

STATE OF ILLINOIS
CIRCUIT COURT OF COOK COUNTY



Honorable Timothy C. Evans, Chief Judge
Honorable Michael P. Toomin, Presiding Judge
Juvenile Justice Division

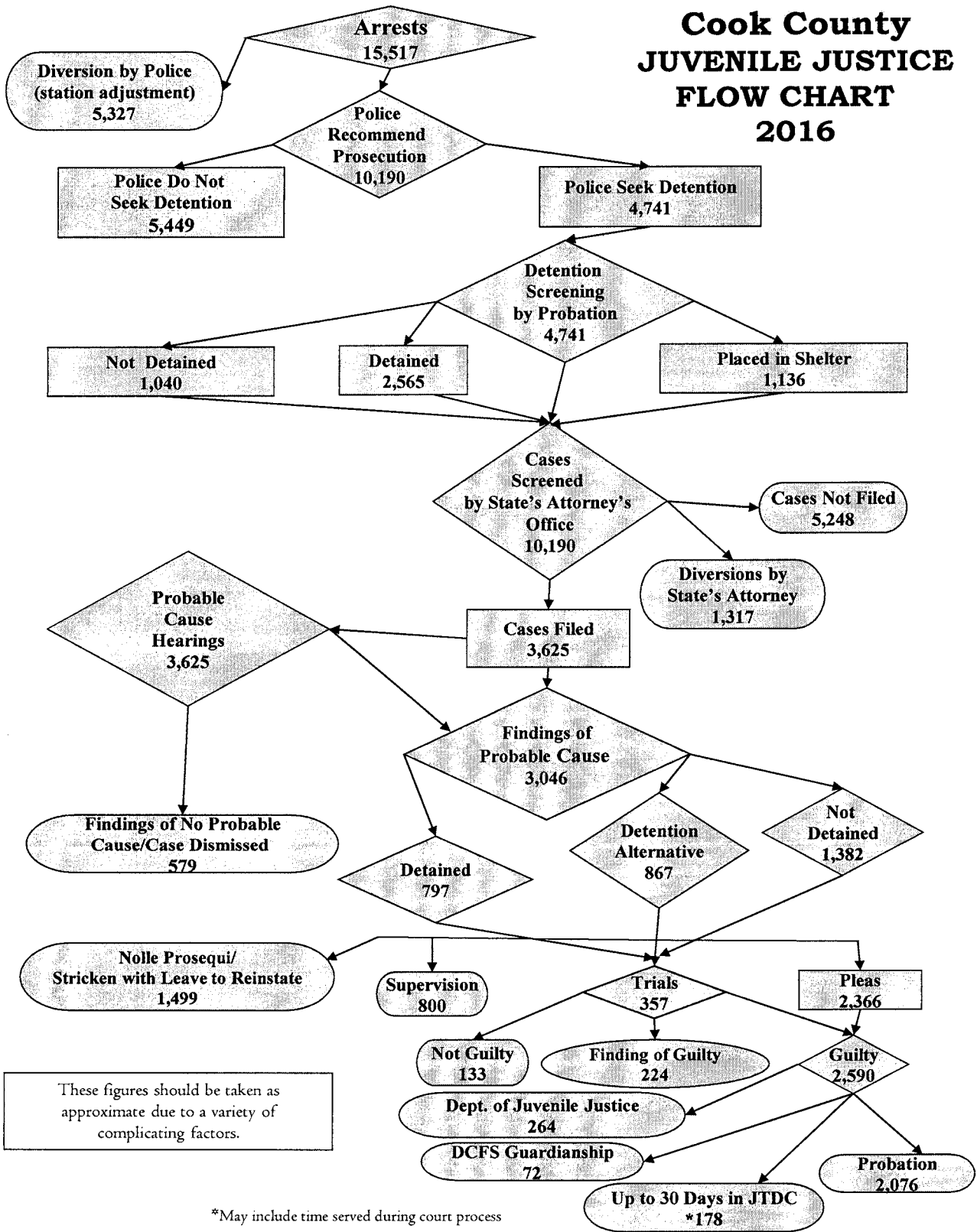
SUMMARY OF
JUVENILE PROBATION AND COURT SERVICES
PROGRAMS AND INITIATIVES
2017

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SUMMARY OF PROGRAMS & INITIATIVES
(2017)

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Cook County JUVENILE JUSTICE FLOW CHART 2016



These figures should be taken as approximate due to a variety of complicating factors.

*May include time served during court process

The Cook County Juvenile Probation and Court Services Department Vision and Mission Statement

Children are valued, understood, and affirmed for their unique potential;
Children are nurtured in peaceful, supportive families, schools, and neighborhoods that provide structure, guidance, and knowledge;
Children are hopeful, enthusiastic, and committed to leading successful lives;
Children take responsibility for their decisions and the impact of their actions;
Children become lawful, productive adults.

The mission of the Juvenile Probation and Court Services Department is to serve the welfare of children and their families within a sound framework of public safety. The Department is committed to providing the guidance, structure and services needed by every child under its supervision. In partnership with the community, the Department promotes the healing and recovery of neglected children and directs delinquent children toward reforming their behavior in the context of increased accountability, enhanced community restoration, and expanded personal competencies.

The ICARE values of the department:

Integrity: I will exhibit honesty, fairness and empathy to all;

Collaboration: I will work with various groups to achieve department goals and be open and responsive to diverse points of view;

Accountability: I will be responsible for my decisions and actions as they impact the department and the community;

Respect: I will honor individuality and recognize and embrace differences by acting in good faith and promoting the human potential of others;

Empowerment: I will provide and support opportunities for others to develop and grow.

2017 Mandates and Key Services

The Department fiscal year 2017 budget submission reflects the Department's mandates and key services.

The Department operates in accordance with the applicable laws and regulations governing its functions and duties including (but not necessarily limited to) the Juvenile Court Act (e.g. 705 ILCS 405/6-1), the Probation and Probation Officers Act (730 ILCS 110/0.01 et seq.), and rules and policies as promulgated by the Administrative Office of the Illinois Courts and by the Office of the Chief Judge of the Circuit Court of Cook County. Such functions and duties involve collecting, maintaining, and reporting information to the court concerning court-involved children; providing support and supervision to delinquent children; and making recommendations to the court on the care and custody of such children.

As part of the Juvenile Detention Alternative Initiatives (JDAI) of the Annie E. Casey Foundation, the Department operates a continuum of community-based detention alternative programs. The Department's JDAI community-based alternatives include pre-trial services, 24-hour electronic monitoring, short-term shelter care, family foster care (respite) and weekend/afterschool interventions for noncompliant minors in jeopardy of a violation of probation. The goal of these services is to provide meaningful programming to youth to maintain them safely within their communities.

Juvenile Detention Alternatives Initiative

In 1992, the Annie E. Casey Foundation sought sites to begin looking at juvenile justice through a different lens. Cook County, along with four other additional “model” sites, pioneered the way for other jurisdictions to offer alternatives to incarceration and work with the juvenile population. As a national model for the JDAI for the past 25 years, the Circuit Court of Cook County has diverted approximately 200,000 minors from the Cook County Juvenile Temporary Detention Center (JTDC) without compromising public safety. The average daily population in the JTDC has been reduced from about 620 several years ago to about 300 as a result of JDAI programs.

Through the initial funding, the foundation created the Risk Assessment Instrument which is scored for every youth 17 and under by the Juvenile Probation and Court Services Department when presented for detention by the police. Cook County also established the first Evening Reporting Center at the Westside Association for Community Action (WACA), a staff secure temporary shelter, and Electronic Monitoring as detention alternative options for all youth.

Jurisdictions invested in JDAI-created opportunities developed under the core strategies:

1. Collaboration
2. Data-driven decision-making
3. Objective assessment/RAI
4. Detention alternatives
5. Expediting case processing
6. Careful management of special detention cases
7. Deliberate commitment to reducing racial, ethnic and gender disparities
8. Improving conditions of confinement

In 2017, JDAI celebrated 25 years of juvenile justice reform with more than 200 sites in 39 states that are invested in the work of the Annie E. Casey Foundation Juvenile Justice Strategies group.

To learn more about JDAI, please go to JDAICONNECT.ORG

2017 MANAGEMENT OPERATIONS AND ACCOUNTABILITY TEAM (MOAT) GOALS:

The MOAT has set the following goals:

- ❖ Design an evidence-based intake process for youth using principles of risk, need and responsivity to identify classifications for service delivery;
- ❖ Develop effective interventions which use Effective Caseworks to promote change and accountability while maintaining the integrity of services provided to ensure a continuity of care which addresses minors changing needs; and
- ❖ Define outcomes and performance indicators for all programs

The MOAT goals correspond with the Department's principles which are defined by a treatment/rehabilitation philosophy that dictates each child be assessed individually and receive the services necessary to meet his or her needs. Consistent with the legislative changes outlined in the Juvenile Justice Reform Act of 1998, the Department developed a mission statement and programming consistent with the principles of Balanced and Restorative Justice which include:

Promote Public Safety: Every individual has a right to live in a safe and secure community. A balanced approach must attempt to restore the victim's and community's safety and respond to the offender in meaningful ways that address delinquent behavior.

Accountability: When a juvenile commits a crime, he or she becomes obligated to the victim and affected community. The youth should learn the impact of his or her crime on the victim/community and be held responsible for repairing the harm.

Competency Development: Society has an investment in the positive development of youth. Juveniles who come into the juvenile justice system should have the opportunity to learn skills to help them become more responsible and productive members of the community.

Key management operations focus on the following efforts:

- The department provides its services on an outreach basis, sending probation officers into the community to offer their assistance and supervision in the children's homes, schools and neighborhoods.
- Probation officers seek to establish strong working relationships with all children to make their court involvement an opportunity for personal growth and restoration of the victim and community.
- To respond effectively to the increasingly complex needs of children, the Department engages the involvement of parents and enlists the support of the community's other social service providers.

- By thoroughly investigating and reporting the circumstances that help shape each child's behavior, probation officers assist the court in developing a plan of intervention that serves the needs of the child and facilitates the restoration of the victim and the community.
- Assessing both the needs and the public risk factors presented by each child, the Department employs a flexible system of response, ranging from bi-monthly supervision to intensive daily monitoring of children restricted to home confinement.
- Although committed to strengthening family ties whenever possible, probation officers will recommend that the court remove children from their homes if their safety or the security of the public is jeopardized by their continued presence.
- By combining individualized attention and support through community networking, the Department hopes to instill in all children a sense of responsibility for their actions and a belief in their own innate value and potential.
- The Department promotes the use of evidence-based services and best practices when developing and selecting intervention services and models.
- The Department is committed to empowering youth to provide meaningful input relative to their needs and perspectives by hearing, respecting and acting upon their input to impact programming, planning and evaluation.
- The Department is dedicated to developing and maintaining an array of strategies and practices aimed at decreasing the utilization of detention and reducing disproportionate minority confinement while providing community-based interventions to meet the needs of youth and the protection of the community.

Staff Demographics

A brief summary of each department/division is detailed below, along with the performance indicators. For more detailed information about policy, job descriptions or other specific information, go to the jdaihelpdesk.org under model sites - Cook County

Cook County Juvenile Probation Department (sworn) Staff = 405

Demographics

Gender:

- Female 229 (56%)
- Male 176 (44%)

Race

- African American 178 (44%)
- White 150 (37%)
- Latino 71 (18%)
- Asian-American 1 (<1%)
- Other 4 (<1%)

**ADMINISTRATION, HUMAN RESOURCES AND PAYROLL, FINANCE, INFORMATION
TECHNOLOGY (IT) AND GRANTS MANAGEMENT**
(20 FULL TIME EMPLOYEES)

The Department's administration team is headed by the Executive Director/Chief Probation Officer. The Chief Probation Officer (Chief) responds to the Chief Judge and Presiding Judges and ensures compliance with the Administrative Office of the Illinois Courts. The Chief prepares the management staff to provide individualized attention and support through community networking and supports the implementation of evidence-based services and best practices when developing and selecting intervention services and models.

The Human Resources Division is responsible for record keeping, included but not limited to: personnel, interns, policy and procedure and job descriptions. Human Resources is in charge of files related to coaching and counseling staff, written and oral reprimands and formal discipline as well as grievances. The HR division interviews prospective candidates for probation officer positions, as well as support staff, and maintains a record for hiring personnel.

The payroll staff maintains records for personnel and payroll, step increases and cumulative time record keeping in the Cook County Timekeeping System.

The Finance Division is accountable for purchasing equipment, office supplies, vehicles, and other items for the department. Finance monitors and creates the annual budget, and monitors grant funds, contracts and procurement as well as Title IV-E reimbursement. The Information Technology unit trains staff and responds to computer related issues.

The Grant manager seeks third party external funds from federal, state, local and foundation funding opportunities. The grant manager is also the project coordinator for every grant which is received by a nonprofit agency and the target population includes court involved youth.

ADMINISTRATION OUTPUT METRICS (<i>count of work units processed or produced, persons served, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Aspirational - Percentage of policies reviewed per year	N/A	N/A	N/A	80%	25%
2	Number of reports of on-the-job injuries	11	0	3	0	0

ADMINISTRATION EFFICIENCY METRICS (cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)

#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percentage of Administrative, HR, Finance and Technology staff salaries to department total	Data not available	5%	5%	5%	5%

ADMINISTRATION OUTCOME METRICS (percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Positive employee survey results tracking opportunities for professional growth	76%	75%	75%	75%	Not Available Data will be available Q4
2	Funding received from the Federal government via DCFS for Title IV-E program reimbursements	\$0	\$500,000	\$456,007	\$500,000	\$0
3	Number of employees on FMLA	20	20	35	20	7

OFFICE OF CAREER SERVICES AND UNDERGRADUATE INTERNSHIP
(8 FULL TIME EMPLOYEES)

The Office of Career Services serves as the primary point of contact for all training opportunities for sworn probation staff as well as support staff. The Administrative Office of the Illinois Courts mandates 20 hours for sworn staff and 10 hours for support staff annually. The Department offers training in coaching and leadership to support the supervisors and Deputy Chiefs/upper management. Training may be offered in Chicago, in Illinois as well as conferences throughout the United States.

The Undergraduate Internship program within the Office of Career Services provides educational internships in compliance with universities under the internship guidelines per each institution. Undergraduate students work a minimum of 150 hours per summer or a school semester in various programs throughout the department.

OUTPUT METRICS (count of work units processed or produced, persons served, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of trainings offered for staff	596	600	587	600	Not Available Data will be available Q4
2	Number of undergraduate interns placed within the Department	43	35	32	38	14

EFFICIENCY METRICS (cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average number of hours of training provided per trainer	N/A	150	141	200	Not Available Data will be available Q4

OUTCOME METRICS *(percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)*

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percentage of support staff who completed the mandatory 10 training hours per year	53%	100%	67%	100%	Not Available Data will be available Q4
2	Percentage of sworn probation staff who completed the mandatory 20 hours of training required by the AOIC per year	99%	100%	100%	100%	Not Available Data will be available Q4

**DETENTION SCREENING / RELEASE UPON REQUEST / EXPEDITOR AND PRETRIAL
SERVICES**
(26 FULL TIME EMPLOYEES)

Detention screeners apply a criteria-based risk assessment instrument (RAI) which was developed more than 20 years ago for youth who are arrested and may be eligible for secure detention. The detention screening staff applies the instrument to determine which minors require secure detention in the Juvenile Temporary Detention Center (JTDC) pending a judicial hearing. Some minors are diverted to non-secure custody alternatives with a prioritized appearance date before a judge. The risk assessment instrument was revised in October 2015 with the assistance of the National Council on Crime and Delinquency to focus the RAI on the current offense which has created a further reduction of reliance on detention by 10%.

The Release Upon Request (RUR) and expeditor units identify qualified minors for step-down from secure status into one of the following detention alternatives: 1) home confinement with electronic monitoring; 2) the Saura Center Shelter; or 3) an evening reporting center.

Multidimensional family foster care is also an option for youth to reside on a short term basis if the home is not a viable option. The probation staff works with the families to reunite youth in the traditional home.

Staff executes a fluid transition of the minor from the JTDC to the community and also works to ensure the minor returns to court arrest free. The probation officer will determine the candidate's suitability for placement into detention alternative after seven days in secure detention or as ordered by the court, based upon availability and potential for parental support. Youth with sexual behavior problems or who are suspected of arson are excluded from evening reporting centers and the Saura Center. Minors eligible for step-down consideration will be identified by the court as "Release Upon Request to the Detention Alternative Division" (R.U.R. to D.A.D.).

The expeditor unit was created in February 2015 to review all cases in the Juvenile Temporary Detention Center. On a daily basis, the probation staff obtains a list of youth in the facility who have 14 days or more until the next court date. The officers work in tandem with the Public Defender's Officer as well as the probation officer (if assigned) to examine the case details and determine if new information could be presented to the judge. Expeditors compose a "Graduated Custody Plan" for the judge and the case is heard in court. The goal is to provide multiple resources to the detention center population on a daily basis to plan for release.

Pretrial services are offered to youth court ordered by the judge to receive community based supportive services while pending trial.

OUTPUT METRICS (*count of work units processed or produced, persons served, etc.*)

#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of youth screened with Risk Assessment Instrument (RAI)	5,652	5,000	4,778	5,000	1,055
2	Number of youth released during weekend and holiday court	N/A	N/A	N/A	372	63
3	Number of youth reviewed by Expeditor Unit	581	500	543	500	99

EFFICIENCY METRICS (*cost per unit, work units processed per staff person, cycle time to complete work unit, etc.*)

#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percent of youth held by detention screening	53%	45%	53%	45%	56%
2	Percent of youth released by detention screening	46%	55%	47%	55%	23%
3	Percent of youth in custody released early as a result of an expeditor's screening	8%	15%	29%	30%	39%
4	Percent of youth released from custody during weekend/holiday court	N/A	N/A	N/A	25%	32%

OUTCOME METRICS (*percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.*)

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Youth released who would have been placed in custody prior to the implementation of revised screening	N/A	95	93	110	33

SCREENING DIVERSION/COURT SERVICES ADJUDICATION
(25 FULL TIME EMPLOYEES)

The Screening Diversion unit is responsible for making referrals to community based organizations for low-risk youth diverted by the State's Attorney's Office. The officers meet with the family, complete an intake and monitor the case for up to six months. Upon completion of the program, staff provides a summary to the State's Attorney's Office.

The Court Services Adjudication unit is made up of sworn probation staff who work in the courtrooms to assist the judge and the clerk with the court cases for the day. Unit staff enter court orders, set court dates and interventions into the JEMS management system and contact probation staff regarding court cases.

OUTPUT METRICS (<i>count of work units processed or produced, persons served, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of clients served, whose cases were diverted by the State's Attorneys office	2,532	2,000	1,886	2,000	604

EFFICIENCY METRICS (<i>cost per unit, work units processed per staff person, cycle time to complete work unit, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average cost of staff to monitor diversion cases.	not available	not available	not available	5,200	1383

OUTCOME METRICS (<i>percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.</i>)						
#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percent of youth diverted without a new finding of delinquency	95%	95%	96%	95%	98%

ELECTRONIC MONITORING
(30 FULL TIME EMPLOYEES)

Electronic monitoring is used as a 24-hour alternative to secure detention for qualified minors appearing in all Juvenile Justice Division court calendars. Three hundred GPS bracelets are available for use by the Juvenile Probation and Court Services Department. Minors qualifying for this alternative include youth found to be in urgent and immediate necessity of secure detention due to a new offense, violations of probation or as a consequence for being apprehended on a Juvenile Arrest Warrant. Home confinement day and evening electronic monitoring officers transport minors home directly from the courtroom or from JDTC on the day of the order or the earliest date that the equipment is available.

OUTPUT METRICS (<i>count of work units processed or produced, persons served, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of youth ordered by the Court to wear electronic monitor bracelets	3,061	3,000	2,847	3,000	608

EFFICIENCY METRICS (<i>cost per unit, work units processed per staff person, cycle time to complete work unit, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average cost of staff to monitor youth court ordered to wear electronic monitoring bracelets	N/A	N/A	N/A	1,007	903

OUTCOME METRICS (<i>percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.</i>)						
#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percent of youth who remain arrest free while active on Electronic monitoring	92%	95%	95%	95%	91%

DETENTION REDUCTION, EVENING REPORTING AND COMMUNITY SERVICE
(23.5 FULL TIME EMPLOYEES)

The Detention Reduction Project began in 2012 as a result of a rising population in the detention center. The target audience is youth who are in jeopardy of a violation of probation based upon noncompliance with probation.

Programming was initiated based upon the highest intake areas into detention in Chicago. Faith based non-profit programs provide after school sanction or intervention programs, weekend and mentoring programs. The Chicago Bar Association participates as well through its mentoring initiative collaboration between attorneys from the Cook County Circuit Court Juvenile Justice Division, Juvenile Probation, the Cook County Bar Association, Hispanic Lawyers Association of Illinois and the Chicago Bar Association. This partnership trains lawyers as volunteer mentors (not limited to the associations) to mentor young men.

The six evening reporting centers are court ordered detention alternatives for pre and post adjudicated youth. Youth attend programs based upon their home address and are transported to the site closest to their home address. Programs occur throughout the city of Chicago and are offered each weekday from 5 to 9 p.m. to decrease the risk of re-arrest and continued delinquency.

The community service unit connects court ordered youth to community-based organizations to complete service hours. Staff monitor youth at the sites and provide updates to the field probation officer assigned to increase the chance of successfully completing the court ordered hours.

OUTPUT METRICS (<i>count of work units processed or produced, persons served, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of referrals to Detention Reduction Project	767	600	512	600	86
2	Number of referrals to Evening Reporting Centers	1093	1000	885	1200	140

EFFICIENCY METRICS (<i>cost per unit, work units processed per staff person, cycle time to complete work unit, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Utilization Rate for Evening Reporting Centers	55%	60%	48%	60%	31%

OUTCOME METRICS *(percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)*

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Youth active in the Evening Reporting Center Program who are arrest free while in the program	92%	95%	94%	95%	92%

PROBATION/SUPERVISION
(168.8 FULL TIME EMPLOYEES)

Probation officers are assigned to post adjudicated youth to complete a social investigation for sentencing hearings. Staff develops relationships with youth to decrease their risk level for re-arrest so that they may remain in the community. Staff interview and receive records related to previous schools/education, mental health and community-based programs. The social investigation also identifies family and arrest history, peers, substance abuse and attitudes/skills. The probation officer works with the youth and the family to create a client/family plan to increase protective factors for the youth and decrease risk levels based upon the YASI assessment. Probation officers are community based and work with youth in schools as well as the home to reduce recidivism and work to create positive youth programming for all court involved youth.

OUTPUT METRICS (<i>count of work units processed or produced, persons served, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Active Probation/Supervision cases, administered during the year	5,035	4,900	4,570	5,000	2,904
2	Number of Social Investigations Completed	2,687	2,600	2,235	2,500	617

EFFICIENCY METRICS (<i>cost per unit, work units processed per staff person, cycle time to complete work unit, etc.</i>)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average number of cases per month per Probation Officer	22	23	23	20	22
2	Department net annual cost per case administered; department annual budgets, less AOIC subsidies	\$3,134	\$3,774	\$2,694	\$3,193	\$2,751

OUTCOME METRICS (percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Youth on supervision in lieu of being sent to the Illinois Department of Juvenile Justice	96%	95%	98%	98%	99%
2	Youth active on probation who receive a new finding of delinquency	18%	20%	15%	14%	16%
3	Youth active on supervision who receive a new finding of delinquency	16%	15%	10%	10%	6%
4	Percent of youth successfully completing probation per the court	Data not available	Data not available	75%	80%	48%

INTENSIVE PROBATION INTAKE, INTENSIVE PROBATION, GANG SAFETY SCHOOL TEAM
(29 FULL TIME EMPLOYEES)

The Intensive Probation Intake Unit interviews court ordered youth and families for an intake assessment and provides this summary to the field officer and court for sentencing.

Intensive probation is a unit for youth who are court ordered after “traditional” probation supervision has been offered. Youth may be referred due to increased arrests while on probation and continued noncompliance/violations of probation, and there is potential for a commitment to the Illinois Department of Juvenile Justice. Intensive probation uses a team approach with a three-person team for every youth. Also supervision is increased from regular probation. The teams average a caseload of 25-35 minors and work evenings and weekends to monitor youth three times per week. Case coverage is extended over a 14-hour day, with 24-hour/7-day a week capacity for emergency service. Officers make random home, school and collateral visits throughout the week. Clients are assigned to IPS for a term of no more than one year. Based upon the needs of the youth, referrals are provided in the community or within the department.

The Gang School Safety Unit provides alerts to the department regarding gang violence and works with the Chicago Public Schools to break the cycle of retaliation. The GSST unit also monitors youth on social media and provide profiles of youth to court when applicable.

OUTPUT METRICS (count of work units processed or produced, persons served, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of IPS referrals received per year	281	325	328	350	66
2	Active IPS cases	372	400	374	400	250
3	Number of safety alerts issued by Gang School Safety Team	97	200	178	200	21

EFFICIENCY METRICS (cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average Monthly Caseload per IPS team	40	80	50	50	42
2	Cost per case	N/A	N/A	N/A	\$3,694	\$2,238

OUTCOME METRICS (percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Youth on IPS in lieu of the Illinois Department of Juvenile Justice	72%	85%	85%	90%	93%
2	Youth active on IPS who receive a new finding of delinquency	79	25	45	25	15
3	Youth active on IPS who have a violation of probation filed	213	150	216	150	139

POSITIVE YOUTH DEVELOPMENT, JUVENILE DETENTION ALTERNATIVES INITIATIVES,
RESEARCH/DATA, AND DRUG COURT
(12 FULL TIME EMPLOYEES)

Positive Youth Development (PYD) staff offer programming in support of the client/family plan that is created for all court involved youth. The PYD approach centers programming around the positive youth justice domains of: education, relationships, health, creativity, community, work and education. The Unit hosts Community Focused Orientations for new youth sentenced to probation with the assistance of youth representatives who have been terminated from probation and offer a “youth voice.” The creation of the Juvenile Advisory Council youth representatives began in 2002 with young adults working to give back to the probation department.

The PYD unit also offers assessments for sex trafficking, gender responsive and lesbian, gay, bisexual, transgender, intersex (LGBTQI) programming.

The Juvenile Detention Alternatives Initiative Coordinator provides ongoing technical assistance to jurisdictions across the United States as the sites commit to the strategies of JDAI. JDAI offers Juvenile Justice 101 training to stakeholders and community partners/families to establish an open line of communication and also reviews the efficiency of the current JDAI programs.

The Research and Data unit provides weekly and monthly data to the judiciary, Chief Judge, probation and external stakeholders. Program evaluations are conducted with the unit and information is collected related to evidence based programming to enhance services within the Department.

The Drug Court works with first-time offenders arrested for drug-related offenses. Youth are referred to community based organizations for drug assessments and monitoring and staff support these youth in the community.

OUTPUT METRICS (<i>count of work units processed or produced, persons served, etc.</i>)					
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target
1	Number of youth invited to Juvenile Advisory Council Orientations	1,070	2,200	2,414	2,500
3	Number of youth referred to gender specific or sex trafficking Probation officers	Not available	25	26	50
4	Number of preadmission drug court cases	139	100	76	80

EFFICIENCY METRICS <i>(cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)</i>					
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target
1	Percentage of new youth placed on probation/supervision who attend Juvenile Advisory Council Orientation.	37%	18%	18%	20%
2	Percentage of youth admitted to the drug court program per probation officer.	40%	40%	50%	50%

CENTRAL INTAKE/ THERAPEUTIC INTERVENTIONS/ JUVENILE SEX OFFENDER/
ART THERAPY
(32.8 FULL TIME EMPLOYEES)

The Clinical Services Division is made up of several specialized units that provide counseling and individualized services/programming to court involved youth. The officers assigned to this unit have clinical backgrounds and advanced degrees.

Central Intake completes clinical assessments on all court ordered youth and provides recommendations for treatment for individual counseling with licensed clinical probation officers.

Youth with sexual behavior problems are monitored by probation staff who provide specific treatment to adjudicated and diverted youth arrested for sexual offenses.

Art Therapy uses the creation of art as a means of non-verbal communication and expression with verbal explorations and interventions included for youth ordered to the clinical division. After central intake completes an assessment, art therapy is one of several options for court involved youth.

OUTPUT METRICS (*count of work units processed or produced, persons served, etc.*)

#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of new referrals for clinical intake	N/A	750	766	750	107

EFFICIENCY METRICS (*cost per unit, work units processed per staff person, cycle time to complete work unit, etc.*)

#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average number of youth served by per clinician per year	N/A	20	17	20	15

OUTCOME METRICS *(percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)*

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percentage of youth active with clinical service and re-arrested resulting in a conviction.	N/A	10%	4.28%	10%	1%

EDUCATIONAL SERVICES
(15 FULL TIME EMPLOYEES)

Educational Services offers trained probation staff as experts in the school system, in particular the special education system. Staff attend meetings in school and support youth and families in need of educational services in the community as well as post release from detention. The education sanction program is offered to all youth on probation and is an opportunity for youth to attend a structured school program when a suspension or expulsion has occurred. This program is offered on a case by case sanction basis depending on the issues with the school.

OUTPUT METRICS (count of work units processed or produced, persons served, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of youth referred for educational advocacy	93	100	106	120	26
2	Number of youth referred for educational re-entry	236	200	360	300	114

EFFICIENCY METRICS (cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Average monthly caseload by Educational Advocacy PO	25	25	25	25	25
2	Average monthly caseload by Educational Re-entry PO	40	40	40	40	45

OUTCOME METRICS *(percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)*

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percentage of clients who received an IEP as a result of educational advocacy	50%	40%	36	50%	15%
2	Percentage of clients who were successfully enrolled or re-enrolled in school	23%	30%	39%	50%	23%

OFFICE SERVICES, RECORD LIBRARY AND STENOGRAPHIC SERVICES
(25 FULL TIME EMPLOYEES)

Office Services is responsible for distribution and maintenance of all office supplies for the department. In addition, the staff serve as drivers and provide hospitality for meetings and room set up.

The Record Library is the primary record keeping space for all client and family folders. Record library materials are organized, distributed and accounted for. Stenographic services type social investigations and other documents which are dictated by the probation staff. All staff in this division is also responsible for covering the numerous reception areas in the department.

OUTPUT METRICS (count of work units processed or produced, persons served, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Number of social investigation reports typed by Support Staff	308	300	342	340	74

EFFICIENCY METRICS (cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Social investigations typed per stenographer.	102.6	120	114	120	25

OUTCOME METRICS (percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)						
#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Percentage of social investigations typed 3 days prior to court date	N/A	N/A	N/A	95%	76%

FORENSIC CLINICAL SERVICES
(6 FULL TIME EMPLOYEES)

Juvenile Justice judges can order a full forensic psychological evaluation, fitness evaluation, a service memorandum or request a consultation for youth pending a proceeding.

OUTPUT METRICS (count of work units processed or produced, persons served, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Intake Interviews conducted by clinical coordinators	222	250	298	250	41
2	Juvenile Justice Referrals to Cook County Juvenile Court Clinic	208	200	241	200	44
3	Number of JJ Consultations	146	175	178	175	21

EFFICIENCY METRICS (cost per unit, work units processed per staff person, cycle time to complete work unit, etc.)						
#	Metric name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Weeks to complete Fitness Evaluations for the Juvenile Justice Division	6.5 weeks	5 weeks	5.8 weeks	5 weeks	7
2	Weeks to complete forensic evaluations for non-custodial youth for sentencing	6.2 weeks	6 weeks	6.1 weeks	6 weeks	6
3	Weeks to complete forensic evaluations of in-custody youth for sentencing	5.6 weeks	5 weeks	5.7 weeks	5 weeks	6

OUTCOME METRICS *(percentage of success accomplishing a program's primary task, customer satisfaction survey results, etc.)*

#	Metric Name	2015 Actual	2016 Target	2016 Actual	2017 Target	2017 Q1 Actual
1	Positive Customer Service Survey results	N/A	N/A	N/A	80%	Not Available*

Additional Resources for Court Involved Youth

PROJECT LIFELINE

Since 1990, court-involved youth have been given an opportunity to apply for a scholarship to a college or trade school. They must have a GED or high school diploma or good standing as a senior to apply. As of 2013, there are 48 students receiving scholarships and more than 110 students have graduated from four year colleges, community colleges or professional certification programs.

Scholarships recipients also receive a mentor from juvenile court to assist them through their journey in college or trade school.

To learn more about this opportunity, visit: Projectlifeline.net

HAROLD AND ROSEMARIE MARX FUND

For more than 100 years, the most dedicated probation officers have envisioned their job as more than simply surveillance and supervision. They have recognized the opportunity they have to transform young lives – to open the eyes and minds of children to some of the possibilities life has to offer.

Harold Marx was one of these probation officers, one of the juvenile court's best. He made a daily commitment to do the extra things necessary to touch and change his clients' lives. Harold routinely met the children he supervised for lunch or snacks after school. He took them to movies, plays and concerts, introduced them to Chicago's museums, and spent hours with them at area parks and forest preserves. Harold and his wife, Rosemarie Grout Marx, took particular pleasure in introducing court clients to music and the arts. Like generations of devoted probation officers before him, Harold did all of these things on his own time and with his own money.

Harold and Rosemarie's lives were cut short on July 14, 1989, when they were killed in a tragic automobile accident. To commemorate their lives and the ideals they personified, the Harold and Rosemarie Marx Memorial Fund was established in November 1989. The purpose of the fund was to provide the means for all probation officers to offer the kinds of activities and experiences that would not only improve their clients' outlook while on probation, but also enrich their lives after probation.

The Marx fund is a tax exempt charitable organization under 501(C) 3 status. Probation officers submit requests to fund various activities with their clients. This fund provides extracurricular activities to more than 3,000 youth per year.
Marxfund.org

JOANNA C. MENGE FUND

The families who the Juvenile Probation and Court Services Department work with often struggle with poverty and providing for the basic needs. Joanna C. Menge was a probation officer who was a voice for underserved youth involved in the court system. The Menge Fund operates within the Juvenile Probation and Court Services Department and provides emergency funding for basic immediate family needs. Probation officers make requests to the Menge Fund to support families in need and to allow for relief for struggling families. By providing items such as clothing or household items, the family is able to focus their efforts elsewhere. The Menge Fund serves more than 150 youth each year.