

Redeploy Illinois 2nd Judicial Circuit Pilot Site Impact & Implementation Evaluation Report

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Note

This report is based on data made available to the evaluation team by the 2nd Judicial Circuit Redeploy Illinois implementation team. The implementation team identified the participants for the various data collection methods with input from the evaluation team. In several instances the number of people who participated in the various data collection mechanisms was very small. Also, the historical data provided was incomplete in many instances. Therefore, readers of this report should exercise caution when using the information presented in this report.

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Executive Summary

The purpose of the Redeploy Illinois Public Act is to “to encourage the deinstitutionalization of juvenile offenders establishing pilot projects in counties or groups of counties that reallocate State funds from juvenile correctional confinement to local jurisdictions, which will establish a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders who would be incarcerated if those local services and sanctions did not exist.¹”. The overall goal of the program is to reduce the number of juveniles committed to the Illinois Department of Corrections (IDOC) by providing incentives to counties to create local resources that will more effectively meet the needs of delinquent youth while at the same time keeping the community safe. The program is being implemented using a variety of approaches across four pilot sites, in the 2nd Judicial Circuit as well as Macon, St. Clair and Peoria counties in Illinois. This report is focused exclusively on the evaluation of the 2nd Judicial Circuit pilot program, which consists of 12 counties².

The evaluation approach employed in this study was systematic and comprehensive using a variety of both qualitative and quantitative data collection methods. The evaluation approach was designed to address the unique characteristics of this pilot site through establishing key performance indicators and research questions for assessing the impact and implementation of the Redeploy program. At the heart of the Evaluation Design was a “dashboard” containing 11 key performance indicators. Five performance indicators were identified for assessing the impact of the Redeploy Illinois program and six performance indicators were identified for assessing the implementation of the program. Tables 1 and 2 present the eleven key performance indicators (5 Impact and 6 Implementation indicators) and associated research questions.

Table 1 - Impact Performance Indicators & Research Questions

Performance Indicator	Research Question
1. Reduction in IDOC Commitments	What is the percentage reduction of IDOC commitments?
2. Program Effect	What is the impact of Redeploy Illinois on juveniles, their families and victims?
3. Detention & Probation Utilization Rate	What are the secure detention and probation utilization rates of by Redeploy Illinois program participants and non-participants (including pre and post trial use of detention)?
4. Services & Sanctions Utilization Rate	What are the Redeploy Illinois service and sanction options and the utilization rate for each of the available services?
5. Addressing Violations	How are violations by juveniles who participate in the Redeploy Illinois program handled by various service agencies and how are sanctions and incentives used to address violations?

¹ [Redeploy Illinois Public Act 093-0641](http://www.ilga.gov/legislation/publicacts/fulltext.asp?Name=093-0641)

<http://www.ilga.gov/legislation/publicacts/fulltext.asp?Name=093-0641>

² Crawford, Edwards, Franklin, Gallatin, Hamilton, Hardin, Jefferson, Lawrence, Richland, Wabash, Wayne, and White

Table 2 - Implementation Performance Indicators & Research Questions

Performance Indicator	Research Question
6. Program Alignment	To what degree was the pilot program implemented and managed as proposed and how consistent was the pilot with the Redeploy Illinois Public Act (P.A. 093-0641)?
7. Juvenile Selection Process	What is the selection process to identify juveniles who qualify to participate in the Redeploy Illinois program?
8. Communication & Awareness	How well does the program staff communicate, cooperate, collaborate and/or share with other agencies/entities and how aware of the Redeploy Illinois program are victim service organizations and what can be done to increase their awareness?
9. Service Options, Providers & Availability	What is the approach used to match juvenile needs and available services; and how and why are the specific services and associated service providers chosen?
10. Resource Utilization	Does the program have sufficient staff to manage caseloads (specifically probation officers & project managers) and is their performance acceptable?
11. Assessment Methods	What was the number and type of assessments (YASI and other) performed and how well is that information shared across agencies?

Impact Indicator 1 - Reduction in IDOC Commitments

The primary outcome indicator to determine the impact of Redeploy Illinois as defined in the Redeploy Illinois Public Act is that each "county or group of counties shall agree to limit their commitments to 75 percent of the level of commitments from the average number of juvenile commitments for the past 3 years, and will receive the savings to redeploy for local programming for juveniles who would otherwise be held in confinement.¹"

Thus, the Redeploy Illinois Public Act calls for a 25 percent or more reduction in IDOC commitments. The 2nd Judicial Circuit three-year average (2001-2003) IDOC juvenile commitments was 41 juveniles. The projected number of IDOC commitments was 18 for 2005. This represents a 56 percent reduction, which exceeds the minimum 25% target set by the Redeploy Illinois Public Act.

Impact Indicator 2 – Program Effect

Based on the 2005 Redeploy Illinois service delivery budget and the projected 65 juveniles who will participate in Redeploy Illinois in 2005, the projected cost per juvenile is estimated to be \$4,712 in comparison to the annual juvenile IDOC commitment cost of \$71,720 per inmate in the State of Illinois.

The overall program effect of Redeploy Illinois is mixed depending on the specific constituency being served. The impact of the program on five different constituencies (juveniles, families, service providers, victims and the community) was examined. While no juvenile was directly contacted or surveyed, juvenile justice organizations or agencies and service providers were asked to speak on behalf of Redeploy participants and their assessment is that the program is having a very positive effect on juveniles. Family members of juveniles were interviewed regarding the juvenile justice process effect on restoration, holding the juvenile accountable and feeling more connected to the community. Most family members interviewed viewed all three aspects very positively. Service providers indicated that they are satisfied and pleased with the impact and implementation of the Redeploy Illinois program. Communities are benefiting from Redeploy in that juveniles are changing the attitudes and behaviors and becoming better citizens. However, victims are the one constituency that is not currently being served by or benefiting from the Redeploy program. Very little interaction with victims is currently occurring.

Impact Indicator 3 – Detention & Probation Utilization Rate

Information regarding secure detention admissions (not necessarily pre and post trial admissions) is attainable from the Franklin County Juvenile Detention Center data information system. However, the data regarding pre and post trial secure detention admissions was not available for analysis and inclusion in this report.

Probation data is not easily available or accessible across the 2nd Circuit. Only probation data from two counties (Hamilton and Franklin) was available for analyses. Once all twelve counties are utilizing the TRACKER software, data regarding probation including utilization rate will be available in the future.

Impact Indicator 4 – Services & Sanctions Utilization Rate

There are six primary service options provided by the 2nd Circuit Redeploy Program on a continuum from least restrictive to most restrictive. The service options are: Aggression Replacement Training (ART), Functional Family Therapy (FFT), Multi-systemic Therapy (MST), Global Positioning System (GPS), Residential Drug Treatment and Psychological & Psychiatric Evaluation. There are also a variety of services available to and being used by juveniles through the Redeploy Illinois program. However, it was observed through focus groups that there is not a common understanding among the service providers as to how the specific services fit within the framework of the six primary service options and not all services are available in every county.

Impact Indicator 5 – Addressing Violations

There are a variety of rewards and consequences currently being used in juvenile homes, by probation and/or the court, and by schools to encourage juveniles to continue their progress in the program. Results indicate that the rewards and consequences are working to address violations.

Implementation Indicator 6 – Program Alignment

The Redeploy Illinois Public Act contains specific purpose or goal statements for a county or a group of counties receiving funding to implement the program. Significant progress has been made in the implementation of Redeploy Illinois in the 2nd Judicial Circuit. We have identified 13 key “alignment indicators” based on the Act and summarized our collective findings regarding the extent to which the 2nd Judicial Circuit Redeploy Illinois program is consistent with the Act using a 3-point scale as shown in Table 3. Specific comments regarding each indicator are provided in the Implementation Findings section of this report.

Table 3 - Program Alignment

Alignment Indicators	Aligned	Work in Progress	Too Early to Tell
1. Establishment of “a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders who would be incarcerated if those local services and sanctions did not exist.”	✓		
2. “Establishment or expansion of local alternatives to incarceration.”	✓		
3. “Reduce the county or circuit's utilization of secure confinement of juvenile offenders in the Illinois Department of Corrections or county detention centers.”			✓
Creation or expansion of individualized ...			
4. Assessment and evaluation services or programs.	✓		
5. Educational services or programs directed to individual juvenile offenders.		✓	
6. Vocational services or programs directed to individual juvenile offenders.		✓	
7. Mental health services or programs directed to individual juvenile offenders.		✓	
8. Substance abuse services or programs directed to individual juvenile offenders.		✓	
9. Supervision services or programs directed to individual juvenile offenders.	✓		
10. Service coordination directed to individual juvenile offenders.		✓	
11. Program focused on “juveniles who would otherwise be held in confinement”	✓		
12. Program seeks “to restore the offender to the community.”		✓	
13. Budget limited to services excluding costs for capital expenditures; renovations or remodeling; or personnel costs for probation.		✓	

Implementation Indicator 7 – Juvenile Selection Process

A “Juvenile Justice Redeploy Illinois Referral Form” is used to determine and document a juvenile’s eligibility to receive Redeploy services. The selection criteria to determine the eligibility of juveniles to receive Redeploy services includes:

- Age 13 – 17 years
- Adjudicated delinquent for an offense punishable by DOC
- 1 prior adjudication
- YASI score of Med-High Risk

Implementation Indicator 8 – Communication & Awareness

Several communication vehicles have contributed to creating awareness and promoting the Redeploy Illinois Program, including one-on-one and group meetings, newspaper or newsletter articles, phone calls and email updates.

Two virtually identical online surveys were conducted in June 2005 and November 2005 to determine the changes in responses and perceptions of key stakeholders involved with the implementation of Redeploy Illinois over the last six months. The online surveys were sent to the same people in the juvenile justice system³ and service providers⁴.

Twenty-seven of the 60 people in June and 18 of the 62 people in November who were invited to participate in the online survey completed the surveys with a response rate of 45 percent and 29 percent respectively. The number of people that indicated that they are familiar with the Redeploy Illinois increased between June and November while the number of people who indicated that they are somewhat familiar decreased.

Implementation Indicator 9 – Service Options & Availability

The Redeploy Services Team reviews each juvenile case including the assessment results. The team takes into consideration information provided on the Referral form, the youth's past history, and results of the YASI assessment. They then recommend to the probation officer which available services or service options are most appropriate for each individual juvenile. The judge may order a juvenile to participate in the program based on the recommendation of the probation officer.

Implementation Indicator 10 – Resource Utilization

The juvenile caseload per juvenile officer for the 2nd Judicial Circuit ranges from 3 to 35 cases per probation officer with an average caseload of 19.4 cases. It is estimated that on average most probation officers spend 30 minutes on average per contact with Redeploy participants as compared to much less time for non-Redeploy participants.

³ Judges, probation officers, state’s attorneys, public defenders, detention, and police

⁴ Assessment services, community & volunteer services, mental health services, treatment services, victim support services, and school programs

Implementation Indicator 11 – Assessment Methods

A relatively small set of assessment tools is routinely used with Redeploy juveniles. Not all service providers use all assessments. The set of assessments includes the following:

- YASI (Youth Assessment Screening Instrument)
- Psychological Assessment
- Psychiatric Assessment
- Sex Offender Assessment
- TRACKER Assessment – (some counties use this – similar in nature to the YASI but not as detailed)
- Pre-sentence investigation (PSI)

There is no clear indication that assessment results are perceived to be consistent with intervention decisions.

Conclusions & Recommendations

1. The 2nd Judicial Circuit is meeting the objectives of Redeploy Illinois.

Recommendations

The success, sustainability and long-term effect of the Redeploy Illinois program will depend on a concerted effort to continue to effect changes in the attitude and perceptions of everyone involved in the juvenile justice system as well as the overall community at large. Therefore, it is very critical that the Redeploy Illinois pilot program is continued and provided with appropriate level of funding. Specific areas that need attention include:

- Awareness and education programs specifically targeted towards key stakeholders including: juveniles, families, victims, judges, state's attorneys, public defenders, service providers, police, schools, community leaders, local and state politicians, and the community at large.
- Juvenile justice system integration to facilitate improved coordination and communication including investment in technology to improve data collection, analysis and reporting.
- Identification of the specific needs of each county within the 2nd Judicial Circuit and providing the appropriate targeted programs and services.
- Continued program impact and implementation evaluation to identify the parts of the program that are working as well as areas that need to be improved.

2. The 2nd Circuit's Redeploy program is aligned in most material respects with the Redeploy Public Act.

Recommendations

The Redeploy Program Implementation Team should explore opportunities to provide and expand specific services targeted for individual juvenile offenders including:

- Educational services
- Vocational services
- Mental health services
- Substance Abuse services
- Service coordination

3. The long-term impact of Redeploy Illinois cannot yet be ascertained.**Recommendations**

A holistic, longitudinal evaluation approach should be considered with a three to five year evaluation plan. This evaluation report can serve as a starting point or a baseline for on-going program impact and implementation evaluation efforts.

Opportunities for sharing leading or best practices among and between the various pilot sites should be planned for and hosted at regular intervals to facilitate communication, coordination and collaboration between pilot sites to maximize the overall impact of Redeploy Illinois throughout the State.

4. Redeploy Illinois implementation guidance is needed in key areas.**Recommendations**

DHS and the Redeploy Illinois Oversight Board need to increase their efforts in providing program implementation guidance and clarifications related to funding and the criteria to be used for identifying and implementing programs and services.

5. Redeploy programs and services are not commonly understood.**Recommendations**

The Redeploy Illinois implementation team should clearly identify first the relationships between the six key service options (ART, FFT, MST, GPS, Drug Treatment, Psychological & Psychiatric Evaluation) and the other various services and then develop and implement an effective communication plan targeted to specific audiences such as judges, state's attorneys, law enforcement, detention, etc. Understanding what services are available is critical to providing the best possible opportunities for juveniles and their families to get the services they need regardless of which county they live in. The community must support the Redeploy Illinois program and the way to get the community support is to have a clear targeted message to the right audiences.

6. Little has been done to address the needs of victims.**Recommendations**

Specific programs and services targeted to involve and address the needs of victims such as victim-offender mediation conferencing should be encouraged and success stories should be shared on an ongoing basis.

7. It is very challenging to address the needs of all twelve counties in the 2nd Judicial Circuit.**Recommendations**

The 2nd Judicial Circuit should identify and prioritize the most critical needs in each of the twelve counties and develop a plan to address the common needs throughout the circuit as well as the unique needs in each county. The Redeploy program implementation team should be expanded to include people who can focus on addressing the circuit-wide needs as well as people within each county that can help with the implementation of Redeploy Illinois in their county.

8. Ongoing sharing of program evaluation results is important.**Recommendations**

The results of the current evaluation should be shared with all key stakeholders involved with the Redeploy Illinois program. Specific strategies and plans should be made to address issues and opportunities identified in this evaluation report. In addition, a concerted effort should be made to continue the program evaluation efforts and provide ongoing feedback to maintain momentum and achieve continuous improvements.

9. Getting reliable and accessible data is a serious problem.**Recommendations**

The technology tools and systems that are currently being used to capture, track and generate reports should be reviewed and a short and long term information technology strategy should be developed and implemented.

In the immediate short term, the technology tools or systems that are used to capture Redeploy Illinois program participants' data in the 2nd Judicial Circuit as well as the other three counties participating in Redeploy Illinois should be reviewed. Careful analysis should be conducted to identify specifically which data items should be required and tracked to make sure that the data necessary to continue the Redeploy Illinois program impact and implementation evaluation is readily available.

10. Juvenile delinquency is as much about the community and the Juvenile Justice System as it is about juveniles, their families and victims.**Recommendations**

For Redeploy Illinois to achieve long term and sustainable success it is critical that the pilot programs are continued and expanded.

In addition to the current funding, which is primarily targeted to serve juveniles and to some extent families and victims, separate funding should be allocated to educate and raise the consciousness of key stakeholders and ultimately bring about the necessary cultural and systemic changes that influence the attitudes, core values and priorities of the key stakeholders. Funding allocations should be targeted towards:

- The Juvenile justice system, particularly judges, prosecutors, public defenders and probation
- The law enforcement community, particularly the police and detention
- The community at large, particularly community leaders, the media, and the general public

Introduction

Redeploy Illinois Program Description

The Redeploy Illinois program was passed by the Illinois General Assembly and went into effect in December 2003. The purpose of the program is “to encourage the deinstitutionalization of juvenile offenders establishing pilot projects in counties or groups of counties that reallocate State funds from juvenile correctional confinement to local jurisdictions, which will establish a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders who would be incarcerated if those local services and sanctions did not exist.”¹

The overall goal of the program is to reduce the number of juveniles committed to the Illinois Department of Corrections by providing incentives to counties to create local resources that will more effectively meet the needs of delinquent youth while at the same time keeping the community safe. The program is being implemented using a variety of approaches across four pilot sites, in the 2nd Judicial Circuit as well as Macon, St. Clair, and Peoria Counties in Illinois. Ultimately, this program is designed to reverse a trend whereby counties send juveniles to state corrections facilities and thus the Illinois Department of Corrections bears the cost for their incarcerations rather than the local counties themselves. In addition, this program is designed to address situations where juveniles were incarcerated simply because local services and sanctions were not available.

2nd Judicial Circuit Pilot Site Description

The 2nd Judicial Circuit includes Crawford, Edwards, Franklin, Gallatin, Hamilton, Hardin, Jefferson, Lawrence, Richland, Wabash, Wayne and White counties in Illinois. The goal of the 2nd Judicial Circuit Redeploy Program is to apply individualized evidence-based practices to address middle and high risk juvenile offender needs by focusing on the services provided by probation and service providers resulting in increased public safety and provide juveniles pathways to positive change. Given that the majority of commitments to the juvenile system in the 2nd Circuit are for property or other nonviolent offenses, it is believed that a less severe treatment approach than incarceration is appropriate. The youth selected for program participation are juveniles who normally would have been adjudicated delinquent and who would otherwise be committed to the Department of Corrections.

The Redeploy Illinois program is part of a continuum of local community-based sanctions and treatment alternatives available in the Circuit. Youth who receive Redeploy services are classified into two levels:

Level 1 Youth – youth with current delinquent offense and a prior adjudication or conviction of a delinquent offense. In other words, youth who would otherwise be committed to the Illinois Department of Corrections (IDOC) if Redeploy Illinois services were not available.

Level 2 Youth – any youth except status offenders

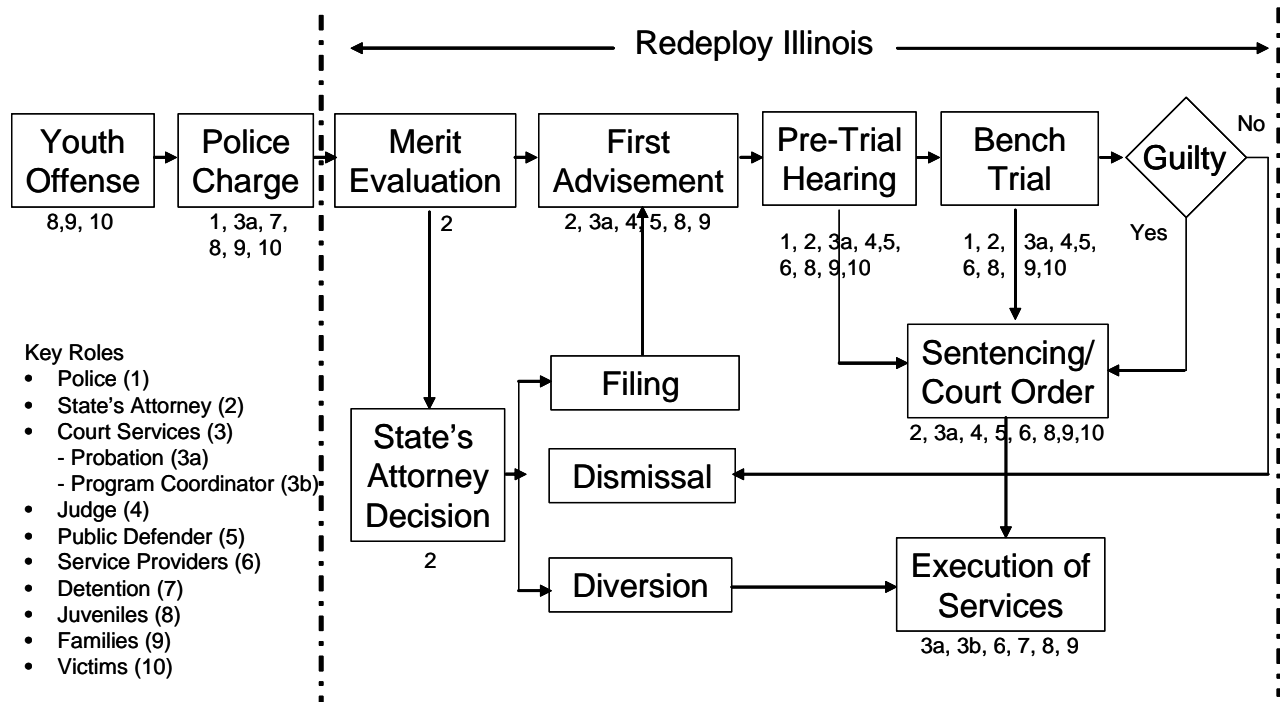
There are six primary service options provided through Redeploy Illinois, which include three (ART, FFT and MST) evidence based service programs. The six service options are listed below in order from least restrictive to most restrictive:

1. Aggression Replacement Training (ART)
2. Functional Family Therapy (FFT), and
3. Multi-Systemic Therapy (MST),
4. GPS (Global Positioning System) Monitoring
5. Residential Drug Treatment
6. Psychological & Psychiatric Evaluation

The Multi-Systemic and Functional Family Therapies are both home-based models and are designed to reduce dynamic risk factors while increasing the protective factors of both the youth and the family. Supervision, counseling and mental health services, and case service planning and management augment the therapies and training. These services are designed to increase the involvement and capacity of local providers and promote the inclusion of new groups and agencies into the local juvenile justice efforts. The Psychological & Psychiatric Evaluation is conducted over 21 days in a staff secure Assessment Center. It is estimated that the 2nd Circuit Redeploy Program will serve 45⁵ juveniles annually.

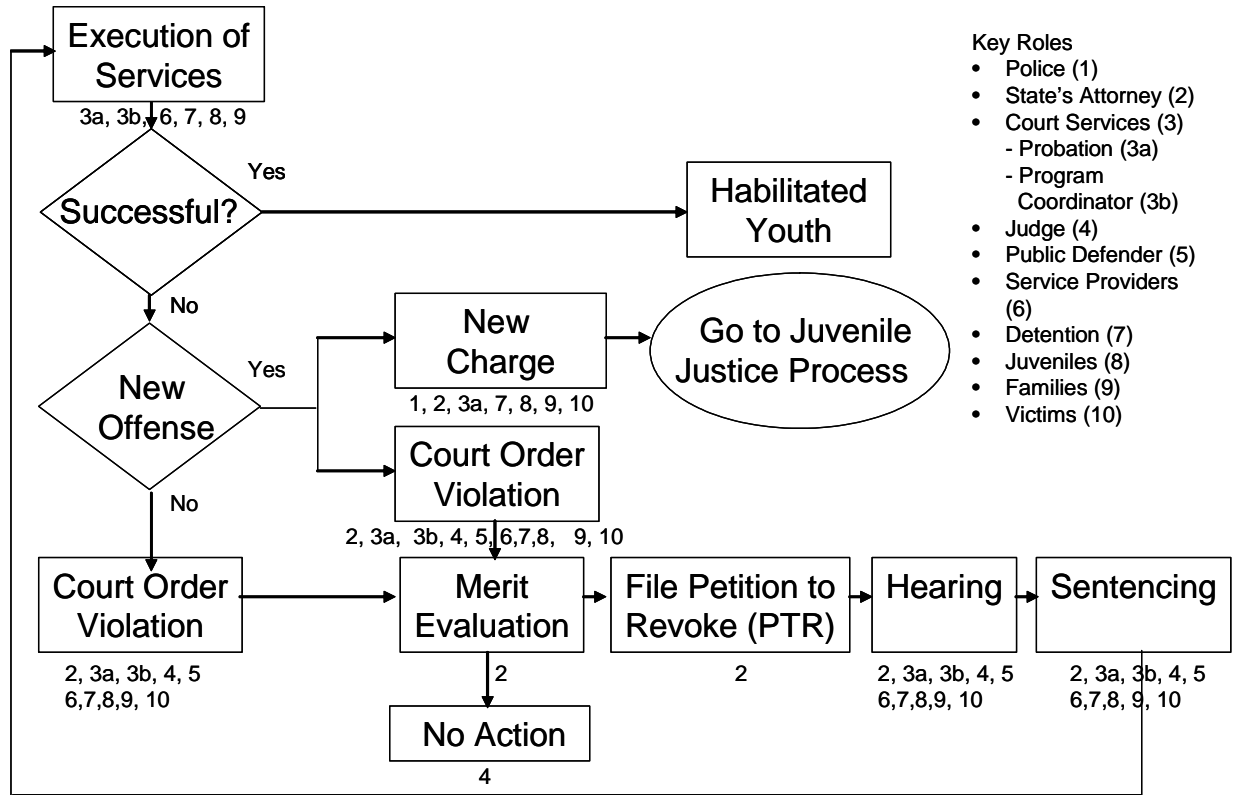
Redeploy Illinois offers youth services involving judges, prosecutors, public defenders, service providers, family members or guardians, and victims. The program starts in the merit evaluation step and continues throughout the rest of the juvenile justice process as shown in Figures 1 and 2.

Figure 1 - Juvenile Justice Process & Redeploy Illinois Services



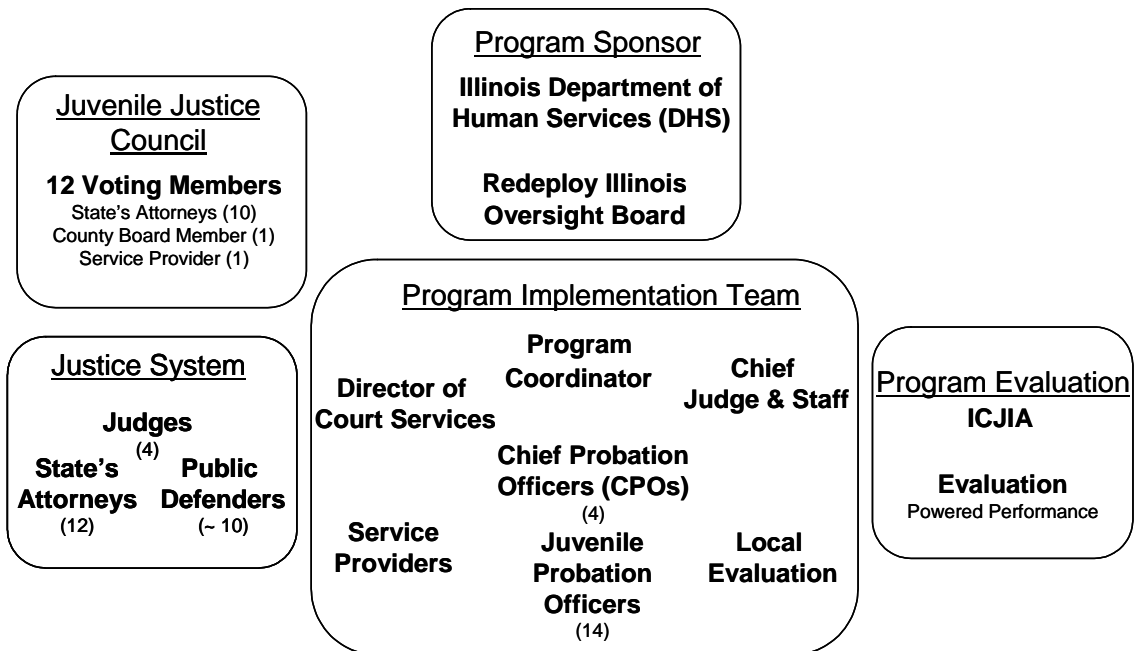
⁵ Based on the 2nd Judicial Circuit Redeploy Illinois application document, August 2004

Figure 2 - Juvenile Treatment Process



The Redeploy Illinois program implementation team consists of several individuals representing various State and Local agencies, service providers and local evaluation resources as shown in Figure 3.

Figure 3 - Redeploy Illinois Team Structure

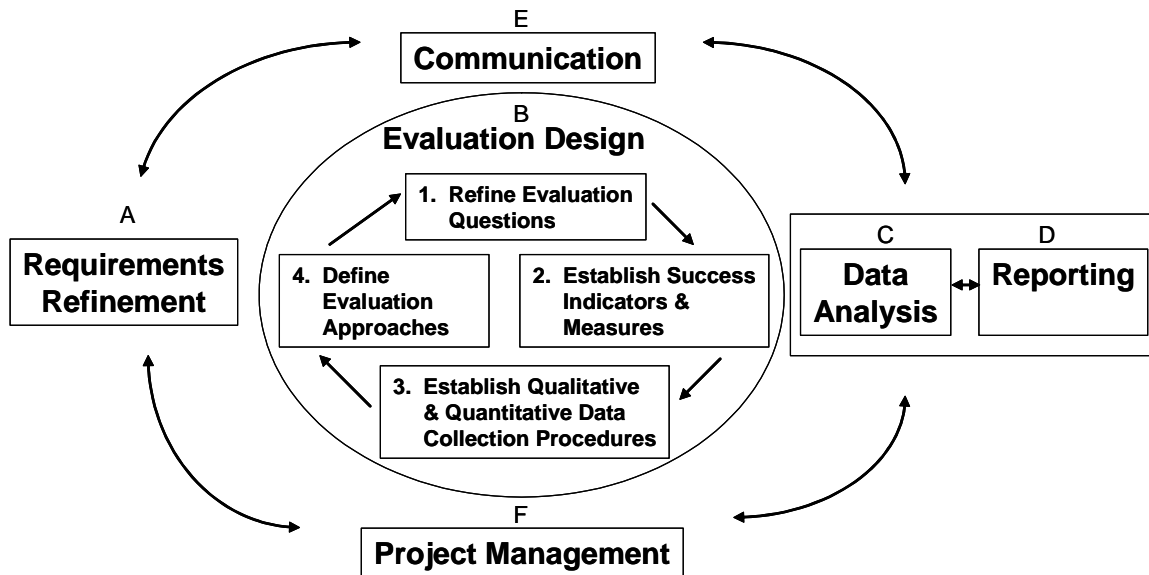


Research Methodology

The evaluation approach employed in this study was very systematic and comprehensive. It was designed to address the unique characteristics of each pilot site by providing a complete and consistent approach through establishing key performance indicators and research questions for assessing the impact and implementation of the Redeploy program.

The evaluation approach began with Requirements Refinement (A) followed by the Evaluation Design (B) (which was an iterative process) followed by Data Analysis (C) and Reporting (D). Continuous throughout the project was Communication (E) with the Program Implementation Team and the Program Sponsor as well as Project Management (F). One goal that was a high priority in the Evaluation Design component was to triangulate whenever possible using multiple data sources and data collection techniques in order to maximize the validity of the results. The six key inter-related components the evaluation process are illustrated in Figure 4.

Figure 4 - Evaluation Approach



The heart of the Evaluation Design was a “dashboard” containing 11 key performance indicators. These key indicators were systematically developed based on the research questions in the Redeploy Illinois Site Evaluation request for proposal and the questions submitted by the Redeploy Illinois Oversight Board. In total, five performance indicators were identified for assessing the impact of the Redeploy Illinois program and six performance indicators were identified for assessing the implementation of the program at each respective pilot site. Tables 4 and 5 present the eleven key performance indicators (5 Impact and 6 Implementation indicators) and associated research questions.

Table 4 - Impact Performance Indicators & Research Questions

Performance Indicator	Research Question
1. Reduction in IDOC Commitments	What is the percentage reduction of IDOC commitments?
2. Program Effect	What is the impact of Redeploy Illinois on juveniles, their families and victims?
3. Detention & Probation Utilization Rate	What are the secure detention and probation utilization rates of Redeploy Illinois program participants and non-participants including pre and post trial use of detention?
4. Services & Sanctions Utilization Rate	What are the Redeploy Illinois service and sanction options and the utilization rate for each of the available services?
5. Addressing Violations	How are violations by juveniles who participate in the Redeploy Illinois program handled by various service agencies and how are sanctions and incentives used to address violations?

Table 5 - Implementation Performance Indicators & Research Questions

Performance Indicator	Research Question
6. Program Alignment	To what degree was the pilot program implemented and managed as proposed and how consistent was the pilot with the Redeploy Illinois Public Act (P.A. 093-0641)?
7. Juvenile Selection Process	What is the selection process to identify juveniles who qualify to participate in the Redeploy Illinois program?
8. Communication & Awareness	How well does the program staff communicate, cooperate, collaborate and/or share with other agencies/entities and how aware of the Redeploy Illinois program are victim service organizations and what can be done to increase their awareness?
9. Service Options, Providers & Availability	What is the approach used to match juvenile needs and available services; and how and why are the specific services and associated service providers chosen?
10. Resource Utilization	Does the program have sufficient staff to manage caseloads (specifically probation officers & project managers) and is their performance acceptable?
11. Assessment Methods	What was the number and type of assessments (YASI and other) performed and how well is that information shared across agencies?

Evaluation activities formally began on this project in March 2005. Early activities included collecting of baseline information and reviewing existing materials, establishing the dashboard of indicators, and completing the Institutional Review Board (IRB) application. A variety of data collection approaches and techniques were used through the summer and fall of 2005 including several online self report surveys, telephone and face-to-face interviews, site visits to the 2nd Circuit and focus groups with key constituencies. The report writing occurred primarily in December. The evaluation timeline is presented in Figure 5.

Figure 5 - Evaluation Timeline

	March – December 2005									
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Baseline information summary	.	.								
Evaluation dashboard					
IRB Application	.	.	.							
Initial Survey Design & Administration			.	.						
Initial Survey Report				.	.					
Data Collection (including site visits)		
Focus Groups									.	.
Follow up Survey									.	
Probation & Service Providers Survey									.	
Interviews									.	
Final Report										.

Qualitative Approaches

A variety of qualitative data collection approaches were used to collect anecdotal information, clarify understanding, gain specific insights, and further validate quantitative data. Qualitative approaches employed included interviews, focus groups, site visits, open-ended questions on surveys, observations (of juvenile court proceedings, implementation team meetings, etc.), participation in the October 18th All Sites Meeting, and various correspondence (primarily telephone calls and email). Table 6 presents the Qualitative Data Collection Methods used and related information.

Table 6 - Qualitative Data Collection Methods

Method	Purpose	Participants
1. Initial Survey – June 2005 (online)	Collect baseline information from various service organizations and agencies supporting the 2 nd Circuit Redeploy Illinois Program.	Judges, Prosecutors, Public Defenders, Police, Juvenile Probation, Community and Volunteer Services, and Mental Health Services 27 of 60 (45% response rate)
2. Follow Up Survey – November 2005 (online)	Determine change in perceptions from baseline information collected in the Initial Survey	Juvenile Justice, Probation, Detention and Treatment Services. 20 of 62 (32% response rate)
3. Site Visits	Interact directly with the Implementation Team	Program Site Team
4. Implementation Team Meetings	Observe team organization, communication, activities and workflow.	Redeploy Illinois program implementation team
5. Correspondence (telephone calls and email)	Share information, answer questions and provide support.	Implementation Team and Local Evaluation Teams

6. All Redeploy Illinois Pilot Sites Meeting ⁶	Provide a forum for each pilot site to provide status of their project, share information, ask questions and be exposed to the evaluation approach.	Representatives from the Macon, Peoria and St. Clair Counties and the 2 nd Judicial Circuit pilot sites as well as from DHS, ICJIA and the Redeploy Illinois Oversight Board
7. Juvenile Court Observation	Observe court proceedings to provide context for evaluation.	Judge, Juvenile, Family Members, State's Attorney, Public Defender, Service Providers.
8. Focus Groups	To collect data on specific questions from various perspectives and constituencies.	Probation, Service Providers, State's Attorney Office, and Local Evaluation Team
9. Probation Officers & Service Providers Survey (via telephone)	Collect data regarding contacts with Juveniles and workload for Probation and Service Providers.	Juvenile Probation Officers and Treatment Providers 8 of 22 (36% response rate)
10. Chief Probation Officers Interview Open-Ended Questions (via telephone)	Collect information regarding probation officers' caseloads and performance.	2 nd Circuit Chief Probation Officers
11. Justice System Survey Open-Ended Questions (via telephone)	Assess the quality of services for various constituencies and the effectiveness of various communication approaches	Judges, States Attorney and Public Defender 10 of 10 (100% response rate)
12. Family or Guardian Survey (via telephone)	Solicit feedback to identify improvement opportunities in the way family members or guardians are served to provide an experience of healing for all concerned.	Juvenile Offender's Victims 6 of 10 (60% response rate)

Quantitative Approaches

Quantitative data for this study was primarily available from two sources: 1) 2nd Judicial Circuit and 2) quantitative instruments. The availability, accessibility, and at times, validity of the data provided by 2nd Circuit proved to be a significant challenge. Quantitative data was needed to examine aspects of participants related to IDOC commitments, Detention, Probation, and participation in the Redeploy Illinois Program. Specific aspects of each data set are presented below.

IDOC juvenile commitment data

Several requests were made to Illinois Department of Corrections (IDOC) through the Illinois Criminal Justice Information Authority (ICJIA) for IDOC commitment data for the 2nd Judicial Circuit for 2005 and the three prior years. Due to a variety of reasons including lack of integrated data systems, ICJIA and IDOC was unable to provide the necessary data. The local site did provide complete data for the current year. Unfortunately, no data was available for years 2001 to 2004. Therefore, the benchmark to be used for determining Performance Indicator 1 (Reduction in IDOC Commitments) will be the 3 Year Average of

⁶ The "All Sites" meeting was sponsored by the Illinois Department of Human Services and was held on October 18th, 2005 in Springfield, Illinois.

the data used in the original 2nd Circuit Redeploy Illinois Proposal; specifically, data from 2001-2003. No IDOC commitment data for 2004 was available.

Detention Data

The 2nd Judicial Circuit did provide fairly comprehensive data regarding juveniles admitted to detention. Data was available for both 2004 and 2005 representing juveniles from all twelve counties. The data was provided in text form and was converted to an Excel file for analysis purposes. The data included juvenile ID, date of birth, gender, race, committing offense, and admittance/release dates. In total, 273 juveniles from the 2nd Circuit were in detention in 2004 and 223 juveniles from the 2nd Circuit were admitted to detention through September 30, 2005.

Probation Data

Probation data was problematic. Once again, it was provided in text form and converted to an Excel file for analysis purposes. However, Probation data was only available for two counties (Franklin and Hamilton) and only included 63 juveniles. The primary reason that the remaining counties did not have data available was the fact that they do not have the information systems in place to track the necessary data.

Redeploy Juveniles' Data

An Access database was developed locally to capture and track Redeploy Illinois juveniles' data. This data was converted to an Excel file and provided to the Evaluation Team. The data provided included juvenile date of birth, gender, race, start/end date in Redeploy, program level (1 or 2), type of offense, assessment results, services (options) received, service providers, results of services (successful/unsuccessful), county, and reasons for termination of participation in Redeploy.

Quantitative Data Collection Methods

In addition to the quantitative data provided by the local site, several instruments were also developed to collect quantitative information from different constituencies for different purposes. Table 7 below presents the Quantitative Data Collection Methods used and related information.

Table 7 - Quantitative Data Collection Methods

Method	Purpose	Participants
1. Initial Survey – June 2005	Collect baseline information from various service organizations and agencies supporting the 2 nd Circuit Redeploy Illinois Program.	Judges, Prosecutors, Public Defenders, Police, Juvenile Probation, Community and Volunteer Services, and Mental Health Services 27 of 60 (45% response rate)
2. Follow Up Survey – November 2005	Determine change in perceptions from baseline information collected in the Initial Survey	Juvenile Justice, Probation, Detention and Treatment Services. 20 of 62 (32% response rate)
3. Probation Officers & Service Providers Survey	Collect data regarding contacts with Juveniles and workload for Probation and Service Providers.	Juvenile Probation Officers and Treatment Providers 8 of 22 (36% response rate)

Method	Purpose	Participants
4. Chief Probation Officers Interview (via telephone)	Collect information regarding Probation Officers' caseloads and performance.	2 nd Circuit Chief Probation Officers 4 of 4 (100% response rate)
5. Justice System Survey (via telephone)	Assess the quality of services for various constituencies and the effectiveness of various communication approaches	Judges, States Attorney and Public Defender 10 of 10 (100% response rate)
6. Family or Guardian Survey (via telephone)	Solicit feedback to identify improvement opportunities in the way family members or guardians are served to provide an experience of healing for all concerned.	Juvenile Family Members 6 of 10 (60% response rate)

Redeploy Illinois Impact Findings

The successful implementation of Redeploy Illinois is related to how well the Balance and Restorative Justice Principles (BARJ)⁷ are applied in the context of serving juveniles. Specifically, the program must consider the community, including the family members or guardians of juveniles, the victims, and other stakeholders in the juvenile justice system. The entire system is complex and therefore, it is critical to understand the interrelationships that underlie needs, roles, and obligations for the desired outcomes of juvenile responsibility and accountability to be achieved. The Redeploy Illinois program impact findings are designed to gauge the extent to which Redeploy Illinois is impacting juveniles as well as the community at large.

The program impact findings are organized in the five program impact indicators focused on the key research questions and associated measures. Following is a summary of the key findings.

Impact Indicator 1 - Reduction in IDOC Commitments

What is the percentage reduction of IDOC commitments?

The primary outcome indicator to determine the impact of Redeploy Illinois as defined in the Redeploy Illinois Public Act is that each “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, and will receive the savings to redeploy for local programming for juveniles who would otherwise be held in confinement.”⁸ Eight specific measures (1A through 1H) were identified to assess the reduction in IDOC commitments.

The 2nd Judicial Circuit Redeploy Illinois program classifies juveniles into two categories:

- Level 1 juvenile – who are adjudicated delinquent for an offense punishable by a sentence to the Illinois Department of Corrections (IDOC) and have a prior adjudication as well as YASI (Youth Assessment Screening Instrument) score of Medium to High Risk.
- Level 2 juvenile – who consist of all youth who have committed an offense except status offenders

To determine the reduction in IDOC commitments, only Level 1 classified juveniles are considered.

1A - 25% or more reduction in IDOC commitments

The Redeploy Illinois Public Act calls for a 25% or more reduction in IDOC commitments. The 2nd Judicial Circuit three year average (2001-2003) IDOC juvenile commitments was 41 juveniles. The projected IDOC commitments for 2005 was 18. This represents a 56% reduction, which exceeds the minimum 25% target called for by the Redeploy Illinois Public Act.

The 2005 projection of 18 juveniles is based on the 15 juveniles who have been committed to IDOC between January 1, 2005 and October 31, 2005. Refer to Table 8, which provides a summary of the IDOC Commitment data by offense type.

⁷ Balanced and Restorative Justice (BARJ) is a national initiative of the Office of the Juvenile Justice and Delinquency Prevention (OJJDP). Its focus is to advance systemic changes in juvenile justice policy and practice. As a model of community justice, BARJ seeks to involve and meet the needs of three co-participants in the justice process- victims, offenders, and communities. Source: [BARJ project](http://www.barjproject.org), <http://www.barjproject.org>

⁸ [Redeploy Illinois Public Act 93-0641](http://www.ilga.gov/legislation/publicacts/fulltext.asp?Name=093-0641)
<http://www.ilga.gov/legislation/publicacts/fulltext.asp?Name=093-0641>

1B - IDOC or detention commitments

Table 8 presents the number of IDOC commitments by offense type for years 2001 – 2003. It also presents the three-year average and the Redeploy Totals for 2005 as of October 31, 2005.

Table 8 - Juvenile IDOC Commitments from the 2nd Circuit

Offense Type	2001	2002	2003	3 Year Average ⁹	2005 as of 10/31/05		
					Redeploy Illinois		Total
					Non-Participants	Participants	
Person	--	11	9	-	3	0	3
Property	--	22	21	-	6	3	9
Drug	--	3	1	-	1	0	1
Sex	--	3	2	-	0	0	0
Other	--	0	5	-	2	0	2
Total	46	39	38	41	12	3	15

As shown, fifteen juveniles were committed to the Illinois Department of Corrections in 2005. Of the 15, only 3 juveniles were Redeploy Illinois Participants and 12 were non-participants. Of the fifteen IDOC commitments, 9 had committed Property Offenses. Consistent with previous years, property offenses was the most common offense committed by the juveniles who were ultimately remanded to the Illinois Department of Corrections.

Table 9 displays the number of Redeploy participants admitted to detention in 2005 by offense type and level.

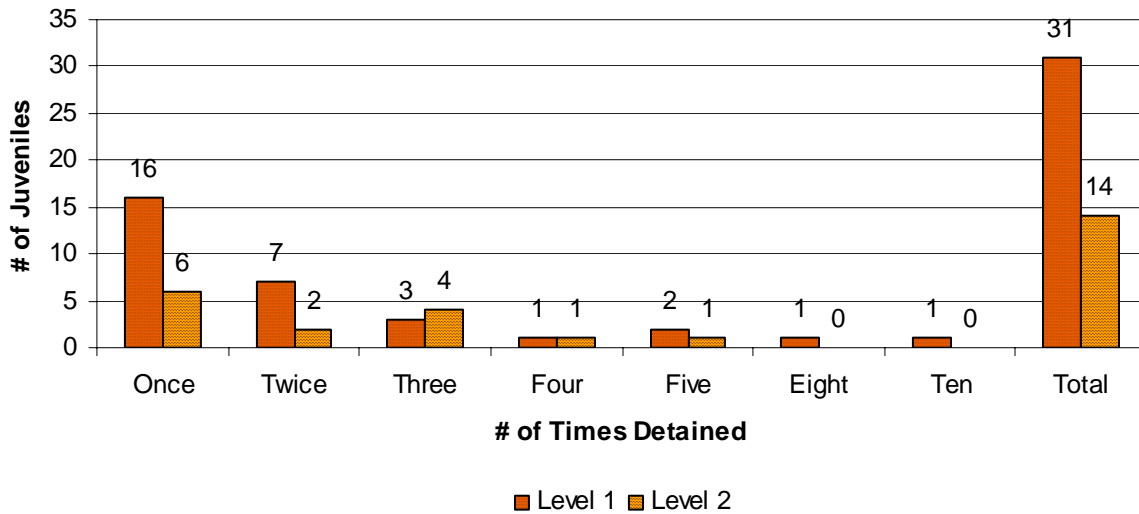
Table 9 - Redeploy Illinois Participants Detention Admissions (1/1/05 to 10/31/05)

Offense Type	Level1	Level 2	Total
Person	13	7	20
Property	14	4	18
Drug	1	1	2
Sex	0	0	0
Other	3	2	5
Total	31	14	45

The number of times that a Redeploy participant was admitted to detention varied substantially. While most participants were only detained once in 2005, several were detained two or three types and one was detained ten times as shown in Figure 6.

⁹ Data obtained from the 2nd Judicial Circuit Redeploy Illinois application document. 2001 data not available by offense.

Figure 6 - Number of Times a Redeploy Participant was Admitted to Detention



1C - Redeploy Illinois program duration

The average duration of time for juveniles who participate in Redeploy Illinois programs can be as short as 3 weeks and as long as 5 months as shown in Figure 7.

Figure 7 - Redeploy Services Timeline

Redeploy Illinois Services	Month					
	1	2	3	4	5	6
1. ART	█	█	█	█		
2. FFT	█	█				
3. MST	█	█	█	█	█	
4. GPS	█	█	█	█		
5. Residential Drug Treatment	█	█	█	█	█	
6. Psychological & Psychiatric Evaluation	█	█				

1D - Re-arrest and re-conviction rates

The 2nd Judicial Circuit Redeploy Illinois program implementation was started in January of 2005. As of October 31, 2005 only four juveniles have successfully completed the Redeploy Illinois program. The program has not been in place long enough to be able to determine re-arrest and re-conviction rates.

1E - Length of time between arrests

Several specific data points regarding juvenile behavior were not readily available including data related to length of time between arrests. Given the large number of law enforcement entities and small towns within the 2nd Circuit and the lack of specific data tracking and information sharing across entities, it is not currently possible for local pilot site to easily capture this information.

1F - New and seriousness of offenses

Although the Redeploy Implementation Team plans to enhance the Redeploy tracking database in the future and begin to capture data regarding both the number of new offenses and the seriousness of offenses for Redeploy participants, that data is not currently available for consideration in this evaluation.

1G - Change in number of 2nd Circuit youth who transfer to Adult Court

The Redeploy Illinois program has not been active for a sufficient length of time to gauge a change in the number of youth transferred to Adult Court. However, thus far in 2005, no juveniles participating in the Redeploy Illinois program have been transferred to Adult Court.

1H - Overall statewide IDOC population change

Requests were made to obtain IDOC juvenile commitment data from the IDOC to determine the percentage change of the total statewide IDOC population. Unfortunately, the only data on IDOC commitments provided was from 2002. The 2nd Judicial Circuit Redeploy program implementation team did provide IDOC commitments data but it was limited to the 2nd Circuit and not applicable for extrapolating to the IDOC population statewide.

Impact Indicator 2 – Program Effect

What is the impact of Redeploy Illinois on juveniles, their families and victims?

The impact of Redeploy Illinois is mixed depending on the specific constituency being served. While no juvenile was directly contacted or surveyed, numerous service providers including the court system were asked to speak on behalf of Redeploy participants. Their overall assessment is that the program is having a very positive effect on juveniles. Family members of juveniles were interviewed regarding the juvenile justice process effect on restoration, holding the juvenile accountable and feeling more connected to the community. Most family members interviewed viewed all three aspects very positively. Service providers indicated that they are satisfied and pleased with the impact and implementation of the Redeploy Illinois program. Communities are benefiting from Redeploy in that juveniles are changing their attitudes and behaviors and becoming better citizens. However, victims are the one constituency that is not currently being served by or benefiting from the Redeploy program. Very little interaction with victims is currently occurring.

Six specific measures (2A through 2F) were identified to assess the Redeploy Illinois program effect.

2A - Per youth cost for Redeploy Illinois program vs. IDOC commitment

It is difficult to determine the average annual cost per juvenile to provide Redeploy Illinois services since the program has been in place less than a year. Data was not available related to the justice system, assessment, treatment and other services. The four categories and a few cost drivers within each category have been identified as shown in Table 10.

Table 10 - Redeploy Illinois Program Cost Drivers

Justice System	Assessment	Treatment	Other
<ul style="list-style-type: none"> • Court • Detention • Probation • ... 	<ul style="list-style-type: none"> • YASI • Psychological • Psychiatric • Sex Offender • ... 	<ul style="list-style-type: none"> • Mental Health • Substance Abuse • ... 	<ul style="list-style-type: none"> • ...

However, one way to estimate the annual Redeploy program cost per juvenile is to divide the planned or actual annual budget with the actual or projected number of juveniles who have participated in the Redeploy Illinois program.

Based on the 2005 Redeploy Illinois service delivery budget and the projected 65 juveniles who will participate in Redeploy Illinois in 2005, the projected cost per juvenile is estimated to be \$4,712 compared to the annual juvenile IDOC commitment cost of \$71,720 per inmate as show in Tables 11 and 12.

Table 11 - Projected Annual Redeploy Program Cost Per Juvenile

	Cost
21 month budget (10/1/04 to 6/30/06)	\$ 550,477
One time costs	\$ 16,131
Service Delivery Budget	\$ 534,346
Average Monthly Budget	\$ 25,445
Average Annual Budget	\$ 305,341
# of Level 1 juveniles served 1/1/05 to 10/31/05	54
Projected # of Level 1 Redeploy juveniles to be served in 2005	65
Project Redeploy service cost per juvenile	\$ 4,712

Table 12 - FY 2003 Illinois Youth Centers Average Annual Cost per Inmate¹⁰

Location	Average Annual Cost Per Inmate
Chicago	\$76,095
Harrisburg	\$52,545
Joliet	\$56,351
Kewanee	\$96,087
Murphysboro	\$84,403
St. Charles	\$56,163
Warrenville	\$80,365
Average	\$71,720

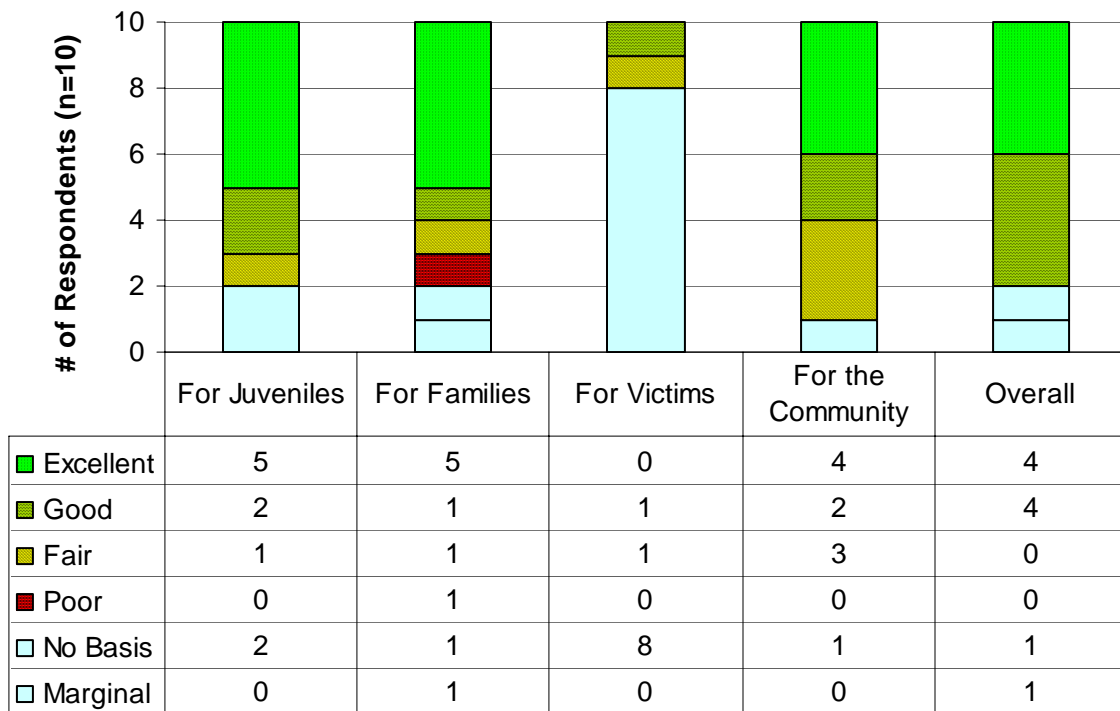
¹⁰ Illinois Department of Corrections Website - [Facilities](http://www.idoc.state.il.us/subsections/facilities/default.shtml)
http://www.idoc.state.il.us/subsections/facilities/default.shtml
([0]Average annual cost per inmate for the Illinois Youth Center- Pere-Marquette was not available.)

2B - Redeploy Illinois program quality

The Chief Judge representing all the counties in the 2nd Circuit and three other judges, three state’s attorneys and three public defenders representing Crawford, Edwards, Franklin, Jefferson, Richland, Wabash and White Counties were interviewed by phone to solicit their opinion about the Redeploy Illinois program.

Overall the Redeploy Illinois program quality was rated as excellent or good for **juveniles, families** and the **community**. Eight of the ten people interviewed indicated they had no basis to provide their opinion about the quality of Redeploy Illinois for **victims** as shown in Figure 8.

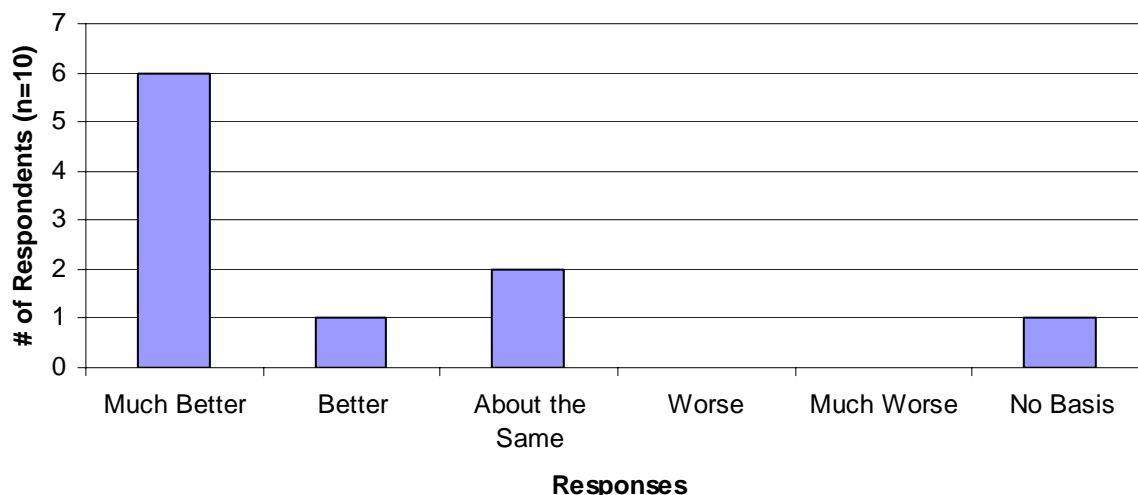
Figure 8 - Perception of Redeploy Program Quality



Also, seven of the ten people interviewed perceive Redeploy Illinois a much better or better program compared to other similar programs as show in Figure 9.

Figure 9 - Redeploy Program Comparison

Responses to the Question: How do you perceive the quality of Redeploy Illinois program compared to other similar programs or initiatives?



2C - Youth family level of satisfaction and participation

The justice system and service providers recognize the need to involve family members to successfully address juvenile delinquency. The Redeploy program implementation team is starting to take a proactive approach to involve families.

An interview protocol was developed and administered in November 2005 to better understand the needs and expectations of family members of juvenile offenders and to identify improvement opportunities in the administration of juvenile justice to provide a more positive experience for all concerned. Family members who had involvement with the justice system were identified and six mothers agreed to participate in a phone interview. Five of the six mothers characterized their involvement with their child’s case as “very involved from the start and in every step of the process” and one indicated she was “somewhat involved at the start and very involved later in the process.” All six mothers indicated that “parents or guardians should be very involved from the start and in every step of the process” to help juveniles.

Each interviewee was asked to state her level of agreement or disagreement with statements regarding the juvenile justice process in three areas:

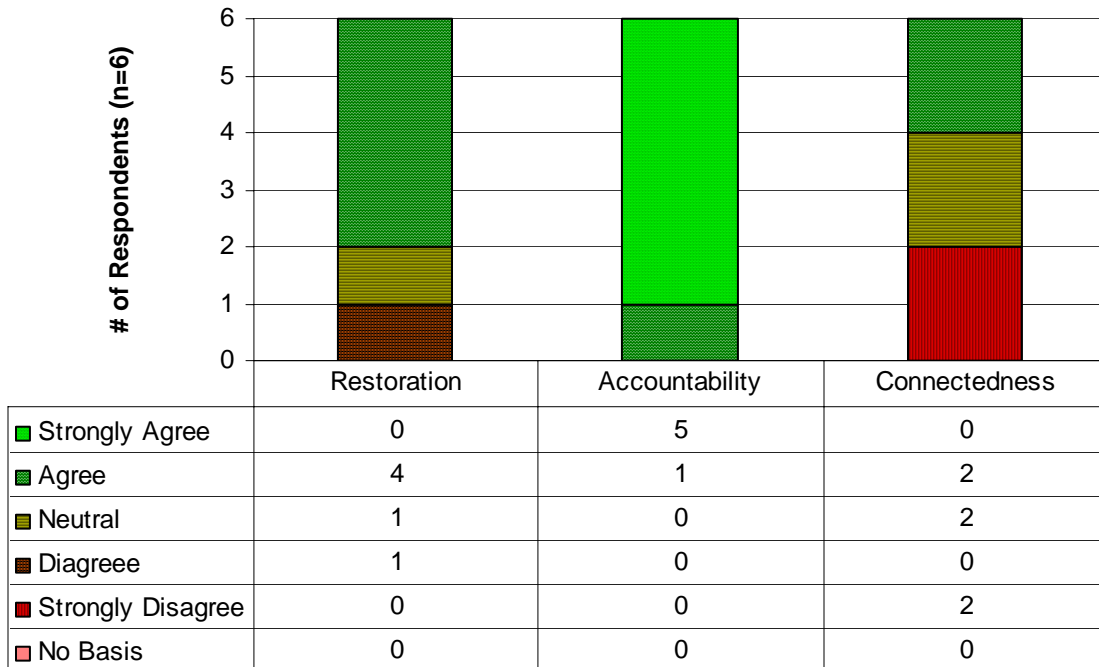
1. Restoration - There was focus on restoring the pain or losses I suffered as a parent or guardian during the justice process
2. Accountability - The juvenile was held accountable for the harm he or she caused.
3. Community - I feel more connected with the Community as an outcome of the justice process.

Overall the mothers felt there was focus on restoring the pain or losses they suffered as a parent during the justice process and that the juvenile was held accountable for the harm he or she caused. The mothers’ comments included:

- “Programs (FFT) have been a big help, not really the court.”
- “Focused on how our family should change to prevent further involvement in court system.”

However, the mothers' opinions were very divergent regarding the extent to which they felt connected with the community as an outcome of the justice process as shown in Figure 10. One mother commenting "Having a 'label' has caused more challenges" while another commented I am "More aware of resources available to help my family."

Figure 10 - Family Satisfaction with the Juvenile Justice System

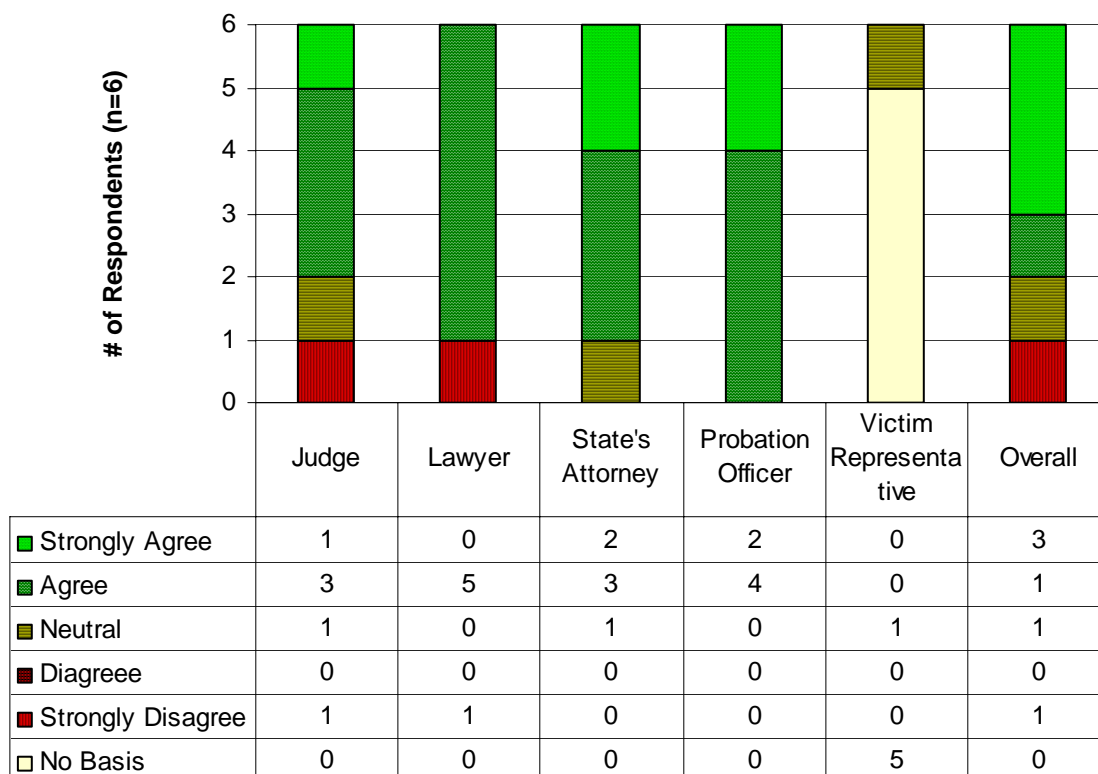


Each mother was also asked to state her level of agreement or disagreement regarding the treatment they received by everyone involved in the justice process including the judge, the lawyer representing the juvenile, the prosecutor, the juvenile's probation officer and the victim service representative.

A summary of the results is shown in Figure 11. Overall, almost all of the mothers felt they were treated with care, sensitivity and respect by everyone except they indicated they had no basis to provide a response regarding the victim representative, which indicates that they have had very little or no contact with victim service representatives. Some of the comments included:

- "Therapist was excellent with my family."
- The lawyer "Agreed to put my child on probation and not DOC/jail."
- "P.O. (Probation Officer) does all she can to help my family."
- "Justice has been over served"

Figure 11 - Family Satisfaction Regarding Treatment by Justice System



In addition, mothers indicated that they might be interested in participating in family-specific support services (three stating “definitely yes” and three stating “not sure”) to address their specific needs and assist them in their healing process if given the opportunity. One mother commented, “At first I didn't want to participate but it turned out to be very beneficial.”

A number of opportunities and barriers were identified to getting families into programs to help juveniles. Most of the opportunities identified are related to services to juveniles and their families. The barriers identified varied but lack of transportation was identified most often as a barrier. The key opportunities and barriers are summarized in Table 13.

Table 13 - Opportunities & Barriers to Family Involvement

Opportunities	Barriers
<ul style="list-style-type: none"> • Service Delivery • Community Engagement • Court Action 	<ul style="list-style-type: none"> • Parents & Family Disengagement • Transportation • Service Delivery

Verbatim comments based on the initial (June 2005) and follow up (November 2005) online surveys which included responses from Judges, Prosecutors, Public Defenders, Police, Juvenile Probation, Community and Volunteer Services, and Mental Health Services to the question “What do you see as the biggest opportunities or barriers to getting families into programs to help juveniles?” are summarized below.

Service Delivery Opportunities

- A. "Help a youth and his/her family from becoming entrenched in the justice system and providing them with skills or knowledge of how to 'get themselves out' of it and stay out of it."
- B. "Numerous opportunities if we again start programs when kid is first in trouble; we live in an area where there are no resources, parceling them out after a kid is in the system makes no sense."
- C. "To provide services that empowers youth and family to make the decisions and changes that will help them to become more productive."
- D. "I think with this program there are services being provided in the family's home and that is a great opportunity b/c [because] it is one of the largest barriers."

Community Engagement Opportunities

- A. "Community participation in our local Coalition and other mentoring programs that serve our youth and their families."
- B. "Communication and outreach to family members."
- C. "Opportunities to getting families into programs are: 1) Court Orders; 2) Family buy-in; 3) Other families who have had success that they see in their community."
- D. "Opportunities have expanded for youth and families as a result of the program. This is possible through offering of FFT and MST to families and the expansion of ART for youth throughout the circuit."

Court Action Opportunities

- A. "Judges and probation are the biggest opportunities."
- B. "Court ordered programs seem to be the most effective since families are required to participate. Many families are reluctant to participate because their "space" is being invaded and they don't like their living style and routine invaded."
- C. "Still court action. Through school referrals would help also."

Parents & Family Disengagement Barriers

- A. "Court ordered programs seem to be the most effective since families are required to participate. Many families are reluctant to participate because their "space" is being invaded and they don't like their living style and routine invaded."
- B. "Single parent working mother's time constraints (which is why kid is in trouble to start with usually); Redeploy needs to start before kid is on probation/supervision etc (first time he is in court); working through probation department is useless (they have too much on their plate and most are too cynical)."
- C. "Redeploy Illinois, like many behavioral modification programs is dependant on a desire to have your behaviors modified. Many of the children and families who would qualify for this program have either accepted or like their lot in life. Multiple generation of offenders also prevent success of these programs."
- D. "My biggest problem is not getting the families into the programs; it is keeping the families in the programs. They tend to miss or reschedule their appointments."
- E. "1) A lot of families do not want other people in their "business"; 2) They do not believe in the system; 3) They want a quick fix that doesn't happen immediately and they become discouraged."
- F. "I believe that the lack of understanding by the families of said juveniles about what benefits are involved."
- G. "Commitment on the families' part. The family does not generally follow through with court orders, let alone another program giving recommendations."
- H. "Substance abusing parents."
- I. "Lack of motivation on the part of the juveniles and families to participate."

Transportation Barriers

- A. "Lack of basic needs for families such as transportation and telephones to get families on board quicker. Also, sometimes politics play into getting kids and families into our programs. For example, when State's Attorneys changes as a result of an election, we have start over to get them to buy into the program. The State Attorney has to be involved in the referral process to the judge to get families involved in the program."
- B. "Transportation." (mentioned several times)

Service Delivery Barriers

- A. "Lack of services available."
- B. "Distance. Lack of programs in our local community."
- C. "Distance. Lack of Funding for local implementation of the program. Very few programs available in our County."
- D. "Availability of meaningful services."

Other Barriers

- A. "Judges and probation are perhaps the biggest barriers."
- B. "Full backing from State's Attorney's offices."
- C. "Cost and availability."
- D. "The needs are greater than the project programs can provide at this time for FFT and MST. Since just getting started."
- E. "Currently many communities create a maze of agencies and services that must be navigated by the youth and their families. Due to funding requirements, youth and families are required to complete numerous assessments and are given numerous treatment plans. The inclusion of non-traditional services such as church, self-help groups, incentive programs has the potential to engage the youth and family to a true community based support system, versus completing social service programs and left on their own."
- F. "Commitment of community. A Coalition has been organized but the response by community is limited."
- G. "Time and money! The Redeploy grant has helped immensely with regard to the money aspect as well as the courtroom time. However, we now more than ever still need more probation officers and more money to pay them and equip them. Also, courtroom time is still dominated by methamphetamine related cases in all aspects (criminal, juvenile abuse, juvenile delinquent)."

2D - Victims level of satisfaction

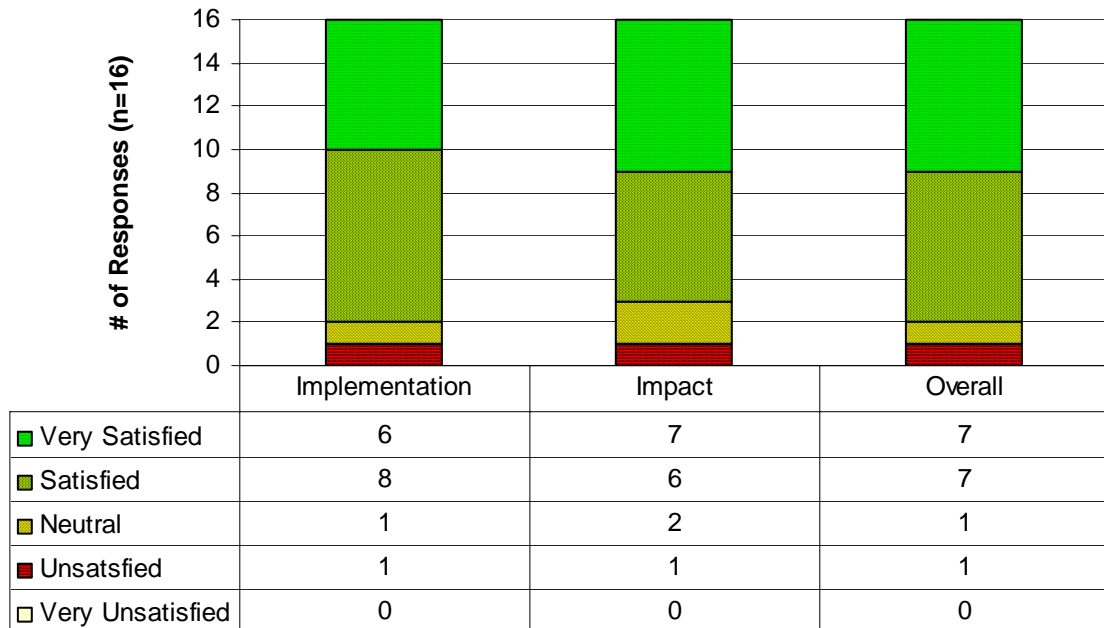
Currently, victims are rarely contacted or invited to participate in the juvenile justice process. Typically, victims are contacted by the state's attorney's office to get their input to prepare a victim impact statement document. Victims may contact the state's attorneys or probation office to follow up regarding financial or other restitutions. Also, victims rarely call and contact probation officers unless the juvenile has harassed them.

A victim's interview protocol was developed to better understand the needs and expectations of victims of juvenile offenders and identify improvement opportunities in the way justice is served to provide an experience of healing for all concerned. The Redeploy Illinois implementation team has not yet been successful in identifying victims to participate in the interview.

2E - Juvenile Justice system and service providers level of satisfaction

In November, all Redeploy service providers including judges, probation, detention and treatment services were surveyed as part of the follow-up survey. They were asked to rate their satisfaction with the Implementation of the Redeploy Illinois program, their satisfaction with the impact of the Redeploy Illinois program and their overall satisfaction with the Redeploy Illinois program. Sixteen respondents provided their satisfaction ratings. Figure 12 displays the satisfaction ratings for implementation, impact and overall for the Redeploy Illinois program. The majority indicated that they were either very satisfied or satisfied with all three dimensions of the Redeploy Illinois program thus far.

Figure 12 - Level of Satisfaction with Redeploy Illinois

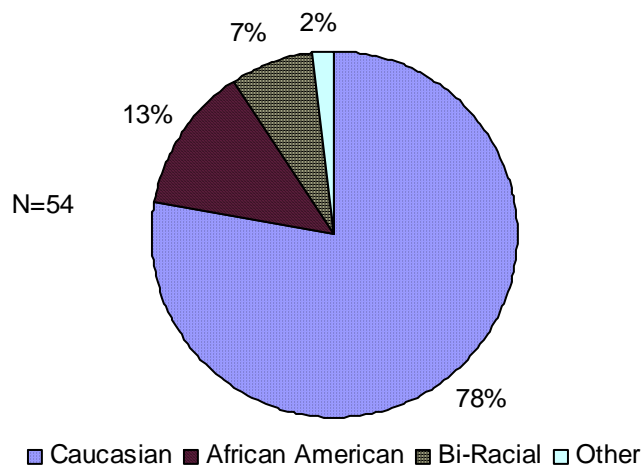


2F - Changes in confinement, detention or probation of minorities vs. non-minorities

Change takes time. There has been insufficient time to gauge any potential changes in contacts of minorities versus non-minorities as a direct result of the Redeploy Illinois program. As the program expands and sufficient time passes, it will be possible to measure this impact.

Ethnic background data was available for Redeploy participants. 78 percent (42 of 54) Level 1 Redeploy Illinois participants were Caucasian. 13 percent (7 of 54) were African American and the remaining 9 percent (5 of 54) were either Bi-Racial or Other Ethnicity as shown in Figure 13.

Figure 13 - Redeploy (Level 1) Participant's Racial Background (1/1/05 to 10/31/05)



Impact Indicator 3 – Detention & Probation Utilization Rate

What are the secure detention and probation utilization rates of Redeploy Illinois program participants and non-participants including pre and post trial use of detention?

Two specific measures (3A and 3B) were identified to assess detention and probation utilization rate.

3A - Change in pre and post trial secure detention admissions

Information regarding secure detention admissions was attainable from the Franklin County Juvenile Detention Center data information system. However, the data does not distinguish between pre and post trial secure detention admissions. Therefore, a pre and post secure detention admissions analysis could not be performed for this report.

3B - Change in the number of probation cases

Probation data is not easily available or accessible across the 2nd Circuit. Only Probation data from two counties (Hamilton and Franklin) was available for analyses. Once all twelve counties are utilizing the TRACKER software, data regarding probation including a change in the number of cases will be available.

Impact Indicator 4 – Services & Sanctions Utilization Rate

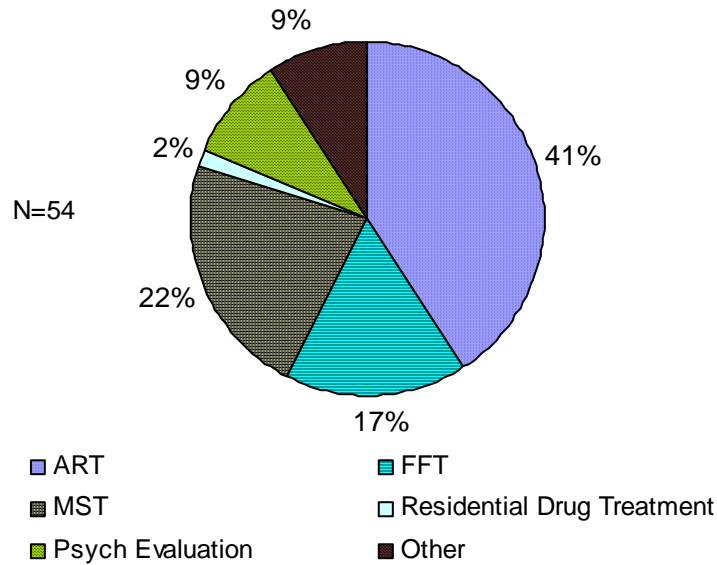
What are the Redeploy Illinois service and sanction options and the utilization rate for each of the available services?

Two measures (4A and 4B) were identified to assess services and sanctions utilization rate.

4A - Types of services

There are six primary service options provided by the 2nd Circuit Redeploy Program. The service options are on a continuum from least restrictive to most restrictive. The service options and the number of Redeploy Illinois Level 1 participants receiving each service option are: ART (22 of 54 participants), MST (12 of 54 participants), FFT (9 of 54 participants), Psychological & Psychiatric Evaluation (5 of 54 participants), Residential Drug Treatment (1 of 54 participants), and Other including GPS (5 of 54 participants). Figure 14 displays the percent of Level 1 Redeploy Illinois participants that received which service option as their initial service.

Figure 14 - Service Options for Level 1 Participants



The largest percentage (41percent) of Level 1 participants received the least restrictive service option (ART). The next service option (FFT) was assigned first 17percent of the time while MST was the first service option utilized 22percent of the time. Drug Treatment was assigned as the first service option only 2 percent of the time while the most restrictive service option (Psychological & Psychiatric Evaluation) was the first service option utilized 9 percent of the time.

There are a variety of services available through the Redeploy Illinois program. However, it was observed during focus groups that there is not a common understanding among the service providers as to how the specific services fit within the framework of the six primary service options. In the focus groups, service providers were asked to validate a list of services derived from 2nd Circuit material including the initial Redeploy proposal. Minor additions and subtractions to the list were incorporated and then the service providers were asked to designate which of various services aligned to which of the six service options (ART, FFT, MST, GPS, Residential Drug Treatment, Psychological Evaluation). Table 14 displays the variation in the understanding of various service providers based on the results from two focus groups conducted in November 2005.

Table 14 - Redeploy Service Options by Current Services

	Redeploy Illinois Service Options					
	ART	FFT	MST	GPS	Residential Drug Treatment	Psychological & Psychiatric Evaluation
Services	✓ = Agreement			? = Disagreement		
1. Effective Correctional Action Programs	✓	?	?	?	?	
2. Mental Health/Substance Abuse		?	?		✓	✓
3. Blueprint Family Therapy		?	?			
4. Evening Reporting Centers				?		
5. Family Group Conferencing		✓	✓			
6. Case Management	✓	✓	✓	✓	✓	✓
7. Serious Habitual Offender CAP	?	?	?	?	?	?
8. Unified Delinquency Intervention	?	?	?	?	?	?
9. Juvenile Justice Council	?	?	?	?	?	?
10. YASI	?	?	?	?	?	?
11. DBT (Dialectal Behavior Therapy)	Separate Service					
12. Neighborhood Accountability Board	Separate Service					
13. Sex Offender Counseling	Separate Service					
14. Teen Court	Separate Service					
15. Truancy Review Board	Separate Service					
16. Victim/Offender Mediation	Separate Service					

Juveniles receive a variety of services based on their needs. However, not all services are available in every county. Based on the results of the focus groups, focus group participants are not certain as to which counties offer which services. Table 15 displays the results of the focus group discussion on service options by county.

Table 15 - Redeploy Service Options by County

Redeploy Illinois Service Options						
✓ = Agreement on Availability ? = Disagreement * Not a part of the Redeploy Illinois program						
2nd Circuit Counties	ART	FFT	MST	GPS	Residential Drug Treatment	Psychological & Psychiatric Evaluation
Crawford	✓	✓	?	✓	✓*	✓
Edwards	?	✓	✓	✓	✓*	✓
Franklin	✓	✓*	?*	✓	✓*	✓
Gallatin	Not Available	✓	✓	✓	✓*	✓
Hamilton	?	✓*	?*	✓	✓*	✓
Hardin	Not Available	?	?	✓	✓*	✓
Jefferson	?	✓*	✓*	✓	✓*	✓
Lawrence	✓	✓	✓	✓	✓*	✓
Richland	✓	✓	Not Available	✓	✓*	✓
Wabash	?	✓	✓	✓	✓*	✓
Wayne	?	✓*	✓*	✓	✓*	✓
White	?	?	✓	✓	✓*	✓

There has not been sufficient data to determine the utilization rates of these options.

4B - Types of sanctions

For the 2nd Judicial Circuit, services and sanctions are used interchangeably. The six service options are provided starting with the least restrictive and progressing to the most restrictive treatment alternatives as appropriate. Therefore, juveniles who are successful with the earlier treatment services or programs may be discharged from the program sooner, which serves as a motivator. On the other hand, juveniles who are not successful will continue with the treatment services or programs, which are progressively restrictive and therefore serve as sanctions.

Impact Indicator 5 – Addressing Violations

How are violations by juveniles who participate in the Redeploy Illinois program handled by various service agencies and how are sanctions and incentives used to address violations?

Three specific measures (5A through 5C) were identified to assess how violations are addressed.

5A - Technical violations

Technical violations data is not currently tracked in the 2nd Judicial Circuit. Therefore, it is not possible to compare Redeploy Illinois participants to other high-risk juveniles in prior years. As counties begin to utilize the TRACKER software, they will be encouraged to include in their tracking data technical violations as a part of their juvenile case records.

5B - Type of sanctions

Since technical violations are not tracked, it is not possible to compare the type and number of sanctions associated with any specific technical violation.

5C - Type of incentives

There are a variety of rewards and consequences currently being used in juveniles' homes, by probation and/or the court, and by schools to encourage juveniles to continue their progress in the program. However, based on input from the focus groups, there is very limited coordination or sharing of information between these entities. Table 16 presents a list of rewards and consequences identified by focus group participants as being used with Redeploy participants to motivate them to continue progress in the program.

Table 16 - Rewards and Consequences for Redeploy Participants

Rewards	Consequences
<p>Home</p> <ul style="list-style-type: none"> • Closer family cohesiveness • Later curfew • Over night stay at friend's house • Let go to school dance • Driving Privileges 	<p>Home</p> <ul style="list-style-type: none"> • Restrictive curfew • Punishment chores • Take away phone privilege • Threat (i.e., "I'll send you to your father's home")
<p>Probation/Court</p> <ul style="list-style-type: none"> • Positive Court Feedback by Judge and/or prosecutors • Early discharge from home confinement, probation or detention • Probation period instead of DOC • Reduction of community service hours • Credit for public services employment • Less required sessions and meetings • Reward for good conduct (ART bucks, Wal-Mart Gift Cards, Free t-shirt) • Food - "if you feed them, they will come" (Pizza party, Snacks) • Entertainment (movie tickets, ball game, coupons for family night out) • Arrange for hair cut or style • Avoid another program (e.g., evening reporting) 	<p>Probation/Court</p> <ul style="list-style-type: none"> • Detention • GPS applied to Youth • Sent to IDOC • Extend probation and treatment for relapse • Violate probation so they get sent to court • Write an essay – write what you did • Remove from home • Petition to revoke probation • Entrance to another program

Rewards	Consequences
Other <ul style="list-style-type: none"> • Special activity privileges (basketball, music, pool league, writing journal, poetry) • Journal writing, music, etc. • Enrollment in regular classes 	Other <ul style="list-style-type: none"> • Suspension from school • Enrolment in "behavior disorder" classes

Redeploy Illinois Implementation Findings

Implementation Indicator 6 – Program Alignment

To what degree was the pilot program implemented and managed as proposed and how consistent was the pilot with the Redeploy Illinois Public Act (P.A. 093-0641)?

The Redeploy Illinois Public Act contains specific purpose or goal statements for a county or a group of counties receiving funding implement the program. We have identified 13 key “alignment indicators” below based on the Act and summarized our collective findings regarding the extent to which the 2nd Judicial Circuit Redeploy Illinois program is consistent with the Act using a three-point scale.

1. Establishment of “a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders who would be incarcerated if those local services and sanctions did not exist.”

Aligned Work in Progress Too early to tell

- Established a Level 1 and Level 2 selection criteria to provide intervention for the lower risk as well as the high-risk juveniles.
- Established a continuum of services from least restrictive to most restrictive in every county.
- Sanctions include diversion, probation, GPS, residential treatment, detention and IDOC commitment.

2. “Establishment or expansion of local alternatives to incarceration.”

Aligned Work in Progress Too early to tell

- Established a staff secure assessment center so that youth would not have to be sent to IDOC for an assessment.
- Offer evidence-based therapy programs (FFT and MST), which are home-based services to families and youth in all counties even the most rural, poor and resource deficit counties.

3. “Reduce the county or circuit's utilization of secure confinement of juvenile offenders in the Illinois Department of Corrections or county detention centers.”

Aligned Work in Progress Too early to tell

- Although the projected 18 juvenile IDOC commitments in 2005 compares well to the average annual 41 IDOC commitments between 2001 and 2003, reduction in detention was not able to be determined.
- Established a staff secure assessment center so that youth would not have to be sent to IDOC for an assessment.
- Modified the juvenile screening criteria used for detention. For example, SHOCAP (serious habitual offender comprehensive action program) violators are no longer sent to detention automatically.

Creation or expansion of individualized ...**4. Assessment and evaluation services or programs.**

Aligned Work in Progress Too early to tell

- Established a staff secure assessment center so that youth would not have to be sent to IDOC for an assessment.
- Provides a variety of assessment services including YASI, mental health, and substance abuse screening.

5. Educational services or programs directed to individual juvenile offenders.

Aligned Work in Progress Too early to tell

- Educational (school) services are provided in the assessment center where juveniles who qualify can earn credit during the three-week assessment timeframe.
- MST and FFT case workers act as a liaison between the families and the school system and advocate for the youth to receive specialized educational programs through the schools.

6. Vocational services or programs directed to individual juvenile offenders.

Aligned Work in Progress Too early to tell

- Currently not offering specific vocational services although case workers help identify potential opportunities where juveniles or family members can receive vocational services.

7. Mental health services or programs directed to individual juvenile offenders.

Aligned Work in Progress Too early to tell

- Mental health screening is available through the assessment and detention centers.
- Redeploy Illinois program provides linkage to community resources for mental health services but do not offer specific mental health services.

8. Substance abuse services or programs directed to individual juvenile offenders.

Aligned Work in Progress Too early to tell

- Substance abuse screening is available through the assessment and detention centers.
- Redeploy Illinois program provides linkage to community resources for services but do not offer specific substance abuse services.

9. Supervision services or programs directed to individual juvenile offenders.

Aligned Work in Progress Too early to tell

- Probation officers and case workers monitor juvenile's progress or lack of progress. Because of the multitude of services offered through Redeploy Illinois, there are more people involved in serving juveniles and families.

10. Service Coordination directed to individual juvenile offenders.

- Aligned Work in Progress Too early to tell

- The Redeploy Illinois program coordinator and probation officers as well as service providers and detention staff, if appropriate, review each juvenile case and prepare an individualized case plan.

11. Program focused on “juveniles who would otherwise be held in confinement”

- Aligned Work in Progress Too early to tell

- Established a Level 1 and Level 2 selection criteria to provide intervention for the high risk as well as the low risk juveniles. The primary focus is on Level 1 youth who are likely to be committed to IDOC.

12. Program seeks “to restore the offender to the community.”

- Aligned Work in Progress Too early to tell

- Currently do not have specific programs. Probation officers try to provide more incentives as opposed to strictly punishment.
- Has continued to promote victim-offender mediation conferencing program in all counties and some counties are utilizing the program.

13. Budget limited to services excluding costs for capital expenditures; renovations or remodeling; or personnel costs for probation.

- Aligned Work in Progress Too early to tell

- It is not clear exactly what is considered capital expenditures and personnel costs. There is a budget line item allocated for the Redeploy Illinois program manager who is on the 2nd Judicial Circuit Court Services payroll. Also budget is allocated for equipment (computer, printer and software).

In addition to the program alignment indicators, two measures (6A and 6B) were identified to assess the extent to which the 2nd Judicial Circuit pilot program is implemented and managed as proposed.

6A - Key deliverables and milestone dates

The 2nd Judicial Circuit Redeploy Illinois program application document was reviewed to determine the key deliverables and milestone dates or outcome measures to accomplish the program objectives. Four overall Redeploy program and sixteen additional outcome measures specific to the 2nd Judicial Circuit program were identified. Then the Redeploy implementation team was asked to review each outcome measure and comment on the level of progress to date.

One of the four overall Redeploy program outcome measures, secure detention, is completed and the other three measures are at various levels of progress. In addition, significant progress has been made in 9 of 16 2nd Judicial Circuit specific outcome measures, some progress is being made with 4 of the 16 measures and little progress has been made in the last three outcome measures as summarized in Table 17.

Table 17 - Redeploy Illinois Program Overall Outcome Measures

Redeploy Illinois Overall Outcome Measures	Status				
	C	SI	SO	LP	O
<p>C = Completed SI = Significant Progress SO = Some Progress LP = Little Progress O = On Hold</p>					
<p>1. Secure Detention</p> <p>Utilization and length of stay in secure detention for the total juvenile population as well as the juveniles involved in Redeploy Illinois</p> <p>Comment: There has been a decrease in the number of juveniles placed in secure detention.</p>	✓				
<p>2. IDOC Commitments Tracking</p> <p>Number of juveniles committed to DOC by age, offense, length of stay, and ethnicity</p> <p>Comment: Length of stay information will be tracked but is not yet available.</p>		✓			
<p>3. Level of involvement of community stakeholders</p> <p>Comment: Communication underway through speaking engagements. Sub-contractors report on their involvement with the Redeploy Illinois program including contact with the general public.</p>			✓		
<p>4. Recidivism rate of juveniles in the Redeploy Illinois program while actively involved in the program, six months after discharge from the program, and twelve months after discharge</p> <p>Comment: Working on the revising our Redeploy Illinois tracking database to capture the recidivism rate of juveniles. Will be difficult to track recidivism information. Not all counties have TRACKER or information systems to track the data easily.</p>				✓	

In addition, to the four overall outcome measures outlined above, the status of the sixteen additional 2nd Judicial Circuit specific outcome measures, is summarized in Table 18.

Table 18 - 2nd Judicial Circuit Additional Outcome Measures

2 nd Judicial Circuit Additional Outcome Measures	Status				
	C	SI	SO	LP	P
<p>C = Completed SI = Significant Progress SO = Some Progress LP = Little Progress P = Pending or On Hold</p>					
<p>A. Increase access to community based services while at the same time decreasing the commitments to the Illinois Department of Corrections</p> <p>Comment: Sending juveniles to the assessment center, which is funded through Redeploy, instead of sending them to IDOC for evaluation.</p>		✓			
<p>B. Increase the availability of treatment options and provide services throughout the circuit (only 2 of 12 counties have options)</p>		✓			

2 nd Judicial Circuit Additional Outcome Measures	Status				
C = Completed SI = Significant Progress SO = Some Progress LP = Little Progress P = Pending or On Hold	C	SI	SO	LP	P
Comment: All 12 counties now have treatment options and access to services.					
C. Increase capacity of communities and support and enhance the infrastructure of continuum of care throughout the 2nd Circuit Comment: Through Redeploy more services are provided locally to address the needs of low risk and high-risk juveniles.		✓			
D. Expand services currently in place and target services to fill current gaps at the local county and community level Comment: Related to A and B above.		✓			
E. Initiate and provide training in Victim Offender Mediation and Family Group Conferencing programs, BRAJ philosophy and concepts, and training to increase the availability of ART groups. Comment: Have conducted eleven training programs (Victim Offender Mediation & Family Group Conferencing (5 sessions), ART groups (2 sessions), and BARJ philosophy and NAB (Neighborhood Accountability Board) (4 sessions).		✓			
F. Make Redeploy Illinois a part of the 2nd Circuit’s continuum of services to intercept delinquent behavior before it becomes a life-long habit. Comment: Related to A, B & D above.		✓			
G. Provide innovative approach to improving the lives of juveniles, families and their communities. Comment: Treatment options and services available in some of the counties for the first time. Educating the judges and others in the community about the options available to address juvenile delinquency issues. The Assessment Center, which is a non-secure facility, is available to deliver assessment services to all counties instead of sending juveniles to DOC for assessment.		✓			
H. Enhance and expand existing efforts for the development of and delivery of services to delinquent youth and their families as well as provide new programming that currently does not exist in various parts of the Circuit. Comment: Have enhanced and expanded existing programs such as FFT and MST into more counties within the circuit as well as provide new programming that did not exist such as ART, GPS and the Assessment Center.		✓			
I. Reduce dynamic risk factors, while increasing the protective factors of the youth and family through two OJJDP Blueprint for Violence Prevention Model Family Therapy programs (MST & FFT) Comment: These programs are offered and are being expanded. MST and/or FFT are now available in every county.		✓			

2 nd Judicial Circuit Additional Outcome Measures	Status				
C = Completed SI = Significant Progress SO = Some Progress LP = Little Progress P = Pending or On Hold	C	SI	SO	LP	P
J. Support and expand the Balanced and Restorative Justice (BARJ) practices (http://www.barjproject.org/) throughout the circuit. Comment: Through Redeploy a service provider is engaged to promote the BARJ practices to disseminate information to educational systems, social service agencies, grass roots faith based organizations, the criminal service community, chamber of commerce and fraternal organizations.			✓		
K. Encourage and promote the inclusion of new groups and agencies into local juvenile justice collaborative efforts. Comment: Related to C above			✓		
L. Take into account and support the reduction of disproportionate minority contact in the juvenile justice system, particularly in the Jefferson County area where the most significant minority population of the circuit resides. Comment: Have started to look into disproportionate minority contacts by studying the data provided to the Circuit from IDOC and detention and some of the arrest data.			✓		
M. Reinforce and coincide the Redeploy Illinois evaluation process with 2nd Circuit Juvenile Justice Council's efforts to increase local data collection efforts and coordinate statistical information relevant to the juvenile justice system across the circuit. Comment: Establishment and utilization of the TRACKER software case information management system uniformly in the twelve counties of the Circuit is approximately half completed.			✓		
N. Expand Victim Offender Mediation and Family Group Conferencing throughout the circuit. Comment: These services have been promoted throughout the Circuit. However minimal utilization has taken place up to now.				✓	
O. Solicit supportive and collaborating agencies to participate in the eventual underwriting of services either in part or in whole within their counties. Comment: Informal discussions between the 2nd Circuit Chief Judge and service agencies are taking place to find alternative funding streams in order to sustain and continue the Redeploy Illinois program.				✓	
P. Initiate contact with local businesses and other key community leaders for contributions and resources to support the Redeploy Illinois project. Comment: Redeploy Illinois has been in place only for 11 months and the service delivery started only 10 months ago. It is too soon to ask others about funding because the data to show the long-term results is not yet available.				✓	

6B - Budget allocation and expenditure

The Redeploy program implementation team was asked to provide the planned and actual budget information through September 30, 2005. The overall budget and expenditures as of September 30, 2005 are on track. Budget was allocated for promotional materials and training workshops to promote Redeploy Illinois after the start of the implementation which was not included in the original plan as shown in Table 19.

Table 19 - Budget Status

Line Item	Original Budget Requested	Funded		Remaining
		Budget Plan 10/1/04 to 6/30/06	Actual as of 9/30/05	
Personal Services				
Payroll/Accounts Payable Clerk	\$2,158.00	\$4,081.00	\$2,234.00	\$1,847.00
Project Manager	\$7,000.00	\$12,864.00	\$7,179.00	\$5,685.00
Bookkeeper	\$12,500.00	\$22,971.00	\$10,528.00	\$12,443.00
Intake/Assessment Clerk		\$4,000.00	\$425.00	\$3,575.00
Fringe Benefits	\$7,071.00	\$12,221.00	\$3,527.00	\$8,694.00
Contractual Services				
Mental Health Evaluation	\$17,000.00	\$22,750.00	\$16,410.00	\$6,340.00
Residency Staff Secure	\$39,525.00	\$117,438.00	\$54,191.00	\$63,247.00
Sex Offender Evaluation	\$2,400.00	\$6,800.00		\$6,800.00
Hudson Baptist Family Services MST/Kids Hope United	\$80,749.00	\$141,311.00	\$80,749.00	\$60,562.00
Drug Evaluation	\$8,000.00	\$6,000.00	\$400.00	\$5,600.00
Project OZ ART Training	\$1,500.00	\$1,125.00	\$1,816.00	-\$691.00
GPS Monitoring Services	\$22,200.00	\$21,850.00	\$4,812.00	\$17,038.00
Family Counseling Center ART	\$2,000.00	\$1,500.00	\$0.00	\$1,500.00
Lutheran Social Services ART	\$2,000.00	\$1,500.00	\$0.00	\$1,500.00
Stipends for ART Facilitators		\$18,000.00	\$3,000.00	\$15,000.00
Southern Illinois Counseling Center		\$56,000.00	\$32,000.00	\$24,000.00
Southern Illinois Counseling Center ART	\$2,000.00			\$0.00
Southern Illinois Counseling Center FFT	\$30,000.00			\$0.00
Cra-Wa-La VIP	\$20,000.00	\$15,000.00	\$15,000.00	\$0.00
Don Goff	\$5,000.00	\$13,750.00	\$3,750.00	\$10,000.00
Jefferson County NAACP / NAB Programs	\$5,000.00	\$6,750.00	\$1,850.00	\$4,900.00
The Exeter Group Ltd.	\$21,600.00	\$40,200.00	\$22,200.00	\$18,000.00
Supplies				
Project OZ ART Training	\$500.00	\$375.00	\$349.00	\$26.00
Snacks for ART Youth	\$1,920.00	\$3,360.00	\$309.00	\$3,051.00
Drug Testing Kits	\$6,000.00	\$4,500.00	\$4,440.00	\$60.00
Travel	\$0.00	\$0.00		\$0.00

Line Item	Original Budget Requested	Funded		Remaining
		Budget Plan 10/1/04 to 6/30/06	Actual as of 9/30/05	
Start Up One Time Cost				
Supplies - TRACKER Software	\$10,800.00	\$10,800.00	\$8,100.00	\$2,700.00
Hudson Baptist Family Services MST	\$4,071.00	\$4,071.00	\$4,071.00	\$0.00
Equipment - Computer & Printer (1)	\$1,260.00	\$1,260.00	\$1,260.00	\$0.00
Promotional Materials & Training Workshops		\$0.00	\$19,065.00	-\$19,065.00
ART Materials and Incentives		\$0.00	\$12,629.00	-\$12,629.00
LCD Projector		\$0.00	\$1,960.00	-\$1,960.00
Total	\$312,254.00	\$550,477.00	\$312,254.00	\$238,223.00

Implementation Indicator 7 – Juvenile Selection Process

What is the selection process to identify juveniles who qualify to participate in the Redeploy Illinois program?

Two measures (7A and 7B) were identified to assess the juvenile selection process.

7A - Selection criteria

The selection criteria to determine the eligibility of juveniles to receive Redeploy services are documented as shown in Table 20.

Table 20 - Redeploy Illinois Level 1 and Level 2 Juvenile Selection Criteria

Level 1 Youth	Level 2 Youth
<ul style="list-style-type: none"> • 13 – 17 years • Adjudicated delinquent for an offense punishable by DOC • 1 prior adjudication • YASI score of Med-High Risk 	<ul style="list-style-type: none"> • All youth EXCEPT status offenders

7B - Use of the selection criteria

A “Juvenile Justice Redeploy Illinois Referral Form” is used to determine and document a juvenile’s eligibility to receive Redeploy services. The form is used to capture background information about each juvenile including:

- Juvenile’s name, address, gender, date of birth, and race
- Date of referral and the name, county & agency making referral & contact information
- Prior placement outside the home and length of stay for each including mental health treatment, IDOC, detention, substance abuse, and foster care
- Education status including grade and special education needs
- Prior or current assessment results

- Current or prior adjudications including case number, offense, and probation officer
- Current or prior medical information

Implementation Indicator 8 – Communication & Awareness

How well does the program staff communicate, cooperate, collaborate and/or share with other agencies/entities and how aware of the Redeploy Illinois program are victim service organizations and what can be done to increase their awareness?

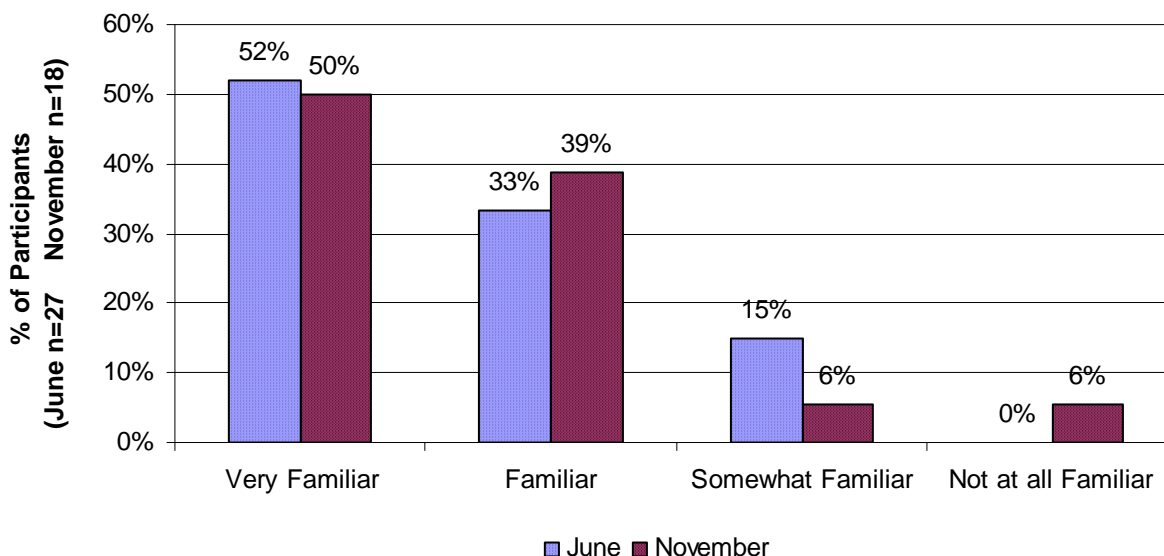
Two measures (8A and 8B) were identified to assess communication and awareness.

8A - Redeploy Illinois Program perceptions

Two virtually identical online surveys¹¹ were conducted in June 2005 and November 2005 to determine the changes in responses and perceptions of key stakeholders involved with the implementation of Redeploy Illinois over the six months. The online surveys were sent to the same people¹² in the juvenile justice system¹³ and service providers¹⁴.

Twenty-seven of the 60 people in June and 18 of the 62 people in November who were invited to participate in the online survey completed the surveys with a response rate of 45% and 29% respectively. The number of people that indicated that they are familiar with the Redeploy Illinois increased between June and November while the number of people who indicated that they are somewhat familiar decreased as shown in Figure 15.

Figure 15 - Redeploy Illinois Program Familiarity



¹¹ One overall Redeploy Illinois program satisfaction question was added in the November survey.

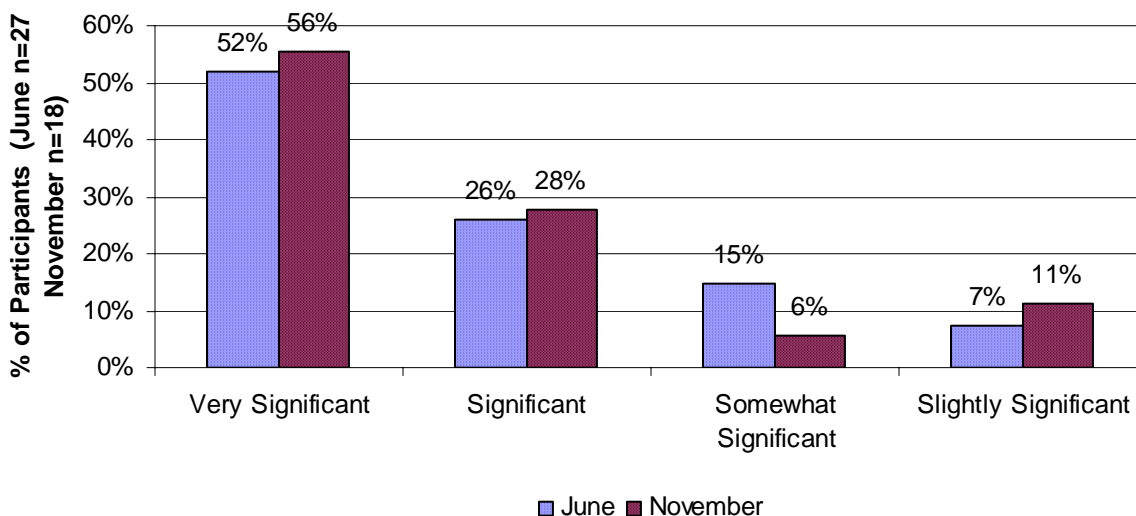
¹² Two additional people received the November 2005 survey.

¹³ Judges, probation officers, state’s attorneys, public defenders, detention, and police

¹⁴ Assessment services, community & volunteer services, mental health services, treatment services, victim support services, and school programs

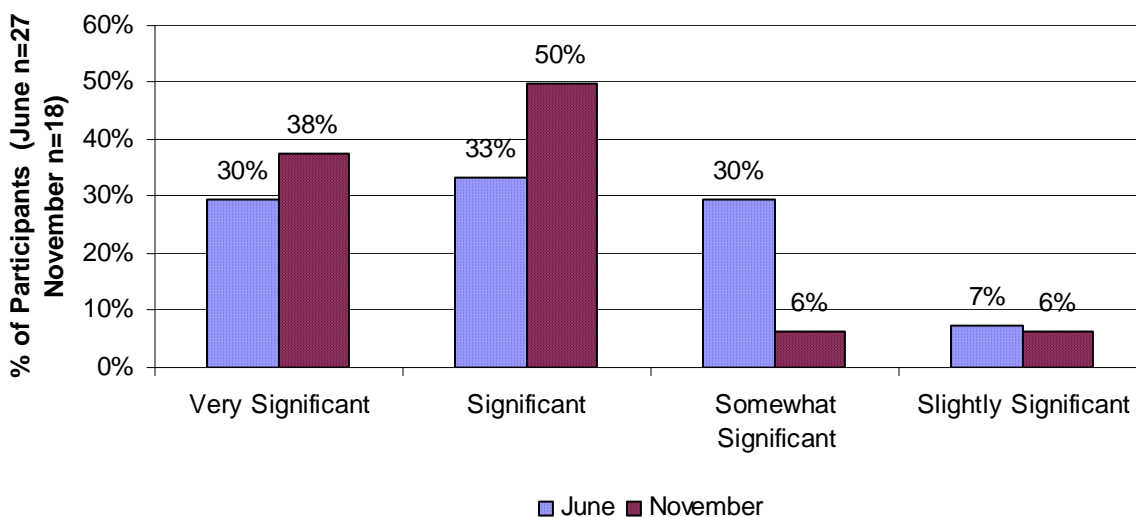
As Redeploy has been launched the role of the service providers' organization or agency in supporting the program has increased as shown in Figure 16.

Figure 16 - Role of Organization or Agency



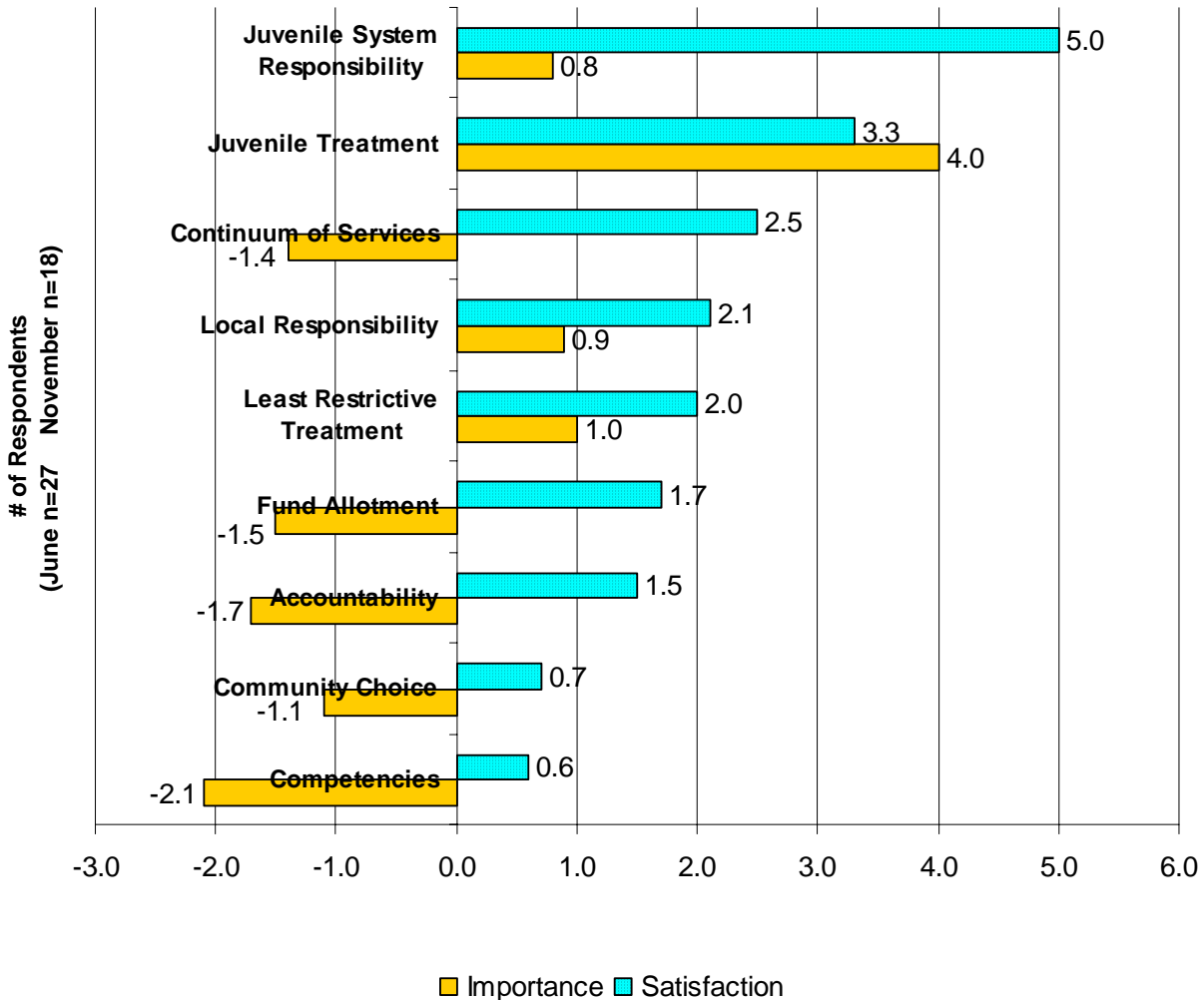
As the community becomes more and more aware and takes a more active role in the success of the Redeploy program, the importance of the role of the community becomes more and more critical to the long-term success and sustainability of the Redeploy program. Figure 17 displays the change in the importance of the community from June to November.

Figure 17 - Role of the Community



Survey participants were also asked to indicate the level of importance of nine statements related to the purposes and policies of the Redeploy Illinois Public Act to help juveniles in their community and their level of satisfaction with how well they believed the Redeploy Illinois program is being implemented in their community. As an indicator of change, the difference in the importance and satisfaction ratings for each statement from their June and November 2005 responses were analyzed. Overall the level of satisfaction with how well the Redeploy Illinois program is being implemented has increased in all nine areas. In five of the nine areas, the level of importance decreased as shown in Figure 18.

Figure 18 - Redeploy Illinois Importance & Satisfaction Gap



The importance and satisfaction average ratings and the gap values for differences between the June and November ratings are shown in Table 21.

Table 21 - Redeploy Illinois Importance & Satisfaction Average Ratings

Redeploy Illinois Policy & Purpose Components	Importance Average Rating			Satisfaction Average Rating		
	June	November	Importance	June	November	Satisfaction
Juvenile System Responsibility	15.8	16.6	0.8	10.6	15.6	5.0
Juvenile Treatment	18.2	22.2	4.0	9.2	12.5	3.3
Continuum of Services	23.0	21.6	-1.4	10.9	13.4	2.5
Local Responsibility	19.2	20.1	0.9	9.6	11.7	2.1
Least Restrictive Treatment	18.6	19.6	1.0	14.3	16.3	2.0
Fund Allotment	16.4	14.9	-1.5	11.1	12.8	1.7
Accountability	20.5	18.8	-1.7	9.3	10.8	1.5
Community Choice	18.4	17.3	-1.1	8.2	8.9	0.7
Competencies	19.9	17.8	-2.1	10.5	11.1	0.6

For reference purposes, the complete purpose statements for each component of the Redeploy Illinois Public Act are presented in Table 22.

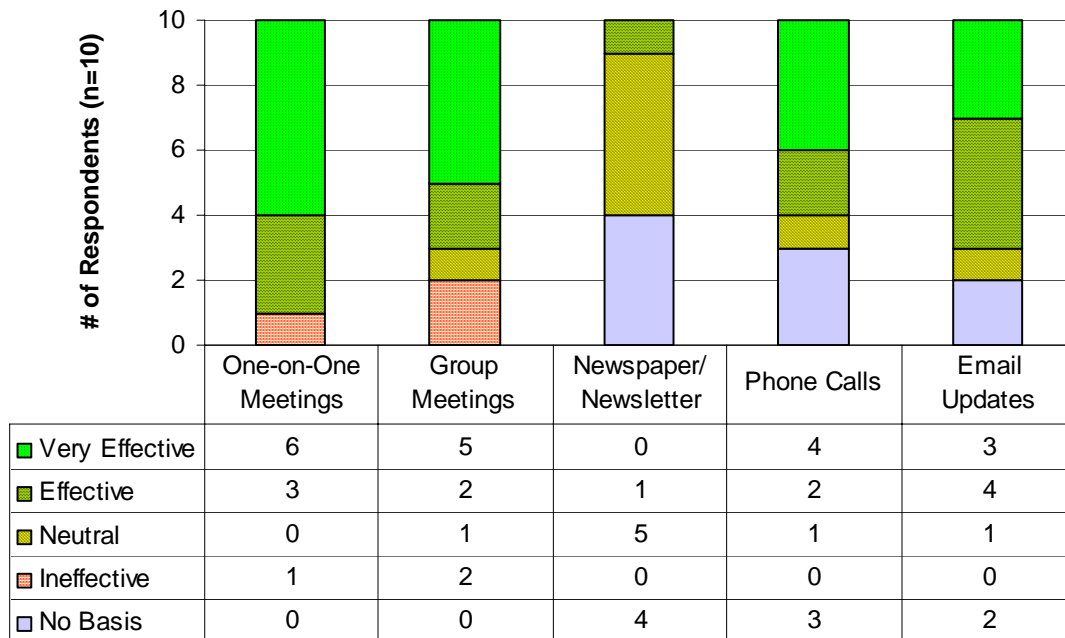
Table 22 - Redeploy Illinois Public Act Policy & Purpose Statements

Component	Purpose/Policy Statement
Justice System Responsibility	The juvenile justice system (law enforcement, detention, probation, etc.) should have the primary responsibility to protect the community.
Juvenile Treatment	Juveniles who pose a threat to the community or themselves need special care, including secure settings. Such services as detention, long-term incarceration, or residential treatment are too costly to provide in each community and should be coordinated and provided on a Regional or Statewide basis.
Continuum of Services	A continuum of services and sanctions from least restrictive to most restrictive should be available in every community.
Local Responsibility	There should be local responsibility and authority for planning, organizing, and coordinating service resources in the community.
Least Restrictive Treatment	Juveniles should be treated in the least restrictive manner possible while maintaining the safety of the community.
Fund Allotment	The allotment of funds for the Redeploy Illinois Program will be based on a formula that rewards local jurisdictions for the establishment or expansion of local alternatives to incarceration, and requires them to pay for utilization of incarceration as a sanction.
Accountability	The juvenile justice system (law enforcement, detention, probation, etc.) should impose accountability to victims and communities for violations of law.
Community Choice	People in the community can best choose a range of services, which reflect community values and meet the needs of their own youth.
Competencies	The juvenile justice system (law enforcement, detention, probation, etc.) should equip juvenile offenders with competencies to live responsibly and productively.

8B - Communication vehicles

Several communication vehicles have contributed to creating awareness and promoting the Redeploy Illinois Program including one-on-one and group meetings, newspaper or newsletter articles, phone calls and email updates. The Chief Judge representing all the counties in the 2nd Circuit and 3 other judges, 3 State's Attorneys and 3 Public Defenders representing Crawford, Edwards, Franklin, Jefferson, Richland, Wabash and White Counties were interviewed by phone to solicit their opinion about the effectiveness of the various communication vehicles used to promote the Redeploy Illinois program. Overall one-on-one meetings, email updates and phone calls were perceived as effective or very effective by 6 or more of the 10 respondents. Only one out of the 10 respondents considered newspaper articles as effective as shown in Figure 19.

Figure 19 - Effectiveness of Communication Vehicles for Key Stakeholders



Following are selected comments from the interviews with judges, prosecutors, and public defenders regarding communication and related issues:

- “There is not a good distinction between evidence-based practices and Redeploy Illinois. Evidence-based is focused on adults and juveniles in general and Redeploy is primarily focused on juveniles.”
- “I really think that not only I but a number of the judges I have talked to would like to have some sort of a flow chart which explains very briefly what the different programs are, at what stages they are and under what circumstances they are available and who makes the service available. I want to know what this specific service does. We are inundated with acronyms.”
- “We do not have or have had a great deal of input into this process. We are told what is going to happen despite some concerns that many of us have.”
- “The state's attorneys have not been given much coverage from the political point of view. Generally society wants punishment, juvenile or adult. They want immediate and direct retribution. When state's attorneys have speaking engagements, to provide more social services to fix the existing problem, most people are not interested in hearing that. They want to hear about what we are doing to stop it from happening. The juveniles are well known, and the community wants the bad behavior stopped and then they will worry about creating good behaviors. When someone does not go to jail, it is the state's attorney's fault. When someone is given a different disposition than another individual, it is the state attorney's fault. It is not given us much to sell and much to hide behind. This is a political issue for state's attorneys.”
- “I was frustrated with the group meetings. I didn't have the understanding that everyone in the meeting understood the purpose of the meeting. There was a lot of confusion about why we were there and what we were there to accomplish.”
- “The newspaper may help stimulate discussion.”
- “There have been a few articles in the paper. When an average person reads about them I don't know if it means much. Good community efforts have occurred where our probation officer has been

speaking to organization like Rotary, Ruritan, etc.”

- “They are getting out information but I don't think the all the lawyers are receiving the same information that I am receiving. If they are they must not be giving that much attention to it. The president of the local bar association did not have any concept of what it really was.”
- “There is nothing memorable that I have learned, that stands out in my mind.”
- “... I also think that a professional presenter or someone who has the opportunity to develop a truly effective sales pitch is needed. Nobody is making an effective sales pitch. You can't bring together 150 people with different agendas and make this work. It is not a generic message. Probation Officers have a different relationship to this program than prosecutors, judges, services, etc. This is something that needs to be taken into account.”

Implementation Indicator 9 – Service Options, Providers & Availability

What are the Redeploy Illinois service options and the utilization rate for each of the available services? (i.e. counseling, food/housing assistance, peer support, family reunification, educational and employment assistance, etc.)

Three specific measures (9A through 9C) were identified to assess the service options, providers and availability.

9A - Services available, needed and/or requested

The question, “What services are needed and/or requested but not available?” was posed to eleven different participants as part of a focus group. The participants represented probation, various service providers, and the State's Attorney Office. Their responses were:

- IQ Testing (although some counties include this as part of the Psychological Assessment)
- Victims Follow-up Program or Mediation (in some counties, the States Attorney Office(s) have initiated some type of victim programs)
- A follow-up or “touch-up” to the ART program
- A mentoring program modeled after Big Brothers/Big Sisters but targeted specifically at “at risk” juveniles
- An outdoors program that included fishing, environmental concerns, etc (especially given the large geographic area available to 2nd Circuit)

9B - Instrument(s) used to match needs with services

In order to match needs to services, the Redeploy Implementation Team reviews each juvenile's case including the assessment results. The team includes the program coordinator, Juvenile Probation Officers and staff from the service providers. They take into consideration information provided on the Referral form, the youth's past history, and results of the YASI assessment. The team then recommends to the probation officer which available services are most appropriate for each individual juvenile. The judge may order a juvenile to participate in the program based on the recommendation of the probation officer.

9C - Service providers selection criteria

There are no formal selection criteria to identify service providers. Selection criteria used to identify and engage Redeploy program service providers include prior experience:

- Providing the identified needed services
- Working with the targeted youth population
- Implementing services in the targeted geographical localities
- Implementing the Blueprint EBP (Evidence-Based Practices) programming and service provider's success rate in service delivery

Implementation Indicator 10 – Resource Utilization

Does the program have sufficient staff to manage caseloads (specifically probation officers & project managers) and is their performance acceptable?

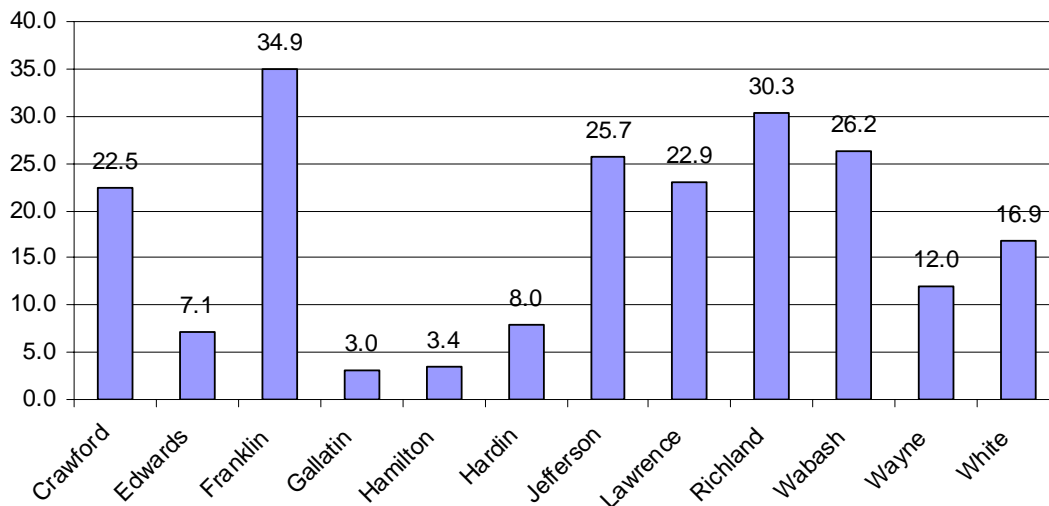
Three specific measures (10A through 10C) were identified to assess resource utilization.

10A - Ratio of number of juveniles to staff

The appropriate ratio of juveniles to staff is a variable number. The time commitment required for any specific juvenile is a function of the complexity of the situation, the specific characteristics of the juvenile and the degree of risk associated with that juvenile. A probation officer could easily handle a higher ratio if the majority of cases are rather straightforward. However, a small number of extremely difficult cases could require a significant amount of time and therefore would suggest a lower ratio would be appropriate.

The juvenile caseload per juvenile officer for the 2nd Judicial Circuit, by county, ranges from 3 to 35 cases per probation officer as show in Figure 20.

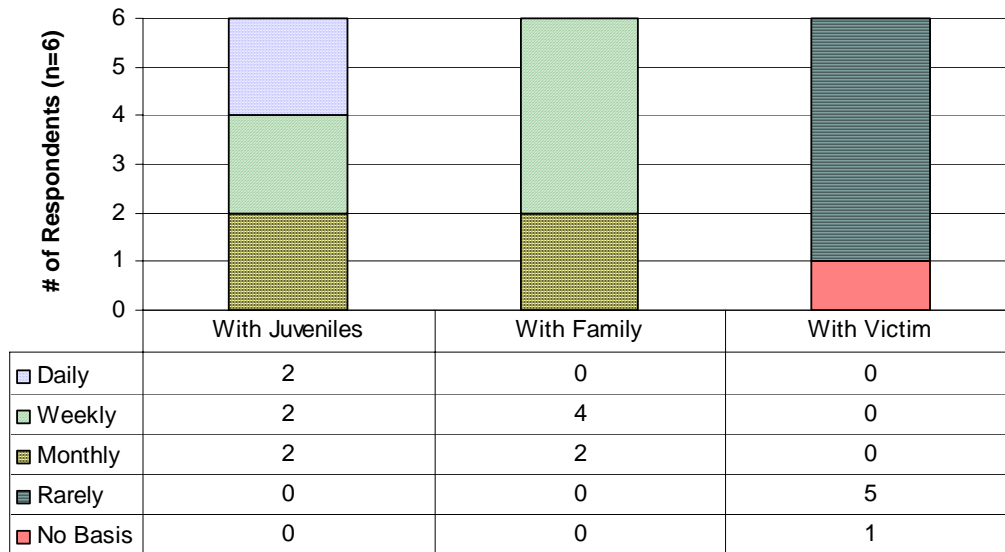
Figure 20 - Average Juvenile Probation Caseload by County



10B - Contacts between program staff and participants

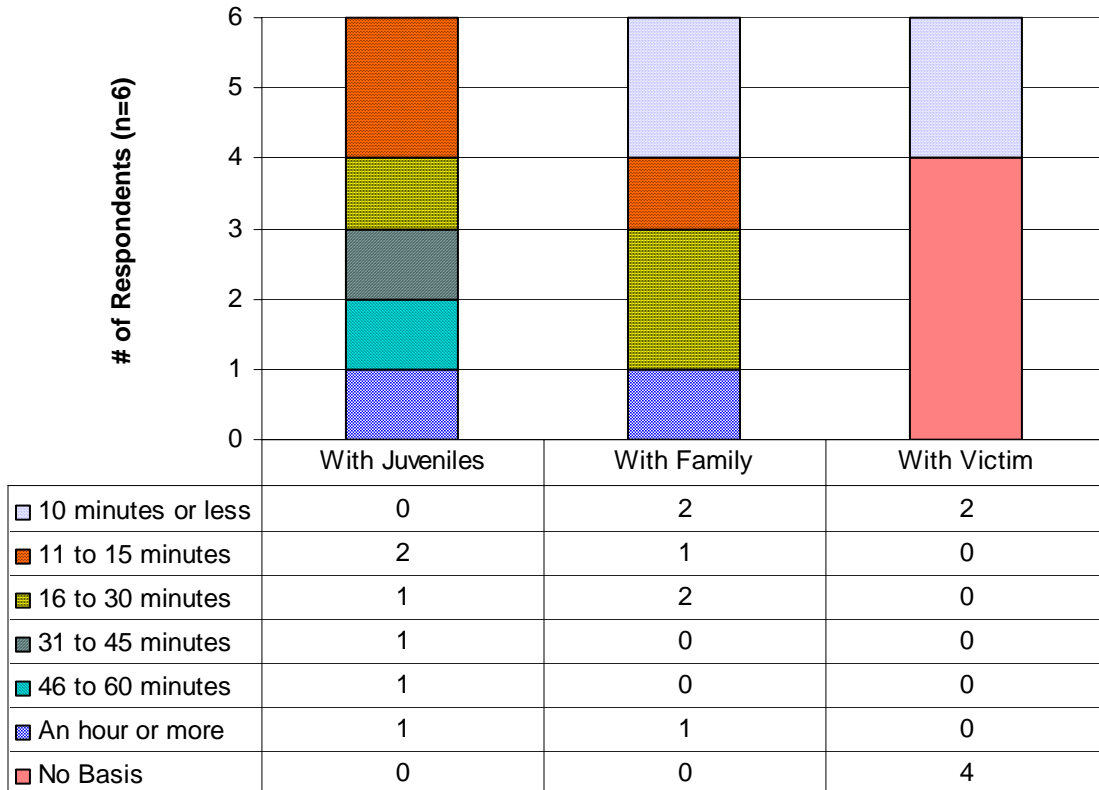
The frequency of contacts between program staff (primarily probation officers) and Redeploy participants vary greatly. Probation officers meet with juveniles on average on a daily, weekly or monthly basis depending on the specific juvenile case and needs. Probation officers meet with families either weekly or monthly. Only one probation officer indicated that they meet with victims on a regular (daily) basis. Probation officers rarely meet with victims. The responses are summarized in Figure 21.

Figure 21 - Frequency of Contacts with Redeploy Participants



The typical duration of a contact with a Redeploy participant ranges greatly. Some probation officers stated that their average duration of contact with Redeploy participants was between 11 – 15 minutes whereas others stated that their duration of contact was typically 45 minutes or longer. One Chief Probation Officer did comment that the time spent with Redeploy participants is different in that more time is spent with Redeploy participants to review with the service providers the progress made or issues due to the high risk nature of the juvenile participating in the program. More time is spent with closer monitoring and follow-ups. He estimated that on average most probation officers spent 30 minutes on average per contact as compared to much less for non-redeploy participants. Figure 22 presents the reported duration of time that probation officers spend with Redeploy participants.

Figure 22 - Duration of Contact with Redeploy Participants



10C - Probation caseloads

To determine the ratio of number of juveniles to probation officers, the sum of total monthly juvenile caseload for each of the 12 counties was divided by the total number of probation officers who handle juvenile cases.

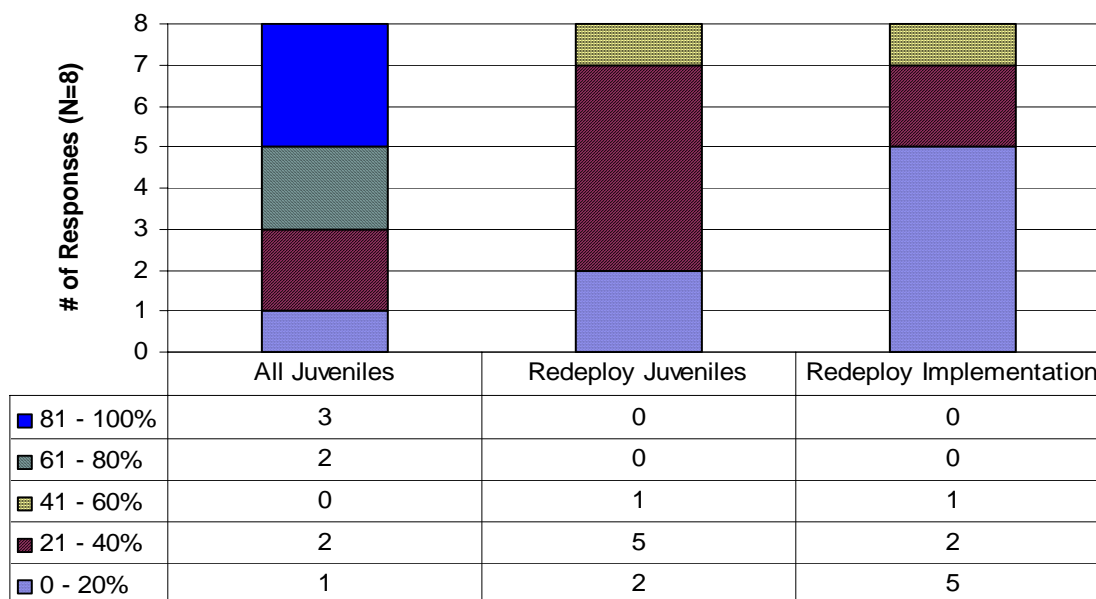
Based on juvenile caseload data between January 1, 2005 and October 31, 2005 there were a total of 22 probation officers in the 2nd Judicial Circuit with an average caseload of 19.4 per probation officer who handle juvenile cases as shown in Table 23.

Table 23 - Number of Probation Officers by County

2nd Judicial Circuit Counties	Adult Only	Juvenile Only	Both Juvenile & Adult	Sub Total Both & Juvenile	Juvenile Caseload per Probation Officer	Grand Total
Crawford	--	--	2	2	22.5	2
Edwards	--	--	1	1	7.1	1
Franklin	3	2	0	2	34.9	5
Gallatin	--	--	1.6	1.6	3.0	1.6
Hamilton	0	0	1	1	3.4	1
Hardin	--	--	0.4	0.4	8.0	0.4
Jefferson	2	2		2	25.7	4
Lawrence	--	--	1	1	22.9	1
Richland	--	--	1	1	30.3	1
Wabash	--	--	1	1	26.2	1
Wayne	1	--	1	1	12.0	2
White	--	--	2	2	16.9	2
Total	6	4	12	16	19.4	22

Probation officers were surveyed regarding the proportion of their work they spend with any juvenile and Redeploy juveniles specifically. They were also asked to indicate the proportion of time spent with the implementation of Redeploy. The proportion of work that probation officers spend on Redeploy juveniles is under 60%. None of the probation officers who completed the survey work exclusively with Redeploy juveniles as show in Figure 23.

Figure 23 - Probation Officers Proportion of Work



In a separate survey, chief probation officers were asked to comment on whether or not they believe they have sufficient staff to adequately manage the Redeploy Illinois juvenile caseloads. Four were interviewed and three answered in the affirmative. They were also asked to rate the performance of the juvenile probation officers that they supervise. Three rated the performance of their officers as outstanding and one rated his as more than acceptable.

Implementation Indicator 11 – Assessment Methods

What was the number and type of assessments (YASI and other) performed and how well is that information shared across agencies?

Two specific measures (11A and 11B) were identified to address assessment methods.

11A - Type of assessments

A relatively small set of assessments is routinely used with Redeploy juveniles. Not all service providers use all assessments. The set of assessments includes the following:

- YASI
- Psychological Assessment
- Psychiatric Assessment
- Sex Offender Assessment
- TRACKER Assessment – (some counties use this – similar in nature to the YASI but not as detailed)
- Pre-sentence investigation (PSI) prepared by Probation

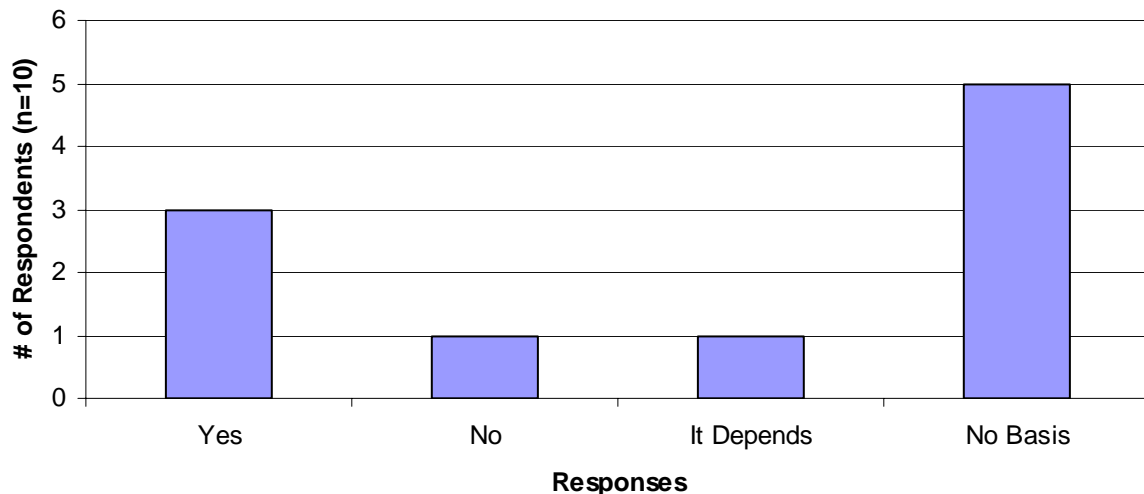
11B - Consistency between assessment results and intervention decisions

The Chief Judge representing all the counties in the 2nd Circuit and 3 other judges, 3 State’s Attorneys and 3 public defenders representing Crawford, Edwards, Franklin, Jefferson, Richland, Wabash and White Counties were interviewed by phone to solicit their opinion about the Redeploy Illinois program.

Three of the 10 people interviewed indicated that judges use the assessment results in consistent manner; half indicated that that they had no basis to provide an opinion as show in Figure 24.

Figure 24 – Judicial Consistency of Usage of Assessment Results

Question: Do most...



Following are selected comments from the interviews with judges, state’s attorneys and public defenders regarding assessment instruments and the use of the assessment results:

Comments Regarding the Merits of Redeploy Illinois

- “Redeploy is unlike many programs, we are all cautiously optimistic about Redeploy. In many cases the State looks at new programs as touchy feely. In many cases there is skepticism as to the ultimate goal. We have reached a point where we are out of ideas. Detention center is nothing but warehousing juveniles. With Redeploy Illinois we are trying to break the cycle of recidivism. If we don't stop a juvenile from committing crime now, they will probably be involved in criminal activity for the rest of their lives.”
- “Putting money into Redeploy makes a lot more sense than building more detention facilities for juveniles.”
- “I am one of those who were on guard at the beginning; I have been persuaded that Redeploy Illinois is good program. It is a different approach and it is recognition of trying to look at individual needs of the juvenile or a family and to allocate them the resources they need instead of throwing everyone into one category with more options available to the juvenile court. We suffer from a one size fits all approach in our community.”
- “Generally, we have had a very good reaction and acceptance by the State's Attorney and Public Defender staff. They have some confidence in Redeploy. If a child is eligible and if the assessment comes back suggesting Redeploy, there is agreement to consider Redeploy.”

Comments Regarding the Judges' Role

- “Typically most of the dispositions of a juvenile's case are determined well in advance of the judge's involvement. The judge is relying on other people who have had previous contact with the juvenile in making recommendations to them. There is not a whole lot of independent thinking going on at that level. 99 out of a 100 juvenile cases, we walk in with a recommendation and that is what happens. We probably don't do 5 social investigations in a year here.”
- “I am not sure that the judges request specific assessments. They rely on the probation officers, state's or defense attorneys to request specific assessments or do the assessments. There are assessments done at the assessment center because the state's attorney or the probation officer has requested it. “
- “We suggest to the judge what he should request. The main program is the MST program. The assessment we do is very very informal. If it serves the kids needs we have them evaluated. We send the child to the probation department to have them evaluated for Redeploy Illinois.”
- “Are the judges using the results of the evaluation or are they simply getting 21 day free detention by referring them to Redeploy? I hope as the year goes on, we can have an in-depth evaluation to find out.”
- “Usually I see a summary and the full report. I have my probation officer explaining things to me. That is probably why I say it is easy. Closing Comments: When do you think the results will be available?”
- “I get the full report and it is easy to interpret. The drug or the psychological. We also have had alcohol and sex offender evaluation. I don't recall looking at the YASI assessment results.”

Comments Regarding Assessment Tools

- “I don't make much use of YASI. I consider it much of a detention oriented tool. I am probably looking at it too narrowly. I should probably need to pay better attention. I pay attention to pre-sentence investigation reports and psych evaluation. Any written progress report by a provider.”

- “The most often requests are for psychological, psychiatric and substance abuse evaluations. The reason is we are legal professionals and not treatment professionals. We are unqualified to discover problems in these areas or to select treatment.”
- “We have been using the probation pre-sentence investigation (PSI) prepared by the probation department which contain family, criminal, social and substance abuse history of the juvenile prior to sentencing if there is not an agreed sentence. Otherwise, the Franklin County 21 day evaluation reports are used which includes some of the same information and little more detailed about the mental health and substance abuse history and treatments in the past. Probation recommendations are also included in the 21 day evaluation regarding treatment and sentencing.”
- “I don't order the pre-sentence report until after I have had the assessment for Redeploy. A pre-sentence report usually means the juvenile may be eligible for DOC. I refer the assessment to probation, and they do an assessment, I can't tell you what the assessment is.”
- “The assessment instruments are relied on pretty heavily. At this point we are still early enough in the program we still rely on more of the old techniques to a large extent (use of the - social history investigation which is a lot more general or instinct). The assessments are gaining significance as they earn our trust.”
- “Basically they are the guiding instrument that direct where this juvenile needs to go. Go home under some type of supervision all the way to the other extreme to juvenile DOC. Most of our cases are handled though some type of a program.”
- “In most case, I have used the Redeploy assessment if they are found to be eligible. The judge accepts our recommendation. We have not had a case where we had a contested situation.
- “Judges are using the assessment, I can't tell yet whether they are consistently using the results.”
- “We do not receive any raw material of any kind. Therefore, it is very easy to interpret the assessment results because everything is reduced to conclusions and recommendations by the time we receive them.”
- “Interpretation is difficult because of the absence of familiarity. I don't see the YASI results very often. A lot of the detention decisions are made before I am involved as a judge.”
- “The assessment results can be difficult. I ask the people who did the assessment to answer the questions that I don't understand.”
- “The assessment results are on average easy to interpret. We see a summary.”
- “I am not sure I have ever seen an assessment result.”

Comments Regarding Sentencing Determination

- “When we go to a disposition hearing in a juvenile proceeding, we usually want the social investigation. Usually probation officers give us the full gamut of background history and exhibits attached (family background, school records, etc.). This is usually everything we need. Also, they will have assessed the juveniles to determine what type services a juvenile should get. I rely very much on the probation officer.”
- “Often sentencing is by agreement. I would pay more attention to pre-sentence investigation reports and the attachment to that report (providers, school report, YASI) and probation report and its attachment. It helps determine the risk of recidivism, the usefulness of some sort of social service or medical or psych intervention I need to be ordering. It also provides me information about the extent

of threat the kids pose to the community.”

- “The assessment results are used to dictate programming and timing. For example, we impose detention on a short term basis until a bed is available in a mental health facility or substance abuse facility to make sure the child is available for treatment.”
- “Assessment results are considered by the judge to determine whether or not probation is appropriate or whether part of probation might include residing in their home, treatment facility, what type of counseling to recommend, etc. Primarily to consider what types of detention alternatives would be available to the juvenile such as MST, FFT, Gateway program which is an inpatient substance abuse program, Children's home for juveniles that can't go back home if parents are not able to discipline them or parents don't want to take them back home.”
- “The court has the opportunity to tailor a probation order to the specific juvenile to address the needs that are identified in the various evaluations. It is not a cookie cutter probation order. The judges have more information than they otherwise would.”

Other Comments

- “I think Redeploy Illinois can be very useful. These services are important but to the extent that we don't understand when they are appropriate they will be underutilized.”
- “Are we replicating the court evaluation program which is "scared straight" and "hope DOC wakes him up" approach when we use the assessment center? We were not using the court evaluation program for evaluation we were using it for impact incarceration. It was useless in terms of evaluation and for DOC.”

Conclusions & Recommendations

1 - The 2nd Judicial Circuit is meeting the objectives of Redeploy Illinois.

Conclusions

After 10 months of implementation, results indicate that the Redeploy Illinois program is working. The 2005 projected reductions in IDOC commitments should exceed the 25 percent or more reduction target. The Redeploy Illinois program costs are estimated to be well below the cost for committing juveniles to IDOC. Changes are occurring throughout the 2nd Judicial Circuit juvenile justice system that are starting to have positive outcomes for juveniles and their families.

Recommendations

The success, sustainability and long term effect of the Redeploy Illinois program will depend on a concerted effort to continue to effect changes in the attitude and perceptions of everyone involved in the juvenile justice system as well as the overall community at large. Therefore, it is very critical that the Redeploy Illinois pilot program is continued and provided with an appropriate level of funding. Specific areas that need attention include:

- Awareness and education programs specifically targeted towards key stakeholders including: juveniles, families, victims, judges, state's attorneys, public defenders, service providers, police, schools, community leaders, local and state politicians, and the community at large.
- Juvenile justice system integration to facilitate improved coordination and communication including investment in technology to improve data collection, analysis and reporting.
- Identification of the specific needs of each county within the 2nd Judicial Circuit and providing the appropriate targeted programs and services.
- Continued program impact and implementation evaluation to identify the parts of the program that are working as well as areas that need to be improved.

2 - The 2nd Circuit's Redeploy program is aligned in most material respects with the Redeploy Public Act.

Conclusions

Although there is still significant work in progress, the actual implementation of the Redeploy Illinois program within the 2nd Circuit is by in large consistent with the objectives of the Redeploy Public Act. The 2nd Judicial Circuit has established a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders. It has created or expanded the assessment and evaluation processes, and supervision services are directly provided to individual juvenile offenders and the program impacts juveniles who would otherwise be held in confinement. There may be a few areas where the program implementation needs to be adjusted or enhanced.

Recommendations

The Redeploy Program Implementation Team should explore opportunities to provide and expand specific services targeted for individual juvenile offenders including:

1. Educational services
2. Vocational services
3. Mental health services
4. Substance abuse services
5. Service coordination of juveniles

3 - The long-term impact of Redeploy Illinois cannot yet be ascertained.

Conclusions

Change takes time and often there is a lag before “real” impact from an intervention can be realized. The Redeploy Illinois program started approximately a year ago. Every effort was made to design the evaluation approach and instruments to be sensitive to actual and potential impacts. However one year is insufficient time for real change of significant magnitude to have occurred. In addition, given that there are four pilot sites each with their own version of the implementation, what really works and what does not over the long term is yet to be determined.

Recommendations

A holistic, longitudinal evaluation approach should be considered with a three to five year evaluation plan. This evaluation report can serve as a starting point or a baseline for on-going program impact and implementation evaluation efforts.

Opportunities for sharing leading or best practices among and between the various pilot sites should be planned for and hosted at regular intervals to facilitate communication, coordination and collaboration between pilot sites to maximize the overall impact of Redeploy Illinois throughout the State and beyond.

4 - Redeploy Illinois implementation guidance is needed in key areas.

Conclusions

Given the relative newness of the Redeploy Illinois program, there are a few areas where the program implementation team needs guidance. For example, the Redeploy Illinois Public Act states, “The allotment of funds will be based on a formula that rewards local jurisdictions for the establishment or expansion of local alternatives to incarceration, and requires them to pay for utilization of incarceration as a sanction.” It is not clear what the “formula” is and how the reward or penalty will be determined.

Also, guidance about the balance between focusing on “high risk” juveniles and proactively focusing on “low risk” juveniles before they turn into the “high risk” category should be established. For example, with respect to the current pilot, 2nd Circuit is providing services to juveniles under the auspices of the Redeploy program that may or may not meet the criteria established the Redeploy Illinois Act. All the juveniles classified as “Level 2” include all juveniles except those classified as “Level 1” and status offenders.

Recommendations

DHS and the Redeploy Illinois Oversight Board need to increase their efforts in providing program implementation guidance and clarifications related to funding and the criteria to be used for identifying and implementing programs and services.

5 - Redeploy programs and services are not commonly understood.**Conclusions**

There is not a common understanding about the specific Redeploy programs and services. It is very important that the Redeploy programs and services are clearly understood by everyone involved with addressing the issue of juvenile delinquency starting from the juveniles and their families, the court, and service providers as well as others in the community including schools, politicians and the media.

Recommendations

The Redeploy Illinois implementation team should clearly identify first the relationships between the six key service options (ART, FFT, MST, GPS, Drug Treatment, Psychological & Psychiatric Evaluation) and the various services and then develop and implement an effective communication plan targeted to specific audiences such as judges, state's attorneys, law enforcement, detention, etc. Understanding what services are available is critical to providing the best possible opportunities for juveniles and their families to get the services they need regardless of which county they live in. The community must support the Redeploy Illinois program and the way to get the community support is to have a clear targeted message to the right audiences.

6 - Little has been done to address the needs of victims.**Conclusions**

While most constituencies are optimistic regarding the potential impact of Redeploy, there is very little focus targeted to address the needs of victims of juvenile crimes. Efforts were made to collect information from or about victims. Neither program team members nor justice system participants were able to provide data regarding victims. Attempts to identify and interview a few victims were unsuccessful.

Recommendations

Specific programs and services targeted to involve and address the needs of victims such as victim-offender conferencing should be encouraged and success stories should be shared on an ongoing basis.

7 - It is very challenging to address the needs of all twelve counties in the 2nd Judicial Circuit.

Conclusions

Given the 12 counties¹⁵ in the 2nd Judicial Circuit and the diversity of needs ranging from transportation, local community values and priorities, and the disparity of available and accessible services, it is very challenging for the current Redeploy Illinois program implementation team to meet the needs and expectations of all twelve counties. The current team is stretched.

Recommendations

The 2nd Judicial Circuit should identify and prioritize the most critical needs in each of the twelve counties and develop a plan to address the common needs throughout the Circuit as well as the unique needs in each county. The Redeploy program implementation team should be expanded to include people who can focus on addressing the Circuit wide needs as well as people within each county that can help with the implementation of Redeploy Illinois in their county.

8 - Ongoing sharing of program evaluation results is important.

Conclusions

Given the challenges outlined above, targeted efforts need to be made to build upon the early successes and continue to gain acceptance and recognition. Part of building momentum is communication and sharing of evaluation results. A number of the comments from the surveys and interviews suggest that a number of people within the community are not as informed as they need to be about the Redeploy Illinois initiative.

Recommendations

The results of the current evaluation should be shared with all key stakeholders involved with the Redeploy Illinois program. Specific strategies and plans should be made to address issues and opportunities identified in this evaluation report. In addition, a concerted effort should be made to continue the program evaluation efforts and provide ongoing feedback to maintain momentum and achieve continuous improvements.

9 - Getting reliable and accessible data is a serious problem.

Conclusions

Despite the Redeploy Illinois implementation pilot team's best efforts to be supportive, much of the critical data required for a thorough evaluation of the Redeploy Illinois program simply does not exist or if it exists, it is hard to get the data in a usable format. The use of the Access database for tracking Redeploy data is a good step forward, but the database application and the data is accessible and available to only a few people involved with the implementation of Redeploy Illinois.

Even though the TRACKER software, which is being used to capture juvenile data is being implemented throughout all 12 counties in the 2nd Judicial Circuit, the quality and integrity of the data reviewed by the

¹⁵ Crawford, Edwards, Franklin, Gallatin, Hamilton, Hardin, Jefferson, Lawrence, Richland, Wabash, Wayne, and White.

evaluation team was poor. There were many instances where juvenile records were inconsistent or several fields with missing information.

The utility and validity of the data is only as good as the person that enters it into the system and the information and data that they have available to them. In addition, data base systems across and within the counties do not readily interface with each other or other systems making it difficult to share probation, detention, IDOC commitment and other juvenile data electronically.

Recommendations

The technology tools and systems that are currently being used to capture, track and generate reports should be reviewed and a short and long term information technology strategy should be developed and implemented.

In the immediate short term, the technology tools or systems that are used to capture Redeploy Illinois program participants' data in the 2nd Judicial Circuit as well as the other three counties participating in Redeploy Illinois should be reviewed. Careful analysis should be conducted to identify specifically which data items should be required and tracked to make sure that the data necessary to continue the Redeploy Illinois program impact and implementation evaluation is readily available.

10 - Juvenile delinquency is as much about the community and the Juvenile Justice System as it is about juveniles, their families and victims.

Conclusions

The root causes related to juvenile delinquency are complex and involve more than juveniles, their families and victims and as such the solutions have to be addressed in a larger context. Investments have to be made to bring about fundamental changes in the attitudes, core values, priorities and ultimately the culture related to juvenile delinquency to bring about long term positive changes to address the issues.

Recommendations

For Redeploy Illinois to achieve long term and sustainable success it is critical that the pilot programs are continued and expanded.

In addition to the current funding, which is primarily targeted to serve juveniles and to some extent families and victims, separate funding should be allocated to educate and raise the consciousness of key stakeholders and ultimately bring about the necessary cultural and systemic changes that influence the attitudes, core values and priorities of the key stakeholders. Funding allocations should be made targeted towards:

- The juvenile justice system, particularly judges, prosecutors, defense attorneys, probation, detention, and police
- The community at large, particularly community leaders, the media, and the general public