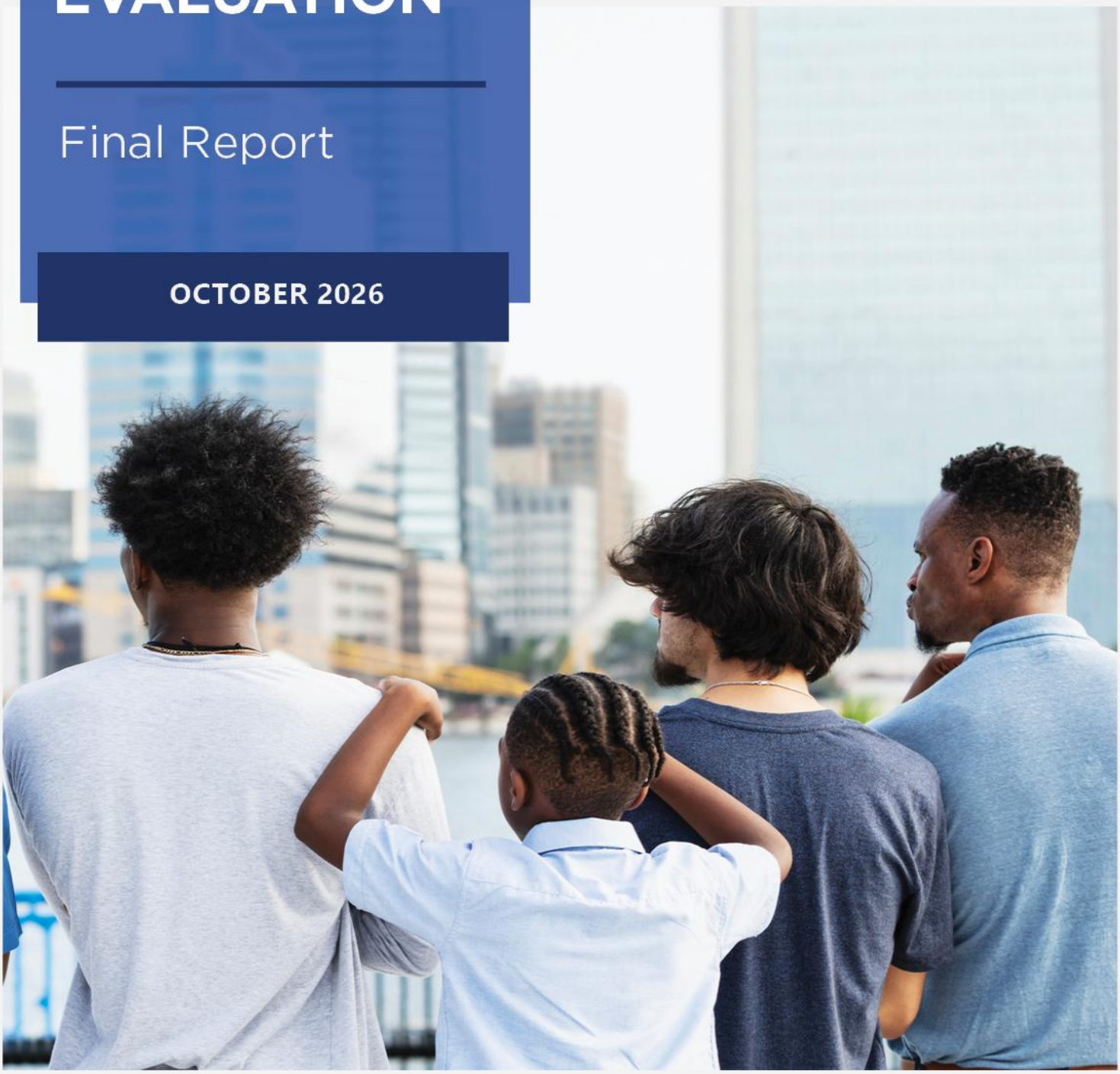
COOK COUNTY REDEPLOY EVALUATION

Final Report

OCTOBER 2026

CHAPIN HALL



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The findings and interpretations in this report are those of the authors and do not necessarily represent the views of the program or its partners.

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EXECUTIVE SUMMARY

Cook County Redeploy is a community-based alternative to incarceration for youth facing serious charges. This evaluation examines its implementation rather than whether it reduces recidivism.

The Cook County Redeploy pilot is a community-based alternative to incarceration for youth adjudicated for serious, Illinois Department of Juvenile Justice (IDJJ)-eligible offenses. The Circuit Court of Cook County operates the pilot in partnership with contracted providers. The program offers intensive, wraparound services intended to stabilize youth, address trauma and behavioral health needs, and support positive development in lieu of sending youth to a correctional facility. Chapin Hall conducted a mixed-methods, developmental evaluation of the pilot, examining how the program was implemented and what early experiences and outcomes emerged. Because the pilot served a small number of youth under an evolving model and had no comparison group, the evaluation is descriptive and formative. This report documents implementation and early signals rather than establishing program impact.

The evaluation drew on program and court records for the 122 youth referred during the data period, of whom 79 (65%) enrolled, alongside focus groups, interviews, and surveys with youth, caregivers, staff, and court actors.

Implementation Findings

The pilot reached its intended population. Referred youth were predominantly older adolescents facing serious charges, with most charges carrying the most serious felony classifications and involving a weapons charge. Intake assessment data, available for a subset of youth, indicated youth had needs in mental health and trauma, life skills, and substance use, the areas the program was designed to address.

Redeploy was implemented largely as designed and adapted continuously. Consistent with a pilot, the program evolved over time, revising parameters for progressing through the program hours, assessment instruments, data systems, provider arrangements, and safety practices. Most significantly, the program is moving away from its original hub-based model toward individualized service delivery, a notable departure from the logic model.

Cross-system collaboration and staff relationships facilitated implementation; workforce capacity was the central challenge. Stakeholders credited the program's coordinated, one-stop-shop structure, the relationships youth built with staff, sustained family engagement, and responsive leadership. The most pressing ongoing challenge was retaining staff across service and court roles and securing sufficient intensive clinical capacity.

Early Findings

Most enrolled youth engaged; closure patterns differed by circumstance. Among closed cases, about three in ten youth successfully graduated from the pilot program. This figure is best read as a floor, given that there are cases still open at the close of the analysis. Youth who did not complete the program more often exited for reasons within their control. Youth who partially completed the program more often exited for circumstances outside their control.

Participants and stakeholders described the program as meaningful and valuable. Across clinical and mental health supports, education and employment, mentoring relationships, family engagement, and cultural and recreational experiences, youth and caregivers described concrete, positive changes. A recurring theme, surfacing often and unprompted, was a renewed sense of hope and future orientation among youth.

Youth experienced safety differently inside and outside the program. Safety surfaced as a prominent, cross-cutting theme with three dimensions. Stakeholders documented real external threats to youth, particularly during travel to and from the hubs, which prompted new safety protocols and contributed to the shift away from the hub model. Yet youth and caregivers consistently described feeling physically safe inside the hubs and during program transportation, in contrast to feeling exposed outside the program. Youth also described a sense of emotional security and belonging within program spaces. While the program cannot remove the external dangers youth face, within its spaces youth reported feeling both physical and emotional safety.

Flexible funds were a distinctive feature that supported engagement. Across stakeholder groups, flexible funds (roughly $19,400 in disbursements over the pilot, reaching dozens of youth and families) were described as one of the program's most meaningful features. Flexible funds covered material and household needs and, in some cases, short-term housing crises. Participants said the funds removed barriers to participation, stabilized households, and strengthened family relationships. This feature maps directly to the logic model's concrete-support activity and its corresponding output.

Legal-system involvement during and after the program was low. Few youth were committed to IDJJ while participating and commitments among discharged youth with at least a year of follow-up were also infrequent. Establishing whether Redeploy reduces commitment relative to IDJJ would require a future impact evaluation, which this developmental evaluation was not designed to support.

Taken together, the findings signal that, for the respondents, the pilot delivered services they experienced as valuable and is beginning to shift how court actors view IDJJ alternatives for these youth. Sustaining this program will depend on preserving the relational and group-based core of the program as it transitions to an individualized model, retaining a workforce and partner network with the clinical and lived expertise the work requires, and committing to consistent data collection that can support a future impact evaluation.

REDEPLOY BACKGROUND

Redeploy Illinois has offered community-based alternatives to incarceration since 2005. Cook County joined the initiative in 2022, opening its first hubs in early 2023.

In 2005, the Illinois General Assembly began allocating funds to the Illinois Department of Human Services (IDHS) to invest in community-based alternatives to incarceration around the state. The Redeploy Illinois program offers counties flexibility to work with local providers to develop individualized programming aimed at addressing the risks that lead to crime and investing in positive youth development that research suggests will help youth thrive. Since its initial pilot in 2005, Redeploy Illinois has expanded to at least 13 sites across the state, including most recently to Cook County in 2022. That year, the Circuit Court of Cook County Juvenile Justice Division was awarded a Redeploy grant. Prior to receiving the award, the Cook County Redeploy committee used analysis completed by the University of Chicago Crime Lab to identify four pilot geographic areas to initiate Redeploy programming. The areas were Calendar 61 (West Side of Chicago), Calendar 52 (Southeast side of Chicago), Calendar 53 (Southwest side of Chicago), and Calendar 76 (South Suburban Cook County). The Redeploy committee plans to expand to more areas over time. Judges from each of these original calendars played a critical role in shaping the Cook County Redeploy program, culminating in the development of "redeploy hubs." These hubs serve as a "one-stop shop" to provide intensive outpatient services focusing on addressing trauma, mental health issues, criminogenic needs, and to promote positive youth development. Hubs began operating in early 2023. These Redeploy hubs were administered by contracted provider agencies with a track record of engaging high-needs youth and their families in Cook County. The provider arrangement changed over the pilot period (see Redeploy Pilot Program Modifications in the Findings chapter). Core to the Redeploy model are strong relationships between the court, probation, the providers, and families to ensure youth and family needs are being met safely in the community.

The description that follows reflects the Redeploy model as designed at the start of the pilot. Over the pilot period (early 2023 through mid-2026), several core elements evolved, including the participating court calendars, the contracted provider agencies, the assessment instruments used, and the level system. These modifications, and their implications for the evaluation, are documented in the first section of the Findings chapter.

Overview of Redeploy Program

Mission Statement and Goals

The purpose of the Redeploy program is to provide courts with an alternative to incarceration that can more holistically address underlying needs or risks and can invest in youth and family strengths. It provides the justice system with a nonpunitive, community-based tool to address poverty, substance abuse, mental health challenges, and impacts of trauma for youth and their families and facilitates greater alignment with a rehabilitative model of juvenile justice.[1] [2]

Through qualified staff and a specialized curriculum, Redeploy Hubs seek to achieve the following:[3]

YOUTH & FAMILY

- Build lasting support systems
- Instill hope for the future
- Mentors build strong relationships
- Engage families with support
- Assess education & job needs

COMMUNITY

- Increase community connections
- Successful community reintegration

COURT & SYSTEM

- Collaboration across court, providers & probation
- Safety planning for every youth
- Immediate, integrated services

Redeploy Hub Model

Judges have the option to refer youth found guilty of an Illinois Department of Juvenile Justice (IDJJ) eligible offense and who meet additional criteria to the Redeploy program in lieu of a commitment to a youth prison (Illinois Youth Center). If youth and their families agree to participate in the Redeploy program, they report to their closest Redeploy hub daily, Monday through Friday, for individualized treatment, prosocial activities, mentorship, and educational or vocational support, and recreation.

Program Administration and Implementation Structure

Central to administering the program is engaging youth within a structured setting designed to stabilize and provide intensive services in a safe outpatient community-based setting. All youth are screened and assessed using the Youth Assessment and Screening Instrument (YASI)[4] for individual services. Every youth receives evidence-based group counseling using Trauma-Focused Cognitive Behavior Therapy (TF-CBT) and substance abuse interventions. Once stabilized, youth receive educational/vocational skill lessons and positive youth

[1] Redeploy Illinois Annual Report Calendar and Fiscal Year 2015-2021 (state.il.us)
[2] https://www.redeployillinois.org/redeploy-illinois/guiding-principals-goals/
[3] https://www.cookcountycourt.org/division/juvenile-justice-division/cook-county-juvenile-justice-redeploy
[4] The YASI was replaced by the GOALS (Goals Outcomes and Long-term Success) assessment in July 2024

activities, including recreation, psycho-educational life skills, and art-based activities. The Redeploy hubs use the Wraparound model for implementation of services and supports. The youth, family, and their treatment team meet to develop a plan for the youth that can include other specialized treatments or activities in addition to the standard set of initial stabilization services. Parents and caregivers are engaged consistently and receive services designed to ensure success for the family.

Case Flow

The Cook County Redeploy business process map captures the program's case flow. As shown in Appendix A, after a judge determines that a youth is an eligible candidate for Redeploy, the judge refers the youth to the Redeploy court coordinator. The court coordinator schedules a meeting with the youth and their family to discuss the program and gauge interest in the referral. The court coordinator also then obtains the mental health information exchange consent. If the youth and family express interest in participating in Redeploy, they are referred to the Redeploy hub in their service area. The Redeploy staff at that hub engage the youth and family to discuss the Redeploy program further and provide a mini orientation. Following this, the Redeploy staff communicate with the court coordinator and the assigned probation officer prior to the youth's disposition hearing (sentencing). Simultaneously, the youth's probation officer completes the social investigation and the juvenile risk assessment, which are shared with the RCC once they are complete. The court coordinator then shares the juvenile risk assessment and the social investigation with the judge, who then determines at sentencing whether the youth is still eligible and a good fit for the Redeploy program. If the youth meet the criteria, then they are sentenced to probation with Redeploy services (with respite or not) as opposed to being committed to IDJJ.

Following sentencing, youth are assigned a case manager and advocate. An intake assessment is completed with the youth and family, followed by a wraparound staffing involving the youth, family, probation officer, and Redeploy staff. As part of the intake process, the staff develop a Redeploy treatment plan. This outlines a plan of targeted services to meet the youth and family's needs and address the concerns about the youth's system involvement. Monthly case plan meetings are held with the youth, family, probation officer, and Redeploy staff to discuss the youth's progress. The case judge is also given updates on the youth's progress.

Level System

As originally designed, youth completed the Redeploy program by progressing through four levels of the Redeploy hub system. Advancement was structured around two requirements: time at level and points earned through daily participation. Youth earned points each day for attendance, engagement in groups and activities, and contributions to the shared space. A wraparound staffing was held near each transition to review progress and set goals for the next level.

Level 1 (Commit) was the most intensive phase. During this level, assessment took place, an initial wraparound staffing occurred within the first days of entry, and youth attended daily while working toward the time and points needed to advance. As youth moved into Level 2 (Aim) and Level 3 (Achieve), required hub attendance stepped down (to a minimum of about 4 days per week at Level 2, and 2 to 3 days per week at Level 3). Each level included continued goal-focused work and a wraparound staffing. Level 4 (Succeed) was the final, largely independent phase: youth attended the hub only for special presentations or as planned, and completion centered on finishing a capstone project, submitting a graduation application, and participating in a graduation ceremony, rather than on accumulating points. Figure 1 shows the levels, the approximate time to complete the levels, and meeting frequency.

Figure 1. Cook County Redeploy Level-System



Redeploy Service Population

Redeploy is designed for youth in Cook County who moved through the juvenile court process through adjudication and who meet the following criteria:

- Youth are adjudicated delinquent for an offense requiring IDJJ intervention
- Youth have been determined by a judge to be a good candidate for the Redeploy program
- The youth is scored as moderate to high risk in the Youth Assessment and Screening Instrument (YASI)

At launch, the Redeploy program had four hubs located in West Chicago (Calendar 61), Southwest Chicago (Calendar 53), Southeast Chicago (Calendar 52), and the South Suburbs (Calendar 76). Youth served by the Redeploy program must reside within these geographic locations and had their case heard in calendars 61, 53, 52, or 76. About 8 months into the pilot, calendars 63 and 68 were added.

Redeploy Theory of Change

The Cook County Redeploy theory of change (see Appendix B) was codeveloped over two meetings with the Redeploy stakeholders composed of judges, hub managers, and staff. The theory of change is organized by three domains that the team identified as most impacted by juvenile incarceration: youth, families, and communities; community providers; and juvenile court/the juvenile legal system. The problems associated with juvenile justice system involvement and the desired outcomes for Cook County through the implementation of Redeploy are presented along these domains.

EVALUATION DESIGN

The evaluation design for the Redeploy pilot program was developed by Chapin Hall with feedback from the Redeploy leadership, staff, and program participants. The evaluation follows a mixed-methods, developmental approach in which qualitative and quantitative data were sought to answer formative evaluation questions regarding implementation and initial outcomes.

This is a developmental evaluation: it's designed to document how Redeploy was implemented and what early experiences emerged, not to measure long-term impact.

Evaluation Purpose

Evaluation Goals

The evaluation had the following goals:

- Document program modifications
- Assess early implementation of the pilot program (what, who, how) and identify challenges and facilitators to implementation of Redeploy in Cook County
- Assess progress, experiences, and early outcomes among youth participants
- Discuss opportunities for sustainability of the Redeploy program

Evaluation Approach

Because the Cook County Redeploy program is a new initiative and the program was modified throughout the pilot period, the evaluation took a developmental approach, with the goal of informing stakeholders about early implementation and experiences of those involved. Developmental evaluations are intended to support project decision makers' strategic learning about project development and guide adaptation to local community contexts.[5] This type of evaluation is particularly well suited when rolling out a new program for which examining implementation and early outcomes are critical in long-term sustainability and ultimate impact. This type of evaluation also lays the foundation for a more rigorous impact evaluation after completion of the pilot.

[5] Patton, M. Q. (2010). *Developmental evaluation: Applying complexity concepts to enhance innovation and use*. Guilford Press.

Evaluation Research Questions

Implementation Evaluation Questions

1. Who is the Redeploy pilot program reaching?
    a. What are the needs and strengths of youth?
    b. What is the take-up rate?
    c. Is the program serving those it intends to serve?
2. What services do youth and their families receive?
    a. To what extent do services received in the program address identified needs among youth and their families?
    b. How many families receive economic or concrete assistance and for what purpose?
3. How do youth move through the program?
    a. What are the level changes and how much time is spent at each level?
    b. What are the setbacks?
4. To what extent are youth and families satisfied with the program?
    a. Do they feel it helped address root causes of their involvement with the juvenile justice system?
    b. Do they feel safe?
5. Are staff satisfied with the program?
    a. To what extent does staff turnover improve over the course of the pilot project?
6. What are the challenges and facilitators to implementing the Redeploy pilot program?

Outcomes Evaluation Questions

1. Do youth complete the program?
2. To what extent do youth achieve improvements in clinical outcomes?
3. To what extent do youth achieve improvements in protective factors?
4. How many and what percentage of youth participants pick up new charges while in the program or shortly after discharge?
5. How has the program impacted youth perceptions of well-being and positive development (for example, employment, education, mental health)?
6. To what extent has community provider capacity to support court-involved youth and their families increased?
7. To what extent has the connection between community providers, the court, and other stakeholders increased?

These questions reflect the full set of outcomes the evaluation aimed to address. As a developmental evaluation of an evolving pilot, not all of these questions could be answered with the same depth. Several depend on assessment data that was introduced partway through the pilot and collected inconsistently. Some questions also depend on comparative or causal designs that, as described in the section on evaluation design considerations, were not feasible during this period. Where a question could be addressed only partially or descriptively, the findings and discussion sections note this directly. The questions are retained here in full because documenting both what the evaluation sought to learn and what the pilot's data could support is itself a finding relevant to the program's continued development.

Redeploy Logic Model

The evaluation was guided by the Cook County Redeploy logic model (see Appendix C) which outlines the key inputs, activities, and outputs necessary to achieve the intended outcomes. Inputs reflect the human, financial, organizational, and technological resources necessary to implement the program. Activities are the strategies or key activities delivered to bring about the desired changes and outputs are what are produced as a result of the activities. Finally, outcomes reflect the short, intermediate, and longer-term changes in knowledge, skills, or behaviors. Given that the services and goals of the Redeploy program are associated with different levels through which youth move, outcomes align with these levels. In the short term, services are focused on stabilizing the youth in terms of mental health and substance use challenges. Hence, initial outcomes reflect what is necessary to achieve during this first level. As youth move into level 2 and through level 4, the focus is on increasing youth's positive developmental skills, increasing protective factors, and reducing risk factors. Finally, long-term outcomes include those associated with sustained positive behaviors post-discharge from the program.

While the logic model centers on youth and families, it also specifies outcomes at the community provider and juvenile legal system levels. At the provider level, these include strengthened capacity to support court-involved youth and families and increased collaboration across the provider network and the court. At the system level, they include shifts in how the court partners with community-based agencies, alongside longer term aims such as reduced IDJJ commitments, lower courtroom caseloads, and reduced racial and ethnic disparities. The evaluation examined these provider and system levels primarily through interviews and focus groups with court actors and providers, complemented by court data where available.

Evaluation Design Considerations

Design Options

The evaluation team considered various potential designs to determine how to best answer the research questions for the evaluation. Due to the project being a pilot, the team determined that a traditional implementation evaluation involving fidelity measures and monitoring would not be appropriate. Instead, the design would be focused on understanding initial implementation challenges and facilitators, and documenting participation and services provided. In terms of outcomes and impact, we considered multiple evaluation designs including experimental designs (for example, random or waitlist assignment of cases to the program) and quasi-experimental designs such as propensity score matching. Ultimately, given the pilot involves a small number of youth, we concluded the sample would be too small to detect "treatment effects" on outcomes such as recidivism. Additionally, any comparison group that would include youth who were committed to the Illinois

Department of Juvenile Justice would require waiting until all such youth are released and following them for a specified amount of time (for example, 6 to 12 months) to model the program's impact on recidivism among participants compared to nonparticipating peers. Such a design is not feasible within the current evaluation timeframe. Finally, because the pilot involves modifications to the program during this initial implementation, it is neither advisable nor feasible to accurately and reliably identify a treatment effect given changes to the treatment condition during this time. Overall, these limitations, combined with the value of focusing on the developmental nature of the pilot program, resulted in our formative evaluation design built around learning and improvement by tracking participant growth and progress, and assessing youth, staff, and stakeholder experiences with the program. It is important to note that this type of evaluation is also a necessary condition for completing any subsequent impact evaluation in the future.

Measurement and Data Sources

Implementation

As is common for pilot programs, the implementation evaluation approach was iterative, with Redeploy leaders and staff adapting elements of the model to fit shifting context and to address identified challenges that arise. Therefore, we approached the implementation evaluation through a developmental lens. Ultimately, this implementation evaluation focused on documenting adaptations, learning how Redeploy was implemented, and identifying what barriers and facilitators to implementation were encountered. Additionally, we assessed perceptions of the program among youth as well as satisfaction among staff. Measures, data sources, and analytic techniques for each research question in the implementation evaluation are summarized in Table 1.

Table 1. Implementation Evaluation Measures

Research Question	Indicators	Population / Sample	Data Source	Analytical Method
Who is the Redeploy pilot program reaching? a. What are the needs and strengths of youth? b. What is the take-up rate? c. Is the program serving those it intends to serve?	Number, description of participants Referral rate Enrollment rate	Program participants	Program enrollment data	Descriptive statistics
What services do youth and their families receive? a. To what extent do services received in the program address identified needs among youth and their families? b. How many families receive economic or concrete assistance and for what purpose?	Number and type of services and referrals provided	Youth and families	Program data (including services, assessments & case plans)	Descriptive statistics
How do youth move through the program? (for example, level changes, timing?) a. Level changes and time spent at each? b. Were there any setbacks?	Mean and median time in each level Reasons for progress stagnation	Program participants	Program data	Descriptive statistics
To what extent are youth and families satisfied with the program? a. Do they feel it helped address root causes of their involvement with the JJ system? b. Do they feel safe?	Program satisfaction	Youth and families	Satisfaction survey Interviews or focus groups	Descriptive statistics Thematic analysis
Are staff satisfied with the program? a. To what extent does staff turnover improve over the course of the pilot project?	Staff satisfaction Staff turnover rate	Redeploy staff	Staff survey Administrative data	Descriptive statistics
What are the challenges and facilitators to implementing the Redeploy pilot program?	N/A	Redeploy judges and staff, youth	Interview & focus group data	Thematic analysis

Outcomes

This evaluation employed short-, intermediate-, and long-term outcomes during the pilot period. These outcomes, per the logic model, align with the expected progression through Redeploy program levels. Specifically, short term encompasses the primary stabilization focus of level 1 of the program, the intermediate is focused on the behavioral and skills-building goals during levels 2 through 4, and the long-term outcomes focus on sustained prosocial and developmentally appropriate behavior after program discharge.

This outcomes evaluation employed a mixed-methods approach involving individual interviews, focus groups, surveys, program data, and administrative juvenile and criminal legal system data. Table 2 outlines outcomes for this evaluation, along with data sources and analytic methods.

Table 2. Outcomes Evaluation Measures

Research question	Indicators	Population of focus	Data source	Analytical method
Do youth complete the program?	Percentage of referred youth who complete successfully.	Program participants	Program data	Descriptive statistics
To what extent do youth achieve improvements in clinical outcomes?	Mental health score Substance use score	Program participants	YASI/GOALS Program data	Descriptive summary of available assessment data
To what extent do youth achieve improvements in protective factors?	Protective factors Risk factors	Program participants	YASI/GOALS Program data	Descriptive summary of available assessment data
How many and what percentage of youth participants pick up new charges while in the program or shortly after discharge?	Number and percentage of participating youth who are recharged	Program participants	Program and court data	Descriptive summary of available assessment data
How has the program impacted youth perceptions of well-being and positive development (for example, employment, education, mental health)?	Youth perceptions	Program participants	Interview & focus group data	Thematic analysis

Table 2, cont'd

Research Question	Indicators	Population of Focus	Data Source	Analytical method
To what extent has community provider capacity to support court-involved youth and their families increased?	Community provider capacity	Community-based providers	Interviews or focus groups	Thematic analysis
To what extent has the connection between community providers, the court, and other stakeholders increased?	Frequency and quality of communication between community providers, court, and stakeholders	Community-based providers, court staff, stakeholders	Program data Interviews or focus groups	Descriptive statistics Thematic analysis

Data Sources and Sample

This evaluation drew on qualitative and quantitative data collected from youth participants, caregivers, program staff, and court actors over the pilot period.

Qualitative Sources

Focus groups: Across 7 focus groups, the evaluation engaged 29 youth (across 3 groups), 18 Redeploy staff (1 group), 7 public defenders (1 group), 4 probation officers (1 group), and 2 caregivers (1 group).

Interviews: The evaluation team conducted individual interviews with 3 judges, 1 state's attorney, and 1 educational advocate from Equip for Equality.

Surveys: Satisfaction and experience surveys were administered to three respondent groups using distinct, group-specific instruments. Staff (n = 7) and parents and guardians (n = 14) were surveyed in late 2024. Youth participants (n = 8) were surveyed approximately 1 year later, in late 2025 and early 2026. Each instrument combined Likert-scale items with one or more open-ended questions. Because the instruments differed by respondent group, results are not directly comparable across groups.

Quantitative Sources

We used three quantitative sources:

- Client tracking file maintained by the Redeploy program director
- C-5 Redeploy Services files
- GOALS assessments

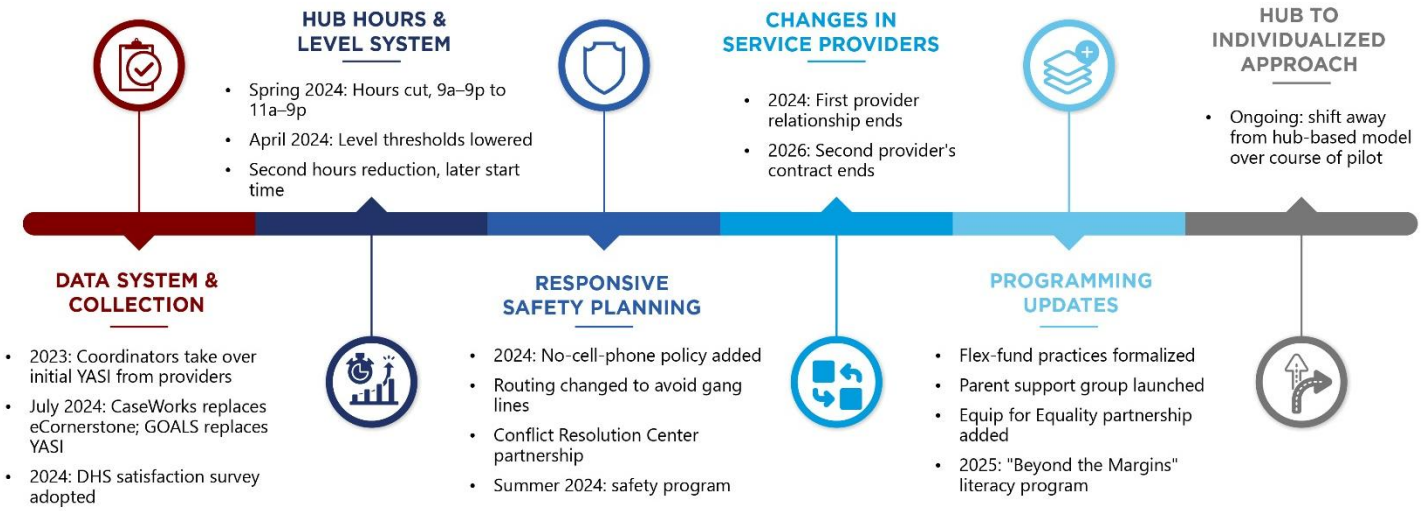
FINDINGS

Redeploy Pilot Program Modifications

Like all pilot programs, the Cook County Redeploy program implemented various program changes throughout the duration of the evaluation in response to challenges or emerging needs of both youth/families and professionals. The following are major observed modifications:

The Redeploy pilot evolved continuously throughout the evaluation, with changes to hub hours, the level system, data systems, and family support practices as the program responded to what staff and participants were learning.

Figure 2. How the Redeploy Pilot Changed Over Time



Hub Hours and Level-System

The level system was revised, effective April 15, 2024, reducing the point thresholds required to advance between levels. According to program leadership, the revision was intended to let level advancement better reflect youth's demonstrated readiness for greater independence. Following the change, several youth advanced levels, and youth responded positively.

Hub hours were reduced more than once during the pilot. The hubs originally operated on an extended daily schedule of roughly 9 a.m. to 9 p.m. In spring 2024, program leadership raised concerns about the length of the hub day and recommended shorter hours. Although judges preferred intensive supervision and voiced public-safety reservations about scaling it back, they agreed to a shortened 11 a.m. to 9 p.m. schedule going forward. A second reduction followed, which shortened non-school-day hours by shifting to a later start. This was consistent with feedback from working youth and young fathers, who wanted the long hours revisited.

Data System & Data Collection

At the start of the pilot, the provider agencies were responsible for the initial YASI, and Redeploy coordinators were seeing the initial assessment being delayed or missing important data. This left a gap in baseline assessment data early in the program. In response, the program shifted toward having coordinators complete the initial YASI before transferring cases to the provider agencies.

The program-level data system transitioned from eCornerstone to CaseWorks, with CaseWorks coming online in July 2024 and no migration of data between the two systems. The transition coincided with the introduction of the GOALS (Goals Outcomes and Long-Term Success) assessment which replaced the YASI as the program's primary assessment. The GOALS assessment[6] is a structured needs and strengths instrument administered at intake, mid-programming, and at discharge within the CaseWorks system.

A DHS-required youth and family satisfaction survey was adopted in 2024, which the Chapin Hall team supplemented with staff-satisfaction and service-specific items.

Programming Updates

The process of providing family and material supports was formalized over time. Flexible funds were part of the model from the start, and the Redeploy team continued to formalize flex-fund practices over the pilot. Cook County's approach to parent engagement also evolved over the pilot, including the launch of a parent support group where caregivers can connect and build relationships with one another.

Several additional programs and partnerships were made available to youth in the Redeploy program throughout the pilot period:

- Cook County Redeploy added a partnership with Equip for Equality, Illinois's protection and advocacy agency for people with disabilities, whose special education clinic provides legal advice, advocacy, and representation on special education and school discipline matters for Redeploy youth. Its role is educational legal advocacy: reviewing school records, drafting a "Redeploy education plan" shared with the team, providing IEP and 504 representation, offering in-court support, and supporting school enrollment and placement.
- Beginning in 2025, Cook County Redeploy developed a literacy program, "Beyond the Margins," in partnership with Governors State University to improve literacy and strengthen educational engagement, with implementation continuing into 2026.

Changes in Service Providers

Initially, the Redeploy hubs were overseen by two core provider agencies. Cook County Redeploy ended its relationship with the first provider in 2024. As the program moves to its new model and expands across Cook County (described below), it will also no longer contract with the second provider, whose contract ends in 2026. Some staff from that provider have since moved on to the Cook County Redeploy team, providing continuity of experienced professionals through the transition.

[6] The GOALS (Goals Outcomes and Long-term Success) assessment is a structured needs-and-strengths instrument developed by Orbis Partners and scored within the CaseWorks system. It assesses youth across 15 life domains and produces four summary dimensions, overall need, strengths, vulnerability to future negative outcomes, and static (historical) risk, each rated on a six-level scale from very low to very high.

Responsive Safety Planning

In response to safety incidents connected to youth travel to and from the hubs, Cook County Redeploy adjusted its policies, operations, and programming over the course of the pilot. In 2024, a no cell phone policy was implemented in response to concerns that youth could be tracked through their phones, heightening risks during transport. The program also scheduled and routed youth in ways meant to avoid crossing gang lines.

To help youth manage and de-escalate conflict and to process safety incidents, Cook County Redeploy partnered with the Center for Conflict Resolution, which delivered conflict-resolution and mediation sessions with youth. The sessions rotated across hubs. The program separately developed a summer safety program for the summer of 2024.

From Hub to Individualized Approach

Over the course of the pilot, Cook County Redeploy decided to move away from its original hub-based service model. Program leadership cited two factors: a series of safety incidents involving youth during transport to and from the hubs and a plan to expand Redeploy across Cook County. Coinciding with the end of the provider contract on June 30, 2026, the program replaced the structured, full-day hub model with an individualized approach in which services are delivered according to each youth's needs and schedule, including integrating therapy into the school setting. The program will retain its core services under this approach; what will change is the delivery structure. Because the hub model, its built-in relational core, and its corresponding structured supervision are central activities in the program's logic model, this shift represents a notable departure from the model as originally documented.

Implementation of the Redeploy Pilot Program

As noted above, to assess implementation of the Redeploy program, the evaluation team analyzed administrative and programmatic data, along with court records, and also conducted a series of focus groups and interviews with youth, program staff, and stakeholders.

Referral & Enrollment

This report presents data on youth referred to Cook County's Redeploy Illinois program between March 2023 and December 2025. Of the 122 referrals received during this period, the majority originated from a subset of calendars (76, 63, and 53; see Figure 1). Of the 122 referrals, 79 (65%) were accepted into the program.

Time in Program

On average, youth spent 8.9 months in the program, with a range of less than 1 month to more than 20 months.

Participant Profile

Most youth referred to the program identified as male (97%), with only 3% identifying as female. Regarding race and ethnicity, 12% of youth identified as Hispanic and the remaining 88% identified as Black. The average age at referral was 16.6 years (SD = 1.04), with ages ranging from 14 to 18. Notably, 65% of youth were between the ages of 16 and 17 at the time of referral.

Table 3. Demographic Characteristics of Referred Youth

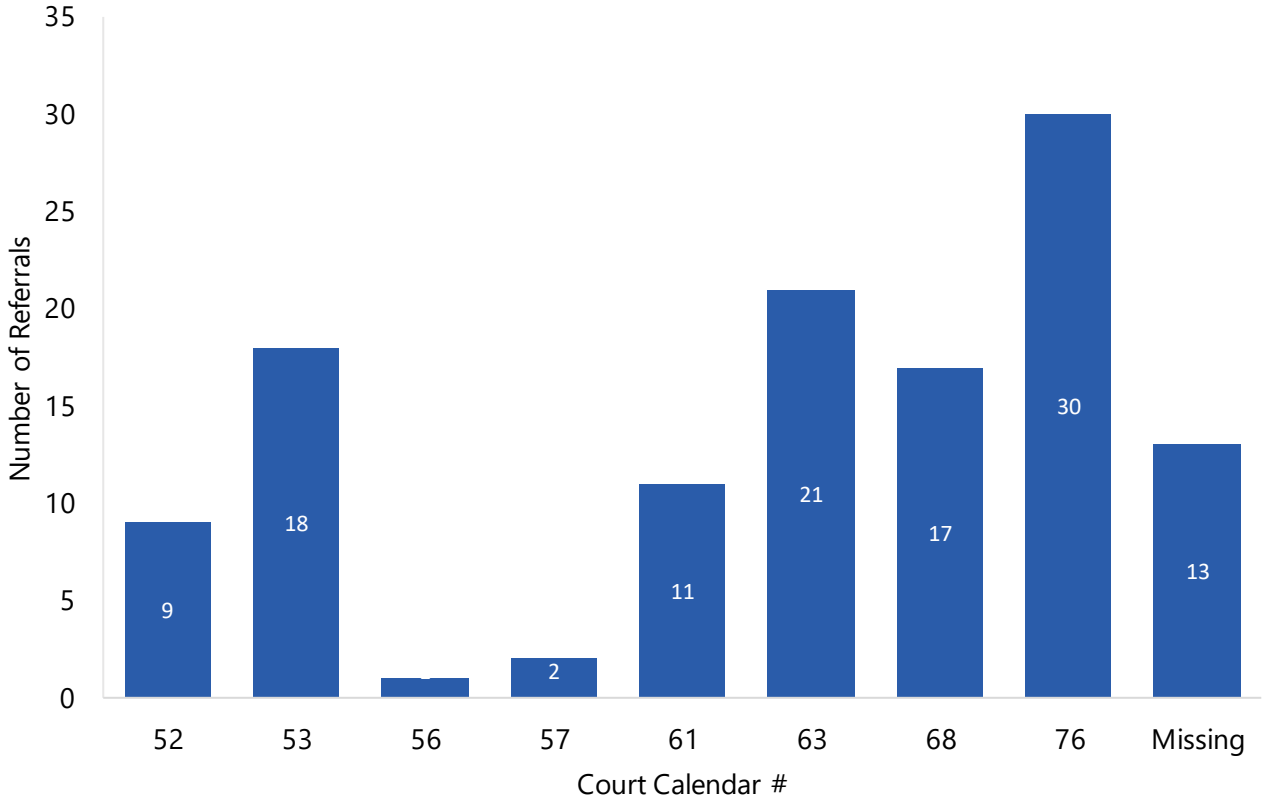
Characteristic	*n*	%
Sex		
Male	118	96.7
Female	4	3.3
Missing data	0	0.0
Race/Ethnicity		
Black	107	87.7
Hispanic	15	12.3
Missing data	0	0.0
Age group at referral		
14–15	33	27.0
16–17	79	64.8
18	10	8.2
Age at referral		
Mean (SD)	16.6 (1.04)	
Range	14–18	

Note. N = 122. Percentages may not sum to 100 due to rounding.

Referring Calendar

Calendar 76 accounts for the largest share of referrals (*n* = 30, 25%), followed by Calendar 63 (*n* = 21, 17%) and Calendar 53 (*n* = 18, 15%). The remaining referrals are distributed across five additional calendars: Calendar 68 (*n* = 17, 14%), Calendar 61 (*n* = 11, 9%), Calendar 52 (*n* = 9, 7%), Calendar 57 (*n* = 2, 2%), and Calendar 56 (*n* = 1, 1%). Calendar data were unavailable for 13 youth.

Figure 3. Youth Referred to Redeploy by Court Calendar



Initial Charges

With respect to charge severity, 53% of youth carried Felony Class X[7] charges and an additional 9.8% were charged with a Felony Class 1[8] offense; combined, more than 60% of referred youth faced the two most serious felony classifications. Twenty-five percent of youth carried Felony Class 4[9] charges, which is the least serious felony class. These charge classifications reflect a referral population concentrated at both ends of the spectrum. Felony class data was unavailable for 7 youth.

Overall, the charges that prompted referral were serious, with most charges including the use of a weapon. Consistent with the program's eligibility criteria, referred youth had been adjudicated for and were diverted in lieu of commitment to a youth correctional facility; as the felony-class distribution above indicates, a majority carried the most serious felony classification. There was also considerable variety in the specific offenses that prompted referral, ranging from the most serious violent felonies such as kidnapping and reckless homicide to property offenses such as burglary. The most common offenses were armed robbery and vehicular hijacking, which were equally prevalent and each accounted for 22% of youth, followed by aggravated[10] unlawful use of a

[7] Under the Illinois sentencing code, Class X is the most serious felony class below first-degree murder. A Class X felony carries a determinate prison term of not less than 6 and not more than 30 years, and a period of probation or conditional discharge may not be imposed (730 ILCS 5/5-4.5-25).

[8] Class 1 is the next most serious felony class below Class X. Other than for second-degree murder, a Class 1 felony carries a determinate prison term of not less than 4 and not more than 15 years, and a period of probation or conditional discharge may be imposed for up to 4 years, subject to statutory exceptions (730 ILCS 5/5-4.5-30).

[9] Class 4 is the least serious felony class. A Class 4 felony carries a determinate prison term of not less than one and not more than 3 years, and a period of probation or conditional discharge may be imposed for up to 30 months (730 ILCS 5/5-4.5-45).

[10] In Illinois, an offense is considered "aggravated" when it is elevated from a misdemeanor or standard charge to a more severe felony because of specific, dangerous circumstances or vulnerability of the victim.

weapon at 21%. Approximately 62% of all youth referred to the program were referred for a charge involving the use of a weapon. The full distribution of charges is presented in Table 4.

Table 4. Most Serious Charge at Referral

Charge	*n*	%
Armed robbery	27	22.1
Vehicular hijacking	27	22.1
Aggravated unlawful use of a weapon	26	21.3
Possession of a stolen motor vehicle	11	9.0
Aggravated discharge of firearm	5	4.1
Unlawful use of a weapon	5	4.1
Burglary	4	3.3
Robbery	4	3.3
Aggravated battery	3	2.5
Murder/Attempted murder	2	1.6
Reckless discharge of firearm	2	1.6
Aggravated robbery	1	0.8
Home invasion	1	0.8
Interstate-default charge	1	0.8
Kidnapping	1	0.8
Reckless homicide	1	0.8
Resistance to Officer	1	0.8
Total	**122**	

Note. N = 122. Percentages may not sum to 100 due to rounding.

Table 5. Felony Class of Most Serious Charge

Felony Class	*n*	%
Class X	64	52.5
Class 1	12	9.8
Class 2	5	4.1
Class 3	4	3.3
Class 4	30	24.6
Missing data	7	5.7
Total	**122**	

Note. N = 122. Felony class was unavailable for 7 youth. Percentages may not sum to 100 due to rounding.

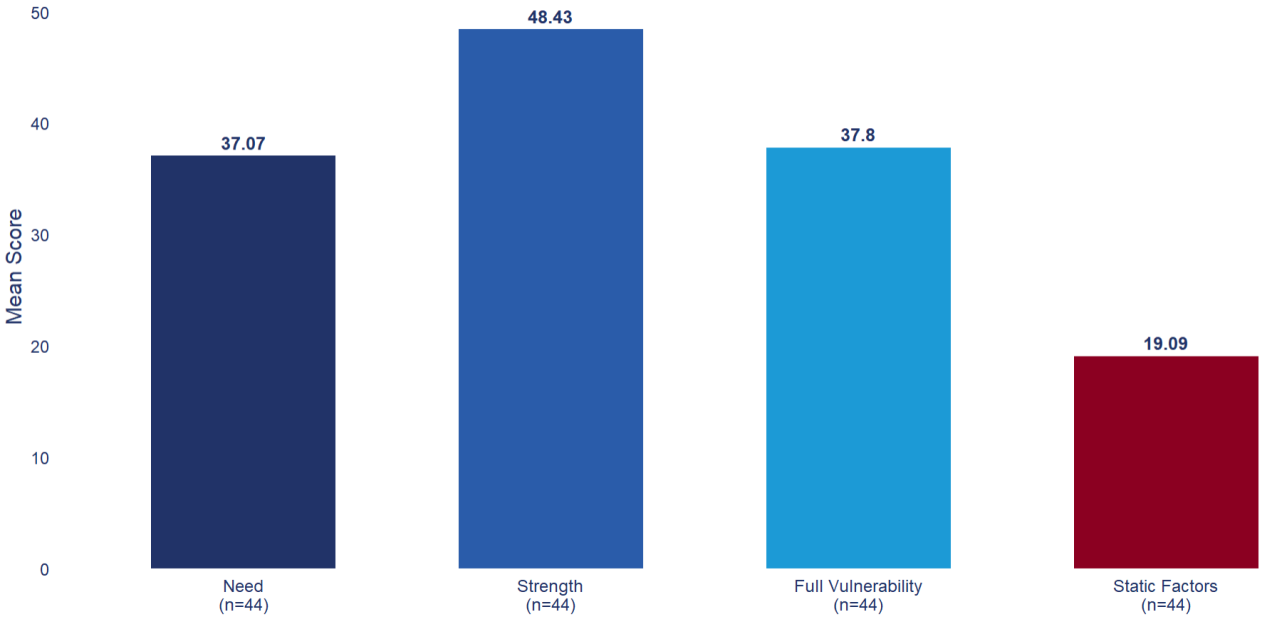
GOALS Assessment at Intake

Beginning in 2024, the program assessed youth at intake using the GOALS assessment, which rates youth across 15 life domains and summarizes results in four dimensions: overall need, strengths, vulnerability to future negative outcomes, and static risk based on historical or unchangeable factors. Each assessment is done on a six-level scale. Because GOALS was introduced partway through the pilot, completed intake assessments are available for only 44 of the 122 referred youth; the profile below describes those 44 and should be read as descriptive of the assessed group rather than the full referred population.

Overall Needs, Vulnerability, Static Factors, and Strengths

Intake assessment data via the GOALS assessment were available for 44 of the 122 referred youth. The average score on the overall Needs domain was 37.07 (s.d.=12.84), which is the upper limit of the "moderately high" level of need (see Figure 3). The average score on the overall Strengths domain was 48.43 (s.d.=14.16) which is within the "moderately high" range. Additionally, the average score on the overall Vulnerability domain was 37.80 (s.d.=12.18) and the average score on the overall Static Factors domain was 19.09 (s.d.=5.58). These average scores are also within the "moderately high" levels for each domain.

Figure 4. Mean Domain Scores at First Assessment



Specific Needs and Education

Beyond the four summary dimensions, GOALS also rates youth across individual life domains, several of which stood out as areas of high need among the 44 assessed youth. The most common individual item areas of high need were mental health and trauma (91%), followed by life skills (87%) and alcohol and drug needs (80%). Notably, need and strength were sometimes concentrated in the same domains. For example, despite high need ratings in life skills, 62% of youth also identified life skills as a high strength and 44% had adaptive skills identified as a high strength, offering opportunities for the program to improve already existing skills.

At intake, more than half of youth (56%) expressed some belief in the value of education. However, 29% had some reservations about its value. Half of the youth had grades of C or B and 8% earned a B+ or above while 21% were failing some or most of their classes. Taken together, these figures suggest a gap between belief and engagement: many youth value education in principle while struggling with it in practice. The program's educational advocacy and support are designed to address this type of gap.

Gang Membership and Social Connections

Of the 44 youth who completed the intake GOALS assessment, 31% identified as committed gang members, with an additional 2% reporting gang affiliations but expressing interest in leaving. Twenty-seven percent had valued peers or associates involved in gangs. Despite this, the majority of youth (89%) had at least some peers who provided a prosocial influence and 47% had at least one positive adult relationship. However, only 16% enjoyed regular contact with a positive adult, indicating that while many youth have positive adult relationships, the relationships are inconsistent, a specific gap the program's mentoring component is positioned to address.

None of the youth reported facing immediate or perceived threats of physical violence in the home; however, 27% faced such threats outside of the home, a perception reflected in youth focus groups to which programmatic safety planning has responded.

Facilitators

Across stakeholder groups, five conditions emerged as facilitating early implementation: cross-system coordination, staff relationships and mentoring, family engagement, flexible funds, and adaptive leadership.

Cross-System Coordination

Probation officers and state's attorneys consistently described the wraparound, one-stop-shop model as a genuine departure from standard probation. With wraparound, services can be arranged quickly and in one place rather than across fragmented referrals. Probation officers reported clear role expectations, timely documentation, accessible staff, and standing monthly touchpoints, while state's attorneys credited the program's structure and organization. As one probation officer put it, "Everything is already set up; it's more helpful, because everything is available much quicker." This coordination was among the most frequently cited strengths of the model. Beyond its practical value, the structured collaboration the model requires—bringing court actors, probation, and providers around the same youth—also creates the conditions for another aim of the program: shifting how court actors understand what is possible for these youth and their communities. Early signs of that shift are discussed in the Early Findings and Participant & Stakeholder Perspectives section.

Staff Relationships and Mentoring

The relationship youth built with Redeploy staff is a key facilitator mentioned across all groups. Youth described staff who followed through, held them accountable in a fair way, and cared about them as people rather than cases. (One youth said, "The main difference between this program and others is they genuinely try to better us.") Caregivers described staff persistence even when youth initially resisted, and state's attorneys noted that many youth had never had a mentor or consistent adult before. These relationships facilitate implementation because they support youth moving from initial resistance to genuine engagement. Sustained engagement is an essential prerequisite to the clinical, educational, and skill-building supports core to the program's theory of change.

Family Engagement

Families reported being continuously engaged by Redeploy staff starting at intake. Judges and probation officers described family engagement as one of the factors that most shapes whether a youth engages in and completes programming, which is why family commitment functions as a practical condition for referral and an important facilitator of implementation. One Redeploy staff member found this whole-family approach notable, suggesting, "I've never seen a program that is inclusive of the family unit like that."

Flexible Funds

Flexible funds were repeatedly described as a distinctive and meaningful feature of the program, used to cover utilities, clothing, food, identification documents, and, in one case, rent during a caregiver's medical crisis so the family could remain housed. Youth and caregivers described the funds as facilitating buy-in and engagement in two ways: they signaled that Redeploy could respond to needs the family itself identified, and, as a practical matter, they removed material and logistical barriers that might otherwise interrupt participation.

Adaptive Leadership

Program leadership was described as being responsive to feedback from youth, caregivers, and court personnel, adjusting elements such as program length, the daily schedule, recreational programming, and educational support over the pilot period. In a pilot, where the model is still taking shape, the capacity to identify what is not working and adjust quickly is an important facilitator. Adaptive leadership helps to ensure course correction and sustained alignment with implementing partners and with the needs of the youth the program serves.

Challenges

Stakeholders identified several implementation challenges that, if not addressed or responded to, threaten the Redeploy model.

Safety & Transportation

Safety, particularly during transportation to and from the Redeploy hubs, was a prominent and contested challenge across stakeholder groups. Following incidents in which youth were targeted while being transported, public defenders raised concerns that program vehicles revealed where participants lived and that hub transportation placed youth in danger. Youth, however, described feeling safe inside the hubs but unsafe outside them, while caregivers generally reported that transportation made their children safer. The challenge of responding to these safety threats while continuing to transport youth to the services central to the model was a core implementation tension, and it contributed to the decision to move away from the hub model.

Workforce Stability and Clinical Capacity

Two distinct workforce challenges emerged. The first was turnover across roles, affecting Redeploy staff, probation, and the courts. Judges said that staff within the state's attorney's office rotated every 3 to 6 months. Stakeholders said this churn created an ongoing knowledge gap that required continually educating new personnel about the program's origins, goals, and approach. The second was the difficulty of securing sufficient intensive clinical capacity. Judges in particular described needing individual, trauma, and family therapy at an intensive level that has been hard to source. Because effective clinical support is foundational to the program's early outcomes, the availability of these clinicians is a meaningful implementation challenge.

Early Findings and Participant & Stakeholder Perspectives

In this section, we summarize findings from an analysis of data on participants in the Redeploy Pilot program.

GOALS Assessment: Change over Time

Only 21 youth had both an initial and a closing GOALS assessment. On average, these youths' closing scores on overall needs, vulnerability, and static factors increased by 1–3 points. Their strengths scores increased by 0.3 points, which, while not statistically significant, represents a positive trend. While an average increase in needs is not in the expected direction, an increase in static factors in particular (factors that by definition should not change) suggests that it is possible that staff may get better at identifying the true levels of these problems as they get to know the youth during their time in Redeploy.

Program Completion and Closure

Among youth enrolled into Redeploy, the evaluation distinguishes three closure outcomes: Graduates, partial completers, and noncompleters. Graduates are youth who completed all four levels of the program; these represent successful completers. Partial completers are youth who engaged with the program and completed an estimated 50 to 70% of their goals before closing. Noncompleters are youth who accepted Redeploy services but never fully engaged with the program. Together, partial completers and noncompleters represent unsuccessful completers.

Of the 79 enrolled youth, 69 had exited the program by the end of the analysis period and 10 remained open. Of the 69 exited cases, 21 (30%) graduated, 16 (23%) partially completed the program, and 32 (46%) did not complete. Because these percentages are calculated on closed cases only, and 10 cases remained open, the 30% graduation figure should be read as a floor on eventual completion rather than a final rate.

Reasons for partial and noncompletion are shown in Table 6. Across the 48 partial and noncompleters combined, 31% of partial and noncompleters did not complete due to legal violations and 19% did not complete due to program violations. The two groups, however, demonstrate different reason profiles. Among noncompleters, the dominant drivers for exiting the program were reasons within the realm of a youth's control: legal violations (37.5%) and program violations (25%) together accounted for roughly five in eight non-completions. Among partial completers, the profile was weighted more toward circumstances outside the youth's control, led by needing a higher level of care (25%) and administrative issues (25%), with legal violations representing a smaller share (18.8%).

Table 6. Reasons for Partial and Non-Completion

	Partial Completion		Noncompletion	
Rationale	***n***	**%**	***n***	**%**
Legal violation	3	18.8%	12	37.5%
Program violation	1	6.2%	8	25%
Needed higher level of care	4	25%	4	12.5%
Administrative issue	4	25%	3	9.4%
Lack of engagement	2	12.5%	3	9.4%
Missing data / Not recorded)	1	6.2%	2	6.2%
Death	1	6.2%	0	0%
Total	**16**	**100%**	**32**	**100%**

Legal System Involvement During & After Redeploy

Recidivism and commitment data were available through June 24, 2026. Only 7 youth (9%) were committed to IDJJ during their participation in Redeploy.

Because youth exit the program at varying timepoints and therefore have unequal follow-up periods, this analysis was restricted to recidivism occurring within 12 months of discharge and limited to youth who had been discharged prior to June 4, 2025. Of those 49 youth, only 4 were committed to IDJJ following their exit from Redeploy, with 2 (4%) committed within 0 to 6 months of discharge and 2 (4%) committed within 7 to 12 months of discharge.

For context, the alternative disposition for these youth, commitment to IDJJ, is followed by higher rates of return to custody. Establishing whether Redeploy reduces commitment relative to IDJJ would require a future impact evaluation matching Redeploy participants to comparable youth committed to IDJJ on a common recidivism measure and follow-up window. This developmental evaluation was not designed to support that.

Participant and Stakeholder Perspectives

These findings represent what youth participants, their families, Redeploy staff, and court actors reported observing and experiencing; they do not establish that observed changes were caused by the Redeploy program. Quotations are drawn directly from focus groups, interviews, and survey responses; individuals are identified by role rather than name to protect confidentiality.

Clinical and Mental Health Supports

Logic model alignment: Short-term clinical outcomes (mental health stabilized, decreased substance use) and intermediate clinical outcomes (decreased mental health and substance use risk factors).
Across youth focus groups, therapy was consistently described as a positive and impactful experience for youth. Many recalled entering the program reluctant to speak and gradually coming to trust individual and group counselors. Youth connected their experience in counseling to concrete changes in how they managed anger and conflict. One youth described the outcome of overcoming their initial reluctance, saying, "Coming out I didn't want to talk to anyone. . . opening up helped me a lot because I was going through a lot." Youth described feeling "brighter" as a result of program. Others described skill transfer beyond the hub, including changed interactions at home: "They helped me with my anger. Learned how to deal with other people's temper," and "I talk to my mom different."

Court actors corroborated the clinical aspects of the program as a feature that distinguishes Redeploy from standard probation. Despite court personnel articulating the difficulty in finding agencies with intensive therapy capacity, one judge noted that substance use and mental health needs are addressed more intensively in Redeploy than on regular probation. The judge described the program as filling a gap and giving youth the tools to be successful. Public defenders singled out therapy as something the program was doing especially well.

Survey data reinforce these perceptions. In the Q2 2026 youth survey (n=8), all respondents agreed or strongly agreed that staff provided the support they needed to improve their situation, and seven of eight respondents found individual therapy sessions helpful for working toward their goals. The GOALS intake profile underscores why clinical services are central to the model: 91% of youth with a completed intake assessment had moderate or high mental health and trauma needs and 87% had moderate or high substance use needs.

Educational and Vocational Supports

Logic model alignment: short-term (youth begin accessing educational supports), intermediate (academic and job-readiness skill-building), and long-term (sustained academic improvement, credentialing, and employment).

Educational engagement was cited as a meaningful program element by youth, caregivers, judges, and probation officers. Judges described education and mentoring as being central to the program's value. Public defenders observed that youth who were enrolled in school at intake appeared to complete the program at higher rates, an association worth examining further. Education partnerships were praised, particularly the work of Equip for Equality. Caregivers described meaningful educational progress, including one who recounted the pride of receiving a call and learning that their child was graduating.

Employment and job readiness emerged as an area of strength. Youth survey responses noted connections to vocational pathways, including one young person linked to a construction trade program. Youth said Redeploy inspired them to want to earn, in their words, "legal money" and suggested that Redeploy had "helped me by giving me the mindset to have a business." One public defender praised the program as offering "Real job training. Actual jobs that can build self-esteem and self-worth. Not just stipend checks."

Taken together, these accounts suggest Redeploy is supporting youth with educational supports, connecting youth with real jobs, and expanding how youth think about educational and employment opportunities.

Mentoring & Relationships with Staff

Logic model alignment: intermediate skill-building to facilitate meaningful and healthy relationships.
Youth and caregivers consistently described the trusting relationships with Redeploy staff and mentors as among the most positive features of the program. Youth described staff who followed through on commitments, who went beyond their formal roles to help, and who treated them as people rather than cases. Youth felt staff would provide whatever support they needed; as one put it, staff "supported [me] emotionally, physically, financially. Helped me with hardships." The sentiments youth returned to most often centered on authentic investment and dependable follow-through: "The main difference between this program and others is they genuinely try to better us" and "Everything they say, they do it." Youth especially valued staff with shared lived experience, which youth said made it easier to relate and open up.

Caregivers emphasized staff persistence, including with youth who initially resisted participation: "He didn't want to go. . . . They didn't give up on him and I like that." Court actors framed mentoring as filling a developmental gap, noting that many youth had not previously had a mentor or a consistent positive adult in their lives. The GOALS intake assessment provides evidence of this gap: among youth assessed at intake (n=44), fewer than half (47%) had at least one positive adult relationship, and only 16% reported regular contact with a positive adult. Read alongside the qualitative accounts, this baseline suggests that the trusting staff relationships youth describe may be one of their first dependable adult connections. This corresponds directly to the logic model's relationship-building activities and its intermediate outcome of skill building for meaningful and healthy relationships.

Survey results were strongly positive on relational quality. In the 2024 parent and guardian survey (n=14), all caregivers agreed or strongly agreed that staff demonstrated kindness, respect, and empathy and that staff included them in decisions about services. In addition, 93% reported that staff provided the support their child needed. In the Q2 2026 youth survey (n=8), all respondents reported feeling heard and that staff explained services and opportunities. All respondents also reported that staff gave them the support to improve.

Cultural & Recreational Experiences

Logic model alignment: short-term connection to tailored community activities; intermediate engagement with prosocial community, creative, and physical activities.

Youth spoke a lot about the value of the outings, field trips, and creative programming integrated into the Redeploy program, often framing them as chances to experience things they had missed. Several described trips as a way to "wake up our inner child," explaining that they did not have the opportunity to be children. Beyond enjoyment, youth and staff connected these experiences to exposure and aspiration. A judge described college visits as horizon-expanding for youth with academic potential, and staff expressed a desire to take youth on trips that show there is more to life than their immediate neighborhoods.

Demand for this programming was consistent. Youth and caregivers requested more outings and staff requested additional resources and partnerships to expand them, including opportunities for caregivers to participate.

Family & Peer Relationships

Logic model alignment: intermediate skill-building for healthy family and nonfamily relationships; long-term sustained improved prosocial relationships; community provider outcome of improved engagement with families.

Youth and caregivers described changes in how youth participating in Redeploy related to family members and peers. Youth spoke about communicating differently with caregivers and reducing conflict at home. One youth said, "My mom doesn't have to worry so much. Less stress for her." Caregivers corroborated these shifts, describing youth who had become more communicative, more responsible, and more connected to family. A caregiver said: "He has become so polite and more talkative. . . he's more friendly with his cousins. My relationship with him has definitely changed." Another said, "It has changed his mindset. . . in order to do better, go in the right direction."

The program's engagement of families, beginning at intake, was described as distinctive. Caregivers reported being treated as part of the team, and staff described family inclusion as central to the model. This corresponds to the logic model's community provider outcome of improved engagement of and partnership with families. Survey responses point in the same direction. In the 2024 parent and guardian survey, 86 % of caregivers (n=14) agreed that Redeploy services helped the family unit. In the Q2 2026 youth survey (n=8), 75 % of participants reported feeling more connected to supportive family and nonfamily relationships, with one respondent disagreeing.

The peer findings are also notable. A recurring concern with programs that bring together justice-involved youth is that grouping them can reinforce antisocial behavior. However, in the Cook County Redeploy program, several participants described the peer environment as uniquely supportive, characterizing other participants as people they could trust: "[We] see each other as family. No one talks about anyone. No one is envious. We talk to each other about anything."

Hope & Future Orientation

Logic model and theory of change alignment: increased hope, pride, and self-esteem; long-term positive developmental outcomes and improved well-being.

Focus groups revealed that youth participating in the Redeploy program described a change in their sense of the future. A consistent baseline emerged in both youth and court personnel accounts. Many youth entered

with a doubtful sense of the future, skeptical they would survive far beyond the present. This perception was summarized by a judge as "they don't think they will live that long." Against this baseline, youth described that, while participating in the Redeploy program, they began to envision and plan for a life beyond the program. One youth put it in striking terms: "It made me think that I would live past this summer. . . this program saved my life." Another said, "I can see the future, not the present." Others described wanting to pursue legitimate income and careers, and articulated aspirations toward business ownership, the trades, and giving back to the community. One youth said, "When I see homeless people, I want to build something for them to be on their feet.".

Youth also described changes in self-understanding, using language about becoming wiser, seeing situations from another perspective, and being "built as a man." Caregivers validated these shifts in concrete behavioral terms, describing better decision making and increased responsibility. One caregiver suggested that Redeploy "changed [his] mindset. . . in order to do better, go in the right direction. Get a legal job."

These accounts map onto the theory of change's emphasis on hope, pride, and self-esteem and onto the logic model's long-term well-being outcomes. That this shift surfaced consistently, and often unprompted, across youth is a notable early signal of its promise.

Experiencing Safety

Logic model alignment: Safety planning as an activity, safety incidents as an output, and youth are safe as a well-being outcome. Safety surfaced in the data as a prominent cross-cutting theme and is treated here as a distinct finding.

The theme of "safety" appeared along three distinct dimensions, and the relationship among them is itself a finding: the program cannot remove the external dangers youth face, yet within its spaces youth report feeling both physical and emotional safety.

The first safety dimension was real-world threats. Stakeholders documented external risks to youth, primarily before and after program activities, with particular concern about transportation. Public defenders and probation officers noted that visible, routine pickups and drop-offs could make youth identifiable. They referenced a documented incident in which a youth was targeted near a drop-off. A state's attorney observed that the everyday environment many participants navigate "is a much more violent world than many imagine for those boys." These concerns inspired different responses across roles, and they surfaced a specific tension: public defenders questioned whether routine home pickups exposed higher-risk youth, while caregivers valued program transportation as a source of safety. Program leadership responded to safety incidents with new protocols, as noted by the implementation facilitators.

The second dimension of safety concerned whether youth *felt* safe, independent of objective risk. In apparent tension with these external risks, youth and caregivers consistently described feeling physically safe inside the hubs and during program-provided transportation, in contrast to feeling exposed and in danger when operating outside the program. As one youth put it, "I feel safe inside. . . but not outside." Caregivers echoed this sense of safety within the program. For example when asked about the targeted shooting incident, one caregiver said, "I heard about the incident. I definitely felt safe and he felt safe."

The third dimension of safety was "emotional security" beyond physical safety. Youth described feeling a sense of being accepted and supported to be themselves. This sense of belonging was rooted in the relationships documented through these findings. As one caregiver put it, Redeploy staff "don't treat [youth] like they are

terrible people [and] are there for them." Contrasting his relationship with Redeploy peers, one youth described the guarded posture youth carried from outside the program: "In the world we come from, as long as someone doesn't mess with you, just keep your distance." Whether in therapy, with Redeploy staff, on cultural exposures, or interacting with peers, youth articulated a sense of emotional security and a novel ability to be themselves while in the program.

Flexible Funds and Concrete Supports

Logic model alignment: provide concrete supports and material needs as an activity; number of families receiving economic or concrete support as an output.
Flexible funds were described across stakeholder groups as a distinctive and meaningful feature of the program. A consolidated record of hub-level flexible funds from October 2023 through June 2026 documents 122 disbursements totaling roughly $19,400 and reaching dozens of youth and their families.

Material and household supports are the predominant flexible funding types. These include groceries and food, utilities and phone bills, hygiene and move-in or toiletry supplies, clothing (including school, court, and funeral clothing), apartment furnishings, baby items, and back-to-school shopping. The largest single dollar items remain two early furniture purchases totaling roughly $3,380. Three rent payments, each between about $300 and $345, appear as discrete line items, corroborating administrative records that show the rent assistance that caregivers described in interviews

Stakeholders described the funds as serving several functions. They removed barriers to participation by covering transportation and related costs, with one youth saying "Redeploy meets your needs. . . they have met all my basic needs. . . now I have to figure out my career." The funds helped stabilize households in crisis, including one instance in which the program covered rent for a caregiver who could not work following surgery. The funds allowed the family to remain housed and relationships between family members strengthened. One caregiver said, "When LINK was cut, Redeploy gave funds for Thanksgiving." Another participant discussed how the ability to buy clothing for his young child strengthened his relationship with both the child and the child's mother, while improving his self-perception as a father. This finding aligns directly with the logic model's concrete-support activity and corresponding output and suggests the impact of these funds is worth further exploration.

Emerging Shifts in Court and System Perspectives

Logic model alignment: Community provider outcomes (improved partnership, sustained capacity, increased collaboration) and juvenile legal system outcomes (ability to match interventions to youth circumstances).
Beyond youth-level findings, interviews surfaced an emerging shift in how court actors describe their role and what they see as possible for these youth. This system-level theme corresponds to the logic model's community provider and juvenile legal system outcomes.

Judges described newly seeing wraparound providers as legitimate collaborators, and they spoke more about youth development, college visits, and long-term identity formation rather than disposition alone. One judge reflected, "It's opened my eye to other options. There are agencies there who want to help." State's attorneys described shifting from only charge-driven decisions toward weighing each youth's circumstances, and several stated openness to expanding referrals. One said plainly, "I am totally open to sending more kids to Redeploy." Probation officers described treating Redeploy as a genuine second chance rather than a step toward commitment and reported drawing on engagement skills to better meet youth where they are.

Consistent with the logic model's system-level outcomes, these accounts indicate collaboration between the court and community providers has strengthened, court actors will partner with a broader range of entities, and they consider a broader range of options for what is possible for court-involved youth.

Sustainability of the Redeploy Program

The sustainability of the Cook County Redeploy program depends on at least three conditions: (1) its ability to maintain the core components of the program as it transitions away from the hub model, (2) its ability to retain a workforce and partner network with the clinical expertise, understanding of the population, and shared vision the program requires, and (3) a more committed and consistent approach to data collection and oversight.

Moving away from the hub model may pose a challenge to the relational aspects of the program that the findings suggest are central to its early success. Youth valued peer interaction and support, group therapy and programming, and the chance to build close relationships with Redeploy staff. These benefits were scaffolded by the hub's colocated, group-based structure, where youth gathered daily in a shared setting. Furthermore, from the court perspective, structured supervision is a core element of the program's theory of change. An individualized model that delivers services to youth separately may remove the conditions under which these relationships and group experiences formed and may diminish the structured supervision. As the program shifts to this approach, program designers should consider how program and court compliance, along with the peer connection, group programming, and staff relationships youth valued, can be preserved when youth are no longer served together in one place.

The workforce and invested partnerships are vital to Redeploy's sustainability. Maintaining a workforce with both clinical and lived expertise to connect with youth is important for program continuity and effectiveness. Along with program staff, ensuring that partner agencies and court partners have an updated understanding of the program, its goals, and their role within it is essential for ongoing operation. Asynchronous training materials and ongoing coaching may prove useful for a workforce and stakeholder group prone to turnover. Regular engagement of all partners will continue to matter, not only for alignment, but also to ensure partners continue to see Redeploy as an effective alternative to IDJJ.

A more committed and consistent approach to data collection and oversight is the third condition. If Cook County Redeploy would like to pursue an impact evaluation, it will depend on data being collected consistently, at the right intervals, and across providers. Furthermore, reliable data allow a program to demonstrate its value to funders and strengthen the case for continued investment and growth. The GOALS assessment was introduced partway through the pilot and was not collected consistently enough to support robust analysis of change in youth needs and strengths over time. This limited what could be said about early progress. Sustaining and eventually evaluating the program will require clear oversight of data collection and data quality, including consistent administration of assessments (initial, ongoing, and closing), and a shared data infrastructure usable across the providers. Reports from Cfive (Cook County's web-based case and offender management software) can augment this process. Reliably capturing the outputs the logic model already specifies, including referral and enrollment, attendance, treatment plan and staffing completion, families receiving concrete support, safety incidents, and staff turnover, will allow the program to demonstrate its value and support more rigorous evaluation going forward.

DISCUSSION

Although it can't be proven that Redeploy reduces recidivism, the pilot was implemented as designed, reached the youth it was meant to serve, and gave the program a real foundation to build on.

This evaluation found that the Cook County Redeploy pilot was implemented largely as designed, and that participants and stakeholders who engaged in data collection activities articulated a positive experience with the program. Data collection indicates that the program is reaching its intended population: IDJJ-eligible youth with high needs and serious charges. The services and supports provided by the program were described by participants as being meaningful and valuable. The program is also showing early signs of shifting how court actors think about partnering with community-based agencies and about alternatives for court-involved young people.

While this evaluation cannot definitively show a reduction in recidivism in the absence of a clear counterfactual, commitment rates were low both during the program and in the year following discharge (see section "Early Findings and Participant & Stakeholder Perspectives"). Few youth were committed to IDJJ while participating, and among those discharged with at least 12 months of follow-up, commitments were also infrequent. Noncompleters and partial completers had different reasons for leaving, with noncompleters exiting more often for reasons within their control and partial completers for circumstances outside theirs. This contrast may warrant different program responses.

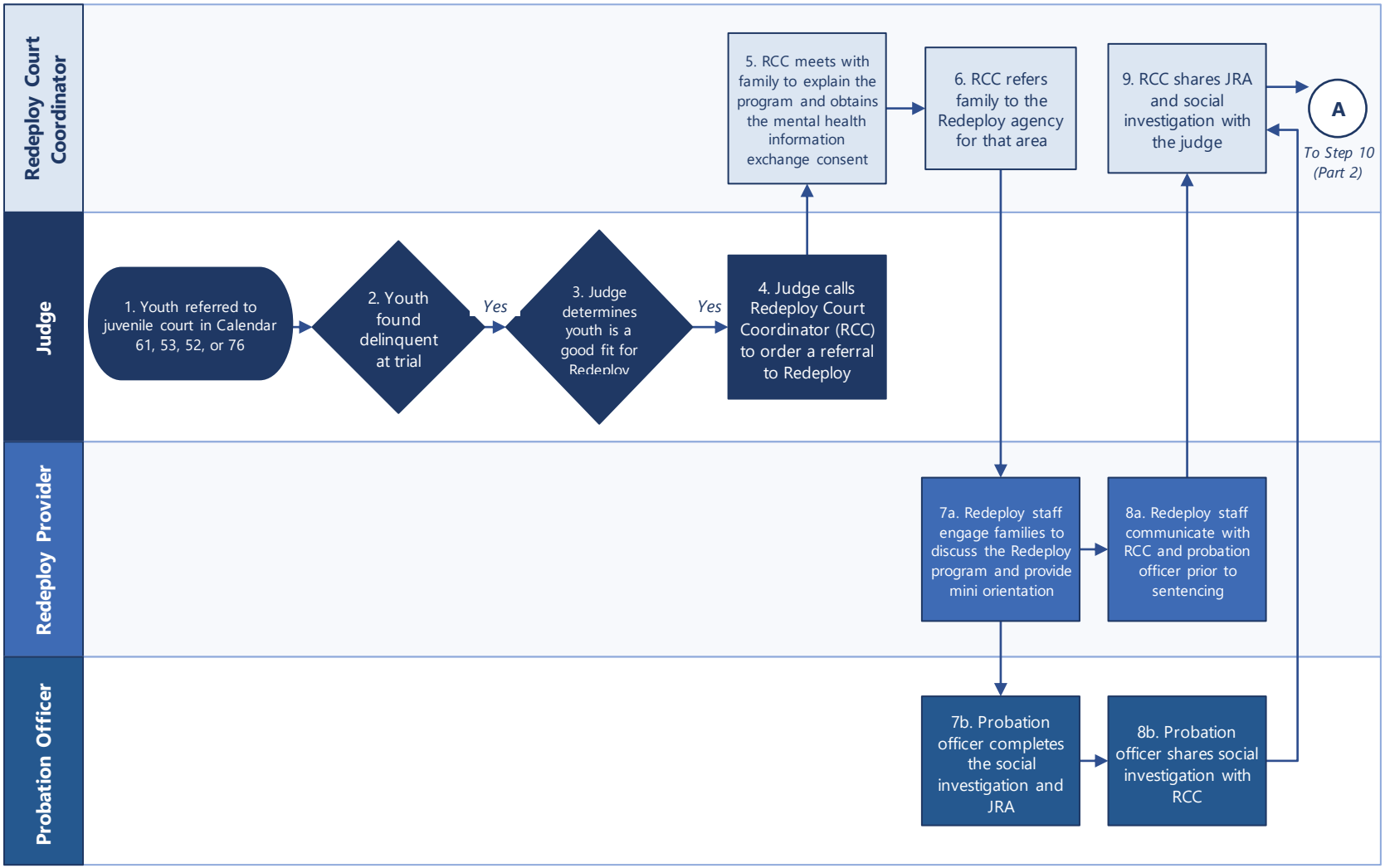
The major limitations of this evaluation are: (1) there is no clear comparison group or counterfactual; (2) the youth, caregivers, and stakeholders who participated in data collection may have been more likely to hold positive views of the program, so the findings may overstate how participants and stakeholders experienced it overall (an effect compounded by the small sample); (3) the assessment data that could have complemented our qualitative findings changed mid-pilot and were often incomplete; and (4) the model on which our early findings are based is changing significantly as it departs from the hub-based approach.

Despite these meaningful limitations, the interviews, focus groups, and survey responses signal that, for the respondents, the Cook County Redeploy program provided emotional skill building to process trauma and regulate emotions, cultivated opportunities to build prosocial relationships with healthy adults and peers, and, at least for some youth, began to shift their mindset about what was possible for themselves and their futures.

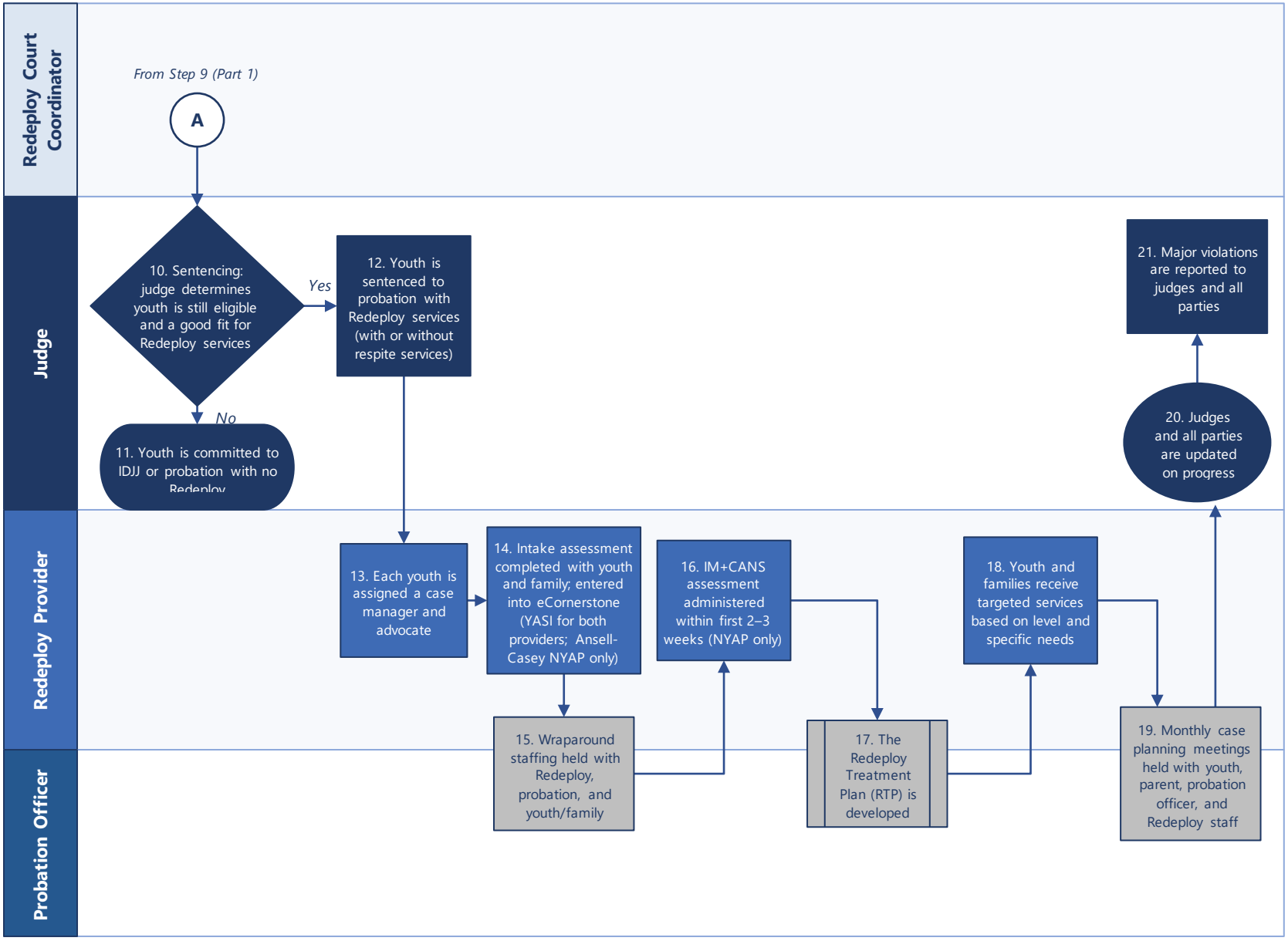
The pilot provided an opportunity to learn and adapt to the needs of youth and caregivers as well as court partners. The cross-system collaboration, strong relational investment, family engagement, and flexible funds served as key facilitators to implementing this pilot and provide a strong foundation to carry it forward.

APPENDIX A. REDEPLOY BUSINESS PROCESS MAP

Part 1. Referral through pre-sentencing (Steps 1–9)



Part 2. Sentencing and Redeploy services (Steps 10–21)



APPENDIX B. REDEPLOY THEORY OF CHANGE

Problem What problems are we trying to solve, for whom?	Root Causes Why do these problems exist?	Change Pathways What will be different?	Outcome What is the goal?
Youth, Families, & Communities: Incarceration: i. Causes further trauma and can negatively impact youth development; ii. Is ineffective in reducing juvenile recidivism and other adverse outcomes, including criminal involvement & incarceration in adulthood; iii. Contributes to poor community well-being (economic conditions, crime & safety, collective efficacy & trust, etc.)	Structural racism and a long-standing punitive philosophy underlie these root causes i. Structure, function, and location of secure detention facilities can traumatize youth and families ii. Societal, community and familial risk factors that contribute to delinquent behavior (e.g. poverty, community & family violence, trauma exposure, educational engagement, mental health issues, etc.) are not adequately addressed via incarceration and youth and families are not provided adequate supports to successfully reenter community; iii. High incarceration rates destabilize communities.	➢ Eligible youth will be diverted to community-based services ➢ Youth will be safe and not harmed ➢ Youth & families will have access to a wide range of supports (including economic & concrete support) that are inclusive and equity-centered via a centralized hub ➢ Youth & families will make progress on goals and experience increased hope, pride, and self-esteem/self-worth	➢ Youth will experience reduced involvement with legal system (juvenile and criminal) ➢ Youth will achieve positive developmental outcomes ➢ Communities will be healthy, safe, and thriving
Community Providers: i. Do not have access to adequate resources to address the challenges facing youth and families ii. Experience difficulties communicating, engaging, & supporting youth during reentry iii. Experience a lack of coordination and collaboration with juvenile legal system partners and other service providers, with expertise often not included in reentry service development and holistic care planning for youth and families	i. Limited funding and resources available; ii. When seeking or receiving services, families are disconnected, stigmatized, and are often ignored in decision making processes iii. Lack of infrastructure supporting coordination and collaboration with a focus on the family across service continuum.	➢ Redeploy will create well-resourced, centralized hubs in communities where youth live ➢ Redeploy providers will assist families in navigating and accessing resources through a family-driven, empathetic process ➢ Increased coordination and collaboration between court players and community providers in service development and case planning ➢ Increased responsibility of youth, family, peers, community, and providers to address youth and family needs	➢ Community providers are equipped to support youth & families outside of the juvenile legal system ➢ Community providers will have access to and be part of a strong prevention and intervention service continuums (that include families) in the community
Juvenile Court/Juvenile Legal System: i. Decision makers lack alternative options to incarceration ii. Juvenile dispositions result in punitive rather than supportive experiences for youth iii. Incarceration disproportionately impacts youth of color from low-income families and disinvested communities	i. Political will to invest in diversion is lacking because incarceration has historically been seen as an effective form of maintaining public safety; ii. Misalignment between rehabilitation and punishment philosophies in practice (in practice, more punitive than rehabilitative/trauma-informed) iii. Low-income youth of color are arrested and incarcerated more frequently and released at a lower rate than White youth.	➢ Juvenile courts will be able to divert youth to alternative options to incarceration through the Redeploy program ➢ Court caseloads will be reduced. ➢ Court cases will procced in a timely and efficient manner.	➢ Cook County will limit use of incarceration to youth with serious, violent offenses ➢ Less disproportionality and disparity in the juvenile legal system

APPENDIX C. REDEPLOY LOGIC MODEL

Inputs *Resources needed and available to carry out program activities*	Activities *What the program & partners do to bring about changes*	Outputs *Evidence that the program activities delivered what was intended*
Redeploy IL funding Committed leadership among Judges Support among stakeholders (probation, agency providers, etc.) Organizational infrastructure of existing community services, resources, and networks Implementation and CQI frameworks C-5 data infrastructure	<u>Diversion from IDJJ</u> - Voluntary participation <u>Community-Based Hubs:</u> - Resources & services under one roof - Continuity of care - Supervision & structure - Level system <u>Assessment & Planning:</u> - YASI, IM-CANS assessments - Individualized care plan - Wrap around staffing (initial and monthly meetings) <u>Services & Supports:</u> - Evidence-based therapy (TH-CBT) - Individual, group, family counseling - Recreational, voc/educ services - Cultural events - Mentoring - Economic & concrete support - Safety planning - Post-discharge support	➢ Number of youth diverted from IDJJ & sentenced to probation w/ Redeploy ➢ Referral rate ➢ Enrollment rate ➢ Information flow between Redeploy, court, probation ➢ Attendance rate ➢ Staff turnover ➢ Staff satisfaction ➢ Safety incidents ➢ Timely progression through level system ➢ YASI completion rate (initial, ongoing, closing) ➢ Completion of Redeploy Treatment Plan (RTP) ➢ Involvement of families in RTP development ➢ Completion of staffing meeting(s) ➢ Completion of one or more services in RTP ➢ Number of youth for whom each service type is addressed in RTP ➢ Involvement of families in provision of services ➢ Number of families that receive economic or concrete support ➢ Youth & family satisfaction with program

Youth Outcomes				
Outcome Category		<u>Short-Term</u> Stabilization (Level 1)	<u>Intermediate</u> Skill-Building (Levels 2-4)	<u>Long-Term</u> Sustainment (post-discharge)
Clinical Outcomes		Decreased substance use Mental health is stabilized	Decreased mental health and substance use risk factors	Remain substance free Strong mental health
Behavioral & Legal System Outcomes		No new charges	No new charges	No future IDJJ or IDOC commitments
Well-Being		---	---	Youth are safe Improved well-being
Risk & Protective Factors	Work	Overall improvement in YASI and IM-CANS scores	Job readiness skill-building and/or increased employment experience	Sustained improvement in employment
	Education		Academic skill-building and increased school engagement	Sustained academic improvement and credentialing
	Relationships		Skill-building to facilitate meaningful and healthy relationships	Sustained improved prosocial relationships with one another and with positive peers and adults
	Community		Skill-building and engagement with prosocial community activities	Sustained positive community connections
	Health		Skill-building and engagement with individual and physical activities	Sustained improved physical health
	Creativity & Experiences		Skill-building and engagement with creative activities and programs/experiences	Sustained engagement with creative activities & experiences

Community Provider Outcomes	Juvenile Legal System Outcomes
Improved engagement of and partnership with families	Fewer youth receiving IDJJ commitment as disposition
Sustained capacity to support youth & families	Reduced courtroom caseloads
Increased collaboration with provider network and court system	Reduced racial/ethnic disparities and disproportionality