



**ADULT REDEPLOY
ILLINOIS**

**2014 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

August 2015

ADULT REDEPLOY ILLINOIS
Annual Report on Implementation and Projected Impact

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EXECUTIVE SUMMARY

Even as resources tightened, 2014 was a year of continued growth for Adult Redeploy Illinois (ARI). With state funding appropriations held flat at \$7 million across state fiscal years (SFY) 2014 and 2015, ARI expanded to cover one-third of the state, supporting 19 diversion programs at 18 sites serving 34 counties. Implementing sites are:

- 2nd Judicial Circuit (12 counties)
- 4th Judicial Circuit (Christian and Effingham counties)
- 9th Judicial Circuit (6 counties)
- Boone County
- Cook County (2 sites – HOPE program and ACT Court)
- DuPage County
- Jersey County
- Kane County
- Lake County
- LaSalle County
- Macon County
- Madison County
- McLean County
- Peoria County
- Sangamon County
- St. Clair County
- Winnebago County (2 programs – drug court and TIP court)

Since the program's inception in 2011, more than 2,100 non-violent offenders have been diverted from prison. The average annual ARI intervention cost is estimated at \$4,400; the average annual cost of prison is \$21,500. From January 2011 to December 2014, there has been about \$46.5 million in potential cost savings to the state by providing local supervision and services instead of sending these individuals to prison. As of December 31, 2014, 18 sites were supervising more than 1,200 people in the community per quarter, leading to quarterly cost avoidance to the state of \$5 million.

Strong support from the Governor's Office and General Assembly made it possible for ARI to increase services during the calendar year. The number served increased 33 percent, from 1,275 in 2013 to 1,698 in 2014. Program interest grew among potential sites, policymakers, and the general public. Four new jurisdictions received planning grant funds to explore expanding local alternatives to incarceration and becoming part of the ARI network, including Will and Kankakee counties, ranked second and 17th highest, respectively, in committing ARI-eligible offenders to the Illinois Department of Corrections (IDOC). With the addition of Will and Kankakee, ARI is in 14 of the 20 counties with the highest number of non-violent offender admissions to IDOC.

As awareness of ARI's work grew through media coverage and community presentations, the Adult Redeploy Illinois Oversight Board (ARIOB) and staff institutionalized and strategized their work to improve the quality of interventions offered, data collected, information shared, and technical assistance provided. ARI administrators conducted a strategic planning process to formulate program goals over the next five years and began compiling a policies and procedures manual to capture the current work. ARI received attention as a successful and effective alternative-to-incarceration program, and staff shared lessons learned with a number of legislative and community entities to inform reform efforts along the criminal justice continuum.

As ARI continues to expand, it is critical to maintain the program's commitment to best practices, quality assurance and outcome evaluation. As Illinois implements reforms to reduce the use of prison, ARI will be essential in the framework for revitalizing community supervision and producing measurably better outcomes.

INTRODUCTION

“Adult Redeploy Illinois is changing the way we think about what the criminal justice system should do. Historically, the focus has been on what we put into it – by making more arrests and imposing tougher sentences – and less on what we get out of it. ARI is outcome-focused. It encourages the justice system think about how it can make wiser use of its limited resources to get the results we all want: less crime and safer communities.”

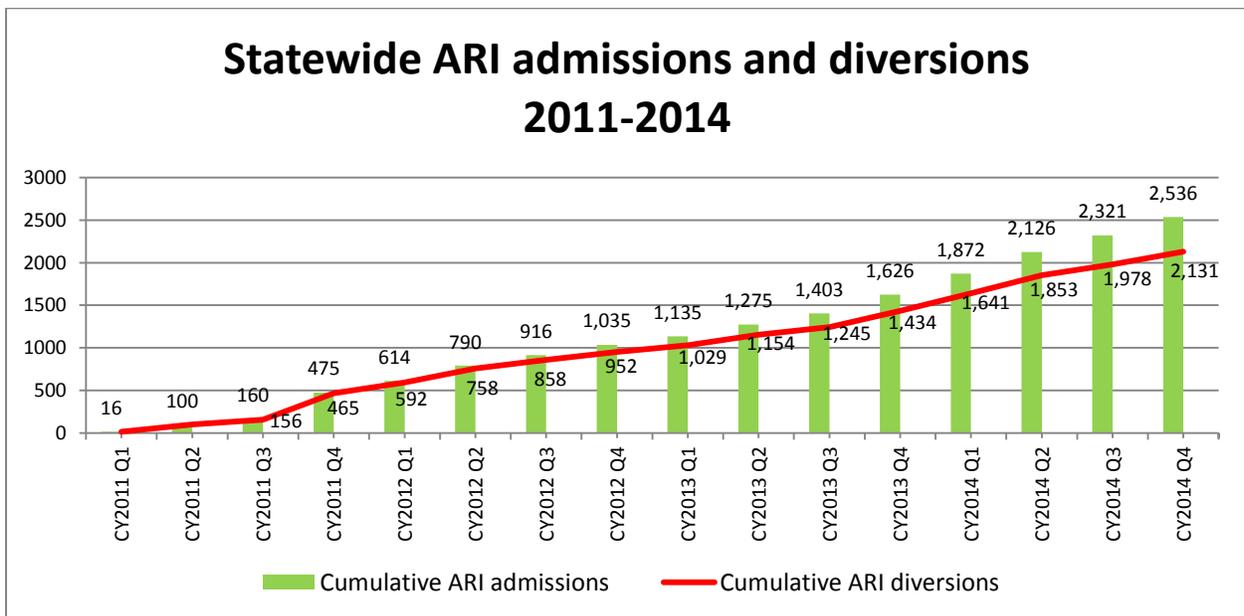
– John Maki, Executive Director, Illinois Criminal Justice Information Authority

Adult Redeploy Illinois (ARI) is a state initiative to reduce the number of non-violent offenders going to prison by providing financial incentives to local jurisdictions to increase community-based supervision and services that are proven to reduce recidivism. In exchange for the funds, ARI sites agree to reduce by 25 percent (based on the past three years’ average) the number of people they send to the Illinois Department of Corrections (IDOC) from their target populations. State savings from the reduced use of incarceration are to be reinvested to sustain ARI and the local programs it supports.

ARI continues to test and implement what works in community corrections in urban, suburban, and rural areas throughout the state. As a measure of reach and impact, the sites are geographically diverse and include 14 of the 20 counties committing the most non-violent offenders to IDOC.

As the state grapples with over-crowded prisons and severe fiscal constraints, the impact and influence of ARI is growing, as is demonstrated in *Figure 1* with the ever-expanding numbers of people served and diverted from prison. Policymakers are pointing to ARI as a promising part of much-needed criminal justice reform. With each passing year, more evidence shows that local alternatives to incarceration are not only less expensive but more effective than imprisonment for non-violent offenders.

Figure 1



PROGRAM DESCRIPTION

I. Enabling Legislation – Illinois Crime Reduction Act of 2009

Adult Redeploy Illinois (ARI) 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 established a framework for modernizing the Illinois criminal justice system by requiring the use of validated assessments, evidence-based practices and performance measurement and evaluation. The relevant section of the Crime Reduction Act defining ARI (730 ILCS 190/20) is included as Appendix A.

The underlying principles of the Crime Reduction Act were:

- 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.
- It is cheaper and more effective to treat non-violent offenders in their communities, reserving prison space for violent criminals.

In addition to mandated information sharing across the criminal justice system, the Crime Reduction Act called for the adoption of a standardized, validated assessment system—Risk, Assets, and Needs Assessment, or RANA. Companion legislation created the Illinois Sentencing Policy Advisory Council to collect and analyze data on sentencing policies and practices to determine their outcomes and system-wide fiscal impact.

ARI was modeled after the successful juvenile Redeploy Illinois program operating since 2005. ARI was based on the “performance incentive funding” (PIF) best practice, intended to align fiscal and operational responsibility for non-violent offenders at the local level to produce better public safety at a lower cost. PIF programs were being implemented in several other states including Arkansas, California, Kansas, Kentucky, Ohio, South Carolina, and Texas.

ARI also drew on concepts of justice reinvestment, such as using data to implement strategies that drive down corrections costs and free up dollars for investment in community-based programs addressing recidivism.

The goals of ARI were to:

- Reduce crime and recidivism in a way that is cost efficient for 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

The Crime Reduction Act established the Adult Redeploy Illinois Oversight Board (ARIOB) to guide the program and its funding decisions for the greatest impact. The ARIOB is comprised of 17 leaders from across the Illinois criminal justice system and the community at-large. It is co-chaired by the IDOC director and the secretary of the Illinois Department of Human Services (IDHS), representing the critical nature of both supervision and services in reducing crime.

Figure 2 lists the members of ARIOB and their affiliations during 2014.

**Figure 2
ARIOB Membership List (as of December 2014)***

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	Brent Stratton, Chief 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	Lavone Haywood, 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, Executive Director, St. Leonard's Ministries
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

*Several membership changes occurred in early 2015 with the new gubernatorial administration.

The ARIOB met four times throughout 2014. Its formal actions included:

- Approval of SFY15 renewal grants to 18 continuing sites.
- Approval of four new sites in SFY15, contingent upon available funding (Grundy County, Kankakee County, Will County, 20th Judicial Circuit expansion to Monroe and Randolph counties).
- Approval of funds for non-competitive planning grants for new sites and supplemental awards for continuing sites, with availability of additional funding.
- Adoption of policies for establishing renewal reduction goals and the corrective action plan process.
- Review and approval of corrective action plans from sites at risk of failing to meet their 25 percent reduction goals in ARI-eligible commitments to IDOC.

ARIOB meetings also featured presentations by ARI sites in Cook County and Lake County to provide direct local feedback on program implementation, including successes and challenges.

The ARIOB's three working committees met with staff to address policies and procedures in areas that impact the development of the program. The committees are Site Selection & Monitoring; Outreach, Technical Assistance & Communication; and Performance Measurement.

III. Program Funding and Staffing

Adult Redeploy Illinois was initially funded with a multi-year federal grant that ran from 2010 through September 2013 and was administered by the Illinois Criminal Justice Information Authority (Authority) where ARI was housed. The program began receiving state general revenue funds in SFY13 with an appropriation of \$2 million to complement the expiring federal funding. ARI received an increased SFY14 appropriation of \$7 million, which led to significant program growth, from 11 sites covering 12 counties to 18 sites covering 34 counties.

With the expectation of another increase in funding in SFY15, staff initiated planning for growth. However, the SFY15 appropriation held flat at \$7 million, resulting in across-the-board funding cuts to program sites. Additional SFY15 funds of \$750,000 were identified in late 2014 to bring on four sites that had completed ARI planning processes—Grundy, Kankakee and Will counties, and Monroe and Randolph counties as part of the 20th Judicial Circuit—and restore some of the cuts made earlier in the year.

The program is staffed by a full-time program director and program manager, and two part-time technical assistance providers in the field. ARI staff is responsible for identifying, funding, and monitoring local sites; managing outreach, technical assistance and communication; overseeing the collection and analysis of performance measurement data; and staffing the ARIOB and its working committees. The Authority provides significant research and technical support (grant monitoring, fiscal and legal) for the program.

IV. Application and Funding Process

Adult Redeploy Illinois distributes state funds to local jurisdictions through a grant application process. The process follows Federal Funding Accountability and Transparency Act and state Grant Accountability and Transparency Act guidelines. Funds are disbursed as competitive implementation grants, non-competitive planning grants, and supplemental awards.

Per statute, ARI grantees must be local units of government. Counties are eligible to apply for funding on their behalf or on behalf of a group of counties or circuit. To request an ARI implementation grant, a jurisdiction must submit a local plan using the standard plan template described in *Figure 3*. Local plans must provide a detailed account of how jurisdictions will expand alternatives to incarceration and reduce non-violent offender admissions to prison. The plan must include a thorough description of the proposed program model and evidence-based practices, roles of the various stakeholders, and efforts to support the successful reintegration of offenders through a community involvement component (e.g., community service, restorative justice board).

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• Description of Gaps in Sanctions and Services• Description of the Proposed Adult Redeploy Illinois Program Model (including incorporation of existing alternatives to incarceration and human services, use of evidence-based principles, and integration of a community involvement component)• Timeline• Budget

Prior to applying for implementation funds, interested jurisdictions are strongly encouraged to access non-competitive planning grants to convene stakeholders and analyze data to come up with an optimum local plan. To gain commitment and involvement from each of the local stakeholders that influence incarceration decisions, those engaged in the planning process must represent the criminal justice spectrum (judiciary, prosecution, defense, probation) and the community (treatment providers, social services, business).

In the preparation of their local plan, jurisdictions review localized Authority research and analysis to ensure their target populations and target interventions are data-driven. These data are available at the ARI website (www.icjia.org/redeploy) and include demographics, offense classes, and offense types related to ARI-eligible non-violent offenders committed to IDOC by the jurisdiction.

Sites must serve prison-bound individuals, employ evidence-based practices, and demonstrate significant cost savings compared to incarceration. Local plans are submitted to and evaluated by the ARIOB for alignment with ARI principles and cost-effectiveness.

In response to a formal request for proposals, jurisdictions apply for funding to implement their local plans. In exchange for the funds, jurisdictions must agree to reduce by 25 percent the number of offenders committed to IDOC from a defined target population or else face a penalty. The reduction goal is based on the jurisdictions' average number of commitments over the past three years according to IDOC data. Sites are required to collect data and regularly report on progress. Jurisdictions having difficulty meeting their reduction goals are provided with technical assistance. They can propose a corrective action plan to meet an adjusted target or, as a penalty, prepare to reimburse a portion of the grant at the discretion of the ARIOB. Corrective action plan language is included as Appendix B.

Funding for continuing sites is reviewed annually through a renewal application process. Renewal funding decisions are made by the ARIOB based on the sites' ability to meet their 25 percent reduction goals and further ARI goals.

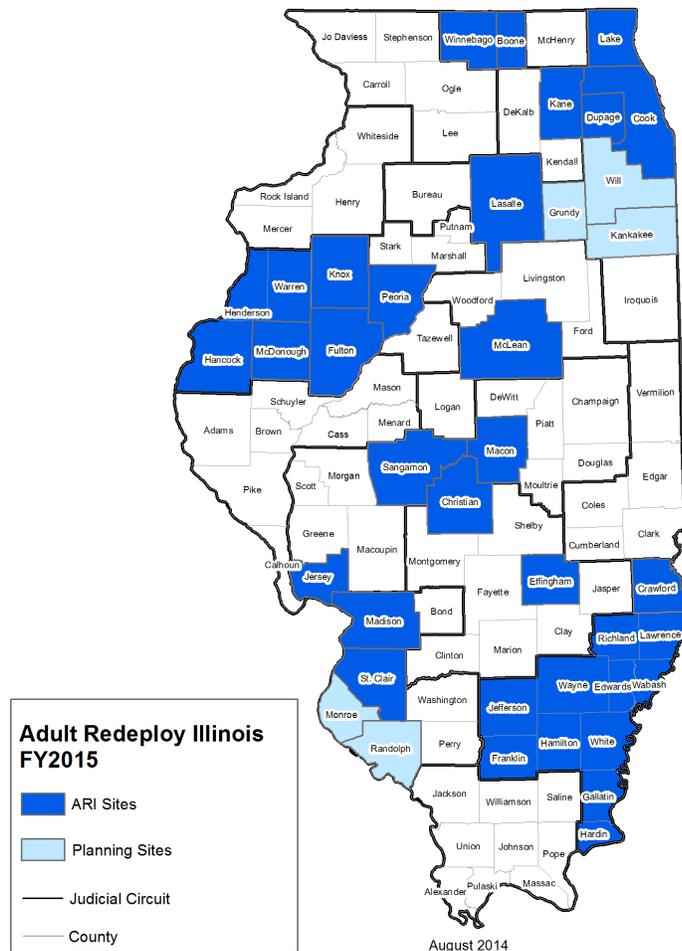
IMPLEMENTATION UPDATE

In 2014, Adult Redeploy Illinois focused on strengthening current sites while continuing outreach to counties committing high numbers of non-violent offenders to IDOC. The program supported implementation at 18 sites covering 34 counties, including five new sites that began operating in late-2013. In addition, planning grants were awarded for five counties interested in locally implementing ARI.

A total of 1,698 non-violent offenders received ARI-funded services in 2014, including 908 newly enrolled clients. Of them, 1,486 were diverted from prison and 212 were unsuccessfully terminated and sent to IDOC. From the start of the program, more than 2,100 non-violent offenders have been diverted from prison by ARI sites.

A site map is included as *Figure 4*. Appendix C includes the ARI implementation timeline.

Figure 4
Adult Redeploy Illinois Sites



I. Site Descriptions

By December 2014, 19 ARI programs were being run at 18 sites serving 34 counties. Funded programs include problem-solving courts (drug courts, mental health courts, veteran tracks) and intensive probation supervision with services programs for different target populations. Appendix D includes a list of SFY14 and SFY15 ARI grantees.

The 2nd JUDICIAL CIRCUIT joined ARI in July 2013 to expand its drug court model circuit-wide, including Crawford County (an ARI site since November 2012). As of February 2015, 11 counties in the vast 2nd Judicial Circuit operate a county drug court administered by a specialty courts program coordinator employed by the Wells Center, a local treatment provider. Operated out of the 2nd Judicial Circuit Court Services Department, the drug courts integrate risk assessments, clinical assessments, efficient drug testing, a mental health court planning initiative, and a circuit-wide evaluation component. The circuit-wide program is a partnership between the 2nd Judicial Circuit Specialty Courts Committee; Treatment Alternatives for Safe Communities, Inc. (TASC); Center for Prevention Research and Development, University of Illinois; Crawford County Renew, Drug Free Communities Coalitions; Egyptian Health Department; Centerstone; Jefferson County Comprehensive Services; and Wells Center.

Recent innovations:

- Hired mobile substance abuse counselors to serve multiple rural counties.
- Developed drug court fundraising support group in Lawrence County.
- Circulated an instructional video on drug court operations across the circuit.

The 4th JUDICIAL CIRCUIT joined ARI in July 2013. ARI funding is being used for mental health courts with a veterans treatment track in two of the nine counties in the circuit, Christian and Effingham. Operated out of the Effingham County Probation Department, the 4th Judicial Circuit program consists of mental health treatment services such as psychiatric evaluations, medication stabilization, and individual and group counseling. A partnership with a Veteran Justice Outreach Specialist at the Veterans Administration assists to implement a specialized veteran's treatment track. Effingham County implements a community restorative program, Communities Restoring Wellness (CRW), at a local treatment provider, The Wellness Loft. Partners include Effingham County Probation Department, Christian County Probation Department, Effingham County State's Attorney's Office, Effingham County Public Defender's Office, Christian County Sheriff's Office, Effingham County drug court judge, Christian County drug court judge, The Wellness Loft, Christian County Mental Health Association, Veterans Administration, and Jewell Psychological Services.

Recent innovations:

- Implemented Community Restoring Wellness (CRW) program.
- Hosted on-site national technical assistance and training through the National Drug Court Institute.

The 9th JUDICIAL CIRCUIT received ARI funding in July 2013 to expand its drug court model with Knox (an ARI site since April 2011), Fulton (an ARI site since July 2011), and McDonough (since January 2013) counties to include access to Hancock, Henderson, and Warren counties. The drug court model consists of dedicated probation officers who work non-

traditional hours, increased access to substance abuse treatment, and cognitive behavioral therapy (*Thinking for a Change*). The circuit-wide model, administered by a coordinator, is a partnership between the 9th Judicial Circuit Court Services, presiding drug court judges in Fulton, Knox and McDonough counties, state's attorney's offices in Fulton, Knox, and McDonough counties, Fulton County Public Defender's Office, contractual drug court attorneys, Bridgeway, McDonough Hospital, and North Central Behavioral Health Systems.

Recent innovation:

- Started an initiative in Knox County to track client location continuously via smartphone technology.

BOONE COUNTY joined ARI in July 2013 to create a drug court. Operated out of the Boone County Probation Department, the Boone County ARI program incorporates assessment, individualized recovery support services, and substance abuse treatment. The program is a partnership between probation, Treatment Alternatives for Safe Communities, Inc. (TASC), and Remedies Renewing Lives.

Recent innovation:

- Added a mental health professional to the drug court team.

COOK COUNTY established a probation violator case initiative in October 2011 with ARI funds based on Hawaii's evidence-based Honest Opportunity Probation with Enforcement (HOPE) program. A partnership of the Circuit Court of Cook County, Cook County Public Defender's Office, Cook County State's Attorney's Office, Cook County Adult Probation Department, Cook County Sheriff's Office, and WestCare Foundation, and administered by the Cook County Justice Advisory Council, this program emphasizes swift, certain, and predictable sanctions for probation violations, while increasing access to supportive services, including cognitive behavioral and trauma therapy.

Recent innovation:

- Implemented additional graduated sanctions and incentives to improve compliance.

COOK COUNTY ACCESS TO COMMUNITY TREATMENT (ACT) COURT received a grant in October 2013 to create a diversion program that emphasizes rapid access to community-based treatment, enrollment in the Cook County Medicaid Waiver program and Affordable Care Act, integration of court supervision and community-based treatment, and enhanced case management technology. Governed by a steering committee, the program is a partnership between the Circuit Court of Cook County, Cook County Public Defender's Office, Cook County State's Attorney's Office, Cook County Adult Probation Department, Treatment Alternatives for Safe Communities, Inc. (TASC), community treatment providers, and local and national court consultants.

Recent innovations:

- Leveraged the Affordable Care Act (ACA) for client treatment.
- Created an evidence-based reward system that utilizes random drug testing call-in software and rewards negative urinalyses with transit passes.

DUPAGE COUNTY was one of the first ARI sites, initiated in January 2011 to create a probation violator caseload program that provides intensive supervision and support services to rehabilitate offenders with violative behavior. Operated out of the Department of Probation & Court Services of the 18th Judicial Circuit Court and incorporating cognitive behavioral therapy, graduated sanctions and incentives, and job skills training, the DuPage County ARI program engages the 18th Judicial Circuit Court, DuPage County State's Attorney's Office, DuPage County Public Defender's Office, and a range of community service providers.

Recent innovation:

- Implemented *Moving On*, an evidence-based, trauma-informed program for ARI female clients, with plans to implement department-wide.

JERSEY COUNTY was one of ARI's first pilot sites, joining the program in January 2011 with a rural drug court program. Operated out of the probation department, the Jersey County ARI program incorporates cognitive behavioral therapy (*Thinking for a Change* and *Moral Reconation Therapy*) and a community restorative justice component. Partners include the Jersey County drug court judge, Jersey County State's Attorney Office, Jersey County Public Defender's Office, Greene County State's Attorney's Office, Greene County Chief Probation Officer, Treatment Alternatives for Safe Communities, Inc. (TASC), local treatment provider, and local volunteers through the Drug Court Community Board.

Recent innovation:

- Implemented a client detox program at a medical detox facility through two local hospitals. Prior to this innovation, clients were detoxing on their own at the county jail.

KANE COUNTY joined ARI in October 2013 with funding to create an intensive probation supervision/probation violator caseload program. Operated out of the court services department, the Kane County ARI program includes reduced probation caseloads (evidence-based practice to provide intensive interventions for high-risk clients), the Effective Case Work Model, and a range of services at a community treatment provider. The program is a partnership between Kane County Court Services, Kane County State's Attorney's Office, Kane County Public Defender's Office, Kane County Sheriff's Office, the Office of the Chief Judge of the 16th Judicial Circuit, and Transitional Alternative Reentry Initiative, Inc. (TARI).

Recent innovation:

- Implemented the "Wall of Wow," part of an incentive program in which clients write in their own words their achievements.

LAKE COUNTY joined ARI in October 2013. Funding was used to enhance the county's problem-solving courts with recovery coaching, residential substance abuse treatment, cognitive behavioral therapy (*Moral Reconation Therapy*), and recovery home placements. The enhancements target high-risk, prison-bound offenders within the Lake County drug, mental health, and veteran's courts. The program is a partnership among the 19th Judicial Circuit Court – Division of Adult Probation, Lake County State's Attorney's Office, Lake County Public

Defender's Office, Lake County Health Department, Lake County Jail, Gateway Foundation, Haymarket Center, Nicasa, and the Veterans Administration Services.

Recent innovations:

- Implemented a recovery check-in system and alumni group.
- Obtained Medicaid certification for the probation department, allowing contracted treatment providers to offer on-site treatment.

LASALLE COUNTY joined ARI in October 2013 to create an intensive probation supervision program for offenders violating their probation conditions and in need of additional services. Operated out of the 13th Judicial Circuit Probation and Court Services Department, the program includes reduced probation caseloads, cognitive behavioral therapy (*Moral Reconation Therapy*), swift sanctions and incentives, increased access to substance abuse treatment, and employment training. The program is a partnership between the 13th Judicial Circuit Probation and Court Services Department, LaSalle County State's Attorney's Office, North Central Behavioral Health Systems, and Business Employment Skills Team (BEST), Inc.

Recent innovation:

- Shifted resources from treatment budget, reduced due to expanded Medicaid billings, to client transportation support.

MACON COUNTY was one of ARI's first pilot sites, joining the program in January 2011. Macon County established an intensive probation supervision with support services program. 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, public defender, and local service providers Behavioral Interventions and Heritage Behavioral Health Center, Inc. Vital aspects of this model are the incorporation of evidence-based *Moral Reconation Therapy* and a Community Restorative Board.

Recent innovation:

- Piloted a client/mentor stipend program where mentors receive \$10 per hour in wages to be applied toward outstanding court fines and fees.

MADISON COUNTY joined in July 2011 with its problem-solving court enhancement program. Funds provide comprehensive assessments and services within the county's drug, mental health, and veterans' courts. Operated out of the Madison County Probation Department, the program works with the judiciary, state's attorney's office, public defender's office, Veterans' Assistance Commission, Treatment Alternatives for Safe Communities, Inc. (TASC) and local provider Chestnut Health Systems to expand services and provide interdisciplinary team training. The program includes an evaluation partnership with Southern Illinois University-Edwardsville and a community restorative justice program.

Recent innovations:

- Imposed curfew for first two weeks out of residential treatment to help prevent overdose deaths.
- Started holding meetings with probationers facing termination to trouble-shoot cases.

MCLEAN COUNTY joined ARI in July 2011 with funding for an intensive probation supervision with services program. Operated out of the McLean County Probation Department, the program employs a spectrum of intermediate sanctions and responses to support probationer success such as cognitive behavioral therapy groups, advocacy/mentoring, job skills training, General Educational Development (GED) services, substance abuse treatment, counseling, and electronic alcohol monitoring. Partners include McLean County Court Services, the Chief Judge of the 11th Judicial Circuit, the presiding criminal division judge of the 11th Judicial Circuit, McLean County State's Attorney's Office, McLean County Office of the Public Defender, a researcher from Illinois State University, and the Center for Youth and Family Solutions.

Recent innovation:

- Based on effective case management, developed client case management tools, including case plans, decision making activities, thought records, eco-system mapping, behavioral analysis, and assignments resulting from violations, which are reviewed by client with probation officer.

PEORIA COUNTY became an ARI site in July 2013 establishing an intensive probation supervision with services program. Operated out of the Peoria County Probation and Court Services Department, the program includes reduced probation caseloads, efficient and rapid drug monitoring, cognitive behavioral therapy (*Thinking for a Change*), substance abuse treatment, education and job training, and community service. Partners include the Chief Judge of the 10th Judicial Circuit, Peoria County State's Attorney's Office, Peoria County Office of the Public Defender, Peoria County Office of Probation and Court Services, and local community agencies.

Recent innovations:

- Conducted "in house" *Thinking For a Change* groups for ARI clients.
- Coordinated community service projects in the client's own neighborhood.

SANGAMON COUNTY joined ARI in July 2013 to expand and enhance its drug court. Operated out of the Sangamon County Court Services Department, the Sangamon County ARI program incorporates assessment practices to target high-risk and high-need offenders, cognitive behavioral therapy, substance abuse treatment, and community partnerships to provide housing and employment services. Partners include the drug court judge, Sangamon County State's Attorney's Office, Sangamon County Public Defender's Office, defense bar, Adult Services – Sangamon County Court Services Department, Treatment Alternatives for Safe Communities, Inc. (TASC), Gateway Foundation, Mental Health Centers of Central Illinois, and other local community agencies.

Recent innovations:

- Established new community partnerships to include individual counseling with Lutheran Child and Family Services, individual education/GED instruction with Sylvan Learning Center, and employment services with Capitol Township.

ST. CLAIR COUNTY was one of the original ARI sites, joining in January 2011. St. Clair County ARI is an intensive probation supervision program for mentally ill non-violent offenders.

The program provides reduced probation caseloads, cognitive behavioral therapy, trauma therapy, dual-disorder treatment, and a community restorative element, as well as counseling, drug treatment, medication assistance, and transitional housing. Operating out of the probation department, the St. Clair County ARI program works with a jail crisis worker to identify potential participants who have serious mental illnesses (using Jail DataLink) that may be underlying their criminal behavior. Partners include the 20th Judicial Circuit judiciary, 20th Judicial Circuit Court Services and Probation Department, St. Clair County Mental Health Board, Gateway Foundation, Alternatives, Inc., Comprehensive Behavioral Health Center, Hideg Pharmacy, and A Call for Help, Inc.

Recent innovation:

- Implemented a community restorative board program.

WINNEBAGO COUNTY joined ARI in October 2011 with an enhanced drug court. The county received additional funding in October 2013 for specific components of its Therapeutic Intervention Program (TIP) Court. The Winnebago County ARI program engages in a team approach with the judiciary, state’s attorney’s office, public defender’s office, probation department, and service providers including Treatment Alternatives for Safe Communities, Inc. (TASC), Gateway Foundation, and Rosecrance. The program utilizes evidence-based practices in its problem-solving courts, such as increased drug testing, specialized probation officers, motivational interviewing, recovery coaching, trauma services, cognitive behavioral therapy, family psycho-education, and increased access to residential substance abuse and behavioral health treatment.

Recent innovation:

- Acted as a state pilot program for the use of Vivitrol with opiate-addicted clients.

Planning Grantees

Using SFY14 funds, ARI provided five planning grants. Grantees included the 20th Judicial Circuit (to look into expanding ARI into Monroe and Randolph counties to create behavioral health dockets and employment support, building off the St. Clair model), Grundy County (to explore starting a mental health court), Kankakee County (to plan an intensive probation supervision with services program), and Will County (to determine services needed to divert more people through its drug and mental health courts and a new ARI docket). In addition, Cook County used planning grant funds to assess whether its existing ARI program, which follows the HOPE model, was serving the appropriate target population and getting the best results.

II. Evidence-Based Practices

Adult Redeploy Illinois funds are invested in the implementation of evidence-based and promising practices at local sites to achieve effective criminal justice results. ARI sites employ a variety of evidence-based practices, including:

- Program models (e.g., drug court, mental health court).
- Validated assessments (e.g., Level of Service Inventory-Revised [LSI-R], Texas Christian University [TCU] Drug Screen).

- Supervision strategies (e.g., Risk-Needs-Responsivity model, Effective Practices in Community Supervision [EPICS]).
- Treatment modalities (e.g., Integrated Dual Disorder Therapy [IDDT], Matrix Model).
- Cognitive behavioral therapy (e.g., *Thinking for a Change*, *Moral Reconation Therapy*).

The evidence-based and promising practices in use by ARI sites have been studied and shown to be effective in reducing recidivism by as much as 20 percent. Evidence on effective programs is documented in meta-analyses conducted by the Washington State Institute for Public Policy (www.wsipp.wa.gov). Examples of evidence-based and promising practices appear among the evaluated programs or practices in the Substance Abuse and Mental Health Services Administration’s National Registry of Evidence-based Programs and Practices (www.nrepp.samhsa.gov) and on the National Institute of Justice’s CrimeSolutions.gov website (www.crimesolutions.gov).

Correctional Program Checklist Training

In 2014, Adult Redeploy Illinois staff and ARI-affiliated Authority staff were trained in the Correctional Program Checklist (CPC) tool developed by the University of Cincinnati’s Center on Criminal Justice Research. The 77-item CPC tool assesses the capacity and content of correctional programs in either institutional or community-based settings, according to best practices proven by research to reduce recidivism. Programs generally fall short of the “gold standard” in initial assessments, but the process results in specific suggestions for improvement. The purpose of the training was to increase ARI’s internal capacity to assess whether evidence-based practices are being implemented with fidelity to the model and to provide constructive feedback and technical assistance to bring site implementation up to national standards.

During a four-day January 2014 training, staff studied best practices research and learned how the research was incorporated into the development of the CPC tool. Staff practiced interviewing techniques and case file review. As part of the training, staff observed a cognitive behavioral therapy group session at a local service provider and rated the program according to the principles of effective intervention.

III. Performance Measurement

Every Adult Redeploy Illinois site must collect and report performance measurement data on a regular basis as a condition of funding. The Crime Reduction Act specifically requires the following to be measured: recidivism, rate of revocations, employment rates, education achievement, successful completion of substance abuse treatment programs, and payment of victim restitution. In conjunction with the ARI/OB, the Authority defined performance measures at the start of the program to track these and other indicators of impact.

The performance measures are distilled into a common set of data elements. As part of each grant agreement, ARI sites agree to provide the following:

Mandatory ARI data elements for performance measurement

Demographics:

- Name
- Date of birth
- Gender
- Race
- SID (fingerprint identification number)

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 information:

- Probation/ARI 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 ARI (date, offense, class, sentence and date if applicable)
- Level of Service Inventory-Revised (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)
- Primary substance of choice (if applicable)
- Drug testing information (date tested, result of test, substance(s) found if positive, location of test [probation or treatment provider])
- Diagnosis information
 - Mental health (Axis I, Axis II, date of diagnosis, actual diagnosis)
 - Substance abuse/dependence (date of diagnosis, abuse and/or dependence, substance of preference)

ARI sites submit data on a quarterly basis. These data include a cumulative account of all individuals enrolled in a site's program to date, as well as new enrollments and exits (successful and unsuccessful) during the quarter. An analysis of this information is provided to the ARIOB and the Performance Measurement Committee to track program development, and as part of a feedback loop to sites. Appendix E has a sample of statistical information collected on participants served in 2014.

To facilitate data collection across the sites, the Authority developed an Access database to capture case-level performance measurement and evaluation information as defined by the Crime Reduction Act and according to the specific evidence-based practices employed by the sites. In 2014, the Authority was awarded the Statistical Analysis Center (SAC) Innovation Award by the Justice Research and Statistics Association for the ARI database, in recognition of its use of technology to advance policy analysis and decision making in the justice field.

As of January 2015, nine of the 18 sites were using the Access database to submit performance measurement data to the program. The Authority also has worked with sites and third-party vendors to extract data from other existing probation case management systems to prevent duplication of effort. Authority staff created a data dictionary to standardize data collection across sites. Further description of the ARI performance measures and how they are gathered from the database system are included in Appendix F.

In addition to ongoing performance measurement, the data were used in the assessment of program implementation at the 10 original pilot sites. Additional detail on the implementation evaluation process is included in the Evaluation section.

Available ARI data

Quantitative data are obtained from sites quarterly, either from the Access database or the site's existing case management system. Probationer data are available from January 1, 2011, and cover a large number of data elements. Probationer information is collected on an individual level, which allows ARI to track probationer progress from enrollment to termination.

Qualitative data is available from the original 10 pilot sites, including more than 100 interviews covering planning and operations with key stakeholders and line staff (judges, state's attorneys, public defenders, probation staff, treatment providers, and law enforcement). Additional data are available from 105 interviews conducted with ARI probationers from the pilot sites, covering client backgrounds, attitudes, and opinions on ARI probation, and including suggestions for improving the program. Both stakeholder and client interview responses will be summarized in the implementation evaluations.

IV. Site Monitoring

In addition to collecting performance measurement data, ARI staff conducts a variety of site monitoring activities to track progress at sites. Site visits, conference calls, and other monitoring efforts yield direct knowledge of the local programs and provide the opportunity to share information on successes and innovations, as well as advise on course corrections when needed. Meetings with stakeholders nurture the critical relationship between the state and local aspects of the program. The Site Selection & Monitoring Committee reviews the breadth of information gathered to make funding and other recommendations to the ARIOB.

Site Visits

ARI staff conducted four site visits in 2014.

- Jersey County (4/2-4/3/14) – The site visit was precipitated by the need for a corrective action plan to address concerns about low enrollment numbers and the potential for falling short of the county’s SFY14 reduction goal. The visit included extensive training by the Illinois Center of Excellence for Behavioral Health and Justice (COE) to identify areas for improvement, many of which were addressed in the resulting corrective action plan.
- St. Clair County (7/8-7/9/14) – The site visit included visits to three community service providers, a tour of the St. Clair County jail, a meeting with volunteers on the newly created Community Restorative Board, and conversations with past and present clients.
- LaSalle County (10/20-10/21/14) – The site visit was scheduled to address LaSalle’s failure to meet its SFY14 reduction goal (by one). The visit included a meeting with probation staff and supervisors, a conversation with two program clients, and a COE-facilitated discussion with key stakeholders including the state’s attorney’s office, public defender’s office, probation, and treatment providers. A corrective action plan was approved by the ARIOB at its November meeting.
- 2nd Judicial Circuit (11/17-11/19/14) – The site visit to the 2nd Judicial Circuit involved meetings and observations at three of the circuit’s 11 drug courts. The visit included a facilitated discussion with probation staff, visits to treatment providers, and meetings with three judges. The 2nd Judicial Circuit operates a circuit-wide drug court model over a vast 12-county area.

V. Outreach, Technical Assistance & Communication

In 2014, Adult Redeploy Illinois received a great deal of local, state and national attention from policymakers and the media, due to the successful implementation of alternatives to incarceration at the sites. The Outreach, Technical Assistance & Communication Committee advises ARI staff on how to effectively and strategically manage external communication.

Targeted outreach

Adult Redeploy Illinois staff continued its outreach to counties that commit high numbers of non-violent offenders to the IDOC. In 2014, ARI provided planning grants to two of the top 20 committing counties in an effort to add them to the ARI network: Kankakee and Will counties. The list of the top 20 counties committing ARI-eligible offenders to IDOC in SFY14 (the latest data available) is included as *Figure 5*.

Figure 5
High-Committing Counties: SFY14 ARI-eligible commitments to IDOC
(ARI sites and planning grantees in BOLD)

	County	SFY14 ARI-eligible IDOC commitments	Current ARI site or planning grantee
1	Cook	6,935	Yes - 2
2	Will	507	Yes
3	DuPage	456	Yes
4	Lake	365	Yes
5	Winnebago	358	Yes
6	Madison	302	Yes
7	Macon	262	Yes
8	Champaign	259	No
9	St. Clair	205	Yes
10	LaSalle	198	Yes
11	Kane	193	Yes
12	Peoria	188	Yes
13	Sangamon	180	Yes
14	Adams	131	No
15	McLean	117	Yes
16	Kankakee	114	Yes
17	Vermilion	104	No
18	Rock Island	77	No
19	Marion	76	No
20	Montgomery	73	No

2014 All-Sites Summit

The ARI All-Sites Summit, which is convened annually to provide relevant training/technical assistance, peer learning, and networking opportunities, was held in April 2014 in Bloomington. Nearly 140 attendees representing 40 counties participated in the summit, which focused on solutions to some of the critical issues facing ARI sites—housing, employment, and opiate addiction. Issue experts from the Midwest Harm Reduction Institute of Heartland Health Outreach, the Governor’s Office of Health Innovation and Transformation, Safer Foundation, and TASC, Inc. presented on the critical issues, followed by breakout sessions with sites demonstrating best practices. Will and Lake counties discussed recovery housing in their communities; DuPage County shared information on a cognitive behavioral-focused employment retention training program developed in-house; and Winnebago County presented on its Vivitrol pilot project for opiate addicts.

Eleventh Judicial Circuit Chief Judge Elizabeth Robb welcomed the group, and Winnebago County State’s Attorney and ARIOB member Joseph Bruscatto provided opening remarks. Closing remarks were given by 2nd Judicial Circuit Chief Judge Stephen Sawyer. Other ARIOB members in attendance included Jack Cutrone, executive director of the Illinois Criminal Justice Information Authority; Kathy Saltmarsh, executive director of the Sentencing Policy Advisory Council; and Mike Torchia, director of Sangamon County Court Services.

Website

The ARI website (www.icjia.org/redeploy) is hosted and maintained by the Authority. It offers information primarily geared toward current and potential sites, but also includes material for the general public and policymakers interested in the purposes and principles of ARI. In 2014, there were a total of 4,575 visits to the ARI website.

Site snapshots

“Snapshot” documents of each of the ARI sites have been created to describe local context and demonstrate the unique approaches to achieve ARI goals. These snapshots are included on the ARI website under the “Local Programs” tab.

Dashboard

ARI maintains a one-page program “dashboard” highlighting key indicators on the projected impact of the program. The dashboard is updated periodically for the ARI/OB and other stakeholders. A copy of the dashboard through December 31, 2014, is at Appendix G.

Logic model

A logic model developed for the program in 2012 guides the overall direction of the program and has been a helpful tool in the strategic planning process. The ARI logic model is at Appendix H.

Webinar resources

ARI staff conducted a webinar in February 2014 to assist potential planning grantees. The webinar gave the background on Adult Redeploy Illinois and its goals, and described the application and granting process. The webinar was archived on the ARI website under the “Publications and Resources” tab.

Presentations

The growing interest in Adult Redeploy Illinois is apparent by the number of presentation requests received in 2014. ARI staff made the following community presentations:

- Lake County Coalition to Reduce Recidivism member meeting in Waukegan (1/27/14).
- Panel on Effective Prevention and Diversion Strategies at the criminal justice symposium sponsored by Metropolis Strategies “The \$2 Billion Question: Can Illinois Improve Public Safety and Spend Less on Incarceration?” in Chicago (3/31/14).
- Illinois Public Defender Association Spring Seminar in Springfield (5/9/14).
- Illinois Department of Public Health Community Re-entry Project statewide meeting in Chicago (8/6/14).
- LaSalle Rotary Club meeting in LaSalle (8/27/14).

In addition, State’s Attorney Jay Scott presented on Macon County’s juvenile and Adult Redeploy Illinois programs as part of the panel on “Effective Community-Based Strategies that Increase Public Safety and Reduce Incarceration” at the Collaborative on Reentry meeting in Chicago (9/15/14).

Upon invitation, ARI staff presented to legislative and policymaking bodies interested in the Adult Redeploy Illinois model and local site implementation:

- House Judiciary Committee – ARI provided testimony on Hawaii’s evidence-based Honest Opportunity Probation with Enforcement (HOPE) program, which is being implemented in a modified way in Cook County with ARI funds, in Springfield (4/30/14).
- House of Representatives’ Bipartisan Heroin Crisis Task Force – ARI provided testimony with an overview of innovative responses to the heroin crisis at ARI sites, including building recovery-oriented systems of care that acknowledge addiction as a chronic disease, and incorporating medication-assisted treatment (MAT) in problem-solving courts and intensive probation supervision programs for opiate addicts, in Rockford (7/7/14).
- Illinois Sentencing Policy Advisory Council in Chicago – ARI provided an update on progress and reported on capacity issues at the site level (6/20/14, 10/24/14).
- Joint Criminal Justice Reform Committee – ARI provided input to the committee examining the state’s current sentencing structure and analyzing the efficiency and effectiveness of the criminal justice system.
 - Three legislators and five legislative staff attended a site visit to the DuPage County ARI program, in Wheaton (9/29/14).
 - The ARI Program Director provided testimony to the Committee with reform recommendations, in Chicago (10/14/14).

ARI staff attended the following state and national conferences:

- National Association of Drug Court Professionals (5/28-5/31/14).
- Illinois Association of Problem-Solving Courts (10/2-10/3/14).
- Justice Reinvestment National Summit (11/17-11/19/14) – Adult Redeploy Illinois was invited to attend the Justice Reinvestment National Summit in San Diego, Calif., convened by the Pew Charitable Trusts, Bureau of Justice Assistance (BJA) and Council of State Governments (CSG). Twenty-two states (not including Illinois) have received technical assistance and funding from Pew, BJA, and CSG as part of the Justice Reinvestment Initiative (<https://www.bja.gov/programs/justicereinvestment/index.html>). ARI was pleased to take part in the national discussion about realigning criminal justice incentives to increase more effective and less expensive local alternatives to incarceration.

Media mentions

Adult Redeploy Illinois was mentioned in several local, state and national media outlets in 2014. Of note:

- ARI was featured in a national podcast along with the Illinois Criminal Justice Information Authority and the National Criminal Justice Association on DC Public Radio (3/11/14): <http://media.csosa.gov/podcast/audio/2014/03/illinois-adult-redeploy-initiative-national-criminal-justice-association/>.
- ARI was featured in James Nowlan’s column for State Affairs called “Getting smarter on prison sentences” which was published in various newspapers in Champaign-Urbana, Moline/Rock Island, Kankakee, Kewanee, Ottawa and elsewhere (9/4/14):

http://www.mywebtimes.com/opinion/columnists/state-affairs-getting-smarter-on-prison-sentences/article_af2d50b8-6617-5e63-81d0-66f7cd577574.html?mode=print.

- State’s Attorney Jim Glasgow from Will County (which received a SFY14 planning grant) discussed the benefits of implementing Adult Redeploy Illinois in his county once additional funding becomes available to bring on new sites (10/16/14): http://www.wjol.com/common/more.php?m=15&r=3&item_id=57631. Will is the second highest committing county of non-violent offenders to IDOC after Cook.

A listing of ARI in the media is on the ARI website under the “Publications and Resources” tab.

PROJECTED IMPACT

I. Diversion Goals

In calendar year 2014, 18 sites reported diverting a total of 1,486 IDOC-bound, non-violent offenders through their ARI programs. This number includes those actively participating in community-based services (instead of being sent to prison) (1,110), as well as those discharged from the program successfully or to non-prison dispositions (376). The numbers of people served and diverted at each of the sites active in 2014 are presented in the table in *Figure 6*.

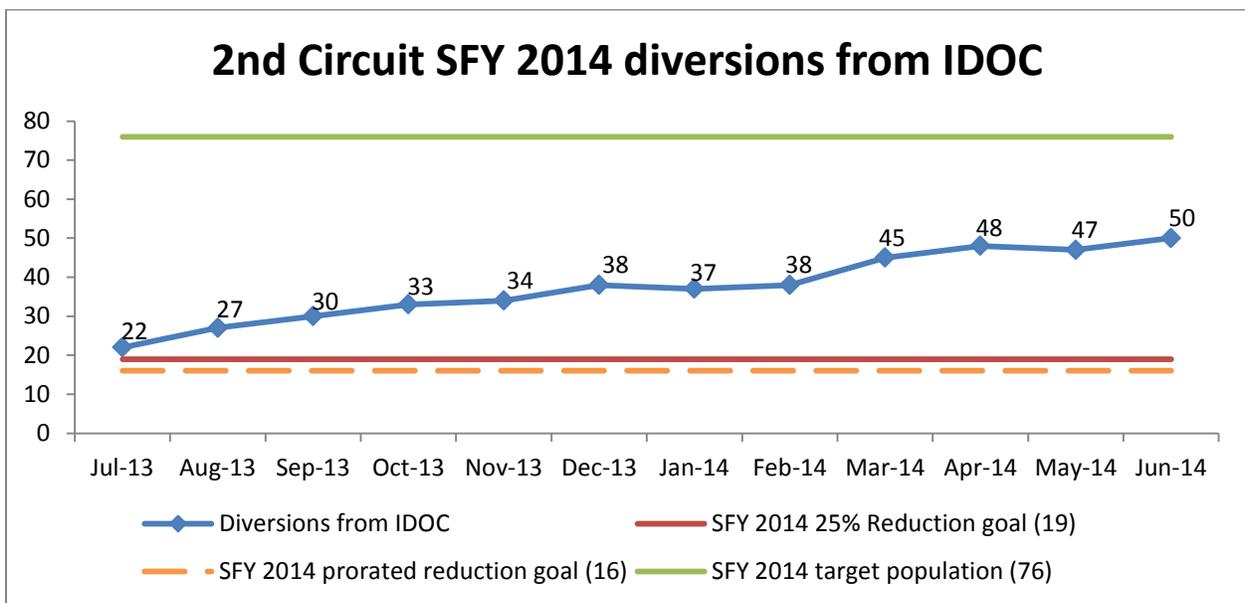
Figure 6
ARI diversions by site, 2014

Site	Actively enrolled (at 12/31/14)	Successful/ Graduated*	Unsuccessful– non-IDOC	Unsuccessful - IDOC commitments	Total Served	Total Diverted
2nd Judicial Circuit	59	3	6	8	76	68
4th Judicial Circuit	7	0	5	0	12	12
9th Judicial Circuit	33	7	4	7	51	44
Boone	10	0	1	2	13	11
Cook HOPE	133	66	33	21	253	232
Cook ACT	75	0	1	14	90	76
DuPage	103	41	14	15	173	158
Jersey	12	3	0	5	20	15
Kane	73	9	9	0	91	91
Lake	42	8	4	14	68	54
LaSalle	19	0	0	2	21	19
Macon	121	38	11	22	192	170
Madison	20	11	3	9	43	34
McLean	37	14	4	7	62	55
Peoria	88	0	1	26	115	89
Sangamon	30	8	3	11	52	41
St. Clair	59	7	7	15	88	73
Winnebago	189	29	26	34	278	244
Totals	1,110	244	132	212	1,698	1,486

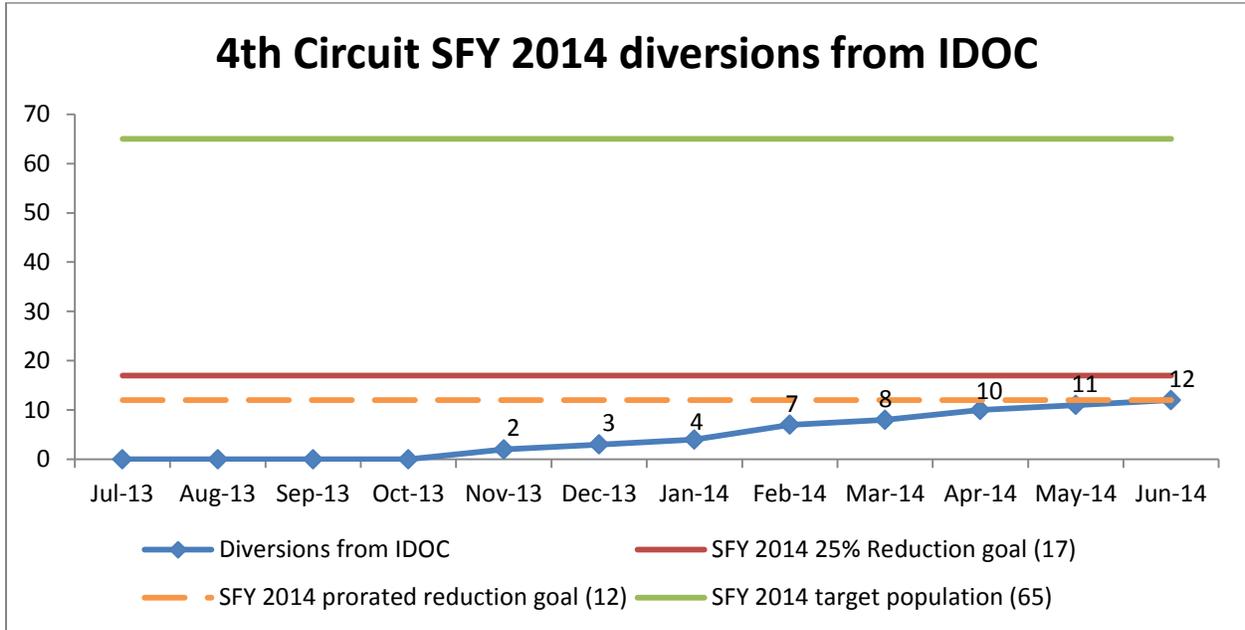
SFY14 Site progress charts

Sites report quarterly on progress toward their 25 percent reduction goals based on the number of individuals from their target population enrolled in and completing their target interventions (e.g., problem-solving court, intensive probation supervision). The goals are established and assessed according to the state fiscal year, which is also the grant period. The graphs below show sites' progress toward SFY14 diversion goals, July 2014-June 2015. All but one of the sites (LaSalle County) met or exceeded their goals (some of which were pro-rated for new sites with ramp-up periods). Note: these diversion numbers may differ from those in *Figure 6* which are for the calendar year, January-December 2014.

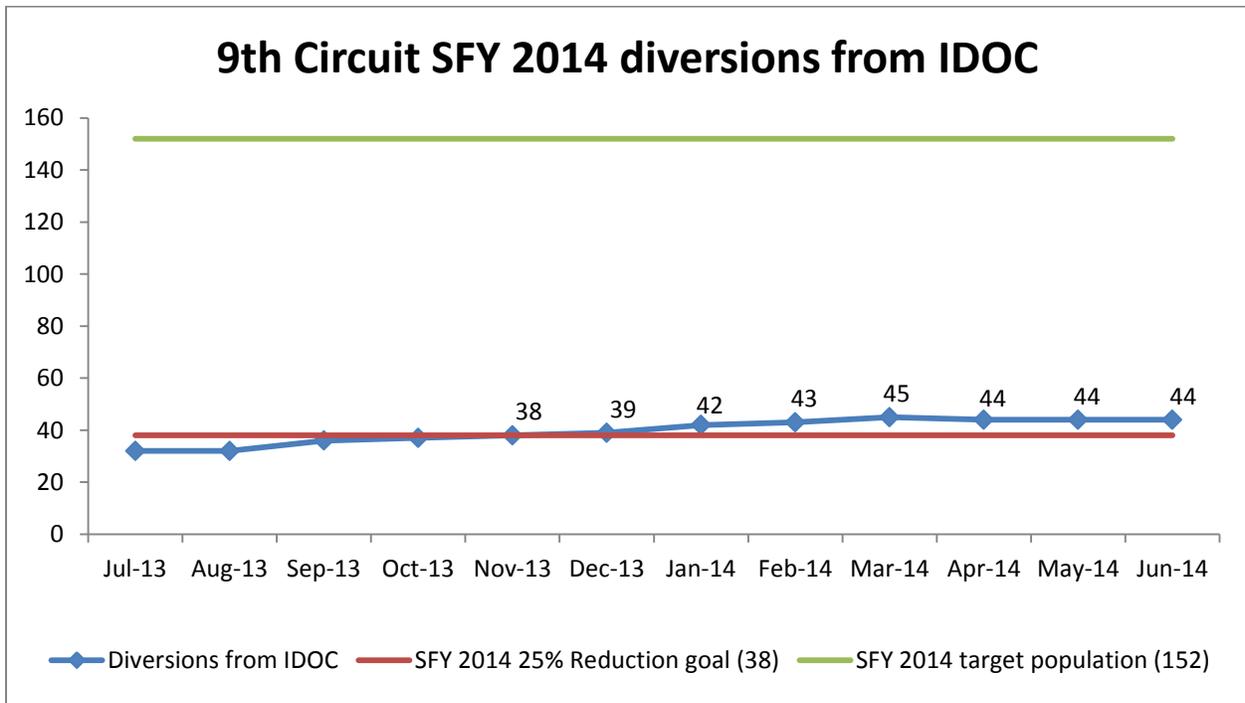
- 2nd Judicial Circuit (new site in SFY14) – SFY14 reduction goal: 19 (pro-rated: 16)
 - o Progress through SFY14: 50



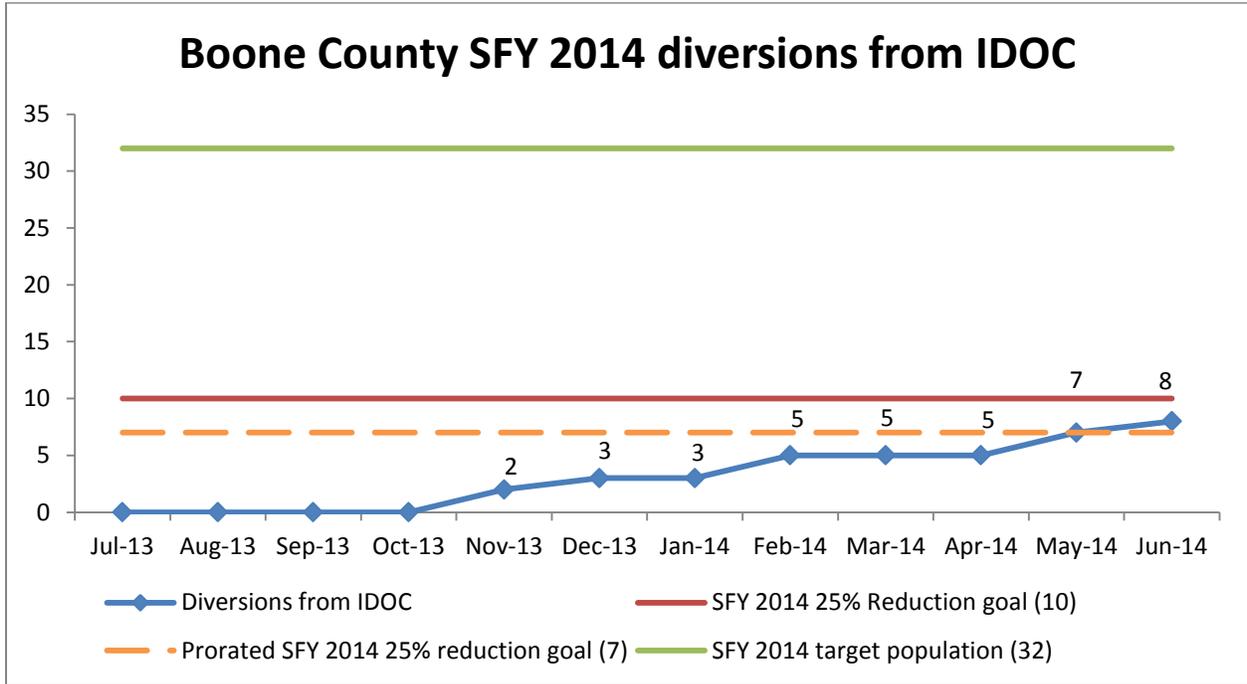
- 4th Judicial Circuit (new site) – SFY14 reduction goal: 17 (pro-rated: 12)
 - o Progress through SFY14: 12



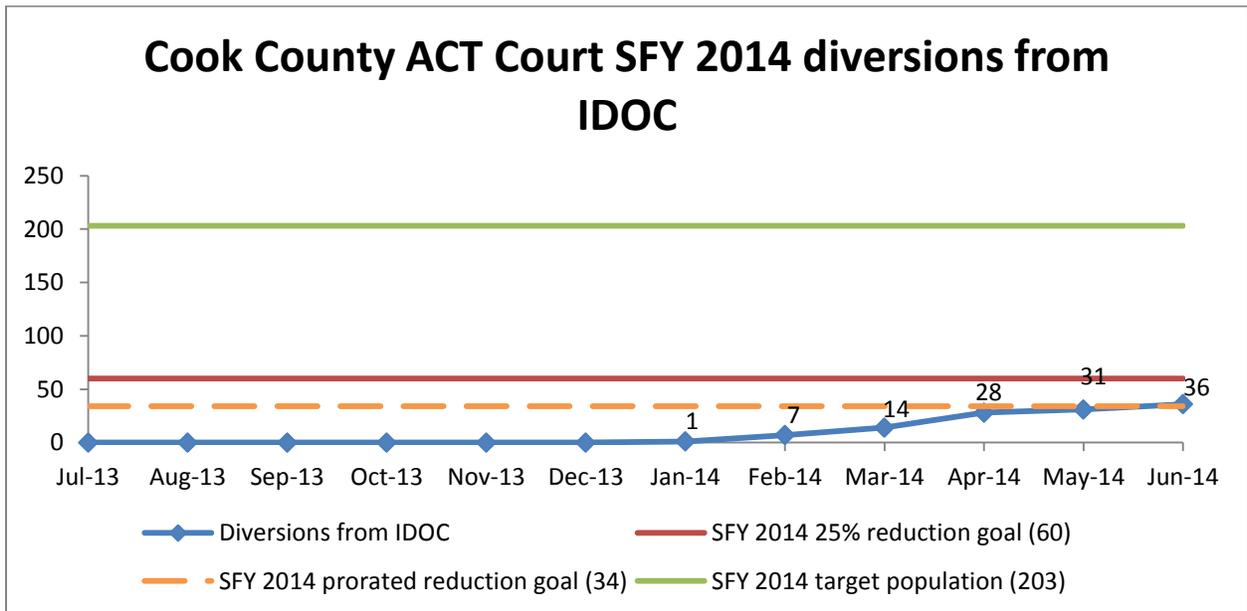
- 9th Judicial Circuit (continuing site) – SFY14 reduction goal: 38
 - o Progress through SFY14: 44



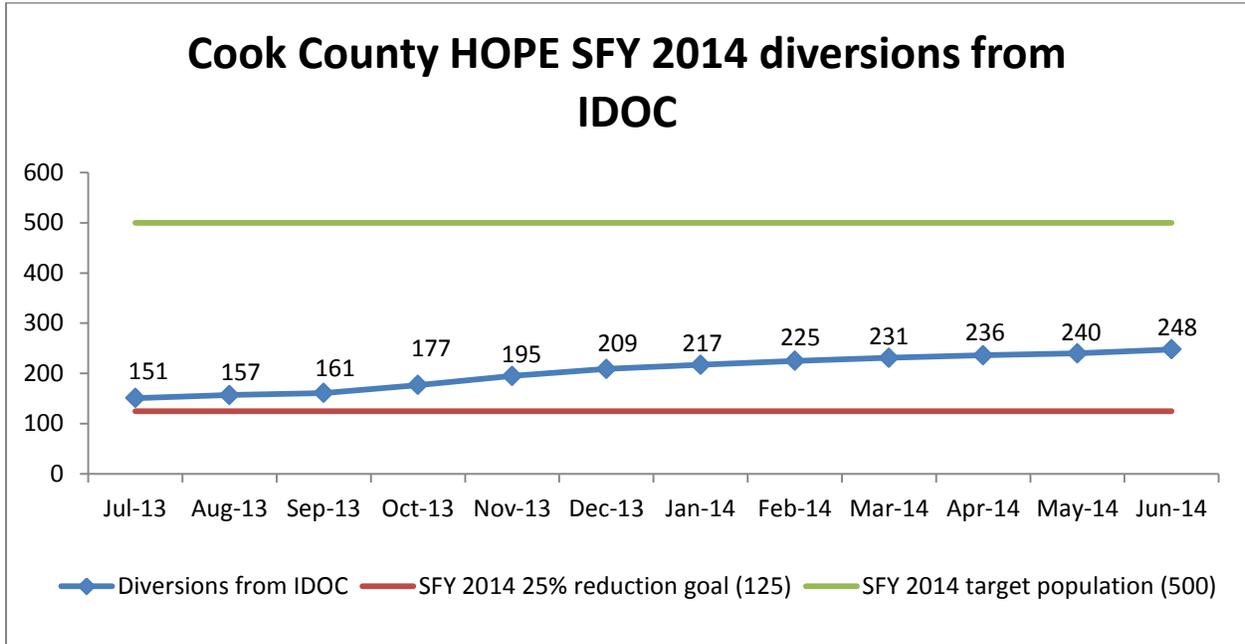
- Boone County (new site) – SFY14 reduction goal: 10 (pro-rated: 7)
 - o Progress through SFY14: 8



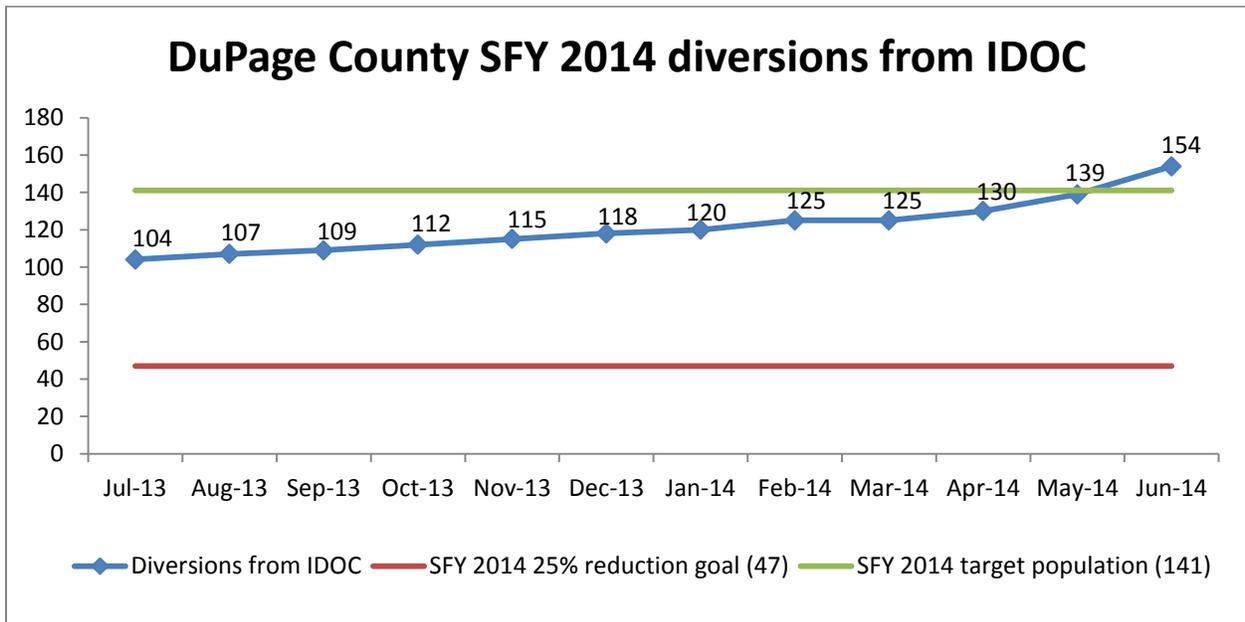
- Cook County ACT Court (new site) – SFY14 reduction goal: 60 (pro-rated: 34)
 - o Progress through SFY14: 36



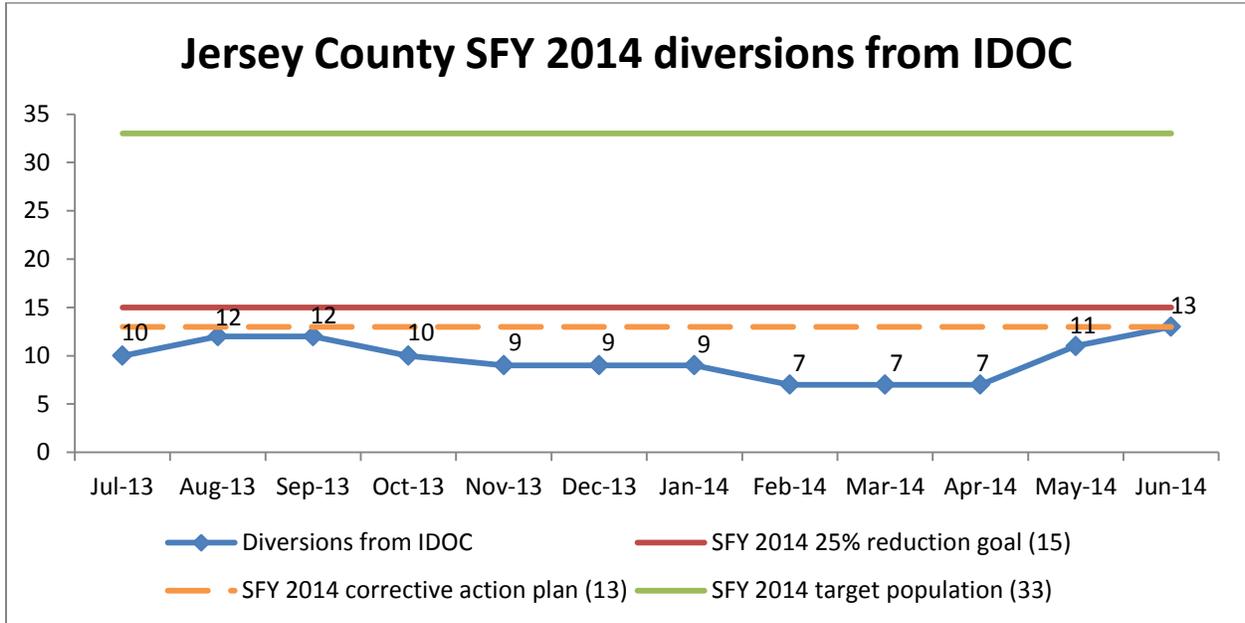
- Cook County HOPE (continuing site) – SFY14 reduction goal: 125
 - o Progress through SFY14: 248



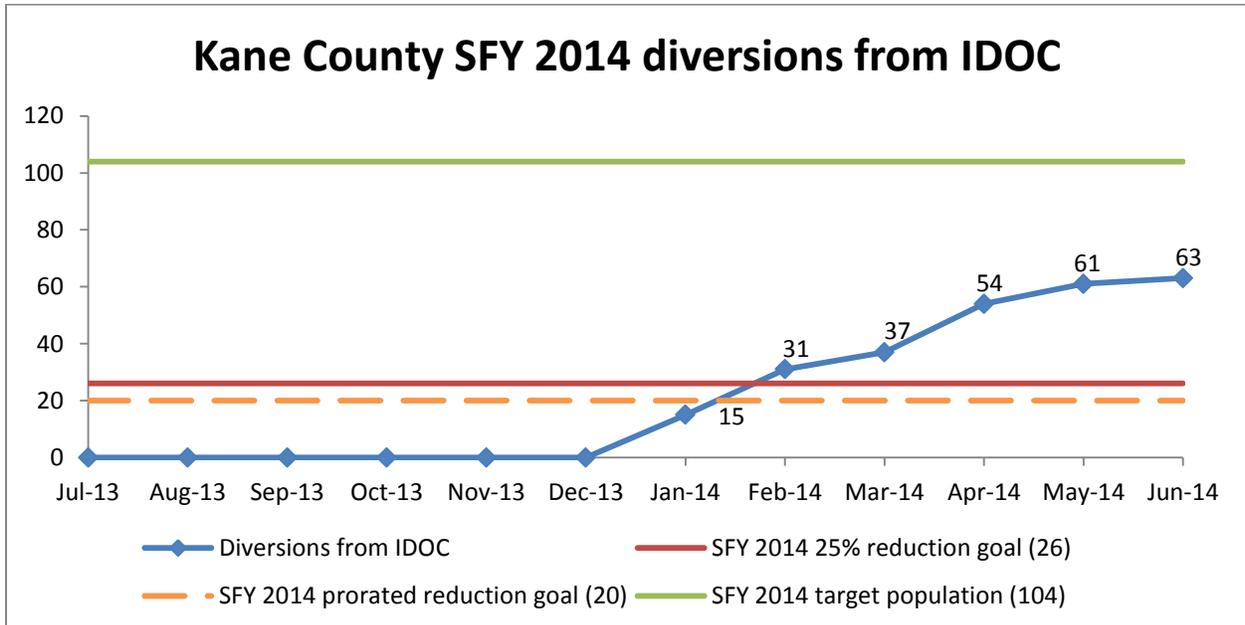
- DuPage County (continuing site) – SFY14 reduction goal: 47
 - o Progress through SFY14: 154



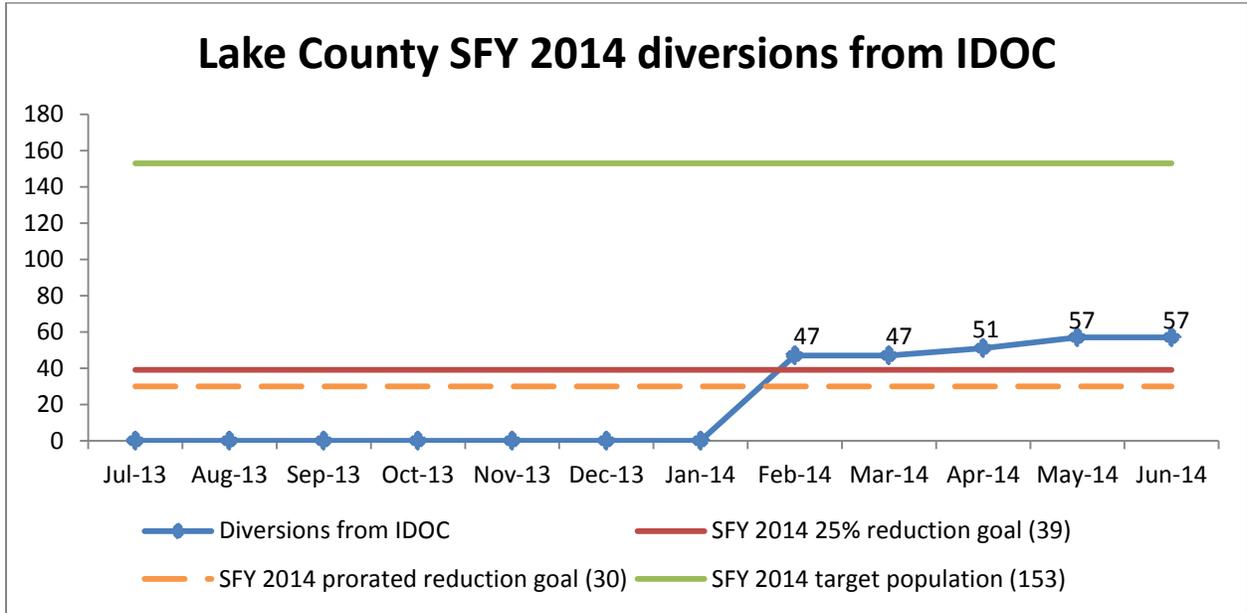
- Jersey County (continuing site) – SFY14 reduction goal: 15 (corrective action plan: 13)
 - o Progress through SFY14: 13



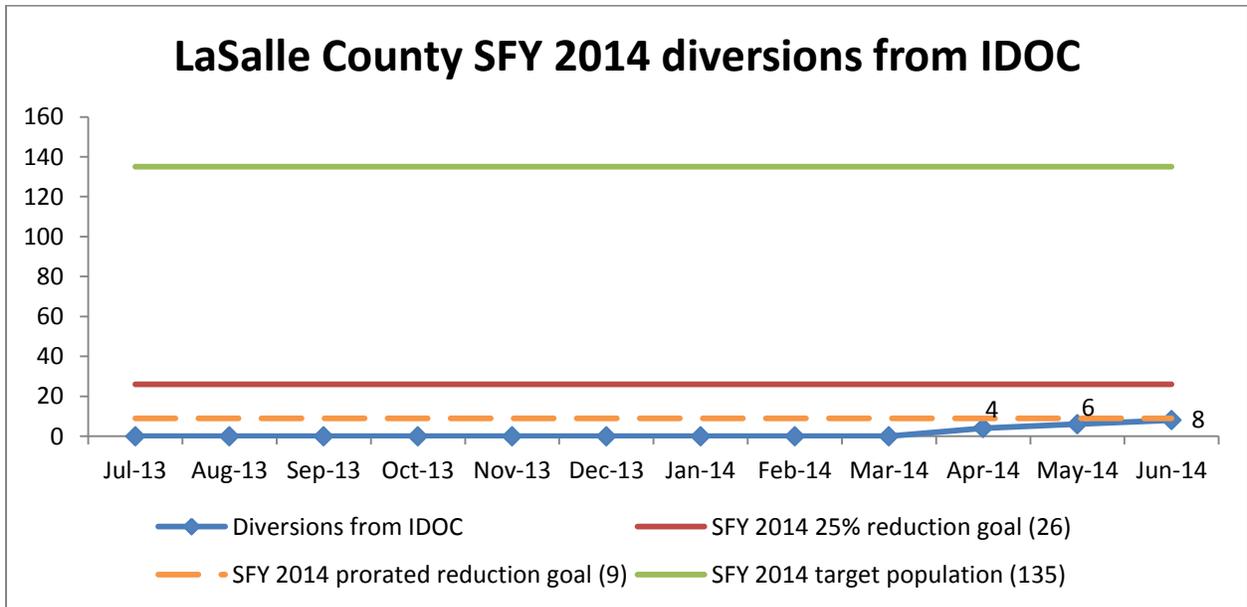
- Kane County (new site) – SFY14 reduction goal: 26 (pro-rated: 20)
 - o Progress through SFY14: 63



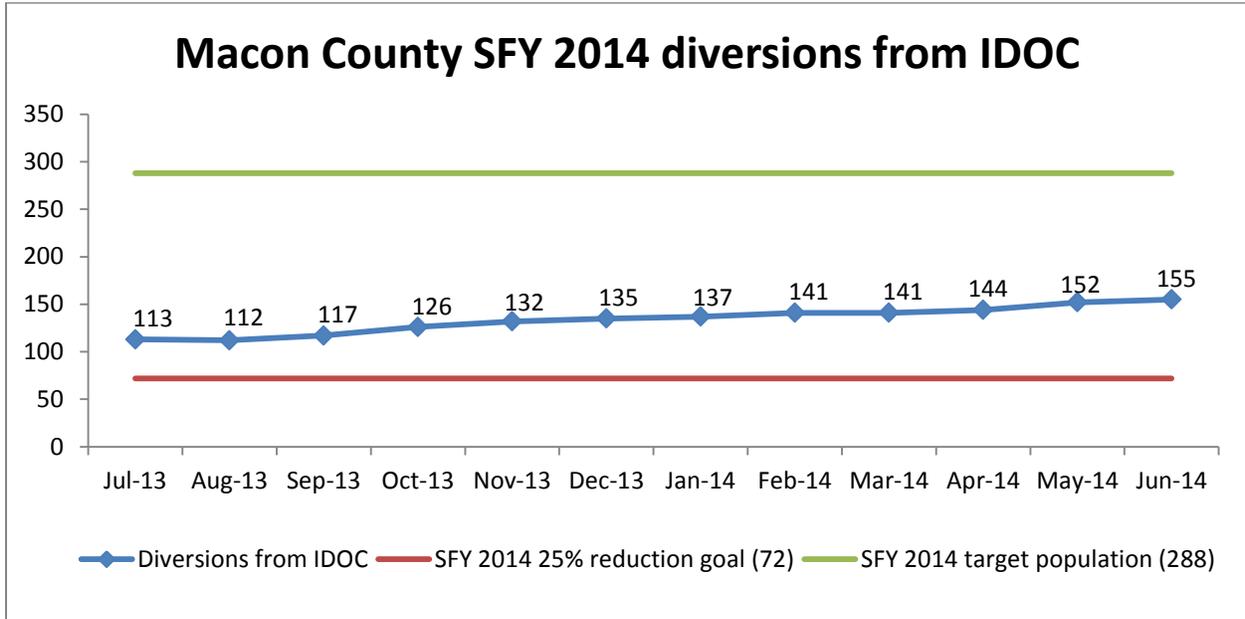
- Lake County (new site) – SFY14 reduction goal: 39 (pro-rated: 30)
 - o Progress through SFY14: 57



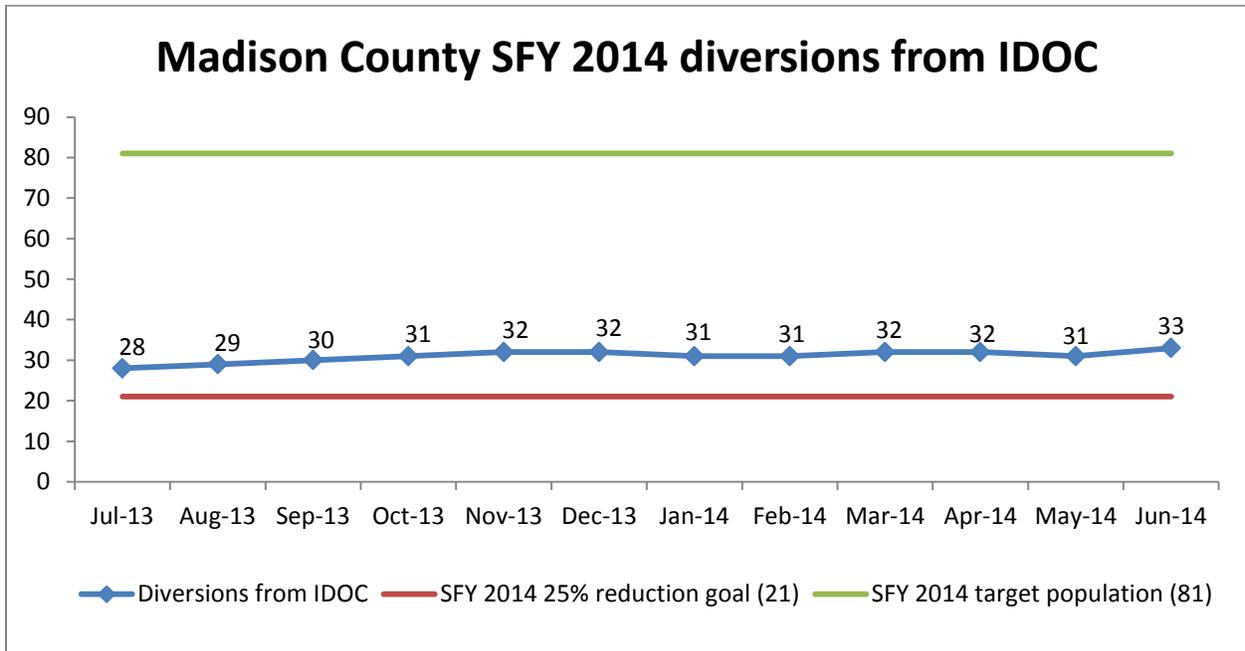
- LaSalle County (new site) – SFY14 reduction goal: 26 (pro-rated: 9)
 - o Progress through SFY14: 8 (1 short)



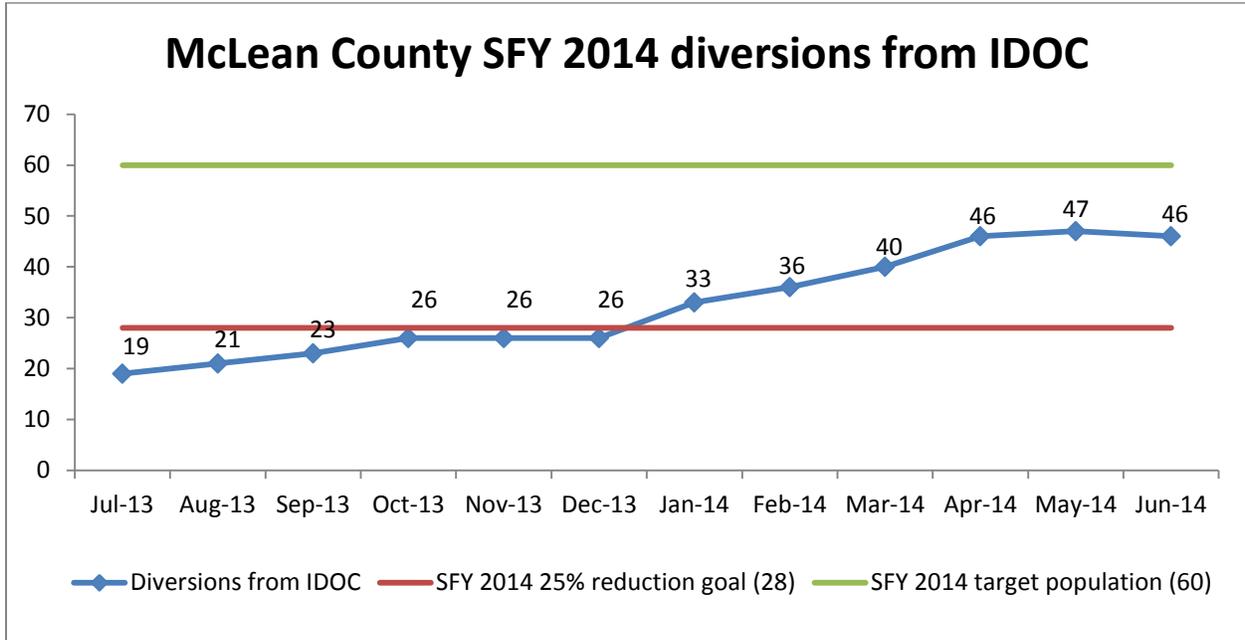
- Macon County (continuing site) – SFY14 reduction goal: 72
 - o Progress through SFY14: 155



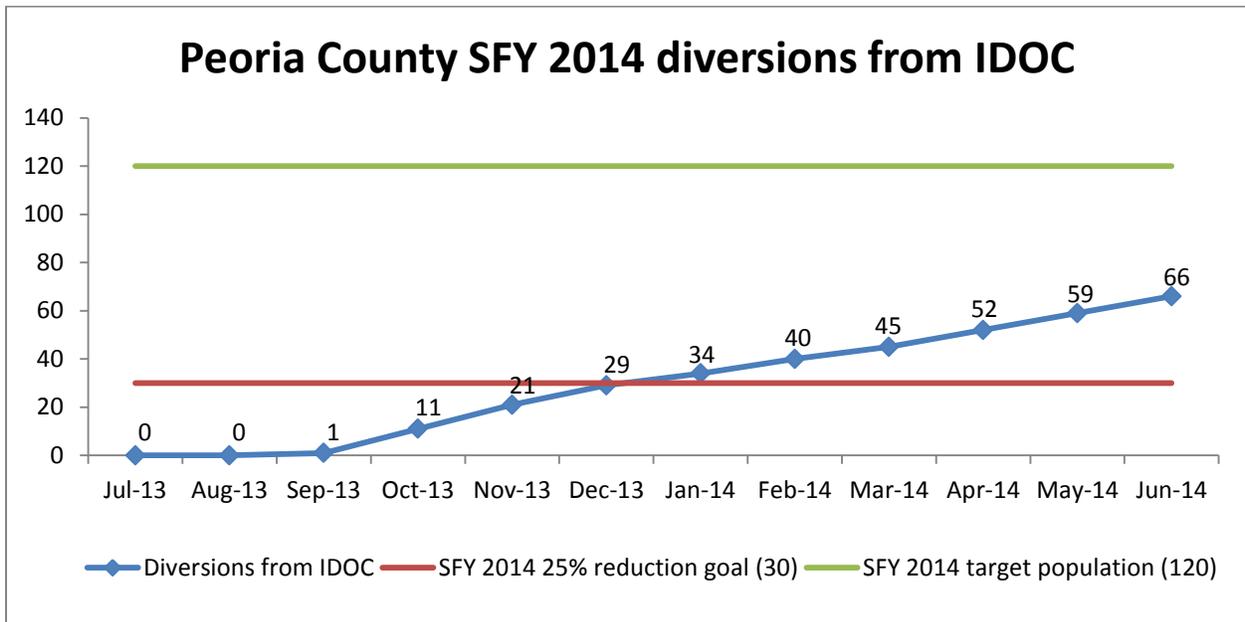
- Madison County (continuing site) – SFY14 reduction goal: 21
 - o Progress through SFY14: 33



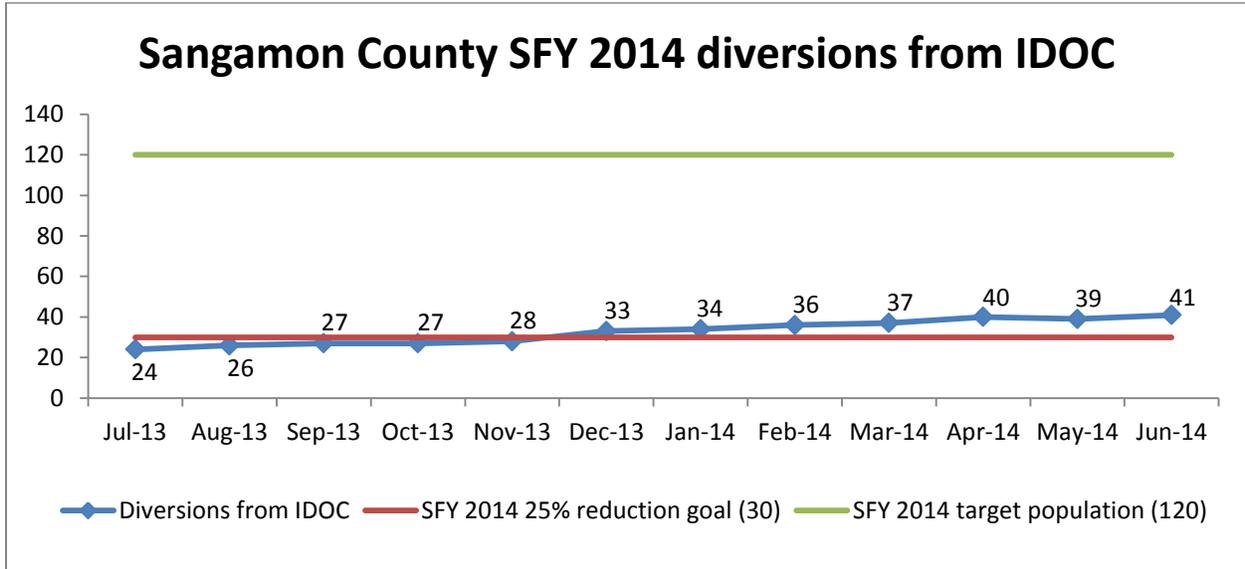
- McLean County (continuing site) – SFY14 reduction goal: 28
 - o Progress through SFY14: 46



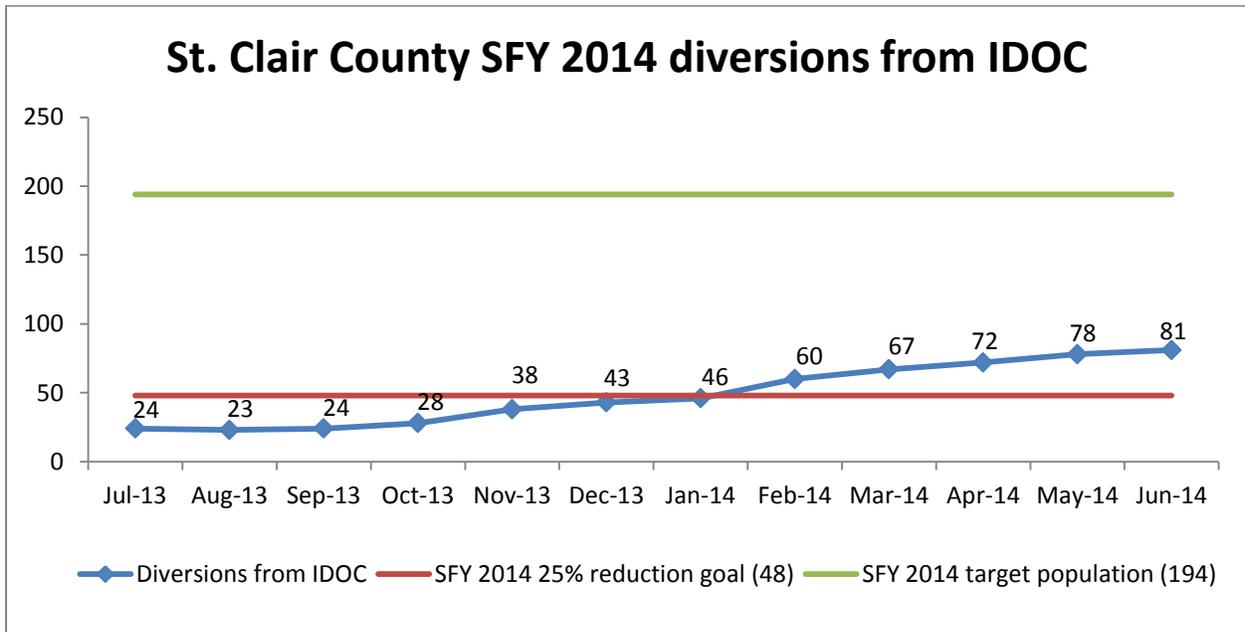
- Peoria County (new site) – SFY14 reduction goal: 30
 - o Progress through SFY14: 66



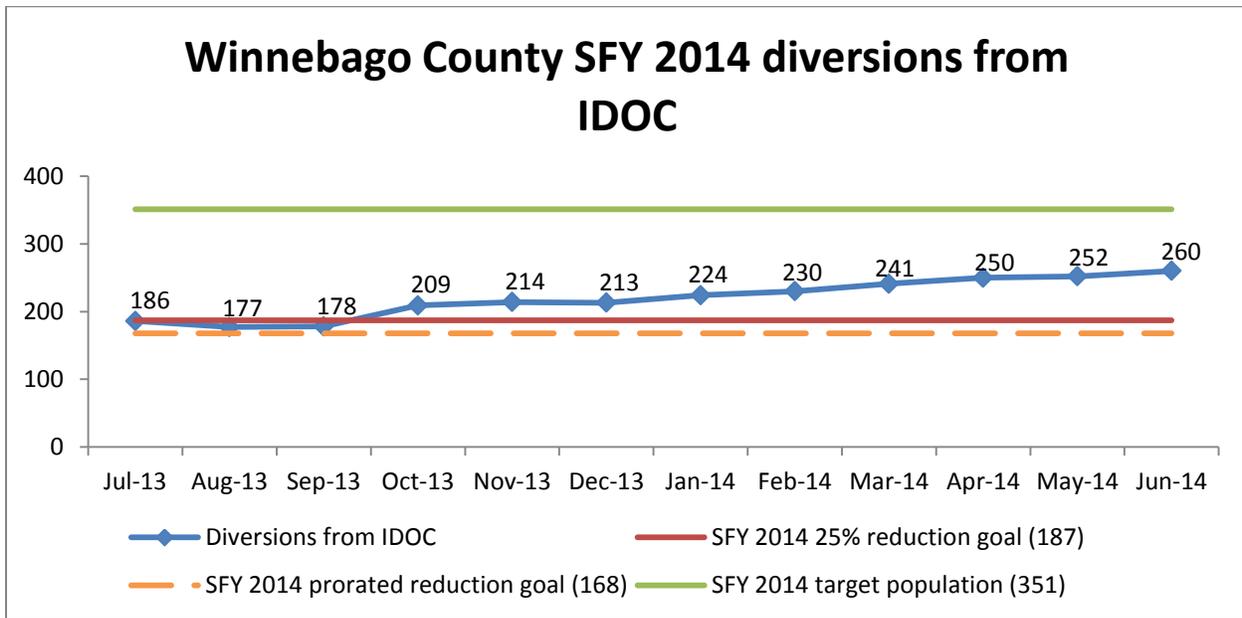
- Sangamon County (new site) – SFY14 reduction goal: 30
 - o Progress through SFY14: 41



- St. Clair County (continuing site) – SFY14 reduction goal: 48
 - o Progress through SFY14: 81



- Winnebago County (continuing site with new component in SFY14 of TIP Court) – SFY14 reduction goal: 187 (pro-rated: 168)
 - o Progress through SFY14: 260



II. Cost Savings

Adult Redeploy Illinois estimates impact in terms of potential savings to the state by using community-based alternatives to incarceration for non-violent offenders instead of prison. ARI intervention costs vary depending on program model and capacity, intensity of services, geographic density, and the availability of supervision and social services in the local community. Average annual ARI costs per person served at the sites range from less than \$2,000 to more than \$12,000.

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 reporting purposes, staff estimates cost savings as the difference between the average per capita prison cost (\$21,500) and the estimated overall average cost of an ARI intervention (\$4,400)¹. The cost difference (\$17,100) is then multiplied by the number of people served in ARI interventions in lieu of being committed to prison by the counties. Based on this analysis, the amount of savings generated in 2014 alone is estimated at over \$19 million. While these are very basic calculations of impact, they demonstrate the potential positive impact of the program when brought to-scale. More refined analysis will be forthcoming with the future use of cost-benefit analysis and outcome evaluation information. Quarterly performance measurement data are shared with the ARI/OB, included on the public “dashboard” and reported to the Budgeting For Results Initiative. *Figure 7* includes a chart tracking estimated quarterly cost savings.

¹ Actual average ARI intervention cost in 2014 was approximately \$3,400: \$5,780,647 total disbursed to sites in 2014 divided by 1,698 clients served.

Figure 7
ARI Estimated Cost Savings

CY Quarter	Number Diverted	Quarterly savings/person*	Estimated quarterly savings	Savings CY to-date	Savings FY to-date	Cumulative savings
Q1-2011	20	\$4,025.00	\$80,500.00	\$80,500.00	\$80,500.00	
Q2-2011	101	\$4,025.00	\$406,525.00	\$487,025.00	\$487,025.00	
Q3-2011	154	\$4,025.00	\$619,850.00	\$1,106,875.00	\$619,850.00	
Q4-2011	440	\$4,025.00	\$1,771,000.00	\$2,877,875.00	\$2,390,850.00	
		2011 Total	\$2,877,875.00			\$2,877,875.00
Q1-2012	517	\$4,025.00	\$2,080,925.00	\$2,080,925.00	\$4,471,775.00	
Q2-2012	639	\$4,025.00	\$2,571,975.00	\$4,652,900.00	\$7,043,750.00	
Q3-2012	696	\$4,025.00	\$2,801,400.00	\$7,454,300.00	\$2,801,400.00	
Q4-2012	745	\$4,025.00	\$2,998,625.00	\$10,452,925.00	\$5,800,025.00	
		2012 Total	\$10,452,925.00			\$13,330,800.00
Q1-2013	735	\$4,275.00	\$3,142,125.00	\$3,142,125.00	\$8,942,150.00	
Q2-2013	772	\$4,275.00	\$3,300,300.00	\$6,442,425.00	\$12,242,450.00	
Q3-2013	792	\$4,275.00	\$3,385,800.00	\$9,828,225.00	\$3,385,800.00	
Q4-2013	978	\$4,275.00	\$4,180,950.00	\$14,009,175.00	\$7,566,750.00	
		2013 Total	\$14,009,175.00			\$27,339,975.00
Q1-2014	994	\$4,275.00	\$4,249,350.00	\$4,249,350.00	\$11,816,100.00	
Q2-2014	1,129	\$4,275.00	\$4,826,475.00	\$9,075,825.00	\$16,642,575.00	
Q3-2014	1,152	\$4,275.00	\$4,924,800.00	\$14,000,625.00	\$4,924,800.00	
Q4-2014	1,204	\$4,275.00	\$5,147,100.00	\$19,147,725.00	\$10,071,900.00	
		2014 Total	\$19,147,725.00			\$46,487,700.00

*Quarterly savings equal annual incarceration cost less average ARI intervention cost divided by four (in 2011 and 2012, the annual incarceration cost was \$22,000 and average ARI intervention cost was estimated at \$5,900; in 2013 and 2014, the average annual incarceration cost was \$21,500 and average ARI intervention cost was estimated at \$4,400).

III. Success Stories

ARI interventions are community-based and targeted to the offenders' risk factors and needs. Based on the relatively high-risk and high-need nature of the cases, the duration of the supervision and services is generally around two years, involving substantial effort and persistence to make the behavioral changes that will allow offenders to remain crime-free. Some offenders reject participation in ARI as an alternative to incarceration because it is perceived to be easier and more expedient to do prison time. Successful ARI clients are individuals who demonstrate a strong commitment to changing the direction of their lives and are able, with assistance, to overcome significant challenges.

Data indicate that from 2011 through 2014, 84 percent of all those enrolled in ARI programs have benefited by avoiding IDOC. Appendix J includes success stories gathered from the sites which describe some of the individual journeys and offer qualitative evidence of the human impact of the program.

EVALUATION

Beyond the use in program administration and reporting, ARI performance measurement data were analyzed by Authority researchers in the production of implementation evaluations involving the original 10 ARI pilot sites. The goal of the evaluations is to determine the extent to which the pilot sites implemented their programs according to their local plans and in line with best practices. The data collected for these reports include interviews conducted with stakeholders and program staff, interviews conducted with clients in the programs, and quantitative data gathered as part of the performance measurement framework.

The first site implementation evaluation report, on DuPage County's intensive probation supervision program, was completed in 2014 and released in early 2015. The key findings of the report were positive. They included:

- DuPage County's ARI program exceeded its 25 percent prison admission reduction goal. The program successfully diverted 127 non-violent individuals from IDOC, far surpassing its goal of 35.
- Of the 37 clients who were closed (or terminated) from the ARI program, 46 percent successfully completed the program (n=17), while 27 percent had been re-sentenced to IDOC (n=10). (The other 10 were unsuccessful in ARI but did not go to IDOC.)
- Of the 106 ARI clients in the sample, 18 percent were arrested while participating in the program (n=19). Of them, 8 percent were arrested for a felony arrest and 3 percent were arrested for a violent crime.
- Program administrators implemented with fidelity eight of 10 Intensive Probation Supervision (IPS) components, but could work toward more fully implementing two components – (1) creating minimum and maximum length of participation and (2) setting contact levels with higher levels initially to lower levels in final stages.

The full report, "Performance Incentive Funding for Prison Diversion: An implementation study of the DuPage County Adult Redeploy Illinois Program," is available on the Authority website: http://www.icjia.state.il.us/public/pdf/ResearchReports/ARI_DUPAGE_030315.pdf. The other reports are scheduled for release in 2015 and will include evaluations of drug courts and other IPS programs.

ARI plans to engage in an outcome evaluation once a sufficient number of participants complete the program. Due to the intensity of ARI interventions, most participants are supervised and enrolled in services for two years; however, the majority of ARI sites have been operating for less than two years.

MEETING 2014 GOALS

Adult Redeploy Illinois made considerable progress toward its goals for 2014:

- *Sites will be successful in meeting or exceeding their reduction goals.*
- All but one of the 18 sites met or exceeded their reduction goals.

- *Capacity will be expanded at local ARI sites to reduce recidivism.*
 - The number of clients served by ARI sites increased by 33 percent from 2013 (1,275) to 2014 (1,698). The number of non-violent offenders diverted from prison increased 27 percent from 2013 (1,171) to 2014 (1,486).

- *Additional sites will be brought on to extend the outreach and impact of the program.*
 - In 2014, the number of ARI sites held steady at 18 covering 34 counties. Four jurisdictions completed planning for new sites but funding limitations kept them from implementation in 2014. However, with new SFY15 funding identified at the end of 2014, the four sites were added in February 2015.

- *Adult Redeploy Illinois will be institutionalized among the criminal justice reform efforts ongoing in the state.*
 - As is evident from legislative presentations and media mentions, in particular several references that the expansion of ARI as integral to Illinois criminal justice reform at hearings of the Joint Criminal Justice Reform Commission in 2014, ARI is recognized as an example of successful criminal justice reform by both policymakers and community stakeholders.

- *Adult Redeploy Illinois will support the state's leadership in performance incentive funding and cost-benefit analysis, and facilitate conversations around the justice reinvestment continuum.*
 - ARI continued to contribute to the national dialogue on justice reform, including participating in a national training webinar hosted by the National Criminal Justice Association, and attending the National Performance Incentive Funding Summit in November 2014, hosted by the Pew Charitable Trusts, Bureau of Justice Assistance and Council of State Governments.

- *Public awareness of Adult Redeploy Illinois and its benefits to the state and local communities will be increased.*
 - ARI successfully increased public awareness through a variety of community presentations by both ARI staff and the sites, legislative communication, and several state and local media mentions.
 - Staff recorded 15 media mentions of ARI at the local, state and national levels.

- *Adult Redeploy Illinois will develop and maintain adequate resources for optimum program operation and performance.*
 - After a substantial appropriation increase from \$2 million in SFY13 to \$7 million in SFY14, funding in SFY15 was held flat at \$7 million. The flat funding level resulted in cutbacks at the growing number of sites. With less funding, sites remained committed to maintaining service levels and meeting reduction goals; however, program administrators were concerned that the cuts would impact the ability of sites to implement evidence-based practices with fidelity.
 - ARI staff capacity, particularly in grant and site monitoring and research, is inadequate to meet the needs of the expanded program.

Strategic Planning

To guide program development and maximize impact with limited resources, ARIOB members and other community leaders engaged in a strategic planning process in 2013-2014. The list of committee members is included as Appendix I.

The Adult Redeploy Illinois Strategic Planning Advisory Committee identified the following strategic goals for the next five years:

- ARI will reduce recidivism for program participants.
- ARI programs will be data-driven, evidence-based and results-oriented.
- ARI will foster a strong community corrections system through access to expanded human services that target criminogenic needs.
- ARI will support community-led justice efforts consistent with ARI principles.
- ARI will develop and maintain adequate resources for optimum program operation and performance.

Adult Redeploy Illinois' goals and objectives for 2015 will be guided by the strategic planning work and the need to support the statewide initiative to reduce the prison population by 25 percent by 2025.

CONCLUSION

Despite unanticipated funding challenges in 2014, Adult Redeploy Illinois worked hard to expand local alternatives to incarceration and improve outcomes through the implementation of evidence-based practices. By remaining mission-driven and focused on results, ARI was able to expand its reach and increase prison diversion opportunities during the year.

In 2015, ARI will foster strategic partnerships to support sites as they aim to do more with less. Program administrators will work with the sites to leverage the Affordable Care Act and make scarce resources stretch further and create more lasting change in clients. Staff will continue to look for low- and no-cost training and technical assistance opportunities for sites to invest in human capital. Working toward full statewide implementation remains a priority so that effective alternatives to incarceration are available to all who are eligible.

ARI is an example of good government in pursuit of better criminal justice outcomes at a reduced cost to taxpayers. With the emphasis on increasing the efficiency and effectiveness of the criminal justice system at the local, state, and national levels, ARI will continue to build on its successful model, participate in the public dialogue, and contribute to reform efforts.

APPENDIX A: Illinois Crime Reduction Act of 2009
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: 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).

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

July 2010: Award of \$4 million in federal ARRA funds for ARI implementation through the Illinois Criminal Justice Information Authority (Authority); hiring of full-time Program Administrator; second round of planning grants with ARRA funds (DuPage, McLean, St. Clair); release of Request For Proposals (RFP) with ARRA funds for pilot site implementation.

January 2011: Start of implementation grant period for first-round pilot sites (DuPage, Jersey, Macon, St. Clair; Knox started 4/1); start of data collection and "utilization-focused" evaluation conducted by the Authority.

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 (Sangamon, 9th Judicial Circuit).

July 2012: State Fiscal Year (SFY) 2013 appropriation of \$2 million through the Authority.

August 2012: Release of RFP with SFY13 state funds.

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

January 2013: Start of six-month grant period with SFY13 state funds; fourth round of planning grants with state funds (Boone, Cook, Kane, LaSalle, 4th Judicial Circuit).

May & June 2013: Release of RFPs with SFY14 state funds.

July 2013: SFY14 appropriation of \$7 million through the Authority; start of twelve-month implementation grant period for new sites (Boone, Peoria, Sangamon, 2nd Judicial Circuit, 4th Judicial Circuit) and 13 continuing sites.

September 2013: Fifth round of planning grants (Grundy).

October 2013: Start of nine-month grant period for new sites (Cook ACT Court, Lake, LaSalle, Winnebago TIP).

December 2013: Awarding of supplemental funding to sites.

March 2014: Sixth round of planning grants (20th Judicial Circuit, Kankakee, Will).

July 2014: SFY15 appropriation of \$7 million through the Authority; start of twelve-month implementation grant period for 18 continuing sites.

September 2014: Release of RFP (contingent upon additional SFY15 state funds becoming available).

November 2014: Transfer of \$750,000 from Illinois Department of Human Services (DHS) to ARI (planned use as six-month implementation grants for new sites, restored cuts to continuing sites and planning grants).

APPENDIX D: ARI Grants Chart

	SFY14: \$7,000,000 appropriation		SFY15: \$7,000,000 appropriation	
	Grant amount	Grant period	Grant amount	Grant period
2nd Judicial Circuit	\$ 352,207.00	9/1/13-6/30/14 (I/S)	\$ 348,873.00	7/1/14-6/30/15 (I/S)
4th Judicial Circuit	\$ 152,000.00	7/1/13-6/30/14 (I)	\$ 211,182.00	7/1/14-6/30/15 (I)
9th Judicial Circuit	\$ 490,784.00	7/1/13-6/30/14 (I/S)	\$ 432,719.00	7/1/14-6/30/15 (I)
20th Judicial Circuit	\$ 20,487.00	3/1/14-6/30/14 (P)	\$ 67,031.00	1/1/15-6/30/15 (I)
Boone	\$ 118,000.00	7/1/13-6/30/14 (I)	\$ 128,806.00	7/1/14-6/30/15 (I)
Cook	\$ 877,246.00	10/1/13-6/30/14 (I/P/S)	\$1,044,319.00	7/1/14-6/30/15 (I/S)
Cook ACT Court	\$ 655,000.00	10/1/13-6/30/14 (I)	\$ 915,100.00	7/1/14-6/30/15 (I)
DeKalb	--	--	\$ 21,157.00	4/1/15-6/30/15 (P)
DuPage	\$ 343,266.00	7/1/13-6/30/14 (I/S)	\$ 305,219.00	7/1/14-6/30/15 (I/P)
Grundy	\$ 8,526.00	9/17/13-6/30/14 (P)	\$ 51,380.00	1/1/15-6/30/15 (I)
Jersey	\$ 123,766.00	7/1/13-6/30/14 (I)	\$ 110,612.00	7/1/14-6/30/15 (I)
Kankakee	\$ 29,760.00	3/3/14-6/27/14 (P)	\$ 89,273.00	1/1/15-6/30/15 (I)
Kane	\$ 280,000.00	10/1/13-6/30/14 (I)	\$ 367,752.00	7/1/14-6/30/15 (I)
Kendall	--	--	\$ 15,375.00	4/1/15-6/30/15 (P)
Lake	\$ 215,835.00	10/1/13-6/30/14 (I)	\$ 249,971.00	7/1/14-6/30/15 (I/S)
LaSalle	\$ 220,000.00	10/15/13-6/30/14 (I)	\$ 175,852.00	7/1/14-6/30/15 (I)
Macon	\$ 357,053.00	7/1/13-6/30/14 (I/S)	\$ 361,552.00	7/1/14-6/30/15 (I/S)
Madison	\$ 213,718.00	7/1/13-6/30/14 (I)	\$ 192,347.00	7/1/14-6/30/15 (I)
McLean	\$ 168,488.00	7/1/13-6/30/14 (I)	\$ 161,970.00	7/1/14-6/30/15 (I/S)
Peoria	\$ 300,286.00	7/1/13-6/30/14 (I)	\$ 222,806.00	7/1/14-6/30/15 (I)
Sangamon	\$ 288,963.00	7/1/13-6/30/14 (I/S)	\$ 202,252.00	7/1/14-6/30/15 (I)
St. Clair	\$ 388,663.00	7/1/13-6/30/14 (I)	\$ 349,784.00	7/1/14-6/30/15 (I)
Will	\$ 18,163.00	3/15/14-6/30/14 (P)	\$ 151,522.00	1/1/15-6/30/15 (I)
Winnebago	\$ 646,775.00	8/1/13-6/30/14 (I)	\$ 729,341.00	7/1/14-6/30/15 (I/S)

I = Implementation; P = Planning; S = Supplemental

APPENDIX E: ARI Client Statistics

ALL SITES	Calendar Year 2014	
	Number	Percent
Age at enrollment (average of averages)	33.74	
Gender		
Male	526	32%
Female	1123	68%
Race		
African-American	721	44%
White	745	46%
Hispanic	115	7%
Asian	7	0%
Other	49	3%
Risk level (LSI-R)		
High risk	537	32%
Moderate/Medium risk	937	55%
Low risk	56	3%
Other	5	0%
Not available	163	10%
Current offense type		
Property	634	41%
Controlled substance	515	33%
Cannabis	85	5%
DUI	60	4%
Sex offense (nonviolent)	13	1%
Other	245	16%
Termination status		
Successful	244	
Unsuccessful non-IDOC	106	
Unsuccessful IDOC	212	
Other termination	26	
Not yet terminated	1110	
Total clients enrolled	908	

APPENDIX F: ARI Performance Measures

Measure	Data elements used to calculate measure	Definition	Interpretation
Progress towards 25 percent 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

Measure	Data elements used to calculate measure	Definition	Interpretation
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

APPENDIX G: ARI Dashboard

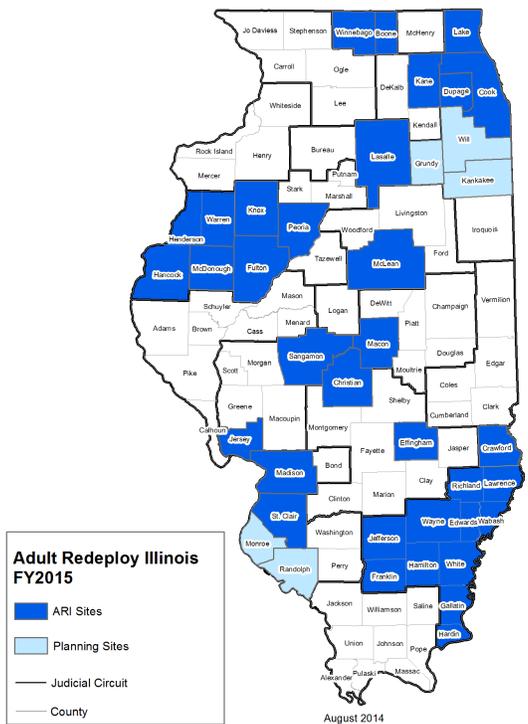


GOAL: To safely divert non-violent offenders to more effective and less expensive community-based supervision and services by providing funding and technical assistance to local jurisdictions.

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:		
18 sites with 19 diversion programs across 34 counties	2,131 total diverted (Jan 2011-Dec 2014)	\$46.5 million total saved (prison per capita cost less average ARI cost)
And 4 new sites ready to start	1,266 / 1,204 served diverted last quarter (Oct-Dec 2014)	\$5.1 million saved last quarter (Oct-Dec 2014)

Adult Redeploy Illinois Sites



- #### Key Components
- Assessment of risks, needs and assets
 - Evidence-based practices
 - Performance measurement and evaluation
 - Annual report to Governor and General Assembly

- #### Local Models
- 9 Problem-solving courts
 - 7 Drug courts
 - 2 Mental health courts (1 with veterans treatment track)
 - 10 Intensive probation supervision programs with services (1 HOPE probation)

- #### 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 (FY12-14 average): **\$21,500/person**, Cost of average ARI intervention: **\$4,400/person***

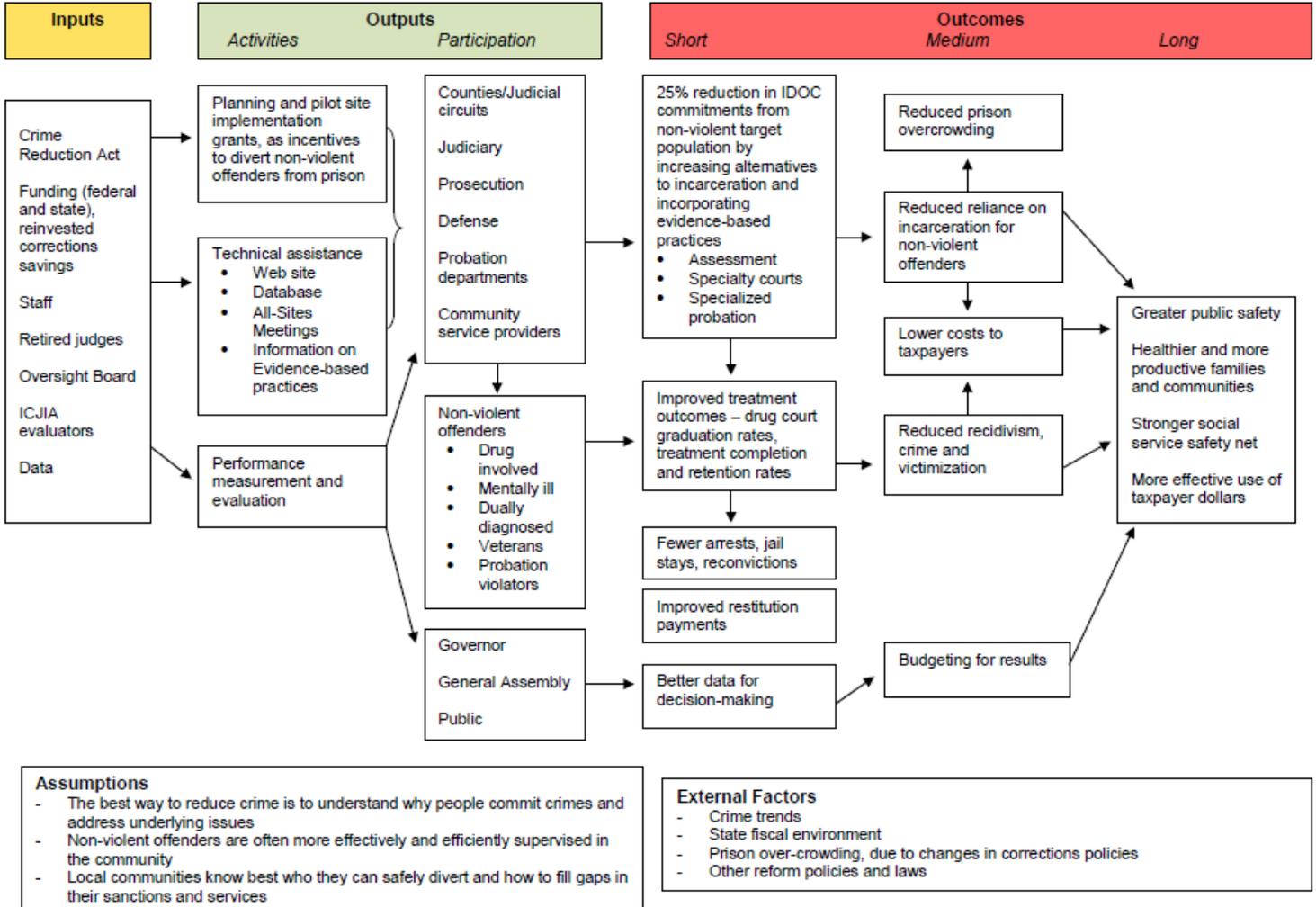
MORE EFFECTIVE

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

APPENDIX H: ARI 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.



Assumptions

- The best way to reduce crime is to understand why people commit crimes and address underlying issues
- Non-violent offenders are often more effectively and efficiently supervised in the community
- Local communities know best who they can safely divert and how to fill gaps in their sanctions and services

External Factors

- Crime trends
- State fiscal environment
- Prison over-crowding, due to changes in corrections policies
- Other reform policies and laws

APPENDIX I: ARI Strategic Planning Advisory Committee

Committee Members:

Walter Boyd, Executive Director, St. Leonard's Ministries*

Jack Cutrone, Executive Director, Illinois Criminal Justice Information Authority*

S. A. Godinez, Director, Illinois Department of Corrections*

Patricia Hayden, Deputy Court Administrator – Probation, 18th Judicial Circuit, DuPage County*

John Maki, Executive Director, John Howard Association of Illinois

Dr. Jeanelle Norman, Director, Macon County Community Restorative Board

Angelique Orr, Director, Phoenix Star Inc.*

Pamela Rodriguez, President, TASC, Inc.

Michelle R. B. Saddler, Secretary, Illinois Department of Human Services*

Kathryn Saltmarsh, Executive Director, Illinois Sentencing Policy Advisory Council*

Honorable Stephen Sawyer (Ret.), Director of Specialty Courts, 2nd Judicial Circuit Court*

Juliana Stratton, Esq., Executive Director, Cook County Justice Advisory Council

Paula Wolff, Senior Executive, Metropolis Strategies

Facilitator:

Francine C. Ecker, Senior Policy Adviser for Strategic Planning, National Criminal Justice Association

Staff:

Mary Ann Dyar, Program Administrator, Adult Redeploy Illinois

Lindsey LaPointe, Project Coordinator, Adult Redeploy Illinois

Honorable James Radcliffe (Ret.), Technical Assistance Provider, Adult Redeploy Illinois*

Honorable Thomas R. Sumner (Ret.), Technical Assistance Provider, Adult Redeploy Illinois

*Member of the Adult Redeploy Illinois Oversight Board

APPENDIX J: ARI Success Stories

Adult Redeploy Illinois sites are periodically asked to share individual client success stories. Below is a sampling of the stories from 2014. Initials are used to maintain confidentiality.

2nd Judicial Circuit:

In Jefferson County Drug Court, J.P., a 50-year-old male who started smoking marijuana at age five and has been a drug addict for as long as he can remember, has, since being admitted to Jefferson County Drug Court as its second participant, consistently done everything required of him by the Drug Court Team and more. He completed all (Drug Court Probation-required) community service work very quickly then asked that he be allowed to perform more work in lieu of owed fines. He completed such additional work then continued to help out at previous community service sites on an unpaid basis. He attends more than the required number of group therapy sessions, and provides transportation for those participants who have none. He feels that it is his responsibility to give back because, through Drug Court, he has been given a second chance. He has attended every appointment to which he has been referred, and has not had a positive drug test result since entering the program. He has been through some stressful circumstances with his family; however, rather than risk using, he sometimes stops by the courthouse, chats with the Drug Court Judge, and always feels better and recharged. He now has a regular job, but also mows lawns for extra cash. Through Drug Court, he is learning to read. Last week, he received his one-year coin for being drug-free for one year. He appreciates the opportunity provided him by Drug Court, and often tearfully credits the Drug Court Team for helping him beat the addiction which had enslaved him for so many years. Everyone involved is very proud of him for his accomplishments.

Cook County – ACT Court:

J. is a 48-year-old African-American mother of 11 children, ages 32 to 12 years. J. was referred to the ACT Court as a result of a Possession of a Controlled Substance offense in June 2014. J. was assessed by TASC and found to be dependent on opioids and cocaine and was admitted to the program.

Initially, J. struggled in the ACT Court. She was noncompliant with her first treatment provider, then left residential treatment with a second provider against staff advice. Finally, on her third treatment attempt, J. successfully completed residential treatment, intensive outpatient treatment, and is now engaged in basic outpatient treatment, while living in a recovery home funded by ARI/ACT Court funds.

J.'s progress is impressive by several objective measures as well. At her six-month LSI-R reassessment, J's recidivism risk score decreased from High-Medium to Medium, representing a significant reduction in her likelihood of reoffending. Additionally, her employment status changed from Unemployed at the start of the program to Employed Full-Time as of this writing. She has obtained Medicaid insurance through CountyCare, and has completed multiple applications for permanent housing in Chicago.

Recently, staff at J.'s treatment provider said of her, "It has been a joy watching her come out of her shell and into her voice." J.'s story evidences the sometimes volatile trajectory many justice-involved, substance-dependent individuals follow in their path to recovery.

DuPage County:

K.S. was sentenced to TASC (Treatment Alternatives for Safe Communities) Probation for a Class 2 Burglary in July 2012 and had a multitude of violations consisting of noncompliance with treatment and positive drug tests. Due to this, she was unsuccessfully discharged from TASC Probation and sanctioned to the Redeploy Program in April 2013. During weekly supervisions, K.S. worked on relapse prevention plans and cognitive intervention tools related to self-esteem. K.S. began attending Narcotics Anonymous (NA) meetings regularly. For the past nine months, K.S. has also solidified regular employment where she has cross-trained other employees and is up for a trainer position. K.S. has stated that this is the first time she has worked regularly and attributed her sobriety and higher self-esteem to being positively recognized at work and being financially independent. K.S. stated while on Redeploy, "I learned how to utilize my coping skills and support network. Currently I work full-time. Also, I have been 16 months clean from pills and heroin. I still attend NA, have moved into my own apartment and established healthy relationships with new friends." K.S. satisfactorily terminated probation in July 2014.

Madison County

M., 29, came to Redeploy addicted to benzodiazepines (Xanax and Klonapins) and alcohol. During his initial screening and assessment, M. reported that he had been abusing these prescription medications and alcohol for over four years. M. entered Redeploy in July 2013 for the offense of Aggravated DUI (Driving Under the Influence). He started off being very compliant, though his progress was slow. It appeared as though he was trying to figure out the program as well as what was expected of him. As time went on, M. became more and more comfortable with his counselors at Chestnut and the rest of the Redeploy team. M. began participating more in group and opened up to share and discuss his problems. M. reported to his counselors that he had dealt with many trauma-related issues growing up. His sister was currently serving a sentence in the Department of Corrections for Vehicular Manslaughter, his brother died in a DUI accident, and he was raised by both parents who were active alcoholics. In addition, M. was a witness to a horrific work-related incident in which a coworker was fatally crushed. His counselor believed M.'s drug and alcohol-related issues resulted from his self-medicating to escape from reality and the problems at hand. M. was identified as in need of trauma treatment in which he was enrolled.

After placement in the trauma groups, M. began making progress as he addressed his issues and moved through the required phases. He had nine months clean time as he progressed through the phases. Then during Phase 3, M. tested positive for Y2K (synthetic marijuana). He denied any usage at first; however, he eventually admitted to the usage and stated that it was nothing but very poor decision-making. He then got back on track with the program and started testing clean once again. M. completed his required eight hours of volunteer work for the Community Restorative Board (CRB) program where he was assigned to work at Habitat for Humanity, and he reported that he would like to continue volunteering with them. In addition, he applied to Southwestern Illinois College in Granite City and enrolled in vocational courses focusing on

welding. While in Phase 3, M obtained a part-time job. M. ultimately graduated from Redeploy in November 2014.

McLean County:

M. is a 20-year-old Caucasian male on probation for unlawful Possession of a Controlled Substance. He was placed on first offender probation in March 2013. Throughout the months that followed, M. received many violations including failures to report, positive drug screens, and failure to comply with treatment recommendations. A sanction was given that M. failed to follow through on, and he was on the verge of having a petition to revoke probation filed.

Instead, M. was sanctioned into the ARI program in January 2014. Substance abuse was the biggest presenting issue for M. He had been struggling with drug abuse since he was a juvenile. Though he was able to successfully complete residential treatment at a younger age, he was not able to stay sober for any significant period of time. Shortly after being placed on ARI, M. began intensive outpatient treatment at Chestnut Health Systems. Due to repeated non-compliance with random blood alcohol content (BAC) and drug screens at Chestnut, it was recommended he be stepped up to residential treatment. M. was in a downward spiral and did not seem mentally prepared for the intensity of residential treatment, so he was given time to get mentally prepared. During this time M. attended self-help meetings focused on finding a stable residence.

With the support of ARI, M. was able to find a stable residence and developed a relationship with his father and brothers. M. has not had any curfew violations, positive alcohol readings, or any failures to report. He is currently being moved to a lower reporting level due to his continued compliance. He has been very successful in treatment and is currently in after care—he never made it this far in treatment before! He is six months sober and counting, and has become an active member in the recovery community. He worked with his peers to initiate a home group for meetings, and he keeps in contact with his sponsor on a daily basis. He has maintained his full-time employment throughout the program.

M. is a testament to the power of individualized treatment and supervision. The structure of ARI was a great influence on getting M. back on the right path and ability to keep his first offender status (M. has an extensive juvenile history, which makes him high risk, but this is his first offense as an adult). This unique program allows individuals the opportunity to work at a pace that will get them back into compliance and successfully overcome obstacles and achieve goals they were unable to achieve on their own.

Sangamon County:

T.C. was sentenced to Drug Court in June 2014. She has completed Phase 1 and is now in Phase 2 having been sober for six months. She has been reduced to one outpatient treatment session per week. She has obtained part-time employment with a local employment program through Capitol Township (with whom Drug Court will now partner). She has the confidence now to engage in literacy tutoring services; therefore, she has been linked with a new vendor, Sylvan Learning Center. These individual one-on-one instruction services can be funded through our grant funds. She started at third grade reading level and has hopes to obtain her GED by the completion of Drug Court.