



**ADULT REDEPLOY**  
**ILLINOIS**

**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**

**January 31, 2012**

**ADULT REDEPLOY ILLINOIS**  
**Annual Report on Implementation and Projected Impact**

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## **EXECUTIVE SUMMARY**

Illinois has seen the largest growth in its prison population compared to any other state, according to a recent report released by the Bureau of Justice Statistics. One out of every 38 people in Illinois is under some form of correctional supervision – either in prison or jail, or on probation or mandatory supervised release (MSR). The costs of this growth in the correctional population are crippling, and recidivism rates remain over 50 percent.

While a number of complicated factors contribute to this problem, impact can be made in the large numbers of non-violent offenders going to prison. Non-violent offenders comprise more than half of prison admissions each year. Many of these types of offenders are dealing with significant substance abuse and mental health issues that contribute to their criminal conduct.

Research shows that non-violent offenders are more effectively supervised in the community where they can be linked with services that address their criminogenic needs. Imprisonment of non-violent offenders, often without the possibility of treatment, may increase their chances of recidivating.

Adult Redeploy Illinois offers a solution to the problem of non-violent offenders cycling through the criminal justice system. Adult Redeploy Illinois provides grants to local jurisdictions to design and implement community-based interventions that are not only more effective in protecting public safety and holding offenders accountable, but much less expensive to taxpayers than incarceration. In exchange for funding, local jurisdictions agree to reduce by 25 percent the number of prison commitments from their target populations of non-violent offenders through the use of evidence-based practices.

An average Adult Redeploy Illinois (ARI) intervention costs \$5,900 per participant per year, whereas a year in prison costs \$22,000. ARI interventions are based on evidence-based practices, which have been shown by research to reduce recidivism by as much as 20 percent. Interventions are assigned to the offenders based on validated assessments of risk, needs, and assets, and are part of an individualized case management model made possible with lower caseloads, more training, and dedicated staff.

According to the Illinois Department of Corrections (IDOC), more than 13,000 of those sentenced to prison in Fiscal Year 2010 could have been diverted to Adult Redeploy Illinois.

Promising results are already being reported from the initial pilot sites after six months or less of full implementation. As of December 2011, six sites reported successfully diverting 207 non-violent offenders from prison, representing potential savings of \$3.3 million. Four more pilot sites – including Cook County, the largest contributor to the IDOC population – begin implementation in 2012, with a total expected impact of the program of \$6 million in corrections savings.

In the coming year, Adult Redeploy Illinois will support existing pilot sites in reaching, or exceeding, their reduction goals; institutionalize best practices; evaluate results; and continue outreach to other jurisdictions. As with any innovative approach to criminal justice policy, the real challenge is bringing to scale the strategies that work. Our communities will be safer, corrections costs lower, and recidivism rates reduced as Adult Redeploy Illinois helps to meet that challenge.

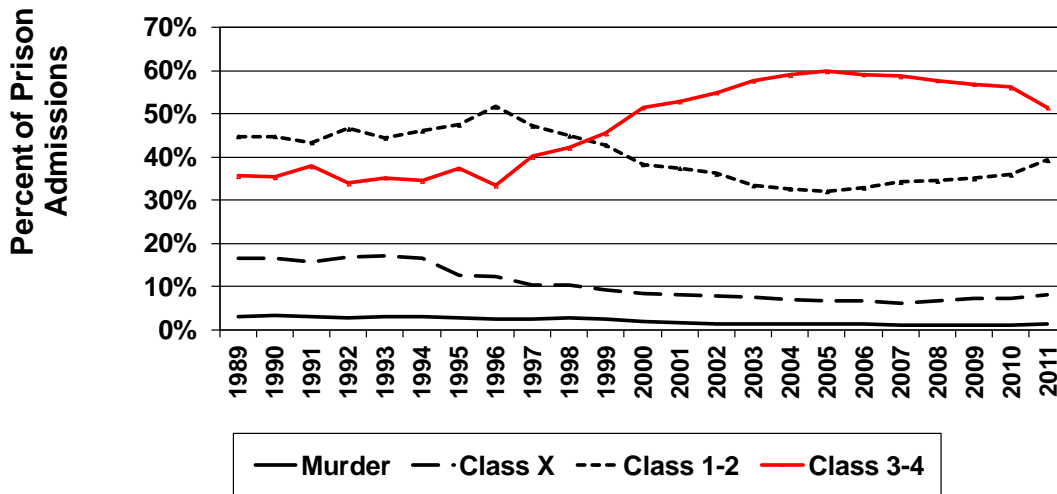
## INTRODUCTION

Illinois is facing a corrections crisis in which innovative solutions are desperately needed. A recent Bureau of Justice Statistics study reported that in 2010, Illinois had the largest increase in its state prison population in the country.<sup>1</sup> One out of every 38 people in Illinois is under some form of correctional supervision – either in prison or jail, or on probation or mandatory supervised release (MSR)<sup>2</sup>. As this population grows, the cost to taxpayers soars, crowding out other types of public spending such as for education and community services. This level of prison spending, while questionable in terms of public policy, is unsustainable in today’s economy.

The growth of the prison population is due to a number of factors – including more time spent in prison due to truth-in-sentencing laws and the 2009 suspension of the Meritorious Good Time (MGT) early release program. However, the increasing use of incarceration over the past decade for those convicted of non-violent felony offenses has greatly strained the system.

The majority of prison sentences from 1989 to 1998 were for serious crimes (*Figure 1*). In 1999, the trend changed direction, with low-level Class 3 and 4 offenses accounting for more than half of prison sentences. Processing non-violent offenders into prison is expensive and they stay only a short time, usually six months or less, which does not allow adequate time for meaningful rehabilitation. Recidivism rates remain above 50 percent. More than half of all prisoners return to prison within three years either for a new crime or for violating their conditions of release.

**Figure 1**  
**Prison admissions by felony class**



Source: Presentation by Dr. David Olson, Loyola University, to the Illinois Sentencing Policy Advisory Council, September 30, 2011

<sup>1</sup> Guerino, P., Harrison, P. M., & Sabol, W. J. *Prisoners in 2010*. U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, December 2011, NCJ 236096. (<http://bjs.ojp.usdoj.gov/index.cfm?ty=pbdetail&iid=2230>).

<sup>2</sup> Pew Center on the States, *One in 31: The Long Reach of American Corrections* (Washington, DC: The Pew Charitable Trusts, March 2009). ([http://www.pewcenteronthestates.org/uploadedFiles/PSPP\\_1in31\\_report\\_FINAL\\_WEB\\_3-26-09.pdf](http://www.pewcenteronthestates.org/uploadedFiles/PSPP_1in31_report_FINAL_WEB_3-26-09.pdf)).

Illinois has sought reforms in the criminal justice system to bring corrections populations and costs under control while seeking better community and offender outcomes. In 2009, the Illinois General Assembly passed legislation to address issues presented by over-reliance on incarceration. The Crime Reduction Act of 2009 (CRA) and companion legislation creating the Illinois Sentencing Policy Advisory Council work together for a comprehensive reform of the system to take advantage of information-sharing technology and evidence-based practices, among other innovations.

Adult Redeploy Illinois (ARI) is an important part of this overall plan, offering funding and technical assistance to local jurisdictions to build their capacity to treat offenders in the community when appropriate without negatively impacting public safety. (The CRA section creating Adult Redeploy Illinois is included as Appendix A.)

Adult Redeploy Illinois emphasizes local control and design, evidence-based practices, and performance measurement and evaluation. Ten unique county-based programs were approved as pilot sites by the Adult Redeploy Illinois Oversight Board and will serve as demonstrations of how diversion programs might work statewide. With six pilot sites in full implementation and four more sites in development, early results show the potential of this program to reduce prison populations and taxpayer costs, reduce crime and recidivism, and hold offenders accountable.

As of December 2011, the six pilot sites reported diverting 207 non-violent offenders from prison for potential savings of \$3.3 million (\$16,100 saved per offender, 207 offenders). In 2012, with 10 pilot sites on-line, Adult Redeploy Illinois is expected to result in savings of at least \$6 million (\$16,100 saved per offender, 372 offenders).

## PROGRAM DESCRIPTION

### I. Enabling Legislation – Illinois Crime Reduction Act of 2009

The Adult Redeploy Illinois program is part of the Illinois Crime Reduction Act of 2009 (Public Act 96-0761), which was passed almost unanimously by the General Assembly in August 2009. The Crime Reduction Act is a comprehensive reform bill that proposes systemic improvement from the earliest point a person enters the criminal justice system.

As outlined in the Crime Reduction Act:

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

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

### II. Adult Redeploy Illinois Oversight Board

To guide the program, the Crime Reduction Act established the Adult Redeploy Illinois Oversight Board (ARIOB) comprised of 17 leaders from across the criminal justice system in Illinois and the community at-large. ARIOB is co-chaired by the director of the Illinois Department of Corrections (IDOC) and the secretary of the Illinois Department of Human Services (IDHS). *Figure 2* lists the members of ARIOB and their affiliations. ARIOB met five times in 2011, and has three working committees: Site Selection & Monitoring; Outreach, Technical Assistance & Communication; and Performance Measurement.

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

**Figure 2**  
**ARIOB Membership List (as of December 2011)**

<b>Membership</b>	<b>Appointee</b>
Director of Illinois Department of Corrections, Co-Chair	S. A. Godinez, Director
Secretary of Illinois Department of Human Services, Co-Chair	Michelle Saddler, Secretary
Prisoner Review Board	Adam Monreal, Chairman
Office of Attorney General	Michael J. Hood, Deputy Attorney General, Criminal Justice, Office of the Attorney General
Illinois Criminal Justice Information Authority	Jack Cutrone, Executive Director
Sentencing Policy Advisory Council	Kathryn Saltmarsh, Executive Director
Cook County State's Attorney	Thomas Mahoney, Assistant State's Attorney, Supervisor, Gang Prosecution Unit, Cook County State's Attorney's Office
State's Attorney selected by the President of the Illinois State's Attorneys Association	Joseph Bruscato, Winnebago County State's Attorney
State Appellate Defender	Michael Pelletier, Illinois State Appellate Defender
Cook County Public Defender	Christopher Garcia, Director of Policy, Law Office of the Cook County Public Defender
Representative of Cook County Adult Probation	Jesus Reyes, Acting Chief Probation Officer, Adult Probation Department, Circuit Court of Cook County
Representative of DuPage County Adult Probation	Patricia Hayden, Deputy Court Administrator-Probation, 18 <sup>th</sup> Judicial Circuit, DuPage County
Representative of Sangamon County Probation	Michael Torchia, Director, Sangamon County Court Services Department
Representative from non-governmental organization	Joseph Antolin, Vice President and Executive Director, Heartland Alliance for Human Needs & Human Rights/Heartland Human Care Services
Representative from non-governmental organization	Walter Boyd, Director, Criminal Justice Programs, Protestants for the Common Good
Representative from non-governmental organization	Angelique Orr Gordon, Associate Director/Chief Organizer, TARGET Area Dev Corp/Developing Justice Coalition
Representative from non-governmental organization	Hon. James M. Radcliffe (Ret.), Associate Director, Lawyers Assistance Program

The Crime Reduction Act mandated the following duties for the Oversight Board in the first year of the program (January through December 2011):

- *Develop application process*
- *Define categories of membership*
- *Develop formula for allotment of funds*
- *Develop standard format for local plan*
- *Identify and secure resources*
- *Develop monitoring and evaluation process*
- *Review local plans and approve distribution of resources*
- *Develop performance measurement system*
- *Report annually to Governor and General Assembly*

The 2010 Adult Redeploy Illinois annual report documented the fulfillment of these duties (<http://www.icjia.org/public/redeploy/pdf/annualreports/Adult%20Redeploy%20Illinois%20Annual%20Report%20December%2030%202010.pdf>).

### **III. Program Funding and Staffing**

Adult Redeploy Illinois is supported by a federal American Recovery and Reinvestment Act Justice Assistance Grant, administered by the Illinois Criminal Justice Information Authority. These funds are being used to incubate the program, establish a track record, assemble lessons learned, and measure and document initial success. Once this grant expires in early-2013, general state revenue will be needed to support the program.

The Adult Redeploy Illinois program has been administered on a full-time basis by Mary Ann Dyar since July 2010. In addition, two part-time technical assistance providers, Judge James M. Radcliffe (Ret.) and Judge Thomas R. Sumner (Ret.), joined the program in September 2010. In June 2011, ARIOB approved the hiring of a part-time Project Coordinator.

### **IV. Application and Funding Process**

In 2010, ARIOB developed a transparent application process for the distribution of funds. The application process included:

- Initial planning grant phase: Providing up to \$30,000 to convene stakeholders and analyze data within 90 days.
- Completion of local plan using Standard Plan Template, submitted to ARIOB for approval.
- Pilot site implementation grant phase: Providing competitive grants of up to \$1,000,000 (based on population) for 15 to 18 month programs.
- Performance measured as to progress toward goal of 25 percent reduction in prison commitments from eligible non-violent offender population.

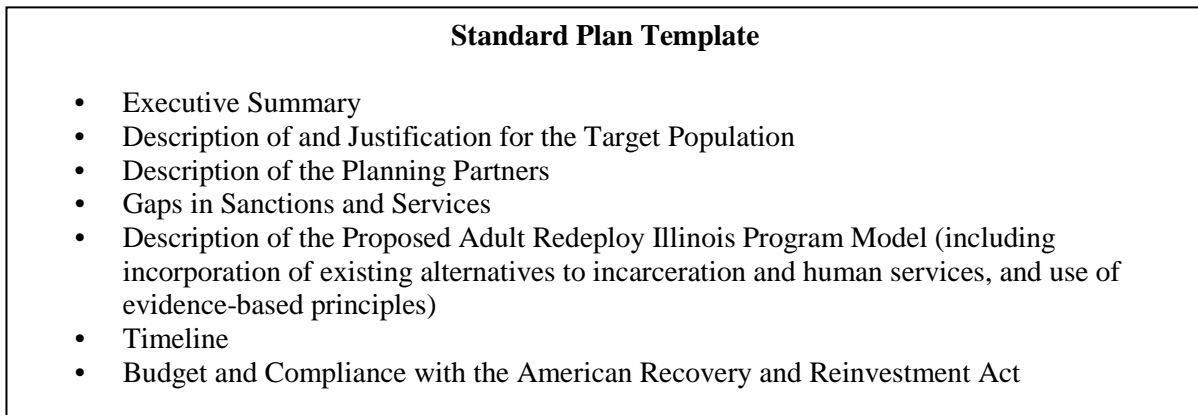
All counties or groups of counties in good standing are eligible to apply for funds. In exchange for the funds, jurisdictions must agree to reduce by 25 percent the number of non-violent offenders from a defined target population sent to the Illinois Department of Corrections. Jurisdictions that have difficulty meeting reduction goals can propose a corrective action plan to meet an adjusted target, or prepare to reimburse a portion of the grant to ARIOB.

The provision of planning grants was recommended by administrators of the juvenile Redeploy Illinois program. Changing the way the system deals with a target population of offenders required time to gain buy-in from key stakeholders and an understanding of the data and system trends to support a new approach through Adult Redeploy Illinois. In addition, pilot site implementation grants included a “ramp-up” period to get program elements in place before performance measurement started.

The local plans for the program were developed during the planning process and were the centerpieces of each proposal. Using a standard plan template, the local plan is a “mini strategic plan” for expanding alternatives to incarceration and reducing non-violent admissions to prison. *Figure 3* lists the elements that must be included in each local plan according to the standard plan template. County-level data to complete the standard plan template are available at the Adult Redeploy Illinois web-site ([www.icjia.org/redeploy](http://www.icjia.org/redeploy)), and the analysis of these data is intended to determine target population and interventions.



**Figure 3**



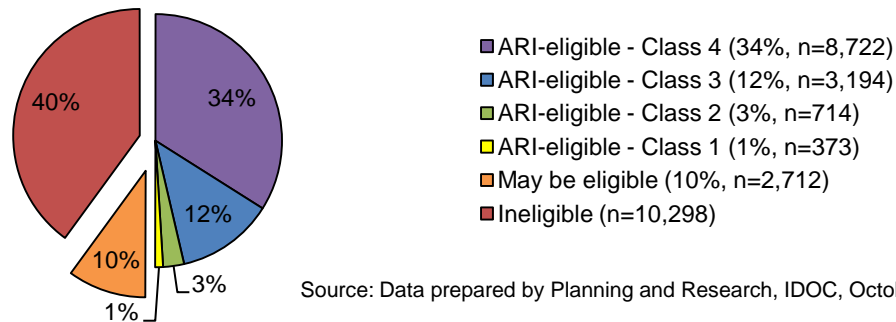
**PILOT SITE IMPLEMENTATION UPDATE**

According to the Crime Reduction Act, only non-violent offenders are eligible for diversion through the Adult Redeploy Illinois program. The number of non-violent offenders being sent to the IDOC has increased substantially over the past 15 years.

Based on data provided by IDOC’s Planning and Research Unit, 50 percent, or more than 13,000, of those who were sent to IDOC in state fiscal year 2010 were eligible for diversion to Adult Redeploy Illinois. The vast majority of these admissions were for Class 3 and 4 offenses. Another 10 percent were possibly eligible depending on other factors, such as criminal history. *Figure 4* illustrates the number of those eligible for the Adult Redeploy Illinois program.

**Figure 4**

**FY10 Prison Admissions (N=26,014)**



Source: Data prepared by Planning and Research, IDOC, October 2010

**I. Pilot Sites**

In its pilot phase, the Adult Redeploy Illinois program works with a cross-section of Illinois counties, including those committing large numbers of non-violent offenders to IDOC, to increase locally based diversion programs through incentive funding. With initial funds provided through the Illinois Criminal Justice Information Authority from the ARRA JAG program,

ARIOB has awarded \$3.05 million in two rounds of pilot site implementation grants. The pilot site grants cover a three- to six-month “ramp up” period and a 12-month implementation phase.

One of the main principles underlying Adult Redeploy Illinois is that the local communities are most familiar with their offender populations, and who they can safely divert from prison. They are almost most aware of critical gaps in their sanctions and services. Each pilot site has developed a unique plan, although there are some similarities, with the opportunity down the road to share lessons learned. The pilot site models center around either specialty courts or specialized probation services. Brief descriptions of the pilot sites are below, listed by grant start date. (See Appendix B for local plan summaries for each of the pilot sites.)

First-round pilot sites (“ramp-up” January to June 2011 and implementation July 2011 to June 2012):

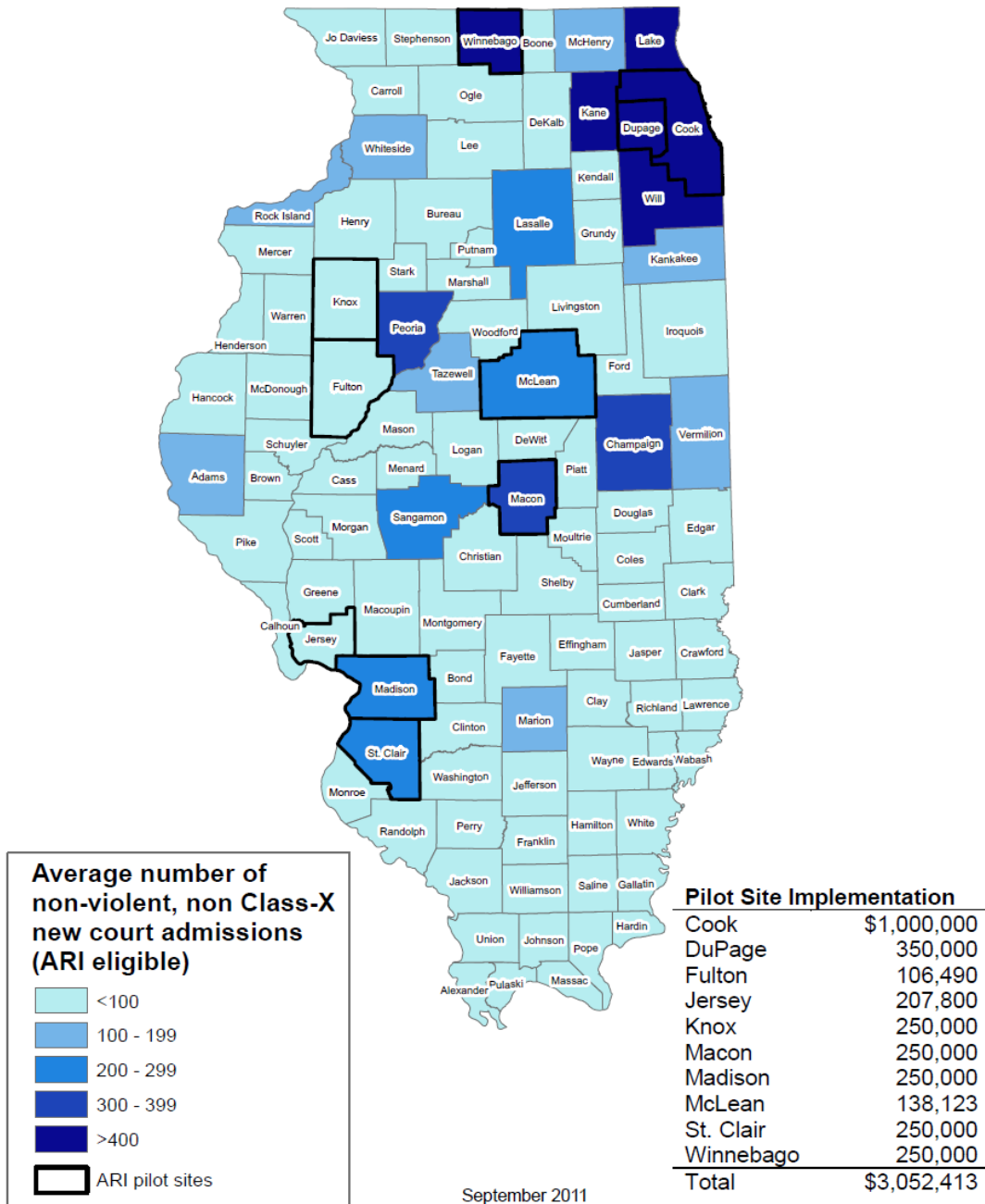
1. DUPAGE COUNTY received an 18-month grant of \$350,000 to create a probation violator caseload and provide more intensive supervision and support services to offenders violating the conditions of their probation, rather than sending them to prison. Operated out of the Adult Probation Department, the DuPage County ARI program engages the state’s attorney, the public defender, the judiciary, and community service providers.
2. JERSEY COUNTY received an 18-month grant of \$207,800 to expand its drug court from eight to 20 participants. Operated out of the Probation Department, the Jersey County ARI program also established a separate treatment track for drug court participants with a local substance abuse treatment provider.
3. MACON COUNTY received an 18-month grant of \$250,000 to provide intensive probation supervision with support services. Led by the Macon County State’s Attorney’s Office, this program is operated by a multi-disciplinary team including probation, the public defender and local service providers. A unique aspect of this model is the incorporation of Community Restorative Boards to offer participants the opportunity to work with community members to repair the harm they caused and reconnect with the community.
4. ST. CLAIR COUNTY received an 18-month grant of \$250,000 to create a mental health court docket. Operated out of the probation department, the St. Clair County ARI program identifies potential participants through a jail crisis worker who recommends offenders for the program based on evidence of serious mental illness underlying their criminal behavior. The program includes counseling, drug treatment, and transitional housing to stabilize and rehabilitate participants.
5. KNOX COUNTY received an 18-month grant to expand its drug court from five to 21 participants. Operated out of the probation department serving the 9<sup>th</sup> Judicial Circuit, the Knox County ARI program has a dedicated treatment track for its drug court participants with a local provider. In addition, the program offers life skills classes and job training, as well as a program to strengthen the family structure. The goal is to take this model circuit-wide. This grant started April 1, 2011.

Second-round pilot sites (“ramp-up” July to December 2011 and implementation January to December 2012):

6. FULTON COUNTY received an 18-month grant of \$106,490 to create a new drug court based on the Knox County Drug Court model. Also operated out of the 9<sup>th</sup> Judicial Circuit probation department, the Fulton County ARI program is incorporating treatment, life skills, and family support services.
7. MADISON COUNTY received an 18-month grant of \$250,000 to enhance assessment and services for specialty courts (drug, mental health, veterans). Operated out of the probation department, the Madison County ARI program works with the judiciary, state’s attorney’s office, public defender’s office, Veterans’ Assistance Commission, and local providers to expand services within the Madison County Alternative Courts.
8. McLEAN COUNTY received an 18-month grant of \$138,123 to redesign intensive probation supervision and drug court monitoring. Operated out of the probation department, the McLean County ARI program will build a spectrum of intermediate sanctions such as cognitive therapy groups, advocacy/mentoring, job skills, GED services, substance abuse and counseling, and electronic alcohol monitoring.
9. WINNEBAGO COUNTY received a 15-month grant of \$250,000 to implement an enhanced drug court. The Winnebago County ARI program engages the judiciary, the state’s attorney, the public defender, probation department, and service providers. The program utilizes evidence-based practices, such as increased urine screens, specialized probation officers, motivational interviewing, recovery coaches, trauma services, cognitive behavioral therapy, and increased access to residential substance abuse treatment. This grant started October 1, 2011 (with no “ramp up” period).
10. COOK COUNTY received a 15-month grant of \$1,000,000 to implement a probation violation program, based on the successful Hawaii’s Opportunity Probation with Enforcement (HOPE) program. A partnership among the Cook County Office of the Chief Judge, Adult Probation Department, State’s Attorney’s Office, Public Defender’s Office, and Sheriff’s Office, and led by the Judicial Advisory Council, this program will emphasize swift, certain and predictable sanctions for probation violations, while increasing access to supportive services. This grant started October 1, 2011.

*Figure 5* shows the geographic distribution of the pilot sites and the potential impact on non-violent prison admissions.

**Figure 5**  
**Adult Redeploy Illinois Pilot Sites**



## **II. Technical Assistance and Outreach**

To support pilot sites in achieving the best results possible, Adult Redeploy Illinois, with considerable support from ICJIA, has provided a host of technical assistance opportunities.

### **A. Web-site**

In 2010, ICJIA built a web-site for the Adult Redeploy Illinois program, to assist interested jurisdictions in applying for funds. The site includes extensive county-level data with the number and offense characteristics of ARI-eligible individuals over a three-year period, to illustrate system trends and inform local program design. The site is available at [www.icjia.org/redeploy](http://www.icjia.org/redeploy).

In 2011, the site was updated to be more inviting and informative to the general public and policymakers. A new home page includes background information on the program, its enabling legislation, purposes and principles, and expected results. The interactive map and county-level data from the former site has been moved to an Applicants tab on the new site, with the standard plan template. An Evidence-Based Practices section will be expanded to highlight the specific interventions used at each site.

### **B. Data Collection Tool**

Collecting accurate and complete data is a major part of ensuring the success of the Adult Redeploy Illinois program. Data collection is not only necessary to evaluate the program, but is necessary for Adult Redeploy Illinois sites to be able to effectively supervise their participants and monitor their progress through treatment episodes and probation term. The data tool developed by ICJIA allows for the evaluation of the Adult Redeploy Illinois program, and for counties to more efficiently track participant caseloads. Appendix C includes the guide for sites using the data tool.

In developing this tool, researchers identified data elements that would be essential for both a program evaluation and a case management system, including demographic characteristics and treatment information specific to offenders. Once these fields were identified, counties were given the opportunity to provide feedback. Once a basic framework was established, ICJIA researchers worked with a database creator on developing a streamlined, easy-to-use, and comprehensive tool that Adult Redeploy Illinois stakeholders could use to enter and track information on their caseloads.

The data tool can be customized for use in each Adult Redeploy Illinois site. Sites can request additional fields, or additional options for an existing field. Data collected can be easily extracted for analysis. These components create a useful and dynamic tool for collecting essential information on participant and program progress and success.

Using the tool, initial performance measurement data collected by ICJIA staff on the first four pilot sites (DuPage, Jersey, Macon, and St. Clair counties) showed that the sites are on track with their goals and objectives. Information was collected on the number of participants in the program, how well they are doing in treatment, whether they have paid restitution, and on how graduated sanctions are applied. This data collection is useful in reporting on performance measures specifically mentioned in the Crime Reduction Act, including recidivism, revocations, and pro-social indicators such as employment and education achievement.

### **C. Grantee Meetings and Site Visits**

Two grantee meetings were held in 2011 to outline program expectations, reporting requirements, performance measurement, and evaluation plans with the pilot sites. On February 9, a daylong meeting was held in Bloomington for the first five pilot sites and attended by more than 30 people, including representatives from the sites, Adult Redeploy Illinois, IDOC, ICJIA, and ARIOB. Another grantee meeting was held June 20 in Bloomington for the second group of pilot sites. In addition to providing a technical assistance opportunity, the grantee meetings allowed for valuable networking among the sites.

In the fall of 2011, ARI staff conducted site visits with the first group of pilot sites to determine progress at six months. The site visit team included the ARI program administrator, technical assistance providers, and an ICJIA evaluator. The team visited DuPage County, Jersey County, Macon County, and St. Clair County, and plans to visit the remaining pilot sites in early 2012.

The site visit team looked at the following areas:

- Implementation according to the local plan, including progress toward 25 percent reduction.
- Collaboration.
- Data issues.
- Technical assistance needs.
- Successes for report to ARIOB.

Macon County – September 29, 2011: The site visit team met with Macon County State's Attorney Jack Ahola and several of his staff. The Macon County State's Attorney's Office is the lead agency for the program. Others present included Public Defender Greg Mattingley, Community Restorative Board Coordinator Dr. Jeanelle Norman, probation and court services staff, and representatives from the Spotlight Reentry Center and Heritage Behavioral Health Center. The site visit team observed a Community Restorative Board circle, which provides the offender an opportunity to apologize, repair harm caused by his/her actions, and reconnect with the community.

DuPage County – October 14, 2011: The site visit team met with the DuPage County probation chief and deputy chief, and the three ARI probation officers. Others present were Judge Blanche Fawell, Assistant Public Defender Jaime Escuder, Assistant State's Attorney Rick Veenstra, and Tom Sayers from Psychological Services. The visit included a panel of current ARI participants, who spoke of their experiences in the program.

St. Clair County – October 17, 2011: The site visit team met with the St. Clair County Probation Director, deputy director and the ARI probation officer, along with representatives of several of the ARI program's service providers including Call for Help Inc., Chestnut Health Systems, Comprehensive Behavioral Health Center, Gateway Foundation, Treatment Alternatives for Safe Communities (TASC), and the St. Clair County Mental Health Board.

Jersey County – October 18, 2011: The site visit team met with the Jersey County Chief Managing Officer of probation, another probation officer, the ARI/drug court probation officer,

and the treatment counselor from Practical Rehab Services. In addition, Judge Eric Pistorius and State's Attorney Ben Goetten participated in the visit.

#### **D. Presentations**

In 2011, Adult Redeploy Illinois staff made a number of local and national presentations, to share the program's experiences with other states working on criminal justice reform and to establish Illinois' leadership in performance incentive funding.

The first national Summit on Performance Incentive Funding was held in Chicago in September 2011. Sponsored by the Pew Center on the States' Public Safety Performance Project, U.S. Bureau of Justice Assistance, and Vera Institute of Justice, the summit engaged more than 60 participants (judges, administrators, and other practitioners) from 10 states to discuss implementation successes, challenges and lessons learned with this best practice. Illinois was prominently featured for having implemented an early PIF program. ARIOB co-chair and IDOC Director Tony Godinez welcomed the group, and ICJIA Executive Director Jack Cutrone provided additional opening remarks. ARIOB member Walter Boyd also attended the summit. Materials from the summit can be accessed at: <http://www.vera.org/project/performance-incentive-funding>.

Adult Redeploy Illinois Program Administrator Mary Ann Dyar presented alongside Illinois Sentencing Policy Advisory Council Executive Director Kathryn Saltmarsh at the 2011 Illinois State's Attorneys Association Summer Training Conference held June 29-July 1, 2011 in Chicago. The purpose of the presentation was to build awareness among local prosecutors and their staff about criminal justice reform efforts including Adult Redeploy Illinois.

Mary Ann Dyar and ARIOB member/ARI Technical Assistance Provider Judge James Radcliffe (Ret.) presented the Adult Redeploy Illinois model as part of the "Improving Local and State Partnerships in Sentencing and Corrections" webinar sponsored by the National Association of Counties on September 28, 2011. The webinar can be accessed at the NACo web-site: [www.naco.org](http://www.naco.org).

### III. Evidence-Based Practices

A key component of the Adult Redeploy Illinois program is the use of evidence-based practices in local program design. *Figure 6* details the local plans of the 10 pilot sites, including the evidence-based practices they are employing in their program design. Appendix D includes brief descriptions of some of these evidence-based practices.

**Figure 6  
Local Plan Components of Pilot Sites**

Jurisdiction	Target population	Reduction goal	Program model & strategies	Evidence-based & promising practices
DuPage County	Probation violators	21	<b>Intensive probation supervision</b> – focus on probation violators <ul style="list-style-type: none"> <li>• Hiring: 3 FTE Probation Officers</li> <li>• Administrative sanctions</li> <li>• Treatment expansion</li> </ul>	<ul style="list-style-type: none"> <li>• LSI-R assessment</li> <li>• Intensive supervision with services</li> <li>• Probation caseload standards</li> <li>• Thinking for a Change</li> <li>• Effective Practices in Community Supervision (EPICS)</li> </ul>
Jersey County	Drug-involved offenders (drug court-eligible)	12	<b>Drug Court expansion</b> – <ul style="list-style-type: none"> <li>• Hiring: 1 FTE Probation Officer</li> <li>• Substance abuse counseling</li> </ul>	<ul style="list-style-type: none"> <li>• Drug Court</li> <li>• LSI-R assessment</li> <li>• Cognitive behavioral therapy (CBT)</li> </ul>
Macon County	Over 18 years old offenders with mental illness/substance abuse issues charged with retail theft, possession of cannabis, and Class 3 & 4 revocation on property offenses	94	<b>Intensive probation supervision</b> – <ul style="list-style-type: none"> <li>• Hiring: 1 FTE Probation Officer; .5 FTE Project Coordinator</li> <li>• Treatment for co-occurring disorders</li> <li>• Wraparound case management</li> <li>• Smaller caseloads</li> <li>• Alternative sanctions, including electronic monitoring</li> <li>• Community Restorative Boards</li> </ul>	<ul style="list-style-type: none"> <li>• LSI-R assessment</li> <li>• Intensive supervision with services</li> <li>• Probation caseload standards</li> <li>• Moral Reconciliation Therapy (MRT)</li> <li>• Restorative justice</li> </ul>
St. Clair County	Mentally ill offenders and individuals with co-occurring disorders	30	<b>Mental Health Court docket</b> – <ul style="list-style-type: none"> <li>• Hiring: 1 FTE Coordinator</li> <li>• Mental health services for participant and family</li> <li>• Peer mentoring</li> <li>• Screening and assessment at jail</li> <li>• Flexible funding for rewards, incentives, supports</li> </ul>	<ul style="list-style-type: none"> <li>• Assertive Community Treatment (ACT)</li> <li>• Motivational interviewing (MI)</li> <li>• Cognitive behavioral therapy (CBT)</li> <li>• Trauma-focused therapy</li> <li>• Illness self-management and recovery</li> <li>• Family psychoeducation</li> </ul>
Knox County	Drug-involved offenders (drug court-eligible)	16	<b>Drug Court expansion</b> – <ul style="list-style-type: none"> <li>• Hiring: 1 FTE Drug Court Officer, .5 FTE Drug Court Administrator, .5 FTE Drug Court Attorney</li> <li>• Separate treatment track</li> <li>• Family support and engagement</li> <li>• Life skills education</li> <li>• Job training</li> </ul>	<ul style="list-style-type: none"> <li>• Drug Court</li> <li>• LSI-R assessment</li> <li>• SMART (Self Management and Recovery Training) Recovery</li> <li>• Thinking for a Change</li> <li>• Strengthening Families</li> </ul>



Jurisdiction	Target population	Reduction goal	Program model & strategies	Evidence-based & promising practices
Fulton County	Drug-involved offenders (drug court-eligible)	8	<b>Drug Court (new) –</b> <ul style="list-style-type: none"> <li>Increased drug testing</li> <li>Incentives</li> <li>Transportation assistance</li> <li>Family support and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Drug Court</li> <li>LSI-R assessment</li> <li>SMART (Self Management and Recovery Training) Recovery</li> <li>Thinking for a Change</li> <li>Strengthening Families</li> </ul>
Madison County	Class 3 & 4 felony offenders meeting Alternative Court criteria	20	<b>Alternative Courts enhancement –</b> <ul style="list-style-type: none"> <li>Hiring: 1 FTE Probation Specialist, 1 FTE Recovery/employment coach</li> <li>Increased assessment and drug testing</li> <li>Trauma-informed therapy</li> <li>Education and employment services</li> <li>Incentives</li> <li>Transportation assistance</li> <li>Staff cross-training</li> <li>Quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>Drug Court/ Mental Health Court/ Veterans Court</li> <li>LSI-R and TCU assessments</li> <li>Cognitive behavioral therapy (CBT)</li> <li>Recovery coaching</li> </ul>
McLean County	Offenders with driving-related offenses, property or public disorder offenses	9	<b>Intensive probation supervision –</b> <ul style="list-style-type: none"> <li>Hiring: 1 FTE Probation Officer</li> <li>Increased drug testing and treatment</li> <li>Electronic and alcohol monitoring</li> <li>Incentives</li> <li>Advocacy/mentoring</li> <li>Job skills training</li> <li>Educational services</li> <li>Quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>LSI-R assessment</li> <li>Intensive supervision with treatment</li> <li>Cognitive behavioral therapy (CBT)</li> </ul>
Winnebago County	Drug-involved offenders (drug court-eligible)	37	<b>Drug Court enhancement –</b> <ul style="list-style-type: none"> <li>Hiring: Retained 2.5 FTE positions</li> <li>Increased drug testing and treatment</li> <li>Trauma-informed therapy</li> </ul>	<ul style="list-style-type: none"> <li>Drug Court</li> <li>LSI-R assessment</li> <li>Motivational Interviewing (MI)</li> <li>Recovery coaching</li> <li>Cognitive behavioral therapy (CBT)</li> <li>Seeking Safety</li> </ul>
Cook County	Class 1- 4 felony probationers	125	<b>Intensive probation supervision – focus on probation violators</b> <ul style="list-style-type: none"> <li>Hiring: 3 FTE Probation Officers; 1 FTE Asst. State's Attorney; 1 FTE Asst. Public Defender; .25 FTE Project Coordinator</li> <li>Swift, certain and predictable sanctions</li> <li>Increased drug testing and treatment</li> <li>Electronic and GPS monitoring</li> <li>Incentives</li> <li>Transportation assistance</li> </ul>	<ul style="list-style-type: none"> <li>LSI-R assessment</li> <li>Modified HOPE program</li> <li>Intensive supervision with treatment</li> <li>Cognitive behavioral therapy (CBT)</li> </ul>

To inform the local and national dialogue on evidence-based practices, the Washington State Institute for Public Policy (WSIPP) has reviewed research on “what works” in corrections. Based on a meta-analysis of this research, WSIPP has estimated the impacts on crime and recidivism from the implementation of these evidence-based practices. In recent years, WSIPP has also gone a step further and analyzed the costs and benefits of implementation.<sup>4</sup>

Figure 7 lists some of the evidence-based practices at ARI pilot sites along with cost-benefit information compiled by WSIPP. The benefit to cost ratio measures how many dollars of benefits are expected from an investment of one dollar in these programs. The analysis below was performed using data from Washington State, but the findings broadly demonstrate the importance of investing scarce resources in proven programs.

**Figure 7**  
**What Works and Analysis of Benefits and Costs**

Programs for people in the adult offenders system	ARI Sites	Effect on crime outcomes: Percent change in crime outcomes	Benefit to cost ratio	Total benefits	Costs	Benefits minus costs
Intensive supervision: treatment-oriented programs	Cook, DuPage, Macon, McLean	-17.9%	\$2.28 to 1	\$17,521	(\$7,712)	\$9,809
Adult drug courts	Fulton, Jersey, Knox, Winnebago	-8.7%	\$2.87 to 1	\$11,750	(\$4,099)	\$7,651
Drug treatment in the community	Cook, DuPage, Macon, McLean, St. Clair	-8.3%	\$7.35 to 1	\$15,419	(\$2,102)	\$13,317
Cognitive behavioral therapy (in the community)	Cook, DuPage, Fulton, Jersey, Knox, Macon, Madison, McLean, St. Clair, Winnebago	-6.9%	\$35.70 to 1	\$7,739	(\$217)	\$7,522
Community employment training/Job assistance	Knox, Madison, McLean	-4.6%	\$35.13 to 1	\$4,641	(\$132)	\$4,509
Electronic monitoring	Cook, Macon, McLean	0%	n/e	\$17,068	\$1,044	\$18,112

Sources: Drake, E., Aos, S., & Miller, M. (2009 April). *Evidence-Based Public Policy Options to Reduce Crime and Criminal Justice Costs: Implications in Washington State* (Document No. 09-00-1201). Olympia: Washington State Institute for Public Policy. And Aos, S., Lee, S., Drake, E., Pennucci, A., Klima, T., Miller, M., Anderson, L., Mayfield, J., & Burley, M. (2011). *Return on investment: Evidence-based options to improve statewide outcomes* (Document No. 11-07-1201). Olympia: Washington State Institute for Public Policy.

<sup>4</sup> The Washington State Institute for Public Policy constructed an analytical tool for the Washington legislature to help identify evidence-based sentencing and programming policy options to reduce crime and taxpayer criminal justice costs. With additional financial assistance from the MacArthur Foundation, The Pew Charitable Trusts contracted with WSIPP to: (1) develop the tool, (2) apply it to a policy process currently underway in Washington State, and (3) help Pew make the tool available to other interested states.

## PROJECTED IMPACT

Information to gauge the impact of the program and check on pilot sites' progress toward their reduction goals is regularly collected through required reporting based on the federal funding source, and using the data collection tools at each of the sites for ICJIA evaluation purposes.

### I. Diversion Goals

As of December 2011, with four sites reporting after at least six months of implementation, and two other sites with three months of implementation, 207 non-violent offenders have been diverted from IDOC towards the total goal from these sites of 210. The number diverted includes those enrolled in community-based services (instead of being sent to prison), as well as those discharged after successfully completing services and complying with supervision conditions.

#### Six months of implementation:

- DuPage County – ARI reduction goal: 21
  - Progress to-date: 75 participants enrolled, and 12 successfully discharged
- Macon County – ARI reduction goal: 94
  - Progress to-date: 62 participants enrolled
- Jersey County – ARI reduction goal: 12
  - Progress to-date: 5 participants enrolled, and 3 successfully discharged
- St. Clair County – ARI reduction goal: 30
  - Progress to-date : 9 participants enrolled

#### Three months of implementation:

- Knox County – ARI reduction goal: 16
  - Progress to-date: 10 participants enrolled
- Winnebago County – ARI reduction goal: 37
  - Progress to-date: 31 participants enrolled

Four more sites – including Cook County – are starting implementation in early 2012 with the goal to divert at least another 162 non-violent offenders.

- Fulton County – ARI reduction goal: 8
- McLean County – ARI reduction goal: 9
- Madison County – ARI reduction goal: 20
- Cook County – ARI reduction goal: 125

### II. Cost Savings

In the early stages of implementation, future cost savings to the state through reduced use of incarceration for non-violent offenders are estimated using a simple calculation based on the difference between the annual per capita cost of incarceration in IDOC (averaging \$22,000 in FY10) and the cost of providing Adult Redeploy Illinois interventions (averaging \$5,900 per participant per year) for those diverted.<sup>5</sup> Six pilot sites reported diverting 207 non-violent

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<sup>5</sup> The calculation used in this report differs from the one in the 2010 Annual Report. The numbers in this report are annualized, instead of presented over the 18-month grant period. In addition, the average cost of ARI interventions is included in the calculation, and per capita prison costs are used instead of marginal costs. The per capita incarceration costs include marginal costs (for food, clothing, transportation and basic services) and overhead expenses related to keeping the facilities open.

offenders in 2011, which represents potential savings of \$3.3 million (\$16,100 saved per offender, 207 offenders). Full program implementation with the 10 pilot sites in 2012 is expected to result in savings of at least \$6 million (\$16,100 save per offender, 372 offenders).

In addition to the fiscal savings, the evidence-based practices utilized by these pilot sites have been proven to reduce recidivism. If that holds true for ARI sites, as it should, there will be greater savings realized through the reduction in victimizations and lower recidivism rates. As part of the program evaluation, basic implementation analyses (i.e., fidelity scales and checklists) will be conducted and technical assistance will be provided to help ensure that pilot sites are correctly implementing these evidence-based practices.

Refinement of the analysis of program impact and potential cost savings is an ongoing effort, with improved reporting expected throughout the ICJIA evaluation, as well as exploration of the WSIPP cost-benefit analysis tool's applicability in the program's evaluation.

### **III. Other**

For federal reporting purposes related to the American Recovery and Reinvestment Act, Adult Redeploy Illinois collects information on the state/local initiatives established with federal funds, measuring direct service and system improvement. The program also tracks the amount and types of personnel and contractual support involved in implementation. With ARRA funds, Adult Redeploy Illinois has created or retained 19.25 jobs at the pilot sites and 2.5 jobs in program administration.

## EVALUATION

ICJIA is conducting a utilization-focused evaluation of the Adult Redeploy Illinois program. This evaluation, which is intended to provide practical, valuable feedback to the pilot sites and program administrators, was initiated upon implementation of Adult Redeploy Illinois.

The goals of the evaluation are to:

- Inform program sites on alignment of actual program implementation with the models developed by sites and proposed in local plans.
- Ensure program sites are offering evidence-based strategies with fidelity to the prescribed model, or appropriateness to site population.
- Assist program sites in identifying and making necessary changes that will increase the efficiency of program administration.
- Identify areas of local programs that can be modified or enhanced to improve participant outcomes.

This evaluation will entail two components, including interviews with program stakeholders and site partners, and analyses of program data collected by the pilot sites.

Site partners include ARI program administrators and line staff directly involved with participants, such as probation officers, and program stakeholders include agencies and individuals involved with program development and implementation, such as the state's attorney and public defender. The interviews are designed to gather contextual information on implementation, partner involvement, attitudes and perceptions about alternative sanctions, and changes in these factors over time. A first round of interviews was conducted during the early stages of implementation, and the second round of follow-up interviews will be conducted with the same stakeholders 12 months after program implementation. All interview subjects were provided with the interview questions and a written consent form prior to the interviews, and were asked for verbal consent at the time of the interview.

### **Research question for component 1**

To what extent do stakeholders' attitudes and perceptions about alternative sanctions that rely on performance-based funding approaches change over time based on participation in Adult Redeploy Illinois?

Evaluators are analyzing data collected by the program sites to determine their progress towards several programmatic and statutory performance measures. Evaluators are examining two levels of performance for the sites: program-wide performance measures and site-specific performance measures. Program-wide performance measures include statutorily mandated pro-social indicators, while site-specific performance measures are tailored to the program model and unique aspects of each site's local plan. In order to measure progress on these performance indicators, sites enter participant data into the Access database or provide data from existing probation department Management Information Systems. Participants must provide written consent to have their ARI case information included in the ICJIA evaluation.

## **Research questions for component 2**

Since ARI is composed of multiple individual programs, the data analysis seek to answer research questions that pertain to all program sites collectively, as well as questions that apply to each site's specific program type. Site-specific research questions are answered using the database fields.

### *All sites:*

- To what extent and for what reasons were ARI-eligible individuals not admitted into the program? (Measured with database fields)
- To what extent did the ARI program maintain fidelity to the evidence-based practice components of the intervention? (Measured with existing fidelity checklists)
- To what extent did participation in ARI increase pro-social indicators, including: employment rates, education achievement, successful completion of substance abuse treatment programs, and payment of victim restitution? (Measured with database fields)
- To what extent do ARI participants get re-arrested or receive technical violations while under program supervision? (Measured with database fields)

### *Intensive Supervision Probation programs:*

- To what extent did the ARI probation officers maintain 2-4 appointments with ARI probationers monthly?
- To what extent did the ARI program maintain a probation officer caseload of 30 or fewer participants?

### *Drug court programs:*

- To what extent did participants successfully re-engage in treatment while involved in the program (if they disengage)?
- To what extent did ARI participants successfully graduate from the drug court program?
- To what extent were ARI participants who violated the conditions of the drug court program ordered to participate in more intensive requirements in lieu of incarceration?

### *Mental health court programs:*

- To what extent did participants successfully re-engage into treatment while involved in the program (if they disengage)?
- To what extent did ARI participants successfully graduate from the mental health court program?
- To what extent were ARI participants who violated the conditions of the mental health court program ordered to participate in more intensive requirements in lieu of incarceration?

## CONCLUSION

Adult Redeploy Illinois is part of the solution to a critical problem facing Illinois: an over-reliance on incarceration for non-violent offenders, at great expense – and questionable benefit – to the taxpayer.

The Adult Redeploy Illinois program, which is predicated on local design and control, provides grants to jurisdictions to create or expand their capacity to treat and supervise non-violent offenders in their communities. Numerous studies prove that community-based programs are a more effective and efficient way to deal with non-violent offenders than incarceration. The grants come in exchange for a commitment to reduce the number of non-violent offenders being sent to IDOC.

In 2011, Adult Redeploy Illinois achieved a number of the goals set forth in its work plan, including:

- *The first five pilot sites will be successful in meeting or exceeding their reduction goals.*
  - In their first six months of full implementation, the five first-round pilot sites (DuPage, Jersey, Knox, Macon, and St. Clair counties) reported successfully diverting 176 non-violent offenders from IDOC (toward their total reduction goal of at least 173).
- *Additional pilot sites will be brought on as appropriate to extend outreach and impact of the program.*
  - Five additional pilot sites were approved in 2011, bringing the total number of pilot sites to 10, and including Cook County, which is the largest contributor to the IDOC population. Other new sites include Fulton, Madison, McLean, and Winnebago counties.
- *If evidence indicates it is merited, a strong case for general revenue funding and/or other continuing support starting in FY13 will be assembled by program staff, ARIOB and advocates.*
  - With positive results evident in the preliminary performance measurement data collected by ICJIA, a strong case for ongoing state investment in Adult Redeploy Illinois exists showing the benefits greatly outweigh the costs of the program.
- *Adult Redeploy Illinois will track and report on its performance measures in accordance with the state's "Budgeting for Results" process.*
  - Adult Redeploy Illinois regularly tracks extensive performance measures across the pilot sites and for the overall program (such as numbers served, services provided, treatment outcomes, and recidivism), many of which are highly relevant in the Budgeting for Results paradigm.
- *Adult Redeploy Illinois will support the state's leadership in justice reinvestment and performance incentive funding.*
  - Illinois hosted the first national "Summit on Performance Incentive Funding" which prominently featured Adult Redeploy Illinois as a promising model. Other presentations were made by ARI staff locally and nationally to increase awareness of the program.

In 2012, Adult Redeploy Illinois will support existing pilot sites in reaching, or exceeding, their reduction goals; institutionalize best practices; and evaluate results. Adult Redeploy Illinois also will continue outreach to other interested jurisdictions in hopes of expanding the availability of evidence-based alternatives to incarceration in Illinois. Expansion of this promising program will require continued funding in a tight fiscal environment; however, early evidence shows that the benefits from Adult Redeploy Illinois greatly outweigh its costs.



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

### CORRECTIONS

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

(730 ILCS 190/20)

Sec. 20. Adult Redeploy Illinois.

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

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

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

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

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

(1) The Secretary of Human Services and the Director of

Corrections shall within 3 months after the effective date of this Act convene and act as co-chairs of an oversight board to oversee the Adult Redeploy Program. The Board shall include, but not be limited to, designees from the Prisoner Review Board, Office of the Attorney General, Illinois Criminal Justice Information Authority, and Sentencing Policy Advisory Council; the Cook County State's Attorney; a State's Attorney selected by the President of the Illinois State's Attorneys Association; the State Appellate Defender; the Cook County Public Defender; a representative of Cook County Adult Probation, a representative of DuPage County Adult Probation; a representative of Sangamon County Adult Probation; and 4 representatives from non-governmental organizations, including service providers.

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

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

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

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

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

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

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

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

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

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

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

**APPENDIX B: Local Plan Summaries**  
**(Approved for Pilot Site Implementation, listed in order of grant start date)**

**DuPage County**

The Department of Probation and Court Services of the 18<sup>th</sup> Judicial Circuit Court will use funds for a local pilot implementation of Adult Redeploy Illinois. This program will reduce the number of probation violators committed to the Illinois Department of Corrections from DuPage County.

This proposal is the result of a planning process made possible by an earlier grant from the Illinois Criminal Justice Information Authority. A diverse group of criminal justice stakeholders convened in September and October 2010 to discuss local criminal justice system needs along with opportunities to reduce incarceration of non-violent offenders. The planning group agreed to pursue implementation of a “probation violator caseload” which will be implemented as an enhancement to the Department’s Administrative Sanctions Program. This caseload will offer probationers with technical (non-arrest) violations intensive cognitive behavioral services and more frequent supervision as an alternative to returning to court.

Grant funds are requested to pay salaries and benefits for three probation officers who will carry specialized probation violator caseloads. The grant will provide specialized training in a cognitive behavioral supervision protocol. Officers will carry a reduced caseload, allowing them to meet more frequently with probationers and directly provide intensive interventions. These officers will also facilitate “Thinking for a Change” groups. Finally, funds will be used to pay for additional community services appropriate for offenders involved in the program. These services may include monitoring technologies, substance abuse and/or mental health treatment, transportation to treatment appointments, and vocational services.

This proposal has been endorsed by the chief judge, state’s attorney, public defender, and several community-based service providers.

Award: \$350,000 (18 months – January 1, 2011-July 30, 2012)

## **Jersey County**

Jersey County will use Adult Redeploy Illinois implementation funding to expand its drug court to divert eligible individuals from the Illinois Department of Corrections. With increased funding available to outsource the counseling and hire an additional probation officer to oversee program participants, the Jersey County Drug Court will be able to accommodate up to 20 individuals, compared to the current capacity of eight.

The Jersey County Drug Court is a partnership between the circuit judge, State's Attorney, public defenders, circuit clerk, probation, treatment provider, sheriff's department and the county board.

The Jersey County State's Attorney's Office will select participants for inclusion into the expanded drug court program. The drug court probation officer will closely monitor the program participants and offer them assistance needed in order to successfully complete the program, connecting them with employment, housing and treatment services. In partnership with a community-based behavioral health agency, dedicated professional staff will provide ongoing counseling to participants as a requirement of the program.

The program is a minimum of 15 months in duration, consisting of four phases of substance abuse treatment. After successful completion and graduation from the program, the individual's charges are dismissed.

Award: \$207,800 (18 months – January 1, 2011-July 30, 2012)

## **Macon County**

The Macon County local plan for Adult Redeploy Illinois implementation targets persons convicted of Class 3 and 4 felonies who are not otherwise required to be committed to the Illinois Department of Corrections, and technical violators of probation. The expected result is a reduction in the number of IDOC commitments from this target population.

Program implementation will include a comprehensive, evidence-based project, utilizing alternative sanctions that can reduce recidivism and reincarceration while holding offenders accountable to the justice system, the community, and themselves. This approach draws on the best contemporary research to build a new system that gives offenders opportunities to change their ways of thinking, access needed services, and build productive lives. This will include:

- The introduction of cognitive-behavioral interventions.
- Expanding use of integrated treatment for substance abuse and co-occurring mental health and substance use disorders.
- Case management implementation using wraparound principles. The program will partner with other agencies to resolve transportation, housing, food, clothing, employment, education, and family stability issues.
- Employing a new approach to sanctions based on immediate interventions that reinforce positive behaviors and change negative behaviors.
- Expanding the use of Community Restorative Boards. Neighborhood leaders will meet with offenders to discuss damage done by their crimes and devise methods to repair the harm.
- Integration of the mental health court and TASC initiatives.

The Decatur/Macon County community has a strong network of health and human services and a long history of interdisciplinary cooperation among human services and criminal justice agencies.

Award: \$250,000 (18 months – January 1, 2011-July 30, 2012)

## **St. Clair County**

The St. Clair County Adult Redeploy Illinois Program will be directed by the St. Clair County Probation Department which will work to implement a specialized docket for non-violent offenders who have mental health or co-occurring disorders. In partnership with the St. Clair County Mental Health Task Force, the program will provide best practice models and evidence-based practices for addressing mental health needs of offenders so that they can be effectively diverted from the Illinois Department of Corrections into community-based supervision and services. The task force will work to develop policies and procedures and a formal agreement for a court-supervised mental health program for participants who have committed offenses of retail theft, retail theft subsequent, possession of cannabis, and Class 3 and 4 property offenses.

This project will include extensive cross training for staff in the criminal justice, mental health, and substance abuse systems on the needs and characteristics of offenders with mental illness and co-occurring disorders, implementation of strategies for effective supervision of mentally ill offenders, and community education and support for offenders with mental illness and their families. A jail crisis worker will provide additional screening for the program to identify non-violent offenders that meet program criteria. A court team will review cases and manage a specialized docket for mentally ill offenders. The court team will consist of a circuit judge and representatives from the state's attorney and public defender's office, probation, mental health and substance abuse staff. A full-time coordinator housed in the probation department will assume a lower caseload that will allow for more intensive case management, implementation of evidenced-based practices, and close monitoring and supervision for offenders entering the program. The coordinator will work closely with all project participants to develop a coordinated approach and to ensure that offenders receive appropriate and timely services.

Mental health treatment and referrals to other community resources and services will be provided through the two local mental health centers, including outpatient counseling, substance abuse services, psychosocial rehabilitation, housing, crisis intervention, vocational services, and illness self-management and recovery programs for offenders and their families. All treatment services are funded by local tax revenues and state and federal grants and revenues and will be provided at no cost to program participants. A continuum of residential services will be provided for Adult Redeploy participants. Residential crisis stabilization services, which are presently unavailable to this population, will be purchased through the program. ARI funds will also support residential substance abuse treatment for a number of offenders identified with serious, co-occurring substance abuse disorders. In addition, transitional residential services will be provided to assist in transitioning offenders from residential substance abuse treatment to community living arrangements. Barriers to services will be addressed with problem solving strategies employed. Flexible funding will be allocated to deal with issues such as residential substance abuse treatment, emergency housing needs, medication funding and management, and transportation, which are currently lacking in St. Clair County.

Award: \$250,000 (18 months – January 1, 2011-July 30, 2012)

## **Knox County**

Knox County will use Adult Redeploy Illinois grant funding to enhance and expand its drug court program and further reduce the number of individuals sent to the Illinois Department of Corrections (IDOC). The drug court program will give drug offenders the services and support they need to break the cycle of addiction and become successful members of the community.

Knox County Drug Court was formed in January 2008. Since inception, it has offered an alternative to incarceration for adult drug offenders in Knox County. Participants are referred to the program through the county state's attorney and public defender. Referrals are made for repeat offenders that have committed non-violent, drug-related crimes and display indicators that they would succeed with extended treatment.

The Knox County Drug Court is nearing capacity with five offenders receiving services. To provide the comprehensive supervision of additional participants, increased staff is needed in the court services division. The expanded program will increase drug court capacity to 21 individuals.

Knox County also is planning service enhancements for its drug court participants and other probationers to give them a better chance at successful rehabilitation. They include:

- Establishing a separate treatment group to address the needs that are unique to drug court participants.
- Initiating Thinking for Change, a program that reinforces life skills, sobriety, and overall personal growth, and is provided to all participants by the drug court probation officer.
- Strengthening Families training in cooperation with the local faith-based community.
- Workforce Development Center services to provide job training and increase employment readiness.
- Nutrition, health, and wellness and life skills instruction to participants and their families.
- A drug court attorney to help with legal issues that often pose as obstacles in the lives of participants.
- A program administrator to ensure seamless service delivery to all participants and act as a liaison between the drug court team and the Adult Redeploy Illinois Executive Board.

The overall goal of reducing commitments to IDOC requires a more comprehensive approach to treatment and supervision than has been available in the past for offenders in Knox County. The additional funding will allow for personnel to be added in various capacities at different points in the criminal justice system and for broader access to treatment and evidence-based programs designed to reduce recidivism.

Award: \$250,000 (18 months – April 1, 2011-September 30, 2012)

## **Fulton County**

Fulton County is currently initiating a Drug Court program to provide an alternative treatment for drug offenders. The success of these courts has been demonstrated time and again. Drug offenders statistically re-offend and return to prison many times after their release. Breaking the cycle of recidivism is the main goal of the courts.

Twenty-four (24) individuals on-average are eligible for Drug Court each year in Fulton County. The program will aim to enroll 8 individuals in the initial grant period. These participants will receive individual treatment and also be offered group sessions on a daily basis. Intense supervision and numerous random drug-tests will help to insure that individuals are given every opportunity to succeed in breaking their addiction. Recreational activities have been planned for the participants as an incentive for Drug Court success.

With a focus on the individual and their families, the team will also enroll the help of the faith-based community and area non-profits to add several evidence-based prevention programs, including Thinking for Change and Strengthening Families. These programs are being introduced in Knox County and will be available to Warren and Henderson county participants. The intent is to begin the process of building a framework for all of the 9<sup>th</sup> Judicial Circuit.

The total cost of the program is \$106,490. This figure includes treatment expenses and testing supplies, as well as travel for the treatment team and probation officer, incentives for participants and the employment of a part-time administrator to oversee the program implementation.

Award: up to \$121,350 (18 months – July 1, 2011-December 31, 2012)



## **Madison County**

The local Madison County Consortium of the judiciary, State's Attorney's office, Public Defender's office, Probation Department, Veterans' Assistance Commission, Chestnut Health Systems and TASC, Inc. intends to utilize Adult Redeploy Illinois funds to increase staff and expand services within the Madison County Alternative Courts. The additional programming will improve local capacity to identify, screen, assess, supervise and treat offenders through each of Madison County's three current Alternative Courts (Drug, Mental Health and Veterans). Madison County will target a population of Class 3 and 4 nonviolent felons for Adult Redeploy Illinois resources.

Only offenders who are under consideration by the State's Attorney for a sentence to Illinois Department of Corrections will be considered for the program. From this population of IDOC-bound non-violent offenders, there will be four avenues for referral to eligibility screening/assessment conducted by Treatment Alternatives for Safe Communities, Inc. (TASC) and eventual acceptance into the Adult Redeploy Illinois program if deemed eligible. The paths for case entry include 1) agreement between the State's Attorney and the Public Defender, 2) at Petition to Revoke hearings, 3) within Presentence Investigation reports, and 4) through probation's Pretrial Division's review of criminal histories of offenders entering county jail.

Once TASC has declared an offender eligible, he/she will be assigned to the Adult Redeploy Specialist in the Alternative Courts. This officer will complete the Level of Service Inventory-Revised (LSI-R) risk/needs assessment. At this time the offender will be assigned to the appropriate alternative court (Drug, Mental Health, Veterans.) All Adult Redeploy participants will engage in treatment and services at the level and intensity that matches the assessed need. New and enhanced services to be implemented include: creation of a new adult redeploy specialist probation position to provide risk/needs assessment, case supervision and monitoring for offenders admitted to the program; additional assessment by TASC, including specialized tool based on Texas Christian University instruments developed to track the outcomes of offenders in substance abuse treatment; and data collection and follow-up reporting by Jewell Psychological Services. Additionally, there is the creation of a new full-time position devoted to recovery coaching and employment/education services and a new trauma-informed group treatment intervention for male offenders. Other program innovations involve additional urinalysis, the provision of incentives to engage offenders in the form of gift certificates and meal vouchers, and bus tokens to assist offenders with transportation. There is also a training module offered by TASC for project stakeholders which will focus on substance abuse, mental health matters and veterans issues.

Madison County's local planning body is confident that our system's capacity to identify and address the criminogenic needs of the targeted population of Class 3 and Class 4 felons meeting Alternative Court criteria will be greatly improved through the intensive application of specialized supervision, enhanced assessment, trauma-informed treatment, recovery coaching and employment and education services. The program model is specifically designed to allow this population to remain safely in the community while addressing issues relative to criminal behavior; thereby, reducing Madison County's IDOC commitment rate of 80 offenders from this target population by at least 25%, or 20 offenders.

Award: \$250,000 (18 months – July 1, 2011-December 31, 2012)

## McLean County

McLean County plans to utilize Adult Redeploy Illinois (ARI) resources to enhance and increase the utilization of the Administrative Sanctions Program by including valid up-to-date intermediate sanctions such as cognitive therapy groups, advocacy/mentoring, job skills, GED services, substance abuse and counseling, and electronic alcohol monitoring. It is anticipated that these enhancements in a redesign of Intensive Probation Supervision (IPS) and Drug Court monitoring will allow individuals who are at high risk of recidivating to receive services, sanctions, and incentives that will enable them to complete their probation without violating the rules that exist to assist them in staying out of trouble.

The key partners in the planning, development, implementation, and continuation of the program are the Court Services Department, the judiciary, and the offices of the State's Attorney and Public Defender. Other partners are the Criminal Justice Coordinating Council, local law enforcement agencies, social service agencies, and a grant manager consultant.

The specific elements in the redesign of the Adult Redeploy Illinois/Intensive Probation Supervision (ARI/IPS) program (including Drug Court monitoring) are:

- Electronic Monitoring (GPS) – for curfew and home confinement enforcement
- Electronic Alcohol Monitoring (Scram) – instead of incarceration
- Cognitive Therapy Groups
- Job Skills Training – applications, Interviewing Skills, Work Ethic Training
- Educational Services – GED, College, Trade School Program
- Substance Use/Abuse Services

Targeted offenses include:

- Driving related cases – DUI, DWLR, and DWLS,
- Property Cases – Burglary, Theft, and Retail Theft
- Possession – Controlled Substance and Cannabis cases
- Other Offenses – Obstructing Justice, Mob Action, Failure to Register as Sex Offender, etc.

At a minimum, McLean County's goal is a 25% reduction (i.e., 9 cases in IDOC commitments based on the three-year average, or 25% of 35 cases).

Award: \$138,123 (18 months – July 1, 2011-December 31, 2012)

## Winnebago County

The Winnebago County Enhanced Drug Court is a specialized problem-solving court for non-violent offenders with a substance abuse dependency and who demonstrate a willingness and likelihood for rehabilitation. This unique criminal justice program provides for increased judicial supervision and accountability of the participant while providing expedited access to substance abuse treatment. Drug Court is a voluntary program, but participation is subject to meeting the eligibility criteria and obtaining approval and acceptance of the Drug Court team. Drug Court is enhanced through many evidence based practices such as recovery coaches, Seeking Safety classes, Cognitive Behavioral classes, increased urine screens, specialized probation officers, motivational interviewing and increased access to residential substance abuse treatment.

Key partners in Drug Court are the 17<sup>th</sup> Judicial Circuit Court, State's Attorney's Office, Public Defender's Office, Adult Probation Department, Treatment Alternatives for Safe Communities (TASC) and Gateway Foundation. All partners are dedicated to the success of Drug Court.

Winnebago County is invested in its enhanced Drug Court and wishes to maintain and continuously improve services for the drug court-eligible population with support from Adult Redeploy Illinois (ARI) for many reasons, not the least of which is to continue to divert individuals from the Illinois Department of Corrections (IDOC). Of those eligible, an average of 276 offenders are referred to drug court each year and 149 of those offenders are found eligible for drug court. Thus, based on that data, a 25% reduction in IDOC commitments from the eligible drug court population would translate to 37 individuals diverted from this eligible population per year.

With program funding from Adult Redeploy Illinois, Winnebago County is dedicated to the 25% reduction in IDOC commitments. Winnebago County also intends to enhance services through integrated data sharing. Integrated data sharing will allow Winnebago County to use data to inform program modifications, better assess programmatic needs and monitor quality assurance. Furthermore, with Adult Redeploy Illinois support, Winnebago County will be able to: retain two jobs which it will otherwise lose; conduct increased urine testing for drug court participants; and provide dedicated inpatient treatment beds for this population. In short, the Adult Redeploy Illinois initiative will allow for seamless, uninterrupted drug court service delivery resulting in a reduction in the number of IDOC commitments from the drug-court eligible population in Winnebago County.

Award: \$250,000 (15 months – October 1, 2011-December 31, 2012)

## **Cook County**

Every year, Cook County sends thousands of non-violent offenders to the Illinois Department of Corrections (IDOC) that might be otherwise eligible for probation. According to IDOC, more than 50% of Illinois prison admissions are for Class 3 and Class 4 offenses. Most of these offenders spend less than six months in prison, which requires expensive processing costs but rarely provides the opportunity to offer effective rehabilitative services.

Cook County proposes utilizing Adult Redeploy Illinois funds to target services to probationers to reduce instances drug use, crime and resulting violations over time. The program will be modeled, in part, on the Hawaii's Opportunity Probation with Enforcement (HOPE) program developed by Judge Steven Alm. Under the program non-violent, felony probationers will be randomly assigned to the HOPE program which will use swift and certain sanctions for each violation with the overall goal of reducing admissions to IDOC by decreasing drug use, missed probation appointments, probation violations and arrests for new crimes.

Launched in 2004, the HOPE program has shown promising results in reducing violations, re-arrests and drug use. According to a one-year randomized control trial, HOPE probationers were 55% less likely to be arrested for a new crime, 72% less likely to skip appointments with their supervisory officer and 53% less likely to have their probation revoked. As a result, the HOPE probationers served or were sentenced to an average of 48% fewer days of incarceration than the control group.

Using Adult Redeploy resources, Cook County seeks to change the way the criminal justice system approaches probation. The program will provide more constructive support to probationers through consistent and fair sanctions coupled with treatment and services. The key stakeholders engaged in Adult Redeploy Illinois planning and implementation include the Office of the Chief Judge, State's Attorney's Office, Office of the Public Defender, Adult Probation Office, Sheriff's Office, and the Judicial Advisory Council. Cook County will utilize an Adult Redeploy Illinois grant to hire staffing, increase drug testing, provide electronic monitoring, and secure treatment and other services for participants in order to improve their chances of successfully completing probation and staying out of prison.

According to IDOC data, the County sends approximately 500 people to prison annually on probation violations for Class 3 and Class 4 felony crimes. From this target population, 250 participants for the program will be randomly selected to participate in the program. The goal of the program will be to detour 125 (or 25% of the target population of 500) probationers from incarceration at the Illinois Department of Corrections.

The key stakeholders engaged in Adult Redeploy Illinois planning and implementation include the Office of the Chief Judge, State's Attorney's Office, Office of the Public Defender, Adult Probation Office, Sheriff's Office, and the Judicial Advisory Council.

Award: \$1,000,000 (15 months – October 1, 2011-December 31, 2012)

## **APPENDIX C: Adult Redeploy Illinois Database: Data Dictionary and Codebook**

This is intended as a guide to the fields in the Adult Redeploy Illinois database, the information that should be entered into them, and what the different options in some data fields represent. The data tool should not be considered a finalized database, as fields and options can and will be requested and added by the Authority and the Adult Redeploy Illinois program sites. The database will be used to capture necessary participant information for the program sites' internal purposes, as well as for the Authority's evaluation purposes, so it is essential that the fields be filled out as completely and accurately as possible.

The database is broken into a number of forms, each representing a different part of the intake, assessment, or regular meeting process. One of the goals of the database design is to flow logically through these different processes, so as to minimize movement between forms. Further, the database is also designed to be used at minimum with every assessment of the participant, and ideally with every meeting. Using the database to enter information as it happens means that the information will not have to be backfilled for multiple dates at a later time.

This data dictionary and codebook will reflect the design of the database; it will go through the forms and break down the data fields and selectable options in each. The data field will be in bold on the left margin, and the options, if applicable, will be below the description. If a field or option needs more background, a brief explanation will be provided. Please direct all further questions, comments, or additional database field requests to:

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## Main form

This form will track the participant's intake and demographic information. Aside from termination outcome and date, the data on this form will probably not be changed after intake.

**Case ID** – This field is automatically generated by the database for each new individual entered, and is not editable.

**Docket Number** – The participant's case number, docket number, or probation number, depending on what your jurisdiction calls it specifically. It should be entered from the participant's case file.

**Referral Source** – Who referred the participant to the program. Each site may have different referral procedures. If more than one option is appropriate, select just one.

Options:

- Jail DataLink
- Public Defender
- Prosecutor
- Judge
- Probation officer
- Treatment provider
- Other
- Not answered (default)

**Referral Pathway** – How the participant was referred to the program, or reason they were referred. This field allows sites to track the types of participants being referred to the program, and if the process follows the site's flow chart. Each site may have different referral procedures. If more than one option is appropriate, select just one.

Options:

- Class 3/4 felons direct from court
- Technical violator
- Petition to revoke
- Other eligible referral
- Not answered (default)

**Admitting Offense** – The offense for which the participant is on probation and was referred to Adult Redeploy Illinois. If referred as a technical violator or petition to revoke (i.e. as a result of an infraction of an existing sentence), still enter the original offense for which the current probation sentence was applied. Given that the Crime Reduction Act specifically prohibits violent offenders from participating, you should not enter violent for any participants.

Options:

- Violent offense
- Property offense
- Drug – cannabis
- Drug – methamphetamine

- Drug – controlled substance
- Drug – paraphernalia
- Weapons
- Sex offense
- DUI
- Other

**FN** – Participant’s first name.

**LN** – Participant’s last name.

**SID** – Participant’s State Identification Number. Can be used to link individuals with their criminal histories.

**DOB** – Participant’s date of birth.

**Sex** – Participant’s sex.

**Race** – Participant’s race.

Options:

- African-American
- American Indian/Native American/Alaska Native
- Asian/Pacific Islander
- Hispanic
- Multi-racial
- White
- Unknown
- Other
- Not answered (default)

**Veteran Status** – Whether or not participant is a veteran.

**Acceptance/Decision Date** – Date participant was accepted into the Adult Redeploy Illinois program.

**Acceptance Code** – Participant’s acceptance status. Used to track participants who were screened for the program and deemed ineligible, or were offered the program and declined participation. If not accepted, there is space at the bottom to enter a reason.

Options:

- Not eligible
- Not accepted
- Declined to participate
- Participant

**Termination Outcome** – The status of the participant’s termination. This will be filled out after the participant has finished the program, successfully or otherwise.

Options:

- Successful
- Unsuccessful
- Pending – Jail
- Pending – Other probation
- Pending – AWOL
- Pending – Other
- Not yet terminated (after initial assessment this should be selected until termination)
- Deceased
- Other (if other, type in a response in the field below)
- Not answered (default)

**Termination Date** – Participant’s Adult Redeploy Illinois program termination date.

## Alias form

This form allows for a participant’s aliases to be entered and tracked. Collecting this information will assist with linking the participant’s State Identification Number to their criminal history.

**FN** – Participant’s first name.

**LN** – Participant’s last name.

## Offending history form

This form is laid out so that each row across represents one offense incident. The form will be for offense information for the participant you are currently working with, even though there may be multiple rows. Please enter arrest information and disposition/sentence information, if available. This can be done with self-reported information, or with official records (LEADS). Offenses prior to Adult Redeploy Illinois enrollment and after enrollment should be entered, if available. The form will allow you to leave fields incomplete if the information is unavailable.

**Date of Offense** – Date on which the specific offense occurred.

**Offense** – The type of offense. If this is a prior offense, or one committed while enrolled, violent is a legitimate option. Again, given that the Crime Reduction Act specifically prohibits violent offenders from participating in Adult Redeploy, you should not enter violent for the current probation offense.

Options:

- Violent offense
- Property offense



- Drug – cannabis
- Drug – methamphetamine
- Drug – controlled substance
- Drug – paraphernalia
- Weapons
- Sex offense
- DUI
- Other (if selected, please specify in the next box)
- Not answered (default)

**Offense Class** – The offense class of the incident. If the exact class is unknown, but its status as a felony or misdemeanor is known, those options are available for selection.

Options:

- Felony
- Murder – Class M
- Class X Felony
- Class 1 Felony
- Class 2 Felony
- Class 3 Felony
- Class 4 Felony
- Misdemeanor
- Class A Misdemeanor
- Class B Misdemeanor
- Class C Misdemeanor
- Other (if selected, please specify in the next box)
- Not answered (default)

**Sentences** – Sentence(s) applied for this incident. This section allows for selection of multiple offenses. If available, please enter the sentence length: number of days for jail sentences, and number of months for any other sentences.

Options:

- Court Supervision
- Probation/Conditional Discharge
- Prison
- Jail
- Unknown
- Other (if selected, please specify in the next box)

**Current Probation Offense** – A checkbox for indicating that the offense being entered is the offense incident for which the participant is currently enrolled in Adult Redeploy Illinois. If yes, please check. If no, leave unchecked.

## Initial treatments form

The initial treatments form is meant to collect information on Adult Redeploy Illinois-related probation requirements, conditions, or treatment mandates. If new conditions or requirements are placed on the participant, they should be entered here. There is another sub form for updating the statuses of these conditions and requirements, which will be discussed below.

**Requirement or Treatment Type** – Type of condition, requirement, or treatment imposed on participant as a result of participating in Adult Redeploy Illinois.

Options:

- Electronic monitoring
- Drug testing
- Phase treatment
- Restitution
- Victim Impact Panel
- Community Restorative Board
- Community Service
- Employment/Vocational
- Education
- Substance abuse
- Mental health
- Thinking for a Change
- Moral Reconciliation Therapy
- Strengthening Families
- Multi-Systemic Therapy
- Other
- Not Answered (default)

**Required Amount** – Each requirement should have a specified “amount,” whether it’s dollars for restitution, hours for community service, or sessions for one of the treatment protocols. That required amount will be entered in this field.

**Start Date** – Condition, requirement, or treatment start date.

**Requirement or Treatment Source** – Allows the source and status of the condition, requirement, or treatment to be tracked. This is to identify whether it was ordered previous to enrollment, as a condition of enrollment, or during enrollment.

Options:

- Terminated before enrollment
- Ongoing at intake
- Starting at intake
- After intake – re-arrest
- After intake – technical violation
- After intake – other reason
- Not answered (default)

**Service Place** – Drop down menu to indicate whether service is inpatient, outpatient, other or not answered. Will not be applicable to every condition or requirement type.

**Service Provider** – For treatment requirements, the provider from whom the participant will receive services. These will be different for each site, and we tried to accommodate as many known providers as possible. If a provider is not listed, it can be easily added.

Options:

- ARIZA Center
- Behavioral Interventions
- Associates in Alcohol and Drug Counseling
- Heritage Behavioral Health Center
- Behavioral Interventions
- Behavioral Services Center
- Care Clinics
- Cognitive Behavioral Solutions
- Community Restorative Boards
- Gateway Foundation
- Healthcare Alternative Systems
- Heritage Behavioral Health Center
- Latino Treatment Center
- Lombard Treatment Center
- Lutheran Social Services
- New Vision Counseling
- Serenity House
- SHARE Program
- Taking Control
- Other (if selected, please enter in the box)
- Not answered (default)

**Is This Required?** – Is this condition, requirement, or treatment required as a part of enrollment in Adult Redeploy Illinois? Allows for some determination of why it is required, and whether or not it will be tracked going forward.

Options:

- Optional – not tracked (if not a requirement of ARI, and **will not** be tracked going forward)
- Optional – tracked (if not a requirement of ARI, but **will** be tracked going forward)
- Required at intake
- Required due to technical violation
- Required due to re-arrest
- Not answered (default)

## Children form

The children form is for collecting very basic information about the participant's dependent children. More detailed information on dependent children is gathered on a separate form.

**Sex** – The sex of the participant's dependent child or children

**Year of Birth** – Year the child was born, to establish a rough age

## Assessments form

The assessments form is the gateway to the probation assessments, conditions, and requirements, and also to the forms used to update and monitor these statuses. For example, the sub forms here allow for the officer to enter the participant's initial probation conditions, such as drug testing, restitution, or a specific cognitive intervention, as well as the required amount (number of weekly/monthly tests, dollars owed, or number of sessions). Basically, these forms are for dynamic statuses that need to be tracked and updated as the participant moves through the program. Descriptions and brief directions are provided on the actual form itself, so be sure to read them thoroughly before entering information. The descriptions will be provided in steps to be completed.

For the first assessment to be added to a participant's case, the officer must click on the "Initial Assessment" button on the main screen. There is a limitation in the query used to run that page, so this is a workaround that allows the initial assessment to be entered. Once the Assessment Date and Assessment Type are entered, select "Make New Record" to go on to step 2. ***This only applies for the first assessment to be entered for an individual. Once the first assessment is entered for an individual, start with step 1!***

### Step 1: Make New Assessment sub form

To add a new record, click on this button. It will bring you to a new window, which will ask you to enter a date for the assessment, and the type of assessment.

**Assessment Type** – Type of assessment being entered

Options:

- Initial assessment (select if this is the participant's first ARI assessment)
- Periodic assessment (for regular meetings or other status changes)
- Re-arrest assessment (if assessments or requirements are adjusted as a result of re-arrest)
- Technical violation assessment (if assessments of requirements are adjusted as a result of a technical violation)
- Final assessment (select if this is the participant's last assessment before discharge for any reason)

## Step 2: Update data on this page

Once new records have been added, they can be updated by checking the box labeled “Update Data This Page.” Checking this allows the officer to enter some basic assessment information. Assessment date and assessment type are carried over from step 1.

**Assessment Officer** – The participant’s probation officer. If someone else will be entering information into this form, please only enter the participant’s probation officer.

- New officers can be added and existing records edited by clicking the Add/Edit Assessment Officers button. This form shows the current entries, and has a space for new entries. When entering an ID number, it can be any number that isn’t already taken. This can be used to speed up the process of entering future information, as the officer will be able to type their number into the field instead of selecting it from the drop down menu.

**Marital Status** – Participant’s marital status at time of assessment. This will default to the current value on all future forms.

**Veteran’s Assistance Status** – Participant’s Veteran’s Assistance status. This will default to the current value on all future forms. If yes, there is space to track the participant’s contact with the VA.

**Medicaid Status** – Participant’s Medicaid status. This will default to the current value on all future forms.

Options:

- Enrolled
- Never enrolled
- Previously enrolled
- Ineligible
- Unknown
- Not answered (default)

**Employment Status** – Participant’s employment status. This will default to the current value on all future forms.

Options:

- Full time
- Part time
- Unemployed – receiving unemployment benefits
- Unemployed – NOT receiving unemployment benefits

**Education Level** – Participant’s education level, measured as last grade completed. This will default to the current value on all future forms.

Options:

- Less than 8<sup>th</sup> grade
- Some high school
- High school graduate

- GED
- Technical school/trade school participation
- Some college
- College graduate
- Post collegiate degree (Master's, PhD, MD, etc.)

**Housing Level** – Participant's current housing status. This will default to the current value on all future forms.

Options:

- Own
- Rent
- Live with friends/family
- Homeless
- Shelter
- Not answered (default)

**ZIP Code** – Participant's current ZIP code where they reside. This will default to the current value on all future forms.

**Graduated Sanction Date** – If a graduated sanction has been imposed on the participant, please enter the date. If one of the graduated sanction requirements will be a change in services, then please check "New Direct Services." These services can be updated on the Add/Edit Requirements sub form.

### **Step 3: Add/Edit Requirements sub form**

Once participant information has been entered or updated on the assessments form, the Adult Redeploy Illinois program requirements, probation conditions, and other requirements can be entered using the Add/Edit Requirements sub form. *This is the same form as the Initial Treatments form on the main screen; it is just a different way to access it.* All fields are the same as described under the heading Initial Treatments.

### **Step 4: Enter Requirement Statuses sub form**

After program requirements and probation conditions have been entered initially, they can be tracked through the Enter Requirement Statuses sub form. This form shows all requirements and conditions entered in the Add/Edit Requirements sub form, and allows for tracking how the participant is progressing with these requirements and conditions. In order to be able to update the status of the requirement or condition, the officer must first enter a requirement or condition to track. By default, all statuses are blocked for editing. To allow editing, check the "Updated This Requirement" box next to a record.

**Meeting Requirements** – Is the participant currently meeting the requirements for this particular type of condition?

Options:

- Yes

- No
- Unknown
- Not applicable
- Not answered (default)

**Amount Complete** – Enter the total amount completed of that requirement to date. For example, if the participant has completed 3 sessions of substance abuse treatment, enter a 3. The two boxes adjacent show they unit of the amount (dollars, hours, general), and the total required.

**Requirement Status** – The current status of the selected requirement or condition. This will default to the current status on all future entries.

Options:

- Ongoing
- Successfully completed
- Unsuccessfully concluded
- Specialty court ongoing – Phase 1
- Specialty court ongoing – Phase 2
- Specialty court ongoing – Phase 3
- Other concluded
- Other not concluded
- Not answered

**End Date** – Date the requirement or condition was satisfied or otherwise terminated.

**Decreased Frequency/Improved** – Checkbox for indicating if the requirement or condition has decreased in frequency as a result of an improvement in the participant’s progress. For example, if the participant has progressed to the point where they only need to take a drug test once a month instead of once a week, the box would be checked.

**Increased Frequency/Regressed** - Checkbox for indicating if the requirement or condition has increased in frequency as a result of a regression in the participant’s progress. For example, if the participant has progressed to the point where they need to take a drug test once a week instead of once a month, the box would be checked.

### **Step 5: Enter Child Statuses sub form**

This form is utilized to track the status of a participant’s dependent children, if any have been entered. The Add/Edit Children form is the same form as the Children form described above, this is just another way to get to it. To be able to use the Enter Child Statuses sub form, the check box labeled “Update Children Statuses” must first be selected, and then the button becomes useable.

**Child Contact** – The level of contact the participant has with his or her child. If more than one child was entered, be sure to match them on the gender and year of birth that are in the boxes on the left.

Options:

- Daily
- Weekly
- Monthly
- Less than once a month
- Never
- Out of system (child is deceased, has run away, or other loss of contact)

**DCFS Case** – Is there are current open DCFS case involving this child?

Options:

- Yes
- No
- Unknown
- Not applicable (child is not a minor)
- Not answered (default)

**Child Residence** – With whom does the child reside primarily?

Options:

- Participant
- Mother of child (if not participant)
- Father of child (if not participant)
- Other relative
- Legal guardian
- None of the above
- Out of system (child is deceased, has run away, or other loss of contact)
- Not answered (default)

## **Step 6: Program Service Statuses sub form**

The program service form is intended mainly for wraparound service provision. As of this writing, Macon County’s Adult Redeploy Illinois program is the only one that has explicitly noted that wraparound services would be provided. However, the form is open to every site to use if applicable. In order to access the sub form, check the “Update Program Service Status” box at the top of the Assessments form.

**Service Type** – Type of wraparound service provided to the participant.

Options:

- Education
- Employment assistance
- Family stability
- Food
- Housing assistance
- Transportation assistance
- Other (if selected, please explain in the “other” field)
- Not answered (default)



**Service Status** – Tracks if a service was provided, in what context it was provided. There are also options for if a service was requested but denied, or if a service was offered, but participant declined.

Options:

- Service provided through program (program in this case is Adult Redeploy Illinois)
- Service provided by other provider
- Program thinks service is needed: participant declines (If officer recommends service, but participant declines)
- Program thinks service is needed: unavailable (if officer recommends service, but it is unavailable to the participant)
- Participant requests service
- Service temporarily not needed (if a participant does not need the service currently, but is anticipated to need it again in the future)
- No further need of service
- Not answered (default)

When finished with the assessments form and all sub forms, be sure to click save and close form to ensure all changes and updates are saved properly.

## **Violations form**

This form allows the participant's technical violations of probation and Adult Redeploy Illinois conditions to be updated and tracked, if applicable. In some cases, the participant may have been referred to Adult Redeploy Illinois because of a technical violation. If that is the case, there is a way to report that.

**Tech V Date** – Date of the technical violation. This should be the date that a technical violation was filed.

**Specify Violation** – The reason for the technical violation, or the type of technical violation. This list is not exhaustive, and can be updated if necessary.

Options:

- Travel without permission
- No employment verification
- No residency verification
- No treatment verification
- Not obtain assessment/evaluation
- Missed treatment/group sessions
- Missed probation appointment
- Failed or refused alcohol test (should also be used for drug tests)
- Court ordered payment
- Other technical violation (please specify)
- Not answered (default)

**Sanction Applied** – If a sanction was applied in response to a technical violation, check all the boxes that apply. *Be sure to add these to the participant’s requirements and conditions in the Initial Treatments or Assessments forms, and track them with the Requirement Statuses form!*

Options:

- Court supervision
- Probation or conditional discharge
- Increased reporting
- New direct services
- Increased drug testing
- Other (please specify)

**Did this violation cause the Adult Redeploy Illinois Referral?** – For counties who are focusing on technical violators as a target population, checking this box means that the current violation is what led to their referral and enrollment in Adult Redeploy Illinois.

## LSI-R form

Use this form to enter and track any LSI-R assessments that are completed while the participant is on Adult Redeploy Illinois. If an assessment was completed prior to enrollment and a new one will not be completed, please enter the scores for that original assessment.

**LSI-R Date** – Enter the date that this LSI-R assessment was completed.

**LSI-R Purpose** – The reason the current LSI-R is being administered.

Options:

- Initial screen (if this assessment was completed before enrollment in Adult Redeploy Illinois)
- ARI intake (if this assessment is completed at intake into Adult Redeploy Illinois)
- Special circumstance (periodic assessments, special re-test, etc. Anything that is not intake or initial assessment)
- Not answered (default)

**Assessed Risk Level** – Total calculated risk level for this screening.

**Risk Level After Override** – If the risk level is overridden, enter the risk level override.

The fields available are from the LSI-R instrument itself. Enter the category score in the boxes for the risk factors. Boxes on the right are for protective factor scores. Make sure that the checkboxes are not checked if officers will be entering protective scores.

## Program services form

This form is not essential and does not provide any data on its own. Its role is to allow a site to select which of the wraparound service options appear in the drop down menu described above

in the Program Services sub form, under the Assessments form. If a particular service is found to never be utilized, then the box can be unchecked and that option will be removed from the drop down menu. This also allows the Authority to update services uniformly should the need arise.

## **Monthly visits form**

This form allows the number of monthly visits a participant has with the probation officer to be tracked. For some Adult Redeploy Illinois sites, a key performance measure will be increased meetings with participants. This allows both the sites and the Authority to monitor progress towards this goal.

**Enter Month** – The month for which the officer will be entering their total number of visits with a participant. The month is numeric, so 1=January, 2=February, etc.

**Enter Year** – Enter the year for which the officer will be entering their total number of visits with a participant.

### **Enter records for month above sub form**

This sub form allows the officer to see their participants by name, and also to identify their caseload by the officer's unique numeric code (see Assessment form section above for specific directions). It shows records for officers and participants for the month and year selected on the previous page.

**Assessment Officer Name** – The officer's name, as entered in the Assessments form. The officer will select his or her name from the menu, and that record will be tied to that officer in this sub form. Officers can also be added and current entries edited with the Add/Edit Assessment Officer button at the top.

**Number of Visits** – Number of visits the participant has had with the probation officer during that month and year. For example, if an officer saw John Doe 4 times in July of 2011, they would have entered 7 for month, 2011 for year, and then 4 in number of visits on this current form for John Doe's case.

## **Search form**

After records have been entered initially, the search form allows an officer to search for a specific individual's information using first and last name. When a search filter is applied, it will only show those records that match the search criteria. For example, if you type in John for the first name, it will only show you records for which John is the first name. To access all records and turn off the search filter, select the "End Search" button on the main form.

## APPENDIX D: Descriptions of Evidence-Based Practices

The following descriptions come from materials produced for the “Smarter Solutions for Crime Reduction: The Illinois Criminal Justice Information Authority Strategic Planning Initiative.” Further information is available at the ICJIA web-site: [www.icjia.org](http://www.icjia.org).

### **Risk Assessment Tools**

Source: Illinois Criminal Justice Information Authority. (2010). *Risk Assessment Tools*. Retrieved from [http://www.icjia.org/public/strategy2010/pdf/Summit\\_Risk%20Assessment.pdf](http://www.icjia.org/public/strategy2010/pdf/Summit_Risk%20Assessment.pdf).

Recidivism risk assessment involves a unique set of terminology, such as static and dynamic risk factors, risk responsivity, and actuarial prediction.

#### ***Clinical versus actuarial prediction***

Clinical risk prediction utilizes the clinical and professional judgment of professionals in the field to ascertain an offender’s risk to public safety. Actuarial risk prediction refers to statistical prediction. Actuarial prediction is rooted in an extensive body of research studying groups of offenders and identifying patterns and factors that are associated with recidivism.

#### ***Static vs. dynamic risk factors***

Risk factors are characteristics that are empirically associated with an increased likelihood of criminal behavior. Risk factors are considered to be static or dynamic. Static risk factors refer to characteristics that are not changeable or change in only one direction. They are largely historical in nature, such as criminal history and age. Dynamic risk factors refer to characteristics that are changeable such as criminal thinking, substance abuse, and peer associations. Studies have shown that dynamic risk predictors were often as strong as or stronger than static predictors for re-offending (Gendreau, Little, & Goggin, 1996). Other researchers identified four major risk factors: criminal history, antisocial attitudes and personality, and social support for crime (Andrews & Bonta, 1998).

#### ***Criminogenic need***

While the term *criminogenic need* is often used interchangeably with dynamic risk factor, criminogenic needs are characteristics or deficiencies of an offender that are not directly associated with recidivism. Criminogenic needs may influence or compound other risk factors. Criminogenic needs are often as important to identify as risk factors since they can be highly influential. For example, education alone is not a risk factor, but may impact employability and other skill deficiencies that are risk factors.

#### ***Risk principle and risk responsivity***

The risk principle, or risk responsivity, states that supervision and treatment levels should match an individual’s risk level (Lowenkamp & Latessa, 2004). Higher-risk offenders have more risk factors and criminogenic needs, and, therefore, should receive more services and more supervision than lower risk offenders. Further, providing lower-risk offenders with stricter interventions, supervision, or more intensive services may increase their risk of recidivating by disrupting pro-social bonds (Lowenkamp, Latessa, & Holsinger, 2006).

#### **General risk assessment**

Historically, risk assessments were conducted by clinicians using interviews and their own professional judgment. However, after myriad studies indicated a lack of reliability and validity of clinical assessment methods (Grove, Zald, Lebow, Snitz, & Nelson, 2000), correctional agencies began to identify the limitations of this method, and the use of empirically-based actuarial risk assessment instruments became more common.

Actuarial risk assessments tools are standardized and use objective assessments of risk based on validated recidivism risk predictors. These instruments have undergone numerous revisions, creating four “generations” of the tools. Clinical assessment comprised the first generation. Second generation tools were more objective and empirically based, but they relied almost exclusively on static risk factors. Third generation tools built on the empirically based tools of the second generation, but incorporated criminological theory and dynamic risk factors (Andrews, Bonta, & Wormith, 2006). While all generations of risk assessment tools aim to identify an individual’s level of risk, the fourth generation tools identify opportunities for treatment and rehabilitation to guide supervision planning (Andrews, Bonta, & Wormith, 2006).

### **Risk assessment tools**

It is important to validate actuarial tools with the population it will be used for. The following provides brief descriptions of general risk assessment tools, including information regarding validity and reliability of the instruments.

#### ***Level of Service Inventory-Revised***

One of the most commonly utilized third generation risk assessment tools is the Level of Service Inventory- Revised (LSI-R), which includes various static and dynamic risk factors (Andrews & Bonta, 1995). The original Level of Service Inventory was developed in Canada by Andrews and Bonta in the 1970s, based on social learning theory, and was revised in 1995. The LSI-R is scored using 54 items on 10 scales (criminal history, education and employment, finances, family and marriage, accommodation, leisure and recreation, companions, alcohol and drug problems, emotional and personal attributes, and attitudes and orientation). Each item is scored as *absent* or *present*. Scores on the LSI-R vary from 0 to 54. These scores are then grouped into low risk (typically a score of 0 to 13), low/moderate risk (score of 14 to 23), moderate risk (score of 24 to 33), medium/high risk (score of 34 to 40), and high risk (score of 41 to 54). The LSI-R takes 30 to 45 minutes and can be administered by trained personnel.

Initial studies on the predictive validity of the LSI-R were validated to Canadian offender populations and supported the LSI-R’s ability to predict recidivism outcomes (Andrews, 1982 as cited in Flores, Lowenkamp, Holsinger, & Latessa, 2006; Gendreau, Little, & Goggin, 1996; Loza & Simourd, 1994). While the LSI-R shows promise for Canadian offender populations, the body of research examining the validity of the LSI-R for American offenders is less conclusive with some studies finding the LSI-R to be a significant predictor. Flores, Lowenkamp, Holsinger, and Latessa (2006) found that some of the inconsistency of the tool with American offenders was explained by inadequate training and experience on how to administer the tool. Overall, the tool appears to have adequate to high validity for predicting future recidivism, and moderate to excellent reliability (Campbell, French, & Gendreau, 2009).

More research is warranted, as the predictive accuracy of the LSI-R appears to diminish for black and Hispanic offenders, over-classifying black offenders in higher risk categories and under-classifying Hispanic offenders in lower risk categories (Fass, Heilbrun, DeMatteo, & Fretz, 2008; Schlager & Simourd, 2007; Whiteacre, 2006). Additionally, a meta-analysis found there to be inconsistent validity for female offenders, with females tending to be over-classified (Holtfreter & Cupp, 2007).

## **Recidivism Reduction: Community Corrections Interventions**

Source: Illinois Criminal Justice Information Authority. (2010). *Recidivism Reduction*. Retrieved from [http://www.icjia.org/public/strategy2010/pdf/Summit\\_Recidivism%20Reduction.pdf](http://www.icjia.org/public/strategy2010/pdf/Summit_Recidivism%20Reduction.pdf).

### **Cognitive Behavioral Therapy (CBT):**

Cognitive-behavioral programs are one of the most studied and effective recidivism reduction interventions. Some private companies have created name-brand CBT programs, such as Reasoning and Rehabilitation, Thinking for a Change, and Moral Reconciliation Therapy. These popular and trademarked programs focus on changing attitudes and thinking patterns. The programs are designed to affect an offender's distorted thinking. For example, criminality is very often marked by impulsivity, misperception of benign behavior as threatening, or a constant feeling of victimization. CBT programs address these distortions by emphasizing individual accountability and teaching offenders how to recognize these patterns in thinking and correct them. Key components of CBT include:

- **Therapeutic techniques.** These include structured learning sequences designed to affect cognitive processes. Often, these techniques include group activities and role-playing, so offenders can see the effects of their thinking in lifelike situations, and practice new thinking techniques in a positive environment. These activities allow offenders to work on interpreting social cues, monitoring thought processes, and generating alternate solutions.
- **Changing distorted/dysfunctional ways of thinking and/or teaching new cognitive skills.** Because the CBT model assumes that criminality stems in part from dysfunctional thinking, an effective program must employ a curriculum that helps offenders recognize and modify these patterns and teaches offenders how to think more constructively.
- **Focus on high-risk offenders.** According to the risk principle, programming should be optimized for the risk level of the participants. Numerous studies have found that CBT is most effective on high-risk individuals, as identified using validated risk assessment tools.

### **Intensive Probation Supervision:**

Many probation departments in Illinois and across the country incorporate intensive supervision programs for problematic probationers, but often they are merely traditional probation with increased drug testing, appointments, or reporting requirements. IPS with treatment takes these concepts and adds a supportive treatment component that has been found to be more effective at recidivism reduction than traditional probation. Effective IPS programs have additional features, which include:

- **Expanded treatment referral and provision.** In studies that have determined the effectiveness of these types of programs, IPS probationers participate in significantly more treatment than they would on traditional probation.
- **Proportional and graduated sanctions.** Sanctions that are fair and gradual have been shown to increase their legitimacy in the eyes of the probationer. Many probation departments manage limited resources by consolidating multiple violations into a single hearing and petitioning for revocation, which seems arbitrary to probationers. In these cases, it can appear that the probationer is being punished for a minor violation, while there was no formal action for the same violation previously. Increasing legitimacy can lead to greater cooperation and compliance.
- **Balance between punishment- and casework-oriented probation officer styles.** Traditional probation and punishment-oriented IPS tend to focus more on punishment than on working with offenders to help them achieve successful outcomes. Probation officers must be invested in helping their probationers succeed.

**HOPE Program:**

While a large proportion of justice-involved individuals are in need of substance abuse treatment, many drug users may benefit more from close supervision and the threat of swift and certain sanctions. The HOPE model is a hybrid of the BTC model and drug courts. It is not as much of a system-wide approach to supervision, but it does involve close judicial oversight and buy-in from probation officers and court staff. While HOPE has shown positive results in Hawaii, the model must be implemented successfully in other jurisdictions before it can be considered evidence-based. The key components of the HOPE model include:

- **Judicious use of treatment.** HOPE acknowledges that not every substance user needs treatment. To save on treatment costs and keep treatment slots open for those who truly need them, HOPE does not refer treatment unless a probationer clearly needs or requests it.
- **High-risk probationers.** This component comes from the risk differentiation principle of evidence-based programming. High-risk offenders have been consistently shown to respond better to some program models, including HOPE.
- **Certain, swift, consistent, and parsimonious sanctions.** Certainty enhances the deterrent effect of sanctions. Swiftly increases the perception of fairness. Consistency improves compliance with probation conditions. Parsimony enhances the legitimacy of the sanction.
- **Proper training for probation officers.** HOPE probation officers are trained in cognitive-behavioral therapy and motivational interviewing, and in managing the requirements of a HOPE caseload. Proper training ensured that the officers were well prepared for the additional demands of HOPE.

## Problem-solving Courts

Source: Illinois Criminal Justice Information Authority. (2010). *Problem-Solving Courts*. Retrieved from [http://www.icjia.org/public/strategy2010/pdf/Summit\\_Problem%20Solving%20Courts.pdf](http://www.icjia.org/public/strategy2010/pdf/Summit_Problem%20Solving%20Courts.pdf).

The problem-solving court model includes a judge, prosecutor, public defender, probation officer, social worker or case manager, treatment provider, and other justice system partners who work together to determine an appropriate combination of sanctions and treatment. Problem-solving courts focus on establishing or restoring offenders as contributing members of society through a balanced approach of treatment and supervision.

While eligible populations for specialized courts vary depending on the jurisdiction, the following components remain constant:

- **Voluntary participation.** In most cases, individuals must be willing to participate in the program.
- **Dedicated resources.** Problem-solving courts are either housed in a separate facility or in a dedicated courtroom. This adds to the specialized focus of these models.
- **Clear incentives and sanctions.** To encourage compliance, problem-solving courts must offer clear incentives. Depending on the model, these incentives may be the prospect of dismissed charges, avoiding incarceration, or smaller rewards, such as movie tickets or restaurant vouchers. Sanctions are clear and consistent so that the legitimacy of the process is enhanced.
- **Non-adversarial approach.** Judges, prosecutors, and the defense are invested in assisting the offender with accepting responsibility for his or her actions and completing the program, rather than putting focusing on punishment.
- **Individualized case planning.** The courtroom workgroup (judge, prosecution, defense, other administrative staff) create an individual plan for treatment, including available incentives and sanctions, that assesses and addresses the needs of the individual and outlines a specific timeline for completion. **Active judiciary.** Judges in problem-solving courts become invested in the success of the offender, taking time to monitor progress, praise compliance, and sanction non-compliance.
- **Dedicated treatment provider.** Studies have shown that problem-solving courts with a dedicated treatment provider are more likely to have positive outcomes (Wilson, Mitchell, & MacKenzie, 2006). These studies suggest that providers utilizing evidence-based treatment practices, such as a therapeutic community and cognitive-behavioral therapy, are especially effective.
- **Graduation.** Problem-solving courts incorporate graduation exercises, ranging from a certificate of completion to a ceremony in the courtroom, to establish a sense of accomplishment in the ability to see a responsibility through to its end.

Specialized populations handled within each type of problem-solving court require unique approaches.

### Drug Courts:

Drug court populations are limited to individuals with substance use disorders. In many cases, drug courts focus on lower-level drug offenders who show willingness to participate in treatment. Some drug courts accept individuals who commit crimes, such as burglary or theft, to sustain a drug habit. Unique drug court components include:

- **Offenders with substance use disorders.** Some courts accept offenders with a substance use/abuse disorder generally, while others cover offenders with specific drug-related crimes.
- **Pre-plea or pre-adjudication/conviction models.** Pre-plea or pre-adjudication/conviction models identify eligible individuals prior to case processing. This approach creates an opportunity for dropped or dismissed charges upon successful program completion. Post-plea or post-adjudication/conviction models require offenders to plead guilty and waive their right to a trial. These drug courts use avoidance of incarceration as an incentive for the offender to remain compliant with program conditions.



**Mental Health Courts:**

Mental health court populations are composed of individuals who have a diagnosed mental illness, and who can consent to and follow the court's case plan. Components applicable to mental health courts include:

- **Offenders with mental illness.** Mental health courts accept individuals with serious mental illness, and usually require either an Axis I (disorders requiring clinical attention) or Axis II (personality disorders) diagnosis. Rather than base eligibility on offense type, mental health court participants have been diagnosed with a treatment need.
- **No offense type restrictions.** Unlike drug courts, mental health courts are not restricted to individuals who commit certain offenses. Although some mental health courts do not allow violent offenders or sex offenders, an increasing number of these courts are allowing individuals with mental health needs who commit violent offenses.
- **Specialized training.** Mental health court staff receives specialized training on how to safely and effectively interact with mentally ill offenders. This is a necessity for individuals working with these populations.

**Veteran's Courts:**

Veteran's court populations are composed of veterans with substance use disorders and/or mental health issues, or whose military service warrants a specialized and restorative approach to justice. Components applicable to veteran's courts include:

- **Veteran populations.** Veteran's court populations are returning soldiers who are suffering from substance use disorders and/or mental health problems and who have come into contact with the criminal justice system. These individuals are eligible based not on a specific crime or treatment need, but because of their recognized special status as veterans.
- **Hybrid model.** Because veteran's courts often handle individuals who have co-occurring disorders (substance abuse and mental health), many veteran's courts have adopted a model that includes components of both drug courts and mental health courts. In these cases, the emphasis is on treatment and progress.
- **Treatment not always required.** In some cases, veteran's court participants are not in need of treatment for substance use disorders or mental illness, but require an opportunity to be re-integrated into the community. In these cases, individuals may receive essential daily life skills assistance, such as job training, group discussion sessions to discuss and process traumatic events, or other professional or communal opportunities.