

An Evaluation of Redeploy Illinois – St. Clair County and Peoria County

Prepared for the Illinois Criminal Justice Information Authority

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Executive Summary

The lack of community based alternatives for juvenile delinquents at the county level has resulted in the reliance on Illinois Department of Corrections (IDOC) residential facilities for the evaluation of juveniles in pre-adjudication stages, and as a form of sanction that facilitates provision of treatment services to adjudicated juvenile delinquents. The negative impact of county reliance on IDOC facilities include increased fiscal burden at the state level, a lack of rehabilitative services for delinquent youth in the community, and possibly the perpetuation of disproportionate minority confinement. In response to the lack of community based alternatives for juvenile delinquents at the county level, the Redeploy Illinois program was developed with the support of Public Act 093-0641. The Redeploy Illinois program funds selected counties to develop and implement sustainable, community based alternatives that address the above issues with three primary goals: 1) Reduction of IDOC commitments by 25% as compared to the prior three years; 2) Reduction of juvenile recidivism for Redeploy Illinois participants; and 3) Reduction of the level of disproportionate minority confinement.

Researchers from the Center for the Study of Crime, Delinquency and Corrections at Southern Illinois University were contracted by the Illinois Criminal Justice Information Authority to complete a multi-component evaluation of two of the four Redeploy Illinois pilot sites - Peoria County and St. Clair County. The other two pilot sites – Macon County and the 2nd Circuit of Illinois have been previously available with the final reports available at www.icjia.state.il.us. The evaluation employed a number of qualitative and quantitative techniques and included official data and program files obtained from individual sites and IDOC.

This report describes the processes associated with program development, the evolution and initial implementation of the program, the manner in which youth are selected for the program, the level and type of services provided to youth through the program, program impact on IDOC commitment levels, program impact on reducing disproportionate minority confinement and results from surveys with Redeploy Illinois staff and administrators.

Program Descriptions

Peoria County's Redeploy Illinois program focused on targeting two groups of juveniles: current juvenile probationers assessed to be at high-risk for commitment to the IDOC, and juveniles before the Court who would have previously been sent to IDOC for an evaluation. Juveniles from the high-risk probationers group had their probation services augmented by an intensive level of mentoring, counseling, and guidance. Juveniles from the evaluation group that would have previously been sent to IDOC for an evaluation are now placed in a county based residential program for 21 days at the Youth Farm campus during which time they receive a comprehensive assessment that aids in prescribing individualized treatment/services. Services for juveniles from both groups include Aggression Replacement Therapy, Drug Education/Treatment, and Individual, Group, and/or Family counseling as needed. The Redeploy Illinois program in Peoria County is operated using six staff, including a clinical supervisor, an assessment worker, and four case managers.

The St. Clair County Redeploy Illinois program aimed to combine intensive monitoring, case management and evidence based programming through linkages with existing services including mental health, substance abuse and vocational services while new evidence-based services were expanded and/or implemented. To achieve these goals, St. Clair County developed a court community liaison position that assists youth as a transitional link to the Redeploy Illinois program so that the youth are provided with immediate and ongoing access to services. The liaison position allows for an immediate response to the youth and their family upon the youth's initial contact with the court at the summons hearing. Those youth who are deemed high risk are referred into the program in lieu of IDOC placement. Evidence based services provided to the youth include Functional Family Therapy (FFT), Multisystemic Therapy (MST), and Aggression Replacement Training (ART). In addition, a variety of individualized service linkages are made to counseling, psychological evaluations, substance abuse evaluations/ drug screens, electronic monitoring, emergency youth shelter, therapeutic recreational services and tutoring services as needed. Through a subcontract with Children's Home and Aid Society of Illinois (CHASI), who oversees the Redeploy Illinois program delivery and implementation, program funding supports three case supervisor positions, a .5 FTE Outreach Worker position to provide Multisystemic Therapy (MST), and a small portion of time for the following positions within CHASI: Senior VP, MST supervisor, clerical services and office manager services.

Conclusions and Recommendations

At this point in time, the Redeploy Illinois programs in St. Clair and Peoria County are fully operational in accordance to their proposed plans. It is important to view this assessment as a preliminary examination of the program operation and outcomes during its first year of operation with data available through April 2006. For many of the outcome measures of interest, an insufficient period of time has elapsed or an insufficient number of youth have engaged in various aspects of the program to make robust and definitive conclusions regarding the Redeploy Illinois program.

Outcomes assessment included herein should only be viewed as suggestive of potential trends rather than as definitive conclusions regarding the program. We strongly recommend ongoing evaluation as the programs continue their delivery of services. Such an evaluation should focus on a variety of outcomes including a longer term recidivism analysis that will allow for more robust conclusions regarding the long term reductions of youth placed in IDOC facilities. It is only once these analyses are completed that policy implications for the program should be considered.

Planning and Implementation

The operation and implementation of Redeploy Illinois in Peoria County and St. Clair County meets expectations set forth based on initial program proposals. A number of key factors contributed to the successful implementation of the program during these initial phases:

- 1. Stakeholder support within the State of Illinois and each county.*
- 2. A thorough planning process that included clearly defined goals of the program.*
- 3. Evaluation and assessment during early phases of the program.*

A supportive environment is pivotal in successful program implementation but perhaps an even more important factor in program sustainability. Broader strategies that may be considered for ongoing program sustainability include communicating program success through recognition of individual staff member or agency efforts, promoting success stories of individual youth, and exchange of best practices between agencies and sites as it related to this program. Secondly, measuring performance through systematic evaluations at defined intervals will continue to enhance self-assessment at each site and objective assessments by external reviewers when possible. Finally, to the extent possible, sites and administrators should attempt to build quality into the daily work life of program staff through a revision of job descriptions, training and emphasis of quality during daily practices.

Adequacy of money, materials, and personnel was not a flexible component during the implementation of Redeploy Illinois given the nature of the funding source and limited period during which funding is available. Recognizing that funding is an ongoing concern, we understand that adequacy of program funding is a relative term. It is important however, that during the selection process for future Redeploy Illinois sites, application reviewers and/or Oversight Board members should consider the intent of an applicant's funding allocation to ensure that anticipated changes in site processes are sustainable if Redeploy Illinois funding is not continued after the first year.

In considering the factors that could positively influence the continued successful implementation of the programs, the importance of continued all-sites meetings should be noted as a catalyst for developing between-site connections at the administrative level. These connections are expected to increase internal program stability within a site and allow for the sharing of information and ideas pertaining to sustainability issues. Further, retention of key administrative staff persons is also key in the identification or cultivation of a "program champion" if one is not already in existence. If program funding is only provided on a short term basis, these capabilities and the administrative program champion may not be sustained per se until alternative funding sources are developed.

Based on an analysis of the staff survey data, an overall positive climate for the program has existed during the implementation stage. Resources are generally viewed as adequate although the development of training specific to the Redeploy Illinois program should be considered. Further, while quantitative survey results demonstrated overall employee satisfaction with the working environment of the Redeploy Illinois program, the individualized qualitative comments made by staff should not be overlooked as key areas for program evolution and continued improvement.

The Target Population for Redeploy Illinois

Enthusiasm over the ability to provide services to youth through the Redeploy Illinois program must be tempered by a focus on the segment of the juvenile population that is the intended target population. Public Act 093-0641 states that the purpose of the Redeploy Illinois program is to establish local services and community based sanctions in order to encourage the deinstitutionalization of "juvenile offenders who would be incarcerated if those local services

and sanctions did not exist”. Strictly interpreted, this language suggests that the Redeploy Illinois program population should only be comprised of youth who would be committed to an IDOC facility in the absence of the community based sanctions and services provided through Redeploy Illinois. If sites adhere to this mandate, the number of juveniles receiving services should be roughly equivalent to the expected reduction in commitments to IDOC.

There is some suggestion in the data presented herein that the Redeploy Illinois program may be viewed by some as a prevention program rather than an alternative to incarceration for youth who would otherwise be sent to state correctional facilities. While this commitment to providing additional community services to youth is laudable, caution must be applied if sanctions are associated with failure to comply with these services (i.e., missing appointments, failure to comply with/ attend treatment). That is, when applying the Redeploy Illinois program as a tool to prevent future behavior as opposed to an alternative to incarceration in IDOC, the program benefits are accompanied by increased opportunity for youth to incur a technical violation of probation and further juvenile justice system involvement.

Sites implementing the Redeploy Program should carefully consider their target population and attempt to develop consensus among all stakeholders regarding the identification of this target population. Further, this consideration should be directly informed and guided by the Redeploy Illinois Program section of Public Act 093-0641.

Services Provided through Redeploy Illinois

This evaluation shows that youth participating in the Redeploy Illinois program in both St. Clair and in Peoria counties are exposed to a broad variety of services including assessment and evaluation, intensive case management, developmental services provided by case managers, and established evidence based prevention programs. While intensive case management, assessment and evaluation services are clearly critical components in the Redeploy Process (see Public Act 093-0641), there is not a strong body of literature addressing the impact of such services on behavior. In contrast, there is a relatively strong body of literature supporting the efficacy of the evidence based prevention programs used both in St. Clair and Peoria counties. These evidence based programs are Aggression Replacement Training in both Peoria and St. Clair County, and Multisystemic Therapy and Functional Family Therapy in St. Clair County. The ability of these programs to influence behavior when properly implemented has been established in rigorous evaluations.

To ensure that Redeploy Illinois funds are spent on effective prevention strategies, the use of these programs should be emphasized when appropriate above other types of programs and services. Sites should also consider the use of other evidence based strategies if the current range of evidence based programs is not suitable for the majority of offenders. In addition to utilization of services that are deemed effective or at minimum promising, the quality of the service delivery, or program fidelity, should be monitoring by Redeploy Illinois site staff members.

Communication, Collaboration and Stakeholder Perceptions of Program

Results from surveys with program staff and administrators, which examined staff perceptions and lines of communication, indicate a very positive perception of the Redeploy Illinois program across a number of aspects of program functioning including facilities and climate, training, perceived impact, and communication. The strong majority of respondents tended to agree with statements indicating positive program functioning across a number of aspects including resources and climate, training, perceived program impact and communication; however, qualitative comments did note a relatively low level of motivation to engage in supplemental training by some staff members. Of all the aspects of program functioning, consensus regarding resource adequacy was least strong for computer resources and satisfaction with training.

While satisfaction with training was noted in the specific indicators discussed above, when presented with the opportunity to make open ended comments about any areas in which program staff needed additional training, a myriad of responses were received. Not all of the comments regarding a need for training originated from caseworkers but also include comments from service providers based on their perceived needs for direct contact staff within the Redeploy Illinois program. More specifically, the following areas were noted by respondents as desirable training areas:

Practical Skills

- Assessment of lower functioning juveniles
- Cognitive behavioral training
- Mental health issues
- Therapeutic crisis intervention
- Criminal awareness
- Shifting parents toward more effective parenting styles
- Effects of addiction on the family system
- Cultural diversity
- Biohazards/ blood borne pathogens

Administrative Skills

- Maintaining regular communication regarding client status
- Available community resources
- Fiscal year vs. calendar year

Survey participants were further prompted to discuss specific barriers that existed for their lack of participation in proactively seeking training. Responses primarily focused on existing high workloads and casework issues such that staff members felt unmotivated to seek out or attend training opportunities because it was difficult to fit in training with work and personal schedules and/or because most opportunities were out of town or occurred over multiple days. All of these factors usually resulted in conflicts with other deadlines including court dates. Furthermore, some respondents noted their preference to be in the field rather than training sessions indicating a lack of interest or value in training sessions.

Perceived Program Impact and Needs. Data from the staff survey indicated that respondents tended to agree with statements suggesting the Redeploy Illinois Program has a positive impact on juveniles and that this positive impact is important to themselves and to their co-workers. Through qualitative comments, staff members made a number of suggestions for improvement.

Despite positive comments related to the communication and positive work environment, some respondents indicated a need for improved collaboration between caseworkers and probation suggesting that programmatic benefit could be gained from caseworkers and probation officers working together in coordinating a visit(s) with a client and their parents. Other respondents noted in a more general manner, the need for an improved relationship between the Redeploy Illinois program and the police, probation and schools. A number of respondents were careful to note a need for improved recognition that local communities are behind the program including local government officials and social service providers. Still other comments were directed toward a need for increased cooperation, collaboration and support between members of the courtroom workgroup and the Redeploy Illinois program; however, these respondents did also acknowledge a positive working environment within their immediate workplace.

Many of the respondents from St. Clair county noted the need for “more mental health, development, disability services for juveniles,” and services for “low functioning clients,” and clients with “extreme behavior disorders without mental health diagnosis.” Related to services, respondents identified program barriers that exist within the client’s family and sometimes between the program and the family. Specifically, respondents emphasized that families can be resistant and uncooperative with caseworkers and the Redeploy Illinois program in general. Thus, a need for increased parental involvement that may extend to addressing parental styles remains an existing challenge. Finally, comments indicated a perception of a need for continued funding, and improvement of client attendance at various services.

Communication. The staff survey assessed communication amongst Redeploy Illinois staff including the effectiveness of lines of communication and the quality of communication content. The results show that the strong majority of respondents agreed with statements indicating that the lines of communication in their organization were effective. Respondents also agreed with statements suggesting that the communication among members of their organization was of high quality, though this agreement was not as strong as agreement regarding the lines of communication. Overall, these results suggest that staff members feel that the lines of communication in their organization are effective and that the communication flowing along these lines is of a high quality.

Social Networks Analysis Results. As a part of the staff survey, respondents were also asked to complete an information grid that queried their primary workplace associates and level of contact with those associates in a number of areas that contributed to their daily functioning. This information was utilized to complete a basic social networks analysis of the primary communication pathways that exist within the program.

In examining the primary lines of communication identified through the social networks analysis of the Peoria County site, a number of strengths were evident as well as the grouping of communication lines. Foremost, the high level of communication and interdependency between the program director, clinical coordinator(s), and caseworkers points to an underlying strength of the program. Clearly, these groups have positive and open communication indicated by mutual reliance for expertise and information sharing. Additionally, a strong communication base appears to exist between Redeploy Illinois caseworkers and Probation staff. Both of these factors will add to the sustainability of the program and directly contribute to successful client outcomes.

Regarding the primary lines of communication at the St. Clair County site, strong communication lines existed within the CHASI organization, which acts as the direct service provider for the Redeploy Illinois program. Strong lines of communication also existed between probation staff, caseworkers and the community court liaison. Similar to Peoria County, this positive level of communication is an underlying strength to the program in St. Clair County and will contribute to positive program outcomes and sustainability. Additional strengths include the moderate level of communication between probation personnel and the CHASI program coordinator that serves to supplement the direct contact that already exists between the caseworkers and probation. One aspect of this analysis that can not be overlooked is the centrality of the community court liaison position to the daily operation of the Redeploy Illinois program in St. Clair County. The liaison position serves as a conduit between all aspects of the program including the courtroom work group, probation (including supervisors), caseworkers, CHASI administration and other service providers.

While a number of positive lines of communication exist, a second area resulting from the analysis that should be considered is the lack of centrality of the court room work group including the presiding Judge, the State's Attorney's Office, the Public Defender's Office and the Court Clerk. While all primary positions of the Redeploy Illinois program reported some contact and communication with the members of the court room work group, they did not appear to play a major role in the functioning and operation of the Redeploy Illinois program including the flow of information to and from caseworkers and others.

Program Outcomes

IDOC Commitments. This evaluation demonstrated that the Redeploy Illinois programs located in Peoria County and St. Clair County are both on track to succeed in reducing their commitments to IDOC relative to their respective benchmarks. To ensure that sites continue to meet their respective benchmarks for commitments to IDOC, the Redeploy Illinois sites should, on a quarterly basis, share detailed information describing the number of commitments to IDOC with both the Oversight Board and with evaluation teams for assessment. Continued assessment of data will allow these bodies to ensure the program is on track as well as encourage continual self assessment by the sites.

To suggest that meeting the site benchmarks equates to success of the Redeploy Illinois program would be an erroneous conclusion; however, it is an indication of a promising strategy. The interpretations of achieving the reductions should be mindful of a number of contextualized

factors including the impact of the program on the long term behavior including recidivism levels of the youth, the resulting technical violations incurred by program participants and resulting sanctions, the impact on disproportionate minority confinement, and the actual cost savings of the program resulting from the reduction in commitments. Each of these issues will be discussed in turn and include recommendations for additional discussion within sites as well as data collection and assessment needs.

Recidivism of Redeploy Illinois Program Youth. Only a small number of youth have completed the Redeploy Illinois program at each site and for those who have completed the program, an insufficient amount of time has elapsed for a meaningful evaluation of a sustained impact on the youth's behavior. As such, a full assessment of program effects is premature at this point in time. It is strongly recommended that in addition to a formalized recidivism study, individual sites begin to develop capacity to self-assess their program success by following up on youth who are successful program completers through period records checks. When possible, it would be useful to contextualize factors that may have contributed to both the successes and failures of program completers in order to qualitatively identify what aspects of the program may have demonstrated sustainable effects and for whom. It is also important to recognize that older youth who participate in the program may recidivate through the adult system rather than return to the juvenile court and every effort should be made to track youth through this system as well.

Furthermore, a periodic discussion among site personnel to identify factors that may have contributed to a youth's failure to complete the program is equally important. If significant barriers to service delivery or participation can be identified early on, steps can be taken to account for these factors with subsequent cases. If a formalized mechanism or process is not developed to discuss program successes and failures, program stagnation is likely and acceptance of failure to complete the program as an option. Every effort should be made to continually evolve the program to identify and breakdown barriers to program completion. Further, as part of these discussions, staff members may also consider discussing barriers to program participation at the referral stage and begin initial problem solving exercises to develop solutions to this issue. These discussions would also be helpful if presented in small group format at a future all-sites meeting to determine the extent to which issues are system wide and understand the various approaches taken across sites.

Technical Violations and the Redeploy Process. To date, technical violations comprise an important percentage of commitments from among those who have been referred to Redeploy Illinois within Peoria County, and may impact St. Clair County as youth progress through the program. It is important to note that the importance of the program's impact on risk for technical violations is closely linked to the consideration of the Redeploy Illinois target population. If Redeploy Illinois is not used strictly as a diversion program, where all those in Redeploy Illinois would have otherwise been incarcerated in IDOC, increased risk for technical violations and resulting incarceration may result. In other words, if a youth had not already been on track for incarceration at a residential IDOC facility, their inclusion in the Redeploy program may inadvertently increase the risk of probation violations because there are an increased number conditions with which they must comply. Failing to meet these additional conditions (violation of probation) thereby increases the youth's likelihood for the revocation of their probation and incarceration.

Strong statements regarding the impact of the Redeploy Illinois program on the behavior of participants will require data describing the behavior of those participants over extended periods of time. Currently, an insufficient amount of time has elapsed after the initiation of the Redeploy Illinois program in these locations to provide data that would support an analysis of the impact of the program on participant behavior. Additionally, the information describing Redeploy Illinois participants will need to be complimented by data describing the behavior of court involved juveniles from the pilot sites that do not participate in the Redeploy Illinois program as a comparison group.

Disproportionate Minority Confinement. It is extremely difficult to assess the impact of the Redeploy Illinois program on disproportionate minority confinement with fidelity. In particular, it is difficult to disentangle the impact of the Redeploy Illinois program from the impact of other criminal justice system policies and changing socio-economic conditions within the region. If the Redeploy Illinois program is intended to reduce the incarceration of minorities in IDOC, the diversion of minorities into this program should result in minority groups comprising a large proportion of those on Redeploy relative to those in IDOC. We find that this is the case in Peoria County. In St. Clair County, we have seen relative stability in the percentage of IDOC commitments who are minority youth, with a slight downward trend subsequent to an initial drop in 2001. More recently in the first few months of 2006, a reverse of this trend has occurred. It is important to realize the small number of youth affected by the Redeploy Illinois program to date that result in these trends. A follow up examination of this trend over a longer period as the program progress should be completed.

Cost Savings. The extent to which the Redeploy Illinois program has reduced the annual cost of commitments from Peoria and St. Clair counties is driven by both the number of youth sent to state facilities and the length of stay of each youth. In considering the reduction target for the various Redeploy Illinois sites, the Oversight Board for the program considered the youth during baseline years (2001 – 2003) who were committed for court evaluations as compared to full commitments and the associated length of stay for each group. Thus although cost savings discussions related to the Redeploy Illinois program utilized phrasing based on a total reduction of total number of youth commitments during an annual period, which would be expected to reduce the total financial burden to the State, these figures incorporate this distinction with the assumption that the baseline rates remain relatively constant.

With this method of estimating the baseline rates, the associated reduction in fiscal burden to the State should both sites meet their benchmark goals will be significant. Based on data from the Illinois Amended Legislative Report on the Impact and Implementation of the Redeploy Illinois program, with the reduction of 19 youth in Peoria County, a fiscal savings of \$622,021 is expected. With a reduction of 22 youth in St. Clair County, a fiscal saving of \$356,602 will result. These savings are based on the average costs of \$51,525 per annum for incarceration of a non-violent youth with an average 9.6 month length of stay. To continue confidence in the actual cost savings, data on the breakdown of court evaluation commitments as compared to full commitments and the associated lengths of stay should be routinely monitored.

An Evaluation of Redeploy Illinois – St. Clair County and Peoria County

Section I: Overview

The lack of community based alternatives for juvenile delinquents at the county level has resulted in the reliance on IDOC residential facilities for evaluation of juveniles in pre-adjudication stages, and as a form of sanction that facilitates provision of treatment services to adjudicated juvenile delinquents. The negative impact of county reliance on IDOC facilities include increased fiscal burden at the state level, a lack of rehabilitative services for delinquent youth in the community, and possibly the perpetuation of disproportionate minority confinement.

In response to the lack of community based alternatives for juvenile delinquents at the county level, the Redeploy Illinois program was developed with the support of P.A. 093-0641. The Redeploy Illinois program funds selected counties to develop and implement sustainable, community based alternatives that address the above issues with three primary goals: 1) Reduction of IDOC commitments by 25% as compared to the prior three years; 2) Reduction of juvenile recidivism for Redeploy Illinois participants; and 3) Reduction of the level of disproportionate minority confinement.

In addition to outlining the goals and purpose of the Redeploy Illinois program, Public Act 093-0641 also mandated the development of the Redeploy Illinois Oversight Board. As stated in the Act the Department of Human Services was mandated to “convene an oversight board to develop plans for a pilot Redeploy Illinois Program. The Board shall include, but not be limited to, designees from the Department of Corrections, the Administrative Office of Illinois Courts, the Illinois Juvenile Justice Commission, the Illinois Criminal Justice Information Authority, the Department of Children and Family Services, the State Board of Education, the Cook County State’s Attorney, and a State’s Attorney selected by the President of the Illinois State’s Attorney’s Association.”

The Oversight Board is responsible for the following aspects of the program as per the Public Act:

- (A) Identify jurisdictions to be invited in initial pilot program of Redeploy Illinois.
- (B) Develop a formula for reimbursement of jurisdictions for local and community-based services utilized in lieu of commitment to the Department of Corrections, as well as for any charges for local jurisdictions for commitments above the agreed upon limit in the approved plan.
- (C) Identify resources sufficient to support the administration and evaluation of Redeploy Illinois.
- (D) Develop a process and identify resources to support on-going monitoring and evaluation of Redeploy Illinois.
- (E) Develop a process and identify resources to support training on Redeploy Illinois.
- (F) Report to the Governor and the General Assembly on an annual basis on the progress of Redeploy Illinois.

A total of four sites were selected as pilot sites for the Redeploy Illinois program including Macon County, Peoria County, the Second Circuit, and St. Clair County. Both Macon County

and the Second Circuit Redeploy Illinois programs have been evaluated by independent contractors during their initial stages of implementation. Copies of the final report for the Macon County evaluation and the Second Circuit evaluation are publicly available through the Illinois Criminal Justice Information Authority (ICJIA) and currently available electronically on the ICJIA website at:

<http://www.icjia.state.il.us/public/pdf/ResearchReports/RedeployIllinois%20Macon%20County.pdf> and

<http://www.icjia.state.il.us/public/pdf/ResearchReports/Redeploy%20Illinois%202nd%20Judicial%20Circuit.pdf>. This evaluation will focus on the two remaining pilot sites: Peoria County and St. Clair County.

A team of researchers from the Center for the Study of Crime, Delinquency and Corrections at Southern Illinois University were contracted by the Illinois Criminal Justice Information Authority to implement a multi-component evaluation that employed a number of qualitative and quantitative techniques: social networks analysis; documents analysis; interviews with stakeholders; surveys with program staff and a variety of other constituents; and focus groups. Official records and program files focusing on factors pertaining to the program operation period obtained from individual sites and IDOC were also utilized in these analyses.

This report describes an evaluation of the Peoria and St. Clair County Redeploy Illinois program pilot sites including the processes associated with program development, the evolution and initial implementation of the program, the manner by which youth are selected for the program, the level and type of services provided to youth through the program, the program's impact on IDOC commitment levels, the program's impact on reducing disproportionate minority confinement and results from surveys with Redeploy Illinois staff members. Specifically, this report includes a review of the associated academic literature followed by the following sections for each site: 1) Program history and development; 2) Redeploy Illinois program implementation; 3) Services provided to Redeploy Illinois clients; and 4) Compliance with P.A. 093-0641. Subsequent to these site specific sections, two sections focused at the program level follow including 5) Communication, Collaboration and Stakeholder Perceptions of Program, and 6) Conclusions and Recommendations.

Section II: Literature Review

Each year approximately 1,800 youth are committed to the Illinois Department of Corrections (IDOC) at a cost of over \$100 million. Nearly 25% of the youth are sent to IDOC for a short term commitment (30 to 90 days). Some of the youth committed for a short term are committed for the primary purpose of having a court evaluation or needs assessment completed. Counties, especially rural counties, must rely on IDOC for these short term commitments as a result of their lack of community based alternatives and/or lack of assessment services. Given that counties can easily acquire these services through IDOC, and the lack of incentives to develop the much needed local community based alternatives, the State of Illinois is compelled to finance these services. The drawbacks of these circumstances are three-fold: fiscal burden at the state level, less effective rehabilitation of the juveniles, and the potential for exacerbation of disproportionate minority confinement.

Redeploy Illinois seeks to address these issues by providing support for the development of community based alternatives as outlined in Public Act 093-0641. The development of community based alternatives aims to result in the increased treatment of juveniles in their own communities, in the least restrictive manner possible by improving access to community based services, while maintaining safety and affirming local responsibility for services in the community. Redeploy Illinois has specified a number of goals which, if achieved through efforts to serve system involved youth in a community based setting, will significantly benefit both the juveniles and their communities. Specifically, the Redeploy Illinois program is projected to keep an estimated 325 youth from confinement in IDOC and is estimated to save the State of Illinois \$235,785,300 over the first ten years, most of which is targeted to be returned to Redeploy Illinois counties to develop additional local programs. Four pilot sites are currently implementing the described strategies. This evaluation report focuses on two of these pilot sites – St. Clair County and Peoria County who are both developing community based programs to achieve the goals of the Redeploy Illinois program. These goals include:

- Decreasing the number of commitments to the Illinois Department of Corrections (IDOC) 25% as compared to the average number in the previous three years within each county.
- Providing evidence based treatment services for youth retained in the community.
- Reducing the level of juvenile recidivism.
- Decreasing the level of disproportionate minority confinement.

Economic Impact of the Redeploy Program

Decreasing the number of juvenile delinquents who are committed to IDOC by developing and utilizing community based alternatives to detention or residential placement is an economically advantageous option for the State of Illinois. Development and increased usage of community based alternatives supported by local communities has the potential to significantly reduce the fiscal burden at the state level for housing juvenile delinquents. Further, incentives provided by the Redeploy Illinois program through Public Act 093-0641, which supports the initial development of these community based alternatives at the county level, result in added value of this program for counties. Currently, the state is solely responsible for the cost of

detention and residential placement of juvenile offenders in IDOC facilities. This cost is estimated at \$60,000 per year per youth. Increased utilization of community based services at the county level would offset the state's financial burden and further hold the potential for additional long term benefits that may result from decreased juvenile delinquency rates.

The pilot sites that have been selected and provided funds to develop community based alternatives to IDOC commitments are expected to develop sustainable community based alternatives that result in a minimum 25% reduction in IDOC commitments as compared to their average number of commitments in the previous three years. Failure to meet this goal holds negative financial ramifications for the county. The added value for developing these community based alternatives is the increased potential for a reduction in juvenile delinquency within the county as a result of more effective rehabilitation services. The priority populations targeted for deinstitutionalization through Redeploy Illinois are:

- Juveniles committed as court evaluations or bringing back orders;
- Juveniles dually involved with the juvenile justice system and the Illinois Department of Children and Family Services;
- Non-violent offenders.

Additionally, individual sites and the Public Act have specified criteria for inclusion that are subsequently discussed in this report.

Best Practices for the Rehabilitation of Juvenile Delinquents

Research demonstrates that non-violent youth may be less likely to be involved in delinquent or criminal behavior if they remain in their home communities and if appropriate services for rehabilitation are available and responsive to their underlying needs. The philosophy of the juvenile court supports this approach. The juvenile court was founded upon rehabilitative and therapeutic ideals in which the overarching goal is to restore youthful offenders into well adjusted, responsible, and law abiding citizens. As MacKenzie (1995) notes, in many communities, juvenile crime represents a large proportion of the total criminal activity and consist of acts that range from nuisance acts to serious offenses. Consequently, a rehabilitative approach for achieving crime reduction is particularly appealing within a juvenile population.

The juvenile court also assumes that adolescents both deserve and require special handling because at this stage of life they are in a formative period and criminal behavior at this stage will not necessarily be continued into adulthood (MacKenzie, 1995). In many jurisdictions, much of this "special handling" of juveniles is manifested through providing alternatives to incarceration, which is viewed as a less serious sanction that also offers more promise for the rehabilitation of youth. Alternatives to incarceration range from informal adjustment or probation to combinations of alternatives in diversionary processes. Jurisdictions that have not developed community based alternatives must rely solely on the rehabilitative programming as well as evaluation capacities within residential juvenile facilities for delinquents in need of services. Unfortunately for these latter jurisdictions, research examining the effectiveness of rehabilitation programming for delinquents in residential juvenile facilities has not yielded supportive results, particularly when comparing residential settings to community alternatives. Further, detention in

a residential setting prior to the adjudication process has a demonstrably negative effect on subsequent stages of processing. The most notable impacts include a higher likelihood of out of home placement for youth detained prior to adjudication (Armstrong & Rodriguez, 2005).

Reasons for differences in rehabilitation success rates between residential facilities and community alternatives include a lack of therapeutic integrity in residential correctional facilities, less effective or ineffective programs in residential correctional facilities, and a more criminogenic, non-family based environment that is less conducive to individual change and pro-social behavior. In one of the most extensive meta-analyses completed on juvenile treatment, Lipsey (1992) examined the treatment aspects of various types of programs (i.e., dosage, treatment modality, etc.) as well as the methodological aspects of 443 studies on this topic (i.e., sample size, attrition, outcome measures, etc.). Lipsey did find support for juvenile rehabilitation programs such that juveniles who received some form of treatment fared better than juveniles in control groups with respect to future recidivism rates. More importantly for our purposes here, Lipsey identified specific indicators that resulted in greater levels of success in juvenile treatment programming. Specifically, his results demonstrated that treatment in custodial institutions was less effective than treatment in alternative settings, thereby suggesting that programs in community settings hold more promise for rehabilitation efforts. Lipsey cautions that the higher dosage of treatment that is frequently provided within these community settings, or conversely the lack of treatment that occurs in practice within institutionalized settings, may be at the root of this difference and stresses the need to quantify and document these factors in future research efforts.

Lipsey's meta-analysis, in addition to other research (see also Andrews et al., 1990), also points to other treatment characteristics that result in positive outcomes such as reduced recidivism. Specifically, Lipsey found programs providing larger amounts of meaningful contact, or higher therapeutic integrity, and those longer in duration (higher dosage) were more effective. Programs provided by researchers, or in situations where a researcher was influential in the treatment setting, also were more effective. Finally, programs that were behavioral, skill-oriented and multimodal treatment interventions were more effective than other types of programs.

In addition to therapeutic integrity in community based alternatives for juvenile delinquents, the benefits of a community setting also includes the increased opportunity for integration of the delinquent's family into programming and the juvenile's treatment plan. When the juvenile's family is embraced and not excluded from a juvenile's treatment plan, the potential for addressing family risk factors, establishing behavioral expectations, and setting clear rules that are consistently reinforced in multiple realms of the juvenile's life is significantly increased. As a result, it is reasonable to expect more positive outcomes and successes including increased pro-social behaviors and reduced delinquent behaviors. Sherman (1995:4-2) notes "while serious crime is geographically concentrated in a small number of high crime communities, it is individually concentrated in families with anti-social parents, rejecting parents, parents in conflict, parents imposing inconsistent punishment, and parents who supervise their children loosely" (see also Tremblay and Craig, 1995). Researchers agree that many of these risk factors are cumulative, and the more a treatment strategy addresses the individual factors of a juvenile in combination with these contextual factors in the course of treatment, the better the outcome (Coie and Jacobs, 1993; Yoshikawa, 1994; Tremblay and Craig, 1995). Community based

sanctions for juvenile delinquents facilitate this more promising, multi-pronged treatment approach.

Disproportionate Minority Confinement

In addition to reaffirming a more robust rehabilitative model, Redeploy Illinois also holds the potential to positively impact disproportionate minority confinement within these pilot sites. Recall that IDOC commitments are frequently utilized for preadjudication detention so that a youth may receive a full evaluation and needs assessment. IDOC is utilized for this purpose primarily because these services are unavailable at the county level due to the lack of community based alternatives and resources. While the IDOC stay is generally brief (i.e., 30 days), research has demonstrated that any length of preadjudication detention may have negative ramifications for subsequent stages of processing and serves to perpetuate and potentially exacerbate levels of disproportionate minority confinement. With a lack of community based alternatives, this effect of race on incarceration will be magnified.

Although studies have found that legal indicators including offense seriousness, prior record, and probation violations are stronger predictors of detention status than race (Bishop & Frazier, 1988; O'Neill, 2002), several researchers have found that the effect of race is directly related to detention decisions as well as conditioned by gender and prior record. Furthermore, the rates of detention and disposition for black juvenile delinquents continue to be substantially higher than those for whites which may only in part be attributed to differences in offenses seriousness and prior record (Armstrong & Rodriguez, 2005; McGarrell, 1993; Sheldon, 1999). Harms (2002) reported that between 1987 and 1999 delinquency cases in detention facilities grew 25% with the largest increases in girls' and white juvenile delinquent referrals. Even with these increases however, black delinquents remain at the greatest risk for being detained compared to other racial/ethnic groups. Wordes, Bynum, and Corley (1994) examined three detention phases (police detention, court intake detention, and preliminary hearing detention) and found that after controlling for legal and social variables, black and Latino juvenile delinquents were more likely to be placed in detention. A statewide assessment of racial disproportionality in Washington State also found that older minority juvenile delinquents were more likely detained than whites (Bridges et. al., 1993).

The problem of disproportionate minority confinement through detention is compounded by the cumulative effects of this decision. Researchers have examined the influence of preadjudication detention decisions on subsequent juvenile court decision making processes finding that a juvenile delinquent's detention status affects the likelihood of their confinement at adjudication (Wu, 1997) as well as other disposition outcomes (Bortner & Reed, 1985; Frazier & Bishop, 1985). Thus, racial disparity in detention, even if it is for risk assessment purposes may increase the likelihood of disproportionate minority confinement during the adjudicatory stage. Juvenile court officials often claim that the more severe treatment is attributable to the greater need for intervention and treatment when identifying differences in the characteristics that explain variance in processing (Bishop and Frazier, 1996). Adhering to this rationale for the high rates of disproportionate minority confinement leads many jurisdictions to utilize residential placement for appropriate and responsive treatment in the absence of community based alternatives. If a jurisdiction is able to develop viable community based treatment programs that

are responsive to the needs of these juveniles, it should be anticipated that a significant drop in the racial disparity in confinement in a jurisdiction would occur if the alternatives are utilized for minority youth.

Section III: County Characteristics - St. Clair and Peoria County

This section of our report describes the context in which the two Redeploy Illinois pilot sites – St. Clair County and Peoria County – operate by examining a series of county level characteristics. Contextual features of a program are important when considering the effectiveness and fidelity of a policy or program. Characteristics germane to a jurisdiction, which may or may not be malleable regardless of the program, can contribute to an explanation of the variation in successful program implementation and program outcomes beyond individual characteristics of the program participants and the fidelity of the program itself. Some important contextual factors might include the jurisdiction’s social context (e.g., racial composition, income inequality), urbanism, and prior crime rates. Furthermore, social factors at the jurisdiction level such as ethnic heterogeneity and residential/community instability have been shown in prior studies to not only influence juvenile offending in urban and rural jurisdictions (Hawkins, 1993; 1999; see Osgood & Chambers, 2000), but also but also court processes.

St. Clair County

St. Clair County, Illinois is the 9th largest County in the State of Illinois consisting of 22 townships that include both rural and urban areas. The county is typically considered part of the St. Louis, MO metropolitan area and sustains a population of over 256,000. The jurisdiction contains communities that can only be described as high risk for a variety of social problems. Specifically, East St. Louis is recognized as one of the most distressed communities in the nation currently facing poverty, lack of employment opportunities, and high crime rates including juvenile crime rates.

To illustrate the at-risk status of many areas within this county, we have extracted data for a variety of community characteristics from the 2000 U.S. Census Survey for East St. Louis and the 26 zip codes that comprise St. Clair County. These statistics are presented with a comparison to the overall level of these same characteristics within the State of Illinois in Table 3.1.

It is important to include an overview of East St. Louis given its high level of risk factors as compared to the balance of the county. Furthermore, a disproportionate number of youth involved with the St. Clair County juvenile system reside in or near the East St. Louis area. Table 3.1 indicates that the city of East St. Louis, a suburb of the larger St. Louis metropolitan area is a dense urban area that is comprised primarily of African American residents who have a higher level of unemployment and significantly lower than average median household income in comparison to St. Clair County and the State of Illinois. Furthermore, the percentage of families living below the poverty level is also much greater than the county and state averages.

As evident in the Table 3.1, St. Clair County has a large proportion of its population living in urban areas (71.75%). A tremendous range in density exists within the county with areas that are categorized as completely rural to areas that are categorized as completely urban. Both the urban population and the population density measures of St. Clair County are smaller as compared to the urban population percentage for the State of Illinois (87.8%) and the state’s average population density of 2000 persons per square mile. In examining the residents of St.

Clair County, the Census data demonstrate that St. Clair County has a significantly larger proportion of African Americans (28.8%) and a considerably smaller Hispanic population (2.19%) in comparison to overall the State of Illinois (15.1% and 12.3%, respectively). When East St. Louis is examined by itself rather than as part of St. Clair County, the importance of this disaggregation becomes clear. East St. Louis is comprised primarily of African American residents (97.7%).

Table 3.1: Comparison of Community Characteristics, St. Clair County.

Characteristic	East St. Louis, IL	St. Clair County	State of Illinois
Urban population (%)	100	71.75	87.8
Persons per square mile	2242.9	385.8	2,000
Racial Composition (%)			
White	1.2	67.94	73.5
African American	97.7	28.77	15.1
Native American	.2	.26	0.2
Hispanic	.7	2.19	12.3
Biracial	.6	1.29	1.9
Asian	.1	.95	3.4
Other	.2	.8	5.8
Education level (%)			
High school graduate	66.3	80.9	81.4
Unemployment (%)	8.6	4.1	3.9
Median Household Income	\$21,324	\$39,148	\$46,590
Families in Poverty (%)	31.8	11.8	7.8
Female headed households	25.8	17.1	4.2

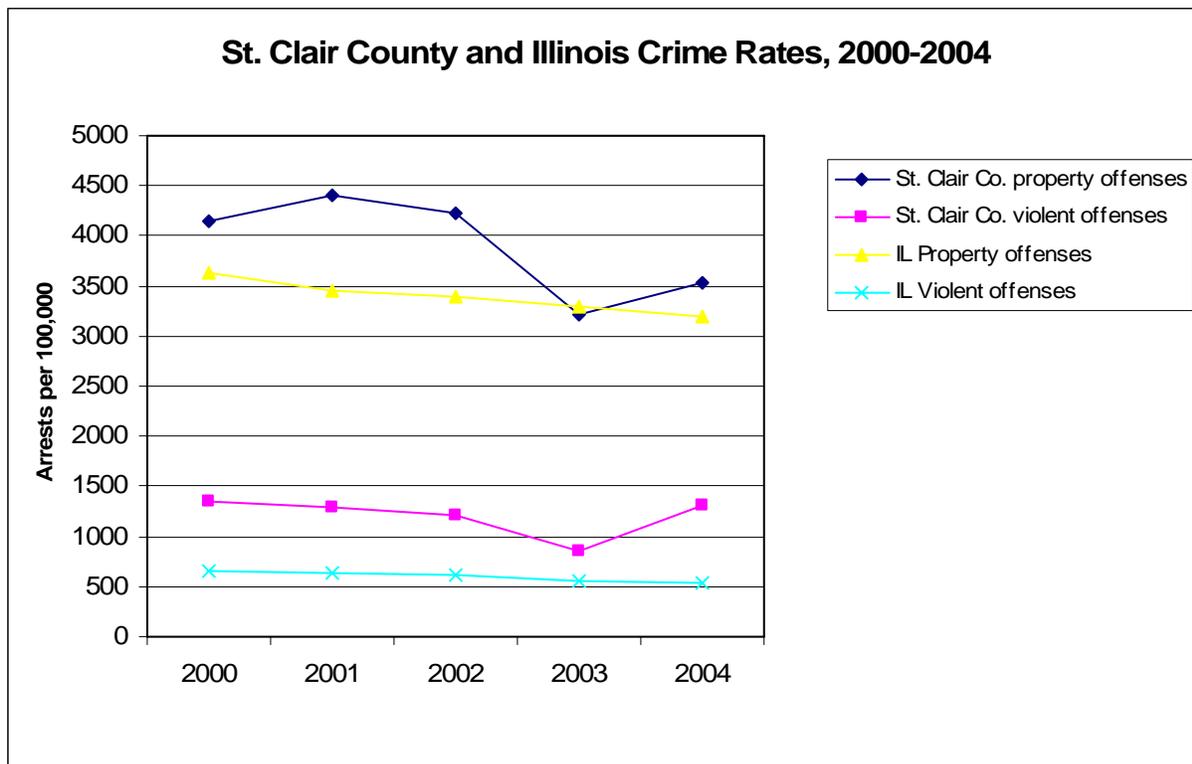
Other community level characteristics support the at-risk nature of areas within the county. While education levels appear promising with 80 percent of the St. Clair County population holding a high school degree, variation within the state is evidenced by the different composition of East St. Louis in which only 66.3 percent of the population has graduated from high school. Further, economic measures of St. Clair County including the median household income, percentage of families living in poverty and percentage of female headed households all demonstrate significant financial strain. Reflective of these economic indicators is a median household income (\$39,148) for St. Clair County that is significantly less than the median household income (\$46,590) for the State of Illinois. In even more dire circumstances is the city of East St. Louis that demonstrates a significantly lower level of median household income and higher levels of families in poverty and unemployment. A final measure that has previously been argued to act as an indicator of risk is the number of female headed households in which no husband is present. East St. Louis has an extremely high number of female headed households (25.8%) as does St. Clair County (17.1%) as compared to the State of Illinois average (4.2%).

In addition to these measures of at-risk community factors, we also examined direct measures of crime in the community. While a variety of measures for crime could be used, we

relied upon official arrest data between the years of 2000 and 2004 to demonstrate the level of criminal activity in St. Clair County. In this next section, we discuss the data extracted from Uniform Crime Reports compiled by the Federal Bureau of Investigation.

Figure 3.1 illustrates the total number of arrests per 100,000 persons for property crimes and violent crimes for both St. Clair County and the State of Illinois. Overall, a slightly downward trend in both property and violent crime is evident during the 2000-2004 periods for the State of Illinois and St. Clair County. Most importantly, St. Clair County remains significantly higher in both property and violent crime rate trends as compared to the overall state level for the entire period examined. It is only in 2003 that the property and violent crime rates experienced a significant decline in St. Clair County with property crimes reaching the state average; however, the subsequent year demonstrated a return to above average levels.

Figure 3.1: St. Clair County and State of Illinois Crime Trends, 2000-2004.



Peoria County

Peoria County, Illinois encompasses approximately 629 miles of land in western Illinois with a population estimate of 183,433 residents. The county is comprised of four primary cities including Peoria, West Peoria, Chillicothe, and Elmwood with an additional eleven villages and twenty townships. Similar to St. Clair County, Peoria County is a mix of urban and rural areas. As demonstrated in Table 3.2, according to 2000 U.S. Census data, a significant proportion of the population in Peoria County resides in urban areas (84.99%).

Similar to St. Clair County, a significant portion of the youth involved in the Peoria County juvenile system originate from the city of Peoria. For that reason, we include an individualized examination of the characteristics of Peoria, Illinois in addition to Peoria County and compare the city's characteristics to the State and County levels. As evident in Table 3.2, the urban area of Peoria, IL is comprised of a significantly higher risk population as compared to the balance of the county. Peoria is comprised of a greater proportion of African American residents as well as residents who are earning below average levels of income in comparison to the balance of the county and state. Furthermore, a significantly higher percentage of families consequently reside in poverty at levels that are more than double the balance of the State of Illinois. There are also a significantly higher number of female headed households in which the husband is not present in Peoria, IL compared to Peoria County and the State of Illinois. These factors combined demonstrate the high risk area of the city of Peoria that is enveloped within Peoria County.

In an examination of the residential population in Peoria County, U.S. Census data demonstrate that the county has a similar proportion of African Americans (16.1%) as compared to the overall State of Illinois (15.1%) but a considerably smaller Hispanic population (2.09%) as compared to the State of Illinois (12.3%). Overall, a larger majority of Peoria County residents (83.8%) have a high school education or higher which is slightly higher than the overall State of Illinois average (81.4%).

Table 3.2: Comparison of Community Characteristics, Peoria County.

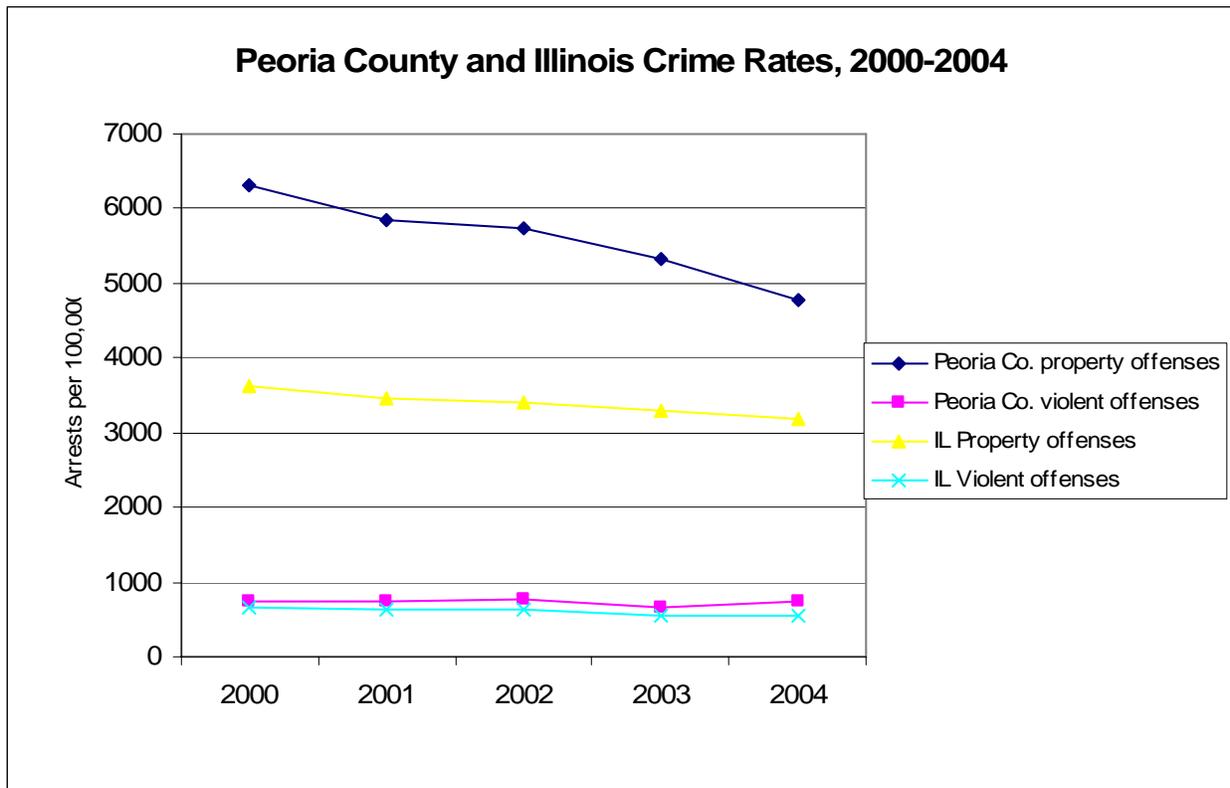
Characteristic	Peoria, IL	Peoria County	State of Illinois
Urban population (%)	100	84.99	87.8
Persons per square mile	2543.4	296.1	2,000
Racial Composition			
White	69.3	79.38	73.5
African American	24.8	16.1	15.1
Native American	0.2	.22	0.2
Hispanic	2.5	2.09	12.3
Biracial	2.2	1.67	1.9
Asian	2.3	1.69	3.4
Other	1.2	.95	5.8
Education level (%)			
High school graduate	82.8	83.8	81.4
Unemployment (%)	4.6	3.69	3.9
Median Household Income	\$36,397	\$39,978	\$46,590
Families below poverty (%)			
	14.1	10	7.8
Female headed households	9.7	6.7	4.2

The city of Peoria and Peoria County also demonstrate a number of community level risk factors. Economic measures including the percentage of unemployed persons, median household

income, and the percentage of families living in poverty illustrate an economic need in this region of the State. The percentage of unemployed persons (3.69%) for Peoria County is similar to the percentage of unemployed persons (3.9%) in the State of Illinois; however, Peoria city is slightly higher at 4.6 percent. Other economic measures were more negative than those for the State of Illinois. Peoria County's proportion of families living in poverty (10%) was higher than the proportion of families living in poverty for the State of Illinois (7.8%). Likewise, the median household income for Peoria County (\$39,678) is lower than the median household income for the State of Illinois (\$46,590).

We also examined a direct measure of criminal activity in Peoria County using the rate of arrests per 100,000 persons as documented in official statistics collected for the Uniform Crime Report compiled by the Federal Bureau of Investigation. Figure 3.2 presents the property and violent crime arrest rate per 100,000 persons for Peoria County in comparison to the State of Illinois between 2000 and 2004. Both the county and state have experienced a continual decline in property offenses and relative stability in a relatively low violent crime rate. In a comparison of Peoria County crime rates to the overall state crime rates, statistics demonstrate that Peoria County property crime rate is significantly higher than the state property crime rate, whereas the violent crime rate in the Peoria County are relatively similar to the overall state violent crime rate.

Figure 3.2: Peoria County and State of Illinois Crime Trends: 2000-2004.



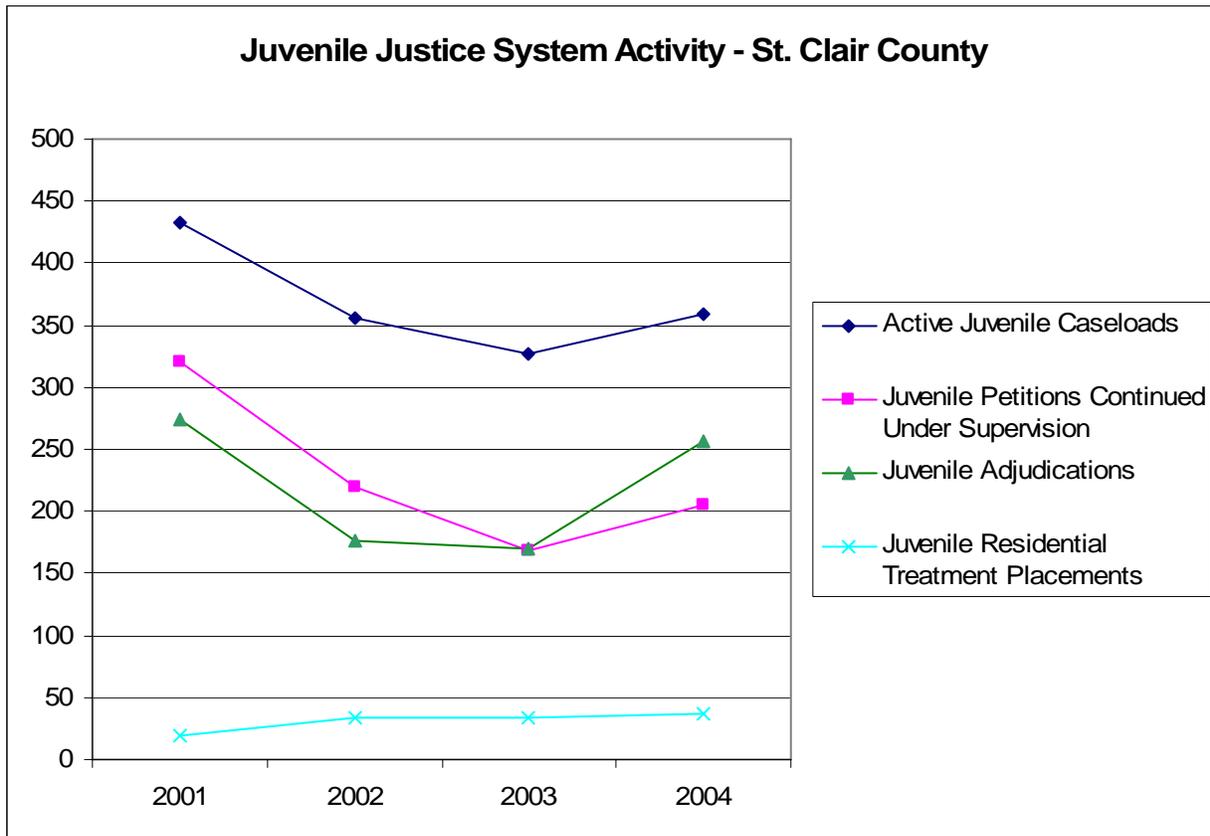
A Note on Justice System Responses

The at-risk conditions and continued high levels of criminal activity in both counties demonstrate the high needs of each county. In addition to these characteristics, juvenile justice statistics also demonstrate that Peoria County is particularly suitable for the Redeploy Illinois program. Peoria County suffers from a relatively high level of disproportionate minority confinement within its juvenile sector. A report on Peoria County juvenile justice processing by the Illinois Criminal Justice Information Authority (ICJIA, 2003) noted that during the period studied, most juveniles detained in Peoria County and/or IDOC commitments were African American males who committed property offenses. Furthermore, the IDOC commitment rates of African American youth in Peoria County were significantly higher (71%) as compared to surrounding communities (6%) attributable in part to differences in population composition.

Comparable rates for St. Clair County were not publicly available, but other ICJIA reports indicate that the county experienced a substantive increase in IDOC commitments during the most recent years, a period when delinquency and adjudication rates in St. Clair County were significantly decreasing (ICJIA, 1997; 2003). For these counties, existing disparity and increasing levels of IDOC commitments may in part be attributable to the lack of community based alternatives to incarceration. It should be noted that both of these communities recognize the need to address the disproportionate minority confinement as evidenced by their willingness to participate as a pilot site for this program as well as participate as one of the few Illinois sites for the W. Haywood Burns Institute project, which focuses on the reduction of disproportionate minority confinement and related justice issues.

To demonstrate the trends of juvenile justice system activity in each county, we extracted data from the State of Illinois Circuit Court Annual Statistical Reports between 2000 and 2004 for the reported number of active juvenile caseloads, juvenile petitions continued under supervision, juvenile adjudications and juvenile residential placements in treatment facilities. Figure 3.3 illustrates an activity pattern for St. Clair County that is somewhat reflective of the overall crime trends in that state. With the exception of juvenile residential placements for treatment which has continued to make small but steady increases, the balance of the measures indicate a decline in the number of active juvenile caseloads and adjudications until 2004. The 2004 calendar year illustrates increases in juvenile justice system activity in all three areas examined with the largest increase in the number of juvenile adjudications.

Figure 3.3: Juvenile Justice System Activity in St. Clair County, 2000-2004.

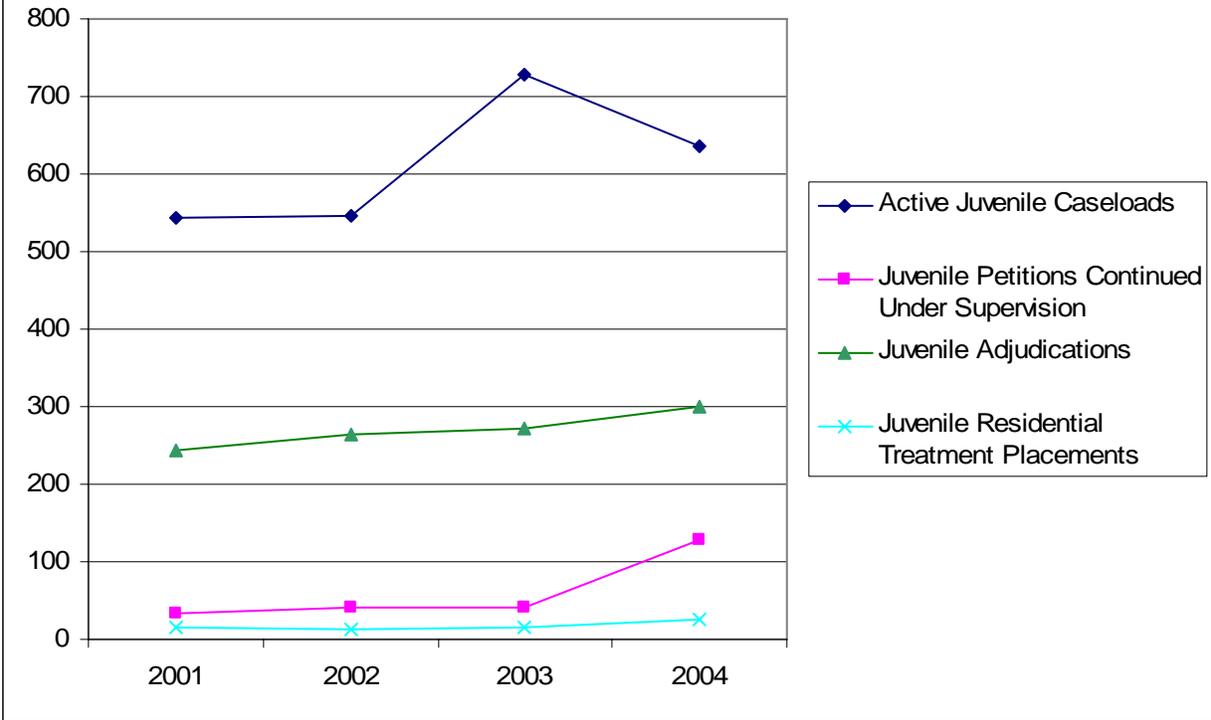


Trends in juvenile justice system activity in Peoria County show inconsistent trends with some recent increases. As illustrated in Figure 3.4, the number of juvenile adjudications, juvenile petitions continued under supervision and juvenile residential placement in treatment facilities have increased slightly. Interestingly, the number of active juvenile caseloads spiked in 2003 before decreasing in 2004 at which time the level remained above the number of cases in 2002.

Since the data provided in the Annual Statistical Reports of the Circuit Court are raw numbers and not rates that control for the number of juveniles residing in each county, we will abstain from making any cross-county comparisons. Furthermore, the Statistical Reports do not appear to account for any growth in the numbers of juveniles residing in the county thus this presents a potential source of error in examining these trend lines.

Figure 3.4: Juvenile Justice System Activity in Peoria County, 2000-2004.

Juvenile Justice System Activity - Peoria County



Section IV: Program History and Development - Redeploy Illinois, Peoria County

Preliminary observations of Peoria County's Redeploy Illinois program indicate that the program has generally been implemented as described in the County's original proposal. A good description of the intended and implemented effort is contained in the proposal's Executive Summary:

Peoria County's proposal for Redeploy Illinois will focus on two groups of juveniles: Current juvenile probationers assessed to be at high-risk for commitment to the Illinois Department of Corrections (DOC), and Juveniles before the Court who would have previously been sent to Corrections for an Evaluation. Juveniles from the high-risk probationers group will have their probation services augmented by an intensive level of mentoring, counseling, and guidance. These services will be provided through a partnership between Children's Home and Juvenile Court Services. Juveniles from the group that would have previously been sent to DOC for an Evaluation will be placed in a residential program for 21 days at the Youth Farm campus. During this stabilization period they will receive a Psychological Evaluation, YASI Assessment, and Drug Screening. Also, the Children's Home assessment worker will provide a comprehensive assessment. This assessment will include observation of the youth while placed at Youth Farm as well as while the youth is in the home setting or other settings. This assessment will provide information about how the youth interacts with parents, siblings, peers, teachers, and others as well as how they respond in various situations. These products will be combined with the existing Social History to prescribe each individual's treatment/services. These juveniles will transition from the 21 day into the high-risk group where their probation services will also be augmented with the intensive level of mentoring, counseling, and guidance. Services for juveniles from both groups may include Aggression Replacement Therapy, Drug Education/Treatment, and Individual, Group, and/or Family counseling as needed. Through the combination of these services and assessments, we expect to reduce the number of juveniles from Peoria County who will be committed to DOC by 25% from the baseline period average.

In conceptualizing the Peoria County Redeploy Illinois program, county officials were confident that they could achieve the goal of a 25% reduction in commitments to the Department of Corrections, since about 28% of the juvenile commitments were for court evaluations. If these evaluations were conducted in the community, then reducing the level of commitments by 25% was a goal that could be readily achieved. In terms of the overall Redeploy Illinois strategy, Peoria officials seemed to indicate that the specific goal of reducing the absolute number of youth committed to DOC was possibly misplaced, and a more meaningful and an appropriate goal would be reducing DOC bed use, since typical stays for evaluation at DOC were 60-70 days. A reduction in total usage, rather than a reduction in the raw number of placements, might be a more desirable program outcome. Officials also expressed a belief that many of the commitments to DOC for evaluation were "...DOC lite," or a low dosage of punishment rather than evaluation per se, which fortified the rationale of keeping juveniles in the community by conducting evaluations in the community.

Peoria officials described the official start date for Redeploy Illinois as being March, 2005, but indicated that the actual delivery of services did not begin until late June or July of that same year. They indicated that the Redeploy Illinois concept had been discussed as early as 4-5 years earlier, but that a major stumbling block was determining the formula for reimbursing counties. It appears that Peoria County had relatively little difficulty in implementing the Redeploy Illinois program once the State's program and funding became a reality. There was some indication that the State's Attorney was reluctant to support the program at first, but program officials were eventually able to obtain the requisite cooperation required for successful program implementation. Officials indicated good support from the judiciary and other system and community stakeholders.

In terms of the actual operation of Peoria County Redeploy Illinois, officials report that the program is targeting two groups: juveniles who would be sent to DOC for evaluations and juveniles identified by the Chief Probation Officer as being at high risk for placement in DOC. Under the program's protocol, juveniles are placed for 21 days in a private residential facility (the Youth Farm) for what is described as a period of "stabilization." It is during this period that juveniles receive a psychological evaluation, the YASI assessment, drug screening, and a comprehensive assessment provided by Children's Home Association of Illinois (CHAIL) staff. This 21 day stabilization period is funded through Redeploy Illinois, and officials report only three cases where the stay was longer than 21 days due to court delays. In these cases, the cost due to the extra days is paid using regular funds.

Peoria County Redeploy Illinois officials estimated that about one-third of Redeploy Illinois clientele are evaluations and two-thirds are in the high risk category. Once the 21 day stabilization period is complete, those clients are transitioned into the high risk group. All juveniles participate in Aggression Replacement Therapy, and they receive other services such as drug treatment or counseling as needed.

The Redeploy Illinois program is operated using six staff, including a clinical supervisor, an assessment worker, and four case managers. The referral to the program involves the recommendation of probation with approval by the court. Juveniles in the high risk group, including those completing the 21 day residential stabilization period, receive three contacts per week from one of the four case managers who are employees of CHAIL. In addition, these case workers conduct curfew checks and school visits.

Overall, the Peoria County Redeploy Illinois program appears to be fully implemented and operating smoothly. Although the implementation of the program was delayed several months beyond the original start date, such a delay is understandable given the time required to work out the details of program implementation. The successful implementation of the program can probably be attributed to several factors. First, the program benefited from strong championship and leadership from county probation. Second, the agencies and actors involved in program design and implementation had ongoing working relationships and experience with shared program delivery. Third, the service providers, largely the CHAIL and the Youth Farm, are firmly established and experienced organizations, and the learning curve for making the program operational was minimal. As a result, it was possible to implement the program rapidly

and smoothly. Fourth, the number of officials and personnel involved in planning and implementing the program was small likely facilitating communications and decision-making related to program design and implementation.

Officials reported that the target for the program was to limit DOC commitments to 57 in order to achieve the goal of a 25 percent reduction, but that the program had exceeded that target in that number of commitments was at 47. This achievement, along with the full implementation of the program, indicates that the Peoria County Redeploy Illinois program is off to a strong start, operating as proposed, and achieving its initial goals.

Section V: Redeploy Illinois Program Implementation – Peoria County

The Redeploy Process

The Redeploy Illinois program in Peoria County initially focused on serving two groups of youth: 1) current juvenile probationers assessed to be at high-risk for commitment to the Illinois Department of Corrections (IDOC); and, 2) youth before the court that would have otherwise been sent to IDOC for an evaluation if the Redeploy Illinois program did not exist. A flow chart illustrating the Redeploy Illinois Process is displayed in Figure 5.1.

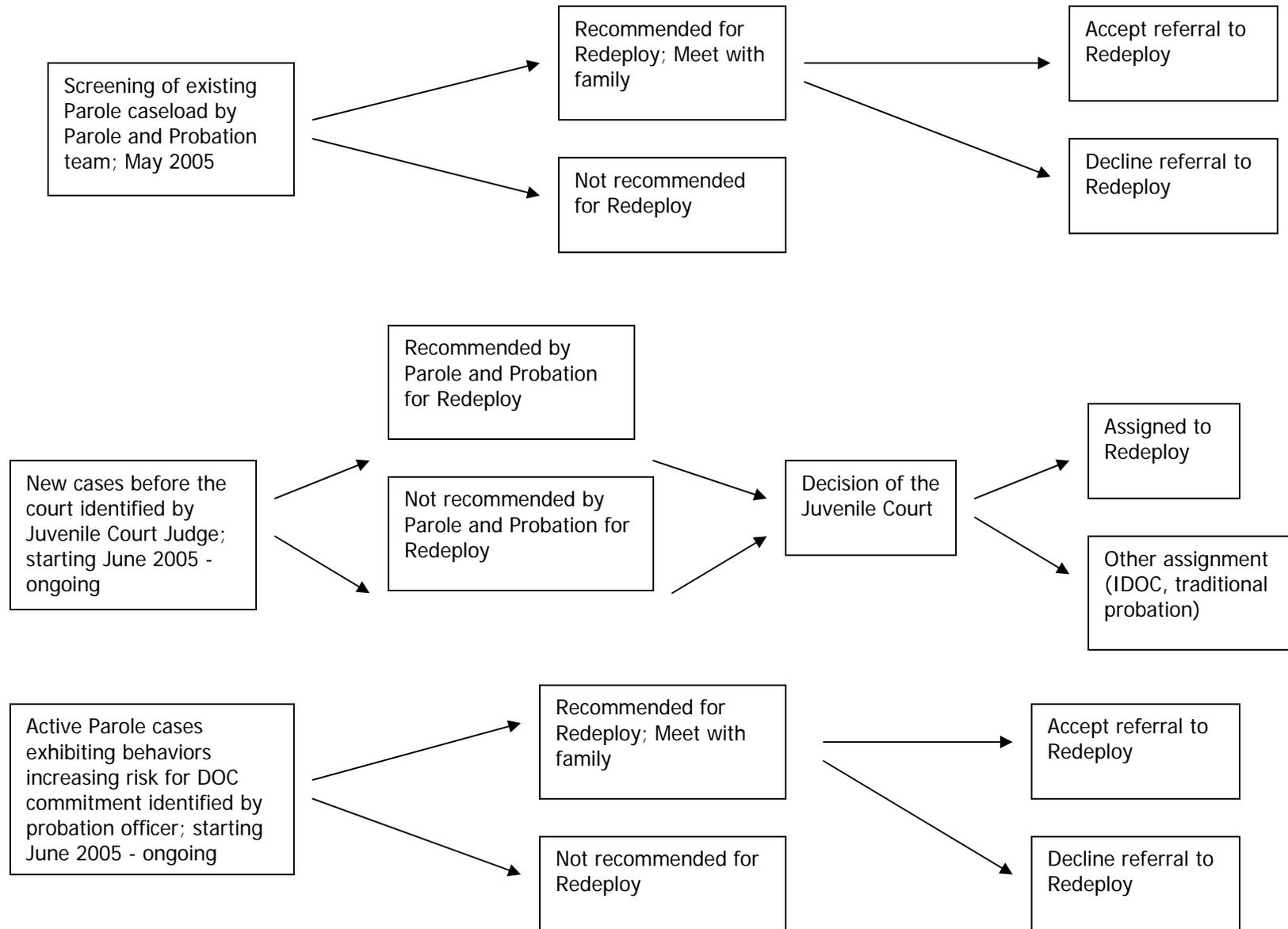
To identify current juvenile probationers who were at high-risk for commitment to IDOC, the existing probation caseload was screened in May 2005 by the Chief Juvenile Probation Officer and a Juvenile Probation Supervisor. Initial screenings were based on both quantitative and qualitative criteria. Quantitative criteria included Youth Assessment and Screening Instrument (YASI) scores, and the number and seriousness of prior probation violations. The YASI is a risk assessment screening instrument that all Redeploy Illinois sites are instructed to utilize. Qualitative criteria were based largely on the assigned probation officer's personal assessment of the youth's risk of IDOC commitment based on their interaction with the probationer to date. Youth from this group who accepted assignment were initially referred into the Redeploy Illinois program in June 2005.

Subsequent to the initial screening of the existing probation caseload, probation officers have continued to identify cases in which the youth are engaging in behaviors that indicate an elevated risk for IDOC commitment. Probation officers generally utilize behavioral indicators of elevated risk that include technical violations of probation and new offenses. When a juvenile probationer exhibits such behavior, his/her case is discussed by the assigned probation officer and either the Chief Juvenile Probation Officer or the Juvenile Probation Supervisor to determine the youth's suitability for the Redeploy Illinois program.

Through the initial screening of the existing caseload and subsequent identification of cases at high risk for DOC commitment, approximately 85-90 cases have been identified as potential candidates for Redeploy Illinois in Peoria County. Upon a more detailed analysis of these cases by Redeploy Illinois program staff members, approximately 20 to 25 of the cases were ruled ineligible. Ineligible cases included both [1] youth who with additional assessment were determined to be at insufficiently high levels of risk, and, [2] high risk youth who were already receiving comparable services elsewhere.

Following the identification of the youth who were suitable and eligible Redeploy Illinois program candidates, the Juvenile Probation staff approached the youth and the youth's family to discuss the possibility of participation in the Redeploy Illinois program. Of those eligible youth, only an estimated 6 or 7 youth (or their families) declined to participate in the program. Unfortunately, those youth who declined participation were some of the more criminally involved youth. Further, according to program staff interviewed, in some of these cases, families were also involved in crime or drugs. It is possible that the youth and their families declined participation to avoid the increased amount of contact with officials that is required by the Redeploy Illinois program.

Figure 5.1: Referral process for Redeploy Illinois program – Peoria County



Referrals into the Redeploy Illinois program in Peoria County also include new cases that are referred directly to the program at the discretion of the Juvenile Court Judge. Prior to adjudication of the youth, these new cases are reviewed by the individual probation officer to whom the youth has been assigned. When a probation officer believes that a youth is at high risk for IDOC commitment, the youth's case is brought to the attention of the Chief Juvenile Probation Officer or the Juvenile Probation Supervisor. If the youth's probation officer and the Probation administration agree that the youth is suitable for the Redeploy Illinois program, the option is discussed with the parents of the youth. If the youth's parents agree to the Redeploy Illinois program assignment, a recommendation is then made to the Juvenile Court Judge who considers the option during the adjudication hearing. If the Juvenile Court Judge concurs with the recommendation, the juvenile is assigned to the Redeploy Illinois program. If the youth's parents fail to agree to the assignment, no such judicial recommendation is made and the option is not considered during sentencing.

The distribution of cases referred to Redeploy Illinois in Peoria County between June 1, 2005 and March 21, 2006 is presented in Table 5.1 below. The initial screening of the probation caseload is largely responsible for the initial influx of youth referred to Redeploy Illinois program. In addition to youth identified during the initial screening that occurred in May/June 2005, youth continue to be referred to Redeploy Illinois through Juvenile Probation and by direct order of the Juvenile Court as described above.

Table 5.1. Total Number of Referrals and Enrollments in Redeploy Illinois – Peoria County, June 1, 2005 – March 31, 2006.

Month	Number of Referrals to Redeploy	Number of Referrals Enrolled in Redeploy
2005		
June	11	10
July	16	12
August	9	4
September	13	11
October	6	2
November	5	3
2006		
December	4	3
January	4	2
February	3	1
March	11	3
Totals	82	61

Not all youth referred to Redeploy Illinois by Peoria County Juvenile Probation are eventually enrolled in the Redeploy Illinois program at Children's Home Association of Illinois

(CHAIL). Column 3 of Table 5.1 indicates the actual number of referrals subsequently admitted to the Redeploy Illinois program. A youth is categorized as enrolled if they are enrolled at any time subsequent to referral. There are two primary reasons a youth may be referred, but not enrolled: 1) ongoing juvenile court processing, and, 2) difficulty enrolling the youth in the program. When a youth is referred to Redeploy Illinois during court processing of a secondary case, they may be withheld from enrollment until the youth's case is resolved since the case may result in outcomes that conflict with assignment to the Redeploy Illinois program. Cases may also be referred but not enrolled when CHAIL is unable to enroll the referral. Difficulties in enrollment include the youth or the family's reluctance to participate in the program.

Among those youth who have been referred and enrolled, an average of 44 days elapsed between the date of referral and actual enrollment into the Redeploy Illinois program. Of these youth, 45% were enrolled in less than a month and a total of 75% of all youth referred and eventually enrolled were enrolled in less than two months.

Characteristics of Redeploy Illinois Youth

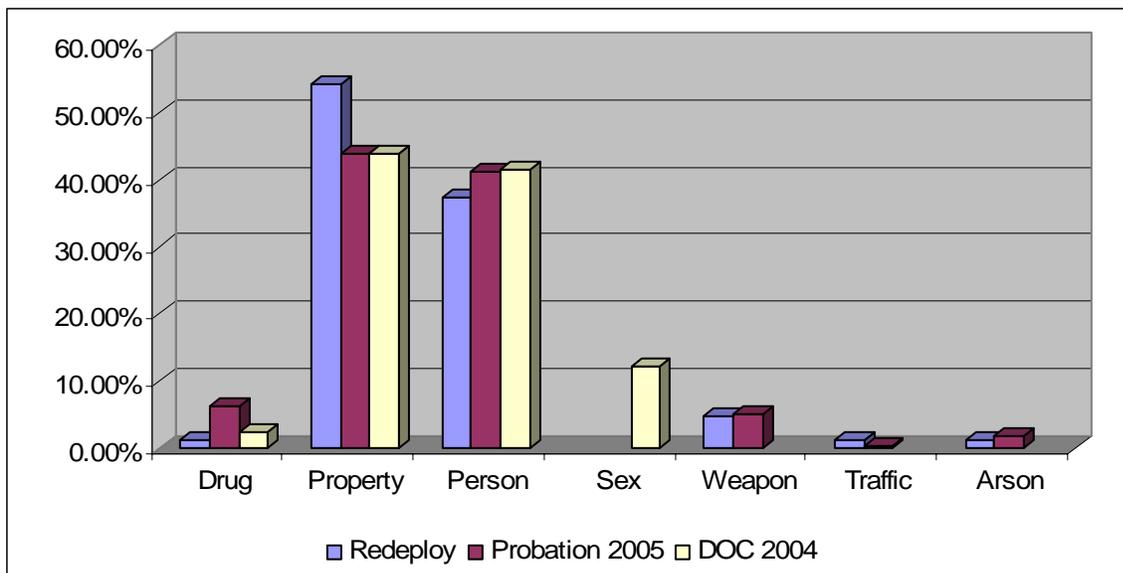
The demographic and case characteristics of all youth who have been referred to participate in Redeploy are presented in Table 5.2. In Table 5.2, offense type refers to the offense that resulted in the youth's initial involvement with the Peoria County Juvenile Court. As demonstrated in Table 5.2, the typical youth who receives a referral into the Redeploy Illinois program in Peoria County is an African American male who is ordered to probation supervision and arrested for a property offense.

Table 5.2. Demographic and Case Characteristics of Youth referred to Redeploy Illinois – Peoria County, June 1, 2005 – March 31, 2006.

<i>Offense Type</i>		<i>Race</i>	
Drug	1.2%	African American	82.7%
Property	54.2%	Caucasian	12.3%
Person	37.3%	Hispanic	1.2%
Traffic	1.2%	Bi-Racial	3.7%
Arson	1.2%		
Weapon	4.8%		
<i>Status</i>		<i>Gender</i>	
Probation	81.1%	Male	81.7%
Informal	2.7%	Female	18.3%
Continued	9.5%		
Courtesy	1.4%		
Transfer	4.7%		

In Figure 5.2 we contrast the case characteristics of youth who have been referred to Redeploy Illinois (labeled “Redeploy”) with the case characteristics of youth who were committed to IDOC in 2004 prior to the implementation of the Redeploy Illinois program (labeled “DOC 2004”). Also included are the characteristics of youth who were assigned to traditional probation during the year in which the Redeploy Illinois program was initiated (labeled “Probation 2005”). If Redeploy Illinois is functioning as a diversionary program wherein relatively serious offenders are diverted from IDOC, it is anticipated that the offense types for the Redeploy Illinois program referral youth and IDOC youth would be similar. Further, the offense type for these two groups would be distinct from those youth who assigned to a traditional probation caseload. Similar to Table 5.2, offense type refers to the offense that resulted in the juvenile’s initial involvement with the Peoria County Juvenile Court.

Figure 5.2. Comparison of Involvement Offense between Redeploy, IDOC 2004, and Probation 2005 Youth.



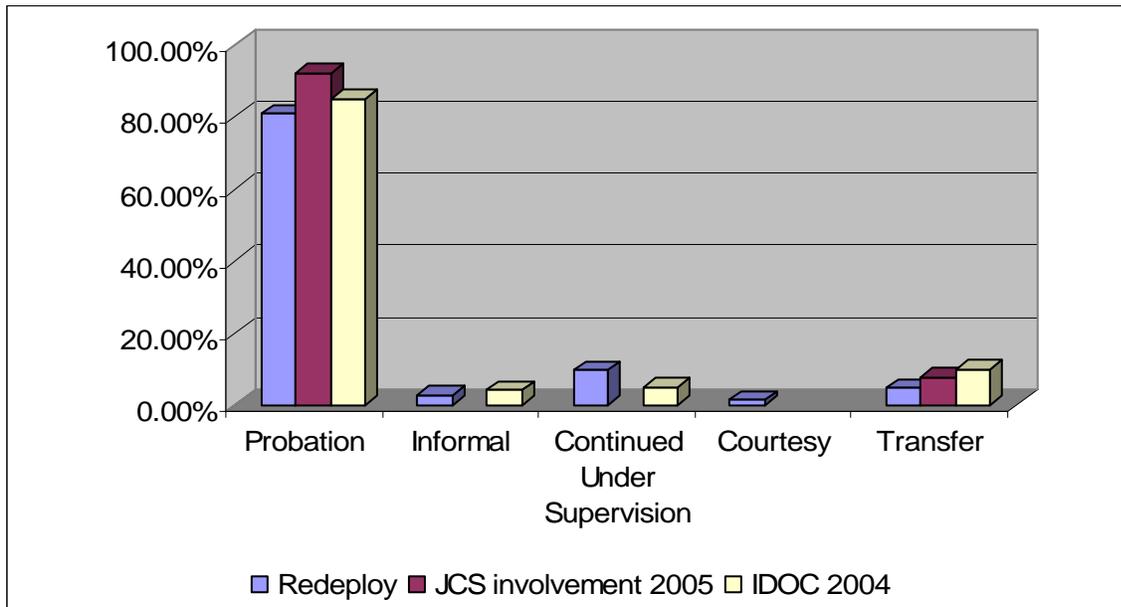
The offense types for the three groups described in Figure 5.2 demonstrate that relative to the IDOC youth, the Redeploy Illinois youth have a higher percentage of property offenders, while the IDOC youth have a higher percentage of person and sex offenders. In contrast with the Probation youth, the Redeploy Illinois youth have a higher percentage of property offenders and a lower percentage of person offenders.

Figure 5.3 contrasts the status of the Redeploy Illinois youth and IDOC youth. This figure also includes the status of those youth who came under juvenile court supervision during 2005. In Figure 5.3, the category ‘informal’ indicates that the youth’s case was not continued and the youth was not initially placed on probation. The category ‘Continued under supervision’ indicates that the youth was not placed on probation but was continued under the supervision of the court. ‘Transfer’ refers to cases in which the youth was officially transferred into the jurisdiction of Peoria County from other jurisdictions. It is estimated that over 90% of cases transferred into Peoria County are on probation. ‘Courtesy’ refers to cases that are not formal

transfers of supervision; however, while residing in Peoria these cases report to Peoria County Parole and Probation.

Figure 5.3 demonstrates that the strong majority of youth in all three groups were initially assigned to probation. Also, all groups included transfers from other jurisdictions [Redeploy 4.7%, Juvenile Court Services (JCS) Involvement 2005 7.6%; IDOC 2004 10.0%]. The Redeploy group also includes a small number of youth assigned as informal, continued under supervision, and courtesy supervision cases.

Figure 5.3: Custody Status across Redeploy youth, IDOC 2004 youth, and Probation 2005 youth.



Section VI: Services Provided through Redeploy Illinois – Peoria County

Upon admission to Redeploy Illinois in Peoria County, each youth receives an Individualized Family Service Plan (IFSP) that is completed by an Assessment Therapist. The IFSP is based on intensive interviews, observations and research into the individual's school, mental health, social and family history. Information for the IFSP is typically gathered from schools, hospitals, family members and other relevant individuals. The IFSP is used to set goals for the youth and their family, as well as to rate monthly progress towards the stated goals.

Subsequent to this initial assessment period, youth in the Peoria County Redeploy Illinois program are assigned to one of four caseworkers. Redeploy Illinois caseworkers provide the youth with intensive case management and other services including competency building and life skills, counseling, and mentoring. Case management strategies include weekly contact with the youth, the referral of family and youth to community resources and other services, and the creation and monitoring of the youth's progress towards IFSP goals. The specific program goals for Redeploy Illinois in Peoria County are stated to include three weekly contacts per youth and a total of 100 hours of service per month for youth on a caseload.

Competency building and life skills are primarily provided by Redeploy Illinois caseworkers through the individualized, one-on-one contacts with the youth each week and through family meetings and activities. These skill sets are designed to teach the youth positive peer interactions, manners, decision making, and relationship building. As noted, caseworkers also provide mentoring services and counseling services. In addition to providing direct services, caseworkers are also responsible for referrals to and linkages with other services. These services include those funded through subcontracts by the Redeploy Illinois program and those provided to probationers through other funding streams. Services may include individual and family counseling, mentoring, substance abuse treatment, and Anger Replacement Training.

Individual and family counseling is provided primarily by the Redeploy Illinois Assessment Therapist. If needed, additional counseling services may be arranged through subcontracts funded by Redeploy Illinois with other service providers. Mentoring services beyond those provided by the caseworkers may also be arranged at the recommendation of the youth's reporting officer. Available substance abuse and education/treatment includes residential treatment, intense outpatient, and weekly groups. Substance abuse services and mentoring services are funded through non-Redeploy Illinois funding streams but available to all Redeploy Illinois program youth.

Anger Replacement Training (ART) is a multimodal intervention designed to alter the behavior of chronically aggressive youth. The curriculum is comprised of lessons that teach youth pro-social behavior, anger control, and moral reasoning. Through these techniques, youth learn to modify their own anger responsiveness, and are motivated to employ skills learned. A review of studies implementing ART, found that ART "appears to promote skills acquisition and performance, improve anger control, decrease the frequency of acting out behaviors, and increase the frequency of constructive, prosocial behaviors" (Goldstein and Glick, 1994, p. 9).

Of the 61 youth enrolled in Redeploy Illinois in Peoria County as of March 2006, 10 youth have had a comprehensive psychological evaluation as part of their Redeploy Illinois services. Eight of these ten youth were evaluated while placed at the Peoria Youth Farm; the other two youth were evaluated while they remained in the community. The Peoria Youth Farm is an adolescent residential treatment center with a capacity of 51 beds. Redeploy Illinois youth may be committed to the Youth Farm for a 21 day evaluation period. Youth in the Redeploy program residing at the Youth Farm for more than 21 days, have their extended stay funded from sources other than Redeploy Illinois funding. The psychological evaluations are conducted by one of two community psychologists. Evaluation results are used to derive treatment strategies that are a good fit with the individualized needs of the youth. Psychologists provide written results of the youth's evaluation and also communicate verbally with the youth's probation officer.

As of April 2006, a total of 20 cases have been discharged from the Redeploy Illinois program. The average program length among these youth is 179 days, with a range from 106 to 247 days. The extent to which the Redeploy Illinois program impacts the lives of those completing the program is informed by a change in scores on the Child Functional Assessment Rating Scale (CFARS). The CFARS is administered to each youth enrolled in the Redeploy program at CHAIL. The CFARS measures wellness across a broad variety of domains including psychological functioning, medical health, substance use, social relationships, and work and school. Decreases in the youth's CFARS scores are associated with improved functioning in these various domains. Fifteen of the 20 youth discharged from the Redeploy Illinois program have completed the CFARS at both the time of enrollment (pre-Redeploy Illinois) and at discharge (post-Redeploy Illinois). Of the fifteen youth completing the CFARS at enrollment and discharge, 11 youth (73%) demonstrated an improvement in functioning across the domains measured by the CFARS, while 4 youth worsened in functioning across these domains. Overall, the average of scores at admission was 3.73, while the average of scores at discharge was 3.44.

The number of youth participating in services provided through Redeploy Illinois in Peoria County is summarized in Table 6.1. Table 6.1 presents information on services provided across three groups of youth. The first group, labeled 'All' is comprised of all youth who received or are receiving treatment through the Redeploy Illinois program in Peoria County for which data on treatment services was available (N = 68). This group includes both those youth who are currently enrolled in the program and youth who were enrolled in the program but have subsequently been discharged. This group does not include those that have been referred to the program, but have not begun receiving services. The second group, labeled 'Unsuccessfully Discharged from Redeploy', is comprised of youth who were enrolled in the Redeploy program and eventually committed to IDOC while in the Redeploy Illinois program (N = 6). The third group, labeled 'Successfully discharged from Redeploy' is comprised only of those youth who were successfully discharged from the Redeploy program and avoided commitment to IDOC while participating in the Redeploy Illinois program (N = 12).

Table 6.1, presents the number of youth in a group who participated in a service and the percentage of the group that this number represents. For instance, in first cell under the group 'All', 67 youth participated in individual counseling out of 68 youth that comprised the 'All' group. Recall that the 'All' group consists of all youth enrolled in Illinois Redeploy and

receiving services at some point. For this group, the 67 youth participating in individual counseling represents 98.53% of youth in the ‘All’ group.

Table 6.1: The Number of Youth Participating in each of the Services provided through Redeploy Illinois in Peoria County, June 1, 2005 – March 31, 2006.

Type of Service	Group		
	All (N = 68)	Unsuccessfully Discharged from Redeploy (N = 6)	Successfully Discharged from Redeploy (N = 12)
Individual counseling	67 (98.53%)	6 (100%)	12 (100%)
Family counseling	56 (82.35%)	4 (66.67%)	10 (83.33%)
Psychological evaluations	25 (36.76%)	1 (16.67%)	0 (0%)
Drug treatment	32 (47.06%)	1 (16.67%)	5 (41.67%)
ART	37 (54.41%)	2 (33.33%)	6 (50%)
Service to family	59 (86.76%)	5 (83.33%)	10 (83.33%)
Community services/ recreation	30 (44.12%)	3 (50%)	5 (41.67%)
Collateral contacts and referrals	67 (98.53%)	6 (100%)	12 (100%)

In Table 6.1, the counseling categories, the psychological evaluations, and ART conform to the descriptions noted earlier. Psychological evaluation services were provided to youth as ordered by the court or through 21-day commitments to the Youth Farm. As noted above, ART is a multimodal program designed to reduce teach youth pro-social behavior, anger control, and moral reasoning. There is a strong body of empirical research demonstrating that, when implemented properly, ART can increase pro-social behavior and reduce problem behavior. Drug treatment only includes evaluations for drug treatment and does not include service for patients referred to in-patient or out-patient services. Service to the family includes transportation to probation appointments and other services provided through Redeploy Illinois including psychological evaluations, evaluations for drug treatment, and ART meetings. Service to the family also includes the provision of information obtained through collateral contacts and referrals. Community services/recreation includes volunteer activities the youth participates in and other recreational activities including attending sporting events or participating in sports, and other pro-social activities. Collateral contacts and referrals include communication on behalf of the youth with anyone that the youth is already involved with (i.e. probation officers, churches, and other community agencies) and contacts with agencies on behalf of the youth in order to refer the youth for services.

Table 6.1 shows that across family counseling, drug treatment and ART, the percentage of youth participating in these service types is lowest for the group of youth that were unsuccessfully discharged from the Redeploy Illinois program. It may be that among those youth who were unsuccessfully discharged, the youth's behavior leading up to IDOC commitment precludes participation in these services. It is also possible that those youth subsequently committed to IDOC have characteristics which make participation in these relatively demanding services difficult.

With regard to psychological evaluative services, the percentage of youth in the "All" group is higher than either discharge group. This difference may be driven ongoing participation in the Redeploy Illinois program or by the characteristics of those youth in the different groups. For example, youth who are successfully discharged may be viewed by the court and program staff as less problematic, and therefore do not receive an evaluation. For youth who are unsuccessfully discharged, IDOC commitment may prevent evaluation due to a more limited period of Redeploy Illinois involvement.

Group percentages included in Table 6.1 are similar across individual counseling, service to family, community services/recreation, and collateral contacts and referrals. Similarity across groups may be attributable to the relatively unobtrusive nature of these services. It is important to use caution when interpreting Table 6.1. Percentages for the unsuccessfully discharged group and the successfully discharged group are based on few cases, 6 and 12 youth respectively. As such, these percentages are heavily influenced by the behavior of single individuals. Strong conclusions should await data that are based on longer program histories.

The amount of service provided to youth who are enrolled in the Redeploy Illinois program in Peoria County across the different service types is summarized in Figures 6.1, 6.2, and 6.3. Data summarized in these figures were provided to the evaluators by CHAIL staff members. In these figures, the bars represent the average amount of service that youth in each group have received represented by the average number of service hours.

Figure 6.1: Hours of Counseling Services Provided to Youth enrolled in Redeploy Illinois in Peoria County

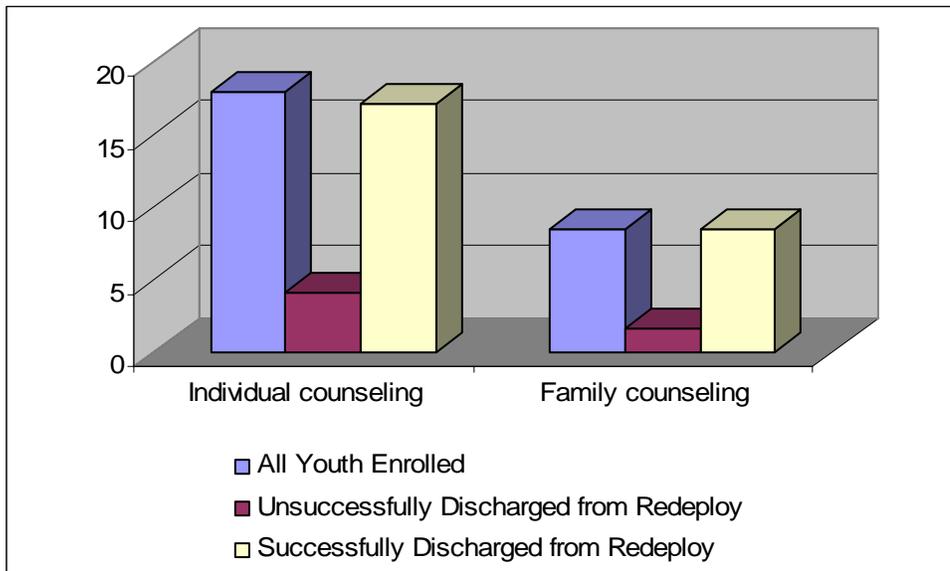


Figure 6.2: Hours of Psychological Evaluation, Drug Treatment and ART provided to Youth enrolled in Redeploy Illinois in Peoria County

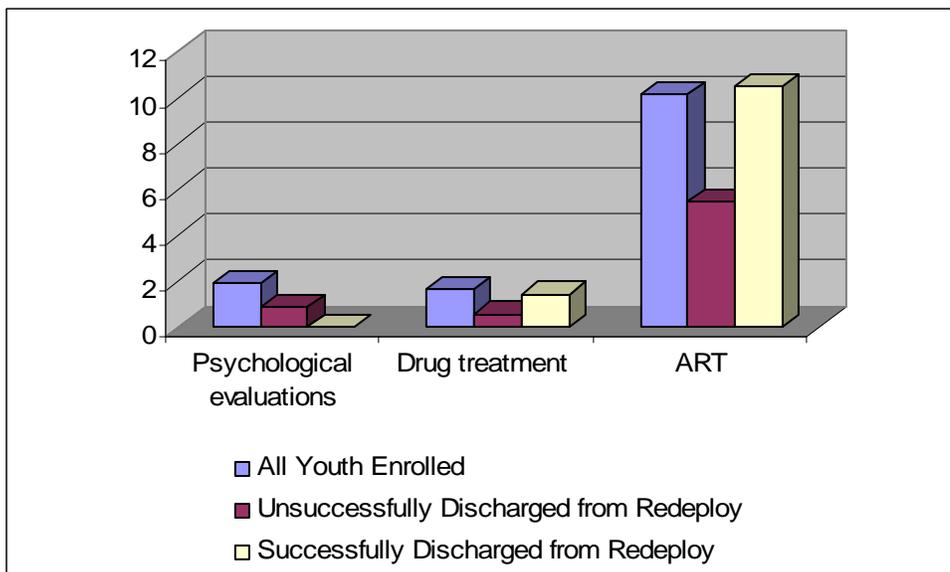
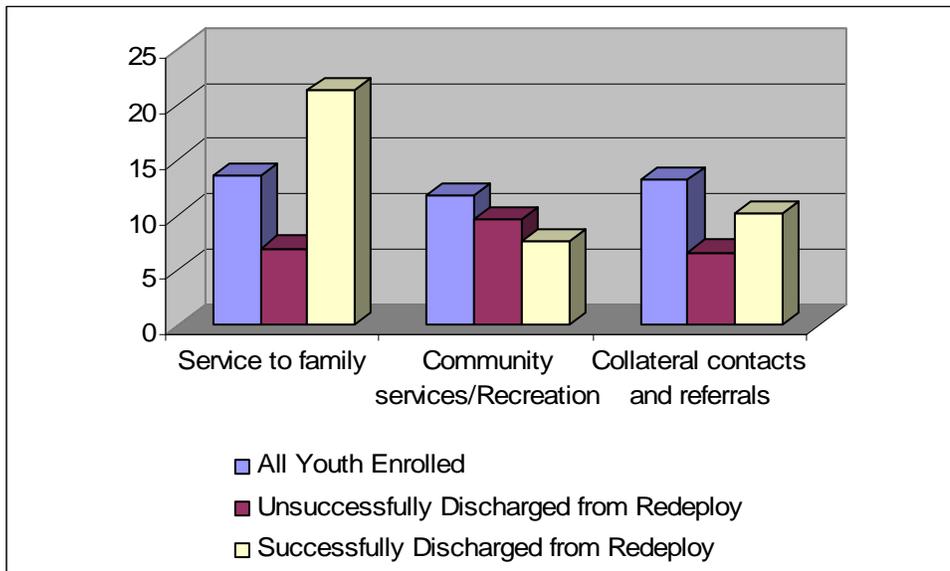


Figure 6.3: Hours of Other Services Provided to Youth enrolled in Redeploy Illinois in Peoria County



These figures show that across six of the eight service categories, youth who were unsuccessfully discharged received, on average, fewer hours of service. This difference may be driven by the characteristics of these youth or by the truncation of the service period due to IDOC commitment. For psychological evaluative services, the percentage of those youth in either discharge group are lower than those in the group including all youth receiving services through Redeploy Illinois in Peoria County. For youth in the unsuccessfully discharged group, this difference may be attributable to truncation of service due to commitment to IDOC. The lower levels of psychological evaluative services for the successfully discharged group may be influenced by the perceptions of the court regarding the needs of this group. As with the information presented in Table 6.1, conclusions based on figures 6.1, 6.2, and 6.3 should be made with caution. Two of the groups are small and as a consequence these figures are heavily influenced by the behavior of single individuals. Strong conclusions should await evaluation based on longer periods of program activity.

Section VII: Redeploy Illinois Outcomes and Compliance with Public Act 093-0641 – Peoria County

This section of the report discusses outcomes related to the Redeploy Illinois program that indicate program compliance with Public Act 093-0641 in Peoria County such as the level of commitments to IDOC including an examination of commitments by race and gender, the relationship between the program and trends in disproportionate minority confinement in IDOC facilities, and finally the rate of technical violations and IDOC commitments of program participants. In examining these results, we caution readers in extrapolating these preliminary outcomes as indicators of programs success or failure. The Redeploy Illinois Program in Peoria County did not begin admitting youth until June 2005 and as such the statistics for the year 2005 reflect only six months of program implementation. While many of the results are suggestive of a positive program impact, many of the trends and group differences highlighted are relatively small in magnitude and may be based on real changes that involve a very small number of youth.

With respect to the examination of the impact of the Redeploy Illinois program on disproportionate minority confinement (DMC), it is important to note the racial composition of the various groups and the trends across time depicted in various figures are influenced by the behavior of individuals, changes in socio-environmental conditions and by potentially competing criminal justice system policies. As such, these tables are intended as informative, not definitive of the program impact on DMC.

Commitments to IDOC from Peoria County

Table 7.1 describes the number of commitments to the Illinois Department of Corrections (IDOC) from Peoria County between 2001 and 2005. These data aid with evaluating the impact of the Redeploy Illinois program in Peoria County on change in IDOC commitment levels. The data are based upon information provided by Peoria County Juvenile Probation. Section 16.1 paragraph C from Public Act 093-0641 which describes the Redeploy Illinois program stating “the county or group of counties shall agree to limit their commitments to 75% of the level of commitments from the average number of juvenile commitments for the past 3 years”. The average number of juvenile commitments to IDOC from Peoria County for the years 2003, 2002, and 2001 was 78.33 commitments per year. A 25% reduction from this average is 58.75 commitments per year. In each year subsequent to the implementation of the Redeploy Illinois program in 2003, commitments from Peoria County to IDOC have been below this benchmark commitment level. During 2004 and 2005, the number of commitments from the Peoria County Juvenile Court to IDOC has averaged 46.5 youth commitments per year. Contrasted with the average of 78.33 commitments per year from 2001 to 2003, this more recent level shows a reduction of, on average, 31.83 commitments per year.

Table 7.1: Commitments to IDOC from Peoria County, January 1, 2001 to December 31, 2005.

Year	Commitments		
	Full	Evaluations	Total
2005	46	3	49
2004	39	5	44
2003	58	20	78
2002	63	26	89
2001	45	23	68

Commitments to IDOC from Peoria County include full commitments to IDOC and commitments for evaluation purposes. Full commitments are those in which youth are sentenced directly to IDOC by a juvenile court judge for a term based on the offense committed. Evaluation commitments are stays of 45 days at an IDOC facility. During an evaluation commitment, the youth is evaluated by IDOC personnel. The information developed during the evaluation period is then shared with the Peoria County Juvenile Court. Ostensibly, youth sent to IDOC for evaluation are relatively serious offenders sent to IDOC for an evaluation order to gather valuable information describing the youth’s risk and need levels. This information is used to inform the Court’s decisions regarding the youth as well as decisions made by Juvenile Probation. It is also possible to recognize that the evaluation commitment may be regarded by some as an important option that is not technically a sentence but instead a punishment mechanism for youth. The court may regard evaluation commitments as appropriate for cases in which a youth does not warrant a full commitment, but are more serious than those youth who typically remain in the community. That is, on a continuum of judicial adjudication options, evaluation commitments might be regarded as an alternative that is more serious than community supervision, but less serious than full commitment to a state facility; although an evaluation is not considered a sentence.

Full commitments to IDOC from the Peoria County Juvenile Court from 2001 to 2003 averaged 55.33 commitments per year. During 2004 and 2005, full commitments by the Peoria County Juvenile Court to IDOC averaged 42.5 commitments per year. This statistic corresponds to a reduction of 12.83 full commitments a year (-23.18%). Peoria County Juvenile Court commitments to IDOC for an evaluation averaged 23 commitments per year between 2001 and 2003. During 2004 and 2005, commitments for evaluations averaged 4.00 commitments per year. This corresponds to a reduction of 19 commitments for evaluation per year (-82.61%).

Racial and Gender Demographics of Commitments

The potential impact of the Redeploy Illinois program on the race and gender of commitments to IDOC is illustrated in Figures 7.1 and 7.2. As illustrated in Figure 7.1, overall

decreases in the number of commitments to IDOC have driven overall decreases in both the number of male commitments and the number of female commitments.

Figure 7.1. Number of Commitments to IDOC by Gender – Peoria County.

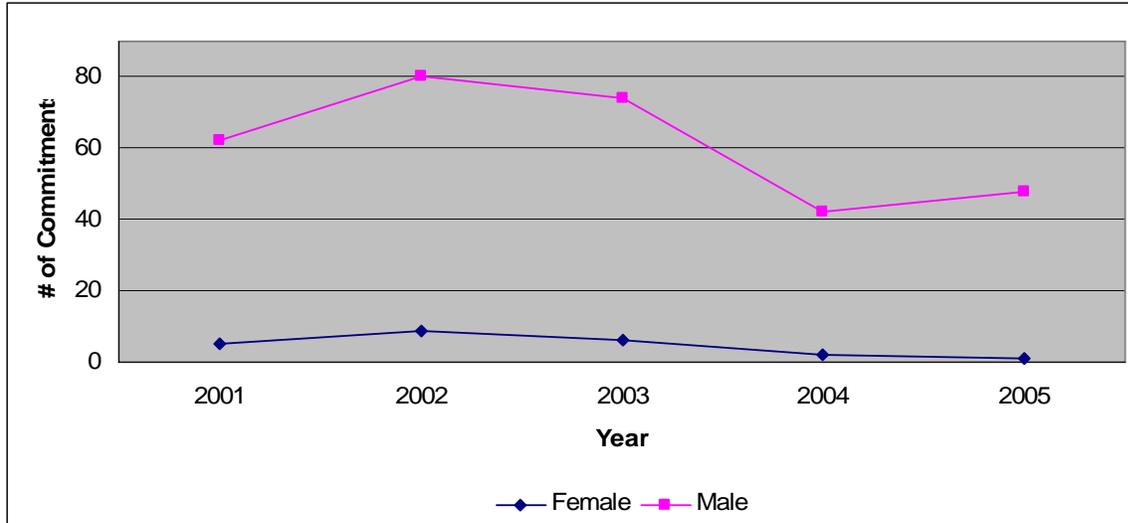
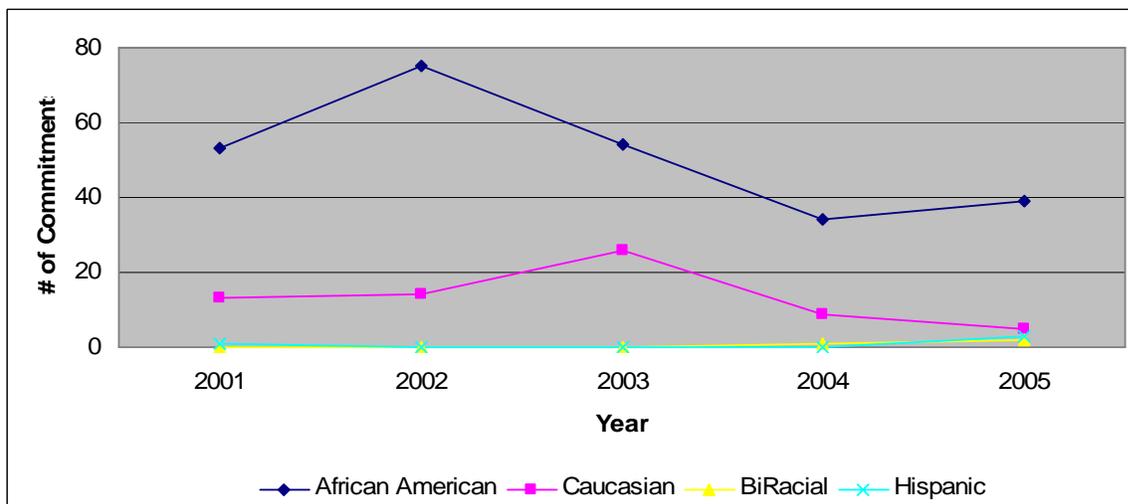


Figure 7.2 demonstrates that the overall commitments of African Americans and Caucasians decreased from 2001 to 2005, whereas, commitment levels of Hispanics and those of two or more races increased. However, in 2005 these two groups comprised a relatively small proportion of overall commitments.

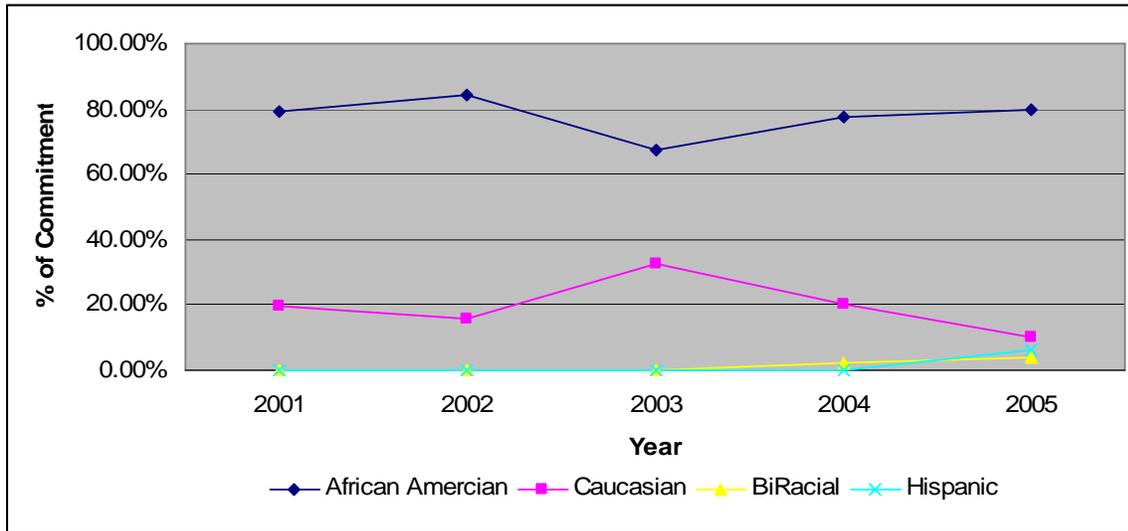
Figure 7.2. Number of Commitments to IDOC by Race – Peoria County.



It is important to recognize that trends in Figure 7.2 are influenced both by the overall number of commitments and the percentage of commitments that is accounted for by a particular group. For example, while the number of African Americans committed decreased from 2003 to

2004 (from 53 to 34), the percentage of overall commitments that are comprised by African American youth actually increased across 2003 to 2004 from 67.5% to 77.3% ($53/78 = 67.5\%$; $34/44 = 77.3\%$). Figure 7.3 illustrates the change in the percentage of commitments across each of the groups for the years 2001 through 2005.

Figure 7.3: Percentage of Commitments to IDOC by Race – Peoria County.



Disproportionate Minority Confinement

To assess the impact of the Redeploy Illinois program on disproportionate minority confinement, we can compare the racial composition of commitments to IDOC in the year before the initiation of the program to the year of the initiation of the program. In Peoria County, program youth were first admitted to the program in June of 2005. Thus, we can assess the impact of the program on minority confinement by contrasting the racial composition of admissions to IDOC in 2004 to the racial composition of admissions in 2005. Figure 7.3 (above) facilitates such a contrast and shows that there were some fluctuations in the composition of the IDOC commitments after the initiation of the Redeploy Illinois program in 2004. These fluctuations followed more pronounced changes from 2002 to 2004.

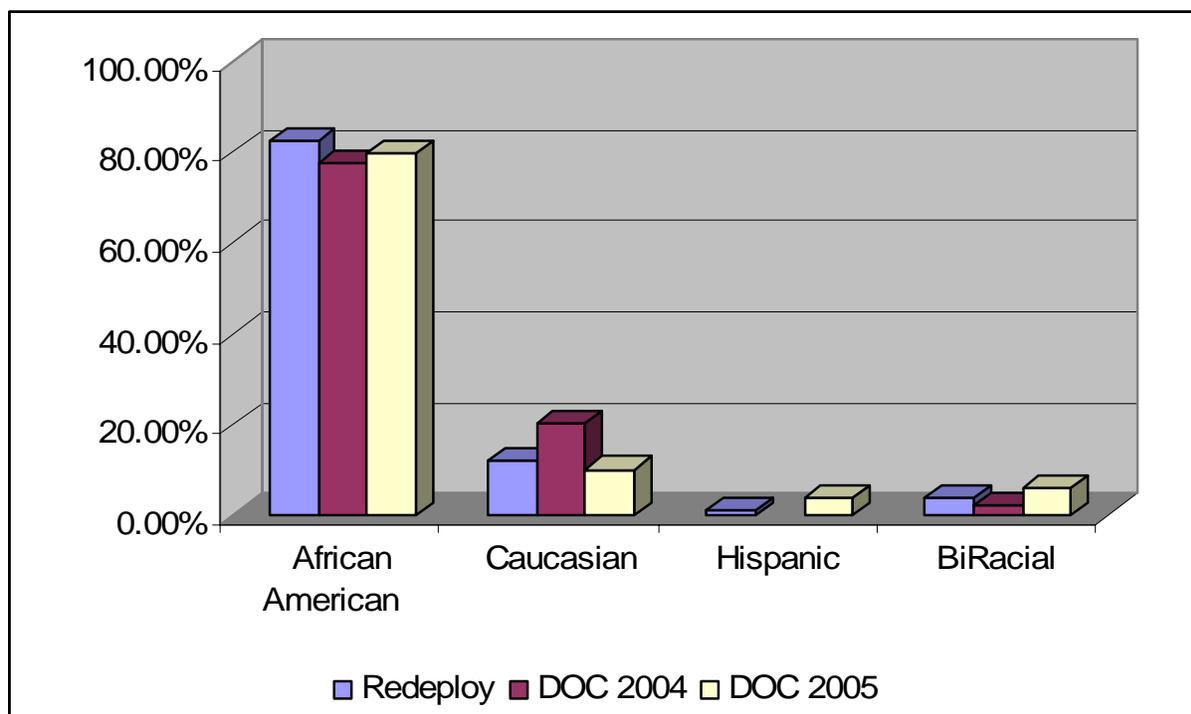
Overall, changes in the racial composition of IDOC commitments include an increase in the percentage of Caucasian commitments from 2002 to 2003, followed by a decrease from 2003 through 2005. Changes also include a decrease in the percentage of African American commitments from 2002 to 2003, followed by an increase from 2003 to 2005. It is worthwhile to note that this increase tapered off after the initiation of the Redeploy Illinois program in Peoria County. Other changes include increases in Biracial and Hispanic IDOC commitments from 2003 to 2005. Despite these increases, the overall percentages of commitments that are from these groups remain very small.

Fluctuation in the racial distribution prior to the initiation of the Redeploy Illinois program suggests that other factors also have an important influence on the racial composition of commitments to IDOC. The racial composition of commitments may be influenced by other

criminal justice system policies, changes in individual behavior, and changing socio-economic conditions. Therefore, the statements regarding the impact of the Redeploy Illinois program on disproportionate minority confinement should be made with caution.

The potential impact of the Redeploy Illinois program on the level of disproportionate minority confinement in IDOC can be further examined by contrasting the racial composition of youth in Redeploy Illinois with the racial composition of youth committed to IDOC in 2004, and the racial composition of youth committed to IDOC in 2005. If Redeploy Illinois is resulting in a reduction in the level of disproportionate minority confinement, we would anticipate that minority youth who would otherwise be incarcerated in IDOC would end up in the Redeploy Illinois program. This diversion of minority youth into the Redeploy Illinois program would increase the number of minority youth in the Redeploy Illinois program relative to IDOC, and we should expect that the percentage of minority youth in Redeploy Illinois program would be higher than the percentage of minority youth committed to IDOC. Figure 7.4 below shows that this is indeed the case.

Figure 7.4: Racial Composition of Redeploy, IDOC 2004, and IDOC 2005 – Peoria County.



The percentage of youth in the Redeploy Illinois program that are African American is greater than the percentage of youth who were commitments to IDOC in 2004 that were African American. This suggests that African American youth who might otherwise be committed to IDOC are instead participating in the Redeploy Illinois program. We can also compare the percentage of commitments to IDOC in 2005 who were African American to the percentage of youth in the Redeploy Illinois program that are African American. Again, the percentage of youth in the Redeploy Illinois program that are African American is greater than the percentage

of youth that were commitments to IDOC in 2005, suggesting African American youth who might otherwise be sent to IDOC are being diverted into the Redeploy Illinois Program.

For Hispanic youth, there were no commitments to IDOC in 2004 and the percentage of commitments to IDOC in 2005 is greater than the percentage of youth participating in the Redeploy Illinois program that are Hispanic. For Biracial youth, the percentage participating in the Redeploy Illinois program is greater than the percentage of commitments to IDOC in 2004 that were Biracial, but less than the percentage of commitments to IDOC in 2005 that were Biracial.

We urge caution when interpreting the above tables and figures. In part, this caution is a function of the results themselves and of the methodology used in this analysis. While the results themselves are suggestive, many of the trends and differences highlighted above are relatively small in magnitude and may be based on real changes that involve a very small number of youth. Further, the Redeploy Illinois Program in Peoria County did not begin admitting youth until June 2005. Therefore the statistics for the year 2005 reflect only six months of program implementation. Finally, and perhaps most importantly, the racial composition of the various groups and the trends across time depicted in the figures above is influenced by the behavior of individuals, changes in socio-environmental conditions and by potentially competing criminal justice system policies. As such, these tables are intended as informative, not definitive.

Technical Violations and IDOC Commitments of the Redeploy Group

In this section we explore the technical violations and IDOC commitments of the Redeploy Illinois youth. The assessment of technical violations is based on a database provided to the evaluators in April 2006. These data include information on technical violations occurring between January 1, 2005 and March 31, 2006 (the date of the last violation in the database). While these data are a rich source of information, it is important to acknowledge that some technical violations may not have been included in the database. Potential omissions include violations occurring on or around 3/31/06 that were not yet entered in the database, and earlier violations omitted from the database.

Among the group of youth assigned to the Redeploy Illinois program since inception (N=82), 27 technical violations were incurred as of March 31, 2006. Of these technical violations, 14 violations occurred after referral into the Redeploy Illinois program. Table 7.2 describes the rationale for each of these violations.

Table 7.2: Technical Violations occurring post Redeploy Illinois referral – Peoria County, June 1, 2005 – March 31, 2006.

Technical Violation Rationale	Frequency
Failure to attend probation appointments and failure to attend treatment	6
Failure to attend probation appointments	2
Failure to attend probation appointments and failure to comply with school rules	1
Run away	3
Failure to complete placement	1
Not specified	1
Total	14

Among the 14 technical violations occurring after referral to the Redeploy Illinois program, approximately 36% (N = 5) were incurred by youth who were referred to Redeploy, but were never enrolled in the Redeploy Illinois program. An additional 14% (N=2) of these violations occurred after referral to the Redeploy Illinois program, but prior to enrollment in the program.

To explore the relationship between probation violations and commitments to IDOC, Table 7.3 presents the number of commitments to IDOC by offense type for the Redeploy Illinois youth and for all youth committed to IDOC occurring during 2004. This assessment is based on data describing commitments to IDOC from Peoria Parole and Probation provided to the evaluators during April 2006. As with the data describing technical violations, it is important to consider the possible limitations of the data when drawing implications based on these results. In Table 7.3, the Redeploy category includes all youth referred to Redeploy Illinois who were committed to IDOC after their referral date. The IDOC category includes all youth committed to IDOC from Peoria County in 2004.

Table 7.3: Number of Commitments by Offense Type – Peoria County, June 1, 2005 – March 31, 2006.

Offense Type	Redeploy	IDOC 2004
Property	2	11
Person	2	4
Sex		2
VOP Property Offense		7
VOP Person Offense		1
VOP Drug Offense	1	2
VOP Weapon Offense	1	1
VOP Obstruction of Justice	1	
VOP Technical	6	16
Total	13	44

Table 7.3 demonstrates that there were a total of 13 commitments among those youth referred to the Redeploy Illinois program. In contrast, there were a total of 44 commitments to IDOC during 2004. Comparisons between the two groups of youth included in Table 8.3 regarding the frequency of commitments should be made with caution. The group eligible for commitment to IDOC during 2004 is much larger than the Redeploy Illinois group. The IDOC 2004 group was also at risk for commitment for a longer period of time. To a certain extent, we may address these differences by exploring the percentage of commitments for which each offense type category accounted. This type of exploration standardizes the number of commitments by dividing the number of commitments in a given category by the overall number of commitments for the group.

The percentage of commitments by category for the Redeploy Illinois group and the IDOC 2004 group is presented in Table 7.4. To illustrate, consider commitments for property offenses among the Redeploy Illinois youth group. Among these youth, commitments for property offenses account for approximately 15% ($3/23 = 15.38\%$) of all commitments.

Table 7.4: Percentage of Commitments by Offense Type, Redeploy and IDOC 2004 – Peoria County, June 1 2005 – March 31, 2006.

Offense Type	Redeploy	IDOC 2004
Property	15%	25%
Person	15%	9%
Sex		5%
VOP Property Offense		16%
VOP Person Offense		2%
VOP Drug Offense	8%	5%
VOP Weapon Offense	8%	2%
VOP Obstruction of Justice	8%	
VOP Technical	46%	36%

Contrasting the percentage of commitments by offense type suggests that differences exist in the types of offenses for which the two groups of youth are committed to IDOC. The largest differences between the groups are for property offenses, violation of probation (VOP) for a property offense, and a technical VOP. Allowing that there is considerable overlap between IDOC commitment for property offenses and IDOC commitment for VOP property offenses, it appears that the Redeploy Illinois program limits the percentage of offenders committed to IDOC for property offenses. The percentage of IDOC commitments from Redeploy Illinois youth for property offenses is 15%, while the percentage of IDOC commitments in 2004 for property offenses is 25%. Similarly, there are no commitments from Redeploy Illinois youth for VOP property offenses, while IDOC commitments in 2004 for VOP property offenses is 16%. In contrast, a higher percentage of Redeploy Illinois youth are sent to IDOC for VOP technical offenses (46%), while a lower percentage of 2004 IDOC youth incurred technical violations (36%).

In Tables 7.3 and 7.4 above, the Redeploy Illinois group includes all youth with a referral to the Redeploy Illinois program. This group includes youth who were referred and subsequently admitted to CHAIL, and youth who were referred but were not admitted to CHAIL. In Table 7.5, we separate out these two groups.

Table 7.5 shows that youth committed for technical violations comprise a particularly large percentage of all commitments for youth who were referred to, but not enrolled in, the Redeploy Illinois program. This result is consistent with the possibility that failure to successfully enroll in Redeploy Illinois can lead to an increased risk for technical violation. If all youth participating in the Redeploy Illinois program have been diverted from IDOC, this increased risk is not necessarily problematic, as all youth in the program would have otherwise been in IDOC. However, if Redeploy Illinois is used also in part as a prevention program designed to prevent behavior that would lead to commitment to IDOC, all youth in the program

would not otherwise be in IDOC and increased risk for technical violations may countervail reductions in commitments to IDOC that would otherwise be realized.

Table 7.5. Percentage of Commitments by Offense Type after Referral to Redeploy, Redeploy Admitted to CHAIL and Redeploy not Admitted to CHAIL, June 1 2005 – March 31, 2006.

Offense Type	Admitted	Not Admitted
Property	12.5%	20%
Person	25.0%	
VOP Drug Offense		20%
VOP Weapon Offense	12.5%	
VOP Obstruction of Justice	12.5%	
VOP Technical	37.5%	60%
Total Commitments in Each Group	8	5

The need to use caution when basing policy inference on results presented in the above tables cannot be overstated. To illustrate, when comparing the two groups included in Tables 7.4 and 7.5, it is important to realize that the percentages from the Redeploy Illinois youth are based on only thirteen cases. Therefore, these percentages are heavily influenced by the behavior of single individuals. Consider the VOP drug offense category and contrast the 8% in Table 7.4 with the figures in Table 7.5. The figures in Table 7.4 show that the 8% in the VOP drug offense category is comprised of a single individual. Nonetheless, the above information is important and can help to contextualize the functioning of the Redeploy Illinois program to date. Strong conclusions require additional data collection over a more extended period of time than allotted by this evaluation period.

Section VIII: Program History and Development - Redeploy Illinois, St. Clair County

The development of the Redeploy Illinois program in St. Clair has been supported by a number of agencies and task forces that are part of the St. Clair County Youth Coalition (SCCYC). Currently, the SCCYC includes committee members who represent over 100 community stakeholders and youth service providers. The mission of the coalition is to develop a seamless service delivery system for youth and their families, while also seeking to integrate juvenile justice, education, vocational, behavioral health and family support systems. As part of this mission, the SCCYC's Prevention Policy Board oversees a number of interrelated juvenile justice initiatives through its Juvenile Justice Committee, one of which includes the Redeploy Illinois program.

Coinciding with the implementation phase of the Redeploy Illinois program in St. Clair County, the Illinois Criminal Justice Information Authority contracted with independent evaluators from Southern Illinois University Carbondale to document and assess the program's development and implementation as well as engage in a preliminary outcomes assessment to the extent that the data allow in these early stages of the St. Clair County Redeploy Illinois program. As part of the process evaluation, researchers engaged in qualitative interviews that aimed to understand the background and development of the program. A number of individuals who were responsible in assisting with the development of the successful program proposal and in the ongoing implementation of the program in St. Clair County were identified with the assistance of ICJIA and St. Clair County site personnel. Semi-structured interviews were completed with key personnel from the Children's Home and Aid Society of Illinois and the St. Clair County Youth Coalition.

Through these interviews and with additional follow up contacts with some individuals and a documents analysis, evaluators ascertained the following description of the project design and implementation phases accomplished to date including the development of agreements, collaborations, obstacles in program development, evolution of program goals, and milestones achieved.

Proposal Development and Content

The SCCYC has existed for several years actively seeking to fill gaps in the juvenile justice system especially for the needs of medium and high risk youth. In the group's consideration of the call for participation in the Redeploy Illinois pilot program, the group recognized that while a continuum of community based services was already available in the St. Clair County community, additional resources were needed to assist system involved youth in connecting with these services. That is, the SCCYC identified an important gap in the juvenile justice system as the linkage of delinquent youth and their families with the numerous services that were in existence in the community.

With cooperation between the SCCYC's Prevention Policy Board, various juvenile justice stakeholders, community stakeholders, and service providers, St. Clair County successfully responded to the Illinois Department of Human Services Division of Community Health and Prevention (DHS) Request for Proposals as a pilot site to implement and operate the

Redeploy Illinois program in St. Clair County. The Children's Home and Aid Society of Illinois (CHASI) was one of the service providers that worked closely with SCCYC during the proposal development and application process. Upon receiving the grant, CHASI was selected to provide oversight of the program services implementation of the Redeploy Illinois program; the Prevention Policy Board of the St. Clair County Youth Coalition remains as the oversight board for the project. During the proposal development, various stakeholders met generally once a week to develop the proposal. The existing history of the stakeholders working together and the high level of contact between these various stakeholders representing multiple groups was identified in interviews as a primary contributing factor and even noted as "pivotal" to developing clear goals and an understanding between participating stakeholders when the group proposal was in the development stages.

The stakeholders viewed The Redeploy Illinois pilot program as an important opportunity to provide improved case management by ensuring court involved youth received enhanced access to community resources. The primary goal of the site's program that was initially identified in group discussions and subsequently documented in the site's proposal was to:

...combine intensive monitoring, case management and evidence based programming [through] linkages with existing services including mental health, substance abuse and vocational services while new evidence-based services [are expanded and implemented].

To accomplish this goal, the site's proposal sought funding to provide a variety of resources. Specifically, the budget included a subcontract with Children's Home and Aid Society of Illinois (CHASI) to oversee program delivery and implementation including the provision of an increased level of supervision and monitoring of youth in the program as compared to supervision levels received by youth on regular probation caseloads in St. Clair County. Within CHASI, the Redeploy Illinois program funding supports 3 case supervisor positions, a .5 FTE Outreach Worker position to provide Multisystemic Therapy (MST), and a small portion of time for the following positions: Senior VP, MST supervisor, clerical services and office manager services. Associated costs with this subcontract included salary and benefits, travel, limited training, as well as equipment and supply costs. In Spring 2006, funds were subsequently shifted to support a case manager position from within the existing budget.

As part of their program implementation oversight, CHASI developed an additional subcontract with a service provider in St. Clair County to expand the service level of evidence based programs that already existed. This expansion facilitated an increased number of youth eligible for receipt of these services. Other service providers already working with CHASI through other funding mechanisms also provided letters of commitment for service provision. Service providers committed to offer the following programs: Functional Family Therapy (FFT) and Multisystemic Therapy (MST) and Aggression Replacement Training (ART). The proposal suggested that the funding requested would allow for an additional 16 FFT spaces, 18 MST (7 by CHASI) spaces, and 10 ART spaces for youth.

The Lessie Bates Davis Neighborhood House (Neighborhood House) committed to provide community based treatment for program participants and their families, as well as work with CHASI in developing and implementing other aspects of the program as needed. Initially,

St. Clair County planned to work with Neighborhood House to budget funding for a .5 FTE Restorative Justice Coordinator who would have been responsible for recruiting faith based volunteers and facilitating family conferencing. Subsequently, rebudgeting that was required did not allow for the development of this position though this link remains a desired goal of the site. Other specific youth based services contracted with Neighborhood House include youth development services such as Life Skills, Training, Mentoring, Recreational and Sports Activities and Cultural Arts. Family support services that are available through the Neighborhood House are Comprehensive Emergency Assistance, Family Counseling and Advocacy, and Information and Referral Services.

CHASI also maintains existing working relationships with a number of other service providers and community groups. Although specific subcontracts were not developed with each of these providers/ groups, CHASI agreed to oversee the delivery of services through these relationships with funding allocated as necessary. Specific services funded through the Redeploy Illinois program included youth counseling, psychological evaluations, substance abuse evaluations/ drug screens, electronic monitoring, emergency youth shelter, therapeutic recreational services and tutoring services. An example of this linkage is CHASI's work with Kid's Hope United (KHU) which provides Multisystemic Therapy (MST). Through funding from the County Mental Health Board, Functional Family Therapy (FFT) is also available through KHU for youth referred by the probation department and funded by Title II services. Funding provided by the Redeploy Illinois program allows for additional MST treatment spaces within KHU.

Other groups who committed to work with CHASI in service provision on an as needed basis include Cahokia Park United Methodist Church, Catholic Children's Home who provide emergency placement services in their group home, Comprehensive Mental Health Center of St. Clair County, Inc. and Chestnut Health Systems who provide mental health services including children and adolescent psychiatric and counseling services, TASC and Gateway Foundation who provides substance abuse evaluations and treatment services, Mid America Workforce Investment Board who provides employment assistance, and the YMCA who provides therapeutic recreational activities.

Finally, the SCCYC developed a court community liaison position that assists youth as a transitional link to the Redeploy Illinois program so that the youth are provided with immediate and ongoing access to services. The value of the court community liaison position was underscored throughout the proposal and within the interviews with stakeholders. The liaison position, funded entirely through the Redeploy Illinois program funding, allows for an immediate response to the youth and their family upon the youth's initial contact with the court at the summons hearing. This position further allows for an immediate linkage with services evident upon the liaison's initial assessment of the youth. The specific role and duties of the court community liaison will be further discussed in a subsequent section.

Collaboration and Challenges in Program Development

As a result of the existing working relationship between SCCYC and CHASI, key stakeholders who were required to support the program were already involved in the project

when the Redeploy Illinois contract was awarded. The importance of this existing working relationship can not be underestimated in a large scale program. Stakeholders in the project were already familiar with each other's capacity and the individuals involved in each constituency. Although challenges to secure the continued engagement of all stakeholders in the development of the Redeploy Illinois program were presented at various points in time, the majority of the stakeholders viewed the development phase as a relatively smooth process.

Individuals interviewed as part of this process evaluation noted that there were a limited number of the challenges experienced in the development stage. For the benefit of future site development and an identification of lessons learned, the limited number of challenges that were experienced will be discussed herein:

The first challenge experienced by the group was related to the language in the Request for Proposals (RFP) for Redeploy Illinois pilot sites, which explained the initiative. Specifically, stakeholders in the St. Clair County working group were unclear at the time of proposal development and during initial phases of program implementation that only juveniles adjudicated for Class X, forcible felonies were excluded from participating in the Redeploy Illinois program. The group interpreted the Redeploy Illinois program criteria as excluding all Class X felonies and all forcible felonies and therefore only applying to non-violent offenders. Throughout discussions for the development of the site's proposal and in their efforts to gain support from various constituencies, group members acted with the understanding that Class X offenders and all violent offenders (i.e., youth charged with forcible felonies) would not be eligible for the community based program.

The impact of this misunderstanding had a number of ramifications. First, in calculating the estimates for IDOC placement reduction, the group was working with inaccurate statistical information and developed estimates that excluded all Class X offenders and all violent offenders (i.e., forcible felonies) and therefore had a different understanding of reduction in placements that would be required as a part of the program. Second, the Prosecutor's Office worked under the above assumptions during the initial stages of program implementation and as a result did not refer youth with forcible felonies for Redeploy Illinois program assessment. Finally, constituents and stakeholders of the group who provided their support for Redeploy Illinois were doing so under inaccurate pretenses and were subsequently reluctant to support the program when the program eligibility criteria were clarified.

Clarification about the program requirements and associated eligibility criteria raised a number of issues as noted which were all eventually resolved. In an agreement reached between the State of Illinois Department of Human Services (DHS) and the members of the St. Clair County Redeploy Illinois site in January 2006, the baseline commitment levels for St. Clair County utilized in determining the actual reduction in commitments is based on the 2004 IDOC commitment data (i.e., 90 commitments) as opposed to the average of the three years prior to the onset of the program as outlined in the initial Request for Proposal. The mandated 25% reduction of this baseline means that the site aims to commit no more than 68 youth to the Illinois Department of Corrections in order to avoid the penalty associated with the program's funding incentives. Further, renewed support was gained from each agency who initially agreed to support the program.

A second issue that was raised by stakeholders during interviews about the program development was the observation that the working group was challenged at times as a result of differences in verbiage or linguistic nuances that existed. These challenges were attributed to the large number of agencies represented in the program and myriad of perspectives and constituencies that are represented by these agencies. Participating group members found that at times discussing various issues became unnecessarily challenging as a result of these differences in language or perspectives. Once the differences were recognized and acknowledged, the development and communication process improved between the stakeholders.

Third, the stakeholders interviewed noted that one of the most time consuming issues during the development stage and with the initial program implementation was the cultural shift required within each agency, their staff members and their constituents with a program such as Redeploy Illinois. While support was strong within the members of the working group, external constituents to whom group members reported or were responsible as well as their staff members who were affected by the goals of the program were not always as easily persuaded. An enthusiastic working group with a history of working together was identified as a factor that contributed to the strength of the Redeploy Illinois program development despite these obstacles.

A final issue concerning stakeholders during the development phase and continues to concern the working group is related to the existence of a population of youth that is relatively unrecognized within the justice system but could comprise participants in the Redeploy Illinois program. Stakeholders noted that a high number of youth have mental health issues, approximating 75% of the population, along with an additional 72% that have drug and alcohol issues. A high number of developmentally disabled juveniles with low IQs also exist within their juvenile delinquent population, nearing 25% of the population, or are described as having dual or multiple diagnosed disorders. Youth who are dual/multiple diagnosed have mental health issues and/ or developmental delays and/ or alcohol and drug problems. Furthermore, Stakeholders noted that many of these youth have been passed along in schools and are only finding out now, as a result of their involvement in the juvenile justice system, that in some cases they are classified as mentally disabled.

Currently, a severe lack of resources specific to this population is bolstered by a lack of a structure for working with a low functioning population. When asked about the school's perspective and resources as a possible outlet or provider for aiding these youth, caseworkers opined that schools do not have the appropriate resources for these youth either and are not equipped to deal with this special population any more or less than they. As a result of their lack of resources and preparedness, the interviewees noted the schools in St. Clair County have a zero tolerance attitude towards these youth regarding delinquent behavior, which has in turn resulted in a lack of support for the Redeploy Illinois program.

Stakeholders felt that funding and services for further testing of these special needs youth should be a priority in a community based program such as Redeploy Illinois. It is also important to work toward gaining support from the schools in the county; however, the unique structure of the St. Clair County school system presents an added challenge. The school system structure is such that a large number of townships (n=22) exist within the 4 school districts, each of which

has their own administrators. This structure creates an added layer of complexity in gaining programmatic support. Further, stakeholders were concerned that the issue of they dual/multiple diagnosed youth for whom they feel ill-equipped to manage may become adversarial if judicial decisions of Redeploy Illinois referrals for this population become mandatory until the lack of community based services is rectified and community support is improved.

Related to this last concern, it was evident from discussions with stakeholders that increased efforts for public awareness is needed for the Redeploy Illinois program. This awareness is specific to additional constituencies possibly extending to the general citizenry and could include increasing the level of knowledge available to the school groups noted earlier and elected officials to encourage their support of the Redeploy Illinois program. Through increased awareness and support, it may be possible to develop additional resources, funding streams, and services beyond those supported through state funding to alleviate the concerns related to this special population. One specific desire of the program is to develop community members who are willing to mentor the Redeploy Illinois youth. Program staff members are aiming to cultivate interest through faith based organizations and other outlets to develop adult mentors who would be immediately available when a youth was accepted into the program. These youth are generally too old to qualify for other mentorship programs such as Big Brothers/ Big Sisters and face long wait lists through other indirect avenues. Additional program awareness and public support for the program may lead to an increased availability of mentors for these youth.

Program Evolution and Milestones Achieved

A number of key implementation milestones in the St. Clair County program were immediately achieved upon receipt of the contract regarding staffing of key positions and development of contracts with appropriate services providers as discussed earlier. CHASI has been contracted to provide oversight of the implementation and monitoring of service delivery. In turn, they have developed a subcontract with the Lessie Bates Davis Neighborhood House to provide additional services. Further, they ensure that appropriate services are delivered to youth by other service providers or community groups on an as needed basis.

Finally, through their subcontracts CHASI immediately fulfilled the court community liaison position. One of the primary and pivotal resources acquired through the Redeploy Illinois funding was the community court liaison position. The primary responsibility of this position included the completion of an initial assessment on selected juvenile delinquent cases referred and processed in St. Clair County who are viewed as high risk youth, which approximates about one third of the total juvenile population. Additional positions developed through the contractual relationship between the County and CHASI were case manager positions within CHASI, which focused on providing Redeploy Intensive services to those youth who were referred into the Redeploy Illinois program. The celerity of contract development and position fulfillment allowed for full program implementation at the earliest date of the program period.

Program evolution has occurred on a limited basis since the onset of the program as necessary. One area of evolution is the definition of a “Redeploy youth” and who is considered to be “served” by the Redeploy Illinois program. As will be described in greater detail in the subsequent section, the key role of the court community liaison is to engage in an initial

assessment of all youth referred for program consideration. Initially, the St. Clair County site considered all youth contacted by the court community liaison as a Redeploy Illinois youth even though the youth only received limited referral for services and no further assessment or monitoring. As the program evolved it became more evident that two groups were being served by Redeploy Illinois funding – youth receiving initial assessment and youth receiving full assessment and subsequent monitoring. It is this latter group of youth who are now designated as Redeploy Illinois program participants.

Existing Challenges within the Redeploy Population

Through interviews with stakeholders a limited number of challenges specific to the Redeploy Illinois program participants were identified. Staff members who have direct contact with youth during the assessment phase of the program acknowledged that many of the youth encountered are first time offenders. As a result of this status, it was the staff members' experience that the family often denies that any type of significant problem with the youth exists. The family's categorization of the circumstance as an abhorrent condition leads the family to assume a protective stance on behalf of the youth and against any court related personnel. The family often associates the court community liaison position as court personnel and may view that position in a relatively negative light rather than as an asset.

The difficulty with the negative interpretation of the court community liaison position is that the family is not forthcoming with information to the liaison. The family often will act as an obstacle when the liaison attempts to identify the needs of the juveniles which may impede the youth and family's linkage to services. That is, parents are unwilling to discuss risk factors of the youth and instead attempt to provide the most positive perspective. The family's perspective is that if they identify the youth as having difficulties, the court will hold it against the youth during the processing of their case.

The court community liaison has found that holding an office within the probation department and having a positive working relationship with probation officers has been helpful in counteracting this obstacle in cases it arises. Probation officers are able to provide informal feedback on system involved youth or their families that lead to a more complete understanding of the youth's background and aids in provision of service linkages.

A second challenge that is not unique to the Redeploy Illinois program is that staff members feel that while services provided to the youth and additional monitoring provided through the program may be helpful, many of the youth lack basic parental supervision. As a result, the program staff members observe youth continue to be involved in problem behavior when they might have otherwise conformed as a result of enhanced services. Maximization of family involvement at every opportunity and mentoring by alternative adult figures may improve this obstacle for the youth; however, this is a challenge that is not easily overcome with the juvenile delinquent population in general.

A final challenge within the Redeploy Illinois program that is developing is the need for a more detail assessment tool that would be available during the initial assessment of the youth. Currently, Youth Assessment and Screening Instrument (YASI) scores are utilized as a risk

assessment tool; however, program personnel thought that utilizing an instrument that incorporated additional needs assessment in the following areas would provide a more complete snapshot of the youth at this stage of assessment:

- School information
- Runaway history
- Parental drug history
- Parent and child mental health needs
- DCFS involvement
- Transportation issues
- Quality of family relationships

The a priori availability of this information or the collection of this information during the initial assessment phase would improve the ability of the court community liaison to refer youth into the Redeploy Illinois program as well as enhance immediate linkages with service providers.

Section IX: Redeploy Illinois Program Implementation - St. Clair County

The St. Clair County Redeploy Illinois program officially began July 1, 2005 although a small number of cases were accepted during the initial stages of program development between April and July 2005. This assessment will focus only on those cases included in the Redeploy Illinois program as of the official start date of July 1, 2005 when the program was fully implemented through the most recent data available at the time of this report. The last date for the most recent data examined may vary depending upon the measure assessed. This section of the report reviews the Redeploy Illinois program as implemented in St. Clair County from a case flow perspective. A subsequent section describes the youth referred into the Redeploy program as well as the specific services received by these youth.

The initial stage of youth involvement with Redeploy Illinois begins with a youth's referral for consideration as a Redeploy Illinois program participant. A referral for Redeploy Illinois evaluation may come from multiple sources. For a youth to be eligible for the intensive services provided through the Redeploy Illinois program, the referral must be initiated in either the Prosecutor's Office, Public Defender's Office or by the St. Clair County Juvenile Court Judge. A referral will be made from these offices when a youth is being processed for a new crime or petition to revoke probation that could result in out of home placement in an IDOC facility. Referrals from these offices are presented during court proceedings as placement in the program for youth who are appropriate must be executed through a court order.

A referral may also come from other advocacy groups or agencies including the probation department. These youth are referred to the program primarily because their current needs are not being met. Youth not referred during court proceedings (post adjudication) are not eligible for the intensive Redeploy Illinois services but may receive initial assessment and service linkages through the court community liaison. Thus, two groups of youth are developed through this referral process, youth who receive court ordered referrals and youth who receive non-court ordered referrals. Both sets of referrals are made directly to the court community liaison who acts as the next point of contact in the Redeploy Illinois program for each youth.

Upon the receiving a court ordered referral for the youth, the court community liaison attends the youth's court hearing on summons day (prior to disposition of the youth). On the day of the summons hearing, the liaison attempts to make individual contact with both the youth and when possible the youth's family. The primary purpose of this initial contact is to provide the liaison with the opportunity to complete a brief screening or assessment of that youth which will determine the youth's appropriateness for the Redeploy Illinois program. As part of this screening, the liaison will review the file of the youth coming into court and assess the youth's level of risk and protective factors and their need for services.

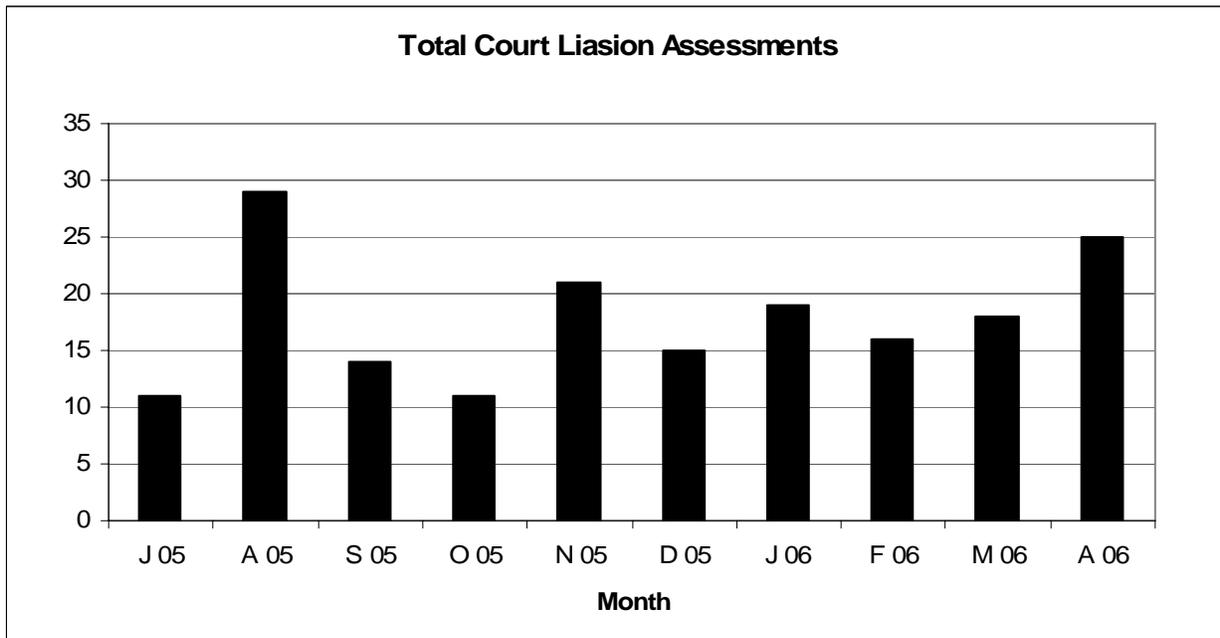
Youth who receive non-court ordered referrals are also contacted by the court community liaison and assessed for service in the same manner; however, they are not considered for the program and only assessed with service linkages as the primary goal. Generally, the non court ordered youth do not have a completed YASI on file unless they are on probation or previously involved in the system.

Between July 2005 and May 5, 2006, the court community liaison for the St. Clair County Redeploy Illinois program has assessed approximately 137 juveniles (including both court and non court ordered referrals) according to the Redeploy Illinois program criteria and their level of needs for program inclusion. According to Public Act 093-0641, for a youth to receive Redeploy Illinois services in St. Clair County the following criteria needed to apply:

- Ages 13 to 17 years old
- At least one prior delinquent offense
- A YASI score of medium or high risk
- Not charged with a Class X, forcible felony or first degree murder
- Priority is given to DCFS Wards
- The youth would otherwise be committed to DOC (court ordered program referral)

It is important to also note that the youth and their families must be willing to participate in the Redeploy Illinois program. To date, a limited number of youth have declined the opportunity to participate in the program or refused to participate in various aspects of the program such as counseling, which makes them ineligible for the program.

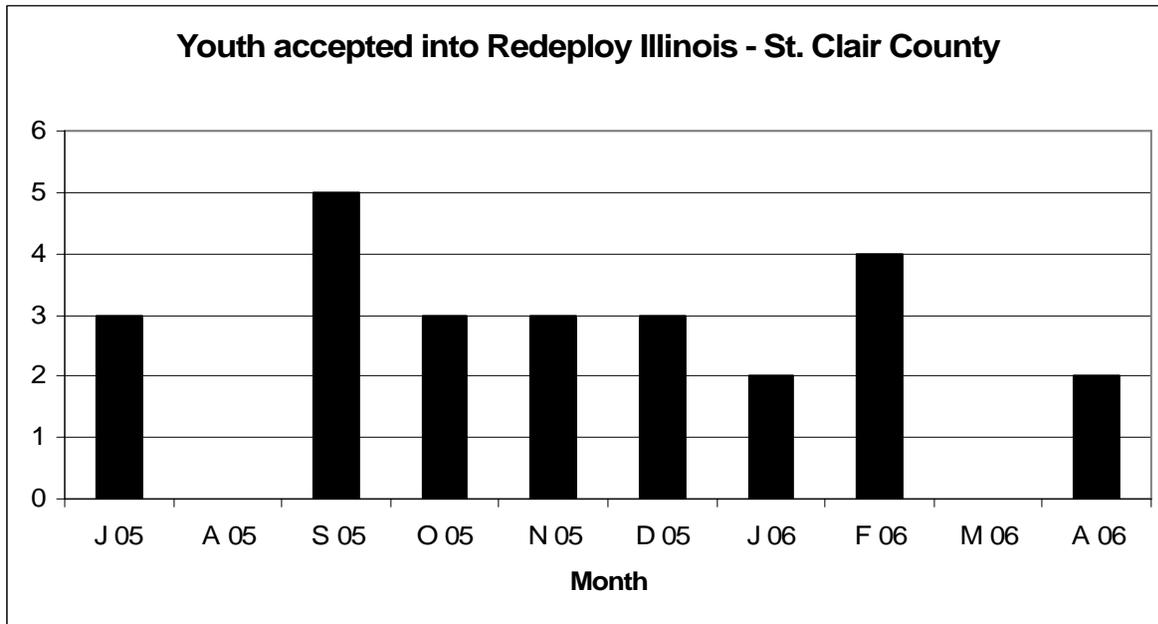
Figure 9.1: Court liaison assessments for Redeploy Illinois, St. Clair County: July 1, 2005 - April 30, 2006.



Of the 137 youth assessed for the Redeploy Illinois program, approximately 25% met the criteria and were referred for Redeploy Illinois intensive services, which include additional screening services. An additional 50% of the youth received referrals or linkages with other type of community based services through the court community liaison, but did not meet the program criteria including referral source and therefore were not referred to the Redeploy program. As demonstrated in Figure 9.2, youth referred and accepted into Redeploy Illinois have varied over

time ranging from no referrals in August 2005 to five youth in September 2005¹. Overall, a small but consistent number of youth are referred into the Redeploy Illinois program on an ongoing basis.

Figure 9.2: Youth accepted into Redeploy Illinois – St. Clair County, July 1, 2005 - April 30, 2006.



As a result of this method of screening youth for the Redeploy Illinois program, the benefit of the court community liaison position is not limited to those youth referred through a court ordered referral and those deemed eligible for the Redeploy Illinois program, but instead extends to a much larger pool of youth. Recall that even those youth who are not deemed suitable for inclusion in Redeploy Illinois and those referred through other sources may receive a lesser level of linkages with services from the liaison despite their failure to meet program criteria. This benefit provided should not go unrecognized as an added benefit of the court community liaison position funded by the Redeploy Illinois program.

In focusing more specifically on youth referred into the Redeploy Illinois program, after the initial assessment is conducted by the court community liaison, these youth are referred to Redeploy Illinois caseworkers for additional assessment services that are significantly more in-depth. All youth who are to be sentenced by the juvenile court have a mandated 30 day assessment period. It is during this period that the additional in-depth assessment for services is completed through the Redeploy Illinois program.

The initial assessment completed by the court community liaison for each youth who is deemed eligible and appropriate for the Redeploy Illinois program is provided to the case

¹ A total of 33 youth have been accepted as part of the program; seven youth were accepted prior to the official program start date of July 2005.

manager of CHASI within 24 hours of its completion. The case manager of CHASI assigns the Redeploy Illinois youth to one of three specialized CHASI caseworkers who will meet with the juvenile within 24 hours of assignment or may also assess and supervise the youth themselves. The youth is usually matched to the specialized caseworker based on a series of compatibility characteristics including gender, personality, history etc. Each CHASI caseworker has a caseload of 8 youth; the case manager also has a caseload of 8 youth. Generally, during this period the youth is remanded to custody and held in the St. Clair County Detention Center.

The role of the specialized caseworkers in the assessment process is to complete a CHASI Intake packet that includes documenting a full social/ family history of the youth for presentation to the court (See Appendix for associated instruments completed). The caseworker will communicate with various service providers including hospitals, counselors, and schools to gather data and records on the youth. Assessment materials may include documents such as notes from the initial contact with families, referral forms, YASI scores from probation, existing case notes, and other relevant documentation. It is usually the situation that the caseworker travels to each service agency to pick up records that enable a comprehensive, holistic view of the family in order for the most expeditious and comprehensive review to occur. Within a 2 week window, caseworkers will complete this data collection and develop a case plan for the youth. The amount of information available on each youth varies with the youth's prior level of involvement in services. Redeploy Illinois funding also provides a full psychological assessment of each youth that is completed by a qualified psychologist with the youth while they are detained at the St. Clair County Juvenile Detention Center.

Two weeks after the youth has been assigned to a caseworker and subsequent to the completion of the full assessment of the youth, a general staffing is held to discuss the youth and the case plan developed by the CHASI caseworker. The timing of this staffing also coincides with a 2 week window prior to the youth's follow up court hearing for sentencing. The case staffing is usually attended by caseworkers, relevant service providers as needed, the youth's family, the youth and any other relevant persons. During the staffing, the various parties finalize and agree upon a contract that addresses the following areas: legal, school/ vocation needs, emotional/ psychological needs, health, and recreation areas. Specific services are provided as part of the supervision plan and the plans are tailored to the individual needs of the youth. This full assessment of the youth and the associated case plan is submitted to the judge prior to sentencing of the youth (See Appendix for an example of a completed youth assessment). If the judge concurs with the assessment, he/she will order the youth to participate in the Redeploy Illinois program during their adjudication hearing. The youth is then assigned to probation but participates in the Redeploy Illinois program as a condition of their probation.

During the youth's participation in the Redeploy Illinois program, the youth is expected to adhere to the case plan, which may be adjusted including the addition of services during the supervision period as well as report to their probation officer on a regular basis. The bulk of supervision and contact with the youth is maintained by the CHASI caseworker who is expected to have a high level of contact with the youth and monitor the receipt of and linkage with the assigned services and additional services on an as needed basis. The CHASI caseworker will also frequently communicate with the St. Clair County probation officer who maintains formal supervision of the youth and meets with the youth periodically. Within the St. Clair County

Probation Department, one specific probation officer supervises all Redeploy Illinois youth, which aids in facilitating the program goals and communication between CHASI and the probation department.

Figure 9.3 depicts the flow of a youth from referral through the Redeploy Illinois program described above.

Characteristics of Redeploy Illinois Youth

As noted earlier between July 2005 and May 5, 2006, the court community liaison for the Redeploy Illinois program has assessed approximately 137 juveniles who have been referred into the juvenile justice system as noted earlier. Of these 137 cases, approximately 25% (n=37) of the youth have been referred into Redeploy Illinois intensive services. An additional 50% of the youth received linkages with other types of community based services to a lesser extent but are not considered part of the Redeploy Illinois program of youth who receive intensive case management services. Thus, two groups of youth benefit from the implementation of the Redeploy Illinois program. The first group is comprised of those youth who are not assessed into the Redeploy Illinois program, but instead are most often encompassed on a regular probation caseload. Though not in the program, these youth receive additional linkages with resources by virtue of the initial assessment by the court community liaison, which would otherwise not have been received.

The second group is comprised of youth who receive a court ordered referral, an initial assessment by the community court liaison, and are deemed suitable for the Redeploy Illinois program. These youth receive full services including intensive case management which result in additional linkages with services. It is this latter group that this report and St. Clair County defines as Redeploy Illinois program youth.

The Court Community liaison regularly collects data on the youth referred into the Redeploy Illinois program including background characteristics, offense type and risk scores. A summary of these data is display in Table 9.1. As illustrated in the table, the typical youth who receives intensive case management through the Redeploy Illinois program is a male, approximately fifteen years of age and resides in either the Belleville, IL or East St. Louis area. Both African American and Caucasian youth are almost equally represented in the program. Slightly more youth who are charged with a person or violent offense are included as compared to youth charged with a property offense.

Figure 9.3: Flow Chart for Redeploy Illinois – St. Clair County

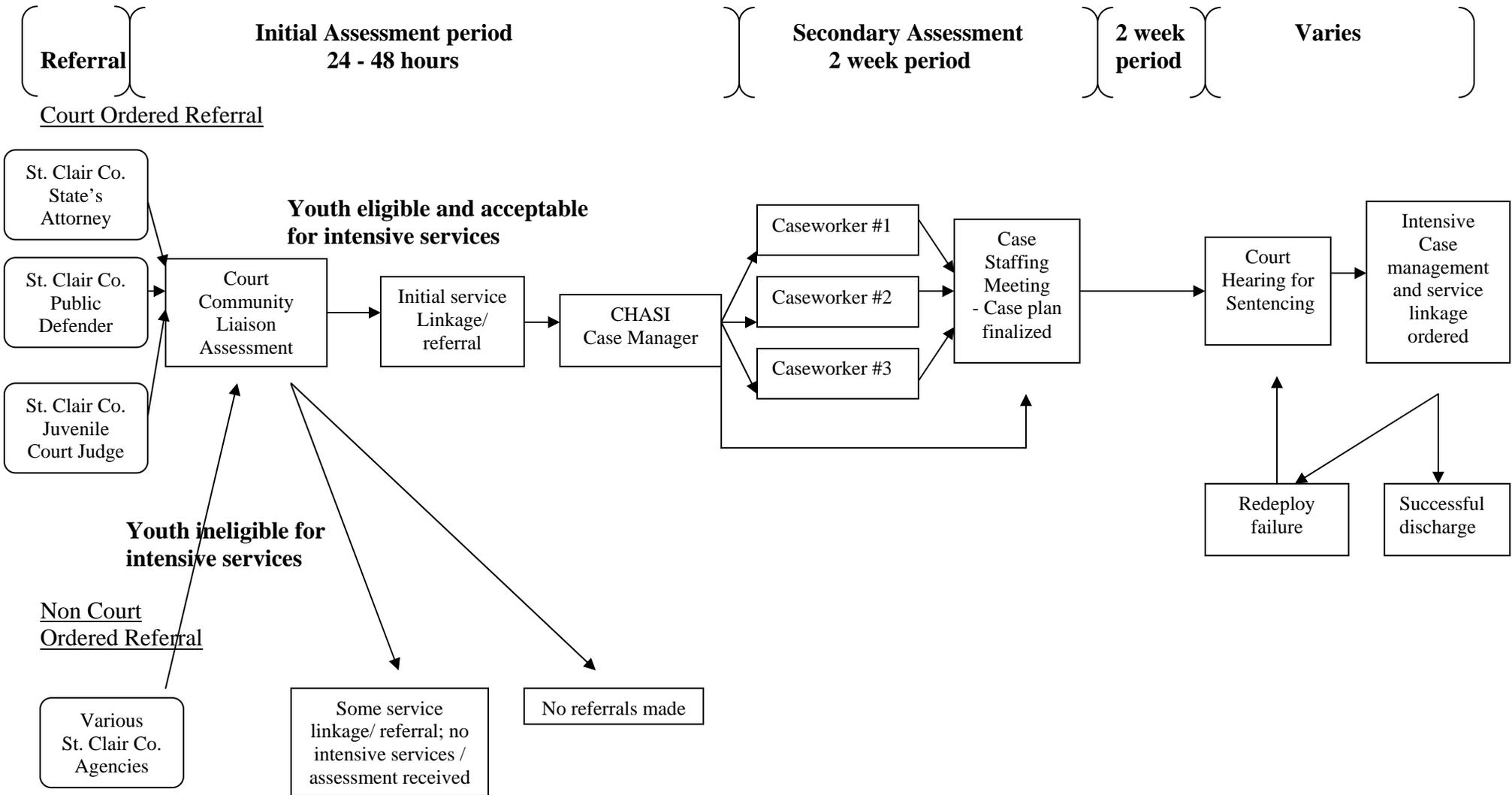


Table 9.1: Characteristics of Redeploy Illinois Youth – St. Clair County, April 1, 2005 – April 30, 2006.

Characteristic	N =33 youth	Range
Gender (%)		
Male	69.7	
Female	30.3	
Race (%)		
African American	51.5	
Caucasian	45.5	
Bi-racial	3.0	
Average Age, <u>Mean</u> (SD)	15.2 (.8)	13-17
City of Residence (%)		
Belleville	24.2	
Cahokia	3.0	
Collinsville	6.1	
East St. Louis	24.2	
Fairview Heights	6.1	
Freeburg	6.1	
Lebanon	3.0	
Marissa	3.0	
Mascoutah	3.0	
Millstadt	3.0	
O'Fallon	6.1	
Swansea	3.0	
Washington Park	3.0	
DCFS ward	6.0	
Offense Type (%)		
Person/ Violent Crime ²	42.4	
Property Crime ³	36.4	
Drugs	9.1	
Other ⁴	12.1	
Average YASI, <u>Mean</u> (SD)		
Risk static	2.04 (1.8)	1 - 6
Risk dynamic	1.85 (1.9)	0 - 6
Protective static	4.76 (1.4)	3 - 6
Protective dynamic	4.08 (2.2)	0 - 6

² Person/ Violent Crimes included battery, domestic battery, aggravated battery, sexual assault, sexual abuse, aggravated criminal sexual assault, aggravated assault and weapons related offenses.

³ Property Crimes included vehicle theft, burglary, criminal damage, theft and criminal trespassing.

⁴ Other Crimes included disorderly conduct, fleeing police and obstructing an officer.

Section X: Services Provided through Redeploy Illinois – St. Clair County

This section of the report describes services provided to youth who were evaluated for and accepted into the Redeploy Illinois program in St. Clair County. Data were provided by the St. Clair County Redeploy Illinois staff members. Section X of this report describes the referral process that each of these youth experienced in order to be assigned as a Redeploy Illinois youth. Additionally, Section IX of this report outlines the specific services that were proposed as part of the St. Clair County Redeploy Illinois program. Here, we briefly reiterate the proposed services and describe the extent to which youth in the Redeploy Illinois program have been referred to these various services during the initial phase of the program implementation based on available data.

Table 10.1: Services Received by Redeploy Illinois Youth – St. Clair County, July 1, 2005 - April 30, 2006.

Type of Service Referral	Redeploy Illinois service referrals	Approximate cost per youth
Counseling, not mental health specific		
Multisystemic Therapy (MST)	9	\$7,421.57
Functional Family Therapy (FFT)	9	Non-Redeploy funding
Aggression Replacement Training (ART)	6	Non-Redeploy funding
Domestic Violence	9	Non-Redeploy funding
Medication	16	Non-Redeploy funding
In Patient Treatment	8	Non-Redeploy funding
Sent directly to treatment	3	Non-Redeploy funding
PRASE (Program for Reshaping Adolescents Sexual Expression)	2	Non-Redeploy funding
Individual Therapy	10	\$50.00/hr
Call for Help - victimization counseling	3	Non-Redeploy funding
Mental Health Services		
Mental health – Psych. Evaluation	24	\$410 + typing costs
Chestnut	3	Non-Redeploy funding
Mental Health Juvenile Justice (MHJJ)	2	Non-Redeploy funding
Substance Related		
TASC Juvenile Justice Services (JJ)	23	Non-Redeploy funding
TASC Youth Enrichment Services (YES)	3	Non-Redeploy funding
Gateway Foundation	15	Non-Redeploy funding
Education/ Workforce Training		
GED	8	Non-Redeploy funding
Tutoring	6	\$25-34/ hour
Employment Act	3	
DDS (Developmental Disabilities Services)	1	Non-Redeploy funding

Recreation Therapy		
YMCA	6	Non-Redeploy funding generally used; Some family memberships \$250.00/ year
Art Therapy	2	\$60.00 initial assessment, \$55.00 per hour after that
Equine Therapy	2	\$350.00 for 10 sessions
Recreational Activities	6	varies per recreation
JJK (Jackie Joyner Kersee Center)	1	\$25.00
Transportation		
Bus Passes	6	\$10.00 - \$30.00 books per youth as needed
Supervision/ Monitoring		
ELM (Electronic Monitoring)	12	\$5.00 per day per youth
PDR (Probation Day Reporting)	8	Non-Redeploy funding
Other		
Youth Group/Faith-based organizations	4	Non-Redeploy funding
Child Welfare/ DCFS	4	Non-Redeploy funding
Risk Behavior/ Need identified:		# youth identified with specific needs
Alcohol Use		11
Marijuana Use		24
Cocaine/ Crack Use		5
Heroin Use		1
Other Drug Use		5
Low Functioning (based on psych eval)		8

As demonstrated in Table 10.1, over 30 different services were received by the youth participating in the St. Clair County Redeploy Illinois program. Various programs and service providers have been categorized into the following 7 types of services: counseling (not mental health specific), mental health services, substance related services, education/ vocational services, recreation therapy, transportation needs, supervision/ monitoring and other services. Services provided included both assessment or evaluation services such as those provided through TASC as well as longer term treatment including inpatient treatment.

The number of youth linked with each of these services is indicated in Column 2 of Table 10.1. It should be noted that the majority of youth received multiple services some of which may be within the same category. For example, a youth may have been assessed through the TASC JJ program but also participated in the TASC YES program and Family Functional Therapy. Youth were referred to the various service providers based on their individualized needs. From the data in Table 10.1, it is clear that within this population the two most utilized types of services are evaluation for substance abuse issues and mental health services. Additional data provided and

displayed at the bottom of Table 10.1 based on youth assessments indicate the most often identified drug used in this population is marijuana followed by alcohol.

Column 3 of Table 10.1 illustrates, where available, the approximate cost of each of these services to the Redeploy Illinois program. As noted earlier, a number of services provided through the program were offered as the result of subcontracts developed with specific service providers and therefore funded by the Redeploy Illinois program. For these services the specific dollar amounts are indicated. Other services provided to the Redeploy Illinois youth may have been funded through other sources as indicated earlier, or not have resulted in any costs such as linkages with faith based youth groups.

While some of the programs are self explanatory such as tutoring services, where available, a brief description of some of these services is presented below. These descriptions of services are based on publicly available provider materials or descriptions obtained through the documents analysis process.

Multi-systemic Therapy (MST)

An intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juvenile offenders. The major goal of MST is to empower parents with the skills and resources needed to independently address the difficulties that arise in raising teenagers and to empower youth to cope with family, peer, school, and neighborhood problems.

Functional Family Therapy (FFT)

An outcome-driven prevention/intervention program for youth who have demonstrated the entire range of maladaptive behaviors and related syndromes. FFT requires as few as 8-12 hours of direct service time for commonly referred youth and their families, and generally no more than 26 hours of direct service time for the most severe problem situations.

Aggression Replacement Training (ART)

A multimodal intervention designed to alter the behavior of chronically aggressive youth. The curriculum is comprised of lessons that teach youth pro-social behavior, anger control, and moral reasoning. Through these techniques, youth learn to modify their own anger responsiveness, and are motivated to employ skills learned.

TASC Juvenile Justice Services (JJ) program

Funded by Illinois Department of Human Services, Division of Community Health and Prevention, TASC performs an assessment to determine the nature and extent of the youth's substance use problem, developing an individual care plan for treatment and ancillary service needs. TASC then provides ongoing case management; advocates for the youth and his or her family; and reports progress to the referring system.

TASC Youth Enrichment Services (YES) program

Funded by Illinois Department of Human Services, Division of Community Health and Prevention, YES is designed for youth who lack the appropriate interpersonal, social, and

work skills necessary to lead productive, crime-free lives. The YES curriculum consists of education in conflict resolution, vocational assistance, life skills, self-esteem, peer pressure, substance abuse, pregnancy prevention, HIV/AIDS, job training skills, and violence prevention.

Gateway Foundation

Gateway Foundation is a 501-C3 Not-for-Profit Corporation that provides substance abuse treatment and cognitive self-change treatment services for adults and adolescents in community-based residential and outpatient settings.

YMCA

The YMCA provides therapeutic recreational activities specially designed to increase socialization skills, empathy, teambuilding and decision making skills.

Section XI: Redeploy Illinois Outcomes and Compliance with Public Act 093-0641 – St. Clair County

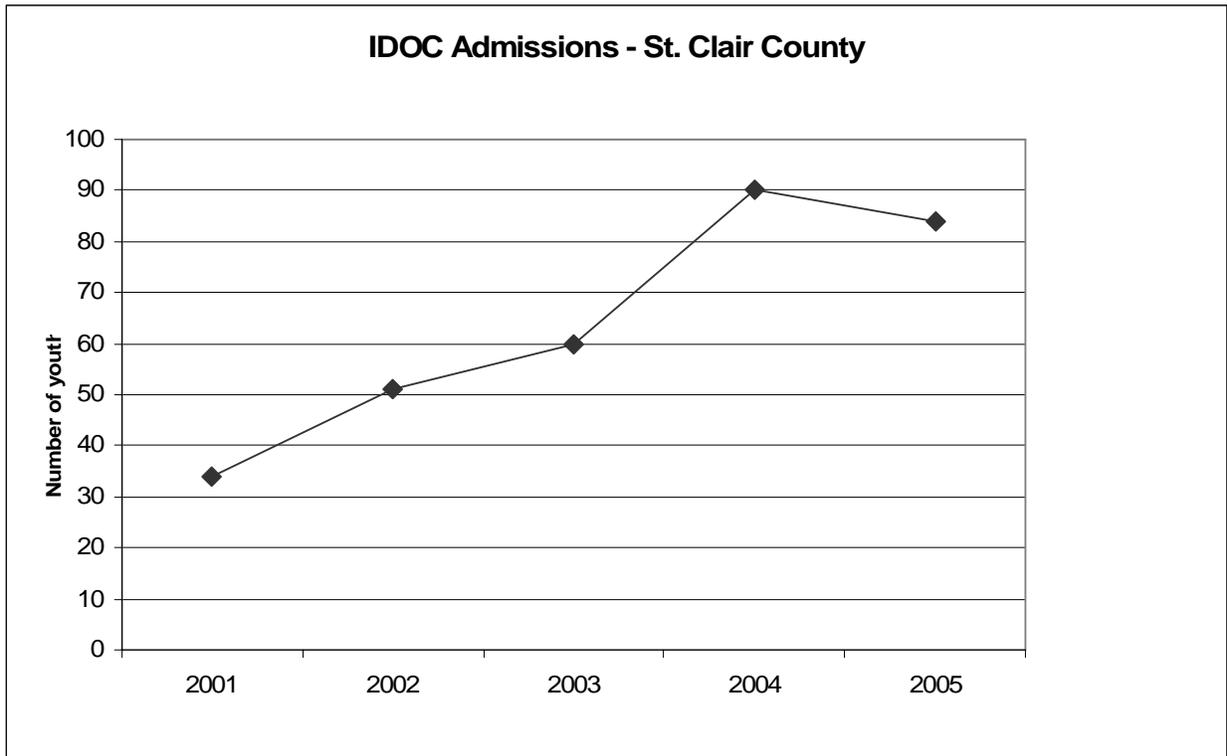
This section of the report discusses outcomes related to the Redeploy Illinois program that indicate program compliance with Public Act 093-0641 in St. Clair County such as the level of commitments to IDOC, the impact of the program on trends in disproportionate minority confinement in IDOC facilities based on an examination of commitments by race and gender, and finally the impact of the program participant behavior. In examining these results, we caution readers in extrapolating these preliminary outcomes as indicators of programs success or failure. While many of the results are suggestive of a positive program impact, many of the trends and group differences highlighted are relatively small in magnitude and may be based on real changes that involve a very small number of youth.

With respect to the examination of the impact of the Redeploy Illinois program on disproportionate minority confinement (DMC), it is important to note the racial composition of the various groups and the trends across time depicted in various figures are influenced by the behavior of individuals, changes in socio-environmental conditions and by potentially competing criminal justice system policies. As such, these tables are intended as informative, not definitive of the program impact on DMC. Furthermore, in examining the program impact on youth behavior the reader should be mindful of the small number of youth who have completed the program as of May 2006. Until additional youth have completed the program and a longer term outcomes assessment is completed the impact of the program on youth behavior can only be viewed as suggestive and not definitive.

Commitments to IDOC from St. Clair County

Figure 11.1 displays the trend of total youth admitted to the Illinois Department of Corrections from St. Clair County beginning with calendar year 2001 continuing through December 2005 for which data was most recently available. Since the Redeploy Illinois program began midyear 2005, the data point for 2005 should be recognized as containing both youth admitted to IDOC prior to the existence of the program and those youth admitted subsequent to the onset of Redeploy Illinois in St. Clair County. As discussed in Section III of this report, the upward trend of IDOC youth commitments from St. Clair County is in contrast to the decline that was evident in the total number of youth under probation supervision as illustrated in Figure 3.3 between 2001 and 2003. The large increase in IDOC admissions between 2003 and 2004 coincides with the increased use of probation, of which both trends may result from a response to the overall upward crime trend in St. Clair County experienced during this period.

Figure 11.1: Total Admissions to IDOC from St. Clair County, 2001 – 2005.



As discussed earlier, in computing the baseline rate of IDOC commitment levels, St. Clair County was in a unique position as compared to other Redeploy Illinois program pilot sites. During 2004, St. Clair County reached an agreement with the State of Illinois DHS to utilize a baseline of 90 commitments as compared to an average of the number of commitments during the prior three years. This agreement resulted in a target of no more than 68 IDOC youth commitments for the July 2005 – July 2006 program period.

In considering the total number of IDOC commitments from St. Clair County in the above figure, it is important to note a number of caveats. First, not all youth who are committed to IDOC are eligible for the Redeploy Illinois program as per the eligibility criteria. Second, those youth committed to IDOC are comprised of two distinct categories – (1) youth committed for an offense, and (2) youth admitted for a court ordered evaluation. Table 11.1 illustrates this distribution of IDOC youth based on data provided by IDOC (2001-2005) which is further supplemented by data from St. Clair County Redeploy Illinois personnel (2006).

Table 11.1: Admissions to IDOC from St. Clair County, January 1, 2001 to April 30, 2006.

Year	Total	Commitments			
		Commitments	Court Evaluations	Commitment – Redeploy Ineligible	Commitment – Redeploy failure
2006 ⁵	12	8	4	0	0
2005 ⁶	40	21	28	2	1
2005 ⁷	44	13	22	---	---
2004	90	24	66	---	---
2003	60	19	41	---	---
2002	51	12	39	---	---
2001	34	15	19	---	---

The second column in Table 11.1 displays the total number of admissions to IDOC by year. Columns 3 and 4 disaggregate the total number of admissions by the type of commitment. Youth may be admitted to IDOC for a commitment as the result of adjudication or a court ordered evaluation period prior to adjudication. Those youth who are classified as commitments in Column 3 were committed for a number of reasons including an initial commitment for a delinquent offense, a recommitment for that delinquent offense subsequent to release on parole, commitment for a new offense while on parole, or for a non-vacated court evaluation. Non-vacated court evaluations are situations in which a youth is initially committed for a court evaluation and then appears before a judge at the end of the evaluation period. If the judge recommits the youth to IDOC for additional confinement rather than vacating the order, this youth enters IDOC as a “court evaluation return”. In this table, this first period is classified as a court evaluation; however, the subsequent return is classified as a commitment. Furthermore, it is technically possible that a youth may have multiple periods of commitments for different offenses during the same year. Column 4 displays the total number of youth admitted for a court ordered evaluation period. The purpose of admission to IDOC for a court ordered evaluation is to provide the opportunity for a youth to receive an accurate assessment of issues that may impact their delinquent behavior and to further develop referrals for the youth to appropriate treatment services in an attempt to prevent further delinquency. Statistics provided by St. Clair County in their grant proposal indicate that the average length of stay for a youth admitted for a court evaluation is 84 days.

⁵ Data through the beginning of April 2006.

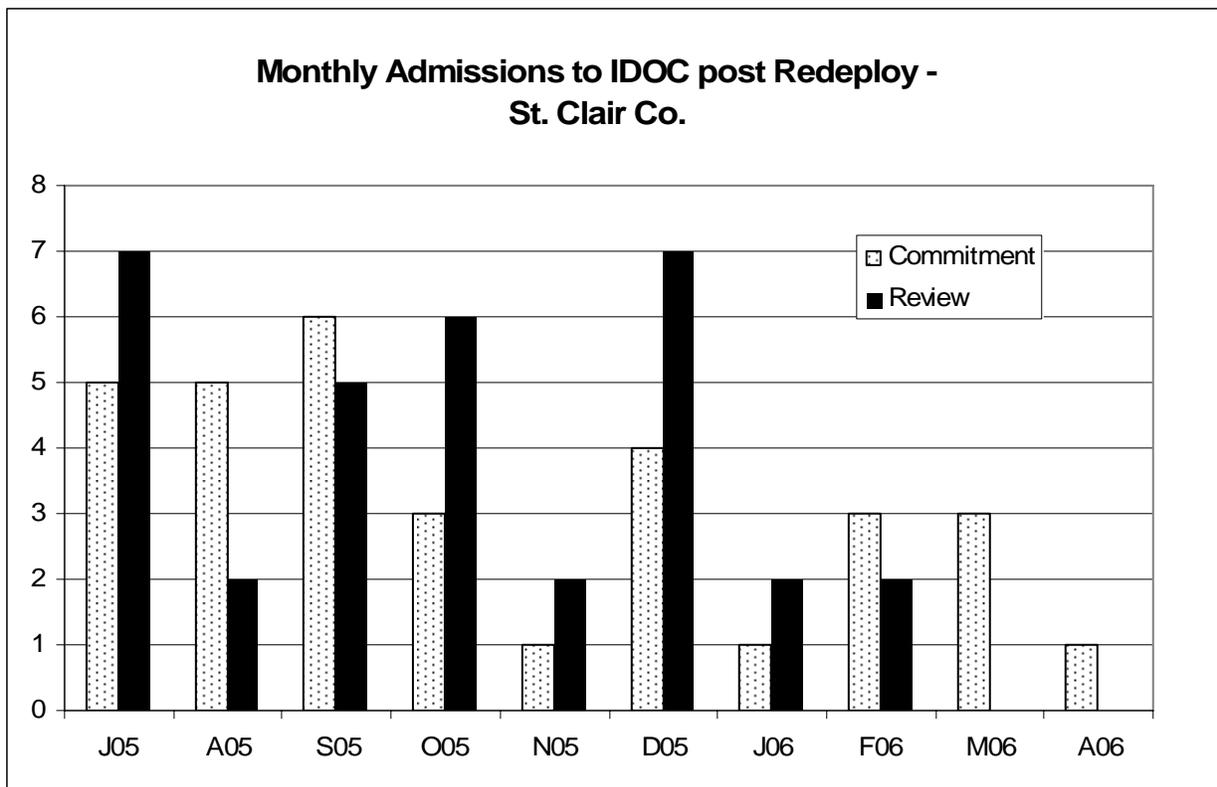
⁶ Based on IDOC Data from July through December 2005 to coincide with availability of Redeploy Illinois program.

⁷ Based on IDOC data from January through July 2005 prior to availability of Redeploy Illinois program.

It should be noted that slight discrepancies may exist between the 2005 and 2006 data when comparing Redeploy Illinois program data collected by program staff members as compared to IDOC data. Program staff members base their statistics on the youth's sentencing date whereas IDOC bases their statistics on the actual admission date of the youth. In practice, IDOC will pick up youth who have been adjudicated to IDOC from the St. Clair County Juvenile Detention Center on a bi weekly basis; thus, it is this delay between sentencing and admission date that may result in a slight data discrepancies.

Based on data provided by Redeploy Illinois program staff members for 2005 through the beginning of April 2006, Figure 11.2 displays a monthly breakdown of youth admissions to IDOC by type since the implementation of the Redeploy Illinois program.

Figure 11.2: IDOC Admissions post Redeploy Illinois program implementation by month.



Given the Redeploy Illinois program in St. Clair County has not been in operation for one full fiscal year and further that available data were limited to April 2006 at the conclusion of this initial stage of evaluation, definitive assessment of goal achievement is premature. It is only possible to conclude based on the general trends that the St. Clair County Redeploy program is on track to result in a reduced number of IDOC youth admissions as compared to the prior year; however, they will be very close to their target of 68 youth commitments.

Next, this section will explore in the characteristics of the youth who have been admitted to IDOC for either a commitment or an evaluation review in addition to those youth who have

been placed into the Redeploy Illinois program since its inception. This analysis will provide insight into changes in IDOC population and the composition of the Redeploy Illinois program.

Distribution of IDOC Admissions by Delinquent Characteristics

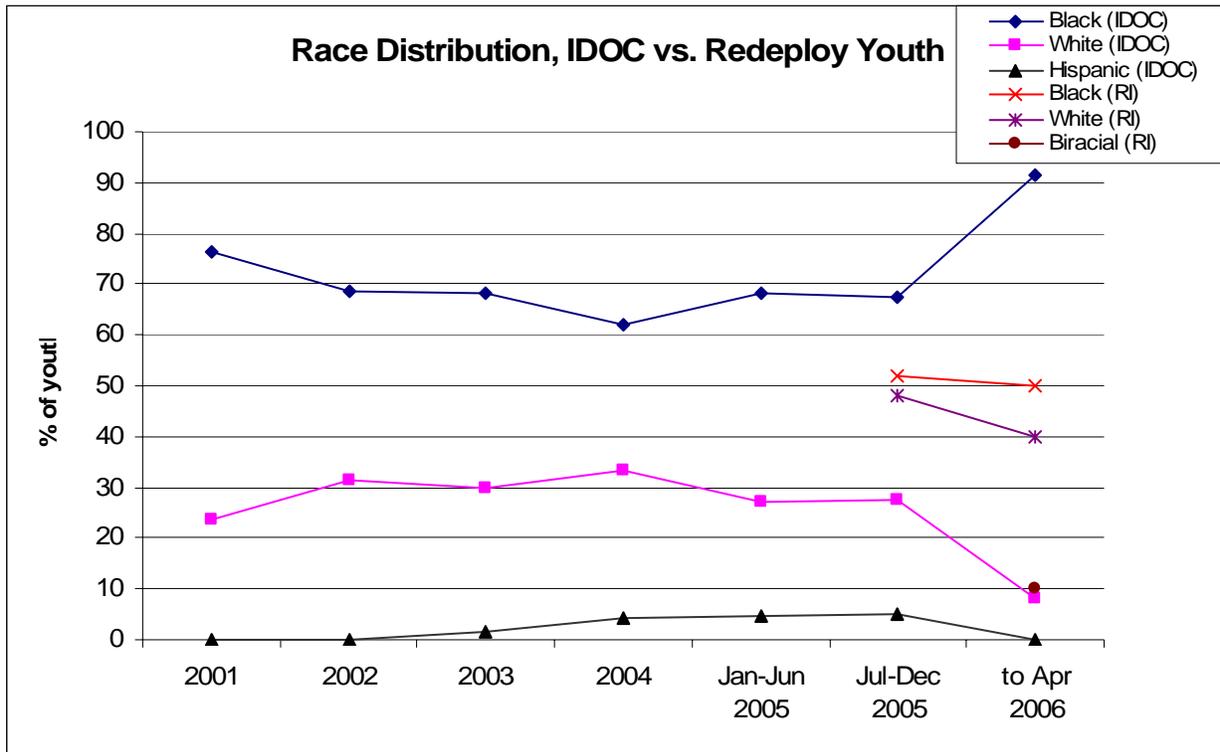
Race and Ethnicity. Figure 11.3 displays the racial distribution of youth admitted to IDOC based on IDOC data (2001-2005) and supplemented by St. Clair County data (2006). The trend lines demonstrate the percentage of the total IDOC admission population for each racial and ethnic group present. Individuals who are identified as Hispanic are not included in any other racial category.

In examining the trends by racial groups, data demonstrate a slightly downward trend in the percentage of African American youth admitted to IDOC between 2001 and 2004. The subsequent data points are divided into pre and post Redeploy Illinois program implementation during 2005. In 2005, prior to program implementation, data demonstrate a slight increase in the percentage of the IDOC population comprised of African American youth. Relative stability of African American youth continues into the second half of 2005. While the 2006 data point is only comprised of 12 youth who were admitted to IDOC prior to May 2006, it is evident that the majority of these youth were African American as demonstrated by the rather dramatic increase indicated in Figure 11.3.

Youth who are Hispanic and admitted to IDOC do not appear until 2003 and have shown a slight increase in percentage through 2006.

The St. Clair County IDOC population is primarily comprised of African American and Caucasian youth; thus, when a decrease for African American youth is evident, an increase in Caucasian youth results. Thus, in examining the trend of IDOC admissions for Caucasian youth between 2001 and 2004, a slight increase in the percentage of IDOC youth admissions who are Caucasian youth is evident. During 2005, a slight decrease is evident with stability pre and post Redeploy Illinois program implementation. The first part of 2006 exhibits a drop in the percentage of Caucasian youth admitted to IDOC with only one youth admitted prior to May 2006.

Figure 11.3: Racial Distribution of IDOC Admissions and Redeploy Youth - St. Clair County



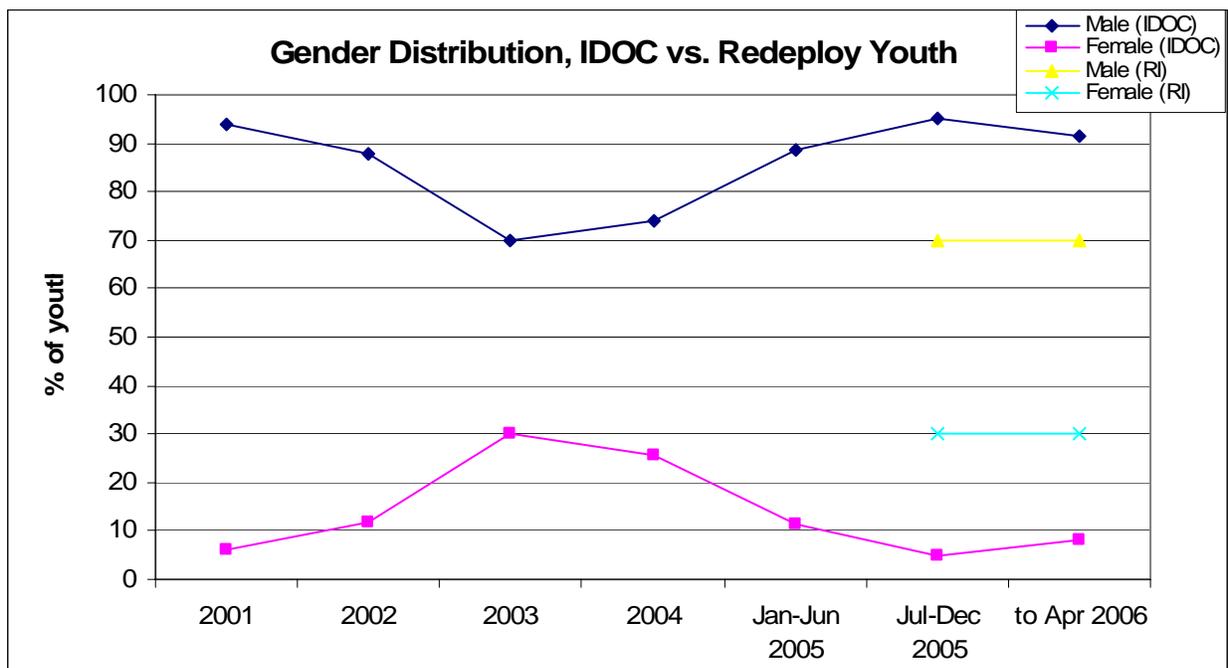
Superimposed on Figure 11.3 is the racial distribution of the Redeploy Illinois youth for the latter part of 2005 and the initial months of 2006. These data points demonstrate that of the 10 youth referred into the Redeploy Illinois program through May 2006, there were almost equal numbers of African American and Caucasian youth in addition to one Biracial youth. If we assume that all of the youth who were referred to the Redeploy Illinois program would have been committed to IDOC in the absence of the program, African American youth would have comprised 72% of the admissions, Caucasian youth would comprise 22.7% and biracial youth would comprise 4.5% of the admission population. Thus, regardless of the existence of the Redeploy Illinois program, an increase, though less dramatic, in the percentage of youth from a minority group would have occurred in St. Clair County IDOC admissions.

The same caveat stated within the Peoria County discussion of racial distributions should be noted here. The racial composition of commitments may be influenced by other criminal justice system policies, changes in individual behavior, and changing socio-economic conditions. Therefore, the statements regarding the impact of the Redeploy Illinois program on disproportionate minority confinement should be made with caution. Furthermore, it is important to recall that participation in the Redeploy Illinois program, although technically court ordered must be agreed to by the youth and their family. In St. Clair County, a number of youth have refused program participation as noted earlier in this report. The lack of willingness to participate in the program is noted in some cases to be the result of a family's unwillingness to have additional criminal justice system attention on their home as well as a youth's unwillingness to

participate in treatment. Both of these circumstances may stem from a lack of trust of the criminal justice system, a factor that may vary by racial background in addition to other factors.

Gender. Figure 11.4 demonstrates the percentage distribution of youth gender for all IDOC admissions between 2001 and 2006. Not surprisingly, a larger percentage of the overall IDOC admissions population is comprised of males. Between 2001 and 2006, significant variation in the gender composition of IDOC admissions is evident. In 2001, nearly 95 percent of the IDOC admissions were male. This percentage continued to decrease through 2003 with an increasing number of female youth committed to IDOC. Beginning in 2004, data demonstrate a reverse in trend with fewer females and more male youth comprising IDOC admissions. With the onset of the Redeploy Illinois program, it appears that the number of female youth sent to IDOC continue to decline; however only 30 percent of the Redeploy Illinois youth are females. Once again assuming that all Redeploy Illinois youth would have been committed to IDOC had the Redeploy Illinois program not been implemented, females would have comprised 13.5 percent of the IDOC admissions population in 2005 and 18.2 percent of the population in 2006. Conversely, male youth would have comprised 86.4 percent and 81 percent, respectively. Thus, the existence of the Redeploy Illinois program appears in part to have resulted in a decrease in the number of female youth admitted to IDOC facilities.

Figure 11.4: Gender Distribution of IDOC Admissions and Redeploy Youth - St. Clair County.

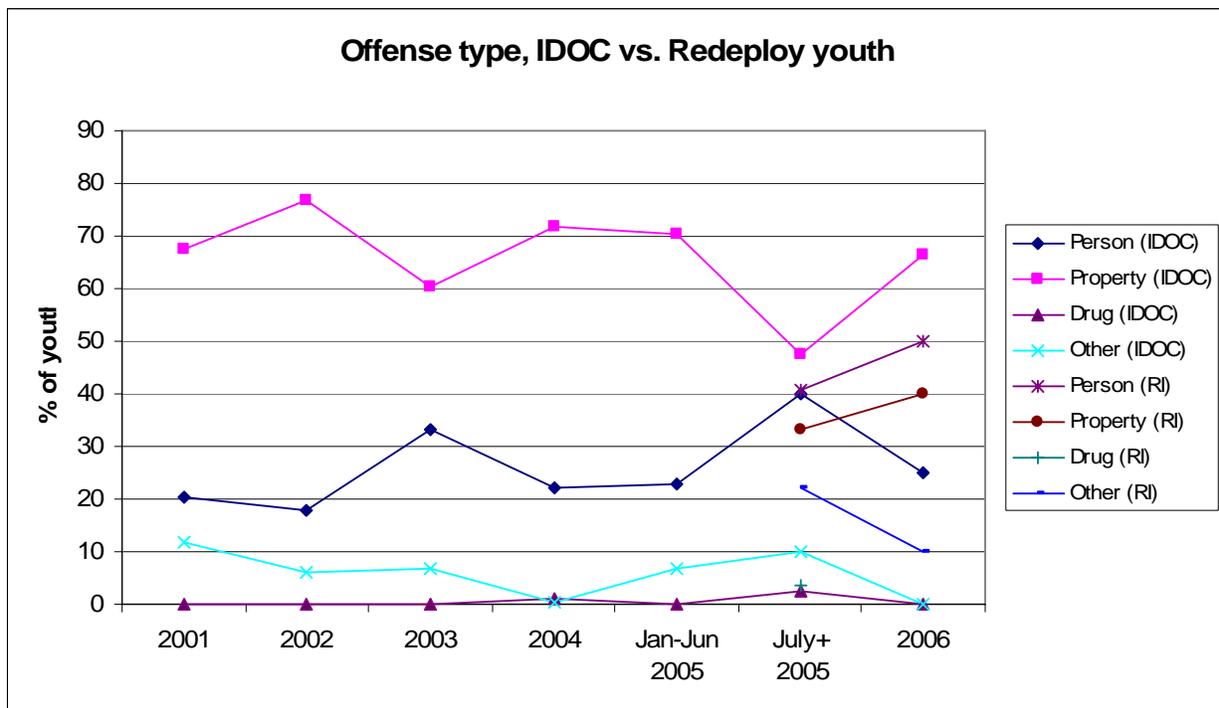


Offense Type. The final characteristics of the IDOC admission population that can be examined based on data currently available is the offense type for which the youth is being processed in the juvenile justice system. In cases where multiple charges existed, the most serious charge is used for this evaluation. For ease of interpretation, offenses are categorized into person, property, drug or other crimes where other crimes tended to be less serious offenses including obstructing an officer.

As demonstrated in Figure 11.5, the most serious offense for which a youth is admitted to IDOC during the past five years has demonstrable variability within the specific percentage of the population associated with each offense category. It is consistent however, that a significantly larger proportion of the youth admitted to IDOC are property offenders followed by offenses committed against a person including weapons charges. Third most common offense type is the other category, and finally admission for a drug offense is a relatively uncommon offense type.

In contrast, the trend lines for the offense types of youth placed into the Redeploy Illinois program indicate that since the onset of the program, a slight majority of the program youth have person offenses followed by property offenses, other offenses and finally drug offenses. The largest shift in the IDOC admission trends occurred with the onset of the Redeploy Illinois program which coincided with a drop in the percentage of the IDOC admissions population that had a property offense; however, this trend returned with the first few months of 2006 data.

Figure 11.5: Offense Type distribution of IDOC Admissions and Redeploy youth - St. Clair County



Impact of Redeploy Illinois on Youth Behavior

At the time of this report, only a small number of youth had completed the program either successfully or unsuccessfully. Table 11.2 summarizes the outcomes of these youth to date. Given the small number of youth completions, it is premature to make any conclusions regarding the program on such a small number of youth.

Table 11.2: Redeploy Illinois Youth Outcomes, St. Clair County, July 1, 2005 - April 30, 2006.

	Number of Youth
Total number of program participants as of April 2006	37
Successful completions	6
Unsuccessful completions/ Failure to comply with program requirements	3
Neutral discharge	1

The youth neutrally discharged was non compliant with some recommendations and requirements; however, the court chose to terminate the youth unsuccessfully from probation although the Redeploy Illinois program was willing to retain the youth. This youth did not go to IDOC but was labeled as such due to the unsuccessful discharge from probation status.

Section XII: Communication, Collaboration and Stakeholder Perceptions of Program

Characteristics of Respondents to the Staff Survey

The Redeploy Illinois program staff survey was administered to a total of 21 Redeploy Illinois program personnel including service providers for Redeploy Illinois clients. The distribution of the survey respondents across job title is presented in Table 12.1. Percentages in the second and third columns of Table 12.1 are based on the number of respondents from each county. For example, the data from Peoria County included information from three case managers ($3/7 = 42.9\%$). Similarly, the percentages in the third column are based on the total number of respondents to the survey. Respondents from Peoria County include the direct supervisor of the case management personnel working for Children’s Home Association of Illinois (CHAIL), case managers working for CHAIL, and psychologists providing services to Redeploy Illinois participants. Respondents from St. Clair County include case managers from CHASI, CHASI supervisory personnel, a variety of treatment providers who are contracted through the Redeploy Illinois program, members of the probation department and the community court liaison.

Table 12.1: Job Title of Respondents to Staff Survey, June 2006.

	Peoria County (N = 7)	St. Clair County (N=14)	Total (N=21)
Current position			
Case manager	42.9% (N=3)	21.4% (N=3)	28.6% (N=6)
Coordinator	14.3% (N=1)	7.1% (N=1)	9.5% (N=2)
Court personnel	0	7.1% (N=1)	4.8% (N=1)
Supervisor	14.3% (N=1)	28.6% (N=4)	23.8% (N=5)
Treatment provider	28.6% (N=2)	35.7% (N=5)	33.3% (N=7)

The demographic characteristics of Redeploy Illinois program personnel are presented in Table 12.2. Similar to Table 12.1, percentages in Table 12.2 are based on the number of cases presented in a given column. Table 12.2 shows that the demographic characteristics of personnel differ across county. A majority of program personnel in Peoria County describe their racial background as Black, while a majority of respondents from St Clair County describe their background as White. We also find a strong majority of respondents from St. Clair County are female, while a slight majority of respondents from Peoria County are male.

Table 12.2: Demographic Characteristics of Respondents to Staff Survey, June 2006.

	Peoria County (N = 7)	St. Clair County (N=14)	Total (N=21)
Race			
American Indian	0	7.1% (N=1)	4.8% (N=1)
Black	57.1% (N=4)	7.1% (N=1)	23.8% (N=5)
White	42.9% (N=3)	85.7% (N=12)	71.4% (N=15)
Gender			
Female	42.9% (N=3)	85.7% (N=12)	71.4% (N=15)
Male	57.1% (N=4)	14.3% (N=2)	28.6% (N=6)

The educational characteristics of Redeploy Illinois program personnel are presented in Table 12.2. Percentages for highest level of education are based on the number of respondents in the group presented in a given column. Percentages that indicate the major of respondents with an associate's degree or higher are based on those in the group presented in a column that describe themselves as having an associate's degree or higher and not the entire group of respondents. Table 12.3 shows that 90% of respondents to the staff survey had a bachelor's degree or master's degree. These degrees were concentrated in criminal justice and psychology with others reporting degrees in social work, sociology and education.

Table 12.3: Educational Characteristics of Respondents to Staff Survey, June 2006.

	Peoria County (N = 7)	St. Clair County (N=14)	Total (N=21)
Highest level of education			
High school or GED	14.3% (N=1)		4.8% (N=1)
Some college	14.3% (N=1)		4.8% (N=1)
Bachelor's degree	28.6% (N=2)	71.4% (N=10)	57.3% (N=12)
Master's degree	42.9% (N=3)	28.6% (N=4)	33.3% (N=7)
Major of those with associates or higher			
Social work		12.5% (N=1)	9.1% (N=1)

Criminal Justice	67.7% (N=2)	25.0% (N=2)	36.4% (N=4)
Psychology	33.3% (N=1)	37.5% (N=3)	27.3% (N=3)
Sociology		12.5% (N=1)	18.2% (N=2)
Education		12.5% (N=1)	9.1% (N=1)

Table 12.4 presents survey respondents' length of employment in years across five categories. Categories in Table 12.4 include: how long respondents have worked with juveniles, and how long they have worked in their current County of employment, the current organization, and the current position. Finally, this table presents the length of employment the respondent has worked on the Redeploy Illinois program. Specific values in the table include the average years for each of the categories as well as the highest and lowest values present in the data.

Table 12.4: Length of Employment in Years for Respondents to Staff Survey, June 2006.

	Peoria County (N = 7)	St. Clair County (N=14)	Total (N=21)
With juveniles	9.81 (4.00 to 22.00)	8.36 (1.08 to 35.50)	8.87 (1.08 to 35.50)
In current county	11.23 (4.00 to 22.00)	8.67 (.92 to 35.50)	9.38 (.92 to 22.00)
In current organization	8.36 (2.00 to 22.00)	4.41 (.92 to 15.33)	5.79 (.92 to 22.00)
In current position	1.75 (.33 to 7.50)	1.99 (.25 to 6.00)	1.91 (.25 to 7.50)
For Redeploy Illinois	1.00 (.33 to 1.33)	1.04 (.25 to 2.00)	1.03 (.25 to 2.00)

Table 12.4 shows that Redeploy Illinois personnel have substantial experience working with juveniles (8.87 years) and substantial experience working within their current county (9.38 years). These respondents have been with their current organization for an average of 5.79 years. Relatively short periods of time in current position and working for Redeploy Illinois reflect the recent development of the Redeploy Illinois Program and further indicate a low rate of turnover or new employees within the program.

Facilities and Climate

The Redeploy Illinois program operating facilities and workplace climate in both Peoria and St. Clair County were measured with nine statements that assessed respondent perceptions of these conditions. Respondents were asked to indicate how strongly they agreed or disagreed with each statement. For each statement, there were five potential responses: 'strongly agree',

‘agree’, ‘disagree’, ‘strongly disagree’, and ‘not sure’. Items addressing resources included three statements describing resources in general, and two describing computer resources. The four items addressing work place climate measured morale and impressions of the quality of service provided by program staff. The specific items measuring each of these different aspects of program resources and climate and items measuring other features of the Redeploy Illinois program are presented in the Appendix at the end of this section.

Items in each of the areas described above were combined to create summary scores for the respondents to the staff survey. To create summary scores, each of the responses was assigned a numeric value. Items were coded in such a way that higher values indicated stronger agreement with the feature of the program being measured. Arranged in this way, values for the responses ‘strongly agree’, ‘agree’, ‘disagree’, and ‘strongly disagree’ ranged from 4 to 1. Respondents indicating that they were ‘not sure’ regarding a particular item were assigned a score of zero for that item.

Results for the measures of resources and climate are presented in Table 12.5 below. Table 12.5 presents the name of the feature of the program that is measured, the number of items, the average score among respondents from Peoria County, the average score among respondents from St. Clair County and the average of all respondents to the staff survey.

Table 12.5: Results from Staff Survey Items addressing Resources and Climate, June 2006.

	# of items	Peoria County	St. Clair County	All Respondents
General resources	3	3.06	3.11	3.09
Computer resources	2	2.75	2.83	2.80
Climate	4	3.82	2.75	3.53

Scores show that respondents agree with statements suggesting that the Redeploy Illinois program has adequate general resources and adequate computer resources, though agreement regarding the adequacy of computer resources is not as strong as agreement regarding general resources. Averages for items measuring the climate of the Redeploy Illinois program demonstrate that the majority of respondents agree strongly with statements indicating that their immediate working climate as it pertains to the Redeploy Illinois program is positive.

In a section at the end of these questions that allowed respondents to make open ended comments about the program’s facilities and needs, the majority of respondents took advantage of the opportunity to supplement their earlier perceptions. Many of the respondents from St. Clair county echoed concerns gathered during interviews with stakeholders regarding a lack of available services for clients with mental illness. Specifically, respondents noted the need for “more mental health, development, disability services for juveniles,” and services for “low functioning clients,” and clients with “extreme behavior disorders without mental health diagnosis.” Other comments were directed toward a need for increased cooperation,

collaboration and support between members of the courtroom workgroup and the Redeploy Illinois program; however, these respondents did acknowledge a positive working environment within their immediate workplace. Other concerns and comments were related to the need for continued funding and consideration of how to improve client attendance at various services.

Training

The staff survey measured three different aspects of training: training quality, satisfaction with training, and barriers to training, with a total of eighteen items. Training quality items measured agreement with statements indicating Redeploy Illinois staff members are well trained across a variety of dimensions. Satisfaction with training items measured agreement with statements indicating that respondents are satisfied with their training. Items measuring barriers to training assess the extent to which respondents agree with statements suggesting that barriers to training exist. Items in each of the areas were combined using the same method used to derive summary scores for the resources and climate measures. Results for training measures are presented in Table 12.6

Table 12.6: Results from Staff Survey Items addressing Training, June 2006.

	# of items	Peoria County	St. Clair County	All Respondents
Training quality	9	3.06	3.24	3.17
Satisfaction with training	3	2.94	3.11	3.00
Barriers to training	6	2.54	2.13	2.41

These results show that the majority of respondents agree with items indicating that Redeploy Illinois staff members are well trained. Respondents also indicate satisfaction with their current level of training. There is a low level of agreement with statements indicating that there are barriers to training, though it should be noted that an average of 7 people agreed with each of the items indicating that some type of barriers to training existed.

In the training section of the staff survey, respondents were also asked to indicate the amount of training that they received on three occasions: when they joined their current organization, when they began their current position and when they became part of the Redeploy Illinois program. Respondents indicated that they had participated in an average of 47.7 hours upon joining their organization and 20.5 hours of training when they began their current position. Respondents also indicated participating in an average of 16.8 hours of training upon becoming part of the Redeploy Illinois program; however, this training often was the result of program specific content training (e.g., working with aggressive juveniles) rather than training specific to the Redeploy Illinois program and processes.

While satisfaction with training was noted in the specific indicators discussed above, when presented with the opportunity to make open ended comments about any areas in which

program staff needed additional training, a myriad of responses were received. More specifically, the following areas were noted by respondents as desirable training areas:

Practical Skills

- Assessment of lower functioning juveniles
- Cognitive behavioral training
- Mental health issues
- Therapeutic crisis intervention
- Criminal awareness
- Shifting parents toward more effective parenting styles
- Effects of addiction on the family system
- Cultural diversity
- Biohazards/ blood borne pathogens

Administrative Skills

- Maintaining regular communication regarding client status
- Available community resources
- Fiscal year vs. calendar year

It should be noted that not all of the comments regarding a need for training originated from caseworkers but also include comments from service providers based on their perceived needs for direct contact staff within the Redeploy Illinois program.

Survey participants were further prompted to discuss specific barriers that existed for their lack of participation in proactively seeking additional training. Responses primarily focused on workload and casework issues such that staff members felt unmotivated to seek out or attend training opportunities because it was difficult to fit in training with work and personal schedules because most opportunities were out of town or occurred over multiple days. Both of these factors usually resulted in conflicts with other deadlines including court dates. Furthermore, some respondents noted their preference to be in the field rather than training sessions indicating a lack of interest or value in such training sessions.

Perceived Impact

The staff survey included five question measuring respondent's perceptions regarding the impact of the Redeploy Illinois program. Questions measuring the staff members perception of the impact of the program on clients and the influence of this perception on their own feelings and the feelings of their coworkers toward the Redeploy Illinois program. Table 12.7 presents the results of questions assessing respondent's perceptions regarding the impact of the Redeploy Illinois program.

Table 12.7: Results from Staff Survey Items addressing the Perceived Impact of the Redeploy Illinois Program, June 2006.

	# of items	Peoria County	St. Clair County	All Respondents
Perceived Impact	5	3.50	3.8	3.61

Results presented in Table 12.7 demonstrate that survey respondents tended to agree with statements suggesting the Redeploy Illinois Program has a positive impact on juveniles and further agreed with statements indicating that this positive impact is important to themselves and to their co-workers. A final question addressing respondent perceptions regarding the Redeploy Illinois program asked respondents to indicate the extent to which they agreed with the statement that changes could be made within the program that would increase the amount of positive impact they could have on client’s lives. Of the 17 respondents providing an answer to this question, 14 indicated that such changes could be made.

In open ended responses staff members made a number of suggestions for improvement. Despite positive comments related to the communication as noted below and positive work environment, some indication of a need for improved collaboration were evident in the responses. Not all respondents felt that interagency collaboration has been maximized. Some respondents noted a need for increased collaboration between caseworkers and probation suggesting that programmatic benefit could be gained from caseworkers and probation officers working together in coordinating a visit(s) with a client and their parents. Other respondents noted in a more general manner, the need for an improved relationship between the Redeploy Illinois program and the police, probation and schools. A number of respondents were careful to note a need for improved recognition that local communities are behind the program including local government officials and social service providers. Finally, respondents identified a remaining program barrier that resides within the client’s family and occasionally with communication between the program and the family. Specifically, respondents emphasized that families can be resistant and uncooperative with caseworkers and the Redeploy Illinois program in general. Thus, a need for increased parental involvement that may extend to addressing parental styles remains an existing challenge.

Communication

The staff survey included 12 items which assessed communication amongst Redeploy Illinois staff. This section included four items designed to assess the effectiveness of lines of communication and eight designed to assess the quality of communication content. Items assessing the effectiveness of lines of communication addressed communication between staff, supervisors, as well as media based communication. Items assessing the quality of communication content addressed a variety of aspects of communication quality and included a summary measure of overall satisfaction with the amount and quality of communication. Table 12.8 presents the results of the analysis of items assessing communication.

Table 12.8: Results from Staff Survey Items addressing Communication, June 2006.

	# of items	Peoria County	St. Clair County	All Respondents
Lines of communication	4	3.83	3.36	3.53
Communication quality	8	3.01	3.63	3.21

The results presented in Table 12.8 show that the strong majority of respondents agreed with statements indicating that the lines of communication in their organization were effective. Respondents also agreed with statements suggesting that the communication among members of their organization was of high quality, though this agreement was not as strong as agreement regarding the lines of communication. Overall, these results suggest that staff members feel that the lines of communication in their organization are effective and that the communication flowing along these lines is of a high quality.

Social Networks Analysis

As a part of the staff survey, respondents were also asked to complete an information grid that queried their primary workplace associates and level of contact with those associates in a number of areas that contributed to their daily functioning with respect to the Redeploy Illinois program. This information was utilized to complete a basic social networks analysis of the primary communication pathways that exist within the program. A social network analysis consists of mapping and measuring relationships and flows between people, groups, organizations, computers or other information/knowledge processing entities. Thus, using data from the surveys, we were able to quantify lines of communication and produce both graphical measures of the communication structure. This approach allows us to visually identify communication strengths and weakness both within the program and between the program staff and other agencies. The resulting social network graphs are displayed in Figures 12.1 and 12.2.

In collecting data that resulted in Figures 12.1 and 12.2, ten areas were queried in which the respondent was asked to list all associates (and their organization) who they would contact for the purpose described in the question (see Section Appendix for full listing of questions). All responses were then aggregated to develop the figures. For the purposes of program generalizability and to preserve the identity of program staff, the graphical display is limited to the position of the associate listed by the respondent rather than their actual name.

The pathways between positions vary in the level of communication between two individuals. Pathways are illustrated at one of three magnitudes (low, medium or high communication) based on the number of times that each person listed the other as a contact point in response to an item. It is important to recognize in examining the figures that not all persons noted on the figures completed surveys since only immediate program staff and service providers were included in this portion of the program evaluation. Thus, the level of communication may be underestimated in some instances as a result of the limited sampling frame. Those persons/positions that completed surveys are indicated through enhanced weighting of the text boxes.

In examining the primary lines of communication identified through the social networks analysis of the Peoria County site, a number of strengths are evident as well as grouping of communication. Foremost, the high level of communication and interdependency between the program director, clinical coordinator(s), and caseworkers points to an underlying strength of the program. Clearly, these groups have positive and open communication indicated by mutual reliance for expertise and the sharing of information. Additionally, a strong communication base appears to exist between Redeploy Illinois caseworkers and Probation staff. Both of these factors will add to the sustainability of the program and directly contribute to more successful client outcomes long term.

An area of relative concern was the lack of identified direct communication between caseworkers and service providers including ART personnel and the Youth Farm. Two explanations for this lack of communication may exist. First, it may be that the Assessment Clinician acts as a conduit of information between the two service providers and caseworkers. Second, the specific questions prompting respondents may not have accurately captured some level of communication that does exist between these two groups. Regardless, the low levels of communication evidenced herein should be considered by the site.

Regarding the primary lines of communication at the St. Clair County Redeploy Illinois site, strong communication lines existed within the CHASI organization which acts as the direct service provider for the Redeploy Illinois program. Further, strong lines of communication existed between probation staff, caseworkers and the community court liaison. Similar to Peoria County, this positive level of communication is an underlying strength to the program in St. Clair County and will contribute to positive program outcomes and sustainability. Additional strengths that are graphically displayed in Figure 12.2 is the moderate level of communication between probation personnel and the CHASI program coordinator that serves to supplement the direct contact that already exists between the caseworkers and probation. One aspect of this analysis that can not be overlooked is the centrality of the community court liaison position to the daily operation of the Redeploy Illinois program in St. Clair County. The liaison position appears to serve as a conduit between all aspects of the program including the courtroom work group, probation (including supervisors), caseworkers, CHASI administration and other service providers.

While a number of positive lines of communication exist, a second area resulting from the analysis that should be considered is the lack of centrality of the court room work group. For our purposes, the courtroom work group includes the presiding Judge, the State's Attorney's Office, the Public Defender's Office and the Court Clerk. While all primary positions of the Redeploy Illinois program reported some contact and communication with the members of the court room work group, they did not appear to play a major role in the functioning and operation of the program including the flow of information to and from caseworkers and others. While it is possible that the survey questions did not measure the actual level of communication that occurs, it is concerning nonetheless given other indications of collaboration concerns recently noted at this site. A consideration of the sharing of information and other forms of communication should extend to how better the courtroom work group could become involved and/or informed and/or participate with the Redeploy Illinois program in St. Clair County.

Figure 12.1: Primary Lines of Communication among Redeploy Illinois Staff Members - Peoria County, June 2006.

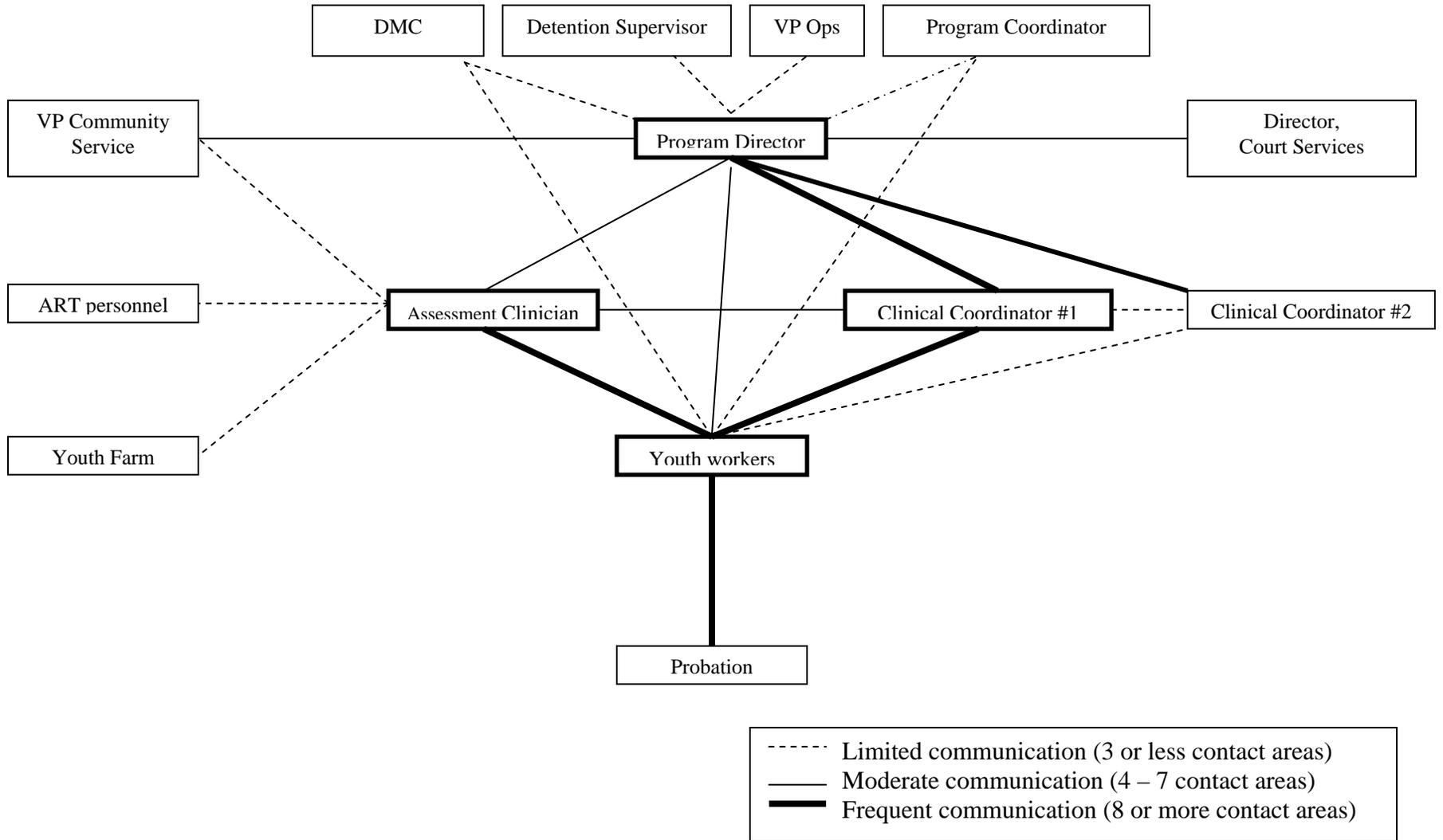
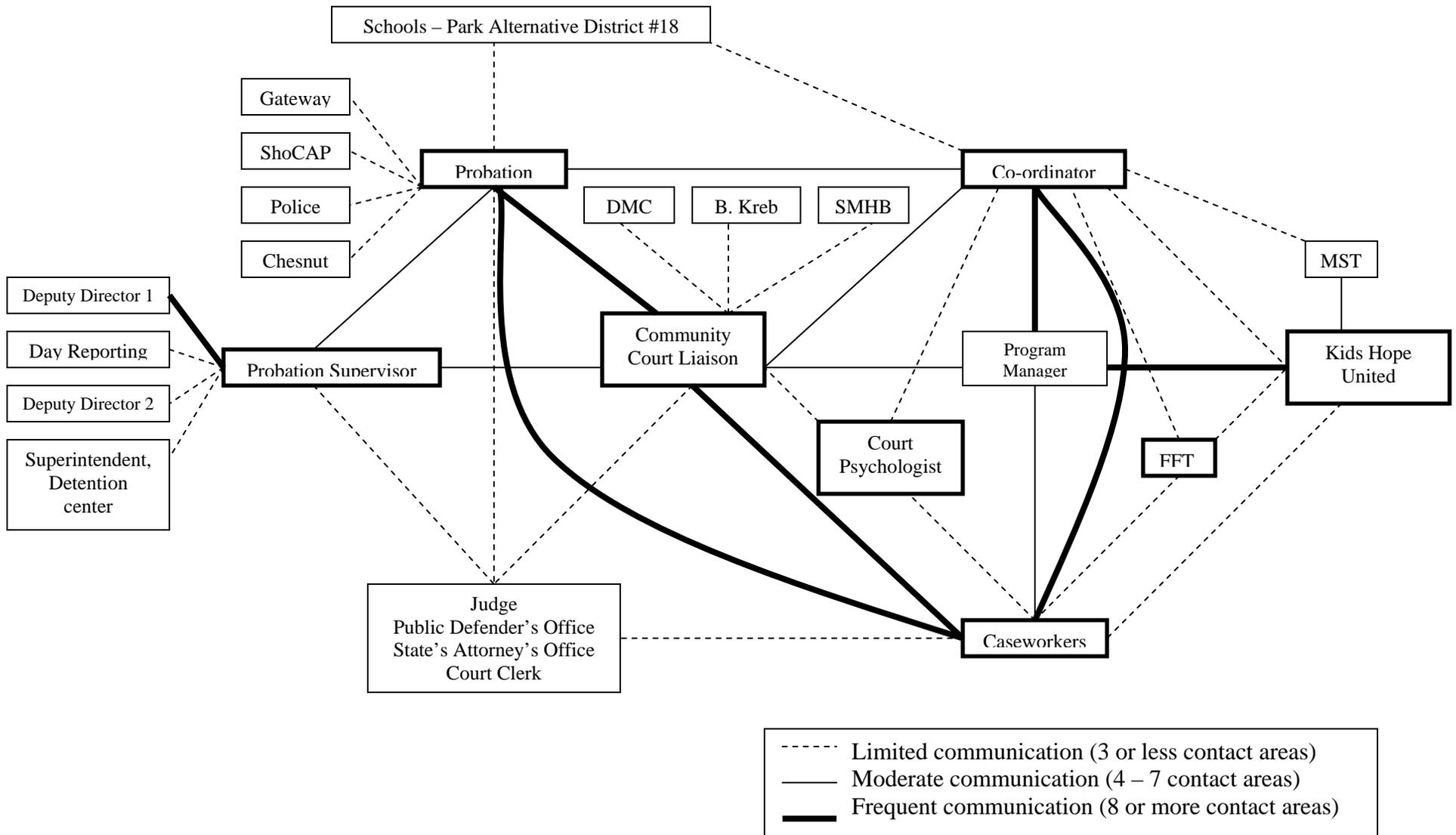


Figure 12.2: Primary Lines of Communication among Redeploy Illinois Staff Members - St. Clair County, June 2006.



Summary

Results presented here indicate that Redeploy Illinois staff members have a very positive perception of the Redeploy Illinois program across a number of aspects of program functioning including facilities and climate, training, perceived impact and communication. In Table 12.9 below, we summarize results across the different aspects of program functioning measured by the staff survey.

Table 12.9 presents the percentage of respondents whose average response score within a set of questions measuring a particular aspect of program functioning was a three or more, indicating that they strongly agreed or agreed with the majority of statements describing effective program functioning. Recall that there were five possible responses to each item: ‘strongly agree’, ‘agree’, ‘disagree’, ‘strongly disagree’, and ‘not sure’. To create summary measures within each of the aspects of program functioning measured by the staff survey each of these responses was assigned a numeric value. Values for the responses ‘strongly agree’, ‘agree’, ‘disagree’, and ‘strongly disagree’ ranged from 4 to 1, with higher values indicating stronger agreement. Therefore, respondents with an average score of three or more had a majority of responses that were either ‘strongly agree’ or ‘agree’, indicating an overall positive response to items measuring the aspect of program functioning under consideration.

Table 12.9: Percent of Individuals Averaging Positive Responses across different Aspects of Program Functioning, June 2006.

	Peoria County	St. Clair County	Total
Resources and Climate			
General resources	83.3%	75.0%	77.8%
Computer resources	50.0%	67.7%	60.0%
Climate	100%	100%	100%
Training			
Training quality	85.7%	90.9%	88.9%
Satisfaction with training	83.3%	55.5%	64.7%
Barriers to training*	0%	27.3%	12.5%
Perceived Impact			
Perceived Impact	100%	100%	100%
Communication			
Lines of communication	100%	100%	100%
Communication quality	100%	67.7%	77.8%

*Note: Barriers to training scale was based on statements suggesting there are significant barriers to training. Results indicate few respondents agree with such statements.

The percentages presented in Table 12.9 show that in the strong majority of cases respondents tended to agree with statements indicating positive program functioning across a number of aspects including resources and climate, training, perceived program impact and communication. Note that the low percentages for barriers to training indicate that respondents do not tend to agree with statements that there are substantial barriers to training; however, qualitative comments did note a relatively low level of motivation to engage in supplemental training by some staff members.

Of all the aspects of program functioning, consensus regarding resource adequacy was least strong for computer resources and satisfaction with training. This suggests resources targeted at these two areas may improve the functioning of the Redeploy Illinois Program in the two sites addressed in this analysis. Satisfaction with training is likely influenced by the timeline for the development of the Redeploy Program itself. As of the initiation of this report, the program had undergone a rapid development and implementation across a limited timeframe, thus limiting the capacity for effective training. As the program undergoes further development, and policies and procedures become codified, it will be possible to provide more satisfactory training to employees.

While a comparison across sites is not a focus of this analysis, it is worthwhile to note that there are differences between respondents from the Redeploy Illinois in Peoria County and Redeploy Illinois in St. Clair County. Respondents from Peoria County show greater agreement regarding adequacy of general resources, satisfaction with training, and communication quality. Similarly, these respondents show less agreement with statements indicating barriers to training. In contrast, respondents from St. Clair County show greater agreement with statements regarding the adequacy of computer resources and overall training quality.

To determine if differences in staff survey scores across counties are driven by the differences in respondents from Peoria County and St. Clair County (see Table 12.1), additional analyses compared results from a restricted subset of respondents. This subset only included case managers from Peoria County and case Managers from St. Clair County. Results for this analysis were similar to those presented above, demonstrating that differences across county are not driven by differences in the type of respondent.

Section XII - APPENDIX

Resources and Climate

General Resources

Offices, equipment, and supplies are adequate.

Your program has enough staff to meet current client needs.

Your program has adequate resources for meeting most medical and psychiatric client needs.

Computer Resources

Most client records for this program are computerized

More computer resources are needed here.

Workplace Climate

Most program staff feel positive and confident about the quality of services provided by your program.

Your program has a secure future ahead.

Program staff here get along well.

Program staff morale is very good.

Training

Training quality: Staff in our Redeploy Illinois Program are well trained in –
assessing client's problems and needs.

increasing client participation in treatment.

monitoring client progress.

improving rapport with clients.

improving client thinking skills.

improving client problem-solving skills.

improving behavioral management (e.g., sanctions and rewards) of clients.

using computerized client assessments.

working with staff in other units/agencies (or other criminal justice staff).

Satisfaction with Training

Good in-house (in-service) training is provided to program staff.

You found good outside training events to attend last year.

I am satisfied with my current level of training.

Barriers to Training

The workload and pressures at this program keep motivation for new training low.

The budget does not allow most program staff to attend professional conferences annually.

Training activities take too much time away from delivery of program services.

Limited resources (e.g., office space or budget) make it difficult to adopt new treatment ideas.

The background and training of program staff limits the kind of treatment changes possible here.

There are too few rewards for trying to change treatment or other procedures here.

Perceived Impact

Redeploy IL is making a positive difference in clients' lives.

My work is making a positive difference in clients' lives.

Making a positive difference in my clients' lives is an important part of my overall job satisfaction.

One of the main reasons for accepting my current job was knowing that I would be helping people.

My coworkers feel positive about the level of impact they make in clients' lives.

Communication

Lines of communication-effectiveness

Lines of communication within our organization from staff to supervisors are effective.

Lines of communication within our organization from supervisors to staff are effective.

Lines of communication within our organization between staff are effective.

Media used to communicate important organizational news and day-to-day information such as emails or an announcement system is effective for sharing information about our program.

Communication Quality

Important information about the program is shared between staff.

Information shared within our organization is detailed and accurate.

Information shared within our organization is reliable and consistent.

Information shared within our organization is received in a timely manner.

Staff receives communications about various topics, and use particular media to communicate on a daily or regular basis.

I am kept well informed about Redeploy Illinois plans and progress.

There are opportunities available to me to express my ideas to upper management.

Considering everything, I am satisfied with the amount and quality of communication in the program.

Social Networks Analysis

Whom do you typically turn to for help in thinking through a new or challenging problem at work?

With whom do you discuss ideas, innovations, and better ways of getting things done?

To whom do you go for expert advice in your work when making an important decision related to your duties?

With whom do you work to get your job done (exchange information, documents and other resources)?

Who do you get in touch with as part of your normal work routine?

To whom do you typically give work-related information? (e.g., information about clients, services etc.)

From whom do you typically receive work-related information? (e.g., information about clients, services etc.)

With whom do you discuss what is going on at work, and who is doing what in your organization?

Who do you most frequently collaborate with on projects?

Who do you most frequently mentor, if anyone?

Section XIII: Conclusions and Recommendations

At this point in time, the Redeploy Illinois programs in St. Clair and Peoria County are fully operational in accordance to their proposed plans. As we present the conclusions and recommendations for program operation and continued assessment of the program, it is important to view this assessment as a preliminary examination of the program operation and outcomes during its first year of operation with data available through April 2006. For many of the outcome measures of interest, an insufficient period of time has elapsed or an insufficient number of youth have engaged in various aspects of the program to make robust and definitive conclusions regarding the Redeploy Illinois program that would impact a significant policy change at this time. With that understanding, it is also important to note that overall initial indications suggest that the Redeploy Illinois program holds promise as a strategy for positively impacting long term youth behavior and reducing the number of commitments to IDOC facilities, in addition to improving service linkages for youth.

In this report, we have documented the processes that sites have engaged in during the development of their Redeploy Illinois program proposals and initial stages of program implementation. We have also documented the processes through which youth have been referred into the program and the associated eligibility criteria for youth. Next, we documented the various services received by program youth. Finally, we provided initial results on a variety of outcomes ranging from the characteristics of youth served to the level of reduction in IDOC commitments resulting at each site.

Given that both sites are in their first year of programming, only a limited number of youth have completed their terms. As such, outcomes assessment included herein should only be viewed as suggestive of potential trends rather than as definitive conclusions regarding the program. We strongly recommend ongoing evaluation as the programs continue their delivery of services. Such an evaluation should focus on a variety of outcomes including a longer term recidivism analysis that will allow for more robust conclusions regarding the long term reductions in youth placed in IDOC facilities. It is only once these analyses are completed that policy implications for the program should be considered.

In this concluding section, we summarize our findings for these Redeploy Illinois sites and include recommendations that have direct impacts on individual sites, future Redeploy Illinois sites and the Redeploy Illinois program in general. Recommendations also include reference to recent literature on successful violence prevent program implementation. Potential pitfalls noted in program implementation are not necessarily based on observations of the Peoria County and St. Clair County programs; the discussions of pitfalls are aimed at future site development and increasing awareness for existing sites.

Planning and Implementation

The operation and implementation of Redeploy Illinois in Peoria County and St. Clair County meets expectations set forth based on their initial program proposals. A number of key factors contributed to the successful implementation of the program during these initial phases.

4. *Stakeholder support within the State of Illinois and each county.* A key component to a multi-agency program such as the Redeploy Illinois program is to obtain and maintain support from various criminal justice constituencies who are both directly and indirectly affected by the program. Establishment of the Redeploy Illinois Oversight Board has garnered additional independent oversight of the program as a whole and may also act as an external soundboard to each county's program. Activities such as the all-sites meeting have been recognized by program staff as extremely useful and further serve as a booster to staff motivation and program understanding. All of these factors are key to program sustainability.
5. *A thorough planning process that included clearly defined goals of the program.* As required by the proposal development, each site engaged in a thorough planning process that required support for the program from service providers and various components of the criminal justice system. Proposals required a clear delineation of funding allocation and program administration including the services that would be provided to the participating youth. Further, through Public Act 093-0641, clear and required goals were set forth for each site resulting in a common mission between both sites within the program.
6. *Evaluation and Assessment during early phases of the program.* Through contracting with external, objective evaluators for assessments of the Redeploy Illinois program, sites have been able to self-assess their early stages of program implementation as well as gain insight into program strengths and weakness as a result of the steps required by this evaluation. This report, in addition, to the all-sites meetings may serve as a springboard to continual program evolution and improvement based on knowledge gained regarding the activities and services provided by other sites as well as knowledge of research literature related to the program.

The strengths demonstrated by Peoria County and St. Clair County coincide with those components of a good development phase for violence prevention programs recently identified by Mihalic, Irwin, Fagan, Ballard and Elliott (2004) based on their review of Blueprints violence prevention programs across the county. In a recent Office of Justice Programs publication, Mihalic and colleagues identified the following factors as primary components for successful program implementation:

1. Programs should enhance readiness of site.
2. Plan for implementation.
3. Demonstrate active support for the program.
4. Develop interagency linkages, as necessary.
5. Build an environment that is supportive of the new program.
6. Ensure that money, materials, and personnel are adequate.
7. Begin program efforts incrementally.
8. Develop administrative support.
9. Strive for internal stability.
10. Build staff support.

These components are not listed in order of importance as they have all been identified as contributing factors to successful program implementation. The first seven of these key points were well demonstrated at both sites. Programs demonstrated their readiness for the Redeploy Illinois program as a result of their desire to seek out the funding, ability to convene an interested group and develop a winning proposal. Further, both sites demonstrated a clear need for enhancements regarding their juvenile delinquent population and current level of at-risk factors in their respective communities.

A plan for implementation was required by the request for proposals which incorporated the need to demonstrate active support for the program. Both sites demonstrated this high level of support through letters of support from agencies and community groups that were included in their site proposal. The nature of this program and the proposal development process also required interagency linkages if they were not already established. Arguably, if a site is able to plan for implementation, and demonstrate support including interagency linkages, an environment that is supportive of the new program follows. It will be important for both sites to consider this factor in an ongoing manner as programs evolve and primary contacts in agencies and service providers change over time. A supportive environment is key in successful program implementation but perhaps an even more important factor in program sustainability.

Broader strategies that may be considered for ongoing program sustainability include communicating program success through recognition of individual staff member or agency efforts, promoting success stories of individual youth, and exchange of best practices between agencies and sites as it related to this program. Secondly, measuring performance through systematic evaluations at defined intervals will continue to enhance self-assessment at each site and objective assessments by external reviewers when possible. Finally, to the extent possible sites and administrators should attempt to build quality into daily work life of program staff through a revision of job descriptions, training and emphasis of quality during daily practices.

Adequacy of money, materials, and personnel was not a flexible component during the implementation of Redeploy Illinois per se given the nature of the funding source and limited period during which funding is available. The initial approach of the Redeploy Illinois program was a one year funding period during which the sites would develop sustainable changes within their county that would also allow them to continue to meeting the program's objective of reduced IDOC youth commitments. The root problem addressed through the Redeploy Illinois program, juvenile delinquency, does not consist of finite parameters nor does this activity exist within a vacuum.

As noted earlier in this report, a variety of factors are recognized to not only influence youth behavior but also influence juvenile justice processing decisions. Furthermore, recognizing that funding in this area is an ongoing concern locally and nationally, we understand that adequacy of funding is a relative term; however, during the site selection process application reviewers in addition to Oversight Board members should consider the intent of funding allocation as described in a proposal to ensure that anticipated changes in site processes are sustainable if funding is not subsequently continued.

Both sites have been able to initiate full operational levels in an unusually expedient manner. Given the seventh principle identified by Mihalic et al., that of incremental program implementation, it is important to recognize the potential pitfall for future sites that are not as ready at the beginning of their program period. The proposal by St. Clair County required a key staff member, the court community liaison, to be hired as well as a significant subcontract for service administration to be developed. Without a priori planning by the site to identify a qualified staff members and ongoing discussions and relationships with CHASI, the site would have had significant implementation challenges within the one year period for the site to be prepared for intake, assessment and onset of program for youth in such a short time frame.

The final three components that are important for successful program implementation pertain to creating a supportive environment for program staff recognizing both direct contact staff members and administrators responsible for the program. While noted by Mihalic et al. as important implementation factors, these factors should also be recognized in an ongoing manner that will enhance program sustainability as noted earlier. Once again, the importance of continued all-sites meetings is noted as a catalyst for developing between site connections at the administrative level which would be expected to increase internal program stability within a site and share ideas pertaining to sustainability issues.

Retention of key administrative staff persons will also lead to the identification or cultivation of a “program champion” if one is not already in existence. Mihalic et al. noted the importance of an appropriately situated program staff member who acts as a motivator to all staff internally and public champion to external constituents. Specifically, Mihalic et al. note that “the program champion is the primary motivator behind the innovation, guiding its day-to-day operations, fostering communication, and serving as a base of support for staff and program implementation. Typically the program director or coordinator, the champion needs to have enough power in the organization to influence decisions and effect change (which is why most champions are from the administrative level), but also must have rapport with the implementing staff to motivate them to carry out the day-to-day program elements.” The challenge with the Redeploy Illinois program is the current method of program support. For example, in St. Clair County, a subcontract has been provided to CHASI to support the program implementation. CHASI has primary responsibility for case supervision and service linkage. Funding supports a variety of personnel including the court community liaison responsible for initial program assessment as well as a number of caseworkers who are all supervised by a CHASI administrator. If program funding is only provided on a short term basis, these capabilities and the administrative program champion may not be sustained per se until alternative funding sources are developed.

Staff surveys administered as part of this assessment also address key staffing issues that are important to successful program implementation including:

- Staff involvement in planning and decision-making.
- Credentials and requisite skills of staff members.
- Skills built through training in the new program.
- Provision of training and technical assistance.

- Level of resources, materials, and financial compensation necessary to conduct the program.
- Provision of time necessary to accomplish all aspects of the job.

Based on an analysis of the staff survey data, an overall positive climate for the program has existed. Resources are generally viewed as adequate although additional training specific to the Redeploy Illinois program should be considered. Further, while quantitative survey results demonstrated overall employee satisfaction, the individualized qualitative comments made by staff as noted earlier should not be overlooked as key areas for program evolution and improvement.

In closing, this subsection has highlighted a number of factors that are important contributors to an environment that will foster a positive experience in implementing Redeploy Illinois that in turn will result in higher quality implementation and, ultimately, more positive short and long term outcomes for youth. The recent report on successful violence prevention program implementation developed by Mihalic et al. should serve, in part, as a guide for future site development including an understanding of the components and pitfalls described above. Next, we consider various components of the Redeploy Illinois program and discuss recommendations or associated cautions.

The Target Population for Redeploy Illinois

Enthusiasm over the ability to provide services to youth must be tempered by a focus on the segment of the juvenile population that is the intended target population for the Redeploy Illinois program. Public Act 093-0641 states that the purpose of the Redeploy Illinois program is to establish local services and community based sanctions in order to encourage the deinstitutionalization of “juvenile offenders who would be incarcerated if those local services and sanctions did not exist”. Strictly interpreted, this language suggests that the Redeploy Illinois program population should only be comprised of youth who would be committed to an IDOC facility in the absence of the community based sanctions and services provided through Redeploy Illinois. If sites adhere to this mandate, the number of juveniles receiving services should be roughly equivalent to the expected reduction in commitments to IDOC.

The alternative is that the Redeploy Illinois program may be viewed and utilized as a preventive mechanism where youth are referred into the program to prevent future behavior, which in turn may result in IDOC commitment. If the program is administered in this way, it would serve a larger population of youth who are deemed “at risk” for behavior that may lead to commitment; however, there is some question as to whether these youth would have actually attained this level of behavior.

While not definitive within this assessment, there is some suggestion in the data presented herein that the Redeploy program may be viewed in some part as a prevention program rather than an alternative to incarceration for youth who would otherwise be sent to state correctional facilities. In Peoria County, youth who are on regular probation caseloads and deemed to be of increasing risk level are placed on an increased level of supervision through inclusion in the Redeploy Illinois program. In St. Clair County, youth who are not IDOC eligible

are referred for additional services though not eligible for intensive supervision. While this commitment to providing additional community services to youth is laudable, caution must be applied if sanctions are associated with failure to comply with these services (i.e., missing appointments, failure to comply with/ attend treatment). That is, when applying the Redeploy Illinois program as a tool to prevent future behavior as opposed to an alternative to incarceration in IDOC, the program benefits are accompanied by increased opportunity for youth to incur a technical violation of probation. That is, the greater the number of stipulations added to a youth's case plan, the increased risk of technical violations that could occur as the result of the additional services provided that would not have otherwise been incurred.

Similarly, close contact between Redeploy Illinois caseworkers and juveniles may result in increased detection of new criminal behavior leading to a revocation of probation and incarceration. If participation in Redeploy Illinois increases the risk for probation violations, the preventative impact of services provided through Redeploy may be counterbalanced by the increased risk. This point is not to suggest that identification of new criminal behaviors should not be a goal of caseworkers; instead, it is during the interpretation of program effectiveness that this consideration requires recognition. In any case, sites implementing the Redeploy Program should carefully consider their target population and attempt to develop consensus among all stakeholders regarding this target population. Further, this consideration should be directly informed and guided by the Redeploy Illinois Program section of Public Act 093-0641.

Services

This evaluation shows that youth participating in the Redeploy Illinois program in both St. Clair and in Peoria counties are exposed to a broad variety of services including assessment and evaluation, intensive case management, developmental services provided by case managers, and established evidence based prevention programs.

While intensive case management, assessment and evaluation services are clearly critical components in the Redeploy Process (see Public Act 093-0641), there is not a strong body of literature addressing the impact of such services on behavior. In contrast, there is a relatively strong body of literature supporting the efficacy of the evidence based prevention programs used both in St. Clair and Peoria counties. These evidence based programs are Aggression Replacement Training in both Peoria and St. Clair County, and Multisystemic Therapy and Functional Family Therapy in St. Clair County. The ability of these programs to influence behavior when properly implemented has been established in rigorous evaluations:

Aggression Replacement Training. Both Peoria and St. Clair County have implemented Aggression Replacement Training for juvenile delinquents deemed appropriate for this treatment strategy. Aggression Replacement Training (ART) is described by Goldstein and Glick (1994) as a multimodal intervention designed to alter the behavior of chronically aggressive youth. The curriculum is comprised of lessons that teach youth pro-social behavior, anger control, and moral reasoning. Through these techniques, youth learn to modify their own anger responsiveness, and are motivated to employ skills learned. In their review of studies implementing ART, Goldstein and Glick found that ART “appears to promote skills acquisition and performance, improve

anger control, decrease the frequency of acting out behaviors, and increase the frequency of constructive, prosocial behaviors” (p. 9).

Functional Family Therapy. As described in Blueprints for Violence Prevention (Alexander et al., 1998), Functional Family Therapy (FFT) is an outcome-driven prevention/intervention program for youth who have demonstrated the entire range of maladaptive behaviors and related syndromes. FFT requires as few as 8-12 hours of direct service time for commonly referred youth and their families, and generally no more than 26 hours of direct service time for the most severe problem situations. FFT’s effectiveness is derived from emphasizing factors which enhance protective factors and reduce risk, including the risk of treatment termination. To accomplish these changes in the most effective manner, FFT is a program with distinct phases that build on each other. These phases consist of:

- *Engagement*, designed to emphasize within youth and family factors that protect youth and families from early program dropout;
- *Motivation*, designed to change maladaptive emotional reactions and beliefs, and increase alliance, trust, hope, and motivation for lasting change;
- *Assessment*, designed to clarify individual, family system, and larger system relationships especially the interpersonal functions of behavior and how they related to change techniques;
- *Behavior Change*, which consists of communication training, specific tasks and technical aids, basic parenting skills, contracting and response-cost techniques; and
- *Generalization*, during which family case management is guided by individualized family functional needs, their interface with environmental constraints and resources, and the alliance with the FFT therapist/Family Case Manager.

Multi-systemic Therapy. Multi-systemic Therapy (MST) is an intensive family- and community-based treatment that addresses the multiple determinants of serious antisocial behavior in juvenile offenders (Henggeler, Mihalic, Rone, Thomas and Timmons-Mitchell, 1998). The multi-systemic approach views individuals as being nested within a complex network of interconnected systems that encompass individual, family, and extra-familial (peer, school, neighborhood) factors. The major goal of MST is to empower parents with the skills and resources needed to independently address the difficulties that arise in raising teenagers and to empower youth to cope with family, peer, school, and neighborhood problems. Within a context of support and skill building, the therapist places developmentally appropriate demands on the adolescent and family for responsible behavior. Intervention strategies are integrated into a social ecological context and include strategic family therapy, structural family therapy, behavioral parent training, and cognitive behavior therapies.

MST is provided using a home-based model of services delivery. This model helps to overcome barriers to service access, increases family retention in treatment, allows for the provision of intensive services (i.e., therapists have low caseloads), and enhances the

maintenance of treatment gains. The usual duration of MST treatment is approximately 60 hours of contact over four months, but frequency and duration of sessions are determined by family need.

To ensure that Redeploy Illinois funds are spent on effective prevention strategies, the use of these programs should be emphasized when appropriate above other types of programs and services. Sites should also consider the use of other evidence based strategies if the current range of evidence based programs is not suitable for the majority of offenders.

In addition to utilization of services that are deemed effective or at minimum promising, the quality of the service delivery, or program fidelity, should be monitoring by Redeploy Illinois site staff members. According to Dane and Schneider (1998), four primary components should be examined when considering program fidelity: [1] Adherence; [2] Exposure; [3] Quality of program delivery; and [4] Participant responsiveness.

Adherence refers to whether the program service or intervention is being delivered as it was designed or written (i.e., with all core components being delivered to the appropriate population; staff trained appropriately; the right protocols, techniques, and materials used; and the locations or contexts chosen as prescribed).

Exposure (also referred to as dosage) may include any of the following: the number of sessions implemented, the length of each session, and the frequency with which program techniques were used.

Quality of program delivery is the manner in which a teacher, volunteer, or staff member delivers a program (e.g., the person's skill in using the techniques or methods prescribed by the program, and their enthusiasm, preparedness, and attitude).

Participant responsiveness is the extent to which participants are engaged by and involved in the activities and content of the program.

Researchers have widely recognized that well developed programs that have demonstrated effectiveness may fail when disseminated and applied in real-world settings. Factors including less favorable program operating conditions, modification of program components by service providers or inconsistencies in program delivery have been identified as key pitfalls that result in ineffective participant behavioral changes (Gresham et al., 1993; Mihalic et al. 2004; Wilson and Lipsey, 2000).

Existing and future Redeploy Illinois site need to remain cognizant of the program fidelity of various components within their program that is delivered by other service providers. Further, caseworkers must be cognizant of and engage in continual monitoring of participant responsiveness to designated service components for each youth and their family as one aspect of individualized service provision.

IDOC Commitments

This evaluation demonstrated that the Redeploy Illinois programs located in Peoria County and St. Clair County are both on track to succeed in reducing their commitments to IDOC by 25% relative to their respective benchmarks. To ensure that sites continue to meet their respective benchmarks for commitments to IDOC, the Redeploy Illinois sites should, on a quarterly basis, share detailed information describing the number of commitments to IDOC with both the Oversight Board and with external evaluation teams as appropriate. Continued assessment of data will allow these bodies to ensure the program is on track as well as allow for continual self assessment by each participating site.

To suggest that meeting the site benchmarks equates to success of the Redeploy Illinois program would be an erroneous conclusion; however, it is an indication of a promising strategy. The interpretations of achieving the reductions should be mindful of a number of contextualized factors including the impact of the program on the long term behavior including recidivism levels of the youth, the resulting technical violations incurred by program participants and resulting sanctions, the impact on disproportionate minority confinement, and the actual cost savings of the program that results from the reduction in commitments. Each of these issues will be discussed in turn and include recommendations for additional discussion within sites as well as data collection and assessment needs.

Recidivism of Redeploy Illinois Program Youth

As noted earlier in this report, only a small number of youth have completed the Redeploy Illinois program at each site and for those who have completed the program, an insufficient amount of time has elapsed for a meaningful evaluation of a sustained impact on the youth's behavior. As such, a full assessment of program effects is premature at this point in time. It is strongly recommended that in addition to a formalized recidivism study, individual sites begin to develop capacity to self-assess their program success by following up on youth who are successful program completers through period records checks. When possible, it would be useful to contextualize factors that may have contributed to both the successes and failures of program completers in order to qualitatively identify what aspects of the program may have demonstrated sustainable effects and for whom. It is also important to recognize that older youth who participate in the program may recidivate through the adult system rather than return to the juvenile court and every effort should be made to track youth through this system as well.

Furthermore, a periodic discussion among site personnel to identify factors that may have contributed to a youth's failure to complete the program is equally important. If significant barriers to service delivery or participation can be identified early on, steps can be taken to account for these factors with subsequent cases. If a formalized mechanism or process is not developed to discuss program successes and failures, program stagnation is likely and acceptance of failure to complete the program as an option. Every effort should be made to continually evolve the program to identify and breakdown barriers to program completion. Further, as part of these discussions, staff members may also consider discussing barriers to program participation at the referral stage and begin in initial problem solving exercises to develop solutions to this issue. These discussions would also be helpful if presented in small group format at a future all-

sites meeting to determine the extent to which issues are system wide and understand the various approaches taken across sites.

Technical Violations and the Redeploy Process

To date, technical violations comprise an important percentage of commitments from among those who have been referred to Redeploy Illinois within Peoria County and may impact St. Clair County as the youth progress through the program. Technical violations may be contributed to by the rigors of the Redeploy Illinois program; however, it is also possible that the technical violations incurred by those referred to Redeploy Illinois would also be incurred if those individuals were on traditional probation caseloads. While the preliminary nature of these results suggest that they should be approached with caution, it is reasonable to suggest that existing sites and counties planning to implement the Redeploy program should carefully consider processes impacting risk for technical violations. In particular, the active participation of those youth referred to Redeploy Illinois services is critical. Redeploy Illinois sites may benefit from consideration of the process through which some youth Redeploy Illinois are successfully referred to services to inform barriers to participation in services for other youth. This discussion would be followed by efforts to further reduce these barriers beyond those already taken such as provision of transportation.

It is important to note that the importance of the impact of the Redeploy Illinois program on risk for technical violations is closely linked to a consideration of the target population for the Redeploy Illinois program. If Redeploy Illinois is not used strictly as a diversion program where all those in Redeploy Illinois would have otherwise been incarcerated in IDOC increased risk for technical violations becomes a more important consideration.

Unfortunately, a clear understanding of the extent to which Redeploy Illinois services impact the behavior of participants and influence probation violations and other criminal justice system sanctions is beyond the scope of the current report and further limited by the availability of data. Strong statements regarding the impact of the Redeploy Illinois program on the behavior of participants will require data describing the behavior of those participants over extended periods of time. Currently, an insufficient amount of time has elapsed after the initiation of the Redeploy Illinois program in these locations to provide data that would support an analysis of the impact of the program on participant behavior. Additionally, the information describing Redeploy Illinois participants will need to be complimented by data describing the behavior of court involved juveniles from the pilot sites that do not participate in the Redeploy Illinois program as a comparison group.

Disproportionate Minority Confinement

It is extremely difficult to assess the impact of the Redeploy Illinois program on disproportionate minority confinement with fidelity. In particular, it is difficult to disentangle the impact of the Redeploy Illinois program from the impact of other criminal justice system policies and changing socio-economic conditions within the region. Accepting these difficulties, we can begin to explore the potential impact of the program by examining changes in the demographic characteristics of those youth committed to IDOC and by assessing the demographic characteristics of those youth in Redeploy Illinois programs.

If the Redeploy Illinois program is intended to reduce the incarceration of minorities in IDOC, the diversion of minorities into this program should result in minority groups comprising a large proportion of those on Redeploy relative to those in IDOC. We find that this is the case in Peoria County. Similarly, we should find that the overall numbers of minorities and the relative percentage of IDOC commitments that are comprised of minority youth should be declining. In Peoria, the number of commitments who are African Americans have decreased substantially between 2001 and 2005, while the overall percentage that are African American decreased initially after 2001, but then returned to approximately the same level by 2005.

In St. Clair County, we have seen relative stability in the percentage of IDOC commitments who are minority youth, with a slight downward trend subsequent to an initial drop in 2001. More recently in the first few months of 2006, a reverse of this trend has occurred. It is important to realize the small number of youth affected by the Redeploy Illinois program to date that result in these trends. A follow up examination of this trend over a longer period as the program progress should be completed. Further, an increase in the number of Hispanic youth has also occurred; however, we must be cognizant of improved identification of this ethnic group in official data in the past few years as well as changing area demographics. As with many of the results presented in this report, these results should be interpreted with caution in light of their preliminary nature and the likelihood that rates of minority commitments are driven by a broad variety of characteristics in addition to the development of the Redeploy Illinois program.

Cost Savings

The extent to which the Redeploy Illinois program has reduced the annual cost of commitments from Peoria and St. Clair counties is driven by both the number of youth sent to state facilities and the length of stay of each youth. In considering the reduction target for the various Redeploy Illinois sites, the Oversight Board for the program considered the youth during baseline years (2001 – 2003) who were committed for court evaluations as compared to full commitments and the associated length of stay for each group. Thus although cost savings discussions related to the Redeploy Illinois program utilized phrasing based on a total reduction of total number of youth commitments during an annual period, which would be expected to reduce the total financial burden to the State, these figures incorporate this distinction with the assumption that the baseline rates remain relatively constant.

With this method of estimating the baseline rates, the associated reduction in fiscal burden to the State should both sites meet their benchmark goals will be significant. Based on

data from the Illinois Amended Legislative Report on the Impact and Implementation of the Redeploy Illinois program, with the reduction of 19 youth in Peoria County, a fiscal savings of \$622,021 is expected. With a reduction of 22 youth in St. Clair County, a fiscal saving of \$356,602 will result. These savings are based on the average costs of \$51,525 per annum for incarceration of a non-violent youth with an average 9.6 month length of stay. To continue confidence in the actual cost savings, data on the breakdown of court evaluation commitments as compared to full commitments and the associated lengths of stay should be routinely monitored.

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Appendix A - REDEPLOY ILLINOIS CHILDREN ASSESSMENT

Client J
DOB: 11/20/1990

DATE OF RECORDING: February 21, 2006

FAMILY NAME AND ADDRESS: The Client J Family
Noname Avenue
City, Illinois
Phone number

REFERRAL SOURCE:

Client was referred to the Redeploy Illinois Children (RIC) program by the St. Clair County Court, Juvenile Division.

REFERRAL SOURCE DESCRIPTION OF THE PROBLEM:

On <date>, Client was charged with three counts of Burglary and one count of Possession of Burglary Tools. Client broke into three commercial establishments. His charge of Possession of Burglary Tools was in regard to him carrying a claw hammer during the commission of these crimes.

On <date>, Client appeared before the St. Clair County Court, Juvenile Division and pled guilty to these charges. Client was sentenced to five years of probation, 30 days in the St. Clair County Juvenile Detention Center (SCCJDC), with ten days stayed.

Client was referred to Family Functional Therapy through Kids Hope United and was ordered to attend the Probation Day Reporting program (PDR) at the SCCJDC. Client stopped attending PDR on <date> and was unsuccessfully discharged from PDR on <date>. Client also failed to report for DNA testing at the St. Clair County Probation Department on <date>. On <date>, the Probation Department filed a Petition to Revoke Probation (PTRP) on Client. On <date>, Client's grandmother reported to the Probation Department that Client had been gone from home since <date>. The Probation Department issued a Juvenile Arrest Warrant (JAW) and he was apprehended by the local Police Department on <date>.

On <date>, Client appeared before the St. Clair County Court, Juvenile Division due to technical violations. Client was ordered to be evaluated for fitness to stand trial by Dr. C and was remanded to the SCCJDC until his level of fitness could be determined.

In an evaluation dated <date>, Dr. C diagnosed Client with Post Traumatic Stress Disorder (PTSD), Chronic Major Depressive Episode, Recurrent with Mood Congruent Psychotic Features, and Cannabis Abuse in a Controlled Environment. Despite his diagnosis, Dr. C did not believe that at the time of his evaluation, Client's mental illness substantially impair his ability to understand the nature of the Court and the proceedings against him.

On <date>, Client appeared before the St. Clair County Court, Juvenile Division. Client pled guilty to three counts of Burglary and one count of Possession of Burglary Tools. He agreed to a commitment to the Illinois Department of Corrections, Juvenile Division (JDOC). A Social Study Investigation was ordered, and he was remanded to the SCCJDC until his sentencing hearing on <date>.

While Client was in the SCCJDC, the local Police Department obtained evidence on <date> linking Client to a second burglary that he was currently awaiting sentencing on for previously burglarizing.

On <date>, Client appeared before the St. Clair County Court, Juvenile Division for sentencing on the three counts of Burglary and one count of Possession of Burglary Tools. The new charge of Burglary, filed by the local Police Department on <date> was also included in this hearing. Client would not plead guilty to this new charge and agreed to be held in the SCCJDC to be evaluated by the RIC program.

ASSESSMENT CONTACTS:

A telephone interview with the Court Liaison for the RIC program, on <date> and <date> to telephone number (618) 555-1212.

A review of St. Clair County Probation Department, Juvenile Division case notes spanning from <date> through <date>.

A review of a psychological evaluation written by Dr. C.

An in person interview with Client at the St. Clair County Juvenile Detention Center on <dates>.

A telephone interview with Client's grandmother, on <date>, phone number.

An in person interview with Probation Day Reporting Supervisor on <date>, telephone number (618) 555-1212.

A review of a Neglect Petition by the Illinois Department of Children and Family Services <date>.

A review of a Psychological Evaluation written by St. Clair County Court Psychologist, written on <date>.

An in person interview with client's grandmother on <date>, telephone number.

A review of the Children's Home and Aid Society of Illinois, Adoption Preservation program file spanning from <date> through <date>.

FAMILY COMPOSITION:

Client currently resides with his grandmother, at her residence, in Illinois. Client's father also resides in the residence with his 2-year-old son. Client's aunt also resides at the residence.

Client has a total of X siblings that are grown and not living in the home. Client's mother died when Client was approximately 7-years-old.

BRIEF FAMILY HISTORY:

Client was the product of a relationship between Ms. Doe and Mr. Doe. Prior to Client's birth, Ms. Doe had already bore x children, name (age X at the time), and name (age X at the time). Ms. Doe and Mr. Doe had x children together; name (born in x), name (born in x), and Client born on <date>. Client's older sister, x, died during infancy from Sudden Infant Death Syndrome (SIDS). Client's grandmother reported that she did not have much contact with Client during his early childhood and did not know his mother or her extended family very well. The grandmother stated that Client's mother was a heavy drug user and that Client was born with low birth weight and said he was a "crack baby".

Client advised that his father did not live in the home with him and his mother. According to grandmother, when Client was ten months old his father was sentenced to the Illinois Department of Corrections for cocaine related charges.

X had three indicated reports of abuse by the Department of Children and Family Services (DCFS). The first report was on <date>, due to Client having been born with Cocaine in his system. A report dated <date> indicated that a paramour, A, was residing in the home and had sexually perpetrated Client's two older sisters, who were x and x-years-old at the time. Mr. A. was extremely violent and would beat Client's mother with his hand gun and fire it off in the home.

Client's mother openly denied any sexual molestation of her children by Mr. A and continued to allow him at their residence. Centreville authorities believed Mr. A and Client's mother were actively using crack cocaine at the time. A report by DCFS dated <date> stated that the children were removed from the mother's home due to her continuing to allow Mr. A to stay at her residence and the unsanitary conditions of the home. DCFS stated that the children were at great risk of physical injury that would likely cause death or disfigurement if they continued to stay in the home.

Client and his siblings were placed in foster care for approximately x months before being allowed to go back and reside with Client's mother. The grandmother stated that Client's mother continued to use narcotics and that Client came to live with her a few months later while Client's mother tried to get control over her addiction to crack.

When Client was approximately x years-old, his mother was huffing gas in her garage. Client's mother then died from an overdose of gas fumes. DCFS took custody of Client and his siblings. Shortly afterwards, DCFS placed Client with X on a temporary basis. X felt that Client would do better with relatives he knew. X asked his maternal grandmother and his maternal aunt if they would consider adopting Client. Both refused this request and X became his guardian and adopted him. X believes this rejection by his mother's sister and his grandmother has had a significant impact on his emotional well-being.

In an interview with the St. Clair County Court Psychological Consultant, X stated that Client developed visual and auditory hallucinations after the death of his mother. Most notable of the hallucinations was his self-report of seeing his mother appear in his mirror and often reliving the episode of her death. Client advised Dr. C that he witnessed the death of his mother. Client was not present when his mother had overdosed but did visit her in the hospital with X. Client reported to the psychologist that he did not know how his mother had died.

After the death of his mother and the rejection of by his maternal relatives, Client began to exhibit signs of an emotional disturbance. X reported that Client had difficulty sleeping and would often pace the floor late at night. X stated that Client was afraid to go to sleep because that is when his visual and auditory hallucinations were most prominent. X advised that she never sought psychiatric help because Client did not want people to think he was crazy. In addition, Client was abiding by home rules and appeared to have a good relationship with X. It was not until X moved from the A area to the B area that Client started having behavioral problems at home and in the school. X reported that Client began to become more defiant with her and resistant to following home rules. Client also started getting suspensions from Junior High for fighting and refusing to follow directions. He was eventually transferred to School B. Client's behavior escalated to incidents of him running away from home and on one occasion, client was gone for one month. X advised that Client would talk about killing himself and thought he was receiving messages from the television telling him to kill himself. Client had knives hidden in his room and also hoarded matches. X stated that Client never set anything on fire but would light the matches to watch them burn.

X reported that Client had never threatened to harm her but that on occasions she would wake up in the middle of the night with Client standing in her room watching her. Client would tell X that he could not sleep. X was scared by these actions and had become increasingly concerned about Client's mental health. At this time X sought psychiatric help through Comprehensive Mental Health but he refused to go. Client's grandmother also attempted to get Client involved with Outpatient counseling through X Regional Hospital. However, Client refused to speak with a counselor.

Through a DCFS referral to the Children's Home and Aid Society of Illinois, Adoption Preservation program, Client's grandmother was able to get Client to meet with a Family Therapist. Services were open with the family from <date> through <date>. Client stated that he liked speaking with Family Therapist and felt like talking to her helped. During this time, Client worked on issues of grief and keeping his feelings stable. Also addressed was his fascination with playing with matches. In an assessment by the family therapist dated <date>, she stated that Client never admitted to any sexual abuse despite indicators. The family therapist also advised that Client would need to continue therapy and follow through with an evaluation by a psychiatrist. Client's grandmother was not successful in getting Client to cooperate with these recommendations.

On <date>, Client and his brother, burglarized two establishments. Client was caught by the local Police Department on <date> when he was arrested inside the establishment after having broken into it. Client initially reported that his brother was with him for only one of the

burglaries. However, the local Police Department was able to link evidence from the earlier two burglaries to Client and brother.

On <date>, Client was sentenced to five years of probation for three counts of Burglary and one count of Possession of Burglary Tools. Client was sentenced to 30 days in the SCCJDC with ten days stayed. Client was released back to the custody of Client's grandmother. Client's behavior was stable in her home for approximately one month. In <date>, Client stopped attending PDR and was unsuccessfully terminated. Client also failed to report to the Probation Department for DNA testing. Client left Client's grandmother home without permission and was staying in the local area for approximately one month. Because of these violations, the Probation Department issued a JAW and Client was apprehended on <date>.

While Client was in the SCCJDC, the local Police Department found evidence linking Client to a second burglary of an establishment perpetrated on <date>.

On <date>, Client appeared before the St. Clair County Court, Juvenile Division for sentencing and the new charge of Burglary was included. Client denied being involved in a second burglary of the establishment. The Court ordered Client to be evaluated by the RIC program and he agreed to remain in the SCCJDC during this process.

DRUG AND ALCOHOL:

Client reported first trying marijuana when he was 12 years old. Client minimized his drug use and would not give an accurate account of his level of use prior to being incarcerated in the SCCJDC. Client's associates with drug using and criminally active peers and family members.

MENTAL HEALTH ISSUES:

Client does have a history of mental illness in his family as his maternal grandmother was diagnosed with Schizophrenia in her early adulthood. Client's grandmother advised that after the death of his mother at age 7, and the rejection by maternal relatives to allow him to stay with them, he began to exhibit signs of being emotionally disturbed. Client's grandmother advised that he began to have auditory and visual hallucinations most notably seeing visions of his mother and reliving the occurrence of her death. Client had difficulty sleeping and would pace the floor in his room for a good part of the night. Client had told Client's grandmother that he was scared to go to sleep because that was when his hallucinations were most prominent.

Client's grandmother did not seek psychiatric help for Client because he was not misbehaving in the home and he refused to go to any type of counseling. Client's grandmother advised that his hallucinations continued to occur and did not pose serious concern until he was 12 years old. At this time, Client began fixating on thoughts of suicide and began hiding knives in his room and playing with matches. Client's grandmother attempted to link Client with programs but he refused to go. Client did cooperate with counseling through the Children's Home and Aid Society of Illinois in 2004 for six months.

Client's behavior continued to decline and resulted in several suspensions from school over the next two years. Client stated that most of the problems he had in the school setting were with female teachers. Client's grandmother also reported that he was not respecting her home rules

and leaving when he felt like it. This would correlate with the psychologist's initial resistance from Client during sessions for his psychological evaluation.

Client told Dr. C that he had set his hands on fire with gas before to watch them burn and then put them out with water. Client has a history of self-mutilation and has numerous scars on his arms but no visible burns.

The psychologist's evaluation indicated that Client admitted to seeing little green men in his room at home and was seeing strangers and his mother in the mirror at the detention center. Client also told the psychologist that he felt like people on the television could read his mind and were telling him he should go ahead and kill himself. Client admitted that he gets depressed and has visions but did not want people to think he is crazy and feels a stigma about seeing a psychiatrist. Client also told Client's grandmother that he believed that within two years he would be dead or a homosexual.

Dr. C's evaluation advised that Client has a low level of frustration and will decompensate into anger when placed under stress resulting in fighting. The report indicated that Client had a detachment and estrangement from others and has a sense of a foreshortened future. Dr. C diagnosed Client with Post Traumatic Stress Disorder, Chronic Major Depressive Episode, Recurrent with Mood Congruent Psychotic Features, and Cannabis Abuse in a Controlled Environment. Dr. C recommended that Client be linked with a group like the Mental Health Juvenile Justice Institute so they could implement a treatment plan that probation could monitor. Dr. C also advised that DCFS be involved so that Client could benefit from their initiative dealing with trauma.

SCHOOL RELATED ISSUES:

Client's grandmother and Client reported that Client did well in school until the fourth grade. He repeated this grade due to having low grades. In sixth grade, Client attended the Alternative School for several suspensions he had received for insubordination and fighting. Client did well in school after this until he was in Junior High for his eighth grade year. Client had become defiant with teachers and had gotten into fights at Clark. Client reported that he had female teachers that were always trying to tell him what to do. Client stated that they did not like him and he did not like them. Client attributed his general decline in school performance as a result of his teacher's not liking him. However, Client was transferred to School B due to a fight with another student. Client also had discussed with his former therapist that he did not feel safe at school and would find ways to get suspended or not go.

Client was expelled in ninth grade due to extensive unexcused absences from school. Client's grandmother stated that when Client started failing classes in the fourth grade that the school district should have done more to address this situation. Client has always been in mainstream classes and has never been evaluated by his school district for a Learning Disorder or a Behavior Disorder. According to the psychologist's evaluation, Client has a full-scale intelligent quotient of 84, which places him in the low range of average.

FAMILY'S PERCEPTION OF THE PROBLEM:

Client has difficulty in having insight to his problems due to his mental health issues and possible neurological disorder. Client attributes most of his problems as the fault of others or of circumstance. Client does believe he can make the changes necessary to be successful on the RIC program.

Client's grandmother believes that the death of Client's mother, and the rejection of his maternal relatives in early childhood have had a huge impact on his emotional well-being. Client's grandmother believes Client has trauma issues and a mental illness that needs to be addressed by a psychiatrist. Client's grandmother also advised that because his mother died and his female maternal relatives rejected him during a time of extreme stress and grief, he does not respect women. This impacts Client's ability to follow Client's grandmother's home rules and his ability to respect female teachers in his school.

WORKER'S ASSESSMENT:

Client was born with cocaine in his system due to his mother's addiction to crack cocaine. Research shows that children born to mothers addicted to crack tend to develop slower in cognitive abilities and fine motor skills. These children tend to have lower levels of frustration, which is reflected in Dr. C evaluation on Client. These children sometimes have difficulty in mainstream classes in school and some have neurological disorders.

In addition to being born with cocaine in his system, Client was traumatized in early childhood by witnessing violence against his mother by a paramour living in the home. This paramour had sexually perpetrated on his two sisters, who were x and x years old at the time. Client reports that this paramour would punch him in the face. RIC believes that there is a possibility that Client was also sexually abused.

These experiences coupled with the fact that after his mother's death his maternal relatives rejected him Client was traumatized and had difficulty dealing with his emotions. Dr. C diagnosed Client with having Post Traumatic Stress Disorder, and Major Depressive Episode, Recurrent with Mood Congruent with Psychotic Features. This is represented by Client developing auditory and visual hallucinations shortly after his mother's death. Despite these hallucinations, Client's grandmother did not seek psychiatric care until Client was 12 years old. This was a result of his behavior becoming increasingly defiant and oppositional in the home and at school. Client also began fixating on suicide and would often talk about it. Client told Client's grandmother that in two years he would either be dead or a homosexual. Even after Client's grandmother's attempts to get Client to see a psychiatrist, he refused to go or attend any counseling sessions. However, Client did meet with a family therapist through Children's Home and Aid Society of Illinois for six months in 2004. Client felt like it helped talking to someone.

Client also has never properly grieved over the death of his mother and the rejection of him by her relatives shortly afterward. Client also has a negative view of women, that could have stemmed from these instances and witnessing violence against his mother while she was alive. Because of this and the lack of structure provided during childhood, Client does not respect his grandmother's home rules and has conflict with female teachers while at school. Client has not had a positive male role model in his life and tends to gravitate to negative or delinquent peers as a support in his life.

The Court should be advised that Client's mental health and behavioral problems are significant. The only way that the RIC program can impact this young man's life in a positive way is to have clear communication and the involvement of several professionals in his area, most notably psychiatric services. It is believed that despite Client's insistence that he can make the changes necessary to be successful on RIC, he will have instances of regression especially when his mental health issues cycle or resurface.

Client's prognosis will be contingent upon his willingness to cooperate with psychiatric services and taking medication on a consistent basis.

SERVICE RECOMMENDATIONS:

It is respectfully requested that should Client be placed on the RIC program and released back into the community, that Client be court ordered to:

- Follow through with an evaluation by a psychiatrist, and take prescribed medications;
- Participate in grief counseling;
- Participate in Family Functional Therapy;
- Cooperate with Treatment Alternatives for Safer Communities (TASC) and abide by their recommendations;
- Follow through with an independent educational assessment;
- Cooperate with the electronic leg monitor;
- Cooperate with mentoring services;
- Utilize positive recreations through a YMCA membership;
- Attend school daily and have appropriate behavior while there; and
- Cooperate with services through the RIC program.

Respectfully submitted,

Coordinator

Program Manager, Delinquency Services

Client Name: Client Doe **Date:** 03/03/06

<p>Legal:</p> <p>Presenting Issues: Client was charged with 3 counts of Burglary and 1 count of Possession of Burglary Tools. Client initially plead guilty to these charges but when charged with a 4th count of Burglary he plead not guilty. Because the Juvenile Court is considering sentencing Client to an evaluation with the Illinois Department of Corrections, Juvenile Division, he was referred to the Redeploy Illinois program for an evaluation as a possible alternative to corrections.</p>
<p>Identify the Needs of the Client/Family: If Client is released and ordered to participate in the Redeploy Illinois Children program, he may have transportation issues when his grandmother is not available.</p>
<p>Identify Services, Supports or Interventions: Redeploy can assist by providing bus passes.</p>
<p>Educational/Vocational:</p> <p>Presenting Issues: Client is currently attending School B. Client has a history of suspensions from school for arguing with teachers. Client also has failed to pass two grades in the past. Client is not in special education classes and has never been tested for Behavior Disorder or a Learning Disability.</p>
<p>Identify the Needs of the Client/Family: As Client has been detained for most of this school semester he has been dropped from school.</p>
<p>Identify Services, Supports or Interventions: Client will comply with an educational/psychological evaluation. Upon the results of this test Redeploy will assist Client in researching school placement options. When Client is released he will attend Probation Day Reporting program every day until school is in session.</p>
<p>Emotional/Psychological:</p> <p>Presenting Issues: According to a recent psychological evaluation done by St. Clair County Court Psychological Consultant, Client has a full scale intelligent quotient of 84. This puts him in the low/average range.</p> <p>Client has a history of auditory and visual hallucinations that started occurring during childhood. He has been evaluated by Dr. C for fitness and was found fit to stand trial with a diagnosis of Posttraumatic Stress Disorder and Cannabis Abuse. While detained,</p>

<p>he was evaluated by Gateway Regional Medical Center. GRMC prescribed Zoloft and Concerta with a diagnosis of ADHD, Post Traumatic Stress Disorder with depressive features.</p> <p>In addition, Client has significant grief issues regarding the death of his mother when he was approximately 7 years old.</p>
<p>Identify the Needs of the Client/Family:</p>
<p>Identify Services, Supports or Interventions: Client will continue to see a psychiatrist, and follow the recommendations including medications.</p> <p>Client will be evaluated for Grief Counseling through either Heartlinks or an independent counselor and will follow all recommendations and participate in counseling sessions.</p>
<p>Health:</p>
<p>Presenting Issues: Client has admitted to past cannabis use, Dr. C also noted Cannabis dependence as one of Client's Diagnoses.</p>
<p>Identify the Needs of the Client/Family: For Client to maintain good mental health and for his prescribed medications to work best he needs to stop using cannabis.</p>
<p>Identify Services, Supports or Interventions: Client will comply with an evaluation through TASC and follow all recommendations.</p>
<p>Social/Recreational:</p>
<p>Presenting Issues: Client is involved in few recreational activities but can identify activities that he enjoys such as fishing. Client also has a variety of sports he enjoys participating in.</p>
<p>Identify the Needs of the Client/Family: Client needs a positive recreational activity to occupy his free time.</p>
<p>Identify Services, Supports or Interventions: Redeploy will assist Client in applying for a scholarship to the YMCA. Redeploy will also link Client to a mentor to do activities with.</p>
<p>Other:</p>
<p>Presenting Issues: In the past Client has had difficulty in abiding his grandmother's home rules. Client has left without permission and stayed with friends or other family members. At one point</p>

Client was gone from his grandmother's home for approximately one month. Client's unwillingness to comply with his grandmother's rules has created conflict in the home.

Identify the Needs of the Client/Family:

Identify Services, Supports or Interventions:
Client and his family will work with Kids Hope United, Functional Family Therapy program to resolve the conflict within the home.

Supervision Plan:

When Client is not in PDR or a school program he will be supervised by his Grandmother/ Legal Guardian. The Electronic Monitor will be utilized to assist Client in abiding by curfew and home rules. The rest of Client's time will be spent in the following:

- Probation Appointments
- Redeploy Appointments
- TASC Appointments
- Psychiatric Appointments
- Counseling Appointments
- Grief Counseling Appointments
- Family Therapy Appointments
- Recreational Activities with his Mentor

This plan has been developed for Client to present to the Court as an alternative to the Illinois Department of Corrections. The signing of this document indicates that all parties have reviewed, had input into and understand the plan and agree to its content. The parties further understand that failure to comply with the plan can result in the probation requesting that the case go back before the court for further disposition.

Client _____ **Date** _____

Parent/Guardian _____ **Date** _____

Probation Officer _____ **Date** _____

RIC Case Manager _____ **Date** _____

Other _____ **Date** _____

Other _____ **Date** _____