



State of Illinois  
Department of Human Services

# Juvenile Redeploy Illinois (JRI) FY24 Annual Report



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## Executive Summary

*“Young people engaged with trustworthy adults and peers in the pursuit of meaningful activities and the acquisition of new skills are more likely to build the developmental assets needed for a positive adulthood.”* Jeffrey M. Butts, John Jay College of Criminal Justice

In FY24, Juvenile Redeploy Illinois (JRI) Program sites continued to improve their model and provide services using a holistic, positive youth development approach designed to build on strengths, address challenges, and support young people and their families in reaching their goals. Services and resources were provided to 655 young people and their families using the JRI Core Service Area Matrix as a guide to success planning.

The JRI Program experienced continued growth in FY24. JRI Program sites saw increases in the number of young people referred and decreases in the number of young people committed to IDJJ.

The JRI Program service area expanded to include Champaign County, Peoria County, and half of Cook County.

- The FY24 Site Visits indicated judicial support for the JRI Program is higher than ever before.
- The new GOALS (Goals, Outcomes, and Long-Term Success) assessment tool was finalized, JRI Program staff were trained, and the tool was implemented July 1<sup>st</sup>, 2024.
- An evaluation from the Illinois Criminal Justice Information Authority (ICJIA) was launched to make sure JRI Program changes are appropriate and beneficial to young participants and their families.
- Discussions in FY24 about finding more ways to incorporate young people’s voices led to the creation of a Client Satisfaction Survey.
- The Illinois Collaboration on Youth (ICOY) made extensive changes to their CBAT-O process to account for the uniqueness of the JRI Programs.
- Intensive FY24 site visits were conducted by RIOB members and DHS staff which provided a deep dive into each JRI Program site.

## FY25 Aspirations

- Continue to increase efforts to measure short and long-term positive outcomes by building capacity in the new case management system.
- Develop DEI matrices to better understand and address DEI issues that impact young people and their families.
- Increase funding to expand the JRI Program into all of Cook County without impacting other sites and increase JRI Focus efforts to increase use of Focus funds.
- Offer competitive pay to employees, especially therapists and case workers, to decrease staff turn-over. The relationships case workers and therapists build with young people and their families is essential to success.
- Increase the visibility of the JRI Focus Program and attract referrals.
- Finalize and fully implement the CaseWorks data system and complete the transition from the original YASI to the new GOALS tool.
- Find more ways for young participants to share their voices.

- Create Youth Advisory Boards and provide incentives to participate.
  - Implement Restorative Circles and invite the community.
- Assist with the development of marketing materials for JRI Program sites to provide quick and easy ways to encourage use of the JRI program site wide.
- Distribute client satisfaction surveys to each JRI young person and their family members.
- Develop educational materials to help explain the JRI Program to young people and their families early in the process, ideally in the courtroom as soon as young people are referred to JRI Programs.
- Encourage all JRI Program sites to develop a JRI Program Orientation for new employees and courtroom stakeholders.
- Develop and offer professional development workshops for JRI Program employees.
- Provide JRI Program sites with de-escalation trainings.

## Who are we?

Established by statute (730 ILCS 110/16.1<sup>1</sup>) and governed by the Redeploy Illinois Oversight Board (RIOB), the Juvenile Redeploy Illinois (JRI) Program seeks to decrease juvenile incarceration by providing effective community programs and resources that maintain public safety and promote positive youth outcomes as an alternative.

The Illinois Department of Human Services (DHS) is charged with establishing and convening the Redeploy Illinois Oversight Board (RIOB), which provides guidance, oversight, and direction for the Redeploy Illinois Program. Members of the RIOB include representatives or designees from a variety of state agencies, commissions, courtrooms, and community organizations. The RIOB is charged with identifying areas of strength and approving funding for effective programming as well as addressing challenges to ensure the JRI Program continually adjusts to address the specific needs of clients and their families. For more information on the RIOB, see **Appendix B**.

Funding from JRI provides individualized support and services to prevent further justice involvement and provide each young person with the opportunity to reach their full potential. The program's positive youth development and holistic approach addresses overall need and builds on strengths determined by assessment<sup>2</sup>. The measure of success for young people goes beyond keeping them from re-entering the justice system. For this program, success means the achievement of long-term positive outcomes: Living in safe, stable homes, motivated to be educated and employed, having established strong relationships with positive adults who provide support, having hope for the future, and working towards overall self-improvement.

The JRI Program offers culturally and developmentally appropriate services and resources to young people, ensuring lasting public safety. It creates a strong infrastructure of collaboration between local juvenile justice stakeholders and social service providers, reshaping how the juvenile justice system works with and for youth and the communities they live in.

Addressing racial and ethnic inequality has been a focal point for JRI Program efforts since the inception of the program. However, those efforts have increased over recent years, and JRI Program sites have worked hard to address disparities in their communities. This includes increased efforts to collect data by race and ethnicity (traditionally a challenging task), attending trainings on diversity and inclusion, re-examining staff make-up and increasing efforts to diversify staff to better reflect the community they serve. It also includes efforts to provide culturally appropriate services and resources and providing services to all marginally affected populations including LGBTQIA+ youth, youth with various religious backgrounds, and youth from recently immigrated families and/or refugees appropriately.

Additionally, JRI Programming offers trauma-informed care and services and focuses issues of diversity, equity, and inclusion (DEI). This includes an increased focus on hiring JRI Program staff with lived experience in the legal and child welfare systems, as well as those who identify with marginalized groups such as LGBTQIA+. JRI Programs make concerted efforts to hire those who represent the diversity of the community and youth they serve.

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<sup>1</sup> See **Appendix A** for a copy of the statute.

<sup>2</sup> The new GOALS was developed to assess youth holistically and focus on overall needs and strengths as opposed to traditional screening tools that measure criminogenic risk.

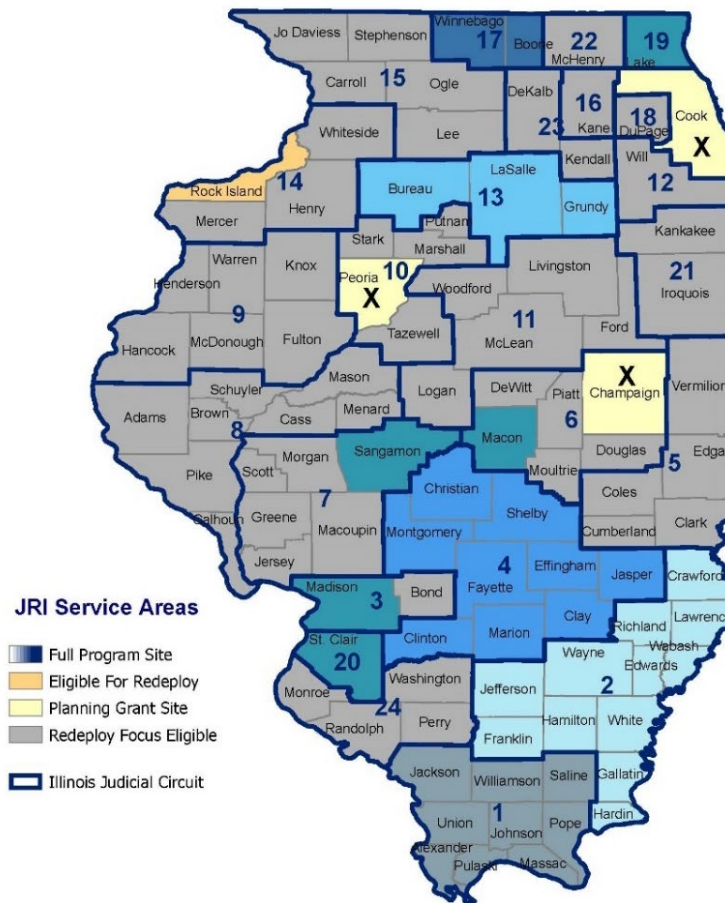
Illinois Collaboration on Youth (ICOY) staff help JRI Program staff expand operational, financial, and programmatic capabilities with a trauma-informed and race equity lens, which in turn helps communities develop a systematic approach to long-term change. ICOY ensures all training is culturally sensitive, developmentally appropriate, trauma-informed, and provides participants with best-practice knowledge. As a leader in professional development for youth service, ICOY also has a large network of trainers on various topics that support building communities that thrive. Training topics range from the use of different therapies and interviewing techniques, providing trauma-informed services, understanding implicit bias, working with LGBTQA+ youth, and positive youth development, to name a few. For an extensive list of the trainings provided by ICOY, see **Appendix C**.

The intent of the JRI Program is to reach every young person facing a possible commitment to IDJJ, and we are close to reaching that goal. Three planning grant sites recently began implementation, so currently there are 13 JRI Program sites covering 43 counties, including parts of Cook County. There are 54 additional counties that may request JRI Focused dollars, distributed on a case-by-case basis through a contract with the ICOY. Therefore, 101 of Illinois' 102 counties can provide JRI Program services in some capacity. Rock Island County was eligible for JRI Program grant money but did not request funding for a planning grant.

#### [Where can you find the JRI Program?](#)

FY23 planning grant sites, including Champaign County, Cook County, and Peoria County, became fully implementing sites during FY24. However, while all three JRI Programs started serving young people, the service area for Cook County does not include the entire county. Cook County has 12 local juvenile justice jurisdictions, and in FY24, six had JRI Program services available.

## FY24 JRI Program Service Area



Note: X indicates a planning grant site is in the implementation phase of the planning grant.

There are 13 JRI Programs in Illinois. Eight JRI Program sites are Established, 2 are New, and 3 were Planning Grant sites. Most of the remaining counties are eligible for JRI Focus funding.

### Established JRI Programs

The eight Established JRI Program sites<sup>3</sup> are the longest running programs. Four date back to the very beginning of JRI in 2005, and include the 1<sup>st</sup> Judicial Circuit, the 2<sup>nd</sup> Judicial Circuit, 4<sup>th</sup> Judicial Circuit, 13<sup>th</sup> Judicial Circuit, 17<sup>th</sup> Judicial Circuit, Macon County, Madison County, and St. Clair County. These sites have successfully reduced the number of IDJJ commitments by a minimum of 25% for at least five consecutive years. They can serve an expanded population including those in pre-adjudication status and those charged with misdemeanor offenses if they score high in need. They do

<sup>3</sup> See **Appendix D** for the Established JRI Redeploy Program policy developed by the RIOB.

not have to continue to reduce from their original baseline, but must maintain or reduce a more current, rolling baseline. If sites go over their baseline, corrective action is taken. It should be noted that while these sites are allowed to serve an expanded population, most young people referred are those charged with high-level felony offenses (the original target population).

### New JRI Programs

New JRI sites have been active less than five years and include Lake County and Sangamon County. These sites must work with the original target population (those charged with offenses punishable by an IDJJ commitment) and reduce the number of commitments by at least 25% from an unchanging, established baseline. There are three Planning Grant JRI Program, which are those in the first stages of bringing JRI Programs to their communities. Champaign County, Cook County, and Peoria County have recently gone through the planning process and began the implementation phase in FY24. All three JRI Program sites are now serving young people.

### JRI Focus Programs

Outside of Rock Island County, which was the one county eligible for a planning grant, the rest of the counties in Illinois are eligible for JRI Focus funding. JRI Focus Program sites include all counties ineligible for full program funding. These 55 counties are those who commit fewer than 10 young people a year, on average. JRI funding is available on a case-by-case basis for young people in these communities. In FY24, more concerted efforts were made to ensure probation departments in these counties were aware of the available funding with the hope of an increase in requests. Staff gave presentations at several statewide meetings and conferences and made the information more visible on the JRI website.

### What immediate impact did JRI have in FY24?

In FY24, the JRI Program expanded into additional counties, many young people avoided commitments to IDJJ, more young people were served than ever (and both impacted incarceration costs), and probation departments expressed appreciation for support.

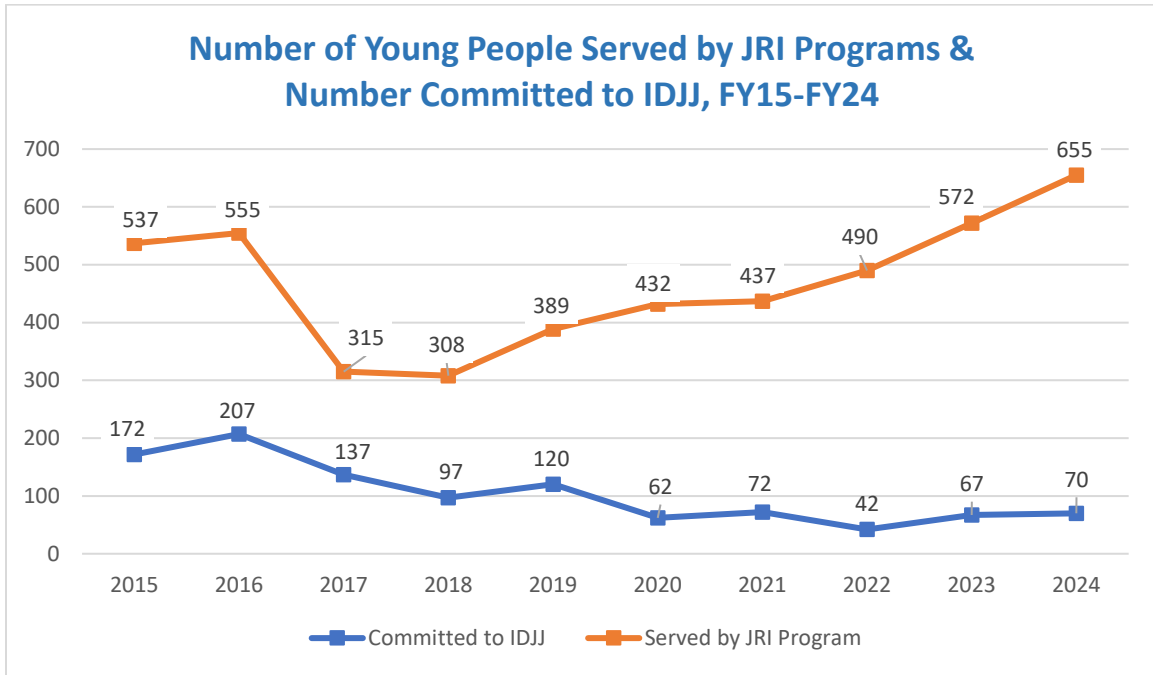
JRI Programs kept young people out of IDJJ, served hundreds of young people and their families and avoided incarceration costs.

The JRI Program served 655 young people in FY24, keeping them out of IDJJ and in their home communities, at a taxpayer cost avoidance of over \$194 million. Since the inception of the JRI Program, IDJJ commitments have generally decreased while the number of young people served has increased.

**The total number of commitments to IDJJ across JRI Program counties reflected an 87% decrease from their baselines.** Additionally, commitments decreased 59% from FY15 to FY24. The most commitments were in FY16, but by FY24 the number of young people committed had decreased 66% from that point.



Commitments were lowest in FY22, likely due to the dramatic decrease in case processing during the COVID-19 Pandemic.



### How did the JRI Program Keep Young People out of IDJJ?

JRI Programs successfully keep young people out of DJJ by being responsive to the needs of their local target population and community, working collaboratively and holistically with young people, their families, and probation, and addressing the needs and building on the strengths of each individual young person served. Based on research and experience, it is expected that this approach leads to more positive, long-term outcomes than incarceration.

JRI Programs continuously respond to the changing needs of young people and families as well as the changing needs of the local JRI program itself. Since services are client driven, JRI Program staff adapt and adjust to the needs of young people when necessary, ensuring the proper needs are being addressed. There is an inherent need to understand the client driven approach and be willing to adjust success plans and program plans to reflect the changing needs of youth and their families. JRI funds are used for more than formal programming. They are also used for resources that support and stabilize families.

Additionally, each year, JRI Program sites re-analyze the cases of the young people they serve, look closely at those who were committed to IDJJ during the year to identify possible points of intervention in the future, seek client and stakeholder feedback, and assess the structure, policies, practices, needs and strengths of their JRI Programs. The result is a collection of JRI Program plans that reflect changes to meet the current needs of young people and their families each year.

It has become clear that input from young participants and their families is critical to the success of the JRI Program. Incorporating client voice demonstrates trust on the part of the JRI Program and encourages participants to engage and stay motivated to succeed. The JRI Program is different from traditional programs in that they are more responsive to the articulated concerns of young people and

their families. To formalize this and to better understand the challenges and successes of participation, the RIOB, DHS staff, and JRI Program sites decided that a client satisfaction survey be given to all young people and their families upon completion of their time in the JRI Program. JRI Program staff began distributing the new client satisfaction survey July 1<sup>st</sup>, 2024, to any participant discharged from the JRI Program.

### What makes JRI different from other programs?

To be successful, JRI programs must be responsive. The JRI Program is flexible, dynamic, and locally managed, which allows for highly specialized programming designed to meet the specific needs of the young people and families they serve. Policies and practices reflect the values of the local community and court.

Given there is not a sole agency that can provide what the young people in the JRI Program need, the grantee for each JRI Program is a county unit of government. Subcontractors are used to provide a menu of options for young people and their families. Multiple agencies, specialists, doctors, and other partners are funded to ensure services and resources are available for whatever young people and their families need. Flex funds are also dispersed to provide opportunities for young people to thrive and shine through positive activities. See page 18 for specific examples of how JRI Program sites use flex funds. Grant funds allow for flexibility, so each JRI Program is designed to address the specific needs of each individual young person.



*We sub-contract every service that is available to the young people in the First Circuit from counseling to transportation. We have 5 - 6 counseling agencies now, and we have worked hard to find services that will tailor to our youths needs and provide them with a bright future. It's challenging when trying to find services for young people across 9 counties.*

1<sup>st</sup> Judicial Circuit JRI Program Manager  
Rural JRI Program

Each JRI Program is unique to their own target population and community.

No two JRI Programs look alike. The JRI Statute allows for flexibility, so each JRI program is designed to address the specific needs of their community and individual youth and their families. There are two models of the JRI Program. The Purchase of Service model is most often used by Probation-led programs and contract with many social service providers to provide an array of services, typically across a large geographic area. This model is used by JRI programs that serve judicial circuits, which include anywhere from 9 to 12 counties. The Lead Agency Model uses one agency to provide most services. They may contract out to other service providers who provide additional services not otherwise available. This model is most often used by county-level sites, where most young people reside in an urban area and have access to the agency providing services. For more detailed information on each site, see **Appendix E**.

*I thought for the most part all JRI Programs were the same. Nothing could be further from the truth. Each JRI Program demonstrated kindness and individuality that spoke to the diversity of the young people served in the program.*

**John Rekowski, RIOB Member**

In FY24, DHS staff and RIOB members conducted Intensive Site Visits with all JRI Programs. The purpose of the FY24 intensive site visits was to learn the detail of each JRI Program and how they function. They provided an opportunity for discussions between JRI Program staff, courtroom stakeholders, and at some sites, participants of JRI Programs and their families. DHS staff and RIOB members learned what makes each JRI Program site unique.

#### *Rural perspective*

Most of the circuit-level JRI Program sites cover multiple counties, which creates a unique set of challenges. These sites most often use the **Purchase of Service Model**, whereby multiple agencies are subcontracted to provide a variety of services and are used to help youth stay close to their communities. Given the wide geographic service area, it can be challenging to find services and resources for young people that are close to where they live. Many provide services directly in the home, or through teletherapy, to limit the amount of time spent on transporting young people from their rural homes to social service agencies. Transportation can be the biggest challenge, and sites that cover a large geographic area spend significant funds on transportation.

#### *Urban perspective*

JRI Program sites located in a more urban setting, usually with a one or two county-wide program, tend to use the **Lead Agency Model**, where one social service agency provides most of the resources and services. In these sites, the target population tend to reside mostly in the metropolitan area of each county. Examples include Rockford, Chicago, Champaign, Springfield, Peoria, and Decatur.

JRI Programs in more urban areas are dealing with high levels of gun violence and many young people in more urban areas are charged with gun-related offenses. JRI Program staff in these areas work hard to ensure young people, their families, and all staff stay safe.

Some JRI Program sites, like Lake County or the 13<sup>th</sup> Circuit, have a mix of urban and rural areas and plan accordingly.

#### **What do JRI Programs do to increase the likelihood of success?**

Research has shown that traditional youth correctional environments may expose youth to more traumatic experiences (Lowencamp & Latessa, 2004). Further, public attitudes have changed to support the funding of alternatives to incarceration, which have shown better outcomes than from the traditional correctional model (Pew Charitable Trust, 2015). Research has also shown that the prefrontal cortex, the area in the brain responsible for organization, long term planning, impulse control, and emotional regulation, which are related to juvenile justice system involvement, does not fully mature until a person's mid-twenties (Arain et al., 2013). Additionally, the growth of this brain area can be impacted if the youth experiences trauma (Sneed, 2018). Finally, research has also found that to address the myriad of needs among justice-involved youth, an individualized treatment approach should be applied, and that using a

holistic, positive youth development approach is more likely to lead to long-term positive outcomes in youth (Arain et al., 2013).

The Positive Youth Development approach focuses on creating a developmentally appropriate learning setting for young people, using strategies that focus on forging positive relationships; strengthening academic, soft, and technical skills; cultivating trustworthy, safe spaces; and offering youth opportunities to succeed in meaningful ways. Another defining characteristic of Positive Youth Development is that youth are treated as equal partners and engage with their communities, schools, organizations, peer groups and families in ways that are constructive and productive. To help prepare youth to succeed, all aspects of a positive youth development approach create a culture infused with the belief that youth can change and the emphasis is on personal accountability and skill development (Barton & Butts, 2008).

The JRI Program has gone through significant changes in recent years. Specifically, the RIOB determined the best approach is the Positive Youth Justice approach, developed by Jeffrey A. Butts, director of the Research and Evaluation Center at John Jay College of Criminal Justice. The Positive Youth Justice Model is built from the concepts of positive youth development and blends lessons from the science of adolescent development with practices suggested by positive youth development to provide an effective framework for designing interventions. The model encourages justice systems to focus on protective factors as well as risk factors, strengths as well as problems, positive outcomes as well as negative outcomes, and generally to focus on facilitating successful transitions to adulthood for justice-involved youth (Butts et al., 2010).

JRI Programs now use multiple holistic, restorative, trauma-informed methods and techniques to increase the likelihood of long-term success for young people and their families. A successful approach maintains focus on finding out what each young person wants in life, helping them be realistic about their goals, and achieving them.

Each site receives referrals from court and then assesses each young person. Results of the assessment are used to identify target areas for treatment and build success plans for JRI Program participation. JRI Program staff effectively partner with probation to provide support towards goals, work closely with courtroom stakeholders to ensure continued support and referrals to the JRI Program. They keep the community safe while working closely with young people, providing positive influences and activities and services.

All JRI Programs use a trauma-informed approach and go through ICOY's CBAT-O process, which ensures anyone who encounters JRI Program participants is properly trained in providing trauma-informed care.

Using a trauma-lens is critical to the work in JRI Programs. The trauma-informed approach is guided by four assumptions, known as the "Four R's": Realization about trauma and how it can affect people and groups, recognizing the signs of trauma, having a system that can respond to trauma, and resisting re-traumatization. Research has shown that individuals involved in trauma-informed care have better outcomes and are able to live a healthier lifestyle.

*The Illinois Collaboration on Youth (ICOY) made extensive changes to their CBAT-O process to account for the uniqueness of the JRI Programs.*

The Illinois Collaboration on Youth has implemented the research-informed Capacity-Building Assessment of Trauma-Informed Care for Organizations (CBAT-O), a self-assessment for organizations to examine every level of organizational structure, from the board, leadership, program implementation

and oversight, and operations, and analyzes the systems established within the organization to assess if they are meeting standards of practice. The CBAT-O is conducted each year with all JRI Program agencies to ensure agencies are providing trauma-informed care and services.

In FY24, ICOY partnered with the Illinois Department of Human Services (IDHS) to strengthen the capacity of youth services program providers. ICOY has stated that, in its commitment to advancing trauma-informed care practices, ICOY's Trauma Initiatives team engaged with IDHS stakeholders and the JRI team to evaluate the existing trauma-informed care curriculum for JRI providers. Throughout these discussions, they meticulously reviewed feedback from JRI providers who had completed the Capacity Building Assessment Tool for Organizations (CBAT-O). This collaborative effort helped identify trends and challenges related to the design and implementation of the CBAT-O.

Recognizing that a select few of JRI program sites and contracted service providers faced some barriers in completing the CBAT-O, IDHS and ICOY collaborated to develop a new support model tailored to the needs of JRI providers. Through this new framework, ICOY and the JRI team are making significant strides in enhancing trauma-informed care and creating a supportive environment for all providers involved in JRI. The goal is to effectively track and analyze data to deepen everyone's understanding of their journey toward becoming trauma informed.

Additionally, ICOY offers vital training and technical assistance for JRI Program staff (and others). ICOY staff help providers expand operational, financial, and programmatic capabilities with a trauma-informed and racial equity lens, which in turn helps communities develop a systematic approach to long-term change. ICOY ensures all training is culturally sensitive, developmentally appropriate, trauma-informed, and provides participants with best-practice knowledge. Continuing Education Units (CEUs) to qualifying licensed professionals who attend training events are also available. As a leader in professional development for youth service, ICOY also has a large network of trainers on various topics that support building communities that thrive. Training topics range from the use of different therapies and interviewing techniques, providing trauma-informed services, understanding implicit bias, working with LGBTQA+ youth, and positive youth development, to name a few. For an extensive list of the trainings provided by ICOY, see **Appendix C**.

*The new JRI model provides a guide to serve young people.*

A big reason for the change to a more holistic, positive youth development model is a better understanding of what motivates young people to commit crimes. Research and experience show that typically, there are unaddressed, underlying challenges that lead to the inappropriate behavior in young people in the JRI Program. Most of them have been victims themselves, have experienced traumatic events, struggle with poverty, and/or live in unstable homes. Many have family members involved in the justice system, live in violent communities, and/or experience everyday hardships.

The new JRI Program model was created during and because of COVID, when the needs of families changed drastically and quickly. Young participants needed assistance with tools for remote learning and therapy. It soon became clear that using this holistic approach was leading to stability for families.

The current JRI model, now fully implemented, focuses on creating a developmentally appropriate learning setting for young people, using strategies that focus on forging positive relationships; strengthening academic, soft, and technical skills; cultivating trustworthy, safe spaces; and offering youth opportunities to succeed in meaningful ways. Motivational Interviewing is the method of data collection. The JRI model

and Core Service Area Matrix were specifically developed to increase long-term, positive outcomes for young participants and their families. The JRI Logic Model<sup>4</sup> is also used to provide guidance on service provision and measuring progress.

It is critical to incorporate young people's voices throughout the entire process continually. Success planning should include the whole family, which bolsters them, and, in turn, bolsters the community. JRI staff must meet young people where they are and let their time end organically.

The following principles are used when implementing the new model:

- Responsibility for success does not fall solely on the young person. Unlike traditional models, the JRI Program model puts the responsibility of success on JRI staff and service providers. It is their job to support young clients and their families as they work towards achieving their personal goals.
- It is important to address immediate family needs like food and housing insecurity.
- JRI Program staff must work with probation to create collaborative case plans that complement and support each other.
- It is critical to make sure supports are in place for young participants and families post-JRI Program participation.

Another defining characteristic of Positive Youth Development is that youth are treated as equal partners and engage with their communities, schools, organizations, peer groups and families in ways that are constructive and productive. To help prepare youth to succeed, all aspects of a positive youth development approach create a culture infused with the belief that young people can change and the emphasis is on personal accountability and skill development (Barton & Butts, 2008).

JRI programs create success plans that complement probation's efforts and support the young people and families on their quest for success in specifically targeted areas. The Core Service Area Matrix is used to guide efforts to ensure the young person's needs and personal goals are met, and their strengths are encouraged and highlighted. JRI program staff meet young people where they are and let their time in the program end organically, which means the clients end their time in the program when they are ready, regardless of when their probation sentence ends.

#### *The Core Service Area Matrix and implications for service provision.*

The Core Service Area Matrix identifies seven critical domains that must be addressed to increase the chances for long-term positive outcomes for young people in the JRI program and their families.

According to the Matrix, the role of the JRI Programs is **to develop and implement strategies to assist** all others supporting the young people. It is important to recognize that, in the context of the holistic approach, the **responsibility for change does not fall solely on the young person**. There is a role for each young person and their family, those working with them and their families, their peers, and the community. Following the Core Service Area Matrix allows JRI staff to address underlying challenges that trigger unwanted behavior among youth.

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<sup>4</sup> See **Appendix F** for a copy of the JRI Program logic model.

*The new GOALS (Goals, Outcomes, and Long-Term Success) tool was finalized and implemented.*

At the end of 2020, the Criminal Justice Information Authority (ICJIA) published an evaluation that found the GOALS screening tool used and the data system measuring outcomes (eCornerstone) were not compatible with the new, more holistic JRI Program model. JRI Programs needed to collect the appropriate data to effectively respond to program needs and those of their clients. The findings from this report supported the shift in model and the creation of a more relevant screening tool and case management system.

Over FY23 and FY24, with the assistance of JRI Program staff, Orbis Partners, Inc. created and finalized new GOALS, which reflects the Core Service Area Matrix, and began development of a new case management system (CaseWorks).

The new GOALS tool and case management system identify needs, vulnerabilities, strengths, and assets. It allows for measuring progress in incremental steps, and it increases the ability to monitor impact of programs and therefore the ability to adjust when needed.

*Coming from probation with the original YASI, then the JRA and coming to Youth Services Network [service provider agency] and going to the GOALS tool, I've been able to see the strengths and weaknesses of all the tools. The GOALS is by far the best.*

*Success plans are the main drivers of good case work and when done right are the biggest catalysts for change. The GOALS is superior in that the tool's domains reflect the Core Service Area Matrix. We know it is measuring exactly what we want it to measure. It is completely reflective of and tailored to our program and the needs of our young participants.*

*The GOALS also measures the smallest of changes and allows the case manager and young participant to recognize and celebrate small changes and build on the momentum.*

*I really think the GOALS is going to be a long-term game changer for all JRI programs across the state.*

John Johnson, RIOB Member

In the Spring of 2024, at least one JRI Program staff person charged with screening participants of JRI Programs were trained in administering the new GOALS and entering the data into the CaseWorks system.



*The new GOALS and system make it easy to identify the needs and link to services and programs.*

*The system is easy to use when explaining things to families.*

*I like the quick snapshot of the GOALS results for fast access.*

[GOALS Tool: JRI Program staff satisfaction survey-preliminary results](#)

Starting July 1<sup>st</sup>, 2024, all newly enrolled clients are screened using the GOALS. Clients enrolled prior to July 1<sup>st</sup> receive a GOALS assessment when their next re-assessment is due. In all cases, the information is being entered into the new CaseWorks case management system. Data are now true and trackable.

The new system collects the data from the GOALS and creates an updated GOALS wheel that identifies areas of strengths and needs and provides critical information for success planning.

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*The adaptation of GOALS to address the broader goals of JRI was significantly enhanced by input from the JRI provider community. They showed great enthusiasm at the prospect of expanding the content and restyling the tool to address the unique needs of JRI clients. JRI providers offered invaluable advice on the needs and strengths to be included, the language of the assessment, and the functionality of the software. In addition, the redesign project benefited from the input of justice-involved youth regarding the assessment and interviewing process and the need areas that were most pressing for them. Overall, the feedback we received was central to the success of the GOALS project and the positive reception of the tool by practitioners.*

David Robinson, Project Manager, Orbis Partners, Inc.

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*ICJIA is conducting an evaluation of the new model, JRI Core Service Area Matrix, the GOALS, and CaseWorks.*

To make sure the changes to the JRI Program, the GOALS, and CaseWorks will do what is needed appropriately and effectively, the RIOB determined it was necessary to conduct another evaluation. This evaluation will determine if the appropriate and applicable domains were chosen for the Core Service Area Matrix (see **Appendix G**), that the GOALS collects the appropriate data to create an appropriate success plan and allows for a program evaluation in the future to determine if these efforts result in long-term positive outcomes for young people and their families. This led to the creation of the RIOB Evaluation Work Group, charged with overseeing this, and any other evaluation of the JRI Program. The Evaluation Work Group recruited ICJIA to conduct this evaluation as a follow-up to their evaluation published in 2020.

The current evaluation began in FY24 with interviews of JRI Program staff who will conduct GOALS assessments and observations of trainings on the new GOALS and the CaseWorks system created to house the GOALS and success planning data.

New users of the GOALS found it to be user friendly and that the system allows for easy entry. The wording is more positive as well. Preliminary evaluation findings indicated positive experiences overall:



- 80% of users of the new GOALS were extremely (65%) or somewhat (15%) satisfied with the screening tool and CaseWorks system.
- 96% indicated the domains of the GOALS designed to reflect the Core Service Area domains were all or mostly relevant.
- 82% responded that the GOALS documents behavior changes extremely (30%) or very (52%) well.
- 80% responded that the GOALS assesses needs extremely (37%) or very (43%) well.
- 71% felt it captured information from all JRI team members for developing success plans extremely (32%) or very (39%) well.

*JRI Program staff and Probation have a strong, collaborative relationship.*

Probation departments have come to rely on JRI programs and staff to provide support to young people on probation and their families. Probation has conditions for the young people, and young people and their families have goals of their own. All goals are discussed and incorporated into success plans with supports added from JRI to make positive progress towards everyone's goals.

***I feel relief when I hear JRI. I know the kids will be getting the services and support they need, and they'll be able to help me help the kids.***

**Probation Officer, Madison County**

The young people referred to the program have the highest needs of all youth on probation, and probation departments are limited to the support they can provide. JRI programs have resources to stabilize families by addressing immediate basic needs like food insecurity and clothing. JRI programs also provide support with educational and employment-related goals in many ways, like buying school supplies, employing educational advocates, supplying tutors, prepping young people for job seeking, obtaining, and maintaining. JRI programs help probation find adult support in the community for youth and families, they address health and safety needs of them, and provide training on life skills. These types of services are needed, but not available through probation.

JRI Program staff work with probation and the courts to create success plan that complement probation's efforts. JRI Programs support the young clients and their families to create stability and constancy which ensures positive progress towards both probation's goals as well as JRI Program goals.



*Two JRI sites (Macon County & the 13<sup>th</sup> Circuit) grant funds to purchase gardening and mowing equipment to establish a lawn care service for the elderly and infirm in the community. They've been doing this so long that they look forward to seeing their neighbors and neighbors look forward to seeing them. Community members who see the young people coming and do not see delinquents – they see neighborhood youth stepping up to help. This has had a great impact on both the neighborhoods and the young people serving their community.*

*JRI Programs keep communities safe.*

JRI programs across Illinois are keeping communities safe by maintaining close, positive contact with youth and connecting youth to their communities in positive ways. One of the Core Service Area Matrix domains is community and civic engagement, with the goal of ensuring young people develop an understanding of and connectedness to their communities through education and experience.

JRI programs also implement restorative practices, such as peace circles, which encourage young people to make reparations to their victims and communities. All JRI programs implement community-based activities that directly connect young people to their neighborhoods. The focus is on improving and repairing relationships and social connections to create a sense of belonging and provide communal accountability.

*How the JRI Program model increases the likelihood of success*

JRI programs directly address the challenges young people face in their homes, schools, and communities. They use local programming and resources to build on strengths and assets. Using a positive youth development approach, programs serve youth holistically, which means each program looks different from site to site as well as from young person to young person. In many JRI Program sites, services are provided in the home. Social services agencies who help clients are in the neighborhoods where the young people and their families live.

Since implementation, JRI staff have recognized the need for specialized staff.

- Client Care Coordinators manage case plans and facilitate collaboration between probation and service providers.
- Legal and Educational advocates and special education professionals assist sites in ensuring young people get the appropriate support reaching their educational needs and goals.
- Parental engagement specialists work specifically with young participants' parents or guardians to provide resources and support.

*The Core Service Area Matrix is used to create successful plans that will lead to long-term, positive outcomes.*

JRI Programs across Illinois use the Core Service Area Matrix to guide their work with young people and their families. Using the holistic, positive youth development approach requires their family, friends, and community to have specific but interconnected roles and responsibilities in helping young people achieve positive outcomes. One role of the JRI Program is to develop and implement strategies to assist these entities in helping young people succeed.

There are important guiding principles that are used to increase success: These guidelines reflect the core values of the JRI Program and are at the heart of the work. See **Appendix H** for more detail.

- Recognize that completing the JRI success plan is a first step in achieving long-term success for clients and their families.
- Understand that for young people and their families to achieve the goals of their success plans, it requires the full engagement and support of JRI program teams working in close collaboration with probation and the courts.
- Incorporate the voice of young people from program planning to success plan creation.
- Prioritize effective collaboration with probation to make sure case plans (probation) and success plans (JRI) complement each other.
- Serve the whole family and focus on engagement:
  - Provide support to young people and families to meet basic needs and provide stability (food, clothing, temporary assistance with rent or utilities).
  - Provide linkages to therapeutic and other programs and services.
- Find additional ways to measure success incrementally.
- Provide services after probation if young people still have needs and want to participate.
- Provide incentives and rewards for young people.
- Create a support system that remains after the young people’s time in JRI programs.

The seven domains of the Core Service Area Matrix encapsulate areas that help young people be successful long-term. They include education, employment, health/wellness, life skills, permanent connections and relationships, safety, and service learning/civic engagement.

### JRI Core Service Area Matrix Goals

Core Service Area Domain	Goal
<b>Education</b>	On track to graduate or obtain a GED
<b>Employment</b>	Employed or on track to secure employment. Increase knowledge of career opportunities
<b>Health and Wellness</b>	Resources and abilities to maximize physical and mental health
<b>Life Skills</b>	Promote personal development and manage activities and challenges of everyday life
<b>Permanent Connections &amp; Relationships</b>	Establish and maintain healthy relationships with family, friends, and community
<b>Safety</b>	Live in a safe and stable environment free from abuse and is non-abusive towards others
<b>Service Learning &amp; Civic Engagement</b>	Develop an understanding of and connectedness to community through education and experience.

The new GOALS screen, which reflects each domain of the Core Service Area Matrix, gauges needs and strengths in each of the seven domains. Using this information, young people and their case workers create success plans, with each young person and their family providing input. Young people create their own goals, speak to their needs as they see them, and are given ownership of the success plan. Changes can be made to each success plan throughout service provision, if needed.





challenges of day-to-day life. Youth is on-track to achieve independence as a young adult. Life skills refer to a mix of inter/intrapersonal and technical skills needed by the youth to effectively manage everyday life. Life skills should develop as the youth matures and mastery of certain life skills becomes more important as the youth transitions to adulthood.

**Permanent Connections & Relationships** Young people will experience long-term, supportive, caring, and collaborative relationships/connections that challenge them to grow and inspire them to expand their world. Young people will demonstrate reciprocity within relationships. They will experience these relationships across a variety of settings with supportive adults (mentors, family members, peers, and positive adults within the community) through both one-to-one and group interactions. Young people may develop cultural competence by experiencing relationships with individuals of diverse cultural/racial/ethnic backgrounds. Also, they will be able to identify and exit detrimental relationships. These relationship skills will improve teamwork and interpersonal competence, empathy, and sensitivity.



**Safety** Every young person deserves to live in a safe and stable environment in which their basic needs are being met. Young people will experience safe and healthy relationships and be supported by peers and adults. They will make safe and responsible choices about risky behaviors and will choose to keep those around them safe. They will seek help when necessary and take action to leave unsafe relationships. Initial engagement often includes working towards safety and stability.<sup>6</sup>

**Service Learning & Civic Engagement** Young people will gain knowledge and awareness of civic engagement and pride. They will have opportunities to express their voice, develop

<sup>6</sup> Word clouds from the Core Service Area Matrix descriptions come from FY24 JRI Program Plan service descriptions.

leadership skills, and positively impact their community through participation in Service-Learning opportunities that address local community challenges. Service-learning combines classroom learning and academic skills with meaningful service to the community.

*Flex funds are used for family support and incentives.*

It is also important to remember the flexibility of JRI Program dollars. JRI funds are used for more than programs and services. They are also used for resources that support and stabilize families. This service was provided frequently during the Covid-19 Pandemic. JRI dollars were used to buy masks and other PPE equipment. They were used to purchase groceries for families who were suddenly unemployed because of the lock-down. Money was used to get water turned back on, to pay a heating bill, and to cover the month of rent between the last paycheck and the first unemployment check. Funds were also used to pay for Chrome Books and internet hot spots so youth could participate in remote learning and teletherapy.

The lesson learned was that JRI Program dollars can and should be used to stabilize and provide security for families. Addressing immediate needs and stabilizing families during Covid resulted in higher success in the clinical services provided. JRI Program staff recognized that it is difficult to make progress in intensive therapy if families are hungry or struggling with housing. Addressing immediate needs and helping families work towards stability, all parties can focus their energy on targeting underlying issues that drive unwanted behavior.

It was also learned that young clients are more motivated and engaged when they are working towards something. JRI Programs use flex funding to celebrate success and encourage family connection. There are several reasons for this. Initial engagement can be challenging, and finding ways to motivate young clients is one way to increase engagement. Additionally, using funds allows for additional life skills training, teaches the value of a dollar, connects actions and success to rewards.

Many JRI Programs use a phased model where participants earn points or dollars towards items of great interest. JRI Programs can purchase nice shoes for school. However, a client who works hard and saves enough may be able to purchase the Air Jordans they have always wanted.

Implementing flex funds for family support and incentives has increased engagement and motivation in young clients and their families. Through these methods, they begin to better understand that JRI is a supportive program.

Below are examples of how flex dollars have helped families:

*The Stress & Trauma Treatment Center purchased the San Damiano retreat center, and the renovated cabins are available to families for picnics, swimming, and fishing. They cook together. We've got badminton and volleyball, corn hole, jump ropes, and board games. It's a getaway for them. They love to go out there and relax and enjoy family time. Multiple young people are also working there on landscaping, remodeling, and cleaning.*

1<sup>st</sup> and 2<sup>nd</sup> Judicial Circuit JRI Program staff

- **4<sup>th</sup> Judicial Circuit** We had a family that had a yard and basement full of trash. They were continually being ticketed for it. The young person is in JRI, and the parent is in drug court. Law



enforcement from the drug court team offered to assist in clean up. We used flex funds for a dumpster and the yard is now clean!

- **Lake County** We were able to provide a family with a temporary stay at a hotel after they were evicted.
- **17<sup>th</sup> Judicial Circuit** We just recently paid for a mother's car registration. Not being able to drive her car was preventing her from gaining meaningful employment. Not even a day after we got her registration paid, she was able to get a job and is now driving herself to and from work!
- **13<sup>th</sup> Judicial Circuit** We got a single mother with two children (one in our program) an air conditioning unit when it was so hot, they couldn't sleep.
- **Madison/St. Clair County** We helped a mother pay her utility bill as she received her final notice and was in danger of having her electricity turned off. Her daughter is on medication that requires refrigeration, and she was very afraid that if they lost the electricity, it would significantly impact her daughter's health since she would not be able to keep the medication refrigerated.
- **Cook County** We helped a family move out of a bad domestic situation by renting her a U-Haul. There have also been a few situations where families' utilities were going to be cut off, so we paid utility bills. One of our caseworkers used an opportunity to go grocery shopping with a reluctant mother to engage her in services.
- **1<sup>st</sup> Judicial Circuit** We have an incentive closet that is used for things that incentivize the youth to participate, show up for appointments and really focus on avoiding recidivism, healing, and not feeling like no one is proud of the progress they are making. We also have a supply closet that provides hygiene items, school clothing, bed sheets, school supplies and daily necessities like groceries so our young people can focus on bettering themselves with services provided to them than where these daily needs are going to come from.
- **Peoria County** We purchased a graduation gift for our client that graduated high school. We also put together summer fun baskets that included chalk, bubbles, outside toys, sunscreen, and encouraged our families to use them with all the children in the home.

How did DHS staff, the RIOB, and ICOY support JRI Programs to increase the likelihood of success?

The Redeploy Illinois Program is housed in the Illinois Department of Human Services, Bureau of Community and Positive Youth Development. The Director, Bureau Chief, and Program Administrator write funding notices, monitor activity in the program, and ensure fidelity of service. DHS staff are in regular communication with the JRI Program sites and RIOB to provide support and technical assistance. The DHS JRI Program Administrator is charged with making sure JRI Program sites have the tools and resources needed to run an effective program and that JRI Program grant dollars are being spent effectively and efficiently.

The RIOB develop policies and makes official decisions to move the JRI Program forward. For example, the RIOB officially adopted the JRI Core Service Area Matrix as a tool for creating JRI Program youth success plans. They monitor commitment trends and cost per youth served. They approve program plans and budgets at every April RIOB meeting. They attend JRI Program site visits and JRI All Sites meetings.

ICOY partners with DHS to provide additional support with staff and retired judicial personnel. ICOY also manages the training for JRI Program sites. DHS and ICOY staff regularly communicate with JRI Program staff through monthly phone calls and bi-annual All Sites meetings. Information learned is also shared

with RIOB members at their meetings to ensure JRI Program input is considered when making decisions about the JRI Program.

For more detailed information on DHS, ICOY, and RIOB support, see **Appendix I**.

### Who did JRI Programs serve in FY24, and what was their experience like?

JRI Programs served 655 young people in FY24. There two main methods JRI and DHS staff use to learn about young people and their experiences in the JRI Program. Client and program data analysis (qualitative) and regular communication with participants (quantitative) allows JRI Program staff to stay current with the needs of each JRI Program client and adjust when necessary. In general, JRI participants appreciate the flexibility and positive support from the program.

JRI Program client and program data (eCronerstone) are analyzed on a regular basis, but collecting the data that expresses young participants views on their experiences in the JRI Program is more challenging. This is one reason the Client Satisfaction Survey was developed for FY25. The most reliable source of information is gathered through regular communication with clients and families where feedback is gathered and acted on. This is critical information to maintain because it speaks to the value of the JRI Program from the participant's perspective.

The FY24 Intensive site visits provided an opportunity to learn about young people's experiences. Every three years, DHS Staff and RIOB members conduct thorough site visits at each site. The purpose is to find out how the JRI Program is progressing.

DHS staff and RIOB members attended the FY24 Intensive Site Visits, and participation from young participants and their families was strongly encouraged. DHS staff, RIOB members, and stakeholders from local courtrooms, got to hear directly from young people talking about their experiences in the JRI Program. All provided great ideas on how to enhance local JRI Programming.

*JRI is like my side family.*

JRI Participant Mom,  
Sangamon County

JRI Program staff, courtroom stakeholders, individual young people, and their families, reported positive experiences overall. There is recognized expansion of services and resources to address areas of need and support more holistically (more is offered, more is covered).

*JRI helped me finish school and find housing. I work at Centralia's Goodwill store now and I'm saving up for a washer and dryer. I came in as a bad-mouthed teenager that didn't care about anything, myself, or my parents. I've benefitted a lot. It feels good!*

JRI Participant, 4th Circuit JRI Program

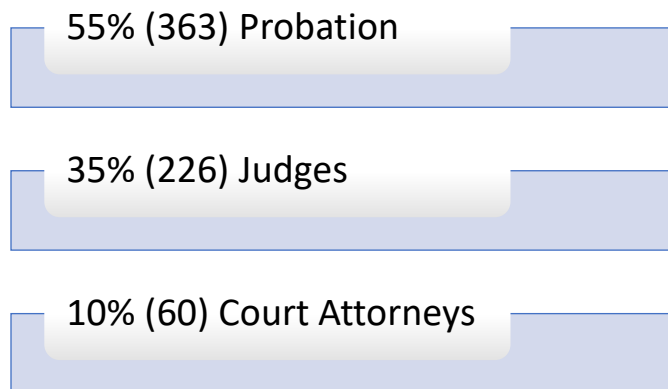
Several young participants reported feeling heard and that they had a say in their success plans. Many expressed though it may have taken time, they see the benefit of the support, services, and resources JRI Programs provide. Participant family members attended FY24 site visits as well, and they reported feeling supported and that the JRI Program was giving their children the best chance to be successful.

What does the eCornerstone and Quarterly Report data tell us about the JRI Program?

In FY24, data was available for 655 young people who had at least one day of service, which includes those who at least received a GOALS assessment. Of those, 518 were accepted into the JRI Program for full services. Those not accepted were typically ineligible due to the offense and/or need score, or better suited to another program in the community. More detailed data can be found in **Appendix J**.

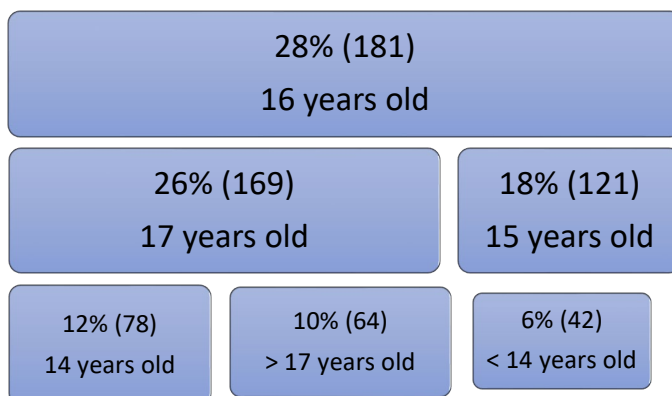
The data below reflect all young people served (655), **85%** of them male.

### Referral Source for JRI Referrals, FY24



Probation departments across all JRI sites understand the program exists to support young people struggling most to be successful. Probation officers often refer young people who exhibit high need and would benefit from multiple levels of support. Judges too understand young people would benefit from services and are more likely to be successful if they avoid incarceration. Probation officers rely on the JRI Program to provide the support young people need to be successful.

### Age of Young People Served in JRI, FY24



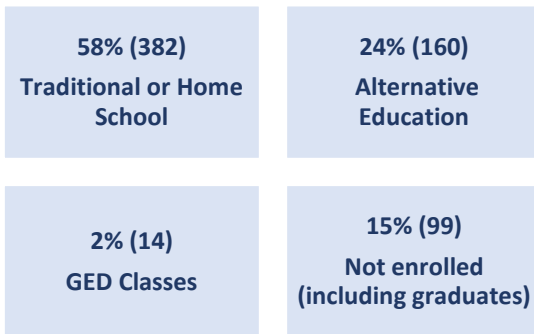
Over half of the young people served are 16 or 17, which speaks to the need of age-appropriate services. It was learned in the FY24 site visits) that there are a significant number of young people in JRI Programs working towards independence. Given that the average length of time in the program is about a year, older teens find themselves at an age

where they are legally able to make more decisions for themselves, and many chose to work towards independence. This is especially the case if the home is unstable or familial support is unreliable.

**52%** in the JRI Programs were Black or African American although they only account for **17%** of the general population age 13-17 who live in the JRI Program areas.

- **44%** of youth were White, while accounting for 82% of the population 13-17 in the JRI program sites
- **5%** of young people served were multi-racial (3%) or American Indian/Alaskan Native (2%) while they account for 2% and less than 1%, of the population 13-17, respectively.
- **7%** identified as Hispanic, which is the same representation of 13–17-year-olds in the general population in the counties.

### Educational Status of Young People Served in JRI at Enrollment, FY24



Almost every young person, including those not in school, received services around education, whether it be working towards a high school diploma or GED, tech school, or college. When referred to the JRI Program, most were enrolled in some type of educational system.

**Living situation for JRI Program clients upon enrollment.** **78%** were living at home at the time of enrollment, **8%** were living with other family or friends, **3%** were living in DCFS placement, **2%** were in mental health or substance abuse facilities, **1%** were living independently and **1%** were homeless. An additional **7%** were in detention at the time of referral to the JRI Program.

Juvenile Justice System involvement for young people served in FY24.

By statute, felonies are classified by seriousness of offense (730 ILCS 5/5-4.5-10). Class X and Class M (murder) are the most serious offense levels. Class 1 felonies are the most serious after Class X and Class M, and Class 4 felonies are the least serious. Misdemeanor offenses are less serious than felonies and range in seriousness from Class A to Class D. It is important to remember that while JRI Program sites can, and often do, serve young people charged with Class X or Class M felonies, commitments to IDJJ of people charged with these offenses do not count against the JRI Program sites' commitment reduction from the baseline.

The table below shows the breakdown of the number of JRI Program participants charged with different offenses by seriousness of offense (class level). These data were captured for the youth who were enrolled and then discharged from the program in FY24 who had legal data available in the system. It is important to remember that youth may have been charged with more than one offense; therefore, the totals may

exceed the number of young participants for which the data reflects. The data below include everyone referred to JRI Programs in FY24, regardless of whether they were accepted for services.

### Underlying Offense Class for Young People Served in the JRI Program, FY24

Underlying Offense Class	Number	Percent
<b>Felony</b>	512	72%
<b>Misdemeanor</b>	119	17%
<b>Class X</b>	76	11%
<b>Other</b>	7	<1%

Note: total does not equal total number served as some sites reported more than one charge for some youth.

Most young participants in the JRI Program in FY24 were charged with felonies (including Class X), which accounted for **82%** of all charges. The most common offense types reported were person offenses (**41%**), followed by property offenses (**36%**). Sex offenses accounted for **4%**. JRI Program sites determine on their own whether to serve young people charged with Class X felonies, and over time, the number of JRI Programs accepting young people charged with Class X offenses has increased.

The tables below provide both the legal status and legal history of the youth served in the JRI Program from FY24. This data is captured at program admission. It is important to note that each table only includes data reported on the new youth enrolled into the JRI Program during the reporting period who had legal data in the system. 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 for JRI Participants Served in JRI Programs, FY24

Legal Status	Male	Female	Total	Percent
<b>Conditional discharge</b>	6	2	8	0.9%
<b>Parole</b>	18	0	18	2.0%
<b>Probation</b>	357	57	414	45.3%
<b>DCFS involvement</b>	37	11	48	5.3%
<b>Diversion program</b>	58	11	69	7.5%
<b>Pending court case</b>	193	32	225	24.6%
<b>Pre-trial conditions in place</b>	80	21	101	11.1%
<b>No known legal status at enrollment</b>	22	0	22	2.4%
<b>Other legal status not listed</b>	7	0	7	0.8%
<b>Outstanding warrant</b>	2	0	2	0.2%

N=101 females, 552 males.

Note. Youth may be counted in one or more categories. Pending court cases for males include 4 pending adult court.

Data source: eCornerstone

### Prior Legal History for JRI Participants Served in JRI Programs, FY24

Prior Legal History (Excludes current offense)	Male	Female	Total	Percent
<b>No known prior legal history</b>	200	39	239	18.1%

<b>Arrests</b>	281	47	328	24.8%
<b>DCFS involvement</b>	93	27	120	9.1%
<b>Parole assignment</b>	6	1	7	0.5%
<b>Probation assignment</b>	146	16	162	12.2%
<b>Delinquency adjudication(s)</b>	140	15	155	11.7%
<b>Detention placement</b>	212	25	237	17.9%
<b>IDJJ commitments</b>	14	2	16	1.2%
<b>Diversion program</b>	34	12	46	3.5%
<b>Juvenile Conditional Discharge</b>	7	0	7	0.5%
<b>Other history not listed</b>	5	2	7	0.5%

N=101 females, 552 males.

Note. Youth may be counted in one or more categories.

Data source: eCornerstone

## What do eCornerstone and quarterly reports say about services JRI Program participants received?

Each JRI Program site has its own process to determine eligibility, and, in some instances, sites institute stronger restrictions on eligibility. In each case, young people are assessed to determine their level of risk, assets, and service needs.

The number of young people referred and accepted into the JRI Program has steadily increased since 315 were referred in 2017 with the expansion into other areas of the state and eligibility criteria in established JRI Program sites expanding the population served. This was the case even during the COVID-19 Pandemic, when the number of young people referred to the JRI Program was increasing while the number being arrested and processed was decreasing. This implies an increase in the number of young people arrested and charged with serious offenses, who often demonstrate high levels of need and are therefore eligible for JRI services.

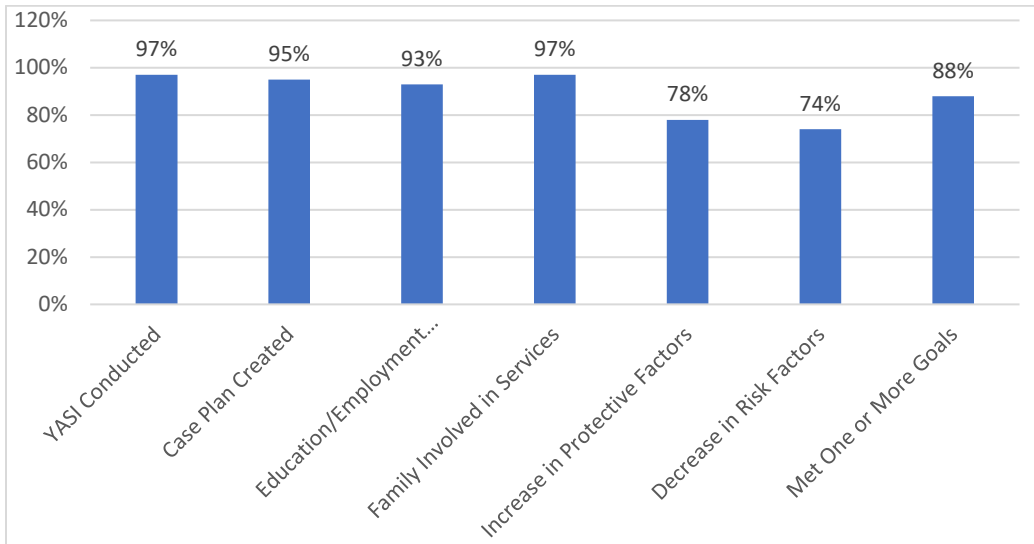
The RIOB began tracking the prevalence of identified challenges in JRI Program clients and the extent to which programs can provide some level of service to address those identified needs. Many young people in the JRI Program have challenges around mental health, substance abuse, trauma, and truancy. Participants often struggle with learning or developmental disabilities.

Most JRI participants who had identified challenges had their needs addressed through success plans. Providers identified several reasons 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, either in the JRI Program or elsewhere; and 3) assessment identified service needs that were either not available or of limited availability in the community.

The RIOB also requested data from the sites regarding changes to risk and protective factors in participants discharged from the JRI Program in FY24 as determined by comparing the initial and closing GOALS 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. In FY24, 95%+ of young people had GOALS assessments, success plans,

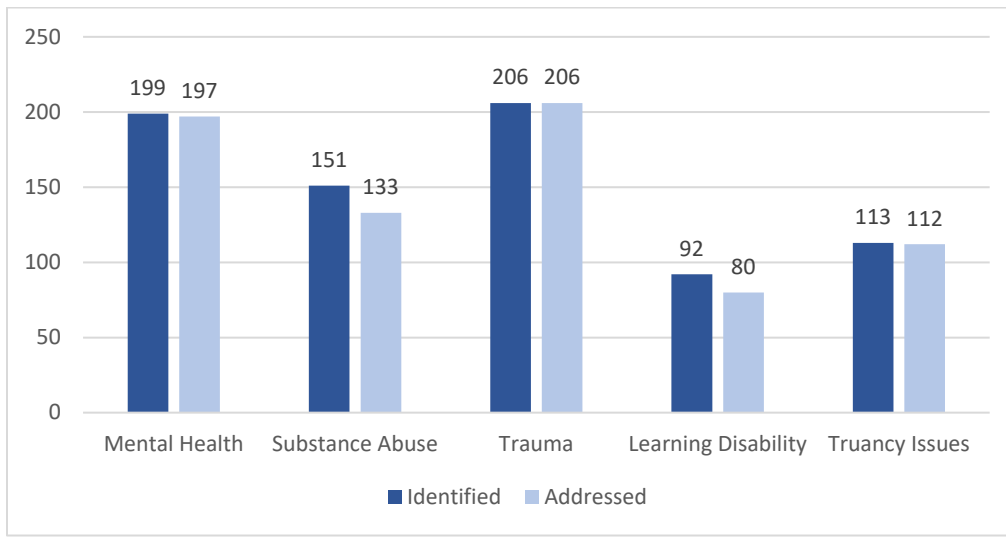
and family involved in the provision of services resulting in most young participants experiencing increases in protective factors (78%) and decreases in risk factors (74%). For more detailed information, see **Appendix K**.

### Percent of JRI Participants with Positive Program Experiences, FY24



The JRI Program also identifies and provides services for a multitude of challenges that prevent young participants from being successful.

## Percent of JRI Participants with Positive Program Experiences, FY24



### Average Length of Stay in JRI Programs in FY24

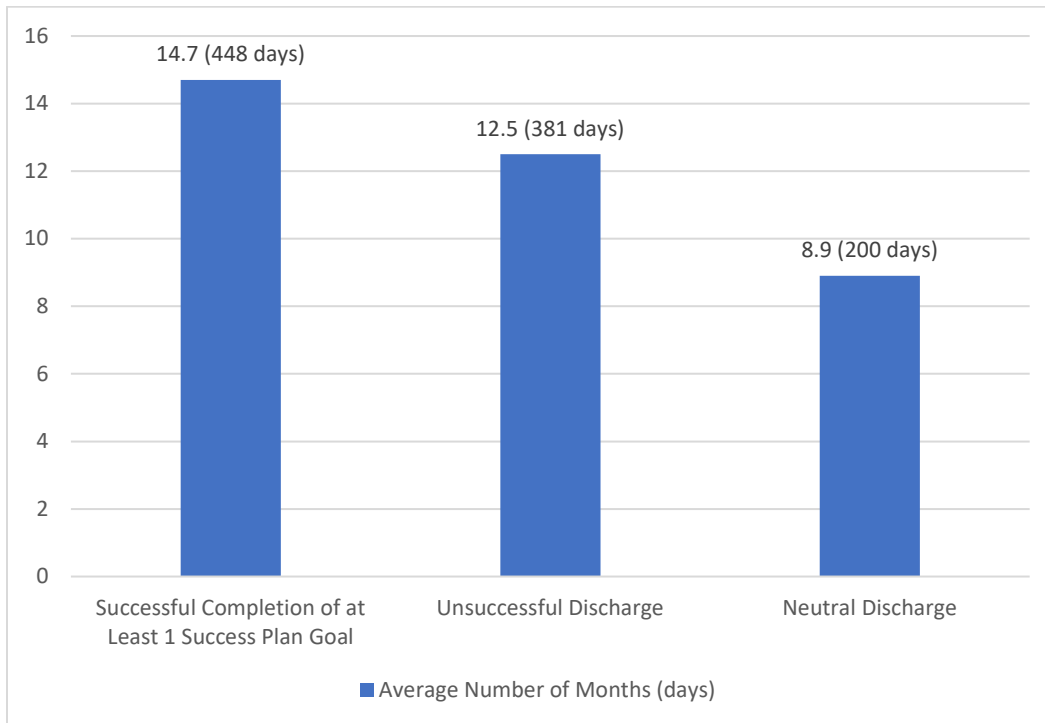
The average length of stay in the JRI Program varies from young person to young person and depends on the needs of the participant and families being served. Services are available for those who complete probation if there is still a need. JRI Program staff work to ensure young people are stable and able to maintain positive behaviors and attitudes prior to discharge.

There were 178 JRI Program participants discharged from the program in FY24. Those who stayed longer were more successful. Most young people successfully completed at least one JRI success plan goal. Those unsuccessfully discharged had typically committed another offense or failed to comply with JRI success plans. Neutrally discharged participants are most often attributed to participants moving out of the jurisdiction.

The following graph illustrates the average length of stay for youth who were accepted into the JRI program for full services.



## Average Length of Stay (ALOS) in Months for JRI Program Participants by Discharge Status, FY24



There is consensus among JRI Program sites that success rates are greater than the data indicate. Staff have made it clear that not meeting goals does not mean participants do not make significant progress towards reaching them.

### Measuring success and Diversity, Equity, and Inclusion

While most youth completed at least one success plan goal, there is anecdotal evidence of more success than what the data indicate. The data system used in FY24 (eCornerstone) is dichotomous (yes, they did it or no, they did not do it) and does not allow for more nuanced analysis<sup>7</sup>. This means there is no ability to account for **positive progress towards** success. So, if a young person had the goal of getting their high school diploma and did not get it, the current data reflects a failed attempt at reaching that goal.

However, that young person is likely in a much better situation educationally than when they came into the program. They may have gotten the IEP they needed, or have increased their reading level, or are now attending school regularly and not on the verge of dropping out.

Additionally, the structure of the JRI Program and individualization of services has made it challenging to define success, as true success is very individualized and based on the progress of each individual JRI Program participant. To better understand the true impact of services, very detailed data collection and analysis is necessary.

<sup>7</sup> For a list of eCornerstone data elements, see **Appendix L**.

The new case management and data system is being created to account for micro levels of change so positive progress and success can be accurately measured. This is important for many reasons, but most notably so that young people can see the progress they make. Historically, stakeholders have used measures that focus on monitoring and compliance to determine success. It is important to start documenting the positive so everyone (young people, their families, JRI Program staff, courtroom stakeholders, the community) recognizes the positive progress young people make.

Better data also means more meaningful analysis of diversity, equity, and inclusion efforts. JRI Program staff already do things like attend trainings on DEI, cultural sensitivity, implicit bias and implement culturally sensitive programming. They also listen to the needs of young people and their families and recognize their work will be more impactful if they incorporate the voice of those with lived experience and connect young people to a support person they can relate to. The next important step is improving data collection and analysis by race and ethnicity, which would allow JRI Programs to actually measure the impact of their DEI efforts.

JRI Programs inherently impact DEI by being an alternative to incarceration, which results in a decrease in minority representation in DJJ custody, and the structure of the new case management system will allow for detailed analysis by race and ethnicity. DEI metrics can be used to create concrete DEI goals, track progress towards those initiatives, identify areas of improvement, and create a definition of success. Using DEI metrics can better drive accountability, transparency, and commitment to improving diversity, equity, and inclusion in the JRI Program (Boogaard, 2024).

The use of JRI reduced commitments and resulted in cost avoidance for the state<sup>8</sup>.

Why do we talk about cost avoidance and not cost savings? Comparing the cost of housing a young person in an IDJJ facility to the cost of serving them in the community is challenging given the nature of each. IDJJ provides congregate care and JRI Programs in the community provide individualized care. Congregate care represents a wide range of residential settings such as college campus residence halls, military barracks, nursing homes, group homes, treatment facilities, and IDJJ facilities. Facilities have set capacities and fixed costs (utilities, building and yard maintenance, plowing parking lots and sidewalks, janitorial assistance, etc.) that are associated with maintaining the property and do not change regardless of how many are in each facility. Therefore, the JRI Program budgets are based solely on the cost of serving each youth in the context of family and community while the IDJJ budget is based on the costs of individual youth service as well as maintaining facilities. Because the JRI Program does not have to account for the same costs as housing young people in IDJJ facilities, using cost-avoidance is a more appropriate term to use when making comparisons.

Another factor to consider is the decrease in both the average length of stay in IDJJ and the number of IDJJ facilities in operation. In FY05, the average length of stay was 9 months. In FY24, it was 5.8 months. In FY05, there were seven IDJJ facilities in Illinois. In FY24, there were five, and one of those had been converted to a transitional housing facility for young adults. Shorter stays and fewer institutions impact cost.

While there are limitations, a few generalizations can still be made. During the 2005-2024 program period, **2,346** youth were committed to IDJJ from JRI counties, a **68%** reduction from the estimated **7,398**

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<sup>8</sup> For more detailed information on the cost-benefit analysis, see **Appendix M**.

youth who would have otherwise been sent to IDJJ from these counties during this period. There were **5,052** fewer youth committed to IDJJ from JRI counties during this period of implementation, avoiding more than **\$194 million** in incarceration costs.

The 2016 per-capita cost for IDJJ to house a youth in a IDJJ facility was unofficially reported to be approximately \$161,000. From 2005-2024, the average per-capita annual cost to serve a youth in the JRI Program was \$8,485.49. This is approximately 5% of the IDJJ cost. Between 2005 and 2024, JRI Program counties redeployed 5,045 youth, avoiding significant incarceration costs.

In FY05, when the program began, the per-capita cost for a 12-month youth commitment was \$70,827. The average length of stay for a delinquency commitment in FY05 was 8.8 months (\$51,940) and the average length of stay for a court evaluation commitment in FY 05 was 3.5 months (\$20,658). Since 2005, the cost of commitment has increased yearly. However, the most current official cost data published by the IDJJ continues to reflect 2005 expenses. Therefore, the cost analysis reflects the 2005 cost information and average lengths of stay by commitment type. For this reason, this analysis represents a very conservative estimate.

JRI Program sites IDJJ commitment & detention data show decreases over time when accounting for new JRI Program site inclusion.

The number of young people committed to IDJJ has decreased dramatically in each site since each JRI Program was implemented. The table below shows the overall decrease in commitments from JRI Program sites compared to the baseline calculated for each. Original baselines are calculated by averaging the number of commitments to IDJJ for the most recent previous 3-year time-period prior to JRI Program implementation.

### Number of Young People from JRI Program Sites Committed to IDJJ in FY24 Compared to Their Original Baselines

Program Site	Program Start Date	Original baseline	FY24 IDJJ Commitments	Percent Change
<b>2<sup>nd</sup> Circuit</b>	2005	40	6	-85%
<b>Macon County</b>	2005	51	11	-78%
<b>Peoria County</b>	2005-2017, 2024	44	8	-82%
<b>St. Clair County</b>	2005	83	3	-96%
<b>4<sup>th</sup> Circuit</b>	2009	47	0	-100%
<b>Madison County</b>	2009	33	7	-79%
<b>13<sup>th</sup> Circuit</b>	2012	27	2	-93%
<b>Winnebago County</b>	2014	78	11	-86%
<b>1<sup>st</sup> Circuit</b>	2014	12	4	-67%
<b>Sangamon County</b>	2016-2017, 2022	11	6	-45%
<b>Lake County</b>	2022	12	4	-67%
<b>Champaign County</b>	2024	8	3	-63%
<b>Cook County</b>	2024	39	9	-77%

Source: IDJJ data

All JRI Programs across Illinois have decreased the number of commitments to IDJJ from their original baselines by at least 45%, and nine of the thirteen reduced by more than 75%.

While the JRI Program had an impact, there were other factors that influenced IDJJ commitment trend. In 2010, 17-year-old young people charged with misdemeanors came under the jurisdiction of juvenile court, leading to an increase in the number of young people eligible for process through the local juvenile justice systems. Additionally, Public Act 095-1031, effective 2014, 17-year-olds charged with felonies came under juvenile jurisdiction (Public Act 098-0061). Finally, in 2016, a law went into effect prohibiting the commitment of misdemeanor offenders (Public Act 99-0268).

One important trend monitored closely by the RIOB, IDHS staff, and JRI Program teams is the number of admissions to detention. It is critical that detention in local secure facilities is not used in lieu of commitments to IDJJ. The number of young detained from JRI Program sites decreased from 2015-2024.

The following table shows the reduction in the JRI Program sites over the course of their time in the program. Both commitments to IDJJ and admissions to detention decreased in most JRI Program sites.

### Percent Change in IDJJ Commitments & Admissions to Detention by JRI Program Site, Start date to FY24

Program Site	% Change in DJJ Commitments	% Change in Detention Admissions
<b>2<sup>nd</sup> Circuit</b>	-65%	-54%
<b>Macon County</b>	-68%	-66%
<b>Peoria County</b>	-52%	16%
<b>St. Clair County</b>	-82%	-39%
<b>4<sup>th</sup> Circuit</b>	-66%	-44%
<b>Lee County</b>	-97%	-54%
<b>Madison County</b>	-78%	-37%
<b>McLean County</b>	-82%	-22%
<b>13<sup>th</sup> Circuit</b>	-68%	0%
<b>Winnebago County</b>	-69%	-38%
<b>Kankakee County</b>	-59%	-15%
<b>1<sup>st</sup> Circuit</b>	-42%	-24%
<b>Sangamon County</b>	-25%	-15%
<b>Lake County</b>	-72%	-32%
<b>Champaign County</b>	-67%	-19%
<b>Cook County</b>	-77%	17%

Data source: IDJJ and JMIS

Overall, commitments to IDJJ and admissions to detention both decreased over time, though the decrease in IDJJ commitments was larger. It is important to remember that Sangamon County first participated in 2015/2016, then left until they re-implemented the JRI Program in 2021. Peoria County left in FY17 and returned in FY24. Trends demonstrate courtroom stakeholders and probation are not using detention as a sanction because the number of young people held securely is decreasing overall. More detailed commitment and detention data can be found in **Appendix N**.

The JRI Program experienced a lot of success in FY24.

FY24 was an exciting year for the JRI Program. The Core Service Area Matrix is fully integrated in all sites and each year, JRI Programs find more to add to their list of services and resources for young participants and their families. Courtroom stakeholders report high levels of support for JRI Programs and referrals have steadily increased as commitments to IDJJ have decreased. Using a trauma lens and Positive Youth Development model, incorporating participant voice as often as possible, providing a team of support with hope of continued success in the future, the JRI Program is confident the long-term outlook for young participants is positive and bright.

Below are highlights from FY24 and the JRI Program's aspirations for FY25.

### FY24 Highlights

- The JRI Program service area expanded to include Champaign County, Peoria County, and half of Cook County.
- The FY24 Site Visits indicated judicial support for the JRI Program is higher than ever before.
- The new GOALS was finalized, JRI Program staff were trained, and the tool was implemented July 1<sup>st</sup>, 2024.
- An evaluation from the Illinois Criminal Justice Information Authority (ICJIA) was launched to make sure JRI Program changes are appropriate and beneficial to young participants and their families.
- Discussions in FY24 about finding more ways to incorporate young people's voices led to the creation of a Client Satisfaction Survey.
- The Illinois Collaboration on Youth (ICOY) made extensive changes to their CBAT-O process to account for the uniqueness of the JRI Programs.
- Intensive FY24 site visits were conducted by RIOB members and DHS staff which provided a deep dive into each JRI Program site.

### FY25 Aspirations

- Continue to increase efforts to measure short and long-term positive outcomes by building capacity in the new case management system.
- Develop DEI matrices to better understand and address DEI issues that impact young people and their families.
- Increase funding to expand the JRI Program into all of Cook County without impacting other sites and increase JRI Focus efforts to increase use of Focus funds.
- Offer competitive pay to employees, especially therapists and case workers, to decrease staff turn-over. Relationships case workers and therapists build with young people and families is essential to success.
- Increase the visibility of the JRI Focus Program and attract referrals.
- Finalize and fully implement the CaseWorks data system and complete the transition from the YASI to the GOALS tool.
- Find more ways for young participants to share their voices.
  - Create Youth Advisory Boards and provide incentives to participate.
  - Implement Restorative Circles and invite the community.

- Assist with the development of marketing materials for JRI Program sites to provide quick and easy ways to encourage use of the JRI program site wide.
- Distribute Client Satisfaction Surveys to each JRI young person and their family members.
- Develop educational materials to help explain the JRI Program to young people and their families early in the process, ideally in the courtroom as soon as young people are referred to JRI Programs.
- Encourage all JRI Program sites to develop a JRI Program Orientation for new employees and courtroom stakeholders.
- Develop and offer professional development workshops for JRI Program employees.
- Provide JRI Program sites de-escalation trainings.

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## Appendix A: Redeploy Illinois Statute

(730 ILCS 110/16.1)

### Sec. 16.1. Redeploy Illinois Program.

(a) The purpose of this Section is to encourage the deinstitutionalization of juvenile offenders by establishing projects in counties or groups of counties that reallocate State funds from juvenile correctional confinement to local jurisdictions, which will establish a continuum of local, community-based sanctions and treatment alternatives for juvenile offenders who would be incarcerated if those local services and sanctions did not exist. It is also intended to offer alternatives, when appropriate, to avoid commitment to the Department of Juvenile Justice, to direct child welfare services for minors charged with a criminal offense or adjudicated delinquent under Section 5 of the Children and Family Services Act. The allotment of funds will be based on a formula that rewards local jurisdictions for the establishment or expansion of local alternatives to incarceration and requires them to pay for utilization of incarceration as a sanction. In addition, there shall be an allocation of resources (amount to be determined annually by the Redeploy Illinois Oversight Board) set aside at the beginning of each fiscal year to be made available for any county or groups of counties which need resources only occasionally for services to avoid commitment to the Department of Juvenile Justice for a limited number of youth. This redeployment of funds shall be made in a manner consistent with the Juvenile Court Act of 1987 and the following purposes and policies:

(1) The juvenile justice system should protect the community impose accountability to victims and communities for violations of law and equip juvenile offenders with competencies to live responsibly and productively.

(2) Juveniles should be treated in the least restrictive manner possible while maintaining the safety of the community.

(3) A continuum of services and sanctions from least restrictive to most restrictive should be available in every community.

(4) There should be local responsibility and authority for planning, organizing, and coordinating service resources in the community. People in the community can best choose a range of services which reflect community values and meet the needs of their own youth.

(5) Juveniles who pose a threat to the community or themselves need special care, including secure settings. Such services as detention, long-term incarceration, or residential treatment is too costly to provide in each community and should be coordinated and provided on a regional or Statewide basis.

(6) The roles of State and local government in creating and maintaining services to youth in the juvenile justice system should be clearly defined. The role of the State is to fund services, set standards of care, train service providers, and monitor the integration and coordination of services. The role of local government should be to oversee the provision of services.

(b) Each county or circuit participating in the Redeploy Illinois program must create a local plan demonstrating how it will reduce the county or circuit's utilization of secure confinement of



juvenile offenders in the Illinois Department of Juvenile Justice or county detention centers by the creation or expansion of individualized services or programs that may include but are not limited to the following:

- (1) Assessment and evaluation services to provide the juvenile justice system with accurate individualized case information on each juvenile offender including mental health, substance abuse, educational, and family information;
- (2) Direct services to individual juvenile offenders including educational, vocational, mental health, substance abuse, supervision, and service coordination; and
- (3) Programs that seek to restore the offender to the community, such as victim offender panels, teen courts, competency building, enhanced accountability measures, restitution, and community service. The local plan must be directed in such a manner as to emphasize an individualized approach to providing services to juvenile offenders in an integrated community-based system including probation as the broker of services. The plan must also detail the reduction in utilization of secure confinement. The local plan shall be limited to services and shall not include for:
  - (i) capital expenditures;
  - (ii) renovations or remodeling;
  - (iii) personnel costs for probation.

The local plan shall be submitted to the Department of Human Services.

(c) A county or group of counties may develop an agreement with the Department of Human Services to reduce their number of commitments of juvenile offenders, excluding 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 2012, to the Department of Juvenile Justice, and then use the savings to develop local programming for youth who would otherwise have been committed to the Department of Juvenile Justice. A county or group of counties shall agree to limit their commitments to 75% of the level of commitments from the average number of juvenile commitments for the past 3 years and will receive the savings to redeploy for local programming for juveniles who would otherwise be held in confinement. For any county or group of counties with a decrease of juvenile commitments of at least 25%, based on the average reductions of the prior 3 years, which are chosen to participate or continue as sites, the Redeploy Illinois Oversight Board has the authority to reduce the required percentage of future commitments to achieve the purpose of this Section. The agreement shall set forth the following:

- (1) a Statement of the number and type of juvenile offenders from the county who were held in secure confinement by the Illinois Department of Juvenile Justice or in county detention the previous year, and an explanation of which, and how many, of these offenders might be served through the proposed Redeploy Illinois Program for which the funds shall be used;
- (2) a Statement of the service needs of currently confined juveniles;

- (3) a Statement of the type of services and programs to provide for the individual needs of the juvenile offenders, and the research or evidence base that qualifies those services and programs as proven or promising practices;
- (4) a budget indicating the costs of each service or program to be funded under the plan;
- (5) a summary of contracts and service agreements indicating the treatment goals and number of juvenile offenders to be served by each service provider; and
- (6) a Statement indicating that the Redeploy Illinois Program will not duplicate existing services and programs. Funds for this plan shall not supplant existing county funded programs.

In a county with a population exceeding 2,000,000, the Redeploy Illinois Oversight Board may authorize the Department of Human Services to enter into an agreement with that county to reduce the number of commitments by the same percentage as is required by this Section of other counties, and with all of the same requirements of this Act, including reporting and evaluation, except that the agreement may encompass a clearly identifiable geographical subdivision of that county. The geographical subdivision may include, but is not limited to, a police district or group of police districts, a geographical area making up a court calendar or group of court calendars, a municipal district or group of municipal districts, or a municipality or group of municipalities.

(d) (Blank).

(d-5) A county or group of counties that does not have an approved Redeploy Illinois program, as described in subsection (b), and that has committed fewer than 10 Redeploy eligible youth to the Department of Juvenile Justice on average over the previous 3 years may develop an individualized agreement with the Department of Human Services through the Redeploy Illinois program to provide services to youth to avoid commitment to the Department of Juvenile Justice. The agreement shall set forth the following:

- (1) a statement of the number and type of juvenile offenders from the county who were at risk under any of the categories listed above during the 3 previous years, and an explanation of which of these offenders would be served through the proposed Redeploy Illinois program for which the funds shall be used, or through individualized contracts with existing Redeploy programs in neighboring counties;
- (2) a statement of the service needs;
- (3) a statement of the type of services and programs to provide for the individual needs of the juvenile offenders, and the research or evidence that qualifies those services and programs as proven or promising practices;
- (4) a budget indicating the costs of each service or program to be funded under the plan;
- (5) a summary of contracts and service agreements indicating the treatment goals and number of juvenile offenders to be served by each service provider; and
- (6) statement indicating that the Redeploy Illinois program will not duplicate existing services and programs. Funds for this plan shall not supplant existing county funded programs.

(e) The Department of Human Services shall be responsible for the following:

- (1) Reviewing each Redeploy Illinois Program plan for compliance with standards established for such plans. A plan may be approved as submitted, approved with modifications, or rejected. No plan shall be considered for approval if the circuit or county is not in full compliance with all regulations, standards and guidelines pertaining to the delivery of basic probation services as established by the Supreme Court.
- (2) Monitoring on a continual basis and evaluating annually both the program and its fiscal activities in all counties receiving an allocation under the Redeploy Illinois Program. Any program or service that has not met the goals and objectives of its contract or service agreement shall be subject to denial for funding in subsequent years. The Department of Human Services shall evaluate the effectiveness of the Redeploy Illinois Program in each circuit or county. In determining the future funding for the Redeploy Illinois Program under this Act, the evaluation shall include, as a primary indicator of success, a decreased number of confinement days for the county's juvenile offenders.

(f) Any Redeploy Illinois Program allocations not applied for and approved by the Department of Human Services shall be available for redistribution to approved plans for the remainder of that fiscal year. Any county that invests local moneys in the Redeploy Illinois Program shall be given first consideration for any redistribution of allocations. Jurisdictions participating in Redeploy Illinois that exceed their agreed upon level of commitments to the Department of Juvenile Justice shall reimburse the Department of Corrections for each commitment above the agreed upon level.

(g) Implementation of Redeploy Illinois.

(1) Oversight of Redeploy Illinois.

(i) Redeploy Illinois Oversight Board. The Department of Human Services shall convene an oversight board to oversee the Redeploy Illinois Program. The Board shall include, but not be limited to, designees from the Department of Juvenile Justice, the Administrative Office of Illinois Courts, the Illinois Juvenile Justice Commission, the Illinois Criminal Justice Information Authority, the Department of Children and Family Services, the State Board of Education, the Cook County State's Attorney, and a State's Attorney selected by the President of the Illinois State's Attorney's Association, the Cook County Public Defender, a representative of the defense bar appointed by the Chief Justice of the Illinois Supreme Court, a representative of probation appointed by the Chief Justice of the Illinois Supreme Court, and judicial representation appointed by the Chief Justice of the Illinois Supreme Court. Up to an additional 9 members may be appointed by the Secretary of Human Services from recommendations by the Oversight Board; these appointees shall possess a knowledge of juvenile justice issues and reflect the collaborative public/private relationship of Redeploy programs.

(ii) Responsibilities of the Redeploy Illinois Oversight Board. The Oversight Board shall:

(A) Identify jurisdictions to be included in the program of Redeploy Illinois.

- (B) Develop a formula for reimbursement of local jurisdictions for local and community-based services utilized in lieu of commitment to the Department of Juvenile Justice, as well as for any charges for local jurisdictions for commitments above the agreed upon limit in the approved plan.
- (C) Identify resources sufficient to support the administration and evaluation of Redeploy Illinois.
- (D) Develop a process and identify resources to support on- going monitoring and evaluation of Redeploy Illinois.
- (E) Develop a process and identify resources to support training on Redeploy Illinois.
- (E-5) Review proposed individualized agreements and approve where appropriate the distribution of resources.
- (F) Report to the Governor and the General Assembly on an annual basis on the progress of Redeploy Illinois.

(iii) Length of Planning Phase. The planning phase may last up to, but may in no event last longer than, July 1, 2004.

(2) (Blank).

(3) There shall be created the Redeploy County Review Committee composed of the designees of the Secretary of Human Services and the Directors of Juvenile Justice, of Children and Family Services, and of the Governor's Office of Management and Budget who shall constitute a subcommittee of the Redeploy Illinois Oversight Board.

(h) Responsibilities of the County Review Committee. The County Review Committee shall:

- (1) Review individualized agreements from counties requesting resources on an occasional basis for services for youth described in subsection (d-5).
- (2) Report its decisions to the Redeploy Illinois Oversight Board at regularly scheduled meetings.
- (3) Monitor the effectiveness of the resources in meeting the mandates of the Redeploy Illinois program set forth in this Section so these results might be included in the Report described in clause (g)(1)(ii)(F).
- (4) During the third quarter, assess the amount of remaining funds available and necessary to complete the fiscal year so that any unused funds may be distributed as defined in subsection (f).
- (5) Ensure that the number of youth from any applicant county receiving individualized resources will not exceed the previous three-year average of Redeploy eligible recipients and that counties are in conformity with all other elements of this law.

(i) Implementation of this Section is subject to appropriation.

(j) Rulemaking authority to implement this amendatory Act of the 95th General Assembly, if any, is conditioned on the rules being adopted in accordance with all provisions of and procedures and rules implementing the Illinois Administrative Procedure Act; any purported rule not so adopted, for whatever reason is unauthorized.

(Source: P.A. 97-1150, eff. 1-25-13; 98-60, eff. 1-1-14.)

## Appendix B: Redeploy Illinois Oversight Board (RIOB) Additional Information

Per statute, the Illinois Department of Human Services is charged with establishing and convening the Redeploy Illinois Oversight Board (RIOB), which provides guidance oversight, and direction for the Redeploy Illinois Program. Members of the RIOB include representatives or designees from the following:

1. Illinois Department of Human Services
2. Illinois Department of Juvenile Justice
3. Administrative Office of Illinois Courts
4. Illinois Juvenile Justice Commission
5. Illinois Criminal Justice Information Authority
6. Illinois Department of Children and Family Services
7. Illinois State Board of Education
8. Cook County State's Attorney
9. State's Attorney selected by the President of the Illinois State's Attorney's Association
10. Cook County Public Defender
11. Representative of the Defense Bar appointed by the Chief Justice of the Illinois Supreme Court
12. Up to an additional 9 members appointed by the Secretary of Human Services as recommended by the RIOB members.

Responsibilities of the RIOB include:

1. Identify jurisdictions to be included in the Redeploy Illinois Program.
2. Develop a formula for reimbursement of services rendered and charges for non-compliance to commitment reduction requirements.
3. Identify resources sufficient to support administration, training, evaluation, and on-going monitoring of the Redeploy Illinois Program.
4. Approve annual program plans and budgets.
5. Make recommendations and approval for distribution of resources.
6. Report to the Governor and General Assembly on progress annually.

The RIOB is a very active and engaged group. Their work is essential to ensure program success moving forward. Other ways RIOB members contribute include:

1. Attending site visits with IDHS and support staff.
2. Creating work groups to focus on specific program-related topics.
3. Providing expertise in their respective fields.
4. Having productive discussions at bi-monthly meetings that result in action and forward movement.

5. Conducting RIOB Planning Meetings, where timely, relevant topics are discussed, and ideas are shared.

The RIOB has established three work groups. The RIOB Data Work Group is comprised of RIOB representatives from IDJJ, AOIC, DCFS, research institutions, and the judiciary. The group was established to determine what data are needed to measure youth outcomes, determine criteria for referral and acceptance into the Redeploy Illinois Program, explore reasons why youth at risk for commitment are not being referred to the Redeploy Illinois Program, and monitor detention data to ensure use of detention has not increased.

The RIOB Membership Work Group oversees recruitment, orientation, and training for new Redeploy Illinois Oversight Board members. Its members consider representation and diversity of the RIOB and help determine who may provide important guidance and information as RIOB members. Efforts include identifying specific representation needs for the RIOB, developing a list of potential candidates to be reviewed by the RIOB, and recommending candidates to the Secretary of IDHS. The RIOB created the formalization of continuing education and offer one to two opportunities throughout the year to broaden the scope of opportunities for growth. Additionally, IDHS staff provides reports on innovative practices at program sites as a proactive measure of engagement outside of site visits.

The RIOB Evaluation Work Group was created to explore an evaluation of the Redeploy Illinois Program. The Evaluation Work Group identified the main goals of the evaluation as follows: identify if youth achieve the goals they want to achieve while in the program, identify if youth are better off than when they entered the program, learn about youth justice system involvement after Redeploy Illinois participation, learn if youth are involved in activities that they find satisfying or productive after Redeploy Illinois participation, and, overall, discover if the Redeploy Illinois Program is contributing to better outcomes for youth. RIOB asked ICJIA to conduct this evaluation, which begin Spring of 2024.

See below for a list of current RIOB members.

## Current Redeploy Illinois Oversight Board (RIOB) members

Board Member	Affiliation
<b>Dulce Quintero, Secretary (Chair)</b>	Illinois Department of Human Services
<b>Delrice Adams</b>	Illinois Criminal Justice Information Authority
<b>Hon. Walter Brandon</b>	Ret. Presiding Judge – St. Clair County
<b>Betsy Clarke</b>	Juvenile Justice Initiative
<b>Avik Das</b>	Justice Advisory Council
<b>Dan Hunt</b>	Administrative Office of Illinois Courts
<b>Suzanne Isenberg-Chhabra</b>	Illinois Department of Children and Family Services
<b>John Johnson</b>	Youth Network Services
<b>Miquel Lewis</b>	Cook County Probation and Court Services (Juvenile Probation)
<b>Andrea Lubelfeld</b>	Law Office of the Cook County Public Defender
<b>Krish Mohip</b>	Illinois Department of Education
<b>Heidi Mueller</b>	Illinois Department of Juvenile Justice
<b>Tracy Senica</b>	Office of Cook County State’s Attorney
<b>Anne Studzinski</b>	Prairie Child Consulting
<b>John Rekowski</b>	Attorney at Law
<b>Rick Velasquez</b>	Illinois Juvenile Justice Commission
<b>Paula Wolff</b>	Illinois Justice Project



## Appendix C: Illinois Collaboration on Youth (ICOY) JRI Trainings

- Building a Trauma-Informed Leadership
- Culture and Trauma
- Domestic Violence and Trauma
- Family and Community Engagement
- Grant Writing 101
- Grant Writing 201: Beyond the Basics
- Harm Reduction: A Framework for Substance Use Disorder and its Intersections with Social Justice Movements
- Implicit Bias
- Legal Training for Practitioners Working with Youth in Crisis
- Motivational Interviewing
- Overview of eCornerstone
- Positive Youth Development
- Resisting Re-Traumatization: Building Resilience and Collective Care in the Workplace
- The Impact of Trauma on Youth
- Trauma + LGBTQIA2S+ Identity
- Trauma-Informed Care 101
- Trauma-Informed De-Escalation
- Trauma-Informed Supervision for Supervisees
- Trauma-Informed Supervision for Supervisors
- Vicarious Trauma
- GOALS Case Planning
- GOALS Supervisor

Appendix D: Redeploy Illinois Established Site Status Policy

RIOB Approved 9/12/2019.

Established Sites: After a minimum of 5 years of successfully reducing commitments by 25% or more, current Redeploy sites will transition into Established Sites. While in this status, Established Sites will not be subject to the 25% reduction penalties. They may also serve youth from the secondary population (medium or high-risk youth charged with non-status misdemeanor or felony offenses, including Murder and Class X forcible felonies). This may include pre-adjudicated youth. However, they will continue to be held accountable for maintaining previously achieved reductions in commitments for the primary population as described below.

DISCUSSION POINT	NOTES AND RECOMMENDATIONS FROM WORK GROUPS
<p><i>Eligible Applicants</i> (All eligible applicants, submitting a responsive application would receive a grant award. Non-competitive)</p>	<p>Applicants eligible for funding include:</p> <ul style="list-style-type: none"> <li>• Second Judicial Circuit Court Services</li> <li>• County of Winnebago</li> <li>• Macon County Probation and Court Services/Community Mental Health Board</li> <li>• Madison County Board</li> <li>• County of Montgomery</li> <li>• St. Clair County Board</li> <li>• LaSalle County Probation and Court Services</li> <li>• Union County</li> </ul>
<p><i>Baselines</i></p>	<p><b>Decision at planning meeting:</b> established sites do not need to update their original baselines.</p> <p><b>Program work group recommendation</b></p> <ul style="list-style-type: none"> <li>• Established Site baselines will be adjusted each year to reflect the previous 3-calendar year IDJJ Redeploy Eligible commitments (excluding M and Class XF)</li> <li>• Established sites will be annually reviewed against this baseline to determine continued status as an “Established Site”.</li> </ul>
<p><i>Reduction requirements</i></p>	<p><b>Data work group recommendation</b></p> <ul style="list-style-type: none"> <li>• Sites will be expected to maintain new previous 3-year average commitments toDJJ to maintain “Established Site” status. Reduction requirements will continue to be based on commitment of Redeploy Eligible youth to DJJ (Excluding M and Class XF).</li> </ul>

<p><i>Population Expansion</i></p>	<p><b>Program work group recommendation</b></p> <ul style="list-style-type: none"> <li>• Sites may serve any youth but will be accountable for maintaining reduction in primary population.</li> <li>• Requires program plan revision. <ul style="list-style-type: none"> <li>• If no additional funds requested, DHS staff may approve.</li> <li>• If additional funds are requested, Board approval required.</li> </ul> </li> <li>• Sites select which Class X forcible felony offenders to serve on a case-by-case basis.</li> <li>• To guard against net-widening, DHS staff will monitor admissions into the Redeploy Program and provide training and education around risk/need and appropriate use of program.</li> <li>• Sites must provide data for primary and secondary populations separately (format to be provided by DHS staff).</li> </ul>
<p><i>Program Restrictions</i> (Electronic monitoring and drug testing)</p>	<p><i>Surveyed sites re: EM</i></p> <ul style="list-style-type: none"> <li>• About half of the sites are using EM, but those who do have very few youth on it.</li> <li>• Those sites with EM stated that it provides incentive to participate in the Redeploy Program.</li> <li>• Providers feel this is a good alternative to detention and are afraid removing EM as an option will lead to more youth being detained.</li> <li>• Because youth cannot receive services while in detention, providers felt use of EM allow them to serve youth sooner.</li> </ul> <p><b>Program work group recommendation</b></p> <ul style="list-style-type: none"> <li>• Board does not have authority to prohibit use of EM, however the group recommends Redeploy not pay for EM.</li> <li>• Educate program staff and stakeholders on the advantages and disadvantages of using EM</li> <li>• Board needs regular reporting on use of EM.</li> </ul> <p><i>Surveyed sites re: drug testing</i></p> <ul style="list-style-type: none"> <li>• Almost all youth drug tested as part of their conditions of probation.</li> <li>• Testing done randomly and typically triggered by admission of use or changes in behavior.</li> <li>• Never used as a trigger for revocation.</li> <li>• Positive tests lead to further assessment for SA services.</li> <li>• Testing is conducted by either probation or substance abuse program.</li> </ul> <p><b>Program work group recommendation</b></p> <ul style="list-style-type: none"> <li>• Board stressed importance of drug testing being funded by one source.</li> <li>• Board is concerned that if Redeploy funds are used for drug testing, it will supplant other funding sources.</li> <li>• Board is concerned that drug testing is paid for by Medicaid or private insurance.</li> <li>• Board needs regular reporting on use of drug testing.</li> </ul>

<p><i>Penalties</i></p>	<p>Reduce use of and emphasis on penalties and ask for corrective action plan.</p> <p><b>Program work group recommendation</b></p> <ul style="list-style-type: none"> <li>• Sites will be expected to maintain new previous 3-year average commitments to DJJ to maintain “Established Site” status.</li> <li>• Reduction requirements will continue to be based on commitment of Redeploy Eligible youth to DJJ (Excluding M and Class XF).</li> </ul> <ol style="list-style-type: none"> <li>1. Sites that do not exceed previous 3-year average of commitments to DJJ will automatically maintain “Established Site” status for next grant period.</li> <li>2. Sites that exceed the previous 3-year average of commitments to DJJ will be reviewed by staff &amp; RIOB on a case-by-case basis to determine the best course of action.</li> </ol> <p>RIOB may decide the following:</p> <ol style="list-style-type: none"> <li>a. Extenuating circumstances existed that caused the level of commitments, site allowed to continue as Established Site</li> <li>b. Determination that although commitment number may have exceeded baseline, commitments remain in line with the 3-year average, no corrective action required.</li> <li>c. Allow to remain in Established status pending the results of a corrective action plan.</li> </ol> <ul style="list-style-type: none"> <li>• Failure to comply with corrective action and/or failure to achieve intended result of corrective action will result in the site being placed in “Restorative Status”</li> </ul> <ol style="list-style-type: none"> <li>d. Site placed in Restorative Status (See below)</li> </ol> <p><b>Restorative Status</b> – Temporary status whereby the formerly “Established Site” would no longer be able to serve the secondary population (except those already being served) until they achieve and maintain compliance for a period of time to be determined by the RIOB, not to exceed 3 years. While in Restorative Status, site will again be subject to penalties based on their original Baseline. Once the provider has achieved the terms of the RIOB decision, the provider would again become an “Established Site” and would be able to resume serving the secondary population and not be subject to the 25% reduction/penalties.</p>
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## 1<sup>st</sup> Judicial Circuit FY24 JRI Program Site Summary

**Service Area:** 1<sup>st</sup> Judicial Circuit: Alexander County, Jackson County, Johnson County, Massac County, Pope County, Pulaski County, Saline County, Union County, and Williamson County

Program information	
Program start date	2014
Status	Established
Model	Lead Agency
Grant Award/Request	\$538,697
Amount (Percent) Spent	\$538,697.32 (70%)
Number of youth served	84
Cost per youth	\$6,413
Original commitment baseline	12
Number of young people committed	4
Percent reduction from baseline	-67%

The 1<sup>st</sup> Circuit JRI Program experienced success in FY23. Numbers indicate we will surpass the budgeted number of young people to be served in FY23 and continued to see an increase in referrals from 7 out of 9 of the counties. We have continued building relationships with stakeholders throughout FY23 which in turn, built trust.

In FY23 we brought on a new sub-contractor who specialized in a population we had not previously served, juvenile sex offenders. This sub-contractor has served three clients with sex offenses thus far and has signed a new contract to continue serving Redeploy in FY24. Each year we not only want to grow our services and resources to meet the needs of our clients, but also seek contractors who offer evidence-based practices and trauma-informed care through a holistic approach. It is important for us to address the domains in the Core Service Area Matrix because these domains address the most important aspects of the youth’s life as well as draw out a plan and path to ensure the client is on the right track to meet goals.

For FY24 we brought on Progressive Life Counseling, LLC to provide services to Redeploy youth. These services include treatment for Substance Abuse, Trauma & PTSD, Depression & Anxiety, Anger Management, Domestic Violence, Sexual Abuse, Forensic Psychotherapy, Sexual Assault, Behavioral Issues, Grief, Parenting, Family Conflict, Career Counseling, Mentoring, Crisis Intervention, LGBTQ+, and many more. All services offered through Progressive Life are online and offered throughout the state of Illinois. They provided a diverse platform of providers for each youth/family to choose from that best meets their cultural and mental health needs.

Progressive Life Counselors who were assigned to Redeploy Youth will complete the GOALS training through Orbis, Partners.

Secondly, we contracted with Southern Illinois University Carbondale on a stipend for a student internship out of the Advanced Standing Program. The students in the Advanced Standing program are on their way to receiving their master's degree in social work. The idea of bringing on an intern to the First Circuit was a carefully considered decision. This First Circuit views taking on interns as a way to bring real-life experience to the SIU students, and also a way to bring assistance to the First Circuit Redeploy program, clients, and families. The interns will work with the Redeploy program to grow parent and client engagement and will bring a new mindset and fresh ideas to the table. The interns have first-hand experience in seeing what goes on behind the scenes at the First Circuit Redeploy Program. They experienced the entire program, from the referral and assessment process, understanding service needs, working with subcontractors, engaging in stakeholder and family engagement, and completing case documentation. They also got to experience the clients' court appearances with the Client Care Coordinator and see what goes on behind the scenes between Redeploy and the courts. The student is required to complete 607 hours by graduation. The Fall and Spring Semesters are approximately 16 weeks long with the summer semester being 8 weeks long. The Grant Field Coordinator stated that it is not guaranteed there will be a large enough class to begin clinicals in Summer but there will be for Fall and Spring. The intern spent approximately 19 hours a week with Redeploy.

### **JRI Core Service Area Matrix**

As we focused on new fiscal year plans, we reached out to agencies that best fit the needs related to our clients and the Core Service Area Matrix. It was important that we focused on each aspect of the CSAM rather than just specific areas of concern or risk in the client's life.

When referred, demographics and offense information is reviewed, and an agency selected for the juvenile to receive services from. The Client Care Coordinator (CCC) either refers the youth directly to the agency for the agency to obtain the initial GOALS assessment or alternatively, schedules an intake appointment herself to obtain the initial GOALS assessment. After the GOALS is obtained and entered in E-Cornerstone, the youth is accepted into the program and a case plan created. The case plan takes into consideration areas of high risk/low protective, probation and court recommendations and requirements, input from the juvenile and their family/support system, and any other pertinent information provided to the CCC. Upon creation, the case plan is sent to the youth's assigned provider and probation officer to create a cohesive team of support for the youth moving forward. Case plans are adjusted throughout the youth's participation in Redeploy to reflect progress, obstacles, and needs as they arise.

<b>Description of how the program model reflects a holistic, positive youth development approach</b>
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Not only is it important for us to follow a holistic, positive youth development approach but it is important that our sub-contractors did as well. Our subcontractors involved not only the youth but supportive family members, school staff, counselors, and tutors in the client's plan of care to ensure they have supports in all parts of their lives. With our subcontractors on board with the
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holistic approach they were respectable resources for the clients. As Program Director and Client Care Coordinator who are involved in each client's case plan, we closely monitored and communicate each client's needs with probation, counselors and the courts then adjust their planned of care accordingly to ensure they have a strong support system and are set up for success by the end of the program. It was also important that had a PYD approach when we considered what services and subcontractors, we would add each fiscal year.

**Description of how programs and services are ethnically and developmentally appropriate.**

We recognized that racial and ethnic disparities exist, and we were prepared to address these concerns as they arose with our clients. This included trainings for our sub-contractors and stakeholders as well as meeting the clients' requests with counselors and services. To this point we have not yet been faced with a concern we were not able to meet due to the variety of options we have with agencies and the continued growth we experience each year. We ensured that the service providers we have brought on in the past and continued to bring on each year had diverse staff, were trained in cultural diversity and equity, and were aware of youth's developmental stage so they provided appropriate services that are affective.

**Description of how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

In previous years when faced with youth in marginalized population, we met those needs immediately and appropriately. For example, a client in FY22 had deaf parent and we were able to provide the counselors with interpreters. This is the same for youth who use English as a second language. Regarding LGBTQIA+ youth, we have had 1 youth in the past ask for a counselor who also identifies as a part of the LGBTQIA+ community. We have not run into any situations up to this point where we were not able to address these specific requests and much of this reasoning is because of the sub-contractors that we are contracted with who ensure to have these employees and services available should we be referred a youth in a marginalized population.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

In the past fiscal years when faced with challenged pertaining to our clients' family support we have assisted in any way possible within the means of our grant. Whether this is assisting the family with groceries, first month's rent, hygiene items or working with families on local resources.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

In FY22 we rolled out the plans to our Incentive and Supply closet in which we have witnessed great success with client motivation. The supply closet has allowed our clients to focus on rehabilitation rather than everyday hygiene, clothing, and school supplies. The incentive closet allowed them an incentive for the hard work and dedication they put in during their time in the Redeploy program as well as a means of positive decision making and goes hand and hand with Life Skills in the Matrix. Our Flex dollars are also used for GED Testing which coincides with the

Education Domain, gas cards, phones and phone cards are also being used with Flex Dollars to ensure the families have no barriers to book appointments or make it to appointments. We have also set funds aside for family and client engagement with plans that should unexpected barriers arise like need for groceries or rent arise we have the means to assist.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

After the youth began services, the youth met with members of their care team weekly. They were provided with consistent support to address case plan needs as well as any others that arose. Goals were identified, both therapeutic and personal. As they spent more time in the program, their services were tailored to support progress and provide support in all domains as needed. Court appearances were often attended by providers when able and CCC to maintain interdisciplinary cohesion of services and create a supportive network for the youth and family, as well as maintain a visual connection with the youth and families with the program. Case plans were reviewed and changed when goals were met or new obstacles encountered, consistently evolving with the youth and their needs as identified by their team. When the youth's court status changed and they were discharged from probation/court supervision/etc., they were given the option of continuing with services. If they chose to discontinue services, a closing GOALS was performed. If they chose to continue utilizing the program, an updated GOALS was obtained, and they continued to see their provider on a regular basis. When they chose to discontinue services, a closing GOALS was obtained if possible and the youth was given a certificate of completion.

**Success Story**

We had a client referred to us in spring of 2023 at the age of 17 after being charged with a Felony in Pulaski County. The charges were 2 counts of Aggravated Fleeing or Attempting to Elude a Police Officer and 1 count of Curfew Violation. Cannabis was also found in the vehicle during a vehicle search directly after this client was arrested. This client was placed with the Stress and Trauma Treatment Center (SATTC) for services to reduce recidivism, prevent placement in IDJJ, increase associations with pro-social peers, encourage involvement in pro-social activities and focus on high-risk domains in his case plan. Since spring of 2023 this client has been involved and compliant in all services recommended and scheduled. This client has actively been working on his goals with the SATTC counselor as well as focusing on changing the peers he spends his time with to be more pro-social than the peers he was previously spending his time with. This client has reached many goals and made multiple positive changes over the last year of services. He went from bringing all his grades up to straight A's, holding down a position working with heavy machinery, is in the process of working on a personal goal of starting his own clothing line, started going to church and attending weekly bible studies. Due to where this client lives here in the first circuit, it was easy for him to get involved with gang violence and peers who would bring him down rather than help him achieve his goals and dreams. He took the initiative with the help of his counselor and stepped up from the first day of court and done truly well in working hard on himself and overcoming which is why we chose him as a success story!



## 2nd Judicial Circuit FY24 JRI Program Site Summary

**Service Area:** 2<sup>nd</sup> Judicial Circuit: Crawford County, Edwards County, Franklin County, Gallatin County, Hamilton County, Hardin County, Jefferson County, Lawrence County, Richland County, Wabash County, Wayne County, and White County

Program information	
Program start date	2005
Status	Established
Model	Purchase of Service
Grant Award	\$770,535
Amount (Percent) Spent	\$710,684 (92%)
Number of youth served	73
Cost per youth	\$9,735
Original commitment baseline	40
Number of young people committed	6
Percent reduction from baseline	-85%

The 2<sup>nd</sup> Circuit has made significant progress toward their goals thus far in FY24. They continued to work toward the goal of each youth having reduced risk factors and increased protective factors by providing services tailored to the youth's needs as well as fostering the youth's strengths.

JRI dollars allowed rural counties to have access to evidence-based services for our youth. There are no new Redeploy staff, although there was a request in FY24 for dollars to add a counselor trained in TF-CBT who also provides other services such as mentoring and teaching life skills. This person was subcontracted and worked only with Redeploy youth and families.

The 2<sup>nd</sup> Circuit continued to increase the number of clients served over the last 2 years. The number on average in FY21 was 40. They served 72 this fiscal year. The 2<sup>nd</sup> Circuit saw an increase in gun charges this fiscal year, a new trend in the area, especially for youth. Increases in overall costs of goods and services led to families having a more difficult time getting their basic needs for housing, food, and utilities met. There were more families with multiple generations living in the same house.

### JRI Core Service Area Matrix

The 2<sup>nd</sup> Circuit sought various subcontractors who can provide an array of services that ensured that the responsibility for change does not solely fall on the youth. Services Included MST, Wrap-around, mentoring, and vocational training.

- All subcontractors had a copy of the Core Service Area Matrix as a guide to providing a holistic approach when working with Redeploy youth.
- The first page of each youth’s case plan was a copy of the Core Service Area Matrix so that all team members, including the youth, were reminded of the support provided.
- The goals for the youth were identified with direct input from the youth and family. These goals also included what the parents/guardians must do to help ensure the future success of their child.
- Redeploy stakeholders consisted of a variety of entities, including but not limited to, state's attorneys, law enforcement, health departments, food banks, faith-based organizations, social service agencies, employment services, schools, and community members.
- Key stakeholders in probation, the courts, and social service providers supported the Redeploy Illinois program and provided referrals to the youth and families to the services available, which helped to ensure a more holistic approach that addressed the domains in the Core Service Area Matrix.

**Description of how the program model reflects a holistic, positive youth development approach**

The model focused on the enhancement of positive characteristics within a youth. The core service area matrix fostered an increased ability to cope with the demands and challenges of everyday life. This was done in our area by providing Redeploy services and programming that focused on the youth's mental, physical, emotional, and social wellbeing, rather than just the youth's risk factors.

**Description of how programs and services are ethnically and developmentally appropriate.**

The 2nd Circuit continuously seeks subcontractors of various backgrounds, gender, and race to ensure that we can accommodate youth in a way that makes them comfortable and not judged in any way. We recognized the absolute importance of creating a safe, nurturing, and open environment to all youth and their families.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

The 2nd Circuit is not a very diverse area. There is very limited cultural, racial, religious, sex/gender, sexual orientation, etc. diversity in the 2nd Circuit. It is believed that the diversity in our area would be much higher if it was honestly reported. Youth and their families, especially youth, tend to keep private things such as sexual orientation for of fear of being ostracized. We made sure that all stakeholders were trained in how to engage and recognize and meet all youth's needs regardless of color, gender, religion, sexual orientation, etc. We recognized the absolute importance of creating a safe, nurturing, and open environment to all youth and their families. Trainings were sought to ensure we provided this environment. We also sought people of all backgrounds to work with youth. It was difficult due to the lack of diversity in our area, but we continued to strive to provide this.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

This money is used to pay for basic need items such as food, clothing, utilities, and housing. It is very difficult for youth and families to engage in counseling or go to school or participate in activities together if their basic needs are not being met. Flex funds were used to do the following:

- Paid an electric or water bill to ensure they are not shut off.
- Sometimes used to pay a portion of the family's rent.
- Provided gas cards or public transportation passes to families to help them get to and from appointments, the store, etc.
- Made minor repairs to vehicles, especially if the parent(s) are working.
- Bought school clothes – This does a lot for self-esteem because youth are not embarrassed by clothes that are too small or worn out and/or dirty.
- Purchased computers for the youth for school and phones and phone cards for the youth and family to attend counseling via telecom-health.

Use of these dollars led to a direct impact on the domains of safety, health and wellness, employment, and education in the core service area matrix.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

The purchase of items used for support were also used as incentives. This included a new outfit or two for the youth or gas cards to that went to a fun family activity together. Flex funds were paid for up to 3 months of a gym membership, tickets to the movie theater, skating, bowling, etc. Gift cards to grocery stores and restaurants were shared so families ate out together.

These things had direct impact on connections and relationships, life skills, and health and wellness. It's important for a person's mental wellbeing to be able to enjoy things in life.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

The model focused on the enhancement of positive characteristics within a youth. The core service area matrix fostered an increased ability to cope with the demands and challenges of everyday life. This was done in our area by providing Redeploy services and programming that focused on the youth's mental, physical, emotional, and social wellbeing, rather than just the youth's risk factors. Youth provide important pieces of information that impacted their case plans. They were asked for feedback on a regular basis and adjustments are made accordingly.

## Success Story

We had a C.S. that entered our program at age 14...mom in prison, brother had been in prison and really didn't know much about his father. This was due to his mom not telling the truth about his dad. He had been living with a family that were known for their drug use, but it was a roof over his head. It started out rocky, not wanting to participate in counseling but after months of pushing he finally decided to come around. He overdosed twice and finally accepted that he needed treatment. During his inpatient

treatment he reconnected with his father and stepmother (we helped him do this). He successfully completed treatment and went to live with his father. He and his father both participated in counseling and now live in a calm environment. He is working part time with his father at a restaurant and is looking forward to school starting. He has made leaps and bounds and still calls his counselor (after graduating our program) to give her praise for helping him see that life can be a happy place. C.S was in our program approximately 18 months.

## 4<sup>th</sup> Judicial Circuit FY24 JRI Program Site Summary

**Service Area:** 4<sup>th</sup> Judicial Circuit: Christian County, Clay County, Clinton County, Effingham County, Fayette County, Jasper County, Marion County, Montgomery County, and Shelby County

Program information	
Program start date	2009
Status	Established
Model	Purchase of Service
Grant Award	\$835,369
Amount (Percent) Spent	\$536,114 (64%)
Number of youth served	52
Cost per youth	\$10,310
Original commitment baseline	47
Number of young people committed	0
Percent reduction from baseline	-100%

Note on commitments: The 4<sup>th</sup> Judicial Circuit has maintained zero commitments to IDJJ in 2021, 2022 and 2023. This is down from 26 in 2019 and 6 in 2020.

- The 4<sup>th</sup> Circuit exceeded their goal of serving 60 youth in SFY23.
- Services and resources are now available to address each of the Core Service Areas to all youth enrolled. There is excitement among youth, JRI staff, and probation about bringing more to the program in SFY24.
- Change in model: Implementing a Client Care Coordinator
  - Historically probation has handled all facets of the program. With an increase in youth and families being served, as well as the services and resources now available, it is nearly impossible for the officers to maintain their mandatory probation duties along with the additional requirements for their youth in JRI.
  - The 4<sup>th</sup> Judicial Circuit hired a Client Care Coordinator who started with the Redeploy intake process after referral from probation or the courts and oversee the case until each youth graduates. The coordinator is a contractual staff member who works full-time on the Redeploy program. This member is in regular contact with the program director giving regular updates as to program activities and accomplishments.
- The Care Coordinator had a separate case plan from probation and worked on areas of the matrix with the youth and family.
  - Monthly reports were sent to the probation officers and the Care Coordinator appeared in court if the Judge requests.
  - As the youth neared completion of the program, the Care Coordinator ensured that they and their families were aware of all resources available to them.

## JRI Core Service Area Matrix

The Core Service Area Matrix was used for case planning. Services and resources were available for each domain of the matrix and referrals to services and resources for youth and families was based on identified needs in each. Approaching the matrix from a strength-based perspective helped show the youth and family where they currently are and JRI built upon those strengths. Having services and resources that are easily accessible to address each area had a large, positive impact on the program as it enabled the youth and family to make progress and celebrate their successes along the way.

The 4<sup>th</sup> Circuit was youth set and meet goals on a regular basis and engage with families to work through issues and become cohesive again. Youth have graduated, worked, and became productive in their lives and their communities.

### **Description of how the program model reflects a holistic, positive youth development approach**

Our program moved in this direction, with hopes of doing more of this in SFY24. We've started addressing the youth and family as a whole, looking at their needs, and working to meet those needs. We worked with youth through their officers, courts and service providers to develop their social skills, emotional understanding/expressing emotions, and spiritual development (morals, values). We also recognized that not all youth/families are the same and will need to be handled differently/offered different services.

### **Description of how programs and services are ethnically and developmentally appropriate.**

We collected data on program makeup and will begin offering services/trainings to meet the needs. The addition of Care Coordinators brought in another lens for ensuring we meet these needs.

### **Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

We collected data on program makeup and began offering services/trainings to meet the needs. The addition of Care Coordinators will also bring in another lens for ensuring we meet these needs.

### **Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

We found that the flex funds have been invaluable to our families and hope to increase their use in the future. In SFY23, we utilized the funds to:

1. Purchased groceries for families with no food or income. Being able to do this for families met multiple core service areas - obviously health and wellness as service providers purchased healthy food for the families, but even more so, permanent connections and relationships. The families grew to trust the service providers, as well as the community when they saw that we truly want to help them when offering the Redeploy services.
2. We had a young man, who was part of one of the families who needed groceries, he had

been so excited about getting a pizza from a certificate he had received from school and found out that the certificate was expired. We were able to purchase him a pizza. Again, we're building those relationships.

3. We paid for a young man to finish his home school program. The family had paid most of the expense but had gotten behind. The young man cried in his officer's office when he found out the remainder had been paid for him. This obviously helped him with education but it also helps build relationships.
4. We had another family who had an expired sticker on their family car. The youth was missing appointments as they did not live in town, he was unable to walk to appointments, and his mother did not want to drive the car into town. The simple purchase of a sticker brought the young man back into compliance. Again, building relationships, but also teaching a life skill as the vehicle sticker is a lawful requirement.
5. We also assisted a young man who wanted to play sports, but the family had not been able to pay his IPAD fee or purchase the jersey. This allowed the youth to connect in education and build new life skills and relationships.
6. We treated one home for lice because it was affecting the youth and family, as well as our service providers entering the home. This was health/wellness, life skills for the youth and family as we required education, as well as building relationships.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Being able to purchase incentives and rewards has been a huge advantage to our program. Our officers worked with the youth to develop goals and what the youth want as the reward for reaching those goals. We had a youth who really turned their life around and was meeting all goals. We purchased him a pair of tennis shoes that he would not have otherwise been able to obtain. We offer candy bars to youth at their probation appointments. That small incentive showed that we recognized the effort they are putting in. This taught life skills as the youth learns the importance of keeping appointments.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

The youth was included in the goal and reward development with their officers and service providers.

### Success Story

This young person committed an Aggravated Battery a Class 3 Felony, a crime that is not to be taken lightly. This is a crime committed by a minor who is engaged in the JRI Program. When it comes to the things this minor has experienced in her short time on earth it is astronomical. She has experienced more in 18 years than some men and women experience in their entire life. The minor scored an eight on her Adverse Childhood Experiences Questionnaire. Her parents have been separated, she has gone through life feeling unloved and unwanted, she has witnessed family going to prison, experienced living

with people who suffer from mental illness as well as many other traumatic experiences. This minor has experienced not being cared for, being abused emotionally, physically, and mentally. Yet she still saw a life outside of DCFS and outside of the Juvenile Justice System.

The minor lived at One Hope United, a home for at-risk female youth. She has voiced many times that it is not the most relaxing environment, but she loved many of the staff. She appreciated and admired the work they did. The minor enrolled in an alternative school and but always strived to move back into the main school. She spent a large amount of time thinking what life would be like after high school. She was constantly helping those around her through her own experiences. She mentioned jobs such as social workers, probation officers, counselor, basically any job where she felt she could make a difference. Though she never made it back into the main building of school she did graduate with great academic standing.

Following graduation, the minor will be attending Greenville University. She fought hard to get to a place where she was not only able to graduate but had the confidence to apply to SIUE and Greenville. The minor was very excited about the possibilities but was unsure if she would be accepted to either. The minor was accepted to Greenville University (her first-choice college) which is close to her relatives who have been a positive influence. While she is exploring her major, her focus has zeroed in on psychology with a minor in either Criminal Justice, or Social Work. She wants to give back the way that many of the people she has come across have given to her.

She has been discharged from probation successfully, never violating rules on by the court. Though she made it very clear to us that she is not one for hand-outs or charity, she does like the idea of having to earn an incentive. Along her journey on probation, she would set goals for herself through case planning and reach them, and she never asked for anything even though she was well deserving of many incentives. When I called her to ask how the transition to college was going and if she needed anything before, discharging, the minor explained she has all she needs, she has been preparing for this for a while. She did, however, express she was nervous due to the fact she does not have a laptop for her classes. I explained Redeploy could help her with this, she said she was more than capable to find a way to get it for herself or she would use the public computers.

After much persuading the minor finally agreed to a much earned and much appreciated incentive of a laptop and accessories to help her progress in her schooling. This is a juvenile that has rose through the ashes of her childhood trauma to change the world. She is very strong willed and ready to take on the world. She has many dreams, and she has laid the foundation for herself to make those dreams a reality. She is the prime example of perseverance, determination and not letting ones past define her. She is the ultimate success story of the JRI Program. To her, JRI was not a punishment but and an accountability tool. With the help of this program, she can now excel and become the amazing human being she is more than capable of being.



## 13<sup>th</sup> Judicial Circuit FY24 JRI Program Site Summary

**Service Area:** Bureau County, Grundy County, and LaSalle County

Program information	
Program start date	2012
Status	Established
Model	Lead Agency
Grant Award/Request	\$717,860
Amount (Percent) Spent	\$672,045 (94%)
Number of youth served	50
Cost per youth	\$13,441
Commitment baseline	23
Number of young people committed	2
Percent reduction from baseline	-91%

All Youth Services Bureau of Illinois Valley (YSBIV) JRI Staff, Probation Officers, Juvenile State's Attorneys, Public Defenders, and Probation Management met monthly in each jurisdiction (Bureau, Grundy, and LaSalle Counties) to staff each client's status. The Director of Court Services and Director of Probation held bi-monthly meetings with the YSBIV, Director of Juvenile Justice Services to discuss all areas of the program, including but not limited to, areas of success, areas of need, current serving population, and current referrals to the program. The 13<sup>th</sup> Circuit Redeploy program looked to develop a more formal program monitoring system to increase focus on youth progress and needs within the Redeploy Program.

The YSBIV Director of Juvenile Justice Services, Cynthia Robinson, has resigned from this position. YSBIV is currently in the hiring process to find a qualified candidate to fill this position. Once this position is filled Ms. Robinson, and the Director of Court Services will work with the new Director of Juvenile Justice Services as they transition into the administration of the YSBIV Redeploy Program. With the departure of Cindy Robinson YSBIV will no longer provide juvenile sex offender treatment. We will be looking to procure a new juvenile sex offender treatment provider, as the Juvenile Sex Offender Program (JSOP) through the Youth Service Bureau of Illinois Valley has been discontinued as of April 2023. JSOP services are performed by licensed sexual offender treatment therapists. A Request for Proposals (RFP) was posted before the end of the FY 2023 program period. The YSBIV Redeploy staff worked with the new treatment provider and the LaSalle County Probation Department to ensure each client receives all necessary services.

### JRI Core Service Area Matrix

Person-Centered Therapy (PCT) a non-authoritative approach that allows clients to take more of a lead in discussions so that, in the process, they will discover their own solutions. The therapist

acts as a compassionate facilitator, listening without judgment and acknowledging the client's experience without moving the conversation in another direction. The therapist is there to encourage and support the client and to guide the therapeutic process without interrupting or interfering with the client's process of self-discovery.

Given that a high percentage of the youth who have witnessed, experienced, and/or perpetrated domestic violence in their homes, the 13<sup>th</sup> Circuit initiated comprehensive education to address this issue. The team partnered with Safe Journeys, the area domestic violence agency, to bring information and support to the youth and families in the Redeploy Program. The Safe Journeys team provided a four-day workshop for Redeploy youth last summer to address this vital issue and have continued with Friday evening groups. Redeploy staff provides transportation and co-facilitates these groups, giving up their Friday evenings. Another three-day workshop was held over spring break, and one is scheduled for this summer.

A special education teacher was hired who provides one-on-one assistance for youth struggling academically. This has proven to be invaluable, as youth who were behind in their education have been able to catch up to the academic year where they should be.

**Description of how the program model reflects a holistic, positive youth development approach**

Many JRI services were provided to ensure a holistic approach is achieved including Individual therapy, parent therapy, family therapy, and intensive case management: transportation, advocacy, referral, and linkage. Most services were provided in the youth's home and community. Through the Redeploy Program comprehensive case management was provided to help address pragmatic needs the family may be experiencing. These needs included housing, obtaining a GED, searching for employment, transportation to medical and mental health appointments, life skills, nutritional information, school advocacy, etc.

JRI continued to interface with those collaterals involved in the youth's life. The team attended meetings, appointments, etc. with the youth and their families. The team actively sought out positive community involvement, facilitated and supported their involvement. The team obtained signed releases to enable our advocacy. The youth and their families were strongly encouraged to learn to advocate for themselves and obtain necessary services.

**Description of how programs and services are ethnically and developmentally appropriate.**

JRI employed evidence-based models to ensure the most effective, comprehensive services are provided for our clients. Evidence-Based Therapy (EBT), more broadly referred to as evidence-based practice (EBP), is any therapy that has shown to be effective in peer-reviewed scientific experiments. According to the Association for Behavioral and Cognitive Therapies, evidence-based practice is characterized by an: "[a]dherence to psychological approaches and techniques that are based on scientific evidence". Interventions used are recognized, evidence-based models.

The JRI staff is highly trained to provide evidence-based, trauma-informed services from assessment through treatment and discharge. Given that most of the youth in the program have experienced

some trauma, it was imperative that the staff were educated in, and utilized trauma treatment. We have not experienced any gender, ethnic or racial disparity in our service area.

However, if we do suspect or data supports such disparity, the stakeholders, probation department and service providers will meet to address this issue. With the support of all involved, necessary steps will be quickly taken to address this issue, which would include involving any collaterals.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

The staff received training in cultural diversity, worked with the LGBTQ community etc. The team discussed such issues in staff meetings, and any questions or issues that arose. The team developed such respectful, honest, reciprocating relationships with the clients and their families, that frank conversations best honored and facilitated their needs were held. In the early days of the program, the team provided a Thanksgiving meal for a Life Skills group, whose membership was all youth of color. The menu was a failure, as none of the dishes that were served were familiar to, or traditionally served in, their homes. It was a phenomenally important, effective teaching moment, for both the staff and the youth. Additionally, the teams use the families as teachers and mentors, seeking to fully understand their morals and culture, regardless of skin color or ethnicity.

Case plans were developmentally appropriate, or they would be of no use to the youth. The staff came to know the youth through numerous avenues and are then able to fully tailor the case plan to fit the individualized needs of the youth.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

Case management services were provided to the youth and his/her family by the case worker to address pragmatic needs the family may be experiencing. With the family, the case worker identified areas of need and concern and ways to mitigate such. Case management included a wide scope of services from assistance in locating suitable housing, transportation, and aid in accessing state benefit programs, to earning a General Education Development (GED) certificate. The case workers attended court proceedings, school meetings and IEPs, doctor's appointments, and a variety of appointments and meetings with the family as needed. Linkage to additional services were provided and facilitated. The caseworkers served as "family engagement specialists" to facilitate the best interest of the family and teach self-reliance.

The JRI team strived to connect with the youth and their family in a supportive manner, to be viewed as a positive partner in their lives. The team collectively utilized any resource available to make this partnership successful. Staff also worked to expose youth to new experiences such as hiking at a local state park, attending a ball game, being part of a team, and learning new life skills. Those youth participating in the program were rewarded with a fun day trip to be determined. Oftentimes a youth who desired to participate in extra-curricular activities were unable to do so because of the prohibitive costs. Items such as cleats, lessons, equipment, transportation, membership fees, etc. were paid for by the program. Money was used to help with life skills and exposure, like for college tours, helping pregnant youth, changing tires, and washing cars and pumping gas, volunteering at

pet shelters, driver's ed classes, utilities, and groceries, clothes, holiday meals, fitness classes, home furnishings (limited, and often have donated items to share with clients and families). Staff attended funerals, made care packages for families that experience hardship during participation, school items, and transportation. In one case, staff helped a hoarder clean her home. Staff attend all court proceedings, donated their own clothing, and attended appointments when asked (like doctor visits)

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Given that a high percentage of the youth we worked with have witnessed, experienced, and/or perpetrated domestic violence in their homes, we have initiated comprehensive education to address domestic violence. The team partnered with Safe Journeys, the area domestic violence agency, to bring information and support to the youth we serve. Safe Journeys and the team provided a four-day workshop for our youth last summer, to address this vital issue. We have continued with Friday evening groups. The staff provide transportation and co-facilitates these groups, giving up their Friday evenings. We conducted another three-day workshop over spring break. and again, in the summer. During these groups and gatherings, the youth are provided with a lot of food, snacks, novelties etc. They played games and win prizes. The team often developed behavior contracts with the clients and they got to pick their rewards, a be instrumental in how it is measured and the rewards given. We have got families YMCA memberships so that the parents can set up rewards system at home, thus educating and encouraging them to utilize the parenting skills they are taught, as well as engaging in fun, positive activities as a family. Youth were taken on day trips, such as to a state park after achieving a goal, such as attending school. We developed a "Redeploy Book" to award points for simple things like attendance to therapy, completing homework. These points can then be turned in for rewards.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

The caseworkers met with the youth and their families to begin to gather information and develop a rapport. They completed the GOALS and then conduct the Ansell-Casey Life Skills Assessment. From self-report, clinical interviews, police reports, Probation Officer staffing, interactions with collaterals and results of the assessments, the case plans were developed. The case plan was done in conjunction with the client, guardian, and family when applicable. The case plans were completed within two weeks of the completion of the GOALS. All children twelve (12) and older were asked to sign the case plan, along with guardian. The worker, as well as the client/guardian also signed the case plan, which indicates the agreement between the client/guardian and the worker regarding goals, outcome, and methodology. Included in the case plan was information about the benefits, risks, and alternatives to planning services or treatment. This was also discussed with the client and guardian in a verbal review of the plan. A copy of the plan was offered to the child, guardian, and family to review the plan and keep current with the progress of goals. It was the responsibility of the worker to help the child or guardian in the interpretation of the written document.

### Success Story

Camille (name changed) is a 17-year-old Hispanic female who was referred to the program for domestic battery against her family and friends. When we began working with Camille, she was polite, but very emotionally vacant. Her participation was spontaneous at best. She moved from

acquaintance home to acquaintance home. Her mother would not allow her to return to the family because of her violent nature. Probation Officer Doug Denny worked closely in concert with the Redeploy team to provide support, as well as hold Camille responsible for her choices. The more support the team demonstrated the more resistant and erratic Camille became. She was allowed to move into a vacant home owned by a current boyfriend's mother. The two utterly decimated the home, leaving garbage, spoiled food, and feces all over the carpeted floors. Windows were broken and holes were put in the walls. The landlord evicted the two but refused to file a police report. However, as Camille spiraled, the three members of the team increased their support. Camille thankfully had a cathartic moment, and her shell was broken. She allowed her team to begin true mental health work, addressing her extensive trauma. The team was able to enroll her in, and provide transportation to, Illinois High School Diploma class. Camille continues to attend substance abuse treatment at North Central Behavioral Services (NCBS) and is on the correct psychotropic medication. She attended a weeklong domestic violence abuse workshop last fall and continues to attend Friday evening domestic violence groups after the substance abuse group. The Redeploy caseworker provides her transportation. Camille has earned her high school diploma and is working. She has obtained housing through the help of her caseworker. The Redeploy therapist provided a great deal of individual and family therapy, and Camille and her family have the healthiest relationship they have ever enjoyed.

Camille was successfully discharged, but she knows the team is there for her anytime she needs support. She has continued to stay in close contact in the four weeks since her discharge.

## 17<sup>th</sup> Judicial Circuit FY24 JRI Program Site Summary

**Service Area:** 17<sup>th</sup> Judicial Circuit: Boone County and Winnebago County

<b>Program information</b>	
<b>Program start date</b>	2014
<b>Status</b>	Established
<b>Model</b>	Lead Agency
<b>Grant Award/Request</b>	\$711,901
<b>Amount (Percent) Spent</b>	\$679,448 (95%)
<b>Number of youth served</b>	70
<b>Cost per youth</b>	\$9,706
<b>Original commitment baseline</b>	78
<b>Number of young people committed</b>	11
<b>Percent reduction from baseline</b>	-86%

For FY24, the Juvenile Redeploy Illinois Program expanded to serve youth in Boone County. Youth Services Network (YSN) hired an additional case manager and counselor to serve the additional youth from Boone County. Boone County needed programs that provided case management, transportation, and behavior modification/cognitive groups. Winnebago County continued to see a high rate of offenses that are considered violent towards persons and weapons-related offenses. These made up 30% of all offenses referred over 2022.

### JRI Core Service Area Matrix

Probation, YSN, and Equip for Equality (EFE) have discussed the Core Service Area Matrix and how the program offered services that fit each category. Being able to provide services and resources that fit in each domain increased the chances of youth making a positive change in their life. Flex funds were used to meet many youth and families' essential needs, and when a youth and family had them met, they were better able to focus on the other areas of their lives that need support.

#### Description of how the program model reflects a holistic, positive youth development approach

Our JRI team included many different members that attempted to assist the youth and family in getting the appropriate resources they needed to help facilitate the necessary changes. Our case managers assisted the youth with their schooling, court appearance, job searches, and developing new hobbies. We have counselors who helped the minor and family with any trauma or issues they are currently experiencing or have previously gone through. Our parent engagement specialist worked solely with the parents in assisting them with anything they may need.

**Description of how programs and services are ethnically and developmentally appropriate.**

The JRI plan is a case management approach providing holistic, coordinated interventions to the juveniles addressing mental and behavioral issues, and educational support. Curricula used in the program was evidence-based programming.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

All youth had an individualized case plan that helped meet the needs of that youth. Also, our JRI team was a diverse group representing different races, genders, and LGBTQA+ populations and experiences. Any youth who were part of these marginalized populations were placed with the most appropriate team members.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

Most of our flex funds were used to provide the basic needs for our youth and families. They were used to provide groceries, cleaning supplies, bed mattresses, clothing and hotel rooms for when their house gets shot. Being able to meet those basic needs in the safety and health/wellness domains, helped the youth not have to worry about them and allows them to focus on the other services that are part of the other domains.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Our JRI program used gift cards and other prizes as rewards and incentives for the youth in the program. This next fiscal year, we hope to develop a more structured incentive and reward system. Rewards were used for completing levels in our program as well as finishing MRT. We have also used gift cards as an incentive for youth who are starting to struggle and hope to get them back on track.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

Our JRI team includes many different members that assisted the youth and family in getting the appropriate resources they needed to help facilitate the necessary changes. Our case managers assisted the youth with their schooling, court appearance, job searches and developing new hobbies. We have counselors who helped the minor and family with any trauma or issues they are currently experiencing or have previously gone through. Our parent engagement specialist worked solely with the parents in assisting them with anything they may need.

## Success Story

Upon referral to Winnebago County's Redeploy Program, a 15-year-old minor faced significant challenges, including charges in two counties for Aggravated Discharge of a Firearm and Possession of a Stolen Vehicle. Despite a supportive yet overworked mother, the minor struggled with school attendance and poor decision-making in her absence. Recognizing these

issues, the minor and his case manager created his action plan, prioritized re-enrolling him in school and altering his friend group. In support of these goals, his mother incentivized him with the promise of her Dodge Charger SRT upon high school graduation. This motivational strategy resulted in the minor attending school regularly and performing well academically.

During the beginning of his participation in Redeploy, the minor discovered his girlfriend was expecting their first child, while he was still incarcerated. This impending responsibility motivated him to prepare for fatherhood, a role he had not experienced positively. Although the pregnancy ended in a miscarriage, his commitment to his goals remained steadfast. His action plan, emphasizing family, was supported by his mother, leading to regular family activities such as movie nights and weekend cookouts. This stronger family focus, along with distancing from negative influences, resulted in a noticeable improvement in his behavior. He began attending court without any status violations or new charges.

In his Tuesday MRT group, the minor emerged as a leader, demonstrating focus and determination. Tragically, during the latter part of his Redeploy involvement, he was shot in the head and back while getting off the school bus. Remarkably, he survived and, despite numerous surgeries and extensive physical therapy, remained driven to recover fully. His case manager and parent-engagement specialist visited him in the hospital multiple times each week. Shortly after regaining consciousness, the minor requested to resume his MRT work to avoid falling behind. This dedication was acknowledged, and he continued his progress even while hospitalized.

Following over two months of recovery, the minor resumed attending Redeploy events. He actively participated in a Financial Literacy course and a cooking course, winning a prepared crockpot meal and the crockpot itself. He completed MRT, finding significant value in Step 5 (Healing Damaged Relationships), a step often viewed as the most challenging and personal. He articulated the importance of accountability for past mistakes and demonstrated remarkable insight into his growth while discussing his progress at his Redeploy Graduation.

For his Redeploy Project, he focused on becoming a clothing designer, a goal he is passionate about. He and his mother collaborated on his project poster, investing considerable effort, and enjoying the experience together. Despite suffering from PTSD due to the shooting and missing several months of school, he expressed a strong desire to resume his education. He agreed to participate in online schooling until he felt comfortable returning in person.

This minor's journey exemplifies resilience and determination in the face of adversity. The Winnebago County Redeploy team commends his unwavering motivation and is hopeful for his continued success. Recognizing his accomplishments, the Winnebago County State's Attorney's office and Juvenile Court reduced his probation sentence. His achievements, particularly following the traumatic shooting incident, surpass what many in similar situations might accomplish.



## Macon County FY24 JRI Program Site Summary

**Service Area:** Macon County

<b>Program information</b>	
<b>Program start date</b>	2005
<b>Status</b>	Established
<b>Model</b>	Lead Agency
<b>Grant Award/Request</b>	\$976,238
<b>Amount (Percent) Spent</b>	\$714,523 (73%)
<b>Number of youth served</b>	44
<b>Cost per youth</b>	\$16,239
<b>Original commitment baseline</b>	51
<b>Number of young people committed</b>	11
<b>Percent reduction from baseline</b>	-78%

This year, Macon County implemented a stronger team process with the youth and their parents, and the staff in designing the case plan with goals tied to the matrix. Macon’s team found that prioritizing the efforts on one or two goals at a time produced better outcomes. As they are coming through the effects of the pandemic on school success, Macon County saw about 30% of JRI youth improving and succeeding with their education. This included one on the honor roll, three graduating, and four on track to a diploma. Most of the 16 years of age and over youth found employment. New recreation opportunities included a wrestling team, jiu-jitsu, and a recording studio. The parents participated in a couple of “parents’ night out” activities that gave them a chance to relax and enjoy each other. Ongoing efforts to provide a safe environment with conflict resolution and anger management were integral to the successful completion of probation for youth who were all involved in some level of gun violence. The JRI staff provided multiple opportunities for the youth to be involved in the community - from canvassing the neighborhood, to attending community forums, and marching in the MLK Day remembrance march.

In FY24, the Redeploy Program expanded to include a day reporting center. Using a building deeded by the City of Decatur (and at no cost to Redeploy), the Redeploy Day Reporting Center opened Monday-Friday from 9:00 am to 9:00 pm, and sometimes on the weekend for planned events. Youth received educational assistance and life skills training. Activities and snacks were provided. Staff members rotated being on call and will open the center for youth who need a place to stay off hours (for example, youth locked out of their homes in the middle of the night). Redeploy funds were used for utilities and upkeep of the center as well as two more staff members.

The Redeploy Program also offered a Summer Employment and Life Skills Program. Activities included hearing from speakers, learning about financial literacy, going on field trips, and classes on basic auto care and repair, and home labor and repairs. Youth also learned about applying for jobs and work ethic through trainings and working for OKO Green, a lawncare group started for the Redeploy youth. Redeploy partnered with the City of Decatur, which has donated 50 commercial lots. Previous funding already paid for lawn care equipment. The City of Decatur and Redeploy youth and staff together determined what to do with these lots with a focus on agriculture (sod fields, community gardens). Once the youth completed their time in the Summer Program, they received certificates which were used to demonstrate training and work experience to future employers.

**JRI Core Service Area Matrix**

Macon County worked hard to align their efforts throughout the program this year. A positive improvement in the processes was the use of a phase system and connecting it with youth incentives. The phase system outlines steps of growth and progress and as the youth move through the phases, they received an incentive that might be a gift card or shopping for something they needed or wanted. This change helped the team stay focused on the case plan that is based on the matrix. Team meetings also changed to provide monthly evaluations on work and outcomes. The final phase of the program was a transition plan for youth to identify what ongoing supports they will need to continue their success. Three youth graduated from the JRI program and prepared statements in their own words to share with the court, identifying what has changed for them during their time in JRI. It was a powerful testament and resonated with all in attendance.

**Description of how the program model reflects a holistic, positive youth development approach**

Macon County JRI worked diligently to implement the matrix in the services that we offer. The matrix actually helped us to be intentional in addressing multiple needs. Our bi-monthly meetings were helpful in that we used one meeting to address program issues - services that are going well and services that are missing. That allowed us to make changes when necessary, without waiting for the next application. The second meeting of the month was when we discuss each youth based on their case plan. Everyone was involved with each case plan. We built a stronger collaboration with probation by sharing case plans and coordinating our messages to the youth.

Our real strength was with providing a holistic approach is in our relationships with youth and families. Our staff was by their side through good times and rough times. Building that trust and support encouraged our youth and families to be open and honest which then allowed us to provide better and more meaningful services.

**Description of how programs and services are ethnically and developmentally appropriate.**

Approximately 80% of our JRI youth were African American males. Cultural competence was an important requirement for our staff. Our staff acted as advocates for the youth, addressing discriminatory practices in our community. Our youth accessed mentors with lived experiences who were a positive influence in the community. Providing opportunities for the youth to get to

know and be informed about their community helped give them confidence and awareness of their worth.

The Macon County JRI staff spent time getting to know our youth and their families. Training in trauma-informed practices and restorative justice practices was provided to all staff and helped to inform the way that we conduct our services. Our Botvin Life Skills curriculum was aimed at upper-aged high school youth and is an evidence-based program. Adjustments are made for the younger ages. We saw so many of our youth who were street-smart, but life challenged. We tried to take the youth and family members from where they were to where they wanted to be. We also built into the work a cultural competence component. This included a visit to the African American Genealogical Museum in Decatur, a visit to an HBCU as well as watching movies or documentaries that spur discussions around relatable topics.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

Of these examples, the most prevalent population in the Macon County JRI worked with was youth with incarcerated parents and/or family members. This tended to be the father of a son who then needs a positive male role model in his life. We supported the youth by first listening and honoring their thoughts and feelings. Our JRI therapist provided deeper services if needed or connected them with other services in the community. The JRI staff continued reaching out to the community for positive supports and meaningful services.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

Flex funds for family support were found in the areas of Life Skills, Employment, Permanent Connections, and Safety. The funds were often used to address unmet needs of the family which might include covering a water bill, power bill, providing food, or other home needs. Flex funds were also used to support the siblings and children of the youth. This past year we have had several of our youth become parents as well as families with infants in the home so we may provide diapers, formula, a pack-and-play, or other items necessary for the care of small children. Flex funds were also used for Family Fun Nights or Mom's Night Out - gift cards, prizes, toiletries, or other items that are rewarding. We also have parents needed a job which might include interview attire, paying off a fine that's a barrier to employment, or providing bus cards for transportation.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Incentives and rewards supported the areas of education, employment, life skills, and civic engagement. The Macon County JRI used a Phase process to track growth and progress. As the youth is 'promoted' to each phase, they were given a reward which might be a gift card, a shopping trip, or a reasonable request that motivates the youth. As they progress through the phases, the rewards were more valuable.

The JRI staff also was able to design and implement individual incentive programs based on the youth

case plan. Some youth hit a wall and started to lose interest - this happened especially with school. Developing an incentive for them to persevere is very helpful. These incentives were not always things. They included going to the movies, bowling, fishing, or another positive activity. These activities get them positively engaged in the community. At Christmas, some youth wanted to buy gifts for their family and the incentive dollars were helpful for that. Holiday food baskets were delivered to the households to provide stress relief and hopefully a healthy meal for all of the family. Just like with the parents, youth got interview attire when working towards employment.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

From the initial GOALS experience, the youth were given the message that this program is about them. Our first phase was meant to be welcoming - letting the youth and the family know that they are valued and respected. The case plan meeting started off with the youth deciding what he or she wants in the case plan. We had a staff member who does not provide direct services to the youth do a regular survey of how they are feeling about the program and their participation in it. This gave us formative data that guides our processes and services. When a youth successfully completed the program, he or she prepares a statement in their own words to say to the judge and the members in the courtroom. This was powerfully positive for both the justice system members and the youth.

### Success Story

One young man began the JRI Program at the end of the year in 2022. He recognized a need to focus forward and turn his life around. He graduated from high school, secured full-time employment at ADM (WOW!!!), and welcomed a child into his world by standing up and being an involved father. We celebrated him and his accomplishments a few weeks ago, and he shared with me his goal of getting an even better job at Austin Industrial and staying out of trouble. Two of the greatest things I noticed about his presence that day were his laughter and carefree nature and the sense of peace he seemed to be experiencing. I think that is what we all hope for – a chance at redemption and to be seen for who we are and who we are working to be and not for the mistakes we have made. We are so proud of him!

## Madison County FY24 JRI Program Site Summary

**Service Area:** Madison County

Program information	
Program start date	2009
Status	Established
Model	Lead Agency
Grant Award/Request	\$563,008
Amount (Percent) Spent	\$499,010 (88%)
Number of youth served	49
Cost per youth	\$10,184
Original commitment baseline	33
Number of young people committed	7
Percent reduction from baseline	-79%

### JRI Core Service Area Matrix

All program activities were designed to meet the goals identified from intake to case closure using the Wraparound Model for case management. Individualized narrative assessments identified youth/family strengths and needs. This assessment was then used to assist in the development of the Wraparound Plan (case plan). This Wraparound Plan devised goals in the domains identified in the Core Service Area Matrix.

Description of how the program model reflects a holistic, positive youth development approach
<p>The use of the Wraparound model ensured the implementation of strategies in a holistic approach.</p> <ul style="list-style-type: none"> <li>• The Wraparound Model focused heavily on family engagement with the recognition that true, positive change occurs within the context of these trust relationships.</li> <li>• Each family was assigned a Juvenile Justice Specialist who manages case plans and services through the Wraparound Model throughout the entire life of the case. Family need was also assessed.</li> <li>• Services were based on individual and family needs identified in the assessment. This model brought supportive and invested individuals in the youth's life together in the development of goals, interventions, and progress review meetings. The Juvenile Justice Specialists were instrumental in facilitating these Wraparound meetings and bringing together supportive adults in each youth's life.</li> <li>• The Wraparound Plan was devised and had sections to identify strengths and supports for youth in each domain which corresponds to the Core Service Area Matrix domains. These supports included community service providers, school personnel, family, friends, probation officers, and other members of the youth's Wraparound Team.</li> <li>• CH&amp;A also had a statewide Fatherhood Initiative. The focus of this project was to identify and engage fathers and paternal relatives to improve outcomes for all children.</li> <li>• The Program's Theory of Change short-term outcomes included the following:</li> </ul>

- youth were engaged with and supported by their family and community.
- youth identified, regulated, and expressed their emotions in a safe and healthy way.
- youth made healthy decisions, manage impulses, and effectively problem-solve.
- youth were hopeful about their future and ability to succeed.
- youth were engaged with school and/or employment; youth were engaged with one or more prosocial activities.
- youth developed life skills.
- youth and families set realistic goals and identify steps for achievement.
- youth and families were empowered to advocate for themselves.
- youth and families met their own needs and the needs of their children.
- youth and families found and used natural and formal supports when they needed them.
- youth and families identified and celebrated their own strengths.
- Long-term outcomes included the following:
  - Young people thrived! Youth were resilient, had an improved quality of life, and were prepared to meet the challenges of adulthood.
  - Families thrived! Families were resilient, had an improved quality of life, and provided a safe and healthy foundation for themselves and their children.

The Theory of Change and the Wraparound Plans promoted and addressed the domains in the Core Service Area Matrix which provided a holistic approach for service implementation.

#### **Description of how programs and services are ethnically and developmentally appropriate.**

From intake to aftercare, each youth had an individualized assessment and Wraparound Plan based on his or her unique needs.

- It was the responsibility of program staff to ensure that every youth receives culturally sensitive and appropriate services regardless of their ethnicity, religion, sexual orientation, socio-economic and demographic status, or developmental and or educational disabilities.
- Internal and community referrals and linkages were made that represent the diverse needs of youth and their families. The use of the Wraparound Model ensures a holistic approach for service delivery.
- A key component was ensuring that all services provided to Redeploy youth and their families are through a trauma-informed approach utilizing the Attunement, Regulation, and Competency (ARC) framework. All assessments, Wraparound Plans, case management, and aftercare were conducted from a trauma-informed perspective. All CH&A staff were trained in the ARC framework.
- Training and modeling were also done internally and externally for all service delivery components. All staff were trained in the Milwaukee Wraparound Model, including the Supervisor and Program Manager. Training was done through a Milwaukee Wraparound facilitator, and ongoing trainings were done in team meetings.
- All staff were also trained internally and through community partners, such as the Illinois Collaboration on Youth (ICOY), to learn and practice effective skills in recognizing risk reductions, aftercare planning, understanding the impact of homelessness and poverty, clear case documentation, safety protocols, personal and professional ethics and boundaries, harm reduction, crisis intervention, trauma-informed care, positive youth development, basic counseling skills, healthy sexuality behavior, recognizing

behavioral health, alcohol and drug dependency issues, bullying and harassment, and sexual exploitation.

- Racial and ethnic disparities were paramount in the work that we did with youth, families, and in the communities we serve. We believed that as an agency we had a collective and individual responsibility to create an inclusive community where differences are celebrated, and respected, valued, and where all people have equitable opportunities.
- The **Madison County** Juvenile Justice Council completed its Juvenile Justice Plan in December 2022 with priorities to address racial and ethnic disparities in the Juvenile Justice System, reduce youth weapon charges, and train justice system stakeholders on trauma and equity, diversity, and inclusion (EQI)
- CH&A had a Blueprint for Impact that focuses on equity, as well as a stateside EDI Committee that provided resources and training to CH&A agencies. They also attended ICOY, and other trainings focused on EDI
- Client voice was so critical in addressing what is needed to inform services to reduce racial and ethnic disparities. This occurred through the Redeploy Youth Advisory Board and in client satisfaction surveys.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

The program worked diligently to ensure youth and families with various backgrounds feel comfortable and are motivated by their Redeploy team.

- Whenever possible CH&A worked to hire staff that reflect the experiences, ethnicities, culture, and race of clients served in the program.
- CH&A maintained the Human Rights Campaign Seal of Approval in supporting the LGBTQIA community. This included understanding the unique needs of LGBTQIA youth and families and providing them with gender appropriate intake and gender appropriate services based on their needs.
- All staff were required to complete a basic LGBTQIA training to advocate and support each youth's individual needs.
- All staff were trained to provide trauma-focused care and receive training regarding Equity, Diversity, and Inclusion.
- CH&A understood each youth has their own unique needs based on culture, ethnicity, and socio-economic background. Therefore, it was the job of the Juvenile Justice Specialists to include and encourage participation to understand youth and family experiences to meet their needs.
- Translators were used with families who speak English as a second language.
- The Juvenile Justice Specialists engaged the family to work diligently to build a Wraparound Team that will serve to meet all the needs of the youth.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

Flex funds were used to assist families with utility bills, food, household necessities, clothing, and positive youth and family development, such as gym memberships for families, basketball hoops for the family home, and art supplies. These efforts connected to the Core Service Matrix in many domains including health/wellness, community connections, and life skills. We provided necessities to families that positively impacts their relationships, safety, and health and wellness. We recognized that if a family's basic needs are not met, meeting goals in all domains is very difficult. The use of flex funds assisted in eliminating barriers, provided needed resources and promotes healthy change for youth and families in meeting their goals; therefore, built strong and resilient families.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Flex funds were used as an incentive and reward for the participation in the Redeploy Youth Advisory Board. It was also used as an incentive and rewards for youth participation in agency advocacy events as well as using them to encourage youth to present their efforts to stakeholders like probation and judges in the courtroom.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

Youth were informed, included, and had significant input regarding service delivery to meet their devised goals. Client voices were included at every level of service delivery, including during case planning. Youth were asked their opinions of the services they are receiving and are asked to complete a satisfaction survey at discharge. Feedback from the youth, along with data, were used to determine effectiveness of service provision and identify areas that need adjusted to better suit the youth. One example was comfort with counselors. To be effective, youth must feel comfortable with their counselors.

### Success Story

Tyler was referred to the Redeploy Illinois Program on two counts of Aggravated Criminal Sexual Abuse and was placed on Continuance Under Supervision. Tyler resides in the home with his parents and his three sisters as well as his nephew. A Wraparound Plan was devised with Tyler and his Wraparound team which included his parents. One goal was to participate in and successfully complete sex offender treatment. Tyler participated weekly in individual and group therapy with his Juvenile Sex Offender treatment therapist and successfully completed treatment.

Tyler also met for weekly sessions with his Juvenile Justice Specialist. These sessions were focused on Tyler building skills regarding consequential thinking and problem solving. Sessions also focused on Tyler building trust relationships, his self-esteem, and exploring his identity as these were also goals of his Wraparound Plan.



Tyler regularly attended school but at times struggled to maintain good grades. He did engage in tutoring services offered by the school for further assistance, and this helped him improve his grades. During his time in the program, Tyler obtained his driver's license and a vehicle which allowed him to feel a sense of independence. Tyler's relationship with his family also improved as he feels he can communicate in a more appropriate manner.

During his time in the program, Tyler was able to apply for early release from his Continuance Under Supervision when he completed sex offender treatment. It should also be noted that he did not incur any new charges or technical violations of his Supervision. Tyler made amazing strides in accountability and responsibility for his behaviors and is now better able to recognize how his actions impact others. He also experienced a reduction in risk factors and an increase in protective factors as measured by the GOALS risk assessment tool. Tyler successfully completed the Redeploy Illinois program in December 2023.

## St. Clair County FY24 JRI Program Site Summary

**Service Area:** St. Clair County

<b>Program information</b>	
<b>Program start date</b>	2005
<b>Status</b>	Established
<b>Model</b>	Lead Agency
<b>Grant Award/Request</b>	\$745,009
<b>Amount (Percent) Spent</b>	\$680,739 (91%)
<b>Number of youth served</b>	70
<b>Cost per youth</b>	\$9,725
<b>Original commitment baseline</b>	83
<b>Number of young people committed</b>	3
<b>Percent reduction from baseline</b>	-96%

On January 1, 2023, Monroe, Perry, Randolph, and Washington counties separated from the 20th Judicial Circuit and is the newly formed 24th Judicial Circuit. This continuation plan was written to serve St. Clair County youth only. The decision to serve St. Clair County youth only was made as the above-listed counties collectively have referred 1 youth for assessment and services thus far in FY 23.

Multiple attempts have been made to engage the stakeholders in these counties for referrals and collaboration. However, it was challenging, and stakeholders were not requesting Redeploy services for their youth. The Redeploy Team in St. Clair County ensured the counties they no longer serve are aware of available Redeploy Illinois Focus Funding Request.

### **JRI Core Service Area Matrix**

All program activities were designed to meet the goals identified from intake to case closure using the Wraparound Model for case management. Individualized narrative assessments identified youth/family strengths and needs. This assessment was then used to assist in the development of the Wraparound Plan (case plan). This Wraparound Plan devised goals in the domains identified in the Core Service Area Matrix.

<b>Description of how the program model reflects a holistic, positive youth development approach</b>
<p>The use of the Wraparound model ensured the implementation of strategies in a holistic approach.</p> <ul style="list-style-type: none"> <li>• The Wraparound Model focused heavily on family engagement with the recognition that true, positive change occurs within the context of these trust relationships.</li> <li>• Each family was assigned a Juvenile Justice Specialist who manages case plans and services through the Wraparound Model throughout the entire life of the</li> </ul>

case. Family need was also assessed.

- Services were based on individual and family needs identified in the assessment. This model brought supportive and invested individuals in the youth's life together in the development of goals, interventions, and progress review meetings. The Juvenile Justice Specialists were instrumental in facilitating these Wraparound meetings and bringing together supportive adults in each youth's life.
- The Wraparound Plan was devised and has sections to identify strengths and supports for youth in each domain which corresponds to the Core Service Area Matrix domains. These supports included community service providers, school personnel, family, friends, probation officers, and other members of the youth's Wraparound Team.
- CH&A also had a statewide Fatherhood Initiative. The focus of this project was to identify and engage fathers and paternal relatives to improve outcomes for all children.
- The Program's Theory of Change short-term outcomes included the following:
  - youth were engaged with and supported by their family and community.
  - youth identified, regulated, and expressed their emotions in a safe and healthy way.
  - youth made healthy decisions, managed impulses, and effectively problem-solved.
  - youth were hopeful about their future and ability to succeed.
  - youth were engaged with school and/or employment; youth were engaged with one or more prosocial activities.
  - youth developed life skills.
  - youth and families set realistic goals and identified steps for achievement.
  - youth and families were empowered to advocate for themselves.
  - youth and families met their own needs and the needs of their children.
  - youth and families found and used natural and formal supports when they needed them.
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- Long-term outcomes included the following:
  - Young people thrived! Youth were resilient, had an improved quality of life, and were prepared to meet the challenges of adulthood.
  - Families thrived! Families were resilient, had an improved quality of life, and provided a safe and healthy foundation for themselves and their children.

The Theory of Change and the Wraparound Plans promoted and addressed the domains in the Core Service Area Matrix providing a holistic approach for service implementation.

#### **Description of how programs and services are ethnically and developmentally appropriate.**

From intake to aftercare, each youth had an individualized assessment and Wraparound Plan based on his or her unique needs.

- It was the responsibility of program staff to ensure that every youth receives culturally sensitive and appropriate services regardless of their ethnicity, religion, sexual orientation, socio-economic and demographic status, or developmental and or educational disabilities.
- Internal and community referrals and linkages were made that represent the diverse needs of youth and their families. The use of the Wraparound Model ensures a holistic

approach for service delivery.

- A key component was ensuring that all services provided to Redeploy youth and their families are through a trauma-informed approach utilizing the Attunement, Regulation, and Competency (ARC) framework. All assessments, Wraparound Plans, case management, and aftercare were conducted from a trauma-informed perspective. All CH&A staff were trained in the ARC framework.
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- Racial and ethnic disparities were paramount in the work that we do with youth, families, and in the communities we serve. We believed that as an agency we have a collective and individual responsibility to create an inclusive community where differences are celebrated, and respected, valued, and where all people have equitable opportunities.
- The **Madison County** Juvenile Justice Council completed its Juvenile Justice Plan in December 2022 with priorities to address racial and ethnic disparities in the Juvenile Justice System, reduce youth weapon charges, and train justice system stakeholders on trauma and equity, diversity, and inclusion (EQI)
- CH&A had a Blueprint for Impact that focuses on equity, as well as a stateside EDI Committee that provided resources and training to CH&A agencies. They also attended ICOY, and other trainings focused on DEI
- Client voice was so critical in addressing what is needed to inform services to reduce racial and ethnic disparities. This occurs through the Redeploy Youth Advisory Board and in client satisfaction surveys.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

The program worked diligently to ensure youth and families with various backgrounds feel comfortable and are motivated by their Redeploy team.

- Whenever possible CH&A worked to hire staff that reflected the experiences, ethnicities, culture, and race of clients served in the program.
- CH&A maintained the Human Rights Campaign Seal of Approval in supporting the LGBTQIA community. This included understanding the unique needs of LGBTQIA youth and families and providing them with gender appropriate intake and gender

appropriate services based on their needs.

- All staff were required to complete a basic LGBTQIA training to advocate and support each youth's individual needs.
- All staff were trained to provide trauma-focused care and receive training regarding Equity, Diversity, and Inclusion.
- CH&A understood that each youth has their own unique needs based on culture, ethnicity, and socio-economic background. Therefore, it was the job of the Juvenile Justice Specialists to include and encourage participation to understand youth and family experiences to meet their needs.
- Translators were used with families who speak English as a second language.
- The Juvenile Justice Specialists engaged the family to work diligently to build a Wraparound Team that served to meet all the needs of the youth.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

Flex funds were used to assist families with utility bills, food, household necessities, clothing, and positive youth and family development, such as gym memberships for families, basketball hoops for the family home, and art supplies. These efforts connected to the Core Service Matrix in many domains including health/wellness, community connections, and life skills. We provided necessities to families that positively impacts their relationships, safety, and health and wellness. We recognized that if a family's basic needs are not met, meeting goals in all domains is very difficult. The use of flex funds assisted in eliminating barriers, provided needed resources and promoted healthy change for youth and families in meeting their goals; therefore, building strong and resilient families.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Flex funds were used as an incentive and reward for the participation in the Redeploy Youth Advisory Board. It was also used as an incentive and rewards for youth participation in agency advocacy events as well as using them to encourage youth to present their efforts to stakeholders like probation and judges in the courtroom.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

Youth were informed, included, and have significant input regarding service delivery to meet their devised goals. Client voice is included at every level of service delivery, including during case planning. Youth were asked their opinions of the services they are receiving and are asked to complete a satisfaction survey at discharge. Feedback from the youth, along with data, were used to determine effectiveness of service provision and identify areas that needed adjusted to better suit the youth. One example was comfort with counselors. To be effective, youth must feel comfortable with their counselors.

Jason is an 18-year-old male, who was referred to the JRI Program after he acquired a charge of Aggravated Battery. Initially, Jason was hesitant to engage and would often miss his required weekly sessions with his Juvenile Justice Specialist. Slowly, he began to build rapport and trust with his Juvenile Justice Specialist.

Jason and his Wraparound team identified goals of improving his anger management, goal setting skills, his education and employment. When he was first referred to the program, he was not attending school and would often physically fight with his peers. During his time in the program, Jason was able to learn to identify his triggers and develop coping skills to manage those emotions and his school attendance improved as well. He discovered that he has a passion for auto mechanics and that has turned into employment as he was able to find work in the field. He has also improved his relationship with his mother and stepfather. They were able to work on their communication skills and their relationship began to improve. Jason also received outpatient substance abuse treatment and successfully completed the program, learning the needed skills to obtain and maintain sobriety. During his time in the program, Jason did not acquire any new offenses or violations of Probation. At this time, not only has Jason completed the JRI Program successfully, but he also completed probation successfully.

## Sangamon County FY24 JRI Program Site Summary

**Service Area:** Sangamon County

<b>Program information</b>	
<b>Program start date (returning site)</b>	2021
<b>Status</b>	New
<b>Model</b>	Lead Agency
<b>Grant Award/Request</b>	\$370,984
<b>Amount (Percent) Spent</b>	\$359,112 (97%)
<b>Number of youth served</b>	19
<b>Cost per youth</b>	\$18,901
<b>Original commitment baseline</b>	22
<b>Number of young people committed</b>	6
<b>Percent reduction from baseline</b>	-73%

At the close of FY24, the Sangamon County Redeploy program completed their third year. Referrals and youth enrolled in the program remained consistent. The program had many successes and a few challenges.

The biggest strength of the Sangamon program was the collaboration of all the stakeholders. The team was fully committed, and communication was key. The team continued to meet bi-weekly to staff the participants and addressed their individual needs as well as the family/household needs.

FY23 began with 13 participants in the program. On 10/31/23, the first two youths accepted into Sangamon's Redeploy program in July 2021 graduated successfully. At the graduation ceremony, one of the youths shared how when he started the program, he was just going to do what he needed to do to get by. After participating in the many activities and groups, he reported that he found value in the program.

One of the challenges was low attendance for therapy sessions at SIU-SOM. The team met to discuss and decided to try having the therapist meet with the youths at Springfield Urban League since most of their activities occur there. There has been an increase in attendance for therapy by changing the location. Providing substance abuse counseling continued to be a challenge. There were not any outpatient services available and Rosecrance was the only inpatient provider in Illinois with limited access to their services.

Sangamon County had many youths with gun-related offenses and many youths with gun-related charges had been accepted into Redeploy. They considered whether there is a safety threat by looking at the history of the youth and the details of their offense(s). Sangamon County does not currently use social media in the Redeploy program. However, the Probation

Officers did monitor the youth's social media accounts for issues that may need to be addressed with them.

Sangamon County's sub-recipient, Springfield Urban League (SUL), was monitored through bi-weekly staffing where they report on the status of each participant; provide data and success stories for the quarterly reports; pictures from events; monthly calendar of activities, monitor their entries into eCornerstone, developing individualized case plans, regular communication with the team, and all financial expenditures are discussed and approved by Sangamon County before being spent.

### **JRI Core Service Area Matrix**

Once the youth were accepted into the Redeploy program, SUL met with the youth and their family to go over the program and have them both sign a contractual agreement that discusses the services provided, participation requirements, staff agreement, neutrality agreement, behavior code of conduct, and the incentives and rewards point system.

Once points are earned, they were not to be removed or taken away. The points equate to Redeploy bucks to be handed to the participant. The participant is responsible for holding onto their Redeploy bucks to cash in for a variety of incentives that the participant chooses. Most of the incentives included gift cards to restaurants and clothing stores. However, they were also individualized to something that may help them to be more productive and prosperous youths in the community. More points were given to the activities that were the most challenging for the youth, typically school and therapy sessions. These efforts connected all areas on the Core Service Matrix. The short-term goal of the program was to provide services to the youth and the family/household that will provide them with resources to be healthy and successful. The long-term goal was to move the youth and family toward stability and pro-social life.

<b>Description of how the program model reflects a holistic, positive youth development approach</b>
Our JRI team took a holistic approach to everyone from the initial assessment and continuously throughout their experience in Redeploy. Each participant was assessed not only for all programming available through Redeploy but also for mental and physical health needs, education, employment, and civic engagement. In addition, SUL offered a wide variety of programming outside of redeploy and participants and family members are encouraged to enroll.

<b>Description of how programs and services are ethnically and developmentally appropriate.</b>
The JRI Team sought to lower racial and ethnic disparities at the point of entry into the criminal justice system and prevent minors of color from entering the school-to-prison pipeline by providing and increasing access to effective trauma-focused treatment and service systems within the community by working with the various stakeholders and community service providers. With assistance from the Illinois Department of Human Services, we had the members of the Redeploy Team attend a training program that looked at racial and ethnic disparities at different entry points into the Criminal Justice System and equipped stakeholders with strategies and techniques that aim to reduce racial and ethnic disparities at these specific entry points. At the completion of the training program, each member of the Redeploy Team would be asked to put



their newfound knowledge into practice to address and reduce racial and ethnic disparities at one or more of the different entry points.

With this population, we worked specifically with Springfield Urban League. The Springfield Urban League is an organization that works with this specific population and provides resources and services to reduce racial disparity.

SUL and the Redeploy team worked to give participants ethnically and culturally appropriate experiences. Over the past two years, SUL has taken participants on college tours that have included Historically Black Colleges and Universities and toured the Springfield and Central Illinois African American History Museum. They have participated in Martin Luther King Day activities, Juneteenth Independence Day activities, and any other civic engagement events that are appropriate.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

SUL had a variety of programs that encompass diverse and marginalized populations. Springfield was also fortunate to have Phoenix Center, which works closely with community partners to address the needs of those in the LGBTQA+ population. Assistance was available through interpreters if needed. Each participant's case plan was individualized, and any issues identified are either directly addressed through the grant or through collaboration with other community resources.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

SUL used flex funds to provide family support for rent assistance/moving assistance; assistance with utilities; groceries; car repairs; and transportation (bus passes/Uber gift cards). There was a household needs cabinet that was available at any time for the youth or family members to select needed items such as laundry detergent; cleaning supplies; toiletries; and hygiene items. For the holidays, food baskets were put together for the families. There was also a holiday gathering with the youth and their families with a "wish list" item for each person. In addition, peer and family outings were planned. The outings included going to movies, back-to-school events, the city basketball tournament, bowling, Sky Zone trampoline park, trivia night, and museums. These efforts connected the following areas on the Core Service Matrix: health/wellness, life skills, permanent connections and relationships, safety, and service/learning/civic engagement.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Once the youth were accepted into the JRI program, SUL met with the youth and their family to go over the program and had them both sign a contractual agreement that discusses the services provided, participation requirements, staff agreement, neutrality agreement, behavior code of conduct, and the incentives and rewards point system. The minimum number of points awarded was

to be 5 points with the maximum was 200 points for an activity. Once points were earned, they were not be removed or taken away. The points equated to Redeploy bucks to be handed to the participant. The participant was responsible for holding onto their Redeploy bucks to cash in for a variety of incentives that the participant chooses. Most of the incentives included gift cards to restaurants and clothing stores; however, they were also individualized to something that may help them to be more productive and prosperous youths in the community. More points were given to the activities that are the most challenging for the youth specifically school and therapy sessions. These efforts connect all areas on the Core Service Matrix.

**Description of how the youth’s voice is incorporated into the process, from referral or intake to discharge.**

Our JRI Team incorporated the voice of the youth from referral to discharge. The Redeploy team worked cohesively to listen to the needs of participants but also empowered them to make choices. The point system we started over the past year has given participants the power (voice) to work toward achieving enough points to be later redeemed for incentives of their choosing and at the time of their choosing. The Team met as a group with participants and their families if available/willing, who may be struggling or when motivation may be lacking, and as a Team, they listened to the individual and formulated a plan to move forward. The voice of the participant was also heard in Court as our Juvenile Judges who do regular court reviews with Redeploy participants encouraged the voice of participants to be heard. In the court review hearings with Redeploy Team in attendance, Court Judges routinely asked the participant how things are going and what they are working on in Redeploy.

**Success Story**

KP first began receiving services from SUL Workforce in July of 2022. Upon his enrollment, he had just lost his job with a local fast-food restaurant, he was not enrolled in any education program, he was struggling to comply with the rules and orders of his probation conditions, and he was not consistently engaging in mental health therapy. KP did express a desire to get his life on track and begin making choices to keep himself out of trouble.

Initially, KP was difficult to contact and did not readily engage in program activities. He was hit-and-miss with keeping appointments and did not communicate with his program case worker. As time progressed, he slowly began to show more cooperation by keeping appointments and communicating more regularly with program staff. Eventually, KP was able to get another job working at McDonald’s. He maintained employment for approximately 9 months before he lost his job. KP also expressed a desire to engage in therapy.

During the last six months, KP has made considerable progress. He has consistently maintained employment with his current employer, engaged in therapy, worked to improve his interpersonal relationships and he is compliant with his mother’s rules and expectations. KP is now on track to complete his probation this year successfully. KP is by far the participant who has shown the most improvement during this quarter. He has bought a vehicle to ensure reliable transportation and moved into his own house.

KP is a great example of how consistency and dedication can make a positive difference for anyone who is trying to make improvement in their life. KP has stated that he appreciates the support and encouragement he receives from program staff, and he states that he is now dedicated to successfully completing the program.

## Lake County FY24 JRI Program Site Summary

**Service Area:** Lake County

<b>Program information</b>	
<b>Program start date</b>	2021
<b>Status</b>	New
<b>Model</b>	Lead Agency
<b>Grant Award/Request</b>	\$297,000
<b>Amount (Percent) Spent</b>	\$167,870 (57%)
<b>Number of youth served</b>	55
<b>Cost per youth</b>	\$3,052
<b>Commitment baseline</b>	7
<b>Number of young people committed</b>	4
<b>Percent reduction from baseline</b>	-43%

The Redeploy Youth and Family Support Program, Using Evidence-Based Practices (RYSE) Juvenile Probation Officers (JPOs) worked closely with teachers, school social workers, and administrators to assist youth in meeting their educational needs. JPOs attended school IEP meetings and assisted parents in advocating for youth. RYSE has partnered with Youth Build and Curt’s Café for job placement resources. RYSE has two full-time licensed therapists who, along with JPO worked closely with youth to assist them in managing their activities and challenges of day-to-day life.

Establishing and maintaining healthy relationships is one of the primary goals in Functional Family Probation (FFP). RYSE JPOs and Therapists worked closely with youth and families to provide them with both the emotional support and resources that promote stable home environments. FFP as well as Attachment, Regulation, and Competency (ARC) is designed to assist youth in developing skills to reduce aggression and regulate their emotional responses to difficult situations.

Due to the rising gun violence in several of the home communities where RYSE youth reside, JPOs and therapists have taken added precautions when visiting these areas. They worked with local law enforcement by keeping up to date on shootings and violent crime. Mentors worked closely with youth to assist them in gaining an understanding of connectedness to the community. Mentors resided in the same communities as youth in the program and have experienced similar life events.

### **JRI Core Service Area Matrix**

The RYSE Program worked with various service providers within Lake County

- Contracts were developed with the Lake County Health Department’s Child & Adolescent Behavioral Services (CABS), which provided individual, family, group, respite, and crisis counseling as well as assessed for psychiatric hospitalization.
- We contracted with the Health Department for a full-time therapist position that worked with Juvenile Redeploy Youth, providing Functional Family Therapy to identified youth and families.
- We contracted with Community Youth Network (CYN) Counseling Center, which is currently under contract with Lake County and provided a full-time therapist who received training in Functional Family Therapy. CYN provided individual, couples, family, and group psychotherapy for children and adolescents.
- Juvenile Probation and Detention Services (JPDS) contracted Juvenile Probationers with several Lake County service providers including One Hope United, OMNI Youth Services, Nicasa Behavioral Health Services, Community Youth Network, Blain & Associates, and Behavioral Services Center. The Psychological Services Division had a Community Resource Liaison assigned to the Juvenile Probation and Detention Services Division, who maintained linkages with local service providers and other Lake County agencies that offered programs to youth and families.
- We referred many of our youth on community supervision for counseling services to the Lake County Health Department.
- Our Juvenile Probation Officers worked closely with the high schools throughout Lake County to assist youth in succeeding with their educational goals and Officers refer youth to the College of Lake County for their GED program. The Hulse Detention Center had 4 full-time teachers, as well as teaching assistants, that closely monitor the progress of students in detention. Our FACE-IT residential program had a full-time teacher and a full-time teaching assistant as well. JPDS regularly hosted meetings of high school deans and administrators in Lake County that promote our collaborative efforts to assist in the success of students.
- YouthBuild, Lake County, provided youth with the opportunity to earn high school and college credit as well as career readiness training. They offered free programs for underserved youth in Lake County to obtain their high school diploma as well as get hands-on work experience. The College of Lake County provided career and vocational training as well.

One of the primary goals of the RYSE program is to integrate evidence-based practices into our service delivery via several modalities, including FFP, ARC, and Moral Reconciliation Therapy (MRT). The strategy for managers to implement these programs with fidelity was challenging, and managers did not regularly receive training on this topic. The Implementation Leadership Academy, at ACJI, provided an intensive ten-week course that assisted managers in recognizing common problems that arise during implementation and provides managers with skills to overcome obstacles by following proven implementation science. This training was part of the FY24 budget request.

**Description of how the program model reflects a holistic, positive youth development approach**

The RYSE officers and therapists worked together to identify needs and connect the appropriate services to the client/family. All Juvenile Probation Offices received training in Functional Family Probation (FFP), that at its core, works with the family to develop skills that can be used long past the period of probation. The Officers also utilized Effective Practices in Community Settings-II (EPICS-II) a cognitive-behavioral skill and core correctional practices model, designed to facilitate positive change with court-involved youth. The FACE-IT Residential Program Therapists and Juvenile Counselors, utilized the Attachment Regulation and Competency (ARC) model which builds upon "normative childhood development, traumatic stress, attachment, risk, and resilience."

**Description of how programs and services are ethnically and developmentally appropriate.**

Lake County has a Diversity and Inclusion Policy that states we are committed to fostering, cultivating, and preserving a culture of diversity and inclusion which applies to all employees, contractors, and representatives when they act on behalf of the County. The policy states that we are committed to providing an environment free of discrimination, unlawful harassment, including sexual harassment and bullying. County Human Resources was responsible for overseeing the policy. In addition, our facility has an extensive policy on lesbian, gay, bisexual, transgender, questioning, and intersex youth that prohibits discrimination. The facility was also in the process of creating a stand-alone policy on diversity, equity, and inclusion. Incidents such as death, suicide attempt or completion, and violence involving a youth were reported to the Illinois Department of Human Services. All employees were mandated reporters of child abuse and neglect and are trained annually on how to make a report to the Department of Children and Family Services. RYSE established a contract with Loyola University of Chicago to develop research protocols that will include developing a focus group for RYSE youth and parents/guardians. Functional Family Probation is designed to engage the whole family in services. JPO's and Therapists joined with families to assist them in building upon their resiliency skills to overcome the many challenges the experience.

Their voices were always taken into consideration because the program model calls upon them to develop their own strategies that will lead to their long-term success.

Also, referrals were made to agencies that are in the clients' communities. One of the mentoring programs we worked with is from the area where many of our clients live and this is a positive connection for them.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

Juvenile Probation Officers and Therapists worked with various community-based programs and services that are in the clients' communities. RYSE had two Spanish-speaking Juvenile Probation Officers, and one Spanish-speaking Therapist. Services were often delivered in the clients' homes, or a close location, which limits transportation issues.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

The use of flex funds included various items for families to assist in promoting a stable environment, including cleaning supplies, toiletries, and towels/bedding. The goal is to ensure that basic needs are being met to give the clients better odds of succeeding. In addition to items for youth in the community, funds were requested to purchase items to help youth while in the FACE-IT Residential Program. Youth were able to then take the items home with them. Providing these items helps to engage the families and gives youth a better chance to be successful. Additional flex funds were requested for transportation, including bus passes and Lyft cards. These helped youth get to programming that is in support of their health and wellness.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

The Juvenile Probation Officers developed an incentive matrix that encouraged youth to meet therapeutic - health and wellness, as well as educational goals:

Tier 1 - \$20-25 gift cards

- Completing MRT
- Graduating High School
- Completing FACE-IT aftercare
- Tier 2 – \$10-15 gift cards
- FACE-IT: Completing skills group.
- Completing various steps in MRT: 3, 7, 11 (for the first time – repeated steps should not be incentives for gift cards.
- Tier 3 - \$5 gift cards
- Compliance with various RYSE appointments (Officer discretion)

Improvement in certain areas, i.e. school attendance and passing drug screens (Officer discretion). This will generally be areas where they used to be doing poorly

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

Youth were involved in the risk assessment and case planning process. EPICS-II allowed the minor to have some choice in what they are going to work on. EPICS-II skills were utilized throughout the entirety of the Probation term. FFP worked with the entire family to create engagement; the goal was for officers to utilize FFP for the first nine months of Probation, but it went on longer if necessary. Therapists had ongoing involvement with youth and their families to assess their strengths and needs.

### Success Story

On November 4, 2022, Carlos was placed on Probation for the offense Unlawful Possession of a Firearm (Class 4) with a termination date of November 1, 2024. On this date, the minor was ordered to cooperate with the RYSE Program and all recommendations.

Since the minor's placement on the RYSE Program, his behavior and attitude has significantly improved at home and in the community. The minor resides with his parents and sister at their residence in Gurnee, Illinois. According to the minor's parents, Carlos' perspective on life has changed since his involvement in the juvenile justice system. The minor's parents report he is

well-behaved and respectful at home. The minor's mother noted that since his release from secure detention in November 2022, he has been motivated to continue his education and work experience. Mom added that he has been cooperating with all his conditions of probation and they are hopeful he will successfully close out his juvenile case as scheduled.

The minor successfully graduated from Warren Township High School prior to his placement on Probation. In the Spring of 2023, Carlos completed a 75-Hour Real Estate Licensing Program through the College of Lake County (CLC). He is currently studying to complete the Illinois Licensing Exam to become a real-estate broker.

With regards to individual and family treatment, the minor participated in counseling with the RYSE therapist, from the Lake County Health Department. According to her, the minor participated in individual and family therapy from November 22, 2022, until her resignation on April 18, 2023. She reported the minor was proactive and engaged in therapy. She related that Carlos participated in weekly in-person therapy sessions at the health department in Waukegan, Illinois. She noted that the minor was able to be self-sufficient and was motivated to complete all his treatment goals throughout the therapeutic process.

The minor is employed full-time at Hydro Force Company in Lincolnshire, Illinois. He works second shift, and he provides employment verification to probation monthly. In addition, the minor works part-time with his father at his mechanic shop in North Chicago, Illinois.

Since the minor's placement on Probation, he has submitted to monthly urinalysis exams and all the results have been negative for all substances, including alcohol.

The minor has not incurred any additional police contacts nor violations of probation since being ordered to cooperate with the RYSE Program.

The family has been able to benefit from the Redeploy Grant by assisting them with household essentials and necessities.



## Peoria County FY24 JRI Program Site Summary

**Service Area:** Peoria County

<b>Program information</b>	
<b>Program start date (reinstated site)</b>	2023
<b>Status</b>	New
<b>Model</b>	Purchase of Service
<b>Grant Award/Request</b>	\$403,532
<b>Amount (Percent) Spent</b>	\$274,844 (68%)
<b>Number of youth served</b>	16
<b>Cost per youth</b>	\$17,178
<b>Original commitment baseline</b>	44
<b>Number of young people committed</b>	8
<b>Percent reduction from baseline</b>	-68%

Through a contract with The Talented Tenth Consulting, LLC led by Dr Nathan A Stephens in collaboration with Peoria County Juvenile Services Division, an analysis of the juvenile cases currently under the jurisdiction of Peoria county was conducted. Data was provided for youth who were committed to IDJJ during 2019-2021.

In addition to the study completed by Dr. Stephens, the probation department met frequently to discuss client needs that could be further addressed by community-based services that the department is currently lacking. Stakeholder meetings were held to discuss the planning grant process and receive feedback from other agencies and members of the judiciary as to what needs we should address within the grant. Meeting attendees consisted of outside agencies such as Family Core, Unity Point Health, the Justice Advocates program with District 150 schools, Juvenile Detention Center Management, and our presiding Juvenile Delinquency Judge.

Peoria County Probation and Court Services staff went on two site visits to observe and discuss the Redeploy Program within Macon County and Winnebago County. Additionally, we attended two all-sites meeting held in which we were able to meet with all current Redeploy sites and received feedback and guidance on our planning grant and program implementation.

Since the Implementation Application was accepted, two adjustments were made to the FY24 budget. First, the cost of services had increased with one of the service providers. Additionally, money was requested for partial payment of a Substance Abuse Testing machine. This was used probation-wide but for clinical purposes ONLY for Redeploy youth.

## **JRI Core Service Area Matrix**

Several services were available to meet the needs of each youth in the Redeploy program. Assessments provided staff necessary information to determine what services each youth need individually. Redeploy offered Individual and family counseling and behavioral health services. Substance abuse Services were available to youth determined in need of outpatient substance abuse treatment.

A full-time counselor was provided solely for the youth and their families in the Redeploy Program. Additionally, two private psychologists provided assessments.

Program staff were trained in Juvenile MRT (Moral Reconciliation Therapy) to provide group sessions to youth enrolled in the program who needed services targeted towards pro-social skills, attitudes, values and beliefs.

Engagement Specialists provided consistent communication with families and the youth and be a liaison between services, the youth and family, and the Case Manager. Parenting and other life skills were provided if deemed appropriate.

The program provided enrolled youth tutoring when deemed necessary. Probation had a great working relationship with School District 150 Juvenile Justice Advocates who are able to identify needs each youth in the district.

Transportation was provided to youth and families in need for community agency appointments, court appearances, probation and case management appointments, school events, etc.

Peoria Grown provided families the opportunity to select fresh fruits and vegetables for their families while experiencing community engagement through the attendance at local farmer's market. In addition to vouchers for the farmer's markets-Peoria Grown also provided cooking classes for the youth and families throughout the year.

The program provided the opportunity for youth to engage in community recreation activities like Peoria Park District Classes (karate, dance, kick boxing, art, etc.), memberships to the YMCA and RiverPlex Recreation Center. In addition, we supported youth participating in after school by helping with the costs of equipment and enrollment fees.

Incentives for youth through the phases was an important element for the Redeploy Program. Encouraging positive choices and decision making through incentives was vital for youth behavior change and completion of the program.

Individual and family counseling provided a way to engage families in an evidence-based way to an extent greater than what probation services are able to do within our capacities. The incumbent was licensed and our licensed eligible MRT is an evidence-based Intensive individualized group therapy component that has proven successful with community corrections populations. The use of OctApp showed that as a department, we are aware of the need to

change our dynamics to meet the needs of youth where they are. Youth were technologically dependent so incorporating the use of technology to engage and community with them while in the program helped eliminate barriers we often see with youth on supervision and provided the opportunity for program staff to further build rapport and the youth an avenue to feel heard.

**Description of how the program model reflects a holistic, positive youth development approach**

Our intention of the Redeploy Program was to meet youth and families where they are at and aid in their success. We addressed their specific needs that are barriers to the youth and family being successful within the community and in turn may be leading to negative consequences for both the youth and family. We were firm believers that all youth and families can make positive changes and we will utilize the Redeploy program to support that change. The use of services that we know are evidence based and increase positive youth development was a main focus of the program.

**Description of how programs and services are ethnically and developmentally appropriate.**

Individual and family counseling provided an approach to engage families in an evidence-based manner and to an extent greater than what probation services is able to do within our capacities. The incumbent was licensed and our licensed eligible.

MRT is an evidence-based intensive individualized group therapy component that was proven successful with community corrections populations. The use of OctApp showed that as a department we are aware of the need to change our dynamics to meet the needs of the youth within the program. Youth were technologically dependent so incorporating technology to engage and communicate with them while in the program helped eliminate barriers we often saw with youth on supervision and provided the opportunity for the youth to stay connected with program staff and have healthy means of journaling, staying accountable for appointments and an understanding of their involvement in the program.

The steering committee was tasked with quality assurance of programming, service delivery and fidelity

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

Marginalized populations received the opportunity to participate in the Redeploy Program with no limitations. As a program we worked to secure needed services for each individual youth such as the LGBTQI community-based coalition.

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

Family support funds were utilized for all family specific financial needs that arose while the youth was in the program. Education and Employment were addressed via school supplies, activity fees and registration fees, supplies needed for securing a job such as clothes for an interview or work uniform. Safety was addressed through housing needs, temporary support for utility assistance and securing safe housing. Health and Wellness was addressed by providing financial assistance for community programming such as YMCA memberships. The use of these funds was driven by the needs of the families during the involvement in the program and were directly linked to the matrix

components in efforts to support our families and strengthen their protective factors.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

Incentives and rewards were built into the Program Budget to include gift cards, phase completion prizes specific to the youth such as LED room lights or phone accessories. Smaller rewards and incentives such as healthy snacks, candy bars and drinks were utilized by engagement specialist, case manager and probation officer to reward youth and family for their involvement in the program, such as working on their case plan.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

As we worked through the first year of our program, we intend to use client and family surveys to guide the decisions we make towards program progression, services provided, incentives and rewards and use of family support funds.

#### FY24 Successes

- We are running MRT, and it seems to be going well so far.
- We finalized an incentive list and will be purchasing to start our incentives program.
- Our new Judge is very receptive to Redeploy thus far.
- Our counselor with Carle is actively seeing 4 clients and we sent 2 additional referrals- going well so far.
- Our case manager took the youth in the program to Elevate- a local trampoline park, and he had the best impression of our youth just being kids and enjoying each other and it was great to hear about!

## Cook County

### FY24 JRI Program Site Summary

**Service Area:** Cook County: Calendar 52 (Southeast Chicago), Calendar 53 (West Central Chicago), Calendar 61 (Chicago West Site), and Calendar 76 (South Suburban Cook County)

Program information	
Program start date	2023
Status	New
Model	Lead Agency
Grant Award/Request	\$5,864,915
Amount (Percent) Spent	\$3,678,765 (63%)
Number of youth served	93
Cost per youth	\$39,557
Original commitment baseline	39
Number of young people committed	9
Percent reduction from baseline	-77%

In FY24, Cook County used a Day Reporting Treatment Center model, operational Monday thru Friday from 9 am to 9 pm. Funding was requested for one structured environment (or a JRI Hub) in each of the four calendars. Each JRI Hub was a site in the community to which youth were transported and provided daily services. All eligible youth who were referred were accepted into the JRI Program for services.

Two social service providers were selected to be JRI Hubs: Youth Outreach Services (YOS) served Calendars 53 and 61, and National Youth Advocate Program (NYAP) served Calendars 52 and 76. Each site covered two calendars each and had individual facilities (Redeploy Hubs). Each agency provided at least the following:

- Individual, group, and family counseling: Service providers had tangible expertise in offering evidence based Cognitive Behavioral Therapy (CBT) and Multi-Systemic Therapy (MST).
- Alternative modalities, such as art therapy and music therapy: Service providers either offered these services or contract with an agency that can provide them.
- Transportation: Each service provider provided agency-based transportation to and from the JRI Hub along with any other court or clinical appointments.

#### Program Structure

The Circuit Court employed a Director of Juvenile Redeploy Services and three JRI Coordinators who received referrals to the program, functioned as liaisons between the Court and agencies, and monitored quality assurance by the providers. They reported back

to the JRI local committee and State Board. The Director of JRI Program oversaw all operations, the budget, and service provision. The three JRI Coordinators worked directly with the courtroom Judges, attorneys, and probation officers.

### Referral process

Youth were referred directly from court.

- Minor was found guilty and referred to JRI Case management Intake.
- Intake was conducted by geographic JRI Hub in conjunction with field Probation Officer conducting social investigation.
- Minor was assessed either by JRA or GOALS as moderate or high risk and is between 13 and 20 years of age and therefore eligible.
- Minor was accepted into JRI.
- Judge (based on assessment) could sentence/order condition to JRI with or without respite services. Respite host homes were available for those youth that were in need.
- A wrap-around staffing was conducted with youth, family, Probation Officer and Redeploy staff to develop a Redeploy Case Plan.

Those not ordered to respite were transported to a JRI Hub daily where they received CBT, counseling, case management, educational, recreational/vocational and any service determined after assessment.

### Service provider expectations

YOS and NYAP offered the following:

Services and Resources	Services and Resources
Mental health – including suicidal and depression	Parenting skills
Human trafficking/sexual trafficking	Substance abuse help for parents
Domestic violence	Career exploration
Housing insecurity	Work force development
Food insecurity	Restorative Justice activities
Substance abuse – counseling/treatment	Special services for females
Cognitive Behavioral Therapy (CBT) evidence-based	Medical services
Trauma informed therapy	Individual and family counseling
Resources for safety concerns	Recreational services
Gang involvement	Life skills services
Learning disabilities – educational assistance	Music therapy
Academic support	Art therapy
Mentoring	MST
	Animal therapy

Providers had safe facilities that met all federal, state, and local requirements. They had recreational areas and a private space for Probation Officers and Redeploy staff to meet with youth in the reporting center program.

- Social service agencies provided a menu of services, or contracted with an agency who can provide them.
- At minimum, each youth was assigned a case manager and a mentor at the JRI Hub.
- Services began the day after referral.
- Redeploy Hubs functioned as the center for all services and at a minimum provided:
  - Clean, healthy, safe facilities that served male, female, and non-gender identifying court-involved youth in a structured environment.
  - Access to an existing facility that met health and safety standards.
  - 5 to 1 staff to Redeploy client ratio.
  - Spanish speaking staff.
  - Staff with lived experiences in the Juvenile Justice system were hired.
  - Staff who provided continual supervision of the participants the entire duration of programming.
  - Assurance that all records remained confidential and the property of the Circuit Court of Cook County.
  - Access to JRI Hubs from 9 a.m. until 9 p.m. (outside of school hours for those in school) with direct services provided with a structured schedule.
  - Transportation to and from the facility either to the home or school was provided.
  - A minimum of 2 group rooms for the youth and multiple individual offices.
  - Access to recreational services.
  - Access to technology for the youth.
  - Parent(s) support services so that youth is successful when they return.
  - Safety plans if there were any gang or related issues.
  - Breakfast, lunch, dinner, and snacks.
  - Daily recreational services
  - Access Medicaid or insurance for appropriate services.
  - Flex funds for emergency needs or specific to their wrap-around plan.

The Cook County Redeploy program used a Level System that included rewards and/or consequences:

- Level 1- placed at the Redeploy Hub full time except for school (if attending). Received CBT evidence-based therapy; mental health services; substance abuse along with a structured program with any needed services. Approximately 3 months, however It is individualized based on progress and need.

- Level 2- placed at the Redeploy Hub full time except for school (if attending). Began integration of other services such as education/vocation' Job training; less treatment for youth based on need. Youth were more stable.
- Level 3- some Redeploy Hub but had time away based on progress and individualization. May have worked toward or going to school. Possible partnership with City Colleges of Chicago; GED; received maintenance treatment.
- Level 4- youth in community received after-care services. Mentor and case manager continued to follow. More independent. Continued to follow treatment plan.

Youth and family meetings were held monthly and included the youth, parent, probation officer, JRI staff, along with other positive adults the client identifies with to discuss progress and case planning.

### **Evaluation efforts**

Funding was requested for Chapin Hall to conduct a JRI Pilot Program evaluation. The purpose of the evaluation was to monitor implementation of the pilot Cook County JRI Program, to document the initiative's progress, and to assess if the program is successful in achieving targeted outcomes. A key component of the implementation evaluation was documenting the services that youth and their families receive to determine where there is the greatest need, how well services received match needs, whether there are gaps in neighborhoods to adequately support youth and families. The outcome evaluation component was focused on assessing whether participants in the program experience improved well-being and decreased involvement with the juvenile and criminal legal system.

### **Success Story**

I (JRI Program Manager) had the pleasure of attending our first graduation ceremony for Cook Juvenile Redeploy. DW is a 18 year old male African American who resides on the west side of Chicago. He was referred to us last July on an Aggravated Unlawful Use of a Weapon charge. It was his 3<sup>rd</sup> arrest including an arrest for vehicular hijacking. He had not been successful on probation and was in jeopardy of being sentenced to the Illinois Dept. of Juvenile Justice. He had been active with Equip for Equality who had advocated for his special education needs. He was placed at the YOS Redeploy Hub on the west side of Chicago. He received group therapy, mentoring, recreational activities, substance abuse group, life skills, workforce development and other types of support. He was recently linked to a job by the workforce development team at YOS and is enrolling at Job Corp after visiting their facility with Redeploy. The Redeploy Team also provided a lot of support to the mother, including assisting her with clothing and groceries. It was great to see her at the graduation ceremony along with her other children and grandmother. We had approx. 10 other participants at the Redeploy Hub for this graduation ceremony who were able to participate in the ceremony and look forward to their own ceremony soon.



## Champaign County

### FY24 JRI Program Site Summary

**Service Area:** Champaign County

Program information	
Program start date	March of 2024 (4 months old)
Status	New
Model	Lead Agency
Grant Award/Request	\$321,261
Amount (Percent) Spent	\$143,751 (45%)
Number of youth served	6
Cost per youth	\$23,959
Commitment baseline	8 (prorated to account for start date)
Number of young people committed	3
Percent reduction from baseline	-50%

#### Planning Grant Overview

The primary focus of the planning grant was to identify, recruit, and build this network of support. The JRI Planning Grant Team members were a diverse mix of professionals and community collaborators with longstanding interests in juvenile justice, policing, violence prevention, community, and positive youth development. Planning grant team members met regularly, four juvenile justice forums were held for community feedback, participated in weekly school-based meetings, and gave presentations to stakeholders on their vision. Dr. Nathan A. Stephens (Talented Tenth Consulting, LLC) conducted an analysis of the juvenile cases under the jurisdiction of Champaign County that looked at arrest records, services utilized, school attendance, and familial composition and included a review of levels of crimes committed by youth, services offered to adjudicated youth, analysis of crimes committed, and the emergence of patterns within the data. All information was used to build the newly created JRI Program.

Probation and Court Services was involved in shaping the JRI Program. The chief juvenile probation officer continued to be a source of information and feedback. Juvenile probation worked in collaboration with the state's attorney and public defender to agree on eligibility criteria and other program elements. Juvenile probation also met with the Lead Agency's Family Support Team staff to look closely at case files to inform the planning of JRI. Formal systems planners (SA, PD, P&CS,) also discussed the needs of youth and families, possible interventions, and potential barriers (confidentiality and consents). Team members and justice system personnel agreed to use one service plan that combined probation and JRI.

## Champaign County JRI Program Description

The JRI Planning Grant Team recognized collaboration as a core value of practice and has long-standing, positive, and professional relationships across a very wide range of important communities, programs, and sectors, including local and county government, university administration and academic units, social service providers, state and county justice organizations, local government. The promise of JRI is predicated on this network of supportive collegial relationships.

The Regional Planning Commission (RPC) served as the fiscal agent and Cunningham Children's Home and the DREAAM Program served as the primary cooperating and collaborating lead agencies of the social service sector. They provided the following services:

- Educational assistance and advocacy, after school programming
- Vocational programming and training
- Counseling and therapeutic services
- Recreational and physical health services
- Mentoring and life coaching
- Family engagement services and connections to community members
- Life skills training
- Projects that support and enhance the community.

Below were the foundational concepts for the JRI Program.

- The JRI Program was structured to promote collaboration among 5 key sectors (formal systems, social service providers, community advocacy organizations, schools, and legal advocates), chosen for their capacity to organize and engage youth, families, and the larger community that provide supportive interventions and community advocacy and education.
- JRI was trauma informed, evidenced based, and worked at multiple levels of intervention (individual, family, social network, community).
- JRI was relational, equity centered, and engaged with organizations working to respond to structural barriers that reproduce poor outcomes for vulnerable youth and families.
- JRI was an ecological, public health model that views youth and family as embedded in complex and important social networks.
- The aim of JRI was to provide direct supportive services to youth and families and to strengthen the capacity of the engaged sectors to create positive youth development outcomes and enrich and support targeted justice involved families and networks.
- Participation strengthened the capacity of each family to remain stable and healthy post JRI.

- The 5 JRI sectors were both targets and sources of coordinated interventions at the youth, family, community, and county level with a particular focus on network centered engagement.
- JRI promoted both the practice of high-fidelity wraparound services and core wraparound practice principles including youth and family centered, strengths based, community grounded, culturally competent, unconditional support, individualized, team based. The planning grant coordinator is a wraparound trainer certified by the National Center for Innovation and Excellence. And increase the caring and responsive capacity of families.
- JRI promoted the use of JRI Matrix as a tool of assessment and evaluation of programmatic and participant success.
- Planning grant coordinator and other JRI planners had training and certification in restorative practices and the county has a wealth of resources and opportunities to promote and facilitate restorative practices with justice involved youth.

The Lead agency was purposely designed through a partnership between DREAAM Academy and Cunningham Children’s Home (CCH). DREAAM is a community based, grassroots, agency primarily expanding after school, vocational, mentoring, family support and wraparound services, culturally sensitive and specific programming and positive youth development across the Champaign Urbana and Rantoul areas. Most recently, DREAAM began working with youth on probation returning from IDJJ Youth Centers. Cunningham Children’s Home (CCH) began in 1895 as an orphanage and has added several levels of residential, educational, vocational, homelessness, family, and out-patient services. Both agencies were committed to combine their collective knowledge from their programs and develop more effective responses. The lead agency collaborators hired, trained, supervised, and managed a client coordinator to work directly with families and service providers.

At the time of implementation (March 2024), the State’s Attorney, Public Defender, and Probation and Court Services began to identify eligible youth in collaboration with the Lead Agency. The client care coordinator met with the formal systems liaisons and identified a current list of youth and families to engage. The Client Care Coordinator in collaboration with juvenile probation developed a case plan for intervention. JRI staff engaged with legal advocates to help shape the State’s Attorney’s practice of charging youth, which is part of the long-term goal of legal advocacy sector.

The use of a wraparound concept with Core Service Area Matrix domains supported an individualized approach, supported by a commitment to on-going family driven and youth guided service plans which includes informal (family, friend and community supports, current and potential) involvement. Each youth had one service plan developed in collaboration with the youth, family, client care coordinator and the probation officer. This allowed for a balance between clinical considerations, positive youth development and public safety and criminogenic concerns.

JRI had a two-pronged approach. 1) A client care coordinator that worked directly with youth and families to develop case plans, monitor, and develop appropriate interventions and 2) a set of sector liaisons who meet quarterly and as needed to identify and respond to the needs of JRI youth and families. While many young people and family benefited from existing and traditional delivery of services, the sector liaisons and youth and family advisory assisted JRI in identifying strategies and approaches for increasing and improving youth and family engagement. This element of “Healing Centered Civic Engagement” was intended to engage youth in activities and projects that expand their self-efficacy and agency.

The joint planning between the probation officer and the client services coordinator provided an opportunity to align individual and familial clinical goals while also attending to public safety and public health consideration.

A primary focus of JRI was in engaging a public health approach which views each youth as embedded in a social network and set of relationships that are also targets of interventions. The JRI Matrix was used as a guide to design interventions for youth that promoted a “Positive Youth Development” focus on engagement.

**Description of how the program model reflects a holistic, positive youth development approach**

A significant part of the care coordination model is assessing family and youth strengths from the beginning to end. The holistic focus is guided by the Core Service Area Matrix. Regular meetings are designed to determine if the plan is effective, or adjustments should be made.

**Description of how programs and services are ethnically and developmentally appropriate.**

The JRI coordinator sits on the Illinois Justice Commission's Racial and Ethnic Disparities Committee and is involved in efforts to promote ethnically responsive awareness and interventions across the state. Additionally, the planning grant final report provided helpful direction on ensuring culturally competent practice. The current planning staff is credentialed, experienced, and capable of assessing, modeling, and teaching developmentally appropriate practice.

**Describe how the needs of youth in marginalized populations (LGBTQA+ youth, youth with incarcerated parents, youth who speak English as a second language, etc.) are addressed.**

JRI provided education and awareness events via an annual Champaign County Juvenile Justice Symposium that highlights challenges and concerns of diverse populations of justice involved youth. JRI promoted access and use of SAMHSA training that focused on populations of marginalized youth. The JRI coordinator had annual ally training from the campus based Uniting Pride and LGBTQA+ support organization. Members of the planning team also identify as LGBTQA+

**Description of the *family support* provided with flex funds. Include examples of how the money is used for things to support and engage families. Connect these efforts to the Core Service Area Matrix.**

When community resources were unavailable, JRI was used for utility bill to support stable

housing, a bed for a youth, recreation services that require memberships, short term support to keep a cell phone service available so that the family/youth can secure a job or communicate with service providers. Flex funds were intended to be used for immediate and short-term situation.

**Description of how flex dollars are used for *incentives and rewards*. Include examples of how the money is used for things to engage and reward youth and families. Connect these efforts to the Core Service Area Matrix**

The flex funds were used as a celebration of meeting goals for the family and/or youth. Goals were attainable, significant, and relevant to the family. The use of a care coordination model allowed for all team members (to include the family and youth) to give input and built consensus for the use of these funds.

**Description of how the youth's voice is incorporated into the process, from referral or intake to discharge.**

During meetings, the JRI Coordinator ensured the process is family driven and youth guided. The case manager ensured that the services were occurring and meeting the needs of the youth. The JRI coordinator convened a small group of justice involved and former justice involved youth to be advisors. They assisted in identifying strategies for effectively engaging other justice involved youth.

## Appendix F: Redeploy Illinois Logic Model

**Goal:** Create safe and responsive communities to ensure healthy outcomes for justice involved youth and families.

**Eligibility Requirements:** Any youth under the jurisdiction of the juvenile court that is facing a commitment to IDJJ.

Input	Activities	Strategies	Intermediate Outcomes	Outcomes
<ul style="list-style-type: none"> <li>• Redeploy Illinois Statute</li> <li>• Grant Funding</li> <li>• Training</li> <li>• Technical Assistance</li> <li>• Annual Report to Governor and General Assembly</li> <li>• Redeploy Illinois Oversight Board</li> <li>• ICJIA – Data Collection and Analysis Support</li> <li>• Monthly Data Reporting</li> <li>• Probation Staff</li> <li>• IL Department of Juvenile Justice</li> <li>• Judges; State’s Attorneys; Public Defenders</li> <li>• County Boards</li> <li>• Local Data</li> <li>• Research</li> <li>• GOALS Data Systems (AOIC/eCornerstone/CaseWorks)</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Assessment Screening Instrument</li> <li>• Cognitive Education/Treatment</li> <li>• Community Restorative Boards</li> <li>• Employment-Related Services</li> <li>• Home Detention</li> <li>• Individualized Staffings</li> <li>• Mental Health Counseling and Treatment</li> <li>• Multidisciplinary Case Reviews</li> <li>• Parent/Family Support Services</li> <li>• Positive Recreational Activities</li> <li>• Mentoring Services</li> <li>• Psychological and Psychiatric Evaluations</li> <li>• Substance Abuse Counseling and Treatment</li> <li>• Court Diversion Programs</li> <li>• Tele-Psychiatry</li> <li>• Transportation Services</li> <li>• Trauma informed care</li> <li>• Tutoring and Educational Advocacy</li> <li>• Victim-Related Services</li> <li>• Aggression Replacement Training</li> <li>• Washington Aggression Interruption Training</li> <li>• Functional Family Therapy</li> <li>• MultiSystemic Therapy</li> <li>• Parenting programs</li> <li>• Conduct regular community stakeholder meetings</li> <li>• Educate the community about JJ System Practitioners and current juvenile research</li> <li>• Advocacy</li> <li>• Wrap-Around services</li> </ul>	<ul style="list-style-type: none"> <li>• Implement programming that diverts JRI eligible youth from IDJJ commitments</li> <li>• Implement policies that ensure local responsibility and authority for planning, organizing, and coordinating service resources in the community.</li> <li>• Establish a continuum of local, community-based treatment alternatives</li> <li>• Ensure appropriate risk and needs assessments are utilized</li> <li>• Develop, implement and complete individualized case plan</li> <li>• Provide community-based services to youth in the least restrictive setting</li> <li>• Implement programming that is research or evidence-based as proven or promising</li> <li>• Implement non-traditional services and programs that supplement EBP</li> <li>• Offender accountability through restorative justice practices that ensure offenders understand actions affects others and accept responsibility.</li> <li>• Empower communities to take responsibility for the well-being of its members</li> <li>• Increase youth competencies and protective factors</li> <li>• Ensure youth receive necessary mental health, substance abuse and education services</li> <li>• Involve the family in service provision</li> <li>• Implement strategies that foster commitment and involvement of local stakeholders</li> <li>• Data driven decision making</li> </ul>	<p>In Redeploy Illinois Counties</p> <ul style="list-style-type: none"> <li>• Increase the number of Redeploy eligible youth diverted from IDJJ</li> <li>• Increased use of community-based treatment alternatives</li> <li>• Increase in the number of Redeploy Illinois youth successfully completing the Redeploy Illinois program</li> <li>• Increased protective factors for Redeploy Illinois youth</li> <li>• Decreased risk factors for Redeploy Illinois youth</li> <li>• Redeploy Illinois youth will receive services to address identified needs (MH, SA, Trauma, Educational or Learning Disabilities, Truancy, Life Skills, etc.)</li> <li>• Improved education and/or employment performance/ outcomes for Redeploy Illinois youth</li> <li>• Increased family functioning and stability for Redeploy Illinois youth.</li> <li>• Decrease in new adjudications for Redeploy Illinois youth.</li> </ul>	<p>In Redeploy Illinois counties</p> <ul style="list-style-type: none"> <li>• Decreased juvenile incarceration</li> <li>• Reduced reliance on IDJJ</li> <li>• Reduced juvenile recidivism</li> <li>• Redeploy Illinois youth will be employed</li> <li>• Redeploy Illinois youth will have a HS Diploma or GED</li> <li>• Redeploy Illinois youth will be in a stable living arrangement</li> <li>• Redeploy Illinois youth will have an increase in positive adult relationships</li> </ul>

Appendix G: Redeploy Illinois Core Service Area Matrix (RIOB approved 12/18/2020)

The role of the Redeploy programs is to develop and implement strategies to assist all other players supporting the youth. It is important to recognize that in the context of the holistic approach, the responsibility for change does not fall solely on the youth.

Core Service Areas	Goal	Youth Role	Family Role	Peers/Friends Role	Community Role
<b>Education</b>	Youth is on-track to graduate from school or to obtain a GED.	Engagement; Motivation; attendance	Monitor; support	Prosocial	Positive adults--teacher/coach, etc.
<b>Employment</b>	Youth will be employed or on track to secure employment. Youth will increase knowledge of career opportunities and will increase skills necessary for employment.	Explore opportunities; interests	Guidance	Prosocial; Supportive of choices	Job opportunities
<b>Health / Wellness</b>	Youth will have the resources and abilities to maximize youth's physical and mental health, including access to care. Youth will make positive, healthy lifestyle choices that will enable them to reach their greatest potential.	Positive Choices	Build medical literacy; access to care; modeling positive choices	Supportive of positive choices	Availability of resources
<b>Life Skills</b>	Youth has the skills necessary to promote personal development and to effectively manage the activities and challenges of day-to-day life. Youth is on-track to achieve independence as a young adult.	Learn "hard and soft" skills	Model, teach, support	Prosocial support	Support, education and opportunities
<b>Permanent Connections / Relationships</b>	Youth is able to establish and maintain permanent and healthy relationships with family, friends and within the community.	Value and respect others	Care; love; supervision	Healthy friendships	Opportunities for mentors; teaching leadership skills
<b>Safety</b>	Youth lives in a safe and stable environment, is free from abuse or victimization and chooses to be non-abusive toward others.	Awareness; avoid risky behaviors; coping skills; non-violence toward others	Safe, stable home; provide protection	Encourage safe behavior	Address Community Violence

<b>Service Learning / Civic Engagement</b>	Youth will develop an understanding of and connectedness to community through education and experience.	Awareness of responsibility to that community; active volunteering	Guidance; support	Opportunity to join youth	Provide youth with sense of belonging to the community
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## Appendix H: Redeploy Illinois Program Guiding Principles and Goals

### Guiding Principles

1. Redeploy Illinois Programs should ensure youth are served in their home communities and families are an integral part of the planning process and treatment.
2. Collaboration among key players including probation officers, prosecutors, public defenders, judges, community service providers, therapists, counselors, youth, and families is vital to developing and executing a plan that will help produce the best outcomes for participating youth.
3. Strong communication of successes will help improve participation and support for services that aim to reduce youth's involvement in the justice system.
4. Redeploy Illinois Programs shall do no harm
5. A successful Redeploy Illinois Program requires local discretion, planning, and implementation.
6. It is critical to incentivize participation and encourage counties to provide community-based and evidence-based programming through the Redeploy Illinois Program while ensuring that participating communities are accountable.
7. Flexibility – Programs developed with Redeploy Illinois funds must meet local needs, be incentive-based, employ evidence-based practice and evaluation, and encourage voluntary participation.
8. Services offered through Redeploy Illinois Programs should be based upon individual assessments, including risk and need level
9. A focus on training and development and on promoting stakeholder buy-in is critical for statewide expansion.
10. Transparency – Aggregate data should be made public and shared with members of the community and other stakeholders to improve and monitor the program.
11. Evaluation – There should be ongoing evaluation of Redeploy Illinois' programmatic impact to help reduce racial and ethnic disparities.

## Goals

1. Redeploy Illinois Programs will work to ease restriction on eligibility for funding while maintaining accountability for those who receive funding.
2. Redeploy Illinois will seek to strengthen statutory restrictions on commitments and to establish criteria to prevent widening.
3. Redeploy Illinois will seek to align disparate elements of the juvenile justice system in the interest of improving the overall quality and effectiveness of its programs and services
4. Redeploy Illinois will aim to provide services for at risk youth in their communities while maintaining public safety.

## Appendix I: Redeploy Illinois Program Site Support

The JRI Program is housed in the Illinois Department of Human Services, Bureau of Community and Positive Youth Development. The Director, Bureau Chief, and Program Administrator write funding notices, monitor activity in the program, and ensure fidelity of service. ICOY partners with DHS to provide additional support with staff and retired judicial personnel.

### **Redeploy Illinois DHS Staff Support**

DHS staff – The Redeploy Illinois Program Administrator and Bureau Chief ensure the use of appropriate and impactful services and implement ways to measure progress and positive outcomes of the you in the Redeploy Illinois Program. Program staff provide funding opportunities, prepare and plan materials for Redeploy Illinois Oversight Board meetings, work consistently and frequently with local Redeploy Illinois Program teams, monitor program compliance, conduct collaborative meetings between various Redeploy Illinois Program stakeholders, participate in regular site visits, and facilitate information sharing between local Redeploy Illinois Programs and the RIOB. Program staff, specifically the Redeploy Illinois Program Administrator, is available by phone and, if requested, in person to provide technical assistance and support.

### **JRI Program Site Visits and Assessments**

Site visits are conducted on an annual basis with all Redeploy sites and are staffed by DHS, ICOY, and the Judicial Consultant. Site visits provide opportunities to learn more about each program and discuss challenges and successes. Site visits are structured to meet with site program staff, including representatives from probation and service providers, to assess the site, identify areas of strength, and inform technical assistance plans and training opportunities.

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. Meetings include key stakeholders such as Chief Judges, Juvenile Judges, States Attorneys, Assistant State's Attorney, Public Defenders, Probation and Court Services Directors, Probation Officers, Juvenile Detention Center Managers and Juvenile Detention Staff, social service providers, and youth and families (when possible). Individual meetings may also take place with these key stakeholders. 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.

Site visits were conducted with the 1<sup>st</sup> Judicial Circuit, 2<sup>nd</sup> Judicial Circuit, 4<sup>th</sup> Judicial Circuit, 13<sup>th</sup> Judicial Circuit, 20<sup>th</sup> Judicial Circuit, Lake County, Macon County, Madison County, Sangamon County, and Winnebago County. Site received a summary of the visit and recommendations to continue to grow their programs.

Separately, each year IDHS Contract Compliance staff conducts both on-site and desk audit reviews of IDHS funded agencies. These reviews focus on the entire agency, involve all of the programs funded, and are based on submitted annual audits and agency risk assessments.

### **JRI Program Planning Grant Site Visits**

For Planning Grant sites, the objective is to review different policies, practices, and models of other Redeploy Illinois Program sites during its planning process. Site representatives generally meet with DHS and ICOY Redeploy Illinois Program staff, members of the RIOB, and representatives from two or three current Redeploy Illinois Program sites. These meetings are meant to educate planning grant recipients by providing information from the experts who run the Redeploy Illinois Program daily.

### **Three-Year Intensive Site Visits**

Intensive Redeploy Illinois Site Visits are conducted every three years. The three-year site visit provides important information regarding program milestones and accomplishments, collaboration, case study information, operational and organizational information, and the strengths and challenges regarding data collection and self-assessment capabilities. These comprehensive visits take place on site. Meetings are held with as many stakeholders as possible including local Redeploy Illinois Program staff, Chief and Juvenile Judges, State's Attorneys, Assistant States Attorneys, Directors of Probation and probation officers, and the local service agencies servicing youth. When possible, interviews are conducted with, parents and/or guardians of youth in the program, and youth. These visits provide an opportunity for those involved in separate parts of the Redeploy Illinois Program (courts and services in the community) to communicate strengths and needs, which informs program planning. The next round of intensive site visits is scheduled for FY24.

### **All Sites Meetings**

DHS and ICOY convene all JRI Program sites for meetings in Bloomington twice a year to share best practices and challenges, building a collaborative relationship between sites. The all sites meeting held September 27<sup>th</sup> and 28<sup>th</sup> in 2022 provided training on youth mental health, family engagement, and intimate partner violence. Staff from Orbis Partners attended the training to list to Redeploy Illinois Program staff discuss their needs to be considered when the new data system is built. Another meeting was held on May 13<sup>th</sup> and 14<sup>th</sup> in 2023 where staff safety and community engagement was discussed. This meeting centered on the program plans. Each site presented on their program and DHS staff facilitated a discussion on the services provided for each Core Service Area Matrix domain. Local Redeploy Illinois Program planners used many of the strategies and ideas shared to inform their program plans.

### **JRI Program Site Provider Work Group Monthly Calls**

DHS staff and select stakeholders from each Redeploy Illinois Program site meet the first Tuesday of every month to discuss the programs, exchange ideas, and help each other with challenges. Experience and knowledge shared across sites is critical for the success of each individual program. One of the most important roles of the Redeploy Illinois Program Administrator at DHS is sharing information between local Redeploy Illinois Program staff and

the RIOB, and having these calls is a very effective way of keeping communication open and ongoing.

### **ICOY Trainings and Support**

The Illinois Collaboration on Youth (ICOY) offers assistance to the JRI Program, including having judicial consultants readily available to have important conversations and provide important insight that enhance the program's effectiveness. ICOY provides customized technical assistance to Redeploy Illinois programs. Technical assistance comes in many forms, including policy review and analysis, assessment and review of organizations, programs, and/or systems, development of action planning, research, resources, and other activities as needed to support high-quality services for children, youth, and families.

ICOY manages the Redeploy Illinois Program website. Ove the fiscal year, ICOY contracted with ePageCity to improve the website design and usability.

ICOY also offers vital training and technical assistance programs for Redeploy Illinois program staff (and others). ICOY staff help providers expand operational, financial, and programmatic capabilities with a trauma-informed and race equity lens, which in turn helps communities develop a systematic approach to long-term change. ICOY ensures all training is culturally sensitive, developmentally appropriate, trauma-informed, and provides participants with best-practice knowledge. Continuing Education Units (CEUs) to qualifying licensed professionals who attend training events are also available. As a leader in professional development for youth service, ICOY also has a large network of trainers on various topics that support building thriving communities. Training topics range from the use of different therapies and interviewing techniques, providing trauma-informed services, understanding implicit bias, working with LGBTQA+ youth, and positive youth development, to name a few.

Appendix J: Redeploy Illinois Program Participant Data, FY2024

All data presented below are from the eCornerstone system and data reported from each Redeploy Illinois program site.

<b>Number of youth with an active enrollment of at least one day per reporting period</b>	<b>655</b>
<b>Number of youth accepted into the program for full services</b>	519
<b>Percent accepted into the program for full services</b>	79%

**Demographic Information for Youth Served in the Juvenile Redeploy Illinois Program, FY2024**

**Race**

	#	%
<b>White/Caucasian</b>	280	43%
<b>Black/African American</b>	331	51%
<b>Asian</b>	0	0%
<b>American Indian/Alaskan Native</b>	11	1%
<b>Native Hawaiian or Other Pacific Islander</b>	0	0%
<b>Multiple Races</b>	19	3%
<b>Unknown</b>	14	2%
<b>Total</b>	655	100%

**Ethnicity**

	#	%
<b>Hispanic/LatinX</b>	46	7%
<b>Non-Hispanic/LatinX</b>	594	91%
<b>Unknown</b>	15	2%
<b>Total</b>	655	100%

**Gender**

	#	%
<b>Male</b>	553	84%
<b>Female</b>	101	15%
<b>Unknown</b>	1	<1%
<b>Total</b>	490	100%

**Age**

	#	%
<b>Under 13</b>	7	1%
<b>13-14</b>	113	17%
<b>15</b>	121	19%
<b>16</b>	181	28%
<b>17</b>	169	26%
<b>18</b>	48	7%
<b>Over 18</b>	16	2%
<b>Total</b>	655	100%

## Appendix K: Performance Measures and Outcomes Data FY2024

All data presented below are from the eCornerstone system and data reported from each Redeploy Illinois program site.

### Performance Measures

	#	%
Referred and received some level of service	655	-
Accepted for services	519	79%
Discharged from the program	273	-
Received an initial full GOALS assessment	227	83%
Had an individualized case plan developed	224	82%
Had a case plan that included the family	218	97%
Had a case plan that included education/employment support	209	93%
Successfully completed one or more program goals	198	88%
Percent with increased protective factors	155	78%
Percent with decreased risk factors	147	74%

### Areas of Need Addressed

	Identified Need	Need Met	%
Mental health	199	197	99%
Substance abuse	142	133	94%
Truancy	113	112	99%
Learning disability	92	80	97%
Trauma	206	203	99%

### Average Length of Stay in Days

Successful discharge	<b>448</b>
Unsuccessful discharge	381
Neutral discharge	200

\*Note: 2 youth passed away and 15 transferred jurisdictions in FY24



## Referral source and Living Arrangement

	#	%
<b><i>Referral Source</i></b>		
Judge	226	35%
Probation	363	55%
Other	66	10%
<b><i>Living arrangement at time of enrollment</i></b>		
Home with parent/guardian	510	78%
Other family/friends	55	8%
Secure confinement (detention or DJJ)	48	7%
DCFS placement: foster home/residential/transitional	20	3%
Homeless	5	1%
Independent: supported	4	1%
Residential treatment facility: mental health or substance abuse	12	2%
Unknown	1	<1%

## Case Management System

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 (GOALS) (initial assessment, re-assessment, and closing assessment) questions and responses
  - Closing GOALS is required when an initial GOALS 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
  - Living arrangement/placement info – number of different placements
  - Restorative Justice participation
  - Non-traditional court evaluation and subsequent DJJ commitment information
  - Electronic monitoring information
  - Chronic truancy information
  - Learning Disability & services information
  - Individual Care Grant information
- Discharge information
  - Discharge reason
  - Status at Discharge
    - Living arrangement
    - Educational status

- Employment status
  - Legal status
  - Redeploy Case Information
- Discharge planning
- ☐ Number of Probation Contacts and # of Case Management Contacts with the youth & family in the following categories: (discharge & follow-up)
  - Number that involved the youth only
  - Number that involved the parent only
  - Number that involved the youth & parent
  - Number that were advocating on behalf of youth/family
  - Number that were administrative in nature
- ☐ Follow-up information – including all status information, contacts and Redeploy Case information

## Appendix M: JRI Program Compliance & Cost-Benefit Analysis

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 Illinois 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 RIOB. During this start-up period, sites are not held accountable for meeting the 25% reduction requirement. Depending on when this falls within the calendar, it may be necessary for compliance in the first year to be pro-rated.

### **Calculating the Baseline**

There are two baselines used to determine compliance with IDJJ commitment reduction requirements. All new sites begin with a baseline calculated using the most recent three years of data available prior to program implementation and must reduce the number of commitments from that baseline by a minimum of 25%. That baseline remains static until a site reaches Established Status. Established Status is granted when sites successfully reduce commitments from the baseline for five or more consecutive years. Established Status sites must reduce or maintain a rolling baseline that is updated each year.

Although most current Redeploy Illinois sites are considered Established, which uses a current, rolling baseline to determine compliance with program standards, original baselines are used for the following calculations.

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.  $31 \times .25$  (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

Since the inception of the Redeploy Illinois program in 2005, Redeploy Illinois sites have reduced their baselines significantly, so much so that in recent years new, rolling baselines were created for long-established Redeploy Illinois programs. Original baselines projected 6,877 youth to be committed from 2005-2023 and overall, only 2,239 were committed.

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 sites baseline number in any single 12 consecutive month project period. It is important to note that the RIOB must approve the imposition of a penalty and has never done so over the course of the Redeploy Illinois program's existence. The RIOB first asks for corrective action, ensuring technical assistance is provided. In all cases (fewer than 5 times), corrective action was taken, IDHS staff and the RIOB saw positive results of implementing the corrective action, and no penalties were imposed.

The penalty for each court evaluation/bring back order may not exceed \$2,000 for each commitment, and the penalty for each full commitment may not exceed \$4,000. Each excess commitment is reviewed to ascertain commitment type, which is the basis upon which any penalty may be calculated.

**Example:** Penalties will be imposed on all commitments over 23. During the project period, 26 youth were committed. 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.

Beginning in FY21, sites that had reduced their commitments by 25% or more for five consecutive years were moved to Established Status whereby the requirement changed to maintaining or reducing a current rolling baseline.

The following provides information about each Redeploy Illinois Program site since 2005. Data used to calculate commitments for a given project period is provided by IDJJ.

## 2005 Redeploy Illinois Program Sites

### **2<sup>nd</sup> Judicial Circuit**

Site Name: 2<sup>nd</sup> Judicial Circuit

IDHS Grantee: 2<sup>nd</sup> Judicial Circuit

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

Approved Project Period: Calendar Year

Compliance Start Date: January 1, 2005

Original Approved Baseline: 40 (CY2001-CY2003)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 30

Established Approved Baseline FY21: 11

Established Approved Baseline FY22: 11

Established Approved Baseline FY23: 13

Established Approved Baseline FY24: 8

Established Maintenance Requirement: Maintain or reduce from rolling baseline

### **Macon County**

Site Name: Macon County

IDHS Grantee: Macon County Mental Health Board

Service Area: Macon County

Approved Project Period: Calendar Year

Compliance Start Date: January 1, 2005

Original Approved Baseline: 51 (CY2001-CY2003)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 38

Established Approved Baseline FY21: 15

Established Approved Baseline FY22: 14

Established Approved Baseline FY23: 10

Established Approved Baseline FY24: 8

Established Maintenance Requirement: Maintain or reduce from rolling baseline

### **Peoria County**

Site Name: Peoria County

IDHS Grantee: Peoria County Board

Service Area: Peoria County

Approved Project Period: Fiscal Year

Compliance Start Date: July 1, 2005

Original Approved Baseline: 78 (CY2001 – CY2003)

New Approved Original Baseline FY24: 44

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 58

Peoria County ended their Redeploy Program after FY18. They completed the Planning Grant

Process in FY23, and implementation began in FY24.

### **20<sup>th</sup> Judicial Circuit**

Site Name: 20<sup>th</sup> Judicial Circuit

IDHS Grantee: St. Clair County Board

Service Area: St. Clair County, Monroe County, Perry County, Randolph County, and Washington County

Approved Project Period: Fiscal Year

Compliance Start Date: July 1, 2005

Original Approved Baseline

- 7/1/05 – 6/30/07 = 86 (CY2001-2003)
- 7/1/07 – 6/30/14 = 74 (CY2003-CY2005)
- 7/1/14 – 6/30/20 = 83 (St. Clair CY2003-CY2005 = 74 + additional counties CY2010-CY2012 = 9 Required Minimum Reduction: 25%
- 7/1/05 – 6/30/07 = Penalties imposed on all commitments over 64.
- 7/1/07 – 6/30/14 = Penalties imposed on all commitments over 55.
- 7/1/14 – 6/30/20 = Penalties imposed on all commitments over 63.

Note: Washington, Monroe, Randolph, and Perry Counties were added July 1, 2014, then left before the start of the FY24 JRI Program year.

Established Approved Baseline FY21: 18

Established Approved Baseline FY22: 15

Established Approved Baseline FY23: 9

Established Approved Baseline FY24: 3

Established Maintenance Requirement: Maintain or reduce from rolling baseline

### **2009 Redeploy Illinois Program Sites**

#### **4<sup>th</sup> Judicial Circuit**

Site Name: 4<sup>th</sup> Judicial Circuit

IDHS Grantee: County of Montgomery

Service Area: Christian County, Clay County, Clinton County, Effingham County, Fayette County, Jasper County, Marion County, Montgomery County, and Shelby County

Approved Project Period: Calendar Year

Compliance Start Date: January 1, 2009

Original Approved Baseline: 47 (CY2001-CY2003)

- 1/1/09 – 12/31/09 = 37 (CY2005-CY2007)
- 1/1/10 – 6/30/20 = 47 (original counties CY2005-CY2007 = 37 + additional counties = 10 CY2005-CY2007)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 35.

- 1/1/09 – 12/31/09 = Penalties imposed on all commitments over 27.
- 1/1/10 – 6/30/20 = Penalties imposed on all commitments over 35

Established Approved Baseline FY21: 19

Established Approved Baseline FY22: 16

Established Approved Baseline FY23: 3

Established Approved Baseline FY24: 4

Established Maintenance Requirement: Maintain or reduce from rolling baseline

### **Lee County**

Site Name: Lee County

IDHS Grantee: Lee County Board

Service Area: Lee County

Approved Project Period: Calendar Year

Compliance State Date: April 1, 2009

Approved Baseline: 11 (CY2005-CY2007)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 8.

Because their DJJ commitments had dropped to single digits, and because of the FY16 budget impasse, Lee County stakeholders decided to close their Redeploy Program after FY15. They can access Redeploy Focused funding to serve youth on a case-by-case basis if needed.

### **Madison County**

Site Name: Madison County

IDHS Grantee: Madison County Board

Service Area: Madison County

Approved Project Period: Calendar Year

Compliance Start Date: April 1, 2009

Original Approved Baseline: 33 (CY2005-CY2007)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 24

Established Approved Baseline FY21: 6

Established Approved Baseline FY22: 6

Established Approved Baseline FY23: 4

Established Approved Baseline FY24: 5

Established Maintenance Requirement: Maintain or reduce from rolling baseline

### **McLean County**

Site Name: McLean County

IDHS Grantee: McLean County Court

Service Area: McLean County

Approved Project Period: Calendar Year

Compliance Start Date: April 1, 2009

Original Approved Baseline: 23 (CY2005-CY2007)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 17

Due to the uncertainty of FY16 funding and the State Budget Impasse, McLean County stakeholders chose to close their Redeploy Program after FY15. They no longer qualify for a full Redeploy Program but can access Redeploy Focused funding to serve youth on a case-by-case basis if needed.



## 2012 Program Sites

### **13<sup>th</sup> Judicial Circuit**

Site Name: 13<sup>th</sup> Judicial Circuit

IDHS Grantee: LaSalle County Probation and Court Services

Service Area: Bureau County, Grundy County, and LaSalle County

Approved Project Period: Calendar Year

Compliance Start Date: May 1, 2012

Original Approved Baseline

- 5/1/12 – 12/31/13 = 20 (CY2008-CY2010) LaSalle County only
- 1/1/14 – 6/30/20 = 27 (LaSalle CY2008-CY2010 = 20 + additional counties (CY2010-CY2012 = 7)
- Required Minimum Reduction: 25% - Penalties were imposed on all commitments over 21.
- 5/1/12 – 12/31/13 - Penalties imposed on all commitments over 15.
- 1/1/14 – 6/30/20 = Penalties imposed on all commitments over 21. Bureau and Grundy Counties were added January 1, 2014.

Established Approved Baseline FY21: 7

Established Approved Baseline FY22: 6

Established Approved Baseline FY23: 6

Established Approved Baseline FY24: 3

Established Maintenance Requirement: Maintain or reduce from baseline

## 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

Original Approved Baseline: 78 (CY2010-CY2012)

Required Minimum Reduction: 25% - Penalties imposed on all commitments over 58

Established Approved Baseline FY21: 38

Established Approved Baseline FY22: 42

Established Approved Baseline FY23: 18

Established Approved Baseline FY24: 11 (now includes Boone County)

Established Maintenance Requirement: Maintain or reduce from baseline

### **Kankakee County**

Site Name: Kankakee County

IDHS Grantee: Kankakee County Circuit Court Probation Department

Service Area 1: Kankakee County (FY2009-FY2010)

Service Area 2: Kankakee County and Iroquois County, 21<sup>st</sup> Judicial Circuit (FY2014-FY2015)  
Approved Project Period: Calendar Year  
Compliance Start Date: January 1, 2014  
Approved Baseline 1: 15 (CY2004-CY2006)  
Approved Baseline 2: 16 (CY2010-CY2012)  
Required Minimum Reduction 1: 25% Penalties imposed on all commitments over 11  
Required Minimum Reduction 2: 25% Penalties imposed on all commitments over 12  
The 21<sup>st</sup> Judicial Circuit left the Redeploy Illinois Program during the Illinois State Budget Impasse

### **1<sup>st</sup> Judicial Circuit**

Site Name: Union County  
IDHS Grantee: Union Count  
Service Area: Jackson County, Johnson County, Massac County, Pope County, Saline County, and Union County  
Approved Project Period: Calendar Year  
Compliance Start Date: January 1, 2014  
Original Approved Baseline: 11 (CY2010-CY2012)  
Required Minimum Reduction: 25% Penalties imposed on all commitments over 8  
Established Approved Baseline FY21: 7  
Established Approved Baseline FY22: 9  
Established Approved Baseline FY23: 8  
Established Approved Baseline FY24: 8  
Established Maintenance Requirement: Maintain or reduce from baseline

## **2016 Program Sites**

### **Sangamon County**

Site Name: Sangamon County  
IDHS Grantee: Sangamon County Probation and Court Services  
Service Area: Sangamon County  
Approved Project Period: Calendar  
Compliance Start Date: January 1, 2016  
Approved Baseline: 15 (CY2012-CY2014)  
Required Minimum Reduction: 25% - Penalties imposed on all commitments over 11  
Sangamon County ended their program after one year but reapplied for Redeploy Illinois Program funding in FY21.  
Original Approved Baseline: FY22 (FY2017-FY2019): 11  
Required Minimum Reduction: 25% - Penalties will be imposed on all commitments over 11

## **2022 Program Sites**

### **Lake County**

Site Name: Lake County  
IDHS Grantee: Lake County Probation and Court Services  
Approved Project Period: Fiscal Year  
Compliance State Date: January 1, 2022  
Original Approved Baseline: 12 (CY2017-CY2019)  
Required Minimum Reduction: 25% - Penalties imposed on all commitments over 9

## 2024 Program Sites

### **Cook County**

Site Name: Cook County  
IDHS Grantee: Cook County Probation & Court Services  
Approved Project Period: Fiscal Year  
Compliance State Date: July 1, 2022  
Original Approved Baseline: 12 (CY2017-CY2019)  
Required Minimum Reduction: 25% - Penalties imposed on all commitments over 39

### **Champaign County**

Site Name: Champaign County  
IDHS Grantee: Champaign County Regional Planning Commission  
Approved Project Period: Fiscal Year  
Compliance State Date: March 1, 2023  
Original Approved Baseline: 12 (CY2017-CY2019)  
Required Minimum Reduction: 25% - Penalties imposed on all commitments over 8  
In FY25, the Original Baseline will be adjusted to reflect a whole year: 26

## Cost Benefit Overview

The JRI Program saves the State far more than its annual appropriation. In the 19 years of the program, participating counties committed 2,330 young people to IDJJ state facilities, a steep decline from the 7,339 who would have otherwise been committed according to the three-year baseline projections from each grantee. This represents a 68% reduction in commitments over the life of the program.

The 2016 per-capita cost for IDJJ to house a youth in a IDJJ facility was unofficially reported to be approximately \$161,000. From 2005-2023, the average per-capita annual cost to serve a youth in the Redeploy Illinois program was \$8,126.89. This is approximately 5% of the IDJJ cost. Between 2005 and 2023, Redeploy Illinois counties redeployed 4,649 youth, avoiding significant incarceration costs.

Baseline cost calculation: In Fiscal Year 2005, when the program began, the per-capita cost for a 12-month youth 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. However, the most current official cost data published by the IDJJ 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.

## 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 difference between the baseline and eligible commitments for a given year are considered to be youth who have been diverted from commitment or Redeployed.

The baseline is the 3-year average number of eligible commitments reported for a site during the years preceding the award of a Redeploy Illinois grant. There is one exception, St. Clair County. An exception was granted to St Clair County, because the county experienced a 150% increase in eligible commitments from 2001 to 2004 and was trending higher. 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 that baseline to be the average number of eligible commitments for 2003-2005 (74 commitments).

2. Determine among redeployed youth the number that, according to baseline projections, would have been committed for evaluation vs full commitment. According to IDJJ (2005 baseline), 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 during the baseline period was 8.8 months (\$51,940) and the average length of stay for a court evaluation commitment was 3.5 months (\$20,658).

## Cost Compliance and Cost Avoidance

During the 2005-2024 program period, **2,246** youth were committed to IDJJ from Redeploy Illinois counties. This represents a **68%** reduction from the estimated **7,387** youth who would have otherwise been send to IDJJ from these counties during this period. There were **5,041** fewer youth committed to IDJJ from Redeploy Illinois counties during this period of implementation, avoiding more than **\$193 million** in unnecessary incarceration costs.

The table below presents the FY22-FY24 program year's cost analysis and reduction percentages for each of the Redeploy sites. Cost analysis and reduction percentages for each site and each year from 2005 through 2023 can be found in **Appendix K**.

By FY24, the Redeploy Illinois sites had reduced commitments to IDJJ by 68% from their originally established baselines.

## Program Compliance and Cost Avoidance by Site

Program	Project Period	Projected Commitments	Eligible Commitments	% Reduction	% Redeployed	Cost Avoidance
2 <sup>nd</sup> Circuit	CY	790	277	-65%	513	\$25,249,955.35
Macon County	CY	1,008	318	-68%	690	\$33,895,854.46
Peoria County	FY	1,043	500	-52%	543	\$26,772,812.58
St. Clair County (20 <sup>th</sup> Circuit)	FY	1,508	271	-82%	1,237	\$60,766,915.89
Montgomery County (4 <sup>th</sup> Circuit)	CY	742	253	-66%	489	\$24,021,844.68
Lee County	CY	72	3	-96%	69	\$3,389,585.45
Madison County	CY	512	113	-78%	399	\$19,748,019.55
McLean County	CY	150	33	-78%	117	\$5,747,557.93
LaSalle County (13 <sup>th</sup> Circuit)	CY	331	106	-68%	225	\$11,052,996.02
Winnebago County	CY	858	264	-69%	594	\$28,393,918.66
Kankakee County	CY	62	33	-47%	29	\$1,424,608.37
Union County (1 <sup>st</sup> Circuit)	CY	130	73	-42%	54	\$2,800,092.32
Sangamon County	FY	97	73	-25%	24	\$1,080,737.39
Lake County	FY	36	10	-72%	26	\$687,741.97
Champaign County	FY	9	3	-67%	6	\$245,622.13
Cook County	FY	39	9	-77%	30	\$1,473,732.80
<b>Total</b>		<b>7,387</b>	<b>2,342</b>	<b>-68%</b>	<b>5,041</b>	<b>\$246,751,995.56</b>

Data source: IDJJ

A Redeployed youth is a youth who has been diverted from commitment. This is determined by comparing the baseline eligible commitment number to the observed number of eligible commitments for a given year. 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. The average cost per youth redeployed was \$16,176.68, which considers only Redeployed youth and not all youth served in the program.

### Overall Redeploy Illinois Program Compliance and Cost Avoidance – 2005-2024

The Redeploy Illinois Program began as a pilot project in four sites in 2005 and by the end of FY2024 had expanded to 13 sites. These programs have provided individualized intensive services

to **6,145** youth during this period.

Because of JRI, these counties have reduced commitments to IDJJ by **68%** from this baseline, resulting in **5,041** fewer youth being committed to IDJJ over the program’s eighteen years avoiding more than **\$194 million** in incarceration costs.

The following table shows the net cost avoidance to the state by providing services in Redeploy Illinois Program counties rather than incarcerating them. It includes the amount of grant money spent in each site, the cost per youth served, cost avoidance, and overall net cost avoidance for the state of Illinois.

### Redeploy Illinois Expenditures and Cost Avoidance Calculations

Program	Grant Expenditures	Average Cost per Youth Served	Cost Avoidance	Net Cost Avoidance
<b>2<sup>nd</sup> Circuit</b>	\$6,812,209.60	\$5,008.98	\$25,249,955.35	\$18,388,621.32
<b>Macon County</b>	\$6,706,180.19	\$11,158.37	\$33,895,854.46	\$27,189,674.27
<b>Peoria County</b>	\$4,447,130.75	\$5,843.80	\$26,772,812.58	\$22,227,432.98
<b>St. Clair County (20<sup>th</sup> Circuit)</b>	\$8,782,312.70	\$10,295.79	\$60,766,915.89	\$51,984,603.19
<b>Montgomery County (4<sup>th</sup> Circuit)</b>	\$2,782,301.72	\$7,302.63	\$24,021,844.68	\$21,239,542.96
<b>Lee County</b>	\$985,167.21	\$14,073.82	\$3,389,585.45	\$2,404,418.24
<b>Madison County</b>	\$5,617,716.33	\$8,791.42	\$19,748,019.55	\$13,982,929.94
<b>McLean County</b>	\$792,505.83	\$5,015.86	\$5,747,557.93	\$4,955,052.10
<b>LaSalle County (13<sup>th</sup> Circuit)</b>	\$4,103,503.25	\$12,140.54	\$11,052,996.02	\$6,949,492.77
<b>Winnebago County</b>	\$3,343,244.54	\$11,333.03	\$28,393,918.66	\$25,836,664.95
<b>Kankakee County</b>	\$703,123.94	\$9,131.48	\$1,424,608.37	\$721,484.44
<b>Union County (1<sup>st</sup> Circuit)</b>	\$3,876,970.99	\$8,010.27	\$2,800,092.32	-\$1,224,251.95
<b>Sangamon County</b>	\$925,755.37	\$7,232.46	\$1,080,737.39	\$253,230.87
<b>Lake County</b>	\$332,007.56	\$3,458.41	\$687,741.97	\$748,729.83
<b>Cook County</b>	\$182,465.95	\$30,410.99	\$245,622.13	\$112,280.61
<b>Champaign County</b>	\$3,678,764.72	\$39,556.61	\$1,473,732.80	-\$2,205,031.92
<b>Total</b>	\$54,071,360.65	\$188,764.47	\$246,751,995.56	\$193,564,874.60

Data source: Redeploy Illinois Expenditure Reports

*Note.* In the above table, Kankakee, McLean, and Lee Counties are listed as having 3 years in the program.

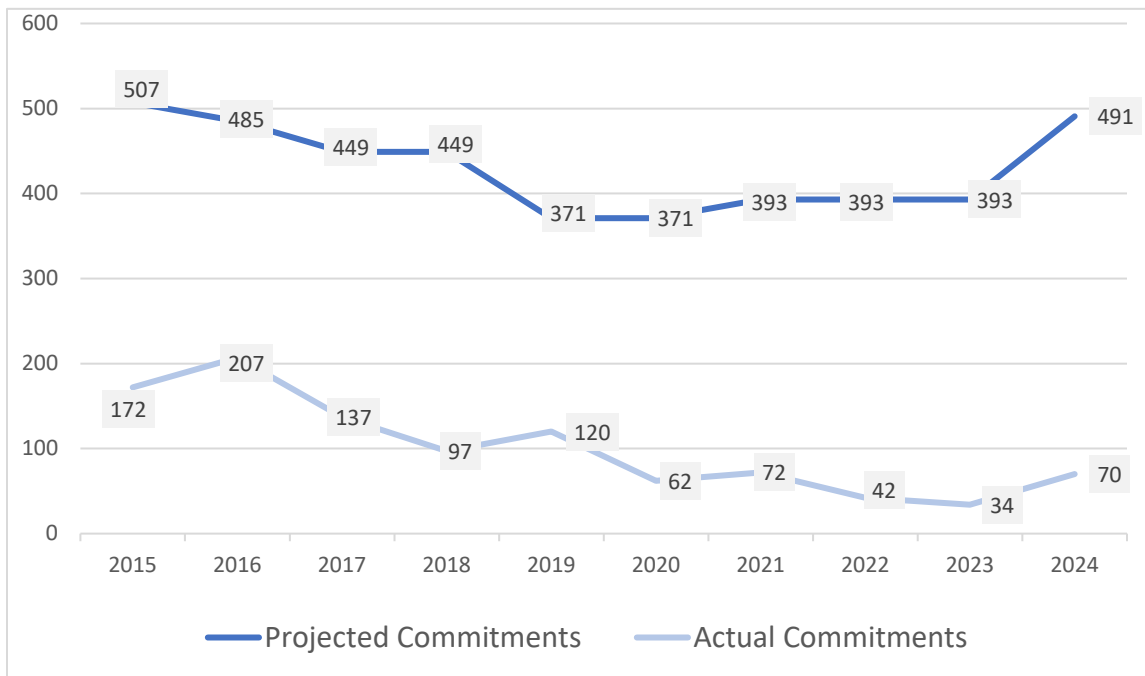
Kankakee County they only began implementation in 2014. This is because from April 2009 through December 2010 they were a Redeploy site. Because this table captures the complete history of the program, the Kankakee figures from the former 2009/2010 program have been included. It is also important to note that FY17 funds were used to reimburse any expenses claimed during the State Budget Impasse. Net cost avoidance: Considers the calculated cost avoidance minus the Redeploy Illinois Program grant expenditures.

## Appendix N: Commitments to IDJJ & Admissions to Detention, FY24

Because Redeploy Illinois is charged with reducing overall commitments, not just commitment of youth in the Redeploy Illinois Program, the following data reflect trends among all youth in Illinois.

The number of youth committed to the IDJJ has decreased dramatically since 2015. The graph below shows the overall decrease in commitments from sites participating in the Redeploy Illinois Program compared to the projected number of commitments from the same program areas. The projected number of commitments is determined by multiplying the original baseline for each site by the number of years in the program. Original baselines are calculated by averaging the number of commitments to IDJJ for the most recent previous 3-year time period.

**Number of Youth Committed to IDJJ  
Projected Commitments and Actual Commitments, 2015-2024**



Data source: IDJJ

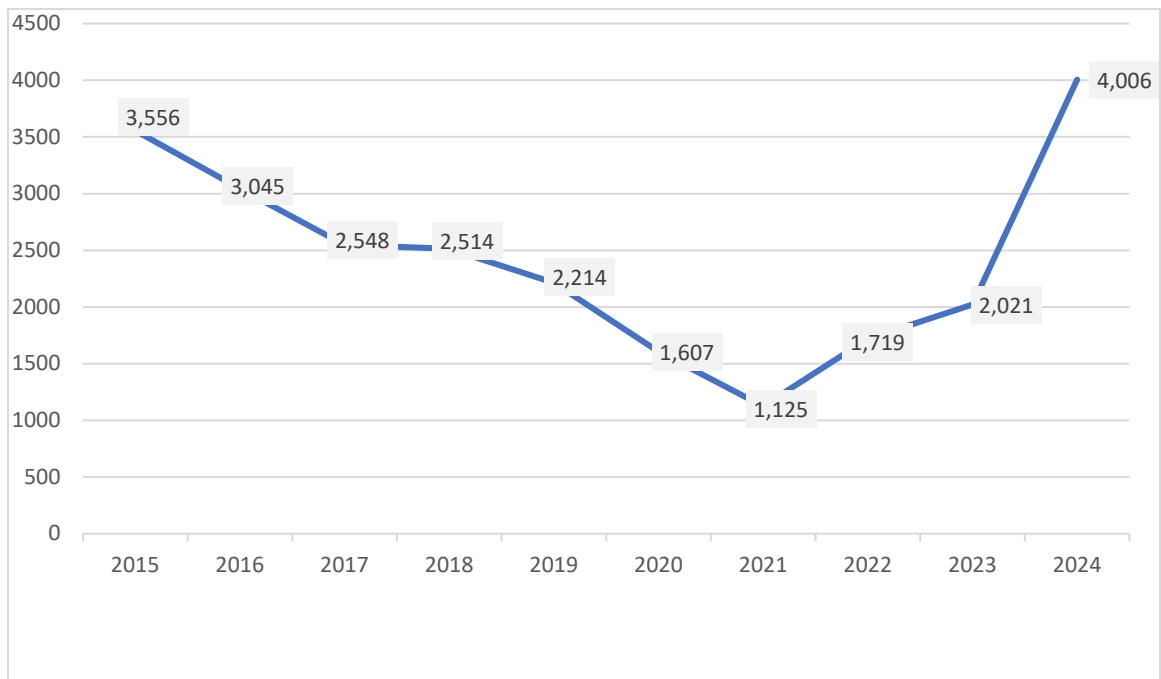
NOTE: FY24 includes data from the Champaign County, Cook County, and Peoria County programs that were planning grant recipients (not serving clients) prior to FY24.

Not only was the number of actual commitments much smaller than the number of projected commitments, but the overall decrease was larger. Actual commitments decreased 58% while projected commitments decreased 22%.

One important trend monitored closely by the RIOB, IDHS staff, and Redeploy Illinois

Program teams is the number of admissions to detention. It is critical that detention in local secure facilities is not used in lieu of commitments to IDJJ. If admissions to detention start to increase, it prompts conversation and, in some cases, corrective action. The graph below shows the number of young people detained from Redeploy Illinois Program sites from 2015-2024.

**Number of Youth Detained, 2015-2024**



Data source: Juvenile Monitoring Information System (JMIS)

After the Covid-19 pandemic restrictions were lifted, the number of young people detained began to increase. Additionally, adding Cook County, Peoria County, and Champaign County (for four months) contributed to the increase in young people detained in JRI Program sites.

It is important to note that Cook County alone had 2,152 admissions to detention compared to 1,854 for the rest of the JRI counties. Cook County accounted for 54% of all admissions to detention in FY24.

The following table shows the reduction in the Redeploy Illinois Program sites over the course of their time in the program. Both commitments to IDJJ and admissions to detention decreased in most Redeploy Illinois Program sites.



## IDJJ Commitments and Admissions to Detention over the course of JRI Program Implementation, 2005-2024

Site	Program Years	IDJJ Original Baseline	Average # of Commitments	% Change	Detention Original Baseline	Average # Admissions	% Change
<b>2<sup>nd</sup> Circuit</b>	19	40	15	-64%	241	111	-54%
<b>Macon County</b>	19	51	17	-67%	254	86	-66%
<b>20<sup>th</sup> Circuit</b>	19	83	14	-83%	862	527	-39%
<b>4<sup>th</sup> Circuit</b>	15	47	17	-64%	184	104	-44%
<b>Madison County</b>	15	33	8	-77%	397	252	-37%
<b>Peoria County</b>	17	78	29	-62%	324	585	-25%
<b>13<sup>th</sup> Circuit</b>	12	27	9	-67%	187	187	0%
<b>1<sup>st</sup> Circuit</b>	10	12	8	-37%	112	85	-24%
<b>Winnebago County</b>	10	78	26	-66%	593	367	-38%
<b>Lee County</b>	9	11	0.4	-97%	13	6	-54%
<b>McLean County</b>	9	23	4	-82%	203	158	-22%
<b>Kankakee County</b>	5	16	7	-59%	155	131	-15%
<b>Sangamon County</b>	3	22	18	-17%	267	226	-15%
<b>Lake County</b>	2	12	3	-72%	401	274	-32%
<b>Champaign County</b>	1	7	3	-57%	182	148	-19%
<b>Cook County</b>	1	39	9	-77%	1,838	2,152	17%

Notes: Champaign County's baseline has been adjusted from 26 to account for their start date late in the fiscal year.

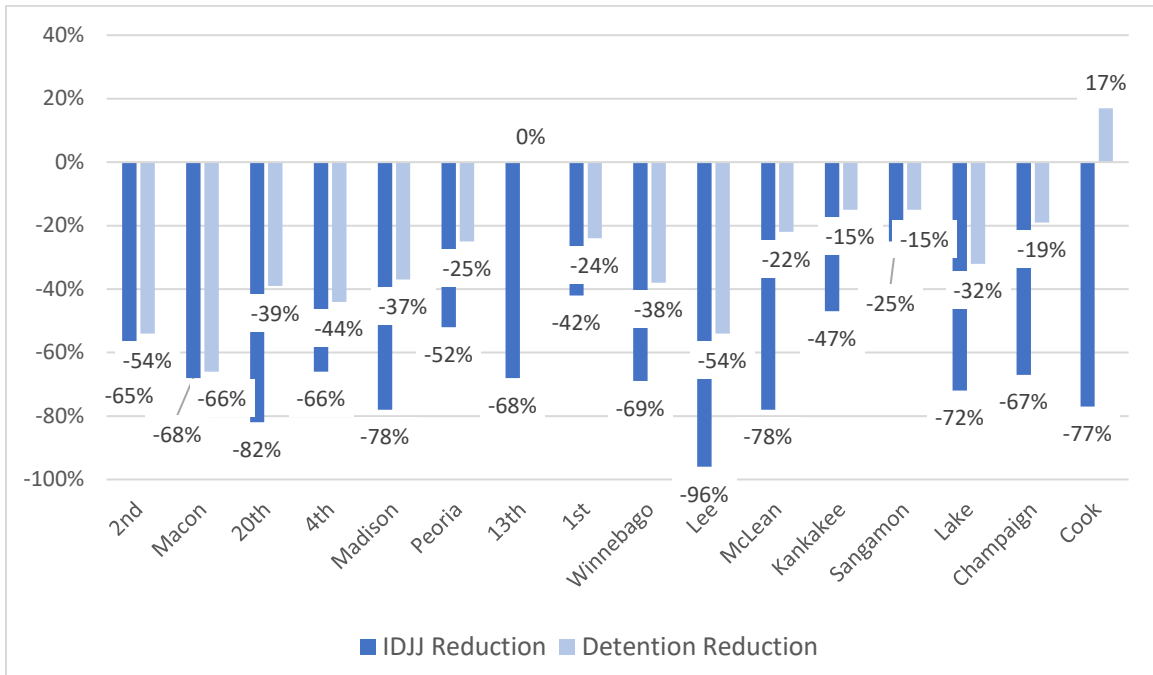
Peoria has new baselines to coincide with current enrollment.

All new JRI Program sites (Champaign, Cook, and Peoria) experienced decreases in admissions to detention during FY21 due to COVID so baselines may be lower than typical.

Note: Sangamon County participated in Redeploy in 2016 but committed 47 youth and discontinued participation. They relaunched the program in 2021 and have seen greater success, committing 5 Redeploy eligible youth in FY22 and 5 Redeploy eligible youth in FY23.

Data source: IDJJ and JMIS

## Percent Change in IDJJ Commitments and Admissions to Detention by Redeploy Illinois Program Site, 2005-2024



Data source: IDJJ and JMIS

## Percent Change in IDJJ Commitments and Admissions to Detention by Redeploy Illinois Program Site, 2005-2024 Table

Program Site	% Change in DJJ Commitments	% Change in Detention Admissions
<b>2<sup>nd</sup> Circuit</b>	-65%	-54%
<b>Macon County</b>	-68%	-66%
<b>20<sup>th</sup> Circuit</b>	-82%	-39%
<b>4<sup>th</sup> Circuit</b>	-66%	-44%
<b>Madison County</b>	-78%	-37%
<b>Peoria County</b>	-52%	-25%
<b>13<sup>th</sup> Circuit</b>	-68%	0%
<b>1<sup>st</sup> Circuit</b>	-42%	-24%
<b>Winnebago County</b>	-69%	-38%
<b>Lee County</b>	-96%	-54%
<b>McLean County</b>	-78%	-22%
<b>Kankakee County</b>	-47%	-15%
<b>Sangamon County</b>	-25%	-15%
<b>Lake County</b>	-42%	-32%

Data source: IDJJ and JMIS

Overall, commitments to IDJJ and admissions to detention both decreased during the project

period, though the decrease in IDJJ commitments was larger. It is important to remember that Sangamon County first participated in 2015/2016, then left until they re-implemented the Redeploy Illinois Program in 2021. Peoria County left in FY19 and returned in FY22. Champaign County and Cook County started programs in FY25. Trends demonstrate courtroom stakeholders and probation are not using detention as a sanction because the number of youth held securely is decreasing overall.

Appendix O: U.S. Census Bureau Population Data

Population data 2020 (most recent available), ages 13-17

County	Site	White		Black		American Indian		Asian		Total
		#	%	#	%	#	%	#	%	
<b>Alexander County</b>	1st	198	60%	130	40%	0	0.0%	0	0.0%	328
<b>Jackson County</b>	1st	2,119	72%	683	23%	32	1.1%	98	3.3%	2,932
<b>Johnson County</b>	1st	662	97%	15	2%	3	0.4%	2	0.3%	682
<b>Massac County</b>	1st	815	89%	86	9%	5	0.5%	6	0.7%	912
<b>Pope County</b>	1st	133	76%	41	23%	0	0.0%	1	0.6%	175
<b>Pulaski County</b>	1st	235	64%	127	34%	6	1.6%	2	0.5%	370
<b>Saline County</b>	1st	1,235	84%	225	15%	6	0.4%	12	0.8%	1,478
<b>Union County</b>	1st	1,027	95%	28	3%	10	0.9%	12	1.1%	1,077
<b>Williamson County</b>	1st	3,713	91%	303	7%	12	0.3%	68	1.7%	4,096
<b>Total</b>		10,137	84%	1,638	14%	74	0.6%	201	1.7%	12,050
<b>Crawford County</b>	2nd	1,011	96%	27	3%	3	0.3%	7	0.7%	1,048
<b>Edwards County</b>	2nd	404	98%	5	1%	1	0.2%	3	0.7%	413
<b>Franklin County</b>	2nd	2,392	97%	45	2%	13	0.5%	19	0.8%	2,469
<b>Gallatin County</b>	2nd	296	98%	3	1%	1	0.3%	1	0.3%	301
<b>Hamilton County</b>	2nd	535	97%	9	2%	1	0.2%	4	0.7%	549
<b>Hardin County</b>	2nd	213	96%	5	2%	1	0.4%	4	1.8%	223
<b>Jefferson County</b>	2nd	1,977	87%	245	11%	13	0.6%	28	1.2%	2,263
<b>Lawrence County</b>	2nd	808	97%	22	3%	1	0.1%	4	0.5%	835
<b>Richland County</b>	2nd	973	96%	22	2%	3	0.3%	13	1.3%	1,011
<b>Wabash County</b>	2nd	673	96%	18	3%	2	0.3%	11	1.6%	704
<b>Wayne County</b>	2nd	990	97%	23	2%	3	0.3%	7	0.7%	1,023

<b>White County</b>	2nd	816	98%	14	2%	2	0.2%	2	0.2%	834
<b>Total</b>		11,088	95%	438	4%	44	0.4%	103	0.9%	11,673
<b>Christian County</b>	4th	1,912	96%	56	3%	7	0.4%	12	0.6%	1,987
<b>Clay County</b>	4th	822	97%	19	2%	0	0.0%	10	1.2%	851
<b>Clinton County</b>	4th	2,223	97%	47	2%	10	0.4%	21	0.9%	2,301
<b>Effingham County</b>	4th	2,170	97%	26	1%	5	0.2%	32	1.4%	2,233
<b>Fayette County</b>	4th	1,261	96%	34	3%	0	0.0%	12	0.9%	1,307
<b>Jasper County</b>	4th	600	98%	5	1%	3	0.5%	2	0.3%	610
<b>Marion County</b>	4th	2,147	90%	197	8%	15	0.6%	15	0.6%	2,374
<b>Montgomery County</b>	4th	1,617	97%	34	2%	0	0.0%	9	0.5%	1,660
<b>Shelby County</b>	4th	1,337	98%	16	1%	4	0.3%	4	0.3%	1,361
<b>Total</b>		14,089	96%	434	3%	44	0.3%	117	0.8%	14,684

County	Site	White		Black		American Indian		Asian		Total
		#	%	#	%	#	%	#	%	
<b>Bureau County</b>	13th	2,042	95%	64	3%	14	0.7%	29	1.3%	2,149
<b>Grundy County</b>	13th	3,680	95%	114	3%	12	0.3%	65	1.7%	3,871
<b>La Salle County</b>	13th	6,542	94%	261	4%	38	0.5%	106	1.5%	6,947
<b>Total</b>		12,264	95%	439	3%	64	0.5%	200	1.5%	12,967
<b>Monroe County</b>	20th	2,223	98%	25	1%	7	0.3%	17	0.7%	2,272
<b>Perry County</b>	20th	1,148	91%	91	7%	9	0.7%	7	0.6%	1,255
<b>Randolph County</b>	20th	1,608	93%	103	6%	14	0.8%	11	0.6%	1,736
<b>St. Clair County</b>	20th	10,188	60%	6,360	37%	88	0.5%	357	2.1%	16,993
<b>Washington County</b>	20th	882	96%	29	3%	1	0.1%	9	1.0%	921
<b>Total</b>		16,049	69%	6,608	29%	119	0.5%	401	1.7%	23,177
<b>Macon County</b>	own	4,558	71%	1,718	27%	22	0.3%	101	1.6%	6,399
<b>Madison County</b>	own	14,043	85%	2,191	13%	67	0.4%	265	1.6%	16,566
<b>Winnebago County</b>	own	13,999	75%	3,897	21%	156	0.8%	733	3.9%	18,785

Population data 2019, ages 13-17

County	Site	White		Black		American Indian		Asian		Total
		#	%	#	%	#	%	#	%	
<b>Alexander County</b>	1st	221	57%	164	43%	0	0.0%	0	0.0%	385
<b>Jackson County</b>	1st	2,097	72%	665	23%	25	0.9%	108	3.7%	2,895
<b>Johnson County</b>	1st	658	97%	11	2%	4	0.6%	2	0.3%	675
<b>Massac County</b>	1st	814	90%	71	8%	6	0.7%	11	1.2%	902
<b>Pope County</b>	1st	153	78%	43	22%	0	0.0%	1	0.5%	197
<b>Pulaski County</b>	1st	226	64%	122	34%	5	1.4%	1	0.3%	354
<b>Saline County</b>	1st	1,271	84%	211	14%	6	0.4%	18	1.2%	1,506
<b>Union County</b>	1st	1,058	95%	30	3%	8	0.7%	15	1.4%	1,111
<b>Williamson County</b>	1st	3,760	91%	296	7%	15	0.4%	59	1.4%	4,130
<b>Total</b>		10,258	84%	1,613	13%	69	0.6%	215	1.8%	12,155
<b>Crawford County</b>	2nd	1,008	97%	26	2%	4	0.4%	5	0.5%	1,043
<b>Edwards County</b>	2nd	412	97%	7	2%	2	0.5%	2	0.5%	423
<b>Franklin County</b>	2nd	2,411	97%	45	2%	12	0.5%	15	0.6%	2,483
<b>Gallatin County</b>	2nd	288	98%	4	1%	0	0.0%	2	0.7%	294
<b>Hamilton County</b>	2nd	560	98%	8	1%	0	0.0%	4	0.7%	572
<b>Hardin County</b>	2nd	208	96%	3	1%	1	0.5%	4	1.9%	216
<b>Jefferson County</b>	2nd	1,977	87%	254	11%	9	0.4%	23	1.0%	2,263