# JUVENILE INTERVENTION AND SUPPORT CENTER (JISC) PERFORMANCE MANAGEMENT
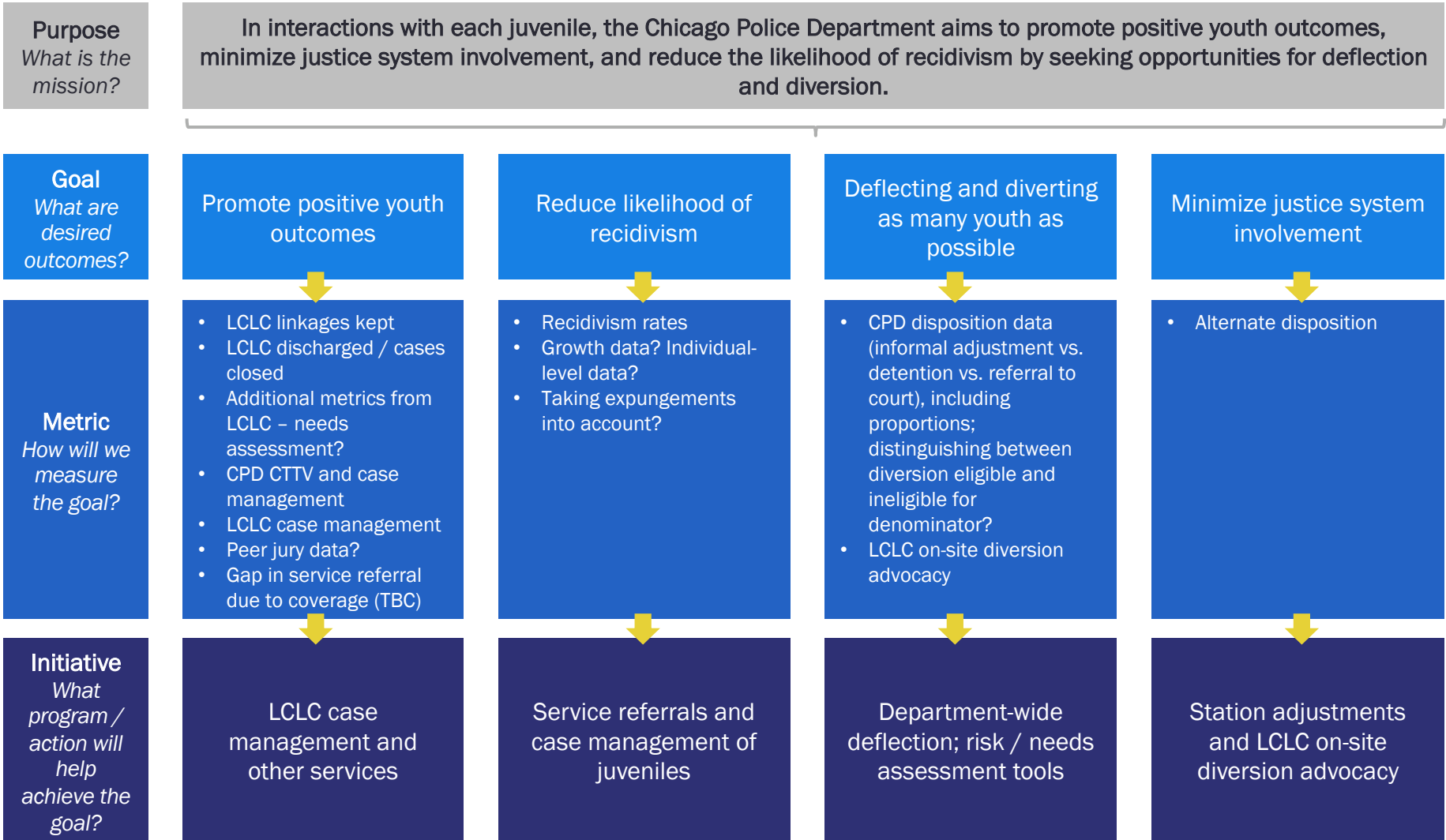
16 December 2021

# Agenda

## Agenda

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<br>• LCLC discharged / cases closed<br>• Additional metrics from LCLC – needs assessment?<br>• CPD CTTV and case management<br>• LCLC case management<br>• Peer jury data?<br>• Gap in service referral due to coverage (TBC) | • Recidivism rates<br>• Growth data? Individual-level data?<br>• 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?<br>• 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 – November 2021

**Dispositional:**

- In November 2021, **19** youth (37%) were informally station adjusted
  - 9 youth (18%) were referred to City-Funded Case Management
  - 8 youth (16%) were released to an adult
  - 1 youth (2%) was referred to City-Funded Case Management and CTTV Workshop
  - 1 youth (2%) was referred to CTTV Workshop only
  - No youth (0%) were referred to other non-City-Funded agencies for resources
- **32** youth (63%) were referred to court
  - 5 youth (10%) were detained
  - 8 youth (16%) were referred to home confinement
  - 19 youth (37%) 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 (14), Disorderly Conduct (8) , and Simple Battery (6), and Drug Abuse Violations (7) were the most frequent JISC-processed arrest charges in November 2021.

| Charge | Total Number | Informal Station Adjustments | Referred to Court |
|---|---|---|---|
| ROBBERY (INDEX) | 3 | 0 | 3 |
| AGGRAVATED BATTERY (INDEX) | 3 | 1 | 2 |
| AGGRAVATED ASSAULT | 2 | 0 | 2 |
| BURGLARY (INDEX) | 1 | 0 | 1 |
| TRAFFIC VIOLATIONS | 1 | 0 | 1 |
| MOTOR VEHICLE THEFT (INDEX) | 14 | 3 | 11 |
| SIMPLE ASSAULT | 2 | 2 | 0 |
| SIMPLE BATTERY | 6 | 4 | 2 |
| VANDALISM | 3 | 0 | 3 |
| WEAPONS | 1 | 0 | 1 |
| DRUG ABUSE VIOLATIONS | 2 | 1 | 1 |
| DISORDERLY CONDUCT | 8 | 6 | 2 |
| MISCELLANEOUS NON-INDEX VIOLATIONS | 3 | 2 | 1 |
| MISCELLANEOUS MUNICIPAL CODE VIOLATIONS | 0 | 0 | 0 |
| LIQUOR LAWS | 1 | 1 | 0 |
| WARRANT ARRESTS | 2 | 0 | 2 |
| **TOTAL** | **51** | **19** | **32** |

# Key data takeaways – November 2021 (cont.)

**Arrival Times:**

- The most common arrival hours in November 2021 were 4 and 7 p.m.

**Prior Arrests & Recidivism:**

- November 2021 and 2020 saw similar trends of youth having few arrests prior to interaction with JISC (69% or 35 youth had no prior arrest in 2021).
  - There were several youth with 6-9 prior arrests and one youth with 10 prior arrests.
- As of November 2021, 29 of 89 youth arrested in November 2020 (33%) were not re-arrested in the year following their JISC-processed arrest.
  - There were two youth arrested in November 2020 who was re-arrested 5 times as of November 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 | NOVEMBER | 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 |
|---|---|

FEMALE: 18 (2020), 10 (2021)
MALE: 71 (2020), 41 (2021)

## Race

| BLACK | WHITE | WHITE HISPANIC |
|---|---|---|

BLACK: 84 (2020), 39 (2021)
WHITE: 1 (2020), 2 (2021)
WHITE HISPANIC: 4 (2020), 10 (2021)

## Age

| 12 | 13 | 14 | 15 | 16 | 17 |
|---|---|---|---|---|---|

12: 1 (2020)
13: 5 (2020), 1 (2021)
14: 9 (2020), 2 (2021)
15: 16 (2020), 10 (2021)
16: 24 (2020), 19 (2021)
17: 34 (2020), 19 (2021)
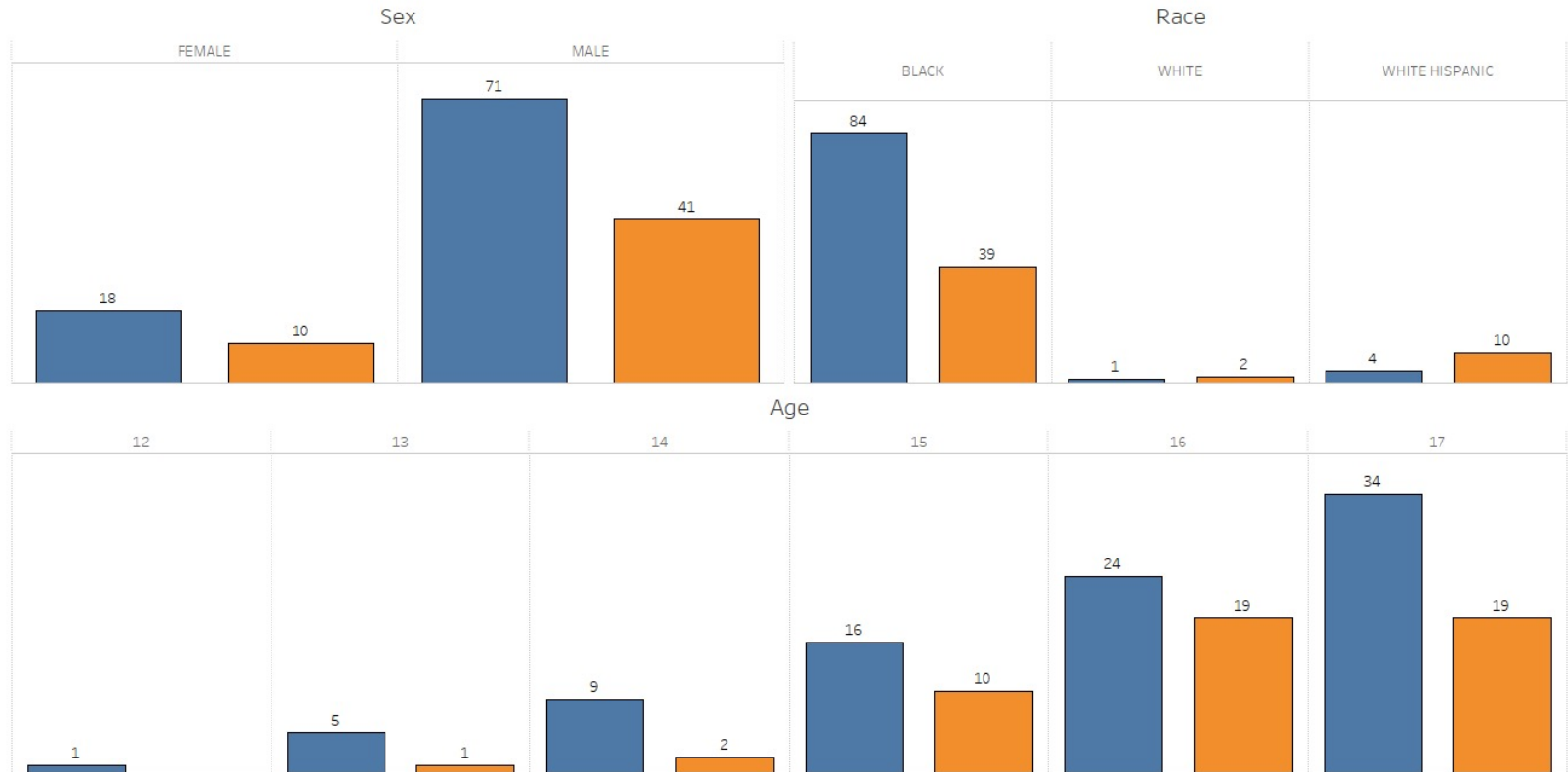
# DATA FULFILLMENT & ANALYSIS | MOVEMENT TIMES

| Year: | Month: | District: | Year Legend: | |
|---|---|---|---|---|
| 2021 | NOVEMBER | 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)
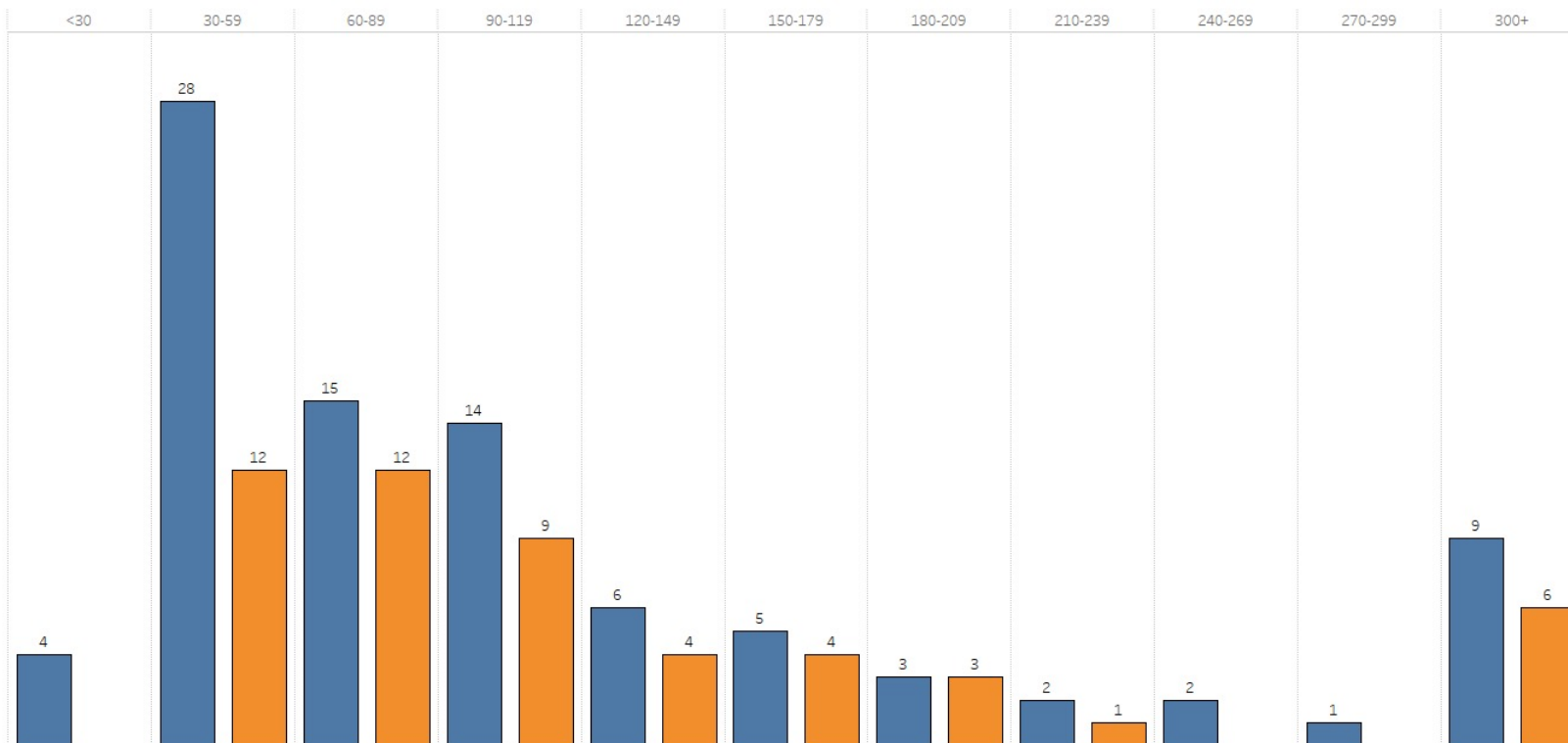
| Year: | Month: | District: | Row Filter: | View Filter: |
|---|---|---|---|---|
| 2021 | NOVEMBER | All | CHARGE TYPE | CATEGORIES |

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 | 3 | 0 | 0 | 12 | 0 | 0 | 0 | 0 | 0 |
| AGGRAVATED ASSAU.. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 0 | 0 |
| AGGRAVATED BATTE.. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 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 | 0 | 1 | 0 | 0 |
| LARCENY - THEFT | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| MOTOR VEHICLE THEFT | 4 | 1 | 7 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 1 | 10 | 9 | 0 | 0 |
| SIMPLE ASSAULT | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| SIMPLE BATTERY | 0 | 0 | 0 | 0 | 1 | 0 | 5 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| VANDALISM | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| WEAPONS | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| DRUG ABUSE VIOLATI.. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 4 | 0 | 0 | 0 | 1 | 1 | 18 | 0 | 0 | 0 |
| DISORDERLY CONDUCT | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 0 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| MISCELLANEOUS NO.. | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| MISCELLANEOUS MU.. | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TRAFFIC VIOLATIONS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| WARRANT ARRESTS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 2 | 0 | 0 | 0 | 0 |
| TOTAL | 4 | 1 | 7 | 1 | 4 | 0 | 12 | 8 | 0 | 9 | 5 | 8 | 0 | 0 | 24 | 5 | 33 | 19 | 0 | 0 |

# DATA FULFILLMENT & ANALYSIS | RECIDIVISM

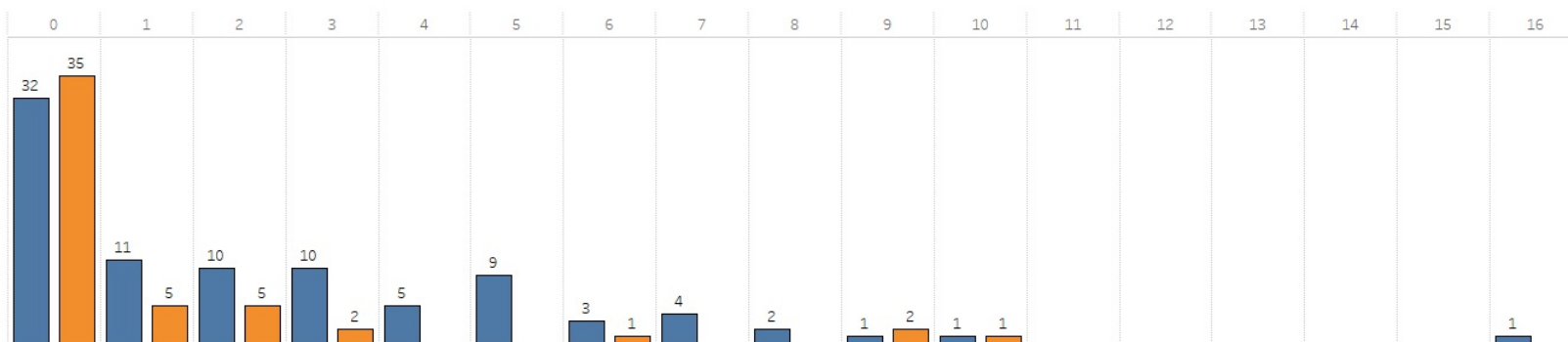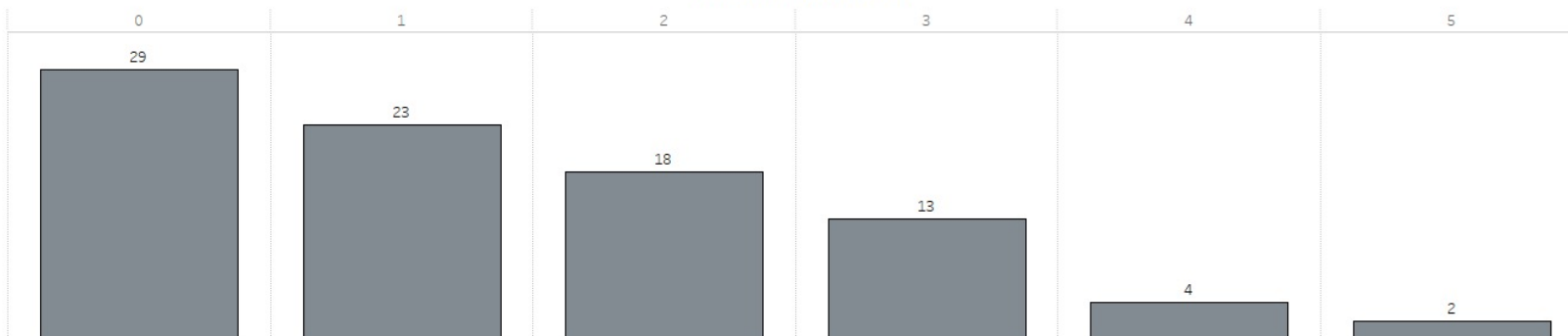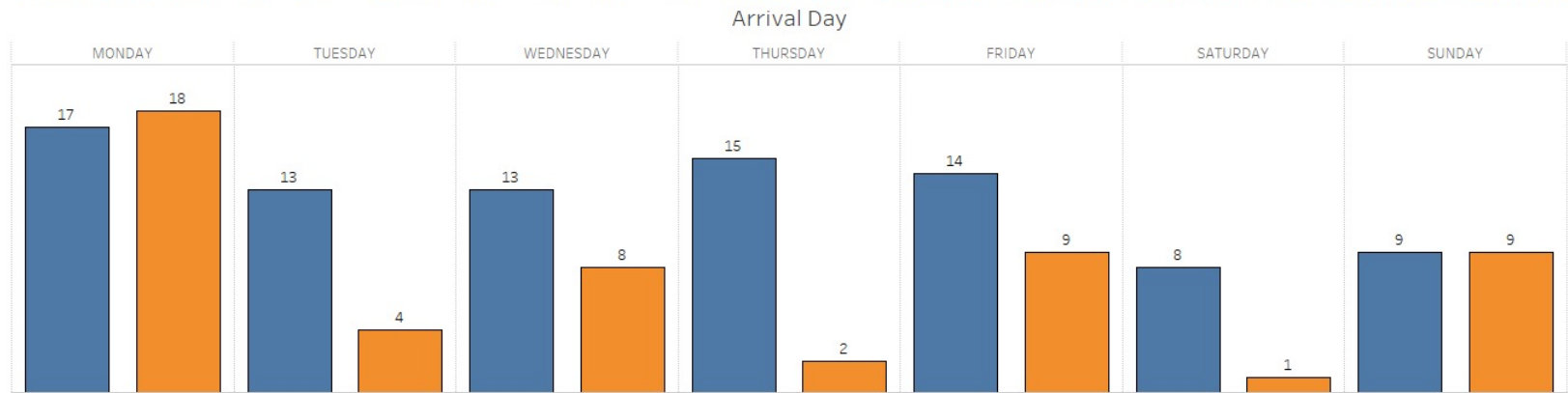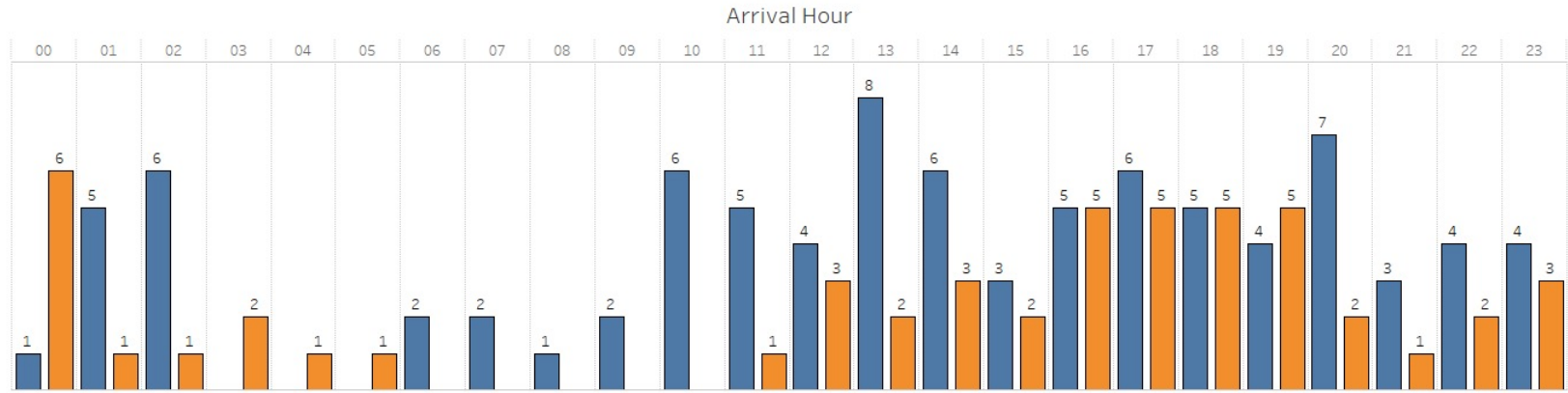| Year: | Month: | District: | Year Legend: | |
|---|---|---|---|---|
| 2021 | NOVEMBER | All | 🟦 2020 | 🟧 2021 |

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 | NOVEMBER | 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.

## Arrival Hour

## Arrival Day

# DATA FULFILLMENT & ANALYSIS | ARREST TYPES

| Year: | Month: | District: | Year Legend: |
|---|---|---|---|
| 2021 | NOVEMBER | 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



| FELONY | MISDEMEANOR | WARRANT |
|---|---|---|
| 49 | 33 | 7 |
| 18 | 31 | 2 |
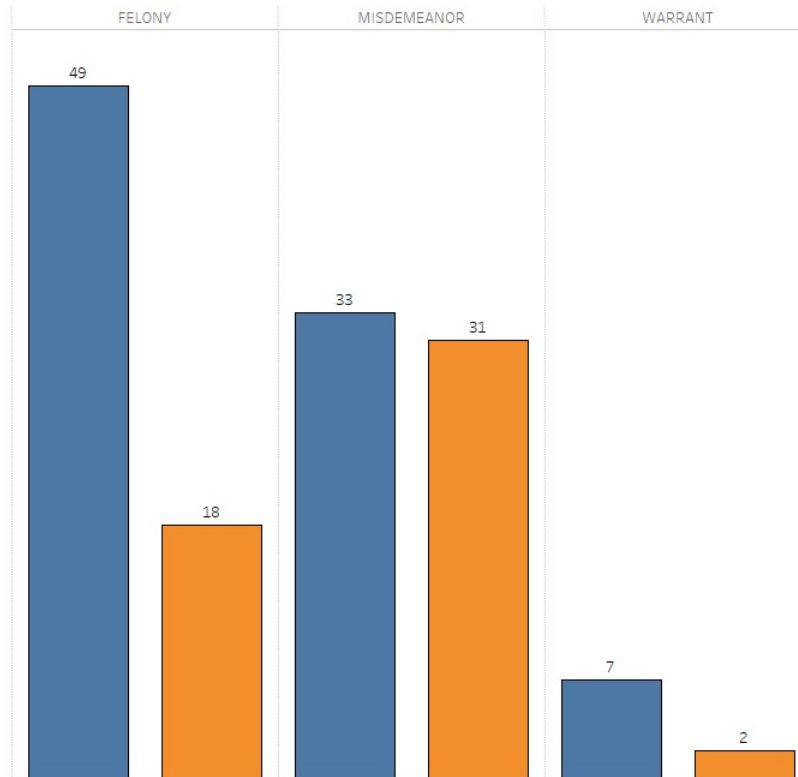
## FBI Type Charge Description

| | PREVIOUS YEAR | CURRENT YEAR | % CHANGE |
|---|---|---|---|
| ROBBERY | 12 | 3 | -75% |
| AGGRAVATED ASSAULT | 2 | 2 | 0% |
| AGGRAVATED BATTERY | 1 | 3 | 200% |
| BURGLARY | 0 | 1 | |
| LARCENY - THEFT | 3 | 0 | -100% |
| MOTOR VEHICLE THEFT | 25 | 14 | -44% |
| SIMPLE ASSAULT | 2 | 2 | 0% |
| SIMPLE BATTERY | 6 | 6 | 0% |
| VANDALISM | 1 | 3 | 200% |
| WEAPONS | 2 | 1 | -50% |
| DRUG ABUSE VIOLATIONS | 23 | 2 | -91% |
| DISORDERLY CONDUCT | 1 | 8 | 700% |
| MISCELLANEOUS NON-INDEX OF.. | 2 | 3 | 50% |
| MISCELLANEOUS MUNICIPAL CO.. | 1 | 0 | -100% |
| TRAFFIC VIOLATIONS | 1 | 1 | 0% |
| WARRANT ARRESTS | 7 | 2 | -71% |
| TOTAL | 89 | 51 | -43% |

| Year: | Month: | District: |
|---|---|---|
| 2021 | NOVEMBER | All |

This page provides a breakdown of alternate dispositions for juveniles processed at the JISC. A "HIGHER ALTERNATE DISPOSITION" of "YES" indicates an alternate dispostion 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
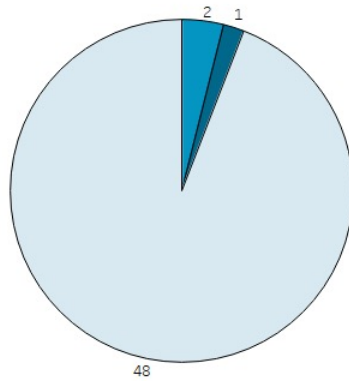


HIGHER ALTERNATE DISPOSITION: ■ YES ■ NO □ NULL

## Summary Notes

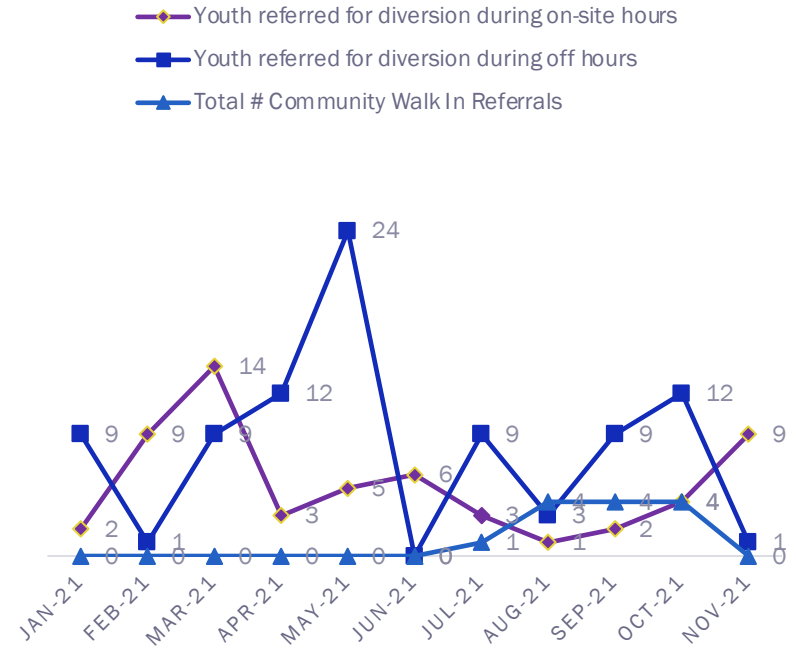| HIGHER ALTERNATE DISPOSITION: | SUMMARY |
|---|---|
| YES | MINOR'S BACKGROUND OF VIOLENCE AND REFUSAL OF SERVICES |
| | THE MINOR HAS BACKGROUND OF VIOLENCE AND IS REFERRED TO COURT. |

# Youth Diverted

## TOTAL # OF YOUTH DIVERTED BY MONTH
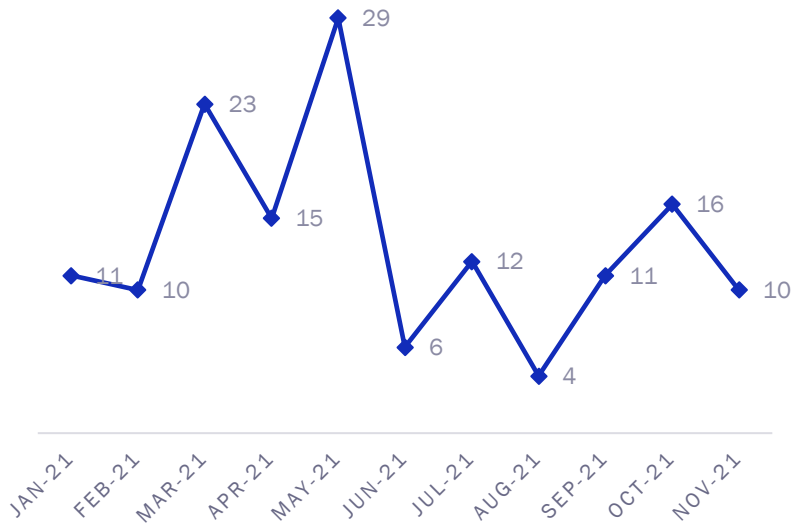


## ON-SITE VS. OFF-SITE HOURS



Note: In November, 20 young people came through the JISC while LCLC was on site – 9 were diverted, 7 were referred to court, 2 released to parent, and 2 we didn't receive paperwork for.
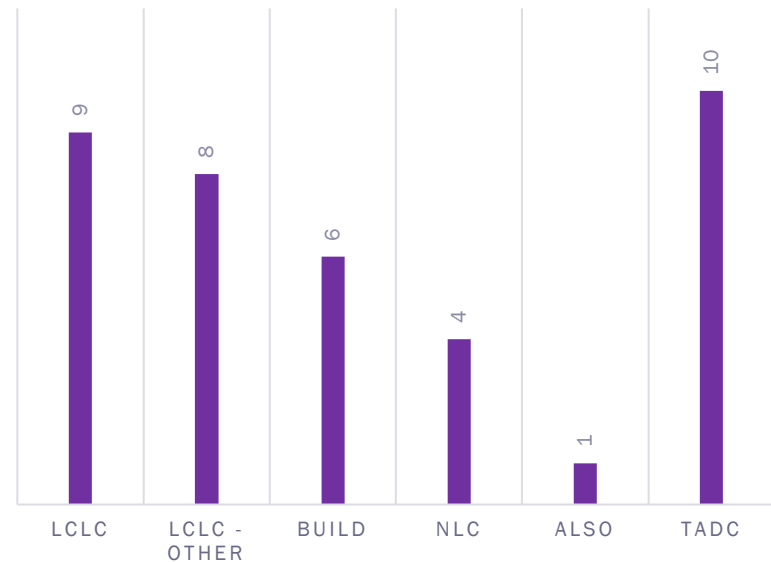
**Guiding Questions**
1. As the year winds down, and we start to head into the new year, how do we anticipate these trends changing if at all?

# Diversion by Agency/Area



REFERRALS BY AGENCY (NOVEMBER 2021)
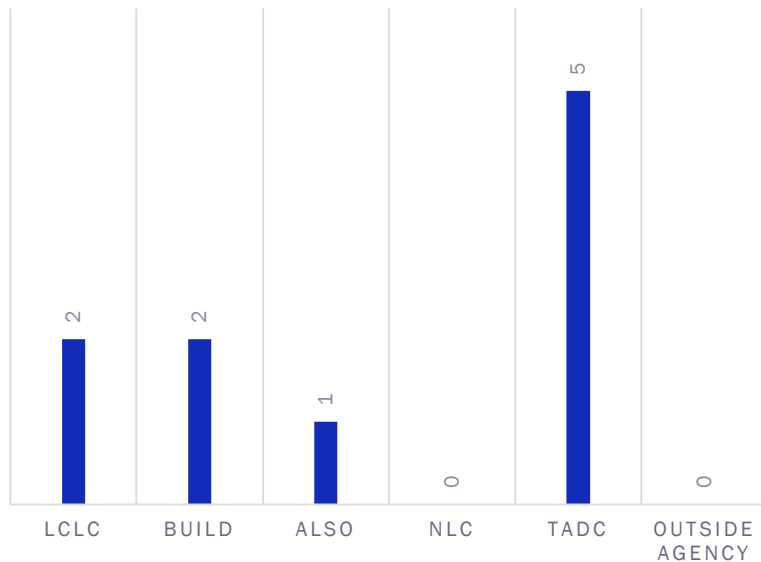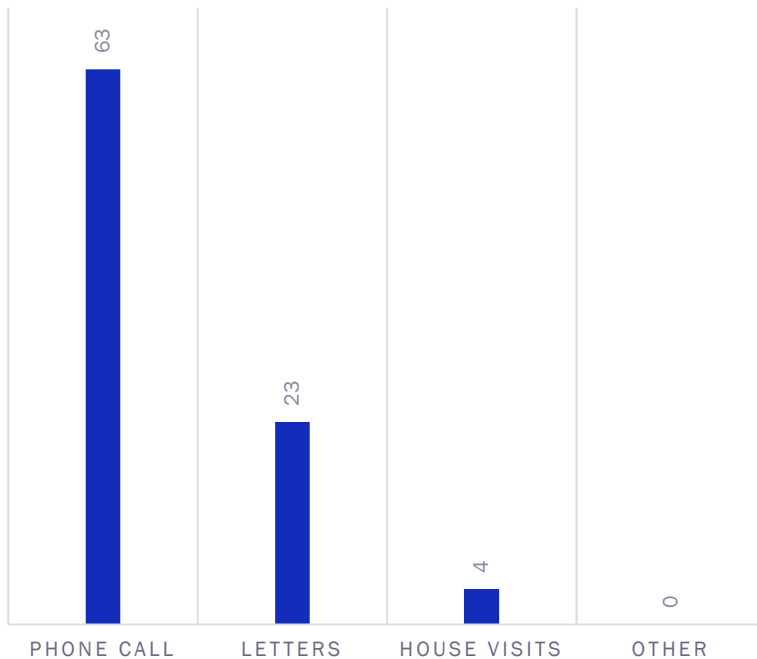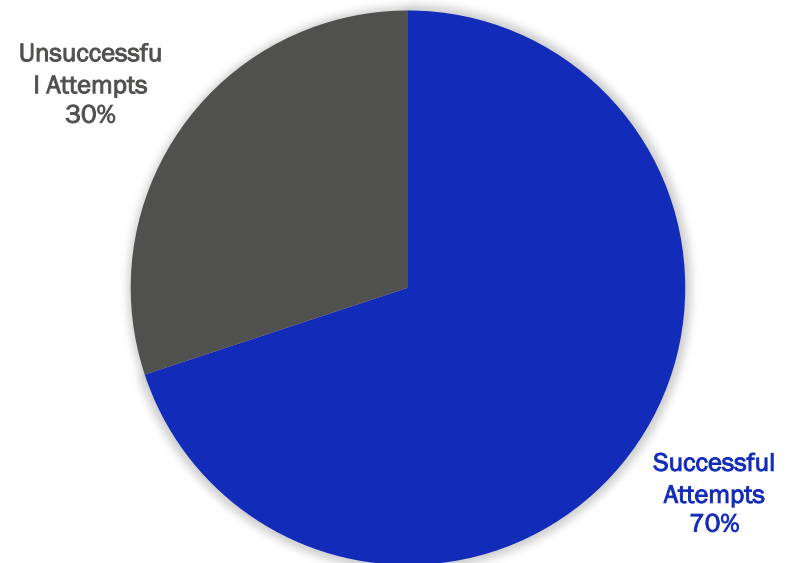
CASELOAD BY AGENCY/CM (NOVEMBER 2021)

**Guiding Questions**
1. Do we think this distribution of cases on the South vs. West side will change in the upcoming year?

# Youth Engagement

## PRE-ENGAGEMENT ATTEMPTS (NOVEMBER 2021)



Bar chart values:
- PHONE CALL: 63
- LETTERS: 23
- HOUSE VISITS: 4
- OTHER: 0

## CASE MANAGEMENT CONTACTS (NOVEMBER 2021)
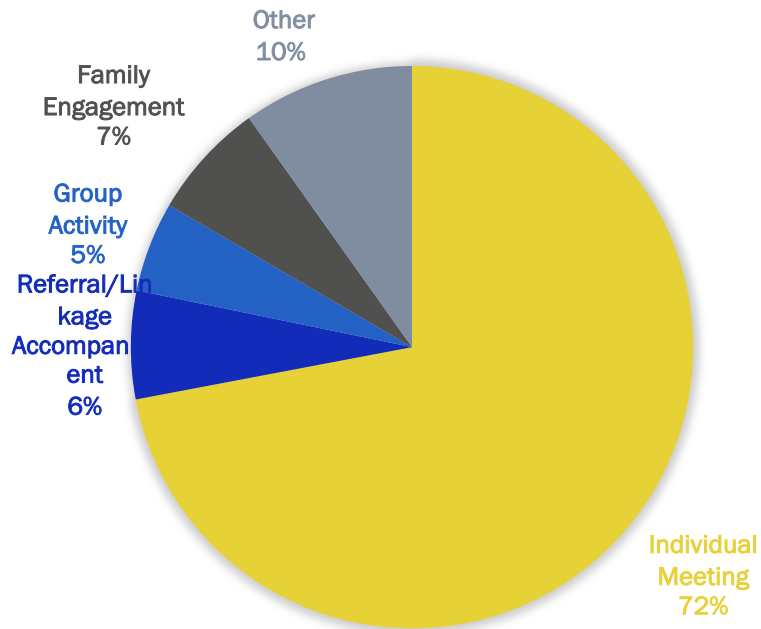


- Unsuccessful Attempts 30%
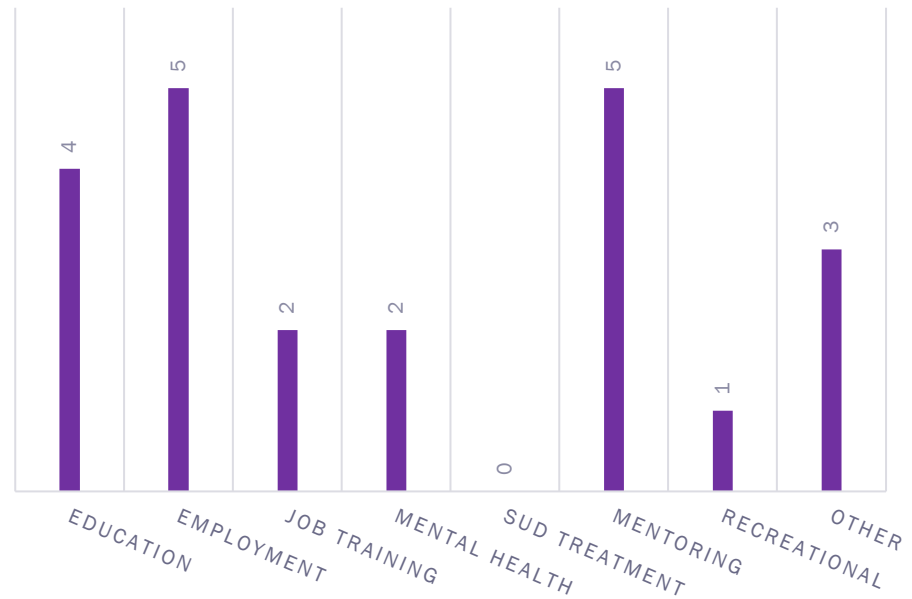- Successful Attempts 70%

**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 and Support Services

## SUCCESSFUL CONTACT BY TYPE (NOVEMBER 2021)



Other 10%

Family Engagement 7%

Group Activity 5%

Referral/Linkage

Accompanent 6%

Individual Meeting 72%

## LINKAGES FOR WRAPAROUND SUPPORT (NOVEMBER 2021)



EDUCATION 4
EMPLOYMENT 5
JOB TRAINING 2
MENTAL HEALTH 2
SUD TREATMENT 0
MENTORING 5
RECREATIONAL 1
OTHER 3

Note: Other types of support services youth were referred to in September include things such vital documents.

# Community Narratives

- BUILD: This month we were able to assist one participant with obtaining employment. I was also able to get one of my participants enrolled and engaged with some counseling in order to assist with alleviating some of her mental health concerns.

- LCLC: One participant has adjusted well to working with a new case manager. He has been open to accepting help in school and participating in new experiences such as a young men's support group and even suggested getting the support group together outside of sessions for a basketball tournament.

- LCLC: Another participant jumped into her service plan immediately re-engaging with school and making honor roll. She obtained employment with a restaurant downtown AND with a small business in the North Lawndale community. Her case manager is helping her explore programs to assist with her dream of a career in fashion.

- ALSO: My participant expressed that attending two outings (sporting events), where he saw an artist that he admires, has motivated him to work harder and take life more seriously. He enrolled in an adult education program and has been employed at REM.

# 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 October, 90 pre-engagement attempts were made to reach out to referrals. Once contact was established by the community based case manager, 276 case management contacts were made. Of the 276 – 193 were successful, 83 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% | 91% 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% | • 37% of youth who begin service plan implementation successfully completed their individualized service plan (ISP).<br>• 39% who begin service plan implementation are in the midst of their ISP.<br>• 15% who begin service plan implementation unsuccessfully completed their ISP.<br>• 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% | • 81% of linkages for wrap around support services have been kept over all.<br>• In November, 95% were successfully linked, 5% of linkages 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
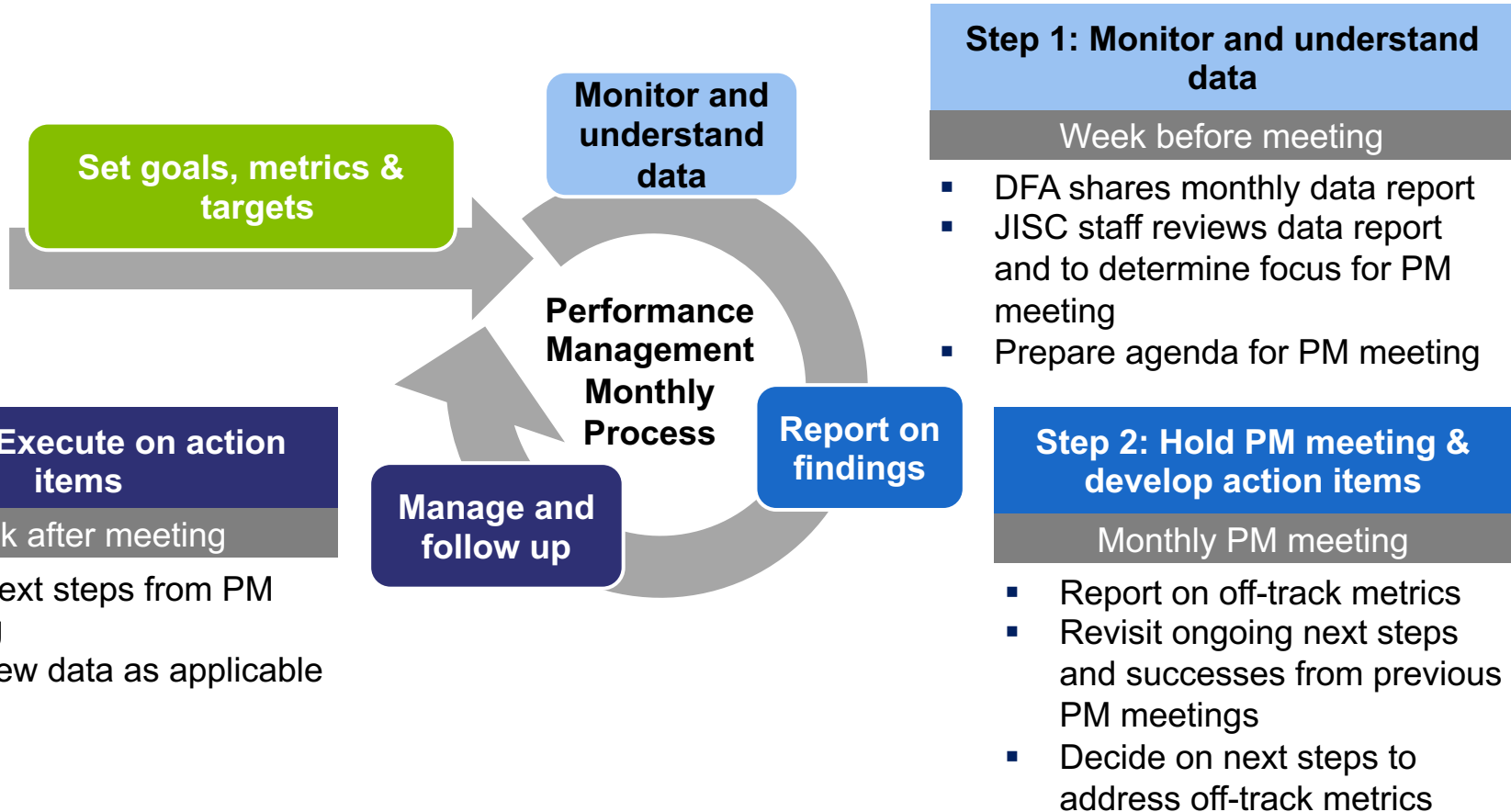
**3** **Hold PM meeting**

- 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