



**ADULT REDEPLOY
ILLINOIS**

**2012 Annual Report to the Governor and General Assembly
on the Implementation and Projected Impact of**

Adult Redeploy Illinois

Submitted by: The Adult Redeploy Illinois Oversight Board

March 8, 2013

ADULT REDEPLOY ILLINOIS
Annual Report on Implementation and Projected Impact

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EXECUTIVE SUMMARY

Illinois continues to face a corrections crisis demanding innovative remedies. Between 2009 and 2010, the Illinois prison population increased by 7.2%.¹ The current prison system, designed to hold 34,000 inmates, is attempting to accommodate a record 49,000 prisoners. There will always be a need for prisons to incapacitate violent and recalcitrant offenders, but a significant number of non-violent offenders enter the Illinois Department of Corrections (IDOC) every year – 57% of FY11 admissions to IDOC were for non-violent offenses eligible for diversion.

Adult Redeploy Illinois (ARI) identifies and diverts high-risk, non-violent offenders from minimum- and medium-security prisons, which house approximately 80% of the state's total prisoners and face the most severe overcrowding.² ARI provides funding to local jurisdictions (counties, judicial circuits) to plan and implement cost-effective diversion programs. In exchange for funding, jurisdictions agree to reduce by 25% the number of IDOC commitments from a defined target population of prison-bound, non-violent offenders.

In the aggregate, the ARI sites already have had a demonstrable impact on the criminal justice system. Since 2011, the 10 sites in full implementation have diverted 838 non-violent offenders, or the equivalent of two cellblocks of a prison. Of all of those enrolled since ARI began, 91% have benefited by avoiding prison. Locally designed ARI interventions by law must utilize evidence-based practices. The evidence-based practices utilized by the current sites have been shown by research to reduce recidivism by as much as 20%.

ARI also demonstrates significant cost savings while reducing pressure on the system and increasing public safety. In 2012, sites spent an average of \$2,233 per ARI participant, compared to the annual per capita incarceration cost of \$21,500 (FY11). Based on the 838 offenders diverted, this represents \$16.1 million in potential corrections savings.

Data collection and program evaluation are critical elements of ARI. Using a data collection system specifically designed for ARI, sites submit data on a regular basis that are reviewed by ARI staff and researchers from the Illinois Criminal Justice Information Authority (ICJIA). Data are analyzed to evaluate sites' progress and measure performance. ARI staff offers technical assistance for ongoing improvement and to address any implementation issues. All of the fully implemented ARI sites have met or exceeded their diversion goals.

As the state turns its sights to results-oriented budgeting, Adult Redeploy Illinois provides an example of how best practices can be implemented, results can be measured, and more cost-effective outcomes can be achieved. In the upcoming year, ARI will continue to expand the breadth and depth of its impact by adding additional sites, embarking on a strategic planning process, and forging strategic partnerships, aimed at reducing recidivism and decreasing the cost of sanctions, for more positive, measureable improvements in public safety.

¹ Carson, E.A & Sabol, W.J. *Prisoners in 2011*. U.S, Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, December 2012, NCJ 239808. Retrieved from <http://bjs.ojp.usdoj.gov/content/pub/pdf/p11.pdf>.

² Maki, J. (2012, March 1) Illinois' rendezvous with prison overcrowding (op-ed). *Chicago Sun-Times*. Retrieved from (<http://www.suntimes.com/news/otherviews/10983818-452/illinois-rendezvous-with-prison-overcrowding.html>).

INTRODUCTION

Adult Redeploy Illinois is a statewide initiative driven by local experience. Each ARI site has responded to the unique challenges of its own community. I like to think of our ARI sites as laboratories using evidence-based practices to address local needs. The data driven results of our 'labs' will lead to cross-pollination between sites and provide effective templates for future ARI sites.

- Judge James Radcliffe (Ret.), Technical Assistance Provider for ARI

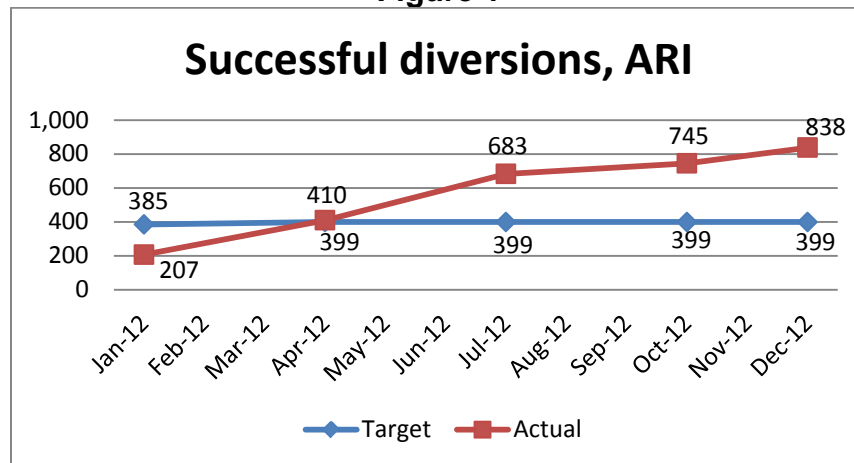
Adult Redeploy Illinois works with local communities to reduce the number of non-violent offenders being sent to the Illinois Department of Corrections (IDOC). Research shows that non-violent offenders are more effectively and efficiently supervised in the community when provided with services addressing the needs underlying criminal behavior, and leveraging individual and community assets. This approach saves money and increases public safety.

Over the past two and a half years, ARI has developed a network of evidence-based local diversion programs that are adding to the body of knowledge of “what works” in community corrections. As part of the ARI process, each site gathers stakeholders from across the criminal justice system and related fields of behavioral health, veterans’ affairs, and job training/ education, to discuss which non-violent offenders can be safely diverted from prison and what enhanced supervision strategies and services they are going to need.

Adult Redeploy Illinois requires the use of evidence-based practices and performance measurement. Within these parameters, each site designs and controls its own ARI-funded program that addresses their community priorities and the specific needs of the targeted offender population. Sites collect data from day one to demonstrate the effectiveness of their interventions and secure continued funding.

2012 was a period of expanded impact for Adult Redeploy Illinois. The network of sites in full implementation expanded from six in 2011 to 10 in 2012 (with two more sites approved in November); the number of offenders successfully diverted from prison rose from 207 in 2011 to 838 in 2012 (*Figure 1*); and the potential corrections cost savings to the state as the result of the ARI program went from an estimated \$3.3 million in 2011 to up to \$16.1 million in 2012.

Figure 1



PROGRAM DESCRIPTION

I. Enabling Legislation – Illinois Crime Reduction Act of 2009

Adult Redeploy Illinois was created by the Crime Reduction Act (Public Act 96-0761) as part of a package of criminal justice reform measures passed in 2009. The Crime Reduction Act promoted the principles of validated assessment, evidence-based practices and performance measurement and evaluation. The relevant section of the Crime Reduction Act creating Adult Redeploy Illinois (730 ILCS 190/20) is included as Appendix A.

The underlying principles of the Crime Reduction Act are:

- The current criminal justice system is not as effective as it might be, and the current prison population growth is fiscally unsustainable.
- Being smart on crime involves understanding why people commit crimes and addressing the needs underlying criminal behavior.
- Statewide information sharing across the criminal justice system is mandated, calling for the adoption of a standardized validated assessment system (Risks, Assets, and Needs Assessment, or RANA).
- It is cheaper and more effective to treat non-violent offenders in their communities, reserving prison space for violent criminals.

Companion legislation (Public Act 96-0711) established the Illinois Sentencing Policy Advisory Council to collect data from throughout the criminal justice system to provide important analysis for ongoing improvements.

The stated goals of the Adult Redeploy Illinois (ARI) program come from the Crime Reduction Act and research supporting its development. Adult Redeploy Illinois is based on the “performance incentive funding” best practice included in the Pew Public Safety and Performance Project’s *Policy Framework to Strengthen Community Corrections*³, as well as the successful juvenile Redeploy Illinois program that has been operating since 2005.

The goals of Adult Redeploy Illinois are:

- Reduce crime and recidivism at a lower cost to taxpayers
- Provide financial incentives to counties or judicial circuits to create effective local-level evidence-based services
- Encourage the successful local supervision of eligible offenders and their reintegration into the locality
- Perform rigorous data collection and analysis to assess the outcomes of the programs

II. Adult Redeploy Illinois Oversight Board

To guide the program, the Crime Reduction Act established the Adult Redeploy Illinois Oversight Board (ARIOB) comprised of 17 leaders from across the criminal justice system in Illinois and the community at-large. ARIOB is co-chaired by the director of the Illinois

³ During 2008, the Public Safety Performance Project of the Pew Charitable Trusts brought together leading policy makers, practitioners and researchers to review a wide range of strategies to improve community corrections. The goal was to identify those with the greatest promise to cut crime and state corrections costs. Retrieved from http://www.pewcenteronthestates.org/report_detail.aspx?id=47134.

Department of Corrections (IDOC) and the secretary of the Illinois Department of Human Services (IDHS). *Figure 2* lists the members of ARIOB and their affiliations.

Figure 2
ARIOB Membership List (as of December 2012)

| Membership | Appointee |
|--|--|
| Director of Illinois Department of Corrections, Co-Chair | S. A. Godinez, Director |
| Secretary of Illinois Department of Human Services, Co-Chair | Michelle Saddler, Secretary |
| Prisoner Review Board | Adam Monreal, Chairman |
| Office of Attorney General | Michael J. Hood, Deputy Attorney General, Criminal Justice, Office of the Attorney General |
| Illinois Criminal Justice Information Authority | Jack Cutrone, Executive Director |
| Sentencing Policy Advisory Council | Kathryn Saltmarsh, Executive Director |
| Cook County State's Attorney | Thomas Mahoney, Assistant State's Attorney, Supervisor, Gang Prosecution Unit, Cook County State's Attorney's Office |
| State's Attorney selected by the President of the Illinois State's Attorneys Association | Joseph Bruscato, Winnebago County State's Attorney |
| State Appellate Defender | Michael Pelletier, Illinois State Appellate Defender |
| Cook County Public Defender | Deborah White, Chief of the Felony Trial Division, Law Office of the Cook County Public Defender |
| Representative of Cook County Adult Probation | Jesus Reyes, Acting Chief Probation Officer, Adult Probation Department, Circuit Court of Cook County |
| Representative of DuPage County Adult Probation | Patricia Hayden, Deputy Court Administrator-Probation, 18 th Judicial Circuit, DuPage County |
| Representative of Sangamon County Probation | Michael Torchia, Director, Sangamon County Court Services Department |
| Representative from non-governmental organization | Joseph Antolin, Principal, Antolin & Associates Consulting |
| Representative from non-governmental organization | Walter Boyd, Director, Criminal Justice Programs, Protestants for the Common Good |
| Representative from non-governmental organization | Angelique Orr, Director, Phoenix Star, Inc. |
| Representative from non-governmental organization | Hon. James M. Radcliffe (Ret.), Associate Director, Lawyers Assistance Program |

ARIOB met five times throughout 2012 and accomplished the following:

- Approved release of implementation Request For Proposal (RFP) using state funds
- Approved continuation awards for pilot sites
- Approved two new pilot sites
- Approved two round of planning grants
- Approved supplemental funding opportunities in the areas of data and technology, direct service supplements, training, and evaluation
- Approved program administrative cost cap

III. Program Funding and Staffing

Adult Redeploy Illinois has utilized both state and federal funding in its development. Governor Pat Quinn allocated up to \$2 million for Adult Redeploy Illinois start-up in early-2010. These funds were utilized for a first round of non-competitive planning grants.

The Illinois Criminal Justice Information Authority (ICJIA) awarded \$4 million in American Recovery and Reinvestment Act (ARRA) Justice Assistance Grant (JAG) funds to support the pilot phase of Adult Redeploy Illinois, July 1, 2010 through February 28, 2013 (a portion of which was recently extended through September 30, 2013). These funds have been used for two

additional rounds of planning grants, two rounds of pilot site implementation grants, one round of supplemental funding awards, and administrative costs to build program infrastructure.⁴

Based on the strong track record developed in the first two and half years of the program, Adult Redeploy Illinois received a FY13 state appropriation of \$2 million as part of the ICJIA budget. Securing this appropriation was critically important for the institutionalization of the program, by forging the link between state correctional savings and reinvestment in evidence-based community corrections.

The Adult Redeploy Illinois program has been administered on a full-time basis by Mary Ann Dyar since July 2010. In addition, two part-time technical assistance providers, Judge James M. Radcliffe (Ret.) and Judge Thomas R. Sumner (Ret.), joined the program in September 2010. In January 2012, Lindsey LaPointe was hired as part-time Project Coordinator.

IV. Application and Funding Process

One of the initial duties of ARIOB was to “develop a process to solicit applications from and identify jurisdictions to be included in the Adult Redeploy Illinois program” (Public Act 96-0761). With technical assistance from ICJIA and using lessons learned from the juvenile Redeploy Illinois program, ARIOB developed an application process that includes:

- Planning grant phase: Providing up to \$30,000 to convene stakeholders and analyze data over a 90-120 day period.
- Completion of local plan using standard plan template, submitted to ARIOB for approval.
- Pilot site implementation grant phase: Providing competitive grants for 12-month implementation plus a ramp-up period.
- Performance measured as to progress toward goal of 25% reduction in prison commitments from eligible non-violent offender population.

Planning grants provide the opportunity for local stakeholders to review criminal justice data and decide on who they will serve and what services they will provide with resources from the Adult Redeploy Illinois program. The product of the planning process and the main part of the proposal is the local plan. Using a standard plan template, the local plan is a “mini strategic plan” for expanding alternatives to incarceration and reducing non-violent admissions to prison. *Figure 3* lists the elements that must be included in each local plan according to the standard plan template. County-level data to complete the standard plan template are available at the Adult Redeploy Illinois web site, and analysis of these data is intended to assist sites with identifying the target population and selecting target interventions.

The local plan must also discuss where gaps in services are, how existing alternatives to incarceration and health and human services infrastructures will be leveraged, and what the anticipated impact to the court system will be from the proposed changes. The local plan also must describe how evidence-based practices will be incorporated to enhance recidivism reduction strategies.

⁴ The primary goal of ARRA funds is to create and retain jobs. Over the course of the ARRA grant, Adult Redeploy Illinois supported the creation of 47 jobs at the ten sites, and 2.5 jobs in ARI administration cumulatively over the entire grant.

Figure 3

| Standard Plan Template |
|--|
| <ul style="list-style-type: none">• Executive Summary• Description of and Justification for the Target Population• Description of the Planning Partners• Gaps in Sanctions and Services• Description of the Proposed Adult Redeploy Illinois Program Model (including incorporation of existing alternatives to incarceration and human services, and use of evidence-based principles)• Timeline• Budget• Compliance with the American Recovery and Reinvestment Act (when applicable) |

Counties or groups of counties are eligible to apply for Adult Redeploy Illinois implementation funds. In exchange for the funds, jurisdictions must agree to reduce by 25% the defined target population of non-violent offenders sent to the Illinois Department of Corrections (IDOC) from their jurisdiction. Sites are required to collect data and regularly report on their progress. Jurisdictions having difficulty meeting their reduction goals can propose a corrective action plan to meet an adjusted target, or prepare to reimburse a portion of the grant to ARIOB. The corrective action plan language is included as Appendix B.

IMPLEMENTATION UPDATE

Adult Redeploy Illinois has been operating in a pilot phase since the effective date of the Crime Reduction Act in January 2010. Most activities started in July 2010 with the awarding of the federal grant funds that led to staff hiring and the release of the first Request For Proposal (RFP) for pilot site implementation grants. The implementation periods of the first five pilot sites started January 2011. Appendix C includes the ARI implementation timeline with key dates.

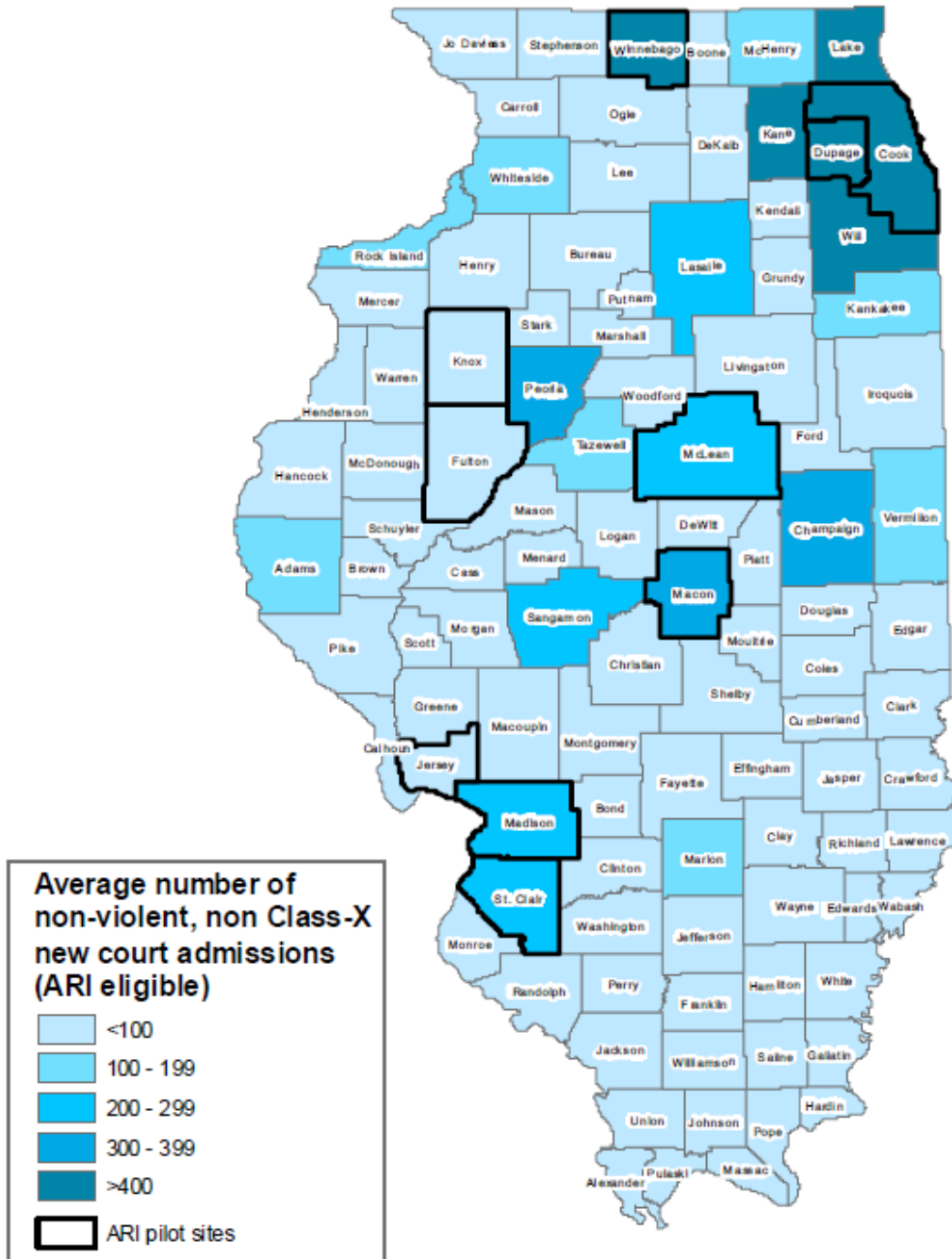
As of December 2012, there were 12 ARI sites, 10 of which were in full operation. The sites are geographically distributed, in urban, suburban and rural areas. A map with the pilot sites is included as *Figure 4*.

For the pilot phase, most of the data are reported as cumulative totals. For example, over the period January 2011-December 2012, 838 people were diverted from prison through the 10 ARI initial sites. Of this number, 480 were newly enrolled in 2012, and a total of 808 received services in 2012.

As noted later in this report, all of the 10 initial pilot sites met or exceeded their diversion goals of 25% for their target populations from a previous three-year baseline. Most were able to meet their goals within 18 months (six months of ramp-up and 12 months of implementation). In some instances, no-cost extensions were requested by sites that needed additional time to spend their grant awards and enroll participants.

Figure 4

Adult Redeploy Illinois Pilot Sites



*Crawford County and McDonough County added in November 2012.

I. Site Descriptions

Local design and control are main tenets of Adult Redeploy Illinois. Local communities are most familiar with their offender populations and who they can safely divert from prison. They are also most aware of critical gaps in their sanctions and services. Each site has utilized ARI resources to fashion a diversion program that meets their system needs and policy goals.

Below are brief descriptions of the current sites. The pilot site models center around either specialty courts or specialized probation services. Appendix D contains “snapshots” for each of the 10 initial participating jurisdictions, to provide information at-a-glance about the models, programs and partnerships at each site.

COOK COUNTY received total ARRA grant funding of \$1,008,077 to implement a probation violation program, based on the successful Hawaii’s Opportunity Probation with Enforcement (HOPE) program. A partnership among the Cook County Office of the Chief Judge, Adult Probation Department, State’s Attorney’s Office, Public Defender’s Office, and Sheriff’s Office, and led by the Justice Advisory Council, this program emphasizes swift, certain and predictable sanctions for probation violations, while increasing access to supportive services. Grant period is 10/1/11-9/30/13.

DUPAGE COUNTY received total ARRA grant funding of \$414,677 to create a probation violator caseload and provide more intensive supervision and support services to offenders violating the conditions of their probation, rather than sending them to prison. Operated out of the adult probation department, the DuPage County ARI program engages the state’s attorney, the public defender, the judiciary, and community service providers. Grant period was 1/1/11-12/31/12.

FULTON COUNTY received grant funding of \$106,490 to create a new drug court based on the Knox County Drug Court model. Operated out of the probation department serving the 9th Judicial Circuit, the Fulton County ARI program incorporates treatment, life skills, and family support services. Grant period was 7/1/11-12/31/12.

JERSEY COUNTY received ARRA grant funding of \$207,800 to expand its drug court from eight to 20 participants. Operated out of the probation department, the Jersey County ARI program established a separate treatment track for drug court participants with a local substance abuse treatment provider. Grant period was 1/1/11-12/31/12.

KNOX COUNTY received total ARRA grant funding of up to \$300,000 to expand its drug court from five to 21 participants. Operated out of the 9th Judicial Circuit probation department, the Knox County ARI program has a dedicated treatment track for its drug court participants with a local provider. In addition, the program offers life skills classes and job training, as well as a program to strengthen the family structure. The goal is to take this model circuit-wide. Grant period was 4/1/11-12/31/12.

MACON COUNTY received total ARRA grant funding of \$350,000 to provide intensive probation supervision with support services. Led by the Macon County State’s Attorney’s Office, this program is operated by a multi-disciplinary team including probation, the state’s attorney,

the public defender and local service providers. A unique aspect of this model is the incorporation of Community Restorative Boards to offer participants the opportunity to work with community members to repair the harm caused by their offense and reconnect with the community. Grant period was 1/1/11-12/31/12. Additional FY13 state funds were awarded when ARRA funds were expended.

MADISON COUNTY received ARRA grant funding of \$250,000 to enhance assessment and services for specialty courts (drug, mental health, veterans). Operated out of the probation department, the Madison County ARI program works with the judiciary, state's attorney's office, public defender's office, Veterans' Assistance Commission, and local providers to expand services among the Madison County Alternative Courts. Grant period was 7/1/11-12/31/12.

McLEAN COUNTY received ARRA grant funding of \$138,123 to redesign intensive probation supervision and drug court monitoring. Operated out of the probation department, the McLean County ARI program built a spectrum of intermediate sanctions such as cognitive behavioral therapy groups, advocacy/mentoring, job skills, GED services, substance abuse and counseling, and electronic alcohol monitoring. Grant period was 7/1/11-12/31/12.

ST. CLAIR COUNTY received total ARRA grant funding of \$350,000 to create a mental health docket. Operated out of the probation department, the St. Clair County ARI program identifies potential participants through a jail crisis worker who recommends offenders for the program based on evidence of serious mental illness underlying their criminal behavior. The program includes counseling, drug treatment, and transitional housing to stabilize and rehabilitate participants. Grant period was 1/1/11-12/31/12.

WINNEBAGO COUNTY received ARRA grant funding of \$250,000 to implement an enhanced drug court. The Winnebago County ARI program engages the judiciary, the state's attorney, the public defender, probation department, and service providers. The program utilizes evidence-based practices, such as increased drug testing, specialized probation officers, motivational interviewing, recovery coaches, trauma services, cognitive behavioral therapy, and increased access to residential substance abuse treatment. Grant period was 10/1/11-12/31/12. Additional FY13 state funds were awarded when ARRA funds were expended.

In November 2012, two more counties were added to the number of ARI sites: Crawford County in the 2nd Judicial Circuit and McDonough County in the 9th Judicial Circuit. Both are utilizing ARI funding to operate drug courts.

II. Evidence-Based Practices

Evidence-based practices (EBPs) are central to the purpose and critical to the success of ARI and the Crime Reduction Act. *“By providing financial incentives to counties or judicial circuits to create effective local-level evidence-based services, it is possible to reduce crime and recidivism at a lower cost to taxpayers.”* (Public Act 96-0761)

There are 23 identified EBPs and promising practices currently in use by ARI sites. A list of these practices, along with additional information on their effectiveness, is available on Adult Redeploy Illinois website: http://www.icjia.org/redeploy/ebps_in_use.cfm

Assessments:

- Level of Service Inventory-Revised (LSI-R) Assessment (All)
- Substance Abuse Subtle Screening Inventory (SASSI) (Knox)
- Texas Christian University (TCU) Assessment (Madison)

General Models/Methods:

- Probation Caseload Standards (DuPage, Macon)
- Intensive Probation with Services (Macon, McLean, Cook, St. Clair)
- Drug Court (Jersey, Knox, Fulton, Madison, Winnebago)
- Restorative Justice (Macon)
- Cognitive Behavioral Therapy (All)
- Trauma Informed Therapy (Madison, St. Clair, Winnebago)
- Mental Health Court (Madison)

Specific Programs or Curricula:

- *Thinking for a Change* Curriculum (Cook, DuPage, Fulton, Knox, McLean, Winnebago)
- Effective Practices in Community Supervision (EPICS) (DuPage)
- Moral Reconciliation Therapy (MRT) (Macon)
- Assertive Community Treatment (ACT) (St. Clair)
- Motivational Interviewing (MI) (McLean, St. Clair, Winnebago)
- Solution-Focused Brief Therapy (SFBT) (St. Clair)
- *Seeking Safety* (Winnebago)
- Illness Self-Management and Recovery (St. Clair)
- Family Psychoeducation (St. Clair)
- SMART Recovery (Self Management and Recovery Training) (Knox)
- Recovery Coaching (Madison, Winnebago)
- *Moving On* Curriculum (Cook)
- HOPE Program (Cook)

III. Performance Measurement

Each ARI site agrees to participate in performance measurement and evaluation activities in conjunction with ICJIA and as developed by ARIIOB according to statute. Specifically, the Crime Reduction Act requires a “*performance measurement system that includes but is not limited to the following key performance indicators: recidivism, rate of revocations, employment rates, education achievement, successful completion of substance abuse treatment programs, and payment of victim restitution.*” (Public Act 96-0761)

The primary performance measure for all of the sites is their progress toward the 25% reduction goal in prison commitments from their defined target population as the result of implementing Adult Redeploy Illinois locally.

In order to track this and other performance measures, ICJIA staff created a database tool to collect case-level data starting from day one of the program. Data are downloaded by the sites to ICJIA on a quarterly basis, where they are analyzed according to performance measurement status. This information is used for monitoring progress at the program administration level, feeds into the ongoing ICJIA evaluation, and is provided to each site for internal review and use.

As part of each grant agreement, ARI sites agree to provide the following data elements:

Mandatory data elements for performance measurement

Demographics:

- Name
- Date of birth
- Gender
- Race
- SID
- Case information:
 - Current offense (type of offense, class, dates of arrest and sentence).
 - Date client was accepted/enrolled in the program
 - If not accepted or enrolled, reason
 - Termination date, reason

Adult Redeploy Illinois information:

- Probation/Adult Redeploy Illinois conditions (types of treatment required, restitution, education, etc.)
- Treatment provider(s)
- Status updates on these conditions (movement between phases, interrupted treatment, start date, completion date, compliance with treatment, etc.)
- Termination from conditions (successful or not, reason for termination, date of completion/termination)
- Changes in education level and employment
- Technical violations, rule infractions, other negative behavior (date, violation reason, sanction applied/response)
- Arrests/convictions while on Adult Redeploy Illinois (date, offense, class, sentence and date if applicable)
- LSI-R/other assessment scores, initial and follow up (date, and at least final assessed risk level and override if applicable)
- Number of in-person visits with each client monthly (in-office visits, field visits, any time the officer and client meet face-to-face. Phone contacts should not be counted as face-to-face contacts).

Other data according to the specific diversion models employed and the best practices utilized, are collected through database modifications at the site level. Additional information that is tracked includes treatment referral and completion rates, rule-violating behavior within the program, as well as pro-social indicators such as employment and education rates.

Figure 5 provides a description of performance measures and how they are gathered from the database system.

Figure 5
ARI Performance Measures

| Measure | Data elements used to calculate measure | Definition | Interpretation |
|--|---|--|---|
| Progress towards 25% reduction | A. Total clients enrolled B. Clients re-sentenced to IDOC from ARI county Reduction = A-B | Number of clients successfully diverted from IDOC, either by successful completion of probation or sanction to lesser alternative | Assesses the site's progress towards diversion goal as specified in grant agreement |
| Number of clients enrolled in ARI | A. Total clients enrolled in program B. Clients enrolled but not starting services Enrolled = A-B | Referred individuals who were eligible for and enrolled in the ARI program who actually started services | Assesses the ongoing capacity of the site to enroll clients and provide ARI services |
| Number of clients screened for ARI, but not enrolled (will vary based on availability of data collected by sites) | A. Total clients screened for eligibility B. Clients ultimately enrolled Screened, not enrolled = A-B | Individuals screened for eligibility but not ultimately enrolled in ARI | Assess the site's screening process to assist in identifying enrollment bottlenecks |
| Employment rates/changes in employment during program enrollment | A. Client employment status at enrollment B. Client employment status during enrollment C. Client employment status at termination Employment changes = changes from A to B and C | Number of clients who become employed, have no change in employment, or lose employment while in ARI | Indicator of pro-social outcomes for ARI participants |
| Changes in education level during program enrollment | A. Client education level at enrollment B. Client education level during enrollment C. Client education level at termination Education changes = changes from A to B and C | Number of clients who experience changes in formal education level or have no change in education level | Indicator of pro-social outcomes for ARI participants |
| Completion of treatment programs/court requirements: cognitive-behavioral therapy, substance abuse treatment, mental health treatment, Community Restorative Boards, restitution | A. Total clients enrolled in intervention B. Number of clients active in intervention C. Number of clients successfully completing intervention Completion = A-B Percent successful = C/A | Number of clients who are enrolled in treatment programs and who complete them unsuccessfully and successfully; Percentage of clients enrolled who successfully complete | Indicator of pro-social outcomes for ARI participants; indicator of efficacy of treatment components of ARI program |

| | | | |
|---|--|--|---|
| Prevalence of rule-violating behavior: number of new misdemeanor and felony arrests, number and nature of technical violations/non-compliance | A. Number of reported non-compliance incidents B. Number of new misdemeanor arrests C. Number of new felony arrests | Prevalence of rule-violating behavior | Indicator of use and efficacy of graduated sanctions and changes in compliance levels; indicator of impact on public safety |
| Average number of monthly face-to-face contacts between clients and probation officers | A. Total number of face-to-face contacts with probation per month for all clients B. Total number of "client-months" in the program Average contacts = A/B | Average number of monthly face-to-face contacts between clients and probation officers | Indicator of supervision level at ARI sites; assesses adherence to intensive supervision practices |
| Rates of successful completion of ARI program | A. Total number of clients terminating ARI program B. Number of clients successfully terminating ARI/probation Percent successful = B/A | Number of clients who successfully complete ARI programs | Assesses how many clients have successfully completed program requirements as determined by ARI site |
| Rates of unsuccessful termination from ARI program: rate of re-sentence to IDOC, rate of re-sentence to non-prison sanction | A. Total number of clients terminating ARI programs B. Number of clients unsuccessfully terminating ARI/probation C. Number of clients re-sentenced to IDOC D. Number of clients re-sentenced to non-IDOC sanction Percent unsuccessful = B/A Percent IDOC = C/A Percent non-IDOC = D/A | Number of clients who are unsuccessfully terminated from ARI; number of clients re-sentenced to IDOC; number of clients re-sentenced to sanction other than IDOC (jail, other probation, etc.) | Assess how many clients have unsuccessfully terminated from ARI program; Indicator of site ability to divert offenders from IDOC to non-prison alternatives |
| Rate of LSI-R assessment for clients: percent of clients assessed at high, medium, or low; percent with overrides | A. Number of clients enrolled in ARI program B. Number of clients with a valid LSI-R assessment C. Number of clients assessed at high risk D. Number of clients assessed at medium risk E. Number of clients assessed at low risk F. Number of clients with overrides Rate of assessment = B/A Percent high risk = C/A Percent medium risk = D/A Percent low risk = E/A Percent of overrides = F/A | Number of clients enrolled in ARI who receive a risk assessment upon enrollment or immediately prior to enrollment; number of clients assessed at high, medium, and low risk; number of clients with score overrides | Assesses the use of validated risk assessment instruments at sites; assesses site's ability to identify and enroll targeted risk groups |

IV. Site Monitoring

ARI site monitoring provides the opportunity to identify program barriers and challenges, as well as gather important information for replication of best practices from the field.

Site Visits

In addition to regular reporting to the program, the ARI staff and ARIOB members conduct site visits to meet with the program stakeholders, observe the program in action, hear about the program's successes and challenges, and offer technical assistance.

In 2012, ARI staff conducted site visits at six sites, completing the first round of visits to the initial 10 pilot sites. New monitoring tools were developed for the visits, intended to test knowledge of and fidelity to the key components of EBPs and to identify areas for technical assistance provision. The visits included: Knox County (May 15th), Fulton County (May 16th), Madison County (September 17th), Winnebago County (September 18th), Cook County (September 20th), and McLean County (September 25th).

Following the site visits, brief reports are produced which include recommendations/action items for ongoing improvement. Some of these recommendations include:

- Incorporate written guidelines and eligibility criteria into the initial screening process to increase objectivity and consistency.
- Assess program referral channels to maximize the number screened for the program.
- Randomize drug testing to avoid undetected and unaddressed client drug use.
- Increase access to cognitive behavioral therapy and other evidence-based programs, such as *Thinking for a Change*, *Moving On*, *Seeking Safety*, *Strengthening Families*.
- Document sanctions/incentives protocols to increase effectiveness of application.
- Examine ways to limit probation caseload sizes in accordance with EBP standards.
- Explore interdisciplinary training opportunities for the program team and other stakeholders, such as training in substance abuse/addiction.
- More fully integrate treatment and court supervision.
- Explore adding a community involvement component, such as restorative justice boards and community service projects.

Key Components Checklists

In advance of the 2012 All-Sites Meeting and site visits, ARI staff and ICJIA evaluators (with input from the ARIOB working committees) developed "key components checklists" for each of the four ARI program models: drug courts, mental health courts, intensive probation supervision, and HOPE probation. These checklists identified the critical attributes that make the models evidence-based. The drug court checklist is included as Appendix E.

The drug court and mental health court key components checklist tools reflect the established Bureau of Justice Assistance (BJA) *Defining Drug Courts: the Key Components* tool first developed in 1997 and the more recently developed *Improving Responses to People with Mental Illness: Essential Elements of a Mental Health Court* tool.^{5,6} ICJIA evaluators developed the

⁵ *Defining Drug Courts: the Key Components*. U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, October 2004, NCJ 205621. Retrieved from <https://www.ncjrs.gov/pdffiles1/bja/205621.pdf>.

intensive probation supervision and HOPE probation key components checklist tools in conjunction with the available research on both IPS and HOPE, the latter of which is more limited due to the recent development of the HOPE model.^{7,8}

The checklist tools are designed for both self-monitoring and internal program development, as well as site monitoring and technical assistance provided by ARI staff and ARIOB members. Due to ARI's overall focus on performance measurement and evidence-based practices in use across the state of Illinois, measuring fidelity to the program model is particularly important.

V. Outreach, Technical Assistance & Communications

In 2012, ARI staff worked on expanding access to technical assistance to sites through a number of channels and a variety of tools. In addition, outreach efforts extended to potential sites, policymakers and the public at-large, to increase ARI's profile.

All-Sites Meeting

The 2012 All-Sites Meeting was held on March 26, 2012 in Bloomington, Illinois, at which all 10 pilot sites were represented. ICJIA, ARI staff and a diverse group of 48 site representatives attended. The two main goals of the meeting were to provide technical assistance and an opportunity for sites to share information and network. Sites presented on the status of their programs, highlighting successes and challenges. Dr. Jeanelle Norman (head of the Community Restorative Board for Macon County ARI), Judge Radcliffe and Judge Sumner (ARI staff) facilitated a discussion about increasing community involvement in local ARI programs. ARI and ICJIA staff introduced tools for sites to assess how well they are implementing evidence-based practices. These tools included key components checklists for EBPs, fidelity scales, and logic models. The group also discussed data collection and performance measurement, and their importance to communicating the program impact.

Website

In 2012, the Adult Redeploy website was expanded to include news updates, information on EBPs in use at ARI sites, and ongoing funding opportunities through the program. The website, which is hosted and maintained by the Illinois Criminal Justice Information Authority, is updated on at least a bi-monthly basis. It offers information primarily geared toward current and potential sites, but also includes information for the general public and policymakers interested in the purposes and principles of ARI. The website is located at: www.icjia.org/redeploy. In addition, ARI created a listserv to share site-specific information on a regular basis.

⁶ Thompson, M; Osher, F. & Tomasini-Joshi, D. *Improving Responses to People with Mental Illness: Essential Elements of a Mental Health Court*. Bureau of Justice Assistance and the Council of State Governments Justice Center, 2007. Retrieved from https://www.bja.gov/Publications/MHC_Essential_Elements.pdf.

⁷ *New Jersey Intensive Supervision Program Progress Report, 2011*. New Jersey Administrative Office of the Courts. Retrieved from http://www.judiciary.state.nj.us/probsup/isp_progress_report.pdf. And Petersilia, J. Conditions that Permit Intensive Supervision Program to Survive. *Crime and Delinquency* (36)1:126-145, 1990.

⁸ *HOPE: Hawai'i's Opportunity Probation with Enforcement, Benchmarks for Success*. Hawaii's State Judiciary's HOPE Probation Program, August 2012. Retrieved from <http://www.hopeprobation.org/about/benchmarks-for-success>.

Site snapshots

For each of the 10 initial pilot sites, “snapshot” documents have been created to describe the local context and demonstrate the unique approach taken to achieve ARI goals. Snapshots for the 10 pilot sites are included as Appendix C. (These snapshots were added to the ARI website in early-2013 under the “Local Programs” tab.)

Dashboard

In keeping with best practices in management from the for-profit and not-for-profit arenas, ARI staff designed a one-page “dashboard” to communicate high-level messages at-a-glance for ARIOB and external stakeholders. This dashboard is in the process of being updated to include more granular performance measurement information. A copy of the latest dashboard, reporting through December 31, 2012, is included as Appendix F.

PowerPoint

At the request of the Outreach, Technical Assistance & Communication Committee, ARI staff developed a standard PowerPoint presentation for outreach to local and national audiences. The PowerPoint was used as the foundation for presentations in 2012 at the National Criminal Justice Association national forum, American Society of Criminology conference, National Association of Sentencing Commissions conference, and the Illinois Specialty Courts Conference.

Logic model

ARI staff created a logic model for the program in 2012, also as part of management and planning best practices. The ARI logic model is included in Appendix G.

Presentations

Adult Redeploy Illinois presented at several conferences, demonstrating Illinois’ leadership in the area of criminal justice reform.

- 2012 National Forum on Criminal Justice & Public Safety, sponsored by the National Criminal Justice Association (NCJA), July 29th-31st in Santa Ana Pueblo, New Mexico. The theme of the forum was *Advancing the Business of Public Safety: Rethinking, Realigning, Restructuring, Realizing*. Mary Ann presented on the Adult Redeploy Illinois program as part of a panel on “Performance Incentive Funding: Strengthening Local Capacity through Strategic Public Policy.”
- National Association of Sentencing Commissions Conference, August 5-7th in Chicago, Illinois. Mary Ann presented as part of a break-out session entitled “State Incentives to Localities to Impact Practice.”
- Collaborative on Reentry annual meeting, August 13th in Chicago.
- Illinois Specialty Courts Conference, September 12-13th in Bloomington, Illinois.
- Conference of Chief Judges meeting, September 21st in Chicago.
- Macon County ARI program was featured as a model for diversion at the October 10th “Robert B. Wilcox Symposium on Criminal Justice” sponsored by Protestants for the Common Good in Chicago.
- American Society of Criminology 2012 Conference, November 15th in Chicago. Mary Ann presented on a panel with Mark Myrent, ICJIA’s Research Director, and Leslie Landis, Chief Court Administrator of the Cook County Domestic Violence Division, to talk about research-practitioner collaborations for data-driven decision-making.

In addition, on March 27th, ARIOB member and executive director of the Illinois Sentencing Policy Advisory Council, Kathy Saltmarsh, addressed the Budgeting for Results (BFR) Commission, presenting on criminal justice reform and specifically ARI due to the program’s suitability for cost-benefit analysis, a goal that is consistent with the BFR initiative’s goals.

Adult Redeploy Illinois was prominently featured in a publication from the Vera Institute of Justice titled “Performance Incentive Funding: Aligning Fiscal and Operation Responsibility to Improve Safety and Save Money.” The report is the result of a national summit on performance incentive funding held in Chicago in September 2010. It is available on Vera’s web site: <http://www.vera.org/pubs/performance-incentive-funding-aligning-fiscal-and-operational-responsibility-produce-more>. In response to the release of the report, Mary Ann Dyar, ARI Program Administrator, submitted the following blog post: <http://www.vera.org/blog/illinois-pif-program-emphasizes-local-design-and-control> highlighting the Macon County ARI program.

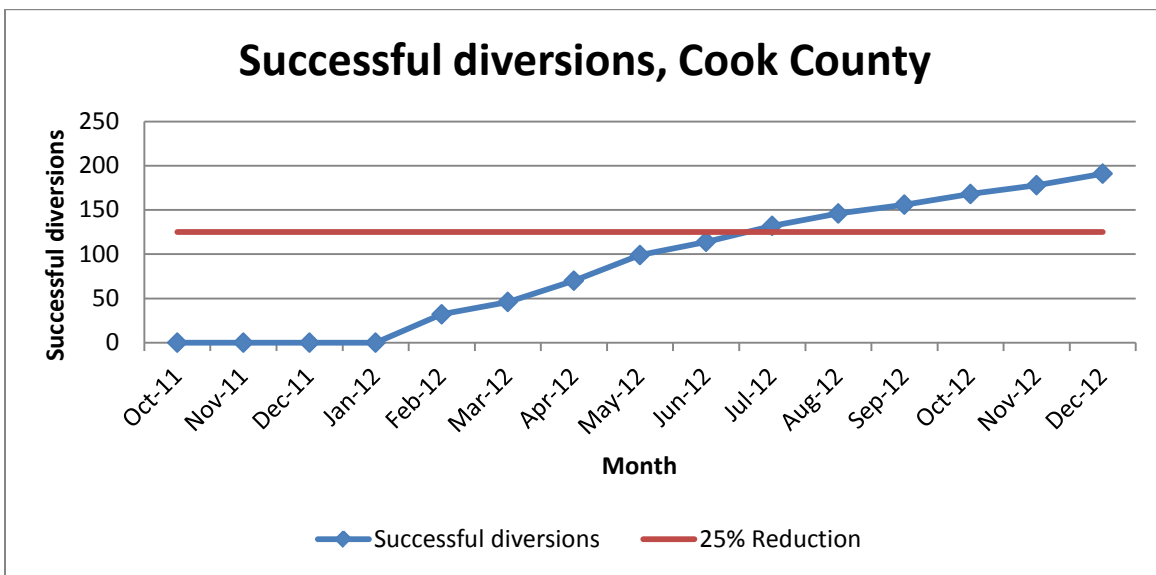
PROJECTED IMPACT

I. Diversion Goals

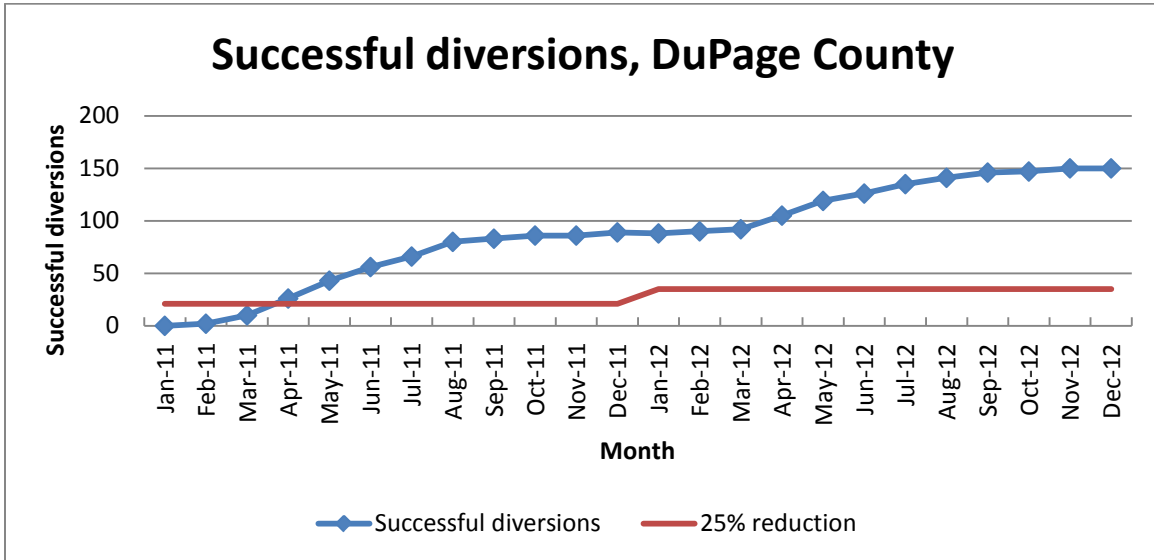
As of December 2012, sites reported diverting 838 IDOC-bound, non-violent offenders through their Adult Redeploy Illinois (ARI) programs. This number includes those currently participating in community-based services (instead of being sent to prison) (721), as well as those discharged from the program successfully or to a non-prison dispositions (117).

The graphs below show each site’s progress toward its 25% reduction goal over the grant period, through December 31, 2012.

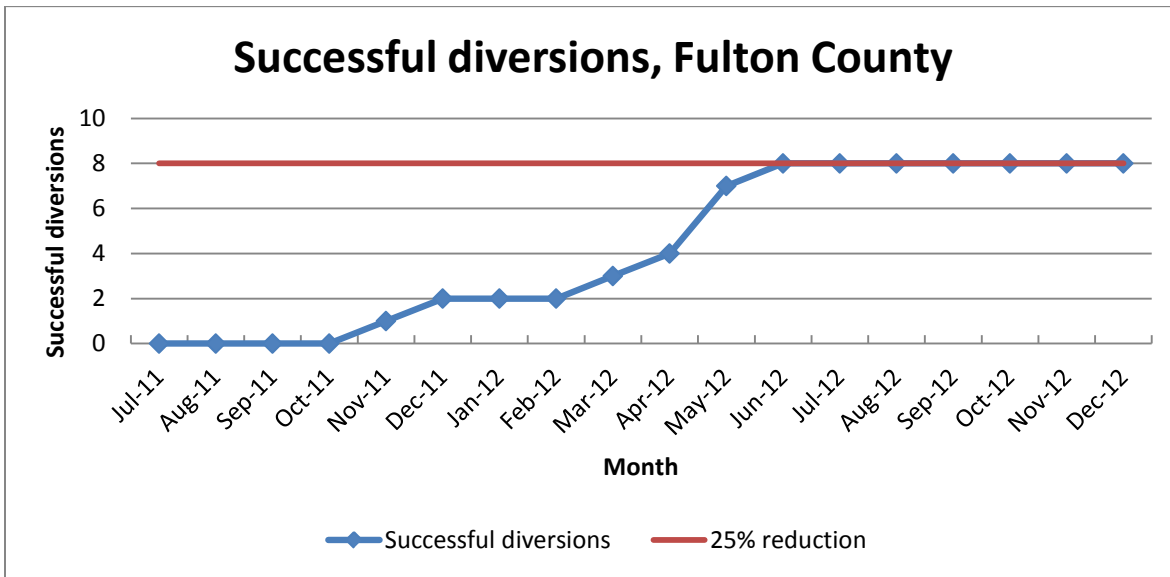
- Cook County – ARI reduction goal: 125
 - Progress through 2012: 191 participants diverted towards goal



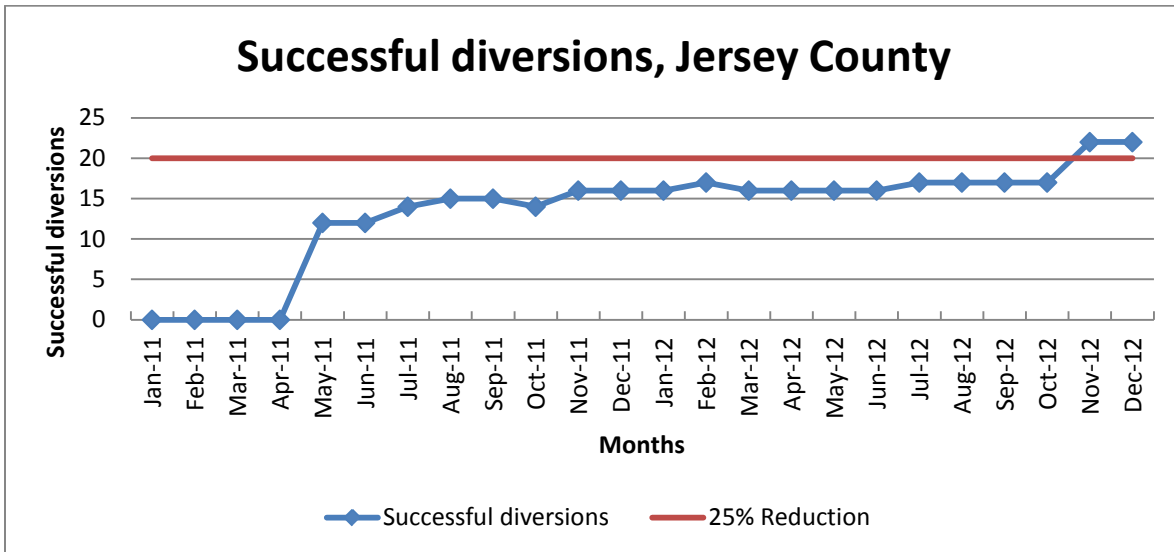
- DuPage County – ARI reduction goal: 35 (original: 21)
 - Progress through 2012: 149 participants diverted towards goal



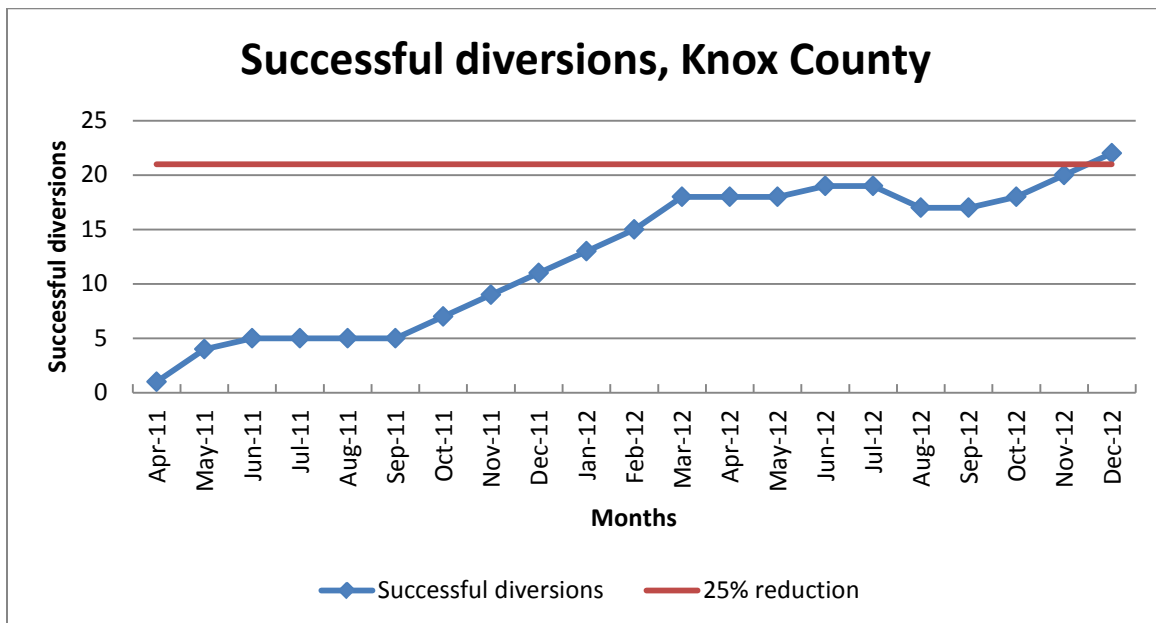
- Fulton County – ARI reduction goal: 8
 - Progress through 2012: 8 participants diverted towards goal



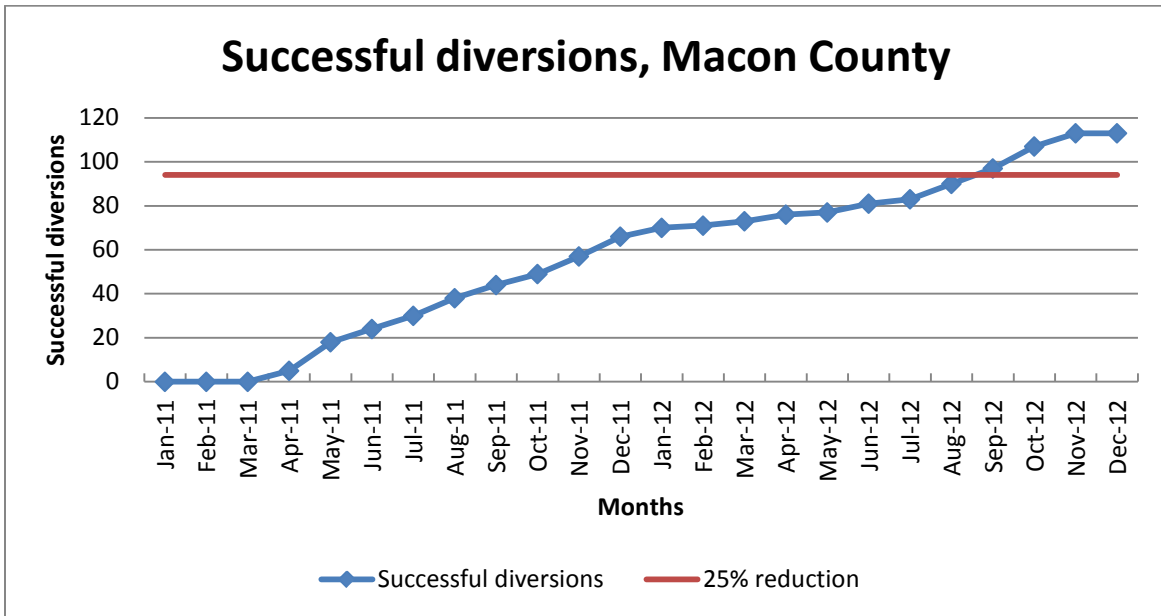
- Jersey County – ARI reduction goal: 20
 - Progress through 2012: 22 participants diverted towards goal



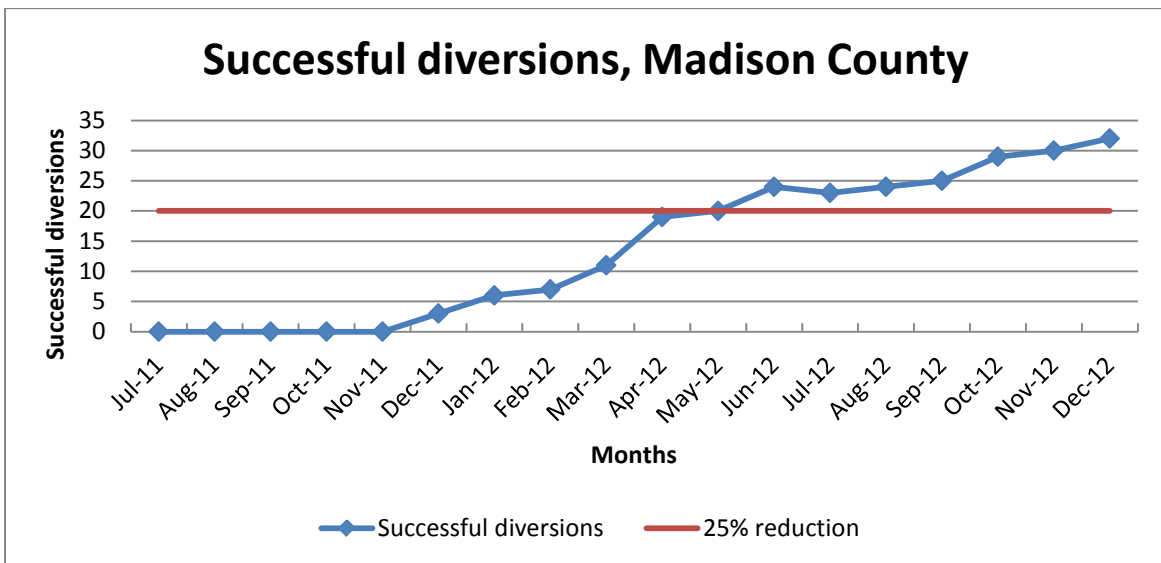
- Knox County – ARI reduction goal: 21
 - Progress through 2012: 23 participants diverted towards goal



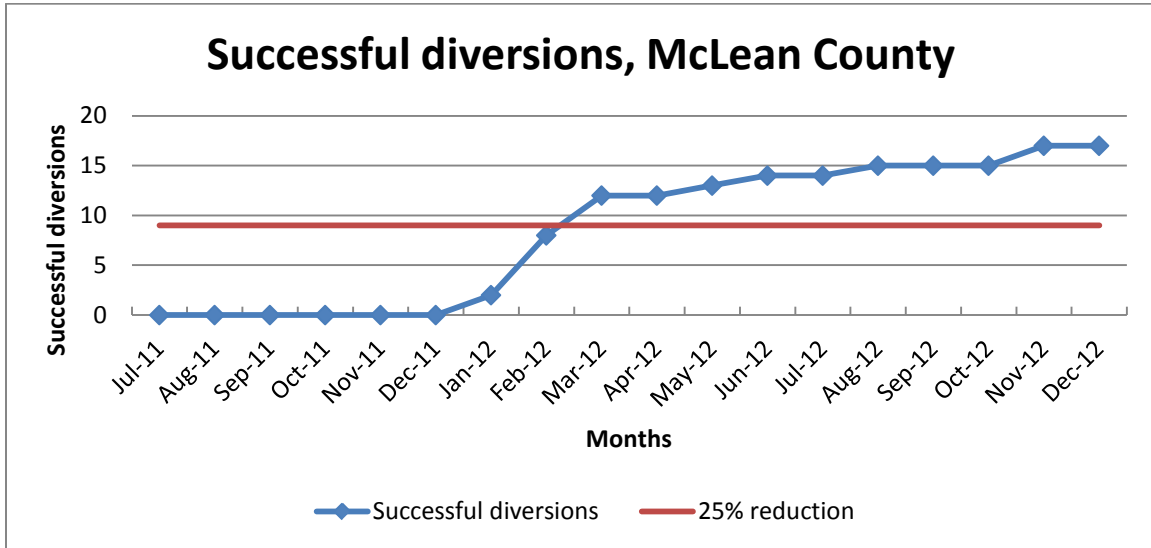
- Macon County – ARI reduction goal: 94
 - Progress through 2012: 113 participants diverted towards goal



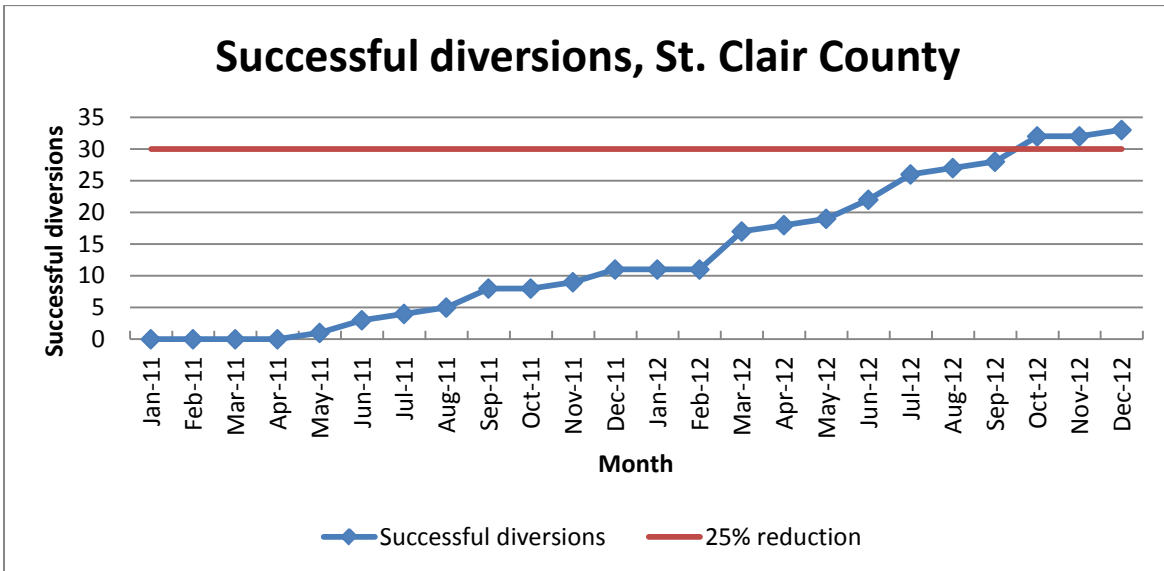
- Madison County – ARI reduction goal: 20
 - Progress through 2012: 32 participants diverted towards goal



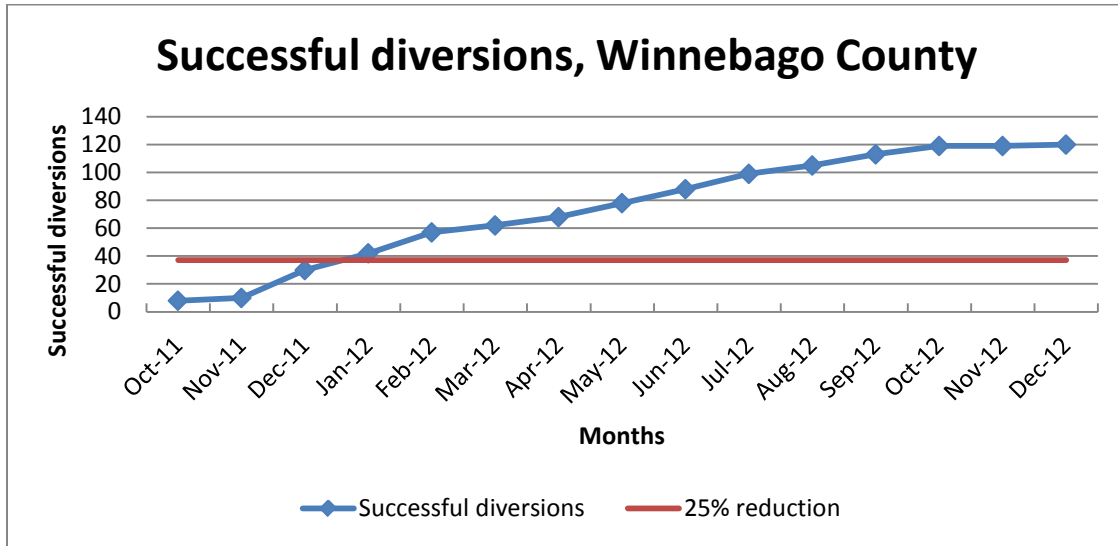
- McLean County – ARI reduction goal: 9
 - Progress through 2012: 17 participants diverted towards goal



- St. Clair County – ARI reduction goal: 30
 - Progress through 2012: 33 participants diverted towards goal



- Winnebago County – ARI reduction goal: 37
 - Progress through 2012: 120 new participants diverted towards goal; total of 250 served



II. Cost Savings

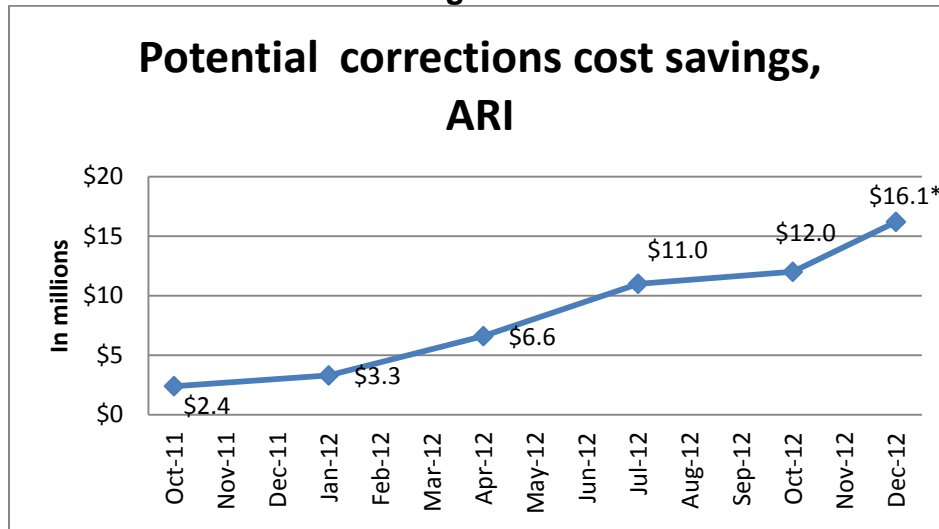
The fiscal impact of the program is primarily defined by the projected corrections cost savings to the state. The goal of the program is to reduce the number of non-violent offenders being sent from ARI sites to the Illinois Department of Corrections (IDOC) by providing offenders with more cost-effective supervision and services in the community.

Potential cost savings are calculated by comparing the cost of prison to the cost of an average ARI intervention. Thus, the magnitude of the impact depends on the number of offenders enrolled in ARI compared to the number sent to prison. For initial purposes of reporting to ARI/OB, staff estimated cost savings as the difference between per capita prison costs (\$22,000 in FY10) and the estimated average cost of an ARI intervention (\$5,900), which is a function of the total grant awards divided by the projected number of offenders diverted. The cost difference (\$16,100) was then multiplied by the number of people enrolled in ARI interventions in lieu of being committed to prison from the sites. Additional analysis based on actual number of offenders served in 2012 and actual dollars spent by the sites in 2012 (including some sites still in ramp-up phase) places the average cost of an ARI intervention in 2012 at \$2,233⁹, considerably less than the initial estimated cost.

As of December 2012, sites reported diverting 838 IDOC-bound, non-violent offenders through their ARI programs. Based on the above metrics, the diversion of 838 offenders by ARI sites represents nearly \$13.5 million in potential corrections cost savings. This amount has been steadily increasing since the start of program implementation in July 2011, and throughout 2012, as shown in *Figure 6*. The potential savings increase to \$16.1 million in light of the lower average cost of an ARI intervention, using 2012 numbers.

⁹ This ARI average intervention cost figure is calculated by dividing the total spent by the 10 sites in 2012 (including some in ramp-up phase) by the total number of participants served in 2012: \$1,804,552 / 808 = \$2,233.

Figure 6



*based on actual 2012 cost per ARI intervention

In the early stages of program implementation, true corrections savings are found at the margins, i.e., with a positive comparison against marginal costs, since per capita costs cannot be saved until there are enough diversions to close a prison. The initial estimated average cost of an ARI intervention (\$5,900) was almost equal to the marginal cost of prison per person (\$5,741); however, the lower cost per ARI intervention in 2012 provides a positive comparison with marginal prison costs. For each non-violent offender diverted, \$3,508 was saved (FY11 marginal IDOC cost of \$5,741¹⁰ less \$2,233).

III. Success Stories

Due to the intensity of ARI interventions, most ARI participants are supervised and enrolled in services for up to two years. Adult Redeploy Illinois has not been operating long enough to be able to measure success based on client outcomes. From the data collected through 2012, 91% of all those enrolled in ARI programs have benefited by avoiding IDOC. Planning for an outcome evaluation is underway. This component will examine recidivism of clients leaving ARI programs, as well as a limited analysis of the impact of site services. Stories collected from the sites demonstrate individual successes in a powerful way that is not readily accessible through quantitative performance measures. These stories, presented in Appendix H, provide a human perspective to a program that is designed to positively impact individuals.

EVALUATION

During 2012, ICJIA continued on course with its implementation evaluation of the initial 10 Adult Redeploy Illinois pilot sites. The evaluation remained in the data collection stage, including implementing a data collection process in the Cook County program. As part of the evaluation, researchers extracted data from the sites on a quarterly basis to provide interim performance measures and programmatic feedback to the pilot sites. Analyses of data from these

¹⁰ Annual Report FY11. Illinois Department of Corrections. Retrieved from <http://www2.illinois.gov/idoc/reportsandstatistics/Documents/FY2011%20Annual%20Report.pdf>.

extracts were provided to the sites, ICJIA evaluation staff, and the ARI/OB. As part of the funding renewal process, data from two pilot sites were also analyzed to verify progress towards their 25% reduction goals. Using program data and IDOC admissions data, researchers were able to verify that both Macon County and Winnebago County had reached their reduction goals.

In addition to data collection, researchers also continued to work on examining the implementation of the programs at each pilot site. Staff conducted a second round of interviews with program stakeholders to gain a better understanding of how the daily activities of a site reflect the established evidence-based practices in use at the site. These interviews were limited strictly to individuals with a day-to-day role in the program in order to obtain a clear picture of program implementation. As of the end of 2012, interviews had been conducted with six of the original 10 pilot sites. Interviews at the remaining pilot sites are expected to begin in early 2013.

ICJIA research staff also finalized an outline for the final evaluation reports for the pilot sites. In order to focus on the unique aspects and contexts of each pilot site, a separate evaluation report will be produced for each of the 10 counties. Researchers have started work on certain portions of the reports, and will continue to work on them in 2013.

Beginning in late 2012, plans are being made for outcome evaluations at an undetermined number of pilot sites. The first step in such an evaluation will be to establish a methodology for measuring program impact. Once this framework is in place, measuring impact on recidivism will be a multi-year process. Enough time will need to pass for a sufficient sample of clients to finish ARI programming. After a sample has been established, clients will need a minimum of 12 months of “time at risk” for recidivism before outcomes can be measured. In order to be comparable to existing research on programmatic outcomes, the sample will likely be followed for up to three years after program completion. Measuring outcomes will help to ensure the effectiveness and sustainability of ARI going forward. When the outcome evaluations are completed, a rigorous cost-benefit analysis of ARI programs will be done by the Sentencing Policy Advisory Council (SPAC).

MEETING 2012 GOALS

ARI was successful in meeting the goals in its 2012 workplan. The key priority areas were program growth, site accountability, Board engagement, and an expanded program profile.

- *The 10 pilot sites will be successful in meeting or exceeding their reduction goals.*
- In preliminary analysis, all 10 pilot sites met or exceeded their 25% reduction goals.

- *Additional pilot sites will be brought on as appropriate to extend outreach and impact of the program.*
- Two new sites – Crawford County and McDonough County – were added in November 2012. Additionally, planning grants were awarded in 2012 to the 9th Judicial Circuit, LaSalle County, and Sangamon County to explore implementation. Four other planning grants are scheduled to begin in early-2013, preparing for possible FY14 implementation.

- *Adult Redeploy Illinois will be institutionalized among the criminal justice reform efforts ongoing in the state.*
 - The most significant evidence of Adult Redeploy Illinois' established role in reform was securing a \$2 million FY13 state appropriation through the Illinois Criminal Justice Authority, creating the link between correctional savings from the program and program investment in more cost-effective community-based supervision and services.

- *Engage the Oversight Board significantly in policy and program decision-making through the three working committees.*
 - Regular meetings of the Site Selection & Monitoring; Outreach, Technical Assistance & Communication; and Performance Measurement committees were held in 2012, at which members deliberated key funding and policy decisions that were presented to ARIOB.

- *Adult Redeploy Illinois will support the state's leadership in performance incentive funding (PIF), justice reinvestment initiative (JRI) and cost-benefit analysis (CBA).*
 - Adult Redeploy Illinois is considered a national model of performance incentive funding, and is well-positioned to perform in the emerging results-oriented budgeting paradigm. ARI staff presented at several national and statewide conferences, and the Macon County ARI program has achieved recognition as a model for diversion at the local level.

Looking ahead to 2013, Adult Redeploy Illinois has a number of priorities in response to challenges and opportunities:

- Continued expansion with a focus on high-committing counties, particularly in collar counties and judicial circuits in the central and southern parts of the state.
- Partnerships with other government agencies and community-based organizations with complementary missions to build a continuum of justice reinvestment options.
- Support of the roll-out of the Risk, Assets and Needs Assessment (RANA) system to assess those involved in the criminal justice system and connect them with appropriate sanctions and services.
- Strategic planning to assess future opportunities and prepare for an outcome evaluation.
- Cost-benefit analysis in conjunction with Sentencing Policy Advisory Council (SPAC) and the state's Budgeting For Results initiative.

CONCLUSION

Adult Redeploy Illinois' future expansion and impact are dependent on securing renewed state funding in FY14. ARI's strong track record over the past year in particular provides ample evidence that it is a sound investment for the state, leading to reduced corrections costs and improved offender outcomes. Facing an unprecedented prison overcrowding crisis and state budget shortfall, it is critical that Illinois continue to employ the latest technology and research to ensure that more cost-effective community-based corrections options are available. ARI sites demonstrate "what works," and the goal should be to expand this network statewide.

APPENDIX A: 730 ILCS 190/20 - Adult Redeploy Illinois

CORRECTIONS

(730 ILCS 190/) Illinois Crime Reduction Act of 2009.

(730 ILCS 190/20)

Sec. 20. Adult Redeploy Illinois.

(a) Purpose. When offenders are accurately assessed for risk, assets, and needs, it is possible to identify which people should be sent to prison and which people can be effectively supervised in the locality. By providing financial incentives to counties or judicial circuits to create effective local-level evidence-based services, it is possible to reduce crime and recidivism at a lower cost to taxpayers. Based on this model, this Act hereby creates the Adult Redeploy Illinois program for offenders who do not fall under the definition of violent offenders in order to increase public safety and encourage the successful local supervision of eligible offenders and their reintegration into the locality.

(b) The Adult Redeploy Illinois program shall reallocate State funds to local jurisdictions that successfully establish a process to assess offenders and provide a continuum of locally based sanctions and treatment alternatives for offenders who would be incarcerated in a State facility if those local services and sanctions did not exist. The allotment of funds shall be based on a formula that rewards local jurisdictions for the establishment or expansion of local supervision programs and requires them to pay the amount determined in subsection (e) if incarceration targets as defined in subsection (e) are not met.

(c) Each county or circuit participating in the Adult Redeploy Illinois program shall create a local plan describing how it will protect public safety and reduce the county or circuit's utilization of incarceration in State facilities or local county jails by the creation or expansion of individualized services or programs.

(d) Based on the local plan, a county or circuit shall enter into an agreement with the Adult Redeploy Oversight Board described in subsection (e) to reduce the number of commitments to State correctional facilities from that county or circuit, excluding violent offenders. The agreement shall include a pledge from the county or circuit to reduce their commitments by 25% of the level of commitments from the average number of commitments for the past 3 years of eligible non-violent offenders. In return, the county or circuit shall receive, based upon a formula described in subsection (e), funds to redeploy for local programming for offenders who would otherwise be incarcerated such as management and supervision, electronic monitoring, and drug testing. The county or circuit shall also be penalized, as described in subsection (e), for failure to reach the goal of reduced commitments stipulated in the agreement.

(e) Adult Redeploy Illinois Oversight Board; members; responsibilities.

(1) The Secretary of Human Services and the Director of Corrections shall within 3 months after the effective date of this Act convene and act as co-chairs of an oversight board to oversee the Adult Redeploy Program. The Board shall include, but

not be limited to, designees from the Prisoner Review Board, Office of the Attorney General, Illinois Criminal Justice Information Authority, and Sentencing Policy Advisory Council; the Cook County State's Attorney; a State's Attorney selected by the President of the Illinois State's Attorneys Association; the State Appellate Defender; the Cook County Public Defender; a representative of Cook County Adult Probation, a representative of DuPage County Adult Probation; a representative of Sangamon County Adult Probation; and 4 representatives from non-governmental organizations, including service providers.

(2) The Oversight Board shall within one year after the effective date of this Act:

(A) Develop a process to solicit applications from and identify jurisdictions to be included in the Adult Redeploy Illinois program.

(B) Define categories of membership for local entities to participate in the creation and oversight of the local Adult Redeploy Illinois program.

(C) Develop a formula for the allotment of funds to local jurisdictions for local and community-based services in lieu of commitment to the Department of Corrections and a penalty amount for failure to reach the goal of reduced commitments stipulated in the plans.

(D) Develop a standard format for the local plan to be submitted by the local entity created in each county or circuit.

(E) Identify and secure resources sufficient to support the administration and evaluation of Adult Redeploy Illinois.

(F) Develop a process to support ongoing monitoring and evaluation of Adult Redeploy Illinois.

(G) Review local plans and proposed agreements and approve the distribution of resources.

(H) Develop a performance measurement system that includes but is not limited to the following key performance indicators: recidivism, rate of revocations, employment rates, education achievement, successful completion of substance abuse treatment programs, and payment of victim restitution. Each county or circuit shall include the performance measurement system in its local plan and provide data annually to evaluate its success.

(I) Report annually the results of the performance measurements on a timely basis to the Governor and General Assembly.

(Source: P.A. 96-761, eff. 1-1-10.)

APPENDIX B: Corrective Action Plan Language

CORRECTIVE ACTION PLAN FOR SITES AT RISK OF NOT MEETING REDUCTION GOALS:

At the end of each quarter, staff from the site and the Department administering the Adult Redeploy Illinois grant will (1) do a formal review of the number of individuals diverted from the Illinois Department of Corrections (using the site's and IDOC's data) and (2) assess whether the number conforms with the site's approved plan in order to achieve the annual 25% reduction included in the plan.

If either site or the state agency administering staff believes that it will not, they shall bring the issue to the next meeting of the Oversight Board (or within the first month of the next quarter, whichever is sooner) with a plan for remediation, designed to avert a penalty charge to the site. The site may choose to send its representatives to the Board meeting to explain the plan, and the Board shall act on the plan immediately upon its receipt.

Should the Board not accept the plan, the site will have the opportunity to modify the plan or withdraw from the program by the next Board meeting (or the second month of the quarter, whichever is sooner). Should the site accept the corrective action plan, the plan shall include a schedule for reporting on the progress of the plan, with regular reports at least once a quarter to the Board, until such time as the Board agrees that the corrective action plan has been successfully implemented.

APPENDIX C: Site Snapshots

Cook County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: October 1, 2011; First enrollment: February 2012

Grant amount: \$1,000,000

Supplemental funding requested: (January 2012): \$8,077 granted; for \$1,008,077 total

Program model: Probation violator caseload, modified from Hawaii's Opportunity Probation with Enforcement (HOPE) program

Need for ARI in Cook County: Cook County jail annual admissions have exceeded 75,000 per year since 1991. Since 2000 at least half of all individuals convicted of felonies and sentenced to prison from Cook County were convicted of the least serious felony crimes. This ARI program aims to divert non-violent probation violators from IDOC, providing increased supervision and services to improve compliance with probation conditions and to promote positive behavioral changes.

Evidence-based/promising practices in use: LSI-R assessment, cognitive behavioral therapy, intensive probation supervision with services, HOPE program

Target population and reduction goals: According to IDOC data, approximately 500 Class 3 and 4 felony offenders are sent to prison annually in Cook County on probation violations. Probationers convicted of non-violent Class 1-4 felony offenses who have at least six months left on their probation sentences are eligible for the Cook County ARI program. Probationers with previous violent convictions within 10 years are ineligible. Through this program, Cook County plans to reduce the number of offenders committed to IDOC from the target population of 500 by at least 25%, or 125 probationers within the grant period.

Overview of jurisdiction: The second most populous county in the United States, Cook County has a population of more than 5.2 million people and a geographic territory of 949 square miles. The county consists of more than 130 municipalities and Chicago which accounts for 54% of the county population. The Cook County criminal justice system is one of the largest in the country and includes more than 100 municipal police departments. In 2009, over 219,000 misdemeanor cases and over 30,000 felony cases were filed in Circuit Court of Cook County.

Cook County characteristics

| Characteristics | Total |
|---|-------------------------------|
| Population (2010) | 5,194,675 |
| Adults (ages 18 and over) | 76% of population |
| Unemployment rate (2012) | 10% |
| Percent of population below poverty line (2010) | 15% |
| Percent of population with high school diploma (2010) | 83% |
| Percent of population with a bachelor's degree or higher (2010) | 33% |
| Adult felony probation caseload (2010) | 18,312 |
| Court imposed sentences to felony probation (2010) | 8,587 |
| IDOC commitments (excluding technical parole violators, 2010) | 12,974 |
| Average daily jail population (2009) | 9,052 (2008 capacity: 10,192) |

Program model:

Cook County's ARI program is based on Hawaii's highly successful HOPE program, incorporating swift, consistent, and predictable graduated sanctions for every detectable probation violation. Upon screening for assignment to the program after a probation infraction, supervision is transferred to the ARI judge and a brief warning hearing occurs to educate the probationer on program requirements which include making all court and probation appointments, taking and passing all required drug tests and complying with treatment requirements. Three ARI probation officers carry caseloads smaller than standard probation, allowing for more frequent contact and facilitation of weekly evidenced-based cognitive behavioral groups, *Thinking for a Change* for men and *Moving On* for women. Funding is available to provide participants substance abuse treatment, and the program frequently uses other community-based services such as education and GED programming. Random drug testing is administered to participants who are charged with drug-related crimes or who have substance abuse issues, gradually reducing frequency with clean tests. Positive drug tests or admissions to substance use result in immediate detention and a same-day court appearance. A non-appearance for court or a drug test results in a probation violation request filing. The Cook County Sheriff's Department provides expedited warrant service for failures to appear in court.

Pathways into program:

1. Triggering infraction/probation violation.
2. Probation staff identifies probationer as a potential ARI participant.
3. ARI assistant state's attorney screens probationer for eligibility.
4. If eligible, the probationer's case is transferred to ARI judge.
5. Warning hearing occurs and probationer begins program participation.

Key partners:

Lead agency and fiscal agent: Cook County Justice Advisory Council

Key partners/stakeholders: ARI Judge, Circuit Court of Cook County; Cook County State's Attorney's Office; Circuit Court of Cook County Adult Probation Department; Cook County Law Office of the Public Defender; Cook County Justice Advisory Council; Cook County Sheriff's Department; Treatment Providers

Contracting social service/treatment providers: Cornell Abraxas Group, Deer Rehabilitation Services, Gateway Foundation, Healthcare Alternative Systems, Henry's Sober Living House, Loretto Hospital, McDermott Center (Haymarket), A Safe Haven Foundation, South East Alcohol and Drug Abuse Center

DuPage County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: January 1, 2011; First enrollment: February 28, 2011

Grant amount: \$350,000

Supplemental funding requested (January 2012): \$64,677 granted; for \$414,677 total

Program model: Intensive probation supervision/probation violator caseload

Need for ARI in DuPage County: Probation caseloads in DuPage County are in excess of the recommended State standard of 50 cases of high-risk offenders, limiting a probation officer’s ability to implement creative, individualized case plans. Although DuPage County benefits from a strong continuum of services for offenders, a lack of publicly funded substance abuse treatment options, specifically inpatient services, creates a service gap. The ARI program makes it possible for probation officers to supervise a reduced caseload of high-risk offenders and probation violators, enabling officers to be more effective caseworkers, implement evidence-based interventions, and refer offenders to appropriate treatment providers and other community services.

Evidence-based/promising practices in use: LSI-R assessment, probation caseload standards, Effective Practices in Community Supervision (EPICS), cognitive behavioral therapy

Target population and reduction goals: From 2007 to 2009, DuPage County committed an annual average of 338 individuals convicted of non-violent, probationable offenses to IDOC. Approximately 70 of the 338 IDOC commitments were originally sentenced to probation and subsequently committed to IDOC for a probation violation. DuPage County’s reduction goal, based on commitment levels in the probation-violator target population, is 21 (30% of 70).

Overview of jurisdiction: DuPage County is one of the “collar counties” bordered by Cook County to the north and east, Will to the south, and Kane to the west. The second most populous county in the state, DuPage is comprised of large, racially and economically diverse suburbs, such as Naperville and Aurora with populations well over 100,000 residents, as well as medium and small municipalities. Expected to surpass one million residents this decade and long considered an affluent community, as the population grows the demographics are shifting. A 2011 report by Bridge Communities stated nearly all of the net population growth in DuPage County from 1990-2004, was among the immigrant, low income, and minority populations, and poverty rates have increased in the county by 63% since 1980.

DuPage County characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 916,924 |
| Adults (ages 18 and over) | 75% of population |
| Unemployment rate (2012) | 8% |
| Percent of population below poverty line (2010) | 6% |
| Percent of population with high school diploma (2010) | 92% |
| Percent of population with a bachelor’s degree or higher (2010) | 45% |
| Adult felony probation caseload (2010) | 1,923 |
| Court imposed sentences to felony probation (2010) | 1,136 |
| IDOC commitments (excluding technical parole violators, 2010) | 879 |
| Average daily jail population (2009) | 809 (2008 capacity: 917) |

Program model:

DuPage County's intensive probation supervision program consists of four probation officers assigned to probation-violator caseloads that are smaller than standard probation caseloads. The probation officers practice the evidence-based *Effective Practices in Community Supervision* (EPICS) model, which is a highly structured, cognitive-behavioral supervision protocol. Probationers meet with a probation officer two to four times per month. Meetings aim to change pro-criminal thinking patterns and teach/reinforce pro-social skills. Individual probation officers facilitate the evidence-based *Thinking for a Change* curriculum, and probationers access ancillary services as required. These services include substance abuse treatment, mental health services, vocational/employment services, housing assistance, community service, and drug testing.

Pathways into program:

An offender who receives a sentence of probation for a non-violent offense may be identified as appropriate for ARI through one of three referral pathways:

1. After a technical violation of probation, an administrative sanctions conference occurs to address the violation. If the offender accepts the sanction, the offender transfers to ARI caseload. LSI-R score and violation severity are considered.
2. When a Petition to Revoke (PTR) is pending in court, the probation department may file a court status form indicating offender placement into the ARI program if deemed appropriate by the court. LSI-R score and violation severity are considered.
3. Probation officer identifies offenders likely to violate probation (based on previous failures, extensive warrant histories). LSI-R score and history of non-compliance are considered.

Upon entry into the program, the ARI probation officer develops an individual case plan with the offender. Once the case plan goals are achieved, the offender is either transferred to standard probation, or probation is successfully terminated upon sentence completion.

Key partners:

Lead agency and fiscal agent: DuPage County Department of Probation and Court Services

Key partners/stakeholders: DuPage County Department of Probation and Court Services; DuPage County State's Attorney's Office; DuPage County Public Defender's Office; DuPage County Sheriff's Office; DuPage County Drug Court; DuPage County Mental Health Court; Treatment Provider

Contracting social service/treatment providers: DuPage County Community Services, DuPage County Psychological Services, DuPage County Health Department, DuPage PADS, Gateway, Serenity House, Healthcare Alternative Systems, TASC (Treatment Alternatives for Safe Communities), JUST (Justice-Understanding-Service-Teaching) of DuPage

Fulton County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: July 1, 2011; First enrollment: September 29, 2011

Grant amount: \$106,490

Program model: Drug court

Need for ARI in Fulton County: Due to the rural nature of Fulton County, drug treatment and other social service options are limited, often cost-prohibitive, and frequently pose transportation issues for individuals and families. The implementation of an ARI-supported drug court, consisting of effective drug treatment and transportation assistance for offenders, addresses the service gaps in Fulton County. This ARI program provides a previously unavailable means for offenders to address addiction and other issues while staying in their local communities and out of IDOC custody.

Evidence-based/promising practices in use: LSI-R assessment, cognitive behavioral therapy, *Thinking for a Change* curriculum, drug court

Target population and reduction goals: From 2007 to 2009, Fulton County committed to IDOC an annual average of 24 offenders who would have been eligible for diversion to a drug court program. Fulton County's 25% reduction goal for the grant period, based on recent commitment levels within the target population, is eight.

Overview of jurisdiction: Rural Fulton County is located in west central Illinois, bordered on the southwest by 30 miles of the Illinois River. Mostly farm country and timberland, Fulton County's largest city is Canton, with a population of 18,288. Lewistown, the county seat, has a population of 2,522. Median household income was \$41,268 between 2006 and 2010. The city of Peoria in neighboring Peoria County is about 40 miles from Lewistown, providing the nearest inpatient drug treatment facility to Fulton County. The contracting ARI outpatient treatment provider is located in Canton, 17.5 miles from the Fulton County Court House.

Fulton County characteristics

| Characteristics | Total |
|---|------------------------|
| Population (2010) | 37,069 |
| Adults (ages 18 and over) | 79% of population |
| Unemployment rate (2012) | 12% |
| Percent of population below poverty line (2010) | 14% |
| Percent of population with high school diploma (2010) | 84% |
| Percent of population with a bachelor's degree or higher (2010) | 13% |
| Adult felony probation caseload (2010) | 150 |
| Court imposed sentences to felony probation (2010) | 62 |
| IDOC commitments (excluding technical parole violators, 2010) | 37 |
| Average daily jail population (2009) | 60 (2008 capacity: 65) |

Program model:

Fulton County's ARI-supported drug court program consists of four phases of varying levels of treatment, supervision, sanctions, and incentives, lasting for a minimum of 12 months. Probation officers assigned to the drug court provide supervision and also facilitate *Thinking for a Change* groups, an evidence-based program focused on cognitive restructuring, social skill building and problem solving. North Central Behavioral Health Systems provides substance abuse treatment using the Gorski model. Transportation assistance facilitates travel between court and treatment in the rural county, while incentives and random drug testing encourage participation and compliance.

Pathways into the program:

A referral to the Fulton County drug court may come from the drug court Judge, state's attorney, a probation officer, law enforcement, or a defense attorney. A felony offense related to substance abuse or a probation violation begins the referral process.

1. State's attorney reviews case for general eligibility to determine whether drug court officer will investigate criminal history records.
2. Drug court officer conducts records check.
3. State's attorney and public defender discuss plea deal.
4. Public defender explains program to defendant to determine agreement/acceptance of program.
5. Upon acceptance, the defendant completes an alcohol and substance abuse screening (MAST/DAST) with the drug court officer.
6. Treatment provider conducts assessment.
7. Drug court officer and treatment provider present findings to drug court team. Team votes on defendant's drug court admission and if team and defendant accept, defendant begins drug court at next weekly court call.

Key partners:

Lead agency and fiscal agent: 9th Judicial Circuit Court Services

Key partners/stakeholders: Drug Court Judge; 9th Judicial Circuit Court Services; Fulton County Probation Department; Fulton County ARI; Fulton County State's Attorney Office; Fulton County Public Defender's Office; Treatment Provider

Contracting social service/treatment providers: North Central Behavioral Health Systems

Jersey County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: January 1, 2011; First enrollment: May 1, 2011

Grant amount: \$207,800

Program model: Expanded drug court

Need for ARI in Jersey County: Although Jersey County’s drug court has been in operation since 2002, a lack of funding and personnel had limited the court’s capacity to eight offenders. Prior to ARI, one probation officer was responsible for supervision and substance abuse counseling for drug court offenders. ARI funding provides a dedicated drug court probation officer and a dedicated treatment track through Practical Rehab Services.

Evidence-based/promising practices in use: LSI-R assessment, cognitive behavioral therapy, drug court

Target population and reduction goals: From 2007 to 2009, Jersey County committed an annual average of 46 offenders to IDOC who would have been eligible for diversion. Jersey County’s 25% reduction goal for the grant period, based on recent commitment levels within the target population is 12, increasing the total drug court capacity from eight to 20. In operation since 2002, Jersey County’s drug court targets adults with multiple prior felonies under consideration for an IDOC commitment. Eligible offenders must present substance abuse issues and lack a history of violent convictions or drug dealing.

Overview of jurisdiction: Jersey County, a part of the St. Louis metropolitan area, is located in southern Illinois on the western border with Missouri. Jerseyville is the county seat. Jersey County is bordered by three bodies of water—the Mississippi River to the south, the Illinois River to the west and Macoupin Creek to the northwest. Many residents work outside of Jersey County, with an approximate 50-mile commute to the jobs and industry of the St. Louis area. The county still maintains an agricultural base and the bordering bodies of water maintain importance to the local economy by supporting agriculture and tourism. Education, manufacturing, and retail are among the largest industries in the area.

Jersey County characteristics

| Characteristics | Total |
|---|------------------------|
| Population (2010) | 22,985 |
| Adults (ages 18 and over) | 77% of population |
| Unemployment rate (2012) | 11% |
| Percent of population below poverty line (2010) | 8% |
| Percent of population with high school diploma (2010) | 87% |
| Percent of population with a bachelor’s degree or higher (2010) | 16% |
| Adult felony probation caseload (2010) | 86 |
| Court imposed sentences to felony probation (2010) | 47 |
| IDOC commitments (excluding technical parole violators, 2010) | 73 |
| Average daily jail population (2009) | 26 (2008 capacity: 20) |

Program model:

Jersey County's ARI program expanded the county's drug court. A second probation officer handles all drug court cases, and a dedicated counselor at Practical Rehab Services works with drug court offenders, allowing for a capacity expansion. The counselor is available for required counseling sessions and participates in the weekly drug court calls and team meetings to share treatment information. Substance abuse counseling, anger management, mental health therapy, and family and life skills counseling are provided as needed.

Pathways into program:

1. After an arrest, a determination of drug court suitability is made during negotiations between the state's attorney and the defense attorney.
2. The state's attorney reviews the arrestee's criminal history and refers potential participants to the drug court probation officer.
3. The probation officer conducts a complete criminal history check, conducts an intake interview, educates the offender on the program, conducts an overall assessment, and then contacts TASC (Treatment Alternatives for Safe Communities) to conduct a clinical assessment.
4. If appropriate, the offender is introduced to the drug court team and offered drug court. If the offender accepts, a contract is signed and the offender assigned to the drug court probation officer to create an individual service plan.
5. The offender begins a four-phased treatment plan with Practical Rehab Services and supervision with the drug court probation officer, including status hearings, for a minimum of 16 months.

Key partners:

Lead agency and fiscal agent: Jersey County Probation Department

Key partners/stakeholders: Jersey County Drug Court Judge; Jersey County Probation Department; Jersey County State's Attorney Office; Jersey County Public Defender's Office; Treatment Provider

Contracting social service/treatment providers: Practical Rehab Services

Knox County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: March 1, 2011; First enrollment: April 1, 2011

Grant amount: \$250,000

Supplemental Funding Requested: (January 2012): \$50,000 granted; for \$300,000 total

Program model: Expanded drug court

Need for ARI in Knox County: The high number of individuals on probation in Knox County and subsequent high caseloads indicated the need for an expansion of court services and an increase in the capacity of the Knox County drug court. Prior to ARI funding, the public defender and the probation officer serving the drug court managed mixed caseloads of both drug court and non-drug court participants. ARI funding allows the probation officer and a contract defense attorney to focus solely on the needs of drug court offender.

Evidence-based/promising practices in use: LSI-R assessment, cognitive-behavioral therapy, *Thinking for a Change* curriculum, drug court

Target population and reduction goals: Knox County has operated a drug court since 2008. From 2007 to 2009, Knox County committed to IDOC an annual average of 70 offenders who would have been eligible for diversion to a drug court program or other community-based supervision program. Knox County's 25% reduction goal for the grant period, based on recent commitment levels within the target population, is 16. In February 2012, in exchange for supplemental funding, the reduction goal was increased to 24.

Overview of jurisdiction: Knox County, located in north central Illinois, covers approximately 719 square miles and has a population of 52,919. The county has seen a dramatic decrease in population over the past few years, but is recently stabilizing. Known for an annual scenic drive fall festival, there are 28 communities in the county, most of them small towns or unincorporated villages. The largest town is Galesburg with a population of about 32,195. The median income for a family is \$44,010. Major employers for the area are the railroad, a medium security prison and the hospitals. Farming is also a major source of employment for residents of Knox County.

Knox County characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 52,919 |
| Adults (ages 18 and over) | 79% of population |
| Unemployment rate (2012) | 10% |
| Percent of population below poverty line (2010) | 16% |
| Percent of population with high school diploma (2010) | 85% |
| Percent of population with a bachelor's degree or higher (2010) | 15% |
| Adult felony probation caseload (2010) | 239 |
| Court imposed sentences to felony probation (2010) | 221 |
| IDOC commitments (excluding technical parole violators, 2010) | 102 |
| Average daily jail population (2009) | 116 (2008 capacity: 127) |

Program model:

Knox County’s drug court program consists of four phases of varying levels of treatment, supervision, sanctions, and incentives, lasting for a minimum of 12 months. The ARI-supported expanded drug court allows for a higher participation capacity and consists of drug court-dedicated staff and increased treatment availability. A drug court officer works solely with drug court program offenders, providing supervision/monitoring, drug testing, and implementation of cognitive-behavioral *Thinking for a Change* groups. A drug court attorney works with offenders, representing them from first appearance to the end of the program. The attorney attends the weekly drug court staffing, recommends sanctions/rewards, and assists offenders with ancillary legal issues, such as custody, tenant, and ordinance violation issues. A half-time program administrator facilitates the programs and manages communication among all drug court team members, a process formerly managed by the probation officer and treatment provider.

Bridgeway operates “Bridges to Recovery,” a new drug court-dedicated treatment track. Bridgeway assesses potential participants within seven days of a drug court eligibility determination and recommends a level of treatment from detoxification to outpatient. For inpatient treatment, Bridgeway refers and provides transportation to the nearest treatment center (50 miles away) and maintains communication with the provider. For outpatient treatment, Bridgeway offers the Matrix Model for intensive outpatient programming, an evidence-based treatment of stimulant disorders. Bridgeway provides a multitude of referrals for ancillary needs ranging from budgeting assistance to mental health treatment. Another project partner, Western Illinois Works, provides vocational services through a weekly job club that includes case management from a staff member who participates in the weekly drug court team meetings.

Pathways into program:

The Knox County state’s attorney and the Knox County public defender refer individuals to the Knox County drug court as they have since 2008. A probation violation or new criminal arrest may lead to an initial referral from a judge, prosecutor, defense attorney, police officer, or a probation officer.

1. State’s attorney reviews case.
2. Drug court officer completes a criminal history records check.
3. State’s attorney and public defender discuss plea deal.
4. Public defender explains program to defendant to determine agreement/acceptance of program.
5. Upon acceptance, the defendant completes an alcohol and substance abuse screening with the drug court officer.
6. Treatment provider conducts assessment.
7. Drug court officer and treatment provider present findings to drug court team at next weekly staffing. Team votes on defendant’s drug court admission and if team and defendant accept, defendant begins drug court at next weekly court call.

Key partners:

Lead agency and fiscal agent: 9th Judicial Circuit Court Services

Key partners/stakeholders: Drug Court Judge; 9th Judicial Circuit Court Services; Drug Court Attorney, Knox County State’s Attorney’s Office; Knox County Public Defender’s Office; Treatment Provider

Contracting social service/treatment providers: Bridgeway; Western Illinois Works; Statham Long Mitchell, LLC.

Macon County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: January 1, 2011; First enrollment: April 19, 2011

Grant amount: \$250,000

Supplemental funding requested: (January 2012): \$100,000 granted; for \$350,000 total

Program model: Intensive probation supervision

Need for ARI in Macon County:

Staff capacity issues have limited the ability to provide integrated evidence-based services to probationers in Macon County. The Administrative Office of Illinois Courts recommends medium-risk probation caseloads of 75:1, and Macon County has operated caseloads approximating 153:1. With ARI funding, an increase in staffing and contracts with local service providers allows the expansion of evidence-based practices, including Community Restorative Boards, Moral Reconciliation Therapy (MRT), integrated mental health and substance abuse treatment, and intensive supervision through the probation department.

Evidence-based/promising practices in use: LSI-R assessment, intensive probation supervision with services, probation caseloads standards, cognitive behavioral therapy, Community Restorative Boards

Target population and reduction goals: From 2007 to 2009, Macon County committed an annual average of 378 non-violent offenders to IDOC who would have been ARI-eligible. The leading crimes for these commitments include possession of a controlled substance, retail theft, obstruction of justice/destruction of evidence and theft/control/intent. Macon County's target population consists of all ARI program-eligible offenders. Based on the annual average commitments of 378, the 25% reduction goal for Macon County during the grant period is 94.

Overview of jurisdiction:

Macon County is located in central Illinois approximately 35 miles east of Springfield, the state capital. Per the 2010 U.S. Census, an estimated 110,768 people reside in the county, an overall change of -5.6% from the 2000 Census. The racial makeup of the county is 82.2% White, 14.9% Black or African American, .02% Native American, 1.0% Asian, 1.7% reporting two or more races, and 1.4% Hispanic. The city of Decatur, with a 2010 population of 76,122, is the county seat and home to Millikin University, Richland Community College, and two major regional hospitals. The county is a leader in agribusiness with the headquarters of Archer Daniels Midland (ADM) and a Tate and Lyle research and manufacturing facility. The county hosts the world-renown Farm Progress Show every other year.

Macon County characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 110,768 |
| Adults (ages 18 and over) | 77% of population |
| Unemployment rate (2012) | 12% |
| Percent of population below poverty line (2010) | 16% |
| Percent of population with high school diploma (2010) | 87% |
| Percent of population with a bachelor's degree or higher (2010) | 20% |
| Adult felony probation caseload (2010) | 1103 |
| Court imposed sentences to felony probation (2010) | 647 |
| IDOC commitments (excluding technical parole violators, 2010) | 606 |
| Average daily jail population (2009) | 275 (2008 capacity: 267) |

Program model:

Macon County's ARI program consists of intensive probation supervision with increased alternative sanctions, increased integrated services, and an expansion of both Community Restorative Boards and other evidence-based practices. Two full-time probation officers carry smaller caseloads allowing for increased face time, with a goal to shift the probation role from enforcer to change agent. The program provides immediate sanctions /interventions and incentives, both aiming to assist in offender compliance. Probation officers and contracted treatment providers utilize cognitive-behavioral interventions, including the evidence-based and structured *Moral Reconciliation Therapy* (MRT) program facilitated by Behavioral Interventions. When offenders reach a specific stage of the MRT program, they become eligible to participate in a Community Restorative Board where they learn accountability to victims, families and the community. Upon successful completion of the ARI program, an offender either continues onto standard probation or is discharged completely from supervision.

Pathways into program:

1. Court liaison reviews offender's technical violations for ARI appropriateness, checking criminal history, risk factors, and completing the LSI-R assessment.
2. The defendant is arraigned on the violation and set for appearance of counsel.
3. Case is continued for 30 days while defendant meets with defense counsel and ARI Coordinator to discuss program requirements with defendant.
4. Defendant admits to probation violation, agrees to participate in ARI program, and is sentenced to probation with the condition of ARI participation.

Key partners:

Lead agency and fiscal agent: Macon County State's Attorney's Office

Key partners/stakeholders: Macon County State's Attorney's Office; Macon County Criminal Justice Council; Macon County Probation and Court Services; Macon County Public Defender's Office, Treatment Provider

Contracting social service/treatment providers: Heritage Behavioral Health Center, Behavioral Interventions, Dr. Jeanelle Norman

Madison County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: July 2011; First enrollment: December 2011

Grant amount: \$250,000

Program model: Alternative/specialty court enhancement

Need for ARI in Madison County: Recent funding cuts to the local probation department, a 75% increase in probation department caseloads, and a demand for residential substance abuse treatment beds exceeding the supply, all highlight needs in Madison County addressed by ARI. Additionally, the probation department faced an inability to conduct curfew checks and issue warrants for non-compliance of probationers. Treatment Alternatives for Safe Communities (TASC) budget cuts have decreased outreach, pretreatment and engagement services.

Evidence-based/promising practices in use: LSI-R assessment, Texas Christian University (TCU) assessment, cognitive behavioral therapy, trauma-informed therapy, recovery coaching, drug court, mental health court, veterans court

Target population and reduction goals: Madison County's ARI program's target population consists of Class 3 and 4 felony offenders committed to IDOC who otherwise would have been eligible for processing through the county's alternative courts. Of the 167 eligible offenders committed in 2010, planners estimated half had multiple prior convictions rendering them ineligible for alternative court/diversion. Based on the remaining 83 offenders committed to IDOC eligible for diversion, Madison County's 25% reduction goal is 20 offenders diverted from prison within 12 months.

Overview of jurisdiction: Madison County, located in the northeast part of the St. Louis, Missouri Standard Metropolitan Statistical Area and bordered to the west by the Mississippi River, is a mix of inner-city urban areas, suburban areas, and small farming communities. Comprised of 29 municipalities where the largest population is approximately 30,000, Madison County is divided into relatively affluent suburban communities with new housing stock and solid infrastructure, and less affluent communities facing job loss, poverty, deteriorating housing stock, a declining tax base, racial segregation, and increased substance abuse.

Madison county characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 269,282 |
| Adults (ages 18 and over) | 77% of population |
| Unemployment rate (2012) | 10% |
| Percent of population below poverty line (2010) | 13% |
| Percent of population with high school diploma (2010) | 89% |
| Percent of population with a bachelor's degree or higher (2010) | 23% |
| Adult felony probation caseload (2010) | 1,367 |
| Court imposed sentences to felony probation (2010) | 973 |
| IDOC commitments (excluding technical parole violators, 2010) | 510 |
| Average daily jail population (2009) | 254 (2008 capacity: 296) |

Program model:

Alternative/specialty court enhancement:

Madison County's ARI program provides enhancements to the local drug, mental health, and veterans courts including increases in screening and assessment, supervision/monitoring, and urinalysis. The program also provides recovery coaching, employment support services, and interdisciplinary training to all justice personnel on issues of substance abuse, behavioral health, and criminal offending.

The probation specialist provides risk/needs assessments (LSI-R) and enhanced case supervision to all offenders admitted to the ARI program while a recovery coach/employment specialist provides services through Chestnut Health Systems. The recovery coach meets weekly with ARI offenders to implement an individual recovery plan, including connections to local self-help groups and ongoing employment assistance or connections to GED programming. In addition to substance abuse treatment at the appropriate level, Chestnut Health Systems provides trauma-informed group and individual counseling, as well as other outpatient mental health treatment for offenders in need. Transportation assistance, meal vouchers, and gift cards are utilized to enhance compliance.

Pathways into program:

1. Identification at court proceedings:
Placement following an agreement between the state's attorney and public defender/defense attorney where offender is under consideration for an IDOC sentence.
 2. Petition-to-revoke hearings
 3. Presentence investigation report recommendation
 4. Review of criminal history:
Placement following pretrial records check where an offender with multiple prior convictions faces a new Class 3 or Class 4 felony.
- TASC conducts initial substance abuse and needs assessment utilizing alternative court eligibility criteria to screen offenders for ARI
 - Current charge must be a Class 3 or Class 4 felony
 - Violent offenders are ineligible for ARI consideration
 - Only offenders under consideration for IDOC commitment are eligible

Key partners:

Lead agency and fiscal agent: Madison County Probation and Court Services Department

Key partners/stakeholders: Madison County Probation and Court Services; Madison County Public Defender's Office; Data/Evaluation Consultant; Treatment Provider

Contracting social service/treatment providers and consultants: Chestnut Health Systems; TASC; Jewell Psychological Services

McLean County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: July 1, 2011; First enrollment: January 1, 2012

Grant amount: \$138,123

Program model: Intensive probation supervision and specialty court enhancement

Need for ARI in McLean County: During a 2010 planning process, McLean County partners identified several service gaps that an ARI program could begin to alleviate. These gaps included an overwhelmed court docket, over-capacity in all divisions of Adult Court Services, a lack of supervision availability during non-traditional hours, and an overcrowded jail. Increased service availability, such as substance abuse treatment, job placement services, mental health services, access to medication and transportation was also identified as a need. The ARI program addresses these service gaps while simultaneously targeting the high rate of technical violation admissions from the county to IDOC. McLean County averaged 135 IDOC admits per year due to technical violations of probation or parole from 2000-2009, a rate that ranks McLean 11th in the state for the highest technical violation admits by population.

Evidence-based/promising practices in use: LSI-R assessment, cognitive-behavioral services, intensive probation supervision with services

Target population and reduction goals: The McLean County ARI program's target population consists of felony probation violators and specialty court participants in violation of their conditions. The average number of commitments from McLean County to IDOC within this target population from 2007 to 2009 was 35. McLean County's 25% commitment reduction goal for the grant period is the diversion of nine offenders. The program targets individuals convicted of driving-related offenses, burglary, theft, retail theft, and possession of cannabis and/or controlled substances.

Overview of jurisdiction: McLean County is located in central Illinois, approximately halfway between Chicago and St. Louis on Highway I-55. Bloomington-Normal, the principal municipality in McLean County, is home to Illinois State University. McLean County covers the largest geographical area of any county in the State of Illinois and, as of the 2010 Census, was the thirteenth most populous county the state. The 2010 Census estimates an overall population increase of 12.7% from 2000.

McLean county characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 169,572 |
| Adults (ages 18 and over) | 77% of population |
| Unemployment rate (2012) | 8% |
| Percent of population below poverty line (2010) | 13% |
| Percent of population with high school diploma (2010) | 93% |
| Percent of population with a bachelor's degree or higher (2010) | 40% |
| Adult felony probation caseload (2010) | 809 |
| Court imposed sentences to felony probation (2010) | 503 |
| IDOC commitments (excluding technical parole violators, 2010) | 444 |
| Average daily jail population (2009) | 249 (2008 capacity: 205) |

Program model:

McLean County's ARI program of intensive probation supervision (IPS) consists of a case management model allowing for increased monitoring/supervision and programming dependent on offender needs. The McLean County specialty court teams can also refer offenders to additional monitoring/supervision and services after a technical violation of a specialty court order. After referral, intake, program explanation, and acceptance by the offender, the probation officer and offender jointly create a level-based supervision plan. The plan may include:

- Cognitive restructuring
- Educational enhancement
- Job skills training
- Substance abuse or mental health treatment
- Curfew enforcement
- Home confinement
- Electronic monitoring
- Home and community visits

The program offers sanctions for specialty court and/or probation violations and incentives to improve and/or acknowledge positive behavior. After completion of all levels of IPS, an ARI exit meeting occurs and the offender may transfer or discharge to regular probation. Additionally, the ARI officer can provide ancillary services and supervision to specialty court offenders not on the formal ARI caseload, such as cognitive-restructuring groups or curfew checks.

Pathways into program:

Immediate/initial placement based on offense and assessed risk level

1. Offender ordered to probation and LSI-R is completed.
2. Review of case by deputy director for eligibility (score above 34 on LSI-R, previous failure of probation, ARI-eligible offense).
3. ARI intake conducted, requirements explained, offender accepts, and supervision plan created.

Sanctioned/technical violation placement

1. Placement following a technical violation of standard probation where supervising officer refers case to deputy director for ARI screening.
2. Placement following a technical violation of a specialty court order and referral by specialty court team to ARI for additional monitoring/supervision.

New offense placement

1. Placement following a new misdemeanor offense committed by an offender on probation for an ARI-eligible offense.
2. Reviewed by state's attorney or probationer's attorney, referred to ARI if all stakeholders agree, case reviewed by deputy director, requirements explained, offender accepts.

Key partners:

Lead agency and fiscal agent: McLean County Court Services

Key partners/stakeholders: Chief Judge, 11th Judicial Circuit; Presiding Criminal Division Judge, 11th Judicial Circuit; McLean County Court Services; McLean County State's Attorney's Office; McLean County Office of the Public Defender; Treatment Provider

Contracting social service/treatment providers: Dr. Sessa Kethineni, Consultant to McLean County ARI; Center for Youth and Family Solutions

St. Clair County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: January 1, 2011; First enrollment: May 31, 2011

Grant amount: \$250,000

Supplemental funding requested (January 2012): \$100,000 granted; for \$350,000 total

Program model: Intensive probation supervision/specialized mental health court docket

Need for ARI in St. Clair County: A lack of mental health screening and assessment to identify offenders with mental health and co-occurring disorders left many individuals cycling in and out of jail without access to treatment. Once identified, service providers have limited resources to further assess and engage these individuals. The two large mental health centers in St. Clair County face large caseloads, limiting their capacities for outreach, engagement, and service delivery. Access to medications for the many individuals lacking Medicaid funding, and a lack of shelter space and housing step-down options, such as crisis, residential, and transitional, are ongoing issues for the population targeted by the St. Clair County ARI program.

Evidence-based/promising practices in use: Motivational interviewing, trauma-informed therapy, assertive community treatment, solution-focused brief therapy, illness self-management and recovery, family psychoeducation, cognitive-behavioral treatment, dialectical-behavior therapy

Target population and reduction goals: From 2007 to 2009, St. Clair County committed an average of 308 ARI-eligible offenders to IDOC. Based on St. Clair County's target population of adults exhibiting mental health and substance abuse disorders with charges of retail theft, retail theft subsequent, possession of cannabis, or Class 3 and 4 revocations of property offenses, the county is targeting 120 individuals out of the 308 for diversion. St. Clair County's 25% reduction goal for the grant period, based on these recent commitment levels within their identified target population, is 30.

Overview of jurisdiction: With a population of 270,056, St. Clair County consists of 28 municipalities. Belleville, the county's largest city, has a population of 44,000. East St. Louis and five surrounding townships are recognized as distressed communities where 49% of the residents are low-income. In this area, the average number of families below the poverty level exceeds state and national averages. St. Clair County has seen an increasing divide between relatively affluent suburban communities and impoverished, struggling communities characterized by loss of jobs, a reduced tax base, older and deteriorating housing stock, racial segregation, poverty, and higher rates of mental illness, substance abuse, and violence.

St. Clair County characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 270,056 |
| Adults (ages 18 and over) | 75% of population |
| Unemployment rate (2012) | 11% |
| Percent of population below poverty line (2010) | 16% |
| Percent of population with high school diploma (2010) | 87% |
| Percent of population with a bachelor's degree or higher (2010) | 24% |
| Adult felony probation caseload (2010) | 1224 |
| Court imposed sentences to felony probation (2010) | 601 |
| IDOC commitments (excluding technical parole violators, 2010) | 442 |
| Average daily jail population (2009) | 124 (2008 capacity: 330) |

Program model:

The St. Clair County Probation Department directs the ARI program of a specialized mental health docket and intensive probation supervision for non-violent offenders. The program consists of a court mental health team that meets regularly and extensive cross training for both criminal justice and mental health staff on the needs of the targeted offenders and specific evidence-based practices. An ARI program coordinator facilitates linkage to treatment for offenders and provides intensive case management through a smaller caseload, allowing for closer monitoring and implementation of evidence-based practices. Offenders receive intensive case management, mental health and substance abuse treatment, and ancillary services such as access to medications, housing assistance, vocational training, and transportation. A jail screen worker identifies offenders and a therapist provides trauma-informed therapy to offenders in need.

Pathways into program:

The St. Clair County State’s Attorney initially reviews a potential participant’s criminal history and current charges and then refers offender for a jail screen.

1. Jail screen worker completes a brief jail screen.
2. A team including probation, the ARI coordinator, the state’s attorney and the defense attorney review potential offenders and determine program eligibility.
3. If eligible, the service planning/coordination team meets with the offender in the jail, explains the program, and recommends an initial service plan to the court.
4. If the offender agrees to the program, the offender is sentenced to the specialized docket. The ARI coordinator works with mental health case managers to further assess and establish a treatment plan.

Key partners:

Lead agency and fiscal agent: St. Clair County Probation Department

Key partners/stakeholders: 20th Judicial Circuit Judiciary; 20th Judicial Circuit Court Services and Probation Department; St. Clair County Mental Health Board; Treatment Provider

Contracting social service/treatment providers: Chestnut Health Systems; Comprehensive Behavioral Health Center; A Call for Help, Inc.; Genoa Pharmacy; National Alliance for the Mentally Ill

Winnebago County-Adult Redeploy Illinois

Goals and background: *Adult Redeploy Illinois (ARI) provides financial incentives to local jurisdictions that design evidence-based services to supervise and treat non-violent offenders in the community instead of sending them to state prisons. ARI is based on the premise that local jurisdictions can reduce crime and the costs of the criminal justice system by understanding and addressing the reasons why people commit crimes. Results expected with ARI include reduced prison overcrowding, lowered cost to taxpayers, and an end to the expensive and vicious cycle of crime and incarceration.*

Start date: October 1, 2011; First enrollment: October 4, 2011

Grant amount: \$250,000

Program model: Enhanced drug court

Need for ARI in Winnebago County: In operation since 1996, the Winnebago County Drug Court was upgraded in 2009 with a three-year (FFY09-11) drug court enhancement grant through the Substance Abuse and Mental Health Services Administration (SAMHSA) which expired on September 30, 2011. ARI funding was provided to maintain and expand upon these enhancements. Although a strong social service infrastructure exists in Winnebago County, the stakeholders have identified the need for intensive clinical case management, intensive drug testing for multiple substances, and immediate access to residential substance abuse treatment and trauma-informed supportive services. The Winnebago County Drug Court and enhanced services alleviate these service gaps.

Evidence-based/promising practices in use: LSI-R assessment, cognitive-behavioral therapy, trauma-informed therapy, motivational interviewing, *Seeking Safety*, recovery coaching, drug court

Target population and reduction goals:

From 2007 to 2009, Winnebago County committed to IDOC an annual average of 481 offenders who would have been eligible for diversion to a drug court program. Winnebago County's 25% reduction goal for the ARI grant period is 37. This 37 person reduction goal aligns with the number of new defendants entering annually into Winnebago County's enhanced drug court since 2009.

Overview of jurisdiction:

In 2005, Winnebago County had the 6th highest population density per square mile of all counties across the state. In 2010, 52% of county residents lived in Rockford, making it second only to Chicago as the largest city in Illinois. In 2011, the rate of return among all Illinois prison releases to Rockford was 507 per 100,000 individuals (in comparison to Chicago's rate of return of 534 per 100,000 individuals).

Winnebago County characteristics

| Characteristics | Total |
|---|--------------------------|
| Population (2010) | 295,266 |
| Adults (ages 18 and over) | 75% of population |
| Unemployment rate (2012) | 13% |
| Percent of population below poverty line (2010) | 16% |
| Percent of population with high school diploma (2010) | 84% |
| Percent of population with a bachelor's degree or higher (2010) | 21% |
| Adult felony probation caseload (2010) | 1870 |
| Court imposed sentences to felony probation (2010) | 1195 |
| IDOC commitments (excluding technical parole violators, 2010) | 832 |
| Average daily jail population (2009) | 667 (2008 capacity: 556) |

Program model:

Winnebago County Drug Court integrates a high level of supervision, substance abuse treatment, urinalysis, and enhanced behavioral health services. The drug court consists of status calls three times per week and clinical case staffings two times per week. Although a voluntary program, offenders must meet eligibility criteria and receive approval of the drug court team. An infrastructure of evidence-based practices underlies the drug court including recovery coach case management, cognitive-behavioral approaches, increased drug testing, increased access to residential substance abuse treatment, motivational interviewing, and the *Seeking Safety* group therapy curriculum.

Pathway into program:

1. All drug court referrals are screened by the Specialty Courts Administrator to ensure initial eligibility and appropriateness.
2. After approval from the Specialty Courts Administrator, the referral is sent to Treatment Alternatives for Safe Communities (TASC). TASC conducts a comprehensive assessment to identify substance abuse treatment needs, risk level, prior substance abuse and criminal justice involvement, and trauma issues. Assessment tools include the Texas Christian University (TCU) Brief Treatment Intake and the TASC Recovery Capital Inventory.
3. TASC prepares a report of the findings which includes recommendations related to an offender’s appropriateness for drug court, development of service plans, and levels of care for substance abuse treatment.
4. The findings report and recommendations are presented to the drug court team for consideration in one of the two staffing sessions held each week.
5. Upon the decision about eligibility from the drug court team, a staffing disposition letter is sent to the initial judge, the assistant state’s attorney, the defendant’s attorney and the referral source with the eligibility decision.
6. If accepted and sentenced to drug court, probation personnel conduct the LSI-R and refer the individual for substance abuse and other ancillary services as indicated.

General eligibility requirements:

- Willingness to participate with no denial of drug or alcohol dependence
- Recommended for substance abuse treatment upon assessment by court services personnel and TASC
- Intent-to-deliver charge is not an automatic ineligibility
- Ambulatory
- Charged with a probationable offense
- No violent criminal conviction within the last 10 years

Key partners:

Lead agency and fiscal agent: Winnebago County Circuit Court

Key partners/stakeholders: Drug Court Judge, 17th Judicial Circuit; Winnebago County State’s Attorney’s Office, Winnebago County Public Defender’s Office; TASC; Treatment Providers

Contracting social services/treatment providers: Gateway Foundation; Remedies; Rosecrance; TASC

APPENDIX D: Key Components Checklist – Drug Courts



Evidence-Based Practices:
Key Components Checklist
Drug Courts

Please review the following key components of an effective drug court and note how well you are doing in meeting these benchmarks and where you may need technical assistance.

1. Does the drug court integrate drug treatment with case processing? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

2. Is there collaboration between the State’s Attorney and Public Defender at multiple levels of the drug court? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

3. Does the drug court identify eligible participants early and promptly place in the program? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

4. Does the drug court facilitate access to a continuum of alcohol, drug, and other related treatments and rehabilitation? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

5. Is there frequent drug testing to measure abstinence? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

6. Is there a coordinated strategy and frequent communication between the court team and treatment providers to respond to client compliance? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

7. Is there ongoing judicial interaction with participants, including regular status hearings? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

8. Is there monitoring and evaluation of program goals and effectiveness? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

9. Is there ongoing interdisciplinary education and training for key personnel? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

10. Do partnerships exist between the drug court, public agencies, and community based organizations? **Yes / No**

Comments on challenges/technical assistance needs or successes in meeting key component:

APPENDIX E: ARI Implementation Timeline

August 2009: Passage of the Illinois Crime Reduction Act of 2009 with an effective date of January 1, 2010; award of Governor's discretionary funds for Adult Redeploy Illinois start-up (Jan.-June 2010).

December 2009: Pre-implementation meeting of Adult Redeploy Illinois Oversight Board (ARIOB).

March 2010: First round of planning grants with state funds (2nd Judicial Circuit, Effingham, Jersey, Jo Daviess, Knox, Lake, Lee, Macon).

July 2010: Award of \$4 million in federal ARRA funds for ARI implementation through the Illinois Criminal Justice Information Authority (ICJIA).

July 2010: Hiring of full-time Program Administrator.

July 2010: Second round of planning grants with ARRA funds (DuPage, McLean, St. Clair)

July 2010: Release of Request For Proposals (RFP) with ARRA funds for pilot site implementation.

September 2010: National Summit on Performance Incentive Funding in Chicago.

January 2011: Start of implementation grant period for first-round pilot sites (DuPage, Jersey, Macon, St. Clair; Knox starts 4/1).

January 2011: Start of data collection and "utilization-focused" evaluation conducted by ICJIA.

March 2011: Release of second RFP with ARRA funds for pilot site implementation.

July 2011: Start of implementation grant period for second-round pilot sites (Fulton, Madison, McLean)

October 2011: Start of implementation grant period for third-round pilot sites (Cook, Winnebago)

December 2011: Awarding of supplemental funding to sites.

March 2012: Third round of planning grants with ARRA funds (9th Judicial Circuit, Sangamon)

July 2012: State appropriation of \$2 million through ICJIA.

August 2012: Release of RFP with state funds.

October 2012: Fourth round of planning grants with state funds (Boone, Kane, LaSalle)

November 2012: Start of implementation grant period for new sites (Crawford, McDonough).

APPENDIX F: Dashboard



GOAL: To safely divert non-violent offenders to more effective and less expensive community-based supervision and services by providing funding and technical assistance to local jurisdictions.

Adult Redeploy Illinois sites use grant funds to design and implement local programs that address offenders' risks and needs and leverage their assets (such as family support, employment) to improve public safety and offender outcomes.

Significant positive impact (as of December 2012):

10 sites

Out of 12 throughout the state

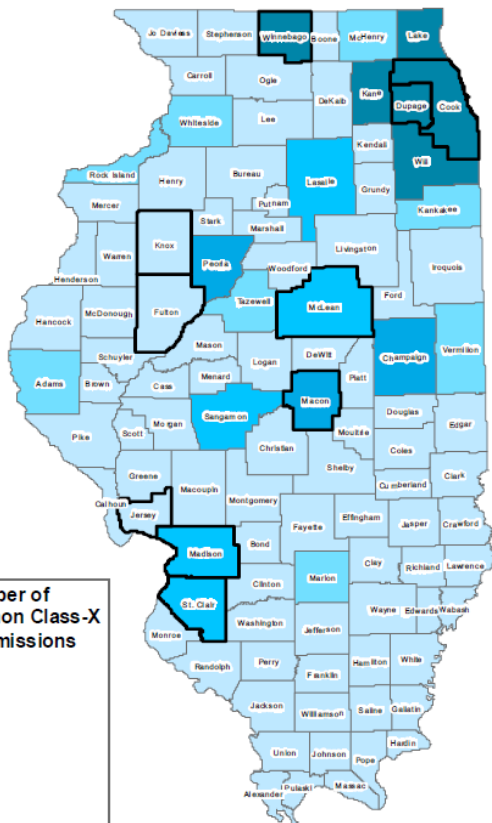
838 people diverted

the equivalent of 2 prison cell blocks

\$13.5 million saved

based on annual prison cost less cost of ARI interventions

Adult Redeploy Illinois Pilot Sites



Key Components

- Assessment of risks, needs and assets
- Evidence-based practices
- Performance measurement and evaluation

Local Models

- Specialty courts
 - Drug Courts
 - Mental Health Courts
 - Veterans Courts
- Specialized probation
 - Probation violator caseloads
 - Intensive probation supervision

Expected Results

- Reduced prison over-crowding
- Lower costs to taxpayers
- End to the expensive and vicious cycle of crime and incarceration

LESS EXPENSIVE

*Cost of a year in prison (FY10): **\$22,000/person**, Cost of average ARI intervention: **\$5,900/person***

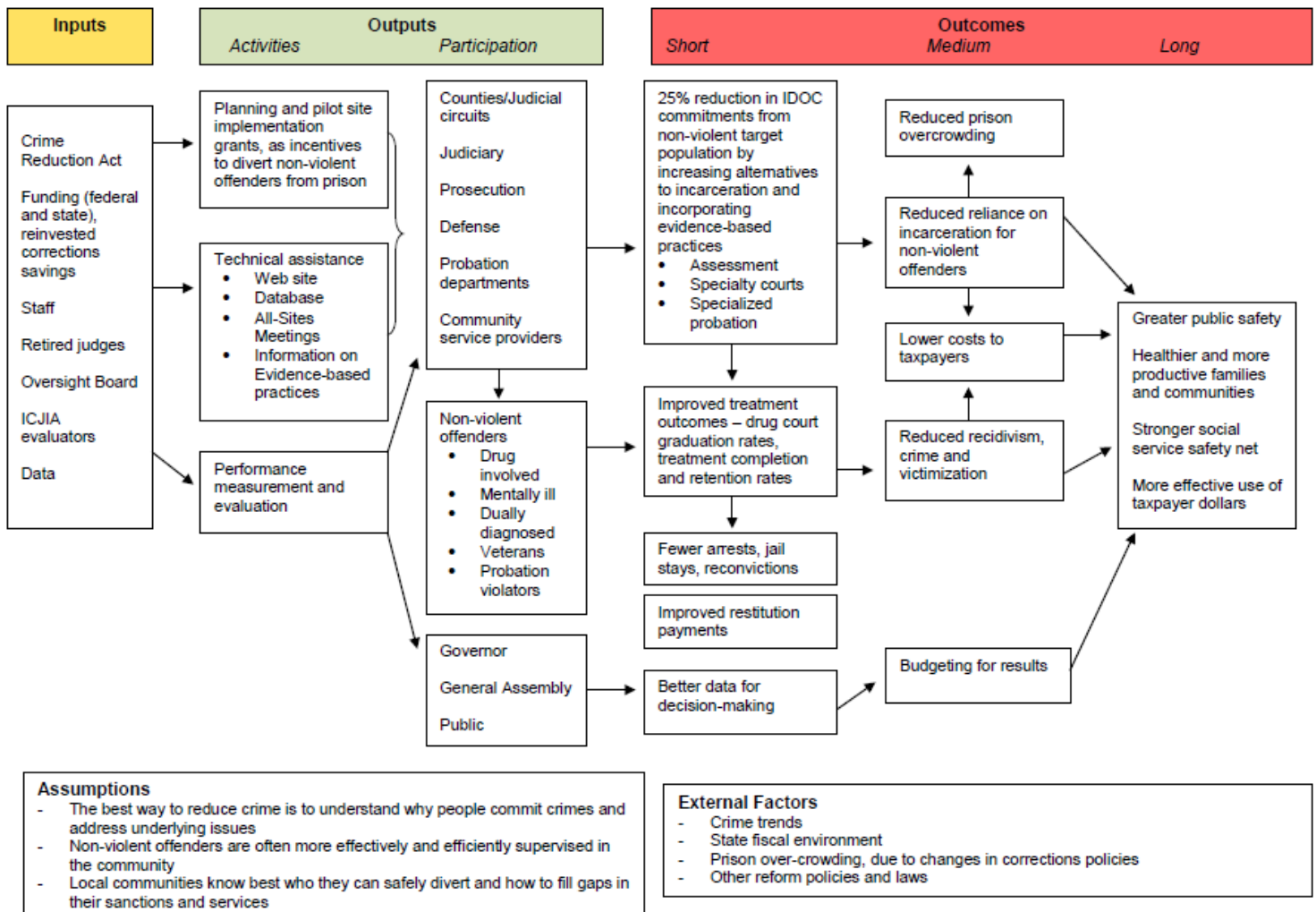
MORE EFFECTIVE

*Evidence-based practices utilized by Adult Redeploy Illinois pilot sites can **reduce recidivism up to 20%**.*

APPENDIX G: Logic Model

Program: Adult Redeploy Illinois Logic Model

Situation: Non-violent offenders cycling through the prison system at great cost but questionable benefit to taxpayers.



APPENDIX H: Success Stories

(Adult Redeploy Illinois sites were asked to provide details of a success story in their own words. Names have been changed to maintain confidentiality.)

Cook County:

Ronald, a 48-year-old male who had been using cocaine and heroin daily since age 22, completed inpatient treatment twice before coming to ARI. On his original probation, he was found non-compliant with TASC treatment, a condition of his probation. Prior to being transferred to ARI, the ARI probation officer spoke with Ronald in the field. Ronald admitted to heroin use, expressed interest in treatment, and was informed that treatment was available through ARI. He failed to come to his ARI court date on 3/6/12, and again on 3/7/12, so a warrant was issued for his arrest. He was picked up on the warrant and brought to court on 3/12/12. He was sentenced to 120 days of treatment in jail after testing positive for heroin. After successful completion and release from the drug treatment program, Ronald lived at Henry's Sober Living, a recovery home where he attended AA/NA meetings. He was compliant with curfew and passed drug tests. He also started a job readiness program with the Safer Foundation. He obtained holiday employment as a bell ringer with the Salvation Army, and supported himself by cutting people's hair while seeking more stable employment. He eventually moved back to his old residence and continued to maintain his sobriety. All of his drug tests after treatment were negative, he continued to attend his meetings, and no violations of his probation were filed. He surrounded himself with positive individuals and expressed his thanks for all that the program did for him. He was successfully terminated from his probation on 2/7/13.

Vanetta, a 51-year-old female, was originally sentenced to 24 months probation on 2/14/11 for a narcotics-related offense and was staying at the Prosperity House Recovery Home. As a result of a subsequent arrest and conviction, she lost her job, residence, car, and personal items. In January 2012, she moved back to the city. No longer residing in a recovery home, she relapsed with alcohol and cocaine. Vanetta was transferred to ARI on 3/7/12. She admitted to using and selling cocaine. On 4/9/12 she tested positive for cocaine and was sentenced to a drug treatment program at the jail. Vanetta actively participated in treatment, had good progress reports throughout, and successfully completed the program. On 7/12/12, she was found eligible for treatment at Claudia and Eddy's Recovery home, where she attended AA meetings at the Harvey Club Monday-Friday from 9-10:30am, sought employment from 10:30 to noon, and attended domestic violence, spirituality, parenting and anger management classes at My Sister's Keeper Monday-Thursdays from 1:30-3:30. She also attended a Woman's Issues class on Saturdays and attended church on Sundays. In October, 2012 Vanetta got a job at a laundromat in Harvey, Illinois. She became self-sufficient and found housing for herself. She continued to test negative after being released from her drug treatment program and was successfully terminated from ARI on 12/18/12. Vanetta often comes to court to visit the team and observe court. She is very thankful for ARI for allowing her to gain her life and independence back.

DuPage County:

Jessica was sentenced to probation on 11/15/11 for possession of a controlled substance and was placed on a high risk caseload. On 5/23/12, Jessica was sanctioned by the department's Sanction Review Board to be placed on Redeploy for the probation violations of testing positive for opiates, admitting to heroin use, refusing drug tests and not entering into treatment. During that

time she also lost the right to have unsupervised visits with her son. During her time on Redeploy, Jessica completed 28 days inpatient, Intensive Outpatient, Outpatient and is currently in aftercare. She also accepted the opportunity to work with the COACH community mentoring program which provides her with three mentors she meets with weekly that have been helpful in assisting with a housing search and regaining visitation rights of her son. Jessica has been sober since September 2012, actively participates in AA, is working on building a sober network and has also been able to stop taking anti-anxiety medications. Because Jessica continues to remain sober and is still engaged in the COACH program and other treatment sources, Jessica graduated from the Redeploy program on 2/22/13. She was reassessed at this time and placed on a medium risk caseload. Due to the significant changes she has made, she is on track to terminate her probation satisfactorily in six months.

Jersey County:

Bryan is one of two people who have completed Drug Court in Jersey County without a sanction. He completed the program in the shortest amount of time, at just over 18 months. Bryan kept himself heavily involved in Narcotics Anonymous (NA) meetings, a factor that he indicated as being most valuable to him in his recovery. An unusual arrangement for this participant was that he was allowed to reside outside of Jersey County, for purposes of employment and to find a sober living environment. Bryan had indicated that living in Jerseyville with his father, an alcoholic, would be detrimental to his sobriety. Upon his release from in-patient treatment at Gateway Caseyville, Bryan began staying at Oxford House, an independent sober living group home. Bryan was always supportive of other members of the group and he wasn't afraid to be constructively critical (without being confrontational) of other Drug Court members. To date, Bryan has not been re-arrested and nothing would indicate that he has returned to abusing drugs.

Knox County:

Adam graduates from Knox County Drug Court on 3/5/13. Adam struggles with meth and alcohol addiction. He has relapsed numerous times throughout his adult life and was facing 20 years in prison on his current charge. He made a promise to his mother when she was in the hospital that he would turn his life around. She passed away a few days later. Adam was admitted to Knox County Drug Court and to Pretrial Alternatives to Detention (PADI) for federal charges. When he started in the drug court program, he talked about fears of dying in prison from something as stupid as wanting to get high. On the occasion of his graduation, the Drug Court Administrator in particular is thrilled for him, remembering him as a child in the community several years earlier. Adam graduates the program with no positive drug tests in his 20 months of participation. He volunteers his time mentoring patients at a nearby residential treatment center.

Madison County:

Sara is a 32-year-old female who entered Adult Redeploy on 3/20/12 and was placed in the Drug Court program. She has a long history of retail theft and possession charges. When first placed in the program, Sara was unemployed, actively using, and living in unstable drug-using environments. While in treatment, she came to the conclusion that she needed to find stable housing. In order to do this, we allowed her to move to a neighboring county with the stipulation that she attend all treatment sessions. Sara committed herself to the program and utilized public transportation to attend treatment. She was able to achieve sobriety with the help of treatment

and a 12-step program. While in the program, she also became employed working at a local restaurant. She not only completed drug treatment, but she also completed parenting classes and has begun the attempt to reconnect with her young children living in another state. She graduated the program on 1/29/13 and reports she is still active in her 12-step community.

Amaud is a 25-year-old male who entered Adult Redeploy on 6/15/12 and was placed in our Drug Court program. He has a previous history of robbery and possession of a stolen auto which includes a sentence to the Illinois Department of Corrections. He is currently on probation for theft. He was placed in our Drug Court program due to his addiction and abuse of Xanax and marijuana. The client struggled with the concept of recovery and was very resistive. He continued with his belief that marijuana should be legal and he continued to use. Numerous sanctions were used but he continued his negative behavior. On 9/20/12, Amaud was placed on termination status, which for him meant if he were terminated he would ultimately be sentenced to the Department of Corrections. His counselor continued to work with him and eventually Amaud began testing clean. Once clean, his overall attitude became more positive. He utilized the employment/education specialist and with help was able to enroll in a trade program. He reported that he will graduate next week from the Lewis and Clark Highway Construction Careers Training Program. He is hoping to be placed with a local construction trade union to begin an apprenticeship. This would not be possible if he was continuing to abuse drugs. He is currently in Phase III of our program and hopes to graduate soon.

Macon County:

Cecilia is 23 years old. She was shocked when she got arrested for providing false information to the police. Her devastation left her shattered while praying that she would not be sent to prison. Upon becoming a felon, she was fired from the job where she had been employed since completing high school. Adult Redeploy Illinois (ARI) was the answer to her getting back on track. She completed all the MRT requirements and entered CRB while on Step 11 of her MRT. She acknowledged the harm that had been done to the family and self, but she needed guidance understanding the harm to the community. After the second session with the Community Restorative Board (CRB) volunteers, she understood the harm that had been done to the community and what she needed to do to restore the harm. She wrote a letter of apology to the Judge, in which she also thanked the Judge for allowing her to participate in ARI. In addition, she completed restorative justice activities that helped her to re-connect with the community. She looks to her Probation Officer as a person who she can trust. Oftentimes, non-ARI clients view Probation Officers as part of the problem. In ARI, it is common to find positive working relationships between the client and the Probation Officer.

While in MRT, she worked diligently seeking employment. She finally got a job in security at a nearby university. She has been encouraged by the CRB Team to get a higher education while working at the university. After she completes her work probationary period and establishes a good work pattern, she will be eligible to attend the university free of charge. Cecilia is an ARI success story for several reasons:

- She found a job in a city environment that is mostly unfriendly toward felons.
- She utilized what she had learned in MRT to help her live a more effective life.
- She has a positive relationship with her Probation Officer, which was established through trust.

- She accepted restorative justice practices as a way of connecting to the community.
- She has moved into her own living quarters.
- Most important, Cecilia has not re-offended.
- Her goal is not to re-offend and to become a productive citizen in the community. She is on the right track as she continues to be a responsible citizen.

Yolanda regrets that she did not learn Spanish at home. She is of Spanish descent and rejected her father's encouragement to learn Spanish as a primary or secondary language. She is married and has a family of boys. Yolanda felt ashamed for having stolen from her employer, a giant grocery/retail store, but she was horrified of the possibility of having to go to prison. The day that she was walked out of her job by security guards remains a damaging event in her life. For months, she did not want any contact with former co-workers. Yolanda entered the ARI program grateful for the opportunity. She expressed being blessed for having been permitted to participate. She completed MRT elated about her experiences in getting to know herself better. As a result of her MRT experiences, she developed a desire to better herself and to someday own a business. She enrolled in a beauty/barber school so that her dream as an entrepreneur could become a reality. Her CRB experiences with the CRB Team were gratifying. She completed all of the restorative justice activities required of her, including speaking to a group of teenagers who were on supervision for retail theft. She was asked to tell the teenagers about how she caught a case and what she would do differently. She delivered an excellent presentation, which included a tearful moment for her, the CRB facilitator, and the teenage participants. She acknowledged the harm that she had done to the community and her family. Yolanda enjoys meeting with her Probation Officer. This is unique since oftentimes clients view probation officers negatively, just because of the nature of the job.

Yolanda is an ARI success story for several reasons:

- She will graduate from Beauty/Barber School in July 2013. She has stayed on course in fulfilling her dream to be an entrepreneur.
- She has worked hard to reconnect to the community.
- She keeps her Probation Officer well informed on matters pertaining to her well-being.
- She was willing to share her life story with teenagers, perhaps, helping to divert them from more criminal activity.
- Most important, Yolanda has not re-offended.
- She shares with others the worthiness of the ARI program and her probation officer.
- In her exit interview from CRB, she stated that the ARI program helped her tremendously and that she hoped all those in the program would make the most of what the program offers.

Margaret has a history of drug abuse. Her offense is possession with intent to deliver. Her version of what happened is confusing and contrary to what is recorded. Nonetheless, she welcomed the opportunity to be in a program that would keep her out of prison. As partial fulfillment of the ARI program, she was ordered to Heritage for treatment. She attended her treatment sessions while completing her MRT. She had completed Step 6 of MRT when she entered the CRB. Her CRB Team led her through a journey of recognizing the harm to the community and ways to restore the harm. She completed restorative justice activities, which re-connected her to the community. She participated in a Community Circle and found it to be

heart-warming and effective. For the first time in her life, community people who cared about her, while holding her accountable for her crime, surrounded her. Margaret continues trying to restore her harm and works diligently to assist one of the ARI clients. Margaret has taken a fellow ARI client “under her wings” by providing for some of the client’s basic needs. However, in no way does she help enable the client to engage in drug abuse or irresponsibility. In her CRB, Margaret needed to repair harm not only with the community but also with her estranged adult children. In addition, she has worked closely with her probation officer, who has helped her with the many roadblocks that she has had to overcome.

Currently, Margaret is drug-free. She works and is no longer in danger of being homeless. She has restored relationships with her adult children and looks forward to spending time with her grandchildren. Margaret is an ARI success story for several reasons:

- Having been a chronic drug user, she is currently drug free. Her desire is not to return to the drug life.
- She has a positive relationship with her Probation Officer. The trust level is high.
- To date, most important, Margaret has not re-offended.
- She has utilized what she learned in MRT and CRB to help another ARI Client.

McLean County:

James was resistant to getting a treatment evaluation and following through with any treatment that would be recommended and was continuing to use drugs and alcohol. Once coming to the ARI program, the client obtained his substance abuse evaluation but continued to abuse substances. The client failed to enter residential treatment three times due to the illegal substances that were present in his system each time he went to enter residential treatment. ARI staff then made arrangements for the client to enter a detox facility approximately 60 miles away. The client had no means of getting there so ARI staff provided him with a ride to and from the detox facility. Once successfully discharged, ARI staff brought him back to McLean County and he entered residential treatment. Several visits with the client while in residential treatment along with his own hard work allowed the client to successfully complete his residential treatment and be referred for follow-up outpatient treatment. ARI staff then provided the client with a bus pass so that he could continue reporting each week and making it to treatment and his AA/NA meetings. Once he successfully completed outpatient treatment he was provided with an ARI reward gift card and another bus pass. The client was then put on Suboxone medication but was having trouble paying for it while he was waiting to get his job back. The ARI program was able to help the client obtain his medication while he was getting back to work. Now that he is back to work, he is contributing some money towards his prescription in hopes that he will be able to pay for it all himself when he gets back to work full-time.

St. Clair County:

Sandy, a 54-year-old African American woman with a history of theft and drug- related charges, took a plea on 3/7/12 offering her a year on probation in the Adult Redeploy Program. The plea was taken in lieu of a sentence to the Illinois Department of Corrections. The defendant took the plea not because she believed she needed help or wanted the services that were being offered to rehabilitate her, but because she wanted out of jail and did not want to go back to the Illinois Department of Corrections where she had previously been sentenced twice before. Sandy was assessed with co-occurring disorders involving both mental illness and substance abuse. She was

resistant to treatment. She vocalized her anxiety as she was transported to residential treatment stating she did not want to stop using drugs and didn't believe she would be able to complete the program. Seventy days later the defendant did not want to leave the treatment facility. Treatment providers helped her overcome her lifetime of dependence of alcohol, cocaine and opiates.

Later she was transferred to a shelter to provide her with ongoing support after she completed treatment. Anxiety set in again as the ARI officer transported her to the shelter, but she was reminded of how she felt when she went to treatment and how she was able to make it not only bearable but enjoyable. She was able to get out of treatment what she did because she was able to commit herself to the program. She was placed at the shelter with the reminder that you get out of life what you put into it. Sandy has done that over the course of her time on the Adult Redeploy Program. In addition to the defendant bettering herself, she has assisted people along the way offering them advice and assistance. While in the shelter she has taken over all of the cooking responsibilities and made a contribution during her stay offering assistance to staff when needed. She is also enrolled in a GED program and is working towards obtaining her GED. She is struggling, but she has not given up. She continues to re-enroll as each class ends and a new one begins. She was given a \$30 gift card to a local retailer right before Christmas to reward her for her accomplishments in the program. She is scheduled to terminate on 3/7/13 at which time she will be moving to Missouri to reside with a daughter and help take care of her grandchildren. She has come a long way in her battle with her drug addiction and mental illness as a result of the funds allotted for services for Adult Redeploy and her commitment to the program.