

# **JUVENILE INTERVENTION AND SUPPORT CENTER (JISC) PERFORMANCE MANAGEMENT**

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20 May 2021

# Agenda

## Agenda

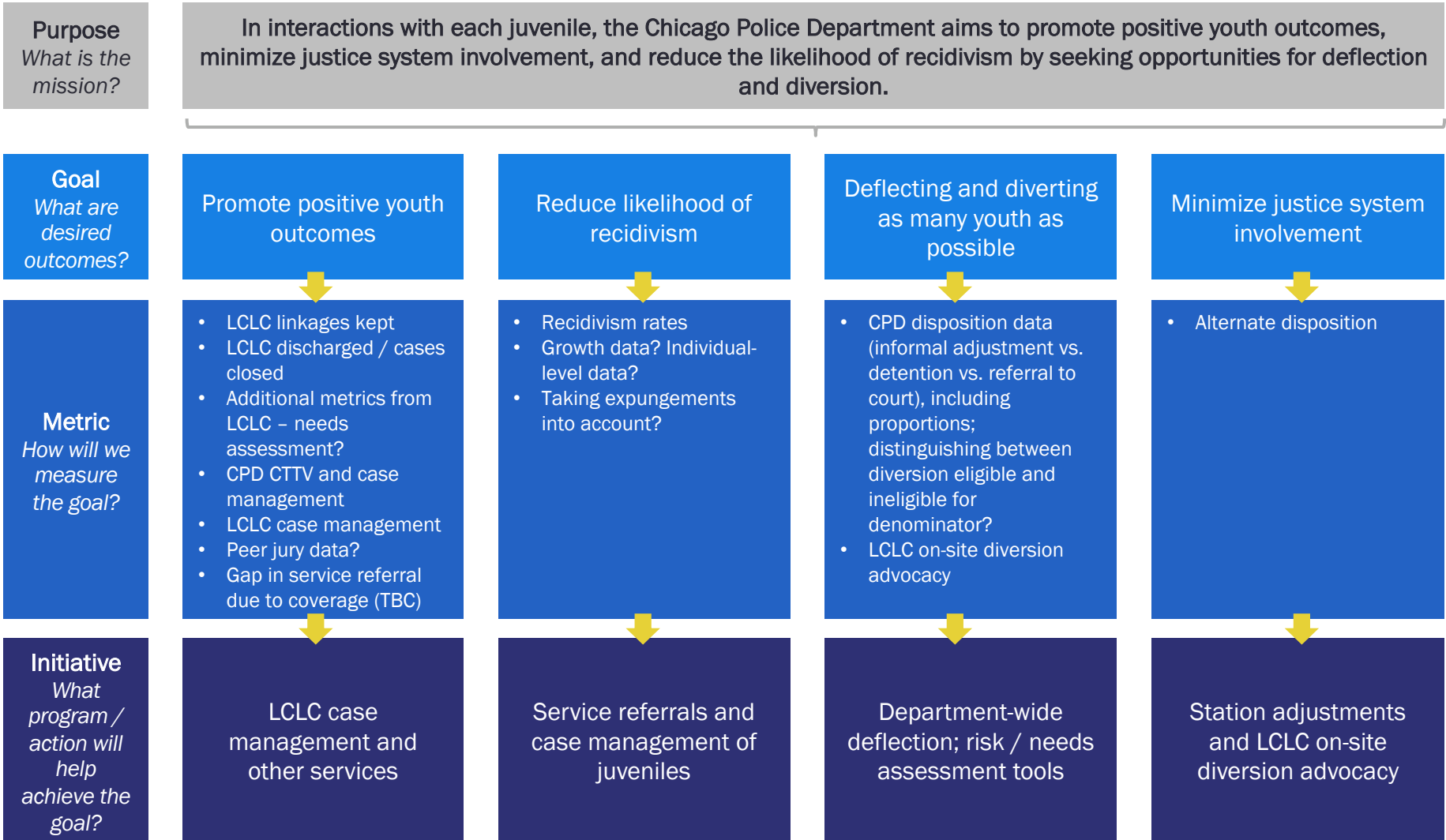
1. Review prior action items
2. Review high-level summary for the month
  - Demographic trends (CPD)
3. Assess progress against goals
  - Promote positive youth outcomes
  - Reduce likelihood of recidivism
  - Deflect and divert as many youth as possible
  - Minimize justice system involvement
4. Deep 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 or 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*



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.

## Action items from March data discussion:

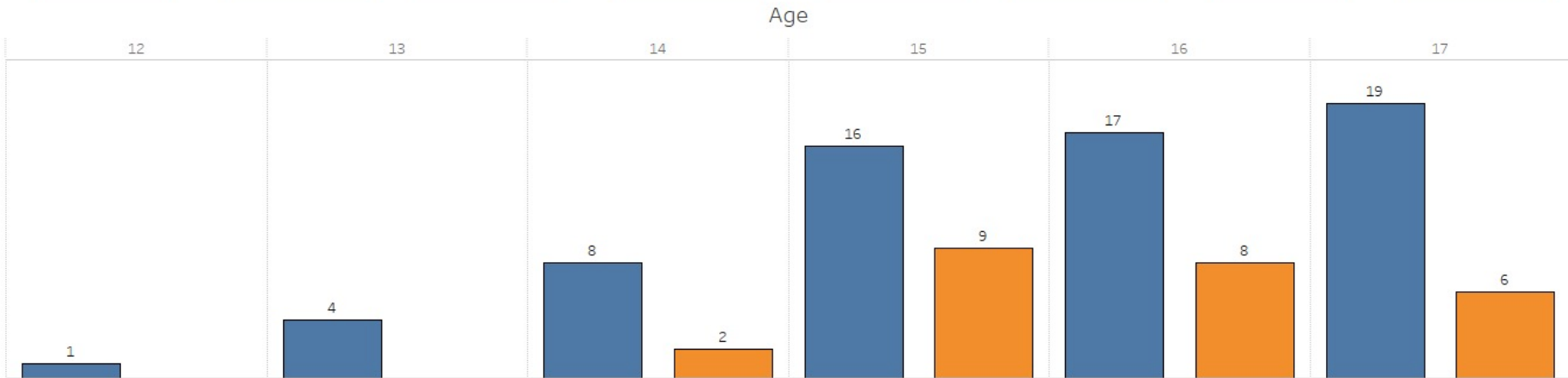
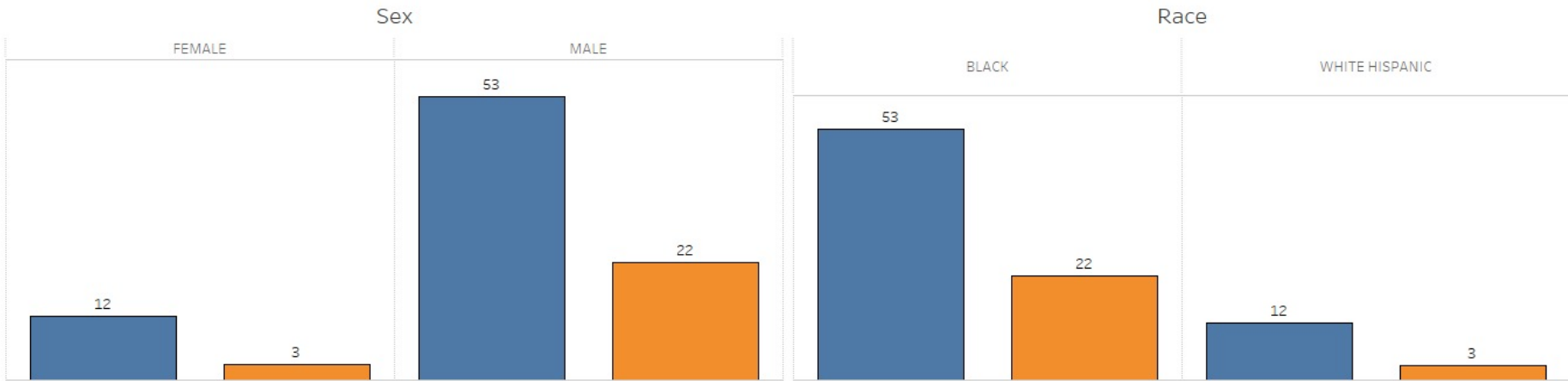
Item	Owner	Update
Track and include data on JISC dispositions during the hours LCLC is onsite vs. offsite	CPD / Lt. Partyka	<b>April data:</b> <ul style="list-style-type: none"> <li>• 13 Diverted (7 onsite/6 off-hours)</li> <li>• 11 Referred (CPD to confirm LCLC onsite/offsite breakdown)</li> </ul>
Clarify what charges are included in the “Misc. Non-Index”, “DV”, and “weapons” charges	CPD / Lt. Partyka	<ul style="list-style-type: none"> <li>• Non-Index is basically Misdemeanor crimes (Non-Felony) ie: misdemeanor theft, criminal damage to property, etc.</li> <li>• Non-Felony weapons charge, such as a small knife</li> <li>• DV is Domestic Violence related (CPD to confirm types of charges and relationship of offender/victim)</li> </ul>
Request CPD share more information on the “alternate disposition” incidents each month	CPD / Lt. Partyka	<i>Forthcoming</i>

# Demographic trends

## DATA FULFILLMENT & ANALYSIS | DEMOGRAPHICS

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.

Year: 2021     
 Month: APRIL     
 District: All     
 Year Legend: 2020 (blue square) 2021 (orange square)



# Key data takeaways – April 2021

## Dispositional:

- In April 2021, 17 youth (38%) were informally station adjusted
  - 9 youth (20%) were referred to City-Funded Case Management
  - 2 youth (4%) were released to an adult
  - 4 youth (9%) were referred to City-Funded Case Management and CTTV Workshop
  - 1 youth (2%) was referred to CTTV Workshop only
  - 1 youth (2%) was referred to other non-City-Funded agencies for resources
- 28 youth (62%) were referred to court
  - 15 youth (33%) were detained
  - 6 youth (13%) were referred to Home Confinement
  - 6 youth (13%) 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.
  - 1 youth (2%) was referred to "other" which refers to formal adjustments, individuals released without charging, and unspecified dispositions.
- Drug Abuse Violations (14), Robbery (7), and Warrant Arrests (7) were the most frequent JISC-processed arrest charges in April 2021. Arrests for Robbery are up 40% and Drug abuse violations are up 56% compared to the time period in 2020.

Charge	Total Number	Informal Station Adjustments	Referred to Court
ROBBERY (INDEX)	7	0	7
AGGRAVATED BATTERY (INDEX)	1	1	0
BURGLARY (INDEX)	0	0	0
LARCENY – THEFT (INDEX)	0	0	0
MOTOR VEHICLE THEFT (INDEX)	3	3	0
SIMPLE ASSAULT	0	0	0
SIMPLE BATTERY	6	5	1
VANDALISM	1	1	0
WEAPONS	3	1	2
DRUG ABUSE VIOLATIONS	14	3	11
DISORDERLY CONDUCT	0	0	0
MISCELLANEOUS NON-INDEX VIOLATIONS	2	2	0
MISCELLANEOUS MUNICIPAL CODE VIOLATIONS	1	1	0
TRAFFIC VIOLATIONS	1	1	0
WARRANT ARRESTS	6	0	6
<b>TOTAL</b>	<b>45</b>	<b>17</b>	<b>28</b>

## Key data takeaways – April 2021 (cont)

### **Arrival Times:**

- The most common arrival hours in April 2021 were 9 a.m. - 12 p.m. and 10 p.m. - 1 a.m. Additionally, JISC arrivals were most common Mondays, Wednesdays, and Fridays, and saw a slight decrease on Saturdays and Sundays.

### **Prior Arrests & Recidivism:**

- April 2021 and 2020 saw similar trends of most youth having few arrests prior to interaction with JISC (40% or 18 youth had no prior arrest in 2021 and 39% or 25 youth in 2020). As of April 2021, 32 of 64 youth arrested in April 2020 (50%) were not re-arrested in the year following their JISC-processed arrest.

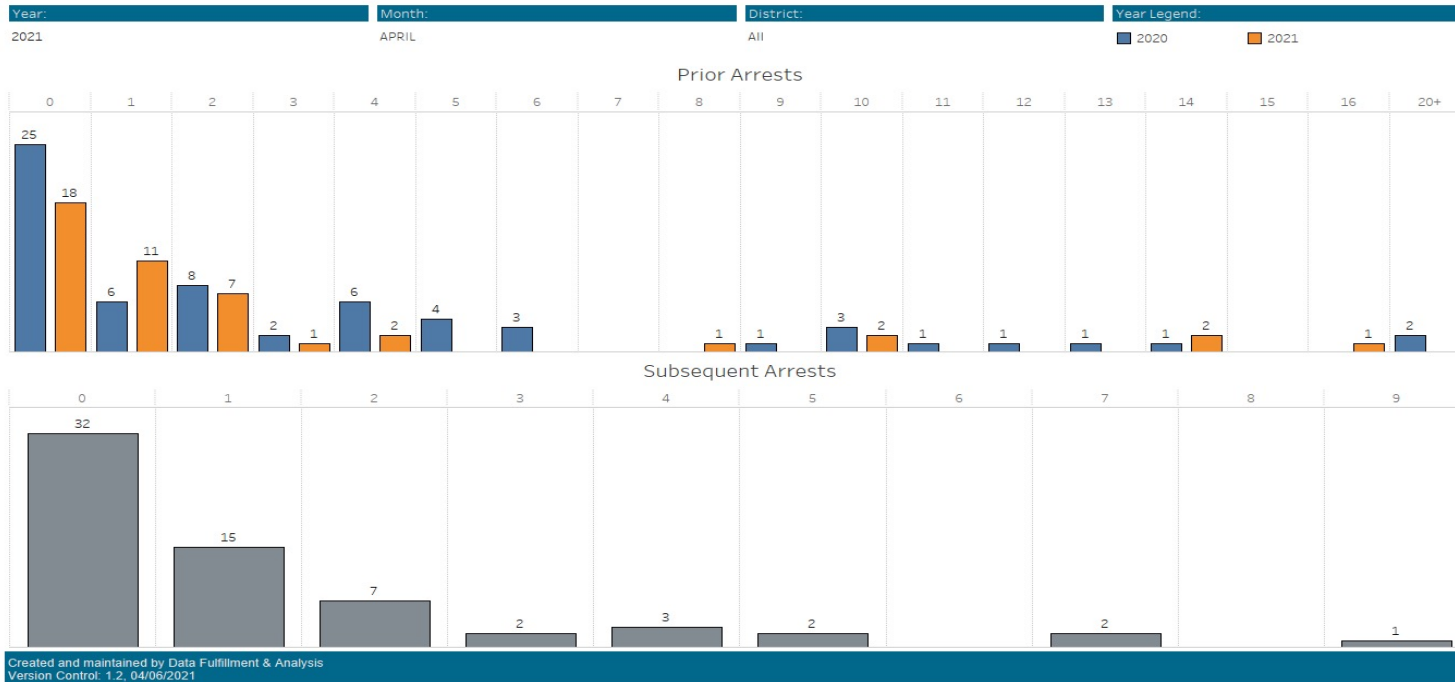
### **Alternate Dispositions/Overrides:**

- There were two alternate dispositions in April 2021, one higher and one lower.

# Goal 2: Reduce the likelihood of recidivism

## DATA FULFILLMENT & ANALYSIS | RECIDIVISM

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 occurred in the year of initial 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.



## Guiding Questions

1. What trends can be seen in the data?
2. What factors – either positive or 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?



# Goal 3: Deflect and divert as many youth as possible

## DATA FULFILLMENT & ANALYSIS | DISPOSITIONS

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.

Year:	Month:	District:	Row Filter:	View Filter:																
2021	APRIL	All	CHARGE TYPE	CATEGORIES																
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	4	3	0	0	1	4	0	0	0	0
AGGRAVATED BATTE..	0	0	0	0	0	0	0	1	0	0	2	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	1	0	0	0
MOTOR VEHICLE THEFT	1	3	5	0	0	0	3	0	0	0	0	0	0	0	1	0	7	0	0	0
SIMPLE BATTERY	0	0	0	0	0	1	1	1	0	3	0	1	0	0	0	0	1	0	0	0
ARSON	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
VANDALISM	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
WEAPONS	0	0	0	0	0	0	1	0	1	1	0	0	0	0	2	1	0	0	0	0
DRUG ABUSE VIOLATI..	0	0	0	0	0	0	0	0	0	3	0	2	0	0	3	3	6	6	0	0
DISORDERLY CONDUCT	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	2	0	0	0
MISCELLANEOUS NO..	0	0	0	0	0	0	0	0	1	2	1	0	0	0	0	0	4	0	0	0
MISCELLANEOUS MU..	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0
TRAFFIC VIOLATIONS	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WARRANT ARRESTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	6	0	0	0	1
TOTAL	1	4	5	1	0	1	8	2	3	9	8	6	0	0	15	15	24	6	0	1

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**NOTE: DRUG ABUSE VIOLATIONS IS POSSESSION/DELIVERY CASES PER FBI CODING RULES**

# Goal 4: Minimize justice system involvement

## Alternate Disposition - All JISC Districts 2021



Created and maintained by Data Fulfillment & Analysis  
Version Control: 1.2, 04/09/2021

■ Alternate Disposition - N    ■ Alternate Disposition - Y    ■ Null Values  
1-Yes 1- No 43-Null

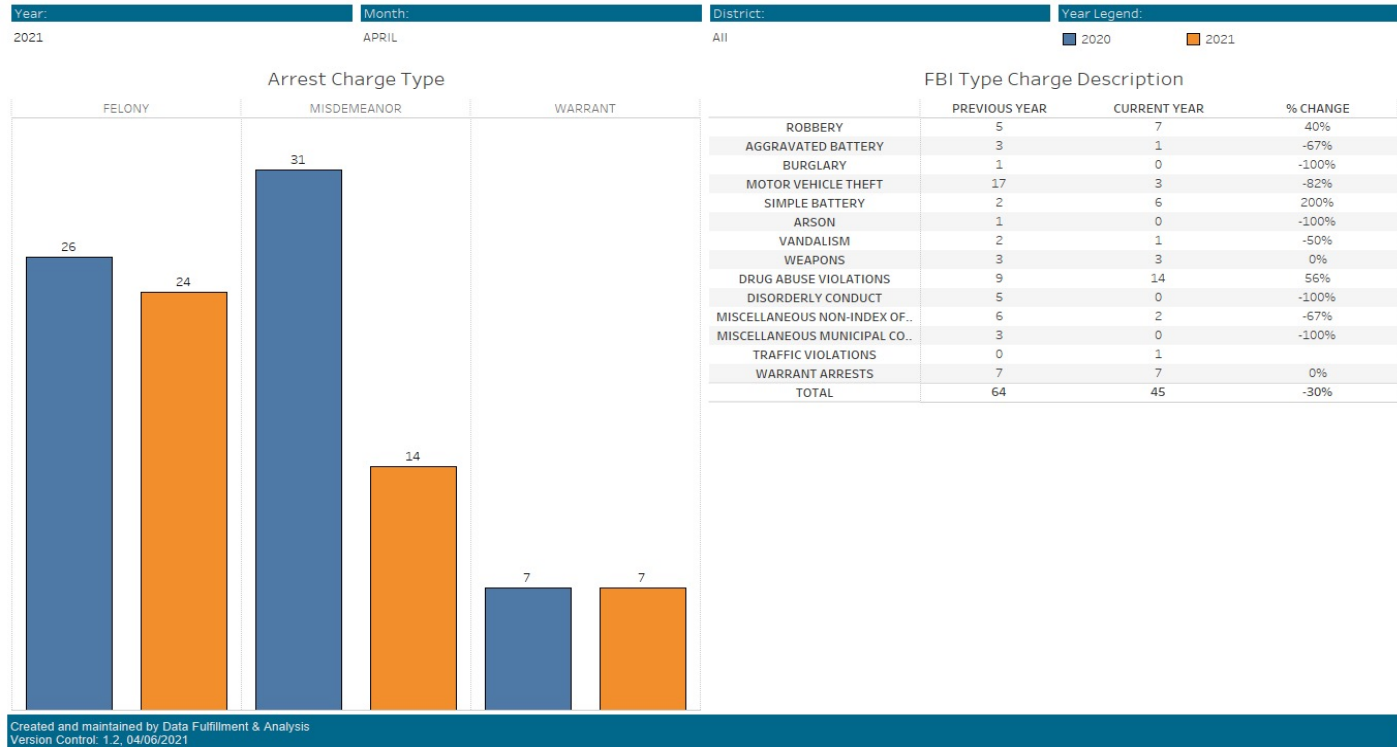
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Who will be responsible?

# Deep Dive: Deflecting and diverting as many youth as possible

## DATA FULFILLMENT & ANALYSIS | ARREST TYPES

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.

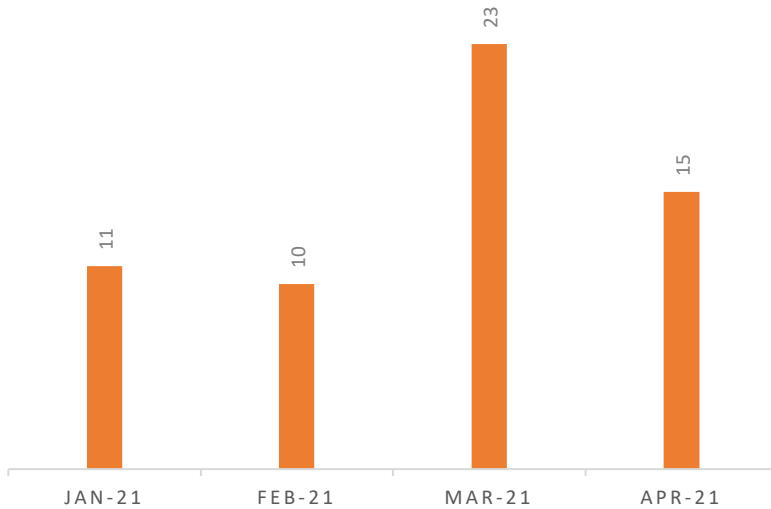


## Guiding Questions

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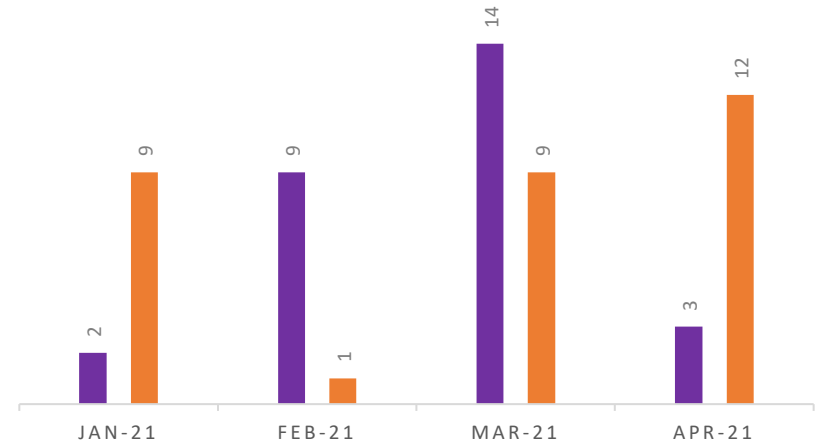
# Goal: Promote positive youth outcomes

## TOTAL # OF YOUTH DIVERTED DURING MONTH



## ON SITE VS. OFF SITE

■ Youth referred for diversion during on-site hours  
■ Youth referred for diversion during off hours



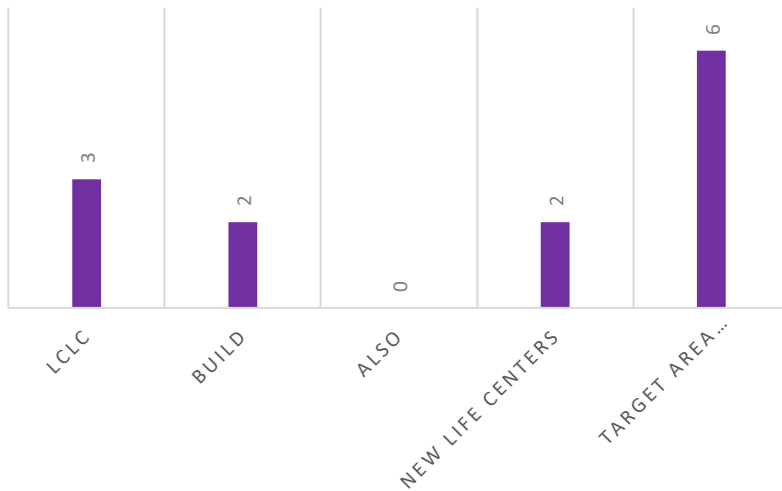
- There were two youth who were diverted and referred to agencies outside of the ones listed above. They were to New Haven Social Center (New Haven, IN) because youth lives outside the city and Aunt Martha's because the youth is a DCFS ward.

### Guiding Questions

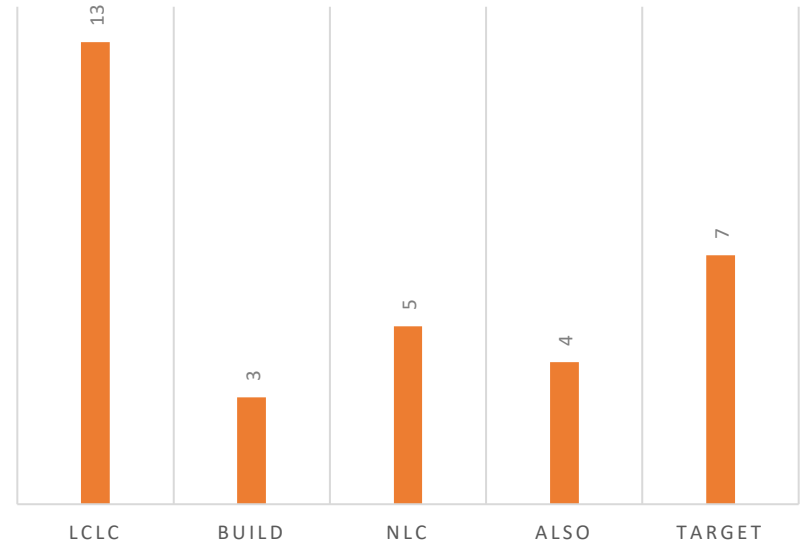
1. We're noticing an increase in young people coming through the JISC over the last few months – what reason do we think that may be? And do we expect this trend to continue?
2. Based on the # of youth coming in while LCLC is present and when LCLC is not present, should we rethink what hours we should be there?

# Goal: Promote positive youth outcomes

REFERRALS BY AGENCY (APRIL 2021)



CASELOAD BY AGENCY



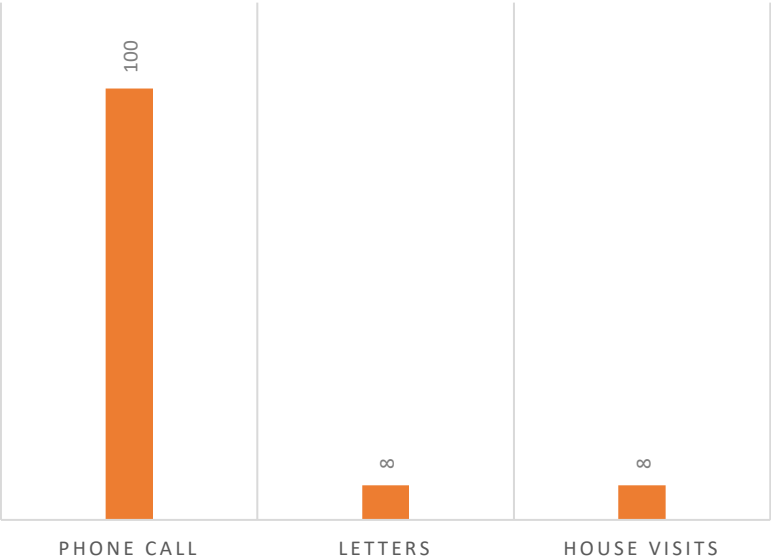
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## Guiding Questions

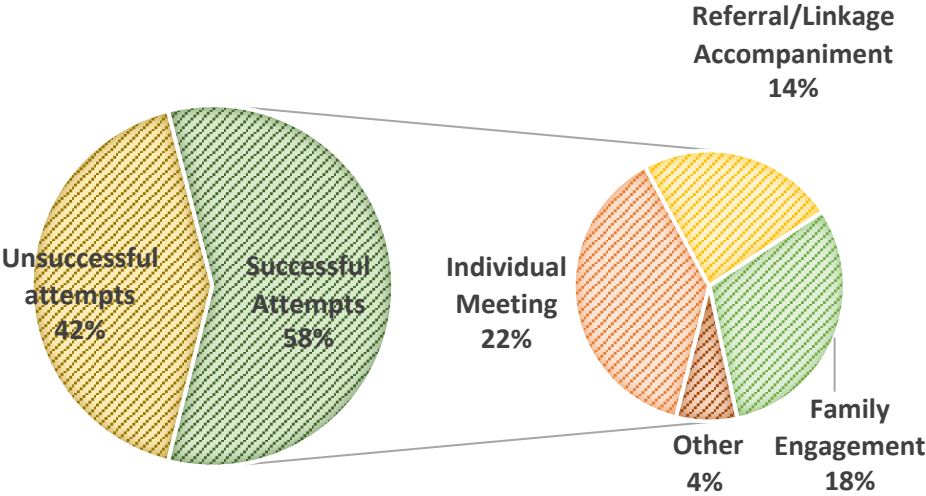
1. Are we surprised by the distribution of cases across Chicago?

# Goal: Promote positive youth outcomes

### PRE-ENGAGEMENT ATTEMPTS



### CASE MANAGEMENT CONTACT BY TYPE

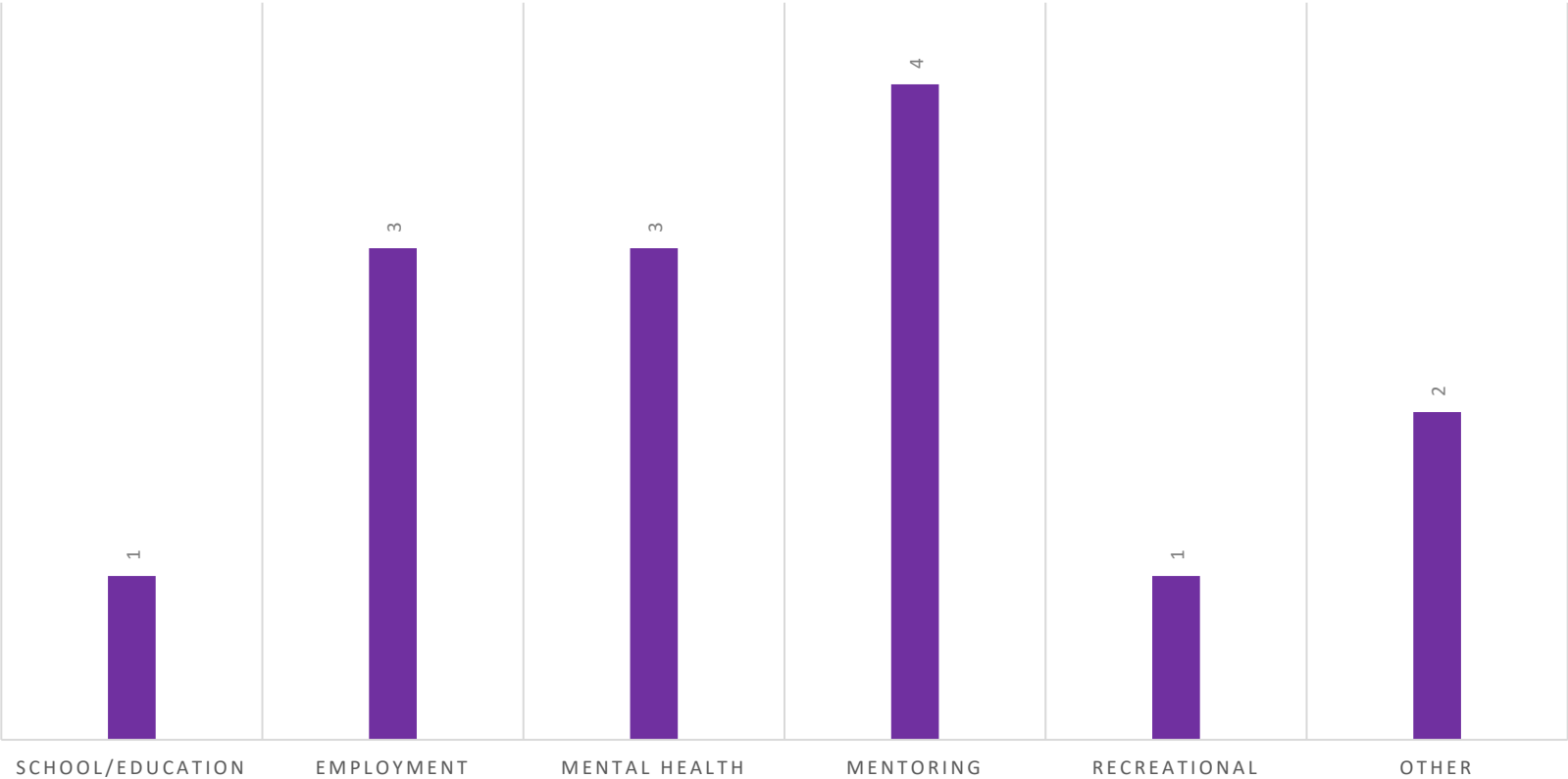


### Guiding Questions

- 1. Are there steps we can take to increase engagement with youth from the start?

# Goal: Promote positive youth outcomes

LINKAGES FOR WRAPAROUND SUPPORT SERVICES (APRIL 2021)



# Goal: Promote positive youth outcomes

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 contacted. In April, 116 pre-engagement attempts were made to reach out to referrals. Once contact was established by the community based case manager, 95 case management contacts were made. Of the 95 – 55 were successful, 45 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%	88% 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%	92% of youth who have been referred for case management services have been engaged by the community based case manager.
Percent of youth who have completed a needs assessment begin individualized service plan implementation.	85%	100% of linkages for wrap around support services have been kept.

## Guiding Question

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



## 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

## Action items from April data discussion:

Item	Owner	Update
Follow up on dispositions and services received for the youth arrested 9 additional times in year following initial interaction with JISC	CPD/Cmdr. Casey	
Provide breakdown of specific charges under “drug abuse violations”	CPD/Lt. Partyka	
Instruct detectives to include reason for disposition in notes on Sharepoint going forward	CPD/Cmdr. Casey	
Confirm preferences and clarify process for referring young person to LCLC while LCLC is not on-site	CPD/LCLC	
LCLC to review arrival time data to consider on-site staffing hour changes	LCLC/MO	

## Action items from April data discussion:

Item	Owner	Update
CPD to begin recording time of both arrest and arrival at JISC during overflow times to better understand time youth are spending in other districts	CPD/Cmdr. Casey	
Ensure that movement and arrival time analysis is included in shared monthly reports	CPD/Lt. Partkya	
LCLC to create flyer on specifics of JISC diversion process for parents and families to take home	LCLC	
CPD to conduct roll call training to ensure Detectives are properly informing parents/families of JISC diversion process	CPD/Cmdr. Casey	
DFSS to share additional One Summer Chicago flyers with LCLC, JISC and CPD districts	DFSS/Lisa H.	

# APPENDIX

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# April meeting notes

- Recidivism trends
  - Did youth re-arrested 9 times receive any services?
  - What were different charges and what disposition for each charge was
- Disposition trends
  - Difference for screening tools for drug cases – LCLC
  - There are a lot of drug charges that vary in seriousness and threshold - CPD
  - What is the protocol around when screening? – LCLC
  - Better understand specific of drug abuse violation charges
- Alternate Dispositions
  - # is low: only 1 higher and 1 lower
  - CPD – Have Sgts describe exact reasons for Alt. Dispositions
  - LCLC – Can CPD better describe what actually falls under Alt. Disposition?
  - CPD writing LCLC name at bottom of Alt. Disposition form and is confusing staff
- Deflecting and Diversion
  - Arrest nature has changed with Covid-19
  - More serious crimes being committed and officers using better discretion in arrests

# April meeting notes

- **LCLC Youth Diverted**
  - Discrepancy in youth diverted on site vs off site hours
  - Majority of diverted youth diverted while LCLC on site and in April was off site.
  - Should LCLC re-evaluate hours they are at JISC?
  - Is there a way to know what time youth are coming in during overflow times?
- **Referrals and Caseload**
  - Higher concentration of youth arrested on Southside
  - 2 youth diverted and referred to agencies listed to other agencies (1 from out of state and 1 with DCFS)
- **Re-engagement and Case management contact**
  - A lot of families are unaware that they are required to participate in case management services post-JISC
  - LCLC communicates this information to families through re-engagement protocol (calls, home visits, letter sent to house)
- **Linkage for wraparound support services**
  - Youth can be referred to One Summer Chicago
  - LCLC is offering mock trial program on criminal legal system
  - LCLC's new Restorative Justice coordinator looking to expand job opportunities

# 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

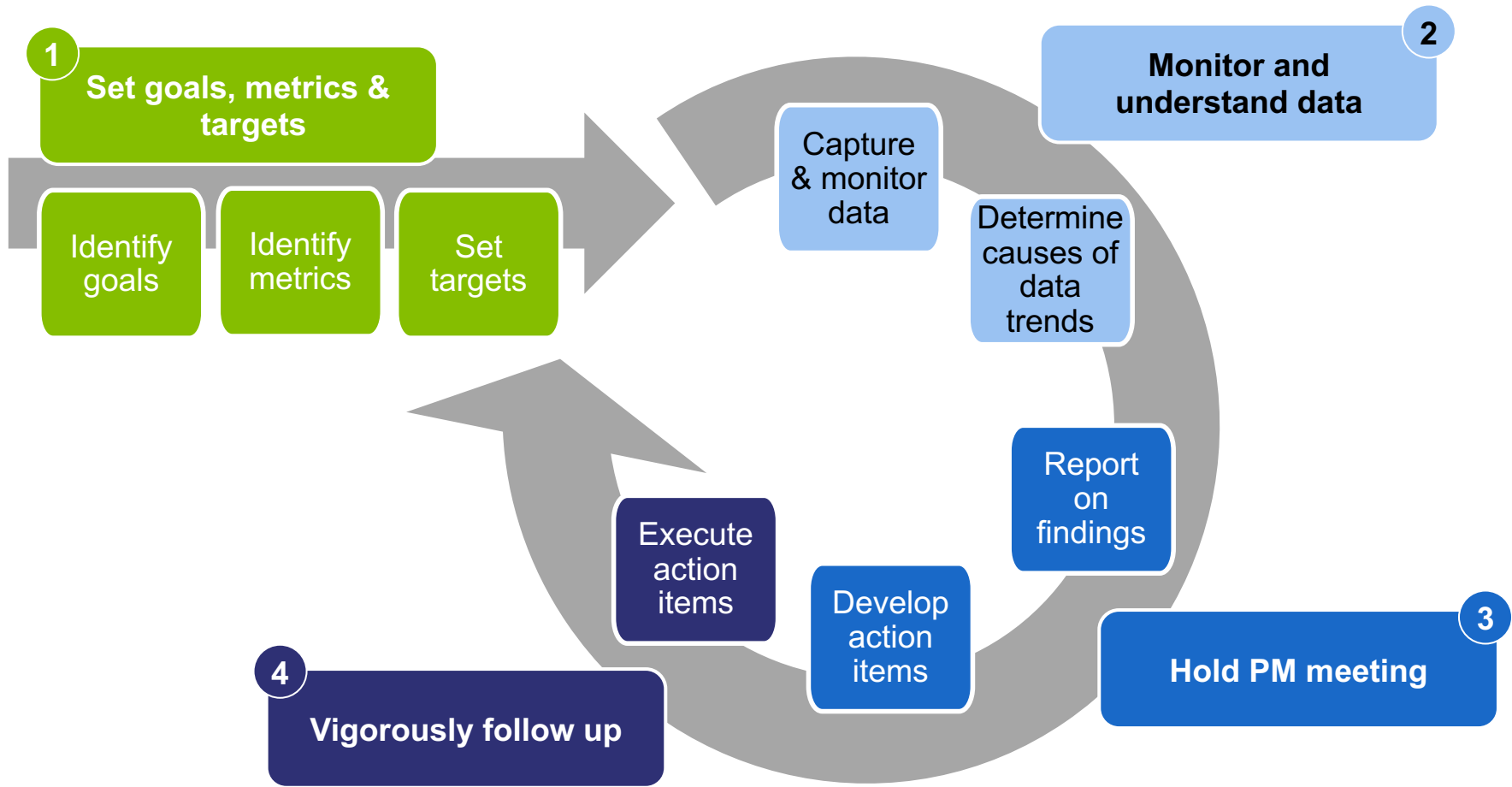
- PM is anchored around the monthly meeting, which is critical for ensuring data is converted to action
- The PM meeting is also an opportunity to celebrate successes, communicate challenges, and share best practices

4

## Vigorously follow up

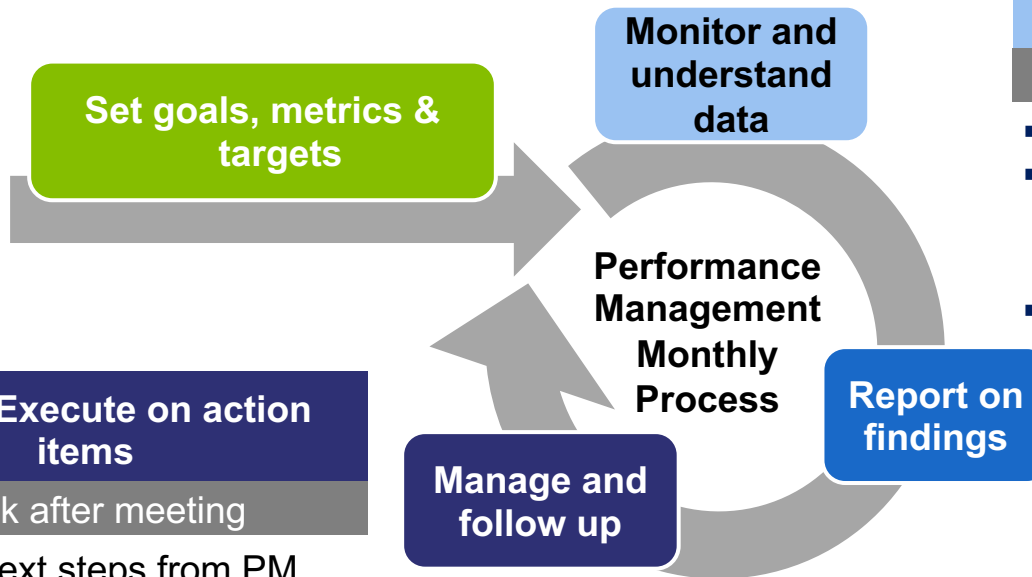
- Rigorous follow-up on action items is critical to success after PM meeting
- Reminders prior to the next PM and/or a next step / action item tracker should be maintained to catalogue and monitor status of next steps over time and hold staff accountable
- As next steps are taken, data is monitored and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

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





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



## 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