



**ADULT REDEPLOY
ILLINOIS**

**2015 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

October 2016

ADULT REDEPLOY ILLINOIS
Annual Report on Implementation and Projected Impact

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EXECUTIVE SUMMARY

Adult Redeploy Illinois (ARI), a state performance incentive funding program to expand local evidence-based alternatives to incarceration, increased its influence in 2015, contributing expertise to the newly established Illinois State Commission on Criminal Justice and Sentencing Reform (Commission) and receiving recognition by the National Criminal Justice Association as the “2015 Outstanding Criminal Justice Program for the Midwestern Region.” By June 2015, the ARI site network had grown to include 24 locally designed and controlled diversion programs at 22 sites covering 39 counties. Implementing sites were:

- 2nd Judicial Circuit (12 counties)
- 4th Judicial Circuit (Christian and Effingham counties)
- 9th Judicial Circuit (6 counties)
- 20th Judicial Circuit expansion (Monroe and Randolph counties)
- Boone County
- Cook County – ACT Court
- Cook County – HOPE program
- DuPage County
- Grundy County
- Jersey County
- Kane County
- Kankakee County
- Lake County
- LaSalle County
- Macon County
- Madison County
- McLean County
- Peoria County
- Sangamon County
- St. Clair County
- Will County
- Winnebago County (2 programs – drug court and TIP court)

Two additional counties – DeKalb and Kendall – were in the planning stages to implement ARI.

In 2015, ARI sites provided community-based supervision and services to 1,917 non-violent offenders in lieu of incarceration. Of those receiving services, 1,641 were diverted from prison, 238 exited the program unsuccessfully and were sent to IDOC, and 38 had unknown outcomes at the time of reporting.

Halfway through 2015, however, forward momentum in the program came to a halt due to the state budget impasse. Without a budget in place for the 2016 fiscal year starting July 1, 2015, ARI did not have an appropriation authorizing the distribution of the grants awarded to sites by the ARI Oversight Board. The lack of state funds caused many ARI sites to lay off staff and cut programs, reducing capacity, decreasing the level and intensity of services available to clients, and potentially diluting the effectiveness of evidence-based practices. ARI saw program enrollments decline by 28 percent from July through December 2015.

Without a state budget, ARI staff had to curtail on-site monitoring and technical assistance provision, impacting sites’ efforts to continue diverting non-violent offenders into more effective and less expensive community-based supervision. At the same time, the impasse demonstrated the depths of the commitment of local jurisdictions to the mission of ARI. All but one site continued their ARI programs in some fashion, with Kane County leaving the network in December 2015.¹

ARI provides a vital public safety and public health benefit throughout the state, and supports the Commission’s decarceration goals. Restoring funding to the program is a priority for local and state policy makers,² and revitalizing the ARI network will be crucial to future criminal justice reform.

¹ Two other sites, Kankakee and McLean counties, decided not to renew into SFY17 due to uncertainty with state funding.

² ARI was one of the state programs funded in the SFY16-SFY17 funding bill passed on June 30, 2016.

INTRODUCTION

We will also continue to invest in Adult Redeploy. Since its implementation in 2011, Adult Redeploy has diverted more than 1,900 offenders into community-based programming. Congratulations to all of you in the legislature who supported Adult Redeploy. Let's continue to build on these corrections reforms.

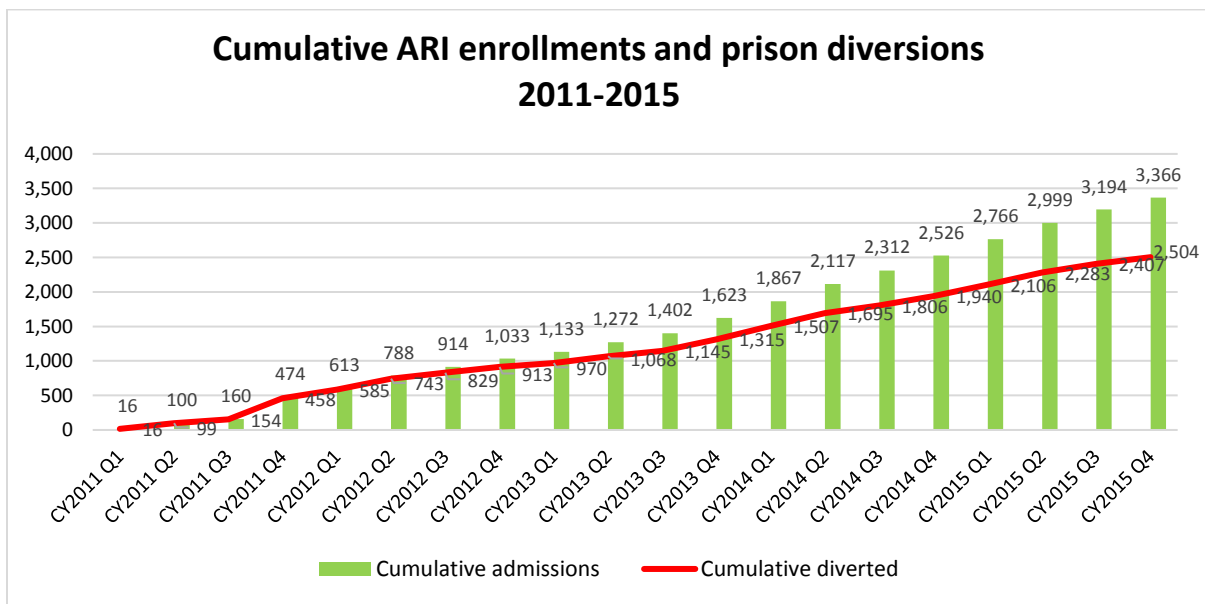
– Governor Bruce Rauner, first State of the State Address, February 4, 2015

Adult Redeploy Illinois (ARI) is a state funding program designed to build and support more effective and less expensive community alternatives to incarceration for non-violent offenders. ARI provides grants to local jurisdictions (counties, groups of counties, judicial circuits) to fund problem-solving courts, enhanced probation supervision with services, and other evidence-based interventions responsive to the needs of their communities. As an accountability mechanism, 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 a locally defined target population. The state saves money through the reduced use of incarceration in state facilities and a portion of the savings are invested locally to support stronger, healthier communities.

Since 2011, ARI has distributed more than \$15.5 million in grants to local jurisdictions. In that time, the ARI statewide network of sites diverted about 2,500 non-violent offenders from Illinois prisons, representing cost avoidance to the state of nearly \$76 million (based on the difference in cost between incarceration and community-based supervision³).

Figure 1 shows steady growth in the program over the past five years. Through December 31, 2015, cumulative ARI enrollments totaled 3,366. Cumulative diversions (all those enrolled, including currently active, less those sent to IDOC) was 2,504, or 74 percent of enrollments.

Figure 1

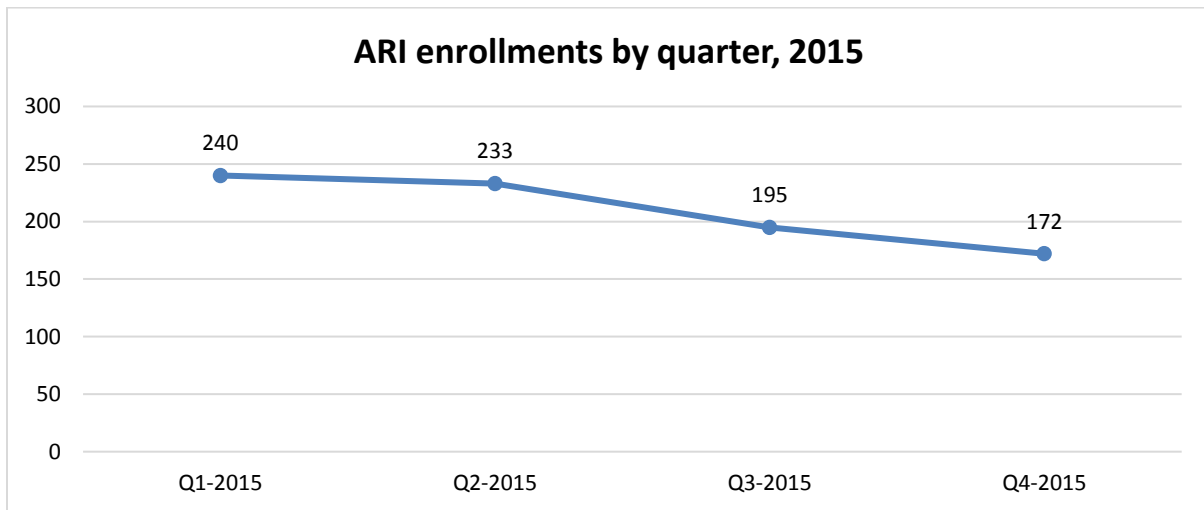


³ In FY15, the per capita cost of incarceration was \$23,400 per year compared to \$4,400 per year for the average ARI intervention, for a difference of \$19,000 per person per year.

As the program grew and local sites continued to demonstrate successful strategies, ARI’s influence extended into more state and national conversations about improving justice system outcomes. In 2015, when the Illinois State Commission on Criminal Justice and Sentencing Reform began investigating ways to reduce the state prison population by 25 percent by 2025, ARI was consulted to share lessons learned and be part of the solution. ARI gave a policy voice to sites in its network eager to change a restrictive drug court rule, remedied in the omnibus Heroin Crisis Act. The National Criminal Justice Association named ARI the 2015 Outstanding Criminal Justice Program in the Midwestern Region.

ARI policy and programmatic work was impacted by the state fiscal year 2016 budget impasse. Without a state budget for the fiscal year starting July 1, 2015, ARI was unable to distribute grant funds to sites. As a result, new enrollments in local ARI programs declined by 28 percent from July through December (*Figure 2*).

Figure 2



ARI staff and the Oversight Board, through the Performance Measurement Committee, tracked the impact of the impasse by regularly communicating with sites on a regular basis and collecting quantitative and qualitative information on immediate and long-term threats posed to local programs. As of December 2015, Kane County had dismantled its ARI program; nine sites reported decreasing or stopping new enrollments and/or laying off staff; and most sites reported a general decrease in access to services, including length of treatment and cognitive-behavioral therapy. Program administration took careful note of potential effects on client success; loss of trained, dedicated program staff; loss of fidelity to evidence-based practices; and counties’ hesitation to partner with ARI due to funding uncertainties.

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 if it were evidence-based, 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” 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. 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 are to:

- Reduce crime and recidivism in a way that is cost effective 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.

Every year, ARI must report to the Governor and General Assembly on the implementation and impact of the program, to demonstrate the return on the taxpayer investment in evidence-based alternatives to incarceration.

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 to make the greatest impact. The ARIOB is comprised of 17 leaders from across the criminal justice system in Illinois 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 3* lists the members of ARIOB and their affiliations during 2015.

Figure 3
ARIOB Membership List (as of December 2015)

Membership	Appointee
Director of Illinois Department of Corrections, Co-Chair	John Baldwin, Acting Director
Secretary of Illinois Department of Human Services, Co-Chair	James Dimas, Secretary-designate
Prisoner Review Board	Craig Findley, Chairman
Office of Attorney General	Brent Stratton, Chief Deputy Attorney General, Criminal Justice
Illinois Criminal Justice Information Authority	John Maki, 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
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
Cook County Public Defender	Amy Campanelli
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

The ARIOB met four times throughout 2015. Its formal actions included:

- Approval of renewal funding for 21 continuing sites.
- Approval of funds for non-competitive planning grants and a competitive Request for Applications (RFA) for implementation grants for potential new sites.
- Approval of two new sites (DeKalb and Kendall counties) and one site expansion (DuPage County) in response to the RFA.
- Waiver of penalty for the Kankakee County ARI program for failing to meet its 25 percent reduction goal, because of reduced intake due to delays with program start-up.
- Review and approval of a corrective action plan for the Cook County HOPE program.
- Adoption of risk assessment benchmarks to help ensure sites are serving prison-bound populations as required by the Crime Reduction Act.
- Approval of 2015-2020 strategic plan.

All funding decisions were contingent upon the passage of a SFY16 budget with a sufficient appropriation for ARI; however, no such budget was passed prior to December 31, 2015. ARIOB meetings also featured presentations by the Cook County Access to Community Treatment (ACT) Court, which started in 2014; and by the Governor's Public Safety Director, Rodger Heaton, about the Illinois State Commission on Criminal Justice and Sentencing Reform and its goal to reduce the state prison population by 25 percent by 2025.

The ARIOB's three working committees met multiple times throughout the year 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 is 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 up to 18 sites covering 34 counties that represent nearly 80 percent of the state's population. The SFY15 appropriation held flat at \$7 million.

Prior to the impasse, Governor Bruce Rauner included a substantial increase for ARI, from \$7 million to \$10.75 million, in his proposed SFY16 budget; and the General Assembly designated an appropriation of \$8.5 million.

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 in accordance with the Federal Funding Accountability and Transparency Act guidelines. Funds are disbursed as implementation grants, planning grants, and supplemental awards.

ARI grants funds to units of local government (counties), which can apply solely or as groups of counties or circuits. To request an ARI implementation grant, a jurisdiction must complete a local plan using the standard plan template described in *Figure 4*. Local plans must provide a detailed account of how jurisdictions intend to operate to reduce non-violent admissions to prison. The plan must include a description of the program model, roles of the various stakeholders, efforts to support the successful reintegration of offenders through a community involvement component (e.g., community service, restorative justice board), and a commitment to reduce target population in prison admissions 25 percent from the prior three year's average.

Figure 4

Standard Plan Template

- 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 ARI 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

ARI offers planning grants for jurisdictions to convene stakeholders, review local data, and develop an implementation plan. To gain commitment and involvement from each of the local stakeholders that influence incarceration decisions, those engaged in planning processes must represent the local criminal justice system (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 data analysis to identify the target population and associated intervention. 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 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 RFA, jurisdictions can 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. Once granted funds, sites are required to collect data and regularly report on progress. Jurisdictions having difficulty meeting their reduction goals are provided 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 in a cost-effective way.

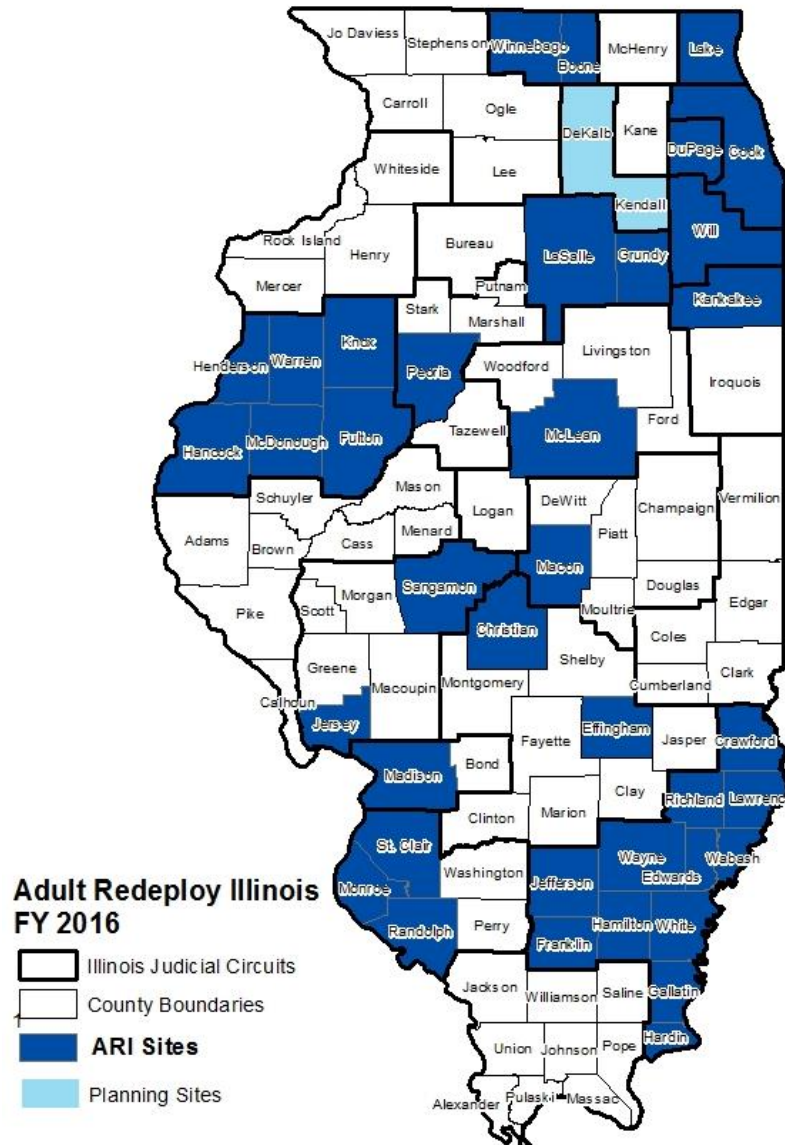
IMPLEMENTATION UPDATE

In 2015, 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 22 sites operating 24 diversion programs across 39 counties. Four new sites—20th Judicial Circuit, Grundy, Kankakee and Will—began operating in January 2015. In addition, SFY15 planning grants were awarded to DeKalb and Kendall counties, both interested in locally implementing ARI, and to DuPage County to explore expansion of its existing site.

A total of 1,917 non-violent offenders received ARI-funded services in 2015, including 840 newly enrolled during the year. Of those receiving services, 1,641 were diverted from prison, 238 exited the program unsuccessfully and were sent to IDOC, and 38 had unknown outcomes at the time of reporting. From the start of the program through 2015, more than 2,500 non-violent offenders have been diverted from prison by ARI sites, either by successfully completing their intensive local programs, exiting prior to completion but staying out of prison, or are currently active in programs.

A site map is included as *Figure 5*. The ARI implementation timeline is in *Appendix C*.

Figure 5



I. Site Descriptions

Diversion programs funded by ARI in 2015 included 10 problem-solving courts (drug courts, mental health courts, veteran treatment tracks) and intensive probation supervision with services programs. *Appendix D* includes a list of SFY15 and SFY16 ARI grant amounts to sites.

ARI sites operate as “laboratories” around the state, testing what works in community corrections on target populations (e.g., with drug addictions or mental illness) in different settings, based on research and intimate knowledge of local conditions. Each site is unique, providing rich peer learning opportunities among sites and offering policy makers the view of a variety of locally designed and controlled diversion programs. The following site descriptions were valid in calendar year 2015; however, there have since been some changes and closures due to the budget impasse.

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). Eleven of the 12 counties in the vast 2nd Judicial Circuit run drug courts with ARI funds and 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.

THE 4TH JUDICIAL CIRCUIT joined ARI in July 2013. ARI funding is 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 the specialized veteran's treatment track. With ARI funds, Effingham County also directs the community restorative program, Communities Restoring Wellness (CRW), with 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.

THE 9TH JUDICIAL CIRCUIT received ARI funding in July 2013 to expand its drug court model circuit-wide to all six counties, allowing Hancock, Henderson, and Warren to join Knox (an ARI site since April 2011), Fulton (an ARI site since July 2011), and McDonough (since January 2013). 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.

THE 20TH JUDICIAL CIRCUIT received a grant in January 2015 to expand ARI to Monroe and Randolph counties by leveraging lessons learned from the St. Clair ARI program, also in the 20th Circuit. Both programs provide intensive probation supervision with services for offenders with behavioral health needs. For the first six months of implementation, Randolph and Monroe counties operated under a separate grant; however, as of July 2015, the three counties (out of five total) in the 20th Judicial Circuit operated distinct programs under one grant, sharing coordination and administrative resources. The programs are operated out of the 20th Judicial Circuit Court Services Department in partnership with the judiciary, local service providers and administrative support through the St. Clair Mental Health Board. In Randolph County, Lutheran Social

Services of Illinois (LSSI) provides cognitive-behavioral therapy (*Moral Reconation Therapy*), case management and enhanced employment services through LSSI's employment skills schools model. In Monroe County, Human Support Services provides case management, cognitive behavioral therapy (*Thinking for a Change*), substance abuse treatment, medication management and referrals for other needs.

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, TASC, and Remedies Renewing Lives.

COOK COUNTY established a probation violation 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.

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, TASC, community treatment providers, and local and national court consultants.

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.

GRUNDY COUNTY became part of the ARI network in January 2015 using funds to establish a mental health court, the Treatment Alternatives Court (TAC). Operated out of the Grundy County Circuit Court and administered by a part-time coordinator, the four-phase program integrates court supervision with mental health and supportive services, including team-based case management, cognitive-behavioral therapy (*Thinking for a Change*) and psychiatric nursing services. The Circuit Court partners include the State's Attorney's Office, a defense attorney, the Sheriff's Office, the County Health Department and Grundy County Probation. Additionally, the Grundy County TAC has set up a 501(c)3 organization which conducts community awareness and fundraising.

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 (both *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, TASC, a local treatment provider, and local volunteers through the Drug Court Community Board.

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). Kane County closed its ARI program December 31, 2015.

KANKAKEE COUNTY joined ARI in January 2015 to implement an intensive probation supervision with services program. Operated out of the probation department, the program includes additional probation officers with enhanced service-oriented training, the use of graduated sanctions and incentives and cognitive-behavioral therapy (*Thinking for a Change*). Referrals can come from new offenses or probationers facing a Petition to Revoke (PTR). The program is a partnership between Kankakee County probation, the judiciary, the Kankakee County Sheriff's Office and a variety of service providers. Due to hiring, retention and grant-funding barriers, Kankakee ARI was unable to fully implement the program as designed.

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.

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.

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, the 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.

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, 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.

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.

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.

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, TASC, Gateway Foundation, Mental Health Centers of Central Illinois, and other local community agencies.

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.

WILL COUNTY joined ARI in January 2015 to expand and enhance the county's longstanding menu of problem solving courts (drug court, mental health court, and veteran's court). Operated out of the Will County Court Services Department, the Will County ARI program expanded capacity in the current problem solving courts and created a new ARI docket for individuals previously not eligible for any Will County problem solving court. The enhancements and expansion includes cognitive-behavioral therapy (*Moral Reconation Therapy*), additional mental health and case management supports, increased capacity for data and risk assessments, employment supports and other ancillary services. In addition to the State's Attorney's Office, partners include the Will County Public Defender's Office, the Will County Adult Probation Office, the Will County Health Department, the 12th Judicial District Judiciary, the Center for Correctional Concerns (a not-for-profit providing services at the Will County Adult Detention Facility), and a variety of local treatment providers.

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 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.

Planning Grantees

Using SFY15 funds, ARI provided three planning grants. Grantees included DeKalb County (to start a mental health court) and Kendall County (to create a drug court). DuPage County, which has been operating an ARI-funded program through probation since 2011, used a planning grant to explore expanding its successful cognitive-based interventions to more drug-involved offenders facing prison.

II. Evidence-Based Practices

ARI operationalized its mission to be data-driven, evidence-based, and results-oriented in a variety of ways in 2015. Using the principles of the Risk-Need-Responsivity (RNR) model, ARI worked with grantee sites to invest in practices and programs that ensure ARI clients were given

validated assessments of their risk to re-offend, needs, and assets; matched with the appropriate type, level, and intensity of treatment services; and provided with supportive services that leveraged strengths and reduced barriers to compliance and successful completion.

Many of the evidence-based and promising practices in use by ARI, listed in *Appendix E*, have been shown to be effective in reducing recidivism and provide significant returns on investment in terms of societal benefits vs. taxpayer costs. Evidence of effectiveness is documented in meta-analyses conducted by the Washington State Institute for Public Policy (www.wsipp.wa.gov), and 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).

In 2015, with the goal to ensure that intensive interventions provided with ARI funds were targeted to those higher risk clients who can benefit the most from them and for whom they are most cost-effective, the ARIOB Performance Measurement Committee determined a benchmark risk level for all ARI programs. Based on scoring via the Level of Service Inventory-Revised (LSI-R) instrument that is used in all Illinois probation departments, the Committee established that at least 80% of those served at each ARI sites must score moderate to high risk.

Also in conjunction with the Committee, staff developed a matrix to help guide when technical assistance and/or corrective action is warranted, based on ARI's goals included in the Crime Reduction Act. Prior, corrective action was initiated only if a site was at risk of failing to meet its reduction goal. In 2015, other indicators were identified to oversee fidelity to the key components of any ARI local program: validated assessments, evidence-based practices and performance measurement. The "performance measurement matrix" is included in *Appendix F*.

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 ARIOB, 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 implementation 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 G* has a sample of statistical information collected on participants served in 2015.

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 January 2015, half of the 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 H*.

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.

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 through site monitoring and relies on this information to make funding and other recommendations to the ARIOB.

Site Visits

ARI staff conducted a productive two-and-a-half day monitoring site visit to the 4th Judicial Circuit, February 25-27, 2015. Staff met with the Chief Judge and the problem-solving court judges in Christian and Effingham counties; visited treatment providers in both counties; attended court staffings and calls; and talked with mental health court clients in Effingham. ARI funds mental health courts (with veteran treatment tracks) in Christian and Effingham counties that build on the current problem solving courts in both counties. Effingham County runs an innovative Community Restoring Wellness (CRW) program to restore problem-solving court graduates to productive citizenship.

Other formal site visits were put on hold due to the state budget impasse; however, ARI staff conducted a variety of informal site visits and participated in several local meetings and events as part of fundamental relationship-building including:

- Cook County ACT Court ARI – steering committee meeting – July 21, 2015
- Grundy County ARI – informal site visit – August 25, 2015
- Jersey County ARI – informal site visit and training with the Center of Excellence for Behavioral Health and Justice (COE) – August 26, 2015
- 20th Judicial Circuit ARI:
 - Randolph County ARI – stakeholder meeting – August 27, 2015
 - Monroe County ARI – stakeholder meeting – August 27, 2015
 - St. Clair County ARI – stakeholder meeting – August 28, 2015
- Kankakee County ARI – site visit and stakeholder meetings – September 2, 2015
- Cook County ACT Court ARI – graduation – September 3, 2015
- Cook County HOPE ARI – site visit – September 17, 2015
- Cook County ACT Court ARI – attendance at local award ceremony – October 16, 2015
- Cook County ACT Court ARI – steering committee meeting – October 27, 2015
- Will County – drug court graduation – October 27, 2015
- Winnebago County ARI – observation of mental health court and participation in problem-solving court graduation – November 4, 2015

Corrective action plan (CAP) process

ARI developed a corrective action plan (CAP) process to assist sites at risk of failing to meet their reduction goal targets or other grant requirements. The CAP process, which is customized for each site in need of additional support, outlines areas for improvement and discrete actions the site must take to meet ARI standards. The CAP process generally spans a 12-month period, involves targeted technical assistance and requires quarterly progress reports from the site.

In 2015, ARI staff worked closely with the Cook County HOPE program on a CAP related to issues self-identified by the program through a June 2014 planning grant process and data analysis. The issues addressed in the Cook County HOPE program CAP related to assuring the program serves a truly prison-bound population to align with ARI goals. CAP steps focused on analysis of and modifications to eligibility criteria and case referral processes to target intensive services to clients at high risk for re-offending, per evidence-based practices. Cook HOPE's SFY16 grant was awarded for six months, with an extension through the remainder of the fiscal year contingent upon progress shown in the CAP.

ARI staff provided technical assistance and site monitoring to the Cook County HOPE program in a variety of ways, including ongoing quarterly data collection and analysis (standard data and CAP progress report data), two meetings with the Chief Judge of the Circuit Court of Cook County, a site visit, and a program stakeholder survey. In December 2015, the ARI OB Performance Measurement Committee determined that the Cook County HOPE program had made sufficient progress on the CAP and extended SFY16 funding through June 2016.

Outreach, Technical Assistance & Communication

ARI's outreach and technical assistance efforts had to be scaled back due to the lack of travel and other administrative resources during the budget impasse. Staff, however, sought low- or no-cost ways to help sites, including by offering an abbreviated All-Sites Summit in the spring focused on critical issues faced by the network. Additionally, ARI continued to cultivate strategic partnerships to maintain public awareness and support of the program.

Targeted outreach

ARI staff continued its outreach to counties that commit high numbers of non-violent offenders to the IDOC. The list of the top 20 counties committing ARI-eligible offenders to IDOC in SFY15 (most current data available) is included in *Figure 6*.

Figure 6
High-Committing Counties
SFY2015 ARI-eligible commitments to IDOC
(ARI sites in BOLD)

Position	County	SFY15 ARI-eligible IDOC commitments	SFY 13-15 Averages	SFY16 ARI site
1	Cook	6,453	6,820	Yes - 2
2	Will	472	549	Yes
3	DuPage	313	396	Yes
4	Winnebago	295	344	Yes
5	Lake	286	343	Yes
6	Champaign	254	261	No
7	Macon	236	248	Yes
8	Madison	227	263	Yes
9	Sangamon	194	188	Yes
10	Kane	169	226	Yes
11	Peoria	154	195	Yes
12	St. Clair	150	185	Yes
13	LaSalle	135	191	Yes
14	McLean	129	136	Yes
15	Tazewell	128	132	No
16	Adams	125	132	No
17	Vermilion	111	115	No
18	Kankakee	81	107	Yes
19	McHenry	81	71	No
20	Whiteside	69	69	No

In January 2015, ARI added Will (#2) and Kankakee (#18) counties to its network.

2015 All-Sites Summit

The 2015 Adult Redeploy Illinois All-Sites Summit on March 19 (condensed from 1-1/2 days to one day) in Bloomington was attended by nearly 150 people from 43 counties across the state. The event focused on critical issues and opportunities facing ARI sites, namely leveraging the Affordable Care Act and engaging law enforcement in adult diversion programs. There were also two skill-building break-out sessions on aftercare and recovery support, and using data for program quality improvement. Authority staff and partners, such as the Center of Excellence for Behavioral Health and Justice (COE) and TASC, provided support.

A welcome video by Governor Rauner expressing his support of ARI kicked off the event followed by remarks from John Maki, executive director of the Illinois Criminal Justice Information Authority and ARI Oversight Board member. A presentation by Craig Cooper, Director of Operations, and Sherie Arriazola, Health Policy Administrator, from TASC on the leveraging the Affordable Care Act for justice-involved individuals was followed by site presentations from Cook, Grundy, LaSalle, Madison, Peoria, and Sangamon counties, and the 2nd and 4th Judicial Circuits, on local ARI best practices and innovations.

An afternoon law enforcement panel was moderated by Winnebago County State's Attorney and Oversight Board member Joseph Bruscato and including Kyle Bacon, Sheriff's Deputy, Franklin County; Melinda Fellner, Inmate Assessment Specialist, McLean County Detention Facility; Rick Nichols, Chief of Police, Canton Police Department; and Michelle Rock, COE director. Two break-out sessions focused on skill-building in creating a recovery-oriented system of care (with presenters from Lake County and the 4th Judicial Circuit ARI sites) and using data for quality control and evaluation (with Michelle Rock and Penny Billman from COE). Kathy Saltmarsh, executive director of the Illinois Sentencing Policy Advisory Council and Oversight Board member, gave closing remarks stressing ARI's importance in the context of the work of the Commission on Criminal Justice and Sentencing Reform. A bonus session went over the (pre-impasse) SFY16 funding process.

Technical assistance: Affordable Care Act (ACA)

As a follow-up to the training provided to ARI sites at the 2015 All-Sites Summit, ARI staff continued working with the Center for Health and Justice at TASC and the COE to provide additional information to sites about the ACA.

Through various technical assistance opportunities, ARI encouraged conversations about how the ACA and expanded Medicaid allow for unprecedented access to critical substance abuse and behavioral health services for vulnerable populations, including justice-involved people. For sites, the ability to ensure initial ACA enrollment of ARI participants, help them maintain coverage through Medicaid, and assist them with linkage to services resulted in cost savings, as well as an expanded array of services. For example, some sites were able to shift ARI grant funds from treatment line items now covered by the ACA to other important program components not covered by insurance (e.g., housing, recovery supports, mentoring programs) to establish recovery-oriented systems of care.

Overall, ARI collaborated on the following ACA initiatives in 2015:

- 2015 ARI All-Sites Summit critical issues presentation: *The Affordable Care Act and criminal justice: Opportunities for treatment = benefits to public safety*, presented by TASC (March 19, 2015).
- A webinar titled *Maximizing the ACA in your ARI site*, presented in collaboration with TASC and the Cook County Access to Community Treatment Court ARI program (July 8, 2015, and posted on the ARI website).
- A targeted phone survey on the ACA and the justice-involved population to three different Illinois counties (Christian County, DeKalb County, and Rock Island County), in collaboration with the COE and TASC. The survey aimed to gather information on current local knowledge and training needs with the goal to coordinate resources, compile information and facilitate trainings.

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 2015, there were a total of 17,751 visits to the ARI website, nearly three times the number in 2014 (4,575).

Site snapshots

ARI site snapshot documents describe local context and demonstrate the unique approaches to achieve ARI goals. The snapshots are included on the ARI website at the “Local Programs” tab.

Dashboard

ARI maintains a one-page program “dashboard” highlighting key indicators on the projected impact of the program as it develops. The dashboard is updated periodically for ARIOB and other stakeholders. A copy of the dashboard through December 31, 2015 is at *Appendix I*.

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 J*.

Webinar resources

ARI staff conducted two webinars in February 2015 to provide instruction to grantees on the grant process and reporting, and data collection and performance measurement. In addition, a webinar was conducted in July 2015 about the Affordable Care Act and the potential impact on ARI sites. These webinars are archived on the ARI website at the “Publications and Resources” tab, along with a series of training videos for using the ARI database.

Presentations

- Adult Redeploy Illinois staff participated in the 2nd Judicial Circuit drug court training, and summarized for stakeholders the findings from the fall 2014 ARI site visit to circuit drug courts, in Mount Vernon (April 10, 2015).
- ARI staff made two presentations to subcommittees of the Commission on Criminal Justice and Sentencing Reform:
 - Presentation on effective community corrections in Illinois to the Community Corrections subcommittee (May 26, 2015).
 - Presentation on lessons learned from ARI implementation to the Implementation subcommittee (May 29, 2015).
- ARI staff was part of a joint presentation with faculty from the National Drug Court Institute about problem-solving court sustainability at the Illinois Association of Problem-Solving Courts Conference in Springfield (October 7-9, 2015).
- ARI presented with the 4th Judicial Circuit ARI site about community engagement at the Illinois Probation and Court Services Association Fall Training Conference in Effingham (October 21-23, 2015).

ARI staff participated in the following local, state and national conferences and trainings:

- Lake County Sequential Intercept Model Training with the Substance Abuse and Mental Health Services Administration (SAMHSA) GAINS Center, in Waukegan (April 8, 2015).
- Winnebago County Public Safety Summit III on Data Driven Justice, in Rockford (April 23, 2015).
- Rockford Health Council Conference: Meeting the Behavioral Health Needs of People in the Criminal Justice System, in Rockford (May 19, 2015)

- National Criminal Justice Association National Forum on Criminal Justice in Atlanta, Georgia (August 2-5, 2015).
- Smart Decarceration Initiative Inaugural Conference in St. Louis, Missouri (September 24-26, 2015).
- Safer Foundation’s Council of Advisors to Reduce Recidivism through Employment (CARRE) 14th Annual Conference in Chicago (October 5, 2015).
- Collaborative on Reentry Annual Meeting in Chicago (October 27, 2015).
- DeKalb County Mental Health Summit in DeKalb (December 2, 2015).
- Lake County Sequential Intercept Model Follow-Up Training with the SAMHSA GAINS Center, in Waukegan (December 9, 2015).

Media mentions

A compilation of media articles and public reports mentioning ARI is included on the ARI website under the “Publications and Resources” tab. The 2015 list includes 35 references to ARI.

Mentions of note include:

- ARI and juvenile Redeploy Illinois were specifically mentioned in “Building a better Illinois: Report of the transition Co-chairs to the Governor elect” (January 2015): <http://makeillinoisgreat.com/wp-content/uploads/Building-a-Better-Illinois-Report-of-the-Transition-Co-chairs-to-the-Governor-elect.pdf>.
- ARI was featured in articles about criminal justice reform in the *Illinois Issues* magazine.
 - “Decaptivity: Paying to keep people out of prison” by Brian Mackey (January 2015): <http://illinoisissues.uis.edu/archives/2015/01/Decaptivity.html>.
 - “Steady progress on criminal justice reform” by Patrick Yeagle (August 20, 2015): <http://illinoistimes.com/article-16025-steady-progress-on-criminal-justice-reform.html>.
- The Illinois Policy Institute featured ARI in its July 2015 report “Making Illinois smart on crime: First steps to reduce spending, ease offender re-entry and enhance public safety” (<https://www.illinoispolicy.org/reports/making-illinois-smart-on-crime-first-steps-to-reduce-spending-ease-offender-re-entry-and-enhance-public-safety/>) and was frequently mentioned on its website.
 - “Expanding Adult Redeploy Illinois Could Mean Millions in Savings for Illinois Prisons” (August 3, 2015): <https://www.illinoispolicy.org/expanding-adult-redeploy-could-mean-millions-in-savings-for-illinois-prisons/>.
 - “Adult Redeploy Has Saved Illinois \$64 Million” (November 23, 2015): <https://www.illinoispolicy.org/adult-redeploy-has-saved-illinois-64-million/>.
- ARI provided input on stories about prison costs and diversion by Matt Porter for WCIA, serving central Illinois.
 - “You Paid for It: Controlling prison costs” (February 25, 2015): <http://www.illinoishomepage.net/news/capitol-news/you-paid-for-it-controlling-prison-costs>.
 - “Locked Up: Treatment vs. Imprisonment” (April 29, 2015): <http://www.illinoishomepage.net/news/capitol-news/locked-up-treatment-vs-imprisonment>.
- ARI was highlighted as a program that works in several editorial and opinion pieces.

- Rep. Mike Zalewski and Sen. Kwame Raoul: Working toward real criminal justice reform in Illinois, The State Journal Register (January 4, 2015): <http://www.sjr.com/article/20150104/Opinion/150109866#ixzz3NyF37j5H>.
- Alan Mills: What Rauner Should Do About Prisons, Chicago Sun Times (February 6, 2015): <http://chicago.suntimes.com/news/7/71/349839/rauner-prisons>.
- Esther Franco-Payne: Illinois Prison Overcrowding and Costs Prompt New, “Smart” Approach to Offenders, Reboot Illinois (June 10, 2015): <http://www.rebootillinois.com/2015/06/10/editors-picks/esther-franco-payne/illinois-prison-overcrowding-and-costs-prompt-new-smart-approach-to-offenders/39458/>.
- Bryant Jackson-Green: Packing Illinois Prisons Tears Families Apart, Chicago Sun Times (July 17, 2015): <http://chicago.suntimes.com/opinion/7/71/776617/opinion-packing-illinois-prisons-tears-families-apart>.
- Chicago Sun Times Editorial Board: Bipartisan support grows for prison reform, Sun Times (July 20, 2015): <http://chicago.suntimes.com/editorials-opinion/7/71/780760/editorial-bi-partisan-support-grows-prison-reform>.

A number of local stories were generated by sites and future sites in Boone, Grundy, Kendall, Macon, and Will counties, many in response to the state budget impasse.

National award: Outstanding Criminal Justice Program – Midwestern Region

Adult Redeploy Illinois received the award for Outstanding Criminal Justice Program – Midwestern Region at the National Criminal Justice Association’s National Forum on Criminal Justice in Atlanta, Georgia, August 2-5, 2015. Selected from among a competitive pool of nominated programs, ARI was recognized as a successful promising practice that addresses important criminal justice issues; demonstrates effectiveness based upon stated goals; shows how federal “proof of concept” funds led to sustainable state appropriations; and is highly replicable in other jurisdictions. The honor placed ARI and Illinois on the national stage for ambitious criminal justice reform.

**2015 Outstanding Criminal Justice Program – Midwestern Region
National Criminal Justice Association**

It is exciting and rewarding to see Adult Redeploy Illinois recognized on a national platform. What makes Adult Redeploy Illinois successful is the commitment and dedication of individuals across the state to evidence-based, data-driven, and results-oriented programming. As a result, we can improve public safety with better offender outcomes at a lower cost to taxpayers. – ICJIA Executive Director John Maki

I was honored to accept the award on behalf of the local agencies we fund—and the clients they serve—who are doing the difficult behavioral change work in communities necessary to reduce crime and improve quality of life. – ARI Program Director Mary Ann Dyar.

PROJECTED IMPACT

I. Diversion Goals

In calendar year 2015, 22 sites reported diverting a total of 1,641 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) (1,229), as well as those discharged from the program successfully or to non-prison dispositions (358) and those whose program ended (due to the budget impasse, 54). The numbers of people served and diverted at each of the sites active in 2015 are presented in *Figure 7*.

Figure 7
ARI diversions by site, 2015

Site	New Enrollments	Active	Successful	Unsuccessful - non-IDOC	Unsuccessful - IDOC	Other / Unknown	Total Served	Total Diverted
2 nd Circuit	17	48	9	5	11	0	73	62
4 th Circuit	10	18	0	0	0	0	18	18
9 th Circuit	28	41	5	2	9	2	59	48
20 th Circuit	34	61	13	6	11	1	92	80
Boone	6	12	0	0	4	0	16	12
Cook ACT	60	64	27	1	39	4	135	92
Cook HOPE	154	200	62	13	7	2	284	275
DuPage	74	124	29	10	10	3	176	163
Grundy	10	10	0	0	0	0	10	10
Jersey	7	9	0	2	7	0	18	11
Kane*	9	0	17	3	0	8	82	74
Lake	27	42	14	3	9	1	69	59
LaSalle	35	41	1	0	9	2	53	42
Macon	68	127	30	1	21	7	186	158
Madison	15	17	7	1	9	1	35	25
McLean	25	25	20	7	9	1	62	52
Peoria	72	125	4	2	28	1	160	131
Sangamon	32	49	3	1	14	1	68	53
Will	73	63	0	1	9	0	73	64
Winnebago	84	153	42	17	32	4	248	212
TOTAL	840	1229	283	75	238	38	1917	1641

*Closed 12/31/15 with 54 exiting the program at that time.

SFY15 Site progress

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 state fiscal year, which also is the grant period. The chart in *Figure 8*

shows sites' progress toward SFY15 diversion goals. All but one of the sites (Kankakee County⁴) met or exceeded their goals.

Figure 8
ARI site progress toward SFY15 reduction goals

Site	SFY15 reduction goal*	"Stretch" renewal reduction goal**	Final SFY15 diversion number
2nd Judicial Circuit	19	30	65
4th Judicial Circuit	15	19	20
9th Judicial Circuit	28	36	43
20th Judicial Circuit	5	5	6
Boone	8	10	11
Cook ACT Court	52	62	101
Cook HOPE	131	164	265
DuPage	29	54	145
Grundy	4	4	4
Jersey	7	9	15
Kane	25	40	94
Kankakee	7	7	0
Lake	35	45	60
LaSalle	34	36	37
Macon	63	94	162
Madison	20	24	25
McLean	26	32	64
Peoria	30	46	127
Sangamon	43	51	43
St. Clair	44	63	84
Will	33	33	41
Winnebago	103	149	207
TOTAL			1619

*Reduction goal is calculated by multiplying by 25% the three-year baseline of IDOC commitments of ARI-eligible offenders from the defined target population. Stretch renewal reduction goal is calculated by adding 25% of the carry-over program population to the 25% of the baseline.

II. Cost Savings

ARI estimates impact in terms of cost savings to the state by comparing the cost of imprisonment to the cost of funding a community-based alternative to incarceration. 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.

⁴ The ARIOB waived the penalty for Kankakee County's failure to meet its SFY15 reduction goal in the six-month grant period due to mitigating circumstances (inability to hire staff to implement the program due to grant and county delays).

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 per capita prison costs (\$23,400 in SFY15)⁵ and the estimated overall average cost of an ARI intervention (\$4,400)⁶. The cost difference (\$19,000) 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 costs avoided in 2015 alone is estimated at over \$25 million. These are basic calculations of impact but 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 9* includes a chart tracking estimated quarterly cost savings in 2015.

**Figure 9
ARI Estimated Cost Savings**

CY Quarter	Number Diverted*	Quarterly savings/person**	Estimated quarterly savings	Savings CY to-date	Cumulative savings
					\$48,099,700.00
Q1-2015	1,224	\$4,750.00	\$5,814,000.00	\$5,814,000.00	\$53,913,700.00
Q2-2015	1,359	\$4,750.00	\$6,455,250.00	\$12,269,250.00	\$60,368,950.00
Q3-2015	1,365	\$4,750.00	\$6,483,750.00	\$18,753,000.00	\$66,852,700.00
Q4-2015	1,381	\$4,750.00	\$6,559,750.00	\$25,312,750.00	\$73,412,450.00

*Calculated by taking the number receiving services during the quarter and subtracting the number going to IDOC that quarter.

**Calculated by subtracting the average ARI cost from the per capita incarceration cost by quarter $[(\$23,400 - \$4,400)/4]$.

III. Success Stories

Through the quarterly reporting process, ARI collected individual success stories from sites that demonstrate the client-level impact of the program beyond what aggregate service numbers show. These stories documented what can be a lengthy, challenging, non-linear progression for clients from anti-social behavior and addiction to recovery and productive citizenship. A sampling of success stories from various sites is included in *Appendix K*.

⁵ IDOC reports the SFY15 per capita cost at \$23,385. There are other estimates of prison costs. IDOC’s marginal cost (for food, shelter and basic program and medical costs) is \$6,405. SPAC includes in its calculation staff pension costs and other administrative costs, which raises the per capita cost to \$41,052 per person.

⁶ Actual average ARI intervention cost in 2015 was approximately \$3,025*: \$5.8 million total disbursed to sites (not including ARI administrative costs) in 2015 divided by 1,917 clients served. *NOTE: This number is impacted by sites going six months without state funding which resulted in significant service cutbacks over time.

EVALUATION

In 2015, the Authority released two reports that evaluated different aspects of the pilot phase of the program (through December 2012), including one that focused on DuPage County's implementation of its probation violator program

(http://www.icjia.state.il.us/assets/pdf/ResearchReports/ARI_DUPAGE_030315.pdf, released March 2015), and one that assessed how well five of the pilot sites with drug courts operated according to national best practices. "Fidelity to the Evidence-Based Drug Court Model: An Examination of Adult Redeploy Illinois Programs"

(<http://www.icjia.state.il.us/assets/articles/Fidelity%20to%20Drug%20Court%20ARI%20FINAL%2012-8-15.pdf>, released December 2015) reported that:

The five court programs examined maintained fidelity to most key components of the drug court model. Fidelity was seen across counties in the areas of program referrals and intake process (key component #3), referrals to services (key component #4), monitoring compliance (key component #5), judicial interaction (key component #7), and evaluation (key component #8).

Cross discipline partnership is also a key component of drug courts (key component #10) as is interdisciplinary education and training for key personnel (key component #9), however, at least one required team member was missing from regular staffing meetings to discuss cases at all five courts and drug court team members of four programs were not formally trained.

These process evaluations provided useful lessons on implementation for new sites, as well as for renewing sites as part of continuous quality improvement. They also highlighted that site staff training continues to be a priority area for investment.

Authority researchers invested considerable effort in 2015 to enhance the quality of the data collected from ARI sites, and organize the database in preparation for continued evaluation efforts. An external outcome evaluation is planned starting in 2017.

MEETING 2015 GOALS

In 2015, ARI began implementing its five-year strategic plan, with the following goals that have served as the basis of the program since its inception:

- 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.

In pursuit of these goals, ARI staff focused on the following efforts, originally presented in the 2014 annual report:

- *ARI will foster strategic partnerships to support sites as they aim to do more with less.*
 - ARI presented at the Illinois Probation and Court Services Association’s fall training conference.
 - ARI co-presented with the National Drug Court Institute at the Illinois Association of Problem-Solving Courts conference about problem-solving court sustainability.

- *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.*
 - As reported earlier, through ongoing partnerships with TASC’s Center for Health and Justice and the Center of Excellence for Behavioral Health & Justice, ARI was able to provide significant technical assistance for sites about linking justice-involved clients to expanded Medicaid coverage.
 - A number of sites reported substantial savings in grant funds for treatment now covered by Medicaid. These savings were critical for programs to be able to continue serving clients without state funds during the impasse.

- *Staff will continue to look for low- and no-cost training and technical assistance opportunities for sites to invest in human capital.*
 - ARI conducted its annual All-Sites Summit in March 2015 which and provided sites with a free, enriching forum to discuss critical issues facing jurisdictions and learn about peer innovations.
 - ARI leveraged relationships with strategic partners to connect local site staff to various free and low-cost trainings available in the state.

- *Working toward full statewide implementation remains a priority so that effective alternatives to incarceration are available to all who are eligible.*
 - In 2015, ARI added four sites (including the second and 18th highest committing counties of ARI-eligible offenders to IDOC) and provided three planning grants to support further expansion as funds became available.

CONCLUSION

While the lasting impact of the impasse on ARI is still uncertain, support for ARI remains strong. Due to strong advocacy from the ARIOB, staff, sites and others, funding for ARI was included in the stopgap budget signed into law by Governor Rauner on June 30, 2016: Public Act 099-0524 (<http://www.ilga.gov/legislation/publicacts/99/PDF/099-0524.pdf>). The amount appropriated for ARI was sufficient to cover site expenses incurred in SFY16 and meet the needs for SFY17 awards for continuing sites at pre-impasse maintenance levels. This provides fiscal stability through June 2017.

Looking ahead, ARI plans to work closely with sites to restore local programs and services, as well as explore eligibility expansion to increase sites’ flexibility to implement evidence-based

practices to reduce recidivism, and support the implementation of the recommendations of the Commission on Criminal Justice and Sentencing Reform a including by lending expertise to the development of justice coordinating councils for the ongoing improvement of local systems.

The challenges of the past year tested and illustrated the strength of the relationships on which ARI has built its success. More than ever, we know that our approach—supporting local control and design, balancing assistance with accountability, investing taxpayer dollars in what works, and focusing on the dual goal of increasing public safety and public health—is a durable model for ongoing state justice reform efforts in the state.

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).

January 2015: Start of six-month grant period for new sites and awarding of supplemental funding to sites with DHS funds.

April 2015: Seventh round of planning grants (DeKalb, DuPage, Kendall).

July-December 2015: No state funding available for distribution to sites due to state budget impasse.

APPENDIX D: ARI Grants Chart

		SFY15: \$7,000,000 appropriation		SFY16: stopgap funding	
		Grant amount	Grant period	Grant amount*	Grant period
1	2nd Judicial Circuit	\$ 348,873.00	7/1/14-6/30/15 (I/S)	\$ 149,561.23	7/1/15-6/30/16 (I)
2	4th Judicial Circuit	\$ 211,182.00	7/1/14-6/30/15 (I)	\$ 175,724.85	7/1/15-6/30/16 (I)
3	9th Judicial Circuit	\$ 432,719.00	7/1/14-6/30/15 (I)	\$ 385,824.58	7/1/15-6/30/16 (I)
4	20th Judicial Circuit	\$ 67,031.00	1/1/15-6/30/15 (I)	\$ 384,547.65	7/1/15-6/30/16 (I)
5	Boone	\$ 128,806.00	7/1/14-6/30/15 (I)	\$ 28,931.74	7/1/15-6/30/16 (I)
6	Cook HOPE	\$1,044,319.00	7/1/14-6/30/15 (I/S)	\$ 738,592.31	7/1/15-6/30/16 (I)
7	Cook ACT Court	\$ 915,100.00	7/1/14-6/30/15 (I)	\$ 629,467.16	7/1/15-6/30/16 (I)
8	DeKalb	\$ 21,157.00	4/1/15-6/30/15 (P)	\$ -	7/1/15-6/30/16 (I)
9	DuPage	\$ 305,219.00	7/1/14-6/30/15 (I/P)	\$ 261,968.06	7/1/15-6/30/16 (I)
10	Grundy	\$ 51,380.00	1/1/15-6/30/15 (I)	\$ 61,765.15	7/1/15-6/30/16 (I)
11	Jersey	\$ 110,612.00	7/1/14-6/30/15 (I)	\$ 104,470.74	7/1/15-6/30/16 (I)
12	Kane	\$ 367,752.00	7/1/14-6/30/15 (I)	\$ 138,564.66	7/1/15-12/31/15 (I)
13	Kankakee	\$ 89,273.00	1/1/15-6/30/15 (I)	\$ -	7/1/15-6/30/16 (I)
14	Kendall	\$ 15,375.00	4/1/15-6/30/15 (P)	\$ -	7/1/15-6/30/16 (I)
15	Lake	\$ 249,971.00	7/1/14-6/30/15 (I/S)	\$ 153,116.92	7/1/15-6/30/16 (I)
16	LaSalle	\$ 175,852.00	7/1/14-6/30/15 (I)	\$ 121,545.80	7/1/15-6/30/16 (I)
17	Macon	\$ 361,552.00	7/1/14-6/30/15 (I/S)	\$ 321,013.26	7/1/15-6/30/16 (I)
18	Madison	\$ 192,347.00	7/1/14-6/30/15 (I)	\$ 134,094.39	7/1/15-6/30/16 (I)
19	McLean	\$ 161,970.00	7/1/14-6/30/15 (I/S)	\$ 26,123.30	7/1/15-6/30/16 (I)
20	Peoria	\$ 222,806.00	7/1/14-6/30/15 (I)	\$ 190,927.38	7/1/15-6/30/16 (I)
21	Sangamon	\$ 202,252.00	7/1/14-6/30/15 (I)	\$ 95,997.09	7/1/15-6/30/16 (I)
22	St. Clair	\$ 349,784.00	7/1/14-6/30/15 (I)	Part of 20 th JC	
23	Will	\$ 151,522.00	1/1/15-6/30/15 (I)	\$ 281,129.00	7/1/15-6/30/16 (I)
24	Winnebago	\$ 729,341.00	7/1/14-6/30/15 (I/S)	\$ 651,109.87	7/1/15-6/30/16 (I)
	TOTAL	\$6,906,195.00		\$5,034,475.14	

I = Implementation; P = Planning; S = Supplemental

*Based on reimbursement of actual SFY16 expenses incurred.

APPENDIX E: Evidence-based & Promising Practices at ARI Sites

Assessments	Program Models	Probation Methods & Tools	Treatment & Therapy	Recovery & Support
Level of Service Inventory-Revised (LSI-R)	Adult drug court	Effective Practices in Community Supervision (EPICS)	Matrix model	Recovery coaching
Texas Christian University (TCU) screening & assessments	Adult mental health court	Effective Casework Model	Dialectical-Behavior Therapy (DBT)	Twelve-Step Facilitation Therapy (AA, NA)
Global Appraisal of Individual Needs (GAIN)	Intensive supervision (surveillance & treatment)	Motivational interviewing (MI)	Medication Assisted Treatment (MAT)	SMART Recovery (Self Management and Recovery Training)
Substance Abuse Subtle Screening Inventory (SASSI)	Hawaii’s Opportunity Probation with Enforcement (HOPE)	Swift & certain/graduated sanction case management for substance abusing offenders	Integrated Dual Disorder Therapy	Wellness Recovery Action Planning (WRAP)
Risk and Needs Triage (RANT)		Electronic monitoring	Assertive Community Treatment (ACT)	Transitional and supportive housing
Client Evaluation of Self Treatment (CEST)		Carey Guides – Brief Intervention Tools (BITS)	Cognitive behavioral therapy (CBT) (for high and moderate risk offenders) <ul style="list-style-type: none"> - Thinking for a Change (T4C) - Moral Reconciliation Therapy (MRT) - Strategies for Self-Improvement and Change (SSC) - Relapse Prevention Therapy (RPT) - Moving On - Co-occurring Disorders Program (CDP) - Anger Management - Motivational Enhancement Therapy - A New Direction 	Wrap-around services <ul style="list-style-type: none"> - Community Reinforcement Approach - Cultural Competency - Family psycho-education - Work therapy - Employment retention
PTSD Checklist-Civilian Version (PCL-C), Trauma Screening Questionnaire (TSQ), Suicide Behaviors Questionnaire-Revised (SBQ-R)			Trauma-informed therapy <ul style="list-style-type: none"> - Seeking Safety - Trauma Recovery & Empowerment Model (TREM) - Helping Men/Women Recover 	

APPENDIX F: Performance Measurement Matrix

The following contractual performance measures will be used to review adherence to Adult Redeploy Illinois requirements. Certain conditions related to the performance measures may initiate the need for technical assistance and/or corrective action:

Contractual Performance Measure	Initiator for Corrective Action
<p>Reduction goal:</p> <ul style="list-style-type: none"> • 25% reduction of ARI-eligible IDOC commitments from the identified target population for the grant period. 	<ul style="list-style-type: none"> • Failure to meet or risk of failure to meet the contractual 25% reduction goal for the grant period.
<p>Assessment tools:</p> <ul style="list-style-type: none"> • Risk and needs assessment information utilized for enrollment determinations. 	<ul style="list-style-type: none"> • No assessment tool in use. • Assessment tool not used consistently. • Assessment tool failing to guide enrollment or programming determinations.
<p>Evidence-based practices (EBP):</p> <ul style="list-style-type: none"> • Fidelity of EBP is documented. • 100% of enrolled are receiving EBP. • % high-risk/need engaged in appropriate programming (e.g. substance abuse treatment, mental health treatment, cognitive-behavioral therapy). 	<ul style="list-style-type: none"> • Failure to use EBP (e.g., failure to assess and use information for enrollment and programming, failure to utilize risk-need-responsivity model, failure to use evidence-based programs or curricula). • Failure to address technical assistance recommendations in a timely manner.
<p>Appropriate ARI target/service population:</p> <ul style="list-style-type: none"> • Participants are: <ul style="list-style-type: none"> ○ Non-violent ○ Prison-bound ○ Moderate to high risk • Local programs enroll appropriate target population as planned to match intervention (e.g., high-risk/low-need or high-risk/high-need). 	<ul style="list-style-type: none"> • Analysis of program’s unsuccessful exits shows a lower than pre-determined threshold of program revocations committed to IDOC. • Analysis of LSI-R scores shows program is not serving moderate to high-risk individuals according to pre-determined threshold. • Analysis shows program is excessively overriding LSI-R scores.
<p>Provision of program data as required in contracts:</p> <ul style="list-style-type: none"> • Demographics • Case information • ARI information <ul style="list-style-type: none"> ○ Probation/ARI conditions ○ Drug testing results ○ Diagnosis information ○ Treatment providers ○ Status/termination of conditions ○ Changes in employment/education levels ○ Technical violations, arrests, convictions ○ LSI-R/other assessment information ○ Client contacts 	<ul style="list-style-type: none"> • Failure to provide requested data in the form/detail requested or in a timely manner.

Corrective action plan (CAP) remedies:

1. Training (use of assessment tools, evidence-based practices, data collection, group dynamics)
2. Technical assistance
3. Assessment of mitigating circumstances
4. Sanctions
5. Termination of contract

APPENDIX G: ARI Client Statistics

ALL SITES	Calendar Year 2015	
	Number	Percent
Age at enrollment (average)	36.08	
Gender		
Male	1321	69%
Female	574	30%
Not answered	22	1%
Race		
African-American	829	43%
White	856	45%
Hispanic	150	8%
American Indian/Native American	17	1%
Asian	7	0%
Other	58	3%
Risk level (LSI-R)		
High risk	672	35%
Moderate/Medium risk	1051	55%
Low risk	72	4%
Other	2	0%
Not available	120	6%
Current offense type		
Property	780	41%
Controlled substance (including meth)	711	37%
Cannabis	85	4%
DUI	66	3%
Sex offense (nonviolent)	12	1%
Other	222	12%
Not answered	41	2%
Exit status		
Successful	283	
Unsuccessful - non-IDOC	75	
Unsuccessful - IDOC	238	
Other exit	38	
Program ended	54	
Still active in program	1229	
Total clients served	1917	

APPENDIX H: 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 I: ARI Dashboard



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

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

Significant positive impact:

21 sites operating

24 diversion programs

across **39** counties, and

2 more counties ready to join

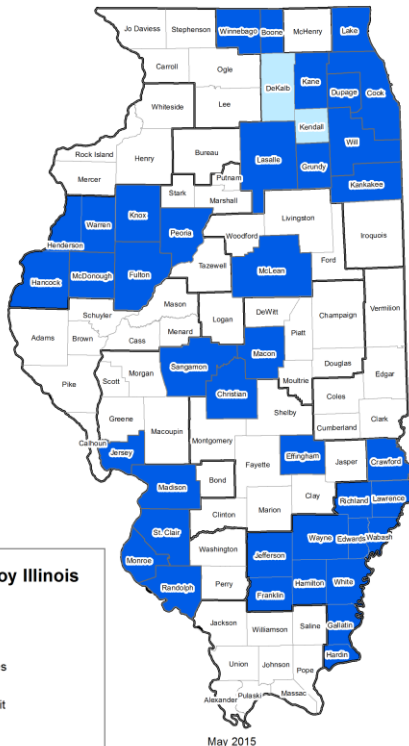
2,504 total diverted
(Jan 2011-Dec 2015)

\$73.4 million total saved
(prison per capita cost less average ARI cost)

1,449 / 1,381
served diverted
last quarter (Oct-Dec 2015)

\$6.6 million saved
last quarter (Oct-Dec 2015)

Adult Redeploy Illinois Sites



Key Components

- Assessment of risk, needs and assets
- Evidence-based and promising practices
- Performance measurement and evaluation
- Annual report to Governor and General Assembly

Local Models

- 10 Problem-solving courts
 - 7 Drug courts
 - 3 Mental health courts (1 with veterans treatment track)
- 14 Intensive probation supervision programs with services (1 HOPE probation)

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 (FY15): **\$23,400/person**, Cost of average ARI intervention: **\$4,400/person**

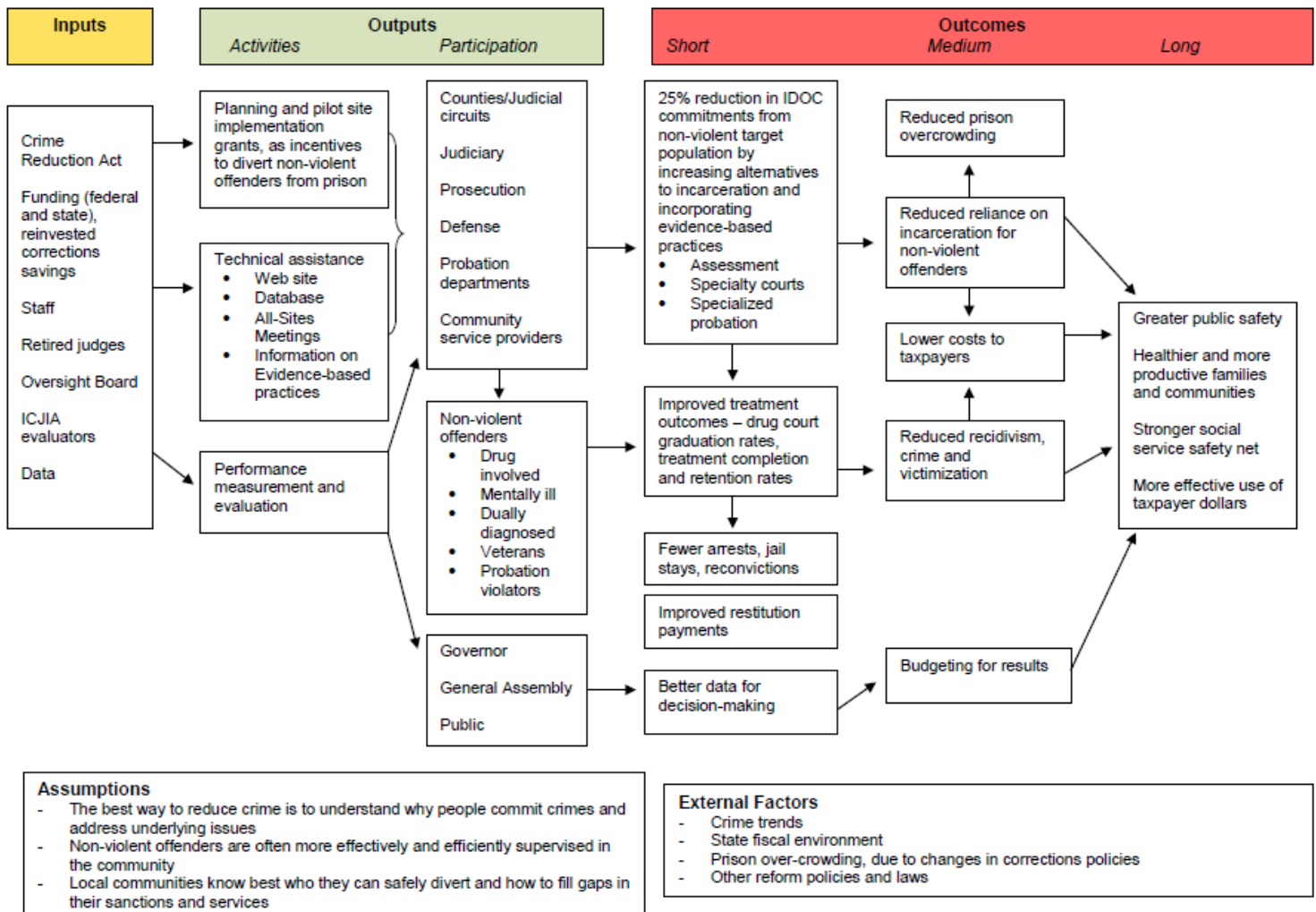
MORE EFFECTIVE

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

APPENDIX J: 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.



APPENDIX K: ARI Success Stories

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

October 2015 – December 2015

Boone County

“We have a participant who is working very hard on his recovery and completing all requirements of the Department of Children and Family Services to have more contact with his son. His hard work has paid off and he now has unsupervised visits with his son twice a week, has maintained sobriety since his plea into Drug Court and there is a possibility of him receiving custody of his son.”

Cook County ACT Court

“SR is a 42-year-old African American male who was referred to the ACT Court on an arrest for felony Retail Theft. Upon referral, SR was a multiple drug user, dependent upon \$60-70 worth of heroin and benzodiazepines daily, while also abusing crack cocaine several times per month. Prior to ACT, SR had been arrested 47 times, resulting in 15 felony convictions, and 5 episodes of incarceration in the IDOC. SR was also unemployed and living with his grandmother.

During the ACT Court, SR completed residential and outpatient substance abuse treatment and also completed the Breaking Ground vocational program. As a result, SR secured long-term, full-time gainful employment, his own apartment, and managed to complete all requirements in order to graduate in just 12 months.

In nominating SR for this quarter’s success story, his probation officer remarked, “He met every single objective in each of the phases while in the program, had a consistently positive attitude, and set goals for himself along the way. He was also asked to speak about his success at a brunch with the mayor a few months ago and is scheduled to speak to students at Lane Tech High School this month. SR really made an impact in this program and on me as his officer.”

DuPage County

“M was referred to Redeploy by the intake team in June of 2013 due to her addiction to heroin, felony class, and increased need for services. During her time on probation, M worked extremely hard to get clean, become independent, and find work. During her time in treatment she struggled at times to remain clean and to be open and honest with loved ones about her issues with addiction. Through attending intensive outpatient treatment, paired with bi-weekly substance abuse groups in probation, she eventually found a balance between her family responsibilities and her recovery. Toward the end of her probation she was a leader in her groups, started attending Alcoholics Anonymous (AA) for support after Probation and treatment ended, and began having more open dialogue with her family. In addition, M’s offense was committed while at her previous job. Prior to her arrest she was a certified nursing assistant (CNA) and felt good about the work she did. After her arrest her license to practice was revoked and it was evident that a career in healthcare may no longer be an option. M enrolled in the Employment Retention Program in Probation. Through this program she was able to take a new approach to work. She created a resume that encompassed her current skills but tailored to a new field. Additionally, she completed her Phase 3 ‘On The Job’ community service at a non for profit retail site. They were so pleased with her work that she was given a letter of recommendation and was later hired full time by a local thrift store. While this was not her ideal job in healthcare, she related that being able to contribute to her family again and know that she is a valued worker was very impactful for her. M termed Probation successfully in December of 2015. At the time of termination she was clean of all substances, attending AA regularly, and had just been promoted to manager at her place of employment.”

Madison County

“We currently have a gentleman named M who entered our program in February 2015. M has a very long history of felony offenses and is older than most of the people in Redeploy. When he first entered Redeploy he immediately began following all the rules without any infractions. M seemed to really dedicate himself to being compliant along with making significant changes to keep him from committing new offenses. This was unusual because most of our enrollees take a while to accept the rules and changes they need to make in order to comply with the requirements. A major concern the team had regarding M’s success was his employment as a DJ in bars/events late evenings. His work environment offered numerous opportunities to detour him away from a clean and sober life. However, he was able to continue his employment while remaining drug free and attending all treatment/court sessions as required. He did so well his counselor asked M to help with some of the younger participants in treatment somewhat as a mentor. As M progressed and moved to Phase 2 he was referred to our Community Restorative Board as required. M was assigned to a local church to assist with serving food and cleaning up during events at the church. One day there were a couple of incidents involving medical emergencies whereby M was able to provide assistance during a time of need. Please see below a copy of an e-mail we received from our CRB coordinator regarding Mike’s assistance. If M had not been in Redeploy and had been sentenced to DOC he would not have been there to help these people who were in need. He was at the right place at the right time. This is a great example of how some people are viewed negatively by society for wrong doings, but they are not worthless and without caring qualities. M continues to provide clean UAs (urinalysis) and has not missed any treatment sessions. He is a possible candidate for graduation.

‘Just wanted to share a great story that I will also put in M's report... he did his first 4 hours of volunteer work today at the church helping serve food and clean up... a man there went into a diabetic seizure and M was the only guy in the place who had been trained in CPR and knew what to do. He probably saved the guy's life... waited with him while they called 911... and then a few minutes later, an elderly woman felt faint like she was going to pass out, and he was the only guy big enough to help her to her car! He just called me and felt very proud of his work today, as was everyone else there. He was a hero today! What an experience for him.’”

Will County

“An individual with a criminal history dating back to the early 1990’s, had 10 prior non-violent felonies ranging from possession to retail theft. She had been sentenced to over 15 years in prison for those convictions. She entered into an Adult Redeploy Contract on June 24, 2015 for her 11th felony. Since she began her recovery process she completed residential treatment at Women’s Residential Services of Lake County, Extended Care at Stepping Stones Treatment Center and is currently residing in the Women’s Recovery Home at Stepping Stones. She has maintained full time employment in a local restaurant and is active in Narcotics Anonymous. She plans to go back to school in the near future so that she may have more employment opportunities and is in phase 2 of our program. This participant meets with her Case Manager as required and tells her that without this program she would be using cocaine and continuing a life of crime; she is grateful for the opportunities that ARI affords her. She stepped into our office the other day with a huge grin on her face and simply said, ‘Remember when I wasn’t the horse to bet on?’ She gave a big thumbs up and continued down the hall for her drug testing. She feels that she is learning the skills to be sure she does not reoffend through her *Thinking for a Change, Moral Reconation Therapy* (MRT) and close case management.”