested 5 times as of December 2021.

Alternate Dispositions/Overrides:

- There were 3 alternate dispositions in November 2021. 2 Higher and 1 Lower.

DATA FULFILLMENT & ANALYSIS | DEMOGRAPHICS

Year:	Month:	District:	Year Legend:	
2021	DECEMBER	All	■ 2020	■ 2021

This page provides a monthly demographic breakdown and previous year comparison of juveniles processed at the JISC.
Totals can be filtered by arrest year, month, and district. Data run some time apart may result in slightly different totals due to expungements.

Sex

FEMALE	MALE
12 / 3	64 / 7

Race

BLACK	BLACK HISPANIC	WHITE	WHITE HISPANIC
64 / 8	1	1	10 / 2

Age

13	14	15	16	17
7 / 1	3 / 1	18 / 5	22 / 3	26
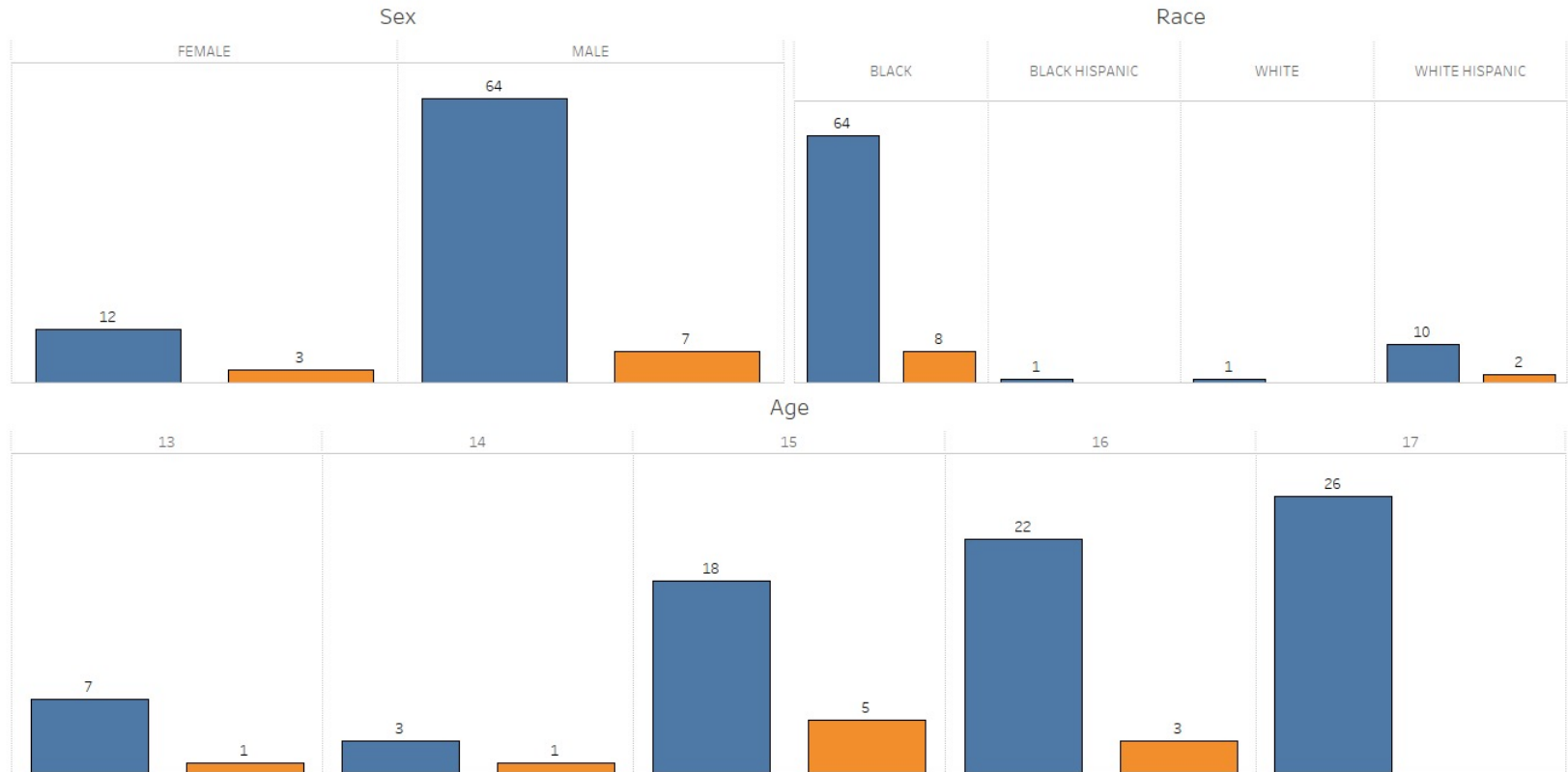
DATA FULFILLMENT & ANALYSIS | MOVEMENT TIMES

Year:	Month:	District:	Year Legend:	
2021	DECEMBER	All	■ 2020	■ 2021

This page provides a monthly movement time breakdown of juveniles processed at the JISC. Movement time is based on the difference between arrest time and arrival time at JISC, given in minutes. A small number of arrests have one or more incorrect time entered. Some movement time outliers (times greater than 300 minutes) are the result of these data inaccuracies.
Totals can be filtered by arrest year, month, and district. Data run some time apart may result in slightly different totals due to expungements.

Movement Time (min)
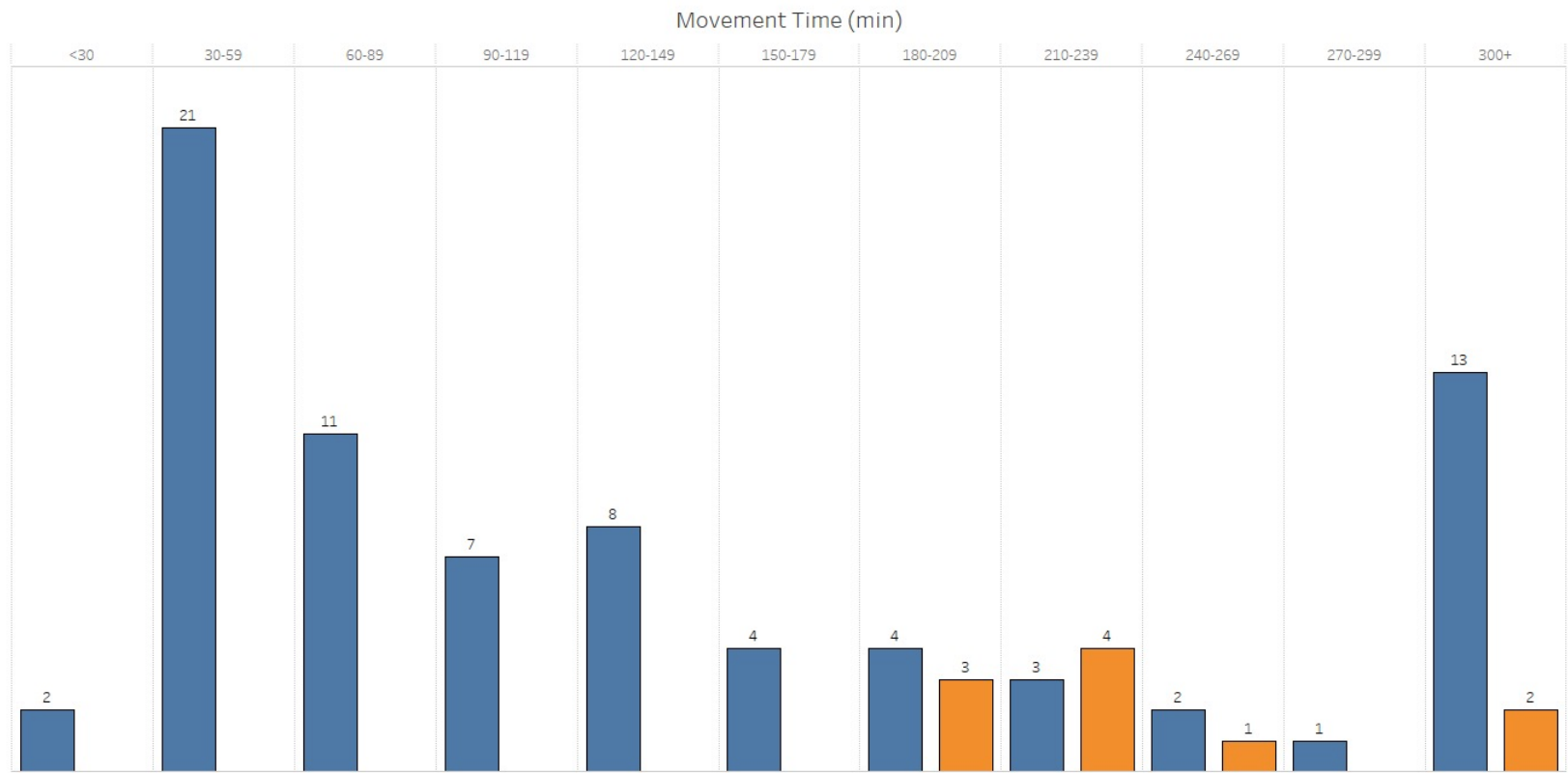
Year:	Month:	District:	Row Filter:	View Filter:
2021	DECEMBER	All	CHARGE TYPE	CATEGORIES

This page provides a monthly disposition breakdown and previous year comparison of juveniles processed at the JISC. The "OTHER" disposition category includes formal adjustments, individuals released without charging, and unspecified dispositions.

Totals can be filtered by arrest year, month, and district. Row selections can be made based on FBI UCR arrest charge type or community area or district of arrest. Column selections can be made based on disposition categories or row totals. Data run some time apart may result in slightly different totals due to expungements.

Dispositions

	STATION ADJUSTMENT										REFERRED TO COURT								OTHER	
	CTTV WORKSHOP & CASE MGMT		CTTV WORKSHOP ONLY		REFERRED TO AGENCY		RELEASED TO ADULT		CITY FUNDED CASE MGMT		HOME CONFINEMENT		SUARA CENTER		DETAINED		REFERRED TO COURT		OTHER	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
ROBBERY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0
AGGRAVATED BATTE..	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
BURGLARY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0
LARCENY - THEFT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
MOTOR VEHICLE THEFT	8	0	4	0	0	0	1	0	2	0	0	0	0	0	3	0	3	4	0	0
SIMPLE ASSAULT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0
SIMPLE BATTERY	0	0	0	0	0	0	1	0	4	0	0	0	0	0	1	0	3	0	0	0
VANDALISM	0	0	0	0	1	0	1	0	1	0	0	0	0	0	1	0	0	0	0	0
WEAPONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	1	0	0
DRUG ABUSE VIOLATI..	1	0	0	0	0	0	0	0	1	0	0	0	0	0	5	0	8	0	0	0
DISORDERLY CONDUCT	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2	0	0
MISCELLANEOUS NO..	0	0	0	0	0	0	2	0	1	0	0	0	0	0	0	0	1	0	0	0
MISCELLANEOUS MU..	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0
TRAFFIC VIOLATIONS	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0
WARRANT ARRESTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	0	0	0	0	0
TOTAL	9	0	4	0	1	0	6	0	13	0	0	0	0	0	24	2	19	8	0	0

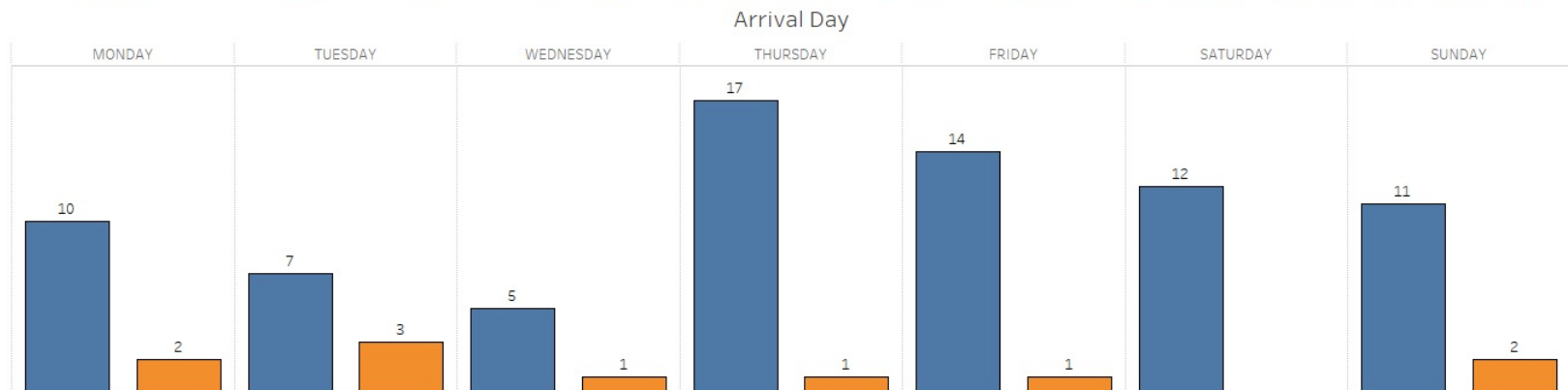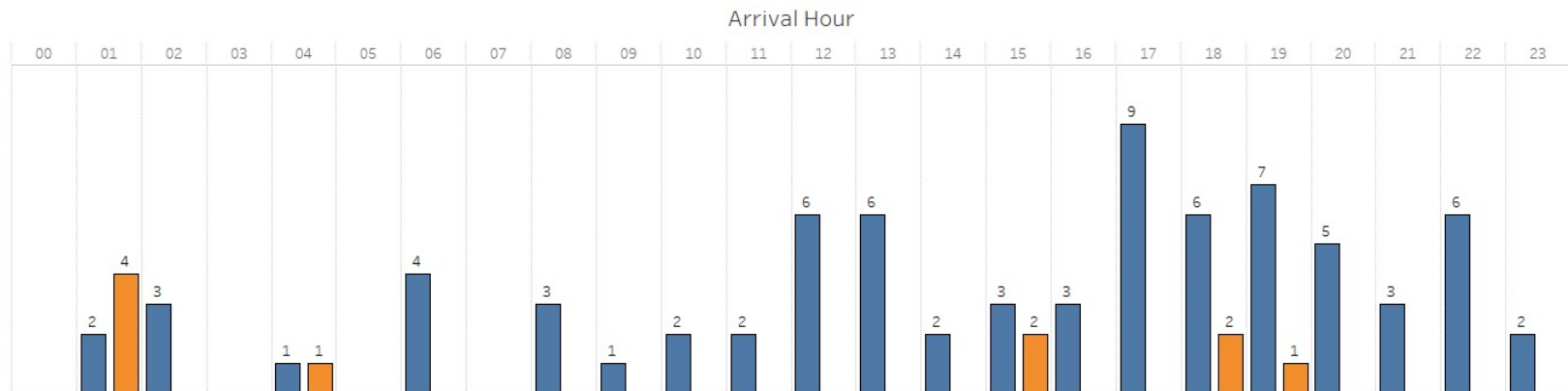# DATA FULFILLMENT & ANALYSIS | RECIDIVISM

Year:	Month:	District:	Year Legend:
2021	DECEMBER	All	■ 2020 ■ 2021

This page provides a monthly breakdown and previous year comparison of the arrest history as well as next year recidivism rates of juveniles processed at the JISC. Arrest history is not available for expunged records.
Subsequent arrest counts are based on the number of times an individual arrested during the selected month of the previous year was arrested at any point during the twelve months from the month of the initial arrest. Subsequent arrests may have occured in the year of inital arrest or the selected year.
Totals can be filtered by arrest year, month, and district. Data run some time apart may result in slightly different totals due to expungements.

Prior Arrests
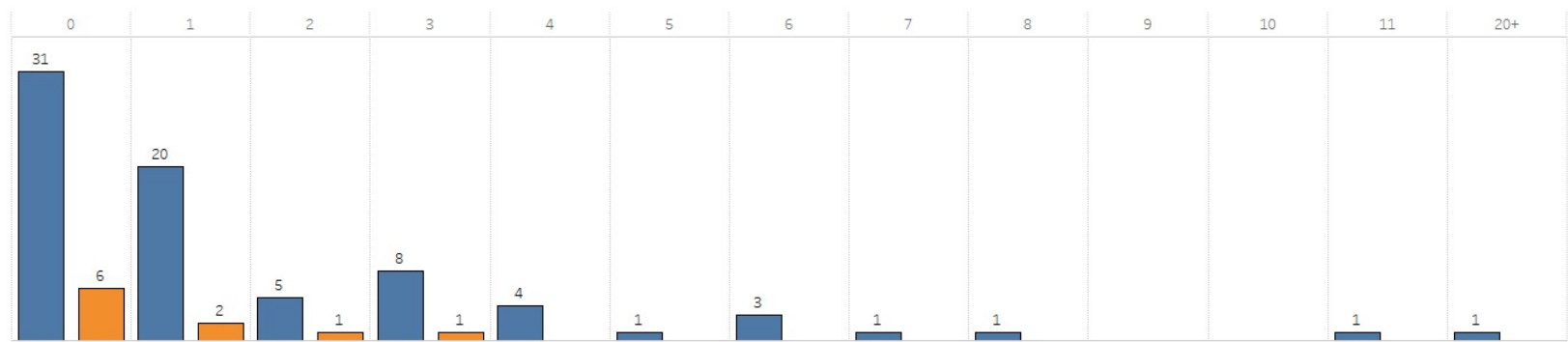
Subsequent Arrests
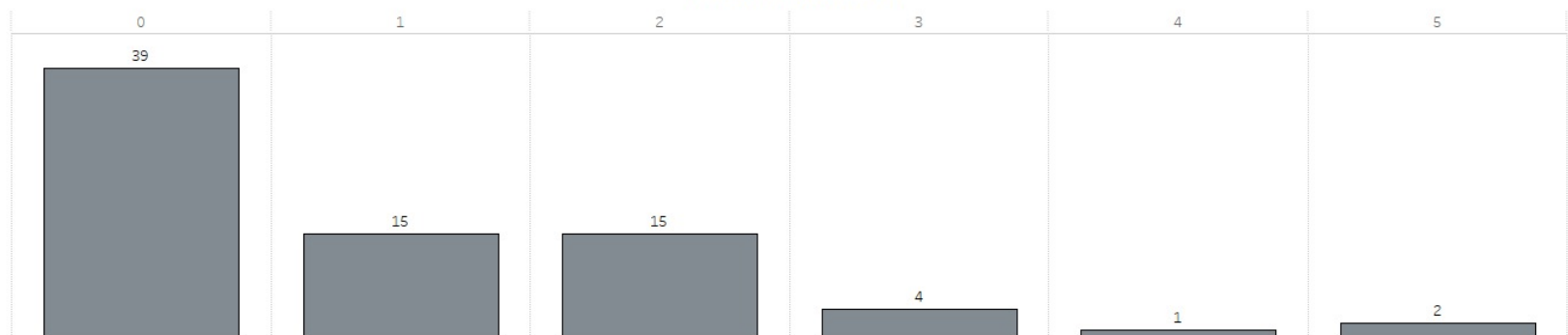
DATA FULFILLMENT & ANALYSIS | ARRIVAL DATES & TIMES

Year:	Month:	District:	Year Legend:	
2021	DECEMBER	All	■ 2020	■ 2021

This page provides a monthly arrival time breakdown and previous year comparison of juveniles processed at the JISC. Arrival time is based on the day or week and hour of day arrestee first arrived at the JISC. Totals can be filtered by arrest year, month, and district. Data run some time apart may result in slightly different totals due to expungements.

DATA FULFILLMENT & ANALYSIS | ARREST TYPES

Year:	Month:	District:	Year Legend:
2021	DECEMBER	All	■ 2020 ■ 2021

This page provides a monthly arrest type breakdown and previous year comparison of juveniles processed at the JISC. Totals are given for arrest charge and FBI UCR arrest types.
Totals can be filtered by arrest year, month, and district. Data run some time apart may result in slightly different totals due to expungements.

Arrest Charge Type
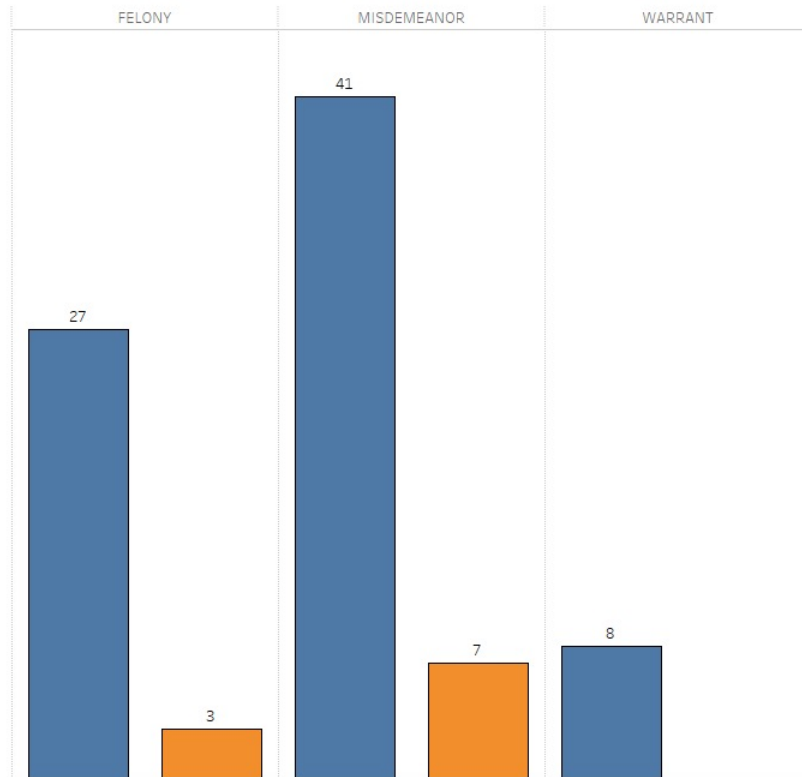
FBI Type Charge Description

	PREVIOUS YEAR	CURRENT YEAR	% CHANGE
ROBBERY	3	0	-100%
AGGRAVATED BATTERY	1	0	-100%
BURGLARY	2	0	-100%
LARCENY - THEFT	0	1	
MOTOR VEHICLE THEFT	21	4	-81%
SIMPLE ASSAULT	2	0	-100%
SIMPLE BATTERY	9	0	-100%
VANDALISM	4	0	-100%
WEAPONS	0	3	
DRUG ABUSE VIOLATIONS	15	0	-100%
DISORDERLY CONDUCT	2	2	0%
MISCELLANEOUS NON-INDEX OF..	4	0	-100%
MISCELLANEOUS MUNICIPAL CO..	3	0	-100%
TRAFFIC VIOLATIONS	2	0	-100%
WARRANT ARRESTS	8	0	-100%
TOTAL	76	10	-87%

| Year:	Month:	District:
2021	DECEMBER	All

This page provides a breakdown of alternate dispositions for juveniles processed at the JISC. A "HIGHER ALTERNATE DISPOSITION" of "YES" indicates an alternate disposition higher than the calculated disposition was used. A "HIGHER ALTERNATE DISPOSITION" of "NO" or "NULL" indicates negative.

The alternate disposition indicator was added to the data warehouse in November 2020; data is unavailable for earlier arrests. The "SUMMARY" field is not a required application field and may not always be populated for higher alternate disposition types.

Totals can be filtered by arrest year, month, and district. Data run some time apart may result in slightly different totals due to expungements.
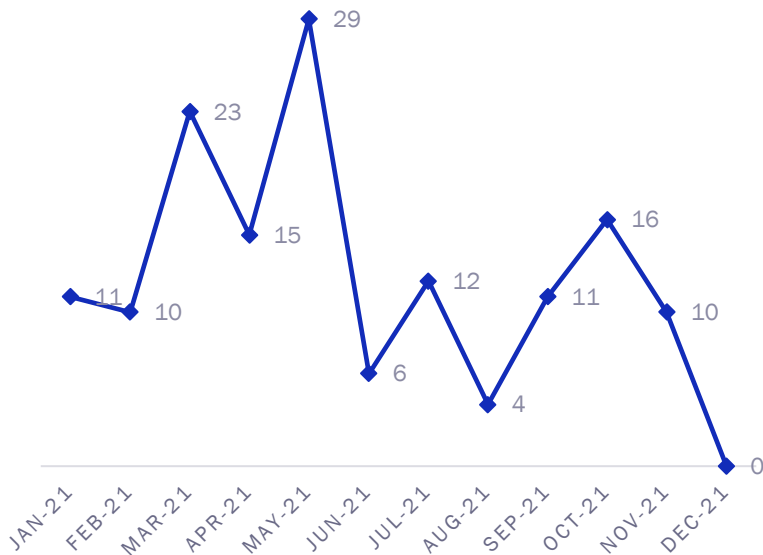
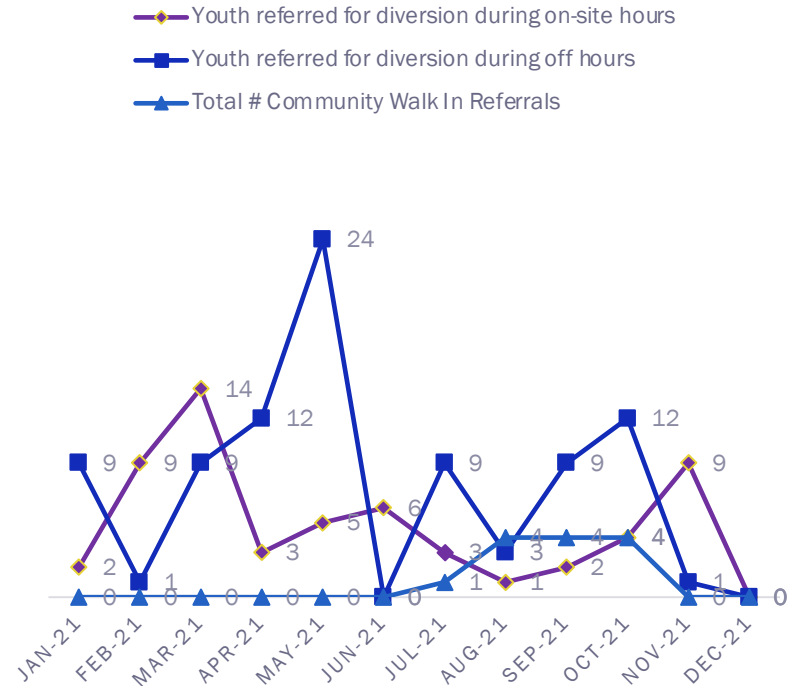### Alternate Dispositions
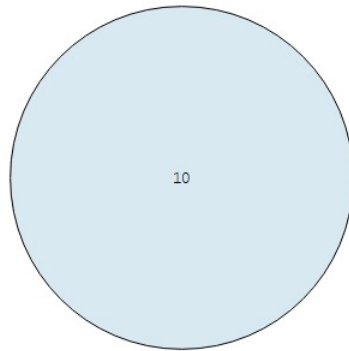
Summary Notes

HIGHER ALTERNATE DISPOSITION: ☐ NULL

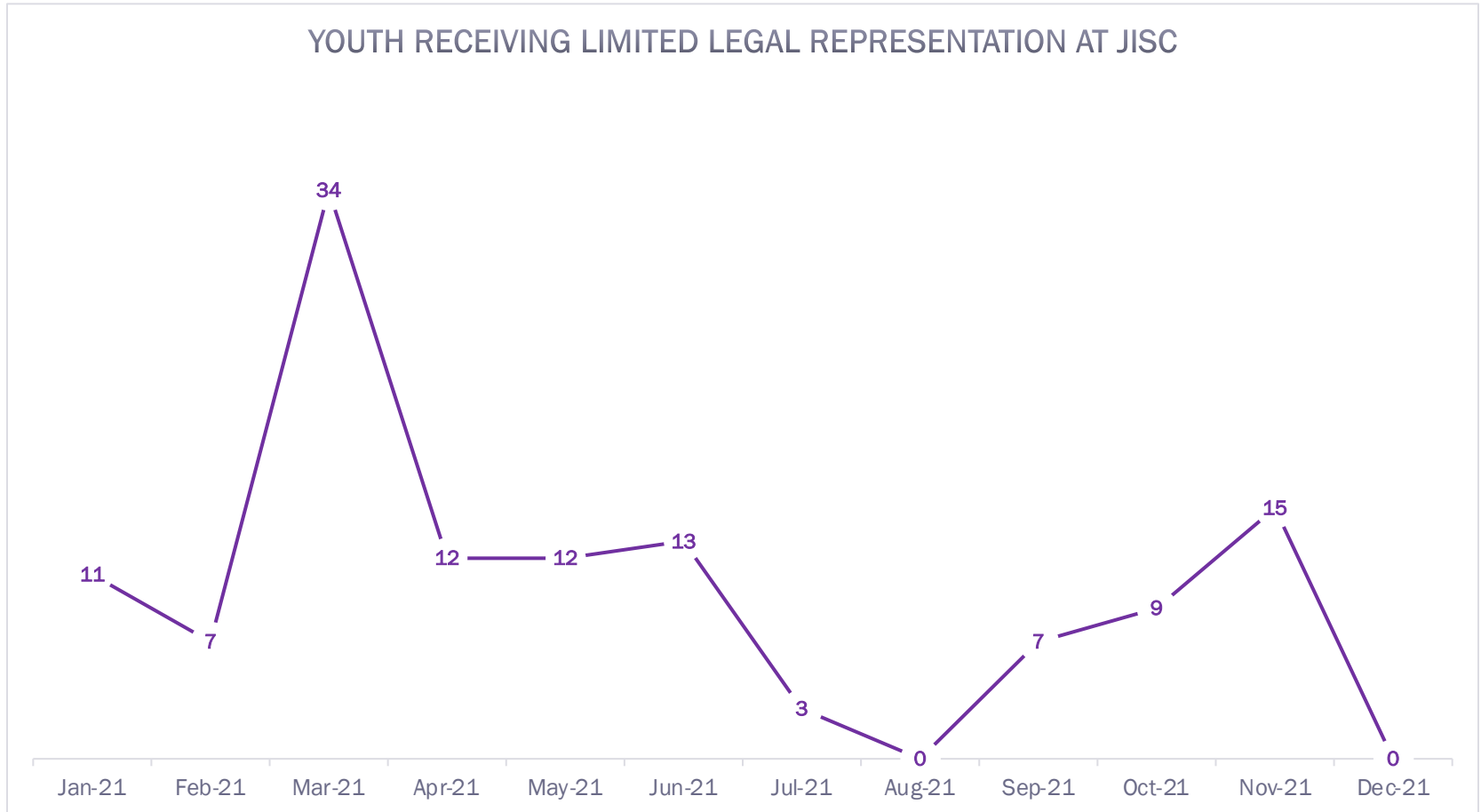# Youth Diverted

TOTAL # OF YOUTH DIVERTED BY MONTH

ON-SITE VS. OFF-SITE HOURS

- ◆ Youth referred for diversion during on-site hours
- ■ Youth referred for diversion during off hours
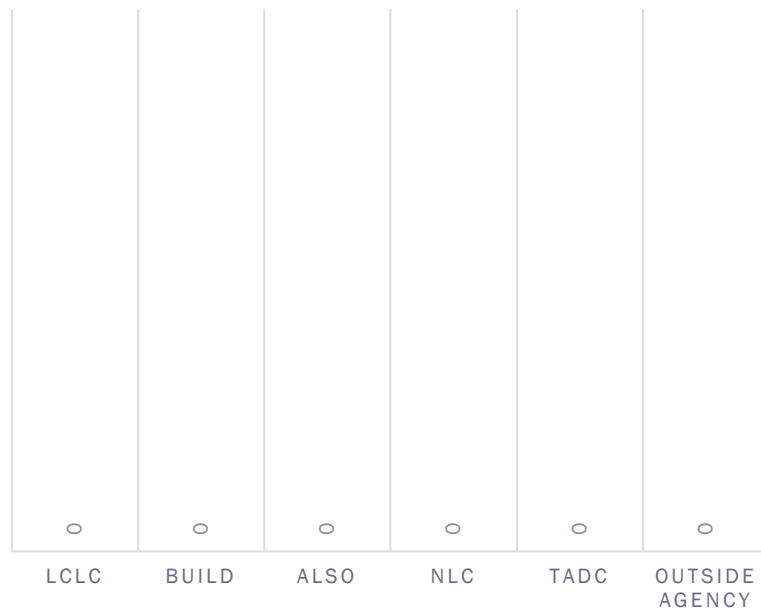- ▲ Total # Community Walk In Referrals

Guiding Questions
1. Looking at 2021 data - do we notice any trends with numbers for diverted youth? There were zero youth brought into JISC in December. Why do we think this is? The number of youth diverted bobbed up and down at various times throughout 2021. Do we associate specific events or policies with these changes? (Ex. Surge of Omicron, school starting/closing, etc).
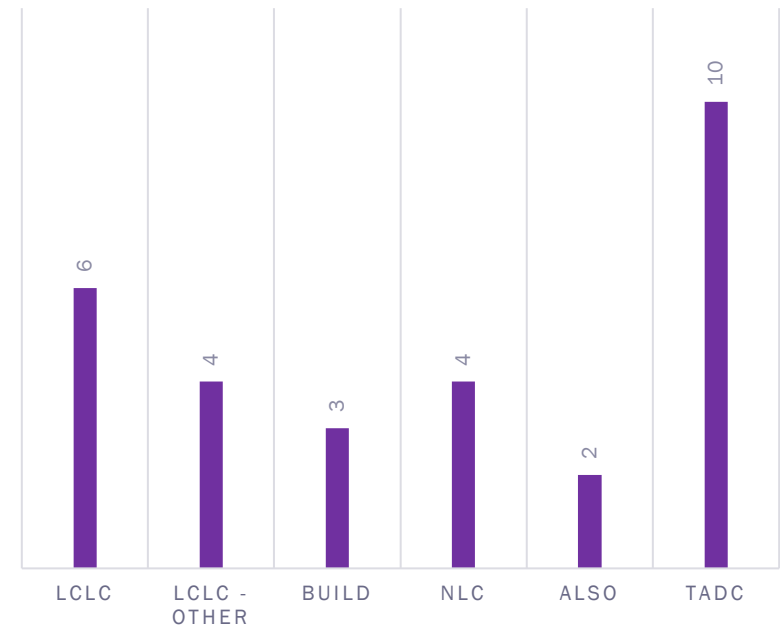
Youth Diverted

YOUTH RECEIVING LIMITED LEGAL REPRESENTATION AT JISC

11	7	34	12	12	13	3	0	7	9	15	0
Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21

Diversion by Agency/Area

REFERRALS BY AGENCY (DECEMBER 2021)

LCLC: 0, BUILD: 0, ALSO: 0, NLC: 0, TADC: 0, OUTSIDE AGENCY: 0

CASELOAD BY AGENCY/CM (DECEMBER 2021)

LCLC: 6, LCLC - OTHER: 4, BUILD: 3, NLC: 4, ALSO: 2, TADC: 10
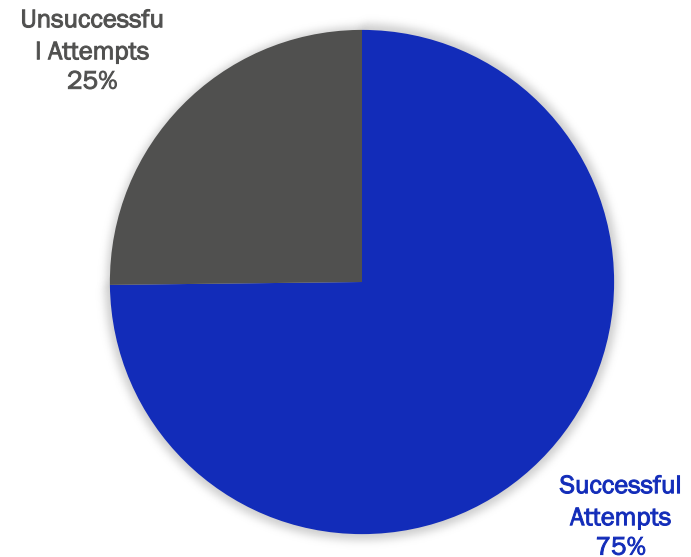
Guiding Questions

1. The most surprising data point is the lack of referrals in December. Is this an event specific phenomenon or a trend that will continue into the new year? How does this affect what a new model of diversion might look like moving forward?

Youth Engagement

PRE-ENGAGEMENT ATTEMPTS (DECEMBER 2021)

PHONE CALL	LETTERS	HOUSE VISITS	OTHER
4	1	1	0
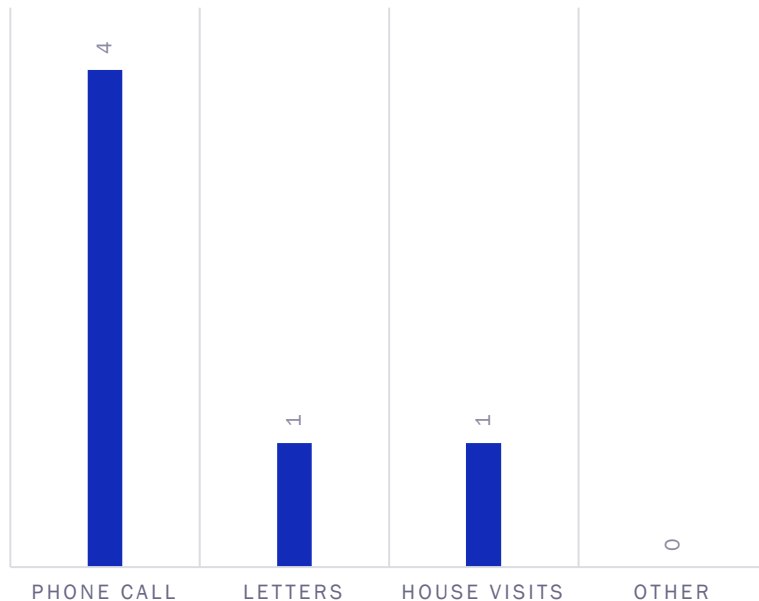
CASE MANAGEMENT CONTACTS (DECEMBER 2021)
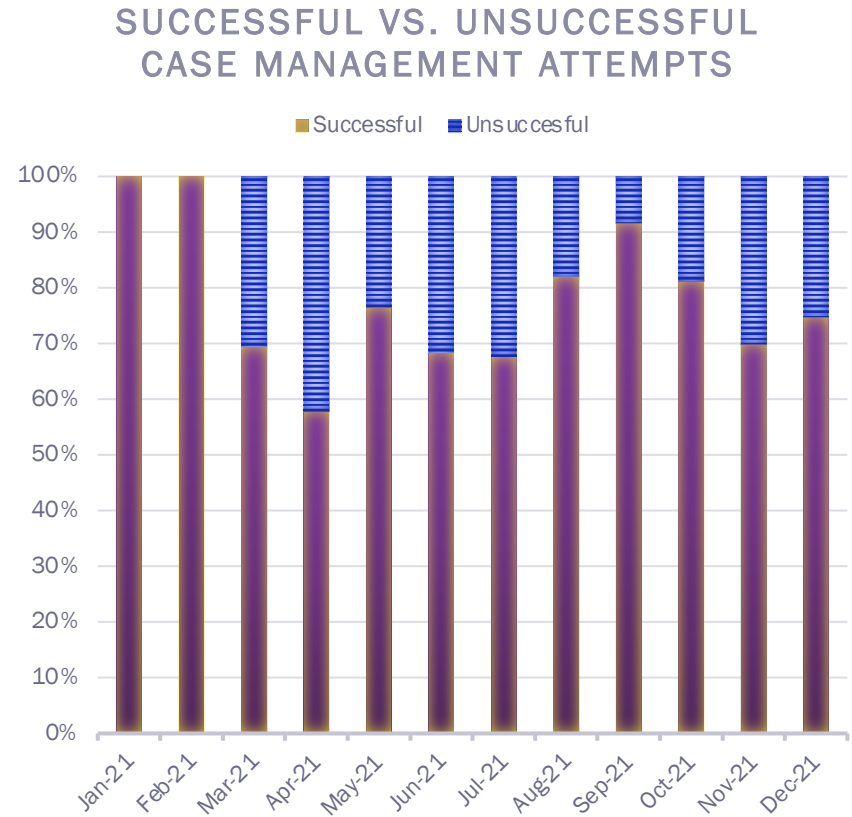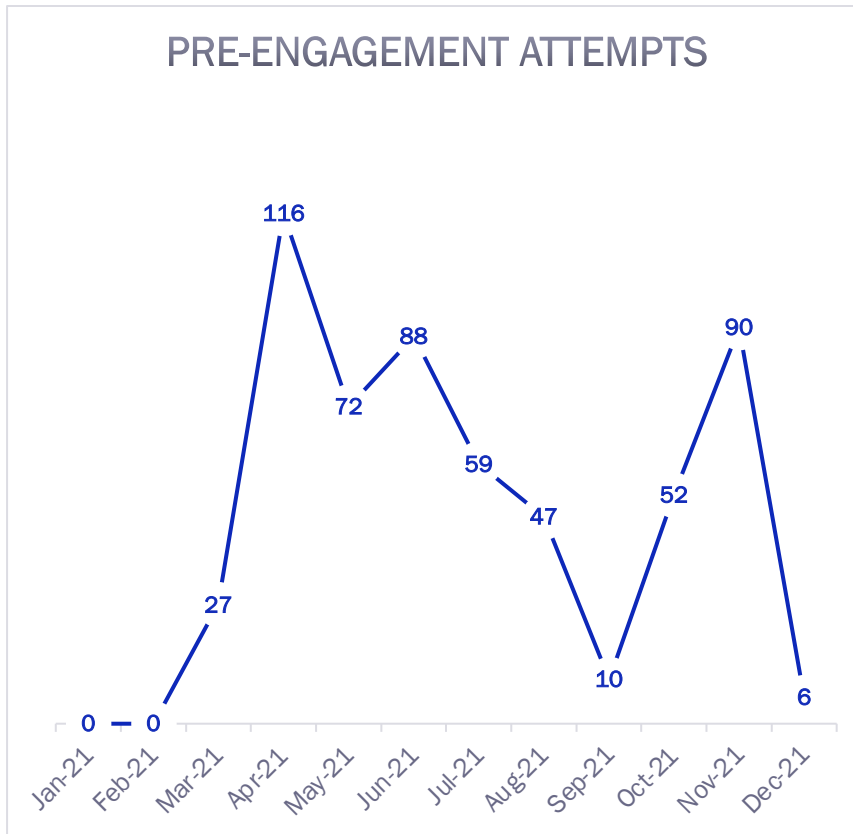

Unsuccessful Attempts 25%

Successful Attempts 75%

Guiding Questions
1. Are there steps we can take to continue engaging clients and keep them engaged? Further activities and resources we can engage our youth in so they are receptive to services?

Youth Engagement in 2021

PRE-ENGAGEMENT ATTEMPTS

SUCCESSFUL VS. UNSUCCESSFUL CASE MANAGEMENT ATTEMPTS
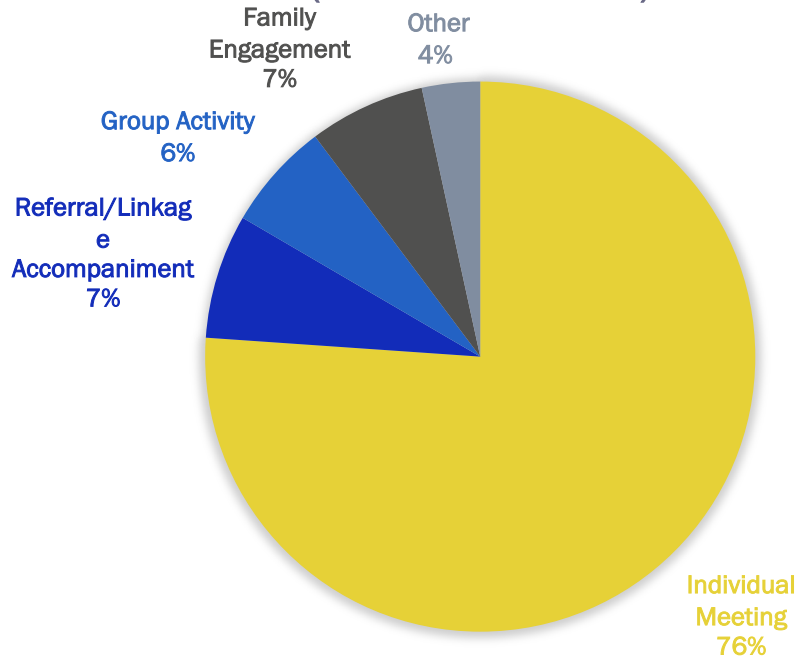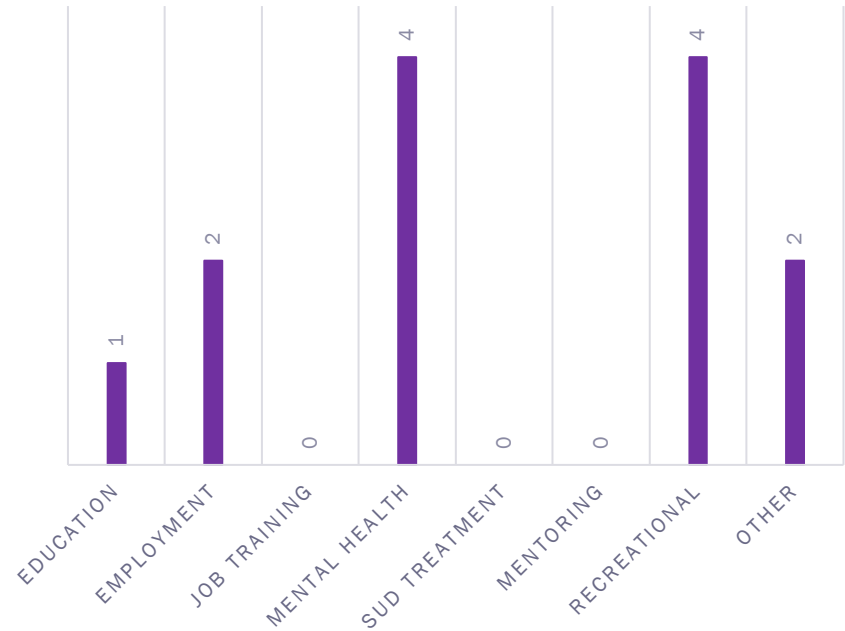

Note: A new reporting template was introduced starting March 2021. Pre-engagement attempts and unsuccessful contact was not recorded in the previous report.

Youth Engagement and Support Services

SUCCESSFUL CONTACT BY TYPE (DECEMBER 2021)

- Other 4%
- Family Engagement 7%
- Group Activity 6%
- Referral/Linkage Accompaniment 7%
- Individual Meeting 76%

LINKAGES MADE (DECEMBER 2021)

EDUCATION	1
EMPLOYMENT	2
JOB TRAINING	0
MENTAL HEALTH	4
SUD TREATMENT	0
MENTORING	0
RECREATIONAL	4
OTHER	2

Youth Support Services in 2021

CONNECTIONS TO WRAPAROUND SUPPORT SERVICES IN 2021

Education
11%

Other
23%

Employment
22%

Recreational
21%

Job Training
3%

Mentoring
8%

SUD Treatment
1%

Mental Health
11%
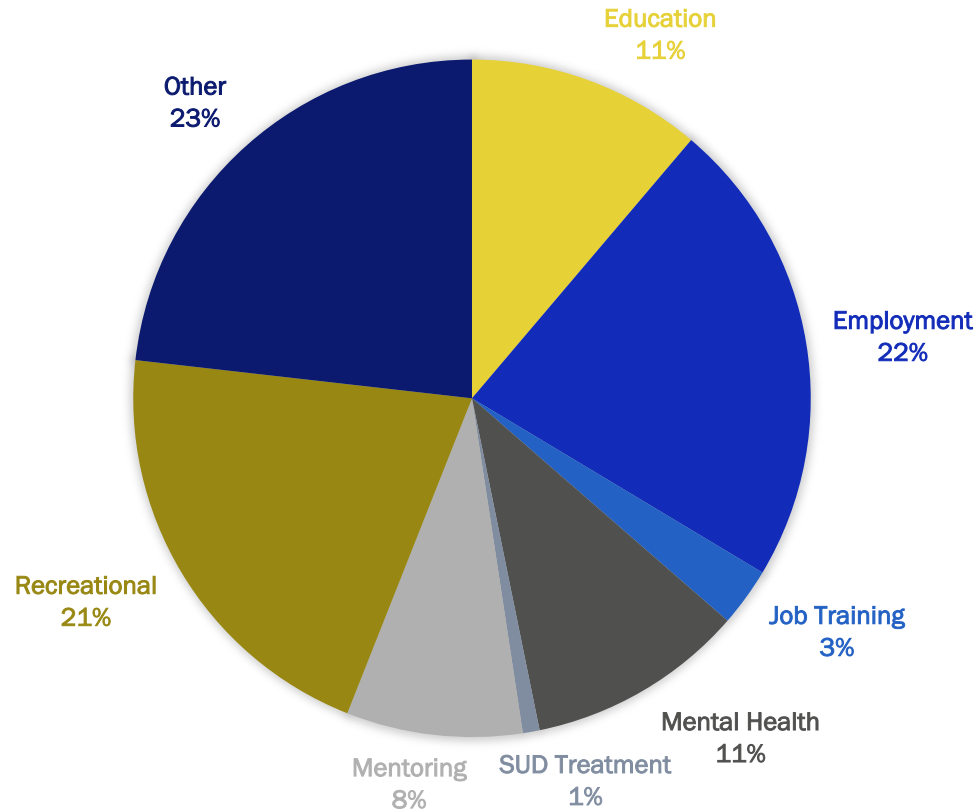
Other can include a variety of different things: taking youth to get vital documents (such as ID), various support organizations (such as food pantries and vaccine clinics), and other things such as internal programming at the organization (such as Know Your Rights Trainings)

Community Narratives

- ALSO: My participant expressed his gratitude for all the support he has received and shared that he is thankful.

- BUILD: This month we were able to successfully discharge three of our participants who have excelled in our program. These three participants have come a long way since we first started working with them and have shown a lot of growth.

- TARGET: We were able to link one of the youth and their family with a donation from the Chicago Bears. The entire family was given gifts for Christmas which was extremely helpful since the mother's unemployment had ended. Each kid was given 5-8 gifts of their choice and the family was blessed with two $250 gift cards for food. We were also able to partner with the youth mentorship organization Back to the Basics in renting a private theater for the youth and their parents to watch the new Spider-Man movie, which allowed them the opportunity to meet new friends and realize that they are not the only ones going through different things.

- LCLC: This client has started opening up more with her case manager and has agreed to participate in therapy in order to address some difficult experiences in her past. She was difficult to get in contact with at first, but since connecting with her case manager, she has started to open up and express interest in trying new activities/programs she has never participated in before.

Metrics Chart

Metric (listed in DFSS contract)	Goal (listed in DFSS contract)	Current
Percent of youth referred by any source (including walk-ins) that LCLC contacts.	100%	100% of young people have been reached out to. In December, 6 pre-engagement attempts were made to reach out to referrals. Once contact was established by the community based case manager, 246 case management contacts were made. Of the 274 – 205 were successful, 69 were unsuccessful.
Percent of youth referred by any source (including walk-ins) that meet with a case manager to complete a needs assessment within 30 days and are given an individualized service plan.	75%	76% of youth that have met with a case manager have completed a needs assessment within 30 days and given an individualized service plan.
Percent of youth who begin service plan implementation complete individualized service plan.	75%	• 33% of youth who begin service plan implementation successfully completed their individualized service plan (ISP). • 45% who begin service plan implementation are in the midst of their ISP. • 13% who begin service plan implementation unsuccessfully completed their ISP. • 9% who begin service plan implementation were closed for other reasons.
Percent of youth who have completed a needs assessment begin individualized service plan implementation.	85%	• 82% of linkages for wrap around support services have been kept over all. • In December, 62% were successfully linked, 7% of linkages were not kept, and 31% are pending/waiting for an appointment.

Action items and next steps

- Identify action items based on data

- Identify owners for each action item

- Share action items and owners via e-mail after meeting

- Individual action item owners execute on action items prior to next meeting

- Begin next meeting with report-outs on action items

APPENDIX

Once goals, metrics, and targets are set, performance management follows a repeating cycle each month

1 | Set goals, metrics, & targets

- Performance management starts with choosing goals, quantifying them with metrics, and setting targets to work to achieve
- Goals are important for the PM process as they orient what you are working towards

2 | Monitor and understand data

- Regularly monitoring data allows early detection of problems and learnings from successes
- Through data monitoring, trends should be identified and hypotheses formed for possible complications
- Hypotheses will be used to generate discussion at the PM meeting and to drive decision-making

3 | Hold PM meeting

- PM is anchored around the monthly meeting, which is critical for ensuring data is converted to action
- The PM meeting is also an opportunity to celebrate successes, communicate challenges, and share best practices
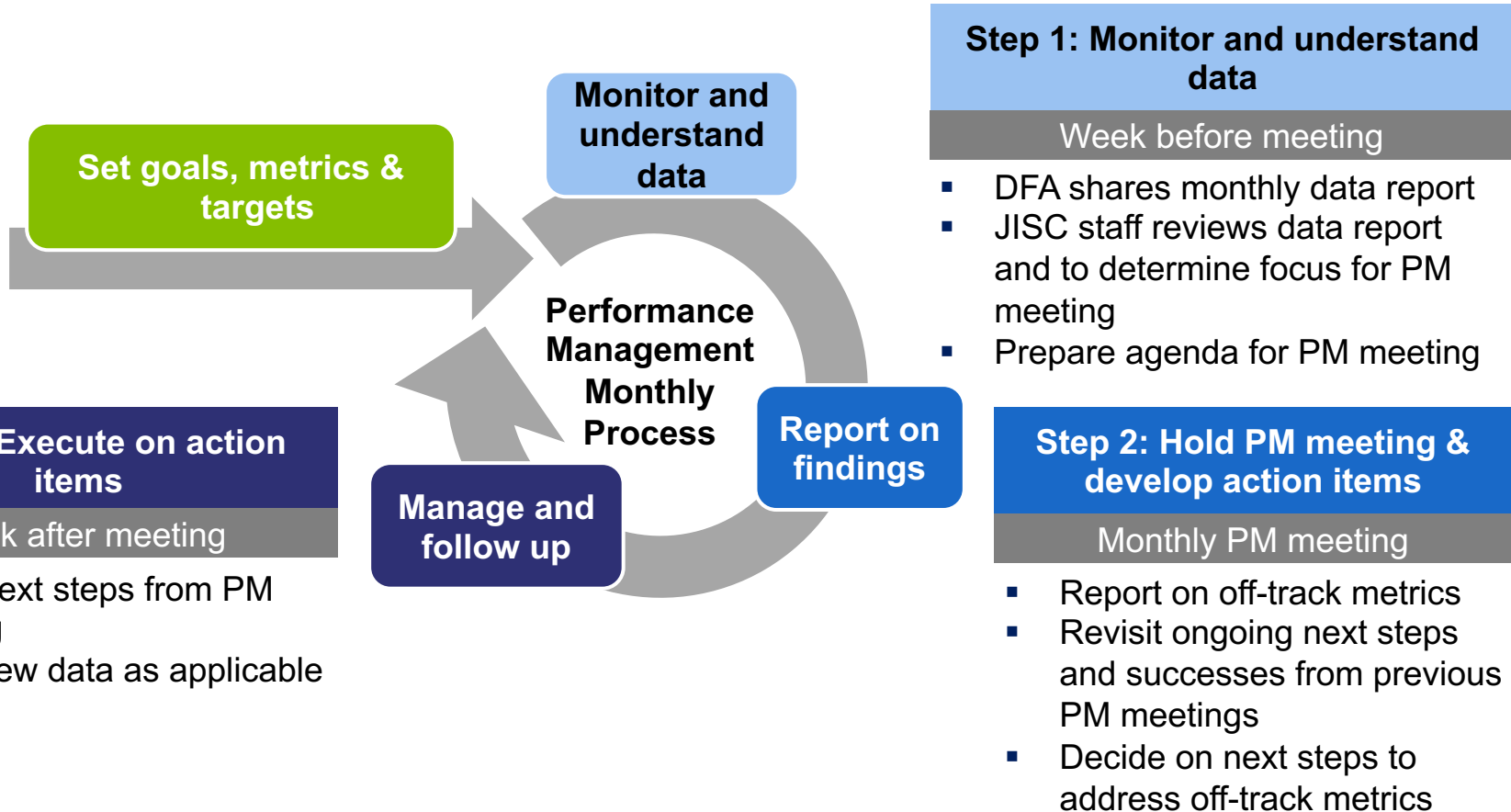
4 | Vigorously follow up

- Rigorous follow-up on action items is critical to success after PM meeting
- Reminders prior to the next PM and/or a next step / action item tracker should be maintained to catalogue and monitor status of next steps over time and hold staff accountable
- As next steps are taken, data is monitored and the PM process begins again

The JISC's Performance Management cycle should center around monthly JISC PM meetings

Set goals, metrics & targets

Monitor and understand data

Performance Management Monthly Process

Report on findings

Manage and follow up

Step 1: Monitor and understand data
Week before meeting

- DFA shares monthly data report
- JISC staff reviews data report and to determine focus for PM meeting
- Prepare agenda for PM meeting

Step 2: Hold PM meeting & develop action items
Monthly PM meeting

- Report on off-track metrics
- Revisit ongoing next steps and successes from previous PM meetings
- Decide on next steps to address off-track metrics

Step 3: Execute on action items
Week after meeting

- Enact next steps from PM meeting
- Track new data as applicable

The cyclical nature of the PM process means that it is iterative, and CPD will be able to build its capacity for PM every month

Once goals, metrics, and targets are set, performance management follows a repeating cycle each month

1 Set goals, metrics & targets
- Identify goals
- Identify metrics
- Set targets

2 Monitor and understand data
- Capture & monitor data
- Determine causes of data trends

3 Hold PM meeting
- Report on findings
- Develop action items

4 Vigorously follow up
- Execute action items