State of Illinois
Department of Human Services
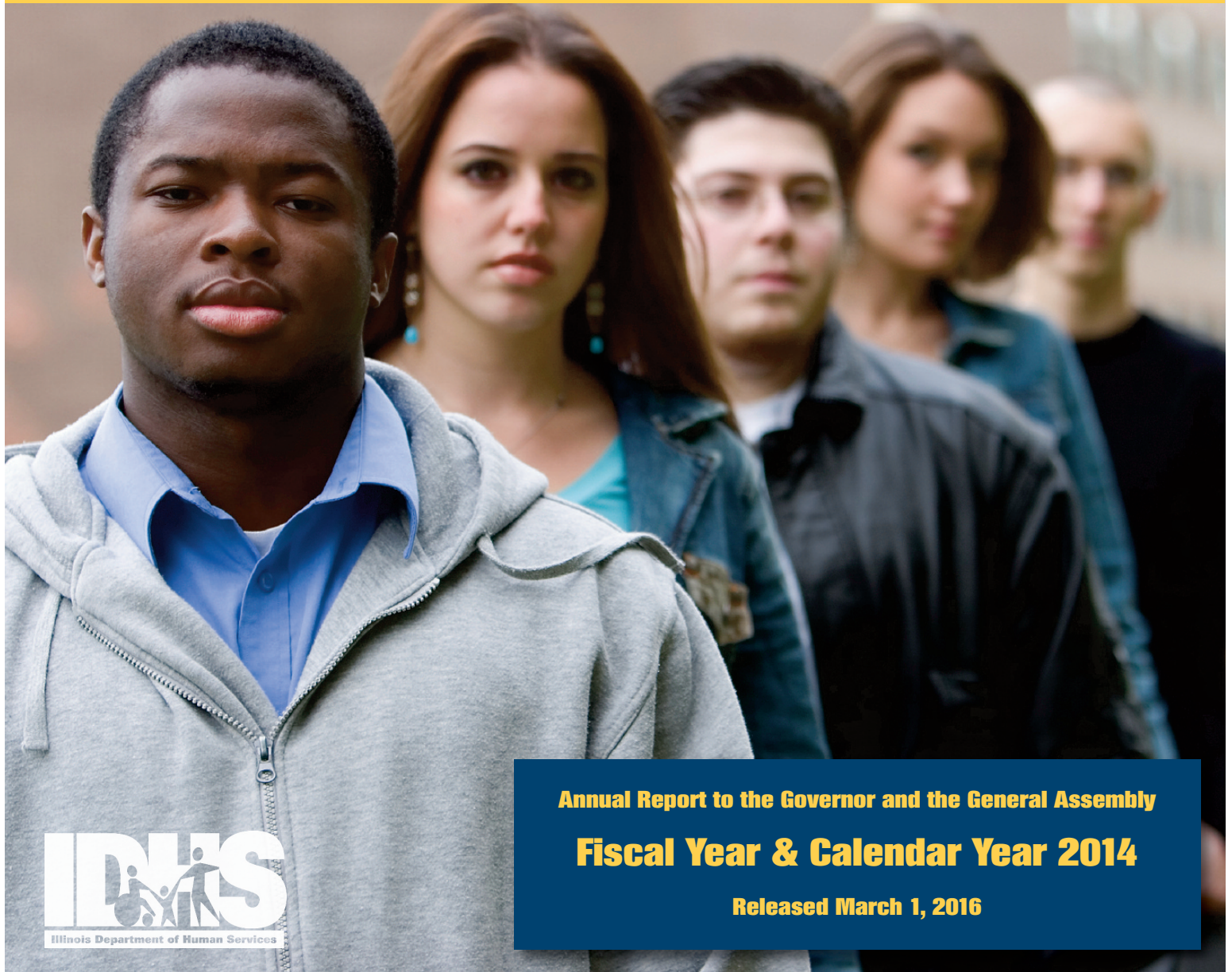
Redeploy Illinois

Annual Report to the Governor and the General Assembly

Fiscal Year & Calendar Year 2014

Released March 1, 2016

IDHS

Illinois Department of Human Services

Redeploy Illinois Annual Report
Fiscal Year & Calendar Year 2014

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Redeploy Illinois Annual Report
Fiscal Year & Calendar Year 2014

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EXECUTIVE SUMMARY

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The Redeploy Illinois program saves the State far more than just taxpayer dollars.

Every year, thousands of Illinois teenagers enter the juvenile justice system by engaging in risk-taking and/or illegal behavior. The effect of incarceration on the lives of these youth and their families is devastating and the cost to the state is enormous.

In 2005, when the Redeploy Illinois program began, 1,725 youth on average were being housed in Illinois juvenile correctional facilities at a per-capita annual cost of $70,827 per youth. Since 2005, the cost of a juvenile commitment has increased yearly to $111,000 in 2014. The cost per youth continues to increase as the Illinois Department of Juvenile Justice (IDJJ) has been increasingly successful in reducing its overall youth population in facilities every year since the Redeploy program began.

Redeploy Illinois began as a pilot project in four sites and 15 counties in 2005 and by the end of CY2014 had expanded to 12 sites covering 42 counties, with 16 of those counties beginning in 2014. A competitive bid resulted in three new sites covering eight counties and an additional eight counties were added as a result of the Redeploy Illinois Oversight Board (RIOB) encouraging existing sites to expand. Collectively, these programs have provided individualized intensive services to more than 2,500 youth during this nine-year period. The successful implementation of this program has resulted in these 42 counties reducing commitments to IDJJ by 58% from their baselines. These services have resulted in 1,793 fewer youth being committed to IDJJ over the program's first nine years and saving Illinois taxpayers more than $88 million in unnecessary incarceration costs.

In financial terms, in 2014, the average per-capita annual cost to serve a youth in the Redeploy Illinois program was $5,912. This is approximately 5.3% of the per-capita annual cost to house a youth in an IDJJ facility ($111,000). During the 2014 project period, sites redeployed 296 youth saving Illinois taxpayers nearly $15 Million in unnecessary incarceration costs.

In 2014, the RIOB made a commitment to improving data collection for the program. Several gains were made in this area and will continue to be made into the future. The RIOB and staff have been working with providers to track the prevalence of identified mental health, substance abuse, trauma, chronic truancy and other issues experienced by the youth involved in this program and the extent to which programs have been able to provide services to address those needs. Further, data collection has begun in an effort to measure the positive impacts the Redeploy Illinois program is achieving with regards to reducing risk factors and increasing protective factors in the youth served.

From the human perspective, the approximately 2,500 youth served in the program over the past nine years have been provided with a second chance at becoming contributing, law-abiding citizens of their respective communities. In 2014, 483 of the 506 youth referred to the Redeploy

program were provided with this second chance. Beyond saving dollars, the program mends lives and saves families.

The passage of Public Act 98-0060 addressed a significant barrier to implementation of the Redeploy Illinois program in Cook County and as a result, the Redeploy Board was able to re-engage the county in discussions.

In 2014, each Redeploy program site met or exceeded the minimum 25% reduction requirement while the analysis of detention data did not indicate that detention was not being utilized in lieu of IDJJ commitments.

Evidence increasingly supports the conclusion that Redeploy Illinois provides a significant return on investment in terms of financial and human resources. The Redeploy Illinois Annual Report presents data, analysis, and findings substantiating this claim. Further, the report highlights efforts related to expansion in new counties and presents the program's activities and highlights during both Fiscal Year and Calendar Year 2014.

NOTE: As of July 2015, Redeploy Illinois is serving 46 Counties through 13 program sites. This can be seen in the Map on page 29.

PROGRAM OVERVIEW

Program Name:
Redeploy Illinois

Program Oversight:
Redeploy Illinois Oversight Board (RIOB); Illinois Department of Human Services

Program Authorization:
730 ILCS 110/16.1

Program Funding Type:
State General Revenue Funding

Goals:
To decrease juvenile incarceration through the creation of evidence-based community programs that maintain public safety and promote positive outcomes for youth.

Outcomes:
Reduced commitment to IDJJ; improved outcomes for youth and families.

Program Description:
The Redeploy Illinois program grants funds to counties or groups of counties that will establish a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders who would otherwise be incarcerated if those local services and sanctions were not available, as required by 730 ILCS 110/16.1. In exchange for these program funds, the provider agrees to reduce the number of Redeploy Illinois eligible commitments from that county (ies) by a minimum of 25%.

Target Population:
Redeploy eligible youth include any youth under the jurisdiction of the juvenile court, not currently in IDJJ, that are facing a possible commitment to IDJJ for a charge other than murder or a Class X forcible felony. Redeploy eligible commitments exclude minors sentenced based upon a finding of guilt of first degree murder or an offense which is a Class X forcible felony as defined in the Criminal Code of 1961.

Stakeholders:
Redeploy Illinois Oversight Board; State Agency Partners: Illinois Department of Human Services; Illinois Department of Juvenile Justice; Illinois Department of Children and Family Services; Administrative Office of the Illinois Courts; Illinois Criminal Justice Information Authority; and the Illinois State Board of Education; Community Partners include: County Boards; Law Enforcement; County Probation and Court Services; Judges, States Attorneys, Public Defenders etc. Treatment Providers; Social Service Providers; Education; Juvenile Justice Councils; faith-based, businesses, neighborhood organizations etc.

Program Sites / Counties Served:

As of January 2016, Redeploy is serving 46 counties through 13 program sites.

1. *Jefferson County Site (2ⁿᵈ Judicial Circuit)*: Jefferson, Crawford, Lawrence, Richmond, Wayne, Edwards, Wabash, Franklin, Hamilton, White, Gallatin and Hardin Counties
2. *St. Clair County Site (20ᵗʰ Judicial Circuit)*: St. Clair County, Washington, Monroe, Randolph and Perry Counties
3. *Macon County Site*: Macon County
4. *Peoria County Site*: Peoria and Tazewell Counties
5. *Montgomery County Site (4ᵗʰ Judicial Circuit)*: Montgomery, Christian, Shelby, Fayette, Effingham, Jasper, Clinton, Marion and Clay Counties
6. *Lee County Site*: Lee County
7. *Madison County Site*: Madison County
8. *McLean County Site*: McLean County
9. *LaSalle County Site (13ᵗʰ Judicial Circuit)*: LaSalle, Bureau and Grundy Counties
10. *Kankakee County Site (21ˢᵗ Judicial Circuit)*: Kankakee and Iroquois Counties
11. *Winnebago County Site*: Winnebago County
12. *Union County Site (1ˢᵗ Judicial Circuit)*: Union County, Jackson County, Johnson County, Massac County, Pope County, Saline County, and Pulaski County *
13. *Sangamon County Site*: Sangamon County *

*These two counties began outside the report period and are therefore not otherwise included in this 2014 Annual Report. (Sangamon – began 4/2015 and Pulaski began 1/2016.)

Program Logic Model

Eligibility:

Any youth under the jurisdiction of the juvenile court, not currently in IDJJ, that is facing a possible commitment to IDJJ for a charge other than murder or a Class X forcible felony.

Goal:

To decrease juvenile incarceration through the creation of evidence-based community programs that maintain public safety and promote positive outcomes for youth.

Inputs:

- ❑ Redeploy Illinois Statute
- ❑ Grant Funding
- ❑ Training
- ❑ Technical Assistance
- ❑ Annual Report to Governor and General Assembly
- ❑ Redeploy Illinois Oversight Board
- ❑ ICJIA /IDHS – Data Collection and Analysis Support
- ❑ Monthly Data Reporting
- ❑ Probation Staff
- ❑ Illinois Department of Juvenile Justice
- ❑ Judges; States Attorneys; Public Defenders
- ❑ County Boards

- ❑ Local Data
- ❑ Research
- ❑ YASI Data Systems (AOIC/eCornerstone)

Activities:
- ❑ Youth Assessment Screening Instrument (YASI)
- ❑ Cognitive Education and Treatment
- ❑ Community Restorative Boards
- ❑ Employment-Related Services
- ❑ Global Positioning System Monitoring
- ❑ Home Detention
- ❑ Individualized Staffing
- ❑ Mental Health Counseling and Treatment
- ❑ Multidisciplinary Case Review Meetings
- ❑ Parent/Family Support Services
- ❑ Positive Recreational Activities
- ❑ Mentoring Services
- ❑ Psychological and Psychiatric Evaluations
- ❑ Substance Abuse Counseling and Treatment
- ❑ Court Diversion Programs
- ❑ Tele-Psychiatry
- ❑ Transportation Services
- ❑ Trauma Screening / Services
- ❑ Tutoring and Educational Advocacy
- ❑ Victim-Related Services
- ❑ Aggression Replacement Training
- ❑ Washington Aggression Interruption Training
- ❑ Functional Family Therapy
- ❑ MultiSystemic Therapy
- ❑ Parenting with Love and Limits
- ❑ Conduct regular community stakeholder meetings
- ❑ Educate the community about JJ System Practitioners and current Juvenile Research
- ❑ Advocacy

Strategies:
- ❑ Implement programming that diverts Redeploy eligible youth from IDJJ commitments
- ❑ Implement policies that ensure local responsibility and authority for planning, organizing, and coordinating service resources in the community
- ❑ Establish a continuum of local, community-based sanctions and treatment alternatives
- ❑ Ensure appropriate risk, assets and needs assessments are utilized
- ❑ Develop, implement and complete individualized care plans based on identified needs from appropriate assessments
- ❑ Provide community-based services to youth in the least restrictive setting possible
- ❑ Implement programming that is research or evidence-based as proven or promising
- ❑ Implement non-traditional services and programs that supplement EBP
- ❑ Develop offender accountability through restorative justice practices that ensure offenders understand how their actions have affected others and take responsibility for their actions
- ❑ Empower communities to take responsibility for the well-being of its members

- ❑ Increase youth competencies and protective factors
- ❑ Ensure youth receive necessary mental health, substance abuse and education and employment services
- ❑ Involve the family in the provision of services
- ❑ Implement strategies that foster commitment and involvement of local stakeholders
- ❑ Data driven decision making

Intermediate Outcomes:

In Redeploy Illinois Counties:
- ❑ Increase the number of Redeploy eligible youth diverted from IDJJ
- ❑ Increase use of community-based treatment alternatives
- ❑ Increase the number of RI youth successfully completing the RI program
- ❑ Increase protective factors for RI youth
- ❑ Decrease risk factors for RI youth
- ❑ RI youth will receive services to address identified needs (Mental Health, Substance Abuse, Trauma, Educational or Learning Disabilities, Truancy, Life Skills, etc.)
- ❑ Improve education performance/outcomes for RI youth
- ❑ Increase family functioning and stability for RI youth
- ❑ Decrease new adjudications for RI youth

Long-term Outcomes:

In Redeploy Illinois Counties:
- ❑ Decrease juvenile incarceration
- ❑ Reduce reliance on IDJJ
- ❑ Reduce juvenile recidivism
- ❑ RI youth will be employed
- ❑ RI youth will have a HS Diploma or GED
- ❑ RI youth will be in a stable living arrangement
- ❑ RI outh will have an increase in positive adult relationships

2014 Performance Measures and Outcomes

All youth referred to the Redeploy Illinois program go through a screening process to determine if they will be accepted for services. Each program site has its own process to determine eligibility and in some instances sites institute stronger restrictions on eligibility. In each case, youth are assessed to determine their level of risk, assets and service needs.

In 2014, **506** youth were referred to the program and received some level of service. Of those **506** youth, **483** or **95.5%** of the youth referred were accepted into the program for further services. Reasons for non-acceptance of the **23** youth included:
1) Individualized assessments determined that other, non-Redeploy program services were more appropriate;
2) Youth was determined to be non-eligible based on site specific requirements (examples: program requires parent participation; program excludes all youth charged with any sex offense); and
3) Youth was sent to IDJJ or County Detention on pending charges while awaiting program acceptance.

It is expected that youth served in the program will receive an initial YASI assessment; additional assessments as necessary; and, have an individualized case plan developed and implemented. The following measures demonstrate the extent to which this was accomplished. The data considers only those youth that were discharged during the 2014 program year.

Of the 255 youth that exited the program in 2014:
- ❑ **98%** of youth exiting the program had received an initial full YASI assessment.
- ❑ **100%** of assessed youth had an individualized case plan developed.
- ❑ **76%** of youth successfully completed the program.

Although it varies from youth to youth, participants who are successfully discharged from the program have generally completed program goals, are in school and/or are employed, are more engaged in school, have increased positive peer relations and experience increased family support. Youth who are unsuccessfully discharged generally have failed to meet program requirements and /or have been re-arrested, failed to appear in court or violated a court order. Youth who are neutrally discharged tend to be youth who have been assessed to need other intensive services not provided in the program such as inpatient services or have moved/transferred to a different jurisdiction. In some instances, programs have reported a youth as neutrally discharged when he or she has successfully completed probation but not necessarily completed all of their case plan goals.

Tracking of Data Points: The Redeploy Oversight Board (RIOB) has been tracking the prevalence of identified mental health and/or substance abuse issues in Redeploy program youth and the extent to which programs are able to provide some level of service to address those identified needs. In some instances, youth may be referred to other treatment providers in the community for more intensive services in addition to services provided within the program

directly. The figures provided below are for the **227 (89%)** discharged youth that received both an initial assessment and a closing assessment at program discharge during the 2014 program year.

- ❑ **46%** of youth were identified with Mental Health needs. (118 of 255)
- ❑ **86%** of youth with identified Mental Health needs received services to address those needs. (101 of 118 youth identified)
- ❑ **48%** of youth were identified with Substance Abuse needs. (122 of 255)
- ❑ **93%** of youth with identified Substance Abuse needs received services to address those needs. (113 of 122 youth identified)

For 2014, the Board also monitored chronic truancy, learning disabilities and trauma issues.
- ❑ **75%** of youth with identified chronic truancy needs received services to address those needs (80 of 106 youth identified)
- ❑ **79%** of youth with identified learning disability needs received services to address those needs (31 of 39 youth identified)
- ❑ **92%** of youth with identified trauma needs received services to address those needs (61 of 66 youth identified)

Providers identified several reasons to explain why a youth may have identified needs in a particular area that are not addressed, including: 1) assessment identified service needs that were unrelated to the presenting problem; 2) assessment identified service needs that had already been addressed; 3) assessment identified service needs that were already being addressed elsewhere; and, 4) assessment identified service needs that were either not available or of limited availability in the community.

In 2014, the RIOB also requested data from the sites regarding changes to risk and protective factors in youth as determined by comparing the initial and closing YASI assessments. Risk factors are the predictors of future delinquent behaviors while protective factors are the characteristics and resources of youth and their families that help to insulate or buffer them from negative outcomes. During the 2014 program year **89%** of discharged youth received both an initial and a closing assessment. Of those youth, **62%** had a decrease in risk factors and **59%** had an increase in protective factors.

Average Time in Program
- ❑ Average length of stay overall – 6.8 months
- ❑ Average length of stay for successful discharges – 8.1 months
- ❑ Average length of stay for unsuccessful discharges – 5.2 months
- ❑ Average length of stay for neutral discharges – 5.3 months

Additional Information
- ❑ **8%** of youth were placed on an electronic monitoring device
- ❑ **42%** of youth participated in a Restorative Justice Activity
- ❑ **38%** of youth served received a non-IDJJ court evaluation
  - ▪ Of those youth, **10%** were committed to IDJJ based on the results (10 of 98 youth assessed)

25% Reduction Requirement

Each funded Redeploy Illinois program site is required by statute and contract to reduce its commitments to IDJJ by a minimum of 25% compared to their baseline and maintain that 25% reduction.

The baseline is determined by averaging the IDJJ commitment numbers of Redeploy eligible youth for the three years prior to program implementation. There is generally a one year lapse between the baseline years and the program start date. This is largely due to the timing of the release of IDJJ data, the planning and start-up periods, and the RFP and contracting process. This baseline is not readjusted each year.

Some of the Redeploy programs have project periods that coincide with the calendar year and some coincide with the state fiscal year. In this report, the most recent available IDJJ commitment data available for each provider is from Fiscal Year 2014 and for Calendar Year 2014. An analysis of the Redeploy program sites that were operational during 2014 determined that every site was in compliance with the minimum reduction requirement. An analysis was also conducted on the sites that were operational during Fiscal Year 2013 and Calendar Year 2013 as this data was not available at the time of the last annual report. This analysis also determined that each site met the minimum 25% reduction requirement.

This information is reported in greater detail in the Compliance & Cost Benefit section of this report.

The information that follows describes the youth who participate in the Redeploy Illinois program. The data analyzed are reported by program sites for the 2014 program period. These data were reported by providers to the Illinois Criminal Justice Information Authority through cumulative monthly statistical reports for the Redeploy Illinois program. These reports capture intake, demographic and legal history of the youth being served.

Presented below is a look into this information to help paint a picture of the youth served by the Redeploy Illinois program.

Overview of Redeploy Youth Served in 2014
- ❑ **85%** of the program youth are male
- ❑ **15%** of the program youth are female
- ❑ **54%** of the program youth are between 15-16 years old
- ❑ **20%** of program youth are between 13-14 years old
- ❑ **20%** of program youth were 17 years old
- ❑ **38%** African American *(African Americans represent 16% of youth population in sites)*
- ❑ **56%** Caucasian *(Caucasians represent 82% of youth population in sites)*
- ❑ **6%** Mixed/ Other *(Mixed/Other represent 2% of youth population in sites)*
- ❑ **5%** Hispanic/Latino *(Hispanics/Latinos represent 7% of youth population in sites)*
- ❑ **60%** of youth served were enrolled in traditional school and/or employed
- ❑ **4%** of youth served were enrolled in GED classes
- ❑ **26%** of youth served were enrolled in alternative education classes
- ❑ **10%** of youth served were not employed or enrolled in any education program (including school)

Juvenile Justice System Data
By statute, felonies are classified by seriousness of offense (730 ILCS 5/5-4.5-10). Class X and Class M are the most serious offense levels and youth charged with these offenses are not eligible for the Redeploy Illinois program. Class 1 felonies are the most serious and Class 4 felonies are the least serious. Felonies in the Criminal Code are classified, for the purpose of sentencing, as follows:

- ❑ Class 1 (730 ILCS 5/5-4.5-30), sentence of 4 to 15 years
- ❑ Class 2 (730 ILCS 5/5-4.5-35), sentence of 3 to 7 years
- ❑ Class 3 (730 ILCS 5/5-4.5-40), sentence of 2 to 5 years
- ❑ Class 4 (730 ILCS 5/5.4.5-45), sentence of 1 to 3 years

The table below shows the breakdown of the number of youth charged with different offenses by seriousness of offense (class level). This data was captured for **297** of the youth that were enrolled in the program during the 2014 program year. It is important to remember that youth may have been charged with more than one offense; therefore the totals may exceed the number of youth for which the data reflects.

Number of New Redeploy Youth (297) by Offense Type and Class, 2014
Table 1

Offense Type	Person	Property	Drug	Sex	Other	Violations	Total	% of total
Class X felony	0	1	0	3	0	0	4	1.00%
Class M felony	0	0	0	0	0	0	0	0.00%
Class 1 felony	5	29	0	0	2	3	39	9.73%
Class 2 felony	20	54	2	3	1	4	84	20.95%
Class 3 felony	39	20	0	0	2	5	66	16.46%
Class 4 felony	30	24	4	0	6	5	69	17.21%
Class A misdemeanor	48	41	4	4	6	7	110	27.43%
Class B misdemeanor	1	3	0	0	0	0	4	1.00%
Class C misdemeanor	2	1	1	0	5	0	9	2.24%
Status offense	0	0	0	0	7	1	8	2.00%
Other	2	3	0	0	2	1	8	2.00%
Total	**147**	**176**	**11**	**10**	**31**	**26**	**401**	**100.00%**
% of total	**36.66%**	**43.89%**	**2.74%**	**2.49%**	**7.73%**	**6.48%**		

❑ The most common offense types reported were property offenses, followed by person offenses. These combined to account for nearly **81%** of all offenses.

❑ The most common offense classes reported were Class A misdemeanors, followed by Class 2 felonies. These combined to account for more than **48%** all offenses.

❑ The majority of property offenses were Class 2 felonies while the majority of person offenses were Class A misdemeanors.

❑ There were relatively few clients charged with offenses that fell below a Class A misdemeanor. Only **29** of the charges filed fell within one of these lower-level categories.

The tables below provide both the legal status and legal history of the youth served in the Redeploy program during the 2014 program year. This data is captured at program admission. It is important to note that each table only includes data reported on **297** of the new youth enrolled into the Redeploy program in 2014. However, in both tables youth may fall into more than one category. For example, a youth may be on probation AND in the process of completing community service at the time of admission to the program.

Legal Status at Admission, 2014
Table 2

Legal Status - Current	Male	Female	Total
Conditional discharge	1	0	1
Continued under supervision	10	3	13
Court supervision	19	3	22
Diversion program	3	1	4
Parole	1	0	1
Has pending court case	26	2	28
Probation	205	30	235
Completing public service work	20	5	25
Pending adjudication	8	0	8
Has pre-trial conditions in place	14	7	21
DCFS involved	2	0	2

Prior Legal History of Youth at Admission, 2014
Table 3

Prior Legal History	Male	Female	Total
Has prior station adjustments	26	2	28
Has prior arrests	168	25	193
Referred to court – no detention	85	20	105
Referred to court – with detention	112	11	123
Referred to court – IDJJ commitment	2	0	2
No criminal history	76	13	89

When considering the two tables above:
- ❑ **79% (235)** of youth served were on probation at the time of admission to the program;
- ❑ **65% (193)** of youth served had prior arrests on their record.
- ❑ **42% (125)** of youth served had prior secure detention/IDJJ stays.
- ❑ **30% (89)** of youth served had no reported criminal history prior to the current Redeploy offense.

SITE COMPLIANCE OVERVIEW

Each funded Redeploy Illinois program site is required by statute and contract to reduce its commitments to the Illinois Department of Juvenile Justice (IDJJ) by a minimum of 25 % compared to their baseline. The Public Act allows for authorization of a smaller reduction if certain criteria are met. Compliance with this requirement is assessed annually based on the individual sites' approved project period.

Determining the Project Period:
A project period will either be a state fiscal year or a calendar year. The project period is established for each site based upon the timeline of their initial Redeploy contract agreement. Because agreements may be put into place at any time during the year, a project period is established based on the proximity of the contract start date to the beginning of project period. Further consideration is also given for a period of start-up not to exceed 3 months unless otherwise approved by the Redeploy Illinois Oversight Board (RIOB). During this start-up period, sites are not held accountable for meeting the 25% reduction requirement. Depending on how this falls within the calendar, it may be necessary for compliance in the first year to be pro-rated.

Calculating the Baseline:
Baseline information is calculated using the most recent (and available) Redeploy eligible commitment data provided by the IDJJ. The most recent three years of data are averaged together to establish the baseline by which the 25% reduction requirement is measured.

If multiple counties are included within the site, commitments are first added for all counties by year. Then the totals for each of the three years are averaged to get the baseline. The resulting average is always rounded up because you cannot have a partial youth.
   Example: 30+26+35=91 91 divided by 3 = 30.333. In this example the baseline would be 31.

Calculating the minimum reduction requirement:
The minimum reduction requirement is calculated by taking 25% of the baseline and then rounding up. This can also be stated as "Commitments cannot exceed…." by then subtracting the rounded result from the baseline.
   Example: Baseline = 31. 31 x .25 (25%) = 7.75 In this example the minimum reduction requirement is 8.
   Example: Minimum reduction requirement = 8 as determined in the above example. Baseline 31 minus 8 = 23. Commitments may not exceed 23.

Calculating Penalties:
The RIOB, in accordance with the Redeploy Illinois statute, is required to impose a penalty for each youth committed to IDJJ that exceeds the approved reduction requirement of the site's baseline number. The maximum penalty for each court evaluation/bring back order may not exceed $2,000 for each commitment. The maximum penalty for each full commitment may not

exceed $4,000. No penalty may be imposed on any site unless they exceed the approved reduction requirement of their baseline in any single 12 consecutive month project period. Each excess commitment will be reviewed to ascertain commitment type. This is the basis upon which any penalty is calculated. The data used to calculate commitments for a given project period will be provided by the Illinois Department of Juvenile Justice.

Example: Penalties will be imposed on all commitments over 23. 26 youth are committed during the project period. Youth number 24 and 25 received a full commitment and youth number 26 was a bring back/court evaluation. A full commitment = $4,000 and a court evaluation = $2,000. This site would have up to a $10,000 penalty imposed.

Site Compliance Details

2005 PROGRAM SITES

2nd Judicial Circuit

Site Name: 2nd Judicial Circuit
IDHS Grantee: Jefferson County Board
Service Area: Jefferson, Crawford, Lawrence, Richmond, Wayne, Edwards, Wabash,
        Franklin, Hamilton, White, Gallatin and Hardin Counties (Second Judicial Circuit)
Approved Project Period: Calendar Year
Compliance Start Date: January 1, 2005
Approved Baseline: 40 (CY2001 – CY2003)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 30.

Macon County

Site Name: Macon County
IDHS Grantee: Macon County Probation and Court Services
Service Area: Macon County
Approved Project Period: Calendar Year
Compliance Start Date: January 1, 2005
Approved Baseline: 51 (CY2001 – CY2003)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 38.

Peoria County

Site Name: Peoria County
IDHS Grantee: Peoria County Board
Service Area: Peoria County, Tazewell County
Approved Project Period: Fiscal Year
Compliance Start Date: July 1, 2005
Approved Baseline: 78 (FY2001 – FY2003)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 58.

St. Clair County (20th Judicial Circuit)

Site Name: St. Clair County (20th Circuit)
IDHS Grantee: St. Clair County Board
Service Area: St. Clair County, Washington, Monroe, Randolph and Perry Counties (20th
        Judicial Circuit)
Approved Project Period: Fiscal Year
Compliance Start Date: July 1, 2005
Approved Baseline: 83 (See Below)
- ❑ 7/1/05 – 6/30/07 = 86 (CY2004)
- ❑ 7/1/07 – 6/30/14 = 74 (CY2003 – CY2005)
- ❑ 7/1/14 – present = 83 (St Clair CY2003 – CY2005 = 74 + additional counties
  CY2010 – CY2012 = 9)

Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 63.
- ❑ 7/1/05 – 6/30/07 = Penalties were to be imposed on all commitments over 64.
- ❑ 7/1/07 – 6/30/14 = Penalties were to be imposed on all commitments over 55.
- ❑ 7/1/14 – present = Penalties will be imposed on all commitments over 63.

Note: Washington, Monroe, Randolph and Perry Counties were added July 1, 2014.

2009 PROGRAM SITES

<u>Montgomery County (4th Judicial Circuit)</u>

Site Name: Montgomery County (4th Judicial Circuit)
IDHS Grantee: County of Montgomery
Service Area: Montgomery, Christian, Shelby, Fayette, Effingham, Jasper, Clinton, Marion and Clay Counties (Fourth Judicial Circuit)
Approved Project Period: Calendar Year
Compliance Start Date: January 1, 2009
Approved Baseline: 47 (See Below)
- ❑ 1/1/09 – 12/31/09 = 37 (CY2005 – CY2007)
- ❑ 1/1/10 – Present = 47 (original counties CY2005 – CY2007 = 37 + additional counties CY2005-CY2007 = 10)

Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 35.
- ❑ 1/1/09 – 12/31/09 = Penalties were to be imposed on all commitments over 27.
- ❑ 1/1/10 – present = Penalties will be imposed on all commitments over 35.

<u>Lee County</u>

Site Name: Lee County
IDHS Grantee: Lee County Board
Service Area: Lee County
Approved Project Period: Calendar Year
Compliance Start Date: April 1, 2009
Approved Baseline: 11 (CY2005 – CY2007)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 8.

<u>Madison County</u>

Site Name: Madison County
IDHS Grantee: Madison County Board
Service Area: Madison County
Approved Project Period: Calendar Year
Compliance Start Date: April 1, 2009
Approved Baseline: 33 (CY2005 – CY2007)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 24.

<u>McLean County</u>

Site Name: McLean County
IDHS Grantee: McLean County Court Services
Service Area: McLean County
Approved Project Period: Calendar Year
Compliance Start Date: April 1, 2009
Approved Baseline: 23 (CY2005 – CY2007)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 17.

2012 PROGRAM SITES

LaSalle County
Site Name: LaSalle County
IDHS Grantee: LaSalle County Probation and Court Services
Service Area: LaSalle, Bureau and Grundy Counties (13th Judicial Circuit)
Approved Project Period: Calendar Year
Compliance Start Date: May 1, 2012
Approved Baseline: 27 (See Below)
- ❑ 5/1/12 – 12/31/13 = 20 (CY2008 – CY2010) LaSalle
- ❑ 1/1/14 – present = 27 (LaSalle CY2008 – CY2010 = 20 + additional counties CY2010 – CY2012 = 7)

Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 21.
- ❑ 5/1/12 – 12/31/13 - Penalties were to be imposed on all commitments over 15.
- ❑ 1/1/14 – present = Penalties will be imposed on all commitments over 21.

Note: Bureau and Grundy Counties were added January 1, 2014.

2014 PROGRAM SITES

Winnebago County
Site Name: Winnebago County
IDHS Grantee: County of Winnebago
Service Area: Winnebago County
Approved Project Period: Calendar Year
Compliance Start Date: January 1, 2014
Approved Baseline: 78 (CY2010 – CY2012)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 58.

Kankakee County (21st Judicial Circuit)
Site Name: Kankakee County
IDHS Grantee: Kankakee County Circuit Court Probation Department
Service Area: Kankakee and Iroquois Counties (21st Judicial Circuit)
Approved Project Period: Calendar Year
Compliance Start Date: January 1, 2014
Approved Baseline: 16   (CY2010 – CY2012)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 12.

Union County (1st Judicial Circuit)
Site Name: Union County
IDHS Grantee: Union County
Service Area: Union County, Jackson County, Johnson County, Massac County, Pope County, and Saline County
Approved Project Period: Calendar Year
Compliance Start Date: January 1, 2014
Approved Baseline: 11 (CY2010 – CY2012)
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 8.

COST BENEFIT OVERVIEW

The Redeploy Illinois program saves the State far more than the annual appropriation. In the first nine years of the program, participating counties sent 1,285 juveniles to IDJJ state facilities. This is a steep decline from the projected 3,078 youth that were likely to have been sent to IDJJ, based on the previous three-year trend; it represents a 58% reduction in commitments over the life of the program. Given the current $111,000 per-capita annual cost to house a juvenile in an IDJJ facility, the savings to state taxpayers are considerable.

In Fiscal Year 2005, when the program began, the per-capita cost for a 12-month juvenile commitment was $70,827. The average length of stay for a delinquency commitment was 8.8 months ($51,940) and the average length of stay for a court evaluation commitment was 3.5 months ($20,658). Since 2005, the cost of commitment has increased yearly to $111,000 in 2013 and in 2014*. However, the most current cost data published by the Department of Juvenile Justice continues to reflect 2005 expenses. Therefore, the cost analysis below reflects the 2005 cost information and average lengths of stay by commitment type. *For this reason, the analysis below represents a very conservative estimate of savings.*

Analysis Methodology
The methodology for calculating the cost avoidance represented by the Redeploy program involved several steps:

1) Compare the baseline eligible commitment number to the observed number of eligible commitments for a given year. The baseline is the average number of eligible commitments reported for a site during the years preceding the award of a Redeploy grant. [There is one exception, St. Clair County, for two baselines reused. Because St. Clair County experienced a 150% increase in eligible commitments from 2001 to 2004, the Redeploy Illinois Oversight Board allowed St. Clair County to use the single preceding year (2004) as its initial baseline (86 commitments). Beginning in the 3rd year of implementation, the RIOB adjusted the baseline to be the average number of eligible commitments for 2003-2005 (74 commitments).] The difference between the baseline and eligible commitments for a given year are considered to be youth who have been diverted from commitment or Redeployed.

2) Determine among redeployed youth the number that would have been committed for evaluation and full commitment. According to IDJJ (2005), 9% of new admissions are for a court evaluation. Therefore, the factors of .09 and .91 were applied to the number of redeployed youth.

3) The costs associated with commitment were then applied to the number of redeployed youth. The average length of stay for a delinquency commitment was 8.8 months ($51,940) and the average length of stay for a court evaluation commitment was 3.5 months ($20,658).

Note: Annual per-capita cost reported to IDHS by IDJJ.

Program Compliance & Cost Avoidance
2013

The 2013 data is being presented in the 2014 Redeploy Annual Report because the data was not available from the Illinois Department of Juvenile Justice at the time the 2012-2013 Annual Report was released.

The table below presents the 2013 year's cost analysis and reduction percentages for each of the Redeploy sites. For St. Clair County and Peoria County, the program period is FY2013; for the remaining sites the program period is CY2013.

During the 2013 program period, **120** youth were committed to IDJJ from Redeploy Illinois counties. According to the previous trend/baseline data, this represents a **69%** reduction from the estimated **357** youth who would otherwise have been sent to IDJJ from these counties during this period. In 2013, **248** fewer youth were committed to IDJJ from Redeploy Illinois counties, saving Illinois taxpayers more than **$12.6 million** in unnecessary incarceration costs.

Table 4

Program	Project Period	3 Year Baseline	Eligible Commitments	% Reduction from Baseline	Number Redeployed	Cost Avoidance
Redeploy Illinois 2013 Program Compliance & Cost Avoidance by Site						
Jefferson (2nd Circuit)	CY	40	10	75%	30	$1,473,738.60
Macon	CY	51	12	76%	39	$1,915,860.18
Peoria	FY	78	44	44%	34	$1,670,237.08
St. Clair	FY	74	9	88%	65	$3,193,100.30
Montgomery (4th Circuit)	CY	47	24	49%	23	$1,129,866.26
Lee	CY	11	0	100%	11	$540,370.82
Madison	CY	33	8	76%	25	$1,228,115.50
McLean	CY	23	2	91%	21	$1,031,617.02
LaSalle	CY	20	11	45%	9	$442,121.58
2013 Total		**357**	**120**	**69%**	**248**	**$12,625,027.34**

Average cost per Redeployed youth (248) = $9,040.71

Average cost per youth served (391) = $5,734.26

Program Compliance & Cost Avoidance
2014

The table below presents the most recent available year's cost analysis and reduction percentages for each of the Redeploy sites. For St. Clair County and Peoria County, the program period is FY2014; for the remaining sites the program period is CY2014.

During the 2014 program period, **184** youth were committed to IDJJ from Redeploy Illinois counties. According to the previous trend/baseline data, this represents a **64%** reduction from the estimated **462** youth who would otherwise have been sent to IDJJ from these counties during this period. In 2014, **296** fewer youth were committed to IDJJ from Redeploy Illinois counties, saving Illinois taxpayers nearly **$15 million** in unnecessary incarceration costs.

Table 5

Redeploy Illinois 2014 Program Compliance & Cost Avoidance by Site						
Program	**Project Period**	**3 Year Baseline**	**Eligible Commitments**	**% Reduction from Baseline**	**Number Redeployed**	**Cost Avoidance**
Jefferson (2nd Circuit)	CY	40	21	48%	19	$933,367.78
Macon	CY	51	14	73%	37	$1,817,610.90
Peoria	FY	78	36	54%	42	$2,063,234.04
St. Clair	FY	74	11	85%	63	$3,094,851.06
Montgomery (4th Circuit)	CY	47	29	38%	18	$884,243.16
Lee	CY	11	0	100%	11	$540,370.82
Madison	CY	33	4	88%	29	$1,424,613.98
McLean	CY	23	3	87%	20	$982,492.40
LaSalle	CY	27	18	33%	9	$442,121.58
Winnebago	CY	78	32	59%	46	$2,259,732.52
Kankakee	CY	16	8	50%	8	$392,996.96
Union	CY	11	8	27%	3	$147,373.86
Total 2014		**462**	**184**	**64%**	**296**	**$14,983,009.06**

Average cost per Redeployed youth (296) = $10,583.26

Average cost per youth served (506) = $6,191.00

Overall Redeploy Program Compliance & Cost Avoidance
2005 - 2014

Redeploy Illinois began as a pilot project in four sites in 2005 and by the end of CY2014 had expanded to twelve sites covering 42 counties. These programs have provided individualized intensive services to more than **2,500** youth during this period. Prior to implementation in these counties, the previous 3-year baseline indicated that **462** youth eligible for Redeploy services were being committed to IDJJ each year. Because of Redeploy Illinois, these counties have instead reduced commitments to IDJJ by **58%** from this baseline, resulting in **1,793** fewer youth being committed to IDJJ over the program's nine years saving Illinois taxpayers more than **$88 million** in unnecessary incarceration costs.

The table below depicts the overall cost analysis and reduction percentages for each of the Redeploy sites since the program began in 2005. For St. Clair County and for Peoria County the data is reflected through June 30, 2014; for the remaining sites the data is reported through December 31, 2014. The table further indicates that an estimated **3,078** youth would have been committed to IDJJ based on the previous trend data. Since implementation began, only **1,285** Redeploy eligible youth have been committed to IDJJ from these counties.

Table 6

Redeploy Illinois Program Compliance & Cost Avoidance by Site 2005 - 2014						
Program	**# of Program Years**	**Projected IDJJ Commitments (Baseline)**	**Actual IDJJ Commitments**	**% Reduction from Baseline**	**Number Redeployed**	**Cost Avoidance**
Jefferson (2nd Circuit)	9	390	175	55%	215	$10,561,793.30
Macon	9	498	208	58%	290	$14,246,139.76
Peoria	9	683	402	41%	281	$13,804,018.22
St. Clair	9	678	152	78%	526	$25,839,550.12
Montgomery (4th Circuit)	6	263	151	43%	112	$5,501,957.44
Lee	6	61	3	95%	58	$2,849,227.96
Madison	6	182	67	63%	115	$5,649,331.30
McLean	6	127	27	79%	100	$4,912,461.98
LaSalle	3	61	35	43%	26	$1,277,240.12
Winnebago	1	78	32	59%	46	$2,259,732.52
Kankakee	3*	46	25	46%	21	$1,031,617.02
Union	1	11	8	27%	3	$147,373.86
Program Total		**3,078**	**1,285**	**58%**	**1,793**	**$88,080,443.60**

Average cost per Redeployed youth = $10,799.70*

Average cost per youth served - $7,653.70*

*NOTE: In the above table, Kankakee is listed as having 3 years in the program although they only began implementation in 2014. This is because from April 2009 through December 2010 they were a Redeploy site. Because this table captures the complete history of the program, the Kankakee figures from the former 2009/2010 program have been included.

Redeploy Illinois Planning Grants

The Redeploy Illinois Oversight Board (RIOB) requires that counties participate in a planning grant process to establish their eligibility for the program. The Redeploy Planning Grant is a non-competitive grant offered to eligible counties. These $10,000 to $15,000 grants are generally offered for a minimum of three months. Eligible counties are determined based on their Illinois Department of Juvenile Justice (IDJJ) commitment data over the preceding three calendar years. Counties that averaged 10 or more Redeploy eligible commitments qualify to participate. In addition, counties with fewer than ten commitments are able to participate if they come in as a group of counties that collectively meet the minimum average of ten commitments.

The RIOB and Redeploy staff work with each site to guide them in a process that includes conducting a needs assessment and data analysis of their current process for responding to the needs of juvenile offenders. Planning grant activities include but are not limited to:
- individual case data for all youth that were committed over the previous 3 years
- an assessment of the youth identified needs vs. services actually received
- identification of needed / unavailable services
- assessment of services offered in/around the community
- strategies for service development and delivery
- identification of potential eligible population
- local governance of juvenile justice issues
- data collection and analysis capabilities
- estimated costs to develop or expand alternatives for delinquent youth
- an assessment of the system's readiness for such a program
- feasibility of implementing a Redeploy Illinois program

2014 Redeploy Illinois Program Expansion

New Site Expansion:
In June of 2013, utilizing General Revenue funding, IDHS and the RIOB issued a request for proposal (RFP) intended to further expand the program throughout the state. Again, participation in the Redeploy planning grant process was a requirement for eligibility. Eleven current and former planning grant counties met the requirement (Cook, DuPage, Lake, Kane, Kankakee, Stephenson, Sangamon, Tazewell, Union (1st Circuit), Vermilion and Winnebago). Of those eligible planning grant counties, DuPage and Union would have needed to partner with additional counties to meet the minimum 3-year average commitment of ten.

Four applications were received from the following sites by the July 31, 2013 deadline. Kankakee County; Union County (application included Union, Jackson, Johnson, Saline, Massac and Pope Counties); Winnebago County and Cook County (application included four court calendars: 55 (Douglas, Grand Boulevard, Kenwood, Washington Park, Hyde Park and Englewood); 58 (Avondale, Logan Square, Edison Park, Norwood Park, Portage Park, Dunning, North Park, Albany Park, Irving Park, O'Hare, Belmont Cragin, and Hermosa); 60 (Lincoln Park, Near North

Side, Uptown, Lake View, Lincoln Square and Rogers Park); and 63 (Bridgeport, McKinley Park, Brighton Park and Lower West Side).

On August 29, 2013, IDHS received a letter from Cook County officially withdrawing their application from consideration.

The remaining applications were funded on October 1, 2013 with program implementation to officially begin in January 2014.

Veteran Site Expansion:
The Redeploy program continued its efforts to expand looking inward to existing program sites and working with them to explore the possibility of expanding into additional counties within their circuits that would not otherwise be eligible. These efforts proved fruitful with planning funds being made available at various points in the 2014 year to 4 veteran sites to undergo planning efforts with the anticipated expansion counties. By the end of calendar year 2014, each of the sites exploring expansion had agreed, and moved forward with programming in those new Redeploy counties.

The list below identifies the veteran Redeploy site, the date Redeploy programming officially began in the new counties, and the additional counties that came on board.
- ❑ **St. Clair County – 1/1/2014** - Expansion throughout the 20th Judicial Circuit (Monroe, Randolph, Washington, and Perry Counties)
- ❑ **LaSalle County – 1/1/2014 -** Expansion throughout the 13th Judicial Circuit (Bureau and Grundy Counties)
- ❑ **Kankakee County* – 1/1/2014** - Expansion throughout the 21st Judicial Circuit (Iroquois County)
- ❑ **Peoria County** – 1/1/2015 - Expansion to Tazewell County

*NOTE: Although Kankakee was a new site in 2014, the RIOB was able to successfully encourage them to expand to include Iroquois County thereby providing coverage to the entire 21st Judicial Circuit.

Additional Expansion Progress:
The RIOB and staff worked extensively over 2014 with Sangamon County representatives providing technical assistance and support regarding the possibility of Sangamon County becoming the next Redeploy Illinois new site. Again, following a period of further planning and data analysis, Sangamon County was expected to become the newest Redeploy Illinois site in July 2015.

Public Act #98-0060:
Public Act #98-0060 addressed a significant barrier to implementation of the Redeploy Illinois program in Cook County by allowing the RIOB to fund a plan to serve a clearly identifiable geographical subdivision of the county. This would allow the Redeploy program to be funded in a specific portion of the county, such as a police district or group of police districts, a court calendar or group of court calendars, a municipal district or group of municipal districts, or a municipality or group of municipalities while still holding them accountable for meeting all other requirements of the program.

As a direct result of Public Act #98-0060 addressing this barrier, the RIOB was able to issue another planning grant to Cook County, this time for a data analysis that would include the entire county. Ultimately, the county was unable to begin implementation of their planning grant prior to

their FY2014 grant expiration. As a result, the planning grant was re-issued for implementation in FY2015.

Redeploy Illinois Focused

The Redeploy Illinois Focused Program builds on the success of Redeploy Illinois, recognizing the value of providing services for juveniles that reside in a county that does not meet the criteria for Redeploy Illinois funding. The Redeploy Illinois Focused Program considers funding requests for individualized community-based services to Redeploy eligible youth to avoid commitment to IDJJ. Requests for multiple youth are not considered. Each request must be for a single youth.

County units of government in a county that: 1) does not have a current Redeploy program, and 2) has committed fewer than 10 Redeploy eligible youth to the Department of Juvenile Justice on average over the previous 3 years are eligible to submit a request for Redeploy Focused funding.

Redeploy Illinois staff screen each application: for completeness to ensure the applicant is eligible and to ensure the application is for a single youth. If accepted, the application is forwarded to the Redeploy County Review Committee, a subcommittee of the Redeploy Illinois Oversight Board, for review and consideration for funding. If the County Review Committee decides the application warrants funding, the recommendation will go before the Redeploy Illinois Oversight Board for approval. Procedures have been put in place to ensure that this is a timely process.

During the 2014 program year, applications were received from three eligible counties: Logan, Ogle, and DuPage. Each application was accepted and funding was utilized for services such as psychological and sex offender evaluations, psychiatric consultation and monitoring, sex offender treatment, individual & family counseling, and in-home bilingual therapy.

To learn more about the Redeploy Focused program or to submit an application please visit: http://www.redeployillinois.org/redeploy-illinois-focused-program

County Eligibility

The map that follows depicts Redeploy program eligibility as of the printing of this Annual Report. This map shows currently funded Redeploy program sites as well as those that have previously participated in the Redeploy Planning Grant process.   The most currently available 3-year average (CY2012-CY2014) Redeploy eligible commitment number is reflected in each non-funded county.

There are two counties that are eligible to become a Redeploy Illinois site that have not completed a Planning Grant (Champaign and Rock Island).

There are four counties that are eligible to become a Redeploy program site AND have also previously completed the Planning Grant process. These counties are: Cook, Kane, Lake, and Vermillion.

There are 50 counties, currently not participating in Redeploy, that have committed on average less than 10 Redeploy eligible youth over the previous three years (CY2012-CY2014) and are therefore eligible to request/receive funding under the Redeploy Illinois Focused Program.

As stated earlier, a county or group of counties is eligible to apply to be a Redeploy site so long as their combined 3-year average Redeploy eligible commitments is 10 or greater AND at least one of the counties has previously participated in the Redeploy Planning Grant process.

DATA COLLECTION & ANALYSIS

Since 2012, efforts have been underway to address serious deficiencies in the area of data collection and analysis discovered by the RIOB and staff. The following provides an update on the status of the steps that have been taken to date to address these concerns. Additionally, the system will also be collecting new data sets which are included below.

Redeploy staff are addressing data deficiency issues in a number of ways:

1) Program Development – Newly developed Redeploy Logic Model and Performance Measures were incorporated into the FY2014 Redeploy provider contracts.

2) Technical Assistance – Redeploy staff and consultants along with staff from ICJIA continue to reach out to providers offering technical assistance regarding data collection and analysis. With the implementation of the new performance measures and targets, much of the technical assistance was directed at how data can be gathered locally and analyzed to track and report on those measures. IDHS and ICJIA staff also provided a data session at the 2014 annual Redeploy All-Sites meeting.

3) ICJIA Data Collection – During calendar year 2014, Redeploy sites continued to report monthly data to ICJIA with the understanding that the December 2014 report would be the last report required. ICJIA offered to continue capturing monthly report data from sites should they choose to continue reporting.

4) IDHS Program Plan Data / Year-end Data Collection – IDHS continues to collect data from Redeploy sites as part of the annual program plan process and a year-end data survey. It is expected that once the new web-based system is in place and fully utilized that the year-end data report will no longer be collected and the data reported with the annual program plans will either be non-existent or significantly reduced.

5) Web-Based Reporting System – While programs continued in 2014 to report monthly data to ICJIA utilizing the revised monthly report, IDHS staff continued work to design and build out the web-based data reporting system discussed in the previous Redeploy Annual Report. While this has been a very time intensive and lengthy process with Phase One (client data) originally projected to be completed July 1, 2014, continued user testing and several revisions to data elements collected and requested system changes by users has resulted in a delay for the completion of Phase One. However, the system was up and running and more than 90% complete shortly after July 2014. Many Redeploy sites began entering data knowing that they may need to go back into the system and include additional information at a later date while several others chose to wait.

The system development has been a truly collaborative process. All Redeploy program sites have participated in several all-day, in-person meetings to discuss every aspect of the system and its development. The program staff truly helped to design the content of the system and to refine the data elements captured. Given the technical nature of the court process and the fact that each county does things a little differently, it proved challenging to capture the various possibilities regarding the legal history and status elements. As the system was utilized by many providers, minor challenges arose and were addressed with the help of the providers. We anticipate that further changes will be made as the project continues to grow and the desire to collect new and additional data elements will always exist.

Phase 2 and 3 will begin in late 2015 and will cover report development and the collection of administrative program data. It is expected that the next Redeploy Annual Report covering 2015, will begin to utilize data from the new system.

Staff received positive feedback from providers that this new system has successfully reduced the administrative burden on providers to prepare monthly data reports and annual plan data.

IDHS and the RIOB have high hopes for this process as it will create the capacity not only to analyze overall program data, performance and outcomes, but will also give the RIOB and individual program sites the ability to assess individual youth outcomes. The system will also enable more effective program management and decision making. Finally, the system will create the platform for measuring recidivism in a number of ways. Progress on the development and implementation of this data reporting system will be included in future annual reports.

Redeploy Data Reporting System

Redeploy providers are mandated to utilize the eCornerstone Web-based reporting system to capture information on all youth served in the program. Administrative data will be captured as well as participant-specific, case-level information.

The following is an overview of the various categories of information that is captured in the system for participants enrolled in Redeploy. Information captured includes but is not limited to:
- ❑ Demographics
- ❑ Referral Date / Acceptance Date
- ❑ County of Referral (In Cook County by Township & Court Calendar)
- ❑ Referral reason
- ❑ Referral source
- ❑ Probation Officer Assigned
- ❑ County of Probation
- ❑ Site of program service
- ❑ Assigned worker
- ❑ Living arrangement (at enrollment, discharge, & follow-up)
- ❑ Educational status (at enrollment, discharge, & follow-up)
- ❑ Employment status (at enrollment, discharge, & follow-up)
- ❑ Legal status (at enrollment, discharge, & follow-up)
- ❑ Legal history (at enrollment)
- ❑ Redeploy Case Specific Information
- ❑ Youth Assessment & Screening Instrument (YASI) (initial assessment, re-assessment, and closing assessment) questions and responses
  - o Closing YASI is required when an initial YASI has been submitted
- ❑ Additional assessment information is captured (Fitness and Competency Evaluation; Mental Health/Behavioral Assessment; Substance Abuse Assessment; Co-occurring Disorders Assessment; Trauma Assessment; Sex Offender Assessment; Educational Assessment; Life Skills Assessment; Other Assessment)

- ❑ Case Plan information, domains targeted (legal history; family; school; community & peers; alcohol & drugs; mental health; aggression; attitudes; skills; employment & free time) services planned, and service completion
- ❑ Outcome information (ex: Case Plan completion, change in protective factors, & change in risk factors)
- ❑ Case Information
    - o Living arrangement/placement info – number of different placements
    - o Restorative Justice participation
    - o Non-traditional court evaluation and subsequent DJJ commitment information
    - o Electronic monitoring information
    - o Chronic truancy information
    - o Learning Disability & services information
    - o Individual Care Grant information
- ❑ Discharge information
    - o Discharge reason
    - o Status at Discharge
        - ▪ Living arrangement
        - ▪ Educational status
        - ▪ Employment status
        - ▪ Legal status
        - ▪ Redeploy Case Information
    - o Discharge planning
- ❑ Number of Probation Contacts and # of Case Management Contacts with the youth & family in the following categories: (discharge & follow-up)
    - o Number that involved the youth only
    - o Number that involved the parent only
    - o Number that involved the youth & parent
    - o Number that were advocating on behalf of youth/family
    - o Number that were administrative in nature
- ❑ Follow-up information – including all status information, contacts and Redeploy Case information

Redeploy Site Visits and Assessments

Redeploy site visits are conducted with new sites and sites requiring technical assistance. For new site visits, the objective is to review progress and help address issues that the site is experiencing during its initial period of operation. Site representatives generally meet with Redeploy staff, member(s) of the Redeploy Illinois Oversight Board and at least one IDHS representative. Meetings include key stakeholders such as the Chief Judge, the Juvenile Judge(s), the States Attorney, the Assistant State's Attorney(s), the Probation and Court Services Director, the Probation Officer(s), the Juvenile Detention Center Manager and Juvenile Detention Staff. Individual meetings may also take place with these key stakeholders. One or more follow-up meetings are held to address concerns and to assess the progress and implementation of any recommendations that may have been offered to the sites.

During the 2014 program year, 16 counties, including three new sites, were added to the Redeploy program. The three new sites include: Winnebago County, Kankakee (and Iroquois) County, and Union (including Jackson, Johnson, Massac, Pope, Pulaski, and Saline) County. Bureau and Grundy Counties were added to the LaSalle site and Washington, Monroe, Randolph, and Perry Counties were added to the St. Clair site. Site visits were conducted with each new county.

Intensive Redeploy Site Assessments are conducted every three years. The 3-year site assessment provides important information regarding program milestones and accomplishments, collaboration, case study information, operational and organizational information and the strengths and weaknesses regarding data collection and self-assessment capabilities in the program. These comprehensive assessments take place on site and generally take two full days to complete. While on site, interviews are conducted with Redeploy site program staff, parents and/or guardians of the program youth and the youth. Interviews are also conducted with the Chief Judge, the Juvenile Judge(s), the States Attorney, the Assistant State's Attorney(s), the Probation and Court Services Director, the Probation Officer(s), the Juvenile Detention Center Manager, Juvenile Detention Staff, the Mayor and other local government officials, and local social service agencies.

There were no 3-year site assessments due to be conducted in 2014. Over the next two program years, 3-year site assessments will be due for the following counties: Union County (1st Circuit), Jefferson County (2nd Circuit), Macon County, McLean County, Kankakee/Iroquois Counties, Peoria/Tazewell Counties, Lee County, Madison County, the 13th Judicial Circuit (LaSalle, Grundy, Bureau) and the 4th Judicial Circuit.

In addition to the types of site visits mentioned above, staff from the IDHS Division of Family and Community Services conduct on-site compliance monitoring visits once every 3 years with each Redeploy Illinois grantee. During the 2014 project period, 7 Redeploy program sites received an on-site compliance monitoring visit. These included: Montgomery County (4th Circuit), Jefferson County (2nd Circuit), Lee County, Macon County, Madison County, McLean County, and Peoria County. None of the 7 required corrective action.

Separately, each year IDHS Contract Compliance staff conducts both on-site and desk audit reviews of IDHS funded agencies. These reviews focus on the agency as a whole regardless of the programs

funded and are based on submitted annual audits and agency risk assessments. In 2014, 7 counties that received Redeploy program funding received one of these audit reviews.
- ❑ Winnebago County: Closed, no findings and no further action required.
- ❑ Jefferson County: Closed, no findings and no further action required.
- ❑ LaSalle County Probation and Court Services: Closed, no findings and no further action required.
- ❑ Peoria County Board: Closed, no findings and no further action required.
- ❑ St. Clair County Board: Closed, no findings and no further action required.
- ❑ Lee County Board: Closed, resolved finding requiring a funding reconciliation (unrelated to the Redeploy program).
- ❑ McLean County Court Services: Closed, resolved finding requiring a funding reconciliation (unrelated to the Redeploy program).

eCornerstone Data System Development (User Group)

Five day-long in-person meetings were held in Bloomington, IL during the second half of 2014 to discuss the ongoing development and testing of the eCornerstone web-based reporting system for the Redeploy program. At these meetings,   representatives from each program site participated in in-depth discussion around data system content development and implementation issues and concerns. These meetings were critical to the development of the system. These meetings continue into the 2015 year. While these meetings serve their intended purpose, time was also set aside at each meeting to discuss site program issues and concerns. This proved to be a very beneficial use of time. As all providers were present at these meetings, sites were able to share individual issues and situations with the group and strategize around potential solutions.   These meetings have helped to strengthen relationships between program sites and have increased their capacity to problem solve amongst themselves thereby creating a stronger foundation for the program as a whole.

Trainings

To help ensure Redeploy sites receive the assistance needed to offer the community-based programming outlined in their program plans, training is provided throughout the year. All of the trainings are offered at no cost to the sites and continuing education credits were made available. During 2014, several counties joined the Redeploy Illinois program. Multiple trainings were specifically offered to target the needs of these new counties.

The training calendar was developed after gathering feedback from Redeploy sites on which types of workshops they found to be most beneficial for the continuum of services provided. The following is a list of the trainings offered for the 2014 program year with an overview of the workshop and training objectives.

Overview of Motivational Interviewing Training
Bloomington, IL | 20 Participants
> The main focus of this one-day Motivational Interviewing training was to partner with the individual to enhance motivation and resolve ambivalence about making a behavior change. The workshop provided an overview of motivational interviewing techniques and key elements for effective practice: Open-ended questions, Affirmations, Reflective listening and Summaries (O.A.R.S.) and Develop discrepancy, Express empathy, Amplify ambivalence, Roll with resistance

and Support self-efficacy (D.E.A.R.S.). By the end of training, participants learned at least two skills involved in Motivational Interviewing.

Cognitive Behavior Training (CBT)
Springfield, IL |18 Participants
This one-day training provided an overview of cognitive behavioral methods, which have demonstrated favorable outcomes in reducing recidivism for high-risk youth. These programs help clients become aware of the impact of attitudes, values and beliefs on behavior, and they provide clients with the skills to disrupt non-adaptive behavioral patterns.

Youth Assessment Screening Instrument: YASI/ Case Planning Training
Jonesboro, IL | Participants were specific to the 1st Circuit Redeploy program
This four-day training guided participants through a four-step model of effective Case Planning. The first step included training in the YASI (Youth Assessment Screening Instrument) computerized risk/protective assessment tool as well as skill development in interviewing. The second step aided participants in choosing appropriate interventions, as well as an introduction to a framework to increase client involvement. The third step reviewed the "what works" literature and the usage of this resource throughout the final step of the case planning model.

Working with Resistant Clients: Creating an Environment of Engagement Training
Peoria, IL | 23 Participants
This one-day training was intended to assist human service professionals in treating clients in all settings, who may be considered a highly difficult client to engage. This course offered reasons why clients are difficult and solutions to overcome these challenges, eliminate denial, increase motivation and make progress.

Crossroads Anti-racism Organizing & Training
Malta, IL | 33 Participants; Hanna City, IL | 22 Participants; Chicago, IL | 46 Participants
Three one-day trainings were provided to members of the Illinois Juvenile Courts and included an introduction to understanding systemic and/or institutionalized racism, its impact on culture, and a model of change.

Analyzing & Understanding Systemic Racism
Peoria, IL | 33 Participants
This 2 ½-day training provided members of the Illinois Juvenile Courts with an in-depth understanding of systemic and/or institutionalized racism, its impact on culture and a model of change. Participants built a common definition of racism and explored the historic development of institutional racism in the US. Participants examined ongoing realities of racism including the identity-shaping power that racism has in our institutions; explored racism's individual, institutional and cultural manifestations; and considered the link between racism and other forms of oppression. A strategic methodology to dismantle racism was introduced, focusing specifically on applying principles of organizing and social/cultural change.

Washington Aggression Interruption Training (WAIT)
Addison, IL | 11 Participants
This four-day training instructed local juvenile probation department staff and youth service providers on the WAIT curriculum consisting of three core components: social skills training, anger control training and moral reasoning. The model involves weekly sessions where youth

participants learn the tools which allow them to solve problems, make decisions, and interact positively in social situations. At the end of the training, participants developed effective teaching techniques focusing on role modeling, practicing new skills and critical thinking.

Thinking for a Change Training
Ottawa, IL | 11 Participants
This four-day facilitator training program offered youth service organizations and probation staff the materials and curriculum to implement the Thinking for a Change (T4C) model. T4C is an integrated, cognitive behavioral change program for youth that includes cognitive restructuring, social skills development, and development of problem-solving skills. The program consisted of three components: cognitive self-change, social skills, and problem-solving skills. Participants learned how to personally understand the curriculum concepts and skills and practice facilitating delivery of each of the three components.

Additional training opportunities were made available to Redeploy sites at no cost through other IDHS funded training and technical assistance providers. These included multiple additional offerings of the YASI & Case Planning training.

The descriptions that follow depict unique aspects of the program from site to site. Yet, there is a clear and common thread among the descriptions that the communities served by Redeploy are committed to keeping youth in the community rather than in confinement or detention.   The following discussion presents brief descriptions of each Redeploy Illinois program funded during 2014.

Jefferson County (2nd Judicial Circuit)

Jefferson County (2nd Judicial Circuit)
Service Area: Jefferson, Crawford, Lawrence, Richmond, Wayne, Edwards, Wabash, Franklin, Hamilton, White, Gallatin and Hardin Counties (Second Judicial Circuit)

The Second Judicial Circuit Redeploy exists as a partnership between court, probation, and community service providers. A local consortium of stakeholders oversees the Second Circuit Redeploy program. While the Jefferson County Board serves as the fiscal agent for the program, One Hope United is the lead agency.

Youth are referred to the Redeploy program by the court or by probation. A Youth Assessment Screening Instrument (YASI) is completed for each youth to identify his/her risk level and to determine what services would be appropriate in order to meet the youth's needs. The youth must have a risk level of medium or high and be at least 13 years of age. Once eligibility is determined, the probation officer refers the youth to the appropriate Redeploy service; this referral is made directly to the service provider.

Services available through Second Judicial Circuit Redeploy include psychological and psychiatric evaluations; MST; offense specific cognitive education/therapy classes; GED testing; and WAIT.

Macon County

Service Area: Macon County

Macon County Redeploy exists as a partnership among court, probation, and community service providers. This partnership, known as the Work Group, is responsible for development and direct oversight of programs, services, and processes in the day-to-day business of the initiative.

The intake and assessment process utilized for Redeploy Illinois is two pronged. Referrals may come through the court process or by direct referral from probation. When a case is referred to probation from the Court, probation conducts the initial intake immediately following a court hearing. Following assessments, including the YASI, and home visits, probation recommends the case to the court. The Juvenile Court Judge is the final authority on who is accepted into Redeploy Illinois. A Macon County Probation officer is assigned to supervise Redeploy Illinois clients.

After acceptance, Redeploy provides home intervention services. Emergency needs such as utilities, food and clothing are identified and addressed. Transportation is provided as needed for court appearances, school, counseling and doctor appointments. Internal case management services and linkage to community-based services also are provided. Macon County Redeploy implemented a 10-

week parent support group. Community service opportunities are offered such as lawn care services for elderly and/or disabled individuals. Finally, Redeploy provides youth and their families with substance abuse treatment and mental health services.

Peoria County
Service Area: Peoria and Tazewell Counties

Peoria County Probation and Court Services partners with the Children's Home Association of Illinois to serve as the lead agency for the program. The intake process starts with a referral from the County Juvenile Probation Office and the Juvenile Court Judge makes final decisions on acceptance into the program. Once the referral is received, a Youth Counselor and the Assessment Clinician are assigned. The Assessment Clinician contacts the family and conducts several assessments. Based on these assessments, the program provides services for the youth and family that may include counseling through the use of FFT; individual counseling; mentoring; tutoring; groups such as anger management (WAIT); social skill building; and employment.

Another key component of the program is that the staff works with the youth and family to locate resources that will assist them with being successful, not only while enrolled in services, but even after the Redeploy services have terminated.

Tazewell County began implementation in January 2015.

St. Clair County (20th Judicial Circuit)
Service Area: St. Clair County, Washington, Monroe, Randolph and Perry Counties (20th Judicial Circuit)

In St. Clair County, Probation partners with Children's Home and Aid to serve as the lead agency for the program. The partnership includes the Probation Department, Juvenile Court, Treatment Alternatives for Safe Communities (TASC) and Chestnut Health Systems. The lead agency also actively participates in the Juvenile Justice Council and the St. Clair County Youth Coalition.

All youth considered by the Juvenile Court for placement in IDJJ are referred to Redeploy for an assessment. A Social Study Investigation is completed for each referral. The assessment identifies strengths and gaps in services. A family contract is developed that specifies goals as well as a supervision plan for this youth should he/she be allowed to remain in the community. The Juvenile Judge makes the ultimate decision on whether a youth may participate in Redeploy.

If a youth is permitted to participate in the Redeploy Program, he/she is provided with intensive case management and meets with their individual case manager on a weekly basis. The case manager makes linkages to needed service providers, can provide transportation to service providers, and is an advocate for the youth in the court system, school system, and the community as a whole.

St. Clair County Redeploy has drug treatment providers and WAIT available to youth. Employment, Educational, and Developmental Disability Services are critical services that are sought for youth when needed. The outer counties of the circuit utilize the Perry County Counseling Center, Gateway Foundation, and Human Service Center for mental health and substance abuse needs.

Montgomery County (4ᵗʰ Judicial Circuit)

Service Area: Montgomery, Christian, Shelby, Fayette, Effingham, Jasper, Clinton, Marion and Clay Counties (Fourth Judicial Circuit)

The Redeploy Program is a partnership among court, probation, and community service providers. The Redeploy Program has a local consortium of stakeholders: State's Attorneys, public defenders/guardians ad litem, chief probation officers, juvenile probation officers, juvenile judges, associate judges, educators, law enforcement, service agencies, Department of Children and Family Services caseworkers, and staff of the Department of Human Services.

When a youth is being considered for commitment to IDJJ, the probation officer conducts a thorough assessment to help determine if youth are appropriate for the Redeploy Illinois Program. This happens following adjudication and/or when a plea agreement has been reached. The officer considers the youth's police records, probation records, YASI score, social history, and/or meetings with family members or significant others. The court makes the final decision regarding a youth's enrollment in Redeploy.

The probation department takes the lead role as juvenile officers, referring and arranging services for youth and maintaining contact with service providers, to review case progress and services planning.

Lee County

Service Area: Lee County

The Lee County Probation Department is the lead agency and as such assumes responsibility for fiscal oversight. Partners in the Redeploy initiative are the Juvenile Court Judge, Assistant State's Attorney, and Public Defender. The Lee County Juvenile Justice Council (JJC) is used as the forum to meet with juvenile justice stakeholders. The membership of the Council consists of representatives from the court, schools, police, faith-based organizations, service providers and other community entities.

Eligibility is determined when a minor is referred to Lee County Probation. At this point, the minor receives a risk assessment utilizing the Youth Assessment and Screening Instrument (YASI). If mental health or substance abuse issues are identified through the assessment process additional assessments are requested and provided by the local mental health agency. Those individuals with an overall risk score in the medium to high range are targeted for staffing into the Redeploy Program. During the staffing, the youth's risk and protective factors are shared and discussed to determine appropriate placement into the program.

Lee County Redeploy provides the following services: intensive family interventions utilizing the "Parenting with Love and Limits" curriculum; an individualized plan for each high risk youth; interventions to address criminal attitudes, values and beliefs; utilization of the National Institute of Corrections' "Thinking for a Change" curriculum; case management services (provided by the Probation Officer); employment assistance; and structured free time activities.

Madison County
Service Area: Madison County

Madison County began its Redeploy program in 2009. Children's Home and Aid serves as the lead agency for Madison County Redeploy. The agency partners with the county Probation Department, Juvenile Court, One Hope United, Treatment Alternatives for Safe Communities (TASC), and Chestnut Health Systems.

All youth considered by the Juvenile Court for placement in IDJJ are referred to Redeploy for an assessment. A Social Study Investigation is completed for each referral. The assessment identifies strengths and gaps in services. A family contract is developed that specifies goals as well as a supervision plan for this youth should he/she be allowed to remain in the community. The Juvenile Judge makes the ultimate decision on whether a youth can participate in Redeploy.

Madison County Redeploy has MST, drug treatment providers and WAIT available to youth. Employment and Developmental Disability Services are critical services that are also sought for youth when needed. Electronic leg monitors may be used as a step down process or as a sanction for youth.

McLean County
Service Area: McLean County

The lead agency for the Redeploy program is the McLean County Juvenile Court Services. Redeploy partners with Community Stakeholders (minors, parents/guardians, and treatment providers) and Juvenile Justice Stakeholders (Juvenile Judge, State's Attorney, public defender, and juvenile probation).

Delinquent minors are referred to the program by any of the Juvenile Justice Stakeholders. Once referred, McLean County Probation Deputy Director(s) will convene a meeting with the referring member to determine eligibility. Once eligibility is determined, a meeting of Community Stakeholders is convened; an individualized service plan is created. Services available include: Adolescent Community Reinforcement Approach (substance abuse treatment), tele-psychiatry, crisis counseling, family counseling, parenting group, cognitive behavioral groups, crisis intervention services, GED preparation, Adult Basic Education, Employability Skills, and English as Second Language.

In November 2011, services were extended as a preventative measure for those youth who qualify for Redeploy services but do not need the intense supervision. The process is the same as full Redeploy; the "preventative" clients receive the same benefits as a full clients.

LaSalle County (13th Judicial Circuit)
Service Area: LaSalle, Bureau and Grundy Counties (13th Judicial Circuit)

LaSalle County Probation and Court Services partners with the Youth Service Bureau of Illinois Valley (YSBIV) which serves as the lead agency for the Redeploy program. YSBIV, Probation and stakeholders are all members of the LaSalle County Juvenile Justice Council. The probation department, in concert with the Juvenile Judge, State's Attorney and the appointed Public Defender, refer a youth to the Redeploy program. All youth considered by the Juvenile Court for placement in IDJJ are referred to Redeploy for assessment. An extensive assessment is conducted with each youth

to determine: level of risk for further aggression and delinquent behavior; diagnosis; amenability for treatment and prognosis for intervention; and recommendations with regard to community supervision and clinical management.

LaSalle County Redeploy offers a number of services including: Cognitive Behavioral Therapy (CBT); Aggression Replacement Therapy (ART); Parenting With Love and Limits; intensive case management; transportation; advocacy; referral; and linkage. Most services are provided in the youth's home and community.

Kankakee County (21st Judicial Circuit)
Service Area: Kankakee and Iroquois Counties (21st Judicial Circuit)

Kankakee Juvenile Probation partners with Indian Oaks Academy to serve as lead agency for the program which is responsible for the employment of Redeploy Staff. Juvenile probation oversees the work being done by the Redeploy Staff and provides fiscal management. Probation Supervisors are responsible for data collection and submission.

Indian Oaks Academy and Juvenile Probation utilize the Kankakee Child Welfare Action Team as the local consortium of stakeholders. This team is comprised of probation supervisors, the Redeploy Clinical Coordinator, Chief Judge, Presiding Juvenile Judge from each county, DCFS, Service providers, and community members as named by the Chief Judge.

Youth are identified for Redeploy by the Juvenile Probation Officers and the presiding Juvenile Judges. The Redeploy Coordinator makes a determination about the appropriateness of the referral for the program using the Youth Assessment Scoring Instrument (YASI), notes treatment needs, compliance with current Court ordered treatment, and prior evaluations. Also taken into consideration are the offense and any other pertinent records obtained.

Programs offered by Kankakee Redeploy program are specifically geared to medium and high risk youth facing IDJJ commitment. Probation supervisors closely monitor referrals. Redeploy staff create an individualized Family Service Plan (IFSP) for each client enrolled in the Redeploy program. This service plan is revisited weekly with Redeploy program staff, Redeploy Coordinator and probation.

A wide range of services have been coordinated to serve Redeploy youth. These services include: WAIT Groups; individual and group counseling; daily access to staff members; psychological assessment; mentoring; tutoring; case management; in home therapy services; family therapy/parenting education; and activities intended to provide a positive spare time experience.

Winnebago County
Service Area: Winnebago County

Winnebago County Juvenile Probation serves as the lead for the program. The Deputy Director of the Juvenile Probation Division has the ultimate responsibility and oversight of the Redeploy program. Youth Services Network (YSN) is the community agency providing the case management and programming services for the program. YSN staffs a full time Redeploy Supervisor for the day-to-day management and oversight of case managers.

Redeploy participants are supervised by the Winnebago County Probation Department at the level indicated by the YASI score and according to the department's contract standards. The assigned probation officer is part of the Child and Family Team, participates in all staffings and has regular contact with the YSN case manager. The Probation Department is also responsible for conducting the initial screening and referring the youth to the program.

Within 60 days of a juvenile being placed on probation, the Juvenile Probation Officer completes an initial YASI assessment. YASI score and other information gathered including the juvenile's criminal history, information received from the school and other collateral contacts are considered to determine the level of supervision and areas that need to be addressed. For Redeploy, the juvenile must be a post-adjudicated delinquent with a YASI score of "Moderate" to "High" and potentially committable to IDJJ. Special consideration is given to juveniles with a "High" risk rating in the domains of Mental Health, Alcohol/Drugs, School, and Attitudes/Behavior. Once the juvenile is deemed eligible by the Probation Officer, they are referred to YSN for another assessment and to determine if their services would be appropriate for the youth. YSN will then create an individualized service plan for the juvenile and his/her family.

The program consists of the following elements: crisis intervention; case management; home-based individual counseling including, Cognitive Behavioral Therapy (CBT), TF-CBT, and family counseling including Parenting with Love and Limits (PLL); employment services/training; mentoring; mediation; group counseling including Thinking for a Change (T4C) and SPARCS; recreational services; and facilitation.

Union County (1st Judicial Circuit)
Service Area: Union County, Jackson County, Johnson County, Massac County, Pope County, and Saline County

Union County is the contracting agency and assumes financial responsibility for the Redeploy program in the First Circuit. Union County employs the Program Director/Grant Coordinator who oversees program operations.

Youth are referred to Redeploy Illinois either through a sentencing order or probation referral. Youth then meet with the Redeploy Illinois Program Director and have an initial intake/assessment meeting, often in the youth's home. The Program Director completes a YASI and drafts recommended case plan/service referrals. These materials are forwarded to probation for acceptance or alternate case plan/referrals. Screening tools are also used at the intake/assessment meeting as needed.

Multi-systemic Family Therapy and WAIT groups are provided through Caritas Family Solutions using Redeploy funding. Additionally, if a youth qualifies for Redeploy but is not an appropriate candidate for either services, the Redeploy Program Director will work with probation and service providers to develop a plan to treat the youth consistent with the case plan and the YASI indicated needs, and will assist in referral/enrollment with those services.

While the goal of Redeploy Illinois is to reduce the number of system-involved youth committed to IDJJ correctional facilities, the program is not intended to result in an increased use of local, secure detention placements. Although preferable to incarceration, secure detention is not an effective community-based intervention strategy for these youth.

The primary intent of the detention analysis presented here is to assess the possibility that detention is being used intentionally in lieu of IDJJ commitments in an effort to ensure a site's compliance with the required 25% reduction.

Tables 7 – 18 present a detention analysis for the State and the four Redeploy funding cohorts: 2005, 2009, 2012 and 2014. The data presented in the tables suggest that Redeploy Illinois has not resulted in an intentional increased reliance on local secure detention centers as a means of meeting the 25% reduction requirement for IDJJ commitments. However, a few concerns have been highlighted by these analyses over the past few years and are briefly discussed below.

An initial review of the 2014 detention data received for the 4th Circuit Redeploy site raises a few concerns regarding their use of detention. The 2014 detention data show increases in each of the three areas analyzed compared to 2013 as well as their overall average since beginning the Redeploy program. As a result of these increases, Redeploy program staff plan to look into the data further and engage the program staff in discussions surrounding their detention usage. The results of that analysis will be provided to the RIOB as well as in the next Redeploy Annual Report.

The 2014 Lee County Redeploy Site detention numbers were concerning as they showed a significant increase in Average Length of Stay for 2014. Redeploy Staff consulted with Lee County representatives and determined that four youth were the cause of the dramatic increase. Lee County is one of the smallest Redeploy Sites in terms of youth population; therefore it only takes a few youth to skew the data. One detained youth was an out-of-county youth who was held for 30 days because of a lack of placement alternatives and three youth committed a series of offenses that required them to be detained for 15 days each. Although these youth were held in detention, all three were accepted into the Redeploy Illinois program for services, thus it was clear that in these specific situations, detention was not being utilized in lieu of a commitment to IDJJ.

The LaSalle County Redeploy Site had detention numbers that were concerning in their first year of implementation because they seemed to increase with the start of Redeploy program implementation. This prompted the need for additional analysis and follow-up. Program staff began to further investigate the situation and address the concerns with the site. The data reflected an upward trend in detention admission that began in 2011 and continued to increase in 2012 (Redeploy began in April 2012). Although it appears that the upward trend is not directly related to Redeploy implementation, staff and Board members have continued to work with and monitor the site's detention use closely. The current data reflects a continued downward trend (50 fewer detention admissions over the past two years). While the average daily population and length of stay has increased during this period, it appears to still be a concerted effort to right size the detention population.

Another Redeploy site, the Second Circuit, also has seen an increase in detention admissions during the years since the program began. This was of concern in past analysis and further investigations revealed that the influx in admissions was largely due to a Juvenile Management Information System (JMIS) reporting deficiency that in late 2011 was ultimately corrected for future entries. The JMIS system was counting youth receiving treatment in a non-secure wing of the facility as new secure detention admissions. A look at the detention admissions for this site over the past 3 years, compared to the statewide figures over the same period, reveal an increase in new admissions that is consistent with the statewide average.

Information for reading Tables 7-18:

Specific data points utilized to provide the analysis can be found in (Appendix 2).

- ❑ **Purpose:** This analysis is intended to determine if detention is being utilized in lieu of IDJJ commitments as a means of meeting the Redeploy Illinois program's minimum 25% IDJJ commitment reduction requirement. Committing a youth to detention rather than IDJJ simply as a means to meet that requirement is not an acceptable practice.
- ❑ **Format:** The program sites are laid out by cohort as they share the same baseline years and cover a similar timeframe (number of years) of program implementation.
- ❑ **Data Sets:** <u>New Admissions</u> – Number of youth committed to detention during the period; <u>Average Length of Stay</u> – The average number of days a youth spent in detention during the period; and <u>Average Daily Population</u> – Average number of youth in a detention facility on any given day during the period.
- ❑ **Baseline:** The analysis is intended to determine if detention is being utilized in lieu of IDJJ commitments, therefore, the baseline period utilized for analyzing detention data for a site is the same 3-year period of time utilized as the baseline period for comparing IDJJ commitments.
- ❑ **Comparison 1:** The detention data was averaged for the full period of Redeploy program implementation (number of years) and compared back to the baseline average.
- ❑ **Comparison 2:** Detention data for 2014 is compared back to the baseline average.
- ❑ **% Change:** In each of the datasets: New Admissions; Average Length of Stay; and Average Daily Population, the desired change would be a decrease. An increase would indicate that more youth were being placed in detention; remaining in detention for longer periods of time (more days); and that more youth were in detention on any given day, respectively.
- ❑ **Statewide Comparison:** Each table below includes as its first site the "Statewide." While the State is not a Redeploy site, this information is provided to demonstrate how each of the sites that follow in the table compares to the Statewide trend during the same time period.

2005 Program Sites

Table 7

New Admissions

Redeploy Site	Baseline 3-year Average (2001-2003)	% Change Baseline Compared 2005-2014 Average	% Change Baseline Compared to 2014
Statewide	10,694.0	22% increase	14% increase
Macon	253.7	32% decrease	45% decrease
Peoria	783.7	17% decrease	42% decrease
St. Clair	817.3	31% decrease	29% decrease
2nd Circuit	241.3	26% increase	15% increase

Table 8

Average Length of Stay

Redeploy Site	Baseline 3-year Average (2001-2003)	% Change Baseline Compared 2005-2014 Average	% Change Baseline Compared to 2014
Statewide	16.3	21% increase	29% increase
Macon	12.7	8% increase	89% increase
Peoria	16.3	24% increase	35% increase
St. Clair	10.3	2% decrease	13% decrease
2nd Circuit	9.3	25% increase	29% increase

Table 9

Average Daily Population

Redeploy Site	Baseline 3-year Average (2001-2003)	% Change Baseline Compared 2005-2014 Average	% Change Baseline Compared to 2014
Statewide	521.3	45% increase	50% increase
Macon	9.8	27% decrease	38% decrease
Peoria	37.0	2% increase	11% decrease
St. Clair	26.0	29% decrease	41% decrease
2nd Circuit	6.5	55% increase	11% increase

2009 Program Sites

Table 10

New Admissions

Redeploy Site	Baseline 3-year Average (2005-2007)	% Change Baseline Compared 2009-2014 Average	% Change Baseline Compared to 2014
Statewide	13,047.3	3% decrease	6% decrease
Lee	13.3	38% decrease	70% decrease
Madison	396.7	6% decrease	1% decrease
McLean	203.3	14% decrease	10% decrease
4th Circuit	184.0	9% decrease	13% increase

Table 11

Average Length of Stay

Redeploy Site	Baseline 3-year Average (2005-2007)	% Change Baseline Compared 2009-2014 Average	% Change Baseline Compared to 2014
Statewide	19.3	3% increase	9% increase
Lee	4.3	85% increase	177% increase
Madison	21.0	13% decrease	5% increase
McLean	16.3	27% decrease	39% decrease
4th Circuit	14.0	1% increase	36% increase

Table 12

Average Daily Population

Redeploy Site	Baseline 3-year Average (2005-2007)	% Change Baseline Compared 2009-2014 Average	% Change Baseline Compared to 2014
Statewide	751.9	3% decrease	4% increase
Lee	0.2	14% decrease	14% decrease
Madison	24.3	16% decrease	8% increase
McLean	10.3	40% decrease	14% decrease
4th Circuit	7.7	19% decrease	37% increase

2012 Program Sites

Table 13

Average Length of Stay

Redeploy Site	Baseline 3-year Average (2008-2010)	% Change Baseline Compared 2012-2014 Average	% Change Baseline Compared to 2014
Statewide	20.3	3% decrease	3% increase
LaSalle	28.0	2% increase	14% increase

Table 14

Average Daily Population

Redeploy Site	Baseline 3-year Average (2008-2010)	% Change Baseline Compared 2012-2014 Average	% Change Baseline Compared to 2014
Statewide	829.7	16% decrease	6% decrease
LaSalle	10.3	37% increase	31% increase

Table 15

New Admissions

Redeploy Site	Baseline 3-year Average (2008-2010)	% Change Baseline Compared 2012-2014 Average	% Change Baseline Compared to 2014
Statewide	14,242.0	16% decrease	14% decrease
LaSalle	132.3	33% increase	13% increase

2014 Program Sites

The tables below provide data comparison for 2014 only as 2014 was the first year of Redeploy program implementation for these sites.

Table 16

New Admissions

Redeploy Site	Baseline 3-year Average (2010-2012)	% Change Baseline Compared to 2014
Statewide	12,821.3	5% decrease
Winnebago	593.3	21% decrease
Kankakee	154.7	13% increase
Union	111.7	21% decrease
Additional LaSalle Counties	56.0	5% decrease
Additional St. Clair Counties	44.7	44% decrease

Table 17

Average Length of Stay

Redeploy Site	Baseline 3-year Average (2010-2012)	% Change Baseline Compared to 2014
Statewide	19.7	7% increase
Winnebago	26.7	20% increase
Kankakee	20.0	25% decrease
Union	16.5	6% decrease
Additional LaSalle Counties	20.4	1% increase
Additional St. Clair Counties	11.1	51% decrease

Table 18

Average Daily Population

Redeploy Site	Baseline 3-year Average (2010-2012)	% Change Baseline Compared to 2014
Statewide	706.7	10% increase
Winnebago	44.7	10% decrease
Kankakee	8.1	39% increase
Union	5.3	20% decrease
Additional LaSalle Counties	3.2	13% decrease
Additional St. Clair Counties	1.3	38% increase

Redeploy Illinois began as a pilot project in four sites in 2005 and by the end of CY2014 had expanded to **12** sites covering **42** counties. These programs have provided individualized intensive services to more than **2,500** youth during this period. Prior to implementation in these counties, the previous 3-year baseline indicated that **462** youth eligible for Redeploy services were being committed to IDJJ each year. Because of Redeploy Illinois, these counties have instead reduced commitments to IDJJ by **58%** from this baseline, resulting in **1,793** fewer youth being committed to IDJJ over the program's nine years saving Illinois taxpayers more than **$88 million** in unnecessary incarceration costs.

A cost analysis of the program indicated that during the 2013 program period, sites redeployed **248** youth saving Illinois taxpayers more than **$12.6 million** in unnecessary incarceration costs. During the 2014 program period, sites redeployed **296** youth saving Illinois taxpayers nearly **$15 million** in unnecessary incarceration costs.

An analysis of the twelve (12) Redeploy program sites that were operational during 2013 and 2014 determined that every site was in compliance with the minimum 25% reduction requirement for each year.

An analysis of 2014 detention data for the 12 Redeploy program sites did not indicate that detention was being utilized in lieu of IDJJ commitments.   While it did appear that the average length of stay had increased to some degree in many sites, it appears to be an indication of right sizing when considered along with the decrease in admissions in those same sites. Further analysis would be necessary to support that opinion.

Below is a snapshot of the Redeploy program youth served in 2014.
- ❑ **85%** of the program youth are male
- ❑ **15%** of the program youth are female
- ❑ **54%** of the program youth are between 15-16 years old
- ❑ **20%** of program youth are between 13-14 years old
- ❑ **20%** of program youth were 17 years old
- ❑ **38%** African American *(African Americans represent 16% of youth population in sites)*
- ❑ **56%** Caucasian *(Caucasians represent 82% of youth population in sites)*
- ❑ **6%** Mixed/ Other *(Mixed/Other represent 2% of youth population in sites)*
- ❑ **5%** Hispanic/Latino *(Hispanics/Latinos represent 7% of youth population in sites)*
- ❑ **60%** of youth served were enrolled in traditional school and/or employed
- ❑ **4%** of youth served were enrolled in GED classes
- ❑ **26%** of youth served were enrolled in alternative education classes
- ❑ **10%** of youth served were not employed or enrolled in any education program (including school)
- ❑ **79% (235)** of youth served were on probation at the time of admission to the program
- ❑ **65% (193)** of youth served had prior arrests on their record
- ❑ **42% (125)** of youth served had prior secure detention/IDJJ stays

❑ **30% (89)** of youth served had no reported criminal history prior to the current Redeploy offense
❑ The most common offense types that caused youth to be referred to the program were property offenses, followed by person offenses. These combined to account for nearly **81%** of all referral offenses.
  o The majority of these property offenses were Class 2 felonies while the majority of person offenses were Class A misdemeanors.

255 youth exited the program in 2014. **98% (250)** had received an assessment and had an individualized case plan developed. **76%** were reported to have successfully completed the program. **89% (227)** of the youth exiting the program received both an initial and closing YASI assessment. **62%** of assessed youth had a decrease in risk factors and **59%** had an increase in protective factors.

The Redeploy Illinois Oversight Board (RIOB) and staff have been tracking the prevalence of identified mental health and/or substance abuse issues in Redeploy program youth and the extent to which programs are able to provide some level of service to address those identified needs. Also captured below for 2014, include chronic truancy, learning disabilities and trauma issues.
❑ **46%** of youth were identified with mental health needs. (118 of 255)
❑ **86%** of youth with identified mental health needs received services to address those needs.   (101 of 118 youth identified)
❑ **48%** of youth were identified with substance abuse needs. (122 of 255)
❑ **93%** of youth with identified substance abuse needs received services to address those needs.   (113 of 122 youth identified)
❑ **75%** of youth with identified chronic truancy needs received services to address those needs (80 of 106 youth identified)
❑ **92%** of youth with identified trauma needs received services to address those needs (61 of 66 youth identified)
❑ **79%** of youth with identified learning disability needs received services to address those needs (31 of 39 youth identified)

Several gains have been made with regards to improving data collection for the program. Full implementation of Phase I (client data) of the new web-based data reporting system (eCornerstone) is expected to be in place for 2015.

As a direct result of Public Act #98-0060 addressing a significant barrier to implementation of the Redeploy Illinois program in Cook County, the RIOB was able to issue another planning grant to Cook County, this time for a data analysis that would include the entire county. Ultimately, the county was unable to begin implementation of their planning grant prior to their FY2014 grant expiration. As a result, the planning grant was re-issued for implementation in FY2015.

The Redeploy program has continued to expand and has since added one additional site. As of the date of this report, there are 13 sites serving 46 counties with additional counties interested in a planning grant should funding become available.

The Redeploy Illinois Oversight Board has worked to address the recommendations from the previous Redeploy Annual Report that covered the 2012 and 2013 Redeploy project periods. Please find below those specific recommendations along with a status update for 2014. The RIOB and staff continue to address those ongoing recommendations.

<u>Recommendations</u>

Communities which have designed services for their youth have created stronger families and safer neighborhoods. For this reason, the Board believes Redeploy should be available to youth throughout the state and wishes to encourage all counties to participate in either the full Redeploy program or Redeploy Focus for counties with smaller youth caseloads. The Board believes that resources should be available to support counties that wish to explore participation in the Redeploy program as well as those that are already participating. Based on this perspective and the statutory requirement that courts statewide place youth in the least restrictive alternative setting, the recommendations below, along with a status update, are advanced for the upcoming year.

1. *IDHS and the Redeploy Illinois Oversight Board should increase its staff capacity to maintain the high quality of its work as the program continues to expand.*

   During the 2014 project period, the RIOB took the steps necessary to increase the number of staff support hours through the Training, Technical Assistance and Support (TTA&S) contract. The RIOB provided input into a position description that was utilized for this purpose. This position was posted and candidates interviewed. Ultimately, the top candidates were either unavailable or turned down the position. However, staff hours on the project were increased for existing staff until such time as the position could be re-posted. In July of 2014, a second Redeploy Consultant was added to the TTA&S contract to help ensure that adequate support was available for the program sites.

   In addition to increasing the capacity of the TTA&S contractor, IDHS established a new full time staff position to administer the Redeploy program. This position was created and posted, applications were received and reviewed. There were no contractual rights candidates that met the eligibility criteria for the position so IDHS began to look to outside candidates. During this process, a hiring freeze was put in place and the position was not filled. IDHS and the RIOB expect the position will be reposted when these circumstances change. In addition, the IDHS Bureau that houses the program has identified a part-time intern to be assigned to provide assistance to the project.

2. *The new web-based reporting system (eCornerstone) should be completed, tested and begin full implementation by 1/1/2015. The program sites should receive initial and ongoing training and technical assistance to ensure consistency and timeliness of program data. There should be 24 hour system support for users. There should be system capacity developed to provide program managers access to data and reports necessary to: manage clients; manage caseworkers; track caseloads; monitor*

individual and program outcomes; monitor program performance; track assessments; track case plans and services; and generally manage their programs. These data should be utilized by IDHS staff to: monitor programs and to identify technical assistance needs; inform site visits; regularly report to the RIOB; utilize in future annual reports; be reported under Budgeting for Results; make effective program decisions; and to inform policy and practice. The system should collect and track data in a manner that will provide the capacity to 1) assess positive outcomes for youth; 2) track recidivism in multiple ways; and 3) inform future program evaluations.

This project is approximately six months behind schedule. Several day-long in-person meetings were held to discuss the ongoing development and testing of the eCornerstone web-based reporting system for the Redeploy program. At these meetings representatives from each program site participated in in-depth discussions around data system content development and implementation issues and concerns. These meetings were critical to the development of the system. These meetings continue into the 2015 year. While these meetings served their intended purpose, time was also set aside at each meeting to discuss site program issues and concerns. This proved to be beneficial. Since all providers were present at these meetings, sites were able to share individual issues and situations with the group and strategize around potential solutions. These meetings have helped to strengthen relationships between program sites and have increased their capacity to problem solve amongst themselves thereby creating a stronger foundation for the program as a whole.

Multiple eCornerstone trainings are being planned for the 2015 project period that will provide hands-on instruction as well as train-the-trainer model preparations.

Paper documents, including screen shots are being developed to aid the staff. It is anticipated that all FY15 Redeploy client specific data will be entered in the system and that the next annual report will include preliminary data from the system. Once the system has been fully tested with the FY15 data, several queries of the data will be developed. These queries will be utilized to determine the level of program compliance with the data entry requirement as well as allow program sites to do a cursory check of the data quality. Once it is believed that the system is appropriately functioning, report development will begin.

3. *The RIOB should evaluate the effectiveness, capacity and overall system performance of the reporting system (eCornerstone). This should be done by developing a survey for providers that will be implemented six and twelve months into full implementation. The survey should be developed by a committee of the RIOB and the results should be presented to the full RIOB with recommendations as appropriate.*

As reported above, the delay in system development has caused this recommendation to be delayed. Current projections are that in the 2016 program year, the RIOB will establish a committee to develop the data survey to evaluate effectiveness.

4. *Redeploy program sites should develop policies and practices to conduct regular evaluations of the effectiveness of program services. With a focus on tracking positive outcomes for youth, Redeploy staff should work in partnership with program sites to assist in the development of these policies / practices to ensure a minimum standard is achieved across program sites. Further, the program should ensure that the data system has the capacity to track the necessary data elements to facilitate this process for program sites.*

   Redeploy consultant staff have begun preliminary discussions with site program staff regarding the evaluation of program services. In addition, a session was provided on this subject at the Redeploy All-Sites annual meeting in June 2014. Additionally, through the eCornerstone data system development process, the system is expected to capture various data elements to help determine the level of success its programs are achieving with youth.

5. *The RIOB should advise every county that Redeploy funds are available statewide for all youth who are redeploy-eligible and at risk of commitment to IDJJ so that, consistent with Redeploy statute, each youth may receive a full and comprehensive individualized assessment, evaluation and case plan.*

   In 2014, the RIOB and program staff increased efforts to make relevant county stakeholders aware of the program and the application process. During the 2014 program year, three youth were served from Redeploy- eligible counties: Logan, Ogle, and DuPage. Funds have been utilized for psychological and sex offender evaluations, psychiatric consultation and monitoring, sex offender treatment, individual and family counseling, and in-home bilingual therapy.

6. *The RIOB should support adequate funding for needed programming in Illinois and should make available to local communities sufficient Redeploy funds to implement evidence-based assessments and individualized case plans for jurisdictions currently implementing a local plan as well as those that wish to implement individualized agreements as defined in statute.*

   The RIOB addressed this recommendation on multiple fronts:
   a) Level funding was provided to current Redeploy program sites.
   b) Increased funding was awarded to 4 current sites.
   c) Through an RFP process, funding was awarded to 3 new program sites.
   d) Four current sites had their contracts increased to enable them to expand the program to additional counties within their judicial circuit.
   e) Finally, 3 counties were awarded funding to provide services to youth under the Redeploy Focus program.

7. *The RIOB should make funding available to counties, circuits and/or groups of counties to conduct needs assessments and data analysis of their current system capacity to identify and respond to the needs of juvenile offenders in the community at risk of commitment to IDJJ who are Redeploy eligible.*

Through expansion efforts, this opportunity was made available to 8 additional counties. These counties are all now part of the Redeploy program. Sufficient funding has not been available to openly offer this opportunity to all counties.

8. ***The RIOB should compile the results of the assessments described in #7, in an effort to document the capacity of communities to comply with the statutory requirement to serve youth in the least restrictive setting.   These results will document the demand and unmet need for resources.***

This recommendation was intended to assess capacity primarily in non-Redeploy counties. As described above, funding was not available to offer counties an opportunity to conduct this analysis.

Appendix 1
CY2014 Illinois Population for Youth 13 to 16 in Redeploy Illinois Sites

Redeploy Site	African American				Caucasian				American Indian / Alaskan Native				Asian Pacific Islander			
	Hispanic	Non-Hispanic	Total	% of site pop.	Hispanic	Non-Hispanic	Total	% of site pop.	Hispanic	Non-Hispanic	Total	% of site pop.	Hispanic	Non-Hispanic	Total	% of site population
Lee	9	66	75	4%	153	1,789	1,942	94%	3	1	4	<1%	2	36	38	2%
McLean	48	1,317	1,365	13%	648	7,985	8,633	83%	14	21	35	<1%	12	406	418	4%
Macon	33	1,763	1,796	26%	179	4,690	4,869	72%	7	15	22	<1%	5	97	102	2%
Madison	27	2,063	2,090	12%	660	13,915	14,575	86%	28	48	76	<1%	16	215	231	1%
Winnebago	217	3,511	3,728	19%	3,319	12,225	15,544	77%	110	58	168	1%	41	618	659	3%
Union	45	1,159	1,204	15%	335	6,276	6,611	82%	27	25	52	1%	7	147	154	2%
2nd Circuit	21	435	456	4%	231	11,101	11,332	95%	23	23	46	<1%	2	109	111	1%
4th Circuit	15	377	392	3%	311	14,676	14,987	97%	20	23	43	<1%	5	84	89	1%
Peoria	94	3,559	3,653	18%	812	15,760	16,572	80%	36	50	86	<1%	15	448	463	2%
LaSalle	61	407	468	3%	1,757	11,267	13,024	95%	30	25	55	<1%	12	130	142	1%
St. Clair	105	7,199	7,304	30%	887	15,986	16,873	69%	45	85	130	1%	19	359	378	2%
Kankakee	69	1,697	1,766	18%	1,201	6,838	8,039	80%	32	26	58	1%	10	138	148	1%
Total	760	24,073	24,833	16%	10,133	118,631	128,764	82%	353	387	740	<1%	132	2,803	2,935	2%

Redeploy Site	All races			
	Hispanic	Non-Hispanic	Total	% of total pop.
Lee	167	1,892	2,059	1%
McLean	722	9,729	10,451	7%
Macon	224	6,565	6,789	4%
Madison	731	16,241	16,972	11%
Winnebago	3,687	16,412	20,099	13%
Union	414	7,607	8,021	5%
2nd Circuit	277	11,668	11,945	8%
4th Circuit	351	15,160	15,511	10%
Peoria	957	19,817	20,774	13%
LaSalle	1,860	11,829	13,689	9%
St. Clair	1,056	23,269	24,325	16%
Kankakee	1,312	8,699	10,011	6%
Total	11,378	145,534	156,912	100%

Appendix 2 Detention Data
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Appendix 2
Detention Data

Average Length of Stay (days) - 2005 Sites

Redeploy Site	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Macon	14	12	12	10	8	10	14	17	10	14	15	13	12	24
Peoria	18	17	14	13	15	17	19	20	22	22	20	20	26	22
St. Clair*	10	10	11	14	17	10	10	10	12	10	9	8	6	9
Second Circuit	11	9	8	8	9	11	12	14	15	13	10	11	10	12

*Note: additional counties were added to the St. Clair site in 2014. Refer to 2014 Sites Average Length of Stay table for data (this appendix)

Average Daily Population - 2005 Sites

Redeploy Site	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Macon	13.9	8.4	7.1	5.1	4.5	6.6	7.1	9.9	7.4	7.8	6.8	4.7	6.1	10.3
Peoria	36.2	40.3	34.4	33.5	38.9	39.0	43.4	42.6	41.3	38.3	30.4	31.9	32.9	38.2
St. Clair*	27.5	23.5	26.9	30.3	30.9	22.0	17.7	17.3	15.5	16.5	12.4	14.8	15.2	22.8
Second Circuit	7.1	7.5	4.9	6.7	9.2	11.2	12.0	12.8	12.5	13.7	8.4	6.3	7.2	7.5

*Note: additional counties were added to the St. Clair site in 2014. Refer to 2014 Sites Average Daily Population table for data (this appendix)

New Admissions - 2005 Sites

Redeploy Site	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Macon	338	228	195	169	175	192	167	200	221	179	187	138	140	115
Peoria	726	804	821	876	849	806	769	739	664	607	536	539	455	575
St. Clair*	890	815	747	702	623	787	604	573	431	571	436	574	579	455
Second Circuit	260	252	212	299	335	332	312	304	293	344	328	253	278	272

*Note: additional counties were added to the St. Clair site in 2014. Refer to 2014 Sites New Admissions table for data (this appendix)

Average Length of Stay (days) - 2009 Sites

Redeploy Site	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Lee	5	6	2	7	10	5	4	11	6	12
Madison	22	23	18	21	19	19	18	16	16	22
McLean	16	18	15	20	16	15	11	8	12	10
Fourth Circuit	13	13	16	16	16	13	18	9	10	19

Average Daily Population - 2009 Sites

Redeploy Site	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Lee	0.4	0.2	0.1	0.3	0.3	0.2	0.1	0.3	0.1	0.2
Madison	27.0	24.3	21.5	21.4	16.4	21.2	22.5	17.4	18.7	26.2
McLean	9.4	10.8	10.7	11.3	9.5	7.6	5.2	5.2	4.3	5.5
Fourth Circuit	7.0	7.5	8.5	5.6	5.5	5.6	6.9	4.3	4.6	10.5

New Admissions - 2009 Sites

Redeploy Site	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Lee	22	8	10	12	11	11	9	9	6	4
Madison	393	395	402	342	333	356	422	389	343	392
McLean	186	219	205	214	194	189	156	180	145	183
Fourth Circuit	182	191	179	126	109	134	157	214	184	208

Average Length of Stay (days) - 2012 Sites

Redeploy Site	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
LaSalle*	26	25	33	25	27	27	32

*Note: additional counties were added to the LaSalle site in 2014. Refer to 2014 Sites Average Length of Stay table for data (this appendix)

Average Daily Population - 2012 Sites

Redeploy Site	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
LaSalle*	10.8	11	9.2	10.7	15.8	13.3	13.5

*Note: additional counties were added to the LaSalle site in 2014. Refer to 2014 Sites Average Daily Population table for data (this appendix)

New Admissions - 2012 Sites

Redeploy Site	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
LaSalle*	140	157	100	152	203	176	150

*Note: additional counties were added to the LaSalle site in 2014. Refer to 2014 Sites New Admissions table for data (this appendix)

Average Length of Stay (days) - 2014 Sites

Redeploy Site	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Winnebago	25	24	31	29	32
Kankakee	20	25	15	14	15
Union	13.4	16.6	19.4	13.9	15.5
La Salle (counties added in 2014)	19.2	21.3	20.8	24.3	20.7
St. Clair* (counties added in 2014)	10.5	10.6	12.3	8.8	5.5

*Note: additional counties were added on 7/1, ALOS for 7/1 - 12/31 = 5.7

Average Daily Population - 2014 Sites

Redeploy Site	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Winnebago	46.7	42.7	44.6	43.3	40.2
Kankakee	10.2	6.4	7.6	8.1	11.2
Union	7	4.2	4.6	4.8	4.2
La Salle (counties added in 2014)	3.2	3.4	3.1	2.9	2.8
St. Clair* (counties added in 2014)	1.0	1.4	1.5	2.3	1.8

*Note: additional counties were added on 7/1, ADP for 7/1 - 12/31 = 1.6

New Admissions - 2014 Sites

Redeploy Site	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Winnebago	671	589	520	516	466
Kankakee	155	128	181	177	174
Union	151	91	93	113	88
La Salle (counties added in 2014)	54	57	57	38	53
St. Clair* (counties added in 2014)	36	46	52	89	103

*Note: additional counties were added on 7/1, New Admissions for 7/1 - 12/31 = 51

Average Length of Stay (days) - Statewide

Redeploy Site	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Statewide	16	16	17	18	19	19	20	20	21	20	20	19	19	21

Average Daily Population - Statewide

Redeploy Site	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Statewide	525.4	524.8	513.6	516.0	557.5	800.5	897.6	894.7	822.3	772.2	694.7	653.3	663.4	780.1

New Admissions - Statewide

Redeploy Site	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Statewide	11,029	10,899	10,154	9,795	9,808	13,589	15,745	15,243	13,842	13,641	12,803	12,020	11,785	12,221

Data Tables - 2005 Sites

Average Length of Stay (days)

Redeploy Site	CY 2001	CY 2002	CY 2003	Baseline (BL) Avg 01-03	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Avg 05-14	% Decrease BL (01-03) - 2005-2014 Avg	% of Decrease BL (01-03) Compared to 2014
Macon	14.0	12.0	12.0	12.7	10.0	8.0	10.0	14.0	17.0	10.0	14.0	15.0	13.0	12.0	24.0	13.7	-8%	-89%
Peoria	18.0	17.0	14.0	16.3	13.0	15.0	17.0	19.0	20.0	22.0	22.0	20.0	20.0	26.0	22.0	20.3	-24%	-35%
St. Clair*	10.0	10.0	11.0	10.3	14.0	17.0	10.0	10.0	10.0	12.0	10.0	9.0	8.0	6.0	9.0	10.1	2%	13%
Second Circuit	11.0	9.0	8.0	9.3	8.0	9.0	11.0	12.0	14.0	15.0	13.0	10.0	11.0	10.0	12.0	11.7	-25%	-29%

Average Daily Population

Redeploy Site	CY 2001	CY 2002	CY 2003	Baseline (BL) Avg 01-03	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Avg 05-14	% Decrease BL (01-03) - 2005-2014 Avg	% of Decrease BL (01-03) Compared to 2014
Macon	13.9	8.4	7.1	9.8	5.1	4.5	6.6	7.1	9.9	7.4	7.8	6.8	4.7	6.1	10.3	7.1	27%	38%
Peoria	36.2	40.3	34.4	37.0	33.5	38.9	39.0	43.4	42.6	41.3	38.3	30.4	31.9	32.9	38.2	37.7	-2%	11%
St. Clair*	27.5	23.5	26.9	26.0	30.3	30.9	22.0	17.7	17.3	15.5	16.5	12.4	14.8	15.2	22.8	18.5	29%	41%
Second Circuit	7.1	7.5	4.9	6.5	6.7	9.2	11.2	12.0	12.8	12.5	13.7	8.4	6.3	7.2	7.5	10.1	-55%	-11%

New Admissions

Redeploy Site	CY 2001	CY 2002	CY 2003	Baseline (BL) Avg 01-03	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Avg 05-14	% Decrease BL (01-03) - 2005-2014 Avg	% of Decrease BL (01-03) Compared to 2014
Macon	338.0	228.0	195.0	253.7	169.0	175.0	192.0	167.0	200.0	221.0	179.0	187.0	138.0	140.0	115.0	171.4	32%	45%
Peoria	726.0	804.0	821.0	783.7	876.0	849.0	806.0	769.0	739.0	664.0	607.0	536.0	539.0	455.0	575.0	653.9	17%	42%
St. Clair*	890.0	815.0	747.0	817.3	702.0	623.0	787.0	604.0	573.0	431.0	571.0	436.0	574.0	579.0	455.0	563.3	31%	29%
Second Circuit	260.0	252.0	212.0	241.3	299.0	335.0	332.0	312.0	304.0	293.0	344.0	328.0	253.0	278.0	272.0	305.1	-26%	-15%

*Note: additional counties were added to the St. Clair site in 2014. Refer to 2014 data tables for information.

Data Tables - 2009 Sites

Average Length of Stay (days)

Redeploy Site	CY 2005	CY 2006	CY 2007	Baseline Average 05-07	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Average 09-14	% Decrease - Baseline (05-07) - 09-14 Average	% of Decrease Baseline (05-07) Compared to 2014
Lee	5.0	6.0	2.0	4.3	7.0	10.0	5.0	4.0	11.0	6.0	12	8.0	-85%	-177%
Madison	22.0	23.0	18.0	21.0	21.0	19.0	19.0	18.0	16.0	16.0	22	18.3	13%	-5%
McLean	16.0	18.0	15.0	16.3	20.0	16.0	15.0	11.0	8.0	12.0	10	12.0	27%	39%
Fourth Circuit	13.0	13.0	16.0	14.0	16.0	16.0	13.0	18.0	9.0	10.0	19	14.2	-1%	-36%

Average Daily Population

Redeploy Site	CY 2005	CY 2006	CY 2007	Baseline Average 05-07	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Average 09-14	% Decrease - Baseline (05-07) - 09-14 Average	% of Decrease Baseline (05-07) Compared to 2014
Lee	0.4	0.2	0.1	0.2	0.3	0.3	0.2	0.1	0.3	0.1	0.2	0.2	14%	14%
Madison	27.0	24.3	21.5	24.3	21.4	16.4	21.2	22.5	17.4	18.7	26.2	20.4	16%	-8%
McLean	9.4	10.8	10.7	10.3	11.3	9.5	7.6	5.2	5.2	4.3	5.5	6.2	40%	47%
Fourth Circuit	7.0	7.5	8.5	7.7	5.6	5.5	5.6	6.9	4.3	4.6	10.5	6.2	19%	-37%

New Admissions

Redeploy Site	CY 2005	CY 2006	CY 2007	Baseline Average 05-07	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Average 09-14	% Decrease - Baseline (05-07) - 09-14 Average	% of Decrease Baseline (05-07) Compared to 2014
Lee	22.0	8.0	10.0	13.3	12.0	11.0	11.0	9.0	9.0	6.0	4.0	8.3	38%	70%
Madison	393.0	395.0	402.0	396.7	342.0	333.0	356.0	422.0	389.0	343.0	392.0	372.5	6%	1%
McLean	186.0	219.0	205.0	203.3	214.0	194.0	189.0	156.0	180.0	145.0	183.0	174.5	14%	10%
Fourth Circuit	182.0	191.0	179.0	184.0	126.0	109.0	134.0	157.0	214.0	184.0	208.0	167.7	9%	-13%

Data Tables - 2012 Sites

Average Length of Stay (days) - 2012 Sites

Redeploy Site	CY 2008	CY 2009	CY 2010	Baseline Average 08-10	CY 2011	CY 2012	CY 2013	CY 2014	Average 12-14	% Decrease Baseline (08-10) -2012-2014 Average	% of Decrease Baseline (08-10) Compared to 2014
LaSalle	26	25	33	28.0	25	27	27	32	28.7	-2%	-14%

Average Daily Population - 2012 Sites

Redeploy Site	CY 2008	CY 2009	CY 2010	Baseline Average 08-10	CY 2011	CY 2012	CY 2013	CY 2014	Average 12-14	% Decrease Baseline (08-10) -2012-2014 Average	% of Decrease Baseline (08-10) Compared to 2014
LaSalle	10.8	11	9.2	10.3	10.7	15.8	13.3	13.5	14.2	-37%	-31%

New Admissions - 2012 Sites

Redeploy Site	CY 2008	CY 2009	CY 2010	Baseline Average 08-10	CY 2011	CY 2012	CY 2013	CY 2014	Average 12-14	% Decrease Baseline (08-10) -2012-2014 Average	% of Decrease Baseline (08-10) Compared to 2014
LaSalle	140	157	100	132.3	152	203	176	150	176.3	-33%	-13%

*Note: additional counties were added to the LaSalle site in 2014. Refer to 2014 data tables for information.

Data Tables - 2014 Sites

Average Length of Stay (days) - 2014 Sites

Redeploy Site	CY 2010	CY 2011	CY 2012	Baseline Average 10-12	CY 2013	CY 2014	% of Decrease Baseline (10-12) Compared to 2014
Winnebago	25	24	31	26.7	29	32	-20%
Kankakee	20	25	15	20.0	14	15	25%
Union	13.4	16.6	19.4	16.5	13.9	15.5	6%
La Salle (counties added in 2014)	19.2	21.3	20.8	20.4	24.3	20.7	-1%
St. Clair* (counties added in 2014)	10.5	10.6	12.3	11.1	8.8	5.5	51%

*Note: additional counties were added on 7/1, ALOS for 7/1 - 12/31 = 5.7

Average Daily Population - 2014 Sites

Redeploy Site	CY 2010	CY 2011	CY 2012	Baseline Average 10-12	CY 2013	CY 2014	% of Decrease Baseline (10-12) Compared to 2014
Winnebago	46.7	42.7	44.6	44.7	43.3	40.2	10%
Kankakee	10.2	6.4	7.6	8.1	8.1	11.2	-39%
Union	7	4.2	4.6	5.3	4.8	4.2	20%
La Salle (counties added in 2014)	3.2	3.4	3.1	3.2	2.9	2.8	13%
St. Clair* (counties added in 2014)	1.0	1.4	1.5	1.3	2.3	1.8	-38%

*Note: additional counties were added on 7/1, ADP for 7/1 - 12/31 = 1.6

New Admissions - 2014 Sites

Redeploy Site	CY 2010	CY 2011	CY 2012	Baseline Average 10-12	CY 2013	CY 2014	% of Decrease Baseline (10-12) Compared to 2014
Winnebago	671	589	520	593.3	516	466	21%
Kankakee	155	128	181	154.7	177	174	-13%
Union	151	91	93	111.7	113	88	21%
La Salle (counties added in 2014)	54	57	57	56.0	38	53	5%
St. Clair* (counties added in 2014)	36	46	52	44.7	89	103	-44%

*Note: additional counties were added on 7/1, New Admissions for 7/1 - 12/31 = 51

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