

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

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22 JULY 2021

# Agenda

## Agenda

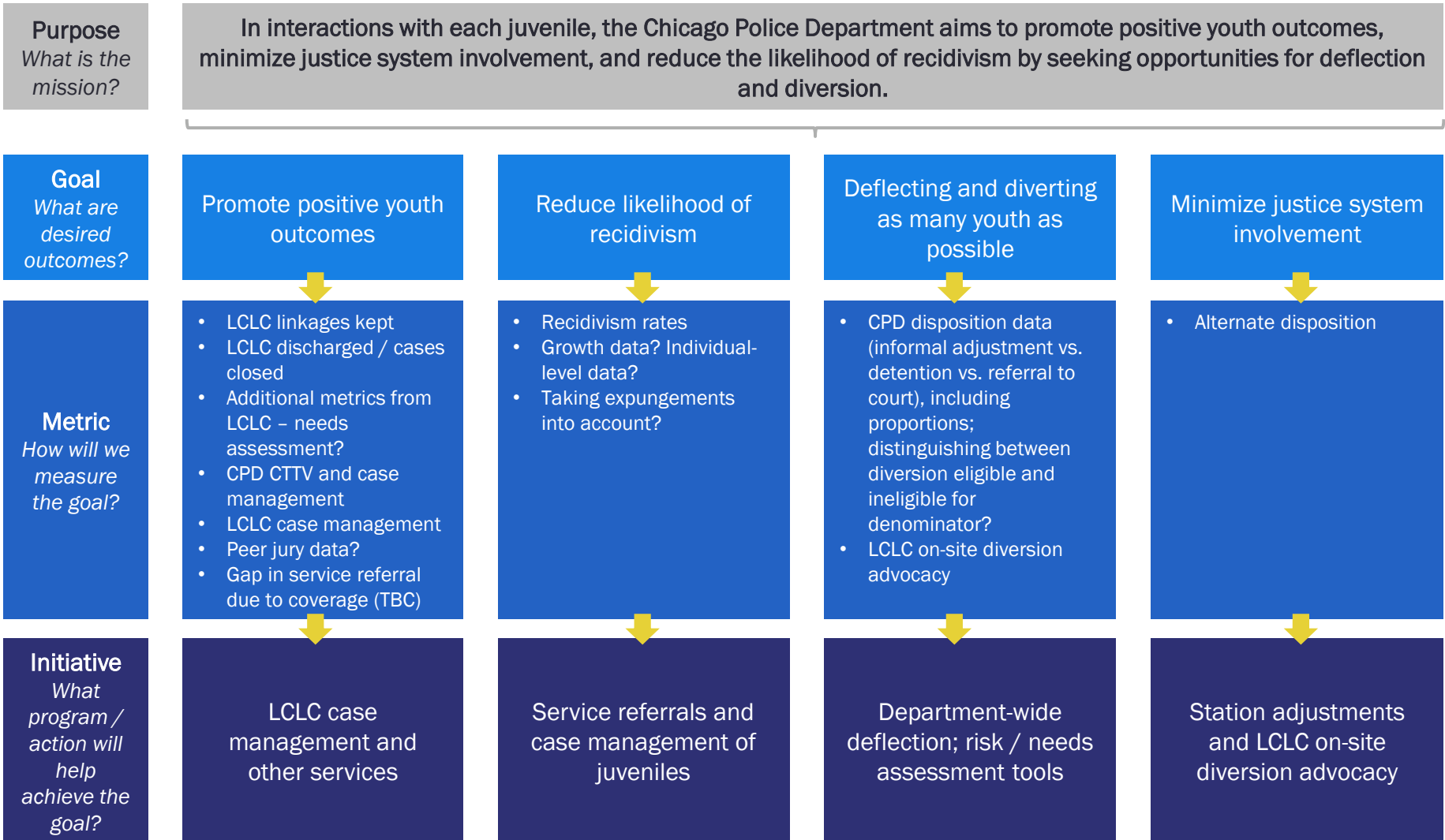
1. Review prior action items
2. Review high-level summary for the month
  - Demographic trends (CPD)
3. Assess progress against goals
  - Promote positive youth outcomes
  - Reduce likelihood of recidivism
  - Deflect and divert as many youth as possible
  - Minimize justice system involvement
4. Deep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

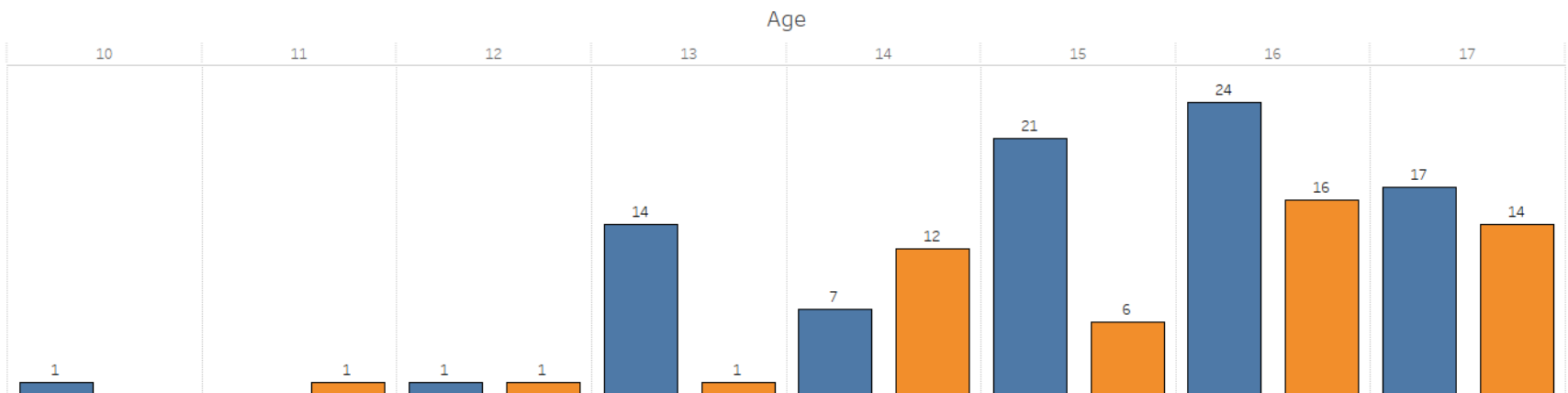
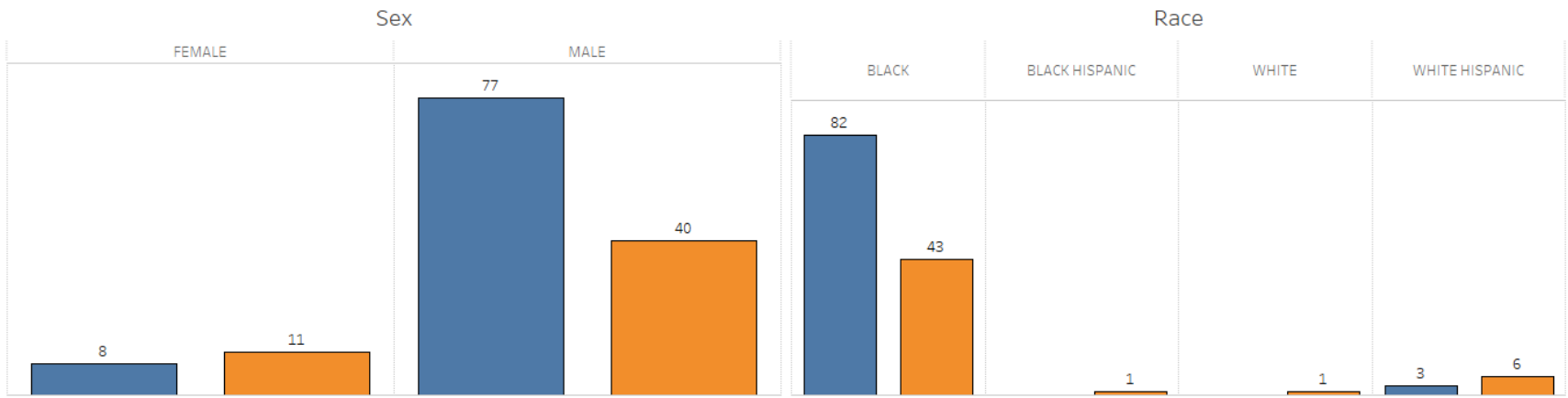
Item	Owner	Status
CPD to follow up on changing COVID protocols and what needs to be considered operationally due to those changing protocols	CPD	JISC still following City rules (masks required, social distancing, etc)
Clarify information and paperwork shared with LCLC related to limited legal representation during LCLC off site hours	CPD and LCLC	Will confirm with CPD OLA/GC; Priority is for paperwork to share with LCLC for the represented youth
Investigate the drastic decrease in youth arrests processed at JISC in June 2021	CPD	Citywide arrests have decreased (~4,000 in 2019, 2519 in 2020, 1291 in 2021); youth processed in areas for types of crimes. Only 2 have arrived during LCLC hours for July 2021.
Clarify the disposition category “referred to agency”. Reduce if repetitive with “City-funded case management”	CPD	CPD is reviewing if this should be removed from input form
LCLC to identify breakdown of caseload by area/type of case manager (i.e. North Lawndale, floating, south side)	LCLC	Completed in this month meeting

# 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: JUNE District: All Year Legend: 2020 2021



# Key data takeaways – June 2021

## Dispositional:

- In June 2021, 10 youth (20%) were informally station adjusted
  - 6 youth (12%) were referred to City-Funded Case Management
  - 3 youth (6%) were released to an adult
  - No youth were referred to City-Funded Case Management and CTTV Workshop
  - No youth were referred to CTTV Workshop only
  - 1 youth (2%) was referred to other non-City-Funded agencies for resources
- 41 youth (80%) were referred to court
  - 14 youth (27%) were detained
  - 7 youth (14%) 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.
- No youth were referred to "other" which refers to formal adjustments, individuals released without charging, and unspecified dispositions.
- Motor Vehicle Theft (12), Drug abuse Violations (9), and Warrant Arrests (7) were the most frequent JISC-processed arrest charges in June 2021. Arrests for Motor Vehicle Theft are down 52% and arrest for Drug Abuse Violations are down 31% compared to the same time period in 2020.

Charge	Total Number	Informal Station Adjustments	Referred to Court
ROBBERY (INDEX)	3	0	3
AGGRAVATED BATTERY (INDEX)	3	0	3
AGGRAVATED ASSAULT	2	1	1
BURGLARY (INDEX)	0	0	0
LARCENY - THEFT (INDEX)	6	0	6
MOTOR VEHICLE THEFT (INDEX)	12	3	9
SIMPLE ASSAULT	2	2	0
SIMPLE BATTERY	3	3	0
VANDALISM	0	0	0
WEAPONS	0	0	0
DRUG ABUSE VIOLATIONS	9	0	9
DISORDERLY CONDUCT	0	0	0
MISCELLANEOUS NON-INDEX VIOLATIONS	3	1	2
MISCELLANEOUS MUNICIPAL CODE VIOLATIONS	0	0	0
LIQUOR LAWS	1	0	1
WARRANT ARRESTS	7	0	7
<b>TOTAL</b>	<b>51</b>	<b>10</b>	<b>41</b>

## Key data takeaways – June 2021 (cont)

### **Arrival Times:**

- The most common arrival hours in June 2021 was 12pm. Additionally, JISC arrivals were most common Sunday through Wednesday.

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

- June 2021 and 2020 saw similar trends of most youth having few arrests prior to interaction with JISC (38% or 19 youth had no prior arrest in 2021). As of June 2021, 35 of 85 youth arrested in June 2020 (42%) were not re-arrested in the year following their JISC-processed arrest.

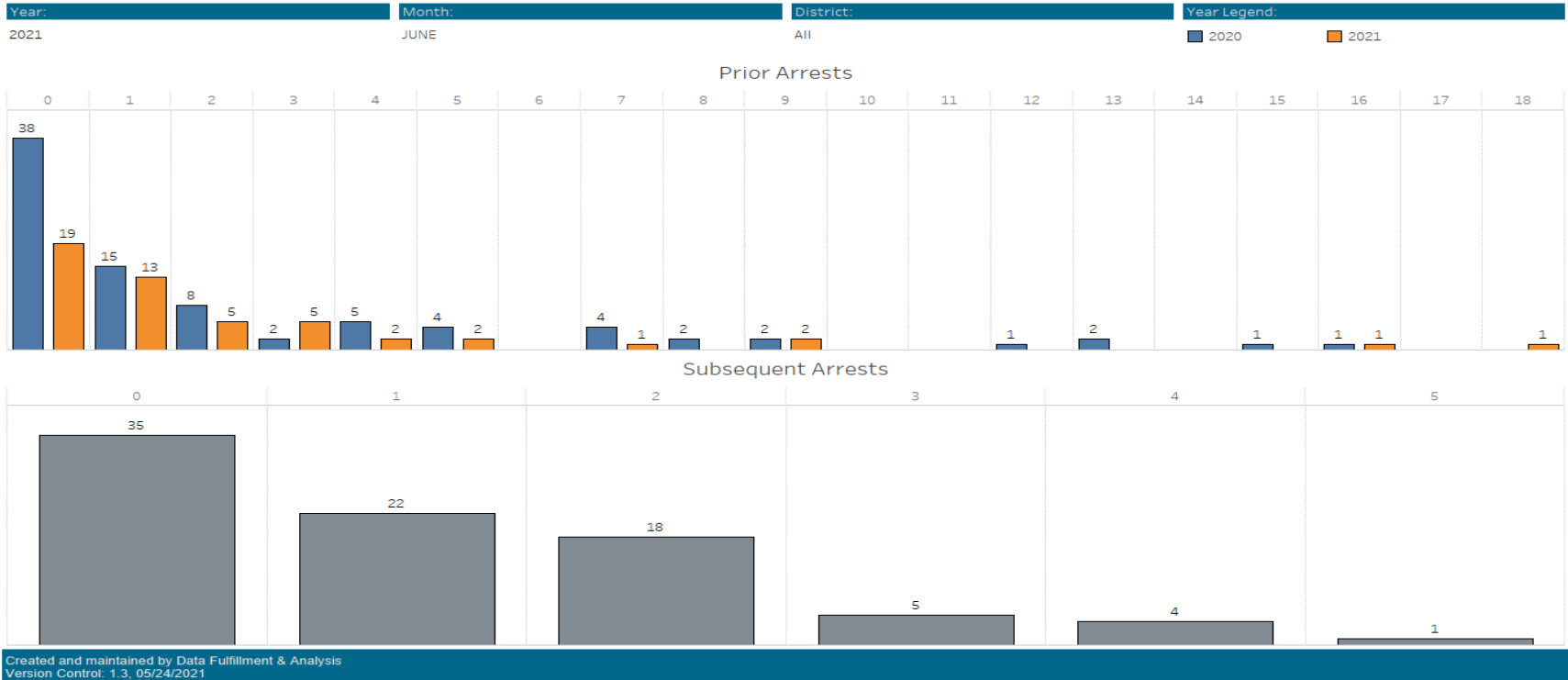
### **Alternate Dispositions/Overrides:**

- There was one alternate disposition in June 2021 in the higher direction because they had a previous arrest that involved assault on police.

# 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: 2021 Month: JUNE District: All Row Filter: CHARGE TYPE View Filter: 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	1	0	1	2	0	0	3	1	2	0	0	0
AGGRAVATED ASSAU..	0	0	0	0	0	0	1	0	2	1	0	0	0	0	0	0	2	1	0	0
AGGRAVATED BATTE..	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	1	0	0
LARCENY - THEFT	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	1	2	5	0	0
MOTOR VEHICLE THEFT	7	0	2	0	0	1	1	2	1	0	3	0	0	0	4	4	7	5	0	0
SIMPLE ASSAULT	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0
SIMPLE BATTERY	0	0	0	0	0	0	3	0	3	3	0	0	0	0	1	0	1	0	0	0
VANDALISM	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0
WEAPONS	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
DRUG ABUSE VIOLATI..	0	0	0	0	0	0	0	0	2	0	3	2	0	0	3	1	5	6	0	0
LIQUOR LAWS	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
DISORDERLY CONDUCT	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
MISCELLANEOUS NO..	0	0	0	0	0	0	5	0	1	1	0	0	0	0	2	1	1	1	1	0
MISCELLANEOUS MU..	0	0	0	0	0	0	1	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	1	3	6	0	0	0	0
TOTAL	7	0	2	0	0	1	15	3	14	6	8	7	0	1	17	14	21	19	1	0

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## Guiding Questions

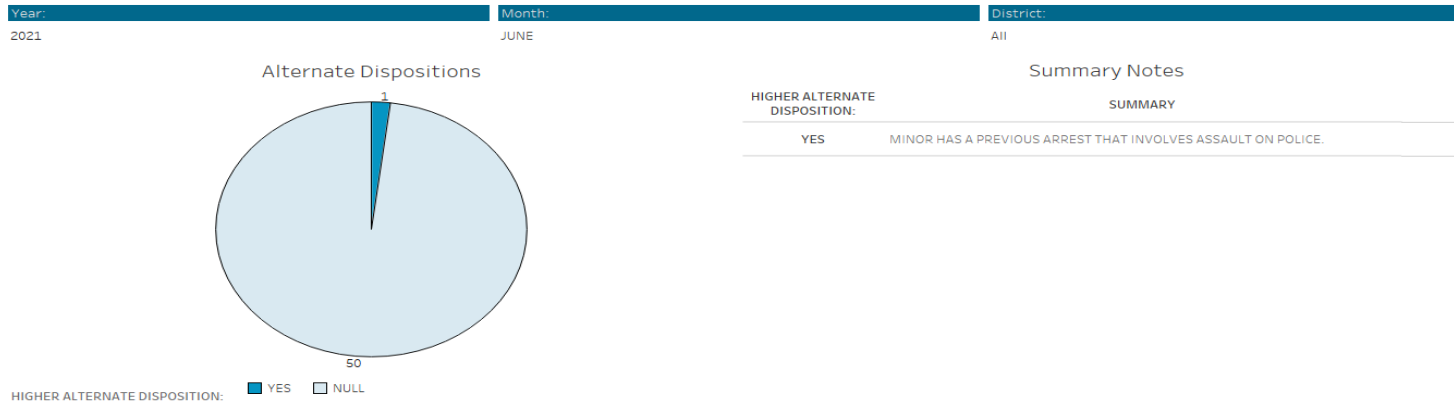
1. What trends can be seen in the data?
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Who will be responsible?

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

# Goal 4: Minimize justice system involvement

## DATA FULFILLMENT & ANALYSIS | ALTERNATE DISPOSITIONS

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.



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■ Alternate Disposition - N ■ Alternate Disposition - Y ■ Null Values  
 1- Yes 0- No 50- Null

## Guiding Questions

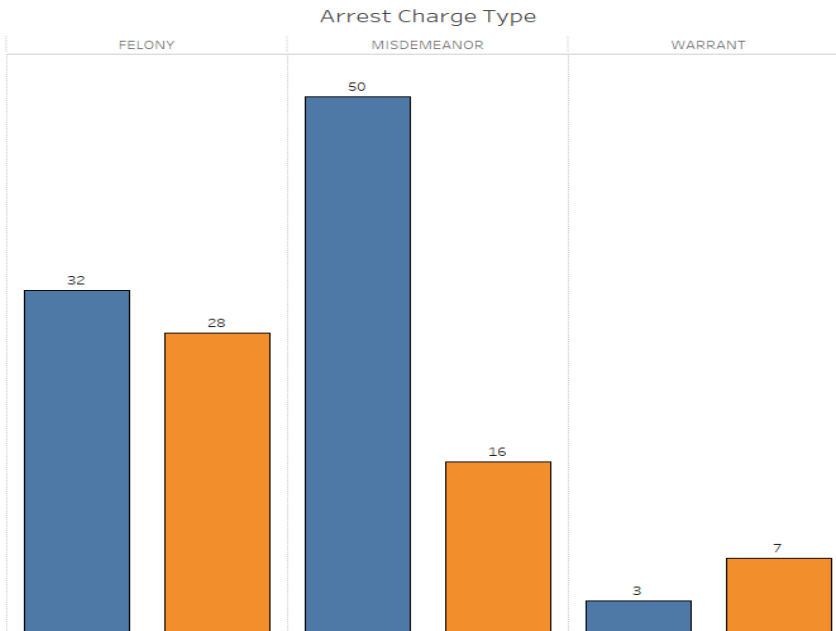
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Who will be responsible?

# 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.

Year: 2021 Month: JUNE District: All Year Legend: 2020 2021



	PREVIOUS YEAR	CURRENT YEAR	% CHANGE
ROBBERY	7	3	-57%
AGGRAVATED ASSAULT	5	2	-60%
AGGRAVATED BATTERY	1	3	200%
LARCENY - THEFT	5	6	20%
MOTOR VEHICLE THEFT	25	12	-52%
SIMPLE ASSAULT	0	2	
SIMPLE BATTERY	8	3	-63%
VANDALISM	2	0	-100%
WEAPONS	1	0	-100%
DRUG ABUSE VIOLATIONS	13	9	-31%
LIQUOR LAWS	0	1	
DISORDERLY CONDUCT	4	0	-100%
MISCELLANEOUS NON-INDEX OF..	10	3	-70%
MISCELLANEOUS MUNICIPAL CO..	1	0	-100%
WARRANT ARRESTS	3	7	133%
TOTAL	85	51	-40%

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### Guiding Questions

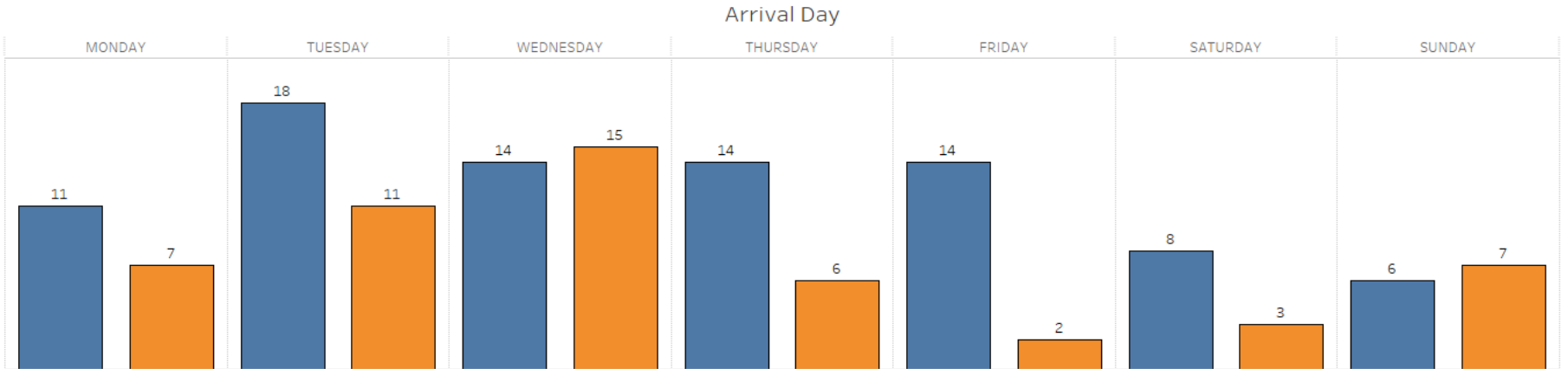
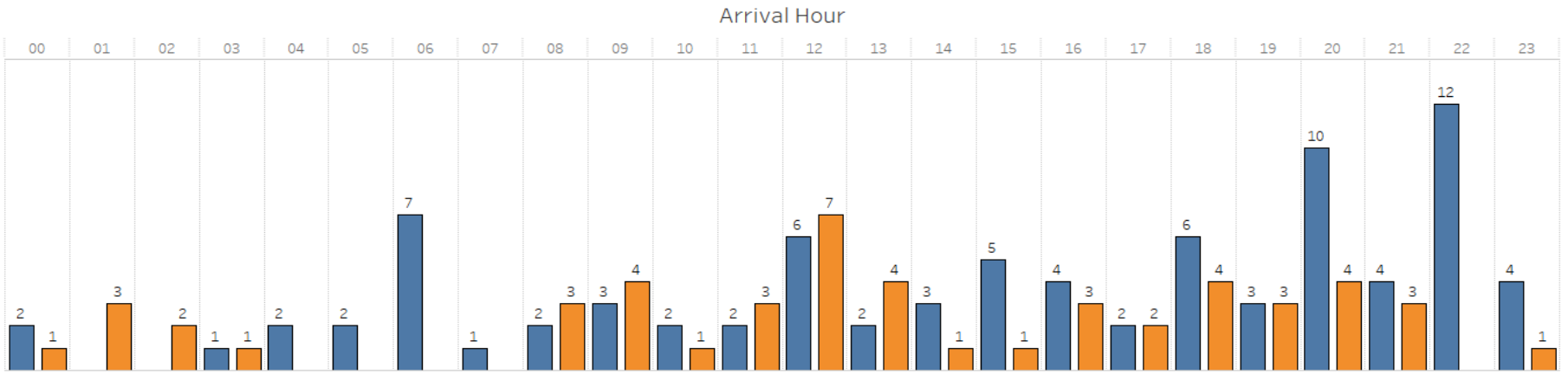
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Who will be responsible?

# ARRIVAL TIMES

## DATA FULFILLMENT & ANALYSIS | ARRIVAL DATES & TIMES

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.

Year: 
 Month: 
 District: 
 Year Legend:  2020  2021



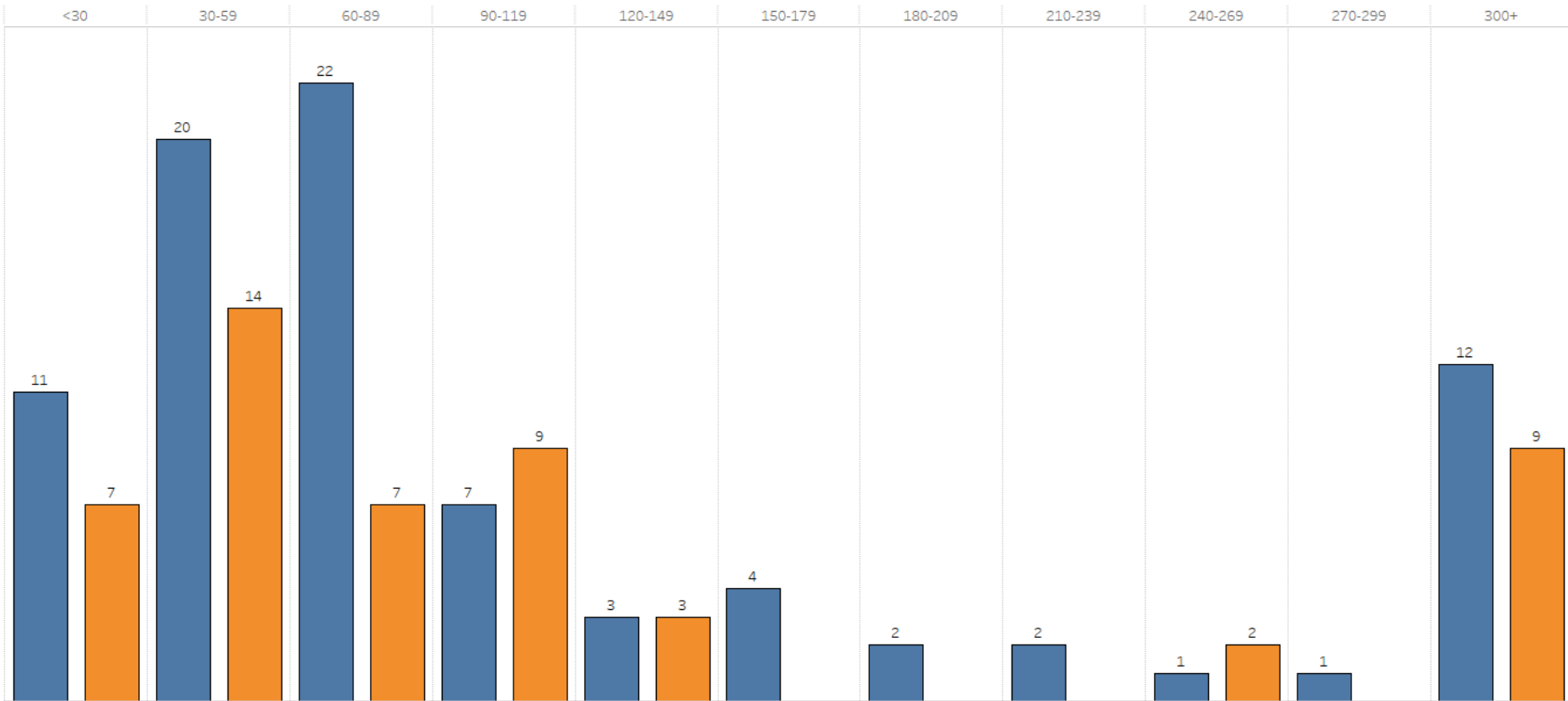
# MOVEMENT

## DATA FULFILLMENT & ANALYSIS | MOVEMENT TIMES

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.

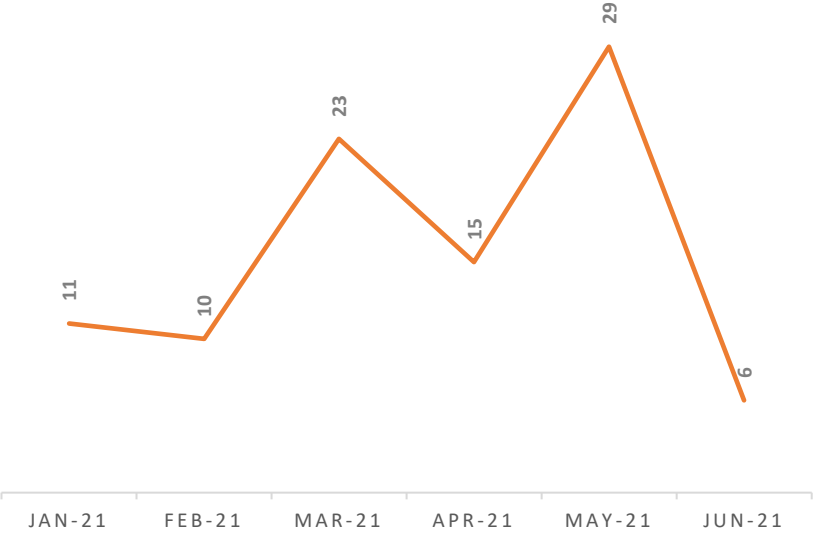
Year: 2021      Month: JUNE      District: All      Year Legend: 2020 (blue), 2021 (orange)

Movement Time

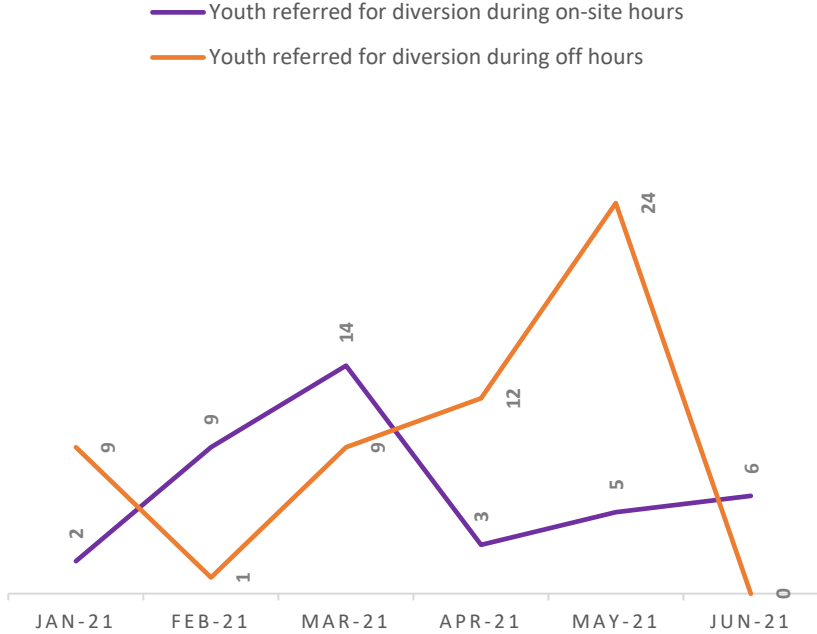


# Goal: Promote positive youth outcomes

### TOTAL # OF YOUTH DIVERTED BY MONTH



### ON-SITE VS. OFF-SITE HOURS

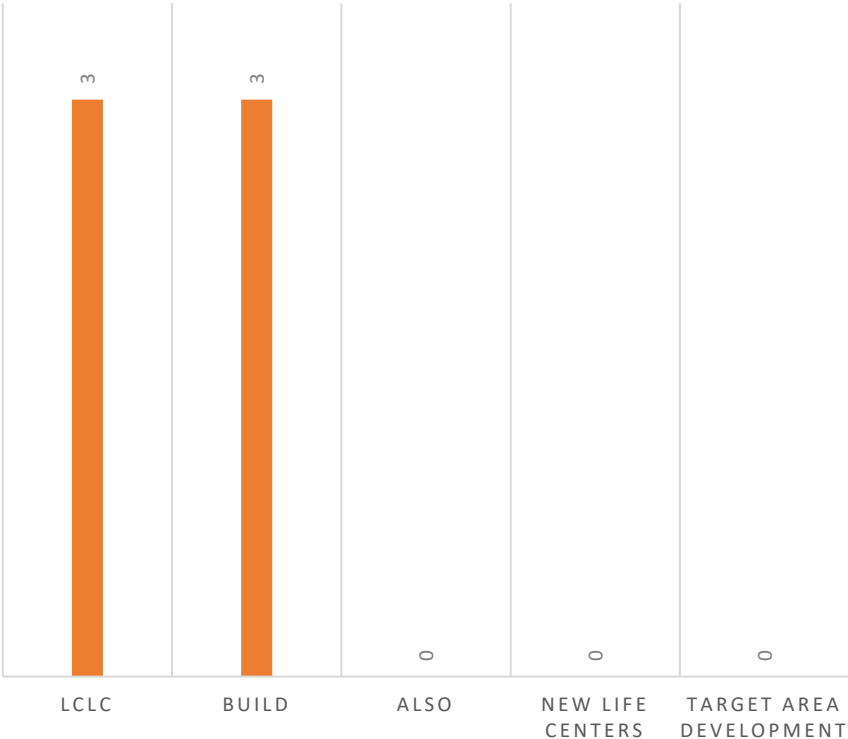


### Guiding Questions

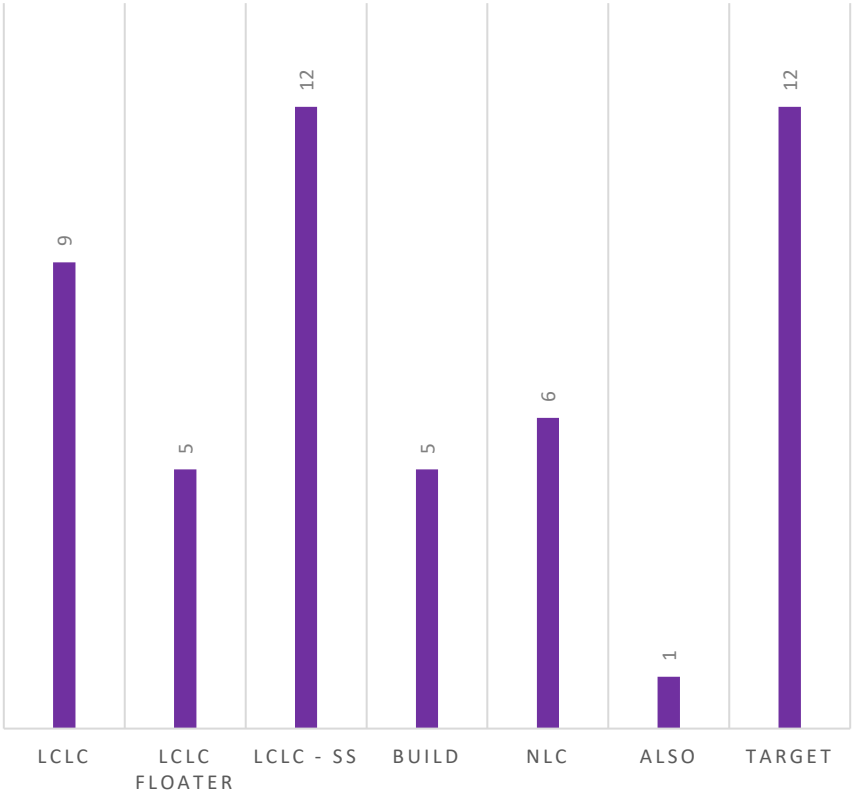
1. There has been a steep drop in the number of youth who have been diverted in June. Why do we think that is? Have there been any recent events that would lead to drop in arrests or a reason for a fewer youth being diverted?

# Goal: Promote positive youth outcomes

### REFERRALS BY AGENCY (JUNE 2021)



### CASELOAD BY AGENCY/CM

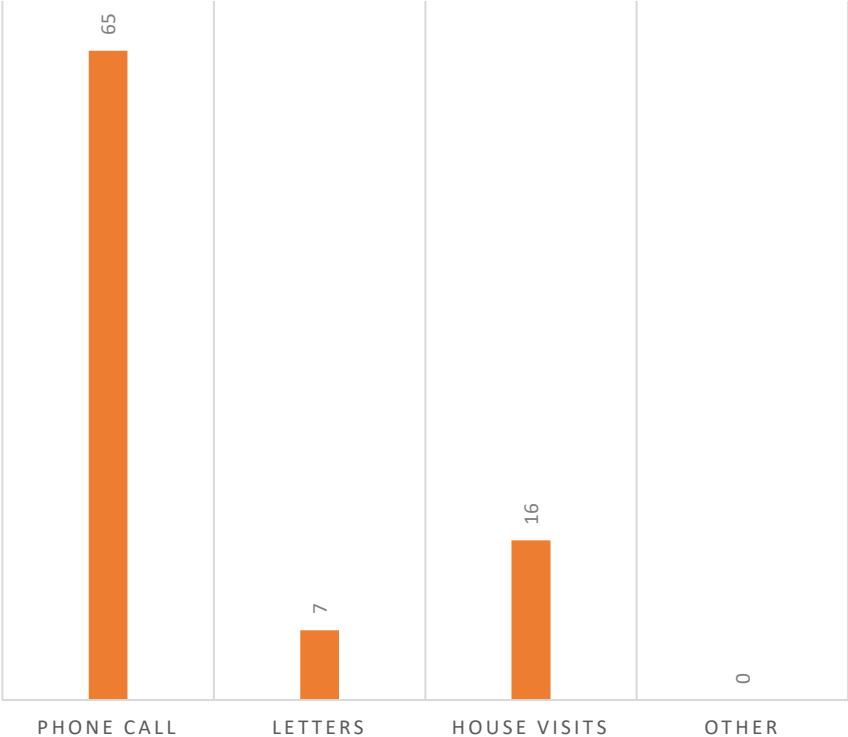


### Guiding Questions

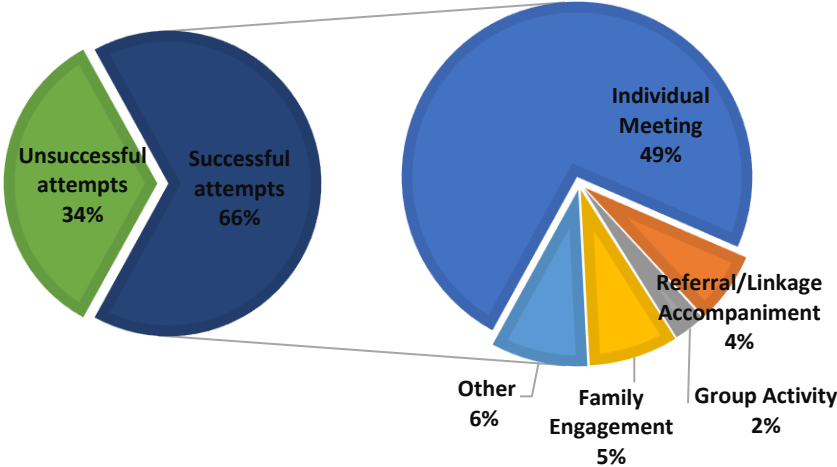
1. Are we surprised by the distribution of cases across Chicago?

# Goal: Promote positive youth outcomes

PRE-ENGAGEMENT ATTEMPTS  
(JUNE 2021)



CASE MANAGEMENT CONTACT



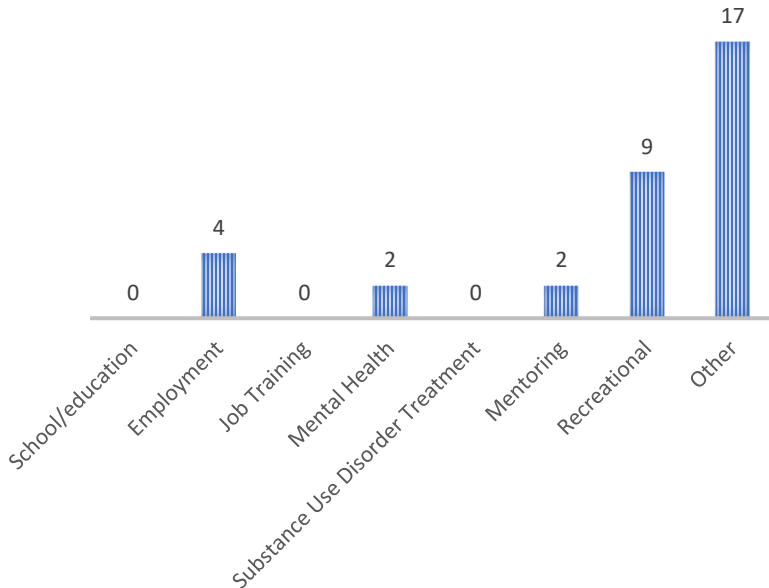
## Guiding Questions

1. Are there steps we can take to continue engaging clients and keep them engaged?



# Goal: Promote positive youth outcomes

## LINKAGES FOR WRAPAROUND SUPPORT (JUNE 2021)



## Appointments Kept for Linkages (YTD)

- Education – 100%
- Employment – 76%
- Job Training – 100%
- Mental Health – 100%
- Mentoring – 100%
- Recreational – 80%
- Other – 29%

Note: For some of the linkages that have been made, young people are still waiting to hear whether they have been accepted or not.

Other includes things such as obtaining documentation, housing resources, etc.

# Community Work Being Done

## Success Stories

- ALSO: “Participant shared that the lack of judgement in the 10, 10, 10 program helped him with opening up, learning more, and not having as many trust issues”
- LCLC: “One of my clients...was extremely hesitant to participate in adventure therapeutic activities involving water. On our first activity of canoeing, she received tremendous support from her CM and her mother...informed of the safety precautions in place and the orientation that would occur before we left land. After multiple attempts at processing her near drowning experience, she ultimately felt the fear of water was too great to navigate. For our second activity, we were scheduled to go canoeing. Again, her CM reminded her of the safety precautions in place and how sailing would be a great opportunity to grapple with her fear...attended the sailing event with her peers, CM and another LCLC staff member. She did a great job of facing her fear and also practicing a new coping skill (deep breathing) when the waves pulled beyond her comfort level. We're extremely proud of her!”

## Community Partners and Resource Sharing

- The Community Partners and LCLC are meeting on a monthly basis. The purpose of these meetings are to check-in on case management services, share information about resources throughout the city, and troubleshoot any difficulties case managers have encountered working with youth. This past month we shared 3 new resources (Employment and Education) and 6 commonly identified needs of our young people (Clothing, Hygiene, Extracurricular Activities)

# 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 reached out to. In June, 88 pre-engagement attempts were made to reach out to referrals. Once contact was established by the community based case manager, 222 case management contacts were made. Of the 222 – 152 were successful, 70 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%	78% 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%	90% 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%	77% of linkages for wrap around support services have been kept. Note: for some of these referrals, the young person has not found out if they've been accepted or not.

### Guiding Question

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

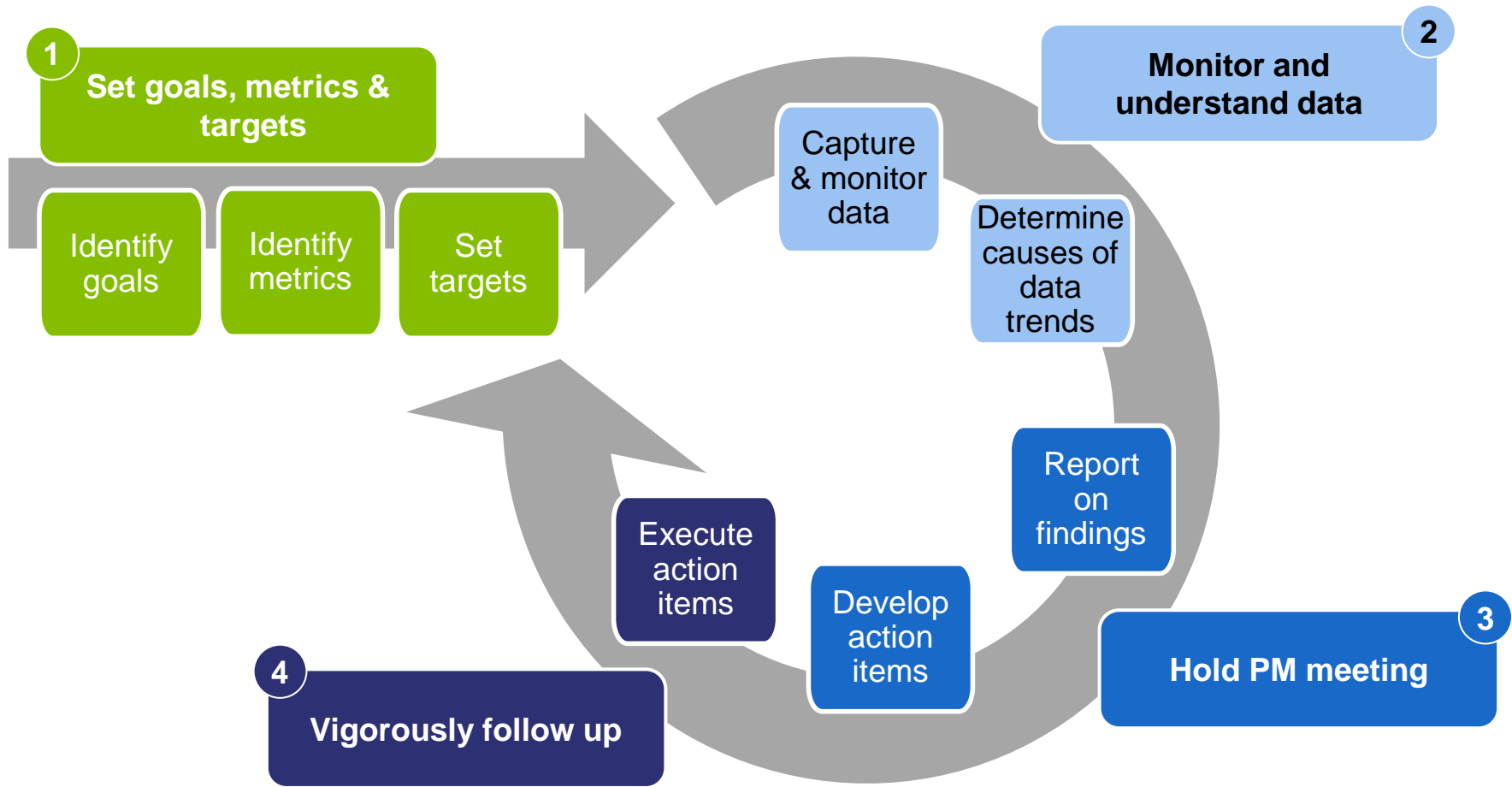
## Action items from June data discussion:

Item	Owner
<ul style="list-style-type: none"> <li>Do we know the rate of youth who arrive at JISC during the hours that LCLC is not at JISC?</li> </ul>	CPD
<ul style="list-style-type: none"> <li>Taking a closer look at types of arrests/charges/arrest location for youth to better determine whether there are certain charges or locations that are not referring youth to JISC</li> </ul>	CPD (Cmdr. Carter)
<ul style="list-style-type: none"> <li>Retitle Drug Abuse Violations to better define “possession or selling”</li> </ul>	CPD (DC Muhammad)
<ul style="list-style-type: none"> <li>Track expungements in court/count those as prior arrests in JISC records</li> </ul>	CPD (Cmdr. Carter)
<ul style="list-style-type: none"> <li>Youth being brought to District then being brought to JISC before being processed at JTDC. Determine how to best communicate to officers that this should no longer happen</li> </ul>	Mayor’s Office/CPD
<ul style="list-style-type: none"> <li>Continue discussion on Warrant Arrests</li> </ul>	Everyone
<ul style="list-style-type: none"> <li>LCLC to follow up with staff internally on LCLC arrival and departure times at JISC</li> <li>LCLC to submit a written approval request - <b>Monday</b></li> </ul>	LCLC (Cliff)
<ul style="list-style-type: none"> <li>DFSS running 3 virtual trainings over span of next few weeks and will share information with delegates and JISC partners</li> </ul>	DFSS (Lisa H.)

## 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

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



# APPENDIX

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# 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

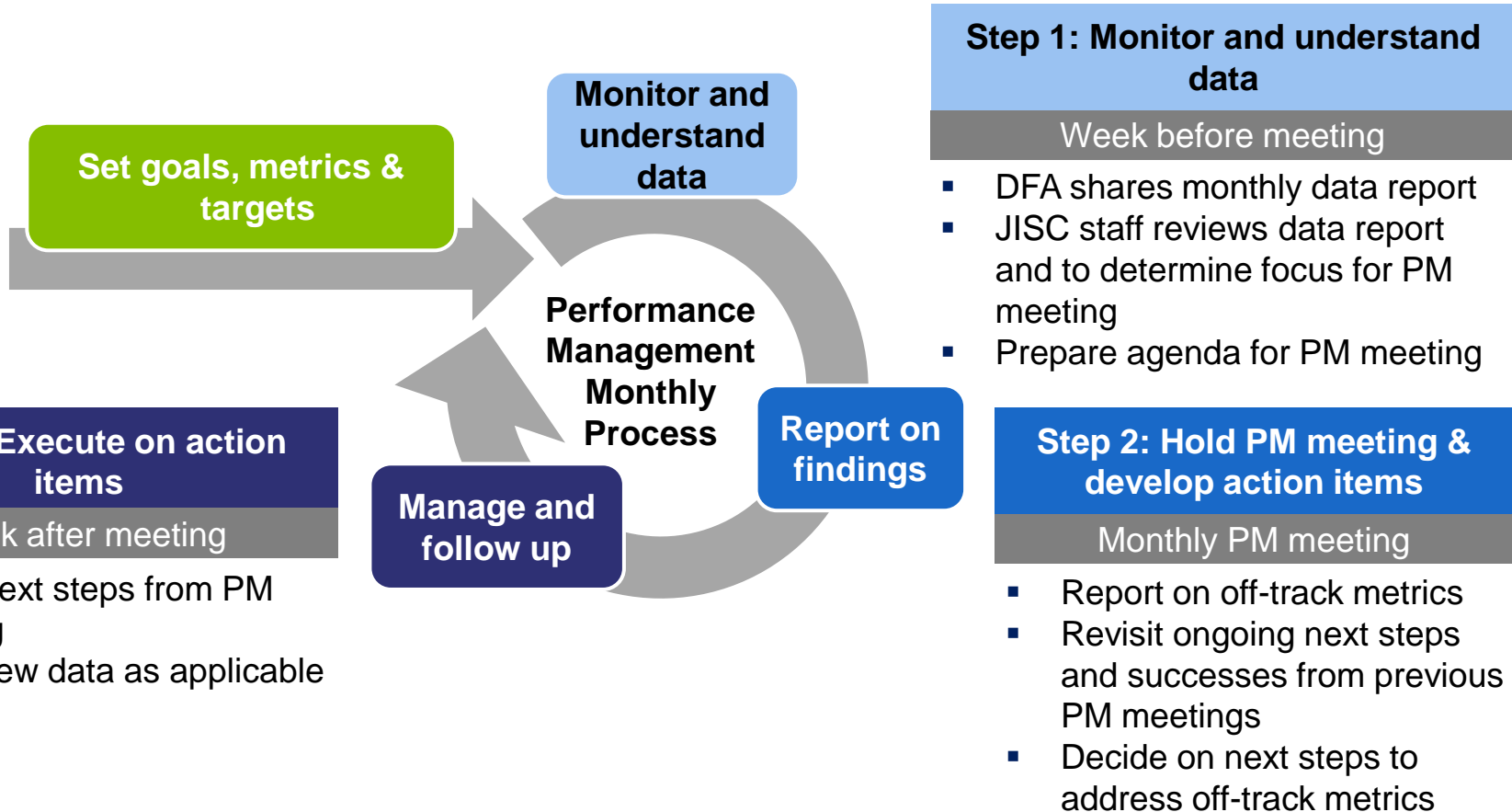
- PM is anchored around the monthly meeting, which is critical for ensuring data is converted to action
- The PM meeting is also an opportunity to celebrate successes, communicate challenges, and share best practices

## 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



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