

Redeploy Illinois Macon County 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 Macon County 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.

Contents

Acknowledgements	ii
Executive Summary	1
Introduction	9
Redeploy Illinois Program Description	9
Macon Pilot Site Description	9
Research Methodology	12
Qualitative Approaches	14
Quantitative Approaches	16
Redeploy Illinois Impact Findings	19
Impact Indicator 1 - Reduction in Macon County Juvenile IDOC Commitments.....	19
1A - 25 percent or more reduction in IDOC commitments.....	19
1B - IDOC or detention commitments.....	19
1C - Redeploy Illinois program duration	22
1D - Re-arrest and re-conviction rates.....	22
1E - Length of time between arrests.....	22
1F - New and seriousness of offenses	23
1G - Change in number of Macon County youth who transfer to Adult Court.....	23
1H - Overall statewide IDOC population change.....	23
Impact Indicator 2 – Program Effect.....	23
2A - Per youth cost for Redeploy Illinois program vs. IDOC commitment.....	23
2B - Redeploy Illinois program quality	24
2C - Youth family level of satisfaction and participation	26
2D - Victims level of satisfaction	31
2E – Juvenile Justice System and service providers level of satisfaction.....	33
2F - Changes in confinement, detention or probation of minorities vs non-minorities	33
Impact Indicator 3 – Juvenile Detention & Probation Utilization Rate.....	34
3A - Change in pre and post trial secure detention admissions	34
3B - Change in the number of probation cases	34
Impact Indicator 4 – Services & Sanctions Utilization Rate	34
4A - Types of services	35
4B - Types of sanctions	35
Impact Indicator 5 – Addressing Violations	36
5A - Technical violations.....	36
5B - Types of incentives.....	36
5C - Types of sanctions	37
Redeploy Illinois Implementation Findings.....	38
Implementation Indicator 6 – Program Alignment.....	38
6A - Key deliverables and milestone dates.....	40
6B - Budget allocation and expenditure.....	47
Implementation Indicator 7 – Juvenile Selection Process	49
7A - Selection criteria.....	49
7B - Use of the selection criteria.....	49
Implementation Indicator 8 – Communication & Awareness.....	50
8A - Redeploy Illinois Program perception	50
8B - Communication vehicles	53
Implementation Indicator 9 – Service Options & Availability.....	56
9A - Services available, needed and/or requested.....	56
9B - Instrument(s) used to match needs with services.....	57
9C - Service providers selection criteria	57
Implementation Indicator 10 - Resource Utilization.....	57
10A - Ratio of number of juveniles to staff.....	57
10B - Contacts between program staff and participants.....	59

10C - Probation caseloads 60

Implementation Indicator 11 – Assessment Methods 61

 11A - Type of assessments performed..... 61

 11B - Consistency between assessment results and intervention decisions 62

Conclusions & Recommendations 64

 1 - Macon County is meeting the objectives of Redeploy Illinois 64

 2 - Macon County’s Redeploy program is aligned in most material respects with the Redeploy Public Act 64

 3 - The long term impact of Redeploy Illinois cannot yet be ascertained..... 65

 4 - Despite a rough start the Macon County Redeploy Illinois program is making progress 65

 5 - There is concern about the Redeploy Illinois funding ending too soon. 66

 6 - Redeploy Illinois implementation guidance is needed in key areas..... 66

 7 - Ongoing sharing of program evaluation results is important 66

 8 - Getting reliable and accessible data is a serious problem..... 67

 9 - Juvenile delinquency is as much about the community and the Juvenile Justice System as it is about juveniles, their families and victims. 68

Figures

Figure 1 - Juvenile Justice Process & Redeploy Illinois Services.....	11
Figure 2 - Juvenile Treatment Process	11
Figure 3 - Redeploy Illinois Team Structure.....	12
Figure 4 - Evaluation Approach	13
Figure 5 - Evaluation Timeline	14
Figure 6 – Macon County Juvenile Probation, Detention & IDOC Commitments (1/1/05 to 10/31/05)	20
Figure 7 – Macon County Juvenile Detention Admissions by Race (2001 2002 - 2005)	21
Figure 8 – Macon County Juvenile Detention Admissions by Gender (1/1/05 – 10/31/05).....	22
Figure 9 - Redeploy Services Timeline	22
Figure 10 - Perception of Redeploy Program Quality	25
Figure 11 - Redeploy Program Comparison	25
Figure 12 - Family Satisfaction with the Macon County Juvenile Justice System	27
Figure 13 - Family Satisfaction Regarding Treatment by the Juvenile Justice System.....	28
Figure 14 - Victims' Satisfaction with the Justice Outcome	32
Figure 15 - Victims' Satisfaction with Juvenile Justice System Interaction	32
Figure 16 - Level of Satisfaction with Redeploy Illinois.....	33
Figure 17 - Redeploy Participant's Racial Background – (1/1/05 to 10/31/05).....	34
Figure 18 - Redeploy Illinois Program Familiarity	50
Figure 19 - Role of Organization or Agency.....	51
Figure 20 - Role of the Community	51
Figure 21 - Redeploy Illinois Importance & Satisfaction Gap	52
Figure 22 - Effectiveness of Communication Vehicles for Key Stakeholders.....	54
Figure 23 - Juvenile Probation Department Caseloads by Risk Category (1/1/05 to 10/31/05).....	58
Figure 24 - Average Juvenile Caseload per Probation Officer	58
Figure 25 - Frequency of Contacts with Redeploy Participants.....	59
Figure 26 - Duration of Contact with Redeploy Participants	60
Figure 27 - Probation Officers Proportion of Work.....	61
Figure 28 - Assessment Results Usage Consistency.....	62

Tables

Table 1 - Impact Performance Indicators & Research Questions.....	1
Table 2 - Implementation Performance Indicators & Research Questions.....	2
Table 3 - Program Alignment	4
Table 4 - Redeploy Illinois (Community ACCESS) Phases	10
Table 5 - Impact Performance Indicators & Research Questions.....	13
Table 6 - Implementation Performance Indicators & Research Questions.....	14
Table 7 - Qualitative Data Collection Methods.....	15
Table 8 - Quantitative Data Collection Methods	17
Table 9 – Macon County Juvenile IDOC Commitments	20
Table 10 - Redeploy Illinois Program Cost Drivers.....	23
Table 11 - Projected Annual Redeploy Program Cost Per Juvenile.....	24
Table 12 - FY 2003 Illinois Youth Centers Average Annual Cost per Inmate.....	24
Table 13 - Opportunities & Barriers to Family Involvement	28
Table 14 - Redeploy Services by Community Access Phases	35
Table 15 - Rewards and Consequences for Redeploy Participants	36
Table 16 - Redeploy Illinois Program Overall Outcome Measures.....	41
Table 17 - Macon County Additional Outcome Measures	42
Table 18 - Budget Status	48
Table 19 - Redeploy Illinois Importance & Satisfaction Average Ratings.....	52
Table 20 - Redeploy Illinois Public Act Policy & Purpose Statements.....	53

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 Macon County as well as the 2nd Judicial Circuit, St. Clair and Peoria counties in Illinois. This report is focused exclusively on the evaluation of the Macon County pilot program.

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 Illinois 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 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>

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 Macon County three-year average (2001-2003) IDOC juvenile commitments was 53 juveniles. The projected number of IDOC commitments was 34 for 2005. This represents a 36 percent reduction, which exceeds the minimum 25 percent set for by the Redeploy Illinois Public Act.

Impact Indicator 2 – Program Effect

Based on the 2005 Redeploy Illinois service delivery budget and the projected 26 juveniles who will participate in Redeploy Illinois in 2005, the projected cost per juvenile is estimated to be \$16,238 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. Change takes time and often there is a lag before “real” impact from an intervention can be realized. The Redeploy Illinois program in Macon County started only about a year ago and it is too early to determine the overall long-term effect even though early results indicate the overall impact of Redeploy Illinois on juveniles is positive.

Impact Indicator 3 – Detention & Probation Utilization Rate

The local pilot site provided four years of data (2002 – 2005) on juvenile detention. In total, there were 653 records representing 409 different juvenile cases (244 juveniles had more than one admission to detention). In 2002, 119 juveniles were admitted to detention, 114 in 2003, 96 in 2004 and 80 juveniles from Macon County have been admitted to detention through October 31, 2005.

The probation data was not quite as clean as the detention data. Given that Macon County does not have a Juvenile Detention Center; the data supplied originated at the Sangamon Detention Center where Macon juveniles sentenced to detention are sent. There were 1,161 records from 2002 to October 31, 2005. It was not possible to easily determine the changes in the number of probation cases because the data included multiple records for the same juvenile and in some cases the same juvenile had different TRACKER ID numbers.

Impact Indicator 4 – Services & Sanctions Utilization Rate

There are a variety of services available through the Redeploy Illinois “Community ACCESS” program. The services include:

1. Cognitive Education
2. Community Alternatives to Detention (Home Detention)
3. Community Restorative Boards (CRBs)
4. Community Service
5. Crisis Intervention
6. Electronic Monitoring
7. Gender-Specific Group
8. Home Intervention Services
9. Mental Health Services – Individual & Group
10. Recreation
11. Relationship Building
12. Surveillance/Monitoring
13. Vocational Education

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

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.

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 Macon County. We have identified 13 key “alignment indicators” below based on the Public Act and summarized our collective findings regarding the extent to which the Macon County Redeploy Illinois program is consistent with the Act using a three-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 – Redeploy Illinois Juvenile Selection Process

The Macon County juvenile selection criteria are based on the following:

1. Must be high risk based on:
 - a. Prior knowledge or experience with the youth and their parents or guardians.
 - b. Behaviors and interactions observed in court.
 - c. Information that is shared with the court related to the youth and their parents or guardians.
2. Must be eligible and being considered for a probation term.
 - a. The probation term needs to be long enough to be able to document that the youth and family have made changes and demonstrated an ability to maintain these changes (e.g. one year)
3. Must be eligible for DOC.
 - a. Age appropriate – 13 years of age or older
 - b. DOC is a possible sentence for the current offense.
4. Non-Forcible Felonies.
5. Youth and family are known to multiple community agencies.
 - a. This information may not be known at the time of the original referral.
 - b. Lack of multiple agency interaction will not preclude a youth from participation if other criteria are met.
6. Consideration for Community ACCESS will not be used as part of plea agreement.
7. Community ACCESS is not a diversion program.

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 system² and service providers³.

Forty-three of the 57 people in June and 37 of the 61 people in November who were invited to participate in the online survey completed the surveys with a response rate of 75 percent and 61 percent respectively. The number of people that indicated that they are very familiar or familiar with Redeploy Illinois increased slightly between June and November, while the number of people who indicated that they are somewhat familiar or not at all familiar decreased slightly.

² Judges, probation officers, state's attorneys, public defenders, detention and police

³ Assessment services, community & volunteer services, mental health services, treatment services, victim support services, and school programs

Implementation Indicator 9 – Service Options & Availability

The variety of services available through the Redeploy Illinois “Community ACCESS” program are provided in each of the five phases. The specific options will depend on the individual case. The following options were identified as needed but not yet available.

- Residential (long term) placement – one year or longer
- In patient substance abuse treatment designed for adolescents
- Detention center
- Reward or accountability for parents is lacking (from a judge perspective)
- Long term mental health treatment
- Flex funding (to help with rent, power bill of the juvenile’s family) or to pay Heritage or Youth Advocate
- Short term/long term placement as an option
- Education on how to request information regarding juvenile crime if you are a victim – information is not available or is not incorporated in any restoration (Victim Center Relations)

Implementation Indicator 10 – Resource Utilization

The 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. Juvenile cases are classified into maximum, medium or minimum risk categories. The average caseload per juvenile officer across all risk categories based on data from January to October 2005 ranged between 34.7 cases in April and 44.2 cases in October.

Implementation Indicator 11 – Assessment Methods

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:

1. Youth Assessment and Screening Instrument (YASI)
2. Bio-psychosocial assessment (Mental Health & Alcohol Substance Abuse assessment provided by Heritage)
3. Pre-Post Assessment

Conclusions and Recommendations

1. Macon County 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 community at large. Therefore, it is very critical that the Community ACCESS (Redeploy Illinois) pilot program is continued and provided with ongoing continued support and 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, communication and collaboration.
- Continued program impact and implementation evaluation to enable Macon County to identify the parts of the program that are working as well as areas that need to be improved.

2. Macon County'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 and service coordination for juveniles.

The Implementation Team should continue its efforts to establish additional Community Restorative Boards (CRBs) to get interested community members to meet with juveniles and families and help restore the relationship with the community as well as hold the juveniles accountable for the harm caused by their actions.

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 and beyond.

4. Despite a rough start the Macon County Redeploy Illinois program is making progress.

Recommendations

The Redeploy Illinois implementation team as well as the key leaders of the initiative should be encouraged and supported to continue to implement a successful program. The remaining political and organizational issues, if any, have to be recognized and addressed to minimize the negative effects these issues might have on the enthusiasm and work of the implementation team as well as others.

5. There is concern about the Redeploy Illinois funding ending too soon.

Recommendations

The long term plan for the Redeploy Illinois program should be clarified and communicated including the decision making process regarding funding.

6. 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 juvenile selection criteria to be used as well as what latitude the pilot sites have to adapt the selection criteria to meet the local needs.

7. 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 Community ACCESS (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.

8. 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 Microsoft Excel workbook used to capture Redeploy data should be reviewed and simplified so that only the most critical data is captured to make it more practical for probation officers and others to provide or enter the data appropriately. Even though the current worksheets contain good data, there were many fields with no data in them.

In the long term, the technology tools or systems that are used to capture Redeploy Illinois program participants' data in Macon County as well as the other counties or group of 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.

9. 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 officers
- The law enforcement community, particularly police and detention
- The community at large particularly community leaders, the media and the 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.”⁴

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 Macon County as well as the 2nd Judicial Circuit, 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.

Macon Pilot Site Description

Macon County is centrally located in the State of Illinois with a 2003 population of 111,175, according to estimates by the U.S. Department of Commerce’s Bureau of the Census.⁵ Its county seat and industrial center is Decatur, Illinois. Macon County is generally considered a blue-collar community. Macon County’s Redeploy Illinois program is locally referred to as “Community ACCESS” (ACCESS stands for **A**lternative **C**ollaborative **C**hange **E**ducation **S**upport **S**uccess). The program is aimed at creating a collaborative, community-based approach to increase access to community-based services to juveniles, their families, victims and the community. In addition, juveniles who are eligible to participate in the Redeploy Illinois program will receive the continuum of services based upon the specific risks and needs of each juvenile. Services will be dually aimed at both the individual offender and the family.

The continuum of services consist of strategies and sanctions ranging from least restrictive to most restrictive including: quality assessment process (initial and ongoing); cognitive education & treatment; teen court; violence reduction treatment; victim-related services; life skills; community restorative boards (CRBs); substance abuse treatment; gender-specific services; mental health treatment; parent/family support services; and home detention. Electronic monitoring and residential placement services were planned but due to funding priorities these services are excluded.

The Redeploy Illinois continuum of services is offered through five phases as shown in Table 4. The five phases are based on the five components of the “Stages of Change Model”^{6 7} which are:

⁴ [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>

⁵ [A Profile of the Macon County Criminal and Juvenile Justice System, December 2004](http://www.icjia.state.il.us/public/pdf/CountyProfiles/MACON.pdf)

<http://www.icjia.state.il.us/public/pdf/CountyProfiles/MACON.pdf>

⁶ [A 'Stages of Change' Approach to Helping Patients Change Behavior, March 1, 2000](http://www.aafp.org/afp/20000301/1409.html)

<http://www.aafp.org/afp/20000301/1409.html>

⁷ Definition acquired from [Cancer Prevention Research Center](http://www.uri.edu/research/cprc/TTM/StagesOfChange.htm)

<http://www.uri.edu/research/cprc/TTM/StagesOfChange.htm>

Pre-contemplation is the stage at which there is no intention to change behavior in the foreseeable future. Many individuals in this stage are unaware or under-aware of their problems.

1. **Contemplation** is the stage in which people are aware that a problem exists and are seriously thinking about overcoming it but have not yet made a commitment to take action.
2. **Preparation** is a stage that combines intention and behavioral criteria. Individuals in this stage are intending to take action in the next month and have unsuccessfully taken action in the past year.
3. **Action** is the stage in which individuals modify their behavior, experiences, or environment in order to overcome their problems. Action involves the most overt behavioral changes and requires considerable commitment of time and energy.
4. **Maintenance** is the stage in which people work to prevent relapse and consolidate the gains attained during action. For addictive behaviors this stage extends from six months to an indeterminate period past the initial action.

Table 4 - Redeploy Illinois (Community ACCESS) Phases

Redeploy Illinois (Community ACCESS) Phases	Stages of Change				
	Pre-Contemplation	Contemplation	Preparation	Action	Maintenance
I. Needs Identification	⊙				
II. Engagement		⊙	⊙		
III. Corrective Action			⊙		
IV. Internalization				⊙	
V. Application					⊙

Redeploy Illinois offers youth services involving judges, state’s attorneys, public defenders, service providers, family members or guardians and victims. The program starts in the pre-trial hearing 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

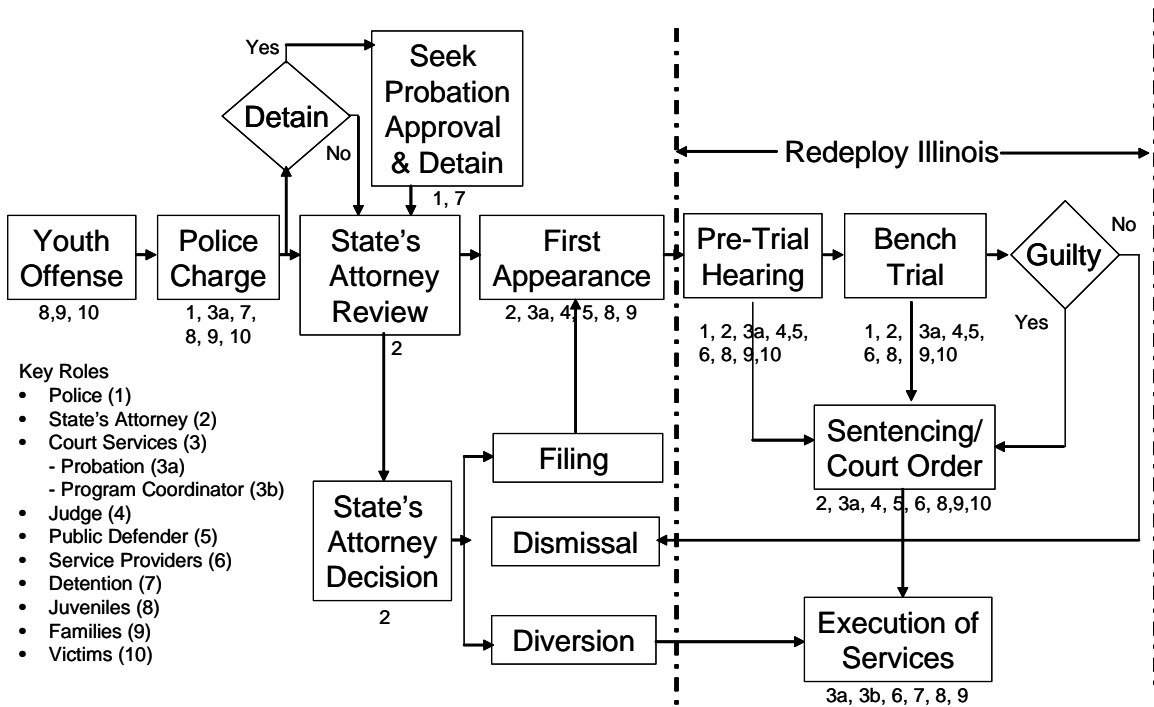
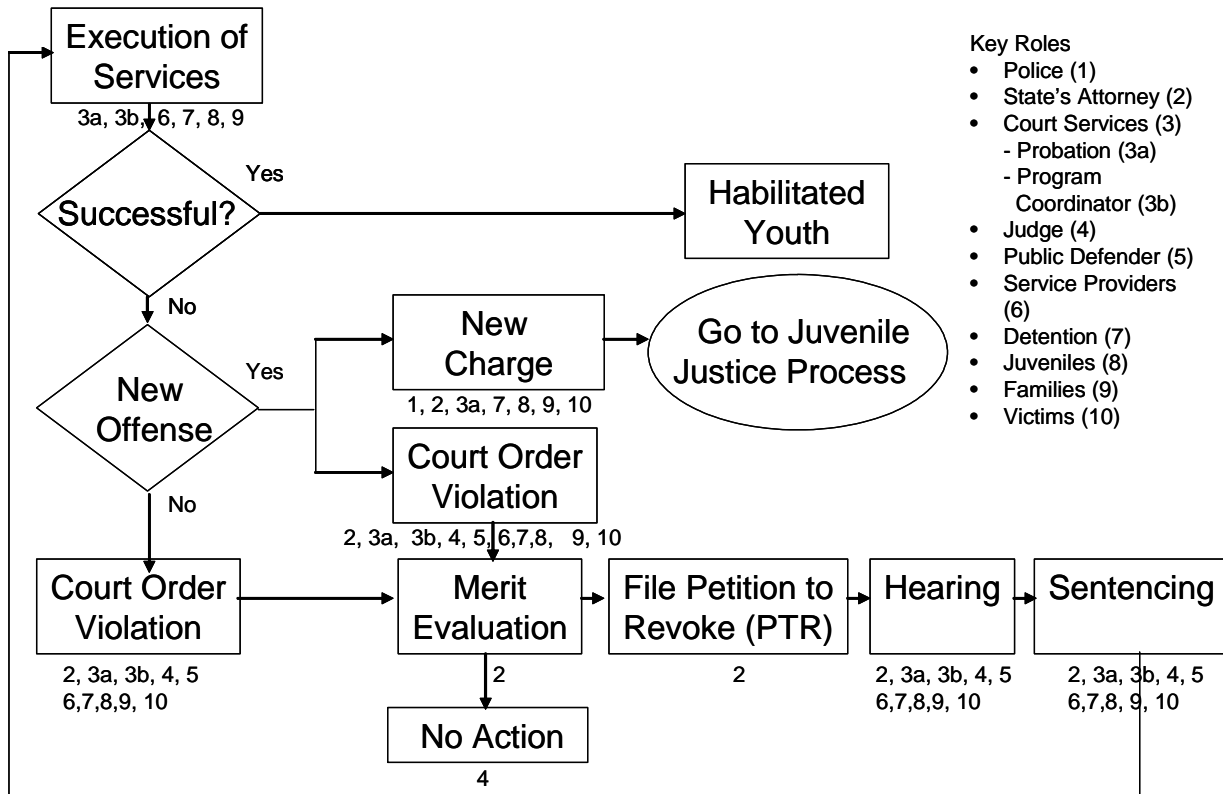
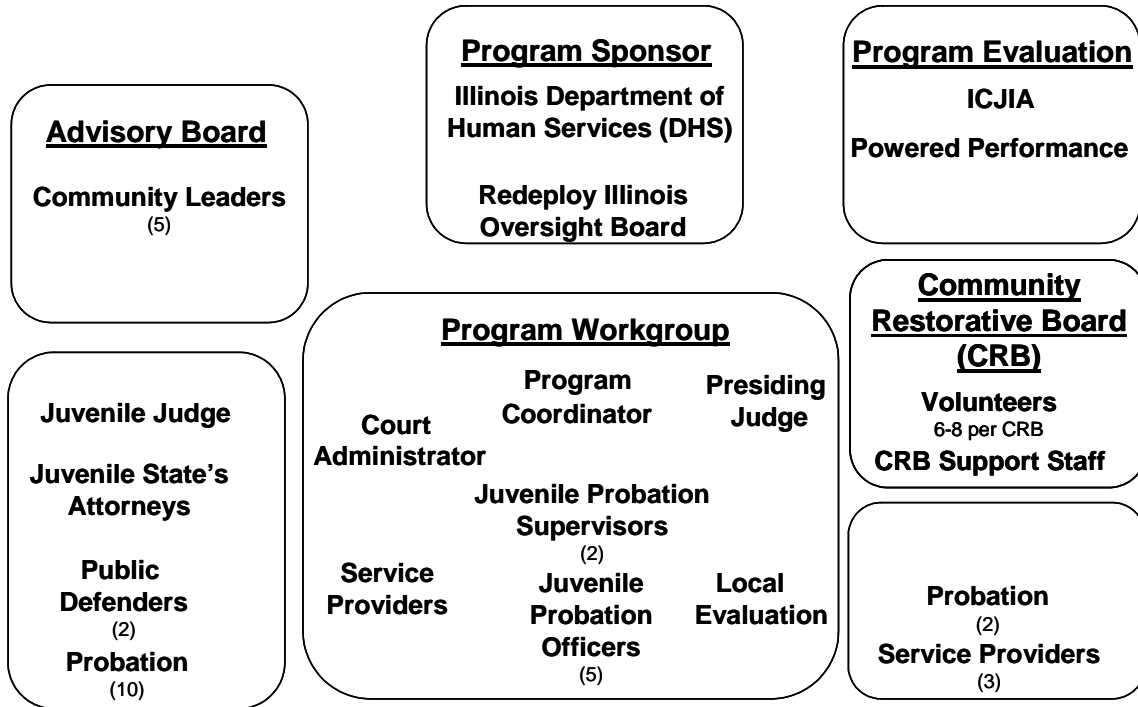


Figure 2 - Juvenile Treatment Process



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

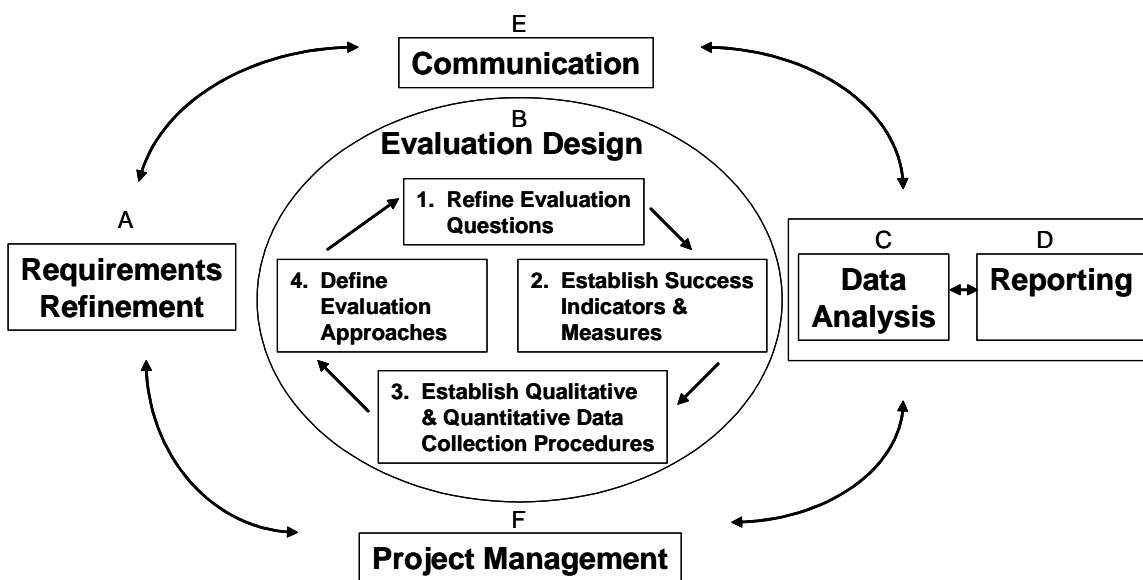


Research Methodology

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 5 and 6 present the eleven key performance indicators (5 Impact and 6 Implementation indicators) and associated research questions.

Table 5 - 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 6 - 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 Macon County and focus groups with key constituencies. The report writing occurred primarily in December. The Redeploy Illinois impact and implementation 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, and gain specific insights and to 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 7 presents the Qualitative Data Collection Methods used and related information.

Table 7 - Qualitative Data Collection Methods

Method	Purpose	Participants
1. Initial Survey – June 2005 (online)	Collect baseline information from various service organizations and agencies supporting the Macon County Redeploy Illinois Program.	Judges, Prosecutors, Public Defenders, Police, Juvenile Probation, Community and Volunteer Services, and Mental Health Services 43 of 60 (72% 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. 37 of 62 (60% response rate)
3. Site Visits	Interact directly with the Implementation (Workgroup) Team	Implementation (Workgroup) Team Members
4. Implementation (Workgroup) Team Meetings	Observe team organization, communication, activities and workflow.	Redeploy Illinois program implementation team (Workgroup)
5. Correspondence (telephone calls and email)	Share information, answer questions and provide support.	Implementation (Workgroup) Team and Local Evaluation Team Members
6. All Redeploy Illinois Pilot Sites Meeting ⁸	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. Focus Groups	To collect data on specific questions from various perspectives and constituencies.	Probation, Service Providers, and State’s Attorney Office
8. 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 13 of 31 (42% response rate)
9. Probation Supervisors Interview Open-Ended Questions (via telephone)	Collect information regarding Probation Officers’ caseloads and performance.	Macon County Probation Supervisors 3 of 3 (100% response rate)
10. 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 9 of 9 (100% response rate)

⁸ The “All Sites” meeting was sponsored by the Illinois Department of Human Services and was held on October 18th, 2005 in Springfield, Illinois.

Method	Purpose	Participants
11. 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 9 (67% response rate)
12. Victims Survey (via telephone)	Solicit feedback to identify improvement opportunities in the way victims of juvenile offenders are served to provide an experience of healing for all concerned.	Juvenile Offender's Victims 6 of 9 (67% response rate)

Quantitative Approaches

Quantitative data for this study was primarily available from two sources: 1) Macon County and 2) quantitative instruments. The availability, accessibility, and at times, validity of the data provided by Macon County 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 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 Macon County for 2005 and the three prior years. Due to a variety of reasons including lack of integrated data systems, ICJIA and IDOC were unable to provide the necessary data. The local site did provide complete data for the current year. Unfortunately, no data was available for years 2002 to 2004. Therefore, the benchmark to be used for determining Performance Indicator 1 (Reduction in IDOC Commitments) will be the Three-Year Average of the data used in the original Macon County Redeploy Illinois Proposal; specifically, data from 2001-2003. IDOC commitment data for 2004 was not available.

Detention Data

Macon County provided four years of data (2002 – 2005) on juvenile detention. The data was provided in text form and was converted to an Excel file for analysis purposes. The data included juvenile ID, date of admittance date, race, gender, and age. In total, there were 653 records representing 409 different juvenile cases (244 juveniles had more than one admission to detention). In 2002, 119 juveniles were admitted to detention, 114 in 2003, 96 in 2004 and 80 juveniles from Macon County have been admitted to detention through October 31, 2005.

Probation Data

The probation data was not quite as clean as detention data. Once again, it was provided in text form and converted to an Excel file for analysis. Given that Macon County does not have a Juvenile Detention Center; the data supplied originated at the Sangamon Detention Center where Macon juveniles sentenced to detention are sent. In total, 1,161 records were provided. The data included date of birth, a TRACKER number, gender, race, offense class, and year assigned to probation, data released from probation, and the specific crime the juvenile committed. Slight problems with the probation data included the possibility that there were inconsistent TRACKER identification numbers assigned, as it appeared that some juveniles had more than one TRACKER identification number.

Redeploy Juveniles Data

Redeploy juvenile data for 2005 was provided in a Microsoft Excel worksheet to the Evaluation Team. The data format and structure will have to be improved if the worksheet is to be used on an on-going basis to capture Redeploy participants information. The data on the 22 Redeploy participants included:

- Client Name
- TRACKER ID number
- Date of birth, gender and ethnicity
- Juvenile living with (both parents, father, mother, grandparent(s), other relative, multi-generational, step-parent, adoptive family, foster family, other placement or other)
- DCFS history,
- Redeploy referral date, date of initial staffing, Redeploy recommendation, initial Redeploy services provided other than assessment, Redeploy start date, Redeploy discharge date
- Date on probation, projected probation discharge date, actual probation discharge date
- Risk and Protective Domains (Initial YASI date, various YASI scores), initial GAIN date, various assessment determinations
- Initial/Final charge categories (property, sex offense, violence, weapons, driving, drugs)
- Technical violations, discharge dispensation, termination referrals
- Service type (cognitive, mental health, substance abuse, education, vocation, recreation, community service, restorative justice [including CAB's], sex offender [treatment], gender specific, relationship, home detention, electronic monitoring, surveillance, relationship building, health, crisis intervention, other)
- Incentives and consequences
- Reasons for discharge
- Redeploy Phase #
- Reason for delay (waiting list, missed appointments, payment, other)
- Names of staff assigned
- Change level at start and discharge (pre-contemplation, contemplation, determination, action, maintenance, relapse)
- Top 2 Crimino-genic Factor(s) to be addressed
- Number of times attended, excused, unexcused
- Strengths/Skills including skills client has developed since involved in service

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 8 presents the Quantitative Data Collection Methods used and related information.

Table 8 - Quantitative Data Collection Methods

Method	Purpose	Participants
1. Initial Survey – June 2005	Collect baseline information from various service organizations and agencies supporting the Macon County Redeploy Illinois Program.	Judges, Prosecutors, Public Defenders, Police, Juvenile Probation, Juvenile Probation, Community and Volunteer Services, and Mental Health Services 43 of 60 (72% 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. 37 of 62 (60% response rate)

Method	Purpose	Participants
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 13 of 31 (42% response rate)
4. Probation Supervisors Interview (via telephone)	Collect information regarding Probation Officers' caseloads and performance.	Macon County Probation Supervisors 3 of 3 (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, Assistant States Attorney(s) and Public Defender(s) 9 of 9 (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 9 (67% response rate)
7. Victims Survey (via telephone)	Solicit feedback to identify improvement opportunities in the way victims of juvenile offenders are served to provide an experience of healing for all concerned.	Juvenile Offender's Victims 6 of 9 (67% response rate)

Redeploy Illinois Impact Findings

The successful implementation of Redeploy Illinois is related to how well the Balance and Restorative Justice Principles (BARJ)⁹ 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 Justice System. The entire juvenile justice 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 Macon County Juvenile 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."¹⁰ Eight specific measures (1A through 1H) were identified to assess the reduction in IDOC commitments.

1A - 25 percent or more reduction in IDOC commitments

The Redeploy Illinois Public Act calls for a 25 percent or more reduction in IDOC commitments. The Macon County three-year average IDOC juvenile commitment (2001-2003) was 53 juveniles. The projected number of IDOC commitments for 2005 was 34. This represents a 36 percent reduction, which exceeds the minimum 25 percent target called for by the Redeploy Illinois Public Act.

The 2005 projection of 34 juveniles is based on the 28 juveniles who have been committed to IDOC between January 1, 2005 and October 31, 2005. Refer to Table 9, which provides a summary of the IDOC Commitment data by offense type.

1B - IDOC or detention commitments

Table 9 presents the number of juvenile IDOC commitments by offense type from Macon County for years 2001 – 2003. It also presents the Three-Year Average and the Redeploy Totals for 2005 as of October 31, 2005.

⁹ 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>.

¹⁰ [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>

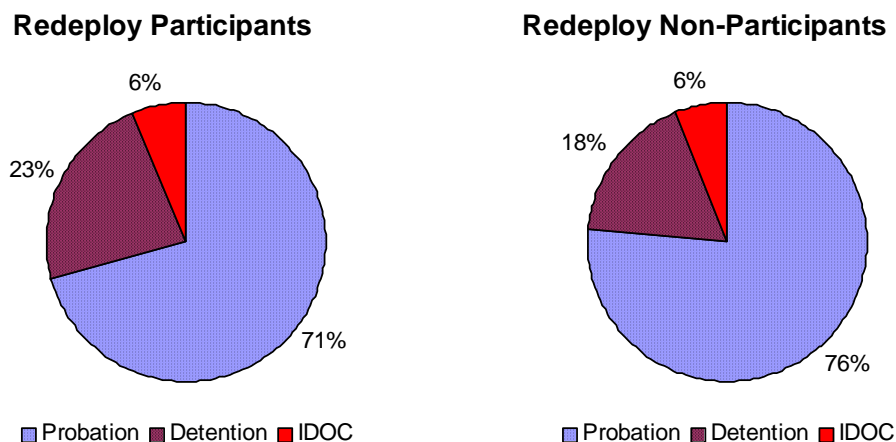
Table 9 – Macon County Juvenile IDOC Commitments

Offense Type	2001	2002	2003	3 Year ¹¹ Average	2005 as of 10/31/05		
					Redeploy Illinois		Total
					Non-Participants	Participants	
Person	--	26	26	-	11	1	12
Property	--	28	37	-	12	1	13
Drug	--	1	4	-	1	0	1
Sex	--	2	2	-	0	0	0
Other	--	0	3	-	2	0	2
Total	29	57	72	52.67	26	2	28

As shown, twenty-eight juveniles were committed to the Illinois Department of Corrections in 2005. Of the 28, only 2 of juveniles were Redeploy Illinois participants and 26 were non-participants. Of the twenty-eight IDOC commitments, 13 had committed property offenses while 12 had committed offenses against a person. Consistent with previous years, property offenses was the most common offense followed closely by person offenses by those juveniles who were ultimately committed to the Illinois Department of Corrections.

Figure 6 displays the proportion of Macon juvenile probationers - both Redeploy participants and non-participants. For both groups, the proportion of juveniles committed to probation was more than 70 percent, Detention admissions was 23 percent (7 of 31) of Redeploy participants and 18 percent (73 of 417) for non-participants, respectively. Finally, 6 percent of both Redeploy (2 of 31) and non-Redeploy participants (26 of 417) were committed to IDOC. Of particular interest with regard to the 22 Redeploy participants, one did not have a probation identification number, seven were sentenced to probation one time, seven were sent to probation twice and seven were sent to probation three times.

Figure 6 – Macon County Juvenile Probation, Detention & IDOC Commitments (1/1/05 to 10/31/05)

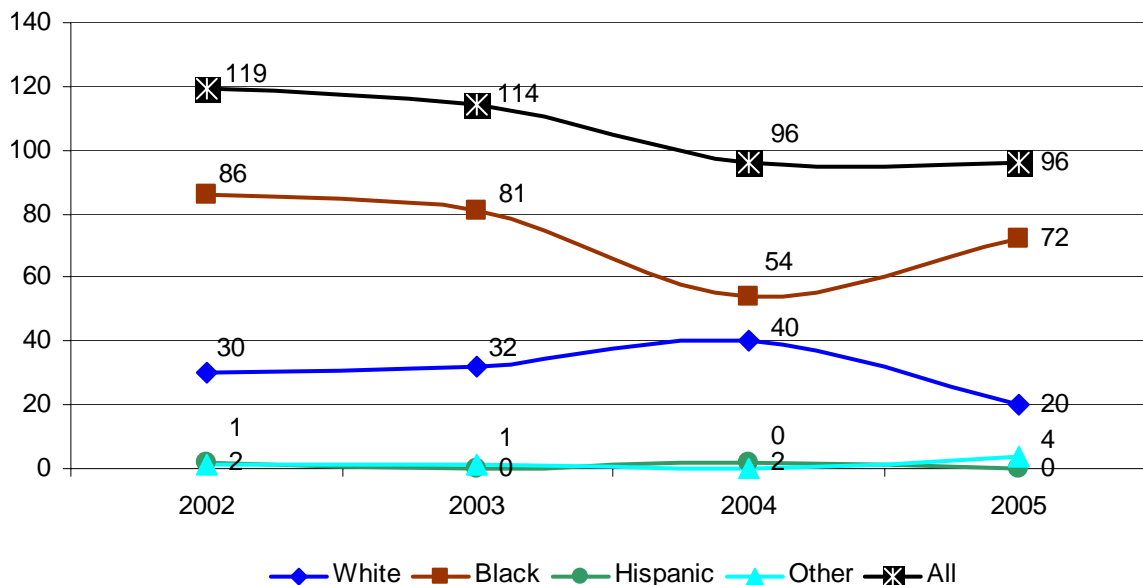


¹¹ 2001 data not available by offense.

While the total number of detention admissions the last two years is the same, there is a definite increase in the number of African American juveniles being sent to detention, while the total number of Caucasian juveniles being sent to detention in the last two years has decreased by 50 percent. This trend is substantially disproportional to the demographics of the county. According to the US Census Bureau, 2000 Census, 83.5 percent of the county was white and only 14.1 percent was Black or African American.¹²

Figure 7 displays the number of youth admitted to juvenile detention by race between 2002 and 2005.

Figure 7 – Macon County Juvenile Detention Admissions by Race (2001 2002 - 2005¹³)



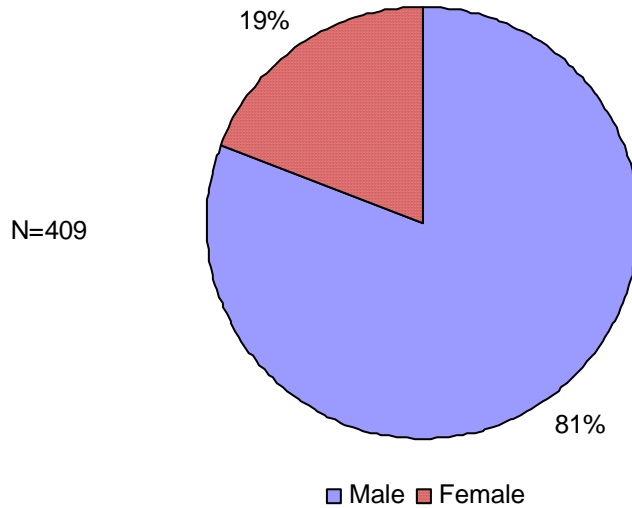
Comparing 2004 to 2005, the total number of Blacks being admitted to detention increased by 18 (33 percent increase) while the total number of Whites admitted to detention decreased between 2004 and 2005 by 20 (50 percent decrease).

The total number of detention admissions varied significantly by gender. 81 percent (331 of 409) of the detention admissions in the last four years were males compared to only 19 percent (78 of 409) were females as shown in Figure 8.

¹² Source: U.S. Census Bureau, 2000 Census; <http://www.census.gov/>

¹³ Projected 2005 detention commitments based on actual data from 1/1/05 to 10/31/05.

Figure 8 – Macon County Juvenile Detention Admissions by Gender (1/1/05 – 10/31/05)



1C - Redeploy Illinois program duration

The approximate duration of time for providing juveniles Redeploy services in each of the five phases is shown in Figure 9.

Figure 9 - Redeploy Services Timeline

Community ACCESS (Redeploy Illinois) Phases	Week												
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Needs Identification	█												
2. Engagement		█	█	█									
3. Corrective Action			█	█	█	█	█						
4. Internalization						█	█	█	█	█			
5. Application								█	█	█	█	█	█

1D - Re-arrest and re-conviction rates

The Macon County Redeploy Illinois program implementation was started in January of 2005. 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

Since the Redeploy Illinois program has not been in operation long enough data is not available regarding length of time between arrests. Macon County does not have the capability to track data to be able to compare Redeploy Illinois program participants with non-participants. The TRACKER software is used to create all the statistical reports on non-program participants and does not distinguish between Redeploy program participants and non-participants.

1F - New and seriousness of offenses

Since the Redeploy Illinois program has not been in operation long enough, data is not available regarding number of new offenses and the seriousness of those offenses. A portion of this data is currently being collected on active program participants, but only during their period of involvement in the program. In order to capture data following discharge from the program, revisions and additions will need to be made to the existing Excel spreadsheet currently being used to track Redeploy Illinois program participants' data.

1G - Change in number of Macon County youth who transfer to Adult Court

The Redeploy Illinois program has not been in place long enough to gauge a change in the number of youth transferred to Adult Court. Thus far in 2005, no juveniles participating in the Redeploy Illinois program have been transferred to Adult Court.

1H - Overall statewide IDOC population change

Data was not available to determine the overall percentage change of the total statewide IDOC population. Requests were made to obtain IDOC commitments data from the Illinois Department of Corrections to determine the percentage change of the total statewide IDOC population. The Macon County Redeploy program implementation team did provide IDOC commitments total numbers by type of offense but details were not available.

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, service providers and representatives of the court system were asked to provide input regarding Redeploy participants. Their overall assessment is that the program is having a positive effect on juveniles.

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 for Redeploy Illinois services since the program has been in place less than a year. Cost 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 26.4 juveniles who will participate in Redeploy Illinois in 2005, the projected cost per juvenile is estimated to be \$16,238 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
18 Month Budget (10/1/05 to 6/30/06)	\$678,042
One time equipment cost	\$35,011
Service Delivery Budget	\$643,031
Average Monthly Budget	\$35,724
Average Annual Budget	\$428,687
# of juveniles served (1/1/05 to 10/31/05)	22
2005 Projected # of juveniles to be served	26.4
Projected Redeploy service cost per juvenile	\$16,238

Table 12 - FY 2003 Illinois Youth Centers Average Annual Cost per Inmate¹⁴

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

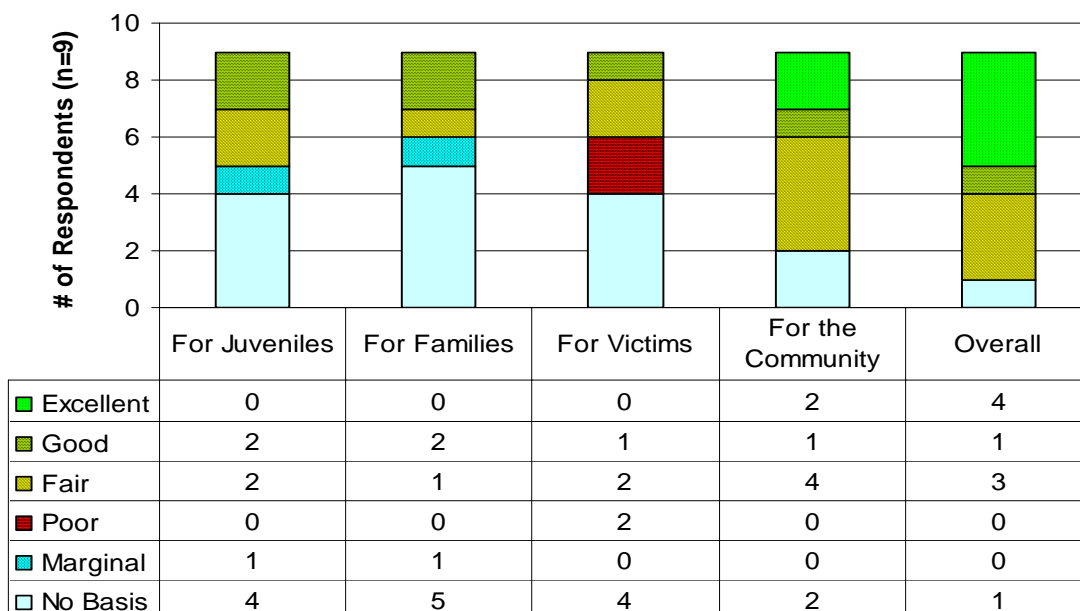
2B - Redeploy Illinois program quality

Five people representing the juvenile justice system and four pilot site Advisory Board Members were interviewed by phone to solicit their opinion about the Redeploy Illinois program.

Overall, the Advisory Board Members indicated that they had no basis to rate the quality of the program for **juveniles, families** and **victims** although they felt the program would be excellent or good overall for the community. The program quality rating by the representatives of the justice system varied widely. A summary of the ratings, which is indicative of the perception of the Redeploy Illinois program, is in shown Figure 10.

¹⁴ 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.)

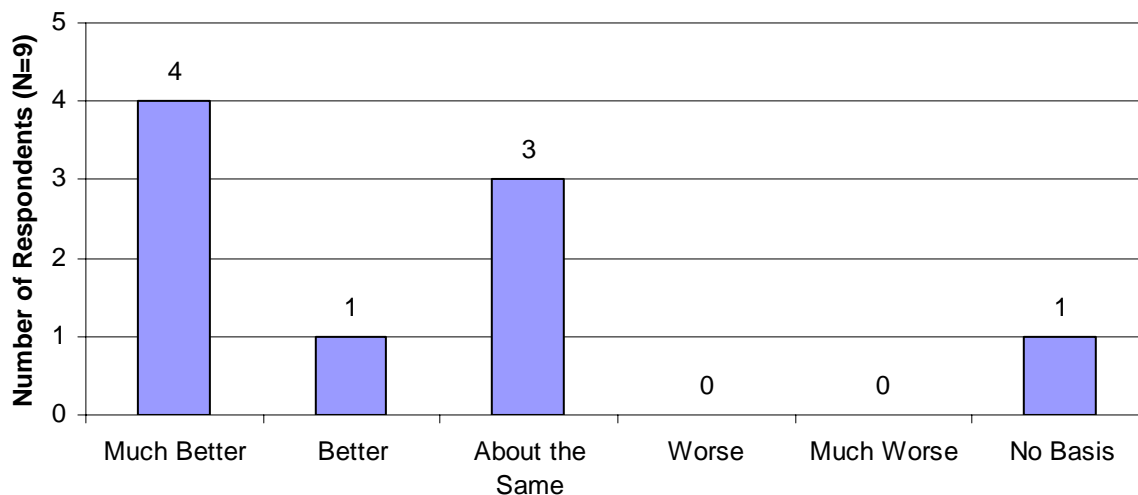
Figure 10 - Perception of Redeploy Program Quality



Also, three of the four Advisory Board Members interviewed perceive the Redeploy Illinois program as a much better or better program with one member perceiving the program as about the same compared to other similar programs. Representatives of the juvenile justice system were split; two indicating the program is much better, two indicating it is about the same and one saying no basis. A summary of the responses are shown in Figure 11.

Figure 11 - Redeploy Program Comparison

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



Despite the differences in opinions, everyone interviewed was optimistic about the Redeploy Illinois program. Below are the selected comments from the interview regarding the quality of the Redeploy Illinois program compare to other programs:

- “The manner in which it is described to work, I don't think there is another program that I am aware of that addresses all the areas conceptually. It is a better program conceptually than anything I am aware of.”
- “Because all the evidence I have seen shows it is a program that has a sound philosophical basis, it is being carried out in a practical and pragmatic way. Everyone seems to be on the same page. They buy into the program and know what their part is in the program. Very impressed in terms of putting together the building blocks to implement the program. In the past, there have been significant frictions with people involved in the juvenile justice system. The players are willing to put difference aside and work together around some common goals.”
- “You get a true feeling of people are truly committed.”
- Even though we need to improve, the fact that we are looking at the family as a whole has created a dialogue with the system players, the minors and the minor's family. In the past, it used to be ... you get in trouble, we punish you and we go our separate ways. Now the question is what can we do to help this child?”
- “Not sure if we had something quite like this before. The concept is excellent. The operation of it may not be so good.”
- Anytime that we can get an element in a program like this where the person that has committed the crime can understand the ramifications of his/her actions that is much better.”
- For whatever reason, we have been able to engage the community. It has not been easy because of political turf issues. In the early stages particularly a fair amount of time and energy was spent to overcome some of the barriers that were put in place because of turf and political considerations.”
- “I don't think this program has been off the ground long enough. We have helped a few kids so far and some have not succeeded.”

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 five parents and one grand parent, two males and four females agreed to participate in a phone interview. Five of the six parents interviewed characterized their involvement with the case as “very involved from the start and in every step of the process” and one indicated his or her involvement as “somewhat involved throughout the process.” Five of the six parents indicated that, “parents or guardians should be very involved from the start and in every step of the process” to help juveniles while one indicated “parents or guardians should be somewhat involved at the start and very involved later in the process.”

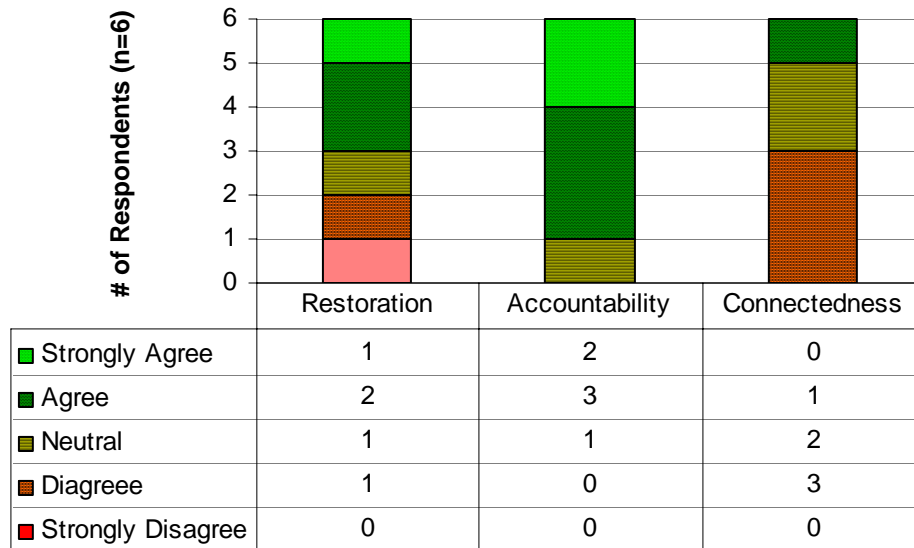
Each interviewee was asked to state her level of agreement or disagreement with statements regarding the juvenile justice process in three areas:

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, three of the six parents felt there was a focus on restoring the pain or losses they suffered as a parent during the justice process and five of the six parents felt the juvenile was held accountable for the harm he or she caused. However, only one parent agreed with the statement “I feel more connected with the community as an outcome of the justice process” while two were neutral and three disagreed with the statement. Figure 12 shows a summary of the responses.

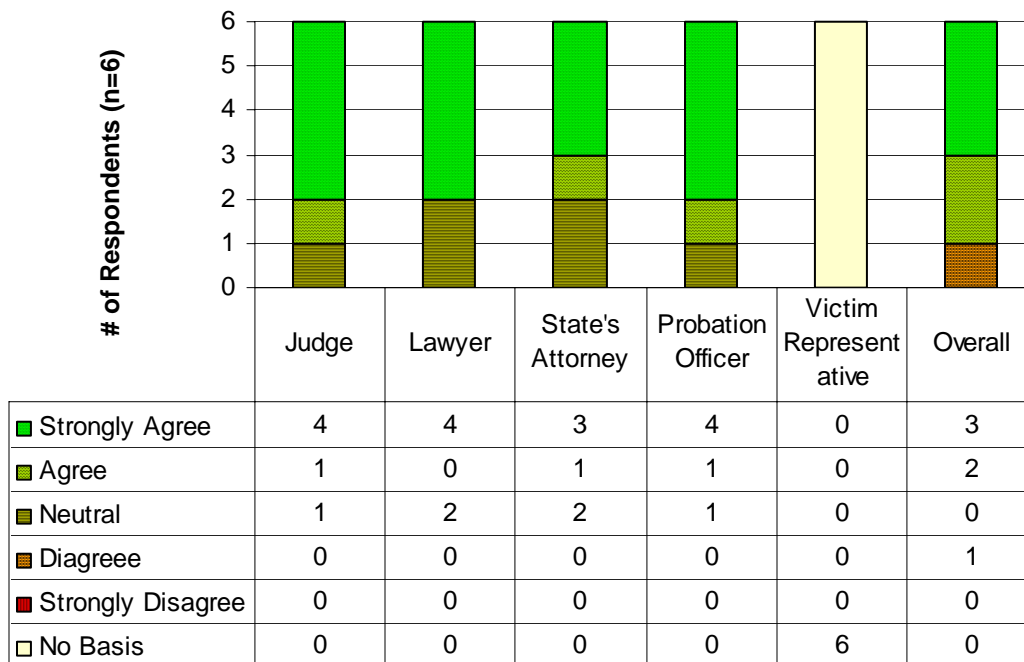
Figure 12 - Family Satisfaction with the Macon County Juvenile Justice System



Each parent was also asked to state his or her level of agreement or disagreement regarding the treatment they received by everyone involved in the juvenile justice system process including the judge, defense attorney, the prosecutor, the juvenile’s probation officer, and the victim service representative.

Overall, most of the parents felt they were treated with care, sensitivity and respect by everyone except all six indicated they had no basis to provide a response regarding the victim representative which suggests that they have had no contact with victim service representatives. A summary of the results is shown in Figure 13.

Figure 13 - Family Satisfaction Regarding Treatment by the Juvenile Justice System



In addition, four parents indicated that they may be interested in participating in family-specific support services (one stating “definitely yes” and three stating “probably yes”) to address their specific needs and assist them in their healing process if given the opportunity while one was not sure and the other stated “probably no.”

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"> Community Involvement Family Involvement DOC Avoidance 	<ul style="list-style-type: none"> Parents Disengagement Resistance to Change Service Delivery

Participant verbatim comments to the question “What do you see as the biggest opportunities or barriers to getting families into programs to help juveniles?” included the following:

Community Involvement Opportunities

- A. “Community Restorative Boards”
- B. “The newly found collaborative philosophy in the court services probation office is refreshing and this fosters positive communication among the community partners. Truly collaborating to serve kids and families, and taking the time and energy to build relationships creates an opportunity for these juveniles to get the services they need.”

- C. "Whether functional or dysfunctional, the family unit has more impact on a child than any one other person. A child will mimic those behaviors they see modeled in their own homes much of the time. Also believe it is important to show the parents that it is their responsibility to raise their children, not the communities. A community should assist and support in this process but not do it for the parent."
- D. "The biggest opportunity is the fact that this Redeploy program is to be a community WRAP program to help stabilize youth and families to allow them to be productive citizens."

Family Involvement

- A. "The chance to work with families who care about what their children are doing and help them get their kids back on track."
- B. "The stabilization of the family unit. The biggest problem in the parenting component. If we can get the parents involved, that is where it will succeed or fail."
- C. "Parents and community members who care about and want to help get families and children back on track."
- D. "We have the opportunity to include families in a Restorative Justice approach, instead of marginalizing them; go beyond the usual expectation of family involvement - engaging families instead of only telling/ordering, and then being surprised & angry when they don't; exploring, analyzing, and tapping into family strengths to work together on shared goals; giving families some of the power and control, while providing understanding, support, and positive/constructive confrontation."

IDOC Avoidance

- A. "Potential to keep youth from entering the adult system. This fact would enhance the ability of the youth to become contributing members of the family unit as well as the community. It is essential to involve families at the first moment of youth involvement in the juvenile justice system. Offering alternative educational opportunities for youth that increase potential for training and employment may also be an incentive."
- B. "Reduce the number of juveniles that are sent to Department of Corrections."
- C. "Preventing minors from going to the Illinois Department of Corrections and becoming entrenched in a criminal lifestyle. Helping minors and their families realize options do exist."
- D. "To avoid DOC sentences and to assist families in solving the issues that surrounds the minor in delinquency issues/choices."

Family Disengagement Barriers

- A. "The families are very dysfunctional and have been neglectful for years while raising their children. It almost seems "normal" for them not to be cooperative with services. The family cooperativeness component has been missing in a lot of the referrals for services in Redeploy."
- B. "Unwillingness to cooperate. Many of our families that have been selected for Redeploy have not been willing to work with us. They say that they will do something but then turn around and back down to their child."
- C. "Negative attitudes toward law enforcement and justice systems along with a general attitude of accepting inappropriate behavior from children. In many cases parents may even be involved with and support illegal behavior. Employment opportunities for both youth and adults must be enhanced."
- D. "A lot of the adults/parents have issues of their own that they are dealing with. They are not available to put forth the time or effort to ensure that their child is successful. Some parents are employed and don't take the time to have an interest in their children's lives and some parents have substance abuse or legal issues of their own. Some parents don't want service providers "interfering" with their lives."

Resistance to Change Barriers

- A. "I am concerned that court and probation services and other partners could regress and begin doing business the same old way if the workgroup and advisory board lose their motivation and momentum. Also, ensuring that we have sufficient staff dedicated to the collaborative team approach and willing to do outreach can be a challenge. Keeping the communication flowing in a positive direction will be the key to success for these kids and this program. I think that we are still not focusing enough on Restorative Justice Principles and involving the victims in the process. Truly engaging the victims and working with the juvenile offenders to make this component successful is very time consuming and I don't think ACCESS has focused enough time for this even with the Community Restorative Board. I also see the need for additional training for all partners in Framework for Understanding Poverty, and model parenting programs, and other evidence based practices."
- B. "Maintaining the positive communication and collaborative attitude will be a challenge but it can be done. The workgroup and the advisory board will have to work to maintain the momentum and motivation throughout the program. Ensuring that we have sufficient staff to build the relationships with the juvenile and family will also be a challenge. I would also like to see more focus on restorative justice principles, especially involving the victims in the process. We aren't doing enough in this area. All partners need additional training in framework for understanding poverty, model parent programs, and other evidence based programs."
- C. "The biggest barrier that I see at present is direction and the use of more innovative and longer lasting service interventions. I have been told that the front line workers feel that they are not being given clear directive by the committee that is overseeing the Community ACCESS project. I also have concerns over the fact that it appears we may be using common techniques for Redeploy when it was the understanding through the grant that we were to be broadening the span of techniques being used with these youth."
- D. "Lack of involvement/participation."

Service Delivery Barriers

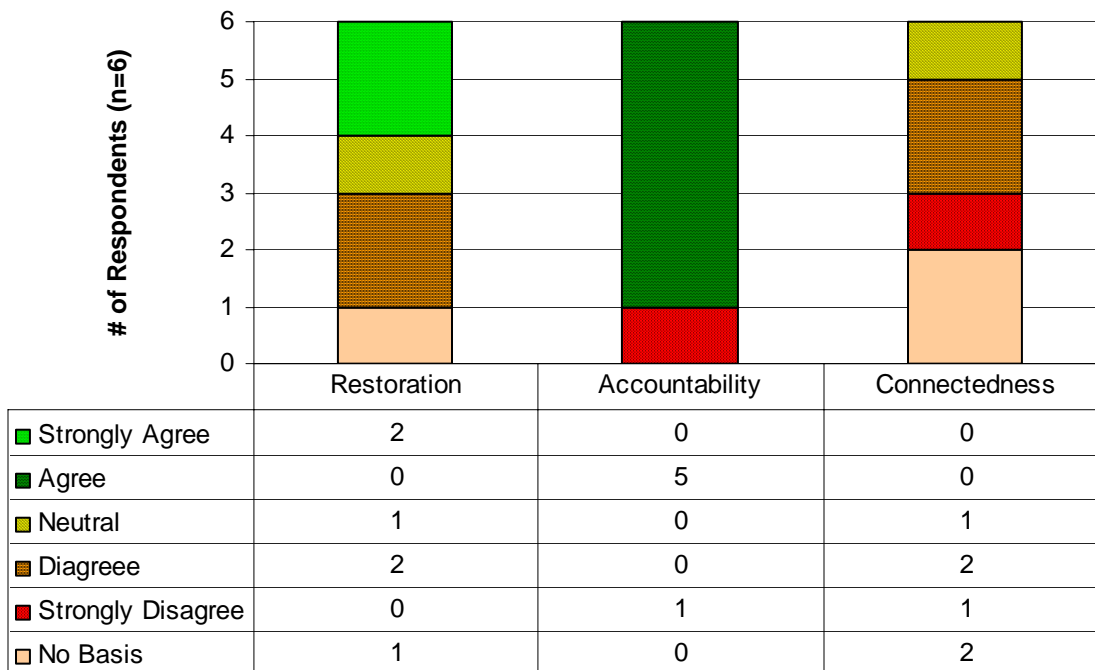
- A. "Not enough service providers and parental non compliance. Families' don't seem to "buy" into needing help or having system involvement. There does not seem to be enough appropriate service providers and the scope of the clients being offered the program seems small."
- B. "Consistency from outside service providers."
- C. "There are not enough local programs to help. Helping the juvenile isn't much use if the environment doesn't change as well. If you help the juvenile, you must help the family as well. Also, the program should help the younger juveniles who are just beginning their problems with the juvenile justice system--ages 8, 9 etc. By the time a juvenile is 14 and at the point of going to IDOC, it seems too late to alter the mindset of that juvenile or the criminal behavior."
- D. "The courts ability to mandate parents and hold them accountable. The court wants to hold the parents accountable but has limited resources to hold the parents accountable. We need to set up the program so that parents can see the reward for getting involved. We have to figure out a reward system than a punishment system."

2D - Victims level of satisfaction

In November 2005, six victims participated in telephone interviews conducted by the pilot site team. The interviews were designed to solicit feedback to identify improvement opportunities in the way victims of juvenile offenders are served.

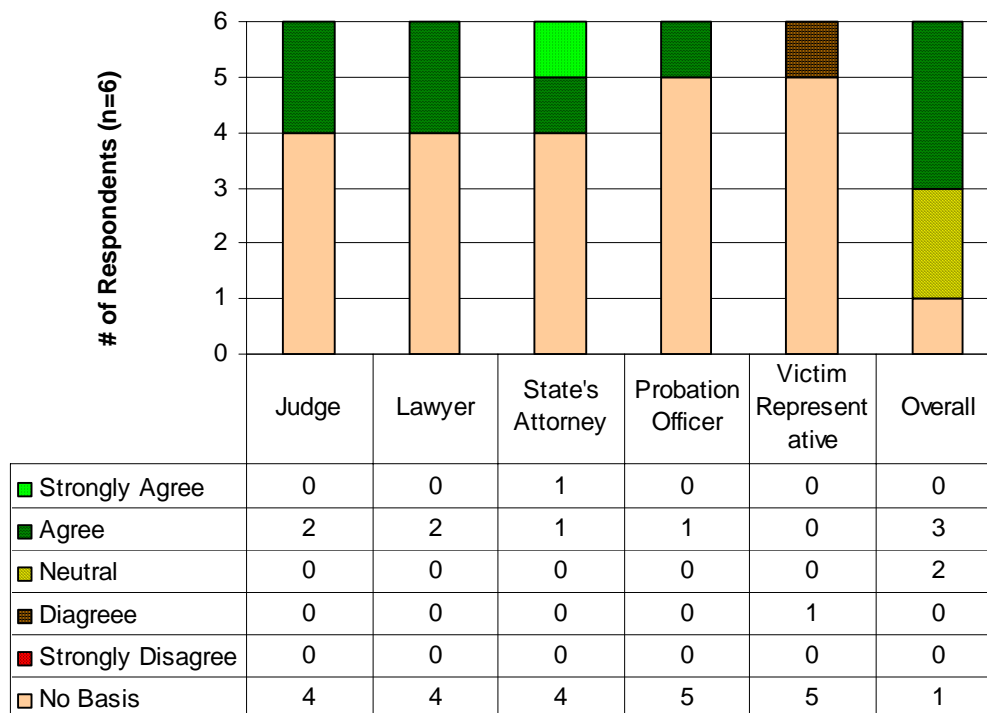
In determining the victim's level of satisfaction with the Juvenile Justice System, victims were asked to rate the system in three specific areas: restoration, accountability and connectedness. Restoration related to restoring the losses they incurred as a result of the justice being served. Accountability related to the degree to which the juvenile was held accountable for the harm that he/she caused. And finally, connectedness related to the degree to which the victim felt more connected to the community as a result of the justice process. As shown in Figure 14, the degree to which losses were restored to victims varied. In contrast, 5 of the 6 victims indicated that they believed the juveniles were held accountable for their actions. And finally, no victim indicated that they felt more connected to the community as a result of the justice process.

Figure 14 - Victims' Satisfaction with the Justice Outcome



In addition to providing feedback on those three objectives, victims were also asked to rate their satisfaction with specific roles in the judicial system. Specifically, victims were asked to what extent the specific person (role) demonstrated care, sensitivity and respect to the victim as a part of the justice process. Figure 15 displays the victim's level of satisfaction.

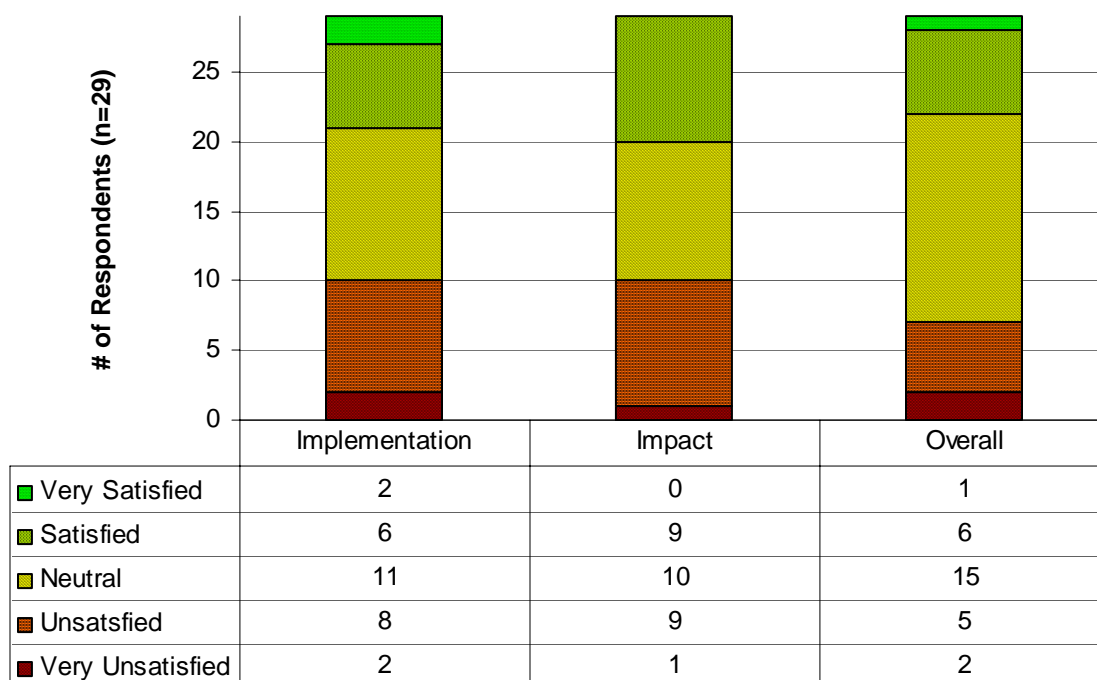
Figure 15 - Victims' Satisfaction with Juvenile Justice System Interaction



2E – Juvenile Justice System and service providers level of satisfaction

In November, all Redeploy service providers including those representing the justice system (judges, prosecutors, probation, detention and police), mental health, and treatment and victim support 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. Twenty-nine respondents provided their satisfaction ratings. Figure 16 displays the satisfaction ratings for implementation, impact and overall for the Redeploy Illinois program. Service providers are not satisfied with Redeploy thus far. Seventy-two percent indicated that they were either neutral or unsatisfied or very unsatisfied with the implementation of Redeploy. Sixty-nine percent indicated they were neutral, unsatisfied or very unsatisfied with the impact of Redeploy. And finally, 76 percent indicated that they were neutral, unsatisfied or very unsatisfied with the Redeploy overall.

Figure 16 - Level of Satisfaction with Redeploy Illinois

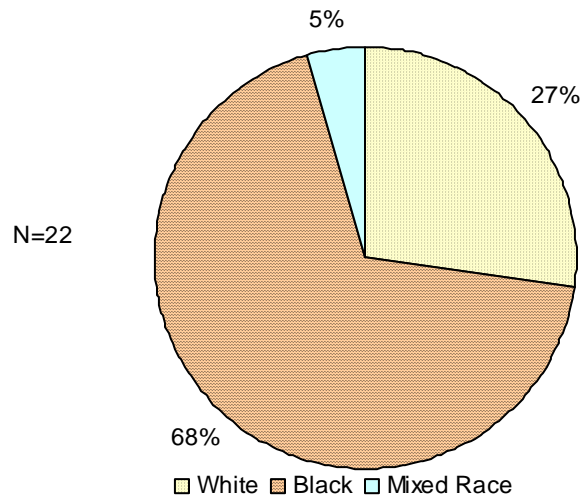


2F - Changes in confinement, detention or probation of minorities vs non-minorities

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. 68 percent (15 of 22) of the Redeploy Illinois participants were Black. 27percent (6 of 22) were White and the remaining 5 percent (1 of 22) were Mixed Race as shown in Figure 17.

Figure 17 - Redeploy Participant's Racial Background – (1/1/05 to 10/31/05)



Impact Indicator 3 – Juvenile Detention & Probation Utilization Rate

What are the secure detention and probation utilization rates by 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

The only data available related to secure detention admissions is a paper-based monthly report of the total number of juveniles detained and number of detention days for juvenile offenders. The data is not divided into pre- and post-trial admissions - the data is combined.

3B - Change in the number of probation cases

Probation data obtained through the TRACKER software listing the number of juvenile probation cases was analyzed. There were 1,161 records from 2002 to October 31, 2005. It was not possible to easily determine the changes in the number of probation cases because the data included multiple records for the same juvenile and in some cases the same juvenile had different TRACKER ID numbers.

Impact Indicator 4 – Services & Sanctions Utilization Rate

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

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

4A - Types of services

There are a variety of services available through the Community ACCESS program. However, it was observed through focus groups that there are a few areas where there is not a common understanding among the participants as to how the specific services fit within the Five Phase Framework. In the focus groups, participants were asked to validate a list of services derived from Macon County material including the initial Redeploy Illinois application 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 five Community ACCESS Phases (Needs Identification, Engagement, Corrective Action, Internalization, Application). Table 14 shows the variation in the understanding of various service providers

Table 14 - Redeploy Services by Community Access Phases

	Community ACCESS Phases				
	Phase 1 Needs Identification	Phase 2 Engagement	Phase 3 Corrective Action	Phase 4 Internalization	Phase 5 Application
Services	✓ = Agreement		? = Disagreement		
1. Cognitive Education		✓	✓	✓	?
2. Community Alternatives to Detention (Home Detention)	✓	?			
3. Community Restorative Boards (CRBs)		?	✓	✓	✓
4. Community Service	✓	✓	✓	✓	✓
5. Crisis Intervention	✓	✓	✓	✓	✓
6. Electronic Monitoring	✓	?			
7. Gender-Specific Group		?	?	?	?
8. Home Intervention Services	✓	✓	✓	✓	✓
9. Mental Health Services – Individual & Group	?	✓	✓	✓	✓
10. Recreation	✓	✓	✓	✓	✓
11. Relationship Building	✓	✓	✓	✓	✓
12. Surveillance/Monitoring	✓	✓	?	?	?
13. Vocational Education		✓	✓	✓	✓

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

4B - Types of sanctions

Services and sanctions are used interchangeably. The continuums of services provided in the five phases are risk-focused utilizing graduated sanctions and interventions. 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 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

Portions of data related to technical violations may be available through the TRACKER reports. However, Redeploy participants and non-participants are not differentiated. The information is not currently captured and will need to be collected and calculated manually which can be time consuming and costly.

5B - Types of incentives

There are a variety of rewards and consequences both tangible and intangible to encourage juveniles to continue their progress in the program. Table 15 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 15 - Rewards and Consequences for Redeploy Participants

Tangible Rewards	Tangible Consequences
<ul style="list-style-type: none"> • Coupons (family Dinner, Video rental) • Fieldtrips • Sports or art activities • Shopping • Specific lessons (such as horse back riding or piano) • Early termination from probation • Certificate of completion • Party for completing service or phase • CRB Referral and involvement • Reduce required number of group meetings • Becoming a Teen Court Jurist • Transportation for family visits 	<ul style="list-style-type: none"> • Home confinement • Take away privileges • Increase supervisor & intervention services • Secure detention • Lecture • More frequent court dates • Decrease in allowance • Earlier curfew • Holding parents accountable for next appointment • Warrant issued for failing to show up for court • Lack of progress meeting with team & family

Intangible Rewards	Intangible Consequences
<ul style="list-style-type: none"> • Give child/family positive recognition when achieving program goals • Be a mentor to lower level kid • Using a “thinking” report to assist with identifying errors • Family meetings to discuss growth & change • Encouragement/Recognition by a judge • Use child/family as positive example • Verbal praise • After Teen Court, calling them after hearing positive comments 	<ul style="list-style-type: none"> • Threat of DOC • Threat “I’ll send you to your father’s” • “Thinking Report” • Threat of Timeout • Verbal warning or reprimand • Threat of being sent to judge

5C - Types of sanctions

Since data related to technical violations was not easily available and accessible, it was not possible to compare the type and number of sanctions associated with specific technical violations.

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 to 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 Macon County 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

- Have established juvenile selection criteria to identify high-risk juveniles to focus on.
- Have established a five phased approach to provide individualized services and the criteria to have juveniles move from one phase to the next.

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

Aligned Work in Progress Too early to tell

- Home intervention services are being provided to juveniles and their families to position them to better understand and help each other so that the juvenile can remain and get help at home.
- Have established a Community Restorative Board (CRB) and are planning to establish more CRBs to get interested community people to meet with juveniles and families and hold the juveniles accountable for the harm caused by their actions and how to restore victims and the community.

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

- Projected 28 juvenile IDOC commitments in 2005 compared to the average annual 53 IDOC commitments between 2001 and 2003.
- Projected 96 juvenile detention admissions in 2005, which is compared to the average annual 110 detention admissions between 2002 and 2004.

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

- Aligned Work in Progress Too early to tell

- Began using the YASI screening assessment instrument to identify high-risk juveniles who may qualify to participate in the Community ACCESS (Redeploy Illinois) program.
- Mental health and drug evaluation available to juveniles who may require additional screening for mental health and drug use.

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

- Aligned Work in Progress Too early to tell

- Collaborating with the school systems to enable juveniles to continue with school programs.
- Provide referrals to educational service providers.

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

- Aligned Work in Progress Too early to tell

- Have started to provide a vocational program focused on craft and carpentry through probation.
- Provide referrals to other vocational service providers.

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

- Aligned Work in Progress Too early to tell

- Offer mental health services to juveniles who need it.
- Mental health evaluation available to juveniles who may require additional screening for mental health.

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

- Aligned Work in Progress Too early to tell

- Offer individualized substance abuse treatment program.
- Drug evaluation available to juveniles who may require additional screening for drug abuse.

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

- Aligned Work in Progress Too early to tell

- Probation officers and the home interventionist officers monitor juvenile's progress or lack of progress.
- The Community Restorative Boards (CRBs) provide a level of supervision to juveniles in their neighborhood.

10. Service Coordination directed to individual juvenile offenders.

- Aligned
 Work in Progress
 Too early to tell

- Has established a multi-disciplinary team to evaluate each juvenile case. The team makes all case decisions and the team coordinates services and monitors the quality of service.
- Working towards coordinating services with other agencies such as schools and the State’s Attorney’s office which sponsors Teen Court, to align Redeploy programs and services as appropriate.
- Working towards involving victims of juvenile crime in coordination with the State’s Attorney’s office.

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

- Aligned
 Work in Progress
 Too early to tell

- Have established juvenile selection criteria to identify high-risk juveniles to focus on.
- Have established a five phased approach to provide individualized services and the criteria to have juveniles move from one phase to the next.

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

- Aligned
 Work in Progress
 Too early to tell

- Have established a Community Restorative Board (CRB) and are planning to establish more CRBs to get interested community people to meet with juveniles and families and hold the juveniles accountable for the harm caused by their actions and how to restore victims and the community.

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 are considered capital expenditures. Budget is allocated for equipment (computer and portable radios)

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

6A - Key deliverables and milestone dates

The Macon County 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 30 additional outcome measures specific to the Macon County program were identified. Then the Redeploy implementation team was asked to review each outcome measure and comment on the level of progress to date.

There has been significant progress in two of the four overall Redeploy program outcome measures, IDOC commitments tracking and secure detention and some progress in the other two overall outcome measures as show in Table 16.

Table 16 - Redeploy Illinois Program Overall Outcome Measures

Redeploy Illinois Overall Outcome Measures	Status				
C = Completed SI = Significant Progress SO = Some Progress LP = Little Progress O = On Hold	C	SI	SO	LP	O
1. IDOC Commitments Tracking Number of juveniles committed to IDOC by age, offense, length of stay, and ethnicity Comment: This data is currently being captured via an Excel spreadsheet. The length of stay is not tracked currently. We do not receive notification when a juvenile is paroled from DOC. Therefore, it may be difficult to track length of stay data.		✓			
2. Secure Detention Utilization and length of stay in secure detention for the total juvenile population as well as the juveniles involved in Redeploy Illinois Comment: We have experienced a significant decrease in the number of juveniles placed in secure detention this year, in part because Macon County does not have a detention center. We are also implementing community-based alternatives to detention programs with the support of the court.		✓			
3. Level of involvement of community stakeholders Comment: Community stakeholders have been engaged on a variety of levels - work group, subcommittees, advisory board, community restorative boards, etc. and each is at a different level of engagement/involvement.			✓		
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 Comment: The program has not been operational long enough to capture data following discharge from the program. We are capturing this data for all program participants while they are actively involved in the program.			✓		

In addition, to the four overall outcome measures outlined above, that status of the 30 additional Macon County specific outcome measures, is summarized in Table 17.

Table 17 - Macon County Additional Outcome Measures

Macon County 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. A 25 percent reduction in the number of juvenile offenders committed to the Illinois Department of Corrections.</p> <p>Comment: We reached this goal.</p>	✓				
<p>B. Same or reduced secure detention admissions</p> <p>Comment: We have reduced our detention admissions.</p>		✓			
<p>C. Continue to further identify existing community resources.</p> <p>Comment: Subcommittee work has assisted in this task, and accessing those resources & supporting juveniles/families in this area is one of the multidisciplinary team's primary responsibilities.</p>		✓			
<p>D. Increased monitoring and service provision for home detainees by partnering with Youth Advocate Program.</p> <p>Comment: Progress has been made in terms of surveillance of home detainees, with the increased frequency of community contacts made possible with the additional staff dedicated to providing that service.</p>		✓			
<p>E. Equip juvenile offenders with competencies with which to live responsibly and productively.</p> <p>Comment: The pre-and post-tests (which is a juvenile's skill evaluation checklist used by the multi-disciplinary team) capture some of this information, while multidisciplinary staffings routinely assess and monitor this for each participant.</p>			✓		
<p>F. Establish a true continuum of services for juveniles and their families, expand on existing services and fill at least some of the identified gaps.</p> <p>Comment: Our program has done a good job at providing a menu of services to juveniles, but much more work needs to be done with the family-oriented pieces and building a "true" continuum. CRBs are an example of this work, which were just piloted this month.</p>			✓		
<p>G. Create and strengthen partnerships to maximize the potential for the target population's success and to maximize benefits to clients, the community, and the court.</p> <p>Comment: Using a unified case plan, which is a cornerstone to this program, has assisted us in working on these relationships for a more successful client outcome. This continues in FY06.</p>			✓		

Macon County 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
<p>H. Strengthen existing relationships between Court Services and the following outside agencies:</p> <ul style="list-style-type: none"> - Chestnut Health Systems - Youth Advocate Program - Growing Strong - ABC Counseling - Heritage Behavioral Health Services - Home Work Hangout - Milliken University <p>Comment: The work group and subcommittee work have provided opportunities to create and strengthen relationships between probation and other community agencies.</p>			✓		
<p>I. Alter supervision strategies to successfully address individually identified needs.</p> <p>Comment: As we continue to develop and practice the "new way of doing things", we experience relapse ourselves - going to a "default" of the traditional and parochial way of doing things before Redeploy Illinois.</p>			✓		
<p>J. Proactive approach toward performing critical analyses of client risk/needs, developing comprehensive, holistic service/treatment plans, and building quality assurance/evaluation capabilities into all interventions and services.</p> <p>Comment: The YASI, GAIN (FY05), and Bio-psycho-social (FY06) assessments, unified case plans, pre- and post-tests have allowed us to make some progress in this area.</p>			✓		
<p>K. Provide the Court with an alternative to secure detention for juvenile offenders with a moderate-high to high risk for criminal behavior and a high risk to public safety including building additional support and accountability pieces based on an immediate assessment of risks and needs.</p> <p>Comment: The decrease in number of juveniles incarcerated in juvenile detention reflects this, however the low number of program referrals does not appear to coincide.</p>			✓		
<p>L. Increase the number and improve the quality of community-based interventions with clients and their families by juvenile probation officers.</p> <p>Comment: The number of contacts and interventions has increased. Quality continues to be a work in progress and is addressed through training, coaching, direct observation, and review. Probation staff performance evaluation instruments were revised to include this specific element, along with clearly identified performance indicators. This new performance evaluation tool was used for the first time this month (November 2005.).</p>			✓		

Macon County 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
<p>M. Add a vocational education course as a hands-on vocational training and skill development component.</p> <p>Comment: Vocational Education equipment, curriculum, and point of service (warehouse) have been purchased, created, and readied. This program will be piloted next month (Dec.).</p>			✓		
<p>N. Increase the number and nature of contractually provided services and service providers to allow Juvenile Reporting Center (JRC) staff to provide additional direct services (cognitive interventions, problem-solving, outreach, etc.) on an individual basis to JRC clients to significantly reduce the likelihood of juvenile offenders who may not respond well in group settings and get unsuccessfully discharged from the JRC strictly due to acting out behavior in groups.</p> <p>Comment: Progress has been made in this area with the multiple contractual services that have been provided via this project. The Juvenile Reporting Center existed in FY05 with primary mental health and substance abuse services provided on-site. In August, the primary service providers changed for FY06 and all contractual services went to off-site. As a result, the Juvenile Reporting Center ceased to exist.</p>			✓		
<p>O. Add a home interventionist piece via contractual relationships (Youth Advocate Program and/or Chestnut Health Systems) and work with up to five families at a time, to provide essential education, support, and accountability to parents/families in the home.</p> <p>Comment: The number of referrals to the program has been slow and numbers of cases have been low since the program's inception. The reason might be because we were targeting only new juvenile cases and NOT existing cases. We are currently in the process of piloting an alternative referral source - active probationers vs. solely new cases at point of sentencing at court.</p>			✓		
<p>P. Actively involve parents and families of offenders in strategic case/treatment plans in a productive manner.</p> <p>Comment: We still have much work to do in terms of engaging parents and families in case planning. This has been a recurring puzzle that we continue to put "on hold" to do it right instead of attempting to address it in "fits and starts". CRBs will focus on this piece, but the unified case planning activities will bring this more into focus.</p>				✓	
<p>Q. Impose accountability to victims and the community, and ultimately increase community protection.</p> <p>Comment: The Community Restorative Board piece of the program was piloted this month (November). We have only just begun actively addressing the victim component of the initiative. The victim survey currently being done is our first concrete start at engagement.</p>				✓	

Macon County 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
<p>R. Expand the Redeploy Illinois initiative to include a collaborative relationship (more structured and cooperative) with other community agencies to create the desired risk-focused approach utilizing graduated sanctions and interventions, including but not limited to:</p> <ul style="list-style-type: none"> - the Illinois Department of Children and Family Services, - Decatur Public schools, - Decatur Boys and Girls Club, and - the YMCA. <p>Comment: This is definitely a long-term goal, and one that will take longer than the anticipated life of this grant to see real progress. This is work that will continue after June 2006, and the work group members have made that commitment to each other and to the Court.</p>				✓	
<p>S. Decrease in the length of stay in secure juvenile detention, resulting in a reduction in detention bed space costs; and an increase in the success rate of seeing juvenile offenders attend their next Court hearing without interim arrests by providing home intervention services to home detention program participants' parents who require education and general or specific support in developing their own capacities in appropriate and effective communication, supervision, and discipline with respect to their children.</p> <p>Comment: Although there has been a decrease in the number of juveniles detained and the length of stay in juvenile detention, the use of home detention has not been identified as a primary cause. The Court rarely uses home detention services. However, through the Redeploy Illinois program, home intervention services (such a home visit by a service provider, tutoring, participation in a supervised positive structured activity, etc.) are being implemented which may be contributing to the reduction in detention.</p>				✓	
<p>T. Build capability to effectively supervise up to 20 home detainees at a time by increasing the number of supervision team members involved in this program</p> <p>Comment: The Court rarely uses home detention services.</p>				✓	
<p>U. Progressively monitor offender competency development and retention.</p> <p>Comment: Although the use of pre- and post-tests and YASI re-assessments are used, along with multidisciplinary team review, additional strategies to monitor competency development and retention need to be identified and used.</p>				✓	

Macon County 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
V. Add the missing parental component - encouraging, assisting, and mandating parental involvement in education and counseling activities for short-term and long-term residential placements. Comment: As mentioned previously, we have been struggling with this piece. The CRB pilot is our first real new attempt at engagement, support, and accountability for parents/families.				✓	
W. Provide resources to incorporate the transition or aftercare plan to address what needs to be happening and put into place “back home” in anticipation for the juvenile’s release. Comment: We have the funding available in contractual services, however the program has not been in operation long enough to really determine if we have what we need to address this piece. Too few participants have gone to Phase V, which is where this occurs.				✓	
X. Address and support the need to have a transition plan in place for when juveniles are ready to be transitioned from on-site (JRC) services to other appropriate community-based services or when they are nearing their probation termination date with a successful discharge. Comment: This will continue to be developed as we have juveniles achieving discharge from the program. The program hasn't been in operation long enough to have many "live" cases going to and through Phase V to help us move from theory to reality.				✓	
Y. Utilize the now available and more affordable technology to augment home detention services and/or provide additional surveillance for those juvenile offenders that the Court finds do not require any type of incarceration, but who require some type of additional physical controls via non-staffed supervision. Up to 25 juvenile offenders will be able to be electronically monitored at any given time. Comment: A major delay in contract negotiations in FY05 resulted in an inability to use electronic monitoring services. At the same time, the Court is currently reviewing its interest in using this program at all.					✓
Z. Up to 7 juveniles will be placed in short-term residential evaluation placement at any given time, with approximately 30 juveniles being so served during the 18-month period. Comment: This service was not used in FY05. It was determined that the evaluation of juveniles could be done in the community, rather than in secure detention outside of the community. As a result, the funding in this line was transferred to a new line for Community Restorative Boards in FY06.					✓
AA. Allocate funding for approximately up to 5 juveniles over the 18-month period for long-term residential placements. Comment: There was insufficient funding to place more than 1-2 juveniles for the normal residential placement period of time, so the determination was made to utilize those resources elsewhere in the project. The funding in this line was recently transferred (Nov.) into a new line to fund a part-time					✓

Macon County 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
Redeploy Illinois project manager position for FY06. That position has not yet been filled.					
BB. Make and maintain in-person communication, support, and accountability with juveniles in short-term and long-term residential placements. Comment: We are not using residential placements. Instead, we have created a project manager position for the Redeploy Illinois initiative to manage and better coordinate the variety of services, which we hope, can minimize the need to place juveniles in residential placements.					✓
CC. Strategic expansion of services available on-site in order to increase the number of juveniles identified as needing additional structure in a local, more highly supervised setting. Comment: On-site services existed in FY05, however with a change in the major service providers for Mental Health and Substance Abuse in FY06, all contractual services became located off-site. The only on-site service provision remaining is the Cognitive Education & Skills Development groups that are facilitated by probation.					✓
DD. Integrate teen court as the least restrictive intervention on the continuum of juvenile services. Comment: Teen Court has been in operation since the beginning of Redeploy Illinois, however it does not provide services to the target population. This is not anticipated to change in FY06.					✓

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 allocation adjustments have been made after the start of the implementation as shown in Table 18.

Table 18 - Budget Status

Line Item	Requested (1/1/05 to 6/30/06)	Funded		Remaining
		Plan	Actual as of 10/31/05	
Personal Services	\$0.00	\$0.00	\$0.00	\$0.00
Contractual Services				
Substance Abuse Treatment	\$185,572.00	\$185,572.00	\$107,183.00	\$78,389.00
Mental Health Services (general)		\$82,500.00	\$32,600.00	\$49,900.00
Residential Placement	\$40,000.00	\$13,333.00	\$0.00	\$13,333.00
Home Interventionist Services	\$55,200.00	\$55,200.00	\$30,173.00	\$25,027.00
Home Detention Advocacy & Supervision	\$82,800.00	\$82,800.00	\$13,918.00	\$68,882.00
Community Restorative Boards	NA	\$26,667.00	\$0.00	\$26,667.00
Community Restorative Boards	NA	\$67,800.00	\$34,207.00	\$33,593.00
Right Track	NA	\$20,000.00	\$20,000.00	\$0.00
Professional Development	NA	\$5,000.00	\$2,528.00	\$2,472.00
Sex Offender Services				
Individual Counseling	\$15,000.00	\$0.00	\$0.00	\$0.00
Group Counseling	\$6,480.00	\$0.00	\$0.00	\$0.00
Family Counseling	\$8,100.00	\$0.00	\$0.00	\$0.00
Parent Education & Support Counseling	\$4,320.00	\$0.00	\$0.00	\$0.00
Victim Support Counseling	\$15,000.00	\$0.00	\$0.00	\$0.00
Psychological Testing	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
Secure Residential Evaluation Placement	\$56,700.00	\$18,900.00	\$0.00	\$18,900.00
Electronic Monitoring	\$12,000.00	\$12,000.00	\$0.00	\$12,000.00
Teen Court	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00
Technical Assistance	\$28,760.00	\$28,759.00	\$22,677.00	\$6,082.00
Training & Education	\$15,000.00	\$15,000.00	\$4,602.00	\$10,398.00
Supplies				
Office Supplies	\$1,500.00	\$1,500.00	\$890.00	\$610.00
Bus Tokens	\$2,000.00	\$2,000.00	\$1,712.00	\$288.00
Food	\$5,000.00	\$5,000.00	\$1,660.50	\$3,339.50
Travel	\$5,000.00	\$5,000.00	\$1,925.40	\$3,074.60
Equipment				
Portable Radios (6)	\$6,594.00	\$6,594.00	\$6,594.00	\$0.00
Batteries (6 plus 4 replacement)	\$1,100.00	\$1,100.00	\$1,100.00	\$0.00
Service contract	\$422.28	\$422.00	\$422.00	\$0.00
Vocational Education Program	\$6,042.75	\$6,042.00	\$6,042.00	\$0.00
Laptop computers (4)	\$6,980.00	\$0.00	\$0.00	\$0.00
LaserJet printer	\$1,541.00	\$0.00	\$0.00	\$0.00
Automation for Evaluation Purposes	NA	\$9,000.00	\$0.00	\$9,000.00
Computers	NA	\$11,853.00	\$0.00	\$11,853.00
Digital Video Cameras (2)	\$1,080.00	\$0.00	\$0.00	\$0.00
Total	\$578,192.03	\$678,042.00	\$303,233.90	\$374,808.10

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

Until the October 18th 2005 Redeploy Illinois All Pilot Sites meeting in Springfield, there was ongoing confusion about the definition of "non-forcible felony" offenses as it related to the selection criteria to be used to identify juveniles who may qualify to participate in Redeploy Illinois programs and services. Up until that time, the Illinois Department of Human Services (IDHS) had provided conflicting information. The Oversight Board resolved this at the October 18th meeting. The Macon County juvenile selection criteria are based on the following:

1. Must be high risk based on:
 - a. Prior knowledge or experience with the youth and their parents or guardians.
 - b. Behaviors and interactions observed in court.
 - c. Information that is shared with the court related to the youth and their parents or guardians.
2. Must be eligible and being considered for a probation term.
 - a. The probation term needs to be long enough to be able to document that the youth and family have made changes and demonstrated an ability to maintain these changes (e.g. one year)
3. Must be eligible for IDOC.
 - a. Age appropriate – 13 years of age or older
 - b. IDOC is a possible sentence for the current offense.
4. Non-Forcible Felonies.
5. Youth and family are known to multiple community agencies.
 - a. This information may not be known at the time of the original referral.
 - b. Lack of multiple agency interaction will not preclude a youth from participation if other criteria are met.
6. Consideration for Community ACCESS will not be used as part of plea agreement.
7. Community ACCESS is not a diversion program.

7B - Use of the selection criteria

The selection criteria are used to determine who can participate in the program in the initial assessment of all referrals and are documented via the referral form that is provided to the court. The selection criteria were unclear during the first few months of the program implementation process and have continued to be refined.

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?

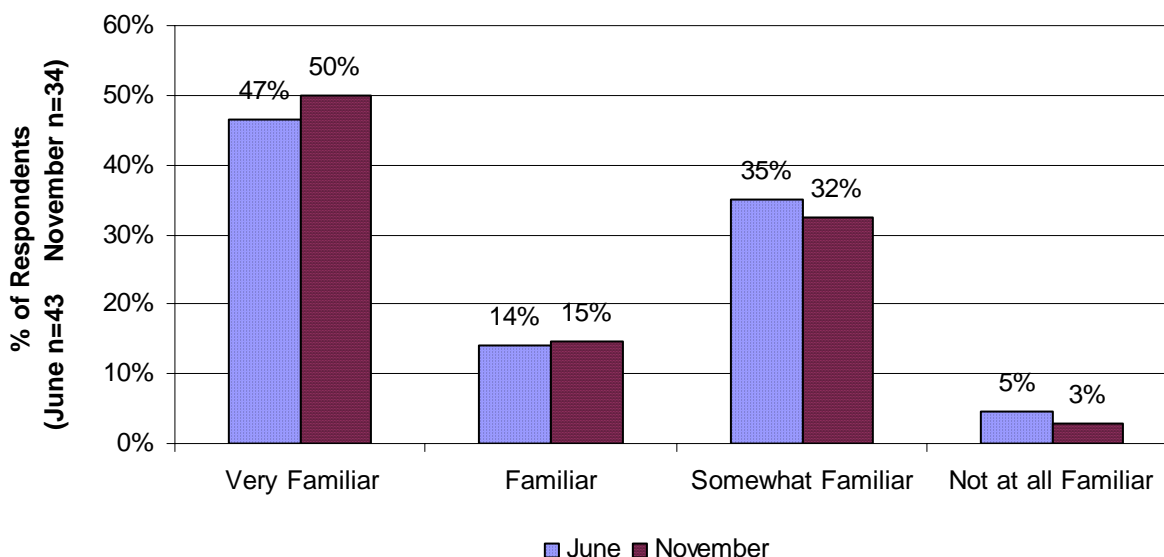
Two measures (8A and 8B) were identified to assess communication and awareness.

8A - Redeploy Illinois Program perception

Two virtually identical online surveys¹⁵ 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 people¹⁶ in the juvenile justice system¹⁷ and service providers¹⁸.

Forty-three of the 57 people in June and 37 of the 61 people in November who were invited to participate in the online survey completed the surveys with a response rate of 75 percent and 61 percent respectively. The number of people that indicated that they are very familiar or familiar with Redeploy Illinois increased between June and November, while the number of people who indicated that they are somewhat familiar or not at all familiar decreased as shown in Figure 18.

Figure 18 - Redeploy Illinois Program Familiarity



The percent of organizations or agencies that indicated their role in supporting the Community ACCESS program was very significant decreased from 60 percent in June to 44 percent in November as shown in Figure 19.

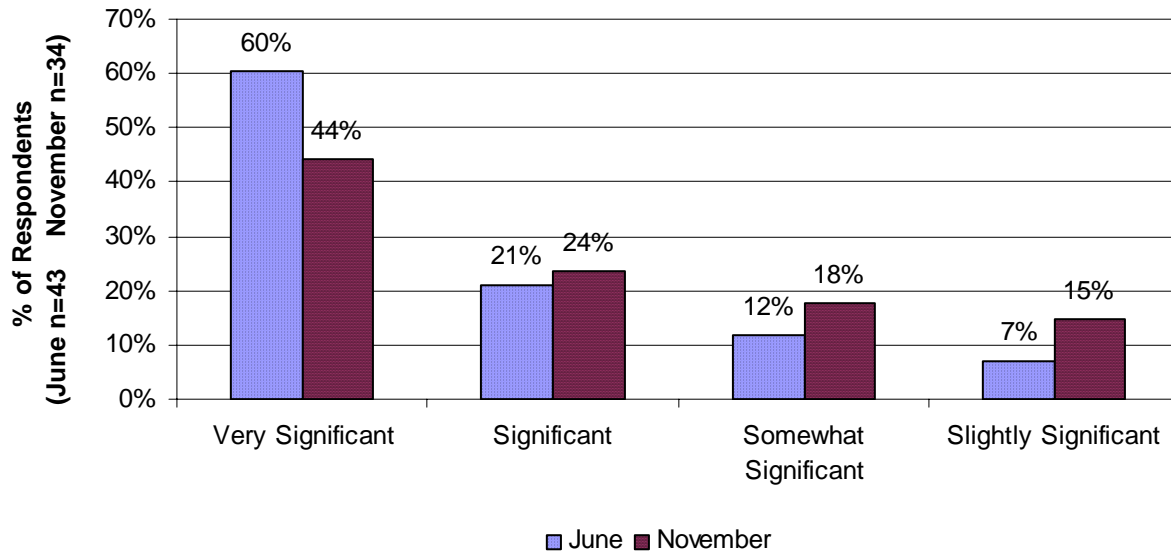
¹⁵ One overall Redeploy Illinois program satisfaction question was added in the November survey.

¹⁶ Two additional people received the November 2005 survey.

¹⁷ Judges, probation officers, state’s attorneys, public defenders, detention, and police

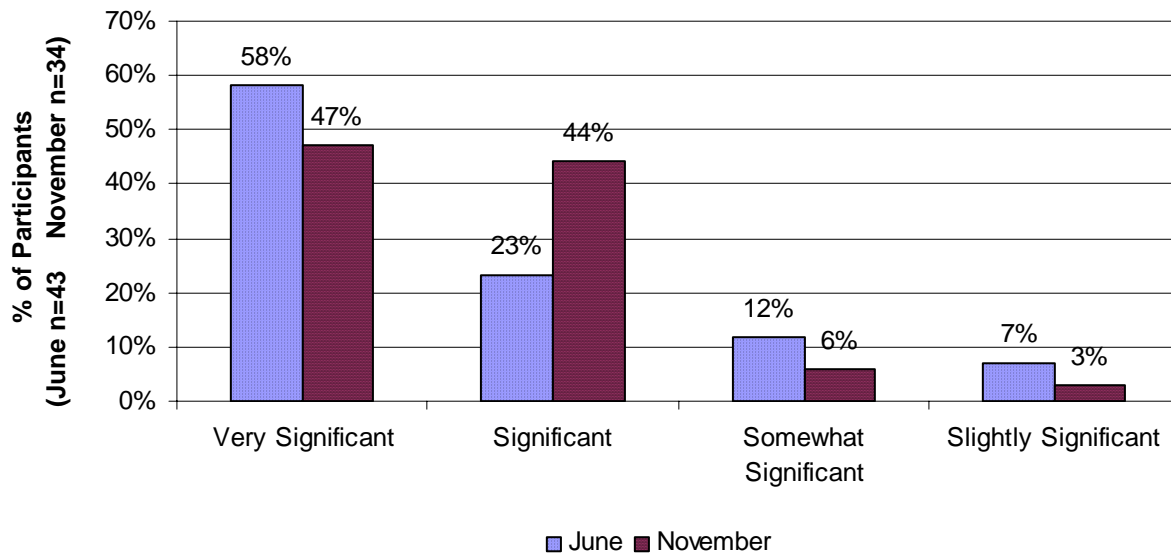
¹⁸ Assessment services, community & volunteer services, mental health services, treatment services, victim support services, and school programs

Figure 19 - Role of Organization or Agency



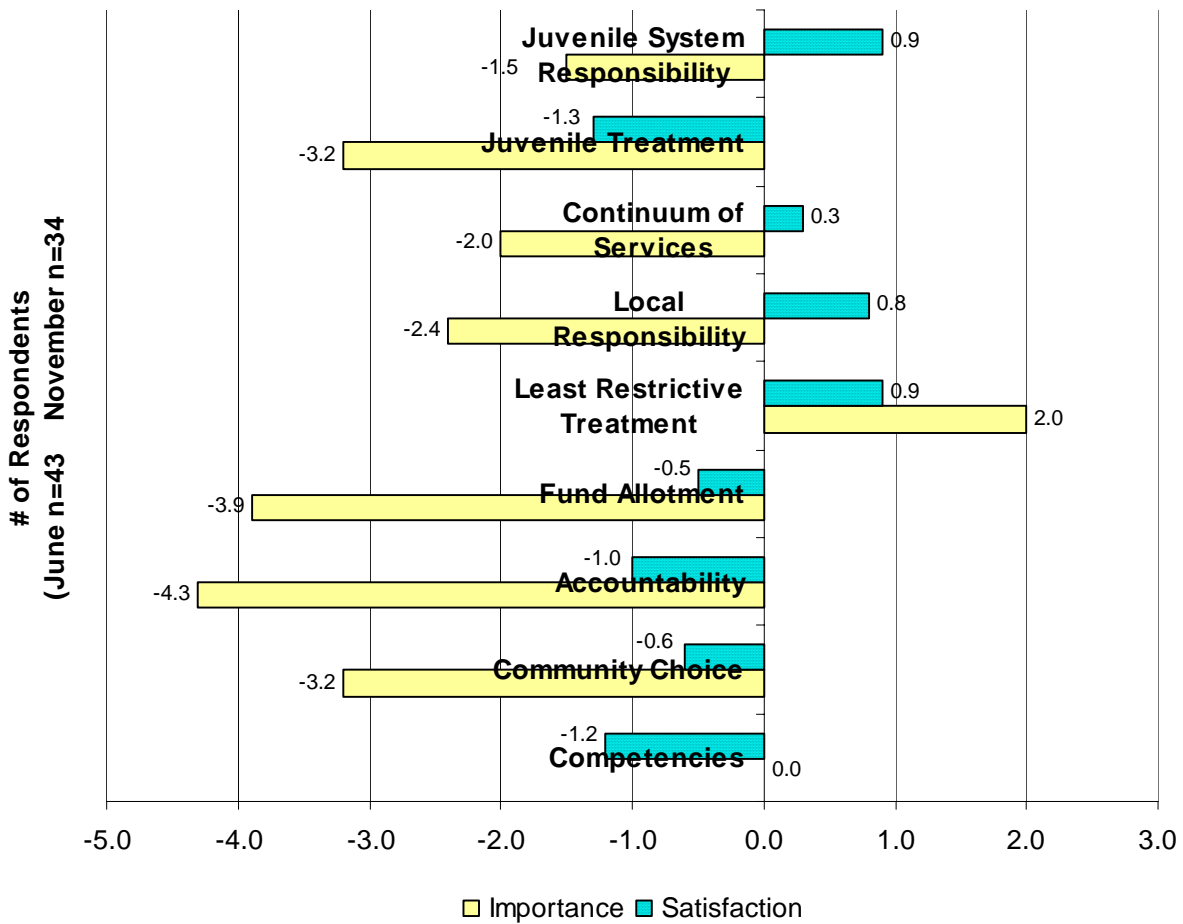
Likewise, the percent of respondents that indicated the role of the community in supporting the Community ACCESS program was very significant decreased from 58 percent in June to 47 percent in November as shown in Figure 20.

Figure 20 - 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 only increased in three of the nine areas. In eight of the nine areas, the level of importance decreased as shown in Figure 21.

Figure 21 - Redeploy Illinois Importance & Satisfaction Gap



The importance and satisfaction average ratings and the differences between the June and November ratings are shown in Table 19.

Table 19 - Redeploy Illinois Importance & Satisfaction Average Ratings

Redeploy Illinois Policy & Purpose Components	Importance Average Rating			Satisfaction Average Rating		
	June	November	Difference	June	November	Difference
Juvenile System Responsibility	17.8	16.3	-1.5	7.8	8.7	0.9
Juvenile Treatment	18.7	15.5	-3.2	7.2	5.9	-1.3
Continuum of Services	22.6	20.6	-2.0	7.1	7.4	0.3
Local Responsibility	22.1	19.7	-2.4	7.4	8.2	0.8
Least Restrictive Treatment	16.6	18.6	2.0	8.6	9.5	0.9
Fund Allotment	17.3	13.4	-3.9	8.4	7.9	-0.5
Accountability	19.6	15.3	-4.3	8.2	7.2	-1.0
Community Choice	19.2	16.0	-3.2	7.5	6.9	-0.6
Competencies	19.7	19.7	0.0	7.5	6.3	-1.2

For reference purposes, the complete purpose and policies statements for each component of the Redeploy Illinois Public Act are presented in Table 20.

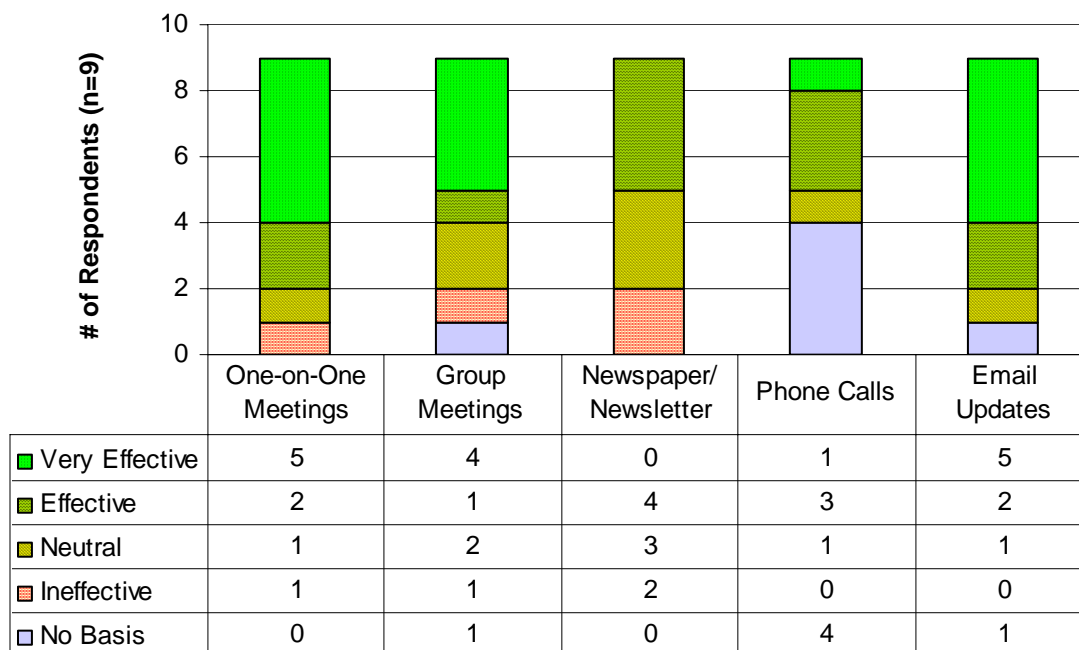
Table 20 - Redeploy Illinois Public Act Policy & Purpose Statements

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 Community ACCESS program including one-on-one and group meetings (formal and informal), newsletter articles, telephone calls, television spots, email updates, and U.S. mailings. Overall, one-on-one and group meetings, and email updates were perceived as effective or very effective by five or more of the nine respondents as shown in Figure 22.

Figure 22 - 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 that need to be addressed:

Regarding Group Meetings:

- “I have only been involved in one meeting. In the early stages I don't think anyone understood or know exactly how it was going to work. The meeting was not very definitive.”
- “Advisory Board meetings, the leadership of Judge White have been a very big factor. Also the assistance we have received from the consultant Ellie from Colorado. Why the juvenile justice system needed to be reformed and gave us some training. Principles, philosophy of the program is sound and is communicated.”
- “Had a consultant do some training and also the CRB. Different community partners were invited and participated.”
- “We have had people at the group meetings. There have been a lot of questions unanswered like who is supposed to be in the program, what are the qualifications, how is this program different from what has been done in the past, why is money spent in some areas and not others. Maybe it is because it is new.”
- “I get briefings on all of the meetings. They have been very effective.”
- “Because they were not really listening. They were set in their course and they did not want to listen what others had to say.”

Regarding Newspapers and Newspaper Articles:

- “There was negative focus on the program. People did not get along, there was a lot of negative publicity. Since the players have decided to work together, there has been less publicity.”

- “I don't really look to our local papers for accurate information. I don't look at newspapers for actual facts.”
- “Because many of the reports have tended to be negative and puts a negative spin on things sometimes. There may have been a few human interest stories.”
- “We had some press that was not flattering but it still got the word out. This was during the time when Macon was considering not continuing with the program.”
- “I learn more sometimes from the newspaper than anywhere else. The intent of the program has been described in the newspaper.”
- “This is based on newspaper articles. There were some reports of the Redeploy process not being funded in the beginning of the cycle. All of the reasons that were given were neutral but a number of the specifics were left out.”
- “There have only been a few articles and very limited in scope. There is a TV reporter that has shown an interest and also the newspaper.”

Comments regarding how to communicate better regarding Community ACCESS in the future:

- “I don't think group meetings are that effective. One on one meetings are effective with the various participants because specific questions can be asked and/or given. Maybe email. The more specific we can be the more informed we are.”
- “Group meetings. Providing written material about the program. Background material about the program.”
- “Emails and face to face meetings are the most effective.”
- “Newsletters and group meetings will allow people to ask questions if there is a need for clarification. Newsletter you are likely to share it with other people and use it as a point of reference.”
- “Emails would be a good thing. Weekly update about where we are and where we are going.”
- “A website might not be a bad idea to provide information about what is available.”
- “Meetings need to have questions raised and have answers. We need to have more effective meetings with the different stakeholders involved.”
- “Group meetings and email.”
- “Definitely email updates are an effective way to get information. One on one is very effective. For a broader audience, the community participants the group discussions and various forms of media are a much preferred method.”
- “Like the email updates. I know they have group meetings; I very rarely get an opportunity to go to the meetings. Meetings with smaller groups will be good. For public awareness, more newspaper articles.”

Implementation Indicator 9 – Service Options & 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 by Community ACCESS (Redeploy Illinois) participants, their family and/or victims that have not been available and/or what specific services have NOT been requested but should be provided by Community ACCESS (Redeploy Illinois) for participants, their families and/or victims?” was posed to eleven different participants as part of a focus group. The participants represented probation, various service providers, and the pilot program team. Their responses were:

- Residential (long term) placement – year or longer guardian of child
- In patient substance abuse treatment designed for adolescents
- Detention center

- Reward or accountability for parents is lacking (from a judge perspective)
- Long term mental health
- Flex funding (to help with rent, power bill) or to pay Heritage or Youth Advocate
- Short term/long term placement as an option
- Education on how to request information regarding juvenile crime if you are a victim – information is not available or is not incorporated in any restoration (Victim Center Relations)

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

The YASI assessment results are used by a variety of stakeholders: the Court for consideration of sentencing alternatives, the multidisciplinary team for case planning and staffing, and individual service providers for case planning, staffing, and service provision.

9C - Service providers selection criteria

Contractual service providers had to go through an application process for FY06 and were selected by the "Community ACCESS Advisory Board." Selection criteria were based on very detailed expectations regarding staff qualifications and developmental plans, outpatient treatment program detail/content/delivery, special conditions, additional treatment provisions, and budget.

Implementation Indicator 10 - Resource Utilization

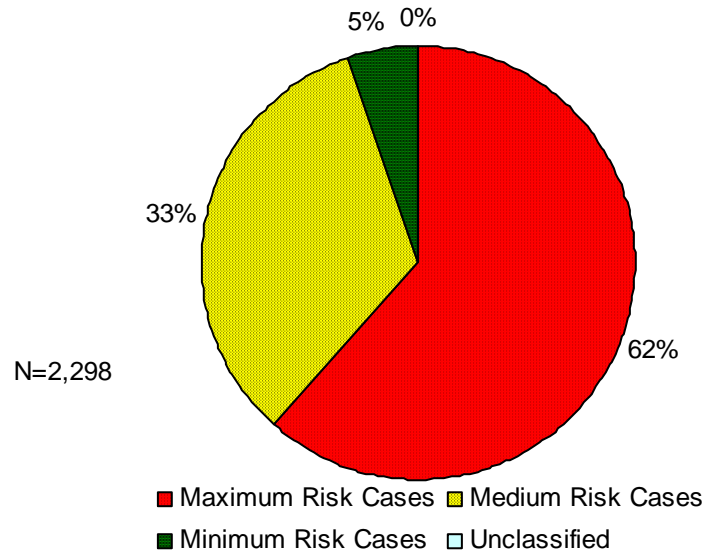
Does the program have sufficient staff to manage caseloads (specifically probation officers & project managers) and is their performance acceptable?

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

10A - Ratio of number of juveniles to staff

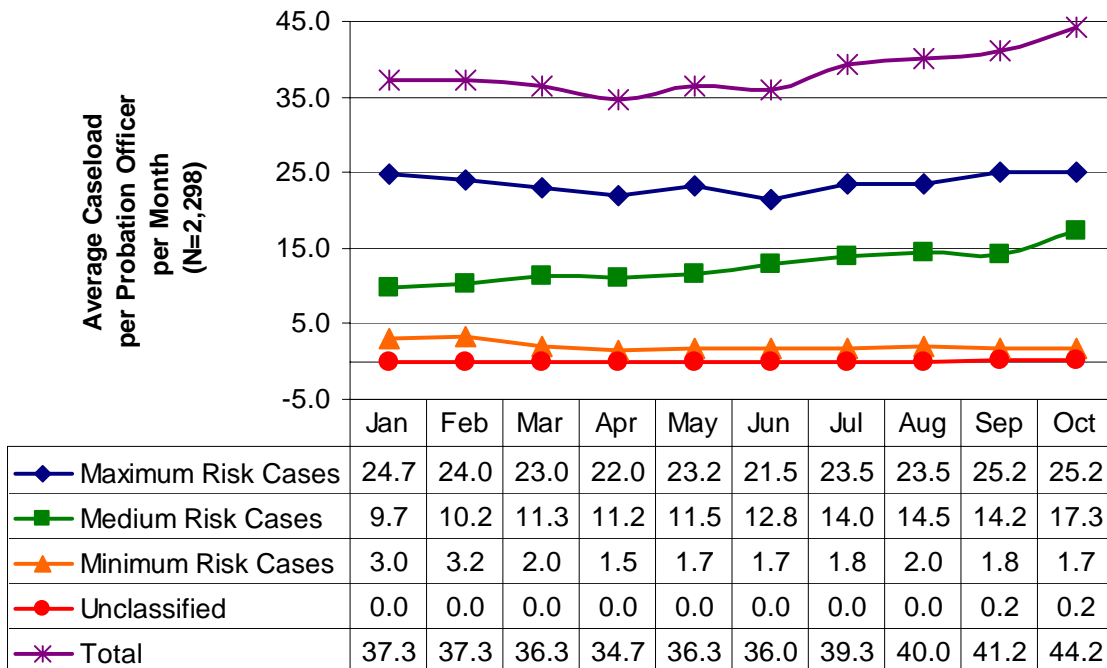
The ratio of juveniles to staff is a variable number. The time commitment required for any specific juvenile is a function of the complexity of the juvenile case, the specific characteristics of the juvenile and the degree of risk associated with that juvenile. Juvenile cases are classified into maximum, medium or minimum risk categories. Figure 23 displays the average number and percentage of cases by risk category.

Figure 23 - Juvenile Probation Department Caseloads by Risk Category (1/1/05 to 10/31/05)



The primary criteria for assigning probation officers are the juvenile's assessment results (high, medium, or low). The average caseload per probation officers varies by level of risk. The juvenile caseload per juvenile officer by month by risk factor is displayed in Figure 25.

Figure 24 - Average Juvenile Caseload per Probation Officer

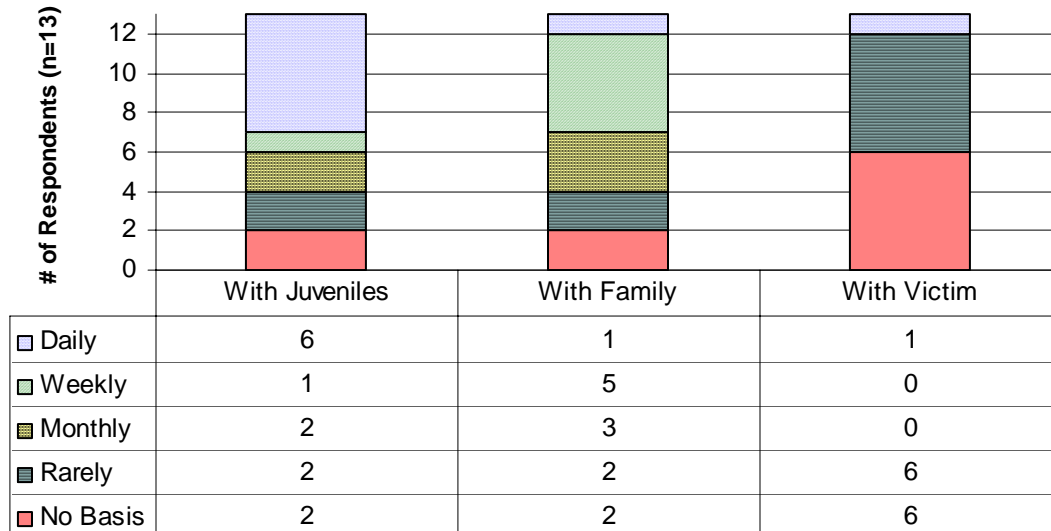


Overall, the total caseload per probation officer has increased every month from June through October.

10B - Contacts between program staff and participants

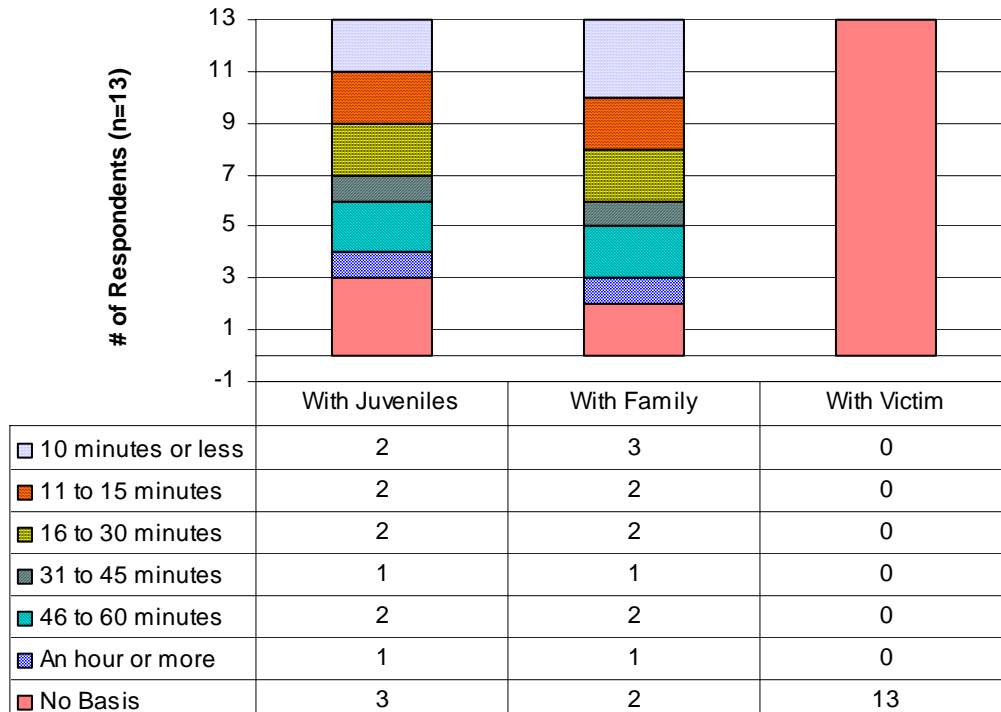
The frequency of contacts between programs staff (primarily probation officers) and Redeploy participants vary greatly. Six probation officers meet with participants on average daily while four indicated they meet with Redeploy participants either monthly or less. Most probation officers meet with families either weekly or monthly. Only one probation officer indicated that they meet with victims on a regular (daily) basis. Responses are summarized in Figure 25.

Figure 25 - Frequency of Contacts with Redeploy Participants



The typical duration of a contact with a Redeploy participant ranges significantly. Some probation officers stated that their average duration of contact with Redeploy participants was between 10 minutes or less whereas others stated that their duration of contact was typically 45 minutes or longer. Likewise, time spent with families varies in the same manner as time spent with participants. All respondents indicated they had “no basis” for estimating the time spent with victims. Figure 26 presents typical duration of contact with Redeploy participants

Figure 26 - Duration of Contact with Redeploy Participants

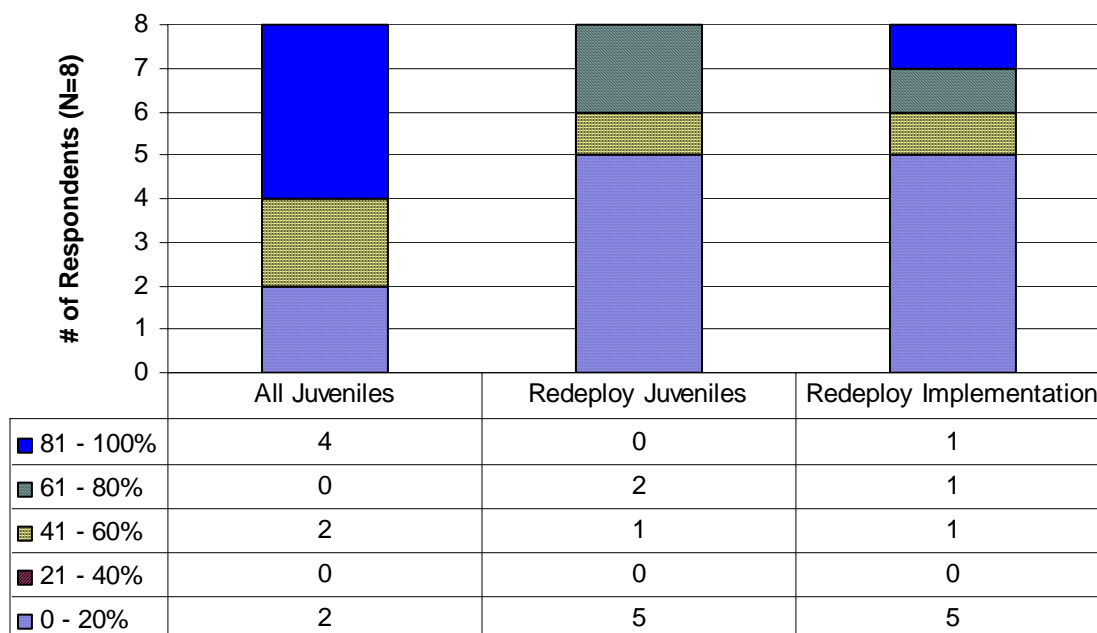


10C - Probation caseloads

Based on juvenile caseload data between January 1, 2005 and October 31, 2005, each of the six probation officers in Macon County carried an average of 38.3 cases per officer.

The Probation Division was surveyed regarding the proportion of work that probation officers spend with any juvenile and Redeploy juveniles specifically. They were also asked to indicate the proportion of time probation officers spend with the implementation of Redeploy. Most respondents indicated that probation officers in Macon County spend 20 percent of their time or less with Redeploy participants and spend 20 percent or less focused on the implementation of Redeploy as shown in Figure 27.

Figure 27 - 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 performed

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:

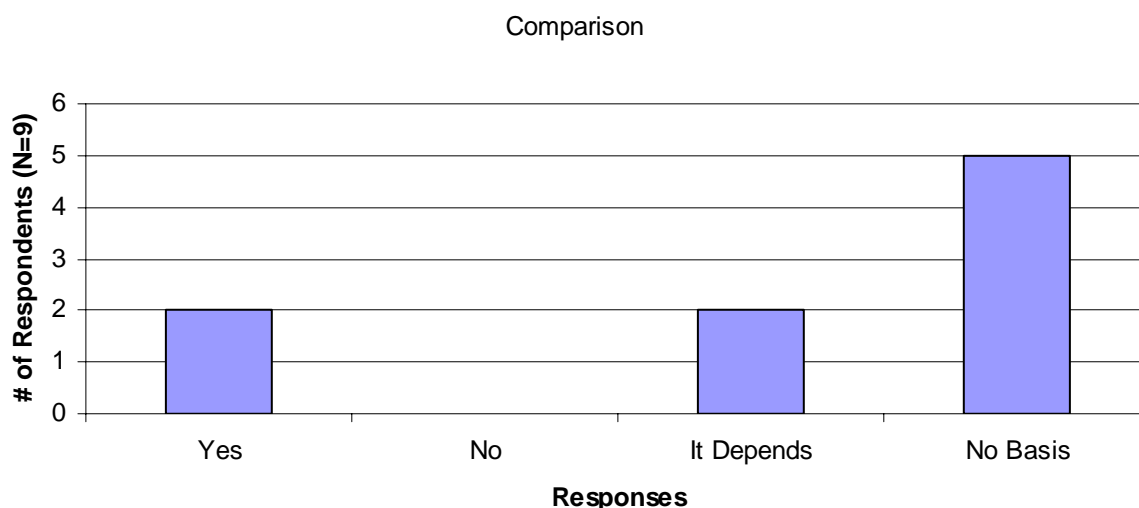
1. YASI
2. Bio-psychosocial assessment (Mental Health & Alcohol Substance Abuse assessment provided by Heritage)
3. Pre-Post Assessment

11B - Consistency between assessment results and intervention decisions

Five people representing the juvenile justice system and four pilot site Advisory Board Members were interviewed by phone to solicit their opinion about the Redeploy Illinois program. Five of the nine people interviewed indicated that they had no basis to know if assessment results are used consistently when sentencing a juvenile while two responded saying “yes” and two saying “it depends” as shown in Figure 28. One person commented, “My guess would be it will depend. I don’t think the juvenile judges are really consistent.” While another commented “We have only one judge and she has been very consistent.”

Figure 28 - Assessment Results Usage Consistency

Responses to Question” Do most juvenile judges use the assessment results in a consistent manner when sentencing a juvenile?



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:

- “As far as I know, the judge determines whether or not a person is placed in the Community ACCESS program but I don’t know how the judge determines that.”
- “Assessment instruments are used for the most part to match the juvenile up with the best service.”
- “Assessment instruments are used to determine what type of program juveniles should be put in if they are allowed to remain in the community. The instruments are also used to determine whether or not juveniles are prepared to enter into the Community ACCESS program.”
- “I don’t know. That is up to the judge. I assume the judge is looking at the probation report. Not sure if the judge is looking at something different than we are. I assume the assessment result changes.”
- “I believe the court puts a lot of emphasis into the feedback it receives including written social history report or other reports and oral testimony. The judge relies on the input of everyone involved to make the proper determination as to what should happen to that youth.”

- “If there an interest in completing the program, the results are used to try and get the juvenile in the program. We get the result at the sentencing phase for the most part; we use the social history as well. We use the results to determine our options. Community ACCESS is considered as an alternative. Even though I may want to send them to DOC, I am more than happy to let them try the program if the juvenile is amenable.”

Conclusions & Recommendations

1 - Macon County is meeting the objectives of Redeploy Illinois

Conclusions

After ten 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 in the Macon County juvenile justice system that is 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 community at large. Therefore, it is very critical that the Community ACCESS (Redeploy Illinois) pilot program is continued and provided with ongoing continued support and funding. Specific areas that need attention include:

- Awareness and education programs specifically targeted towards key stakeholders including: juveniles, families, victims, judges, prosecutors, 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, communication and collaboration.
- Continued program impact and implementation evaluation to enable Macon County to identify the parts of the program that are working as well as areas that need to be improved.

2 - Macon County's Redeploy program is aligned in most material respects with the Redeploy Public Act

Conclusions

Although there is still significant work that is in progress, the actual implementation of the Redeploy Illinois program in Macon County is by and large consistent with the objectives of the Redeploy Public Act. The Macon County pilot program has established a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders through a well thought out phased approach to provide services. In addition, Macon County has vocational, mental health, substance abuse and supervision services directed to individual juvenile offenders and the program is starting to impact juveniles who would otherwise be held in confinement.

Recommendations

The Redeploy Program Implementation Team should explore opportunities to provide and expand specific services targeted for individual juvenile offenders including educational services and service coordination for juveniles.

The Implementation Team should continue its efforts to establish additional Community Restorative Boards (CRBs) to get interested community members to meet with juveniles and families and help restore the relationship with the community as well as hold the juveniles accountable for the harm caused by their actions.

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 - Despite a rough start the Macon County Redeploy Illinois program is making progress

Conclusions

The Macon County Redeploy Illinois implementation team has gone through a number of starts and stops due to challenges characterized as “lack of local cooperation”¹⁹ which affected the direction and future of the Redeploy Illinois program in Macon County. An article titled “Grant aiding high-risk youth to end Officials mum on prison alternative funding drop” was published in May of 2005 which included the statement “Macon County is backing out of what was to have been a nearly \$600,000 state grant meant to provide troubled youths with alternatives to prison. But no one is saying why.”¹⁹ Not knowing what had happened and what was going to happen was very difficult for the implementation team members. Despite the challenges, judges, probation officials and other agencies were able to work out an arrangement to keep the program going. In July of 2005, another article titled “Macon County Court’s Involvement with Redeploy Illinois Initiative Continues”²⁰ was published highlighting the formation of several committees to “aide in the collaboration and coordination efforts within the community as well as a “pilot program called Community Restorative Boards (CRB) ... to assist youthful offenders in understanding how their actions have affected their community.” The efforts in Macon County are beginning to show benefits.

Recommendations

The Redeploy Illinois implementation team as well as the key leaders of the initiative should be encouraged and supported to continue to implement a successful program. The remaining political and organizational issues, if any, have to be recognized and addressed to minimize the negative effects these issues might have on the enthusiasm and work of the implementation team as well as others.

¹⁹ Herald & Review (Decatur, IL) – May 16, 2005

²⁰ Herald & Review (Decatur, IL) – July 20, 2005

5 - There is concern about the Redeploy Illinois funding ending too soon.

Conclusions

There is a general underlying concern that the funding for this project may end too soon for the real benefits to be realized. Early results indicate that positive changes are occurring in the juveniles and their family's lives and the fear is that the funding may not continue to provide the Redeploy Illinois services just as they are beginning to start making an impact. Funding is generally always an issue particularly in a county with budget concerns and large populations to serve.

Recommendations

The long term plan for the Redeploy Illinois program should be clarified and communicated including the decision making process regarding funding.

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

Conclusions

Given the relative newness of the Community ACCESS (Redeploy Illinois) program, there are a few areas where the program implementation team needs guidance. For example, the Redeploy Illinois Public Act states that, "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.

In addition, there is concern that the program criteria is too restrictive or that some of the "real" target population of juveniles is being missed given the program is serving a relatively small number of juveniles (22 as of October 31, 2005).

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 juvenile selection criteria to be used as well as what latitude the pilot sites have to adapt the selection criteria to meet the local needs.

7 - 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 initiative.

Recommendations

The results of the current evaluation should be shared with all key stakeholders involved with the Community ACCESS (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.

8 - Getting reliable and accessible data is a serious problem

Conclusions

Despite the Redeploy Illinois implementation pilot team's best efforts to be supportive, some 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 into a usable format. Most data is stored locally and the data is only accessible and available to a select few people who may or may not be involved with the implementation of Redeploy Illinois. For example, for the evaluation team to have access to detention data, the Macon County project team had to contact Sangamon County and request a special report regarding the Macon juveniles housed at the Sangamon Detention Center. The Macon County project team had to extract the data specifically relevant to Macon and then forward that data to the evaluation team. Although the data was in an electronic format, it was sent as a text file, which required additional manipulation in order to make it suitable for analysis.

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, local data base systems across counties (such as Macon and Sangamon) 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 Microsoft Excel workbook used to capture Redeploy data should be reviewed and simplified so that only the most critical data is captured to make it more practical for probation officers and others to provide or enter the data appropriately. Even though the current worksheets contain good data, there were many fields with no data in them.

In the long term, the technology tools or systems that are used to capture Redeploy Illinois program participants' data in Macon County, as well as the other counties or group of 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.

9 - 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 the 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, public defenders and probation officers
- The law enforcement community particularly the police and detention
- The community at large particularly community leaders, the media and the public